

**MACKENZIE COUNTY  
REGULAR COUNCIL MEETING**

**Wednesday, March 28, 2007  
6:00 p.m.**

**Council Chambers, Fort Vermilion, Alberta**

**AGENDA**

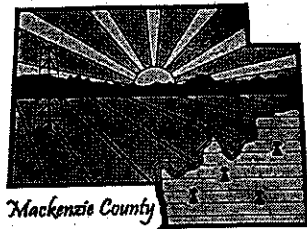
Page

<b>CALL TO ORDER:</b>	1.	a)	Call to Order	
<b>AGENDA:</b>	2.	a)	Adoption of Agenda	
<b>ADOPTION OF THE PREVIOUS MINUTES:</b>	3.	a)	Minutes of the March 13, 2007 Regular Council Meeting	5
<b>BUSINESS ARISING OUT OF THE MINUTES:</b>	4.	a)	None	
<b>DELEGATIONS:</b>	5.	a)		
<b>GENERAL REPORTS:</b>	6.	a)		
<b>PUBLIC HEARINGS:</b>	7.	a)	None	
<b>COUNCIL COMMITTEE, CAO AND DIRECTORS REPORTS:</b>	8.	a)	Council Committee Reports	
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<b>PLANNING, EMERGENCY, AND ENFORCEMENT SERVICES:</b>	9.	a)		
		b)		
<b>OPERATIONAL SERVICES:</b>	10.	a)	Graders	27
		b)	Gravel	29
		c)	Machesis Lake/Wadlin Lake Caretaking Contracts	31



		d)		
		e)		
<b>CORPORATE SERVICES:</b>	11.	a)	Zama Water Treatment Plant Borrowing Bylaw 614/07	33
		b)	10 Year Infrastructure Plans and 2007 Grant Applications	37
		c)	Order in Council – Mackenzie County Name Change	49
		d)	Minister's Council on Municipal Sustainability Final Report	53
		e)	Information/Correspondence	73
		f)		
		g)		
<b>IN CAMERA SESSION:</b>	12.	a)	Town of High Level Negotiations	
		b)	Health Services	
		c)	Personnel & Contracts	
		d)	Union Negotiations	
		e)	Mackenzie Housing Management Board	
		f)		
		g)		
<b>NEXT MEETING DATE:</b>	13.	a)	Regular Council Meeting Wednesday, April 11, 2007 6:00 p.m. Council Chambers, Fort Vermilion, AB	
<b>ADJOURNMENT:</b>	14.	a)	Adjournment	





## MACKENZIE COUNTY REQUEST FOR DECISION

<b>Meeting:</b>	<b>Regular Council Meeting</b>
<b>Meeting Date:</b>	<b>March 28, 2007</b>
<b>Presented By:</b>	<b>William Kostiw, Chief Administrative Officer</b>
<b>Title:</b>	<b>Minutes of the March 13, 2007 Regular Council Meeting</b>

### BACKGROUND / PROPOSAL:

Minutes of the March 13<sup>th</sup> regular council meeting are attached.

### OPTIONS & BENEFITS:

N/A

### COSTS & SOURCE OF FUNDING:

N/A

### RECOMMENDED ACTION:

That the minutes of the March 13, 2007 Regular Council meeting be adopted as presented.



**MACKENZIE COUNTY  
REGULAR COUNCIL MEETING  
Tuesday, March 13, 2007  
10:00 a.m.  
Council Chambers  
Fort Vermilion, AB**

<b>PRESENT:</b>	Bill Neufeld	Reeve
	Walter Sarapuk	Deputy Reeve
	Peter Braun	Councillor
	John W. Driedger	Councillor
	Greg Newman	Councillor
	Jim Thompson	Councillor (teleconference)
	Lisa Wardley	Councillor
	Stuart Watson	Councillor
	Ed Froese	Councillor

**ABSENT:**

<b>ALSO PRESENT:</b>	William (Bill) Kostiw	Chief Administrative Officer
	Carol Gabriel	Executive Assistant
	Joulia Whittleton	Director of Corporate Services
	Paul Driedger	Director of Planning & Emergency Services

Minutes of the Regular Council meeting for Mackenzie County held on Tuesday, March 13, 2007 at the Council Chambers in Fort Vermilion, Alberta.

**CALL TO ORDER:            1. a) Call to Order**

Reeve Neufeld called the meeting to order at 10:12 a.m.

**AGENDA:                    2. a) Adoption of Agenda**

**MOTION 07-208            MOVED by Councillor Thompson**

That the agenda be adopted as amended with the addition of:

- 10. c) Graders
- 10. d) Road Maintenance Service Agreement
- 11. j) Budget Presentation

**CARRIED**

**ADOPTION OF THE            3. a) Minutes of the February 23, 2007 Special Council  
PREVIOUS MINUTES:           Meeting**

**MOTION 07-209**

**MOVED** by Councillor Froese

That the minutes of the February 23, 2007 Special Council meeting be adopted as presented.

**CARRIED**

Councillor Wardley arrived at 10:15 a.m.

**3. b) Minutes of the February 28, 2007 Regular Council Meeting**

**MOTION 07-210**

**MOVED** by Councillor Driedger

That the minutes of the February 28, 2007 Regular Council meeting be adopted as presented.

**CARRIED**

**BUSINESS ARISING  
OUT OF THE MINUTES:**

**4. a) None**

**IN CAMERA SESSION:**

**MOTION 07-211**

**MOVED** by Councillor Driedger

That consideration be given to move in-camera to discuss issues under the Freedom of Information and Protection of Privacy Regulations 18 (1) at 10:16 a.m.

- 12. a) Town of High Level Negotiations
- 12. b) Health Services
- 12. c) Personnel & Contracts
- 12. d) Union Negotiations
- 12. e) Mackenzie Housing Management Board

**CARRIED**

Deputy Reeve Sarapuk arrived at 10:35 a.m.

**MOTION 07-212**

**MOVED** by Councillor Froese

That Council move out of camera at 11:40 a.m.

**CARRIED**



**12.b) Health Services**

**MOTION 07-213**

**MOVED** by Councillor Driedger

That the health services discussion be received for information.

**CARRIED**

**12. c) Personnel & Contracts**

**MOTION 07-214**

**MOVED** by Councillor Wardley

That a Special Council meeting be held on March 27, 2007 at 7:00 pm in Fort Vermilion to discuss personnel, contracts and CAO evaluation.

**CARRIED**

**12. e) Mackenzie Housing Management Board**

**MOTION 07-215**

**MOVED** by Councillor Froese

That Council request a comprehensive audit of the Heimstaed Lodge to include the health versus lodge costs as well as the level of service in comparison to the rest of the province.

**CARRIED**

**MOTION 07-216**

**MOVED** by Councillor Wardley

That administration notify all stakeholders and request cost sharing for the comprehensive audit of the Heimstaed Lodge.

**CARRIED**

**MOTION 07-217**

**MOVED** by Councillor Newman

That Council send a letter to Mackenzie Housing Management indicating that Mackenzie County will fund requisitions according to Ministerial Orders.

**CARRIED**

Reeve Neufeld recessed the meeting at 11:52 a.m. and reconvened at 12:45 p.m.

Councillor Thompson left the meeting at 11:52 a.m.

**MOTION 07-218**

**MOVED** by Councillor Wardley

That Council move in-camera at 12:45 p.m.

**CARRIED**

**MOTION 07-219**

**MOVED** by Councillor Froese

That Council move out of camera at 1:00 p.m.

**CARRIED**

**MOTION 07-220**

**MOVED** by Councillor Froese

That Deputy Reeve Sarapuk and the Chief Administrative Officer negotiate with agents representing Fitler in regards to the Fitler gravel pit property.

**CARRIED**

**9. d) RFP – Zama City Critical Infrastructure Protection Project**

**MOTION 07-221**

**MOVED** by Councillor Driedger

That the tenders for the Zama City Critical Infrastructure Protection Project be opened.

**CARRIED**

**MOTION 07-222**

**MOVED** by Councillor Newman

That the tender for the Zama City Critical Infrastructure Protection Project be awarded to Buller Contracting Ltd.

**CARRIED**

**10. c) Graders**

**MOTION 07-223**

**MOVED** by Councillor Driedger

That the grader tenders be opened.

**CARRIED**

**MOTION 07-224**

**MOVED** by Councillor Froese

That Council receive the grader proposals and that administration prepare a grader cost analysis for the March 28, 2007 Council meeting.

**CARRIED**

**DELEGATIONS:**

**5. b) Ralph Woods, Land Management Forester  
Sustainable Resource Development (SRD)**

Presentation by Ralph Woods, Land Management Forester and Dave Brown, Operations Section Head with Alberta Sustainable Resource Development on the Draft Peace/Upper Hay Access Management Guidelines.

**PUBLIC HEARINGS:**

**7. a) Bylaw 605/06  
Area Structure Plan for SW 12-107-14-W5M  
Derk Friesen**

Reeve Neufeld called the public hearing for Bylaw 605/06 to order at 2:01 p.m.

Reeve Neufeld asked if the public hearing for proposed Bylaw 605/06 was properly advertised. Paul Driedger, Director of Planning, answered that the bylaw was advertised in accordance with the Municipal Government Act.

Reeve Neufeld asked the Development Authority to outline the proposed Area Structure Plan. Paul Driedger, Director of Planning presented the Development Authority's submission and indicated that first reading was given on February 13, 2007.

Reeve Neufeld asked if Council has any questions of the proposed Area Structure Plan. There were no questions.

Reeve Neufeld asked if any submissions were received in regards to proposed Bylaw 605/06. No submissions were received.

Reeve Neufeld asked if there was anyone present who would like to speak in regards to the proposed Bylaw 605/06. There was no indication that anyone present wished to speak to the bylaw.

Reeve Neufeld closed the public hearing for Bylaw 605/06 at 2:05 p.m.

**MOTION 07-225**

**MOVED** by Councillor Braun

That second reading be given to Bylaw 605/06, being a bylaw to adopt the Area Structure Plan for SW 12-107-14-W5M.

**CARRIED**

**MOTION 07-226**

**MOVED** by Councillor Newman

That third reading be given to Bylaw 605/06, being a bylaw to adopt the Area Structure Plan for SW 12-107-14-W5M.

**CARRIED**

**7.b) Bylaw 607/07 Land Use Bylaw Amendment to Rezone Plan 942-0168, Block 16, Lot 4 and Plan 952-3941, Block 16, Lot 5 from Mobile Home Park District "MHP" to Mobile Home Subdivision District 2 "MHS2" – Zama**

Reeve Neufeld called the public hearing for Bylaw 607/07 to order at 2:06 p.m.

Reeve Neufeld asked if the public hearing for proposed Bylaw 607/07 was properly advertised. Paul Driedger, Director of Planning, answered that the bylaw was advertised in accordance with the Municipal Government Act.

Reeve Neufeld asked the Development Authority to outline the proposed Land Use Bylaw Amendment. Paul Driedger, Director of Planning presented the Development Authority's submission and indicated that first reading was given on January 24, 2007.

Reeve Neufeld asked if Council has any questions of the proposed Land Use Bylaw Amendment. Discussion followed.

Reeve Neufeld asked if any submissions were received in regards to proposed Bylaw 607/07. No submissions were received.

Reeve Neufeld asked if there was anyone present who would like to speak in regards to the proposed Bylaw 607/07. There was no indication that anyone present wished to speak to the bylaw.

Reeve Neufeld closed the public hearing for Bylaw 607/07 at 2:08 p.m.

**MOTION 07-227**

**MOVED** by Councillor Froese

That second reading be given to Bylaw 607/07 to rezone Plan 942-0618, Block 16, Lot 4 and Plan 952-3941, Block 16, Lot 5, in the Hamlet of Zama, from Mobile Home Park District "MHP" to Mobile Home Subdivision District 2 "MHS2".

**CARRIED**

**MOTION 07-228**

**MOVED** by Councillor Newman

That third reading be given to Bylaw 607/07 to rezone Plan 942-0168, Block 16, Lot 4 and Plan 952-3941, Block 16, Lot 5, in the Hamlet of Zama, from Mobile Home Park District "MHP" to Mobile Home Subdivision District 2 "MHS2".

**CARRIED**

**7.c) Bylaw 610/07 Being a Land Use Bylaw Amendment to Rezone Part of SW 12-107-14-W5M from Rural Country Residential District 3 (RC3) to Rural Country Residential District 2 (RC2) – Blumenort**

Reeve Neufeld called the public hearing for Bylaw 610/07 to order at 2:09 p.m.

Reeve Neufeld asked if the public hearing for proposed Bylaw 610/07 was properly advertised. Paul Driedger, Director of Planning, answered that the bylaw was advertised in accordance with the Municipal Government Act.

Reeve Neufeld asked the Development Authority to outline the proposed Land Use Bylaw Amendment. Paul Driedger, Director of Planning presented the Development Authority's submission and indicated that first reading was given on February 13, 2007.

Reeve Neufeld asked if Council has any questions of the proposed Land Use Bylaw Amendment. There were no questions.

Reeve Neufeld asked if any submissions were received in regards to proposed Bylaw 610/07. No submissions were received.

Reeve Neufeld asked if there was anyone present who would like to speak in regards to the proposed Bylaw 610/07. There was no indication that anyone present wished to speak to the

bylaw.

Reeve Neufeld closed the public hearing for Bylaw 607/07 at 2:10 p.m.

**MOTION 07-229**

**MOVED** by Councillor Froese

That second reading be given to Bylaw 610/07 being a Land Use Bylaw amendment to rezone Part of SW 12-107-14-W5M from Rural Country Residential District 3 (RC3) to Rural Country Residential District 2 (RC2).

**CARRIED**

**MOTION 07-230**

**MOVED** by Councillor Braun

That third reading be given to Bylaw 610/07 being a Land Use Bylaw amendment to rezone Part of SW 12-107-14-W5M from Rural Country Residential District 3 (RC3) to Rural Country Residential District 2 (RC2).

**CARRIED**

**7. d) Bylaw 613/07 Land Use Bylaw Amendment to Amend the Discretionary Uses of the Public/Institutional District "HP" to include Professional Offices**

Reeve Neufeld called the public hearing for Bylaw 613/07 to order at 2:10 p.m.

Reeve Neufeld asked if the public hearing for proposed Bylaw 613/07 was properly advertised. Paul Driedger, Director of Planning, answered that the bylaw was advertised in accordance with the Municipal Government Act.

Reeve Neufeld asked the Development Authority to outline the proposed Land Use Bylaw Amendment. Paul Driedger, Director of Planning presented the Development Authority's submission and indicated that first reading was given on February 13, 2007.

Reeve Neufeld asked if Council has any questions of the proposed Land Use Bylaw Amendment. There were no questions.

Reeve Neufeld asked if any submissions were received in regards to proposed Bylaw 613/07. No submissions were received.

Reeve Neufeld asked if there was anyone present who would like to speak in regards to the proposed Bylaw 613/07. There was no indication that anyone present wished to speak to the bylaw.

Reeve Neufeld closed the public hearing for Bylaw 613/07 at 2:11 p.m.

**MOTION 07-231**

**MOVED** by Councillor Braun

That second reading be given to Bylaw 613/07 being a Land Use Bylaw Amendment to amend the discretionary uses of the Public/Institutional District "HP" to include professional offices.

**CARRIED**

**MOTION 07-232**

**MOVED** by Councillor Watson

That third reading be given to Bylaw 613/07 being a Land Use Bylaw Amendment to amend the discretionary uses of the Public/Institutional District "HP" to include professional offices.

**CARRIED**

**GENERAL REPORTS:**

**6. a) Action List**

**MOTION 07-233**

**MOVED** by Councillor Driedger

That the action list be received for information.

**CARRIED**

**COUNCIL COMMITTEE,  
CAO AND DIRECTORS  
REPORT:**

**8. a) Council Committee Reports**

Councillor Driedger reported on the Mackenzie Housing Management Board meetings and the Tri-Council meeting.

Councillor Watson reported on the Finance Committee meeting.

Councillor Wardley reported on the Zama Recreation Board meeting, meeting with Apache, Mackenzie Library Board meeting, meeting with forestry regarding the fire protection plan.

Councillor Newman reported on the meeting with Footner Forest Products, and the Agriculture Service Board meeting.

Councillor Braun reported on the Finance Committee meeting.

Councillor Froese reported on the Arctic Gas Symposium, Tri-Council meeting, and the Mackenzie Housing Management information meeting.

Reeve Neufeld reported on the Agriculture Service Board meeting, meeting with Town of High Level, presented greetings at the Bantam provincial championship tournament in La Crete, Finance Committee meeting, and Hay Zama.

Deputy Reeve Sarapuk reported on the Regional Economic Development Initiative meeting with Minister Evans, Public Advisory Committee meeting, Tri-Council meeting, and the Finance Committee.

**MOTION 07-234**

**MOVED** by Councillor Watson

That the Council Committee verbal reports be accepted as information.

**CARRIED**

**8. b) Chief Administrative Officer & Director Reports**

**MOTION 07-235**

**MOVED** by Councillor Braun

That the Director of Planning & Emergency Services verbal report be accepted for information.

**CARRIED**

**MOTION 07-236**

**MOVED** by Deputy Reeve Sarapuk

That the Director of Corporate Services verbal report be accepted for information.

**CARRIED**

**MOTION 07-237**

**MOVED** by Councillor Newman

That the Chief Administrative Officer report be accepted as presented.

**CARRIED**



**MOTION 07-238**

**MOVED** by Councillor Wardley

That the gravel crushing tender be adopted as presented.

**CARRIED**

Reeve Neufeld recessed the meeting at 3:04 p.m. and reconvened the meeting at 3:18 p.m.

**PLANNING,  
EMERGENCY, AND  
ENFORCEMENT  
SERVICES:**

9. a) **Bylaw 616/07 to Amend Bylaw 596/06 Road Closure Adjacent to the North Boundary of NW 10-104-17-W5M – Tompkins Landing**

**MOTION 07-239**

**MOVED** by Councillor Newman

That first reading be given to Bylaw 616/07 being a bylaw amending the road description in Bylaw 596/06 for the road closure bylaw to close a portion of government road allowance adjacent to the north boundary of NW 10-104-17-W5M.

**CARRIED**

**MOTION 07-240**

**MOVED** by Councillor Froese

That second reading be given to Bylaw 616/07 being a bylaw amending the road description in Bylaw 596/06 for the road closure bylaw to close a portion of government road allowance adjacent to the north boundary of NW 10-104-17-W5M.

**CARRIED**

**MOTION 07-241**

Requires Unanimous

**MOVED** by Councillor Wardley

That consideration be given to go to third reading of Bylaw 616/07 being a bylaw amending the road description in Bylaw 596/06 for the road closure bylaw to close a portion of government road allowance to the north boundary of NW 10-104-17-W5M at this meeting.

**CARRIED UNANIMOUSLY**

**MOTION 07-242**

**MOVED** by Councillor Braun

That third reading be given to Bylaw 616/07 being a bylaw amending the road description in Bylaw 596/06 for the road closure bylaw to close a portion of government road allowance

adjacent to the north boundary of NW 10-104-17-W5M.

**CARRIED**

9. b) **Bylaw 617/07 Land Use Bylaw Amendment to Rezone NW 35-105-15-W5M from Agricultural District 1 "A1" to Rural Country Residential District 3 "RC3"**

**MOTION 07-243**

**MOVED** by Councillor Driedger

That first reading be given to Bylaw 617/07 being a Land Use Bylaw Amendment to rezone NW 35-105-15-W5M from Agricultural District 1 "A1" to Rural Country Residential District 3 "RC3".

**CARRIED**

9. c) **Development Permit Statistics Report  
Year End Comparisons (2002-2006)  
Residential Building Activity Comparisons (2002-2006)  
Subdivision Applications (2002-2006)**

**MOTION 07-244**

**MOVED** by Councillor Newman

That the Development Permits Statistics Report, Year End Comparisons, Residential Building Activity Comparisons and Subdivision Applications for the years 2002 – 2006 be accepted as information.

**CARRIED**

9. e) **Zama Access Road Closures**

**MOTION 07-245**

**MOVED** by Councillor Driedger

That administration discuss the Zama Access road closures with the RCMP during the AAMDC convention.

**CARRIED**

9. f) **County Building Construction Task Force  
Terms of Reference**

**MOTION 07-246**

**MOVED** by Councillor Newman

That the County Building Construction Task Force be adopted as

presented.

**CARRIED**

**OPERATIONAL  
SERVICES:**

**MOTION 07-247**

**10. a) Fort Vermilion Airport Monitoring Agreement**

**MOVED** by Councillor Braun

That Mackenzie County renew the agreement with Parts and Service for Navigation Inc. for the monitoring of the Distance Measuring Equipment and Non Directional Beacon facilities at the Fort Vermilion Airport as presented.

**CARRIED**

**10. b) Water Exploration**

Councillor Watson declared himself in conflict and excused himself from the meeting at 3:37 p.m.

**MOTION 07-248**  
Requires 2/3

**MOVED** by Councillor Wardley

That Mackenzie County complete two production wells inclusive of casing and a 24 hour pump test at a total estimated cost of \$80,000 and that the additional \$40,000 required funding be funded from the general operating reserve.

**CARRIED**

Councillor Watson rejoined the meeting at 3:40 p.m.

**MOTION 07-249**

**MOVED** by Councillor Braun

That Councillor Driedger and Councillor Newman sit on the grader review committee.

**CARRIED**

**10. d) Road Maintenance Service Agreement R6-020/07**

**MOTION 07-250**

**MOVED** by Councillor Driedger

That the road maintenance Service Agreement R6-020/07 with Alberta Infrastructure and Transportation be accepted as presented.

**CARRIED**

**CORPORATE  
SERVICES:**

**11. a) Request for funding from La Crete Chamber of  
Commerce towards 2007 Canada Day Celebrations**

**MOTION 07-251**  
Requires 2/3

**MOVED** by Councillor Wardley

That Mackenzie County forward \$500 to each community for the purpose of Canada Day Celebrations with the condition that the County be recognized.

**DEFEATED**

**MOTION 07-252**

**MOVED** by Councillor Newman

That the request for funding from the La Crete Chamber of Commerce be received for information.

**CARRIED**

**11. b) Fort Vermilion Sports Daze Association Lease  
Agreement**

**MOTION 07-253**

**MOVED** by Deputy Reeve Sarapuk

That the lease agreement between Mackenzie County and the Fort Vermilion Sports Daze Association be accepted as presented.

**CARRIED**

**11. c) Northern Alberta Medical Bursary**

**MOTION 07-254**

**MOVED** by Councillor Froese

That the Northern Alberta Medical Bursary be received for information.

**CARRIED**

**11. d) Fort Vermilion Recreation Board**

**MOTION 07-255**

**MOVED** by Councillor Wardley

That administration prepare appropriate correspondence and agreements to the recreation boards.

**CARRIED**

**11. e) Appointments to Boards & Committees**

**MOTION 07-256**

**MOVED** by Councillor Newman

That Deputy Reeve Sarapuk be appointed to the **Agricultural Service Board** for the period March 13 to October 2007.

**CARRIED**

**MOTION 07-257**

**MOVED** by Councillor Froese

That Councillor Driedger be appointed to the **Veterinary Advisory Committee** for the period March 13 to October 2007.

**CARRIED**

**MOTION 07-258**

**MOVED** by Councillor Wardley

That Councillor Watson be appointed to the **Caribou Mountains Wildland Advisory Committee** for the period March 13 to October 2007.

**CARRIED**

**MOTION 07-259**

**MOVED** by Councillor Braun

That Councillor Froese be appointed to the **Hay Zama Committee** for the period March 13 to October 2007.

**CARRIED**

**MOTION 07-260**

**MOVED** by Deputy Reeve Sarapuk

That Councillor Watson be appointed to the **Hay Zama Tourism Sub-Committee** for the period March 13 to October 2007.

**CARRIED**

**11. f) Hay Zama**

**MOTION 07-261**

**MOVED** by Councillor Driedger

That the Hay Zama discussion be received for information.

**CARRIED**

**11. g) REDI Northwest Alberta Agricultural Ventures  
Concept**

**MOTION 07-262**

**MOVED** by Councillor Wardley

That Mackenzie County provide a letter of support to the Regional Economic Development Initiative (REDI) regarding the Northwest Alberta Agricultural Ventures Concept.

**CARRIED**

**11. h) Operations Committee Terms of Reference**

**MOTION 07-263**

**MOVED** by Councillor Driedger

That the Operations Committee Terms of Reference be accepted as amended.

**CARRIED**

**11. i) Information/Correspondence**

**MOTION 07-264**

**MOVED** by Councillor Newman

That the information/correspondence items be received for information.

**CARRIED**

**11. j) Budget Presentations**

Information item.

**NEXT MEETING DATE:**

**13. a) Regular Council Meeting**  
Wednesday, March 28, 2007  
6:00 p.m.  
Council Chambers, Fort Vermilion, Alberta

**ADJOURNMENT**

**14. a) Adjournment**

**MOTION 07-265**

**MOVED** by Councillor Newman

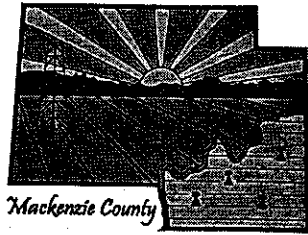
That the Regular Council meeting be adjourned at 4:29 p.m.

**CARRIED**

These minutes will be presented to Council for approval on Wednesday, March 28 2007.







## MACKENZIE COUNTY REQUEST FOR DECISION

<b>Meeting:</b>	Regular Council Meeting
<b>Meeting Date:</b>	March 28, 2007
<b>Presented By:</b>	William Kostiw, Chief Administrative Officer
<b>Title:</b>	CAO and Director Reports

### BACKGROUND / PROPOSAL:

Verbal reports will be provided on meeting day.

### OPTIONS & BENEFITS:

For information.

### COSTS & SOURCE OF FUNDING:

N/A

### RECOMMENDED ACTION:

That the Director of Corporate Services report be accepted for information.

That the Director of Planning & Emergency Services report be accepted for information.

That the Manager of Utilities & Facilities report be accepted for information.

That the CAO report be accepted for information.

Author: C. Gabriel Review Date: March 22, 2007

CAO



**CAO REPORT TO COUNCIL**  
**March 28, 2007**

This report is a brief overview of the major projects and events that effect the operations of Mackenzie County. There are many significant projects that require deliberation and decisions in the near future. Generally speaking, the business affairs of the County are in good order and we look forward to a busy, productive year.

The following is an overview of current happenings and recommendations for Council's consideration or resolution.

**1. Mackenzie Housing Management Board**

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- a. The matter of the proposed requisition amount and allocation is a serious concern and needs Council's attention.
- b. Council has been apprised of the overall situation and has also reviewed legal opinion (attached).
- c. Council also resolved to request a comprehensive audit and pay according to Ministerial Orders.
- d. In my opinion, all the directives are appropriate; however, will need substantial time and money to complete.
- e. We are attempting to get both private auditors and provincial government auditors to assist in the review or audit.
- f. We also have a very complex provincial health structure to work through and this is a challenging task, which again will take time and effort.

**Recommendations:**

1. Recommend that Council resolve to pay the lodge portion of the requisition based on the 2007 MHMB estimates (as it seems we have done in previous years).
2. Recommend that Council provide an interim payment on the next check run and the balance to be paid when the requisition is finalized.
3. Recommend Council loan MHMB the health portion of the deficit, interest free, until December 31, 2007 with repayment to the County as soon as the province pays their share.

4. Recommend Council and MHMB and other partners lobby the province to pay the health portion on an appropriate formula sufficient to cover all expenses beyond normal lodge operations.

In summary, the process should give all parties ample time to redevelop an operating plan that fits the provincial intent and complies with the Ministerial Orders.

## **2. Human Resources**

Page 7-8

- a. We are working as quickly as possible to complete the union agreement. Doug Heale has been appointed by Council to assist with the process and try to get the outstanding matters resolved. (attached)
- b. The review of out-of-scope staff is progressing and we hope to complete this by mid April 2007. We may require a further meeting with the Finance Committee or Reeve and Deputy Reeve to finalize matters. The overall intent is to get a standardized, legally acceptable, employment agreement that truly reflects the needs of the County and provides competitive compensation to employees.
- c. We are still recruiting for a Public Works Superintendent which may be permanent or seasonal.

Recommendation:

1. Recommend that Council accept and support this process as outlined in a, b, and c, and continue to monitor the human resource developments.

## **3. Gravel**

- a. We have called for crushing tenders with a closing date of March 28, 2007 (today); however, we have had to extend the closing date to April 11, 2007.
- b. We also amended the measurement process to the use of a scale. This was at the request of potential bidders in order for them to examine the pits and negotiate with subcontractors.

Recommendation:

1. Recommend that Council receive this closing date change and measurement change as presented.

#### **4. Roads & Streets**

- a. See road plans and corporate report.
- b. The 2007 work plans are coming together and Joulia, John, and I are preparing a recommendation for Council perusal.
- c. Road Bans – staff or committee?

#### **5. Utilities**

- a. Zama water and sewer tenders will be complete by April 15<sup>th</sup> and we anticipate closing tenders on May 8, 2007, subject to Council approval of completed documents. Funding was confirmed verbally by Alberta Infrastructure & Transportation on March 23, 2007.
- b. La Crete and Fort Vermilion projects are outlined in our plans and grant applications.
- c. Regional water exploration is complete for now and we have identified a significant aquifer approximately 10 km southwest of the plant. The next step in the process is to finalize negotiations and/or develop a complete H<sub>2</sub>O supply plan.

#### **Recommendation:**

- 1. Recommend that Council review the information and regional negotiations in-camera.

#### **6. Equipment**

- a. The management staff is still reviewing use of equipment and placement of vehicles. I hope to complete this process by the end of April as well as finalizing the 2007 equipment purchase plan.
- b. Grader Replacement
  - We currently operate six County graders and have three contract operators.
  - The contractor in Ward 9 has requested becoming a contract operator with the County owning the machine.
  - Two County graders are up for renewal this summer, two in 2009, and two in 2010.

- In order to take advantage of the buy back plan and stabilize our grader fleet for at least three years, I recommend the following options:
  1. Replace the contract grader in Ward 9 with a County grader with the current owner becoming the operator.
  2. Replace the six County graders with three new John Deere machines and three new Cat machines.
  3. Recommend we take the buyout for the first two machines, trade the next three machines, and keep the newest machine for the contract replacement (2005 Volvo).
  4. Recommend that the final decision be made on April 11, 2007.

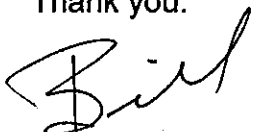
The above recommendations are based on my view of the best financial and overall business benefit for the County. This is, of course, subject to the wishes of Council and recommendations of the review committee. The Director of Corporate Services will provide a financial perspective and strategy.

## **7. Budget & Audit**

- a. The budget is substantially complete, subject to final assessment and requisition information (April).
- b. Once we get the assessments and requisition we can present the millrate bylaw for Council's consideration (April/May).
- c. Council may wish to establish dates for ratepayer meetings and presentation of the audited statements. As we have extremely heavy schedules, perhaps Council would consider late June after seeding is complete.

In summary, we predict a very busy season with construction projects, regional negotiations, and the fall elections. Thank you for your consideration of the above matters and I look forward to Council's directives and dialogue.

Thank you.



William Kostiw  
CAO

## Attachments

	Page
a. Mackenzie Housing	1
b. Human Resources	7
c. Peace Area Negotiations	9
d. Zama Wells	13
e. Fitler Gravel	17
f. Information	21







B R O W N L E E  
L L P  
B a r r i s t e r s & S o l l i c i t o r s

Suite 2200, Commerce Place  
10155 - 102 Street  
Edmonton, AB Canada T5J 4G8  
Telephone: (780) 497-4800  
Telecopier: (780) 424-3254  
E-Mail: [e-mail@brownleelaw.com](mailto:e-mail@brownleelaw.com)  
WebSite: [www.brownleelaw.com](http://www.brownleelaw.com)

Refer to: J.S. Grundberg  
Direct Line: (780) 497-4812  
E-mail: [jgrundberg@brownleelaw.com](mailto:jgrundberg@brownleelaw.com)  
Your File#:   
Our File#: 71688-0001/JSG

March 7, 2007

VIA FACSIMILE: (780) 927-4266

Mackenzie County  
PO Box 640  
Fort Vermilion, AB T0H 1N0

Attention: Mr. Bill Kostiw, CAO

Dear Sir:

**Re: Heimstaed Lodge 2007 Mackenzie Housing Management Board Requisition**

**SUMMARY**

We recommend that Mackenzie County take the following course of action:

1. Request the Minister of Alberta Seniors and Community Supports to investigate the situation respecting the Proposed 2007 Requisition by the Mackenzie Housing Management Board ("the Management Board"), and take steps that the Minister deems appropriate, which may include an inspection pursuant to section 9 of the *Alberta Housing Act*, or the appointment of a comptroller or official administrator pursuant to section 11 and following of the *Alberta Housing Act*; and
2. Request the Management Board to immediately provide additional financial documentation relating to the increase in the 2007 Requisition, including:
  - (a) The reasons for the expected increase in 2007 requisition;
  - (b) Explanation (and all related documentation) as to why the Northern Lights Health Region is not paying for the expenses that are causing the increase in the Requisition;
  - (c) All documentation relating to the Management Board's 2007 budget process, including:

- i. information provided by the Management Board's administration to the appointed members of the Management Board respecting the proposed Budget;
- ii. The Management Board's Reserve Policy, and any recent changes to the Management Board's Reserve Policy.
- iii. All communications by the Management Board (either administration or members) to the affected municipalities that the Management Board expected that capital or operating costs relating to the expansion of the Heimstaed Lodge (either in whole or in part) were expected to be passed along to the affected municipalities through the requisition process.
- iv. All communications by the Management Board's administration to the Board's appointed members that capital or operating costs relating to the expansion of the Heimstaed Lodge (either in whole or in part) were expected to be passed along to the affected municipalities through the requisition process.

Our recommendation is based on the significant financial impact of the Proposed 2007 Requisition (which may increase the requisition payable by Mackenzie County from approximately \$400,000.00 in 2006 to as high as \$1.3 Million in 2007.) Further, it appears that the Requisition may be tied to capital or operating costs of an expansion to the Heimstaed Lodge, a facility which appears to be designed to provide care above and beyond the "basic level of housing accommodation" contemplated under s. 2 of the *Alberta Housing Act*.

We take this opportunity to provide you with our further advice on this matter.

### ***ALBERTA HOUSING ACT***

The *Alberta Housing Act* contemplates that a management body (which would include the Mackenzie Housing Management Board) may be established to provide the "basic level of housing accommodation" for persons (s.2). Lodge accommodation is fairly broadly worded and is defined as "a home for the use of senior citizens who are not capable of maintaining or do not desire to maintain their own home, **including services** that may be provided to them because of their circumstances" (s. 1).

There is a Requisition Authority under the *Alberta Housing Act*. A Management Body may requisition a municipality as follows:

#### **Requisitions**

7(1) On or before April 30 in any year a management body that provides lodge accommodation may requisition those municipalities for which the management body provides lodge accommodation for

(a) the amount of the management body's annual deficit for the previous fiscal year arising from the provision of lodge accommodation, and

(b) any amounts necessary to establish or continue a reserve fund for the management body.

(2) The municipalities requisitioned under subsection (1) may determine the basis on which the total requisition is to be shared, and if the municipalities are unable to make that determination for any year, the total requisition for each year shall be shared on the basis of the proportion that the equalized assessment for each municipality in that year bears to the total of the equalized assessments for that year of all the municipalities requisitioned.

(3) If the Minister considers that a municipality that has not been requisitioned under subsection (1) should contribute to the deficit of the management body arising from the provision of lodge accommodation, the Minister may by order direct that the municipality be requisitioned under subsection (1).

(4) The management body shall supply a copy of its estimates and a copy of its calculation of the requisitioned amount to the municipality.

(5) A municipality shall pay to the management body the amount requisitioned within 90 days after the mailing of the notice by the management body.

(6) If after the 90-day period, the amount of the requisition or any portion of it remains unpaid, the municipality shall pay interest in accordance with the regulations to the management body on that unpaid amount, and that unpaid amount and the accrued interest are recoverable as a debt due to the management body.

1994 cA-30.1 s7  
(emphasis added)

The municipality is obliged to pay the management body the amount requisitioned within 90 days (*Alberta Housing Act* s. 7(6)).

We also note that the Ministerial Order establishing the Mackenzie Housing Management Board expressly states that the Lodge Reserve Policy cannot be changed without the unanimous approval of the Management Body Board (Ministerial Order # 022/2002 s. 3(4)).

## EXPANSION PROJECT

You have advised that the Heimstaed Lodge is being expanded. Information provided to the County indicates that the expansion is to accommodate residents "that need care far above the traditional lodge services". Specifically, the expansion is to allow for the "construction of a 20 bed dementia unit as an expansion to the existing Lodge...with the commitment of the RHA for financial support in the operating of the supportive living units". (RASLP Proposal, Page 9). Extensive detailed information has not been provided by the Management Board to the County in relation to the Proposed 2007 Requisition. However, the requisition paid by the County in 2006 was approximately \$400,000.00. The budget prepared by the Management Board could see the County's requisition increasing in 2007 to between \$800,000.00 and \$1.3 Million. It is expected that the large increase in requisition (which may be as much as a 400% increase) is tied to the expansion of the Heimstaed Lodge.

## HEALTH VERSUS LODGE FACILITIES

The Act and its Regulations do not specifically outline the level of health care services that are to be provided in a lodge; lodge accommodation includes "services". However, suffice it to say there are checks and balances to that end. One control relates to the requirement in the Management Board's Ministerial Order that the Reserve Policy cannot be amended without the unanimous approval of the Board Members. We do not know whether there has been a formal change to the Reserve Policy in this instance, that would allow an increase in the requisition for capital or reserve purposes, as contemplated under section 7(1)(b) of the *Alberta Housing Act*.

Further, the Ministerial Order establishing the Management Board provides little assistance in this regard, as well. There are no parameters established in the Ministerial Order as to the nature of health care that may be provided within the various facilities operated by the Management Board.

## CLOSING COMMENTS

Suffice it to say that there are issues relating to whether the requisition is appropriate, and in keeping with the purpose and intent of the *Alberta Housing Act* to provide "a basic level of housing accommodation". The Management Board cannot purport to requisition funds for purposes beyond the *Alberta Housing Act*. The machinery established under the *Alberta Housing Act* allows the Minister to establish an inspection. We recommend that the County pursue discussions with the Minister, sooner rather than later. Given the time frames for payment of a requisition under the *Alberta Housing Act* (90 days), it is in the Municipality's best interests to determine, as soon as possible, whether the requisition is appropriate.

The Municipality may have other options available relating to this issue. For example, the Municipality may well be able to commence a court action, challenging the validity of the requisition. We can provide you with further information and advice on that alternative, if need be. For the time being, it seems that the most appropriate avenue is to pursue this issue with the Minister to ensure that the appropriate "fact finding" can be performed, and that the Minister can then take the appropriate steps to address any issues arising from an inappropriate requisition or

other inappropriate financial management issues. The Municipality may also be able to request that the Management Board submit to an independent audit paid for by the Municipality; however there is no authority for this in the *Alberta Housing Act*.

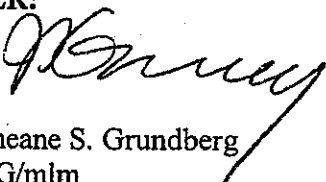
We appreciate the sensitivities of this issue. However, we are recommending the above course of action given:

- (a) the tight time frames for payment of a requisition; and
- (b) the significant financial impact on the County and its ratepayers.

Sincerely,

**BROWNLEE LLP**

**PER:**



Jeneane S. Grundberg  
JSG/mlm

**Carol Gabriel**

---

**From:** Helen Braun [mhmb@telusplanet.net]  
**Sent:** Wednesday, March 14, 2007 10:09 AM  
**To:** bkosti@md23.ab.ca  
**Cc:** 'Carol Gabriel'

Dear Mr. Kostiw,

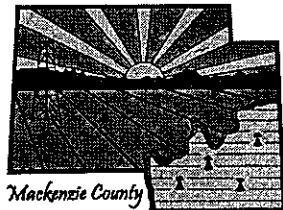
Mackenzie Housing Management continues to work with Health to address the health care costs of the Heimstaed Lodge residents but the process is taking longer than anticipated. The Mackenzie County was supportive of our financial position and provided MHM with a first quarter lodge payment based on 2006 requisition. At this time I am asking Mackenzie County for continued support. To be able to continue operations in Heimstaed Lodge I ask Mackenzie County to provide Mackenzie Housing Management with a second quarter Lodge payment based on the 2006 requisition. The support from Mackenzie County during this financially challenging time is greatly appreciated by Mackenzie Housing Management Board and administration.

I look forward to hearing from you as to this request.

Helen Braun  
CAO, Mackenzie Housing Management

3/14/2007

6



## *Mackenzie County*

P.O. Box 640, Fort Vermilion, AB T0H 1N0  
Phone (780) 927-3718 Fax (780) 927-4266  
[www.mackenziecounty.com](http://www.mackenziecounty.com)

March 28, 2007

Brian Randall  
Alberta Union of Provincial Employees  
Northwest Regional Office  
2<sup>nd</sup> Floor, 10036-100 St.  
Box 6895  
Peace River, Alberta  
T8S 1S6

Dear Mr. Randall:

**RE: MACKENZIE COUNTY – COLLECTIVE BARGAINING**

In accordance with Section 61(2) of the Labour Relations Code, I am writing to advise you of a change in the Employer's Bargaining Committee.

The Employer's Bargaining Committee will be comprised of the following individuals:

1. Doug Heale – Chief Spokesperson  
DMG Consulting  
50 Starkey Place, Morinville, Alberta T8R 1N3  
Phone: (780) 908-3869  
E-mail: [dheale@shaw.ca](mailto:dheale@shaw.ca)
2. William Kostiw, Chief Administrative Officer  
Mackenzie County, Box 640, Fort Vermilion, AB T0H 1N0  
Phone: (780) 927-3718
3. John W. Driedger, Councillor  
Mackenzie County, Box 640, Fort Vermilion, AB T0H 1N0
4. Lisa Wardley, Councillor  
Mackenzie County, Box 640, Fort Vermilion, AB T0H 1N0

In accordance with Section 61(2), the above named Bargaining Committee are authorized to bargain collectively and conclude a collective agreement subject to ratification by the County Council.

The person authorized to sign on behalf of the bargaining unit is:

1. Lisa Wardley, Councillor  
Mackenzie County, Box 640, Fort Vermilion, AB T0H 1N0

The persons authorized to sign the Collective Agreement following ratification are:

1. Bill Neufeld, Reeve  
Mackenzie County, Box 640, Fort Vermilion, AB T0H 1N0
2. William Kostiw, Chief Administrative Officer  
Mackenzie County, Box 640, Fort Vermilion, AB T0H 1N0

Yours truly,

Bill Neufeld  
Reeve

pc. Mackenzie County Bargaining Committee  
Doug Heale, DMG Consulting  
Raylene Palichuk, Neuman Thompson



## Carol Gabriel

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**From:** Michael Scheidl [michael.scheidl@gov.ab.ca]  
**Sent:** Wednesday, March 14, 2007 2:55 PM  
**To:** Bill Kostiw  
**Subject:** RE: Update on Negotiations

Hi Bill

I will be around the trade show. Just drop by and we can discuss the matter.  
Mike

---

**From:** Carol Gabriel [mailto:cgabriel@md23.ab.ca] **On Behalf Of** Bill Kostiw  
**Sent:** Wednesday, March 14, 2007 2:50 PM  
**To:** Michael Scheidl  
**Subject:** RE: Update on Negotiations

Hi Michael,

We are talking; however, things are moving very slow. Perhaps we can meet at the AAMD&C Convention next week to discuss the matter.

Bill

Carol Gabriel  
Executive Assistant  
Mackenzie County  
(780) 927-3718

---

**From:** Michael Scheidl [mailto:michael.scheidl@gov.ab.ca]  
**Sent:** Monday, March 12, 2007 3:39 PM  
**To:** cgabriel@md23.ab.ca; dkrause@highlevel.ca  
**Subject:** Update on Negotiations

Bill and Dean

I thought I would check in with you both to get an update as to how your negotiations are going. Would you be able to give me a brief idea of where you are at?

Thanks

*Michael Scheidl*

Michael Scheidl  
Alberta Municipal Affairs  
Intermunicipal Mediator  
(780) 415-1197

## News Release

*For Immediate Release – February 8, 2007*

### ***New Growth Study Shows Previous Population Growth Forecasts Too Optimistic***

**Northern Sunrise County, Alberta...** Today, Northern Sunrise County and the M.D. of Peace No. 135 released a report, *The Peace Area Growth Study*, forecasting the potential economic and population growth prospects for the Peace River area. The two municipalities commissioned the firm, Applications Management Consulting, to conduct this comprehensive review in response to a report completed by Brown & Associates Planning Group for the Town of Peace River in April, 2006. The "Brown" study forecast extremely high population growth in the area over the next 30 years.

This current study considered the following factors in reaching its conclusions:

- Historical growth patterns in the Peace River area and the Town of Peace River
- Economic drivers for growth in the area, including an industry by industry review
- The Town of Peace River's growth potential

The study projects the population growth for the Peace River area to range between 12,000 and 15,000 people by 2036. This represents an average annual growth rate of between 2.0 and 2.8 per cent over this time period. This growth rate is a significant increase over historical population growth rates, which until recently has been static or declining. The study area included the region surrounding the Town of Peace River with an approximate reach of 50 miles east, south and west of the town and 100 miles north.

This report contrasts sharply with the Brown study's forecast. That study projected an average annual population growth rate of 5 per cent, which would generate a population increase as high as 28,000 by 2035. The Town of Peace River has used this projection to support its annexation request for approximately 4,500 acres of land. The Applications Management study concludes "projections prepared by Brown & Associates appear to be extremely optimistic, and cannot be supported by any reasonable expectation of economic development in the area".

The new study further suggests that projected population increases in the study area will be accommodated in surrounding communities, not only in the Town of Peace River.

Other highlights of the report include:

- Development of the oil sands deposits in the Peace River area will be a driver of employment growth in the area. Modest employment growth in this sector can be expected.
- Projections of oil sands growth must acknowledge the differences between local projects and those in the Athabasca oil sands. For example: recovery techniques for local projects will be less labour intensive; will depend on further development of improved recovery methods; and must rely on high product prices into the future.

-more-

- No major expansions are projected for the forestry sector; growth in the tourism and hospitality sector in the area will be modest.
- The Town of Peace River will see moderate, consistent growth as a professional and government and regional trading centre.
- The new *Peace Area Growth Study* looked at both a base case and a high employment growth scenario. Each includes estimates of direct, spin-off and total employment. In the base case, the area would see a total employment increase of 550 new jobs in each five-year period projected. In the high growth scenario, total employment growth would be closer to 850 jobs for each five-year period.

Agnes Knudsen, Reeve of Northern Sunrise County said, "We fully support economic prosperity and growth in northwest Alberta, but we must plan for, and manage, this growth using the most accurate information available. That's the only way to make reasonable and effective decisions".

A recent Land Use Analysis by IPS Consulting of the annexation proposal of the Town of Peace River found no need for additional lands in order to accommodate growth. The IPS report puts the Town's request in perspective. It shows that the Town's long-term annexation proposal would increase its current size by 4 ½ times, with a capacity to house over 100,000 people (15 times today's population). The Town's short-term proposal (2006/2007 annexation) would increase its size by 1 ½ times, allowing a town of 20,000 people – or 5,000 more people than Applications Management predicts over the next 30 years.

Reeve Brian Grant of the M.D. of Peace No. 135 made it clear that "the population forecasts in this new *Peace Area Growth Study* and the IPS Land Use Analysis together confirm there is enough land within the existing town limits to accommodate growth for the next three decades. The town's annexation request is way out of scale to meet the needs of growth".

– 30 –

For more information, please contact:

R. A. (Bob) Miles, CAO  
Northern Sunrise County  
Phone: (780) 624 - 0013  
Email: ramiles@northernsunrise.net

Lyle McKen, CAO  
M.D. of Peace No. 135  
Phone: (780) 338-3845  
Email: mdpeace@wispernet.ca

# Backgrounder

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## ***Historical Population Growth Patterns***

- The populations of all the municipalities included in the study area has remained stable between 1991 and 2006 while the population of the Town of Peace River has declined slightly since 2001 (from 6,700 to 6,240).
- Between 1991 and 2006, the population in the Peace River area declined by eight per cent. In comparison, the City of Grande Prairie grew by 58 per cent, County of Grande Prairie by 46 per cent and the Town of High Level by 35 per cent during that period.
- The projected population increase from the 1979 Town of Peace River Annexation Population Forecast (for the period of 1980 to 2000) was estimated between 7,400 and 8,400. The low, medium and high scenarios were 18,000, 25,000 and 35,000 respectively for the year 2000. The actual population in 2001 was 6,240 (65 per cent lower than the low scenario forecast).

## ***Labour Force Considerations***

- Since 1996, the total labour force for the Peace River area has remained at slightly over 12,000. In comparison, the Town of Peace River as well as the Grande Prairie and High Level areas in northwest Alberta have shown significant growth in the labour force within that same time period.
- Major industries in the Peace Area include:
  - Oil and gas
  - Forestry
  - Agriculture
  - Tourism and hospitality
- The Peace River Oil Sands are the least developed, to date, of the three major oil sands deposits in the province and the type of oil sands recovery techniques used are not as labour intensive. The study reported that only modest employment growth in the oil and gas sector for this area can be expected.
- The study's findings indicate that the forestry and agriculture sectors in this area are at a mature phase and there are no expansions anticipated. The study also finds that the tourism and hospitality sector is "largely undeveloped" and only "modest increases" in employment can be expected over the forecast timeframe.
- A recently conducted Land Use Analysis by IPS Consulting (November, 2006) of the proposed land annexation for the Town of Peace River found that there is no need for additional lands to be annexed. The population forecasts in this new *Peace Area Growth Study* confirm there is currently enough land within the existing town limits to accommodate population growth for at least 30 years into the future.

**Application under the Water Act  
for Approvals and/or Licences**



Documents or information provided to Alberta Environment pursuant to section 15(1)(a) of the *Water (Ministerial) Regulation* are public records and are accessible by the public.

Check one or more of the following to indicate type of application:

Temporary Diversion of water ☒ Renewal of a licence ☐ Constructing Works ☐

**Applicant:**

Print Name and Company Name (if applicable): <b>Mackenzie County</b>		Home Telephone: ( )	Bus. Telephone: <b>(780) 927-3718</b>
Address (Street, PO Box, etc.): <b>Box 640</b>	Place, Province: <b>Fort Vermillion, Ab.</b>	Postal Code: <b>T0H 1N0</b>	Fax: <b>(780) 927-4266</b>

Are you the registered landowner? Yes ☐ No ☐ If no, please attach a copy of the consent from the landowner. Mackenzie County has a temporary lease for and is pursuing ownership of the well site with Alberta Sustainable Resource Development, Public Lands Division.

**Consultant, Signing Authority, or Applicant's Representative (if applicable):**

Print Name and Company Name (if applicable): <b>Omni-McCann Consultants Ltd.</b>		Home Telephone: ( )	Bus. Telephone: <b>(780) 435-1154</b>
Address (Street, PO Box, etc.): <b>2404 - 96 St.</b>	Place, Province: <b>Edmonton, Ab.</b>	Postal Code: <b>T6N 1J8</b>	Fax: <b>(780) 435-2066</b>

**Contact Person if not shown above:**

Print Name: <b>Alan McCann, P.Geol.</b>	Telephone: <b>(780) 435-1154</b>	Fax: <b>(780) 435-2066</b>
--	-------------------------------------	-------------------------------

**Project Description:**

Tentative Starting Date: March 2007 \_\_\_\_\_ Duration of Construction/Development: \_\_\_\_\_

Duration of Water Diversion/Use: **Temporary; up to 6 months**

Provide a detailed description including location of works and activities relating to the project and attach plans:

- extensive groundwater exploration program
- installation of one production well and one standby well
- aquifer testing; pumping rates up to 3456 m<sup>3</sup>/day, projected long term aquifer yield is in excess of 5000 m<sup>3</sup>/day, no well interference issues

## Affected Water Sources (Location of Works and Activities):

Surface Water (if only constructing works, complete the first two columns):

Source (e.g. lake, stream, or name of source, if known)	Diversion/Activity Location ¼ sec twp rge m	Annual Quantity (cubic metres)	Rate of Diversion (show units)	Is Construction or Development Required? (Yes or No)	Purpose
1.					
2.					
3.					

## Groundwater:

Date Well Drilled or proposed drilling date	Well (proposed) Locations ¼ sec twp rge m	Total Depth (metres)	Production Interval (metres)	Pumping Rate (show units)	Annual Quantity (cubic metres)	Purpose
1. Oct 1, 2006	SW 16 117 5 6	19.0	16.0-19.0	32 m3/day	11,680	Truck fill/camp supply
2. Oct 5, 2006	SW 16 117 5 6	19.35	16.3-19.35	32 m3/day	standby	Truck fill/camp supply
3.						

Please attach a separate sheet if you wish to provide more information.

## Statement of Confirmation:

The information given on this form is true to the best of my knowledge.

March 14, 2007      [Signature]      ALAN McCANN      ALAN-McCANN  
Date of Signing      Signature      Print Name      Company Name  
(if applicable)

Return the completed form to an Alberta Environment Regional office nearest you:

Northern Region, Peace River  
Bag 900-5 Provincial Building  
9621 - 86 Avenue  
Peace River, AB T8S 1T4  
Telephone: (780) 624-8167  
Fax: (780) 624-6335

Northern Region, Edmonton  
Twin Atria  
111, 4999 - 98 Avenue  
Edmonton, AB T6B 2X3  
Telephone: (780) 427-5295  
Fax: (780) 427-7824

Spruce Grove  
250 Diamond Avenue  
Spruce Grove AB T7X 4C7  
Telephone: (780) 960-8600  
Fax: (780) 960-8605

Central Region, Red Deer  
304, Provincial Building  
4920 - 51 Street  
Red Deer, AB T4N 6K8  
Telephone: (403) 340-7052  
Fax: (403) 340-5022

Southern Region, Calgary  
2938 - 11 Street, NE  
Calgary, AB T2E 7L7  
Telephone: (403) 297-6582  
Fax: (403) 297-2749

2<sup>nd</sup> Floor, Provincial Building  
200 - 5 Avenue, South  
Lethbridge, AB T1J 4L1  
Telephone: (403) 382-4254  
Fax: (403) 381-5337

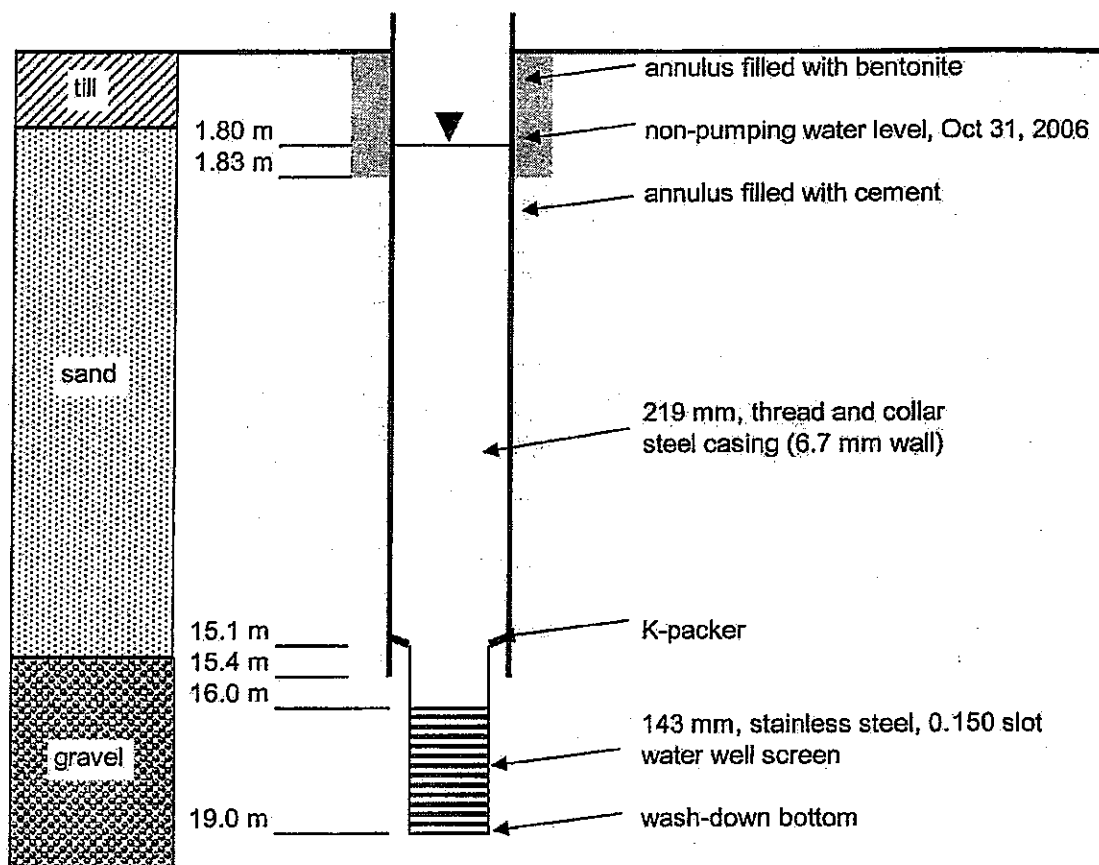
(call the Regional office for the location of area offices).

## OFFICE USE:

File Number:	Fee Receipt Number:	Application ID: Operation ID:
Notice Information:	Application Completion Date:	Priority Number:

Hamlet of Zama  
Groundwater Exploration and Well Installation Program

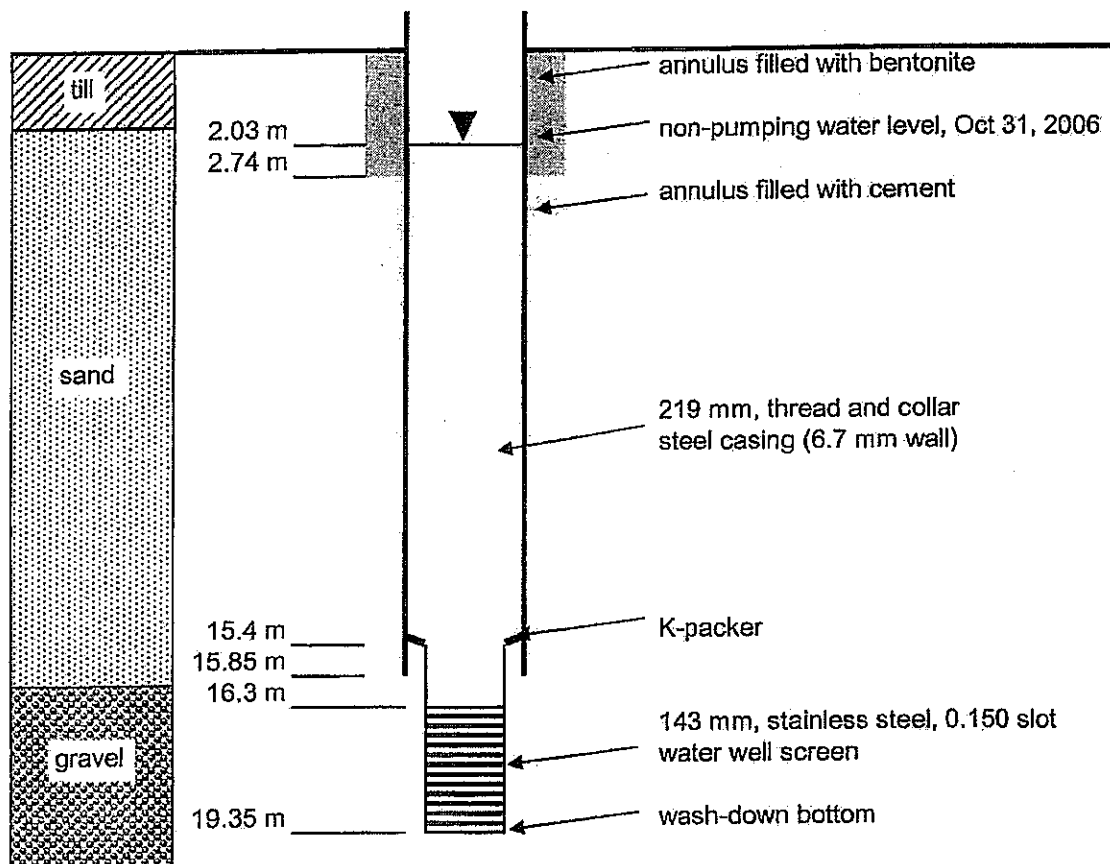
2006 Production Well  
(WW 06-43A)  
Well Completion Diagram



Not to Scale

Hamlet of Zama  
Groundwater Exploration and Well Installation Program

2006 Standby Well  
(WW 06-43B)  
Well Completion Diagram



Not to Scale



**MACKENZIE COUNTY  
GRAVEL EXPLORATION AGREEMENT**

Between

Mackenzie County  
Box 640, Fort Vermilion, Alberta  
T0H 1N0

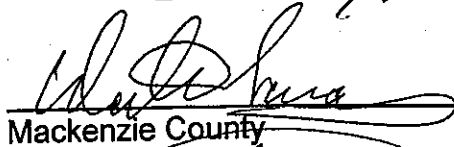
and

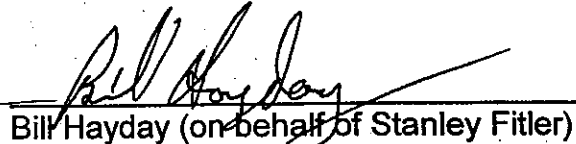
Stanley Fittler  
Box \_\_\_\_\_, High Level, Alberta  
T0H 1Z0

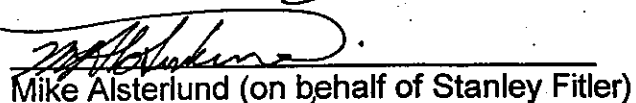
COPY

1. WHEREAS the parties mutually agree that the testing for gravel for the purpose of land evaluation may be conducted on the following properties between March 19, 2007 and April 16, 2007.
  - a. S ½ of Section 9-110-15-W5M exempting crown holdings, and
  - b. S ½ of Section 10-110-15-W5M.
2. The parties agree that other parties may be allowed to test at these locations to determine fair value.
3. The parties agree that Mackenzie County will have first right of refusal on and up to April 17, 2007.
4. Mackenzie County will have unfettered access to testing during the above time period.
5. This agreement constitutes the entire agreement between the parties and does not constitute a sale or lease agreement.

Dated this 15 day of Mar 2007.

  
Mackenzie County

  
Bill Hayday (on behalf of Stanley Fittler)

  
Mike Alsterlund (on behalf of Stanley Fittler)

Mar 15 07  
Date

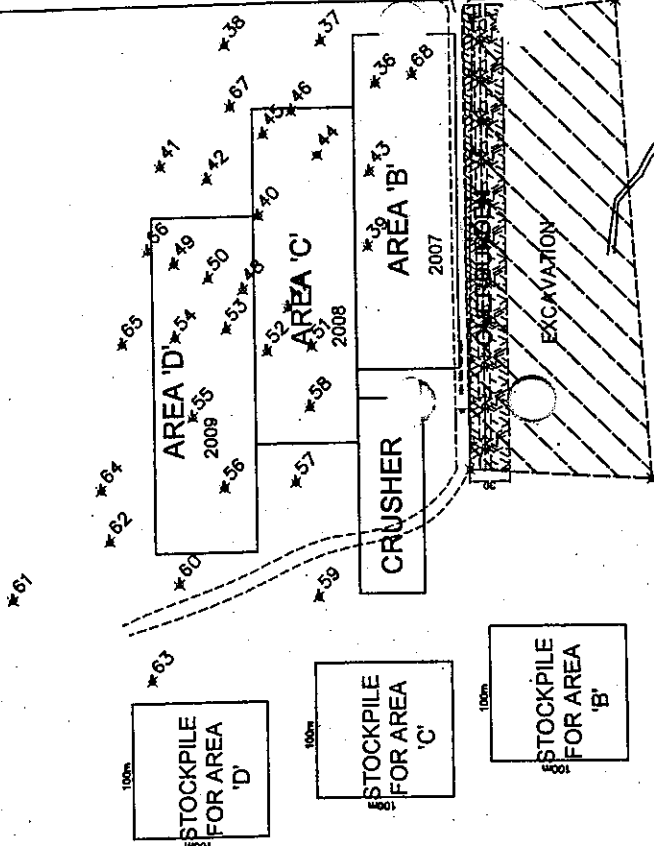
15/03/07  
Date

# PROPOSED 3YR. DEVELOPMENT PLAN

AREA 'B' AVERAGE  
20mm 74%  
1250µm 29%

PROPOSED ACCESS HAUL ROAD 10m wide

EXISTING ACCESS ROAD



SE 1/4 Sec 8-110-15-5

SCALE 1mm:5000mm

FITLER PIT 2nd Survey

SW 1/4 Sec 9-110-15-

SWO 53172E  
640782N PL 9000

## Carol Gabriel

---

**From:** Walter Sarapuk [wsarapuk@xplornet.com]  
**Sent:** Thursday, March 15, 2007 6:46 PM  
**To:** Joulia Whittleton; Bill Neufeld; Ed Froese; Greg Newman; Jim Thompson; Jim Thomspon (Telus); Lisa Wardley; Peter F. Braun; Stuart Watson (BJServices)  
**Cc:** Bill Kostiw; Paul Driedger  
**Subject:** Re: Fidler pit agreement

Hi Joulia

I have no objective to the deposit, we will crush the gravel sooner or later.

Walter

----- Original Message -----

**From:** Joulia Whittleton  
**To:** Bill Neufeld ; Ed Froese ; Greg Newman ; Jim Thompson ; Jim Thomspon (Telus) ; Lisa Wardley ; Peter F. Braun ; Stuart Watson (BJServices) ; Walter Sarapuk  
**Cc:** Bill Kostiw ; Paul Driedger  
**Sent:** Thursday, March 15, 2007 4:51 PM  
**Subject:** Fidler pit agreement

Please review my notes of our meeting today. Please let me know as soon as possible if any of you object to issuing \$25,000 deposit.

Thank you

Joulia

---

### **Stanley Fidler - property negotiation situation**

Walter Sarapuk, Bill Kostiw, Paul Driedger, and Joulia Whittleton met with Mike Alsterlund and Billy Hayday (both have power of attorney of Stanley Fidler) with respect to Fidler's property on March 15, 2007.

1. An agreement was signed allowing County to undertake gravel exploration prior to making a decision with respect to land purchase at the following quarters:

- S ½ of Section 9-110-15 W5M
- S ½ of Section 10-110-15-W5M

The exploration is to be completed by April 16<sup>th</sup> and Council's decision for these lands is to be presented to Mike and Billy on April 17<sup>th</sup>. This will be presented for further discussion and decision in Council.

2. We currently have a royalty agreement with Stan Fidler. This agreement is effective from January 1, 2005 to December 31, 2014. The agreement states:

- 4.4 **The Grantee shall pay to the Grantor a deposit in the amount of \$10,000 on or before December 31<sup>st</sup> of each year, up to a maximum of deposit amount of \$50,000.** The Grantee shall be entitled to set off the Extracted Royalty as it becomes payable. Extracted Royalties in excess of the deposit amount will be removed from the Lands. Any deposit amounts remaining at the end of the year shall continue as credit to the Grantee for the following year or years.

4.5 Upon termination of this Gravel lease any remaining balance of the deposit amount shall be returned to the Grantee.

History of deposits and royalties paid:

2004 - \$20,000 (chq. 159595) deposit paid towards 2005 extraction and upon signing the agreement by both parties;

2005 - 42,583 m<sup>3</sup> of gravel was extracted:

$$42,583 \text{ m}^3 \times \$1.05 = \$44,583$$

$$\$44,583 - \$20,000 \text{ (deposit paid in 2004)} = \$24,583 \text{ (chq. 200067)}$$

2005 - \$10,000 (chq.201692) deposit was issued

2006 - \$10,000 (chq.204694) deposit was issued

The total deposit as of today is \$20,000.

Make Alsterlund and Billy Hayday asked for County's consideration in issuing an additional \$25,000 cheque as a deposit towards future extractions due to a difficult financial situation of Mr.Fitler. If we issue this cheque, the total deposit will reach \$45,000, but still be within the maximum of \$50,000 as per agreement.

We anticipate extracting 50,000 m<sup>3</sup> in 2007 which translates to \$52,500. If we choose to issue this \$25,000 cheque and crush gravel in 2007 as anticipated, we will owe additional \$7,500 at the end of crushing period (\$52,500 less \$45,000 deposit).

2007 PC Alberta Annual General Meeting and Convention REGISTRATION FORM  
May 4-5, 2007 Shaw Conference Centre - Edmonton



Constituency: \_\_\_\_\_

☐ Mr. ☐ Mrs. ☐ Ms. ☐ Miss ☐ Dr. ☐ Other: \_\_\_\_\_

Surname: \_\_\_\_\_ First Name: \_\_\_\_\_

Address: \_\_\_\_\_ City: \_\_\_\_\_ Postal Code: \_\_\_\_\_

E-Mail: \_\_\_\_\_ Phone (home): \_\_\_\_\_ Phone (bus): \_\_\_\_\_

☐ Check if you are a youth member (under the age of 26)

A paid registration on or before April 2, 2007 qualifies for the Early Bird Draw

A current 2007 PCAA membership card must be presented at Registration

(New Option: If you would like to buy your card and have it waiting at registration, add \$5.00)

\$ \_\_\_\_\_

EARLY Registration (paid on or before April 2, 2007): \$225.00/person

\$ \_\_\_\_\_

includes complete AGM and Convention participation; Also includes MLA reception, Saturday breakfast, luncheon & evening banquet

REGULAR Registration (paid after April 2, 2007): \$250.00/person

\$ \_\_\_\_\_

includes complete AGM and Convention participation; Also includes MLA reception, Saturday breakfast, luncheon & evening banquet

YOUTH Registration

\$ \_\_\_\_\_

EARLY (paid on or before April 2, 2007): \$150/person REGULAR (paid after April 2, 2007): \$175/person

includes complete AGM and Convention participation; Also includes MLA reception, Saturday breakfast, luncheon & evening banquet

Additional Saturday evening banquet tickets: \$60.00/person (for guests of paid registrants)

\$ \_\_\_\_\_

Payment

Cancellation Fees: \$25. Cancellation deadline: April 27, 2007.

☐ Cheque (payable to "PC Alberta") ☐ Cash ☐ MasterCard ☐ Visa

Card # \_\_\_\_\_

Expires \_\_\_\_/\_\_\_\_/\_\_\_\_ Amount \$ \_\_\_\_\_ Authorized signature: \_\_\_\_\_

Mail registration to: PC Alberta, 9919 - 106 St. NW, Edmonton, AB T5K 1E2 • Fax registrations to: 1-780-423-1634

(Attention: Linda Cerra) For more information or to register through our secure online form visit: [www.albertapc.ab.ca](http://www.albertapc.ab.ca)

**2007 AGM and Convention Hotels**

**Holiday Inn Express** 1-877-423-4656

Must book by April 27 \$99.00

10010 104th Street

**Coast Edmonton House** 780-420-4000 or 1-800-716-6199

10205 100th Avenue \$99.00

**Courtyard Marriott** 423-9999 or 1-866-441-7591

King or double queen \$105.00

99 Street and Jasper Avenue

**The Westin Edmonton** 426-3636 or 1-888-625-5144

Traditional \$119.00

Deluxe \$154.00

10135 100th Street

**Sutton Place Hotel**

428-7111 or 1-866-378-8866

10235 - 101st Street \$129.00

**Coast Edmonton Plaza Hotel**

423-4811 or 1-800-663-1144

Premium \$138.00

-Double Occupancy

10155 105th Street

**Fairmont Hotel MacDonald**

424-5181 or 1-800-257-7544

Fairmont Room \$165.00

Fairmont View \$190.00

10065 100th Street

**IMPORTANT:** You must identify yourself as a delegate of the PCAA AGM and Convention and all but the Holiday Inn must be booked by April 4 to receive the above PC AGM & Convention room rates. Call the hotel of your choice early to guarantee a room!

# Population Funding

Health Region	Regional Population				2005/2006			2006/2007		
	AH&W 05/06	AH&W Increases	Projected 06/07	RHA Funding		% of Prov. Avg.	RHA Funding		% of Prov. Avg.	
				\$	Per Capita		\$	Per Capita		
Chinook	156,090	0.9	157,495	249,773	1,600	107%	270,402	1,717	108%	
Palliser	101,980	1.7	103,714	139,574	1,369	92%	152,228	1,468	92%	
Calgary	1,179,925	2.4	1,206,243	1,645,830	1,395	93%	1,793,475	1,484	93%	
David Thompson	297,483	1.6	302,243	442,760	1,488	100%	481,149	1,592	100%	
East Central	107,166	2.4	109,736	169,314	1,580	106%	185,833	1,693	107%	
Capital	1,014,667	1.3	1,027,858	1,731,550	1,707	114%	1,872,175	1,821	115%	
Aspen	171,228	1.8	174,310	193,544	1,130	76%	212,497	1,219	77%	
Peace Country	136,464	1.9	139,057	180,141	1,320	88%	196,858	1,416	89%	
Northern Lights	75,445	3.5	78,086	65,891	873	58%	76,840	964	62%	
MH Undistributed				25,000						
	3,240,448	1.9	3,300,743	4,843,377	1,495	100%	5,241,457	1,588	100%	

Notes: RHA Funding does not include Province Wide Service Funding provided to Calgary, Capital and East Central

(Thousands of Dollars)



# IdeasTheWelchWay

BY JACK AND SUZY WELCH

## Hiring Wrong—and Right

**How fast should you move when you sense you've made a hiring mistake?**

—Magdalena Fernandez, Santiago, Chile

In a word, very. So fast, in fact, that if you're moving at the right speed in taking care of a hiring mistake, it will probably feel too fast. That's O.K. In every case, a rapid intervention is better for the organization, your own career, and even the person you're letting go.

Look, hiring great people is brutally hard. New managers are lucky to get it right half the time. And even executives with decades of experience will tell you that they make the right calls 75% of the time at best.

The problem is, the stakes are so high. Never has it been so important to field a team with the best players. Every smart idea matters. Every ounce of passion makes a difference. You cannot have a black hole in your organization where a star should be.

So that's the first reason you need to face up to hiring mistakes quickly. Sure, maybe one individual's poor performance won't sink the company. But when your "mistakes" aren't doing their jobs, it invariably puts a strain on the whole team and makes work harder for everyone else. So resentment toward the underperformers—and toward you for hiring them—builds up.

And yet, as your question implies, too many managers procrastinate for too many months before acting on their hiring mistakes. They'll tell you they're hoping the mistake's performance will improve with time and experience. They might also moan about the time that's required to find someone new and bring him up to speed.

**BUT THE REAL, UNSPOKEN REASON** most managers don't act is that they fear looking stupid and worry that admitting they made a hiring mistake is career suicide. In any good organization, that logic is exactly backward. Any company worth its salt will reward managers when they acknowledge they've hired wrong and swiftly repair the damage. They get more positive buzz for the operational improvements that occur when the right person is finally in place. Indeed, recognizing mistakes—and fixing them boldly—builds a manager's credibility. Hoping against hope that the mistake will go away does the opposite.

Now, it is important to note that "boldly" doesn't mean harshly. Remember: You made the error. Don't blame the

person who persuaded you that he was right for the job. Break the news candidly, take responsibility for what went wrong, make a fair financial arrangement, and then give the departing employee time to look for a soft landing somewhere else. Both you and the person you hired need to feel as if you handled everything properly, especially should you ever meet again when your former "hiring mistake" happens to become a potential customer.

Of course, the best way to handle hiring mistakes is to not hire them in the first place. Yes, bringing in the right people is, as noted above, a tough business fraught with pitfalls. But you can really improve your chances if you fight like hell against the three main hiring impulses that most often get managers into trouble.

**Fight like hell against the three hiring impulses that get managers into trouble most often**

The first is using your gut. Don't! When you have a big, crucial job opening to fill, it's just too easy to fall in love with a shiny new candidate who is on his best behavior, telling you exactly what you want to hear and looking like the answer to all your prayers. That's why you can never hire alone. Make sure a team coolly analyzes the candidate's credentials and conducts interviews. And by all means, make sure the team includes at least one real hard-nose—the kind of naysayer who is particularly good at sussing out the job fit and sniffing out the phonies.

The second instinct you have to fight is what we call the "recommendation reflex," in which managers rationalize away negative references with excuses like: "Well, our job is different." You should seek out your own references to call, not just the ones provided by the candidate, and force yourself to listen to what they have to tell you even if it ruins the pretty picture you are painting in your head.

Finally, fight the impulse to do all the talking. Yes, you want to sell your job, but not at all costs. In interviews, ask candidates about their last job—and then shut up for a good, long while. As they describe what they liked and what they didn't, you will likely hear much of what you really need to know about fit.

True, you may still make a mistake, but at least it won't be because you rushed. Save the speed for fixing things if they unfortunately go awry. ■

Jack and Suzy Welch look forward to answering your questions about business, company, or career challenges. Please e-mail them at [thewelchway@businessweek.com](mailto:thewelchway@businessweek.com). For their weekly podcast, go to [www.businessweek.com/search/podcasting.htm](http://www.businessweek.com/search/podcasting.htm).

practice of managing . . . . It is time that our business schools gave proper attention to management."

Most of the fundamental aspects of leadership are exactly the same as those of good management and need to be recognized as such. In "The Leadership Challenge", James Kouzes and Barry Posner talk about personal credibility and setting an example, clarifying values, fostering collaboration and teamwork, delegating responsibility, fostering accountability, setting clear standards, and recognizing performance. Surely this is precisely what we expect in a good manager today. Surely these are the same old core management principles restated in today's language. These are the same principles that are espoused today by Edward Lawler III, Jeffery Pfeffer, and others.

Why is it then that these competencies are referred to as leadership by some and as good management by so many others? Are they not one and the same? Is this not just another means of producing another "Silver Bullet" that everyone will rush to try and, of course, pay lots of money for in the process?

*Next USA Pres.*

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The other aspects of leadership that are so frequently mentioned are charisma and vision. Well some have it and some don't and they can't be taught. Not everyone is a who can inspire an entire country by asking, "Ask not w. . . your country can do for you, ask what you can do for your country." Not everyone has the incredible command of the English language as a Winston Churchill telling the people of England in World War II that, "Never in the field of human conflict was so much owed by so many to so few."

Both had charisma and vision, but just because you lack either one does not mean that you cannot be a good manager and, therefore, a good leader.

Not everyone can be a Patton or a MacArthur, but remember that it was Eisenhower that was in charge of the Allied Forces and went on to be President. Not everyone can be a Maurice Richard or a Wayne Gretzky, but Ryan Smyth is every bit a team leader.

The "leader" in leadership is not the charisma or vision, it's the actual leading, of being out in front as in leading your troops in to battle or being personally on the scene at 9/11 as Rudolph

Giuliani has described in his book, "Leadership". The same is true for any good manager.

One cannot be a good manager without being a leader. "Do as I say" as opposed to "do as I do", doesn't work in the workplace any better than it does at home. So managers must lead. They must clarify the values, provide the appropriate workplace culture, accept the overall responsibility, and be prepared to be held accountable. They must be out in front setting the personal example of such values as initiative, trust, honesty, ethics, participation, and teamwork. They must establish their personal credibility to lead. They must create the productive workplace that brings out the best in everyone including the collective vision.

Leaders on the other hand must be good managers. To have a successful and productive organization of any kind it must be well managed. It is the leader's responsibility, therefore, to ensure that this occurs. The leader must put those management practices and principles into place that create a productive workplace, an effective government, an efficient army. Leaders cannot do everything themselves and must, therefore, delegate responsibility to others.

(continued on page 3)



## Book Review

The best selling book on Leadership according to Amazon.ca is "The Leadership Challenge" by James M. Kouzes and Barry Z. Posner, John Wiley & Sons Canada Ltd., 2003.

This is the third edition of the best seller and includes new cases and concepts. The book is full of "stories" about various leaders and the situations that they have encountered. These are the best part of the book.

The authors present "The Five Practices of Exemplary Leadership" in the first chapter. These are "Model the Way", "Inspire a Shared Vision", "Challenge the Process", "Enable Others to Act", and "Encourage the Heart". Under these headings they present the following 10 required commitments:

- Find Your Voice by Clarifying Your Personal Values
- Set the Example by Aligning Actions and Shared Values
- Envision the Future by Imagining Exciting and Ennobling Possibilities
- Enlist Others in a Common Vision by Appealing to Shared Aspirations
- Search for Opportunities by Seeking Innovative Ways to Change, Grow, and Improve

- Experiment and Take Risks by Constantly Generating Small Wins and Learning from Mistakes
- Foster Collaboration by Promoting Cooperative Goals and Building Trust
- Strengthen Others by Sharing Power and Discretion
- Recognize Contributions by Showing Appreciation for Individual Excellence
- Celebrate the Values and Victories by Creating a Spirit of Community

Our overall views about this book have been made quite clear in the accompanying article on Leadership, so we will not repeat them. We will, however, comment on Part 7, "Leadership is for Everyone". This, in theory, is a nice feel good concept; but is completely inaccurate in the real world. Not everyone wants to embrace leadership; in fact most don't and won't. The authors also state that "leadership is learned". Here again we take serious issue. The principles of good management/leadership may, of course be learned, but the desire to use them and the strength to practice them is another matter altogether. Our society is starved for those who do have that knowledge as well as the commitment to put it into practice. ■

## Good Management IS Leadership *(continued from page 2)*

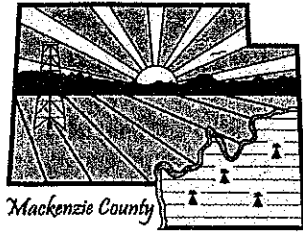
This in turn means that they must be concerned with hiring the right people, with effectively managing performance, with recognizing achievement and dealing with poor performance, with training, with accountability and with openly providing information.

They must be fully trained and experienced in the core principles of good management and creating a productive workplace. You cannot be a leader without being a good manager. No amount of charisma or vision will compensate.

Mintzberg says, "...I use the words management and leadership interchangeably. It has become fashionable to distinguish them. Leadership is supposed to be something bigger, more important. I reject this distinction, simply because managers have to lead and leaders have to manage. Management without leadership is sterile; leadership without management is disconnected and encourages hubris. We should not be ceding management to leadership; in MBA programs or anywhere else."

The core principles are just that; they are core principles - core as in "a basic, essential, or enduring part", and principle as in "a comprehensive and fundamental law". So let's stop looking for the Silver Bullet and concentrate on the core principles rather than continuously creating new flavors of the month. This may not sell as many books and workshops, but it would be a lot more effective. ■





## MACKENZIE COUNTY

### REQUEST FOR DECISION

<b>Meeting:</b>	<b>Operations Committee Meeting</b>
<b>Meeting Date:</b>	<b>March 28, 2007</b>
<b>Presented By:</b>	<b>Paul Driedger Director of Planning and Emergency Services</b>
<b>Title:</b>	<b>Zama Fire Guard Vegetation Management Additional Clearing</b>

#### BACKGROUND / PROPOSAL:

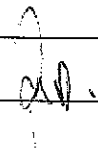
With the Zama Fire Guard and Fuel Break project well underway a large portion of an existing drainage course will also be cleared out. This will leave approximately one kilometer of drainage course left to be mulched. The mulching of this additional portion should assist with the spring run off and any additional large amounts of precipitation during summer months.

Due to the fact that the drainage course is washed out in some areas and has a narrow bottom an additional piece of equipment would need to be utilized.

There is also a couple of brush piles that require to be cleaned up with a mulcher due to them being too close to brush and peat moss for burning and another dirt/debris pile to be spread out where we have mulched.

#### OPTIONS & BENEFITS:

By utilizing the current contractor we can do a continuation based on the current contract with a per kilometer fee for the mulching and per hour for the brush piles. We would be hiring a dozer cat to push the dirt/debris pile into the hole where material has been removed.

<b>Author:</b>	J. Gabriel	<b>Reviewed by:</b>		<b>CAO</b>	
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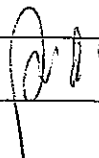
**COSTS & SOURCE OF FUNDING:**

The additional cost would be \$3200.00 per kilometer (10 meter wide) plus the transportation costs of \$2210.00 (hoe attached mulcher); total estimated cost of \$5410.00. If it is over a kilometer additional is required it would be based per meter of the kilometer rate.

Addition funding from Zama Fuel Break project 6-23-50-50

**RECOMMENDED ACTION:**

That administration proceed with the additional brush clearing on the Zama Fire Guard Vegetation Management Project.

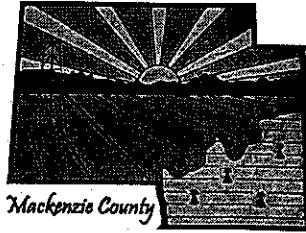
<b>Author:</b>	J. Gabriel	<b>Reviewed by:</b>		<b>CAO</b>	
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## MACKENZIE COUNTY REQUEST FOR DECISION

<b>Meeting:</b>	<b>Operations Committee &amp; Regular Council Meeting</b>
<b>Meeting Date:</b>	<b>March 28, 2007</b>
<b>Presented By:</b>	<b>William Kostiw, Chief Administrative Officer</b>
<b>Title:</b>	<b>Graders</b>

### BACKGROUND / PROPOSAL:

Public Works called for proposals for grader replacement and we asked for two options.  
Information on these proposals will be available on meeting day.

### OPTIONS & BENEFITS:

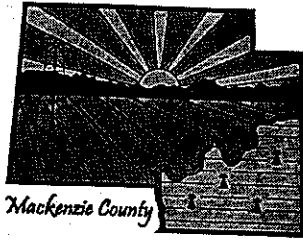
### COSTS & SOURCE OF FUNDING:

### RECOMMENDED ACTION:

That Council choose between the purchasing of two or six graders.

Author: W. Kostiw Review Date: March 22, 2007 CAO





## MACKENZIE COUNTY REQUEST FOR DECISION

Meeting:	Operations Committee & Regular Council Meeting
Meeting Date:	March 28, 2007
Presented By:	William Kostiw, Chief Administrative Officer
Title:	Gravel

### BACKGROUND / PROPOSAL:

The gravel tender was originally advertised for opening on March 28<sup>th</sup>; however, contractors have requested an extension to April 11<sup>th</sup>.

### OPTIONS & BENEFITS:

### COSTS & SOURCE OF FUNDING:

### RECOMMENDED ACTION:

That Council approve the extension to the closing date of the gravel tender to April 11, 2007 as implemented by the Chief Administrative Officer.

Author: W. Kostiw Review Date: March 22, 2007 CAO 





## MACKENZIE COUNTY REQUEST FOR DECISION

**Meeting:** Regular Council Meeting  
**Meeting Date:** March 28, 2007  
**Presented By:** John Klassen, Manager of Utilities and Facilities  
**Title:** Machesis Lake/ Wadlin Lake Caretaking Contracts

### BACKGROUND / PROPOSAL:

The Machesis Lake and Wadlin Lake campgrounds provide over night camping and therefore a caretaker is required. In previous years administration has prepared contract agreements for both campgrounds. Advertising for these contracts must be submitted by April 30, 2007.

### OPTIONS & BENEFITS:

N/A

### COSTS & SOURCE OF FUNDING:

To be funded from Parks and Playgrounds Budget

### RECOMMENDED ACTION:

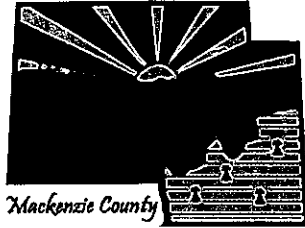
That Mackenzie County proceed with advertising for the caretaking of Machesis and Wadlin Lake.

Author: C. Friesen

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

CAO 





## **MACKENZIE COUNTY**

### **REQUEST FOR DECISION**

<b>Meeting:</b>	<b>Regular Council Meeting</b>
<b>Meeting Date:</b>	<b>March 28, 2007</b>
<b>Presented By:</b>	<b>John Klassen, Manager of Utilities and Facilities</b>
<b>Title:</b>	<b>La Crete Hamlet Speed Zones</b>

#### **BACKGROUND / PROPOSAL:**

The Operations Committee requested that administration bring forth to Council the proposed speed limit changes to certain areas within the Hamlet of La Crete. (See attached diagram)

#### **OPTIONS & BENEFITS:**

To enhance traffic flow within and around the Hamlet.

#### **COSTS & SOURCE OF FUNDING:**

N/A

#### **RECOMMENDED ACTION:**

Motion #1

That the speed limit zones be adopted as per attached diagram.

Motion #2

That administration be authorized to implement sign changes as per attached diagram.





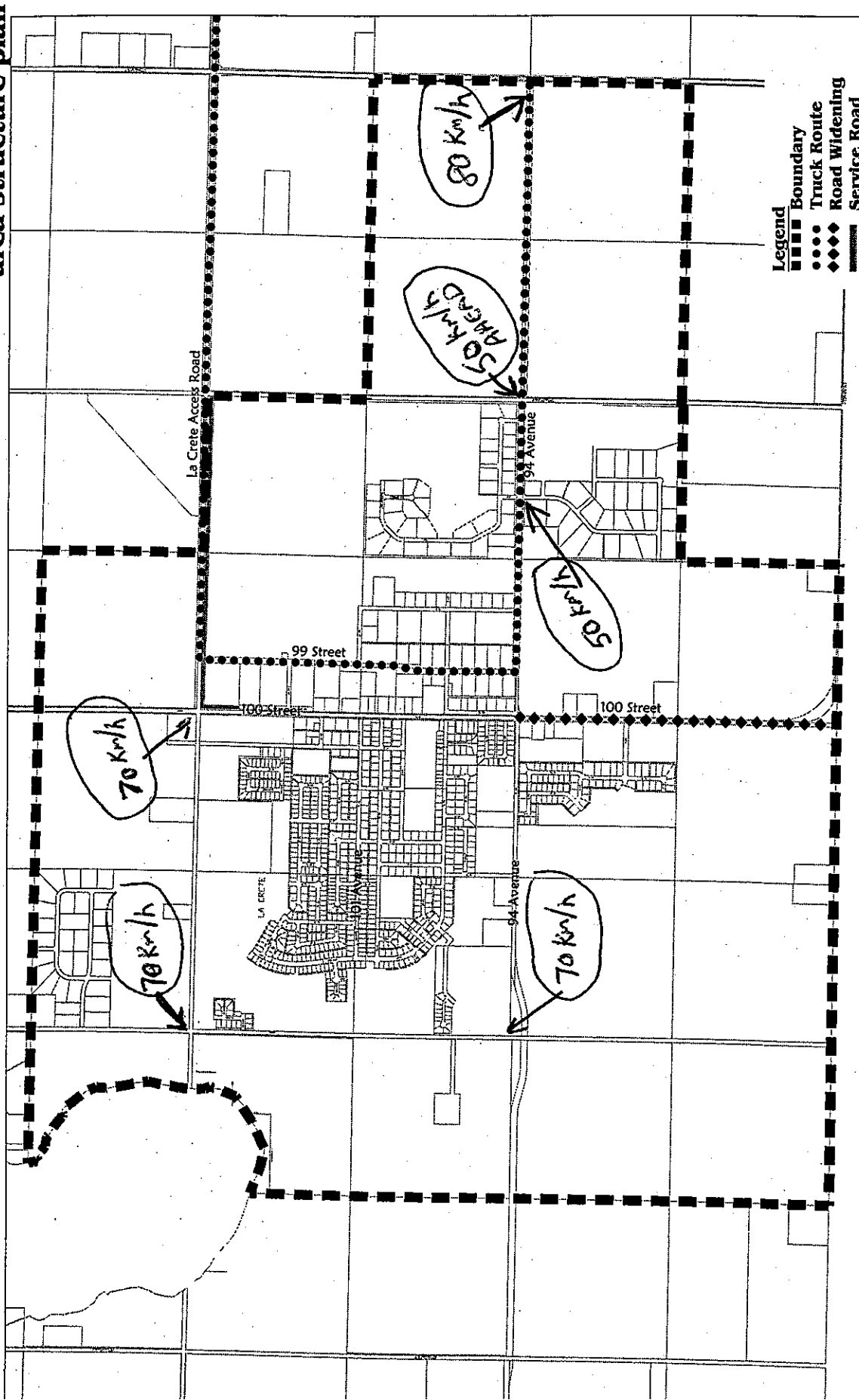


# hamlet of la crete

area structure plan



scale N.T.S.



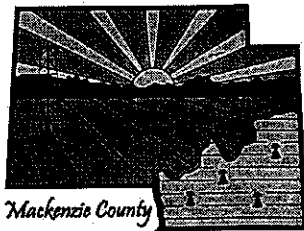
- Legend**
- Boundary
  - Truck Route
  - Road Widening
  - Service Road

roads/truck route

Schedule







## **MACKENZIE COUNTY**

### **REQUEST FOR DECISION**

<b>Meeting:</b>	<b>Regular Council Meeting</b>
<b>Meeting Date:</b>	<b>March 28, 2007</b>
<b>Presented By:</b>	<b>William Kostiw, Chief Administrative Officer</b>
<b>Title:</b>	<b>ADDITION Hill Crest Community School – Traffic Impact Assessment</b>

#### **BACKGROUND / PROPOSAL:**

Discussion item. Please see attached information regarding the Traffic Impact Assessment required by Alberta Infrastructure and Transportation due to the increased capacity of Hill Crest Community School.

The Department is requesting a cost sharing arrangement for the required intersection improvements with a third of the costs being covered by the School Division, Mackenzie County, and Alberta Infrastructure & Transportation.

#### **OPTIONS & BENEFITS:**

#### **COSTS & SOURCE OF FUNDING:**

Approximately \$300,000 - \$400,000 total project cost.

#### **RECOMMENDED ACTION:**

Discussion.

Author: W. Kostiw

Review Date: March 27, 2007

CAO



**Carol Gabriel**

---

**From:** Bill Gish [Bill.Gish@gov.ab.ca]  
**Sent:** Monday, March 26, 2007 11:23 AM  
**To:** Bill Kostiw  
**Cc:** John Engleder; David Kohut; Robert Lindsay; Wayne Franklin  
**Subject:** Hillcrest School Development

Bill

As I understand the Hillcrest School is removing approximately 6 trailers and replacing them with 9 new trailers increasing the capacity of the school. However it is understood there is no increase in students for the time being. Being the development capacity of the school has increased the department requires a Traffic Impact Assessment projected over the next 20 years. The department is willing to move ahead with an assessment and possibly construct the required intersection improvements this summer provided we get a cost share arrangement with the County.

Is the County prepared to cost share the improvements whereby the county covers 2/3's of the construction costs and the department will cover the remaining 1/3? The thought is that the school division pick up a third, county a third and the department a 1/3. If the project is to proceed this year the department needs to know if the county is willing to proceed on this cost share basis. Please let me know ASAP if the county agrees to this proposal.

Bill

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March 19, 2007

Our File: 2512 (5-14-107-23 NE)

Mr. Daniel Dyck  
C/O Fort Vermilion School Division No.52  
Box 1331  
LaCrete, Alberta  
T0H 2H0

Dear Mr. Dyck:

**Re: Proposed Modular Classrooms For The Hillcrest Community School  
And Traffic Impact Assessment;  
West of Highway 697, NE 23-107-14-W5M;  
Mackenzie County**

Thank you for your March 4, 2007 email questioning the need of a traffic impact assessment (TIA) and the school division's responsibility to provide one. Alberta Infrastructure and Transportation is now uncertain what precisely the school division's development entails. Your roadside development permit application stated that the school division was removing two portable classrooms and adding nine new portables, whereas your e-mail states that the nine portables will replace six existing portable classrooms. Are two or six portables being removed and if only two, what is to happen with the other four existing buildings in the short and long term?

With regard to our earlier discussion, the department had a safety assessment for this intersection completed by our consultant in 2005. This study was prompted by the concerns about possible conflict between school buses and highway traffic and made recommendations to address the traffic volumes and operating conditions as they existed in 2005. Thus the school divisions proposed and future plans, and the additional traffic that that will be generated, was not taken into account in that study.

A TIA will look at the existing traffic and the anticipated traffic from the planned development and recommend what improvements are necessary over a 20 year design life. As the school division is proposing a development that will change the traffic volumes at the highway intersection, they are responsible for mitigating that impact. Mackenzie County too has a responsibility for mitigating the impact on the highway system of the developments they approve along their local road system. As the school division best knows its present and future plans for Hillcrest Community School and the traffic that this will generate, and because your development will change the traffic volumes, Alberta Infrastructure and Transportation asks that Fort Vermilion School Division No. 52 provide an acceptable TIA to recommend what improvements are necessary to safely accommodate the existing and proposed traffic at this location.

Please call me if you wish to arrange a meeting to discuss this matter further.

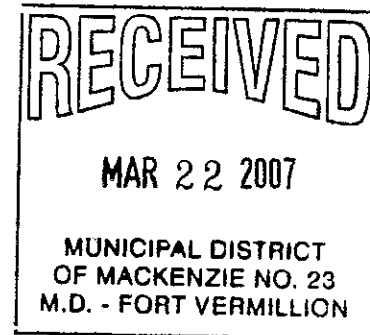
Yours truly,



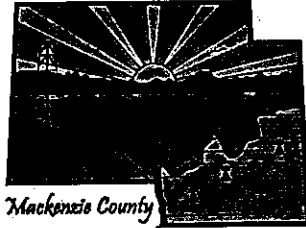
Brian Hensman  
Assistant Development & Planning Technologist

BH/sc/rjl  
Attachments

cc: Bill Kostiw, CAO, Mackenzie County No. 23, Fort Vermilion  
Rommel Directo, Alberta Infrastructure and Transportation, High Level  
Jamshid Yazdani, Alberta Infrastructure and Transportation, Peace River  
William Gish, Alberta Infrastructure and Transportation, Peace River  
Ryan Konowalyk, Alberta Infrastructure and Transportation, Peace River  
Glen Tjostheim, Alberta Infrastructure and Transportation, Edmonton







## MACKENZIE COUNTY REQUEST FOR DECISION

<b>Meeting:</b>	<b>Regular Council Meeting</b>
<b>Meeting Date:</b>	<b>March 28, 2007</b>
<b>Presented By:</b>	<b>Joulia Whittleton, Director of Corporate Services</b>
<b>Title:</b>	<b>Zama Water Treatment Plant Borrowing Bylaw 614/07</b>

### **BACKGROUND / PROPOSAL:**

Council has given first reading to Bylaw 614/07 at February 13<sup>th</sup> meeting.

### **OPTIONS & BENEFITS:**

Bylaw 614/07 was advertised for two weeks in local news papers.

We received no objections to the proposed bylaw.

### **COSTS & SOURCE OF FUNDING:**

Borrowing for a purpose of financing Zama Water Treatment Plant construction

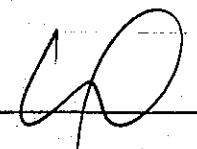
### **RECOMMENDED ACTION:**

#### **Motion 1:** requires 2/3

That second reading be given to Bylaw 614/07, being a bylaw authorizing a debenture borrowing in the amount of \$\$3,178,230 to construct a new water treatment plant in the Hamlet of Zama.

#### **Motion 2:** requires 2/3

That third reading be given to Bylaw 614/07, being a bylaw authorizing a debenture borrowing in the amount of \$\$3,178,230 to construct a new water treatment plant in the Hamlet of Zama.

Author: \_\_\_\_\_ Review Date: \_\_\_\_\_ CAO 



**BYLAW NO. 614/07**  
**BEING A BYLAW OF THE**  
**MUNICIPAL DISTRICT OF MACKENZIE NO. 23**  
**(hereinafter referred to as "the Municipality")**  
**IN THE PROVINCE OF ALBERTA**

**This bylaw authorizes the Council of the Municipality to incur indebtedness by the issuance of debenture(s) up to a maximum of \$3,178,230, for the purpose of financing the construction of the Zama Water Treatment Plant.**

**WHEREAS,** the Council of the Municipality has decided to issue a by-law pursuant to Section 258 of the *Municipal Government Act* to authorize the financing, undertaking and completion of the Zama water treatment plant as approved by Council in capital expenditures; and

**WHEREAS,** plans and specifications have been prepared and the total cost of the project is estimated to be \$10,594,100; and

**WHEREAS,** in order to complete the project it will be necessary for the Municipality to borrow the sum of \$3,178,230 for a period not to exceed 10 years, from the Alberta Capital Finance Authority or another authorized financial institution, by the issuance of debentures and on the terms and conditions referred to in this bylaw; and

**WHEREAS,** the estimated lifetime of the project financed under this by-law is equal to, or in excess of 10 years; and

**WHEREAS,** the principal amount of the outstanding debt of the Municipality at December 31, 2006 is \$7,203,745 and no part of the principal or interest is in arrears; and

**WHEREAS,** all required approvals for the project have been obtained and the project is in compliance with all *Acts* and *Regulations* of the Province of Alberta.

**NOW, THEREFORE, THE COUNCIL OF THE MUNICIPALITY DULY  
ASSEMBLED, ENACTS AS FOLLOWS:**

1. That for the purpose of completing the Zama Water Treatment Plant construction the sum of **Three Million One Hundred Seventy Eight Thousand and Two Hundred Thirty Dollars (\$3,178,230)** be borrowed from the Alberta Capital Finance Authority or another authorized financial institution by way of debenture on the credit and security of the Municipality at large.
2. The proper officers of the Municipality are hereby authorized to issue debenture(s) on behalf of the Municipality for the amount and purpose as authorized by this by-law, namely the Zama Water Treatment Plant construction.
3. The Municipality shall repay the indebtedness according to the repayment structure in effect, namely annual or semi-annual equal payments of combined principal and interest instalments not to exceed TEN (10) years calculated at a rate not exceeding the interest rate fixed by the Alberta Capital Finance Authority or another authorized financial institution on the date of the borrowing, and not to exceed TEN (10) percent.
4. The Municipality shall levy and raise in each year municipal taxes sufficient to pay the indebtedness.
5. The indebtedness shall be contracted on the credit and security of the Municipality.
6. The net amount borrowed under the by-law shall be applied only to the project specified by this by-law.
7. This bylaw shall come into effect the day that it is passed and rescind Bylaw 543/05 and all amendments made thereto.

First Reading given on the 13<sup>th</sup> Day of February, 2007.

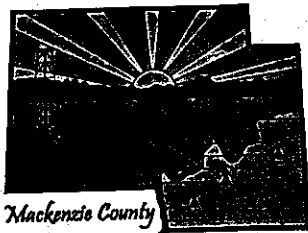
_____ Bill Neufeld, Reeve	_____ Carol Gabriel, Executive Assistant
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Second Reading given on the \_\_\_\_\_ Day of \_\_\_\_\_, 2007.

_____ Bill Neufeld, Reeve	_____ Carol Gabriel, Executive Assistant
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Third Reading and Assent given on the \_\_\_\_\_ Day of \_\_\_\_\_, 2007.

_____ Bill Neufeld, Reeve	_____ Carol Gabriel, Executive Assistant
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## MACKENZIE COUNTY

### REQUEST FOR DECISION

<b>Meeting:</b>	<b>Regular Council Meeting</b>
<b>Meeting Date:</b>	<b>March 28, 2007</b>
<b>Presented By:</b>	<b>Joulia Whittleton, Director of Corporate Services</b>
<b>Title:</b>	<b>10 year infrastructure plans and 2007 grant applications</b>

#### BACKGROUND / PROPOSAL:

Annually Council reviews 10 year infrastructure plans. County must submit an approved plan to Alberta Infrastructure and Transportation in order to comply with Alberta Municipal Infrastructure Program requirements.

We received CAMRIF notification advising us that three out of four projects were not approved for 2007 construction year (attached for your information).

#### OPTIONS & BENEFITS:

Please review the revised County's 10 year Road Reserve schedule.

Please find 2006 year-end reserve balances schedule attached (as per draft 2006 Financial Statements). These balances include \$606,711 committed to projects carried forward from 2006.

Total funding required in order to undertake 2007 projects that were not approved under CAMRIF program:

Project name	AMIP	Funding required in place of unapproved CAMRIF grant	Reserve	Total project cost
TWP 106-4 Reconstruction	150,000	change of project scope – no additional funding required for 2007 construction year	0	150,000
Fort Vermilion River Road paving from 50 <sup>th</sup> Street to Catholic Church	365,000	730,000	10,000	1,105,000
Zama Bears paw Crescent	233,334	477,046	54,620	765,000
<b>Total</b>	<b>748,334</b>	<b>1,207,046</b>	<b>64,620</b>	<b>2,020,000</b>

Author: \_\_\_\_\_ Review Date: \_\_\_\_\_ CAO

County has funds in reserves to cover \$1,207,046.

Council could choose to reapply for the above listed projects under CAMRIF program and postpone these projects until such time when funding is approved; or Council could use reserve funds in order to complete these projects in 2007 and apply under CAMRIF for other projects that are currently included in County's 10 year plan.

### **COSTS & SOURCE OF FUNDING:**

Annual Budget

### **RECOMMENDED ACTION:**

#### **Motion1:** (requires 2/3)

That County's 10-year infrastructure plan be submitted to Alberta Infrastructure and Transportation as presented.

#### **Motion 2:** (requires 2/3)

That County submits applications under Alberta Municipal Infrastructure Program as approved in 2007 Capital Budget for the following projects:

*& that County proceed with*

Project Description	Total project cost
Two Graders Replacement	540,000
Zama Wastewater Repair System	85,000
TWP 106-4 Reconstruction	150,000
La Crete 102 Street and 91 <sup>st</sup> Ave – curb, gutter, sidewalk	450,000
Fort Vermilion River Road paving from 50 <sup>th</sup> Street to Catholic Church	1,105,000
Zama Bearspaw Crescent	765,000

#### **Motion 3:** (requires 2/3)

That County submits applications under CAMRIF program for the following projects:

(to be discussed)

1. *Asper Drive (Zama) 2009 portion*
2. *100<sup>th</sup> Ave (Le)*
3. *53<sup>rd</sup> St (FV) \$650,000.00*



**CANADA-ALBERTA MUNICIPAL RURAL INFRASTRUCTURE FUND (CAMRIF)**  
**Fonds Sur L'Infrastructure Municipale Rurale Canada-Alberta**

March 15, 2007

File No: 8602-MD-MACK-01/02/04

William (Bill) Kostiw  
Acting Chief Administrative Officer  
Municipal District of Mackenzie No. 23  
6401 - 46 Avenue  
Fort Vermilion, AB, T0H 1N0

RE: Project Number: 16070 – Hamlet of Zama Bearpaw Crescent Reconstruction  
Project Number: 16118 – TWP 106-4 Reconstruction  
Project Number: 16138 – Hamlet of Fort Vermillion River Road Reconstruction

Dear: Mr. Kostiw

We are writing further to your Canada-Alberta Municipal Rural Infrastructure Fund (CAMRIF) Application. Committees representing the federal, provincial and municipal governments have completed an evaluation of the 245 Applications received totalling \$900 Million in project costs. Each of the applications was assessed according to the Mandatory Screening & Ranking Criteria in the CAMRIF Agreement.

The Committee selected 43 of the highest ranked applications. We regret to inform you that although your CAMRIF project was worthy, it was not among the limited number of projects for which funding was available.

The deadline for the Second Call of CAMRIF applications is **MAY 31, 2007**. Please advise the Program office in writing if you wish to; 1) have your application stand as is for the second round, or 2) submit a modified application, or 3) withdraw your application.

**IF WE DO NOT RECEIVE A REPLY FROM YOU BY APRIL 11, 2007, YOUR PROJECT WILL BE AUTOMATICALLY WITHDRAWN.**

If you have any questions, please do not hesitate to contact the Program Office at 1-800-396-0214 or (780) 422-1151 or email [camrif@gov.ab.ca](mailto:camrif@gov.ab.ca).

Yours truly,

Andrew Cathcart  
Director, Program Secretariat  
AC/ag

**Canada**

**Alberta**  
GOVERNMENT OF ALBERTA

Project Description	Total Project	Other Funding	AMIP Grant	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
<b>Road Reconstruction:</b>													
NC Shoulder Pulls	1,100,000			200,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Zama Access Paving	3,000,000	1,500,000		1,500,000									
TWP 106-4 Reconstruction of 7 miles	150,000		150,000										
La Crete North Access Overlay	815,000		232,218		582,782								
La crete South Access - turning lane	33,000			33,000									
West La Crete Pit - south access grubbing	20,000				20,000								
Blumenort Road Asphalt Overlay	205,000				205,000								
NC Road Reconstruction	2,105,000			125,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000
<b>New Road Construction:</b>													
C Road Construction Requests	250,000			250,000									
<b>Non Conforming Roads:</b>													
Non-Conforming Roads	137,500			50,000	37,500	50,000							
<b>Other Projects:</b>													
Prairie Point Culvert replacement	270,000	170,000		100,000									
BF72702	140,000	100,000		40,000									
Ditch Clean out - RR13 north of Spruce Road	10,000			10,000									
La Crete 94th Ave Safety Improvements													
La Crete 100th Street Crosswalk	100,000			100,000									
<b>New Projects - LC Street Improvement:</b>													
LC 99th Street Reconstruction	2,000,000	1,000,000		1,000,000									
LC 99th Avenue 101 to 100 street Cold Mix	35,000	32,840		2,160									
LC 98th Ave - 100th to 108th Street Sidewalk	50,000			50,000									
LC 108th Avenue 100 to 101 Street Storm Sewer Mains	100,000	100,000											
LC 102 Street - 89 to 91 Avenue and 91 Ave - 102 to 103 Street	450,000	345,000	15,000	90,000									
LC 99 Street - 109 to 98 Avenue - Paving													
100 Avenue - 104 to east of 102 Street and 102 Street - 100 to 101 Avenue	685,000	122,340			562,660								
LC 99 Avenue - 101 to 104 Street Storm Sewer (new)	260,000				260,000								
LC 100 to 101 Avenue - Curb, Gutter, Sidewalk													
LC 101st - 101 to 103 Ave and 103 St - 100 to 101 Street Curb, Gutter, Sidewalk	635,000					635,000							
LC 109 Ave and 101 Street Storm Sewer	205,000	122,340				82,660							
LC 100 to 101 Avenue, 106 Street - curb, gutter, sidewalk	760,000	122,340					637,660						
LC 98th Ave - 101 to 102 Street Sidewalk	390,000	122,340						267,660					
LC 100th Ave - 106 to 107 Street Sidewalk	180,000							180,000					



Project Description	Total Project	Other Funding	AMIP Grant	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
LC 100 Avenue, 101 to 102 Street - Curb, gutter, sidewalk													
LC 99 Avenue - 102 to 104 Street and 102 Street - 99 to 100 Avenue - Curb, gutter, sidewalk	615,000	122,340							492,660				
LC 104 Street - 99 to 100 Avenue Curb, gutter, sidewalk	155,000	122,340								32,660			
LC 102 Street - 91 to 93 Avenue and 103 Street and 93 Avenue Curb, gutter, sidewalk	650,000	122,340								527,660			
LC 101 Avenue - 98 to 99 Street	290,000	122,340									167,660		
LC 98 Avenue - 98 to 99 Street	310,000										310,000		
LC 98 street - 94 to 101 avenue	810,000										810,000		
<b>New Projects - FV Street Improvement:</b>													
FV 44th Avenue Hot Mix Asphalt	220,000	74,260		145,740									
FV River Road - 46 Street to 50 Street (50th Street to Catholic Church)	1,105,000	730,000	365,000	10,000									
FV Rural 45 Street - River Road to 46 Avenue	430,000			430,000									
FV 53 Street - River Road to 48 Ave, 48 Avenue - 52 to 54 Street	650,000	52,260			597,740								
River Road - Sidewalk	160,000				160,000								
50th Street - 43 Avenue to Hwy 88	440,000	52,260				387,740							
43 Avenue - 50 Street to East	120,000					120,000							
47 and 48 Stet - River Road to 48 Avenue and 48 and 49 Avenue - 45 to 48 Street - Pavement	960,000	52,260					907,740						
49 Street - 47 to 49 Avenue, 48 Street - 46 to 47 Avenue, 49 avenue - 49 to 50 Street, 47 Avenue - 48 to 50 Street - Paving	800,000	52,260						747,740					
46 Street - 45 Avenue to South and 45 Avenue - 45 to 47 Street	650,000	52,260							597,740				
45 Avenue Cul-de-sac East of 52 Street, 52 Street - 43 to 44 Avenue and 44 Avenue - 50 to 53 Street	620,000	52,260								597,740			
FV 46 Ave Overlay - 45 to 50 Street	260,000	52,260								197,740			
FV 47 Street Overlay - 45 to 46 Avenue	70,000									70,000			
River Road Airport East	100,000									100,000			
Mackenzie Housing, Sidewalk	230,000										230,000		
Mackenzie Housing Urban Standards	1,060,000	52,260									1,007,740		
new FV 52nd Street - 44th to Hwy 88	500,000	52,260										447,740	
<b>New Projects - Zama Street Improvement:</b>													
Zama Beach Road Cold Mix Asphalt	230,000	79,380			150,620								
Zama Beach Road East Paving	850,000	10,380			839,620								
Zama Bearpaw Crescent West of Aspen Drive	765,000	477,046	233,334	54,620									

Project Description	Total Project	Other Funding	AMIP Grant	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Zama Aspen Drive from Beach Road to Lane Blk 12	570,000					570,000							
Zama Aspen Drive from Lane Blk 12 to N. Lot Line of Lot 3, Blk 13 and Bearpaw Crescent from Aspen Drive to East	940,000	10,380					929,620						
Zama Wildcat Avenue from Aspen Drive to Tower Road	780,000	10,380						769,620					
Zama Pine Avenue from Aspen Drive to Tower road and Wolf Street from Pine Avenue to Wildcat Avenue	880,000	10,380							869,620				
Zama Aspen Drive from North Lot Line of Lot 3 to Tower Road and Bearpaw Crescent from Aspen Drive to East	995,000	10,380								984,620			
Zama Industrial Drive from Tower Road to Road A	910,000	10,380									899,620		
Zama Industrial Drive from Beach Road to Road A	620,000	10,380										609,620	
Oilman Road from Industrial Drive (NS) to new Industrial Drive (EW)	655,000	10,380											644,620
<b>Total</b>	<b>32,920,500</b>	<b>6,130,246</b>	<b>995,552</b>	<b>4,190,520</b>	<b>2,745,682</b>	<b>3,165,640</b>	<b>2,795,020</b>	<b>2,285,020</b>	<b>2,280,020</b>	<b>1,905,020</b>	<b>2,115,020</b>	<b>3,465,020</b>	<b>767,740</b>
Opening Balance	1,721,267			1,721,267	2,482,590	7,391,141	12,247,448	17,339,968	24,336,867	31,252,862	38,978,668	46,960,996	64,062,700
Annual Contribution to Reserve	600,000			600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,001
Surplus from Operating	4,451,843			4,451,843	7,184,233	7,511,945	7,887,542	8,281,919	8,696,015	9,130,816	9,687,357	10,066,725	10,570,061
Less Annual Expenditures	4,190,520			4,190,520	2,745,682	3,165,640	2,795,020	2,285,020	2,280,020	1,905,020	2,115,020	3,465,020	767,740
<b>Closing Balance Reserves</b>	<b>2,482,590</b>	<b>7,391,141</b>	<b>17,839,968</b>	<b>17,839,968</b>	<b>17,839,968</b>	<b>17,839,968</b>	<b>17,839,968</b>	<b>24,336,867</b>	<b>31,252,862</b>	<b>38,978,668</b>	<b>46,960,996</b>	<b>54,062,700</b>	<b>64,366,021</b>

\* Please note that opening balance has not been adjusted yet to reflect actual 2008 closing balance.

MD of Mackenzie  
2007 budget review  
Alberta Municipal Infrastructure Program - grant allocation

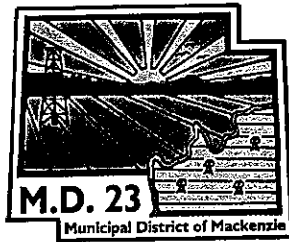
		Total project cost	AMIP	Other funding	
A-approved by AIT					
<b>2005-2006</b>					
AMIP grant			1,857,336		
<b>Projects (actuals):</b>					
A	Two Ambulances	232,960	232,588		
A	FV 46th Street Sewer - replacement of old lir	66,868	66,868		
Total projects		299,828			
Add interest earned			19,386		
2005 Balance remaining			1,577,266		
<b>2006-2007</b>					
AMIP grant			1,857,336		
<b>Projects (actuals):</b>					
A	LC 101 Ave - 102 to 103 St - Curb, Gutter, Sidewalk	500,699	323,631	177,068	NDCC
A	LC 101 Ave - 103 to 104 Street - Curb, Gutter, Sidewalk	286,784	164,444	122,340	SIP
A	LC 101 Ave - 104 to 106 Street - Curb, Gutter, Sidewalk	484,588	484,588		
A	LC 101 Avenue - 106 to 107 Street - Curb, Gutter, Sidewalk	266,455	266,455		
A	FV River Road - 54 Street to Hwy 88	336,170	283,910	52,260	SIP
A	FV River Road from 41st Street to 450m east Airport	505,701	505,701		
A	Zama Beach Road Reconstruction	845,051	834,671	10,380	SIP
Total projects		3,225,447			
Add interest earned			48,335		
2006 Balance Remaining			619,538		
<b>2007-2008</b>					
AMIP grant			1,857,336		
<b>Projects proposed:</b>					
A	Regional SCADA	737,000	184,250	552,750	AB WWP - approval not received yet
	Two Graders Replacement	540,000	280,000	260,000	V&E Reserve
	Zama Waste Water Repair System	85,000	85,000		
	TWP 106-4 Reconstruction	150,000	150,000		CAMRIF - CAMRIF not approved
(this project was scaled back from \$1,237,600 to \$150,000 - 2007 work will be to research water flow and prepare a plan)					
	La Crete 102 Street and 91 Ave - curb, gutter, sidewalk	450,000	15,000	435,000	CAMRIF & LI - CAMRIF approved
	Fort Vermillion River Road paving from 50th Street to Catholic Church	1,105,000	365,000	740,000	CAMRIF and Road Reserve - CAMRIF not approved
	Zama Bearspow Crescent	765,000	233,334	531,666	CAMRIF and Road Reserve - CAMRIF not approved
Total proposed projects		3,832,000			
Balance remaining			1,164,290		
<b>2008-2009</b>					
AMIP grant			1,857,336		
<b>Projects proposed:</b>					
	La Crete North Access Overlay	815,000	232,218	582,782	Road Reserve
	Grader	560,000	280,000		
Balance remaining			2,741,626		
<b>2009-2010</b>					
AMIP grant			1,857,336		
<b>Projects proposed:</b>					
	Grader	560,000	280,000		
Balance remaining			4,318,962		

Municipal District of Mackenzie #23

RESERVES - DRAFT

December 31, 2006

Account	Name	Beginning		Transfers				Ending	
		Balance	Projects-Capital Assets	Project-Non-Assets	Transfer from Operating Fund	Transfer to Operating Fund	Transfer from Capital Fund	Interfund Transfers	Balance
*04-711-12	Operating Fund Reserve	\$1,582,402.45	(\$10,668)	(\$184,018)	\$812,128				\$2,199,845.62 *
04-712-41	Reserve-Off Site Levy - Water	\$354,742.85					\$125,521		\$480,263.94
04-712-51	Grants to Other Organizations Reserve	\$0.00			\$58,545				\$58,545.00
04-712-61	Reserve-Development	\$0.00							\$0.00
04-712-62	Reserve-P.T.O.A.G.	\$0.16							\$0.16
04-712-72	Recreation-Parks Reserve	\$11,791.20	(\$13,898)		\$50,000				\$47,892.96
04-713-72	Subdivisions Reserve	\$83,529.95			\$50,488				\$134,017.73
04-714-32	Gravel Reclamation Reserves	\$22,377.09							\$22,377.09
04-714-72	Municipal Reserve	\$36,269.29			\$28,702				\$64,970.87
04-720-32	Gravel Crushing Reserve	\$251,814.81			\$536,071				\$787,886.30
		\$2,342,928.80	(\$24,566)	(\$184,018)	\$1,535,934	\$0	\$125,521	\$0	\$3,795,795.67
04-711-72	Incomplete Capital - Recreation	\$7,223.67							\$7,223.67
04-712-12	Incomplete Capital - Admin	\$0.00							\$0.00
04-712-23	Incomplete Capital - Fire Department	\$274,460.08	(\$227,716)				\$60,000		\$106,744.08
04-712-25	Incomplete Capital - Ambulance	\$62,739.11	(\$20,883)						\$41,856.11
04-712-26	Incomplete Capital - Enforcement	\$3,177.78	(\$3,055)						\$122.78
04-712-33	Incomplete Capital - Airport	\$71,252.67							\$71,252.67
04-712-63	Agriculture - Reserve	\$50,000.00							\$50,000.00
04-712-71	Recreation Reserve - Zama	\$33,743.71			\$5,234				\$6,756.90
*04-713-32	Reserve-Roads(General)	\$576,078.77	(\$471,135)	(\$461,471)	\$2,913,638	(\$32,221)	\$85,017		\$2,642,127.64 *
04-713-41	Water Treatment Plant Reserve	\$814,802.64							\$814,802.64
04-713-43	Incomplete Capital - Sewer	\$15,950.00	(\$38,373)				\$169,225		\$146,802.70
04-713-61	Incomplete Capital - Development	\$48,428.00	(\$3,282)						\$45,146.44
04-713-71	Recreation Reserve - Fort Vermilion	\$27,000.00							\$54,810.00
04-714-37	Drainage Reserve	\$341,955.59	(\$330,484)		\$27,810		\$40,000		\$301,471.48
04-715-32	Walking Trails - Fort Vermilion	\$8,961.25			\$20,000				\$8,961.25
04-716-32	Walking Trails - LaCrete	\$0.00							\$20,000.00
04-717-32	Walking Trails - Zama	\$100,000.00	(\$50,498)						\$49,502.47
04-718-32	Incomplete Capital - Shop & Storage	\$0.00							\$0.00
*04-719-32	Incomplete Capital - Public Works	\$1,461,619.64	(\$40,640)	(\$70,651)			\$124,810		\$1,475,138.16 *
04-760-41	Reserve - Water Upgrading(Incomplete capital)	\$46,102.07	(\$6,414)	(\$46,275)			\$52,996		\$46,409.71
04-760-42	Reserve - Sewer Upgrading	\$85,000.00							\$85,000.00
04-760-43	Reserve-Waste	\$29,173.09							\$29,173.09
*04-760-97	General Capital Reserve	\$1,584,958.09	(\$1,301,713)	(\$27,345)	\$812,128		\$377,916		\$1,445,943.42 *
04-761-31	Vehicle Replacement Reserve	\$116,167.25	(\$461,052)	(\$31,644)	\$497,350		\$19,399		\$140,220.86
04-761-43	Reserves - Garbage Projects(Incomplete capital)	\$8,500.00							\$8,500.00
04-765-23	Emergency Services Reserves	\$301,398.33	(\$287,770)		\$225,000				\$238,628.22
		\$6,074,691.74	(\$2,870,875)	(\$1,009,524)	\$4,751,160	(\$32,221)	\$939,363	\$0	\$7,842,594.29
TOTAL RESERVES		\$8,417,620.54	(\$2,895,442)	(\$1,193,542)	\$6,287,093	(\$32,221)	\$1,054,884	\$0	\$11,638,393.96
		Additions per above schedule Excess of Finances applied over 2006 projects							
		(\$4,088,983) 1,054,884.27 9,810,361 8,755,476 1,054,884.27 0.00							



**Municipal District of Mackenzie No. 23**  
P.O. Box 1690, La Crete, AB T0H 2H0  
Phone (780) 928-3983 Fax (780) 928-3636

August 3, 2006

CAMRIF Program  
2<sup>nd</sup> Floor, Twin Atria  
4999 – 98 Avenue  
Edmonton, AB T6B 2X3

**RE: Canada Alberta Municipal Rural Infrastructure Fund  
Municipal District of Mackenzie  
Hamlet of La Crete 102 Street & 91 Avenue Improvement Application  
Project No. 16119**

Please find enclosed the Municipal District of Mackenzie's signed application to the Canada Alberta Municipal Rural Infrastructure Fund for the proposed municipal project, Hamlet of La Crete 102 Street and 91 Avenue Improvements. The cost of the project is estimated at \$477,000.

All supporting documentation, including Municipal Council Resolution No. 06-416, is also enclosed.

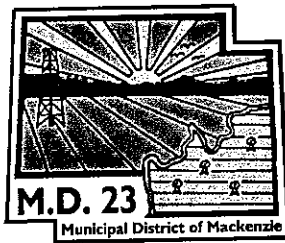
This application was submitted electronically on July 28, 2006.

If you have any questions or concerns, please contact Mary Jane Driedger, Public Works Administrative Officer at (780) 928-3983.

Sincerely,

Bill Neufeld  
Reeve

Encl.



**Municipal District of Mackenzie No. 23**  
P.O. Box 1690, La Crete, AB T0H 2H0  
Phone (780) 928-3983 Fax (780) 928-3636

August 3, 2006

CAMRIF Program  
2<sup>nd</sup> Floor, Twin Atria  
4999 – 98 Avenue  
Edmonton, AB T6B 2X3

**RE: Canada Alberta Municipal Rural Infrastructure Fund  
Municipal District of Mackenzie  
TWP 106-4 Reconstruction Application  
Project No. 16118**

Please find enclosed the Municipal District of Mackenzie's signed application to the Canada Alberta Municipal Rural Infrastructure Fund for the proposed municipal project, TWP 106-4 Reconstruction. The cost of the project is estimated at \$1,311,856.

All supporting documentation, including Municipal Council Resolution No. 06-416, is also enclosed.

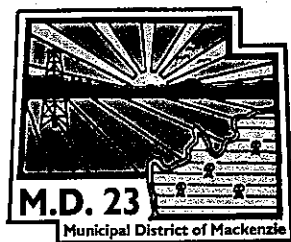
This application was submitted electronically on July 28, 2006.

If you have any questions or concerns, please contact Mary Jane Driedger, Public Works Administrative Officer at (780) 928-3983.

Sincerely,

Bill Neufeld  
Reeve

Encl.



**Municipal District of Mackenzie No. 23**  
**P.O. Box 1690, La Crete, AB T0H 2H0**  
**Phone (780) 928-3983 Fax (780) 928-3636**

August 3, 2006

CAMRIF Program  
2<sup>nd</sup> Floor, Twin Atria  
4999 – 98 Avenue  
Edmonton, AB T6B 2X3

**RE: Canada Alberta Municipal Rural Infrastructure Fund**  
**Municipal District of Mackenzie**  
**Hamlet of Zama Bearpaw Crescent Reconstruction Application**  
**Project No. 16070**

Please find enclosed the Municipal District of Mackenzie's signed application to the Canada Alberta Municipal Rural Infrastructure Fund for the proposed municipal project, Hamlet of Zama Bearpaw Crescent Reconstruction. The cost of the project is estimated at \$742,000.

All supporting documentation, including Municipal Council Resolution No. 06-416, is also enclosed.

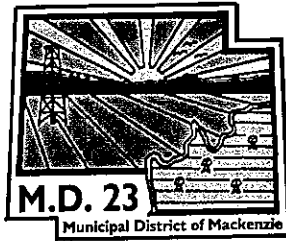
This application was submitted electronically on July 28, 2006.

If you have any questions or concerns, please contact Mary Jane Driedger, Public Works Administrative Officer at (780) 928-3983.

Sincerely,

Bill Neufeld  
Reeve

Encl.



**Municipal District of Mackenzie No. 23**  
P.O. Box 1690, La Crete, AB T0H 2H0  
Phone (780) 928-3983 Fax (780) 928-3636

August 3, 2006

CAMRIF Program  
2<sup>nd</sup> Floor, Twin Atria  
4999 – 98 Avenue  
Edmonton, AB T6B 2X3

**RE: Canada Alberta Municipal Rural Infrastructure Fund  
Municipal District of Mackenzie  
Hamlet of Fort Vermilion River Road Reconstruction Application  
Project No. 16138**

Please find enclosed the Municipal District of Mackenzie's signed application to the Canada Alberta Municipal Rural Infrastructure Fund for the proposed municipal project, Hamlet of Fort Vermilion River Road Reconstruction. The cost of the project is estimated at \$1,049,400.

All supporting documentation, including Municipal Council Resolution No. 06-416, is also enclosed.

This application was submitted electronically on July 28, 2006.

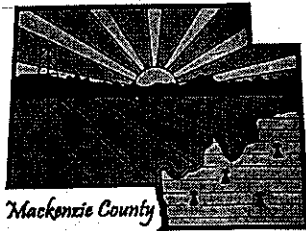
If you have any questions or concerns, please contact Mary Jane Driedger, Public Works Administrative Officer at (780) 928-3983.

Sincerely,

Bill Neufeld  
Reeve

Encl.





## MACKENZIE COUNTY REQUEST FOR DECISION

<b>Meeting:</b>	<b>Regular Council Meeting</b>
<b>Meeting Date:</b>	<b>March 28, 2007</b>
<b>Presented By:</b>	<b>William Kostiw, Chief Administrative Officer</b>
<b>Title:</b>	<b>Order in Council – Mackenzie County Name Change</b>

### BACKGROUND / PROPOSAL:

See attached letter from the Minister of Municipal Affairs and Housing.

### OPTIONS & BENEFITS:

### COSTS & SOURCE OF FUNDING:

### RECOMMENDED ACTION:

That the Order in Council changing the name of Municipal District of Mackenzie No. 23 to Mackenzie County be received for information and that the County proceed with changing signage.

**Author:** W. Kostiw

**Review Date:** March 22, 2007

**CAO** 





ALBERTA  
MINISTER OF MUNICIPAL AFFAIRS AND HOUSING

*Office of the Minister  
MLA, Lac La Biche - St. Paul*

31783

March 13, 2007

Reeve Bill Neufeld  
Mackenzie County  
PO Box 640  
Fort Vermillion, Alberta  
T0H 1N0

Dear Reeve Neufeld:

B:11  
2

Attached is a copy of the Order in Council that changes the name of the Municipal District of Mackenzie No. 23 to Mackenzie County.

I am pleased to have been able to assist you in this matter.

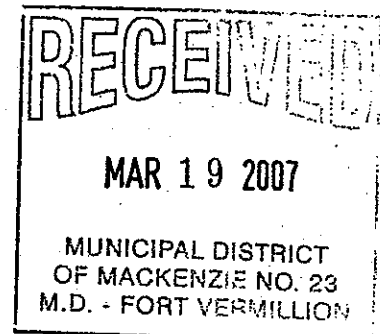
Sincerely,

Ray Danyluk  
Minister

Attachment

cc: Pearl Calahasen, MLA  
Lesser Slave Lake

Frank Oberle, MLA  
Peace River





Province of Alberta  
Order in Council

O.C: 72/2007

MAR 07 2007

# ORDER IN COUNCIL

Approved and ordered:

Lieutenant Governor

The Lieutenant Governor in Council changes the name of  
The Municipal District of Mackenzie No. 23 to Mackenzie County.

CHAIR

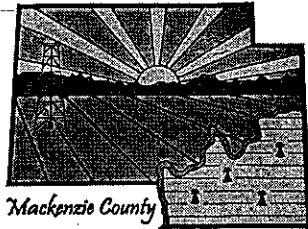
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Alberta

For Information only

Recommended by: Minister of Municipal Affairs and Housing

Authority: Municipal Government Act  
(section 98)



## MACKENZIE COUNTY REQUEST FOR DECISION

<b>Meeting:</b>	<b>Regular Council Meeting</b>
<b>Meeting Date:</b>	<b>March 28, 2007</b>
<b>Presented By:</b>	<b>William Kostiw, Chief Administrative Officer</b>
<b>Title:</b>	<b>Minister's Council on Municipal Sustainability Final Report</b>

### BACKGROUND / PROPOSAL:

A copy of the report to the Minister of Municipal Affairs presented by The Minister's Council on Municipal Sustainability is attached for your information.

### OPTIONS & BENEFITS:

### COSTS & SOURCE OF FUNDING:

### RECOMMENDED ACTION:

For discussion.

Author: W. Kostiw

Review Date: March 22, 2007

CAO 



# PRESS RELEASE

March 19, 2007

FOR IMMEDIATE RELEASE

## Minister's Council on Municipal Sustainability Releases Final Report

*AAMDC Spring Convention, Edmonton* – On March 19, 2007 Municipal Affairs and Housing announced the release of the final report from the Minister's Council on Municipal Sustainability (MCMS).

Through the Council, the AAMDC, the Alberta Urban Municipalities Association (AUMA) and the cities of Edmonton and Calgary have worked with Municipal Affairs and Housing to create the report. The final report examines options for strengthening the partnership between the provincial government and Alberta's municipalities and for enhancing the long-term sustainability of municipal governments in Alberta.

The MCMS report identifies the need for enhanced regional cooperation and coordination in order to ensure that both municipal government and the Government of Alberta fully capitalize on the opportunities presented by Alberta's strong economic climate. It reaffirms that the current land use planning and growth management system works well in most areas of the province; however, there is a need for greater provincial leadership and direction to help municipalities in high-growth areas to address growth management issues and strengthen inter-municipal relations.

The report concludes that Alberta's municipalities face significant funding shortfalls that threaten their ability to provide the infrastructure and services demanded by a rapidly growing economy and population. It outlines the need for additional provincial funding support to address the growing municipal infrastructure deficit and to help municipalities address future growth.

The report recommends the allocation of additional funding support (for municipalities) equivalent to the amount collected by the provincial government through the education property tax (approximately \$1.4 billion in 2006/07). Energy royalty revenues were also identified as a possible source of revenue for municipalities that are adversely impacted by energy activity. Additionally, the report identifies the Targeted Investment Program (TIP) as a program that is critical to supporting municipalities that do not have the local asset base to reasonably participate in the economic prosperity of the province.

"From a rural Alberta perspective, many of the recommendations within the MCMS report will require in-depth analysis and consultation with municipalities," comments AAMDC President Donald W. Johnson. "The fact that the majority of Alberta's municipalities have not been directly consulted with during the Council's deliberations is a major concern for the Association. The AAMDC will concentrate its provincial advocacy efforts for this increased consultation over the next few months."

The Association has and continues to urge the Council to develop an implementation plan that should outline the municipal and public consultation framework and, where applicable, achievable timelines for the implementation of each recommendation. A glossary should also be developed to define the key terms of the report such as *cost-sharing* and *revenue-sharing* so that the report's implications can be clearly understood.

"As an association we have always been in favour of voluntary regional collaboration from a land use planning perspective. Through the implementation of the report's recommendations further clarification will be required to clearly identify the province's vision for planning at a regional level. Specifically, the

AAMDC endorses an incentive-based framework for regional collaboration which rewards existing and newly formed partnerships," concludes Johnson.

-30-

Since 1909, the Alberta Association of Municipal Districts and Counties ([www.aamdc.com](http://www.aamdc.com)) has been helping rural municipalities to achieve strong and effective local government.

Media enquiries may be directed to:

Donald W. Johnson, AAMDC  
President  
(780) 955-4075

Gerald Rhodes, AAMDC  
Executive Director  
(780) 955.4077

Andre Tremblay, AAMDC  
Director of Advocacy, Policy and Communications  
(780) 955.4079  
Cell: (780) 893.1539

**Report Attached**



Report to the  
Minister of Municipal Affairs

Presented by  
The Minister's Council  
on Municipal Sustainability

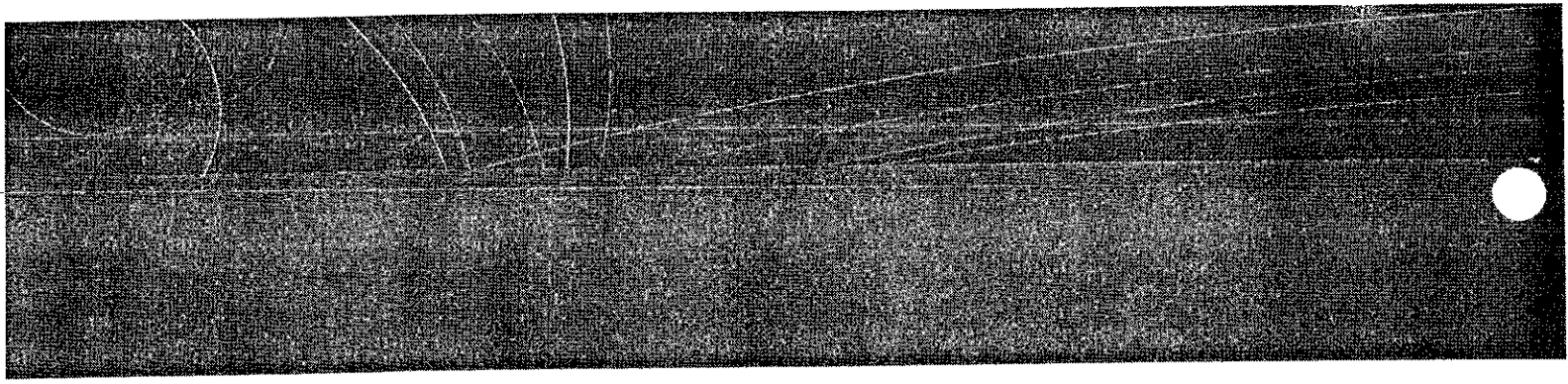
Mayor Dave Bronckner, City of Calgary

President Bob Hawkesworth, Alberta Urban Municipalities Association

President Don Johnson, Alberta Association of Municipal Districts and Counties

Mayor Stephen Mandel, City of Edmonton

March 5, 2007



# 1. Executive Summary

For the past year the Minister's Council on Municipal Sustainability has been examining options for strengthening the partnership between the provincial government and Alberta's municipalities, and for enhancing the long-term sustainability of municipal governments in the province. Through the Minister's Council, the Alberta Association of Municipal Districts and Counties, the Alberta Urban Municipalities Association, and the Cities of Edmonton and Calgary have worked with Municipal Affairs to investigate options, discuss issues and to develop this report. The Minister's Council is pleased to present this report and its recommendations to the new Minister of Municipal Affairs and Housing, Honourable Ray Danyluk.

The Minister's Council has identified a need for enhanced regional cooperation and coordination in order to ensure that communities, regions and the province as a whole fully capitalize on the opportunities presented by Alberta's strong economic climate. The current land use planning and growth management system works well in most areas of the province; however, there is a need for greater provincial leadership and direction to help municipalities in high growth areas of the province to address growth management issues and strengthen intermunicipal relationships.

The Minister's Council's review process has also confirmed that municipalities face significant funding shortfalls that threaten their ability to provide the infrastructure and services demanded by a rapidly growing economy and population. There is an urgent need for additional provincial funding support to address the growing municipal infrastructure deficit and to help municipalities address future growth. Municipalities also require additional local revenue sources to help them address these growth pressures and to ensure long-term operational sustainability.

To address the various challenges facing Alberta's local governments, the Minister's Council has developed the following recommendations:

## **Intermunicipal Cooperation**

1. The current land use planning and growth management model should remain in effect for those areas of the province where municipalities continue to demonstrate the ability to effectively manage intermunicipal relationships and coordinate planning and development activities.
2. In areas where municipalities are unable to resolve their differences, but the disagreements are generally limited to a small number of municipalities, the province should require the affected municipalities to negotiate intermunicipal development plans (IDPs) that address issues related to regional planning, land use, and cost-sharing and/or revenue sharing where appropriate. A final offer arbitration system should be used to resolve disputes where municipalities are unable to agree upon an IDP within a specified period.
3. In metropolitan or high growth areas involving a larger number of municipalities and more complex intermunicipal relationships, more formalized regional agencies should be established. These agencies would have a mandate to develop growth management plans for the region, address cost and revenue sharing issues where appropriate, and coordinate planning, land use and service delivery. In these areas, Municipal Development Plans (MDPs) must be required to conform to these regional plans. Each regional agency must also have the authority to make decisions in the absence of consensus, but the decision process must incorporate some form of "double majority" (e.g. decisions require the support of a majority of the region's municipalities that collectively represent a majority of the region's population) in order to properly balance the interests of communities large and small. Municipalities in these areas should be given time to work out the specific arrangements that best meet their needs, but in the absence of agreement provincial direction would be provided.
4. The Province of Alberta, in consultation with municipalities and their associations, should examine opportunities for facilitating the establishment of regional service delivery agencies and enacting enabling legislation to allow these agencies to levy and collect their own revenues (e.g. a fuel tax and/or a surcharge on motor vehicle registrations), as a means of further enhancing the coordination and delivery of key regional services such as transportation services.
5. The Province of Alberta should provide enhanced technical and/or financial assistance to small municipalities that have minimal planning capacity.

## **Municipal and Provincial Roles and Responsibilities**

6. No major realignment of current municipal and provincial roles and responsibilities is required.
7. Key areas of shared responsibility, including affordable housing, ground ambulance and policing, should be further addressed by September 2007.
8. Further research should be carried out and recommendations provided by September 2007 regarding the potential benefits and implications of realigning responsibility and funding sources related to municipal transportation services.

## **Municipal Revenue Sources**

9. The Government of Alberta should enact enabling legislation to authorize municipalities, at their discretion, to levy and collect additional own-source revenues as a means of strengthening municipal capacity to address ongoing operational sustainability and better respond to growth pressures. The specific additional own-source revenues recommended are:
  - a. Amusement Tax;
  - b. Tourism Tax;
  - c. Property Transfer Tax;
  - d. Vehicle Registration Tax;
  - e. Expanded Scope for Development Levies in Support of Directly Related Local Services; and
  - f. Limited Split Mill Rates within the Non-Residential Property Class.
10. The Government of Alberta should provide municipalities with additional annual funding support equivalent to the amount collected by the provincial government through the education property tax (approximately \$1.4 billion in 2006/07).
11. The Government of Alberta should consider redefining the concept of "economic rent" to include the direct costs imposed upon municipalities as a result of resource development, and provide municipalities access to revenues from industry to offset these costs through one of the following options:
  - a. Increased provincial resource royalty rates, with the increase earmarked for allocation to directly affected municipalities; or
  - b. Legislative amendments to authorize municipalities to raise the necessary revenues directly from resource utilizers.
12. The Government of Alberta should establish a permanent Targeted Investment program to provide the appropriate financial assistance to those municipalities that do not have the local asset base to reasonably participate in the economic prosperity of the province.

## 2. The Challenges

The Province of Alberta has long recognized the critical importance of strong local government, and has developed a tradition of visionary leadership in designing and supporting innovative and responsive local government systems. This tradition includes a significant restructuring of small rural municipalities and the creation of the county system in the 1950's, major reviews and improvements to municipal government legislation and local elections legislation in the 1960's and again in the 1980's, and the passage of Alberta's groundbreaking Municipal Government Act (MGA) in 1994. This latter legislation, with its introduction of "natural person powers" and "spheres of jurisdiction," has become a Canadian benchmark for municipal legislation.

The 1994 Municipal Government Act came at the same time as significant adjustments were being made to provincial finances. As a result, municipalities were faced not only with additional pressures resulting from the new MGA's emphasis on local autonomy and accountability, but also with significant reductions in provincial funding support. Municipalities shared in the province's sacrifices in order to eliminate the provincial deficit and debt, as provincial grants to municipalities were significantly reduced and some provincial services to local governments were reduced or eliminated.

Most local governments responded to the sudden and substantial reduction in provincial support by significantly reducing their capital spending in order to maintain balanced budgets. As a result, most municipalities began to accumulate infrastructure deficits in the mid-1990's, and these deficits have grown at an increasing rate as a result of the major growth pressures that have arisen in recent years. The difficulty faced by municipalities in funding the local infrastructure required to support Alberta's growing population and thriving economy now represents one of the major hurdles to overcome in ensuring Alberta's continued prosperity.

The challenges facing Alberta municipalities vary dramatically across the province. Some municipalities face extreme growth pressures, while others face shrinking populations and a declining local tax base. Many municipalities confront not only aging hard infrastructure (roads, water and sewer) but also deteriorating soft infrastructure (such as recreation facilities). Others must maintain thousands of kilometers of local roads in the face of heavy and growing use by the resource extraction industry, with only limited opportunity to recover the costs of upgrading and maintaining those roads from the industrial users. No single approach is likely to provide solutions to this tremendous diversity of challenges and needs.

### 3. The Minister's Council on Municipal Sustainability

The Government of Alberta recognized the challenges facing local governments, and in 2001 Honourable Guy Boutilier, then Minister of Municipal Affairs, established the Minister's Provincial/Municipal Council on Roles, Responsibilities and Resources in the 21st Century. This Council provided a valuable forum for municipal input into major provincial reviews of ground ambulance services, police funding, and provincial support for municipal infrastructure, ultimately leading to the commitment of an additional \$3 billion in provincial funding through the Alberta Municipal Infrastructure Program. In addition, the Council recommended the expansion of municipal authority to impose development levies related to road costs, resulting in legislative amendments in 2004. However, the Council did not produce a plan for strengthening the provincial-municipal relationship or long-term municipal sustainability.

In December 2005, Honourable Rob Renner invited the Presidents of the Alberta Association of Municipal Districts and Counties (AAMD&C) and the Alberta Urban Municipalities Association (AUMA) and the Mayors of Edmonton and Calgary to join the Minister's Council on Municipal Sustainability. The Council agreed to further examine municipal and provincial roles and responsibilities to determine whether adjustments were necessary, to determine whether municipalities had access to sufficient funding resources to carry out their responsibilities, and to examine options for strengthening municipal financial capacity. The council also agreed to examine growth pressures and opportunities for strengthening intermunicipal relationships.

The Minister's Council on Municipal Sustainability established four working groups to carry out the necessary reviews:

- The City of Edmonton led the exploration of intermunicipal relationships, including producing reports on ways to improve these relationships and plan better for growth.
- The AUMA led the exploration of roles and responsibilities, including a detailed analysis of significant municipal and provincial services and an examination of the key implications of potential changes for varying sizes and types of municipalities.
- The City of Calgary led the exploration and evaluation of potential new municipal revenue sources, including reports on alternative revenue sources that municipalities might be authorized to levy themselves, levy but pool regionally, or share with the province.
- The AAMD&C led a review of all of the above reports to ensure that the interests of rural and small urban municipalities were reflected within the Council's final recommendations.

The working group reports provided the Minister's Council with important background information and acted as a catalyst for discussion as the Council moved forward with its deliberations.



## 4. The Need for Continued Leadership

Although the basic relationship between the Province of Alberta and municipal governments remains sound, the pressures facing both the province and local governments mean that it is time to reconsider elements of the current model. Alberta is in the midst of a period of major and perhaps unprecedented economic and population growth, and "business as usual" approaches are unlikely to adequately address these pressures. While the ability of local governments to fund the infrastructure and services required to support a rapidly growing Alberta remains the most compelling and urgent reason to review the current situation, there are a number of other challenges that should also be addressed. These include overlapping responsibilities between the provincial government and municipal governments, the increasing complexity of intermunicipal relationships, and the reality that while municipalities are all equal in terms of their legislative authority there is great variance in the local capacity to exercise that authority.

The Minister's Council agrees that the current legislative framework governing municipal governments in Alberta is generally sound. In particular the philosophical underpinnings of the Municipal Government Act, with its emphasis on local autonomy and accountability, are strongly supported by the Council. However, there are opportunities within this broad framework to strengthen the provincial-municipal partnership and better address the shared interests of the province and local governments.

The Minister's Council on Municipal Sustainability recommends that an improved relationship between the province and Alberta's municipalities should be based upon the following key principles:

1. The roles and responsibilities of municipalities and the province should be clearly defined and well understood.
2. Municipalities must have access to the financial resources necessary to meet current and future operating and capital requirements.
3. Municipal autonomy must be recognized and respected.
4. Municipal governments must be accountable to their electorate and taxpayers for their choices and actions.
5. Municipalities should share more in the benefits of Alberta's prosperity, and also share more of the risks associated with volatile revenue sources.
6. Development in any municipality should not unduly impact neighbouring municipalities, either financially or from a quality of life perspective.
7. The Government of Alberta should establish clear expectations and requirements related to the broader provincial interests in the planning and coordination of development in the province.
8. Municipalities must be accountable for effectively managing their relationships with other municipalities, and for coordinating planning and development for the betterment of their region, within the context provided by provincial expectations and requirements.
9. Solutions must be tailored to address the varying needs and capacities of different sizes and types of municipalities ("one size does not fit all").
10. Solutions should provide meaningful benefits for municipalities, the province, and the taxpayers of Alberta.

Based upon these principles, the Minister's Council on Municipal Sustainability has developed the recommendations that are presented on the pages that follow.



## 5. Intermunicipal Relations

Unlike most provinces in Canada, Alberta has a long history of providing municipalities with considerable independent authority over land use planning. This philosophy of broad municipal authority was reinforced by the provisions of and amendments to the 1994 Municipal Government Act and the repeal of the Planning Act in 1995.

These legislative changes resulted in the elimination of regional planning commissions and the requirement for municipalities to conform to regional plans. Instead, the new legislation introduced greater municipal autonomy. Municipalities were given responsibility for preparing and adopting plans and bylaws, establishing subdivision and development authorities and appeal boards, and voluntarily cooperating with municipal neighbours on planning and development issues. Limitations on growth in rural communities were also eliminated; instead, all municipalities were afforded the same tools, opportunities and responsibilities to manage planning and development.

This approach has worked well in most areas of Alberta. However, the quickening pace of growth in recent years and its wider distribution across the province has led to increasing pressures and conflicts in some regions. Shortages of land for development, the increasing pace of growth, and pressures on costs and revenues are increasingly bringing municipalities in high growth areas into conflict.

Intermunicipal conflict drains municipal resources and reduces the ability to address other priority issues. Conflict creates an uncertain climate for investment that affects not only the municipalities engaged in the conflict but often the growth opportunities within the region and occasionally the province as a whole.

The Minister's Council charged the City of Edmonton with leading a working group on intermunicipal relationship issues, focusing on opportunities to more proactively address planning and growth management issues. The working group engaged a private consultant, Dr. Michael Percy of the University of Alberta, to examine Alberta's current approach to intermunicipal relationships and offer recommendations for any necessary changes. Based upon the review of Dr. Percy's report and the Council's subsequent discussions with respect to intermunicipal relationship issues, the Minister's Council has arrived at a series of recommendations designed to strengthen intermunicipal relationships as well as the capacity of Alberta communities and regions to manage growth more effectively.

The Minister's Council on Municipal Sustainability shares the perspective, voiced by many Alberta municipalities, that the provincial government must play a leadership role in strengthening growth management capacity and resolving or in some instances preventing intermunicipal conflicts. In the absence of a clear statement of the provincial interests in planning and development issues, and of mechanisms to articulate and/or protect those interests, municipalities may quite understandably opt for self-interest at the expense of broader regional or provincial interests.

The Minister's Council also recognizes that the diversity that exists within Alberta requires that different solutions must be developed for different circumstances. For many areas of Alberta, the broad enabling provisions within the current planning framework continue to work very well. Municipalities are able to develop plans, bylaws and policies specific to their needs. Some municipalities have made excellent use of intermunicipal development plans and intermunicipal agreements to achieve a level of coordination and cooperation that benefits both parties as well as the region as a whole. In these instances, the existing planning system remains an appropriate response to current and expected future conditions.

However, more specific provincial direction is required in cases where municipalities have been unable to effectively resolve conflicts with neighbouring jurisdictions. Where the disputes are relatively straightforward or the number of municipalities involved is minimal, a requirement to negotiate meaningful intermunicipal development plans may be sufficient to encourage resolution of the conflict. In other instances, however, intermunicipal relationships are more complex and involve a larger number of municipalities. In such instances a more formal regional structure is likely required to ensure that the region can capitalize on the opportunities that the current economic climate offers. The metropolitan Edmonton region is the most obvious example of an area that would benefit substantially from such an approach. However, it is quite likely that the Calgary region and perhaps other high growth regions will also require a more structured regional approach in the not too distant future.

The province can also encourage greater regional coordination through financial means. For example, consideration could be given to allocating transportation grants on a regional rather than municipal basis. Alternatively, the province could consider the provision of other incentives to act as a catalyst in encouraging regional cooperation.

## Conclusion and Recommendations:

In recognition of the varying circumstances across Alberta and the reality that "one size does not fit all", the Minister's Council on Municipal Sustainability makes the following recommendations:

1. The current land use planning and growth management model should remain in effect for those areas of the province where municipalities continue to demonstrate the ability to effectively manage intermunicipal relationships and coordinate planning and development activities.
2. In areas where municipalities are unable to resolve their differences, but the disagreements are generally limited to a small number of municipalities, the province should require the affected municipalities to negotiate intermunicipal development plans (IDPs) that address issues related to regional planning, land use, and cost-sharing and/or revenue sharing where appropriate. A final offer arbitration system should be used to resolve disputes where municipalities are unable to agree upon an IDP within a specified period.
3. In metropolitan or high growth areas involving a larger number of municipalities and more complex intermunicipal relationships, more formalized regional agencies should be established. These agencies would have a mandate to develop growth management plans for the region, address cost and revenue sharing issues where appropriate, and coordinate planning, land use and service delivery. In these areas, Municipal Development Plans (MDP's) must be required to conform to these regional plans. Each regional agency must also have the authority to make decisions in the absence of consensus, but the decision process must incorporate some form of "double majority" (e.g. decisions require the support of a majority of the region's municipalities that collectively represent a majority of the region's population) in order to properly balance the interests of communities large and small. Municipalities in these areas should be given time to work out the specific arrangements that best meet their needs, but in the absence of agreement provincial direction would be provided.
4. The Province of Alberta, in consultation with municipalities and their associations, should examine opportunities for facilitating the establishment of regional service delivery agencies and enacting enabling legislation to allow these agencies to levy and collect their own revenues (e.g. a fuel tax and/or a surcharge on motor vehicle registrations), as a means of further enhancing the coordination and delivery of key regional services such as transportation services.
5. The Province of Alberta should provide enhanced technical and/or financial assistance to small municipalities that have minimal planning capacity.

## 6. Municipal and Provincial Roles and Responsibilities

While the Municipal Government Act lays out the broad roles and responsibilities of municipal governments in Alberta, there are a number of service delivery areas where overlap has developed between provincial and municipal governments. Some overlap is inevitable given that municipalities and the provincial government often share similar interests (e.g. public safety and security, economic development, and quality of life issues). However, the Council agreed that there would be utility in investigating whether there might be opportunities to enhance the services provided to Albertans, and/or the efficiency of those services, through adjustments to the respective roles and responsibilities of the provincial and municipal governments.

The Minister's Council charged the Alberta Urban Municipalities Association (AUMA) with leading a working group to examine provincial and municipal roles and responsibilities, and to make recommendations on any opportunities to better serve Albertans through adjustments to the existing situation.

The working group reviewed an extensive list of provincial and municipal services, and developed a screening tool to assist in determining service areas that might benefit from a realignment of roles, responsibilities and resourcing. Based on this screening tool, the working group identified four key service areas that merited more detailed examination:

- water treatment and distribution, and wastewater collection, treatment and disposal;
- parks and recreation;
- housing (including social housing and homelessness); and
- transportation (including secondary roads and public transit).

The working group contracted with a private consultant, Nichols Applied Management, to carry out the review of these services. Based upon a review of the consultant's report, the Minister's Council agreed that significant adjustments to municipal and provincial roles and responsibilities are generally not warranted.

The Minister's Council did agree in principle that realigning the current approach to funding municipal transportation infrastructure and public transit may offer potential benefits in terms of enhancing service efficiency and accountability. The consultant's report recommended the elimination of all provincial conditional grants in support of transportation infrastructure and transit, to be replaced by new municipal authority to raise additional revenues locally, by unconditional provincial grants, or by a combination of the two. However, some members of the Council are concerned that many smaller and rural municipalities may lack the capacity to raise the necessary revenues locally to adequately fund their transportation

infrastructure. Therefore, this matter requires further study before any final determination is made on whether to proceed.

The Minister's Council also recognized that other important issues affecting key areas of shared service delivery, including ground ambulance, policing, and affordable housing, remain unresolved and should be addressed in a timely fashion.

While examining municipal and provincial roles and responsibilities, the Minister's Council quickly recognized that regardless of any opportunities for realignment, municipalities in Alberta simply do not have access to sufficient revenues to respond to the demands of rapid economic and population growth. Some of this funding shortfall is a lingering result of significant provincial funding reductions initiated in the 1990's; much of it is due to the current pace of growth, which is severely taxing existing municipal infrastructure and creating significant demand for new infrastructure and services.

Three different models were considered in an attempt to quantify this shortfall. Two of the models rely on a historical comparison of provincial funding support for municipalities, while the third relies on the work done by individual municipalities and municipal associations to quantify the municipal infrastructure deficit.

The first approach compares direct provincial funding for municipalities with total municipal revenues. This model shows that in the years immediately preceding the major funding reductions of the early 1990's, the provincial government provided funding to municipalities that amounted to at least 20 percent of total municipal revenues. In those years where the province attempted to correct growing infrastructure shortfalls through additional provincial funding (in 1999 via the Premier's Task Force on Infrastructure, and starting in 2005 via the Alberta Municipal Infrastructure Program), this ratio was again approached though not equaled. Had the provincial government maintained average funding levels at this 20% target during the period 1991 to 2005, municipalities would have received an additional \$5.1 billion in provincial capital funding.

The second model compares provincial funding for municipalities with total municipal expenditures. This model shows very similar results to the first model, with provincial funding to municipalities equating to about 20% of municipal expenditures immediately prior to the funding cutbacks of the mid-1990's, and approaching those levels again in 1999 and 2005. Maintaining provincial direct funding at this ratio of funding to municipal expenditures throughout the period 1991 to 2005 would have required an additional \$4.6 billion in provincial capital funding to municipalities.

The third model relies on the efforts of several individual municipalities and municipal associations to quantify their existing infrastructure deficits and their anticipated additional capital requirements over the next five years. This data is then used to extrapolate an overall province-wide estimate. This model yields an estimated five-year minimum funding requirement of approximately \$10.9 billion if the Alberta Municipal Infrastructure Program (AMIP) continues to provide \$600 million in funding each year. This five-year requirement would increase to approximately \$12.7 billion if AMIP funding was terminated after the current fiscal year (2006/07).

Regardless of which model is used, it is clear that municipalities in Alberta face a significant funding shortfall. In general terms, the Minister's Council identified three facets of this funding shortfall and agreed that the responsibility for addressing these shortfalls should be borne as follows:

- the provincial government should provide the funds necessary to significantly assist municipalities in addressing existing municipal infrastructure deficits;
- the provincial government and municipalities should share in the burden of funding ongoing growth-related needs; and
- municipalities should be responsible for funding ongoing operating requirements (although the province may have to provide some support to smaller municipalities with more limited local tax bases).

## **Conclusion and Recommendations**

Based upon its review of the working group's report and consideration of alternatives for quantifying any existing municipal funding shortfalls, the Minister's Council on Municipal Sustainability recommends the following:

6. No major realignment of current municipal and provincial roles and responsibilities is required.
7. Key areas of shared responsibility, including affordable housing, ground ambulance and policing, should be further addressed by September 2007.
8. Further research should be carried out and recommendations provided by September 2007 regarding the potential benefits and implications of realigning responsibility and funding sources related to municipal transportation services.

## 7. New Revenues for Municipalities

As noted earlier in this report, the Minister's Council on Municipal Sustainability agrees that Alberta municipalities require access to significant additional revenues in order to meet the challenge of providing the infrastructure and services required by a rapidly growing province.

The Minister's Council charged the City of Calgary with the task of leading a review of options for providing additional revenue sources for Alberta municipalities. The working group was specifically directed to consider options within three categories:

- municipal own-source revenues;
- sharing of provincial revenues; and
- regionally pooled own-source revenues.

The working group considered a wide variety of potential new revenue sources within these three categories, including:

- personal income taxes;
- corporate income taxes;
- tourism levies;
- amusement tax;
- alcohol tax;
- tobacco tax;
- gaming revenues;
- fuel tax;
- vehicle registration tax;
- parking tax;
- insurance premium taxes;
- property transfer tax;
- resource revenues;
- reduction or elimination of education property taxes; and
- expansion of scope for off-site development levies.

The working group contracted with a private consultant, Mr. Ernie Stokes of the Centre for Spatial Economics, to assist in its review. In addition, input was provided by the City of Calgary's internal economists and staff at Alberta Municipal Affairs and Alberta Finance.

Based upon recommendations from the working group on rural and small municipalities (led by the AAMD&C), the Minister's Council also considered the potential of changes to the Municipal Government Act which would allow municipalities to levy different tax rates on different types of non-residential property.

Currently, municipalities may establish various categories within the residential property class, and establish different tax rates for each category. However, municipalities do not have this option within the developed non-residential property class. Many municipalities have expressed significant concerns regarding this discrepancy. They argue that they face increased road and other infrastructure costs due to the impact of industrial activity, but lack the ability to generate additional tax revenues from those industries without also increasing taxes for small business and commercial property owners.

While allowing municipalities to impose so-called "split mill rates" within the non-residential property class offers the potential to raise significant revenues for municipalities, it would likely provoke strong concern from industrial taxpayers. Therefore, it might be necessary to place some limits on the ability of municipalities to utilize this tax tool.

The concept of "economic rent" was also discussed in various forms by the Minister's Council. This concept relates to what should be due to the province for the use of its resources after the costs of doing business, and the generation of reasonable profit, are taken into account.

Historically in Alberta, compensation to municipalities for the costs imposed on them by resource development has not been considered when determining how much "economic rent" should be paid to the province. The Minister's Council believes that "economic rent" should be redefined to include those costs which directly affected municipalities must bear to support resource development. These include the costs of providing municipal services to support construction and ongoing operating activities. In simple terms, a full cost accounting approach which includes the real costs to directly affected municipalities should be applied.

For example, the Alberta Association of Municipal Districts and Counties has identified road costs as the most significant single issue affecting rural municipal sustainability. A report submitted to the Standing Policy Committee on Agriculture and Municipal Affairs in October 2006 identified a current funding shortfall for rural roads of approximately \$300 million annually. The large majority of this funding shortfall has been directly attributed to the cost of upgrading and maintaining rural roads necessary to support resource exploration, extraction, processing and transportation.

The issues raised by the Regional Municipality of Wood Buffalo regarding the incremental impacts of massive resource development projects on Fort McMurray should be considered in a similar context. A considerable amount of work has been done

in this regard over the past year and more is ongoing that could be capitalized upon. Other municipalities are experiencing similar pressures and more will do so in the future if current resource development trends continue. All of these factors indicate that action is needed to address and resolve the underlying concerns and to deal with them on a more stable, long term and equitable basis rather than simply relying on wealth redistribution of highly sought after provincial surpluses.

If the costs to directly affected municipalities should be considered as a component of the "economic rent" of the province's resources, it follows that these costs should be covered by the resource base. This could be accomplished through a calculated and substantiated increase in resource based revenues, to be allocated to directly affected municipalities on a formula basis to offset these additional attributable costs. Alternatively, mechanisms to allow directly affected municipalities to raise revenues from resource companies could be considered.

In reviewing the work of the working groups and the consultant, the Minister's Council paid particular heed to the merits of individual revenue sources based upon several key criteria:

- sustainability (long-term potential);
- predictability (stability over time);
- potential to generate meaningful revenue; and
- administrative costs and implications.

The Minister's Council ultimately determined that a mix of new municipal own source revenues, plus sharing of some provincial revenues with municipalities, would represent the most appropriate solution to the financial challenges facing Alberta municipalities. New municipal own-source revenue options are required to allow municipalities to ensure long-term operating sustainability and to better manage and respond to the challenges of growth. Sharing of provincial revenues is necessary to assist municipalities in addressing their large and growing infrastructure deficit, and to ensure that municipalities have access to revenues that respond to economic growth (and thus provide municipalities with the ability to better respond to local growth-driven costs as well).

## Conclusion and Recommendations:

While the Minister's Council was still in the midst of its deliberations, Council members became aware of Premier Ed Stelmach's commitment to provide municipalities with significant new funding. The Minister's Council strongly supports Premier Stelmach's commitment, and has striven to ensure that its recommendations are not only consistent with this commitment, but also provide important insights into how this commitment might be best implemented. In that light, the Minister's Council on Municipal Sustainability recommends the following:

9. The Government of Alberta should enact enabling legislation to authorize municipalities, at their discretion, to levy and collect additional own-source revenues as a means of strengthening municipal capacity to address ongoing operational sustainability and better respond to growth pressures. The specific additional own-source revenues recommended are:
  - a. Amusement Tax;
  - b. Tourism Tax;
  - c. Property Transfer Tax;
  - d. Vehicle Registration Tax;
  - e. Expanded Scope for Development Levies in Support of Directly Related Local Services; and
  - f. Limited Split Mill Rates within the Non-Residential Property Class.
10. The Government of Alberta should provide municipalities with additional annual funding support equivalent to the amount collected by the provincial government through the education property tax (approximately \$1.4 billion in 2006/07).
11. The Government of Alberta should consider redefining the concept of "economic rent" to include the direct costs imposed upon municipalities as a result of resource development, and provide municipalities access to revenues from industry to offset these costs through one of the following options:
  - a. Increased provincial resource royalty rates, with the increase earmarked for allocation to directly affected municipalities; or
  - b. Legislative amendments to authorize municipalities to raise the necessary revenues directly from resource utilizers.
12. The Government of Alberta should establish a permanent Targeted Investment program to provide the appropriate financial assistance to those municipalities that do not have the local asset base to reasonably participate in the economic prosperity of the province.



## 8. Conclusions and Recommendations

Alberta has a long and proud history of visionary leadership and sound governance at both the provincial and municipal levels. Alberta's prosperity is due in no small measure to the responsiveness and creativity of its institutions in responding to challenges, adapting to changing circumstances and seizing opportunities to better serve Albertans. Although this is not always recognized, municipalities are a key part of the "Alberta Advantage."

As Alberta experiences a sustained period of rapid and perhaps unprecedented growth, it is clear that the time for further adaptation is upon us. The local government model that has served Albertans so well remains fundamentally sound, but refinements are needed in order to ensure that communities across the province can continue to contribute to and benefit from Alberta's prosperity. It may be appropriate to develop a long-term framework agreement between the province and municipal representatives to formalize the nature and terms of a revised framework for local government in Alberta.

Regardless of how changes to the current framework are implemented, the Minister's Council on Municipal Sustainability believes that municipalities need new revenue sources to ensure that the necessary services and infrastructure are in place to serve a growing economy and population. They also need new approaches to facilitate regional coordination, so that future growth opportunities can be capitalized upon and shared for the benefit of all Albertans.

Recognizing this, the Minister's Council on Municipal Sustainability is pleased to make the following recommendations to the new Minister of Municipal Affairs and Housing, Honourable Ray Danyluk:

### Intermunicipal Cooperation

1. The current land use planning and growth management model should remain in effect for those areas of the province where municipalities continue to demonstrate the ability to effectively manage intermunicipal relationships and coordinate planning and development activities.
2. In areas where municipalities are unable to resolve their differences, but the disagreements are generally limited to a small number of municipalities, the province should require the affected municipalities to negotiate intermunicipal development plans (IDPs) that address issues related to regional planning, land use, and cost-sharing and/or revenue sharing where appropriate. A final offer arbitration system should be used to resolve disputes where municipalities are unable to agree upon an IDP within a specified period.

3. In metropolitan or high growth areas involving a larger number of municipalities and more complex intermunicipal relationships, more formalized regional agencies should be established. These agencies would have a mandate to develop growth management plans for the region, address cost and revenue sharing issues where appropriate, and coordinate planning, land use and service delivery. In these areas, Municipal Development Plans (MDP's) must be required to conform to these regional plans. Each regional agency must also have the authority to make decisions in the absence of consensus, but the decision process must incorporate some form of "double majority" (e.g. decisions require the support of a majority of the region's municipalities that collectively represent a majority of the region's population) in order to properly balance the interests of communities large and small. Municipalities in these areas should be given time to work out the specific arrangements that best meet their needs, but in the absence of agreement provincial direction would be provided.

4. The Province of Alberta, in consultation with municipalities and their associations, should examine opportunities for facilitating the establishment of regional service delivery agencies and enacting enabling legislation to allow these agencies to levy and collect their own revenues (e.g. a fuel tax and/or a surcharge on motor vehicle registrations), as a means of further enhancing the coordination and delivery of key regional services such as transportation services.

5. The Province of Alberta should provide enhanced technical and/or financial assistance to small municipalities that have minimal planning capacity.

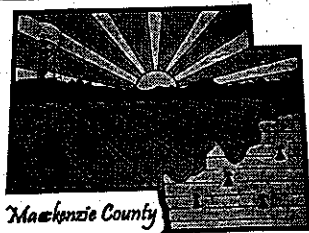
### Municipal and Provincial Roles and Responsibilities

6. No major realignment of current municipal and provincial roles and responsibilities is required.
7. Key areas of shared responsibility, including affordable housing, ground ambulance and policing, should be further addressed by September 2007.
8. Further research should be carried out and recommendations provided by September 2007 regarding the potential benefits and implications of realigning responsibility and funding sources related to municipal transportation services.

## **Municipal Revenue Sources**

9. The Government of Alberta should enact enabling legislation to authorize municipalities, at their discretion, to levy and collect additional own-source revenues as a means of strengthening municipal capacity to address ongoing operational sustainability and better respond to growth pressures. The specific additional own-source revenues recommended are:
  - a. Amusement Tax;
  - b. Tourism Tax;
  - c. Property Transfer Tax;
  - d. Vehicle Registration Tax;
  - e. Expanded Scope for Development Levies in Support of Directly Related Local Services; and
  - f. Limited Split Mill Rates within the Non-Residential Property Class.
10. The Government of Alberta should provide municipalities with additional annual funding support equivalent to the amount collected by the provincial government through the education property tax (approximately \$1.4 billion in 2006/07).
11. The Government of Alberta should consider redefining the concept of "economic rent" to include the direct costs imposed upon municipalities as a result of resource development, and provide municipalities access to revenues from industry to offset these costs through one of the following options:
  - a. Increased provincial resource royalty rates, with the increase earmarked for allocation to directly affected municipalities; or
  - b. Legislative amendments to authorize municipalities to raise the necessary revenues directly from resource utilizers.
12. The Government of Alberta should establish a permanent Targeted Investment program to provide the appropriate financial assistance to those municipalities that do not have the local asset base to reasonably participate in the economic prosperity of the province.





## MACKENZIE COUNTY REQUEST FOR DECISION

<b>Meeting:</b>	<b>Regular Council Meeting</b>
<b>Meeting Date:</b>	<b>March 28, 2007</b>
<b>Presented By:</b>	<b>William Kostiw, Chief Administrative Officer</b>
<b>Title:</b>	<b>Information/Correspondence</b>

### **BACKGROUND / PROPOSAL:**

The following items are attached for information purposes:

	Page
• Council Calendar (March – June 2007)	75
• Assessment Review Board Training Sessions	79
• Social Care Facilities Licensing Act – Transfer of Responsibility for the Licensing of Adult Social Care Facilities to Alberta Seniors and Community Supports Effective April 1, 2007	81
• Hill Crest Community School – Traffic Impact Assessment	83

### **OPTIONS & BENEFITS:**

For information.

### **COSTS & SOURCE OF FUNDING:**

N/A

### **RECOMMENDED ACTION:**

That the information/correspondence items be accepted for information purposes.

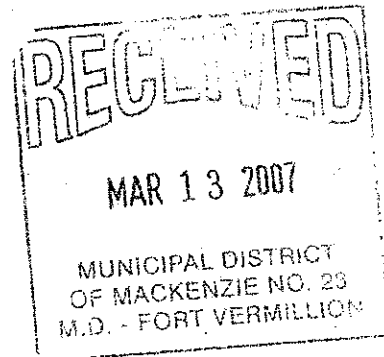


15th Floor, Commerce Place  
10155 - 102 Street  
Edmonton, Alberta Canada T5J 4L4  
Tel: (780) 422-1377 Fax: (780) 422-3110

BR1371

March 7, 2007

Mr. William (Bill) Kostiw  
Chief Administrative Officer  
Municipal District of Mackenzie No. 23  
PO Box 640  
Fort Vermilion, Alberta  
T0H 1N0



Dear Mr. Kostiw:

The Assessment Services Branch of Alberta Municipal Affairs and Housing is once again hosting Assessment Review Board (ARB) training sessions at various locations throughout the province. These sessions are free of charge and intended for first-time ARB members and clerks.

The following is a list of the dates and locations:

- |                     |   |
|---------------------|---|
| <b>May 2, 2007</b>  | <b>Foothills Centennial Centre, Mesken East<br/>4, 204 Community Way, Okotoks, Alberta T1S 2N3</b>                    |
| <b>May 9, 2007</b>  | <b>Red Deer Lodge Hotel and Conference Centre<br/>Red Deer Room<br/>4311 - 49th Avenue, Red Deer, Alberta T4N 5Y7</b> |
| <b>May 16, 2007</b> | <b>Festival Place, Sherwood Park Room<br/>100 Festival Way, Sherwood Park, Alberta T8A 5T2</b>                        |
| <b>May 23, 2007</b> | <b>Causeway Bay Travelodge Hotel, Exploration Room<br/>5003 - 50th Street, Whitecourt, Alberta T7S 1N6</b>            |
| <b>May 30, 2007</b> | <b>Pomeroy Inn &amp; Suites, Meeting Room 3<br/>5213 - 53 Avenue, High Prairie, Alberta T0G 1E0</b>                   |

March 7, 2007

Mr. Kostiw  
Fort Vermilion, Alberta

Page 2

The sessions will take place from 9:00 a.m. to 3:00 p.m., and lunch will be provided. Copies of the Assessment Review Board Training Manual will be supplied for those in attendance.

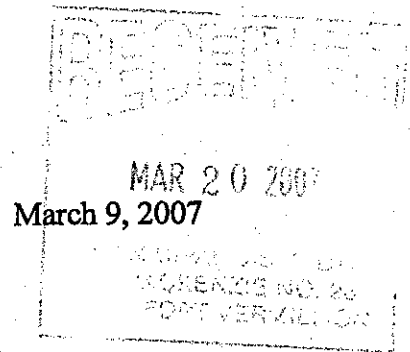
Registration can now be completed online at [www.municipalaffairs.gov.ab.ca/ma\\_onlinereg.htm](http://www.municipalaffairs.gov.ab.ca/ma_onlinereg.htm). **Faxed, mailed or e-mailed registrations will not be accepted.** If you require assistance with the registration process, please contact Ms. Citas Olympia-Moore at 780-422-1377, or toll free in Alberta by first calling 310-0000. The registration will close five (5) working days prior to the training date. The maximum number of participants is 40 per session, so please have your members and clerks register early.

For more information about the ARB training sessions, please contact Mr. Karac Hendriks-West at 780-422-1377, or toll free in Alberta by first calling 310-0000.

Sincerely,



Lynda Downey  
Director  
Education Tax and Assessment Advisory Unit



**ATTENTION: LICENSE HOLDER**

**NOTICE: Social Care Facilities Licensing Act - Transfer of Responsibility  
for the Licensing of Adult Social Care Facilities to Alberta Seniors and  
Community Supports Effective April 1, 2007**

This letter is to advise you that effective April 1, 2007, the authority for licensing of adult social care facilities under the *Social Care Facilities Licensing Act* will be transferred from Alberta Children's Services to Alberta Seniors and Community Supports. This change is in keeping with the mandate and work of each ministry.

A new regulation under the *Social Care Facilities Licensing Act* will be introduced in April. This new regulation requires adult social care facilities to comply with the Supportive Living Accommodation Standards.

Your current license will remain in effect until the expiry date. After April 1, 2007, a licensing staff member from Alberta Seniors and Community Supports will contact you to schedule a meeting with you. At this meeting, you will receive information on the licensing process and the Supportive Living Accommodation Standards. You will also be able to ask any questions you have about licensing or the standards.

As well, orientation sessions on the licensing process through Alberta Seniors and Community Supports will be held in March and April 2007. You will receive, a letter prior to these dates, inviting you to attend a session in a location near you. Included with this letter will be a copy of the Supportive Living Accommodation Standards for your information.

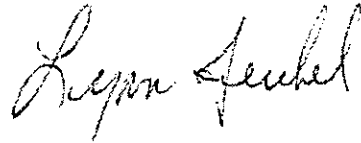
If you have any questions, please call Charlotte LaRose, Quality Assurance Coordinator, Alberta Seniors and Community Supports, toll-free in Alberta by dialing 310 0000 and then (780) 427 4570. In the Edmonton area, dial 427 4570.

.../2

Thank you for your interest and support as we enter a new and exciting phase in the licensing of adult social care facilities.



Lora Lea Gaboriau, Director  
Standards and Monitoring  
Alberta Seniors and Community Supports



Lynn Jerchel, Director  
Child Development Branch  
Alberta Children's Services

cc: building, zoning, fire, health

Room 301, Provincial Building  
Bag 900-29, 9621-96 Avenue  
Peace River, Alberta, Canada T8S 1T4  
Telephone (780) 624 6280 Fax (780) 624 2440

March 19, 2007

Our File: 2512 (5-14-107-23 NE)

Mr. Daniel Dyck  
C/O Fort Vermilion School Division No.52  
Box 1331  
LaCrete, Alberta  
T0H 2H0

Dear Mr. Dyck:

**Re: Proposed Modular Classrooms For The Hillcrest Community School  
And Traffic Impact Assessment;  
West of Highway 697, NE 23-107-14-W5M;  
Mackenzie County**

Thank you for your March 4, 2007 email questioning the need of a traffic impact assessment (TIA) and the school division's responsibility to provide one. Alberta Infrastructure and Transportation is now uncertain what precisely the school division's development entails. Your roadside development permit application stated that the school division was removing two portable classrooms and adding nine new portables, whereas your e-mail states that the nine portables will replace six existing portable classrooms. Are two or six portables being removed and if only two, what is to happen with the other four existing buildings in the short and long term?

With regard to our earlier discussion, the department had a safety assessment for this intersection completed by our consultant in 2005. This study was prompted by the concerns about possible conflict between school buses and highway traffic and made recommendations to address the traffic volumes and operating conditions as they existed in 2005. Thus the school divisions proposed and future plans, and the additional traffic that that will be generated, was not taken into account in that study.

A TIA will look at the existing traffic and the anticipated traffic from the planned development and recommend what improvements are necessary over a 20 year design life. As the school division is proposing a development that will change the traffic volumes at the highway intersection, they are responsible for mitigating that impact. Mackenzie County too has a responsibility for mitigating the impact on the highway system of the developments they approve along their local road system. As the school division best knows its present and future plans for Hillcrest Community School and the traffic that this will generate, and because your development will change the traffic volumes, Alberta Infrastructure and Transportation asks that Fort Vermilion School Division No. 52 provide an acceptable TIA to recommend what improvements are necessary to safely accommodate the existing and proposed traffic at this location.

.../2

Please call me if you wish to arrange a meeting to discuss this matter further.

Yours truly,



Brian Hensman  
Assistant Development & Planning Technologist

BH/sc/rjl  
Attachments

cc: Bill Kostiwi, CAO, Mackenzie County No. 23, Fort Vermilion  
Rommel Directo, Alberta Infrastructure and Transportation, High Level  
Jamshid Yazdani, Alberta Infrastructure and Transportation, Peace River  
William Gish, Alberta Infrastructure and Transportation, Peace River  
Ryan Konowalyk, Alberta Infrastructure and Transportation, Peace River  
Glen Tjostheim, Alberta Infrastructure and Transportation, Edmonton

