



AGENDA

Strategic Planning Council Committee of the Whole Meeting

9:00 AM - Monday, September 16 and Tuesday September 17, 2019
Council Chambers, 4340 – 47 Avenue, Rocky Mountain House, AB

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1. CALL TO ORDER	
2. ADOPTION OF AGENDA	
3. ADOPTION OF MINUTES	
3.1. FINAL DRAFT Strategic Planning Meeting Minutes 06.17.2019	3 - 8
4. OFFICE OF THE CAO	
4.1. Health Care Spending Accounts - Pdf	9 - 10
5. AGRICULTURE & COMMUNITY SERVICES	
5.1. Leslieville Playground - Pdf	11 - 12
5.2. Recreation Support for Community Groups - Pdf	13 - 49
6. PUBLIC WORKS	
6.1. Paving Priorities - Pdf	51 - 56
6.2. Public Works 2020 - 2029 Capital and Operational Budget Review - Pdf	57 - 62
7. PLANNING & DEVELOPMENT	
7.1. Planning and Development Capital Requirements - Pdf	63 - 64
8. CORPORATE SERVICES	
8.1. "Welcome to Clearwater County" Road Signs - Pdf	65 - 68
8.2. Corporate Services Capital and Staffing Requirements - Pdf	69 - 70
9. EMERGENCY & LEGISLATIVE SERVICES	
9.1. Clearwater Regional Fire Rescue Services Radio System - Pdf	71 - 102
10. CLOSED SESSION*	
* 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	
10.1. Leslieville Fire Station Building Project - FOIP s.16 Disclosure Harmful to Third Party Interest	
11. ADJOURNMENT	

Minutes of the Strategic Planning Committee of Council meeting held June 17, 2019 in the Clearwater County Council Chambers in Rocky Mountain House, Province of Alberta.

CALL TO ORDER: The Meeting was called to order at 9:03 am by Reeve Duncan with the following being present:

Reeve:	Jim Duncan
Councillors:	John Vandermeer
	Cammie Laird
	Daryl Lougheed
	Tim Hoven
	Michelle Swanson
	Theresa Laing
Staff:	
Chief Administrative Officer	Rick Emmons
Recording Secretary	Whitney Wedman
Director, Ag & Community Services	Matt Martinson
Director, Public Works Infrastructure	Erik Hansen
Director, Public Works Operations	Kurt Magnus
Manager, Legislative Services	Christine Heggart
Communications Coordinator	Djurdjica Tutic
Senior Planner	Jose Reyes
Heritage Coordinator	Amanda Rodriguez
Director, Planning & Development	Keith McCrae
Manager, Financial Services	Rhonda Serhan

**AGENDA
ADOPTION:**

'Intermunicipal Fire Rescue Services Agreement' Closed Session Agenda Item was added to the agenda.

D. Lougheed motioned that the Committee adopts the Strategic Planning Committee of Council June 17, 2019 agenda as amended.

CARRIED

MINUTES:

1. April 15, 2019 Strategic Planning Committee Meeting Minutes

M. Swanson motioned that the Minutes of the February 25, 2019 Strategic Planning Committee Meeting are adopted as circulated.

CARRIED

**EMERGENCY &
LEGISLATIVE
SERVICES:**

1. Community Peace Officer Authorization

C. Heggart reported on the Alberta Association of Community Peace Officers (AACPO) proposal for extended authority for Community Peace Officers (CPO's) in Alberta, including the business plan, traffic study PowerPoint presentation and recent correspondence from the Solicitor General's office.

C. Heggart provided background information regarding the CPO exemptions of patrolling 1- & 2-digit Primary Highways, including previous Council's support, which included the following recommendations:

1. That Municipalities be able to apply for expanded authority to conduct enforcement duties on 1 and 2 Primary Digit highways specific to addressing public safety concerns while travelling to and from locations within their home municipal jurisdictions.

2. That the authority be restricted to public safety specific situations and is not used as a primary enforcement tool.
3. That Municipalities have the option to apply or opt out of this expanded authority to enhance public safety within their areas.
4. That the AACPO continue to work with Authorized Employers to ensure open and transparent communication regarding this proposal.

Council discussed the need for more patrols, the benefit for public safety and if this would be a help or hindrance to the RCMP.

The Committee directs staff to inquire with the RCMP on the CPO authorization.

PUBLIC WORKS:

1. Paving Priorities

At Council's May 28, 2019, Regular Meeting, Council discussed that Administration should bring back a paving priorities agenda for further discussion. E. Hansen spoke on the policy and questioned if there are any changes that the committee would like to see for the policy.

The Committee discussed traffic levels, disaster planning, and what the estimate of 1.4 million dollars per mile consists of (reconstructed and rebuilt from gravel to paved road).

What the 1.4 mill/mile – reconstructed and rebuilt – gravel to paved road.

E. Hansen mentioned that Public Works assesses the economics to pave a gravel road at 350 to 400 vehicles a day.

The Committee would like to see additions to the policy as follows: (6) traffic counts, availability of funding and quality of life considerations, (7) move from Procedure to Policy.

R. Emmons left the meeting 10:27

Discussion ensued regarding reserve funding on a criteria list, policy flexibility, paving costs, traffic counts, and dust suppression possibilities.

R. Emmons joined the meeting 10:30

The Committee discussed Council's 10-year plan: Taimi Road, North Saskatchewan River Park, and Project X.

The Committee would like the North Saskatchewan River Park to be brought to the next ICC meeting.

The Committee directs Administration to recommend three priorities for Project X to Council in early September.

RECESS: The meeting recessed at 10:42 am.

CALL TO ORDER: The meeting was called to order at 10:52 pm. with the following people present: Reeve Duncan, Councillors Vandermeer, Laird, Lougheed, Laing, Hoven and Swanson; R. Emmons.

PLANNING & DEVELOPMENT:

1. Hamlet of Nordegg

K. McCrae reported on the history of Nordegg, the five development nodes, and the significant potential of the hamlet (recreation and residential).

The manufactured home subdivision map was presented and discussed. The map illustrated the maximum home size for each particular lot, approaches and parking for each home. The placement of the homes would be two feet from the property boundary giving the residents more living space or space for deck, addition, or car port.

M. Martinson joined the meeting 11:01

Concerns regarding the lot size of the home subdivision and storage options were voiced.

Discussion ensued regarding the addition of park models or dedicating a cul-de-sac specifically for park models, storage options for residents, modular homes/tiny homes, age restriction on the homes, proposed pricing, scale of affordability, cost of development, and financial assistance.

R. Emmons left the meeting 11:49

Staff accommodations were discussed with three options for future housing. The purchase of a building in the industrial park, using the modular homes, and rent to own modular home.

R. Emmons joined the meeting 11:55

Discussion ensued regarding rent to own opportunities and incentive for residents to move.

RECESS: The meeting recessed at 12:10 pm.

CALL TO ORDER: The meeting was called to order at 12:51 pm. with the following people present: Reeve Duncan, Councillors Vandermeer, Laird, Lougheed, Laing, Hoven and Swanson; R. Emmons, M. Martinson, J. Reyes, A. Rodriguez, K. McCrae, R. Serhan, E. Hansen, K. Magnus, W. Wedman.

Prices per lot ranging from \$55,000 to \$75,000 were presented and approved by the Committee. Three lots will be saved for potential County staff housing.

Future removal of existing manufactured homes was discussed at length. The committee discussed optional ways to equitably terminate the leases as per the lease agreements in light of the current lessee's situations. Written notice of zoning changes, addressing the term of lease, purchasing opportunities with first right of refusal and relocation deadline will be sent to the residents per the lease agreements. The Committee were not inclined towards being landlords. Extension applications/qualifiers were discussed. The timeline for moving will be determined by the completion of the new manufactured home subdivision.

RECESS: The meeting recessed at 1:38 pm.

CALL TO ORDER: The meeting was called to order at 1:44 pm. with the following people present: Reeve Duncan, Councillors Vandermeer, Laird, Lougheed, Laing, Hoven and Swanson; R. Emmons, M. Martinson, J. Reyes, A. Rodriguez, K. McCrae, R. Serhan, E. Hansen, K. Magnus, W. Wedman.

Upper Centre Street

The Committee directed staff to look into selling or removing the "blue shop" in Nordegg, that is presently being used by the County as a Public Works building. Staff will look into the purchase of a shop in the Industrial Subdivision as well as speak with the Province regarding the sale of their shop on Highway 11 for possible storage.

The Committee directs staff to draft a letter to the Ministers requesting information on the progress on the other four development nodes. And what their plans are for the highways shop on Hwy 11.

Residential Phase 1: (Historic Core Town Centre)

K. McCrae reported that the upper center street should be developed before the residential phase 1, as phase 1 was meant to be complimentary to upper center street. The cost per lot ranges from \$80,000 to \$95,000.

It was suggested to use one of the lots as a showcase home. The Committee discussed acquiring a partner to develop one or more homes to display the vision of the Nordegg Development Plan. Staff were directed to inquire and begin preliminary work on a 3-Ddigital tour and a showcase ready to move (RTM) home with estimated costs by the next strategic planning meeting. The budget implications would be reviewed at the fall budget meetings.

Staff Housing

The Committee recognized the immediate need for storage and staff housing; as such, the Committee would like staff to pursue the purchase of the industrial parcel and leave three lots available in the manufactured home subdivision for potential County use.

The Committee made the suggestion of supplying mobile homes in the manufactured home subdivision specifically for Nordegg Full Time County Staff to have the opportunity to purchase at a lower down payment.

Nordegg Heritage Considerations

Brazeau Colleries Historic Mine Site

A. Rodriguez reported on the Brazeau Colleries Historic Mine Site and requested for the Committee to divulge their vision and level of commitment of the County for the mine site.

The Committee would like staff to draft a letter to Jason Nixon to ask what the Government of Alberta can do to help, ask the community of Nordegg what they would like to see for the Colleries, invite Ministers to visit the site and have a conversation about the vision of the County and the Province, and to set up a donation bin at the mine site while the internet is down. The Committee would also like to be sent the financial statements for the site from 2018.

Heritage Centre

A. Rodriguez reported that renovations have been completed at the heritage center. Visitors can explore the Museum exhibit, visitor information centre, café, and gift shop. The hours of operation are 9-5 and closed on Wednesdays.

R. Emmons left the meeting 3:17

OH&S has been adding many new regulations and there are now petitions from heritage societies across Alberta against the new volunteer regulations.

R. Emmons joined the meeting 3:19

A. Rodriguez will be looking into website optimization and a microsite through the County's website this fall.

Nordegg Museum

A. Rodriguez requested a decision about staying as a recognized museum and the Committee agreed to not pursue recognized museum status. They would like to see a redesign of the museum space and the development of a permanent exhibit. A. Rodriguez was directed to inquire about costs associated with a consultant to create a permanent exhibit and to bring budget implications to Council before budget meetings 2019.

Visitor's Services

A. Rodriguez reported that visitors have made numerous requests for a paved parking lot, but it is not feasible at this time. Temporary overflow parking is being looked into as well as expanding the current parking lot. The Committee directed staff to expand the parking lot with gravel on the north side of the Nordegg Resort Lodge.

Lower Stuart Street Commercial (Beer Cabin)

The Committee directed staff to draft an RFP to investigate interested buyers.

Trestles

Plan identifies that the trestles are in relatively good shape with annual deterioration. The Committee would like to see the trestles maintained.

Tourism Amenities

The Committee directed staff to investigate winterized outhouse options for the Community Centre. Staff were directed to research the cost of a map kiosk at the entryway into the hamlet.

Nordegg North Subdivision

K. McCrae reported on the Nordegg North Subdivision

1. Current restrictions on fences
2. Basement restrictions and occupancy restrictions on 'NLR' Parcels.
3. Non-motorized trails on Municipal Reserve Parcels in north Nordegg.

Discussion ensued regarding fencing requirements on the Nordegg North Subdivision.

C. Laird motion to go past 4:00 at 3:59

CARRIED

The Committee directs staff to amend the Bylaw for the Nordegg Leisure Residential District (NLR) to include basements and to remove the seasonal living restrictions. Trail markers will be placed selectively at trailheads where there have been complaints in the past.

Update Nordegg Development Plan

K. McCrae reported that the Development Plan would be an update and not a full review. There will be small changes to text with the bulk of the updates on the maps.

RECESS

The meeting recessed at 4:20 pm

CLOSED SESSION: The meeting was called to order at 4:25 pm with the following people present: Reeve Duncan, Councillors Laird, Loughheed, Laing, Hoven, and Swanson; R. Emmons

D. Lougheed motioned that the Committee approves meeting as a Committee of the Whole, to discuss additional Item Intermunicipal Fire Services Agreement, in a closed session, in accordance with Section 197(2) of the Municipal Government Act; and Section 16 Disclosure Harmful to Business Interests of a Third Party and Section 24 Advice from Officials of the Freedom of Information and Protection of Privacy Act at 4:25 pm.

CARRIED

Pursuant to Section 197(6) of the Municipal Government Act, the following members of Administration were in attendance in the closed session discussion with respect to additional Item Intermunicipal Fire Services Agreement:

R. Emmons (Advise), C. Heggart (Advise), Kurt Magnus (Advise).

T. Hoven Motioned that the meeting reverts to an Open Session at 5:56 pm

CARRIED

RECESS: The meeting recessed at 5:57 pm.

CALL TO ORDER: The meeting was called to order at 5:58 pm with the following people present: Reeve Duncan, Councillors Laird, Lougheed, Laing, Hoven and Swanson; R. Emmons

ADJOURNMENT: Reeve Duncan adjourned the meeting at 5:59 pm

REEVE

CHIEF ADMINISTRATIVE OFFICER



Agenda Item Report

Strategic Planning Council Committee of the Whole

AIR Type:	Request for Decision
SUBJECT:	Health Care Spending Accounts
PRESENTATION DATE:	Monday, September 16, 2019
DEPARTMENT:	CAO Office
WRITTEN BY:	Murray Hagan, Director, Corporate Services
REVIEWED BY:	Rick Emmons, CAO
BUDGET CONSIDERATIONS:	<input type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept <input type="checkbox"/> Reallocation
LEGISLATIVE DIRECTION:	<input type="checkbox"/> None <input type="checkbox"/> Provincial Legislation <input checked="" type="checkbox"/> County Bylaw or Policy (HR-1007, Council, Board and Committee Remuneration Policy)
COMMUNITY BUILDING PILLAR (check all that apply):	
<input type="checkbox"/> Economic Prosperity <input checked="" type="checkbox"/> Governance Leadership <input checked="" type="checkbox"/> Fiscal Responsibilities <input type="checkbox"/> Environmental Stewardship <input type="checkbox"/> Community Social Growth	
ATTACHMENTS:	
None	

STAFF RECOMMENDATION:

That the Committee recommends approval for implementation of a Health Spending Account program through inclusion in the 2020 operating budget.

BACKGROUND:

Health Care Spending Accounts (HCSA) have been used by both public and private organizations for many years as a key component of their employee benefit packages. Use of HCSAs have become increasingly more common among employers as evidenced in our recent market survey which noted that 6 out of 10 of Clearwater County's comparator organizations currently provide this type of program.

Administration recently completed a mid-year review of its benefit program. The County currently pays \$30,504 annually in premiums related to optical care. There is an opportunity to eliminate this coverage, and put those premiums toward an HCSA program for employees and Councillors. This would provide each individual with approximately \$250 that could be used toward optical supplies/services or other eligible HCSA expenses each year as opposed to \$300 every two years for lenses/eyewear and annual/biannual examinations. For single employees or Councillors, or families that don't significantly utilize optical benefits, there would be an advantage to them in making this change. The impact to those who are currently utilizing optical benefits would need to be reviewed further.

The County also currently covers 50% of life insurance premiums for staff. The annual cost of this coverage is \$28,734 which also results in a taxable benefit to staff. We could transfer responsibility for 100% of these premiums to employees and Councillors which would eliminate the taxable benefit to them and increase each of their HCSAs by approximately \$250 each year. Depending on individual salary amounts and applicable income tax rates, individuals would see their life insurance premiums increase but it would be less than double considering the tax implications. For example, an employee currently paying \$360 annually for basic life insurance would take on an additional \$360 but pay approximately \$125 less in income tax resulting in a net increase of \$235.

Making these changes at our next benefit contract renewal May 1, 2020 would allow the organization to implement an HCSA program for staff that would provide them with approximately \$500 per year in non-taxable benefits. This would provide more health care flexibility to employees while also supporting the County's recruitment and retention strategies at no additional annual cost to the organization.



Agenda Item Report

Strategic Planning Council Committee of the Whole

AIR Type:	Request for Decision
SUBJECT:	Leslieville Playground
PRESENTATION DATE:	Monday, September 16, 2019
DEPARTMENT:	Agriculture & Community Services
WRITTEN BY:	Matt Martinson, Director
REVIEWED BY:	Rick Emmons, CAO
BUDGET CONSIDERATIONS:	<input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept <input type="checkbox"/> Reallocation
LEGISLATIVE DIRECTION:	<input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation <input type="checkbox"/> County Bylaw or Policy
COMMUNITY BUILDING PILLAR (check all that apply):	
<input checked="" type="checkbox"/> Economic Prosperity <input type="checkbox"/> Governance Leadership <input type="checkbox"/> Fiscal Responsibilities <input type="checkbox"/> Environmental Stewardship <input checked="" type="checkbox"/> Community Social Growth	
ATTACHMENTS:	
None	

STAFF RECOMMENDATION:

That the Committee considers the option to redevelop the Leslieville playground and directs Administration accordingly.

BACKGROUND:

During previous discussions regarding the Wild Rose School Divisions Corridor Schools plan the Leslieville playground was brought up as a concern for the Community. The current playground is located on the Leslieville school grounds in an area that would be redeveloped should the Corridor schools plan move forward. The playground would likely not be replaced as the future intended use will be a high school. The current location is not ideal as it requires children to cross the highway and is separated from the core of the Hamlet.

Administration wishes to gauge Councils desire to move forward with investigating the development of a new location for a community play ground. If Council wants to move forward with this project we recommend the following steps.

- Research and establish an approximate budget amount for the project
- Research location and acquire land if necessary
- community consultation
- develop playground



Agenda Item Report

Strategic Planning Council Committee of the Whole

AIR Type:	Request for Decision
SUBJECT:	Recreation Support for Community Groups
PRESENTATION DATE:	Monday, September 16, 2019
DEPARTMENT:	Agriculture & Community Services
WRITTEN BY:	Matt Martinson, Director
REVIEWED BY:	Rick Emmons, CAO
BUDGET CONSIDERATIONS:	<input type="checkbox"/> N/A <input checked="" type="checkbox"/> Funded by Dept <input type="checkbox"/> Reallocation
LEGISLATIVE DIRECTION:	<input type="checkbox"/> None <input type="checkbox"/> Provincial Legislation <input checked="" type="checkbox"/> County Bylaw or Policy (Caroline, Rocky Mountain House David Thompson bylaws and recreation agreements)

COMMUNITY BUILDING PILLAR (check all that apply):

- Economic Prosperity
 Governance Leadership
 Fiscal Responsibilities
 Environmental Stewardship
 Community Social Growth

ATTACHMENTS:

- [Attachment 1 Recreation Funding Model Proposal](#)
- [Attachment 2 Bylaw 568](#)
- [Attachment 3 Bylaw 111](#)
- [Attachment 4 Bylaw 117](#)
- [Attachment 5 Caroline District Athletic and Agricultural Society Agreement](#)
- [Attachment 6 Caroline Service Agreement](#)
- [Attachment 7 SE Rec Grounds Service Agreement](#)
- [Attachment 8 RMH Agreement](#)
- [Attachment 9 Community Hall Facility Listing](#)
- [Attachment 10 Community Rec Boards](#)

STAFF RECOMMENDATION:

That the Committee considers the information as presented and provides Administration further direction.

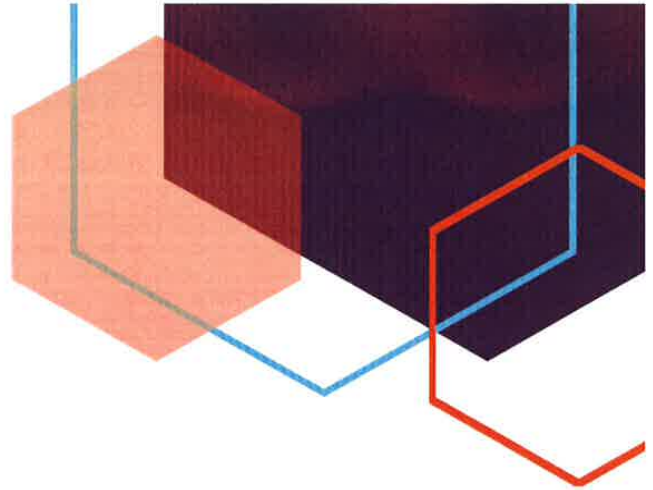
BACKGROUND:

It has been brought to Administration's attention numerous times over the past year that significant inequities exist throughout the County regarding how recreation is supported by the County. Page 1 of 37

Adequate support exists within the urban areas, Caroline and Rocky Mountain House, and along the eastern rural townships of the County which is supported by the David Thompson Recreation Board. Community groups outside these areas have virtually no consistent mechanism to seek and receive support for the facilities and amenities they operate for community benefit.

Ag and Community Services researched the issue, established an inventory of recreations facilities and amenities, researched neighboring municipal programs and have produced a report that includes this information as well as Staff's recommendation on how Council may move towards more consistently supporting community groups that provide recreation services to the public.

Attached is the report, as well as relevant bylaws and agreements pertaining to recreation.

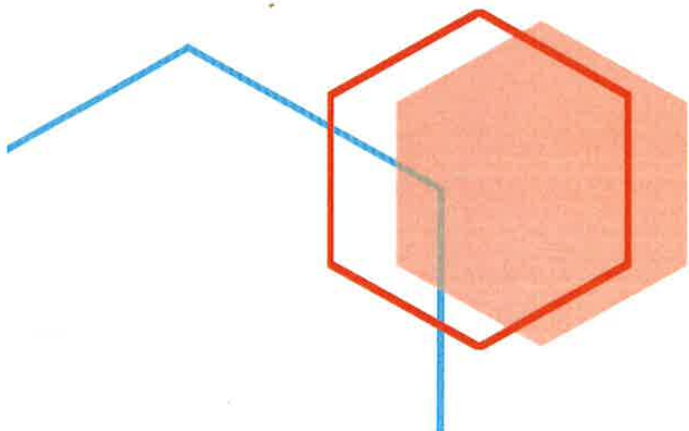


Recreation Funding in Clearwater County. Strategic Planning Meeting September 17, 2019



**Proposal for a recreation funding model based on
four recreation districts, managed by their associated
recreation boards and committees.**

A report looking at the concerns surrounding the existing recreation funding model and how facilities and community associations can be better served to provide sustainable solutions to help keep our communities healthy and active.



Strategic Plan for Recreation – Proposal for a Recreation Funding Model based on four recreation districts, managed by their associated boards or committees.

Background

Currently Clearwater County does not have a consistent funding model for recreation throughout the County and as such recreation requests have either been handled through the limited geographical area managed by the David Thompson Rec Board or from delegations coming to Council with “one-off” requests.

Problems with Existing System

Recreation funding is currently focused on facilities in the Town of Rocky Mountain House and the Village of Caroline, and on the few community associations that presently fall under the DT rec. board banner. Therefore, many County residents’ recreation needs are not being met, resulting in additional requests that exceed allocations in current rec budgets. By changing to a model where four managing bodies would oversee requests from their immediate communities, the funding process would not only cover the smaller associations, but it would allow for more consistent and streamlined delivery.

David Thompson Rec Board (DTRB) encompasses the North East part of the County (largely Ranges 4 and 5 north of twp 37) and includes the following community associations:

Aurora

Gimlet

Leslieville

Alhambra

Condor

Evergreen

As well as community associations without halls such as Withrow community association.

The DTRB receives \$26,700 per year which it distributes to the associations in its area via an application process. **By-Law 568/98** which establishes how the rec board is run and managed is attached. (Appendix 1)

Nordegg Recreation

Currently Nordegg Community Association receives \$5,000 per year for Recreation which was traditionally split between the library and the community hall. Going forward funding of the library will be moved to the Culture budget and funding of the community hall will come under the new Community Hall Policy. Therefore, from 2020 onward this fund can truly be used for recreation groups such as the Nordegg Golf Association or the outside skating rink. This situation naturally lends itself to the possibility of creating a Nordegg Recreation Committee.

Other Areas of the County

All other areas in the County are presently not served by a rec board and so they must resort to bringing their requests to Council, which occurs on an ever-increasing basis. Administration would like to see these areas brought under the umbrella of recreation committees and as such are suggesting that two committees could be created to service these remaining groups.

Suggestions for Improvement

Administration recommends that Council create a total of 3 more recreation committees and either amend or increase the scope of the DT rec board. One of these committees would be for Nordegg which currently receives \$5,000 per year for recreation purposes.

The other two recreation areas would be in the Clearwater County South area (suggested name Raven/James Recreation area) and Clearwater County North area (suggested name Clearwater/ N. Sask Recreation area). These names are linked to the rivers that run through the recreation districts so as not to have rec. districts defined by existing area names that may become confusing or limiting.

Raven/James Rec Area (Clearwater County South)

Examples of Community Associations coming underneath this rec. area would include:

Butte

Crammond

Dovercourt

Gwendale

Hazeldell

Shilo

Clearwater/North Sask. Rec Area (Clearwater County North)

Examples of Community Associations coming underneath this rec area would include:

Buster Creek

Everdell

Faraway

Ferrier

Frisco

Hardendell

Taimi

Arbutus and Bingley could be pulled into the DT rec area or the Clearwater/North Sask. Rec Area.

Current Recreation Areas

In the mid to late 1980s Clearwater County had been divided into recreation districts and these are defined in existing by-laws.

David Thompson Recreation Area is laid out in attached By-law 568/98 (appendix 1)

This is currently the only recreation area that has a board to fund the small community associations.

Caroline Recreation Area is laid out in By-Law 111 (appendix 2)

Attached is the by-law outlining the Caroline Recreation Area that was established in 1987. Although the Caroline Rec Board was originally established to manage recreation in the Village and this large area in the south end of the County, the mandate of the board now focuses predominately on the facilities in the Village of Caroline. It does not appear that community associations in the outlying areas have applied to the board for funding for a very long time.

According to the 2006 agreement with Clearwater County, and the Village (appendix 4), the Caroline Ag. Society is responsible; along with operating and maintaining recreation facilities in the Village of Caroline, to *“Review grant applications filed by community organizations and*

make recommendations for support to the County and Village.” This part of the agreement seems to be largely overlooked and it is unclear if community associations in the South are even aware that they are part of a recreation district that could offer financial assistance. Certainly, potential funding for these southern community associations is not included in budget.

In 2013 new service agreements were executed for the SE rec grounds and the Caroline Community Complex to outline the responsibilities of the Caroline Ag. Society. Please see attached Service agreements (appendix 5 and 6). Please note on the last page of these agreements, schedule A, Bullet 5, that the Ag Society is still technically responsible for reviewing grant applications. However, these agreements no longer mention the Caroline Recreation District but focus on the “leased premises” which is basically the Caroline Community Complex and the SE rec grounds.

It would appear that over the years the Caroline Recreation Area has been neglected in favour of supporting the increasing facilities within the village. The current agreements between the County and the Caroline Ag Society for managing recreation within the village are working well and as the arena has expanded and plans are being developed for further expansion of the SE rec grounds, the Caroline Ag. Society already has its hands full. The expectation to have them also manage all the community associations in the South Recreation area may be unrealistic and may undermine the quality of work being carried out in the Village today.

Rocky Mountain House and District Recreation, Parks and Culture Board and Recreation Area is laid out in by-law 117 (appendix 3)

In 1988 by-law 117 laid out the recreation area which covers the North and East side of the County (Appendix 3). Originally the expectation for managing recreation facilities in this area, according to the by-law, was placed on the shoulders of the Rocky Rec Board but again it would appear that the Board’s focus currently lies with facilities within the Town. This is also reflected in budget. The recreation agreement between the Town of Rocky Mountain House and Clearwater County is attached (Appendix 7) and it covers all lands within the Town as well as the large recreation area outlined in by-law 117.

Over the years the intent of these recreational by-laws seems to have been diluted so that outlying community and recreational associations are no longer considered under the boards’ umbrellas. As with the Caroline Rec Board, the Rocky Rec Board has a fulltime job on its hands managing recreation within the Town and so a separate rec. committee to manage this very large outlying area would be beneficial.

Moving Forward

Recommendations may be to:

- 1) Define the four recreation districts and ascertain which community and recreation groups fall into which area. (See suggested map in Appendix 9)
- 2) Rescind by-laws 111 and 117 and replace them with by-laws that establish similar recreation areas (but excluding the Town and Village), that will be managed by the newly appointed Rec Committees.
- 3) Amend the 2006 tri-party agreement between CWC, Caroline Ag Society and the Village to reflect the new model where the Village no longer funds 10% of recreation. It would also have to be amended to show that the Caroline Ag Society will no longer be solely responsible for reviewing grant applications from the South Recreation area. These applications would be handled by the new recreation committee.
- 4) Amend the 2009 agreement with the Town to reduce the area previously known as “The District” as the outlying areas would now come under the new Clearwater/N.Sask Rec (CWC North) Committee.
- 5) Establish recreation committees for the 3 new areas. Raven/James, Clearwater/ N.Sask and Nordegg and decide what the membership would look like. Currently DT rec board has 14 members. This would appear to be too onerous and so recommendations for new recreation committees would be between 3 and 5 members, one of which if possible, would be a Councilor.
- 6) It might be necessary to amend the David Thompson Recreation By-Law to have it incorporate Bingley and Arbutus into its area. Also, we may look at reducing the number of serving members from 14 to a lesser amount to bring it in line with the other newly established rec boards.
- 7) Draft agreements between Clearwater County and the three new recreation committees to allow for consistency in expectations and procedure.
- 8) Establish budget lines for the 3 new rec committees and fund them appropriately. An example from DT rec board is around \$2,000 per community amenity.
- 9) Continue gathering inventory data of our recreation facilities and amenities around the County and make these groups aware of the new recreation committee system and which area they fall under. Staff are currently looking into which ones are active and which have dissolved. (Appendix 8)

What are other Counties doing?

Many other counties such as Yellowhead, Bonnyville, Wetaskiwin, Leduc, Mountain view, Red Deer, Sturgeon, Grande Prairie, Foothills and Crowsnest pass all run recreation funding models based on recreation areas with associated recreation boards or committees. The number of recreation boards in a County can vary from one to ten depending on a municipality's division of their lands. These recreation boards operate as independent not for profit organizations receiving funding from local municipalities through operational agreements that enable their provision of facilities and services to their residents. Most recreation boards are appointed by Council and have representation from community residents and Councilors.

Rockyview County currently operates under the rec board system of funding, with 10 recreation areas and associated boards which was set up in the 1970s. They are now looking to change the system to a one committee model made up entirely of all the county councilors. This one committee of councilors only, would meet to discuss and distribute funding to the entire county. We looked into why they are moving away from the recreation district model, in case there are implications for us to consider with our proposed model. Problems that have arisen for Rockyview include a lack of volunteers to sit on the many rec boards, a disconnect between the funding allocation and administration, a concern with the big facilities receiving the lion's share of funding over the smaller associations and a move toward more urban recreation than rural. They also place community halls under the rec umbrella and so the management scope was pretty wide. Staff believes that we would not have these same issues in our proposed model because our large facilities (Rocky and Caroline) are already taken care of with their own established boards, our smaller associations are willing to work together for the good of the whole community, we would only require 2-3 members at large from the community per committee, and our community halls are looked after under a separate policy. Also, County staff would assist the new committees with the application process and funding procedures and would require financial statements showing how the funding was allocated so that administration can ensure funding is in line with Council's vision for recreation in the County.

Counties who do not have a rec board funding model such as Lacombe have a regional committee who oversee all grant applications for the entire county or a system where groups can request funding for specific projects directly to Council.

The Future

It is administration's opinion that communities in Clearwater County will be well served moving forward. If the proposed recreation plan is implemented, we would have the following programs servicing our residents that should fully encompass most recreation and community needs:

- 1) Community Hall Policy where smaller halls receive \$2500 and larger halls \$5,000 annually for either capital or operating costs or to budget toward large capital future projects.
- 2) Grants to our local community groups who are funded annually, such as our senior groups, libraries, museums, etc through budget line items.
- 3) Large recreation facilities such as within the Town of Rocky Mountain House and Village of Caroline currently funded through the existing Rocky and Caroline Rec Boards with agreements in place.
- 4) Small community recreation facilities, that with this proposal, will be funded through 4 recreation areas and managed by associated recreation managing bodies: David Thompson Rec Board; James/Raven River Rec Committee; Clearwater/N.Sask Rec Committee and Nordegg Rec Committee. These smaller recreation committees will be able to focus on the needs of our outlying communities separate from existing large rec boards set up for the Town of Rocky and the Village of Caroline.

Other Considerations

Administration has been asked about local sporting clubs that may request funding, for example Rocky Rod and Gun Club or the Canoe Club. The intent of this policy would be to help support recreation facilities that are available to be used by the community. Most sporting clubs charge a registration fee to their members and fund raise to cover their costs. They will often use the facilities that will be eligible for funding that are run by community association volunteers; for example local ball teams.

Churches have also been brought into question for funding, such as Bethel Union Church, Leslieville and Withrow Gospel Mission Church. At this time county churches are supported by being exempt from property tax and are not usually considered recreation facilities. Most of our places of Worship are located in the Town of Rocky or the Village of Caroline.

Conclusion

This proposal has examined concerns surrounding the existing recreation funding process and recommends a new model that would fund four recreation districts as outlined in this report. Administration believes that facilities and community associations can be better served to provide sustainable solutions to help keep our communities healthy and active and this proposal will be a step in the right direction.



Appendix 1.

BY-LAW No. 568/98

BEING A BY-LAW TO ESTABLISH THE DAVID THOMPSON RECREATION BOARD AND RECREATION AREA.

PURSUANT TO THE PROVISIONS OF SECTION 7 OF THE MUNICIPAL GOVERNMENT ACT, STATUTES OF ALBERTA, 1994, THE COUNCIL OF THE MUNICIPAL DISTRICT OF CLEARWATER NO. 99 IN THE PROVINCE OF ALBERTA ENACTS AS FOLLOWS:

A There shall be established a Recreation Area known as the David Thompson Recreation Area consisting of:

- In Range 4
- township 36, section 31-36 inclusive
- township 37
- township 38 (all area within MD of Clearwater boundaries)
- township 39 (all area within MD of Clearwater boundaries)
- township 40 (all area within MD of Clearwater boundaries)
- township 41 (all area within MD of Clearwater boundaries)

- In Range 5
- township 36, sections 35 and 36
- township 37, sections 1, 2, 11, 12, 13, 14, 23, 24, 25, 26, 35 and 36
- township 38
- township 39
- township 40
- township 41
- township 42 sections 1 – 6 inclusive
- All west of the 5th Meridian

B There shall be established a Recreation Board known as the David Thompson Recreation Board with make-up and authority as follows:

- 1. The Recreation Board shall consist of fourteen (14) members, serving without pay, appointed as follows: a) annually the Municipal District of Clearwater No.99 will appoint one member, b) annually the Wild Rose School Division will appoint one member, c) annually the David Thompson School will appoint one Student Rep, and d) organizations from the following areas may submit names to the Recreation Board, for one member for the following terms expiring December 31,

1998	1999	2000
Alhambra	Gimlet	Leslieville School
Evergreen/Stauffer	Leslieville Community	Centerview
Condor Community	David Thompson High School	Aurora
Withrow		Condor School

Upon expiry of these terms, new members will be appointed for an additional three-year term. If only one name is submitted for an area as defined in 1 d), that name shall be considered to be appointed. In the event that more than one name is submitted for appointment for an area as defined in 1 d), the Municipal District of Clearwater No.99 Council will by resolution appoint a member from the names submitted to represent that area.

- 1) During the month of December, in each year, a General Public Meeting shall be held at a place and time to be determined by the Recreation Board. The Recreation Board will submit to the Municipal District of Clearwater No.99 a list of persons who have consented to letting their names stand as members.
- 2) At the first meeting of each year the Recreation Board shall appoint and prescribe the duties of the Chairman, and Vice Chairman and a Secretary-Treasurer.
- 3) The members representing Municipal District of Clearwater No.99 and the Wild Rose School Division shall continue to hold office until Municipal

District of Clearwater No.99 and the Wild Rose School Division appoints a different member. The Municipal District of Clearwater No.99 and the Wild Rose School Division will be allowed to appoint alternate members who will have voting privileges in the absence of the member.

- 4) All other members shall remain in office until their successors are appointed.
- 5) Past members are eligible for reappointment.
- 6) A member absenting himself/herself from three consecutive meetings without permission of the Recreation Board shall no longer hold the position of a Board member.
- 7) In case of a vacancy, the groups identified in clause "B 1" shall appoint a person to hold office for the remainder of the term, pursuant to same provisions of Clause "B (1)" of this by-law.

CONDUCT OF MEETINGS:

- 8) Regular meetings of the Recreation Board shall be held at least six times each year. The time and place of regular meetings to be determined by the Recreation Board at its Annual General meeting, but may be changed by the Recreation Board as necessary.
- 9) Special meetings may be called on forty-eight (48) hours' notice by the Chairman or at the request of any three members of the Recreation Board.
- 10) The Secretary or his/her designate shall record minutes of regular and special meetings. A minute book shall be kept. Copies of all minutes shall be filed with the Municipal District of Clearwater, No. 99, and Regional Recreation Consultant of the Alberta Community Services, Red Deer.
- 11) Seven members must be present to have a quorum.
- 12) The Chairman shall have a vote on any questions and in the event of a tie vote, the motion shall be lost.
- 13) The Board may appoint sub-committees to deal with any matters coming within the scope and jurisdiction of the Board.

POWERS AND DUTIES OF THE BOARD:

- 14) The Recreation Board shall have the power to make rules and regulations, as may be necessary, providing these rules and regulations are consistent with powers conferred. Copies of all rules and regulations shall be filed with the Municipal District of Clearwater No. 99.
- 15) The Recreation Board shall be concerned with all matters pertaining to equipping, marking with adequate signs, and staffing public playgrounds, athletic fields, recreation centers, and recreation facilities within the area as defined in Section "A". It shall be concerned with the development of a broad range of recreation services that will provide opportunity for people of all ages to use their leisure in a wholesome and satisfying manner.
- 16) The Recreation Board shall be consulted on all matters affecting the development, maintenance and use of recreational facilities.
- 17) The Board shall develop a policy with regard to duties and responsibility of the staff.
- 18) The Board shall cooperate with all organizations, public, private, civic, social and religious as it relates to the recreational and leisure activities, within the said Recreation Area.
- 19) The Recreation Board shall hear and consider representations by any individual, organization, or delegation of citizens with respect to recreational and leisure services and act on the recommendations the Recreation Board considers to be in the general interests of all citizens.

BUDGET AND FINANCE:

- 20) Annually, before the 31st day of December, the Recreation Board shall submit to the Municipal District of Clearwater, No. 99, a budget of estimated expenditures and revenues of the Recreation Board, for the following year.
- 21) Within the first 60 days, in each year, the Recreation Board shall make complete annual reports to the Municipal District of Clearwater No. 99 and other requested reports.
- 22) Neither the Recreation Board nor any member, shall have the power to pledge the credit of the Municipal District of Clearwater, No. 99, or the Recreation Board in connection with any matters whatsoever, nor shall the Recreation Board nor any member, have the power to authorize any expenditure to be charged against the Municipal District of Clearwater, No. 99.
- 23) By-law No 88 is hereby rescinded.

READ A FIRST TIME this 24th day of March A. D. 1998

READ A SECOND TIME this 24th day of March A. D. 1998

READ A THIRD TIME this 24th day of March A. D. 1998

REEVE

MUNICIPAL MANAGER

Appendix 2

BY-LAW NO. 111

A By-law of the Municipal District of Clearwater No. 99, Province of Alberta, to establish the Caroline Recreation Board and Recreation Area.

WHEREAS Section 113 of the Municipal Government Act, Chapter M-26, R.S.A., 1980 and amendments thereto, provides for Councils to enter into agreements with other Councils for the performance of any matter considered a benefit to their respective municipalities; and

WHEREAS Section 215 of the Municipal Government Act, Chapter M-26, R.S.A., 1980 and amendments thereto, provides for the establishment of recreation boards; and

WHEREAS it has been agreed by the Municipalities to appoint a "Recreation Board" to create, to foster and to operate recreational programs, services and facilities for the Village and a designated area of the M.D.;

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

1. There shall be established a Recreation Area known as the Caroline Recreation Area consisting of the following:

In Township 31	Ranges 7-13 inclusive (all areas falling within the M. D. boundaries)
In Township 32	Ranges 7-14 inclusive, Range 17 tall areas falling within the M.D. boundaries)
In Township 33	Ranges 7-19 inclusive tall areas falling within the M.D. boundaries)
In Township 34	Ranges 4-19 inclusive (all areas falling within the M. D. boundaries)
In Township 35	Ranges 4-20 inclusive (all areas falling within the M.D. boundaries)
In Township 36	Range 4, Sections 4, 5, & 6 Range 5, Sections 1-34 inclusive Ranges 6-21 inclusive tall areas falling within the M. D. boundaries)
In Township 37	Range 5, Sections 3-10 inclusive, Sections 15-22 inclusive, Sections 27-34 inclusive Range 6, Sections 1-36 inclusive Range 7, Sections 1-18 inclusive

All West of the Fifth Meridian

2. There shall be established a Recreation Board known as the Caroline Recreation Board with make-up and authority as follows:
 - a) Three (3) Board Members will be appointed to act on the Recreation Board by the Village, one being a member of the Village Council;
 - b) Four (4) Board Members will be appointed to act on the Recreation Board by the M.D., one being a member of the M.D. Council;
 - c) One (1) Board Member will be appointed to act on the Recreation Board by the Rocky Mountain School Division #15, that member being a school trustee;
 - d) Membership at large on the Recreation Board shall be for terms of three (3) years and members will be appointed on a rotating basis by the Village and the M. D. to ensure continuity of the Board. Board Members shall be appointed for no longer than six (6) consecutive years.
 - e) At the Organizational Meetings for Council each year, the Village and the M.D. shall appoint representatives to replace those members whose terms of office expire on the said 31st day of December each year. Elected members shall continue to hold office until either Council or the School Board appoints a different member. The Village, the M. D., and the School Board will be allowed to appoint alternate members who will have voting privileges in the absence of the member.
 - f) In the event of a vacancy, the person appointed by the Village, the M. D., or the School Board to fill such vacancy shall hold office for the remainder of the term concerned pursuant to provision of Clause 1 (d) of this Agreement.

- g) All representatives shall hold office at the discretion of the Village Council, the M. D. Council, and the School Board respectively.
- 3. That the Reeve and the Municipal Manager on behalf of the Municipal District of Clearwater No. 99, are hereby empowered to enter into an Agreement with the Village of Caroline to provide for the powers, duties, and financing of the Caroline Recreation Board.
- 4. That this By-law shall come into force immediately after the passing thereto.

READ A FIRST TIME this 8th day of DECEMBER A.D., 1987

READ A SECOND TIME this 8th day of DECEMBER A.D., 1987

READ A THIRD AND FINAL TIME this 8th day of DECEMBER A.D., 1987

REEVE

MUNICIPAL MANAGER

Appendix 3

BY-LAW NO. 117

A By-law of the Municipal District of Clearwater No. 99, Province of Alberta, to establish the Rocky Mountain House and District Recreation, Parks, and Culture Board and Recreation Area.

WHEREAS Section 113 of the Municipal Government Act, Chapter M26, R.S.A., 1980 and amendments thereto, provides for Councils to enter into agreements with other Councils for the performance of any matter considered a benefit to their respective municipalities; and

WHEREAS Section 215 of the Municipal Government Act, Chapter M26, R.S.A., 1960 and amendments thereto, provides for the establishment of recreation boards; and

WHEREAS it has been agreed by the Municipalities to appoint a "Recreation Board" to create, to foster and to operate recreational programs, services and facilities for the Town and a designated area of the M.D.;

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

1. There shall be established a Recreation Area known as the Rocky Mountain House Recreation, Parks, and Culture Area consisting of the following:

In Township 37	Range 7, Sections 19-36 Ranges 8-10 inclusive
In Township 38	Ranges 6-10 inclusive
In Township 39	Ranges 6-10 inclusive (all areas falling within M.D. boundaries)
In Township 40	Ranges 6-10 inclusive
In Township 41	Ranges 6-10 inclusive
In Township 42	Range 5, Sections 7-9, 16-21, 28-33 Ranges 6-10 inclusive (all areas falling within M. D. boundaries)
In Township 43	Range 5, Sections 4-9, 16-36 Ranges 6-10 inclusive (all areas falling within M.D. boundaries)
In Township 44	Ranges 5-10 inclusive (all areas falling within M.D. boundaries)
In Township 45	Ranges 8-9 inclusive tall areas falling within M.D. boundaries)
In Township 46	Ranges 8-9 inclusive (all areas falling within M.D. boundaries)
In Township 47	Ranges B-9 inclusive (all areas falling within M.D. boundaries)

All West of the Fifth Meridian

2. There shall be established a Recreation Board known as the Rocky Mountain House and District Recreation, Parks, and Culture Board with make-up and authority as follows:
 - a) Four (4) Board Members will be appointed to act on the Recreation Board by the Town, one being a member of the Town Council;
 - b) Three (3) Board Members will be appointed to act on the Recreation Board by the M.D., one being a member of the M.D. Council;

- c) Membership at large on the Recreation Board shall be for terms of three (3) years and members will be appointed on a rotating basis by the Town and the M.D. to ensure continuity of the Board.
 - d) At the Organizational Meetings for Council each year, the Town and the M.D. shall appoint representatives to replace those members whose terms of office expire on the said 31st day of December each year. Elected members shall continue to hold office until either Council appoint a different member. The Town and the M.D. will be allowed to appoint alternate Council members who will have voting privileges in the absence of the member.
 - e) In the event of a vacancy, the person appointed by the Town or the M. D. to fill such vacancy shall hold office for the remainder of the term concerned pursuant to the provisions of Clause 1© of this Agreement.
 - f) All appointed and elected representatives shall hold office at the discretion of the Town Council and the M.D. Council respectively.
3. That the Reeve and the Municipal Manager on behalf of the Municipal District of Clearwater No. 99, are hereby empowered to enter into an Agreement with the Town of Rocky Mountain House to provide for the powers, duties, and financing of the Rocky Mountain House and District Recreation, Parks, and Culture Board.
4. That this By-law shall come into force immediately after the passing thereto.

READ A FIRST TIME this 8th day of March A.D., 1988

READ A SECOND TIME this 8th day of March A. D., 1988

READ A THIRD AND FINAL TIME this 8th day of March A.D., 1988

REEVE

MUNICIPAL MANAGER

This Agreement made in Triplicate this 8 day of August, A.D., 2006

BETWEEN:

CLEARWATER COUNTY
in the Province of Alberta
(Hereinafter referred to as "the County");

OF THE FIRST PART

And,

THE CAROLINE AND DISTRICT ATHLETIC AND
AGRICULTURAL SOCIETY

(Hereinafter referred to as "the Society");

OF THE SECOND PART

And,

THE VILLAGE OF CAROLINE

(Hereinafter referred to as "the Village");

OF THE THIRD PART.

WHEREAS the County and the Village signed an agreement on the 29th day February, 1988 for purposes of cost sharing and managing municipal recreation services in the Village and a portion of the County; and,

WHEREAS the Village and the Society signed an Agreement on April 15, 2003 for purposes of managing and providing community and recreation programming in the Kurt Browning Complex located in the Village; and,

WHEREAS the Parties to this Agreement wish to coordinate the delivery of recreational and community programming activities in the community.

NOW THEREFORE the Parties in consideration of the mutual terms, promises, covenants and conditions set out below, agree as follows:


- 1) The County and the Village agree that the recreation agreement signed on February 29, 1988 is hereby terminated.
- 2) The "Caroline Recreation District" shall include the following:
 - a) The Village of Caroline;
 - b) All the lands within the County contained within:
 - i. Township 31 – Ranges 1- 13 inclusive;
 - ii. Township 32 – Ranges 7-14 inclusive;
 - iii. Township 33 – Ranges 7-19 inclusive;
 - iv. Township 34 – Ranges 4-19 inclusive;
 - v. Township 35 – Ranges 4-20 inclusive;
 - vi. Township 36 – Ranges 4, Sections 4, 5, and 6; Range 5, Sections 1-34 inclusive; Ranges 6-21 inclusive;
 - vii. Township 37 – Range 5, Section 3-10 inclusive, Section 15-22 inclusive, Section 27-34 inclusive; Range 6, Section 1-36 inclusive; Range 7, Section 1-18 inclusive.
- 3) The Society shall perform recreation and community coordination activities further described as follows:

- a) Ensure that all recreation facilities within the Village of Caroline are managed and operated in an effective and efficient manner;
 - b) With the support of the County and Village, fund and deliver programs, reasonably meeting the recreational and social needs of the Caroline Recreation District;
 - c) Utilize resources (facility, staff, funds, etc.) in the most efficient and effective manner possible;
 - d) Coordinate and manage recreation grant application processes to encourage community program cooperation and maintain funding equity and fairness;
 - e) Coordinate and support volunteers involved in the delivery of services and programs in the community;
- 4) For further clarification, the specific duties of the Society are:
- a) Manage and operate the Kurt Browning Complex in accordance with the Society's agreement with the Village;
 - b) Regularly review and amend Kurt Browning Complex operations and policies to ensure they reflect fiscal realities and community needs;
 - c) Maintain status as an Agricultural Society and maintain eligibility for provincial grants;
 - d) Provide maintenance services to the ball diamonds, the skate board park, the Edna Topp Park, and the Little Green Park;
 - e) Review grant applications filed by community organizations and make recommendations for support to the County and the Village in accordance with municipal policies and protocols as approved by the Parties to this agreement;
 - f) Provide community recreation programming support as resources and opportunities allow;
 - g) Liaise with the Town of Rocky Mountain House Community Services Department to explore opportunities for collaboration regarding recreational, cultural, community programming and facility usage;
 - h) Manage all programs and services within budgets, plans and polices as approved by the Parties.
- 5) The Society shall amend its By-laws to allow the County and the Village each to appoint one councilor and one community at large member to its Board of Directors. Said appointments will be made at the County's and Village's organizational meeting each year.
- 6) The Village and the County shall fill vacancies of their members that may occur between organizational meetings as soon as practicable.
- 7) The Society's by-laws shall govern the manner in which officers are selected and the conduct of meetings.
- 8) All grant application recommendations made by the Society in accordance with clause 3) d) will be considered by the Village and the County and if approved by both Councils, will be supported with 90% County funding and 10% Village funding. Said funding will be directed to the Society for distribution in accordance with approvals received from the County and the Village.
- 9) With respect to annual funding requests made by the Society on its own behalf, the Society shall forward its funding requests to the Village and County Councils. In addition to their funding request the Society shall provide a three year budget plan which will forecast the operational and capital requirements of the Society for the Kurt Browning arena and any other recreation facility for which the Society is responsible.
- 10) The County and the Village will consult with the Society on all issues related to the delivery of recreation programming in the Caroline Recreation District.


- 11) The Society shall maintain records of its operation in such detail as maybe requested by the Parties. The Society annually shall have a review of its books carried out and shall submit a statement to the Village and the County in a manner and from as determined by the Parties.
- 12) No Party may commit the resources (e.g. staff, financial, equipment or facilities) of another Party without the prior written consent of the other relevant party or Parties.
- 13) This Agreement will continue in force and effect until amended or terminated in accordance with this Agreement.
- 14) This Agreement may be terminated by any Party to this agreement by giving to the other parties 6 months written notice, or upon receipt of mutual written consent of the Parties to the Agreement identifying the terms and conditions as deemed fair and equitable to the Parties at the time of termination.
- 15) This Agreement may not be assigned without the written consent of the Parties hereto.
- 16) This Agreement may be amended by mutual written consent of the Parties hereto.
- 17) This Agreement comes into effect on September 1, 2006 and shall be binding upon and shall ensure to the benefit of the Parties hereto, their successors and assigns.

IN WITNESS WHEREOF the Parties hereto have affixed their signatures on the day and year first above written.

CLEARWATER COUNTY




 Reeve




 County Manager

VILLAGE OF CAROLINE



 Village Mayor



 Village Administrator

CAROLINE AND DISTRICT ATHLETIC AND AGRICULTURAL SOCIETY



 President



 Vice-President

SERVICES AGREEMENT

MEMORANDUM OF AGREEMENT made effective the 31 day of December, 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 31 day of December, 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 31 day of December, 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

SOUTH EAST RECREATION GROUNDS SERVICES AGREEMENT

MEMORANDUM OF AGREEMENT made effective the 31 day of December, 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 31 day of December, 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.
R.O.
- 1.8 On an annual basis and in *December* 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 *July* 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. *R.O.*
- 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:  _____ (c/s)
Reeve

Per:  _____
Chief Administrative Officer

CAROLINE & DISTRICT ATHLETIC & AGRICULTURAL SOCIETY

Per:  _____ (President) (c/s)

Per:  _____ (V. P.)

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.

THIS AGREEMENT MADE IN DUPLICATE THIS THE 10 DAY OF February A.D., 2009

BETWEEN

THE TOWN OF ROCKY MOUNTAIN HOUSE
in the Province of Alberta
(hereinafter referred to as "the Town")

OF THE FIRST PART

-and-

CLEARWATER COUNTY
in the Province of Alberta
(hereinafter referred to as the "County")

OF THE SECOND PART

Whereas the Municipal Government Act, Chapter M-26.1, with amendments in force as of July 15, 1996, provides for Councils to enter into agreements with other Councils for the performance of any matter considered a benefit to their respective municipalities;

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

THE RECREATION DISTRICT

1. A) There shall be constituted a Rocky Mountain House and District Recreation, Parks, and Community Services Board (hereinafter referred to as "the Board") whose members shall be appointed according to the conditions contained in this Agreement;

B) The Board shall develop and recommend to the Town and to the County, policy, budgets, and programs, in the matters pertaining to equipping and staffing public playgrounds, athletic fields, community centers, and other recreational facilities owned or controlled by the parties. It may do the same with property owned or controlled by others upon written consent of the owners. It shall be concerned with the development of a broad range of recreational activities that will provide opportunities for people of all ages to use at their leisure in a wholesome and satisfying manner.

C) For purpose of administration the Town and the County have determined that the Board shall concern itself with all aspects of recreation and community services within an area described as follows and hereinafter referred to as "the District".

All lands within the Town of Rocky Mountain House;
and

All lands within the County described as follows:

- In Township 37 Range 7, Sections 19-36
 Ranges 8-10 inclusive;
- In Township 38 Ranges 6-10 inclusive;
- In Township 39 Ranges 6-10 inclusive;
- In Township 40 Ranges 6-10 inclusive;
- In Township 41 Ranges 6-10 inclusive;
- In Township 42 Ranges 5, Sections 7-9, 16-21, 28-33,
 Ranges 6-10 inclusive;
- In Township 43 Range 5, Sections 4-9, 16-36
 Ranges 6-10 inclusive;
- In Township 44 Ranges 5-10 inclusive;
- In Township 45 Ranges 8-9 inclusive;
- In Township 46 Ranges 8-9 inclusive;
- In Township 47 Ranges 8-9 inclusive;

All West of the Fifth Meridian.

BOARD MEMBERSHIP

2. The Board shall be comprised of seven (7) voting members appointed as follows:

A) Four (4) Board Members will be appointed by the Town, one of which will be a Town Councilor;

B) Three (3) Board Members will be appointed by the County, one of which will be a County Councilor;

C) Non-councilor appointments will be for terms of three (3) years to expire at the organizational meetings of the Town and the County, and appointments will be made on a rotating basis by the Town and the County to ensure continuity of the Board;

D) Councilor appointments will be for a term of one (1) year to expire at the organizational meetings of the Town and the County. The Town and the County will be allowed to appoint alternate Council Members who will have voting privileges in the absence of their respective Board Members;

E) Appointments will be made at the annual organizational meetings of the Town and the County;

F) All vacancies on the Board shall be filled as soon as reasonably possible by either the Town or the County as the case may be, and each person appointed to fill a vacancy shall hold office for the remainder of the term of the vacated Board Member;

G) All appointed and elected representatives shall hold office at the discretion of the Town and the County respectively.

CONDUCT OF MEETINGS

3. The Board and each member shall be governed and subject to the following:

A) Any member of the Board who is absent from three (3) consecutive meetings (unless such absence is through illness or is authorized by resolution of the Board, entered upon its minutes) shall forfeit their office, and the vacancy shall be filled by the Town or the County.

B) A Chairperson and Vice-Chairperson shall be chosen by the membership after each organizational meeting of the Town and the County held in each calendar year. The Chairperson shall preside over all meetings of the Board and the Vice-Chairperson shall act as Chairperson only in the absence of the Chairperson.

C) The Recording Secretary shall be the Town's Recreation Director or their designate and shall be responsible for attending all regular and special meetings of the Board or Committees of the Board. Further, their duties shall include the distribution of all proceedings as directed by the Board as well as maintaining and reporting all financial statements.

D) Regular meetings of the Recreation Board shall be held monthly as required (except during the months of July and August). The time and the place of such meetings are to be determined by the Board at its first meetings each year, but may be changed by the Board from time to time as the Board deems advisable.

E) Special meetings may be called on twenty-four (24) hours notice by the Chairperson or at the request of any three (3) Members of the Board.

F) A Minute Book shall be kept and minutes of all regular and special meetings shall be recorded therein by the Recording Secretary. Copies of all minutes shall be filed with the Town and the County.

G) A majority of the Board is necessary to form a quorum.

H) The Chairperson shall have a vote on any question and in the event of a tie, a motion shall be declared defeated.

I) The Board may appoint people to any sub-committees who need not be members of the Board to deal with any special matters coming within the scope and jurisdiction of the Board.

POWERS AND DUTIES OF THE BOARD

4. A) The Board shall have the power to make such rules and regulations as they deem necessary, provided these rules and regulations are approved by the Town and the County.

B) The Board shall be consulted on all matters affecting the development, maintenance, and use of recreation and park facilities, including the disposal or the acquisition of lands.

C) The Board shall cooperate with and encourage all organizations - - public, private, civic, social, and religious - within the District which are supporting, promoting, providing, and offering recreational services.

D) The Board shall hear and review representatives by any individual, organization, or delegation, concerned with Recreation, Parks, and Community Services.

E) The Board shall be responsible to provide a full range of services throughout the District.

BUDGET AND FINANCE

5. A) The Town shall be the unit authority for purposes of this agreement and will therefore have authority to sign all associated grant claim forms and cheques, and to provide all necessary accounting.

B) Financial assistance from any and all sources may be applied for by the Recreation Board, as approved by the signing authority.

6. A) In the month of November the Board shall submit to the Town and to the County a budget for joint approval. The budget will be prepared in a manner which clearly identifies the revenues, expenditures, and operational deficit of each service area.

B) The County shall pay to the Town a portion of the operational deficit as identified in the approved budget. Such payment shall be determined by applying a 50 percent rate to the total operational deficit of the Pool, the Arena, the Ball Diamonds, Recreation Programs, and the Arena Concessions, and by applying the same percentage rate to one-half the operational deficit of Administration.

C) The County shall pay one-half of its share of the operational deficit, as calculated in B) above, upon the County's approval of its annual municipal budget.

D) The Town shall supply to the County an audited financial statement in a manner and form as agreed to by the Town and the County. Upon receipt and review by the County of the financial statement, the County will pay the remaining half of its share of the operational deficit as calculated in B) above.

7. All expenditures shall be made in accordance with the approved budget. Any expenditure outside approved budget levels requires the approval of the County and the Town.

8. Any County funds paid to the Town, in excess of its share of the actual deficit, as determined in the financial statement, shall be either returned to the County or an equal amount will be deducted off the County's share of the deficit the following year.

9. The Recreation Board shall make presentations, and prepare complete annual reports and other requested reports to the Town and to the County.

10. All capital purchases will be negotiated and approved in a separate agreement and will not form part of the annual operational deficit.

11. Neither the Board nor any member shall have the power to pledge credit of the Town or the County in connection with any matter whatsoever; nor shall the Board or any member have the power to authorize any expenditure to be charged against the Town or the County.

INSURANCE

12. The Town and the County agree to provide required insurance coverage for the operation of the Board, its programs and facilities.

TERMINATION OF AGREEMENT

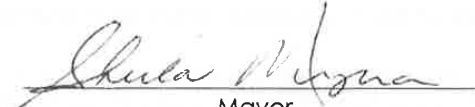
13. A) Notice of termination must be given in writing by either party to the other party no later than June 30 in any year. Termination will be effective on December 31 of that year.

B) This Agreement may be amended upon the joint written agreement of the County and the Town.

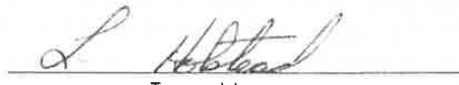
C) Any notices to be served upon the Town or the County shall be deemed to be properly serviced if left at their respective municipal offices during normal working hours.

14. The Recreation Agreement signed by the parties hereto on May 22, 1997 is hereby terminated.


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



Mayor
Town of Rocky Mountain House



Town Manager
Town of Rocky Mountain House

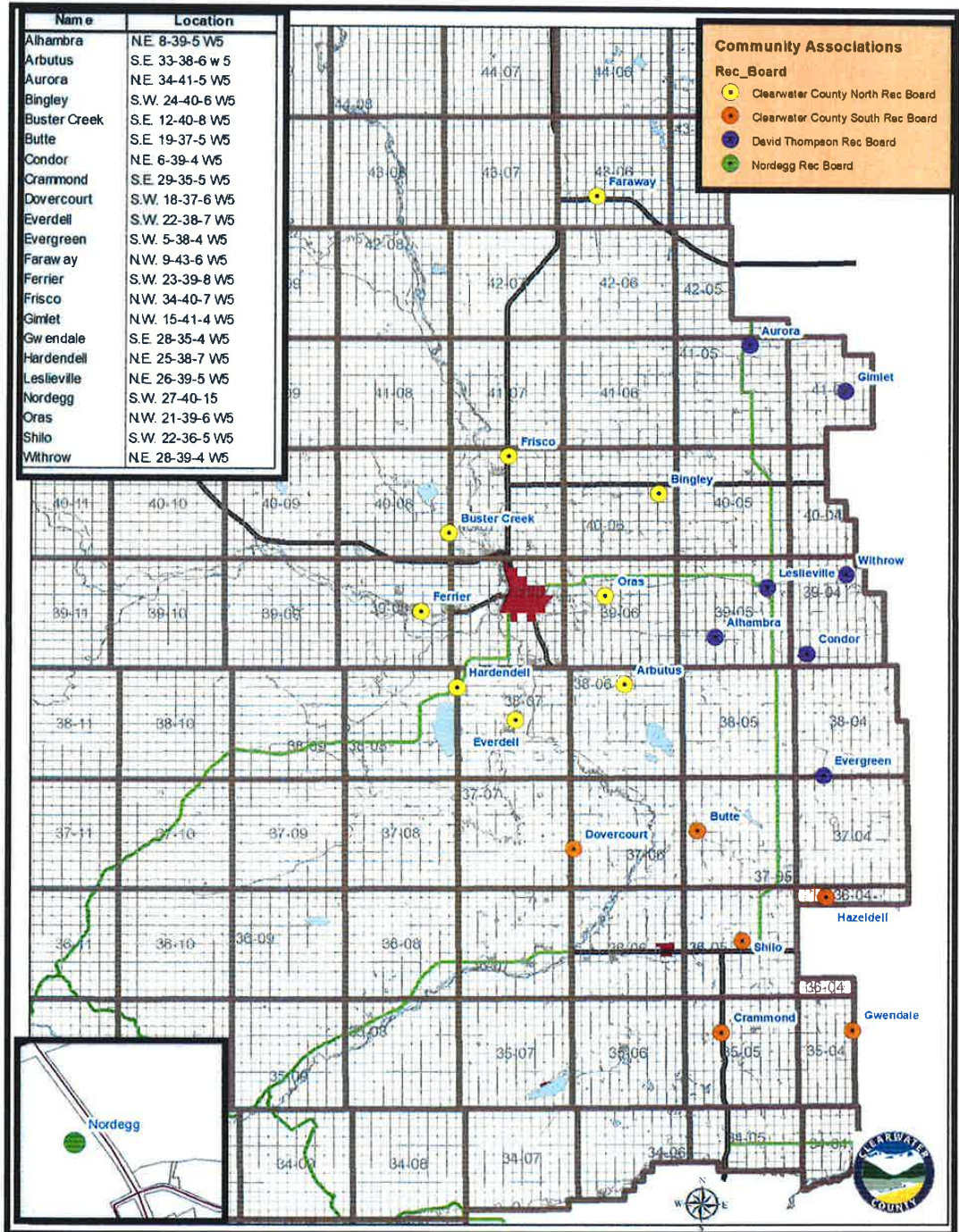


Reeve
Clearwater County



Manager
Clearwater County

COMMUNITY ASSOCIATIONS WITH ACTIVE HALLS	COMMUNITY ASSOCIATIONS WITHOUT ACTIVE HALLS	BALL DIAMONDS	SKATING RINK	PLAYGROUND	RODEO
ALHAMBRA COMMUNITY CENTER	FARAWAY COMMUNITY CLUB	ALHAMBRA	AURORA	AURORA	RICINUS-WOOLER COMMUNITY ASSOC.
ARBUTUS COMMUNITY HALL	ORAS COMMUNITY CLUB	ARBUTUS	ARBUTUS	BUSTER CREEK	GIMLET
AURORA COMMUNITY HALL	SHILO COMMUNITY CLUB	BINGLEY	CONDOR (NOT AT HALL)	CRAMMOND	HALE LAKE ?
BINGLEY COMMUNITY CENTER	WITHROW COMMUNITY ASSOC.	BUSTER CREEK	EVERGREEN	DOVERCOURT	
BUSTER CREEK/CRIMSON COMMUNITY ASSOC.		BUTTE	FERRIER	EVERGREEN	
BUTTE COMMUNITY HALL ASSOC.	Listed under CC Community group insurance status unknown.	CONDOR (NOT AT HALL)	NORDEGG	GIMLET	
CONDOR COMMUNITY HALL ASSOC.	CENTREVIEW COMMUNITY CLUB	DOVERCOURT	WITHROW (ABANDONED)	HARDINDELL	
CRAMMOND COMMUNITY HALL ASSOC.	HAZELDELL COMMUNITY HALL ASSOC.	EVERDELL		NORDEGG(County maintains)	
DOVERCOURT COMMUNITY HALL ASSOC.	PRAIRIE CREEK COMMUNITY HALL ASSOC.	FERRIER		WITHROW	
EVERDELL COMMUNITY HALL ASSOC.	TAIMI COMMUNITY CLUB	HARDINDELL			
EVERGREEN COMMUNITY HALL ASSOC.		LESLIEVILLE (NOT AT HALL)			
FERRIER COMMUNITY CLUB		SHILO			
FRISCO COMMUNITY CLUB		FARAWAY (HOPING TO REVIVE)			
GIMLET COMMUNITY HALL ASSOC.		TAIMI (ABANDONED)			
GWENDALE COMMUNITY HALL ASSOC.					
HARDINDELL COMMUNITY ASSOC.					
LESLIEVILLE COMMUNITY HALL ASSOC.					
NORDEGG COMMUNITY ASSOC.					





Agenda Item Report

Strategic Planning Council Committee of the Whole

AIR Type:	Request for Decision
SUBJECT:	Paving Priorities
PRESENTATION DATE:	Monday, September 16, 2019
DEPARTMENT:	Public Works Infrastructure
WRITTEN BY:	Erik Hansen, Director
REVIEWED BY:	Rick Emmons, CAO
BUDGET CONSIDERATIONS:	<input type="checkbox"/> N/A <input checked="" type="checkbox"/> Funded by Dept <input type="checkbox"/> Reallocation
LEGISLATIVE DIRECTION:	<input type="checkbox"/> None <input type="checkbox"/> Provincial Legislation <input checked="" type="checkbox"/> County Bylaw or Policy (Road Surfacing and Other Major Projects- Priority Setting Policy)
COMMUNITY BUILDING PILLAR (check all that apply):	
<input checked="" type="checkbox"/> Economic Prosperity <input type="checkbox"/> Governance Leadership <input type="checkbox"/> Fiscal Responsibilities <input type="checkbox"/> Environmental Stewardship <input type="checkbox"/> Community Social Growth	
ATTACHMENTS:	
Base Pave 10yr Capital Plan 34 Road Surfacing and Other Major Projects - Priority Setting	

STAFF RECOMMENDATION:

That the Committee reviews the information provided and indicate their support for the draft 10 year capital plan as presented.

BACKGROUND:

During the June 17, 2019 Strategic Planning Meeting, the committee of Council discussed options to amend the current Road Surfacing and Other Major Projects- Priority Setting Policy or leave the policy as is and determine paving priorities based on alternative criteria. The committee recommended that Administration bring back a list of paving recommendations for Council's consideration.

The current estimate to reconstruct and pave 1 mile of road is approximately \$1,600,000.00. The average cost to maintain a gravel road is approximately \$4,700 / km/ year whereas a surfaced road is approximately \$13,300.00/ km/ year. Due to numerous requests over the years for paving combined with the significant capital/ operational investment, previous Council's revised the Road Surfacing Policy to reflect that the County's surfaced roads inventory would only be expanded through funding partnerships such as: Provincial or Federal grants, third party funding (e.g. Industry) or local improvement tax.

The policy provides further factors for consideration.

- Provides network links to areas of the municipality, between the Province's Provincial Highways and to other municipalities.
- Provides for a fair distribution of paved surfaces throughout the settled or sparsely settled portions of the municipality
- Cost benefits of installing a paved surface as opposed to the cost of maintaining a highly used gravel road.

The following table is a list of roads historically identified as priorities.

Road	Description	Length (km)	No. Residence	No. Industrial Property's	No. Property's Served	Total	Average Traffic Count	Average % of Trucks
Speight Road 1	752-Range rd. 8-0	1.0	22	9	22	53	392	20%
Nordegg Residential	RR 15-2A North of Hwy 11	2.5	182	0	244	426	281	5%
Speight Road 2	Range 8-0 to Cow Cr.	6.1	10	11	8	29	243	28%
Leslieville East	Hwy 761 to RR 4-3	6.0	16	4	12	32	221	7%
Burnstick Lake Road	End of ACP to RR 7-0	5.8	57	11	59	127	236	14%
River Road	Hwy 11 to Hwy 11a	3.2	28	2	32	62	332	9%
Crammond Road 1	Hwy 22 to Caroline S	5.0	21	9	35	65	183	17%
RR 5-2	Hwy 54-Crammond	7.25	36	9	43	88	153	13%
Aurora Hall Road	S.H.761 to Boundary	5.5	12	11	16	39	151	16%
Gimlet Road	County Portion	6.4	17	12	24	53	143	19%
Beaver Flat Road 1	Hwy 12 north 12.8	12.8	21	32	37	90	117	16%
Old Hwy 11A	End of Pavement to 10 Mile RD	4.2	33	13	44	90	143	12%
Stauffer Road 1	Hwy 761 to RR 6-1	11	19	7	20	46	181	20%
Oras Road	Plant to Hwy 53	8.0	0	26	2	28	97	26%
Beaver Flat Road 2	Hwy 11 to SH 598	8.0	25	5	20	50	114	13%
Hespero Road	Hwy 11 to Twp 38-0	9.6	30	22	29	81	105	16%
Stauffer Road 2	Wall St. to Stauffer	6.4	12	3	17	32	94	21%
Twp RD 40-2	Hwy 761 to Beaver Flats	8	20	9	21	50	120	20%
Crammond Road 2	Caroline S.-Burnstick	3.2	10	7	12	29	132	9%
Evergreen Road	SH761 to Evergreen	4.8	8	4	13	25	142	15%
Strubble Lake Road	Twp 37-5A to Twp 37-4	2.4	32	15	27	74	127	10%
TWP 40-5	Hwy 22 to RR 7-4	1.6	29	5	36	70	143	6%
Resource Roads								
O'Chiese Road	Buster Crk to Reserve	16.7	0	42	0	42	462	13%
Red Deer River Access	Hwy 734 to W of RR 7-5A	18.63	0	16	0	16	225	19%
Prentice Creek Road	Hwy 11 to 40-2A	4.4	7	21	5	33	134	19%

Note: The Average Traffic Count includes 2018 counts and the last six years average. Not all locations and roads were counted every year.

Currently, the County does not have any partnerships or Federal or Provincial grants available for paving, outside of gas tax or MSI funding. Further to this, there has not been any support for a local improvement tax from the community.

Based on the current policy, historic priorities and existing traffic patterns staff have made the following recommendations.

Road	From	To	Length	Estimate
Twp. Rd 390 (Speight Rd)	Hwy 752	RR 8-3A	7.2Km (4.5 miles)	\$7,200,000
RR 6-5A Burnstick Lake Road	End of Pavement	Burnstick Lake Campground Access	5.2Km (3.2 miles)	\$5,120,000
Twp. 39-4A Leslieville East Road	Hwy 761	RR 4-3	6.3Km (3.9 miles)	\$6,240,000
*RR 7-3A River Road	Hwy 11A	Hwy 11	4.1Km (2.5 miles) + New Alignment	To be Determined

Note:

*River Road is one of the highest priorities but access to the North Saskatchewan River Park needs to be addressed.

During the 2019 Budget deliberations, Council approved the 10 Year Capital Plan for Base / Pave Projects. Currently the plan includes paving the Taimi Road in 2020 combined with an anticipated North Saskatchewan River Park project which was projected to be designed in 2019.

Alternatively, Council could reallocate the preliminary engineering from the NSRP project in 2019 for detailed design and tender development for a new grading project in 2020. A portion of a revised 10yr capital plan has been attached for your review.

With the committees support, staff will bring these paving priorities back as part of the upcoming 2020 budget deliberations.

Base Pavement	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028		Grants	Reserves	Annual Taxes	Debt	Other	Total
Taimi Road (6.4Km)	25,000	3,868,000									3,893,000		3,893,000	-			3,893,000
Speight Road	60,000	2,800,000	4,340,000								7,200,000		4,340,000	2,860,000			7,200,000
NSRP	-	-	-								-		-	-			-
Project X (Burnstick Lake)	-	60,000	2,000,000	3,060,000							5,120,000		3,060,000	2,060,000			5,120,000
Project Y(Lelieville East)			60,000	2,420,000	3,760,000						6,240,000			6,240,000			6,240,000
O'Chiese Road (17Km)				60,000	8,000,000	10,000,000					18,060,000		6,020,000	-		12,040,000	18,060,000
Project Z					60,000	2,700,000	3,300,000				6,060,000			6,060,000			6,060,000
Total Base Pavement	85,000	6,728,000	6,400,000	5,540,000	11,820,000	12,700,000	3,300,000	-	-	-	46,573,000	-	17,313,000	17,220,000	-	12,040,000	46,573,000

Clearwater County

ROAD SURFACING AND OTHER MAJOR PROJECTS – PRIORITY SETTING

EFFECTIVE DATE: August 26, 2003

Revised date: July 29, 2010, May 28, 2013

SECTION: Public Works

POLICY STATEMENT:

To guide administration in making recommendations to Council and to assist Council in determining road surfacing priorities in the County.

PROCEDURE:

1. The primary priority for the existing surfaced road network will be to the development of ban free road structures.
2. Typically, additional paved or surfaced road infrastructure development will only be expanded through funding partnerships such as: Provincial or Federal grant(s), third party funding (e.g. industry) or local improvement tax.
3. The maintenance overlays will be reflected on a priority list with a 3 year paving capital budget, as well as a 7 year forecast being used to assist in capital and financial planning.
4. Depending on the construction techniques utilized and the availability of funds, subgrade preparation work and surfacing work may occur in the same construction year.
5. All new asphalt surfaced road structures shall be constructed as to achieve a weight allowance minimum of 100% during ban season.
6. To assist in establishing a priority list the following factors will be considered.
 - **Provides network links to areas of the municipality, between the Province's Provincial Highways and to other municipalities;**
 - **Provides for a fair distribution of paved surfaces throughout the settled or sparsely settled portions of the municipality;**
 - **Cost benefits of installing a paved surface as opposed to maintaining a highly used gravel road.**
7. Notwithstanding other sections of this policy, council will also prioritize major projects that will be worked on as funds and opportunities present themselves. This list will include only paving projects or major grading/regravelling projects in more remote areas of the County.

To assist in planning and pursuing projects of this nature council will annually place approximately \$ 300,000 in the annual municipal budget. This money may be used for upgrades to these roads, for cost sharing with industry or the Provincial Government, or it may be placed in a reserve for future use.

Roads that may be eligible for funding under this program include:

- Red Deer River Access Road
- North Fork road
- O'Chiese Road
- Chungo Road
- Swan Lake Road
- Cutoff Creek Road

8. Construction standards will be established by Council on a recommendation from the Director, Public Works for each project through criteria set out in the Clearwater County Road Standards Policy. In determining these standards consideration will be given to the long term road utilization.



Agenda Item Report

Strategic Planning Council Committee of the Whole

AIR Type:	Request for Decision
SUBJECT:	Public Works 2020 - 2029 Capital and Operational Budget Review
PRESENTATION DATE:	Monday, September 16, 2019
DEPARTMENT:	Public Works Operations
WRITTEN BY:	Kurt Magnus, Director
REVIEWED BY:	Rick Emmons, CAO
BUDGET CONSIDERATIONS:	<input type="checkbox"/> N/A <input checked="" type="checkbox"/> Funded by Dept <input type="checkbox"/> Reallocation
LEGISLATIVE DIRECTION:	<input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation <input type="checkbox"/> County Bylaw or Policy
COMMUNITY BUILDING PILLAR (check all that apply):	
<input type="checkbox"/> Economic Prosperity <input type="checkbox"/> Governance Leadership <input checked="" type="checkbox"/> Fiscal Responsibilities <input type="checkbox"/> Environmental Stewardship <input type="checkbox"/> Community Social Growth	
ATTACHMENTS:	
Public Works Infrastructure and Operations 2020 - 2029 Capital Budget	

STAFF RECOMMENDATION:

That Committee considers the identified Public Works capital and staffing requirements and directs Administration to plan accordingly.

BACKGROUND:

Public Works Capital Projects 2020 – 2029

To assist with the upcoming 2020 budget deliberations, Public Works Administration would like to bring some of the significant Capital Projects, and their associated costs, to the attention of Council. As such, please find attached a spreadsheet outlining each of the projects, and, highlighted in yellow, the updated cost relative to what was initially projected, for that project in 2019, and, any new projects.

Capital Equipment and Vehicles 2020 - 2029

Upon approval of budget, Public Works Administration endeavors, as soon as possible (usually in January and February of the approved budget year), to put out to tender the acquisition of any new equipment and/or vehicles. Once tenders have been received and reviewed, an order(s) is placed.

Typically, in the past, equipment and/or vehicles would arrive within three to nine months. However, over the last two years, administration has encountered increased difficulty in procuring equipment such that the equipment/vehicles arrive in a timely manner (i.e.: within the same budget year). This can be attributed to several reasons, namely;

- 1.) New model design changes,
- 2.) Shortages of certain types of specially designed vehicles,
- 3.) Unique design criteria/specifications,
- 4.) Limited number of Alberta/Canadian suppliers.

Hence, administration respectfully asks for Councils consensus that equipment and/or vehicles be ordered in the year prior to which the piece of equipment/vehicle was incorporated into budget (i.e.: ordered in 2020; in budget for the year 2021). As always, any new piece of equipment/vehicle is not paid for until it has arrived, and all deficiencies have been rectified.

Public Works Operations

Maintenance requirements and service expectations, along with the need for succession planning, have increased for Public Works over the last few years. In order to adequately maintain the expected levels of service, to the various programs overseen by Public Works, we are seeking one new position, and, the transition of a temporary seasonal position to a full-time permanent position.

Heavy Equipment Technician

Clearwater County employs four full-time Heavy Equipment Technicians. This complement does not adequately meet the expected level of service as dictated by our Fleet and Equipment Management Plan. Even without the addition of Fire and/or Waste, our technicians were significantly challenged to keep up with the day to day maintenance requirements and regulatory requirements as dictated by governing provincial organizations. The addition of Regional Fire and Waste has only exasperated the current situation.

Much of the past, and henceforth current situation, can be attributed to the following;

- Prior to the “Humboldt” incident, Commercial Vehicle Inspection Station (CVIP) audits were conducted by private organizations. As a result of the incident, audits have now been taken over by Alberta Transportation which, in turn, has resulted in an increase in the number and duration of CVIP audit inspections per year.
- Number of Commercial Vehicle Inspections:
 - Regional Fire at 30 inspections every six months.
 - Regional Waste at 13 inspections per year.
 - Public Works, and, Agriculture and Community Services at 44 inspections per year.
- The yearly National Safety Code audit has increased the “workload” of our Technicians due to the additional documentation required at every service interval on each of Clearwater County’s one tons, gravel/plow trucks and CVIP trailers.
- Number of regular day to day manufacturer maintenance requirements:
 - Total of 944 in 2018 to,

- 720 to date in 2019 (partially due to Regional Waste mandated commercial inspections and repairs). Anticipate just over 1000 maintenance items to be completed by year end.

As a result of the essential mandated requirements, our maintenance staff has not been able to address all the mechanical issues that are required in the field (i.e.: regular inspections of our Condor and Leslieville wastewater lift station, back-up generators, fire station equipment, etc.). In short, the aforementioned items are only dealt with if time permits. Likewise, outsourcing is not considered an option as it can take anywhere from one to three weeks, if not longer, before a service provider is able to accept a piece of equipment for maintenance, let alone return that piece of equipment(s) in a timely manner.

Acquiring another full-time permanent Heavy Equipment Technician would give Public Works the ability to utilize the Technician, in the field, throughout the entire summer. This also would address the above-mentioned regular inspections and any mechanical issues, as well as, servicing equipment on-site year-round, whether it be on a construction site, in a gravel pit, or elsewhere.

The additional Heavy Equipment Technician would increase the Public Works Operational budget by \$127,000 (combined salary and ER benefits).

Class 1 Truck Driver – Seasonal to Full-Time Permanent

Clearwater County has always had, on staff, a total of ten combined Class 1 and Class 3 certified professional Truck Drivers, nine of which are permanent full-time and one temporary seasonal. However, in September 2018, our lone temporary seasonal chose to leave the organization.

This unexpected departure, along with the timing of it, had a significant impact to several of our summer and winter programs. Summer programs became a challenge to complete in an efficient and timely manner. Also, typically during the winter season, we would utilize both the Surface Roads and Maintenance Operations Foremen as our “on-call” personnel when checking roads during and after a snow event (additional to their day to day duties). In turn, the ten truck drivers would be utilized as snow-plow operators. But, because of this departure, the Maintenance Operations Foreman was put into a plow-truck and, in turn, the Surface Roads Supervisor went “on-call”. This adjustment impacted the day to day duties required and expected of both the Maintenance Operations Foreman and the Surface Roads Supervisor.

As such, administration would like to recommend the transition of a Class 1 Driver from temporary seasonal to permanent full-time. This adjustment would increase the Public Works Operations budget by approximately \$30,000.

Engineering/Technologist Assistant

Additionally, due to the phenomenal success, over the last 16 months, of having an Engineering “Intern”, within Public Works, Administration would like to continue with the internship program. Hence, by way of Council consensus, it is Administrations intent to place a recruitment ad, with several post-secondary institutions, for an additional Engineering/Technologist graduate for a two-year placement with Clearwater County Public Works. This will not affect the Operations Budget as it will be a continuation of the program.

Clearwater County
10-year Capital Plan
Public Works

	Capital Investment										Funding								
	Budget 2019	2020	2021	2022	2023	2024	Projection 2025	2026	2027	2028	2029	Total	Grants	Reserves	Annual Taxes	Debt (Future Taxes)	Other	Total	
Infrastructure																			
Road Construction Admin	586,687	583,000	583,000	583,000	583,000	583,000	583,000	583,000	583,000	583,000	583,000	583,000	6,416,687			6,416,687			6,416,687
Facilities																			
Nordegg PW Facility (Industrial Lot)	675,000	225,000											900,000		675,000	225,000			900,000
Emergency Services Building		70,000											70,000						70,000
Condon Public Services Building	4,710,000	375,000		240,000									5,325,000		4,510,000	815,000			5,325,000
Nordegg Washroom Facilities	50,000	25,000											75,000						75,000
Leslieville Public Services Building	50,000	2,158,000											2,158,000	2,158,000					2,158,000
Agricultural Services		200,000		50,000									250,000						250,000
New PW Building	115,000	200,000											315,000		115,000	200,000			315,000
Caroline Commercial Lot Development				50,000	2,350,000								2,400,000			1,750,000		650,000	2,400,000
New Administration Building										30,000,000			30,000,000		15,000,000	7,000,000		8,000,000	30,000,000
Agriculture Recreation Facility Phase 1/2						12,000,000							10,000,000		4,000,000	18,000,000			22,000,000
Total Facilities	4,925,000	3,203,000	-	340,000	2,350,000	12,000,000	-	-	-	40,000,000	-	63,493,000	2,158,000	23,625,000	28,090,000	-	8,650,000	62,523,000	
Resource Roads									20,000	6,000,000		6,020,000	3,000,000	3,000,000	20,000				6,020,000
Isolated Sideline Improvements	105,127	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	1,155,127			1,155,127				1,155,127
Gravel Road Rehab	5,045,823	4,827,000	4,858,000	4,883,000	4,915,000	4,940,000	4,971,000	5,006,000	5,038,000	5,073,000	6,010,000	55,566,823			55,326,823		240,000		55,566,823
Access Roads	188,090	188,000	188,000	188,000	188,000	188,000	188,000	188,000	188,000	188,000	188,000	2,068,090			1,693,090		375,000		2,068,090
Grading Projects																			
Twp Rd 39-2 (Donkey Farm Rd)																			
Beaver Flats Road (Phased)	1,520,000			6,807,000									8,327,000			8,327,000			8,327,000
Total Grading Projects	1,520,000			6,807,000								8,327,000			8,327,000				8,327,000
Asphalt Overlay																			
Stanchill Road (8Km) Access	30,000	8,402,000											8,432,000	8,402,000	30,000				8,432,000
Leslieville/ Condon Hamlets (As needed)			30,000	3,500,000									3,530,000	3,530,000					3,530,000
Caroline North and South					4,500,000								4,530,000			4,530,000			4,530,000
Tami Rd. Airport Access Airport Rd. Rainbow Ford Rd					30,000	3,300,000							3,330,000			3,330,000			3,330,000
Wallstreet Rd							3,400,000						3,430,000			3,430,000			3,430,000
Burnstick Lake Rd. Beaver Flat Rd. Rainy Creek Rd							30,000	4,200,000					4,230,000			4,230,000			4,230,000
Oras Rd North/ Central						35,000		4,800,000					4,835,000			4,835,000			4,835,000
Overlay TBD								35,000	5,040,000				5,075,000			5,075,000			5,075,000
Overlay TBD									35,000	5,200,000			5,235,000			5,235,000			5,235,000
Total Asphalt Overlay	30,000	8,432,000	5,230,000	3,530,000	4,530,000	3,330,000	3,430,000	4,235,000	4,835,000	5,040,000	4,835,000	47,857,000	17,162,000	-	25,460,000	-	-	42,622,000	
Base Pavement																			
Tami Road (6-4Km)	25,000	3,868,000											3,893,000		3,893,000				3,893,000
NSRP	60,000												60,000		60,000				60,000
Project X		60,000	2,700,000	3,300,000									6,060,000		2,760,000	3,300,000			6,060,000
Project Y			60,000	2,700,000	3,300,000								6,060,000			6,060,000			6,060,000
O'Chiese Road (17Km)				60,000	8,000,000	10,000,000							18,060,000		6,020,000			12,040,000	18,060,000
Project Z					60,000	2,700,000	3,300,000						6,060,000			6,060,000			6,060,000
Total Base Pavement	85,000	3,928,000	2,760,000	6,060,000	11,360,000	12,700,000	3,300,000	-	-	-	-	40,193,000	-	12,733,000	15,420,000	-	12,040,000	40,193,000	
West Country Roads	402,000				1,500,000					1,500,000		3,402,000		2,802,000	600,000				3,402,000
Nordegg Capital																			
Residential Subdivision House		5	400,000										400,000		400,000				400,000
Phase 1 Manufactured Home Park	555,000	60,000											615,000		555,000	60,000			615,000
Quarry Road Regrading	403,000												403,000		403,000				403,000
Nordegg Historic Core	45,000	4,545,000											4,590,000		4,590,000				4,590,000
Nordegg Museum	150,000	165,000											315,000		315,000				315,000
Bighorn Store	190,000												190,000		190,000				190,000

Commercial Core and Manufactured Home Park		30,000	2,656,000									2,686,000	1,917,500	768,500			2,686,000
Phase 2 Manufactured Home Park			20,000		900,000							920,000					920,000
Phase 2 Residential Subdivision						30,000.00	3,800,000					3,830,000					3,830,000
North Subdivision Phase 7							30,000	5,200,000				5,230,000					5,230,000
Lower Stuart Street Commercial Core							20,000	800,000				820,000					820,000
Phase 3 Residential Subdivision								30,000	3,800,000			3,830,000					3,830,000
Total Nordegg Capital	1,343,000	5,200,000	2,676,000	900,000	30,000	3,830,000	5,220,000	830,000	3,800,000	-	23,829,000	-	22,092,500	1,736,500	-	-	23,429,000

Industrial/Commercial Land Development	600,000	6,000,000	6,000,000	12,000,000								24,600,000				24,600,000	24,600,000
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Clearwater Broadband Initiative	15,000,000	7,000,000	7,000,000									29,000,000	15,000,000	7,900,000	6,100,000		29,000,000
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Total Infrastructure	29,428,727	39,466,000	29,400,000	35,396,000	24,061,000	37,676,000	17,797,000	10,947,000	14,569,000	56,989,000	6,886,000	311,927,727	37,320,000	72,152,500	174,945,227	-	21,305,000	305,322,727
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Operations

Vehicles & Equipment																	
Vehicles Light Duty/Heavy Duty	604,000	626,500	494,000	496,500	390,000	672,500	83,000	83,500	466,000	713,500	500,000	5,129,500			5,129,500		5,129,500
Construction	504,000	460,000	510,000	86,000	560,000	256,000	1,196,000	806,000	561,000	796,000	600,000	6,335,000		1,000,000	5,330,000	15,000	6,335,000
General	287,000	32,000	83,000	617,500	108,000	42,500	13,000	163,500	54,000	54,500	200,000	1,655,000			1,655,000		1,655,000
Total Vehicles & Equipment	1,395,000	1,118,500	1,087,000	1,200,000	1,058,000	971,000	1,292,000	1,053,000	1,081,000	1,564,000	1,300,000	13,119,500	-	1,000,000	12,104,500	15,000	13,119,500

Bridges	3,862,907	4,864,600	3,249,800	5,030,000	2,375,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	46,382,307	13,757,507		32,624,800		46,382,307
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Water & Sewer

Nordegg Raw Water Hydrant tie-in	25,000											25,000			25,000		25,000
Station		250,000	280,000									530,000			530,000		530,000
Nordegg Water Treatment Plant VFD			125,000				20,000					125,000			125,000		125,000
Nordegg Phase Two Water Treatment Plant Upgrade											1,800,000	1,800,000			1,800,000		1,800,000
Nordegg Wastewater Lift Station Roper Pump Replacement							50,000		50,000			100,000			100,000		100,000
Nordegg Mechanical Seal Lubrication Line Roper Pump	7,000											7,000			7,000		7,000
VFDs	20,000							25,000				45,000			45,000		45,000
Nordegg Museum Sanitary Line Replacement	12,000											12,000			12,000		12,000
Nordegg Golf Course Club-House Sanitary Line Installation	10,000											10,000			10,000		10,000
Nordegg Sanitary Dumping Station	10,000		465,000									475,000			475,000		475,000
Condo Lagoon Upgrades	2,335,089											2,335,089	1,751,317	474,089	109,683		2,335,089
Condo Replacement of Priority 1 Collection Mains & Remaining Collection Mains/Storm Water		612,400	132,500	1,993,000								2,737,900			2,737,900		2,737,900
Leslieville Lagoon Upgrades											1,760,000				1,760,000		1,760,000
Leslieville School Forecman Relocation/Replacement	50,000											50,000			50,000		50,000
Leslieville Replacement of Priority 1 Collection Mains/Lift Station Assessment/Storm Water		86,500	65,000	856,000								1,007,500			1,007,500		1,007,500
Regional Wastewater System	300,000	600,000	3,450,000	5,850,000	2,050,000	50,000						12,300,000	2,025,000	300,000	9,975,000		12,300,000
Total Water & Sewer	2,769,089	2,013,900	4,052,500	8,699,000	2,050,000	50,000	20,000	50,000	25,000	50,000	3,560,000	23,339,489	3,776,317	774,089	18,789,083	-	23,339,489

Nordegg Capital

Trail System (Moved to operating budget)	-	-										-			-		-
Interpretive Signage	105,000	105,000		20,000			20,000		20,000			270,000			270,000		270,000
Total Nordegg Capital	105,000	105,000	-	20,000	-	20,000	-	20,000	-	-	-	270,000	-	-	270,000	-	270,000

Gravel Pits												2,000,000	2,000,000		2,000,000		2,000,000
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Hamlet Streetlights

Leslieville	7,000											7,000			7,000		7,000
Withrow	14,000											14,000			14,000		14,000
Nordegg	175,000	356,000		125,000			125,000		125,000			906,000			906,000		906,000
Total Hamlet Streetlights	196,000	356,000	-	125,000	-	-	125,000	-	125,000	-	-	927,000	-	-	927,000	-	927,000

Regional Waste

Administrative Assets	-	1,251,388		12,514	14,078		156,423					1,434,403			1,434,403		1,434,403
Recycle Assets		12,514		5,006			46,927					64,447			64,447		64,447
Collection/Transportation Assets			187,708			203,351	197,094					588,153			588,153		588,153

Landfill Assets	170,000	40,542		267,578	437,854	1,654,116	37,839	16,217	40,542			2,664,688	113,333	164,420	2,386,935			2,664,688
Transfer Station Assets	107,753	-	359,175	567,497	75,427	647,593	179,588	86,202	35,918	736,309		2,795,462			2,795,462			2,795,462
Total Regional Waste	277,753	1,304,444	546,883	852,595	527,359	2,505,060	617,871	102,419	76,460	736,309		7,547,153	113,333	164,420	7,269,400	-	-	7,547,153
Total Operations	8,605,749	9,762,444	8,936,183	15,926,595	6,010,359	8,046,060	6,554,871	5,725,419	5,807,460	6,850,309		93,585,449	17,647,157	1,938,509	73,984,783	-	15,000	93,585,449
Total Public Works	38,034,476	49,228,444	38,336,183	51,322,595	30,071,359	45,722,060	24,351,871	16,672,419	20,376,460	63,839,309		405,513,176	54,967,157	74,091,009	248,930,010	-	21,320,000	398,908,176

Notes

MSI funding currently not committed by the provincial government beyond 2022



Agenda Item Report

Strategic Planning Council Committee of the Whole

AIR Type:	Request for Decision
SUBJECT:	Planning and Development Capital Requirements
PRESENTATION DATE:	Monday, September 16, 2019
DEPARTMENT: WRITTEN BY: REVIEWED BY:	Planning & Development Keith McCrae, Director and Amanda Rodriguez, Heritage & West Country Coordinator Rick Emmons, CAO
BUDGET CONSIDERATIONS:	<input type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept <input checked="" type="checkbox"/> Reallocation
LEGISLATIVE DIRECTION:	<input type="checkbox"/> None <input type="checkbox"/> Provincial Legislation <input checked="" type="checkbox"/> County Bylaw or Policy (Municipal Development Plan)
COMMUNITY BUILDING PILLAR (check all that apply):	
<input type="checkbox"/> Economic Prosperity <input type="checkbox"/> Governance Leadership <input type="checkbox"/> Fiscal Responsibilities <input type="checkbox"/> Environmental Stewardship <input checked="" type="checkbox"/> Community Social Growth	
ATTACHMENTS:	
None	

STAFF RECOMMENDATION:

That the Committee considers the identified Planning and Development capital requirements and directs Administration to plan accordingly.

BACKGROUND:

Planning and Development is not anticipating any significant changes in service levels or staffing requirements for 2020. However, we request that Council consider capital budget allocations for the development of permanent displays in the Nordegg Heritage Centre. During the spring Nordegg meetings the Nordegg Heritage Centre was visited, and its operations were discussed. Council then directed investigation into the potential for the installation of permanent displays on the second floor of the building which is currently not used for public access. The benefit to the community and visitors alike along with the longevity of permanent displays mean that investing in this project will be an asset to Nordegg as a tourist destination and open up the second floor for public use.

Through consultation with the Alberta Museum and Interpretive Centre community we have developed the following cost estimates.

Cost per square foot

One Room (690 sq. ft.)

Two Rooms (1370 sq. ft.)

Page 1 of 2

\$250	\$ 172,500.00	\$ 342,500.00
\$300	\$ 207,000.00	\$ 411,000.00
\$350	\$ 241,500.00	\$ 479,500.00
\$400	\$ 276,000.00	\$ 548,000.00

These costs for a permanent display are for the total project which includes design, research, program development, manufacturing, procurement and installation. You can expect a display to last from 10 to 20 years. With an increased budget you can expect to get more interactive components, more artifacts on display and more programing options.

As an addition to the community, and in coordination with our interpretive signage project, this will allow for more group, school and public programing such as discovery packs, self-guided activities and a much-needed rainy day activity option in Nordegg for eveyone. The groups who are already going on the Brazeau mine site tour, which is a half day activity, will now have an option for the other half of the day in Nordegg. This may also increase our number of groups coming to Nordegg. Nordegg has seen an increase in visitors from afar and these new displays will be a tourist draw because there is nothing similar in the area.



Agenda Item Report

Strategic Planning Council Committee of the Whole

AIR Type:	Request for Decision
SUBJECT:	"Welcome to Clearwater County" Road Signs
PRESENTATION DATE:	Monday, September 16, 2019
DEPARTMENT:	Corporate Services
WRITTEN BY:	Murray Hagan, Director, Corporate Services
REVIEWED BY:	Rick Emmons, CAO
BUDGET CONSIDERATIONS:	<input type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept <input checked="" type="checkbox"/> Reallocation
LEGISLATIVE DIRECTION:	<input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation <input type="checkbox"/> County Bylaw or Policy
COMMUNITY BUILDING PILLAR (check all that apply):	
<input checked="" type="checkbox"/> Economic Prosperity <input checked="" type="checkbox"/> Governance Leadership <input type="checkbox"/> Fiscal Responsibilities <input type="checkbox"/> Environmental Stewardship <input type="checkbox"/> Community Social Growth	
ATTACHMENTS:	
QUOTE 1121-50018345 Clearwater County 3 Clearwater County 16 ft x 124 in CwC Road Sign	

STAFF RECOMMENDATION:

That the Committee considers the option to update signage and directs Administration accordingly.

BACKGROUND:

The existing road signs have been in place for a number of years with maintenance and repairs occurring as required. Over the years, conversations have taken place regarding the possible upgrading or replacement of the signs.

Quotes were obtained in 2017 but no further action was taken at that time. Administration has since had these quotes revised as per the attached. The total estimated cost to replace seven existing signs is approximately \$189,000 including new design and installation.

Also attached are draft new designs and a current photo of one of the existing signs.



Edmonton Sales
 9015 14 Street NW
 Edmonton, AB T6P 0C9
 Phone: 780-440-4114
 Toll Free: 1-800-661-7346
 Fax: 780-440-1326
 e-mail: ats@atstraffic.ca

Calgary Sales
 9800 Endeavor Dr. S.E.
 Calgary, AB T3S 0A1
 Phone: 403-248-3241
 Toll Free: 1-800-242-8404
 Fax: 403-248-3967
 e-mail: cal@atstraffic.ca

website: www.atstraffic.ca

QUOTE	1121-50018345
Date	8-1-2019
Page	1/1
Printed By	kwilder
Ordered By	
Phone #	

BILL TO:

"Clearwater County " C/O RMA
C/O RMA trade@rmlberta.com Nisku, AB T9E 8N5 Canada P: +1 780-955-3639

SHIP TO:

Clearwater County C/O AAMDC
CLEARWATER COUNTY Clearwater County 4340 47 Avenue Rocky Mountain House, AB T4T 1A4 Canada P: +1 403-845-4444

Purchase Order #	Customer ID	Salesperson ID	Shipping Method	Payment Terms
TO COME	11000112	AB060	CHARGE	NET 30

ORD	SHP	UOM	Item #	Description	Price	Extended Price
7		EACH	11390001	Monument Foam Core Graphic sign with 4"x4" square sleeves Foamcore	\$23,750.00	\$166,250.00
21		EACH	11390003	Foamcore Single Steel Post Kit	\$310.00	\$6,510.00
504		INCH	• HR ANGLE 1.5X1.5X.188X 20	1-1/2" x 1-1/2" x 3/16" x 20' HR Angle 1.5"x 1.5"x3/16	\$0.00	\$0.00
63		EACH	• 21140301	Polecrete Stabilizer 1 Gallon (1/2 gallon A & B) BMK01PS	\$0.00	\$0.00
21		12 FEET	• HST TUBE .188 X 3.5 X 3.5	3.5" x 3.5" x 3/16" x 288" (24') Hollow Structural Tube 3.5X.3.5X.188	\$0.00	\$0.00
7		EACH	94120001	Rural Installation Install Rural <i>install of above</i>	\$2,250.00	\$15,750.00

Goods may be returned within 30 days of purchase with a Return Authorization number. Goods returned without authorization will be refused and returned at sender's expense. All items returned must be in original manufactures packaging, and be in new condition. Credit cannot be given for merchandise returned in damaged condition due to improper packaging. All items returned are subject to a 15% restocking charge. Returns of items made specially or ordered specifically do not fall within our return policy and cannot be returned.

Subtotal	\$188,510.00
Tax	\$9,425.50
Freight	\$0.00
Total	\$197,935.50

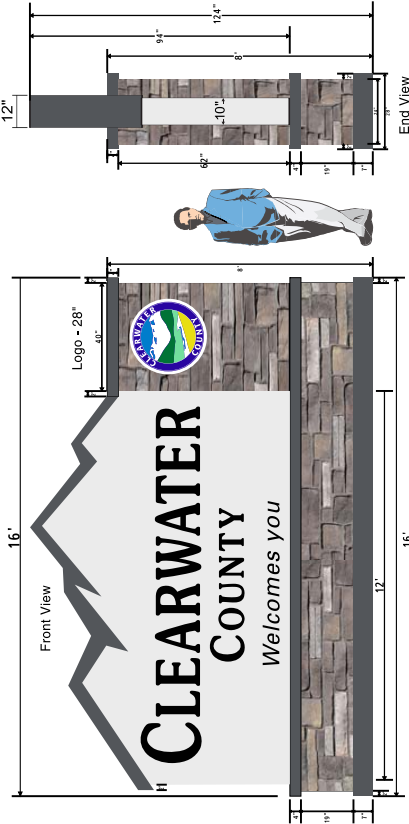


Clearwater County 16'x124"

September 7/2017 SC/BP
Single Sided
Stone all 4 sides (Brown LedgeStone)
Raised Lettering (black)
white Aluminum Round-ATS

Letter height

CLEARWATER - 21"/16"
COUNTY - 12"/9"
Welcomes you - 6"



Clearwater County 16'x124"

September 7/2017 SC/BP
Single Sided
Stone all 4 sides (Brown LedgeStone)
Raised Lettering (white)
white Aluminum Round-ATS

Letter height

CLEARWATER - 21"/16"
COUNTY - 12"/9"
Welcomes you - 6"

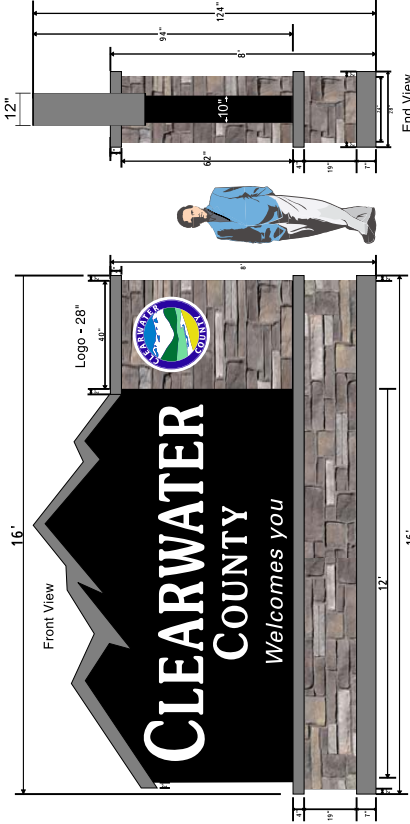


Clearwater County 16'x124"

September 7/2017 SC/BP
Single Sided
Stone all 4 sides (Brown LedgeStone)
Raised Lettering (white)
white Aluminum Round-ATS

Letter height

CLEARWATER - 21"/16"
COUNTY - 12"/9"
Welcomes you - 6"







Agenda Item Report

Strategic Planning Council Committee of the Whole

AIR Type:	Request for Decision
SUBJECT:	Corporate Services Capital and Staffing Requirements
PRESENTATION DATE:	Monday, September 16, 2019
DEPARTMENT:	Corporate Services
WRITTEN BY:	Murray Hagan, Director Corporate Services
REVIEWED BY:	Rick Emmons, CAO
BUDGET CONSIDERATIONS:	<input type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept <input checked="" type="checkbox"/> Reallocation
LEGISLATIVE DIRECTION:	<input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation <input type="checkbox"/> County Bylaw or Policy
COMMUNITY BUILDING PILLAR (check all that apply):	
<input type="checkbox"/> Economic Prosperity <input checked="" type="checkbox"/> Governance Leadership <input checked="" type="checkbox"/> Fiscal Responsibilities <input type="checkbox"/> Environmental Stewardship <input type="checkbox"/> Community Social Growth	
ATTACHMENTS:	
None	

STAFF RECOMMENDATION:

That the Committee considers the identified Corporate Services capital and staffing requirements and directs Administration to plan accordingly.

BACKGROUND:

No significant capital additions have been identified for Corporate Services for 2020 other than consulting services related to a potential replacement of the County's Enterprise Reporting Platform (ERP). Extension of our existing computer network to the waste transfer site in Rocky Mountain House has been deferred to 2021 to allow for decisions regarding that location.

Corporate Services is not anticipating any significant changes in service levels for 2020. However, increased activity and reporting requirements over previous years has created needs for two new positions.

Records Coordinator

During the current fiscal year, Administration engaged Trepanier Rock, a consulting firm specializing in information management. The firm assessed the County's current processes and systems and provided the following recommendations:

1. Create a 5-year plan towards electronic record keeping
2. Create a record risk matrix
3. Define competencies required for the 5-year plan
4. Update the classification and retention schedule
5. Cease using TRIM. Use HP only; integrate with SharePoint

Efforts have been made for many years to ensure records are adequately stored and tracked within the organization. Each department takes responsibility for their own records, but there has never been an effective organizational leadership role to coordinate procedures, manage related systems and assess and mitigate risk related to records management. As a result, the organization struggles to meet legislative requirements and manage risk.

Administration sees a need to create a new position to provide this guidance and leadership. Having this position staffed in 2020 would facilitate the achievement of the recommendations identified above.

Financial Analyst

Internal and external reporting requirements, budgeting and financial system maintenance currently fall to the Manager, Financial Services. This situation has become untenable.

Internal reports to Administration and Council are not as timely or as frequent as we would like them to be. Our goal is to move from quarterly to monthly reporting. Extra costs have been incurred over the past few years to have our auditors draft our financial statements due to the unavailability of staffing resources.

With respect to budget creation and variance analysis, the position would take a lead role in working with County departments regarding system training, budget philosophy and costing calculations.

As mentioned above, Corporate Services will be evaluating the current ERP and preparing for a potential transition to a new system. This position would play a key role in developing and maintaining the system and chart of accounts.



Agenda Item Report

Strategic Planning Council Committee of the Whole

AIR Type:	Request for Decision
SUBJECT:	Clearwater Regional Fire Rescue Services Radio System
PRESENTATION DATE:	Tuesday, September 17, 2019
DEPARTMENT:	Emergency & Legislative Services
WRITTEN BY:	Christine Heggart, Director
REVIEWED BY:	Rick Emmons, CAO
BUDGET CONSIDERATIONS:	<input type="checkbox"/> N/A <input checked="" type="checkbox"/> Funded by Dept <input type="checkbox"/> Reallocation
LEGISLATIVE DIRECTION:	<input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation <input type="checkbox"/> County Bylaw or Policy
COMMUNITY BUILDING PILLAR (check all that apply):	
<input type="checkbox"/> Economic Prosperity <input type="checkbox"/> Governance Leadership <input checked="" type="checkbox"/> Fiscal Responsibilities <input type="checkbox"/> Environmental Stewardship <input type="checkbox"/> Community Social Growth	
ATTACHMENTS:	
AFRRCS Clearwater County Regional Fire Orientation PPT	

STAFF RECOMMENDATION:

That the Committee discuss Alberta First Responders Radio Communications System (AFRRCS) to provide direction to Administration in preparation of the 2020 capital budget for Clearwater Regional Fire Rescue Services.

BACKGROUND:

At their August 27, 2019 regular meeting, Council discussed a request for [Alberta First Responders Radio Communications System \(AFRRCS\)](#) radios for Clearwater Regional Fire Rescue Services' (CRFRS) new Wildland Urban Interface team. At that meeting, Council deferred consideration of the purchase of five AFRRCS radios to allow for a broader discussion related to the County's existing VHF radio system and the proposed transition to AFRRCS system.

As Council is aware, AFRRCS is a two-way radio network for first responders in municipal, provincial and First Nations agencies across the province. The Alberta government funded the network's construction, operation and maintenance (operational as of July 1, 2016).

Public safety agencies using AFRRCS include: first responders, such as police, fire and ambulance services as well as secondary responders, such as public works and public transit.

Agencies using AFRRCS are able to: fully coordinate joint responses to emergency scenes; improve and integrate radio communication among first responders from different agencies reduce the cost of radio system infrastructure; use robust, resilient radio technology in day-to-day operations. First responder agencies are eligible to use the system on a no-cost basis.

Attached for Council's information is a PowerPoint presentation from AFRRCS with more details related to the program objectives, technology and coverage.

Currently, CRFRS has four AFRRCS radios in four of the headquarters command trucks with three additional radios approved (July 23, 2019) for inclusion in the 2019 capital purchases for 101 – Leslieville Engine; 102 – Leslieville Tender; and, 313 – Caroline Rescue Engine.

CRFRS' conventional radio system includes approximately 130 portable radios and 34 mobile radios.

The cost for CRFRS to fully transition to AFRRCS has previously been estimated at approximately \$1.4M. With an aging VHF system requiring upgrades, the costs for upgrades to the conventional system utilized by CRFRS has been estimated at approximately \$700,000.00. Annually the County spends approximately \$8300.00 on radio licence subscriptions for radio systems and maintenance and repair of the existing system varies year to year, however in 2018 and 2019 the system maintenance was \$7200.00.

The Regional Fire Advisory Committee discussed AFRRCS radios during budget discussions in previous years, with the most recent recommendations from the Committee to defer the proposed \$200,000.00/year over seven years budgeted amount for the AFRRCS transition to the 2020 Council(s) budget deliberations.

Administratively, a review of Rural Municipalities of Alberta (RMA) resolutions database related to AFRRCS and provincial funding turned up no recent resolutions in this regards. There have been resolutions related to interoperability with RCMP.

RMA currently holds a seat on the provincial [AFRRCS committee](#), and the link in the agenda item is to the Spring 2019 RMA Board and Committee Report.

Does Council require any additional information related to AFRRCS prior to 2020 budget deliberations or does Council wish to have AFRRCS (Government of Alberta, Emergencies and Public Safety) present to Council at a future meeting?



AFRRCS Orientation Clearwater County Regional Fire Rescue Services June 30, 2019



2019-09-12



Introduction / Overview Agenda

- Introduction
- AFRRCS Objectives
 - First Responders
 - Secondary Responders
- Councils
- Technology
- Permitted Radios
- Coverage
- Roles & Responsibilities
- Next Steps





What We Are Trying To Achieve

- Provide Province wide 2 way voice public safety grade radio solution
- To provide quality, cost effective, reliable, accessible land mobile radio communications supporting all Alberta first responders
- Improve safety of first response officers
- Available to all first responders
- Enable interoperability
- No system fees for municipal first responders



Secondary Responder System Usage

- Governance supports migration of secondary responder users
 - But only when the time is right i.e. following first responders as per Industry Canada rules and without adding risk to first responders
 - Governance approval is required (not guaranteed)
 - Municipality responsible for all incremental costs
 - Annual charge for each secondary responder radio on the system
 - Extensive process which may be time consuming



Governance



- Represent the interests of AFRRCS stakeholders
- Ensure service level agreements are met
- Make decisions about and be accountable for the activities of AFRRCS
- Ensure sustainability and reinvestment for AFRRCS
- Promote the use of AFRRCS
- Identify and include stakeholders and enable users to adopt the system
- Ensure standards for interoperability are defined, adopted and used
- Comprised of representatives from AFRRCS Agencies

Enable the radio system to evolve in the greater good.





Interoperability & Standards Council

Provides recommendations to Governance Council for the creation, adoption and use of standards (technical and behavioral) required for an interoperable radio system.



Service Council

The Service Council represents the interests of all AFRRCS user agencies and provides recommendations to the Governance Council with respect to

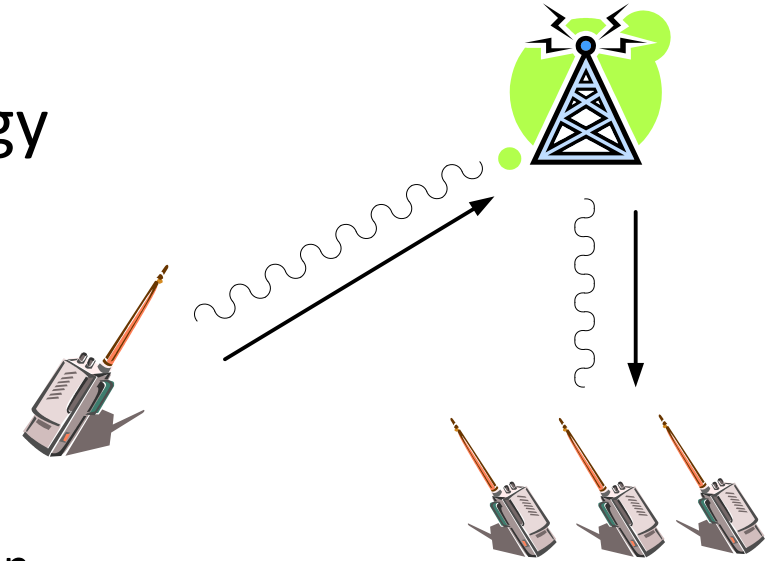
- System operation and performance
- Operating policies and procedures
- System modifications, upgrades, and service improvement

Oversight for operational effectiveness and optimization of service delivery

Conventional Technology

Conventional Radio

- Users select channel
- Radio communicates directly through repeater
- All radios on the same channel receive the transmission
- Connecting to user on another repeater, requires user to issue commands linking to that repeater
- Single step communication – push and talk





AFRRCS Technology

Technology

- Standards Based
- APCO P25
- 700 MHZ frequency
- VHF in some remote areas
- Digital
- IP Trunked System
- ISSI Gateways
 - Not a system of systems

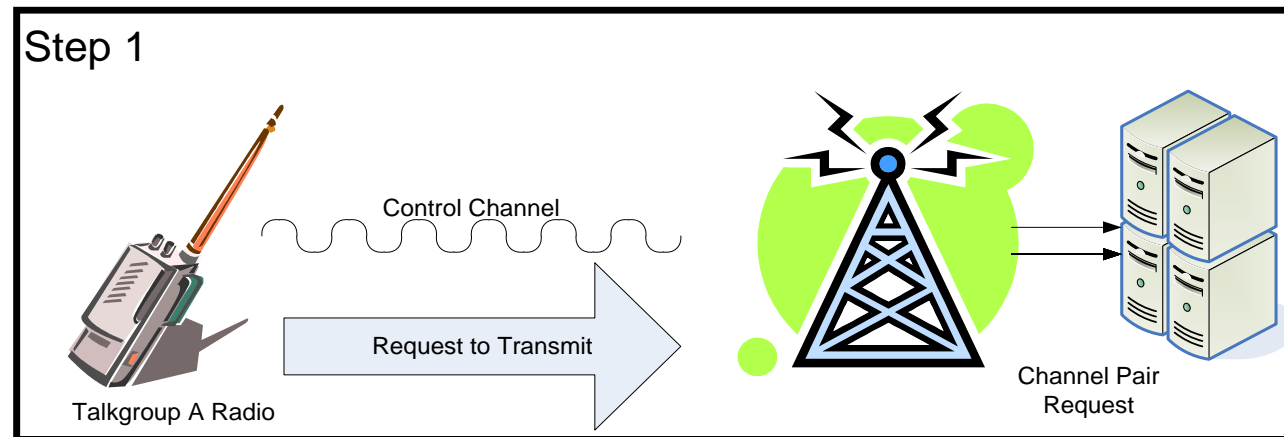
Features

- Voice Communication
- Encryption
 - AES 256
 - OTAR (Harris Radios)
- Limited data

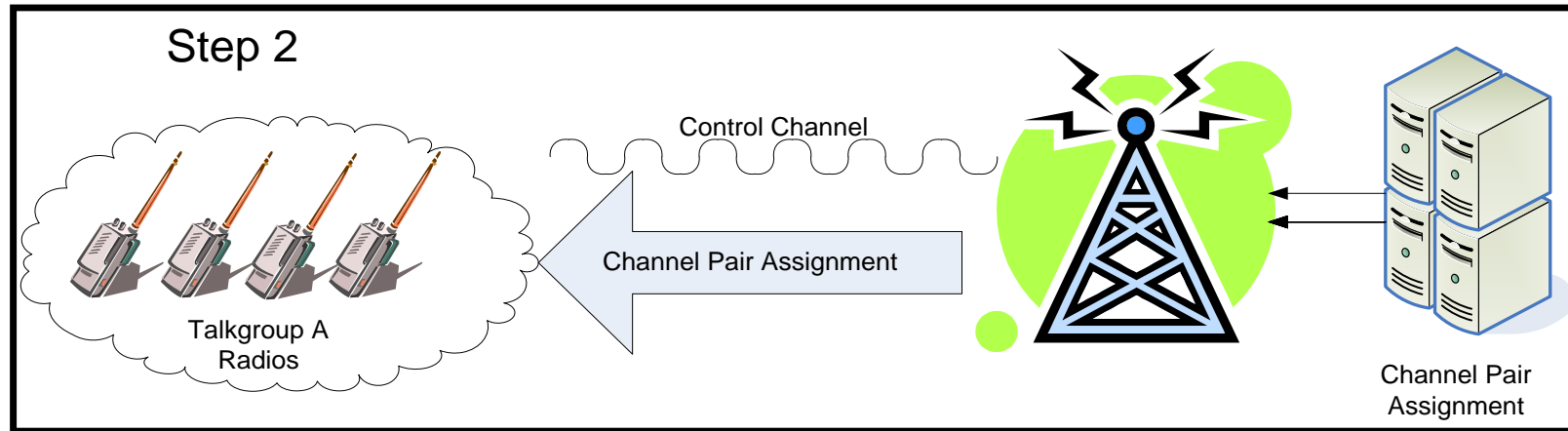


Technology - Trunked

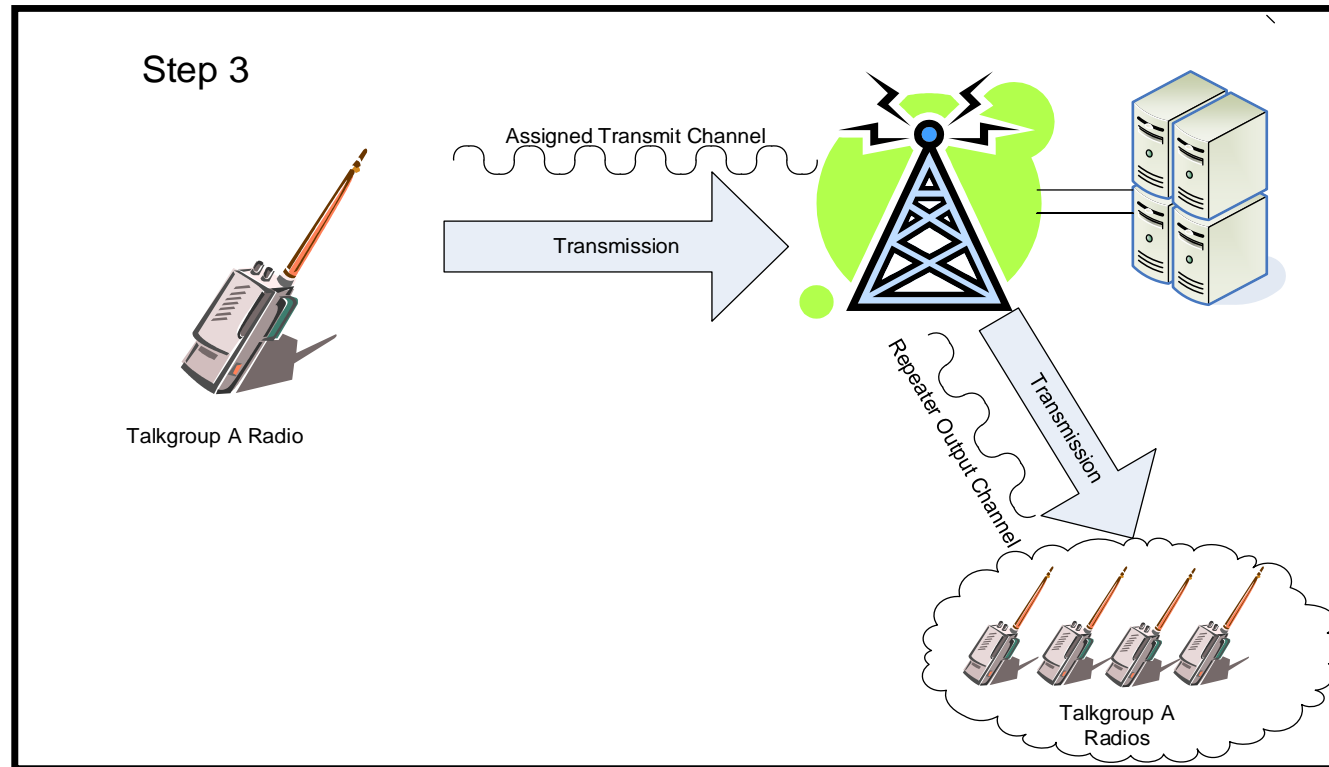
- Conventional systems – Push and talk
- Trunked systems have a number of steps that *should be* invisible to users
- Process begins by user making request to transmit



User device sends a request to the system to allocate channel pair

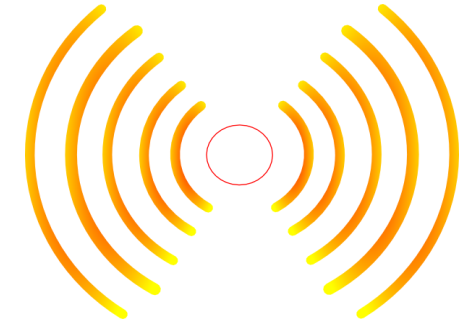


- When request to transmit is received, a channel pair is assigned to all radios in the TALKGROUP.
- Assignment happens without user intervention



- Once channel pair has been assigned communication takes place between originator and all radios in the talkgroup
- Process repeats for each transmission

Talkgroups



- Logical grouping of users that need to communicate
- Talkgroups do not require dedicated channels
- Nearly 65K talkgroups possible on AFRRCS
- Agencies define their own talkgroups based on operational need
- Talkgroups can be encrypted
- The system tracks the users in the group and where they are physically located



Types of Talkgroups

- Agency owned talkgroup
- Shared talkgroup (AHS/PRCC/Sheriff)
- Common Event talkgroup (CET)
 - One (1) per County
 - Six (5) per larger centre
- Provincial Talkgroup (16 talkgroups)
- Simplex (Channel 1-5)
 - Simplex 1 expected to be used for air operations (STARS)
 - Walkie-talkie mode

Advantages



Efficient use of Resources

- Frequencies only used when required
 - Small #of frequencies can support multiple organizations
- Sites only active when required
 - When a radio registered on the site and talk group selected

Flexibility in communications

- More talkgroups available than Channels
- Possible to segregate traffic based on need

Interoperability

- Ability to create new talk groups as they are identified without new license requirements



Fleet Mapping

- Process of defining the Agency communication model and configuration
 - Identification of communicating entities (internal and external)
 - Determining the type of communication between entities
 - Determine talk groups that will achieve the desired communication
- Can be as simple as implementing existing channels in talk groups (but this may not provide all the benefits of AFRRCS)

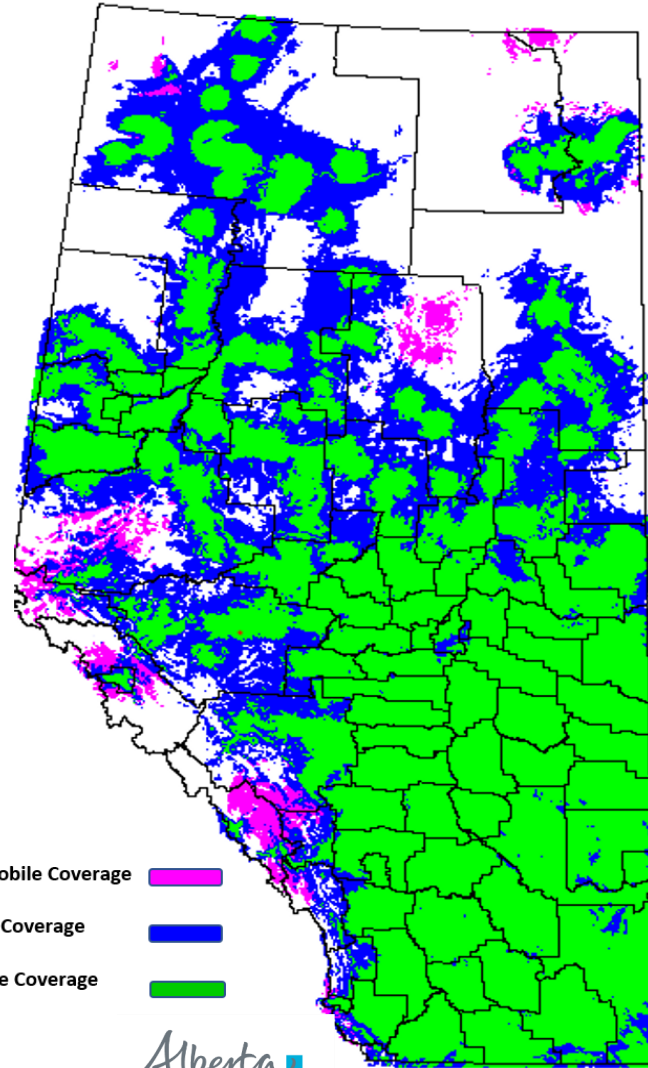


Coverage

- Partly based on 2007/10 user requirements
 - 95% mobile outdoor coverage of all primary and secondary roads
 - 95% portable outdoor coverage in 102 named communities
 - 95% portable outdoor coverage in 7 urban communities; Edmonton, Grande Prairie, Fort McMurray, Red Deer, Calgary, Lethbridge and Medicine Hat
- End-user equipment and in-building coverage extenders are the responsibility of user agencies

AFRRCS Trunking Sites Coverage Prediction Map

- VHF Trunking Mobile Coverage
- 700MHz Mobile Coverage
- 700MHz Portable Coverage



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Coverage Class

- Coverage provided to an agencies jurisdiction
- Radios do have the capability to work throughout the Province, however, full Provincial coverage only provided to agencies with Provincial jurisdiction



Programming Key

- Specific to the make of the radio
- Programming key is forwarded to AFRRCS in St. Albert where they are programmed
- Returned to agency





Permitted Radios

- All user radios used on AFRRCS must be on the Permitted Equipment List
- All Permitted radios will have passed testing on Harris infrastructure as listed on Homeland Security website
- All Permitted radios will have passed additional AFRRCS specific testing – ongoing refresh for new models
- The Permitted Equipment List include mobile, portable and fixed radios.
- Other equipment and applications such as dispatch consoles, GPS/ AVL are not included



Permitted Radio Summary

Vendor	Models
Harris & Tait	XG15P, XG25, XG100, XG75, XM100, P7300 series, M7300 series, XL185, XL200. Tait TP 9400 Series, TM9400 Series.
JVC- Kenwood/ EF Johnson	TK-5220, VP5230, VP5430, VM900, VP6430, VM5930, NX5200, NX5700 mobile, NX5400 portable, NX5900 mobile Viking VP900, Viking VP600, VM600
Motorola	APX1000, APX1500, APX2000, APX3000, APX4000, APX4500, APX6000, APX6500, APX7000, APX7500, APX8000, APX8500, APX9000 XTS Series, XTL Series
RELM	KNG P/M 150, KNG-P/M 800, KNG2-P150, KNG2-P800
Unication Co	G4 P25 Pager (7/800 Mhz)
Technisonic	TDFM9100 (Aeronautical)



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AFRRCS Metrics

As of *June 2019*, the current AFRRCS consumption details are:

- Organizations on Record – **164**
- Agencies in Operations – 124
- # of Talkgroups (Channels) – **3,117**
- # of Radio's – **28,548**



AFRRCS Provides

- Province wide infrastructure
- System services
- Migration assistance
- Technical Administrator Training
 - Feb 2016-Present, AFRRCS has provided TA (Technical Administrator) & CO (Crypto Officer) in-house training.
 - As of Jan 2019 180+ individuals have been trained on AFRRCS use.
- Disaster & event support
 - Site on Wheels
 - Radio Cache



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Site on Wheels (SOW)

- 4 channel site on wheels
- Available for planned and unplanned incidents
- Self contained with generator
- 85 foot mast
- Connected to network through satellite
- Cache of handhelds (4 X 100)
- Two units for Province





Agencies Provide

Planning & Evaluation

- Suitability determination
- Schedule Development / timing
- Migration planning

Migration

- Migration plan execution
- User equipment
- Preliminary training

Ongoing Operations

- First Level User support
- Ongoing training
- Single point of contact





Agency Roles and Responsibilities

- Agency Functions
 - Agency Administrator (must be a member of the Agency)
 - Technical Administrator
 - Trusted Radio Technician
 - Crypto Officer*
 - Radio End Users
 - Console Operator*

* Not required by all agencies

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Next Steps

- Select migration/operational team
- Develop project plan, timeframes
- Develop fleet map
- Coverage testing
- Determine hardware & services requirements
- Procure necessary hardware & services
- Update, revise SOP's as required



Contacts

AFRRCS – Business Relationship Section (previously AFRRCS Transformation)

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