

**CLEARWATER COUNTY COUNCIL AGENDA**  
**February 10, 2015**  
**9:00 A.M.**  
**Council Chambers**  
**4340 – 47 Avenue, Rocky Mountain House AB**

**A. CALL TO ORDER**

**B. AGENDA ADOPTION**

**C. CONFIRMATION OF MINUTES**

1. January 27, 2015 Regular Meeting Minutes

**D. PUBLIC WORKS**

1. Policy Review: Road Use Policy for Industrial/Commercial Truck Hauls
2. DRAFT Policy: Endeavour To Assist

**E. COMMUNITY & PROTECTIVE SERVICES**

1. Aurora Community Centre Grant Request
2. Fire Station Location Study

**F. MUNICIPAL**

1. Draft Policy: Reimbursement of Legal Costs
2. MGA Review
3. DRAFT 2015-2018 Strategic Plan

**G. INFORMATION**

1. CAO's Report
2. Public Works Director's Report
3. Accounts Payable Listing

**H. IN CAMERA\***

1. DRAFT Revenue Share Agreement – Town of Rocky Mountain House
2. DRAFT Revenue Share Agreement – Village of Caroline

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

**J. ADJOURNMENT**

***TABLED ITEMS***

<b><u>Date</u></b>	<b><u>Item, Reason and Status</u></b>
01/13/15	<b>014/15 Motion for Tax Rate Approval</b> <b>STATUS: Pending Information, Corporate Services</b>



## Agenda Item

<b>Project: Policy Review: Road Use Policy for Industrial/Commercial Truck Hauls</b> Proposed changes	
<b>Presentation Date:</b> February 10, 2015	
<b>Department:</b> Public Works	<b>Author:</b> Marshall Morton
<b>Budget Implication:</b> <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation	
<b>Strategic Area:</b> Infrastructure & Asset Management	<b>Goal:</b> To effectively manage the financial and physical assets of the County in order to support the growth and development of the County while obtaining maximum value from County owned infrastructure and structures.
<b>Legislative Direction:</b> <input type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) _____ <input checked="" type="checkbox"/> County Bylaw or Policy (cite) <u>Policy Review - Proposed changes to the Road Use Policy for Industrial/Commercial Truck Hauls</u>	
<b>Recommendation:</b> That Council reviews the information provided and advise the administration of any desired changes to this policy.	
<b>Attachments List:</b> 1. Road Use Policy for Industrial/Commercial Truck Hauls 2. Road Use Agreement	

### Background:

As part of an ongoing review of policy, the administration is providing Council with the following information regarding the Road Use Policy for Industrial/Commercial Truck Hauls. The principles of this policy were established to ensure the protection of our road infrastructure, the safety of all members of the public utilizing the roadways, and to balance the Industrial traffic with the quality of Life concerns of County residents. This policy was implemented June 24, 2008.

The administration has identified a few changes to the attached policy for Councils' consideration.

Clearwater County's current Road Use Policy for Industrial/Commercial Truck Hauls does not outline industry/commercial responsibility to immediately sweep mud off the road that is tracked from a gravel road or lease site to a surfaced road. Secondly, we wish to establish a clearer picture for Industry regarding loading and unloading on roads, therefore, we propose two additions to the noted policy: clarification of the location of the load/unload and to confirm that parking is not allowed along the side of the road. Lastly, recent snow events remind us that blading of haul routes prior to and during a move are important. We have clarified the wording of this condition on the Road Use Agreement.

As per the procedure for Policy changes all departments have reviewed the proposed changes and provided their perspective. All wording to be removed is ~~struck through~~ and any wording to be added is identified in **Bold**.

The Draft Policy is attached for your review and any desired changes will be brought back for Council's approval.

# Clearwater County

## ROAD USE POLICY FOR INDUSTRIAL / COMMERCIAL TRUCK HAULS

**EFFECTIVE DATE:** June 24, 2008  
**Revision:** February 11, 2014  
**SECTION:** Public Works

### **POLICY STATEMENT:**

The purpose of this policy is to define Council's expectations for staff to follow when dealing with truck hauls on County Roads.

For purposes of implementing and interpreting this policy, the following principles apply:

- 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.
- 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.
- 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.

### **PROCEDURE:**

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.
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.
10. Generally Clearwater County requires all equipment (including service rigs) to be loaded or unloaded directly on the designated lease.

If a wheeled service rig (or any other load) is unable to enter a lease, an email must be sent to [publicworks@clearwatercounty.ca](mailto:publicworks@clearwatercounty.ca) requesting permission to load/unload on the required County road. The email should include the following:

- 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**

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”:

- 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



**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). See attached road weights.**

Dust / Ice control will be supplied by permit holder. Dust control must be in place at least one hour prior to rig move or haul commencement.

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 to a surfaced road or lease site must be swept off immediately.**

~~All Service Rigs must be hauled on a wheeler.~~

**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  
Signature

Clearwater  
Rep. signature

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**CLEARWATER COUNTY, BOX 550, ROCKY MOUNTAIN HOUSE, AB T4T 1A4**  
Phone: 403-845-4444 Fax: 403-845-7330 Email: [publicworks@clearwatercounty.ca](mailto:publicworks@clearwatercounty.ca)  
Revised January 13, 2014





## Agenda Item

<b>Project:</b> Endeavour To Assist Policy Draft Review	
<b>Presentation Date:</b> February 10, 2015	
<b>Department:</b> Public Works	<b>Author:</b> Erik Hansen/ Marshall Morton
<b>Budget Implication:</b> <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation	
<b>Strategic Area:</b> Land and Economic Development	<b>Goal:</b> To manage the 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.
<b>Legislative Direction:</b> <input checked="" type="checkbox"/> None    Provincial Legislation (cite) <input type="checkbox"/> County Bylaw or Policy (cite) _____	
<b>Recommendation:</b> That Council reviews the draft policy provided, recommend any changes and approves the policy in principle with a final draft to be presented at the next scheduled Council meeting.	
<p><b>Background:</b> Clearwater County has seen a significant increase in requests from developers for the County to provide a mechanism for them to recover a portion of their costs of constructing or enhancing Public Infrastructure. Historically, any developer that constructed Public Infrastructure as a condition of development was required to pay the full amount with no opportunity for a cost contribution from a second or third developer utilizing the improvements.</p> <p>In July 2012 Council approved an endeavour to assist condition be added to the Clearwater County Access Roads Policy. This condition only included a cost recovery model for developers who contributed to Municipally maintained roadways and was intended to only apply to additional subdivisions or severances.</p> <p>The Administration believes the Endeavour to Assist Program should be expanded to include a wide range of scenarios to help provide a more equitable environment for development. Upon final approval of this policy the Administration recommends removing the endeavor to assist condition from the Access Roads Policy.</p> <p>See Attached</p>	

# Clearwater County

## Endeavour to Assist Program Policy DRAFT

**EFFECTIVE DATE:** February 10, 2015

**SECTION:** Public Works

### **POLICY STATEMENT:**

To provide a mechanism for a developer to recover a portion of a capital investment into publicly owned infrastructure that was required as a condition of development by Clearwater County or the Province of Alberta. This mechanism will be referred to as the Clearwater County Endeavour to Assist Program.

### **Definition:**

- **Publicly Owned Infrastructure**-this includes but is not limited to, any municipal road, municipally owned water or wastewater systems, municipally owned fire ponds, municipally owned storm retention ponds and, Provincial Highways and associated infrastructure.
- **Capital Investment**- The quantifiable amount a Developer was required to pay to construct or enhance Public Infrastructure.
- **Developer**- an individual, group of individuals, company, corporation or organization that has made a quantifiable capital investment into Public Infrastructure.

### **PROCEDURE:**

1. A Developer that has paid in full or in part for the construction of or enhancement to Publicly Owned Infrastructure may be eligible for the Endeavor to Assist Program. The terms and conditions of the Endeavor to Assist Program are as follows:
  - a) When a development is approved and the project is eligible for the Endeavor to Assist Program, the developer may submit an application form indicating the description of the project, construction completion and acceptance date and the costs associated. A detailed cost breakdown and verification may be required depending on the complexity of the project.
  - b) The eligibility of a project, for consideration, will commence upon the final completion and acceptance of a development by the Municipal or Provincial Authority.

As additional development is applied for, utilizing in whole or part of an approved Endeavour to Assist project, the County will determine, in its sole discretion, the derived measurable benefit and the value of a reasonable cost contribution. The cost

contribution amount shall be determined by the Director, Public Works or his designate, in their sole discretion.

- d) The determined amount will be payable to Clearwater County as a condition of development then dispersed to the appropriate parties.
- e) Eligible projects include, but are not limited to, any property, lands, system, infrastructure or thing that is owned by government.
- i. Examples:
- Municipal road construction including Industry access roads on road allowance, Isolated Access Roads on road allowance, Forced Municipal roads, Residential /Commercial/ Industrial Subdivision Roads and Resource Roads
  - Municipally owned water and wastewater systems
  - Municipally owned fire ponds/storm retention ponds and associated infrastructure.
  - Intersectional treatments or improvements to Municipal or Provincial Highways asphalt surfacing, road widening, or,
  - Any project deemed eligible by Clearwater County
- f) Ineligible projects include, but are not limited to:
- Dust suppression
  - Road Maintenance or additional gravel
  - Gravel road construction or improvements more than (5) five years after construction completion and acceptance.
  - Surfaced road construction or improvements, asphalt overlay and intersectional treatments more than (10) ten years after construction completion and acceptance.
  - Water treatment systems, wastewater treatment systems, fire ponds, storm water management ponds more than (15) fifteen years after construction completion and acceptance.
  - Clearwater County, will evaluate, in their sole discretion, any other projects that may be considered ineligible under this policy.

Development that is excluded from contributing to an Endeavour to Assist project include but are not limited to the following:

- All development by Clearwater County
  - All development by the Province of Alberta
  - Any development that does not require a Development Agreement or permit
  - Access to a field or agricultural purpose approach
  - Residential development not associated with subdivision
- h) This program will be made available only to the original applicant(s) or their spouse. This program is not transferable to subsequent land owners, family members or other assigns.



## Agenda Item

<b>Project:</b> Aurora Community Centre Grant Request	
<b>Presentation Date:</b> February 10, 2015	
<b>Department:</b> Community and Protective Services	<b>Author:</b> Ted Hickey/Whitney Wedman
<b>Budget Implication:</b> <input type="checkbox"/> N/A <input checked="" type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation	
<b>Strategic Area:</b>	<b>Goal:</b>
<b>Legislative Direction:</b> <input type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) _____ <input checked="" type="checkbox"/> County Bylaw or Policy (cite) <u>“Capital Grant funding for Community Halls/Associations” Policy</u>	
<b>Recommendation:</b> 1. That Council approve \$13,574.81 funding for the Aurora Community Center, from the Community Hall/Association Capital Grant, to be used towards the discussed projects.	
<b>Attachments List:</b> Aurora Community Centre Grant Application and Aurora Community Centre 2013 Account Information	

### Background:

Aurora Community Center has submitted a request for funding through Council's 2015 Community Halls/Association Capital Grant. A copy of the request has been attached for your information, as well as a copy of the existing policy.

Hall representatives note that the hall is currently undergoing construction for the previous 2013/2014 expansion. An indoor washroom and kitchen have been added, however additional funding is required to complete the plumbing in both amenities. Further projects include flooring, doors, cupboards, kitchen sink, baseboard trim, wheelchair ramp and outdoor electrical. Due to the construction certain rental inquiries have been turned down for the past three years. The completion of the hall construction will be an enormous benefit to the community and to the hall's sustainability.

The estimated cost for the projected construction is \$32,400.00. The hall is anticipating that they will be able to fund \$18,825.19 of the project costs and is requesting 13,574.81 to cover the remainder.



Council's "Capital Grant funding for Community Halls/Associations" policy states:

*"On approved projects the County will generally provide funding on a 50/50 cost share basis. Community Halls are expected to match County funds with cash, material, labour, donated equipment, or other "gifts-in-kind". County funding will generally not exceed \$15,000.00 per project."*

Council allocated \$35,000.00 towards the 2015 capital grant fund. It has not yet been accessed. The request falls within the guidelines laid out in policy, staff recommend that Council approve the requested funding. Should Council wish to do so, \$21,425.19 would remain in the 2015 grant budget.

Jan. 20, 2015.



APPENDIX "A"  
CLEARWATER COUNTY CAPITAL GRANT FOR COMMUNITY HALLS / ASSOCIATIONS

SECTION 1 - APPLICANT INFORMATION:

Group name: Aurora Community Centre

Contact name: Tracey Gardner

Mailing address: RR 4, Rimbey, Ab.  
TOC 250

Contact number: (403) 729-2638 (403) 963-2018 Contact e-mail: tgardner2009@hotmail.com

SECTION 2 - PROJECT DESCRIPTION:

**Proposed project:**  
(Please describe the planned capital project in detail, including the work that will be completed and how it will be of benefit to your group/the community. Refer to section 4 of the capital grant policy for information on what is considered an eligible capital project.)

*We have built our addition onto the hall and are still under construction. We have new people moving into the community all the time with young families so interest is still very much here! We are still in need of funding to finish plumbing in bathrooms + kitchen. This will be a huge benefit to our seniors + young mothers. Other projects are: flooring, doors, cupboards + sink for kitchen, trim + baseboards, completion of plumbing, shelving, + painting on the inside. Outside projects are some electrical, landing + steps for back + side of hall as well as wheelchair ramps.*

**Project Timeline:**

(Please include the estimated start and finish dates for the proposed project)

Estimated start date: in progress Now

Estimated date of completion: hopefully for Summer of 2015.



**SECTION 3 – FINANCIAL INFORMATION**

**Project Expenses:**  
 (Please include an itemized accounting of all estimated project costs, including materials and labour. Attach quotes wherever possible.)

ITEM	COST
We have put this on hold until we know we can secure future funding	
estimated cost for projects listed in Section 2 will be approximately	
<b>TOTAL ESTIMATED PROJECT COST:</b>	\$32,400.00

**Available Funding:**  
 (Please include an itemized accounting of all estimated sources of funding for the project, and how much funding each source is providing. This includes items such as monetary donations, donated labour/materials. Do not include the funding that you are requesting through this grant.)

ITEM	COST
Community Acct	15285.56
Casino Acct	539.63
estimated return for working Casino in 2015 (will get cheque in 2016)	(20000.00)
donated labour by some Community members (10 people) @ 20 hours each x 15.00 per hour	3000.00
<b>TOTAL AVAILABLE FUNDING:</b>	\$18,825.19

(please use the following valuations for volunteers and donations: unskilled labour – up to \$15/hour, skilled labour – up to \$30/hour, donated materials – fair market value, donated heavy equipment (including operator costs) – up to \$60/hour)

*not included in total as we have not done this yet.*

**Grant Funding Requested:**

(The amount you are requesting through this grant should equal the difference between the estimated project expenses and the funding that you currently have available, which is noted above. As noted in Clearwater County's capital grant policy, this grant does not generally fund more than 50% of the total project expenses, nor does grant funding typically exceed more than \$15,000.00 per project)

$$\underline{32,400.00} \quad (\text{minus}) \quad \underline{18,825.19} \quad (\text{equals}) \quad \underline{13,574.81} \quad \text{GRANT FUNDING REQUESTED}$$

**SECTION 4 – BACKGROUND INFORMATION**

**Previous Grant Funding:**

Have you previously received capital grant funding from Clearwater County?

Yes  No

(if you answered "yes", please provide the details below)

PROJECT	FUNDING RECEIVED	DATE
building addition	15000.00	2013
building	15000.00	2014

**Other Funders Approached:**

(Clearwater County is to be considered a "funder of last resort". Please provide information around other potential sources of funding approached prior to this application being submitted.)

FUNDER APPROACHED	OUTCOME
oil companies	
Bonavista	2000.00
Conoco Phillips	7500.00
Talisman	10,000.00

**Other Information:**

(Please be sure to also include the information on the following checklist. Please note that your funding application may not be reviewed until you have submitted all of the requested information)

- Financial statements, including annual operating costs and annual revenues, for the past three years *when yearend comes I will have report for you*
- Record of hall/group activity (such as booking information) for the past three years *none as we were under construction*
- A five year plan outlining the group's plan to ensure ongoing sustainability in the coming years
- Quotes for any project expenses *(estimates for now)*





Aurora Community Centre **E1**  
Community Acct.  
March 1, 2011 - February 29, 2012

Pg 1 of 1

Date	Particulars	Cheque #	Debit	Credit	Balance
Mar. 1	Opening Balance				11,072.64
Mar. 31	Interest			.05	11,072.69
Apr. 20	Deposit (Rec Board)			500.00	11,572.69
Apr. 30	Interest			.05	11,572.74
May 13	supplies + decorations	#310	30.46		11,542.28
May 31	Interest			.07	11,542.35
June 22	Deposit (Rec Board)			2000.00	13,542.35
June 30	Interest			.09	13,542.44
July 31	Interest			.15	13,542.59
<del>Aug. 31</del>	Interest			.15	13,542.74
Sept. 30	Flower Gallery (Jims mom)	#311	52.50		13,490.24
Oct. 5	Interest			.15	13,490.39
Oct. 27	Western Star (advertising)	#312	48.30		13,442.09
Oct. 31	Interest			.15	13,442.24
Nov. 30	Interest			.14	13,442.38
Dec. 5	Pharmasave (candy bags)	#313	94.69		13,347.69
Dec. 5	Pharmasave (door prizes)	#314	102.04		13,245.65
Dec. 31	Interest			.14	13,245.79
Jan. 31	Interest			.14	13,245.93
Feb. 29	Interest			.14	13,246.07

Audited by  
Dafos Mannix  
Dafos Mannix  
March 25, 2012

Aurora Community Centre  
Casino Acct.  
March 1 - Feb 28 2013

Date	Particulars	chgt#	debit	credit	balance
Mar 1					7509.13
Mar 20	Epcor		327.57		7181.56
Mar 31	Fee		1.60		7179.96
Mar 31	Monthly Fee		8.00		7171.96
Apr 10	Scott Paradis (playground set)	56	600.00		6571.96
Apr 26	Epcor	57	324.57		6247.39
Apr 30	Fees		10.40		6236.99
May 11	Home Hardware (brushes stain)	58	48.80		6188.19
May 31	Fees		8.80		6179.39
June 4	Home Hardware Stain	59	56.11		6123.28
June 30	Fees (Blindman Valley)		8.80		6114.48
July 13	Propane	61	461.28		5653.20
July 5	Phil Smith (wiring lights)	60	152.25		5500.95
July 31	Fees		9.60		5491.35
Aug 31	Fees		8.00		5483.35
Sept 30	Fees		8.00		5475.35
Oct 15	Casino Deposit			2055.00	7530.35
Oct 10	Brenda Grande (advisor)	63	815.00		6715.35
Oct 10	Dan McKenna (advisor)	64	815.00		5900.35
Oct 10	lucky's kitchen (food casino)	65	680.25		5220.10
Oct 18	Epcor	66	161.12		5058.98
Oct 21	Clearwater County (insurance)	68	395.81		4663.17
Oct 31	Fees		15.20		4647.97
Nov 30	fees		8.00		4639.97
Dec 31	fees		8.00		4631.97
Jan 31	fees		8.00		4623.97
Feb 20	Epcor	69	241.01		4382.96
Feb 21	Blindman Valley (propane)	70	623.30		3759.66
Feb 28	Fees		9.60		3750.06

Audited by Gene Hollingsworth  
 Gene Hollingsworth  
 April 9, 2013.



# Aurora Community Centre Casino Account

**E1**  
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Date	Particulars	Cheque #	Debit	Credit	Balance
Nov. 17	Phil Smith Electrical	# 49	119.70		8,266.43
Nov. 30	transaction fee (ATB)		2.40		8,264.03
Nov. 30	flat fee (ATB)		8.00		8,256.03
Dec. 31	flat fee (ATB)		8.00		8,248.03
Jan. 23	Blindman Valley Propane	Σ # 53	592.46		7,655.57
Jan. 23	Epcor	{ # 53	124.74		7,530.83
Jan. 31	transaction fee (ATB)		5.70		7,525.13
Jan. 31	flat fee (ATB)		8.00		7,517.13
Feb. 28	Epcor	* 54	224.12		7,293.01
Feb. 29	transaction fee (ATB)		.80		7,292.21
Feb. 29	flat fee (ATB)		8.00		7,284.21
	<u>outstanding</u>				
	Phil Smith Electrical	# 55	152.55		

# Aurora Community Centre Casino Account

March 1, 2011 - February 29, 2012

Date	Particulars	Chg #	Debit	Credit	Balance
Mar. 1	Opening Balance				22,688.13
Mar. 20	Epcor		46.16		22,641.97
Mar. 30	flat fee (ATB)		8.00		22,633.97
Apr. 20	Epcor	# 36	50.92		22,583.05
Apr. 30	transaction fee (ATB)		.80		22,582.25
Apr. 30	flat fee (ATB)		8.00		22,574.25
May 31	flat fee (ATB)		8.00		22,566.25
June 3	Home Building Ctr.	# 39	2120.64		20,445.61
June 3	Rimber Co op	# 38	325.42		20,120.19
June 7	Rocky Group	# 40	112.45		20,007.74
June 10	Kenroc Building Materials	# 41	603.75		19,403.99
June 15	(Gena) Rimber Co op (paint supplies)	# 37	249.90		19,154.09
June 20	Rimber Builders	# 42	886.42		18,267.67
June 21	Harriman lumber	# 43	1110.90		17,156.77
June 22	Epcor	# 45	63.49		17,093.28
June 24	Travis Pike <sup>camp kitchen</sup> ramp + step	# 46	6112.48		10,980.80
June 27	James Smith <sup>drywall</sup>	# 47	1575.00		9,405.80
June 30	transaction fee (ATB)		8.00		9,397.80
June 30	flat fee (ATB)		8.00		9,389.80
July 18	Wild West Farms (lumber)	# 44	368.71		9,021.09
July 31	transaction fee (ATB)		.80		9,020.29
July 31	flat fee (ATB)		8.00		9,012.29
Aug 25	Epcor	# 48	167.58		8,844.71
Aug 31	transaction fee (ATB)		.80		8,843.91
Aug 31	flat fee (ATB)		8.00		8,835.91
Sept. 30	flat fee (ATB)		8.00		8,827.91
Oct 31	flat fee ATB		8.00		8,819.91
Nov. 14	Epcor	# 50	96.97		8,722.94
Nov 16	Clearwater County Insurance	# 51	336.81		8,386.13

Community Acct.

<u>Date</u>	<u>Particulars</u>	<u>chg#</u>	<u>debit</u>	<u>credit</u>	<u>balance</u>
Jan 10	Pharmasave (cards + 2013 Xmas prizes)	332	97.69		12738.39
Jan. 31	interest			.12	12738.51
Feb. 21	wife Kerkowski (snow blower) parts	333	322.37		12416.14
Feb. 20	Western Star (advertising)	334	120.16		12295.98
Feb. 20	Hollys Greenhouse (Lawrence May)	335	100.00		12195.98
Feb. 28	interest			.09	12196.07
	sum total		3551.38	2501.39	

outstanding  
Feb. 20 337 \$50.00  
Jill Juntis Dad.

Audited By Gena Hollingsworth  
Gena Hollingsworth  
April 9, 2013.

Aurora Community Centre  
Community Acct  
March 1, 2012 - February 28, 2013

Date	Particulars	Chq#	Debit	Credit	Balance
Mar. 1	Balance forward				13,246.06
Mar. 7	Western star (advertising)	315	88.20		13,157.86
Mar. 20	DTHS Rec. (skating rink)			500.00	13,657.86
Mar. 26	(Canadian Tire gift card (Lenard))	316	100.00		13,557.86
Mar. 31	interest			.14	13,558.00
Mar. 28	Blooms (Hewitts mom)	317	52.50		13,505.50
Apr. 26	Home Hardware (paint, stain etc.)	318	170.16		13,335.34
Apr. 30	interest			.14	13,335.48
Apr. 27	Co-op (cleaning + bbq for Joe Kirkbee)	319	116.60		13,218.88
May 31	interest			.14	13,219.02
June 30	interest			.13	13,219.15
July 31	interest			.14	13,219.29
Aug 2	Western Star (shower advertising)	320	206.68		13,012.61
Aug 10	Picnic tables	321	360.00		12,652.61
Aug. 28	Co-op (mail supplies)	322	149.22		12,503.39
Aug 31	interest			.12	12,503.51
Sept. 30	interest			.10	12,503.61
Oct. 31	interest			.11	12,503.72
Nov. 7	Tracey Gardner (Co-op) (picnic supplies)	327	163.55		12,340.17
Nov. 7	Jim Carroll (Canadian Tire) (cups, bug spray, mat, blooms, vacuum)	328	442.24		11,897.93
Sep. 27	Jim Carroll (Canadian Tire) (plates, cups etc)	323	416.85		11,481.08
Nov. 23	Tracey Gardner (door prizes candy decorations)	329	250.50		11,230.58
Nov. 30	interest			.08	11,230.66
Dec. 20	Epcor	330	243.47		10,987.19
Dec 20	DTHS Rec. Board			2000.00	12,987.19
Dec 30	interest			.08	12,987.27
Dec. 31	fee		.80		12,986.47
Dec 31	Rocky Co-op (New Years Party)	331	150.39		12,836.08

Year of 2013

Aurora Community Centre  
Casino Acct  
Mar. 1, 2013 - Feb. 28, 2014.

E1

Pg 2

<u>Date</u>	<u>Particulars</u>	<u>chg#</u>	<u>debit</u>	<u>credit</u>	<u>Balance</u>
					29560.40
Nov. 21	Blind man Vatich (Propane)	# 77	587.67		28972.73
Nov 21	Epcor (power)	# 78	213.95		28758.78
Nov. 30	bank fees		15.00		28743.78
Dec. 31	bank fee		8.00		28735.78
Jan 16	Clearwater County (insurance)	# 79	482.23		28,253.55
Jan. 31	bank fees		8.90		28244.65
Feb. 28	bank fees		8.00		28236.65

Audited by L. Hewitt  
March 8/14



Year end  
2013

Aurora Community Centre  
Casino Acct  
March 1, 2013 - Feb. 28, 2014

E1

PG 1

<u>Date</u>	<u>Particulars</u>	<u>chg#</u>	<u>debit</u>	<u>credit</u>	<u>balance</u>
					3749.46
Mar. 1	Alberta liquor Gaming (casino)			26912.00	30661.46
Mar. 31	bank fee		8.00		30653.46
Apr. 30	bank fee		8.00		30645.46
May 16	Eproc (power) # 72		166.28		30479.18
May 31	bank fee		8.80		30470.38
June 30	bank fee		8.00		30462.38
July 18	Eproc (power) # 73		249.50		30212.88
July 18	BVP Expense (insurance)		238.58		29974.30
July 31	bank fee		12.80		29961.50
Aug 28	Westin Star (advertising) # 74		90.30		29871.20
Aug. 31	bank fees		8.80		29862.40
Sep. 30	bank fees		8.00		29854.40
Oct. 31	bank fees		8.00		29846.40
Nov. 13	Superior Safety (low voltage permits) # 75		286.00		29560.40

for 2013.

Community Acct  
Mar 1 - Feb 28, 2014

E1  
pg. 2

<u>Particulars</u>	<u>Chq#</u>	<u>Debit</u>	<u>Credit</u>	<u>Balance</u>
Dec 10 Donavida (donation)			1,000.00	28494.93
Dec 31 interest			.76	28495.69
Jan 31 Hay Shakers (garbage)	340	1595.45		26900.24
Jan 31 interest			.79	26901.03
Feb 28 interest			.65	26901.68
Feb 14 Epcor (power)	341	230.75		26670.93

Rent for Hall

Audited by J. Hurtt  
March 8/14

- \$ 50.00 - 1/2 months
- \$ 75.00 - 1/2 months
- \$ 50.00 - 50% 1/2
- \$ 200.00 - 1/2 months

\$ 375.00 not deposited due to some  
increase in energy cost community.

for  
2013

Aurora Community Centre  
Community Acct  
Mar-1 - Feb-28, 2014

**E1**  
P31

<u>Particulars</u>	<u>Chg#</u>	<u>Debit</u>	<u>Credit</u>	<u>Balance</u>
Mar-1 Balance Forward -				12196.07
Clearwater County 15000.00 a/c			15000.00	27196.07
donation for books			100.00	27296.07
Apr 5 <sup>2014</sup> Dofst Store (shower supplies)	336	103.69		27192.38
Mar-31 (interest)			.74	27193.12
Apr 4 Thompson Exploration (rental fee)			300.00	27493.12
Apr-30 interest			.72	27493.84
June 7 Doreen B... (B...)	338	504.00		26989.84
Mar-31 interest			.74	26990.58
Jun-30 interest			.70	26991.28
June 8 DT Rock...			500.00	27491.28
July 31 interest			.73	27492.01
Aug 31 interest			.74	27492.75
Sept-30 interest			.72	27493.47
Oct 31 interest			.74	27494.21
Nov 30 interest			.72	27494.93



## Agenda Item

<b>Project: Fire Station Location Study (Replacement of Leslieville / Condor Stations)</b>	
<b>Presentation Date:</b> February 10, 2015	
<b>Department:</b> Community & Protective Services	<b>Author:</b> Ted Hickey
<b>Budget Implication:</b> <input type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input checked="" type="checkbox"/> Reallocation	
<b>Strategic Area: Quality of Life</b>	<b>Goal: 2</b> Evaluate and plan the current public safety and emergency services needs within the broader Rocky/Caroline/Clearwater community.
<b>Legislative Direction:</b> <input type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) _____ <input type="checkbox"/> County Bylaw or Policy (cite) _____	
<b>Recommendation:</b> 1. That Council, provide the Administration with clear direction regarding completion of the Fire Station Location Study.	
<b>Attachments List:</b> Pictures of the Leslieville and Condor Fire Stations / Draft Terms of Reference – Station Location Study	

### Background:

The Clearwater County 2015 approved budget includes funding to complete a fire station location study that could see the future amalgamation of the Leslieville and Condor Fire Stations, fire apparatus & equipment and combine volunteer’s response from a single station. These two facilities are Clearwater County assets.

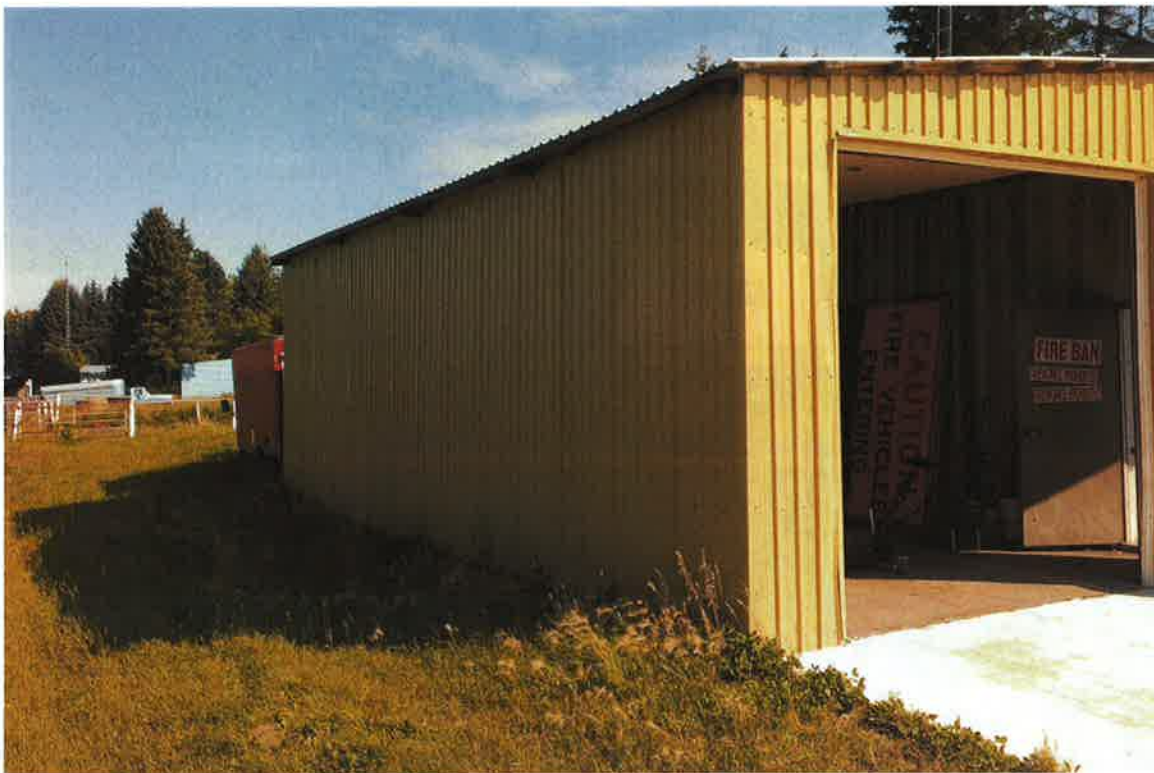
It has been reported that steps over the past several years have been occurring to achieve the future amalgamation of the Leslieville and Condor Fire Stations. Justification of amalgamation has been reported to include, but are not limited to, age of the current facilities, current and future maintenance/upgrade costs, potential of inhibiting future apparatus purchases because of limitations of the physical size of the



garage area to accommodate current industry standards of apparatus construction, volunteer recruitment/retention and morale issues.

On January 28, 2015, the Clearwater Regional Fire Rescue Service Board passed a motion recommending the deferral of the fire station location study to 2016.

Clearwater County Council's approval of the Clearwater Regional Fire Rescue Service Board's motion to defer the fire station location study would result in a future request of carry forward of 2015 budget funds to 2016.









































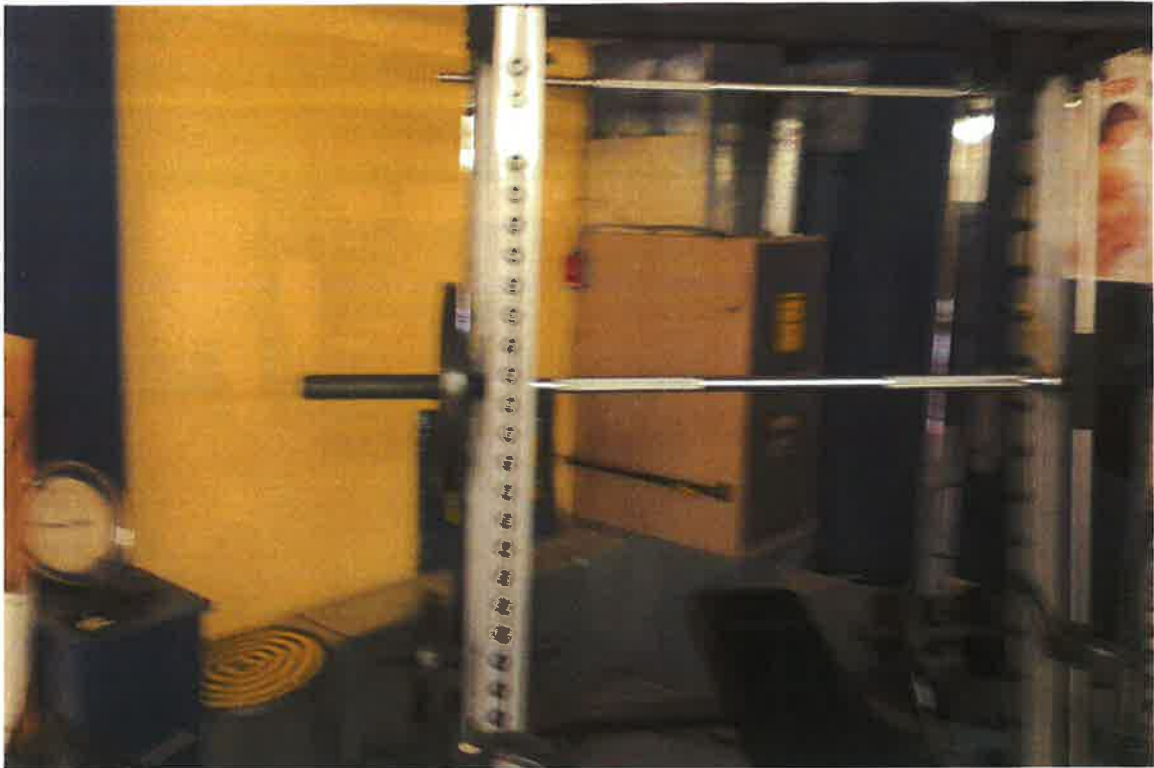
































## Clearwater Regional Fire Rescue Services

Serving the municipalities of  
Town of Rocky Mountain House / Village of Caroline / Clearwater County

January 2015

### ***Terms of Reference***

**Regarding:** CRFRS Station Location Project - (Leslieville Condor Station Amalgamation).

**Goal:** Identify the best/optimal locations for a new CRFRS Station - (Leslieville Condor Station Amalgamation).

**Purpose:** Development of a RFP – Request for Proposal for the site selection and process including quote for services.

#### **Basic Benchmarks Needed for Success in Project Completion.**

- a. Starting site size of minimum 6 - 10 Acres.
- b. Address best/optimal sites upon **GIS Theoretical travel times** to Hamlets (Leslieville / Condor / Withrow / Alhambra), Town of Rocky Mountain House and Village of Caroline and mutual aid partners.
- c. Water source – volume and recovery time (Well) Geotech
- d. Land quality and desirability to accommodate structure(s) Geotech
- e. Consider volunteer Firefighter response to station for emergency calls. (Reverse of emergency study with differing speed and stop signs etc. compliance.)
- f. Existing and future road network and infrastructure development.
- g. Identify and quantify station district key risk areas.
- h. Consider community future growths to station location. Implications?
- i. Additional synergies and partnerships to be considered for site/land area.



## Agenda Item

<b>Item: Draft Policy: Legal Cost Reimbursement Policy</b>	
<b>Presentation Date: February 10, 2015</b>	
<b>Department: Municipal - CAO</b>	<b>Author: Ron Leaf</b>
<b>Budget Implication:</b> <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation	
<b>Strategic Area: Governance/ Human Resources</b>	<b>Goal:</b>
<b>Legislative Direction:</b> <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) _____ <input type="checkbox"/> County Bylaw or Policy (cite) _____	
<b>Recommendation:</b> 1) That Council reviews the Legal Cost Reimbursement Policy, amends if required, and accepts for information; 2) That Council directs the Legal Cost Reimbursement Policy be presented for adoption at the February 24, 2015 meeting	
<b>Attachments List: Legal Cost Reimbursement Policy</b>	

### Background:

In October, Council requested that a policy be developed to address reimbursement of costs for election candidates responding to an application made pursuant to the provisions of the Local Authorities Election Act.

As I drafted the policy I identified other scenarios beyond the scope of an LAEA application where Council, its volunteers, or Board members may require reimbursement for legal costs. I spoke with Joanne Klauer regarding my thoughts and subsequently expanded the policy to address a broader range of scenarios:

#### 1. Policy Statement:

- a) The proposed policy goes beyond Council's original resolution with respect to reimbursement for costs by election to also include councillors, municipal officers, Board members, and volunteer workers.
- b) The expansion of individuals/positions covered is, I suggest, consistent with Council's philosophy that it may not be appropriate for an individual to incur personal expense in responding to a legal challenge brought against the person as a result of their service to or for Clearwater County.
- c) A key attribute of the policy statement is the term "good faith performance or intended performance". This statement is consistent with wording found in Section 535 of the MGA and could form part of a County legal argument or



submission which may include asking for a judge's decision/direction regarding performance or intent.

2. Definitions:

- a) The definitions are consistent with those referenced in the MGA and LAEA as appropriate
- b) Legal Costs are qualified by the use of the term "reasonable" and include related expenses, costs, fees or penalties. Determination of "reasonable" costs would be a component of the County's legal submission which may include asking for a judge's direction regarding responsibility for costs.

3. Procedure:

- a) Paragraph 1 is consistent with the wording and intent of Section 535 of the MGA, specifically with reference to "good faith" performance or intended performance.
- b) Paragraph 2 relates to requests associated with applications made pursuant to the Local Authorities Election Act
- c) Both Paragraphs 1 and 2 clearly state that the decision to consider a request is solely at the discretion of Council and, further, should Council chose to consider a request Council may approve the request in whole, in part or not at all.
- d) Paragraph 3 identifies provisions or limitations where Council will not participate. These limitations would be "proven" claims of bad faith actions, illegal activities, gross negligence and defamation.

I request Council's review and comments on the scope and wording of this draft. Assuming that the policy is accepted in principle, a final draft will be presented at Council's February 24 meeting for debate and approval.



## CLEARWATER COUNTY REIMBURSEMENT OF LEGAL COSTS

<b>EFFECTIVE DATE:</b>	February 10, 2015
<b>SECTION:</b>	Administration
<b>POLICY STATEMENT:</b>	To outline Clearwater County's support relating to payment or reimbursement of legal costs incurred as a result of legal action taken against Councillors, Municipal Officers, Volunteer Workers arising from the good faith performance or intended performance of these individuals' functions, duties or powers pursuant to the <b>Municipal Government Act</b> , R.S.A. 2000 Chapter M-26, the <b>Local Authorities Election Act</b> , R.S.A. 2000 Chapter L-21, Federal or Provincial legislation, Clearwater County bylaw or Clearwater County job description as well as Election Candidates who incur costs as a result of legal claims arising from an admitted or judicially determined error on the part of Clearwater County resulting in an invalid election pursuant to the <b>Local Authorities Election Act</b> , R.S.A. 2000 Chapter L-21.
<b>DEFINITIONS:</b>	<p>"Chief Administrative Officer" means the individual appointed by Council into the position of Chief Administrative Officer for Clearwater County pursuant to the <b>Municipal Government Act</b>, R.S.A. 2000, Chapter M-16;</p> <p>"Clearwater County Employee" means a person employed by Clearwater County and excludes independent contractors and consultants;</p> <p>"Councillor" means a duly elected member of Clearwater County Council;</p> <p>"Designated Officer" means an individual holding a position designated as a Designated Officer by Clearwater Council pursuant to the <b>Municipal Government Act</b>, R.S.A. 2000, Chapter M-26;</p> <p>"Election Candidates" means a person who is an eligible candidate for a Clearwater County general election or by-election pursuant to the <b>Local Authorities Election Act</b>, R.S.A. 2000 Chapter L-31;</p> <p>"Legal Costs" means reasonable legal fees, damages awarded by a Court or other body having jurisdiction, court</p>



## CLEARWATER COUNTY REIMBURSEMENT OF LEGAL COSTS

	<p>costs, or other related expenses, costs, fees or penalties;</p> <p>“Municipal Officer” means Clearwater County's Chief Administrative Officer, Designated Officers, and Clearwater County Employees; and</p> <p>"Volunteer Worker" means a volunteer member of the Clearwater County fire service or any other volunteer performing duties under the direction of Clearwater County.</p>
<p><b>PROCEDURE:</b></p>	<ol style="list-style-type: none"> <li>1. Subject to Paragraph 3, in the event of Legal Costs incurred by any Councillor, Municipal Officer or Volunteer Worker incurred as a result of any legal claim arising as a result of the Councillor's, Municipal Officer's or Volunteer Worker's good faith performance or intended performance of his/her functions, duties or powers as prescribed in the <b>Municipal Government Act</b>, R.S.A. 2000 Chapter M-26, Federal or Provincial legislation, County bylaw or County job description, Clearwater County Council may, in its sole discretion, consider a request made by the Councillor, Municipal Officer or Volunteer Worker who necessarily incurred Legal Costs as a result of the legal action for reimbursement, in whole or in part, of the Legal Costs. After having regard to the reasons for the request and the specific circumstances involved in the request, Council may approve the request, in whole or in part, or refuse the request.</li>   <li>2. Subject to Paragraph 3, in the event of an application brought pursuant to the <b>Local Authorities Election Act</b> R.S.A. 2000 Chapter L-21, where there is either an admitted or judicially determined administrative error on the part of Clearwater County resulting in an invalid election, Clearwater County Council may, in its sole discretion, consider a request made by an Election Candidate who necessarily incurred Legal Costs as a result of the application to reimburse that individual, in whole or in part, for reasonable Legal Costs necessarily incurred by that individual in the application process, which amount may exceed any Court awarded taxable costs. After having regard to the reasons for the request and the specific</li> </ol>



## CLEARWATER COUNTY REIMBURSEMENT OF LEGAL COSTS

	<p>circumstances involved in the application, Council may approve the request, in whole or in part, or refuse the request.</p> <p>3. Clearwater County will not be responsible for reimbursement of any Legal Costs incurred as a result of:</p> <ul style="list-style-type: none"><li>a) proven bad faith actions, statements or activities;</li><li>b) proven illegal activities;</li><li>c) proven grossly negligent actions; or</li><li>d) proven defamation claims.</li></ul>
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## Agenda Item

<b>Item: Municipal Government Act Review – Minister’s Update</b>	
<b>Presentation Date: February 10, 2015</b>	
<b>Department: Municipal - CAO</b>	<b>Author: Ron Leaf</b>
<b>Budget Implication:</b> <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation	
<b>Strategic Area: Governance</b>	<b>Goal:</b>
<b>Legislative Direction:</b> <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) _____ <input type="checkbox"/> County Bylaw or Policy (cite) _____	
<b>Recommendation:</b> <b>1) That Council accepts this report for information;</b> <b>2) That Council discusses whether it wishes to ask questions on the MGA Review during the Spring Convention Ministerial Forum or through the AAMD&amp;C</b>	
<b>Attachments List: MGA Review - Emerging Themes document</b>	

### Background:

This past week the Minister of Municipal Affairs, Diana McQueen, provided an update on the progress her department has made in terms of the Municipal Government Act Review. The [update](#) includes information on the recently signed [MGA Review Framework Memorandum of Understanding](#) to which the AAMD&C is a signatory. The update also reflects the following timeline in terms of the MGA Review process:

- Spring 2015 – Introduction of Consensus Policy Issue Amendments
- Fall 2015 – Introduction of Major Policy Amendments
- End of 2016 – Proclamation of the MGA

The update also provides a link to the “[Emerging Themes](#)” document (copy attached) which summarizes the major topics that have been identified through the municipal partner and stakeholder consultation process. The comments and responses have been categorized into eight key areas:

1. Provincial – Municipal Relations
2. Accountability and Transparency
3. Governance

4. Viability
5. Regional Decision Making
6. Revenues
7. Property Assessment and Taxation
8. Managing Growth

During Tuesday's meeting I will provide an administrative perspective on some of the key points or points of interest within the document that Council may wish to raise during the Ministerial Forum during the Spring Convention or through the AAMD&C.



# ***Municipal Government Act Review***

Emerging Themes: A Summary of Municipal Partner  
and Stakeholder Considerations

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Released in January 2015



## Overview

The last major consolidation of the *Municipal Government Act (MGA)* was completed in 1995, following nearly ten years of review. Since 2012, government has consulted with municipal partners and stakeholders to review the *Act*.

Alberta Municipal Affairs is reviewing and refreshing the *MGA* to address societal changes and evolving needs, and to ensure the *MGA* continues to meet its objective. A successful *MGA* review process will continue to position Alberta as the leading Canadian jurisdiction in terms of municipal legislation, having incorporated sound thinking, input and research into a clear *Act* that meets the needs of the province and municipalities.

As part of the *MGA* Review public consultation, Albertans were invited to provide their feedback through in writing through the workbook and formal submissions and in person at the regional consultation sessions. The result from the public consultation during January to June 2014 is more than 1,200 written submissions and feedback from more than 1,500 participants at 77 community meetings.

The feedback from municipal partners and stakeholders is reflected in this document; subsequent to conclusion of the public consultation phase, this feedback has been categorized into eight key themes:

- 1. Provincial-Municipal Relations**
- 2. Accountability and Transparency**
- 3. Governance**
- 4. Viability**
- 5. Regional Decision Making**
- 6. Revenues**
- 7. Property Assessment and Taxation**
- 8. Managing Growth**

Municipal Affairs is in the process of carefully considering public input on issues identified through formal written submissions, and through other channels such as *MGA* Review Consultation Workbook submissions, the consultation sessions, and ongoing consultation with municipal and business and industry focus groups.



## Theme 1: Provincial-Municipal Relations

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- Through the *MGA* Review, we heard that the Province's relationship with municipalities should be enhanced to not only empower them further, but also to help them deal with growth pressures.

### ***Municipal Partner and Stakeholder Considerations:***

- Throughout the consultations, municipalities asked for a revised *MGA* that clarifies provincial and municipal relationships, revisits the one-size-fits-all approach of the Act, and more clearly defines the operation of municipally controlled corporations.
- Municipal partners and stakeholders provided the following opinions and insight concerning the inclusion of a **preamble** in the *MGA* and the **roles and responsibilities** of the Province and municipalities:
  - The current enabling tone of the *MGA* should be preserved.
  - A preamble would provide an opportunity to outline the benefits of intermunicipal cooperation and encourage collaboration between municipalities and between municipalities and industry. Related comments noted that if the Province intends to achieve specific outcomes such as more regional collaboration or amalgamations, a preamble would be a good way to signal this intent.
  - The *MGA* should be more consistent across all of its provisions, both in wording and in intent.
  - A number of municipalities and the municipal associations have requested clearer delineation between the roles of the Province and those of municipalities. They indicated that the Province has been “downloading” more and more responsibilities onto municipalities without providing matching funding, particularly for social services such as health care, seniors housing and homeless supports. Defining responsibilities, then, is seen as a way of managing scope of municipal services and accessing resources. It was also suggested that more clarity is especially important in areas where municipalities and the Province have a shared interest, such as policing, emergency services, and environmental stewardship.
  - Defining the relationship between the Province and municipalities is seen by some as a way to mitigate a perceived imbalance or paternalism in the existing relationship.
- Municipal partners and stakeholders provided the following opinions and insight concerning the **One-Act-Fits-All Framework**:
  - Due to the differences between large and small municipalities, the *MGA* should not try to be one-size-fits-all.
  - Empower large cities with autonomy to decide various legislative and financial decisions and mechanisms.
  - Formalize a partnership/engagement agreement with Alberta municipalities in the *MGA* and continue to pursue civic charters, but recognize regional realities and opportunities within the selected model.

## Municipal Government Act (MGA) Review Theme Overview

- Municipal partners and stakeholders provided the following opinions and insight concerning the creation of procedural requirements for **municipally controlled corporations**:
  - Municipalities, particularly large municipalities, should be enabled to exercise their natural person powers to establish municipally controlled corporations without ministerial approval.
  - The *MGA* should provide clear guidelines around how municipally controlled corporations can be used in order to ensure fairness when competing with other businesses.
  - More resources should be available, such as templates and toolkits, to provide a road map for municipalities to establish municipally controlled corporations.
  - The level of government authorized to establish a municipally controlled corporation and appoint its members should be the entity charged with the ultimate oversight of the corporation, as they are the "shareholders."
  - Transparency and taxpayer input into decisions are the best ways to provide oversight of municipally controlled corporations.
  - Effective oversight of municipally controlled corporations can be achieved through appropriate accounting and asset management.

## Theme 2: Accountability and Transparency

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- Through the *MGA* Review we heard that approaches to councillor codes of conduct, petitioning processes, public notification methods, and accountability needs to be updated and enforced.
- This will empower municipalities to promote public participation, operate responsibly, and respond to the needs of their communities.

### ***Municipal Partner and Stakeholder Considerations***

- Throughout the *MGA* Review consultations, accountability, and transparency issues have been raised by municipalities and constituents who want to ensure that council decisions are fair, equitable, and consider the varying interests of all residents and taxpayers.
- Municipal partners and stakeholders provided the following input concerning **enforcement of the *MGA***:
  - It is hard to get councillors to follow rules or attend training when there is nothing to hold them accountable in the *MGA*. Enforcement needs to come from the Province.
  - The *MGA* should provide more direction around the compliance and punishment of councillors who act outside of the Act.
  - More tools are needed that ensure municipal compliance and accountability, such as arbitration, mediation, or an ombudsman.
  - The *MGA* needs more definitive and enforceable penalties to hold councils accountable. Currently, pursuing legal action is the only option for doing so.
  - Disqualification of council members is often used to enforce councillor adherence to the *MGA*. However, disqualification of council members must be brought to the courts. There should be a less costly way apart from the courts to hold councillors accountable.
  - Municipalities should be held accountable for complying with the requirements in the *MGA*. Municipalities should be audited for compliance at regular intervals, such as every ten years. More oversight would prevent serious compliance issues that have to be addressed through severe Provincial interventions.
  - There is no recourse for “rogue actions” by councillors at present. There is a need for disciplinary sanctions, systems and tools to discourage or address inappropriate conduct and hold municipal elected officials accountable. There could be a municipal ombudsman or ethics commissioner for municipal elected official conduct.
  - The *MGA* should ensure council decisions are audited to ensure public transparency and accountability.
  - There needs to be a checks and balances system, external from the municipality, to hold municipalities accountable.
- Municipal partners and stakeholders provided the following opinions and insight concerning **conduct of municipal elected officials**:

## Municipal Government Act (MGA) Review Theme Overview

- Currently, the system of accountability is based on the election process as the foremost tool for accountability, and this is not sufficient as there is no mechanism to remove a councillor between elections. The *MGA* should establish due process to recall councillors if they are not performing.
- Include a provision in the *MGA* for citizen initiated recall of elected officials. Establish a right for voters to force a by-election for any councillor by petition.
- Give municipalities power to determine the accountability of their councillors through creation of a code of conduct and necessary enforcement mechanisms.
- Amend the *MGA* to prevent disqualified councillors from running in the next general election after their disqualification.
- The *MGA*'s enabling provisions around compliance and accountability are working well.
- Municipal partners and stakeholders provided the following opinions and insight concerning municipal **public engagement**:
  - Municipalities should be using more up to date, technology-based mechanisms to engage with their stakeholders.
  - The *MGA* should outline how and when public participation should occur.
  - The *MGA* should require each municipality to develop a plan for public communication, consultation, and engagement.
  - Municipalities should be required to consult throughout the decision-making process, including setting bylaws, changing fees and levies, setting budgets, and major municipal restructuring.
  - The public hearing process is currently customizable and should stay that way.
  - Public hearings are not the best way for the public to provide meaningful input.
- Municipal partners and stakeholders provided the following opinions and insight concerning **open council meetings**:
  - Allow closed meetings for limited matters.
  - Clarify legislation regarding council meetings and closed meetings.
  - Discourage or do not allow private council meetings, as it endangers transparency and accountability.
  - Need to ensure more transparent council meetings.
  - Clarify requirements for in-camera sessions.
- Municipal partners and stakeholders provided the following opinions and insight concerning **petitions**:
  - Petition thresholds are too high. Depending on municipal population it can be difficult for petitioners to meet thresholds to make a petition. The 10 per cent of the population requirement is particularly challenging for electors in a large municipality to collect. Consider a percentage of the last election's voter turnout.
  - The percentage of the population needed to form a petition should increase from 10 per cent to a higher proportion of municipal residents.
  - Petition requirements should consider shadow populations. This would help to obtain an accurate representation of the community's interest on a given issue.
  - The percentage of the population needed to form a petition is working well.
  - The *MGA* should not allow petitions. Petitions are an outdated form of public participation and are not useful in today's context.



## Municipal Government Act (MGA) Review Theme Overview

- The *MGA* should contemplate a "lower of" approach. Perhaps the lower of 10% or 1,000 signatures would be appropriate.
- The petitioning process is not clearly represented to the public in the *MGA*. Complex petition requirements also create a burden on municipalities. The petition process needs to be more clear and user-friendly.
- Distributing and collecting petitions needs to be modernized with new online technology.
- The short validation period is a problem for the municipality that receives the petition. Municipal staff time and resources are being stretched by these timelines.
- Municipal partners and stakeholders provided the following opinions and insight concerning **public notification methods**:
  - Options for notification methods should be left to municipal discretion.
  - The *MGA* needs to provide municipalities with more flexibility in how they communicate with the public. Notifications can't be limited to the newspaper. Modernizing notifications for tax notices should include email.
  - For broad public notices, such as notice of public hearing, the *MGA* should not specify the medium, but set a service standard to require that the notice be communicated in a manner that is reasonably accessible to the majority of residents.
  - Notice of public hearings and public meetings must be communicated to each ratepayer in writing.
  - Update public notification methods to include social media and technology as options that municipalities may choose to use.
  - The public advertising requirements in the current *MGA* are out of date. The *MGA* needs to include electronic means of communication, including for assessment and tax notices.
  - The *MGA* should say "relevant media to reach your citizens" when defining public notification requirements. The current requirement to advertise in newspapers is outdated and ineffective. It can also slow down the notification process.
  - Minimum notice requirements to notify the public are adequate. Sending letters should remain as the minimum requirement, with additional options available for municipalities to choose from.

## Theme 3: Governance

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- Through the *MGA* Review we heard the need to support effective local governance by promoting best practices among municipal elected officials and administrators.
- We heard that a revised *MGA* should further this goal by looking at ways to clarify roles and responsibilities; enhance training requirements for elected officials and councils; and minimize any potential bias on appeal boards.

### ***Municipal Partner and Stakeholder Considerations***

- Throughout the *MGA* Review consultations, issues around governance have been raised by stakeholders and partners with the common goal of ensuring decision makers have the capacity to effectively fulfill the responsibilities of their positions.
- Municipal partners and stakeholders provided the following opinions and insight concerning the **roles and responsibilities of council and administration and elected officials training requirements**:
  - The *MGA* should include a clear definition of Chief Administrative Officer (CAO) duties, and the distinction of these duties from those of council. Council should be clearly established as a policy setting body and council meetings should not be used to make operational decisions, with the administration as the authority for implementing those policies.
  - The division between the roles of council and the CAO are fairly clear in the *MGA*, but there is a wide range of interpretations and applications of these roles across the province. Also, when some municipal councils misinterpret the *MGA*, there are few compliance measures or enforcement. This may be more of an issue of training, as opposed to an issue that requires a legislative change
  - There is a need to clarify the difference between council governance and administration. Council interference in administrative matters is challenging and creates conflict. There is a lack of tools available to address council interference. Clarification would help council understand their role. Also, when roles are not being carried out correctly, there should be an avenue that allows the CAO to get these behaviours corrected with the support of Municipal Affairs.
  - Councillor training should be mandatory and standardized across the province. Training should be delivered before and after municipal elections.
- Municipal partners and stakeholders provided the following opinions and insight concerning the **participation of elected officials on local appeal boards**:
  - The *MGA* should not allow council members to participate on assessment review boards to ensure the board's neutrality and impartiality are upheld.
  - Councillors should not be permitted on Subdivision and Development Appeal Boards or Assessment Review Boards, as they are essentially deciding appeals of their own decisions and policies.
  - Appeal boards need a new membership structure that removes bias. No former or current councillors should be included on the boards as this creates the potential for bias. Boards are not sufficiently well-educated or independent. There needs to be better oversight and education of boards at the tribunal level.

## *Municipal Government Act (MGA) Review Theme Overview*

- Councillors should either not be allowed to sit on boards at all, or they should be limited to only sitting on boards in other jurisdictions.
- A population threshold may be required to convene a board, in order to allow smaller communities to staff boards.
- To account for capacity challenges in smaller municipalities, elected councillors should be allowed to sit as members of a planning authority provided the individual sit on only one of either the municipal planning commission or the subdivision development appeal board.
- Council members should not comprise the majority of any board, commission, or quasi-judicial appeal board.
- Councillors will be aware of the bigger picture and be able to bring that perspective into board discussions.

## Theme 4: Viability

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- We heard that municipalities require the tools and flexibility to meet the unique, long-term needs of their communities.
- Through the *MGA* Review, we heard that suggested improvements for municipal strategic corporate planning, how viability is measured, and how municipalities are defined.

### ***Municipal Partner and Stakeholder Considerations***

- Throughout the *MGA* Review consultations, issues around municipal viability have been raised as municipalities strive to build communities that are forward-looking and capable of responding and adapting to change.
- Municipal partners and stakeholders provided the following opinions and insight concerning **strategic planning**:
  - The Province needs to legislate that each municipality, depending on size, produce a five year business plan, similar to what is required by the Province of British Columbia. This way the taxpayer can monitor the municipality and hold them accountable for their actions.
  - Municipal development plans are not always essential for small municipalities, but could be used as a strategic plan.
  - Strategic plans should be required for transparency and accountability for municipalities with populations of 3,500 or greater.
- Municipal partners and stakeholders provided the following opinions and insight concerning **municipal structure types** in the *MGA*:
  - The municipal structure types in the *MGA* do not make sense in Alberta's current context. Current municipal boundaries aren't necessarily meaningful to Albertans.
  - The current municipal structure types in the *MGA* are working well.
  - It is important that the municipal structure types are reflective of the municipality's purpose and economic situation, rather than rigid legal forms, elements of subjectivity, and political influence. Municipal structure types should be rethought to balance size, governance style and density.
  - Summer villages should be taken out of the *MGA*.
  - The *MGA* should change the population levels that define municipal structure types. Villages should have a population of 1,000 – 5,000 people. Towns should have a minimum population of 5,000 people.
  - Recognize resort municipalities like Banff and Jasper as unique municipal structure types. This would acknowledge demands placed on municipal services by visitors.
  - Villages shouldn't be an autonomous municipal structure type, and should instead join the neighbouring municipal district.
  - Hamlets should be removed from municipal districts and should be their own municipal structure type.



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- It is not desirable that the minimum and maximum numbers that define municipal structure types are not enforceable.
- Municipal partners and stakeholders provided the following opinions and insight concerning **measuring municipal viability**:
  - There needs to be a metric or measure of municipal viability that is established and is evaluated regularly. There should be viability assessments for municipalities at an earlier stage before the municipality is in financial difficulty.
  - The *MGA* needs more clarity regarding the viability review process. There needs to be a clear trigger point for the start of a viability investigation.
  - There needs to be a mechanism in the *MGA* to address non-viable municipalities that refuse to collaborate. This would still need to be balanced with local democracy and autonomy.
  - There should be more of a focus on prediction, projection, and long term forecasting. Municipal viability and sustainability should not be based on population. Tests of municipal viability should include stewardship responsibilities as well as financial liability.
  - Audits should review debt limits to ensure financial viability.
  - The Province should provide incentives for the restructuring of municipalities that are found to not be financially viable, and not meeting the definition of sustainability.
  - Peer viability reviews should be an option; municipalities could review other municipalities of similar types.

## Theme 5: Regional Decision Making

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- The Province supports municipal autonomy through the *MGA* and empowers communities to develop local solutions for local issues.
- Through the review, we heard the need to support regional decision making by exploring issues such as regional collaboration and planning, dispute resolution and mediation, annexation requirements, and annexation compensation.
- Municipal partners and stakeholders told us that ensuring municipal councils have the mechanisms, ability, and motivation to work together will result in decisions that uphold the interests of their regions, the Province, and the Albertans who elected them.

### ***Municipal Partner and Stakeholder Considerations***

- Throughout the *MGA* Review consultations, this issue was raised by municipalities and the public with the common goal of promoting partnerships in order to support local and regional growth.
- Municipal partners and stakeholders provided the following opinions and insight concerning **dispute resolution processes**:
  - Alternative dispute resolution methods are not useful unless both sides were willing to use them. It may not be worthwhile investing time and effort in alternative dispute resolution for the small proportion of properties under appeal.
  - The mediation process that the *MGA* currently outlines is confrontational and should be amended. There should be an alternative dispute resolution component in the assessment complaint process prior to the hearing.
  - Alternative dispute resolution and mediation would be much more comfortable for ratepayers than the current appeals process. Alternative dispute mechanisms may also be applicable to inter municipal disputes.
  - An alternative dispute resolution process would be preferred, as the current assessment appeals process is needlessly adversarial.
  - The Province should bring in and maximize the availability and use of mediation and other alternative dispute resolution mechanisms. This would cut costs and reduce litigation, as well as reducing the load carried by the Municipal Government Board.
  - The *MGA* should outline when the courts are an appropriate venue for disputes, and when alternative dispute resolution processes should be utilized.
- Municipal partners and stakeholders provided the following opinions and insight concerning **regional collaboration**:
  - Municipalities cannot be mandated to collaborate; collaboration needs to be voluntary. However, the Province should encourage, facilitate, and incentivize regional collaboration.
  - There needs to be consultation from the ground up to define options for regional cooperation; then Albertans should be engaged. This should happen before the legislation is presented.

## Municipal Government Act (MGA) Review Theme Overview

- The current *MGA* has encouraged competition between municipalities. Regional collaboration should be encouraged more, as collaboration can be more effective and efficient for the province as a whole.
- The Province should review the number of municipal governments in Alberta, and consolidate regions to reduce the number of municipalities.
- A regional governance structure, like the one used in British Columbia, could be investigated for Alberta.
- The Province should assume a proactive partnership role in supporting municipal efforts to create regional governance models that are based upon the principles of cooperation and collaboration, local autonomy, and accountability. Do not create a new order of government.
- The *MGA* should state that there must be valid reasons for municipalities to provide a duplicate service within their region.
- There is not enough structure in the *MGA* regarding options for regional collaboration. The *MGA* could provide frameworks, options and incentives for regional partnerships.
- The Province should establish a regional collaboration framework.
- Municipal partners and stakeholders provided the following opinions and insight pertaining to **statutory plans and growth management areas**:
  - Some stakeholders have indicated that the past use of Intermunicipal Development Plans (IDPs) has been failure and that these plans should be mandatory for municipalities to create.
  - Other stakeholders have indicated that the voluntary nature of IDPs should continue.
  - Some stakeholders have requested that the contents of statutory plans should be amended to include such matters as: affordable housing; what the features are of a complete community for their municipality, protection of environmental sensitive lands, flood plains, and preservation of agricultural lands.
  - Some stakeholders have requested that other types of municipal plans should be recognized as statutory plans through the *MGA* such as outline plans, conceptual schemes, neighbourhood plans, community sustainability plans.
  - Some stakeholders have indicated that growth management boards should have the power to manage all regional services (i.e., transit, GIS, transportation planning, regional growth management) within a growth area.
  - Other stakeholders have indicated the growth management boards should not be established.
- Municipal partners and stakeholders provided the following opinions and insight concerning **establishing a hierarchy of plans** in the Province:
  - Stakeholders indicated that the current system of municipal and regional planning in the Province does not effectively balance the needs of municipalities.
  - Stakeholders would like more clarity on how the *MGA* interacts with the *Alberta Land Stewardship Act*.
  - Overall, stakeholders shared a common desire for a legislated hierarchy of plans outlined in the *MGA*; however, there is no consensus amongst stakeholders on whether the land use bylaw should be required to be consistent with policies within statutory plans.

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- Municipal partners and stakeholders provided the following opinions and insight concerning **provincial land use policies**:
  - Any provincial land use policies should align with regional plans.
  - It is appropriate for regional plans to usurp any land use policies.
  - The *MGA* needs to ensure that there are policies in place to protect natural resources in the Province. Furthermore, it was recommended that the *MGA* include a provision that forces industry to reclaim the land that they use.
  - Land use policies need to be strengthened.



## Theme 6: Revenues

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- The Province wants to enable municipalities to operate within their existing financial means to address their local and regional needs.
- Through the *MGA* Review we heard that any changes should be fair to the tax payer, fiscally responsible, and keep Alberta communities competitive with one another as well as the rest of Canada.

### ***Municipal Partner and Stakeholder Considerations***

- Throughout the *MGA* Review consultations, municipalities asked for new ways to support operations as well as infrastructure needs within their community.
- Municipal partners and stakeholders provided the following opinions and insight concerning municipalities being granted the **authority to levy new and broader types of taxes**:
  - There should be additional revenue sources available to municipalities to provide the services that their citizens are demanding.
  - Some municipalities do not have access to large industrial property tax bases, which makes it difficult for them to collect enough revenue to pay for required services.
  - Municipalities should be enabled to establish additional taxes, fees, and levies through bylaws as they deem appropriate.
  - Rural communities are becoming far too dependent upon non-residential and non-voting tax revenues.
  - Tourist taxes should be allowed in the Town of Banff, the Town of Canmore, and the Municipality of Jasper.
  - Current municipal revenue models are too dependent on property taxes. Municipalities should have access to other sources of revenue.
  - Municipalities should be allowed to impose a sales tax and a fuel tax through appropriate public approval processes. Enabling new taxation powers may create inconsistencies for businesses in the Province.
  - There is no need to add more sources of revenue for municipalities. The focus should instead be on making the existing sources more consistent and sustainable.
- Municipal partners and stakeholders provided the following opinions and insight concerning the **sharing of provincial revenue**:
  - More transparent, predictable, and stable revenue sources are important to support long-term municipal planning.
  - The Province should consider sharing a portion of income taxes collected with municipalities.
  - Some municipalities advocated for a portion of resource revenues from the Province. Some specific requests included revenues gained from energy and lumber operations.
  - The Province should share income generated from the tourism industry with municipalities.

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- The Province should share a portion of the penalties and fees administered provincially.
- Concerns were expressed about services downloaded by the Province with no accompanying funding. They requested appropriate funding when services are downloaded to municipalities.
- Municipal partners and stakeholders provided the following opinions and insight concerning **reimbursing municipalities for costs associated with education property tax collection**:
  - There is an inequity in the assessment and taxation system whereby municipalities are charged cost recovery fees for linear property assessment, but receive no reimbursement for education property tax collection.
  - Education is a Provincial responsibility, and as such, should not be funded by property taxes at all.
  - Reimbursing municipalities for education tax collection or centralizing education tax collection would be administratively burdensome.
- As it pertains to **regional funding approaches**, municipal partners and stakeholders provided the following opinions and insight:
  - Regional funding approaches were an area of particular interest. Many of the conversations were centered around linear pooling, with the three options being: mandatory linear revenue pooling; no linear revenue pooling; and voluntary linear revenue pooling.
  - Those in favour of mandatory linear revenue pooling highlighted the wider issue of disparity between municipalities in Alberta. Acceptable services across the Province should be obtained in an equitable manner. A mandatory system would help all municipalities in Alberta remain sustainable.
  - If linear revenue sharing were to be made mandatory it would be most appropriately managed at the Provincial level to ensure fairness.
  - Those who were not in support of linear revenue pooling were concerned that too much of the revenue would be given to urban municipalities if such a system were to be implemented.
  - Consultation participants were split about voluntary linear revenue pooling. Some indicated that voluntary agreements are in line with local autonomy and allow municipalities to do what is best for their citizens. However, there were concerns around the municipalities who are not sustainable not being able to access appropriate funds.
  - In addition to discussions around linear revenue pooling, consultation participants were also interested in discussions around regional revenue sharing options. Some felt that regional revenue sharing would need to be mandatory to bring both municipalities to the table. Others indicated that these agreements should remain voluntary.
  - Implement cost sharing as opposed to revenue sharing. Cost sharing should be mandatory and revenue sharing should remain voluntary.
- Municipal partners and stakeholders provided the following opinions and insight concerning **tax recovery** powers and procedures:
  - Add provisions to assist with the recovery of unpaid tax for linear properties, unpaid tax for leaseholds in airport, and of unpaid grants in place of taxes.

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- Under the current system it is challenging for municipalities to collect tax arrears and as a result municipalities are forced to increase their mill rates to make up for tax arrears.
- The timeframe before municipalities can pursue taxes in arrears is too long. When taxes go unpaid, the education tax portion is still taken out of the municipality's budget. However, the municipality is unable to recoup that money from unpaid taxes in a reasonable amount of time.
- The process to collect arrears on taxes on linear properties needs to be improved. Courts do not allow municipalities to seize assets to cover these arrears.
- Provide mechanisms for collecting property taxes in arrears from lessees of Provincial lands.
- There needs to be direction in the *MGA* for the recovery of machinery and equipment taxes. Municipalities cannot just take possession of machinery and equipment, like they can with other properties.
- Add new section to deal with *MGA* regarding fractional (multi-party) ownership of property (e.g., if only one owner is in arrears don't send entire property to auction).
- Add a provision which states that the Registrar cannot cancel a certificate of title on tax recovery lands without the consent of the affected municipality.
- Municipal partners and stakeholders provided the following opinions and insight concerning **linking the residential and non-residential tax rates** and allowing municipalities to further **subclass (split) the non-residential properties**:
  - Establish a link between the residential and non-residential tax rates.
  - Further splitting within the non-residential property class should only be allowed in the context of legislated of a legislated link to ensure major tax shifts do not occur.
  - Do not link residential and non-residential tax rates.
  - Provide the ability to further sub-class non-residential property types.

## Theme 7: Property Assessment and Taxation

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- The government is committed to ensuring that municipal assessment and taxation systems are transparent, provide certainty and equity for taxpayers, and contribute to the province's overall economic strength.
- Through the *MGA* Review, we heard that assessment and taxation in Alberta needs to be improved by updating definitions, reviewing the appeals and complaint procedures, and streamlining processes.

### ***Municipal Partner and Stakeholder Considerations***

- Throughout the *MGA* Review consultations, assessment and taxation issues have been raised by municipalities, the business community, and assessors with the common goal that property assessments need to be consistent, equitable, and predictable.
- Municipal partners and stakeholders provided the following opinions and insight concerning **definitions of industrial property**:
  - The current definitions in the *MGA* are confusing and revised definitions would enable greater efficiency for industrial property assessment. For example, ensure consistent terminology and dates for machinery and equipment (M&E) in order to clarify the assessment process.
  - Update definitions for industrial property in the *MGA*.
  - Provide greater clarity in the definitions contained in the *Act*.
  - Improve the consistency of treatment and assessment across industrial property types.
  - It is unclear why certain types of property are treated differently for assessment and taxation when they are used for the same purposes (e.g. linear property and M&E in the telecommunications sector, or railway versus airport property).
  - Make policy changes to reduce inefficiencies in assessment and taxation.
  - There should be periodic review to ensure definitions remain up to date.
- Municipal partners and stakeholders provided the following opinions and insight concerning the **valuation methodology for industrial property**:
  - Industrial and linear property sites should be assessed using regulated processes or cost manuals.
  - Choices over the use of either regulated or market value assessment methodologies at industrial sites are often inconsistent or incorrect.
- Municipal partners and stakeholders provided the following opinions and insight concerning **supplementary assessment and the timing of first assessment for regulated industrial property**:
  - Input is divided on this issue. Municipalities are in favour of keeping and updating supplementary assessments for regulated industrial property, while business and industry are opposed to supplementary assessments.
  - The current provisions regarding when properties are assessable, are confusing.
  - Either eliminate supplementary assessments on M&E or railway property completely, or reduce the amount of supplementary assessments.

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- Maintain status quo or expand supplementary assessments.
- Municipal partners and stakeholders provided the following opinions and insight concerning the **statutory assessment level for machinery and equipment (M&E)** in the *MGA*:
  - Eliminate the assessment exemption.
  - Keep the exemption.
  - Consistency, clarity, and transparency in the assessment process for M&E should be improved.
  - Eliminate the 23 percent exemption from the assessment process for M&E.
  - Allow municipalities having discretion as to whether or not to exempt M&E, and provide greater clarity and transparency in the assessment process.
  - Tax policy, rather than assessment exemptions, should be the instrument for adjusting the tax burden on M&E (i.e. apply the 77 per cent subsidy to the tax rate, not the assessment).
  - All linear property should receive the same tax benefits as M&E, including a 77 per cent statutory assessment level and education tax exemption.
- Municipal partners and stakeholders provided the following opinions and insight concerning the partial tax exemption of **farm residences**:
  - Rates are outdated and the exemption should either be eliminated or updated.
  - Farm residences should not receive any tax exemptions, but farm buildings should continue to receive tax exemptions.
  - Rates used to determine tax exemptions for farm properties are not relevant and need to be updated.
  - Farm property tax exemptions have outlived their usefulness and are no longer applicable.
- Municipal partners and stakeholders provided the following opinions and insight concerning **farm land rates**:
  - Market value should be used to assess farm land.
  - Farm land should be assessed at its true productive value.
  - Additional distinctions between different types of farm land should be allowed.
- As it pertains to **farm land intended for development**, municipal partners and stakeholders provided the following opinions and insight:
  - Do not change the assessment or taxation of land intended for development that is still being farmed.
  - Change the assessment and taxation of farm land that is no longer being farmed.
- Municipal partners and stakeholders provided the following opinions and insight concerning the assessment of **farm buildings**:
  - Farm buildings should be exempt, to some extent, from taxation, but not assessment
  - Farm building exemptions should remain at status quo.
  - Urban and rural farm buildings should be treated identically to one another for assessment purposes
  - Farm buildings should be levied the same tax rate as farm land
  - Intensive farming operations should be treated differently than other farm operations



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- Municipal partners and stakeholders provided the following opinions and insight concerning **airport assessment** valuation methodology:
  - There should be a per-passenger tax rate with a cap on annual increases to property taxes.
  - Do not implement a per-passenger tax rate.
  - Per-passenger tax rates were generally viewed as a means to reduce the property taxes of international airport authorities and perceived as a tax break.
  - Market value is the most transparent and equitable approach to airport assessment valuation.
- Municipal partners and stakeholders provided the following opinions and insight concerning **education tax on industrial property**:
  - Only some of the existing property types should be required to pay education tax.
  - The exemption for M&E should be maintained because they believe eliminating it will harm the competitiveness of Alberta's market relative to other provinces.
  - Municipalities should either have more influence regarding education issues, as they are involved in the taxation process, or that the Province should collect the education tax centrally.
  - Some municipalities are challenged by the public perception of education tax, which may be viewed as a municipal tax because municipalities collect it on behalf of the Province. Municipalities' limited role often causes confusion for taxpayers. Municipalities should have the ability to separate out the education tax bill for taxpayers, and costs associated with its collection should be billed to the Province.
- Municipal partners and stakeholders provided the following opinions and insights concerning jurisdiction to hear **assessment complaints for industrial property**:
  - There should be a centralized body to hear assessment complaints related to industrial property.
  - A centralized assessment complaint board would be in the best position to handle all industrial property complaints due to their complexity.
  - There are concerns about independence and inconsistency under the current assessment complaint system, specifically regarding councillors (and ex-councillors) who are members of local boards; some stakeholders requested members be Provincially appointed.
  - Assessment complaints should be heard by boards with specialized expertise, such as industry and property assessment knowledge. The current board structure is inadequate in this regard.
  - The assessment review board structure should ensure relevant expertise and appropriate local/provincial representation.
  - Concerns of appearance of bias could be addressed through a "cooling off" period for board members with previous municipal government experience, prior to appointment.
- Municipal partners and stakeholders provided the following opinions and insight concerning the **assessment complaint period**:
  - Reduce the timeline for assessment complaints in order to increase the amount of time available for hearings and to expedite the following year's assessment process.

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- The complaint period should be extended to longer than the current 60 days.
- The complaint period should be reduced.
- Municipal partners and stakeholders provided the following opinions and insight concerning **access to assessment information**:
  - There is a need to update the access to assessment information requirements under the *MGA*.
  - Information that municipalities are forced to provide to property owners should be limited in scope.
  - Industrial stakeholders should be able to request access to models, including coefficients and any market adjustment factors.
- Municipal partners and stakeholders provided the following opinions and insight concerning **property tax exemptions** in the *MGA*:
  - There should be a review of property tax exemptions.
  - There are issues with the clarity of exemptions today.
  - Municipal autonomy should be protected throughout a review.
- Municipal partners and stakeholders provided the following opinions and insight concerning **provincial assessment for industrial property**:
  - A Provincial assessment body should prepare industrial property assessments in Alberta.
  - All industrial property should be assessed by a Provincial assessor, not just regulated property.
  - There is a lack of consistency in existing assessment administration. A single assessment body for industrial property would provide more consistency across the Province and also allow for more efficient regional services. A Provincial assessment body would help balance the needs of different regions in Alberta.
  - Provincial preparation of assessments for industrial property would remove confusion among municipalities in the assessment process and result in fewer assessment complaints. This may be particularly important in the case of properties that cross municipal borders (such as railway and linear) and thus may receive non-uniform treatment.
  - Rather than utilizing a Provincial assessment body, the Province should consider appointing Provincial Assessment Commissioners who would oversee the municipally-administered industrial property assessments.
  - The Province should play a role in valuation of large industrial properties to support equitable assessment.

## Theme 8: Managing Growth

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- As Alberta continues to experience unprecedented growth, the government is committed to supporting responsible, thoughtful, efficient, and coordinated growth of municipalities.
- Through the *MGA* Review, we heard that municipalities should have the flexibility to plan for the future and use their land to ensure that growth in Alberta is sustainable, improves the quality of life of Albertans, and respects natural resources.

### ***Municipal Partner and Stakeholder Considerations***

- Throughout the *MGA* Review consultations, municipalities asked for provisions relating to managing growth need to be efficient, clear and provide certainty.
- Municipal partners and stakeholders provided the following opinions and insight concerning **annexation requirements**:
  - There should be a better way of managing urban style development than the current annexation process. The current process is said to promote disputes as opposed to cooperation.
  - There is a need to identify more appropriate triggers for public hearings. If municipalities agree on a direction, complaints only of a certain magnitude should require a public hearing.
  - The municipality who initiates the annexation should be required to lead negotiations.
  - The *MGA* should add clear triggers that outline when annexations should happen.
  - Intermunicipal development planning should be required prior to the annexation process.
  - Municipalities should be required to develop additional rationale for why additional land is needed to build a more compelling case for annexation.
  - The annexation principles used by the Municipal Government Board (MGB) should be adopted as part of the *MGA*.
  - There should be a more inclusive notification process of the impacts of an annexation.
- Municipal partners and stakeholders provided the following opinions and insight concerning **annexation compensation**:
  - A penalty should be established for frivolous or vexatious annexation requests.
  - The *MGA* should be amended to ensure that both municipalities support the improvements prior to infrastructure improvements proceeding in an annexation area.
  - The municipality initiating an annexation should pay for both parties' legal and preparation costs.
  - When annexation occurs, cash-in-lieu of reserve land should go to the annexing municipality, since they do not get the benefit of land to use.
  - Compensation for annexation should be based on the undeveloped value of land.

- Municipal partners and stakeholders provided the following opinions and insight concerning **development levies**:
  - The use of off-site levies should be expanded to better enable municipalities to cover the capital costs of new facilities for essential soft services and to fund all services and infrastructure that are desired for new neighbourhoods.
  - Expanding off-site levies would result in more expensive housing and decreased affordability in the marketplace.
  - Increased transparency and enforcement is needed with respect to the collection of levies and ensuring that the monies collected are used for the purpose in which they were collected.
  - It should be the responsibility of the municipality to front the costs associated with over-sizing. It is should be the responsibility of the developer and others has commented that the costs should be shared between both the municipality and the developer.
- Municipal partners and stakeholders provided the following opinions and insight concerning **decision-making timelines for subdivision and development applications**:
  - Based upon the complexity of some applications, there should be more realistic and practical timelines. This includes requests to extend timelines:
    - for discretionary development permits to 180 days;
    - for development permits to 60 days;
    - so that they are suitable to ensure proper public consultation and discussions;
    - of issuing a decision on appeal to 30 days rather than 15 days; and,
    - for holding an appeal hearing from the current 30 days to 45 days and issue a decision within 20 days.
  - The timelines should be included within a municipality's land use bylaw and not legislated within the *MGA*.
  - The timelines are working well and should not be amended.
  - Municipalities should have 14 days to review the application and advise the applicant of any deficiencies and then have 60 days in which to review and approve the application. If the timeline is not met, then application fees should be refunded to the applicant.
  - The legislation needs to be clear when a development permit or subdivision application is deemed complete.
  - There needs to be consequences if municipalities do not meet the legislated timelines.
  - The Municipal Government Board should have to adhere to legislated timelines.
- Municipal partners and stakeholders provided the following opinions and insight pertaining to **reserve land dedication**:
  - Municipal reserves should be capped at 5 per cent, and dedication of municipal reserve between 5 per cent and 10 per cent to be based upon a "needs test."
  - The school reserve requirement should be reduced and school boards should negotiate for more, if needed.
  - School sites should be purchased with funds from a school levy rather than dedicating land as school reserves.

## Municipal Government Act (MGA) Review Theme Overview

- The current 30 per cent road and utility dedication and the 10 per cent municipal reserve should be combined to create a new “public infrastructure” dedication of 40 per cent.
- The current land dedication requirements work well.
- The current provisions do not work well especially in high growth areas, communities with young children, communities planning for higher densities, and areas served by regional school districts.
- Municipal partners and stakeholders provided the following opinions and insight pertaining to **permitted uses of reserve land**:
  - The use of school reserves should be expanded to include medical facilities.
  - A new reserve dedication should be created for “health service” to provide land to be used for health service infrastructure, or to add “health service” as an allowable use on CSR lands.
  - Allow municipalities the flexibility to determine, through bylaw, the best uses for reserve lands within their municipal boundaries.
  - Allow other uses on reserve lands such as recreation facilities, affordable housing, transit infrastructure, day cares, or other infrastructure that meets community needs.
  - Developers should be reimbursed if school reserve isn’t used for schools within a given timeframe.
  - There should be flexibility to change reserve classifications even if there is not a surplus in school reserve land.
- Municipal partners and stakeholders provided the following opinions and insight concerning **environmental reserve (ER)**:
  - The current definition of ER is too broad and flexible. A statement of purpose was recommended as a way to clarify the intent of these reserves.
  - The current term is misleading and would like to see ER be used both for land that is unsuitable for development as well as land to be preserved for environmental significance.
  - ER could be redefined as conservation easements.
  - There are concerns about the definition of “body of water” and how well it aligned with the definition in other legislation.
  - ER should be established for specific environmental purposes rather than just being a by-product of development.
  - There are concerns about how ER will change to protect against flooding in the future. Floodplain maps needs to be up to date at all times.
- Municipal partners and stakeholders provided the following opinions and insight concerning **subdivision appeals and provincial interest** in the *MGA*:
  - There are questions as to whether the Municipal Government Board (MGB) should hear some or all subdivision appeals involving intermittent watercourses and water bodies, and if the MGB should hear subdivision appeals involving some intermittent watercourses and water bodies, the *MGA* should define which ones.
  - The *MGA* should be amended to more clearly state that a subdivision appeal lies with the MGB only on issues or matters that are demonstrated to be in the provincial interest.



## Municipal Government Act (MGA) Review Theme Overview

- All subdivision appeals should be heard at the local level.
- The MGB should hear all appeals, and the local subdivision and development appeal board (SDAB) should be eliminated because they currently have too much authority.
- MGB members should be qualified.
- Subdivision appeals should continue to be heard by SDABs unless there are compelling reasons, explicitly raised by regulators. Proximity to bodies of water or water treatment plants should not be considered a compelling reason for removing an appeal from SDAB.
- All appeals should be forwarded to the MGB, which decides if there is a Provincial interest. If there is no Provincial interest then the local SDAB hears the appeal, whereas if there is a provincial interest then the MGB hears the appeal.
- Municipal partners and stakeholders provided the following opinions and insight concerning **SDABs and training requirements** in the *MGA*:
  - Both subdivision and development authorities and SDAB board members are often unequipped to deal with matters relating to subdivision and development approvals, gathering and interpreting engineering evidence and understanding contract law.
  - The effectiveness of the SDAB needs to be strengthened through improved training and changes to membership selection criteria.
  - A SDAB regulation similar to the Matters Relating to Assessment Complaints Regulation should be created and require SDAB training and certification similar to the assessment review board member training. This training should:
    - be an annual requirement;
    - outline planning legislation and other provincial legislation;
    - include potential conflicts of interest scenarios;
    - include a review pertinent municipal bylaws; and
    - be offered online.
  - Vastly improved integrity and accountability in municipal land use planning and governance is needed.
  - The Province should create regional pools of trained, expert board members to draw from, which would allow for consistency and may reduce bias. A pool of qualified members could mentor local SDABs.
  - Smaller local SDABs do not have the expertise needed and that SDABs need qualification requirements and more education of their members to ensure consistency of decisions.
  - Councillors should not be permitted on SDABs as they are essentially deciding on appeals of their own decisions and policies. While other stakeholders have indicated that in order to account for capacity challenges in smaller municipalities, councillors should be allowed as members of the SDAB.



## Agenda Item

<b>Project: DRAFT 2015 – 2018 Strategic Plan</b>	
<b>Presentation Date: February 10, 2015</b>	
<b>Department: Municipal - CAO</b>	<b>Author: Ron Leaf</b>
<b>Budget Implication:</b> <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation	
<b>Strategic Area:</b>	<b>Goal:</b>
<b>Legislative Direction:</b> <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) _____ <input type="checkbox"/> County Bylaw or Policy (cite) _____	
<b>Recommendation: 1. That Council reviews, amends, and/or accepts the DRAFT 2015-2018 Strategic Plan document in principle. 2. That Council engages public consultation on the accepted DRAFT 2015 – 2018 Strategic Plan document.</b>	
<b>Attachments List: DRAFT 2015 – 2018 Strategic Plan</b>	

### Background:

Progress on the draft 2015 – 2018 Strategic Plan is continuing and approaching the final stages. The attached portion of the “draft Strategic Plan” introduces the Plan format and three themes (i.e. Managing Growth, Well Governed and Leading Organization, Community Well Being) as well as the associated strategic outcomes, priority areas, objectives, and strategies associated with the respective themes.

Part of the process is for the public consultation component of the Plan development, therefore I am requesting acceptance of the submitted draft, in principle, to allow staff to begin a consultation and community engagement process regarding the directions set out in the document.

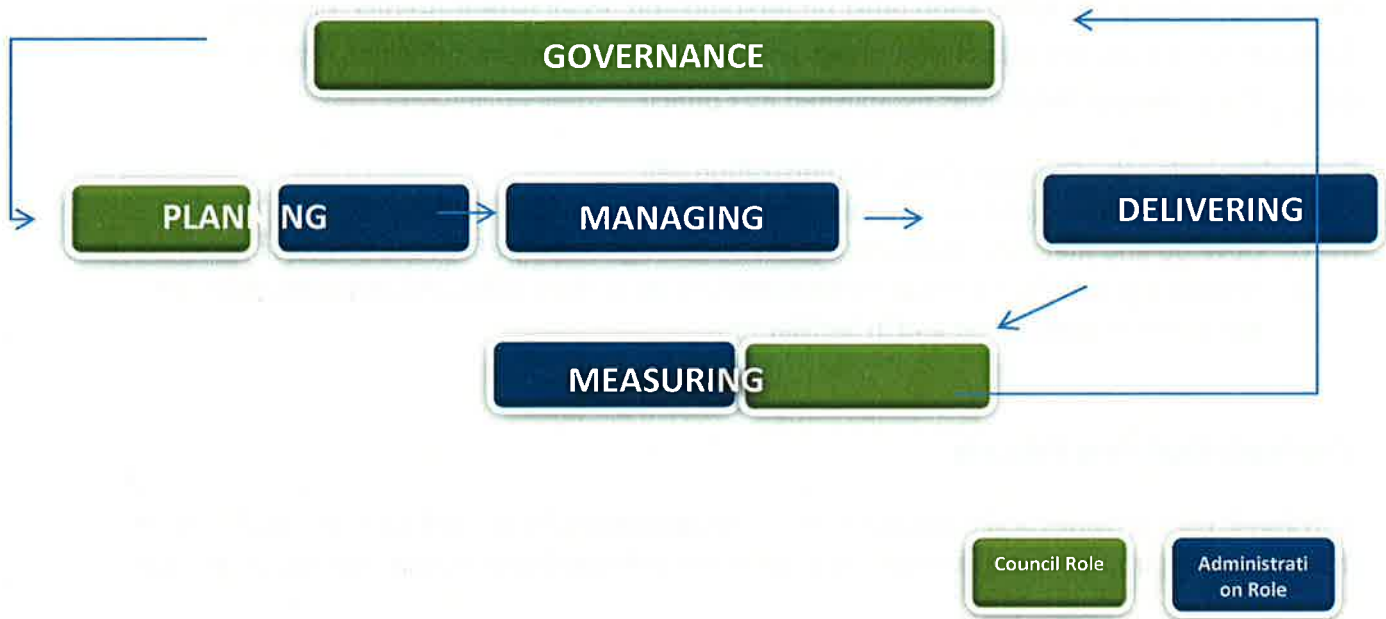
Assuming Council’s support, I propose that the following agencies would be contacted for their perspectives and input:

- 1) Town and Village Councils
- 2) Town and Village Administrations
- 3) Ag Services and Landcare Board

- 4) Rocky, Caroline and Nordegg Chambers
- 5) Caroline Ag Society (as operator of KB Complex, HUB and SE Rec Grounds)

Following this consultation phase I propose that a “Final Draft” be submitted for Council’s review and comment after which the document will be released for a “public comment” period of 2-3 weeks. Any comments received will be summarized and provided for Council’s consideration after which Council may amend and/or provide final approval.

## Roles and Responsibilities



### ***Council's Role***

Clearwater County Council must make important decisions regarding service delivery and service levels on behalf of the municipality in order to balance the needs and wants of County residents in a financially responsible manner.

By implementing the strategic plan, Council will:

- Articulate a long term vision for the County;
- Establish medium (3-5 year) and short term (1-2 year) goals;
- Establish a context for Council's plans in relation to Council's views on community sustainability, community development, and Council's understanding of the needs and expectations of its citizenry, business and industry;
- Define Council's "best practices" relating to community participation and citizen engagement;; and,
- Identify strategies or processes by which Council will review programs or service performance in relation to Council's goals and priorities.

## ***Administration's Role***

Clearwater County Administration must understand and, to an extent predict, program demands and to advise Council of changes and challenges to ensure sufficient capacity to deliver the municipal services as established by Council.

By implementing the Strategic Plan, Administration will:

- Implement and maintain service level/standards as set out by Council.
- Develop and maintain supporting plans and budgets that reflect the strategic plan.
- Provide Council the necessary information to meet their roles and responsibilities set out in the strategic plan and in legislation.

## ***Strategic Planning Process***

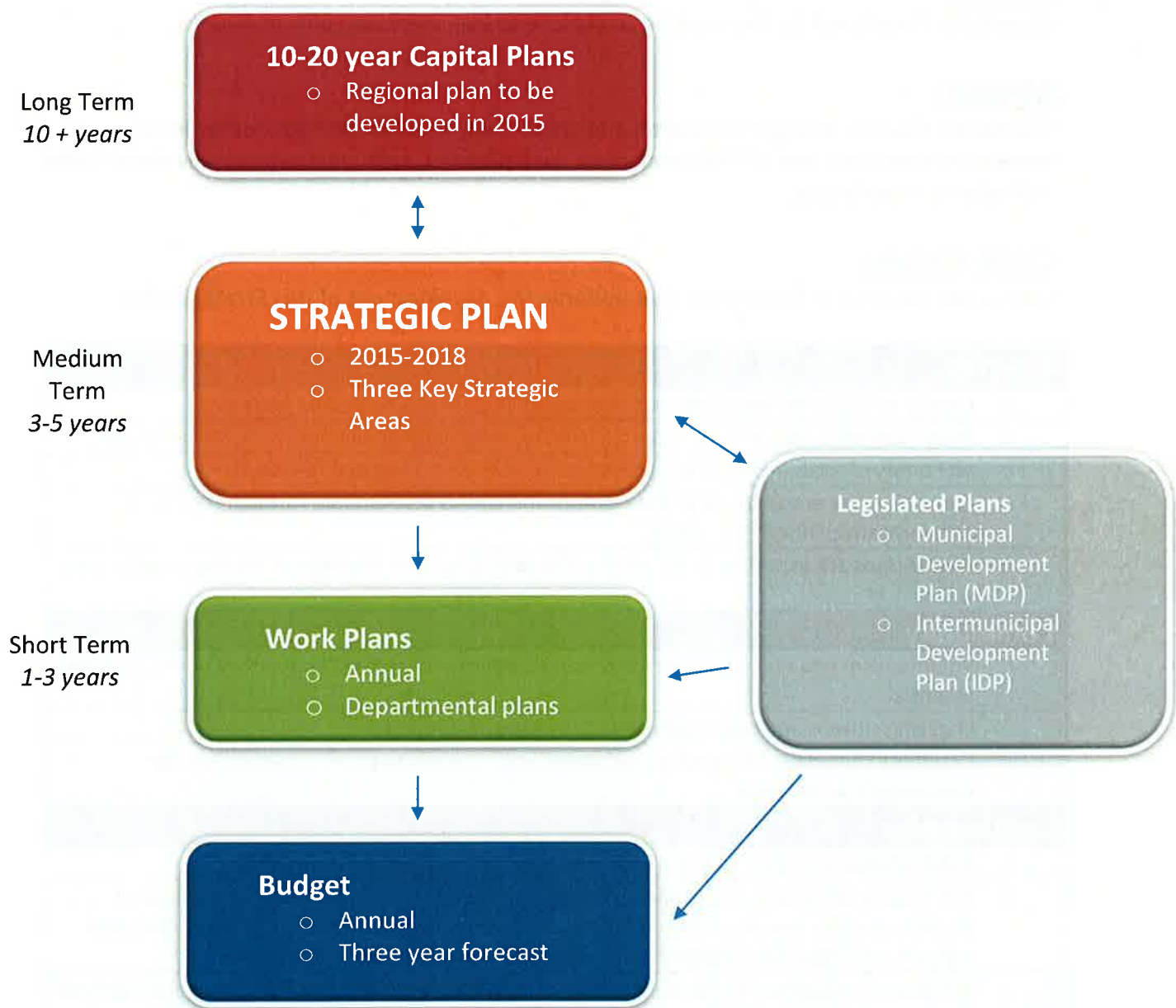
A strategic plan provides a glimpse of what the municipality's future will look like, and ensures that through its implementation that the County can achieve the objectives set out in the plan.

Along with their regular civic engagements and interactions with residents and industry, Council relies on the feedback of approximately 50 appointed boards and committees to help shape its community vision and to provide advice in terms of delivery of programs and services. Council also looks to engage its citizenry through open house meetings, as well as by providing ongoing opportunity for input into its strategic plan through various surveys, the County website, and various social media tools.

Council undertakes an informal review of its strategic plan annually, and completes a formal review or revised plan every four years. In 2014, Council reviewed and significantly revised the County's vision, mission and values, as well as the areas of strategic focus.



**Plan Timeframe**



## Vision, Values and Themes

### Vision

Clearwater County will be the most desired place to live, work and play in Alberta.

### Mission

Clearwater County, through innovation and leadership, will provide high quality local government services. We will be a balanced, well-planned, safe, environmentally responsible and vibrant municipality.

### Core Values

Clearwater County has four values that underlie the development of this Strategic Plan.

<b>Integrity</b>
○ County business will be conducted in an open, honest and respectful manner.
○ A high degree of integrity and approachability is expected of all County officials and staff.
○ All County officials and staff are accountable for their actions and decisions.
○ Councillors are accountable to the electors and staff is accountable through the Chief Administrative Officer to Council.
○ All decisions are expected to be made in the best long term interests of the municipality as a whole.
<b>Community</b>
○ Volunteerism and recognition of long term commitments to the Clearwater County area are essential.
○ Engaging citizens and businesses at various levels is important.
○ Residents should be informed and educated with regards to philosophies within the Clearwater County Code.
<b>Collaboration</b>
○ Collaboration and relationship building are key to a sustainable community.
○ The County recognizes and supports the Town of Rocky Mountain House, the Village of Caroline and the Summer Village of Burnstick Lake as independent local governments and will strive for regional collaboration that benefits the community as a whole.
○ The County recognizes the three First Nations governments (Sunchild, O'Chiese and Bighorn) and the importance of fostering ongoing relationships.
<b>Sustainability</b>
○ The financial well-being of the County is of principal importance, and will be monitored and protected.
○ A high regard will be paid to environmental education and stewardship.

Several issues consistently emerged that influenced the development of the 2015-2018 Strategic Plan. Council articulated these issues into three themes:

### **Managing our Growth**

In order to manage current and projected growth and to respond to the various trends, impacts and demands, a balanced strategic approach to growth is needed. Growth includes several functional areas within the County including infrastructure, economic development, and planning.

### **A Well Governed and Leading Organization**

In order to support Council's relationship with its residents, neighboring municipal councils, federal and provincial officials and, key stakeholders- communication and collaboration are essential. Council's governance involves decision making relating to policy development, long and short term planning, and service and program evaluation.

### **Community Wellbeing**

In order to develop and maintain programs that enhance the quality of life and encourage an active, safe and healthy community, continuous evaluation of service levels and community need is key. Advocacy by Council for health related services and a hospital is of increasing importance.

## Theme One: Managing our Growth

**Strategic Outcome: A clear vision to develop a sustainable and connected community.**

Priority Area	Objective
Planning	1.1 Plan for a well designed and built community.
Assets	1.2 Build a sense of place through an engaging range of community facilities and shared open spaces.
Local Economy	1.3 Generate an innovative local economy that stimulates opportunities for investment, business and training.
Natural Environment	1.4 Value and protect the natural environment for future generations.
Transportation	1.5 Support a transportation network that connects and moves residents and industry.

**Objective 1.1 Plan for a well designed and built community.**

<b>#</b>	<b><u>Strategies</u></b>
1.1.1	Ensure appropriate land use planning for public infrastructure, rural subdivisions, hamlets and commercial and industrial lands.
1.1.2	Prepare statutory plans and design guidelines that supports the creation of sustainable residential, commercial and industrial development while balancing the need for protection of agricultural lands and environmentally significant areas.
1.1.3	Develop planning guidelines and collaborate with the Town of Rocky Mountain House and Village of Caroline to encourage economic growth.
1.1.4	Partner with stakeholders to take sustain the natural beauty and environmental attributes through conservation, protection and enhancement.



**Objective 1.1 Plan for a well designed and built community.**

Supporting Plans
<ul style="list-style-type: none"> <li>• Municipal Development Plan (2016)</li> </ul>
<ul style="list-style-type: none"> <li>• Intermunicipal Development Plan (2015)</li> </ul>
<ul style="list-style-type: none"> <li>• Transportation Plan (2015)</li> </ul>
<ul style="list-style-type: none"> <li>• Maintenance Plan (2015)</li> </ul>
<ul style="list-style-type: none"> <li>• Environmental Stewardship Plan (?)</li> </ul>
<ul style="list-style-type: none"> <li>• Water/Wastewater Plan (2015)</li> </ul>
<ul style="list-style-type: none"> <li>• Regional Economic Development Strategy (2015)</li> </ul>
<ul style="list-style-type: none"> <li>• Nordegg Development Plan &amp; Design Guidelines</li> </ul>
Provincial Policy
<ul style="list-style-type: none"> <li>• Municipal Government Act (MGA)</li> </ul>
<ul style="list-style-type: none"> <li>• North Saskatchewan Regional Advisory Committee (RAC) Regional Plan</li> </ul>
<ul style="list-style-type: none"> <li>• Water Act – Alberta’s Wetland Policy</li> </ul>

Service Delivery
<ul style="list-style-type: none"> <li>• Planning and Development                             <ul style="list-style-type: none"> <li>○ Permits</li> <li>○ Appeals</li> <li>○ Subdivision Process</li> <li>○ Re-Zoning</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Infrastructure: roads; bridges; culverts                             <ul style="list-style-type: none"> <li>○ Maintenance and upgrade of paved roads, gravel roads and bridges</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Hamlets – Alhambra, Condor, Leslieville, Withrow and Nordegg                             <ul style="list-style-type: none"> <li>○ Design and develop the hamlet of Nordegg in compliance with Council’s plan</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Intermunicipal Collaboration Committee                             <ul style="list-style-type: none"> <li>○ Regional Economic Development programs</li> <li>○ Future (partnered) development</li> <li>○ Revenue sharing agreements</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Partnership with Town of RMH on operation of Town Wastewater facility</li> </ul>

## Objective 1.2 Build a sense of community through an engaging range of facilities and shared open spaces.

#	Strategies
1.2.1	Prepare comprehensive feasibility studies, management plans and infrastructure plans to ensure the future provision of assets are in line with community needs, and, organizational capacity to deliver and manage.
1.2.2	Collaborate with the Town of Rocky Mountain House and Village of Caroline in the delivery of recreational, cultural, leisure and education services that support or enhance the sense of community (i.e. Caroline arena and HUB, SE Rec Grounds, RABC).
1.2.3	Respond to asset needs through capital works programs, planning, design, marketing, operation and maintenance of activity centres and community hubs aligned to meet Council's strategic goals and objectives.
1.2.4	Support community hall and community outdoor areas' sustainability with administrative assistance for grant applications and, as a funder of last resort, provision of capital grants for community halls,.

Supporting Plans
<ul style="list-style-type: none"> <li>• RMH Recreation Master Plan</li> </ul>
<ul style="list-style-type: none"> <li>• Regional 10 Year Infrastructure Capital Plan (Town, Village and County) - 2015</li> </ul>
<ul style="list-style-type: none"> <li>• Caroline Ag. Society Service Level Review (2015)</li> </ul>
<ul style="list-style-type: none"> <li>• North Saskatchewan River Park plan &amp; operational review (2001?)</li> </ul>

Service Delivery Activities
<ul style="list-style-type: none"> <li>• Recreation Services</li> </ul>
<ul style="list-style-type: none"> <li>• DT Rec Board programs</li> </ul>
<ul style="list-style-type: none"> <li>• Capital Grants for Community Halls</li> </ul>
<ul style="list-style-type: none"> <li>• Regional Infrastructure Plan</li> </ul>
<ul style="list-style-type: none"> <li>• North Saskatchewan River Park (NSRP) agreement</li> </ul>

## Objective 1.3 Generate an innovative local economy that stimulates opportunities for investment and commercial and industrial expansion.

<b>No.</b>	<b>Strategies</b>
1.3.1	Collaborate with the Town of Rocky Mountain House to identify growth areas adjacent to the Town with the intent of addressing the lack of serviced residential, commercial and industrial properties.
1.3.2	Collaborate with the Village of Caroline to identify growth areas within or adjacent to the Village with the intent of addressing the lack of serviced residential, commercial and industrial properties.
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.
1.3.4	Evaluate municipal opportunities support “Final Mile” connectivity for residents, business, and industry within Clearwater County.
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.
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.

**Objective 1.3**

Generate an innovative local economy that stimulates opportunities for investment and commercial and industrial expansion.

Supporting Plans
<ul style="list-style-type: none"> <li>Reeves Economic Summit Studies (2013)</li> </ul>
<ul style="list-style-type: none"> <li>Regional Economic Development Plan (2015)</li> </ul>
<ul style="list-style-type: none"> <li>Clearwater “Final Mile” Internet studies (2015)</li> </ul>
<ul style="list-style-type: none"> <li>IDP Review - Town</li> </ul>

Service Delivery Activities
<ul style="list-style-type: none"> <li>Tourist Information Centre Grant</li> </ul>
<ul style="list-style-type: none"> <li>Membership Central Alberta Economic Partnership</li> </ul>
<ul style="list-style-type: none"> <li>Agricultural Services and Landcare extension programs</li> </ul>
<ul style="list-style-type: none"> <li>Community Futures board membership</li> </ul>
<ul style="list-style-type: none"> <li>Rural Alberta Business Centre (RABC) support</li> </ul>
<ul style="list-style-type: none"> <li>On Farm Demonstration and Research</li> </ul>

## Objective 1.4 Value and protect the natural environment for future generations.

<u>No.</u>	<u>Strategies</u>
1.4.1	Pursue innovative and environmentally sensitive design and construction of Clearwater County assets.
1.4.2	Cost effective waste management through reduction, reuse and recycling of waste products.
1.4.3	Educate the local and broader community of value of the natural environment and the benefits of adopting sustainable practices in their daily lives.
1.4.4	Support the development and provision of innovative and environmentally sensitive programs or services for landowners, agricultural producers, and, business and industry.
1.4.5	Engage agricultural and acreage landowners to improve land stewardship practices in order to enhance environmental sustainability within Clearwater County.
1.4.6	Support the activities and programs of the Agricultural Services Board (ASB) and Clear Water Landcare board as administered and implemented by the Agricultural Services and Landcare department particularly with respect to weed and pest control, riparian and wetland management, and land stewardship.
1.4.7	Continue to monitor the impacts of recreational uses within the West County and advocate for programs that support the sustainability of public lands and "eastern slopes" areas.
1.4.8	Continue to encourage Alberta Environment and Sustainable Resource Development (ESRD) to develop trail and recreation areas to reduce the levels of environmental damage occurring within the West Country.



**Objective 1.4** Value and protect the natural environment for future generations.

Service Delivery Activities
<ul style="list-style-type: none"> <li>• Sasquatch and Partners program</li> </ul>
<ul style="list-style-type: none"> <li>• Weed Extension Programs</li> </ul>
<ul style="list-style-type: none"> <li>• Clearwater Land Care</li> </ul>
<ul style="list-style-type: none"> <li>• Custom Spraying</li> </ul>
<ul style="list-style-type: none"> <li>• Membership Rocky Regional Waste Authority</li> </ul>
<ul style="list-style-type: none"> <li>• Partnership PAMZ, Red Deer Watershed, North Sask Watershed, Red Deer Municipal Users Group</li> </ul>
<ul style="list-style-type: none"> <li>• SE Slopes Taskforce Member</li> </ul>
<ul style="list-style-type: none"> <li>• Support Clearwater Trails Initiative</li> </ul>

**Objective 1.5** Support a transportation network that connects and moves residents and industry.

#	Strategies
1.5.1	Asphalt overlay will be scheduled at an average rate of 23 kilometers per year (15 - 17 year cycle).
1.5.2	Existing surfaced roads will be overlaid to achieve a 90% ban free standard by 2015.
1.5.3	No new road surfaces will be paved, unless additional funding resources become available (i.e. Provincial Resource Road funding, Federal Building Canada Fund or other partners). All new paved roads will be built to a 100% ban free structure.
1.5.4	Bridge repair or replacement scheduled at an average of 2-3 bridges per year (50-60 year cycle).
1.5.6	Own, or have access to, strategically located aggregate supply with minimum 100 year gravel supply by 2018.

Supporting Plans
<ul style="list-style-type: none"> <li>• Bridge Inventory/Replacement (2015)</li> </ul>
<ul style="list-style-type: none"> <li>• 15 year Paved Road forecast</li> </ul>
<ul style="list-style-type: none"> <li>• Gravel Exploration Program and Pit Management Plan</li> </ul>

Service Delivery Activities
<ul style="list-style-type: none"> <li>• Paved road maintenance program</li> </ul>
<ul style="list-style-type: none"> <li>• Bridge maintenance program</li> </ul>
<ul style="list-style-type: none"> <li>• Gravel road maintenance program</li> </ul>
<ul style="list-style-type: none"> <li>• Dust control program</li> </ul>

## Theme Two: Well Governed and Leading Organization

Strategic Outcome: Operating with innovation, transparency, accountability and sustainability.

Priority Area	Objective
Strategic Management	2.1. Build community trust through socially responsible governance for long term sustainability.
Service Levels	2.2. Provide levels of service that balance community needs with organizational capacity.
Engagement	2.3. Facilitate community engagement in planning and decision making.
Workforce	2.4. Invest in, and support, a skilled, motivated and performing workforce.
Advocacy	2.5. Advocate in the best interests of our community and region.
Compliance	2.6. Ensure timely compliance with statutory and regulatory obligations.
Growth	2.7. Development of a regional economic development plan.

**Objective 2.1** Build community confidence through socially responsible governance for long term sustainability.

#	Strategies
2.1.1	Proactive policy development and evaluation of municipal programs and services.
2.1.2	Fiscal management and reserve management strategy.
2.1.3	Complete an inventory of all County assets and liabilities, developing an operational plan to manage these resources, and assessing the value and need of all land holdings.

Supporting Plans
<ul style="list-style-type: none"> <li>Reserve Capital Plan</li> </ul>
<ul style="list-style-type: none"> <li>Tangible Capital Asset Plan</li> </ul>
<ul style="list-style-type: none"> <li>Business Continuity Plan (2015/16)</li> </ul>
<ul style="list-style-type: none"> <li>10 Year Regional Infrastructure Plan (2015)</li> </ul>

Service Delivery Activities
<ul style="list-style-type: none"> <li>Asset Management Plans (e.g. Fire Equipment, Paved Road)</li> </ul>
<ul style="list-style-type: none"> <li>Reserve Investment strategy</li> </ul>
<ul style="list-style-type: none"> <li>Geographic Information System Program</li> </ul>
<ul style="list-style-type: none"> <li>Risk Management Program (Jubilee Insurance requirement)</li> </ul>

**Objective 2.2** Provide service levels that balance the community needs with organizational capacity.

- | <u>#</u> | <u>Strategies</u>  |
|----------|--|
| 2.2.1    | Undertake reviews to determine types and levels of service and assets provided by Council, aligned with community need, to evaluate service quality.   |
| 2.2.2    | Implement a strategic evidence based approach for the provision, management and maintenance of civic and community assets to ensure sustainable Council operations and equitable community access. |
| 2.2.3    | Provide facilities and services in an effective and cost-efficient manner through a range of public, private and not-for profit alliances.   |
| 2.2.4    | Engage with land developers in the design of open spaces and infrastructure that ensure the delivery of an accepted standard of asset.   |

Supporting Plans
<ul style="list-style-type: none"> <li>• Three Year Budget Forecast</li> </ul>
<ul style="list-style-type: none"> <li>• Asset Management Plans</li> </ul>
<ul style="list-style-type: none"> <li>• Recreation and FCSS Agreements – Town of RMH</li> </ul>
<ul style="list-style-type: none"> <li>• Caroline Complex/HUB Agreement – Village, County, Caroline Ag. Society</li> </ul>
<ul style="list-style-type: none"> <li>• DT Rec Board Agreement</li> </ul>

Service Delivery Activities
<ul style="list-style-type: none"> <li>• Annual Budget</li> </ul>
<ul style="list-style-type: none"> <li>• Community Engagement Programs</li> </ul>
<ul style="list-style-type: none"> <li># • Council Committee Appointments</li> </ul>
<ul style="list-style-type: none"> <li>• Planning Services</li> </ul>



**Objective 2.3** Facilitate community engagement in planning and decision-making.

**Strategies**

- 2.3.1 Inform and educate residents, businesses and industry of Council’s key priorities, projects and programs.
- 2.3.2 Review the input received from various committees and boards, from industry and business stakeholders, and from County residents.
- 2.3.3 Participate on industry stakeholder groups (e.g. SPOG, West Central Stakeholder, West Fraser, Weyerhaeuser) to remain aware of industry issues and concerns.

Supporting Plans
<ul style="list-style-type: none"> <li>• 2016 Budget Process Timetable</li> </ul>
<ul style="list-style-type: none"> <li>• Communications and Citizen Engagement Plan (2015)</li> </ul>

Service Delivery Activities
<ul style="list-style-type: none"> <li>• Publish budget timeline on website</li> </ul>
<ul style="list-style-type: none"> <li>• 4 year Committee reporting schedule (2015)</li> </ul>
<ul style="list-style-type: none"> <li>• <i>County Highlights</i> newsletter (4 times annually)</li> </ul>
<ul style="list-style-type: none"> <li>• Regular website and social media updates</li> </ul>
<ul style="list-style-type: none"> <li>• Open house meetings</li> </ul>

**Objective 2.4 Invest in, and support, a skilled, motivated and performing workforce.**

- | <b>#</b> | <b>Strategies</b>  |
|----------|--|
| 2.4.1    | Develop the skills and knowledge of Councillors and Administration to grow capacity and organizational performance.  |
| 2.4.2    | Through the leadership of Council and management, establish standards of accountability relating to strategic and operational commitments.   |
| 2.4.3    | Be an “employer of choice” and generate a culture of learning and development that attracts and retains quality employees and delivers recognition programs to support innovation and motivate high performance. |
| 2.4.4    | Empower and support our people to realize and achieve their potential through a talent management framework.   |
| 2.4.5    | Develop feedback mechanisms for “Employer to Employee” as well as “Employee to Employer” programs.   |
| 2.4.6    | Recognize and support the Health & Safety Committee comprised of membership from all departments and members of the Regional Waste and Regional Fire departments.  |

Supporting Plans
<ul style="list-style-type: none"> <li>● External compensation study (every three years)</li> </ul>
<ul style="list-style-type: none"> <li>● Health &amp; Safety Plan and Statement of Commitment</li> </ul>

Service Delivery Activities
<ul style="list-style-type: none"> <li>● Health &amp; Safety Administrative program</li> </ul>
<ul style="list-style-type: none"> <li>● Leadership development Program (2015)</li> </ul>
<ul style="list-style-type: none"> <li>● Professional Development &amp; Training</li> </ul>
<ul style="list-style-type: none"> <li>● Modified Work program(s)</li> </ul>
<ul style="list-style-type: none"> <li>● Succession planning</li> </ul>

## Objective 2.5 Advocate in the best interests of our community and region.

#	Strategies
2.5.1	Actively seek opportunities to enhance relationships with the Town of Rocky Mountain House and the Village of Caroline.
2.5.2	<p>Foster partnerships and discuss issues of mutual concern with adjacent municipalities and First Nations communities – in order to appropriately plan capital infrastructure programs.</p> <ul style="list-style-type: none"> <li>• Council will endeavor to meet at least once per term with the Councils of:               <ul style="list-style-type: none"> <li>○ Brazeau County</li> <li>○ Wetaskwin County</li> <li>○ Ponoka County</li> <li>○ Lacombe County</li> <li>○ Red Deer County</li> <li>○ Mountain View County</li> <li>○ M.D. of Bighorn</li> <li>○ Summer Village of Burnstick Lake</li> </ul> </li> <li>• Council or the Reeve will endeavor to meet at least once per term with the Chief or Council of the Sunchild, O’Chiese and Bighorn First Nations.</li> </ul>
2.5.3	<p>The Reeve and Deputy Reeve will attend the Central Alberta Reeves and Mayors meetings to remain aware of regional urban and rural issues within central Alberta and to represent Clearwater County’s perspectives or concerns on matter of regional or provincial significance.</p> <ul style="list-style-type: none"> <li>• Council supports Councilors’ affiliation on provincial committees such as Alberta Association of Municipal Districts and Counties (AAMDC), North Saskatchewan Watershed Alliance (NSWA) and North Saskatchewan Regional Advisory Committee (RAC).</li> <li>• Council supports Administration’s affiliation on provincial committees, such as Alberta Rural Municipal Administrator’s Association (ARMAA), Alberta Municipal Supervisors Association (AMSA), and Association of Alberta Agricultural Fieldmen (AAAF).</li> </ul>
2.5.4	<p>Promote a collaborative regional services philosophy and enhance provision of regional services to the greatest extent possible.</p> <ul style="list-style-type: none"> <li>• Council will continue to support regional service delivery (e.g. recreation, fire, FCSS, Assessment Review Boards) and will continue to investigate opportunities to develop further regional partnerships with the Town of Rocky Mountain House</li> </ul>

and the Village of Caroline or other municipal governments or with the Wildrose School Division, adjacent municipalities (e.g. Red Deer County) or other non-government agencies (e.g. Rocky Rural Electrical Assoc.)

- 2.5.5 Foster and enhance relationships with local MLA and MPs to promote Clearwater County goals and objectives.
- 2.5.6 Meet, at least annually, with the Members of Parliament for Wildrose and (update to reflect new riding) representing Clearwater County to discuss issues concerning federal legislation, programs or initiatives.
- 2.5.7 Meet, at least twice annually, with the Member of Legislative Assembly (Rimbey-Rocky Mountain House – Sundre) to discuss issues concerning provincial legislation, programs or initiatives.
- 2.5.8 Actively pursue opportunities to discuss with the Premier, Cabinet Members, and Deputy Ministers issues concerning provincial legislation, programs or initiatives.

Supporting Plans
<ul style="list-style-type: none"> <li>• Stronger Together Agreement</li> </ul>

Service Delivery Activities
<ul style="list-style-type: none"> <li>• AAMDC events and conferences</li> </ul>
<ul style="list-style-type: none"> <li>• CAAMDC events and conferences</li> </ul>
<ul style="list-style-type: none"> <li>• Central AB Mayor’s &amp; Reeves meetings</li> </ul>
<ul style="list-style-type: none"> <li>• Intermunicipal Collaboration Committee meetings</li> </ul>
<ul style="list-style-type: none"> <li>• Tri-Council meetings</li> </ul>
<ul style="list-style-type: none"> <li>• AUMA conferences</li> </ul>

**Objective 2.6** Ensure timely compliance with statutory and regulatory obligations.

#	Strategies
2.6.1	Monitor provincial and federal legislation and initiatives, to ensure the Strategic Plan and policies remain current and relevant in relation to changes in Provincial or Federal policy or direction(s).
2.6.2	Ensure that County operates effective and efficient water and wastewater systems that meet or exceed Provincial requirements.
2.6.3	Evaluate the Condor and Leslieville wastewater systems and develop engineering and cost estimates to meet new or anticipated environmental standards for these systems.
2.6.4	Assume responsibility for new multi-lot subdivision water & wastewater systems following commissioning by applicable provincial departments and completion of applicable warranty period.
2.6.5	Ensure that County’s emergency management program, operated by Clearwater Regional Emergency Management Agency (CREMA), meets or exceeds Provincial requirements.

Supporting Plans
<ul style="list-style-type: none"> <li>• Withrow wastewater study (2014)</li> </ul>
<ul style="list-style-type: none"> <li>• Water/wastewater fee review (2015)</li> </ul>
<ul style="list-style-type: none"> <li>• Leslieville &amp; Condor wastewater system assessment study (2015)</li> </ul>
<ul style="list-style-type: none"> <li>• Condor Lagoon engineer (2015) and expansion (2016)</li> </ul>
<ul style="list-style-type: none"> <li>• Gravel Reclamation Plan</li> </ul>

Service Delivery Activities
<ul style="list-style-type: none"> <li>• Certified Staff Water/waste water</li> </ul>
<ul style="list-style-type: none"> <li>• Clearwater Regional Emergency Management Agency</li> </ul>
<ul style="list-style-type: none"> <li>• Clearwater Regional Fire Services</li> </ul>
<ul style="list-style-type: none"> <li>• Reclamation Reserve funding</li> </ul>
<ul style="list-style-type: none"> <li>• CREMA</li> </ul>



**Objective 2.7    Develop a regional economic development plan.**

- | <u>#</u>         | <u>Strategies</u>  |
|------------------|--|
| 2.7.1            | <p>Develop a regional economic development plan which supports and promotes industry, business and agri-business and tourism.</p> <ul style="list-style-type: none"> <li>• Through the Inter-municipal Collaboration Committee (ICC), partner with the Town of Rocky Mountain House, the Rocky Chamber of Commerce, the Caroline Chamber of Commerce and the Nordegg Chamber of Commerce or with project specific partners on initiatives aimed at improving the economic climate within Clearwater County.</li> </ul> |
| 2.7.2            | <p>Explore and develop options and partnerships to aid in the development of the multi-user recreational trails.</p>   |
| <del>2.7.3</del> | <p><del>Work with Alberta Economic Development and Alberta Environment and Sustainable Resource Development to encourage development in the David Thompson Nodes in a manner that is complementary to the function and character of the area with a view to encouraging tourism and economic development.</del></p>  |
| <del>2.7.4</del> | <p><del>Undertake the planning for all or portions of each of the David Thompson Development Nodes and will develop infrastructure to facilitate development on a cost recovery basis.</del></p>   |

Supporting Plans
<ul style="list-style-type: none"> <li>• Stronger Together Agreement (2013)</li> </ul>
<ul style="list-style-type: none"> <li>• Rocky/Nordegg Trail study (2009)</li> </ul>
<ul style="list-style-type: none"> <li>• Clearwater Trails Initiative plan (2014)</li> </ul>

Service Delivery Activities
<ul style="list-style-type: none"> <li>• Regional Economic Development Program</li> </ul>
<ul style="list-style-type: none"> <li>• Internet</li> </ul>
<ul style="list-style-type: none"> <li>• CAEP</li> </ul>
<ul style="list-style-type: none"> <li>• Community Futures</li> </ul>

## Theme Three: Community Well-Being

Strategic Outcome: An active, safe and healthy community.

Priority Area	Objective
Services	3.1 Sustain the recreation, cultural and quality of life needs of the community.
Safety	3.2 Create a safer community through building a sense of belonging and community pride.
Community Development	3.3 Ensure our established, as well as, new communities are well connected and supported.
Health	3.4 Advocate for a dependable, modern and accessible health service system.

## Objective 3.1 Sustain the recreation, cultural and quality of life needs of the community.

#	<u>Strategies</u>
3.1.2	<p>Facilitate active life styles through provision of range of services.</p> <ul style="list-style-type: none"> <li>Continue to evaluate, plan and support the recreation, cultural and leisure needs of the Rocky/Caroline/ Clearwater community.</li> </ul>
3.1.3	<p>Continue to participate on the Rocky Mountain Regional Solid Waste Authority (the "Authority") to ensure that the County continues to have cost effective solid waste management.</p> <ul style="list-style-type: none"> <li>Council will request, annually, a report identifying the short and long term objectives of the Authority concerning such areas as operations, increasing financial stability, increasing waste diversion and enhancing services and communications with the general public.</li> </ul>
3.1.4	<p>Continue to participate on the Rocky Airport Authority committee to ensure that this facility contributes to the economic development of the community.</p> <ul style="list-style-type: none"> <li>Council will support upgrades to the airport terminal and runways, as appropriate.</li> </ul>
3.1.5	<p>Continue to appoint members to the Rocky Mountain House Recreation Board, the David Thompson Recreation Board, the Caroline Ag Society and the Rocky Mountain House and Caroline library boards and will rely on these groups as the principle organizations overseeing and governing the development, provision and evaluation of recreation, cultural and leisure programming and facility development within the County.</p>
3.1.6	<p>Continue to rely on volunteers, profit and not-for-profit organizations for the provision of recreation, culture or leisure programs not organized or offered by the local Recreation Boards.</p>
3.1.7	<p>Continue to evaluate the future development of the SE Rec Grounds and other indoor and outdoor community areas.</p>

**Objective 3.1** Sustain the recreation, cultural and quality of life needs of the community.

Supporting Plans
•
• Recreation Agreement with Village of Caroline (100% funding of operating for Arena and HUB)
• Recreation Agreement with Town of Rocky Mountain House (50% funding of operating for pool, arena and fields)
• Airport Development Plan (2015)
• Ag Rec Centre Feasibility Study (2014)

Service Delivery Activities
• Recreation funding (RMH and Caroline)
• SE Rec Grounds
• Family and Community Support Services (FCSS)
• Clearwater County Heritage Board
• Support PowWow events
• Active, Creative, Engaged (ACE) Communities
• Capital Grants for Community Halls program
• Rec Board committee membership

## Objective 3.2 Create a safer community through building a sense of belonging and community pride.

#	Strategies
3.2.1	Evaluate and plan the current public safety and emergency services needs within the broader Rocky/Caroline/Clearwater community.
3.2.2	Continue to support the Clearwater Regional Fire Rescue Services in fulfilling the County's legislated responsibilities in regard to fire prevention, suppression and training and will rely principally on volunteer firefighters for the provision of fire department related emergency services.
3.2.3	Continue to support the Clearwater Regional Emergency Management Agency (CREMA) in meeting Council's legislated responsibilities with regard to emergency and disaster response, preparedness and recovery.
3.2.4	Continue to support the County Community Peace Officer (CPO) program and support partnership(s) with the RCMP, and other agencies, with respect to infrastructure protection and safety of the travelling public.
3.2.5	Continue, through partnerships with the Town of Rocky Mountain House and the Wildrose School Division, to support the School Resource Officer (SRO) program and the proactive child, adult and community education services provided through this program.

Supporting Plans
<ul style="list-style-type: none"> <li>RCMP policing study (2015)</li> </ul>
<ul style="list-style-type: none"> <li>SRO Agreement with Town &amp; Schools</li> </ul>

Service Delivery Activities
<ul style="list-style-type: none"> <li>CREMA</li> </ul>
<ul style="list-style-type: none"> <li>CPO Program</li> </ul>
<ul style="list-style-type: none"> <li>Clearwater Regional Fire Rescue Services</li> </ul>
<ul style="list-style-type: none"> <li>SRO services</li> </ul>
<ul style="list-style-type: none"> <li>Clearwater Community Police Advisory Committee (CCPAC)</li> </ul>



**Objective 3.3** Ensure our established and new communities are well-connected and supported.

- | #     | Strategies  |
|-------|---|
| 3.3.1 | <p>Broader high speed Internet availability throughout most of Clearwater County.</p> <ul style="list-style-type: none"> <li>• Council will continue to research opportunities to further advocate and support high speed infrastructure development in Clearwater County.</li> </ul> |
| 3.3.2 | <p>Continue to support the work of the Agricultural Services Board (ASB) in the provision of agricultural and landcare extension services.</p>  |

Supporting Plans
<ul style="list-style-type: none"> <li>• Clearwater “Final Mile” study (2015)</li> </ul>
<ul style="list-style-type: none"> <li>• Ag Services and Landcare annual report</li> </ul>

Service Delivery Activities
<ul style="list-style-type: none"> <li>• Clearwater Internet Reserve</li> </ul>
<ul style="list-style-type: none"> <li>• ASB workshops</li> </ul>
<ul style="list-style-type: none"> <li>• Ag News</li> </ul>
<ul style="list-style-type: none"> <li>• FCSS</li> </ul>
<ul style="list-style-type: none"> <li>• Priority Area Weed Control (PAWC) support</li> </ul>

**Objective 3.4 Advocate for a dependable, modern and accessible health services.**

#	Strategies
3.4.1	Support and lobby for the future healthcare needs of community and aging population.
3.4.2	Continue to actively participate on and support the Physician Attraction and Retention Committee and New Hospital Committee.
3.4.3	Meet annually with Alberta Health Services regarding the levels of Emergency Medical Services provided within the Clearwater community.
3.4.4	Monitor health service delivery and community risk through partnerships with Alberta Health Services (AHS), Rocky hospital and health care practitioners.

Supporting Plans
<ul style="list-style-type: none"> <li>Physician Recruitment and Retention Guide</li> </ul>
<ul style="list-style-type: none"> <li>Hospital Lobby document</li> </ul>

Service Delivery Activities
<ul style="list-style-type: none"> <li>Physician recruitment program</li> </ul>
<ul style="list-style-type: none"> <li>Support of Caroline Health &amp; Wellness Centre</li> </ul>
<ul style="list-style-type: none"> <li>Advocate for appropriate EMS (ambulance) services</li> </ul>
<ul style="list-style-type: none"> <li>Advocate for increased EMS services in Nordegg</li> </ul>
<ul style="list-style-type: none"> <li>Joint Ownership of RMH Medical Clinic</li> </ul>
<ul style="list-style-type: none"> <li>West Country Drug Coalition</li> </ul>



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