

CLEARWATER COUNTY COUNCIL AGENDA
August 23, 2016
9:00 A.M.
Council Chambers
4340 – 47 Avenue, Rocky Mountain House, AB

10:30 A.M. Delegation: Alan Marshall, President, Clearwater County Heritage Board

A. CALL TO ORDER

B. AGENDA ADOPTION

C. CONFIRMATION OF MINUTES

1. July 26, 2016 Regular Meeting Minutes
2. July 27, 2016 Special Meeting Minutes

D. PUBLIC WORKS

1. Bridge File 07519 Rehabilitation
2. Bridge File 01963 (James River Bridge) Repairs

E. AG SERVICES & LANDCARE

1. Red Deer River Municipal Users Group Request for Letter of Support

F. PLANNING

1. Policy Review – Nordegg Lot Purchasing
2. 10:30 A.M. Clearwater County Heritage Board Update – Alan Marshall, President

G. CORPORATE SERVICES

1. 2016 Operating & Capital Report as of July 31

H. COMMUNITY & PROTECTIVE SERVICES

1. Clearwater Regional Economic Profile
2. Clearwater Regional Tourism Survey Results
3. Clearwater Regional Tourism Strategy - Draft

I. MUNICIPAL

1. 2016 AUMA Convention Invitation
2. Policy Review – Councillor and Board Reimbursement
3. Lacombe County Request for Endorsement
4. AAMDC Position Statement on Bill 21 Proposed Amendments – *ITEM TO FOLLOW*

5. Request From Pat Stier, MLA Official Opposition Shadow Minister of Municipal Affairs for Feedback on Bill 21

J. INFORMATION

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

K. IN CAMERA*

1. 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)

L. ADJOURNMENT

POSTPONED ITEMS

<u>Date</u>	<u>Item, Reason and Status</u>
03/08/16	087/16 Condor Community Centre Grant Request STATUS: Pending Information, Community & Protective Services/Public Works



AGENDA ITEM

PROJECT: Bridge File 07519 Rehabilitation		
PRESENTATION DATE: August 23 rd , 2016		
DEPARTMENT: Public Works	WRITTEN BY: Kate Reglin/Kurt Magnus	REVIEWED BY: Marshall Morton/Ron Leaf
BUDGET IMPLICATION: <input type="checkbox"/> N/A <input checked="" type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input type="checkbox"/> County Bylaw or Policy (cite)		
STRATEGIC PLAN THEME: Managing our Growth	PRIORITY AREA: Support a transportation network that connects and moves resident and industry	STRATEGIES: Bridge repair or replacement scheduled at an average of 2-3 bridges per year (50-60 year cycle)
ATTACHMENT(S): none		
RECOMMENDATION: Administration recommends the installation of a 2 lane alternative non-standard bridge structure as a temporary repair.		

BACKGROUND:

Bridge File 07519 is located at SW 26-041-04-W5M, over the Medicine River. The bridge was constructed in 1914. The bridge is in poor condition, has a restricted load rating to a maximum 10 tonnes, and, is at the end of its life span.

Administration, in conjunction with Stantec Engineering, compared a typical 3-Span, Precast Concrete Girder Bridge, which is commonly used for an Alberta Transportation (AT) standard bridge structure, and an alternative structure which meets Canadian Bridge Standards.

The cost of the alternative bridge structure is approximately \$21,000 more than the AT standard bridge. Needless to say, once the alternative bridge structure has been engineered, to meet current Canadian Bridge Standards, there is no cost savings.

Currently, engineering firms are not as comfortable with alternative structures as they do not meet Canadian Bridge Standards and/or AT Standards. In order to get alternative structures up to current standards this results in an increase in engineering costs.

Consequently, at this time, Administration does not see the economic benefit to install an alternative structure that has been engineered to meet current Canadian and Alberta bridge standards.

Hence, Administration recommends the installation of a two lane alternative non-standard bridge structure as a temporary repair. The temporary structure is approximately 50% less in costs than a standard replacement structure.

Moving forward, the temporary structure will be inspected every 12 months and the speed limit, within the bridge zone, will be reduced to 50 km/hr. Furthermore, Council will be provided with, every five years, a report on the status of the bridge.

Finally, Administration will continue to look into a more cost effective Canadian and AT standard permanent bridge structure.



AGENDA ITEM

PROJECT: Bridge File 01963 (James River Bridge) Repairs		
PRESENTATION DATE: August 23, 2016		
DEPARTMENT: Public Works	WRITTEN BY: Kate Reglin/Kurt Magnus	REVIEWED BY: Marshall Morton/Ron Leaf
BUDGET IMPLICATION: <input type="checkbox"/> N/A <input checked="" type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input type="checkbox"/> County Bylaw or Policy (cite)		
STRATEGIC PLAN THEME: Managing our Growth	PRIORITY AREA: Support a transportation network that connects and moves resident and industry	STRATEGIES: Bridge repair or replacement scheduled at an average of 2-3 bridges per year (50-60 year cycle)
ATTACHMENT(S): none		
RECOMMENDATION: That Council receives the information as presented.		

BACKGROUND:

Bridge File 01963 (James River Bridge), located at NW 15-34-05-W5M, over the James River, was constructed in 1950. The bridge is in poor condition and multiple repairs are required.

On July 12th, 2016, Council approved a budget reallocation, of \$191,000 from Bridge Reserves, to perform multiple repairs on the James River Bridge substructure. Since the July 12th Council meeting, Administration has received further information, from the engineering firm, CH2M Hill, regarding the load rating associated with the bridge.

Currently, the bridge load restriction is posted for a maximum of 10 tonnes. Upon completion of the Load Rating analysis/calculations (taking into account the completion of the recommended substructure repairs), the Load Rating Report concluded that the bridge would still be deficient in carrying the design allowable loads and recommends that the bridge be posted for load restrictions of CS1 Truck – 8t, CS2 Semi-Trailer – 9t and CS3 Truck Train – 11t. As such, even if administration were to complete the substructure repairs, for \$410,300, the bridge load rating would not change. The load rating, in this case, is determined by the condition of the superstructure. That is, through ultrasonic testing, the pony truss steel showed multiple fatigue cracks. Also, by completing all of the recommended substructure repairs, it is not expected that the service life of the bridge will be extended beyond the 5-10 years, as estimated in the 2014 assessment report.

Consequently, in order for the bridge to meet the design allowable loads a strengthening of the truss elements would need to be performed.

Moving forward, Administration has determined that there would be little benefit in spending \$410,300 to complete all the repairs on the substructure. Thus, it is recommended, by CH2M Hill, to complete repairs to the bridge piers only. The repairs would include partial depth repair work on top of the pier caps. The estimated cost to have this completed is approximately \$100,000. If this repair work is completed, this option would, probably, prolong the life of the structure 2 – 3 years. Then, this would allow Clearwater County a few more years to analyze and evaluate other alternative replacement options.

Therefore, Administration is preparing to undertake the completion of only the pier repair work, for approximately \$100,000, and, over the next year look into alternative replacement options.



AGENDA ITEM

PROJECT: Red Deer River Municipal Users Group (RDRMUG) Letter of Support		
PRESENTATION DATE: August 23, 2016		
DEPARTMENT: Ag. Services and Landcare	WRITTEN BY: Matt Martinson	REVIEWED BY: Ron Leaf
BUDGET IMPLICATION: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input type="checkbox"/> County Bylaw or Policy (cite)		
STRATEGIC PLAN THEME: 1 Managing our growth	PRIORITY AREA: 1.4 Value and protect the natural environment	STRATEGIES: 1.4.6 Support activities of Landcare and partnering agencies
ATTACHMENT(S): 1) letter of support template 2) RDRMUG mandate information		
RECOMMENDATION: That Council considers the request for a letter of support from the RDRMUG.		

BACKGROUND:

Attached is a letter from the Red Deer River's Municipal Users Group (RDRMUG), on which Councillor Maki sits representing Clearwater County.

Council may recall that following the 2005 and 2013 floods that the Towns of Sundre and Drumheller requested provincial assistance in addressing flooding issues (e.g. berms) and "redirecting" of the Red Deer River in terms of reducing or eliminating flood risk within their communities. Recently the RDRMUG has asked member municipalities to support these two municipalities lobby the provincial government to upgrade and enhance flood mitigation in and around these communities, with costs being fully funded by the Province.

It is Administration's view that lobbying the government on behalf of the individual municipalities is not been the traditional role of the RDRMUG.

Town of XXXXXX
XXXXXXXXXXXXXX
XXXXXXXXXXXXXX
XXXXXXXXXXXXXX

Government of Alberta
Honourable Shannon Phillips
Minister of Environment & Parks,
425 Legislature Building
10800 - 97th
Edmonton, Alberta
T5K 2B6

Dear Minister Phillips;

Our Municipality is a member of the Red Deer River Municipal Users Group. (RDRMUG) Our Council is writing this letter in support of the following motion:

At their meeting of June 16th, the Red Deer River Municipal Users Group (RDRMUG) Executive Committee passed a motion to support the lobbying efforts of the Town of Drumheller and the Town of Sundre with regards to the Province funding their flood mitigation projects at 100%.

Unlike other communities where diversions are part of the mitigation strategy, Drumheller and Sundre have relied solely on the Provincial network of diking to provide protection and mitigation. In the attached letter dated September 26, 1986, the Environment Minister of that day, Ken Kowalski referred to the communities of Drumheller and Sundre and states that *“with respect to major repairs to the dykes, should this become necessary in the event of flood damage, Alberta Environment is prepared to accept this responsibility”* and again in the Minutes of the Public Advisory Committee Meeting on Drumheller Valley Flood Control Study held in 1985, Mr. Hardie – Environment Planner of that day advises, *“that Alberta Environment funds 100% of costs of construction and maintenance of dikes”*. Now the Province is pursuing cost sharing arrangements that include a 90-10% split up to \$3M and a 70-30% split on amounts thereafter on mitigation projects, resulting in significant costs to both communities. Both Drumheller and Sundre rationalize that this issue is clearly a Provincial responsibility, similar to the maintenance and rehabilitation of Provincial highways which may pass through municipalities.

In conclusion, the Municipality of XXXXXX supports Drumheller's and Sundre's position that the Province honour its commitment from the documents referenced above and that the Province continue to develop, own and maintain Drumheller's and Sundre's flood protection projects with funding at 100% Provincial costs.

Yours truly,

Mayor

CC: Premier R. Notley,
Minister of Infrastructure, Minister of Transportation, Minister of Municipal Affairs
All MLA's within or attached to the Red Deer River Basin

CC: Town of Drumheller
Town of Sundre

Red Deer River

MUNICIPAL USERS GROUP

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About

Red Deer River Municipal Users Group (RDRMUG) is an association of rural and urban municipalities. The Group Membership is composed of municipalities within the Red Deer River Basin and communities who receive water from the Red Deer River.

Our Group provides a unique and essential platform for members to work together towards shared goals. By involving only municipalities and representing elected officials the group is able to focus on long term sustainability that include but not exclusive to the following:

Mandate and Objectives:



- Establish and maintain a comprehensive information base that will provide consistent and current information pertaining to water issues.
- Provide a forum for municipalities to discuss water supply, water use and water quality.
- Serve as an advocate of municipal interests in the supply, use, delivery and quality of water.

- Insure that reliable quality water supplies are available for a sustainable and growing economy in each of our municipalities.
- Continually work toward a healthy and balanced aquatic ecosystem.

Current Members:

- Village of Acme
- MD Acadia #34
- Village of Alix
- Village of Big Valley
- Town of Blackfalds
- Town of Bowden
- Town of Carstairs
- Village of Consort
- Clearwater County
- Town of Crossfield
- Village of Delburne
- Town of Didsbury
- Village of Donalds
- Town of Drumheller
- Village of Halkirk
- Town of Hanna
- Town of Innisfail
- Kneehill County
- Lacombe County
- Village of Linden
- Mountain View County
- Village of Munson
- County of Newell
- Town of Olds
- Town of Oyen
- County of Paintearth
- City of Red Deer
- Red Deer County
- Special Areas
- Starland County
- County of Stettler
- Town of Stettler
- Town of Sundre
- Town of Sylvan Lake
- Town of Three Hills
- Town of Trochu

Twitter



AGENDA ITEM

PROJECT: Policy Review – <i>Nordegg Lot Purchasing</i>		
PRESENTATION DATE: August 23, 2016		
DEPARTMENT: Planning & Development	WRITTEN BY: Rick Emmons	REVIEWED BY: Ron Leaf
BUDGET IMPLICATION: <input type="checkbox"/> N/A <input checked="" type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input checked="" type="checkbox"/> County Bylaw or Policy (cite) Nordegg Lot Purchasing Policy		
STRATEGIC PLAN THEME: Managing Our Growth	PRIORITY AREA: 1.3 Generate an innovative local economy that stimulates opportunities for investment, business and training.	STRATEGIES: 1.3.6
ATTACHMENT(S): Nordegg Lot Purchasing Policy		
RECOMMENDATION: Motion #1 - For Council to review the information provided and approves amending the attached policy as presented by Administration. Motion #2 – For Council to rescind the “Nordegg Lot Industrial Purchasing Policy”, “Nordegg Leisure Residential Lot Purchasing Policy”, and the “Nordegg Residential Lot Purchasing Policy”		

BACKGROUND:

Clearwater County has contracted a Real Estate Firm to facilitate all lot and acreage sales in and around Nordegg. With this transition, Administration has identified the need to amend Council’s lot purchase policy to make it more user friendly for potential buyers. One area that has been identified is the ability for negotiation of purchase price.

The attached policy reflects Administration’s ability to negotiate within set parameters.

Any changes to the attached policy would be shown with a ~~strikethrough~~ for deletions and all additions would be shown in **red**.



CLEARWATER COUNTY Nordegg Lot Purchasing Policy

POLICY

EFFECTIVE DATE:	January 8, 2013 (Nordegg Residential Phase 1, Stage 1, Lot Purchasing Policy)
REVISED DATE:	July 14, 2015 August 23, 2016
SECTION:	Administration
POLICY STATEMENT:	To guide the development and sale of commercial, industrial, and residential lots in Nordegg and the surrounding area.
DEFINITIONS:	
PROCEDURE:	<ol style="list-style-type: none"> 1. All developed lots will be made available for purchase and are not for lease. 2. All purchasers must be eighteen years of age or older. 3. All purchasers must agree to follow Clearwater County development guidelines and policies through the signing of a Purchase Agreement. 4. Prices for all lots are to be established by Clearwater County Council. The Director, Planning & Development or the CAO or his designate has the authority to vary Council's designated lot and acreage prices by no more than twelve percent (12%). 5. All lots are to be sold through the Realtor representing Clearwater County in accordance with Clearwater County's requirements. 6. Purchasers will be given a time limit from the date of signing the Purchase Agreement in which to develop their lot to the stage as identified within the purchase agreement. Failure to develop the lot within the time limit may result in the property returning to the County at the original purchase price less the penalty as outlined in the purchase agreement. 7. This Purchasing Policy shall apply to all lots in, and in the vicinity of, the Hamlet of Nordegg only.



AGENDA ITEM

PROJECT: Clearwater County Heritage Board Update		
PRESENTATION DATE: August 23, 2016		
DEPARTMENT: Planning & Development	WRITTEN BY: Amanda Rodriguez	REVIEWED BY: Rick Emmons/Ron Leaf
BUDGET IMPLICATION: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input type="checkbox"/> County Bylaw or Policy (cite) Bylaw: _____ Policy: _____		
STRATEGIC PLAN THEME: Well Governed and Leading Organization and Community Well-Being	PRIORITY AREA: #2.3 & #3.1	STRATEGIES: #2.3.1, #2.3.2 & #3.1.2
ATTACHMENT(S): none		
RECOMMENDATION: That Council receives the information as presented.		

BACKGROUND:

Alan Marshall, President of the Clearwater County Heritage Board, is pleased to update Council on the projects the Board has undertaken. These include:

- Community engagement regarding the historic buildings on Nordegg's Center Street,
- Development of a historic tour of the County to highlight our lesser known historic resources, and
- Hosting the Canada 150 Mosaic project on March 29 – April 1, 2017. The project organizers have produced a few videos on the mosaic process, they can be viewed at <http://canada150mosaic.com/>.



AGENDA ITEM

PROJECT: 2016 Operating & Capital Reports as of July 31		
PRESENTATION DATE: August 23rd, 2016		
DEPARTMENT: Corporate Services	WRITTEN BY: Rhonda Serhan	REVIEWED BY: Rodney Boyko/Ron Leaf
BUDGET IMPLICATION: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input type="checkbox"/> None <input checked="" type="checkbox"/> Provincial Legislation (cite) <input type="checkbox"/> County Bylaw or Policy (cite) MGA 208 (h) _____		
STRATEGIC PLAN THEME: Well Governed and Leading Organization	PRIORITY AREA: Socially Responsible governance	STRATEGIES: 2.1.2 Fiscal Management
ATTACHMENT(S): Operating Report to July 31, 2016 & Capital Report to July 31, 2016		
RECOMMENDATION: That Council receives the information as presented.		

BACKGROUND:

Attached is the Operating & Capital unaudited statements of revenue and expenditures for July 2016 year to date. Administration would like to thank council for their patience with the preparation of the 2015 financial statements which caused administration to delay the June 30 year to date report, normally presented in July.

Comparing to budget the year to date operating revenue and expenditures are progressing as expected. Additional clarification on items of note are as below:

- Well Drilling Tax will be significantly lower as compared to previous years, however administration expects to meet the budget of \$2,000,000.
- Ag Services weed extension and roadside spraying services will be wrapping up by the end of August. A significant portion of the expenditures have been incurred, however the revenue from the ASB grant is delayed, due to last years audited financial statement completion delay. Additionally, rebates revenue for chemical sales have not yet been received.
- Community Services is under budget due to the revenue sharing agreements that are paid out after taxes are collected in September of approximately \$1.3M as well as the town and the village's recreation budgets, which will be invoiced closer to yearend.

- Corporate Services salaries in TIMS are over-budget due to the overtime required for the data migration to the new server cluster in March.
- Planning and West Country has had some success with the sale of an additional lot in the north subdivision within Nordegg. Planning has a lot on the go this year with all of the plans they are updating, such as the joint development plan and the area structure plan for the north development area.
- Public Works collected some additional funds to repair a road damaged by an oil company with revenue offsetting the cost of the repairs.

Capital expenditures are also progressing as expected. Due to timing of payments and the summer construction season, expenditures will continue to catchup in the future reports to Council. Items to note are:

- Asphalt overlay is completed already for this year
- Work continues with portions of the north development project in particular the salt and sand sheds, both north and south, as well as the lot grading, and design of the new facility.

With our financial system and network returning to normal, reporting is expected to resume on a timely basis.

Clearwater County
Operating
 July 31, 2016

	<u>Year to date 2016</u>	<u>Budget 2016</u>	<u>Budget 2016</u> as ammended	<u>Variance 2016</u>	<u>% 2016</u>
Operating Revenue					
Net municipal taxes	\$45,775,284	\$43,384,735	\$43,384,735	\$2,390,549	106%
Government transfers for operating	40,963	176,040	176,040	(135,077)	23%
Investment income	323,618	660,000	660,000	(336,382)	49%
Penalties and costs of taxes	(40,252)	100,000	100,000	(140,252)	-40%
Development levies	44,367	55,000	55,000	(10,633)	81%
Oil Well Drilling Taxes	757,823	2,000,000	2,000,000	(1,242,177)	38%
Other	478,431	385,000	385,000	93,431	124%
Total Operating Revenue	<u>47,380,234</u>	<u>46,760,775</u>	<u>46,760,775</u>	<u>619,459</u>	<u>101%</u>

Clearwater County
Operating
 July 31, 2016

	Year to date 2016	Budget 2016	Budget 2016 as ammended	Variance 2016	% 2016
Operating Expenses by Department					
Agriculture Services					
ASB General	\$203,041	\$292,810	\$292,810	\$89,769	69%
ASB Landcare & Other Environmental	135,762	175,053	175,053	39,291	78%
ASB Vehicle & Equipment Pool	40,338	110,169	110,169	69,831	37%
ASB Vegetation Management	458,865	831,900	831,900	373,035	55%
ASB Weed & Pest Control	265,989	217,809	217,809	(48,180)	122%
ASB Public Relations	10,484	38,500	38,500	28,016	27%
	1,114,479	1,666,241	1,666,241	551,762	67%
Community & Protective Services					
Community Services	441,209	2,780,729	2,780,729	2,339,520	16%
Culture	239,326	291,843	291,843	52,517	82%
Emergency Services	164,840	765,040	765,040	600,200	22%
Economic Development	110,325	1,708,412	1,708,412	1,598,087	6%
Peace Officers	386,329	843,177	843,177	456,848	46%
Recreation	50,888	4,349,933	4,349,933	4,299,045	1%
Regional Fire Services	1,001,549	1,746,954	1,746,954	745,405	57%
	2,394,466	12,486,088	12,486,088	10,091,622	19%
Corporate Services					
Assessment	249,692	804,635	804,635	554,943	31%
Finance	279,949	513,500	513,500	233,551	55%
General	886,471	1,374,100	1,374,100	487,629	65%
Human Resources	165,581	320,000	320,000	154,419	52%
Legislative	210,728	484,250	484,250	273,522	44%
Technology & Information Management Services	644,267	1,114,525	1,114,525	470,258	58%
	2,436,688	4,611,010	4,611,010	2,174,322	53%

Clearwater County
Operating
 July 31, 2016

	<u>Year to date 2016</u>	<u>Budget 2016</u>	<u>Budget 2016</u> as ammended	<u>Variance 2016</u>	<u>% 2016</u>
Planning & Nordegg					
Planning	\$490,393	\$1,358,200	\$1,358,200	\$867,807	36%
Safety	94,830	253,304	253,304	158,474	37%
Nordegg	181,851	690,493	690,493	508,642	26%
Nordegg Historic Society.	88,846	151,264	151,264	62,418	59%
	855,920	2,453,261	2,453,261	1,597,341	35%
PUBLIC WORKS					
General	445,497	1,013,500	1,013,500	568,003	44%
Facilities	332,878	671,700	671,700	338,822	50%
Gravel Activities	1,144,575	2,417,300	2,417,300	1,272,725	47%
GIS Mapping	108,552	206,550	206,550	97,998	53%
Road Maintenance	1,696,108	3,941,995	3,941,995	2,245,887	43%
PW Shop	249,124	557,850	557,850	308,726	45%
Vehicles & Equipment	1,624,162	3,785,000	3,785,000	2,160,838	43%
Water & Sewer	37,414	298,775	298,775	261,361	13%
	5,638,310	12,892,670	12,892,670	7,254,360	44%
Contingency					
		750,000	750,000	750,000	0%
Total Operating Expenses	12,439,863	34,859,270	34,859,270	22,419,407	36%
Operating Surplus	34,940,371	11,901,505	11,901,505	23,038,866	294%

Clearwater County Capital

July 31, 2016

	Year to date 2016	Budget 2016	Budget 2016 as ammended	Variance 2016	% 2016
Capital Revenue					
Grants	\$5,241,132	\$6,096,102	\$6,096,102	(\$854,970)	86%
Total Capital Revenue	5,241,132	6,096,102	6,096,102	(854,970)	86%
Capital Expenditures by Department					
Agriculture Services					
ASB - Equipment	77,515	94,000	94,000	16,485	82%
ASB - Vehicles	36,428	100,000	100,000	63,572	36%
	113,943	194,000	194,000	80,057	59%
Community & Protective Services					
Community Peace Officers	43,990	175,000	175,000	131,010	25%
Regional Fire Services	73,594	1,147,250	1,147,250	1,073,656	6%
	117,584	1,322,250	1,322,250	1,204,666	9%

Clearwater County Capital

July 31, 2016

	Year to date 2016	Budget 2016	Budget 2016 as ammended	Variance 2016	% 2016
Corporate Services					
TIMS Capital	\$223,474	\$480,629	\$480,629	\$257,155	46%
Assessment Capital		15,000	15,000	15,000	0%
	223,474	495,629	495,629	272,155	45%
Planning & Nordegg					
Vehicles & Equipment		15,000	15,000	15,000	0%
Nordegg Project Development		534,000	534,000	534,000	0%
		549,000	549,000	549,000	0%
PUBLIC WORKS					
Heavy Equipment	965,036	1,131,000	1,131,000	165,964	85%
Local Road Construction	1,557,515	5,494,979	5,494,979	3,937,464	28%
Asphalt Overlay	2,701,560	2,964,955	2,964,955	263,395	91%
Bridge Rehab	628,652	4,313,634	4,313,634	3,684,982	15%
Facilities	1,036,992	14,960,975	14,960,975	13,923,983	7%
Water	1,342	19,000	19,000	17,658	7%
Sewer	12,913	70,000	70,000	57,087	18%
	6,904,010	28,954,543	28,954,543	22,050,533	24%
Total Capital Expenditures	7,359,011	31,515,422	31,515,422	24,156,411	23%
Excess of Expenditures over Revenues	(2,117,879)	(25,419,320)	(25,419,320)	23,301,441	8%



AGENDA ITEM

PROJECT: Clearwater Regional Economic Profile		
PRESENTATION DATE: August 23, 2016		
DEPARTMENT: Community & Protective Services	WRITTEN BY: Jerry Pratt	REVIEWED BY: Ted Hickey/Ron Leaf
BUDGET IMPLICATION: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input type="checkbox"/> County Bylaw or Policy (cite) Bylaw: _____ Policy: _____		
STRATEGIC PLAN THEME: 1. Managing our Growth	PRIORITY AREA: 1.3 Local Economy	STRATEGIES: 1.3.4 & 1.3.6
ATTACHMENT(S): Clearwater Regional Economic Profile		
RECOMMENDATION: That Council receives the <i>Clearwater Regional Economic Profile</i> for information as presented.		

BACKGROUND:

Administration for Clearwater County, the Village of Caroline, and the Town of Rocky Mountain House worked together to create a Regional Economic Profile. This profile provides a summary of the population and economic atmosphere of the area.

The topics covered in the profile include:

1. Quality of Life
2. Steady Population Growth and Reliable Labour Force
3. Diverse and Stable Industry Base
4. Built on Solid Infrastructure
5. First-Rate Transportation Infrastructure
6. Map of the Clearwater Region
7. Excellent Education Opportunities
8. Regional Economic Indicators

500 copies have been printed, and are being shared with the local municipal and chamber of commerce offices.



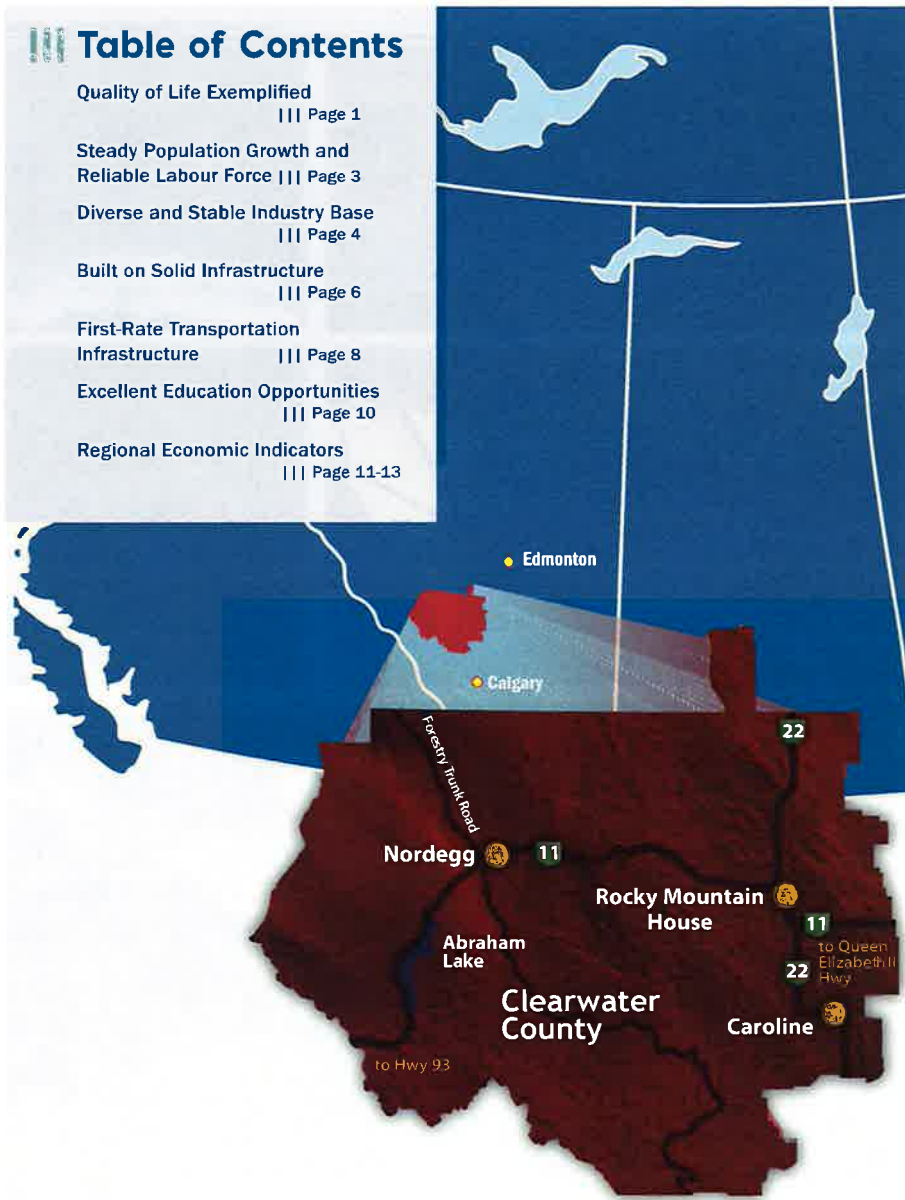
Clearwater Regional Economic Profile

*The Town of
Rocky Mountain House,
Clearwater County and
the Village of Caroline
are Stronger Together.*



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Quality of Life Exemplified

Beautiful scenery, easy access to the West Country, modern infrastructure, and urban amenities make the quality of life in the Clearwater Region unbeatable!

In addition to shopping amenities, high quality education, health care, emergency and protective services provided in the region, citizens also have access to:

- Numerous recreational facilities including: golf courses, skating arenas, curling rinks, ball diamonds, fish ponds, riding stables, cross-country skiing areas, a 400 metre outdoor oval ice surface, aquatic centre, bowling alley, stampede grounds, dirt-bike track, skateboard parks, gun and archery range, tennis courts and recreation centre
- Numerous activities and leagues for adults and children including: hockey, baseball, softball, soccer, curling, dance, music, and theatre
- Arts and Culture including: museums, libraries, historical sites, Arts & Crafts Guild, and Northern Crossing Drama Society.
- Parks and campgrounds, municipal recreation areas, camps, and the Kootenay Plains Ecological Reserve
- Community halls and centres
- Local farmer's markets
- Multiple community organizations
- Restaurants and night-time entertainment

The region also holds many events that make life exciting for local residents and attract visitors to come and enjoy the area.

- Marketplace on Main on Thursday evenings all summer
- Rodeos and bull riding events in Rocky Mountain House and Caroline
- WPCA Chuckwagon Finals
- Rocky Mountain House Airshow
- Outdoor Movie Nights at the National Historic Park
- Leslieville Antique Days
- Ice Fishing Derby
- Horse shows
- Drama Group performances

The Town of Rocky Mountain completed an infrastructure makeover of Main Street in 2015 worth \$12,000,000 to make Main Street the central point of the community.

In 2014 the Village of Caroline has added a Community Hub onto the Community Centre and Kurt Browning Arena that houses a preschool, fitness centre, boardroom, medical clinic, and dance studio.

Nordegg Public Services Facility was added in 2012.

The renovation and expansion of the Recreation Centre, which commenced in the summer of 2014, makes the Rec Centre an excellent venue for everyone to

enjoy. The first phase encompasses the construction of a two-storey multi-purpose facility, with a large lobby, meeting and party rooms, fitness centre, dance studio, multi-purpose rooms, banquet facilities and new enlarged change rooms. Planned future phases include more recreation amenities, such as a field house with an indoor running/walking track.





Steady Population Growth and Reliable Labour Force

The regional population grew by 2.8% between 2006 and 2015.

- The regional population and trading area is about 21,000 people.
- The median age in the region is 38.2, slightly above the provincial average of 36.5. The median age for The Town of Rocky Mountain House is 34.2.
- The Clearwater Region labour force includes about 16,500 people.
- 37% of the population has some form of post-secondary education.

Census Division No. 9 Population	2006	2015	% Change
Total	19,830	20,385	2.8%
Population by age groups:	2006	2015	2015 Distribution by age groups
Under 18	5890	5275	25.9%
18-34	3590	3710	18.2%
35-54	5990	5865	28.8%
55-74	3430	4445	21.8%
Over 74	930	1090	5.3%

Source: Environics Analytics

Number of People in Labour Force by Occupation

2780	Trades, transport, equipment operators	906	Education, law, social, gov't
2119	Sales and Service	663	Natural/applied sciences
1645	Business, finance, admin	432	Manufacturing and utilities
1578	Management	372	Health
1304	Agriculture, natural resources	311	Art, culture, recreation

Source: Environics Analytics



Diverse and Stable Industry Base

The Clearwater Region has four major industries, with others gaining a strong foothold.

Oil & Gas

Numerous national and world class companies have flocked to the Clearwater Region to develop the oil and natural gas reserves in the region. In 1986, Shell Canada discovered the largest sour gas field in Alberta, the Caroline Swan Hills Gas Field.

In 2004, another major sour gas discovery was made at Tay River. It is estimated that this discovery contains 500 to 800 billion ft³ of gas and could flow 30 million ft³ of natural gas per day – more than 10 times the rate of an average sour well.

The Duvernay Shale area is a recent discovery for future oil and gas extraction in the Rocky Mountain House area.

Several businesses in the region provide services to the oil & gas industry. These spin-off services include: oilfield construction, maintenance, supply, and reclamation, wireline services, pipeline construction, environmental and waste removal services, oilfield hauling and transportation.

Agriculture

According to the 2011 Census of Agriculture over 1,050 farms exist in Clearwater County. Half of these farms are between 130 and 399 acres in size. The majority of operations are grazing livestock; with 60% of all farms raising cattle (beef). Hay, oats and barley are the main crops grown in the area.

Agriculture employs over 1,100 people in the region.

Forestry

One of the top employers in the region is West Fraser Mills Ltd. They employ approximately 150 people at their mill and produce laminated veneer lumber (LVL) used in construction beam and floor joist systems. Several other businesses provide support to this primary industry including logging contractors, small sawmills, and trucking/transport. The industry employs over 400 people in its peak season.



Tourism

"Where Adventure Begins" is the town's theme. With breathtaking scenery, there is no shortage of adventure opportunities for the outdoor enthusiast. There are abundant trails, rivers, lakes, streams, and natural resources to enjoy hunting, camping, fishing, hiking, horseback riding, mountain biking, snowmobiling, cross-country skiing, and quading.

The David Thompson Highway is Central Alberta's gateway to the Rocky Mountains. Nearly 30 hotel/motel/resort facilities exist in the Region in addition to about 50 campgrounds with 1,500 individual campsites. (Campers alone account for over 140,000 visitors to the region annually.)

The Clearwater Region is rich in history and is home to two national historic sites: Nordegg's Brazeau Collieries National Historic Site and The Rocky Mountain House National Historic Site.

A number of leisure residential (cottage) lots have been made available for development in the resort community of Nordegg.



Geo Thermal Industry Opportunity

The Town of Rocky Mountain House, Clearwater County and the Village of Caroline will be partnering with the University of Alberta Department of Earth and Atmospheric Sciences to gather information on geothermal energy and research exploration, development, and commercial viability of geothermal energy in the Clearwater Region.

Growing Commercial and Retail Sector

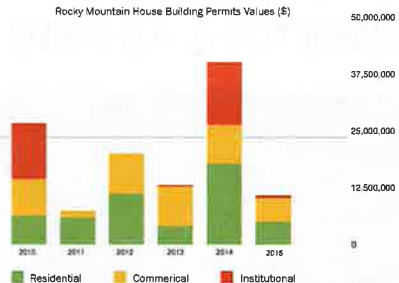
The commercial and retail sector is strong in the region with over 150 retailers. A key employer in the region is the Rocky Mountain House Co-op Association employing 140 people in its grocery, home centre, gas and bulk gas operations. It has recently built a new gas station/convenience store, liquor store and car wash.

The area has seen good commercial growth over the past three years. The Town of Rocky Mountain House commercial building permit values were over \$8 million in each year for 2012, 2013, and 2014. Peavey Mart and The Brick have both recently moved into the town and anchor the top of the Town's Main Street.

Expanding Manufacturing Industry

A number of smaller manufacturers, particularly in wood products, fabricated metal products and machinery manufacturing consider the region an excellent place to do business.

Rocky Mountain House Building Permits Values (\$)



Built on Solid Infrastructure

The Clearwater Region has modern infrastructure and plenty of room to grow.

Water Supply -

A Clean, Dependable Source of Water

Water is abundant in The Clearwater Region. The Town of Rocky Mountain House has a state of the art water treatment facility capable of producing 1.5 million gallons per day. Untreated water is supplied from the North Saskatchewan River, and Rocky Mountain House is the first community located upstream on this major water source. The treatment facility is capable of providing water to a population of 10,700 and is designed so it can easily be doubled in size.

In the Village of Caroline, the source of water is two village wells. Caroline's water and sewage treatment facilities are both designed to serve about 800 people. A new reservoir and pressurization facility was installed in 1988.

Land Supply

The region has many opportunities for developers, businesses or residents to develop their idea into reality. The Town of Rocky Mountain House has highway commercial lots for sale and there is a variety of other developable land for industrial, commercial and residential within the Town limits. In Nordegg there are residential and industrial lots for sale as well as additional residential lots available in county subdivisions. In Caroline there will be light industrial lots available in 2016.

Telecommunications and Utilities

Shaw Cable and Telus Communications supply high speed internet access to The Town of Rocky Mountain House. There is access to wireless internet in the Village of Caroline and access to broadband in various regions of the County.

Electrical power is provided by EPCOR, ENMAX, and TransAlta Utilities Corporation, with the Rocky REA providing power to much of the County. ATCO Gas, ENMAX, Direct Energy and Rocky Gas Co-op are suppliers of natural gas for the region.



Emergency Services

Ambulance services are provided from stations in Rocky Mountain House, Caroline, and Nordegg.

Clearwater Regional Fire Rescue Services provide fire protection in the Town of Rocky Mountain House, Clearwater County, and Village of Caroline. A full-time fire chief and two deputy chiefs oversee the operations of the various volunteer fire departments in the Region (Rocky Mountain House, Nordegg, Caroline, Leslieville, and Condor). A range of full service, modern equipment is available.

The Royal Canadian Mounted Police (RCMP) serve the region from a detachment in Rocky Mountain House. RCMP in the region also operate out of Sundre, Rimbey, and Innisfail. In addition, Clearwater County employs five Special Constables and The Town of Rocky Mountain House employs three.

In addition to the above, the Clearwater Regional Emergency Management Agency (CREMA) allows the Region to effectively and efficiently respond to emergencies.

Health Care

Health care is provided by Alberta Health Services (www.albertahealthservices.ca). The Rocky Mountain House Health Centre provides 24-hour emergency service and has 26 acute care beds, among other services.

Long-term care is available at the Clearwater Centre which is home to 70 residents and Westview Lodge which has 88 full care beds and 72 independent living beds. Park Avenue luxury retirement community is located in the Creekside subdivision of Rocky Mountain House, offers many choices to suit your retirement living needs

First-Rate Transportation Infrastructure

Roadways

The Clearwater Region has the distinct advantage of being adjacent to major North American transportation corridors. The region is also home to some of the world's most beautiful mountain highway corridors.

Highway 11, the David Thompson Highway connects the region to the Rocky Mountains, and Canada's Banff and Jasper National Parks. The scenic Cowboy Trail, Highway 22, also provides a critical north-south link for tourist and industry travel.

The Forestry Trunk Road runs north-south in the region and is used extensively by the oil & gas and forestry sectors, as well as outdoor enthusiasts, to access the back country.

The region is just west of the four-lane Queen Elizabeth 2 Highway/ Canamex Corridor and within 2 hours of both the Calgary and Edmonton International Airports.

Air & Rail Service

Canadian National provides freight rail service in the region with multiple spurs.

The Rocky Mountain House Airport (CYRM) is jointly operated by the Town of Rocky Mountain House and Clearwater County. CYRM offers a 5,500 foot runway with a high pavement load rating to handle planes not normally accommodated at smaller municipal airports.

Ports

The closest major seaports are the ports of Vancouver and Prince Rupert, BC. BC's ports handle half of Canada's maritime exports and 85% of the western Canadian provinces' marine exports.

The three closest main ports of entry into the U.S. are:

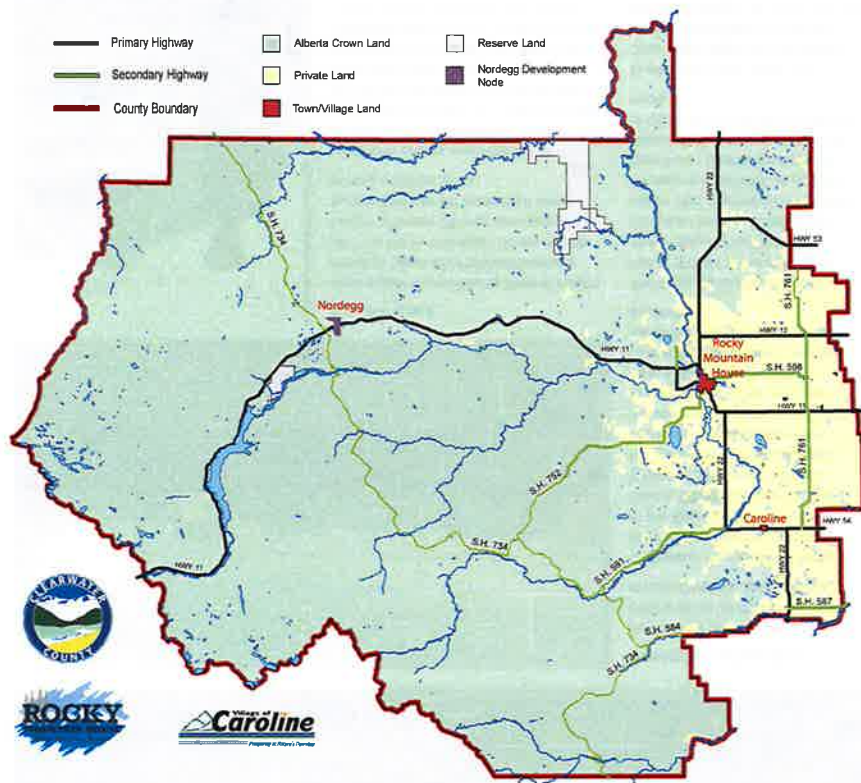
- Couatts, AB / Sweetgrass, MT
- North Portal, SK / Portal, ND
- Surrey, BC / Blaine, WA

Distance from Rocky Mountain House to...	Miles	Kilometres
Red Deer, AB	52	84
Calgary, AB	138	222
Edmonton, AB	141	227
Banff, AB	162	261
Jasper, AB	208	335
Vancouver, BC*	650	1,046
Winnipeg, MB	960	1,545
Toronto, ON*	2,255	3,629
Montreal, PQ*	2,585	4,160
Los Angeles, CA	1,715	2,760
Chicago, IL	1,730	2,784
Houston, TX	2,345	3,774

* Cities are also ports.



Map of the Clearwater Region



Excellent Education Opportunities

Primary and Secondary Education:

The Clearwater Region offers many education opportunities for its residents. These include French Immersion, Catholic education, on-line learning, vocational programs, fine arts and much more.

- Wild Rose Public Schools (www.wrsd.ca) operates 9 schools in the Town of Rocky Mountain House, Village of Caroline, and Clearwater County, 2 outreach schools and Rocky Christian School (www.rockycs.com) which offers private grade K-9 education.
- Red Deer Catholic Regional Division No. 39 (www.rdcrd.ab.ca) provides Catholic education in the Town of Rocky Mountain House for students in grades K-12 in 2 schools.
- Confluence Campus is the first school of its kind in Alberta showing collaboration among school jurisdictions. A joint project between Wild Rose School Division, Red Deer Catholic Schools and Red Deer College opened in the fall of 2005 and houses West Central High School, St. Dominic's High School, and a satellite campus for Red Deer College.

Post-secondary Education:

The Rocky Community Learning Council (www.rockyclc.ab.ca) offers programs in partnership with Campus Alberta Central (www.campusalbertacentral.com). Courses offered in Rocky Mountain House include:

- Academic upgrading and college preparations
- Business and management
- Community services
- Health care
- Industry training
- University transfer

A wide range of post-secondary education is also available in nearby communities, including Red Deer College in Red Deer, Olds College in Olds, and several Calgary and Edmonton based institutions.

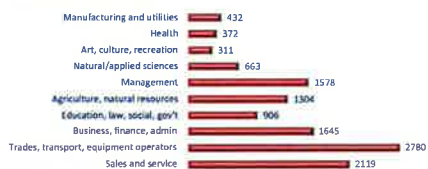
Regional Economic indicators

Clearwater Region

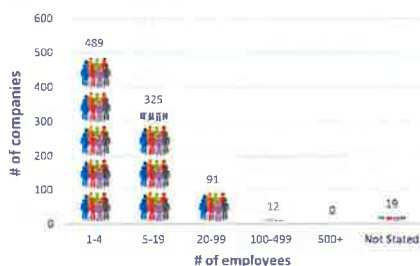
Industry



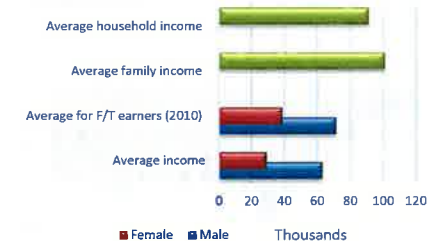
Occupational Groups



Companies by # of Employees



Average Income



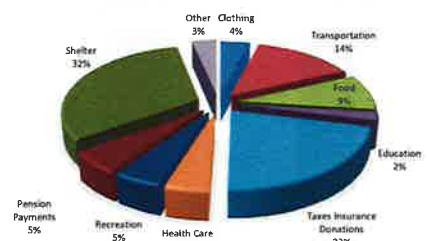
Labour Force



Education

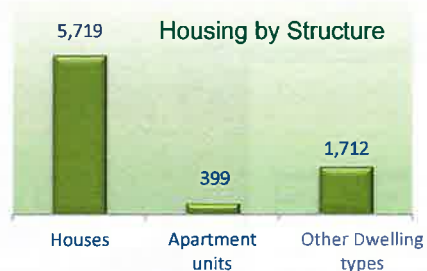


Average Household Expenditures

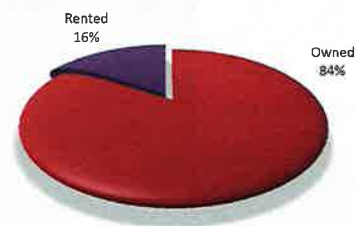


Clearwater Region

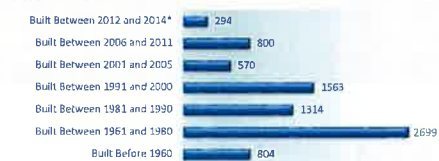
Housing by Structure



Housing by Tenure



Housing by Period of Construction



Building Permits

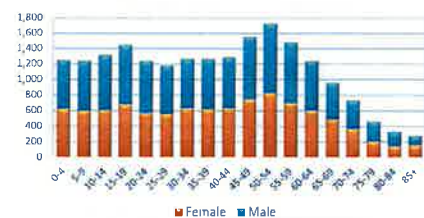


Weighted rent by bedroom type and overall vacancy rates



Clearwater Region

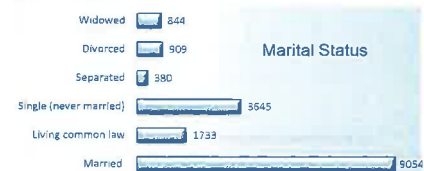
Population by Age



Immigrant Population



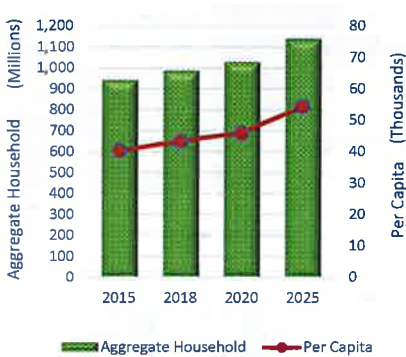
Marital Status



Annual Disposable & Discretionary Income per household



Income Projections



The Clearwater Region Economic Profile Page 13



FOR MORE INFORMATION, PLEASE CONTACT

Town of Rocky Mountain House
 Phone: 403.845.2866
 Email: town@rockymtnhouse.com

Clearwater County
 Phone: 403.845.4444
 Email: ecdev@clearwatercounty.ca

Village of Caroline
 Phone: 403.722.3781
 Email: cao@villageofcaroline.com



AGENDA ITEM

PROJECT: Clearwater Regional Tourism Survey Results		
PRESENTATION DATE: August 23, 2016		
DEPARTMENT: Community and Protective Services	WRITTEN BY: Jerry Pratt	REVIEWED BY: Ted Hickey/Ron Leaf
BUDGET IMPLICATION: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input type="checkbox"/> County Bylaw or Policy (cite) Bylaw: _____ Policy: _____		
STRATEGIC PLAN THEME: 1. Managing our Growth	PRIORITY AREA: 1.3 Local Economy	STRATEGIES: 1.3.4 & 1.3.6
ATTACHMENT(S): Survey for Regional Tourism Strengths and Weaknesses		
RECOMMENDATION: That Council receives the information as presented.		

BACKGROUND:

The Regional Tourism Working Group has been meeting to move forward tourism opportunities within the Clearwater Region. The Group has consisted of Administrative representatives from the Town of Rocky Mountain House, Clearwater County, the Village of Caroline, and the Rocky/Clearwater, Caroline and Nordegg Chambers of Commerce.

The Tourism Working Group published a survey from May 11 to June 10. There were over 220 responses.

The greatest tourism strengths of the region were identified by the respondents as:

- The natural beauty of the West Country
- The many activities of the West Country (ATVing, hiking, camping, canoeing, mountain biking, kitesurfing on Abraham Lake...)

The items that need the most improvement for tourism purposes were identified as:

- Development, mapping and signage of trails for all trail activities

- Development of accommodations (campgrounds, hotels, B&Bs...) in underdeveloped areas
- Promoting the area
- Investment in infrastructure that can help tourism /business development

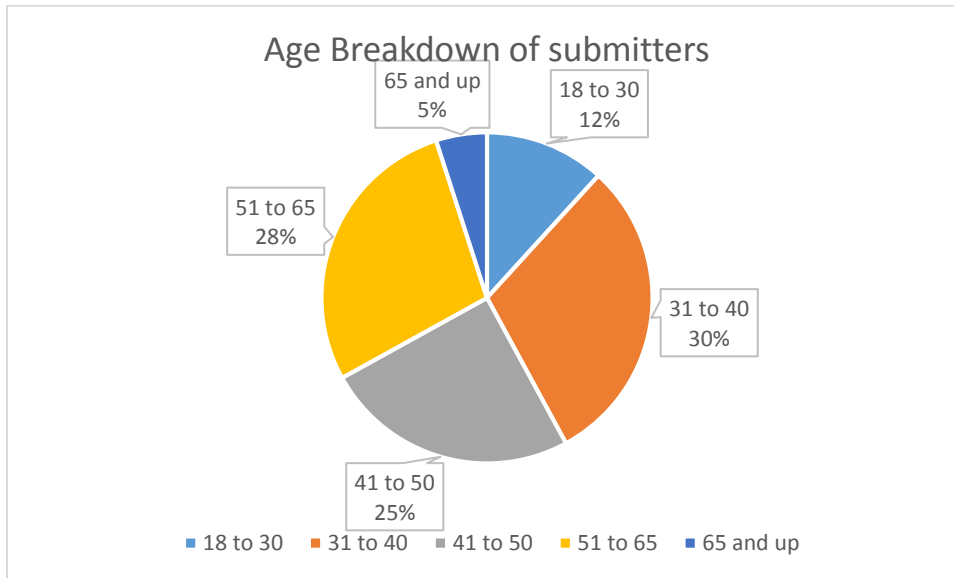
The top things our region should be known for were identified as:

- Outdoor activities (ATV use, hiking, biking, fishing, etc)
- The natural beauty of the area
- Friendly people/hospitality
- Gateway to the West Country

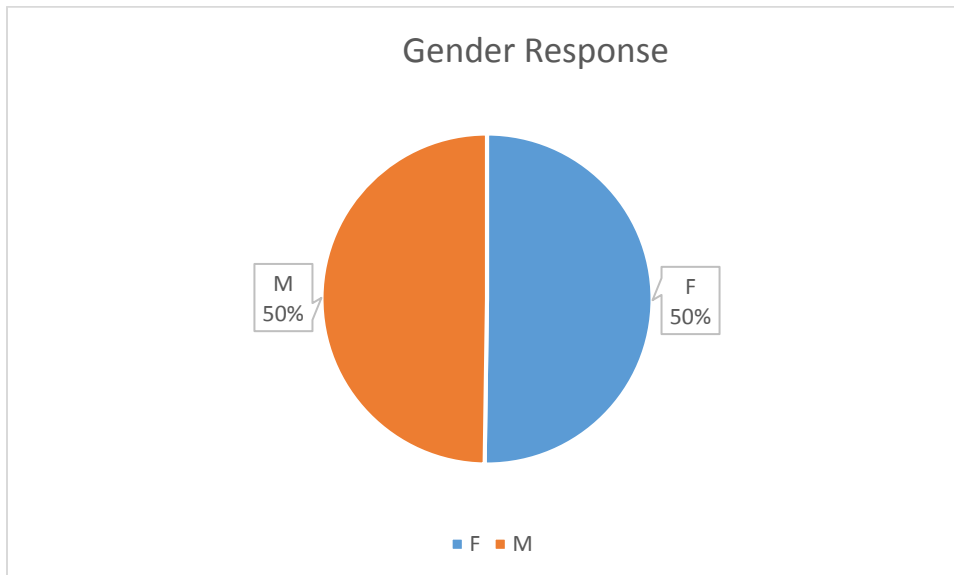
The results of the survey were used to help create a Regional Tourism Plan and will be used in discussion with tourism operators at the next Tourism Business Forum in October.

The Regional Tourism Group Survey was publicized from May 11 to June 10. There were 223 responses to the survey.

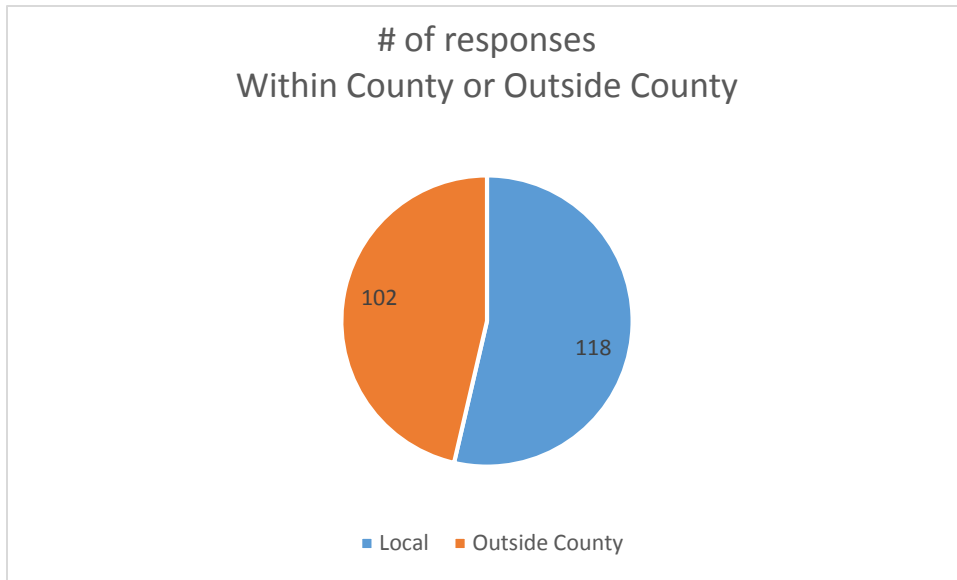
1. What is your age?



2. What is your gender?



3. What is your postal code? (to determine location)



Alhambra	3
Caroline	8
Leslieville	3
Nordegg	26
Rocky Mountain House	77
Stauffer	1
Airdre	3
Bashaw	2
Beaumont	1
Blackfalds	1
Calgary	21
Canmore	4
Carstairs	1
Cochrane	1
Devon	1
Drayton Valley	2
Eckville	3
Edmonton	16
Entwistle	1
Fort McMurray	2
Fort Saskatchewan	1
Girouxville	1

Granum	1
Innisfail	3
Leduc	3
Lethbridge	1
Mayerthorpe	1
Millet	1
Red Deer	11
Rimbey	4
Sherwood Park	3
Spruce Grove	2
St. Albert	1
Sundre	1
Sylvan Lake	6
Vancouver	1
Wetaskiwin	2

4. When friends or family visit you, where do you take them while they are visiting? What are the must see/must do activities? Please list a maximum of 3.

Nordegg	54
Lake Abraham	48
Crescent Falls	33
ATVing inside the county	29
Camping inside the county	27
Crimson Lake	19
Ram River Falls	17
Kootenay Plains	11
Provincial Parks	10
National Historic Park	10
Siffleur Falls	9
Mount Coliseum	8
Fish Lake	7
Miner Tour	7
Bighorn Dam	6
Mount Baldy	6
Cow Lake	6
Kite Surfing	6
Marketplace on Main	5
Hummingbird Falls	4
Raven Brood Trout Hatchery	4

Bighorn River	3
Cutoff Creek	3
Caroline Museum	3
Farmers Market	3
Mountain Biking	3
Forrestry Trunk Road	2
Blackstone Gap	2
Canmore	2
Gull Lake	2
Blackstone River	2
Clearwater Store	2
Burntstick Lake	2
Mountain bike Trails	2
Yaha Tinda	1
Kananaskis	1
Fire Station	1
Cline River	1
Moraine Lake	1
Icefields Parkway	1
Calgary Zoo	1
Goldeye Lake	1
Hoodoo Creek	1
Tyrell Museum	1
Royal Canadian Legion	1
Maligne Canyon	1
Pine Hills	1
Rocky Museum	1
Kayaking	1
Paddleboarding	1
Town Trail For Family bike Rides	1
Miners Café	1

5. Where do you go on your weekends or in your spare time? Please list a maximum of 3.

Nordegg	51
Lake Abraham	40
ATV use within county	21
Bighorn Dam	15
Crescent Falls	13
Red Deer	11
Banff	8
Twin Lakes	7
Hummingbird Falls	6
Gull Lake	6
North Saskatchewan River	6
Golf Courses	6
Bighorn Area	5
Fish Lake	5
Clearwater River	5
Mountain Biking	5
Edmonton	4
Jasper	4
Kootenay Plains	4
Windy Point	4
Burnstick Lake	4
Jackfish Lake	4
Caroline Area	4
Rig Street	4
Trunk Road	4
Outwest Campground	4
Prairie Creek	4
Cow Lake	4
Calgary	3
Coliseum Mountain	3
Ram Falls	3
Stay on farm	3
Chambers Creek	3
Blackstone Gap	3
Rocky Mountain House	3
Phyllis Lake	3
Rocky Rec Facilities	3
Rocky Walking Trail	3
Don't leave town	3
Swan Lake	2
Medicine River	2
Keho Lake	2
Buck Lake	2
Shunda Lake	2

Horseback Riding	2
Raven River	2
Rodeo	2
Golden	1
Icefields Parkway	1
Rocky Cinemas	1
Waiprou	1
Lake Louise	1
Old Man Dam	1
Tay River	1
Spray Lakes	1
Lake Wabamun	1
Kananaskis	1
Ram River	1
Canmore	1
Saunders Lake	1
Cadomin	1
Bruderheim	1
Parker Ridge	1
Strachan Rec Area	1
Siffleur Falls	1
Whirlpool Point	1
Preacher's Point	1
Olds	1
Royal Canadian Legion	1
Tay Lakes	1
Edson Area	1
Cline River	1
Landslide Lake	1
USA	1
Elk Island	1
Saskatchewan River Valley	1
Airport	1
Stauffer Creek	1
Chuckwagons	1
Hwy 11 West	1
Elk Creek	1
Flatbush area	1

6. What are the 3 greatest attractions in the Clearwater Region?

Lake Abraham	52
Backcountry ATV access	42
ATVing	41
Mountains	32
Camping	32
Nordegg	28
Trail systems (hiking)	27
Crescent Falls	26
Fishing	24
Historic Site	24
The west country	17
Ram Falls	14
Kiteboarding	10
Nordegg Mine	9
Siffleur Falls	8
Crimson Lake	6
Kootenay Plains	6
Hummingbird Falls	6
Bighorn Dam	6
Hunting	6
Rodeo	5
Mountain Biking	5
Waterfalls (various)	5
North Saskatchewan River	4
Mount Baldy	4
Wildlife	3
Fish Lake	3
Nature	3
Coliseum Mountain	3
Market on Main	3
Clearwater River	2
Kitesurfing	2
The crown land	2
Limestone Mountain Run	2
Trunk Road	2
Caroline	2
Twin Lakes	2
Dirt Biking	2
Burnstick Lake	2
Bighorn Backcountry	1
Bighorn River Canyon	1
Cutoff Creek Staging Area	1
Brazeau Collieries	1
Rock Climbing	1

3 options is too few	1
Windy Point	1
Friendly Locals	1
Low Population	1
Red Deer River	1
Blackstone River	1
7 Eleven	1
HeliTours	1
Yaha Tinda	1
Limestone Lookout	1
Chuck Wagons	1
Potheads	1
Cigarette Butts	1
"Conservitards"	1
Freedom to explore	1
Grandview Stage	1
Peppers Lake	1
Northern Crossings	1
Tay River	1
Clearwater Store	1
Cline River	1
Chambers Creek	1
Local Stores	1
Surrounding Lakes	1

7. What are 2 things that you think would help improve the tourism experience in our area?

Better trail systems (ATV use)	57
More accommodations/amenities in backcountry (Nordegg area)	41
More Nordegg, Caroline development	21
More area maps	13
More concentrated tourism efforts (staff, facilities)	12
Dedicated kiteboarding/kitesurfing facilities	12
Better advertisement, marketing	9
More conservation efforts (trails, campsites)	8
Grocery store (out west)	8
Detailed explanation of area activities	7
Less ATV use	6
Better maintained roads	5
Better enforcement	5
More winter activities	4
Unsure	4
More campsites that allow ATV ride outs	4
Windsports centre on Abraham	4
Leave land alone	3
More maintained picnic areas	3

Less advertisement	3
Keeping camping fees affordable	3
Walmart	2
Better information for legal OHV use	2
More restrictions on campers	2
Proper river boat launch (NSR)	2
Dry camping spots	2
County is doing "awesome"	1
Working together with public to improve area	1
Area guides	1
Government grants	1
Organized sporting events	1
Limit summer road maintenance	1
More museums	1
No clearcutting	1
"Do something right, anything."	1
Caroline walking trails	1
Developed land for business to use	1
Require permits for free camping	1

8. What are 2 things that you think would help improve tourism business opportunities in our area?

More advertisement and focus on tourism as a whole	42
Infrastructure investment/development (camp sites, trails, facilities, atv trails)	35
Land purchase opportunities/encouragement (business development help)	12
More ATV access	11
More/better signage of trails/events/accommodations/activities/area	11
Unsure	7
Fewer bans	7
Greater focus on ecotourism	5
Tax less	5
Friendly check stops	4
More enforcement n West Country	4
Less logging	4
Windsports facilities on Abraham	3
Leave it as is	3
Convert the area to a national park managed by the province	2
Better internet services	2
More backcountry facilities and services	1
Stop attempting to develop Nordegg	1
More national or provincial-level events	1
More government funding	1
"Nukes"	1
Pave the Trunk Road	1
County support	1
Better economy	1
Longer hours with local shops & cafes	1

9. What should the Clearwater Region be known for?

Outdoor activities (ATV use, hiking, biking, fishing, etc)	70
Natural beauty	56
Friendly people/hospitality	25
Gateway to the West Country	21
Eco-tourism	14
An outdoor getaway	12
Best kiteboarding/kitesurfing spot in Canada	12
"Adventures"	12
Best camping in Alberta	8
Peace and quiet	6
Hidden gems	5
Discovery of the Albertan heritage through recreation	4
"Non-motorized activities"	3
Forward thinking	2
Artisans	2
"Constant sh-theadedness"	1
Mud run, spartan run... Big events	1
Hobby farms	1



AGENDA ITEM

PROJECT: Clearwater Regional Tourism Strategy - Draft		
PRESENTATION DATE: August 23, 2016		
DEPARTMENT: Community and Protective Services	WRITTEN BY: Jerry Pratt	REVIEWED BY: Ted Hickey/Ron Leaf
BUDGET IMPLICATION: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input type="checkbox"/> County Bylaw or Policy (cite) Bylaw: _____ Policy: _____		
STRATEGIC PLAN THEME: 1. Managing our Growth	PRIORITY AREA: 1.3 Local Economy	STRATEGIES: 1.3.4 & 1.3.6
ATTACHMENT(S): Draft of Clearwater Regional Tourism Strategy		
RECOMMENDATION: That Council accepts the Regional Tourism Strategy in principle, as this is a living document that will be updated as the Regional Tourism works on each objective.		

BACKGROUND:

The Regional Tourism Working Group (Administrative representatives from the Town of Rocky Mountain House, Clearwater County, the Village of Caroline, and the Rocky/Clearwater, Caroline and Nordegg Chambers of Commerce) has been gathering information to help develop a Clearwater Regional Tourism Strategy. To date, the following work has been completed:

- Research of other Regional tourism organizations and existing tourism-related plans from all 6 partner organizations (i.e. Reeve's Economic Summit: Tourism report).
- Tourism Business Summit held end of January, 2016. Over 80 people (60 businesses) attended a day-long summit. Summit provided feedback from Tourism operators on direction of Strategy.
- Group met with representatives of Alberta Environment and Parks, and Alberta Culture and Tourism to discuss the process of leasing of crown lands for tourism commercial businesses. Also discussed was the status of the Development nodes, and the Rocky – Nordegg Trail.

- Participated in The Explorer Quotient workshops available from Travel Alberta in April. This helped the group identify our target market and target tourist customer for the Region.
- Viewed videos from the Roger Brooks, Destination Marketing online video library. This helped define our brand and strategy development process.
- Completed an online Public Survey on Regional Tourism on the Town's and County's websites. A total of 223 respondents provided answers to 15 minute questionnaire.
- Development of the Draft Clearwater Regional Tourism Strategy (attached)

Over the past three months, the Regional Tourism Working Group has been developing a draft Regional Tourism Strategy that will set the course with a collective vision and mission of growing tourism throughout the Region. This strategy has been developed as a collaboration of the participating organizations, along with local Tourism operators, and builds on the strategies already set out in the broader Central Alberta Tourism Alliance (CATA) Destination Management Plan. The strategy development process relied on the information the Group has gathered to date, including the Regional Tourism Survey results, information on Crown leasing processes, and the target market and customer determined from the Explorer Quotient workshop with Travel Alberta.

Highlights of the Clearwater Regional Tourism Strategy:

Vision

Where the adventurous can renew their spirit through experiencing the challenge of water, wildlife, and wilderness unique to the Clearwater Region.

Mission

Through cooperation of businesses, residents, and governments, the tourism industry will develop, promote, and care for our great outdoors.

The Draft Strategy currently has a total of nine (9) Objectives, with a number of specified Strategies listed for each Objective. The Strategies are intended to be SMART goals, meaning Specific, Measurable, Achievable, Realistic, and Time-sensitive, so many of the Strategies have dates attached to them. The Objectives and Strategies are not listed in order of priority or order of completion, but some rely on other Objectives and Strategies being completed in order to proceed. The nine Objectives of the Draft Strategy are:

1. Create a Regional Brand / Logo
2. Develop Marketing Campaign to build on Brand/ Logo
3. Improve Communication with Internal Stakeholders / External Customers
4. Inventory of tourism assets and Identification of gaps and opportunities
5. Fostering a Customer Service-focused Tourism industry
6. Work with Government partners to open Opportunities for Tourism development
7. Support the Tourism Industry through Infrastructure Development

8. Environmental Stewardship of the Region's natural assets to maintain a sustainable Tourism Industry
9. Build a Strong Working Relationship with local First Nation communities

The list of Objectives is not meant to be inclusive of all actions that are required to move forward with the development of the local Tourism industry, but rather to set a direction for all Regional partners to follow for meeting Tourism goals.

Administration asks Council to consider the Clearwater Regional Tourism Strategy, and approve The Strategy in principle to allow the Working Group to move forward on completing the Strategies set out. The other Regional partners: Village of Caroline, Nordegg Chamber of Commerce, Rocky Chamber of Commerce, and Caroline Chamber of Commerce will also be seeking approval from their respective Councils or Boards. The Town of Rocky Mountain House has accepted the Strategy in principle.

Options:

1. Approve the Clearwater Regional Tourism Strategy in principle, and direct Administration to commence work on the completion of Strategies in partnership with the Town of Rocky Mountain House, Village of Caroline, Rocky & District Chamber of Commerce, Nordegg Chamber of Commerce, and Caroline Chamber of Commerce.
2. Make recommended changes to the Draft Clearwater Regional Tourism Strategy for Administration to present to the other partners at the next meeting of the Regional Tourism Working Group.
3. Do not make changes to the Draft Clearwater Regional Tourism Strategy and do not approve the Strategy in principle.

Clearwater Regional Tourism Strategy - DRAFT

Vision

Where the adventurous can renew their spirit through experiencing the challenge of water, wildlife, and wilderness unique to the Clearwater Region.

Mission

Through cooperation of businesses, residents, and governments, the tourism industry will develop, promote, and care for our great outdoors.

The Clearwater Region will do this through:

Maintaining:

- Entrepreneurship;
- Partnerships;
- Hospitable and friendly people;
- Environmental stewardship;
- Current Tourism base (users);
- Current Outdoor activities unique to our area.

Obtaining:

- Customer service focus;
- Communication (signage, b/w operators/ governments/ mapping);
- Investment in tourism products, activities;
- Retention of economic value from Tourism in local region;
- The creation of opportunities for Tourism expansion;
- More infrastructure to support Tourism;
- A focused regional marketing campaign.

Objectives

Objective #1- Create a Regional Brand / Logo:

A Regional Brand has been identified as a need to ensure that the image of the Region is concentrated on the targeted Tourist market and limit existing mixed marketing messages. This brand will be created through the use of existing resources (2016 budget resources).

Strategies

1. Hire an Agency by August, 2016 to complete the work for a Branding/ Logo by September, 2016

2. Engage and consult stakeholders in a process to confirm the Branding/ Logo starting September 5 to be completed by September 25, 2016.
3. Announce and roll out confirmed Brand/ Logo to all stakeholders in regional community by October 31, 2016.

Objective #2 – Develop Marketing Campaign to build on Brand/ Logo

This Marketing Campaign will enhance existing marketing platforms to tourists & vendors including web-based & traditional print/ radio platforms to increase tourism and business opportunities.

Strategies

1. Identify initial focus of marketing efforts to reach our target market by October 1, 2016.
2. The Regional partners will encourage vendor participation in regional marketing efforts through involving the tourism operators and achieving buy-in on the marketing vision. This will be done in conjunction with the Brand / Logo roll-out in later Fall, 2016.
3. Create a Regional Tourism website and associated social media platforms that supports the new Brand / Logo and also the existing tourism industry by December 31, 2016.
4. Getting video content of Outdoor activities in the Clearwater Region from tourism users and operators to post on website/ social media sites. This is to be initiated by December 31, 2016.
5. Better informational materials (i.e. maps) are to be created for posting on the new website and for print material. This is to be initiated in early 2017.
6. Re-visit the process to develop Visitor Guides for the region. This will include partnering with the local newspaper (Mountaineer) to make changes. The demand for Visitor Guide information is changing with technology, and the Guide should be the face of the new Brand / Logo. This is to be initiated by Fall, 2016 to be completed prior to roll-out of the new Visitor Guide planned for Spring, 2017.

Objective #3 – Improve Communication with Internal Stakeholders / External Customers

- For the internal stakeholders: There is the need to maintain continual communication among all Regional Tourism partners (i.e. local municipal governments, chambers of commerce, and Tourism operators) on a go-forward basis.
- For the external customers (tourists): Develop better communication tools (i.e. signage/ maps/ other information) for our customers and tourists entering the Region.

Strategies

Internal Stakeholders

1. Provide focused statistical & factual reports involving the tourism sector and development initiatives to government & vendors on a quarterly basis that will begin November 1, 2016.
2. Emails and meetings with all Regional Working Group members will continue to occur on an ongoing basis.

External Customers

1. Improved utilization of the existing Tourism-oriented Directional Signage (TODS) Highway program (i.e blue signs) opportunity for tourism attractions. Work with tourism operators to share benefit of program. Highway 11 should be prioritized as primary focus. To be initiated Spring, 2017.
2. Creation of our own area maps with tourism attractions and trail systems that are synced to Google maps for ease of users. Could work with local users to help determine GPS coordinates for trail map use. This is to be initiated September 1, 2016.
3. Informational pamphlets targeted to different audiences to support tours, activities, other attractions in our region. Measurable through distribution of pamphlets to local and provincial Visitor Information Centres. To distribute by March, 2017.

Objective #4 – Inventory of tourism assets and identification of gaps and opportunities

To understand what tourism products and development are needed to meet the needs of our target customer, the Regional partners recognize the need to inventory all the current Tourism products and then target new industry to fill where gaps and opportunities are found.

Strategies

1. Create a classification database of tourism operators and products. This will be measurable by all tourism assets/services populated in the database. This will also include complimentary services to the tourism industry. The gathering of data to be included in the database will be initiated October 1, 2016 and initial submissions November 30, 2016. This information will be included on the new Tourism website.
2. Analyze database for gaps and identify who (i.e. which audience – government, industry) can best fill those gaps. This will be measured through creating a document that can be shared with stakeholder groups to help fill these gaps. Initiated first quarter of 2017.
3. Explore investment opportunities arising from database information that build on the brand and vision for the Clearwater region. These opportunities will be shared through, for example the development of opportunity profiles & trade show attendance, with all potential investors, including local, regional, and global. This will be done by local municipal economic development offices and chambers of commerce. Initiated fall of 2017.

Objective #5 – Fostering a Customer Service-focused Tourism industry

Customer Service has been identified as an area of need to help build the Tourism industry in the Region.

Strategies

1. Complete a Visitor Friendliness assessment that is available as a grant opportunity from Alberta Culture & Tourism. Recent assessments like this have been completed by Blackfalds/Lacombe and Sundre/ Mountain View County. Research the grant opportunity by December 31, 2016 to target the procurement of a consultant to complete assessment in Summer, 2017.

2. Implement a Customer service training program targeted to all types of businesses in the Region that is focused on the tourism attractions and services available in our region. Following the visitor friendliness assessment, this program will be introduced in Fall, 2017.
3. Create a Customer Service business award program. Could include the possibility of a monthly recognition of businesses showing exemplary customer service in the Region and include a visible element to showcase their award. To be completed after the customer service training program in 2017.

Objective #6 – Work with Government partners to open Opportunities for Tourism development

Most of tourism development potential is located on provincial crown land. It has been recognized that the regulatory approval process to develop new tourism ventures on provincial managed land is cumbersome and restrictive.

Strategies

1. Review municipal policies and bylaws to ensure that the local regulations do not unnecessarily restrict the growth of the regional Tourism industry. This will be initiated in early 2017.
2. Utilize partnership within the Central Alberta Tourism Alliance (CATA) and local MLAs to gather support for lobbying the provincial government on improving the regulatory approval process for Tourism opportunities on Crown land. This can be measured through the success of new tourism businesses developing on newly established leases. Ongoing action is required until measurable results are achieved.
3. Forming of strong working relationships with the regulatory divisions of Crown land (AB Environment and Parks, and AB Ag. & Forestry) along with the provincial ministries that will support new business development initiatives on Crown land (AB Economic Development & Trade, AB Culture & Tourism business development). This is a long term goal, but it can be initiated immediately.
4. Renegotiation of existing tourism Development Nodes in the David Thompson Corridor. Discussion needs to include the length of term for Crown leases, stumpage payments for forest loss, potential of Clearwater County leasing. The measure of success will be a concrete decision on the future of the Nodes by provincial government.
5. Gather data on the current use of informal rest areas and trailhead locations off of Highway 11 to advocate for the need of more formalized rest areas to Alberta Transportation. These rest areas should be situated at trailhead locations and include washrooms, water, and parking. Data collection will be completed by second quarter of 2018.

Objective #7 – Support the Tourism Industry through Infrastructure Development

Infrastructure development that supports the Tourism industry is required in order to allow private Tourism operators to build on this infrastructure and grow their operations.

The CATA Destination Management Plan along with the Clearwater Regional Tourism Survey has helped the Regional partners identify some of the infrastructure requirements that area needed to support Tourism growth:

- Appropriate motorized and non-motorized Trail development (including signage, and mapping),
- Accommodations (Development of more campgrounds; hotels; bed & breakfasts)
- Waste disposal amenities (i.e. Sani-dumps; waste receptacles in convenient locations)
- Access to waterways (i.e. boat launches, piers, and docks)
- Rest areas and Off-highway stops required at trailhead locations with washrooms and parking,
- Internet access

Strategies

1. Following the development of the tourism gaps and opportunities database in Objective #4, the Regional partners will identify what infrastructure requirements are needed to fill in these gaps and opportunities, and what organization is best suited to develop this infrastructure. This is expected to be done in Summer, 2017.
2. The partners will continue to advocate for appropriate and designated motorized and non-motorized trail development in collaboration with the provincial government within the region. This is an ongoing goal and will include determination of trail management and enforcement for new trail developments.
3. Review campgrounds currently managed by the partner municipalities to determine if upgrades are required to accommodate modern RV sizes, and if the services provided meet the needs of incoming tourists. This will be completed by Spring, 2017.
4. Identify future infrastructure requirements needed for Visitor Centre rest areas in the region. Visitor Centres are the face of the region for incoming tourists and the infrastructure surrounding these centres (i.e. washrooms, day parks, RV parking) should be maintained. The identification of future infrastructure needs of these areas is to be completed by Fall, 2017.
5. The Town and County will work with the Regional Waste Authority to review if small changes can be made to better serve tourists in our region. As an example, transfer station hours of operation can be focused on long weekends, or larger waste receptacles can be placed in convenient locations for Tourists.
6. Determination of where internet access hotspots are required to support the Tourism industry. This will be initiated through consultation with local Tourism operators at the Tourism forum planned for Fall, 2016.

Objective #8 –Environmental Stewardship of the Region’s natural assets to maintain a sustainable Tourism Industry

This Strategy’s vision is a long-term vision that relies on the natural assets (i.e. the water, wilderness, and wildlife) that are unique to the Region. For this reason, the long term management plans for the sustainability of these natural assets is imperative to maintain a strong and stable Tourism economy.

Strategies

1. Continue to provide an active enforcement presence in the recreation areas that are being used by incoming Tourists. This includes advocating for more enforcement of these recreation areas to the provincial authorities responsible for them.
2. Develop more educational programs that focus on proper land and recreation use to limit environmental damage. This builds on the great program already developed by Clearwater County Land Care. This also includes proper signage and maps. The development of a program is targeted to be initiated in 2019.
3. Encourage Tourism operators to adopt best management practices for environmental conservation through the development of a recognition program that uses badges/stickers/certificates to promote these practices to incoming Tourists. This program is to be developed in late 2018.

Objective #9 – Build a Strong Working Relationship with local First Nation communities

There exists the need to establish a strong working relationship with the three local First Nation communities (Bighorn, O’Chiese, and Sunchild) to explore the feasibility and interest in developing a catalyst Aboriginal Tourism experience in the Region.

Strategies:

1. Continue to build trust and relations through invitation and the participation of local First Nation community representatives at the Regional Tourism stakeholder forums.
2. Request to go on a tour of the local First Nation communities so that the all Regional partners may gain understanding of what plans or opportunities may be in place for Tourism development within their communities.



AGENDA ITEM

PROJECT: 2016 AUMA Convention Invitation		
PRESENTATION DATE: August 23, 2016		
DEPARTMENT: Municipal	WRITTEN BY: Tracy Haight	REVIEWED BY: Ron Leaf
BUDGET IMPLICATION: <input type="checkbox"/> N/A <input checked="" type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input type="checkbox"/> County Bylaw or Policy (cite) Bylaw: _____ Policy: _____		
STRATEGIC PLAN THEME: Well Governed and Leading Organization	PRIORITY AREA: Advocacy 2.5	STRATEGIES: 2.5.3 and 2.5.8
ATTACHMENT(S): AUMA 2016 Convention Sessions Weblink to AUMA 2015 Convention Brochure - https://auma.ca/sites/default/files/events/Convention/delegatebrochure_2016_jul28.pdf		
RECOMMENDATION: That Council provides direction regarding councillor(s) attendance at the 2016 AUMA Convention.		

BACKGROUND:

The Town of Rocky Mountain House Council extended an invitation to one member of Clearwater County Council to attend the Alberta Urban Municipalities Association (AUMA) 2016 Convention on October 5 - 7, 2016 in Edmonton.

In the past, Council selected one councillor to attend as the Town's guest, as well as an additional councillor to attend as a delegate from Clearwater County. Councillor Vandermeer and Reeve Alexander attended last year; Councillors Laing and Greenwood attended 2014; and Reeve Alexander and Councillor Maki attended in 2013.

Staff requests direction on councillor (s) attendance in order to finalize registrations before the August 28 deadline.

Please note the delegate's attendance is dependent on hotel availability.

AUMA Convention & AMSC Trade Show

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OCTOBER 5-7 SHAW CONFERENCE CENTRE, EDMONTON



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Day 1 - Tuesday, October 4

Time	Session	Speaker
9:00am-4:00pm	<p>Building your leadership skills for the 2017 Election</p> <p>This preconvention session will focus on enhancing your leadership skills in anticipation of the 2017 municipal election. You will spend the day with a variety of experts who will help you:</p> <ul style="list-style-type: none"> • understand the importance of unlocking your leadership potential • influence inter-municipal cooperation • strengthen citizen engagement • become a more effective spokesperson <p>The lunch will feature a panel discussion on how to encourage the participation of underrepresented groups in the election process.</p>	

Time	Session	Speaker
9:00am-12:00pm	<p>Legal issues in tough times Join our Casual Legal Services partner Reynolds Mirth Richards & Farmer to discuss concerns municipalities may face during economic downturns, encompassing:</p> <ul style="list-style-type: none"> • assessment and taxation issues, including the impact of difficulties in collecting linear assessment • employment issues, including constructive dismissal risks and severance obligations that can arise from any restructuring or downsizing • tendering Issues, including limits on the extent to which you can direct work to local contractors in support of the local economy, and a general review of tendering and procurement rules when accessing any stimulus or other funding available to municipalities 	
9:00am-4:00pm	<p>Effective Planning & Strategy Being strategic means understanding past and present contexts, as well as being able to anticipate the future. Participants will learn how to develop compelling strategic and business plans that are aligned with corporate priorities, are actionable and measurable. The relationship of policy and strategy will be examined and participants will learn how to engage stakeholders. The course will include the identification and incorporation of sustainability principles into the planning process.</p>	
9:00am-4:00pm	<p>Regional Partnerships & Collaboration Collaboration within regions is an important step towards effectively serving the public. This course will examine the value of and opportunities created through inter-municipal partnerships as well as those between municipalities and non-governmental organizations within a region. Using a case study format, participants will learn how to identify collaborative opportunities and how to negotiate and establish the parameters for a service partnership. Attendees will identify the scope of partnerships, governance structures, delivery mechanisms and cost sharing arrangements and will explore the benefits of efficiency, effectiveness and innovation realized through regional collaboration.</p>	

Day 2 - Wednesday, October 5

Time	Session	Speaker
8:30-9:45am	<p>The Economic Realities of Alternative Energy</p> <p>Alternative and renewable energy are expected to be a much bigger part of Alberta's energy mix in the future. Join the Infrastructure and Energy Committee for this energizing session to learn about the economics of alternative and renewable energy and how all levels of government and the energy industry are preparing for these shifts through converting infrastructure and improving the reliability of renewables.</p>	
8:30-9:45am	<p>The Future of Municipal Water Services</p> <p>Water is a precious resource that will require greater stewardship given the impacts of climate change and increasing demand and regulation. It can be challenging to provide safe drinking water and wastewater services given the scarcity of water resources, aging infrastructure, revenue shortfalls, complex federal and provincial regulatory requirements and a lack of qualified operators. The Sustainability and Environment Committee invites you to hear from water experts about how municipal water services should be designed and operated to address these challenges and how upcoming changes to the plumbing codes will enable water reuse.</p>	
8:30-9:45am	<p>Services designed to address the unique needs of members</p> <p>The AMSC Board of Governors provides guidance, direction and oversight to a diverse portfolio of services and programs including: Utilities, Insurance and Risk Management, Employee Benefits, Retirement Services, Investment Services and Procurement. In this session, members of the AMSC, AMSCIS, and the MUNIX boards will be on hand to provide an update on the progress we have made during the past year and speak to the challenges our organization continues to confront in light of the changing economic landscape.</p>	
8:30-9:45am	<p>Keep up to date with changes to retirement services</p> <p>The APEX Board of Directors provides oversight and direction for the APEX Defined Benefit Plan, MuniSERP, ACPP (Defined Contribution Plan), Group RRSPs and TFSAs. Join us as we update you on the successes and challenges we have faced over the last year.</p>	

Time	Session	Speaker
8:30-9:45am	<p>What Makes Municipal Councils Effective? In this session, the Elected Officials Professional Development Committee discusses how to strengthen council's effectiveness and ensure conflicts are appropriately managed so that they do not create tension for council and administration and lead to credibility issues with the public and media.</p>	
10:00-11:30am	<p>CAO/CFO Session Check back for more details.</p>	
10:15-11:30am	<p>Housing your Community Despite investments by all orders of government, Alberta's communities continue to face issues of insufficient affordable housing and homelessness. This session, led by the Safe and Healthy Communities Committee, will offer insight on resources to conduct a needs assessment for your municipality and success stories about growing the stock of social housing. This presentation includes federal and provincial speakers and profiles AUMA's affordable housing hub, a one-window resource to help municipalities take action to meet local housing needs.</p>	
10:15-11:30am	<p>Must-knows about Municipal Legislation The Municipal Governance Committee will provide insights on federal and provincial legislation that will have significant impact on municipalities. Guaranteed to be a session that you won't want to miss, key topics will be identified closer to Convention when there is more definitive information on federal and provincial directions.</p>	
10:15-11:30am	<p>Building a stronger local economy through entrepreneurship This session, created by the Small Communities Committee, will explore innovative ways for you to build a vibrant entrepreneurial community to support your local economic development. A panel of municipal leaders and entrepreneurs from a small community will discuss how to create an entrepreneurial spirit and attract and encourage entrepreneurs which is particularly important in this challenging economic climate. You will also learn about AUMA's new economic development resource hub.</p>	

Time	Session	Speaker
10:15– 11:30am	<p>Responsible financial oversight; ensuring member confidence AUMA adheres to a thorough and stringent process in managing its own finances and those of its wholly-owned subsidiary, the Alberta Municipal Services Corporation. In this session, the Audit & Finance Committee will deliver a review of the financial statements and present its approach to investment. AUMA’s CFO will provide an overview to ensure that members are well versed in how membership dues are managed and how they provide a financial foundation to deliver effective advocacy and valued services.</p>	
10:15– 11:30am	<p>Member priorities drive Federal and Provincial Advocacy efforts AUMA’s Executive Committee is a catalyst for change across Alberta’s municipal landscape. Responsible for driving both provincial and federal advocacy initiatives, the Executive Committee represents Alberta’s communities on a wide array of issues. In this session, members will become more knowledgeable about the activities on both the provincial and federal fronts, reviewing the status of initiatives undertaken over the course of the past year as well as those ahead.</p>	
12:30– 1:30pm	<p>Opening Ceremonies, President’s Address & Keynote Keynote speaker Gen Rick Hillier (Ret) Check back soon for details.</p>	
1:30– 2:45pm	<p>Resolutions Delegates debate and vote on this year's submitted resolutions.</p>	
2:45–3:00	<p>MGA review Check back for details.</p>	
3:00– 5:30pm	<p>Trade Show dessert reception Join this year's exhibitors in the AMSC Trade Show and enjoy a dessert reception sponsored by Sun Life.</p>	
4:30– 6:00pm	<p>Municipal Affairs Reception Alberta Municipal Affairs are your hosts for this reception.</p>	

Time	Session	Speaker
After 6:00pm	Sponsor's Networking Evening Event sponsors will host delegates at hospitality suites in and around the Shaw Conference Centre.	

Day 3 - Thursday, October 6

Time	Session	Speaker
7:00- 8:30am	Government Breakfast, Premier's Address, Bearpit with Ministers Check back for more details.	
8:30- 9:30am	Minister/Education sessions Check back soon for details.	
9:30- 10:30am	Trade show breakfast for CAOs CAOs and other administrators are invited to a breakfast with exhibitors at the AMSC Trade Show.	
9:45- 10:45am	Minister/Education Sessions Check back soon for details.	
11:00- 11:30am	Minister of Municipal Affairs Address Municipal Affairs Minister, Danielle Larivee addresses delegates	
11:30am- 1:30pm	Trade show luncheon Join delegates and exhibitors for lunch on the AMSC Trade Show floor.	

Time	Session	Speaker
1:45-2:45pm	Minister/education sessions Check back for more details	
3:00-4:00pm	Minister/education sessions Check back for more details	
7:30-9:30pm	City of Edmonton Reception Join Edmonton City Council and members of the Coalition of Civic Unions for good food, good conversation and great door prizes. You will be entertained by local musicians while networking with your colleagues and enjoying the spectacular views of Edmonton by night...from the 16th Floor of EPCOR Tower. NOTE: This is a separately-ticketed event. Tickets are \$20 per person.	

Day 4 - Friday, October 7

Time	Session	Speaker
7:40-8:15am	Municipal Excellence Awards Alberta Municipal Affairs presents this year's Municipal Excellence Awards	
8:15-8:45am	Opposition Parties Alberta's opposition party leaders address delegates	
8:55-9:15am	Annual General Meeting The annual general meeting of the AUMA.	
9:15-9:45am	Resolutions Voting members debate this year's submitted resolutions.	

[Back to all events](#)



AGENDA ITEM

PROJECT: Policy Review – <i>Councillor and Board Reimbursement</i>		
PRESENTATION DATE: August 23, 2016		
DEPARTMENT: Municipal	WRITTEN BY: Tracy Haight	REVIEWED BY: Ron Leaf
BUDGET IMPLICATION: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input checked="" type="checkbox"/> County Bylaw or Policy (cite) <i>Councillor and Board Reimbursement</i>		
STRATEGIC PLAN THEME: 2. Well Governed and Leading Organization	PRIORITY AREA: 2.3 Facilitate community engagement in planning and decision making	STRATEGIES:
ATTACHMENT(S): Councillor and Board Reimbursement Policy		
RECOMMENDATION: That Council reviews and considers the proposed amendments to the <i>Councillor and Board Reimbursement</i> policy, revise as necessary, and/or approve amendments as presented.		

BACKGROUND:

Preparations are underway for Council's 2016 Organizational Meeting in October that include a review of the various community boards, committees, and associated policies.

Upon review of the attached policy, Administration recommends changes, as shown by a ~~strike through~~ for deletions and additions in **red**, as follows:

- Correctly identify the Family and Community Support Services Board as the Clearwater Regional Family and Community Support Services Board
- Delete Item 3 and 4 in the Boards and Committee Rates section as Council appoints a councillor, rather than a member at large, to the Parkland Regional Library Board; and the Alberta Sports Council is no longer active.
- Delete "Assessment Review Board" in Item 5, Boards and Committee Rates section, as these members are recruited by the Central Alberta Regional Assessment Review Board.

Please note there are no changes to remuneration, honourarium, or board and committee rate amounts at this time. These amounts are adjusted in January of each year to reflect annual cost of living adjustments.



**CLEARWATER COUNTY
COUNCIL AND BOARD REIMBURSEMENT**

POLICY

EFFECTIVE DATE:	January 1, 2016
REVISED DATE:	August 23, 2016
SECTION:	Administration
POLICY STATEMENT:	To provide a fair and equitable means of reimbursing Council and Members at Large for their time, travel and subsistence while attending meetings, conferences, training seminars and other out of area municipal business events.
DEFINITIONS:	“Meeting”: within the context of this Policy the term meeting shall include: Council meetings, Special Council meetings, Committee meetings as well as – when requested by the CAO, or a Department Head – meetings between Councillors and County staff.
PROCEDURE: <u>Council Rates</u>	<p>1. Council remuneration will be, for time spent while traveling to or from meetings and while in attendance at a meeting on the basis of the following rates and time sections:</p> <ul style="list-style-type: none"> a) \$159.00 - First Four Hours b) \$126.00 - Second Four Hours c) \$126.00 - Third Four Hours d) \$288.00 - Maximum payable for any regular Council Meeting. <p>For clarity, any meeting or number of meetings that include more than one portion of the above times sections (i.e. meetings in excess of four hours), a Councillor is entitled to combined remuneration for each time section involved. The maximum paid in any single day will therefore be \$414.00. Councillors are expected to exercise discretion when applying for remuneration for meetings that include one time section and extend into another time section in a minor fashion.</p>



CLEARWATER COUNTY COUNCIL AND BOARD REIMBURSEMENT

	<p>2. Other expenses associated with a Councillor's attendance at meetings will be paid in accordance with Travel and Subsistence for Staff and Council Policy.</p> <p>3. In addition to meeting, travel and subsistence fees, each councillor will be paid \$550.00 per month to compensate for time spent on such matters as meeting preparation, telephone calls and individual meetings with electors.</p> <p>4. Council remuneration associated with convention attendance will be for time spent while traveling to or from a convention location and while in attendance during the formal convention sessions on the basis of the following rates and time sections:</p> <ul style="list-style-type: none">a) \$159.00 - First Four Hoursb) \$126.00 - Second Four Hoursc) \$126.00 - Third Four Hours <p>For clarity, time incurred for travel to or from the convention location and attendance at the formal convention sessions that include more than one portion of the above times sections in excess of four hours, a councillor is entitled to combined remuneration for each time section involved. However, the maximum honorarium paid in any single day to a councillor or committee member will be \$414.00.</p> <p>For example, a councillor drives to a seminar in Edmonton from Rocky Mountain House leaving the night before the seminar begins as the seminar starts at 8:00 the next morning. The seminar ends at 4:00 p.m. the following day. At conclusion of the seminar the councillor would be entitled to \$159.00 associated with travel the night before the seminar. The councillor would also be entitled to another \$159.00 relating to the first four hours of his/her attendance at the seminar; another \$126.00 associated with the second four hours of the seminar; and, a third four hours associated with the return travel time to Rocky Mountain House.</p> <p>5. Councillors are authorized to attend special meetings associated with a Council appointed committee without</p>
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CLEARWATER COUNTY COUNCIL AND BOARD REIMBURSEMENT

<p><u>Reeve Rates</u></p>	<p>Council approval. However, to the greatest extent possible, councillors should receive prior approval of Council for attendance at any other special meeting a councillor may wish to attend (e.g. community group meeting). However, Council recognizes that situations may preclude a councillor from advising Council of a meeting prior to his or her attendance. In such cases the Councillor is to seek Council's approval for his/her attendance prior to the councillor submitting his/her remuneration sheet.</p> <p>6. The Reeve and two Councillors are approved to attend the annual conference of the Federation of Canadian Municipalities (FCM), Councillors attending the conference will be appointed at the annual organizational meeting preceding the conference. The intention is to provide all Councillors with the opportunity to attend one FCM Conference during their term of office. All Councillors will be permitted to attend FCM when the FCM Conference is held in Alberta.</p> <p>7. Councillors and Committee members will be reimbursed for other incurred expenses in accordance with the Travel and Subsistence for Staff and Council Policy.</p> <p>8. If a spouse accompanies a councillor to a convention, the Municipality will cover the spousal registration fee, banquet tickets, and approved travel expenses.</p> <p>1. In addition to the above policies, it is recognized that the Reeve will receive additional requests with respect to meetings with federal, provincial, municipal and/or community organizations, representatives or officials. The Reeve is authorized to attend such meetings at his/her discretion without Council authorization and to receive remuneration in accordance with this policy for that attendance. To the greatest extent possible, the Reeve should endeavor to inform Council of these meetings prior to his/her attendance.</p>
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CLEARWATER COUNTY COUNCIL AND BOARD REIMBURSEMENT

<p><u>Boards and Committee Rates</u></p> <p><u>Community Event Attendance</u></p>	<p>2. The Reeve will be paid \$850.00 per month to allow for his extra administrative duties such as cheque signing, bylaw signing, contract signing, etc.</p> <p>1. Members at large appointed to the municipal library boards, the Caroline Clearwater Regional Family and Community Support Services Board, and the recreation boards will be paid \$554.00 per annum as compensation for mileage and out-of-pocket expenses.</p> <p>2. Members at large appointed to the Clearwater County Heritage Board will be paid \$159.00 per meeting as compensation for mileage and out-of-pocket expenses.</p> <p>3. The member at large to the Parkland Regional Library Board will be paid \$636.00 per annum as compensation for mileage and out-of-pocket expenses.</p> <p>4. The member at large to the Alberta Sports Council will be paid \$949.00 per annum as compensation for mileage and out-of-pocket expenses.</p> <p>3. Member at large appointees to the Agricultural Service Board, Assessment Review Board, Municipal Planning Commission and the Subdivision and Development Appeal Board, will be paid at the councillor remuneration rates established in this policy and expense rates in the Travel and Subsistence for Staff and Council policy.</p> <p>1. All Councillors are authorized to participate in the Rocky Rodeo Parade, Caroline Rodeo Parade and Rocky Parade of Lights. In addition to this, the Reeve or designate is authorized to participate in</p>
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CLEARWATER COUNTY COUNCIL AND BOARD REIMBURSEMENT

<p><u>General</u></p>	<p>the Ponoka Stampede Parade and Westerner Days Parade.</p> <ol style="list-style-type: none">2. With the exception of the aforementioned parades, attendance at any other community event will be considered by Council on a case by case basis.3. Council remuneration associated with approved community event attendance will be for time spent while traveling to or from a convention location and while in attendance during the formal convention sessions on the basis of the following rates and time sections:<ol style="list-style-type: none">a) \$159.00 - First Four Hoursb) \$126.00 - Second Four Hours <p>To a maximum of eight hours (or \$285.00) per day.</p> <ol style="list-style-type: none">1. Per Diem sheets are to be filled out monthly by each councillor and delivered to the Finance and Admin. Manager or Payroll Administrator after the end of each month and at least three working days prior to the first Council meeting. Per Diem sheets received after this date will not be processed for payment until the following month. Administration will include copies of the completed per diem sheets in the following Council Agenda.2. Council remuneration rate increases will correspond to the cost of living adjustments received by staff each year (rounded to the nearest dollar).3. This policy replaces Council’s policy “Meeting Rates for Council and Board Appointments”
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AGENDA ITEM

PROJECT: Lacombe County Request for Endorsement		
PRESENTATION DATE: August 23, 2016		
DEPARTMENT: Municipal	WRITTEN BY: Ron Leaf	REVIEWED BY: Ron Leaf
BUDGET IMPLICATION: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input type="checkbox"/> County Bylaw or Policy (cite)		
STRATEGIC PLAN THEME: N/A	PRIORITY AREA:	STRATEGIES:
ATTACHMENT(S): Resolution “Resolution Process – Identification of Financial Implications”		
RECOMMENDATION: That Council endorses Lacombe County’s “Resolution Process – Identification of Financial Implications” resolution.		

BACKGROUND:

The attached resolution, as submitted by Lacombe County, proposes changing the Alberta Association of Municipal Districts and Counties (AAMDC) resolution process to include the identification of the financial impacts on government budgets resulting from a resolution request.

The need to understand the financial implications of AAMDC resolutions was discussed briefly at the Bill 21 MGA briefing session in Botha with members present identifying that for many resolutions presented by the MGA there is no understanding by the membership of the financial costs associated with the implementation of resolutions submitted to the Provincial government or other agencies.

From discussion with AAMDC policy staff, it is felt that the concerns identified in the resolution are valid and that the proposal would strengthen the AAMDC resolution process.

CAAMDC Fall 2016 Resolution

Resolution Process – Identification of Financial Implications

Submitted By: Lacombe County

Seconded:

WHEREAS: the AAMDC Resolution Process (Policy 21) outlines the format and guidelines for the development of resolutions submitted for consideration by the membership; and

WHEREAS: the current resolution process does not require that the budget implications of a resolution be included as part of the resolution; and

WHEREAS: budget implications are an essential consideration for most request being made of senior levels of government;

THEREFORE BE IT RESOLVED the AAMDC Board of Directors review the AAMDC Resolution Process (Policy 21) with the objective of requiring a section within the member background information to identify and address the capital and operating budget implications of any resolution request.

Background

Given the economic constraints that the AAMDC and all levels of government are facing it is prudent to consider the financial impact that resolutions will have on future budgets. The inclusion of a separate section addressing with financial impacts will ensure that the membership has the information available to make an informed decision on any resolution. This change will strengthen the resolution process and offer credibility to the process as senior levels of government will know that the membership has given consideration to the financial impacts when voting on the resolutions.



AGENDA ITEM

PROJECT: Request from Pat Stier, MLA Official Opposition Shadow Minister of Municipal Affairs for Feedback on Bill 21		
PRESENTATION DATE: August 23, 2016		
DEPARTMENT: Municipal	WRITTEN BY: Ron Leaf	REVIEWED BY: Ron Leaf
BUDGET IMPLICATION: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input type="checkbox"/> County Bylaw or Policy (cite)		
STRATEGIC PLAN THEME: Well Governed and Leading Organization	PRIORITY AREA: Advocate in the best interests of our community and region.	STRATEGIES: 2.5.8
ATTACHMENT(S): Correspondence from Pat Stier, MLA		
RECOMMENDATION: That Council provides Administration with direction on the request from MLA Pat Stier.		

BACKGROUND:

MLA Pat Stier, Official Opposition Shadow Minister of Municipal Affairs, is asking for feedback on Clearwater County's experience during the provincial government's consultation process on the Municipal Government Act review. He also asks that the County identify any issues that may not have been addressed by the government and provide comments and concerns on the proposed amendments. Mr. Stier lists eight specific questions and requests a response by September 15.

Administration is reviewing the recently released regulations regarding Public Participation and Code of Conduct but do not have any recommendations at this time.

Administration wishes to know if Council wishes to respond and, if so, what comments Council wishes.

Legislature Office
 5, Federal Building
 9820 – 107 Street
 Edmonton, AB T5K 1E7
 Tel: (780) 427-1707



LEGISLATIVE ASSEMBLY
 ALBERTA

Pat Stier, MLA
 Livingstone-MacLeod

Nanton Constituency Office
 2019 – 20 Avenue
 Nanton, AB T0L 1R0
 Tel: 1-800-565-0962

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

July 27, 2016

Re: Feedback Request – Bill 21, *Modernized Municipal Government Act*

Dear Clearwater County,

As you are undoubtedly aware the Minister of Municipal Affairs introduced Bill 21, *Modernized Municipal Government Act* on May 31st. The introduction of Bill 21 follows years of consultations between the province and municipal stakeholders. The culmination of these consultations is a Bill that proposes a significant number of changes to the way in which municipalities operate and collaborate with one another.

As the Official Opposition Shadow Minister of Municipal Affairs, I am reaching out to you and the other municipalities in Alberta to solicit feedback on your municipality's experience during the consultation process, identify issues that the government failed to address, and request any other comments and concerns on this extremely important set of changes.

Below are a few questions to help get the discussion started.

1. Are you satisfied with the level of consultation done prior to and following the introduction of Bill 21, *Modernized Municipal Government Act*?
2. Did you find the consultation process valuable, what improvements would you suggest?
3. What specific areas were you happy to see included in Bill 21? Please explain.
4. A major change Bill 21 will make intermunicipal cooperation compulsory through the introduction of mandatory Intermunicipal Collaboration Framework agreements that must include land use planning and delivery and funding of regional services. What are your thoughts on this change; what impact will this have on your municipality?

5. Another area I have received a great deal feedback on is the centralization of industrial assessment. Is this an area of concern for your municipality? Please provide as much detail as possible.
6. I am interested in hearing your feedback with regards to the addition of inclusionary zoning as an attempt to increase affordable housing in Alberta.
7. One of the most controversial changes is the introduction of mandatory growth boards for the greater Edmonton and Calgary areas. Does your municipality have any comments or concerns with this change?
8. What topics or issues are you disappointed were not addressed by the proposed legislation and what other issues or concerns does your municipality have regarding Bill 21?

Please send your responses to wildrosecaucus@assembly.ab.ca or by conventional mail:

Wildrose Official Opposition
5, 9820 – 107 Street NW.
Edmonton, AB T5K 1E7

Due to the pressing nature of this request I humbly ask for your submission by September 15, 2016.

Thank you for your time and I look forward to hearing from you.

Sincerely,



Pat Stier, MLA

PS/ak

Clearwater County
Councilor and Board Member Remuneration Statement

For the Year of ...2016..

Name of Councilor / Board MemberPat Alexander.....

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 \$159.00	Next 4 Hours \$126.00	Next 4 Hours \$126.00	Regular Council Meeting \$288.00	Lunch \$16.00	Mileage @ \$0.54 / km
June 1	Joint Dev. Area Open house	X					74
June 2	FCM	X	X				208
June 3	FCM	X	X				
June 4	FCM	X	X				
June 5	FCM	X	X				
June 6	FCM	X	X				210
June 11	Rocky Parade	X					74
June 13	Tri-Council	X					74
June 14	Council				X		74
June 15	NSWA AGM+Open House			Hotel	X	X	354
June 16	MGA Review Red Deer	X	X				196
June 17	WRSD Awards	X					74
June 18	Kinettes	X					74
June 20	A+P				X		74
June 24	Rocky Rec Centre	X					74

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 Remuneration Calculation

13	Meetings @ \$159.00=	2067.00	1708	Kms @ \$0.54=	922.32
6	Meetings @ \$126.00=	756.00	1	Lunch @ \$16.00=	16.00
4	Meetings @ \$288.00=	1152.00	FCM Receipts (ON FILE) 834.95		
	Supervision=	850.00			
	TOTAL=	4825.00		TOTAL=	1773.27

Alexander - June 16/

Signature {Councilor / Board Member}

Date	Type of Meeting Attended	First 4 Hours \$159.00	Next 4 Hours \$126.00	Next 4 Hours \$126.00	Regular Council Meeting \$288.00	Lunch \$16.00	Mileage @ \$0.54/ km
June 25	Grand Open Rocky Rec Centre	X					74
June 28	Council				X		74
June 28	West Central Grad						

Clearwater County Councilor and Board Member Remuneration Statement

For the Year of ...2016.....

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 \$159.00	Next 4 Hours \$126.00	Next 4 Hours \$126.00	Regular Council Meeting \$288.00	Lunch \$16.00	Mileage @ \$0.54 / km
June 11/16	JT Dev (Area Residents)	✓					14
June 6	MGA Rev.	✓					14
June 8	FCSS	✓					14
June 13	Tri Council	✓					14
June 14	Council				✓		14
June 15	JT Dev (open house)	✓					14
June 20	ALP	✓	✓				14
June 22	MAC	✓					14
June 28	Council.				✓		14
June 29	St. Doms.	✓					14

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Remuneration Calculation

8	Meetings @ \$159.00=	1272.00	140	Kms @ \$0.54=	75.60
1	Meetings @ \$126.00=	126.00		Lunch @ \$16.00=	/
2	Meetings @ \$288.00=	576.00			/
	Supervision=	550.00			/
	TOTAL=	2524.00		TOTAL=	75.60

Signature {Councilor / Board Member} Theresa Leung