

**MACKENZIE COUNTY  
REGULAR COUNCIL MEETING**

**Wednesday, February 23, 2011  
4:00 p.m.**

**Conference Room – La Crete County Office  
La Crete, Alberta**

**AGENDA**

			Page
<b>CALL TO ORDER:</b>	1.	a) Call to Order	
<b>AGENDA:</b>	2.	a) Adoption of Agenda	
<b>ADOPTION OF PREVIOUS MINUTES:</b>	3.	a) Minutes of the February 8, 2011 Regular Council Meeting	9
		b)	
<b>BUSINESS ARISING OUT OF THE MINUTES:</b>	4.	a)	
		b)	
<b>DELEGATIONS:</b>	5.	a) Peace Library System – 5:00 p.m.	29
		b) Mackenzie Destination Marketing Organization – 5:30 p.m.	
<b>GENERAL REPORTS:</b>	6.	a) Municipal Planning Commission Meeting Minutes January 7, 2011	33
		b)	
		c)	
<b>PUBLIC HEARINGS:</b>	7.	a)	
<b>TENDERS:</b>	8.	a) Tender for 2011 Gravel Crushing and Stockpiling at Fidler, North Vermilion, West La Crete & Tompkins – 4:00 p.m.	

- b) Tender for 2011 Gravel Supply – Tompkins Area – 4:00 p.m.
- c) Sale of Land - Plan 052 2048, Block 4, Lot 3) (Lake Side Estates - La Crete) – 4:30 p.m. 41

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

- 9. a) None

**CORPORATE SERVICES:**

- 10. a) Bylaw 797-11 Fee Schedule Bylaw 49
- b) Policy ADM048 Handi-Van Use Policy 61
- c) Building on Strength: A Proposal for Municipal Sustainability for Alberta 67
- d) 2009 Financial Information Graphs 145
- e) Appointment of Members at Large to County Boards/Committees 147
- f) 2011 Regional ASB Conference 153
- g) FCM Annual Conference – June 3-6, 2011 155
- h) Creating Rural Connections 2011 Conference 161
- i) Heavy Equipment Operator Training (Certified) 169
- j)
- k)

**OPERATIONAL SERVICES:**

- 11. a) Policy PW004 Winter Road Maintenance/Snow Plow Flag Policy 173
- b) Senior/Handicapped Snow Plow Flag Lists 183
- c) Change to La Crete Waste Transfer Station Hours 187
- d)
- e)

f)

**PLANNING AND  
DEVELOPMENT:**

12. a) Policy DEV001 Urban Development Standards 191

b)

c)

d)

**EMERGENCY AND  
ENFORCEMENT  
SERVICES:**

13. a)

b)

**INFORMATION /  
CORRESPONDENCE:**

14. a) Information/Correspondence Items 197

**IN CAMERA  
SESSION:**

15. a) Land Negotiations (First Nations Consultations)

b) Legal Update

c) Contractor Negotiations

d) Personnel

e)

f)

**NEXT MEETING  
DATE:**

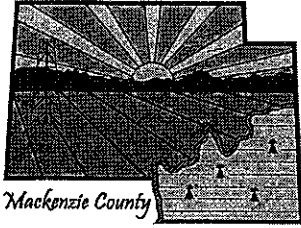
16. a) Regular Council Meeting  
Tuesday, March 8, 2011  
10:00 a.m.  
County Office, Zama, AB

**ADJOURNMENT:**

17. a) Adjournment







## MACKENZIE COUNTY REQUEST FOR DECISION

<b>Meeting:</b>	<b>Regular Council Meeting</b>
<b>Meeting Date:</b>	<b>February 23, 2011</b>
<b>Presented By:</b>	<b>William Kostiw, Chief Administrative Officer</b>
<b>Title:</b>	<b>Minutes of the February 8, 2011 Regular Council Meeting</b>

### BACKGROUND / PROPOSAL:

Minutes of the February 8, 2011 Regular Council meeting are attached.

### OPTIONS & BENEFITS:

### COSTS & SOURCE OF FUNDING:

### RECOMMENDED ACTION:

That the minutes of the February 8, 2011 Regular Council meeting be adopted as presented.

Author: C. Gabriel

Review by: \_\_\_\_\_

For  
CAO *[Signature]*



**MACKENZIE COUNTY  
REGULAR COUNCIL MEETING**

**Tuesday, February 08, 2011  
10:00 a.m.**

**Conference Room  
La Crete County Office, Alberta**

**PRESENT:**

Bill Neufeld	Reeve
Walter Sarapuk	Deputy Reeve
Jacquie Bateman	Councillor
Peter F. Braun	Councillor – via Teleconference (left at 2:24 p.m.)
Elmer Derksen	Councillor
Dicky Driedger	Councillor
John W. Driedger	Councillor
Odell Flett	Councillor
Eric Jorgensen	Councillor
Lisa Wardley	Councillor

**REGRETS:**

**ADMINISTRATION:**

William (Bill) Kostiw	Chief Administrative Officer
Joulia Whittleton	Director of Corporate Services
John Klassen	Director of Operations South
Al Hoggan	Director of Operations North
Marion Krahn	Supervisor of Planning & Development
Carol Gabriel	Executive Assistant

**ALSO PRESENT:** Members of the media and the public.

Minutes of the Regular Council meeting for Mackenzie County held on February 8, 2011 at the Conference Room, La Crete County Office, Alberta.

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

Reeve Neufeld called the meeting to order at 10:05 a.m.

**IN CAMERA SESSION: 15. a) CAO Contract**

**MOTION 11-02-102 MOVED** by Councillor Flett

That Council move in-camera at 10:07 a.m.

**CARRIED**

**MOTION 11-02-103**

**MOVED** by Councillor Jorgensen

That Council move out of camera at 10:14 a.m.

**CARRIED**

**MOTION 11-02-104**

**MOVED** by Deputy Reeve Sarapuk

That the contract for the new Chief Administrative Officer be approved as presented.

**CARRIED UNANIMOUSLY**

**AGENDA:**

**2. a) Adoption of Agenda**

**MOTION 11-02-105**

**MOVED** by Deputy Reeve Sarapuk

That the agenda be adopted with the following additions:

- 10. i) Subdivision and Development Appeal Board Workshop

**CARRIED**

**ADOPTION OF  
PREVIOUS MINUTES:**

**3. a) Minutes of the January 24, 2011 Regular Council Meeting**

**MOTION 11-02-106**

**MOVED** by Councillor J. Driedger

That the minutes of the January 24, 2011 Regular Council meeting be adopted as presented.

**CARRIED**

**BUSINESS ARISING  
OUT OF THE MINUTES:**

**4. a) None**

**DELEGATIONS:**

**5. a) None**

**GENERAL REPORTS:**

**6. a) Mackenzie Housing Management Board Meeting Minutes – November 29, 2010**

**MOTION 11-02-107**

**MOVED** by Councillor Wardley

That the Mackenzie Housing Management Board meeting

minutes of November 29, 2010 be received for information.

**CARRIED**

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

**9. a) Council Committee Reports**

Councillor Flett reported on the Fort Vermilion Recreation Board, Growing the North Conference, and the Northeast Community Adult Learning.

Councillor Jorgensen reported on the Zama Multi-Use Cultural Facility official opening, Community Sustainability Committee, SRD land sale, and the PC Annual General Meeting in High Level.

Councillor Wardley reported on the Regional Economic Development Initiative, Mackenzie County Library Board, Land Use Bylaw public meeting in Zama, Finance Committee meeting, and the Zama Multi-Use Cultural Facility official opening.

Deputy Reeve Sarapuk reported on the Public Advisory Committee, Equipment Committee meeting, Agriculture Service Board conference, Business Plan, CAO recruitment, Land Use bylaw public meeting in Zama.

Reeve Neufeld reported on the Agriculture Service Board conference, meeting with Minister Hayden and Minister Ouellette, and the Finance Committee meeting.

Councillor D. Driedger reported on the Agriculture Service Board Conference, meeting with Minister Hayden and Minister Ouellette, SRD land sale, and the Agriculture Land Use Planning Committee.

**MOTION 11-02-108**

**MOVED** by Councillor Wardley

That all unsold parcels be held until all the white zone sales are completed and that they be brought to council for further review at the May 10, 2011 Council meeting.

**CARRIED UNANIMOUSLY**

Councillor Bateman reported on the Northern Lights Forest

Education Society Committee, PC Annual General Meeting in High Level, Community Sustainability Committee, and the Land Use Bylaw public meetings in La Crete and Zama.

Councillor J. Driedger reported on the Vet Advisory Committee, La Crete Building Committee, Municipal Planning Commission, Mackenzie Library Board, Equipment Committee, Tompkins ice bridge, budget meeting, Zama Multi-use Cultural Facility official opening, Growing the North conference, CAO recruitment, and the Mackenzie Housing Management Board.

Councillor Derksen reported on the Equipment Committee, Growing the North conference, and the Land Use Bylaw public meetings in La Crete and Zama.

Councillor Braun reported on the La Crete Recreation Board, budget meeting, Zama Multi-use Cultural Facility official opening, Destination Marketing Organization tourism teleconference, Growing the North conference, Community Sustainability Committee, PC Annual General Meeting in High Level, and the Finance Committee.

**MOTION 11-02-109**

**MOVED** by Councillor Jorgensen

That the Council committee reports be received for information.

**CARRIED**

Reeve Neufeld recessed the meeting at 10:57 a.m. and reconvened the meeting at 11:10 a.m.

**9. b) CAO and Director Reports**

**MOTION 11-02-110**

**MOVED** by Councillor Flett

That Councillor Jorgensen, Councillor Derksen, and Councillor J. Driedger be appointed to the Rural Water Line Committee.

**CARRIED**

**MOTION 11-02-111**

**MOVED** by Councillor Wardley

That the Reeve, Deputy Reeve, Councillor J. Driedger, Councillor Bateman and the Chief Administrative Officer be authorized to meet with Grow North.

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**CARRIED**

**MOTION 11-02-112**

**MOVED** by Councillor Wardley

That the County sponsor \$500 towards the FireSmart Community Series in Edmonton in March 2011.

**CARRIED**

**MOTION 11-02-113**

**MOVED** by Councillor D. Driedger

That the Chief Administrative Officer and Director reports be received for information.

**CARRIED**

Reeve Neufeld recessed the meeting at 12:00 p.m. and reconvened the meeting at 12:53 p.m.

**TENDERS:**

**8. a) RV Park Road Request for Proposal**

**MOTION 11-02-114**

**MOVED** by Councillor J. Driedger

That the RV Park Road Request for Proposal tenders be opened.

**CARRIED**

Tenders Received:

	Immediate Construction	Summer Construction
Forest Trotter	\$200,000.00	-
Pine Ridge Logging	\$156,595.00	\$187,914.00
Total Harvesting Ltd.	-	\$ 88,800.00
Wiens Enterprises	-	\$183,198.00
Timberbound Construction	-	\$147,470.00

**MOTION 11-02-115**

**MOVED** by Councillor J. Driedger

That the RV Park Road Request for Proposal be awarded to the lowest qualified tender.

**CARRIED**

**PUBLIC HEARINGS:**

**7. a) Bylaw 777-10 Subdivision Plan Cancellation**

**Part of SW 25-105-14-W5M (Plan 952 1919, Block 1,  
Lot 1) (Wilson Prairie Area)**

Reeve Neufeld called the public hearing for Bylaw 777-10 to order at 1:05 p.m.

Reeve Neufeld asked if the public hearing for proposed Bylaw 777-10 was properly advertised. Marion Krahn, Supervisor of Planning and Development, 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. Marion Krahn, Supervisor of Planning and Development, presented the Development Authority's submission and indicated that first reading was given on December 14, 2010.

Reeve Neufeld asked if Council has any questions of the proposed land use bylaw amendment.

Reeve Neufeld asked if any submissions were received in regards to proposed Bylaw 777-10. No submissions were received.

Reeve Neufeld asked if there was anyone present who would like to speak in regards to the proposed Bylaw 777-10. There was no one present to speak to the proposed bylaw.

Reeve Neufeld closed the public hearing for Bylaw 777-10 at 1:08 p.m.

**MOTION 11-02-116**

**MOVED** by Councillor J. Driedger

That second reading be given to Bylaw 777-10, being a Land Use Bylaw amendment for the cancellation of Plan 952 1919, Block 1, Lot 1 for the purpose of reverting the lands back into SW 25-105-14-W5M, from which the subdivision was taken.

**CARRIED**

**MOTION 11-02-117**

**MOVED** by Councillor Braun

That third reading be given to Bylaw 777-10, being a Land Use Bylaw amendment for the cancellation of Plan 952 1919, Block 1, Lot 1 for the purpose of reverting the lands back into SW 25-105-14-W5M, from which the subdivision was taken.

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**CARRIED**

**7. b) Bylaw 788-10 Land Use Bylaw Amendment to Rezone Part of SW 2-106-15-W5M (Plan 982 3499, Block 1, Lot 1) from Agricultural District 1 "A1" to Rural Industrial District 1 "RI1"(La Crete Rural)**

Reeve Neufeld called the public hearing for Bylaw 788-10 to order at 1:09 p.m.

Reeve Neufeld asked if the public hearing for proposed Bylaw 788-10 was properly advertised. Marion Krahn, Supervisor of Planning and Development, 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. Marion Krahn, Supervisor of Planning and Development, presented the Development Authority's submission and indicated that first reading was given on December 14, 2010.

Reeve Neufeld asked if Council has any questions of the proposed land use bylaw amendment.

Reeve Neufeld asked if any submissions were received in regards to proposed Bylaw 788-10. No submissions were received.

Reeve Neufeld asked if there was anyone present who would like to speak in regards to the proposed Bylaw 788-10. There was no one present to speak to the proposed bylaw.

Reeve Neufeld closed the public hearing for Bylaw 788-10 at 1:12 p.m.

**MOTION 11-02-118**

**MOVED** by Councillor Braun

That second reading be given to Bylaw 788-10, being a Land Use Bylaw amendment to rezone Part of SW 2-106-15-W5M (Plan 982 3499, Block 1, Lot 1) from Agricultural District 1 "A1" to Rural Industrial District 1 "RI1".

**CARRIED**

**MOTION 11-02-119**

**MOVED** by Councillor J. Driedger

That third reading be given to Bylaw 788-10, being a Land Use Bylaw amendment to rezone Part of SW 2-106-15-W5M (Plan 982 3499, Block 1, Lot 1) from Agricultural District 1 "A1" to Rural Industrial District 1 "RI1".

**CARRIED**

**CORPORATE  
SERVICES:**

**10. a) Bylaw 797-11 Fee Schedule Bylaw**

**MOTION 11-02-120**  
(requires 2/3)

**MOVED** by Councillor Braun

That first reading be given to Bylaw 797-11 being the Fee Schedule Bylaw as amended.

**CARRIED**

**MOTION 11-02-121**  
(requires 2/3)

**MOVED** by Councillor Wardley

That second reading be given to Bylaw 797-11 being the Fee Schedule Bylaw.

**CARRIED**

**MOTION 11-02-122**  
(requires unanimous)

**MOVED** by Deputy Reeve Sarapuk

That consideration be given to proceed to third reading of Bylaw 797-11 being the Fee Schedule Bylaw.

**DEFEATED**

**10. b) Bylaw 798-11 Water & Sewer System Bylaw**

**MOTION 11-02-123**  
(requires 2/3)

**MOVED** by Councillor Braun

That administration be instructed to bring back some options regarding the industrial water rates by June 15, 2011.

**CARRIED**

**MOTION 11-02-124**  
(requires 2/3)

**MOVED** by Deputy Reeve Sarapuk

That first reading be given to Bylaw 798-11 being the Water & Sewer System Bylaw as amended.

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**MOTION 11-02-125**  
(requires 2/3)

**CARRIED**

**MOVED** by Councillor Derksen

That second reading be given to Bylaw 798-11 being the Water & Sewer System Bylaw.

**CARRIED**

**MOTION 11-02-126**  
(requires unanimous)

**MOVED** by Councillor Jorgensen

That consideration be given to proceed to third reading of Bylaw 798-11 being the Water & Sewer System Bylaw.

**CARRIED UNANIMOUSLY**

**MOTION 11-02-127**  
(requires 2/3)

**MOVED** by Councillor Flett

That third reading be given to Bylaw 798-11 being the Water & Sewer System Bylaw.

**CARRIED**

**10. e) Golf Course Assessments**

**MOTION 11-02-128**

**MOVED** by Councillor Braun

That the golf course assessment approaches be accepted for information.

**CARRIED**

**11. b) Snow Dump**

**MOTION 11-02-129**

**MOVED** by Councillor Wardley

That administration investigate options for a snow dump area in the La Crete area before the 2011-12 winter season.

**CARRIED**

Councillor Braun left the meeting at 2:24 p.m.

Reeve Neufeld recessed the meeting at 2:25 p.m. and reconvened the meeting at 2:38 p.m.

**10. c) Bylaw 799-11 - Amending Bylaw 772-10 being the Borrowing Bylaw for the Rural Water Line Phase I Project**

**MOTION 11-02-130**

**MOVED** by Deputy Reeve Sarapuk

That first reading be given to Bylaw 799-11 – Amending Bylaw 772-10 being the borrowing bylaw for the Rural Water Line Phase I project.

**CARRIED**

**MOTION 11-02-131**

**MOVED** by Councillor D. Driedger

That second reading be given to Bylaw 799-11 – Amending Bylaw 772-10 being the borrowing bylaw for the Rural Water Line Phase I project.

**CARRIED**

**MOTION 11-02-132**  
(requires unanimous)

**MOVED** by Councillor Wardley

That consideration be given to proceed to third reading of Bylaw 799-11 – Amending Bylaw 772-10 being the borrowing bylaw for the Rural Water Line Phase I project.

**CARRIED UNANIMOUSLY**

**MOTION 11-02-133**

**MOVED** by Councillor Derksen

That third reading be given to Bylaw 799-11 – Amending Bylaw 772-10 being the borrowing bylaw for the Rural Water Line Phase I project.

**CARRIED**

**10. d) Tax Write-Off - Rolls 192075, 076973, 077126, 098336**

**MOTION 11-02-134**  
(requires 2/3)

**MOVED** by Councillor Wardley

That penalties of \$267.84 for roll 192075, \$164.64 for roll 076973, \$13.48 for roll 077126, and \$85.91 for roll 098336 be written off and penalties of \$32.14 for roll 192075, \$19.76 for roll 076973, \$1.62 for roll 077126, and \$10.31 for roll 098336 be voided.

**CARRIED**

**10. f) Business Plan**

**MOTION 11-02-135**

**MOVED** by Councillor J. Driedger

That a workshop be scheduled for review of the 2011-2014 Business Plan by Council and administration on March 2, 2011 at 10 a.m. in La Crete.

**CARRIED**

**10. g) Tri-Council Meeting Agenda Items**

**MOTION 11-02-136**

**MOVED** by Councillor Wardley

That the following items be included for discussion at the Tri-Council meeting on March 29, 2011:

- Highway 88
- Town of High Level Housing Authority
- Destination Marketing Organization - Delegation
- Regional Airport Authority

**CARRIED**

**10. h) La Crete Chamber of Commerce Annual General Meeting**

**MOTION 11-02-137**

**MOVED** by Councillor Wardley

That all Councillors be authorized to attend the La Crete Chamber of Commerce annual general meeting on February 25, 2011.

**CARRIED**

**10. i) Subdivision and Development Appeal Board Workshop**

**MOTION 11-02-138**

**MOVED** by Councillor D. Driedger

That the Subdivision and Development Appeal Board members be authorized to attend the Subdivision and Development Appeal Board workshop offered by Alberta Municipal Affairs.

**CARRIED**

**OPERATIONAL  
SERVICES:**

**11. a) Bylaw 796-11 Municipal Parks Bylaw**

**MOTION 11-02-139**

**MOVED** by Councillor Flett

That first reading be given to Bylaw 796-11 being a municipal parks bylaw for Mackenzie County.

**CARRIED**

**MOTION 11-02-140**

**MOVED** by Councillor Wardley

That second reading be given to Bylaw 796-11 being a municipal parks bylaw for Mackenzie County.

**CARRIED**

**MOTION 11-02-141**  
(requires unanimous)

**MOVED** by Councillor J. Driedger

That consideration be given to go to third reading of Bylaw 796-11 being a municipal parks bylaw for Mackenzie County.

**CARRIED UNANIMOUSLY**

**MOTION 11-02-142**

**MOVED** by Councillor Jorgensen

That third and final reading be given to Bylaw 796-11 being a municipal parks bylaw for Mackenzie County.

**CARRIED**

**11. c) Vehicle Purchase**

**MOTION 11-02-143**

**MOVED** by Councillor Wardley

That administration be authorized to purchase a 2011 Dodge Crew Cab.

**CARRIED**

**11. d) Communications**

**MOTION 11-02-144**

**MOVED** by Councillor Jorgensen

That a Communications Ad Hoc Committee be established

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consisting of Councillor J. Driedger, Councillor Flett, Councillor Wardley and the Reeve as ex officio.

**CARRIED**

**11. e) High Level Water Point**

**MOTION 11-02-145**

**MOVED** by Councillor Bateman

That the High Level water point be received for information.

**CARRIED**

**11. f) Tompkins Crossing (Summer)**

**MOTION 11-02-146**

**MOVED** by Councillor J. Driedger

That Council discuss with Alberta Transportation the options for a year round permanent long term crossing at Tompkins.

**CARRIED**

Reeve Neufeld recessed the meeting at 3:52 p.m. and reconvened the meeting at 4:00 p.m.

**11. g) Highway 88 Base Paving**

**MOTION 11-02-147**

**MOVED** by Councillor Wardley

That the County continue to work with senior government officials to move the Highway 88 base paving project forward.

**CARRIED**

**PLANNING &  
DEVELOPMENT:**

**12. a) Bylaw 795-11 Land Use Bylaw Amendment to Rezone Part of SE 21-110-15-W5M from Agricultural District 1 "A1" to Rural Industrial District "R11" (Fidler Pit Area, Anhydrous Ammonia Tank)**

**MOTION 11-02-148**

**MOVED** by Councillor J. Driedger

That first reading be given to Bylaw 795-11, being a Land Use Bylaw amendment to rezone Part of SE 21-110-15-W5M from Agricultural District 1 "A1" to Rural Industrial District "R11".

**CARRIED**

**12. b) 01-SUB-11 Brenda May Friesen  
Bio-Mass Gasification Power Plant Subdivision  
(SE 13-106-14-W5M, Highway 88 Connector Area)**

**MOTION 11-02-149**

**MOVED** by Councillor J. Driedger

That Subdivision Application 01-SUB-11 in the name of Brenda May Friesen, on SE 13-106-14-W5M, be approved and that they enter into an appropriate Developer's Agreement with the County.

**CARRIED**

**12. c) Safety Codes Service Contract Review &  
Comparison**

**MOTION 11-02-150**

**MOVED** by Councillor J. Driedger

That Mackenzie County award Alberta Permit Pro a three year Safety Codes Service contract subject to similar Safety Codes Permit Fees.

**CARRIED**

**12. d) Development Statistics Report  
Year End Comparison (2010)**

**MOTION 11-02-151**

**MOVED** by Councillor Derksen

That the development statistics report 2010 year end comparisons be received for information.

**CARRIED**

**EMERGENCY &  
ENFORCEMENT  
SERVICES:**

**13. a) Bylaw 794-11 Traffic Regulation**

**MOTION 11-02-152**

**MOVED** by Councillor Derksen

That first reading be given to Bylaw 794-11 being a traffic regulation bylaw for Mackenzie County as amended.

**CARRIED**



**MOTION 11-02-153**

**MOVED** by Deputy Reeve Sarapuk

That second reading be given to Bylaw 794-11 being a traffic regulation bylaw for Mackenzie County.

**CARRIED**

**MOTION 11-02-154**  
(requires unanimous)

**MOVED** by Councillor J. Driedger

That consideration be given to go to third reading of Bylaw 794-11 being a traffic regulation bylaw for Mackenzie County.

**CARRIED UNANIMOUSLY**

**MOTION 11-02-155**

**MOVED** by Councillor Wardley

That third and final reading be given to Bylaw 794-11 being a traffic regulation bylaw for Mackenzie County.

**CARRIED**

**13. b) Tompkins Fire Hall**

**MOTION 11-02-156**

**MOVED** by Councillor Wardley

That the Tompkins Fire Hall Capital Project Budget be amended to include the additional funds required in the amount of \$66,590.75 with the additional funding coming from the Emergency Services Reserve.

**CARRIED**

**MOTION 11-02-157**

**MOVED** by Councillor D. Driedger

That the Tompkins Fire Hall construction tender be awarded to Ed Harder Construction.

**CARRIED**

**INFORMATION /  
CORRESPONDENCE:**

**14. a) Information / Correspondence Items**

**MOTION 11-02-158**

**MOVED** by Councillor J. Driedger

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

**CARRIED**

**IN CAMERA SESSION:**

**MOTION 11-02-159**

**MOVED** by Councillor Derksen

That Council move in-camera to discuss issues under the Freedom of Information and Protection of Privacy Regulations 18 (1) at 4:48 p.m.

- 15. a) CAO Contract
- 15. b) Personnel
- 15. c) Land Purchase
- 15. d) Release of Municipal Audit Management Letters Survey (AAMDC)
- 15. e) NRCB Hearing (Grow North)

**CARRIED**

**MOTION 11-02-160**

**MOVED** by Councillor Derksen

That Council move out of camera at 5:26 p.m.

**CARRIED**

**IN CAMERA SESSION:**

**15. b) Personnel**

**MOTION 11-02-161**

**MOVED** by Councillor Bateman

That the personnel update be received for information.

**CARRIED**

**15. c) Land Purchase**

**MOTION 11-02-162**

**MOVED** by Councillor D. Driedger

That the 2011 budget be amended by including the NW 11-104-17-W5M land purchase in the amount of \$39,000.00 with funding coming from the General Capital Reserve.

**CARRIED**

**15. d) Release of Municipal Audit Management Letters Survey (AAMDC)**

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**MOTION 11-02-163**

**MOVED** by Deputy Reeve Sarapuk

That a response regarding the Release of Municipal Audit Management Letters survey be sent as presented.

**CARRIED**

**15. e) NRCB Hearing (Grow North)**

**MOTION 11-02-164**

**MOVED** by Councillor Jorgensen

That the Inter-municipal Planning Commission members and administration be authorized to attend the NRCB review on March 1, 2011 and that administration prepare and submit written documentation to the NRCB.

**CARRIED**

**MOTION 11-02-165**

**MOVED** by Councillor Wardley

That administration be authorized to deal with the Footner Forest Products matter.

**CARRIED UNANIMOUSLY**

**MOTION 11-02-166**

**MOVED** by Councillor Wardley

That Councillor Flett be authorized to attend the 2011 Parks Forum from March 10–12, 2011 in Canmore, Alberta.

**CARRIED UNANIMOUSLY**

**NEXT MEETING DATE:**

**16. a) Regular Council Meeting**  
Wednesday, February 23, 2011  
4:00 p.m.  
Conference Room, La Crete County Office

**ADJOURNMENT:**

**17. a) Adjournment**

**MOTION 11-02-167**

**MOVED** by Councillor Jorgensen

That the Council meeting be adjourned at 5:33 p.m.

**CARRIED**

These minutes will be presented to Council for approval on February 23, 2011.

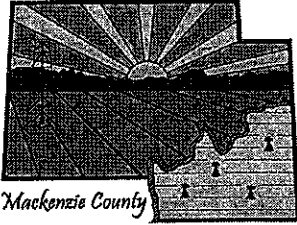
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Bill Neufeld  
Reeve

---

William Kostiw  
Chief Administrative Officer

UNAPPROVED



## MACKENZIE COUNTY REQUEST FOR DECISION

<b>Meeting:</b>	<b>Regular Council Meeting</b>
<b>Meeting Date:</b>	<b>February 23, 2011</b>
<b>Presented By:</b>	<b>William Kostiw, Chief Administrative Officer</b>
<b>Title:</b>	<b>DELEGATION Peace Library System – 5:00 p.m.</b>

### BACKGROUND / PROPOSAL:

Presentation by Peace Library System. See attached for membership information.

### OPTIONS & BENEFITS:

### COSTS & SOURCE OF FUNDING:

### RECOMMENDED ACTION:

For discussion.

Author: C. Gabriel

Review by: \_\_\_\_\_

*for*  
CAO *AG*





8301 - 110 Street  
 Grande Prairie, AB T8W 6T2  
 (780) 538-4656  
 FAX (780) 539-5285

E-mail: [peacelib@peacelibrarysystem.ab.ca](mailto:peacelib@peacelibrarysystem.ab.ca)  
 Website: [www.peacelibrarysystem.ab.ca](http://www.peacelibrarysystem.ab.ca)

**ENHANCING LIBRARY SERVICES IN MACKENZIE COUNTY  
 THROUGH PEACE LIBRARY SYSTEM MEMBERSHIP**

**What is Peace Library System?**

Peace Library System (PLS) is a regional partnership formed 25 years ago (in 1986) to enhance library services in northwestern Alberta. Through this partnership of 38 municipalities in northwestern Alberta, PLS links 42 public libraries into a regional network and also provides services on a contract basis to 50 schools in eight school divisions.

PLS libraries are also part of two larger consortia, linking them to the provincial resource-sharing network:

*THE REGIONAL AUTOMATION CONSORTIUM (TRAC) – a partnership of four regional library systems*  
*THE ALBERTA LIBRARY (TAL) – a partnership of over 290 public, university, college and special libraries*

Note: Fort Vermillion Community Library is already connected to the provincial resource-sharing network through a separate contract between the Mackenzie County Library Board and Peace Library System.

**How will joining benefit Mackenzie County libraries and residents?**

Peace Library System supports member public libraries and residents with the following services and helps libraries offer more than they could on their own.

<b>Services to Residents</b>	<b>Services to Libraries</b>
A library card that can be used in all member libraries and across the province	A book allotment or ordering account for member libraries
Access to 2.9 million items in 160 public libraries by placing holds via computer	Ordering, cataloguing and delivery of materials, including bestsellers
24/7 access to health, business and news information on licensed databases	Excellent discounts from vendors due to volume purchasing
Downloadable audio books and e-books	Specialized collections such as large print books, audio books & multilingual books
Author readings	Consulting services and continuing education for library managers and library trustees
Summer reading program	Computer training and technical support
Language learning software	Circulation software (Polaris)
Internet/wireless service @ the library	Website: <a href="http://www.peacelibrarysystem.ab.ca">www.peacelibrarysystem.ab.ca</a>

**Mackenzie County residents would be able to...**

- visit any public library in northwestern Alberta and receive all services;
- take advantage of wireless Internet service at member libraries;
- visit public, college and university libraries across the province to borrow books;
- borrow from almost 3 million books, CDs, and DVDs by placing holds online @ [www.tracpac.ab.ca](http://www.tracpac.ab.ca) and picking items up at their closest library;
- sign out downloadable audio books and e-books to load onto computers or other devices; and
- obtain specialized information online for auto repair, small engine repair & home improvement.

**How much will it cost to become a member (10,002 residents)?**

- Contribution to Library Materials @ \$2.75 per capita \$27,505.50

Paid by Mackenzie County Library Board. All of this goes into library allotments (book ordering accounts) at PLS as per a formula supplied by the County Library Board and returns to the libraries in the form of processed library materials.

*Note: The formula would divide funding for library materials between Fort Vermilion, La Crete, Zama, High Level and/or other libraries that serve Mackenzie County residents. Some or all of the funds already designated for library collections could be put into library allotments.*

- Contribution to Library Services @ \$4.50 per capita \$45,009.00

Paid by Mackenzie County. This is pooled with the funds from other municipalities and turned into library services that benefit County residents and support libraries in offering services. (eg. ordering and cataloguing of materials, bestseller programs, online services, specialized collections, The Alberta Library (TAL) provincial borrowing card, consulting services and author tours)

**Total Fee (\$7.25 per capita) \$72,514.50**

**How do we know we'll get value for our membership fee?**

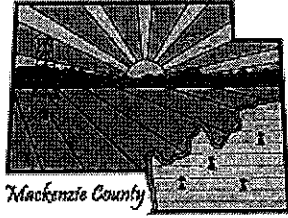
To start with, \$27,505 will buy new library materials for local libraries. Materials will come fully catalogued and processed with the best discount possible. That will stretch the libraries' buying dollars a little farther.

The value received for the County membership fee of \$45,009 may be illustrated by the return on investment calculated for the High Level library in 2008. What the library paid in fees more than came back in the form of services. The cost estimates were based on actual usage or municipal population, depending on the service. *Note: The total value doesn't include the 3,221 items that High Level people were able to borrow from other libraries in the province through the resource sharing network. That translates into over \$80,000 worth of items that the library or the patrons did not have to buy.*

<b>PLS Services to High Level Library (2008)</b>	<b>Annual Cost of Service</b>
Polaris software for circulation and online public access	\$5,800
Electronic resources	\$1,717
Author readings	\$1,250
Technical and consulting support	\$3,376
Training	\$1,080
Significant discounts on purchases	\$1,603
Specialized collections	\$6,000
Access to other TRAC and TAL libraries	\$3,624
Reimburse interlibrary loan mailing costs	\$1,027
<b>Total Value of Services Received From PLS</b>	<b>\$25,477</b>
High Level Membership Fee 2008	\$15,742
<b>Return on Investment</b>	<b>162%</b>

La Crete, Fort Vermilion and Zama libraries could expect roughly the same return on investment.





## MACKENZIE COUNTY REQUEST FOR DECISION

<b>Meeting:</b>	<b>Regular Council Meeting</b>
<b>Meeting Date:</b>	<b>February 23, 2011</b>
<b>Presented By:</b>	<b>William Kostiw, Chief Administrative Officer</b>
<b>Title:</b>	<b>Municipal Planning Commission Meeting Minutes January 7, 2011</b>

### BACKGROUND / PROPOSAL:

Information item. The adopted minutes of the January 7, 2011 Municipal Planning Commission meeting are attached.

### OPTIONS & BENEFITS:

### COSTS & SOURCE OF FUNDING:

### RECOMMENDED ACTION:

That the Municipal Planning Commission meeting minutes of January 7, 2011 be received for information.

Author: M. Krahn

Reviewed By: \_\_\_\_\_

*for*  
CAO *JKL*



**Mackenzie County  
Municipal Planning Commission Meeting**

**Mackenzie County Office  
La Crete, Alberta**

**Friday, January 7, 2011 @ 10:00 a.m.**

**PRESENT**

Jack Eccles	Chair, MPC Member
John W. Driedger	Vice-Chair, Councillor
Elmer Derksen	Councillor, MPC Member
Wally Schroeder	MPC Member
Danny Friesen	MPC Member
Marion Krahn	Supervisor of Planning and Development
Liane Lambert	Development Officer
Cathy Friesen	Assistant Development Officer

**1. CALL TO ORDER**

Jack Eccles called the meeting to order at 10:02 a.m.

**2. ADOPTION OF AGENDA**

**MOTION 11-001** **MOVED** by John W. Driedger

That the agenda be adopted with the following additions:

6b) Development Permit Application  
6c) Land Use Bylaw Public Meetings

**CARRIED**

**3. MINUTES**

**a) Adoption of Minutes**

**MOTION 11-002** **MOVED** by John W. Driedger

That the minutes of the December 9<sup>th</sup>, 2010 Municipal Planning Commission meeting be adopted as presented.

**CARRIED**

b) **Business Arising from Previous Minutes**

No Business Arising from Previous Minutes.

4. **DEVELOPMENT**

- a) **Development Permit Application 217-DP-10**  
**George F. Janzen;**  
**Single Detached Dwelling with Attached Garage;**  
**Part of NW 3-106-15-W5M; La Crete**

**MOTION 11-003** **MOVED** by Elmer Derksen

That Development Permit 217-DP-10 on Part of NW 3-106-15-W5M in the name of George F. Janzen be APPROVED with the following conditions:

Failure to comply with one or more of the attached conditions shall render this permit Null and Void

1. Minimum building (including decks) setbacks are: 22.86 meters (75 feet) front (west) yard; 4.57 meters (15 feet) north and south side yards; 7.62 meters (25 feet) rear (east) yard, from the property lines.
2. **In addition to the setbacks shown in Condition 1 above, the Single Detached Dwelling with Attached Garage is required to be placed in accordance with the future lot layout of this area as found in the La Crete Area Structure Plan (ASP), see attached Schedule "C". The Developer is cautioned to review the ASP lot layout design and ensure that the Single Detached Dwelling with Attached Garage is constructed in a location and manner that does not prevent or restrict the future subdivision and development of the lands as shown in the ASP lot layout.**
3. Payment of \$1,824.90 Lift Station #5 fees in accordance with Bylaw 474/04. This amount is based on the general area being developed (3.8 acres/1.54 hectares) times \$1,185.00 per hectare cost. Future subdivisions of the subject lands will take into account the amount paid.
4. The architecture, construction materials and appearance of buildings and other structures shall be to accepted standards and shall compliment the natural features and character of the site to the satisfaction of the Development Authority.

5. Building to be connected to the municipal water and sewer system and the cost of connection fees will be borne by the owner.
6. The Municipality has assigned the following address to the noted property 9001-100 Street. You are required to display the address (9001) to be clearly legible from 95<sup>th</sup> Street and be on a contrasting background. The minimum size of the characters shall be four inches in height.
7. Provide adequate off street parking as follows: The minimum parking shall be 300 square feet per vehicle owned plus an additional 500 square feet for off street parking.
8. This permit approval is subject to the access to the property being constructed to County standards. PRIOR to installation of a new access or changing location of existing access, complete a Request for Access form by contacting the Operational Services Department for Mackenzie County at 780-928-3983. Access to be constructed at the developers' expense.
9. No construction or development is allowed on or in a right-of-way. It is the responsibility of the developer/owner/occupant to investigate the utility rights-of-way, if any, that exist on the property prior to commencement of any construction and to ensure that no construction or development is completed on any utility right-of-way.
10. The total site area (lot) shall have a positive surface drainage without adversely affecting the neighbouring properties.
11. The Developer shall at all times comply with all applicable Federal, Provincial and Municipal legislation and regulations and County Bylaws and resolutions relating to the development of the lands.

**CARRIED**

- b) **Development Permit Application 2-DP-11  
Andy's Mobile Repair & Truck Service/391367 Alberta Ltd.;  
Auto Salvage and Dismantling;  
NW 12-106-15-W5M; La Crete Rural**

**MOTION 11-004** **MOVED** by Wally Schroeder

That Development Permit 2-DP-11 on the NW 12-106-15-W5M in the name of Andy's Mobile and Truck Service/391367 Alberta Ltd. be APPROVED with the following conditions:

Failure to comply with one or more of the attached conditions shall render this permit Null and Void

1. **A variance of the Mackenzie County Land Use Bylaw section 7.3, subsection B is hereby granted to allow an Auto Salvage Business in the Agricultural District 1 "A1".**
2. **The building used for Auto Salvage shall meet all applicable Alberta Safety Code requirements for Commercial Buildings and any other requirements specified by Superior Safety Codes. Failure to do so shall render this permit Null and Void.**
3. **Minimum building setbacks: 41.15 meters (135 feet) from any road allowances and 15.24 meters (50 feet) from any other property lines, or setbacks required by Alberta Transportation and Alberta Safety Codes, whichever is greater. It is the responsibility of the developer to find out the Alberta Safety Codes setbacks and the requirements of Alberta Transportation.**
4. **Obtain written approval from Alberta Transportation regarding the proposed development prior to commencement of the development. Contact Robert Lindsay at 780-624-6547.**
5. **Obtain approval and documentation as required by the Alberta Motor Vehicle Industry Council.**
6. **All conditions and requirements by Alberta Transportation and the Alberta Motor Vehicle Industry Council are to be met to their specifications and standards.**
7. **Storage of all dismantled vehicle bodies are to be kept contained on the south side of the pasture area and may, at the discretion of the Development Authority, require privacy fencing or other suitable means of screening to visually separate the salvage area from Highway 697.**
8. **PRIOR to installation of a new access or changing location of existing access contact Alberta Transportation at 780-624-6280 and the Operational Services Department for Mackenzie County at 780-928-3983. Access to be constructed to Alberta Transportation and Mackenzie County standards at the developer's expense.**
9. **No construction or development is allowed on or in a right-of-way. It is the responsibility of the developer/owner/occupant to investigate the utility rights-of-way, if any, that exist on the**

property prior to commencement of any construction and to ensure that no construction or development is completed on any utility right-of-way.

10. If a sign is placed on the property the sign shall be located a minimum of:

- a. 200 meters from regulatory signs
- b. 3 meters (9 feet) from the outer edge of the road or not less than 1.5 meters from the property line if on private property.

11. The sign shall be a minimum of 1.5 meters to a maximum of 2.5 meters in height above the shoulder of the road.

12. The sign and sign shall be kept in a safe, clean, and tidy condition, or may be required to be renovated or removed.

13. The sign shall:

- a. Not obstruct the orderly and safe flow of vehicular and pedestrian traffic.
- b. Not unduly interfere with the amenities of the district.
- c. Not materially interfere with or affect the use, enjoyment or value of neighbouring properties.
- d. Not create visual or aesthetic blight.

14. The total site area shall have a positive surface drainage without adversely affecting the neighbouring properties.

15. The Developer shall at all times comply with all applicable Federal, Provincial and Municipal legislation and regulations and County Bylaws and resolutions relating to the development of the lands.

## **CARRIED**

### **5. SUBDIVISION**

No Subdivision Applications to bring forward.

### **6. MISCELLANEOUS ITEMS**

#### **a) Action List**

The Action List of December 9, 2010 was reviewed.

**b) Development Permit Application**

The draft Development Permit Application was reviewed

**c) Land Use Bylaw Public Meetings**

Land Use Bylaw Public meetings were discussed.

**7. IN CAMERA**

There were no In Camera items to discuss.

**8. NEXT MEETING DATES**

Municipal Planning Commission meeting dates are scheduled as follows:

- ❖ February 1, 2011 10:00 a.m. in La Crete
- ❖ February 22, 2011 10:00 a.m. in La Crete

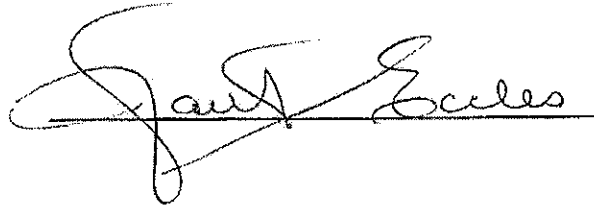
**9. ADJOURNMENT**

**MOTION 11-005** **MOVED** by John W. Driedger

That the Municipal Planning Commission meeting be adjourned at 10:54 a.m.

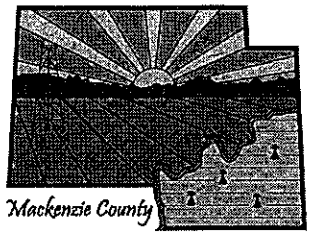
**CARRIED**

These minutes were adopted this 1 day of Feb. 2011.



A handwritten signature in black ink, appearing to read "Paul Scelus", is written over a horizontal line.





# MACKENZIE COUNTY REQUEST FOR DECISION

<b>Meeting:</b>	<b>Regular Council Meeting</b>
<b>Meeting Date:</b>	<b>February 23, 2011</b>
<b>Presented By:</b>	<b>Marion Krahn, Supervisor of Planning and Development</b>
<b>Title:</b>	<b>TENDER OPENING (4:30 p.m.) Sale of Land - Plan 052 2048, Block 4, Lot 3 (Lake Side Estates - La Crete)</b>

**BACKGROUND / PROPOSAL:**

The subject lands are the former Municipal Reserve lot within Lake Side Estates in La Crete. These lands were closed for the purpose of sale by Bylaw 687-08 and given a variance by Bylaw 705-09 for the purpose of subdivision. This process was initiated by the Parks and Recreation Committee who recommended that parks within the Hamlets be placed within high density residential areas instead of Country Residential areas.

The matter was presented to Council at the January 24, 2011 Council meeting where the following motion was made:

*Motion 11-01-082 That Plan 052 2048, Block 4, Lot 3 be made available for sale by sealed tender closing at 1:00 p.m., Wednesday, February 23<sup>rd</sup>, 2011 and be subject to subdivision of the lands as shown in Bylaw 705-09.*

The lands have been advertised however with a closing time of 2:00 p.m. instead of 1:00 p.m.

**OPTIONS & BENEFITS:**

The sale of the lands is subject to the purchaser subdividing and servicing the lands prior to any construction/development. Cost of subdivision includes, but is not limited to, payment of off-site levies, engineering, surveying, water and sewer servicing, endeavour to assist and access construction.

The current value of the lands is:

**Author:** M. Krahn                      **Reviewed by:** for CAO [Signature]

- \$41,070 assessed value
- \$55,000 appraised value

The estimated sale value of the two subdivided lots is \$80,000 (\$40,000/lot).

No reserve bid was established for the sale of the lands however Council could consider setting a minimum sale value prior to opening the tenders.

**OPTIONS**

**OPTION 1:**

**MOTION 1**

That the minimum sale value of Plan 052 2048, Block 4, Lot 3 be established as \_\_\_% of the appraised value.

**MOTION 2**

That Plan 052 2048, Block 4, Lot 3 be sold to the highest qualifying bidder.

This motion will ensure that the lands are sold only if a reasonable sale bid is received and further allow Council to consider alternate options for the sale of the lands if a reasonable bid is not received.

**OPTION 2:**

That Plan 052 2048, Block 4, Lot 3 be sold to the highest bidder.

This motion would result in the lands be sold to the highest bidder without any minimum sale amount.

**OPTION 3:**

That Administration be directed to sell Plan 052 2048, Block 4, Lot 3 via Real Estate Agent at a minimum sale value of \_\_\_% of the appraised value.

**COSTS & SOURCE OF FUNDING:**

N/A

**RECOMMENDED ACTION:**

**OPTION 1:**

**MOTION 1**

That the minimum sale value of Plan 052 2048, Block 4, Lot 3 be established as \_\_\_% of the appraised value.

Author: M. Krahn Reviewed by: CAO

**MOTION 2**

That Plan 052 2048, Block 4, Lot 3 be sold to the highest qualifying bidder.

Name	Tender Amount

Author: M. Krahn Reviewed by: \_\_\_\_\_ CAO \_\_\_\_\_





La Crete was in the lead until the last few minutes of the last period on Sunday afternoon, Jan. 30.

## La Crete Pee Wees host Peace River

Ashley Foley

La Crete Pee Wee's played Peace River Sunday, January 30, at 3:00 p.m. at Northern Lights Recreation Centre.

It was a close game and La Crete was in the lead until for most of the game. However, Peace River won All Peace League game by a 3-2 margin.

An injury left Peace River

short one player with just over three minutes left in the second period. Both teams, and all fans, cheered as he bravely skated off the ice with his coach.

In the last period, the game was tied up until the last few minutes of the game, when Peace River scored their last goal, putting them in the lead.



### MACKENZIE COUNTY SALE OF LAND by Tender

Mackenzie County is offering the following land located in La Crete for sale by sealed tender:

Plan 052 2048, Block 4, Lot 3 (10802-114 Avenue)

The property is zoned Hamlet Country Residential, District 1 "HCRI".

#### Terms of sale:

Purchaser is required to subdivide the lands into two lots, as shown below, prior to any construction/development on the lands. Cost of subdivision includes, but is not limited to, payment of off-site levies, engineering, surveying, water and sewer servicing and endeavor to assist costs.

All tenders must include a certified cheque in the amount of 10% of the bid amount. The successful bidder is required to pay the balance of the bid within 30 days from the date of bid award.

Current Land value:  
\$55,000 Appraised \$41,070 Assessed



Sealed tenders marked "SALE OF LAND" must be received at the La Crete County office by 2:00 p.m. on Wednesday, February 23, 2011.

Mackenzie County reserves the right to reject all tenders.

Marion Krahn,  
Supervisor of Planning and Development  
Mackenzie County  
P.O. Box 1690  
La Crete, AB T0H 2H0  
Phone: 780-928-3983 Fax: 780-923-3636



### INVITATION TO TENDER

Contract for the 2011 Gravel Crushing and Stockpiling at Fittler, North Vermilion, West La Crete & Tompkins.

Tender Packages may be obtained at the Mackenzie County Offices in Zama, High Level, La Crete and Fort Vermilion

Sealed tenders will be received at the La Crete office, located at 9205-100 Street or by registered mail to the address shown above by 2:00 p.m. local time on February 23, 2011.

Mackenzie County reserves the right to reject all or any tenders and to accept any tender that is deemed most favorable to the County.

If you have any questions or require further information please do not hesitate to contact:

William Kostiw, CAO  
Mackenzie County  
Phone: (780) 927-3718  
Fax: (780) 927-4266  
Toll Free: 1-877-927-0677



### INVITATION TO TENDER

Contract for the 2011 Gravel Supply of the Tompkins Area.

Tender Packages may be obtained at the Mackenzie County Offices in Zama, High Level, La Crete and Fort Vermilion

Sealed tenders will be received at the La Crete office, located at 9205-100<sup>th</sup> Street or by registered mail to the address shown above by 2:00 p.m. local time on February 23, 2011.

Mackenzie County reserves the right to reject all or any tenders and to accept any tender that is deemed most favorable to the County.

If you have any questions or require further information please do not hesitate to contact:

William Kostiw, CAO  
Mackenzie County  
Phone: (780) 927-3718  
Fax: (780) 927-4266  
Toll Free: 1-877-927-0677



### Mackenzie County Employment Opportunity

#### Administrative Assistant

Mackenzie County is currently accepting applications for the position of Administrative Assistant. This position will be located in La Crete with the main duties being provision of administrative support to the two enhanced RCMP officers operating out of the La Crete office under direction of the Fort Vermilion RCMP Detachment. The work environment is fast paced with a wide variety of duties and involves daily interaction with a team of professionals including other clerks, police officers and Victim Service Volunteers. The position will be under the direct supervision of the Fort Vermilion Detachment Commander.

The Administrative Assistant's duties include, but are not limited to:

- Answering inquiries from the public in person or via telephone and documenting inquiries or calls for service;
- Computer data entry, entering reports, and transcribing from audio and digital media;
- Dispatching police officers and utilizing the police radio system;
- Preparation of legal documents and reports;
- Querying, entering and modifying data from a variety of police computer systems;
- Attending criminal court in an administrative capacity;
- Ability to work alone in a stressful situation;
- Adhere to a dress code.

The ideal candidate must have the ability to communicate effectively both verbally and written, a team player, willing to learn.

This position may require shift work, overtime and some training in Edmonton or Grande Prairie. This position is conditional upon fulfilling the RCMP Security Clearance requirements, RCMP skills test and interview. Interested applicants must include a valid criminal record check with their application. Training will be provided and may be two months in length and will occur at the Fort Vermilion Detachment.

Requirements for this position are:

- Business Administration Diploma or combination of equivalent training and experience are required;
- Proficient in Microsoft Word, Word Perfect (type excess of 40 words per minute), Excel;
- Knowledge of mapping software and other police data base program would be an asset;
- High level and effective interpersonal & organization skills;
- Excellent oral and written communication skills;
- Mature individual with the ability to work with minimal supervision

Pay grid as per the Collective Agreement with the salary range of \$34,012 - \$46,768; working hours are 8:45 a.m. to 5:00 p.m. Monday to Friday. Mackenzie County offers a comprehensive benefit package.

For additional information regarding this position, please contact S/Sgt. Tom Love or Cpl. Phil Viers at 780-927-3258. The deadline to apply is February 22, 2011 at 4:30 p.m.

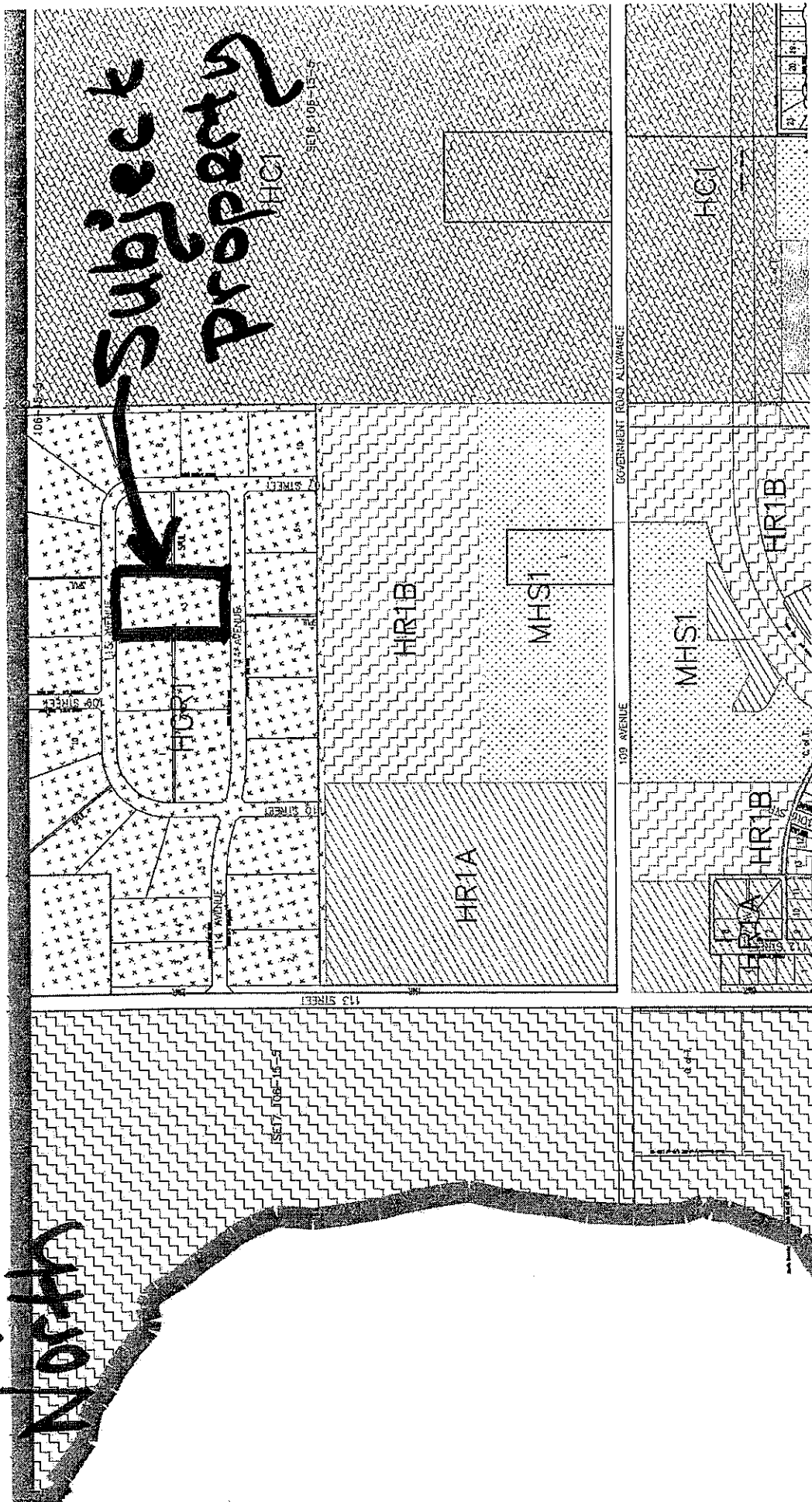
Please forward all resumes and applications to:

Eileen Steuernagel,  
Payroll/Human Resources  
Mackenzie County  
Box 640  
Fort Vermilion, AB T0H 1N0  
Ph. (780) 927-3718 Fax: (780) 927-4266  
Email: hr@mackenziecounty.com



North

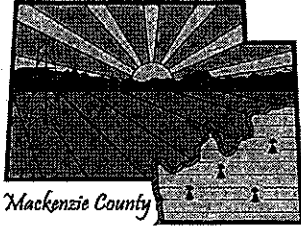
Subject Property











## MACKENZIE COUNTY REQUEST FOR DECISION

<b>Meeting:</b>	<b>Regular Council Meeting</b>
<b>Meeting Date:</b>	<b>February 23, 2011</b>
<b>Presented By:</b>	<b>Joulia Whittleton, Director of Corporate Services</b>
<b>Title:</b>	<b>Bylaw 797-11 Fee Schedule Bylaw</b>

### BACKGROUND / PROPOSAL:

Council approves various fees for services provided by the County. The fees are established by approving a fee schedule bylaw.

### OPTIONS & BENEFITS:

Administration recommended incorporating all fees charged by the County under one bylaw. This will help with making the fees easy accessible by public, staff and for undertaking an annual review of these during the annual budgets preparation time.

Bylaw 797-11 received first and second readings at the February 8, 2011 Council meeting.

### COSTS & SOURCE OF FUNDING:

NA



### RECOMMENDED ACTION:

#### Motion 1: (requires 2/3)

That third reading be given to Bylaw 797-11 being the Fee Schedule Bylaw.

Author: J. Whittleton

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

   
CAO



**BYLAW NO. 797-11**

**BEING A BYLAW OF THE  
MACKENZIE COUNTY  
IN THE PROVINCE OF ALBERTA  
TO ESTABLISH A FEE SCHEDULE FOR SERVICES**

**WHEREAS**, pursuant to the provisions of the Municipal Government Act, Revised Statutes of Alberta, 2000, Chapter M-26, Section 8(c)(i), requires fees to be established by bylaw.

**NOW THEREFORE**, the Council of Mackenzie County, in the province of Alberta, duly assembled, enacts as follows:

1. That the fees for services be approved as follows:

**ADMINISTRATION**

<b>Item</b>	<b>Amount</b>	<b>GST</b>
Photocopying	\$0.25/sheet	Applicable
Laminating	Double cost of map (min \$5)	Applicable
Tax Certificates	\$25.00	N/A
Email, fax or written confirmation of assessment by legal description (legal description to be provided by a requestor in writing)	\$25.00/per request	Applicable
Compliance Certificates	\$50.00	N/A
Land Titles	\$5.00	Applicable
County Ownership Maps	\$15.00	Applicable
County Ownership Map Booklet –Laminated	\$50.00	Applicable
Individual Pages - Laminated	\$10.00	
Hamlet Maps	\$5.00	Applicable
Aerial Photos	\$5.00	Applicable
All Custom Maps up to 17" x 22"	\$5.00	Applicable
All Custom Maps Larger than 17" x 22"	\$10.00	Applicable
River Map - 14 Laminated Pages	\$25.00	Applicable
Boardroom Rental (no charge to non-profit community groups)	\$50.00/day	Applicable
Council or other Board Minutes	\$5.00/set	Applicable

**DEVELOPMENT**

<b>Item</b>	<b>Amount</b>	<b>GST</b>
Area Structure Plan	\$15.00	Applicable
Municipal Development Plan	\$25.00	Applicable
Land Use Bylaw	\$35.00	Applicable
Land Use Bylaw Amendment	\$150.00	N/A
Development Permit - Other than Commercial or Industrial	\$25.00	N/A
Development Permit – Commercial and Industrial	\$50.00	N/A
Development Permit after Legal Counsel Intervention	Legal Fee Cost	N/A
Development Permit Time Extension	\$50.00	N/A
Subdivision and Development Appeal (refundable if appeal is successful)	\$250.00	N/A
Subdivision Time Extension (Single Lot)	\$250.00	N/A
Subdivision Time Extension (Multi-Lot)	\$500.00	N/A
Subdivision or Boundary Adjustment Application (all or a portion of the subdivision application may be refundable at the discretion of the MPC)	\$700 + \$200/lot created	N/A

Note: Stop Orders will be issued and delivered to the site and/or the individual(s) conducting unauthorized development requiring all construction to cease immediately and to remain ceased until such time as the necessary Development Permit has been applied for and approved.

**PUBLIC WORKS**

Item	Amount	GST
Winter Maintenance Flags	\$20.00/up to 1/4 mile	Applicable
Senior/Handicapped Snowplow Flags (Where the Senior/Handicapped person lives in a rural residence where all other persons, excluding spouse or dependent, residing on the property are also Senior Citizens or Handicapped persons)	No Charge	N/A
Dust Control Calcium Chloride	\$500/200 linear meters per application	Applicable
Dust Control DL 10-40	\$1,000/200 linear meters per application	Applicable
Dust Control for Seniors	No Charge	

**EQUIPMENT AND LABOUR**

Item	Amount	GST
Sewer Auger	\$20.00 per hour \$100.00 per 24 hours	Applicable
Water Line Thawing Unit	\$20.00 per hour \$100.00 per 24 hours	Applicable
Sanding Unit & Tandem Truck	\$110.00/hour (minimum charge 1 hr)	Applicable
Alberta Agriculture's Irrigation Pump/Pipe	\$300.00/48 hours \$100.00/each additional 24 hours	Applicable
Labour	\$25.00 per hour (minimum charge 1 hr.)	Applicable
Weed Eater	\$30.00 per hour (minimum charge 1 hr.)	Applicable
35 HP Tractor Mower 6'	\$50.00 per hour (minimum charge 1 hr.)	Applicable
75 HP Tractor Mower 15'	\$75.00 per hour (minimum charge 1 hr.)	Applicable

Note: County equipment that is not listed in this bylaw will be charged according to the current Alberta Roadbuilders and Heavy Equipment Association Equipment Rental Rates Guide.

**AIRPORTS**

<b>Item</b>	<b>Amount</b>	<b>GST</b>
Fuel Flow Charge	\$0.045 per liter for each liter of aviation fuel dispensed	Applicable
Land lease fee for hangars and associated uses	\$1.25 per square meter annually	Applicable
Long Term Aircraft Parking (30 days or more)	\$250.00 annually (no power)	Applicable
Aircraft & Vehicle Parking	\$5.00 per day (power)	Applicable
Terminal Fees	No charge	N/A
Landing Fees	No charge	N/A

**PARKS**

**Section 1: General Park Fees**

Day Use	Overnight	Weekly	Group Camping	Seasonal or Monthly Camping Stalls	Marina Dock Rental
<b>Wadlin Lake</b>					
No Charge	\$12 \$20	\$72 \$120	\$50 basic fee plus \$10 \$16/unit/day  plus \$250 damage deposit	<u>Seasonal:</u>  May 1-Sept.30: \$1,500 plus \$250 damage deposit	\$20 \$28/day with camping stall;  \$10/day without camping stall
<b>Machesis Lake</b>					
No Charge	\$12 \$20	\$72 \$120	N/A	N/A	N/A
<b>Hutch Lake</b>					
No Charge	\$12 \$20	\$72 \$120	N/A	N/A	N/A
<b>Zama Community Park</b>					
No Charge	<b>Non-Serviced: \$10</b>  <b>Partially Serviced: \$15</b>  <b>Fully Serviced: \$20</b>	<b>Non-Serviced: \$60</b>  <b>Partially Serviced: \$90</b>  <b>Fully Serviced: \$100</b>	N/A	<u>Monthly:</u>  <b>Non-Serviced: \$200</b>  <b>Partially Serviced: \$275</b>  <b>Fully Serviced: \$400</b>	N/A
<b>Tourangeau Lake</b>					
No Charge	N/A	N/A	N/A	N/A	N/A
<b>Fort Vermilion Bridge Campsite</b>					
No Charge	N/A	N/A	N/A	N/A	N/A

Note: Where available, the Group Camping Fee allows for reservation of shelter for renter's use only. Basic fee is applicable for shelter only (no R.V.s).

Section 2: Penalties

The voluntary payment, which may be accepted in lieu of prosecution for a contravention of any of the sections set out below, shall be the sum set out opposite the section number:

<b>Section (Municipal Parks Bylaw)</b>	<b>Offence</b>	<b>Penalty</b>
Section 3.1 (a)	Fail to keep land in a clean/tidy condition	\$50.00
Section 3.1 (b)	Fail to comply with lawfully posted signs and/or notices	\$50.00
Section 3.2	Fail to restore land to a clean/tidy condition when vacating park	\$50.00
Section 3.3(a)	Interfere with others quiet enjoyment of park	\$50.00
Section 3.3(b)	Deface/injure/destroy object in park	\$75.00
Section 3.3(c)	Excavate or remove plants/plant fixtures from a park	\$75.00
Section 3.3(d)	Remove park equipment	\$75.00
Section 3.3(e)	Unauthorized display signs/ads in park	\$25.00
Section 3.3(f)	Remove/damage etc. authorized signs/notices in park	\$50.00
Section 3.3(g)	Bathe/clean clothing/ fish/utensils etc. at/near drinking fountain/pump in park	\$25.00
Section 3.4	Unauthorized construction in park	\$50.00
Section 3.5	Unauthorized business in park	\$50.00
Section 4.1	Failure to register when entering park	\$50.00
Section 4.2	Failure to obtain camping permit	\$50.00
Section 4.7	Camping in area not designated for that purpose	\$50.00
Section 4.8	Alteration of camping permit	\$50.00
Section 4.9	Failure to produce camping permit upon request	\$50.00
Section 4.12/4.13	Unauthorized combination of vehicles in campsite	\$50.00
Section 4.14	Camping more than fourteen consecutive days	\$50.00
Section 4.18	Failure to vacate site	cost recovery
Section 4.21	Remain in day use area after 11:00 p.m.	\$50.00
Section 6.1	Unlawfully enter/remain in park	\$50.00
Section 7.1	Set, light, or maintain fire in unauthorized place	\$50.00
Section 7.3	Set, light, or maintain fire after signs/notices have been erected prohibiting same	\$50.00



Section 2: Penalties Cont'd

Section (Municipal Parks Bylaw)	Offence	Penalty
Section 7.4	Leave fire unattended/allow to spread	\$50.00
Section 7.5	Deposit/dispose of hot coals/ashes etc. in unauthorized place	\$50.00
Section 7.6	Fail to extinguish fire etc. before leaving	\$50.00
Section 7.7	Remove firewood from a park	\$100.00
Section 8.1	Operate off-highway vehicle where prohibited	\$50.00
Section 8.2	Enter park when prohibited	\$50.00
Section 8.3	Parking in a manner or location that impedes traffic	\$50.00
Section 8.4	Exceed posted speed limit	\$50.00
Section 9.1(a)	Animal running at large	\$50.00
Section 9.1(b)	Animal in prohibited area	\$50.00
Section 9.7	Bring/allow horse/pony etc. unauthorized into the park	\$100.00
Section 10.1(a)	Deposit waste matter in unauthorized area of park	\$50.00
Section 10.1(b)	Deposit waste water or liquid waste in unauthorized area	\$250.00
Section 10.1(c)	Dispose of commercial/residential waste in park	\$50.00
Section 10.2	Fail to carry waste matter from areas in park without receptacles	\$50.00
Section 11.3	Attempt to enter park within 72 hours of removal from a park	\$100.00
Section 12.1	Discharging of firearm	\$100.00
Section 12.2	Improper storage of firearm	\$75.00
Section 12.3	Hang big game in park	\$50.00

**Note:**

Every person who contravenes a section of the Municipal Parks Bylaw is guilty of an offence and liable to the penalty as set out above or, on summary conviction to a fine not exceeding two thousand dollars (\$2,000.00) or imprisonment for a term of not more than six (6) months or to both a fine and imprisonment (in accordance with Provincial Regulations).

**TRAFFIC REGULATIONS**

Traffic Regulation Bylaw Part 2: Parking

<b>Section</b>	<b>Offence</b>	<b>Fine</b>
Section 3(1)(a)	Prohibited Parking – Emergency Exit Door	\$50.00
Section 3(1)(b)	Prohibited Parking – Entrance to Emergency Service	\$50.00
Section 4(1)	Park in No Parking Zone Prohibited by Traffic Control Device	\$30.00
Section 4(2)	Park in No Parking Zone During Prohibited Times	\$30.00
Section 5 (2)	Park in No Parking Zone Prohibited by Temporary Traffic Control Device	\$30.00
Section 6	Stop in a No Stopping Zone Prohibited by Traffic Control Device	\$30.00
Section 7(2)	Park in a Disabled Person’s Parking Space	\$50.00
Section 8(2)	Park in Fire Lane	\$50.00
Section 9	Park an Unattached Trailer on Highway	\$30.00
	Park in Alley	\$30.00

Traffic Regulation Bylaw Part 3: Rules for Operation of Vehicles

<b>Section</b>	<b>Offence</b>	<b>Fine</b>
Section 11(1)	Drive Tracking Vehicle on Highway Without Authorization	\$100.00
Section 11(2)	Fail to Produce Tracked Vehicle Authorization	\$50.00

Traffic Regulation Bylaw Part 4: Controlled and Restricted Highways

<b>Section</b>	<b>Offence</b>	<b>Fine</b>
Section 13(1)	Operate / Park Heavy Vehicle in Prohibited Area	\$75.00

Traffic Regulation Bylaw Part 5: Miscellaneous

<b>Section</b>	<b>Offence</b>	<b>Fine</b>
Section 14	Proceed Beyond Designated Point Near Fire	\$50.00
Section 15(1)	Cause Damage to Street Furniture	Court
Section 15(2)	Cause Damage to Highway	Court
Section 15(3)	Damage Costs for Sections 14(1) / 14(2)	amount expended

Note:

Every person who contravenes a section of the Traffic Regulation Bylaw is guilty of an offence and shall forfeit and pay a penalty as set out above or on summary conviction to a fine not exceeding Two Thousand Dollars (\$2,000.00) and/or imprisonment for not more than six (6) months.

2. This Bylaw shall come into force and effect upon receiving third reading and shall repeal ~~Bylaw 733/09, Bylaw 081/07, Bylaw 099/07.~~ Bylaw 771/10.
3. In the event that this bylaw is in conflict with any other bylaw, this bylaw shall have paramountcy.

READ a first time this \_\_\_\_\_ day of \_\_\_\_\_, 2011.

READ a second time this \_\_\_\_\_ day of \_\_\_\_\_, 2011.

READ a third time and finally passed this \_\_\_\_\_ day of \_\_\_\_\_, 2011.

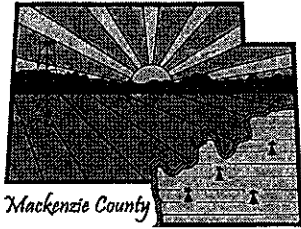
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Bill Neufeld  
Reeve

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William Kostiw  
Chief Administrative Officer





## MACKENZIE COUNTY REQUEST FOR DECISION

<b>Meeting:</b>	<b>Regular Council Meeting</b>
<b>Meeting Date:</b>	<b>February 23, 2011</b>
<b>Presented By:</b>	<b>Joulia Whittleton, Director of Corporate Services</b>
<b>Title:</b>	<b>Policy ADM048 – Handi-Van Use Policy</b>

**BACKGROUND / PROPOSAL:**

Council approved ADM048 Handi-Van Policy on August 10, 2010.

**OPTIONS & BENEFITS:**

The policy restricts the use of the van within Mackenzie County boundaries. That excludes Towns of High Level, Rainbow Lake and First Nations reserves located within Mackenzie Regional boundaries.

Administration received a few inquiries regarding the policy and its restrictions. One of the inquiries was regarding the inability to use the Handi-Van for a Doctor appointment in High Level.

In addition, the following examples were provided by Olivia Organ, Recreational Therapist working with High Level, Fort Vermilion and La Crete Long Term Care patients:

1. One resident wants to be able to visit home in Carcajou.
2. Another resident tells me that they went to Peace River to go shopping one time, another time they watched an air show there. This resident was so excited to tell me about this and wishes they could go back again.
3. Another one told me that they would like to go to High Level to visit friends.

Administration suggests amending the policy allowing the handi-van use for a Doctor appointment within Mackenzie Region.

Author: J. Whittleton Review Date: for [signature] CAO

**COSTS & SOURCE OF FUNDING:**

The County is responsible for routine maintenance and repairs of the handi-vans, along with the annual inspections and insurance costs.

**RECOMMENDED ACTION:**

That Policy ADM048 Handi Van Use Policy be amended as presented.

## Mackenzie County

Title	Handi-Van Use	Policy No:	ADM048
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Legislation Reference	MGA, Section 1 b)
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### Purpose

To provide standard policy regarding the delivery of the Handi-Van transportation services to the persons with mobility impairments and/or senior citizens within the Mackenzie County.

### Policy Statement and Guidelines

#### Statement:

Mackenzie Council recognizes that the handi-van services are an important resource for the persons with mobility impairments and/or senior citizens and is an effective travel option that connects the users to the medical needs as well as to the life enhancing activities that may otherwise be neglected.

The handi-van system consists of the two handi-vans equipped with wheel-chair lifts.

The handi-van services shall be provided to the County residents exclusively with the priority given to persons with mobility impairments. The handi-van transportation services shall be limited to within Mackenzie County boundaries. **The handi-van use for a medical appointment within the Mackenzie Region may be permitted.**

#### Guidelines:

1. The handi-van transportation services shall be delivered through partnership with the local non-profit organizations (further referred to as "the Group") operating within the County.
2. The County shall enter into formal agreements with the Groups using the following guideline:
  - 2.1. Responsibilities of the County:
    - a. The County shall own the handi-vans.
    - b. The County shall be responsible for adequate insurance coverage, the costs of annual inspections, and repairs and maintenance of the handi-vans.
    - c. The County shall be responsible for reviewing the annual handi-van usage and costs reports, monitoring quality of the service provision, assessing the needs and implementing appropriate changes regarding the handi-van system as required.
  - 2.2. Responsibilities of the Group operating the handi-van transportation service:

- a. The Group shall not permit an operator to drive a handi-van without receiving proper authorization from the County. Approval of operators shall be done in the following manner:
  - Upon a request to permit, the Group shall direct an applicant to the Mackenzie County, advising the applicant to provide a copy of his/hers drivers license, his/hers current driver's abstract and his/hers claims experience letter from their personal insurer to the County;
  - The County shall complete the review of the submitted documents and release a letter to the Group authorizing a new operator within five working days of the request;
  - An operator that has been inactive (did not operate a handi-van for over 365 days) will be required to reapply.
  - All operators must provide their driver's abstract to the County on annual basis at operator's cost. Failure to provide the driver's abstract shall disqualify a previously approved operator.
- b. The Group shall be responsible for all scheduling within the County while giving the priority to persons with mobility impairments. A booking shall be requested at least three days in advance of a trip. The trips scheduled with less than three day notice may be accommodated subject to availability of a handi-van.
- c. The Group shall be responsible to undertake a handi-van visual inspection after each trip and undertake routine maintenance of the handi-van at every 5,000 kilometers interval. The Group must utilize the County's vehicle repair services at the County's shops. The Group may use a qualified repair shop in emergency situations and/or with prior approval by the County Chief Administrative Officer and/or Designate.
- d. The Group shall be responsible for providing a monthly report to the County's Administration by 20<sup>th</sup> of every month using the forms provided by the County.
- e. The Group shall be responsible for providing an annual report for each calendar year to Council by March 31 of a subsequent year containing the following:
  - Vehicle mileage on January 1 and December 31 (mileage per trip must be reconciled to the overall vehicle mileage from January 1 to December 31)
  - Purpose of the trips and destinations
  - Number and nature of requests that the Group was not able to accommodate
  - Total costs incurred during a year for the handi-van service operations including the Group's employees' hours.



2.3. Responsibilities of the handi-van user:

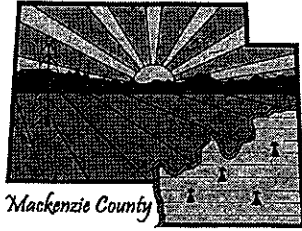
- a. Provide a request for a handi-van use as per this policy and be prepared to be flexible when scheduling a non-medical trip, recognizing the priority will be given to the persons with mobility impairments and recognizing that conflicting schedules may exist.
- b. The handi-van user shall be responsible for all fuel costs associated with his/her trip.
- c. The handi-van user shall be responsible for cleaning the van before returning it to the Group.
- d. The handi-van user shall be responsible for reporting any mechanical problems to the Group upon returning the handi-van.

3. Administrative responsibilities:

3.1 Chief Administrative Officer or Designate shall be responsible for monitoring compliance with this policy and for provision of the annual report to Mackenzie County Council.

	<b>Date</b>	<b>Resolution Number</b>
<b>Approved</b>	10-Aug-10	10-08-654
<b>Amended</b>		
<b>Amended</b>		





## MACKENZIE COUNTY REQUEST FOR DECISION

<b>Meeting:</b>	<b>Regular Council Meeting</b>
<b>Meeting Date:</b>	<b>February 23, 2011</b>
<b>Presented By:</b>	<b>Joulia Whittleton, Director of Corporate Services</b>
<b>Title:</b>	<b>Building on Strength: A Proposal for Municipal Sustainability for Alberta</b>

**BACKGROUND / PROPOSAL:**

As stated in the Government of Alberta November 4, 2010 news release, "the Alberta government has been working with municipal representatives from urban and rural Alberta to develop a plan that further empowers municipalities to address their own long-term sustainability and success."

**OPTIONS & BENEFITS:**

The Community Sustainability Committee received and reviewed the document titled "Building on Strength: A Proposal for Municipal Sustainability for Alberta" during their December 2010 and January 2011 meetings.

The Committee along with Administration undertook the self-assessment, results of which are attached. Some questions require Council input and are marked "C".

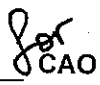

The Committee also drafted a proposed response to the Minister of Municipal Affairs regarding the proposed strategy, self-assessment and the list of available resources provided in assistance to municipalities.

The Committee passed the following motion:

*That a recommendation be taken to Council that the municipal sustainability self-assessment be undertaken on annual basis by Council and Administration during the business planning sessions.*

Author: J. Whittleton

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


  
 J. Whittleton  
 CAO

**COSTS & SOURCE OF FUNDING:**

There is no cost to undertake a self-assessment.

**RECOMMENDED ACTION:**

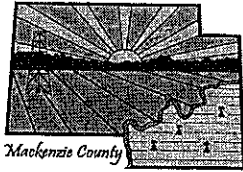
**Motion 1:**

That the County's response regarding the proposed Municipal Sustainability Strategy be sent as presented.

**Motion 2:**

That Council along with Administration undertakes the sustainability self-assessment on an annual basis in conjunction with the annual business/strategic planning sessions.

Author: J. Whittleton Review Date: \_\_\_\_\_ CAO \_\_\_\_\_



**Mackenzie County**  
PO Box 640, Fort Vermilion, AB T0H 1N0  
Phone: (780) 927-3718 Fax: (780) 927-4266  
Toll Free: 1-877-927-0677 Email: office@mackenziecounty.com

February 23, 2011

The Honorable Hector Goudreau  
Minister of Municipal Affairs  
Municipal Services Branch  
17<sup>th</sup> Floor Commerce Place  
10155-102 Street  
Edmonton, AB  
T5J 4L4

**DRAFT**

Dear Minister:

**RE: BUILDING ON STRENGTH: A PROPOSAL FOR MUNICIPAL  
SUSTAINABILITY FOR ALBERTA**

Mackenzie Council reviewed the above mentioned report and agree that this is an important and timely strategy. The self-assessment and the summarized collection of the available capacity tools will be of use to both Council and Administration.

Our Council along with Administration undertook the self-assessment and found it to be very informative for all involved. Through the process, the County's many strengths were highlighted and a few areas of improvement were revealed and will be addressed in due course. We look forward to Municipal Affairs' consideration to provide funding to assist municipalities in maintaining and improving the mandatory and sustainability enhancing municipal documents while engaging the best experts in their relevant fields.

In addition, we anticipate that the self-assessment process will inform and aid during inter-municipal negotiations or when consideration is given to a new major infrastructure addition in a municipality with inter-municipal cost-sharing expectations.

We wish to applaud this initiative and are certain this strategy will support building viable and vibrant Alberta communities.

Yours sincerely,

Bill Neufeld  
Reeve

cc: Mackenzie County Council  
William Kostiw, Chief Administrative Officer



November 4-2010

Dear Chief Elected Officials:

Municipal Affairs has been working with representatives of the municipal associations to develop a Municipal Sustainability Strategy in accordance with my mandate from Premier Stelmach.

A Municipal Sustainability Strategy working group of ministry and association staff, chaired by Municipal Affairs, has completed a report, *Building on Strength: A Proposal for Municipal Sustainability for Alberta*. This report presents a proposed strategy to improve the sustainability of Alberta's municipalities and provides municipalities with enhanced tools to help deliver the local services Albertans need. The strategy proposed by the working group includes a self-assessment toolkit and an inventory of capacity building tools. In addition, the proposed strategy contains a new, transparent, municipal viability process which focuses on solutions.

I am pleased to attach copies of the strategy report and a Government of Alberta news release for your information and consideration. I invite your municipal council and administration to review this draft strategy and share your thoughts and ideas prior to February 28, 2011.

Comments can be submitted as follows:

By mail: Municipal Services Branch  
17<sup>th</sup> Floor Commerce Place  
10155 - 102 Street  
Edmonton, AB T5J 4L4

By email: [lgsmail@gov.ab.ca](mailto:lgsmail@gov.ab.ca)

I look forward to hearing your thoughts and comments on this important strategy.

Sincerely,

Hector Goudreau  
Minister of Municipal Affairs  
MLA, Dunvegan-Central Peace

Attachments

November 4, 2010

## **Alberta partners with municipalities to build strong, vibrant communities**

*Edmonton...* The Alberta government has been working with municipal representatives from urban and rural Alberta to develop a plan that further empowers municipalities to address their own long-term sustainability and success.

The proposed Municipal Sustainability Strategy will give communities enhanced tools to look closely at their strengths and assets, to identify challenges, and help them develop ways to respond to them.

"We're in this together," said Hector Goudreau, Minister of Municipal Affairs. "Through partnership, we can ensure the strength and viability of our province's municipalities. Albertans deserve communities that can deliver essential services, plan strategically, and manage risks, and soon we'll have more tools in place to help accomplish this."

The proposed strategy includes a self-assessment toolkit for municipalities and an inventory of resources to help them promote sustainable governance in their communities. It encourages community engagement to help address local sustainability issues; and outlines ways to increase collaboration between different levels of government with the help of a new, transparent viability review process.

"With the help of Alberta's municipal associations, we have made great progress on this strategy, but now I want to hear directly from municipalities," said Goudreau. "I invite all municipalities to review this proposed strategy and share their thoughts and ideas to improve it."

The proposed strategy can be found and commented on at the Municipal Affairs website:  
<http://www.municipalaffairs.alberta.ca/1330.cfm>

- 30 -

**Media inquiries may be directed to:**

Jessica Spratt  
Municipal Affairs  
780-415-9811

To call toll-free within Alberta dial 310-0000.



# Building on Strength: A Proposal for Municipal Sustainability for Alberta

Report of the Municipal Sustainability  
Strategy Working Group

June 14, 2010

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## INTRODUCTION

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### **Purpose of this report**

This report sets out recommendations of the Municipal Sustainability Strategy Working Group. The Working Group was formed to provide input to the Minister of Municipal Affairs for the development of a strategy to improve the long-term viability of municipalities across the province.

The recommendations are based on deliberations of the Municipal Sustainability Strategy Working Group and its subcommittee in a series of meetings through the winter and spring of 2010. In particular, the working group was asked to consider four key questions:

1. What constitutes a viable and sustainable municipality and how can this be measured?
2. What basic services should a municipality provide?
3. What capacity-building tools are required?
4. What restructuring processes should be used?

The working group is made up of representatives of Alberta Municipal Affairs, the Alberta Association of Municipal Districts and Counties, the Alberta Urban Municipalities Association, the Alberta Rural Municipal Administrators Association, the Local Government Administration Association, and the Association of Summer Villages of Alberta.

The working group respectfully presents this report for the Minister's review and consideration.

### **The importance of strong and sustainable municipalities**

Strong municipalities play a key role in supporting healthy communities, a prosperous province and a strong nation. Municipalities are the places where Albertans live, work and play, and where they receive the daily services that contribute to their quality of life and to the economic prosperity of this province and this country.

Municipalities promote, support and advocate for the health, safety, and welfare of their citizens, provide residents with ways to make decisions about local issues, and serve as a focus for community activities. By participating in activities of their municipality, local residents

***"Municipalities are the places where Albertans live, work and play, and where they receive the daily services that contribute to their quality of life and to the economic prosperity of this province and this country."***

express and ultimately (through locally elected councils) decide upon the kinds of services to be available within the community and the means of paying for them.

Local priorities and interests are diverse, as reflected in the varying service levels and ranges of services that are provided by different municipalities. Each municipality makes decisions on how to fund those services, relying on varying mixes of local revenues raised through property and business taxes, utility fees, fines and fees for service, as well as revenues received from the province and, in some cases, the federal government. As in other provinces, the Alberta government and municipalities often partner in the delivery of services of shared jurisdiction.

### **A vital partnership**

The municipal and provincial governments of Alberta recognize the need to continue their important partnership in making sure that our communities and province are strong and healthy, now and into the future.

In Canada, the provinces have constitutional responsibility for municipal government. Alberta takes this responsibility seriously. The province recognizes the importance of ensuring that citizens are served by accountable, responsible and transparent local governments, and recognizes that a key element in achieving this end is respect for the autonomy of municipal governments to make local decisions within their sphere of jurisdiction.

The *Municipal Government Act* is the primary expression of this philosophy. The *Municipal Government Act* led the nation in offering new tools to empower municipalities when it was adopted in 1995, and 15 years later it remains one of the more progressive pieces of municipal legislation in Canada. The *Municipal Government Act* sets out certain key requirements that municipalities must abide by in order to ensure transparency and accountability, but otherwise provides municipalities with unprecedented autonomy to adapt local governance to fit local priorities and circumstances.

Respecting municipal autonomy does not mean leaving municipalities to fend for themselves. The Alberta government has historically provided significant support to Alberta's municipal sector. This support has taken, and continues to take, a variety of forms, from information and advice, to legislative and regulatory guidance, to financial assistance.

Alberta's municipal associations, most notably the Alberta Association of Municipal Districts and Counties and the Alberta Urban Municipalities Association, also have long histories of supporting municipal governments in Alberta. The municipal associations have demonstrated a

clear interest and commitment to achieving municipal sustainability through the provision of various business services to allow municipalities to capitalize on collective buying power, the development and provision of a variety of capacity-building tools, and the advocacy of municipal interests on a provincial scale.

### **A growing focus on municipal sustainability**

While municipal sustainability is not a new concept, municipal and provincial focus on the issue crystallized at the onset of the 21st century. In 2001, the Alberta government, recognizing the challenges facing local governments, established the Minister's Provincial/Municipal Council on Roles, Responsibilities and Resources in the 21st Century. The council provided a valuable forum for municipal input on important municipal-provincial issues.

In 2005, the council was reconstituted as the Minister's Council on Municipal Sustainability. The Minister's Council identified a need for stronger regional co-operation and greater provincial leadership to address growth-management issues and strengthen intermunicipal relationships. The council also indicated that municipalities were faced with funding shortfalls that impeded their ability to provide the services and infrastructure required and expected by residents and businesses.

To address these challenges, the Minister's Council developed 12 recommendations under three broad categories: intermunicipal co-operation, municipal/provincial roles and responsibilities, and municipal revenue sources. In regard to funding, the council's recommendations included a key proposal that the province provide municipalities with additional funding support on an annual basis equivalent to the amount collected through the education property tax (approximately \$1.4 billion in 2005). The council also requested that a program be established to target financial assistance to municipalities lacking the local asset base to reasonably participate in the economic prosperity of the province.

The council's work was a key factor that led to the provincial announcement in 2007 of a major new long-term funding initiative called the Municipal Sustainability Initiative (MSI). Under this program, funding was initially allocated on the basis of education tax requisitions. Following an extensive consultation with municipal officials, the MSI funding model was subsequently revised to allocate funding on the basis of population, equalized assessment, and kilometres of local road. The MSI formula was also adjusted to provide additional funding to municipalities with limited assessments that impact their ability to generate local tax revenue.

The Alberta government continues to provide this unprecedented financial support through the MSI, under which municipal governments will receive a total of \$11.3 billion over the program's term. This funding is in addition to several other provincial funding programs for municipalities. In total, the province provides approximately \$2 billion in annual funding to municipal governments.

### **The need for a long-term strategy**

Despite the support provided both legislatively and financially, it is clear that some municipalities continue to struggle. In particular, many of Alberta's smaller municipalities have experienced a continuing population decline over the past decade, and some have seen reductions in their local assessment base. This has occurred even as the province has gone through a lengthy period of unprecedented growth.

The Alberta government and Alberta's major municipal associations recognize the need for additional tools to enhance overall municipal sustainability. Municipal and provincial representatives agree on the need to not only provide support in certain key areas, but to also build a common understanding and expectations related to municipal sustainability.

In recognition of this growing priority, Premier Stelmach in 2009 mandated the Honourable Ray Danyluk, the former Minister of Municipal Affairs, to develop a municipal strategy to improve the long-term viability of Alberta municipalities. Minister Danyluk met with the governing boards of the Alberta Association of Municipal Districts and Counties and the Alberta Urban Municipalities Association in October 2009 to initiate discussions on the development of this strategy.

These discussions resulted in the creation of the Municipal Sustainability Strategy Working Group, consisting of representatives from Alberta Municipal Affairs and the province's major municipal associations. The membership of the working group is set out in Appendix A and its terms of reference in Appendix B.

The Honourable Hector Goudreau, who was appointed to the Municipal Affairs portfolio earlier this year, is committed to this process. His mandate from the Premier includes direction to "promote sustainability by strengthening regional co-operation, municipal viability, and community accountability."

The working group has concluded its review, and the following report reflects the findings around the four key questions outlined in the working group's terms of reference.

## **BASIC SERVICES**

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### **What basic services should a municipality provide?**

One of the basic purposes of a municipality is to provide services (including infrastructure) to residents at a cost they are willing and can afford to pay. If services cannot be reasonably provided, maintained and funded in a manner that meets legislated standards, this becomes a viability issue for the local municipal government.

One of the four key questions considered by the Municipal Sustainability Strategy Working Group in its discussion of municipal sustainability was: What basic services should a municipality provide? In deliberating on this question, the working group considered a range of approaches. At one end of the spectrum is the current Alberta philosophy that legislated requirements should be minimal and that individual municipalities should be allowed to make service decisions to reflect local needs and priorities. This approach is reflected in Alberta's existing legislation for municipalities, and the suite of municipal services has therefore evolved somewhat differently in each community to meet the needs identified by each community.

At the other end of the spectrum is the possibility of identifying a limited list of specific services that municipalities would be required to provide, with provincial legislation amended to set out and enforce that requirement. This approach would depart significantly from Alberta's existing philosophy, and would ultimately result in municipalities being required to provide, at minimum, a set list of basic services in order to retain status as an incorporated municipal government.

Members of the working group expressed significant concern about the second approach, particularly given that community service requirements may differ due to factors such as geographic location, size, type, local economic circumstances, and community priorities. Members also stressed the importance of recognizing that municipalities are accountable to their electors for choices made in relation to which services are delivered.

The working group came to a consensus that municipal autonomy should be maintained with respect to municipal services. Members also agreed that additional information could be provided for the benefit of Albertans and their municipal governments, by building a listing of services most commonly provided by municipalities in Alberta.

This list would help to increase awareness of common municipal services, while supporting the concept of municipal autonomy and accountability in this area. This type of information tool should serve to enhance awareness that the services municipalities choose to provide may be delivered in a variety of ways in order to achieve affordable and practical service delivery to ratepayers.

The working group agreed it would be useful to provide citizens and municipalities with information on municipal practices. The ministry will work with the municipal associations to develop relevant links to such practices, within the self-assessment tool kit.

## **1. Council**

### *What it means....*

- ❖ As the governing body of the municipality, the elected council sets the overall direction of the municipality through the creation and review of policies and programs.
- ❖ Council activities include the passing of bylaws, adoption of policies and regulations, establishing budgets, raising funds through property and business taxes, borrowing, setting fines and fees for services, adopting plans and regulations for the use and development of land, and providing a variety of services required or desired by local residents.

## **2. Disaster and Emergency Measures**

### *What it means....*

- ❖ This service area includes activities related to emergency measures, disaster prevention and recovery, and the designation of dangerous goods routes.
- ❖ Municipalities often partner with the provincial and federal government, neighbouring municipalities, and the private sector to develop and implement emergency plans.

## **3. Fire Protection**

### *What it means....*

- ❖ This service area includes activities related to fire prevention, fire protection, fire suppression, and investigation services.



- ❖ These services may be provided by paid fire services, volunteers, or a combination of both, and are often delivered through partnership arrangements between neighbouring municipalities.

#### **4. General Administration**

##### *What it means....*

- ❖ The activities related to the administration of the municipality as a whole include: general administration, property assessment and taxation, licensing administration, municipal census-taking, budgeting and accounting, audit and legal functions, public relations, election processes and plebiscites.
- ❖ In some instances, smaller municipalities contract with larger municipalities to deliver some or all of these functions.

#### **5. Land-use Planning and Development**

##### *What it means....*

- ❖ This includes services provided by municipal planning commissions, subdivision and development appeal boards, development officers, planning offices or planning services, as well as research or studies involving planning and zoning for the municipality, and economic development projects funded wholly or partly by the municipality.
- ❖ Municipalities may carry out these functions on their own or work with neighbouring municipalities and/or regional agencies to provide the services.

#### **6. Policing and Bylaw Enforcement**

##### *What it means....*

- ❖ Activities may include crime prevention, crime detection, peacekeeping and the services of community peace officers, law and bylaw enforcement, municipal courts and jails, building inspections, parking and traffic bylaw enforcement, animal and weed control, and duties performed by utility officers. Some municipalities have established their own police forces; however, most municipalities receive their policing through the RCMP, either by direct contract or as part of the provincial policing contract.

Bylaw enforcement can be carried out through the use of municipal forces, or by contract with other agencies.

## 7. Recreation

### *What it means....*

- ❖ Most municipalities provide some level of recreation programming, although services and service levels are determined according to local priorities and often involve partnerships with local volunteer organizations and community groups. These activities may provide for community parks and trails, baseball diamonds, beaches, curling rinks, golf courses, gymnasiums, recreation centres, skating rinks, ski areas, sports fields, swimming pools, or other recreation facilities and programs.

## 8. Roads and/or Street

### *What it means....*

- ❖ This service area involves the planning, design, construction and maintenance of roads, streets, walks and lighting, including medians, boulevards, sidewalks, street lighting, street signs, traffic signals, railway crossing signals, and public parking facilities.
- ❖ Some municipalities carry out these functions directly, while others contract out large portions of the work. Most municipalities use a mix of these approaches.

## 9. Transportation

### *What it means....*

- ❖ This includes services related to public transit systems, as well as handi-buses or senior citizens' transportation. Some municipalities also provide airport services through community airports.
- ❖ A range of specialized transportation services are provided across the province, through a variety of delivery mechanisms. Many of these services are delivered on a regional basis and involve more than one municipality.

## 10. Waste Management

### *What it means....*

- ❖ This service area includes activities related to the collection of garbage and other waste material, often provided in conjunction with recycling and waste-minimization initiatives. It also includes the maintenance and operation of sanitary landfill sites, incinerators or other plants, trucks and other equipment used for collection and disposal, and solid waste landfill closure and post-closure costs.
- ❖ Services and service levels vary widely across the province and are dependent upon local priorities. Municipalities may use their own forces or contracted services to carry out these functions; in many cases, municipalities have partnered to develop regional waste-management authorities.

## 11. Utilities (Water and Wastewater)

### *What it means....*

- ❖ Municipal activities in acquiring, treating and supplying water may include: acquiring a water supply, purification and treatment, and transmission and distribution, along with the operation and maintenance of facilities and lines. Municipal activities in wastewater collection or removal, treatment and disposal may include those related to: sanitary sewers and combined sanitary-storm sewers, lagoons, plant and equipment, public comfort stations, catch basins, manholes, booster stations, and the reclamation of sludge areas for lagoons or treatment plants.
- ❖ Service levels are determined locally, but must meet provincial and in some cases federal standards. In many cases, municipalities have partnered to develop regional water and/or wastewater services

As noted previously, the working group has clearly recognized the difficulty of applying any broad listing of services across the tremendous diversity of Alberta municipalities. Even considering the broad nature of the listing above, there will be significant variations among municipalities. Some municipalities will provide all of the above services; some may provide only a subset of them.

Significant variation can also occur even within each service area. For example, urban municipalities with populations of more than 5,000 are responsible for providing their own policing, while other municipalities are served through the province's contract with the RCMP. The requirements for roads and streets will differ significantly in urban and rural areas, and demands for utilities will generally be concentrated in more urbanized settings.

## INDICATORS AND MEASURES

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### **What constitutes a viable and sustainable municipality and how can this be measured?**

Measuring the viability and sustainability of a municipality is neither straightforward nor easy. In an attempt to meet this challenge, the Municipal Sustainability Strategy Working Group reviewed work carried out in other Canadian jurisdictions. While focused on developing a “made-in-Alberta” solution, the working group nevertheless sought to learn from the efforts of others and, where appropriate, adopt the best ideas generated elsewhere.

As a result of their review, the working group reached consensus on the following eight broad areas where indicators and measures might be developed:

1. sustainable governance;
2. operational and administrative capacity;
3. financial stability;
4. service delivery;
5. regional co-operation;
6. infrastructure;
7. community well-being; and
8. risk management.

Within these eight broad areas, there are numerous measures that could potentially be attributed to each indicator and that could be valuable in helping to identify strengths and weaknesses in relation to a municipality’s sustainability. Moreover, many factors have an impact on municipal sustainability; therefore, any measures and indicators must be applied with discretion and care.

Given the significant variability in circumstances and conditions among municipalities, any measures and indicators should be recognized for what they are: indicators of possibilities, trends or measurement against benchmarks, rather than certain predictors of outcomes. In this light, the working group agreed that this information should be used as a means of revealing local circumstances which might merit further attention, rather than as some effort at an absolute measurement of individual sustainability or viability.

More specifically, the working group agreed to a dual process for utilizing indicators and measures, as set out below.

## 1. Self-assessment questionnaire and toolkit

A broad listing of qualitative indicators should form the basis for a *self-assessment questionnaire* for municipalities. This questionnaire will help municipalities to identify and understand existing community assets and strengths, as well as deficiencies. It will contain both objective and subjective questions. The questionnaire and relevant capacity-building tools will form a *self-assessment toolkit*.

The working group agreed that the toolkit should be made available for municipalities to use on a voluntary basis, but should also be mandated for use in the following scenarios:

- when directed by Municipal Affairs as a result of being flagged by the key measures (below); and
- as part of a proposed new viability review outlined later in this report.

Municipal Affairs and/or the municipal associations will provide support and assistance to municipalities as needed in working through this toolkit.

## 2. Key measures

A limited listing of key quantifiable measures of municipal viability should be used by Municipal Affairs as an initial screening tool for identifying municipalities that may benefit from additional ministry support.

Working group members agreed that Municipal Affairs should monitor municipal performance against the key viability measures. Wherever any municipality struggles to meet the measure, the ministry would initiate contact with the municipality to discuss options for assisting the municipality to strengthen performance if necessary.

The following are the key quantifiable measures of municipal viability that were agreed upon by the working group. It is recommended that Municipal Affairs initiate contact with any municipality that triggers three or more of the first seven measures, or that has a “qualified audit report or absence of opinion” (measure 8). The ministry would also advise the relevant municipal association.

### Financial

1. The municipality has reached 80 per cent or more of its debt and debt service limit.
2. Provincial and federal grants account for 50 per cent or more of total municipal revenue.

3. The municipality's unpaid property taxes for the current year are greater than 10 per cent.
4. The municipality's ratio of current assets to current liabilities is less than 1:1.
5. The municipality has run a deficit budget for the previous two consecutive years, or five out of the previous 10 years.

#### Non-Financial

6. The municipality has experienced a decline in population over the previous 20 years.
7. The municipality has experienced a decline in non-residential assessment as a percentage of total municipal assessment over the previous 10 years (i.e., the non-residential proportion has declined to less than half its previous proportion, where the initial proportion was at least 10 per cent of total assessment).
8. The municipality has a qualified audit report or has an "absence of opinion."

The working group also agreed to a ninth measure that should be added for future use when meaningful data is flowing from the implementation of the new reporting requirements on tangible capital assets.

9. Capital investment as a percentage of total capital assets.

In the event that ministry contact with a municipality is triggered, this would normally take the form of a telephone inquiry by one of the ministry's advisory staff. Depending upon the outcome of this initial discussion, options for additional assistance could include an advisory visit, provision of mediation support, a municipal corporate review (currently under development by Municipal Affairs), or other help as appropriate. In addition to the follow-up from Municipal Affairs, the municipality may be asked to work through the self-assessment toolkit.

## CAPACITY-BUILDING TOOLS

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### What capacity-building tools are required?

This is an important consideration in developing a long-term strategy for municipal sustainability. Capacity building is the process of developing, strengthening and maintaining the resources, processes, skills, and abilities that municipalities need to respond to the changing needs of the environment and the population they serve.

Capacity-building tools need to be broad enough to be relevant to a significant cross-section of Alberta's diverse municipal sector, while also providing the necessary flexibility to address community-specific needs.

Alberta municipalities are fortunate to have access to a wide variety of capacity-building tools through Alberta Municipal Affairs, the municipal associations, and other entities. Some municipalities are not always aware of the availability of these tools, or where to turn when support is needed. In addition, it was noted that there are currently gaps in some areas where additional tools would be beneficial.

The Municipal Sustainability Strategy Working Group therefore agreed to address capacity building on dual fronts through:

- the development of an inventory of existing capacity-building tools that are available to municipalities through various sources (e.g., Government of Alberta, municipal associations, etc.); and
- the identification of any significant gaps where additional support should be considered, along with options for addressing those gaps.

To address the first item, capacity-building tools currently offered by Municipal Affairs, municipal associations and various other entities were identified and included within a *Capacity Building Tool/Support Inventory* (see Appendix C). The tools in the inventory are categorized to match the eight broad indicators in the self-assessment questionnaire described previously in this report.

To address the second item, it was agreed that Municipal Affairs, the AUMA and the AAMDC will collaborate in the coming months to identify any significant gaps in capacity-building tools, and consider options for addressing these gaps through the development of new tools where reasonable and appropriate.

Collectively, the questionnaire and the inventory will comprise the key elements of an *Alberta Municipal Sustainability Self-Assessment Toolkit*.

The toolkit is intended to provide municipalities with a more holistic approach to identifying and understanding existing community assets and strengths, areas where improvement might be required, and possible tools to assist in making those improvements.

The toolkit would also fill a key gap in the current array of capacity-building tools available to municipalities. The toolkit will help municipalities:

- identify where and how they could improve;
- create a plan of action for building on strengths and addressing weaknesses, including the use of appropriate capacity-building tools; and
- followup and monitor for continued sustainability.

The ministry could also identify other uses for the toolkit; for example, to assist the municipality when they are being reviewed by the Ministry or an appointed official.



## RESTRUCTURING

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### **What restructuring processes should be used?**

The final matter that the Municipal Sustainability Strategy Working Group was asked to consider pertains to the appropriate process to be used in instances where municipal restructuring is being contemplated.

The *Municipal Government Act* provides five alternatives for local government restructuring: formation, change of status, amalgamation, annexation, and dissolution.

The working group recognizes that its mandate focuses primarily on processes for addressing situations where existing municipalities are struggling to maintain viability and/or sustainability. As a result, the working group focused its attention on the current dissolution process, as this is the process most often used when municipalities face serious questions about their viability.

Municipal dissolution is a legal process of local government restructuring set out in the *Municipal Government Act*. In dissolution, a municipality gives up its incorporated status and becomes part of a bordering municipality. Dissolution may be a legitimate option for a municipality to consider when:

- the municipality cannot balance its revenues with its required expenditures;
- the municipality is no longer viable;
- vacancies on the municipal council cannot be filled; or
- the dissolution will lead to more effective or efficient municipal operations.

Dissolution most often involves a small urban municipality dissolving into a surrounding rural municipality. Residents of communities that are considering the possibility of dissolution have often become quite concerned about real or potential increases in the cost of services within their community. They also routinely express significant concerns about a possible loss of community identity in the event that dissolution does proceed, as well as potential changes in governance, services and service delivery.

Residents of the surrounding rural municipality are often concerned about the possible costs of replacing or upgrading deteriorating infrastructure within the urban centre, and the possibility of inheriting any debt the urban municipality may have incurred.

In addition to these local concerns, the working group identified a number of concerns related to the current dissolution process:

- the legislative requirement that a dissolution study **must** occur when requested means that the process may be used in instances where the viability of the municipality is not in question;
- the process is reactive rather than proactive, and thus provides minimal opportunity to address the municipality's challenges before viability is threatened;
- the process is not well understood by municipalities or their residents, and often results in uncertainty and division within the community;
- the potential receiving rural municipality is not involved in the initial start of the process when a municipality is considering dissolution; and
- the name itself, dissolution, is viewed by some as having negative undertones.

The working group also recognized some positive elements of the current dissolution process:

- the process recognizes the right of the electors to request changes and be heard;
- stability in tax rates and community governance may improve where a truly non-viable urban municipality dissolves into a surrounding rural municipality; and
- the process is undertaken by Municipal Affairs, providing for an external entity to ensure the process is carried out consistently and objectively.

The working group has concluded that the information and support to be provided by the proposed self-assessment toolkit could be of great benefit to many municipalities seeking to enhance their sustainability. In this sense, the toolkit may help some municipalities to avoid any need to undergo the dissolution process.

Nonetheless, the working group also acknowledges that, in some cases, the challenges to municipal viability may simply be too overwhelming. In those instances, a substantially revised restructuring process could assist communities in a more positive and proactive fashion than the processes currently in place.

The working group agreed that a proactive and holistic "Municipal Viability Process" should be developed to support those municipalities experiencing sustainability challenges, and to assist them in identifying and evaluating options for their future as a community.

The proposed Municipal Viability Process should focus on:

- finding solutions through a strong partnership of neighbouring municipalities, municipal associations and Municipal Affairs;
- more community engagement and involvement, including neighbouring municipalities;

- community development and community identity; and
- developing a suite of solution-focused options including, but not limited to restructuring, for a municipality whose sustainability and/or viability is in jeopardy.

## PROPOSED MUNICIPAL VIABILITY PROCESS



The proposed Municipal Viability Process is comprised of:

- use of the municipal sustainability self-assessment toolkit;
- a Viability Review which would replace the current dissolution study process;
- an implementation plan;
- an evaluation of the implementation; and
- any further actions required flowing from the evaluation.

The process would be triggered by any of the three following circumstances:

### 1. Performance on key measures

If a municipality is flagged by Municipal Affairs as a result of its performance on the key measure criteria set out previously in this report, the municipality may be required to work through the toolkit. The municipality would first be contacted by the ministry to discuss the reason for the flags. The requirement for the municipality to work through the toolkit would be at the Minister's discretion.

### 2. Citizen petition for a viability review

If a citizen petition for a viability review is received by Municipal Affairs, it would be screened to determine if the petition request relates to the viability of the municipality.

If the petition request is linked to municipal viability, council would be required to work through the toolkit and report back to the Minister. If the petition request is not inherent to viability, the petitioners would be advised of other avenues available to them to address their concerns.

### 3. Voluntary decision by a municipality

A municipality can decide independently to work through the toolkit. On completion of the toolkit, if council believes the sustainability and/or viability of the municipality is in jeopardy and cannot be mitigated through use of the toolkit, it can pass a resolution to request a viability review. Municipal Affairs would review the municipality's completed toolkit to determine if a viability review is required. If the ministry determines that there are no municipal viability

issues, it can decide not to lead a viability review. If the ministry determines that there are municipal viability issues, it can agree to lead a viability review.

### **Viability review**

The viability review should be undertaken by a Viability Review Team that is chaired by Municipal Affairs and includes representatives of all affected municipalities, the municipal associations, and potentially a small number of respected municipal leaders selected by the Minister.

The review would consist of three phases:

#### **Phase 1: Analysis**

The Viability Review Team completes:

- a detailed evaluation of the toolkit completed by the municipality; and
- a viability study focusing on a further examination of the financial, administrative and service impacts on all affected municipalities

#### **Phase 2: Determination of viability**

Once both documents are evaluated, a “viability determination” is made.

- If the municipality is clearly viable, the team recommends to the Minister that the viability review be concluded, with no further action required.
- If the municipality is trending towards non-viability, the team recommends to the Minister that the review proceed to the next phase.

#### **Phase 3: Viability plan**

This phase includes the following steps:

- Options for achieving viability are identified and developed through facilitation of inter- and intra-municipal discussion and engagement of citizens and community groups with in the region.
- Implementation and transitions plans for the options are developed.
- Two general options are finalized:
  - Option A – Remain a municipality with the assistance of internal/intermunicipal actions. Option A could contain just one option or a suite of options.
  - Option B – Restructure.
- The council of the municipality under review would be required to vote on Option A or B.
  - If council votes to remain a municipality (Option A), they would proceed to the implementation and evaluation phases.

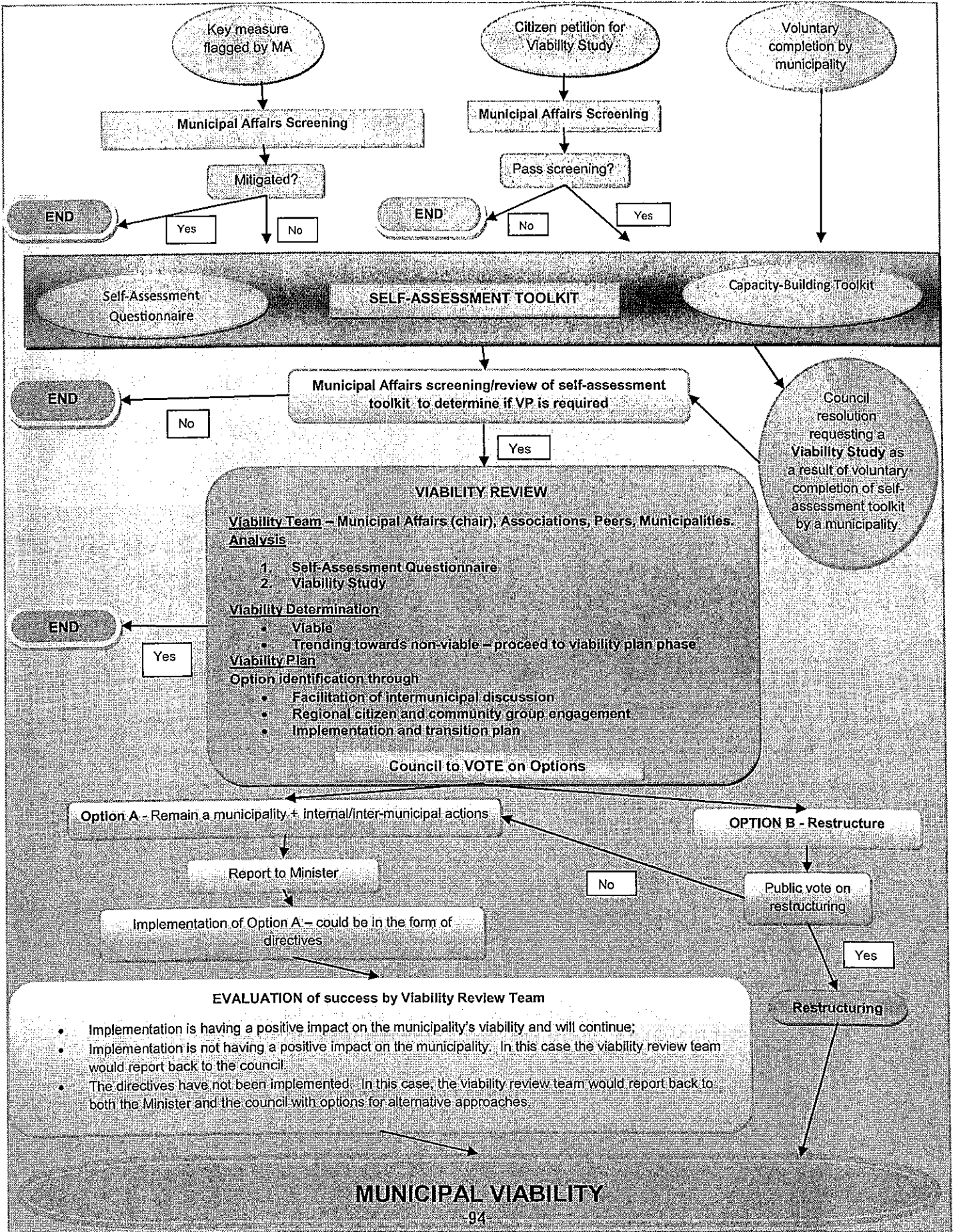
- If council votes to pursue restructuring (Option B), the citizens would then be required to vote on Option A or B. If the citizens vote to remain a municipality (Option A), council would proceed to the implementation and evaluation phases. If the citizens vote for restructuring (Option B), the Minister would recommend to Cabinet that the municipality be restructured.
- Where Option A is selected, either by council or by ratepayers through a public vote in favour of retaining the municipality, the Minister may issue directives to affected parties to ensure that the implementation plan is followed, within the time frame specified in the implementation plan.

At the end of the implementation time frame, the viability review team will evaluate and determine if the selected activities are having the intended effect on the municipality's viability. This evaluation will include some mechanism for obtaining appropriate citizen input. The possible outcomes may include findings by the team that:

- implementation is having a positive impact on the municipality's viability and will continue;
- implementation is not having a positive impact on the municipality. In this case the viability review team would report back to the council.
- the directives have not been implemented. In this case, the viability review team would report back to both the Minister and the council with options for alternative approaches.

A detailed flow chart outlining the proposed draft Municipal Viability Process is shown on the following page.

# Municipal Viability Process



## CONCLUSION

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Achieving and maintaining municipal viability is both challenging and complex. The Municipal Sustainability Strategy Working Group recognizes that differing capacity levels and financial situations among different types of municipalities require that issues be addressed on a more proactive, holistic and co-ordinated regional basis. The working group also acknowledges the need to develop and support flexible and adaptable responses to different municipal and intermunicipal circumstances.

Nonetheless, the working group also acknowledges that, in some cases, the challenges to municipal viability may simply be too overwhelming. In those instances, a substantially revised restructuring process could offer communities a more positive and proactive approach than is provided by the current dissolution process.

With those basic concepts in mind, the working group has agreed upon the following key components of a strategy to improve the long-term viability of Alberta municipalities:

### 1. Basic services

- Adopt a listing of those services most commonly provided by municipalities, to provide Albertans with a general understanding of the various options for service delivery, including basic information on municipal best practices.

### 2. Measures and indicators of viability

- Adopt a listing of qualitative indicators that will feed into the development of a self-assessment toolkit.
- Adopt a listing of key quantifiable measures of municipal viability which will assist Municipal Affairs in identifying municipalities that may benefit from additional ministry support.

### 3. Capacity-building tools

- Provide an inventory of existing capacity-building tools, linked to a self-assessment toolkit.
- Identify any significant gaps and consider options for addressing these gaps through the development of new tools where reasonable and appropriate.

#### **4. Municipal restructuring processes**

- Amend legislation as necessary to replace the current dissolution process with a new Viability Review process.
- Require the completion of the self-assessment toolkit by the municipality as a prerequisite to any viability review.
- Provide meaningful outcomes from the viability review, to ensure that the municipal council and residents have realistic and practical options to choose from in addressing community viability and sustainability.
- Empower the Minister of Municipal Affairs to issue directives to ensure that recommendations from a viability review are implemented.
- Where restructuring does occur, ensure that provincial funding programs do not provide a financial disincentive to restructuring.

The working group is aware that the proposed viability process will need adjustments, modifications, evaluation and commitment from all stakeholders, especially during the initial applications. For this reason, the working group recommends that its report be revisited within five years of implementation to ensure that these recommendations are having the desired effect, and that any necessary modifications receive due consideration.



## **LIST OF APPENDICES**

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Appendix A - Membership of Municipal Sustainability Strategy Working Group

Appendix B - Municipal Sustainability Strategy Terms of Reference

Appendix C - Self-Assessment Toolkit

## APPENDIX A

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### Membership of Municipal Sustainability Strategy Working Group

#### Alberta Municipal Affairs

- Michael Merritt            Assistant Deputy Minister, Local Government Services
- Gary Sandberg            Executive Director, Municipal Services Branch
- Theresa Ostrum            Director, Stakeholder Relations and Sustainability

#### Alberta Association of Municipal Districts and Counties

- Gerald Rhodes            Executive Director
- Kim Heyman              Director of Advocacy and Communications
- Pat Vincent                CAO of Parkland County, Vice-president, Alberta Rural Municipal Administrators Association

#### Alberta Urban Municipalities Association

- John McGowan            Chief Executive Officer
- Sue Welke                 Director, Policy and Advocacy
- Carol Revega              Director, Town of Westlock, Secretary Treasurer, Local Government Administration Association

#### Association of Summer Villages of Alberta

- Sue Evans                 Municipal Administrator for the Summer Villages of Seba Beach and Lakeview

**MUNICIPAL SUSTAINABILITY STRATEGY**

*Terms of Reference*

**November 26, 2009**

## Terms of Reference

The Premier's 2009 mandate letter to the Minister of Municipal Affairs includes a directive to develop a municipal strategy for Alberta to improve the long-term viability of municipalities across the province. This Municipal Sustainability Strategy will provide a long-term framework to help ensure Alberta's municipalities are able to deliver well-managed, collaborative and accountable local government to Albertans. However, before any solution can be developed, four core questions must be addressed:

1. What constitutes a viable and sustainable municipality and how can these be measured?
2. What basic services should a municipality provide?
3. What capacity building tools are required?
4. What restructuring processes should be used?

Input from municipalities and their associations – ideas, suggestions and options – is important to creating a sound, made-in-Alberta strategy. To gather this input:

- The Minister will continue his ongoing discussions with the associations and their presidents.
- The Minister has undertaken a series of regional consultations.
- A Municipal Sustainability Strategy Working Group will be established to consider the four questions.
- The working group will be composed of:
  - Municipal Affairs -
    - Michael Merritt, Assistant Deputy Minister, Local Government Services;
    - Gary Sandberg, Executive Director, Municipal Services Branch; and,
    - Theresa Ostrum, Director, Stakeholder Relations and Sustainability.
  - Alberta Association of Municipal Districts and Counties (AAMDC) -
    - Gerald Rhodes, Executive Director, or designate;
    - One additional non-elected representative; and,
    - One administrative representative from the Alberta Rural Municipal Administrators' Association (ARMAA).
  - Alberta Urban Municipalities Association (AUMA) -
    - John McGowan, Chief Executive Officer, or designate;
    - One additional non-elected representative; and,
    - One administrative representative from the Local Government Administration Association (LGAA)
  - Association of Summer Villages of Alberta –

- One administrative representative.
- The working group will meet every two weeks for consideration and discussion of the core questions. At least initially, each meeting will be scheduled for one-half day in length. Additional meetings may be scheduled as required.
  - Working group members may be supported at the meeting by professional staff and staff observers.
  - The ministry will provide secretariat services to the working group.

Highlights of each meeting will be communicated to all municipalities after each meeting. Municipal Affairs will work with the association representatives to develop joint communication on meeting highlights. This would not preclude the associations from sharing their individual perspectives with their respective members as a means of keeping municipalities informed of the process.

At the core of the strategy are the questions of what it means to be viable and sustainable and what basic services a municipality should provide. As a result, the working group will be asked to first address these questions before considering the issues of capacity building and restructuring processes. The proposed timelines are:

<b>December 2009 – January 2010</b>	Working group begins with a focus on: <ol style="list-style-type: none"> <li>1. What constitutes a viable and sustainable municipality and how can these be measured?</li> <li>2. What basic services should a municipality provide?</li> </ol>
<b>Late January – Late March 2010</b>	Working group continues, with discussions on: <ol style="list-style-type: none"> <li>3. What capacity building tools are required?</li> <li>4. What restructuring processes should be used?</li> </ol>
<b>Late March 2010</b>	Report to the Minister, consolidating and integrating the information from phases one and two.
<b>Late March – Early April 2010</b>	The Minister will provide the associations with an update regarding the report submitted from phases one and two.

The development of a Municipal Sustainability Strategy is not intended to duplicate work previously completed by other entities, such as the Minister's Council on Municipal Sustainability, nor initiatives already underway or planned for the future. Specifically, during discussions, the working group should be aware of, and take into consideration, the following:

- The Government of Alberta has already responded to the need for sustainable and predictable funding for municipalities through the Municipal Sustainability Initiative. Therefore, additional funding for municipalities or

new revenue sources will not be under consideration as part of the formulation of the municipal sustainability strategy.

- The Government of Alberta, led by Municipal Affairs, is conducting a Municipal Grants Re-engineering Initiative to find options to eliminate duplication and reduce administration with respect to municipal grants. Specifically, the re-engineering being conducted across the Government of Alberta is intended to consider opportunities to improve service effectiveness and efficiency, streamline operations, and identify cost savings.
  - The initiative focuses on identifying gaps and overlaps in municipal grant funding, as well as streamlining administrative processes around grant delivery.
  - A cross-ministry working committee, with representation from the ministries providing significant funding to municipalities, was tasked with providing recommendations to the Deputy Minister's Steering Committee.
  - The recommendations supported by the steering committee will be presented to Cabinet in the fall of 2009 for consideration.
- The *Municipal Government Act (MGA)* is slated to undergo a multi-year staged review beginning in 2010. The municipal sustainability strategy will, therefore, not include an examination of municipal legislation. However, the final strategy may result in the need for some legislative amendments in advance of those coming as a result of the *MGA* review.

The working group should also be aware that regional co-operation is of paramount importance to the ministry. The ministry believes that:

- municipalities must work together to position municipalities for the future, and to ensure sustainability and self-sufficiency; and,
- municipalities and the communities within them need to communicate, collaborate, and co-operate.

Therefore, working group input that is focused on enhancing regional co-operation will be of particular value.

## **Appendix C**

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# **ALBERTA MUNICIPAL SUSTAINABILITY SELF-ASSESSMENT TOOLKIT**

# **Alberta Municipal Sustainability Self-Assessment Toolkit**

**Promoting Municipal Sustainability**

October 29, 2010



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## 1. INTRODUCTION

Sustainable, responsive, and accountable municipal governments remain a key element in ensuring a prosperous province, now and into the future. In recognition of this reality, Alberta Municipal Affairs and the province's major municipal associations have partnered on the development of this Self-Assessment Toolkit.

The toolkit is intended to provide local municipal councils and administrations with tools to evaluate and understand their current situation, to identify areas of strength to continue building upon, and also to identify areas where improvement may be desirable or even necessary. It is designed primarily for voluntary use at the discretion of each individual municipality, although Municipal Affairs also intends to incorporate the toolkit, or at least elements of it, into some of the ministry's practices and programs.

This toolkit includes a self-assessment questionnaire covering eight broad areas. It will become evident that they are not mutually exclusive and must be looked at as a whole when addressing municipal viability and sustainability. In addition, the toolkit provides linkages to capacity-building tools relevant to each respective topic area, thereby offering easy access to meaningful opportunities to strengthen municipal performance where desired or necessary. The eight broad topic areas addressed in the toolkit are:

1. *Sustainable governance* – addresses topics such as council practices and procedures, compliance with legislation, citizen engagement, and strategic planning.
2. *Operational and administrative capacity* – addresses the capacity of the municipality to operate on a daily basis and support council decisions.
3. *Financial stability* – addresses the municipality's capacity to generate and manage revenues sufficient to provide necessary infrastructure and services to the public.
4. *Service delivery* – addresses the capacity of the municipality to provide essential services that meet residents' expectations and any appropriate standards.
5. *Regional co-operation* – addresses the municipality's approach to collaborating with neighbours for the benefit of local and regional residents.
6. *Infrastructure* – addresses the municipality's capacity to effectively and efficiently manage public infrastructure on behalf of residents.
7. *Community well-being* – addresses local community characteristics that contribute to the vitality of the community and the long-term viability of the municipality.
8. *Risk management* – addresses the capacity of the municipality to identify and manage key risks on behalf of residents.



## 2. HOW TO USE THIS TOOLKIT

### THE SELF-ASSESSMENT TOOLKIT

The Self-Assessment Toolkit is comprised of 2 components:

#### 1. Self-Assessment Questionnaire

- The Self-Assessment Questionnaire is a comprehensive list of qualitative and quantitative questions under the eight broad subject areas that will help municipalities identify their community assets as well as areas for potential improvement.
- These questions should be considered objectively and critically.



#### 2. Capacity Building Toolkit

- The Capacity Building Toolkit provides an inventory of capacity building tools currently offered by Municipal Affairs, Alberta's municipal associations and other municipally-related entities.
- These tools have been matched to each group of qualitative and quantitative indicators in the Self-Assessment Questionnaire, enabling municipalities to identify those resources which are available to help them improve performance in particular areas of concern.

### THE SELF-ASSESSMENT PROCESS – ANSWERS TO COMMON QUESTIONS

#### – Who should be using this tool?

- The Self-Assessment Toolkit is designed for municipal leaders who want to:
  - gain a better understanding and awareness of their current and future municipal viability and sustainability; and,
  - identify those areas where the municipality might want to focus efforts and develop strategic approaches in order to improve viability and sustainability.

#### – Who should complete this assessment?

- Ideally, the questionnaire is designed to be filled out by the Chief Administrative Officer (CAO) and other administrative and operational staff and will be approved by council. Ultimately, who is directly involved in actually filling out the questionnaire will be dependent on each municipality's individual capacity and circumstances.
- Once the questionnaire is completed, the CAO should review it with council to solicit input, seek approval and to identify areas that require additional attention.

#### – Is a municipality required to complete this assessment?



- A municipality may work through the toolkit independently; however, there may also be situations where Municipal Affairs may require a municipality to complete the assessment. These mandatory situations may include:

**1. Performance on key measures**

If a municipality is flagged by Municipal Affairs as a result of its performance on key measure criteria, the municipality may be required to work through the toolkit. The municipality would first be contacted by the ministry to discuss the circumstances contributing to the results on the key measures. Any requirement for the municipality to work through the toolkit would be at the Minister's discretion. These eight key measures are denoted by an asterisk (\*) in the self-assessment questionnaire starting on page 45 **and in Appendix 5.**

**2. Citizen petition for a viability review**

Where residents of a municipality submit a sufficient petition requesting a viability review, the Minister will require the completion of the Self-Assessment Toolkit prior to making a determination as to whether a viability review is warranted. If it is concluded that the citizen petition for a viability study is not related to viability challenges, the petitioners would be advised of other avenues available to them to address their concerns.

**3. Council resolution requesting a viability review**

Where the council of a municipality requests a viability review, the Minister will require the completion of the Self-Assessment Toolkit prior to making a determination as to whether a viability review is warranted.

– **How long does it take to complete?**

- Completion time will depend on many factors, such as having all relevant documents readily available and the experience and knowledge of administrative staff.
- As a suggested best practice, a municipality could:
  - Have the CAO and other administrative and operational staff complete the questionnaire as objectively as possible;
  - Depending on the results of the assessment you may want to set aside a half or full day retreat for the CAO, CEO, council, and senior staff to review the completed questionnaire to identify viability challenges within the municipality and create an action plan.

– **What information is needed to complete the Self-Assessment Questionnaire?**

- Some of the questions require the collection of data relating to:
  - information included on *Financial Information Returns*

- council procedure;
  - demographics;
  - details on the composition of the municipality’s assessment base;
  - the municipal tax roll;
  - municipal and regional planning;
  - existing service sharing agreements;
  - community organizations; and
  - local election statistics.
  - Some of the data required to address certain comparative questions in the questionnaire is provided in the appendices.
- **What is done with the questionnaire after completion?**
- Information on interpreting the results of the Self-Assessment Questionnaire, and determining next steps, is included at the end of the checklist in sections 4 (Interpreting the Results of Your Self-Assessment) and 5 (Creating an Action Plan).
  - In those situations where the Minister has required the municipality to complete the Self-Assessment Questionnaire, the completed questionnaire must be submitted to the Minister of Municipal Affairs.
  - If the questionnaire has been completed voluntarily by the municipality, the municipality should review the responses, identify areas for improvement, and identify appropriate capacity-building tools to support efforts to improve.
- **How can I get assistance?**
- Although this document is intended to be easy to read and follow, some questions may arise or you may have difficulty obtaining the information necessary to answer the indicator questions.
  - If you require assistance, please contact any or all of the following:
    - **Alberta Association of Municipal Districts and Counties:** 780-955-4079, or via email at [kim@aamdc.com](mailto:kim@aamdc.com).
    - **Alberta Urban Municipalities Association:** 780-433-4431, toll-free within Alberta, 310-AUMA (2862) or via email at [main@auma.ca](mailto:main@auma.ca)
    - **Alberta Municipal Affairs:** 780-427-2225, or via email at [lgsmail@gov.ab.ca](mailto:lgsmail@gov.ab.ca).
- **Is there cost associated with completing the assessment?**
- There is no direct cost associated with utilizing this toolkit, other than the time required to prepare for and participate in discussions surrounding each of the items in the Self-Assessment Questionnaire.
- **Is use of the toolkit a one-time activity?**
- That is entirely up to the municipality. Some municipalities may wish to complete it on a regular basis; for example every two, three or five years.

- Periodic use and/or review would allow the municipality to set goals based on their evaluations and monitor their viability and sustainability over time.

### 3. SELF-ASSESSMENT QUESTIONNAIRE

The following questionnaire has been developed to assist you in assessing your municipality's viability/sustainability. It includes measures and indicators of viability/sustainability, highlights best practices, and may lead you to consider some enhancements that your municipality may wish to adopt. These questions often relate to the key sustainability measures used by the Government of Alberta, as denoted by an asterisk (\*). Some of these practices are legislated requirements, as indicated by double asterisks (\*\*).

#### 1. SUSTAINABLE GOVERNANCE

##### Citizen Engagement

- |     |   |     |     |   |
|-----|---|-----|-----|---|
| 1.1 | Does your municipality have a formally adopted citizen-engagement plan?   | Y   | N   | C |
| 1.2 | Does your municipality have a process or plan to:   | Y   | (N) |   |
|     | i. Engage citizens in the preparation of the budget?  | (Y) | N   |   |
|     | ii. Communicate the budget to citizens?   |     |     |   |
| 1.3 | Does your municipality publish an annual report, including more than financial information? <i>could add more of non-financial data</i> | (Y) | N   |   |
| 1.4 | Does your municipality conduct a citizen satisfaction survey?   | Y   | (N) |   |
| 1.5 | If yes to 1.4 does it address:  |     |     |   |
|     | i. Citizen satisfaction with the municipal corporation?   | Y   | N   |   |
|     | ii. Citizen satisfaction with annual reports?   | Y   | N   |   |

##### Local Elections

- |     |   |     |   |   |
|-----|---|-----|---|---|
| 1.6 | Is the community willing and interested in serving on council?  | (Y) | N |   |
| 1.7 | Is the community willing to serve on municipal committees or boards?  | (Y) | N |   |
| 1.8 | Over the course of the last three municipal general elections, has there been an increase in voter turnout?   | (Y) | N | ? |
| 1.9 | Has the municipality received sufficient nominations by nomination day to fill all available council positions in each of the last three general elections? | (Y) | N |   |

## Municipal Councils

- 1.10 Does your municipality hold regularly scheduled council meetings? \*\*  Y  N
- 1.11 Do all councillors normally attend? \*\*  Y  N
- 1.12 Do councillors have a role in, or participate on, committees, boards, regional governance bodies, advisory groups, etc.?  Y  N
- 1.13 Has your council adopted a council procedural bylaw for council meetings? If yes:  
 i. Is it current?  Y  N  
 ii. Does it meet council's needs?  Y  N
- 1.14 Does your council have a Policy and Procedures Manual (including, for example, council travel policy, media communications, responding to citizens, contact with Government, etc.)?  Y  N

## Training Opportunities and Participation

- 1.15 Do your councillors regularly update their knowledge of municipal government through participation in municipal education, training or development?  Y  N
- 1.16 Does your council provide any professional development funding for councillors (e.g., training, travel to conferences, etc.)?  Y  N

## Strategic and Long-Term Planning Ability

- 1.17 Does your municipality have council-approved long-term and strategic plans (including for example a Municipal Sustainability Plan or an Integrated Community Sustainability Plan?)  Y  N  C
- i. If yes, do they include performance measures and benchmarks?  Y  N  C
- 1.18 Are there formal avenues for active citizen involvement in:  
 i. Strategic planning in the community?  Y  N  C  
 ii. Long-term planning in the community?  Y  N  C
- 1.19 Does your municipality have an up to date:  
 i. Business plan,  Y  N  
 ii. Multi-year budget;  Y  N



- |      |  |                                    |                                    |
|------|--|------------------------------------|------------------------------------|
| iii. | Land use/zoning (municipal) plan that is less than 10 years old; | <input checked="" type="radio"/> Y | N                                  |
| iv.  | Municipal Development Plan that is less than 10 years old;       | <input checked="" type="radio"/> Y | N                                  |
| v.   | Capital plan for the next five or more years; and an             | Y                                  | <input checked="" type="radio"/> N |
| vi.  | Economic development plan.                                       | Y                                  | <input checked="" type="radio"/> N |

## 2. OPERATIONAL AND ADMINISTRATIVE CAPACITY

### Human Resources

- |     |   |                                    |                           |
|-----|---|------------------------------------|---------------------------|
| 2.1 | Does your municipality have Human Resources Policies and Practices in place?  | <input checked="" type="radio"/> Y | N                         |
|     | i. Are they current?  |                                    |                           |
|     | ii. Do they meet the municipality's needs? <input type="radio"/> C  | <input checked="" type="radio"/> Y | N                         |
|     |   | Y                                  | N <input type="radio"/> C |
| 2.2 | Is the municipality able to attract and retain knowledgeable administrative and operational staff with sufficient training and credentials to meet the requirements set out in their respective job descriptions? | <input checked="" type="radio"/> Y | N                         |

### Training and Development Opportunities

- |     |   |                                    |   |
|-----|---|------------------------------------|---|
| 2.3 | Does your municipality support staff supplementing their education with relevant post-secondary training and/or attendance at relevant conferences? | <input checked="" type="radio"/> Y | N |
| 2.4 | Does the municipality formally set aside funds to ensure that staff receives the training necessary to support any required accreditation?          | <input checked="" type="radio"/> Y | N |
| 2.5 | Does your municipality provide developmental support to staff (e.g. performance reviews, coaching, mentoring or on the job training)?               | <input checked="" type="radio"/> Y | N |

### Technology Resources

- |     |   |                                    |   |
|-----|---|------------------------------------|---|
| 2.6 | Does your municipality have high-speed internet access? | <input checked="" type="radio"/> Y | N |
|-----|---|------------------------------------|---|

- 2.7 Does your municipality have Information Technology (IT) support in place?  Y  N
- 2.8 Does your municipality have an information technology (IT) plan?  Y  N
- i. Is it current?  Y  N
- ii. Does it meet the municipality's needs?  Y  N  C

### 3. FINANCIAL STABILITY

#### Budget

- 3.1 Is municipal spending generally within +/- 5% of the approved operating budget each year?  Y  N
- 3.2 Does the administration provide written updates to council on the municipality's finances and budget performance in a timely manner in advance of council meetings?  Y  N
- 3.3 Does your municipality have a process to formally link the municipal budget to the municipal business plan?  Y  N  C
- 3.4 With respect to your most recent annual financial statements, what percentage of annual municipal expenditures is spent on general government (i.e., council and administration)? (Note: For comparison purposes based on type of municipality, the average proportion of expenditures spent by Alberta municipalities on this function is set out, by municipal classification, in Appendix 2.) 14.2%
- 3.5 With respect to your most recent annual financial statements, what percentage of annual municipal expenditures is spent on servicing municipal debt (principal and interest)? (Note: For comparison purposes based on type of municipality, the average proportion of expenditures spent by Alberta municipalities on this function is set out, by municipal classification, in Appendix 3.) 6.7%
- 3.6 Does the council monitor the municipality's actual vs. budgeted municipal revenues and expenditures on a minimum of a quarterly basis?  Y  N
- 3.7 Has your municipality incurred an annual deficit for the past two consecutive years, or five out of the past 10 years? \*  Y  N
- 3.8 Does your municipality have less than a 1:1 ratio of current assets to current liabilities? \*  Y  N
- 3.9 Has your municipality received a "qualified audit opinion", "denial of opinion" or an "adverse opinion" with respect to your most recent annual financial statements? \*  Y  N

## Debt

- 3.10 Is your municipality operating within the regulated debt limits? \*\*  Y  N
- 3.11 Does your municipality have outstanding short-term debt (e.g., lines of credit, overdraft) at the end of the year?  Y  N
- 3.12 Does your municipality experience cash flow issues that require you to access short-term loans on a regular basis throughout the year?  Y  N
- 3.13 Has your municipality reached 80% or more of its debt and debt service limit? \*  Y  N

## Revenue Growth

- 3.14 Have your municipality's property tax revenues grown by close to the rate of the Consumer Price Index over the past five years? (see link for CPI) <http://www40.statcan.ca/l01/cst01/econ09j-eng.htm>  Y  N
- 3.15 Does your municipality derive any revenue from investments?  Y  N
- i. If yes, have your municipality's revenues from investments grown by close to the rate of the Consumer Price Index over the past five years?  Y  N
- 3.16 Does your municipal revenue growth reflect growth in the community?  Y  N ?
- 3.17 Does your municipality take appropriate advantage of grant funding, by considering the benefits of the increased revenue, while also considering the consequences of obtaining the grant (for example, requirements to meet funding conditions, pay costs for future maintenance of new capital infrastructure, etc.)?  Y  N
- 3.18 Do provincial and federal grants account for 50% or more of your municipality's total revenue? \*  Y  N

## Taxes (rates, adequacy and comparability with neighbours)

- 3.19 Has your municipality's equalized assessment base grown over the last ten years? (Note: For comparison purposes based on type of municipality, the average growth in assessment for Alberta municipalities is set out, by municipal classification, in Appendix 4).  Y  N
- 3.20 Has your municipality's non-residential assessment base declined substantially as a proportion of the municipality's overall assessment base, over the past 10 years? \*  Y  N
- 3.21 Are your municipality's taxes competitive with:
- i. other municipalities within your region; and  Y  N

- ii. other comparable municipalities?  Y  N
- 3.22 Are tax payments generally kept up to date for:
- i. residential taxation;  Y  N
- ii. business taxation?  Y  N
- 3.23 Do you have a collection process for outstanding tax accounts for:
- i. residential taxation;  Y  N
- ii. business taxation?  Y  N
- 3.24 Are the major industries that provide tax base and employment stable or growing? Y  N
- 3.25 Does the largest single ratepayer account for more than 20% of total municipal property tax revenues?  Y  N
- i. If yes, how stable is this source of revenue?  
 Unstable \_\_\_\_\_ Stable  Very stable \_\_\_\_\_ Unknown \_\_\_\_\_
- 3.26 Does your municipality have more than 10% of current property tax unpaid for the most recent completed fiscal year? \* Y  N
- 3.27 Has the overall percentage of tax arrears increased in the past five years? Y  N

### Utilities

- 3.28 Are your municipality's municipal utility rates competitive with:
- i. other municipalities within your region; and Y  N
- ii. other comparable municipalities?  Y  N
- 3.29 Has your municipality adopted full cost accounting for utilities? Y  N
- 3.30 Do your utility rates generate sufficient revenue to cover the cost of operating and sustaining the municipal utility system? Y  N
- i. If no, has your municipality adopted a transition plan to ensure utility rates generate sufficient revenue to cover the cost of operating and sustaining the municipal utility system? Y  N

- 3.31 Are utility payments collected from users on a regular basis?  Y N  
 i. If no, do you have a collection process for outstanding utility accounts? *NA* Y N

**Financial Planning and Risk Management**

- 3.32 Does your municipality make use of financial reserves to support long-term capital needs and/or risk mitigation?  Y N

**4. SERVICE DELIVERY**

- 4.1 Has your municipality established standards for the services that are delivered? Y N C  
 4.2 Does your municipality have a formal process to review and evaluate compliance with those standards? Y N C  
 i. Is it current? Y N  
 ii. Does it meet the municipality's needs? Y N

**5. REGIONAL CO-OPERATION**

**Regional Commissions and other Intermunicipal Arrangements**

- 5.1 Does your municipality have the ability to share services with one or more adjacent communities (considering geography and other factors you feel are relevant)?  Y N  
 5.2 Does your municipality have intermunicipal agreements (e.g., recreation, building inspection duties, waste disposal, snow clearing/road maintenance, utility infrastructure, economic development officer and/or a CAO)?  Y N  
 i If yes, are you satisfied with these agreements?  Y N  
 5.3 Does your municipality regularly communicate with your municipal neighbours on a less formal basis (e.g. CAO meetings, joint municipal department or staff meetings)?  Y N

**Planning**

- 5.4 Is there an intermunicipal development plan in place in the municipality? (Y) N
- 5.5 Does your municipality have formal arrangements for professional planning expertise when required (e.g. municipal employees and/or contractors)? Y (N)

**6. INFRASTRUCTURE**

- 6.1 Is your municipality compliant with reporting requirements related to tangible capital assets (TCA)? \*\* (Y) N
- 6.2 Has your municipality implemented an infrastructure management system? Y (N)
- 6.3 Has your municipality completed an inventory of all municipal infrastructures? (Y) N
- 6.4 Has your municipality completed an assessment of the condition of all municipal infrastructures? (Y) N
- 6.5 Has your municipality adopted a plan for maintaining municipal infrastructure? Y (N)
  - i. If yes, is the plan fully funded? Y N

**7. COMMUNITY WELL-BEING**

**Demographics**

- 7.1 Has your municipality experienced a decline in population over the last 20 years? \* Y (N)
- 7.2 Over the past five years, has the municipality's population increased? (Y) N
- 7.3 What is the approximate age composition of the residents of your municipality?
  - 0-19 years 47 %
  - 20-54 years 43 %
  - 55+ years 10 %

(This is based on the Statistics Canada "Community Profile."

<http://www12.statcan.ca/census-recensement/2006/dp-pd/prof/92-591/search-recherche/ist/page.cfm?Lang=E&GeoCode=48>)

- 7.4 In the last five years (or the most recent five-year federal census cycle) has the number of children and youth under 19 increased within your municipality?  Y  N

### Economic Vitality

- 7.5 Are young people able to find work in the area?  Y  N  C
- 7.6 Is unemployment an issue in your community?  Y  N  C
- 7.7 Has the number of new development permits been stable or growing over the past five years?  Y  N  ?
- 7.8 Has the number of new business licences been stable or growing over the past five years?  Y  N  C
- 7.9 Is there a range of businesses operating in your municipality (i.e., variety in size and sectors)?  Y  N
- 7.10 Does your municipality expect that these businesses will provide stable employment in the community the long term?  Y  N

### Community Vitality

- 7.11 Is there a strong sense of pride in the community?  Y  N  C
- 7.12 Does your council actively lead or support activities to foster community pride and celebrate community?  Y  N  C
- 7.13 Are there public facilities in the community for recreation, community meetings and social gatherings?  Y  N
- i. If yes, who owns and operates these facilities? *Some owned by the County & some by non-profit groups*

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

ii. Are these facilities self sustaining?

Y  N

7.14 Are strong local volunteer organizations active within the municipality?

Y  N

**8. RISK MANAGEMENT**

**Risk Identification/ Management of Risks**

*The County has Risk Control Policy + complied w/ Jubilee Insur. Refers rem.*

8.1 Has the municipality conducted a Corporate Risk Assessment?

Y  N

8.2 If yes, does the municipality have a Corporate Risk Mitigation Plan?

Y  N

**Risk Assessment/Planning**

8.3 Is funding set aside for unexpected emergencies? *Reserves*

Y  N  C

8.4 Does your municipality have a municipal service/corporation continuity plan in place?

Y  N  C

8.5 Are appropriate emergency management plans in place?

Y  N

8.6 Are plans or strategies in place to manage the loss of critical community resources such as labour or loss of major industries?

Y  N

8.7 Does the municipality have plans in place to address environmental risks (e.g., reclamation plan)?

Y  N

8.8 Does your municipal fire department and/or service provider provide the level of emergency service as determined by your council, and meet any applicable provincial standards?

Y  N

8.9 Does your municipality ensure that provincial safety standards (e.g. Safety Codes requirements, Occupational Health and Safety, etc.) are adhered to?

Y  N  C



## 4. INTERPRETING THE RESULTS OF YOUR SELF-ASSESSMENT

**We have answered the questions. Now what do we do?**

In an ideal world, each municipality would have answers to each question that would indicate a viable and sustainable municipality. However, in reality, it is likely that most municipalities will find that some areas of the survey do not reflect this. This is not necessarily a problem; in most instances, it simply indicates an area where the municipality may have room to improve its performance. The issue becomes one of identifying how to move forward to address weaknesses and build on strengths. While every municipality has different circumstances, and different priorities, in general terms, the following table outlines how the results of the Self-Assessment might be interpreted.

<ul style="list-style-type: none"><li>• <b>Responses in all eight subject areas</b> supporting a viable and sustainable municipality probably indicate that the municipality has the political, financial and community resources to continue to operate effectively and may also benefit from exploring some of the capacity building tools;</li></ul>
<ul style="list-style-type: none"><li>• <b>A relatively balanced mix of responses in some or all subject areas that would support a viable and sustainable municipality</b> most likely means that there are issues that need to be addressed by council through the appropriate capacity building tools provided in the Capacity Building Toolkit.</li></ul>
<ul style="list-style-type: none"><li>• <b>Responses in all eight subject areas</b> that would tend towards a non-viable or unsustainable municipality would suggest that the local government may no longer be capable of functioning effectively. Municipal viability is at risk, and as the issues appear to run deeper than can be addressed through application of the tools in the Capacity Building Toolkit.<ul style="list-style-type: none"><li>– As well, <b>consistent positive</b> responses to the questions regarding the <b>key sustainability measures</b> used by the Government of Alberta, as denoted by an asterisk (*) in the questionnaire, and <b>consistent negative</b> responses regarding <b>legislated requirements</b>, as indicated by double asterisks (**) in the questionnaire, lead to the same conclusion.</li><li>– In these circumstances you should contact Municipal Affairs and/or your association for further action and direction regarding what options are available.</li></ul></li></ul>



## 5. CREATING AN ACTION PLAN

### Your Municipal Viability and Sustainability Picture – What do you do?

Now that your municipality has worked through the Self-Assessment Questionnaire and evaluated its responses, you should have a much better understanding of your municipality's "viability and sustainability" picture; where your municipality's strengths lie and what challenges you may face. But before any plan of action can be started, you first have to ensure that you have the interest and the commitment of your municipality to create and follow through with this action plan.

The next step is to look at your municipality's evaluation and focus on any of the areas where deficiencies have been identified. You may want to only focus on a few key areas; you may decide on an ambitious plan to tackle all of the deficiencies. Deciding what approach to take and setting goals can be a difficult process. Sitting down with council, inviting the public to share the results of the questionnaire and obtain their feedback, contacting your relevant association, or asking Municipal Affairs for their assistance are all options in helping identify priority areas and establishing meaningful goals.

Once your municipality has identified the areas it would like to work on, a good place to go would be the Capacity Building Toolkit (Appendix 1). The inventory provides a list of capacity building tools currently offered by Municipal Affairs, the Alberta Urban Municipalities Association (AUMA), the Alberta Association of Municipal Districts and Counties (AAMDC), and other municipal associations and municipally-related entities, for each of the eight broad subject areas. The application of these capacity-building resources may assist the municipality in overcoming many of the deficiencies identified through the questionnaire. You may want to contact your municipal association to discuss which capacity building tools they offer that might be beneficial or applicable.

Although the inventory is very thorough and comprehensive, there may be challenges that are best addressed through more collaboration with your neighbouring municipalities, with Municipal Affairs, or with the AUMA or AAMDC. Relevant options include:

- Informal service sharing;
- Intermunicipal services sharing or co-operation agreements;
- Regional service commissions; and
- Municipal restructuring.

### Follow-up and monitoring - How do we know when things are working?

Maintaining municipal sustainability is an ongoing dynamic process. As mentioned, a critical part of any action plan is the establishment of realistic and meaningful goals. Some of these goals may be quantifiable, with targets that are clearly defined, straightforward and easy to measure. Examples of such goals (to list but a few) might include:

- ensuring compliance with legislated requirements by making a checklist of all legislated requirements as per the MGA;
- setting a goal of reducing short term debt by a set percentage over a twelve month period;
- adopting, following and reviewing procedural plans within a predetermined period of time; and
- reviewing municipal service levels to ensure they are consistent with community priorities, any legislated standards, and are within the municipality's financial capacity.

Other goals though are more qualitative in nature and are not as easily measured. It can be challenging to accurately or formally measure such items as citizen satisfaction, citizen engagement, or the level of community pride. But whether or not they are easily measured, these aspects are nevertheless vital to municipal viability and sustainability. Most municipal councils have a reasonable awareness of the general state of these community characteristics, and whether they are trending in a positive or negative direction. Options for formalizing and reinforcing this understanding might include activities like the following:

- Adopting and following a formal citizen engagement plan;
- Conducting periodic citizen satisfaction surveys; and
- Working with volunteer community groups to identify opportunities for collaboration.

In addition, some municipalities may wish to complete this toolkit on a regularly scheduled basis (for example, every 3-5 years), to monitor their progress in achieving and maintaining short-term viability and long-term sustainability.

# Alberta Municipal Sustainability Capacity Building Toolkit

If you require assistance or information on how to access these tools, please contact the relevant association or Municipal Affairs:

- **Alberta Association of Municipal Districts and Counties:** 780-955-4079, or via email at [kim@aamdc.com](mailto:kim@aamdc.com).
- **Alberta Urban Municipalities Association:** 780-433-4431, toll-free within Alberta, 310-AUMA (2862) or via email at [main@auma.ca](mailto:main@auma.ca)
- **Alberta Municipal Affairs:** 780-427-2225, or via email at [lgsmail@gov.ab.ca](mailto:lgsmail@gov.ab.ca).

## Appendix 1

### SUSTAINABLE GOVERNANCE

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Do you want to learn more on promoting sustainable governance in your community?

Capacity-building tools are available to assist you!

**Alberta Municipal Affairs** offers:

([www.municipalaffairs.alberta.ca/mc\\_index.cfm](http://www.municipalaffairs.alberta.ca/mc_index.cfm))

#### **Municipal Services Branch**

- General Advisory Services
- Planning Advisory Services
- Election Advisory Services
- Grants Advisory Services
- Municipal Excellence Network
- Municipal Corporate Reviews
- Inspections
- Financial Indicator Graphs
- Roles and Responsibility Training – Elected and Appointed officials
- Candidate Training
- Now That You Have Been Elected – A Handbook for Elected Councillors
- Grade 11 Presentation Kit, Grade 6 – Building Communities
- Collaborative Governance Initiative
- Mediation
- Municipal Elected Officials Course

#### **Public Safety Division**

- Basic Emergency Management Course

The **municipal associations** offer:

**AAMDC** ([www.aamdc.com](http://www.aamdc.com))

- Integrated Community Sustainability Plan (ICSP) Tools

**AUMA** ([www.auma.ca](http://www.auma.ca) toolkits and initiatives)

- Welcoming and Inclusive Communities Toolkit
- Affordable Housing Toolkit
- Municipal Sustainability Planning Microsite
- Casual Legal Phone Line and Legal Updates in AUMA/AMSC Weekly Digest
- Risk Assessment Programs
- Significant shared services programs

#### **Joint AAMDC and AUMA**

- Citizen Engagement Toolkit

- Rural-Urban Cost Sharing Toolkit
- Elected Officials Education Program
- Dispute Resolution (joint with ARMAA, LGAA & Municipal Affairs)

**Other** available resources include:

- Federation of Canadian Municipalities (FCM) – Women in Government  
<http://www.fcm.ca/english/view.asp?x=501>,
- FCM – Manual/Toolkit
- Building Canada and Community Sustainability
- Good Governance in Restructuring Water Supply: A Handbook

## Appendix 1

### OPERATIONAL AND ADMINISTRATIVE CAPACITY

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Do you want to learn more on improving operational and administrative capacity in your community? Capacity-building tools are available to assist you!

*Alberta Municipal Affairs* offers:

([www.municipalaffairs.alberta.ca/mc\\_index.cfm](http://www.municipalaffairs.alberta.ca/mc_index.cfm))

#### **Municipal Services Branch**

- General Advisory Services
- Election Advisory Services
- Financial Advisory Services/Tangible Capital Assets
- Planning Advisory Services
- Grants Advisory Services
- Municipal Administrators Handbook
- Quarterly CAO Bulletins
- Information Bulletins
- Municipal Excellence Network
- Municipal Corporate Reviews and Inspections
- Municipal Infrastructure Management System (MIMS)
- Financial Indicator Graphs
- Tax Recovery Training
- Elections Process Training
- Census Training
- Internship (Municipal Administration and Land-use Planning)
- Grade 11 Presentation Kit, Grade 6 – Building Communities
- Collaborative Governance Initiative
- Mediation

#### **Assessment Services Branch**

- Assessment Publications and Standards for Assessment Professionals and Municipal Administrators
- Minister's Guidelines for Regulated Property Assessment and Assessment Quality
- Alberta 2001 Metal Building Cost Manual
- Property Assessment in Alberta Handbook in partnership with the Alberta Assessors' Association
- Assessment Bulletins
- Detailed Assessment Audit Manual
- Property Tax Exemptions in Alberta Guide
- Assessment Review Board Member and Clerk Training – Administrative Law Course and Assessment Principles Course

The *municipal associations* offer:

**AAMDC** ( [www.aamdc.com](http://www.aamdc.com))

- Integrated Community Sustainability Plan (ICSP) Tools
- Broadband Toolkit

**AUMA** ([www.auma.ca](http://www.auma.ca) toolkits and initiatives)

- Municipal Sustainability Planning Microsite
- Water Conservation For Life Microsite
- The Business Vitality Initiative
- Sustainable Transportation: List of Programs
- Welcoming and Inclusive Communities Toolkit
- Affordable Housing Toolkit
- Casual Legal Phone Line and Legal Updates in AUMA/AMSC Weekly Digest

**Joint AAMDC and AUMA**

- Citizen Engagement Toolkit
- Dispute Resolution (joint ARMAA, LGAA & Municipal Affairs)
- Municipal Climate Change Action Centre
- Municipal Careers Awareness Toolkit

**Other** available resources include:

- [FCM – International Publications](http://www.fcm.ca/english/view.asp?x=501) <http://www.fcm.ca/english/view.asp?x=501>.



## Appendix 1

### FINANCIAL STABILITY

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**Do you want to learn more about your municipality's financial stability?**

**Capacity-building tools are available to assist you!**

**Alberta Municipal Affairs** offers:

([www.municipalaffairs.alberta.ca/mc\\_index.cfm](http://www.municipalaffairs.alberta.ca/mc_index.cfm))

#### **Municipal Services Branch**

- Financial Advisory Services/Tangible Capital Assets (joint with AUMA/AAMDC/GFOA)
- Grants Advisory Services
- Municipal Excellence Network
- Municipal Corporate Reviews
- Inspections
- Municipal Infrastructure Management System (MIMS)
- Financial Indicator Graphs
- Tax Recovery Training

#### **Assessment Services Branch**

- Assessment Publications and Standards for Assessment Professionals and Municipal Administrators
- Minister's Guidelines for Regulated Property Assessment and Assessment Quality
- Alberta 2001 Metal Building Cost Manual
- Property Assessment in Alberta Handbook in partnership with the Alberta Assessors' Association
- Assessment Bulletins
- Detailed Assessment Audit Manual
- Property Tax Exemptions in Alberta Guide
- Pre-Employment Assessor Training
- Post-Employment Assessor Training

The **municipal associations** offer:

**AUMA** ([www.auma.ca](http://www.auma.ca) toolkits and initiatives)

- Municipal Sustainability Planning Microsite

#### **Joint AAMDC and AUMA**

- Rural-Urban Cost Sharing Toolkit (joint with AUMA)

**Other** available resources include:

- **FCM – International Publications** <http://www.fcm.ca/english/view.asp?x=501>,

## Appendix 1

### SERVICE DELIVERY

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Do you want to learn more about municipal service delivery?  
Capacity-building tools are available to assist you!

*Alberta Municipal Affairs* offers:

([www.municipalaffairs.alberta.ca/mc\\_index.cfm](http://www.municipalaffairs.alberta.ca/mc_index.cfm))

#### **Municipal Services Branch**

- General Advisory Services
- Planning Advisory Services
- Municipal Excellence Network
- Municipal Corporate Reviews
- Municipal Inspections

The *municipal associations* offer:

**AAMDC** ( [www.aamdc.com](http://www.aamdc.com) )

- Broadband Toolkit

**AUMA** ([www.auma.ca](http://www.auma.ca) toolkits and initiatives)

- Affordable Housing Toolkit
- Municipal Sustainability Planning Microsite
- Water Conservation for Life Microsite
- Sustainable Transportation: List of Programs

#### **Joint AAMDC and AUMA**

- Rural-Urban Cost Sharing Toolkit (joint with AUMA)

**Other** available resources include:

- [Good Governance in Restructuring Water Supply: A Handbook](#)
- [FCM – International Publications](http://www.fcm.ca/english/view.asp?x=501) <http://www.fcm.ca/english/view.asp?x=501>

## Appendix 1

### REGIONAL CO-OPERATION

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Do you want to learn more about regional cooperation and planning?  
Capacity-building tools are available to assist you!

**Alberta Municipal Affairs** offers:

([www.municipalaffairs.alberta.ca/mc\\_index.cfm](http://www.municipalaffairs.alberta.ca/mc_index.cfm))

#### **Municipal Services Branch**

- Planning Advisory Services
- Municipal Excellence Network
- Municipal Corporate Reviews
- Inspections

The **municipal associations** offer:

**AUMA** ([www.auma.ca](http://www.auma.ca) toolkits and initiatives)

- Municipal Sustainability Planning Microsite
- Sustainable Transportation: List of Programs

#### **Joint AAMDC and AUMA**

- Rural-Urban Cost Sharing Toolkit
- Dispute Resolution (joint with ARMAA, LGAA & Municipal Affairs)

**Other** available resources include:

- **FCM – International Publications** <http://www.fcm.ca/english/view.asp?x=501>,

## Appendix 1

### INFRASTRUCTURE

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Do you want to learn more about infrastructure?  
Capacity-building tools are available to assist you!

*Alberta Municipal Affairs* offers:

([www.municipalaffairs.alberta.ca/mc\\_index.cfm](http://www.municipalaffairs.alberta.ca/mc_index.cfm))

#### **Municipal Services Branch**

- Financial Advisory Services/Tangible Capital Assets
- Planning Advisory Services
- Grants Advisory Services
- Municipal Excellence Network
- Municipal Corporate Reviews
- Inspections
- Municipal Infrastructure Management System (MIMS)
- Collaborative Governance Initiative
- Mediation

The *municipal associations* offer:

**AAMDC** ( [www.aamdc.com](http://www.aamdc.com) )

- [Integrated Community Sustainability Plan \(ICSP\) Tools](#)
- Broadband Toolkit

**AUMA** ([www.auma.ca](http://www.auma.ca) toolkits and initiatives)

- Affordable Housing Toolkit
- Municipal Sustainability Planning Microsite
- Sustainable Transportation: List of Programs

#### **Joint with AAMDC and AUMA**

- Municipal Climate Change Action Centre (joint with AAMDC)

*Other* available resources include:

- [FCM – International Publications](http://www.fcm.ca/english/view.asp?x=501) <http://www.fcm.ca/english/view.asp?x=501>,

## Appendix 1

### COMMUNITY WELL-BEING

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Do you want to learn more about your community's well-being?  
Capacity-building tools are available to assist you!

*Alberta Municipal Affairs* offers:

([www.municipalaffairs.alberta.ca/mc\\_index.cfm](http://www.municipalaffairs.alberta.ca/mc_index.cfm))

#### **Municipal Services Branch**

- Municipal Excellence Network
- Municipal Corporate Reviews (currently under development by MA)
- Inspections
- Candidate Training
- Collaborative Governance Initiative
- Mediation

#### **Alberta Emergency Management Agency**

- Personal Disaster Preparedness
- Critical Incident Stress Management
- Incident Command System Training
- Disaster Social Services Planning Course

The *municipal associations* offer:

**AAMDC** ([www.aamdc.com](http://www.aamdc.com))

- Broadband Toolkit

**AUMA** ([www.auma.ca](http://www.auma.ca) toolkits and initiatives)

- Affordable Housing Toolkit
- Welcoming and Inclusive Communities Toolkit
- Municipal Sustainability Planning Microsite
- First Impressions Community Exchange
- Business Vitality Initiative
- Sustainable Transportation: List of Programs

#### **Joint with AAMDC and AUMA**

- Citizen Engagement Toolkit

*Other* available resources include:

- **FCM - International Publications** <http://www.fcm.ca/english/view.asp?x=501>,

## Appendix 1

### RISK MANAGEMENT

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Do you want to learn more about managing risk in your municipality?  
Capacity-building tools are available to assist you!

*Alberta Municipal Affairs* offers:

([www.municipalaffairs.alberta.ca/mc\\_index.cfm](http://www.municipalaffairs.alberta.ca/mc_index.cfm))

#### **Municipal Services Branch**

- General Advisory Services
- Financial Advisory Services/Tangible Capital Assets
- Grants Advisory Services
- Municipal Excellence Network
- Municipal Corporate Reviews
- Inspections
- Municipal Infrastructure Management System (MIMS)
- Financial Indicator Graphs

#### **Alberta Emergency Management Agency**

- Functional Needs
- Registration and Inquiry Course
- Emergency Public Information Course
- Emergency Operations Centre Course
- Disaster Social Service Planning Course
- Municipal Elected Officials Course
- Emergency Management Course
- Basic Emergency Management Course

The *municipal associations* offer:

**AAMDC** ( [www.aamdc.com](http://www.aamdc.com))

- “Risk Management Services” (Jubilee Insurance>Risk Management Services and Philosophy).

**AUMA** ([www.auma.ca](http://www.auma.ca) toolkits and initiatives)

- Alberta Municipal Services Corporation Risk Modules

#### **Joint with the AAMDC and AUMA**

- Municipal Climate Change Action Centre (joint with AAMDC)

*Other* available resources include:

- FCM – International Publications <http://www.fcm.ca/english/view.asp?x=501>.

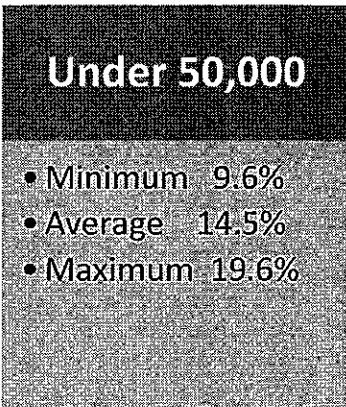
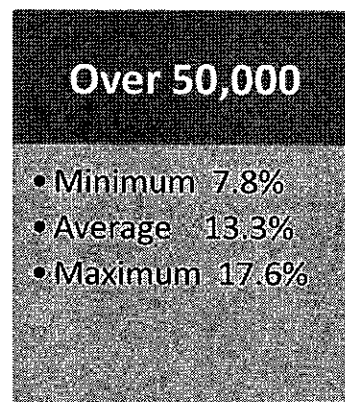
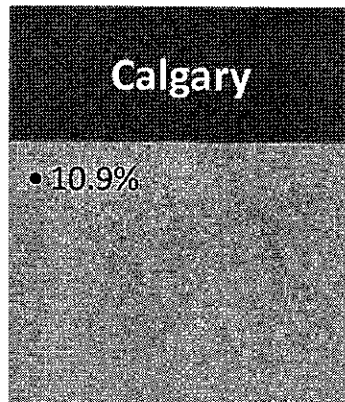
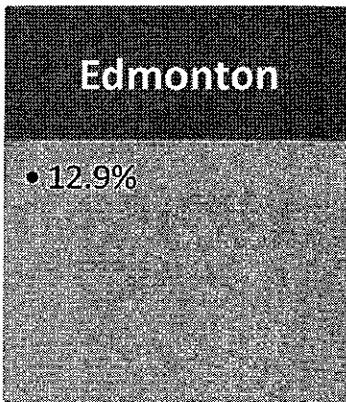
**Appendix 2**

**SAQ #3-4:** With respect to your most recent annual financial statements, what percentage of annual municipal expenditures is spent on general government (i.e., council and administration)?

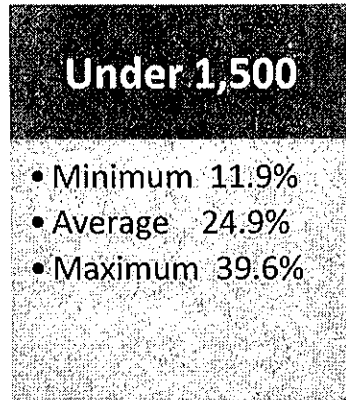
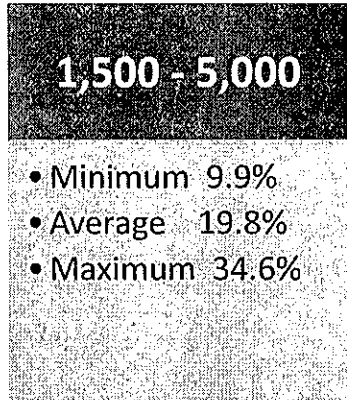
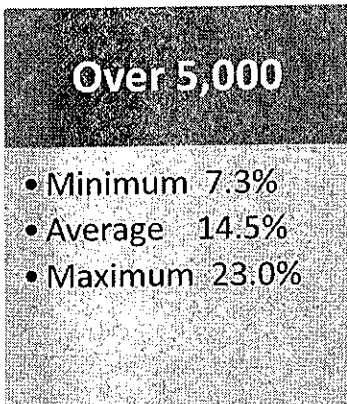
The average proportion of expenditures spent by Alberta municipalities on this function is set out, by municipal classification, as follows:

**General Government Expenditures as a Percentage (%) of Total Expenditures**

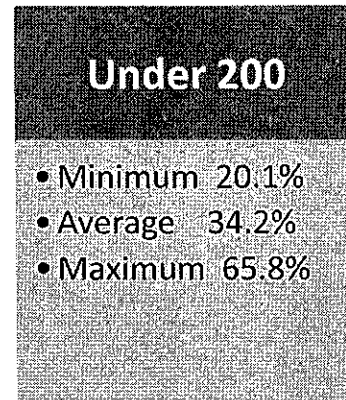
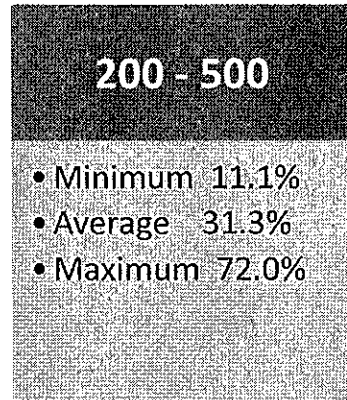
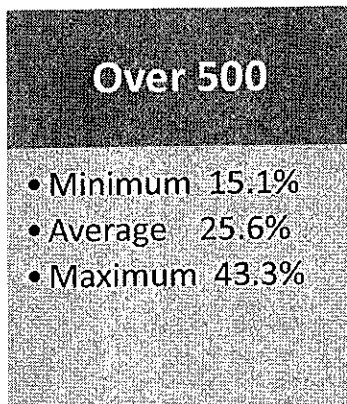
**Cities**



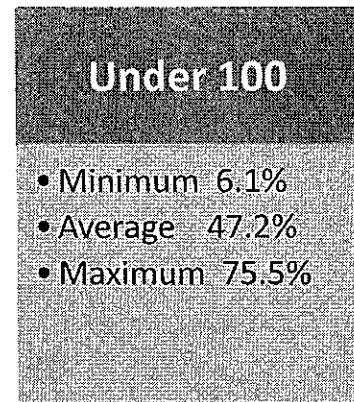
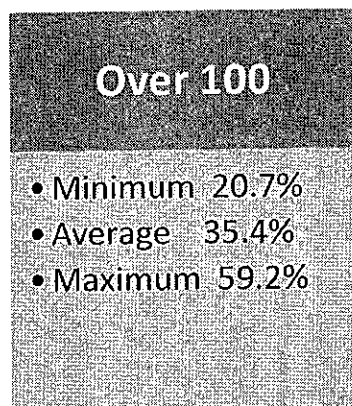
**Towns**



**Villages**

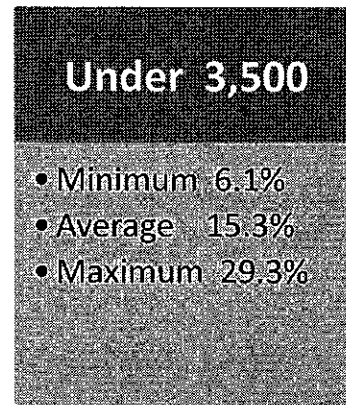
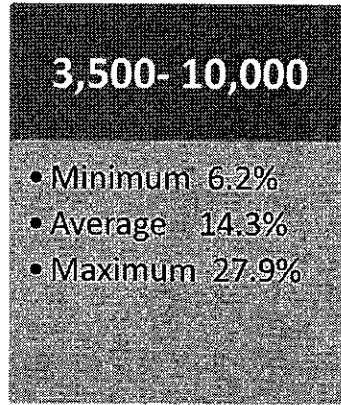
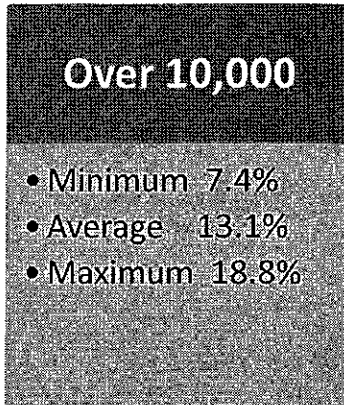


**Summer Villages**





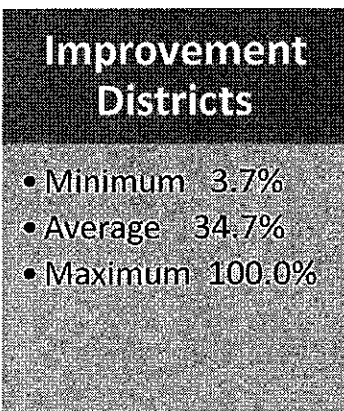
## Municipal Districts and Counties



## Specialized Municipalities



## Improvement Districts



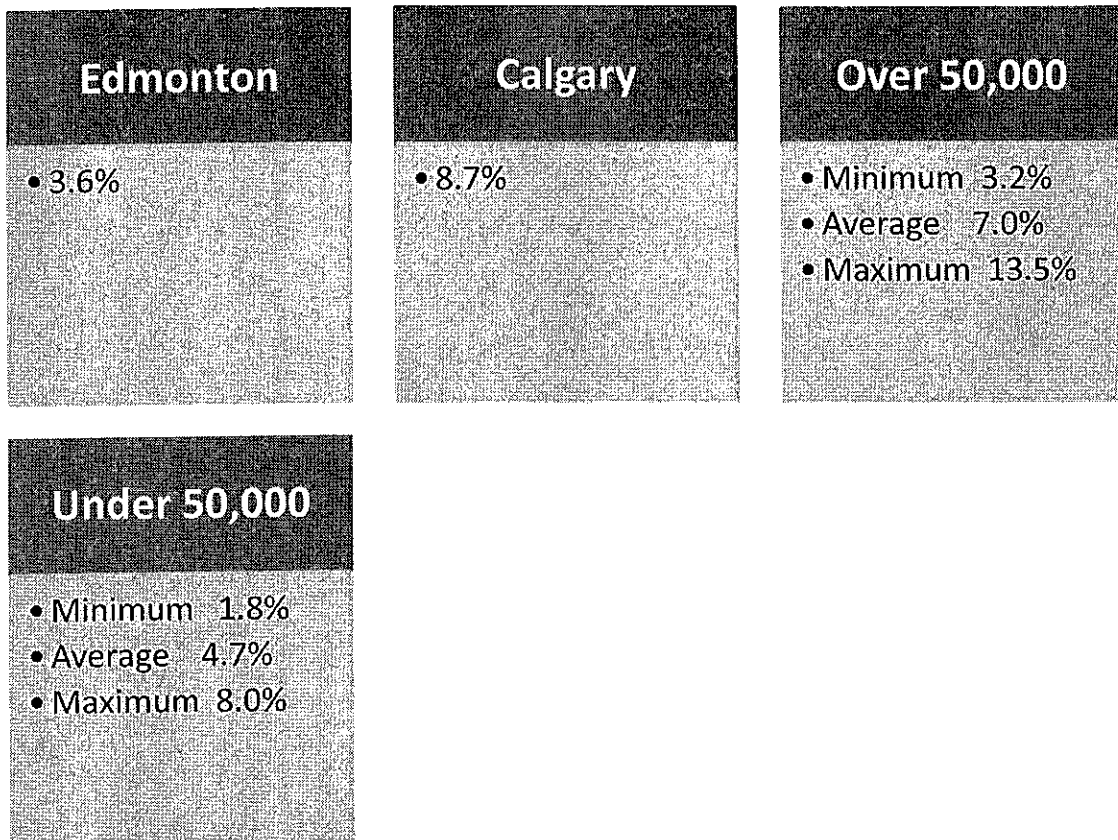
### Appendix 3

**SAQ #3-5:** With respect to your most recent annual financial statements, what percentage of annual municipal expenditures is spent on servicing municipal debt (principal and interest)?

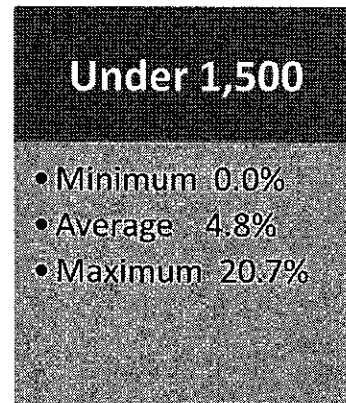
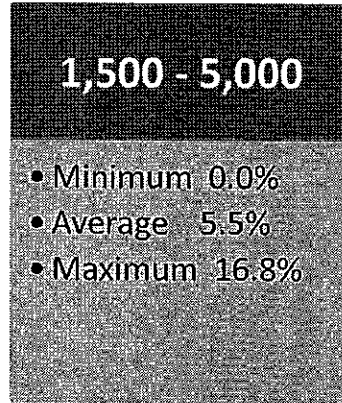
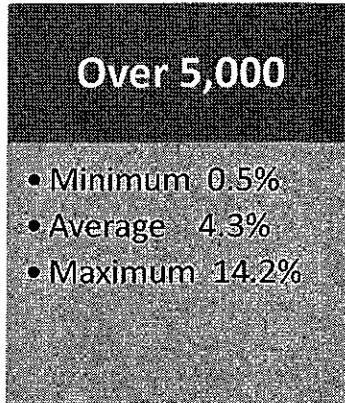
The average proportion of expenditures spent by Alberta municipalities on this function is set out, by municipal classification, as follows:

#### Long-Term Municipal Debt Servicing as Percentage (%) of Total Revenue

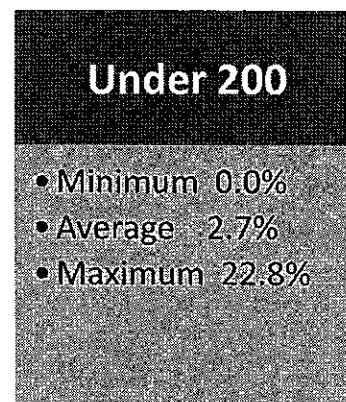
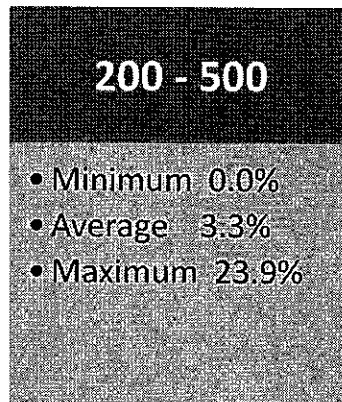
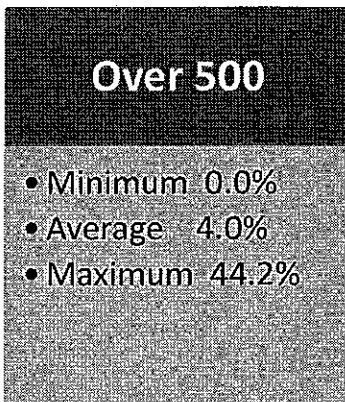
##### Cities



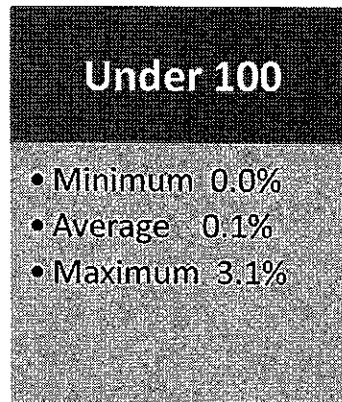
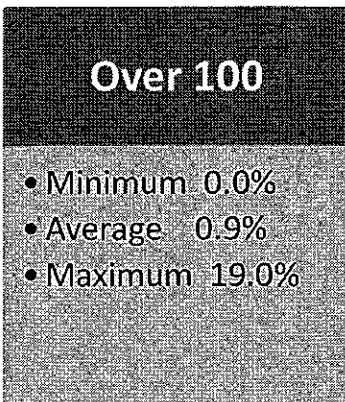
## Towns



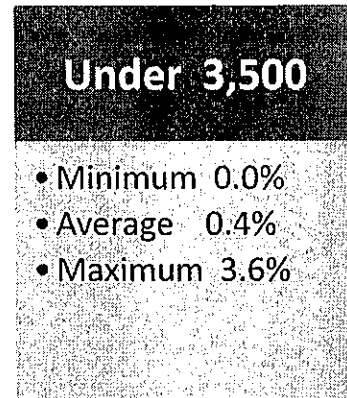
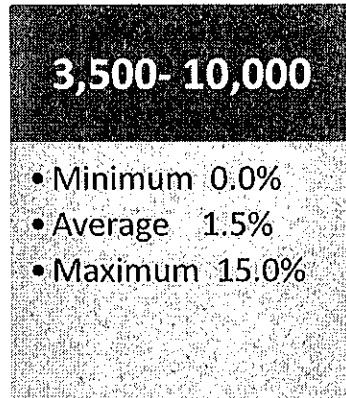
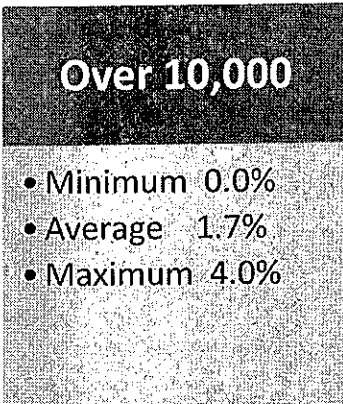
## Villages



## Summer Villages



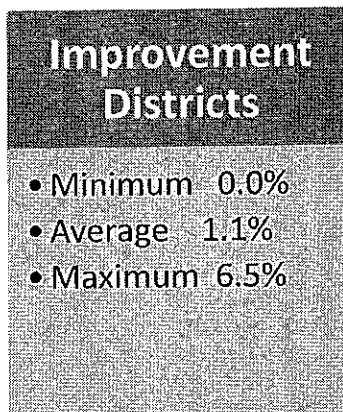
## Municipal Districts and Counties



## Specialized Municipalities



## Improvement Districts



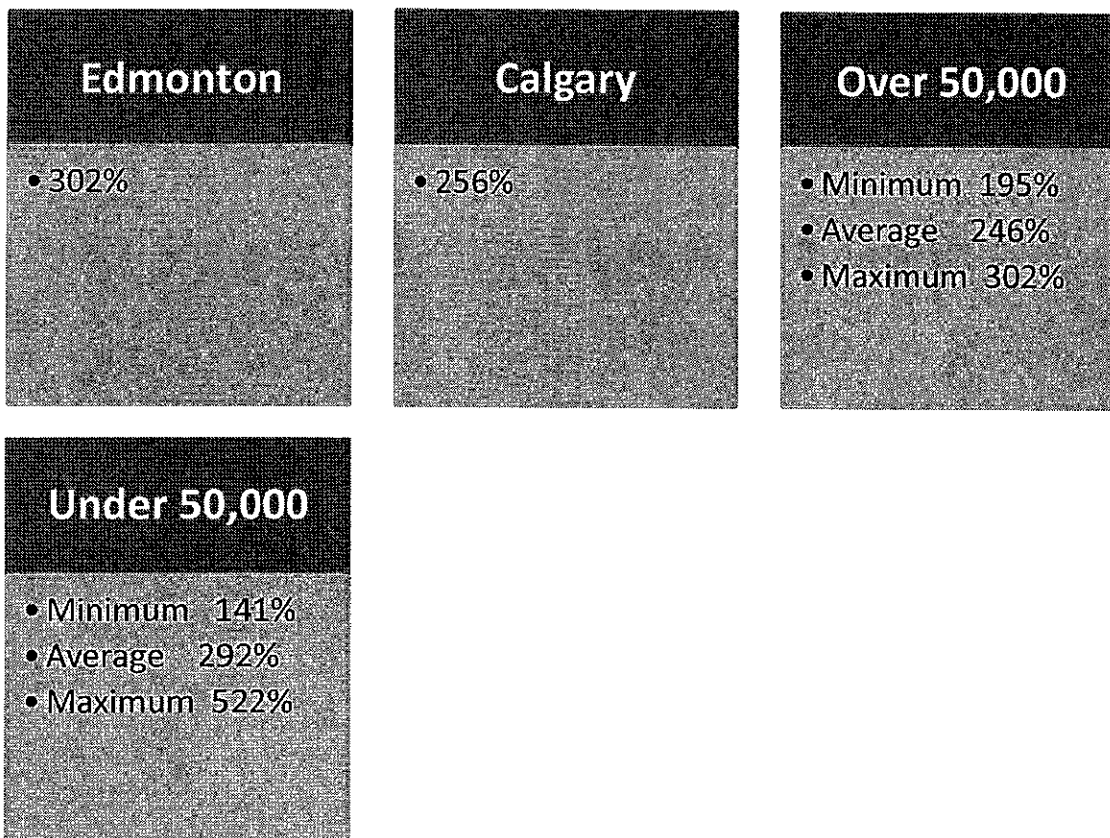
## Appendix 4

**SAQ #3-19:** Has your municipality's equalized assessment base grown over the last ten years?

For comparison purposes, the average growth in assessment for Alberta municipalities is set out, by municipal classification, as follows:

### Percentage (%) Increase in Total Equalized Assessment between 2000 and 2010

#### Cities



**Towns**

**Over 5,000**

- Minimum 95%
- Average 291%
- Maximum 760%

**1,500 - 5,000**

- Minimum 64%
- Average 214%
- Maximum 405%

**Under 1,500**

- Minimum 53%
- Average 173%
- Maximum 459%

**Villages**

**Over 500**

- Minimum 24%
- Average 214%
- Maximum 482%

**200 - 500**

- Minimum 31%
- Average 144%
- Maximum 348%

**Under 200**

- Minimum 35%
- Average 108%
- Maximum 411%

**Summer Villages**

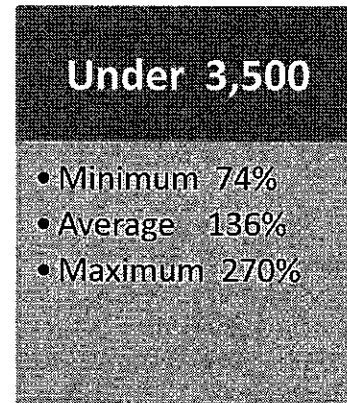
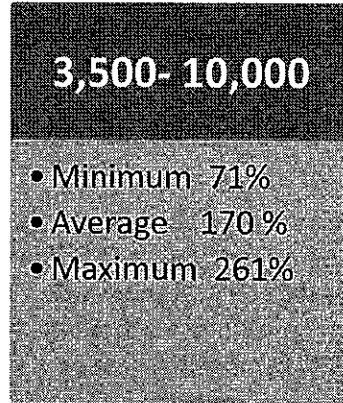
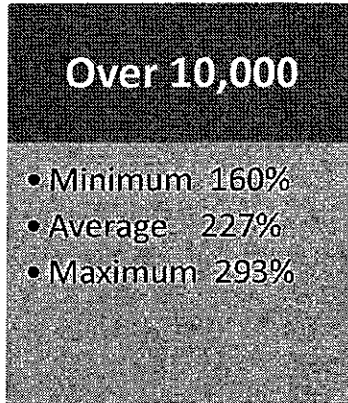
**Over 100**

- Minimum 160%
- Average 318%
- Maximum 468%

**Under 100**

- Minimum 165%
- Average 301%
- Maximum 525%

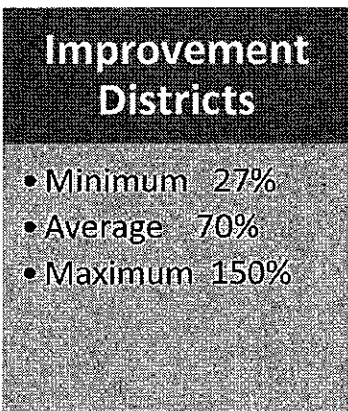
## Municipal Districts and Counties



## Specialized Municipalities



## Improvement Districts



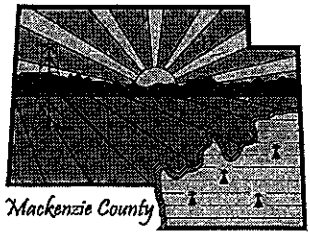


## Appendix 5

### KEY MEASURES OF SUSTAINABILITY

1. Has your municipality incurred an annual deficit for the past two consecutive years, or five out of the past 10 years? \* (SAQ # 3.7)
2. Does your municipality have less than a 1:1 ratio of current assets to current liabilities? \* (SAQ #3.8)
3. Has your municipality received a “qualified audit opinion”, “denial of opinion” or an “adverse opinion” with respect to your most recent annual financial statements? \* (SAQ # 3.9)
4. Has your municipality reached 80% or more of its debt and debt service limit? \* (SAQ #3.13)
5. Do provincial and federal grants account for 50% or more of your municipality’s total revenue? \* (SAQ # 3.18)
6. Has your municipality’s non-residential assessment base declined substantially as a proportion of the municipality’s overall assessment base, over the past 10 years? \* (SAQ #3.20)
7. Does your municipality have more than 10% of current property tax unpaid for the most recent completed fiscal year? \* (SAQ #3.30)
8. Has your municipality experienced a decline in population over the last 20 years? \* (SAQ # 7.1)





# MACKENZIE COUNTY REQUEST FOR DECISION

<b>Meeting:</b>	<b>Regular Council Meeting</b>
<b>Meeting Date:</b>	<b>February 23, 2011</b>
<b>Presented By:</b>	<b>Joulia Whittleton, Director of Corporate Services</b>
<b>Title:</b>	<b>2009 Financial Information Graphs</b>

**BACKGROUND / PROPOSAL:**

Annually, Municipal Affairs prepares and releases the Financial indicator Graphs that are based on the annually submitted Financial and Statistical Information Returns.

**OPTIONS & BENEFITS:**

The 2009 Financial Indicator Graphs for Mackenzie County are attached for you review and information.

**COSTS & SOURCE OF FUNDING:**


NA

**RECOMMENDED ACTION:**

That the 2009 Financial Indicator Graphs be accepted for information.

Author: J. Whittleton Review Date: for [signature] CAO

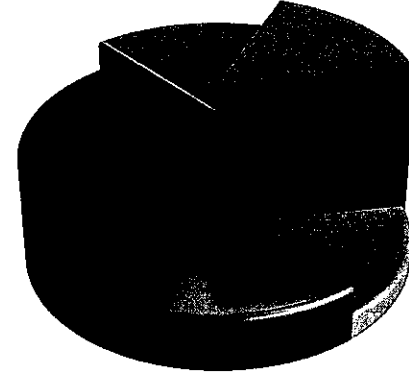




**Government  
of Alberta**

## Financial Indicator Graphs

### for the Year Ended December 31, 2009



Prepared by Financial Advisory Services  
Local Government Services Division  
Municipal Affairs

1

#### 2009 Financial Indicator Graphs

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

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

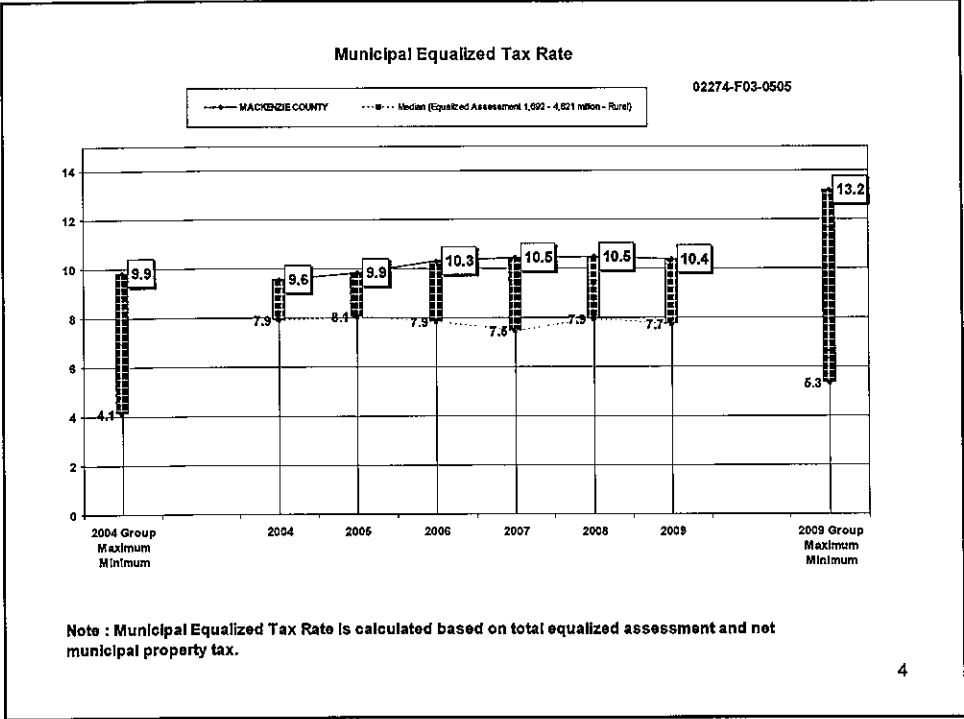
Comparison groups are shown on the last two slides and are arranged by population and by equalized assessment per capita.

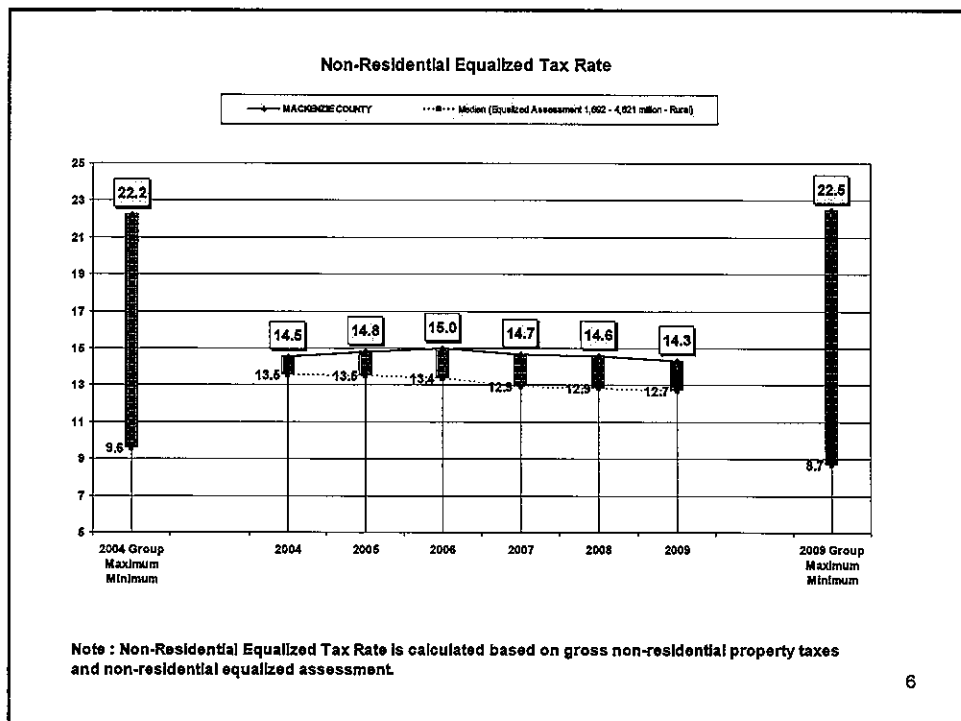
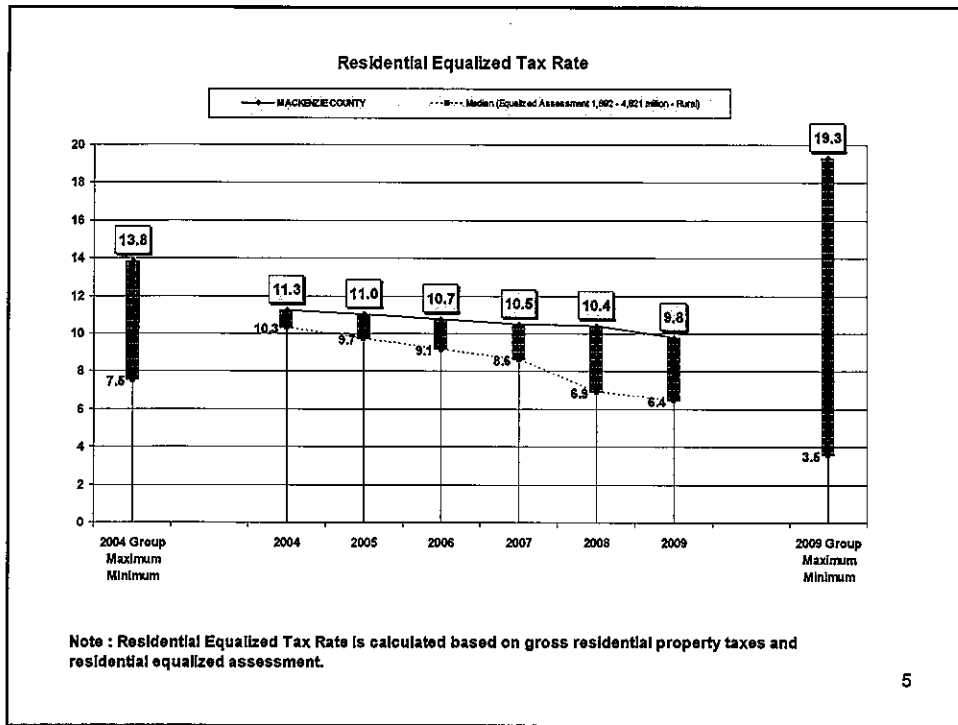
Other points to note are:

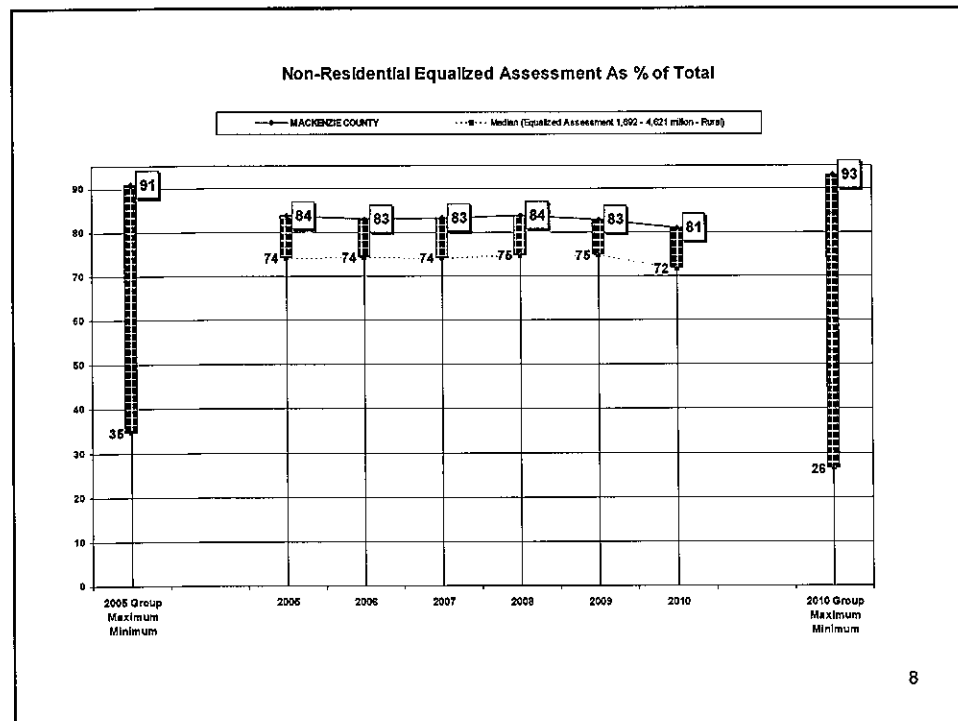
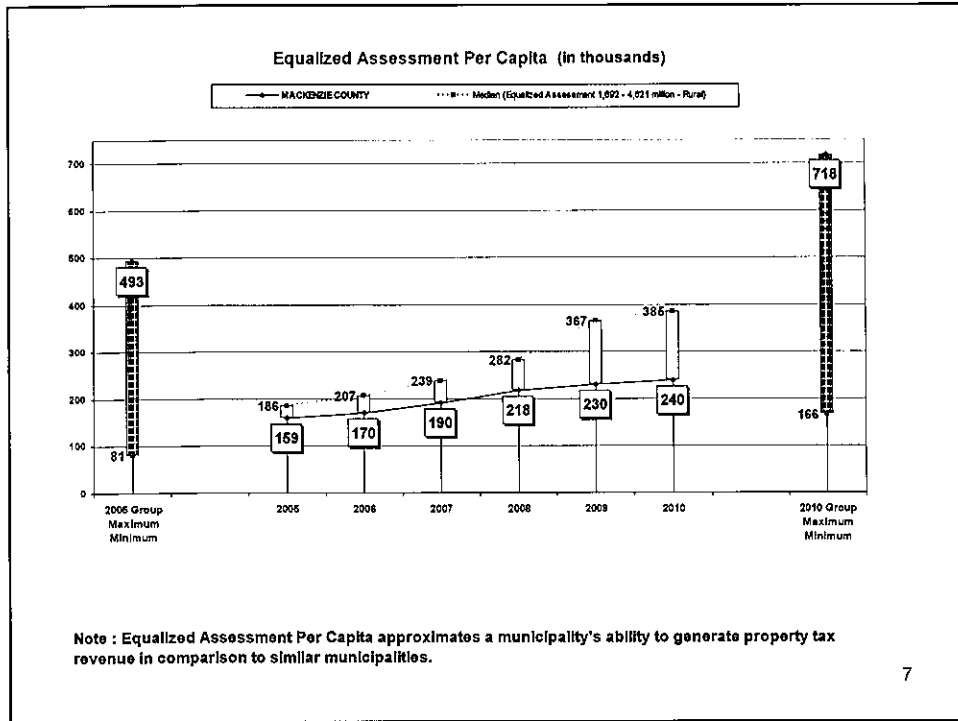
1. The range for most of the graphs is 2004 to 2009.
2. Equalized assessment is shown for the period 2005 to 2010.
3. Caution should be used when interpreting results as each municipality has unique characteristics affecting how it compares to the group. In addition, circumstances may have changed since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

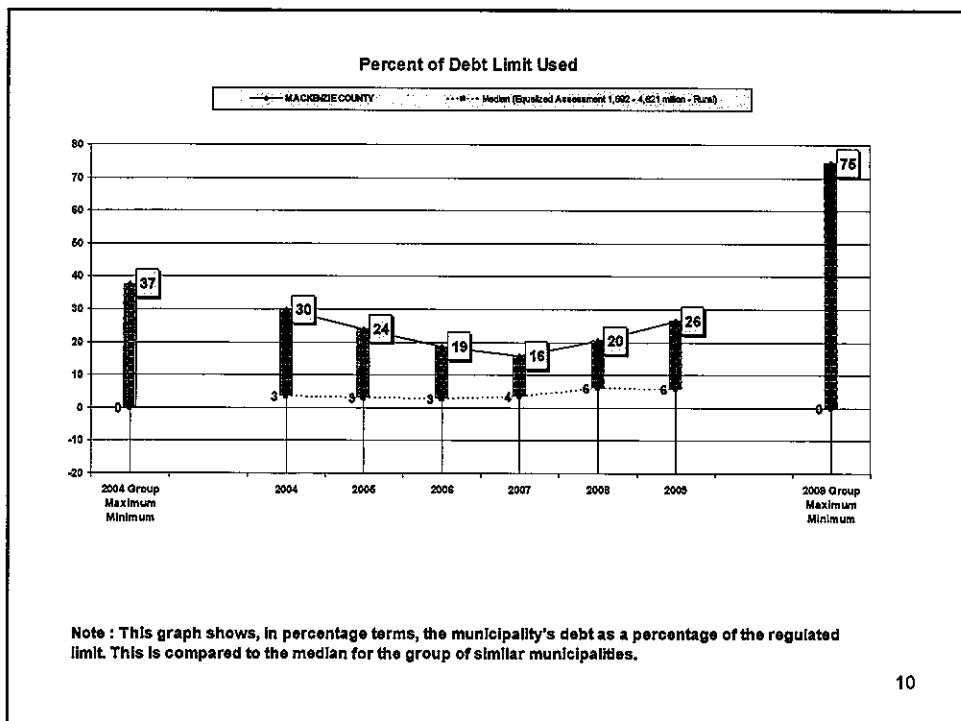
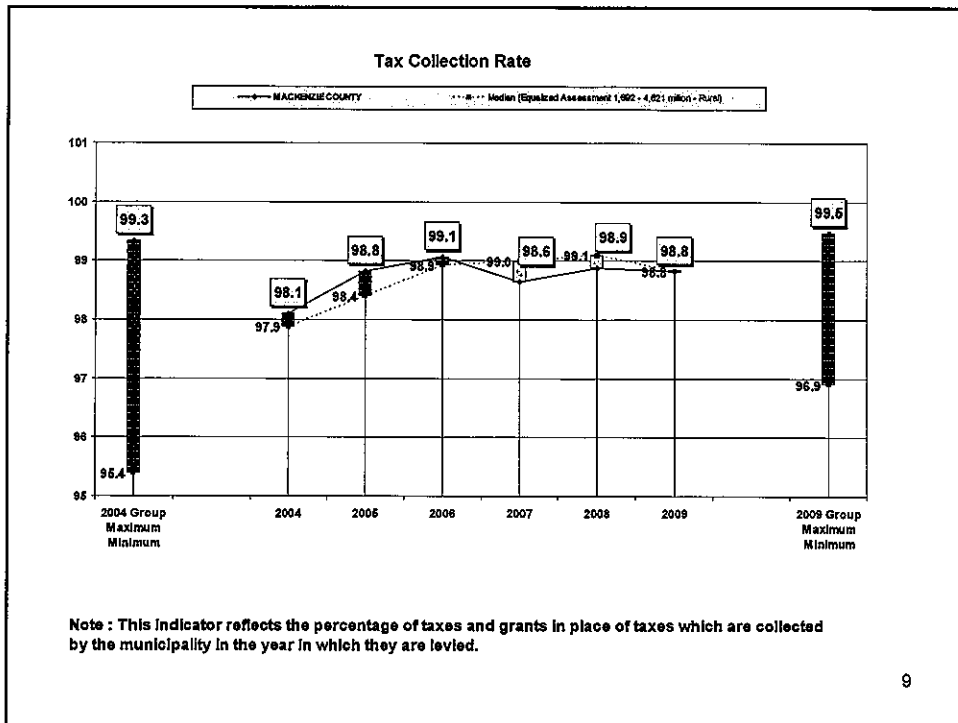
Financial Indicator Graphs include:

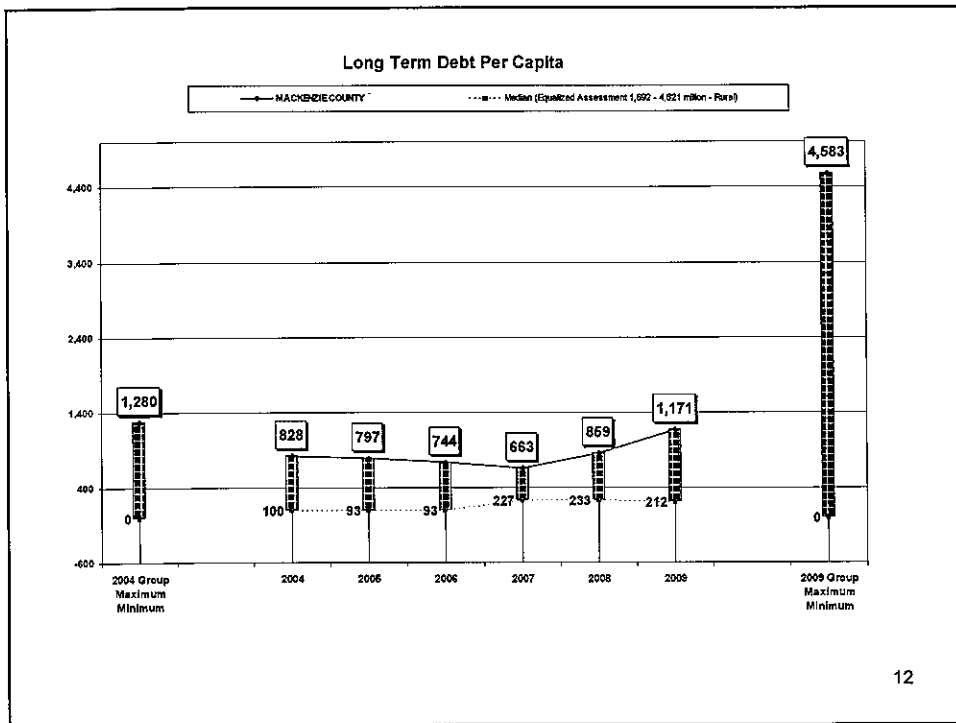
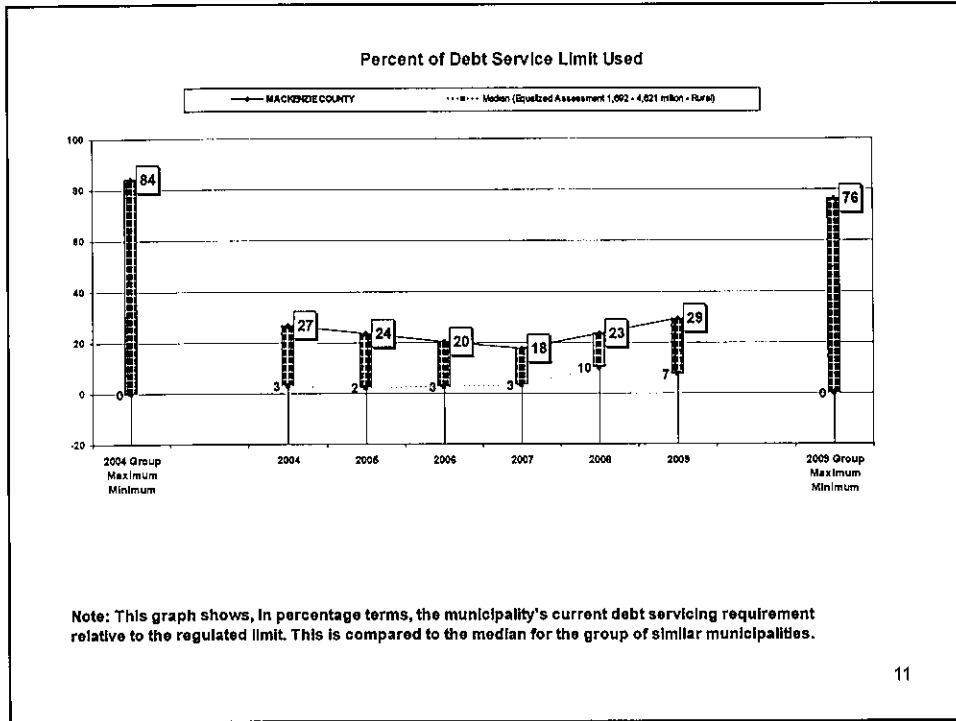
- Equalized Tax Rates –Municipal/Residential/Non-Residential
- Equalized Assessment Per Capita (urban only)
- Equalized Assessment Per Km of Roads (rural only)
- Non-residential Equalized Assessment as % of Total
- Tax Collection Rate
- Debt & Debt Service as % of the Limits
- Long Term Debt Per Capita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



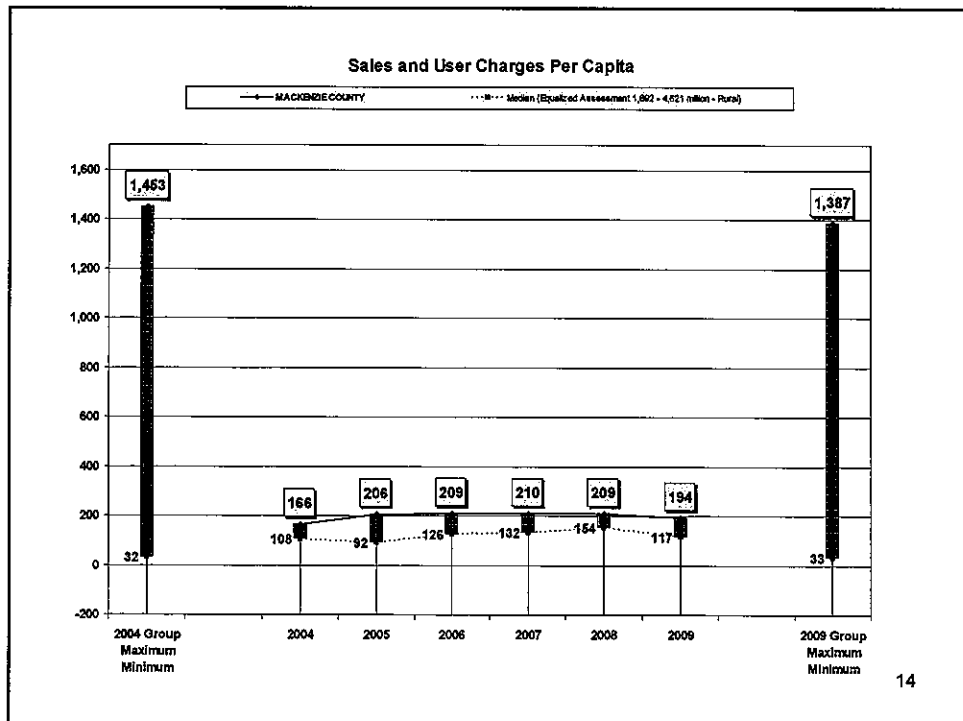
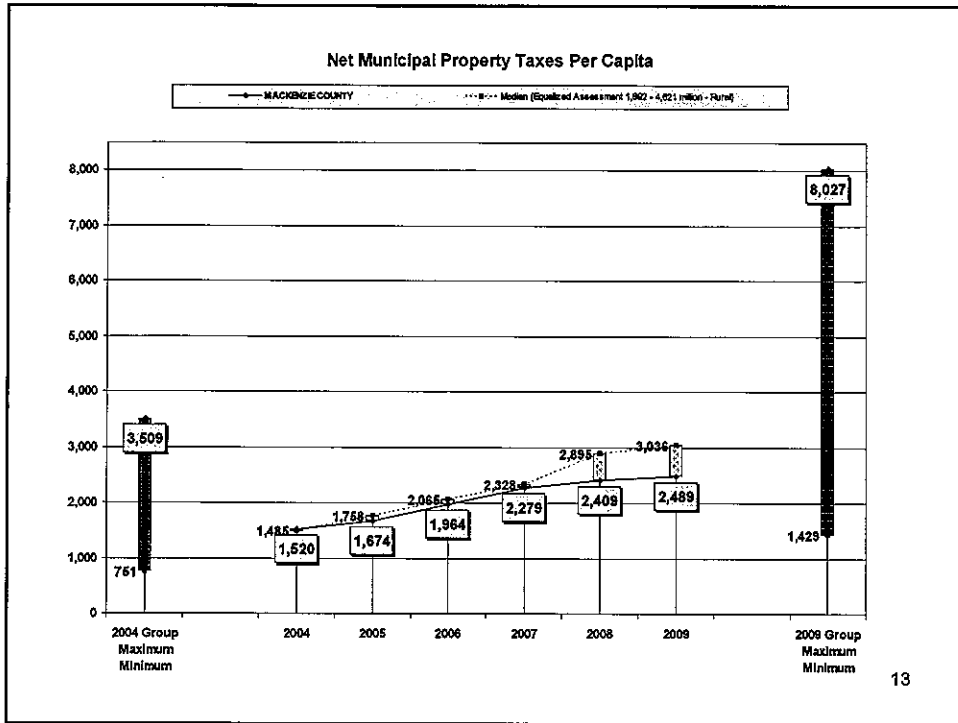


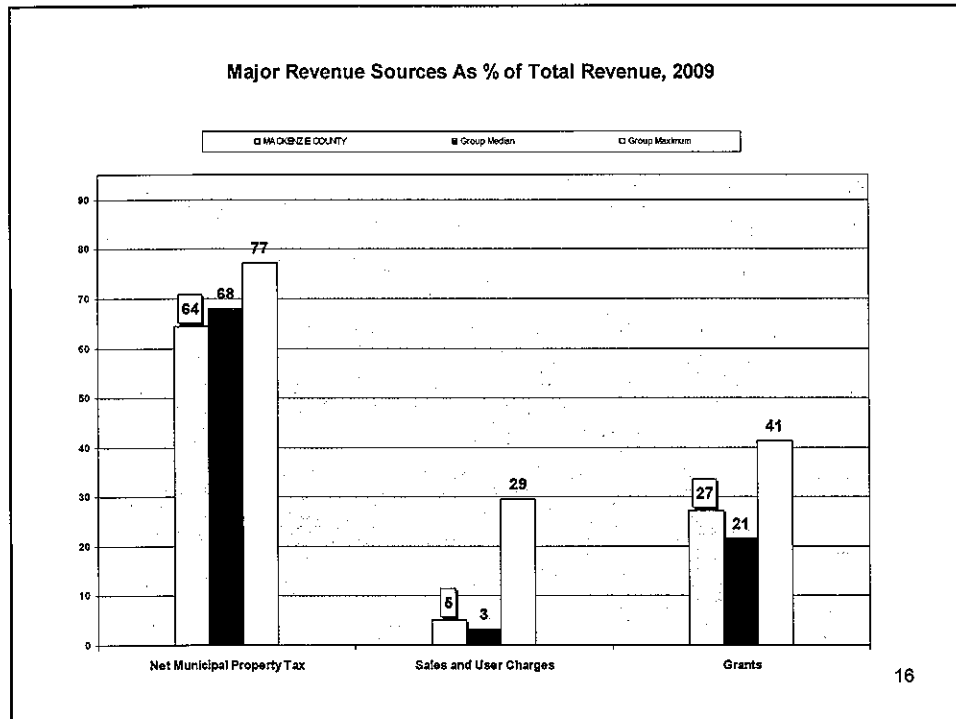
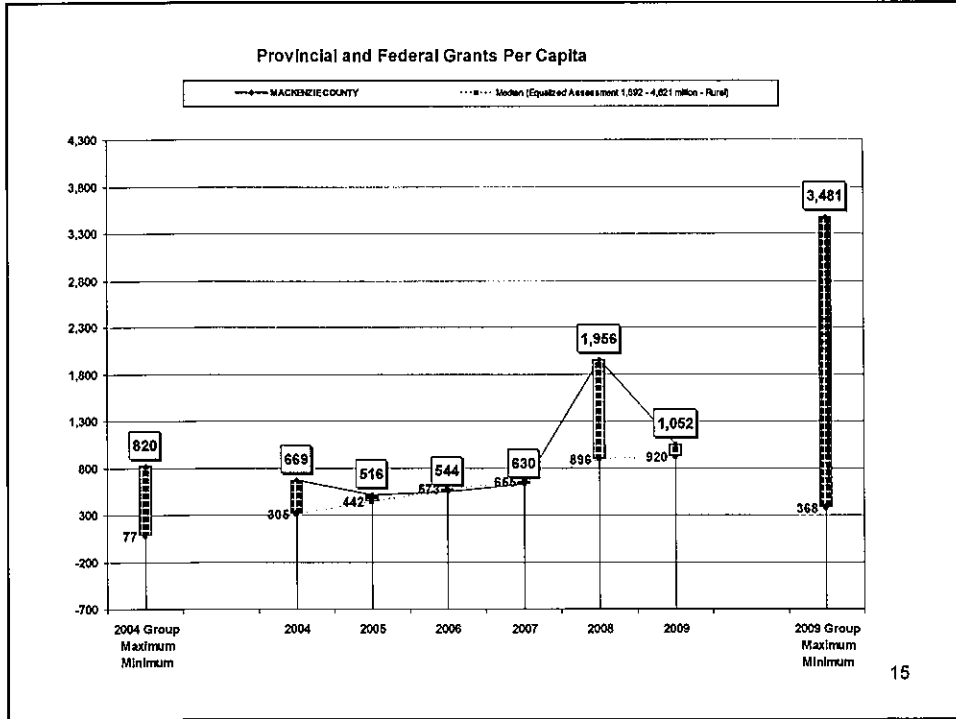


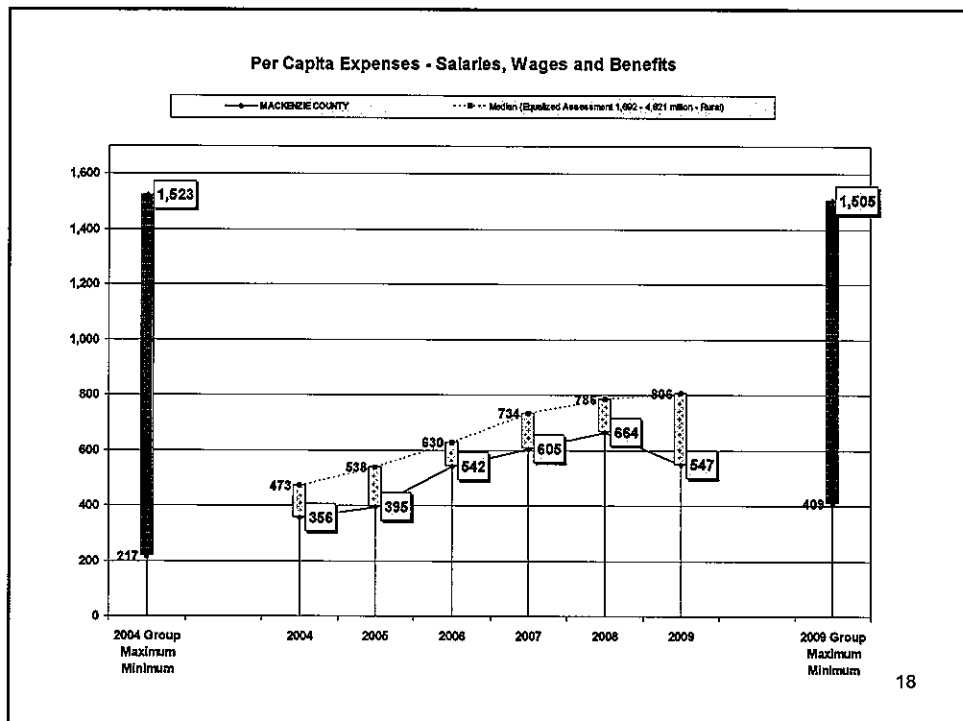
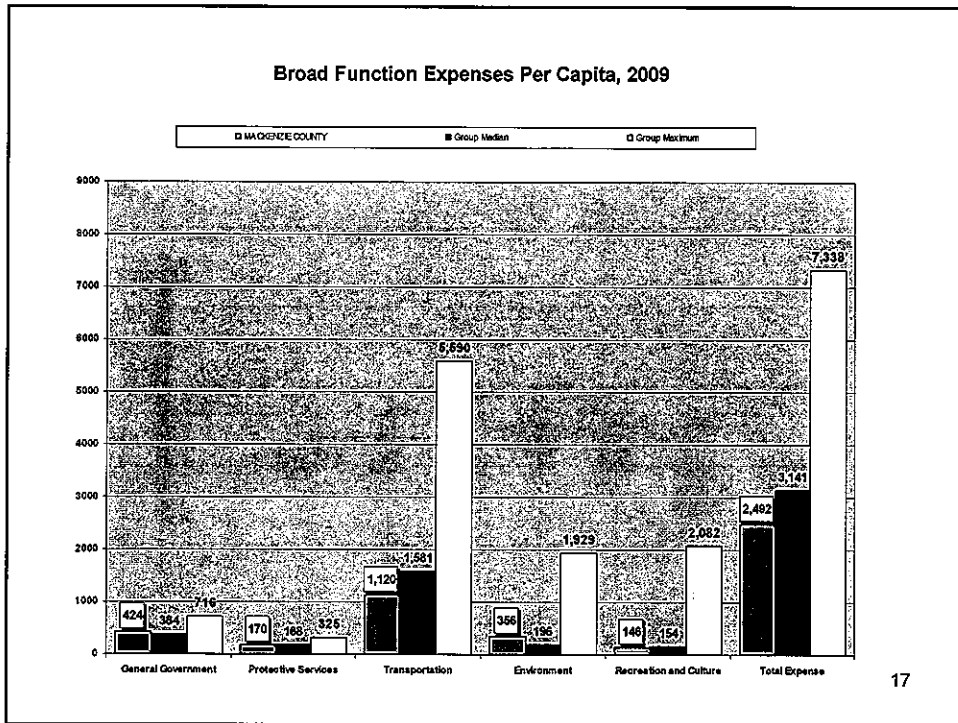


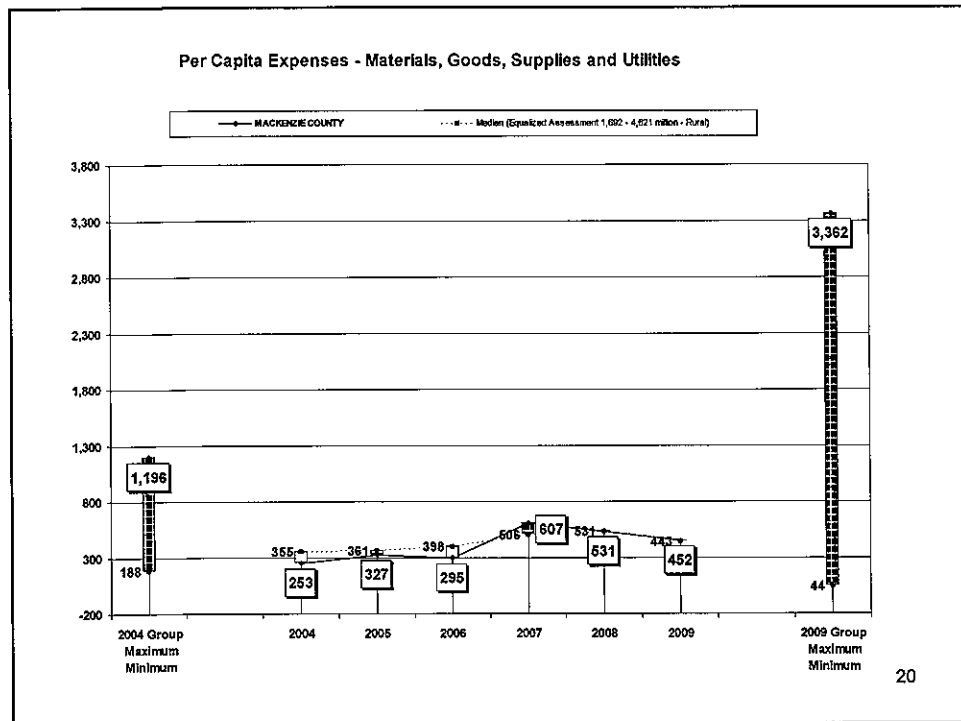
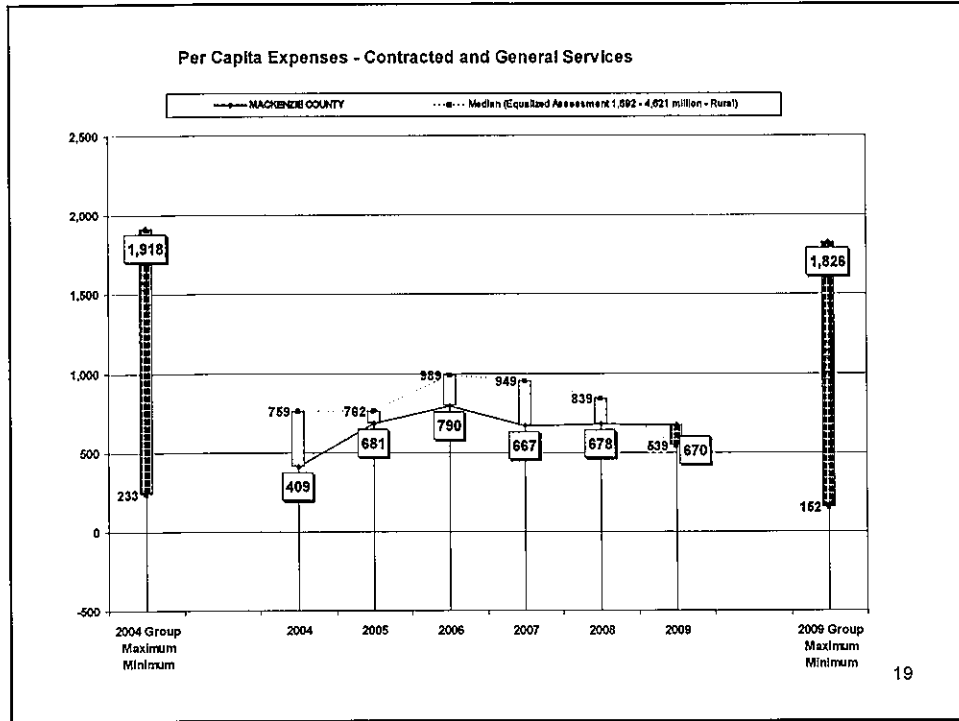


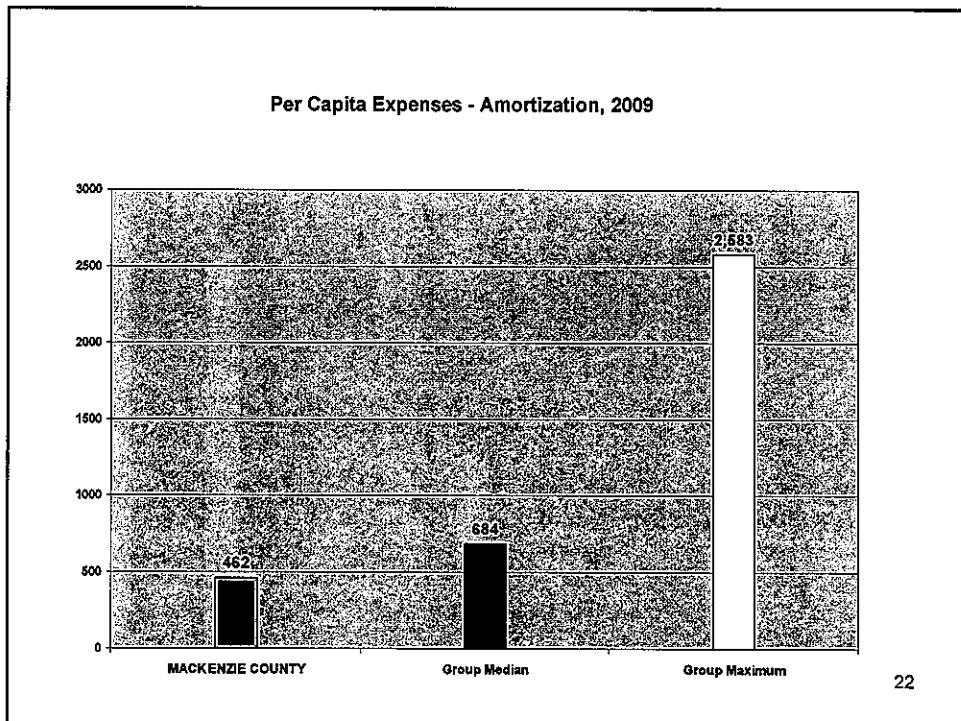
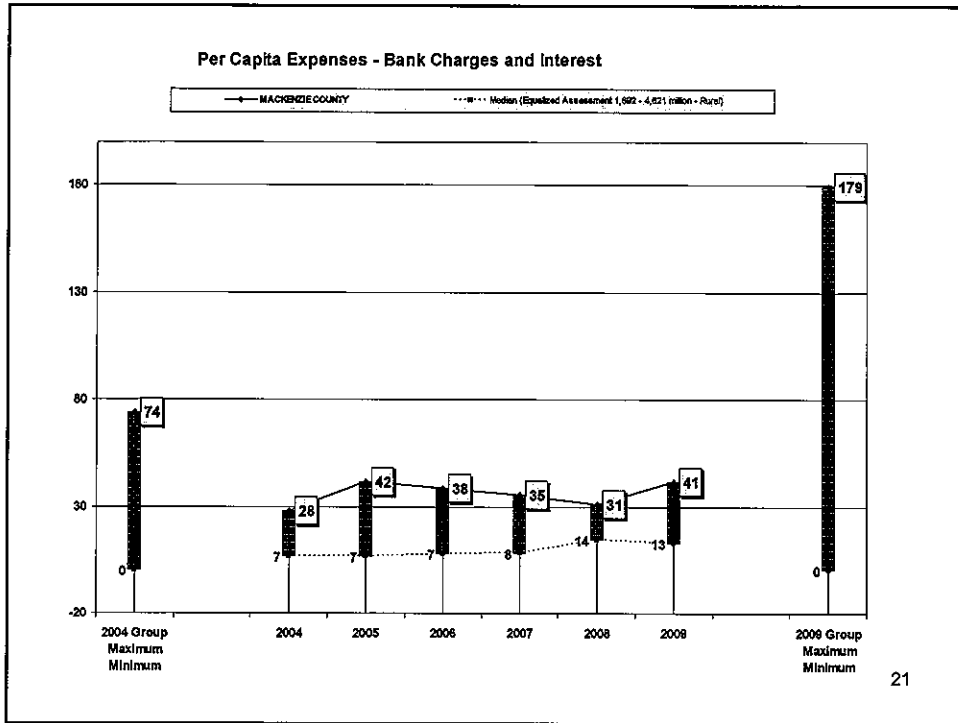


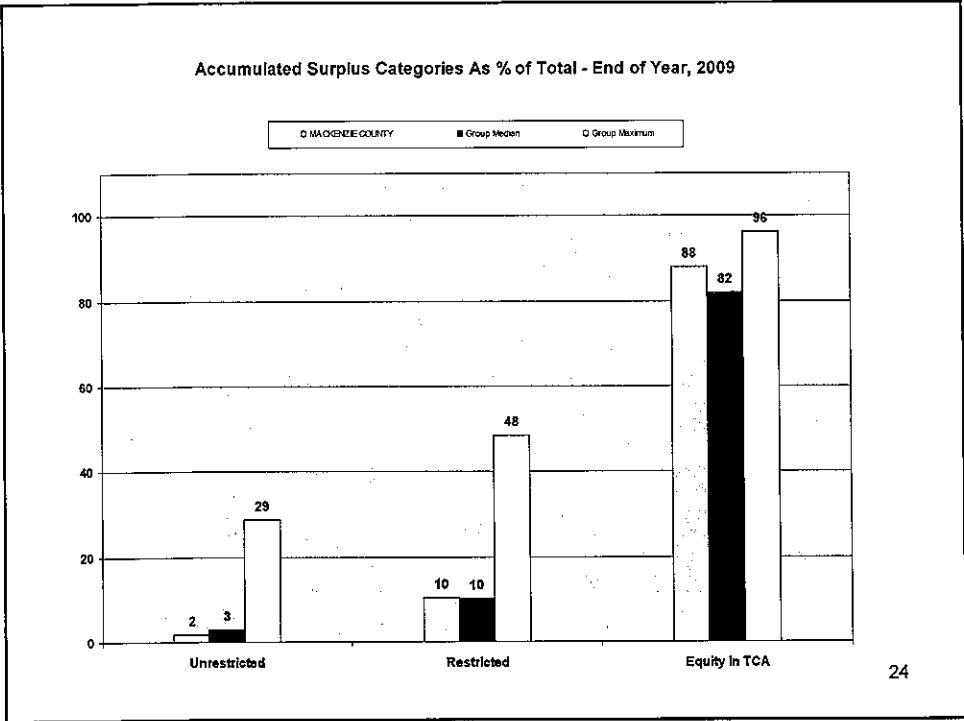
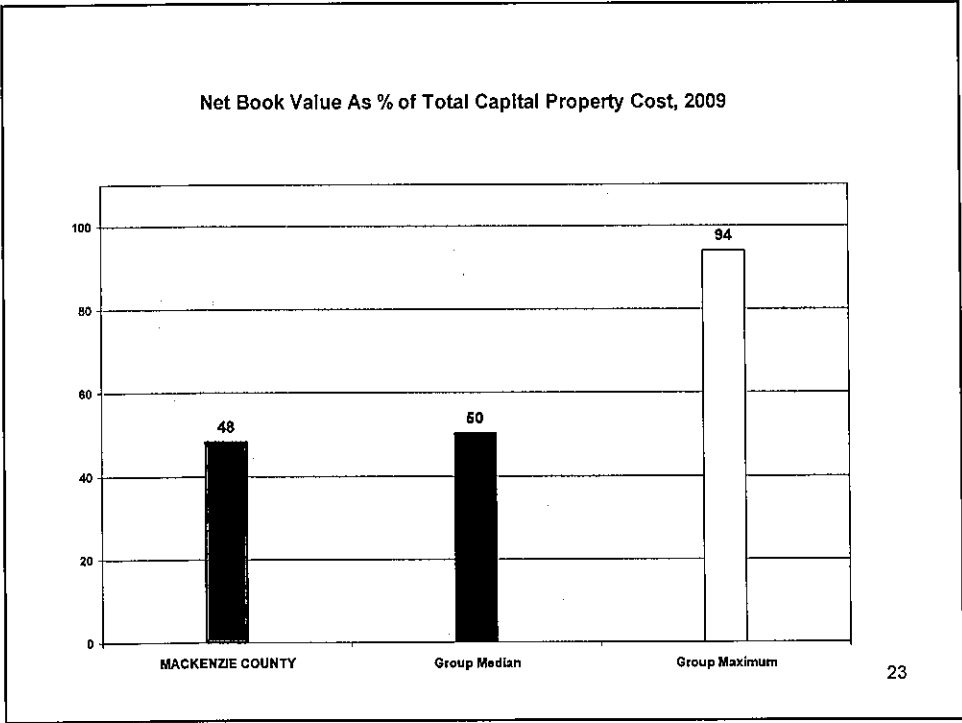






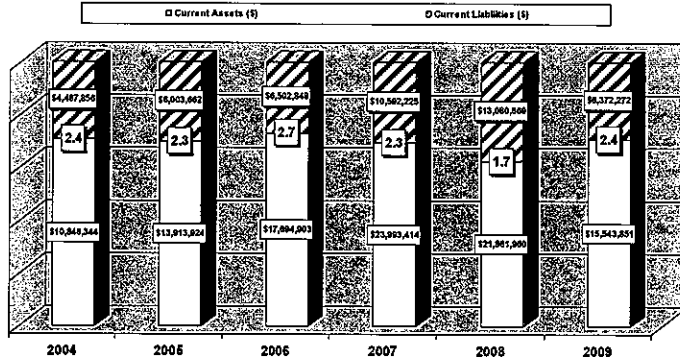






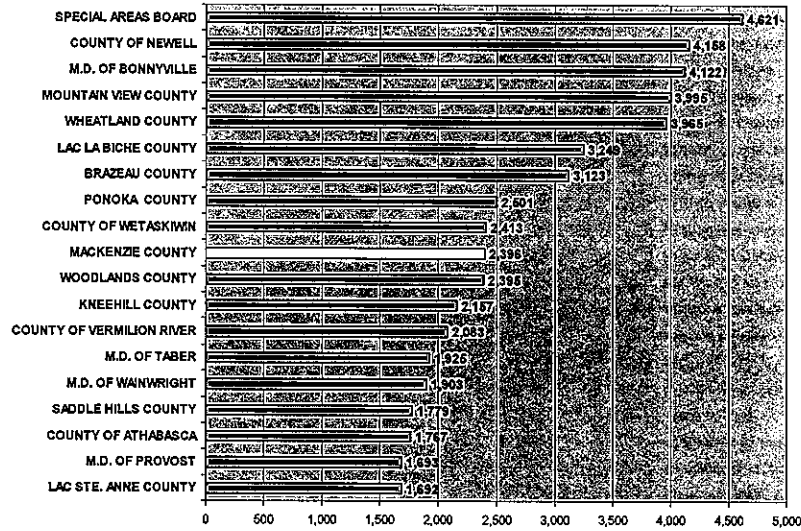
### Ratio of Current Assets To Current Liabilities

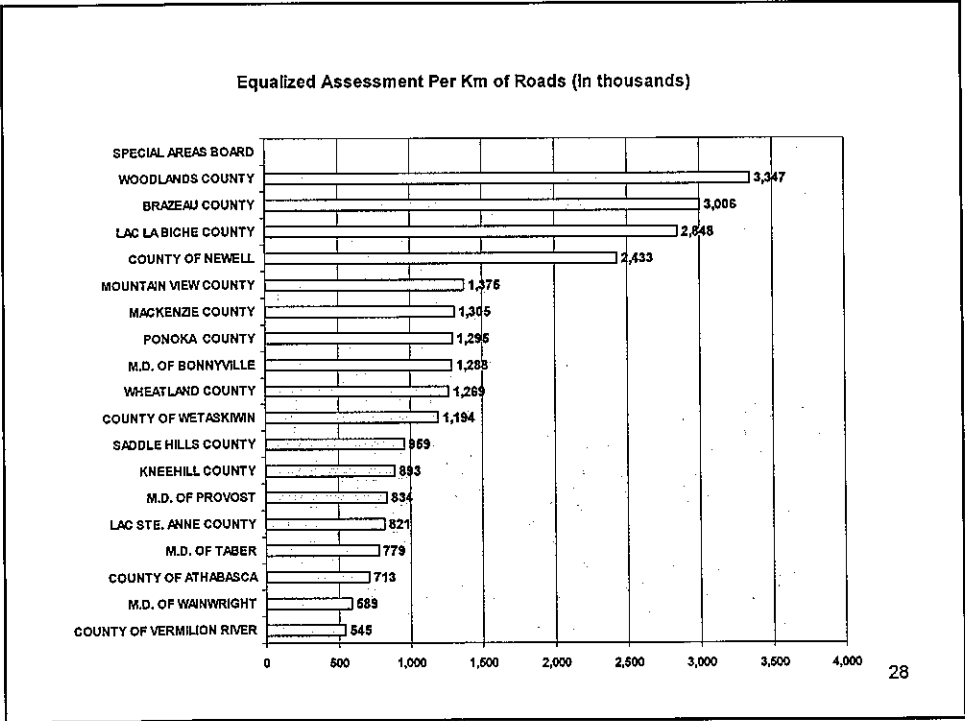
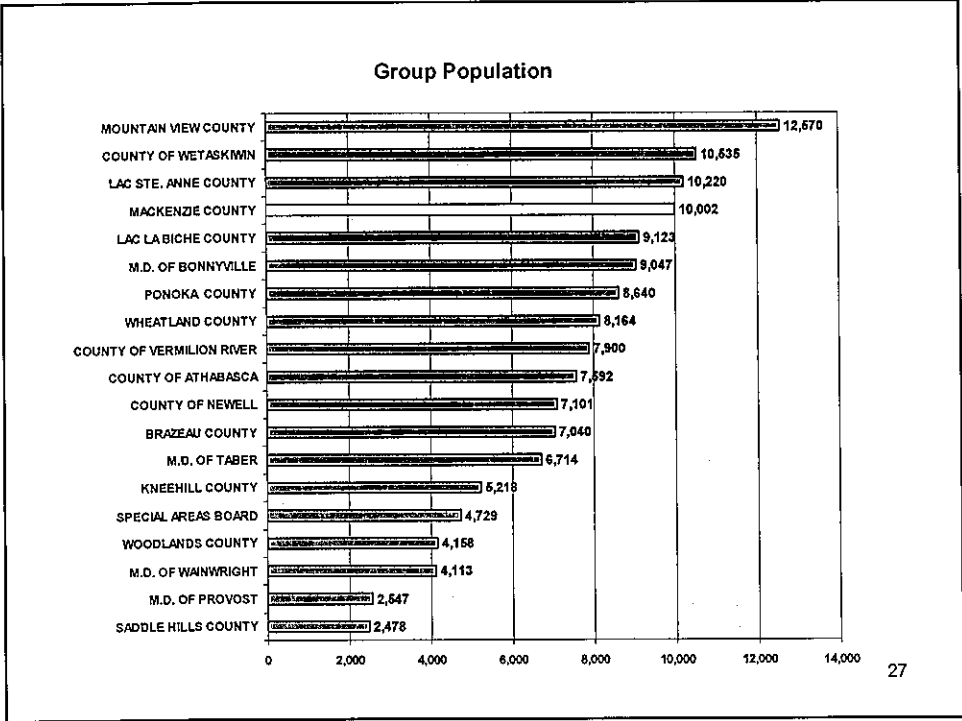
#### MACKENZIE\_COUNTY



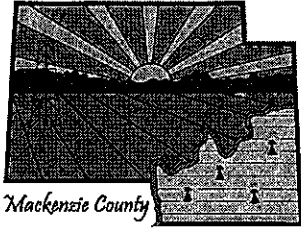
Note: The current ratio calculation measures ability to meet short-term obligations with existing liquid assets. "Current Assets" are those which are liquid in nature (cash or an asset which can be easily converted to cash). Inventory is excluded from the calculation. "Current Liabilities" are generally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

### Total Equalized Assessment (in millions)









## MACKENZIE COUNTY REQUEST FOR DECISION

<b>Meeting:</b>	<b>Regular Council Meeting</b>
<b>Meeting Date:</b>	<b>February 23, 2011</b>
<b>Presented By:</b>	<b>William Kostiw, Chief Administrative Officer</b>
<b>Title:</b>	<b>Appointment of Members at Large to County Boards/Committees</b>

### BACKGROUND / PROPOSAL:

Member at large positions are appointed annually to various Council committees.

The following member at large positions were re-advertised:

- **Assessment Review Board** – 1 Position
- **Inter-Municipal Subdivision & Development Appeal Board** – 2 Positions
- **Subdivision & Development Appeal Board** – 1 Position

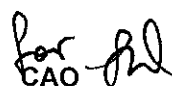
The deadline for applications was Friday, February 11, 2011 and one application was received.

As no applications have been received for the Inter-municipal Subdivision and Development Appeal Board following three rounds of advertising, administration recommends that the same members at large appointed to the Subdivision and Development Appeal Board also be appointed to the Inter-municipal Subdivision and Development Appeal Board.

The following members at large currently sit on the SDAB:

Richard Marshall  
Joe Peters

### OPTIONS & BENEFITS:

Author: C. Gabriel Review By:  CAO

**COSTS & SOURCE OF FUNDING:**

**RECOMMENDED ACTION:**

Motion 1

That \_\_\_\_\_ be appointed to the Subdivision and Development Appeal Board for the remainder of a one-year term ending October 2011.

Motion 2

That the following Subdivision and Development Appeal Board members also be appointed to the Inter-municipal Subdivision and Development Appeal Board.

1. \_\_\_\_\_
2. \_\_\_\_\_

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

# COUNTY SEEKS APPLICATIONS FOR APPOINTMENTS TO VARIOUS BOARDS



Positions are still available for the following boards/committees. These positions are appointed by Council and have varying terms. A brief description of each board/committee is provided. To apply, an application form must be submitted prior to the indicated deadline.

## ASSESSMENT REVIEW BOARD—1 Position

Mackenzie County is seeking applications to fill one (1) position from the public at large, on the Assessment Review Board. Appointments to the Board are for either a two or three-year term.

The responsibility of the Board is to hear matters relating to assessment complaints. A Local Assessment Review Board hears complaints about residential property with 3 or less dwelling units, farm land or matters shown on a tax notice. A Composite Assessment Review Board hears complaints about residential property with 4 or more dwelling units or non-residential property.

Individuals appointed to this Board must successfully complete a training program set or approved by the Minister. Assessors, employees of the municipality, or agents are ineligible to apply.

## INTER-MUNICIPAL SUBDIVISION & DEVELOPMENT APPEAL BOARD—2 Positions

The Inter-municipal Subdivision & Development Appeal Board is seeking two (2) public members to sit on the Board. Appointments to the Board are for a one-year term.

The Board's duties are primarily to review appeals on decisions related to subdivision and development applications which relate to lands within the Inter-municipal Development Plan area. A background in building construction and development is not required.

## SUBDIVISION AND DEVELOPMENT APPEAL BOARD—1 Position

Mackenzie County is seeking applications to fill one (1) position from the public at large, on the Subdivision and Development Appeal Board. Appointments to the Board are for a one-year term.

It is the responsibility of the Subdivision and Development Appeal Board to hear all information relating to a subdivision or development appeal at the local level. The Board meets as necessary to hear appeals of subdivisions and development.

All appointments will be made by County Council. Members-at-Large, appointed to council committees, are paid a per diem according to the current Honorariums and Expense Bylaw.

To apply, please complete the **Member at Large Application Form** (available at any County Office or on our website) and forward to :

Mackenzie County  
Attn: Carol Gabriel, Executive Assistant  
P.O. Box 640, Fort Vermilion, AB T0H 1N0  
cgabriel@mackenziecounty.com  
Phone: 780.927.3718 Fax: 780.927.4266

In order to qualify, you must be a taxpayer of Mackenzie County and be at least 18 years of age.

**Deadline for applications is Friday, February 11, 2011.**

Census jobs	Emplois au recensement
<b>35,000 jobs across Canada</b>	<b>35 000 emplois à travers le Canada</b>
<b>Period of employment:</b> early March to end of July (start date varies by assignment)	<b>Période de l'emploi :</b> début mars à la fin juillet (la date de début de l'emploi varie selon la tâche)
<b>Rate of pay:</b> \$14.72 to \$18.04 per hour plus authorized expenses	<b>Taux de rémunération :</b> 14,72 \$ à 18,04 \$ l'heure plus les dépenses autorisées
<b>Hours of work:</b> flexible, but must commit to at least 20 hours per week	<b>Heures de travail :</b> flexibles, mais doit s'engager à travailler au moins 20 heures par semaine
<b>Requirement:</b> must be 18 years of age or over	<b>Exigence :</b> doit avoir 18 ans ou plus
<b>Apply now / tell a friend</b> www.census2011.gc.ca 1-866-773-2011 – TTY: 1-800-363-7629	<b>Postulez dès maintenant / Dites-le à un ami</b> www.recensement2011.gc.ca 1-866-773-2011 – ATS : 1-800-363-7629



Mackenzie County  
BOARD & COMMITTEE "MEMBER-AT-LARGE"  
APPLICATION FORM

Board/Committee: ISOAB SDAIS  
(Please complete a separate application form for each Board/Committee you are applying.)

**Applicant Information:**

Name of Applicant: RAY TOEWS

Mailing Address: Box 549

Civic/Legal Address: 4713 RIVER ROAD

City: FORT VERMILION Phone (Daytime): 927-3505

Postal Code: 70H10 Phone (Cell): 926-7298

Fax: 927-3128

Email: RAYTOEWS@YAHOO.COM

Occupation: SELF EMPLOYED

Are you 18 years of age or older?  Yes  No

Length of residence in Mackenzie County? 30 yrs. Your Ward # 7

Citizenship:  Canadian  Other - Please Specify \_\_\_\_\_

Relevant volunteer and/or employment experience:

FORMER COUNCILLOR

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

What skills/interests/experience will you bring to this board/committee?

WAS SDAIS MEMBER AS COUNCILLOR

\_\_\_\_\_  
\_\_\_\_\_

Why are you interested in applying for a Member-at-Large Appointment with this board/committee?

I FEEL I HAVE KNOWLEDGE AND EXPERIENCE TO CONTRIBUTE

References:

Name: BILL KOSTINW

Phone: 780-927-3804 Email: \_\_\_\_\_

Name: GREG NEWMAN

Phone: 780-927-3718 Email: \_\_\_\_\_

Signature: 

Date: 26 Jun 2011

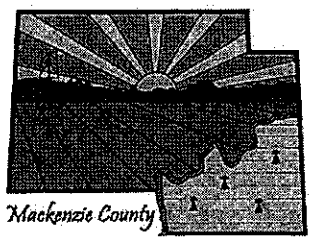
Submit completed form to:

Mackenzie County  
Attn: Executive Assistant  
Box 640  
4511-46 Avenue  
Fort Vermilion, AB  
TOH 1N0  
Fax: (780) 927-4266

For more information please contact (780) 927-3718.

The personal information provided by you is being collected under the authority of the Municipal Government Act and will be used for the purposes under that Act. The personal information that you provide may be made public, subject to the provisions of the Freedom of Information and Protection of Privacy Act.





# MACKENZIE COUNTY REQUEST FOR DECISION

<b>Meeting:</b>	<b>Regular Council Meeting</b>
<b>Meeting Date:</b>	<b>February 23, 2011</b>
<b>Presented By:</b>	<b>Grant Smith – Agricultural Fieldman</b>
<b>Title:</b>	<b>2011 Regional ASB Conference</b>

**BACKGROUND / PROPOSAL:**

This is a one day conference to receive updates from Alberta Agriculture and vote on Peace Region Resolutions. This conference is hosted by Peace Country ASB's on an annual rotational basis. Mackenzie County was scheduled to host this conference in 2013, however due to extenuating circumstances in the regular scheduled Municipalities, Mackenzie County was asked by the Peace Region Association of Ag Fieldman to host in 2011.

As per Motion 11-020 of the February 9, 2011 ASB meeting, the Mackenzie County ASB has agreed to host the conference.

A tentative date of November 2, 2011 has been scheduled at a venue to be determined by the Agricultural Service Board.

**OPTIONS & BENEFITS:**

**COSTS & SOURCE OF FUNDING:**

A registration fee of approx. \$40/delegate will be charged.

With accrued revenues from registration fees, there should be little or no cost to the County.

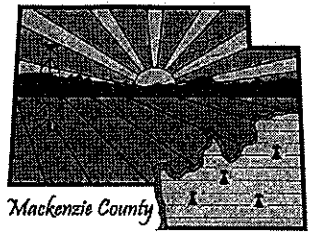
**RECOMMENDED ACTION:**

That the 2011 Regional ASB Conference be received for information

Author: C. Nate Review By: *for* *and*  
CAO







# MACKENZIE COUNTY REQUEST FOR DECISION

<b>Meeting:</b>	<b>Regular Council Meeting</b>
<b>Meeting Date:</b>	<b>February 23, 2011</b>
<b>Presented By:</b>	<b>William Kostiw, Chief Administrative Officer</b>
<b>Title:</b>	<b>FCM Annual Conference – June 3 – 6, 2011</b>

**BACKGROUND / PROPOSAL:**

See attached information regarding the FCM Annual Conference being held in Halifax from June 3 – 6, 2011.


Historically Councillors have attended this conference on a rotational basis giving everyone an opportunity to attend one FCM conference during their term on Council.

**OPTIONS & BENEFITS:**

**COSTS & SOURCE OF FUNDING:**

**RECOMMENDED ACTION:**

That the following Councillors be authorized to attend the FCM Annual Conference from June 3 – 6, 2011 in Halifax, Nova Scotia.

Author: C. Gabriel Review by:   
CAO

10

**REGISTER NOW**

**QUICK LINKS**

- Book your hotel
- Companion Tours
- Conference Program
- Greening Our Event
- Study Tours
- Social Events

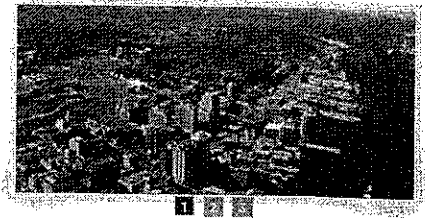
**2011 REGISTRATION FEES\***

**Early Bird**  
 (until March 31, 2011)  
**Members** - \$699  
**Non-Members** - \$829

**Regular**  
 (after March 31, 2011)  
**Members** - \$829  
**Non-Members** - \$989

**Full Time Student** - \$199  
 \*HST-not applicable.  
 \*Further details upon registration

**Save the dates of  
 June 3-6, 2011 for FCM's  
 74th Annual Conference  
 and Municipal Expo™, in  
 Halifax**



FCM's 2011 Annual Conference and Municipal Expo™ **program is shaping up to be the best ever.** This year's event will be held at the World Trade and Convention Centre in Halifax. We will keep you informed as details are finalized.

Please have a look at our study and companion tours – and be sure to register now, to take advantage of our early-bird fees.

We hope you will join us in Halifax June 3-6. *This is one event you won't want to miss!*

**Who should attend?**

FCM's Annual Conference and Municipal Expo™ are designed for municipal political leaders and senior staff to engage in professional development. Consider sending a team from your community to learn about leading-edge innovations and solutions for Canadian cities and towns.

From informative seminars and workshops to thought-provoking plenary sessions and a dynamic trade show, Canada's national municipal event will benefit anyone with a stake in the municipal sector.

**REGISTER NOW**

**QUICK LINKS**

- Book your hotel
- Companion Tours
- Conference Program
- Greening Our Event
- Study Tours
- Social Events

**2011 REGISTRATION FEES\***

**Early Bird**  
(until March 31, 2011)  
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**Regular**  
(after March 31, 2011)  
**Members** - \$829  
**Non-Members** - \$989

**Full Time Student** - \$199  
\*HST-not applicable.  
\*Further details upon registration

**Conference Program**

Conference at a Glance

*Last updated: 7 February 2011*

[Thursday, June 2](#) | [Friday, June 3](#) | [Saturday, June 4](#) | [Sunday, June 5](#) | [Monday, June 6](#)

**Thursday, June 2, 2011** (Registration)

12 - 8 p.m. **On-Site Registration is OPEN**

**Friday, June 3, 2011**

7 a.m. - 6 p.m. Delegate Registration is OPEN

7:30 - 8:30 a.m. Regional Caucus Meetings

8:45 - 9:15 a.m. Opening Ceremony

9:15 - 10:15 a.m. **Keynote #1**

10:30 a.m. - 12 p.m.  
#1 - Seminar / Workshop  
#2 - Seminar / Workshop  
#3 - Seminar / Workshop

10:30 a.m. - 12 p.m. Industry Exchange Sessions (1)  
Industry Exchange Sessions (2)

11:30 a.m. - 1 p.m. Municipal Expo™ & Free Lunch

1:15 - 2:15 p.m. **Keynote #2**

2:30 - 4 p.m.  
#4 - Seminar / Workshop  
#5 - Seminar / Workshop  
#6 - Seminar / Workshop

2:30 - 4 p.m. Industry Exchange Sessions (3)  
Industry Exchange Sessions (4)

4:15 - 5:15 p.m. **Keynote #3**

6 p.m. Shuttles to Mayor's Welcome Reception

6:30 - 8 p.m. Mayor's Welcome Reception  
Canada Games Complex

[Back to the top](#)

**Saturday, June 4, 2011**

7 a.m. - 6 p.m. Delegate Registration is OPEN

8 - 9:30 a.m. Resolutions Plenary

9:30 - 9:45 a.m. Policy Forums Kick-Off

10 - 11 a.m.	<b>Standing Committee Forums</b> - Environmental and Sustainable - Finance and Intergovernmental - Social Economic Development
10 - 11 a.m.	Industry Exchange Sessions (5) Industry Exchange Sessions (6)
11:30 a.m. - 12:45 p.m.	Municipal Expo™ - (Cash Lunch)
12:15 - 12:45 p.m.	Municipal Expo™ Prize Draw
1 - 2 p.m.	<b>Keynote #4</b>
2:15 - 3:15 p.m.	<b>Standing Committee Forums</b> - Infrastructure and Transportation - Women in Municipal Government - Safety and Crime Prevention
3:30 - 4:30 p.m.	<b>Standing Committee Forums</b> - Rural Forum - International Relations - Northern and Remote Forum
4:45 - 5:45 p.m.	Industry Exchange Sessions (7) Industry Exchange Sessions (8)

[Back to the top](#)

**Sunday, June 5, 2011**

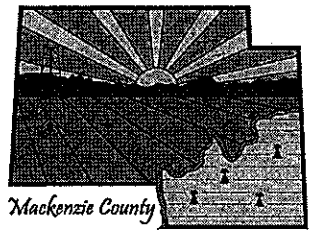
7 - 8:15 a.m.	Scholarship Fundraiser Breakfast Women in Municipal Government
8:30 - 9:30 a.m.	<b>Keynote #5</b>
9:30 - 10 a.m.	FCM Awards of Excellence
10 a.m. - 12 p.m.	Annual General Meeting and Election of Officers
12:30 am - 2 p.m.	Election of National Board of Directors (working lunch)
2:15 - 2:45 p.m.	Election of Regional Chairs
3 - 4 p.m.	<b>Keynote #6</b>
6 - 11:30 p.m.	Host City Dinner/Gala Evening Cunard Centre - Pier 23

**Monday, June 6, 2011**

8:30 - 10 a.m.	Farewell to Nova Scotia Breakfast
10:15 - 11:45 a.m.	#7 - Seminar / Workshop #8 - Seminar / Workshop #9 - Seminar / Workshop
12 - 12:45 p.m.	<b>Keynote #7</b>
12:45 - 1 p.m.	<b>Closing Ceremony:</b> - CEO Wrap-Up - Presidents Pin Exchange - Saskatoon Invitation / Video - Conference Closed

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# MACKENZIE COUNTY REQUEST FOR DECISION

<b>Meeting:</b>	<b>Regular Council Meeting</b>
<b>Meeting Date:</b>	<b>February 23, 2011</b>
<b>Presented By:</b>	<b>William Kostiw, Chief Administrative Officer</b>
<b>Title:</b>	<b>Creating Rural Connections 2011 Conference</b>

**BACKGROUND / PROPOSAL:**

See attached information regarding the Creating Rural Connections 2011 conference in Edmonton from April 12 – 14, 2011.

Members of the Education Committee may be interested in this conference.

**OPTIONS & BENEFITS:**

**COSTS & SOURCE OF FUNDING:**

Registration fees and travel/subsistence costs.

**RECOMMENDED ACTION:**

For discussion.

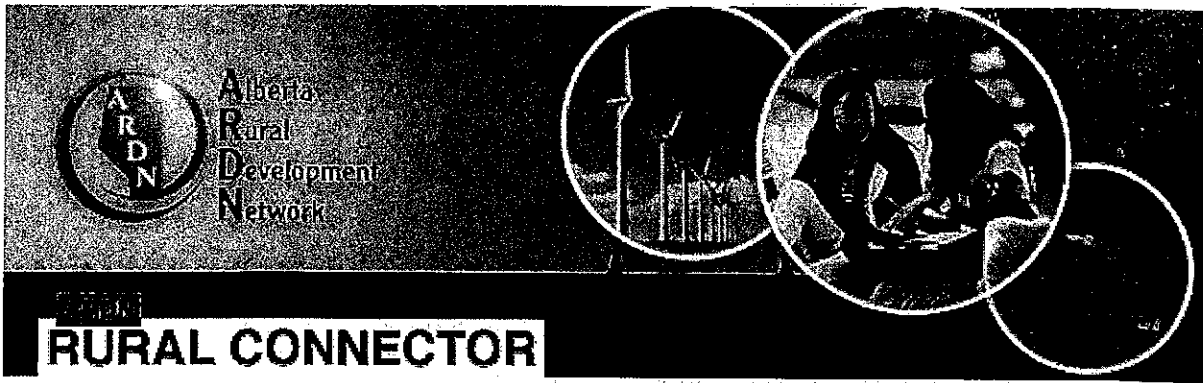
Author: C. Gabriel

Review by: \_\_\_\_\_

*for*  
CAO *AG*







Tuesday, January 18, 2011

[<< Return to top full newsletter](#)

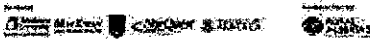


## Creating Rural Connections 2011 Conference

The Creating Rural Connections 2011 conference will give delegates the opportunity to learn from and network with individuals and organizations involved in the vitality and well-being of rural communities. This must-attend conference takes place from April 12 to 14, 2011 in Edmonton at the Mayfield Inn & Suites, and features an exciting array of speakers and interactive sessions.

Co-hosted by the Alberta Rural Development Network (ARDN), Athabasca University, Grant MacEwan University, NorQuest College, NAIT and the University of Alberta, participants will include rural Albertans, representatives from community-based organizations, post-secondary researchers and faculty, and government representatives.

Delegates will hear about successful rural projects, and how partnerships between communities and post-secondary institutions have resulted in new insights and outcomes. Networking breaks will provide time to discuss rural issues, community-based projects, and explore the potential for new projects and collaboration.



A preliminary program is available online. Keynote speakers include Charlie French from the University of New Hampshire, Mike Stolle from the Centre for Innovative and Entrepreneurial Leadership, and Jeff Dixon from Queen's University's Monieson Centre.

The conference includes a tradeshow where organizations can showcase their services or products, and participants can learn more about assistance available for rural communities and research projects. But it won't all be hard work. At the evening banquet and networking reception, you can enjoy good food, good company, and Jason – That Funny Magic Guy, who will entertain you with a unique mix of magic and humour.

Delegates will also have the opportunity to participate in a needs assessment workshop on the priorities and needs for rural development research in Alberta. Input and feedback gathered at this workshop will be used to guide future ARDN facilitated rural development projects.

The Creating Rural Connections 2010 conference in Lethbridge led to more than a dozen collaborations among post-secondaries and between post-secondaries and rural communities. A panel session in 2011 will highlight these and other partnerships, and tell you how those relationships were developed, the problems encountered and overcome, and the benefits of the collaboration. So be sure to reserve April 12 to 14 and register soon to take part in this year's opportunity to connect and learn about rural development in Alberta.

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[www.ardn.ca](http://www.ardn.ca)  
 Alberta Rural Development Network  
 215 Normed Centre  
 50 Brentwood Boulevard  
 Sherwood Park, Alberta  
 Canada  
 T8A 2H5

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## CREATING RURAL CONNECTIONS 2011

### CREATING RURAL CONNECTIONS 2011 CONFERENCE

[Conference Details](#) »

April 12-14, 2011 at the Mayfield Inn & Suites, Edmonton, Alberta

This is a must-attend conference linking rural communities with Alberta's post-secondary institutions.

[Tradeshow & Sponsorship Opportunities](#)

The Alberta Rural Development Network (ARDN) is hosting its second rural development conference at the Mayfield Inn & Suites, Edmonton, Alberta from April 12 to April 14, 2011.

[Keynote Speaker Bios](#) »

Get ready for three exciting days of presentations, discussions and networking. Top notch speakers will share their rural projects, programs, research and lessons learned. Gain new ideas to apply or adapt to your own work or community. Meet colleagues from across Alberta to explore new opportunities. It's the perfect blend of rural community and post-secondary collaboration. Click [here](#) to view the poster.

[Registration Form](#) » pdf  
[Registration Form](#) » doc

The conference will feature a combination of keynote and concurrent presentations as well as interactive discussion groups, poster sessions, and networking opportunities.

[Program](#) » This will be updated as more information become available

ARDN is comprised of all 21 publicly-funded publicly-governed post-secondary institutions in Alberta.

[Accommodation Information](#) » TBD

Please check back often as we will be updating the website constantly!

### Newest Advancements



#### Entertainment: [Jason - That Funny Magic Guy](#)

What would you get if you crossed Criss Angel with Jim Carrey? The result would be Jason - That Funny Magic Guy. Half hilarious magician and half skilled comedian equals 100% high energy entertainment. Add world renowned sideshow artist and fire dancer Carisa Hendrix as his assistant, and you have the recipe for an incredible evening of illusion.

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Website By Pixel Army

215-50 Brentwood Boulevard  
Sherwood Park, AB, T8A 2H6  
Tel: 780-449-1006  
Fax: 780-449-0054  
Toll-Free: 1-877-887-1006

# Creating Rural Connections

April 12 - 14, 2011

## TENTATIVE CONFERENCE PROGRAM

<b>April 12<sup>th</sup></b>	5:00-8:00 pm	Registration
	6:00-10:00pm	Keynote speaker (TBA) <b>Networking Reception &amp; cash bar (in trade show area) - Hosted by the ARDN Board</b>
<b>April 13<sup>th</sup></b>	7:30-8:30 am	<b>Registration &amp; Networking Breakfast</b>
	8:30 am	Welcome & Housekeeping items
	8:45-10:00 am	Keynote Speaker – Charlie French (Topic TBA)
	<b>10:00 am</b>	<b>Networking Break (in trade show area)</b>
	10:30 am	Up to 4 concurrent sessions
	11:30 am	Up to 4 concurrent sessions
	<b>12:30 pm</b>	<b>Lunch &amp; Networking (in trade show area)</b>
	1:30 pm	Up to 4 concurrent sessions
	2:30 pm	Up to 4 concurrent sessions
	<b>3:30 pm</b>	<b>Networking Break (in trade show area)</b>
	4:00 pm	Panel Session will provide practical examples of engagement between communities and colleges and universities
	5:00-7:00pm	Poster session & cash bar
	<b>7:00pm</b>	<b>Banquet &amp; Networking Reception w. cash bar</b> <i>Entertainment by <u>That Funny Magic Guy</u></i>
<b>April 14<sup>th</sup></b>	<b>8:00-9:00 am</b>	<b>Registration &amp; Networking Breakfast</b>
	9:00 am	Announcements & Housekeeping items
	9:15 am	Up to 4 concurrent sessions
	<b>10:15 am</b>	<b>Networking Break (in trade show area)</b>
	10:45am	Up to 4 concurrent sessions
	<b>11:45 am</b>	<b>Lunch &amp; Networking (in trade show area)</b>
	12:30pm	Keynote Speaker (TBA): Rural Research Priorities in Ontario
	1:15 pm	Rural Research Needs Assessment Workshop
2:45 pm	Farewell	

*Please note Agenda will be updated as more information becomes available.*

# CREATING RURAL CONNECTIONS 2011

April 12- 14, 2011

## Keynote Speakers Bio's:



**Mike Stolte** is the executive director of the Centre for Innovative & Entrepreneurial Leadership (CIEL). He is the originator and co-creator of the Business Vitality Initiative, the Community Vitality Initiative, the Communities Matrix, the Community Check-up, and the Green Light Check-Up, all tools and processes to assess and strengthen communities. Mike has spent many years working in the field of community, economic & business/ entrepreneurial development. He has facilitated several national conferences and think-tanks, and has written many articles and publications in the field including *Beyond Economic Survival - 97 Ways Small Communities Can Thrive - A Guide to Community Vitality*.

Over the past few years Mike has made presentations in Australia, the United States, New Zealand and in many parts of Canada. His subject matter most often centres around the need and the method for creating entrepreneurial, vital and sustainable communities. His work has been featured in the *Globe & Mail's Report on Business*, *Canadian Living & Profit* magazines, on CBC radio's *Sounds Like Canada*, and on the Australian Broadcasting Corporation.

Past president of the Canadian Rural Revitalization Foundation, Mike also serves on the advisory committee of the Canadian Rural Research Network and is a past member of the Co-operative Development Initiative of Canada. He holds degrees from Carleton University (MA in Public Administration) and the University of Western Ontario (Economics).



**Charlie French's** focus is public engagement in local decision-making around a range of issues, including land use, economic development, watershed planning, and civic agriculture. Much of his work centers on science and practice, ensuring that the needs and input of decision-makers and the public are included in scientific inquiry.

He is an extension associate Professor of Community Development with the University of New Hampshire (UNH) Cooperative Extension. As coordinator of Extension's community development program, Charlie brings his experience into the classroom as a faculty member in the Department of Natural Resources, where he teaches undergraduate and graduate courses in community development. He has a B.A. in Geography from Dartmouth College, M.A. in Regional Planning from Western Illinois University, and Ph.D. in Natural Resources Policy from UNH. He is also an active board member with Sustainable Harvest International, whose mission is to address the tropical deforestation crisis in Central America by providing farmers with sustainable alternatives to slash-and-burn agriculture.



### **Jeff Dixon**

As Assistant Director at The Monieson Centre, Queen's University, Canada, Jeff Dixon works to connect leading research with real-world business and community needs. He served as a Monieson Centre team member on the Rural Research Priorities project, collaborating with the University of Guelph School of Environmental Design and Rural Development, and the Ontario Rural Council to determine Southwestern Ontario's rural development research

needs. He also coordinates the Centre's Knowledge Impact in Society project ([www.easternontarioknowledge.ca](http://www.easternontarioknowledge.ca)). This three-year project partners with government, business, and academic leaders to mobilize research on economic development in the rural communities of Eastern Ontario. His management of a SSHRC Public Outreach Grant is now extending the reach of this initiative into the region's Francophone communities.

Jeff has spoken internationally on rural economic development issues, including the emergence of the creative economy as a rural development strategy. An honours graduate of Queen's Bachelor of Commerce program, Jeff has previously worked in communications for Bombardier and in marketing and strategy development for non-profit organizations.

[www.ardn.ca](http://www.ardn.ca)

# Creating Rural Connections Registration Form

April 12 - 14, 2011  
 Mayfield Inn & Suites, Edmonton, AB

20  
 1-1

## Contact Information

Name (as to be on name tag) \_\_\_\_\_  
 Company or Organization \_\_\_\_\_  
 Mailing Address \_\_\_\_\_  
 City \_\_\_\_\_ Province: \_\_\_\_\_ Postal Code: \_\_\_\_\_  
 Telephone \_\_\_\_\_  
 Email \_\_\_\_\_

## Registration Fee: Includes 1 reception, 2 breakfasts, 2 lunches, 3 coffee breaks, program

(Banquet is a separate fee)

	Price	# attending	Total
Full Registration (Early Bird reg. before March 15, 2011)	\$175.00		\$
After March 15, 2011	\$200.00		\$
One day-Please specify which day <input type="checkbox"/> April 13, 2011 <input type="checkbox"/> April 14, 2011	\$125.00		\$
<b>Banquet Tickets are separate (Includes dinner, networking and Entertainment- Jason that Funny Magic Guy)</b>	<b>\$50.00</b>		\$
<b>Total</b>			<b>\$</b>

Please specify any special dietary restrictions \_\_\_\_\_

## Please indicate which meals you will be attending:

Reception April 12	Breakfast April 13	Lunch April 13	Breakfast April 14	Lunch April 14

## Payment:

- Please make your **cheque** payable to Alberta Rural Development Network
- *Mail your Registration form and cheque to #215, 50 Brentwood Boulevard, Sherwood Park, AB T8A 2H5*
- *Once received we will email you a confirmation of attendance*

## Accommodations:

A block of rooms is available at the Mayfield Inn & Suites  
 Please call Mayfield Inn & Suites or book your room on our website - **Code is: ARDN**  
 1-800-661-9804, 780-930-4081 or by email at [jharford@Silverbirchhotels.com](mailto:jharford@Silverbirchhotels.com)

## Conference Location:

Mayfield Inn & Suites  
 16615-109 Ave Edmonton, Alberta T1K 3M4

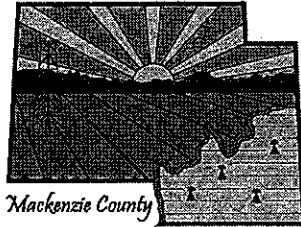
I **DO NOT** agree to have my name, title, organization included in the delegate list and conference report.  
 (A blank box means we **DO** have your permission)

**Refunds less 20% admin fee will be given for cancellations received by April 1, 2011**

## For more information Contact:

Alberta Rural Development Network – Joy Vonk  
 Phone 780-449-1006 ext 221 or email [info@ardn.ca](mailto:info@ardn.ca) Website: [www.ardn.ca](http://www.ardn.ca)

Date Received \_\_\_\_\_ Chq # \_\_\_\_\_ \$ \_\_\_\_\_ Receipt# \_\_\_\_\_



## MACKENZIE COUNTY

### REQUEST FOR DECISION

<b>Meeting:</b>	<b>Regular Council Meeting</b>
<b>Meeting Date:</b>	<b>February 23, 2011</b>
<b>Presented By:</b>	<b>William Kostiw, Chief Administrative Officer</b>
<b>Title:</b>	<b>Heavy Equipment Operator Training (Certified)</b>

#### BACKGROUND / PROPOSAL:

Mackenzie County support's certified Training of personnel. The County has never required Heavy Equipment Operators to receive official certified training due to the fact that our surrounding environment and industries (Agriculture, Forestry, Oil & Gas) provide us with knowledgeable operators. Although operators may have the experience to operate the machinery, for the most part lack technical knowledge on soil structure, grades and staking, excavation math or jobsite fundamentals all that would be beneficial knowledge to Mackenzie County operators.

Proposal – Select and send individual operators on course/courses to receive certified training.

#### OPTIONS & BENEFITS:

##### Option A

Enter into an agreement with one employee on a trial basis that will enroll in course/courses to receive valuable training and become a certified Heavy Equipment Operator. This would allow a census to identify the actual benefits of the course without a large financial commitment.

##### Option B

Enter into an agreement with selected employees from three locations that will enroll in course/courses to receive valuable training and become a certified Heavy Equipment Operator. This would be three times the cost but would give each area an opportunity to evaluate the benefits.

**Author:** D. Roberts      **Review by:** \_\_\_\_\_ **CAO** \_\_\_\_\_

Benefits: For both options - Receiving higher trained operators that will be able to perform tasks that presently are being contracted out or not being accomplished due to lack of knowledge. Mackenzie County will also be saving on insurance and WCB premiums but only if operators are CERTIFIED.

Having certified operators would also contribute to Mackenzie County achieving its Certification of Recognition. (COR)

**COSTS & SOURCE OF FUNDING:**

\$10,000 per course

- \$5000.00-Mackenzie County (similar to a bursary program)
- \$5000.00-Employee Loan from Mackenzie County to be paid back within allotted time. Mackenzie County may choose to enter into a contract for a determined amount of time (5 Years)

On-Campus Accommodations:  
Approx. \$711.00 per month (x 3 months)

**RECOMMENDED ACTION:**

Option A

That one employee be authorized to enroll in the Heavy Equipment Operator Certificate Program through Olds College and that the budget be amended to include \$12,133.00 with funding coming from the General Operating Reserve.

Author: D. Roberts Review by: \_\_\_\_\_ CAO \_\_\_\_\_





**OLDS  
COLLEGE**

*The place to go places*

### **Heavy Equipment Operator Certificate Program**

The Heavy Equipment Operator Certificate Program (HEO) provides you with the knowledge and skills required to enter the workforce as an entry level heavy equipment operator. In 12 weeks, plus a practicum, you will focus on jobsite fundamentals including:

- health, safety, and environmental training and awareness,
- equipment maintenance and operation,
- and application of earth moving techniques in hands-on operations.

It provides theory and practical training on various pieces of heavy equipment such as compactor, loader, excavator, dozer, and grader. This program also covers soil structure, grades and staking, preventative maintenance, excavation math, blueprint reading, and construction site fundamentals. Numerous safety tickets are included. The program requires a 12 week commitment to both the in classroom portion of the program as well as the hands-on training.

#### **Components of the course include:**

- Workplace Safety and Safety Tickets
- Introduction to Earthmoving
- Equipment Operation and Preventative
- Mechanical Maintenance
- Fieldwork and Jobsite Fundamentals
- Earthmoving Operational Techniques

Cost: \$9190 plus \$500 books and field materials plus student fees (a \$500 non-refundable deposit will be required upon letter of acceptance)

#### **Off-Campus – Hanna**

March 28 -- June 17, 2011

8:00 a.m. start

Monday - Friday

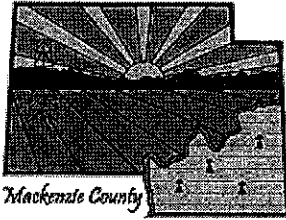
#### **Off-Campus – Location to be determined.**

Sept 6 -- Nov 25, 2011

8:00 a.m. start

Monday - Friday





## MACKENZIE COUNTY

### REQUEST FOR DECISION

<b>Meeting:</b>	<b>Regular Council Meeting</b>
<b>Meeting Date:</b>	<b>February 23, 2011</b>
<b>Presented By:</b>	<b>Al Hoggan, Director of Operations North</b>
<b>Title:</b>	<b>Policy PW004 Winter Road Maintenance/Snow Plow Flag Policy</b>

**BACKGROUND / PROPOSAL:**

To receive clarification on Snow Clearing on Private Driveways as per County Policy PW004.

Major Changes to policy include:

1. Change in language regarding length of driveway to be cleared versus time spent.
2. Change in dependents age from 19 years old to 18 years old.
3. Reorganization of Snowplow Flag agreements so both Senior/Handicapped and Rural Resident agreements are virtually identical agreements.
4. Elimination of multiple Snow Plow Flag policies and in particular FIN020.

**OPTIONS & BENEFITS:**

Clear direction to Ratepayers and Public Works Staff.

**COSTS & SOURCE OF FUNDING:**

N/A

**RECOMMENDED ACTION:**

**Motion 1**

That Policy PW004 Winter Road Maintenance /Snow Plow Flag Policy be approved as presented/amended.

**Motion 2**

That Policy FIN020 Rural Snowplow Flags and Senior Citizens and/or Handicapped Persons be rescinded.

**Author:** Al Hoggan **Reviewed By:**  CAO



## Mackenzie County

Title	WINTER ROAD MAINTENANCE/SNOW PLOW FLAG POLICY	Policy No:	PW004
-------	---	------------	-------

Legislation Reference	Municipal Government Act, Section 18 and 532(1)
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### Purpose

- To set out the standards for winter maintenance of municipal roads.
- To set the standards for snow removal of private driveways of rural residents who have purchased a snowplow flag and have signed the snowplow flag agreement.
- To set the standards for snow removal of private driveways for rural senior citizens and/or handicapped persons.

**This policy rescinds and replaces Policy FIN020.**

### Policy Statement and Guidelines

The CAO and/or their designate is responsible for dispatching winter maintenance equipment in accordance with this policy.

The first priority for **snowplowing** operations shall be:

- 1) Air Ambulance airport runways
- 2) Major emergency routes for emergency services
- 3) All emergency services facilities premises
- 4) School bus routes
- 5) Collector roads
- 6) Local roads
- 7) Public sidewalks and walkways
- 8) Winter maintenance of rural private residential driveways
- 9) Other miscellaneous duties

Winging and other maintenance operations, such as iceblading driveways, shall have second priority unless they can be combined with the first.

At the discretion of the CAO or designate:

**Sanding** or ice blading of icy stretches and intersections shall be done on an as required basis. The priority shall be intersections and curves on roads. Other areas shall be done within the available resources as need dictates.

**Grading** of snow shall only be undertaken when snow accumulates to a minimum of ten (10) cm of snow.

**Culverts** identified as problematic may be steamed in early spring in an attempt to prevent flooding.

**Excess snow** shall generally be stockpiled alongside the road in the road allowance and on other available public property. Snow will not be hauled to other stockpile locations unless public safety is at risk, e.g. when visibility at an intersection is obstructed.

Negotiations for stockpiling snow on private property shall be carried out only where it is the lowest cost alternative.

Municipal grader operators will take all reasonable measures to minimize the size of the snow berm left on private driveways.

### **Rural Private Residential Maintenance Operations/Sale of Rural Snowplow Flags**

- The County of Mackenzie provides for snowplowing of rural residential driveways through the sale of snowplow flags.
- The snowplow flag is purchased at a fee established by Council and set out in the Fee Schedule By-law.
- A single flag is intended to provide residents with ONE pass in and ONE pass out (most direct route to the residence) with the snowplow to a maximum of ¼ mile (300 meters) or 15 minutes of snow clearing, whichever is less.
- Any rural resident residing within the boundaries of Mackenzie County shall be allowed to purchase a snowplow flag if the resident enters into a standard Snowplow Flag Agreement (Appendix A) releasing the County of Mackenzie, its employees, and agents, from any liability arising from the snowplow operation.
- No service shall be provided prior to the purchase of a snowplow flag.
- The snowplow flag shall be placed visibly at the end of the driveway to signify the residents request for snow clearing.
- Ice blading shall be done to a maximum of 50 feet onto the driveway in rural areas.

### **Rural Snowplow Flags for Senior Citizens and/or Handicapped Persons**

Mackenzie County recognizes the burden of cost for snow clearing of rural residential access may be prohibitive to Senior Citizens and/or Handicapped Persons. Mackenzie County will provide qualified rural Senior Citizens and/or Handicapped Persons a no cost alternative for snow removal of their rural residential driveways.

In this policy the following definitions apply:

**Handicapped Persons:** "any person who has a physical or mental impairment that substantially limits one or more major life activities, has a record of such impairment, or is regarded as having such an impairment and such impairment can be verified by a medical doctor."

**Senior Citizen:** "any person who is 65 years of age or older and that such age can be documented."

**Dependents:** "any person under the age of eighteen and that such age can be documented."

- Rural Senior Citizen and/or handicapped residents may apply annually, through the completion of the County of Mackenzie Seniors and/or Handicapped Snowplow Flag Agreement.
- Service is limited to those qualified residents living in rural areas.
- Service is limited to residences where all residents over the age of eighteen are either, by definition, senior citizens and/or handicapped persons.
- Senior and/or handicapped residents shall provide proof annually as to their senior and/or handicapped status.
- A Senior's/Handicapped flag is intended to provide residents with ONE pass in and ONE pass out (most direct route to the residence) with the snowplow to a maximum of ¼ mile (300 meters) or 15 minutes of snow clearing, whichever is less.
- Any rural Senior Citizen and/or rural Handicapped Person residing within the boundaries of Mackenzie County shall be allowed to obtain a Senior Citizen and/or Handicapped Persons snowplow flag if the resident enters into a Senior Citizen and/or Handicapped Person Snowplow Flag Agreement (Appendix B) releasing the County of Mackenzie, it's employees, and agents, from any liability arising from the snowplow operation.
- The snowplow flag shall be placed visibly at the end of the driveway to signify the residents request for snow clearing.
- Senior Citizen and/or Handicapped lists shall be brought to Council as information.

	<b>Date</b>	<b>Resolution Number</b>
<b>Approved</b>	10-Nov-98	98-341
<b>Amended</b>	23-Nov-05	05-632
<b>Amended</b>		



# RURAL RESIDENTIAL SNOWPLOW FLAG AGREEMENT

Mackenzie County

THIS AGREEMENT MADE THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 20\_\_\_\_, AD

BETWEEN  
MACKENZIE COUNTY,  
OF THE FIRST PART

-and-

\_\_\_\_\_  
(hereinafter called the "owner").  
OF THE SECOND PART.

WHEREAS, the "Owner" is the owner, purchaser or lessee of the following lands:

\_\_\_\_\_  
(Legal Description)

\_\_\_\_\_  
(Address)

WHEREAS, the Owner desires Mackenzie County to snowplow/icepick his private driveway when such driveway becomes impassable or hazardous due to snow/ice conditions.

NOW, THEREFORE, Mackenzie County and the Owner for the consideration hereinafter named, agree as follows:

- (1) Mackenzie County agrees to snowplow/iceblade the private driveway of the Owner when so requested by the Owner, however it shall be understood that such snowplowing/iceblading shall only be undertaken at the discretion of Mackenzie County and only after the public roads and highways have been cleared of snow/ice to the satisfaction of Mackenzie County AND IN ACCORDANCE WITH Public Works Policy PW004.
- (2)
  - (a) The Owner hereby agrees to pay to Mackenzie County a sum of Twenty-One Dollars and Twenty Cents (\$21.20), G.S.T. included, per Driveway Maintenance Flag ("hereinafter referred to as the Flag or Flags") purchased from Mackenzie County.
  - (b) The Owner hereby agrees that each Flag purchased will entitle him to have his driveway snowplowed/icepicked once by the County.
  - (c) The Owner hereby agrees that the maximum length of driveway to be snowplowed is 1/4 mile (300 meters) or 15 minutes whichever is lesser (most direct route to the residence) for each flag purchase. For icepicking the maximum length is 50 feet for each flag purchase. Additional snowplowing/icepicking will require another Flag.
- (3) Either Party may terminate this agreement by serving Notice of Intent to do so on the other Party.
- (4) The Owner hereby covenants and agrees that he will at all times indemnify and save harmless Mackenzie County, it's servants, agents and employees from and against all loss, damage or injury however caused, which may at any time during the continuance of this Agreement occur to any person or the property of any person including the Owner.
- (5) The Owner shall not assign or transfer his interest under this Agreement without first obtaining the written consent of Mackenzie County.
- (6) Mackenzie County shall have the right to refuse to snowplow/iceblade any private driveway that in the opinion of the operator will be hazardous or difficult to snowplow/iceblade.
- (7) The Owner shall not be entitled to a refund for any purchased Flags unless he moves from the County.
- (8) Flag at all times remains the property of Mackenzie County.

IN WITNESS WHEREOF, this Agreement has been duly executed by the parties hereto.

SIGNED in the presence of:

\_\_\_\_\_  
OWNER

\_\_\_\_\_  
DIRECTOR OF OPERATIONS

This information is being collected in accordance with Part 2 of the Freedom of Information and Protection of Privacy Act. Our Freedom of Information and Protection of Privacy Act Coordinator, is available to answer any questions you may have pertaining to the collection and use of the information and may be contacted at (780) 927-3718. This information may be used for any county purpose.

# SENIOR AND /OR HANDICAPPED SNOWPLOWING AGREEMENT

## Mackenzie County

THIS AGREEMENT MADE THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 20\_\_\_\_ AD

BETWEEN MACKENZIE COUNTY  
OF THE FIRST PART

-and-

\_\_\_\_\_  
(hereinafter called the "owner").  
OF THE SECOND PART.

\_\_\_\_\_  
(confirmed senior +/-or handicapped status)

WHEREAS, the "Owner" is the owner of the following lands: Number of houses on property : \_\_\_\_\_

\_\_\_\_\_  
(Legal Description)

\_\_\_\_\_  
(Telephone Number) (Address)

Please list those people residing in the above noted property

Spouse: \_\_\_\_\_ Dependents: \_\_\_\_\_

WHEREAS, the Owner desires the Mackenzie County to snowplow their private driveway when such driveway becomes impassable or hazardous due to snow conditions.

NOW, THEREFORE, Mackenzie County and the Owner for the consideration hereinafter named, agree as follows:

- (1) Mackenzie County agrees to snowplow the private driveway of the Owner at the discretion of Mackenzie County and only after the public roads and highways have been cleared of snow to the satisfaction of Mackenzie County AND IN ACCORDANCE with Public Works Policy PW004. Snowplowing services shall be provided to the owner at no cost.
- (2) All residents of this property are:
  - (a) seniors
  - (b) handicapped persons
  - (c) dependants (under 18 years of age) of seniors and/or handicapped persons.
- (3) The Owner hereby agrees that the maximum length of driveway to be snowplowed is 1/4 mile (300 meters) or 15 minutes whichever is lesser (most direct route to the residence) for each flag purchase. For icepicking the maximum length is 50 feet for each flag purchase.
- (4) Either Party may terminate this agreement by serving Notice of Intent to do so on the other Party.
- (5) The Owner hereby covenants and agrees that they will at all times indemnify and save harmless Mackenzie County, it's servants, agents and employees from and against all loss, damage or injury however caused, which may at any time during the continuance of this Agreement occur to any person or the property of any person including the Owner.
- (6) The Owner shall not assign or transfer his interest under this Agreement without first obtaining the written consent of Mackenzie County.
- (7) Mackenzie County shall have the right to refuse to snowplow any private driveway that in the opinion of the snowplow operator will be hazardous or difficult to snowplow/iceblade.
- (8) The flag at all times remains the property of Mackenzie County.

IN WITNESS WHEREOF, this Agreement has been duly executed by the parties hereto.

SIGNED in the presence of:

\_\_\_\_\_  
ALL

\_\_\_\_\_  
OWNER

\_\_\_\_\_  
DIRECTOR OF OPERATIONS

This information is being collected in accordance with Part 2 of the Freedom of Information and Protection of Privacy Act. Our Freedom of Information and Protection of Privacy Act Coordinator, is available to answer any questions you may have pertaining to the collection and use of the information and may be contacted at (780) 927-3718. This information will be used for the purpose which it was collected only.

## MUNICIPAL DISTRICT OF MACKENZIE NO. 23

<b>Title</b>	<b>Rural Snowplow Flags for Senior Citizens and/or Handicapped Persons</b>	<b>Procedure No.</b>	<b>FIN020</b>
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**Purpose:**

To provide rural senior citizens and/or handicapped persons with a no cost alternative for snow removal on their driveways. Snowplowing is required in rural areas to provide easy access for emergency vehicles such as an ambulance or fire truck.

**This policy recinds and replaces Policy FIN014 and FIN016.**

**Policy Statement and Guidelines:**

The Municipal District of Mackenzie No. 23 recognizes the burden of cost for snow clearing of rural residential access may be prohibitive to senior citizens and/or handicapped persons and wishes through this policy to eliminate the impact of snow clearing cost to seniors and/or handicapped persons.

In this policy the following definitions shall apply:

**Handicapped Persons** shall require documentation from a doctor.

**Senior** shall mean any person that is of the age of 65 years or older. Seniors shall require proof of age documentation.

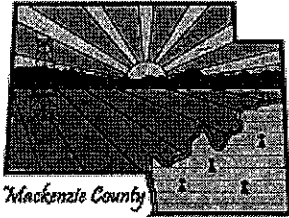
**Dependent** shall mean any person under the age of nineteen.

- Residents may apply annually, through the completion of a M.D. of Mackenzie Seniors and/or Handicapped Snowplow Flag Agreement.
- Senior and/or Handicapped lists shall be brought to Council meeting as information.

The service shall be subject to:

1. The senior and/or handicapped rate is only available to those qualified residents living in rural areas.
2. Residences where all other persons (excluding spouse or dependent) residing on the property are also senior and/or handicapped citizens.
3. Senior and/or handicapped residents shall provide identification as to their senior and/or handicapped status.

	<b>Date</b>	<b>Resolution Number</b>
<b>Approved</b>	December 4, 2001	01-653
<b>Amended</b>		
<b>Amended</b>		



## MACKENZIE COUNTY REQUEST FOR DECISION

<b>Meeting:</b>	Regular Council Meeting
<b>Meeting Date:</b>	February 23 , 2011
<b>Presented By:</b>	Al Hoggan, Director of Operations North
<b>Title:</b>	Senior/Handicapped Snow Plow Flag Lists

### BACKGROUND / PROPOSAL:

As per Policy PW004 Rural Senior and Handicapped Snowplow Flag Lists are to be presented to Council.

### OPTIONS & BENEFITS:

N/A

### COSTS & SOURCE OF FUNDING:

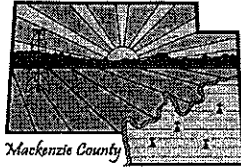
N/A

### RECOMMENDED ACTION:

That the Senior/Handicapped Snow Plow Flag Lists be received for Information.

Author: Al Hoggan Reviewed By: for [signature] CAO





## **Mackenzie County**

PO Box 640, Fort Vermilion, AB T0H 1N0

Phone: (780) 927-3718 Fax: (780) 927-4266

Toll Free: 1-877-927-0677 Email: [office@mackenziecounty.com](mailto:office@mackenziecounty.com)

# **Senior/ Handicapped Snow-plow Flag Agreements**

## High Level Rural

- 29 Seniors Flags
- 1 Handicapped Flag

## Rocky Lane Rural

- 17 Seniors Flags
- 1 Handicapped Flag

## Fort Vermilion Rural

- 27 Seniors Flags
- 2 Handicapped Flags

## Blumenort Rural

- 6 Seniors Flags
- 2 Handicapped Flags

## Lacrete Rural

- 9 Seniors Flags
- 0 Handicapped Flags

## Buffalo Head Rural

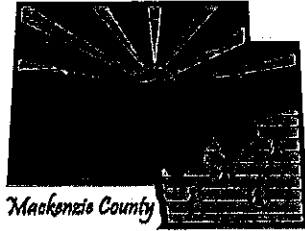
- 6 Seniors Flags
- 1 Handicapped Flag

## Tompkins Rural

- 4 Seniors Flags
- 0 Handicapped







## MACKENZIE COUNTY REQUEST FOR DECISION

<b>Meeting:</b>	<b>Regular Council Meeting</b>
<b>Meeting Date:</b>	<b>February 23, 2011</b>
<b>Presented By:</b>	<b>John Klassen, Director of Operations – South</b>
<b>Title:</b>	<b>Change to La Crete Waste Transfer Station Hours</b>

### BACKGROUND / PROPOSAL:

As per motion 11-01-081 "That the Director of Operations be authorized to negotiate additional hours for the La Crete Waste Transfer Station operations" preliminary discussions took place with the La Crete Waste Transfer Station operator. Current and proposed hours are attached. Due to the proposed changes in days and hours of operation administration is looking for council input.

### OPTIONS & BENEFITS:

N/A

### COSTS & SOURCE OF FUNDING:

2011 Operating Budget.

### RECOMMENDED ACTION:

That the La Crete Waste Transfer Station hours of operation be approved as amended.

Author: L. Schmidt

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

*for*  
CAO *John Klassen*



**Current La Crete Waste  
Transfer Station Hours:**

**Tuesday – 9:00 – 1:00  
Thursday – 4:00 – 8:00  
Saturday – 8:00 – 6:00**

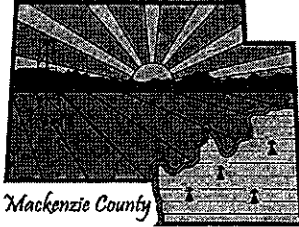
**\*total hours per week: 18**

**Proposed La Crete Waste  
Transfer Station Hours:**

**Monday – 4:00 – 8:00  
Wednesday – 2:00 – 6:00  
Friday – 9:00 – 1:00  
Saturday – 8:00 – 6:00**

**\*total hours per week: 22**





## MACKENZIE COUNTY

### REQUEST FOR DECISION

<b>Meeting:</b>	<b>Regular Council Meeting</b>
<b>Meeting Date:</b>	<b>February 23, 2011</b>
<b>Presented By:</b>	<b>Marion Krahn, Supervisor of Planning and Development</b>
<b>Title:</b>	<b>Policy DEV001 Urban Development Standards</b>

#### BACKGROUND / PROPOSAL:

The Urban Development Standards Policy No. DEV001 includes a provision in which a Developer may request that the County "pay for selected municipal improvements via a 100% local improvement levied against the property owner over a 10 year period". This provision allows the developer to recoup the infrastructure costs through the County however does not require him/her to reduce the sale price of the lots and thereby potentially allows the developer to recover infrastructure costs from both the County and the lot purchasers. As a result, the policy is presented to Council for consideration to remove the local improvement provision.

#### OPTIONS & BENEFITS:

The current local improvement provision of this policy allows the developer to request the local improvement while he/she is still the owner of all the lots/lands and thereby, does not allow objections from potential lot purchasers. While the developer should advise any lot purchaser of the local improvements being charged for the lands, this is not always done and results in a costly surprise for the purchaser. This and the potential of the developer recovering the infrastructure construction costs twice (from the County and the lot purchaser) have driven administrations review of the policy.

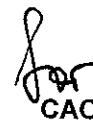
An informal discussion with Stewart Weir revealed that the local improvement provision of this policy is not common. Stewart Weir recommended against this type of practice.

#### COSTS & SOURCE OF FUNDING:

N/A.

**Author:** M. Krahn

**Reviewed by:** \_\_\_\_\_

  
 Stewart Weir  
 CAO

**RECOMMENDED ACTION:**

That Policy DEV001 Urban Development Standards be adopted as presented.

Author: M. Krahn Reviewed by: CAO

# MACKENZIE COUNTY

<b>TITLE</b>	<b>Urban Development Standards</b>	<b>POLICY NO.</b>	<b>DEV001</b>
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<b>LEGISLATION REFERENCE</b>	<b>Municipal Government Act, Section 5</b>
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## **PURPOSE**

Establish urban development standards to ensure consistent development is maintained within the hamlets of Mackenzie County.

## **POLICY STATEMENT**

Mackenzie County and developers have a shared responsibility for defining and addressing the existing and future needs of the community by creating development policies consistent with community objectives. These policies should be applied equitably and fairly to all within that community. All beneficiaries of development should participate in the cost of providing and installing infrastructure in the community on an equitable basis that relates to the degree of benefit. Municipal funded projects tend to encourage development while maintaining affordable lot prices.

## **GUIDELINES**

1. Mackenzie County will
  - a) adopt development standard requirements for individual urban zoning as indicated in this policy,
  - b) determine who is responsible for installation of the infrastructure as indicated in this policy,
  - c) determine who is responsible for the cost of installing the infrastructure as indicated in this policy,
  - d) pay for the difference in costs when requiring the Developer to oversize the water or sewer mains,
  - e) pay for the difference in costs when requiring the Developer to construct main arterial roads (proportionate to a standard road), and
  - f) ~~at the request of the developer, pay for selected improvements via a 100% local improvement levied against the property owner over a 10 year period, and~~
  - g) pay for the storm sewer trunk main.
2. The developer will be responsible for all costs except where otherwise indicated in this policy.

**FUNDING**

1. ~~Developers shall notify Mackenzie County by October 31 annually of any subdivisions that will require local improvement plans in the following year. The developer shall be responsible for all local improvement charges unless otherwise approved by the County Council and a local improvement bylaw has passed.~~
2. ~~Where subdivisions include the installation of local improvements, the Developers Agreement shall include the following condition:~~

~~The Municipality may reimburse the Developer for the costs of the local improvements, as specified in Section \_\_, subsection \_\_ of this Agreement, if requested by the Developer prior to October 31 of the year before the project is to commence.~~

3. Upon an administrative review of a proposed subdivision plan, the over-sizing of roads and/or servicing lines may be requested by the County. In this situation, the County shall reimburse the Developer for the costs of the over-sizing.
4. County Administration shall bring over-sizing and/or local improvement requests to Council for review and approval during the annual budget deliberations.

**URBAN DEVELOPMENT STANDARDS**

The following chart indicates the minimum standards on new development.

Zoning	Curb & Gutter	Sidewalk	Under Ground Power	Street Lights (under ground power)	Street Lights (over head power)	Paved Roads (hot mix)	Storm Sewer Internal	Storm Sewer Trunk Main
MHP				√		√	√	County
MHS	√*	√*		√		√	√	County
HCR							√	County
All other Residential	√*	√*	√	√		√	√	County
Commercial	√*	√*	√	√		√	√	County
Industrial					√			County



**Definitions**

(√) – means the requirement

(\*) – means Local Improvement

(County) – means Mackenzie County

(Zoning) – As per the Land Use Bylaw

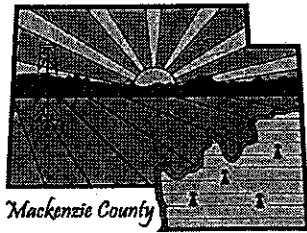
(Storm Sewer Trunk Main) – means storm sewer that benefits either present or future development areas as determined by the County

(Storm Sewer Internal) – means storm sewer that only benefits the subdivision within the Developers Agreement

(Storm Sewer Collection System) – may, include but is not limited to, ditches, ponds and underground piping

	<b>Date</b>	<b>Resolution Number</b>
<b>Approved</b>	18-Jun-02	02-460
<b>Amended</b>	13-Jan-04	04-009
<b>Amended</b>	23-Jun-04	04-510
<b>Amended</b>	10-May-05	05-255
<b>Amended</b>	13-Dec-05	05-674
<b>Amended</b>	26-Mar-09	09-03-227
<b>Amended</b>	13-Oct-10	10-10-855
<b>Amended</b>		





## MACKENZIE COUNTY REQUEST FOR DECISION

<b>Meeting:</b>	<b>Regular Council Meeting</b>
<b>Meeting Date:</b>	<b>February 23, 2011</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 your information, review, and action if required.

	Page
• Fort Vermilion Recreation Board Meeting Minutes – December 8, 2010	199
• Mackenzie Library Board Meeting Minutes – January 10, 2011	203
• La Crete Recreation Society Meeting Minutes – January 13, 2011	205
• 2010 Declaration of Drought (Clear Hills County)	209
• Alberta Municipal Affairs – Municipal Dispute Resolution Series	211
• 2011 Northwest Fire Conference – April 14-16, 2011	215
• GENIVAR – Notice of Conversion	221
• AAMDC Zone 4 Correspondence	223
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**RECOMMENDED ACTION:**

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

**Author:** C. Gabriel      **Review by:** \_\_\_\_\_ **CAO** \_\_\_\_\_



**Fort Vermilion Recreation Board  
Regular Meeting  
Complex – Hall  
December 8<sup>th</sup>, 2010**

---

**Present:** Jason Kerr, LaDawn Dachuk, Con Mercredi, Cameron Cardinal, Ena Simpson, John Simpson, Odell Flett

**Members:** Louise Smith

**Guests:** None

**Call to Order:** Meeting called to order by Vice-Chair, John Simpson at 7:48 pm.

**Additions to Agenda:** John Simpson moved acceptance of agenda with additions. LaDawn Dachuk seconded.

**Adoption of Minutes:** Motion by Jason Kerr to accept minutes of November 23, 2010 with corrections. Jed Randle is the treasurer of Minor Hockey, not Ena Simpson. Seconded by Con Mercredi.

**Arena Supervisor Report:** Tabled.

**Financial Report:** Ena Simpson gave verbal report as this is not our usual time for a meeting and just received bank statement today.

**Sub Committee Reports:**

**Building Committee:** Contractor contacted regarding contract. No heat in building yet. Funding in place.

**Curling:** Ready for curling. FREE usage for the week of December 12 – 18, 2010 as a promotion. Students to be supervised. Motion made by John Simpson that the Fort Vermilion Recreation Board has FREE curling for the week of December 12 – 18, 2010. Seconded by LaDawn Dachuk. Carried.

**Concession:** Kitchen is running okay and Sunday's are the busy days. Report attached. Ray Toews donated a cooler out of the old Riverside Confectionery. Screwy Louie has no information on the kitchen door locks. John Simpson contacted William Auger regarding keys and William is to return items that belong to the Fort Vermilion Recreation Board. Motion made by Ena Simpson that Cameron Cardinal writes a letter to

Ray Toews thanking him for the cooler. Seconded by Con Mercredi. Carried

**Mud Bogs:** Mud bogs were a success with one incident. Discussion on mud bogs with a few suggestions and one that maybe a letter from the Fort Vermilion Recreation Board should be sent to the individuals. LaDawn Dachuk to produce a financial report to the Recreation Board.

**Splash Park:** Information was presented from Raindrop and ARC. Ena Simpson made a motion that a committee of 3, John Simpson, Con Mercredi and Cameron Cardinal be formed to look at this splash park project more closely. Seconded by LaDawn Dachuk. Carried

**Correspondence:** AGLC – Info on fundraising

**Old business:**

**Policies & Procedures:** Tabled.

**Membership Involvement:** Motion made by John Simpson that a face book page be set up by Cameron Cardinal and Duane Auger as a pilot project until February 28, 2010. Seconded by Con Mercredi. Carried. 1 opposed.

**Plaque:** Prestige Printing is doing plaque of appreciation.

**Pepsi:** Cooler from Ray Toews. Pepsi is donating a clock. Cameron Cardinal made a suggestion to buy our own machine and then we can stock what we want. Motion by Con Mercredi to stay with Pepsi and get a key for vending machine. Seconded by Ena Simpson. Carried

**Raffle Tickets:** Each board member will have to sell tickets. Motion by Ena Simpson to open up sub account for raffle licenses. Seconded by LaDawn. Carried.

**Capital Expenditures:** Skate Sharpener should be in next week. Snow Blower bought at John Deere. Computer and Printer given by County. Is internet needed for building? Motion by Jason Kerr that Con Mercredi brings a cost from TELUS, CCI and SIS and for the cost of a new computer and printer.

**ATM Machine:** Cameron Cardinal is looking into the cost of having an ATM in the complex.

**New Business:** A letter for donation for the Christmas Hockey Tournament is needed. All donations from this tournament will go to the Splash Park and Fitness Center. Odell Flett, Duane Auger and Cameron Cardinal looking after this.

CFIP grant application deadline is December 15, 2010.

Community Prevention Grants "Alcohol: Towards a Culture of Moderation: Alberta Health grant. Deadline December 15, 2010.

2011 2012 Provincial Active Living Initiatives: Alberta Sport, Recreation Parks and Wildlife Foundation (ASRPWE). Deadline December 17, 2010.

**Staff Incentive:** Motion by John Simpson to give \$50.00 gift certificate to Duane Auger and Isaac Dyck, \$25.00 gift certificate to season and casual staff. Seconded by Con Mercredi. 2 in favour. 4 against. Defeated.

Motion by Jason Kerr to give Duane Auger and Isaac Dyck \$100.00 gift certificate and Daniel Flett, Byron Mercredi, Russell Mitchell and Vicki Lizotte get a \$50.00 gift certificate and Laura Lizotte gets a \$25.00 gift certificate. Seconded by Odell Flett. Carried.

**In Camera:** Motion by John Simpson to go in Camera. 10:13 Seconded by Con Mercredi. Carried

Motion by John Simpson to go out of camera. 10:26. Seconded by Ena Simpson. Carried.

Motion by John Simpson that Cameron Cardinal composes a letter of concern to Russell Mitchell.

**Next Meeting:** January 25, 2011, Complex @ 7:30 pm.

**Adjournment:** Motion by Jason Kerr to adjourn meeting at 10:53. Seconded by Ena Simpson. Carried.

**Fort Vermilion Recreation Board  
Special Meeting  
Complex – Hall  
December 21<sup>st</sup>, 2010**

---

**Present:** Cameron Cardinal, Ena Simpson, John Simpson, Jason Kerr, Odell Flett  
Duane Auger – Arena Supervisor

**Chairperson, Cameron Cardinal called meeting to order 7:18 pm.**

**Motion by John Simpson to move in Camera. All in favour. Carried.**

**Motion by Ena Simpson to move out of camera. All in favour. Carried.**

**Discussion of incident that occurred on December 19, 2010.**

**Motion by Jason Kerr that a letter goes to Manny Meneen explaining the reason for lost ice time on December 19, 2010. There will be an additional 15 minutes added to their ice time. John Simpson seconded. Carried.**

**Motion by Jason Kerr that a letter goes to Terrence Meneen explaining the zero tolerance policy regarding his behaviour of December 19, 2010 and that he is no longer allowed in the building until he apologizes to Duane Auger or comes before the Board. The next board meeting will be January 25, 2011. Ena Simpson seconded. Carried.**

**Meeting adjourned by Jason Kerr at 8:16 pm.**



**Mackenzie County Library Board (MCLB)**  
**January 10<sup>th</sup>, 2011 Board Meeting Minutes**  
**Mackenzie County Building Meeting Room**  
**La Crete, Alberta**

**Present:** Lisa Wardley(7:40 pm), Wally Schroeder, Daryl Zielsdorf, Beth Kappelar, John W. Driedger,  
La Dawn Dachuk, Jake Wiebe.

**Absent:** Dawn Moberly, Lorraine Peters.

**1.0 Call to Order:** The meeting was called to order by Beth Kappelar at 7:04 p.m.  
Beth introduced Jake Wiebe, the new MCLB member.

**2.0 Approval of Agenda:** Additional item under Old Business: 7.4 La Crete Library building.  
**MOTION #2011-01-01** John W. Driedger moved the approval of the agenda as revised.

**CARRIED**

**3.0 Approval of the Minutes:**

**MOTION #2011-01-02** Daryl Zielsdorf moved the approval of the Dec. 1/10 minutes as presented.

**CARRIED**

**4.0 Review of Action Items:**

ATB signing authority was updated for the new executive.

La Crete Library Society (LCLS) invoice to attend the Grande Prairie Conference was paid.

The MCLB contact list was updated.

All but one of the MCLB appointment letters have been received.

**5.0 Financial:**

**5.1 Financial report as of Dec. 31/2010.**

- Balance brought forward: \$ 28,450.57

- Total Revenues \$ 237,128.56

- Total Expenses \$ 231,513.12

- Ending Bank Balance \$ 34,066.01

**MOTION #2011-01-03** Jake Wiebe/La Dawn Dachuk moved to accept the financial report as presented.

**CARRIED**

**5.2 MCLB 2011 Budget:**

- The funding amount for 2011 from the county should be available for the Feb. 14, 2011 meeting. A 2% increase was requested by MCLB.
- MCLB will consider the continued use of percentages when giving determining the allocations for the 3 library societies.
- An advance from the county will not be requested since the MCLB has sufficient funds to carry the societies until the county funds are available.

**6.0 Library Reports:**

**6.1 La Crete:**

- Their meeting was also on Jan. 10/11 therefore no report is available since no board member could attend.

**6.2 Fort Vermilion:**

- The minutes to their last meeting were not available. No MCLB Fort Vermilion rep. attended the meeting.

**6.3 Zama:**

- The library has been closed since Sept. 1/10 to pack books and prepare for the move into the new library.
- The move was to occur over the Christmas break, but access to the building was not available.
- The tentative start up date for the new library is Feb. 1/11.

**6.4 High Level:**

- Beth Kappelar will be attending their next library board meeting.

**MOTION #2011-01-04** Daryl Zielsdorf moved to accept the library reports as presented.

**CARRIED**

**7.0 Old Business:**

**7.1 Zama Library Official Opening:**

- The official opening will occur Jan. 17/11 at 2:00 p.m. Frank Oberle and Chris Warkentin will be attending.
- Keys to the library will be transferred in an official ceremony.
- Lisa Wardley is in the process of purchasing a plaque on behalf of MCLB for the opening.

**MOTION #2011-01-05** Wally Schroeder/Daryl Zielsdorf moved that MCLB members who attend the Official opening of the new Zama Library be paid honorium and expenses. **CARRIED**

**7.2 Board Development:**

**MOTION 2011-01-06** Jake Wiebe moved to table this item to the Feb. 14/11 MCLB meeting. **CARRIED**

**7.3 Website:**

- The MCLB website expires Jan. 21/11.
- Jim Thompson will be asked by Beth Kappelar what he will charge to continue updating the MCLB website. Jake Wiebe will get a price from another individual.

**MOTION #2011-01-07** John W. Driedger/Daryl Zielsdorf moved that Jim Thompson be asked to renew the MCLB agreement for 3 years at a cost of \$364.57 American and then invoice MCLB. **CARRIED**

**7.4 La Crete Library Building:**

- John Klassen was to talk to FCSS and CFSA in our region to see if it would be possible to partner with them to build a multi use building which would also house the La Crete Library. Grant money for a multi use building would be easier to obtain than a stand alone library.
- No additional information is available at this time.

**8.0 New Business:**

- None.

**9.0 Correspondence:**

- The following correspondence was tabled: Alberta 2010 Public Libraries Directory, Alberta 2008 Public Libraries Statistics, A bill from Access for photocopy rights, a Christmas card from Frank Oberle, a letter to the county requesting a 2% MCLB funding increase and a letter from Revenue Canada regarding T4's.

**10.0 Next Meeting Date and Location:** Feb. 14/11 in the Fort Vermilion Library building at 7:00 p.m.

**11.0 Adjournment:**

**MOTION # 2011-01-08** John W. Driedger moved the meeting adjourned at 8:21 p.m. **CARRIED**

**LA CRETE RECREATION SOCIETY  
REGULAR MEETING  
JANUARY 13, 2011**

**Northern Lights Recreation Centre  
La Crete, Alberta**

Present: Beng Friesen, President  
Darlene Bergen, Secretary-Treasurer  
George Derksen, Director  
George Fehr, Director  
Abe Fehr, Director  
Wendy Morris, Director  
Terry Tosh, Director  
Simon Wiebe, Director  
Peter F. Braun, MD Rep  
Philip Doerksen, Arena Manager  
Ed Wiebe, Recreation Director

Absent: Ron Dyck, Vice-President

Call to Order: Chair Friesen called the meeting to order at 6:10 p.m.

Approval of Agenda

1. Abe Fehr moved to accept the Agenda as amended:  
9.3 Ball Diamonds Tender

CARRIED

Approval of Previous Meeting's Minutes

1. Simon Wiebe moved to accept the December 16, 2010 Regular Meeting Minutes as presented.

CARRIED

Business from the Minutes

1. Philip contacted John McCloud in Peace River for a price on Lobby Reno Blueprints.
2. Wendy Morris moved to accept the Business from the Minutes.

CARRIED

Review of Action Sheet

1. Reviewed items for information only.

Financial Report

1. Reviewed items for information only.
2. Year end financials. Went through items line by line.

3. Patronage Dividends at UFA. Could ask to be paid out and open a non-dividend account.
4. Abe Fehr moved to accept the Financial Report for information.

CARRIED

Manager's Report – Philip Doerksen

1. Reviewed Manager's Report for information purposes.
2. Reported and caught the individual driving on the outdoor rink.
3. Fixed the curling rink ice after the line broke on the overhead heaters.
4. Philip did some research on our water and had it tested because the calcium build-up is causing problems in the lines.
5. Beng Friesen moved to accept the Manager's report for information.

CARRIED

Terry left the meeting at 6:55 p.m.

Beng Friesen moved that we purchase and install a water conditioner out of our capital budget up to a maximum of \$7,500.

CARRIED

New Business

- 9.1 Gary Fehr – Capital Entries
  - Need consistency with the County paying bills to have consistency with bookkeeping.
  - Gary will prepare an internal report for capital projects.

Recreation Director's Report – Ed Wiebe

1. Reviewed Recreation Director's Report for information purposes.
2. Chrokinole nights has changed. Chris White was running a chess club at the Heimstead every Friday and has decided to modify it to be a games night for family's to come play games with Seniors.
3. Have 6 teams registered for Challenge Cup. Looking for 6 more.
4. Finishing website [www.nlreccentre.com](http://www.nlreccentre.com)
5. Updated trophies.
6. Working on changes for next summer at the Driving Range.
7. Beng Friesen moved to accept the Recreation Director's report for information.

CARRIED

New Business

- 9.2 Joint Use Agreement

George Derksen moved to accept the Joint Use Agreement between the Fort Vermilion School Division and the La Crete Recreation Society as amended.
- CARRIED
- 9.3 Ball Diamonds (Tender)
    - Should be able to have work done for a better price if project is tendered.

- Philip, Beng and Abe will draw up an ideal plan and define the scope of work. Could leave fencing out of tender.

Wendy Morris moved that we go in camera at 8:15 p.m.

George Fehr moved that we go out of camera at 8:25 p.m.

Simon Wiebe moved that the meeting be adjourned at 8:25 p.m.

Next Meeting – February 10, 2011



cc  
mk



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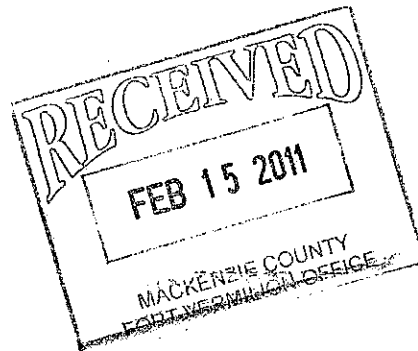
**CLEAR HILLS COUNTY**

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January 18, 2011

File 11-10-02

Honorable Jack Hayden  
Minister of Agriculture  
#423 Legislature Building  
10800 97 Avenue  
Edmonton, AB T5K 2B6



Dear Minister,

Re: 2010 Declaration of Drought

This letter is a follow up to the letter sent collectively last fall by a large number of Peace Country municipalities, requesting assistance to mitigate damages faced by the Northern Alberta's Peace Region agricultural producers due to the drought conditions faced over the last few years, with this past year being the most severe. As in the initial letter sent from the collective municipalities, I would like to stress the need for *immediate* assistance for livestock and crop producers, in order to mitigate future damages faced by these producers.

On behalf of the producers in Clear Hills County, I offer sincere appreciation to the Provincial and Federal Governments' for their commitment to agriculture and towards the government officials have toured and observed first hand the economic devastation the producers in this drought stricken region are facing. We are also appreciative for the initiatives the Provincial Government has put in place, such as the Peace Country Water Hauling Program and waiving the rent for the water pumps. I look forward to hearing from the provincial and federal governments with regards to further solutions to rectify this critical situation in a timely manner.

Thank you for your attention to this matter and if you have questions or require clarification, you may contact me at (780) 596-2187.

Sincerely,

Miron Croy  
Reeve

MC/mk

cc: Hon. Gerry Ritz, Minister of Agriculture and Agri-Food  
Hon. Chris Warkentin, MP  
Hon. Hector Goudreau, MLA  
Hon. Mel Knight, MLA

COPY



**CLEAR HILLS COUNTY**

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Hon. Frank Oberle, MLA  
Hon. Ken Kowalski, MLA  
Pearl Calahasen, MLA  
Robin Campbell, MLA  
Wayne Drysdale, MLA  
Jeff Johnson, MLA  
Tom Burton, Director-Zone 4, AAMDC  
Municipal District of Big Lakes  
Birch Hills County  
County of Grande Prairie  
Municipal District of Fairview  
Municipal District of Greenview  
Mackenzie County  
County of Northern Lights  
Municipal District of Peace  
Saddle Hills County  
Municipal District of Smoky River  
Municipal District of Spirit River  
Northern Sunrise County

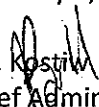
Box 240, Worsley, Alberta, T0H 3W0 Telephone 780-685-3925 Fax 780- 685-3960 Email [info@clearhillscounty.ab.ca](mailto:info@clearhillscounty.ab.ca)

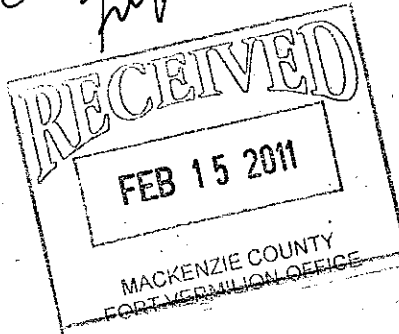
*"Clearly an Area of Opportunity"*





February 7, 2011

cc gub  
  
Mr. Kostin  
Chief Administrative Officer  
Mackenzie County



RE: Workshop-Hosting Partnerships: Request for Municipal Statements of Interest

Since 1999, Alberta Municipal Affairs (AMA) Municipal Dispute Resolution Services (MDRS), in partnership with the AAMDC and AUMA, has offered a series of workshops for municipal officials that enhance skills in negotiation, public input, and workplace conflict management. They are specifically designed for municipal elected officials, staff, and community leaders wishing to deepen their understanding and mastery of collaborative interest-based processes. Workshops combine practical training with skill building exercises to ensure participants get a good understanding of the concepts and have the opportunity to practice their skills.

In the past few years, a number of municipalities have approached us asking if a particular course might be held in their municipality. Where feasible, we have tried to accommodate those requests as well as maintaining our regular schedule of workshops. During the 2010-11 workshop season, MDRS had the opportunity to partner with two municipalities to offer workshops. Given the favourable response we've had with that delivery model, we would like to explore entering into additional partnerships during the 2011-12 season.

The partnership model involves a shared financial responsibility for the delivery of workshops: while MDRS would continue to pay for the instructional, material, and travel costs associated with the workshop, the hosting municipality or municipalities would receive ten participant seats in exchange for the facility rental and event catering. The partnership model is outlined in the attached document.

Municipalities wishing to respond with a statement of interest must do so before 14:01 Alberta time on Wednesday, March 1<sup>st</sup>, 2011, whether by mail or e-mail to:

Workshop Hosting Interest  
Bill Diepeveen  
Alberta Municipal Affairs  
17th floor, Commerce Place  
10155-102 Street  
Edmonton, Alberta T5R 4L4

bill.diepeveen@gov.ab.ca  
Subject: Workshop Hosting Interest

Municipalities will be notified by April 7, 2011 of their partnership status.

Sincerely,

  
Bill Diepeveen  
Manager, Municipal Dispute Resolution Services





## ***Let's Resolve Educational Workshops***

### **The Partnership Model**

**Host:** Workshops can be hosted by one municipality, a partnership of municipalities, or in conjunction with community groups and/or reserves. To facilitate the administration of workshops, MDRS would prefer to work with a single contact to coordinate the session.

**Workshop scheduling:** Municipally-hosted workshop must be confirmed prior to July 1 for inclusion in the regular MDRS workshop season that runs from September to March.

**Advertising of workshops:** MDRS will advertise workshop to municipalities and associations through the workshop brochure and on the MDRS website. Host is strongly encouraged to undertake additional advertising to municipal administrative staff, elected officials, and community leaders in the region.

**Participant registration and fees:** Host is entitled to (and required to fill) ten (10) reserved seats at no cost. MDRS will fill the remaining ten (10) seats through the AMA registration website and charge registrants \$125/workshop. Any remaining seats at the close of registration will be offered to the host at no cost. Workshops are limited to 20 participants.

**Facility rental and catering:** Facility rental and catering costs are borne by host. Catering must include morning and afternoon coffee/tea/juice service, snacks, and lunch. Dietary sensitivities and mobility considerations, if applicable, must be accommodated.

*Where three or more municipalities partner together to provide regional training, AMA may consider allocating up to 20 seats to the host at no cost.*

### **Workshops**

#### **NEGOTIATION SERIES**

##### **Finding Agreement (2-day course)**

This introductory course is designed specifically for community leaders, including administrative and elected officials. The objective of the workshop is to assist participants in gaining an understanding of conflict sources, dynamics and attitudes and the impact this has on the conflict resolution process. This course will give participants the skills to better collaborate with others, resolve difficult issues, and reach effective agreements.

Note: This workshop will require up to three (3) small break-out rooms for group exercises.

##### **Negotiating Effectively (3-day course)**

As the second in the series, this workshop introduces participants to the principled, interest-based negotiation model and delves into the communication skills introduced in Finding Agreement. Building on theory articulated by Harvard educators Fisher and Ury in their book *Getting to Yes*, this workshop provides hands-on negotiation training. This model is based on clarifying and understanding the issues, interests and feelings of parties involved in negotiation or conflict.

Recommended prerequisite: Finding Agreement or equivalent course

Note: This workshop will require up to three (3) small break-out rooms for group exercises.

## Partnership Evaluation Criteria

While MDRS would like to accommodate as many workshop partnership requests as possible, the anticipated large volume of municipal requests must be satisfied within strict budget constraints. Preference for partnerships will be given to municipal hosts that:

- have limited training budgets and capacities
- enter into hosting partnerships with neighbouring municipalities and groups

Other considerations will include:

- Travel costs borne by AMA for instructors and coaches
- Availability of instructors and coaches
- Spread of workshops around the province
- Stated ability to fill ten (10) seats
- Suggested facility and catering options, and availability of accommodation near hosting facility

## Submission of Interest in Workshop-Hosting Partnership

Municipalities wishing to respond with a statement of interest must do so before 14:01 Alberta time on Wednesday, March 1<sup>st</sup>, 2011, whether by mail or e-mail to:

Workshop Hosting Interest  
Bill Diepeveen  
Alberta Municipal Affairs  
17th floor, Commerce Place  
10155-102 Street  
Edmonton, Alberta T5R 4L4

bill.diepeveen@gov.ab.ca  
Subject: Workshop Hosting Interest

The following elements must be included in your Statement of Interest:

1. Desired workshop(s), ranked in order of preference
2. Preferred month and/or days of workshop(s) between September 2011 and March 2012 (most workshops are scheduled immediately preceding a weekend)
3. Hosting partners (if applicable); supporting letters are required from each partner
4. Statement regarding training capacity
5. Commitment to fill ten (10) seats, or request for more seats if there exists a partnership of three (3) or more municipalities
6. Suggested facility and catering options
7. Statement regarding the availability of accommodation in area
8. Main contact details, including address, telephone, fax, and e-mail address, and an alternate
9. Ink or electronic signature of the Chief Administrative Officer or his/her designate

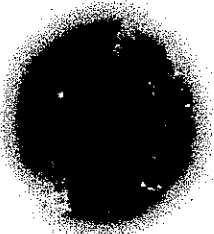
Questions regarding this opportunity may be directed to:

Bill Diepeveen, Manager  
Municipal Dispute Resolution Services  
T 780-422-8848  
E bill.diepeveen@gov.ab.ca

Cristina Cernucan, Advisor  
Municipal Dispute Resolution Services  
T 780-422-8453  
E cristina.cernucan@gov.ab.ca

Calls are toll-free in Alberta by dialing 310-0000 first.

Municipalities will be notified by April 7, 2011 of their partnership status.

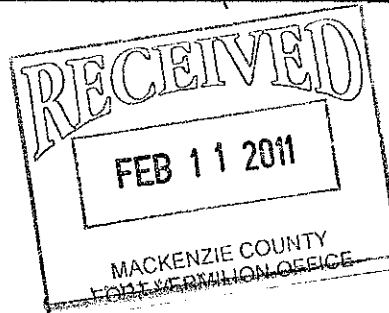


Peace Regional Fire Chiefs  
 PO Box 493  
 Nampa, AB T0H 2R0  
 Ph: (780) 624-2993  
 Fax: (780) 322-3849  
 Email: [firechiefs@prfc.ca](mailto:firechiefs@prfc.ca)

*Carol  
 pay 500<sup>00</sup>*

February 8, 2011

CAO William Kostiw  
 Mackenzie County  
 Box 640  
 Fort Vermillion, AB  
 T0H 1N0



Dear Sir:

**Re: 2011 Northwest Fire Conference April 14-16, 2011**

Over the last fifteen years the Peace Regional Fire Chief's has held an annual conference in Peace River which attracts fire departments from all over Northern Alberta. Our goal is to make the conference as accessible and as cost effective as we possibly can. The programs for the sessions are always informative and provide firefighters with additional knowledge and expertise to use while providing needed protection in their own communities.

The past two years the PRFC has expanded the annual conference to include some of North America's leading fire service experts to provide training that is normally inaccessible to your fire department. Some of this year's conference highlights include:

- Live fire training provided by Draeger Safety Systems, the Peace River Fire Department, County of Northern Lights and the High Level Fire Department. Training includes flashover simulation, prevention and interior fire attack techniques under controlled conditions
- Firefighter survival training – both theory and hands on training from the "Nobody Gets Left Behind Training group from California. This group of highly trained instructors lead very informative and crucial training in areas of firefighting techniques including interior firefighting, hose handling, thermal imaging and reading smoke patterns.
- Fire department customer service and incident command from Retired Phoenix Fire Department Chief Alan Brunacini, the world's leader in Incident Command and author of many texts in the fire service.
- Air Management and Shaping the fire service from Chief Rich Graber from the Upper Pine Fire Protection District in Bayfield Colorado. Rich is a leading instructor for Draeger Safety Systems and lectures on many fire service topics including wildland urban interface, air management and fire service management.

As you can see, a huge amount of resources are required to put on the Fire Conference, from the hundreds of hours donated by people to the financial support provided. In the past, organizations such as yours have been the key to our success in fundraising to put on this annual event. Naturally, you recognize that the Fire Conference provides us with the opportunity to promote and encourage the provision of adequate fire protection and fire prevention service in all areas of Northern Alberta. We are asking for your support in the form of a monetary donation to the Peace Regional Fire Chiefs. The address is as follows:



**Peace Regional Fire Chiefs**  
**PO Box 493**  
**Nampa, AB T0H 2R0**  
**Ph: (780) 624-2993**  
**Fax: (780) 322-3849**  
**Email: [firechiefs@prfc.ca](mailto:firechiefs@prfc.ca)**

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Peace Regional Fire Chiefs  
PO Box 493  
Nampa, AB T0H 2R0

All Corporate Sponsors contributing over \$500 will be offered two (2) complimentary tickets to the BBQ Social Evening at the Sawridge Inn and Conference Centre on April 16th, 2011. Please include the name of the person that the tickets can be held for.

Thank you for your continued support.

Sincerely,

**Rodney Schmidt**  
**President**  
**Peace Regional Fire Chiefs**

# 2011 Northwest Fire Conference

## FUTURE CHALLENGES.....MEMORIES PAST

Over the last fifteen years the PRFC has held an annual conference in Peace River which attracts fire departments from all over Northern Alberta. Our goal - to make the conference as accessible and as cost effective as we possibly can. The sessions are always informative and provide firefighters with additional knowledge to use while providing needed protection in their own communities.

April 14-16, 2011

Sawridge Inn and Conference Centre

Peace River, AB



### Peace Regional Fire Chiefs

PO Box 493

Nampa, AB

T0H 2R0

Phone: 780-618-8845

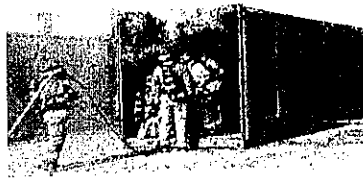
Fax: 780-322-3849

E-mail: [firechiefs@prfc.ca](mailto:firechiefs@prfc.ca)

**THURSDAY,  
APRIL 14**

**FULL DAY SESSION (0800—1700)**  
**CHIEF RICH GRAEBER**

**Phase 1 & 2**



**PHASE 1 & 2  
DRAEGER CERTI-  
FIED FLASHOVER  
TRAINING**

**Certified Instructors**  
**Certificates will be issued upon successful completion of the Phase 1 & 2 Flashover Training**

**HAVE THE EXPERIENCE OF A LIFETIME**

Provide your firefighters with the best live fire training program currently available to the International Fire Service. This is a real world simulation and an experience for life! Your life and the lives of others may depend on this type of realistic training.

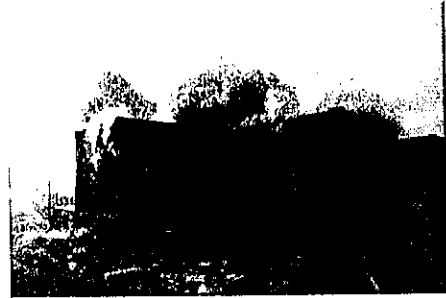
**LEARN FIRE BEHAVIOUR IN A CONTROLLED SAFE SETTING**

Dräger Swede Survival training systems offer firefighters the opportunity to observe fire behavior and the signs that lead to phenomena like a flashover. The training is being conducted according to proven procedures in order to create a safe and controlled training setting. Repetition of the training increases and stabilizes the firefighters knowledge and skills to recognize and handle the specific fire scenarios.



**CONTROL AND MINIMIZE THE RISK**

Firefighters face extremely dangerous life-threatening situations daily. This in mind realistic "live fire" training is a necessity. Dräger Swede Survival offers class A live fire training based on proven concepts derived from the co-operation with the Swedish Rescue Services Agency. Dräger Swede Survival training systems provide excellent training setting meeting relevant criteria of NFPA 1001, NFPA 1403 and NFPA 1500.



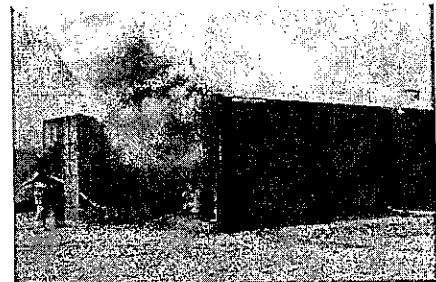
**2 SESSIONS (36 max participants)**  
**0800—1200 and 1300—1700**

Registration is required. Your Fire Chief will need to sign off that you:

- Are Physically fit
- Have bunker gear that meets current NFPA standards
- Are competent in the use of Breathing Apparatus
- Are properly trained (Part 1 or S300 or equivalent)

Participants will be required to sign a Liability Waiver.

Bunker Gear and BA with a spare bottle are required to participate.





**THURSDAY,  
APRIL 14**

**EVENING SESSION (1900—2100)**

**JEFF SEATON, NGLB  
FIREFIGHTER SURVIVAL**

**FRIDAY  
APRIL 15**

**MORNING SESSION (0800—0930)**

**CHIEF ALAN BRUNACINI, Phoenix Arizona  
CUSTOMER SERVICE**

**MORNING SESSION (1000—1200)**

**CHIEF ELLS, NGLB  
COMMON FIREGROUND ERRORS**

**MIDDAY CONCURRENT SESSIONS  
(1300—1700)**

**JEFF SEATON, NGLB  
FIREFIGHTER SURVIVAL HANDS-ON TRAIN-  
ING (Max 50)**

**RICH GRAEBER  
AIR MANAGEMENT**

**Tradeshow-Sawridge Inn, Ballroom  
1000—2200**

**EVENING—MEETINGS**



**AFCA Zone 1 meeting**



**PRFC Annual General Meeting**

**SATURDAY  
APRIL 16**

**MORNING SESSION (0800—0930)**

**RICH GRAEBER  
SHAPING THE FIRE SERVICE BATTLEFIELD—  
WHERE DO WE GO FROM HERE**

**MORNING SESSION (1000—1200)**

**CHIEF ELLS, NGLB  
READING SMOKE**

**MORNING SESSION (1000—1200)**

**JEFF SEATON, NGLB  
TIC THEORY (required to participate in the after-  
noon session) (Max 50)**

**MIDDAY CONCURRENT SESSIONS  
(1300—1700)**

**TIC HOT TRAINING (Hands-on)**



**CHIEF ALAN BRUNACINI, Phoenix Arizona  
COMMAND**

**Tradeshow—Sawridge Inn, Ballroom  
1000—1300**

**BBQ SUPPER**

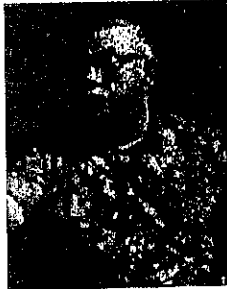
**EVENING SESSION**

**CHIEF BRUNACINI, CHIEF ELLS,  
CHIEF GRAEBER, JEFF SEATON  
UNPLUGGED**

Question cards will be available during the confer-  
ence. Following the BBQ supper Chief Brunacini,  
Chief Ells and Chief Graeber will debate the an-  
swers. The session will be moderated by Jeff Sea-  
ton.

Conference registration forms will also be avail-  
able on our website <http://prfc.ca!!>

## CHIEF ALAN V. BRUNACINI



**ALAN BRUNACINI** joined the Phoenix Fire Department in 1958. He served in every department position. He was promoted to Fire Chief in 1978 and retired in 2006. He is a graduate of the Fire Protection Technology program at Oklahoma State University. He has a BS and an MPA from Arizona State University. He is the past Chairman of the Board of the National Fire Protection Association and the N.F.P.A. Fire Service Occupational Safety Committee (standard 1500). He is the current Chairman of the N.F.P.A. Career Fire Service Career Organization and Deployment Committee (standard 1710). He and his two firefighter sons are currently developing and teaching the local command level Blue Card hazard zone management program. They also present workshops, seminars and conferences to many fire departments throughout the country on various topics. He is the author of Fire Command, Command Safety, Timeless Tactical Truths, Essentials of Fire Department Customer Service and The Anatomy and Physiology of Leadership. He is currently working on several other fire service books. He and his son John own and operate the fire service website [www.bshifter.com](http://www.bshifter.com).

## RICH GRAEBER



**RICH GRAEBER** has been in the fire service for 33 years. He currently serves as the Fire Chief with the Upper Pine River FPD in Bayfield Colorado. Rich formerly worked in the position of Associate Director of Fire & Emergency Services Training at Bates Technical College in Tacoma Washington. He has an Associates Degree in Fire Science and has been an instructor for Dräger Swede Survival since 1998

## NOBODY GETS LEFT BEHIND



**JEFF SEATON**—has been a career firefighter and student of the fire service for over 18 years in the United States and Canada. Jeff works for the City of San Jose, which is the 10th largest city in the US he currently works on Truck 35. In 2005 he received the San Jose Fire Department "Firefighter of The Year" Award.

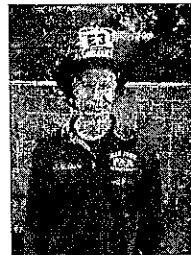


**GARY ELLS**—Chief Ells has been a career Firefighter for over 34 years, serving 32 years with the Tempe Fire Department in Tempe, Arizona. Tempe Fire Department is the first internationally accredited fire department in the world and serves its 175,000 customers from six stations within the 40 square miles it occupies.



**BOB LEONARD**—started in the fire service as a Seasonal Firefighter for the California Department of Forestry in 1984. In 1986, he was hired by Yuba City (Calif.) Fire Department, a combination department. In 1990, he left Yuba City Fire Department to join San Jose (Calif.) Fire Department and has been there ever since. He currently works as a Fire Captain on Engine 26 in the Southern downtown area of Battalion One.

**GLEN MCGUIRE'S** fire service career started in 1982 with the Half Moon Bay FPD, a small two station paid/volunteer department. During his last few years he had promoted to Fire Captain and was the Assistant Training Officer. In 1991, he joined the San Jose FD and in 1996 he promoted to Captain.



**DAVE ENNES** has been a student and professional member of the fire service for over 20 years. He started his career with a small department in the Central Valley of California that had only 1 or 2 person(s) assigned to each apparatus. Throughout his career he has continued to improve himself through training and education either provided by the department or on his own time.



*next acc  
info.*

**SUBJECT: Notice of the conversion of GENIVAR Consultants Limited Partnership into a publicly traded corporation, GENIVAR Inc.**

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On April 16, 2010, GENIVAR Consultants Limited Partnership (by way of the income fund) announced its intention to convert into a publicly traded corporation on January 1<sup>st</sup>, 2011. As such, from this date going forward, you and your organization will be conducting business with GENIVAR Inc., across the country. This conversion was prompted as a result of changes adopted by the Department of Finance Canada in October 2006 with respect to publicly traded income trusts and how taxation would affect distributions to unitholders as of January 1<sup>st</sup>, 2011.

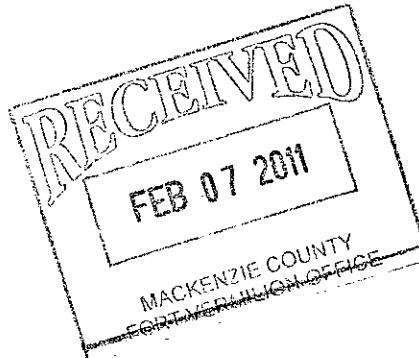
This conversion will have absolutely no repercussion on your actual commercial relationship with our organization. The individuals and teams with whom you deal on a daily basis will continue to respect their commitments and offer the professional services you expect without interruption.

GENIVAR, just as it did in May 2006 when it became public, is once again giving itself the means to fulfill its ambitions by revisiting its structure. In doing so, GENIVAR will be able to be more adaptable and dynamic, thereby ensuring that it caters best to its clients' specific needs.

From an administrative standpoint, please take note that provincial and federal tax numbers will change as a result of this conversion.

Should you have any questions, please direct them to your usual contact who will gladly answer them.

Thank you.





## Carol Gabriel

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**From:** Teresa Marin [Teresa.Marin@MDGreenview.ab.ca]  
**Sent:** Wednesday, February 16, 2011 12:04 PM  
**To:** 'irenec@birchhillscounty.com'; 'alan@clearhillscounty.ab.ca'; 'brogan1@countygp.ab.ca'; Bill Kostiw; 'cao@mdbiglakes.ca'; 'ben@mdfairview.ab.ca'; Jim Squire; 'cao@mdnorth22.ab.ca'; 'harvey@mdopportunity.ab.ca'; 'mdpeace@wispernet.ca'; 'lturcotte@mdsmokyriver.com'; 'ramiles@northernsunrise.net'; 'dnellis@saddlehills.ab.ca'; 'glen.l@woodbuffalo.ab.ca'; 'mdsr133@mdspiritrivier.ab.ca'; 'tmatius@mdspiritrivier.ab.ca'; 'fortmcmurray.woodbuffalo@assembly.ab.ca'; 'lesser.slavelake@assembly.ab.ca'; 'dunvegan.centralpeace@assembly.ab.ca'; 'grandeprairie.wapiti@assembly.ab.ca'; 'grandeprairie.smoky@assembly.ab.ca'; 'peace.river@assembly.ab.ca'; 'west.yellowhead@assembly.ab.ca'; 'susan@aamdc.com'; 'gerald@aamdc.com'; 'mayor@hinton.ca'; 'Har1@telusplanet.net'; 'wayne.franklin@gov.ab.ca'; 'gary.sandberg@gov.ab.ca'  
**Cc:** 'donnar@birchhillscounty.com'; 'melissa@clearhillscounty.ab.ca'; 'srnhart@countygp.ab.ca'; Carol Gabriel; 'execsecretary@mdbiglakes.ca'; 'lynn@mdfairview.ab.ca'; Linda Walton; 'adminassist@countyofnorthernlights.com'; 'Helen@mdopportunity.ab.ca'; 'admin@saddlehills.ab.ca'; 'kevin.greig@woodbuffalo.ab.ca'; 'ccharest@mdspiritrivier.ab.ca'; 'webmaster@woodbuffalo.ab.ca'; 'charlotte@clearhillscounty.ab.ca'; 'tburton@aamdc.com'; 'council@clearhillscounty.ab.ca'; 'emcdonald@countygp.ab.ca'; Carol Gabriel; 'biglakes@mdbiglakes.ca'; 'Esecretary@mdgreenview.ab.ca'; 'psinclair@mdopportunity.ab.ca'; 'donron@telusplanet.net'; 'md130adm@telusplanet.net'; 'klas\_hudson@hotmail.com'; 'harvnag@telusplanet.net'; 'council@saddlehills.ab.ca'; 'melissa.blake@woodbuffalo.ab.ca'; Teresa Marin  
**Subject:** Letters - Honourable Gene Zwodesky  
**Attachments:** SKMBT\_C35311021109300.pdf; Health Minister Invitation.docx

Good Afternoon,

At the AAMDC Zone 4 meeting held in DeBolt, Mr. Burton read the invitation letter sent to the Honourable Gene Zwodesky and the response letter received from Mr. Zwodesky. I will be forwarding Mr. Zwodesky the questions that resulted at the meeting after reading the response letter. Once I receive answers from Mr. Zwodesky, I will forward that information on to everyone.

Mr. Burton informed everyone that I would forward them a copy of the letters after the meeting. Please view the attached letters Mr. Burton referenced at the meeting.

Teresa Marin  
For AAMD&C Director,  
Tom Burton

Alberta Association of Municipal District and Counties  
Northern District – Zone 4  
P.O. Box 1079  
Valleyview, AB.  
T0H 3N0

Contact Information:  
Director Tom Burton: 780.512.1558 [tburton@aamdc.com](mailto:tburton@aamdc.com)  
Teresa Marin: 780.524.7627 [teresa.marin@mdgreenview.ab.ca](mailto:teresa.marin@mdgreenview.ab.ca)

*Alberta Association of Municipal Districts and Counties  
Northern District - Zone 4  
P. O. Box 1079  
Valleyview, AB T0H 3N0*

January 18, 2011

Mr. Gene Zwozdesky, Minister of Health and Wellness  
#208, Legislature Building  
10800 – 97 Ave.  
Edmonton, AB. T5K 2B6

**Attention: Gene Zwozdesky, Minister of Health and Wellness**

Dear Mr. Zwozdesky,

**Re: AAMD&C Northern District – Zone 4 Meeting February 11, 2011**

The Alberta Association of Municipal Districts and Counties Northern District will be meeting on Friday, February 11, 2011 at the DeBolt Community Centre in DeBolt, Alberta. On behalf of our Association, you are cordially invited to attend to provide our Association with an update and review regarding some Alberta Health issues. Please provide a response to seniors taking up beds in hospital when they should be in acute care. Discuss the length of time that Alberta Health takes to sign contracts for items like housing for seniors that they have agreed to cost share with regions.

The meeting commences at 10:00 a.m., and we can schedule you on our agenda for any time that is convenient for you.

Should you wish to fly in to Grande Prairie, we will make arrangements for transportation to and from the meeting.

If you are unavailable to attend please designate a representative to address these issues on your behalf.

Please provide information regarding who will be available to attend by January 31<sup>st</sup>, 2011. Contact Teresa Marin if you have any inquiries or concerns at 780-524-7627 (email:teresa.marin@mdgreenview.ab.ca)

I look forward to seeing you then.

Sincerely

AAMD&C Director,  
Tom Burton



ALBERTA  
HEALTH AND WELLNESS  
*Office of the Minister*

*Honourable Gene Zwozdesky  
MLA, Edmonton Mill Creek  
Deputy Government House Leader*

AR 87536

February 11, 2011

Mr. Tom Burton, Director  
Alberta Association of Municipal Districts and Counties  
Northern District - Zone 4  
P.O. Box 1079  
Valleyview, Alberta T0H 3N0

Dear Mr. Burton:

Thank you for your January 18, 2011 invitation to the Alberta Association of Municipal Districts and Counties (AAMD&C) February 11, 2011 meeting. I regret not being able to join you since I have a long standing previous commitment to meet with the Central AADM&C at that time. Nonetheless, I am pleased to provide the following information as you requested.

Let me first assure you the Government recognizes that patients who reside in acute care while waiting for placement in a long-term care facility put pressure on the acute care hospital system. That is why Alberta's 5-Year Health Action Plan "*Becoming the Best*", which I released on November 30, 2010, includes a strategy to improve continuing care by adding thousands of additional continuing care spaces, and by increasing and enhancing home care. We will also be using new technology and we will be increasing caregiver support and enhancing care co-ordination. Our goal is for all Albertans requiring continuing care to receive services that match their needs within 30 days of assessment. Some of our short-term actions include:

- Adding at least 2,300 new continuing-care spaces over the next year.
- Expanding and redesigning home care so that, by 2012, at least 3,000 more Albertans can receive home-care services, with further expansion planned soon thereafter.
- Adding more than 200 new hospital beds by March 2011; this is in addition to the surge capacity beds which are part of the new Emergency Department overcapacity protocols.
- Informing Albertans about their care options. Many Albertans visit emergency for illness and injuries that could be treated by a family doctor, at a drop-in clinic or an urgent care centre.
- Adding 1,300 continuing care beds by the end of March 2011. That's nearly twice as many spaces as were added the year before (about 740).

*Alberta* ■

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Mr. Tom Burton  
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Altogether, over the next five years, more than 5,000 additional continuing care spaces will be added, which includes the increased capacity announced through funding from the Government of Alberta's Capital Bonds and Affordable Supportive Living Initiative.

To help achieve these ambitious goals in our *5-Year Health Action Plan*, my Ministry is working closely with Seniors and Community Supports, Housing and Urban Affairs, Infrastructure and AHS. I know we can count on our municipal partners, such as the AAMD&C, to help us deliver on these ambitious targets as well. For more detailed information on our Plan, please view our website at [www.health.alberta.ca](http://www.health.alberta.ca). Clearly, there is more work to do, but we are headed in the right direction.

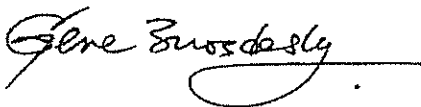
Regarding your request for information about continuing care patients residing in acute care hospitals, Alberta Health Services (AHS) provides waitlist information on its website at [www.albertahealthservices.ca/833.asp](http://www.albertahealthservices.ca/833.asp)

On your question about the signing of contracts, Alberta Health and Wellness is not involved in the process of contracting with health care service providers. My Ministry is responsible for setting policies and standards for continuing care health services delivered in supportive living facilities. AHS is responsible for delivery of publicly funded health services in Alberta, including health services provided in supportive living settings.

AHS has the mandated responsibility to contract with continuing care providers. I am aware AHS is trying to standardize the contracting process for all zones in Alberta. If you would like more information regarding AHS' contract process, please contact Jerri Taylor, Executive Director, Community Home Care Contracts, AHS, through central reception at 780-342-2000.

I hope this information is useful, Tom, and once again, thank you for writing. I would also like to commend the AAMD&C for working to improve the care for Alberta's seniors.

Sincerely,

A handwritten signature in cursive script that reads "Gene Zwozdesky". The signature is written in black ink and includes a long horizontal flourish at the end.

Honourable Gene Zwozdesky  
Minister, Health and Wellness  
Deputy Government House Leader