

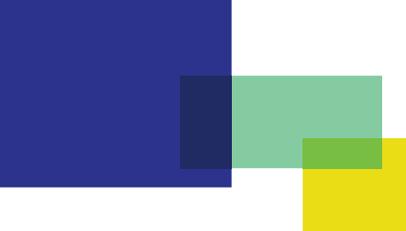
REGIONAL GOVERNANCE STUDY



Phase 1 Engagement Summary

April 2021

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Introduction

The Village of Caroline, Clearwater County, and the Town of Rocky Mountain House are participating in a Regional Governance Study to explore the most effective and efficient governance structure to support the region's growth and long-term prosperity for all citizens. The municipalities are committed to searching for common goals and a common vision to best serve the region and citizen input will be an important part of the Study process. The Study is being funded by a grant provided by the Province of Alberta.

It is important to note that this Study is not an Amalgamation Study. Instead, the purpose of the Regional Governance Study is to review all options, including maintaining the status quo of keeping the three existing municipal government structures, in order to identify potential benefits, disadvantages and impacts of the options being explored.

Nichols Applied Management and ISL Engineering and Land Services Ltd. were hired to undertake the Study on behalf of the three participating municipalities. As part of the study, the consultants are undertaking an independent analysis of existing services, agreements and financial and operational information, engaging stakeholders, residents and leadership of the partnering municipalities for their insight and feedback, and developing a recommendations report based on the key findings from the analysis and public engagement. A Steering Committee, comprised of the Village and Town Mayors, County Reeve and Councillors, and an alternate from each municipality, has been formed to provide direction and advice on the delivery of this Study. The three general options being explored for a new governance structure for Caroline, Clearwater County and Rocky Mountain House include:

1. Remain as three separate municipalities with regional cooperation (current structure);
2. Amalgamate all three municipalities into a single municipal government; or
3. Amalgamate Clearwater County and the Village of Caroline and develop regional cooperation agreements with the Town of Rocky Mountain House.

This summary represents an overview of the feedback shared by residents and stakeholders only and does not represent views and perspectives of the project team or participating municipalities. It describes the engagement process and insight from the first phase of public engagement. Input received was summarized into key themes detailed below that reflect the diversity and frequency of comments received. The time spent by residents and stakeholders in reviewing information, attending the Live Session, providing input and connecting with the project team was greatly appreciated.

Phase 1 Public Engagement

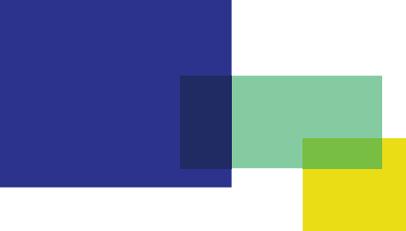
The purpose of this first phase of engagement was to share general information on the study process, describe the different governance structures that exist in Alberta and gather ideas from residents and ratepayers about what key information they would like to learn more about to help them better understand the differences between the governance structure options, as well as the potential benefits, disadvantages and impacts to residents by the potential options.

A project website was launched to provide a location for residents and stakeholders of all municipalities to visit and learn more about the project. A media release was distributed the week of February 8/21 to announce the initiation of the project and promote the upcoming engagement opportunities. Additional communications to promote the project and engagement included:

- Advertisements in the Western Star and Mountaineer newspapers
 - The Clearwater County’s Taxpayer Association also took out an advertisement in the Western Star that included a copy of the survey
- Facebook and Twitter posts by the three municipalities

Several different opportunities were provided for citizens to learn more about the project and share their perspectives and concerns:

Engagement Type	Purpose	Dates	Audience
Project Website	To share information about the study process and provide one location for residents of three municipalities to stay up to date on the project	February 8 to present	1209 unique visitors as of March 25
Virtual Open House	To share information learned to date, including background information	February 16 to March 10, 2021	208 unique visitors
Survey (online and paper copies)	To collect feedback and questions from residents, ratepayers and stakeholders of all three municipalities	February 16 to March 10, 2021	223 responses
Online Learning Session and Live Q&A	To provide an overview of the study process and answer questions from attendees	February 17, 2021 at 6 PM	31 attendees, excluding Council and Administration from all three municipalities



Overall Themes

Based on what we heard in Phase 1, the following are themes that prevailed overall through the feedback provided by residents and stakeholders in this phase.

- Participants shared that the current poor municipal relations are preventing the Town of Rocky Mountain House and Clearwater County from serving their residents to the best of their ability and participants indicated a desire for improved collaboration between the municipalities
- Participants raised concerns about duplication of services that are causing inefficient delivery and use of budgets
- Participants suggested that engagement and communication processes need to be improved to ensure that residents are aware of and have influence on projects and how decisions are being made
- Participants also shared that they would like more information on the benefits and impacts of the different regional governance structures

Key Themes by Topic Area

Key themes were developed based on the diversity and frequency of feedback received.

Concerns and Ideas

Participants were asked to identify key concerns, if any, they have with existing services and programs being offered as well as to identify ideas to address the concerns they raised. The ideas for addressing concerns reflect the various proposed solutions by participants for their concerns but note that some participants had differing ideas for how to solve similar concerns. The following is a summary of key concerns raised and potential ideas to address.

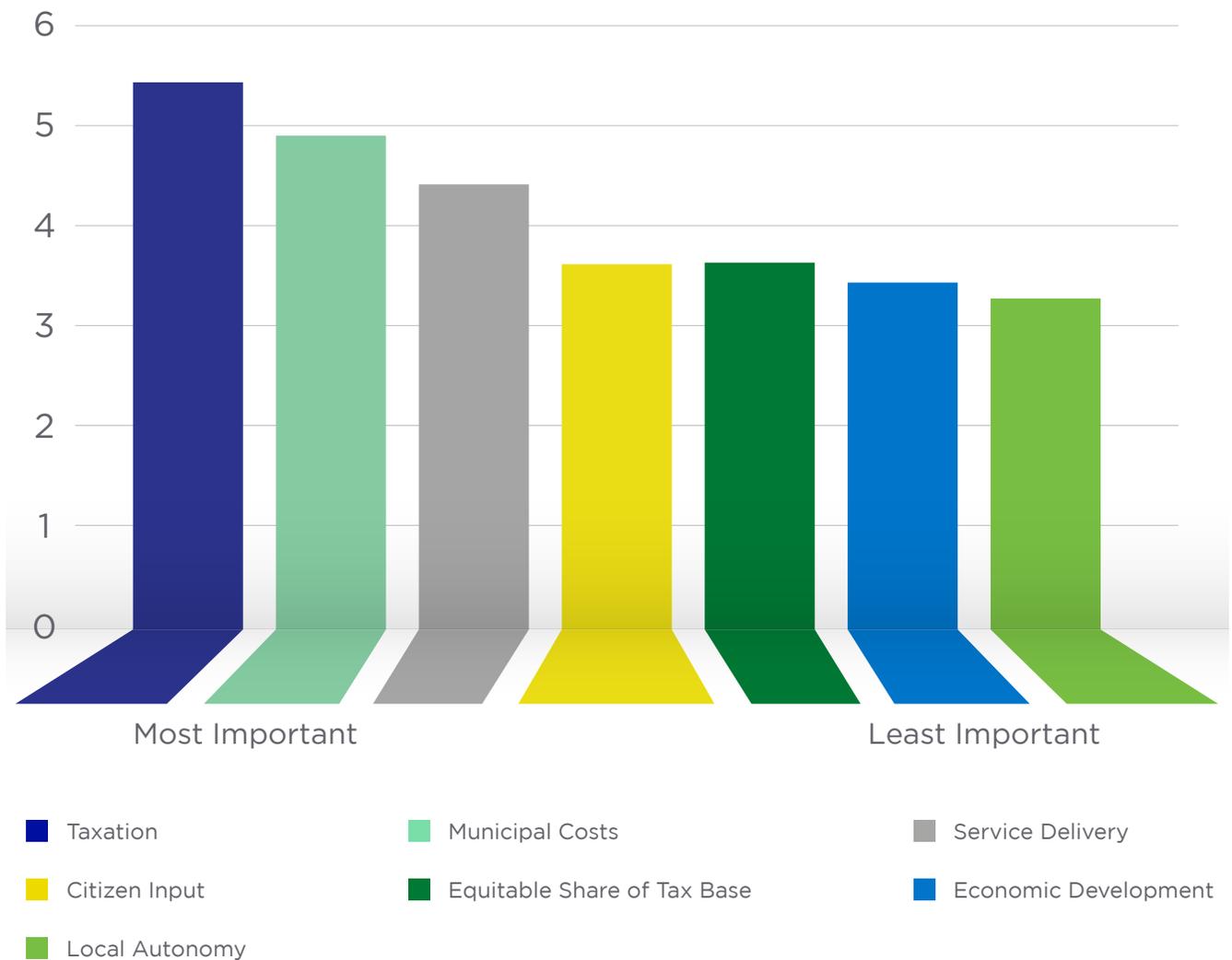
Key Theme	Participants' Key Concerns	Participants' Ideas for Addressing Their Concerns
Municipal Relations	There are currently poor relationships between the Councils of the Town and County and participants indicated a desire for improved collaboration between the municipalities	The Town should remain as its own municipality as it exists currently. If anything, only the County and Village should amalgamate
		The Councils need to commit to improving their relationships and working together to create a more collaborative region
	Concerns that the County would have to take on any debts that the other municipalities may have if the municipalities amalgamate	Amalgamation should occur between Clearwater County and the Village of Caroline only
		Do not change the current governance structure
Services	Services are being duplicated by each municipality which increases costs (specifically the waste and recycling services)	Services should be shared for more efficient use of tax dollars and to help ensure a higher quality of services provided to all residents
	Some services are unused or too expensive	Unused or overly expensive services should be discontinued or reduced
	Services or resources need to be improved for families, seniors, waste and recycling, road maintenance, policing and enforcement, and development	A review how current services are being delivered regionally should be undertaken and assess if there are opportunities for cost savings and operational efficiencies



Key Theme	Participants' Key Concerns	Participants' Ideas for Addressing Their Concerns
Financial (Tax, overhead, budget, etc.)	Existing overhead and costs are high	Amalgamation between the Town of Rocky Mountain House, Clearwater County and the Village of Caroline would lower costs
		Amalgamation between Clearwater County and the Village of Caroline only would lower costs
		The County should only be spending money on Town services that County residents are using
		The priority areas for spending for both the Town and County should be re-evaluated
	The County and Village will have to take on any debt the Town may have from previous spending decisions	Amalgamation should occur between Clearwater County and the Village of Caroline only
		Do not change the current governance structure
That taxes could increase	It must be confirmed that there will be actual cost savings before amalgamation occurs	
	Do not change the current governance structure	
Engagement and Communications	Residents are unaware of the services, programs and engagement opportunities available to residents	There needs to be more open and transparent communication to residents including off-line and print communications and engagement for those who may not be able to access the internet or have poor internet connections
	More opportunities for engagement are needed on projects in the region (including this one) and it needs to be clear if and how public input will influence decisions being made	There needs to be more robust communications and engagement opportunities for projects in the region and engagement early on in projects
		Councils also need to commit to a level of influence for public input and clearly communicate the level of influence to participants
No concerns or support as is	No changes are needed	Do not change the current governance structure

Considerations in Exploring Different Governance Options

Participants were asked to rank the importance of different considerations when exploring governance structure options. The seven answer options were weighted to calculate a standardized score where the highest score represents the most important consideration based on how participants ranked each of the different considerations. While none of the elements were dismissed outright as being important, Taxation, Municipal Costs and Service Delivery were ranked as the three most important elements to consider as the governance options are being reviewed.



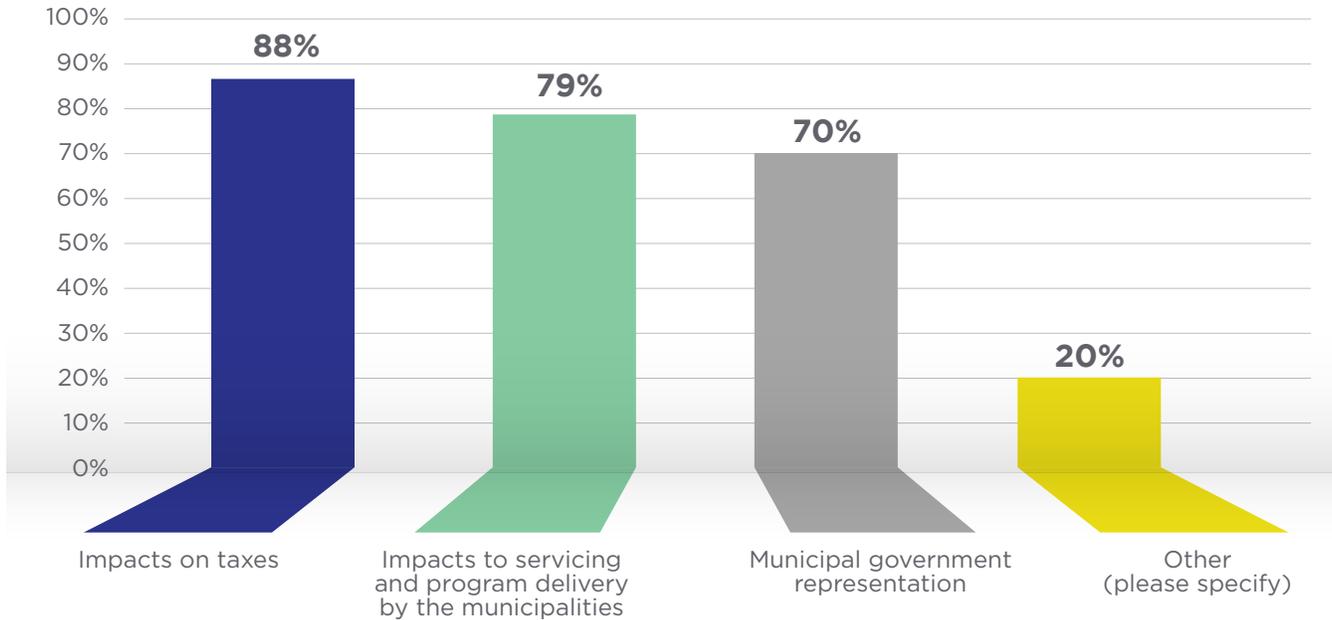


Participants also had the opportunity to describe other considerations they thought were important:

- Transparent and accountable engagement and communications with residents
- Land-use planning
- Bylaw and enforcement
- Maintaining agricultural land
- Environmental protections
- Representation: how is each area going to be represented to ensure region specific (rural vs urban) issues are considered
- Taxes: Concerned about increase in taxes
- Collaboration between the different municipal areas to ensure unity of the region
- Services: Efficiencies such as cost and implementation of services and programs

Information Needed

Participants were also asked what type of information they would like to learn more about to be better informed about the different governance options being explored.



Note: The graph total exceeds 100% as participants were able to select more than one answer option.

Other Information Needed:

- List of benefits vs the impacts
- Potential job loss for administrations
- Will the County absorb the Town's debt?
- How will spending and budgets be determined and allocated?
- How will this impact bylaw and enforcement?
- Council structure, representation and elections
 - How will conflicts be managed to ensure one area does not have more power over the other?
- Level of public influence on this decision
- Funding and incentives
- What is the driver for this project?
- How will this impact services including ensuring duplication is eliminated and what will happen to the library?

Questions

Lastly, participants were asked to share what questions they currently have about the Study process. These questions shared will help inform the analyses that will be completed as part of the review of the benefits and disadvantages of the potential options.

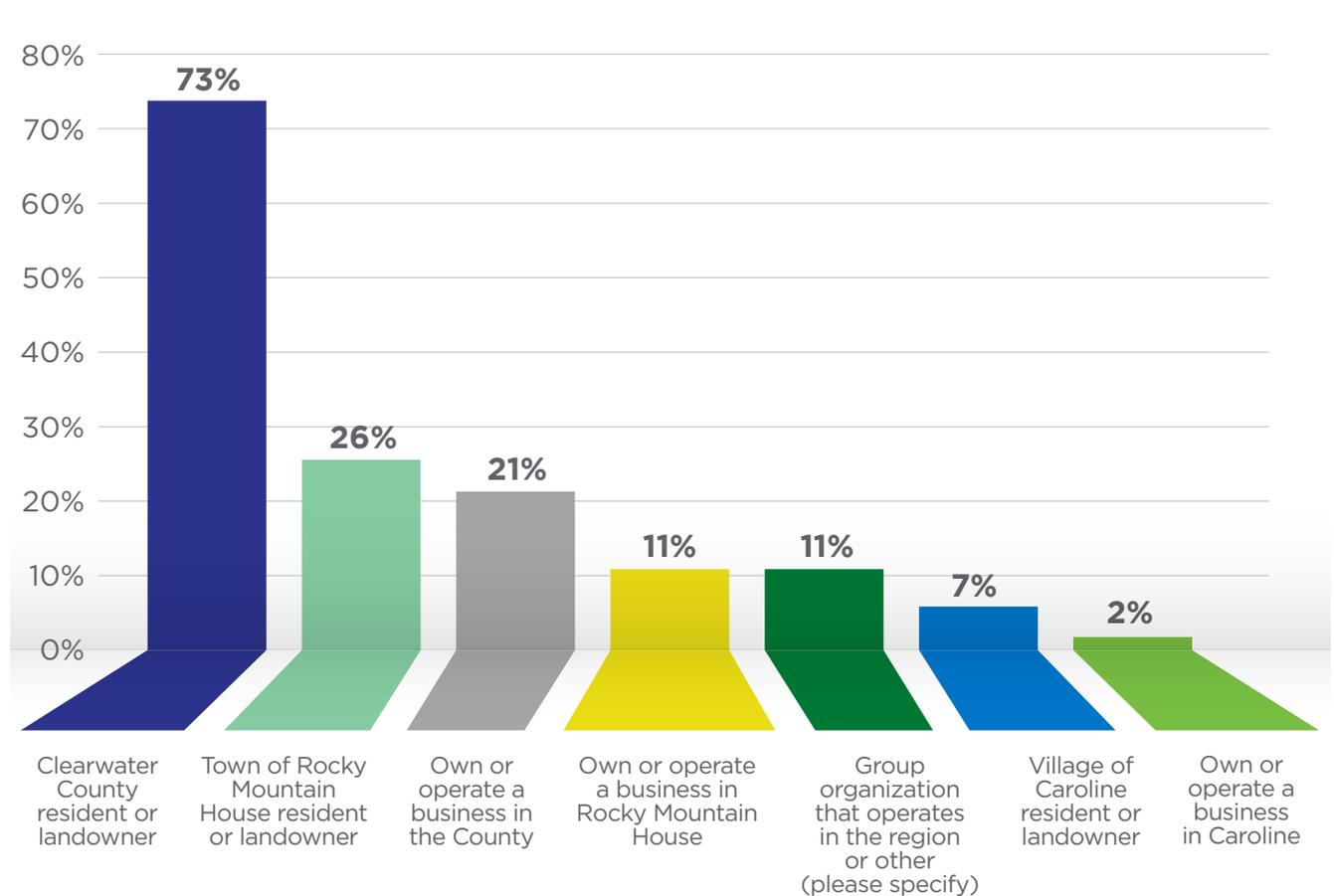
- What cost-savings will there be?
- What efficiencies can be explored to make the region run more efficiently to eliminate the current issues with the duplication of services, costs and municipal divide?
 - Such as the waste and recycling service
- How will this impact employment for the Town, County and Village staff?
- What are the timelines for amalgamation?
- Can you provide examples of other regions which have experienced amalgamation, including the benefits and impacts they experienced?
- Can you provide more details on each option?
- How would development approvals change?

- 
- How would you ensure there is a fair division of access to services vs costs to residents?
 - What would the transition process look like?
 - How will this impact funding for local amenities, such as the library, recreation, the airport?
 - How will this impact or support growth to businesses?
 - How will this impact taxes?
 - How would Council be structured?
 - How will conflict be managed?
 - How many seats would each region get?
 - How will you ensure equal representation of each area?
 - What is driving this process? Why now?
 - Some distrust for the timing of the process when in-person engagement is not possible
 - How will the decision be made?
 - Do the municipalities involved have a say?
 - Do residents have a say?
 - Will it be voted on?
 - How will public input impact the decision?
 - Will public feedback be shared with the public after each phase of engagement?
 - A desire for a transparent engagement process that reaches as many residents as possible with more print communication

Engagement Tactics

The engagement tactics used and valued the most were the virtual open house, online survey and live Q&A session. Though some believed that the online engagement opportunities were good and appropriate for the current global COVID-19 environment, some believed that the project should include in-person engagement, particularly as the internet connection for those who live in the County can be poor. Some participants also wanted more offline/ print communications and engagement options to ensure that more residents were aware and engaged in the project.

About You



Note: The graph total exceeds 100% as participants were able to select more than one answer option.

Group or organization that operates in the region or other:

- Farm or agricultural society, non-profit organization, staff from a County organization, homeschool group, retired, new County resident, economic development group or chamber of commerce, Pine Hills Golf Course, Town school staff, staff from a Town organization, sports groups, community league or association, parent with kids who go to school in the Town.



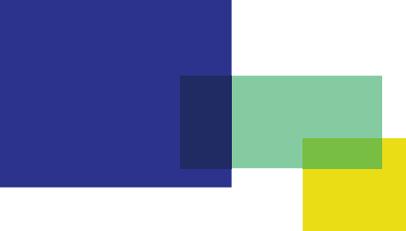
Next Steps

The feedback provided through the live virtual session and survey will be used to inform the review of the different governance options being explored. The analyses, benefits and disadvantages of the different options will be shared with residents, ratepayers and stakeholders during the second engagement phase, anticipated to occur in May 2021.



APPENDIX A

Verbatim Feedback



Survey Feedback

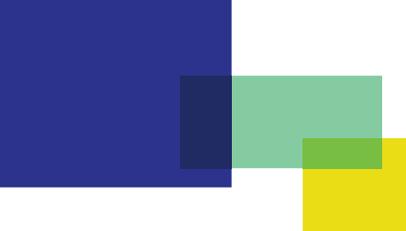
The following section includes the feedback received through the survey, live session and emailed feedback. All submissions are presented as shared; they have not been corrected for spelling, grammar, or fact checking.



What concerns, if any, do you have now with your current government structure and how programs and services are being delivered?

- Not really any at this point except for the garbage collection that was local & is now paying for trucking to Redeer for sorting of recycles, a waste of time & money.
- Increased taxes, lower property values.
- No concerns. Seems to be run well.
- Why can't all parties work together it's no wonder that you do not get any new investors in town or county.
- Decisions are made without public input. Why can you not work together within the present format?
- For the last 10 years we have lived on an acreage off of a small, gravel township road. Of all the places we have lived, we have never seen such a wonderful grader and road maintenance system.
- NOT HAVING the info needed to make qualified comments, decisions, questions OR the time required to absorb and do the same.
- It is concerning that the 3 governing structures are considering amalgamation. These 3 municipalities all have such different needs.
- I ABHOR WASTE - of money, resources and time. I have a business that does work for Town of Rocky and landowners in Clearwater County. I see millions of dollars - Taxpayer dollars - spent on duplication, especially of IRON. I see money spent on ??? trucks, paving equipment, excavating equipment, snow removal equipment, etc. Couldn't the municipalities share the equipment and operators ??? better still, utilize the many contractors in the area. Also, jointly establish a regional waste management and recycling system that serves all members in the area and share the cost. We can't afford the "pissing matches" between Town of Rocky & Clearwater County.

- I am very concerned about amalgamation with the town as they could not come to a reasonable decision with the rodeo board plus going ahead and setting up their own transfer & recycling station. Now there existing one site there fenced off of no use to anyone plus the fees charged to use the sites will make people dump there garbage elsewhere.
- Disgust with the handling of rodeo grounds and waste transfer site. Can't work together on either of these. How can they on anything else. Transfer site was all set up convenient and worked so well. Get it back in use concerned about fairness with tax & we have already contributed from county.
- "County Member" No concerns with how county delivers services at present but town does not seem willing to work with county to provide any kind of services.
- No concerns with current structure.
- Generally O.k. Possibly some services now done by the county could be let out to private contractors.
- We have too much overhead.
- I don't have concerns with the county operation. I do have concerns with how the town is run. Not fiscally responsible (ie; out of money with one of the highest town tax rates) & implementing impractical & unwanted programs (ie: main street "beautification")
- I do have concerns regarding regional governance. I feel that Clearwater County has been bullied into this study by the Town of Rocky Mountain House. Clearwater County is already involved in a potential amalgamation with the Village of Caroline. Why isn't the Town of Rocky Mountain House willing to wait until one process is finished before forcing this study upon the county and the village? Does the Town of Rocky Mountain House have a spending problem and sees potential solutions through amalgamation with the county? I have a few concerns with Clearwater County governance at the present, but the County seems willing to listen to concerned residents. I feel the taxpayer dollars are being squandered because of actions of the administration and Councilors of the Town of Rocky Mountain House e.g. the town eco recycle facility and the waste collection site that was a joint operation between the town and the county. Progressive green ideology by town has resulted in a common facility being shut down and now resulting in two separate facilities. I want no part of regional governance involving the Town of Rocky Mountain House.
- None - it is great the way it is.
- None
- Too many inept & incompetent staff only there to collect pay cheque -Too many duplicate services - Too much business to friends
- My husband and I have no interest in the county amalgamating with the Town. We have heard the town has been in financial difficulties in the past (not sure where they are at now)

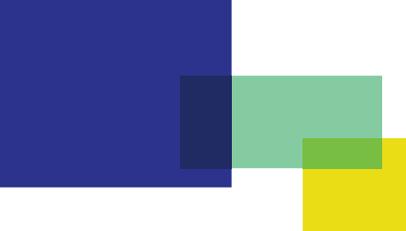
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- Keep the Status Quo. - My concern is CC will be saddled with the multitude of poor decisions the town has made for years.
 - I have no concerns right now, current government structure works good. Rural & urban residents have different lifestyle and needs therefore government structures should stay separate.
 - Keep county separate from town the way it is at present.
 - None
 - More public input. In the past the county has made big money decisions (land acquisition by airport & spending in Nordegg) with public knowledge.
 - It's all good, but some had concerns about county spending on land (??? quarter) firehalls & Nordegg development.
 - We do not want all 3 municipalities to amalgamate together. The town needs to stay separate from the county. We need to spend tax money wisely. We all know the town & county spend more than they need to.
 - No Concerns! I have outstanding service from Clearwater County and want to keep it that way.
 - No concerns.
 - No concern.
 - We do not want all 3 municipalities to amalgamate together. It's ridiculous to even plan to do that. The town doesn't know how to manage money at all. Their spending in the last several years is completely out of control.
 - NO MORE LOCKDOWNS!!!
 - The county needs to stay separate from the town or we in the county will suffer.
 - I do not have any major concerns with the current county system of government. Please leave it as it.
 - I have no concerns with the way things are handled right now.
 - Duplication of services and other possible inefficiencies, ie. could engineering, road crews, facility workers be shared?
 - We do not need 3 separate Councils and administrations to govern and administer programs for approximately 20,000 people. The Council's, particularly the Town and County, concerned more in being seen as right than in leading and serving the individuals and businesses in the broader community. The Village of Caroline is not financially viable in the long term, given the state of its water, wastewater and road infrastructure. The Village of Caroline's tax rate is too high and it is an impediment to attracting industrial and commercial business to the community notwithstanding the availability of quality industrial and commercial lands with direct access to a provincial highway
 - Breaking with county on major services eg RCMP, waste services

- In general, the county should not be in the business of do business. Virtually all were to should be contracted out to professional contractors.
- Duplication of administration, county occupying multiple buildings in town taking tax revenues away from town. County paying for large percentage of town programs.
- Friction between municipalities over regional services
- Lack of cooperation between County and Town Councils (and administration). Duplication of efforts to serve the same population as there is significant cross-over between town and county activities.
- Municipalities not working together leads to inefficient use of time and resources.
- No complaints with County gov. structure. Village of Caroline is over-represented. No opinion on Town Council structure. Only concern with County service is the allowance of non-residents dumping garbage at our transfer sites.
- Ensuring accountability and fiscal responsibility. Better understanding the joint, cost shared services with the municipalities through the various agreements and how it relates to the budget and % of funding to the % of services used by each municipality.
- The current government structure is fine. However, it appears the County tax payers are paying far more than they should be for the services they utilize in Town. Eg 50% of operations for recreation when probably the utilization is from County residents is closer to 20%. Same goes for all services, eg Library, museum, FCSS etc.

- We feel that county council should be making any and all decisions regarding county matters
- We feel that county council should be making all decisions regarding county matters.
- Current structure is good although the county contributes to much already to the town. The town should stay on their own. I'm okay with amalgamation of the village & they can become another hamlet.



- We should stay with the status quo.
- What I have noticed is that the Town of Rocky and Village of Caroline have recreation as their biggest focus and where the money seems to go. The county has a huge bill on Fire and Fire Stations. Priorities are out of whack at taxpayer expense. The town is not easy to work with ie; Rodeo grounds, waste station that was just shutdown.
- There is not an equitable share of expenses between county/town. County has to be convinced that cost sharing town services that their citizens also use is their responsibility. The only option Rocky has is to annex land & develop their own revenue stream.

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- I do have concerns regarding regional governance. I feel that Clearwater County has been bullied into this study by the town of Rocky Mountain House. Clearwater County is already involved in a potential amalgamation with the village of Caroline. Why isn't the town of Rocky Mountain House willing to wait until one process is finished before forcing this study upon the county and the village? Does the town of Rocky Mountain House have a spending problem and sees potential solutions through amalgamation with the county. I have a few concerns with Clearwater County governance at the present but the County seems willing to listen to concerned residents. I feel that taxpayer dollars are being squandered because of actions of the administration and Councillors of the town of Rocky Mountain House e.g. the town eco recycle facility and the waste collection site that was a joint operation between the town and the county. Progressive green ideology by town has resulted in a common facility being shut down and now resulting in two separate facilities. I want no part of regional governance involving the town of Rocky Mountain House.
 - We all pay enough taxes that we should have more than enough money to complete projects so much has been spent foolishly.
 - None at this time. Would prefer that things remain the same. Although would have no problem with the village of Caroline & county amalgamating.
 - How much money would end up being wasted by town improvements? There would still be too much given to the town with nor little regards to county residents.
 - it seems like we are beginning to get more communication and interaction with our councilor, but still a disconnect between us and county staff. County staff seem to be the ones making decisions that affect us, but it feels like these are done with out considering the desire of the public. Project's get tendered but their dose not appear to be a system of accountability, if something goes wrong it is blamed on the contractor but the contractor is not held to fixing it. It appears like this lack of accountability may reach further into the county culture.
 - I think the having separate recycling programs is a waste - I believe having one central place for both town & county is more cost efficient.
 - Major friction between town and county, seems this is costing unnecessary money. Town seems to want a bigger share of county money and more control over it.
 - We have bureaucratic overload and government needs to be scaled back.
 - We are happy with our current government structure except for the County & Town issue regarding the solid waste and recycling services.
 - Taxes have increased but services have decreased. Groceries etc., have tripled in price but my income has not.
 - None

- Nordegg is currently managed from a remote location without appropriate representation at the council or administration level. The needs of a tourism town are quite different from those of the rest of the county.
- We have a lack of communication and trust between the groups involved. Fighting about all sorts of items from Rodeo grounds, road maintenance, garbage, etc.
- Inefficiency of current structure, related to having town and county being separate entities. Petty arguments and discrepancies that are unnecessary and damaging to our town and county reputation, as well as deleterious related to getting work done well, efficaciously, cost-efficiently.
- Some expenditures too costly, but overall our tax dollars are used well.
- No specific concerns with the structure, more with the county's ability to work with the town on items of interest to both parties
- Infighting and inefficiencies between town of RMH and County. Expensive duplication of administration a waste of taxpayers money
- More costs, less services
- I feel like county residents support the town but the town is shutting county residents out.
- None

- I have been happy with what I perceived to be cooperation between the town and county with facilities such as sports, the rodeo grounds and waste management. I was surprised to learn I have been misguided. The separation of the transfer station and new provider is not as user friendly as the previous drop off point.
- none
- None
- Have no concerns with current government structure, and have been pleased with Clearwater Counties fiscal responsibility over the years.



- I do not have any concerns with the current government structure and I am pleased with the programs and services currently delivered by the county.
- My concerns are numerous. - Councils complete lack of concern for residential property values is obvious. - A prominent local businessman has complete control of all county councilors, and creative ideas are dismissed in favour of advancing his business interests.
- The decisions about service provision and funding seem to be misaligned. Intermunicipal services don't appear to be managed efficiently

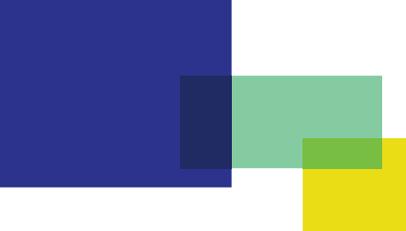
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- There is evidence already that congenial relationships do not exist between the County and the Town of Rocky Mountain House. For example, the waste disposal is a clear failure for the two municipalities to work together. There are many more examples of partial or complete failures. b. Using the example of a. above, it would be Utopic to believe that amalgamating the two would alleviate this type of conflict. c. From personal discussions with friends and associates, typically Town residents feel the County does not pay a reasonable share for the use of town public facilities. Typically, County residents feel Town residents use County roads, recreational facilities, and the vast County landbase.
 - I am not comfortable with what the Town is doing. I am supportive of the County's approach.
 - I am pleased with our County and what they are doing. I am very concerned with the direction that the Town is taking. I do not agree with it at all.
 - I think it is unproductive to have duplication of services, such as waste/ sewage disposal and garbage recycling. It doesn't make sense financially for there to be separate facilities for such a small population. I am also concerned about being asked whether I am from the town or county. Update internet services to rural residents. This is ridiculous.
 - I have no major concerns, other than it terrifies me to think that the county, town and village could amalgamate into one unit....NO THANKS
 - We live at the edge of county so we have little communication from government and it is usually after the fact. Poor police coverage.
 - None
 - No concerns.
 - Lack of transparency Municipal development plan would like to see more options for subdividing land.
 - The biggest concern is how the county and rocky do not seem to even try to get along and make things work which leads to poorly delivered services such as waste management.
 - Extremely concerned about amalgamation.
 - As symbiotic entities, the Town and the County are unable to set aside their individual priorities and egos to accomplish what is best for the area.
 - Road maintenance has been an issue, particularly last spring.
 - Currently I feel that the different area of government do not work together, and that a lot of emphasis is put on the Town, and Village; but very little programs and services are offered to County residents.
 - None
 - There is inadequate recycling and waste disposal in the Leslieville/Condor area with limited opening hours. The cost of sewage is going up at a dreadful rate that is not justifiable compared to the income of people. We are earning less and paying a great deal more for services.

- I am happy with the way things are
- That the town and county need to share and work together
- I feel like the current government bodies feel like they have to tell people how to live and breathe.
- I have no concerns - regional interests are better served with each municipality having a separation between urban and rural - this is most effective. They can work together in some areas with well thought out written agreements.

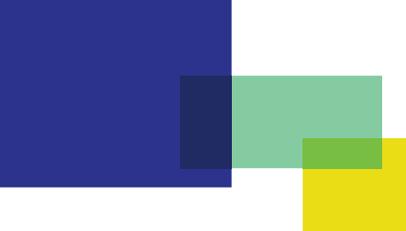


- Overall, none
- The town & county can't get along. If they were amalgamated it would be better. County residents already contribute to many town services & recreation items. Neither the town or county can attract business or industry maybe together they could do better.
- The current structure I believe is sufficient for our needs.
- Need clear concise printed information on all.

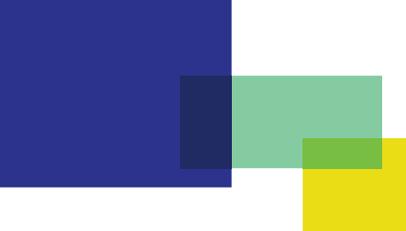
- We felt the current structure was effective however the Village of Caroline may benefit by being amalgamated with the county. Agreements and cost sharing of amenities has worked well in the past.
- There are ABSOLUTELY NO CONCERNS with our current government structure. Our Clearwater County is operated in a very fiscally responsible and efficient manner. We contribute VERY GENEROUSLY to numerous programs and services shared by the County, the town of Rocky and the Village of Caroline. We are very concerned with the possible amalgamation with the town as it seems a one-sided benefit to steal our reserves.
- I think it should stay the same.
- I am concerned that the provincial government is not funding municipalities so that they do not go after funding in other municipalities. The province needs to step up when urban municipalities need more funding.
- None
- I like how it is now
- Concerned about the lack of shared services and the town continuing to remove itself from shared agreements with the county.
- Lack of cooperation between Councils. Wasted time and money on service duplication and the unnecessary layer of government with committees and advisory boards for any of the shared services.
- Not enough notice is given to people to give input into decisions

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- Too many duplicated services and it currently seems like the town and county cannot agree on anything. We need to work together, not against each other.
 - Waste Stations, having this split out between Town & County.
 - None
 - The Town of Rocky Mountain House would like to amalgamate to take the reserves from the Clearwater County who has been fiscally responsible and the Town of Rocky Mountain House has not. This makes me as a county resident with a rental property in the Town fear for the tax dollars paid to be given to The Town who is not responsible and has proven this on many occasions. The airport terminal building Dean Krause the CAO of the Town of Rocky Mountain House stated that the money would come to build the new terminal from the Town's emergency fund. That is an inappropriate use of an emergency fund and the residents of the town do not know that they would be pulling from this fund as it's not stated in the minutes which are not posted publicly on the website. When this is not made public knowledge that leads me to believe the town is hiding a lot more and can not be trusted with our finances.
 - Regionalization is not going to work if all the councils continue to be unproductive. Programs and services could be regionalized but, just like Regional Waste that was a fail.
 - I am concerned that the current government structures are spending more than they need to on separate services and infrastructures.
 - The councilors for both the town of Rocky Mountain House and Clearwater County are basically acting like kindergarten children fighting over a toy. Nothing can be gained until these people learn to act like the adults they are supposed to be, and until such time as that happens, or that they are replaced, it will not matter what the outcome of this survey is.
 - There seem to be a lot of duplication of services and just duplication in general. streamlining that to benefit the area as a whole, saving taxpayers money. As an example the latest debacle with the waste transfer site, that could have easily be done more effectively if it was for the area and not just the town. I can only imagine this crosses over to other areas as well.
 - As a Rocky town resident it has become apparent that the County and Town cannot work together efficiently. To many arguments are being dragged out and they all resort to bashing on social media. Waste disposal, policing, industrial development and shared facilities seem to be the biggest sticking points.
 - That there is alot of Double spending for services.
 - Well, I think that if all three zones cannot agree on garbage disposal, and if they continually argue on that, I don't think I can trust them to work together to better the people they work for.

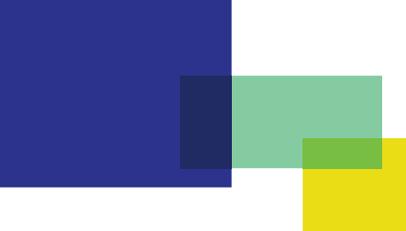
- I am a very content county resident. Our councillors are doing a great job and we do not think there would be any benefit for the 3 municipalities to merge together. Why did the Town of Rocky Mountain House request this study? And why was one option the Regional amalgamation? So much time is and will be wasted in this study of taxes for amalgamation with the town and county. Was this discussed with both councils? I think the was waste management that was handled this past year between the Town and the County shows that a municipal amalgamation will not be in the best interest for the County or its residents. The waste management contract ended March 31, 2020. Wasn't the Town and County to get together in Dec 2020 to work out a waste agreement??? From what I understand the Eco Centre & design recommendation report was subsequently accepted by Council on Dec 15, 2020. Opening of the Eco centre Jan 15, 2021 left the County scrambling to set up a transfer station in the County. I would just like to know where the Cooperation was with this project? This is just a prime example of why this amalgamation would not be feasible. The transfer centre that was in town that was used by everyone was a great set up with ample room to add a composting area. Doesn't this tell you that these two municipalities are not ready to cooperate or amalgamate.
- Turf war, not enough collaboration
- As a Clearwater resident I don't know if I want a part of RMH's willingness to pay for shiny things, whether or not they can afford them.
- Disparity in the ways that the three jurisdictions manage money. RMH tax and spend, Clearwater frugality, Caroline survival.
- I am concerned that the Town and County are not working in the best interest of the citizens.
- We would like to keep the way our current governance structured in the Clearwater County.
- Seems to be conflict between the current administrations, which is creating inconvenience to the residents as well as duplication of services and increased or new costs.
- The inability of leaders to develop working relations and respect. The continued fight to the one holding the bigger stick is hurting everyone. The regional partnerships are failing directly related the CAO of clearwater counties in ability to lead. This combined with a constant bias attacks coming from the town has resulted in a system synapse with failures and arguments. Social media argument between councilors is an embarrassment to everyone and neither side has held there councilors accountable. The first step in this process is leadership from the mayor and the reeve. Then each council needs to hold their respective CAO accountable for the actions of their staff. The structure with mature and reasonable leaders would be highly functioning, however the down turn in economy and previous failures of councils have not been owned by the parties responsible, instead a blame game has become more prevalent. Nothing should move forward until after the election, as the mistrust in all councils has grown exceedingly.

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- Town taxes are extremely high for the services provided. The garbage should be handled by one entity. It makes no sense to separate the collection. There are numerous efficiencies being mismanaged because of petty personnel conflicts and egos. The fire service is a mess from ill egos and poor leadership/direction from the top.
 - Concerns of sustainability with increased costs. Economies of scale could be achieved if municipalities work together instead of separately.
 - Perhaps pooling resources would improve services. Reducing each body of government, to one could save on some expenses
 - I don't understand why everyone can't work together to make things more cost efficient. And why there is so much red tape for new developments and businesses coming into the communities.
 - The inability for all sides to come to agreements on how services can be combined.
 - I have no concerns with the current structure
 - Costs are going up and the services are still the same. If there is only one governing body would the Village of Caroline even get a say on what happens to its citizens?
 - Public needs to be made more aware of the issues at hand
 - As a business owner in Rocky, but a resident of the county, I have no say in decisions made in town. Total amalgamation would remove this.
 - I'm not sure but the ways he's going there gonna lose the election
 - To much spending not enough listening to constituents
 - Where is the growth of infrastructure? Council isn't very transparent
 - The only means I know if is on Facebook
 - We seem to be paying a lot in taxes for what we receive it seems over the past few years everything is going up in cost , water, garbage pic up and carrying charges for electric and natural gas.
 - The proposition to combine all 3 municipalities is daunting. Amalgamations are not easy, even under ideal circumstances. This be done one step at a time. Caroline should be a given under circumstances, Rocky on the other hand may be sometime down the road. not now though
 - Could get more stuff in for kids, that may not be into sports.
 - Too many duplications of programs and services, and very slow processes
 - Too small of a population and tax base in the Village for self governance
 - More communication would be appreciated, and more access to our government reps.
 - I believe that the village of Caroline does not have educated leaders. I believe these people are "doing their best" but that is not good enough in my opinion.

- There seems to be a lack of coordination and/or cooperation on things like waste management, recreation facilities and industrial development
- The Village of Caroline does not have a very transparent governing method. The website is not very informative and it is almost impossible to get a hold of Village office staff. Caroline would likely benefit from being better managed. However, I agree with Caroline's decision to keep to mostly unique, local businesses (no chains).
- Stop the waste of money on fibre optics.
- none
- it is hard to find things
- Inefficient use of resources increase costs to all. People are being taxed beyond an acceptable level. The different municipalities do not seem to share common goals or values. Rocky Mountain House's council doesn't seem to be able to get along with the other municipalities and previous agreements have been tossed seemingly with little regard give to the long term effects of these actions. The councils for Clearwater County and Caroline appear more fiscally responsible. I would have a great concern that Rocky Mountain House's council would be a financial drain on the other two municipalities.
- too much being spent on administration
- Town of Rocky & County councils behave in an adversarial manner that results in poor decisions and territorialism. There is excessive duplication of infrastructure, admin and services. We have too much government for a population of about 20,000.
- Rising costs and lowering services
- I feel the current state of the government structures allow for a lot of holes in programs and costings of services to the people in the region of Clearwater (town of rocky/Clearwater country/Caroline) to be affected in a negative way that doesn't benefit the general public. They may have benefits to some select few but don't work well or efficiently for the overall populous.
- None
- Not all counselors are on the same page Wasteful spending in some country departments Town and county not getting along for areas greater good
- The original Working Together agreement was the mandate of all 3 municipalities to work collaboratively on various agreements. Now the agreements have basically been dismantled and caused all sorts of distrust, animosity towards all 3 councils. Representation within our region should not be primarily about population. You only have to look at our Federal Gov't and the centralist attitude of distribution of wealth and services.
- I feel town and county don't often work together. Govt needs to see us as a whole area supporting each other
- The town of Rocky only want the opinion of town residents and not the country for years
- Those head honchos at Clearwater county need to be fired. They have made a joke out of our West Country with their own person visions that don't fit what people are looking for. That's why those empty lots have sat vacant for over a decade. Wasted money including heavy duty salaries. It's terrible.

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- It is a shame to have lost the central Waste Transfer site in town. I was at one of the rural sites yesterday and not all recycled materials are accepted, we ended up putting the unrecycled items in the garbage bins. I feel this is such a step backwards. I also feel the collapse of the Regional Waste agreement shows everyone that the two councils are unable to work together, therefore there should not be an amalgamation of the Town and County.
 - The town doesn't do anything more than the status quo and wastes money on things that the residents don't want or need. They have poor delivery of programs, due to high employee turnover.
 - The Town of Rocky Mountain House has a very high tax rate. When we bought our house we were surprised at the outrageous amount for our annual property taxes. I feel like they spend their money unwisely and are not looking at the right areas. It is like a kid at the candy store.
 - I like the current structure. Not happy about the current garbage situation though
 - The town and county are very divided. They are unable to work together on many fronts, the garbage / dump situation being an example of a recent one.
 - The town of Rocky seems to take pleasure for some reason in NOT wanting to be a good partner with the County. There was a great Stronger Together initiative that the town just doesn't want to honor or participate in.
 - Concerns about the fighting that seems to be going on. They are separate and have separate needs, but they should work together better.
 - Caroline has a problem with allocating money where it is needed and is going to run its self into bankruptcy if we don't change something soon. The town of Rocky is just greedy and thinks this is the best way for the town to profit they don't care about anything else and they will bankrupt the county with their greed.
 - The relationship between the County and Town makes everything a challenge. I also think the Town is managed so poorly. There is no consistency, except for poor financial decisions and throwing fellow Councillors and Administration under the bus. Its embarrassing. The Town preaches they haven't raised taxes, but they are blatantly lying. The Council is honestly just embarrassing, they are all lacking education and proper decision making abilities.
 - I wonder who truly holds the power? Elected officials, administrators or the people? What does it take to change program and service delivery? Does policy match reality?
 - No concerns.
 - Lack of cooperation between the 2 resulting in the duplication of services i.e landfills and/or one paying more than an equitable share. i.e policing.
 - Only to look for ways to reduce the costs of delivering those services.

- The inability of town and county councils to get along is a huge problem. They need to work together to serve all residents.
- Duplication and inefficiency that comes with two separate municipalities trying to govern an integrated community.
- I am concerned about how the three governments get along. We have lost emergency services agreements, waste agreements as well as so much progress that had been made by previous partnerships. The three governments have not had a tri-council meeting in at least three years. That is not conducive to partnerships or agreements.
- No concerns with current government for Clearwater County or its services.
- I am satisfied with services
- There has been a lot of fighting recently. The County has been difficult and are cancelling joint programs. They are not easy to work with and don't readily share funds.
- Too many councilors making things difficult depending on where you live in the Region. One whole County Council representing everyone in Rocky, Caroline or other areas in the county would be far more efficient and fair to everyone.
- That business owners can't vote for town councilors if they live in the County and vice versa.
- Because of the spread of the county, there does not seem to be adequate resources offered for young families, and connecting. Not much engagement with current councilors.
- The town of RMH's ability to work with the county and its opinion that it could circumvent the county to start this process when it was clear the county had no interest. Not a good partner and not acting in good faith.
- Garbage services.
- No Concerns
- Town of RMH and Clearwater County appear to be having difficulty working together.
- So far so good. On the slow side but change doesn't seem to go over well in these parts.
- Town and county do not cooperate effectively
- There is far too much room for personal issues to get in the way or even guide the process of collaboration. There is not enough public understanding of how shared services are funded, and that alone is detrimental to the overall provision of shared services because it allows for the VERY misinformed narrative that the Town is broke and the County pays for everything.
- Duplication all over the place, too many politics. No long term plans
- Being able to see the Town & County working together in a more efficient, co-operative way. Making more sound decisions for the ratepayers and keeping them in the loop.
- Significant administrative duplication is occurring; costs increase and duplication of initiatives appears that each entity is empire building
- The size of government has gotten too big. We need to reduce the size of all departments by at least 30% to start.

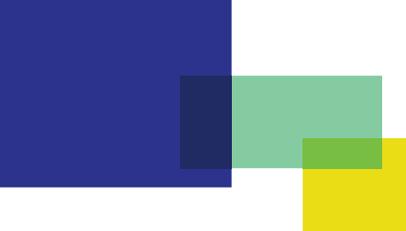


If you have concerns, what ideas do you have to address them?

- Our service was better a few years ago than it is now. I have been a resident for 16 years.
- Unknown
- Why cannot mail info out so that all will know what's going on.
- Not everyone uses electronic media... ie; facebook, twitter. Use all avenues ie; newsletters, paper, radio, mail. Perhaps put the community needs ahead of personalities and personal agendas.
- More information and progressive services regarding recycling.
- More information: More time: results that show it's worth the effort.
- There cannot be fair discussion when all 3 different municipalities have to run as one body. Q. How much financial contributions from the town were invested in the county?
- Establish a board of elected members (town and county - representation by population) to review what other regional governance has done (we can't afford to reinvent the wheel), "cherry pick" the best ideas and make recommendations - voter or by taxpayers.
- This idea of the town saying the rural people use the facilities without paying is not true and I believe the county faces a lot more expenses than the town. Keeping up the roads, replacing and building bridges etc., amalgamation would be governed unfairly. The rural residents pay taxes to support Westview Lodge, fire department, policing, health centres, sports etc.
- Whole councils on both sides (county & town) need replaced vote. Vote! Virtual meetings don't work for rural communities. Need survey sent out for input (like this). Should have had input on transfer site issue before it closed.
- Looks like the only solution would be to have changes in council members who want to work with each other instead of against us.
- N/A
- Would need cost comparisons for purchase of equipment, staff cost to operate equipment, benefits etc. to private contractors
- Everyone I know has lost their job or like myself took a 40% pay cut. Why not anyone involved with town/county staff/workers.
- My concern is that I wish the town & county to continue to be separate entities.

- I believe that the status quo should be maintained regarding governance between the town of Rocky Mountain House and Clearwater County. This will avoid urban - rural division even further. Urban needs and priorities differ in many ways from rural needs and priorities. I believe that Clearwater County pays at least its fair share if not more for joint needs and enrichments within the Town of Rocky Mountain House. Does the town play fair - not always? Look at the North Saskatchewan River Park and the Rocky Mountain House Agricultural Society and Stampled board. The town is money hungry with greeds exceeding needs. That is not cooperation. The wastewater and sewage lagoons are another example. The list goes on and on. I feel that this forced study by the Town of Rocky Mountain House regarding regional governance and amalgamation with Clearwater County and the Village of Caroline is like a hostile takeover in the business world. At present there are distinct examples of a lack of cooperation between the Town of Rocky Mountain House and Clearwater County that in turn are leading to added costs to the taxpayers - the joint waste collection side in the town is no more. The facility that was used by both town and county residents now must be dismantled because the maybe the town has a progressive green ideology now and built the Rocky Eco centre that county residents must pay to utilize. Clearwater County is now forced to create a temporary site at an added expense that is no longer convenient for rural residents. How is this a wise use of taxpayer dollars? I feel that many unforeseen difficulties that lie ahead and will result in bitter feelings and higher taxation rates. Rural and urban needs have many variances. The argument can be made that there are fewer duplication of services but at what cost to rural residents?

- 1. One of the main reasons that a town or village is formed is due to the economies of scale that are available to keep cost of services lower than if they had to be provided separately. This includes water, sewer and utilities etc. 2. There is a perception (by Rocky residents) that the Clearwater county has a LOT of money and that it should be used to help subsidize services for the town residents. Before the Rocky residents get Envious, they need to realize that Clearwater County residents provide ALL their own Services. The county does not help pay the cost for its residents in any way. 3. Before there can be any discussions about amalgamation, the town and Village will need to reimburse County residents for the Capital Cost of each of our Water Wells, our Septic systems, and our Power and Natural Gas lines. 4. Once the Town and Village agree to #3, we will gladly amalgamate provided the town and village also agree to all future maintenance on our water and sewer systems! And that they also drive out to each of our farms to pick up garbage! 5. Urban residents look at us and are envious of the rural "Linear" assets and would be a share of that Tax revenue. Well we drive through the Urban areas and see a lot of "Vertical" assets that obviously generate a lot of tax revenue. Maybe we would like a share of that also! 6. Please leave things the way they are. Do Not waste any more money con Consultants to study this issue. If the Town or Village can't manage themselves and declare bankruptcy, we will just provide an administrator to oversee the cutting of services until the books balance (including the cost of that administrator) so it is better that they get on with managing themselves now!
- None

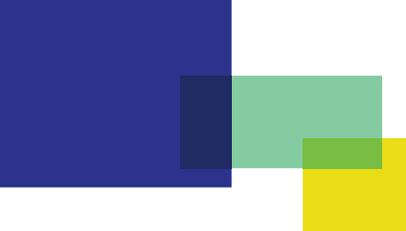
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- Privatize services x 5 yr contracts. Fire all staff & start over with new, younger, competent staff who are NOT on Government dole.
 - Also, we have heard there is a lot of friction between the two. We do not want our taxes to go up. We pay a lot for an acreage under 5 acres. We are responsible for taking our garbage, recycling in, well, septic fields, etc. all at our own expense.
 - My concern is with the Town of RMH wanting the CC reserves that have been set aside for years to maintain the rural infrastructure that all Albertans use.
 - No concerns.
 - Amalgamating with the Town of Rocky would be a big mistake. We are concerned with the town councilors decision making that discourage any growth due to their lack of foresight & costs in making decisions.
 - I want the county to stay separate from the town.
 - Public meetings and/or social media.
 - - More consultation with public. - Town has proven they are hard to get along with, best to amalgamate with Caroline.
 - It would be good if the town & county boards could actually get along. The country does so much for the town already. It seems to me that the town needs to respect the county a whole lot more.
 - The town has (including people on social media & the mountaineer) “throw blame at the county for the dissolution of the garbage disposal, when they started the proposal to abandon it. Obviously they can’t get along when the town is so disagreeable.
 - Status Quo (amalgamate with Caroline)
 - Status Quo (leave as is or amalgamate with Caroline)
 - I believe that Clearwater County and the Town of Caroline may be able to do business together.
 - If we amalgamate with the town, we in the county will suffer. The people currently running the town are incompetent to say the least. They want the county money because they have wasted their own.
 - Do not have any more delines with the Town of Rocky Mtn. House. Do not join with the Town of Rocky Mtn. House.
 - What concerns me is why is the town pushing this issue, when the other 2 parties are clearly not interested. Remember - once their in there, it will be impossible to get them out. I small a rat. Dead against this amalgamation. No Need Bait
 - * To relax the land use By-law to allow for more industry (commercial) to set up a neighbourhood watch committee to look after the maintenance of parks and their area. This would reduce recreation costs.
 - I feel the process that has be started will potentially address these concerns

- The Councils should amalgamate the three municipalities. There should be one 7 or 9 member Council providing governance for the Rocky/Clearwater/Caroline community. Six or eight members being elected on a ward system providing representation consistent with the Local Authorities Election Act's provisions, with the Chief Elected Official being elected at large.
- Learn to get along; work together, act responsibly for the best interests of the people instead of your personal agenda
- Virtually all movement to the Caroline area are to acreages outside of village limits. Caroline will not grab w it's tax base with this competition



- Run facilities as if they were your own business. Look at inefficiencies and address them.
- Regional visions and goals
- I support the amalgamation of town and county into a single municipality.
- Not certain how to address this
- Village should join County to streamline services and cut down administrative costs. Theoretically should work for Town too, but many hurdles to jump for that to happen. Fees should be charged to non-residents at transfer sites.

- Clearer communications regarding budget especially regarding shared services and related budget funding % from each municipality and actual utilization of that service by each municipality compared to the % of funding.
- A utilization study should be conducted to get an actual head count of the number of Town residents versus # of County residents that utilizes services where the costs are covered jointly. Just thinking each municipality should pay for their usage (seems a fair way of splitting costs).
- The county has run the municipality without the towns input for years, why change now???
- Concern county contributes too much financially towards town operations. Eg Recreation. I believe "head counts" should be done as to # of county versus # of town residents use facilities & financial contributions match percentage used.
- The county needs to allocate some of the Fire costs on to the Town/village. Everything needs to stay the same. If the county amalgamates it will only be taking on the towns debt and fund all their projects that seem to focus around recreation. The video "One Small Town will Change the World"(found on YouTube) has a lot of great ideas for communities. I would suggest all should watch it. Taxes are too high.
- Joint use agreements should be outlined & agreed upon provincially. So counties know up front what their share of perceived county expenses will be each year.

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- I believe that the status quo should be maintained regarding governance between the town of Rocky Mountain House and Clearwater County. This will avoid urban - rural division even further. Urban needs and priorities differ in many ways from rural needs and priorities. I believe that Clearwater County pays at least its fair share if not more for joint needs and enrichments within the town of Rocky Mountain House. Does the town play fair - not always? Look at the North Saskatchewan River Park and the Rocky Mountain House Agricultural Society and Stampede board. The town is money hungry with greeds exceeding needs. That is not cooperation. The waste water and sewage lagoons are another example. The list goes on and on.
 - Have many concerns the dump was one of them! If these spoiled children couldn't make that work what makes them think the three would work together.
 - Option #4 and leave town to come up with their own money.
 - Maybe addressing it on a work culture level?
 - Not sure if this comment belongs here but I think the county fibre optic plan is too expensive & wireless communication will be better & at less cost than fibre optics.
 - Reduce redundancies and red tape in administration and services.
 - We are one of the many that do not have access to internet access in our area. Need all information printed in all local newspapers as well as mailouts are needed. A large mention in all local newspapers when before mailouts are to be sent out. Preserve AgLand. Any and all issues, decisions MUST have decisions made by individuals that have knowledge of the issues - not just have a position that allows a vote. Example: subdivisions and the use of good land needed for food etc. If you have never farmed what does book learning only teach you about real life!
 - I prefer the status quo. Do not amalgamate even reduce # of councilors down and necessary staff.
 - A Nordegg based councillor is needed to represent the residents of this area. At the administration level we need a stronger presence within the community at the senior staff level. This could be through relocating some of the office positions to be based in Nordegg. Lastly, we need to consider tourism in the same way we address agriculture as being core to this area.
 - In my opinion there needs to be one group in charge. Have proper representation from all areas. Develop a proper plan for the future Clearwater County, Caroline and Rocky
 - Amalgamation of Town of RMH and Clearwater County. I have less strong feelings about the direction Caroline should take-- I defer to those residents on this.
 - Continue to keep finances in check

- I don't have any ideas on how to help this
- Amalgamation
- Look at pay scale rises over the last 10 years
- Amalgamation
- Keep Clearwater County independent
- This survey is a good start. Traditionally town hall meetings are poorly attended. With vivid, you cannot set up information booths.
- N/A
- No concerns.
- I am greatly concerned about a potential amalgamation of the county with the town of Rocky Mountain House. I believe an amalgamation would not be beneficial to either town or county residents as the needs and interests of each are too disparate and would be best met by separate government bodies as is currently the case.
- - Our county has ignored urban flight and the potential our well positioned region. - Our councilors have dropped the ball in taking advantage of a decentralized economy and workforce. - Fire them all and amalgamate with new people and vision.
- Develop appropriate management agreements and council oversight
- a. Residents need to see that multiple municipalities is currently too redundant and clearly duplicitous with no additional value. If it were so simple, all residents would be in favor of amalgamation or single municipality. b. The most likely value of amalgamation would be joining administrative and operational delivery of staff and assets. It should be expected that the current total of people and assets should be, or must show, a reduction overall. It cannot be expected that joining the people and assets would be 50% of the total but theoretically somewhat around 75% of the total. This would likely be the simplest part of an amalgamation. c. The most difficult challenge of any amalgamation would be in decision making. A process would need to be developed to clearly show how decisions would be made in an amalgamated municipality compared to current. Specifically, what criteria would go into decisions, for: i. Dollar value ii. Improvement value iii. Consequences of proceeding iv. Consequences of not proceeding v. More transparency d. Current more open joint meetings (as compared to in-camera meetings) to help all residents identify why decisions are not more congenial now. This would likely identify where the problems are now and determine how they could be resolved or where differences between the three municipalities cannot be resolved. e. Joint community venture funding has been shown for County contributions. What has the Town or Village contributed to the County in return, for public facilities or infrastructure?

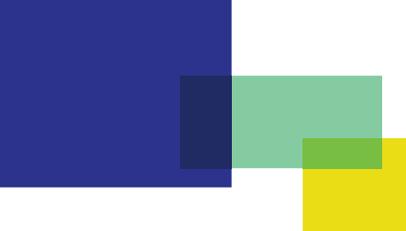
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- The Garbage Disposal issue is a current one. Everything was going well and then the Town and County could not agree. Instead of working together, they are now doing their own thing. I perceive that this was because the Town's goals are different than the County's. This is a very poor precedent for the possibility of working together under one umbrella. Governing Urban spaces versus Rural spaces are two different focuses and should not be put together.
 - Amalgamate services where ever it is possible to do so. Purchasing for a larger number reduces costs, so work together to purchase services, equipment etc and save money. I worked in the oil and gas sector for many years, and multiple companies will even work together to increase numbers and reduce costs. I believe there are some personal conflicts between the Town of RMH and the County which need to be eliminated for the purpose of working together. There is no tolerance for personal conflicts to prevent progress. I believe the town of Rocky and the County should amalgamate. I am not as familiar with the issues of Caroline.
 - The county should continue to manage county affairs. The town of Rocky is run by a group of completely incompetent individuals who have no real respect or knowledge of county needs...they showed this with the recent waste debacle.
 - More communication from the councilor for the area. Stop the catch and release of criminals.
 - Clearwater County needs to be more transparent. MPD I emailed in a letter in favour of 4th option to subdivide. Not all county residents land is agricultural but current policy's make it difficult for land owners to subdivide
 - Hold an election and get new council members who will hopefully act like mature adults.
 - Keep the communities separate
 - Amalgamation is a worthwhile effort and may be in the best interests of the area.
 - Send out a supervisor about a complaint to determine how bad the situation is and how it can be repaired. And then follow-up to make sure the repairs actually worked.
 - I understand the area of the County is large but there needs to be more emphasis on programs and services that help the County Residents.
 - None
 - Stop raising costs without public forums to address objections and justify increases. If you raise costs, change services to clarify the need for the increase.
 - I do not think the town and County should have one governing body. There are to many differences.
 - Bring them to council
 - Governments need to stay focused on the day to day running of their respective areas and stop trying to impose values and ethics on their constituents.

- They work together with well thought out written agreements in some mutually beneficial alliances that are not forced on them by provincial government.
- Only that there are opportunities to express the concerns.
- The county has wasted huge money on empty industrial parks, 2 firehalls 10km apart. They continue to dump money into Nordegg. A lot of that money could have been used better.
- The concern I have is the change between the Town and the County municipalities. We used to be stronger together and work together but since the oct elections, our new councils cannot get along and they have separated needed things like waste. I believe an amalgamation is entirely the WRONG move right now. The Town has zero ability to know what a county resident/business requires and I honestly think they want the reserves from the county as they cannot handle their own finances properly
- Education for all. What does your country provide for tax papers. Written mailed information.
- We have noted conflicting perspectives recently that have come to light between the town & county. To have ongoing input from the general public regarding these issues may provide guidance for future major decisions. Town and rural priorities can prove to be very different.
- STOP ANY THOUGHTS/ACTION TOWARD AMALGAMATION WITH THE TOWN!!
- No more acreages than 2 to a quarter
- The province steps up and the rural municipalities work positively with their neighbors.
- Concerned about MDP, increased parcels/quarter
- None
- The Clearwater County and Town should join and have one government for the entire area.
- One single local government whereas all services are just departments. It is the effective and efficient way to run an organization be it private or public.
- Facebook information. Advertising in both local papers
- I agree fully with amalgamation of the three municipalities.
- why the current one we has by UFA why they couldn't keep this active either town taking it over the county take it over. Just another building that gets money dumped into and then it just turns into a waste of tax dollars
- When MLA Jason Nixon offered to sit down with the mayor Tammy Burke and County Reeve Cammie Laird with a mediator to visit the current issues and lack of resolution the Town of Rocky Mountain House denied the meeting. There needs to be resolution between the Town council, CAO and mayor working with the Clearwater County. The residents are the ones suffering when they can't separate their differences and build a working relationship. Mediation should be the next step.
- Urban and rural residents have very different needs and wants. Communication would have to be open to address all concerns. Also the concern that the County taxes would rise to the amount that Town residents pay.



- I am of the opinion that it would be in the best interests of all that the three governments amalgamate.
- Election recall?
- Review duplication, approach things as how they can benefit the area as a whole not town vs. County. more collaboration, less division, cost effectiveness
- I would love to see ONE council with good representation that can look ahead to what is best for the whole area. Not just push forward their own agendas. Our town is slowly dying and there seems to be no desire to attract industries (tourism , manufacturing, etc) or develop areas in the town that will attract people to move here.
- Unify services, use common infrastructure to elimste rising costs on residents
- I am concerned with taxes, where they go if all three zones are amalgamated. Are the rural properties going to get the same protection, garbage facilities, etc. as the towns?!
- N/A
- I think the October election will alleviate my concerns
- I would be willing to amalgamate if our Councils would all be willing to learn from each other.
- One government with a long-term agreement (25years) to bring tax rates together by attrition. (Don't reduce RMH rates to county rates until town debt has amortized)
- We as Clearwater County stay as we are, taxes, roads etc. The Clearwater Council is in place to do this.
- Amalgamate the three administrations to eliminate duplicity. I feel there is no way around it. Or bring in a third party to evaluate duplicated services and create a plan to benefit all residents; leave council out of it.
- The biggest issues are systematic, real time spent on relation development and trust needs to occur after the next election. The next step is developing a clear vision for the region before moving on any items. There has been large external issues happening, example; Bighorn park, coal mines, COVID 19 The these have torn the communities apart and the leaders have failed to recognize this and respond. The failure to develop clear guidance for the community, and develop perspectives that promote unity. Clearwater County needs a new CAO and the Town of Rocky needs to control the attitudes of councilors in public. Both municipalities have created horrible cultures and the results of this come out during the regional agreements. The Fire service is a joke, the wastes was destructive and destabilized the region, The continued fighting will and has chased investment out.
- With one governing body, there are less egos to get in the way. All the money, resources and knowledge can be pooled together.
- Amalgamation.

- The council, governing body would have to be fairly divided by population. See considerable problems with egos and power trips.
- Sometimes things aren't about who can make the most money but about how to work together
- Amalgamation
- Public Forum or even a virtual forum in the evening when people are more likely to attend.
- Social media such as where this survey was found "Caroline and area news"
- Taxes and spending are going to be a huge issue, and having two bodies go different directions will not help. Fiscal restraint is the only path forward.
- Step back and get more community input
- No concerns
- I don't know if there would be a cost saving if we amalgamated with the county
- as above one step at a time, Caroline first work through that one, There will more wrinkles in the Rocky issue, then on a Shar Pei pup.
- Getting ideas from the kids, see what they want.
- Eliminate duplications which would automatically speed up processes
- amalgamation with the county is fine but not if Rocky is part of the package. Rocky will be too demanding and will not want to allow any development in or around the village. The village will become a ghost town if rocky is part of the program. They will consume all of the tax revenue.
- Have the governing bodies be easier to access, have staff available to answer emails and phone calls. Or even provide a phone app for communication purposes.
- I believe amalgamation between the Village and the County would make it viable to hire educated leaders
- Things like waste management should be done cooperatively to give better service for less cost. Amalgamation of the 3 municipalities would be the most cost effective way of doing that. One council to make decisions, even distribution of costs for citizens
- The village of Caroline website should display more information on what the Village is working on, current public engagement, decision documentation etc. The office should be easier to reach.
- Put the funds toward building towers to supplement Telus, Rogers, etc. They are still going to be in the area anyway.
- make it easier for people to look them and if no computer then make a flyers for people
- Any amalgamation should be between Clearwater County and Caroline only. Rocky Mountain House council has shown that they are unable show fiscal restraint or work with the other councils.
- Caroline should fall under the county like Leslieville and Condor. ...Nordegg
- Amalgamate into a 'Specialized Municipality' would be best.
- County and village amalgamation

- 
- I think the councils from all 3 regions have to step back and take a birds eye view of where our area is headed. They need to work to focus on what's best for the region and how can we maximize our efficiencies from waste services, infrastructure, social programs, public services, etc.
 - None
 - Common goal regional collaborating
 - If amalgamation is to work in this new era and beyond, a centralist attitude of governing will NOT work. A paradigm shift is required. Presently, all 3 municipalities are at odds with each other and has made governing the region dysfunctional and expensive for taxpayers
 - Combining town and county
 - Town of Rocky Mountain House has enough means to stand alone and does not need the county's cash to be profitable! The town Mayor and councillors are not informed and so lack of common sense with funds
 - Have an open forum with people that live in this region. There is always a hidden agenda and that's created a huge mistrust factor.
 - No amalgamation between the Town of Rocky Mountain House and Clearwater County!
 - Not sure what the best solution is, I think a shuffle of staff or maybe some 3rd party training/resources. Who knows.
 - There are various ways to fix these issues. Non essential spending should stop and just look at areas where money is needed. Like for example, when the regional waste structure was being revised, rather than implementing a new organics program they could have saved their residents that money in there rates each year and wait until the economy was better as a lot of people are struggling and with no work.
 - Vote in a new Mayor and Council
 - I like that the County contributes to Town and Village programs. I don't like that the Town seems to always want more money from the County.
 - Leave the town of Rocky as is they have enough potential for growth and tax revenue that they can be self substantiate.
 - I think the Town needs a new Council (thankfully its election year), but more than that they are flat broke. The County should absolve the Town and remove Town Council. One or two Councillors is sufficient for Town residents to be represented.
 - Knowing the answers will allow me to more efficiently dialogue with proper person / level to politely and respectfully understand the issue and be part of the solution.
 - na

- Forward thinking and stop the territorial mindset. Joint services can be a benefit to all taxpayers by reducing cost and quality service. For example the landfill, which was centrally located for easy access for town and county.
- Find innovative ways to improve efficiencies.
- Perhaps a moderator at joint meetings would be productive.
- Full amalgamation in a timely manner.
- I suppose an election and electing people who are interested in working together. If the current governments could have gotten together and worked on some of these shared agreements, I don't feel the agreements would have been "torn apart" as they seem to have been.
- I am only concerned with amalgamating with rocky. In the rural, we have been under served for years being fiscally prudent and building up reserves.
- Amalgamation would certainly help. IT is one service area. Councils working together and sharing resources. County needs to stop fighting. In particular Reeve Laird has been difficult and others as well
- amalgamation
- Amalgamation of the Town and County would address this.
- Status quo
- Reduced fees for bins
- N/A
- Amalgamation may improve this.
- It would be nice to see more things happening on Main St. It seems those who own buildings don't want to renovate or rent at reasonable rates. It is refreshing to see new stores and businesses but the same buildings seem to be constantly for rent.
- Clean house . empty both councils
- I believe the region would be better served under one government.
- council need to focus on governance and long term goals. Stay off social media
- To be able to see the Town & County working together in a professional manner and stop fighting against each other if they can not come together to put an agreement together for over a year makes people wonder if they can or will be able to work together.
- Integrate administration and other logistical items that are used/ shared by al users
- Terminating all agreements within the municipalities and reducing all deptments by 30%. And contract out at least 50% of all County deptments. they seem to be alot of wasted spending and added cost to us the rate payer

Please describe other considerations for governance structures that are important to you?

- Service Delivery - I'm sure it will lessen. None of the above.
- My recommendation would be Option #3 "Dissolution of Village"
- We don't want to be saddled with past debts as municipal. We don't also want to be taxed the same as town!

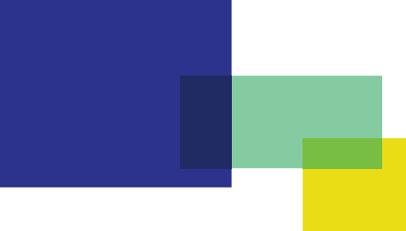
- These are all very important, hard to put one ahead of another.
- Because there are often uneven numbers of representatives, I foresee potential conflict about where the tie breaker is. Would rural or urban have the greater number of representatives? Right now the county has seen a significant reduction in revenue flow. I do not want increased taxes and a reduction of services because of differing opinions as to what the basic needs and services should be.
- At this moment we don't have an issue with amalgamating with Caroline unless there is going to be an increase in taxes.



- Not interested in exploring another option with RMH - Our rural urban divide is too far apart - Current town council has no interest in understanding how rural works.
- I am concerned about taking on the costs to support areas that are not economically viable which were previously left to their own methods

- The concept of “local autonomy” is a red herring. I believe that, broadly, the area residents and businesses believe that this is one community. The fear mongering around “loss of autonomy” and “paying for the other municipalities poor decisions” are misplaced concepts. Rural residents are dependent on the goods, services and programs provided through the urban centres. The challenges around decreasing municipal grant funding, aging infrastructure, the demands on local and provincial services related to aging populations are more critical issues that are not being acknowledged or planned for while the current elected officials focus on maintaining the governance status quo
- Overall collaboration and effective leadership amongst each equal partner
- Concerns about significantly different perspectives and priorities between the citizens of the town and the county.
- Identifying rural versus urban needs
- None come to mind.
- None
- Ensuring accountability and transparency.
- Last question # 3 - ‘Equitable share of Tax Base is difficult to understand. I do not want my taxes to go to the Town or any other municipality. I want my tax dollars to stay in the County. I rarely utilize any service in the Town. The Town really gets a huge benefit from having such a generous neighbour (too generous) in my opinion

- Each municipality should contribute to the “pot” the percentage they use.
- How much or more staff needed. AS NEEDED?
- It would have been more fair to show the town contributions in your chart (prev. page). What about the North Sask. Park? Do you not contribute to that?
- I feel that this forced study by the town of Rocky Mountain House regarding regional governance and amalgamation with Clearwater County and the village of Caroline is like a hostile takeover in the business world. At present there are distinct examples of a lack of cooperation between the town of Rocky Mountain House and Clearwater County that in turn are leading to added costs to the taxpayers - the joint waste collection site in the town is no more. That facility that was used by both town and county residents now must be dismantled because the maybe the town has a progressive green ideology now and built the Rocky Eco center that county residents must pay to utilize. Clearwater County is now forced to create a temporary site at an added expense that is no longer convenient for rural residents. How is this a wise use of taxpayer dollars? I feel that there many unforeseen difficulties that lie ahead and will result in bitter feelings and higher taxation rates. Rural and urban needs have many variances. The argument can be made that there are fewer duplication of services but at what cost to rural residents?
- The Town will bankrupt the county as years of money mismanagement has show.
- How can we work to an efficient government system, where things get done well, with good public communication, with exemplary stewardship.
- (6) How do we stop the waste of taxpayer dollars and down taxes before we go broke or ghost town.
- Poorly structured question. This could have been made easier to evaluate! They all are important at various times and on various levels!!!
- Town versus County needs from government are so different and each will be competing for services.
- Cohesive regional development plan instead of infighting and turf wars between municipal government I am tired of conflicts between Town of RMH and County. Decisions made are not in the best interests of citizens
- Having a voice large enough to represent rural/town
- None
- Rural residents put money into the town economy. This is a positive thing.
- How will the agricultural community have any input when the county gets absorbed by the town? We have trouble enough already with that as it is! You can NOT use the same governance over a county as a town, the needs are COMPLETELY different!
- Information on impacts on taxes, impacts to servicing and program delivery, and municipal government representation needed.
- 1. Fire all local politicians and start again with new municipal regional structure.

- 
- Taxes are most important. I own land in other counties and Clearwater taxes are by FAR the most expensive. If other counties can operate their budgets on much less, than CW county can certainly learn to budget better. STOP tax raises.
 - Agriculture preservation and environmental protection
 - That there will be fiscal responsibility, that we won't be responsible for the towns debt and irresponsible governance of funds and I don't need my taxes going any higher. I want our area to grow and thrive. Not scare business away and certainly not be fighting with other groups like the town vs the rodeo group. We just separated with the regional waste department- how many more millions will be spent
 - I don't believe that what the town purposes is in the best interest of anyone but themselves.
 - They work together
 - There are typically very different concerns for urbanites as opposed to rural folks. To combine governance of the two creates struggles as to where the priorities are. Rather than restructure the whole thing why not focus on better cooperation between the councils. After all they are supposed to be adults, which means to me they should be able to respect differing views and work together for the common good. There should be a huge effort to make sure all constituents are being heard before any changes are made...Huge.
 - County keeps resources for their citizens first.
 - 1. Attitude of town residents toward the County and what goes on in the county. Eg. County has more money, but what we do here is less important. 2. Quite often regionalization leads to channelling everything to a central location to save money - is this going to happen here? 3. The role of volunteers and volunteer groups in the county, how many of the facilities we have here exist because of volunteer engagement and the amount of money brought into the community through fundraising, corporate donations, working casinos etc.
 - Reduction in duplication of services 1-office, payroll dept etc.
 - that our municipalities get a long and make decisions for the benefit of the citizens and NOT for their own agenda
 - It is important that our rural municipality retain its tax base to ensure that cleaning up after these companies leave can be done.
 - Increased Taxes
 - All persons in the region have an economic impact on the area so all are equally impacted and should be represented accordingly.
 - Concern that regionalization will leave many municipal employees without a job.
 - I feel that service delivery and programs would be more cost effective if shared. Also, because we are not large in population, we would be more powerful regarding economic development if we were all one government.

- Why there is little work for the next generation. The older need to accept the youth and their role to keep the economy moving forward
- Specific plan for locations and amalgamations of capital assets (town hall, roads departments, etc.), and plans for staffing.
- The town is urban and the county is rural and there is a big difference.... the town of Rocky Mt. House doesn't have any Ideal of what the Clearwater County people deal with and we have saved and paid for many other structures beyond the County to also help the Town, but we do not want to join in GOVERNANCETHANKYOU! IF THE TOWN OF ROCKY MT. HOUSE IS IN DEDIT....MAYBE THEY SHOULD TAKE A HARD LOOK AT THEM SELVES AND MANAGER THERE FINANCE.
- The current structure of voting by numbers doesn't work in a vastly different county. The failure to recognize the cookie cutter management, purchasing and leadership is the leading failure by all involved. The area is large and vastly different. There is agricultural based to the east, small town in the middle and remote to the north, which is industrial based. Finally to the west we tourism based expansion, the failure to recognize this will destroy all growth and thus voting needs to be based on relevant need not population.
- Working together as a region. We need each other.
- I am a renter so would like to see taxes go down cause if they keep raising, I will be homeless as I won't be able to afford my rent.
- Government is terrible at economic development, and they need to stop throwing money and staff at the issue. Just cut the taxes and the spending, and let business happen.
- I would like to see about getting a seniors lodge or a facility that could house all needs.of.our seniors.
- Ability to differentiate between urban and rural when making policies
- letting Caroline have a large enough amount of the taxes because we have a huge county residential base so it is important that we can expand the supports such as a seniors development. Most of our rural residents do not even like going to Rocky any more let alone live in their seniors homes.
- Municipal land planning
- Getting better EMS in this area (out of Caroline). Other areas have seen huge improvements, in close proximity. This area has great need and it needs to be addressed.
- That the municipal structure reflect (and promote) that we are one community.
- That one was hard! Would police be up in the top 10?
- None
- Whom is managing partner of regional efforts. Town debt
- Buying power for equipment. Eliminate duplication of services. Overall emphasis on regional development for the entire region, not just the largest center. (ex: Canada doesn't focus on outer region development)
- Town will ruin and bankruptcy the county residents



- No amalgamation with the Town, County tax payers don't need to pay for their mismanagement.
- County residents being almost double town residents and "running" the town due to voting strength
- The County already contributes funds to many services in Town. I think an amalgamation is just the Town trying to get more funding of its own services. They are allowed to say no.
- As a county residence, I would like to have a say in Rocky decisions as that is my primary community.
- How are the very different needs of rural and urban municipalities addressed equally
- Trust. Can we trust our potential partner
- None are important. Just amalgamate. The current structure is costing us economic growth and inhibiting our community in all ways. We don't have time to wait.
- Partnerships for efficient service delivery or complimentary services (not redundant delivery)
- n/a
- Shared services, tourism and economic development, larger organization would attract and retain professional staff, larger lobbying abilities, stop wasting time of staff with negotiations and fighting
- As a county resident on the far end of the county, I rarely go into the town of rocky, how will i get value for taxes. I would rather pay a user fee if I go into town and use the rec facilities. How will roads be classified and prioritized for repairs and snow clearing..
- should town residents be concerned that we are outnumbered by county resident. ergo, will the "county" representation have the controlling interest in the region and decisions for the "town" will be made by the majority of county residents.
- Na
- Na
- Efficiency of service delivery and the ability to evolve those services to the benefit of the region.
- Holding our council accountable for their decisions and ensuring that the rate payers are in the know. If big changes are being made the public should have input and a choice of where their tax dollars are going.
- Lower taxes
- Pure representation will be lost I believe the urban rural relationships. will be ruined if this amalgamation takes place.

What information do you need to know to better understand the differences between the governance structure options being explored? ('Other' Category)

- There has been no information.
- Unfair representation by several bodies to govern and managing.
- What happens to the Clearwater County reserves that rural residents have helped build through taxes already paid and wisely managed by Clearwater County administration? I see further rural urban conflict with governance and services to be provided. What is going to happen with our taxation? Because of Covid, information sharing and gathering has been highly impacted. Rural residents are often faced with connectivity issues or do not participate period in online activities such as this survey or virtual open houses. This is really not the time for a realistic information gathering and sharing of information. Why can this not be paused until open house formats maybe held that would be more fair to all residents. Often one idea triggers another with open in person forums. Possibly that is the reason for the timing of this study in the first place so there is very limited input - strategic skewing of the results. I and most rural residents prefer live - in person question and answer sessions. This in my opinion has not been a fair information gathering process because many seniors do not have or use a computer. That does not mean they are not interested. They most certainly are. We all pay taxes and should be entitled to a fair and equitable information session.
- Grants & incentives ventures
- What is most critical is the articulation of a vision of what a new municipal government would look like. A new regional government has various “tools” such as local improvement taxes to address concerns about inequities in service delivery or paying for services someone does not receive. The Councils need to honestly identify that there are ways for the community to be governed fairly and equitability.
- How will priority of spending be determined and what would council structure look like
- With a municipal election happening in 2021, will this mean doubling up on election costs in the near future?
- Because there are often uneven numbers of representatives, I foresee potential conflict about where the tie breaker is. Would rural or urban have the greater number of representatives? Right now the county has seen a significant reduction in revenue flow. I do not want increased taxes and a reduction of services because of differing opinions as to what the basic needs and services should be.
- how policy and goventence will direct staff to serve well
- impact on taxes our biggest concern
- land rights and by laws applicable
- How much power do we have to stop amalgamation.
- Unforeseen/potentially overlooked concerns
- How this will affect Agriculture
- - Will a “mill rate” address variations in tax obligations? - New regional electoral boundaries



- why did this process start - what was the impelled this study
- Why are we even exploring this avenue??? It is just going to be messy. Just get along.
- Who will oversee the organization to ensure it's done efficiently and their are no duplication of services.
- Benefits to the area

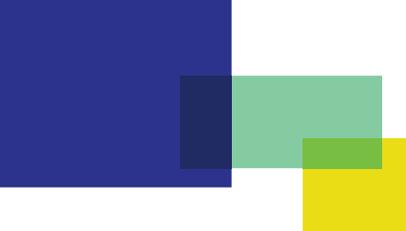


- DECISION MAKING, PEOPLE'S JOBS, FINANCIAL CONSIDERATIONS
- Forecasted implementation costs, Human & social
- authorities
- The library
- allocation of services throughout the county.
- These are all 'red herring' issues that politicians use as scare tactics.
- What's going to happen with town debt

- How could this region reflect how the rest of the country should be governed, not the same worn out, outdated, corrupt system that is overmanaged.
- Would the Town keep their debts or would the County tax payers have to pay for them?
- revenue sharing
- Voting boundaries and representation
- What is the benefit to a County resident?
- What advantage would a restructure give?
- specific examples of other municipalities that have changed governance structures and what the pros/cons actually ended up being
- How to back out of the arrangement
- None. Just amalgamate.
- local improvement taxes for differences in service levels - ie water/wastewater, curb and gutter in urban
- any and all potential impact to the county
- Better definitions between the different scenarios as some have the exact same definitions with different titles.
- How this was even allowed to proceed without a plebiscite your negotiating in bad faith.

What questions do you have for us or what information would you like to learn more about to be better informed about the Regional Governance Study and the different options being explored?

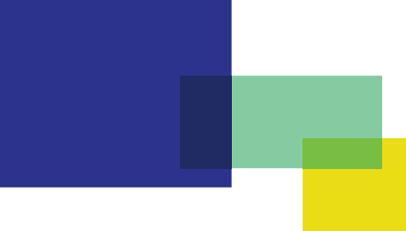
- I don't see the need for any of this. Larger government is never better.
- Where will further public consultation take place?
- Would be nice to have more info as I talked to over a dozen people town and county and they knew nothing about this at all and not everyone has internet or facebook.
- - Who initiated the amalgamation
- What is cost saving - How is population represented - How it affects giants & funding
- Why not enough time to respond? Do you assume that there's nothing else important in our lives - paper dated 03 Mar - you want survey delivered by 10th Mar.
- Ho and when (if ever) are we going to get the results of this survey? Will we just be getting the results of question #3 or will we also get some of the concerns and ideas expressed in questions #1 and #2? Who will be compiling the results of this survey? ONLY "Nichols Applied Management" or???
- I am quite concerned about the Alberta Government having the final say. I'm hoping the peoples concerned will have a bearing on the decision.
- What happens to money already in each area! Is it pooled? Do the town get the most benefit from it? What is the pros of the county amalgamating? What about fair representation in this?
- I believe we should stay status quo as in Option #1
- Both the county and town seem to be top heavy with some positions. Why if at all are some of these positions needed for operations of this size.
- If the town & county can't agree on anything now... you think you will later? I'm not responsible living in the county with the towns very poor decisions. And we don't need more bureaucrats.
- I do not want this amalgamation to occur. I am concerned about increased taxes in the county without increased services.
- See spread sheet with all plans.
- How is this going to effect us?
- - How is it that the urban RMH feels it has the right to drive a study that both CC & Caroline objected to - Why is it RMH includes all the rural CC residents in its trading area conversation. Many from the North & East of CC never frequent RMH or its services.
- My understanding is the town is after the county's healthy reserves that has taken the county years to achieve, and is also my understanding the town is trying to do a money grab from the county - Is this tru?
- We need itemized lists of the areas that present structures & services this would be effected/taken away or cost us as a county vs amalgamation with town or Village of Caroline.
- Be fair, Nordegg gets it's "lions" share.
- Transparency & public input
- Can we follow Wheatland County's example when it comes to lockdowns?

- 
- Why would we need to change from the current system that works well for most of the county.
 - Current platform is working well
 - As a County resident I am concerned that the County Council is not open to the regional governance concept. When the regional study was announced, then Reeve Hoven, was quoted in the Mountaineer saying something along the line of: “Our residents have indicated that they are not supportive of regional governance”. I don’t recall the County asking its residents that question. I believe that County Councilors may have spoken with individual friends and area residents whose comments supported Councilor biases. As a County taxpayer, my question to County Councilors is “are you able to consider the regional governance concept with a view to the long-term needs (10+ years) of the region. As an area resident, I ask the same question of the Town and Village Councilors.
 - I can understand the needs for caroline to strike a deal with the county, I would think the town of Rocky would have an ample tax base and would want to be separate with its own governing body. Please explain
 - Impact on representation. Impact on taxes. Impact on funding for village of Caroline such as library and Hub.
 - Why does province force these discussions or introduce conflict over finding models
 - Municipal representation How will this effect services in each municipality? If one of the amalgamation options is to happen will it be in place for the next election or will it cost taxpayers to have another municipal election prior to 2024?
 - None.
 - What weight is placed on this survey relative to the options as presented? When would the provincial government mandate amalgamation? What implications does amalgamation have on municipal reserves?
 - Why did the Town insist on this study when the Village and County did not want it at this time? Is it true this is an attempt at a money grab from the Town? Does the Town not realize they are not the hub? Do they not realize the County has 5 hamlets to take care of?
 - Will any changes come down to a public vote??
 - Why is the Town being so disrespectful & non supportive to the county & villages wishes to explore amalgamation in “smaller steps” that being (Village & County study 1st)
 - What needs to be looked at to lower property taxes it is getting to the point of moving to a different area. Hwy 22 South of Rocky at the Prairie Creek are had road maintenance and is worse than before. I don’t se taxpayer money being spent wisely because these repairs in that stretch of highway would have cost us the taxpayer a lot of money and right at Prairie Creek we now have a bump, deep bump.

- How can we be assured that town concerns will be heard when Regional governance will be predominantly county residents.
- What happens to the Clearwater County reserves that rural residents have helped build through taxes already paid and wisely managed by Clearwater County administration? I see further rural urban conflict just with governance and services to be provided. What is going to happen with our taxation?
- Would a 3 way amalgamation affect us provincially? Cons & Benefits.
- Keep the recycle bins at the coop for county residents.
- Thanks for putting this survey on the back of the Westren Star, it initiated my participation in this survey
- Perhaps list the services provided it is associated cost per household ie; airport/# of households
- Very concerned that an amalgamation would result in county voices being overruled by “more powerful” town voices that representation would not be equal.
- What efficiencies and policies are being explored to make the county run more efficiently, feasibly and self sustaining?
- Out of the three municipalities mentioned (county, village and town) what is the number of voting population of each?
- Why do we even need a municipal gov. when we get little. All we need is a business office & a few services.
- Why was this not delivered as a letter to landowners/residents? That way due diligence would be done from municipal perspective. This “survey” makes a huge assumption that a) people receive it b) they are informed c) that they even complete it!!! This is a poor attempt at public engagement for such a serious issue. As taxpayers we are entitled to better and respectful regard. Page 1: It is sadly ironic this part one page also contains the obituary of a great champion of this region - and all Albertans - Ty Lund. He earned our trust as a respectful politician & real statesman. Wonder what he would have to save about all this?
- How will this impact decisions to support the growth we are seeing in Nordegg?
- How will the decision be made, ultimately? To what extent will the decision be made by citizens versus Councils?
- How one government can possibly fairly provide for best interests of such diverse needs.
- None
- Who gave you the mandate to do this? Rocky will Dominate. Will not be voting for you again
- How this will positively affect the county, what good will it do for us who live in the county, that is if there are any?? and how this will impact agriculture in the county!!
- None
- What is the timeline for implementation, how are regional services affected, what efficiencies are planned

- 
- Theoretically, I believe a single municipality makes sense and could be a good idea. Realistically, I believe this would lead to a negative sum for all County residents in the short term and in the long term. I believe if I lived in the Town I would feel the same for the county, but would probably be in favor as benefits would increase for the Town in every way. Having friends and relatives who live in Town the truth is obvious that taxes are much higher in Town than in the County. This should be obvious, as in the County we fully purchase, operate maintain, and replace our own sewage disposal, water (well) supply, garbage removal, etc. Recognizing the obvious property tax differences it seems to me that Town residents pay much more in taxes for less comparable service. This would negate any benefits for County residents to join into an amalgamated municipality. In our current and foreseeable future, our tax revenues are being greatly reduced locally as well as provincially, and unbelievably federally. On top of this many residents of all three municipalities are unemployed, under-employed, in the throes of bankruptcy or great debt, which all leads to greater stress on families and communities. Unless the three parties can show a reduction in debt, a reduction in costs, and/or an increase in new revenue (not property or personal taxes), these financial issues must remain the highest priority in these decisions. Perhaps a survey made up by a third party could find what priority differences (economic, taxation, future desires) exist between each of the municipalities to determine if differences are comparable or significantly different.
 - As a county resident I would be concerned that regional governance would lead to more government involvement....I want less government, at every level.
 - Will individual people have a say in which option is chosen? Will urban interests out weight rural interests? Will my community be the region?
 - I am not in favour, But how would this impact the county? How would the county and town cooperate and what would the tax implications be
 - I would like to understand the cost savings, the impact on staff levels of both municipalities and the effect on my personal taxes.
 - Governance and decision making, particularly if there are different priorities for the town and the county.
 - How this would work going forward as the different governments have not been able to successfully work together, so how would this help?
 - I really do not understand the need for this. I feel like the county is doing an excellent job for its residents and I do not see any advantages to joining with the town of Rocky
 - Why is this being considered? Are there any financial or service-related advantages? This is unclear.
 - I would really like to know why the Mayor and her councillors feel the need to do this without anyone else on board.
 - Why the infighting

- Why is the province funding this study? Waste of money.
- How would the people in the county living near other centres (Rimbey, Sundre) be affected?
- Who will decide in the end which option will be chosen.
- How can an amalgamation actually be successful if the Town and County are at such odds ?
- It seems wasteful to have 2 studies funded which portrays a divided stance from the beginning. The best interests of all three parties will be required in order to meet the needs of the citizens of this area, we all love to call home.
- Why is this being investigated/ pushed forward when Covid restricts the opportunity for open, in-person meetings?? The “powers that be” have an utter incomplete understanding with restrictions for public engagement due to rural connectivity problems.
- Why is regional governance focusing on the needs of the urban centers first and what happens when rural citizens do not access any of the urban municipalities for services.
- Examples of other jurisdictions that have dealt with similar situation.
- Pros and cons of one government.
- More financial information such as assessment per capita and municipal employees per capita with comparisons to other municipalities. And how this would look for each option.
- What will the cost of jobs be (how many positions would be cut as a result of amalgamation)
- what happens if the village and county merge together and how it would effect your taxes
- Does the study know the break down of tax dollars spent? The Town of Rocky Mountain House has been emailed several times and failed to respond. What is the cost to decommission the old waste transfer site located in the Town of Rocky Mountain House as well as soil sample testing cost and what will that empty lot become after the results, in hopes it doesn't cost more after soil testing. Was it fiscally responsible to open a new waste transfer site when we have one already within the town and decommission of that lot costs the taxpayers as well as set up of the new eco center? What is the reason the town sent county recycling bins located behind Co-op out of Town when it only benefits the residents? The eco center has been over filling with cardboard now, this is in fact not eco friendly it would appear to be more of a dispute the Town has with the County, again only hurting the residents when they can not work together. Have you looked into the Airport agreement. The Town has denied meetings with Clearwater County and refuses to address the letters of support for the Clearwater County to take over as administrative partner of The Rocky Airport. How will amalgamation solve this issue, the leaseholders at the Rocky Airport have been in turmoil and the Town of Rocky Mountain House refuses to do anything to help. If the Town and County can not get along now, then how would joining them make this situation any better? The town has allegations of illegally firing employees and improper use of funds, this would then be put on the County reserves to pay for these mistakes as well as the upgrade to the Water Treatment Plant, located in the Town of Rocky Mountain House. No county resident wants our tax dollars spent on something the Town has failed to budget for, neglected or down right done illegally. Do you have access to all of this information, to take it into account on our behalf?

- 
- Cost savings of regionalization.
 - What do you feel are the drawbacks with amalgamating? Do the existing governments really believe that the recent changes to waste management are an improvement for local citizens?
 - Is there any resources that can be shared that can outline the successes and failures of these type of amalgamations? Knowing the good and the bad is important to understand how we all fit as part of the solution.
 - Would there be representation by population, ie. since more people live in the County would there be more Councillors from the County on the Council?
 - Is it possible to bring tax rates together slowly (over a 25 period)?
 - THIS SHOULD BE A VOTE ON PAPER AT THE POLLS.....!!! SO EVERY ONE HAS A TRUE OPINION. NOT A FLY BY OF THE WAY THIS SURVEY BEING DONE....
 - Please provide clarification or definitions. I had to look up the difference between 'single municipality district', and 'single specialized municipality'. Presenting the information in terms the general public will understand will get more input and engagement from residents.
 - Can the development of recall bylaws be added to help bring in true management as the leaders are failing everyone
 - What is the town hiding? Why are they acting bigger than they actually are? Why are they mismanaging money? How come the town council gave themselves raises during this economic down turn? Why is the county wasting millions of dollars on an internet project when wireless satellite internet is already available anywhere?
 - Transparency throughout the process.
 - Why are we considering this and which government level is driving this forward at this time?
 - I do know that this had been proposed before and was voted down. So what is different now?
 - There has not been a description presented for public to read in recent years
 - Why are we as citizens getting pushed to the brink and no one is doing any thing about
 - How does it impact our library!
 - Would like to have the results of the county and village so we can get a feel on how they feel abt it
 - Representation, local funding
 - How will the area, representatives be divided up.
 - maybe representation on a new council should not be based on population but on taxation and revenue

- I would like to know more about community growth, with the oil being a large lease payer. What are plans in the future to attract more business to the area? And citizen welfare and protection, can we increase the police presence in this community?
- ? cost savings
- Do each of the different municipalities have an equal voice at the table? This should be of top priority. The village's, the county's and the town's tax payers concerns should be considered equally. As a Village resident I see Caroline as the economic centre of the southern part of the county. Many county residents consider the Village 'home' yet we don't benefit the same way as Rocky Mountain House does. That certainly needs to change.
- Is Nichols the same firm that was engaged in mediation between the Town of Rocky and the County? If so, you should have a better sense of the acrimony and dysfunction between the councils than you let on at the open house.
- Development approval. What sort of projects can go where, who has the final word
- How did we get to this point? What option works best for the entire region as a whole?
- None
- I will not support a amalgamation of the town and county. I will support the dissolution or amalgamation with village and county. This feedback timeline isn't that much time and you guys hired to do the study aren't doing all you could go let everyone know about it. Small ads in the paper don't cut it. Don't you know by now internet in the country isn't great. Older people don't have computer skills and social media
- How is the study reaching ALL residents? How can the Study grab the attention of the citizens? What I've seen so far is very humdrum, boring, non-stimulating approach.
- Will this mean a loss of jobs for the current employees of these municipalities. Will one municipality have more control over the other impacting the two different types of communities. How can you even join together when each area has different needs.
- How do you propose to make this successful when you can't work together now?
- Is the towns finances in such bad shape they are willing to sell us out to get the counties revenues to save the town?
- How does each municipality compare for its taxation and expenses? Is one more efficient than the others?
- Can the County absolve the Town?

- Can you provide examples of other municipalities that have gone through these type of changes - and what the actual pros/cons ended up being. Are you able to provide actual council representation figures (ie how large of council and how many from each current municipality) prior to “choosing a governance structure” or would that be one of the “details to be determined after the fact?”



- It would be interesting to hear the concerns of others and how they are addressed within this study. I guess just keeping us updated with the process.
- We need to have a good understanding of the processes, benefits and impacts
- How soon could amalgamation happen?
- I would like to know the impact on taxes, representation and decreasing duplication of services.

- Services in rural and urban area are not the same, nor should they be. I think the distinction that is missing is services and assets (infrastructure) How would a detailed service listing/ infrastructure be provided to the public and elected officials in order to understand the comparisons? There is not an apples to apples comparison for municipalities. The suggestion of ‘combined revenues’ is not fair or equitable, as rural municipalities have different infrastructure that urban. Rural municipalities have larger road networks, more bridges and more municipal services across a larger geographic area. Those assets require maintenance and repair, generally related to industrial use to which taxes are collected. Sharing rural oil and gas/industrial revenue with urban area with no infrastructure makes no sense, as urban infrastructure is not impacted (as roads in urbans travelled by industry are highways funded and maintained by the province).
- I would like fiscal prove of any success stories of amalgamation in AB
- research waste management contract, airport, recreation agreements, these are all at risk right now. What will you do if Town wants to amalgamate and the County refuses? Right now they are against it.

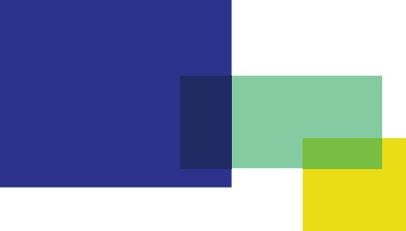
- What cost benefits will there be to the county based on an amalgamation? How will this affect employment of county workers, and town workers, will more people lose their jobs? Looking after things such as gravel roads in the county is quite a bit different than roads in a town, how will this be prioritized and planned for? The town and county have different needs and concerns how will these be balanced come budget time?
- no further information. Maintain status quo. The town is a bad partner in the area and the county should not be bullied into amalgamation because the town is broke and want access to the counties resources and tax base. The Stronger together initiative would be fine if the town would a decent partner and work for whats best for the region not just their short sighted self serving political agendas. IE The Central Alberta economic development group council opted out of.
- Better definition of different scenarios
- How important is it for all three municipal to buy into this process? Will the outcome be impacted if one or more chooses to not fully participate?
- What will be the cost to citizens to amalgamate? Why is amalgamation needed when cooperation between the groups has worked in the past?
- Why are we exploring this without a mandate from the county residents.

To help us improve future engagement opportunities, please provide your thoughts on the tools used for this round of engagement (e.g. virtual open house tool, live Q and A session, online survey).

- virtual open house worked well
- Due to other commitments, I was unable to participate in the Q&A session. I appreciate the information available through the virtual open house and the opportunity to submit my thoughts through the online survey.
- This survey (if followed) was closed before I knew about it. Communication needs to improve. This never once has been 'coffee shop talk' and it should be. Not sure how it's been missed
- Public engagement was poor
- The public engagement was very poor. Online engagement should not be taking the place of in person engagement. It was also difficult to find this survey online.
- Sufficient information was available for those with enough interest to be engaged.
- Good job, may suggest exploring additional avenues to engage more residents. Understand that is hard to do with pandemic.
- None.
- With poor or limited connectivity in the region it is important to have in person meetings and open houses.
- I like the virtual open house, with the Q&A. Online survey are better in my opinion then having to drop/mail forms
- This was not a good survey. Questions unclear and difficult to access on the website.

- 
- Because of Covid, information sharing and gathering has been highly impacted. Rural residents are often faced with connectivity issues or do not participate period in online activities such as this survey or virtual open houses. This is really not the time for a realistic information gathering and sharing of information. Why can this not be paused until open house formats maybe held that would be more fair to all residents. Often one idea triggers another with open in person forums. Possibly that is the reason for the timing of this study in the first place so there is very limited input - strategic skewing of the results. I and most rural residents prefer live in person question and answer sessions. This in my opinion has not been a fair information gathering process because many seniors do not have or use a computer. That does not mean they are not interested. They most certainly are. We all pay taxes and should be entitled to a fair and equitable information session.
 - borad 5 was the most informative of the open house tool, I did not take the time for the Q and R
 - The tools being utilized are good considering the limitations around Covid. It would be nice to see Clearwater County stand up to Government overreach as Wheatland County did!! We are losing people, jobs and our sanity with these draconian measures!
 - Online survey, website
 - Good variety of opportunity for engagement and input.
 - Surveys are a good start. Live Q and A would be most beneficial and necessary for such an important issue. There are a lot of people unable to participate in virtual. The more tools that are used, the more opportunity for everyone to be involved
 - No questions
 - This survey was hard to find and poorly executed
 - I like online surveys. They can be done at anytime as I can not always attend meetings
 - I am happy with the opportunities presented in these covid times.
 - In person meetings when we get the chance! Also surveys in big bold letters/ pages in the community newspapers so it cannot be ignored
 - Was difficult to find survey as little information is on either website. Make the links easier to find.
 - I appreciate the printed information in the Western Star and Mountaineer. Online information is very helpful during Covid.
 - Need to use a well publicized event.... Preferably a live event. Not a survey on the back of a newspaper without clear messaging that there is an online way to the form. Many people will miss this.
 - They are good, but I need to know about them before they happen.
 - Open house, written explanations and a vote

- Not enough public awareness to the situation & repercussions of the proposed changes.
- I'm thankful that I have been able to have a say.
- Virtual open house
- Unfortunately we find ourselves in a situation where discussion and information are hampered by the current pandemic. I feel it would be wise to put this whole discussion on the back burner until it can be addressed in a more normal environment. There needs to be vigorous review of any and all options before anything is changed. Review by the constituents.
- The virtual session did not offer a chance for participants to engage in a meaningful way. You could not see who was there - county councillors were identified but not the town - no transparency.
- My internet service is not good enough for open houses. The online survey is good. Maybe posting things on the website or in the local papers.
- I found the virtual open house to be biased towards regional governance and not towards separate responsible governance of each municipality by elected officials.
- Live q& a session
- Survey questions need to be cleared and better defined.
- Virtual open house was very good.
- Virtual open house did not work for us
- Live q &a
- only accessed online survey.
- I thought the priorities question was a little confusing.
- So far I am happy with the process, the virtual open house and q&a was informative, I look forward to seeing more info in May.
- During the last year I have found that it is harder to find out what is happening in our areas. Resorting to social media and local radio ads seems to be the only methods left. The town paper (Mountaineer) has so little info anymore due to the influx of social media it seems to have lost its effect.
- This survey was difficult to find online.
- This survey was too hard to find online. It should be in the banner of the County web page and Facebook page.
- WAIT TILL WE HAVE OPEN MEETINGS AND HAVE PUBLIC VOTE ON PAPER(AFTER COV-IT)
- Need in person at locations at remote community halls as internet is limited and hard to access for many people
- They need to post the findings of these surveys in total to be transparent. The public already doesn't trust them because of their poor choices and not owning up to them and making it right. They have more of a "deal with it" kind of attitude.
- Online survey
- Only became aware in Feb 24 Mountaineer. But I'm not sure how to make people aware. ?
- Should be able to view or understand who is participating in virtual open houses.
- Virtual forum

- 
- Live is good but eliminates a majority of people. Anything on internet eliminates many of the most important people we should be listening to = the elderly.
 - try to make the URL shorter in the future
 - Online surveys, virtual open house meetings
 - On line survey not sure I would be able to figure out how to do anything virtual
 - it needs to be live Q&A It needs to be understood by everyone, all 3 are ok if done in conjunction with each other
 - I don't agree as there are many seniors that don't have internet, how are they to have their say if they can't attend. That has been my biggest concern with many things in caroline.
 - Tools used so far have been adequate and informational
 - on line is good, open house is better but has to be in person.
 - All of the above, even print ads. Remember there are still a lot of functioning seniors that still want their voices heard and maybe have some good ideas. And they need a source to communicate, but they are not tech savvy.
 - online survey
 - All good
 - Was never made aware of the open house. The County and Village need to improve their notification methods so residents are given proper heads up so they can participate. Do not depend on social media. You still need to advertise the old fashioned way.
 - info is scarce currently
 - make it easier to find
 - Survey was a little confusing at first but once I found it it was fine.
 - Neither the virtual open house or this survey offer any meaningful opportunity for input or expression of opinions. I know it is early in the processes but it has all been very superficial so far. I'll be looking for more substantive dialog in the next steps.
 - All the virtual stuff and online surveys are good to get the word spread that things are happening but live Q&A's should be held and major junctures
 - I wasn't able to attend the virtual open house but given the circumstances feel it's a good way to get large amount of engagement. This survey is a way in which I can voice my concerns and allow for some transparency which I liked. If you could give access to a recording of the town hall/Q and A that would be helpful.
 - Survey wasn't set up that well. You had to go digging for it. Older people don't have computer access. Internet isn't good for most areas of the country. You can sure tell that you guys were hired by the town.

- Due to the lockdowns and minimal IN person interaction, the consultants of this study have their hands tied. It would appear that the study is utilizing ALL communication tools it can during a lockdown.
- Survey is great option
- online survey
- online survey is great, live Q and A is great, but needs to be in person sessions. I do think that would bring a more diverse crowd, than the online stuff.
- This worked pretty well
- Make this an election issue.
- More background information up front about the 3 municipalities would be good. Comparison to municipalities of similar sizes for revenues and expenses would be good.
- It's a useful tool and will help gather a collective sample of information from all parties that should be a useful tool if used correctly.
- All good, variety is essential not only in gaining feedback but in sharing throughout the process.
- Virtual open house tool and online survey was good. Would like to see multiple live Q and A sessions. The survey asked for concerns about current structure - would like to have had the same question asked for concerns for the possible structures.
- Unfortunate that open houses may not be an option, but the zoom tool works fine and does give some anonymity, especially for those hesitant to speak publicly.
- With COVID this is about the only way. It is difficult to get the word out to enough people so that they sign in.
- I like the zoom meetings with Q and A.
- While the focus on community engagement is important, a few negative voices continue to dominate the discussions. This holds us back. Sometimes the right decision is not the most popular. Move forward and amalgamate.
- Good.
- Virtual open house was fantastic and live Q & A appreciated. More sessions with more attendees would be preferred. 40 attendees for population of 20K is 0.2% or less than 1% of the population. More input needed. Phone survey? Mail survey?
- I would like to see those who are participating and how many
- Any online or virtual tool is efficient and good to use
- Due to the towns self serving political agenda and sad state of money issues, due in large part to the towns determination to do all it can to NOT promote growth or development in town, this will end up being an expensive and long walk for a short drink of water. I pray the county residents and those who really want change in town will vote this down and vote out the current administration.
- Appropriate with Covid restrictions
- Great idea during a pandemics
- This survey is good.
- Methods that reach more citizens (virtual open house= only around 40 people attended).
- Terrible
- On line survey.
- Maybe come to the people before you decide to start something and waste tax dollars.

Live Session Questions

- How many people have registered for this session tonight?
- How many other regions in our province or others provinces have successfully amalgamated in the past 20 years? And what was the overall success?
- Why is the town retaining current status presented as “most likely scenario”?
- What is the benefit to the citizens of the Clearwater County to have joint municipalities.
- There has it seems to me a discord with communication
- How many have been successful
- I arrived late, will the recording be available to watch later?
- “How much advertising was done to let the public know about this session. Seems the individuals I spoke with did not know about this zoom meeting.”
- please ignore as I was not ready to submit yet.
- Why can we not see all participants of this meeting?
- Please put the link to the survey in the chat or Q&A box so we can give our input
- Even with high cooperation, isn't that an argument FOR amalgamation of greater regionalization? In the name of progress and efficiency?
- how can we expect any amalgamation actually work when the councils between the town and county are at more odds than they have ever been? As a citizen I feel like I'm being held for ransom in some respects to regional shared services
- Will a Regional Municipality have a different relationship with the province that is different than each individual entity? Specifically with regard to Resource development, tourism development and environmental protection.

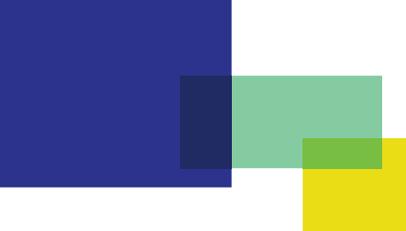


- Are questions in the online Information Gathering Survey specific to taxpayers' respective government structure specifically, or all three?
- What benefits to amalgamation has the provincial government communicated to the public in general?
- Would existing loans or debentures from one municipality become a liability for all citizens of amalgamated municipalities?

- Do tax rates/millrates generally change after amalgamation?
- In general, is cooperation or animosity between parties, a group tendency or effected by lone individuals
- Can you please explain that these munis have been “at odds” in the past. They have worked their way through it. Decisions being made today will have huge benefits/disadvantages for future generations.
- If linear taxes drop drastically for the county, how will that affect the town?
- What is the future potential of combined revenue and granting opportunities?
- Is it one person one vote or would the smaller communities have equal/veto votes?
- How long will the study take, and will there be more Q&A open houses or webinars?
- How long does voluntary Amalgamation take (in general)?
- What other forms of regional equalization other than amalgamation have been successfully attempted?
- will we have to change our names?
- Back to linear tax. The larger urban centres have been eyeing this revenue sources for many years and been lobbying for a bigger piece of the pie. Could an amalgamation give us a stronger case to keep it.
- Can you clarify how this decision will actually be made?
- Many county residents do not use any services in either town or village.
- Will this mean that the county will have to pay a more equitable share of policing?
- Services in rural and urban area are not the same, nor should they be. I think there is distinction missing besides services focus, which is assets (infrastructure, roads etc)... from the comments earlier please explain where the ‘more money’ will come from as municipalities did not increase taxes in 2021?
- Will surveys be sent out to all residents?
- When it comes to police funding, the province has already mandated all rural municipalities to pay their portion for police services



- I would like to see a couple more of these presentation before May....40 people from our county and town is not a good number to base this on. There needs to be a lot more people heard from.
- What tools are in the box to deal with the potential scenario where one municipality digs in their heels and refuses to engage in the study?

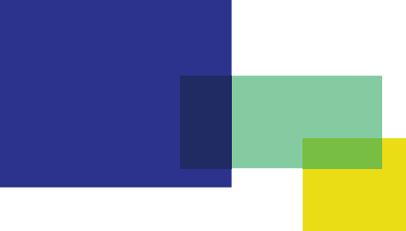
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- What is the cost of this study?
 - Will a Regional Municipality have a different relationship with the province that is different than each individual entity? Specifically with regard to Resource development, tourism development and environmental protection.
 - This study is described as an 'informal' process and any output / recommendations will not be binding. If we want the to achieve amalgamation would it be best to use the MGA provision of a petition?
 - Please do explore where the collaboration between town and county is currently at, a neutral party is key
 - What do town residents get out of this? What will be the benefits to the county? What is the benefit to Caroline?
 - Will this bring more money to our community for infrastructure? roads and highways?
 - What will those debts cause for taxpayers? How will those be divided up?
 - Do county members currently pay the equal amount for schools? hospital? as they utilize both services in the town?
 - What would be some of the bigger differences positive or negative for the business community, both in the town and in the county?
 - How will elected officials be divided up to support the town county and village

Email Feedback

- What impact on the tax rates for residents are anticipated, or will the cost savings from political duplication be significant? How will a region be divided into districts? What criteria will be used?
- I'm not sure where we've met, but thanks to (removed)I was able to get your contact information.
- As a resident of Clearwater County I am very concerned about any possibility of municipal amalgamation. In addition, I am concerned with the lack of readily available, unbiased information to the public and the reliance on virtual meetings for information. It is absolutely crucial that open, in-person meetings be held as a very large percentage of the rural population either have inadequate broadband connectivity or lack the skill set to participate. Consequently, with your current method of public engagement you are jeopardizing the democratic rights of a significant number of Clearwater County residents. While I can appreciate the limitations put forth by Covid, I also feel that there is no urgency with this matter and it could certainly be delayed to allow for equal input opportunities. Furthermore, I was just on the County's website and tried to read the seven "boards" that are part of the information being presented at the meeting tonight. Even after enlarging the boards to the allowable extent, they were very unclear and difficult to read...another negative for relying on this method of informing the public. In conclusion, I trust, that as a consultant for this process you will re-evaluate the public engagement process you have put forth.

It is absolutely necessary to understand, appreciate, and acknowledge the rural limitations of such a strongly technologically oriented process. All residents of the affected area deserve equal opportunity for information gathering and input. I trust you will work to ensure that right is upheld. I welcome any comments you might have and look forward to your response.

- I am writing today with my concerns about the lack of democracy in this country, and more specifically province and clearwater county and municipality of Rocky Mountain house. When will us people have a voice in what our local governments do? Why were us county and town residents not consulted on this supposed amalgamation? Who is really the one wanting this to go through? What agenda is being pushed by whom? Why are so many things being pushed by the town and county at such "unprecedented" times? Why are agendas being pushed without the public's knowledge of what their plans are? Why aren't we being informed on how this will affect our businesses and our taxes, etc.? The town and county couldn't even get along over the transfer station operations... how are they going to work together for other projects???? If amalgamation goes through, then do we the people get to fire all current councillors and elect all new ones for the new government? If so, then this might be a good thing, if not then I oppose it completely. I want democracy back, not this elected dictatorship we have at all levels of government.



I feel a big decision such as amalgamation should not take place while we are under lockdown and restrictions and a so called state of emergency (which is bs by the way). If i cant see my gramma, why is it ok for our govts to make such drastic decisions when the public cant be present to have a say? I never followed politics until recently or hardly voted as i see it all as a corrupt failing system at all levels. However, i have had enough of our local governments shinanigans that i am paying attention now and wish you all fired and that people who are compassionate and who actually care about humanity to take up the positions. The county voting is a joke with most divisions only having one person to vote for.... why vote? Cant say iv ever voted at a county level, and although having a business in town, im not allowed to vote there either, so i have no choice or no say, therefore essentially no vote.... The town has a track record of dying business and the county has a track record of ridiculous land purchases.... both governments have failed us at a local level and continue to do so. You all need to be fired and the people can elect councillors who actually care and aren't just about ego and greed. Lastly, i would like to state my concern about the 5G installation in our town and county, again without citizens consent or knowledge. Just snuck in during lockdown almost a year ago and started putting towers up! This technology is untested, unnecessary, and unsafe for mammals health... go do some research of frequency and you may gain an understanding of how we are letting these big corps such as bell and telus radiate us beyond reason.

Fiber optics is a good alternative, but its not what the corps and feds want as they want surveillance on all of us. They want total control of the human species. We are not free at all, and if you think we are, you are living in a false reality.

- I'm sorry I didn't see your survey until tonight. In case you can't read the attachment of the survey in the paper, I have concerns with the fiscal management of the town and with the impractical and unpopular projects that they approve (ie the main street "beautification project". My concern is that I would like the town and the county to continue to be separate entities.
- Thank you for responding to my call yesterday. As we discussed I am very concerned about the above information piece and would ask that you forward this email to county administrators and council members. I was aware of the ongoing discussions between the three municipalities and that it had implications for all residents and taxpayers. The wrap around contained some useful information but I was surprised to see statements such as "Regional amalgamation would most likely increase taxes or reduce services to County residents; decision making difficulties; governing body make up, etc." These statements without some evidence or examples from other jurisdictions were worrisome to say the least, and surprising to me that the counties would publish this information as such. As I thought about it I wondered who really owned the piece and as it turns out it came from the Taxpayers Association.

- I have no objection to the Clearwater County Taxpayers Association expressing their opinion and putting forward information. But in this case co-opting the logos from the three municipalities infers this publication belonged to them or at the very least was a joint initiative. It is misleading and confusing and evening alarming. Therefore I am hoping that the three municipalities take steps to clarify this publications so all residents have access to clear and balanced information and are able to make an informed decision. Thank you for your consideration of this matter
- Thank you for sending me this document. I have a bit of a tremor in my right hand so sometimes my writing is pretty shitty. I am very concerned about the government of Alberta and especially Clearwater County. I have lived and worked in the medical profession in many different countries thus have many areas to compare to. When I come to the County or Provincial office I observe inept staff who are only there to collect a paycheck. I see duplication of services throughout the county, staff driving around in new vehicles and doing nothing, the County purchasing property for a new office which is not needed and many more things. I own property near Leslieville which has the Blueberry Creek running through it. This is beautiful pasture land with the creek providing water for cattle, home for birds and other animals as well as serenity for myself and family. A few years ago the County blew up the beaver dam on my property....WITHOUT NOTIFYING OR EVEN ASKING ME WHAT IMPACT THIS WOULD HAVE ON MY ANIMALS. Now the creek is almost dry and cannot provide enough water for the livestock and birds. We are going to be in a drought situation....talk about abuse of nature and the environment.



- I have grave concerns about the amalgamation of the three counties where most of the funds will be siphoned off to preferred areas. Please contact me via email as I am currently not in Canada.