

**CLEARWATER COUNTY  
COUNCIL AGENDA  
January 25<sup>th</sup>, 2011**

**NOTE:**

The Chamber of Commerce will be hosting a breakfast for Council starting at 7:30am at the Tamarack

**DELEGATIONS:**

**9:30 Senior Health Case Matrix**

**11:00 Use of County Municipal Reserve/Install Children at Play Signs-  
Cartier Creek**

**A. CALL TO ORDER**

**B. AGENDA ADOPTION**

**C. CONFIRMATION OF MINUTES**

1. January 11<sup>th</sup>, 2011 Regular Meeting Minutes

**D. PUBLIC WORKS**

1. Public Works Manager's Report
2. Access Road Policy Review
3. Sunchild Road Speed Increase

**E FINANCE**

1. Accounts Payable Listing
2. Borrowing Bylaw No. 932/11
3. Request for Cancellation of Penalties
4. High Interest Savings Account
5. Financial Indicator Graphs

**F. MUNICIPAL**

1. Municipal Manager's Report
2. 9:30 Senior Health Care Matrix
3. AAMDC Proposed Revised Bylaws
4. Reeve's Economic Summit Summary
5. Caroline Clinic Financial Summary
6. Withrow Community Association Capital Funding Request
7. Strategic Plan Review
8. INCAMERA
  - a. Enforcement-Land Use
  - b. Enforcement-Land Use
  - c. Enforcement-Land Use
  - d. Land Acquisition

**G. PLANNING**

1. 11:00 Use of County Municipal Reserve/Install Children at Play Signs-  
Cartier Creek

**I. COMMITTEE REPORTS**

**J. ADJOURNMENT**

## **TABLED ITEMS**

<b><u>Date</u></b>	<b><u>Item, Reason and Status</u></b>
08/10/10	Residential Subdivision Policy <ul style="list-style-type: none"><li>• To allow more discussion between Council and Public Works.</li></ul> <b>STATUS: In progress, Public Works</b>
12/14/10	Withdraw Community Subdivision Capital Funding Request <ul style="list-style-type: none"><li>• To allow staff time to clarify the structure of the organization.</li></ul> <b>STATUS: In progress, Community and Protective Services</b>

## ***AGENDA ITEM***

**DATE:** January 14, 2011

**ITEM:** Access Road Policy

**PREPARED BY:** Erik Hansen/Marshall Morton

**BACKGROUND:** The administration has received a couple of concerns relating to the Access Road Policy and would like to discuss these with Council. The first inquiry is in relation to an existing Oilfield Road that is being utilized as the only access to a residence(NE 26-41-6-W5) where young school aged children reside. The request is that the County maintains the private road as was done in the past by both the Improvement District and the Municipality for a period of more than 20 years.

During a review of all municipal roads in 2005 it was identified that this was a privately held LOC (Pennwest) and subsequently maintenance of this roadway was cancelled. Council's maintenance practice has been that the municipality does not maintain private roadways and if a landowner requires municipal maintenance of a roadway then they could apply to have a municipal standard road constructed on a cost share basis on the public road allowance.

In past discussions with Council in relation to this roadway it was identified that applying the Access Road Policy to this situation would have a significant cost to both the landowner and the municipality. Council directed staff to discuss with Pennwest the option of entering into an agreement that would allow the municipality to maintain this roadway, thus allowing for school bus services to be reinstated. Staff has spoken with Pennwest and they have indicated that this would be an option that could be pursued depending on the restrictions placed in the agreement( Road Bans).

The second inquiry was in regards to a recently constructed access road approved on a cost share basis with William & Silvia Clark. The described road continued 850 m south of the Crammond Road on Range Road 5-2 providing access to SE 22 – 35- 5 W5.

Upon completion of this road the County has since received a letter from the Clark's challenging the methodology and the basic philosophy of the Access Roads Policy.

The Clark's letter and the Access Roads Policy have been attached for Council's review.

**RECOMMENDATION OPTIONS**

- 1. That Council direct staff to apply the current policy in relation to both inquiries.**
- 2. That Council deal with the maintenance request as a separate issue outside of the current policy and make no changes to the current policy.**
- 3. That Council direct staff to undertake a complete review of the current Access Road policy with Council identifying areas where the current Policy is deficient.**

Mr. Graham

We are writing to you with regards to the construction of a half mile long piece of road constructed to our property at SE-22-35-5-W5

As is policy at present at Clearwater County we paid our portion of the construction of the road, and as none of the landowner whose property borders the newly constructed road were interested in contributing to the cost of the construction of the road we solely carried the cost ourselves. Upon the completion of the road we were surprised to see at least one approach to every piece of property along the new road. We would like to know whether the landowners who the approach(es) were built for had to pay for the construction and materials used to build the approach or if this cost was included in the cost of the construction of the road which we paid a share of.

It probably does not need to be said that we would expect each landowner to have to pay for their own approach(es). Furthermore we are of the opinion that if the newly constructed road is going to be used by an adjacent landowner in a manner different than what the previously existing trail that led down the road allowance, including an approach onto the property, perhaps that landowner should have been partially responsible for the cost of the construction of the road. Four other approaches were put in at the time of the road construction. Therefore the other landowners obviously are gaining from this road and doing so at our cost.

We realize that private landowners may put approaches from a county road onto their property, and we are not of the opinion that because we paid for the road construction these approaches should not exist, we do however think that there should be a policy in place, for future cases such as this, which transfers a portion of the cost of the road construction to all the landowners who benefit immediately or soon after the construction of the road as opposed to having one individual or family pay for a project that will benefit many.

We would also like to mention that upon researching County of Clearwater policy with regards to road building we found that there was a case on July 28 2009 where the county paid for the full price of the construction of a five hundred meter long road at NW 31-37-5-W5. We realize that circumstances surrounding this piece of road are some what different from the construction of the road leading to our property however we wonder why county doesn't treat the construction of roads for private individuals equal in all respects.

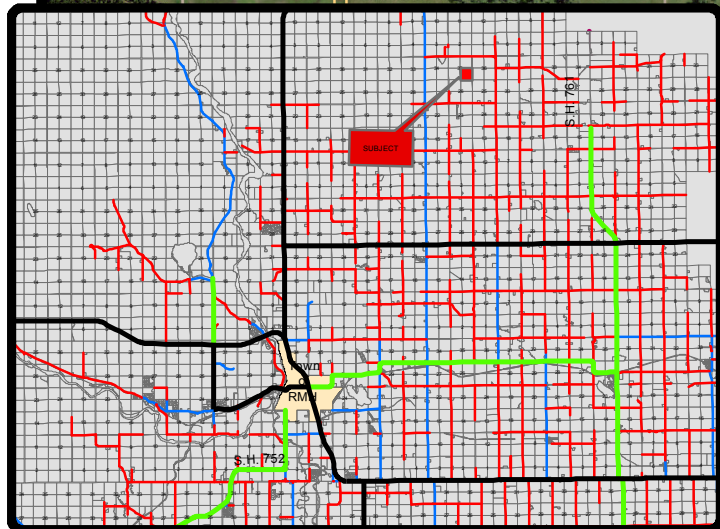
We feel that all deeded land should have access. We think that the solution is for the county to set a side a budget per year for isolated access roads. People then apply and when it is your turn the road to your property gets built at no extra expense except for your approaches. Lets keep in mind that that taxes have been paid from these parcels of land with no access for a lot of years. Also with development of the road more tax dollars will be available with the development of the lands. I realize that there are some roads that are longer than others so some years maybe one road gets built and other years maybe several shorter roads get built.

An alternate solution would be to adopt a policy like the one that Brazeau County has recently adopted. It prorates the cost of the road if neighbors develop their lands with in five years. The prorate is as follows. 50% with in one year, 40% in two years, 30% in three years, 20% in four years, and 10% in the fifth year rebated back to the original landowner that paid to put the road in. After the fifth year the original landowner would not receive any reimbursement. I also believe that development should include oil wells and activity.

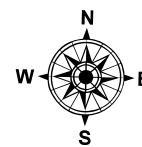
In conclusion we feel that the isolated road access policy needs to be amended. We feel it should be more fair. We feel that we should not be financially responsible for a share in a road that benefits three other landowners as they have approaches and access at the same time of construction. We also feel that there is a great potential for neighboring landowners subdividing acreages out of there quarters or developing their land. We feel that if this happens and we paid for part of the road then we should be refunded a portion of our money. We feel that because we are the first people to develop our land we are being financially penalized. We have talked with other rate payers and everyone that we talk to don't agree with the current policy. As we are not the only people in the county in this situation we feel that council needs to readdress the isolated road policy.

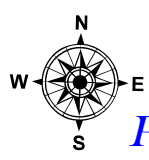
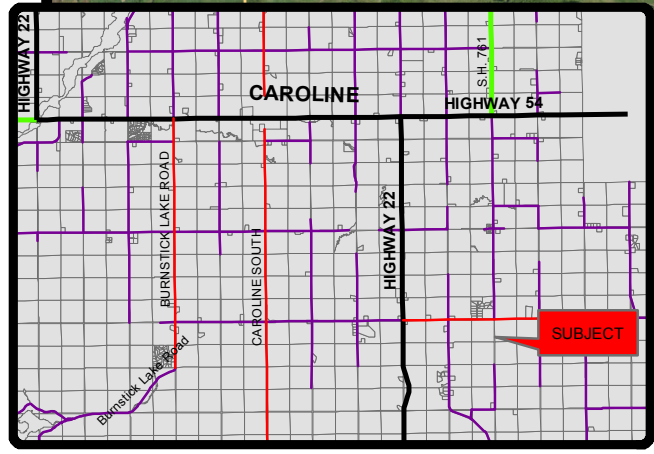
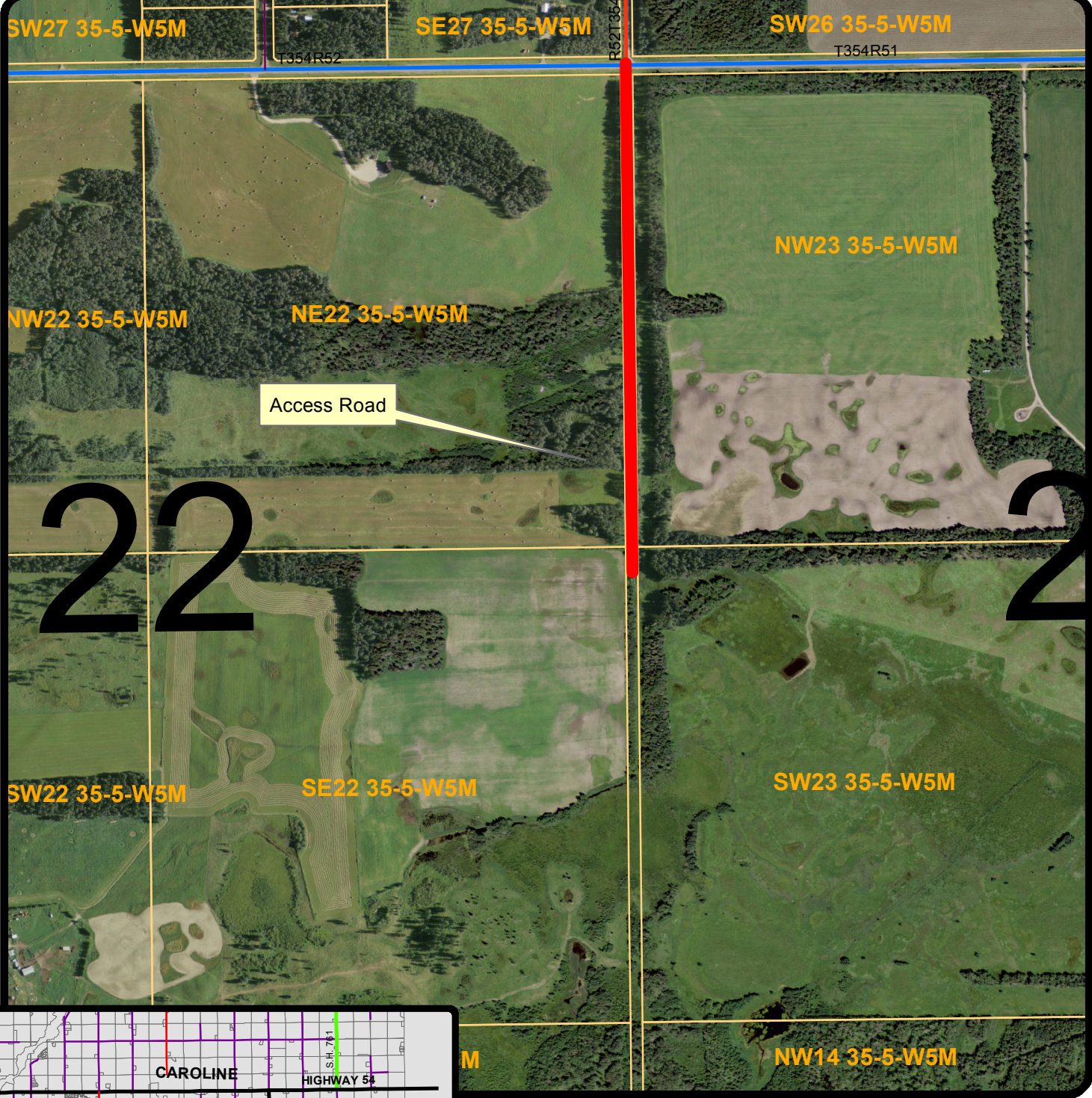
Thank you for your time and consideration.

William & Silvia Clark.



Access to S.E. 35-41-6 W5







# Clearwater County

## ACCESS ROADS

**EFFECTIVE DATE:** February 2008

**Revised:** August 10<sup>th</sup>, 2010

**SECTION:** Public Works

### **POLICY STATEMENT:**

To allow for the construction of a road by the Municipality of any undeveloped road allowance and on a cost-share basis with the affected landowner(s) to parcels that do not have municipal standard physical access.

### **PROCEDURE:**

1. When an individual requests the construction of a road that is not necessarily required in the interest of the public generally, the Council may approve its construction on a cost-sharing basis with the landowner requesting the road, providing the parcel is not currently serviced by a public roadway maintained by the County. This will include roads constructed on an adjacent municipality's right-of-way if the road will serve as the only access to a property within Clearwater County.
2. An individual may not apply to have an access road cost shared that the applicant had previously constructed to municipal standard at their own cost.
3. An applicant that has constructed an Isolated Residential Access Road which provides the "Only" access to the quarter may apply to have this road upgraded to municipal standard under the Access Road Policy. In this situation the Public Works Manager or his designate will prepare an estimate for the cost of constructing a municipal standard roadway as if the existing road was not present. After the road has been upgraded to municipal standard the difference between the estimate and the actual cost will be credited to the applicant. The purpose of this clause is to credit individuals for the costs incurred in building an Isolated Residential Access Road. This option will only be made available to the individual who incurred the costs of building an Isolated Residential

Access Road and not to new land owners, family or other assigns. For further clarification the municipality will not credit costs when the road is upgrade by the County for general public purposes at its sole cost.

4. A developer may apply to construct an Access Road under this policy to a quarter section, for the purpose of first parcel out subdivision, if no other access exists to the quarter section. Access Road will only be cost shared to the nearest access point to the subject quarter section. If the access road does not serve the new parcel the cost to build the road from the quarter section line (i.e. where the cost sharing road ends) to the new parcel driveway/turnaround is solely the developer's cost.

5. The Public Works manager or his designate will prepare an estimate on the costs of building the roadway on the shareable sections only. This estimate will form the basis for cost sharing and shall be approved by Council.
6. If conditions merit, the estimate done by the Public Works Manager or his designate, may be to a standard lower than that normally approved in accordance with Schedule "A". Factors that are to be considered include:
  - a) anticipated use by the applicant and the other users;
  - b) the terrain and the building conditions;
  - c) the maintenance conditions after construction; and
  - d) the future use of the roadway.Every effort will be made to find a standard that will serve the applicant and yet give the Municipality a road surface that can be reasonably maintained.
7. The Municipality may accept up to 75% of the cost to construct the first 800 meters (1/2 mile or portion thereof) of access road. For access roads that exceed 800 meters in length the municipality may accept up to 50% of the cost to construct the next 800 meters or portion thereof. No cost share will be considered on the portion of access road that exceeds 1600 meters (1 mile). Maximum contribution on the first 800 m (1/2 mile) shall not exceed \$100,000; maximum contribution on the next 800 m (1/2 mile) shall not exceed \$75,000; per project with the applicant to pay the remaining cost. This amount shall be based on the approved estimate of the Public Works Department.
8. The cost-share of the applicant shall be paid in the form of cash or an irrevocable letter of credit to the Municipality preceding the work, based upon the approved costs of the project. Any excess funds from the deposit will be refunded upon the completion of work.
9. The applicant shall have no claim for refund of the cost-share if at any future date the use of the road develops to the extent that it may be considered in the interest of the present public.
10. The Municipality shall be considered the general contractor for any projects approved under this policy.
11. The Municipality shall budget for this Program. If there are no road access applications by August 31, monies may be reallocated by Council from the Access Road Budget for other construction programs in that year.
12. This policy is intended to work in conjunction with but is not limited to the Clearwater County Approach Construction Guidelines policy, Road Standards policy, Residential Subdivision Standards policy and the Fencing policy.

## *Agenda Item*

**Date:** January 20, 2011

**Item:** Sunchild Rd. Speed Increase to 90 Km/h first 24 Km's north of Hwy. 11

**Prepared by:** Frank McBride / Marshall Morton

**Background:** For Council's consideration, with the improvement and paving of the Sunchild Road from a gravel road to a paved road surface, it is proposed that the speed limit be increased from 80 Km/h to 90 Km/h for the completed section (24 Km's) heading north from the Hwy. 11 intersection.

**Recommendation:** Administration requests that Council reviews the information and provide first, second and third readings of the bylaw, thus allowing the change of the 80 Km/hr. speed limit to 90 Km/hr. Zone for the first 24 Km's north of Hwy. 11 intersection.

**BY-LAW NO. 933/11**

A By-law of Clearwater County, in the Province of Alberta, to establish maximum speed limits throughout the County.

WHEREAS, provisions of Section 14 of the Highway Traffic Act, being Chapter H-7 of the Revised Statutes of Alberta, 1980, and amendments thereto, authorize the Council to establish maximum speed limits in excess of eighty (80) kilometers per hour for highways under its control; and

WHEREAS, the Council of Clearwater County deems it advisable to establish a maximum speed limit for various roads within its control.

NOW, THEREFORE, the Council of Clearwater County, in the Province of Alberta, duly assembled, enacts as follows:

1. That a maximum speed limit on the Sunchild Road beginning from Provincial Highway No. 11 north 24 Km's, as outlined in red on the attached Schedule "A", be increased to ninety (90) kilometers per hour.
2. That the proper speed limit signs be placed on the above described roads.
3. That this By-law takes effect as at the final reading of the By-law.

READ A FIRST TIME this 25th day of January A.D., 2011.

READ A SECOND TIME this 25th day of January A.D., 2011.

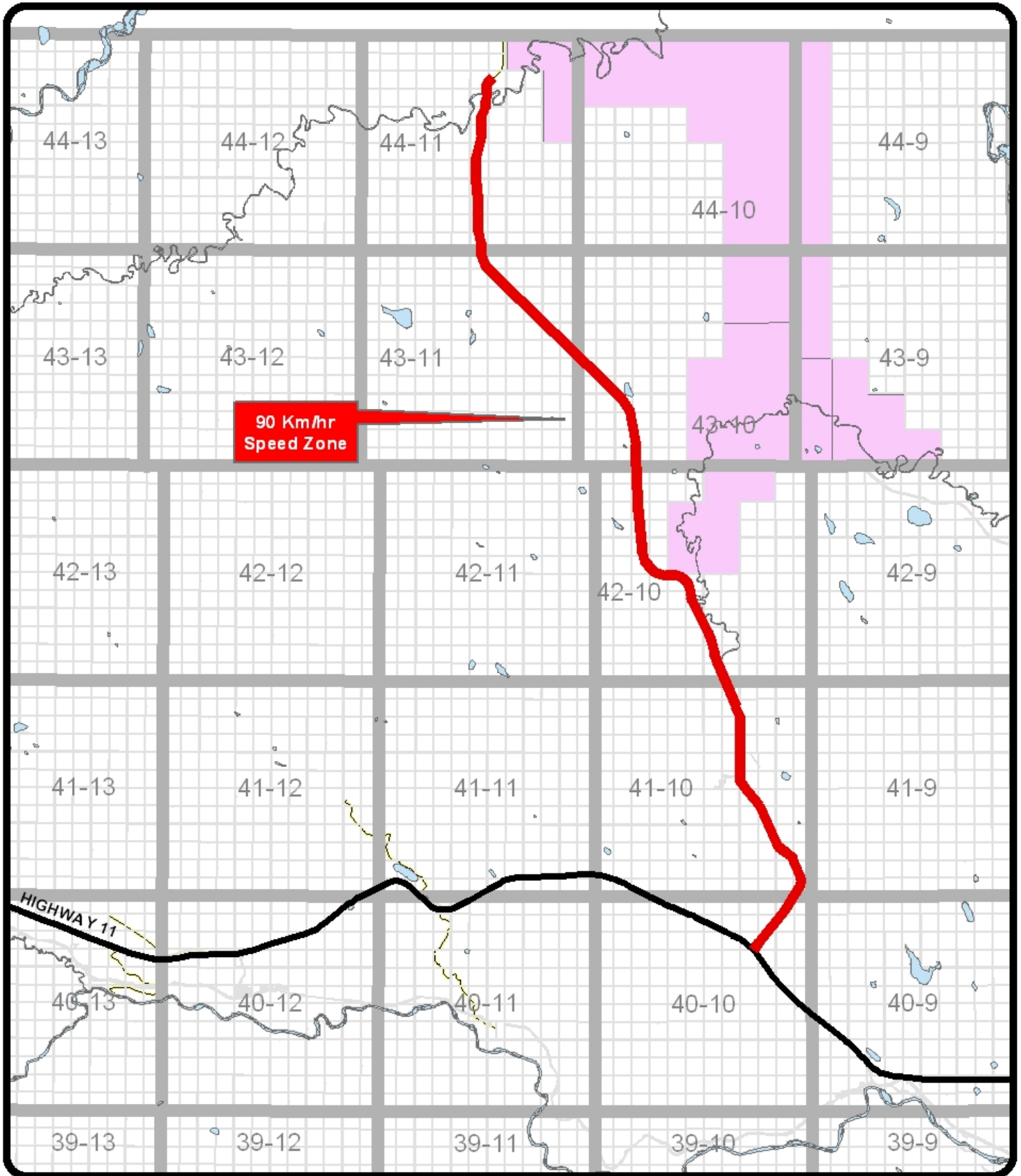
READ A THIRD AND FINAL TIME this 25th day of January A.D., 2011.

---

REEVE

---

MUNICIPAL MANAGER

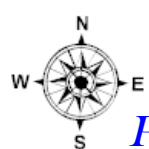


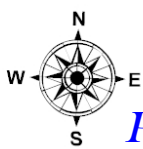
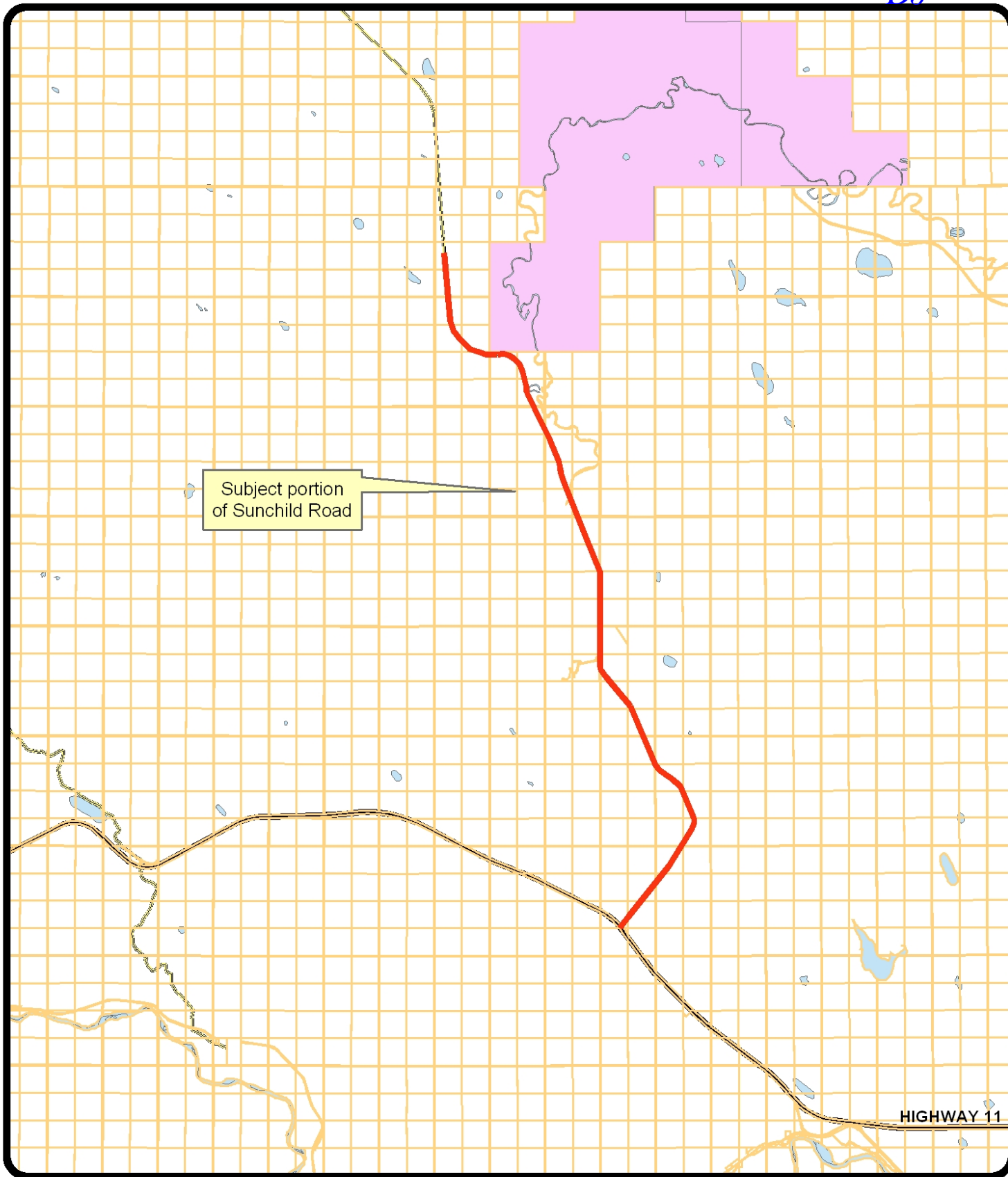
90 Km/hr  
Speed Zone

HIGHWAY 11

### SUNCHILD ROAD

### 90 KM/HR From Highway 11 to Nordegg River Road





# SUNCHILD ROAD



# Agenda Item

Date: January 25, 2011

Item: Borrowing Bylaw

Prepared by: Murray Hagan

## Introduction:

Prior to any borrowing of funds, Section 251(1) of the Municipal Government Act requires that the County pass a borrowing bylaw.

## Background:

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

Such deficiencies can occur as a result of the timing of significant expenditures preceding the collection of annual taxes. For example, if conditions permit, considerable construction activity could commence in April or May while the collection of the majority of tax revenue does not occur until mid-September. The resulting outflow of cash may exceed what is currently available through bank accounts and investments or, depending on relevant interest rates, it may be advantageous to the County to borrow on a short-term basis rather than redeem investments.

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

County credit cards held through the bank	\$60,000
Line of credit	\$4,940,000

Based on the 2010 operating budget, the County's borrowing limit is approximately \$50,200,000. The outstanding balance of the Westview Lodge loan at December 31, 2010 was \$4,974,344. This is the only debt currently carried by the County.

## Recommendation:

That Council review and pass the attached borrowing bylaw.

**BYLAW NO. 932/11  
CLEARWATER COUNTY**

A By-Law of the Clearwater County in the Province of Alberta, for the purpose of allowing the borrowing of sums the Council considers necessary to meet current operating and capital expenditures and obligations of the Corporation in a fiscally prudent manner.

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

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

NOW THEREFORE THE COUNCIL HEREBY ENACTS AS FOLLOWS;

1. The Corporation may borrow from Alberta Treasury Branches ("ATB") up to the principal sum of \$5,000,000.00 repayable upon demand at a rate of interest per annum not to exceed the Prime Lending Rate from time to time established by ATB, and such interest will be calculated daily and due and payable monthly on the last day of each and every month.
2. Any two of the following, the Reeve, Deputy Reeve, Municipal Manager, Acting Municipal Manager or the Corporate Services Manager, are authorized for and on behalf of the Corporation:
  - a) to apply to ATB Financial for the aforesaid loan to the Corporation and to arrange with ATB Financial the amount, terms and conditions of the loan and security or securities to be given to ATB Financial;
  - b) as security for any money borrowed from ATB Financial
    - (i) to execute promissory notes and other negotiable instruments or evidences of debt for such loans and renewals of all such promissory notes and other negotiable instruments or evidences of debts;
    - (ii) to give or furnish to ATB Financial all such securities and promises as ATB Financial may require to secure repayment of such loans and interest therein; and
    - (iii) to execute all security agreements, debentures, charges, pledges, conveyances, assignments and transfers to and in favor of ATB Financial of all or any property, real or personal, moveable or immovable, now or hereafter owned by the Corporation or in which the Corporation may have any interest, and any other documents or contracts necessary to give or furnish to ATB Financial the security or securities required by it.
3. The source or sources of money to be used to repay the principal and interest owing under the borrowing from ATB Financial are a portion of the taxes and penalties on taxes assessed and/or levied by the Corporation.
4. The amount to be borrowed and the term of the loan will not exceed any restrictions set forth in the Municipal Government Act.



By-law No. 932/11 – Page Two

5. In the event that the Municipal Government Act permits extension of the term of the loan and in the event the Council of the Corporation decides to extend the loan and ATB Financial is prepared to extend the loan, any renewal or extension, bill, debenture, promissory note, or other obligation executed by the renewal or officers designated in paragraph 2 hereof and delivered to ATB Financial will be valid and conclusive proof as against the Corporation of the decision of Council to extend the loan in accordance with the terms of such renewal or extension, to enquire into the authority of such officers to execute and deliver any such renewal, extension document or security.
6. This Bylaw comes into effect on the date of its passage and By-Law No. 926/10 is hereby rescinded.

READ A FIRST TIME this 25<sup>th</sup> day of January, A.D., 2011.

READ A SECOND TIME this 25<sup>th</sup> day of January, A.D., 2011.

READ A THIRD AND FINAL TIME this 25<sup>th</sup> day of January, A.D., 2011.

---

**REEVE**

---

**MANAGER**

# Agenda Item

Date: January 25, 2011

Item: Request for Cancellation of Penalties

Prepared by: Murray Hagan

**Background:**

The attached request was received January 19, 2011 in relation to late payment of farm taxes with respect to roll numbers 3906212001 and 3906171001.

Payment was received December 20, 2010, five days past the deadline. As a result, penalties of \$284.57 have been applied to the respective tax accounts.

In accordance with the Municipal Government Act and County policy, Council has the discretion to cancel these penalties. However, to do so would set a significant precedent for the County and jeopardize the fair and equitable treatment of all tax accounts.

**Recommendation:**

That Council denies this request for cancellation of penalties.

Dear Clearwater County Council,

I am writing this letter in regards to my late payment of our property taxes for NW 21 39 6 W5 and NE 17 39 6 W5 for the 2010 tax year. I am hoping that you will forgive the 10% late payment penalty. The reason that my payment was late was due to an extremely hectic week. As you are aware, our neighbour Connie Vanderbaaren lost her home and her belongings to a fire in November. I was on the organizing committee for our community fundraiser that was held on December 17<sup>th</sup>. I spent much of that week going to businesses asking for and picking up donations for the event as well I made 3 pans of squares and about 60 dozen cookies for it too. I am a mother of 2 (with another on the way), and am also very active in our dairy farming operation. We had several cows and heifers that were due to freshen that week, so the time that I wasn't getting things ready for the benefit, I was in the barn with my kids helping my husband. It wasn't until I brought all of my papers out of my vehicle that Friday night after the benefit that I realized I had forgotten to drop the cheque off for our taxes. I brought the cheque in first thing on Monday morning, but it was past the due date and the receptionist told me that the only way to appeal the penalty is to write this letter. I know that we have several months to pay our taxes, but do to the large cost associated with running a dairy farm we don't have the cash flow to pay them in advance. If you look back in the previous years, you will be able to see that we have always paid our taxes on time. I have never had to write a letter like this before, but it would really help us if you would forgive the \$284.57 late charges. Thank you for your consideration.

Sincerely,



Kate Klooster

403 844 2163



# Agenda Item

Date: January 25, 2011

Item: High Interest Savings Account

Prepared by: Murray Hagan

## **Background:**

In late November, administration met with representatives from ATB Financial to discuss investment options for the County.

One of the products they suggested was a high interest savings account. The account would reside with one of the major banks, but ATB would manage the flow of funds to/from our operating account. Such an account would offer more flexibility in managing our short-term investments and provide a higher return than we are currently seeing on term deposits.

A high interest savings account meets the requirements of the Municipal Government Act and the County's current investment policy.

Documents are currently being prepared to enable the opening of this account, and we expect to transfer in approximately \$15,000,000 from a recently matured term deposit during the next week.

## **Recommendation:**

That Council accepts this item as information.

# Agenda Item

Date: January 25, 2011

Item: Financial Indicator Graphs

Prepared by: Murray Hagan

## **Background:**

Each year, Alberta Municipal Affairs prepares financial indicator graphs based on information submitted by municipalities. A presentation file containing graphs for the year ended December 31, 2009 is attached. These graphs depict Clearwater County's information as compared to provincial medians and other rural municipalities.

Generally speaking, Clearwater County is near the median measures for many of the indicators with no significantly high values being noted.

While total expenses for Clearwater County were only slightly higher than the median amount, we spent less on general government, environment and recreation & culture while spending more on transportation.

Additional details will be provided at the Council meeting where we will have an opportunity to review and discuss the entire presentation.

## **Recommendation:**

That Council accepts the financial indicator graphs as information.

# Financial Indicator Graphs<sup>E5</sup> for the Year Ended December 31, 2009



Prepared by Financial Advisory Services  
Local Government Services Division  
Municipal Affairs

## 2009 Financial Indicator Graphs

The financial indicator graphs have been revised this year to reflect the significant changes in the presentation of the annual audited financial statements and the financial information return. Some indicators from previous years have been dropped or revised because the data set is no longer valid. Some new indicators have been added with data that is only available for 2009.

The indicators are intended to serve as a tool that may assist council and administration with operational decisions. The comparative measures may be useful in assessing past performance and for budget planning.

Comparison groups are shown on the last two slides and are arranged by population and by equalized assessment per capita.

Other points to note are:

1. The range for most of the graphs is 2004 to 2009.
2. Equalized assessment is shown for the period 2005 to 2010.
3. Caution should be used when interpreting results as each municipality has unique characteristics affecting how it compares to the group. In addition, circumstances may have changed since the December 31, 2009 reporting date.

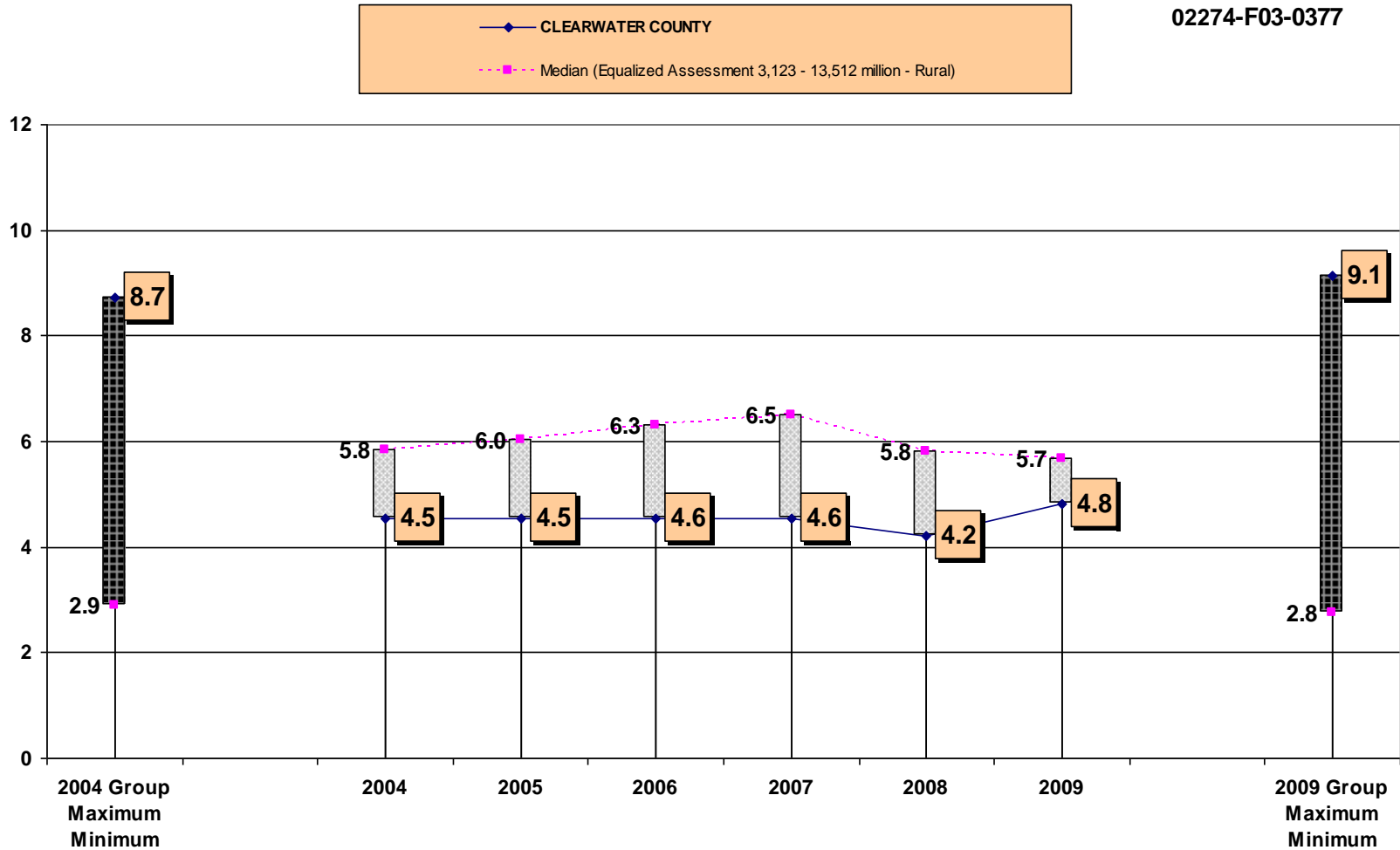
## Financial Indicator Graphs include:

- Equalized Tax Rates –Municipal/Residential/Non-Residential
- Equalized Assessment Per Capita (urban only)
- Equalized Assessment Per Km of Roads (rural only)
- Non-residential Equalized Assessment as % of Total
- Tax Collection Rate
- Debt & Debt Service as % of the Limits
- Long Term Debt Per Capita
- Major Revenue Sources As % of Total Revenue (2009 only) :
  - Municipal Property Tax
  - Sales & User Charges
  - Provincial & Federal Grants
- Broad Function Expenses Per Capita (2009 only)
  - General Government
  - Protective Services
  - Transportation
  - Environmental Protection
  - Recreation
  - Total
- Per Capita Expenses by Major Type:
  - Salaries, Wages & Benefits
  - Contracted & General Services
  - Materials, Goods, Supplies & Utilities
  - Bank Charges & Interest
  - Amortization (2009 only)
- Net Book Value As % of Total Capital Property Cost (2009 only)
- Accumulated Surplus Categories, As %, End of Year (2009 only)
- Ratio of Current Assets to Current Liabilities



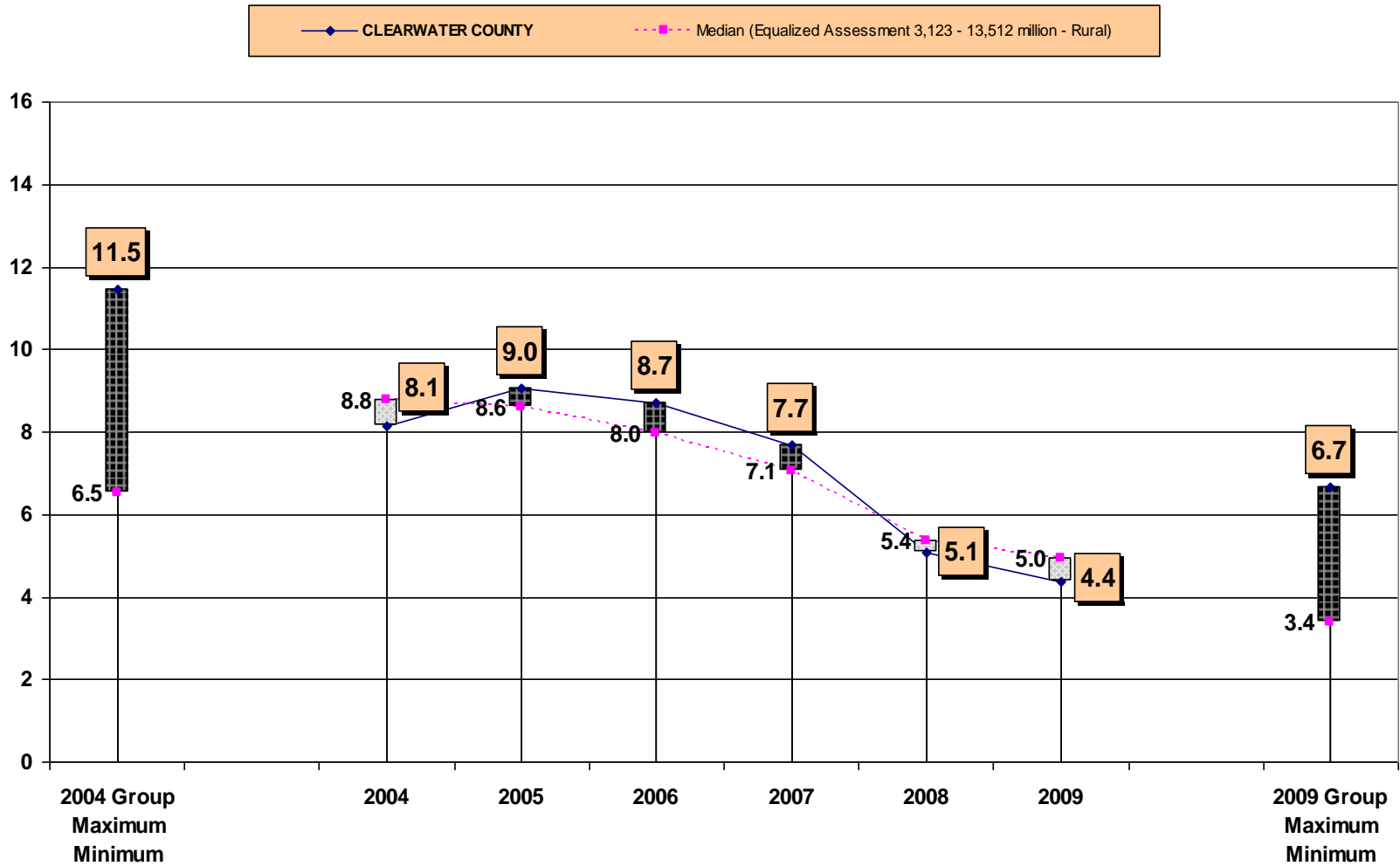
### Municipal Equalized Tax Rate

02274-F03-0377



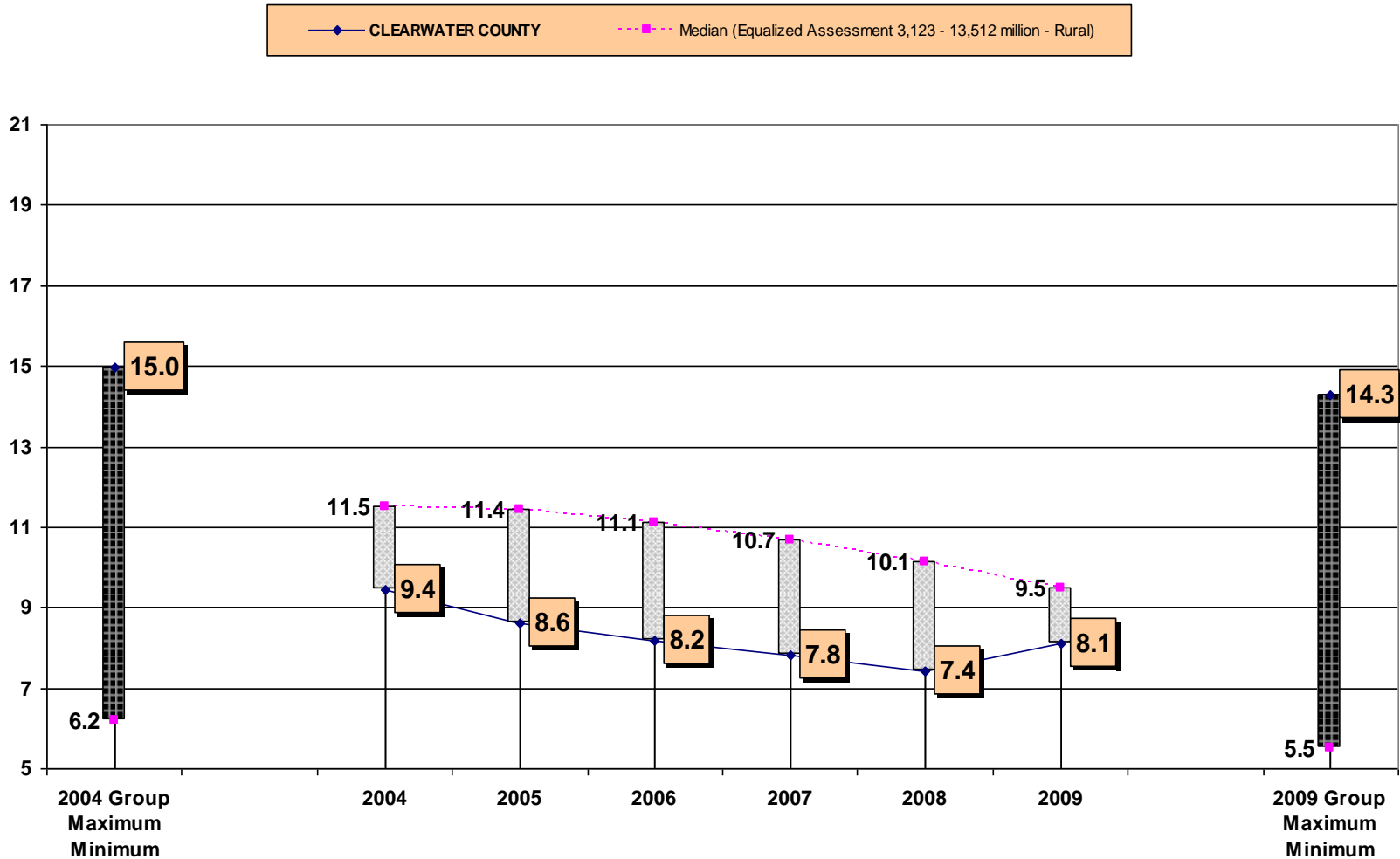
Note : Municipal Equalized Tax Rate is calculated based on total equalized assessment and net municipal property tax.

### Residential Equalized Tax Rate



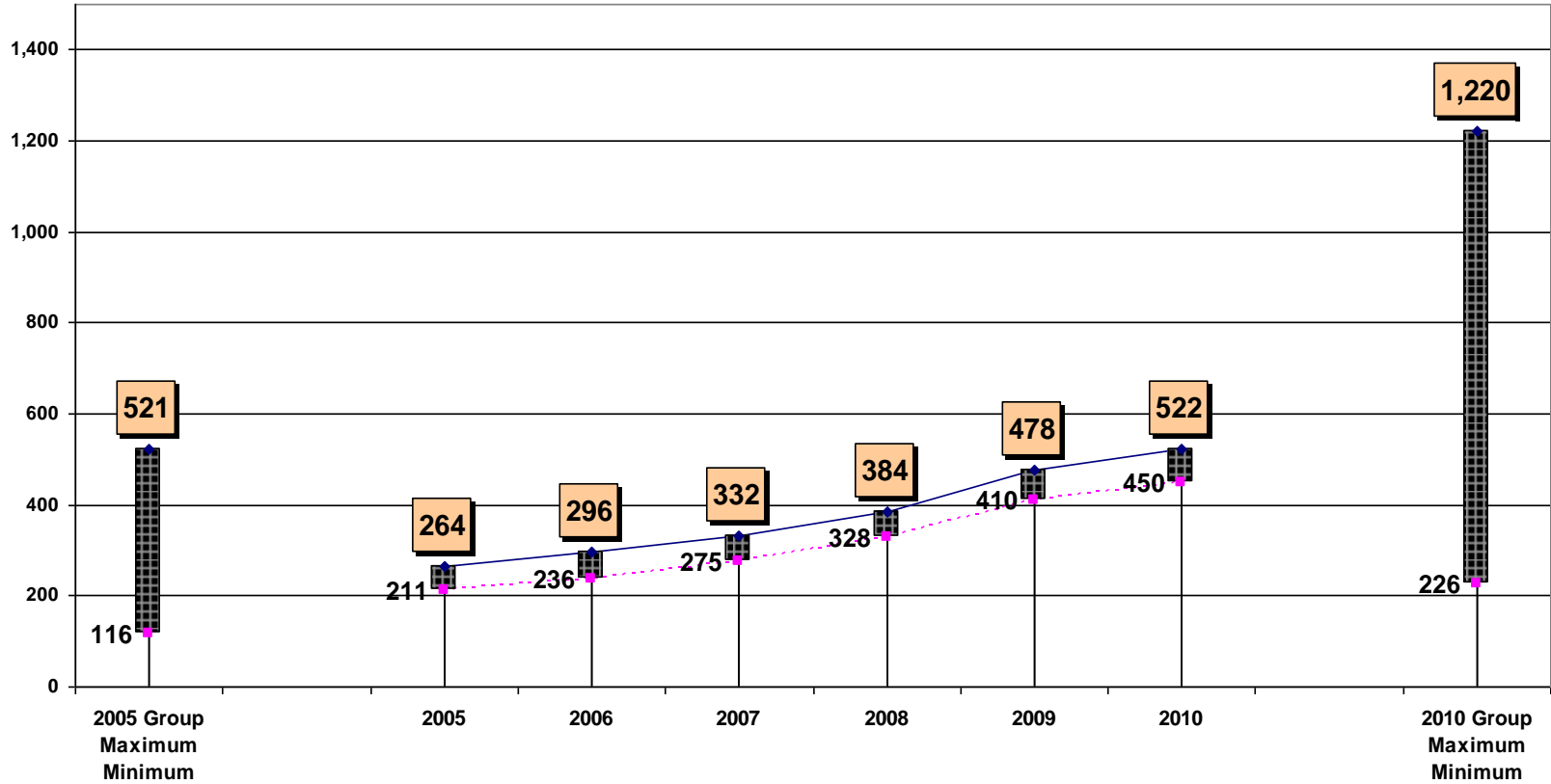
Note : Residential Equalized Tax Rate is calculated based on gross residential property taxes and residential equalized assessment.

### Non-Residential Equalized Tax Rate



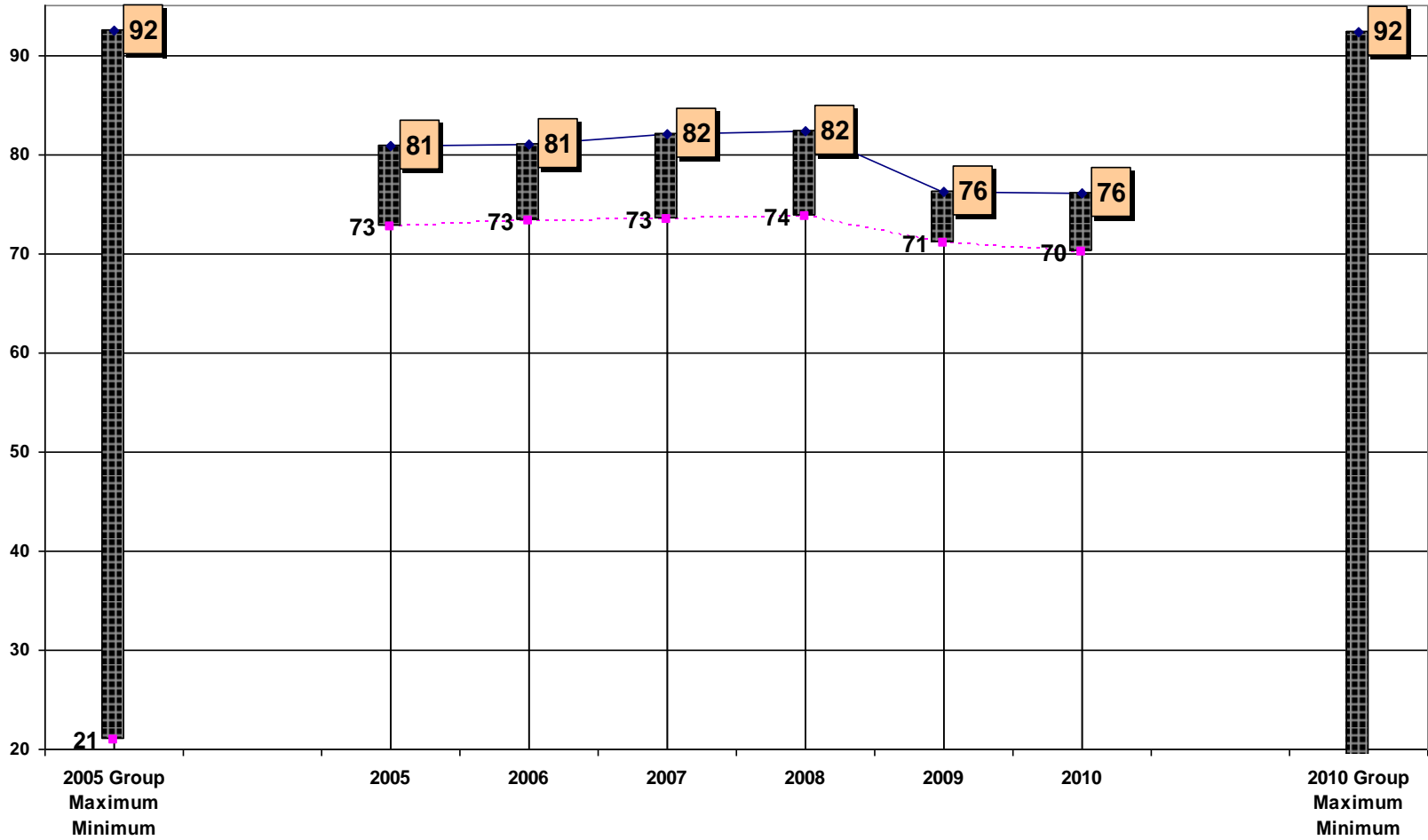
Note : Non-Residential Equalized Tax Rate is calculated based on gross non-residential property taxes and non-residential equalized assessment.

### Equalized Assessment Per Capita (in thousands)

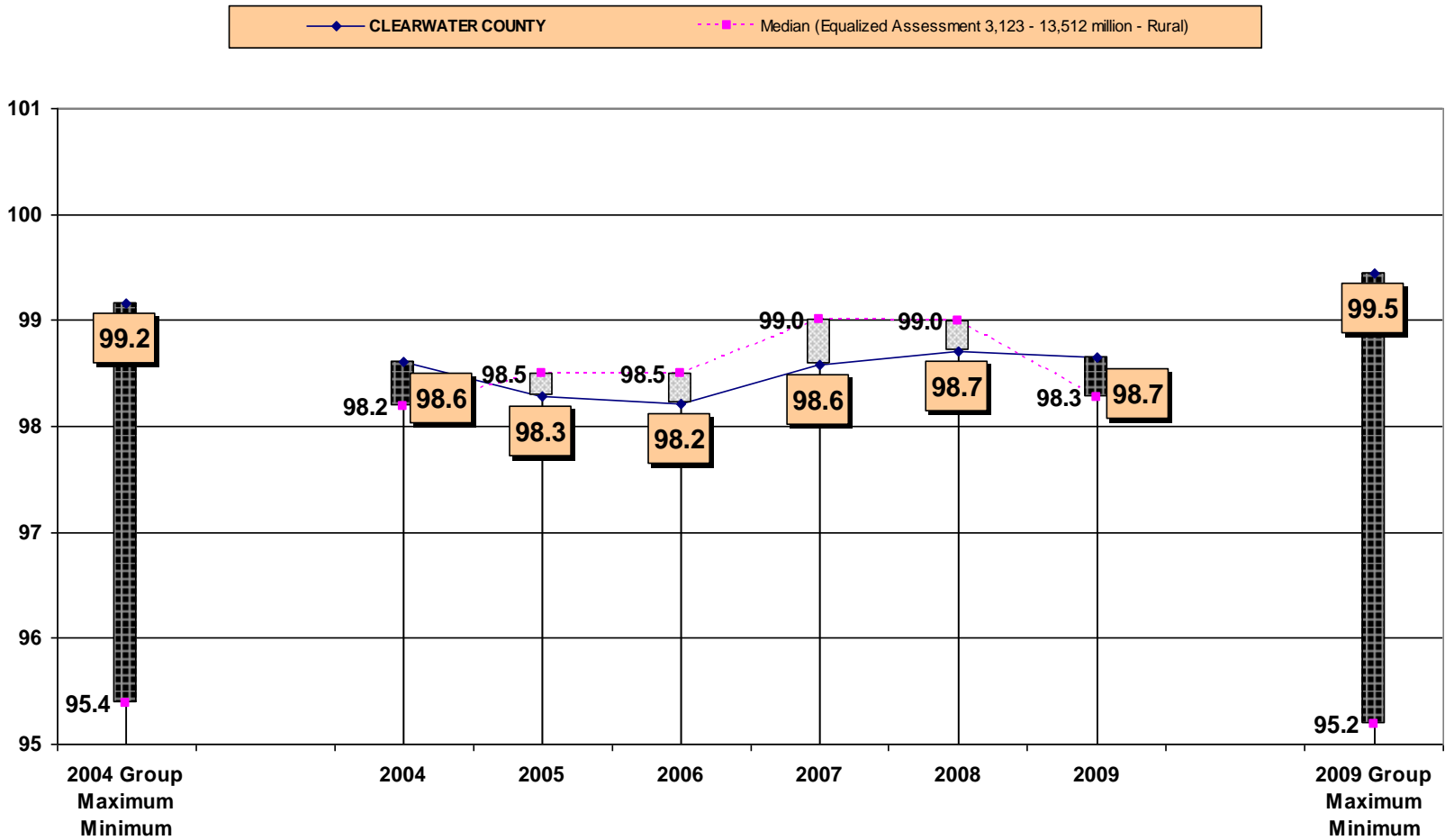


Note : Equalized Assessment Per Capita approximates a municipality's ability to generate property tax revenue in comparison to similar municipalities.

### Non-Residential Equalized Assessment As % of Total

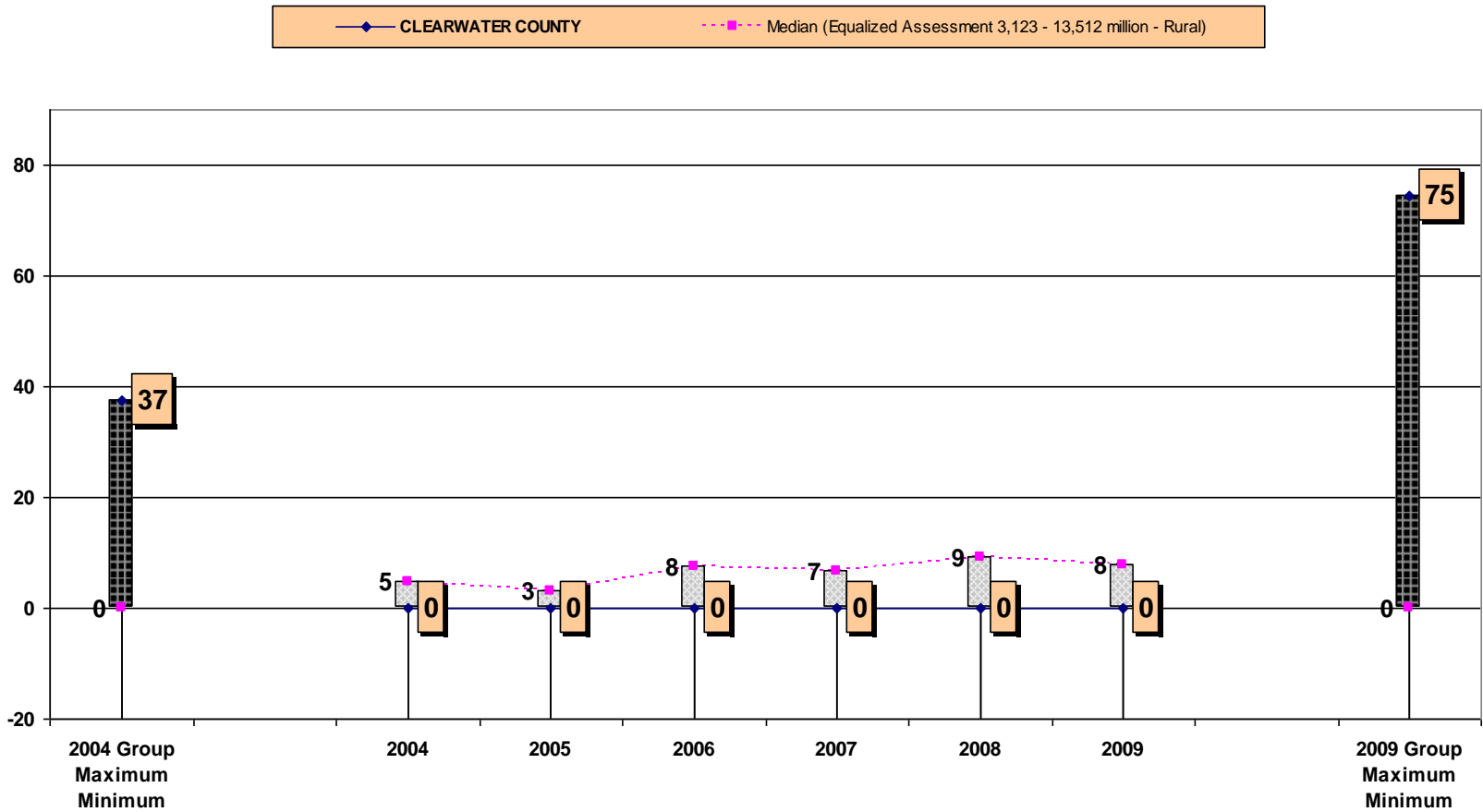


### Tax Collection Rate



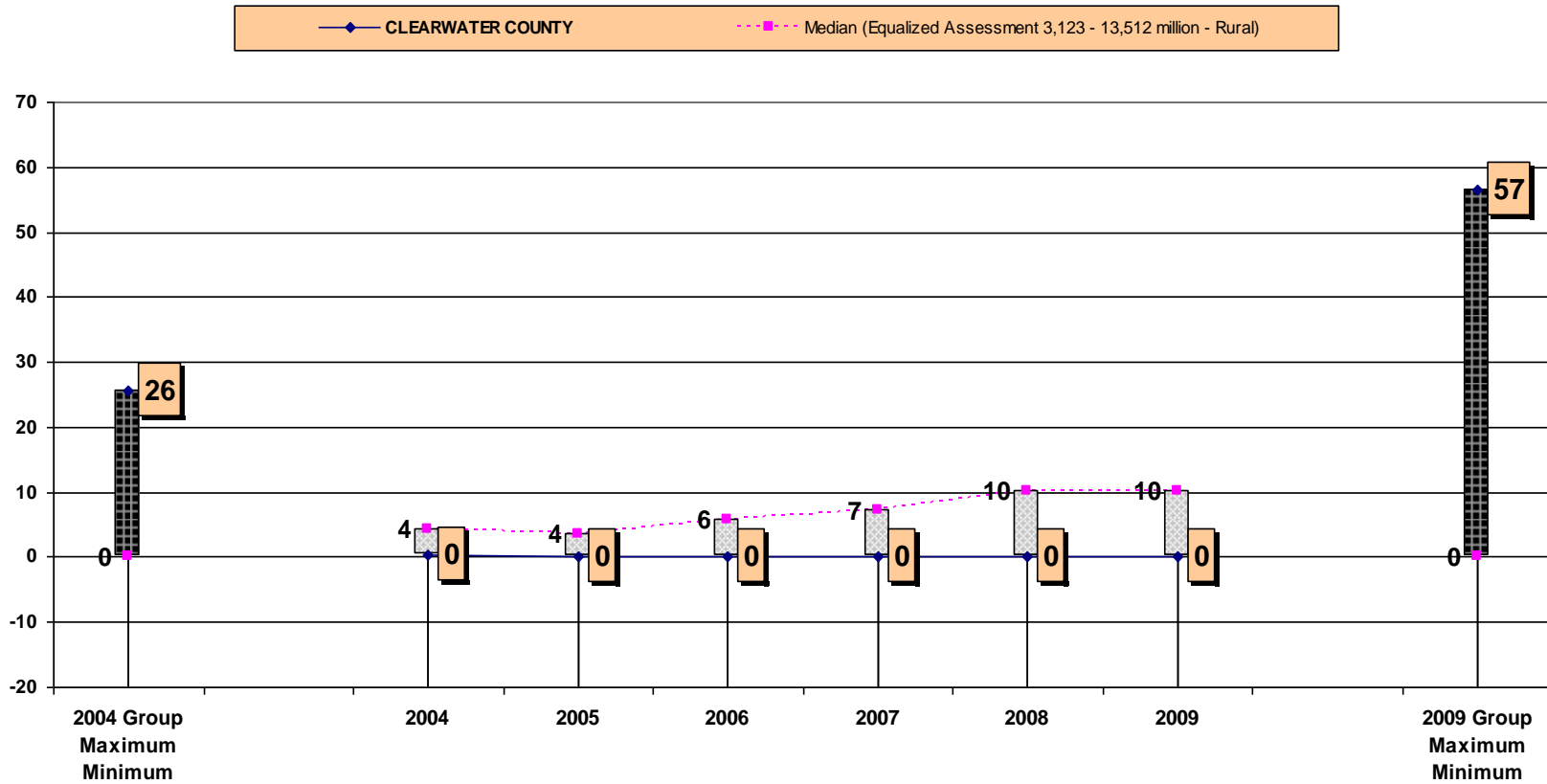
Note : This indicator reflects the percentage of taxes and grants in place of taxes which are collected by the municipality in the year in which they are levied.

### Percent of Debt Limit Used



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

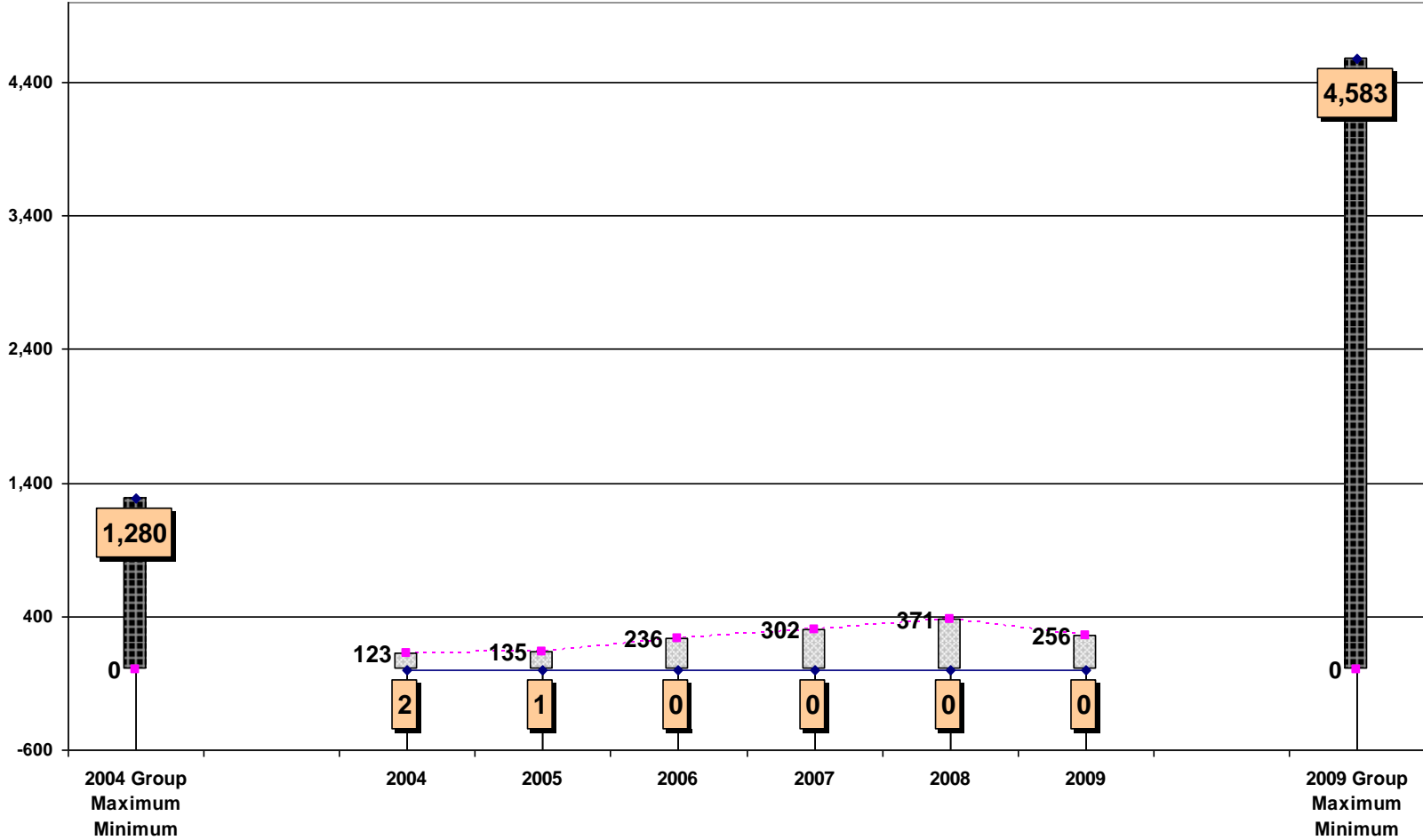
### Percent of Debt Service Limit Used



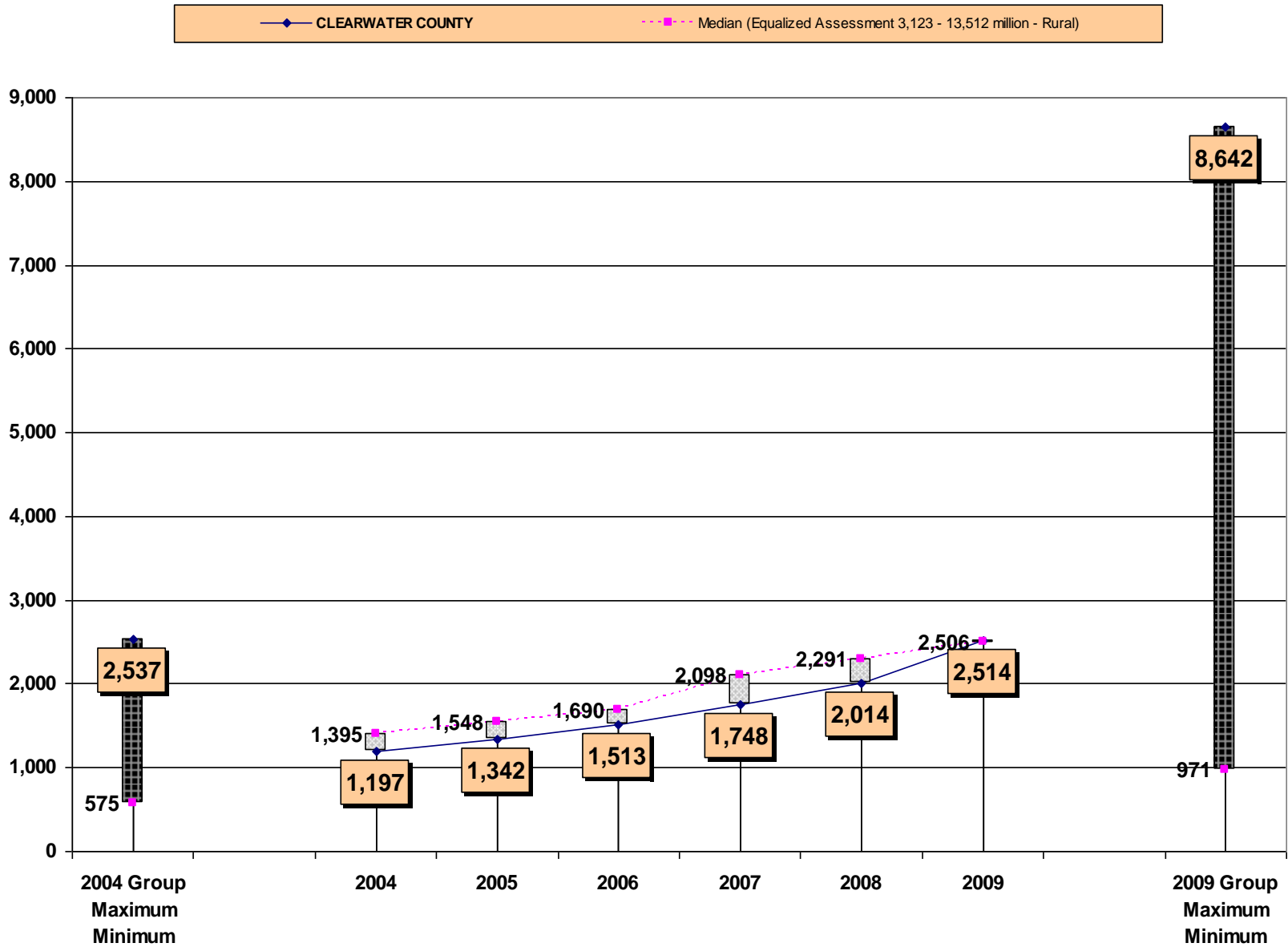
**Note:** This graph shows, in percentage terms, the municipality's current debt servicing requirement relative to the regulated limit. This is compared to the median for the group of similar municipalities.



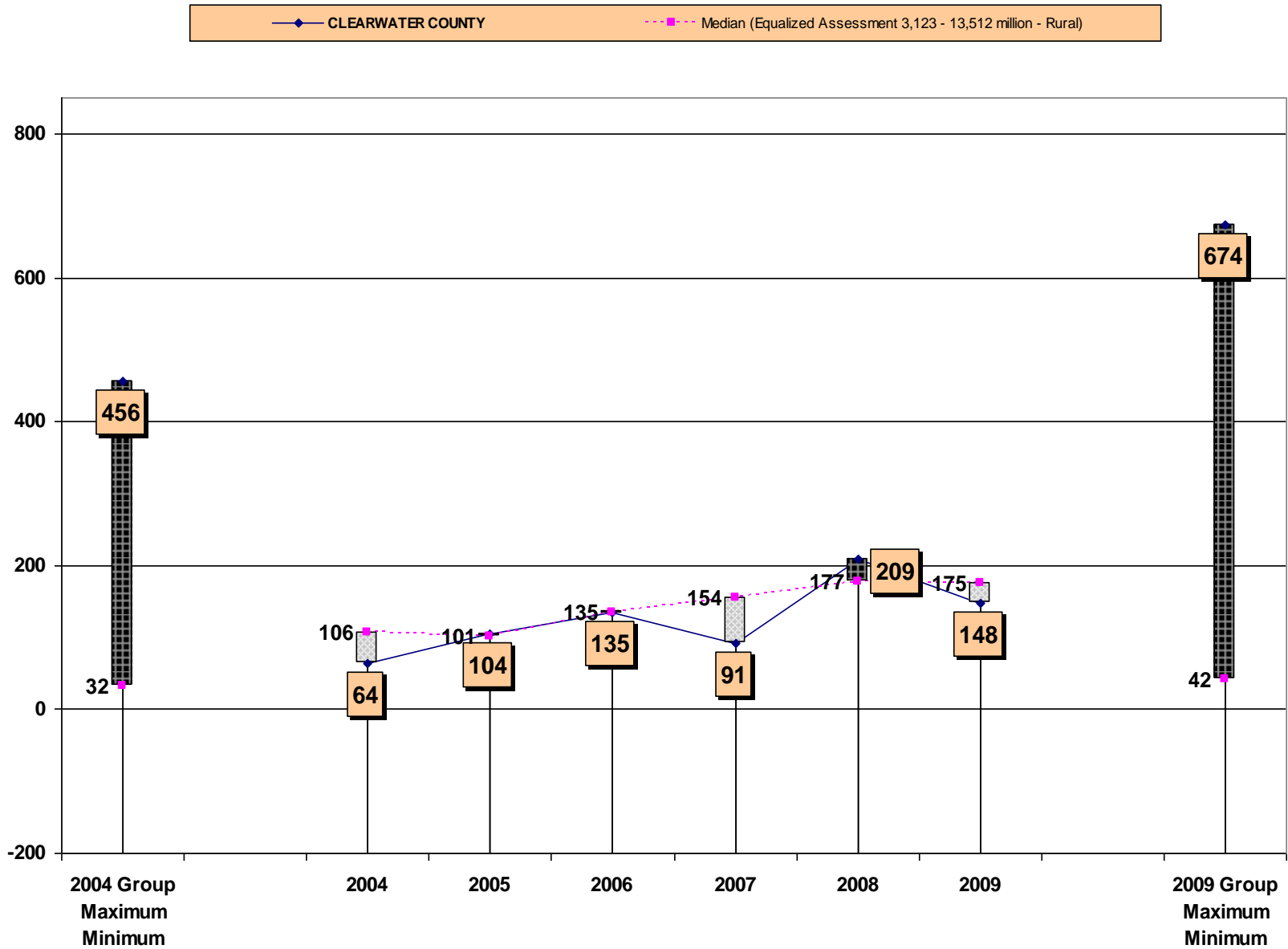
### Long Term Debt Per Capita



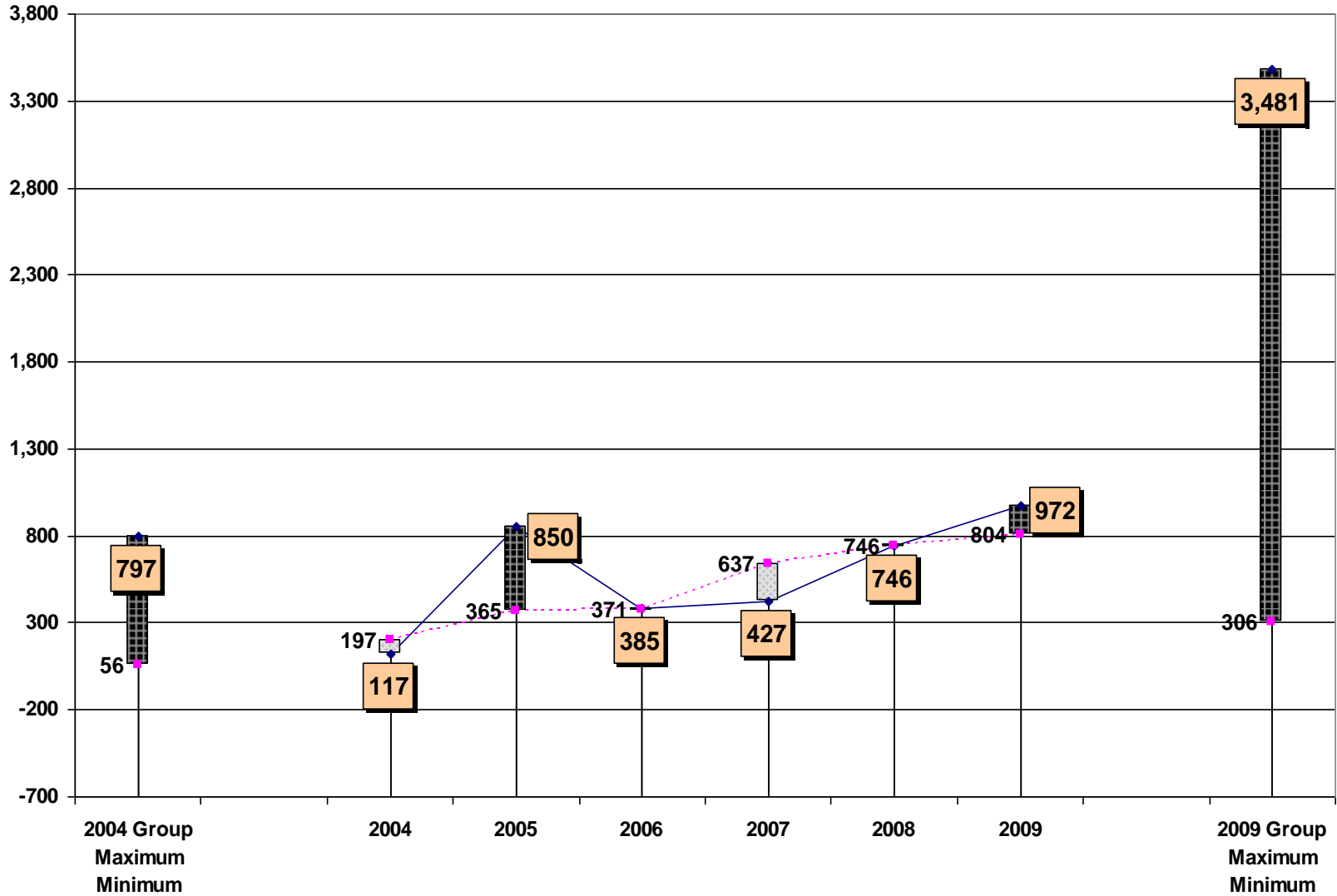
### Net Municipal Property Taxes Per Capita



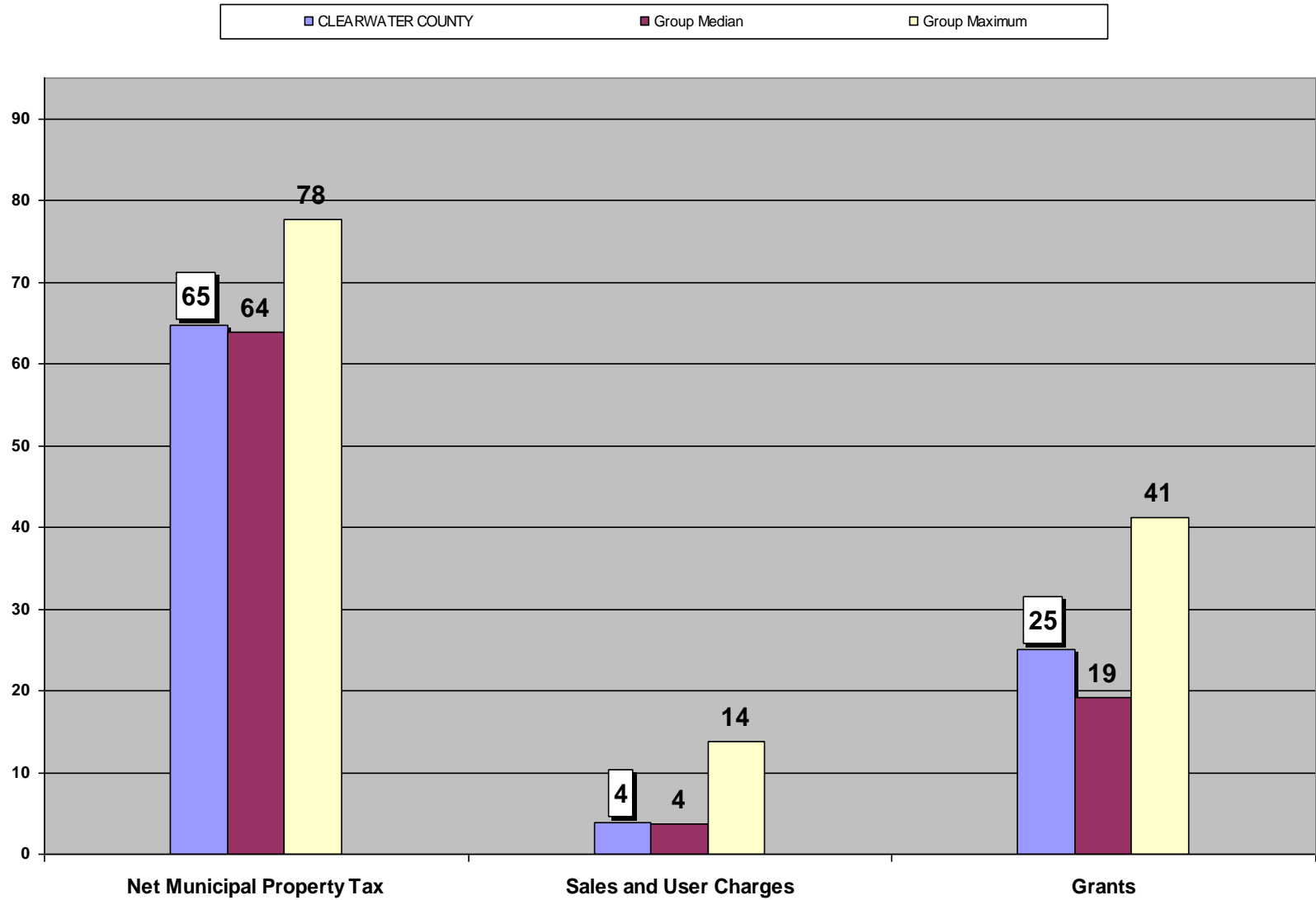
### Sales and User Charges Per Capita



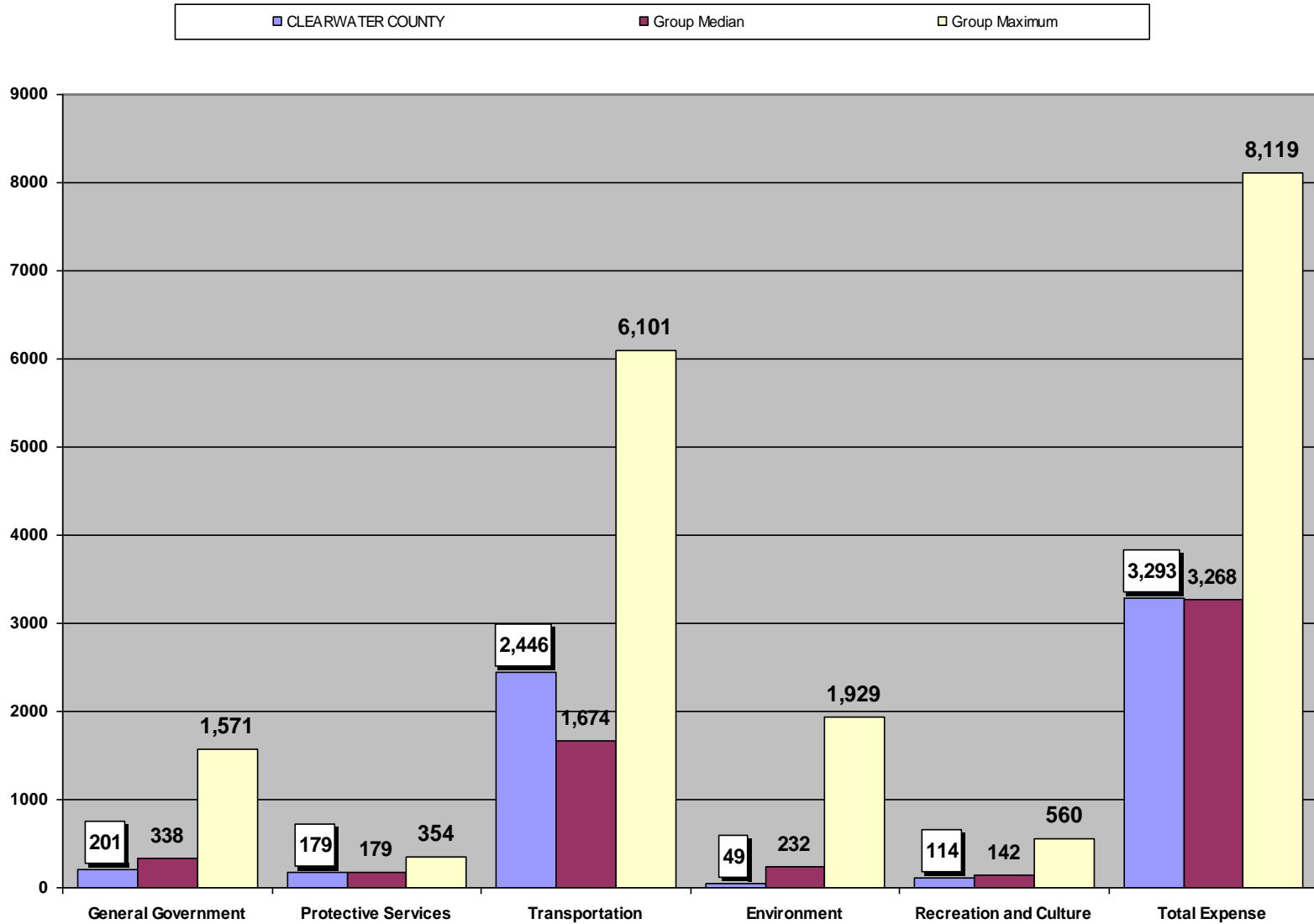
### Provincial and Federal Grants Per Capita



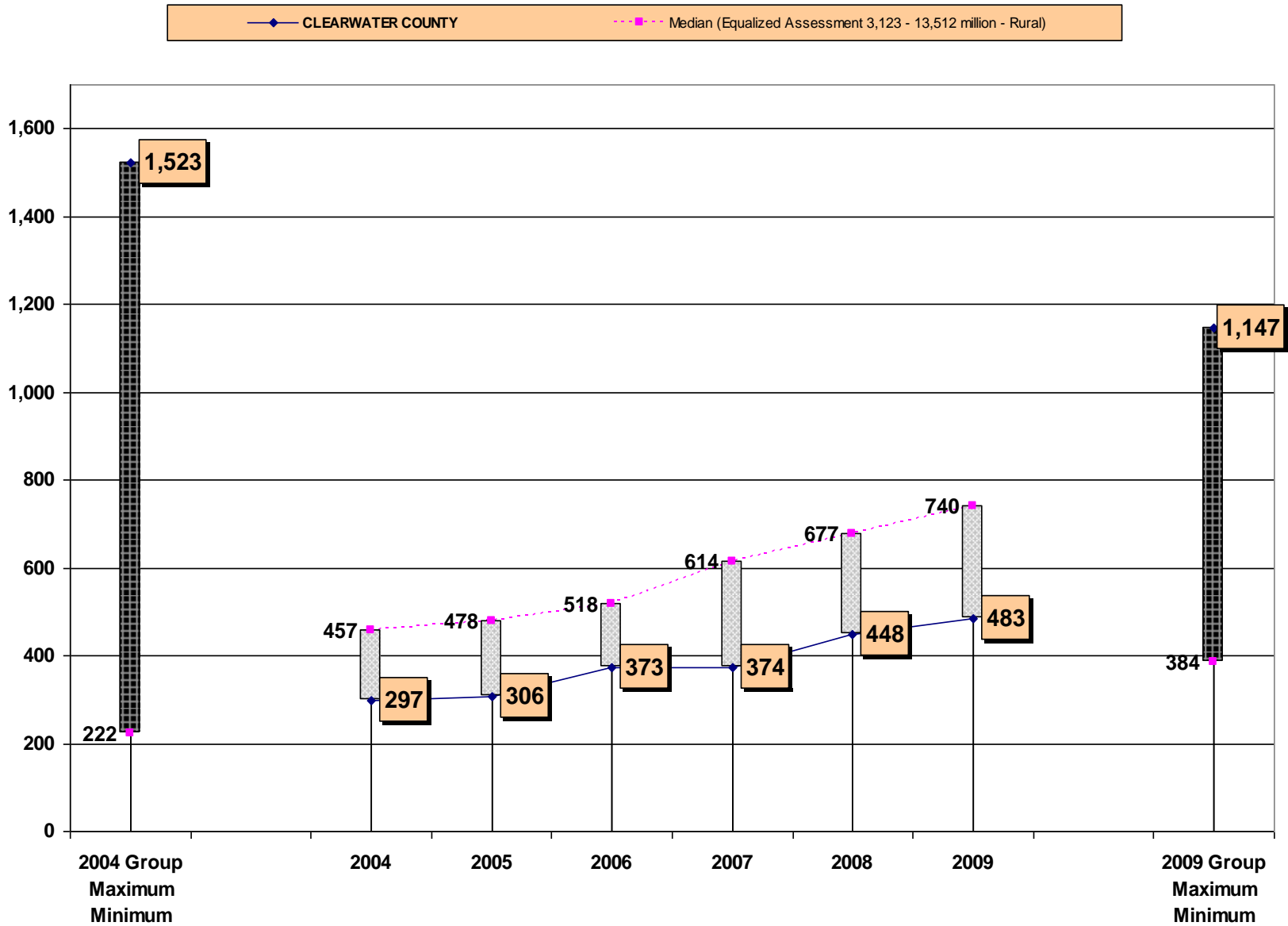
### Major Revenue Sources As % of Total Revenue, 2009



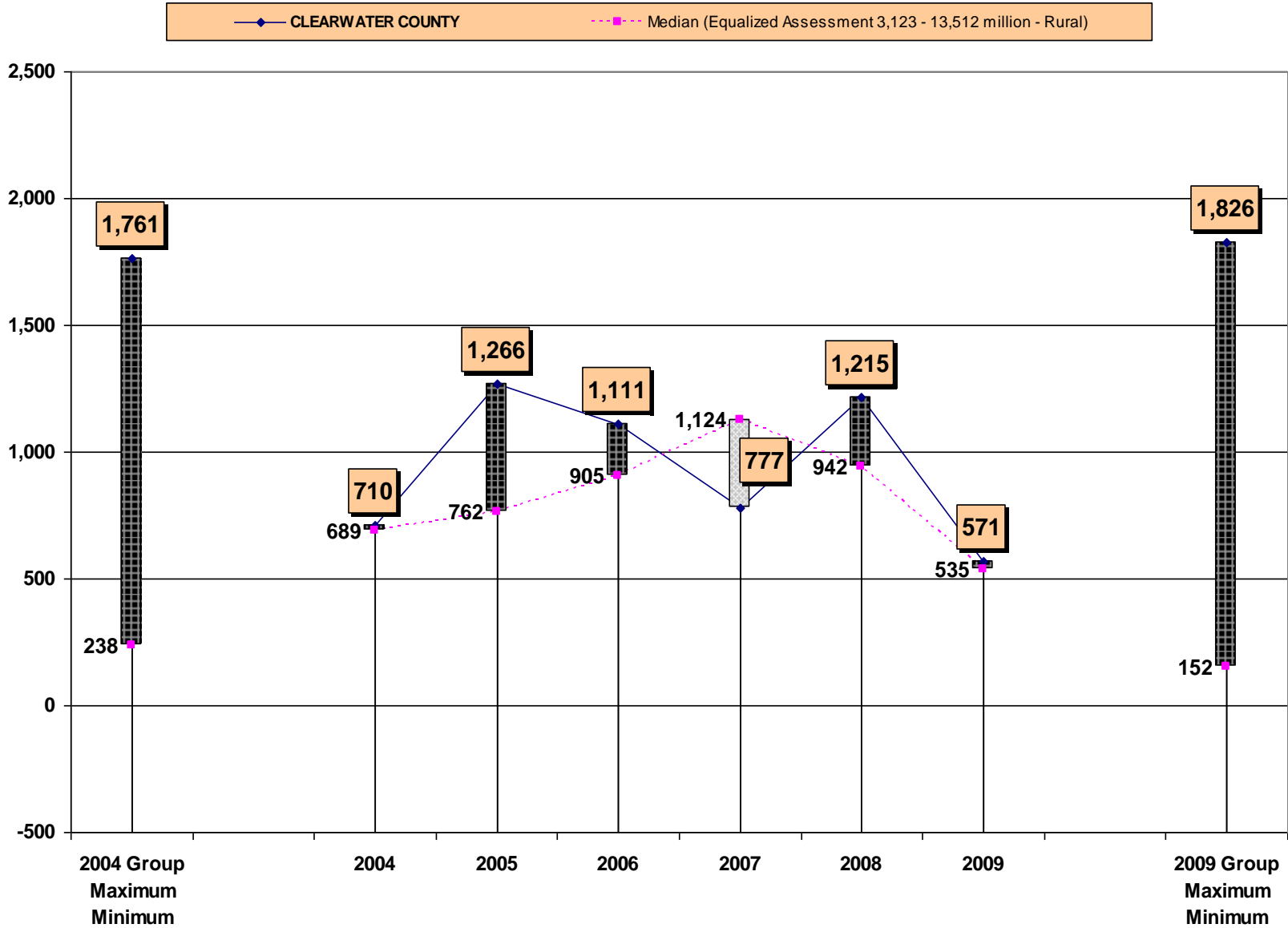
### Broad Function Expenses Per Capita, 2009



### Per Capita Expenses - Salaries, Wages and Benefits

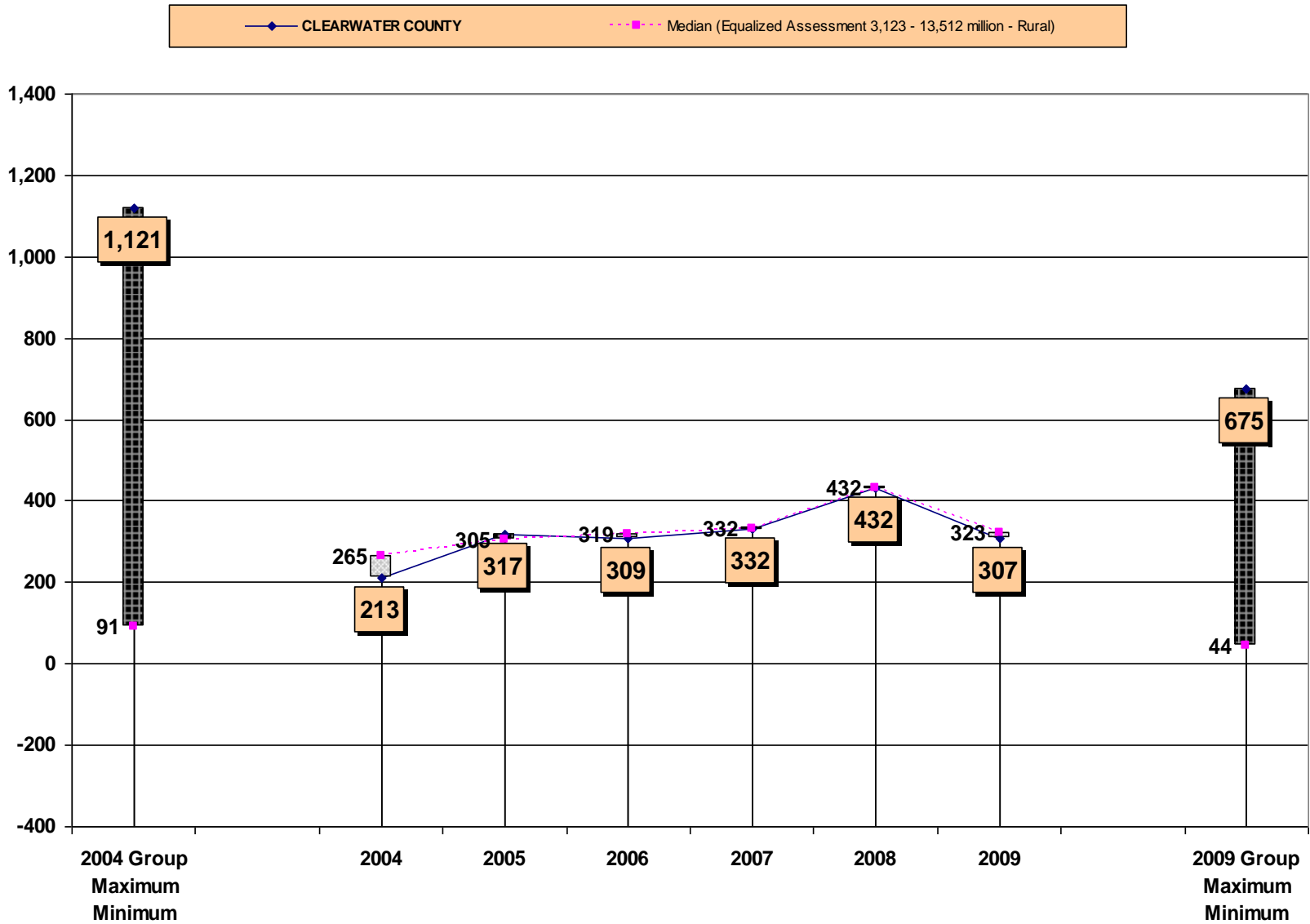


### Per Capita Expenses - Contracted and General Services

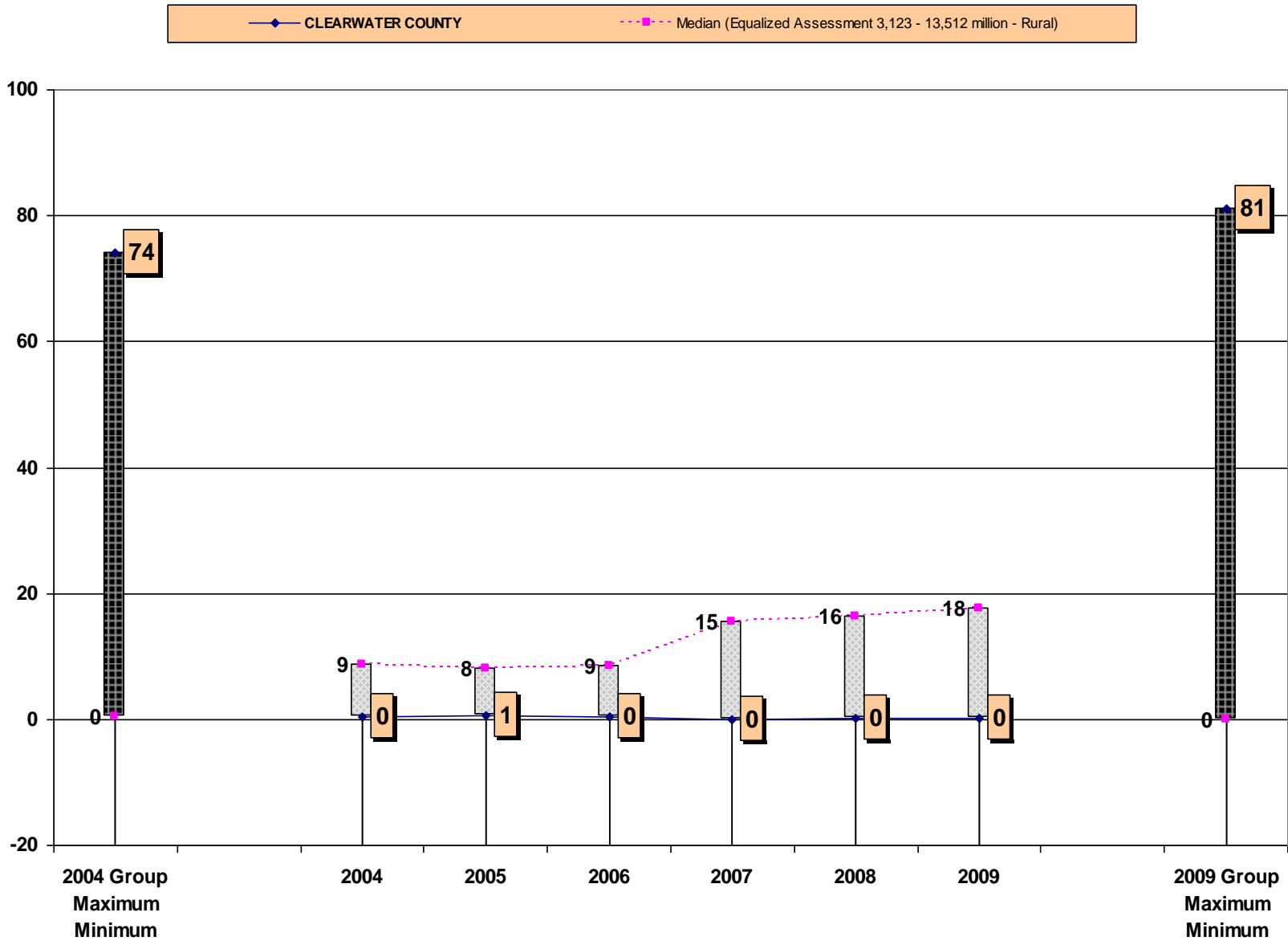




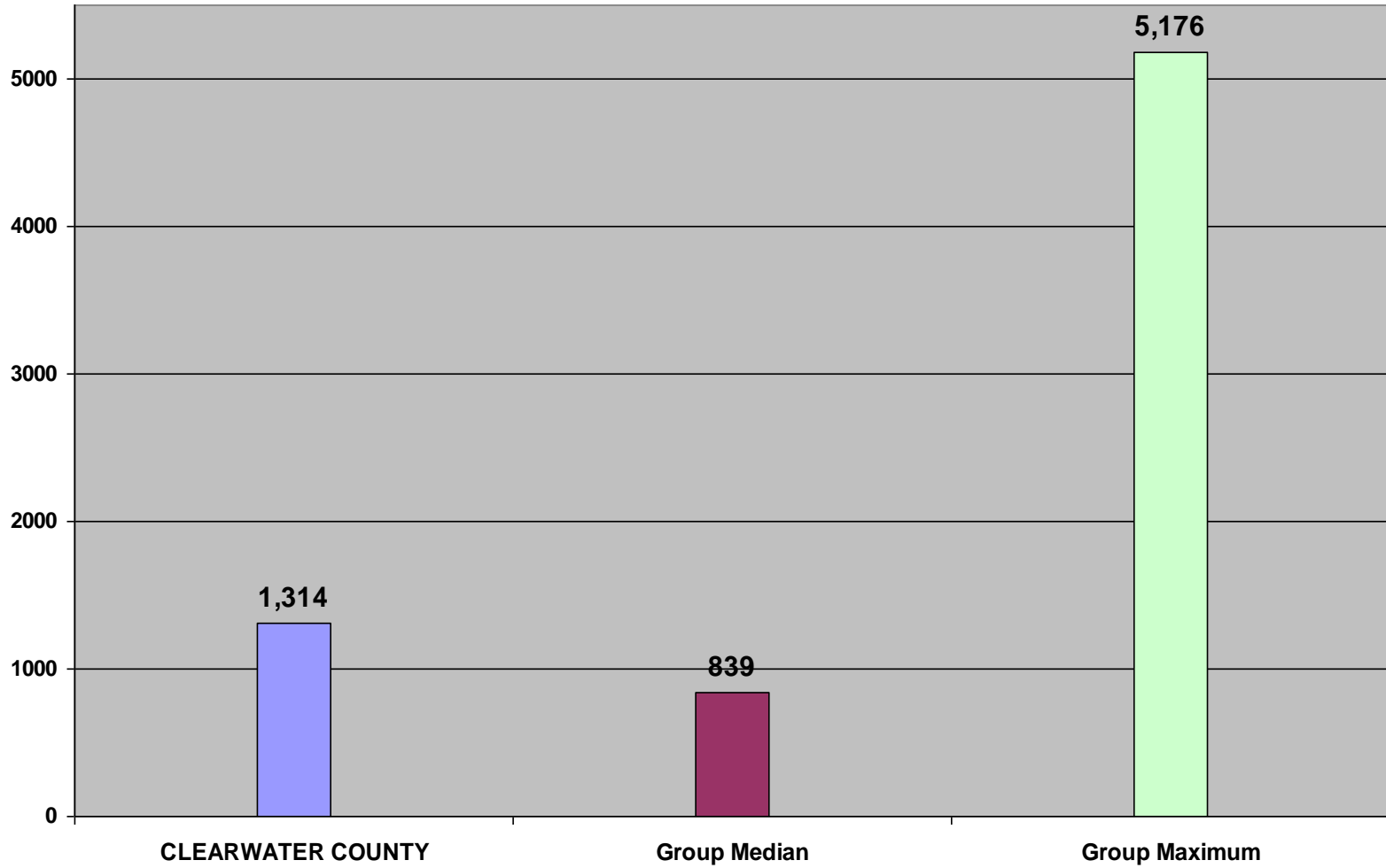
# Per Capita Expenses - Materials, Goods, Supplies and Utilities



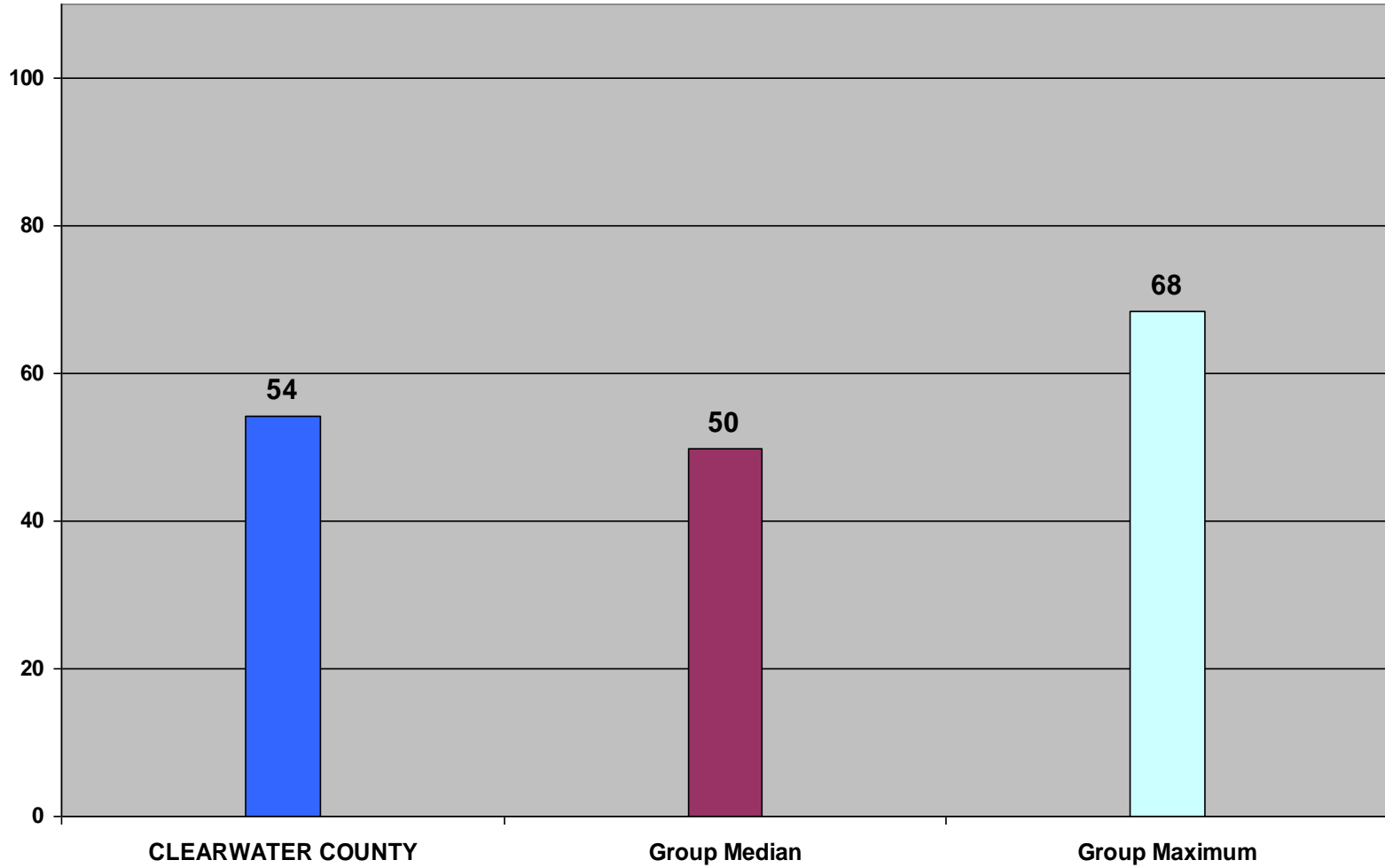
### Per Capita Expenses - Bank Charges and Interest



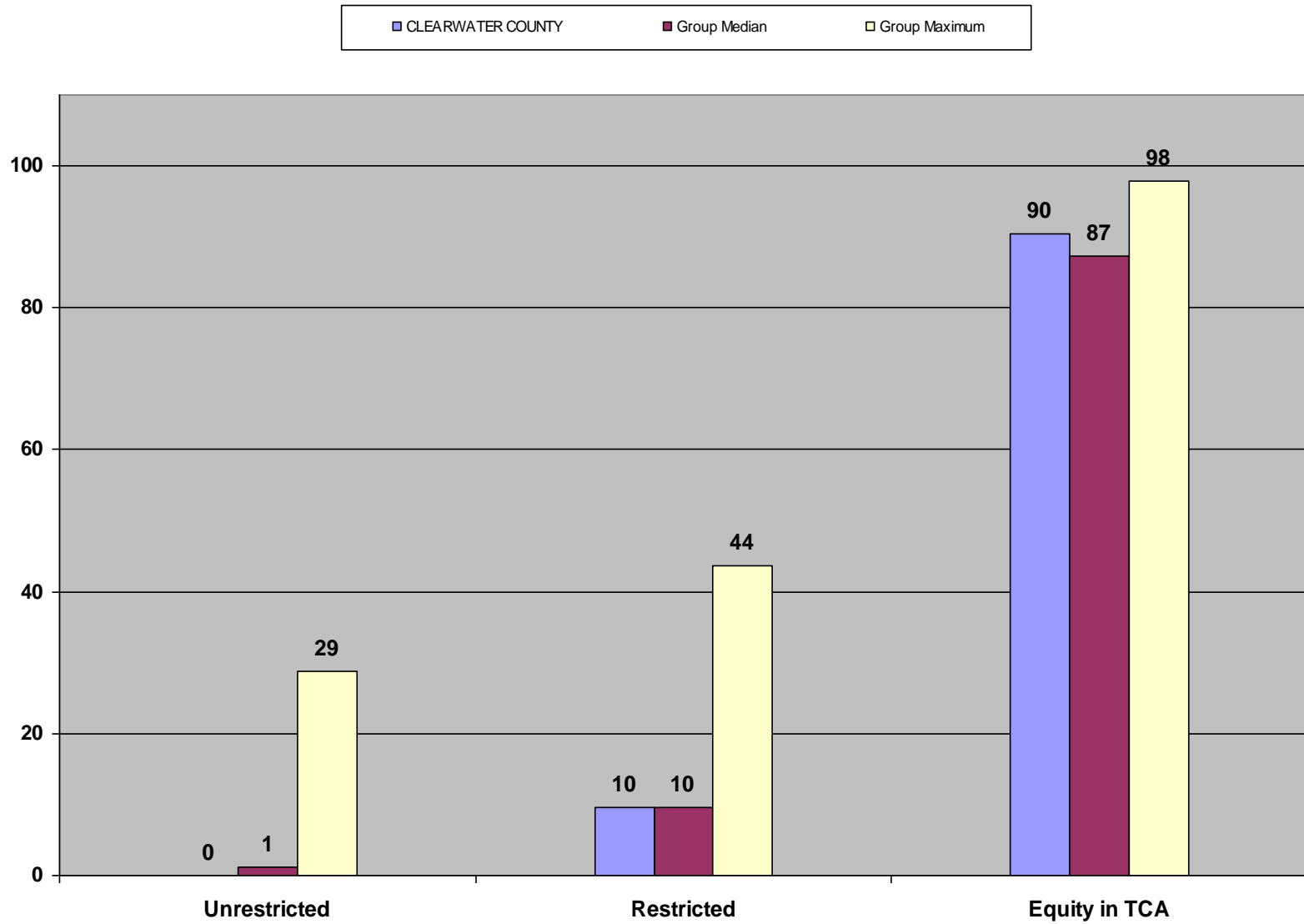
### Per Capita Expenses - Amortization, 2009



### Net Book Value As % of Total Capital Property Cost, 2009

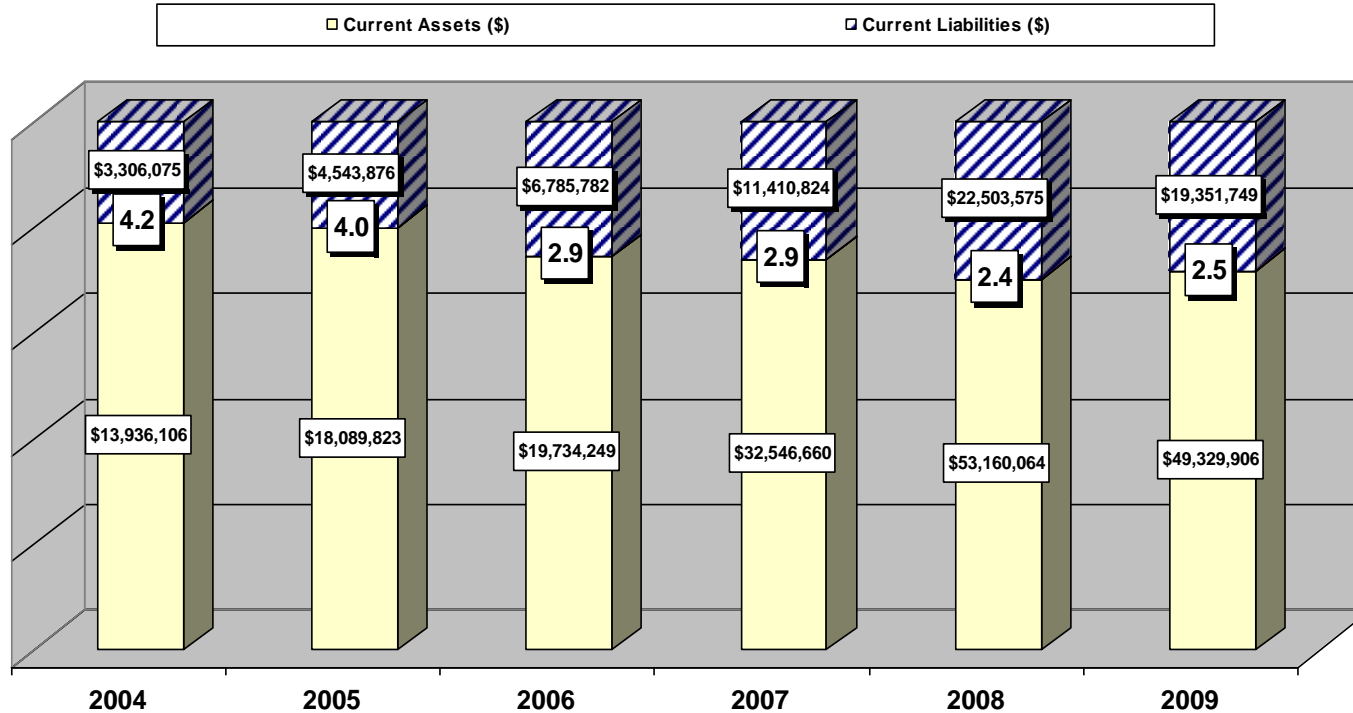


### Accumulated Surplus Categories As % of Total - End of Year, 2009



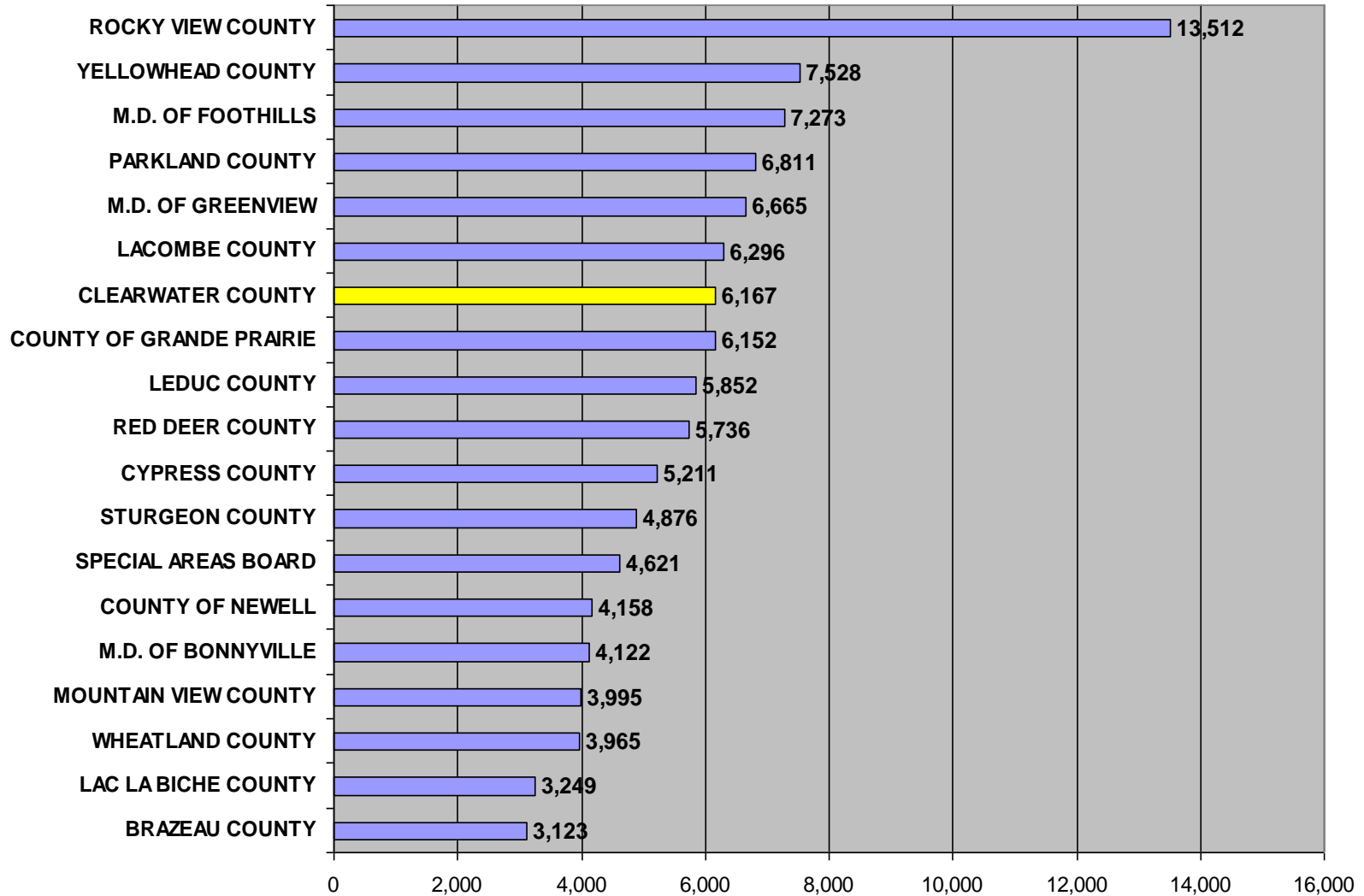
# Ratio of Current Assets To Current Liabilities

## CLEARWATER\_COUNTY

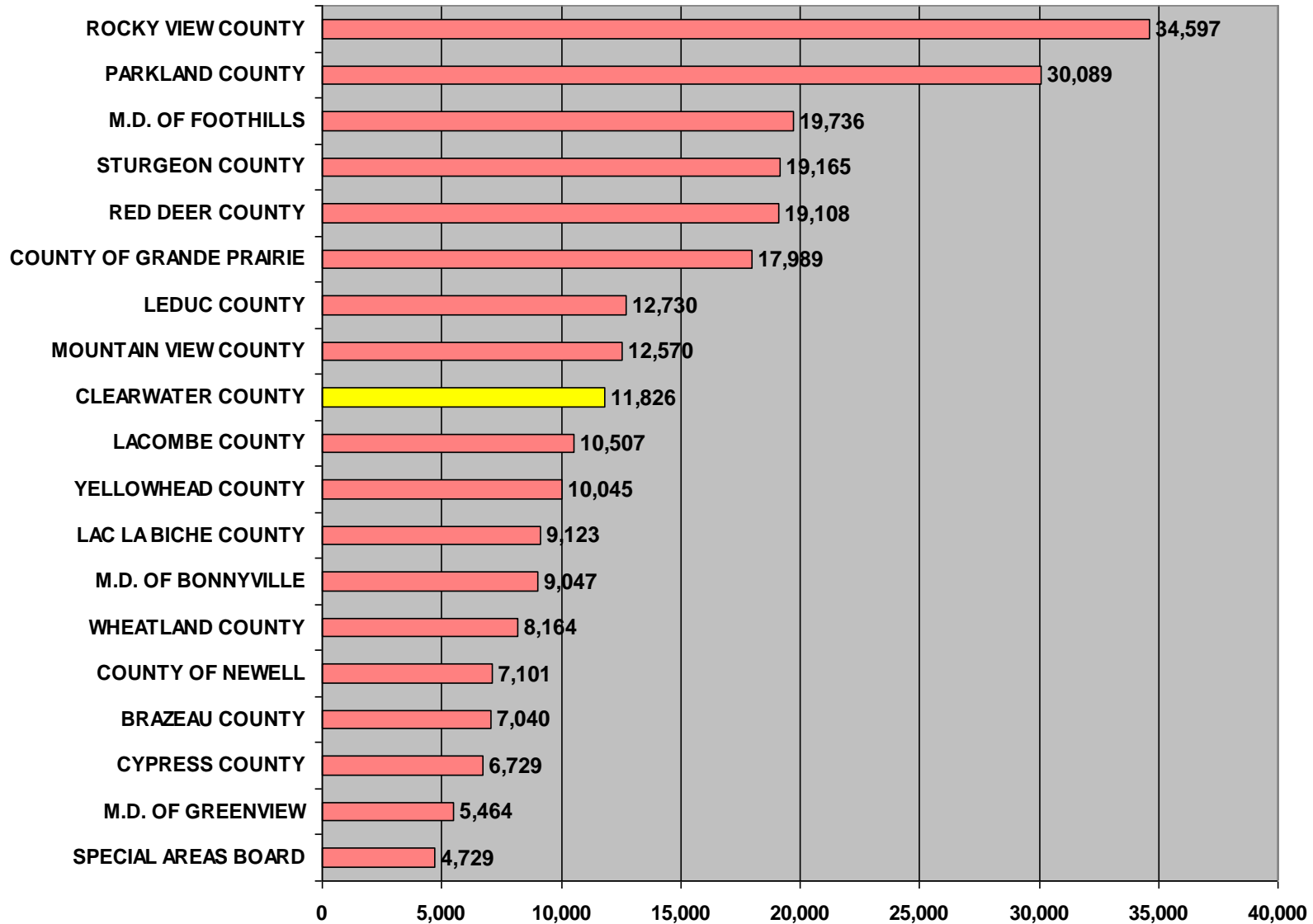


**Note:** The current ratio calculation measures ability to meet short-term obligations with existing liquid assets. "Current Assets" are those which are liquid in nature (cash or an asset which can be easily converted to cash). Inventory is excluded from the calculation. "Current Liabilities" are generally obligations coming due within the next fiscal year. The ratio is shown in the centre of the column. A ratio greater than one indicates the degree to which current assets exceed current liabilities; a ratio smaller than one indicates the degree to which current liabilities exceed current assets. A zero ( \$0 ) result at the top of a column indicates that the municipality had only current assets and no current liabilities.

### Total Equalized Assessment (in millions)

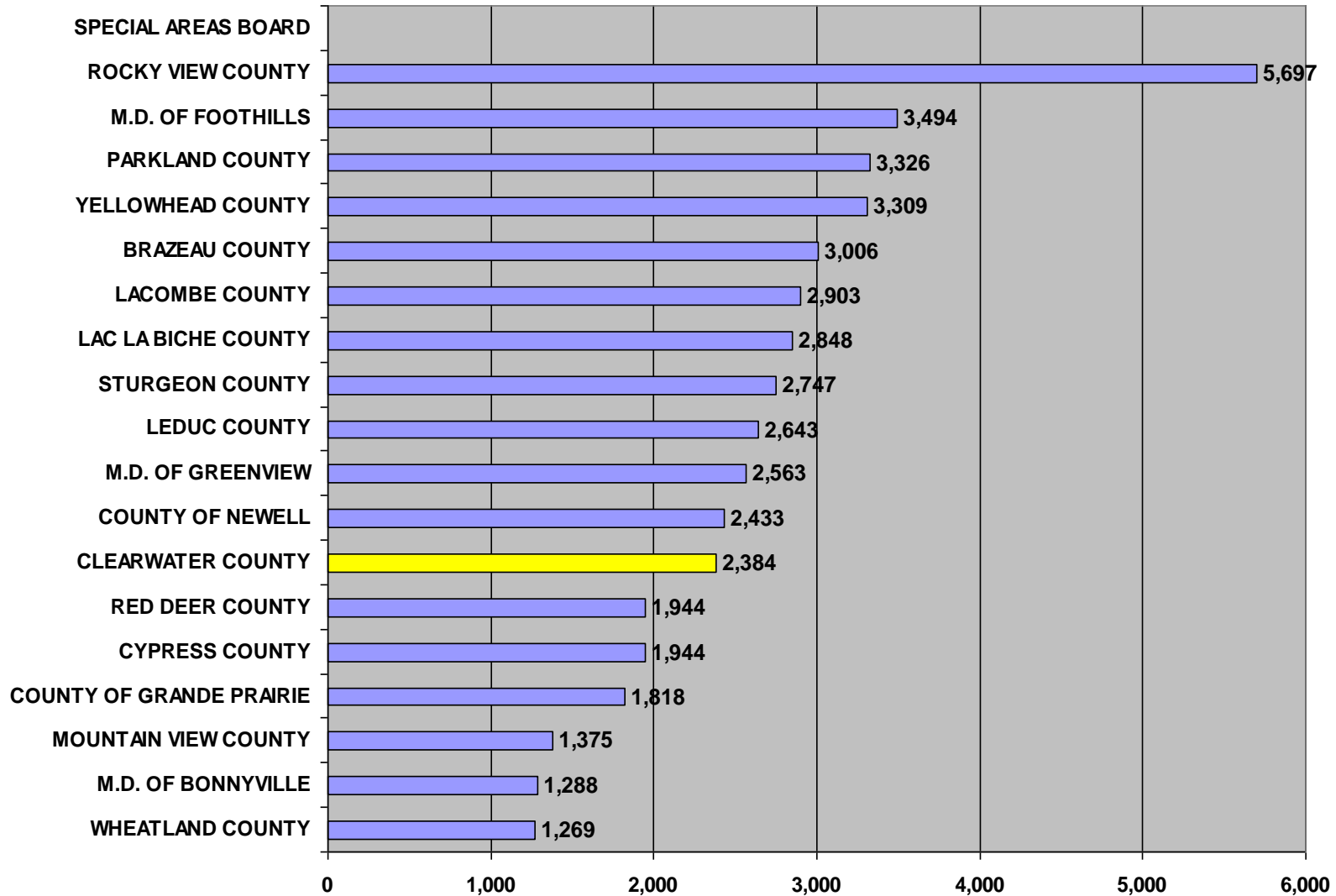


# Group Population





### Equalized Assessment Per Km of Roads (in thousands)



# Agenda Item

**Date:** January 20, 2011  
**Item:** AAMDC Revised Bylaws  
**Prepared by:** Ron Leaf

**Background:**

Attached is a copy of the recently circulated proposed revisions for the Alberta Association of Municipal Districts & Counties (AAMDC). These revisions will be discussed and voted on at the Spring convention.

The principle changes to the bylaws are identified in the AAMDC cover. I have reviewed the proposed changes and have no concerns with the proposed changes.

**Recommendation:**

That Council reviews the proposed AAMDC bylaw changes and accepts this report for information.

December 20, 2010

## AAMDC Presents Proposed Revised Bylaws

The AAMDC has recently completed a comprehensive bylaw review in response to member direction through the 2010 Executive Review. The association appreciates our members' support in conducting this review, as it was needed and very timely.

The AAMDC Board is pleased to present the attached bylaws for member consideration at the Spring 2011 Convention. This member bulletin fulfills the requirement for three months' notice, as indicated by the current bylaws. For your reference, the current bylaws are available at [www.aamdc.com](http://www.aamdc.com) > About Us > The Organization > AAMDC Bylaws, or by clicking [here](#).

Overall, the proposed new bylaws are succinct, clear, modern and in alignment with commonly accepted practices within this and other municipal associations.

### THE BYLAWS: WHAT'S NEW?

- Clear definitions
- Alignment to only two types of members: full and associate (the term "affiliate" was redundant)
- Transitioning to Aggregated Business Services (ABS) that encompasses all business units
- Clarifying the business of the convention
- Formalizing member direction about succession and vacancies
- Incorporating our already-in-place practices regarding director eligibility criteria
- Including auditing and borrowing clauses
- Updating the addition, amendment or repealing of bylaws
- Synchronizing and updating timelines for member notifications
- Clarifying when director terms begin and end

Through our bylaw review, the AAMDC recognized the importance of our incorporating legislation and the resulting impact on bylaws. The AAMDC is unique in that the association was formalized in 1923 through the *Alberta Association of Municipal Districts and Counties Act*. As the organization continued to evolve, the *Act* was amended in 1971 and 1984. In conjunction with the bylaw review, the AAMDC became aware that it was time for further amendments to align the *Act* with current practices and operations. As such, the association has initiated the process to bring forward a bill to that effect.

The final step in this process will be to address items in the current bylaws that are more appropriate in policies. As policies, item details and needed flexibility can be incorporated. An example would be a policy outlining which members fall into which district. By removing this from the bylaws, we have the needed flexibility to deal with additions or name changes. However, we do not lose the intent, purpose or functionality of the district groupings.

## THE MEMBERS' ROLE

It is important to note that the amendments to the *Act* and bylaws are linked. As such, the proposed new bylaws will be brought forward at the Spring 2011 Convention for endorsement, but will not take effect until the bill is proclaimed.

We ask for your continued support in this process and urge you to endorse the bylaws at the upcoming convention. This will allow the association to move forward under the revised bylaws as soon as possible.

The Board believes these proposed bylaws to be in all members' best interest; they demonstrate accountability through alignment to our practices and founding *Act*.

Enquiries may be directed to:

Bob Barss  
President  
780.955.3639

Gerald Rhodes  
Executive Director  
780.955.4077

## Attachment

**ALBERTA ASSOCIATION OF MUNICIPAL DISTRICTS AND COUNTIES**  
(The “Association”)

**OBJECTS**

The Objects of the Association are as follows:

1. To promote the interests of Rural Municipalities throughout the Province;
2. To bring about the economical and efficient administration of the affairs of Rural Municipalities and of all duties and the execution of all works undertaken by or imposed upon Rural Municipalities;
3. To cooperate for the promotion, guidance and improvement of legislation, both Dominion and Provincial, upon municipal questions;
4. To cooperate for the purpose of protecting Rural Municipalities, from impairment in status, capacity or powers;
5. To do all acts and things which appear to the Association conducive to the good and welfare of Rural Municipalities;
6. To buy, sell, deal in, and otherwise act as mercantile agents, in respect of any goods, chattels, commodities and services, which are or may be required by any municipal district, county or any other body of authority exercising the functions of local government in connection with the carrying out of any of the functions, powers, duties, capacities or works which a municipal district, county, or any other body aforesaid is by law authorized to carry out;
7. To acquire and dispose of land to the extent required for the purposes of the Association;
8. To do and perform all acts and things incidental to and necessary for the purpose of affecting any of the aforesaid objects.

## BYLAWS

Name of Association

**ALBERTA ASSOCIATION OF MUNICIPAL DISTRICTS AND COUNTIES**

### A. DEFINITIONS

1. The following terms shall have the associated meanings set forth below:

- (a) "Act" means the *Alberta Association of Municipal Districts and Counties Act, S.A. 1923, c. 67*, as amended from time to time;
- (b) "Aggregated Business Services" shall mean the delivery of business services and goods to Members through entities including, but not limited to, the Trade Division, Jubilee Insurance Agencies Ltd., and Prairie Fuel Advisors;
- (c) "Association" shall mean the Alberta Association of Municipal Districts and Counties;
- (d) "Board of Directors" or "Directors" shall mean the board of directors of the Association;
- (e) "Convention" shall mean the annual general meeting of the Association, which is held in the fall in each year and may include any additional meetings called from time to time by the Association;
- (f) "Convention Chair" shall mean the individual selected by the Board to act as chair of a particular Convention;
- (g) "District" shall mean a grouping of two or more Rural Municipalities;
- (h) "Executive Director" shall mean the chief staff officer hired by the Board to oversee the management and operations of the Association and who shall act as the Secretary-Treasurer of the Association;
- (i) "Member" shall mean a Full Member and an Associate Member;
- (j) "Province" shall mean the Province of Alberta;
- (k) "Rural Municipality" shall mean a municipal district created pursuant to the Municipal Government Act, R.S.A. 2000, c. M-26, county, or other special area or specialized municipality within the Province; and
- (l) "Voting Delegates" shall mean within each municipality that is a Full Member, the number of elected officials within the municipality.

**B. MEMBERSHIP**

2. There shall be the following categories of membership within the Association: Full Membership and Associate Membership, with the specific characteristics set forth below:
  - (a) Full Members of the Association shall consist of councils of Rural Municipalities, who have paid the applicable membership fee for the year. Ownership of the assets of the Association shall be vested exclusively with the Full Members and, upon dissolution of the Association, or at such other times as the Board may determine, distribution of assets will be made amongst the Full Members. Full Members shall be voting Members, and shall, at each Convention, have that number of votes equal to the number of Voting Delegates of the Member in attendance.
  - (b) Associate Members shall consist of those organizations and institutions whose objects relate to the welfare and advancement of Rural Municipality ratepayers or residents, and without restricting the generality of the foregoing, shall include school divisions, school districts, towns, villages, cities, hospital districts, health units, senior citizens' homes, municipal, community and recreation organizations, irrigation districts and water boards, and cooperatives supplying electric power or natural gas associations comprised of the said organizations or institutions, who have paid the applicable membership fee for the year. The rights and privileges of Associate Members shall be limited to all trading privileges within the Aggregated Business Services. Associate Members are non-voting members and are not entitled to participate in a distribution of the assets of the Association.
  - (c) Notwithstanding sections 2(a) and 2(b) above, the Board of Directors may, in its sole discretion, allow duly incorporated specialized municipalities Full Member or Associate Member status.
3. Any Member wishing to withdraw its membership may do so upon one year's prior written notice to the Board.

**C. MEMBERSHIP FEE**

4. Annual fees for all Members shall be as set by the Board.
5. In each year, the respective membership fee shall be paid to the Association and shall be due and payable by each Member on or before September 1st. The membership fees paid are non-refundable.

**D. CONVENTION (MEETINGS OF THE MEMBERS)**

6. The annual Convention of the Association shall be held at a location and upon dates to be selected by the Board.
7. Conventions of the Association may be called at any time by the Executive Director upon the instructions of the Board by notice in writing, at least twenty-one (21) days prior to the date of such Convention. The accidental omission to give notice of a Convention, or the non-receipt of a notice by, any of the Full Members entitled to receive notice does not invalidate proceedings at the Convention. The Full Members of the Association may

petition a Convention by submitting a petition signed by at least fifty (50%) plus one (1) of the Full Members in good standing, to the President of the Association, setting forth the reasons for calling such Convention. The Convention Chair shall then call the Convention to order at the hour, time and place for which it is advertised. Included in each notice of the Convention shall be an agenda for the conduct of the Convention.

8. Fifty per cent (50%) plus one (1) Voting Delegates shall constitute a quorum at any Convention. No business other than the adjournment or termination of a Convention shall be conducted at a Convention at a time while quorum is not present. All Voting Delegates shall, on request by the individual designated by the Board to verify credentials, be required to furnish their credentials proving their election to office within their respective District, prior to the opening of the Convention.
9. If within thirty (30) minutes from the time appointed for a Convention a quorum is not present, the Convention, if convened on the requisition of Full Members shall be terminated; but in any other case, it shall stand adjourned to the day, time and place determined by the Convention Chair, and if, at the adjourned meeting, a quorum is not present within thirty (30) minutes from the time appointed for the Convention, the Members then present shall constitute a quorum.
10. The Board or its designate(s) shall present to the Convention: (i) a financial statement, properly audited, covering the transactions of the previous year; (ii) a full report of its year's work; and (iii) a summary of those items of business and/or advocacy as directed by the Full Members.

#### **E. ELECTION OF DIRECTORS AND OFFICERS**

11. As necessary, at the Convention, there shall be elected a President or Vice President, and/or five (5) directors, one (1) representing each of the Districts identified below (the "District Directors"). The officers and directors so elected shall form the Board, and shall serve until their successors are elected and installed.

##### District Directors

- (a) District No. 1: Foothills Little Bow
  - (b) District No. 2: Central
  - (c) District No. 3: Pembina River
  - (d) District No. 4: Northern
  - (e) District No. 5: Edmonton East
12. The Board shall, subject to the bylaws or directions given it by majority vote at any Convention meeting properly called and constituted, have full control and management of the affairs of the Association, and meetings of the Board shall be held as often as may be required, but at least three (3) times per year, and shall be called by the President. Meetings of the Board shall be called on at least three (3) days written notice to each Director. Attendance by the majority of the Board shall constitute a quorum. A Director



may participate in a meeting of Directors by means of a telephone or other communication facility that permits all persons present to hear each other.

13. Persons shall be eligible to become Directors of the Association if they meet the following eligibility requirements: the individual (i) is a duly elected official of a Full Member in good standing with the Association; (ii) has not been found by a court of competent jurisdiction to be a mentally incompetent person, or of unsound mind; (iii) does not have the status of a bankrupt; and (iv) is not currently an elected official in any federal or provincial election. In the event that a Director ceases to hold office in his/her own Rural Municipality as the result of a municipal election, he/she shall be deemed to cease being a director of the Association effective at the conclusion of the next following Convention. All resignations of Directors shall be addressed to the Association.
14. Any Director, upon a majority vote of Full Members in good standing, may be removed from office for any cause which the Association may deem reasonable.
15. The Full Members shall elect, by nomination and a clear majority, a President for a term of two (2) years that alternates with the two (2) year term of the Vice President. This term shall commence at the conclusion of the Convention at which he/she is elected, and shall, unless sooner vacated, terminate at the conclusion of the fall Convention two (2) years hence.
16. The Full Members shall elect, by nomination and a clear majority, a Vice President for a term of two (2) years that alternates with the current two (2) year term of President. This term shall commence at the conclusion of the Convention at which he/she is elected, and shall, unless sooner vacated, terminate at the conclusion of the Convention two (2) years hence.
17. The District Directors are elected for a term of two (2) years. Each District shall meet as required to elect its representative Director and report the same to the Association.
18. The Directors and officers of the Association shall receive the remuneration determined by the Board.

#### **F. VACANCIES**

19. If during any year there is a vacancy in the Board is that of President, the Vice President shall assume the role of interim President until such time as an election for President can be held at the next following Convention. If a vacancy in the Board is that of Vice President, the vacancy shall remain open until the next following Convention.
20. If during any year there is a vacancy occurring on the Board at any time among the District Directors, the Board shall give notice to the affected District, which shall constitute a meeting for the purpose of electing the successor District Director. The results of such election shall be reported to the Association, and the successor District Director shall hold office until the time at which the previous Director's term of office would have expired.
21. The President shall be ex-officio a member of all Board committees. He/she shall, when present, preside at all meetings of the Board. In his/her absence, the Vice President

shall preside at any such meetings. In the absence of both, a chairperson may be elected at the meeting to preside.

#### **G. FINANCIAL YEAR**

22. Unless otherwise established by the Board from time to time, the financial year of the Association shall be from the first day of August to the thirty-first day of July in the following year.

#### **H. AUDITING**

23. The books and records of the Association shall be audited at least once each year by a duly qualified accountant. A complete and proper statement of the standing of the books for the previous year shall be submitted to the Members at the Convention.
24. The books and records of the Association may be inspected by any Full Member of the Association at the Convention or at anytime upon giving reasonable notice and arranging a time satisfactory to the officer or officers having charge of same. Each Director shall at all times have access to such books and records.

#### **I. BORROWING POWERS**

25. For the purpose of carrying out its Objects, the Association may borrow or raise or secure the payment of money in such manner as it thinks fit, or issue debentures for the purpose of carrying out its objects.

#### **J. AMENDMENT OF BYLAWS**

26. These bylaws may be amended or repealed by three-fifths (3/5) of the votes of the Full Members called for that purpose provided that notice of such amendments have been circulated to the Full Members at least twenty one (21) days prior to a Convention where such vote will be held.

# Agenda Item

Date: January 25, 2011  
Item: Reeve's Economic Summit (RES)  
Prepared by: Mike Haugen

## Background:

As per Council's request at the last Regular Council Meeting, staff is providing the summary of the Reeve's Economic Summit held in the summer of 2009. A copy of the report is attached for Council's information.

The summit participants represented the four core industries present in Clearwater County. These industries were chosen as they represent the backbone of industry in the area and make the existence of a multitude of support and tertiary industries possible.

The intent was to engage industry expertise and to then use that expertise to chart future economic development initiatives of the County. The attached summary outlines a number of recommendations and strategies in that regard.

To move this process forward, staff is recommending that one or two specific industry areas be targeted and engaged for more detailed consultation. Staff is recommending the Oil and Gas Industry as a primary focus, with Forestry as a secondary focus. Other industries such as Tourism and Agriculture could follow once the first studies were complete and resources are available.

Staff is recommending that Terms of Reference be drafted which will outline the responsibilities and deliverables of the working groups.

In terms of the development of these Committees staff are requesting direction from Council on whether Council wishes to advertise for members once the ToR are adopted, or does Council wish to appoint members to the Committees and have the committee members participate in the development of the ToR.

## Recommendation

1. That Council directs staff to develop Terms of Reference for working groups in the Oil and Gas and Forestry industries.
2. That Council provides direction on how membership should be determined for the Committees.

**Research & Consulting**

4603 50 Street  
Red Deer, AB T4N 1X1

Ph: (403) 346-9849  
Fax: (403) 346-7263  
E-mail: [bruce@schollie.com](mailto:bruce@schollie.com)  
Website: [www.schollie.com](http://www.schollie.com)

August 24, 2010

Mr. Mike Haugen  
Community and Protective Services Manager  
Clearwater County  
4340 - 47 Avenue  
Rocky Mountain House, AB T4T 1A4

**Re: Reeve's Economic Summit Summary**

Dear Mr. Haugen,

I am pleased to forward this letter which outlines the key findings from the Reeve's Economic Summit (RES) session held in Rocky Mountain House on July 28, 2010. We had an enthusiastic group of 7 industry participants who I think provided some very useful insight into planning for the long-term economic prosperity and sustainability of Clearwater County. This letter recaps the process involved in setting up the RES and provides a summary of participants' comments.

**A. Reeve's Economic Summit Background and Agenda**

The long term economic prosperity and sustainability of Clearwater County depends on diversifying and expanding existing industry, and creating a favourable climate for new industry to establish. The goal of the Reeve's Economic Summit was to bring business leaders together to identify and discuss economic opportunities and challenges, and to identify the action needed to address these. The expected outcome from the RES is a list of recommendations to guide Clearwater County's economic development policy and initiatives for the next 5 to 10 years.

The RES was a 1-day facilitated meeting that focused on the following key questions:

1. What trends, issues and challenges are impacting (positively or negatively) the long-term health of your business and your industry?
2. What specific opportunities exist in your industry that could potentially strengthen or diversify the local economy?
3. What economic policy and strategies would you recommend to Clearwater County that will create a positive business environment?

**B. Session Attendees, and Process**

The following representatives from Clearwater County's key industries and municipalities were invited to the Reeve's Economic Summit. The participants were put into 2 teams to work through a series of questions outlined in a workbook. Two teams were used to increase the small group interaction and to increase the diversity of opinions and topics.

- Team 1:
  - Fulton Smyl (Forestry - Weyerhaeuser)
  - Bill Hodgins (Tourism - Alberta Tourism Business Services Unit)
  - Harold Gold (Energy - Bonavista Energy)
  - John Vandermeer (Agriculture - Farm operator)
  - Dick Wymenga (Clearwater County Councillor)
  - Laura Cudmore (Mayor of Caroline)
  
- Team 2:
  - Larry Cameron (Tourism - Prairie Creek Inn)
  - Ed Szymanek (Energy - NAL Oil and Gas Trust)
  - Jamie Curran (Agriculture - Alberta Agriculture and Rural Development)
  - Pat Alexander (Clearwater County Reeve)
  - Jim Bague (Mayor of Rocky Mountain House)

In addition to the participants above, the following observers were also present:

- Mike Haugen, Community and Protective Services Manager, Clearwater County
- Dwight Oliver, Councillor, Clearwater County
- Todd Becker, CAO, Town of Rocky Mountain House
- Tyler McKinnon, CAO, Village of Caroline
- Cindy Peterson, Executive Director, Rocky and District Chamber of Commerce

**C. Session Summary****1. Opening Remarks**

After opening remarks by the Reeve, each participant was invited to speak for about 5 minutes about the general 'climate' of their industry. The following summarizes these remarks:

Forestry:

- Increasing green energy demand.
- A pine beetle/ healthy pine strategy is needed. Current efforts insufficient.
- Land management process is a constant concern.

Energy:

- Industry is still suffering from 'post-boom hangover.'
- An increasing use of technology requiring a more educated workforce.
- The reclamation of wells will be a big issue in Clearwater County.
- Industry deals with a large and growing number of regulatory bodies which adds costs and complications for industry. It was also mentioned that being held to high standards has been positive for the environment in Alberta.

**Agriculture:**

- Conforming to increasing food safety regulations to ensure market access has been a challenge for producers and processors.
- Increased support for commercialization of value added agriculture is needed.
- Rapid fluctuation of commodity prices makes planning difficult with a constantly changing environment.
- Sector is still feeling the effects from the global financial crisis.

**Tourism:**

- Global competition: Canada is off the list of the top 10 most popular tourism destinations.
- Tourism development nodes in Clearwater County are a competitive advantage.
- It is a challenge to get tourists to stop and spend in Clearwater County rather than passing through to the West Country or other destinations.
- China has recently granted Canada approved destination status. This will allow Canadian firms to advertise in China, and will make it easier for Chinese citizens to be granted visas for pleasure travel to Canada.

**Local/ Municipal:**

- Most of Clearwater County's revenue is from industry, particularly Energy.
- Low moisture levels in fields - lots of unseeded acres.
- Lack of respect for the West Country by some users is a big issue.
- Lots of vacant industrial and retail space in Rocky Mountain House.
- Need to get tourists to stop and spend in Clearwater County.

**2. Trends, Issues, and Challenges****Trend 1- Maturing Oil and Gas Fields:**

- More "infill drilling" required to maintain a constant production volume.
- Requires a larger environmental footprint.
- Employs more operating people to maintain wells.
- Gas plants are underutilized and will continue to be shut down.
- Higher paid 'seasoned' employees will be replaced with junior personnel. These newcomers should not expect to retire in this industry.
- Trend of farmers and others using producing (but uneconomic) gas wells for micro generation and local use.

**Trend 2 - West Country Access and Use:**

- Increasing use of the West Country for random camping.
- Access to the West-Country needs to be regulated/ controlled better.
- Campers are contributing insignificantly to the regional economy but are costing a significant amount in policing, control, and fixing environmental damage. Campers rarely stop in Rocky or Clearwater for supplies.

**Trend 3 - Tourism Trends:**

- There is a regional need for more “bricks and mortar” tourism facilities to create a 4-season destination.
- A trend toward eco-tourism and the potential Nordegg trail development are a nice match.

**Trend 4 - Agriculture Trends:**

- Most land is owned and operated by people having significant income from other sources outside the farm. This suggests that smaller farms are not viable without other sources of income.
- Increasing land values discourage/ inhibit investment and growth in agriculture.
- Profitable operating farms are getting larger and more efficient in order to sustain the business without other income sources.
- Average age of farmers is increasing. Foreign workers will be increasingly needed to fill positions in order to grow.
- It is difficult for small producers to find export markets.

**Trend 5 - Forestry-Related:**

- There is some mild improvement in the American housing market and the demand for wood products.
- Alberta's Pine beetle management strategy is insufficient.
- There is increasing demand for wood fibre as a feedstock for bio-fuels.

**Other Issues, Challenges, and Trends:**

- Attracting a more educated workforce.
- Increasing local educational opportunities.
- Regulations are sometimes ‘at odds’ with respect to different industries. Example is that some regulations won't allow industries to be environmentally friendly.

**3. Opportunities****Opportunity 1 - Industrial Tourism:**

- Tour of gas plants, pump jack manufacturing, agricultural tourism, forestry-related facilities.
- Partner with urban communities and schools to offer tours.
- Better connection between industry and the community would promote positive aspects of industry.

**Opportunity 2 - Increase Local Education Opportunities:**

- Local need for increased educational opportunities.
- Skill needs are changing for local industry; more technology based.
- Industry and local education system need to work together to understand changing needs.

**Opportunity 3 - Better Planning/ Integrated Land Management:**

- Must be conscious of impact to stakeholders when making planning decisions.
- Community needs to understand the role and importance of industry to the community and their importance for long term sustainability.

**Opportunity 4 - Tourism-Related Opportunities:**

- Turning reclamation sites into recreation sites. Some sites have potential for recreation use and have necessary components such as road access and are located in scenic areas.
- Reforestation could create tourism opportunities such as eco-education and other tourism opportunities.
- Feasibility studies done in partnership with industry to create 4-season developments.
- Provide incentives for development of necessary infrastructure at tourism development nodes.

**4. Recommendations for Economic Policy and Strategies**

Main themes from the group work along with description.

**Recommendation 1 - Focus Effort on Developing Tourism Industry:**

- Strategically, the Tourism industry is Clearwater's best hope for long-term, sustainability. Need to lay groundwork for growth now.
- Look at / learn from other regions' initiatives for tourism development such as Canadian Badlands and the Edmonton Regional Tourism Group.
- Examine funding programs to develop Tourism industry such as the Rural Community Adaptation Program or the Rural Alberta Development Fund.
- Provide incentives for tourism operators to set-up.
- Control/ regulate West Country use to protect most important asset.
- Tourism development nodes in West Country are a competitive advantage.
- Target a large scale development to anchor tourism in West Country (e.g. casino, ski hill, golf course, resort, etc.)

Recommendation 2 - Work with industry as a partner to try to maintain strength of core industries and encourage the influx of secondary, value-added industry:

- Consider how long range planning can foster secondary industry growth.
- Create an ongoing advisory group made up of key industry representatives.



**Recommendation 3 - Cooperate Regionally for Marketing/ Communication Purposes:**

- Work with other municipalities to promote the region without worrying about municipal boundaries. Package and promote regional brand similar to "Industrial Heartland" (Leduc).
- Identify and promote investment opportunities particularly those that increase economic diversity in the region.
- Open lines of communication between municipalities and businesses.
- Continue and build upon the effort started with the Reeve's Economic Summit.

Although the following recommendations were not specifically referenced in the discussion of recommendations, they were implied in the groups' discussion of trends and opportunities.

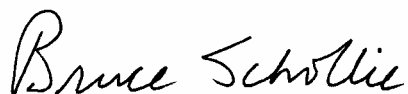
- Possibility of micro-generation using otherwise uneconomic (on an industrial scale) gas wells. An idea was mentioned to collect gas from several wells to give a 'critical mass' for a small power plant or other use.
- Explore need for expanded educational opportunities in the region.

**D. Summary Remarks**

The Reeve's Economic Summit was successful in drawing a diverse group of industry people together to discuss the economic future of Clearwater County. The participants enjoyed the event and were keen to have follow-up of their efforts. I would suggest that a copy of this report, once accepted by council, should be circulated to the attendees. In addition, attendees should be made aware of the next steps taken as a result of this exercise.

Thank you for the opportunity to complete this project for Clearwater County. If you have any questions do not hesitate to call me at (403) 346-9849.

Sincerely,



Bruce Schollie, MBA, CMC (Certified Management Consultant)  
President, Schollie Research & Consulting

# Agenda Item

Date: **January 25, 2011**  
Item: **Caroline Clinic Financial Summary**  
Prepared by: **Tyler McKinnon**

## **Background:**

In 2010, Clearwater County Council approved \$15,000 funding for the Caroline Medical Clinic, as requested by the Caroline Chamber of Commerce. The Caroline Chamber is acting as general manager for the Caroline Medical Clinic. In their funding request, the Caroline Chamber noted that they would be providing financial updates for the clinic. The clinic has been in operation since September and this will be the first financial summary that has been submitted for Council's information.

At the time of the funding request, Council also directed staff to include \$15,000 clinic funding in the 2011 budget. As discussed at that time, staff are developing performance indicators for the clinic, which the 2011 funding will be contingent upon. It is staff's intent to have these available for Council in February.

The clinic's financial summary has been attached for Council's review. If Council has no questions to refer back to the Chamber, staff recommend that this item be accepted as information.

## **Recommendation:**

That Council accept the financial summary as information

The Caroline Community Medical Clinic has now been in operation for just over 3 months. It has provided Medical Doctors and Chiropractic care one day per week, as well as a facility for the Health Nurse, the Well Baby program and periodic Geriatric foot care.

As promised, we are providing this condensed financial summary to outline where the money for the Clinic came from and the costs for running the Clinic.

### Donations:

Individuals & families	\$2,005. <sup>00</sup>
Corporate	\$10,735. <sup>00</sup>
Community groups	\$7,935. <sup>08</sup>
Clearwater County	\$15,000. <sup>00</sup>
Village of Caroline	\$10,000. <sup>00</sup>
<b>Sub-total (cash)</b>	<b>\$45,675.<sup>08</sup></b>
Goods in kind	\$16,653. <sup>31</sup>
Services in kind	\$2,635. <sup>80</sup>

**Total** **\$64,964.<sup>19</sup>**

### Expenses and Leasehold

#### Improvements:

Leasehold improvements	\$10,741. <sup>22</sup>
Office equipment	\$644. <sup>87</sup>
Medical equipment	\$1546. <sup>69</sup>
Equipment & services (in kind)	\$19,289. <sup>11</sup>

**Total** **\$32,221.<sup>89</sup>**

The difference between the cash donations and the expenses and leasehold improvements is \$32,742.<sup>30</sup>. This is our operating budget for the upcoming twelve months.

Operating expenses for the last three months = \$8,267.<sup>15</sup> (average of \$2,755.<sup>72</sup> per month)

Operating expenses of \$2,755.72 over the next 12 months would require \$33,068.<sup>62</sup> annually.

This is very close to the amount of money we have raised for operations, but does highlight the fact that we need to continue to raise funds for these very important services to remain in our community.

Going forward, we have one more year of committed donations from the government for \$25,000.<sup>00</sup>, but will need help from the community to raise the funds to bridge the gap of approximately \$7,750.<sup>00</sup>.

Please contact Shannon at the Caroline & District Chamber of Commerce for further information.

Donations to the Caroline Community Medical Clinic can be sent to:

Box 90, Caroline, AB T0M 0M0

# Agenda Item

Date: January 25, 2011  
Item: **Withrow Community Association Capital Funding Request**  
Prepared by: Tyler McKinnon

## **Background:**

This item was originally brought before Council at their December 14, 2010 meeting. At that time, Council tabled the item and directed staff to confirm whether or not the Withrow Community Association was a registered society. The Withrow Community Association was registered as a society on November 5, 1984 and has maintained that registration since that time.

As Council may recall, the Withrow Community Association requested funding to cover the cost of a shed which is to be used as a school bus shelter. The group had already purchased the shed at a cost of \$2,143.60 prior to requesting County funding to reimburse the full purchase cost. A copy of the request has been attached for Council's information, as well as a copy of Council's Capital Grants for Community Halls and Associations policy.

As discussed in December, Council has not historically approved retroactive funding requests. Part of Council's philosophy around this has been to encourage fiscal responsibility from community groups and halls. The idea here is that groups should not be committing to purchases they cannot afford and then seeking money from the County after the fact. Another consideration has been that providing retroactive funding brings up the issue of how far back is Council willing to provide funding for?

An exception to this occurred in July 2009 when Council approved \$2,340.45 in retroactive funding for a shed for the Buster Creek Hall, recognizing that the hall was planning almost \$5,000 in additional upgrades that did not qualify for grant funding (such as painting).

Should Council wish to retroactively fund this project, it may be paid out of Council's 2010 Community Hall Capital Grant budget. To date, there is \$13,400.00 remaining of the 2010 approved grant budget.

## **Recommendation:**

That Council provide direction around this request

APPENDIX A

EVENT GRANT APPLICATION

Organization: Withrow Community Subdivision

Mailing Address: C/O RR#4

Contact Name: Lamear Bolin Fckville, AB  
TOMOXO

Contact Number: (403) 396-9848 Email: gammybolin@hotmail.com

Project Description:

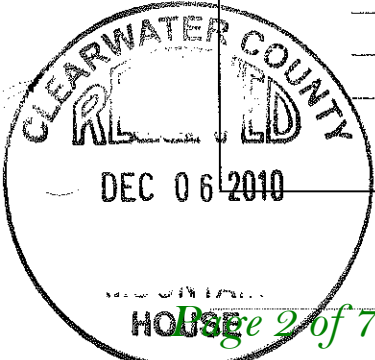
Please describe the project and the benefit it will have. Please include a timeline of when the work will be completed.

*Withrow Community has no public facilities of any kind and has a centralized bus pick up and drop off location at the park on Zion Rd. This shed will be utilized during inclement weather conditions as a shelter for 14 plus children to protect them from adverse weather elements.*

Project Budget:

Revenues (Please include donations. Do not include requested County funding):

Source	Amount
<i>We have no money and are requesting full amount of cost of shed. # 2193.60</i>	\$ _____
	\$ _____
	\$ _____
	\$ _____
	\$ _____
	\$ _____
	\$ _____
	\$ _____
<b>Total Revenues:</b>	\$ <span style="border: 1px solid black; display: inline-block; width: 100px; height: 20px; vertical-align: middle;"></span>



\*\*\*\*\*  
 RONA 249 RED DEER  
 2610 50TH AVENUE  
 RED DEER, ALBERTA  
 T4R 1M3  
 FAX: 403-340-1121  
 TEL: 403-343-1784  
 GST NO: 888769312RT0001  
 888769312RT0001  
 \*\*\*\*\*

999999  
 COMPTANT / CASH  
 RONA RED DEER STORE #249  
 2610-50 AVE  
 RED DEER, AB  
 TEL: 403-343-1785

**OK TO LOAD**

INVOICE CASH: 020 DATE: 12/09/10  
 1523653 CLERK: 517 TIME: 16:24:17  
 TERM: TAB

-----  
 BUILD. STOR. TP. 10X10' A01B28C03  
 (051013189)

1.00 EA @ \$1499.00	\$1499.00	F
SPF RONA SELECT 2X 4X10 (001185110)		
9.00 EA @ \$2.99	\$26.91	F
SPF RONA SELECT 1X 4X10 (001181210)		
1.00 EA @ \$3.73	\$3.73	F
PT 4X4X10 (002014410)		
3.00 EA @ \$12.37	\$37.11	F
PLY SPR STD (15.5)5/8X4X8 (006030304)		
3.00 EA @ \$24.92	\$74.76	F
SHED ASSEMBLY LABOUR (051002914)		
1.00 EA @ \$400.00	\$400.00	F

\*\* On hold \*\*  
 \*\* Cash & carry \*\*

SUB-TOTAL:	\$2041.51
GST 5%:	\$102.09
TOTAL:	\$2143.60
CURRENCY: CA	
CHEQUE	\$2143.60
CHANGE	\$0.00

Carte/card : AIR MILES  
 8170 881 1543

BONUS :2513 (204)

BONUS MILES AWARDED : 204

\*\*\*\*\*  
 YOU COULD WIN \$1,000 in RONA gift cards!  
 To participate, answer a short survey on  
 www.opinion.rona.ca

Access code:  
 09C62490-SJ5QC0

Contest ends: 22/09/10

\*\*\*\*\*  
 \*\*\*\*\*

# Clearwater County

## CAPITAL GRANT FUNDING FOR COMMUNITY HALLS/ASSOCIATIONS

**EFFECTIVE DATE:** October 12, 2010

**SECTION:** Administration

### POLICY STATEMENT:

To outline the requirements of and manner by which Clearwater County will provide capital funding to Community Halls/Associations.

### PROCEDURE:

1. County staff are hereby directed to include an annual budget of thirty thousand dollars (\$30,000), which may be made available to community groups for capital projects, subject to Council's approval.
2. To the greatest extent possible, community groups should be proactive in their funding requests and submit their requests for consideration prior to October 15 for inclusion in the County's budget process.
3. Funding under this policy will be used for capital projects as defined within this Policy. Requests for program funding should be made to the respective recreation board.
4. For the purposes of this Policy, a project shall be deemed to be a capital project if it is a:
  - a. structural upgrade or expansion of the hall building;
  - b. major equipment essential to the operation of the hall (e.g. stoves, coolers, furnace) where the cost of the equipment exceeds \$2000 and has a life expectancy of more than 5 years; or,
  - c. major equipment or improvements that enhance the level of service available through the hall (e.g. playground equipment, sidewalks, parking lot paving, etc.) where the cost of the project exceeds \$2,000.00.
5. Applications for funding must be in writing, and should be on the application attached hereto as "Appendix A". Applications should include:
  - a. a description of the project;
  - b. the purpose of the project and the benefit the project will have to the Hall;
  - c. a project budget outlining revenues, expenses and the sources thereof;
  - d. the amount of funding being requested from the County;
  - e. a schedule of when the work will be completed;

- f. a demonstration of hall activity (i.e. – bookings list, etc); and,
  - g. multiple quotations regarding the project.
6. Other than the cost of insurance (as described in the County's Community Hall and Community Groups Insurance policy) the County will not provide funding for operating costs including regular maintenance (painting, janitorial, etc).
7. The County should be viewed as a "funder of last resort". When applying for grant funding from Clearwater County, Community Hall Associations shall demonstrate that they have raised, or attempted to raise funds from other sources. Examples of funding sources that groups should consider using or applying for are, but not limited to:
  - a. funds from Hall revenues;
  - b. funds from provincial grants (e.g. Community Lottery Boards, Wildrose Foundation, Community Facility Enhancement Program (CFEP), etc.);
  - c. corporate donations, and;
  - d. donations from the community at large (donations may be either cash or gifts in kind, such as donated equipment, donated labour or services such as plumbers, carpenters, architects, etc.).
8. 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, materials, labour, donated equipment, or other "gifts-in-kind". County funding will generally not exceed \$15,000.00 per project.
9. Donations in kind of labour and equipment will be ascribed a value based on current Provincial standards used for the Community Facility Enhancement Program.
10. Funding preference will be given to applicants that have not recently been granted funding under this policy.
11. Grant funds provided by Council should be accounted for within 60 days of the completion of the project. Failure by a community hall/association to account for the funds may result in the group being ineligible for future grants, until such time as the accounting is complete.



**APPENDIX A**

**EVENT GRANT APPLICATION**

Organization: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

Contact Name: \_\_\_\_\_

Contact Number: \_\_\_\_\_ Email: \_\_\_\_\_

**Project Description:**

Please describe the project and the benefit it will have. Please include a timeline of when the work will be completed.

**Project Budget:**

**Revenues** (Please include donations. Do not include requested County funding):

Source	Amount
_____	\$ _____
_____	\$ _____
_____	\$ _____
_____	\$ _____
_____	\$ _____
_____	\$ _____
_____	\$ _____
_____	\$ _____
_____	\$ _____
<b>Total Revenues:</b>	\$ <span style="border: 1px solid black; display: inline-block; width: 100px; height: 20px; vertical-align: middle;"></span>

<b>Expenses:</b>	
Item	Amount
	\$
	\$
	\$
	\$
	\$
	\$
	\$
	\$
	\$
	\$
	\$
	\$
	\$
<b>Total Expenses:</b>	\$
<b>Total Deficit</b> (Amount Requested):	\$

**Miscellaneous**

Please include:

- Copies of received quotations
- Demonstration of Hall Activity (Financial statements, Booking Lists, etc)

**Agreement**

(To be signed by an authorized representative of your organization)

On behalf of \_\_\_\_\_ I, \_\_\_\_\_

agree that, should Clearwater County provide funding for this event that:

1) The funds will be used only for the project outlined above; and,

2) An accounting of the funding will be provided to Clearwater County within sixty (60) days following the event.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

# Agenda Item

Date: **January 25, 2011**  
Item: **Strategic Plan Review**  
Prepared by: **Ron Leaf**

## **Background:**

During the recent Strategic Plan review, Council identified the desire to revisit and expand environmental and stakeholder analysis in order to:

- Better identify stakeholders groups
- Determine how to engage stakeholders in two-way communications
- Better inform and educate the public
- Determine how to best gather information

Staff's recollection of the discussion was that Council wishes to revisit the Vision, Mission and Core Value statements prior to the Council/Management Strategic session, currently planned for early June. Council also discussed the need to broaden its community engagement strategy.

In terms of the revisiting Council's Vision, Mission, Core Values statements, I recommend that Council meet on February 15, 16 or 18 to discuss these particular areas. Following Council's confirmation/amendment of its Vision, Mission and Core Values I recommend that Council meet early to mid March to discuss its Strategic Focus areas (e.g. Development, Intergovernmental Relations, Infrastructure, etc.) and, potentially, establish communication plans and community engagement strategies and schedules.

I will use the attached PowerPoint presentation to lead Council through this discussion and to discuss the three communication focuses/strategies Christine has identified relating to community engagement.

## **Recommendation:**

That Council:

1. Confirms the strategic plan review process as outlined above; and,
2. That Council confirms a date in February to review the Vision, Mission and Core Values;
3. That Council confirms a date in March to review Strategic Focuses and establish communication plans and community engagement strategies.



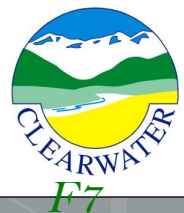
# Strategic Planning and Community Engagement Review

January 25, 2011

---

## Summary of Council's Discussion

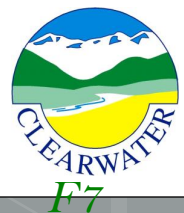
- Council identified they'd like to revisit and expand environmental and stakeholder analysis in order to:
  - Better identify stakeholders groups
  - Determine how to engage stakeholders in two-way communications
  - Better inform and educate the public
  - Determine how to best gather information
- Council identified their desire to revisit the Clearwater County Vision, Mission and Core Values.
- Council identified the need to communicate Strategic Plan more clearly.



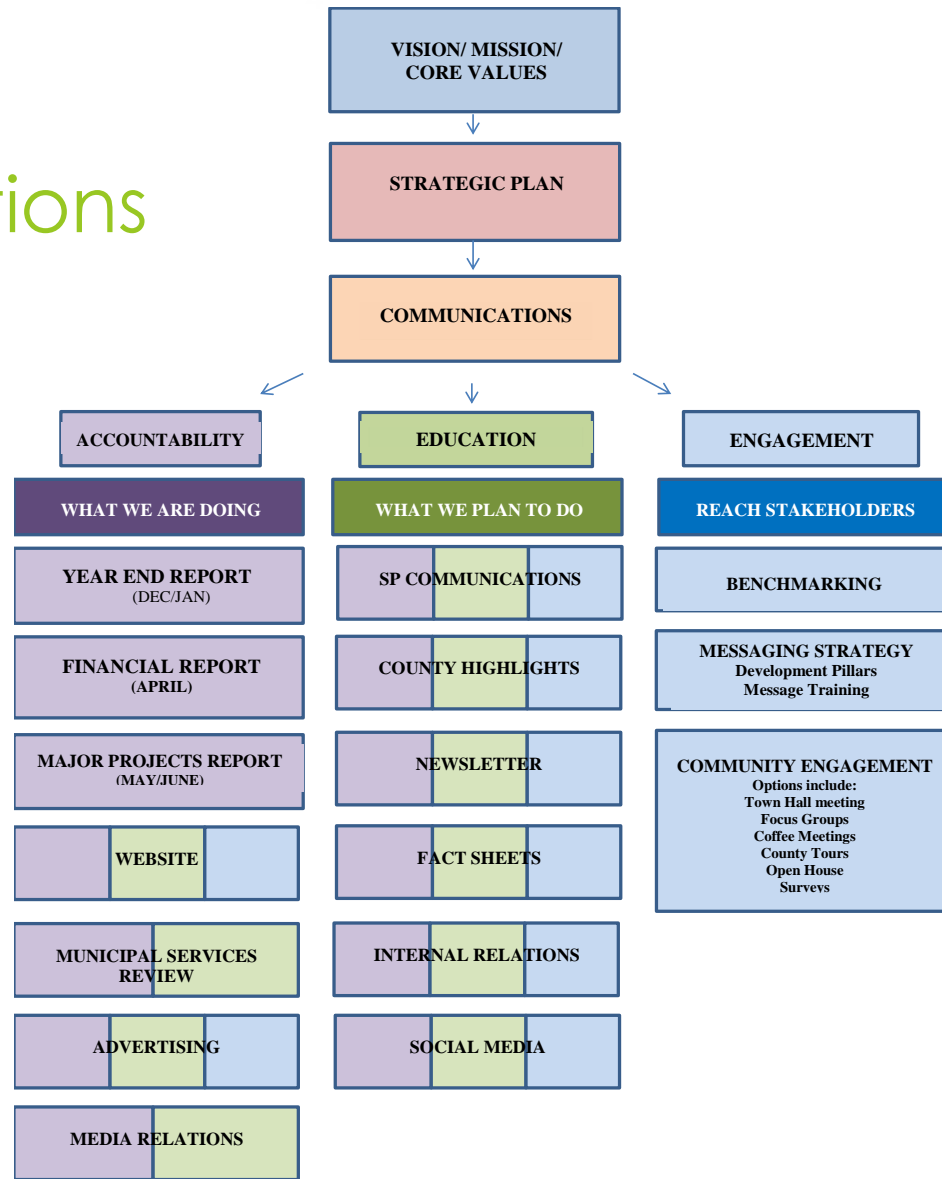
# Moving Forward

1. Review Vision, Mission, Values
  - Input and tweaking in 2011, not a complete redraft
2. Review core thrusts in Strategic Plan (SP)
  - Confirm Strategic Focuses (e.g. Development, Intergovernmental Relations, etc.)
  - Determine strategic communications pillars
  - Determine key messaging for each pillar
3. Reorganization of SP
  - To become a multi-use communications tool
  - Inform and educate public of Council's priorities
  - Accountability
4. Develop Community Engagement Strategy (CES)
  - Identify stakeholders and participation
  - Determine Council's desired degree of engagement
5. Implement CES
  - Tactical implementation of CES
  - May include community meetings etc.

Does Council agree?

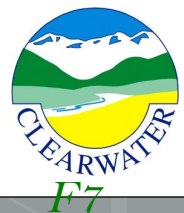


# Communications Map



## Timelines

- 1. Suggest mid-February meeting date to review Vision, Mission and Values
- 2. Suggest early March meeting date to confirm determine communications pillars and engagement targets.
- 3. Timeline for community meetings.





# Agenda Item

**Date:** January 25, 2011

**Item:** APPOINTMENT 11:00 A.M. - DELEGATION  
Use of County Municipal Reserve / Install Children at Play Signs  
Cartier Creek

**Prepared by:** Marilyn Sanders / Marshall Morton

## **Background:**

*Firstly:*

### Use of County Municipal Reserve

The County owns a municipal reserve lot surrounding the subdivision known as Cartier Creek along the Red Deer River at the south end of the County. This reserve lot has been the subject of inquiries and complaints since the fall of 2009.

Information letters on the use of the municipal reserve lot were sent October 2009, July 2010 and October 2010 to the entire community. Additionally there were removal orders and warning letters issued in October 2010 for encroachments on the municipal reserve lot.

One of the encroachment letters ordered removal of a fence and a play structure on the reserve lot adjacent to Lot 22. This lot is owned by Craig Kolochuk and Diana Almeida. In a letter of response to the removal order, Mr. Kolochuk indicates he has been working on the removal of the fence and expects to have the ground reclaimed in the spring when weather conditions permit. In his letter he also gives background to the existence of the play structure and requests that the play structure be allowed to remain where it is located.



*Secondly:*

Install Children at Play Signs

Clearwater County has received a request to install two (2) 'Child at Play' signs warning drivers to slow down while entering the Cartier Creek cul-de-sac. The proponents submitted a letter of request for the County's consideration. Council's Informational Signs Policy requires Children Playing signs to be approved by Council.

Location and design of the signs has been submitted by Mr. Kolochuk as shown on the attached documentation. Following receipt of the request, other community members submitted information gathered in a survey vote of Cartier Creek landowners. The documentation provided to the County shows the summarization of the results of the community's wishes on 4 different sign proposals. This information was as follows:

*"A total of 22 cabins out of 24 are represented in the survey vote. For simplicity the following summarizes the results:*

Question 2 - Signage at front entrance:	Yes 28.6%	No 71.4%
Question 3 - Signage in the park area:	Yes 38.1%	No 61.9%
Question 4 - Signage "Children Playing"	Yes 47.6%	No 52.4%
Question 5 - Signage "River access"	Yes 4.6%	No 95.2%"

In follow up to Mr. Kolochuk's requests to allow the play structure to remain on the Municipal Reserve land and to install Children at Play signs, staff advised the Cartier Creek community by way of a letter dated December 7, 2010. From the 24 other lot owners, 10 responded with comments. Of the 10 responses received, 8 are opposed, 1 has concerns and 1 is in support of the play structure on the MR land. For the Children at Play signs, 8 responses were received of which 6 were opposed, 1 with no objection and 1 in favour. Included with this item is a presentation by one of the respondents, which includes some alternatives to permanent signs.

Synopsis of comments received include:

- blockage of clear passage on reserve land to walking and cycling;
- blocking view of river;
- liability for injury;
- safety standards;
- questions on responsibility for maintenance;
- noise;
- devaluation of property;
- proximity to river;
- questions on ownership of play structure
- community vote 47.6 to 52.4 against signs

**Recommendation:**

**Use of County Municipal Reserve**

As the majority of the Cartier Creek residents are opposed to the allowing the play structure to remain on the municipal reserve land adjacent to Lot 22, Plan 0179-IX; and a Removal Order has been issued to have the play structure removed from the municipal reserve that:

- 1) Council not grant permission to allow the play structure to remain on the municipal reserve lot as a community facility; and
- 2) uphold the Removal Order issued October 25, 2010.

**Children at Play Signs**

As the majority of the Cartier Creek residents are opposed to the installation of Children at Play signs, that:

- 1) Council not grant permission for Craig Kolochuk and Diana Almeida of Cartier Creek to install two (2) Children Playing signs along Cartier Creek Crescent.

November 17, 2010

Clearwater County  
P.O. Box 550  
Rocky Mountain House, AB  
T4T 1A4

File: Plan 0179IX, Lot 22  
Cartier Creek

Attention: Marilyn Sanders, Development Officer

Dear Marilyn,

This letter is in response to your letter dated October 25, 2010 with regards to existing encroachments on the municipal reserve lands owned by the County. I would like to explain and make the following comments:

1) Fence adjacent to bank

- The fence materials were purchased and holes dug prior to your letter sent October 22, 2009. The contractor that built my stairs was actually going to install the fence in the spring of 2009 but I decided to put it up myself due to a significant savings in labour cost.
- I contacted both neighbours and mentioned to several community residents explaining what I was doing and why – We have three small children aged one to six and wanted a visual barrier up to deter them from running down to the river. We had a major scare with our two year old the previous year when our daughter slipped down to river unaccompanied. I was not fencing off my yard or trying to negatively impact anyone. Both neighbours had no problems with it when discussed in 2009.
- There are no property line stakes and looking to the east I noticed that the cabin had an attached gazebo and was relatively in line with the fence. I was not sure where exactly my property line ended but regardless was guilty of not confirming whether fence was on my property or not.
- The son of one neighbour did express concern this past summer after commencement of the fence. He is apparently taking over the property from his parents as his father recently passed away and mom is getting to old to use the cabin. We have seen them out there once a year since we bought in the fall of 2007. I did call him to explain the above but he wasn't interested in my justification. I specifically told him that the fence would be temporary until the kids were all big enough to listen and understand the dangers of the river.
- My family uses the cabin often and our children's safety was the major concern in putting up the fence

That being said, I have complied with your Order and the fence has been removed this past weekend. All but several posts are removed as unable to get out due to frozen ground conditions. The ground will be fully reclaimed in the spring when weather conditions permit. No fence will be constructed on the reserve lands in the future.

## 2) Play Structure

- This structure was built in the spring of 2008 and our children and numerous other kids in the community have spent hours playing and enjoying the playground. This is NOT a private park and is open for all to enjoy. The neighbours to the west of us have had a play structure in the same area for the last 20 years (We do have pictures of our kids playing on it for proof). This play structure was “given to us” by our deceased neighbour but mysteriously disappeared the week prior to the County getting the complaint with regards to the fence. We had repainted the bars and put in new swings for the kids as it was that old.
- The County letter of October 22, 2009 makes reference to the fact that the municipal reserve area may be used for a public park or a recreation area for all community residents. Since when would a public play structure not apply?
- The play structure is for the community kids to use and in no way negatively affects anyone’s Cartier Creek experience. We have had NO mention from anyone there’s a problem with it and if anything the older residents in the area are happy to see kids back in the community playing outside.
- This is not a permanent structure and is movable but unfortunately the way the cabin was built on the lot there is no room to put it on our property. There is a natural area with a lot of sensitive moss vegetation that could fit part of it but it would be a shame to destroy this area as would never be the same. Also, the hillside that runs behind our cabin makes a lot of this area unusable and unsafe for the kids.
- The spot where the structure was placed was ideal as it was hard ground where no real vegetation was growing and it fit perfect amongst the trees. No trees needed to be removed.

That being said, I respectfully ask that the play structure be allowed to remain where it is located. I’m speaking on behalf of my kids and the community children. I do not have a place on my property to put the entire play structure and once again, as far as I know, there have been zero complaints about it being there. A play structure for the community children has been on that municipal reserve area for over 20 years. If required, I will formally ask that Council consider approving this request.

In general, I would like to mention that the person or person’s that have caused this uproar in the community represent at most 10% of the entire residents. As we know in any community, there is always a squeaky wheel that doesn’t like change and has nothing better to do. These constant letters by the County have offended a lot of cabin owners and some have felt “attacked” by this latest notice to remove various encroachments. For example, why can’t you have a gate set up in front of steep stairs going down to the river – is this not a safety precaution? The County should be made aware that they’re getting a very small representation when dealing with these complaints and not, by far, the majority. There is no elected community representative or spoke’s person. We, as residents, get along just fine and all enjoy our cabins in the community. This barrage of letters has been a big distraction to all involved and in no way do I believe anyone intended or has disrespected the neighbourhood or integrity of the municipal reserve lands.

There has been a demographic turnover in the community the last five years with younger families buying cabins. Some cabin owners have paid in excess of \$300,000 for places and use them all season long. These new owners have the means to make some changes and like to enjoy more amenities and comforts

of home. All owners were not supplied with any "community rules" nor is there any caveat on land titles. When I bought I assumed everything around us was Crown land. My understanding is a lot of these rules and regulations were apparently made in the 1960's when there was limited access out there, no power and cabins were used very seasonally. Property was bought for \$250 and places were kept very rustic. However, it's now the 21<sup>st</sup> century and we are past the dark ages so older residents and in some case original residents must accept that things will change with time.

Children's signs – Glen Richardson and I have had no direct response to our request to put up two signs in the community. A description of the signs, potential locations (indicated on a map and photos) was provided for the County's review and consent. To clarify the survey response of 52.4% with regards to the children's signs, 12 out of 14 cabin owners that were at the prior year's community meeting, held by Glenn Allen, were in favour of the signs. At the last minute, just before signs were being ordered, one of the community residents suggested this online survey and get all resident's input. I believe 22 out of 24 cabins responded and everyone that wasn't at the meeting voted NO because they knew nothing about and didn't want to pay their proportionate share. For the most part, these cabin owners never use their cabin and all don't have young kids. So, the survey response you have referenced is very misleading! If people don't have to pay and/or do anything I highly doubt you would have any objections. So, a group of us with kids took it upon ourselves to request to the county, pay for and install these signs on our own. I'm sure the County can appreciate why we would like to put signs up that indicate "Children at Play – Please Slow Down". I'm surprised this has to get Council approval as I was told by you that it was up to the Public Works department.

In conclusion, I would like to point out that if things are black and white on municipal reserve lands than the County has missed numerous things. There are several encroachments like attached decks and gazebos, access roads, fire pits, bird feeders and stairs that are on reserve land and have not asked to be removed...how strict do you want to get and where does it end? I have specifically seen attached structures to existing cabins encroaching on reserve lands (assuming the property markers out there are correct). I am NOT CONCERNED about it but selectively picking "encroachments" is unacceptable and unjust. This has caused enough drama to our recreation getaway so I don't want any further investigation. However, if the County will not allow our play structure to reside in its current location than I will be seeking legal advice with regards to these rules and regulations and what has consent in the community and what doesn't. There has to be a sense of consistency and fairness to the process and the reasonable test applied.

I hope we can put this all behind us and get back to enjoying our relaxing experience at Cartier Creek.

If you have any questions or concerns please contact me at 403-875-5665.

Thanks,



Craig Kolochuk

Joyce Maier  
Box 45 Site 12 RR#2 Sundre, Alberta T0M 1X0  
Res: 403 638-9063 Cell: 403 638-8307

RE: price quote update for Cartier Creek Signage      DATE: August 11, 2010  
Attention: Craig Kolochuk 403 875-5665

**CUSTOMER REQUEST:**

Cartier Creek residents have decided on two signs as follows:

- Lettering

**GARTIER CREEK COMMUNITY**  
CHILDREN PLAYING  
Please SLOW DOWN

est. 1960  
{artwork: chickadees & squirrels  
spruce trees

CHILDREN AT PLAY

{artwork: birds, baby rabbits

Approx. size.  
Please DRIVE SLOW ~~Please~~

- Size 24 X 36 inches cedar (reinforced construction incorporating log support beams provided by Craig)
- Stained with Sikkens Cetol with black lettering & some wood burnt
- Two 4X4X8 treated posts (per sign) provided & installed by Cartier Creek Residents


**ADDITIONAL INFORMATION OR COMMENTS:**

**TOTAL PRICE: \$575.00**

**Deposit of \$300.00** required prior to commencement with remaining balance due once signs are completed as per agreement.

**SIGNED/DATED:**

  
Customer: Cartier Creek Community Representative  
Craig Kolochuk

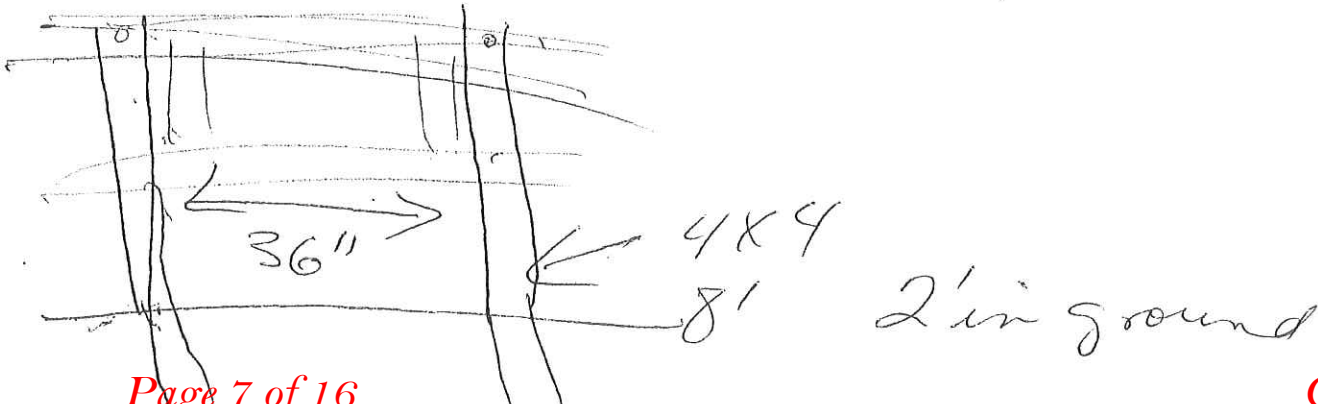
  
Contractor/Artist: (Joyce Maier)

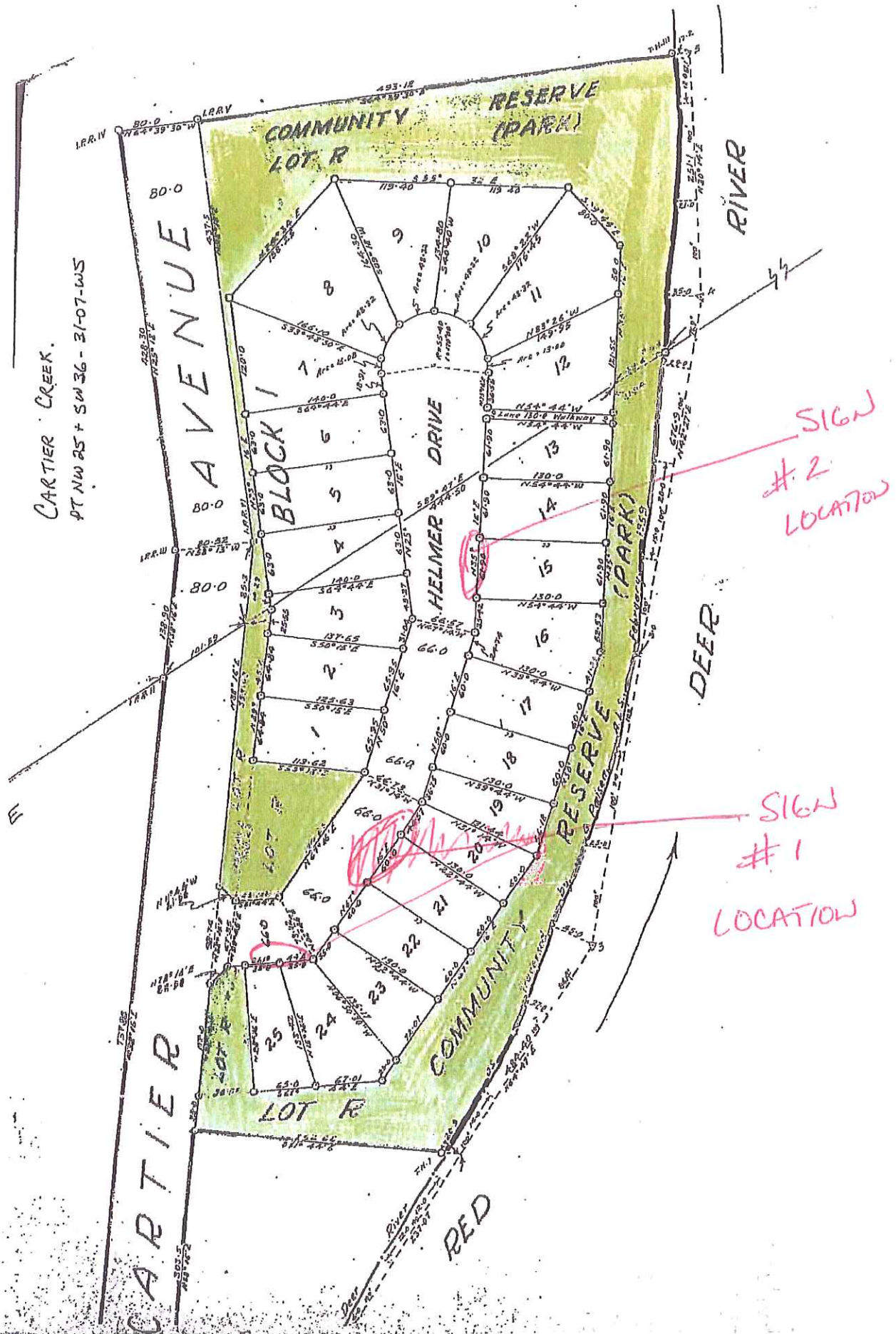
Date

Aug. 14 / 2010

Date

August 14 / 10





CARTIER CREEK.  
PT NW 25 + SW 36 - 3(1-07-WS



Date: January 10, 2011

From: Ron Stroobant, CET  
Jacqueline Stroobant  
209 Cartier Creek Crescent

Re: Use of Lot R, Plan 0179 – IX – Community Reserve Lot PTS NW 25 and SW 36-31-07-W5M and Request to allow existing play structure to remain.

Dear Marilyn and Clearwater County Council,

Thank you for your attention in this matter. As one of the land owners most affected by this request, we believe it should be denied for the reasons outlined below.

For the past 19 years my family and I have enjoyed a natural, unobstructed view of the beautiful Red Deer River from our property. That ended abruptly this summer when the requestor, without any approvals and clear disregard for official municipal process, built this structure and a fence in front of us on community reserve property, including a dangerous archery range. The natural ground cover under and around the structure was also killed by the placement of a layer of dyed bark mulch. Please reference photo Exhibit 1 in the Appendix.

Land owners pay a premium for river view property. With our view ruined by the placement of this structure, our enjoyment of the area and property value have been negatively impacted. This is the professional opinion of a senior realtor for Sutton Group and is documented in Exhibit 2 in the Appendix. We would also like to make note of Alberta's Municipal Government Act, Chapter M-26, Revised Statutes of Alberta 2000, Section 534, Subsection (3) which states:

*534 (3) Subject to subsection (4), an owner of land that abuts land on which a public work or structure is situated is entitled to compensation from the municipality for injurious affection to the owners land.*

\*\* Subsection (4) refers to time limits for the claim.

Approving this request could also set a dangerous precedent, where it may be deemed as OK to build on County property without the required approvals and then seek those approvals later. As we understand it, the defined process for any community reserve land development is that the community has to agree first and then present a proposal for Councils consideration. If Council approves then the development can occur, not the other way around. The development processes are written the way they are for a reason, and we don't believe the County wants to reward individuals who ignore County letters and proceed to build what they want, where they want, as they please.

There is the further issue of liability. Due to the structures height and how it's built, the potential for serious injury exists. With the structure on County owned property is this a risk the County is willing to undertake? Other items of concern are regular safety inspections by certified companies, preventative maintenance, supervision, and any other associated costs.

In summary, the reasons this request should be denied are:

- the structure now obstructs our river view and overall enjoyment of our property
- it has negatively impacted our property value
- would set a precedent where it's OK to build first and get permission later
- liability risk and ongoing maintenance, safety inspection costs, etc.

I trust you will understand and agree with our position and will deny this request.

Sincerely,

Ron Stroobant, CET  
Jacqueline Stroobant  
209 Cartier Creek Crescent

Appendix A



**Exhibit 1. Obstructed view of Red Deer River**

Before when we would look out of our living room window we would simply see trees and water. Now it's blocked by this large structure, a fence, and a collection of other items such as archery targets, a pet cemetery, planter boxes and a satellite dish. All of this on property the requestor does not own nor had any development approvals for. The natural ground cover has been killed as well due to a large amount of dyed bark mulch that has been placed under and around the structure.



sutton group - canwest  
vista branch  
AN INDEPENDENT MEMBER BROKER  
Website: www.sutton.com

To whom it may concern,

I am very familiar with the property located at 209 Cartier Creek Crescent belonging to the Stroobant family having sold it to them a number of years ago.

Mr. and Mrs. Stroobant purchased this particular piece of property over other properties at the time because of the views of the river and the peace and quiet they were offered, these two things in particular being most important to them as well as the resale value of the property.

In my opinion as a Real Estate Professional of 21 years, there is no question that the value of this Riverview property has been negatively impacted by the structure now blocking their view of the Red Deer River.

Sincerely,

Brad Grier  
Realtor  
Sutton Group Canwest Vista



#242, 755 Lake Bonavista Drive S.E., Calgary, Alberta, Canada T2J 0N3 Telephone: (403) 278-9208 Fax: (403) 278-9020

*Canadians Serving Canadians*



Exhibit 2. Letter from Sutton Group Realty

Date: January 10, 2011

From: Ron Stroobant, CET  
Jacqueline Stroobant  
209 Cartier Creek Crescent

Re: Use of Lot R, Plan 0179 – IX – Community Reserve Lot PTS NW 25 and SW 36-31-07-W5M and Request to erect 2 children playing signs.

Dear Marilyn and Clearwater County Council,

Thank you for your attention in this matter of the 2 Children Playing signs request.

This request is quite frustrating since the majority of community land owners formally voted No already to all 4 sign proposals on July 20<sup>th</sup>, 2010. The online vote was completed by an amazing 92% of landowners and, like most, I assumed the issue was closed.

As Cartier Creek land owners, we enjoy very much our trips to the cabin and leaving the pavement, street lights and signs of the city behind. We value, as I'm sure most other Cartier Creek land owners do, the undeveloped, natural beauty of the community and surrounding area and we would very much like to keep it that way.

Furthermore, these permanent signs and posts are simply not necessary. There are an extremely small number of vehicles on this narrow, gravel crescent which is primarily used by residents and guests only. Everyone already knows to take their time and no one is in a hurry. In almost 2 decades we have never seen or heard of a vehicle driving fast or carelessly on this crescent. It has also been our experience that most children are playing on their own property or on the municipal reserve land, not on the crescent itself.

Additionally, the installation of more signs and posts along the crescent becomes another hazard or obstacle for those maneuvering their vehicles or RV's along the crescent or into their driveway.

If the requestor desires children playing signs while he is at his cabin there is a simple, more effective solution than permanent signs and posts in this application. There are temporary use, high visibility signs that can be purchased online and from numerous local stores, including Toys-R-Us and Wal-Mart. These signs can be placed anywhere they are required, are inexpensive (< \$20), much more visible than permanent signs, and can be folded up and stored in a shed when not in use. These signs are very effective in campgrounds, at block parties, etc. (please see attached photos in the Appendix section). They also would not be subject to public vandalism or target practice like other permanent signs are. We believe this is an excellent compromise that most residents would not have an issue with and allows Cartier Creek community to remain the way we all like it.

In summary, we believe the sign request should be denied for the following reasons :

- the majority of the community already voted No to any signs and posts in July, 2010
- they are not required
- they are an additional hazard/obstacle along the crescent
- a superior, inexpensive alternative is available to the requestor

We're hoping you are in agreement with the reasons we've provided and will deny the request for these permanent signs and posts in the Cartier Creek community.

Sincerely,

Ron Stroobant, CET  
Jacqueline Stroobant  
209 Cartier Creek Crescent

## Appendix



**Exhibit 1. Superior alternative to permanent signs**

This is one example of the non-permanent, high visibility sign we're proposing as a superior alternative to permanent signs and posts. It is manufactured by KidKusion and only costs \$11.99. They are also more versatile, as they can be placed anywhere children may be playing, unlike permanent signs.



Exhibit 2. Other examples of non-permanent children playing signs