

**CLEARWATER COUNTY COUNCIL AGENDA**  
**May 12, 2015**  
**9:00 A.M.**  
**Council Chambers**  
**4340 – 47 Avenue, Rocky Mountain House AB**

**9:05 A.M. Bylaw 1006/15 First Reading**

**9:20 A.M. Aurora Community Centre**

**9:35 A.M. Parkland Regional Library**

**A. CALL TO ORDER**

**B. AGENDA ADOPTION**

**C. CONFIRMATION OF MINUTES**

1. April 28, 2015 Regular Meeting Minutes

**D. PUBLIC WORKS**

1. Cattle Underpass Policy Review

**E. PLANNING**

1. 9:05 a.m. Bylaw 1006/15 LUA SE 25-41-08 W5 First Reading

**F. COMMUNITY & PROTECTIVE SERVICES**

1. 9:20 a.m. *TABLED ITEM*: Aurora Community Centre Grant Request
2. 9:35 a.m. Delegation: Parkland Regional Library
3. Event Coordination

**G. MUNICIPAL**

1. Request for Funds – Women in Municipal Government Fund
2. Stakeholder Feedback re Strategic Plan
3. Council's 2015 Open House Meetings
4. Meeting with MLA-Elect Jason Nixon

**H. INFORMATION**

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

**I. IN CAMERA\***

1. 1:00 P.M. Administrative Report – Communications Study
2. Land
3. Land

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

**J. ADJOURNMENT**

***TABLED ITEMS***

**Date                      Item, Reason and Status**

**02/10/15                      050/15 Aurora Community Centre Grant Request**

**STATUS: Pending Information and Delegation from Aurora Community Centre,  
Community & Protective Services**

**02/24/15                      073/15 Invitation from Mayor's Office, Drayton Valley**

**STATUS: Pending Information, Municipal**



## Agenda Item

<b>Project: Cattle Underpass Policy Review</b>	
<b>Presentation Date:</b> May 12th, 2015	
<b>Department:</b> Public Works	<b>Author:</b> Kurt Magnus/Marshall Morton
<b>Budget Implication:</b> <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation	
<b>Strategic Area:</b> Infrastructure & Asset Management	<b>Goal:</b> To effectively manage the financial and physical assets of the County in order to support the growth and development of the County while obtaining maximum value from County owned infrastructure and structures.
<b>Legislative Direction:</b> <input type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) _____ <input checked="" type="checkbox"/> County Bylaw or Policy (cite) <u>Cattle Underpass</u>	
<b>Recommendation:</b> That Council review the information presented and approves the removal of the Cattle Underpass Policy from the policy list.	
<b>Attachments List:</b> Cattle Underpass Policy	

### Background:

As identified to Council, Administration has started the process of reviewing all policy greater than 10 years old.

As a result, over the next year, Administration will bring forward a number of policies for Council's review. Hence, the first policy for Council's review is the "Cattle Underpass" policy.

Currently, there are only two livestock underpasses that exist on Clearwater County maintained roads. Both are considered a bridge culvert and therefore are under the framework of our bridge maintenance program.

As such, Administration recommends the removal of the "Cattle Underpass" policy and instead, if the need arises for a possible underpass, the location, design and construction of the underpass be evaluated and approved, on an individual basis, in the same manner as any current bridge structure within Clearwater County.

# *Clearwater County*

## CATTLE UNDERPASSES

**EFFECTIVE DATE:** March 1991

**SECTION:** Public Works

### **POLICY STATEMENT:**

To establish a criteria for the development of cattle underpasses on municipal roadways where road activity may have a significant negative impact on the safe movement of cattle between lands for a number of cattle operators.

### **PROCEDURE:**

- 1) Identification of possible locations of cattle underpasses should consider:
  - a) If the site is serving a signification number of cattle operators and stock;
  - b) If the site is required because of new road construction or upgrading;
  - c) If the request is a result of a new forced road resulting in severance of agricultural parcels;
  - d) If there has been an unusual increase in the amount of traffic on the road;
  - e) If the potential benefactors are bearing a substantial portion of the costs of installing the proposed underpass;
  - f) If all other options have been considered and evaluated.
- 2) Upon application to Council by a majority of the registered landowners, Council will determine the long-term need, the location and the design of any underpass. Consultation will be carried out with the cattle operators of the area.



## Agenda Item

<b>Project: 1<sup>st</sup> Reading of Bylaw 1006/15 for Application No. 02/15 to amend the Land Use Bylaw Delegation</b>	
<b>Presentation Date:</b> May 12, 2015	
<b>Department:</b> Planning & Development	<b>Author:</b> Marilyn Sanders
<b>Budget Implication:</b> <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation	
<b>Strategic Area #2:</b> Land and Economic Development	<b>Goal:</b> N / A
<b>Legislative Direction:</b> <input type="checkbox"/> None <input checked="" type="checkbox"/> Provincial Legislation (cite) <u>  MGA  </u> <input checked="" type="checkbox"/> County Bylaw or Policy (cite) <u>  MDP &amp; LUB  </u>	
<b>Recommendation:</b> Grant 1 <sup>st</sup> reading of Bylaw 1006/15 and proceed to a public hearing	
<b>Attachments List:</b> - Application to Amend Land Use Bylaw, Supporting Letter, Recreation Facility District "RF", Bylaw 1006/15 with Schedule "A", Aerial Photo, Potential Winter Floodplain map	

### Background:

Brian Gibbs operating as Weal Investments Inc. holds title to SE 25-41-08-W5M containing 131.91 acres, being all of the land lying south and west of the North Saskatchewan River excepting out a portion for road and a first residential parcel. The subject land is in the Agriculture District "A" and located approximately 16 miles north of the Town of Rocky Mountain House. This application is for the redesignation of the subject property to the Recreation Facility District "RF" for the purpose of developing a campground and storage facility. There are some portions of the subject land that are covered by the waters of the North Saskatchewan River.

The property is bordered to the east by the North Saskatchewan River, on the north by Crown land, to the south by Township Road 41-4 and on the west by privately held land. The Buster Creek Road (Range Road 8-0A) touches on the very southwest corner of the

quarter section. There are no existing buildings on the property. The property gains access from Township Road 41-4 leading from the Buster Creek Road.

The applicant would like to create a 420 stall campground in phases. Initial plans would be to develop 250 campground stalls with plans for possible future expansion. The applicants would like to provide various outdoor amenities to the campground along with a storage facility for recreational vehicles and a 20 acre storage facility for the owners' industrial equipment.

## **Planning Considerations**

### Bill 27, Flood Recovery and reconstruction Act

This Act was enacted in December 2013. This Act has paved the way for amendments to the Municipal Government Act providing for regulation making powers for controlling, regulating or prohibiting any use or development in a floodway.

There have been stakeholder phases between May and October 2014. Consultation is complete however the regulation is not yet adopted. Information found on the website indicates that *"upon coming into force the regulation will apply to those municipalities where there are flood hazard areas mapped by ESRD"*. The regulation will not allow new structures (homes or business) that would obstruct the river flow during a flood. However there are uses being considered in the floodway with low flood damage potential such as private and public recreational uses and infrastructure.

### Municipal Development Plan

There are eight guiding principles stated in the Municipal Development Plan (MDP). One of those is land use compatibility. The location, intensity, scale and design of new development should be compatible with the capacity of the site and adjacent land uses. Another guiding principle is to promote locally appropriate tourism opportunities. Recognize tourism is a vital part of the County's economy, while allowing residents opportunities to enjoy the abundant natural and built recreation resources throughout the County.

Natural capital and protection of the environment goals include protecting water quality; conserving wildlife habitats and environmentally significant areas; and managing hazard lands to protect resources and avoid their inappropriate use.

Hazard Lands are (4.2.18) lands susceptible to erosion, subsidence or slumping and lands prone to flooding. Clearwater County shall not approve development that the County considers to be inappropriate on or adjacent to hazard lands. For any use of land allowed on or adjacent to hazard land the County may require the development to be designed to mitigate risk. Outdoor recreation may be allowed by the County in a 1:100

year floodway. Any development that is allowed in a 1:100 year floodway or flood fringe shall be flood-proofed to a standard acceptable to Clearwater County.

Hazard lands are considered to be an environmentally significant area. The impact of development on these lands is to be addressed and mitigated per 4.2.23.

Goal 5.1.4 of the MDP is to provide for a variety of recreation facilities throughout the County. Per Policy 5.2.15, *“Clearwater County recognizes river and stream valleys as important open space and conservation corridors. The priority uses within river and stream valleys should be agricultural operations, recreation, forestry and resource extraction, each where appropriate and in manners that seek to retain the character and integrity of the valley, including natural habitat.”*

Goal 8.1.4 of the MDP is to promote the County as a tourism destination. Policy 8.2.30 states that *“Clearwater County encourages tourism land uses to locate in the County and may facilitate appropriate tourism land uses in suitable locations. These locations include locations having other amenity values for tourism land uses and appropriate accessibility.”*

#### Land Use Bylaw 714/01

The proposed use would best be described as a holiday trailer/recreation vehicle park or campground as a discretionary use in the Recreation Facility District “RF”. The proposal would be well below the maximum density for tents, holiday trailers and recreational vehicles in a RV park of 8 sites per acre as prescribed in Section 13.4(10)(L) of the Land Use Bylaw. The industrial storage facility would not be a use allowed in the Recreation Facility District “RF” however is a practice common in the Agricultural District “A”.

#### Registration on Title

#### Flooding Right-Of-Way Agreement

This agreement was registered by TransAlta Utilities Corporation in 1991.

1. The agreement grants in perpetuity the right:
  - a) to cause flooding or covering of the Lands with water or ice, from the 1<sup>st</sup> day of November to the 15<sup>th</sup> day of May in each and every year, as a result of or in connection with the operation of any hydro-electric dams or power generating plants or other related facilities along the North Saskatchewan River or its tributaries;
  - b) to cause debris, including alluvial deposits, to be deposited on the Lands, in connection with the flooding or covering of the Lands;

- c) to cause erosion, pooling of water, sloughing and slides on and of the Lands in connection with the flooding or covering of the Lands;
  - d) to enter upon the Lands from time to time and to install and maintain monitoring gauges to measure the extent of flooding or flow of water or water levels from time to time including the right to enter upon or travel across all or any part of the Lands;
2. This clause required that no building or structure or any kind whatsoever shall be erected, placed or maintained on the Lands.

In 2003 TransAlta registered an amending agreement deleting Clause 2 above in its entirety.

The remaining clauses are summarized as speaking to use of the Lands being at the sole risk of the owner; limited compensation for damage done to crops; no obligation to remove any alluvial deposits, pools of water or ice from the Lands; non-responsibility for any loss damages, charges and expenses due to the exercising of the rights granted by the agreement; and the agreement running with the Lands.

A copy of the potential Winter Floodplain Map is included for information.

The attached package provides more detail on the proposed development and the applicant, Brian Gibbs on behalf of Weal Investments Inc. will be present at the meeting to speak to the proposal and to answer any questions Council may have.





CLEARWATER COUNTY
Application for
Amendment to the Land Use Bylaw

Application No. 03/15

I / We hereby make application to amend the Land Use Bylaw:

APPLICANT: WEAL INVESTMENTS INC (BRIAN GIBBS, PRESIDENT)

ADDRESS & PHONE: 143 NORTH RIDGE DR ST ALBERT AB T8N 4C2

REGISTERED OWNER: AS ABOVE

ADDRESS & PHONE: BRIAN GIBBS 403 829 1129 bgibbs@ipmg.ca
LINDA GIBBS 780 608 9254 lgibbs@ipmg.ca

AMENDMENT REQUESTED:

- 1. CHANGE OF LAND USE DISTRICT FROM: Agricultural TO: Recreational (RF)
LEGAL DESCRIPTION OF PROPERTY: SE 1/4 Sec. 25 Twp. 41 Rge. 08 W5M
OR: LOT: BLOCK REGISTERED PLAN NO:
OR: CERTIFICATE OF TITLE NO. 102 175 512 (Site Plan is attached)
SIZE OF AREA TO BE REDESIGNATED: SE 1/4 132.8A (Hectares / Acres)
53.32ha. 131.91ac

2. REVISION TO THE WORDING OF THE LAND USE BYLAW AS FOLLOWS:

AMEND SE 25-41-08-W5
FROM AGRICULTURE DISTRICT "A"
TO RECREATION FACILITY DISTRICT "RF"

3. REASONS IN SUPPORT OF APPLICATION FOR AMENDMENT:

PER ATTACHED INFORMATION PACKAGE

DATE: Dec 28, 20 14 APPLICANT'S SIGNATURE [Signature]

This personal information is being collected under the authority of the Municipal Government Act, Being Chapter M-26, R.S.A. 2000 and will be used to process the Land Use Bylaw amendment application. It is protected by the privacy provisions of the Freedom of Information and Protection of Privacy Act, Chapter F-25, RSA, 2006. If you have any questions about the collection of this personal information, please contact Clearwater County, P.O. Box 550, Rocky Mountain House AB T4T 1A4.

APPLICATION FEE OF 5823.00 DATE PAID: APRIL 21, 2015 RECEIPT NO. 107870

[Signature]
SIGNATURE OF DEVELOPMENT OFFICER
IF APPLICATION COMPLETE

IMPORTANT NOTES ON REVERSE SIDE

**WEAL INVESTMENTS INC.  
143 North Ridge Drive  
St. Albert, AB. T8N 4C2**

December 28, 2014

Clearwater County  
Planning & Development

**Re: Information in Support of Development Permit for SE 25-41-08W5M & Land Use Change**

The applicant, Weal Investments Inc., is applying for a development permit to build the following on SE 25-41-08W5M:

**Description of Change & Future Land Use Description**

The applicant is applying to have the land use changed from Agricultural (A) to Recreational (RF) with an additional permitted use of storing rental equipment owned by the applicant when it is not out on rental.

- I. A campground with up to 420 camping stalls, opening with capacity of 250 stalls
  - a. Development of a campground that would occupy approximately 120 Acres in total with plans to utilize 50 Acres of the land for camping stalls sized according to county guidelines with maximum densities of 7 stalls per acre.
  - b. 70 Acres being utilized for greenspace and infrastructure network which would consist of but be limited to:
    - i. road infrastructure
    - ii. walking paths
    - iii. mountain bike trail and race circuit
    - iv. overnight location and launch/pick up point for canoeing/rafters
    - v. fishing
    - vi. playground
    - vii. boat Launch
    - viii. baseball diamond
    - ix. volleyball sand courts
    - x. common cooking/barbecue area/lounge area
    - xi. common showers and bathrooms—to be trailer mounted and mobile with self-contained water and sewer systems
- II. A storage facility for recreational vehicles, trailers & boats when not in use
- III. A storage facility for storing rental equipment owned by the applicant when not in use which would occupy approximately 20 Acres of land. Which would include but not be limited to
  - a. Wellsite trailers
  - b. Generators
  - c. Light towers

- d. Trailers
- e. Portable communications towers

**Supporting information for Land Use Change**

- i. The land in question is currently zoned "Agricultural". The applicant believes that this is not the best use or designation for the property as it is not suited for Agriculture due to;
  - a. Poor soil conditions that do not support agricultural crop applications, soils have been tested in numerous locations utilizing a back hoe and demonstrate regional conditions on the property of soils containing sandy till and gravel
  - b. The proximity to the North Saskatchewan River with a portion of the property subject to set back rules
  - c. A current restrictive covenant on the construction of permanent infrastructure and usage of the property which makes the property use ideal for summer recreational use

As such, the land has no practical value as an Agricultural Property. This application for rezoning of the property and a development permit would be to allow the owner to develop a natural recreation and storage area of value to the community/county and residents of Alberta. This would supply a unique alternative to other facilities in the region and additional capacity for summer recreational activities.

**ii. The land has natural value for recreational use and emergency use access**

- a. Due to the proximity of the North Saskatchewan River it is a natural draw for many recreational uses such as
  - i. Fishing
  - ii. Hunting
  - iii. Camping
  - iv. Canoeing
  - v. Tubing
  - vi. Jett boating
  - vii. Nature observations
- b. The land is low lying within the 100 year flood plan and of poor quality for agricultural purposes but ideally suited for outdoor recreationally purposes such as
  - i. hiking
  - ii. biking
  - iii. baseball
  - iv. Mountain Bike track and trails
  - v. volleyball
  - vi. playgrounds
  - vii. camping
  - viii. storage of recreational vehicles

- c. Provide emergency access for search and rescue vehicles who require access to the river
  - i. In the past 10 years search and rescue, RCMP, and ASRD have asked and been given access to the river through our property for emergency access for search and rescue operations and to gain access to the river for other things like measuring water levels, studies etc.

**Clearwater County Municipal Development Plan (2010) applicable sections are addressed below.**

#### **Hazard Lands**

- a. **4.2.18 (b) & 4.2.20** – The portion of this land which is adjacent to the North Saskatchewan River is within the 100 year flood plain.
    - i. *In accordance with By-Law 8.3 (3) (b) one of the acceptable developments on this land is “outdoor recreation users”. A campground and storage facility falls within this definition.*
  - b. **4.2.19** - In order to mitigate the risk of damages due to flooding there would be:
    - i. *No permanent infrastructure on areas deemed “flood prone”*
    - ii. *No campground stalls within close proximity of the river flood risk in the spring until water flow subsides*
    - iii. *These campground stalls would have sewage/waste removal by a vac truck only, and disposed of onsite utilizing high tech treatment systems which capture all solids and fecal matter and utilize controlled release of liquids to designated areas as directed by Alberta Environment permits governing these types of systems, alternatively sewage would be hauled to an approved waste receiving facility*
    - iv. *Any washroom / shower facilities (if put in place in the future) that support this area would be in self-contained skid or wheeled mounted buildings so that the buildings could be moved out of the flood prone areas if required to protect the property of the owner and ensure no liability risk to the county.*
    - v. *Power & water will be installed underground to certain stalls within the campground area*
- *It should be noted that there are residential houses on the same elevation as the owners property also located within the 100 year flood plain as outlined by the county*
  - *After consultation with Transalta Utilities for several months, who hold a caveat on the Weal Investment lands, they have indicated they have no objections to this type of development and only hold caveats on the land as they were deemed within the 100 year flood plain by the county*

### **Flood-proofing – 4.2.21**

- I. The applicant is not planning to construct any permanent infrastructure or to use the portions of the campground that are within the flood prone areas during “flood season”. As a result we do not believe that any specific flood-proofing is required.
- II. If the County specifies that flood-proofing is required the applicant will comply with the requirements of the County.

### **Tourism – 8.2.30**

- I. Clearwater County in this Section of the Municipal Development Plan encourages land uses which will facilitate and encourage tourism.
- II. ARSD/AER have indicated they have many summer problems with camping in undesignated areas causing damage and pollution and have indicated more designated controlled camping areas are required.
- III. The Applicant has met with other recreational use land owners in the region and has been advised in peak season by these operators that they continuously turn away campers as their facilities are full. These operators have also advised that they receive ongoing requests for off season storage of recreational vehicles.
- IV. Many friends, family and other people from the region have utilized the owner’s property by private invite in a non-commercial use staying as guests of the landowner. Hundreds of people have encouraged our group to develop the site into a commercial recreational site. These meetings and consultations over the last several years confirm the Applicant’s belief that the proposed facilities are required, will be used and will increase the number of tourists visiting and staying within the County.

### **Development Requirements 9.2.10**

**9.2.10(b) and (f)** – Requires the construction of roads and accesses that meet County Standards. In 2013 Baytex Energy Corp. drilled a well on the quarter immediately adjacent to the Weal land. Baytex was required to use the access road to the Weal property and the existing Weal road which runs parallel to the property line between the two quarters. Baytex was required to upgrade both the access and the road and we believe that these meet County Standards at this time providing good access to our proposed facility.

### **Plans to Support Development and Re-zoning 11.2.21 and 11.2.22**

**11.2.21** – the application for rezoning and development will benefit the County as it will move this land from its current Agriculture “A” zoning to the highest and best use for the property being a Recreational “RF” zoning which will increase tourism in the area, provide positive economic development and provide both seasonal and year round employment.

**The development plan would include the following for 2015:**

1. Develop approximately 250 campground stalls to be available for operation in the summer of 2015. As the property already has water well and an electrical service some of these stalls may have power and water and the balance would be camping stalls with no services. All sewer requirements would be met with the use of a Vac Truck and offsite disposal of the waste. Until common washroom and shower facilities are developed, camping would be restricted to self-contained units which have their own washrooms and holding tanks. No tenting would be allowed unless it was a tent accompanying and using the facilities of a self-contained camping unit.
2. Fence and level the 24 acre storage area and put that into operation in 2015.
3. Upgrade existing fencing where required separating the campground from adjacent properties and proposed storage areas.
4. Clean up and level existing paths in the undeveloped area to provide a start on hiking and biking trails.
5. Playground development.
6. Provide common washrooms and showers – skid mounted
7. A concession facility for the sale of campground supplies, wood and other supplies as demand dictates.
8. Canoes, kayaks, bikes and other recreation equipment would be made available for rent. The equipment would be rented from the concession facility.

**The development plan would include the following for future years**

1. As warranted by demand, expand the campground to 500 stalls.
2. Completion of electrical and water service to all stalls
3. Further development of the path system for hiking, biking and a small mountain bike riding park
4. Installation of a boat launch (portable) that can be removed each fall and put back into the river after May 15<sup>th</sup> of each year.
5. **PLEASE NOTE: RCMP and Search and Rescue Groups currently launch boats into the river from the shore on the Weal property as the river is accessible for this purpose. Access for this purpose, including unlimited use of the boat launch, would continue to be made available to these groups at all times. In speaking with the RCMP, an improved boat launch and access would be welcomed as there are limited places along the river where emergency or patrol water craft can be launched.**
6. If demand exists, an outdoor seating restaurant for light meals may be developed – burgers, sandwiches, coffee and other beverages. This may become a part of the concession or may be a different facility.

**11.2.22 (a) – Site Suitability**

1. This site is ideally suited to the purpose outlined in this application. As noted in the opening of this document, the land is not suited for its current zoning – being Agricultural.
2. The site is mainly treed so the campground stalls will be within existing trees with natural tree cover and separation left in place. There will be a central open area that is currently cleared in which the playground, concession, washrooms and showers and other common facilities would be located.

3. As the property has excellent access to the river it will provide a much needed outlet/access point for canoes, boating and other water sports.

**11.2.22 (b) – Design and density**

1. The campground density even at full development will be less than the allowed density. The applicant has 110 acres available for campground development. As the allowed density is 7 sites per acre, full density would be 770 stalls.
2. The long term plan will ensure that the biking and hiking paths remain interspersed throughout the property as the campground stalls increase in number.
3. In order to encourage family activities a number of larger stalls are being planned which will accommodate more than one trailer unit allowing family groups to share a private camping area.

**11.2.22 (c) – Impact on the environment**

1. There will be a minimal impact on the environment. Every effort will be made to retain natural and existing trees and terrain.

**11.2.22 (d) – Effects on land uses in the vicinity**

1. There will be minimal, if any, impact on the adjoining properties and land use. The property is bordered by the county road on one side and the river on the opposite side.
2. The properties on the other two sides are similar to this property – are mainly wooded with no current occupation or use.
3. The use of the land for the proposed use will not prevent or disturb the land use of the neighboring properties in any way.

**11.2.22 (e) – Provision of roads and utilities**

1. A road and electrical services corridor already exist on the property. If further roads are required as the campground develops they will be included in the development as required.
2. Sewer services and disposal will be provided by a Vac Truck as is common with many of the existing campgrounds in the area.

**11.2.22 (f) – Traffic impacts**

1. The Provincial Highway access to the Property is off of Highway 11. The impact of traffic for 250 to 600 campers would be minimal on this highway.
2. The property is located a few KM past Crimson Lake Provincial Park on secondary highway 756. The impact of traffic for 250 to 420 campers would also be minimal on this highway.
3. As the surrounding land is farm land and low density occupancies it should not cause adverse traffic problems for the neighbors.

**11.2.22 (g) – Provision of open space**

1. As this is not a residential development, the provision of open space is not one of the criteria considered. The open space for common services, including playgrounds will be approximately 15 – 20% of the area.
2. The emphasis on this development is to provide private camping areas and access to walking, biking, boating and other outdoor activities.

**11.2.22 (h) – Protective and emergency services**

1. This campground, like neighboring campgrounds, will rely on protective and emergency services as provided by the County and Rocky Mountain House.
2. Managers at the campground will all have first aid training and certification.

**11.2.22 (i) – Impact on education and health services**

1. This development will provide mainly seasonal positions for residents already in the area plus a few full time positions. The impact on education will be minimal as only the full time positions could add residents to the area.
2. The impact on health services will be minimal for the same reasons noted in the education comment. The main impact would be emergency services in the case of an accident or sudden illness.

**11.2.22 (j) – FireSmart provisions**

1. The intent of this development is to provide very large stalls so that there would be some separation between the natural vegetation and any fire pits where open fires would exist.
2. Open fires would be restricted to metal / concrete block fire pits provided by the campground.
3. Staff would co-ordinate with local forestry and fire personnel and monitor fire conditions and shut down the use of fire pits when conditions dictate.
4. Fire extinguishers and other equipment would be kept on site as required by county bylaws for the size of the facility.

**11.2.22 (k) – Measures to mitigate effects****Re-Designation and Development**

**12.2.3 (a)** – The applicant agrees to provide a geotechnical study if the County requests one.

**12.2.4 (a) to (n), Inclusive** – The applicant has addressed these areas in the comments on Sections 11.2.21 and 11.2.22. If any further information is required to assist the County in its assessment as noted in 12.2.4 we would be happy to provide that information and / or meet with Council to answer any questions that it may have.

**Summary:** *the Campground and Storage area would be named “Rustic River Campground and Storage Area”. Ideally our group would like approval after first reading to begin commercial operations of the storage business and address any other concerns if required.*



*Our intent would be to open from May long weekend to after hunting season in the fall as an annual plan. Utilizing the West & South Corners of the property for year round storage of our own equipment and holiday trailers.*

Thank you for your consideration of our applications and if you require more information or detail please contact me at [bgibbs@impg.ca](mailto:bgibbs@impg.ca) or 403-829-1129.

Brian Gibbs  
Weal Investments Inc.

**13.4 (10) RECREATION FACILITY DISTRICT "RF"**

THE PURPOSE OF THIS DISTRICT IS TO ACCOMMODATE AND REGULATE THE DEVELOPMENT OF MAJOR OR INTENSIVE RECREATIONAL BUILDINGS AND USES

**A. PERMITTED USES**

1. Equestrian and other riding facilities, including trails, stables and enclosures for horses and tack
2. Farming, except intensive agriculture
3. Picnic grounds
4. Playground
5. Natural or landscaped open space
6. Skiing (cross-country) development
7. Sports field

**B. DISCRETIONARY USES**

1. Amusement park
2. Ancillary buildings and uses
3. Arts and crafts centre
4. Clubhouse
5. Commercial guest cabins either with attached or detached bathroom and kitchen facilities
6. Commercial guest lodge having one or more buildings either with attached or detached bathroom and kitchen facilities
7. Convenience or confection store to serve the principal use
8. Downhill ski facility
9. Dude ranch or vacation farm
10. Exhibition grounds
11. Food concession
12. Game or wild animal park for viewing and tourism purposes only
13. Golf course and/or driving range
14. Holiday trailer/recreation vehicle park or campground approved specifically as being a commercial, condominium, public or time-shared facility
15. Hostel having one or more buildings either with attached or detached bathroom and kitchen facilities
16. Integrated recreation/tourist resort
17. Intensive recreation facility and/or use appropriate in a rural area
18. Marina and associated facilities
19. Miniature golf and/or go-cart track
20. Motor-cross, BMG and stockcar tracks
21. Off-road vehicle area and trails development

G. MINIMUM WIDTH OF SIDE YARD

3 metres (10 feet) except for a corner parcel where the minimum side yard adjacent to a public road shall be determined as though it were a front yard.

H. MINIMUM DEPTH OF REAR YARD

7.5 metres (25 feet) unless otherwise approved by the Development Officer.

NOTE: Existing lots which cannot comply with the foregoing and created prior to this Bylaw coming into effect shall meet setback requirements as determined by the Development Officer.

I. MAXIMUM HEIGHT OF BUILDINGS

Two storeys or 8 metres (26 feet) unless otherwise approved by the Development Officer.

J. DESIGN, CHARACTER AND APPEARANCE OF BUILDINGS

1. All permanent buildings and structures added to a lot shall be of new construction unless otherwise approved by the Development Officer.
2. The architecture, construction materials and appearance of buildings and other structures shall be to accepted standards and shall complement the natural features and character of the site to the satisfaction of the Development Officer.
3. Ancillary structures and additions shall be designed to complement the main building.
4. No basements are permitted for detached guest cabin.
5. Common sewage and water systems may be required for commercial and guest cabins and lodges at the discretion of the Development Officer.

K. LANDSCAPING

1. Approval to develop may be made subject to the Development Officer accepting a landscaping plan.
2. The Development Officer may require measures to retain natural vegetation and to protect sensitive soils on the site.
3. Any development may be subject to screening from view by vegetation or other screening of a visually pleasing nature as required by the Development Officer.
4. Where two or more buildings are located on a lot, the separation distances between them may be at the discretion of the Development Officer.
5. For any developed area, the minimum surface area that may be retained free of buildings, roads, parking lots and other fixed roof or hard surface installations shall be 60% unless otherwise approved by the Development Officer.

**BYLAW NO. 1006/15**

A Bylaw of Clearwater County, in the Province of Alberta, for the purpose of amending the Land Use Bylaw, being Bylaw No. 714/01.

PURSUANT to the Authority conferred upon it by the Municipal Government Act, Statutes of Alberta, 2000, Chapter M-26.1 and amendments thereto, and;

WHEREAS, a Council is authorized to prepare, to adopt, and to amend a Land Use Bylaw to regulate and control the use and development of land and buildings within the Municipality;

WHEREAS, the general purpose of the Recreation Facility District "RF" is to accommodate and regulate the development of major or intensive recreational buildings and uses;

NOW, THEREFORE, upon compliance with the relevant requirements of the Municipal Government Act, the Council of the Clearwater County, Province of Alberta, duly assembled, enacts as follows:

**That ±131.91 acres of SE 25-41-08-W5M as outlined in red on the attached Schedule "A" be redesignated from the Agriculture District "A" to the Recreation Facility District "RF".**

READ A FIRST TIME this \_\_\_\_ day of \_\_\_\_\_ A.D., 2015.

\_\_\_\_\_  
REEVE

\_\_\_\_\_  
MUNICIPAL MANAGER

PUBLIC HEARING held this \_\_\_\_ day of \_\_\_\_\_ A.D., 2015.

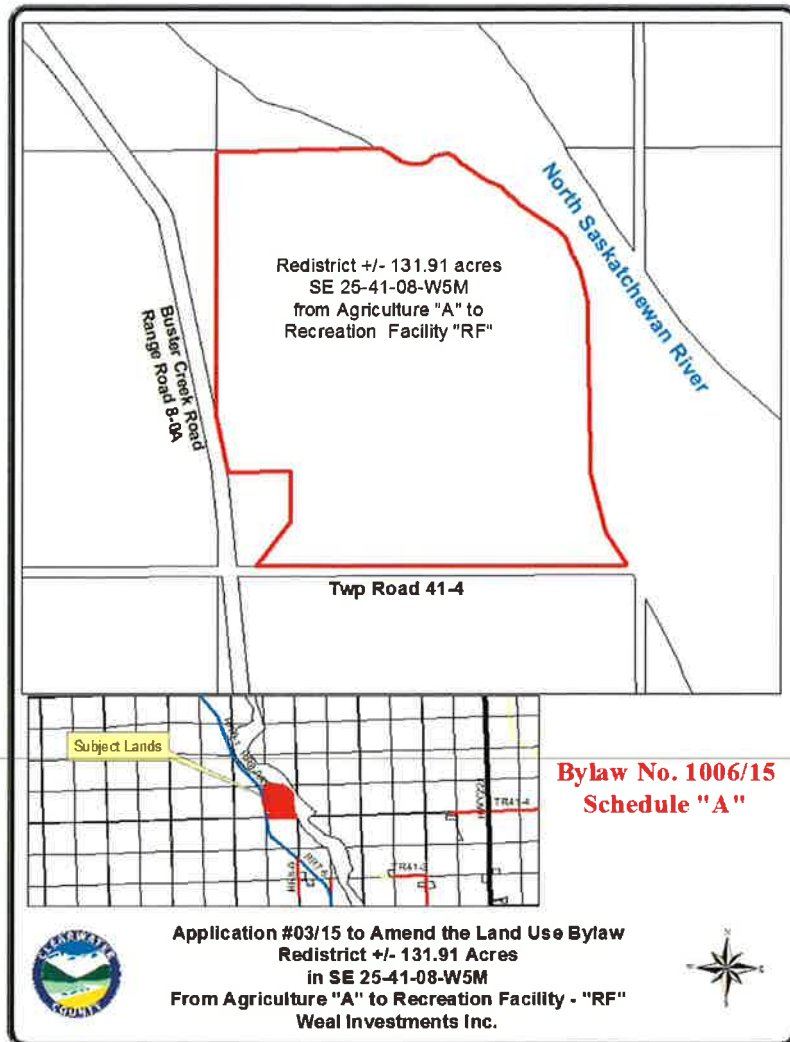
READ A SECOND TIME this \_\_\_\_ day of \_\_\_\_\_ A.D., 2015.

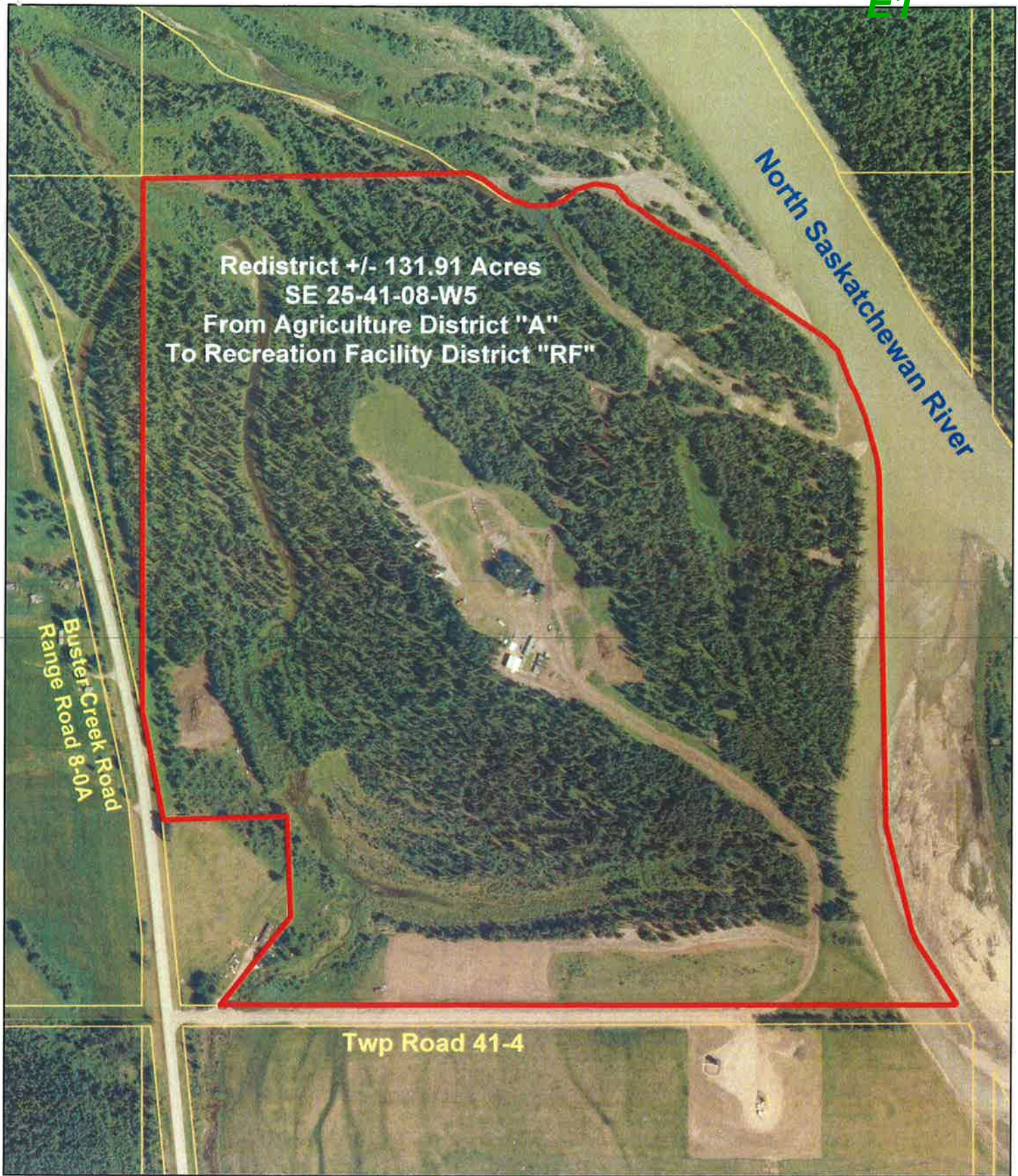
READ A THIRD AND FINAL TIME this \_\_\_\_ day of \_\_\_\_\_ A.D., 2015.

\_\_\_\_\_  
REEVE

\_\_\_\_\_  
MUNICIPAL MANAGER

**Schedule "A"**





Redistrict +/- 131.91 Acres  
SE 25-41-08-W5  
From Agriculture District "A"  
To Recreation Facility District "RF"

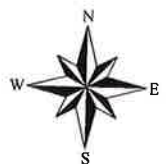
North Saskatchewan River

Bustler Creek Road  
Range Road 8-0A

Twp Road 41-4



**Application #03/15 to Amend the Land Use Bylaw**  
**Redistrict +/- 131.91 Acres**  
**in SE 25-41-08-W5M**  
**From Agriculture "A" to Recreation Facility - "RF"**  
**Weal Investments Inc.**



# POTENTIAL WINTER FEEDPLAIN

## TRANSALTA UTILITIES TOPOGRAPHIC PLAN OF NORTH SASKATCHEWAN RIVER MILE 173 TO MILE 176

Scale 1:5000  
Contour Interval 1 Metre

May 1981

CO 16039B

**Note**

- 1 All co-ordinates and distances derived therefrom, are grid at sea level.
- 2 Bearings are referred to 114° longitude.
- 3 Elevations are derived from S.1 B.M. 2 located at the west end of Highway No. 11A bridge across the North Saskatchewan River at Rocky Mountain House. Elevation 953.462 metres and carried throughout the project to 3rd order accuracy.
- 4 Horizontal Control Surveys were established from second order Alberta Survey Control Monument; 805-60-5 (Rocky Mountain House Water Tower) and 52114 24 (Forestry Lookout Tower) by Elwyn Koehler, A.L.S. and extended throughout the project to 3rd order accuracy.

The outline of the water surface of the North Saskatchewan River is that of May 12, 1981 at a flow of 213 cms.

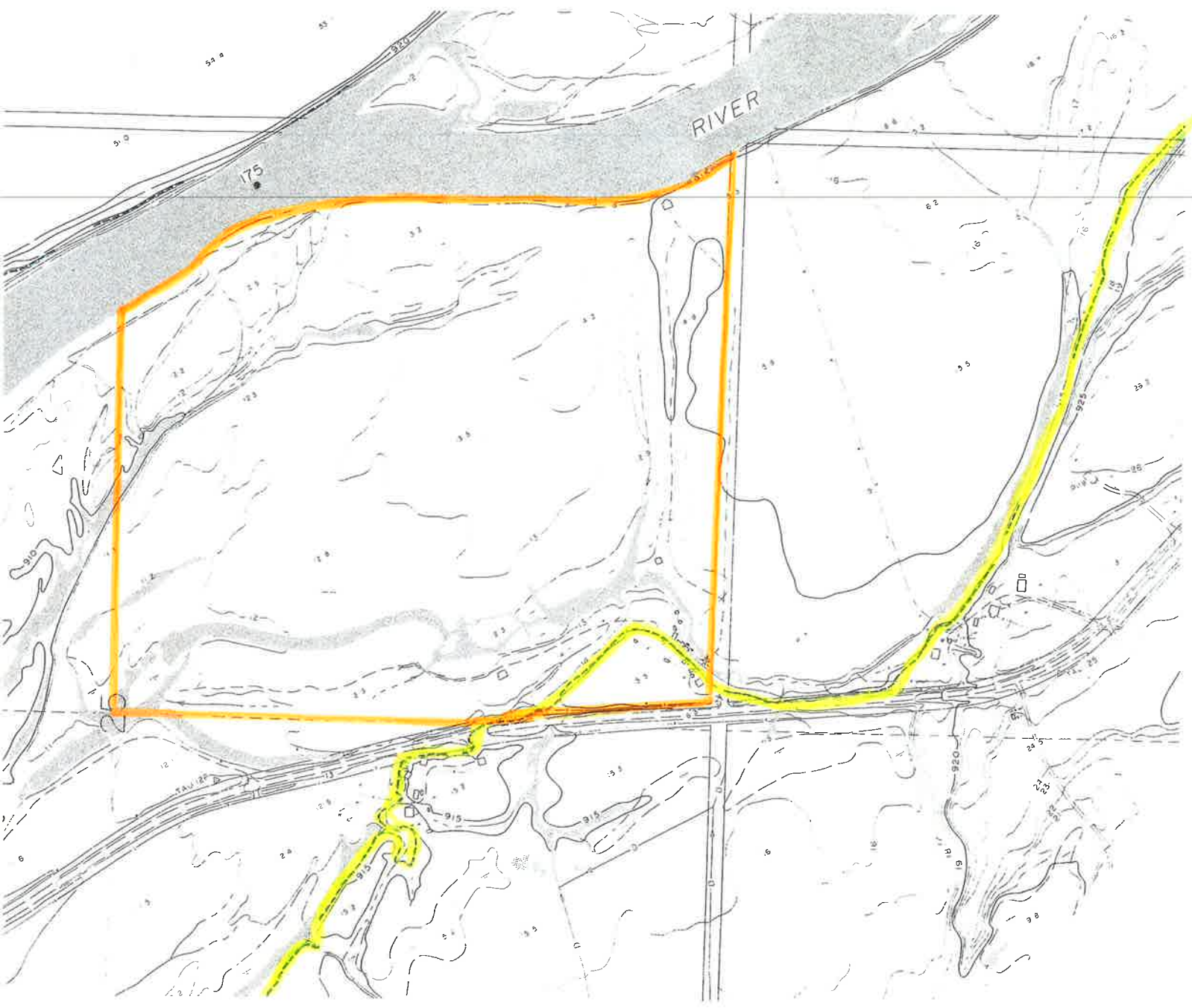
Imperial conversions 1m = 3.280839895 ft.  
1cms = 55.315 cfs

- Alberta Survey Control Monument
- Traverse Station
- Survey monument found
- Steel transmission line tower
- Telephone and power poles - wood
- Oil well or gas well
- River mileuge upstream of High Level Bridge, Edmonton
- Fence
- Road, paved
- Road, gravel or dirt
- Trail
- Intermittent water course
- Swamp area

198

Contours are dashed and approximate in timbered areas having appreciable crown cover

Potential Winter Floodplain (in vicinity of 500 ft) freeboard allowance





## Agenda Item

<b>Project: TABLED ITEM: Aurora Community Centre Grant Request</b>	
<b>Presentation Date:</b> May 12, 2015	
<b>Department:</b> Community and Protective Services	<b>Author:</b> Ted Hickey/Whitney Wedman
<b>Budget Implication:</b> <input type="checkbox"/> N/A <input checked="" type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation	
<b>Strategic Area:</b>	<b>Goal:</b>
<b>Legislative Direction:</b> <input type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) _____ <input checked="" type="checkbox"/> County Bylaw or Policy (cite) <u>“Capital Grant funding for Community Halls/Associations” Policy</u>	
<b>Recommendation:</b> <ol style="list-style-type: none"><li>1. That Council approve an amount of \$5,000.00 funding for the Aurora Community Center, from the Community Hall/Association Capital Grant, to be used towards the discussed projects on February 10, 2015. Approval of the \$5,000.00 will reach the 2015 annual approved budget limit for Community Hall Grant funding of \$35,000.00.</li><li>2. Council may wish to consider approval of additional funding to meet the total request from the Aurora Community Centre. (Additional maximum sought of \$8,574.81 that is over the approved 2015 budget).</li></ol>	
<b>Attachments List:</b> <ol style="list-style-type: none"><li>1. Council Agenda Item E1 – February 10, 2015 Aurora Community Centre Grant Application and Aurora Community Centre 2013 Account Information.</li><li>2. Aurora Community Centre Financial Statement (March 1, 2014 – February 28, 2015)</li></ol>	

### Background:

Aurora Community Center had submitted a request for funding through Council’s 2015 Community Halls/Association Capital Grant. On February 10, 2015 this item was presented to Council.

A request for additional information was made from Council and is attached. (Aurora Community Centre Financial Statement (March 1, 2014 – February 28, 2015)

Council’s “Capital Grant funding for Community Halls/Associations” policy states:





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

Council allocated \$35,000.00 towards the 2015 capital grant fund. Currently \$30,000 has been accessed. The request falls within the guidelines laid out in policy, staff recommend that Council approve the requested funding to a maximum of \$5,000.00. Should Council wish to do so, \$ 0.00 would remain in the 2015 grant budget.

Council may wish to consider approval of additional funding to meet a part of or the total request from the Aurora Community Centre. (Additional maximum sought of \$8,574.81 that is over the approved 2015 budget). Upon direction of Council, funding may be accessed through use of operational contingency funds.

Ms. Tracy Gardner from the Aurora Community Centre will attend Council’s meeting.



## Agenda Item

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

### Background:

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

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

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



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

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

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

Jan. 20, 2015.



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

SECTION 1 - APPLICANT INFORMATION:

Group name: Aurora Community Centre  
 Contact name: Tracey Gardner  
 Mailing address: RR 4, Rimbey, Ab.  
TOC 250  
 Contact number: (403) 729-2638 (403) 963-2018 Contact e-mail: tgardner2009@hotmail.com

SECTION 2 - PROJECT DESCRIPTION:

**Proposed project:**

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

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

**Project Timeline:**

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

Estimated start date: in progress Now  
 Estimated date of completion: hopefully for Summer of 2015.

**SECTION 3 – FINANCIAL INFORMATION**

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

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

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

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

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

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

**Grant Funding Requested:**

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

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

**SECTION 4 – BACKGROUND INFORMATION**

**Previous Grant Funding:**

Have you previously received capital grant funding from Clearwater County?

Yes  No

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

PROJECT	FUNDING RECEIVED	DATE
building addition	15000.00	2013
building	15000.00	2014

**Other Funders Approached:**

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

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

**Other Information:**

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

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

**SECTION 5 - SIGNATURE**

(Please ensure that this section is signed by an authorized representative for your organization)

On behalf of Aurora Community Centre I agree that, should Clearwater County provide capital grant funding:

- 1) The funds will only be used for the project outlined in this application
- 2) An accounting of the funding will be provided to Clearwater County within 60 days of project completion.

Tracey Gardner  
Name

Tracey Gardner  
Signature

Jan. 20/15  
Date

Our past three years, we have done very little besides Community Work Bees + some skating, due to the construction going on in the hall.

Our 5 yr. plan consists of Community Events such as - wedding - Baby Showers Potluck Suppers Cake/Pie Walks Christmas Concert Funerals Family Reunions Community Camp Outs + BBQ's! Skating

We have had to turn down Rentals due to the fact that we are still under construction. Some of these included a Music Concert for Families (Band from Inverness) reunions, Christmas Concerts + Showers. funerals, family reunions, Christmas Concerts + Showers.

Thanks for your time + Consideration  
Gardner.

# Aurora Community Centre F1

## Community Acct.

March 1, 2011 - February 29, 2012

Date	Particulars	Cheque #	Debit	Credit	Balance
Mar. 1	Opening Balance				11,072.61
Mar. 31	Interest			.05	11,072.66
Apr. 20	Deposit (Rec Board)			500.00	11,572.66
Apr. 30	Interest			.05	11,572.71
May 13	supplies + decorations	#310	30.46		11,542.25
May 31	Interest			.07	11,542.32
June 22	Deposit (Rec Board)			2000.00	13,542.32
June 30	Interest			.09	13,542.41
July 31	Interest			.15	13,542.56
<del>Aug. 31</del>	Interest			.15	13,542.71
Sept. 30	Flower Gallery (Jims mom)	#311	52.50		13,490.21
Oct. 5	Interest			.15	13,490.36
Oct. 27	Western Star (advertising)	#312	48.30		13,442.06
Oct. 31	Interest			.15	13,442.21
Nov. 30	Interest			.14	13,442.35
Dec. 5	Pharmasave (candy bags)	#313	94.69		13,347.66
Dec. 5	Pharmasave (door prizes)	#314	102.04		13,245.62
Dec. 31	Interest			.14	13,245.76
Jan. 31	Interest			.14	13,245.90
Feb. 29	Interest			.14	13,246.04

Audited by  
Dafos Mannix  
Dafos Mannix  
March 25, 2012



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

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

Audited by Gene Hollingsworth  
Gene Hollingsworth  
April 9, 2013.

# Aurora Community Centre Casino Account

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

# Aurora Community Centre Casino Account

March 1, 2011 - February 29, 2012

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

Community Acct.

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

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

Audited By Gena Hollingsworth  
Gena Hollingsworth  
April 9, 2013.

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

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

Year of 2013

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

F1

Pg 2

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

Audited by L. Hewitt  
March 8/14

Year end  
2013

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

F1

pg 1

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

for 2013.

Community Acct  
Jan 1 - Feb 28, 2014

F1  
pg. 2

<u>Particulars</u>	<u>Chq#</u>	<u>Debit</u>	<u>Credit</u>	<u>Balance</u>
Dec 10 Donavida (donation)			1,000.00	28494.93
Dec 31 interest			.76	28495.69
Jan 31 Hay Shakers (garbage)	340	1595.45		26900.24
Jan 31 interest			.79	26901.03
Feb 28 interest			.65	26901.68
Feb 19 Epcor (power)	341	230.75		26670.93

Rent for Hall

Audited by J. Hurtt  
March 8/14

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

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



for  
2013

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

F1  
P31

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

2014

Aurora Community Account Mar. 1, 2014 - Feb. 28, 2015

F1

Mar. 1	Balance Forward		216 639.49
Mar 31	interest	credit -71	26640.20
Apr. 30	interest	credit -68	26640.88
May 5	Clearwater County	credit 15000.00	41640.88
May 5	Blindman Valley (propane) #0343	1586.27	40054.61
May 5	Epcor (power) #0342	75.96	39978.65
May 30	Rimbeey Builders #0344	(supplies) plastic, insulation 626.61	39352.04
May 31	interest	1.18	39353.22
June 4	Phil Smith (electrical) #0347	3675.00	35678.22
June 4	Dolman Construction (building) #0346	15446.76	20231.46
June 30	interest	1.14	20232.60
July 31	interest	-82	20233.42
Aug. 22	Western Star (advertising) #0348	152.25	20081.17
Aug. 22	Custom (Ewestrough) #0349	768.60	19312.57
Aug. 26	Conoco Jim, Rec.	8750.00	28062.57
Aug. 31	interest	.49	28063.06
Sept. 30	interest	.75	28063.81
Oct. 6	Bradley Duguid (Drywalling) #0350	10263.75	17800.06
Oct. 31	interest	.43	17800.49
Oct. 31	Vans Concrete (septic) #0351	5653.20	12147.29
Nov. 3	<del>Toralfirma</del> TAKISMAN	10000.00	22147.29
Nov. 3	Loyds Excavating (digging septic) #0353	1575.00	20572.29
Nov 3	Phil Smith (electrical) #0352	2310.00	18262.29
Nov 10	Alken Basin (plumbing etc.) #0354	2100.00	16162.29
Nov. 30	interest	.52	16162.81
Dec.	Bona Vista	1000.00	17162.81
Dec. 31	interest	.29	17163.10

continued on page 2.

for 2014

# Aurora Community Account

		balance	17163.10
Jan. 20	Blandman Valley (propane) #0355	876.93	16286.17
Jan. 25	Jim Carroll (flooring) #0356	964.18	15321.99
Jan. 31	interest	.29	15322.28
Feb. 28	interest	.22	15322.50

Balance totals for  
2014.  
Kudner.

Audited by J. Hewitt April 6, 2015



## Agenda Item

<b>Project: Information Item – Parkland Regional Library</b>	
<b>Presentation Date: May 12, 2015</b>	
<b>Department: Community and Protective Services</b>	<b>Author: Ted Hickey/Whitney Wedman</b>
<b>Budget Implication:</b> <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation	
<b>Strategic Area: Public Engagement</b>	<b>Goal: To raise awareness of current and historical information</b>
<b>Legislative Direction:</b> <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) _____ <input type="checkbox"/> County Bylaw or Policy (cite) _____	
<b>Recommendation:</b> <b>1. That Council accepts the following as information</b>	

### Background:

As per the invitation from Council, Mr. Ron Sheppard is attending to provide an update of Parkland Regional Library (PRL) direction and trends and answer questions from Council.

Parkland was formed in 1959 as the first regional library in Alberta. Parkland has instigated the network of 50 public libraries across central Alberta and now serves over 200,000 residents. The Library was founded by the Lacombe school board and has had successful dealings with the Alberta Multilingual Book Consortium (AMBC), Red Deer College, and Alberta SuperNet.

Parkland Regional Library offers a wide variety of services including but not limited to: equipment for loan, disc repair, information technology, interlibrary loans, as well as reference and research help.

Currently Parkland Regional Library provides funding to Rocky Mountain House, Caroline and Nordegg Public Libraries.



## Agenda Item

<b>Project: Event Coordination – Attendees from Member of Council</b>	
<b>Presentation Date: May 12, 2015</b>	
<b>Department: Community and Protective Services</b>	<b>Author: Whitney Wedman</b>
<b>Budget Implication:</b> <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation	
<b>Strategic Area: Community Involvement</b>	<b>Goal: To ascertain a schedule due to conflicting events.</b>
<b>Legislative Direction:</b> <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) _____ <input type="checkbox"/> County Bylaw or Policy (cite) _____	
<b>Recommendation:</b> <b>1. That Council approve one of three options</b>	

### Background:

In past years Council members have attended graduation ceremonies at West Central High School, David Thompson High School, Caroline School and St. Dominic's High School. In past years Council members have also attended the Ponoka Stampede Parade. This year, all five events will be held on June 26, 2015. It is staff's recommendation that Council choose one of the following three options to coordinate this conflict in events:

1. Council determine delegates for each event;
2. Council determine delegates for all four graduation ceremonies and do not attend the Ponoka Stampede Parade;
3. Council determine delegates for all four graduation ceremonies and determine delegates from the Clearwater County staff to attend the Ponoka Stampede Parade in their absence.



## Agenda Item

<b>Project: Request for Funds – Women in Municipal Government Fund</b>	
<b>Presentation Date: May 12, 2015</b>	
<b>Department: Corporate Services</b>	<b>Author: Rudy Huisman</b>
<b>Budget Implication:</b> <input type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation	
<b>Strategic Area:</b> Well Governed and Leading Organization	<b>Goal:</b> Facilitate community engagement in planning and decision-making.
<b>Legislative Direction:</b> <input type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) _____ <input type="checkbox"/> County Bylaw or Policy (cite) _____	
<b>Recommendation: That Council consider the request for \$100 in support of the FCM Women in Municipal Government Fund.</b>	
<b>Attachments List:</b> <b>Letter from Lorne Olsvik Chair of FCM Prairies and Territories Regional Caucus</b>	

### Background:

The Federation of Canadian Municipalities supports women in municipal government and has created a fund that offers three scholarships:

1. The Canadian Women in Municipal Government Scholarship;
2. The Mayor Andree Boucher Memorial Scholarship; and,
3. The Ann McLean Award

The FCM Prairies and Territories Regional Caucus is requesting Municipalities to each contribute \$100 to the FCM Women in Municipal Government Fund. The attached letter from the caucus chair contains additional details about the initiative.

# Lac Ste. Anne County

4928 Langston Street  
Box 219, Sangudo, AB T0E 2A0  
www.lfac.ca



April 13<sup>th</sup>, 2015

Clearwater County  
PO Box 550  
Rocky Mountain House, AB T4T 1A4  
Attention: Council



## Re: FCM Women in Municipal Government Fund – Request for Support

The Federation of Canadian Municipalities (FCM) supports increased participation of women in local government. This is accomplished through education and programs that support and encourage women to get involved in local politics and leadership. FCM offers three scholarship programs that encourage this philosophy as follows:

- 1) Canadian Women in Municipal Government Scholarship: open to women students enrolled in any year of study in secondary school and who are contributing to their school's leadership team or student council,
- 2) Mayor Andree Boucher Memorial Scholarship: Rewarding student research on women in politics,
- 3) Ann McLean Award: recognizes retired women municipal politicians who have shown exemplary service to their community and constituents and to mentoring women who want to run for elected office.

The annual FCM Conference is a great opportunity to raise awareness and funds to support these initiatives and each FCM Regional Caucus takes it upon themselves to fundraise for this program when the annual conferences takes place in their region. This year the conference is being held in Alberta (Edmonton) and the Prairie and Territories Caucus has been challenged to meet or beat the funds raised by the Ontario Caucus.

**Our Caucus would like to challenge all municipalities across Alberta to assist us with this challenge by donating \$100.00 towards this worthwhile program.** All funds donated by Alberta municipalities will be added to the fundraising campaign completed during the conference and the grand total will be announced at the conference Annual General Meeting on June 7<sup>th</sup>, 2015.

Lac Ste. Anne County will be collecting all donated funds on behalf of this FCM program and will be submitting a final overall cheque of all funds collected to the FCM at the completion of the conference fundraising campaign. If your municipality is willing to contribute to this fundraising campaign, please make your cheque payable to Lac Ste. Anne County, indicate on stub that it is for the "Women in Government" fundraiser and mail to the following address prior to May 20<sup>th</sup>, 2015:

Lac Ste. Anne County  
Box 219  
Sangudo, AB T0E 2A0  
Attention: Teresa Olsen

On behalf of our Caucus, I encourage your municipality to assist us in showing how Alberta supports and champions Women in Municipal Government!

Should you have any questions regarding this request, please feel free to contact myself at [lolsvik@lsac.ca](mailto:lolsvik@lsac.ca), or Executive Secretary Teresa Olsen at [tolsen@lsac.ca](mailto:tolsen@lsac.ca) or Toll Free 1-866-880-5722.

Sincerely,



Lorne Olsvik  
Chair of the FCM Prairies and Territories Regional Caucus  
Councillor, Lac Ste. Anne County

c.c. FCM





## Agenda Item

<b>Project : 2015 - 2018 Strategic Plan Draft 2 and Stakeholder Feedback</b>	
<b>Presentation Date :</b> May 12, 2015	
<b>Department :</b> Council	<b>Author :</b> Christine Heggart
<b>Budget Implication:</b> <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation	
<b>Strategic Area :</b> Well Governed and Leading Organization	
<b>Legislative Direction:</b> <input type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input type="checkbox"/> County Bylaw or Policy	
<b>Attachments:</b> 2015 - 2018 Strategic Plan (DRAFT 2); Summary of stakeholder feedback	
<b>Recommendation:</b> <ol style="list-style-type: none"><li>1. That Council accepts the Community Stakeholders consultation summary as presented.</li><li>2. That Council reviews, amends as required, and approves release for public comment the final draft of 2015-2018 Strategic Plan Strategic Plan</li></ol>	
<b>Background:</b> <p>Between June and December 2014, Council met on several occasions to review the 2012 - 2014 Strategic Plan and to identify existing /new issues and priorities to address during the development of the 2015-2018 draft strategic plan.</p> <p>Subsequently a “Draft 2015-2018 Plan” was developed, which Council approved “in principle” at their February 10, 2015 meeting. At the February 10 meeting Council directed staff to consult with various community stakeholders prior to presenting a final draft for Council’s consideration.</p> <p>The Draft Plan, along with a letter requesting a meeting with the stakeholders, was sent to eight groups and Administration met with six of the stakeholder groups. Attached for Council’s review is a summary of the comments received from these groups. As a result of the consultation, the 2015 – 2018 Draft Plan was amended to reflect some of the comments from stakeholders.</p> <p>Staff is requesting Council’s review and approval of the proposed amendments. Subject to Council’s approval, Staff recommends that the amended Draft Plan be placed on the County website and advertised for two weeks in the local papers (Mountaineer, Western Star and Sundre Roundup), requesting feedback in writing to <a href="mailto:admin@clearwatercounty.ca">admin@clearwatercounty.ca</a> or delivered to the County office. The proposed deadline for submissions is June 18, which is approximately four weeks after the initial advertising.</p> <p>Staff anticipates that this deadline will also accommodate feedback that Council may receive at upcoming open houses.</p>	

STRATEGIC PLAN

2015 - 2018



DRAFT ~~February~~May 2015

## Table of Contents

<b>REEVE’S MESSAGE .....</b>	<b>3</b>
ACCOMPLISHMENTS FROM 2012 – 2014 STRATEGIC PLAN .....	3
<b>PLAN BACKGROUND .....</b>	<b>6</b>
<b>ROLES AND RESPONSIBILITIES.....</b>	<b><u>131312</u></b>
<b>VISION, VALUES AND THEMES .....</b>	<b><u>151514</u></b>
VISION .....	<u>161615</u>
MISSION.....	<u>161615</u>
CORE VALUES.....	<u>161615</u>
<b>THEME ONE: MANAGING OUR GROWTH.....</b>	<b><u>181817</u></b>
<b>OBJECTIVE 1.1</b> PLAN FOR A WELL DESIGNED AND BUILT COMMUNITY. ....	<u>191918</u>
<b>OBJECTIVE 1.2</b> BUILD A SENSE OF COMMUNITY THROUGH AN ENGAGING RANGE OF FACILITIES AND SHARED OPEN SPACES. ....	<u>212120</u>
<b>OBJECTIVE 1.3</b> GENERATE AN INNOVATIVE LOCAL ECONOMY.....	<u>222221</u>
<b>OBJECTIVE 1.4</b> VALUE AND PROTECT THE NATURAL ENVIRONMENT FOR FUTURE GENERATIONS.....	<u>242423</u>
<b>OBJECTIVE 1.5</b> SUPPORT A TRANSPORTATION NETWORK THAT CONNECTS AND MOVES RESIDENTS AND INDUSTRY. ....	<u>262625</u>
<b>THEME TWO: WELL GOVERNED AND LEADING ORGANIZATION.....</b>	<b><u>272726</u></b>
<b>OBJECTIVE 2.1</b> BUILD COMMUNITY CONFIDENCE THROUGH SOCIALLY RESPONSIBLE GOVERNANCE .....	<u>282827</u>
<b>OBJECTIVE 2.2</b> PROVIDE SERVICE LEVELS THAT BALANCE THE COMMUNITY NEEDS WITH ORGANIZATIONAL CAPACITY. ....	<u>292928</u>
<b>OBJECTIVE 2.3</b> FACILITATE COMMUNITY ENGAGEMENT IN PLANNING AND DECISION-MAKING. ....	<u>303029</u>
<b>OBJECTIVE 2.4</b> INVEST IN, AND SUPPORT, A SKILLED, MOTIVATED AND PERFORMING WORKFORCE.....	<u>313130</u>
<b>OBJECTIVE 2.5</b> ADVOCATE IN THE BEST INTERESTS OF OUR COMMUNITY AND REGION. ....	<u>323231</u>
<b>OBJECTIVE 2.6</b> ENSURE TIMELY COMPLIANCE WITH STATUTORY AND REGULATORY OBLIGATIONS. ....	<u>343433</u>
<b>OBJECTIVE 2.7</b> DEVELOP A REGIONAL ECONOMIC DEVELOPMENT PLAN. ....	<u>353534</u>
<b>THEME THREE: COMMUNITY WELL-BEING .....</b>	<b><u>363635</u></b>
<b>OBJECTIVE 3.1</b> SUSTAIN THE RECREATION, CULTURAL AND QUALITY OF LIFE NEEDS OF THE COMMUNITY. ....	<u>373736</u>
<b>OBJECTIVE 3.2</b> CREATE A SAFER COMMUNITY THROUGH BUILDING A SENSE OF BELONGING AND COMMUNITY PRIDE.....	<u>393938</u>
<b>OBJECTIVE 3.3</b> ENSURE OUR ESTABLISHED AND NEW COMMUNITIES ARE WELL CONNECTED AND SUPPORTED.....	<u>404039</u>
<b>OBJECTIVE 3.4</b> ADVOCATE FOR A DEPENDABLE, MODERN AND ACCESSIBLE HEALTH SERVICES. ....	<u>414140</u>
<b>MOVING AHEAD .....</b>	<b><u>424241</u></b>

## Reeve's Message

Through the adoption of this Strategic Plan, Clearwater County Council articulates its future vision for the community. The Plan identifies priorities, and the goals and strategies needed in order to carry out and achieve this vision.

This Plan is a core document of Council's governance, and impacts the development of both annual budgets and work plans. The Plan is intended to be balanced, taking into consideration the current and future needs of the community as a whole, while also addressing increasing service level expectations.

In 2014, Council revisited the Strategic Plan adopted in 2012, to ensure that the document best reflects where we, as a community, are today and where Council sees this community going in the future. Council's review, coupled with the input from the numerous volunteer and management boards and committees of Council, have formed the basis for many of the goals and strategies reflected within this document.

This Plan reflects a partnership between Council, as the elected and governing body, and Council's Administration, which exists to carry out the policies and programs approved by Council.

## Accomplishments from 2012 – 2014 Strategic Plan

Over the past decade, the key areas of focus for Council's strategic plan have evolved, yet many of the priorities, such as the need for good governance, infrastructure maintenance as well as continued development in the region, remain the same.

### Governance

In 2013, Councils of the Town of Rocky Mountain House, the Village of Caroline and Clearwater County joined together to develop a framework for collaboration titled *Stronger Together*. The intention of this collaboration agreement is to create opportunities for new partnerships for the provision of municipal programs and services, to enhance existing partnerships and to resolve matters of mutual interest. The Intermunicipal Collaboration Committee (ICC) was developed and discussed partnerships opportunities including: water and wastewater; development; revenue sharing agreements; regional capital infrastructure planning; and, the development of a regional economic development plan.

Residents and businesses received enhanced online communications delivered through the website along with the addition of social media pages (Facebook and Twitter). Council and staff also hosted 10 open house meetings (7 divisional meetings, 2 general meetings and 1 industry meeting). Due to limited availability of high speed internet in some areas of the County, in 2013 Council implemented a *County Highlights* quarterly newsletter addressed and mailed to all property owners who live in the County.

### Quality of Life

In 2014, Clearwater County provided 50% funding for arena renovations in Rocky Mountain House (\$3 million) and committed to \$3.8 million in 2015. The County also funded ~~6050%~~ ~~funding~~ for the arena expansion project – the HUB – in the Village of Caroline (\$~~500880~~,000.00), as well as funded the expansion of the South East Rec Grounds and concession building (\$1 million).

With the work of the Physician Attraction and Retention Committee, the Rocky Mountain House medical clinic was able to offer additional walk-in clinic hours, and the Village of Caroline medical clinic was opened.

Over the course of the three years, the Community Peace Officer program was expanded from two officers in 2012, to a five officer compliment ~~in~~ [by the end of](#) 2014.

In 2014, the Town of Rocky Mountain House and the Summer Village of Burnstick Lake joined the County and Village of Caroline as partners in the Clearwater Regional Emergency Management Agency (CREMA).

### Development

In 2012-2013, Council completed the Reeve's Economic Summit which through working groups studied future economic opportunities and directions for oil & gas, tourism, agriculture and forestry.

The Nordegg development plan continued to unfold, with the development of residential lots in ~~hamlet~~ [the "townsite"](#) of Nordegg and cottage lots in the north Nordegg subdivision. Work also continued on the water and wastewater systems, in preparation for future [residential and commercial](#) ~~population~~ growth. In 2014, the County completed a wastewater feasibility study for the hamlet of Withrow.

### Infrastructure

The County's planned paving and gravelling programs were successfully completed in all three years. All asphalt roads will be at a 90% ban free structure by the end of 2015, with Council's direction to eventually move all existing paved roads to ban free structure, as they are overlaid, as part of the regular maintenance schedule.

In 2013, Clearwater County funded a \$2.2 million upgrade at the Town of Rocky Mountain House wastewater facility, in order to accommodate the concentrated residential, commercial and industrial [septage](#) waste produced by residences and businesses in the County.

By the end of 2014, the County had secured a [50-80](#) year gravel supply, [based on current usage](#).

### Human Resource Development

In 2013, the County hired a Human Resources Manager to support recruitment and retention and to [develop succession plans](#) [improve HR policies, practices and succession planning](#).

## Plan Background

Clearwater County is a large rural municipality located in central Alberta, along the south eastern slopes of the Rocky Mountains. With a large area (1,800,000 hectares) and a population of 12,278 (2011 census), the County is home to five hamlets as well as agriculture, oil and gas, forestry, sand and gravel and tourism industries.

The Town of Rocky Mountain House, ~~and~~ the Village of Caroline and the hamlet of Nordegg are major service centers for County residents providing access to health, school, cultural and recreation facilities. In 2013, the *Stronger Together* agreement was developed by all three Councils and is an inter-municipal collaboration initiative intended to create opportunities for new partnerships for the provision of municipal programs and services, to enhance existing partnerships and to resolve matters of mutual interest.

Council's 2015 – 2018 Strategic Plan sets out Council's vision for what the community will look like in the future, in terms of economy, services and infrastructure as well as the values, priorities and direction. The resulting actions of the strategic plan are intended to move the County further towards that vision.

### Plan Considerations

#### Infrastructure Considerations

Municipalities in Alberta have accepted responsibility for a range of services previously provided by the Provincial Government since "downloading" began in the mid-1980s.

- ~~Most recently~~ While provincial grants and funding has declined in the past number of years, starting in 2013 the Provincial ~~provincial~~ Government's funding of water, wastewater, bridges and resource road grant programs was "zero funded". While these grant programs are listed in the Provincial budget, these programs have not been allocated any funds ~~s have declined or ceased altogether~~, meaning that the financial responsibility for capital improvements has a significant shifted of funding from provincial grants to the local tax base.<sup>1</sup>
- Aging infrastructure coupled with decreasing provincial funding and competition for Federal grants means that in recent years many projects have been delayed. Of particular concern is the status of local bridges and wastewater infrastructure.
  - The 0% funding of the "local bridge program" by the Province has increased the "infrastructure deficit" associated with the 175 bridge structures or bridge size culverts that the County manages. This cost is currently estimated at ~~to~~ more

<sup>1</sup> Municipal Spending in Alberta: A Re-examination

than \$90/M. The majority of these bridges and culverts are more than 50 years old, which means they may have less than 10 years of the life cycle remaining.

- Although the population is forecasted to continue to grow in Alberta, the Province has not kept up with adequate infrastructure maintenance funding, let alone infrastructure funding for the future growth that is anticipated.
- Urban municipalities are experiencing similar financial and operational pressures and are attempting to shift some of those costs to rural municipalities.
  - In 2014, the Alberta Association of Municipal Districts and Counties (AAMDC) released a report titled *Apples to Apples*, to determine if current taxation systems can support the long-term financial viability of rural municipalities in the province. The report was in response to the Alberta Urban Municipalities Association (AUMA)'s resolution asking the proposing that the P-provincial Government to pool linear taxation revenues.
  - As close to 60% of Clearwater County's annual revenues are associated with linear assessments, any redistribution of these revenues on a Provincial basis would likely mean a significant impact on other assessment classes in Clearwater County, as well as levels of service loss of tax revenue for the County.

The County's road networks serve both residential, commercial, agricultural and industrial users.

- Road maintenance comprises roughly 10% of the annual operating budget, while road and bridge upgrades account for approximately 76% of the capital budget.
- Clearwater County repairs and maintains nearly 2250 kilometers of road, of which approximately 350 kilometers are paved.
- Council continues to see increased expectations regarding the quality of surfaced and gravel roads and the management of dust.

#### Operations Considerations

Changes in Provincial and Federal legislation considerably impact operational and capital budgets.

- Environmental legislation changes have and will continue to impact planning and development requirements both privately and for governments, resulting in increased operational costs.
- The North Saskatchewan Regional Advisory Committee (RAC) is a Provincial Government Committee organized in 2014 to study the effects of various land uses in the North Saskatchewan Watershed. The RAC's report on its study is anticipated in early-2015 and it is anticipated that many of the recommendations, if accepted, will impact municipal the County's responsibilities relating to land use planning and may require additional



planning processes and/or compliance requirements. ~~These changes may also as well as~~ effect ~~municipal operations~~ the County's operational and capital budgets.

- Upgrades of existing water and wastewater infrastructure and training are required.
  - Changes in provincial and federal waste water regulations will require investment in County wastewater systems in Condor and Leslieville. Further, it is anticipated that these regulations may impact existing private systems in Withrow and Alhambra which may require the development of municipal collection and treatment systems.
- Long range road development strategies are affected by changing Provincial transportation policies (i.e. permitting, overweight [permits](#)).

Competition with industry for equipment, contractors and staff significantly impacts costs.

- There are additional costs associated with attraction and retention of staff related to a retiring workforce.
- Citizen expectations for instant and comprehensive information continues to increase.
  - The development of a County website and social media pages (Facebook and Twitter) has increased information availability, however some residents are disadvantaged in accessing this information due to internet availability.
- Due to the County's vast geographic area, residents and businesses associate with urban centres, (i.e. Rocky Mountain House, Caroline, Rimbey, Sundre) which creates multiple target audiences regarding the various initiatives of Council and its staff.
  - Communication with the citizenry and business community is [therefore increasingly](#) difficult with no one communication method (e.g. website, newspaper, community hall meeting) meeting everyone's needs.

#### Quality of Life Considerations

Competing expectations from residents are becoming increasingly evident and have resulted in these issues creating conflicting expectations within the community.

- Changing community dynamic in terms of increasing expectations (i.e. road maintenance, snow removal, dust control, animal control and enforcement) impacting program delivery and development.
  - Please see [Clearwater County Code \(2010\)](#) at [clearwatercounty.ca](#)
- Seniors are staying in their homes longer, or "aging in place" and the aging population is resulting in increased infrastructure and service demands.
  - Increasing need for seniors housing, transportation and emergency services.
  - Decrease in volunteers ~~for that support~~ fire services and recreational programming.

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- The lack of availability of housing (rentals) in the region impacts residents, business and staff.
- The recruitment of health care professionals continues to be a challenge.
  - There is an immediate need for a new hospital for the area.
- ~~Volunteer numbers are diminishing.~~
- ~~Alberta Health Services (AHS) took over ambulance delivery in 2011 and at the time promised no degradation of service levels~~ [Emergency Medical Services \(ambulance\) services, which are provided by or through Alberta Health Services, have decreased in recent years which has increased the number of calls responded to by the regional fire department members.](#)

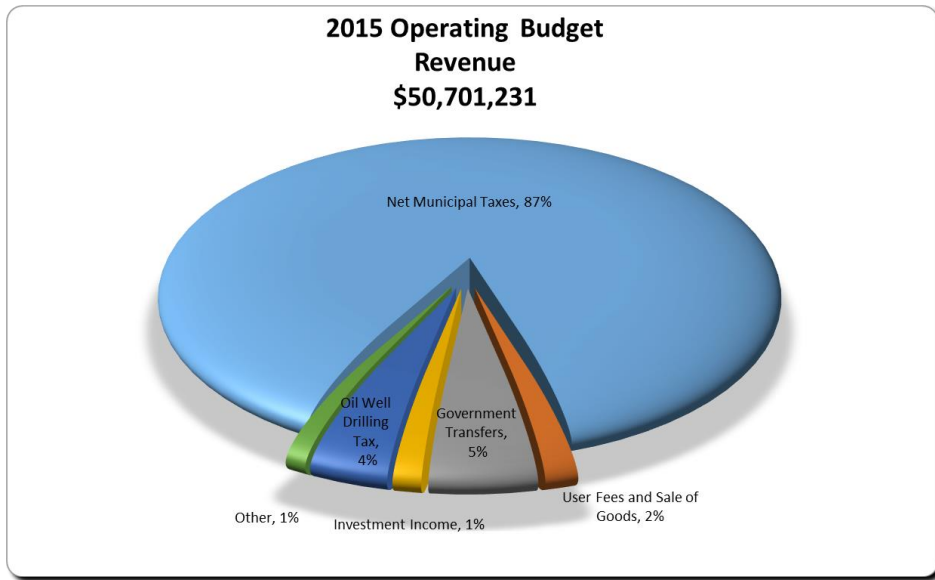
#### Development Considerations

The lack of designated or developed industrial and commercial lands impacts the potential for expansion of existing businesses and location of new businesses to the area.

- The lack of industrial land also contributes to conflict between industrial, residential and agricultural landowners as the need for industrial land is being addressed through other provisions within the Municipal Development Plan or Land Use Bylaw.

Municipal Revenues

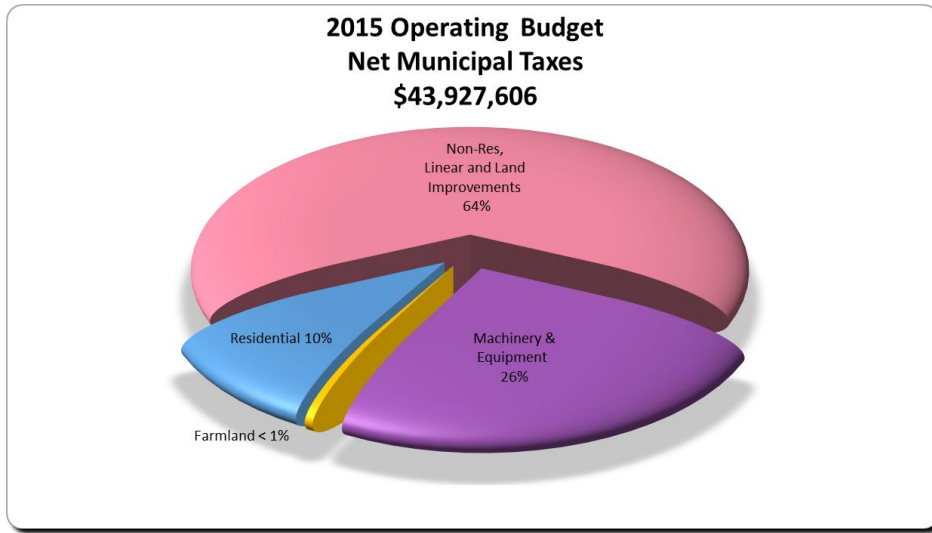
To understand Council’s strategic planning considerations, it is also important to note the municipality’s existing revenue sources. Clearwater County collects revenue in the means of municipal taxes, fees and government grants and transfers. Below is a snapshot of the County’s 2015<sup>4</sup> operating budget revenue and categories.



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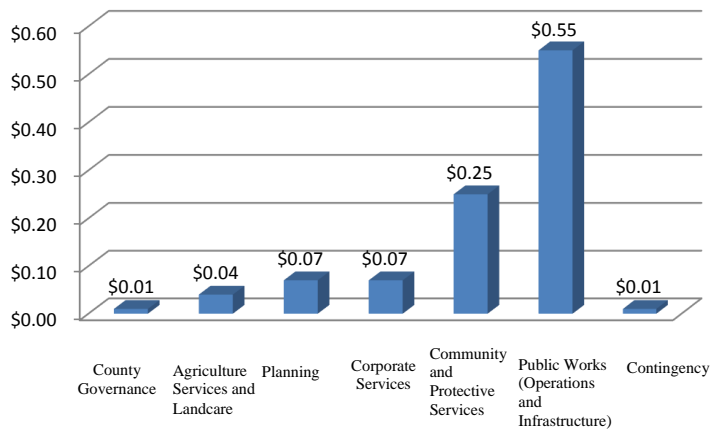
Provincial and federal grant dollars have tapered off over the years, with municipal taxes now making up the bulk of the municipality’s revenue. Non-residential and machinery and equipment categories (i.e. industry) makes up close to 90% of the County’s total revenue.

Municipal Component Revenue and Percentage (2015<sup>4</sup>)



The diagram below provides a snapshot of how \$1 of revenue is ~~currently~~ allocated *(based on the 2014 operating and capital budgets which totaled \$53,166,946.00)*.

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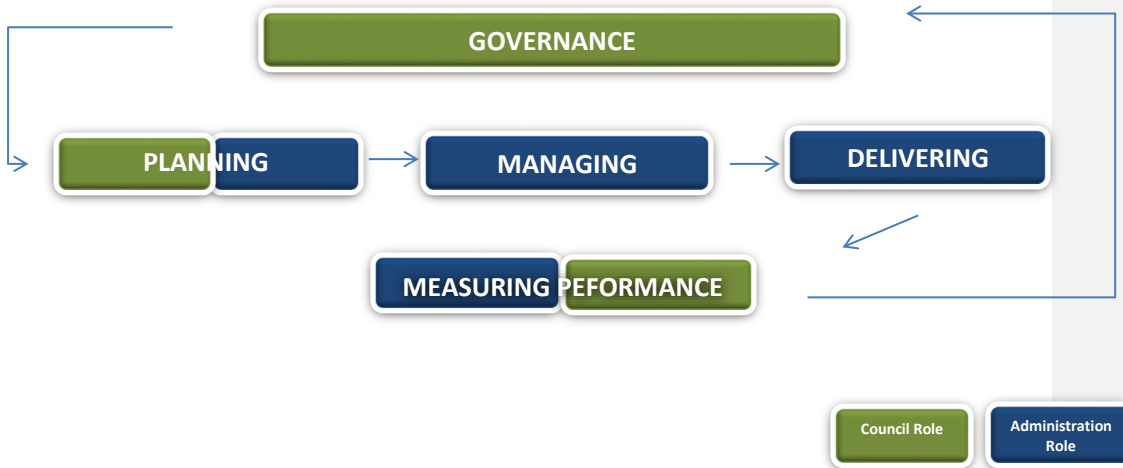


~~In 2014, the Alberta Association of Municipal Districts and Counties (AAMDC) released a report titled *Apples to Apples*, to determine if current taxation systems can support the long-term~~

financial viability of rural municipalities in the province. The report was in response to the Alberta Urban Municipalities Association (AUMA)'s resolution asking the province to pool linear and/or machinery and equipment (M&E) taxation revenues and assign them to municipalities on a per capita basis.

As close to 90% of Clearwater County's annual revenues are associated with linear and M&E assessments, any redistribution of these revenues would likely mean a significant impact on other assessment classes in Clearwater County, as well as levels of service.

## Roles and Responsibilities



### Council's Role

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

By implementing the strategic plan, Council will:

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

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

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

By implementing the strategic plan, Administration will:

- Implement and maintain service level/standards as set out by Council.
- Develop and maintain supporting plans and budgets that reflect the strategic plan.
- Provide Council the necessary information to meet their role and responsibilities set out in the [Municipal Government Act and the](#) strategic plan.

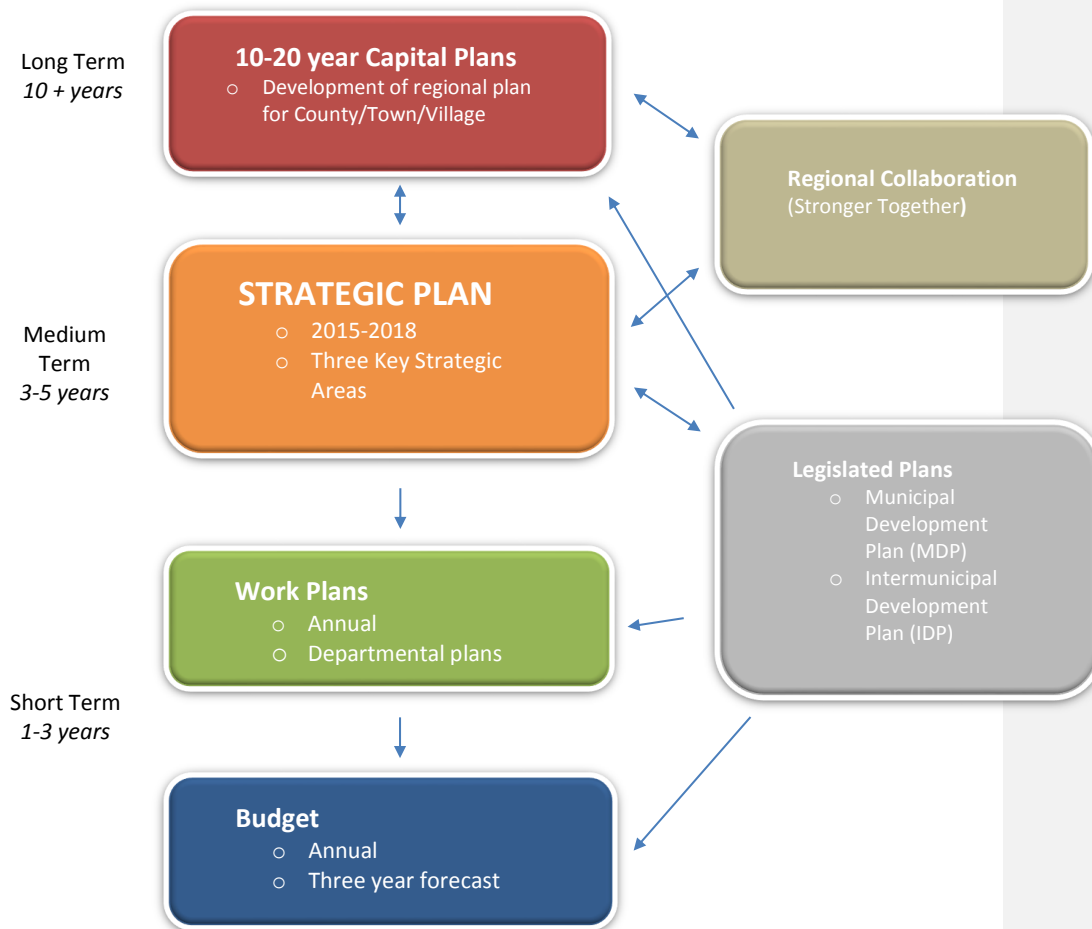
### ***Strategic Planning Process***

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

Along with their regular civic engagements and interactions with residents and industry, Council relies on the feedback of approximately 50 boards and committees to help shape its community vision and to provide advice in terms of delivery of programs and services. Council also looks to engage its citizenry through open house meetings, as well as by providing opportunity for input into its strategic plan (~~January-May/June 2015) as well as a community survey.~~

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

**Plan Timeframe**





## Vision, Values and Themes

### Vision

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

### Mission

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

### Core Values

Clearwater County has four values that underlie the development of this strategic plan.

<b>Integrity</b>
<ul style="list-style-type: none"> <li>○ County business will be conducted in an open, honest and respectful manner.</li> <li>○ A high degree of integrity and approachability is expected of all County officials and staff.</li> <li>○ All County officials and staff are accountable for their actions and decisions.</li> <li>○ Councillors are accountable to the electors, and staff is accountable through the Chief Administrative Officer to Council.</li> <li>○ All decisions are expected to be made in the best long term interests of the municipality as a whole.</li> </ul>
<b>Community</b>
<ul style="list-style-type: none"> <li>○ Volunteerism and recognition for long term commitments to the Clearwater County area are essential.</li> <li>○ Engaging citizens and businesses at various levels is important.</li> <li>○ Residents should be informed and educated with regards to philosophies within the Clearwater County Code.</li> </ul>
<b>Collaboration</b>
<ul style="list-style-type: none"> <li>○ Collaboration and relationship building are key to a sustainable community.</li> <li>○ The County recognizes and supports the Town of Rocky Mountain House, the Village of Caroline and the Summer Village of Burnstick Lake as independent local governments and will strive for regional collaboration that benefits the community as a whole.</li> <li>○ The County recognizes the three First Nations governments (Sunchild, O'Chiese and Bighorn) and the importance of fostering ongoing relationships.</li> </ul>
<b>Sustainability</b>
<ul style="list-style-type: none"> <li>○ The financial well-being of the County is of principal importance, and will be monitored and protected.</li> <li>○ A high regard will be paid to environmental education and stewardship.</li> </ul>

Several themes emerged that directed the overall direction of the 2015-2018 Strategic Plan. Council articulated these directions in three themes:

#### **Managing our Growth**

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

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

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

#### **Community Wellbeing**

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

## Theme One: Managing our Growth

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

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

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

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

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

Supporting Plans
<ul style="list-style-type: none"> <li>• Municipal Development Plan (2016)</li> </ul>
<ul style="list-style-type: none"> <li>• <del>Inter</del> Intermunicipal Development Plan <del>with</del> Rocky Mountain House (2015)</li> <li>• Area Structure Plans (ASP)</li> </ul>
<ul style="list-style-type: none"> <li>• Transportation Plan (2015)</li> </ul>
<ul style="list-style-type: none"> <li>• Maintenance Plan (2015)</li> </ul>
<ul style="list-style-type: none"> <li>• Environmental Stewardship Plan (FDD by 2018)</li> </ul>
<ul style="list-style-type: none"> <li>• Water/Wastewater Plan (2015)</li> </ul>
<ul style="list-style-type: none"> <li>• Regional Economic Development Strategy (2015)</li> </ul>
<ul style="list-style-type: none"> <li>• Nordegg Development Plan &amp; Design Guidelines</li> </ul>
Provincial Policy
<ul style="list-style-type: none"> <li>• Municipal Government Act (MGA)</li> </ul>
<ul style="list-style-type: none"> <li>• North Saskatchewan Regional Advisory Committee (RAC) Regional Plan</li> </ul>
<ul style="list-style-type: none"> <li>• Water Act – Alberta’s Wetland Policy</li> </ul>

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

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

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

Supporting Plans
<ul style="list-style-type: none"> <li>• RMH Recreation Master Plan</li> </ul>
<ul style="list-style-type: none"> <li>• Regional 10 Year Capital Plan (Town, Village and County)</li> </ul>
<ul style="list-style-type: none"> <li>• Caroline <a href="#">Athletic and Agriculture Ag-</a> Society Service Level Review (<del>2015</del><a href="#">Date TBD</a>)</li> </ul>
<ul style="list-style-type: none"> <li>• North Saskatchewan River Park plan &amp; operational review (2015<a href="#">6</a>)</li> </ul>

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

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

<u>No.</u>	<u>Strategies</u>
1.3.1	Collaborate with the Town of Rocky Mountain House to identify growth areas adjacent to the Town with the intent of addressing the lack of serviced residential, commercial and industrial properties.
1.3.2	Collaborate with the Village of Caroline to identify growth areas within or adjacent to the Village with the intent of addressing the lack of serviced residential, commercial and industrial properties.
1.3.3	Advance the findings of the Reeves Economic Summit by partnering with local Chambers of Commerce, businesses or other stakeholders to initiate or support marketing programs that will generate economic activity.
1.3.4	Initiate programs, which may include installation of communication towers and/or fiber optic cable, to support “Final Mile” connectivity for residents, business, and industry within Clearwater County.
1.3.5	Monitor current and projected growth of businesses and population, and, to respond to the various trends, impacts and demands affecting land development or the economy within Clearwater County.
1.3.6	Develop and market the community of Nordegg, as financial resources permit and in accordance with the Nordegg Development Plan and Design Guidelines.

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

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

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



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

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

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

Supporting Plans
<ul style="list-style-type: none"> <li>• <a href="#">North Saskatchewan Regional Advisory Committee (RAC) Regional Plan (draft pending)</a></li> </ul>
<ul style="list-style-type: none"> <li>• <a href="#">Federal and provincial legislation (i.e. wetlands policy and water act)</a></li> </ul>

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

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

#	Strategies
1.5.1	Asphalt overlay will be scheduled at an average rate of 23 kilometers per year (15 year cycle).
1.5.2	Existing surfaced roads will be overlaid to achieve a 90% ban free standard by 2017.
1.5.3	No new road surfaces will be paved, unless additional funding resources become available (i.e. Provincial Resource Road funding, Federal Building Canada Fund or other partners). All new paved roads will be built to a 100% ban free structure.
1.5.4	Bridge repair or replacement scheduled at an average of 2-3 bridges per year (50-60 year cycle).
1.5.6	Own, or have access to, strategically located aggregate supply with minimum 100 year gravel supply by 2018.

Supporting Plans
<ul style="list-style-type: none"> <li>• Bridge Inventory/Replacement (2015)</li> </ul>
<ul style="list-style-type: none"> <li>• 15 year Paved Road forecast</li> </ul>
<ul style="list-style-type: none"> <li>• Gravel Exploration Program and Pit Management Plan</li> </ul>
<ul style="list-style-type: none"> <li>• <a href="#">Federal and provincial legislation (i.e. Wetlands Policy, Fisheries Act, Navigation Protection Act, Migratory Birds Convention Act, Species at Risk Act)</a></li> </ul>

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

## Theme Two: Well Governed and Leading Organization

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

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

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

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

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

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

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

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

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

Service Delivery Activities
<ul style="list-style-type: none"> <li>• Annual Budget</li> </ul>
<ul style="list-style-type: none"> <li>• Community Engagement Programs</li> </ul>
<ul style="list-style-type: none"> <li>• Council <b>Committee</b> Appointments <u>to Boards and Committees</u></li> </ul>
<ul style="list-style-type: none"> <li>• Planning Services</li> </ul>

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

Supporting Plans	Service Delivery Activities
<ul style="list-style-type: none"> <li>• Withrow wastewater study (2014)</li> </ul>	<ul style="list-style-type: none"> <li>• Certified Staff Water/waste water</li> </ul>
<ul style="list-style-type: none"> <li>• Water/wastewater fee review (2015)</li> </ul>	<ul style="list-style-type: none"> <li>• Clearwater Regional Emergency Management Agency</li> </ul>
<ul style="list-style-type: none"> <li>• Leslieville &amp; Condor wastewater system assessment study (2015)</li> </ul>	<ul style="list-style-type: none"> <li>• Clearwater Regional Fire Services</li> </ul>
<ul style="list-style-type: none"> <li>• Condor Lagoon engineer (2015) and expansion (2016)</li> </ul>	<ul style="list-style-type: none"> <li>• Reclamation Reserve funding</li> </ul>
<ul style="list-style-type: none"> <li>• CREMA Emergency Response Plan</li> </ul>	
<ul style="list-style-type: none"> <li>• Gravel Reclamation Plan</li> </ul>	

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

- | #     | <u>Strategies</u>  |
|-------|--|
| 2.7.1 | <p>Develop a regional economic development plan which supports and promotes industry, business and agri-business and tourism.</p> <ul style="list-style-type: none"> <li>• Through the ICC, partner with the Town of Rocky Mountain House, the Rocky Chamber of Commerce, the Caroline Chamber of Commerce and the Nordegg Chamber of Commerce or with project specific partners on initiatives aimed at improving the economic climate within Clearwater County.</li> </ul> |
| 2.7.2 | <p>Explore and develop options and partnerships to aid in the development of the Rocky/Nordegg Trail.</p>  |

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

Service Delivery Activities
<ul style="list-style-type: none"> <li>• Regional Economic Development Program</li> </ul>
<ul style="list-style-type: none"> <li>• Clearwater “Final Mile” Internet studies (2015)</li> </ul>
<ul style="list-style-type: none"> <li>• <a href="#">Central Alberta Economic Partnership (CAEP)</a></li> </ul>
<ul style="list-style-type: none"> <li>• Community Futures</li> </ul>

## Theme Three: Community Well-Being

Strategic Outcome: An active, safe and healthy community.

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

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

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

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

Supporting Plans
<ul style="list-style-type: none"> <li>RCMP policing study (2015)</li> </ul>
<ul style="list-style-type: none"> <li>Recreation Agreement with Village of Caroline (100% funding of operating for Arena and HUB)</li> </ul>
<ul style="list-style-type: none"> <li>Recreation Agreement with Town of Rocky Mountain House (50% funding of operating for pool, arena and fields)</li> </ul>
<ul style="list-style-type: none"> <li>Airport Development Plan (2015)</li> </ul>
<ul style="list-style-type: none"> <li>Ag Rec Centre Feasibility Study (2014)</li> </ul>

Service Delivery Activities
<ul style="list-style-type: none"> <li>Recreation funding (RMH and Caroline)</li> </ul>
<ul style="list-style-type: none"> <li>SE Rec Grounds</li> </ul>
<ul style="list-style-type: none"> <li>Family and Community Support Services (FCSS)</li> </ul>
<ul style="list-style-type: none"> <li>Clearwater County Heritage Board</li> </ul>
<ul style="list-style-type: none"> <li>Support PowWow events</li> </ul>
<ul style="list-style-type: none"> <li>Active, Creative, Engaged (ACE) Communities</li> </ul>
<ul style="list-style-type: none"> <li>Capital Grants for Community Halls program</li> </ul>
<ul style="list-style-type: none"> <li>Rec Board committee membership</li> </ul>

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

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

Supporting Plans
<ul style="list-style-type: none"> <li>SRO Agreement with Town &amp; Schools</li> </ul>

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



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

- # Strategies
- 3.3.1 Broader high speed Internet availability throughout most of Clearwater County.
  - Council will continue to research opportunities to further advocate and support high speed infrastructure development in Clearwater County.
- 3.3.2 Continue to support the work of the Agricultural Services Board (ASB) in the provision of agricultural and landcare extension services.

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

Service Delivery Activities
<ul style="list-style-type: none"> <li>• <a href="#">Development of</a> -Internet Reserve</li> </ul>
<ul style="list-style-type: none"> <li>• ASB workshops</li> </ul>
<ul style="list-style-type: none"> <li>• Ag News</li> </ul>
<ul style="list-style-type: none"> <li>• FCSS</li> </ul>
<ul style="list-style-type: none"> <li>• Priority Area Weed Control (PAWC) support</li> </ul>
<ul style="list-style-type: none"> <li>• <a href="#">Caroline Community HUB</a></li> </ul>

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

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

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

Service Delivery Activities
<ul style="list-style-type: none"> <li>Physician recruitment program</li> </ul>
<ul style="list-style-type: none"> <li>Support Caroline Health &amp; Wellness Centre</li> </ul>
<ul style="list-style-type: none"> <li>Advocate for no degradation in ambulance services</li> </ul>
<ul style="list-style-type: none"> <li>Advocate for increased EMS services in Nordegg</li> </ul>
<ul style="list-style-type: none"> <li>Joint Ownership of RMH Medical Clinic</li> </ul>
<ul style="list-style-type: none"> <li>West Country Drug Coalition</li> </ul>

## Moving Ahead

This ~~Plan~~Strategic Plan is a roadmap to the future and sets the direction for Administration to build work plans with the ultimate intention of reaching the vision for the Clearwater County community.

Council's Plan sets the values, priorities and direction for the municipality, and balances the needs associated with community growth, service provision and infrastructure requirements.

The success of this Plan will be measured through review of supporting plans, such as the transportation plan and regional economic development plan, the execution of associated departmental work plans, and budgetary expenditures.

Council's formal adoption of this plan; along with the three year budgeting process; 10 -20 year capital plans; and, the desire to grow the region's capacity, positions Clearwater County to remain competitive and sustainable in the future.

**Rocky Mountain House and District Chamber of Commerce (March 9):**

- General Comments
  - Rocky Mountain House is the service centre for the region.
  - The ongoing partnership between the County and the Chamber was noted and that both work together well.
  - Partnering with the first nations was noted as important.
  - Question regarding measurement of the success of the strategic plan was noted as important.
  
- Financial
  - Discussion took place on value for tax dollars contributed and cost of infrastructure today.
  - It was noted that tax increases are required as services increase and the challenge of balancing new needs with maintaining core services.
  - Discussion took place on County reserves and the need to continue to plan ahead for the future development of the community.
  - Questions raised concerning status of AUMA resolution regarding linear pooling.
  
- Economic Development
  - The lack of commercial and industrial lots was noted, and discussed.
  - Comments included the lack of investment in the community and ability to attract developers.
  - The continued desire to foster development was noted.
  - Their support of the Ag Rec Facility was expressed, as well as improved rodeo grounds.
  - Discussion took place on the highway 2 corridor and the need for the community to bring out or define small community assets.
  - Discussion took place on the Regional Watershed Plan and Reeve Alexander's participation the Regional Advisory Committee (RAC). Noted as important for County to remain involved in this Provincial initiative.
  
- Capital infrastructure
  - It was noted that a good grid transportation system exists and developing transportation and maintenance plans was well received.
    - Positive comments with regards to roads/bridges management.
    - Discussion took place on provincial downloading of costs for roads/bridges.
  - Questions were posed in terms of the North Saskatchewan River Park (NSRP) and the future direction of the NSRP.

**Village of Caroline (March 9):**

- General Comments
  - The value of relationships was noted.
  - The need for social/economic development in the area was noted.
  - Discussion took place on the need to keep service centres strong.
    - Sense of community is important.
  
- Capital infrastructure
  - Discussion took place on the need to plan 10-20 years out.
    - Highway 54 upgrades discussed and the potential of the County to support Small Communities Fund (SCF) grant as part of the New Building Canada Fund.
  - Discussion took place on the need for a new hospital in the area to support the residents and workforce in the area.
  
- Financial
  - Discussion took place on the costs of infrastructure and the need to tie costs to community wants and needs (i.e. James River Bridge)
  - Taxes have become a lesser concern for developers with shift to being concerned with quality of life for families has become more prevalent.
  - Discussion took place on the AUMA resolution regarding linear pooling and it was noted that rural and small urbans can work together for local solutions.
  
- Economic Development
  - Question regarding the intent of the Sasquatch program were answered in terms of the grass roots environmental stewardship and education
    - Concern was noted regarding encouraging additional tourism to the West Country area as well as enforcement in the West Country.

## Nordegg Chamber of Commerce (March 12):

- General Comments
  - Nordegg is a service centre for the West Country.
  - Little or no “Access to the County” staff.
    - Concern was noted regarding the lack of communications with Nordegg and the need for a formal communications tool.
      - This was mentioned in context of access to staff to explain the taxes that residents of Nordegg pay in relation to the services they are provided.
    - Emphasis was made on the fact that Nordegg is not a ghost town and this item was noted as a discussion item for Heritage Board.
    - Ron identified improved signage in 2015 budget as way of improving brand and image.
  - Lack of enforcement in Nordegg (land use bylaw, RCMP and CPO)
    - Ron noted that with new RCMP members Nordegg is to receive more regular patrols
    - Deadfall from 2009 blow down still an issue.
    - Cabin break ins concern.
    - Open pit outhouses on properties a concern.
  - Concern with green zone land use (i.e. logging/oil and gas activity) and its impacts on tourism industry
    - Chamber members had expectation/understanding that County can affect Provincial regulatory process. (“What steps will County take to protect its residents from industrial activities”)
    - Concerned with land use planning /and that the County is not telling industry where to go.
- Economic Development
  - Use of OHVs and Rail trail development was discussed.
  - It was noted that conflicts exist without a trail system.
  - The loss of trail to North Saskatchewan River, due to logging between Nordegg and River, was noted.
- Capital infrastructure
  - High speed internet was noted as critical to Nordegg.
    - Noted that internet investment needs to make financial sense
    - Tourist usage in peak season and cellular usage impacts local residents’ service.
  - Having a school in the community was noted as important.
  - Playground zone sign missing was noted, and the lack of sidewalks.
  - Nordegg Health Service Committee role was discussed.
    - It was noted how the Public Services Building was built to accommodate this anticipated future use.

**Agriculture Services Board (March 20):**

- General Comments
  - Municipal Government Act review discussed.
  - Discussion took place regarding the “voice to agriculture” and the need for an Ag member on the MPC to review the impacts of development on adjacent agriculture.
    - Community engagement with Ag community noted as important and unique.
  - Discussion took place on the input received from over 50 boards and committees and the need for Council to formally meet with boards “regularly”.
    - Concern was raised with not overlooking individuals with non-university related skills for board appointments as they provide cultural feel and as much value.
- Capital infrastructure
  - Requirement to maintain capital infrastructure (roads/ridges) was discussed.
  - The County’s proactive approach to meeting environmental legislation was noted (i.e. salt/sand storage) as well as support of ASB and other environmental stewardship initiatives.
- Financial
  - Discussion took place on regional revenue sharing agreements.
    - It was noted that other area urban municipalities are looking to increase revenues through fees for service (Sundre Fire Agreement) versus reciprocal agreements for mutual aid.
  - Discussion took place on taxes and AUMA’s resolution regarding linear pooling.
- Economic Development
  - Discussion took place on the need for community to grow and that in the process some ag land will need to be developed.
  - Discussion took place on the “shop local” mindset and the need for the community to support /foster this mentality.
    - The Chamber of Commerce’s role in supporting local business was noted.
    - The need for a customer service mindset was noted.
  - Discussion took place on the growth of Sylvan Lake and the Highway 2 corridor and competition with trade corridor communities.
    - Discussion took place on transportation network to Rocky Mountain House and that four lane highway to Rocky may increase economic development opportunities.
  - Discussion took place on industry jobs, and the desire for families to reside outside of the community (i.e. in Red Deer)
    - The need to promote RMH/County as a safe and caring community to live in is important.
    - Economic development is important to provide jobs for spouses to lure families to the community.
  - Assessment policy/practices may actually inhibit new business (e.g. included temporary use of ag land changed assessment of land, making business no longer viable).
    - The development of the Rocky-Nordegg trail, node development and random recreation on crown land was discussed.

## Caroline Athletic and Agricultural Society and Caroline & District Chamber of Commerce (March 30)

- General Comments
  - It was noted that the Caroline Community Hub is well utilized and has received a great response (“unanimously popular”) from the community.
  - Nordegg noted as a “proven model” of County’s support to develop community and the desire to see the same support in Caroline with respect to recently purchased parcel was expressed.
    - Was noted that only County investment makes development possible for the small community and that the County needs to be the developer for the long haul.
  - Disaster Emergency Management in another rural community was noted that halls were supplied emergency generators to use as evacuation centres.
  - Discussion took place on RCMP funding and RCMP presence in Caroline was noted as lacking.
    - Ron noted effect of the Town/Village/County lobby and resulting compliment of new officers coming to Rocky area. Planned use by the RCMP of the Chamber of Commerce office space while in Caroline was noted as positive.
  - It was noted that the Province should be challenged regarding doctor’s services (i.e. nurses can do stiches).
  - Ambulance discussion and that the County should step in to fill any service gaps created by the province (if happens in future).
    - It was noted that Caroline is worried about the long term commitment of AHS and that the County needs to get involved.
- Capital infrastructure
  - Members noted the desire to see east/west road linkages developed.
    - Discussion regarding the need for businesses to drive south towards Sundre and then head north again, causes lost business.
    - Appreciation expressed regarding recent upgrades of current road infrastructure and the commitment to maintain existing infrastructure.
  - Bridge Standards were discussed and the increased costs of engineering.
    - Agreement the County’s evolving bridge strategy was dealing with the issues in positive manner.
- Economic Development
  - Stability/Availability of the Internet was discussed as a concern and hindrance to business and community development.
    - The extra population drawing resources on weekends/long weekends noted as a concern.
    - It was noted that the “internet is like electricity” and that the County should consider investment in infrastructure to “make it happen”.
    - Support for public investment in internet was strongly communicated.
      - It was noted that there may be push back on County investment and that the need to “sell it to them and move ahead” to get the County out of the “technological backwater”.
  - Discussion took place on OHV trails and Rig Street initiative.
    - Discussion took place on the possibility of charging recreational user fees with licensing.



- Discussion took place on the MDP and the possibility of a second parcel out on quarter sections was noted as ideal as the development “clusters” aren’t working.
  - Ron noted the MDP review may take place in 2016.
- Discussion took place regarding the County purchasing green zone land for development
  - Ron noted that the Provincial short term lease policy within development nodes is a disincentive.
- Financial
  - Questions were posed regarding the funding of recreation in the Town of Rocky Mountain House and Village of Caroline.
  - Discussion took place with regards to the Small Communities Fund (SCF) and the application support for underground services along highway 54.
  - Discussion took place regarding the agreement with the medical clinic in Rocky and whether there would be changes in a new agreement.
    - It was noted the County should take a more proactive role in how medical services are delivered (i.e. in the Caroline Clinic model).



## Agenda Item

<b>Project : Council's 2015 Open House Meetings</b>	
<b>Presentation Date :</b> May 12, 2015	
<b>Department :</b> Council	<b>Author :</b> Christine Heggart
<b>Budget Implication:</b> <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation	
<b>Strategic Area :</b> Well Governed and Leading Organization	
<b>Legislative Direction:</b> <input type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input type="checkbox"/> County Bylaw or Policy	
<b>Recommendation:</b> 1. That Council directs staff in terms of preferred dates for two public open house meetings.	
<b>Background:</b>  As part of Council's strategic planning process, communications and community engagement were identified as being important - in order to inform and educate the community regarding Council's key priorities, projects and programs.  At their April 20 Agenda and Priorities meeting, Council directed staff that they wish to hold two multi-divisional open houses in 2015, to improve the opportunity for dialogue with residents, business and organizations, and to present the draft 2015 – 2018 strategic plan for comment prior to its adoption.  Council indicated the desire to hold a meeting in Rocky Mountain House at the Clearwater County offices and in Caroline, at the Caroline Community HUB, prior to July. Once dates are selected, the open house meetings will be advertised on the County website and in local papers.	



## Agenda Item

<b>Project : Meeting with MLA-Elect Jason Nixon</b>	
<b>Presentation Date :</b> May 12, 2015	
<b>Department :</b> Council	<b>Author :</b> Ron Leaf
<b>Budget Implication:</b> <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation	
<b>Strategic Area :</b> Well Governed and Leading Organization	
<b>Legislative Direction:</b> <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input type="checkbox"/> County Bylaw or Policy	
<b>Recommendation:</b> <ol style="list-style-type: none"><li>1. That Council approves sending a congratulations letter to Rimbey-Rocky Mountain House-Sundre MLA-Elect Jason Nixon.</li><li>2. That Council confirms when they would like to invite MLA Nixon to meet with Council.</li></ol>	
<b>Background:</b> <p>As Council is aware, with the May 5, 2015 election the Rimbey-Rocky Mountain House-Sundre riding has a new MLA Jason Nixon.</p> <p>Typically, Council sends a letter of congratulations with an invitation to meet with Council. The letter generally includes our commitment to working cooperatively with the province and demonstrates our ongoing partnerships, both provincially and locally.</p> <p>Administration wishes to determine if Council would like to coordinate a joint meeting with the Town of Rocky Mountain House and Village of Caroline Mayors and Reeve, to highlight issues of regional significance, the Stronger Together agreement and regional collaboration, and to also invite MLA Nixon to attend the Tri-Council meeting to be held in September.</p>	

# Clearwater County

## Councilor and Board Member Remuneration Statement

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

Name of Councilor / Board Member .....

EARL GRAHAM

Payment Periods

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

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

Date	Type of Meeting Attended	First 4 Hours \$156.00	Next 4 Hours \$124.00	Next 4 Hours \$124.00	Regular Council Meeting \$283.00	Lunch \$16.00	Mileage @ \$0.55 / km
April 1/15	BEOPPEAR RIVER (REF)	✓					0
April 9/15	BOON FT RIVER	✓	✓				195
April 10/15	SPOG	✓	✓				90
April 13/15	LIBRARY	✓					22
April 14/15	COUNCIL				✓		92
*April 17/15	WESTVIEW						
April 20/15	ANP				✓		92
April 28/15	Council				✓		92
April 29/15	Physician Recruitment	✓					180

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### Remuneration Calculation

1 Westview @ \$72.00 =	72.00				
5 Meetings @ \$156.00 =	780.00	683		Kms @ \$0.55 =	375.65
2 Meetings @ \$124.00 =	248.00	0		Lunch @ \$16.00 =	-
3 Meetings @ \$283.00 =	849.00				
Supervision =	550.00				
<b>TOTAL =</b>	<b>2499.00</b>			<b>TOTAL =</b>	<b>375.65</b>

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

EARL GRAHAM

# Clearwater County

## Councilor and Board Member Remuneration Statement

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

Name of Councilor / Board Member ..... *Theresa Leung* .....

Payment Periods

January

February

May

June

March

April

July

August

September

October

November

December

Supervision Rate – \$550.00 Monthly

Reeve Supervision Rate - \$850.00 Monthly

Date	Type of Meeting Attended	First 4 Hours \$156.00	Next 4 Hours \$124.00	Next 4 Hours \$124.00	Regular Council Meeting \$283.00	Lunch \$16.00	Mileage @ \$0.55 / km
<i>Mau 4</i>	<i>Fire Smart Workshop</i>	✓	✓				<i>14</i>
<i>Mau 5</i>	<i>Fire Smart Workshop</i>	✓	✓				<i>14</i>
<i>Mau 10</i>	<i>Council</i>				✓		<i>14</i>
<i>Mau 11</i>	<i>Heritage Board</i>	✓					<i>14</i>
<i>Mau 12</i>	<i>MPC</i>	✓	✓				<i>14</i>
<i>Mau 16</i>	<i>AAADL</i>	✓					<i>230</i>
<i>Mau 17</i>	<i>AAADL</i>	✓	✓	✓			<i>230</i>
<i>Mau 24</i>	<i>Council</i>				✓		<i>14</i>
<i>Mau 25</i>	<i>Library</i>	✓					<i>14</i>
<i>Mau 26</i>	<i>Tri Council</i>	✓	✓				<i>14</i>

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### Remuneration Calculation

<u>8</u>	Meetings @ \$156.00=	<u>1248.00</u>	<u>572</u>	Kms @ \$0.55=	<u>314.60</u>
<u>6</u>	Meetings @ \$124.00=	<u>744.00</u>	<u>0</u>	Lunch @ \$16.00=	<u>-</u>
<u>2</u>	Meetings @ \$283.00=	<u>566.00</u>			
	Supervision=	<u>550.00</u>			
<b>TOTAL=</b>		<u>3108.00</u>		<b>TOTAL=</b>	<u>                    </u>

Signature {Councilor / Board Member} ..... *Theresa Leung* .....

