

CLEARWATER COUNTY COUNCIL AGENDA
July 28, 2015
9:00 A.M.
Council Chambers
4340 – 47 Avenue, Rocky Mountain House AB

10:15 A.M. DELEGATION: Caroline HUB Completion: Caroline & District Athletic & Agricultural Society

A. CALL TO ORDER

B. AGENDA ADOPTION

C. CONFIRMATION OF MINUTES

1. July 14, 2015 Regular Meeting Minutes

D. PUBLIC WORKS

1. Grader Maintenance Tender Award – Grader Beat # 512
2. Speight Road Concerns

E. PLANNING

1. Adoption of Revised Bylaw at Land Titles Request
 - Bylaw 1007/15 Authorizing the Revision of Bylaw 991/14
 - Bylaw 1008/15 Adopting Revised Bylaw 991/14

F. COMMUNITY & PROTECTIVE SERVICES

1. Creation of a Committee of Council - High Speed Internet
2. Caroline HUB Completion – Construction Funding Report
3. South East Recreation Grounds Completion – Construction Funding Report

G. CORPORATE SERVICES

1. *TABLED ITEM* - 2015 Operating Budget Six Month Performance
2. Financial Indicators Graphs (2013)
3. Appointment of Auditors

H. MUNICIPAL

1. *TABLED ITEM* - Ministerial Staff and Cabinet Committee Membership
2. Linear Property Assessments Discussion

I. AGRICULTURE SERVICES & LANDCARE

1. Livestock Tax Deferral Provision – VERBAL REPORT

J. INFORMATION

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

K. IN CAMERA*

1. Labour: CAO Performance Evaluation

* For discussions relating to and in accordance with: a) the Municipal Government Act, Section 197 (2) and b) the Freedom of Information and Protection of Privacy Act, Sections 21 (1)(ii); 24 (1)(a)(c) and (g); 25 (1)(c)iii; and 27 (1)(a)

L. ADJOURNMENT

TABLED ITEMS

<u>Date</u>	<u>Item, Reason and Status</u>
02/24/15	073/15 Invitation from Mayor's Office, Drayton Valley STATUS: Pending Information, Municipal



AGENDA ITEM

PROJECT: Grader Maintenance Tender Award – Grader Beat # 512		
PRESENTATION DATE: July 28 th , 2015		
BUDGET IMPLICATION: <input type="checkbox"/> N/A <input checked="" type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input type="checkbox"/> County Bylaw or Policy (cite)		
STRATEGIC PLAN THEME: Theme 1: Managing our Growth	PRIORITY AREA: Objective – 1.5 Support a transportation network that connects and moves residents and industry.	STRATEGIES: Gravel road maintenance program
RECOMMENDATION: That Council reviews the information and approves awarding the Grader Beat # 512 contract to Terry Morin .		
ATTACHMENT(S): N/A		

BACKGROUND:

Administration has tendered the proposed maintenance of Grader Beat # 512. This program is to begin on August 1st, 2015, (five year contract) and entails the maintenance of approximately 42 km of gravel road (Red Deer River Access).

A tender opening was held on Thursday, July 16th, 2015, at 2:01 p.m. for the work outlined above. Two bids were received with **Terry Morin** being the low valid bidder. The following is a summary of the tenders received.

<u>Contractor</u>	<u>Cost per hour</u>
Terry Morin	\$113.90
Dan Harder	\$120.00



AGENDA ITEM

PROJECT: Speight Road Concerns		
PRESENTATION DATE: July 28, 2015		
BUDGET IMPLICATION: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input checked="" type="checkbox"/> County Bylaw or Policy (cite)		
STRATEGIC PLAN THEME: Managing Our Growth	PRIORITY AREA: Transportation	STRATEGIES: 1.5 Support a transportation network that connects and moves residents and industry.
RECOMMENDATION: That Council review the request and provide the administration with direction on whether they wish to see a change to the current policy.		
ATTACHMENT(S): Speight Road Petition, Background information submitted by Jim Duncan, ROAD USE FOR INDUSTRIAL/COMMERCIAL TRUCK HAULS Policy		

BACKGROUND: A petition was received from a number of residents that live on or adjacent to the Cow Creek Road (R.R. 8-4) and the Speight Road (TWP 39-0).

The concerns are generally in relation to the amount of industrial traffic that has been present on these roadways and the quality of maintenance and dust suppression that has been undertaken on these roads on an ongoing basis. There is also a perspective that there is a lack of, or perceived lack of, enforcement of the requirements associated with road use conditions.

The Administration believes the current policy has been an effective tool in providing a balance between the quality of life for residents and the economic viability of Industry. The Municipality, as a whole, has seen the benefits of industrial development through creating revenue while sharing the burden of increased traffic. Unfortunately, industrial activity tends to focus in one or two areas of the Municipality at a time creating a cumulative effect. Even though an individual user maybe meeting the policy requirements, increased traffic from multiple users and vehicles that are exempted from

road use such as pickups and one tons can have an undesirable effect on local residents.

Staff continue to work with Industry and residents through multiple policy guidelines including a the Dust Abatement Policy, Road Use policy, Road Weights Control Policy etc. as well as hosting annual meetings for all industrial users to discuss policy changes and relay the expectations for Industry working in the County.

The Speight Road / Cow Creek Road provides access to an active industrial area. From July 2014 to July 2015 twenty-three (23) road use agreement were issued to six (6) different industry users utilizing the Speight Road. These agreements range from seventeen (17) loads up to one hundred (100) loads spread over multiple days. 2014 traffic counts identified 533 vehicles per day (vpd) for the first kilometer west of Hwy 752 with counts decreasing to 235 vpd further west towards the Cow Creek Rd intersection. Vehicle counts south of the intersection drop to 127 vpd.

Attached is an outline of the concerns that have been raised with the area Councilor as well as some history of the industrial activity in this area as outlined by Councilor Duncan .Also attached is Council's current policy for Road Use For Industrial/ Commercial Truck Hauls Policy

See Attached

Clear Water County

4340 - 47th Ave.

Rocky Mountain House, Ab.

We are petitioning you to make the necessary repairs and maintenance to township road 39 (commonly referred to as the Speight Road). This road has seen extreme increases of use and has been in poor condition for a number of years now. Since this spring it has been riddled with large potholes, many sections of washboard and blinding amounts of dust. Poorly applied dust control (calcium chloride) has turned sections of the road in wet weather dangerous to navigate. Several inches of top surface becomes a soupy mud which is difficult to drive through and it coats your vehicle. This is difficult to remove and we have seen increased rust and corrosion on our vehicles. It takes three times the usual time and expense to clean.

Range Road 8.4 is flattened out from a 26 foot top to 30-40 feet in some sections. Some sections the ditch is higher than the road itself. Potholes and washboard are a common thing due to the amount of commercial (oil field) traffic.

We all have seen a decrease in the quality of life enjoyed by all. The litter in the ditches, noise, road rage, dust, speed, people driving in an unsafe manner for the weather/ road conditions. It is not safe to walk, ride a bicycle or horse, on the roads we live on.

Unfortunately our elected officials consider the needs of the residents of this county secondary to the oil companys desire to generate a profit. The current roads were not constructed to with stand the amount, size and weight of traffic permitted by the County to travel on them. If the County Collects large amounts of revenue due to oil field activity, then there should be no problem maintaining the roads.

Sincerely

PREMISE
170 #

John Winick & (390037)

Susan Malone

Brydon Fisher (391031)

Laureen Fisher (391031)

Jan Pulay (84012)

Supanla Court
390009

Chris Pulay

Cecily Burwash 390044
Stefan 390044

Truman Frolatin

Jane LeCoes 88 398
WS

RALPH FRIES Mel 84044

Fern Mathey Leo Mathey 8404

Trevor Green 84041

Anna Bichel Anna 8404

Tyler Dunbar 390050

NAME 39004A

Clint Meyer

84035

Kathy Meyer

84035

Len Dunbar

390050 Rg Rd 8-4

Deb Dunbar

390050 Rg Rd 8-4

W. Green

390068 Rg Rd 8-4

390044

GARSON TITFOLD

Morgan Titford

390044

[Signature]
Justin

390044 NE 4 39-8W5

390044

Blaine Zeer

385047

Geyle Zeer

Bendon Zink

83038-39-0

Helen Zink

83038-39-0

ELL

393002 RANGE 9-0

Arvin Wittig

393002 RANGE 9-0

Judy Evans

845-5182

St. Evans

11

Ken Fisher

403 845 5276 830 26 K12 39-2

Salmon

390033

Salmon Lloyd SALMON 390033

[Signature]

3700 32

Wayne Crocker

390038

Mona Crocker

390038

Clear Water County

4340 - 47th Ave.

Rocky Mountain House, Ab.

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Sincerely

BE Hallock

Jolene Hallock

Maurice Justice

Edmund 750 68

Jeffrey 80009A

Alvin 80009A

W. D. Ranson

83026
390056

80400

390056
Tamela Redmond

Brenda Hunter
SW 8 38 8-WS

Wayne K. Doff
May Hall
Doug Doff

o Brent Evans 391001A

Jim McDonald RMH

Luna Gaudin SW7-39-7 W5M

DAN EVANS RMH

Tony Johnston RMH

NE-22-3809 W5M

~~Rain Wolf~~ RMH 75068

D.R. - 390055

LARRY KIRSCH RMH, AB.

DONNA KIRSCH RMH, AB

Larry Stock RMH.

AP0008

AP0008



Background: Provided by Jim Duncan

-The Speight Road has been an ongoing issue since I started on Council. This is a wide road, constructed across low lying, often wet terrain. It runs west from highway 752 for 7km and intersects the Cow Creek road which runs from the Grandview Stage store NW past my property and dead ends at a network of oil lease roads. The road width and relatively poor quality of clay available in CC for initial construction has caused road maintenance issues since the road was new.

-The situation has been compounded by a high level of drilling activity (probably 30-40 wells) associated pipelines and the completion of a good sized gas plant (Orlen Upstream) as well as the initial site prep and construction start for the large Devon (now CNRL) plant site that is now on hold.

-Devon (CNRL) also has another gas plant about 1 km west from Highway 752. Past traffic counts have identified this first km as one of the highest use gravel roads in the county with numbers dropping after that point. The first km has typically been under dust control of some type

-Devon was maintaining the first 3 km of the Speight road and did a heavy MgCl application in 2013 (soupy mess referred to in the petition). CNRL has since suspended this maintenance and the County has resumed responsibility.

-In addition CC did a shoulder pull and rebuild of a couple problem areas of the first 2 km in 2015. We also dealt with major bridge repairs in 2013-14.

-The portion of the Cow Creek Road from the Speight Road North and West for about 4 km is also an area of concern in the petition. While much of the Speight Road has no residences along it the Cow Creek Road has many acreages and occupied quarters.

-I believe there are a couple of issues for consideration here.

First, even after grading, these roads do not stand up to the oil field traffic for any length of time, particularly if it is wet. Potholes, washboard and even major soft spots with deep ruts are common. Similar to many other roads, excessive dust from large trucks and pick-ups is probably the main concern of most residents. The Speight Road is relatively new compared to many roads in the county, while the Cow Creek Road is over 50 years old. Much of the Cow Creek Road has been rebuilt from the store NW to the Speight Road intersection. I believe more of the road is scheduled in the next couple years which should help. A number of ratepayers have opted for dust control and in past years Birchill (now Orlen Upstream) has placed MgCl in front of some residences but have not done any this year. Should we be adjusting our maintenance/rebuild programs or asking industry to do more grading to try and deal with some of these problem roads? Are standards/policies needed for MgCl applications to avoid the "soupy mess" cases? Saddle Hills and Grande Prairie counties have joint use programs where they put down dust control and bill local oil company users for some of the costs. These are multi-year contracts I believe.

Second, there is a real or perceived lack of compliance to road use agreements. A number of companies with a few trucks each causes the same effects as a major haul but does not require a road use agreement or dust control. During dry times even pickups and 1 tons can really raise the dust. Residents do not know if this is one company or several but feel that the compound effect exceed what they should have to endure. Of course there have been cases throughout the county where the rules were not followed and CC staff were unaware of these. "Sunday" or "Midnight" hauls or the lack of a

water truck are examples. I think many residents feel that our rules should be tighter. Our ability for more enforcement has budgetary implications. Enforcement need not necessarily mean CPO's.

I have received some feedback from Orlen Upstream and former Birchill staff as well. They say they have participated in joint dust control programs with other companies and have exceeded county requirements with MgCl they have applied in the past. They feel they comply as best they can to road use agreements and dust control policy. They would consider in next years' budgets ways to reduce impacts to residents but would like other industry users to be partners as well. This could also include rerouting traffic if a number of plans fall into place. It would seem that they will continue with a drilling program, number of wells unknown at this time. My impression is that CC rule are less stringent than some counties, more stringent than others. They did say that in one county dust control was required for operator traffic.



**CLEARWATER COUNTY
ROAD USE FOR INDUSTRIAL/COMMERCIAL
TRUCK HAULS**

POLICY

EFFECTIVE DATE:	June 24, 2008
REVISED DATE:	February 24, 2015
SECTION:	Public Works
POLICY STATEMENT:	<p>The purpose of this policy is to define Council’s expectations for staff to follow when dealing with truck hauls on County Roads.</p> <p>For purposes of implementing and interpreting this policy, the following principles apply:</p> <ul style="list-style-type: none"> • All roads maintained by the County are for public use (including trucks). • The County will regulate truck traffic to the extent that is necessary to ensure safe travel for all users of the roadway. • Although all roads are for public use, no user will have the right to damage a roadway beyond that experienced through normal use without the permission of the County. • Any users that damage roads beyond that expected through normal use, shall pay for any damages. • During times of major truck hauls, (i.e. generally more than 5 trips in any given one-hour period) the prime contractor will provide dust control. A “trip” is defined as a singular movement from point A to point B passed a particular location on a road (e.g. residence). Under damp conditions or in remote areas, this requirement may be waived by the Director of Public Works or his designate. • During a snow event, the permit holder is entirely responsible, prior to and during the move, for the blading of Clearwater County roads which are part of the approved haul route. A snow event is defined as generally more than 10cm of snow. • Truck hauls that will be transporting 10 or more loads per day will require an executed Road Use Agreement (attached as Schedule “A”) to be in place prior to the commencement of the haul. Road Use Agreements shall be entered into 24 to 48 hours prior to the haul commencing. • Truck hauls of less than 10 loads, including a single trip load that requires a Motor Transport permit for any reason, shall have the Motor Transport permit validated by TRAVIS MJ prior to utilizing roads under County jurisdiction. A validation/permit number will be issued by TRAVIS MJ as per the “Road Weights Control” policy.



CLEARWATER COUNTY ROAD USE FOR INDUSTRIAL/COMMERCIAL TRUCK HAULS

	<ul style="list-style-type: none"> • The requirements of this policy shall not apply to agricultural related hauls. Agricultural related hauls shall be limited to farm plated vehicles only. • Generally, unloading of equipment on County roads is not permitted. However, under certain circumstances permission may be granted by the Director, Public Works or his designate.
<p>PROCEDURE:</p>	<ol style="list-style-type: none"> 1. Annually, the Director, Public Works will write all larger trucking and hauling contractors working in the County, and advise them of their responsibility towards the travelling public, for dust control and for repair costs. 2. Haulers shall contact the Public Works office to determine appropriate routes. Condition of roads, adjacent developments and truck travel distance will be considered when assigning routes. 3. All policies and regulations associated with weight restrictions shall be adhered to. 4. County staff, as a condition of assigning a haul route, may require the contractor to apply dust control on the road for safety reasons or on the road in front of affected residents. 5. If County staff becomes aware of a major haul through a complaint, the complaint will be investigated and the contractor may be required to stop hauling, to change routes or apply dust control. 6. County staff shall monitor roads used for major hauls and excessive damage repair costs will be charged to the permit holder. In instances where major road damage is inevitable, or where collection for damages may be difficult, the Director, Public Works is authorized to take securities in the form of irrevocable letters of credit. Said securities will be used by the County to repair damages when a permit holder does not repair or maintain roads as required by the Director, Public Works. 7. The Director, Public Works and the County Chief Administrative Officer (CAO) are authorized to ban roads on a temporary basis and to take any appropriate enforcement action necessary to implement this policy and protect County and public interests during major truck hauls. This enforcement action may include, in addition to implementing road bans, suspending a permit holder's ability to obtain a single trip permit or a Road Use Agreement for a period of time until the Director, Public Works or the CAO is satisfied that the hauler is able and willing to abide by the requirements of this policy. 8. The area Councillor will be informed of any action taken by County staff under this policy.



CLEARWATER COUNTY ROAD USE FOR INDUSTRIAL/COMMERCIAL TRUCK HAULS

	<p>9. Road Use Agreements will be issued covering a time period that allows the applicant to complete the work considering weather conditions and other factors that influence start and completion of the haul.</p> <p>10. Generally Clearwater County requires all equipment (including service rigs) to be loaded or unloaded directly on the designated lease.</p> <p>If a wheeled service rig (or any other load) is unable to enter a lease, an email must be sent to publicworks@clearwatercounty.ca requesting permission to load/unload on the required County road. The email should include the following:</p> <ul style="list-style-type: none">• What is being loaded/unloaded.• The legal land description of the lease(s) when the load/unload is to take place.• The date and time of the load/unload.• Provincial permit number• Location – Range Road or Township Road where load/unload is taking place <p>If permission is granted you will receive the following email: “After discussing with the required County staff, Clearwater County agrees to the loading/unloading of the requested equipment on the road way as long as the following conditions are met”:</p> <ul style="list-style-type: none">• Pilot cars and Flag personnel must be on site.• The load/unload is only approved to take place during daylight hours.• All trailers (jeeps/boosters) must be removed from the roadway immediately after the equipment is loaded/unloaded. No parking along the side of the road.• No load/unload will take place during school bus hours (between 7:30am-9:00am & 3:00pm-4:30pm).• Dry or frozen track only
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ROAD USE AGREEMENT

PERMIT NUMBER

CC-15-

Permit Holder Information

Company Name _____

Contact Name _____

Phone Number _____

Email Address _____

Fax Number _____

Trucking Company Information

Company Name _____

Contact Name _____

Phone Number _____

Email Address _____

Fax Number _____

Load Information

Number of Loads _____

Load Description _____

ROUTE _____

% Axle Allowance _____

Provincial Permit No. _____

Surface Moving From _____

Surface Moving To _____

Start Date of Move _____

End Date of the Move _____

Required Conditions:

- It is understood that all loads will be in compliance with Clearwater County Road Weights Control Policy dated February 24, 2009 (revised January 13, 2014).**
- Dust / Ice control will be supplied by permit holder. Dust control must be in place at least one hour prior to rig move or haul commencement.
- During a snow event, the permit holder is entirely responsible, prior to & during the move, for the blading of Clearwater County roads which are part of the approved haul route.
- Grader maintenance on Clearwater County road to be undertaken by the permit holder while haul is in progress. This grader maintenance shall keep the road surface in the same or better condition as it was prior to the haul commencing.
- Road damages will be at the sole expense of the permit holder.
- Road repairs will be undertaken to the Municipalities satisfaction and will be at the sole cost of the permit holder. The Haul route shall be evaluated by the permit holder upon completion of the haul to determine all areas which require repair. If re-gravelling is required the rate at which these areas will be graveled will be determined by a Clearwater County representative. 20 mm gravel shall be used for regravelling.
- In case of rain and or wet conditions, the trucks are to be stopped immediately in order to protect the road from damage.
- Dry or frozen track
- Mud tracked from a gravel road or lease site on to a public road must be removed immediately.
- Service rigs that cannot meet surfaced road weights must be hauled on a wheeler
- FULL PERMIT MUST BE CARRIED IN VEHICLE. TRUCKING COMPANY IS AN AGENT OF THE PERMIT HOLDER. PERMIT MUST BE PRESENTED UPON REQUEST BY PEACE OFFICERS. CLEARWATER COUNTY WILL MONITOR THE ROADS AND STOP THE PROJECT IF NECESSARY.**

Terms and conditions of this agreement acknowledged and agreed to:

Signed Date _____

Time Issued _____

Name (please print) _____

Witness _____

Permit Holder _____

Clearwater _____

Signature _____

Rep. signature _____



AGENDA ITEM

PROJECT: Adoption of Revised Bylaw at Land Titles Request		
PRESENTATION DATE: July 28, 2015		
BUDGET IMPLICATION: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input type="checkbox"/> None <input checked="" type="checkbox"/> Provincial Legislation (cite) <input type="checkbox"/> County Bylaw or Policy (cite) MGA s63-65		
STRATEGIC PLAN THEME: Theme 1: Managing our Growth	PRIORITY AREA: Planning Objective 1.1 Plan for a well designed and built community.	STRATEGIES: 1.1.1 Ensure appropriate land use planning for public infrastructure, rural subdivisions, hamlets and commercial and industrial lands.
RECOMMENDATION: Consider granting 1st, 2nd and 3rd readings of: a) Bylaw 1007/15 Authorizing the Revision of Bylaw 991/14; and b) Bylaw 1008/15 Adopting Revised Bylaw 991/14		
ATTACHMENT(S): Bylaw 991/14, Bylaw 1007/15, Bylaw 1008/15		

BACKGROUND:

Clearwater County applied to close a portion of a subdivision plan in the Hamlet of Condor, being an unused lane. The closure progressed thru first reading, a public hearing, Ministerial approval and second and third readings. The closure along with a Plan of Subdivision was submitted to Alberta Land Titles Office (LTO) for registration. Subsequently LTO issued a rejection notice indicating the wording of the Road Closure Bylaw 991/14 required amendment.

There are two options to accomplish this task.

One option would be to restart the entire process in its entirety including advertising, public notice, public hearing, Ministerial approval and readings of the bylaw.

The second option would be to adopt a revision as allowed by Sections 63, 64 and 65 of the Municipal Government Act (MGA). This process is allowed if the bylaw is "*making changes, without changing the substance of the bylaw, to bring out more clearly what is considered to be the meaning of a bylaw or to improve the expression of the law.*" To accomplish this:

- a) Council must adopt a bylaw *authorizing* Bylaw 991/14 to be revised;
- b) Council must adopt a bylaw *adopting* revised Bylaw 991/14.

BYLAW NO. 991/14

A Bylaw of Clearwater County, in the Province of Alberta, for the purpose of closing to public travel and disposing of portions of a public road in accordance with Section 22 of the Municipal Government Act, Chapter M-26, Revised Statutes of Alberta, 2000, as amended.

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

WHEREAS, application has been made to Council to have the road closed and consolidated with adjoining lands, and

WHEREAS, the Council of Clearwater County deems it expedient to provide for a bylaw for the purpose of closing to public travel certain roads, or portions thereof, situated in the said municipality, and thereafter disposing of same, and

WHEREAS, notice of the intention of Council to pass a bylaw has been given in accordance with Section 606 of the Municipal Government Act, and

WHEREAS, Council was not petitioned for an opportunity to be heard by any person prejudicially affected by the bylaw,

NOW THEREFORE, be it resolved that the Council of Clearwater County, Province of Alberta, duly assembled, does hereby close to public travel and dispose of the following described road:

X **All that portion of the east/west lane, Plan 815HW being Part of the Southeast Quarter of Section Six, Township Thirty-Nine, Range Four, West of the Fifth Meridian (SE 06-39-04-W5M) as shown on the attached Schedule "A".**

READ A FIRST TIME this 24 day of JUNE A.D., 2014.


REEVE


MUNICIPAL MANAGER

PUBLIC HEARING held this 25 day of AUGUST A.D., 2014.

APPROVED this 10 day of October, 2014.


Minister of Transportation

READ A SECOND TIME this 29 day of October A.D., 2014.

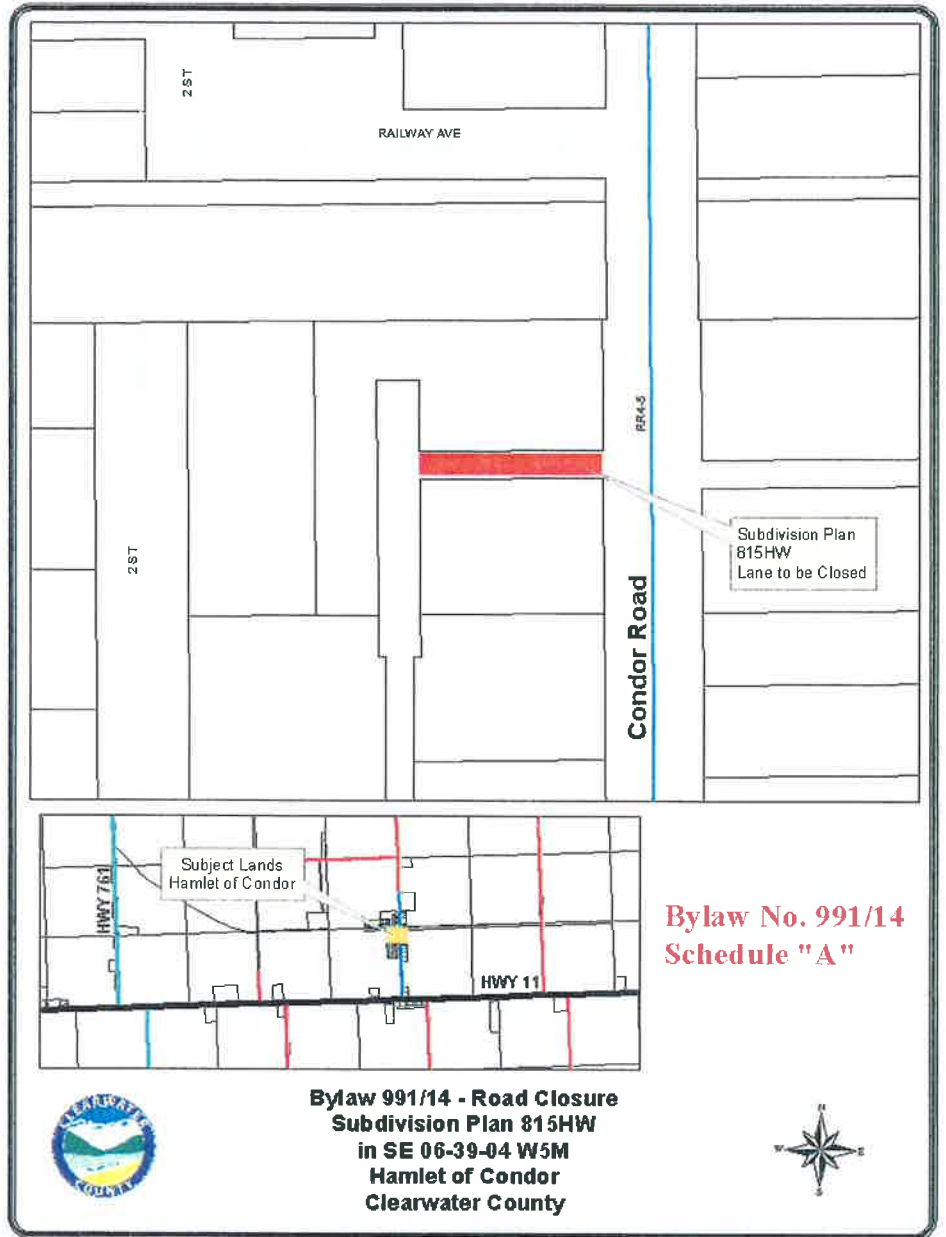
READ A THIRD AND FINAL TIME this 28 day of October A.D., 2014.


REEVE


MUNICIPAL MANAGER

Clearwater County
Certified True Copy

K. Bilham



BYLAW NO. 1007/15

A Bylaw of Clearwater County, in the Province of Alberta, authorizing the revision to Bylaw 991/14, a bylaw that authorizes the closing of a portion of public road;

WHEREAS the *Municipal Government Act* contains provisions that authorize a Council to revise municipal bylaws in order to correct clerical, grammatical and typographical errors and to make changes without changing the substance to bring out more clearly the meaning of a bylaw;

AND WHEREAS Alberta Land Titles has requested revisions to Bylaw 991/14 which do not change the substance of that bylaw;

NOWHEREFORE, be it resolved that the Council of Clearwater County, Province of Alberta, duly assembled, does hereby enact as follows:

1. That Bylaw 991/14 be revised as follows:

a. Delete the following:

“ALL THAT PORTION OF THE EAST/WEST LANE, PLAN 815HW BEING PART OF THE SOUTHEAST QUARTER OF SECTION SIX, TOWNSHIP THIRTY-NINE, RANGE FOUR, WEST OF THE FIFTH MERIDIAN (SE 06-39-04-W5M) AS SHOWN ON THE ATTACHED SCHEDULE ‘A’.”

b. Replace the deleted portions with the following:

**“PLAN 815HW
BLOCK 2
ALL THAT PORTION OF LANE
LYING WITHIN PLAN 152_____, BLOCK 2, LOT 19
EXCEPTING THEREOUT ALL MINES AND MINERALS**

**WITHIN THE SOUTHEAST QUARTER OF SECTION SIX,
TOWNSHIP THIRTY-NINE, RANGE FOUR, WEST OF THE
FIFTH MERIDIAN (SE 06-39-04-W5M) AS SHOWN IN RED ON
THE ATTACHED SCHEDULE “A”**

2. This Bylaw shall have force and take effect on the final reading thereof.

Read a first time this ___ day of _____, 2015

Read a second time this ___ day of _____, 2015

Read a third and final time this ___ day of _____, 2015.

REEVE

MUNICIPAL MANAGER

BYLAW NO. 1008/15

A Bylaw of Clearwater County, in the Province of Alberta, adopting revised Bylaw 991/14, a bylaw that authorizes the closing of a portion of public road;

WHEREAS the *Municipal Government Act* contains provisions that authorize a Council to revise municipal bylaws in order to correct clerical, grammatical and typographical errors and to make changes without changing the substance to bring out more clearly the meaning of a bylaw;

AND WHEREAS the *Municipal Government Act* contains provisions that a bylaw to revise a bylaw does not come into effect until a bylaw adopting the revised bylaw is passed;

AND WHEREAS Council passed Bylaw 1007/15 authorizing the revision to Bylaw 991/14, attached to this Bylaw as Schedule 1, and the Chief Administrative Officer has certified to Council that Bylaw 991/14 has been revised in accordance with the provisions of Bylaw 1007/15 which authorized the Bylaw revisions;

NOW THEREFORE, be it resolved that the Council of Clearwater County, Province of Alberta, duly assembled, does hereby enact as follows:

1. Revised Bylaw No. 991/14, being Schedule 1 to this Bylaw, is adopted.
2. Revised Bylaw No. 991/14 will come into effect on October 28, 2014, the initial date of passing bylaw 991/14.

Read a first time this ___ day of _____, 2015

Read a second time this ___ day of _____, 2015

Read a third and final time this ___ day of _____, 2015.

REEVE

MUNICIPAL MANAGER

SCHEDULE 1

BYLAW NO. 991/14, REVISED

A Bylaw of Clearwater County, in the Province of Alberta, for the purpose of closing to public travel and disposing of portions of a public road in accordance with Section 22 of the *Municipal Government Act*, Chapter M-26, Revised Statutes of Alberta 2000, as amended.

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

WHEREAS, application has been made to Council to have the road closed and consolidated with adjoining lands, and

WHEREAS, the Council of Clearwater County deems it expedient to provide for a bylaw for the purpose of closing to public travel certain roads, or portions thereof, situated in the said municipality, and thereafter disposing of same, and

WHEREAS, notice of the intention of Council to pass a bylaw has been given in accordance with Section 606 of the *Municipal Government Act*, and

WHEREAS Council was not petitioned for an opportunity to be heard by any person prejudicially affected by the Bylaw,

NOW THEREFORE, be it resolved that the Council of Clearwater County, Province of Alberta, duly assembled, does hereby close to public travel and dispose of the following described road:

**“PLAN 815HW
BLOCK 2
ALL THAT PORTION OF LANE
LYING WITHIN PLAN 152_____, BLOCK 2, LOT 19
EXCEPTING THEREOUT ALL MINES AND MINERALS**

WITHIN THE SOUTHEAST QUARTER OF SECTION SIX, TOWNSHIP THIRTY-NINE, RANGE FOUR, WEST OF THE FIFTH MERIDIAN (SE 06-39-04-W5M) AS SHOWN IN RED ON THE ATTACHED SCHEDULE “A”

READ A FIRST TIME this 24 day of JUNE A.D., 2014.



REEVE


MUNICIPAL MANAGER

PUBLIC HEARING held this 25 day of AUGUST A.D., 2014.


APPROVED this 10 day of October 2014.




Minister of Transportation

READ A SECOND TIME this 28 day of October A.D., 2014.

READ A THIRD AND FINAL TIME this 28 day of October A.D., 2014.



REEVE


MUNICIPAL MANAGER



AGENDA ITEM

PROJECT: Creation of a Committee of Council - High Speed Internet		
PRESENTATION DATE: July 28, 2015		
BUDGET IMPLICATION: <input type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input checked="" type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input type="checkbox"/> County Bylaw or Policy (cite)		
<p>STRATEGIC PLAN THEME:</p> <p>1: Managing our Growth</p>	<p>PRIORITY AREA:</p> <p>Local Economy</p>	<p>STRATEGIES:</p> <p>1.3.3 Advance the findings of the Reeves Economic Summit by partnering with local Chambers of Commerce, businesses or other stakeholders to initiate or support marketing programs that will generate economic activity.</p> <p>1.3.4 Initiate programs, which may include installation of communication towers and/or fiber optic cable, to support “Final Mile” connectivity for residents, business, and industry within Clearwater County.</p> <p>1.3.5 Monitor current and projected growth of businesses and population, and, to respond to the various trends, impacts and demands affecting land development or the economy within Clearwater County.</p> <p>1.3.6 Develop and market the community of Nordegg, as financial resources permit and in accordance with the Nordegg Development Plan and Design Guidelines.</p>
RECOMMENDATION:		

1. That Council establish a Committee comprised of members of Council and community stakeholders to evaluate what, if any, role Clearwater County should have in addressing the gaps in access to and/or improved capacity of high speed internet throughout Clearwater County.
 2. That Council direct the Committee to establish a Terms of Reference to assist in the evaluation process using a 20 Mb/sec internet speed as a baseline performance measure.
 3. That the Committee report back to Council by October 31, 2015 with its findings and recommendations.
- ATTACHMENT(S):**

BACKGROUND:

Clearwater County Strategic Plan 2015 – 2018 recognizes a focus and potential greater involvement of the County towards addressing the gaps in rate payers’ and business’ access to and/or improved capacity of high speed internet throughout Clearwater County. Council has discussed its possible involvement in addressing an ongoing private sector gap in internet service to current and future rate payer’s residents and businesses. Final Mile Grant funding through a Federal program was sought but was not approved.

Studies detailing an option of wireless (broadband using a 1.5 Mb/sec measure) and fiber connection have been completed and reported to Council. These reports have identified that a majority of the County’s rate payer’s residents (61.5%) and businesses are not currently served or underserved in their ability to connect to high speed internet or having poor levels of service when able to connect using a wireless option. Analysis completed to date includes:

1. *Identify the current broadband coverage/capacity for selected townships.*
2. *Identify the gaps between the current broadband coverage/capacity and the Industry Canada coverage/capacity maps.*
3. *Provide recommendations for alternative rural communication strategies to fill the gaps.*
4. *Provide a high level budget for each of the rural communication strategies.*
5. *Identify barriers, such as technical, capital investment, for each of the strategies.*
6. *Identifying current or future partnerships for each of the strategies.*
7. *Provide an economic analysis for a rural fiber optic network.*

3.6 Results

The details of coverage/capacity analysis are provided in Appendix A: Wireless Coverage/Capacity Results. Fifty-two (52) WISP towers were analyzed and as a result ninety-five (95) townships were classified as either unserved, unserved, and underserved. The breakdown is provided in Table 3: Township Analysis.

Table 3: Township Analysis

Classified	Townships	Percentage	Population	Percentage
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<i>Unserved</i>		47		49.5%		520		8%
<i>Served</i>		21		21%		2506		38.5%
<i>Underserved</i>		28		29.5%		3486		53.5%
	Total:	95		100%		6512		100%

Clearwater County Rural Communications Strategy Report, VITEL Consultants

Delegations involved in informing and/or reporting to Council have used varying internet speeds as baselines in establishing capabilities and limitations of high speed internet connection. A recommendation from Administration is that Council establish a 20 Mb/sec internet speed as the standard baseline performance measure.

Options for Council to Consider Include:

1. Council continue to lobby private sector service providers to adequately address gaps in internet service.
2. Council determines a level of service for internet speed and directs the Administration to develop a deployment strategy to best address gaps in internet service within fiscal limitations determined by Council.
3. Council determines a level of service for internet speed and establishes a Committee of Council comprised of members of Council and community stakeholders to evaluate what if any role Clearwater County should have in addressing the gaps in rate payers' and business' access to and/or improved capacity of high speed internet throughout Clearwater County.

Administration believes that the formation of a Committee of Council comprised of members of Council and other community stakeholders will help provide clarity as to determining the community's needs and provide helpful insights towards any future decision of Council. This Committee's function would include evaluating what if any role Clearwater County should have in addressing the gaps in rate payers' and business' access to and/or improved capacity of high speed internet throughout Clearwater County.

Suggested Committee Membership:

Clearwater County Council:	(Council to determine number of members)
Members At Large:	(Council to determine number of members)
Chamber(s) of Commerce:	(Council to determine number of members)
Municipalities:	(Council to determine number of members)
Industries:	(Council to determine number of members)

Council may wish to appoint members of the Committee or advertise positions and review applications to the Committee. Application reviews could be completed by Council as a whole or Council may want to create a subcommittee of Council to complete this process. Entities such as Alberta Health Services, the Wildrose School Division and others may be included in an advisory capacity.



AGENDA ITEM

PROJECT: Caroline HUB Completion – Construction Funding Report		
PRESENTATION DATE: July 28, 2015		
BUDGET IMPLICATION: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input type="checkbox"/> County Bylaw or Policy (cite)		
STRATEGIC PLAN THEME: 1: Managing our Growth	PRIORITY AREA: Assets	STRATEGIES: 1.2 Build a sense of community through an engaging range of facilities and shared open spaces.
RECOMMENDATION: That Council accepts this reporting as information.		
ATTACHMENT(S):		
<ul style="list-style-type: none"> • Caroline Community HUB Expansion Project (revised June 16, 2015) - Caroline Athletic & Agricultural Society • Substantial Completion Report 		

BACKGROUND:

2009 was the genesis of the Caroline HUB Project. In 2013 two projects of construction were initiated being the Caroline HUB and the Clearwater County South East Recreation Grounds.

The Caroline HUB being a multi-use, an all ages all-in-composing wellness centre promoting increased physical activity, health and wellness and community quality of life. Clearwater County rate payers and Caroline community residents gained access to numerous health and wellness programs and community based activities previously not available.

The Caroline HUB Committee was established to direct the construction project. An estimated completion cost for the project was established at \$ 1,445,766.00. Committee Members included:

- Clearwater County: Earl Graham, John Vandermeer

- Caroline Athletic and Agricultural Society: Reg Dean, Leo Fagnan, Alternate: Dwight Oliver
- Community Member At Large: Jackie Cullen (Committee Chair)
- Caroline Athletic and Agricultural Society Staff: Debbie Northcott
- County Staff: Mike Haugen
- Clearwater County Administration Staff: CPS, PW, CS

Premier Building Solutions was selected as the primary contractor.

Financial contributions for the project included The Province of Alberta's MFCP Grant funding for the project that was accessed through the Village of Caroline (HUB) and Clearwater County, the Caroline Athletic and Agricultural Society as well as community volunteer contributions. Agreements were completed between Clearwater County, the Village of Caroline and the Caroline Athletic and Agricultural Society. **This community based and supported project benefited greatly through both financial and materials donations from within the community and its businesses. Additionally over 90 volunteers contributed time and expertise to the completion of the project to reduce construction costs and/or increase the equity value of the HUB.**

Listed below are a number of complicating factors that caused an increase to the completion costs. These included but were not limited to:

- 2013 Snow fall amounts at record high depths contributing to winter construction costs.
- Amendments to MCFP funding required to address areas of construction related to health & wellness areas within the HUB.
- Scope of work changes that normally occur during construction.
- Staff changes within Clearwater County and the Village of Caroline.

The finalized construction project costs table will be presented to Council at Tuesday's meeting.

Caroline & District Athletic & Agricultural Society^{F2}
Clearwater County



Caroline Community HUB Complex
Expansion Project
Revised June 16, 2015

Explanation of Special Project (HUB) Funds

Original Projected Presented to Council

Revised June 16, 2015

Our Projected Costs:

Building quote from Premier	\$1,209,366.00
Power to Building	\$7,400.00
Extend Gas to building	\$1,000.00
Water & Sewer to building	\$82,000.00
New Parking Lot to paving standards	\$90,000.00
Fob Doors	\$6,000.00
Security & Surveillance	\$25,000.00
Fire Suppression (if required)	<u>\$25,000.00</u>
Total Cost	\$1,445,766.00

Our Projected Fund Raising Summary:

			<u>Actual</u>
Specified Trades	4	\$12,200.00	} \$146,633.51
Equipment & Materials	12	\$60,835.00	
Cash pledged / collected	60 people	\$31,375.00	} \$161,798.95
Unspecified volunteers	93 people		
Total Forms Returned	129	\$104,410.00	
Sponsorship & Fund Raising		<u>\$125,000.00</u>	} <u>\$714.56</u>
Bank Interest			
Total Estimate to Date		\$229,410.00	<u>\$309,147.02</u>

Summary

Projected Costs	\$1,459,022.00	
Village Grant/County Funds remaining	\$944,000.00	
Total Fund Raising Completed & Projected	<u>\$229,410.00</u>	\$274,144.86
Additional Funding (Future Fund Raising)	\$285,612.00	

See next page for Unprojected Costs and Summary

Unprojected Costs

Bank Charges	\$175.00
Moving Doors on Southend Curling rink.	\$1,084.20
Fitness Equipment	\$76,123.95
Signage	\$2,131.50
Window Blinds	\$6,816.12
Window/Mirrors GST	\$1,798.65
Master Key Building & Concession	\$1,649.55
Fitness Door Contact	\$529.16
Fitness Software	\$525.00
	\$90,833.13

Actual cash Income & Interest	\$162,513.51
less unprojected Costs	-\$90,833.13
Balance of Funds Remaining	\$71,680.38

HUB LIST

DATE	DONOR	DESCRIPTION	CASH DONATION
12/04/2013	ATB	CASH	\$10,000.00
22/05/2013	ANONYMOUS	CASH	\$50.00
25/07/2013	PIONEER STORE	CASH	\$1,148.57
27/08/2013	CAROLINE SUPPLIES	CASH	\$6,600.00
18/09/2013	DALE HARDER	CASH	\$250.00
18/09/2013	RISING PHEONIX (KEN ARMSTRONG)	CASH	\$200.00
26/09/2013	JENNA ALLEN	CASH	\$100.00
26/09/2013	EDNA PENGELLY	CASH	\$500.00
26/09/2013	CAROL ALSTOTT	CASH	\$200.00
26/09/2013	JIM & VELDA MCQUISTON	CASH	\$1,000.00
26/09/2013	CAROLINE MENS GOLF LEAGUE	CASH	\$1,000.00
26/09/2013	ANNERIE KASSIES	CASH ATB ON LINE	\$77.63
26/09/2013	TIM KUESSING	CASH ATB ON LINE	\$4.65
26/09/2013	INNA KUESSING	CASH ATB ON LINE	\$4.65
26/09/2013	ROBIN WATT	CASH	\$77.63
26/09/2013	NORMAN ROSE	CASH	\$100.00
18/09/2013	KONSCHUK FARMS	CASH	\$100.00
02/10/2013	DOLLY GRAHAM	CASH	\$100.00
02/10/2013	LOG BER ENTERPRISES	CASH	\$1,000.00
08/10/2013	LAWRENCE & JOYCE PENGELLY	CASH	\$500.00
22/10/2013	EDGAR WASSINK	CASH	\$100.00
22/10/2013	FAY PENGELLY	CASH	\$200.00
22/10/2013	ROBERT & SARITA SMITH	CASH	\$1,000.00
22/10/2013	SUNDRE HOME HARDWARE	CASH	\$500.00
22/10/2013	VALERI BURRELL PROF CORP	CASH	\$100.00
22/10/2013	INNISFAIL AUCTION MART	CASH	\$200.00
01/11/2013	NATASCHA BIROVLJEV	CASH	\$100.00
01/11/2013	FOX EARTH	CASH	\$250.00
13/11/2013	KELLY HALES	CASH	\$20.00
13/11/2013	JOAN DEAN	CASH	\$100.00

13/11/2013	SUSAN STEVENS	CASH	\$100.00
13/11/2013	SARA STEVENS	CASH	\$100.00
13/11/2013	TRAVIS LAURIE	CASH	\$100.00
13/11/2013	DONALD & MARY JANE ELLIS	CASH	\$100.00
13/11/2013	REBECCA LENZ	CASH	\$150.00
13/11/2013	SAVAGE ENCOUNTERS	CASH	\$150.00
19/11/2013	JOHN & MARGARETT HARDER	CASH	\$500.00
27/11/2013	RYAN & TESSA BROWN	CASH	\$1,000.00
27/11/2013	CAROLINE LIONS CLUB	CASH	\$1,200.00
24/11/2013	BEN & KARI STANGE	CASH	\$100.00
10/12/2013	DOUGANS SERVICE	CASH	\$500.00
	CATTLEMENS BALL	Fund Raising	\$5,000.00
08/10/2013	Ralph & Eleanor Pederson	Cash	\$100.00
19/12/2013	D.G Fay Oilfield Consulting	Cash	\$500.00
15/01/2014	Shell Canada	Cash	\$50,000.00
15/01/2014	The Pampered Chef	Chq	\$201.84
15/01/2014	Lisa McQuiston/Cody Smith	Chq	\$200.00
15/01/2014	Wells Mineral Corp	Cash	\$500.00
15/01/2014	C&C Construction Ltd.	Cash	\$500.00
15/01/2014	Bryan & Merna Cermak	Cash	\$500.00
22/01/2014	Caroline Hotel	Cash	\$100.00
11/02/2014	Jomad Industries	cash	\$2,500.00
11/02/2014	Dan & Corrine Harder	cash	\$1,000.00
16/04/2014	Jomad Industries	chq	\$2,075.00
01/05/2014	Caroline Legion	Cash	\$700.00
01/05/2014	Caroline Wranglers Hockey	Chq	\$25,000.00
01/05/2014	Caroline Grad 2013	chq	\$264.70
	Cody Robbins	Fund Raising	\$2,891.88
	Small Town Smack Down	Fund Raising	\$10,008.00
09/06/2014	Farmers Market	cash	\$3,000.00
18/08/2014	John & Linda Vandermeer	Chq	\$5,000.00
19/08/2014	Rocky Credit Union	Chq	\$1,000.00
20/08/2014	Mike Benz	cash	\$100.00
Sept 09 2014	Dovercourt Community Hall	cheq	\$2,100.00

Sept 9 2014	Heidi Murphy	cheq	\$100.00
Sept 9 2014	Heidi Murphy	cheq	\$100.00
01/09/2016	Edwards Garage	cheq	\$1,500.00
01/09/2014	Church of the Nazarene	cheq	\$1,300.00
Oct 7 2014	Rocky Rural Electrification	cheq	\$1,000.00
Oct 7 14	Roy/Jean Follis	Cheq	\$500.00
Oct 9/14	Crammond Community Center	cheq	\$2,500.00
Dec 18/14	CAROLINE LIONS CLUB	cheq	\$272.49
	Mikken Transport	cheq 529	\$200.00
Oct 31/14	Grease Nipples Ball Team	cheq	\$1,000.00
	Youngs Oilfield	cheq	\$500.00
Dec 15/14	Anonymous	cheq	\$1.91
May 25/15	Dance West	cheq 1010	\$10,000.00

Total Cash Donation \$161,798.95

Concession Equipment and Materials Donations

Date	Project	Who	Product	Hours	How Much	Description	Value	Our Cost	Donation Value
Oct 20/13	Concession	McKnight	Remove old Diamond	3	equipment and 2 workers	Site prep	\$540.00	\$0.00	\$540.00
Nov 20/13	Concession	Northcott	Truck/Trailer	5	Haul Lumber	From West Fraser	\$300.00	\$0.00	\$300.00
Nov 20/13	Concession	Lil'Hoer - Rick	Back Hoe	6		Back fill Concession	\$720.00	\$360.00	\$360.00
Nov 20/13	Concession	Lil'Hoer - Rick	Back Hoe	2		Unload Lumber at Concession from North	\$120.00	\$120.00	\$0.00
Nov 9/13	Concession	Trimble	Track Hoe	3		Site prep	\$450.00	\$0.00	\$450.00
Nov 9/13	Concession	Umscheid	Track Hoe Operator	3		Operated Trimble Track Hoe	\$90.00	\$0.00	\$90.00
Nov 10/13	Concession	Vandermeer	Haul Track Hoe in & Out			Hauled Trimble Track Hoe	\$150.00	\$0.00	\$150.00
Nov 27/13	Concession	Zandal	Services			Water and Sewer to Building	\$13,000.00	\$10,672.72	\$2,327.28
Nov 29/30	Concession	Central Ab Pumpjack	Picker truck/workers	3		Lift Roofing Materials Up	\$598.50	\$0.00	\$598.50
Dec 12/13	Concession	Lil'Hoer - Rick		4		Clearing Snow piling Gravel	\$480.00	\$240.00	\$240.00
Dec 12/13	Concession	Deb Larsen	Trucking	9	6 loads gravel from coun	Back fill Concession	\$720.00	\$400.00	\$320.00
Dec 12/13	Concession	Burnco	Trucking		3 trips (9 loads from cou	Back fill Concession	\$1,365.00	\$0.00	\$1,365.00
Dec 12/13	Concession	County Gravel Pit	Gravel		15 loads	Back fill Concession	\$1,950.00	*900	\$1,050.00
Jan 7/14	Concession	Northcott	Truck/Trailer	1.5	Haul Lumber	From West Fraser	\$90.00	\$0.00	\$90.00
Jan 8/14	Concession	Follis	Tractor	0.5		Unload lumber from West Fraser	\$50.00	\$0.00	\$50.00
							\$20,623.50	\$12,692.72	\$7,930.78

HUB Equipment and Materials Donations

Date	Project	Who	Product	Hours	How Much	Description	Value	Our Cost	Savings Estimate
	HUB	Caroline Supplies	COGNADYNE ENGINEERING			COGNADYNE ENGINEERING	\$3,600.00	\$0.00	\$3,600.00
	HUB	Caroline Supplies	WESTERN STAR ADS			WESTERN STAR ADS	\$179.00	\$0.00	\$179.00
	HUB	Caroline Supplies	WESTERN STAR ADS			WESTERN STAR ADS	\$175.00	\$0.00	\$175.00
	HUB	Various	SILENT AUCTION ITEM			SILENT AUCTION ITEM	\$835.00	\$0.00	\$835.00
	HUB		ADVERTISING ITEM				\$500.00	\$145.00	\$355.00
	HUB	M Fortin	INSTALL DOORS IN CURLING RINK - Fortin			INSTALL DOORS IN CURLING RINK - Fortin	\$420.00	\$0.00	\$420.00
Nov 9/13	HUB	Tri Enviro	Waste Containers			Supply 3 Waste Container	\$34,800.00	\$0.00	\$34,800.00
Oct 20/13	HUB	McKnight	Remove old Diamond	3	equipment and 2 workers	Site prep	\$540.00	\$0.00	\$540.00
Oct 25/13	HUB	Timco	Genie Lift		1 week rental	Used for preping back existing wall	\$2,500.00	\$1,575.00	\$925.00
Nov 9/13	hub	Trimble	Track Hoe	7		Site prep	\$1,496.25	\$0.00	\$1,496.25
Nov 9/13	hub	Umscheid	Track Hoe Operator	7		Operated Trimble Track Hoe	\$210.00	\$0.00	\$210.00
Nov 8/13	HUB	Vandermeer	Haul Track Hoe in & Out			Hauled Trimble Track Hoe	\$350.00	\$0.00	\$350.00
Nov 24/25	HUB	Steve Crawford	Truck		8 Truck Loads	Sand for site base	\$720.00	\$300.00	\$420.00
Nov 24/25	HUB	Steve Crawford	Sand		8 loads of sand	Sand for site base	\$1,040.00	\$0.00	\$1,040.00
Nov 25/13	Hub	Lil Hoer - Rick	Back Hoe	5		Backfill grade beam with bedding sand	\$600.00	\$300.00	\$300.00
Nov 27/13	HUB	Zandal	Services			New Sewer line	\$21,000.00	\$15,404.25	\$5,595.75
Nov 28/13	HUB	Deb Larsen	Dump Truck			Haul gravel in & frozen Out - Sewer - Trimble Pit	\$960.00	\$640.00	\$320.00
Nov 28/13	HUB	McKnight	Tandem			Haul gravel in & frozen Out - Sewer - Trimble Pit	\$1,200.00	\$960.00	\$240.00
Nov 28/13	HUB	Trimble	gravel			Supply Gravel - Extra due to frozen ground	\$2,210.00	\$1,870.00	\$340.00
Dec 2/13	HUB	Follis	Tractor	4		Build Ramp and snow removal	\$400.00	\$100.00	\$300.00
Dec 4/13	HUB	Longhurst	Big Truck/deck trailer	4		Haul Lumber from West Fraser	\$400.00	\$0.00	\$400.00
Dec 4/13	HUB	Follis	Tractor	2		Unload Lumber from Longhurst	\$200.00	\$50.00	\$150.00
Dec 4/13	HUB	Lil Hoer - Rick	Back Hoe	2		Unload Lumber from Longhurst	\$240.00	\$120.00	\$120.00
Dec 4/13	HUB	Lil Hoer - Rick	Back Hoe	6		Plow Snow	\$720.00	\$360.00	\$360.00
									7



Dec 5/13	HUB	Follis	Tractor	2		Stand Up Steel Frame	\$200.00	\$50.00	\$150.00
Dec 5/13	HUB	Follis	Tractor	4		Plow Snow	\$400.00	\$50.00	\$350.00
Jan 7/14	HUB	Northcott	Truck/Trailer	3.5	Haul Lumber	From West Fraser	\$210.00	\$0.00	\$210.00
Jan 8/14	HUB	Follis	Tractor	1.5		Unload lumber from West Fraser	\$150.00	\$50.00	\$100.00
Feb-14	HUB	South Hill Window	Windows, Doors, Glass & Installation				\$25,000.00		\$25,000.00
Feb 12/14	HUB	Jomad	Skidster			Clean snow from inside building			\$0.00
Feb 12/14	HUB	Lil Hoer - Rick	Back Hoe			Backfill dirt & Load snow from inside building			\$0.00
Feb 12/14	HUB	Deb Larsen	Dump Truck	6		Haul snow away from inside building	\$693.00	\$630.00	\$63.00
Feb 13/14	HUB	Jomad	Skidster			Clean snow from inside building			\$0.00
Feb 13/14	HUB	Lil Hoer - Rick	Back Hoe			Backfill dirt & Load snow from inside building			\$0.00
Feb 13/14	HUB	Deb Larsen	Dump Truck			Haul snow away from inside building	\$924.00	\$840.00	\$84.00
Feb 15/14	HUB	Northcott	Truck/Slip Tank	2		Haul fuel to burner	\$120.00	\$0.00	\$120.00
Feb 17/14	HUB	Northcott	Truck/Slip Tank	1.5		Haul fuel to burner	\$90.00	\$0.00	\$90.00
Feb 20/14	HUB	Northcott	Truck/Slip Tank	1.5		Haul fuel to burner	\$90.00	\$0.00	\$90.00
Feb 24/14	HUB	Northcott	Truck/Slip Tank	1.5		Haul fuel to burner	\$90.00	\$0.00	\$90.00
Feb 26/14	HUB	Northcott	Truck/Slip Tank	1.5		Haul fuel to burner	\$90.00	\$0.00	\$90.00
Feb 28/14	HUB	Northcott	Truck/Slip Tank	1.5		Haul fuel to burner	\$90.00	\$0.00	\$90.00
Mar 1/14	HUB	Northcott	Truck/Slip Tank	1.5		Haul fuel to burner	\$90.00	\$0.00	\$90.00
Mar 3/14	HUB	Northcott	Truck/Slip Tank	1.5		Haul fuel to burner	\$90.00	\$0.00	\$90.00
Mar 6/14	HUB	Northcott	Truck/Slip Tank	1.5		Haul fuel to burner	\$90.00	\$0.00	\$90.00
Mar 8/14	HUB	Northcott	Truck/Slip Tank	1.5		Haul fuel to burner	\$90.00	\$0.00	\$90.00
Mar 10/14	HUB	Northcott	Truck/Slip Tank	1.5		Haul fuel to burner	\$90.00	\$0.00	\$90.00
Mar 12/14	HUB	Northcott	Truck/Slip Tank	1.5		Haul fuel to burner	\$90.00	\$0.00	\$90.00
Mar 25/14	HUB	Northcott	Truck/Slip Tank	1.5		Haul fuel to packers	\$90.00	\$0.00	\$90.00
Apr 7/14	HUB	Northcott	Truck/Trailer	3.5		Haul Lumber from West Fraser	\$210.00	\$0.00	\$210.00
Apr 7/14	HUB	Follis	Tractor	1		Unload Lumber	\$100.00	\$0.00	\$100.00
Apr 28/14	HUB	Follis	Tractor	1		Move materials	\$100.00	\$0.00	\$100.00
Apr 28/14	HUB	Longhurst	Trucking	4	Haul Lumber	From West Fraser	\$400.00	\$0.00	\$400.00
Apr 28/14	HUB	Central Ab Pumpjack	Picker truck/workers	2	Unload Lumber	Lumber to HUB	\$250.00	\$0.00	\$250.00
Mar 24-Apr	HUB	Jomad	Gravel Truck	31		Haul Gravel from Cooper Pit	\$3,580.50	\$2,929.50	\$651.00
Mar 24-Apr	HUB	Trimble Gravel	Gravel Truck/Pup			Haul Gravel from Cooper Pit	\$2,793.00	\$0.00	\$2,793.00
Mar 24-Apr	HUB	Datco Trucking	Gravel Truck	34.5	3984.75	Haul Gravel from Cooper Pit	\$3,984.75	\$3,622.50	\$362.25
Mar 24-Apr	HUB	Lil Hoer - Rick	Back Hoe			Back fill around HUB			\$0.00
Mar 24-Apr	HUB	County	Gravel		1308 yrds	Gravel for Sub Base	\$14,388.00	\$8,175.00	\$6,213.00
	HUB	Highland concrete				Finishing of Slab	\$20,475.00	\$0.00	\$20,475.00
	HUB	Caroline Supplies	Smart TV's				\$4,284.74	\$0.00	\$4,284.74
Nov-14	HUB	Trimble Gravel	Gravel & Trucking		40 yrds screened - Tuck & pup		\$837.38	\$0.00	\$837.38
Sep-14	HUB	New Image	Window Covering		50% discount on Window Blinds		\$13,632.23	\$6,816.12	\$6,816.11
	HUB	South Hill Window	Interior Windows & Mirrors		Paid GST - rest doanted		\$8,176.35	\$389.35	\$7,787.00
Totals							\$177,284.20	\$45,376.72	\$131,907.48

From West Fraser - Employee Discount (Leo Fagnan)

Concession

List #1		
2	2x4-10	spruce
15	2x4-12	spruce
	2x4-16	grade
220	2x6-12	spruce
30	2x6-16	spruce
35	2x8-12	spruce
10	2x12-16	spruce

Date	pcs	Date	pcs	Date	pcs	Total Pcs	Retail Price/pcs	Total Cost	Our Price	Our cost	Savings
Nov 20/13	2					2	\$3.700	\$7.40	\$2.550	\$5.10	\$2.30
		Jan 7/14	20			20	\$4.100	\$82.00	\$1.900	\$38.00	\$44.00
Nov 20/13	15					15	\$6.613	\$99.20	\$5.040	\$75.60	\$23.60
Nov 20/13	220	Jan 7/14	64			284	\$7.050	\$2,002.20	\$4.650	\$1,320.60	\$681.60
Nov 20/13	30					30	\$9.440	\$283.20	\$6.680	\$200.40	\$82.80
Nov 20/13	35	Jan 7/14	30			65	\$8.880	\$577.20	\$6.470	\$420.55	\$156.65
						0	\$11.521	\$0.00		\$0.00	\$0.00

pcs	Other	
	2x4-10	Treated
	2x4-16	Treated
	2x6-16	Treated
	2x8-12	Treated
	2x8-16	Treated
	3/8 OSB	

Date	pcs	Date	pcs	Date	pcs		Retail Price/pcs	Total Cost	Our Price	Our cost	Savings
Nov 20/13	2					2	\$6.960	\$13.92	\$3.870	\$7.74	\$6.18
						0	\$8.427		\$6.190		
Nov 20/13	15					15	\$12.640	\$189.60	\$9.600	\$144.00	\$45.60
Nov 20/13	2					2	\$17.710	\$35.42	\$9.760	\$19.52	\$15.90
						0	\$17.709	\$0.00	\$13.010	\$0.00	\$0.00
						0	\$10.600				
								\$3,290.14		\$2,231.51	\$1,058.63
										Savings to Date	\$1,058.63

HUB

pcs			Date	pcs	Date	pcs	Date	pcs	Total Pcs	Retail Price/pcs	Total Cost	Our Price	Our cost	Savings
60	1x4-16	dry spruce		80	Jan 7/14				80	\$3.726	\$298.08		\$0.00	\$298.08
1050	2x4-12	BTR spruce		148	Jan 7/14				148	\$4.100	\$606.80	\$3.240	\$479.52	\$127.28
	2X4-12	#2					Apr 28/14	1176	1176	\$4.100	\$4,821.60	\$3.190	\$3,751.44	\$1,070.16
120	2x4-16	grade		180	Jan 7/14				180	\$6.613	\$1,190.34	\$3.240	\$583.20	\$607.14
60	2x4-16	grade					Apr 28/14	120	120	\$6.613	\$793.56	\$3.240	\$388.80	\$404.76
160	2x6-12	prime	Dec 4/13	160			Apr 28/14	189	349	\$7.080	\$2,470.92	\$4.680	\$1,633.32	\$837.60
20	2x6-16	prime	Dec 4/13	70				70	70	\$9.920	\$694.40	\$6.680	\$467.60	\$226.80
	2x6-16	prime					Apr 7/14	189	189	\$9.920	\$1,874.88	\$6.656	\$1,257.98	\$616.90
50	2x6-16	prime		66	Jan 7/14			66	66	\$9.920	\$654.72	\$6.600	\$435.60	\$219.12
	2x6-16	prime					Apr 7/14	50	50	\$9.920	\$496.00	\$6.608	\$330.40	\$165.60
420	2x8-12	spruce	Dec 4/13	420				420	420	\$8.880	\$3,729.60	\$8.086	\$3,396.12	\$333.48
50	2x8-16	spruce	Dec 4/13	147				147	147	\$11.521	\$1,693.59	\$10.272	\$1,509.98	\$183.60
60	2x8-16	spruce		10	Jan 7/14			10	10	\$11.521	\$115.21	\$8.290	\$82.90	\$32.31
36	2x8-16	1&2 spruce						0	0	\$11.521	\$0.00		\$0.00	\$0.00
40	2x10-16	1&2 spruce	Dec 4/13	40				40	40	\$17.603	\$704.12	\$11.820	\$472.80	\$231.32
10	2x10-14	1&2 spruce	Dec 4/13	10				10	10	\$15.167	\$151.67	\$11.490	\$114.90	\$36.77

pcs	Other		Date	pcs	Date	pcs	Date	pcs	Total Pcs	Retail Price/pc	Total Cost	Our Price	Our cost	Savings
	2x4-10	Treated							0	\$6.960	\$0.00	\$3.870	\$0.00	\$0.00
	2x4-16	Treated	Dec 4/13	60				60	60	\$8.427	\$505.62	\$6.190	\$371.40	\$134.22
	2x4-16	Treated				Apr 7/14	20	20	20	\$8.427	\$168.54	\$6.190	\$123.80	\$44.74
	2x6-16	Treated	Dec 4/13	10				10	10	\$8.427	\$84.27	\$6.190	\$61.90	\$22.37
	2x6-16	Treated				Apr 7/14	80	80	80	\$12.640	\$1,011.20	\$12.480	\$998.40	\$12.80
	2x8-12	Treated						0	0	\$17.710	\$0.00	\$9.760	\$0.00	\$0.00
	2x8-16	Treated	Dec 4/13	22	Jan 7/14	4		26	26	\$17.709	\$460.43	\$13.010	\$338.26	\$122.17
	2x8-16	Treated				Apr 7/14	2	2	2	\$17.709	\$35.42	\$13.010	\$26.02	\$9.40
	3/8 OSB					Apr 7/14	100	100	100	\$11.490	\$1,149.00	\$11.490	\$1,149.00	\$0.00
	3/8 OSB			30	Jan 7/14			30	30	\$10.600	\$318.00	\$10.600	\$318.00	\$0.00

\$24,027.97		\$18,291.35	\$5,736.62
	Savings To Date		\$5,736.62

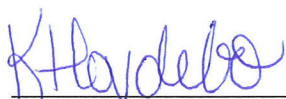
SOLEMN DECLARATION OF SUBSTANTIAL COMPLETION

In the matter of the Major Community Facilities Program Grant Funding Agreement, dated September 11, 2009 and revised September 30, 2014, between Her Majesty, the Queen, in right of Alberta, represented by the Minister of Culture and Community Spirit (now known as Alberta Culture and Tourism), and the Village of Caroline, the Recipient:

I do solemnly declare as follows:

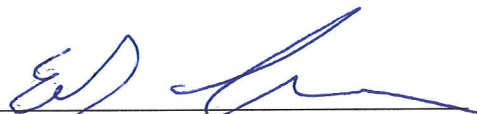
1. That I am the (*Manager of Infrastructure, Public Works, Clearwater County*), and as such have knowledge of the matters set forth in this affidavit;
2. That the work identified as the construction of the HUB building, which is an extension of the Kurt Browning Complex in the above-mentioned Agreement, has been substantially completed as described in the revised Schedule A agreed to on September 30, 2014, as of the 26th day of September, 2014.
3. That the work:
 - was carried out by (*Premier Building Solutions Ltd.*), between the dates (*October 15, 2013*) and (*September 26, 2014*);
 - was supervised and inspected by qualified staff;
 - conforms with the plans, specifications and other documentation for the work;

Declared at Rocky Mountain House, in the Province of Alberta, this 10th day of October, 2014.



(Witness name, title)

Administrative Assistant



Signature

Name: Erik Hansen

Title: Manager, Infrastructure

Telephone No. 403-845-4444



AGENDA ITEM

PROJECT: South East Recreation Grounds Completion – Construction Funding Report		
PRESENTATION DATE: July 28, 2015		
BUDGET IMPLICATION: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input type="checkbox"/> County Bylaw or Policy (cite)		
STRATEGIC PLAN THEME: 1: Managing our Growth	PRIORITY AREA: Assets	STRATEGIES: 1.2 Build a sense of community through an engaging range of facilities and shared open spaces.
RECOMMENDATION: That Council accepts this reporting as information.		
ATTACHMENT(S): •		

BACKGROUND:

In 2013 two projects of construction were initiated being the Caroline HUB and the Clearwater County South East Recreation Grounds through agreements between Clearwater County, Caroline Ag Society and the Village of Caroline.

The Clearwater County South East Recreation Grounds created improved access to recreational opportunities as well as site amenities to promote community wellness and potential economic development opportunities within the area for the benefit of Clearwater County rate payers and Caroline community residents.

Financial contributions for the project included The Province of Alberta's MSCP Grant funding for each project that was accessed through the Clearwater County as well as community volunteer contributions, the Caroline Athletic and Agricultural Society.

The South East Recreation Grounds was overseen by a Construction Committee that was established. An estimated completion cost for the project was established at \$ 1,000,000.00. Committee Members included:

- Clearwater County: Earl Graham, John Vandermeer

WRITTEN BY: EDWARD (TED) HICKEY

REVIEWED BY:

DEPARTMENT: CCPS

Page 1 of 2

TED HICKEY

- Caroline Athletic and Agricultural Society: Reg Dean, Leo Fagnan, Alternate: Dwight Oliver
- Community Member At Large: Jackie Cullen (Committee Chair)
- Caroline Athletic and Agricultural Society Staff: Debbie Northcott
- County Staff: Mike Haugen
- Clearwater County Administration Staff: CPS, PW, CS

Some complicating factors as listed below, including but not limited to, were encountered during the construction time period for the South East Recreation Grounds Projects. These factors caused an increase to the estimated completion costs for each project:

- Contractor turn over and interruption of continuity of work.
- Staffing changes within Clearwater County and the Village of Caroline.

Finalized project costs are listed below. Overage of construction costs were paid through the use of contingency funds in the 2014 fiscal year.

Clearwater County SE Rec Grounds	\$ 1,000,000.00	(Estimate)	(Estimate)
Total	\$ (1,071,192.49)		
MSCP Grant Funding Received	\$ 500,000.00		
Net Non-Grant Funding	\$ 571,192.49		Over Expenditure of Estimated Budget \$ (71,192.49) 7%

Agenda Item

Project: 2015 Operating Budget Six Month Performance	
Presentation Date: July 14, 2015	
Department: Corporate Services	Author: Rudy Huisman
Budget Implication: <input type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation	
Strategic Area: Well Governed and Leading Organization	Goal:
Legislative Direction: <input type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) _____ <input type="checkbox"/> County Bylaw or Policy (cite) _____	
Recommendation: None – For information only.	
Attachments List: 1. Budget Report	

Background:

Staff is committed to providing periodic budget performance reports to Council. The six month report is particularly important because if there are significant issues they will probably have become apparent by mid-year and enough of the year remains so that effective mitigation strategy can still be implemented.

The attached schedule shows the operating budget to the end of June. Actual revenues and expenses to June 30, 2015 appear in the first column, the annual budget amounts are in the second column, the variance amounts are in the third column and the percentage that the actual revenue and expense amounts are in relation to the annual budget amounts appears in the final column.

The first six months of 2015 presented no red flags from an operating budget performance perspective. In total, operating revenues are very close to the annual budget and total actual operating expenses are at only 26% of the annual budget. There are some variances that appear to be large but in most cases the variances are simply a reflection of the timing of the underlying revenue or expense items.

The capital program is under way and an interim capital budget report will be brought forward to the September 22nd meeting of Council. Issues with capital expenditures such as cost overruns or savings are normally brought to the attention of Council on a project by project basis through the tender award process.

Operating Revenue:

Net Municipal Taxes. Tax revenue is booked in May or June when the tax bills are mailed so 100% of tax revenue is shown in the six month report. As indicated in the 2014 year end report, there was an unfavourable variance in the 2014 tax revenue related to the project cost overrun at Westview Lodge which is now being corrected by an offsetting positive variance in 2015. Also, the the requisition for Separate Schools has not yet been submitted to the County and consequently has not yet been paid.

User Fees and Sales of Goods. This item shows revenue of only 19% of the annual budget so far this year which is lower than one might expect. Two thirds of the revenue budgeted in this account or \$553,000 was for land sales none of which has materialized so far in 2015. All of the \$154,640 in actual revenues applies to the remainder of the revenue items budgeted in this category. In total the actuals for these remaining items exceed budget expectations as at June 30th.

Government Transfers for Operating. The 2015 government transfers for operating primarily consists of the recovery of funds for flood repair and wildfire damage incurred in 2013. Disaster relief funds already received and now included in deferred revenue will be transferred to the appropriate actual revenue accounts when related work has been completed and all costs are booked.

Investment Income. Investment income is recorded on a cash basis during the year and is only accrued at year-end. Staff is confident that the 2015 budget will be achieved or exceeded.

Penalties on outstanding taxes. Penalties on taxes are applied only in September and December therefore, no revenue is shown in the first half of the year.

Development Levies and Permits & Licenses. These two revenues already exceed the annual budget. If this pattern continues, the budget amounts for these two revenue sources will be increased in 2016.

Well Drilling Equipment Tax. WDET is at 92% of the annual budget. Drilling activity has slowed down significantly because of low oil prices and legislated changes in the tax rates. Staff anticipates that the budget amount of \$2,000,000 will probably be achieved in 2015 and that activity will increase in 2016 but at the significantly lower rates.

Other revenue. Other revenue includes Municipal Bylaw Fines, Rental of County Lands, recovery of some fire costs from Alberta Transportation and some minor fees. The total of actual revenues as at June 30, 2015 is at 54% of the annual budget which is within normal expectations.

Operating Expenses:

Agriculture Services – Overall expenses for the department are in line with budget at 42% of the annual budget.

Community and Protective Services

Community Services. This budget includes the Airport, Animal Control, Services to Seniors, transfers to Community and Emergency Organizations, FCSS, Cemetery and Regional Waste. Of the \$2,037,481 in the Community Services budget, \$1,391,342 is paid out annually in the fall based on invoices received from Regional Waste Authority, FCSS and the Airport. In addition, debenture interest of \$152,189 is not due until the second half of the year. Of the remaining budget of \$493,950 about 52% has been spent to the end of June which is within normal expectations.

Culture. The expenses for this program include primarily payments to several museums and libraries within the County. Some of the payments are made quarterly some are made annually. All payments are on schedule and the annual budget will be achieved.

Emergency Services. This budget includes amounts for CREMA, Clearwater County Emergency Services, Flood & Fire Repair Costs and Search & Rescue. Of the total budget of \$2,632,860 in Emergency Services, 90% or \$2,370,700 relates to Flood and Fire Repair Costs. The roadwork required to repair flood damage will be completed in 2015 but the Buster Creek armouring and the bridge work will not be completed until 2016. All FREC funds have been received for this work and will be transferred from deferred revenue before year-end to the extent of costs actually incurred. The remaining expense budget of \$262,160 is about 34% spent which is within normal expectations.

Economic Development. Actual Economic Development expense to the end of June equals only 4% of the annual budget for that program. 82% or \$1,304,878 of the Economic Development budget is made up of payments to other municipalities. Clearwater County has revenue sharing agreements with the County of Wetaskiwin, the Village of Caroline and the Town of Rocky Mountain House. The fixed payments under these agreements are not due until later in the year and these payments will not exceed budget. The budget other than that for revenue sharing totalling \$290,541 includes wages, contracted services etc and is only 24% spent primarily because of a staff

vacancy in this area and contracted services scheduled to be incurred in the second half of 2015.

Peace Officers. Expenses to the end of June are at 42% of the annual budget and within normal expectations.

Recreation. The Recreation budget consists primarily of commitments to the Town of Rocky Mountain House and the Village of Caroline. The agreements include sharing in the costs of operating and capital requirements with the largest being a \$4,560,293 commitment to the Rocky Mountain House arena and curling rink capital project. The timing of the payments is dependent on progress made on the projects.

Regional Fire Services. Regional Fire expenses to the end of June equal 55% of the annual budget which is within normal expectations.

Corporate Services

With the exception of TIMS, Corporate Services expenses at 46% of budget are within normal expectations. The TIMS actual operating expenses include some capital items that will be adjusted and will bring the account into line.

Planning & Nordegg

Planning. The Planning budget includes a provision for additional services of \$585,000 most of which is intended to cover the cost of completing a Regional Economic Development Study. Also, the budget includes \$50,000 in MPC and SDAB legal fees. No costs have been incurred on this study or the legal fees in the first half of the year. Factoring out these two items, the planning expenses are at 38% of the remaining annual budget which is within normal expectations.

Safety. The expenses for this program are within normal six month budget expectations at 35% of the annual budget.

Nordegg Operating. Nordegg operating expenses are at only 18% of the annual plan. A number of projects had not incurred any costs as at June 30th including the minesite restoration, the ferrier shop archeological dig, the demolition of several buildings, the Shunda campground firepits, and the minesite logo and branding. In addition, because there have not been any land sales in the first half of the year, real estate fees have not been incurred. When the above items are removed from the calculation, the actual expenses are at approximately 40% of the remaining budget which is within normal expectations.

Nordegg Historic Society. The actual expenses for the first half of 2015 are at exactly 50% of the 2015 approved expense budget.

Public Works

Actual expenses at 38 % of the annual budget are within normal expectations for the department as a whole.

Contingency

The provision for contingency of \$750,000 remains unspent as at June 30, 2015.

Conclusion:

Staff is confident that actual revenues and expenses to June 30, 2015 do not present any issues requiring mitigation.

**Clearwater County
Operating Budget
2015**

	Year to date 2015	Budget 2015	Variance 2015	% 2015
Operating Revenue				
Net municipal taxes	\$43,715,868	\$42,720,547	\$995,321	102%
User fees and sales of goods	154,640	828,500	(673,860)	19%
Government transfers for operating	102,995	2,686,525	(2,583,530)	4%
Investment income	27,398	710,000	(682,602)	4%
Penalties and costs of taxes	(234)	100,000	(100,234)	0%
Development levies	71,484	55,000	16,484	130%
Permits and licenses	49,423	45,600	3,823	108%
Oil Well Drilling Taxes	1,835,895	2,000,000	(164,105)	92%
Other	189,211	348,000	(158,789)	54%
Total Operating Revenue	46,146,680	49,494,172	(3,347,492)	93%

Operating Revenue

Total Operating Revenue

Clearwater County
Operating Budget
2015

	Year to date 2015	Budget 2015	Variance 2015	% 2015
Agriculture Services				
ASB General	\$199,509	\$425,950	\$226,441	47%
ASB Landcare & Other Environmental	120,753	234,000	113,247	52%
ASB Vehicle & Equipment Pool	43,106	103,700	60,594	42%
ASB Vegetation Management	329,320	748,770	419,450	44%
ASB Weed & Pest Control	37,309	223,900	186,591	17%
ASB Public Relations	7,687	8,450	763	91%
	737,684	1,744,770	1,007,086	42%
Community & Protective Services				
Community Services	256,560	2,037,481	1,780,921	13%
Culture	112,454	289,126	176,672	39%
Emergency Services	143,217	2,632,860	2,489,643	5%
Economic Development	69,940	1,595,419	1,525,479	4%
Peace Officers	337,428	808,800	471,372	42%
Recreation	39,831	5,792,362	5,752,531	1%
Regional Fire Services	700,537	1,279,055	578,518	55%
	1,659,967	14,435,103	12,775,136	11%

Operating Expenses by Department

Agriculture Services

- ASB General
- ASB Landcare & Other Environmental
- ASB Vehicle & Equipment Pool
- ASB Vegetation Management
- ASB Weed & Pest Control
- ASB Public Relations

Community & Protective Services

- Community Services
- Culture
- Emergency Services
- Economic Development
- Peace Officers
- Recreation
- Regional Fire Services

**Clearwater County
Operating Budget
2015**

	Year to date 2015	Budget 2015	Variance 2015	% 2015
Corporate Services				
Assessment	\$260,020	\$815,497	\$555,477	32%
Finance	231,577	581,000	349,423	40%
General	720,191	1,259,100	538,909	57%
Human Resources	115,226	302,500	187,274	38%
Legislative	117,024	484,750	367,726	24%
Technology & Information Management Services	463,605	748,683	285,078	62%
	1,907,643	4,191,530	2,283,887	46%

**Clearwater County
Operating Budget
2015**

	Year to date 2015	Budget 2015	Variance 2015	% 2015
Planning & Nordegg				
Planning	\$366,564	\$1,614,273	\$1,247,709	23%
Safety	71,425	201,881	130,456	35%
Nordegg	245,570	1,371,214	1,125,644	18%
Nordegg Historic Society.	88,707	177,364	88,657	50%
	772,266	3,364,732	2,592,466	23%
PUBLIC WORKS				
General	498,949	1,052,300	553,351	47%
Facilities	210,491	581,133	370,642	36%
Gravel Activities	1,139,804	2,175,400	1,035,596	52%
GIS Mapping	80,219	178,510	98,291	45%
Road Maintenance	1,155,411	3,863,453	2,708,042	30%
PW Shop	189,126	525,850	336,724	36%
Vehicles & Equipment	1,355,376	3,710,850	2,355,474	37%
Water & Sewer	16,011	145,571	129,560	11%
	4,645,387	12,233,067	7,587,680	38%

Planning & Nordegg

Planning
Safety
Nordegg
Nordegg Historic Society.

PUBLIC WORKS

General
Facilities
Gravel Activities
GIS Mapping
Road Maintenance
PW Shop
Vehicles & Equipment
Water & Sewer

Clearwater County
Operating Budget
2015

Year to date 2015	Budget 2015	Variance 2015	% 2015
	\$750,000	\$750,000	0%
9,722,947	36,719,202	26,996,255	26%
36,423,733	12,774,970	23,648,763	285%

Contingency

Total Operating Expenses

Operating Surplus



AGENDA ITEM

PROJECT: 2013 Financial Indicator Graphs		
PRESENTATION DATE: July 28, 2015		
BUDGET IMPLICATION: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input type="checkbox"/> County Bylaw or Policy (cite)		
STRATEGIC PLAN THEME: Well Governed & Leading Organization	PRIORITY AREA: Build community trust through socially responsible governance for long term sustainability.	STRATEGIES: Fiscal management and reserve management strategy.
RECOMMENDATION: That Council receives this item as information		
ATTACHMENT(S): 2013 Financial Indicator Graphs		

BACKGROUND:

The financial indicator graphs attached to this report were produced on the Government of Alberta website and are intended to serve as a tool that may assist council and administration with operational decisions. The comparative measures may be useful in assessing past performance and for budget planning. The comparison group used for this set of graphs includes 8 other counties/MD's: Brazeau, Grande Prairie, Greenview, Lacombe, Leduc, Mountain View, Red Deer and Yellowhead.

Caution should be used when interpreting results because each municipality has unique characteristics affecting how it compares to the group. Also circumstances may have changed since the December 31, 2013 reporting date.

HIGHLIGHTS:

Graphs 1 – 3: Taxation in comparison to the eight municipalities is well below the median for the period 2008 to 2013. With the tax rate increases in 2015, that gap will have been narrowed.

Graphs 4 and 5: Assessment per kilometer of roads and non-res assessment as a percentage of total assessment are right at the median.

Graph 6: Tax collection rates continue to be excellent.

Graphs 7 – 9: The County's debt capacity is substantial if and when it is needed.

Graph 10: This graph shows net municipal property taxes per capita and indicates that Clearwater County has consistently been at or near the median which was just under \$3,000 in 2013. Note that this includes non-residential taxes. Residential taxes alone is closer to \$300.

Graph 11: Except for 2010, grants per capita were at or slightly below the median. The spike in 2010 relates to the grants received for the Sunchild Road project.

Graph 12: This graph shows the amount per capita of sales and user charges. The composition of this revenue source varies from one municipality to the next and comparability is hampered. Several of the comparator municipalities for example, include significant amounts of water and wastewater fees and solid waste management tipping fees. The fluctuations in the Clearwater amounts from year to year relate to sporadic land sales.

Graph 13: This graph shows percentage composition of the revenue sources with the county at or near the median in 2013 for all three categories.

Graph 14: This graph shows a breakdown of 2013 expenditures per capita by function. The County was well below the median for General Government and Recreation, slightly above the median for Protective Services and Transportation and right on the median for Environment.

Graphs 15: This graph shows that Clearwater County is well below the median in the per capita expenditures on Salaries Wages and Benefits.

Graphs 16 – 19: These graphs indicate that Clearwater County is at or near the median for per capita expenditures on Contracted Services, Materials, Debt Charges and Amortization.

Graph 20: Municipalities are required to record tangible capital assets at the cost of acquisition and to amortize this cost over the expected useful life of the underlying assets. The net book value represents the unamortized portion of asset costs and is an overall measure of where the assets are in the lifecycle. According to this graph, Clearwater County still has 52.7% of cost unamortized whereas, the median of the comparators is only 40.6%.

Graphs 21 – 22: These two graphs show two views of the County's accumulated surplus. One is a percentage distribution of the components of the County's surplus in 2013 the other is a similar distribution but on a per capita amount basis but they both say the same thing. As at the end of 2013 Clearwater County had slightly less than the median in Restricted Surplus or Reserves and more than the median in Equity in Tangible Capital Assets.

Graph 23: This is the final graph and shows a very healthy current ratio.



Generated for:
CLEARWATER COUNTY

Financial Indicator Graphs

Introduction

The financial indicator graphs are intended to serve as a tool that may assist council and administration with operational decisions. The comparative measures may be useful in assessing past performance and for budget planning. Each municipality is compared to a group of similar size urban municipalities, or to rural municipalities with similar tax base. The comparison group is shown on the last slide.

Custom graphs can be created comparing your municipality to other Alberta municipalities.

Financial Advisory Services is available to assist you in interpreting the information contained in the graphs. Please be aware that advisors will not have access to any of the custom graphs you create, but would still be able to assist with the underlying formulas and data used to create all graphs.

It should be noted that the financial indicator graphs are point-in-time documents. The system is updated daily as new information is added to the municipal financial database. As such graphs will reflect the current data set and the results will be subject to change as the database is updated and verified. However, most information from the previous reporting year will have been posted by the fall of the subsequent year.

Other points to note are:

- The range for most of the graphs is 2008 to 2013.
- Equalized assessment is shown for the period 2009 to 2014.
- Caution should be used when interpreting results as each municipality has unique characteristics affecting how it compares to the group. Also, circumstances may have changed since the December 31, 2013 reporting date.

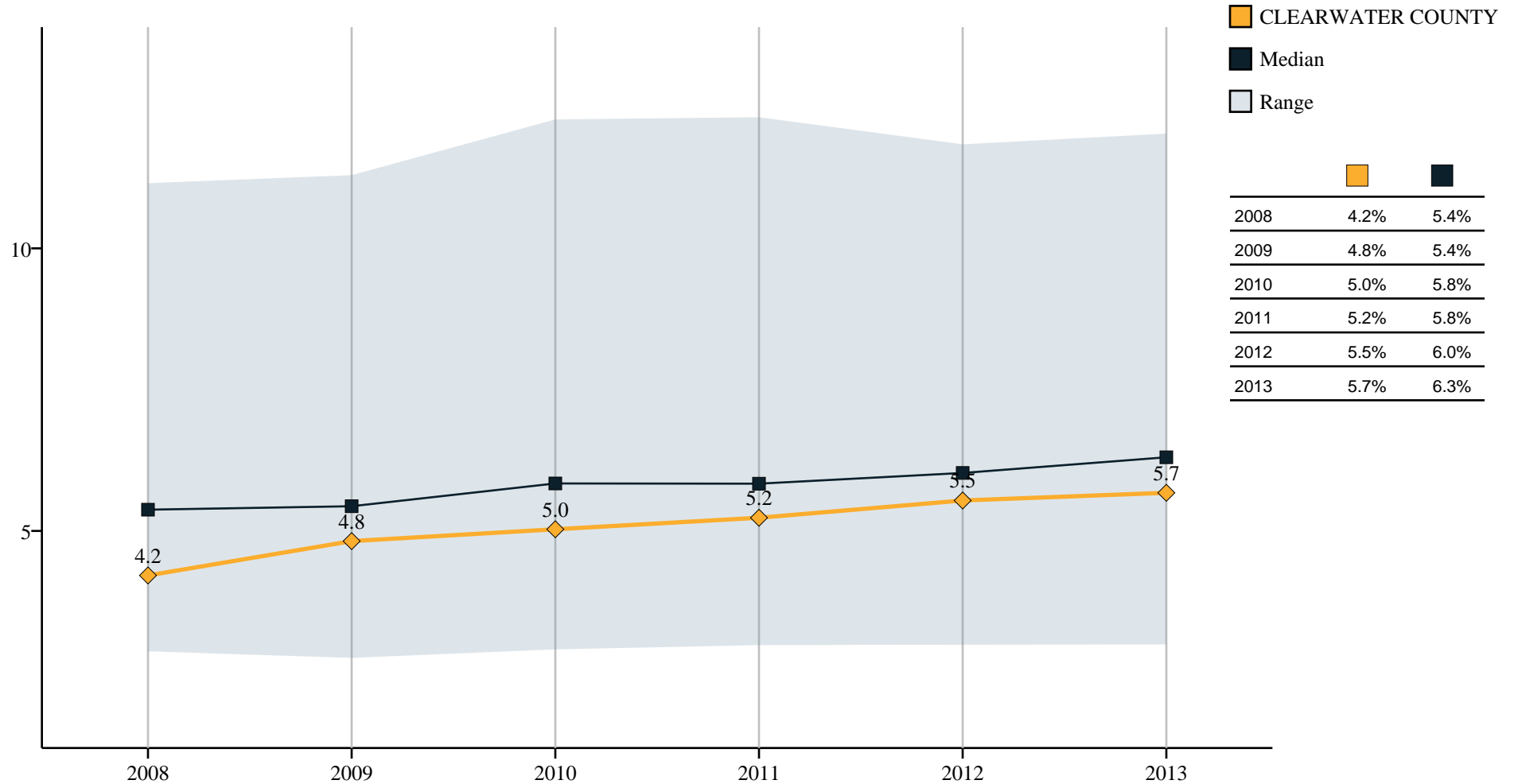
Financial Indicator Graphs

Introduction

Financial Indicator Graphs include:

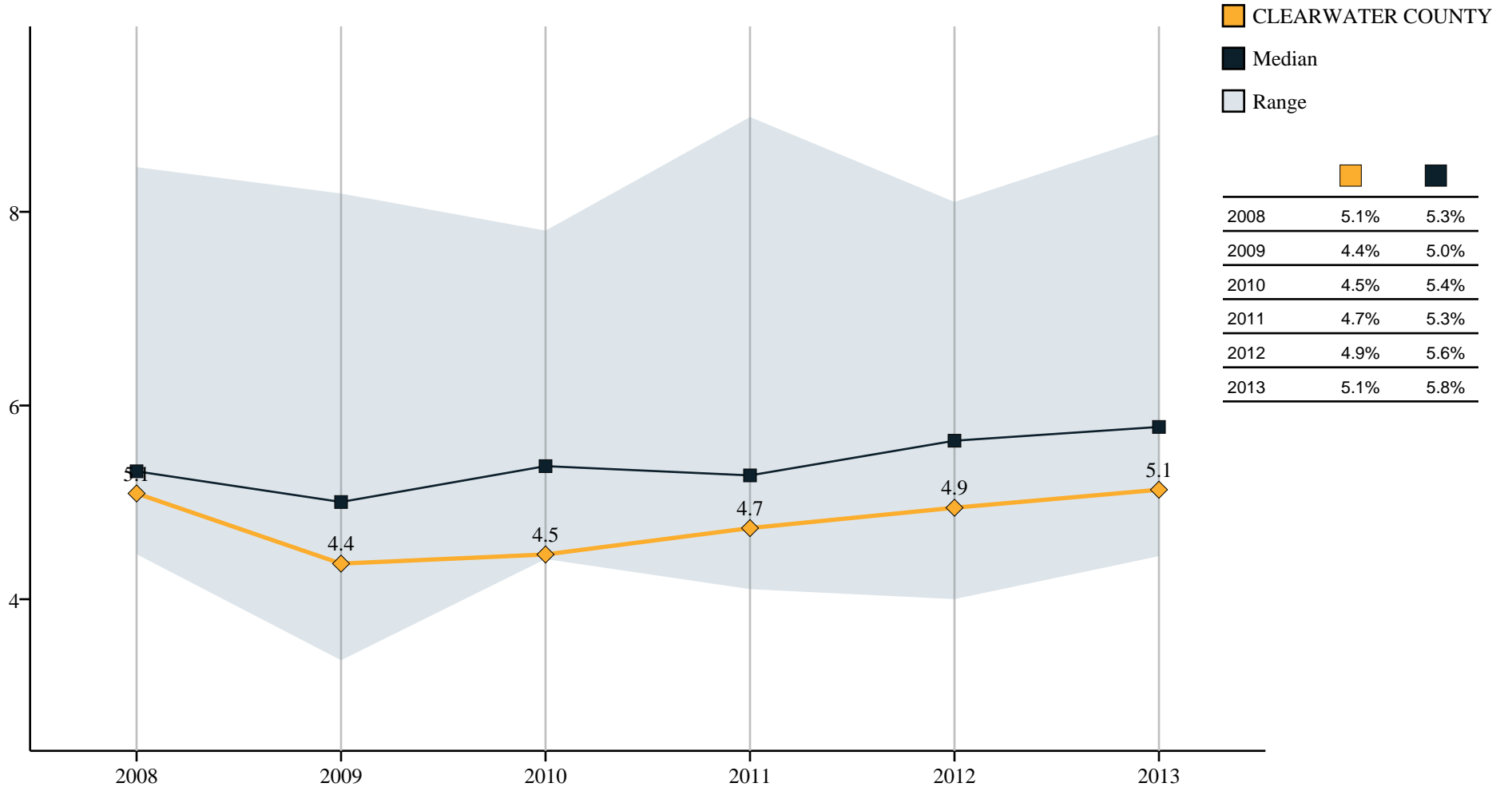
- o Equalized Tax Rates - Municipal/Residential/Non-Residential
- o Equalized Assessment Per Kilometer of Road
- o Non-Residential Equalized Assessment as % of Total
- o Tax Collection Rate
- o Debt Debt Service as % of the Limits
- o Long Term Debt Per Capita
- o Major Revenue Sources Per Capita
- o Major Revenue Sources As % of Total Revenue (only 2013)
- o Broad Function Expenses Per Capita (only 2013)
- o Per Capita Expenses by Major Type:
 - Salaries, Wages Benefits
 - Contracted General Services
 - Materials, Goods, Supplies Utilities
 - Bank Charges Interest
 - Amortization
- o Net Book Value As % of Capital Costs
- o Accumulated Surplus Categories, As % (only 2013)
- o Accumulated Surplus Categories, Per Capita (only 2013)
- o Ratio of Current Assets to Current Liabilities

Equalized Tax Rates: Net Municipal



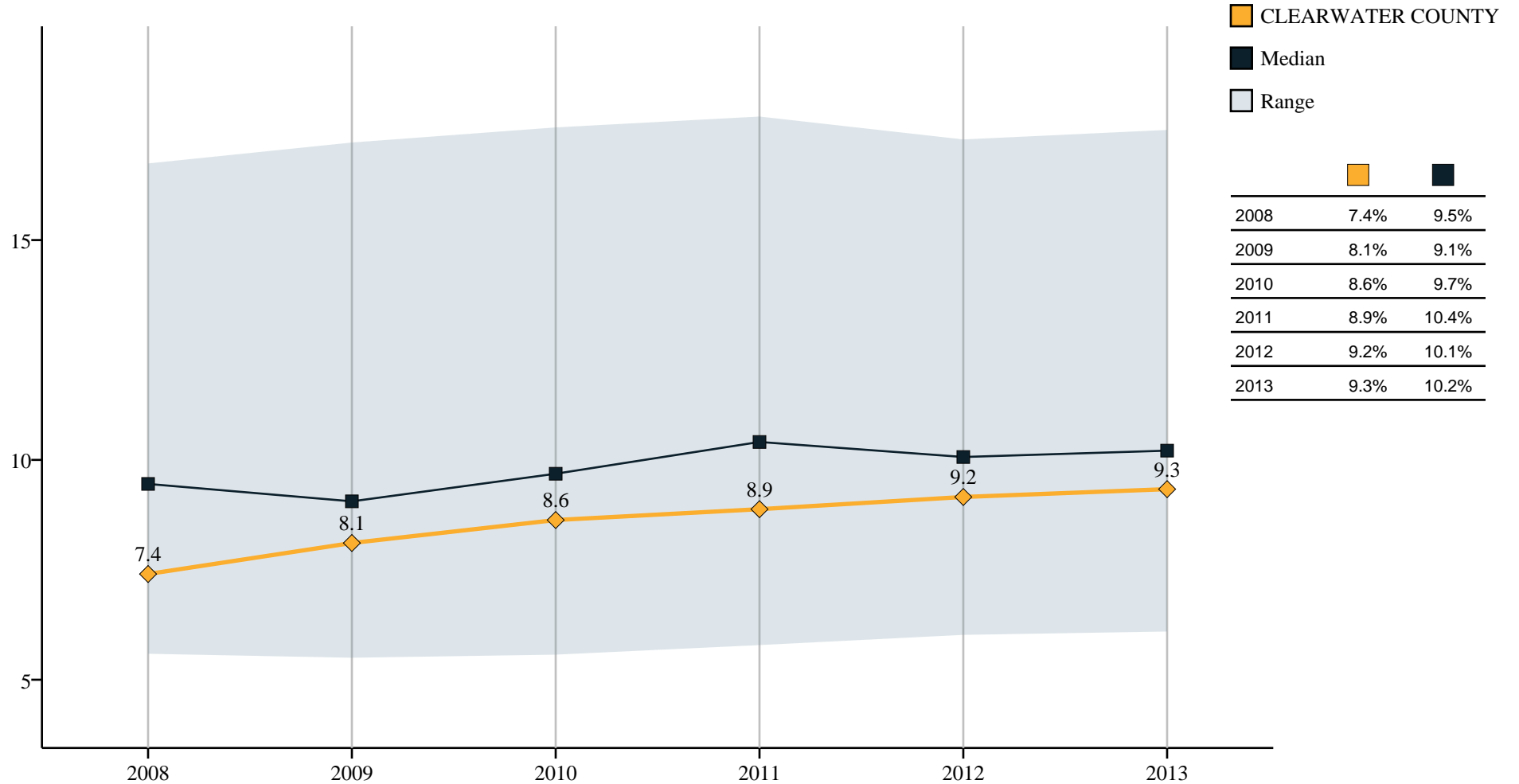
Note: Municipal Equalized Tax Rate is calculated based on total equalized assessment and net municipal property tax.

Equalized Tax Rates: Residential



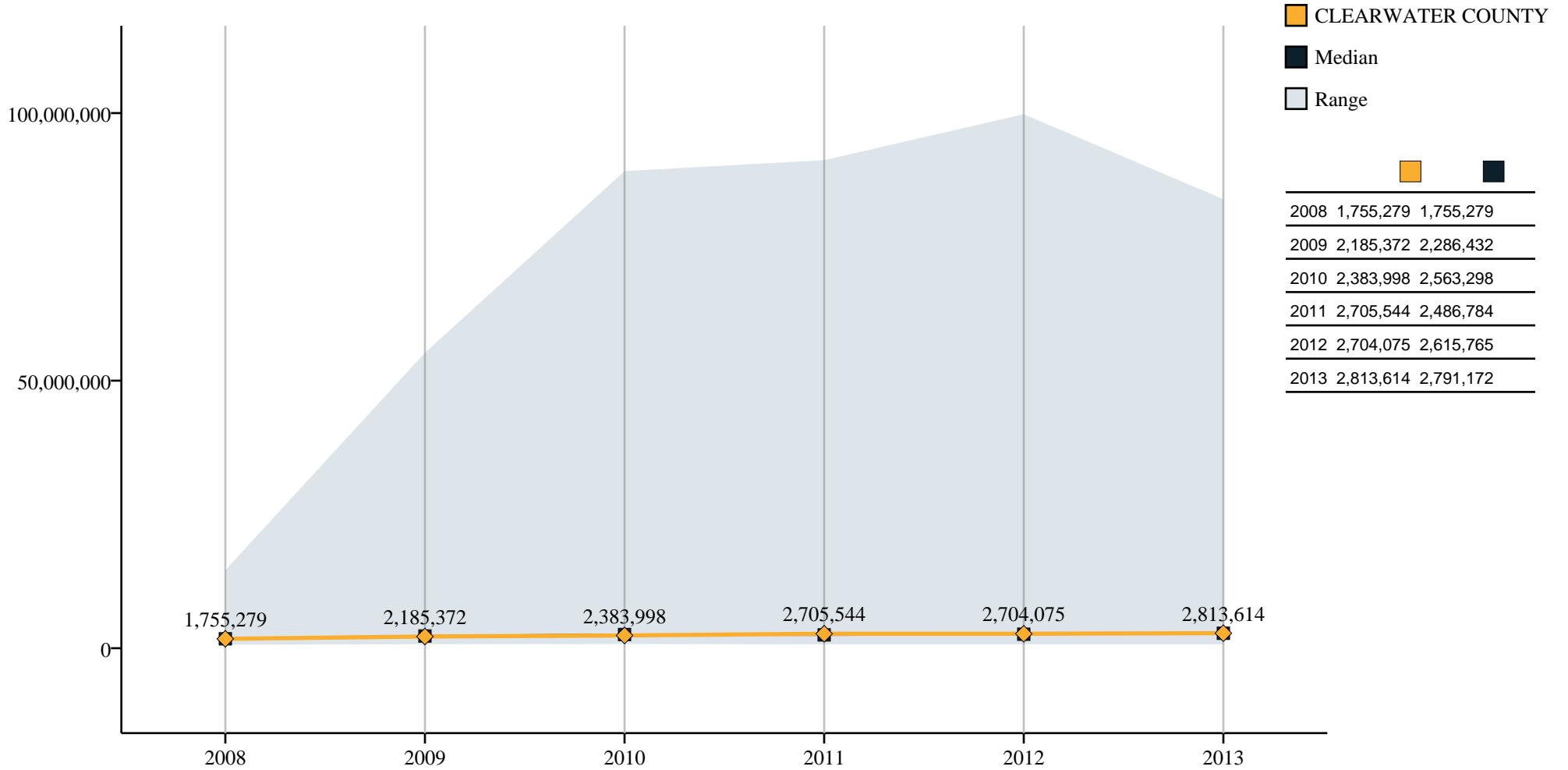
Note: Residential Equalized Tax Rate is calculated based on gross residential property taxes and residential equalized assessment.

Equalized Tax Rates: Non-Residential

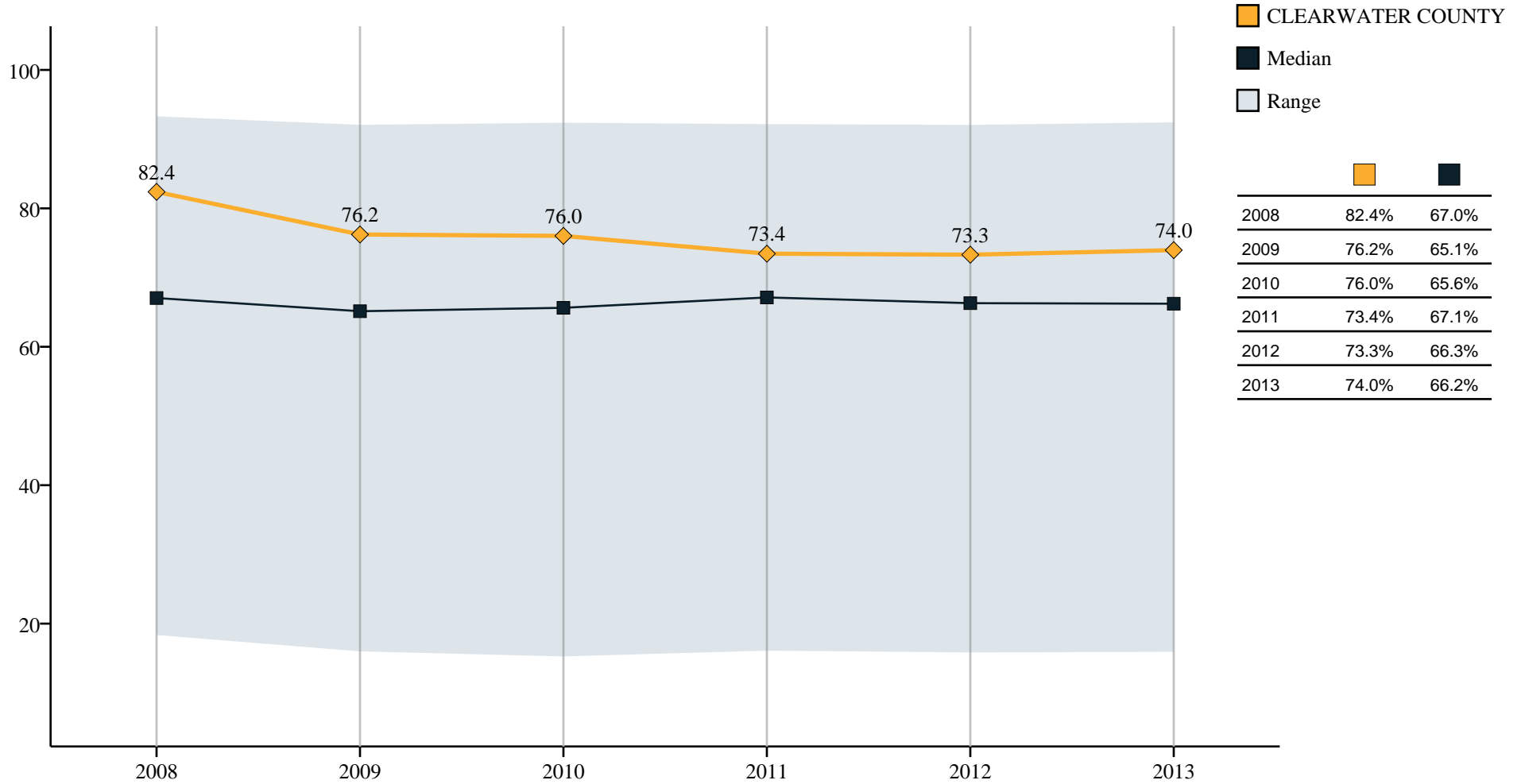


Note: Non-Residential Equalized Tax Rate is calculated based on gross non-residential property taxes and non-residential equalized assessment

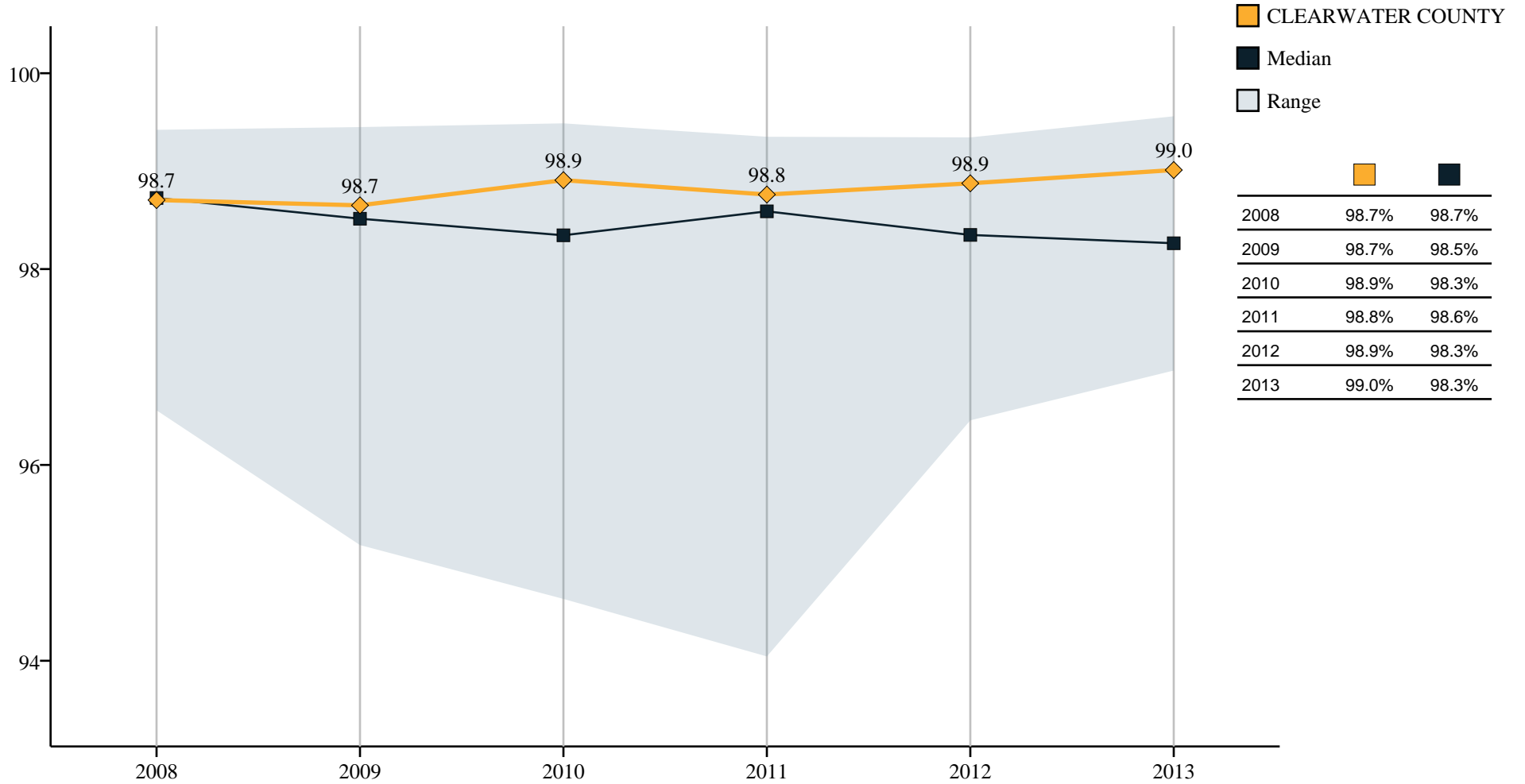
Total Equalized Assessment Per KM of Roads



Non-Residential Assessment as % of Total Equalized Assessment

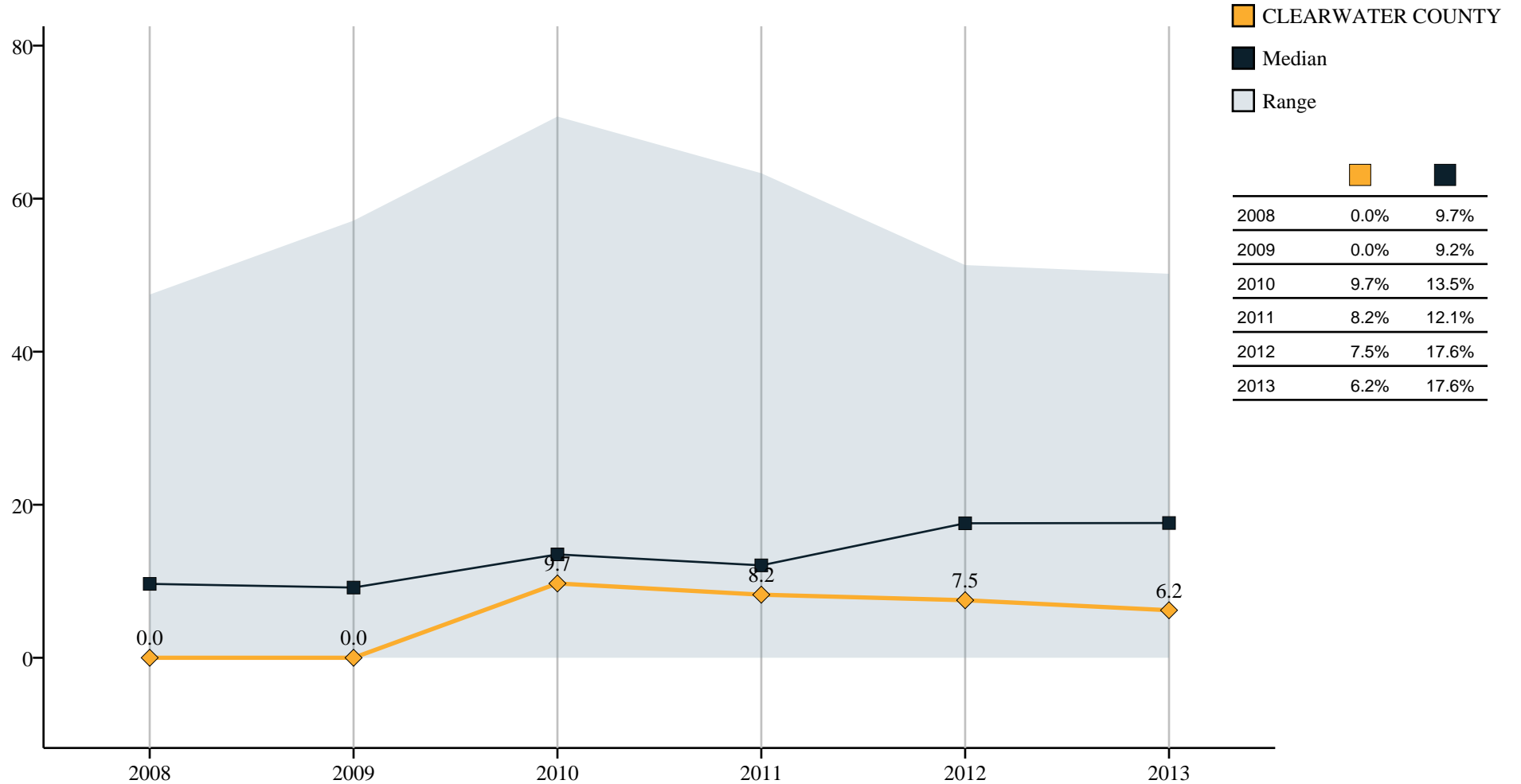


Tax Collection Rates



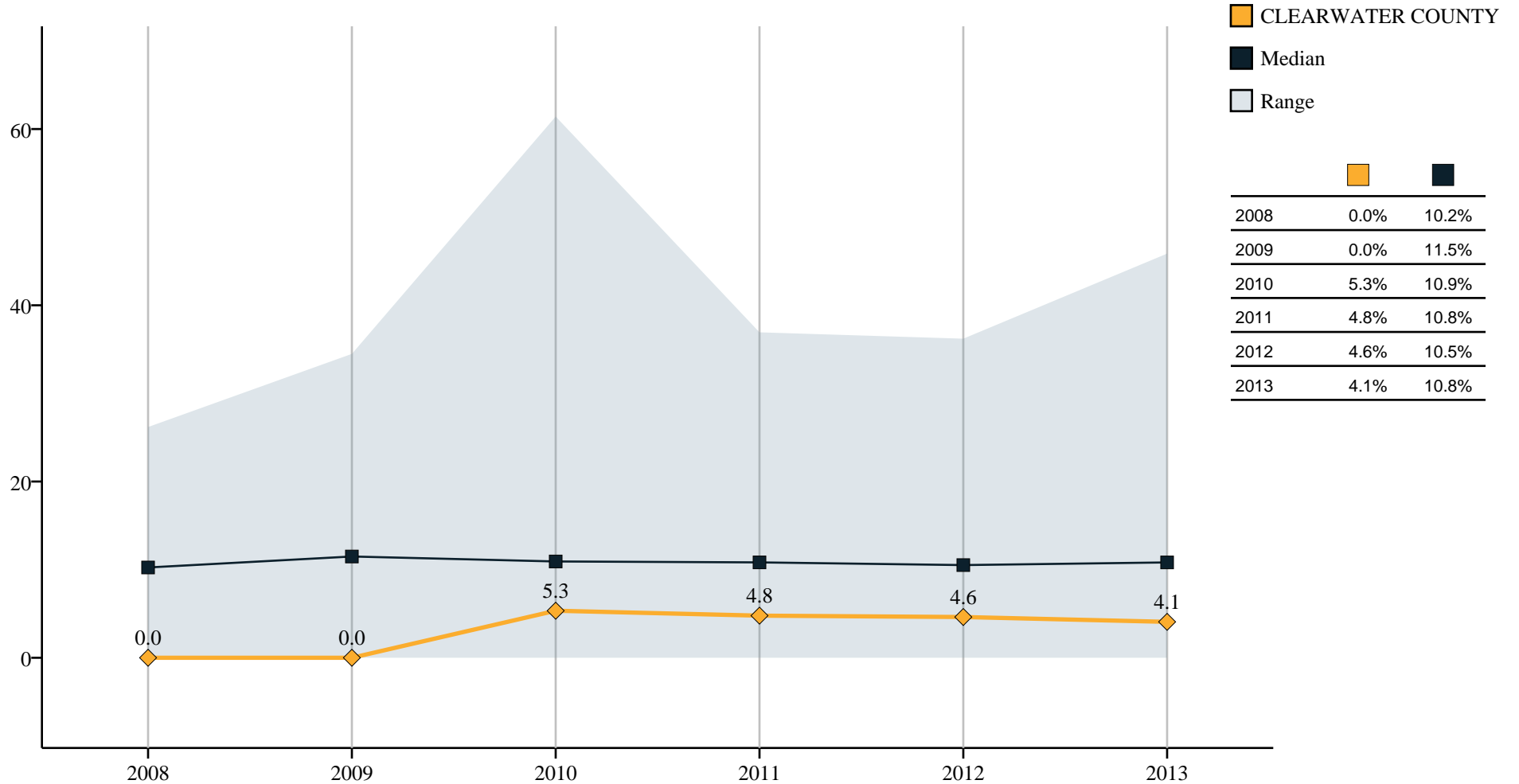
Note: This indicator reflects the percentage of taxes and grants in place of taxes which are collected by the municipality in the year in which they are levied.

Percent of Debt Limit Used



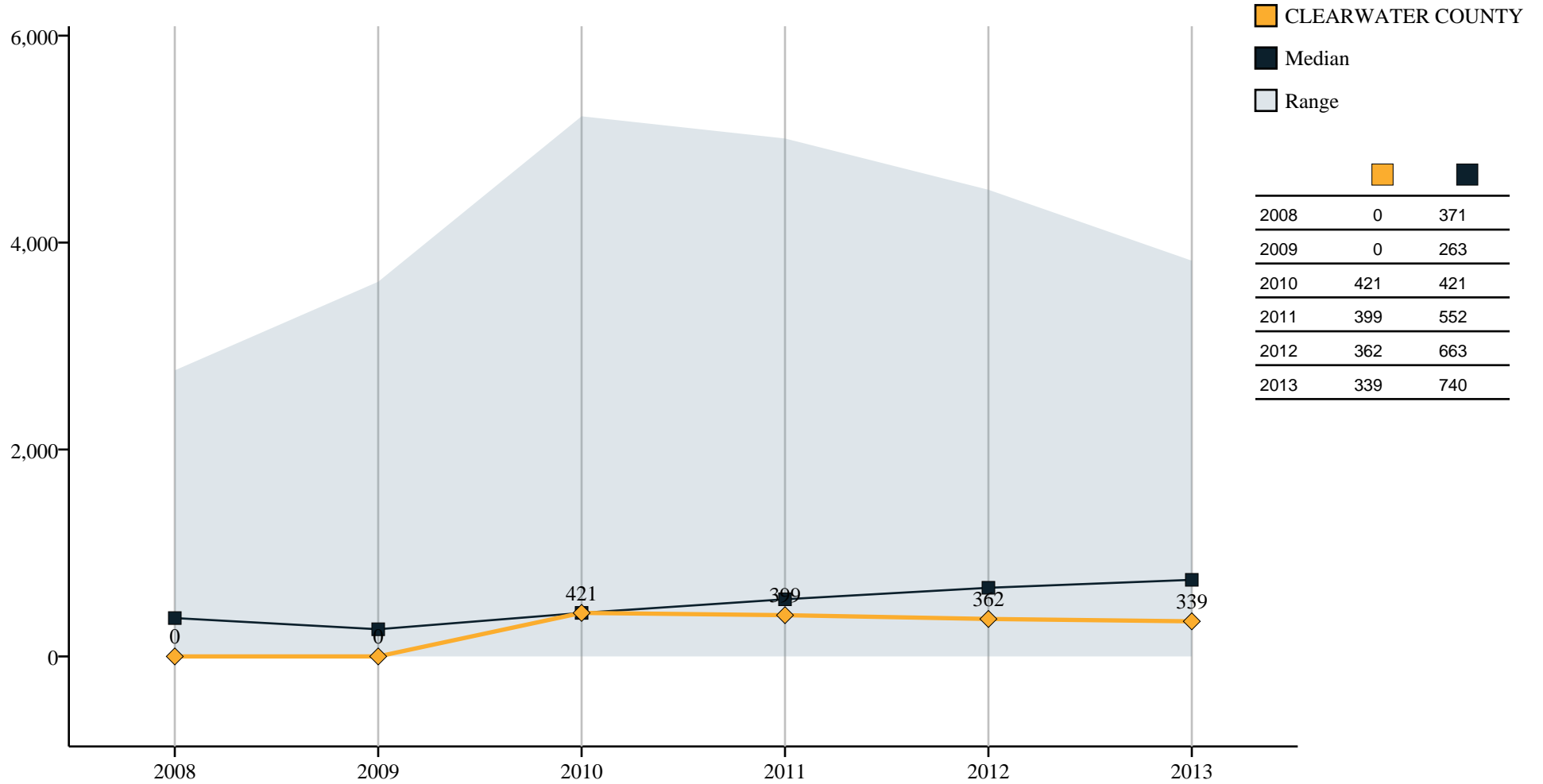
Note: This graph shows, in percentage terms, the municipality's debt as a percentage of the regulated limit. This is compared to the median for the group of similar municipalities.

Percent of Debt Service Limit Used

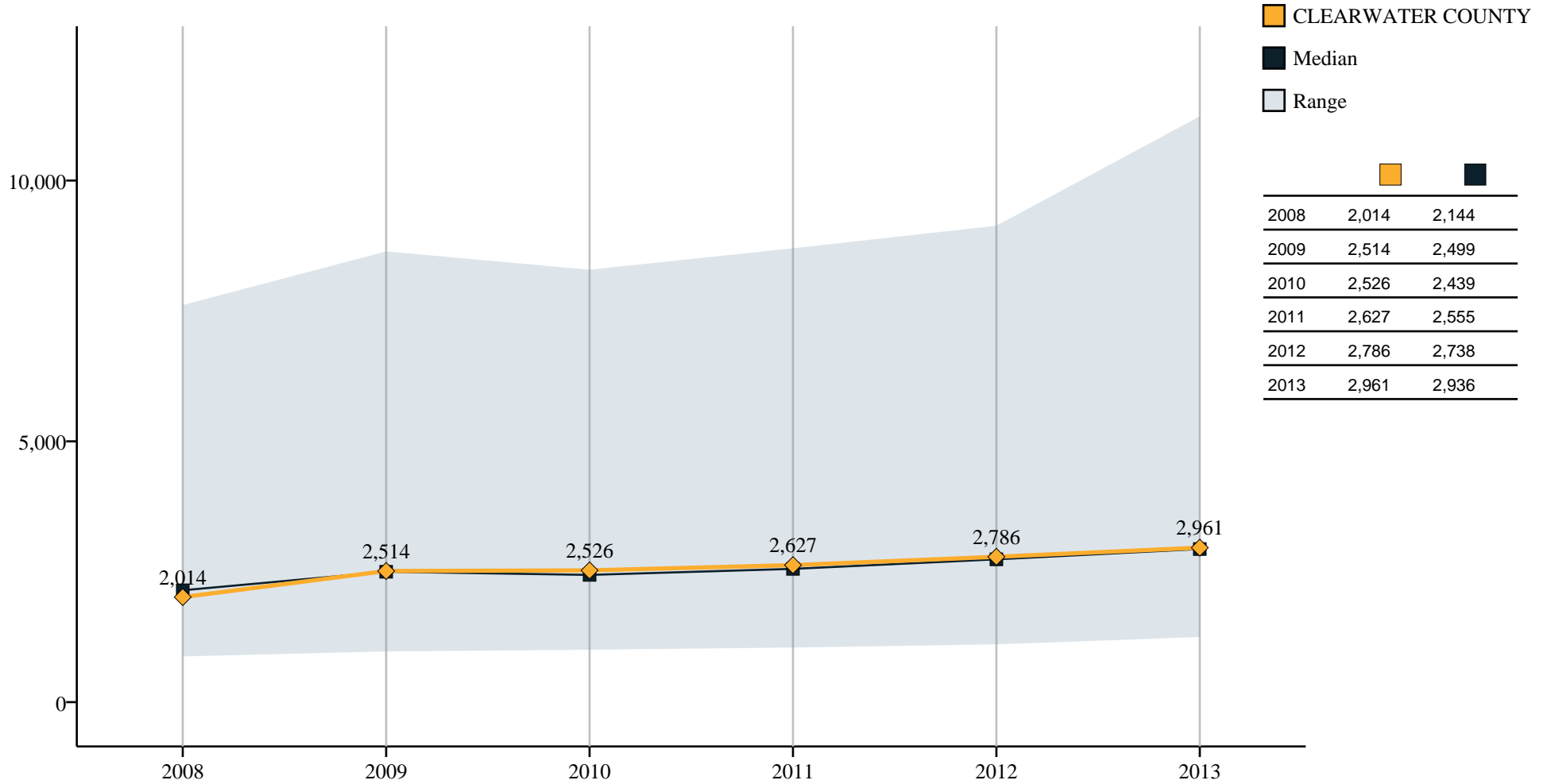


Note: This graph shows, in percentage terms, the municipality's current debt servicing requirement relative to the regulated limit. This is compared to the median for the group of similar municipalities.

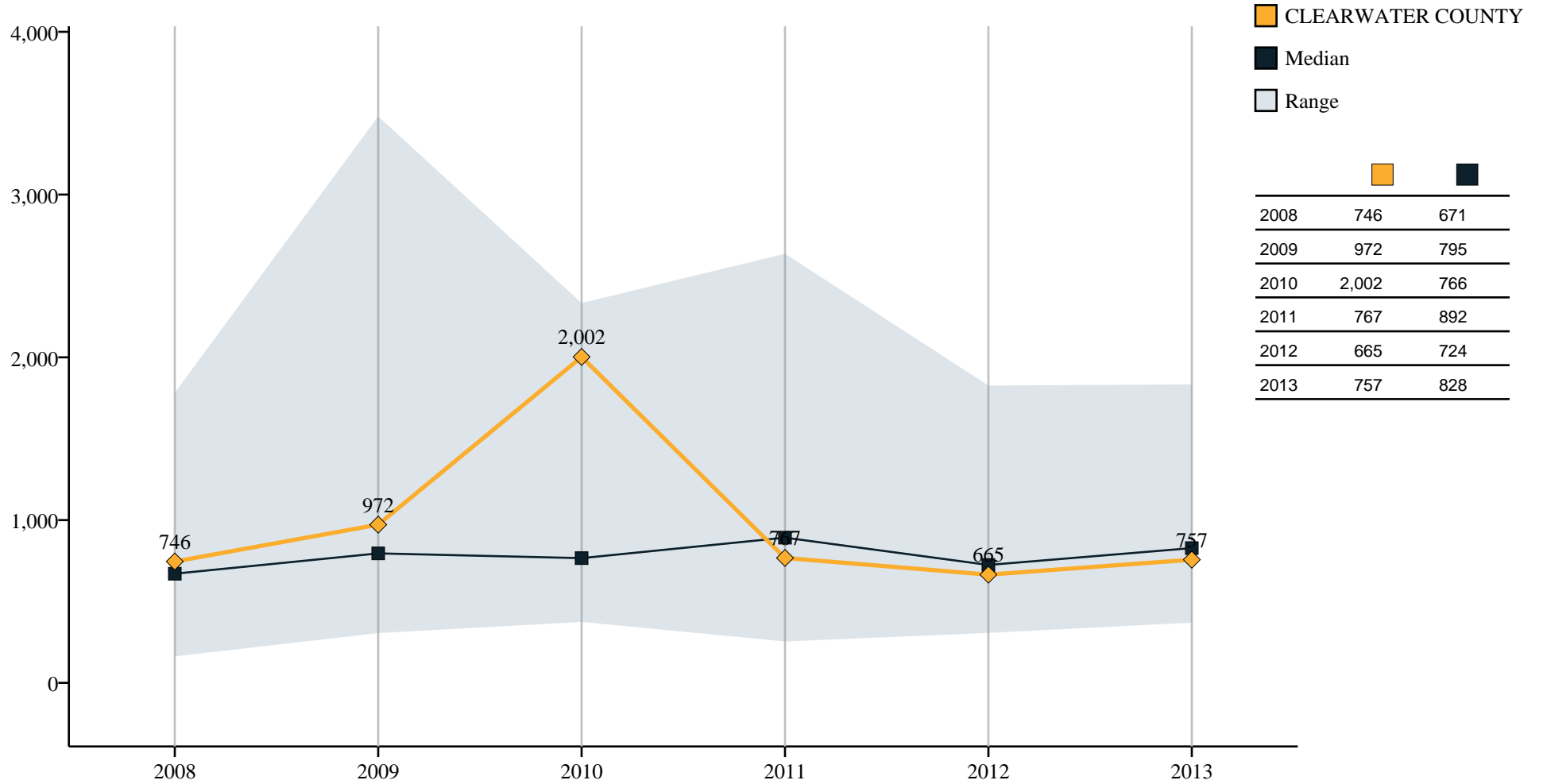
Long Term Municipal Debt Per Capita



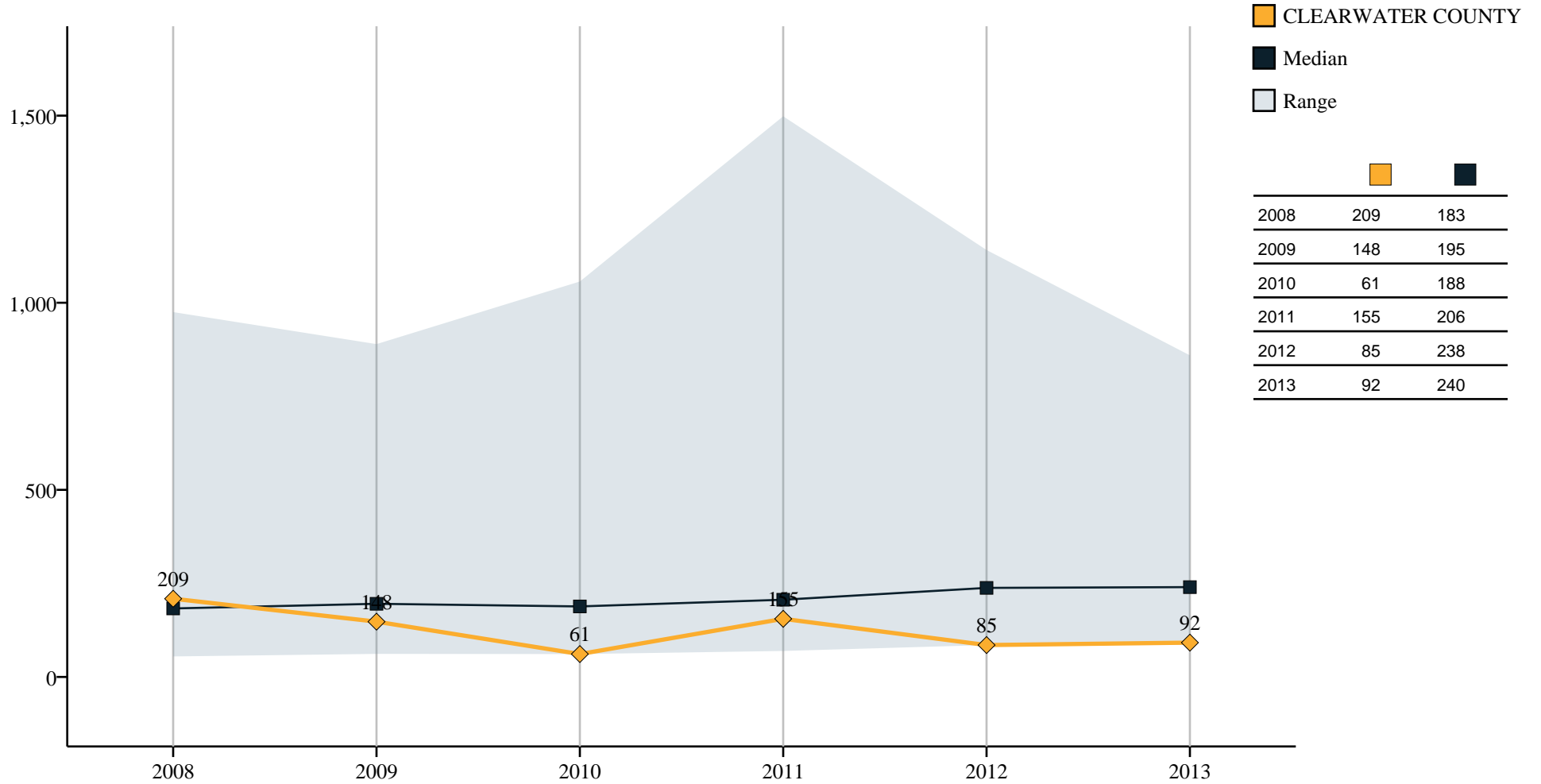
Revenue Sources Per Capita: Net Municipal Property Taxes



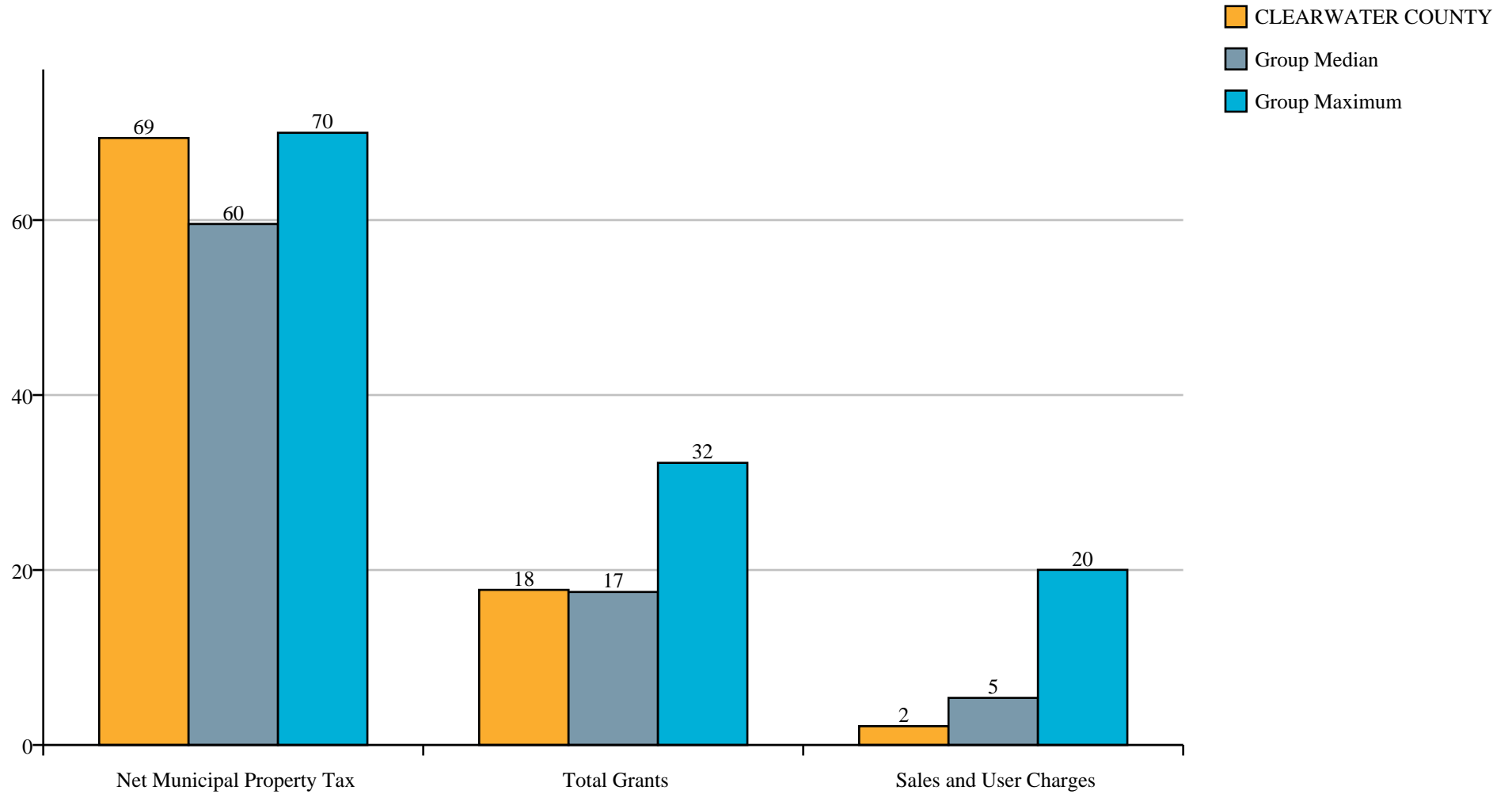
Revenue Sources Per Capita: Total Grants



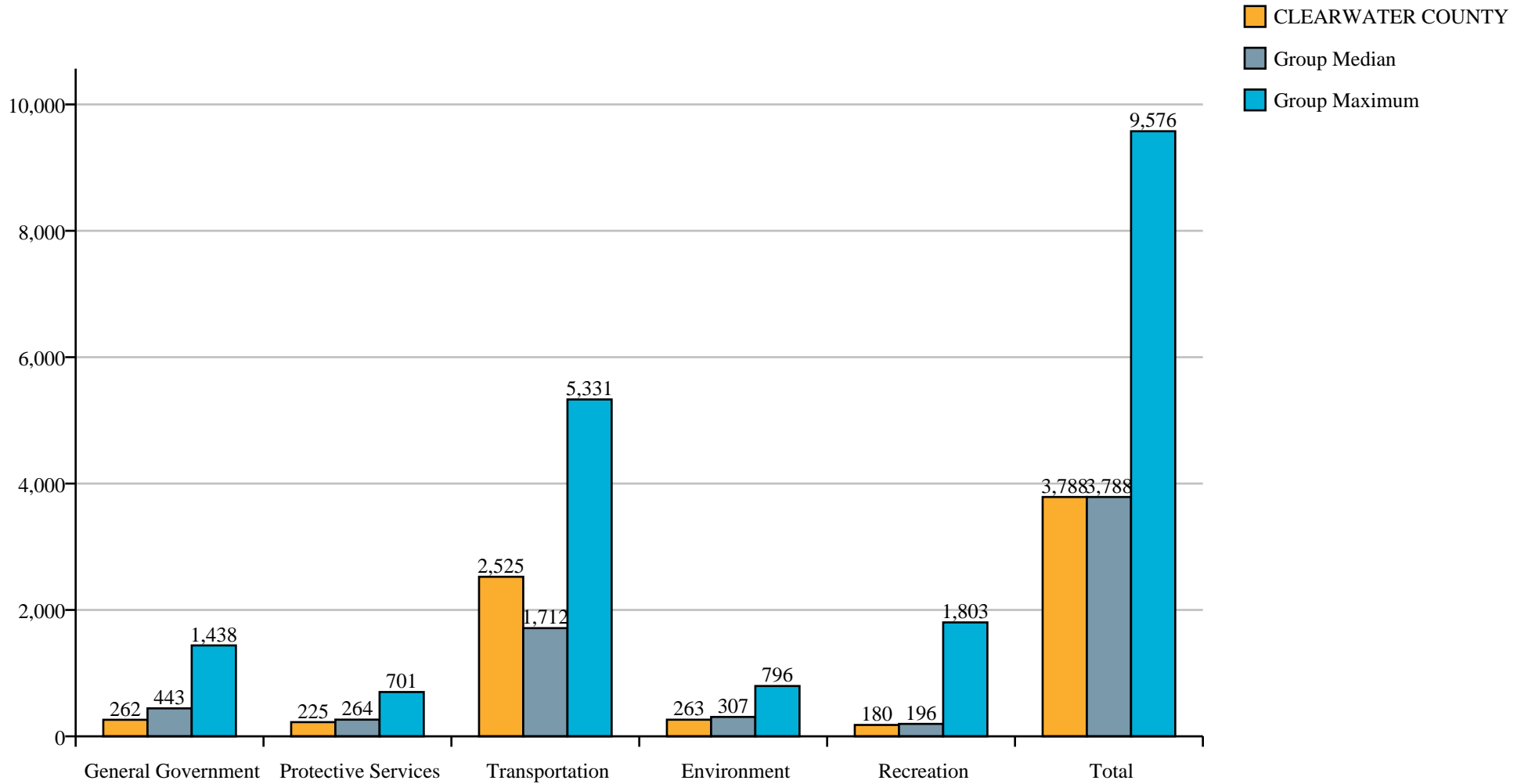
Revenue Sources Per Capita: Sales and User Charges



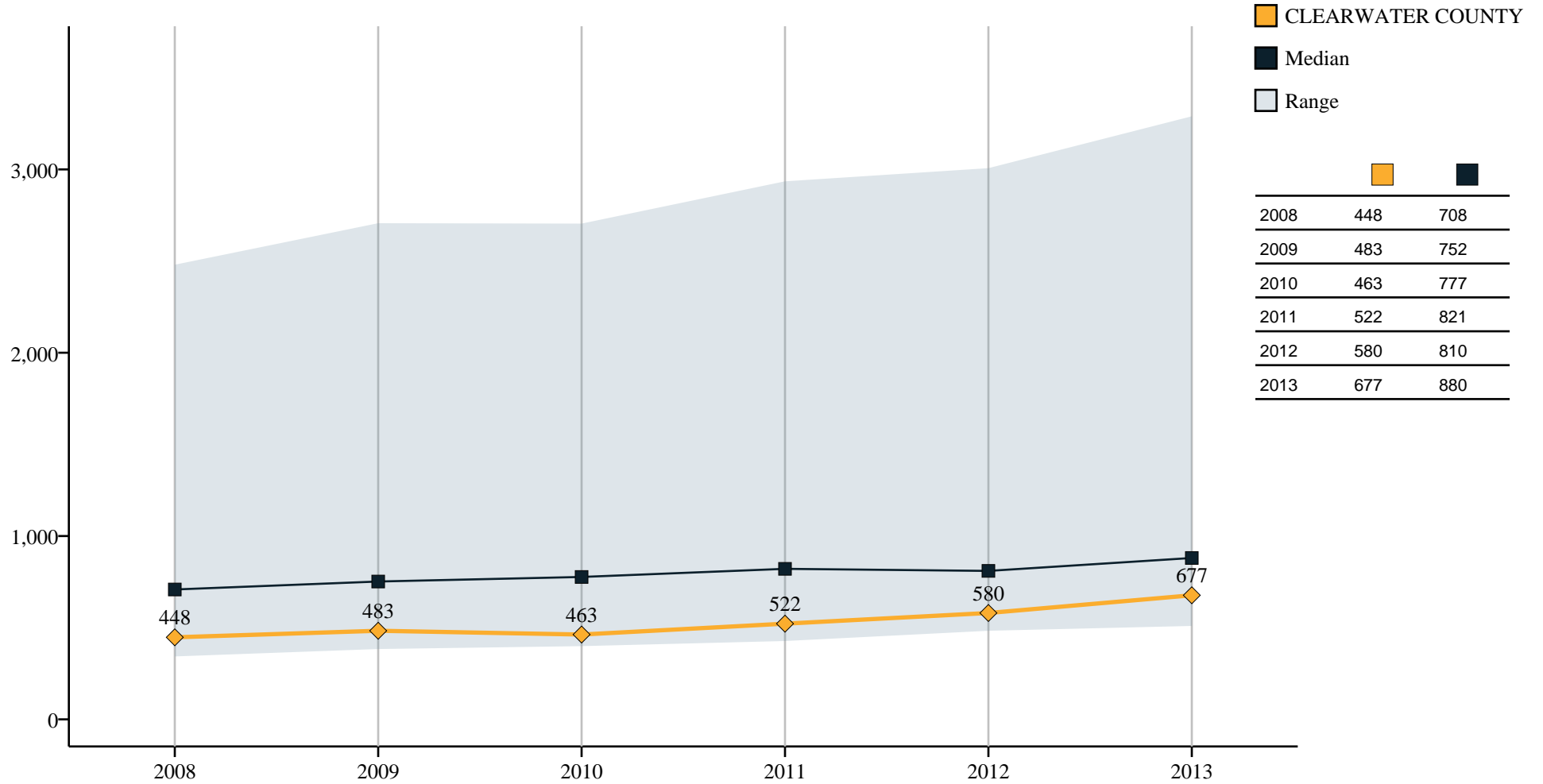
Major Revenue Sources As % of Total Revenue, 2013



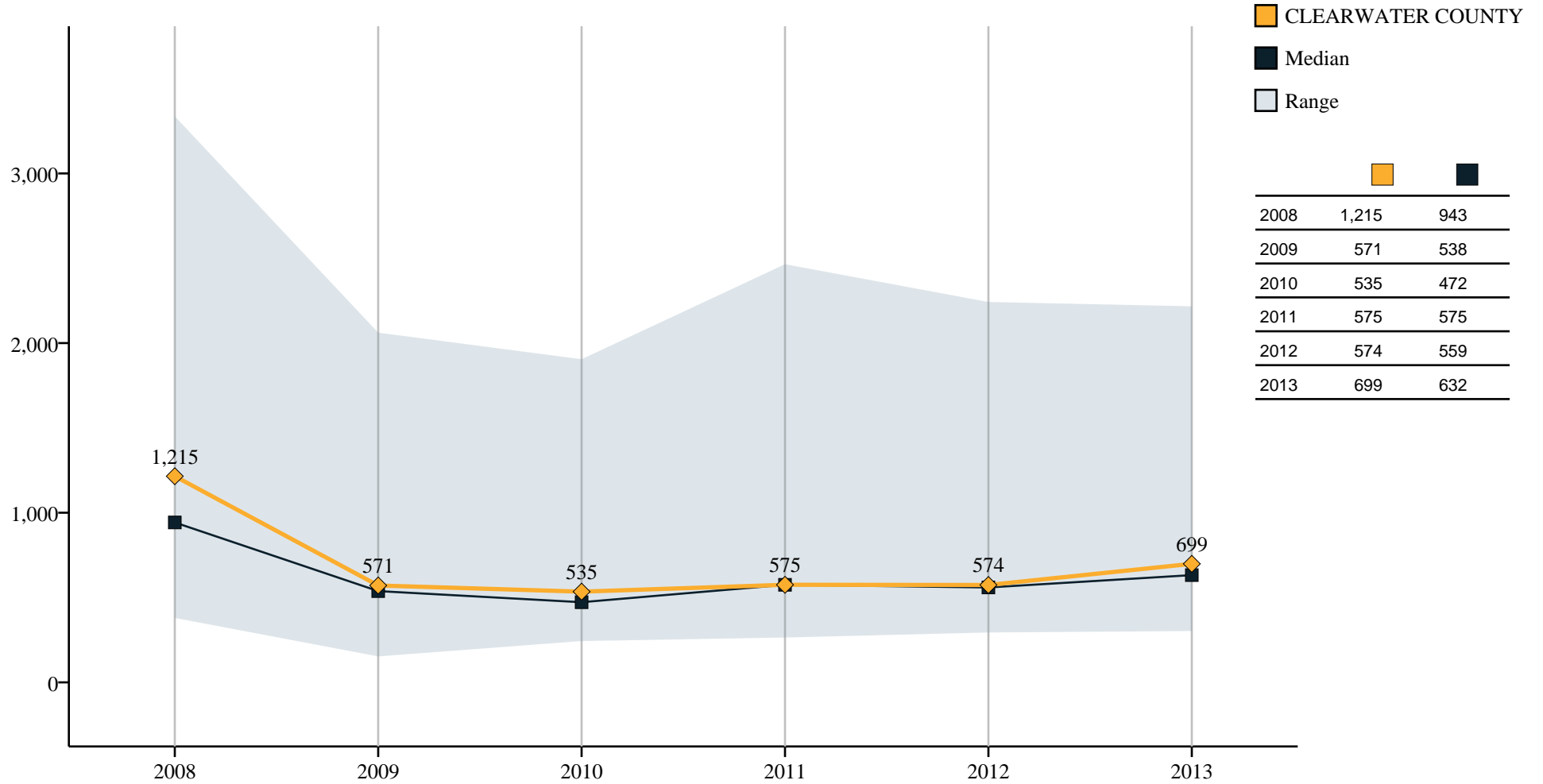
Major Expenditures Per Capita by Broad Function, 2013



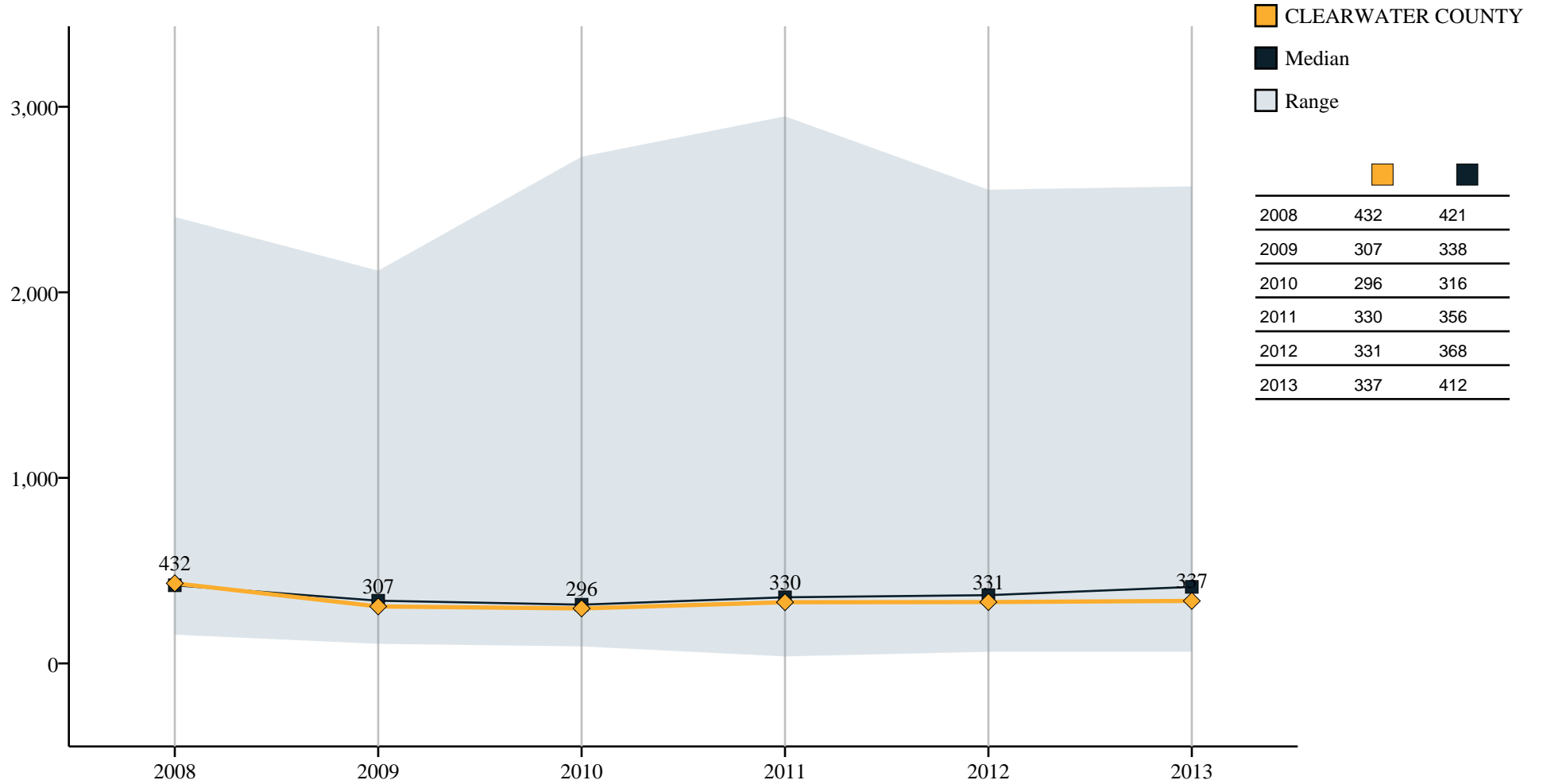
Major Expenditures Per Capita by Type: Salaries, Wages and Benefits



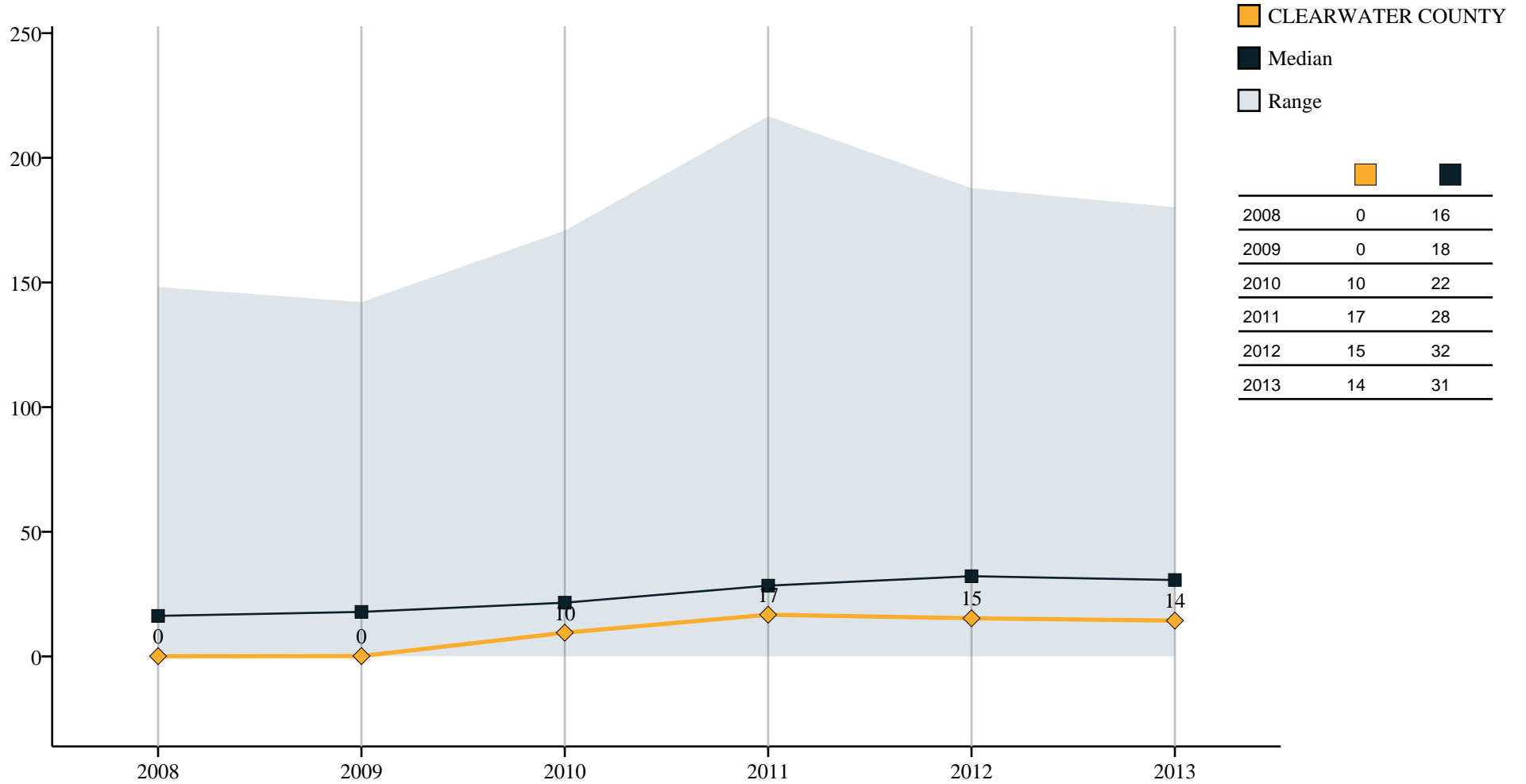
Major Expenditures Per Capita by Type: Contracted and General Services



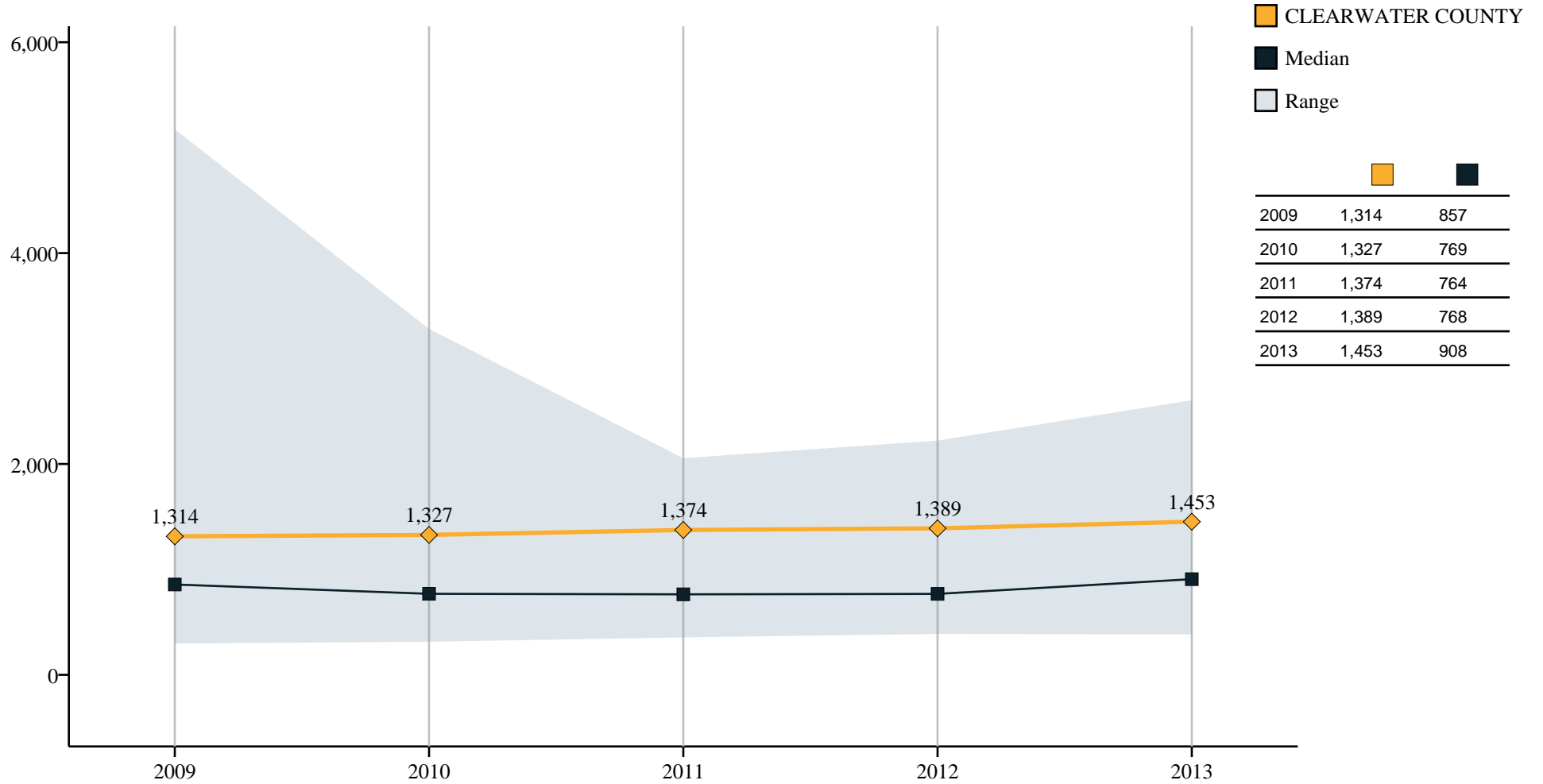
Major Expenditures Per Capita by Type: Materials, Goods, Supplies and Utilities



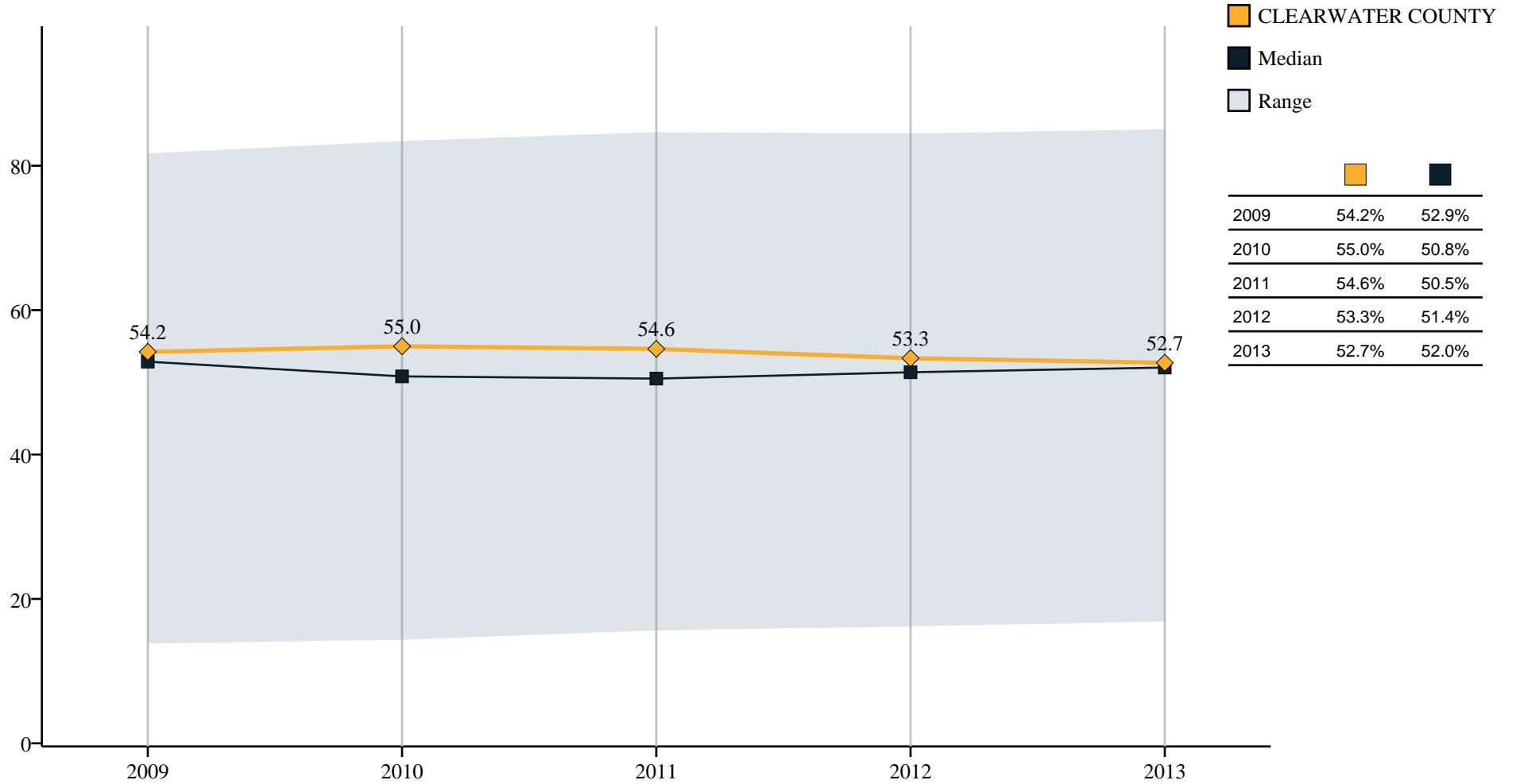
Major Expenditures Per Capita by Type: Interest and Banking



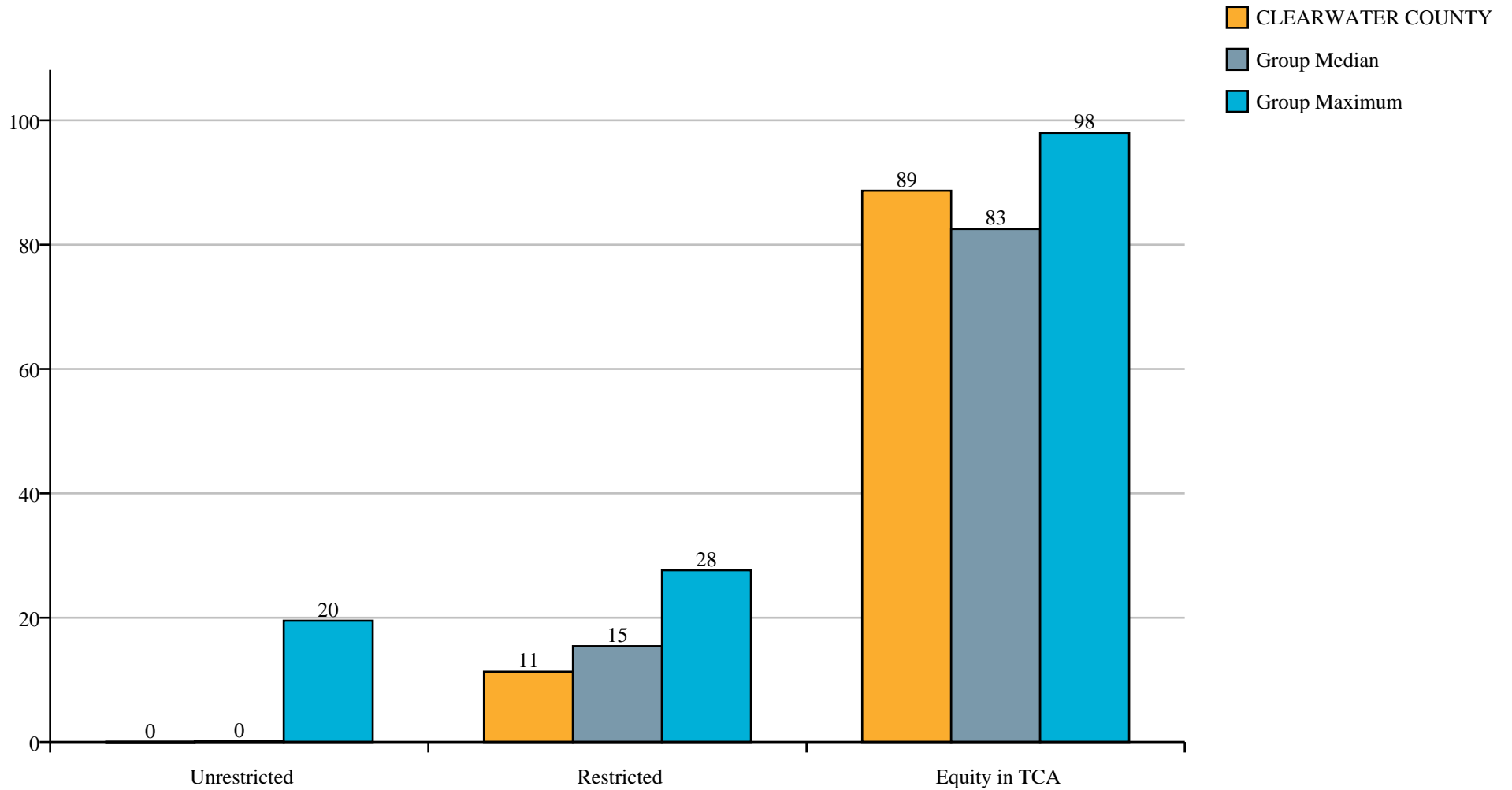
Major Expenditures Per Capita by Type: Amortization of Tangible Capital Assets



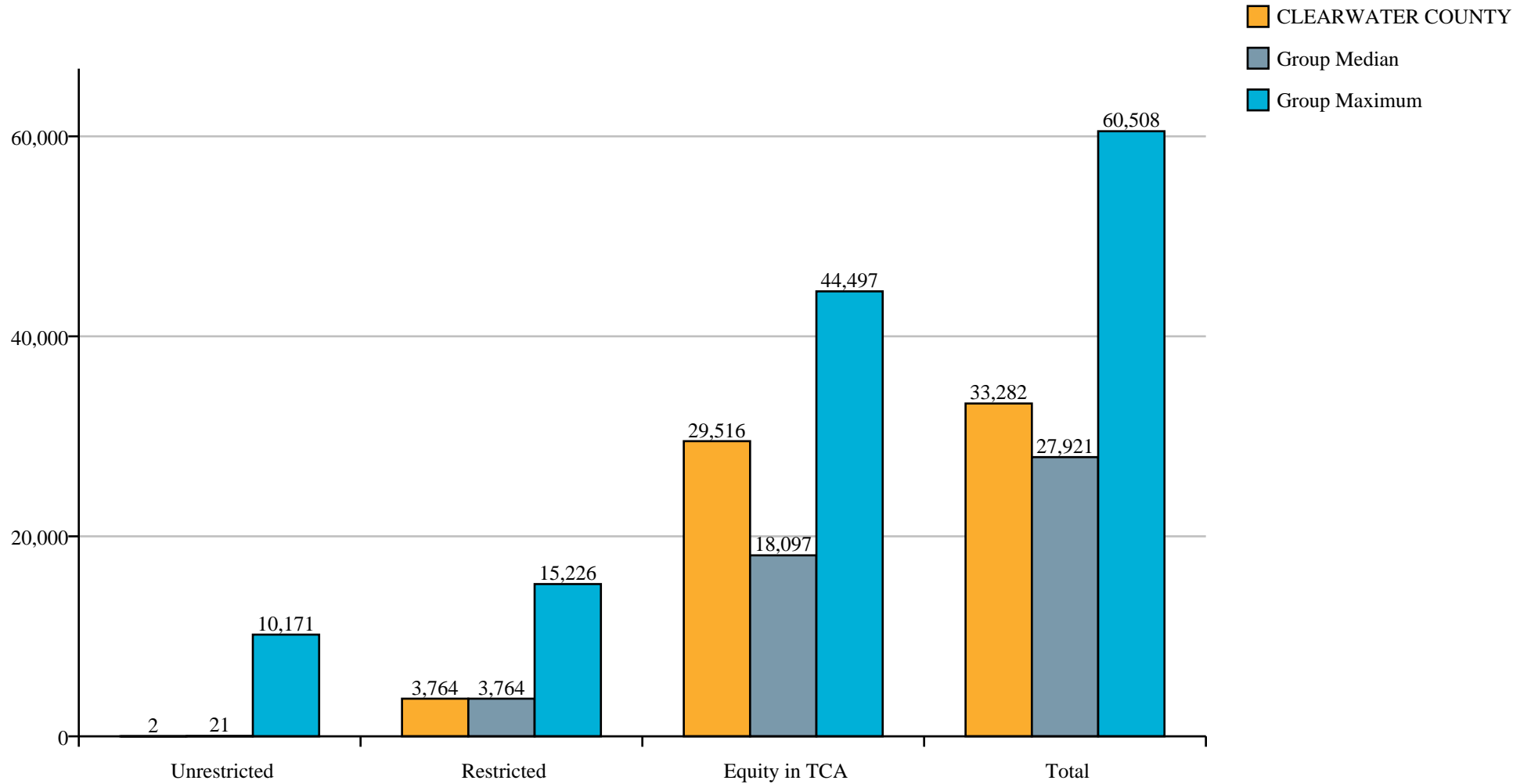
Net Book Value as % of Total Capital Property Costs



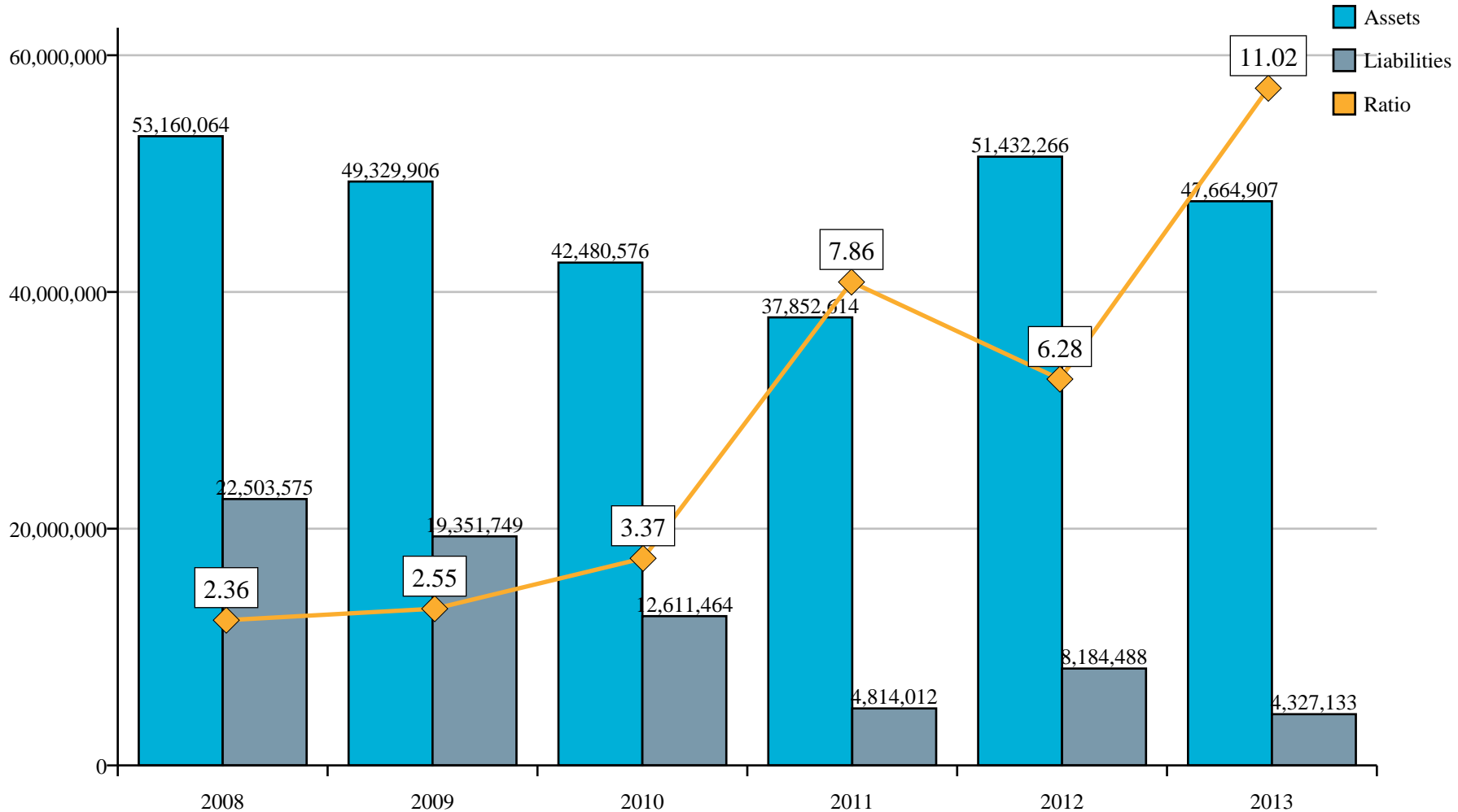
Accumulated Surplus Categories as % of Total, 2013



Accumulated Surplus Per Capita, 2013

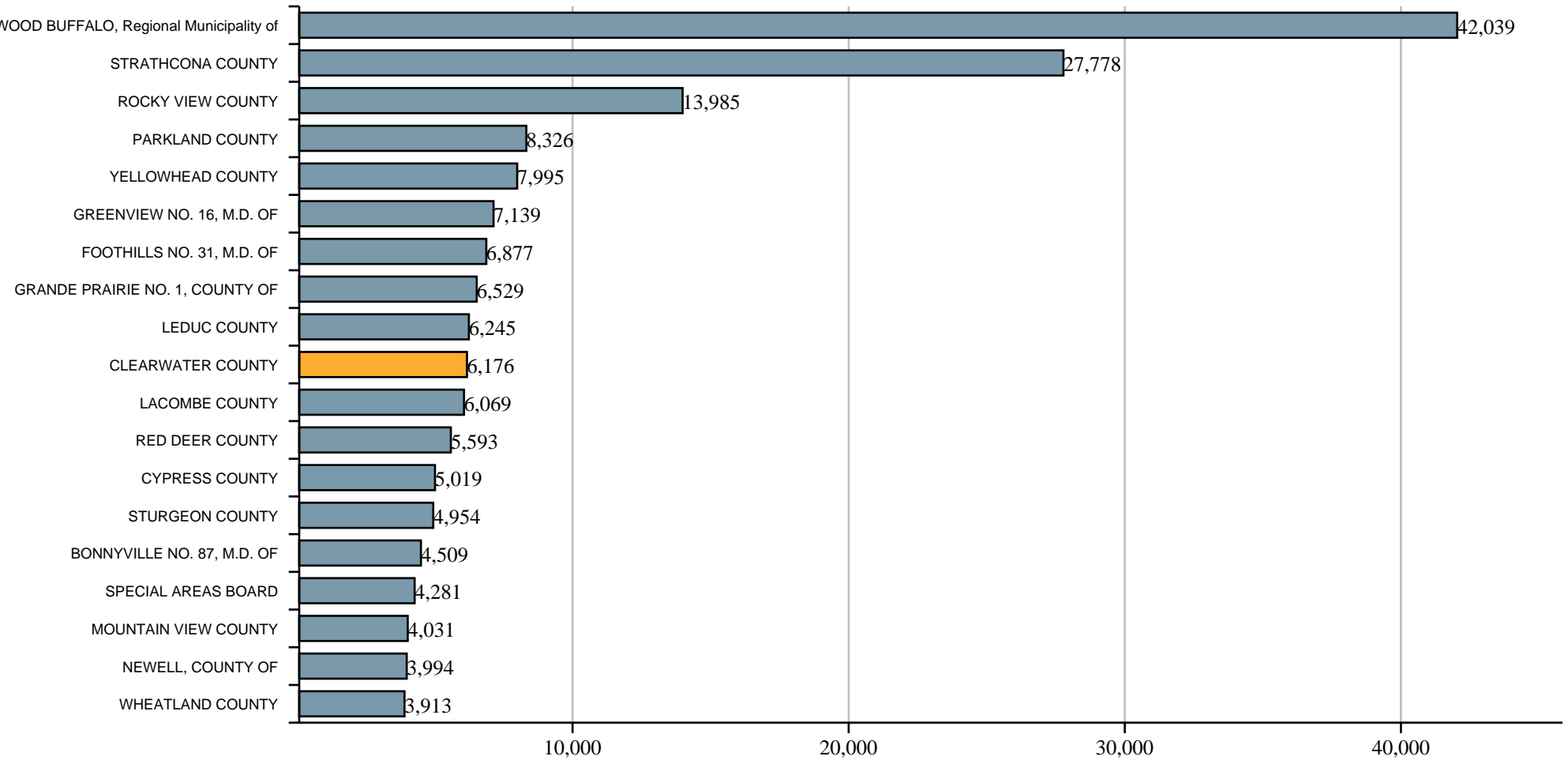


Ratio of Current Assets to Liabilities

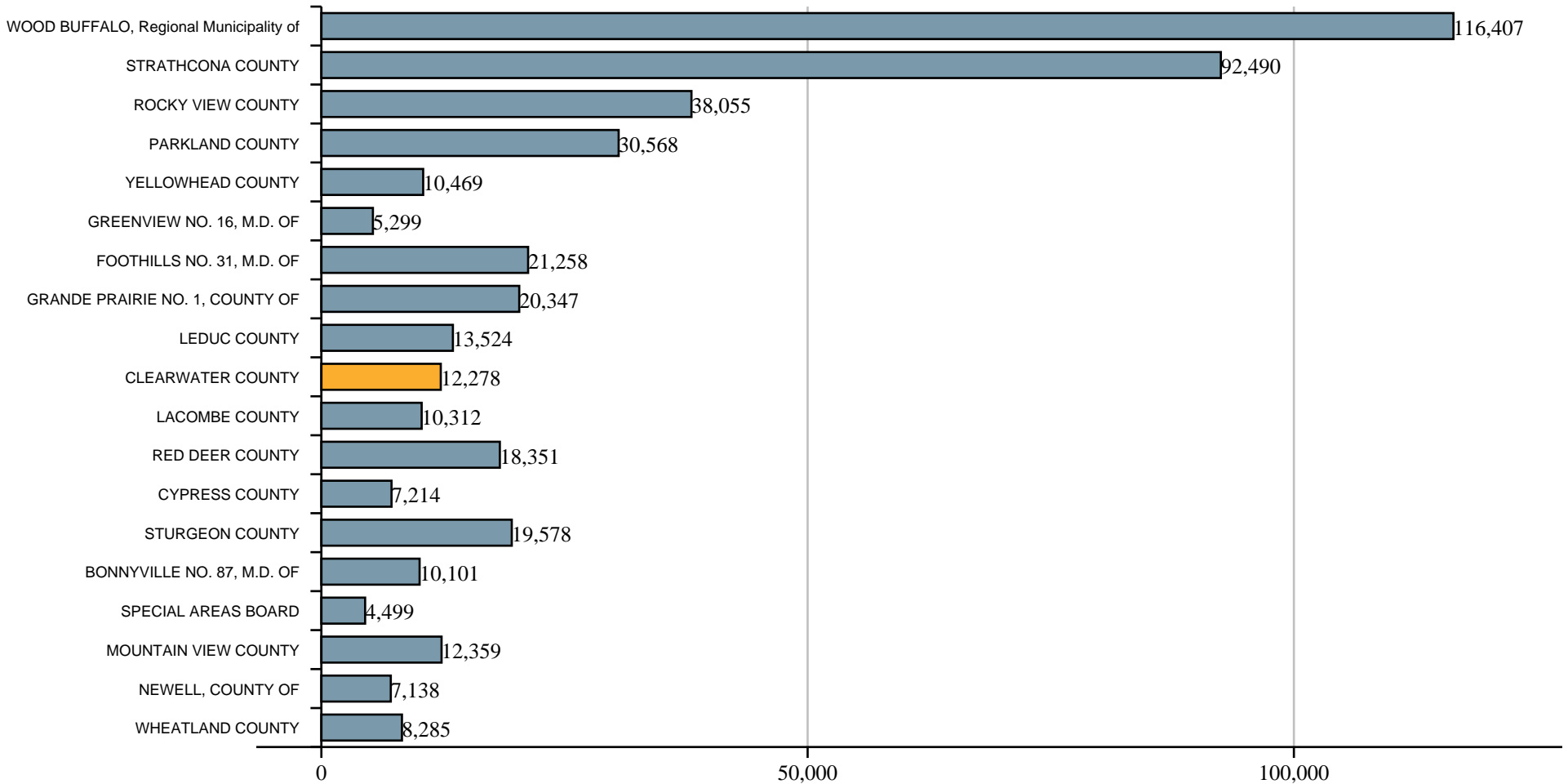


Note: The current ratio calculation measures ability to meet short-term obligations with existing liquid assets. "Current Assets" are those which are liquid in nature (cash or an asset which can be easily converted to cash). Inventory is excluded from the calculation. "Current Liabilities" are generally obligations coming due within the next fiscal year. The ratio is shown in the centre of the column. A ratio greater than one indicates the degree to which current assets exceed current liabilities; a ratio smaller

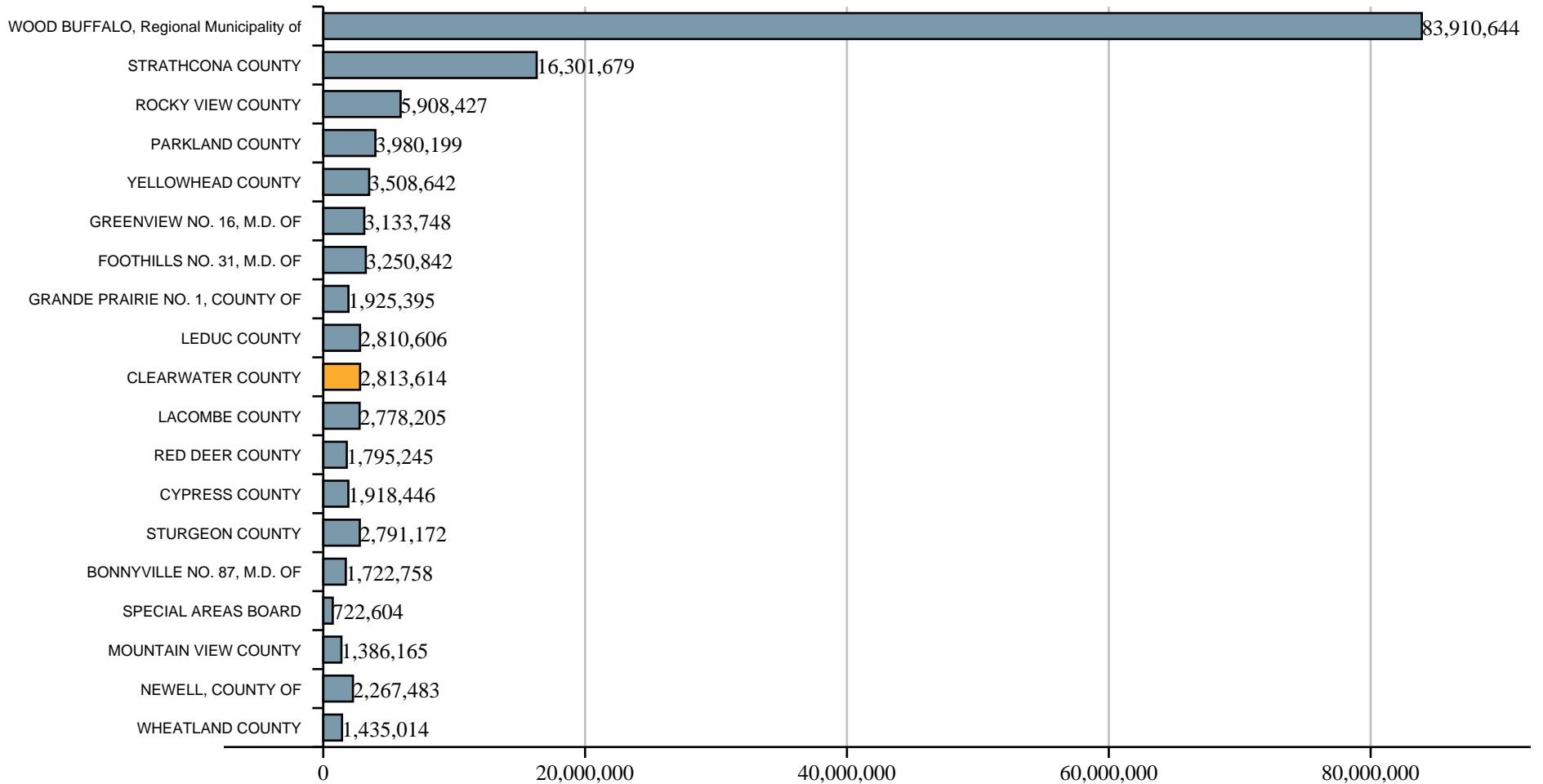
Total Equalized Assessment (in Millions)



Group Population



Equalized Assessment Per KM of Roads





AGENDA ITEM

PROJECT: Appointment of Auditors		
PRESENTATION DATE: July 28, 2015		
BUDGET IMPLICATION: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input type="checkbox"/> None <input checked="" type="checkbox"/> Provincial Legislation (MGA) <input type="checkbox"/> County Bylaw or Policy		
STRATEGIC PLAN THEME: Well Governed and Leading Organization	PRIORITY AREA: Ensure timely compliance with statutory and regulatory obligations	STRATEGIES:
RECOMMENDATION: That Council appoints the firm of Hawkings, Epp, Dumont LLP as auditors for Clearwater County for the 2015 calendar year.		
ATTACHMENT(S):		

BACKGROUND:

Sections 280(1) & (2) of the Municipal Government Act requires that Council appoint one or more auditors for the municipality and each of its controlled corporations.

The firm of Hawkings, Epp, Dumont LLP has performed the audit of the County satisfactorily from 2010 to 2014. The firm has extended its 2010 fee schedule to include 2015. Staff recommends appointment of Hawkings, Epp Dumont LLP to conduct the audit of the financial statements of the County for the 2015 calendar year.

Agenda Item

Project : Ministerial Staff and Cabinet Committee membership	
Presentation Date : July 14, 2014	
Department : Council	Author : Ron Leaf
Budget Implication: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation	
Strategic Area : Well Governed and Leading Organization	
Legislative Direction: <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input type="checkbox"/> County Bylaw or Policy	
Attachments: Insight – Directory of Cabinet Ministers & Committees of Cabinet	
Recommendation:	
1. That Council accepts this report for information	

Background:

Attached is *The Insight newsletter - Directory of Cabinet Ministers, Deputy Ministers and Cabinet Committee* that identifies the MLAs and senior provincial staff currently in key positions in the Notley Government.

While Councillors are familiar with the role of the Ministers and the various Provincial Ministries (e.g. Health, Education, Agriculture & Forestry) I wish to spend time on Tuesday providing my perspective on the roles of the Executive Committees and Legislature Policy Committees and how the current Government's committee structure may relate to lobby efforts by Council, regional or provincial organizations.

In terms of the Executive Committees (i.e. Treasury Board, Economic Policy Committee, Social Policy Committee and Legislative Review Committee) these committees have specific mandates regarding developing policies and making recommendations to Cabinet on the priorities, programs and government direction within their mandate or area of oversight. Treasury Board has additional responsibility for final budget decisions.

The Legislative Policy (LP) Committees, of which there are ten (10), are more program oriented and, I suggest, provide the opportunity for the most effective lobby on specific issues such as the hospital, broadband internet, bridge funding, etc. There are two aspects relating to the membership and mandates of Legislative Policy Committees that I believe provide lobby opportunities. The first opportunity arises from the cross party membership that comprises the LP Committees. One of the concerns that is being raised is that the majority of the NDP membership is from Calgary, Edmonton or mid-size cities and that there is a limited opportunity to engage or educate the NDP government regarding rural issues. I suggest that the LP Committees provide a platform to legitimately engage NDP MLAs in conversations, formally or

informally, related to the second opportunity, which is the breadth of mandate assigned to the respective LP Committees.

For example, Craig Coolahan (MLA – Calgary – Klein) is Chair, Committee on Alberta's Economic Future. This Committee's mandate encompasses Ag & Rural Development; Innovation and Advanced Education; International & Intergovernmental Relations; Tourism; Parks & Recreation; Jobs, Skills, Training & Labour; Infrastructure. Given this mandate a conversation with Mr. Coolahan could focus on hospital, west country management, broadband internet, bridges, water/wastewater with the discussions all positioned in the context of rural development, infrastructure or tourism. There are eight other NDP members on this Committee. I believe similar key messages could be developed relating to the mandates of the remaining nine (9) LP committees. The "when to engage with Committee members, the frequency of lobbying, who is to communicate with MLAs are details that I suggest be evaluated in the coming months prior to the fall AAMD&C convention. I suggest that Council get the AAMD&C's perspective on how to engage

A variable in the lobby strategy that is not known, is the degree to which Minister's will set their Ministry agendas vs the Ministers being charged with carrying out Cabinet's and/or the Premier's direction. This Cabinet/Minster/Premier dynamic will be something to monitor in the coming months.

Summary:

The purpose of this report is to identify options with respect to informing/educating members of the Provincial Government on rural issues as well as identify lobby strategies to consider in the future.

The Insight

into Government

DIRECTORY of Cabinet Ministers, Deputy Ministers, & Committees of Cabinet & Legislature.

(Effective July 1, 2015, and subject to revision as events warrant.)

LEGEND

- ALL ADDRESSES ARE IN EDMONTON & PHONE NUMBERS IN THE 780 AREA CODE UNLESS OTHERWISE SPECIFIED.
- FOR ADDRESSES LISTED IN THE LEGISLATURE BLDG., ADD: **10800 97 Ave., Edmonton, AB, T5K 2B6**
- FOR THOSE IN THE LEGISLATURE ANNEX, ADD: **9718 - 107 St., Edmonton, AB, T5K 1E4**
- FOR THOSE IN THE FEDERAL BUILDING, ADD: **9820 107 St, Edmonton, AB, T5K 1E7**

EXECUTIVE BRANCH

POSITION	NAME	ADDRESS	PHONE, EMAIL	CHIEFS OF STAFF (CoS) or EXEC. ASSISTANTS (EA)
Premier	Rachel Notley	307 Legislature Bldg.	427-2251 premier@gov.ab.ca	Parm Kahlon (EA) parm.kahlon@gov.ab.ca
Chief of Staff	Brian Topp	307 Legislature Bldg	427-2251 brian.topp@gov.ab.ca	Stacy Leighton (EA) stacy.leighton@gov.ab.ca
Deputy Chief of Staff, Operations	Adrienne King	307 Legislature Bldg.	427-2251 adrienne.king@gov.ab.ca	Stacy Leighton (EA) stacy.leighton@gov.ab.ca
Executive Director, Southern Alberta Office	Vacant	455-6 St. SW Calgary AB T2P 4A2	403-297-6464	Vacant
Deputy Minister of Executive Council	Richard Dicerni	305 Legislature Bldg.	422-4910 richard.dicerni@gov.ab.ca	Rita Goodwin (EA) rita.goodwin@gov.ab.ca
Public Service Commissioner, Deputy Minister of Leadership & Talent Development	Lana Lougheed	7th fl. 10011 - 109 St. T5J 3S8	408-8450 lana.lougheed@gov.ab.ca	Melissa Manchak (EA) melissa.manchak@gov.ab.ca
Deputy Chief, Public Affairs Bureau	Andy Weiler (Acting)	7th fl. Federal Bldg.	644-4623 andy.weiler@gov.ab.ca	Cindy Bedard (EA) cindy.bedard@gov.ab.ca

ABORIGINAL RELATIONS

Minister	Kathleen Ganley	323 Legislature Bldg.	422-4144	Jessica Bowering(CoS) jessica.bowering@gov.ab.ca
Deputy Minister	Donavon Young	19th Fl., 10155 102 St., T5J 4G8	643-9081 donavon.young@gov.ab.ca	Justin Cenaiko (CoS) justin.cenaiko@gov.ab.ca

AGRICULTURE & FORESTRY

Minister	Oneil Carlier	229 Legislature Bldg.	780 427-2137	Scott Harris (CoS) scott.f.harris@gov.ab.ca
Deputy minister	Jason Krips	3rd Flr, 7000 - 113 St. T6H 5T6	427-2145 jason.krips@gov.ab.ca	Rena L'Abbe (EA) rena.labbe@gov.ab.ca

CULTURE & TOURISM

Minister	David Eggen	228 Legislature Bldg.	422-3559	Lisa Blanchette (CoS) lisa.blanchette@gov.ab.ca
Deputy Minister	Carolyn Campbell	7th Fl. 10405 Jasper Ave., T5J 4R7	427-2921 carolyn.campbell@gov.ab.ca	Donna Chilton (CoS) donna.chilton@gov.ab.ca

EDUCATION				
POSITION	NAME	ADDRESS	PHONE, EMAIL	CHIEFS OF STAFF or EXEC. ASSISTANTS & email
Minister	David Eggen	228 Legislature Bldg.	427-5010 Education.Minister@gov.ab.ca	Lisa Blanchette (CoS) lisa.blanchette@gov.ab.ca
Deputy Minister	Lorna Rosen	7th fl. 10155 - 102 St. T5J 4L5	427-3659 lorna.rosen@gov.ab.ca	Zoanne Sather zoanne.sather@gov.ab.ca
ENERGY				
Minister	Marg McCuaig-Boyd	408 Legislature Bldg.	427-3740 minister.energy@gov.ab.ca	Graham Mitchell(CoS) graham.mitchell@gov.ab.ca
Deputy Minister	Grant Sprague	8th fl. N.T. 9945 - 108 St. T5K 2G6	415-8434 grant.sprague@gov.ab.ca	Eldon Ilwain (CoS) eldon.mcilwain@gov.ab.ca
ENVIRONMENT & PARKS				
Minister	Shannon Phillips	425 Legislature Bldg.	427-2391	Brent Dancey (CoS) brent.dancey@gov.ab.ca
Deputy Minister	Bill Werry	11th fl. S.T. 9915 - 108 St. T5K 2G8	427-1799 bill.werry@gov.ab.ca	Lorraine Duhaime (EA) lorraine.duhaime@gov.ab.ca
HEALTH				
Minister	Sarah Hoffmann	423 Legislature Bldg.	427-3665 health.minister@gov.ab.ca	Bill Moore-Kilgannon (CoS) bill.moore-kilgannon@gov.ab.ca
Deputy Minister	Carl Amrhein (Effective Aug 4)	22nd fl. N.T. 10025 Jasper Ave. T5J 1S6	422-0747 carl.amrhein@gov.ab.ca	Vacant
HUMAN SERVICES				
Minister	Irfan Sabir	402 Legislature Bldg.	643-6210	Tony Clark (CoS) tony.clark@gov.ab.ca
Deputy Minister	David Morhart	12th fl. 9940 - 106 St. T5K 2N2	427-6448 david.morhart@gov.ab.ca	Linda Cornelius (EA) linda.cornelius@gov.ab.ca
INFRASTRUCTURE				
Minister	Brian Mason	324 Legislature Bldg.	427-5041	Robin Steudel (CoS) robin.steudel@gov.ab.ca
Deputy Minister	Barry Day	3rd fl. 6950 - 113 St. T6H 5V7	427-3835 barry.day@gov.ab.ca	Dawn McKay (EA) dawn.mckay@gov.ab.ca
INNOVATION & ADVANCED EDUCATION				
Minister	Lori Sigurdson	403 Legislature Bldg.	427-5777	Steve Stringfellow steve.stringfellow@gov.ab.ca
Deputy Minister	Rod Skura	6th fl, 10155 - 102 St. T5J 4L6	415-4744 rod.skura@gov.ab.ca	Vera Krawec (CoS) vera.krawec@gov.ab.ca
INTERNATIONAL & INTERGOVERNMENTAL RELATIONS				
Minister	Rachel Notley	307 Legislature Bldg.	643-6225 premier@gov.ab.ca	Carol Kallio (EA) carol.kallio@gov.ab.ca
Deputy Minister	Gitane DeSilva	13th fl. 10155 - 102 St. T5G 4G8	415-0900 gitane.desilva@gov.ab.ca	Shelly Murphy (EA) shelly.murphy@gov.ab.ca
JOBS, SKILLS, TRAINING & LABOUR				
Minister	Lori Sigurdson	403 Legislature Bldg.	638-9400	Steve Stringfellow steve.stringfellow@gov.ab.ca
Deputy Minister	Andre Corbould	10th fl. 10808 - 99 Ave. T5K 0G5	643-1725 andre.corbould@gov.ab.ca	Sara Wong (CoS) sara.wong@gov.ab.ca

JUSTICE & SOLICITOR GENERAL				
POSITION	NAME	ADDRESS	PHONE, EMAIL	CHIEFS OF STAFF or EXEC. ASSISTANTS & email
Minister	Kathleen Ganley	323 Legislature Bldg.	427-2339	Jessica Bowering (CoS) jessica.bowering@gov.ab.ca
Deputy Min. & Deputy Attorney General	Philip Bryden	28th fl. 10303 Jasper Ave. T5K 2E8	427-3814 philip.bryden@gov.ab.ca	Sarah Dafoe sarah.dafoe@gov.ab.ca
MUNICIPAL AFFAIRS				
Minister	Deron Bilous	204 Legislative Bldg.	427-3744	Nathaniel Smith(CoS) nathaniel.smith@gov.ab.ca
Deputy minister	Brad Pickering	18th fl. 10155 - 102 St. T5J 4L4	427-4826 brad.pickering@gov.ab.ca	Lee Ann Fisher (EA) lee-ann.fisher@gov.ab.ca
SENIORS				
Minister	Sarah Hoffman	423 Legislature Bldg.	415-9550	Bill Moore-Kilgannon (CoS) bill.moore-kilgannon@gov.ab.ca
Deputy Minister	Ernie Hui	3rd fl. 10044 - 108 St. T5J 5E6	644-2023 ernie.hui@gov.ab.ca	Cindy Dunphy cindy.dunphy@gov.ab.ca
SERVICE ALBERTA				
Minister	Deron Bilous	204 Legislature Bldg.	422-6880	Nathaniel Smith(CoS) nathaniel.smith@gov.ab.ca
Deputy Minister	Tim Grant	29th fl. 10020 - 100 St. T5J 0N3	427-1990 tim.grant@gov.ab.ca	Linda Chupka (CoS) linda.chupka@gov.ab.ca
STATUS OF WOMEN				
Minister	Shannon Phillips	425 Legislature Bldg.	427-2391	Brent Dancey (CoS) brent.dancey@gov.ab.ca
Deputy Minister	Kim Armstrong	11th fl. S.T. 9915 - 108 St. T5K 2G8	427-1799 kim.armstrong@gov.ab.ca	Rhonda Da Silva (EA) rhonda.dasilva@gov.ab.ca
TRANSPORTATION				
Minister	Brian Mason	324 Legislature Bldg.	427-5041	Robin Steudel (CoS) robin.steudel@gov.ab.ca
Deputy minister	Greg Bass	2nd fl. 4999 - 98 Ave. T6B 2X3	427-6912 greg.bass@gov.ab.ca	Rita Wilhelm (EA) rita.wilhelm@gov.ab.ca
TREASURY BOARD & FINANCE				
Minister	Joe Ceci	323 Legislature Bldg.	415-4855	Nathan Rotman (CoS) nathan.rotman@gov.ab.ca
Deputy Minister	Ray Gilmour	9th fl. Federal Bldg. 9820 - 107 Street T5K 1E7	415-4515 ray.gilmour@gov.ab.ca	Grace Burns grace.burns@gov.ab.ca

EXECUTIVE COMMITTEES

TREASURY BOARD

(Formulates management policies, makes final budget decisions)

MEMBERS:

- Joe Ceci (President & chairman; Minister of Finance)
- Kathleen Ganley (Minister of Justice, Aboriginal Relations)
- Brian Mason (Minister of Transportation, Infrastructure; House Leader)
- Shannon Phillips (Minister of Environment & Parks, Status of Women)
- Marg McCuaig-Boyd (Minister of Energy)

ECONOMIC POLICY COMMITTEE

(Formulates economic policy, which is passed on to cabinet)

MEMBERS:

- Marg McCuaig-Boyd (chairwoman, Minister of Energy)
- Oneil Carlier (Minister of Agriculture)
- Lori Sigurdson (Minister of Jobs, Skills, Training & Labour, Innovation & Advanced Education)
- David Eggen (Minister of Education, Culture & Tourism)
- Deron Bilous (Minister of Municipal Affairs, Service Alberta)

SOCIAL POLICY COMMITTEE

(Formulates social policy, which is passed on to cabinet)

MEMBERS:

- Sarah Hoffman (chairwoman, Minister of Health, Seniors)
- Irfan Sabir (Minister of Human Services)
- Lori Sigurdson (Minister of Jobs, Skills, Training & Labour, Innovation & Advanced Education)
- David Eggen (Minister of Education, Culture & Tourism.)

LEGISLATIVE REVIEW COMMITTEE

(Reviews upcoming legislation prior to cabinet approval)

MEMBERS:

- Kathleen Ganley (chairwoman, Minister of Justice, Aboriginal Relations)
- Brian Mason (Minister of Transportation, Infrastructure; House Leader)
- Shannon Phillips (Minister of Environment & Parks, Status of Women)
- Deron Bilous (Minister of Municipal Affairs, Service Alberta.)

GOVERNMENT LEGISLATIVE OFFICES

Speaker	Robert Wanner	325 Legislature Bldg.	427-2464
Deputy Speaker	Debbie Jabbour	513E Legislature Bldg.	624-5400
Government Whip	Marlin Schmidt	132 Legislature Bldg.	414-1017
Deputy Whip	Stephanie McLean	1213 Legislature Annex	(403) 216-5436
Government House Leader	Brian Mason	324 Legislature Bldg.	422-2722

LEGISLATIVE POLICY COMMITTEES

The Legislature policy committees have membership from all parties and do not have cabinet ministers as members. A committee can: review any bill referred to it; review any regulation or prospective regulation falling within its mandate; review annual reports of government departments, agencies and Crown corporations; investigate any lateness in tabling annual reports in the legislature.

It can hold public hearings on any bill or regulation that it is reviewing. It can, on its own initiative or at the request of a minister, inquire into “any matter concerned with the structure, organization, operation, efficiency or service delivery of any sector of public policy within its mandate.” The Legislature can also order a committee to undertake an inquiry, and these inquiries have priority. They are also tasked with review of departmental budget estimates.

Committees can hold public meetings on any matters within their mandate; they can recommend to the assembly a need for legislation on areas within their mandate; they also, although infrequently, hear presentations from interest groups.

Committees generally schedule about 20 minutes for a presentation. Presenters are usually wise to stick to a planned script outlining essential points in no more than half the allotted time. That leaves an opportunity for questions. Oral presentations can be backed up with written briefs. Talking to especially interested MLAs or cabinet ministers before or after an appearance at a policy committee can help make a point or clarify information but their schedules are crowded. Committee clerks can help with all practical matters.

NOTES

- Information about all legislature committees can be found at: <http://www.assembly.ab.ca/committees/index.html>
- Links on the website lead to committee memberships, contact information, meeting dates, transcripts of past meetings and a link for both live and archived audio webcasts.
- For addresses listed in the Legislature Building, add: **10800 97 Avenue, Edmonton, AB, T5K 2B6**. For addresses listed in the Legislature Annex, add: **9718 107 Street, Edmonton, AB, T5K 1E4**
- If your call to your MLA is long distance, dial 310-0000, the area code & the phone number for toll-free access.
- Members' constituency names are contained in their email addresses listed below.

HEADS OF LEGISLATIVE ASSEMBLY OFFICE (LAO) & COMMITTEES

Speaker (Head elected official of LAO)	Robert Wanner	325 Legislative Bldg.	427-2464 robert.wanner@assembly.ab.ca	Chief of Staff Bev Alenius bev.alenius@assembly.ab.ca
Clerk of the Legislative Assembly	David McNeil	801 Legislature Annex	427-2478 david.mcneil@assembly.ab.ca	Exec. Assistant Allison Quast allison.quast@assembly.ab.ca

COMMITTEE ON ALBERTA'S ECONOMIC FUTURE

MANDATE: Agriculture & Rural Development; Innovation & Advanced Education, International & Intergovernmental Relations; Tourism, Parks & Recreation; Jobs, Skills, Training & Labour; Infrastructure.

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COMMITTEE CLERK: Chris Tyrell. Tel. 415-2878; email: EconomicFuture.committee@assembly.ab.ca

COMMITTEE ON FAMILIES & COMMUNITIES

MANDATE: Health; Human Services; Justice & Solicitor General; Culture; Education; Service Alberta

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COMMITTEE CLERK: Karen Sawchuk. Tel. 427-1350; email: FamiliesCommunities.Committee@assembly.ab.ca

COMMITTEE ON RESOURCE STEWARDSHIP

MANDATE: Aboriginal Relations; Energy; Environment & Sustainable Resource Devel.; Municipal Affairs; Transportation; Treasury Board. & Finance.

Anam Kazim (Chairwoman) ND	503E Legislature Building	(403) 216-5421	calgary.glenmore@assembly.ab.ca
Todd Loewen (Deputy) WR	601 Legislature Annex	427-5967	grandeprairie.smoky@assembly.ab.ca
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COMMITTEE CLERK: Jody Rempell. Tel: 644-8621; email: ResourceStewardship.Committee@assembly.ab.ca

STANDING COMMITTEE ON PUBLIC ACCOUNTS

MANDATE: Reviews annual reports of the Auditor General, of ministries, and of agencies such as Alberta Health Services

MEMBER & PARTY	ADDRESS	PHONE	EMAIL
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COMMITTEE CLERK: Chris Tyrell; tel: 415-2878; email: ResourceStewardship.Committee@assembly.ab.ca

COMMITTEE ON THE ALBERTA HERITAGE SAVINGS TRUST FUND

MANDATE: Reviews & approves the fund's performance & business plan with officials from the Alberta Investment Management Corp. (AIMCo)

Barb Miller (Chairwoman) ND	513H Legislature Building	(403) 340-3565	reddeer.south@assembly.ab.ca
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COMMITTEE CLERK: Corinne Dacyshyn; tel: 427-1348; email: corinne.dacyshyn@assembly.ab.ca

COMMITTEE ON LEGISLATIVE OFFICES

MANDATE: approves the budgets of the officers of the Legislature, including the Auditor General, the Child and Youth Advocate, the Chief Electoral Officer, the Ethics Commissioner, the Information & Privacy Commissioner, the Ombudsman, and the Public Interest Commissioner, and also reviews the salaries of the officers on an annual basis.

Denise Woollard (Chairwoman) ND	513B Legislature Building	638-1404	edmonton.millcreek@assembly.ab.ca
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COMMITTEE CLERK: Karen Sawchuk. Tel. 427-1350; email: EconomicFuture.committee@assembly.ab.ca

COMMITTEE ON PRIVATE BILLS			
MANDATE: reviews all petitions for private bills, hears from the petitioner and any other persons interested in the bill and reports to the Assembly			
MEMBER & PARTY	ADDRESS	PHONE	EMAIL
Karen McPherson (Chairwoman) ND	503D Legislature Building	(403) 216-5410	edmonton.mcclung@assembly.ab.ca
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COMMITTEE CLERK: Corinne Dacyshyn; tel.: 427-1348; email: corinne.dacyshyn@assembly.ab.ca			

SPECIAL STANDING COMMITTEE ON MEMBERS' SERVICES			
MANDATE: approves the annual estimates of the Legislative Assembly Office and may modify regulations, orders or other directives governing the office's financial and personnel administration. The committee also sets members' allowances, constituency office allowances and members' benefits and establishes human resource, informatics and financial management policy for the Legislative Assembly Office.			
MEMBER & PARTY	ADDRESS	PHONE	EMAIL
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COMMITTEE CLERK: Allison Quast; tel: 422-9601; email: allison.quast@assembly.ab.ca			

SELECT SPECIAL ETHICS & ACCOUNTABILITY COMMITTEE

MANDATE: The Select Special Ethics and Accountability Committee was appointed in June 2015 to review the *Election Act*, the *Election Finances and Contributions Disclosure Act*, the *Conflicts of Interest Act*, and the *Public Interest Disclosure (Whistleblower Protection) Act*. The Committee must report to the Assembly one year after commencing its review.

MEMBER & PARTY	ADDRESS	PHONE	EMAIL
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Glenn van Dijken WR	601 Legislature Annex	644-7152	barrhead.morinville.westlock@assembly.ab.ca
COMMITTEE CLERK: Jody Rempell. Tel: 644-8621			

COMMITTEE ON PRIVILEGES & ELECTIONS, STANDING ORDERS & PRINTING

MANDATE: The committee meets when the House has referred a matter for consideration.

Dr. Bob Turner (Chairman) ND	211 Legislature Annex	413-5970	edmonton.whitemud@assembly.ab.ca
Maria Fitzpatrick (Deputy) ND	503A Legislature Building	(403) 320-1011	lethbridge.east@assembly.ab.ca
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COMMITTEE CLERK: Jody Rempell. Tel: 644-8621			

FOR MORE GOVERNMENT INFORMATION

A number of helpful directories are available online.

- The government's online, searchable directory of all elected members, staff and programs can be found at: <http://alberta.ca/contact.cfm>.
- Information about MLAs and other aspects of the Legislative Assembly can be found at: <http://www.assembly.ab.ca/net/index.aspx?p=mla-home>
- A list of ministry spokespersons and ministers' press secretaries can be found at <http://alberta.ca/Spokespersoncontacts.cfm>
- Links to sites disclosing salaries and expenses for MLAs and government officials can be found at: <http://alberta.ca/expenses.cfm>
- *Insight's* website offers links to government contact lists, political news feeds, top-trending tweets, letters to the editor, highlights of the most recent newsletter, and details on how subscribe to *Insight*:

www.insightalberta.ca

NB: Information in this directory is taken from government sources that are not always up-to-date. Office staff are subject to frequent movement. This directory is updated after major cabinet shuffles or other major changes. If you are aware of changes or incorrect information in this directory, please feel free to contact me and set me straight.

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Email: dolphin@insightalberta.ca

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AGENDA ITEM

PROJECT: Linear Property Assessments Discussion		
PRESENTATION DATE: July 28, 2015		
BUDGET IMPLICATION: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input type="checkbox"/> County Bylaw or Policy (cite)		
STRATEGIC PLAN THEME: Well Governed and Leading Organization	PRIORITY AREA: Advocate in the best interests of our community and region	STRATEGIES: Present perspectives on matters of regional or provincial significance.
RECOMMENDATION: That Council directs staff in terms of key messages to communicate to with regards to linear taxation.		
ATTACHMENT(S):		
<ul style="list-style-type: none"> • AAMDC: Industrial Taxation Position Statement (2015) • AAMDC: Funding Rural Growth – The Facts About Linear Assessment (2014) • AAMDC: Apples to Apples: A Study of Rural Municipal Finance in Alberta (2013) • AUMA: Resolution <i>Equitable Funding from Oil and Gas Revenues</i> (2012) 		

BACKGROUND:

Reeve Alexander has requested a review of the Alberta Urban Municipalities Association (AUMA)'s 2012 resolution to reform the province's assessment and taxation system. The AUMA resolution (attached with this agenda item) requested an "equitable funding from oil and gas revenues."

Below is an excerpt from *Building Thriving Communities – AUMA's Submission to the MGA Process Review* (2014).

The province's assessment and taxation system needs to be reformed to make it open, transparent and equitable....AUMA calls for a more equitable sharing of linear property assessments and associated taxation within the province.

Equity in the property taxation system is extremely important; however, the AUMA's claim of inequity has not been proven.

As Council is aware, over the past couple years there have been a few suggestions by the AUMA, or its members individually, proposing linear assessment be pooled and that the resulting taxation be shared with municipalities throughout the Province.

The majority of linear taxation is located within rural municipalities and linear property assessments includes: electric power systems (generation, transmission, and distribution facilities); telecommunication systems (including cellular telephone systems); cable distribution undertakings; pipelines to transport petroleum products; and, oil and gas wells.

Since the recent Provincial election, there has been a renewed call by various urban elected officials for the Government to review the linear pooling concept and Reeve Alexander believes there is a need to begin preparing a rural response to the linear pooling concept.

AAMDC Reports and Position

In 2013, the Alberta Association of Municipal Districts and Counties (AAMDC) released a report titled [*Apples to Apples: A Study of Rural Municipal Finance in Alberta*](#), which took a look at the state of rural municipal finances to determine if the existing taxation system can support the long-term financial viability of rural municipalities. This report details what rural municipalities are responsible for and how they pay for it.

The *Apples to Apples* report concludes that reallocating linear taxation based on population would have significant negative impact on rural municipalities while adding little to no benefit to small urban municipalities. The report notes that population is a weak predictor of municipal expenses compared to assets for the vast majority of municipalities in the province, and that per capita arguments are not equitable to rural or most urban municipalities. Assets such as roads, bridges, and water and wastewater systems are a better forecaster for municipal expenses.

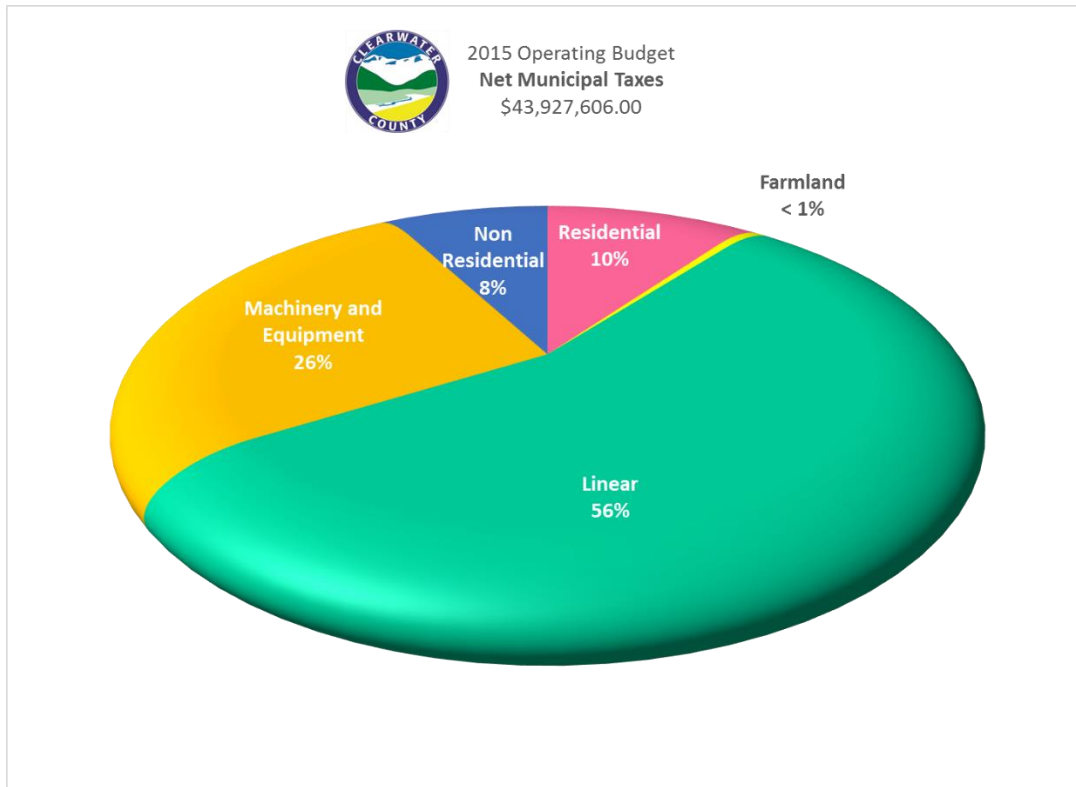
It is important to note that in areas with lower density of populations, such as rural areas, there is a higher per capita investment required by municipalities to develop and maintain infrastructure.

The AAMDC's 2015 [*Position Statement on Industrial Taxation*](#) highlights the fact that all discussions on rural municipal finances must include an examination of both net revenues and expenditures. The position statement reiterates that the current distribution of industrial taxation is fair, and reflects the expenses absorbed by municipalities from industrial development within their jurisdiction. Rural municipalities receive the majority of industrial taxation revenue, because that is where heavy industries are located – the same industries that provide strain or damage to rural municipal infrastructure.

The position statement also notes the AAMDC's support of the use of voluntary cost sharing as an innovative solution to meet needs of regional partners.

Clearwater County currently has three annual revenue sharing agreements in place with the Town of Rocky Mountain House (\$750,000.00), the Village of Caroline (\$50,000.00) and County of Wetaskiwin (\$500,000.00), and various operational and capital cost sharing practices (i.e. recreation, FCSS, fire, solid waste, emergency management), which would not be possible without the current distribution of industrial taxation revenue.

For Clearwater County, linear property assessments make up 56% (\$24.4 million) of the County's revenues and any pooling and redistribution of these revenues would negatively impact on the County and all its taxpayers.



Council's previous discussions on the issue of linear pooling, as well as their key messages to MLAs and provincial representatives, have been similar to that of AAAMDC's position statement in that the current distribution of industrial taxation is fair, and reflects the expenses incurred by municipalities.

Council has also endorsed the idea of working with municipal neighbours, as demonstrated by the Stronger Together agreement, and of regional partnerships – as an alternative to pooling of linear revenues. In earlier discussions Council has also stated that local communities or regions are best suited to determine the needs of their areas, and need to work together.

Staff recommend Council review and discuss the AUMA resolution and reports, along with AAMDC's Industrial Taxation Position Statement. If Council agrees with AAMDC's position statement in response to the idea of sharing linear or industrial revenues, then Council may wish to adopt the same position statement as well as formally endorse the Position on Industrial Taxation statement.

AUMA Resolution 2012.D4

Town of Drayton Valley Equitable Funding from Oil and Gas Revenues

WHEREAS the oil and gas industry continues to be the major driver of Alberta's economy, with an estimated \$11 billion in royalties and land lease sale revenue going to the Province in 2012 alone; and

WHEREAS much of the strain of accommodating the labour force for the oil and gas industry is borne by urban municipalities; and

WHEREAS this situation places considerable pressure on the housing, infrastructure and services provided by those urban municipalities; and

WHEREAS virtually none of the revenues generated through taxation on oil and gas installations goes to those urban municipalities.

NOW THEREFORE BE IT RESOLVED THAT that the Alberta Urban Municipalities Association urge the provincial government to develop and adopt a funding formula that is fair and equitable and allows urban municipalities to continue to meet the service, infrastructure, and housing needs of residents, businesses and the oil and gas industry without placing an unfair burden on the residential and business tax base of those municipalities.

BACKGROUND:

When the oil and gas sector heats up, Alberta's towns find themselves attempting to deal with an influx of workers from outside the area. These workers create demand for services ranging from garbage collection to policing, but they do not contribute to the municipal tax base since they are not long-term residents and do not typically own property in the area.

The oil and gas industry is a tremendous asset to the province as a whole. The provincial government is expecting to take in more than \$11 billion in royalties and land lease sales in 2012. The province also benefits from corporate income tax paid by the industry; however, little of the revenue generated by oil and gas flows to the province's urban municipalities.

The Provincial Government takes in a very large sum in the form of royalties. Alberta's municipal districts and counties also prosper from linear and other taxation on oil and gas installations. That leaves urban municipalities to deal with a disproportionate share of the pressures created by a booming economy while enjoying none of the benefits.



Advocacy
**POSITION
 Statements**

Industrial
 Taxation

Industrial taxation is critical to the financial viability of Alberta's rural municipalities. Not only is this revenue important to the maintenance of rural Alberta's infrastructure, it also helps maintain the roads and bridges that provide access to the natural resources that drive Alberta's economy.

What is industrial taxation?

- Industrial taxation refers to the taxes collect from industry for industrial properties and infrastructure within municipal boundaries.
- Industrial taxation includes assessment on both linear property and machinery and equipment (M&E) property.
- Linear assessment refers to the taxes industry pays to municipalities for the placement of linear property items such as oil and gas pipelines, telecommunications systems, and electric power lines. The assessment of linear property is completed by the provincial government.
- Machinery and equipment taxes are paid to municipalities for the placement of property such as underground tanks, compressors, refineries or pulp and paper plants. Machinery and equipment assessment is provided by local municipalities.

What is the AAMDC's position on industrial taxation?

- The AAMDC recognizes the financial challenges faced by all municipalities in Alberta; however, the AAMDC believes all discussions on rural municipal finances must include an examination of both net revenues and expenditures.
- The current distribution of industrial taxation is fair and reflects the expenses absorbed by municipalities from industrial development within their jurisdiction.
- Rural municipalities receive the majority of industrial taxation revenue in Alberta because that is where Alberta's heavy industries are located. These industries often strain or damage rural municipal infrastructure.
- The AAMDC supports the use of voluntary cost sharing as an innovative solution to meet needs of regional partners. Since 2004, transfers from rural municipalities to urban municipalities have increased from \$40 million a year to as high as \$130 million a year through cost sharing agreements. These cost sharing agreements, which would not be possible without the current distribution of industrial taxation revenue, support services in urban areas including protective services, recreation opportunities, and medical clinics.

Why is industrial taxation an important issue to rural Alberta?

- Rural Alberta is the base for the province's industrial activity because this is where the majority of Alberta's natural resources are located. This is where it all starts.
- Industry's use of rural Alberta's infrastructure often causes significant damage that requires municipalities to allocate a level of financial and human resources not typical in urban areas.
- Rural municipalities use the revenue generated from industrial taxation to maintain the infrastructure that is critical to both rural municipalities and to Alberta's economy as a whole.
- Proponents in favour of redistributing industrial taxation revenue on a per-capita basis have pointed to a gap in revenues generated between rural and urban municipalities through these taxes. However, compared to urban municipalities, rural municipalities spend significantly more per person to maintain the basic infrastructure needs of their community, which in turn supports the economy.

What would happen if industrial taxation revenue were redistributed based on population?

- If industrial taxation revenue was distributed on a per-capita basis, Alberta would experience a redistribution of revenue away from rural municipalities and towards Alberta's largest urban centres. This would result in many rural municipalities struggling to remain viable. Weakening some municipalities to strengthen others is not a fair or sustainable solution to municipal funding challenges.
- Reallocating industrial taxation revenue based on population would negatively impact rural municipalities by severely compromising their financial viability, while providing little or no benefit to the vast majority of urban municipalities.
- Alberta's rural municipalities would be forced to withdraw or reduce inter-municipal cost sharing agreements to the detriment of Alberta's smaller urban centers who have benefitted from these arrangements.

For more information, visit www.aamdc.com for [reports](#) and an online, searchable [Resolution Database](#) which includes information on all active resolutions and emerging issues related to transportation and infrastructure.

AAMDC reports specifically related to the position statements identified in this document include:

- [*Apples to Apples: Rural Municipal Finance in Alberta*](#)
- [*Cost Sharing Works: An Examination of Cooperative Inter-Municipal Financing*](#)

Industrial Taxation in Alberta: Facts

- Rural municipalities manage approximately 75% of Alberta's roads and 60% of Alberta's bridges.
- If linear assessment revenues were distributed based on population in 2014, 50% of Alberta's rural municipalities would be unable to cover their expenses.
- A per capita redistribution of industrial taxation revenue would see Alberta's municipal districts and special municipalities lose \$800 million in revenue.
- Industrial taxation revenues are not consistent across all rural municipalities and range from \$750,000 to \$49,000,000.

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RURAL CONNECTS

Connecting Rural to Urban, Neighbour to Neighbour

May 2014

Funding Rural Growth: The Facts About Linear Assessment

There has been some recent debate about linear property tax allocation in Alberta. Currently, these revenues stay in the municipality that hosts the linear infrastructure. Opponents of this system argue that unlike other forms of municipal revenue such as residential property taxes, linear revenues should be pooled and distributed on a per capita basis, either regionally or provincially. The same opponents argue that rural Alberta, which is responsible for maintaining 59% bridges and 72% of roads in Alberta despite having only 17% of the population, is becoming “wealthy” off linear taxes.

This argument is flawed on a number of levels. Measuring wealth – be it of an individual, corporation, or municipality – based only on the money that they take in, without considering their costs, tells an incomplete story. In 2013, the AAMDC released *Apples to Apples: Rural Municipal Finance in Alberta*. It proves that expenses are a better indicator of a municipality’s financial health than revenues. More importantly, the report shows that across *all* municipalities, **assets are a more accurate predictor of expenses than population.**

Although linear taxes are not pooled and redistributed on a per-capita basis, there are several forms of municipal funding that are. For instance, rural municipalities will receive only \$35,470,670 from the province’s 2014-15 Gas Tax Fund (GTF) allocation, which totals \$208,651,000. Urban municipalities do have a greater need for certain types of infrastructure, but the challenges that rural municipalities have in maintaining infrastructure such as roads, bridges, and water systems across sprawling areas should not be understated. Quality rural infrastructure does not only benefit rural communities. Both the resource industry and the agriculture industry, two of Alberta’s economic drivers, depend on rural roads to ensure that their products reach market. This is why a per capita distribution of all municipal revenue sources is no more equitable than distributing all revenue sources based on any other single factor.

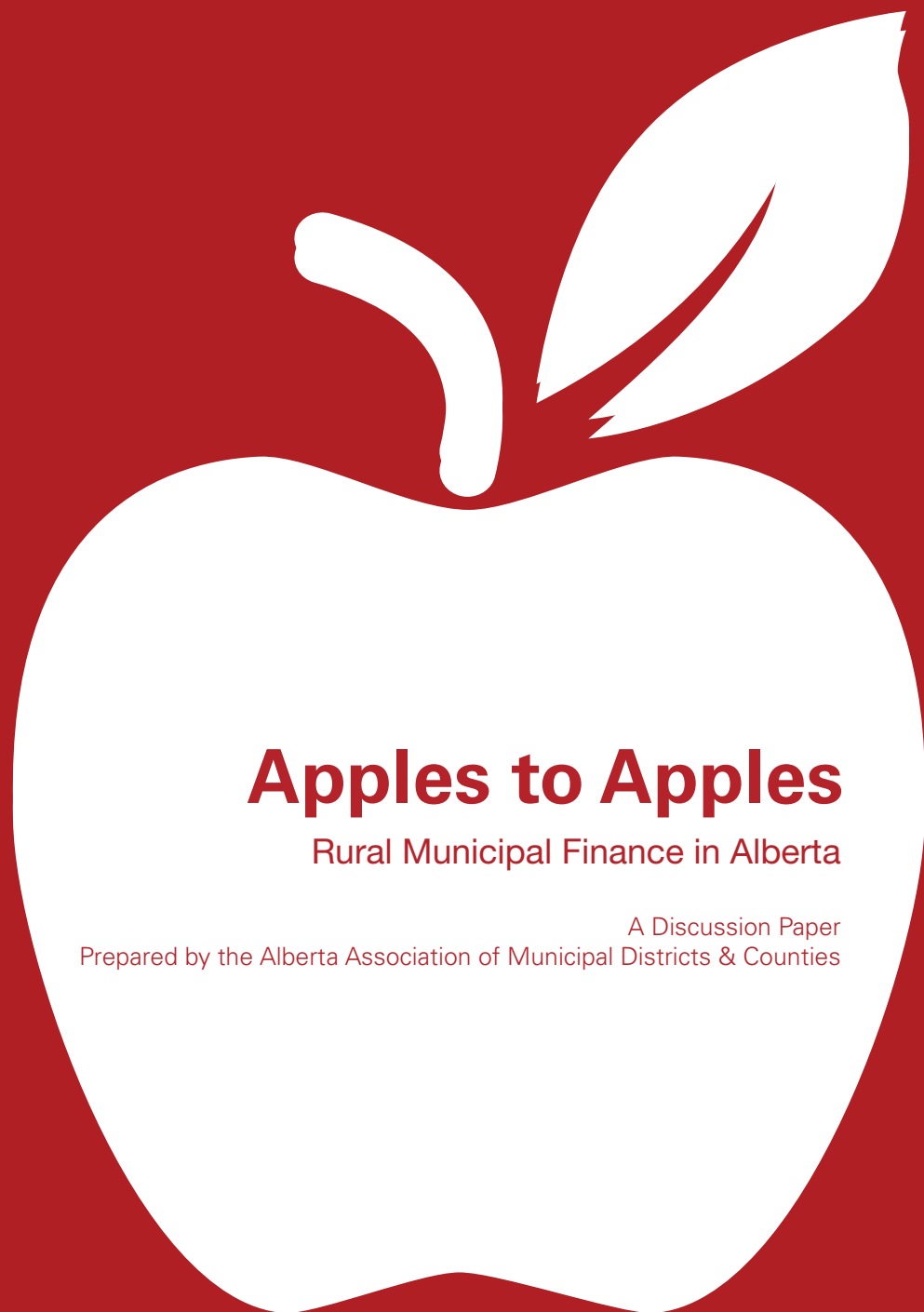
Rural municipal assets support the industries that make rural Alberta the province’s economic engine. According to a 2013 Conference Board of Canada report, rural Alberta’s 2009 economic footprint was a staggering \$65.5 billion, including a direct contribution of \$36.9 billion in rural GDP. Making sure that rural Alberta has the revenue generating tools to continue to grow is not a matter of neglecting urban areas, but of ensuring that Alberta’s economy continues to be the envy of other jurisdictions.

Keeping linear taxation revenues in municipalities that host industrial development makes sense. The strain on infrastructure associated with this development is local, while the economic benefits reverberate across the province. Population is not an indicator of how much industrial development occurs in an area, or of how such development impacts infrastructure, so there is no logic to labelling rural municipalities as “wealthy” simply because they receive most of the linear taxes paid in Alberta.

Expenses are the key consideration in municipal finance.

The current taxation system is vital to the long-term sustainability of rural municipalities.

Sharing revenue based solely on population is short-sighted and not in the best interest of Alberta—rural or urban.



Apples to Apples

Rural Municipal Finance in Alberta

A Discussion Paper

Prepared by the Alberta Association of Municipal Districts & Counties



Partners in Advocacy & Business

Apples to Apples
Rural Municipal Finance in Alberta

Written by Acton Consulting Ltd.

Published by the Alberta Association
of Municipal Districts & Counties

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Preface

Don't try to solve city problems by picking rural Alberta's pocket

Rural Alberta is being targeted for the money it collects. As home to the robust industries that drive the province's economy, there has been an increasing push for rural municipalities to share their perceived wealth with urban neighbours.

Why? Well, it's true: rural municipalities do raise significant funds through taxes on those industries. Some suggest rural Alberta is unfairly wealthy when you look at how much revenue a county or municipal district collects per person.

But that's only half the picture. Equally real are the large costs incurred to provide municipal services in rural areas that have low populations and a lot of industry. Per person, the costs are staggering.

But per person or population-based comparisons don't work in Alberta. They can't. One size just does not fit all.

Similarly, looking only at revenues is simplistic and, in many cases, misinformed. Is a business considered profitable based solely on how much money it makes? Of course not. It is about how much money you have left over after paying the bills. For rural Alberta, those bills carry a high price.

The bottom line is the same —
we all could use more money to meet
the needs of Alberta's people and industries.

No matter where we live, we all rely on rural areas to provide the essentials of daily life: gas for heating, oil for our cars, wood for our homes, and grain and meat for food. These industries are nested in rural Alberta because it has the land and resources to support production and bring those products to market.

But that infrastructure comes with a cost. Rural municipalities manage the majority (72 per cent or 131,000 km) of Alberta's roads and highways and 59 per cent (8,500) of all bridges. At a cost of \$500,000 to \$1 million for every kilometre of road and bridges coming in at anywhere from a few hundred thousand to more than a million dollars to replace, the costs are significant.

Much of this infrastructure was built in the 1950s and 1960s and is overdue for replacement. Technology and industry don't stand still either. That aging infrastructure is not meant to carry the type, volume and weight of heavy industrial and agricultural activity that is the reality in Alberta's robust economy.

Further, rural Alberta is a good neighbour to cities and towns. By and large, we pay for what we use through cost-sharing agreements. That way, our taxpayers know exactly where their hard-earned tax dollar is going and what benefit they get. What resident, rural or urban, would accept anything less?

Overall, rural communities simply have more roads and bridges to service than money to pay for it. Urban centres have similar challenges with providing services that rural Albertans can only dream about.

The bottom line is the same — we all could use more money to meet the needs of Alberta's people and industries.

However, picking our back pocket is not the solution.

Bob Barss
President, Alberta Association of Municipal Districts and Counties

— Originally appeared as a featured letter in the *Edmonton Journal* (September 5, 2013).

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Executive Summary

Discussions on municipal finances cannot focus solely on revenues. To compare apples to apples, expenditures must be considered in assessing the differences between the urban and rural context. For rural municipalities, expenses are often higher due to their unique mix of assets, such as extensive road networks, bridges and water and wastewater systems that needs to be maintained. These assets, and the resources they help access, are a vital part of Alberta's current economic prosperity.

In an effort to equip AAMDC members and educate other municipal stakeholders, the AAMDC, working with Acton Consulting, has commissioned this study on the current state of rural municipal finances and to determine how vital the current taxation system is to the long-term financial viability of rural municipalities.

This paper is a comprehensive analysis of municipal finances in rural Alberta. It presents 15 unique findings on the current state of both rural municipal expenses, revenues and reserves. It also examines the potential impact of reallocating linear property revenue based on population.

In going beyond simple revenue comparison, this paper seeks to provide a more objective and holistic analysis of the current state of rural municipal finances in Alberta. To accomplish this, *Apples to Apples* examines the following questions:

1. Are there trends in resource-based taxation revenue and to what level do rural municipalities depend on these revenue resources?
2. How important is linear taxation revenue to rural communities?
3. Should restricted municipal reserves be considered an indication of wealth or a financing tool?
4. What is the state of the municipal infrastructure deficit? How does that relate to overall municipal finance?
5. What is the validity of per capita funding arguments in the province? What impact would they have on municipalities?
6. What is the level of funding transferred inter-municipally through cost and/or revenue sharing agreements?

The answers to these questions all support the AAMDC's position that only comparing urban and rural municipal revenues and reserves is misleading. The reality is that every municipality in Alberta faces challenges in terms of financial sustainability and continues to rely on federal and provincial grants and transfers. These challenges, however, are not identical, nor can they be solved with a one-size-fits-all solution. For while the perception is that population may be the best predictor of expenses in municipalities, in reality, assets are a far better predictor for need. These assets are critical to the support of the development of the natural resources that drive Alberta's economy.

Introduction

Over the past decade there has been a growing trend for neighbouring municipalities to develop financial sharing agreements that recognize the joint cost of various municipal services and infrastructure. Mutually and regionally beneficial, there are currently many examples throughout Alberta of successful inter-municipal financing agreements between rural and urban municipalities.

Perceived revenue inequality between rural and urban municipalities, however, has caused some to see rural Alberta as unfairly advantaged – with access to lucrative industrial assessment without significant populations to support. To rectify this situation, some have suggested that all tax revenue from linear properties should be shared based on population.

The AAMDC believes this approach to be short-sighted and not in the best interests of Albertans – rural or urban.

Discussions on municipal finances cannot only focus on revenues. To compare apples to apples, expenditures must be considered in assessing the differences in the urban versus rural context. For rural municipalities, expenses are often higher due to their assets, such as extensive road networks, bridges and water and wastewater systems that need to be maintained. Providing municipal services to rural, sparsely populated/highly industrial areas is also costly.

In an effort to equip AAMDC members and educate other municipal stakeholders, the AAMDC, working with Acton Consulting, has commissioned this study on the current state of rural municipal finances and to determine if the current taxation system can support the long-term financial viability of rural municipalities.

Preliminary Expectations

Based on discussion with members and preliminary research, the AAMDC expects that due to their proportionally higher expenses, rural municipalities are in similar or worse financial positions compared to their urban counterparts. Rural municipalities incur these proportionately higher expenses as a result of their lower populations and typically large networks of infrastructure. It is also expected that rural municipality's higher reliance on non-residential revenue sources will leave them more susceptible to economic downturns and changes in the energy industry, increasing their risk.



The AAMDC believes the idea that all tax revenue from linear properties should be shared based on population is short-sighted and not in the best interests of Albertans – rural or urban.

In addition, it is also expected that the redistribution of municipal revenues in the province, specifically the redistribution of linear property revenue based on municipal population, will have negative impacts on rural municipalities and threaten the viability and sustainability of rural municipalities. This is because municipal expenses are driven by assets and assets are not always driven by population.

There is a minimum level of assets that all municipalities must maintain, regardless of the population. In rural municipalities, these assets (and their subsequent expense and servicing) often stem from the vastness of the land and the type and quantity of natural resources that exist. By 'short changing' municipalities with smaller populations we, in effect, 'short change' Alberta by impacting access and servicing to the land and resources that drive our prosperity.

Methodology

While not all results are outlined in this paper, the key areas investigated in this paper include: Municipal Expense Drivers, Revenue Sources, Expense Sources, Reserves and Debt and Rural Municipal Infrastructure Deficit.

To analyze these key areas a number of tools were used, including regression analysis, Municipal Financial Information System (MFIS) data, workbooks for inter-municipal transfer data capture, as well as a deterioration model.

The MFIS data was used to develop a number of ratios that provide insight into the current state of municipal finances in the province. The ratios were calculated over an eight year period, from 2004 to 2011, in order to identify any longer term trends in the ratios. MFIS data was only available up to 2011 at the time of analysis.

The workbooks were developed to capture the level of inter-municipal transfers that occur between rural and urban municipalities in the province. The level of transfers are intended to describe the cost sharing that occurs between municipalities in the province, but also capture some revenue sharing arrangements between rural and urban municipalities.

The deterioration curve used an existing model from the AAMDC's Rural Transportation Funding Options Report (2006). The analysis shows the current state of rural municipal infrastructure in the province and was updated to the year 2011, using the most current information available. The model shows the impact of MSI funding and municipal investment in rural municipal infrastructure in the province. One of the key research topics was to analyze the infrastructure deficit and determine the impact that may have on municipal finances¹.



The Core of the Matter

Finding 1

Municipal Financial Information System (MFIS) reporting in Alberta needs to be improved

During our analysis we encountered a number of challenges based on inconsistencies in financial reporting. This was evident in MFIS reporting, particularly after the introduction of TCA practices. It will be important to continue to provide clarity and training on municipal financial reporting to ensure consistency. This consistency will improve transparency for citizens, will make it easier to plan for municipalities, and will make it easier to plan and develop policy for the Government of Alberta.

Definitions

There are a number of terms used in this paper that have specific definitions within the context of the report. The precise meaning of the terms within the paper is important to understand for context and consistency. These terms are consistent with other AAMDC papers, but may differ from the definitions used by other organizations.

Revenue sharing

The redistribution of revenue between municipalities based on some predetermined model or formula. The particular focus for this study is revenue sharing based on allocation by population. AAMDC does not support revenue (tax) sharing among local governments as a desirable means of addressing regional financing of capital initiatives or the funding of service delivery, especially if the tax sharing is in the form of a grant from one local government to another.

Cost sharing

Benefit-based cost sharing takes many forms but all involve an agreement between municipalities where those who benefit from a service pay for that service. AAMDC considers cost sharing the most effective and accountable means of cooperative financing in use by Alberta's municipalities.

High Risk Revenue

High risk revenue sources include machinery and equipment (M&E) as well as resource-related linear property revenue². These revenues are subject to change based on fluctuations in the economy or specific markets over a relatively short period of time, making them less predictable.

Regression Analysis

A statistical method measuring the strength of the predictive relationship of multiple variables. It can be used to determine the predictive power of one variable on another. Please see the Technical Appendix for more detail on regression analysis.

Operating Expenses

Expenses involved in ongoing operations and maintenance of municipalities. In this report operational expenses are based on MFIS criteria and definitions.

Capital Expenses

Expenses directly related to capital assets including purchasing, constructing and upgrading that extends the useful life of the asset. In this report capital expenses are based on MFIS criteria and definitions.

Tangible Capital Assets (TCA)

A system of municipal financial reporting for municipalities to record and report their capital assets in their financial statements, including information on the condition of those assets. The changes to reporting involved recognizing capital expenditures, capital assets and to amortize (depreciate) them over their expected useful life. They were implemented for the 2009 reporting year. For the purpose of this paper, a number of financial ratios were impacted by changes in TCA, particularly ratios involving capital or operational expenses, as these changed in the transition. TCA also impacted the levels of reserves, as municipalities had to dedicate more of their reserves to capital projects under the new regime.

Own-Source Revenue

Includes all revenue a municipality takes in from its own operations. This includes a combination of property tax revenue, fees and rentals. This does not include transfers from other orders of government. This is based on the MFIS definitions and criteria.

Outlier

The most extreme examples in any set of data. For example, when discussing population urban outliers are generally Calgary and Edmonton and rural outliers include the RM of Wood Buffalo and Strathcona County.

Without predictable and consistent revenues, it is difficult to plan capital projects, to service interest payments, and to provide consistent levels of service to citizens.

Trends & Reliance on Resource-based Taxation Revenue

Expense, not revenue, is the key driver in municipal finance.

As a rule, municipalities usually set budgets by first determining expenses and then sourcing revenue. Expenses, however, are not solely driven by population. There is a minimum level of assets that all municipalities must maintain, regardless of the population. In rural municipalities, these assets (and their subsequent expense and servicing) often stem from the vastness of the land and the type and quantity of natural resources that exist. Accessing and developing these assets is a big part of economic development (and the subsequent high quality of life) in Alberta.

Significant revenue, therefore, is required by all municipalities – regardless of population.

In our analysis, we found that rural municipalities in the province have higher risk in their revenue portfolio compared to their urban counterparts. Rural municipalities have a significantly higher reliance on volatile and risky own-source revenue sources compared to urban municipalities (i.e. reliance on the Machinery and Equipment (M&E) Tax). This revenue is considered high risk because not only just because it is transitory, but also because the related revenue is dependent on a number of uncontrollable variables (e.g. amount of product running through pipelines, potential for abatement, overall industry health, world economics, etc).

High risk revenue brings uncertainty to the rural financial situation, as higher risk revenue sources are more prone to decreasing or being eliminated. This potential for volatility makes it difficult for municipal administrators to plan long-term. Without predictable and consistent revenues, it is difficult to plan capital projects, to service interest payments, and to provide consistent levels of service to citizens.

Chart 1. Percent of Municipalities with Machinery and Equipment Tax Revenue /Total Revenue > 10%

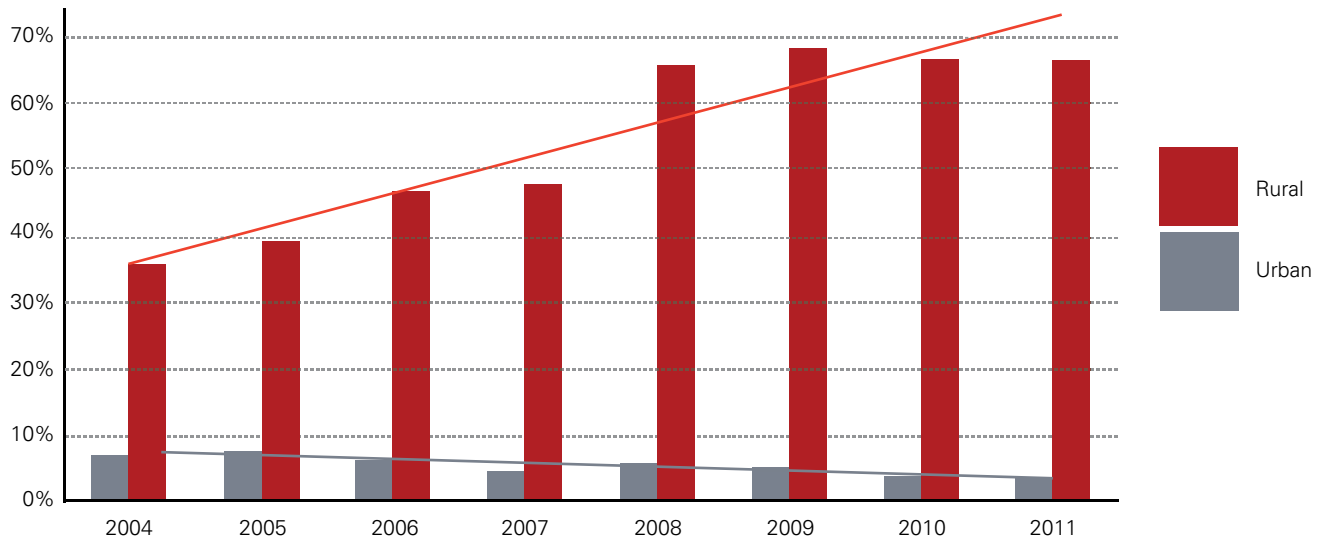
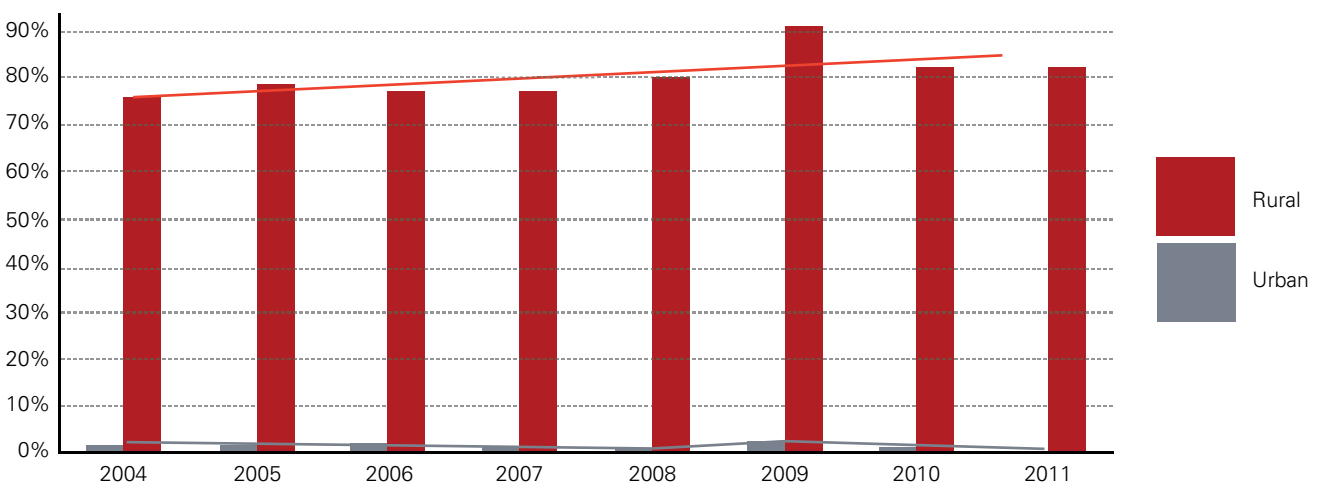


Chart 1 demonstrates that more and more rural municipalities are relying on M&E taxation as a significant portion of their revenue stream. This is in contrast to urban municipalities who have held very constant. This chart intentionally understates the reliance of Albertan municipalities on high risk revenue sources by excluding the resource related linear property tax revenue and only examining M&E.

Chart 2. Percent of Municipalities with Linear Property Tax (plus M& E) /Total Revenue > 30%



This shows the percentage of municipalities who had greater than 30% of their total revenues from linear property and M&E combined. This was done by adding linear property revenues to M&E and dividing by total revenues. This likely overstates the reliance on high risk revenue as part of the linear assessment will go towards more permanent utilities, particularly in the urban municipalities.

From this chart we see in 2004, that 76% of rural municipalities had greater than 30% of their revenue from linear property and M&E tax revenue sources; by 2011 this had increased to 82% of rural municipalities. Over the same time period the percentage of urban municipalities with greater than 30% of their revenue coming from linear and high risk sources stayed relatively flat; ranging from 0% to 3% of municipalities. The rural municipalities' higher reliance on M&E and linear property means that their revenue streams are higher risk and more exposed to economic swings.



The Core of the Matter

Finding 2

Rural municipalities are increasingly reliant on higher risk revenue sources

Charts 1 and 2 understate and overstate the reliance of municipalities on high risk revenue sources, respectively. This is a proxy for the reliance on resource based revenue. We found rural municipalities to be much more reliant on high-risk revenue and, by association, resource tax based revenue, compared to their urban counterparts.

Importance of linear taxation revenue to rural communities

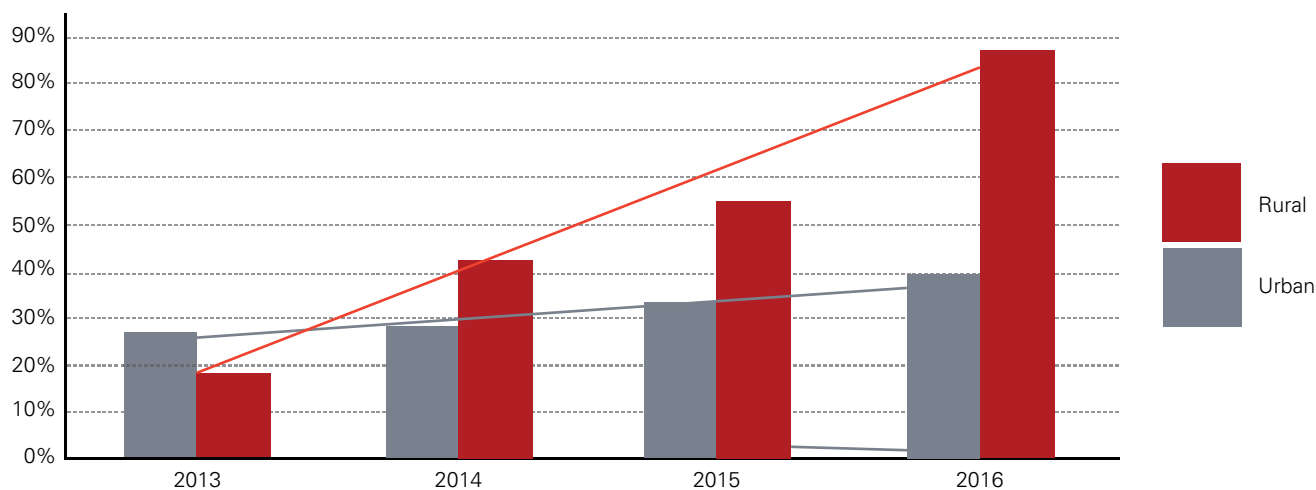


Much of this analysis suggests that revenue sharing, particularly if it is based on population, would be damaging to rural municipalities. To demonstrate the impact, we asked ourselves what would happen if all of the linear taxation revenue collected by municipalities was pooled together and redistributed based on population. This is the type of scenario that has been proposed in the province, and although it represents an extreme example, it does have a level of support from some decision makers.

In an attempt to illustrate the impact this scenario would have, we projected a number of ratios up to 2013 using current distribution methods and then projected 2014 to 2016 based on the redistribution of linear tax revenue by population.

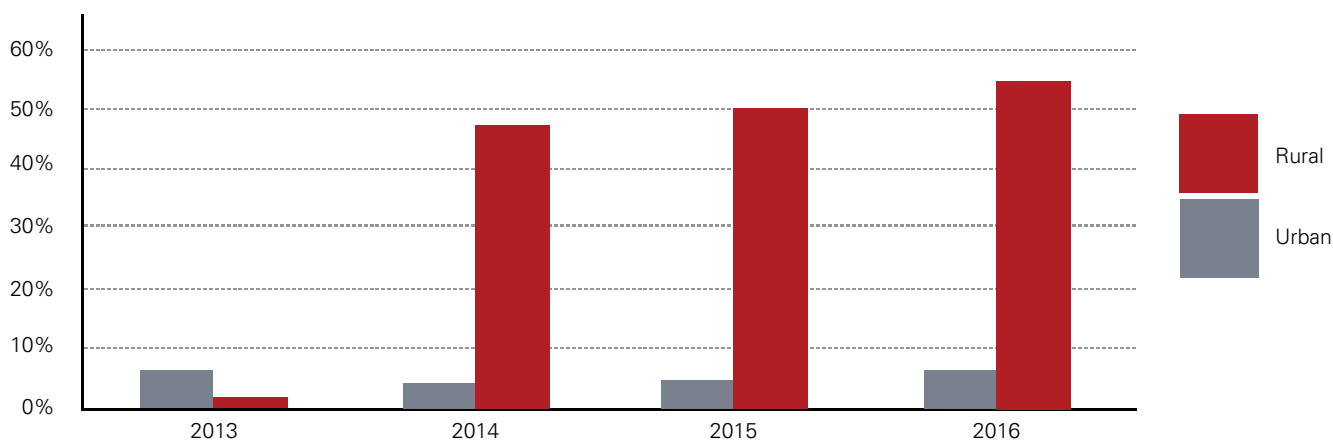
Our analysis shows immediate and extremely negative impacts to rural municipalities.

Chart 3. Urban & rural long-term debt levels in proportion to municipal debt limit, adjusted for linear taxation revenue sharing based on population



Assuming municipal debt continues to grow at its current rate, this shows the minimal impact to urban municipalities, increasing their debt ratio by approximately 10% over the projection. Rural municipalities are much more significantly impacted in this projection as their debt limits decrease as a result of reduced revenues (i.e. their adjusted debt limit). We see an immediate and steep increase as soon as the reallocation model is applied in 2014. By 2016, the average rural municipality has long-term debt over 90% of its debt limit.

Chart 4. Forecasted percentage of municipalities in financial deficit



Starting in 2014, we forecasted a reallocation of linear taxation revenue based on population. The chart shows an immediate effect of reallocation on rural municipalities as soon as it is applied in 2014. Roughly 50% of all rural municipalities would immediately be unable to cover their expenses. This is a drastic difference compared to 2013, before the redistribution, where there are a much smaller percentage of rural municipalities unable to cover their expenses compared to urban ones. This scenario has little impact on urban municipalities though. The number of urban municipalities unable to cover their expenses remains low (approximately 5%) and we do not see an increase after the model is applied.

The Core of the Matter

Finding 3

A redistribution of linear taxation revenues based on population would have a significant negative impact on rural municipalities debt levels; with little or no impact on urban municipalities

This analysis looked at future projections of municipal long-term debt compared to debt limits based on the redistribution linear taxation revenue. Municipal debt limits are calculated based on revenue; therefore a municipality's debt limit is directly linked to any changes in revenue reallocation. In this scenario rural municipalities lose revenue and therefore their debt limit decreases. This has a significant impact on the ratio of long-term debt to debt limit for rural municipalities. Our analysis highlighted that the average rural municipality would be over 90% of its debt limit by 2016 in this scenario, seriously affecting municipal sustainability.

Finding 4

Reallocating linear property revenue based on municipal population would negatively impact rural municipalities by severely compromising their financial viability

Reallocating linear property based on population will have significant negative impact on rural municipalities while adding little to no benefit to small urban municipalities. This provides support for the assertion that distribution based on population is not equitable or even advantageous to all municipalities.

Our analysis looked at the ratio of total expenses to revenues to highlight the impact redistribution would have on the bottom line of rural and urban municipalities.

Redistributing linear taxation revenues based population would heavily favour larger urban centers with high population, have limited impact on smaller urban municipalities, and severely hinder rural municipalities' ability to operate.

Our future projections highlight the severe negative impact that redistributing linear property tax revenue based on population would have on rural municipalities. Rural municipalities would immediately increase their long-term debt compared to their debt limit. The average rural municipality would nearly reach their debt ceiling by 2016 in this scenario. The analysis also projects a large number of rural municipalities unable to cover their expenses under this scenario. It is also important to note the analysis showed minimal impact to urban municipalities.

These findings offer strong evidence against arguments for redistributing linear property revenue based on population and reinforce the short-sightedness of any population-based distribution model.

Should restricted municipal reserves be considered an indication of wealth or a financing tool?

There is a misconception that reserve levels on balance sheets are a means of measuring wealth in municipalities. Reserves are a means to pay for assets in the future. Many municipalities dedicate specific funds, called restricted reserves, to specific projects. Alternatively, some municipalities borrow to pay for these projects. Under each of these scenarios, the municipality acquires the asset, but up until completion the reserve 'rich' municipality appears to have greater wealth. Over the past decade, the majority of reserve funds have been dedicated to a project and are now restricted.

Restricted reserves can only be considered an indication of wealth when considered in context with all of the municipality's assets. One must balance financial assets with the condition (and thus, value) of municipal infrastructure. Otherwise, restricted municipal reserves are simply council's choice of financing replacement or upgrading of infrastructure.

Restricted reserves can only be considered an indication of wealth when considered in context with all of the municipality's assets.

Current legislation gives municipalities the autonomy to decide how their funds are spent or saved to address infrastructure projects. This enabling legislation is strongly supported by the AAMDC and must be maintained.

The current level of reserves held by municipalities

Municipal reserves can be restricted for a specific project (i.e. **restricted reserves**) or held to use for emergent issues at a later date (i.e. **unrestricted reserves**). The AAMDC does not have a recommended policy on holding reserves, as some municipalities choose to use them, while others do not. This decision is largely up to the political will of the constituents in each municipality.

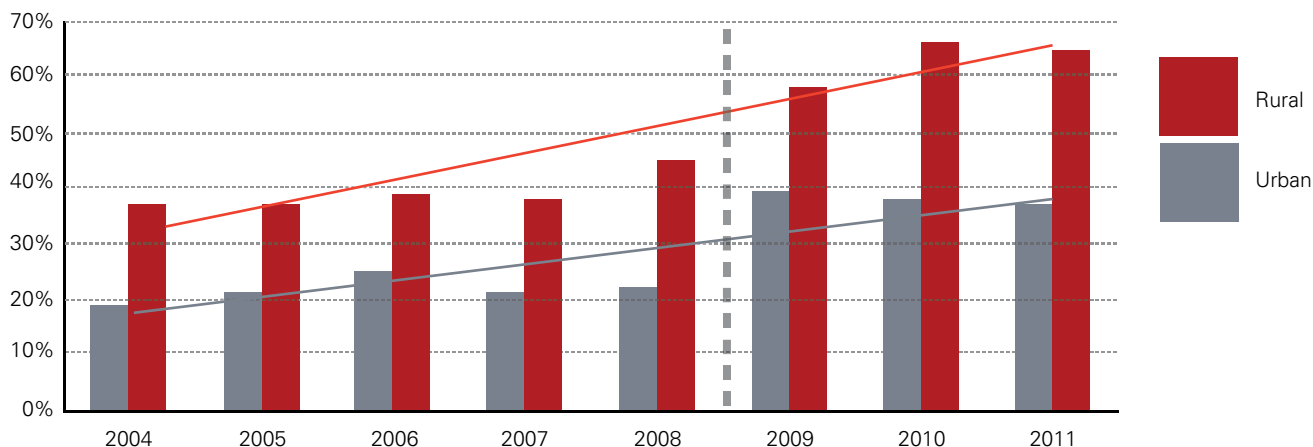
Our analysis shows that, on average, rural municipalities have higher levels of restricted reserves than their urban counterparts. It is important to note that restricted reserves are specifically set aside for planned capital projects. Urban municipalities have typically had higher levels of unrestricted reserves. There are, however, a number of outliers that significantly increase the average reserve levels (both in urban and rural municipalities).

Given that the cost of infrastructure upgrades/replacements are typically too high to be paid out of a single year's revenue stream, even with grant funding, councils must choose to finance the project and enjoy it now while spreading the cost over future years, or save now and put off the benefit of the new upgraded/replaced infrastructure off until years down the road.

Annual budgeted contributions to restricted reserves are considered a liability and are carried as such on municipal balance sheets. They are an indication of a council's commitment to a future project and should not be considered part of a surplus.

Current legislation gives municipalities the autonomy to decide how their funds are spent or saved to address infrastructure projects. This enabling legislation is strongly supported by the AAMDC and must be maintained.

Chart 5. Percent of municipalities with Total Reserves > One Year of Total Expenses³



This chart summarizes the percentage of rural and urban municipalities that had reserve levels greater than their total expenses per annum. It reveals an increasing trend in the number of municipalities that have reserve levels as high as, or higher than total expenses. In 2004, 37% of rural municipalities had total reserves greater than 100% of their annual total expenses; by 2011 this increased to 64% of municipalities. In comparison, there are fewer urban municipalities that have reserves as high as annual expenses; however the trend is also increasing. In 2004, 19% of urban municipalities had total reserves greater than 100% of their annual total expenses; by 2011 this increased to 37% of urban municipalities.

The Core of the Matter

Finding 5

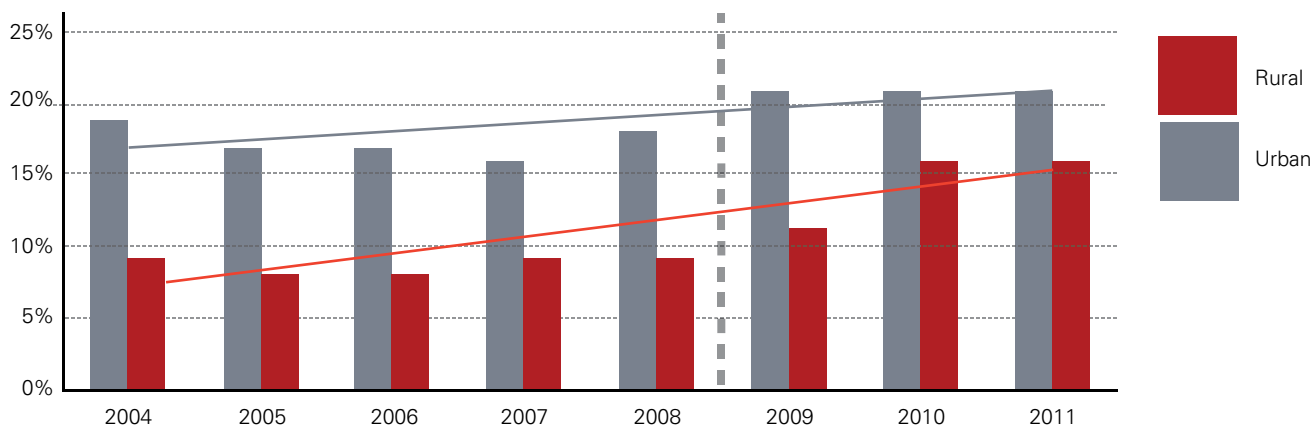
Both rural and urban municipalities are increasing their reserve levels

Our analysis of reserves compared to total expenses shows an increasing trend in the number of rural and urban municipalities that have total reserves greater than total expenses. The ratio is total reserves divided by total expenses and represents a municipality's ability to cover future capital projects and operational expenses in the event of decreasing revenues. As both rural and urban municipalities are increasingly reliant on revenue sources that are susceptible to unforeseen reductions (e.g. grants, transfers, resource-based revenue), it is possible that increasing reserve levels is a strategy to offset potential risk.

The current level of reserves held by municipalities

The other typical means for financing capital projects is through borrowing. Our analysis included a review of the long-term debt levels of municipalities in the province. We compared these levels to municipal debt limits and found that this ratio had stayed relatively low for both urban and rural municipalities, which indicates debt levels are being managed appropriately.

Chart 6. Average municipal long-term debt compared to debt limit



Municipal debt limits are calculated as 1.5 times the current revenue of a municipality. This chart shows that, for both urban and rural municipalities, there is an increase in their ratio of long-term municipal debt to debt limit yet the majority of municipalities remain well below their overall limits. It is interesting to note that in comparison to the use of reserves, borrowing seems to have an opposite pattern with the urban municipalities using more of their debt limit than their rural counterparts. This may be an indicator of differences in financing philosophy and/or an outcome of the risk associated with rural revenue sources.

The Core of the Matter

Finding 6

While urban and rural debt levels are relatively low in proportion to municipal debt limits, they have marginally increased over the past decade

From a debt perspective, rural and urban municipalities are fulfilling their financial responsibilities managing their long-term debt. The long-term debt limit is based on a formula which relies on a municipality's revenue and ability to re-pay long-term debt. Approaching the debt limit will increase risk to the municipality and pressures its ability to service its obligations.

We found that both rural and urban municipalities are, on average, holding relatively low levels of long-term debt compared to their debt limit. However, there is a slight increasing trend for both rural and urban municipalities, and we observed that on average urban municipalities do have more long-term debt compared to their debt limit than their rural counterparts.

A closer look at reserves and borrowing

As a part of this analysis, we indicated that typically the discussion around municipal finances in this province is centered on revenues. This is evident when we look at the arguments for redistributing linear property tax revenue. *The AAMDC argues that it is critical to look at expenses, as well as revenue when discussing municipal finances.* In fact, expenses are more important than revenue. A municipality's first priority is covering their expenses in a cost efficient manner.

There are a number of "outlier" municipalities (both urban and rural) that are holding large amounts of reserves; which some would consider a measure of wealth. However, we have illustrated that the more typical rural municipalities have levels of reserves in line with the average urban municipality. There may be a few outlier rural municipalities that are driving this perception, but the reality is that a discussion of municipal wealth must include a more in-depth discussion than the currently available data will allow. Ultimately, the level of reserves must always be considered in relation to the value of a municipality's assets.

Chart 7. Rural Reserves (Outliers Excluded)

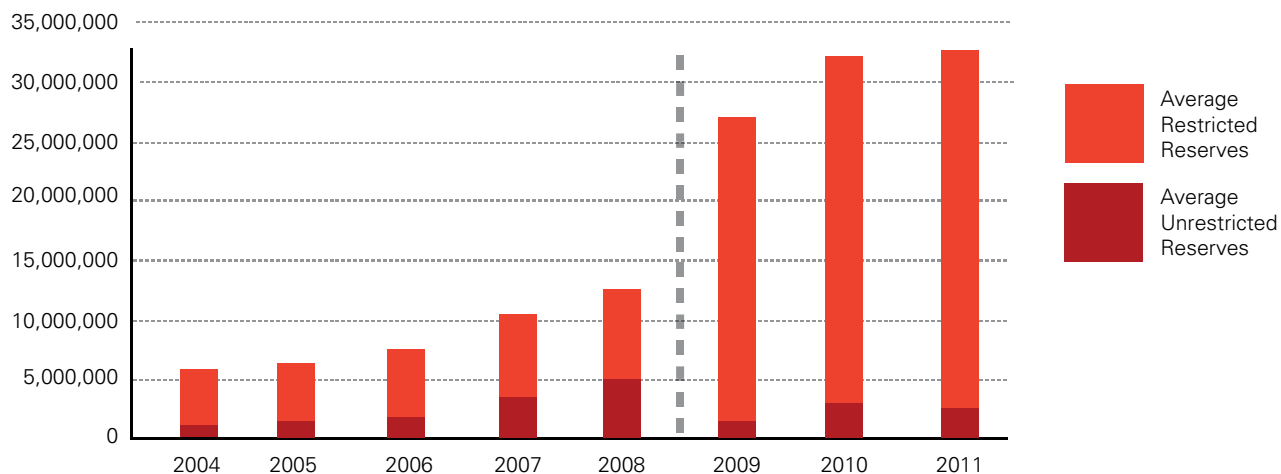
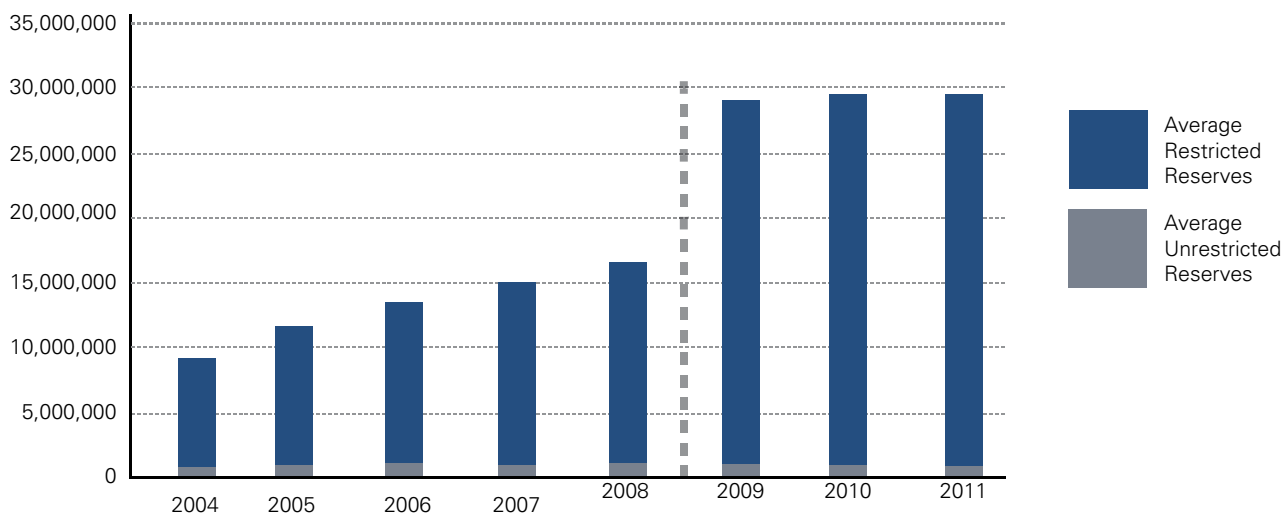


Chart 8. Urban Reserves (Outliers Excluded)



The analysis shows that on average rural municipalities have slightly higher levels of reserves overall but still proportionally similar levels of both restricted and unrestricted reserves compared to urban municipalities. Specifically rural municipalities have approximately \$25 million in restricted reserves post-Tangible Capital Assets (TCA) reporting which is very similar to the average urban. The average rural does have slightly higher levels of unrestricted reserves, though not significantly. Prior to the introduction of TCA reporting⁴ the average rural had lower overall levels of total reserves, but higher levels of unrestricted reserves.

There is also an increasing trend in the level of restricted reserves for rural municipalities under both reporting eras (2004 to 2008 and 2009 to 2011, respectively). However our analysis also shows that unrestricted reserves were also increasing for rurals prior to TCA.



The Core of the Matter

Finding 7

Rural municipal restricted reserve levels are increasing, but unrestricted reserve levels have remained flat

We looked at the current reserve levels for urban and rural municipalities (restricted and unrestricted). Reserves become restricted when they become allocated to fund a specific future capital expense, therefore increases in restricted reserves accounts for more in-depth municipal planning and forecasting of future expense needs, as well as a reflection of new reporting requirements under TCA. Restricted reserves can be considered responsible financial practices for future capital expenses. Our analysis shows rural and urban municipalities have similar levels of average restricted reserves, but rural municipalities have slightly higher levels of unrestricted reserves, on average.

In our analysis we discovered a number of urban and rural municipalities were having drastic impacts on the average reserve levels, making them seem excessively large. For the urban municipalities, the outliers were Calgary and Edmonton and the rural municipalities were Wood Buffalo and Strathcona County, among others. These outliers were removed from our analysis to show a more typical urban or rural municipality in the province.

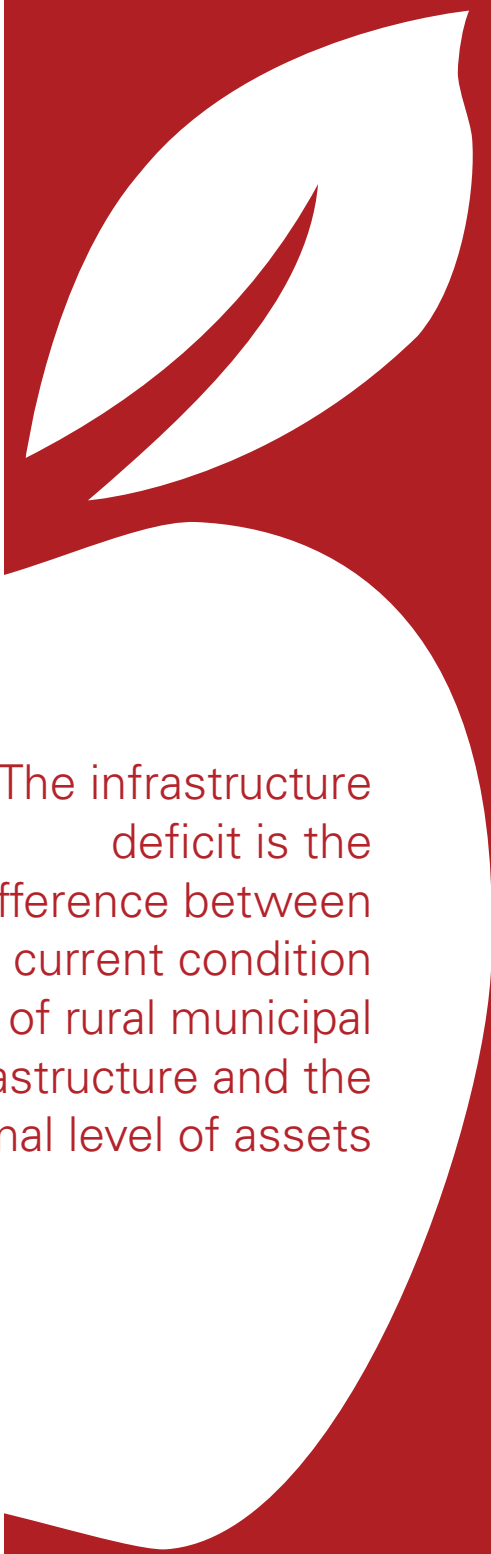
The Rural Municipal Infrastructure Deficit

What is the impact of this borrowing or use of reserve accounts? These financing tools are used for capital projects; some to build new needed infrastructure and others, to refurbish or replace existing assets. A key question of this report is to determine the current level of infrastructure deficit in rural municipalities and how it impacts rural municipal finances.⁵

Rural infrastructure portfolios throughout Alberta are made up of capital assets such as roads, bridges, buildings, water and wastewater systems, whose benefits extends beyond a time span of one year (i.e. expected asset life). Over time, capital assets deteriorate (with the exception of land). Therefore, the value of the infrastructure portfolio naturally goes down. This can be prevented through investment in the maintenance or replacement of assets; this investment maintains and/or increases the condition (i.e. the percentage of new condition) of these assets depending on the level of investment. The infrastructure deficit is the difference between the current condition of rural municipal infrastructure and the optimal level of assets⁶.

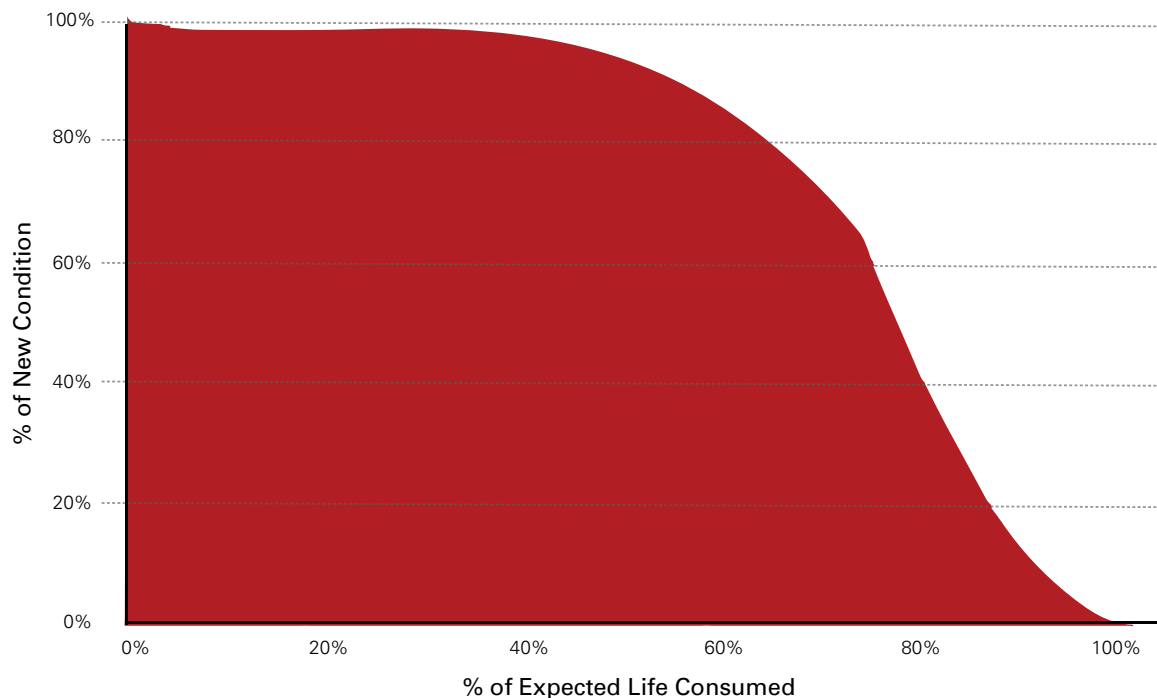
The deterioration curve model was first applied to analyze the state of rural infrastructure in a 2006 AAMDC report, Rural Transportation Funding Options Report. This analysis was a key item of evidence in the design of the Municipal Sustainability Initiative in 2007. It is a mathematical formula that forecasts the condition of the overall portfolio based on the weighted average point in the assets life; in a graph format it looks like a curve.

Our analysis looked at the rural infrastructure deficit under scenarios where there was no MSI funding provided, the planned MSI funding amounts were provided, and the current reality.



The infrastructure deficit is the difference between the current condition of rural municipal infrastructure and the optimal level of assets

Chart 9. Asset Deterioration Curve



This chart shows that assets do not deteriorate on a straight line basis; in their first years of service, little deterioration of their value occurs. But if the asset is left to deteriorate, the pace of deterioration continues at an increasing rate. At approximately 70% of the expected life, we see a “cliff” where deterioration accelerates very quickly. At this point it becomes extremely expensive year over year to maintain the asset. Instead it is a much better strategy to maintain the asset at the top of the curve, approximately 94% of new condition and 50% of useful life, where it takes a much smaller investment to maintain the asset year over year.

This curve shows the potential impact to municipalities if infrastructure is left to deteriorate. Municipalities run a risk of having their infrastructure reach the steep part of the curve, where repairing it becomes extremely expensive. This would put incredible pressure on municipalities to reallocate revenues from other areas to address their infrastructure issues.

Individual details on the condition and age of these assets are difficult to gather, but there are techniques to study them as a whole portfolio. For this study we looked at the previous work that had made estimates of the state of Alberta’s rural municipal infrastructure in 2006⁷ and 2008⁸. We then updated the model using current information up to 2011 to see the changes that have occurred since the last variation.

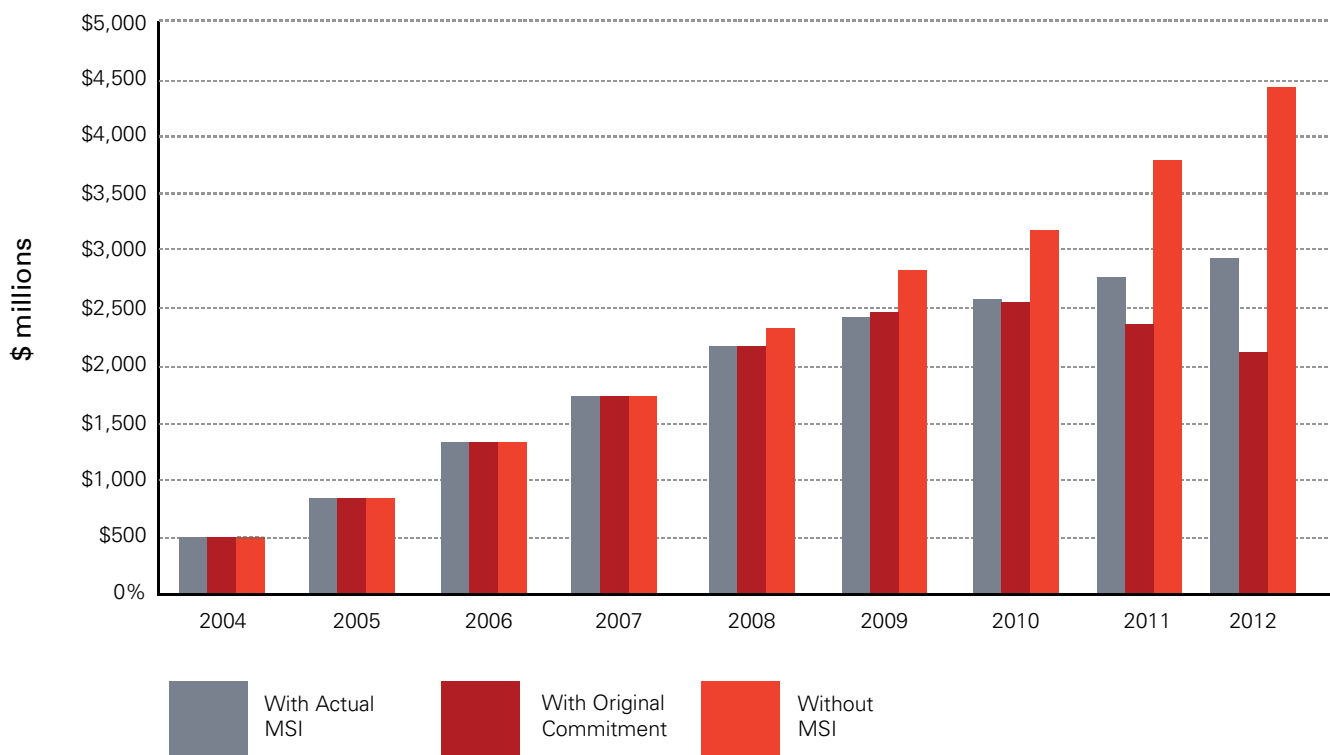
Using updated information, we looked at the levels of investment that have been made by rural municipalities into the rural infrastructure portfolio, and mapped them against the expected year over year deterioration of the portfolio based on the curve above. We wanted to see if the investment was outpacing the deterioration of the portfolio or vice versa. We also analyzed the addition of Municipal Sustainability Initiative (MSI) funding on the portfolio. The MSI funding was a major initiative by the provincial government to reduce the infrastructure deficit in the province.

This study also recognizes that municipalities also contribute to infrastructure from their own reserves and other federal and provincial grants and transfers⁹. These grants and transfer programs continue to be vital to the sustainability of rural municipal infrastructure creation and maintenance.

Chart 10. Comparison of Actual vs. Original MSI Rural Contributions

Year	Actual MSI Amounts	Original MSI Amounts
2007	\$143,069,526	\$142,929,826
2008	\$169,393,843	\$160,830,963
2009	\$136,277,743	\$195,818,640
2010	\$300,856,693	\$470,925,530
2011	\$219,261,581	\$339,332,521

Chart 11. Rural Municipal Infrastructure Deficit (Millions)



Here we see the annual infrastructure deficit for each of the three scenarios (Actual, Original and Without MSI) and the funding required to get the infrastructure portfolio to the optimal level. The differences between the three scenarios demonstrate the differences in annual municipal capital investment as a result of the Municipal Sustainability Initiative. The chart also emphasizes the benefit of MSI as an investment – preventing an additional \$1.5 billion in infrastructure deficit for rural municipalities.

The Core of the Matter

Finding 8

Without the MSI program, rural Alberta's infrastructure deficit would have been 51% higher at \$4.44 billion (\$4.59 billion in 2013 dollars)

By 2011, the infrastructure deficit would have been \$4.44 billion (\$4.59 billion in 2013 dollars) if the MSI program had not been implemented. This finding demonstrates that MSI has, and will continue to work in preventing an increasing infrastructure deficit in the province.

It is also important to consider how MSI funding is being used: whether to maintain existing assets, or to build new assets. Municipalities, that are using MSI funds to build new assets, such as community centers, rather than maintaining or replacing existing assets, must be mindful of the long-term consequences. This is because building new assets will add to the size of the asset portfolio, requiring more revenue to maintain.

Finding 9

The MSI program, as it was originally designed, would have cut the rural infrastructure deficit and would have reversed the deterioration trend

The original MSI funding commitment was \$1.31 billion to rural municipalities over five years. This increased MSI funding would have reversed the deterioration curve and reduced the rural infrastructure deficit to \$2.11 billion (\$2.19 billion in 2013 dollars). This highlights that the MSI program, as it was initially envisioned, would have been an even better investment for the provincial government and would have reduced the infrastructure deficit on rural municipalities.

Finding 10

While MSI payments are slowing the increase in rural Alberta's infrastructure deficit, the program has not eliminated the \$3 billion rural infrastructure deficit

Since 2007, MSI funding has helped slow the increase of the rural infrastructure deficit. By 2011, MSI had saved rural Alberta approximately \$1.49 billion (\$1.54 billion in 2013 dollars). While MSI has contributed to limit the deterioration of assets, it has not been enough to completely halt, let alone improve, the overall condition of rural infrastructure.

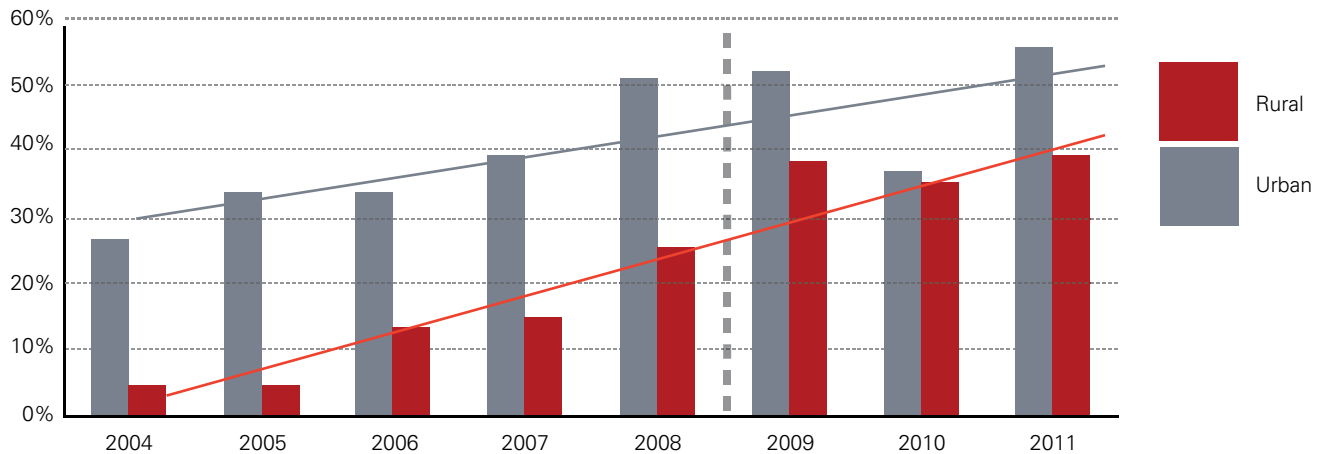
The actual MSI funding contribution to rural municipalities from 2007 to 2011 totalled \$969 million and has helped limit the total infrastructure deficit to \$2.94 billion (\$3.05 billion in 2013 dollars).

Our analysis of the rural municipal infrastructure deficit highlights that MSI funding has been successful in limiting the deterioration of rural infrastructure in the province. However, the current levels of funding have not been enough to completely limit deterioration or improve the overall portfolio condition. This clearly shows that MSI is a critical investment in Alberta's municipalities – preventing billions in infrastructure deficits. The significant cost saving effects of MSI also demonstrate the need for the province's continued partnership in investing in municipal infrastructure.

The extent to which municipalities rely on government transfers for capital projects

For both urban and rural municipalities, government transfers and grants to fund capital expenditures are essential. As responsibilities and expectations for municipal government increase, these grants and transfers will only become more vital. Without consistent and predictable funding, municipalities are hampered in their ability to create long-term plans.

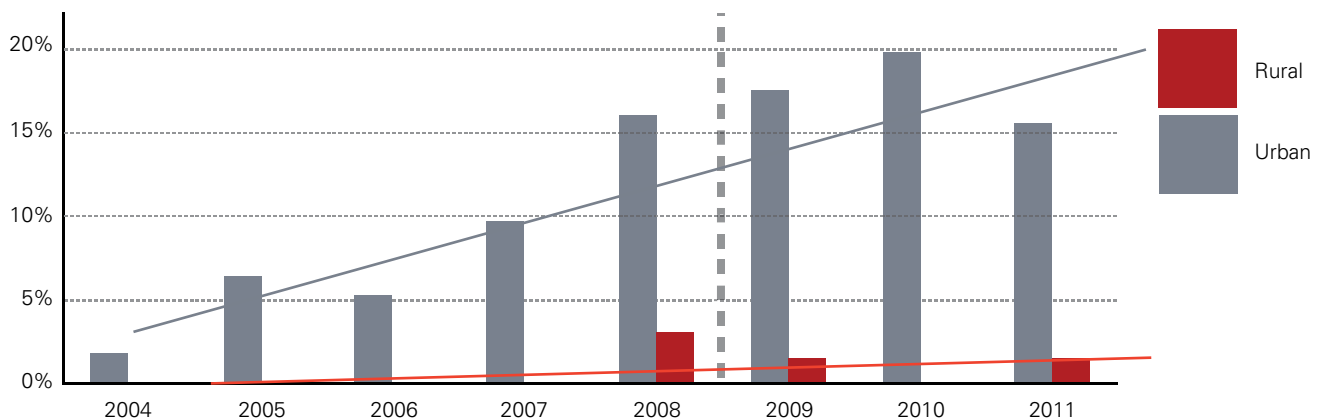
Chart 12. Percent of Municipalities with >50% Government Transfers/Capital Expenditures



This summarizes the percentage of rural and urban municipalities that have more than 50% of their capital expenses funded by government transfers. Since government transfers are considered to be at risk, having government transfers greater than 50% of capital expenditures is problematic. Municipalities using a higher percentage of government transfers to fund capital expenses are at risk if government transfers are ever reduced.

*An increased numbers of rural and urban municipalities have transfers greater than 50% of capital expenses over the eight year period, highlighting an increased reliance on transfers as a revenue source. While more urban municipalities met this threshold, the increasing trend in rural municipalities is potentially problematic factoring in their high reliance on high risk revenue sources (see **Trends & Reliance on Resource-based Taxation Revenue**).*

Chart 13. Percent of Municipalities with >50% Government Transfers/Total Revenues



This chart was constructed from the ratio of government transfers divided by total revenue. It shows the percentage of rural and urban municipalities that have greater than 50% of their total revenues from provincial grants/transfers. This ratio represents a municipality's reliance on government transfers and the 50% threshold highlights an arbitrary but significant percentage. On the chart, the higher percentages and increasing trends experienced by urban municipalities equates to a significant reliance on transfers from other orders of government. In 2004, 2% of urban municipalities had government transfers encompass greater than 50% of their total revenue; by 2011 this increased to 15% of urban municipalities. Conversely, over the same time period the percentage of rural municipalities with government transfers making up greater than 50% of their total revenue stayed relatively constant; ranging from 0% to 3% of municipalities.




The Core of the Matter

Finding 11

Federal and provincial government grants and transfers are vital to the sustainability of both rural and urban municipalities

The analysis suggests urban municipalities rely on government transfers as a bigger proportion of their revenue and capital expenditures than their rural counterparts. However, there is an increasing trend for both rural and urban municipalities. A reliance on government transfers adds risk to their revenue projections, as they are outside of the municipality's control. As responsibilities and expectations for municipal government increase, these grants and transfers will only become more vital.



Recent years have seen a dramatic rise in the average annual expenditure of municipal governments. Many credit this to Alberta's overall increasing population, a shift in responsibility to municipalities from higher orders of government, their efforts to slow or reduce the infrastructure deficit, their residents' demands for high standards of infrastructure and services, or a combination of these and other factors.

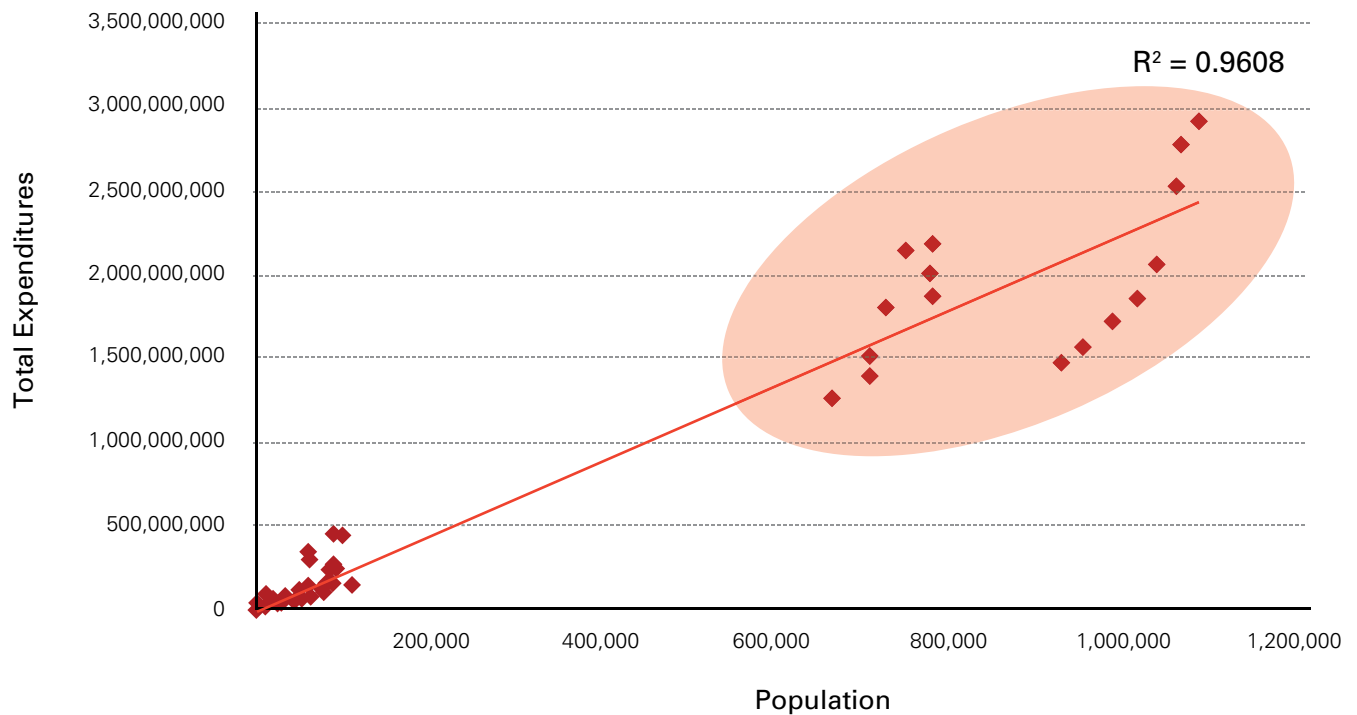
Impact of Per Capita Funding

As the reliance on transfers from other orders of government grows, it is important to test the assumption that population is the most fair and equitable means to allocate grant funds. Recent years have seen a dramatic rise in the average annual expenditure of municipal governments. Many credit this to Alberta's overall increasing population, a shift in responsibility to municipalities from higher orders of government, their efforts to slow or reduce the infrastructure deficit, their residents' demands for high standards of infrastructure and services, or a combination of these and other factors. The fall-back argument is generally that population increases puts increased pressure on municipal jurisdictions as Alberta continues to grow. Alternatively, there is also an argument that rural municipal expenses will be declining based on the steadily declining population in most rural municipalities. If this is true, then population will provide to be the main driver of municipal expenses and distribution of government support based on population will be a feasible argument.

To test whether population can accurately predict municipal expenses we used **regression analysis**, a statistical technique that attempts to explain the strength of the relationship between a number of variables. Regression analysis uses a form of averaging that represents the relationship of these variables. From this, we can determine how good a predictor one variable is for another (i.e. population for expenses).

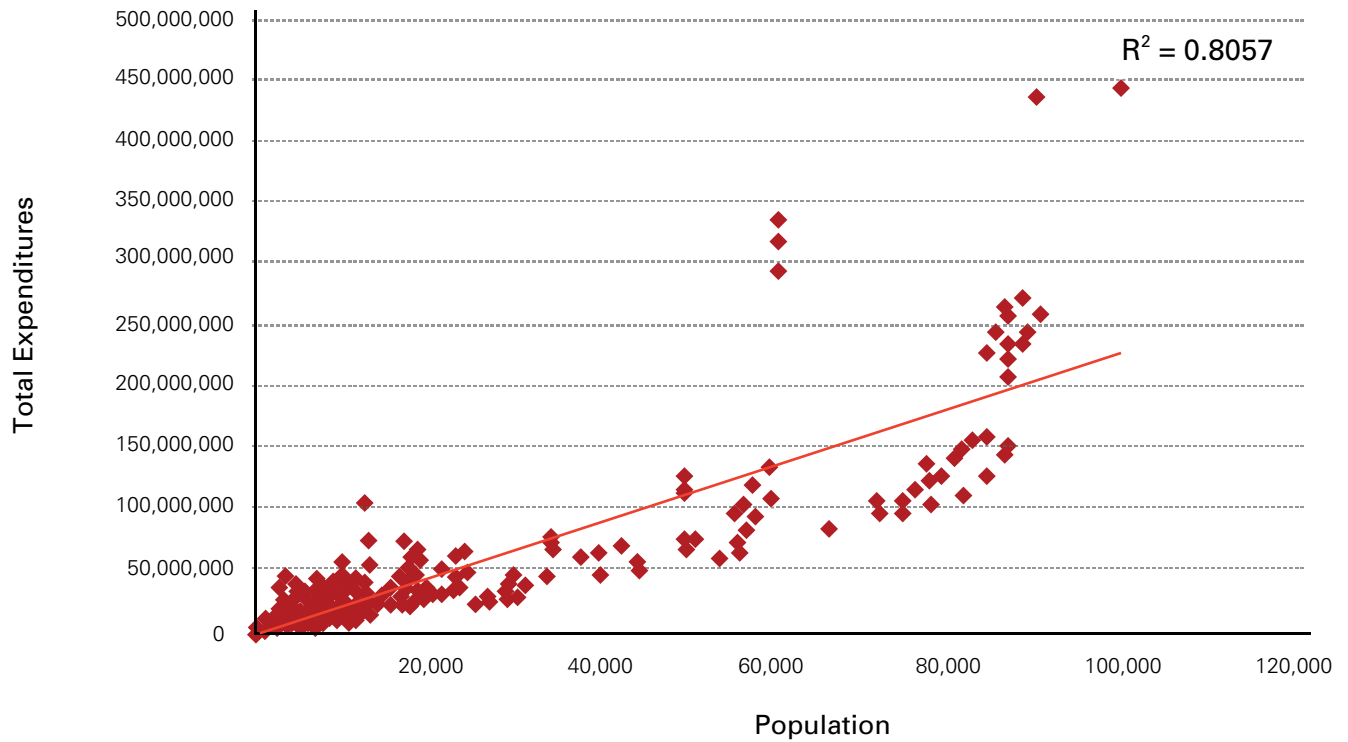
To identify whether there are better predictors of municipal expenses, we also conducted a regression analysis on the relationship between municipal assets (length of roads, water and wastewater systems, total area, and number of households) and municipal expenses.

Chart 14. Relationship between Alberta Municipal Population and Total Expenditures – All Municipalities 2004 – 2011



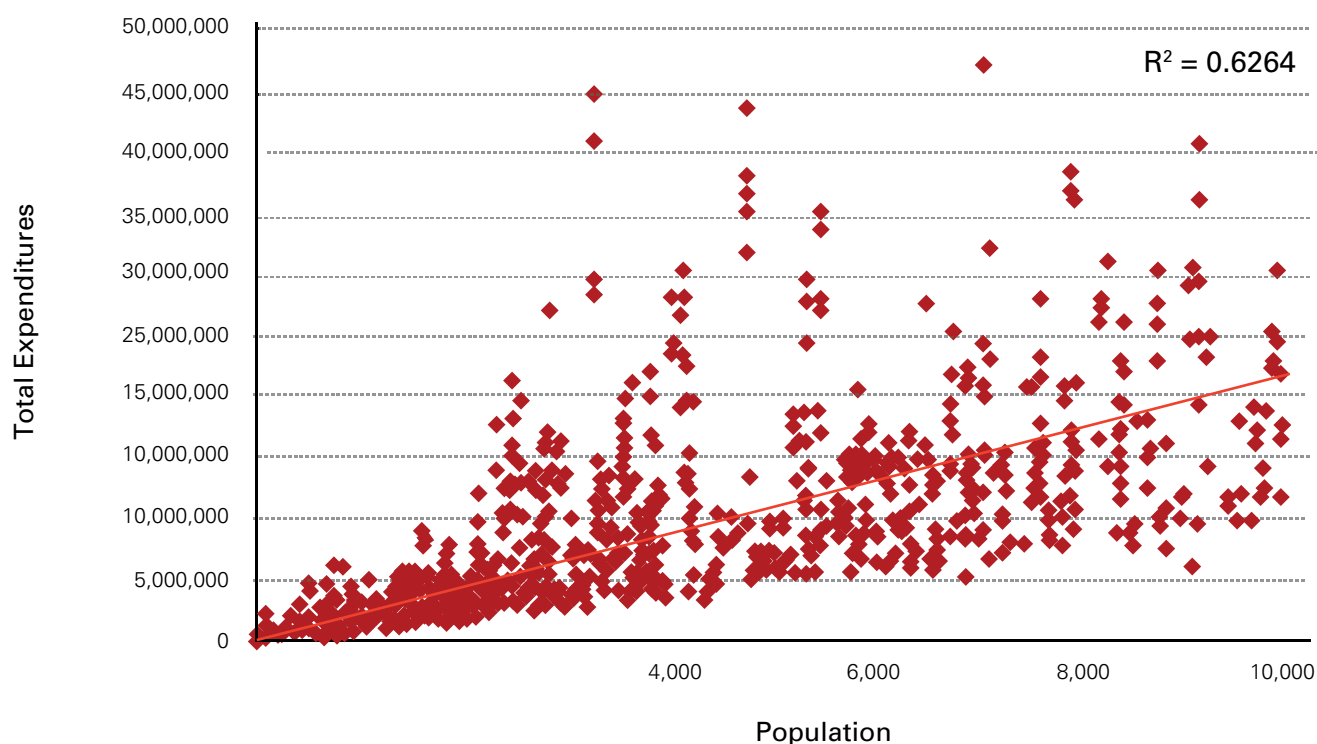
This chart shows the relationship between population and expenses for all Alberta municipalities over an eight year time period. Does population predict expenses? Initially, the method seems to answer this question, suggesting that 96% of the change in expenses can be predicted by change in population. However, one can see in the circled portion of the chart that the high population data points, Edmonton and Calgary, have a significant impact on the analysis.

Chart 15. Relationship between Alberta Municipal Population and Total Expenditures – Excluding Edmonton & Calgary



Remove Edmonton and Calgary from the equation and a very different picture emerges. First, the influence of population drops from 96% to about 80%. This means that population is becoming less relevant as a predictor of expenses.

Chart 16. Relationship between Alberta Municipal Population and Total Expenditures – Municipalities under 10,000 (2004 – 2011)



A different picture emerges again when we present only the data from municipalities with populations under 10,000 (about 87% of Alberta municipalities have pop. < 10,000). The points are far more scattered from the trend line, and the explanatory power of the model drops to about 63%. This suggests that for 87% of Albertan municipalities, population is not an accurate driver of expenses.



The Core of the Matter

Finding 12

Analysis of municipal data is misrepresented with the inclusion of Edmonton and Calgary

There are fundamental differences in population, infrastructure, scope and influence of Edmonton and Calgary compared to other municipalities in the province. *They should not be considered in the same analysis as other municipalities.* This conclusion was highlighted in our regression analysis as Edmonton and Calgary are obvious outliers in the sample (see Chart 14). They also impacted the results of the analysis as the linkage between population and municipal expenses decreases significantly when they are removed from the analysis (see Chart 15 and 16).

A Better Predictor for Municipal Expenses

Total municipal population is not a good predictor of municipal expenses, particularly for smaller municipalities. Would an asset-based model work better for predicting expenses?

To test this we applied a similar methodology to municipal assets, regressing a bundle of assets (length of roads, water and wastewater systems, total area, and number of households) against municipal expenses. We ran the same analysis as our population analysis: for all municipalities, municipalities under 100,000 populations and municipalities under 10,000 populations.



Chart 17. Population versus Asset as a Predictor of Municipal Expenses

Size	Population	Assets	# of Municipalities
All	96.0%	95.0%	342
Under 100,000	80.5%	79.0%	339
Under 10,000	62.6%	83.0%	298

The amount of assets a municipality has can predict 95% of its expenses. As an example, each additional kilometre of road and the amount of land that a municipality has will lead to higher expenses.

Four of the asset groups had a positive correlation with municipal expense as in, the greater the length of roads, water and wastewater systems, and total area of the municipality the greater cost the municipality faces. The fifth asset group (housing density) showed a negative correlation to municipal expense. In other words, the more condensed a municipality is, the lower the costs to service the municipality.¹⁰

The Core of the Matter

Finding 13

Total municipal population is not a strong driver for predicting municipal expenses

For the strong majority of municipalities in the province, their expenses are more closely related to their asset base than their population. Plans to redistribute grant funding or taxation revenue based on population therefore are likely to hurt smaller urban and rural municipalities, while helping only a small number of larger urban centers. The reality is that even in instances of declining population in rural areas, fixed costs related to infrastructure do not decline with population and need to be considered in funding models.

Finding 14

Assets are a better driver than population for predicting Alberta municipal expenses

Both analyses, for under 100,000 population and under 10,000 population, provide strong evidence that asset based models are better predictors of municipal expenses, predicting 79% and 83%, respectively. The asset based regression model does not decrease nearly as much as the population analysis when looking at smaller population groups.

This analysis also lends support to rural municipalities retaining linear tax property revenue, because the industries that supply it require a substantial infrastructure base and road network. Typically the argument is that some of the revenue should be redistributed to urban municipalities, where the workers for the industry typically live. However, our analysis shows that the asset based to support the industry is a better predictor of expenses than the population used to staff those industries.

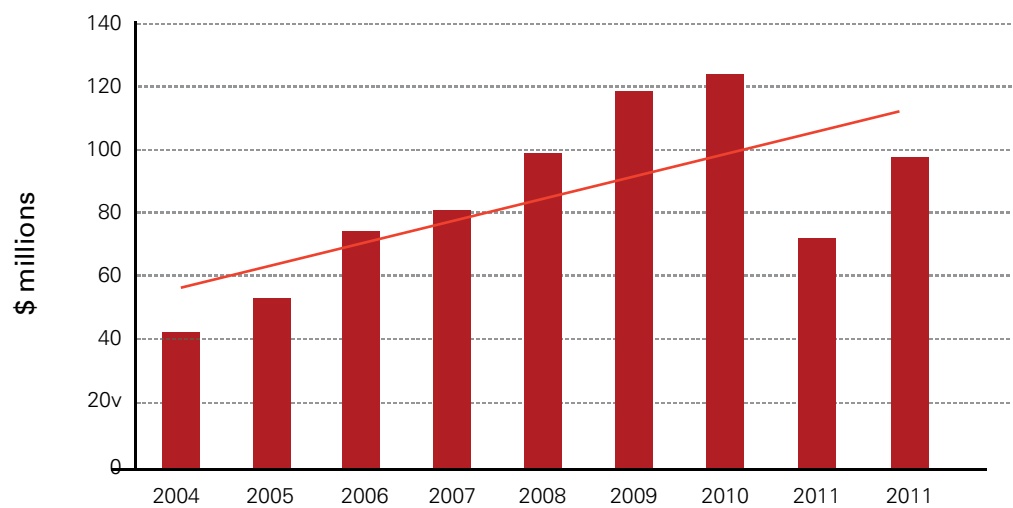
This analysis answers the question whether population is the best driver for municipal expenses, and whether population based grant funding is appropriate. What we found is that municipal expenses are driven more by their assets compared to their population, especially in smaller municipalities. *This calls into question the use of population-based allocation models for grant programs if the goal is to fund needs (i.e. expenses) in the fairest manner.*



Current Cost & Revenue Sharing Agreements

Increasingly inter-municipal transfers represent cost sharing initiatives between rural and urban municipalities.¹¹ Typically, and inappropriately, these inter-municipal transfers are often ignored in discussions of municipal finances in the province.

Chart 18. Rural to Urban Inter-municipal Transfers



Since 2004, anywhere from \$45 million to \$130 million has been transferred from rural to urban municipalities. In general, an increase in transfers is seen year over year. However, there is evidence to suggest that this significant drop is due to the lack of complete data in 2011 and 2012 as well as the potential delays in the completion of capital projects in urban centers, which received contributions from rural municipalities.



The Core of the Matter

Finding 15

Rural municipalities make substantial contributions to their urban neighbours

Significant monetary amounts are transferred between municipalities every year. Chart 18 shows the total amount of inter-municipal transfers, from rural to urban municipalities, through cost-sharing and other arrangements. These numbers do not reflect basic fee for service arrangements. Data for the chart was collected from rural municipalities. The data collected from the workbooks was verified against the MFIS reported values for the amount of transfers in each municipality.

Inter-municipal transfers have increased steadily since 2004, aside from the years 2011 and 2012 which may have incomplete data. These growing inter-municipal transfers represent increasing rural participation in urban services and infrastructure, leading to shared benefits and better service to rural and urban citizens alike and should be included in any future inter-municipal finance discussion. This trend also gives strength to the argument that municipalities are seeing value in cost sharing arrangements, because transfers (which include some cost sharing arrangements) are increasing steadily.

The AAMDC supports the use of cost sharing as innovative solutions to meeting citizen needs and providing transparency for expenditures.

Summary & Conclusions

Core Findings

1. Municipal Financial Information System (MFIS) reporting in Alberta needs to be improved
2. Rural municipalities are increasingly reliant on higher risk revenue sources
3. A redistribution of linear taxation revenues based on population would have a significant negative impact on rural municipalities debt levels; with little or no impact urban municipalities
4. Reallocating linear tax revenue based on municipal population would negatively impact rural municipalities by severely compromising their financial viability
5. Both rural and urban municipalities are increasing their reserve levels
6. While urban and rural debt levels are relatively low in proportion to municipal debt limits, they have marginally increased over the past decade
7. Rural municipal restricted reserve levels are increasing, but unrestricted reserve levels have remained flat
8. Without the MSI program, rural Alberta's infrastructure deficit would have been 51% higher at \$4.44 billion (\$4.59 billion in 2013 dollars)
9. The MSI program, as it was originally designed, would have cut the rural infrastructure deficit and would have reversed the deterioration trend
10. While MSI payments are slowing the increase in rural Alberta's infrastructure deficit, the program has not eliminated the \$3 billion rural infrastructure deficit
11. Federal and provincial government grants and transfers are vital to the sustainability of both rural and urban municipalities
12. Analysis of municipal data is misrepresented with the inclusion of Edmonton and Calgary
13. Total municipal population is not a strong driver for predicting municipal expenses
14. Assets are a better driver than population for predicting Alberta municipal expenses
15. Rural municipalities make substantial contributions to their urban neighbours

Conclusions

At the beginning of this paper, we outlined a number of topics and questions that we wanted to address. After our analysis of the current state of municipal finances and our projections into the future, we wanted to address each topic and offer a conclusion.

1. Are there trends in resource-based taxation revenue and to what level rural municipalities depend on these revenue resources?

Although we could not separate out specific aspects of resource-based revenue, we were able to analyze revenues that can be considered high risk. This high risk category contains revenue based on resource activity. We found that rural municipalities have a high reliance on this high risk revenue and that this component is becoming a foundational piece of rural municipal financial capacity. Fluctuations in the resource industries will likely impact rural municipalities.

Reallocating linear property based on population will have significant negative impact on rural municipalities while adding little to no benefit to small urban municipalities.

2. How important is the linear taxation revenue to rural communities?

Reallocating linear property based on population will have significant negative impact on rural municipalities while adding little to no benefit to small urban municipalities.

Municipal debt limits are calculated based on revenue; therefore a municipality's debt limit is directly linked to any changes in revenue reallocation. By reducing their access to linear taxation, rural municipalities lose fundamental revenue.

Our future projections highlight the severe negative impact that redistributing linear property revenue based on population would have on rural municipalities. Rural municipalities would immediately increase their long-term debt compared to their debt limit. *Over half of Alberta's rural municipalities will nearly reach their debt ceiling by 2016 in this scenario.* The analysis also showed a large number of rural municipalities having trouble covering their expenses under this scenario. It is also important to note the analysis showed minimal impact to urban municipalities.

These findings offer strong evidence against arguments for redistributing linear property revenue based on population and reinforces the short-sightedness of any population based distribution model.

3. Should restricted municipal reserves be considered an indication of wealth or a financing tool?

Restricted reserves can only be considered an indication of wealth when considered in context with all of the municipality's assets. One must balance financial assets with the condition (and thus, value) of municipal infrastructure. Otherwise, restricted municipal reserves are simply council's choice for financing infrastructure replacement or upgrading. Given that the cost of infrastructure upgrades/replacements are typically too high to be paid out of a single year's revenue stream, even with grant funding, councils must choose to finance the project and enjoy it now while spreading the cost over future years, or save now and put off the benefit of the new upgraded/replaced infrastructure off until years down the road.

Annual budgeted contributions to restricted reserves are considered a liability and are carried as such on municipal balance sheets. They are an indication of a council's commitment to a future project and should not be considered part of a surplus.

Current legislation gives municipalities the autonomy to decide how their funds are spent or saved to address infrastructure projects. *This enabling legislation is strongly supported by the AAMDC and must be maintained.*

MSI funding needs to be increased in order to reduce the overall rural municipal infrastructure deficit.

4. What is the state of the municipal infrastructure deficit? How does that relate to overall municipal finance?

We showed that the infrastructure deficit has remained fairly level. This is in part due to the injection of MSI funding from the provincial government. We also showed that an increased amount of MSI funding could have started to reverse the infrastructure deficit relieving the financial liability associated with these assets. This relief would allow municipalities to address other priority areas.

MSI funding needs to be increased in order to reduce the overall rural municipal infrastructure deficit.

While current levels of MSI funding have been sufficient to limit the increase in the rural infrastructure deficit, they have not been high enough to improve asset portfolio conditions to the optimal level. In order to reach the optimal condition level (94%) overall to MSI funding contributions by the province will have to be increased.

5. What is the validity of per capita funding arguments in the province? What impact would they have on rural municipalities?

We showed that population is a weak predictor of municipal expenses compared to assets for the vast majority of municipalities in the province – *per capita arguments are not equitable to rural or most urban municipalities.*

If the aim of grant funding and revenue sharing are to ensure equitable funding of need, than per capita arguments are misguided. In fact, our analysis shows that redistribution of revenue based on population would be a disaster for rural municipalities with almost no gain for most urban municipalities in the province

Our regression analysis also identified that because assets are a better predictor of municipal expenses; there is a minimum level of assets for municipalities that exists no matter how small a population is. This is because assets must be serviced regardless of the population size, and they require revenue. This provides further evidence against reallocating revenue based on population, because even municipalities with lower populations will still have a minimum level of assets to fund.

6. What is the level of funding transferred inter-municipally through cost- and/or revenue-sharing agreements?

Sharing of municipal resources does occur. Many municipalities, urban and rural, have prospered from cost-sharing arrangements. Based on the increase in transfers, we can suggest that most municipalities are working with their neighbours to find equitable solutions to regional issues. *The AAMDC believes that the value of these arrangements is significant to urban populations and should act as a model for future arrangements.*

The AAMDC supports the use of cost sharing as innovative solutions to meeting citizen needs and providing transparency for expenditures.



Population is a weak predictor of municipal expenses compared to assets for the vast majority of municipalities in the province – per capita arguments are not equitable to rural or most urban municipalities.

Endnotes.

- ¹ — See our companion document, **Apples to Apples: Technical Appendix** for a more detailed overview of these tools and processes, including the process, calculations and assumptions behind the research.
- ² — Some linear property also includes utilities that cannot be separated under the current reporting structure.
- ³ — For scaling purposes, we have used one year of expenses as the comparator for reserves.
- ⁴ — There is a clear shift in the reporting of restricted and unrestricted reserves levels after the introduction of Tangible Capital Assets (TCA) reporting in 2009.
- ⁵ — We were unable to locate comparable data for urban jurisdictions.
- ⁶ — The optimal level of assets has been determined to be approximately 94% of new condition – the lowest annual investment required maintenance. For more information, please see the AAMDC’s *Rural Transportation Funding Options Report*.
- ⁷ — AAMDC, *Rural Transportation Funding Options Report*, 2006.
- ⁸ — AAMDC, internal analysis, unpublished, 2008.
- ⁹ — Grants & Programs referenced in this analysis include:
- Rural Transportation Grant / Basic Municipal Transportation Grant (Name change, 2011)
 - New Deal for Cities and Communities / Federal Gas Tax Fund (Name change, 2010)
 - Alberta Municipal Infrastructure Program (AMIP)
 - Strategic Transportation Infrastructure Program (STIP)
 - Alberta Municipal Water/Wastewater Partnership (AMWWP) / Water for Life - Water Strategy Initiative (W4L)
 - Municipal Sustainability Initiative (MSI)
- ¹⁰ — It is important to note that this analysis still includes Edmonton and Calgary, which as identified earlier, are outliers that can impact the analysis.
- ¹¹ — AAMDC, *Cost Sharing Works: An Examination of Cooperative Inter-municipal Financing*, 2010

Clearwater County

Councilor and Board Member Remuneration Statement

For the Year of ...**2015**.....

Name of Councilor / Board Member Kyle Greenwood.....
Payment Periods

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

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

Date	Type of Meeting Attended	First 4 Hours \$156.00	Next 4 Hours \$124.00	Next 4 Hours \$124.00	Regular Council Meeting \$283.00	Lunch \$16.00	Mileage @ \$0.55 / km
*Jan. 7	Rocky Senior Housing Council	*	*	*			*
Jan. 8	DTRB at DTHS	X					44
Jan. 13	CWC- Council				X		30
Jan. 14	CCPAC	X					30
Jan. 16	CWC- ASB	X					30
Jan. 19	CWC- Agenda & Priorities						30
Jan. 20	Prov. ASB- Edmonton	X					214
Jan. 21	Prov. ASB- Edmonton	X	X				
Jan. 22	Prov. ASB- Edmonton	X	X				
Jan. 23	Prov. ASB- Edmonton	X					214
Jan. 27	CWC- Council				X		30
Jan. 28	Rocky Community Learning Council	X					30

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Remuneration Calculation

1 Senior Housing @ 72.00	72.00				
8 Meetings @ \$156.00=	1248.00	652		Kms @ \$0.55=	358.60
2 Meetings @ \$124.00=	248.00			Lunch @ \$16.00=	
2 Meetings @ \$283.00=	566.00				
Supervision=	Ad Prior				
TOTAL=	2134.00			TOTAL=	358.60

Signature {Councilor / Board Member} Kyle Greenwood.....

Clearwater County

Councilor and Board Member Remuneration Statement

For the Year of ...**2015**.....

Name of Councilor / Board Member Kyle Greenwood.....

Payment Periods

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

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

Date	Type of Meeting Attended	First 4 Hours \$156.00	Next 4 Hours \$124.00	Next 4 Hours \$124.00	Regular Council Meeting \$283.00	Lunch \$16.00	Mileage @ \$0.55 / km
Feb. 5	Bighorn Backcountry	X					30
Feb. 6	AAMDC- Zone 2 Three Hills	X	X				30
Feb. 10	CWC- Council				X		30
Feb. 11	CCPAC	X					30
Feb. 12	NSRP- Framework Session	X	X				30
Feb. 13	CCTA-CWC Meeting- Chair	X					30
*Feb. 18	Rocky Senior Housing Council	*	*				*
Feb. 19	Brownlee- Emerging Trends	X	X				436
Feb. 20	CWC- ASB	X					30
Feb. 24	CWC- Council				X		30
Feb. 25	RCLC	X					30
Feb. 27	RMRF- Law Series (Airdrie)	X	X				340

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Remuneration Calculation

<u>1 Senior Housing</u>		72.00			
<u>9</u>	Meetings @ \$156.00=	<u>1404.00</u>	<u>1046</u>	Kms @ \$0.55=	<u>575.30</u>
<u>4</u>	Meetings @ \$124.00=	<u>496.00</u>		Lunch @ \$16.00=	<u>64.00</u>
<u>2</u>	Meetings @ \$283.00=	<u>566.00</u>		Calgary Receipts ON FILE	<u>188.84</u>
	Supervision=	<u>Pd Prior</u>			
	TOTAL=	<u>2538.00</u>		TOTAL=	<u>764.14</u>

Signature {Councilor / Board Member} Kyle Greenwood.....

Clearwater County

Councilor and Board Member Remuneration Statement

For the Year of ...**2015**.....

Name of Councilor / Board Member Kyle Greenwood.....

Payment Periods

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

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

Date	Type of Meeting Attended	First 4 Hours \$156.00	Next 4 Hours \$124.00	Next 4 Hours \$124.00	Regular Council Meeting \$283.00	Lunch \$16.00	Mileage @ \$0.55 / km
Mar. 4	RCLC- CAC Bus. Engagement	X					30
Mar. 5	DTRB at DTHS	X					44
Mar. 9	Open House- DiCorp	X					14
Mar. 10	CWC- Council				X		30
Mar. 11	CCPAC	X					30
Mar. 16	AAMDC- Spring Convention	X					213
Mar. 17	AAMDC- Spring Convention	X	X				
Mar. 18	AAMDC- Spring Convention	X					213
Mar. 20	CWC- ASB	X					30
Mar. 24	CWC- Council				X		30
*Mar. 25	RSHC	*	*				*
Mar. 26	Tri-Council	X	X				30

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Remuneration Calculation

<u>1</u> Senior Housing		72.00			
<u>9</u> Meetings @ \$156.00=		<u>1404.00</u>	<u>664</u>	Kms @ \$0.55=	<u>365.20</u>
<u>2</u> Meetings @ \$124.00=		<u>248.00</u>		Lunch @ \$16.00=	<u> </u>
<u>2</u> Meetings @ \$283.00=		<u>566.00</u>		AAMDC Receipts (ON FILE)	<u>487.38</u>
Supervision=	Pa Prior.	<u> </u>			
TOTAL=		<u>2290.00</u>		TOTAL=	<u>852.58</u>

Signature {Councilor / Board Member} Kyle Greenwood.....

Clearwater County

Councilor and Board Member Remuneration Statement

For the Year of ...**2015**.....

Name of Councilor / Board Member Kyle Greenwood.....

Payment Periods

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

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

Date	Type of Meeting Attended	First 4 Hours \$156.00	Next 4 Hours \$124.00	Next 4 Hours \$124.00	Regular Council Meeting \$283.00	Lunch \$16.00	Mileage @ \$0.55 / km
Apr. 8	CCPAC	X					30
Apr. 10	CWC- Law Session	X					30
Apr. 13	Leslieville Comm. Rink Mtg.	X					28
Apr. 14	CWC- Council				X		30
Apr. 15	RCLC	X					30
Apr. 16	WVL- Vol. Appreciation	X					30
Apr. 17	RSHC	X					30
Apr. 20	CWC- Agenda + Priorities	X	X				30
Apr. 24	CWC- ASB	X					30
Apr. 28	CWC- Council				X		30

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Remuneration Calculation

<u>8</u>	Meetings @ \$156.00=	<u>1248.00</u>	<u>298</u>	Kms @ \$0.55=	<u>163.90</u>
<u>1</u>	Meetings @ \$124.00=	<u>124.00</u>		Lunch @ \$16.00=	<u> </u>
<u>2</u>	Meetings @ \$283.00=	<u>566.00</u>			<u> </u>
	Supervision=	<u>Pd Prior</u>			<u> </u>
	TOTAL=	<u>1938.00</u>		TOTAL=	<u>163.90</u>

Signature {Councilor / Board Member} Kyle Greenwood.....

Clearwater County

Councilor and Board Member Remuneration Statement

For the Year of ...2015.....

Name of Councilor / Board Member Kyle Greenwood.....

Payment Periods

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

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

Date	Type of Meeting Attended	First 4 Hours \$156.00	Next 4 Hours \$124.00	Next 4 Hours \$124.00	Regular Council Meeting \$283.00	Lunch \$16.00	Mileage @ \$0.55 / km
May 4	Dovercourt Hall Society- Strategic Plan	X					72
May 6	CCPAC Town Hall Mtg.	X					30
May 7	W.I. Red Deer Constituency Conf.	X					28
May 12	CWC- Council				X		30
May 14	Parkland Regional Library	X					150
May 21	Clearwater County Heritage Board	X					30
May 22	CWC- ASB	X					15
May 22	SRO- Student Resource Officer	X					15
May 26	CWC- Council				X		30
May 27	RCLC+ Community Info. Session	X					30
May 28	CWC- Fire Hall Tour	X	X				30

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Remuneration Calculation

9	Meetings @ \$156.00=	1404.00	460	Kms @ \$0.55=	253.00
1	Meetings @ \$124.00=	124.00	_____	Lunch @ \$16.00=	_____
2	Meetings @ \$283.00=	566.00	_____		_____
	Supervision=	550.00			_____
	TOTAL=	2644.00		TOTAL=	253.00

Signature {Councilor / Board Member} Kyle Greenwood.....

Clearwater County

Councilor and Board Member Remuneration Statement

For the Year of ...**2015**.....

Name of Councilor / Board Member Kyle Greenwood.....

Payment Periods

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

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

Date	Type of Meeting Attended	First 4 Hours \$156.00	Next 4 Hours \$124.00	Next 4 Hours \$124.00	Regular Council Meeting \$283.00	Lunch \$16.00	Mileage @ \$0.55 / km
June 4	FCM- Edmonton	X					209
June 5	FCM- Edmonton	X	X				
June 6	FCM- Edmonton	X	X				
June 7	FCM- Edmonton	X	X				
June 8	FCM- Edmonton	X					209
June 9	CWC- Council				X		30
June 11	Rec. Facility Tour	X	X				30
June 12	HighSpeed Internet Education	X					30
June 15	CWC- Agenda & Priorities	X	X				
June 16	CWC- Strat. Plan Open House	X					30
June 17	RSHC	X					15
June 17	RCLC	X					15
June 18	CWC- Strat. Plan (Caroline)	X					
June 23	CWC- Council				X		30
June 24	DTRB	X					44

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Remuneration Calculation

15	Meetings @ \$156.00=	2340.00	672	Kms @ \$0.55=	369.60
5	Meetings @ \$124.00=	620.00		Lunch @ \$16.00=	1029.66
2	Meetings @ \$283.00=	566.00		FCM (Receipts on File)	1029.66
	Supervision=	550.00			
	TOTAL=	4076.00		TOTAL=	1399.26

Signature {Councilor / Board Member} Kyle Greenwood.....

