

Schedule 'A'
Westlock County Bylaw No. 26-2019
Village of Clyde Bylaw No. 2020-01-01

Intermunicipal Development Plan
Village of Clyde & Westlock County

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V3 Companies of Canada
The Vision to Transform with Excellence



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Prepared by: Nik Kinzel-Cadrin

Reviewed by: Peter P. Vana, RPP, MCIP

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1.0 INTRODUCTION

1.1 TITLE

The title of the Bylaw shall be the Village of Clyde and Westlock County Intermunicipal Development Plan.

1.2 PURPOSE

The purpose of the Intermunicipal Development Plan (hereinafter referred to as the IDP or the Plan) between the Village of Clyde (the Village) and Westlock County (the County) is to foster an interjurisdictional approach to proactively address planning and development on the lands that connect these two *municipalities*.

A comprehensive IDP built on a solid foundation of trust and respect can strengthen the local economy and community and may continue to support the region's vibrancy through collaborative governance. This IDP will provide a long-term, mutually supported framework for the future development and growth in the area.

IDP Principles:



Trust



Respect



Communication



Cooperation

Benefits of an IDP include:

- Achieving a common purpose for growth and development;
- Building a positive relationship between neighbouring municipalities;
- Promoting efficiency in service delivery;
- Encouraging productive dialogue;
- Creating the opportunity for sustainable community development;
- Promoting efficiency for taxpayers;
- Avoiding land use conflicts across jurisdictional municipalities.

1.3 CONTEXT

Westlock County and the Village of Clyde are located in the southeast portion of the Upper Athabasca region. The Village and the County are inextricably interconnected; the County surrounds the Village, necessitating an environment where collaboration and proactive planning is essential to determine where and how the *municipalities* grow and develop in the future.

A baseline assessment was completed during the initial stages of the IDP development to provide insight on the current characteristics, assets, and constraints found in each *municipality*. Reviewed and analyzed topics include: historic population and employment statistics, current transportation infrastructure, utility infrastructure, public programs and services, and *environmentally significant areas*. Also included in the baseline assessment was a growth forecast that predicts the population and employment growth within each *municipality* over a twenty (20) year period. This information was used to create a strengths, weaknesses, opportunities, and threats (SWOT) chart, which in turn was used as a foundation for the IDP boundary and policy development. The following is a summary of the municipal profiles created from the baseline assessment and growth forecast, which the complete version can be found in Appendix C. Note: population statistics are based on the latest Alberta Census data, provided by Municipal Affairs.

Municipal Profiles:



2017 Population: **417**

Average Annual Growth Rate (2011 – 2016): **-3.1%**

Current Labour Force: **225**

Projected Average Population Growth¹: **1.8% (+174)**

Projected Average Employment Growth¹: **2.0% (+108)**



2017 Population: **7,138**

Average Annual Growth Rate (2011 – 2016): **-1.1%**

Current Labour Force: **2,248**

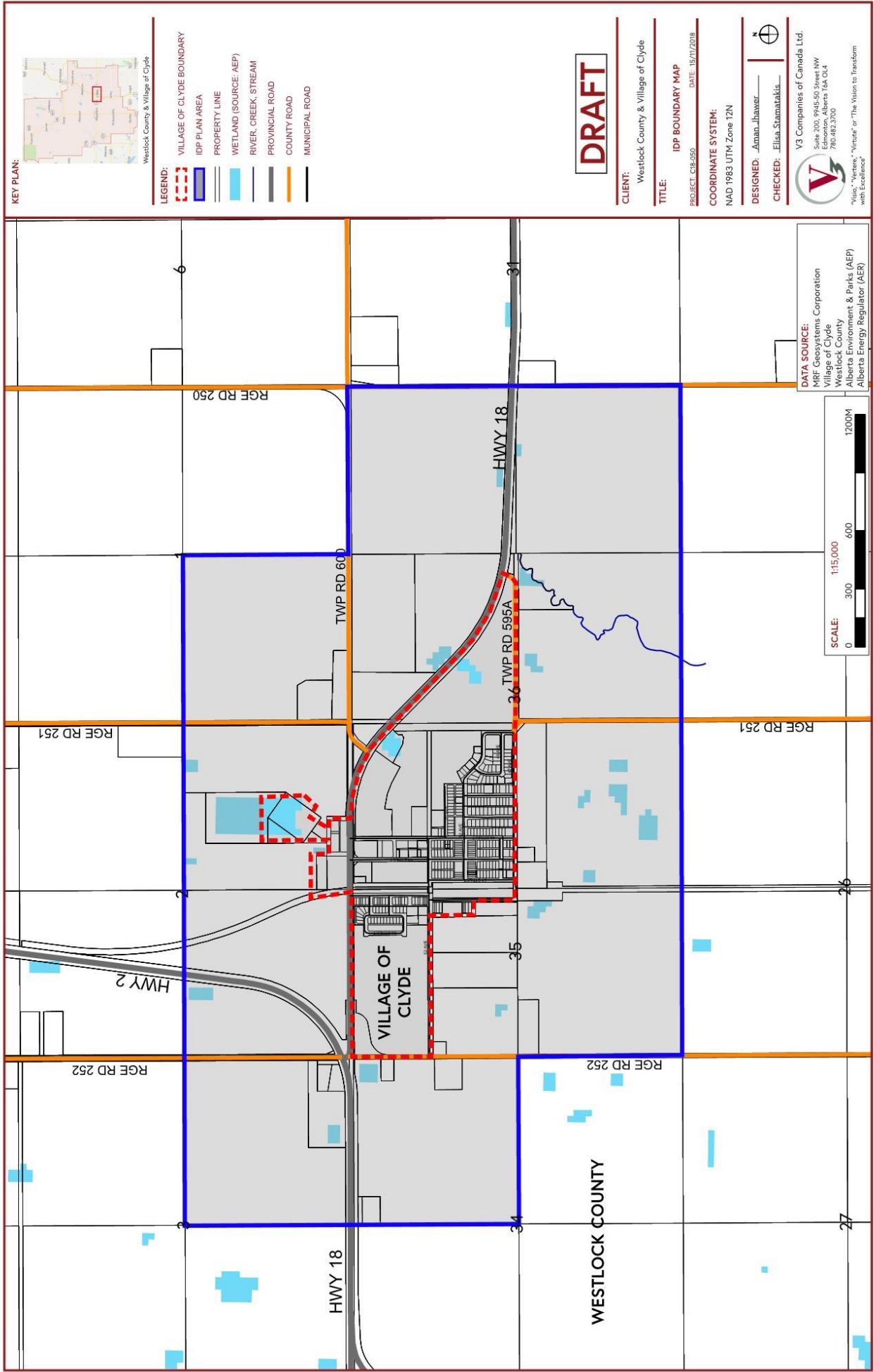
Projected Average Population Growth¹: **1.5% (+2,509)**

Projected Average Employment Growth¹: **2.0% (+1,101)**

To also guide the development of the IDP, engagement with both *municipalities'* Councillors was consulted. The Joint Council session had two objectives: firstly, to inform the elected officials from the Village and County on IDPs and this project; and secondly, to gain local knowledge and insight on specific themes that must be included in the IDP. The results of this engagement session have also been used as a foundation for the IDP boundary and policy development. The results of the engagement session are transcribed in the 'What We Heard Report', located in Appendix D

¹ Based on the medium growth scenario over a 20-year period (2017 – 2037), found in Appendix C.

▼ Figure 1: IDP Boundary





1.4 LEGISLATIVE REQUIREMENTS

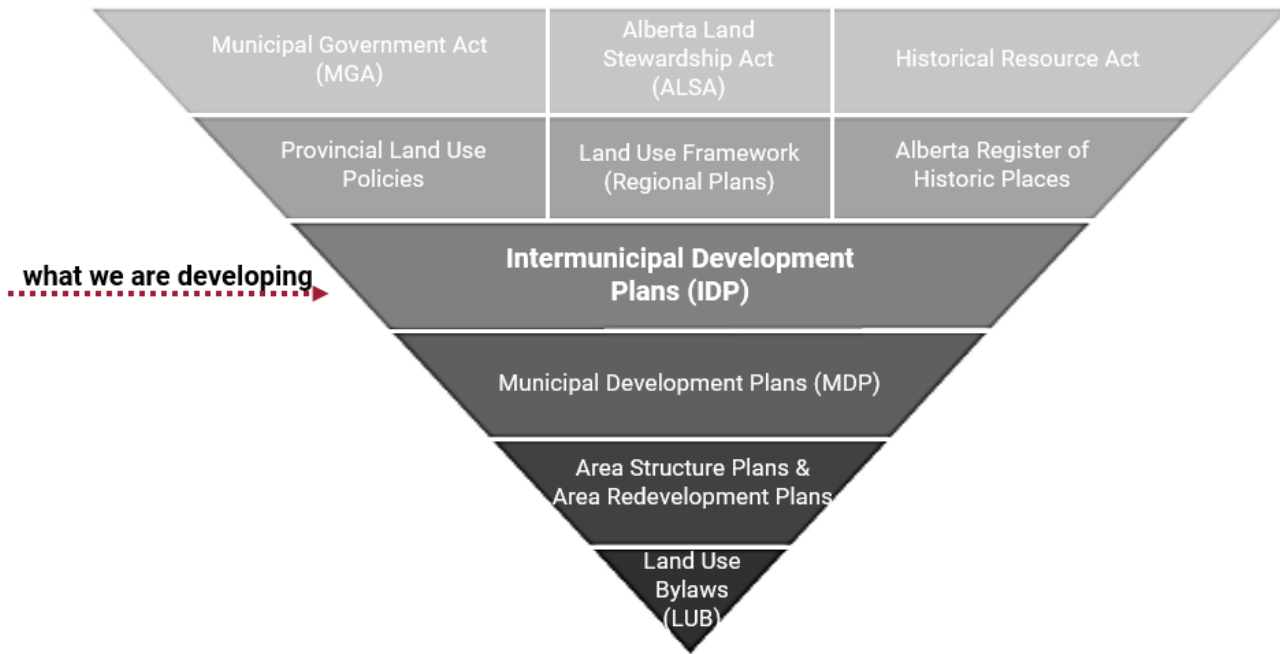
This IDP has been prepared under the legislative authority prescribed in Section 631 of the Municipal Government Act (MGA). The MGA states that:

“Two or more councils of municipalities that have common boundaries that are not members of a growth region as defined in section 708.01 must, by each passing a bylaw in accordance with this Part or in accordance with sections 12 and 692, adopt an intermunicipal development plan to include those areas of land lying within the boundaries of the municipalities as they consider necessary”.

Section 631(2) of the MGA states that an IDP:

- a) must address
 - i) the future land use within the area,
 - ii) the manner of and the proposals for future development in the area,
 - iii) the provision of transportation systems for the area, either generally or specifically,
 - iv) the co-ordination of intermunicipal programs relating to the physical, social and economic development of the area,
 - v) environmental matters within the area, either generally or specifically,
 - vi) any other matter related to the physical, social or economic development of the area that the councils consider necessary, and
- b) must include
 - i) a procedure to be used to resolve or attempt to resolve any conflict between the municipalities that have adopted the plan,
 - ii) a procedure to be used, by one or more municipalities, to amend or repeal the plan, and
 - iii) provisions relating to the administration of the plan.

The MGA identifies the hierarchy and relationship of statutory plans so that each plan will be consistent with the plans above it (Figure 2) and, in the event of an inconsistency, which provisions in what plan will prevail. The County has adopted an MDP to guide future growth and development within their municipal boundary. Once this IDP has been adopted, the County will need to review their existing MDP to determine if it is consistent with the newly adopted IDP. The Village has yet to adopt an MDP at the time of IDP preparation. In accordance with the Municipal Government Act s. 632, municipalities that currently do not have an MDP must, by bylaw adopt an MDP by April 1, 2021. The Village’s MDP must be consistent with the IDP once it has been adopted. The IDP can only be repealed if it is being replaced by a new IDP or the Minister of Municipal Affairs has granted an exemption in accordance with the MGA.



▲ Figure 2: Hierarchy of Plans in Alberta

1.5 VISION & GOALS OF THE IDP

The fundamental purpose of an IDP is to provide opportunities for collaboration and communication between *municipalities* sharing a common border. By doing so, this allows for the opportunity to create a regional framework with the capacity to address intermunicipal matters that relate to planning and development to support the long-term interests of both *municipalities*.

The high-level policy direction provided in this IDP will promote land use development and growth for each *municipality* and the within the region. Similarly, the IDP will promote the collaboration of municipal services with the purpose of capitalizing on shared resources to enable efficiencies.

The intent of this plan is to identify mutual and shared municipal interests relative to the lands within the IDP area and to develop policies and decision-making processes that promote collaboration, respect the interests, and mitigate conflict between the Village and County.



VISION:

The Westlock Region is a vibrant hub where people are drawn to the quality of life, the amenities, and the opportunity to raise families in a caring and complete community. The carefully planned land use framework balances economic and urban growth with a viable agricultural sector. The strategic intermunicipal cooperation empowers a diversified economy that reaches both provincial and global markets. Residents collectively value stewardship of the natural environment while mitigating the risks to the environment and human settlement. The coordination of *municipal infrastructure* and public services has enabled efficient, effective, and excellent service delivery. The region is strong and resilient and residents embrace the balanced relationship between both the urban and rural communities.

GOALS:

Goals within the IDP have been developed taking the vision for the Westlock Region and applying it to the local context with respect to the Village and County.



▲ Figure 3: Goals



2.0 PLAN IMPLEMENTATION

2.0 GOAL: Establish a framework for efficient intermunicipal cooperation.

2.1 INTERPRETATION OF THE PLAN

The structure of this IDP is intended to allow for easy interpretation of its policies. Each section begins with a goal that addresses a specific topic relating to the requirements of the MGA (as outlined in Section 1.5). Within each section are subsections that have specific objectives and subsequent policies that would help achieve the overarching goal. This structure works best when the document is interpreted in a holistic manner where each of the policies is viewed in the context of one another rather than separately. Generally, the objectives, and ultimately the goals and vision of the IDP are more likely to be achieved by addressing the complete set of policy direction.

While the policies contained within this document relate to the defined IDP boundary, they do not restrict the *municipalities* from expanding the applicable policies beyond the boundary or from collaborating with other *municipalities* based on the mutual agreement of the Village and County.

This IDP contains the operative terms '*shall*', '*should*', and '*may*'. The interpretation of these words should be as follows:

Shall

indicates that actions are mandatory.

Should

indicates the direction to strive to achieve the outlined action but is not mandatory.

May

is discretionary, meaning the policy in question can be implemented if the *municipalities* choose to do so. This is typically dependent on context and individual circumstances.

Example of the document structure:

2.1 OBJECTIVE

To establish an easy, user-friendly interpretation of this document.

Policy 2.1.1

This IDP ***shall*** be designed in a way that makes for an easily interpreted document. Sections ***should*** be grouped together based on a related topic. Colour ***may*** be used to help enable easy reference and overall user-friendliness.



2.2 INTERMUNICIPAL COOPERATION

In order to provide a consistent approach for intermunicipal discussion between administrations, Joint Council meetings shall be used to oversee the implementation of the IDP and serve as a forum to address any intermunicipal differences that may arise. These Joint Council meetings will also serve as a mechanism to allow formal communication between *municipalities* where the Councils will be responsible for facilitating ongoing communication and sharing of information with respect to administering the IDP. This Joint Council meeting will also be utilized as a part of the Intermunicipal Collaboration Framework (ICF) process.

2.2 OBJECTIVE

To establish a consistent approach for intermunicipal discussion.

- Policy 2.2.1** Councils **shall** meet jointly at least once yearly and when one Council requests a joint meeting as necessary (ex. to resolve an issue or dispute with regard to the IDP). Items that **should** be covered at these meetings include the status of the IDP and whether any amendments to the IDP are necessary.

- Policy 2.2.2** Joint Council meetings **should** be held at a time that aligns with the annual municipal budget cycle.

- Policy 2.2.3** The outcome of Joint Council meetings **shall** be on official recommendations regarding implementation of actions arising from the policy directive of this IDP to be taken back to individual Councils to vote into effect. A minimum total of two (2) Council members from either *municipality* **shall** be present to form a quorum. In order to decide on an official recommendation, at least two (2) Council members from each *municipality* must be present. Each Council member present **shall** have one (1) equal vote for any matters which are voted upon up to a maximum of four (4) votes per Council. In the event of a tie, the dispute resolution process outlined in Policy 2.5.1 would be initiated.

- Policy 2.2.4** Members of Council attending Joint Council meetings for the purpose of the IDP **shall** be responsible for following provisions unless a Joint MPC is created (Policy 2.3.5).
 - i. Making recommendations on intermunicipal issues to the respective municipal Councils.
 - ii. Monitoring the progress of the IDP, including but not limited to reviews of all MDP and LUB amendments, and subdivision, and certain development permits (discretionary, variances) within the IDP area.
 - iii. Reviewing proposed amendments to the IDP and providing recommendations to each respective Council.



2.3 CIRCULATION & REFERRAL PROCESS

The purpose of this section is to establish a clear and consistent referral process where each *municipality* is able to provide comments on proposed changes to *statutory* and non-statutory plans, as well as proposed subdivisions and certain development applications (discretionary uses, variances for commercial and industrial development, and Direct Control Districts) within the IDP boundary area.

The Village and County recognize the importance of cooperation with one another in the spirit of gaining mutual benefit and avoiding incompatible forms of development within their municipal boundaries. Communication between the two *municipalities* is the most effective way to avoid or minimize intermunicipal conflict. For this reason, the IDP focusses on a commitment to have effective and respectful communication by establishing a process for circulation and referral of planning applications, policy, and other information essential to effectively administering the IDP.

2.3 OBJECTIVE

To collaborate and share in the decision-making on planning and development matters within the IDP boundary area.

Policy 2.3.1

Within the IDP boundary area, the two *municipalities* **shall** send the following to the other municipality for review, and address the referral to the attention of the CAO of the receiving *municipality*:

- i. *Municipal Development Plans, Area Structure Plans, Area Redevelopment Plans, and any amendments thereto.*
- ii. *Outline Plans and Conceptual Schemes.*
- iii. *Land Use Bylaw amendments, including redistricting/ rezoning.*
- iv. Development Permit applications for:
 - a. Discretionary uses as per the Village and County's respective *Land Use Bylaws*.
 - b. Variances for commercial or industrial development as per the Village and County's respective *Land Use Bylaws*.
 - c. Direct Control Districts as per the Village and County's respective *Land Use Bylaws*.
- v. Application for subdivisions creating more than five (5) vacant *lots*.
- vi. Applications for the disposition of environmental, conservation, municipal and/or school reserves, environmental easements, public utility *lots* and/or road allowances.

Policy 2.3.2

The receiving *municipality* **shall** acknowledge receiving an application via email within two (2) *working days* of receipt.



- Policy 2.3.3** From the date received, comments **shall** be sent back to the referring municipality within twenty-one (21) working days for a Statutory document outlined in Policy 2.3.1(i), (ii) and (iii) and ten (10) working days for all other applications pursuant to Policy 2.3.1(iv), (v) and (vi). Upon mutual agreement, and with the approval of the applicant, an extension **may** be granted, however, if no response is received by the day it is due, it will assume that there are no objections or comments.,
- Policy 2.3.4** The respective administrations **shall** decide which department is responsible for responding to intermunicipal referrals and providing the contact information to the other *municipality*.

2.4 PLAN ADMINISTRATION, APPEAL, AND AMENDMENT

As the IDP is intended to be a long-range planning document, it will require regular monitoring and review in order to remain current and accurately reflect changing growth trends in the region. This requires the establishment of a clear process that allows member *municipalities* to amend the IDP when it is mutually beneficial to do so.

2.4 OBJECTIVE

To formalize a structure for communication between the *municipalities* to ensure that the IDP remains current and adaptive to changing circumstances in the region.

- Policy 2.4.1** A general review of the IDP **shall** be completed within one (1) year following a general municipal election if new Councillors are elected to either *municipality*. If no new Councillors are elected over a nine (9) year timeframe, a full review of the IDP **shall** be completed in the tenth (10) year from the date of adoption of the IDP.
- Policy 2.4.2** Amendments to the IDP **shall** be subject to agreement by both *municipalities* and must be adopted by both Councils in accordance with the procedures established in the MGA.
- Policy 2.4.3** An IDP **shall** only be repealed if it is being replaced by a new IDP or if the Minister of Municipal Affairs has granted an exemption in accordance with the MGA.



2.5 INTERMUNICIPAL DISPUTE RESOLUTION

Under S.631(2)(b)(i) of the MGA, *municipalities* are required to have their IDP include a procedure to resolve or attempt to resolve any conflict between the *municipalities* that have adopted an IDP. The intent of the dispute resolution process is to facilitate mediation and a resolution at the municipal level before an appeal is to be launched to the Municipal Government Board (MGB). This process is based on the assumption that each *municipality* will have differences of opinion and a resolution mechanism may be necessary. It is important that throughout the various processes of dispute resolution, all parties are mindful and respectful of the rights of private interests involved.

The IDP provides a mechanism for both municipalities to address areas of concern with their adjoining municipality. However, in relation to development permit applications detailed in policy 2.3.1 (iv), (v) and (vi) such disputes shall be addressed through the normal appeal process under the MGA.

2.5 OBJECTIVE

To establish a process to resolve intermunicipal differences that is respectful of each community's interests and concerns.

Policy 2.5.1

In the case of a dispute the following process **shall** be followed (Figure 3, Appendix B):

- i. At any time during the dispute resolution process, either *municipality* has the option to initiate a formal mediation process through a third-party to attempt to resolve the issue/dispute. Such costs **shall** be equally shared by both *municipalities*.
- ii. In the event that a dispute is identified, written notice **shall** be given to the other *municipality* via email.
- iii. Administration from each *municipality shall* meet and attempt to resolve the dispute. If the administration is unable to resolve the dispute, the CAOs from both *municipalities shall* meet to attempt to resolve the dispute.
- iv. If a dispute relating to the IDP boundary area or plans affecting the lands in the IDP boundary area cannot be resolved by the respective CAOs, the *municipality* who identified the issue **shall** request that a Joint Council meeting be scheduled to discuss the dispute. At such time, within 14 *working days* of the Joint Council meeting being requested (or a time mutually agreed upon), the Councils **shall** meet and review the issue and attempt to resolve it through consensus.
- v. If an issue cannot be resolved by a joint meeting of the Councils, a mediator **shall** be obtained to resolve the dispute.
- vi. Should mediation be necessary, both *municipalities shall* agree upon the mediator, or if they cannot agree, the Minister of Municipal Affairs **shall** choose the mediator. The cost of the mediator **shall** be shared equally between the *municipalities*.



- vii. If a dispute arises involving the adoption of, or amendment to, a *statutory plan*, the *municipality* initiating the dispute **may** file an appeal to the MGB in accordance S.690 of the MGA, in order to preserve the statutory right to file an appeal and avoid missing the timeframe which an appeal is allowed. However, the dispute resolution process contained within this IDP **shall** still be followed. An appeal to the MGB **may** be withdrawn if a solution is reached following the dispute resolution process outlined in Policy 2.5.1 of this document.



3.0 GROWTH & LAND USE

3.0 GOAL: Encourage and direct growth and reduce land use conflicts within the plan area.

3.1 GROWTH

Growth between the two *municipalities* has been trending downwards over the past 5 years, with the Village and County both experiencing negative population growth of 3.1% and 1.1%, respectively. In both *municipalities*, modest population growth is anticipated to occur over the next 20 years, with the forecasted average annual growth rate to be 1.8% for the Village and 1.5% for the County. Similarly, employment opportunities are also expected to increase modestly over the next 20 years, with the forecasted average annual employment growth to be 2.0% for the Village and 2.0% for the County.

3.1 OBJECTIVE

To plan for the long-term sustainable growth of both *municipalities* in a fashion that utilizes existing infrastructure capacity, and creates a framework for the effective and efficient management of growth.

- Policy 3.1.1** The municipalities **should** direct development within the IDP boundary into those areas that are planned to accommodate growth within the IDP area, as indicated in Figure 4, Appendix A.
- Policy 3.1.2** Both *municipalities* **should** meet jointly to discuss extending the Village boundary to include the entire sewage lagoon, to allow for one jurisdiction to oversee operation and maintenance.
- Policy 3.1.3** In accordance with the MGA Subdivision & Development Regulations, any subdivision application within 1.6 km of the centerline of a provincial highway **shall** be referred to Alberta Transportation to provide comment (Figure 7, Appendix A).
- Policy 3.1.4** The development of confined feeding lots and intensive feeding operations **shall** be prohibited within the IDP boundary.



3.2 COMMERCIAL & INDUSTRIAL DEVELOPMENT

Commercial and industrial development provides higher per capita portion of a community's tax revenue than other land use districts/zones. Commercial and industrial development is also responsible for providing employment opportunities and has a positive impact on the livability of a community.

3.2 OBJECTIVE

To sustain existing commercial and industrial development while promoting the growth and expansion of the commercial and industrial sectors.

Policy 3.2.1 Both Councils **may** evaluate their respective *Land Use Bylaw* provisions relating to commercial development to identify cost-effective solutions to enhance the visual appearance along key commercial corridors (i.e. Highway 18).

Policy 3.2.2 Both Councils **may** evaluate the potential for establishing a commercial hub along the Highway 18 corridor.

3.3 RESIDENTIAL DEVELOPMENT

The viability of a community is reliant on the availability of diverse and adequate housing options. However, it is also important to prevent the location of residential development from impeding other community contributors such as commercial and industrial development, and agricultural operations. Residential services are also costly for *municipalities* to sustain, so placing such development in well-planned areas will ensure the cost-effective and efficient delivery of municipal services.

3.3 OBJECTIVE

To utilize areas that are already serviced and districted/zoned for residential development.

Policy 3.3.1 Both *municipalities* **should** direct residential development into areas that are already districted as residential within the IDP area or that are identified as Urban Reserve (Figure 4, Appendix A).



3.4 RURAL & AGRICULTURAL

The agriculture industry is the largest employment base in the Westlock subregion. Maintaining, enhancing and protecting agricultural lands and operations is critical to the long-term viability of the area.

3.4 OBJECTIVE

To protect and enhance the agricultural land base in the plan area while supporting and encouraging agricultural diversification and value-added processing.

- Policy 3.4.1** The County **should not** prematurely redistrict or subdivide agricultural lands into non-agricultural parcels or uses within the IDP boundary area.
- Policy 3.4.2** The County **should** avoid the *fragmentation* of lands better suited for agriculture within the IDP area.
- Policy 3.4.3** The County **should** work with the Village to address any effects of invasive plant species within the IDP boundary area.

3.5 PARKS & OPEN SPACE

Preserving and enhancing an integrated system of parks and open space is vital to the well-being of the community.

3.5 OBJECTIVE

To preserve and enhance a park and open space network within the IDP area.

- Policy 3.5.1** The *municipalities* **may** jointly create a Master Recreation Plan to manage recreational activities, programming of existing facilities, and identifying linkages between uses and facilities between the two *municipalities*.



4.0 ECONOMIC DEVELOPMENT

4.0 GOAL: Maintain and expand the economic opportunities within the Village and County.

4.1 INTERMUNICIPAL ECONOMIC COLLABORATION

Through the baseline assessment and the growth forecast, it was determined that agriculture and support services, *resource extraction*, and urban growth were the three driver industries in the Westlock Subregion. Maintaining, enhancing, and diversifying the driver industries will be critical to the long-term economic prosperity of the region. Looking for opportunities to diversify the local economy will also help mitigate the unpredictability of the provincial economy and world markets.

4.1 OBJECTIVE

To promote a strong and diversified regional and local economy.

Policy 4.1.1 The *municipalities* **may** jointly develop an economic strategy to attract investment and promote both communities jointly as a place for businesses to locate. The two *municipalities*, or all the *municipalities* within the Westlock region, **may** jointly employ an economic development professional to oversee economic development initiatives.

Policy 4.1.2 Both *municipalities* **may** explore opportunities to develop/manufacture secondary products arising from the agricultural sector.

Policy 4.1.3 Growth in the commercial and industrial sectors **should** be directed *adjacent* to the provincial highway network to capitalize on highway users passing through the IDP area.



5.0 ENVIRONMENTAL MATTERS

5.0 GOAL: Preserve and enhance the natural environment.

5.1 ENVIRONMENTAL PRESERVATION

Communities are dependent on the natural environment for the life-supporting capacity of clean air, soil, and water. Preserving, maintaining, and enhancing the natural environment is critical to the long-term viability of any region.

5.1 OBJECTIVE

To protect *environmentally significant areas* from inappropriate development.

Policy 5.1.1 *Environmentally significant areas* **should** be identified within municipal documents such as *Area Structure Plans*, *Outline Plans*, and the *Land Use Bylaw* of each *municipality*.

Policy 5.1.2 Both *municipalities* **should** recognize the importance of protecting *environmentally significant areas* (Figure 5, Appendix A) from development, and **may** work together when reviewing *proposals* containing these elements within the IDP boundary area to preserve their biodiversity and function, and to protect them from future development.

Policy 5.1.3 Both *municipalities* **may** create a program that monitors the *environmentally significant areas* jointly within both communities, as indicated in Figure 5, Appendix A.

5.2 STORMWATER MANAGEMENT

Effectively managing stormwater runoff is imperative to protect *municipal infrastructure*, housing, and businesses from flooding. Similarly, reducing runoff pollution can aide in preserving and enhancing the natural environment.

5.2 OBJECTIVE

To mitigate the impact of stormwater runoff jointly within both *municipalities*.

Policy 5.2.1 The *municipalities* **should** jointly develop an intermunicipal stormwater management plan in accordance with Alberta Environment and Parks requirements, to assist in protecting *municipal infrastructure*, housing, and businesses, and to manage stormwater runoff between the Village and County.



6.0 TRANSPORTATION & UTILITY INFRASTRUCTURE

6.0 GOAL: Plan and develop a safe, efficient, and effective *intermunicipal infrastructure* network.

6.1 TRANSPORTATION & UTILITY INFRASTRUCTURE

The IDP area contains several key components of provincial, regional, and local transportation systems. The system contains local roads and provincial highways within the IDP area. When transportation networks cross municipal jurisdictions, communication, coordination, and long-range planning are essential to support the safe and efficient movement of goods, services, and people.

Coordinating utility infrastructure network expansion and aligning servicing standards are effective methods to meet the demand for existing and future residents and businesses, and to provide consistent service delivery to people within the IDP boundary area.

6.1 OBJECTIVE

To establish and maintain roadway standards that promote the safe and efficient movement of goods, services, and people within both *municipalities* and to the surrounding region.

Policy 6.1.1 The *municipalities* **should** jointly review their municipal transportation network plans, roadway engineering standards, and maintenance programs, particularly as they affect the IDP area so that transportation connections and maintenance programs are compatible across municipal jurisdictions.

Policy 6.1.2 Both *municipalities* **should** jointly review their engineering roadway design standards as it relates to construction that may occur across boundaries and reviewing maintenance programs to identify potential operational efficiencies and budget savings. A *municipality* planning to undertake capital construction or rehabilitation upgrades within the IDP area **should** advise the other *municipality* in order to potentially coordinate projects, and increase efficiencies and reduce disruption to the residents and businesses.

6.2 OBJECTIVE

To work with Alberta Transportation to identify potential improvements to the existing municipal roadway network within, and in the proximity of, the IDP area.

Policy 6.2.1 Both *municipalities* **should** jointly engage Alberta Transportation in the future planning and maintenance of major roadways and Provincial highway in the IDP area for the purpose of coordination and cost-sharing of maintenance of roads where efficiencies in doing so exist.

Policy 6.2.2 The municipalities **should** jointly engage with Alberta Transportation to obtain funding for roadway improvements within the IDP area.



6.3 OBJECTIVE

To coordinate *municipal infrastructure* planning, maintenance, and lifecycle replacement within the IDP area.

- Policy 6.3.1** The *municipalities* **should** jointly identify and explore opportunities to collaborate in planning of both utility and servicing *municipal infrastructure* as means to achieving increased coordination, utilization, and efficiency of services, such as water, wastewater, sanitary, and shallow and overhead *utilities*.
- Policy 6.3.2** Both *municipalities* **may** explore and collaborate to create common servicing standards throughout the IDP area.
- Policy 6.3.3** Both *municipalities* **may** jointly prepare master servicing plans to determine existing capacities, existing *municipal infrastructure* maintenance, and lifecycle replacement needs, and future *municipal infrastructure* needs and rights-of-way to accommodate growth within the IDP boundary.



7.0 PROGRAMS & SERVICES

7.0 GOAL: Provide excellent community and emergency services to residents.

7.1 PROGRAMS & SERVICES

In many cases, residents do not see jurisdictional boundaries as an impeding factor to using and benefitting from municipally offered programs and services. Coordinating at an intermunicipal level is important to achieve efficiencies in service delivery and cost savings by avoiding the duplication of programs and services offered. Both needed and desired programs and services are vital to retain and attract people to a region.

7.1 OBJECTIVE

To promote efficient and coordinated intermunicipal community services at an intermunicipal level.

Policy 7.1.1 Through the Intermunicipal Collaboration Framework, the *municipalities shall* establish agreements for the provision of any joint services, contracted services, and mutually coordinated services.

7.2 EMERGENCY SERVICES

Efficient and effective emergency services are critical to the overall well-being of a community. By working at the intermunicipal level, coordinating and consolidating services may increase the level of service residents receive and achieve cost savings for *municipalities*.

7.2 OBJECTIVE

To promote efficient and coordinated intermunicipal emergency services.

Policy 7.2.1 Both *municipalities should* assess existing emergency service delivery within the Village and County, to identify if emergency service delivery meets the demand of residents.

Policy 7.2.2 The *municipalities should* jointly coordinate emergency services between the communities to increase the efficiency, effectiveness, and potentially increase service levels, while reducing the cost of these services.



8.0 DEFINITIONS

For the purpose of consistency and clarity, the following definitions **shall** be used:

“Adjacent” means contiguous or contiguous if not for a public roadway, lane, railway, river or stream.

“Area Redevelopment Plan” means a plan adopted by a Council, in accordance with the requirements of Section 634 & 635 of the MGA, for the purpose of providing a framework for subsequent subdivision and development of an area of land in a municipality.

“Area Structure Plan” means a plan adopted by a Council, in accordance with the requirements of Section 633 of the MGA, for the purpose of providing a framework for subsequent subdivision and development of an area of land in a municipality.

“Conceptual Scheme” see “Outline Plan”.

“Environmentally Significant Areas (ESA)” means areas containing rare or unique elements, or areas that include elements that may require special management consideration due to their conservation needs. ESAs are more generally defined as areas that are important to the long-term maintenance of biological diversity, physical landscape features and/or other natural processes, both locally and within a larger spatial context.

“Fragmentation” occurs when once contiguous agricultural areas become divided into separate fragments isolated from each other by other, non-agricultural land uses. Fragmentation can also occur within a given agricultural parcel of land by access roads, oil and gas developments and/or linear infrastructure.

“Land Use Bylaw” the bylaw that divides a municipality into land use districts and establishes procedures for processing and deciding on the development application. It contains rules that affect how each parcel of land in a municipality may be used and developed.

“Lot” means 'lot' as defined under Part 17 of the Municipal Government Act.

“Municipal Development Plan” means a plan adopted by a Council, in accordance with the requirements of Section 632 of the MGA.

“Municipal Infrastructure” means infrastructure owned or operated by a municipality that provides service to the municipality’s ratepayers. Examples include municipal sanitary systems, municipal water systems, municipal storm systems, municipal road systems.

“Municipality” refers to one of either the Village of Clyde or Westlock County.

“Municipalities” refers to the Village of Clyde and Westlock County collectively.

“Resource Extraction Industry” means a primary industry, whose location is governed by natural geological features, such as gravel, limestone, shale, coal, petroleum or natural gas.

“Outline Plan” means a non-statutory land use plan adopted by resolution of Council that provides detailed land use, transportation and servicing concept for the future subdivision and development of land within the area encompassed by the plan boundaries.



“Plan” refers to the Village of Clyde / Westlock County Intermunicipal Development Plan.

“Proposal” can mean a land use re-designation (rezoning) application, an Area Structure Plan or amendment to, conceptual scheme or amendment to, or amendment to this plan. In addition, “proposal” may refer to a broader planning issue between the Village and the County.

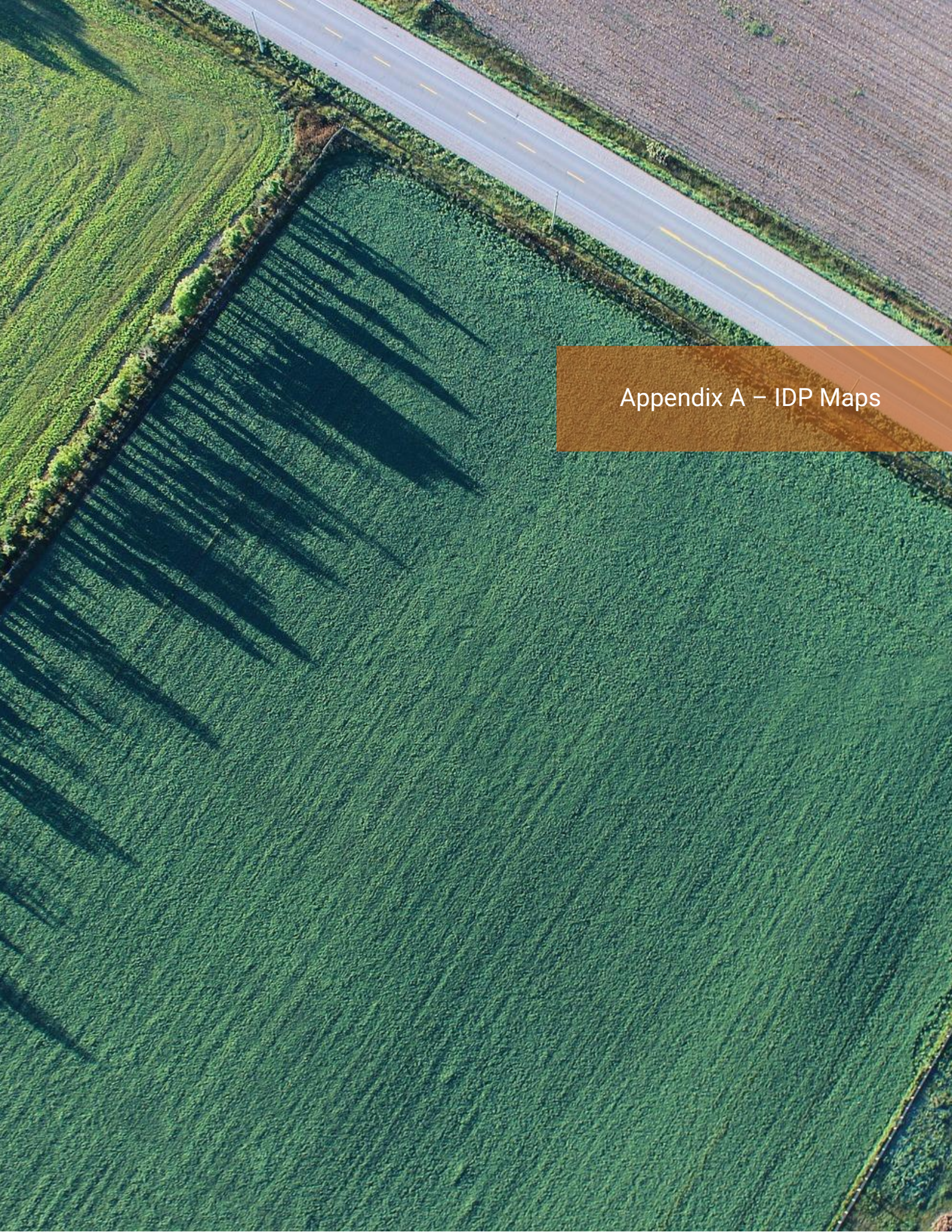
“Statutory Plan” means a Joint Plan, an Intermunicipal Development Plan, Municipal Development Plan, or Area Structure Plan prepared and adopted in accordance with the MGA.

“Utilities” refer to natural gas, sanitary, storm and water services, telephone/cable/internet and electricity.

“Wetlands” means an area of land that shows a presence of shallow water or flooded soils (or saturated) for part of the growing season, has organisms adapted to this wet environment and has soil indicators of this flooding, such as hydric soils.

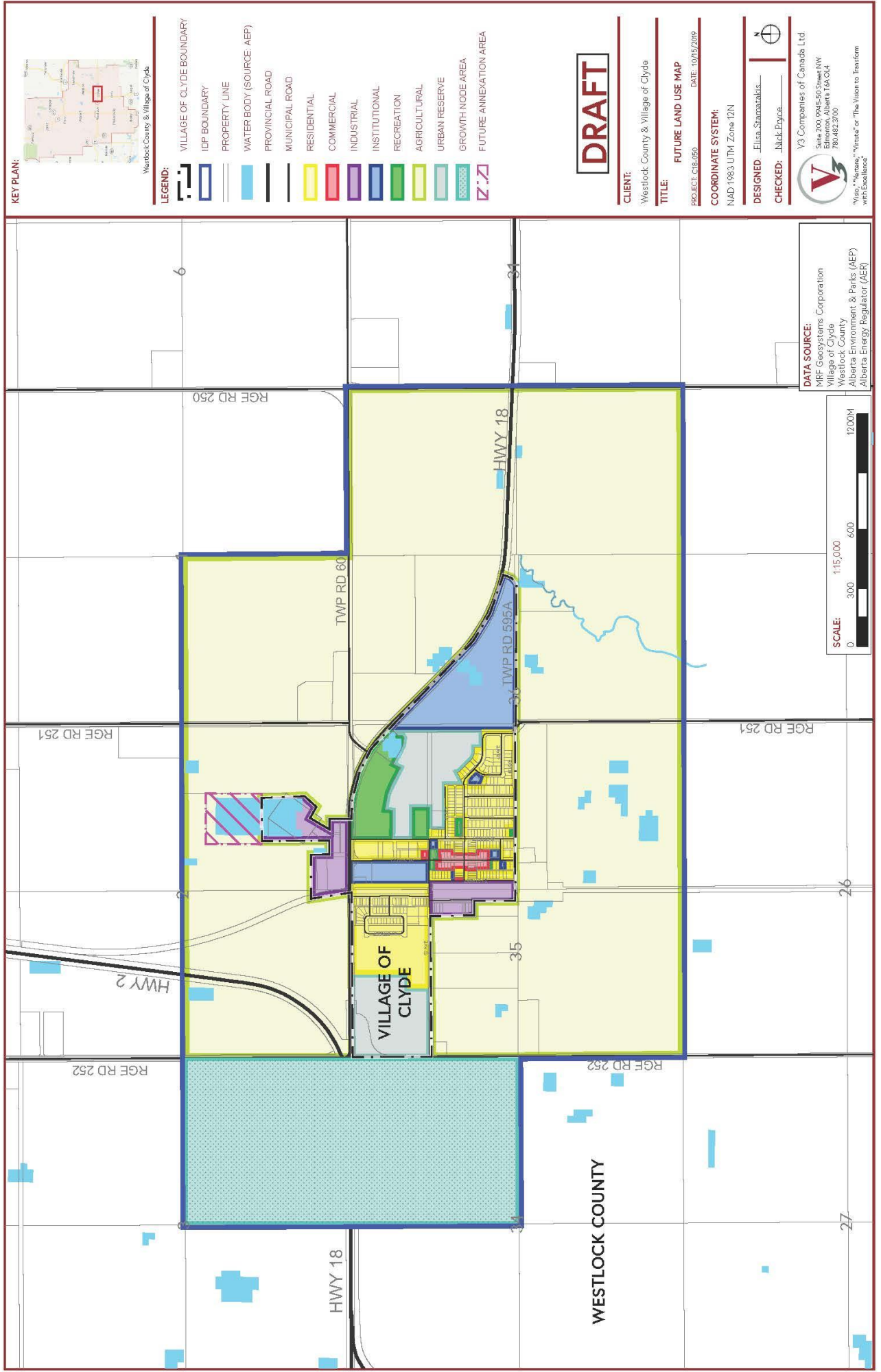
“Working Days” means Monday to Friday, excluding general holidays as outlined in the government of Alberta’s employment standards.

*All other words or expressions shall have the meanings respectively assigned to them in the MGA, the Subdivision and Development Regulation, and the Alberta Land Use Framework.

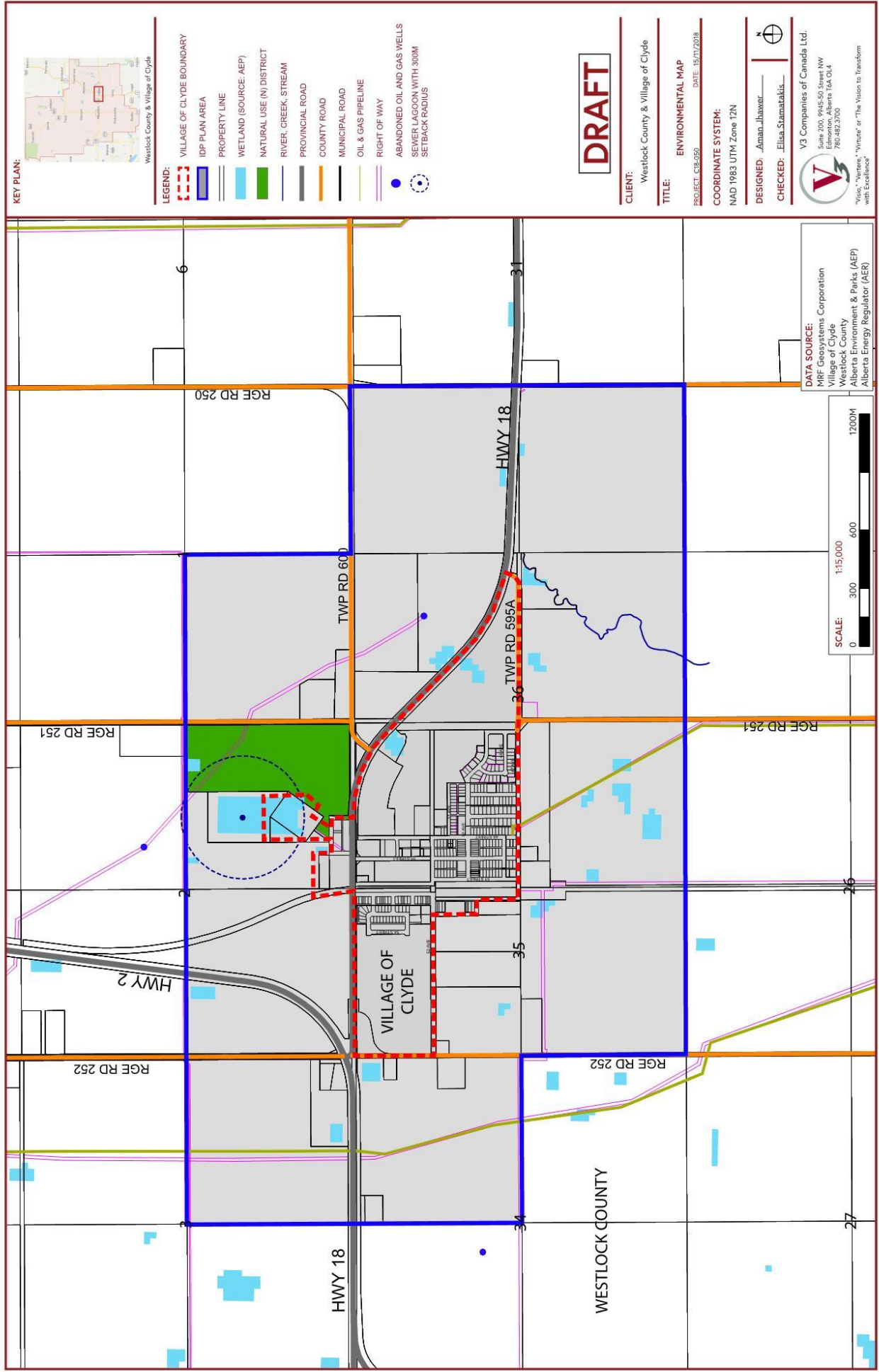


Appendix A – IDP Maps

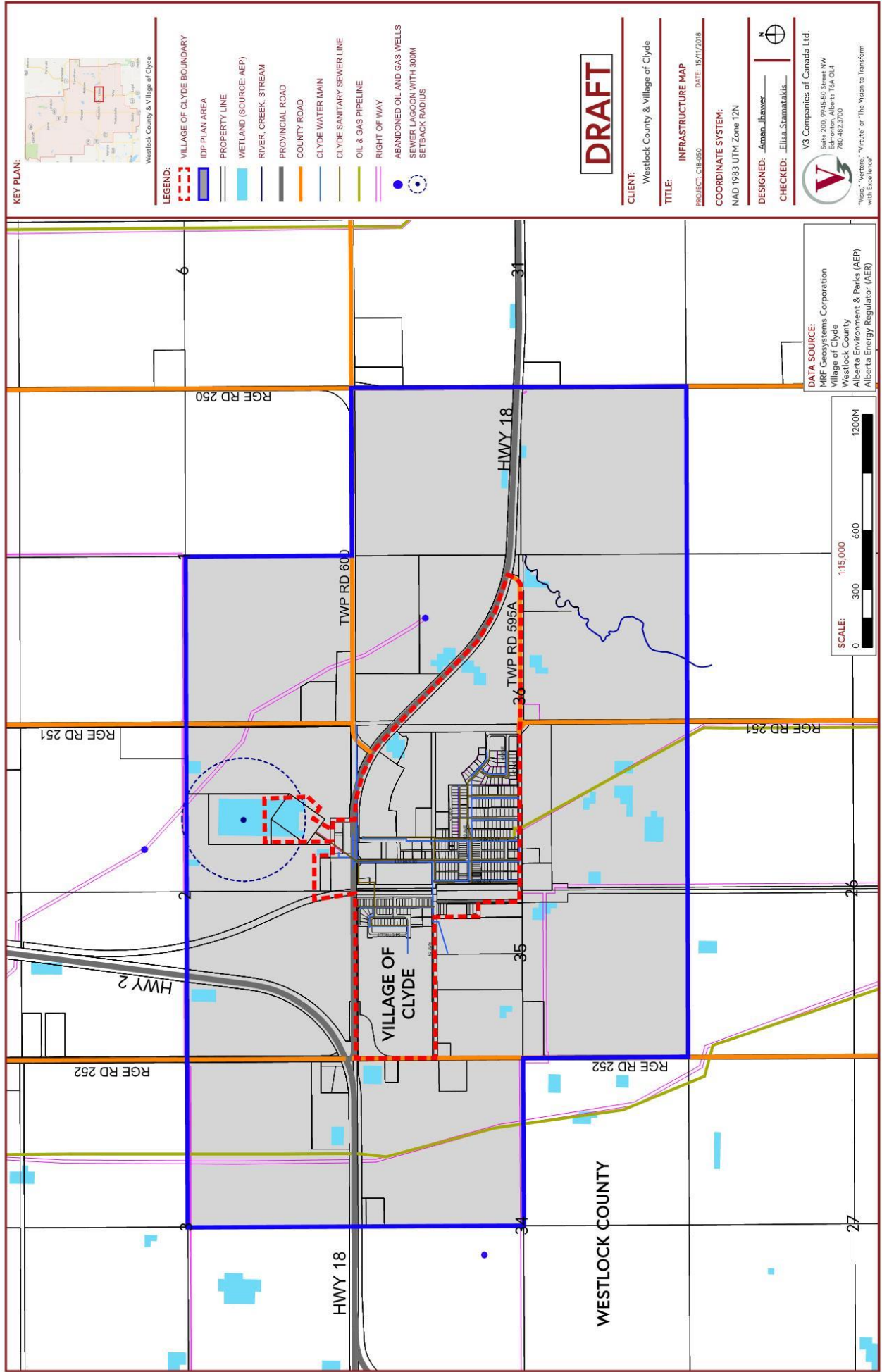
▼ Figure 4: Existing Land Use



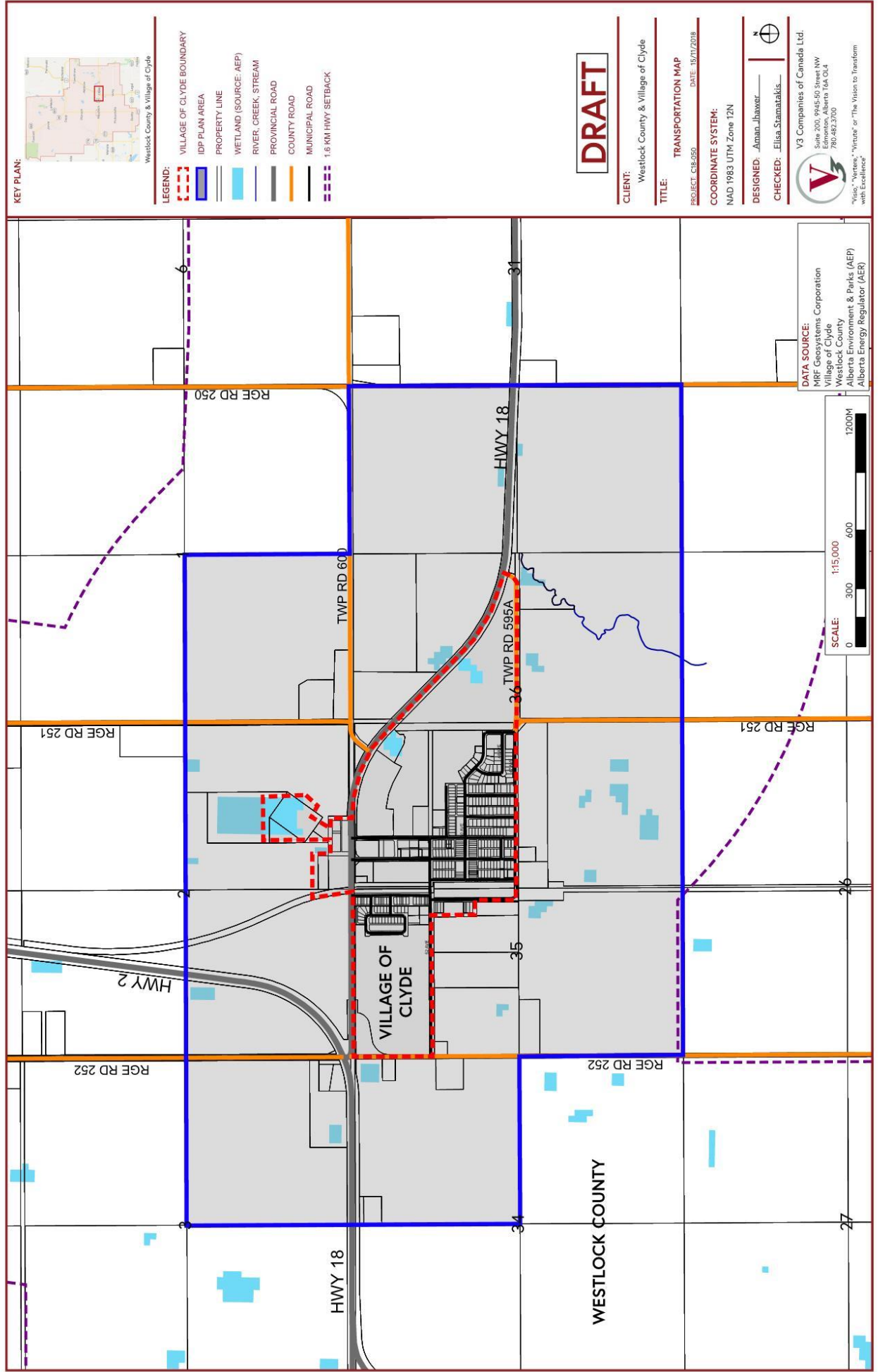
▼ Figure 5: Environmental Features



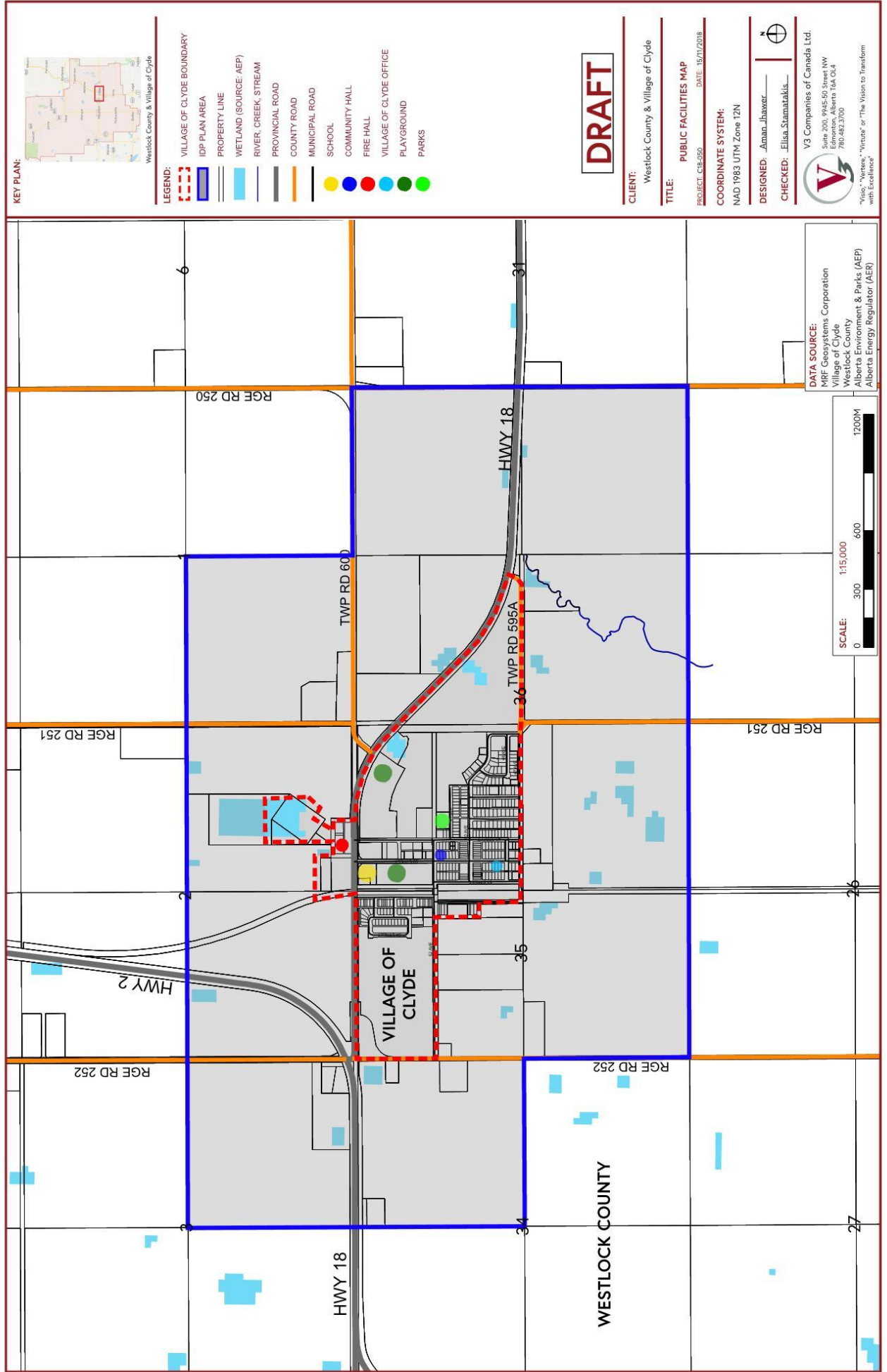
▼ Figure 6: Infrastructure Network

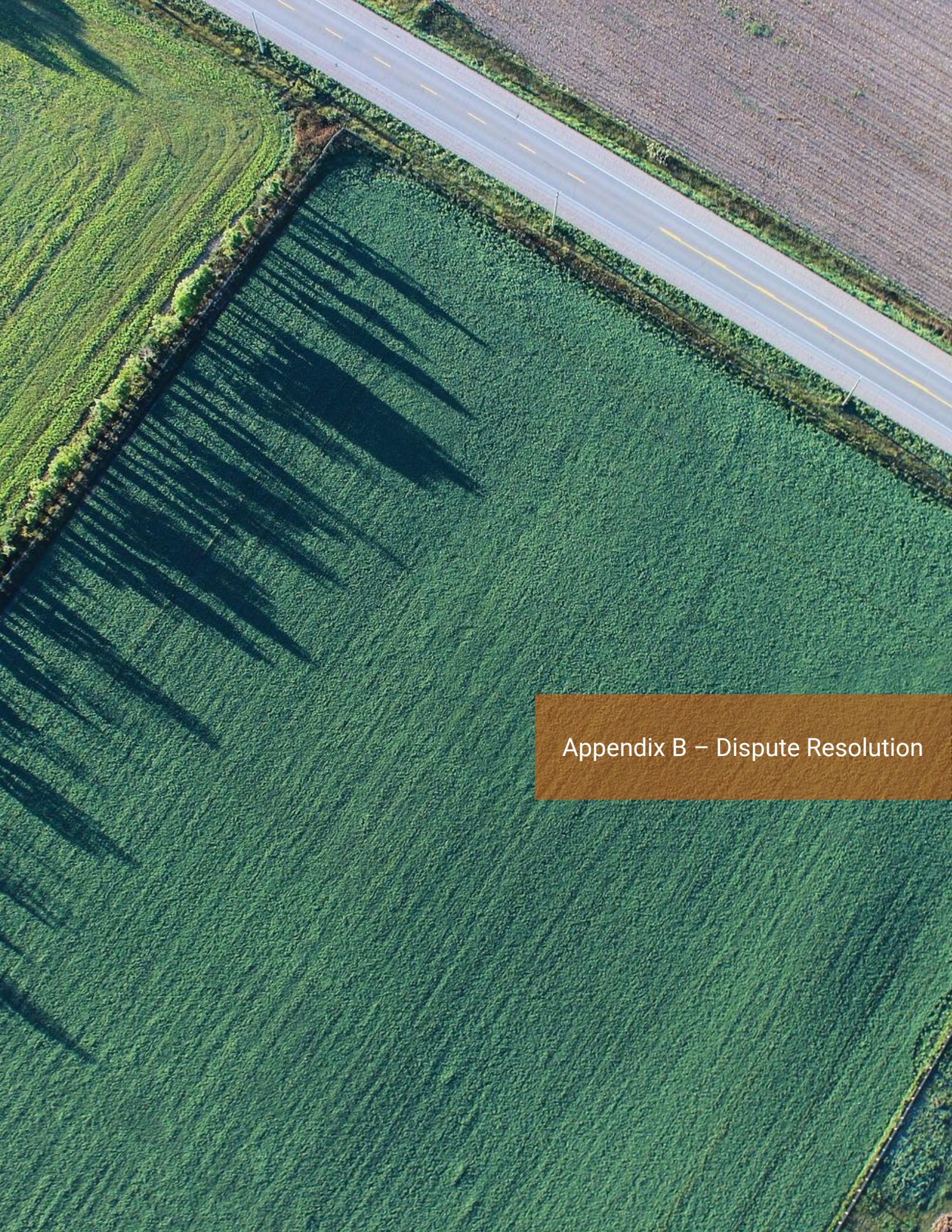


▼ Figure 7: Transportation Network



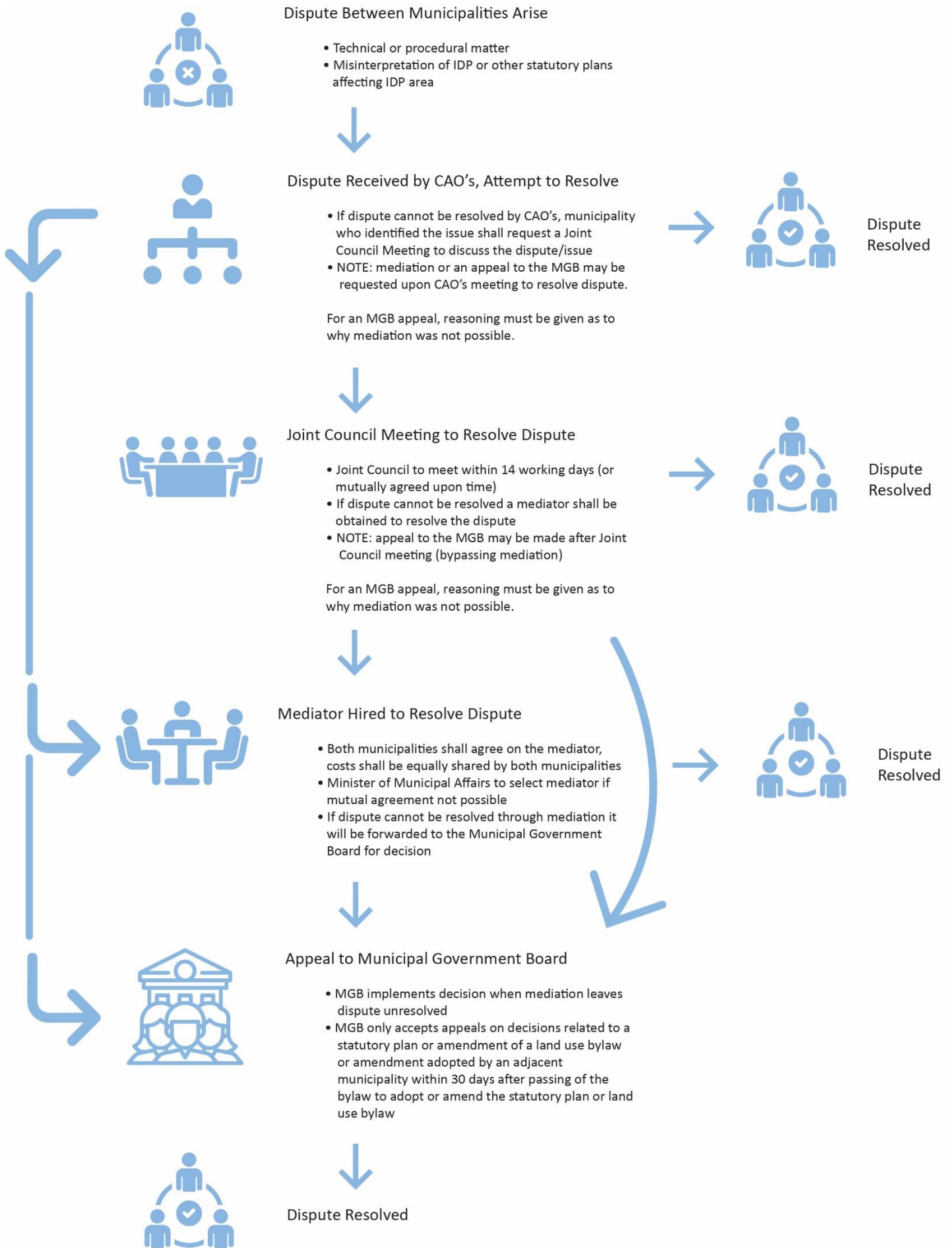
▼ Figure 8: Public Facilities

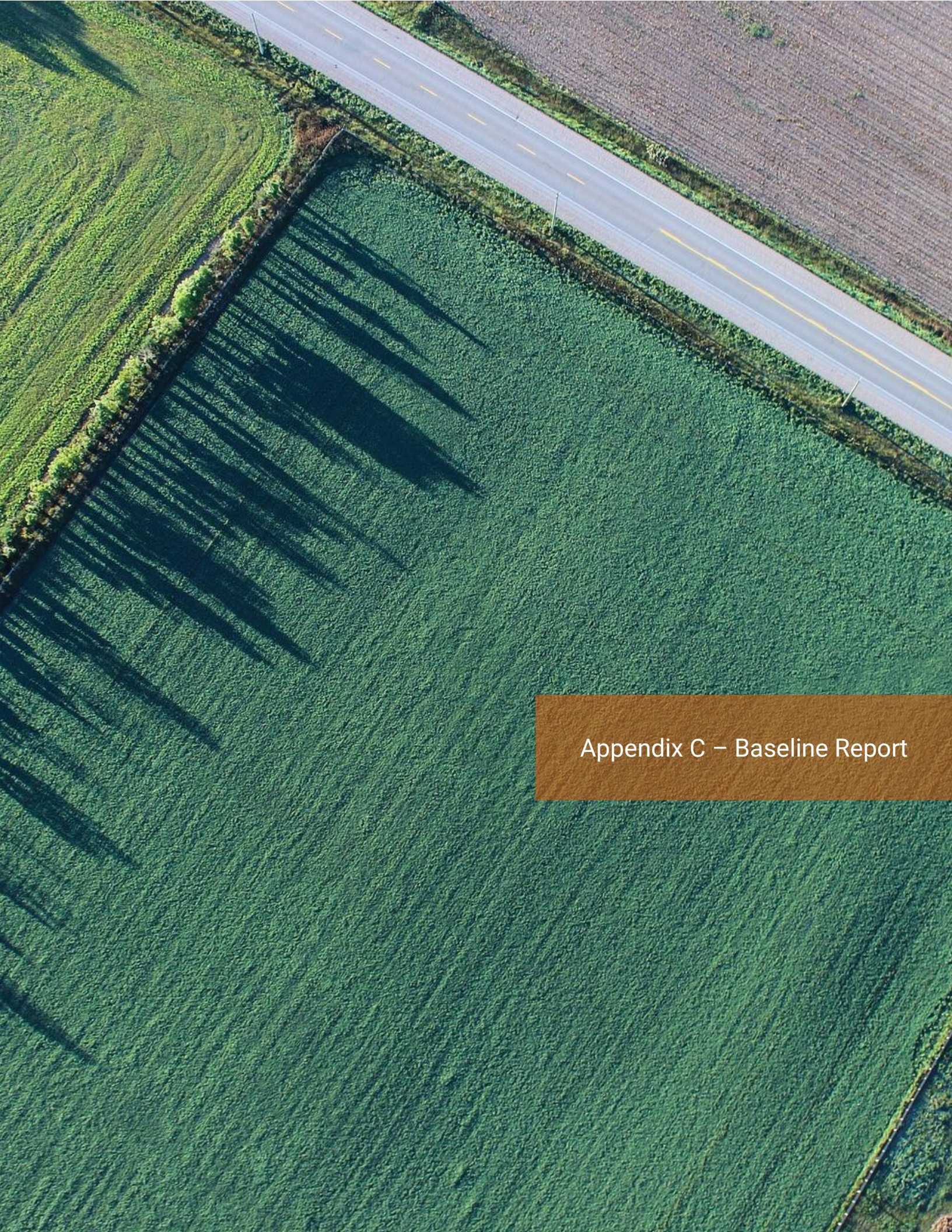




Appendix B – Dispute Resolution

Figure 3: Dispute Resolution





Appendix C – Baseline Report

Village of Clyde Westlock County

Intermunicipal Development Plan

SYNOPSIS OF BACKGROUND RESEARCH

WORKING PAPER

Submission Date: 16 November 2018



V3 Companies of Canada

Suite 200

9945 – 50th Street

Edmonton AB T6A-0L4





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APPENDIX

A – Growth Forecasts, prepared by Applications Management

Prepared By:
Elisa Stamatakis
Planner, V3 | Edmonton, Alberta

Reviewed By:
Alan Wallace, MCIP RPP
Planning Lead - Saskatchewan | Saskatoon, SK

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1.0 BACKGROUND

1.1 Introduction

This document will serve to outline the baseline research that was undertaken to assist in moving forward with the writing of a new Intermunicipal Development Plan (IDP) between the Village of Clyde (the Village) and Westlock County (the County). A number of data sources were taken into consideration, including but not limited to, economic and population data and forecasts, environmental factors, existing intermunicipal agreements and statutory/non-statutory plans currently in place. Finally, a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) was prepared using the compiled baseline information in order to understand the context of the community and its existing relationships between adjacent municipalities. The report was formed using desktop research and analysis and includes a synopsis of information obtained through public record, previous studies and reports the municipalities, information provided by third parties (railway, utilities, etc.), and the administrations of both municipalities, made available by the time of drafting the report. This document's purpose is to inform those involved in the IDP process and to help guide the discussion of the plan's development.

1.2 Legislative Background

Intermunicipal Development Plan (IDP)

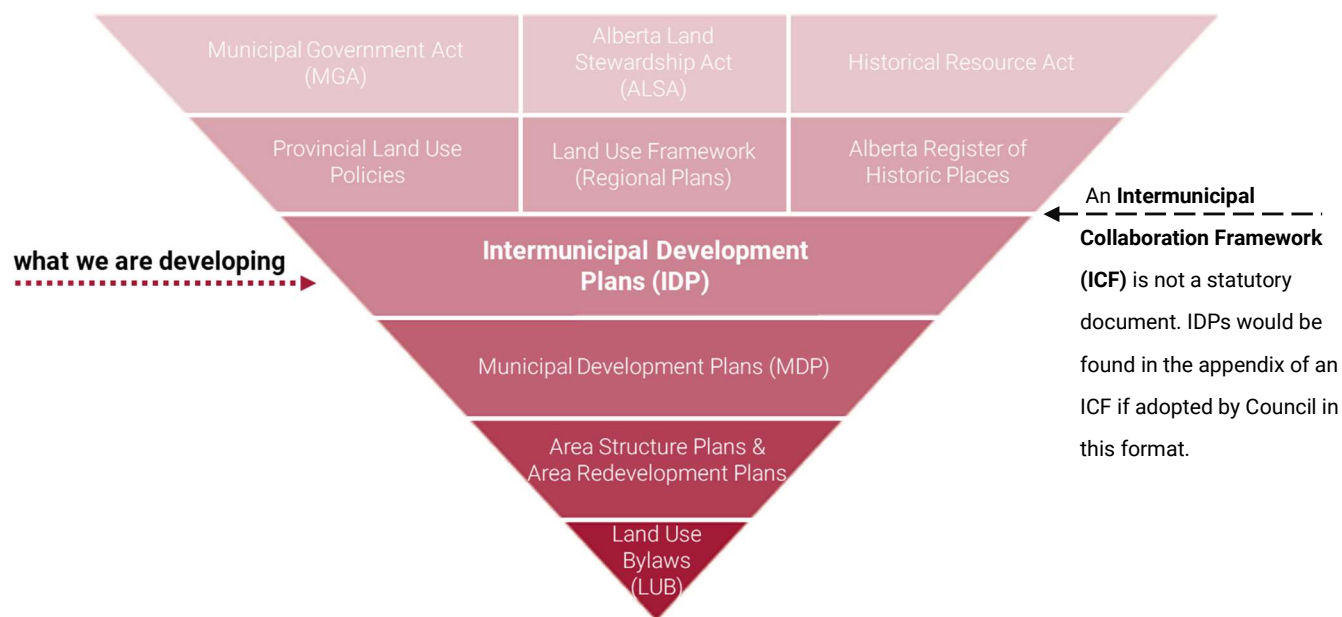
When the Government of Alberta passed new legislation in October 2017 as part of the *Modernized Municipal Government Act (MMGA)*, IDPs were made mandatory. The stated goals in requiring their adoption was to improve municipal relationships, encourage inter-municipal planning processes, and broaden local decision-making.

An IDP is intended to guide and assist development in and around shared boundaries of municipalities. They help to ensure that development takes place in an environmentally responsible and sustainable manner, and reduce unnecessary costs which may have negative impacts on either municipality. Under the new MMGA, an IDP must be adopted within two years of the legislative requirements coming into force, the alternative being arbitration. Ultimately, an IDP is a broad, long-range planning tool to manage decision-making for an area of land in close proximity to a shared boundary.

Intermunicipal Collaboration Frameworks (ICF) also are required under the MMGA legislation. An ICF is a legislative tool to provide for integrated service delivery, deliver effective resources, and ensure municipalities contribute to funding services that benefit their residents. It should be noted that there is an overlap between an ICF and an IDP. An IDP typically will take the form of an appendix to a municipality’s ICF, dealing with issues specifically related to land use and containing the following:

- Future land use within the area (as defined by the parties involved);
- Guidelines for how proposals are handled for future development of the area;
- The provision of transportation systems within the area;
- The coordination of intermunicipal programs relating to the physical, social and economic development of the area;
- Environmental matters within the area;
- Any other matter related to the physical, social or economic development of the area that the councils consider necessary.

To better understand how the IDP relates to the other statutory planning documents, please refer to Figure 1. These statutory documents are required to be consistent with the documents that are above it.



▲ Figure 1: Hierarchy of Statutory Plans in Alberta

The related sections of legislation came into effect on April 1, 2018, meaning ICFs/IDPs must be in place by April 1, 2020.

1.3 Existing Intermunicipal Collaboration

The Village of Clyde and Westlock County are undeniably interconnected, as the County completely encircles the Village. A part of the baseline research has included examining the links between the two municipalities, how they have worked together in the past, and how they are working together now. As the process progresses, it will be important to understand the relationship between the Village and the County, and specifically, the two decision-making councils.

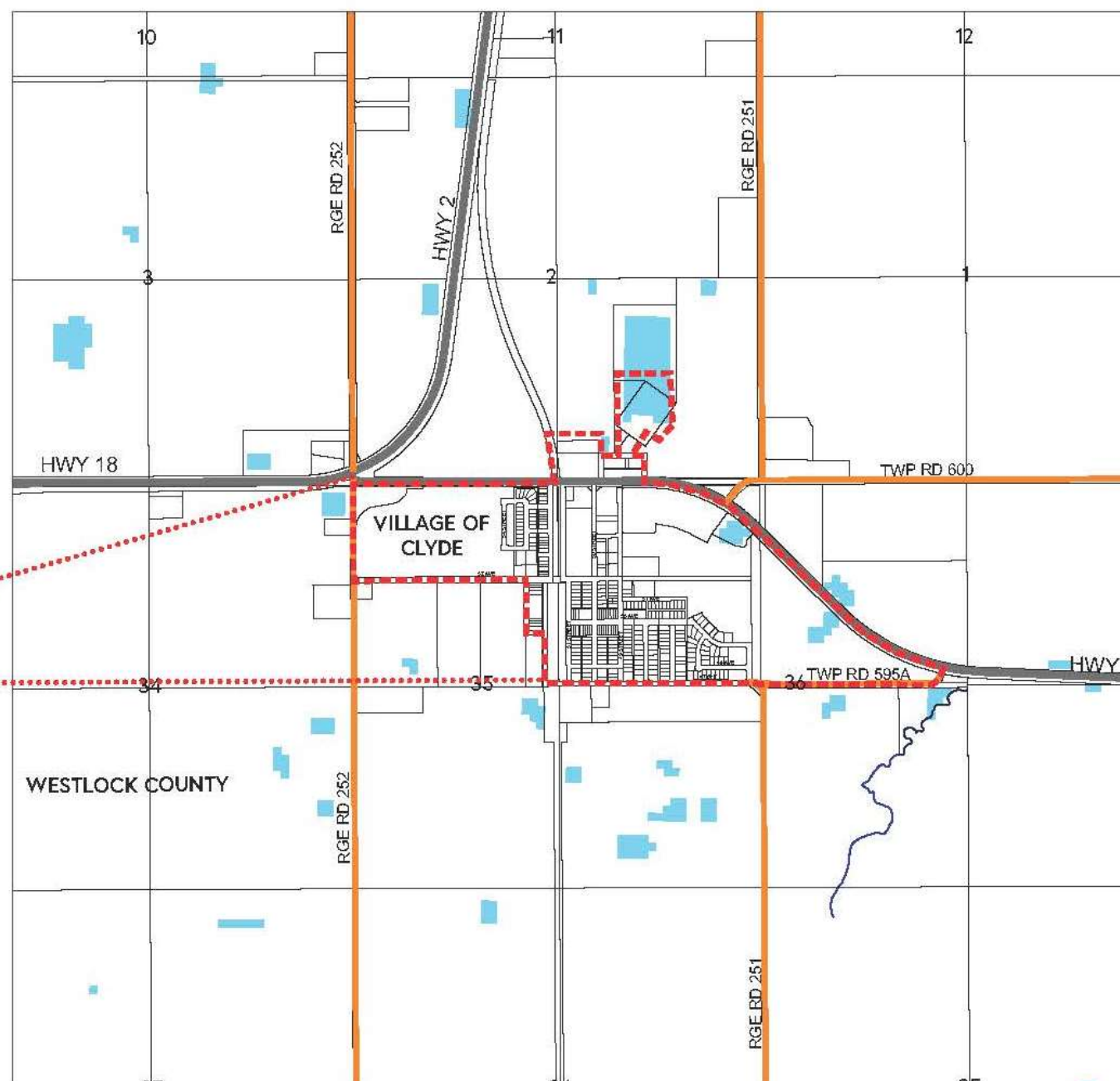
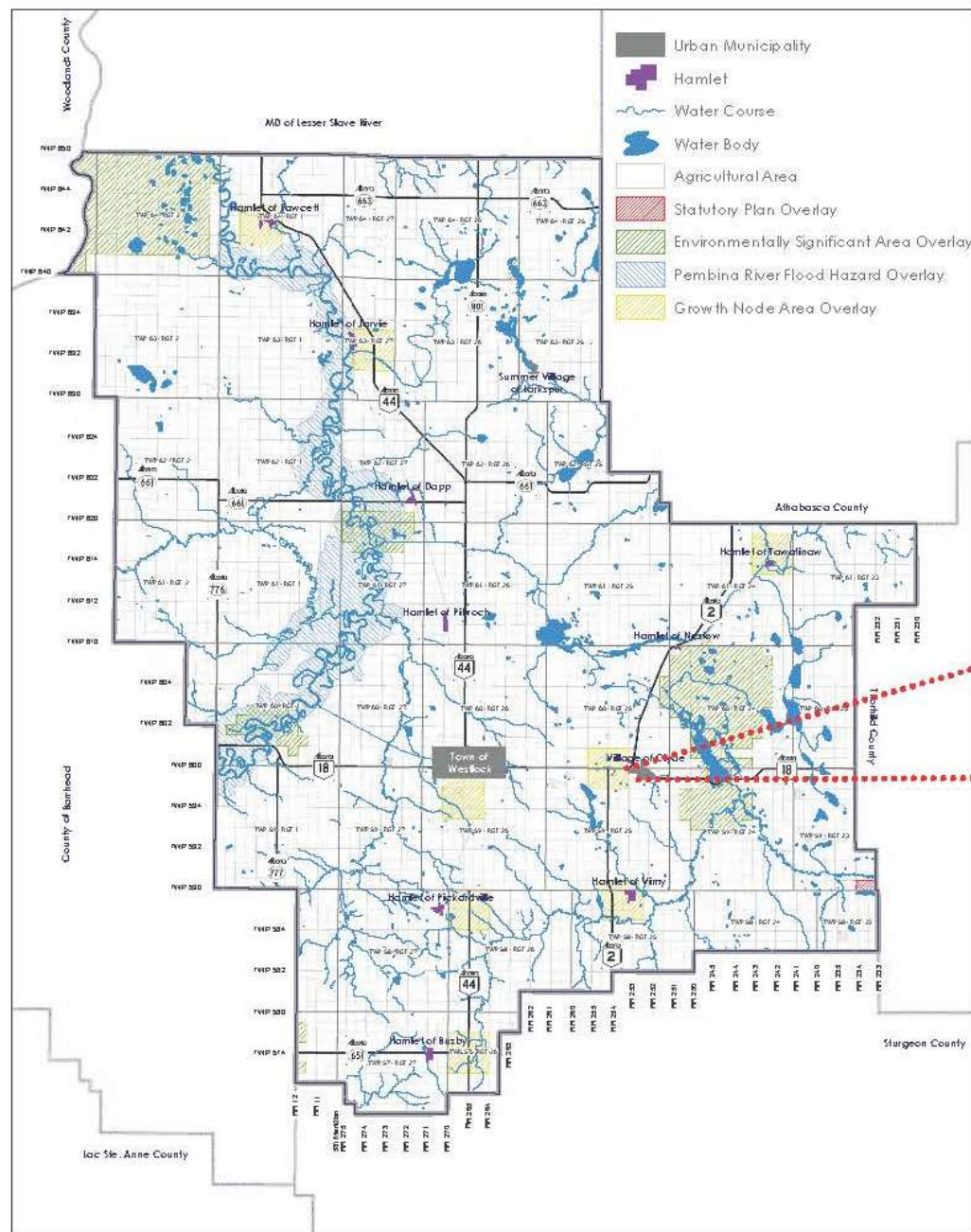
Although never formalized through an IDP, the Village and the County – and sometimes a third party, the Town of Westlock (the Town) – have worked together towards consolidating programs and services to better function as a region. The following commissions, service organizations, and agreements are currently in place between the Village, the County, and the Town^{1,2}:

- Westlock Regional Water Services Commission;
- Mutual Aid Agreement;
- Westlock and District Family and Community Services (Family and Community Support Services);
- Westlock Regional Waste Management Services Commission;
- Joint Services Agreement;
- Yellowhead Regional Library.

Though the majority of existing collaboration would be addressed in an ICF, the commissions, service organizations and agreements are important to consider in the development of an IDP, as it provides context to the current relationship between the Village and the County, and may influence how the two municipalities grow and develop together in the future.

¹ Municipal Affairs. *Village of Clyde Viability Review*, October 2014.

² Transitional Solutions Inc. *Westlock Regional Collaboration Study*, July 2017.



KEY PLAN:



LEGEND:

- VILLAGE OF CLYDE BOUNDARY
- IDP PLAN AREA
- PROPERTY LINE
- WETLAND (SOURCE: AEP)
- RIVER, CREEK, STREAM
- PROVINCIAL ROAD
- COUNTY ROAD
- MUNICIPAL ROAD

CLIENT:
Westlock County & Village of Clyde

TITLE:
CONTEXT MAP

PROJECT: C18-050 DATE: 16/11/2018

COORDINATE SYSTEM:
NAD 1983 UTM Zone 12N

DESIGNED: Aman Jhawar

CHAECKED: Elisa Stamatakis

SCALE: 1:40,000
0 0.5 1.0 2.0 KM

V3 Companies of Canada Ltd.
Suite 200, 9945-50 Street NW
Edmonton, Alberta T6A 0L4
780.482.3700

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2.0 KEY BASELINE OUTCOMES

The following is a summary of information which establishes an understanding of the factors that influence the Village of Clyde and the areas of Westlock County that surround the Village. This baseline information serves to inform the stakeholders involved in the IDP process and to provide information for effective and efficient dialogue moving forward. Please note that the information found in this report will be updated as we proceed through the engagement process and new information comes to light.

KEY FINDINGS:

- The Village has experienced negative population growth (3.1%) over the past 5 years.
- The Village is forecasted to have 109 new jobs by 2037.
- The County has experienced a negative population growth (1.1%) over the past 5 years.
- The County is forecasted to have 1,101 new jobs by 2037.
- Both municipalities are forecasted to experience modest growth over the next 20 years.
- The County has experienced limited development at the intersection of Highway No. 2 and Highway No. 18.
- A sewage lagoon located on the northern boundary of the Village will influence adjacent land uses.

2.1 Economic + Population Forecasts

A detailed Growth Forecast prepared by Applications Management is attached to this report in Appendix A. This report includes Forecasts for all of the Westlock Subregion, including: Westlock County, Village of Clyde, Town of Westlock and Summer Village of Larkspur. Some of the key elements identified from this analysis specific to the Village and the County are listed in the following sections: Municipal Profiles, Labour Force, Driver Industries and Growth Forecasts.

KEY FINDINGS:

- The Village has experienced negative population growth (3.1%) over the past 5 years, with the Village's population decreasing from 503 to 430 between 2011 to 2016.
- The County has experienced a negative population growth (1.1%) over the past 5 years, with the County's population decreasing from 7,644 to 7,220 between 2011 to 2016.
- Driver Industries are: Agriculture and Support Services, Resource Extraction, and Urban Growth, accounting for 25% of all employment opportunities.
- Both municipalities are anticipated to experience population and employment growth over the next 20 years.

2.1.1 Municipal Profiles

A baseline municipal profile was prepared as an overview to easily understand and compare the Village and the County. The Village and the County were examined by reviewing demographics including age, growth rate, highest level of attained education and participation rate. The municipal profiles are meant to indicate the historic growth and the current population as a baseline for the growth forecast. The 2017 population estimate was completed by using 2016 federal census data along with population projections from the Alberta Treasury Board and Finance.

▼ Table 1: Municipal Profiles

Municipality	Population Changes (2011 – 2016)	Growth Rate	Median Age (Provincial Average)	Advanced Education* (Provincial Average)	Participation Rate† (Provincial Average)	2017 Population Estimate
Village of Clyde	503 to 430	-3.1%	41.8 years (36.7 years)	32% (55%)	62.1% (71.8%)	417
Westlock County	7,644 to 7,220	-1.1%	43.2 years (36.7 years)	43% (55%)	71.8% (71.8%)	7,138

*Advanced education includes: post-secondary certificate, diploma, or degree.

† Participation rate is the percentage of the population 15 or older participating in the labour force.

As indicated in Table 1, both the Village and the County have experienced a negative growth rate from 2011 to 2016, which can be correlated with the collapse in energy prices. Both also have an aged population compared to the Provincial average, suggesting that there may be a future need for development, programs and services that are specific to a senior demographic, coupled with efforts to attract young families to the region.

2.2.2 Labour Force

Understanding the current labour force is an important piece of the baseline research as it provides insight into the economic drivers for the Village and the County. Derived from the 2016 Federal Census, the labour forces for the Village and the County are shown below. These numbers estimate the type and number of jobs physically located in each jurisdiction, not the jobs held by the residents of the either geography.

▼ Table 2: Westlock County and Village of Clyde Labour Force

Industry (NAICS)	Westlock County	Village of Clyde
11 Agriculture, forestry, fishing, and hunting	617	37
21 Mining, quarrying, and oil and gas extraction	114	15
22 Utilities	20	6
23 Construction	233	25
31-33 Manufacturing	105	13
41 Wholesale trade	88	5
44-45 Retail trade	166	29

48-49 Transportation and warehousing	139	14
51 Information and cultural industries	8	0
52 Finance and insurance	42	7
53 Real estate and rental and leasing	17	6
54 Professional, scientific and technical services	99	5
56 Administrative and support, waste management and remediation services	45	3
61 Educational services	122	16
62 Health care and social assistance	190	19
71 Arts, entertainment and recreation	24	1
72 Accommodation and food services	57	3
81 Other services (except public administration)	88	14
91 Public administration	74	5
All Industry Categories	2,248	223

As indicated in Table 2, “agriculture, forestry, fishing, and hunting” industry, as a category, represents the highest number of jobs for both the Village and the County. This is predominantly viewed as being in the agriculture sector and not forestry, fishing, and hunting as described by the NAICS classification. Encouraging uses which are compatible and complementary to this key industry will be worth considering in the IDP.

2.2.3 Driver Industries

A total of nineteen industries are listed in Table 2. However, there are some industries that have a greater influence on the region than others. Known as “driver industries,” these are determined to have a significant impact on the migration of workers and their families to the region, and have large spin-off effects thus causing other industries to gain or lose employment opportunities. The driver industries for the Westlock Subregion and their primary industry groups are:

1. Agriculture and Support Services – agriculture; manufacturing, transportation and warehousing; administrative and support; waste management and remediation services; other services (except public administration);

2. Resource Extraction – mining, quarrying and oil and gas extraction; construction; manufacturing; transportation and warehousing; administrative support, waste management and remediation services;
3. Urban Growth – real estate and rental and leasing; retail trade.

In contrast to driver industries, “support industries” do not drive growth in other businesses or industries. As driver industries fluctuate with employment opportunities and economic viability, so does the employment opportunities in support industries. Reviewing how these driver industries are forecasted to evolve over the coming years is important for this baseline research and the development of the IDP. The extent to which the municipalities are connected creates a situation for mutually beneficial growth and a shared outlook on how and where there is opportunity to collaborate on development.

As noted before, the forecast was created for the Westlock Subregion (the Village of Clyde, Westlock County, the Town of Westlock, and the Summer Village of Larkspur), and as such, the driver industries are for the entire Subregion.

▼ Table 3: Forecasted Growth of Driver Industries in the Westlock Subregion

Industry Category	Percent of Employment in Subregion (2017)	Number of Jobs (2017)	Low Growth (annual average)	Medium Growth (annual average)	High Growth (annual average)
Agriculture and Support Services	16%	936	0.7%	2.0%	3.1%
Resource Extraction	6%	389	0.4%	1.3%	2.5%
Urban Growth	3%	213	0.7%	1.8%	3.0%
Support Industries	75%	4,575	-	-	-

The three driver industries and their direct support account for 25% of the total jobs in the Subregion. Although the “support Industries” category accounts for the majority of the employment in the Subregion, there is a direct correlation with the driver industries and their economic influence. As the driver industries fluctuate, the number of employment opportunities in the support industries also fluctuates. In all instances, growth is forecast to be positive, though likely of a small scale.

2.2.4 Growth Forecasts

Growth forecasts are important to consider because they provide an overall indication of potential growth and assist in guiding the development of the IDP area. It is important to note that the growth rates outlined in the following sections is an *average over a 20-year period*. In reality, growth will spike and dip based on varying economic cycles but incrementally when viewed over a 20-year period indicates an overall average growth rate. From the analysis carried out, the indication is an average positive, though small, growth rate for both municipalities. All growth forecasts were given in three different scenarios: low, medium and high. In planning practice, it is typical to plan based on a medium growth scenario rather than a low or high growth scenario so that municipalities are prepared for spikes in growth that occur over time.

Additionally, it is important to note that the growth forecast does consider historical population, employment and economic trends; however, the forecast is not based on historical data. Instead, the forecast is formed from expectations and assumptions regarding the future. The forecast uses assumptions related to fertility, mortality, migration, labour force participation and the regional economic outlook to determine the population, employment and driver industry growth forecasts. A more detailed version of the growth forecast as well as narrative on how the forecast was derived can be found in Appendix A.

POPULATION

The population forecasts for the Village and the County are listed in Table 4 and Table 5, respectively. Although both municipalities have experienced negative growth over the last five years, it is anticipated that the populations will start to increase. The decrease in population can be correlated with the collapse in energy prices, and the relocation of some of the population for employment opportunities. Rural areas across the Province have also experienced the closure of rural schools that make it increasingly disadvantageous to raise children in rural municipalities. This, combined with larger farm operations and the subsequent reduction in family farms, also may attribute to the population decline experienced by the County over the past few years. It is not anticipated that the decrease in population is a long-term trend, and that both populations should gradually increase with the rise and rebound in the energy and resource sectors. The IDP boundary considers the forecasted population as it is critical to consider where the population will reside and where they will work. However, the study does not specify what portion of

the County’s population will live in the IDP boundary. As a result, we can only assume that some of the County’s increased population may reside in the IDP boundary.

▼ Table 4: Village of Clyde Population Forecast, 2017 - 2037

Scenario	2017	2027 (population increase from 2017)	2037 (population increase from 2017)	Average Annual Change (2017 – 2037)
High Growth	417	510 (93)	694 (184)	2.6%
Medium Growth	417	472 (55)	591 (1063)	1.8%
Low Growth	417	448 (31)	518 (70)	1.1%

Note: Parentheses indicate the actual population change over 10-year increments.

▼ Table 5: Westlock County Population Forecast, 2017 – 2037

Scenario	2017	2027 (population increase from 2017)	2037 (population increase from 2017)	Average Annual Change (2017 – 2037)
High Growth	7,138	8,476 (1,338)	11,110 (2,634)	2.3%
Medium Growth	7,138	7,936 (798)	9,647 (1,711)	1.5%
Low Growth	7,138	7,604 (466)	8,620 (1,016)	0.9%

Note: Parentheses indicate the actual population change over 10-year increments.

EMPLOYMENT

The employment forecasts are depicted in Table 6 and Table 7 for the Village and the County, respectively. Both forecasts anticipate employment growth at a rate of 2.0%, and by 2037, it is forecasted that the Village will have 109 new jobs and the County will have 1,101 new jobs. The employment forecast for the County is limited in both its geography and where the employees reside; it is possible to plan and direct where growth will occur, but ultimately employment opportunities will be across the County. As a result, it can be assumed that all new Village employment opportunities will occur within the IDP area, but only a portion of the County’s new employment opportunities will occur in the IDP area.

▼ Table 6: Village of Clyde Employment by Industry Forecast (medium growth scenario), 2017 - 2037

Industry (NAICS)	2017	2027	2037	New Jobs (2018 – 2037)	Avg Annual Change (2017-2037)
11 Agriculture, forestry, fishing, and hunting	37	46	57	20	2.2%
21 Mining, quarrying, and oil and gas extraction	15	18	21	6	1.7%
22 Utilities	6	7	9	3	2.0%
23 Construction	25	29	36	11	1.9%
31-33 Manufacturing	13	15	20	7	2.1%
41 Wholesale trade	5	6	7	2	1.9%
44-45 Retail trade	29	34	44	15	2.1%
48-49 Transportation and warehousing	14	17	21	7	1.9%
51 Information and cultural industries	0	1	1	0	-
52 Finance and insurance	7	8	11	3	1.9%
53 Real estate and rental and leasing	6	7	9	3	2.0%
54 Professional, scientific and technical services	5	6	8	2	1.9%
56 Administrative and support, waste management and remediation services	3	3	4	1	2.0%
61 Educational services	16	18	24	8	1.9%
62 Health care and social assistance	19	22	28	9	2.0%
71 Arts, entertainment and recreation	1	1	1	0	1.6%
72 Accommodation and food services	3	4	5	1	1.9%
81 Other services (except public administration)	14	16	20	7	2.0%
91 Public administration	5	5	7	2	2.2%
All Industry Categories	225	261	333	109	2.0%

▼ Table 7: Westlock County Employment by Industry Forecast (medium growth scenario), 2017 – 2037

Industry (NAICS)	2017	2027	2037	New jobs (2018 – 2037)	Avg Annual Change (2017-2037)
11 Agriculture, forestry, fishing, and hunting	617	759	952	335	2.2%
21 Mining, quarrying, and oil and gas extraction	114	133	159	45	1.7%
22 Utilities	20	23	30	10	2.0%
23 Construction	233	264	336	104	1.9%
31-33 Manufacturing	105	121	157	52	2.0%

41 Wholesale trade	88	100	128	40	1.9%
44-45 Retail trade	166	195	250	84	2.1%
48-49 Transportation and warehousing	139	160	203	64	1.9%
51 Information and cultural industries	8	9	11	3	1.6%
52 Finance and insurance	42	48	62	20	1.9%
53 Real estate and rental and leasing	17	20	25	8	2.0%
54 Professional, scientific and technical services	99	112	145	46	1.9%
56 Administrative and support, waste management and remediation services	45	52	67	22	2.0%
61 Educational services	122	139	180	57	1.9%
62 Health care and social assistance	190	216	282	92	2.0%
71 Arts, entertainment and recreation	24	26	33	9	1.6%
72 Accommodation and food services	57	65	84	26	1.9%
81 Other services (except public administration)	88	101	130	43	2.0%
91 Public administration	74	85	114	40	2.2%
All Industry Categories	2,248	2,627	3,349	1,101	2.0%

DRIVER INDUSTRIES

Table 8 forecasts the number of employment opportunities for the driver industries in the Subregion. Agriculture and support services is expected to grow the fastest at 2.0% by 2037. As discussed previously, encouraging compatible and complementary development geared towards driver industries is an important consideration of the IDP, as they influence the growth rate of all other forms of employment.

▼ Table 8: Driver Industry Forecast, 2017 - 2037

Driver Industry	2017	2027	2037	Average Annual Change (2017 – 2037)
Agriculture and support services	963	1,174	1,432	2.0%
Resource Extraction	389	443	504	1.3%
Urban Growth	213	254	304	1.8%
All Driver Industries	1,565	1,871	2,239	1.8%

2.2 Transportation

Transportation infrastructure is fundamental to the movement of goods, services, and people that contribute to economic development and ultimately, the prosperity of an area. As a result, it is an important factor to consider when developing the IDP. Two significant highway corridors adjacent to the Village connect to other communities across the province and beyond. Collaboration on maintaining, enhancing, and capitalizing on the location of the transportation infrastructure enable the Village and County to experience economic development.

KEY FINDINGS:

- The location of the Village puts it at important cross-roads for regional travelers along Highway No. 18 and Highway No. 2.
- There has been limited development where Highway No. 2 and Highway No. 18 intersect.

HIGHWAY NETWORK

The Village of Clyde is conveniently located adjacent to the intersection of Provincial Highways No. 2 and No. 18. Both highways experience a large number of regional travelers. Highway No. 2 extends north to Slave Lake, Peace River, eventually ending in Grand Prairie, and, it extends south through Edmonton, Calgary and Fort Macleod all the way to the United States border. Highway No. 18 extends from Lac Ste. Anne County (to the west) and Thorhild County (to the east) and acts as a regional east – west transportation corridor. It should be noted that Alberta Transportation manages these two highways. A new requirement under the MMGA is municipalities (other than cities) will have to refer subdivision applications to Alberta Transportation if the proposed subdivision is within 1.6km of a Provincial highway centre line. This area is indicated on Figure 3.

Although adjacent to two Provincial highways, neither the Village nor County has seen significant development in this area. There is a single gas station at the junction of Highways No. 2 and No. 18. This is in spite of the fact that the County has designated a significant amount of land as “Highway Commercial,”

intended to serve the motoring public³. The lack of development is likely due to the intersection being close to larger urban centres that have well developed service-retail sectors. For example, the Town of Westlock is only 15km to the west and is a larger service centre of over 5,000 people; the Edmonton Metropolitan area is only 62km to the south.

AIRPORT

The closest airport to the Village is the Westlock Airport, about 10km to the west of the Village. The airport is operated by the County and serves the area as a local, small aircraft airport. The Edmonton Skydive Centre, Snowbird Aviation, Thompson Agricultural Aviation and the Westlock Flying Club operate out of the Westlock Airport. Because of its distance and scale, it is not viewed as having any constraints on the Village.

Existing transportation networks are indicated on Figure 3. Interpreting where existing transportation networks are and their proximity to infrastructure, public facilities and services is critical for assisting with the development of the IDP. Existing conditions influence where future development and growth occurs and poses the opportunity to consolidate the Village's and County's funding to maintain, enhance and build transportation networks.

³ Westlock County. *Land Use Bylaw*, May 2016. p. 18.

2.3 Infrastructure and Emergency Services

Utility infrastructure and emergency services are key components of any community's vitality and development. Understanding where current utilities are located, including electricity, telecommunications, natural gas, waste, water and wastewater, and the capacity of these utilities is critical to determining the IDP area. It is important to protect utility rights-of-way to accommodate future development and to determine if the existing infrastructure has the adequate capacity to support future development. Similarly, cost efficiency can be achieved for the tax payers if the Village and the County determine that they can share programs and services, such as emergency services, snow clearing, road maintenance, economic development, and the joint use of community facilities.

KEY FINDINGS:

- The Village and the County are a part of the Westlock Regional Water Services Commission, where a regional water line serves the entire Village and parts of the County.
- The Village has retrofitted its decommissioned water treatment facility into a water distribution plant.
- The Village has a sewage lagoon on its northern boundary that requires a 300m setback for some uses.
- The Village has a fire hall that services the Village and surrounding County areas. The extent of service is unknown at this time.
- There are some abandoned wells within the IDP area that require a 5m setback.

Water + Wastewater

The Village currently participates in the Westlock Regional Water Services Commission, which includes the Westlock County and the Town of Westlock. The Village joined the commission in 2008 and the Village has solely been provided potable water services from the Commission since 2010, after its independent water treatment facility was decommissioned. The water is supplied by the Pembina River, treated at the Westlock Water Treatment Plant, flows through the regional waterline and distributed via the Village's Water Distribution Plant (WDP). The capacity of the regional waterline was unclear at the time of this report. The Village's Water Distribution Master Plan⁴ and subsequent Infrastructure Condition

⁴ ISL. *Water Distribution System Master Plan – Draft Report*, 2010.

Assessment⁵ indicate that there is adequate water pressure throughout the Village for public consumption. However, it is important to note that the Water Distribution Master Plan indicates that fire flows were significantly lacking. The Master Plan further notes that the current volume of the reservoir needed to be increased to better serve the Village, suggesting that an expansion is needed to increase the reservoir's volume to 3800 m² and stating that this expansion would allow for emergency and equalization water storage for future development. The Water Distribution Master Plan sets a framework for upgrades to the existing water distribution system should the Village experience population growth. The Village's Water Distribution Master Plan also discussed system upgrades and maintenance for the existing system and the Infrastructure Condition report indicates that only upgrades to the reservoir, pumphouse distribution, and water looping from the distribution plant to 55th avenue have been completed to date. Further priority upgrades are currently out for design and tender, and are anticipated to be presented to Council for decision in November 2018.

The Village's wastewater lines serve the entire community and include three lift stations, one of which also doubles as an RV/trailer wastewater disposal site. The Village wastewater is treated at an earthen berm lagoon, located on the northern edge of the Village, consisting of four anaerobic cells, a facultative cell and a storage cell⁶. A swale eventually discharges the treated effluent into the Wakomao Creek. The Infrastructure Assessment Report highlights and prioritizes upgrades necessary for the wastewater system and sanitary sewer system. It has been advised by Village administration that the Village Council has passed resolution to apply for grants to upgrade the system and will proceed with recommended upgrades once capital is obtained.

The County has seven water distribution systems within its boundary, three of which are Hamlets that receive water from the regional water system. Hamlets served with potable water via the Regional water line include Busby, Vimy and Pickardville; the Hamlets of Dapp, Fawcett, Jarvie and Pibroch receive potable water from County water treatment plants. The County also offers a bulk fill station in the Hamlet of Dapp, 40km northwest of the Village. Rural areas are predominantly serviced by private water wells.

⁵ Associated Engineering. *Village of Clyde Infrastructure Condition Assessment*, 2015.

⁶ Associated Engineering. *Village of Clyde Infrastructure Condition Assessment*, 2015.

Similar to water services, wastewater services are offered for all seven hamlets. None of the Hamlets fall within the recommended IDP area.

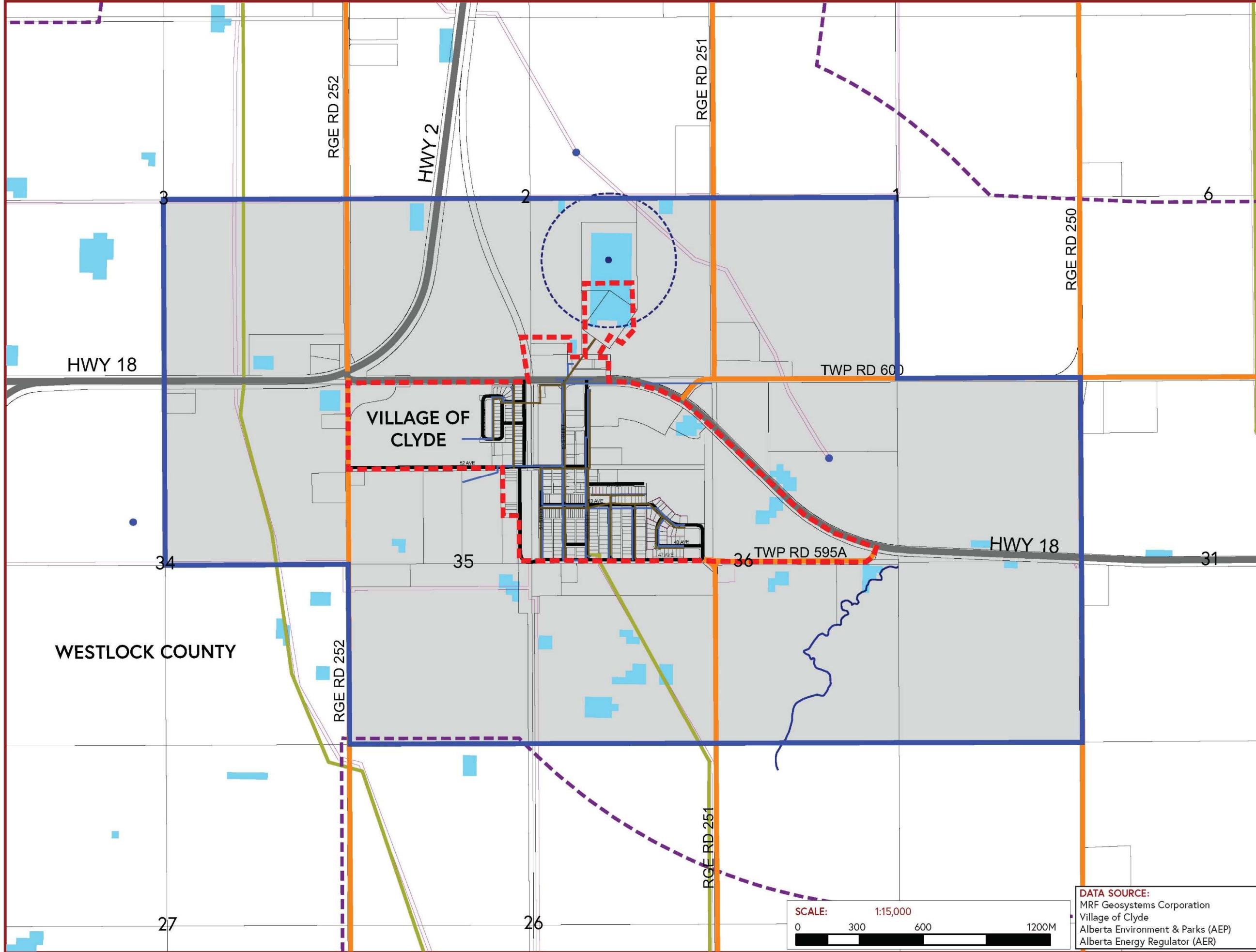
Power

The Village and the County are serviced by the Fortis Alberta distribution grid with a range of retailers offering services to both. Areas of the County that immediately surround the Village also have the option to be serviced by the Wild Rose Rural Electrification Association (REA) grid. Depending on the location, the other areas of the County can be serviced by other REAs. At the time of preparing this report, information on the capacity of the power grid and the age of the infrastructure within the Town and the adjacent areas of the County is unknown. If information becomes available, it will be share with both municipalities.

Gas

Natural Gas services in the region are offered through a wide range of retailers. It is unclear at the time of drafting this report the capacity of the natural gas grid and the age of the infrastructure. If the information becomes available, it will be shared with both municipalities.

The existing Village and County infrastructure is found on Figure 3. Understanding where and how future development and growth ties into existing infrastructure is important as the impact on future capital requirements and time to achieve development can be significant.



- LEGEND:**
- VILLAGE OF CLYDE BOUNDARY
 - IDP PLAN AREA
 - PROPERTY LINE
 - WETLAND (SOURCE: AEP)
 - RIVER, CREEK, STREAM
 - PROVINCIAL ROAD
 - COUNTY ROAD
 - CLYDE WATER MAIN
 - CLYDE SANITARY SEWER LINE
 - OIL & GAS PIPELINE
 - RIGHT OF WAY
 - ABANDONED OIL AND GAS WELLS
 - SEWER LAGOON WITH 300M SETBACK RADIUS
 - 1.6 KM HWY SETBACK

DRAFT

CLIENT:
Westlock County & Village of Clyde

TITLE:
INFRASTRUCTURE MAP

PROJECT: C18-050 DATE: 15/11/2018

COORDINATE SYSTEM:
NAD 1983 UTM Zone 12N

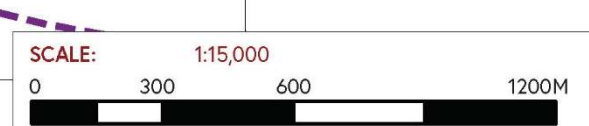
DESIGNED: Aman Jhaver _____

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Edmonton, Alberta T6A 0L4
780.482.3700

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DATA SOURCE:
MRF Geosystems Corporation
Village of Clyde
Alberta Environment & Parks (AEP)
Alberta Energy Regulator (AER)

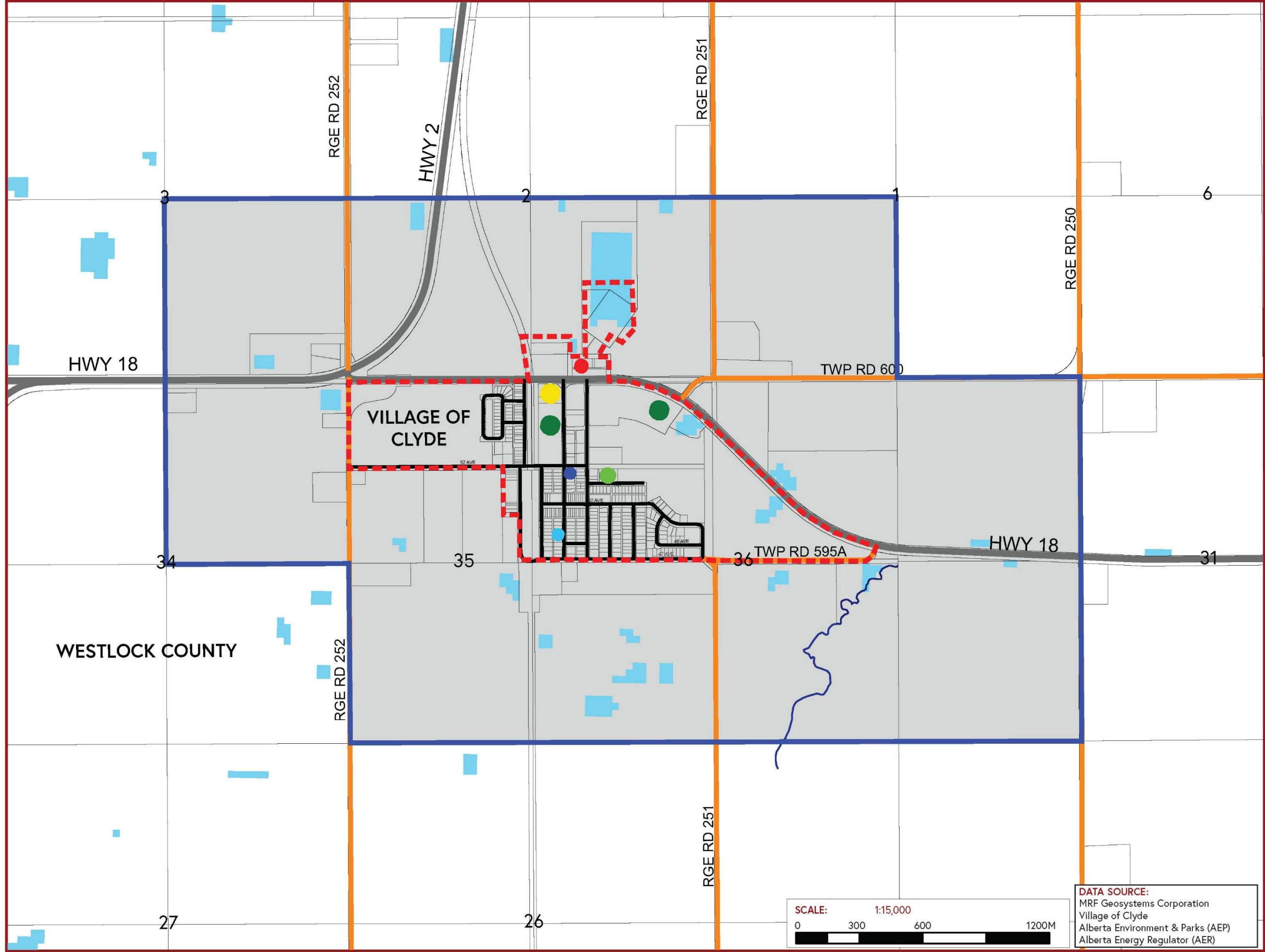
Emergency Services

The IDP area has limited emergency services. The County has five volunteer fire departments located throughout, a full-time County Fire Chief, six District Chiefs, and over 90 volunteer fire fighters. The Village has a fire hall that serves its residents and the surrounding County areas and is addressed through a Mutual Aid agreement.

The closest RCMP detachment is located in the Town of Westlock. It services the areas in and around the Village and the County, including Anton Lake, Busby, Cross Lake Provincial Park, Dapp, Eastburg, Fawcett, Flatbush, Hazel Bluff, Jarvie, Larkspur, Linaria, Long Island Municipal Campground, Nestow, Pibroch, Pickardville, Regal Park Village Rossington, Shoal Creek, Spruce Hills Estates, Tawatinaw, Thortonville, Vimy and Westlock. The County employs Peace Officers to handle Bylaw enforcement, complaints and general patrolling of the communities, whereas the Village uses its administration to enforce bylaws.

Ambulance services in the Village and County are run by Alberta Health Services (AHS). AHS has commissioned Associated Ambulance, which has two fully staffed ambulances available 24/7 in the Town of Westlock. The nearest hospital is also located in the Town of Westlock and provides a range of healthcare services and a 24/7 emergency room.

Public facilities including the location of the emergency services are indicated in Figure 4. There are a limited number of public facilities in the Village, including one school, one community hall, one park and two playgrounds. Although public facilities may be limited, locating growth near existing public facilities is important to consider in an IDP. Doing so could reduce the need for new public facilities and may allow for the consolidation of resources between the Village and the County.



- LEGEND:**
- VILLAGE OF CLYDE BOUNDARY
 - IDP PLAN AREA
 - PROPERTY LINE
 - WETLAND (SOURCE: AEP)
 - RIVER, CREEK, STREAM
 - PROVINCIAL ROAD
 - COUNTY ROAD
 - MUNICIPAL ROAD
 - SCHOOL
 - COMMUNITY HALL
 - FIRE HALL
 - CLYDE VILLAGE OFFICE
 - PLAYGROUND
 - PARKS

DRAFT

CLIENT:
Westlock County & Village of Clyde

TITLE:
PUBLIC FACILITIES MAP

PROJECT: C18-050 **DATE:** 15/11/2018

COORDINATE SYSTEM:
NAD 1983 UTM Zone 12N

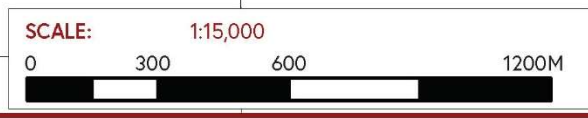
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DATA SOURCE:
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Alberta Energy Regulator (AER)

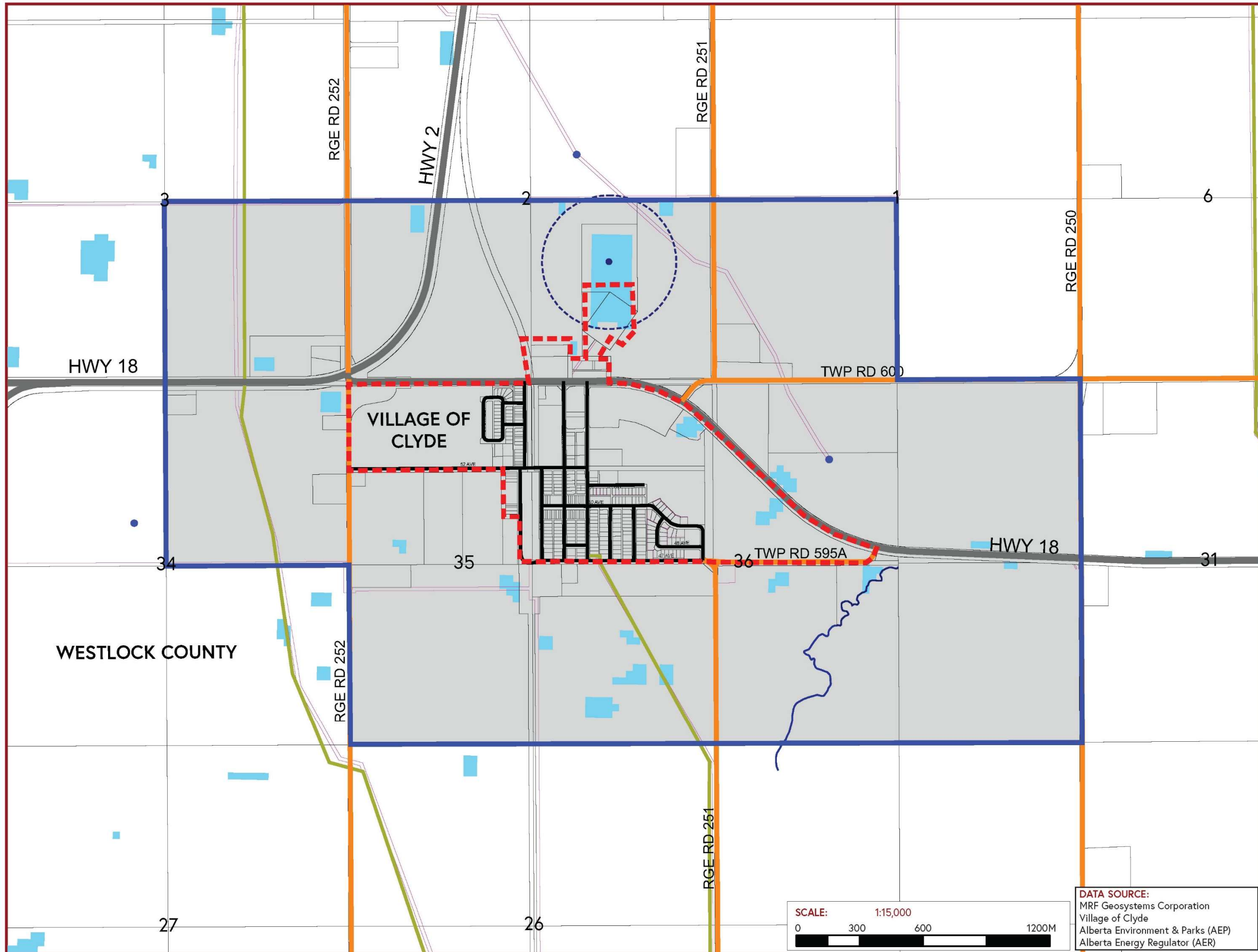


Environmentally Sensitive Areas

Through the baseline research, a few environmentally sensitive areas have been identified within and near the proposed IDP area. As shown in Figure 5, abandoned gas wells, a sewage lagoon and wastewater treatment facility, and water distribution plant are located within the IDP area. Environmentally sensitive areas surrounding Wakamao Lake have been identified to the east of the Village. Each of these have certain considerations and some require minimum setbacks for development, which have been considered in the identification of the IDP boundary.

▼ Table 9: Environmentally Sensitive Areas within IDP Area

Environmentally Sensitive Areas	Comments	Setback Radius (if required)
Clyde Wastewater Lagoon	Located to the north of the Village, an active sewage lagoon could inhibit future development. Land uses such as: residential, institutional, and public use developments have a minimum required setback of 300m.	300m
Abandoned Gas Wells	Although considered abandoned, gas wells that are no longer in commission still require a setback.	5m
Clyde Water Distribution Plant (WDP)	The WDP is not considered a sensitive area, but the surrounding development may impact the quality of water provided. Consideration should be given to the types of development permitted adjacent to it.	N/A



- LEGEND:**
- VILLAGE OF CLYDE BOUNDARY
 - IDP PLAN AREA
 - PROPERTY LINE
 - WETLAND (SOURCE: AEP)
 - RIVER, CREEK, STREAM
 - PROVINCIAL ROAD
 - COUNTY ROAD
 - MUNICIPAL ROAD
 - ENVIRONMENTALLY SIGNIFICANT AREAS (SOURCE: AEP)
 - OIL & GAS PIPELINE
 - RIGHT OF WAY
 - ABANDONED OIL AND GAS WELLS
 - SEWER LAGOON WITH 300M SETBACK RADIUS

DRAFT

CLIENT:
Westlock County & Village of Clyde

TITLE:
ENVIRONMENTAL MAP

PROJECT: C18-050 DATE: 15/11/2018

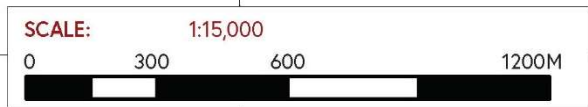
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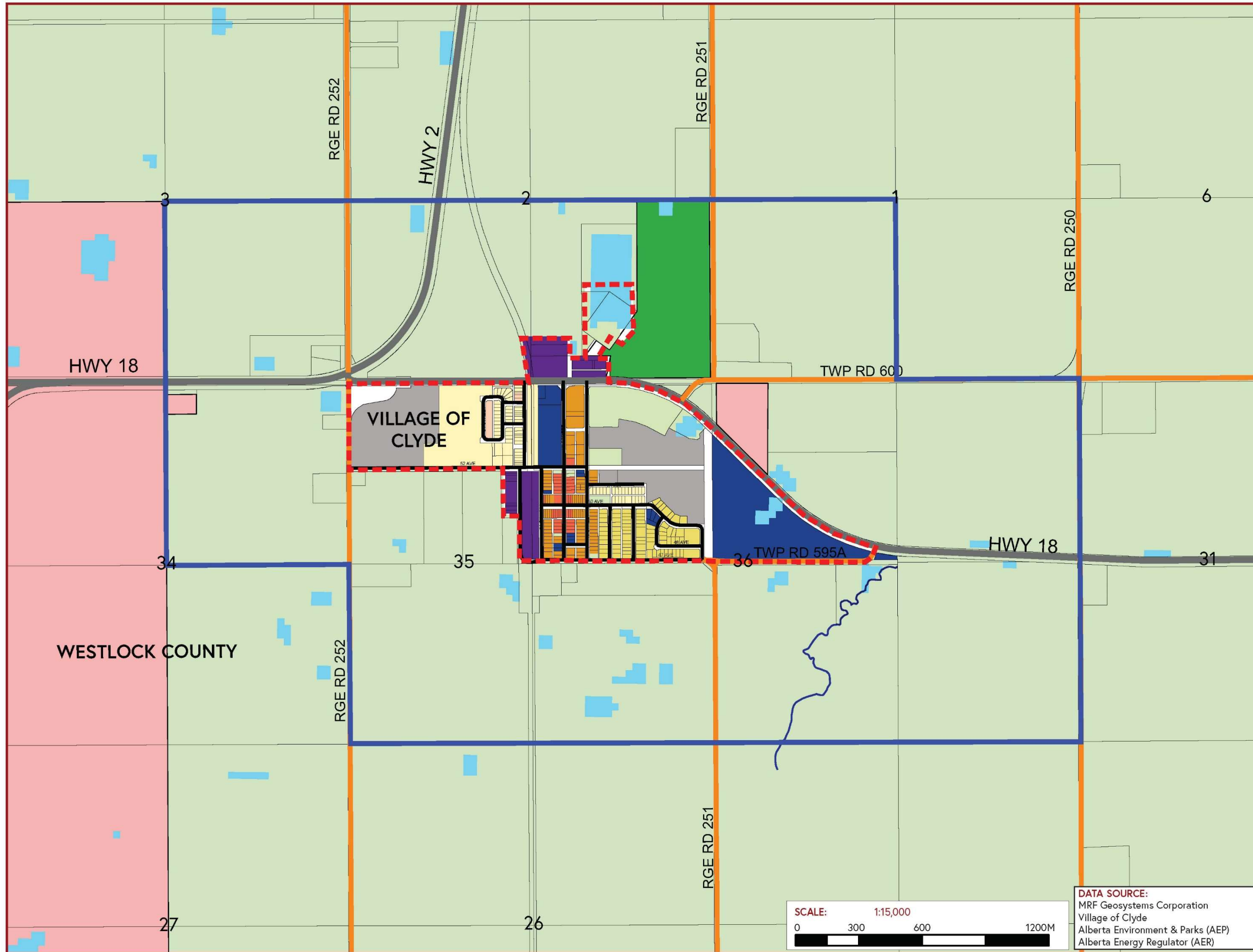
2.4 Existing Statutory Documents

Although an IDP supersedes Municipal Development Plans (MDP), Area Structure Plans (ASP), Area Redevelopment Plans (ARP), Land Use Bylaws, and all non-statutory plans, it is important to consider the existing frameworks to better understand each municipality and how they perceive growth in their communities. When two adjacent communities have differing ideas of how they expect to grow, unanticipated consequences may arise such as conflicting land uses, unrealized efficiencies and savings in operating shared programs and services, and unintended economic competition. Table 10 depicts the existing statutory and non-statutory documents that have an influence on the IDP area.

▼ Table 10: Statutory Documents

Document Name (Municipality, year)	Statutory (Y/N)	Influence
Municipal Development Plan (Westlock County, 2016)	Y	<ul style="list-style-type: none"> ▪ Growth Node Area Overlay to the west of the Village. ▪ County intends for the Growth Node Area Overlay to have more intensive growth and development for industrial, commercial, recreation and residential development.
Land Use Bylaw (Westlock County, 2016)	Y	<ul style="list-style-type: none"> ▪ Significant Highway Commercial land use districts along Highway No. 44 and Highway No. 2, which is adjacent to the Village. ▪ Small Highway Commercial land use district adjacent to the NW portion of the Village boundary. ▪ Remaining areas near the Village are Agricultural District.
Land Use Bylaw (Village of Clyde, 2008)	Y	<ul style="list-style-type: none"> ▪ Urban Reserve District Zoning on the western edge of the Village and in the eastern portion of the Village. ▪ Substantial Institutional District Zoning on the eastern edge of the Village. ▪ Small Commercial Zoning in the centre of the Village.

A combination of these documents is shown in Figure 6. Both the Village and the County have plans for growth and development along the western edge of the Village, and the small Highway Commercial (County) land use district is adjacent to the Institutional District (Village). All other areas surrounding the Village are Agricultural District (County). When reviewing existing lands within the Village and County that are designated for future residential, institutional, industrial, and commercial uses and based on all three growth scenarios, there is more than enough vacant lands to meet the average growth forecasted over a 20-year period.



KEY PLAN:

Westlock County & Village of Clyde

LEGEND:

- VILLAGE OF CLYDE BOUNDARY
- IDP PLAN AREA
- PROPERTY LINE
- WETLAND (SOURCE: AEP)
- RIVER, CREEK, STREAM
- PROVINCIAL ROAD
- COUNTY ROAD

COUNTY OF WESTLOCK ZONING DISTRICTS:

- Natural Use (N) District
- Highway Commercial (HC) District
- Agricultural (A) District

VILLAGE OF CLYDE ZONING DISTRICTS:

- R1 - Residential District
- R2 - Residential District
- I - Institutional District
- M - Industrial District
- C - Commercial District
- RMH - Residential Manufactured Home District
- RMH - A - Residential Manufactured Home Subdivision District
- Urban Reserve
- P - Community District

DRAFT

CLIENT:
Westlock County & Village of Clyde

TITLE:
LANDUSE MAP

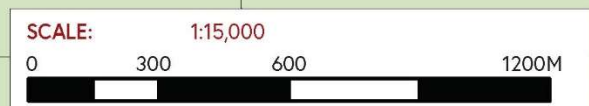
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COORDINATE SYSTEM:
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DATA SOURCE:
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Village of Clyde
Alberta Environment & Parks (AEP)
Alberta Energy Regulator (AER)

3.0 SWOT ANALYSIS

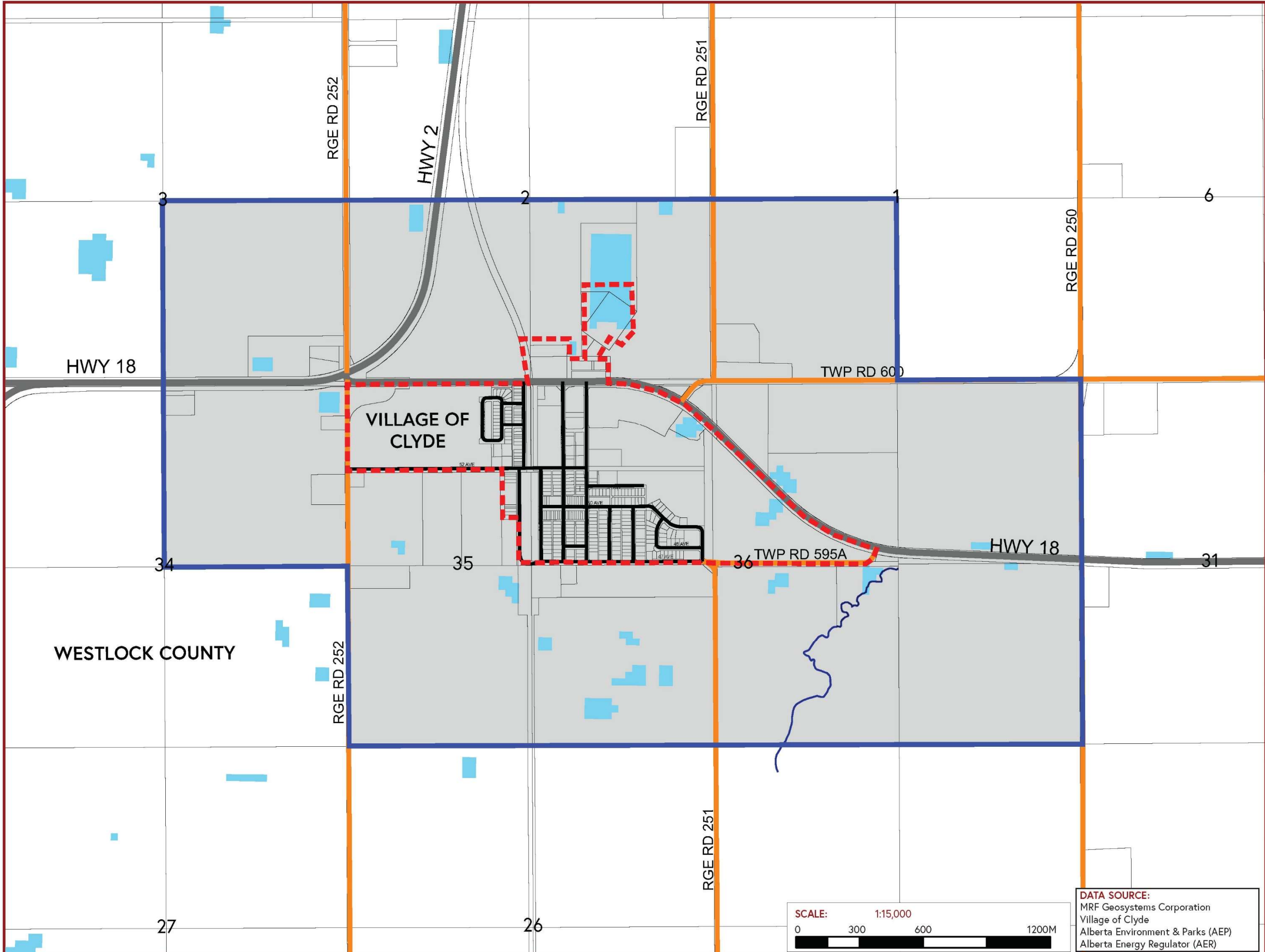
The following table is a high-level summary of the SWOT analysis (strengths, weaknesses, opportunities, threats) to help inform the IDP process and guide discussion moving forward. Please note that this list may change after stakeholder engagement and further analysis.

▼ Table 11: SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ The Village and the County are expected to experience population and employment growth over the next 20 years ▪ Adjacent to two major highway corridors (Highway No. 2 and Highway No. 18) ▪ Shared Fire Hall ▪ A K – 6 school located in the Village, making it suitable for young families to relocate 	<ul style="list-style-type: none"> ▪ Limited development around the Highway No. 2 and Highway No. 18 intersection ▪ Environmentally sensitive area along the northern boundary of Clyde, which may inhibit growth ▪ Both municipalities have experienced negative growth over the past 5 years
Opportunities	Threats
<ul style="list-style-type: none"> ▪ Improve and clarify existing agreements to enable future joint decision making ▪ Development around the Highway No. 2 and Highway No. 18 intersection ▪ Western edge of the Village is adjacent to the County’s Growth Node Overlay and the Highway Commercial district, opportunity for collaborative development ▪ A campaign to attract families looking to raise their children outside of larger cities. 	<ul style="list-style-type: none"> ▪ Economic shifts ▪ Competition between municipalities, including surrounding municipalities ▪ Political tensions for (all levels of government) ▪ Fiscal constraints that both municipalities are under, affecting infrastructure capacity ▪ Significant infrastructure deficit within the Village as identified in the Viability Review of 2014-2017

3.1 Recommended IDP Boundary

The recommended IDP boundary is indicated in Figure 7 on the following page; it is a consideration of the baseline research and the SWOT analysis. The recommended IDP boundary is based on extending one quarter section from the Village, and because of its size, it is recommended that the whole Village be incorporated into the IDP area.



KEY PLAN:



Westlock County & Village of Clyde

LEGEND:

- VILLAGE OF CLYDE BOUNDARY
- IDP PLAN AREA
- PROPERTY LINE
- WETLAND (SOURCE: AEP)
- RIVER, CREEK, STREAM
- PROVINCIAL ROAD
- COUNTY ROAD
- MUNICIPAL ROAD

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CLIENT:
Westlock County & Village of Clyde

TITLE:
IDP BOUNDARY MAP

PROJECT: C18-050 **DATE:** 15/11/2018

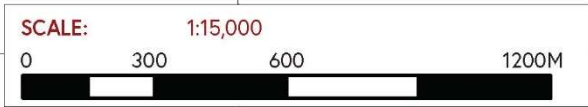
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CHECKED: Elisa Stamatakis

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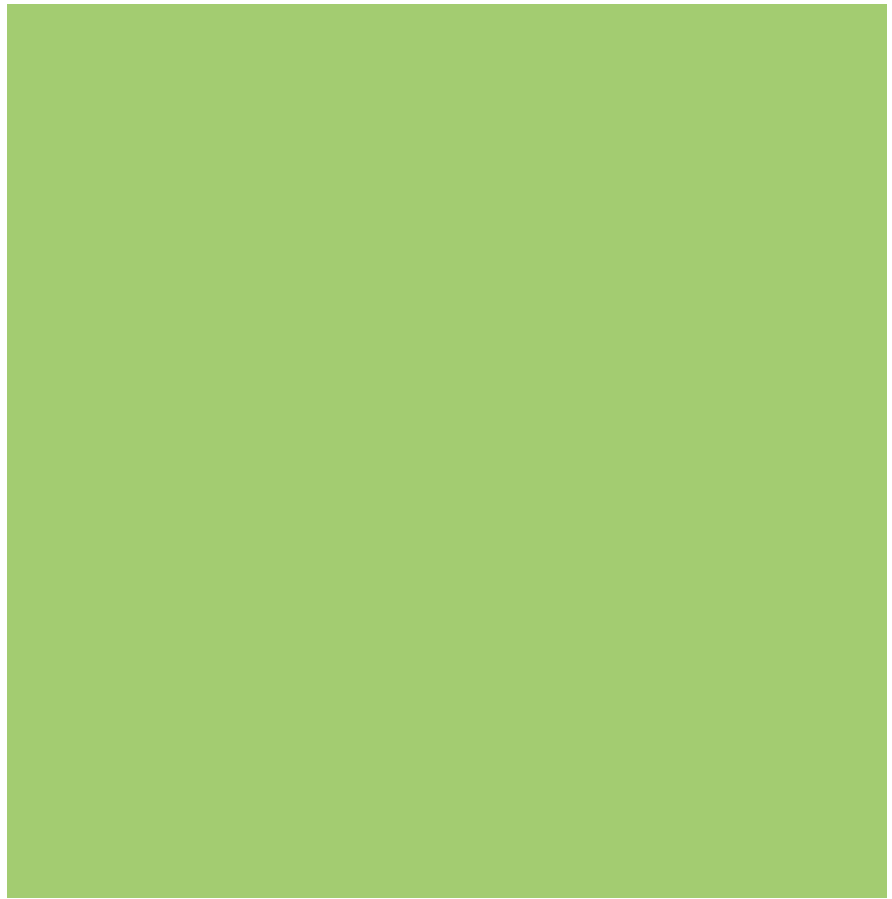
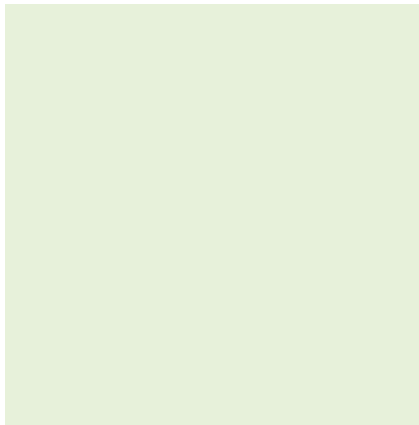
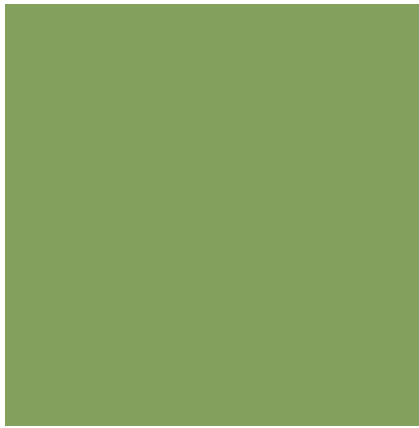
▲ Figure 7: Recommended IDP Boundary



Appendix A



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Westlock Region Growth Forecast

WORKING PAPER

DRAFT

Nov 6, 2018



Suite 2220 Sun Life Place
10123 99 Street
Edmonton, Alberta T5J 3H1

T 780.425.6741

F 780.426.3737

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Executive Summary

This analysis assumes that future economic, employment and population growth in the Westlock Subregion (comprised of the Town of Westlock, Westlock County, the Village of Clyde, and the Summer Village of Larkspur) will be led by a number of 'driver industries', defined to include Agriculture and Support Services, Resource Extraction, and Urban Growth. The remaining sectors of the Westlock Subregion economy are assumed to be 'support industries', and generally grow in tandem with population.

A twenty year population and employment forecast was performed for the geographies in the Westlock Subregion. Assuming a moderate economic growth outlook, the Westlock Subregion's population is expected to increase from 12,760 in 2017 to approximately 17,100 by 2037, representing an average annual growth rate of 1.5%. Over the same time period, the total number of jobs located in the Westlock Subregion is projected to increase from 6,140 to about 8,450, representing an average annual growth rate of 1.6%.

To better determine a range of potential growth paths, low and high growth forecasts were also performed for the Westlock Subregion. These forecasts assume lower and higher average annual rates of driver industry growth, respectively. The low growth forecast finds that the Westlock Subregion population increases from 12,760 in 2017 to 15,100 by 2037 (0.9% average annual growth), and that total jobs increases from 6,140 to 7,270 (0.8% average annual growth) over the same period. The high growth forecast finds that the Westlock Subregion population increases from 12,760 in 2017 to 20,000 by 2037 (2.3% average annual growth), and that total jobs increases from 6,140 to 10,000 (2.5% average annual growth) over the same period.

Across all three scenarios, the general results suggest that the Agriculture, Construction, Retail, and Health sectors are expected to remain the dominant industries of employment in the Westlock Subregion.

Growth Scenarios

A population and employment forecasting model was used to project growth for each of three scenarios.

- ▶ **Low Scenario:** This scenario represents a slowdown in economic growth in the Westlock Subregion, including reduced growth in the oil industry, which is assumed to not recover to the pre-decline levels of 2014.
- ▶ **Medium Scenario:** This scenario represents the 'best guess' as to the growth which can be expected for the Westlock Subregion, and assumes that energy prices recover to levels which will remain slightly below those that existed prior to the oil price declines of 2014.
- ▶ **High Scenario:** This scenario represents an 'optimistic' picture of future growth that can be expected for the region, including a return of oil prices to levels similar to those that existed prior to the oil price declines of 2014.

Base Year Profile

The growth forecasts have been prepared for the Westlock Subregion, which includes Westlock County along with all incorporated municipalities geographically located within the county. These municipalities include the Town of Westlock, the Village of Clyde, and the Summer Village of Larkspur.

TOWN OF WESTLOCK

Between 2011 and 2016 the Town of Westlock's population increased from 4,823 to 5,101 according to the Federal Census- a positive average annual growth rate of about 1.1%. Using federal census data along with population projections completed by Alberta Treasury Board and Finance,¹ Westlock's 2017 population was estimated at 5,157.

The median age of Westlock's population in 2016 was 45.4 years, compared to the provincial average of 36.7 years. As well, according to the 2016 Federal Census Profiles,² about 40% of Westlock's labour force possessed a postsecondary certificate, diploma or degree; and the town's participation rate was 59.3% (compared to the provincial average of 71.8%).

WESTLOCK COUNTY

Between 2011 and 2016 Westlock County's population decreased from 7,644 to 7,220 according to the Federal Census- a negative average annual growth rate of about 1.1%. Using federal census data, along with population projections completed by Alberta Treasury Board and Finance,³ Westlock County's 2017 population was estimated at 7,138.

The median age of Westlock County's population in 2016 was 43.2 years, compared to the provincial average of 36.7 years. As well, according to the 2016 Federal Census Profiles,⁴ about 43% of Westlock County's labour force possessed a postsecondary certificate, diploma or degree; and the County's participation rate was 71.8%, approximately the same as the provincial average.

VILLAGE OF CLYDE

Between 2011 and 2016 Clyde's population decreased from 503 to 430 according to the Federal Census- a negative average annual growth rate of about 3.1%. Using federal census data, along with population projections completed by Alberta Treasury Board and Finance,⁵ Clyde's 2017 population was estimated at 417.

¹ Alberta Treasury Board and Finance, Alberta Population Projections 2018-2046, <https://www.alberta.ca/population-statistics.aspx>

² Statistics Canada. 2017. Westlock, T [Census subdivision], Alberta and Alberta [Province] (table). Census Profile. 2016 Census. Statistics Canada Catalogue no. 98-316-X2016001. Ottawa. Released November 29, 2017.

³ Alberta Treasury Board and Finance, Alberta Population Projections 2018-2046, <https://www.alberta.ca/population-statistics.aspx>

⁴ Statistics Canada. 2017. Westlock County, MD [Census subdivision], Alberta and Alberta [Province] (table). Census Profile. 2016 Census. Statistics Canada Catalogue no. 98-316-X2016001. Ottawa. Released November 29, 2017.

⁵ Alberta Treasury Board and Finance, Alberta Population Projections 2018-2046, <https://www.alberta.ca/population-statistics.aspx>

The median age of Clyde's population in 2016 was 41.8 years, compared to the provincial average of 36.7 years. As well, according to the 2016 Federal Census Profiles,⁶ about 32% of Clyde's labour force possessed a postsecondary certificate, diploma or degree; and the County's participation rate was 62.1%, (compared to the provincial average of 71.8%).

SUMMER VILLAGE OF LARKSPUR

Between 2011 and 2016 Larkspur's population increased from 38 to 44 according to the Federal Census- a positive average annual growth rate of about 3.0%. Larkspur's small population size generally inhibits the use of detailed census estimates in projections. An examination of historical population trends in the summer village was used to estimate Larkspur's 2017 population at 45.

Base Year Population by Municipality

Geography	2017 Population Estimate
Town of Westlock	5,157
Westlock County	7,138
Village of Clyde	417
Summer Village of Larkspur	45
Westlock Subregion Total	12,758

BASE YEAR JOBS

The number of jobs located in each geography of the Westlock Subregion for the base year (2017) are shown in the table below, according to 2-digit North American Industry Classification System (NAICS) categories. A total of 6,140 jobs were estimated in the Westlock Subregion for 2017. Note that this is an estimate of the types of jobs located in the Westlock Subregion, rather than the standard measure of the types of jobs held by employed residents (regardless of job location).

NORTH AMERICAN INDUSTRY CLASSIFICATION SYSTEM (NAICS)

This report makes reference to industries using the North American Industry Classification System (NAICS),⁷ a commonly used method of classifying business establishments according to the type of economic activity performed. For the purposes of this analysis, industry-specific forecasts are presented at the 2-digit NAICS level, of which there are twenty categories.

⁶ Statistics Canada. 2017. Westlock County, MD [Census subdivision], Alberta and Alberta [Province] (table). Census Profile. 2016 Census. Statistics Canada Catalogue no. 98-316-X2016001. Ottawa. Released November 29, 2017.

⁷ Statistics Canada, North American Industry Classification System (NAICS) Canada 2017 Version 1.0, <http://www23.statcan.gc.ca/imdb/p3VD.pl?Function=getVD&TVD=307532>

Base Year Jobs by Municipality and Industry

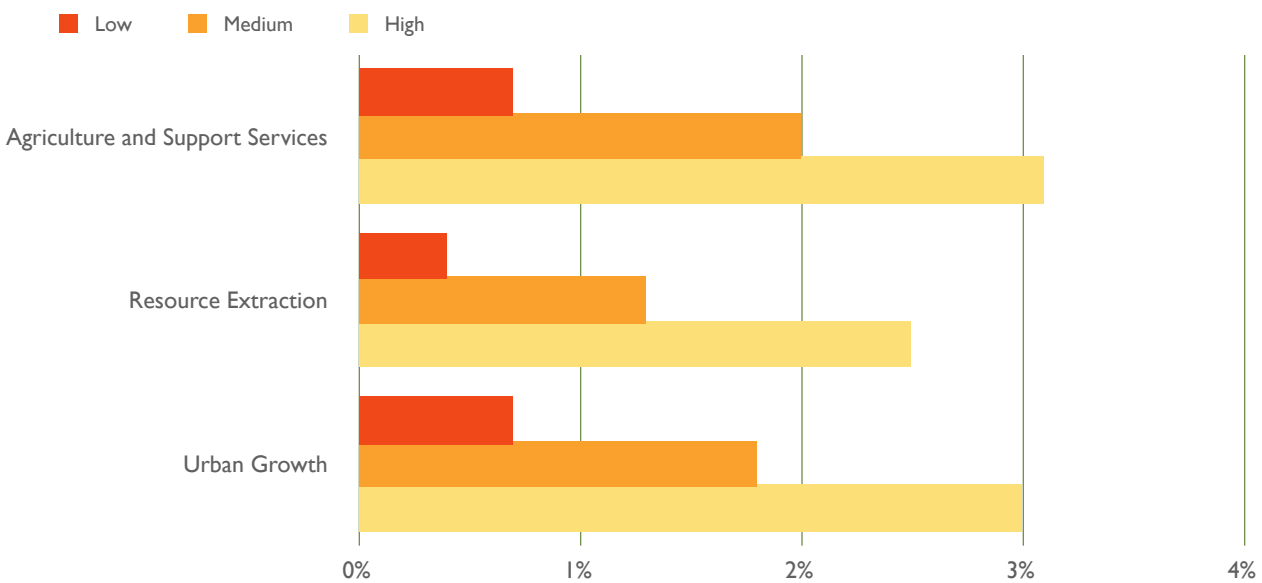
Industry (NAICS)	Westlock	Westlock County	Clyde	Larkspur	Westlock Subregion Total
11 Agriculture, forestry, fishing and hunting	416	617	37	4	1,075
21 Mining, quarrying, and oil and gas extraction	186	114	15	1	316
22 Utilities	36	20	6	0	63
23 Construction	370	233	25	2	630
31-33 Manufacturing	146	105	13	1	265
41 Wholesale trade	115	88	5	1	209
44-45 Retail trade	453	166	29	1	649
48-49 Transportation and warehousing	175	139	14	1	330
51 Information and cultural industries	25	8	0	0	33
52 Finance and insurance	82	42	7	0	132
53 Real estate and rental and leasing	36	17	6	0	59
54 Professional, scientific and technical services	163	99	5	1	268
55 Management of companies and enterprises	0	0	0	0	0
56 Administrative and support, waste management and remediation services	93	45	3	0	141
61 Educational services	225	122	16	1	364
62 Health care and social assistance	448	190	19	1	659
71 Arts, entertainment and recreation	27	24	1	0	51
72 Accommodation and food services	268	57	3	0	329
81 Other services (except public administration)	198	88	14	1	300
91 Public administration	183	74	5	5	267
All industry categories	3,647	2,248	225	20	6,140

Driver Industries

This section of the report provides information on the Driver industries defined for the Westlock Subregion, and rationales as to why these industries are expected to drive near-term job growth in the region.

Each of the industries included in the analysis has been determined to have a particular level of influence on employment in the Westlock Subregion. Growth of these industries has been determined to have an impact on the net migration of workers and their families to the region. The information presented for each industry category has been based on research of publicly available information and the sources are provided as they are referenced below.

Scenario-Specific Driver Industry Employment Growth Rates (Average Annual)



Growth rates for each Driver industry in each scenario have been based on a review of the historical growth patterns for these industries in the context of the expected growth for the Westlock Subregion in the future. For example, historical growth of employment in the Resource Extraction sector in relation to the historic prices of oil and other commodities has been used to estimate the future rate of growth for this sector given expected future commodity prices.

For each scenario, a series of growth rates were developed for the industries (or industry groups) that are expected to lead growth in the region – referred to as ‘Driver Industries’. For the Westlock Subregion, three Driver industry groups have been identified as follows:

- ▶ Agriculture and Support Services
- ▶ Resource Extraction
- ▶ Urban Growth

A detailed industry summary of each driver group is provided in Appendix A.

AGRICULTURE AND SUPPORT SERVICES

Agriculture represents the largest employer of all major industries in the Westlock Subregion, with an estimated 1,075 jobs in 2017 (nearly 18% of the Westlock Subregion total).

The total number of farms in Westlock County has steadily declined since 2001,⁸ as shown in the table below. However, the number of large-scale (1,120+ Acres) farms active in the County has remained relatively consistent. This follows a general provincial and national trend of fewer, but larger farms.

Number of Farms by Area, Westlock County, 2001 to 2016

Number of Farms by Size	2001	2006	2011	2016
< 10 Acres	27	13	19	14
10 to 129 Acres	80	114	101	101
130 to 239 Acres	227	174	140	143
240 to 399 Acres	145	116	109	113
400 to 559 Acres	141	111	79	63
560 to 759 Acres	115	84	68	54
760 to 1,119 Acres	123	105	90	85
1,120+ Acres	164	175	171	171
Total Farms	1,022	892	777	744

The number of residents in Westlock County directly employed in Agriculture has declined since 2006, but at a relatively slow pace (from 1,280 in 2006 to 1,070 in 2016). Agriculture and the industries that support it continue to represent a significant and vital part of the Westlock Subregion economy.

“Agriculture has been the primary economic driver for the County for the past century. Westlock County continues to foresee agriculture and agricultural services as a major economic force throughout the municipality. Conserving agricultural land and implementing measures to strengthen and diversify agricultural activities remains a priority...”⁹

Agriculture and Support Services also includes jobs in industries such as Manufacturing, Transportation and Warehousing, Administrative and Support, Waste Management and Remediation Services, and Other Services (Except Public Administration).

Examples of businesses currently operating in the Westlock Subregion that fall into this Driver industry group include the Westlock Seed Cleaning Co-Op Ltd, the Agriculture Financial Services Corporation (providing insurance and loans to farms), and Martin Deerline (farm equipment dealer).

For 2017, it has been estimated that approximately 16% of the jobs located in the Westlock Subregion are directly involved in this group of industries (representing 963 jobs).

⁸ Statistics Canada, CANSIM Table 32-10-0404-01

⁹ Westlock County, Municipal Development Plan, April 2016, https://www.westlockcounty.com/wp-content/uploads/2017/09/Final_Westlock_County_Municipal_Development_Plan_May_10_2016.pdf

Activity in this Driver industry group is largely dependent on the performance of the agriculture sector in the surrounding region. Westlock County supports “Right to Farm” initiatives, which generally protect against productive agricultural land from being fragmented and re-designated for other uses; and encourages the development of small-scale and value-added agricultural operations.

Employment in the Westlock Subregion’s Agriculture and Support Services Driver industry group is expected to increase at an average annual rate of 2.0% in the medium growth scenario; 3.1% in the high growth scenario; and 0.7% in the low growth scenario.

RESOURCE EXTRACTION

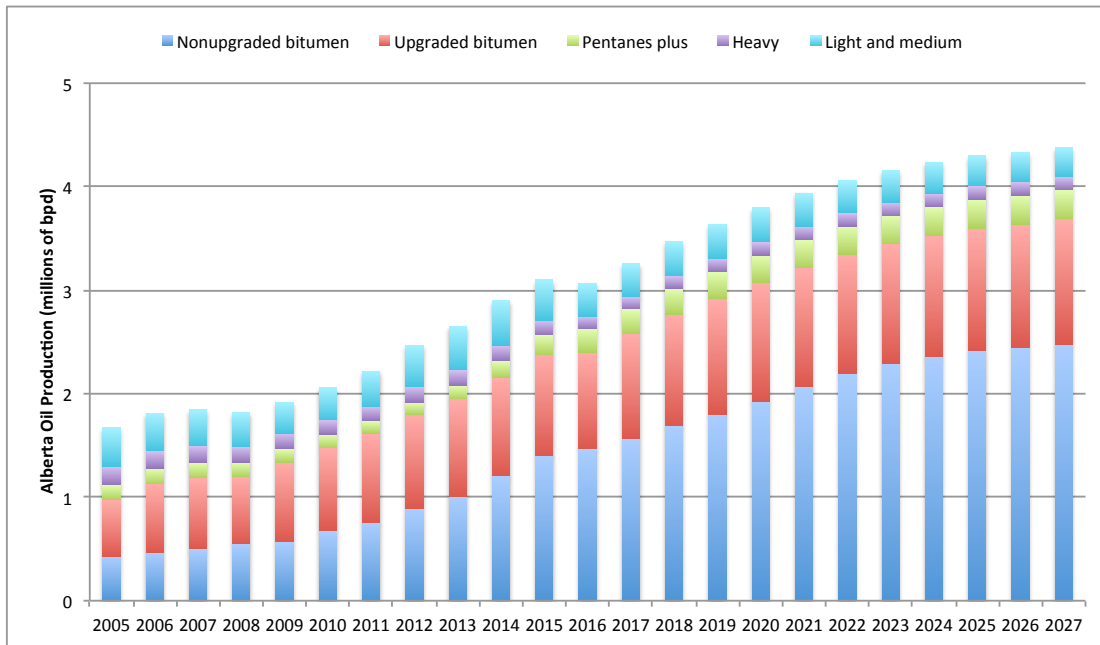
The Resource Extraction sector has played a significant part in the economic growth of the Westlock Subregion. For 2017, it has been estimated that approximately 6% of the jobs located in Westlock Subregion are directly involved in this group of industries (representing 389 jobs).

Resource extraction is the primary Driver of Alberta’s economy, including oil and gas fields along the eastern slope of the Rockies, oil sands to the north of Edmonton, and extensive mining operations in Alberta and the Northwest Territories. The Westlock Subregion also possesses opportunities for sand, gravel, clay and marlstone extraction.

Based on the latest forecast from the Alberta Energy Regulator,¹⁰ crude oil production in Alberta is expected to increase from an average of 3.26 million barrels per day in 2017 to 4.38 million barrels per day by 2027, an average annual increase of about 3%. While this rate of production growth is below that observed in Alberta between 2007 and 2017 when crude production increased at an average annual rate of 5.8%, the industry has yet to fully recover from the price collapse that began in 2014 and capital investment in new, large-scale extraction projects has been limited. Historical and projected levels of provincial oil production (according to the type of oil produced) are shown in the chart below:

¹⁰ Alberta Energy Regulator; Alberta supply of crude oil and equivalent, Base case forecast, March 2018, https://www2.aer.ca/t/Production/views/ExecutiveSummaryFigure7Albertasupplyofcrudeoilandequivalent/Figure7Albertasupplyofcrudeoilandequivalent?embed=y&showShareOptions=true&display_count=no&showVizHome=no.

Alberta Oil Production by Type, Historical and Forecast, 2005 to 2027



The gradual stabilization of crude oil prices is a critical factor in achieving the increased production growth described above. In its 'base case' forecast,¹¹ the Alberta Energy Regulator expects the benchmark price of West Texas Intermediate (WTI) to increase from the 2017 average of US\$50.95 to US\$84.47 by 2027. This price forecast supports the assumption of moderate production growth, with the 'breakeven' price for new projects estimated to be around US\$55.¹² Forecasters are generally not optimistic that oil prices will soon return to the highs observed in previous years, when WTI reached a peak of US\$98.05 in 2013.

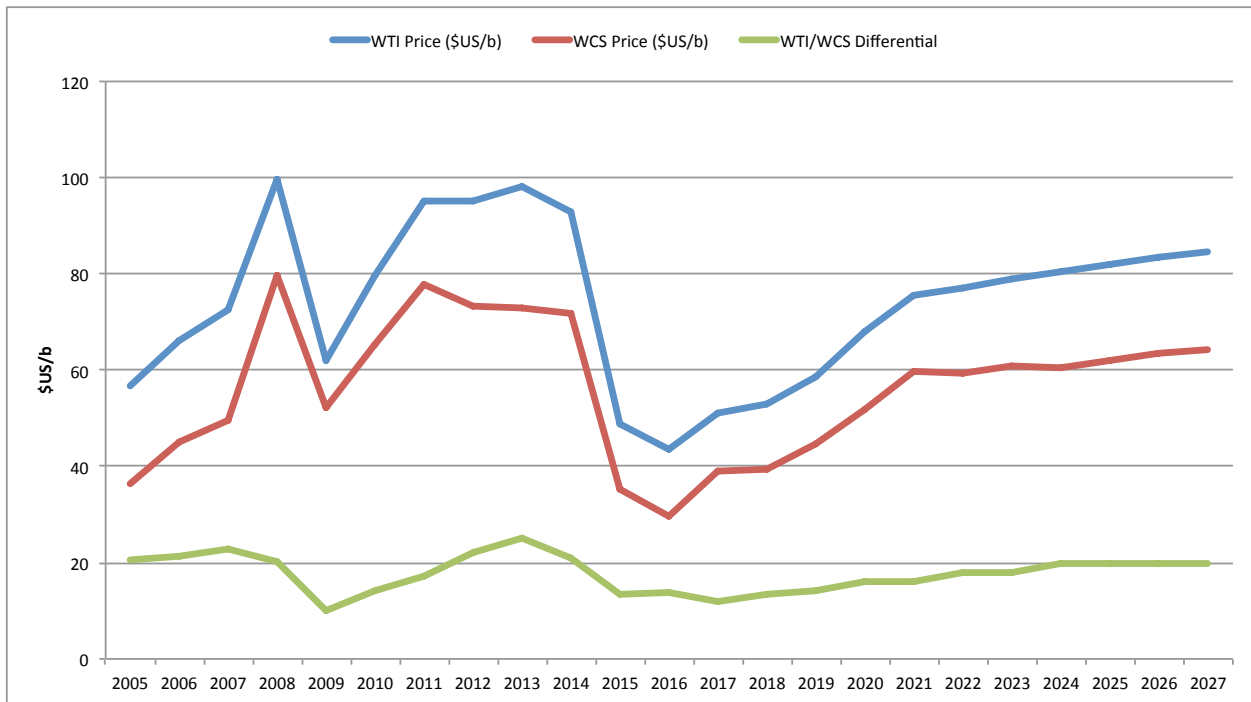
It is noted that producers of heavy oil in Alberta do not typically receive the WTI price for their product. Heavy oil prices are discounted for the extra costs required for transportation and upgrade. The benchmark price for Alberta producers is better reflected by the Western Canadian Select (WCS) benchmark, which typically trades at a US\$10-25 discount relative to WTI. While WCS traded at an average discount of about US\$12 in 2017, this differential is expected to widen to US\$20 by 2027, due primarily to pipeline capacity and upgrading constraints. While a provincial government initiative that intends to provide \$1 billion to bitumen upgrading investment between 2019 and 2027 could assist in narrowing the price gap,¹³ forecasters anticipate a widening of the WTI/WCS price differential - another factor likely to moderate growth in Alberta's oil sector relative to recent historical averages, and correspondingly limit growth somewhat in the supporting industries located in the Westlock Subregion.

¹¹ Alberta Energy Regulator, Price of WTI, Base case forecast, March 2018, https://www2.aer.ca/t/Production/views/ExecutiveSummaryFigure3PriceofWTI/ExecutiveSummaryFigure3PriceofWTI?embed=y&showShareOptions=true&:display_count=no&:showVizHome=no

¹² Nia Williams, Canada's oil sands survive, but can't thrive in a \$50 oil world, Reuters, October 18, 2017.

¹³ Dean Bennett, Alberta to invest \$1B over 8 years on bitumen upgrading projects, Global News, February 26, 2018.

WTI and WCS Price and Differential per Barrel, Historical and Base Forecast, 2005 to 2027



This Driver category includes a wide variety of sub-industries with support relationships to the energy sector, such as nonresidential maintenance and repair; services to buildings and dwellings, waste management and remediation, scenic and sightseeing transportation and support activities for transportation, commercial and industrial machinery and equipment rental and leasing. Direct support industries to the energy sector are also included in this Driver category, such as mineral exploration, geophysical services and surveying. Industries related to manufacturing and distribution can also be included in this category, such as cutting and machine tool accessory, rolling mill, and other metalworking machinery manufacturing, material handling equipment manufacturing, valve and fittings other than plumbing, wholesale trade, and warehousing and storage.

Examples of businesses currently operating in the Westlock Subregion that fall into this Driver industry group include Horizon North which provides modular construction services to the oil and gas industry, Samax Industries which provides trucking and other services to drilling rigs, and Swamp Mats which also provides a variety of oilfield services.

Employment in the Westlock Subregion's Resource Extraction Driver industry group is expected to increase at an average annual rate of 1.3% in the base growth scenario; 2.5% in the high growth scenario; and 0.4% in the low growth scenario.

URBAN GROWTH

Urban growth, particularly in the Town of Westlock, has a significant impact on the levels of development and demand for land, infrastructure, and services throughout the County.¹⁴ While there exists the potential for conflict between urban and rural development, this analysis assumes that continued growth in the region's urban centres would encourage development throughout the County as a result of improved service provision and accessibility. This implies that urban development in the Town of Westlock (and to a lesser extent, the Village of Clyde) maintains the attractiveness of the County as a location in which to live or operate a business from.

The Urban Growth Driver industry group is assumed to include jobs in the Real Estate and Rental and Leasing and Retail Trade industries.

Examples of businesses currently operating in the Westlock Subregion that fall into this Driver industry group include Jarvis Realty Ltd, Mallet Electric and Renos Ltd, and Rexall Drug Store.

For 2017, it has been estimated that approximately 3% of the jobs located in the Westlock Subregion are directly involved in this group of industries (representing 213 jobs).

Activity in this Driver industry group is largely dependent on continued population growth and residential development in neighbouring centres, and the Town of Westlock's position as a hub for urban service provision to the County as a whole.

Employment in the Westlock Subregion's Urban Growth Driver industry group is expected to increase at an average annual rate of 1.8% in the medium growth scenario; 3.0% in the high growth scenario; and 0.7% in the low growth scenario.

Support Industries

Of those other industrial sectors investigated, none were determined to be of sufficient significance in terms of direct employment or economic influence in the Westlock Subregion to be included as a Driver industry for this analysis.

In this analysis, Support industries include those that are not classified as being Driver industries, and represent 4,575 jobs in the Westlock Subregion (or 75% of total jobs). Employment in these Support industries is assumed to change in proportion with the Westlock Subregion's population, which is affected by migration (related to Driver industry growth) and natural increase considerations.¹⁵ The following table shows the types of employment comprising support employment in 2017, and the estimated employment per capita in these industries.

¹⁴ Westlock County, Municipal Development Plan, April 2016, https://www.westlockcounty.com/wp-content/uploads/2017/09/Final_Westlock_County_Municipal_Development_Plan_May_10_2016.pdf

¹⁵ Growth in support industries is based on the change in population over the previous period. As a result, there is a lag in Support Industry employment growth.

Support Employment in the Westlock Subregion, 2017

Industry (NAICS)	Support Employment (2017)	Employment per Capita (2017)
11 Agriculture, forestry, fishing and hunting	215	0.017
21 Mining, quarrying, and oil and gas extraction	63	0.005
22 Utilities	63	0.005
23 Construction	567	0.044
31-33 Manufacturing	212	0.017
41 Wholesale trade	209	0.016
44-45 Retail trade	455	0.036
48-49 Transportation and warehousing	264	0.021
51 Information and cultural industries	33	0.003
52 Finance and insurance	132	0.010
53 Real estate and rental and leasing	42	0.003
54 Professional, scientific and technical services	268	0.021
55 Management of companies and enterprises	0	0.000
56 Administrative and support, waste management and remediation services	112	0.009
61 Educational services	364	0.029
62 Health care and social assistance	659	0.052
71 Arts, entertainment and recreation	51	0.004
72 Accommodation and food services	329	0.026
81 Other services (except public administration)	270	0.021
91 Public administration	267	0.021
All industry categories	4,575	0.359

The industries representing the greatest shares of support employment in 2017 were Health care and social assistance (659 jobs, or 14% of total jobs), Construction (567 jobs, or 12% of total jobs), and Retail trade (455 jobs, or 10% of total jobs).

Forecast Assumptions

A number of assumptions related to the Westlock Subregion's population and economic conditions are necessary to perform the analysis described in this report. These assumptions are described in the section below.

FERTILITY

Fertility rates represent the estimated likelihood of a birth per female in a particular age group. The age-specific fertility rates used in this forecast were calculated based on the five-year averages (2013 to 2017) of those reported in Alberta's Census Division 13.¹⁶

MORTALITY

Mortality rates represent the estimated likelihood of death in a particular demographic group. The age- and gender-specific mortality rates used in this forecast were calculated based on the five-year averages (2013 to 2017) of those reported in Alberta's Census Division 13.¹⁷

MIGRATION

In this analysis, migration is primarily assumed to occur based on projected levels of job availability and general economic conditions in the Westlock Subregion. Job vacancies that remain unfilled by the local labour force attract employment-based migrants, who are also expected to bring their families with them. The average household size of incoming migrants was assumed to be equal to Census Division 13's average of 2.5 people.¹⁸

The age- and gender-specific profile of migrating workers and their families was calculated based on the five-year average (2013 to 2017) net migration profile of Alberta's Census Division 13.¹⁹ The net migration profile is calculated according to: International Migrants - Emigration + Net Interprovincial Migrants + Net Intraprovincial Migrants.

LABOUR FORCE PARTICIPATION

Labour force participation rates are used in the analysis to estimate the proportion of each age group in the Westlock Subregion's propensity to actively engage in employment, or employment seeking. The labour force is comprised of employed workers as well as the unemployed. According to the 2016 Federal Census, the 15+ population of Alberta's Census Division 13 exhibited an overall labour force participation rate of 68.4% - slightly below the provincial average of 71.7%.

¹⁶ Alberta Government, Fertility Rates - Alberta and Census Divisions, <https://open.alberta.ca/dataset/fertility-rates-alberta-and-census-divisions>

¹⁷ Alberta Government, Vital Statistics (Births and Deaths) - Alberta, Census Divisions and Economic Regions, <https://open.alberta.ca/dataset/vital-statistics-births-and-deaths-alberta-census-divisions-economic-regions>

¹⁸ Statistics Canada. 2017. Westlock, T [Census subdivision]. Census Profile. 2016 Census. Statistics Canada Catalogue no. 98-316-X2016001. Ottawa. Released November 29, 2017.

¹⁹ Statistics Canada, CANSIM Table 17-10-0085-01.

Projected participation rates specific to age categories (15 to 24, 25 to 64, 65+) were calculated according to provincial averages,²⁰ and were then downwardly adjusted to reflect both the lower observed rates in the Westlock Subregion, and the actual labour force figures in the base year of this analysis.

REGIONAL ECONOMIC OUTLOOK

The three growth scenarios (High, Medium, and Low) considered in this forecast relate to driver industry employment growth rates in the Westlock Subregion. It is assumed that these growth outlooks are reflective of the prevailing economic conditions throughout the region, and the province as a whole. For example, the High growth scenario assumes that the entire region is experiencing similarly high rates of economic output, job growth, and competition for labour resources. That is, the Westlock Subregion's economy does not exist in a vacuum, and its performance is highly correlated with, and dependent upon factors that are often external to the region itself (i.e. commodity prices).

²⁰ Statistics Canada, CANSIM Table 14-10-0018-01.

Forecast Results

This section describes the results of the population and employment forecasts, which cover the 2018 to 2037 period.²¹

Population Forecast

The tables below show base year (2017) population in the Westlock Subregion geographies as well as the projected populations in 2027 and 2037, in each of the three growth scenarios. The average annual rate of population growth through the forecast period is also presented.

Town of Westlock Total Population Forecast, 2017 to 2037

Scenario	2017	2027	2037	Avg Annual Change (2017-37)
Medium-Growth	5,157	5,514	6,830	1.4%
Low-Growth	5,157	5,221	5,924	0.7%
High-Growth	5,157	5,990	8,121	2.3%

From a 2017 base of 5,157, Westlock's total population is projected to increase to 5,514 by 2027 in the Medium growth scenario. Total population reaches 6,830 by 2037, representing an average annual growth rate of 1.4% over the forecast period. In the Low growth scenario, Westlock's population is expected to reach 5,924 by 2037 (an average annual growth rate of 0.7%). Westlock's population increases to 8,121 by 2037 in the High growth scenario (an average annual growth rate of 2.3%).

Westlock County Total Population Forecast, 2017 to 2037

Scenario	2017	2027	2037	Avg Annual Change (2017-37)
Medium-Growth	7,138	7,936	9,647	1.5%
Low-Growth	7,138	7,604	8,620	0.9%
High-Growth	7,138	8,476	11,110	2.2%

From a 2017 base of 7,138, Westlock County's total population is projected to increase to 7,936 by 2027 in the Medium growth scenario. Total population reaches 9,647 by 2037, representing an average annual growth rate of 1.5% over the forecast period. In the Low growth scenario, Westlock County's population is expected to reach 8,620 by 2037 (an average annual growth rate of 0.9%). Westlock County's population increases to 11,110 by 2037 in the High growth scenario (an average annual growth rate of 2.2%).

²¹ Note that individual values may not sum to totals due to rounding.

Village of Clyde Total Population Forecast, 2017 to 2037

Scenario	2017	2027	2037	Avg Annual Change (2017-37)
Medium-Growth	417	472	591	1.8%
Low-Growth	417	448	518	1.1%
High-Growth	417	510	694	2.6%

From a 2017 base of 417, Clyde's total population is projected to increase to 472 by 2027 in the Medium growth scenario. Total population reaches 591 by 2037, representing an average annual growth rate of 1.8% over the forecast period. In the Low growth scenario, Clyde's population is expected to reach 518 by 2037 (an average annual growth rate of 1.1%). Clyde's population increases to 694 by 2037 in the High growth scenario (an average annual growth rate of 2.6%).

Summer Village of Larkspur Total Population Forecast, 2017 to 2037

Scenario	2017	2027	2037	Avg Annual Change (2017-37)
Medium-Growth	45	50	64	1.8%
Low-Growth	45	47	55	1.0%
High-Growth	45	53	70	2.3%

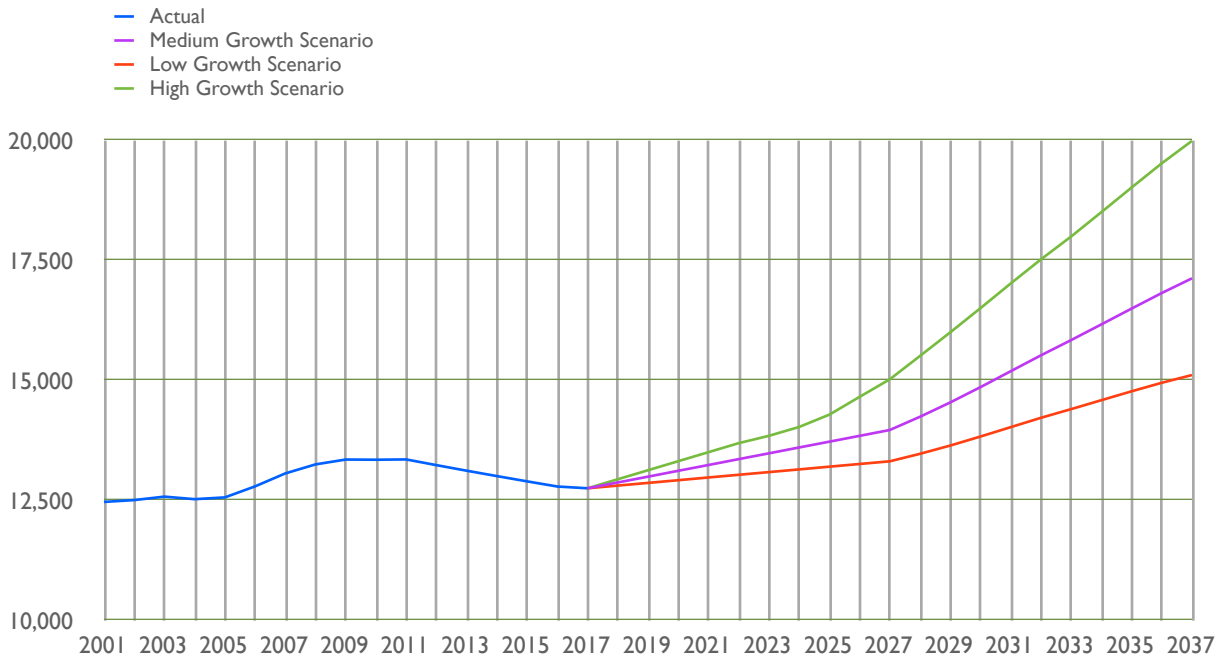
From a 2017 base of 45, Larkspur's total population is projected to increase to 50 by 2027 in the Medium growth scenario. Total population reaches 64 by 2037, representing an average annual growth rate of 1.8% over the forecast period. In the Low growth scenario, Larkspur's population is expected to reach 55 by 2037 (an average annual growth rate of 1.0%). Larkspur's population increases to 70 by 2037 in the High growth scenario (an average annual growth rate of 2.3%).

Westlock Subregion Total Population Forecast, 2017 to 2037

Scenario	2017	2027	2037	Avg Annual Change (2017-37)
Medium-Growth	12,758	13,972	17,132	1.5%
Low-Growth	12,758	13,320	15,117	0.9%
High-Growth	12,758	15,028	19,996	2.3%

From a 2017 base of 12,758, the Westlock Subregion's total population is projected to increase to 13,972 by 2027 in the Medium growth scenario. Total population reaches 17,132 by 2037, representing an average annual growth rate of 1.5% over the forecast period. In the Low growth scenario, the Westlock Subregion's population is expected to reach 15,117 by 2037 (an average annual growth rate of 0.9%). The Westlock Subregion's population increases to 19,996 by 2037 in the High growth scenario (an average annual growth rate of 2.3%).

Westlock Subregion Population - Actual and Forecast (2001 to 2037)

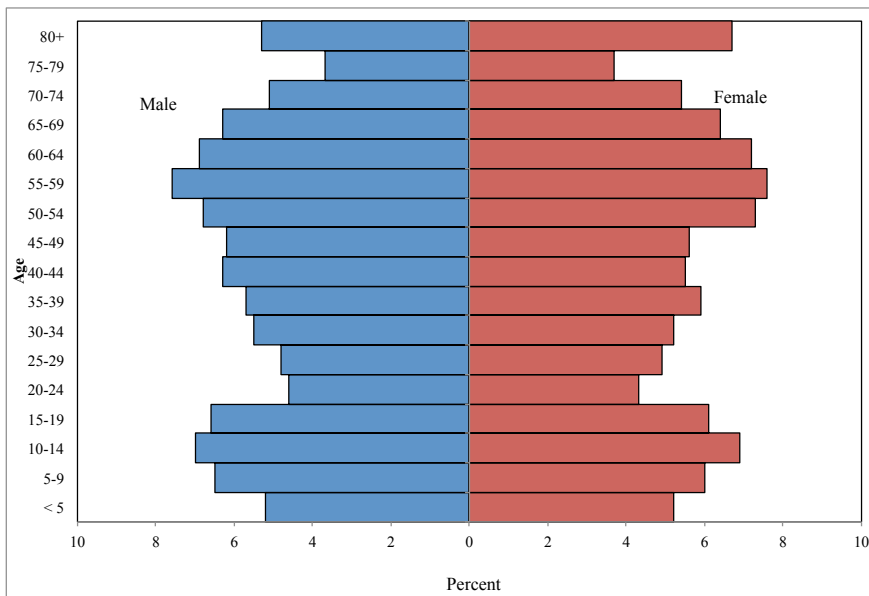


In preparing these forecasts, historical growth patterns in the Westlock Subregion have been reviewed and considered. An overview of these growth patterns is provided in Appendix B.

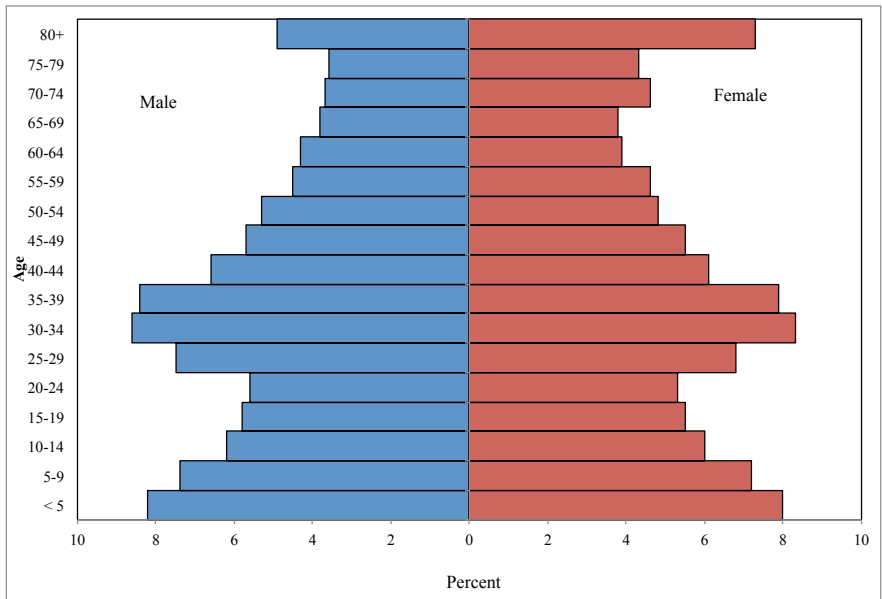
POPULATION BY AGE AND GENDER

The population pyramid diagrams below depict the projected evolution of the Westlock Subregion's population from 2017 to 2037 according to the growth scenario used in the forecast.

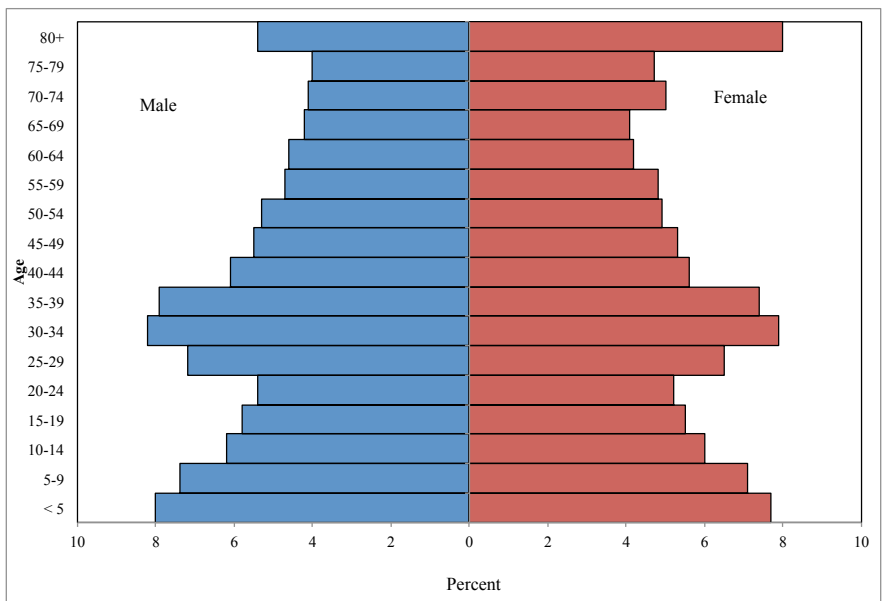
Westlock Subregion, 2017 Population Pyramid



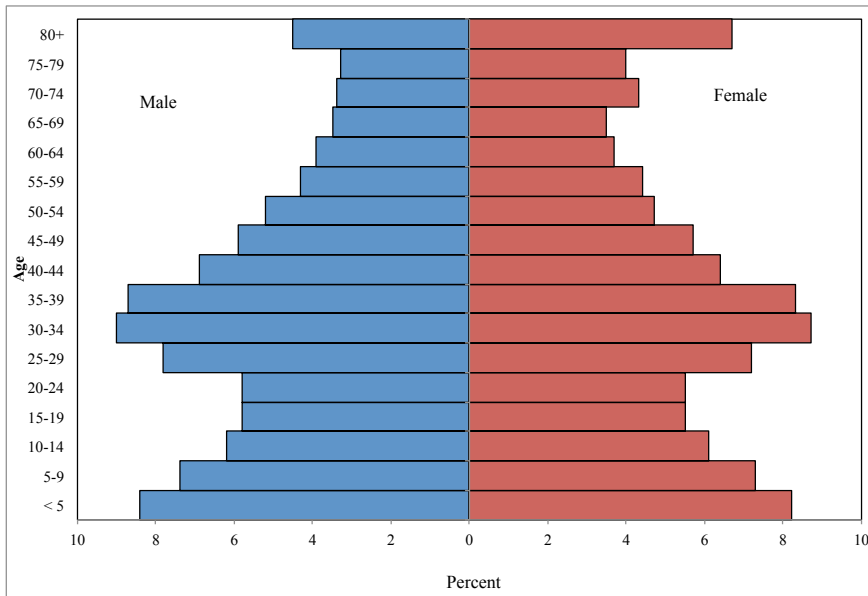
Westlock Subregion, 2037 Population Pyramid (Medium Growth Scenario)



Westlock Subregion, 2037 Population Pyramid (Low Growth Scenario)



Westlock Subregion, 2037 Population Pyramid (High Growth Scenario)



Both the base of the Westlock Subregion’s 2037 population pyramid (representing youth) and the mid-section of the pyramid (representing the prime 25 to 55 working ages) are noticeably wider in the high growth scenario relative to the medium and low growth scenarios. This is due to employment-induced migration being greater in the high growth scenario, where relatively more prime age workers migrate to the Westlock Subregion (along with their families). This results in a greater number of younger workers moving to the Westlock Subregion through the forecast period, who also contribute to a greater number of births.

Employment Forecast

This section describes the forecasts of employment in the medium growth scenario from 2017 to 2037.

The tables below present each geography’s total employment by industry, in the base year (2017) as well as forecasts for 2027 and 2037. Also presented are the net number of additional positions added through the forecast period in each industry, and average annual employment growth rates in each industry.

Town of Westlock Total Employment by Industry Forecast, 2017 to 2037 (Medium Growth Scenario)

Industry (NAICS)	2017	2027	2037	New Jobs (2018-37)	Avg Annual Change (2017-37)
11 Agriculture, forestry, fishing and hunting	416	475	556	139	1.5%
21 Mining, quarrying, and oil and gas extraction	186	206	232	46	1.1%
22 Utilities	36	39	47	11	1.3%
23 Construction	370	401	472	102	1.2%
31-33 Manufacturing	146	160	191	45	1.4%
41 Wholesale trade	115	125	148	32	1.2%

Industry (NAICS)	2017	2027	2037	New Jobs (2018-37)	Avg Annual Change (2017-37)
44-45 Retail trade	453	502	594	142	1.4%
48-49 Transportation and warehousing	175	191	225	49	1.3%
51 Information and cultural industries	25	27	31	6	1.1%
52 Finance and insurance	82	89	106	24	1.3%
53 Real estate and rental and leasing	36	40	48	11	1.3%
54 Professional, scientific and technical services	163	177	210	47	1.3%
55 Management of companies and enterprises	0	0	0	0	-
56 Administrative and support, waste management and remediation services	93	101	120	28	1.3%
61 Educational services	225	243	289	65	1.3%
62 Health care and social assistance	448	486	582	134	1.3%
71 Arts, entertainment and recreation	27	28	33	6	1.1%
72 Accommodation and food services	268	289	344	76	1.3%
81 Other services (except public administration)	198	217	258	60	1.3%
91 Public administration	183	201	245	62	1.5%
All industry categories	3,647	3,997	4,731	1,084	1.3%

Westlock County Total Employment by Industry Forecast, 2017 to 2037 (Medium Growth Scenario)

Industry (NAICS)	2017	2027	2037	New Jobs (2018-37)	Avg Annual Change (2017-37)
11 Agriculture, forestry, fishing and hunting	617	759	952	335	2.2%
21 Mining, quarrying, and oil and gas extraction	114	133	159	45	1.7%
22 Utilities	20	23	30	10	2.0%
23 Construction	233	264	336	104	1.9%
31-33 Manufacturing	105	121	157	52	2.0%
41 Wholesale trade	88	100	128	40	1.9%
44-45 Retail trade	166	195	250	84	2.1%
48-49 Transportation and warehousing	139	160	203	64	1.9%
51 Information and cultural industries	8	9	11	3	1.6%
52 Finance and insurance	42	48	62	20	1.9%
53 Real estate and rental and leasing	17	20	25	8	2.0%
54 Professional, scientific and technical services	99	112	145	46	1.9%
55 Management of companies and enterprises	0	0	0	0	-
56 Administrative and support, waste management and remediation services	45	52	67	22	2.0%
61 Educational services	122	139	180	57	1.9%
62 Health care and social assistance	190	216	282	92	2.0%
71 Arts, entertainment and recreation	24	26	33	9	1.6%
72 Accommodation and food services	57	65	84	26	1.9%

Industry (NAICS)	2017	2027	2037	New Jobs (2018-37)	Avg Annual Change (2017-37)
81 Other services (except public administration)	88	101	130	43	2.0%
91 Public administration	74	85	114	40	2.2%
All industry categories	2,248	2,627	3,349	1,101	2.0%

Village of Clyde Total Employment by Industry Forecast, 2017 to 2037 (Medium Growth Scenario)

Industry (NAICS)	2017	2027	2037	New Jobs (2018-37)	Avg Annual Change (2017-37)
11 Agriculture, forestry, fishing and hunting	37	46	57	20	2.2%
21 Mining, quarrying, and oil and gas extraction	15	18	21	6	1.7%
22 Utilities	6	7	9	3	2.0%
23 Construction	25	29	36	11	1.9%
31-33 Manufacturing	13	15	20	7	2.1%
41 Wholesale trade	5	6	7	2	1.9%
44-45 Retail trade	29	34	44	15	2.1%
48-49 Transportation and warehousing	14	17	21	7	1.9%
51 Information and cultural industries	0	1	1	0	-
52 Finance and insurance	7	8	11	3	1.9%
53 Real estate and rental and leasing	6	7	9	3	2.0%
54 Professional, scientific and technical services	5	6	8	2	1.9%
55 Management of companies and enterprises	0	0	0	0	-
56 Administrative and support, waste management and remediation services	3	3	4	1	2.0%
61 Educational services	16	18	24	8	1.9%
62 Health care and social assistance	19	22	28	9	2.0%
71 Arts, entertainment and recreation	1	1	1	0	1.6%
72 Accommodation and food services	3	4	5	1	1.9%
81 Other services (except public administration)	14	16	20	7	2.0%
91 Public administration	5	5	7	2	2.2%
All industry categories	225	261	333	109	2.0%

Summer Village of Larkspur Total Employment by Industry Forecast, 2017 to 2037 (Medium Growth Scenario)

Industry (NAICS)	2017	2027	2037	New Jobs (2018-37)	Avg Annual Change (2017-37)
11 Agriculture, forestry, fishing and hunting	4	6	7	3	2.7%
21 Mining, quarrying, and oil and gas extraction	1	1	1	0	2.1%
22 Utilities	0	0	0	0	-

Industry (NAICS)	2017	2027	2037	New Jobs (2018-37)	Avg Annual Change (2017-37)
23 Construction	2	2	3	1	2.3%
31-33 Manufacturing	1	1	1	1	2.6%
41 Wholesale trade	1	1	1	0	2.4%
44-45 Retail trade	1	1	2	1	2.6%
48-49 Transportation and warehousing	1	1	2	1	2.4%
51 Information and cultural industries	0	0	0	0	-
52 Finance and insurance	0	0	1	0	-
53 Real estate and rental and leasing	0	0	0	0	-
54 Professional, scientific and technical services	1	1	1	0	2.4%
55 Management of companies and enterprises	0	0	0	0	-
56 Administrative and support, waste management and remediation services	0	0	0	0	-
61 Educational services	1	1	1	1	2.4%
62 Health care and social assistance	1	2	2	1	2.5%
71 Arts, entertainment and recreation	0	0	0	0	-
72 Accommodation and food services	0	0	1	0	-
81 Other services (except public administration)	1	1	1	0	2.5%
91 Public administration	5	6	9	4	2.7%
All industry categories	20	25	34	14	2.6%

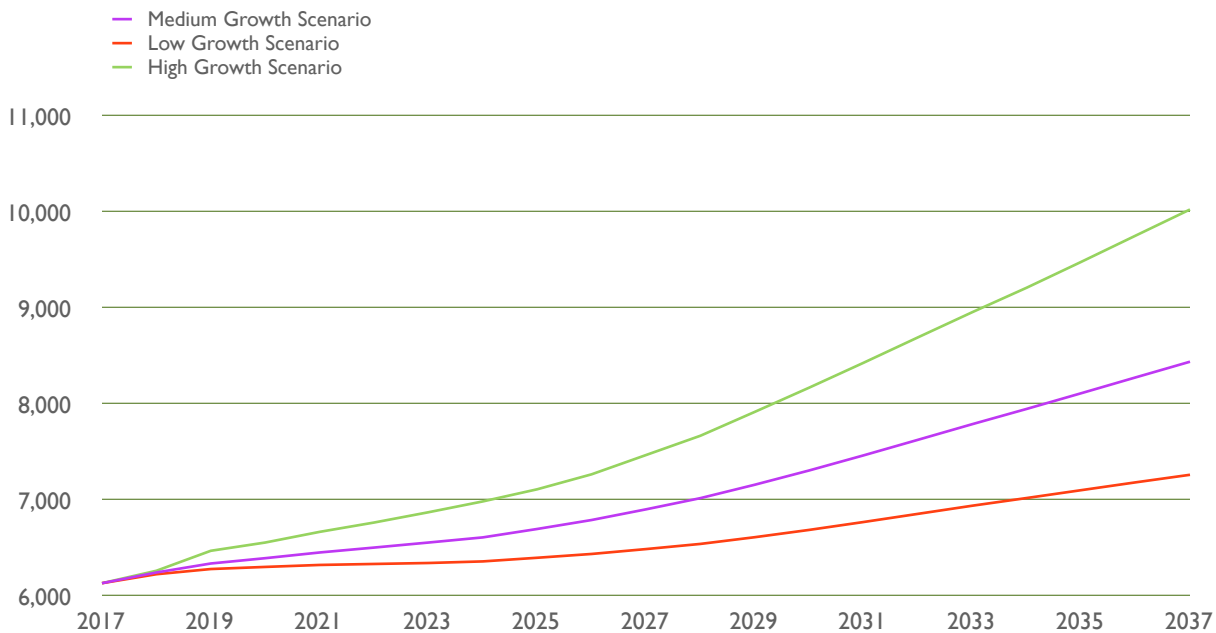
Westlock Subregion Total Employment by Industry Forecast, 2017 to 2037 (Medium Growth Scenario)

Industry (NAICS)	2017	2027	2037	New Jobs (2018-37)	Avg Annual Change (2017-37)
11 Agriculture, forestry, fishing and hunting	1,075	1,286	1,572	497	1.9%
21 Mining, quarrying, and oil and gas extraction	316	357	414	98	1.4%
22 Utilities	63	70	86	23	1.6%
23 Construction	630	695	847	217	1.5%
31-33 Manufacturing	265	298	369	104	1.7%
41 Wholesale trade	209	230	284	75	1.5%
44-45 Retail trade	649	732	891	242	1.6%
48-49 Transportation and warehousing	330	369	451	121	1.6%
51 Information and cultural industries	33	36	43	10	1.3%
52 Finance and insurance	132	146	180	48	1.6%
53 Real estate and rental and leasing	59	67	82	23	1.7%
54 Professional, scientific and technical services	268	295	364	96	1.5%
55 Management of companies and enterprises	0	0	0	0	-
56 Administrative and support, waste management and remediation services	141	157	192	51	1.5%
61 Educational services	364	401	494	130	1.5%

Industry (NAICS)	2017	2027	2037	New Jobs (2018-37)	Avg Annual Change (2017-37)
62 Health care and social assistance	659	725	894	235	1.5%
71 Arts, entertainment and recreation	51	56	67	16	1.4%
72 Accommodation and food services	329	358	433	104	1.4%
81 Other services (except public administration)	300	334	410	110	1.6%
91 Public administration	267	297	374	107	1.7%
All industry categories	6,140	6,910	8,447	2,307	1.6%

From a base of 6,140 in 2017, total employment in the Westlock Subregion is projected to reach 6,910 by 2027 in the Medium growth scenario. Total employment increases to 8,447 by 2037 representing an average annual growth rate of 1.6% over the forecast period. Industries expected to post the greatest number of additional jobs through the forecast include Agriculture, forestry, fishing and hunting (497 jobs), Retail trade (242 jobs), Health care and social assistance (235 jobs), and Construction (217 jobs). Industries recording the highest rates of growth in this scenario include Agriculture, forestry, fishing and hunting (1.9%), Manufacturing (1.7%), Real estate and rental and leasing (1.7%), and Public administration (1.7%).

Westlock Subregion Total Employment by Growth Scenario, 2016 to 2037



DRIVER EMPLOYMENT

This section describes the forecast of Driver industry employment in the Westlock Subregion from 2017 to 2037. The assumptions and compositions of these Driver industry groups are described earlier in this report.

Westlock Subregion Driver Industry Employment Forecast, 2017 to 2037 (Medium Growth Scenario)

Driver Industry	2017	2027	2037	Avg Annual Change (2017-37)
Agricultural and Support Services	963	1,174	1,432	2.0%
Resource Extraction	389	443	504	1.3%
Urban Growth	213	254	304	1.8%
All Driver Industries	1,565	1,871	2,239	1.8%

Total Driver industry employment in the Westlock Subregion was estimated at 1,565 jobs in 2017. Each Driver industry group was assumed to grow at a scenario-specific average annual rate (outlined earlier in this report). Total Driver industry employment reaches 1,871 in 2027, and 2,229 in 2037. The Agricultural and Support Services industry group is not only the largest in terms of jobs, but is also assumed to grow at the fastest rate of these industry groups through the forecast period. From 963 jobs in 2017, this Driver group is expected to contain 1,432 jobs by 2037 (+469 jobs).

SUPPORT EMPLOYMENT

This section describes the forecast of Support industry employment in the Westlock Subregion from 2017 to 2037. The assumptions regarding these Support industries are described earlier in this report.

The table below shows total support employment in the base year (2017), and forecasts for 2027 and 2037. The number of additional jobs added in each support industry through the forecast period is also presented.

Westlock Subregion Support Industry Employment Forecast, 2017 to 2037 (Medium Growth Scenario)

Industry (NAICS)	Support Employment (2017)	2027	2037	Net Job Growth (2018-37)
11 Agriculture, forestry, fishing and hunting	215	238	295	80
21 Mining, quarrying, and oil and gas extraction	63	70	86	23
22 Utilities	63	70	86	23
23 Construction	567	623	766	199
31-33 Manufacturing	212	236	296	84
41 Wholesale trade	209	230	284	75
44-45 Retail trade	455	499	612	158
48-49 Transportation and warehousing	264	291	359	95
51 Information and cultural industries	33	36	43	9
52 Finance and insurance	132	146	180	47
53 Real estate and rental and leasing	42	46	56	15
54 Professional, scientific and technical services	268	295	364	96

Industry (NAICS)	Support Employment (2017)	2027	2037	Net Job Growth (2018-37)
55 Management of companies and enterprises	0	0	0	0
56 Administrative and support, waste management and remediation services	112	124	153	40
61 Educational services	364	401	494	130
62 Health care and social assistance	659	725	894	236
71 Arts, entertainment and recreation	51	56	67	16
72 Accommodation and food services	329	358	433	104
81 Other services (except public administration)	270	297	365	95
91 Public administration	267	297	374	108
All industry categories	4,575	5,038	6,208	1,633

Total support employment in the Westlock Subregion is projected to increase from 4,575 in 2017 to 5,038 in 2027, reaching 6,208 by 2037 (medium growth scenario). The support sectors exhibiting the greatest number of additional jobs through the forecast period include Health care and social assistance (+236 jobs), Construction (+199 jobs), and Retail trade (+158 jobs).

Appendix A

AGRICULTURE AND SUPPORT SERVICES - 'DRIVER INDUSTRY' NAICS DEFINITION

This driver group contains some portion of employment related to the following (red text) industries (3-digit NAICS):

- ▶ 11 - Agriculture, forestry, fishing and hunting
 - ▶ 111 - Crop production
 - ▶ 112 - Animal production and aquaculture
 - ▶ 113 - Forestry and logging
 - ▶ 114 - Fishing, hunting and trapping
 - ▶ 115 - Support activities for agriculture and forestry
- ▶ 31-33 - Manufacturing
 - ▶ 311 - Food manufacturing
 - ▶ 312 - Beverage and tobacco product manufacturing
 - ▶ 313 - Textile mills
 - ▶ 314 - Textile product mills
 - ▶ 315 - Clothing manufacturing
 - ▶ 316 - Leather and allied product manufacturing
 - ▶ 321 - Wood product manufacturing
 - ▶ 322 - Paper manufacturing
 - ▶ 323 - Printing and related support activities
 - ▶ 324 - Petroleum and coal product manufacturing
 - ▶ 325 - Chemical manufacturing
 - ▶ 326 - Plastics and rubber products manufacturing
 - ▶ 327 - Non-metallic mineral product manufacturing
 - ▶ 331 - Primary metal manufacturing
 - ▶ 332 - Fabricated metal product manufacturing
 - ▶ 333 - Machinery manufacturing
 - ▶ 334 - Computer and electronic product manufacturing
 - ▶ 335 - Electrical equipment, appliance and component manufacturing
 - ▶ 336 - Transportation equipment manufacturing
 - ▶ 337 - Furniture and related product manufacturing
 - ▶ 339 - Miscellaneous manufacturing
- ▶ 48-49 - Transportation and warehousing
 - ▶ 481 - Air transportation
 - ▶ 482 - Rail transportation
 - ▶ 483 - Water transportation

- ▶ 484 - Truck transportation
- ▶ 485 - Transit and ground passenger transportation
- ▶ 486 - Pipeline transportation
- ▶ 487 - Scenic and sightseeing transportation
- ▶ 488 - Support activities for transportation
- ▶ 491 - Postal service
- ▶ 492 - Couriers and messengers
- ▶ 493 - Warehousing and storage
- ▶ 56 - Administrative and support, waste management and remediation services
 - ▶ 561 - Administrative and support services
 - ▶ 562 - Waste management and remediation services

RESOURCE EXTRACTION - 'DRIVER INDUSTRY' NAICS DEFINITION

This driver group contains some portion of employment related to the following (red text) industries (3-digit NAICS):

- ▶ 21 - Mining, quarrying, and oil and gas extraction
 - ▶ 211 - Oil and gas extraction
 - ▶ 212 - Mining and quarrying (except oil and gas)
 - ▶ 213 - Support activities for mining, and oil and gas extraction
- ▶ 23 - Construction
 - ▶ 236 - Construction of buildings
 - ▶ 237 - Heavy and civil engineering construction
 - ▶ 238 - Specialty trade contractors
- ▶ 31-33 - Manufacturing
 - ▶ 311 - Food manufacturing
 - ▶ 312 - Beverage and tobacco product manufacturing
 - ▶ 313 - Textile mills
 - ▶ 314 - Textile product mills
 - ▶ 315 - Clothing manufacturing
 - ▶ 316 - Leather and allied product manufacturing
 - ▶ 321 - Wood product manufacturing
 - ▶ 322 - Paper manufacturing
 - ▶ 323 - Printing and related support activities
 - ▶ 324 - Petroleum and coal product manufacturing
 - ▶ 325 - Chemical manufacturing
 - ▶ 326 - Plastics and rubber products manufacturing
 - ▶ 327 - Non-metallic mineral product manufacturing
 - ▶ 331 - Primary metal manufacturing
 - ▶ 332 - Fabricated metal product manufacturing
 - ▶ 333 - Machinery manufacturing
 - ▶ 334 - Computer and electronic product manufacturing
 - ▶ 335 - Electrical equipment, appliance and component manufacturing
 - ▶ 336 - Transportation equipment manufacturing
 - ▶ 337 - Furniture and related product manufacturing
 - ▶ 339 - Miscellaneous manufacturing
- ▶ 48-49 - Transportation and warehousing
 - ▶ 481 - Air transportation
 - ▶ 482 - Rail transportation
 - ▶ 483 - Water transportation
 - ▶ 484 - Truck transportation

- ▶ 485 - Transit and ground passenger transportation
- ▶ 486 - Pipeline transportation
- ▶ 487 - Scenic and sightseeing transportation
- ▶ 488 - Support activities for transportation
- ▶ 491 - Postal service
- ▶ 492 - Couriers and messengers
- ▶ 493 - Warehousing and storage
- ▶ 56 - Administrative and support, waste management and remediation services
 - ▶ 561 - Administrative and support services
 - ▶ 562 - Waste management and remediation services

URBAN GROWTH - 'DRIVER INDUSTRY' NAICS DEFINITION

This driver group contains some portion of employment related to the following (red text) industries (3-digit NAICS):

- ▶ 44-45 - Retail trade
 - ▶ 441 - Motor vehicle and parts dealers
 - ▶ 442 - Furniture and home furnishings stores
 - ▶ 443 - Electronics and appliance stores
 - ▶ 444 - Building material and garden equipment and supplies dealers
 - ▶ 445 - Food and beverage stores
 - ▶ 446 - Health and personal care stores
 - ▶ 447 - Gasoline stations
 - ▶ 448 - Clothing and clothing accessories stores
 - ▶ 451 - Sporting goods, hobby, book and music stores
 - ▶ 452 - General merchandise stores
 - ▶ 453 - Miscellaneous store retailers
 - ▶ 454 - Non-store retailers
- ▶ 53 - Real estate and rental and leasing
 - ▶ 531 - Real estate
 - ▶ 532 - Rental and leasing services
 - ▶ 533 - Lessors of non-financial intangible assets (except copyrighted works)

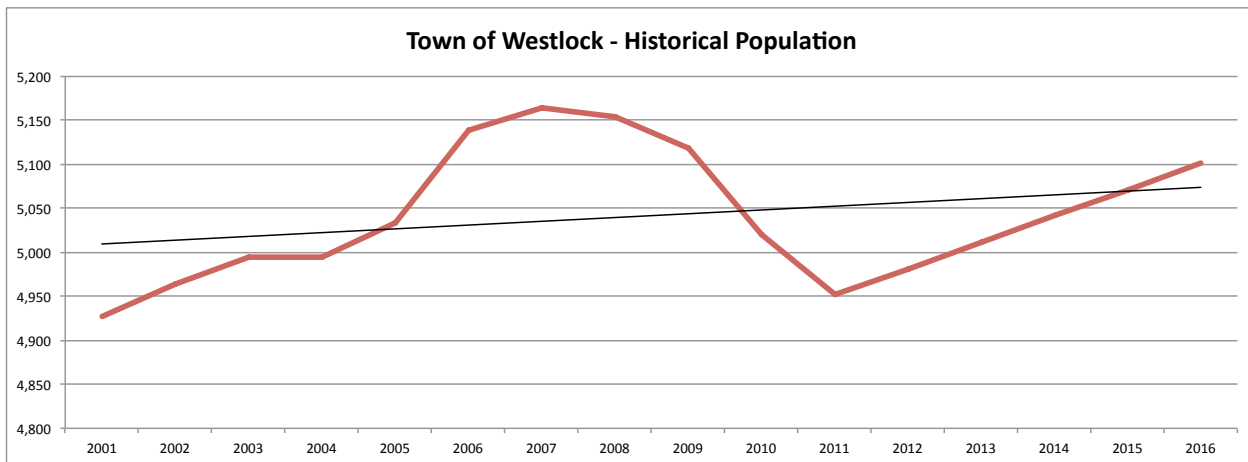
Appendix B

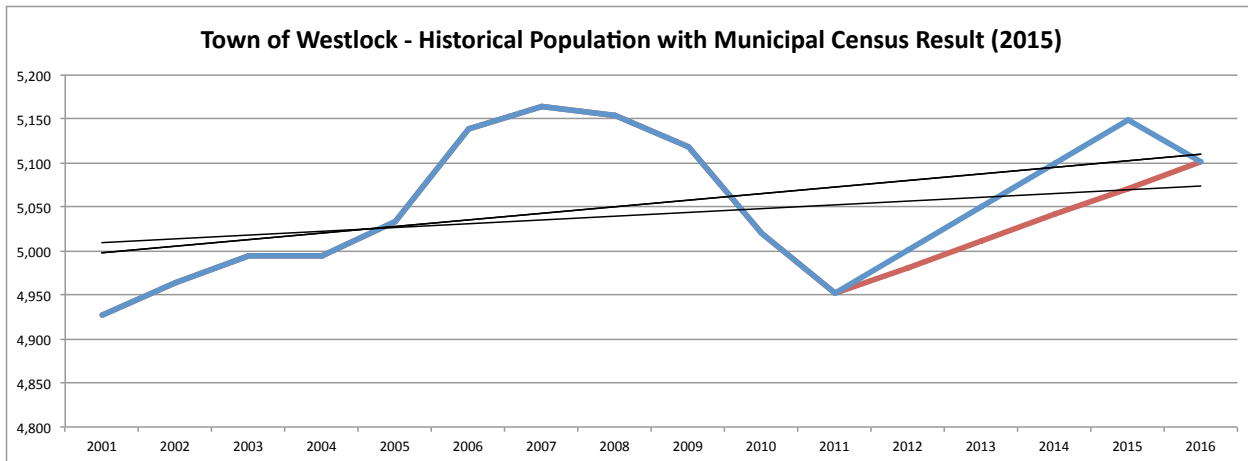
While this analysis does consider how population, employment and economic growth have changed historically over time, forecasts are not based on historical trends. The forecasts are based on expectations regarding the future. In this report, assumptions regarding future growth are outlined. The historic data is important, does not determine expectations of the future.

In reviewing the Town of Westlock's 2015 municipal census, it is noted that there was a decrease in the Town's population as reported in the municipal census and the Federal census population reported for 2016. A change in population/employment, in a specific year, while interesting and worthy of consideration in a longer-range forecast, does not provide significant information in and of itself, to project the future.

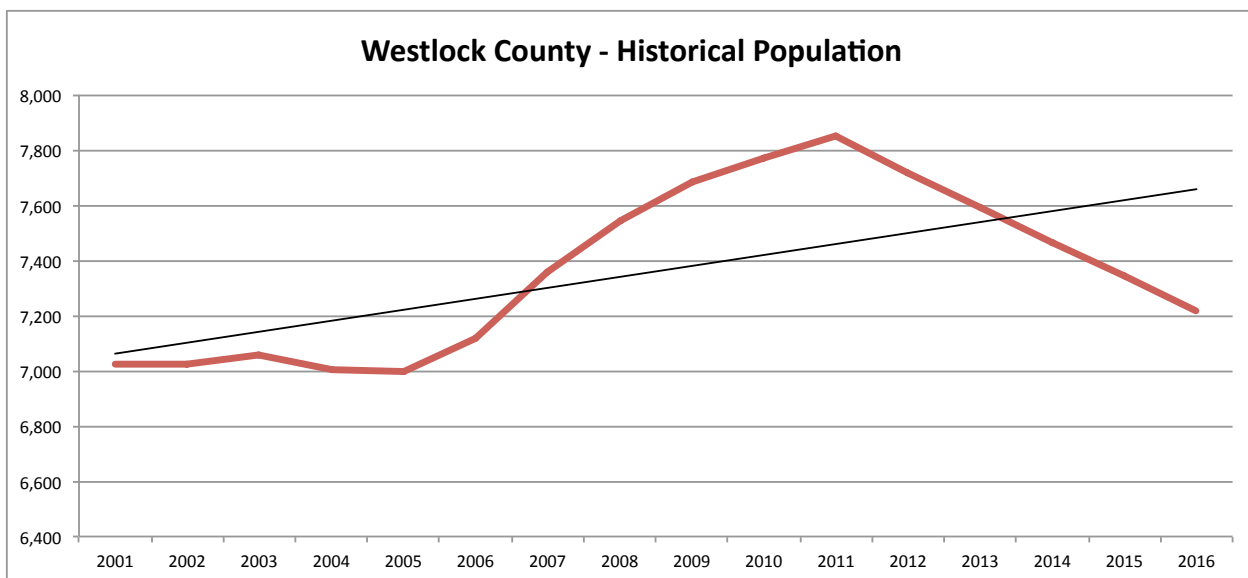
Population in the Town of Westlock and Westlock County has both increased and declined over the last 15 years. While growth is projected to be smooth and consistent over the 20 year forecast, it is not anticipated that growth will actually occur in this way. There will likely be cycles of faster/slower growth relative to that which is projected, and likely some years of decline. This analysis does not attempt to model these growth cycles.

As background, some historical context (2001-16) of population growth for both the Town and County is provided below. Note that the historical population growth of the Town, both with and without the 2015 municipal census figure show a gradual overall increase in population over the historical period analyzed. This trend is slightly higher when the 2015 municipal census information is included in the analysis. It is also noted that there are increase and decreases in the population.

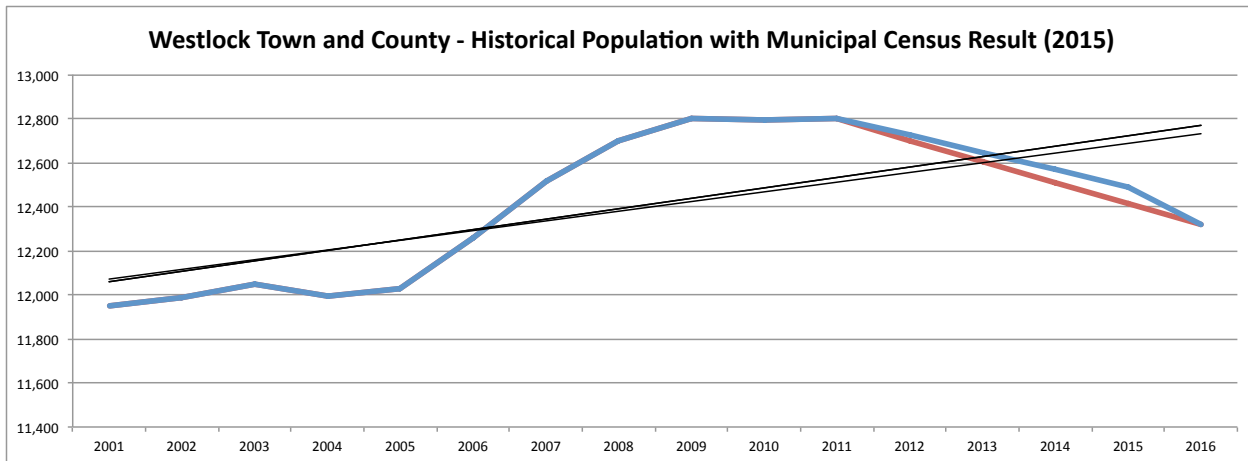




A similar historical pattern of population growth is exhibited for the County. As with the Town, there are increases and decreases, but the overall trend is a slight increase in population over the historical period.



Combining the historical population of both the Town and County provides the following chart. Overall, the historical pattern demonstrates a slight increase in overall population, with some increases and decreases over the historical period.



This analysis has used data from Alberta Treasury Board and Finance to estimate base year (2017) population in each geography, in estimating population changes relative to 2016. Census Division 13 includes the Westlock Subregion and these broader forecasts prepared by the province provide an indication as to how population growth may occur for the region. These projections were used as the basis for estimating population growth over the 2016-17 period for the Town, County and Village in our analysis.

