



**TOWN OF PINCHER CREEK COUNCIL
MEETING AGENDA
Monday, February 12, 2024 at 6:00 p.m.
Council Chambers, Town Hall
Zoom Link**

1. Call to Order

2. Scheduled Public Hearing

2.1 Land Use Bylaw Amendment 1547-AS (Page 2)

3. Agenda Approval

4. Scheduled Delegations

4.1 Allied Arts – Stacey McRae

4.2 STARS – Glenda Farnden (Page 15)

5. Adoption of Minutes

5.1 Minutes of the Regular Meeting of Council held on January 22, 2024 (Page 40)

5.2 Minutes of the Special Meeting of Council held on January 29, 2024 (Page 46)

5.3 Minutes of the Joint Council Meeting held on January 30, 2024 (Page 48)

5.4 Minutes of the Committee of the Whole held on February 7, 2024 (Page 51)

6. Business Arising from the Minutes

6.1 Lebel Mansion Historical Status and Window Project (Page 56)

6.2 Community Hall Request Letter (Page 69)

6.3 Bloom Session Follow Up (Page 73)

6.4 Deputy DEMs Budget (Page 204)

7. Bylaws

8. New Business

8.1 Council Resolution Spreadsheets (Page 209)

9. Council Reports

9.1 Upcoming Committee Meetings and Events

10. Administration

10.1 Distribution List (Page 245)

10.2 Operations Fourth Quarter Report (Page 308)

11. Closed Session Discussion

11.1 Development Agreement for Plan 1728F, Lot 14 – FOIP S.16&24

12. Notice of Motion

13. Adjournment

The next Regular Council Meeting is scheduled for February 26, 2024 AT 6:00 p.m.

AGENDA
PUBLIC HEARING FOR BYLAW No. 1547-AS

Item No. 2.1

COUNCIL CHAMBERS, TOWN HALL
6:00 P.M. MONDAY, February 12th, 2024

1. **Call to Order - Public Hearing for Bylaw No. 1547 - AS** (The Mayor).
2. **Adoption of the Agenda** – (Mayor).
3. **Purpose of Public Hearing** -- (Mayor).
The purpose of the public hearing is to present Bylaw No. 1547-AS, to re-designate the lands located at 655 & 659 Main Street, and 656 Charlotte Street, and legally described as Lot 13, Plan 552LK & Lot 103, Plan 460B from “Transitional Commercial – C4” to “Direct Control – DC”; and Lot 14, Plan 552LK & Lot 102, Plan 552LK from “Downtown /Retail Commercial – C1” to “Direct Control – DC”
4. **Confirmation of Notice** -- (Asked for by The Mayor and replied by the CAO).
The Notice of Public Hearing was advertised in the January 24th and 31st, 2024 editions of the local weekly newspaper the Shootin’ the Breeze.
5. **Report from Oldman River Regional Services Commission Senior Planner** (MEMO) -- (Asked for by The Mayor). (Read by the CAO/Senior Planner)
6. **Report from the Town’s Management Staff** (Development Services Report) -- (Asked for by The Mayor). (Read by the CAO)
7. **Written Submissions** -- (Asked for by The Mayor – Reply by the CAO)
No written submissions received as of 12:00 Noon, February 7, 2024.
(Read by the CAO)
8. **Persons Wishing to be Heard** -- (Asked for by The Mayor - Reply by the CAO)
Andre VanZandwijk – 648 and 622 Main Street – has indicated his wish to be heard on January 18, 2024.
No other persons indicated their wish to be heard as of 12:00 Noon, February 7, 2024.
9. (The Mayor to ask ---- are there any persons wishing to be heard) (First time)
In the event that there are person(s) wishing to be heard, The Mayor will request the following resolution of Council: That Council for the Town of Pincher Creek approves the presentation of the following at the Public Hearing for Bylaw No. 1547-AS:
- John Doe of 123 Main Street etc. (State Your Name and Address)

(The Mayor to ask ---- are there any persons wishing to be heard) (Second time)
(The Mayor to ask ---- are there any persons wishing to be heard) (Third and final time)
10. **Closure of Public Hearing** -- (The Mayor thanks the public for their participation).
The Mayor – **Call for motion declaring the Public Hearing adjourned.**

Bylaw No. 1547-AS will be presented to Council for consideration of second, third and final reading at the regular Council meeting on February 26, 2024.

**TOWN OF PINCHER CREEK
BYLAW NO. 1547-AS**

BEING a bylaw of the Town of Pincher Creek in the Province of Alberta, to amend Bylaw No. 1547, being the municipal Land Use Bylaw;

WHEREAS the Council of the Town of Pincher Creek wishes to provide a means whereby Council may regulate and control the use, development or subdivision on a lands within its corporate limits to allow for higher to medium-density housing and potential mixed-use commercial development as a secondary use in a form acceptable to Council, while also allowing development that conforms to Council's goals of supporting the viability of downtown through a mix of innovative housing, affordable housing, retail use, and professional or business services with multi-unit housing development being the main priority with the district regulations as outlined in Schedule B of the amending bylaw.

AND WHEREAS the purpose of proposed Bylaw No. 1547-AS is to redesignate the following lands:

- Lot 14, Plan 552LK** – (current address 656 Charlotte Street)
- Lot 13, Plan 552LK** - (current address 655 Main Street)
- Lot 103, Plan 460B** - (current address 659 Main Street)
- Lot 102, Plan 552LK** - (current address 659 Main Street)

from "Downtown/Retail Commercial – C1" and "Transitional Commercial – C4" to "Direct Control" accommodate the said use;

AND WHEREAS the said lands are shown on the map in Schedule A attached hereto;

AND WHEREAS the municipality must prepare a corresponding bylaw and provide for its consideration at a public hearing;

NOW THEREFORE, under the authority and subject to the provisions of the Municipal Government Act, Revised Statutes of Alberta 2000, Chapter M-26, as amended, the Council of the Town of Pincher Creek in the Province of Alberta duly assembled does hereby enact the following:

1. Lands legally described as

- Lot 14, Plan 552LK** – (current address 656 Charlotte Street)
- Lot 102, Plan 552LK** - (current address 659 Main Street)

from "Downtown/Retail Commercial – C1" to "Direct Control" as shown on the map in Schedule A.

2. Lands legally described as

- Lot 13, Plan 552LK** - (current address 655 Main Street)
- Lot 103, Plan 460B** - (current address 659 Main Street)

From "Transitional Commercial – C4" to "Direct Control" as shown on the map in Schedule A.

3. The Direct Control district as provided for in the attached Schedule B is hereby adopted for the aforementioned lands.

4. Bylaw No. 1547, being the municipal Land Use Bylaw, is hereby amended.

5. The land use district map shall be amended to reflect this change.

6. This bylaw shall come into effect upon third and final reading hereof.

READ a **first** time this 8th day of January, 2024.

Mayor – Don Anderberg

Chief Administrative Officer – Doug Henderson

READ a **second** time this 26th day of February, 2024.

Mayor – Don Anderberg

Chief Administrative Officer – Doug Henderson

READ a **third** time and finally passed this 26th day of February, 2024.

Mayor – Don Anderberg

Chief Administrative Officer – Doug Henderson



LAND USE DISTRICT REDESIGNATION SCHEDULE 'A'

LOTS 14 & 102, PLAN 552LK



FROM: Downtown/Retail Commercial C-1
TO: Direct Control DC

LOT 13, PLAN 552LK AND 103, PLAN 460B



FROM: Transitional Commercial C-4
TO: Direct Control DC

WITHIN SE 1/4 SEC 22, TWP 6, RGE 30, W 4 M

MUNICIPALITY: TOWN OF PINCHER CREEK

DATE: JULY 25, 2023

Bylaw #: _____

Date: _____

MAP PREPARED BY:

OLDMAN RIVER REGIONAL SERVICES COMMISSION
3105 16th AVENUE NORTH, LETHBRIDGE, ALBERTA T1H 5E8
TEL. 403-329-1344

"NOT RESPONSIBLE FOR ERRORS OR OMISSIONS"



SCHEDULE 'B'

DIRECT CONTROL – DC BYLAW NO. 1547-AS

INTENT: To provide a means whereby Council may regulate and control the use, development, or subdivision on a site-specific basis to the following lands:

Lot 14, Plan 552LK – (current address 656 Charlotte Street)

Lot 13, Plan 552LK - (current address 655 Main Street)

Lot 103, Plan 460B - (current address 659 Main Street)

Lot 102, Plan 552LK - (current address 659 Main Street)

as shown on Schedule 'A', for the purposes of allowing opportunity for higher to medium-density housing and potential mixed-use commercial development as a secondary use in a form acceptable to Council, while also allowing development that conforms to Council's goals of supporting the viability of downtown through a mix of innovative housing, affordable housing, retail use, and professional or business services with multi-unit housing development being the main priority.

The development allowed is based on plans as approved by Council in consideration of the constraints of the site, compatibility with adjacent public, institutional, and commercial land uses, and on the basis the development must align with Council's vision and goals for the development of the site and the downtown area in general.

1. DEVELOPMENT CONTROL REGULATIONS

While this bylaw is in effect the following development control regulations shall apply and no development other than that prescribed for the following lots shall be undertaken unless otherwise approved by Council:

- (1) Lot 103, Plan 460B and Lot 102, Plan 552LK - The existing two-storey building (former RCMP office) constructed in 1970 can be renovated to accommodate the uses authorized by Council or may be demolished if more residential housing units can be provided than what the current building may be retrofitted for.
- (2) Lot 13, Plan 552LK and Lot 14, Plan 552LK - The land uses, buildings and structures as stipulated in Section 2, Permitted and Discretionary Uses, or as otherwise authorized by Council, may be considered in accordance with this bylaw. These may be considered in conjunction with a comprehensive development and site plan designed in combination with the existing 1970 two-storey building (situated on Lot 103, Plan 460B and Lot 102, Plan 552LK) as part of a multifaceted parcel development, or part of a larger site development if the existing building is removed.
- (3) Any of the land uses, buildings and structures as outlined in Section 2, Permitted and Discretionary Uses, or as otherwise authorized by Council may be considered in accordance with this bylaw and shall be approved by Council unless otherwise subdelegated.
- (4) Demolition of the existing two-storey building constructed in 1970 located on Lot 103, Plan 460B and Lot 102, Plan 552LK shall require Council's approval.
- (5) As the main purpose is to provide for higher to medium-density housing, the discretionary uses such as retail, offices, financial institutions, medical and dental clinics, and personal services are to be minor secondary uses and are to only occur in combination with residential use or as a

mixed-use development and should not exceed 30% of the gross floor area or building space unless otherwise authorized by Council.

2. PERMITTED AND DISCRETIONARY USES

Only those uses associated with the development of the lands as approved by Council and that are deemed by Council to meet the intent of the Direct Control bylaw are to be allowed.

In addition to those prescribed below, any use Council considers suitable may be considered and approved by Council.

PERMITTED USES

Accessory structures
Signs (in accordance with Schedule 5)
Solar collectors individual, roof-mount or wall mount, (see Schedule 4)

PROHIBITED USES

- ◆ *No change of use or conversion of residential units to other uses without Council approval.*

Any use which is not listed as either a Permitted or Discretionary Use or not otherwise authorized by Council is a Prohibited Use.

Note: Minor secondary use means it is not the principal or main use of the lot or building and is incidental to the principal use.

DISCRETIONARY USES

Accessory buildings
Accessory uses
Boarding Houses
Cluster housing
Financial institutions (as a minor secondary use)
Medical and dental clinics (as a minor secondary use)
Mixed-use: Commercial with residential
Multi-unit residential dwellings:

- Apartment buildings
- Fourplexes
- Five or more unit dwellings

Multi-unit residential additions
Offices (as a minor secondary use)
Parking Lot (as a minor secondary use)
Personal Services (as a minor secondary use)
Retail stores (as a minor secondary use)
Short term rentals Type 1 (as a minor secondary use)

3. MINIMUM LOT SIZE

The minimum lot size shall be as the existing lot titles for Lot 13, Plan 552LK; Lot 14, Plan 552LK; Lot 102, Plan 552LK and Lot 103, Plan 460B, or **0.06 ha (0.14 acres)**, unless otherwise approved by Council.

Depending on the development proposal and if it will include on or more of the adjacent Direct Control lots, Council may require the individual lot titles involved in the proposal to be consolidated together as one title.

4. MINIMUM YARD SETBACK REQUIRMENTS

As authorized by Council.

5. DENSITY AND SITE COVERAGE

- (1) The minimum number of dwelling units shall be 64 units per ha (or 4 units per 606 m²), unless Council specifies or approves otherwise. Council may require a higher density based on the proposal and type of multi-unit residential dwelling.
- (2) The maximum number of dwelling units or other buildings on the parcel, and the maximum parcel site coverage, is as authorized by Council.
- (3) The minimum floor area of any individual dwelling unit shall be: 46.5 m² (500 sq. ft.)

6. ACCESSORY BUILDINGS AND STRUCTURES

- (1) Any accessory buildings or structures shall not be located in a front yard or in an easement or utility right-of-way.
- (2) An accessory building or structure shall only be constructed after or in conjunction with an approved principal use or building on the parcel.

7. STANDARDS OF DEVELOPMENT

- (1) Any development standards as Council, being the Development Authority, considers necessary having regard to but not bound by [Schedule 4](#) of the land use bylaw.
- (2) **Parking** must be provided as required by Council and delineated on site, with Council having regard to, but not bound by, the parking standards of the Land Use Bylaw outlined in [Schedule 9](#).
- (3) **Building Height** – The maximum building height of principal or accessory buildings or structures shall be as authorized by Council.
- (4) **Amenity Space** - The type, size, and number of indoor or outdoor amenity space or areas (e.g., balconies, recreation rooms, patios, yards, etc.) for residential uses must be provided as required by Council.
- (5) Council, may request the following standards and requirements be applied for any development permit application or approval in this district:
 - (a) **Site, Layout, and Grading Plan** – that shows the property dimensions, building size and locations (setbacks), outdoor storage areas, parking areas, utility easements, elevations, and servicing areas.
 - (b) **Landscaping Plan** – that shows the front yard landscaping and any fencing (height and type) on the property.
 - (c) **Stormwater Drainage Plan** – prepared by a qualified engineer to address runoff and storm water management of the entire site as it relates to the development proposal and neighbouring lots. An engineered stormwater management plan shall be provided to the specifications of the town’s Municipal Operations department who shall advise Council on the suitability of the storm water plan submitted.
 - (d) **Refuse or Garbage** – shall be located and kept in a municipally approved waste receptacle container as per the Town of Pincher Creek Garbage Utility bylaw.
 - (e) **Servicing** – the developer shall be responsible for ensuring all required municipal servicing is provided for the development, including water, sewage, and drainage.

- (a) Shallow utilities (e.g., gas, electricity, fibre optics, phone) as required shall also be provided by the developer to the municipality's or utility agencies' standards.
- (b) Any utility right-of-ways or access easements as required shall be provided by the developer to the satisfaction of the Town of Pincher Creek.
- (f) **Development Agreement** – the developer shall enter into a development agreement with the Town of Pincher Creek to satisfy any servicing requirements or standards as stipulated by the Town when required to do so by Council. All servicing and maintenance of the site shall be the responsibility of the owner which is to be stipulated in the development agreement as deemed necessary.
- (g) **Site Plan Conformity** – If Council has requested a site plan be provided, the development may only proceed in accordance with overall conformity to an associated site plan as approved by town Council.

8. SIGNS

Only those signs associated with the formal name of a housing development, business name, addressing, or directional signage as Council, or the Development Officer acting as the Development Authority, considers necessary and compatible, having regard to [Schedule 5](#).

9. APPLICATION PROCESSING PROCEDURE

- (1) All submitted development permit applications shall be made to the Development Officer who shall refer them to Council as stipulated unless the use has been delegated to the Development Officer to make a decision.
- (2) Before Council, or the Development Officer acting as the Development Authority as assigned by Council, considers an application for a use in the Direct Control district, they shall:
 - (a) cause notice to be issued by the Development Officer in accordance with [Section 21](#) of the land use bylaw; and
 - (b) hear any persons who claim to be affected by a decision on the application.
- (3) As part of the development application review process, the application shall be circulated to municipal administration and planning staff to provide input and recommendations to Council on any proposal.
- (4) Council, or the Development Officer acting as the Development Authority as authorized, may then approve the application with or without conditions, or refuse the application.
- (5) Council delegates to the Development Officer the duty to issue a refusal notice or a municipal development permit approval on Council's behalf with any conditions as imposed by Council.

10. OTHER APPLICATION REQUIREMENTS (AS MAY BE REQUIRED BY COUNCIL)

Prior to decision being made upon receipt of a development application proposal, Council may request any information, plans or studies be provided that it determines are necessary to make an informed decision on the application in addition to what is outlined in section 7 of this bylaw.

11. SUBDIVISION

- (1) Notwithstanding the provisions of this bylaw, subdivision is limited to the form of the four existing titles, each 0.06 ha (0.14 acres) in size, unless Council otherwise grants permission for lots to be further subdivided or for building condominium unit titles to be created.
- (2) If Council required the lots to be consolidated together as one title as part of an approval for a Development Permit application, then subdivision of the lots (or title separation) is not permitted, with the exception of building condominium unit titles being created.
- (3) The Municipal Development and Subdivision Authority, acting in the capacity of the Subdivision Authority, shall make decisions on subdivision applications in accordance with the Direct Control bylaw and as directed by Council.

12. DELEGATION OF AUTHORITY

- (1) Council shall be the Development Authority to decide on development permit applications for the discretionary uses or application for waivers of development standards. Council may also choose to decide on development permit applications for permitted uses.
- (2) Council delegates to the Development Officer, pursuant to section 641(3) of the Municipal Government Act, to act as the Development Authority and receive and decide upon development permit applications for permitted uses, provided they conform to the standards of the bylaw and any direction given by Council.

13. APPROVAL PROCEDURE

- (1) Before consideration of a development permit application for a proposal requiring waivers or discretionary use on the subject property, Council shall:
 - (a) cause a notice to be issued by the Development Officer to any person likely to be affected;
 - (b) ensure that the notice contains the date and time that Council will hear the application for discretionary uses or application for waivers of development standards;
 - (c) hear any person that claims to be affected by the decision on the application.
 - (d) Council may then approve the development application with or without conditions or refuse the application with reasons.
- (2) Where Council has decided on a development permit application, the Development Officer acting on behalf of Council, shall cause a notice of the decision to be issued to the applicant and those persons likely to be affected who were originally notified of the application, and post a copy of the decision in the lobby of the town office or be published online on the Town's website or in an online news-site for the community.
- (3) Where the Development Officer as the Development Authority has been delegated the authority to decide upon development permit applications for permitted uses and has done so, then immediately upon issuance of the development permit the Development Officer shall cause a notice of the decision to be issued to the applicant and post a notice to be published online on the Town's website or in an online news-site for the community stating the location of the property for which the application has been made and the use approved.

14. APPEAL PROCEDURE

- (1) Pursuant to section 685(4)(a) to the Municipal Government Act, if a decision with respect to a development permit application is made by Council, there is no appeal to the Subdivision and Development Appeal Board.
- (2) If the Development Officer has been delegated the authority to decide upon development permit application as the Development Authority, then the appeal to the Subdivision and Development Appeal Board is limited to whether the Development Officer followed the direction of Council.

Memo

To: Mayor and Council - Town of Pincher Creek
Cc: Angie Lucas, CAO - Town of Pincher Creek
Lisa Goss, Legislative Services Manager - Town of Pincher Creek
From: Steve Harty – ORRSC Senior Planner **Date:** 2023-12-13
Re: Bylaw Amendment No. 1547-AS (Direct Control districting for former RCMP property)

Overview

Council gave direction for the Town owned old RCMP building and property to be designated to Direct Control (DC) as Council has some specific ideas of what development they desire to see occur on the property proposed for sale. After an overview with Council to outline how Direct Control works, a draft DC bylaw was prepared for review to frame Council's vision for the property. After input and discussion with Council to focus in on some of the details, an updated draft was presented to Committee of the Whole on November 1, 2023, with Council recommending the amendment be presented for first reading.

Summary of Direct Control Bylaw

- As a recap, Section 641(1) of the MGA stipulates that the Council of a municipality, if it wishes to exercise particular control over the use and development of land or buildings within an area of the municipality, may in its land use bylaw designate it as a *Direct Control district*. This is achieved through a bylaw amendment with a public hearing process. A Direct Control district is referred to as a *site specific redistricting* that creates certain standards and uses for a specified parcel of land.
- The final presented draft DC bylaw outlines Councils' development objectives for the property. The detailed DC bylaw also acts as a process guide for the public or those unfamiliar with how a DC district works (such as the approval & notification process or appeal process).
- The DC bylaw gives potential developers or purchasers some direction as to what the main intent and use of the land should be in submitting proposals to Council. The stated purpose of the DC district is to:
"Allow higher to medium-density housing and potential mixed-use commercial development as a secondary use in a form acceptable to Council, that conforms to Council's goals of supporting the viability of downtown through a mix of innovative and affordable housing, retail use, and professional or business services with multi-unit housing development being the main priority."
- A detailed DC district bylaw can help make future Council members, town administration, developers, public, etc., aware of what the intent of designating the land to DC was if many years pass before land development actually happens or if it is occurring in phases.
- A detailed DC bylaw with a stated purpose can also help give the public, and especially adjacent landowners, some insight of what may or may not occur on the land from the start (what Council may be agreeable to). This may help the public or area landowners determine whether they want to present

to Council or not at the time of the DC designation as there is no appeal avenue for a Council decision in a Direct Control district.

- Council, in the bylaw, may specify permitted and/or discretionary uses or any prohibited uses, which has been done with Bylaw No. 1547-AS. However, Council still has the full direction to make whatever decision they choose in a DC district, they are not bound by the land use “guide” (the words ‘may consider’ or ‘should’ are used and if it is a ‘shall’ it is associated with the clause of ‘unless otherwise authorized by Council’).
- Some of the main development requirements of the presented DC district bylaw include the following:
 - The main purpose is to provide for higher to medium-density housing and the discretionary uses such as retail, offices, financial institutions, medical and dental clinics, and personal services are to be minor secondary uses and are to only occur in combination with residential use or as a mixed-use development and should not exceed 30% of the gross floor area or building space unless otherwise authorized by Council. For example, you could have retail or office use on a lower floor and residential use on multiple upper floors of a building.
 - The existing two-storey building (former RCMP office) constructed in 1970 can be renovated to accommodate the uses authorized by Council or may be demolished if more residential housing units can be provided.
 - Unless Council specifies or approves otherwise, the minimum number of dwelling units shall be 64 units per ha (or 4 units per 606 m²).
 - The maximum number of dwelling units or other buildings on the parcel, and the maximum parcel site coverage, is as authorized by Council (i.e., full discretion).
- Direct Control gives Council the authority to decide on a development permit application and it can review each application on its own merits. Council will act in the role of being the authority to approve discretionary uses, undefined uses, or application for waivers of specified development standards.

The power conferred in section 641 of the MGA to exercise Direct Control delegates a very substantial degree of discretion to Council. Although the DC bylaw sets out some development standards, it must be emphasized that Council still has the full direction to make whatever decision they choose in the DC district.

Hope this information is of assistance to Council to adopt the bylaw as presented.

Town of Pincher Creek

February 12, 2024

Development Services Report

Land Use Bylaw Amendment - Bylaw No. 1547-AS

Referral comments from management staff are as follows:

ORRSC – Senior Planner

See Attached

Operational Services

No comments at the time of writing

Fire/Emergency Services

No comments at the time of writing

INSIDE THIS ISSUE:

- New leadership at STARS
- Road crew worker saved by STARS
- Unprecedented response to Manitoba highway tragedy

Carla Minogue
STARS Very Important Patient



HORIZONS

We provide critical care, **anywhere.**

New leadership at STARS focused on ensuring stability and critical care, anywhere



In September, STARS saw a leadership transition which introduced the third-ever president and CEO. While a leadership change can often be a major shift for organizations, Katherine Emberly's initial priority is to ensure the crucial work continues of protecting the health and safety of communities across the Prairies.

In her first few months on the job, Katherine has been busy meeting with community members, government officials, business leaders and STARS allies to listen to their ideas and deepen our partnerships. At the same time, she's been diving into understanding more about STARS' medical care and clinical operations, shadowing our highly trained staff. These conversations and activities enable STARS leadership and allies to make sound decisions for the future of critical care.

"STARS is a people and community focused organization. Our first priority is to build relationships," said Katherine. "We want to get out and continue to build our reputation in the community, say 'thank you' to the people that support us and ensure that we've got their support and partnership moving forward."

Right now, Katherine is working with the leadership team on critical projects for the stability and long-term success of STARS. As part of that goal, she is aiming to ensure we continue to be an organization of choice for our many donors and partners. Having stable and reliable funding allows our team to focus on the important work of providing critical care, anywhere.

"No matter where you sit in the organization and no matter what your job, there's an overarching acknowledgement that it takes all of

us," said Katherine. "I am so honoured to come into this organization that has such a clear and impactful purpose."

Katherine's additional long-term goals for STARS include continuing to lead industry transformation, forging stronger connections with corporate partners and supporting the growth in innovation and technology.

Beyond her work leading STARS' critical care mission, Katherine serves on the boards of Alberta Blue Cross, Calgary Economic Development and Axis Connects. Through her passion for equity, inclusion, and diversity, Katherine continually finds ways to give all contributors a voice and ensure that doors are open for everyone who works alongside STARS. As a mother of two teen girls, Katherine is excited to use her leadership position to be an example to women and girls across Canada.

Groundbreaking blood protocol launches in Manitoba

“This program has saved the lives of countless individuals.”

— **Nichole Bandura**

LABORATORY SUPERVISOR FOR HEMATOLOGY/
TRANSFUSION MEDICINE, MANITOBA SHARED HEALTH



THE TECHNOLOGY

The field of critical care changes rapidly, so STARS must stay on the leading edge of new advances in technology and medicine that can lead to better outcomes for our patients. One of the most effective tools that STARS provides onboard is blood for critical patients. This summer, an innovative protocol that ensures patients have access to life-saving blood products while being cared for by STARS, was introduced in Manitoba.

The Massive Hemorrhage Protocol (MHP) was initiated in Manitoba on June 30, 2023. It provides access to two new products that can help stop bleeding – one to reverse anticoagulation and the other to help blood clots form.

The protocol was first introduced in Saskatchewan in 2022 and is being used regularly to care for patients in that province.

“I think it’s the first of its kind in Manitoba,” noted Jennifer Fosty, a STARS flight nurse who helped lead the implementation of the protocol in partnership with Manitoba Shared Health.

STARS crews have brought blood along on missions since 2013. Initially, STARS stocked two units of type O negative blood. O negative is known as the ‘universal blood type,’ as it’s safe to be given to anyone – particularly helpful in a traumatic situation when a patient urgently needs blood and their blood type is unknown. Based on need, STARS increased onboard blood supply to four units in 2019.

The blood is carried in temperature-controlled coolers, and if it’s not used within 72 hours it’s placed back in the blood supply to avoid any wastage. STARS then receives fresh blood for the crew to use on the next patient who needs it.

STARS works closely with Manitoba Shared Health’s Blood Bank at Winnipeg’s Health Sciences Centre to ensure the MHP products are always on hand. The Blood Bank supplies STARS with MHP packages several times per week.

“If any products are used on a patient during transport, the Blood Bank is notified and quickly replenishes stock in order to have another MHP package in our hands, so that we’re ready for the next patient who may need it,” added Fosty.

It is another example of how STARS is a trusted partner in the delivery of critical care.

“STARS and the Blood Bank operate cohesively to ensure trauma patients are treated in a timely manner,” explained Nichole Bandura, laboratory supervisor for Hematology/Transfusion Medicine with Manitoba Shared Health. “STARS effectively communicates with the Blood Bank so both parties are prepared for the needs of incoming trauma patients. The rapid response of both STARS and the Blood Bank ensures the best care is provided to the patient.”

The partnership between STARS and the Blood Bank, driven by a spirit of innovation and a passion for finding

new ways to save lives, has made a real difference for patients.

“It is so important for critical patients to have access to blood products during pre-hospital transport,” said STARS’ Fosty. “The Massive Hemorrhage Protocol will definitely improve patient outcomes.”

“Having an organized plan of action and effective communications skills makes STARS and the Blood Bank a successful team,” added Manitoba Shared Health’s Bandura. “This program has saved the lives of countless individuals, ensuring the healthcare needs are met for Manitobans in some of the most traumatic situations.”

Stan Grad 1944 – 2023



One of STARS’ supporters and advocates, Stan Grad, passed away at the age of 78. Stan was a passionate ally and philanthropist who wholeheartedly supported STARS’ lifesaving mission. His fervent passion and dedication are key reasons for STARS becoming what it is today.

“I just want to say thank you to the sponsors and the donors and the partners for supporting STARS and supporting people like me.”

— Carla Minogue, STARS VERY IMPORTANT PATIENT

Road crew worker saved by STARS

City road crews are essential to navigable communities, but working right next to oncoming traffic comes with serious risks, as Carla Minogue knows all too well.

In May 2004, she was working as the designated traffic flagger for a road crew repairing a section of the Trans-Canada Highway in a rural community.

“I was holding the sign that said slow or stopping people if they needed to be stopped,” said Carla. “It was the end of the day, and I was picking up cones and putting them into the truck ahead of me and a car came out of the lane that was still open on the highway and hit me from behind. It then rear-ended the truck that was parked in front of me. I was somewhere in the mess of vehicles, and nobody really knew what to expect when they came to see me.”





THE CARE



THE PEOPLE



THE RESPONSE



THE TECHNOLOGY

As her crew members rushed to remove her from the wreckage, a call was placed to 911 who alerted STARS Emergency Link Centre that an air medical crew was needed.

"I remember being on the highway, on the pavement and hearing that STARS was coming and we were just waiting for the helicopter to arrive," said Carla.

"Highway landings are a common procedure for STARS crews, but you have to be careful because no landing is the same. There are a multitude of hazards whether its weather, visibility, wires, trees, or the condition of the landing area," said Greg Curtis, the STARS pilot who flew the helicopter on Carla's mission. "Doing it successfully is only possible through following our strong standard operating procedures and with flight crew being in constant communication with first responders on the ground. I'm glad we were able to be there for Carla."

Carla's injuries were life-threatening, with extensive injuries throughout her body.

"I broke two areas of my back, T five and six, which was a pretty serious break, and I had to have surgery. I have rods beside my spine now, holding it upright. I had a cracked pelvis and a broken foot and some damage to my knee, broken ribs, crazy bruises everywhere and probably a concussion of some sort from the impact. The impact was really strong, so strong that it blew my tied-up steel-toed boots right off my feet. They were found in the ditch later."

When severe spinal injuries occur, the smoother transit that a STARS'

helicopter provides is critical for the recovery of the patient, as a bumpy transit on the road can worsen the injury. In Carla's situation, the highway was shut down by local first responders so that STARS could land directly at the site of the incident, load Carla into the helicopter, and take her to a trauma centre.

By the time the helicopter arrived, paramedics on the ground had stabilized Carla's spine for transit, and the STARS crew was able to provide a smooth transit and essential critical care enroute to a major hospital. This collaborative approach prevented further injury and ensured that with the assistance of her medical team, once she recovered, she could walk on her own again.

Specific to spinal injury, the STARS Critical Care Medical Control Protocols have been developed to guide air medical crews on how to manage and transport potential spinal-injured patients. This includes how to immobilize and protect a potentially unstable spinal cord injury from any further damage during transport. The protocol has been developed and guided by nationally-accepted evidence.

"STARS uses evidence, accepted international guidelines, and a committee of physicians and researchers to develop evidence-based, best practice protocols for the treatment of spinal injuries," said Justin Mazzolini, STARS' Critical Care Medical Control Protocols lead. "Often patients with spinal injuries have associated traumatic injuries, so in addition to caring for the spinal injury, multiple treatments and protocols

may be employed by air medical crews to stabilize blood pressure, ensure adequate oxygenation and ventilation and rapidly transport patients to tertiary care."

Despite her successful recovery, Carla continues to deal with the lingering impact of her injuries. However, she is grateful for the impact that STARS has had on her life.

"I remember thinking, oh no, this must be really bad," said Carla. "But at the same time, having some reassurance knowing that I was going to be in the best hands, in the best care. I was very close to being paralyzed," said Carla. "I'm very grateful to STARS for taking such good care of me to keep me walking."

"I got to meet Carla 19 years after her accident," said Greg Curtis. "Getting to connect with her was one of the most meaningful visits of my entire career. It really was a treat to meet her."

Since her accident, Carla and her family have become even more involved with STARS, including volunteering their time to raise funds for STARS' critical care mission and spreading awareness of STARS' essential work.

"I just want to say thank you to the sponsors and the donors and the partners for supporting STARS and supporting people like me," said Carla. "Because without you, lots of us may not be here or maybe looking and feeling a lot differently than we are today, so thank you."



Municipal Hail Insurance understands the value and importance of planning for unforeseeable events in the future. Because of Municipal Hail Insurance's support for STARS, we can reach the next patient with an unforeseeable critical care emergency within Western Canada for generations to come. Since 2016, Municipal Hail Insurance has helped STARS to use any transportation and tools necessary to reach patients and deliver the care that can save lives.

Working together to save lives

STARS joins partners in unprecedented response to Manitoba highway tragedy



THE CARE



THE PEOPLE



THE RESPONSE



THE TECHNOLOGY



FIXED WING PREPARES TO DEPART FOR BRANDON



LOADING PATIENT INTO STAR-9 HELICOPTER



SASKATOON

SK

REGINA



Brandon
Staging Area



CARBERRY
Accident Scene

The morning of June 15 began like most others at the STARS Winnipeg base. The day crew started their shift at 7 a.m. and went through their daily checks to ensure they and their aircraft were ready for the next mission. Like many other days at the base, several off-duty crew members were also on hand taking part in the ongoing training that STARS regularly undertakes to keep their skills as sharp as possible.

Shortly before noon, however, a series of events would unfold that ensured that what started out as an average day would turn out to be one of the largest coordinated responses in STARS' history.

At approximately 11:35 a.m., a semi-truck collided with a passenger bus on a busy stretch of the Trans-Canada Highway near Carberry, Manitoba, roughly 170 kilometres west of Winnipeg. Given the amount of traffic that regularly travels through the area, local RCMP and first responders were notified almost immediately and were the first to arrive on scene.

Minutes after the collision occurred, a 911 operator alerted Manitoba's centralized dispatch centre – the Medical Transportation Coordination Centre (MTCC) – of the event. The MTCC immediately called STARS, alerting them of a potentially major event. This resulted in an automatic launch of STAR-7, the on-duty aircraft and flight crew in Winnipeg. They were in the air less than 12 minutes after the collision took place.

At the same time, numerous ground ambulances from the southwest region were also enroute to the scene.

Dr. Doug Martin, STARS medical director for Manitoba and a transport physician, was working that morning and was quickly pressed into action to help deploy and direct the aircraft and medical crew that would be required to transport a large number of patients.

Continued...



PATIENT TRANSPORT FROM STAGING AREA AT BRANDON AIRPORT

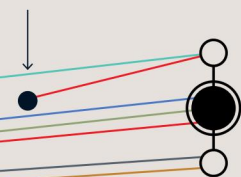


LOADING PATIENT INTO FIXED WING FOR TRANSPORT TO WINNIPEG



PATIENT HANDOFF FROM GROUND AMBULANCE TO STARS CREW

Portage la Prairie
One patient moved from Portage la Prairie



WINNIPEG
Critical patients transport to Health Sciences Centre

- STAR-7 (Winnipeg)
- STAR-9 (Regina)
- STAR-207 (FW/Winnipeg)
- STAR-208 (FW/Winnipeg)
- Lifeguard (FW/Saskatoon)
- Lifeguard (FW/Saskatoon)

Dr. Martin was one of four transport physicians on duty with STARS that morning. There was also a lead on-call transport physician and a second on-call transport physician overseeing STARS medical crew on the fixed-wing aircraft.

A fourth doctor, a senior resident in emergency medicine completing his very last month of training, was also with STARS that morning on an elective rotation.

“We very quickly determined that I was going to stay back and help coordinate the transport,” explained Dr. Martin. The lead on-call transport physician and the senior resident doctor at the STARS base would deploy to the scene by air, while the second on-duty transport physician would handle any medical transport calls coming from elsewhere in the province.

Dr. Martin then jumped in his car and drove to the nearby Virtual Emergency Care and Transport Resource Service (VECTRS) operations centre. VECTRS is Manitoba Shared Health’s centralized and coordinated source for clinical guidance and patient transport support. At VECTRS, Dr. Martin joined Dr. Rob Grierson, Shared Health’s chief medical officer for Emergency Response Services, to help coordinate the inter-facility transport response to the accident.

Initial triage reports indicated that 10 patients were in either serious or critical condition. From Carberry, the nearest regional hospitals were in Brandon or Portage la Prairie. Most patients, however, were in a condition that required them to be taken to Manitoba’s major trauma centre – Health Sciences Centre in Winnipeg. It became clear very quickly that more aircraft and more medical crews were needed to transport those patients.

With STAR-7 already dispatched from Winnipeg, Dr. Martin contacted the STARS Emergency Link Centre to connect with the STARS team in Regina, the next closest base. STAR-9 was then dispatched out of Regina and lifted off toward Manitoba shortly thereafter.

Meanwhile, back at the STARS Winnipeg base, efforts were underway to deploy additional medical crew via fixed wing aircraft. Grant Therrien, STARS provincial director, Manitoba operations, was leading these efforts.

“The STAR-7 crew had just been dispatched and our on-duty fixed wing medical crew were at the ready,” explained Therrien. “We also had a clinical simulation happening at the base that day, so we had a number of additional air medical crew available. Dr. Martin phoned me and explained the situation and asked if we could not only send the on-duty crew, but if we could put together an additional team to travel on a second fixed wing aircraft.”

“It was truly all hands-on deck, whoever could help, was assigned to help.”

– **Grant Therrien, STARS Provincial Director, Manitoba operations**

Therrien’s response to the request was simple and clear.

“Absolutely, we will.”

With the on-duty fixed wing crew on their way in the first aircraft, Therrien then summoned all the off-duty medical crew members who were at the base and told them to get their flight suits on and start packing up additional supplies. Their clinical simulation day was about to become a major, real-life mission.

Therrien, who also serves as a STARS flight paramedic, assembled an additional five medical crew members – including himself – to travel on the second fixed wing aircraft. When they arrived at the hangar to load the second aircraft they learned that, because of the space taken up by the onboard stretcher, there were only enough seats for four medical attendants. Without hesitation, one of the STARS flight paramedics volunteered to be strapped to the stretcher for the flight to ensure that they could all be there to help in whatever way they could.

At the scene of the incident, STAR-7 had arrived from Winnipeg and the crew immediately began providing critical care to one of the patients. Dr. O’Leary, the physician who was also onboard STAR-7, began checking in with all other ground ambulance crews and first responders to assist with their patients.

“It was truly all hands-on deck,” said Therrien. In addition to the STARS crew, there were first responders on the scene from local EMS services across southwestern Manitoba, area fire departments, and the RCMP. “Whoever could help was assigned to help.”

“I want to acknowledge all of the first responders, including volunteer responders, ground EMS, and RCMP that were the first to arrive on scene,” added Therrien. “They arrived at a chaotic, devastating scene, and they did incredible work both prior to our arrival and in working together to care for as many people as possible.”

Before long, STAR-7 departed with the first patient from the scene to Health Sciences Centre. With the two fixed wing aircraft enroute from Winnipeg and STAR-9 on the way from Regina, ground ambulances began transporting patients to the nearest major hospital. Most patients were transported to the Brandon Regional Health Centre, with two other patients taken by ambulance to the hospital in Portage la Prairie.

In addition, two patients were transported by ground directly to the Brandon Airport, which would become the staging area for patient transport. There they were met by the two fixed wing aircraft which had arrived in Brandon and were waiting to transport them immediately back to Winnipeg.

The Brandon Regional Health Centre, western Manitoba’s major health centre, had received five critically injured patients in the span of 30 minutes. To assist with this influx of critical patients, several STARS crew members who were not yet transporting patients travelled to the hospital in Brandon.



Grant Therrien
STARS Provincial Director, Manitoba Operations

Grant is also an active STARS flight paramedic and was stationed at the Brandon Airport as on-site transport coordinator.



Dr. Doug Martin
STARS Medical Director, Manitoba

One of the transport physicians on duty, Dr. Martin was stationed at the VECTRS centre, working with Shared Health to coordinate the critical care transports.

They worked alongside the Brandon medical teams in stabilizing these critical patients in preparation for onward transport to Winnipeg. They also provided a clear line of communication to both Therrien, who was coordinating the staging area at the Brandon Airport, and to the team at the VECTRS centre in Winnipeg who could then relay information to the trauma teams who were receiving patients at Health Sciences Centre.

Coordinating the transport of the remaining patients from Brandon was the next task for Drs. Martin and Grierson and their team back at the VECTRS centre. It is common for neighbouring jurisdictions to provide additional support in a major incident such as this. In addition to STAR-9 from Regina already responding, more help was required. With all the critical care transport assets in Manitoba in use, a decision was made to request additional help from Saskatchewan from which two Lifeguard fixed wing air ambulance aircraft and crews were dispatched – including an additional STARS transport physician from Saskatoon – to the Brandon Airport.

As the aircraft from Saskatchewan began to arrive in Brandon, they were subsequently loaded with patients who had been stabilized at the Brandon hospital and departed again to transport them to Winnipeg.

Dr. Martin shared that the final transport tied to the accident came later that afternoon when STARS was dispatched for an inter-facility transfer from the hospital in Portage la Prairie. “A patient who had been initially transported by ground from the scene to Portage la Prairie had now worsened and required critical transport to Health Sciences Centre.”

And so, the crew of STAR-7, who were the first aircraft dispatched to the accident scene more than five hours earlier, launched once more to transport the last patient to the trauma centre in Winnipeg. As they returned to base early that evening, the magnitude of the day’s events was clear.

The tragic incident at Carberry was one of the largest scene responses in the history of Manitoba. As we honour and remember the lives that were lost, we recognize the efforts of so many who did everything they could to save as many lives as possible.

When all was said and done, a total of six aircraft and 20 STARS crew members travelled either to the scene or to Brandon to care for and transport critically injured patients that day. STARS was one of the many organizations who were involved in the enormous, multi-agency response to this tragedy.

STARS salutes the invaluable efforts of Manitoba Shared Health, the RCMP,

Carberry North Cypress–Langford Fire & Rescue, Prairie Mountain EMS, Brandon Emergency Services, the Brandon Regional Health Centre, Manitoba VECTRS, the Manitoba Medical Transportation Coordination Centre, Vanguard Air, Saskatchewan Air Ambulance, and Winnipeg EMS.

We also recognize the 20 STARS crew members who were involved in our response, including seven flight paramedics, five flight nurses, four transport physicians and the four pilots who flew STAR-7 and STAR-9. These crew members have been thoroughly supported in the aftermath of this tragedy, given the difficulty of the scene and the value that STARS places on the mental health and wellbeing of our team.

“This was certainly one of the most difficult days we have experienced, not only as a medical and first responder community, but for the province as a whole,” stated Dr. Martin.

“It was one of the most challenging missions any of us will ever face, but it’s what we train for,” adds Therrien. “I’m proud that we were able to work together to save so many lives that day.”

Following her passion for medicine, ER doctor joins STARS



THE CARE



THE PEOPLE



THE RESPONSE



THE TECHNOLOGY

“I wanted to be able to assist people in an emergency, to help them with that crisis in their life. I thought of it as very fulfilling.”

— Dr. Darla Palmer, STARS TRANSPORT PHYSICIAN





“Becoming a mom shifts so many things and changes the dynamics of your job.”

— Dr. Darla Palmer, STARS TRANSPORT PHYSICIAN

There’s something about a calling, a passion for a profession you just can’t ignore. Dr. Darla Palmer couldn’t deny the ambition to serve. It lived inside of her from the time she was a young girl, living in the community of Souris in rural Manitoba.

“When I was 13 years old, I lost my house in a fire,” recounted Dr. Palmer. “That certainly drew my attention to the importance of having fire services in rural communities.”

The loss of the only home she knew and the compassionate care she received from first responders that day left an indelible mark. She wanted to help people in the same way she was supported.

“I wanted to be able to assist people in an emergency, to help them with that crisis in their life. I thought of it as very fulfilling.”

As soon as she was able to immerse herself in emergency services, Dr. Palmer seized the opportunity.

“When I was 17, I joined the fire department as a junior member. When I turned 18, I was able to start going on calls,” Dr. Palmer said.

She also grew up with a role model, her stepfather, who served as an emergency medical technician (EMT).

“I watched him being on call and hearing the pager go off around the clock. It certainly inspired me.”

Dr. Palmer recalled. “I always remember being aware that what he was doing was so vital and important. I wanted to be a part of that.”

Dr. Palmer joined the Canadian Armed Forces and served for years before she was nudged towards her true calling.

“I started in artillery and after working there for several years, I was encouraged by some of the military leadership who saw my potential to apply for a medic position. I became involved in the civilian side and was licensed as an EMT,” she said.

It was a gratifying part of her life journey, but she wanted to do even more. She continued working as an EMT while pursuing medical school.

“Eventually I decided to apply for medicine. There was something about it I was just drawn to.”

Dr. Palmer currently works in the emergency department at the Health Sciences Centre in Winnipeg and has recently completed her residency in emergency medicine.

“I’ll begin working with STARS after I graduate in November,” Dr. Palmer said. “I will be assisting with the logistics of transporting critically ill and injured patients in the province, in addition to providing consultant advice to other medical professionals.”

She will be on-call to oversee missions and, at times, travel on board the flights.

“There will be situations where I will fly with the air medical crew to provide direct hands-on patient care.”

She is looking forward to the challenge, which she attests is a full circle moment.

“STARS is a way of bridging critical care and timely care to patients that live in rural areas,” she affirmed. “I think all people are deserving of timely health care, regardless of their place of residence.”

Dr. Palmer is also embracing the responsibility of being a parent. She is a new mother and is balancing her career with her 13-month-old son at home. Motherhood has brought a renewed purpose to her work, merging her personal and professional life.

It reinforced the parallels of selflessness, devoting her life to her patients and her new family.

“My career has taken on a whole different meaning. Certain calls and patient cases just hit differently,” she said. “Becoming a mom shifts so many things and changes the dynamics of your job.”

She admires what STARS represents and is humbled to be a part of the crew that saves lives.

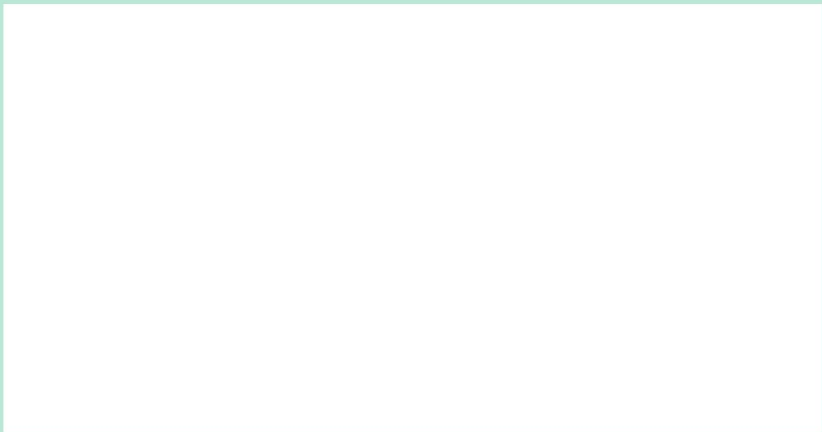
“Just the thought of being able to provide comprehensive, timely, critical care to patients, regardless of their location, just drives me to provide the best patient care possible.”

**Purchase your 2024
calendar today at
starsgear.ca**

When you support STARS,
you enable us to deliver critical
care, anywhere it's required.
You propel our innovation,
allowing us to deliver leading-
edge care that saves lives.



\$30



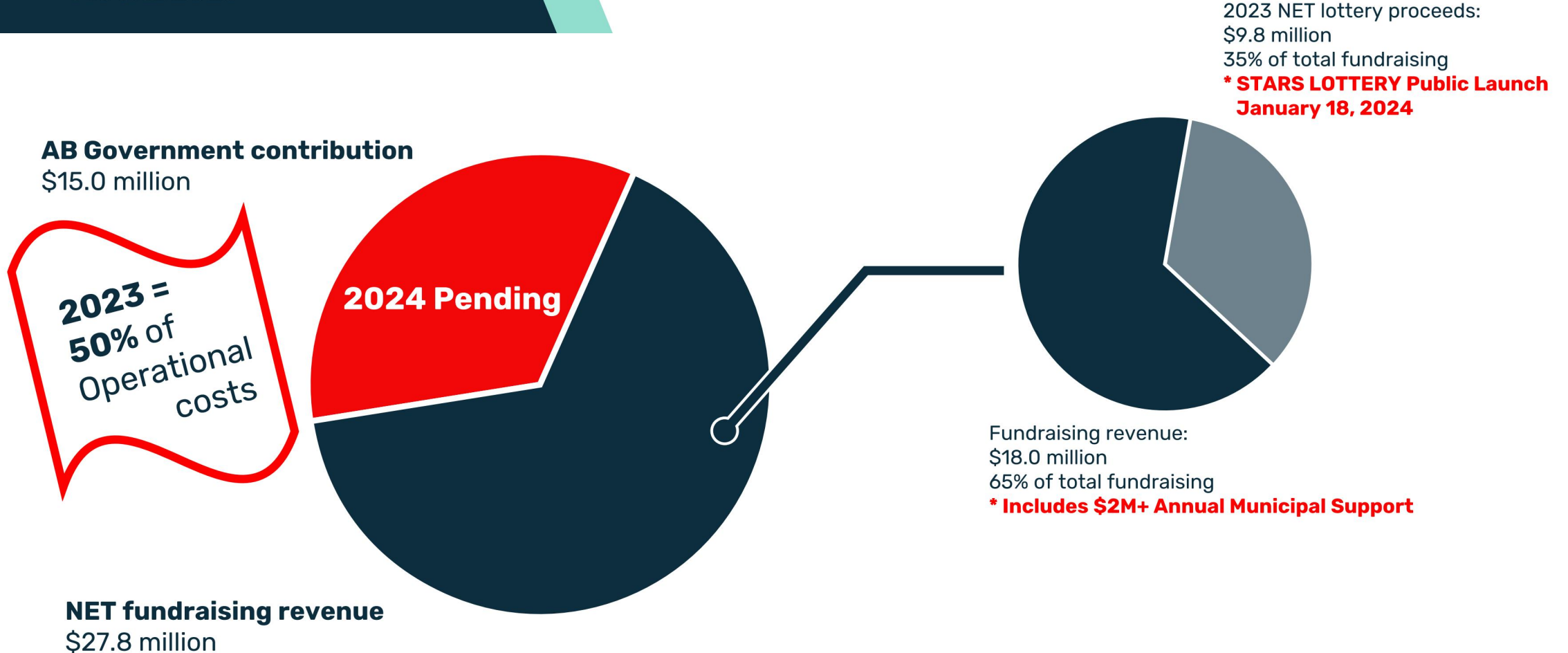
STARS Horizons | Fall 2023
Return undeliverable items to:
1441 Aviation Park NE
Box 570, Calgary, Alberta T2E 8M7
Unsubscribe at newsletter@stars.ca

stars.ca

CRITICAL CARE, ANYWHERE



STARS ALBERTA REVENUE FISCAL 2023



FUELED BY GENEROSITY. Achieving success together.

REGIONAL LEADERS

TOWN OF PINCHER CREEK
M.D. OF PINCHER CREEK

- **New! 5 rural municipalities**
- **New! 7 urban municipalities**
- Pending: Lac La Biche County, Two Hills County, Parkland County, MDLSR, M.D. of Taber, Town of Taber
- Over 90% Municipal support
- Majority @ minimum \$2 per capita
- Move to fixed rates / alleviate census fluctuation

United municipalities ensure robust health & safety network for all.

(9) MUNICIPAL LEADERS

- Standing Motion
- Fixed rates; Up to \$210K annual
- Included in Protective Services

REGIONAL PARTNERSHIPS

- Towns & Villages partner with rural Counties/Municipal Districts
- Minimum \$2 per capita +

PEACE RIVER REGIONAL DISTRICT, BC

Mackenzie

Northern Lights

Hudson's Hope, BC
 City of Fort St. John, BC
 Taylor, BC
 City of Dawson Creek, BC
 Pouce Coupe, BC
 Chetwynd, BC
 Tumbler Ridge, BC

Clear Hills

Northern Sunrise

Saddle Hills

Fairview

MD Peace

Opportunity

Spirit River

Birch Hills

Smoky River

County of Grande Prairie

Big Lakes

City of Grande Prairie

MD Greenview

Woodlands

Westlock

Athabasca

Bonnyville

Barrhead

Thorhild

Smoky Lake

St. Paul

Edson

Lac Ste Anne

Sturgeon

Lamont

Two Hills

Town Two Hills

Hinton

Yellowhead

Parkland

Strathcona

Leduc

Minburn

Vermilion River

Brazeau

Wetaskiwin

Camrose

Beaver

Wainwright

Clearwater

Ponoka

Lacombe

Stettler

Flagstaff

Red Deer

Stearland

Paintearth

Special Area 4

Provost

Bighorn

Mountain View

Kneehill

Drumheller

Special Area 2

Rocky View

Wheatland

Special Area 3

Foothills

Town Diamond Valley

Vulcan

Newell

Ranchland

Willow Creek

Lethbridge

Taber

Crowsnest Pass

Pincher Creek

Cardston Town Cardston

Warner

Stirling

Town of Pincher Creek and M.D. @ January 31, 2024	2019	2020	2021	2022	2023	2024	TOTAL
Beaver Mines	1		2				3
Near Blairmore (within MD of Pincher Creek)		1					1
Near Burmis		4	1	1			6
Near Cowley	3	2	1		3	1	10
Near Hill Spring (within MD of Pincher Creek)	1						1
Near Fort Macleod (within MD of Pincher Creek)					1		1
Pincher Creek Hospital (critical inter-facility transfers)	5	8	13	6	7	2	41
Pincher Creek (scene calls and search & rescue)	2	3		1	2		8
Near Waterton Park	1		4	2			7
TOTAL *Averages 15 missions per year	13	18	21	10	13	3	78

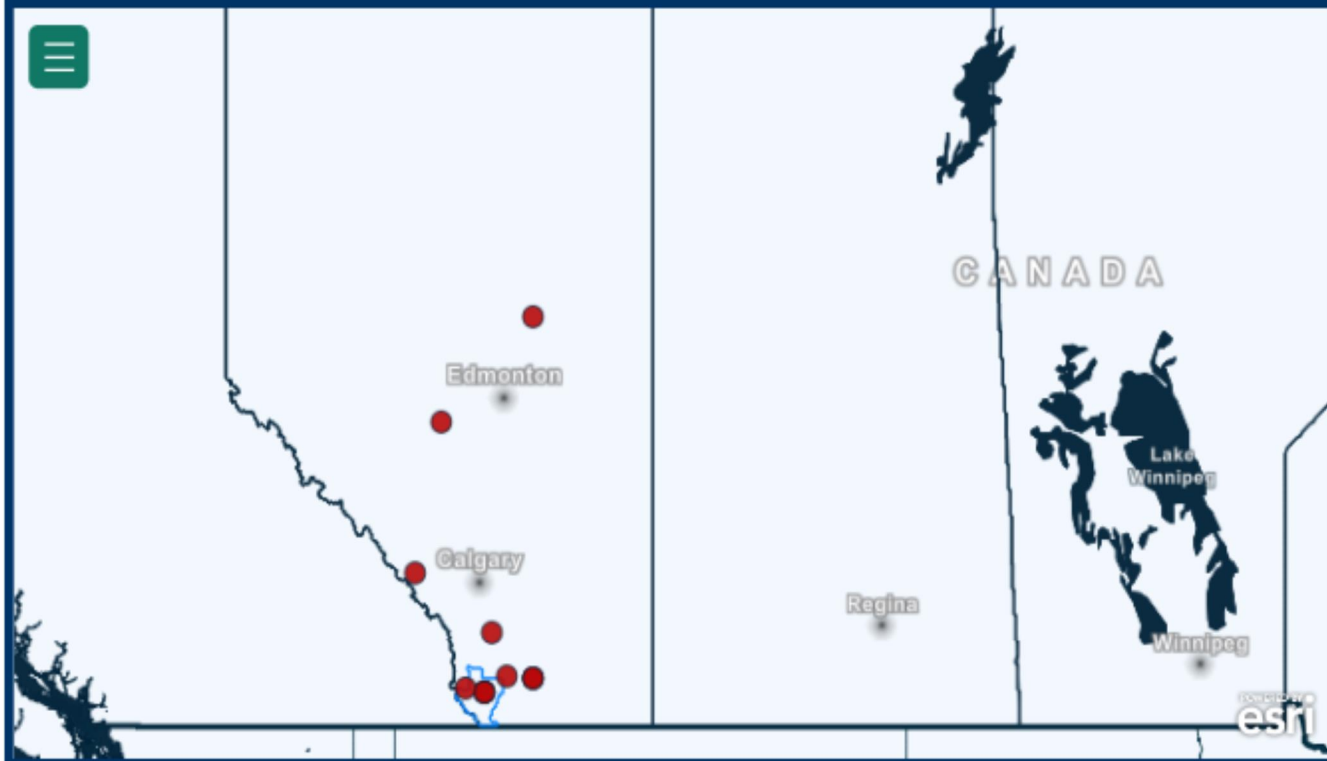


Within MD of Pincher Creek Boundaries - Patients Flown by STARS (2010-Present)

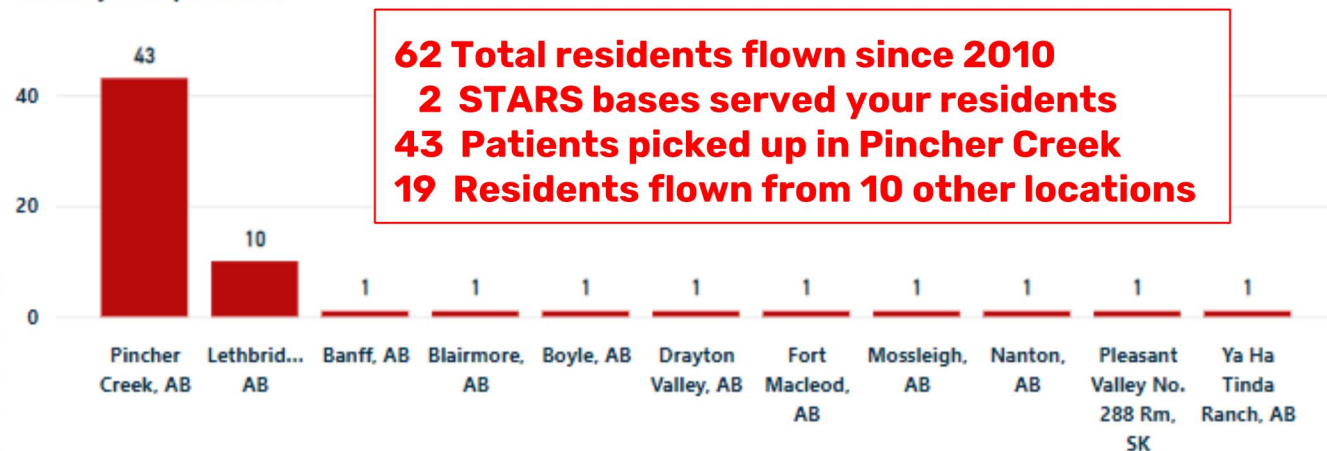
MD of Pincher Creek Residents Flown by STARS

2023 Update = 5 residents flown
(4 Pincher Creek residents
(1) Cowley resident

Locations where MD of Pincher Creek Residents Travelled and Needed STARS



Count by Pickup Location

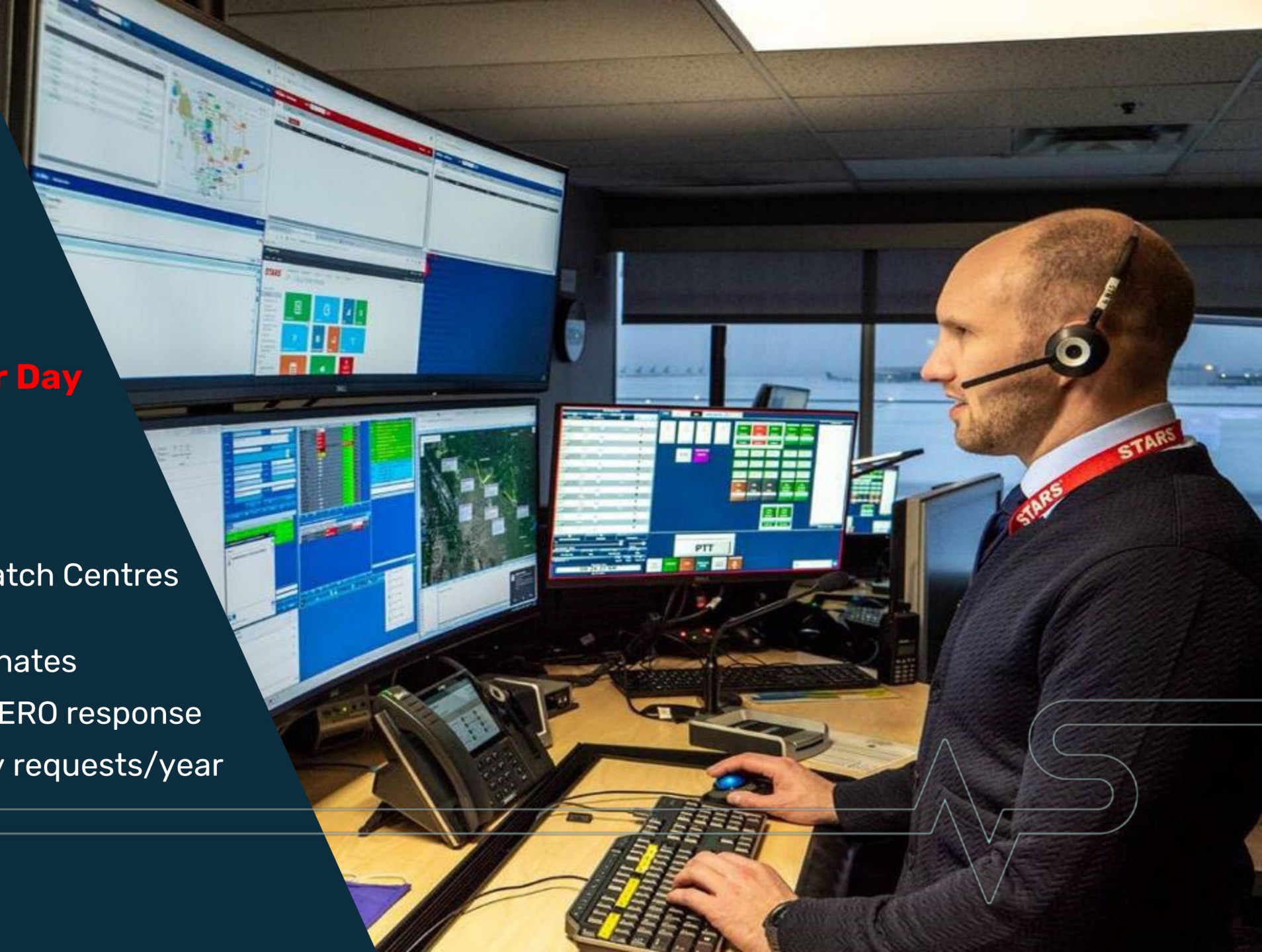


Resident Community	5 Yrs Ago	4 Yrs Ago	3 Yrs Ago	2 Yrs Ago	Last Year	5 Year Total	Total Since 2010
Pincher Creek	5	4	4	4	4	21	54
Cowley	1	1	0	0	1	3	8
Total	6	5	4	4	5	24	62

EMERGENCY LINK CENTRE (ELC)

Receives 100 Calls Per Day

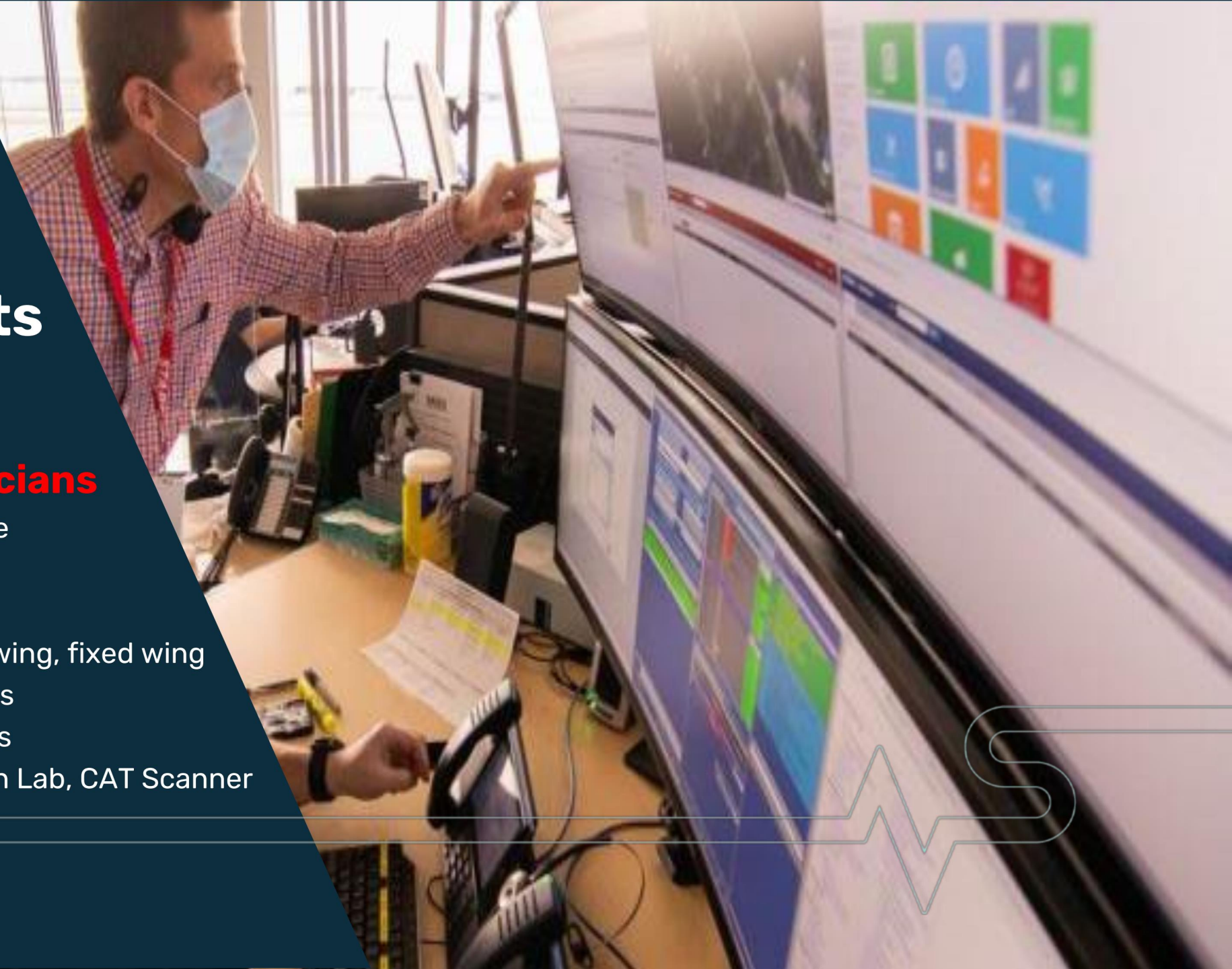
- Integrated with all Dispatch Centres and resources
- Precise mapping coordinates
- Dispatches HALO and HERO response
- Over 36,000 emergency requests/year



- ✓ **Critical Care**
- ✓ **Physically**
- ✓ **Virtually**
- ✓ **Positive Results**

STARS Transport Physicians

- Medical and procedural guidance
- Every critical call
- All modes of transport
 - Ground ambulance, rotary wing, fixed wing
- Schedule logistical arrangements
 - Receiving Drs. and Hospitals
 - Neurosurgeon, Cardiac Cath Lab, CAT Scanner



Generational Investment H145 Fleet (10)

Campaign Completed
All bases H145 Operational
Night Vision Goggles (NVG)
1st Civilian Org. in Canada (2002)



Mandatory Training Simulation Lab

- Up to 200 hours per year
 - Online textbook
 - Hands-on simulation
- High-fidelity mannequins
 - Neonatal – Pediatric – Adult
 - Pregnancy
- Replicate complex/distinct cases



Simulation In the Field

- Ready for the unthinkable
- Inclement weather
- Patient vulnerability
- High-consequence situations



Chain of Survival Partners

- Landing zone training
- Mock-training scenarios
- Multi-casualty incidents



Air Medical Transport Conference (AMTC)



2022 CHAMPIONS!!
Chris Fay and Kevin Easton

- Rigorous competition
- Triage multiple patients
- Complex/inconceivable critical situations
- Graded: decision-making/timing/pt. outcome

STARS - TOP 3 Internationally 21 Years!!





TOWN OF PINCHER CREEK

LEADERSHIP - DEDICATION - SUPPORT

CURRENT PLEDGE

\$7,300.00 FIXED RATE

STANDING MOTION

A life is saved every day. Partnership makes it possible.



REGULAR MEETING OF COUNCIL
Held on Monday January 22, 2024
In Person & Virtually,
Commencing at 6:00 p.m.

IN ATTENDANCE:

Mayor: D. Anderberg

Councillors: M. Barber, D. Green, W. Oliver, G. Cleland, S. Nodge, and B. Wright

Staff: D. Henderson, Chief Administrative Officer; W. Catonio, Director of Finance and Human Resources; L. Goss, Legislative Services Manager; A. Grose, Recreation Manager and K. Green, Executive Assistant

1. CALL TO ORDER

Mayor Anderberg called the meeting to order at 6:00 pm.

2. SCHEDULED PUBLIC HEARING

3. AGENDA APPROVAL
NODGE:

That Council for the Town of Pincher Creek agrees to add items 11.4 IDP Committee Meeting and 8.4 Alberta Association of Police Governance to the January 22, 2024 Regular Council meeting agenda.

CARRIED 24-026

NODGE:

That Council for the Town of Pincher Creek approves the January 22, 2024, Regular Council meeting agenda as amended.

CARRIED 24-027

4. DELEGATIONS

- 4.1 Sunrise Solar Project Update - Mike Peters
- 4.2 Transitional Solutions - Doug Lagore (8pm)

5. ADOPTION OF MINUTES

5.1 Minutes of the Special Meeting of Council held on December 18, 2023

GREEN:

That Council for the Town of Pincher Creek approves the Minutes of the Special Meeting of Council held on December 18, 2023 as presented.

CARRIED 24-028

5.2 Minutes of the Special Meeting of Council held on December 19, 2023

NODGE:

That Council for the Town of Pincher Creek approves the Minutes of the Special Meeting of Council held on December 19, 2023 as amended.

CARRIED 24-029

5.3 Minutes of the Committee of the Whole held on January 3, 2024

WRIGHT:

That Council for the Town of Pincher Creek approves the Minutes of the Committee of the Whole held on January 3, 2024 as presented.

CARRIED 24-030

5.4 Minutes of the Regular Meeting of Council held on January 8, 2024

GREEN:

That Council for the Town of Pincher Creek approves the Minutes of the Regular Meeting of Council held on January 8, 2024 as presented.

CARRIED 24-031

6. BUSINESS ARISING FROM THE MINUTES

6.1 Subdivision File 2022-0-123 - Request for Time Extension and Development

Agreement

NODGE:

That Council for the Town of Pincher Creek approve and grant a Time Extension up to December 20, 2024 for Subdivision Application Request for Extension file no. 2022-0-123 Plan 1728F, Lots 73-75.

CARRIED 24-032

NODGE:

That Council for the Town of Pincher Creek approve and authorize the Development Agreement (Deferred Servicing Agreement) for the property located at 1038 Morden Avenue (Lot 109, Block 1, Plan 231)

CARRIED 24-033

7. BYLAWS

7.1 Bylaw 1473-24 Appointing the Chief Administrative Officer

OLIVER:

That Council for the Town of Pincher Creek give Bylaw 1473-24 Appointing the Chief Administrative Officer first reading.

CARRIED 24-034

WRIGHT:

That Council for the Town of Pincher Creek give Bylaw 1473-24 Appointing the Chief Administrative Officer second reading.

CARRIED 24-035

GREEN:

That Council for the Town of Pincher Creek unanimously agree to present bylaw 1473 24 Appointing the Chief Administrative Officer for third and final reading at the January 22, 2024 regular meeting of Council.

UNANIMOUSLY CARRIED 24-036

NODGE:

That Council for the Town of Pincher Creek give Bylaw 1473-24 Appointing the Chief Administrative Officer third and final reading and that a copy of which be attached hereto forming part of the minutes.

CARRIED 24-037

7.2 Land Use Bylaw Amendment 1547-AT Second and Third Reading

WRIGHT:

That Council for the Town of Pincher Creek agree and give second reading to Land Use Bylaw Amendment 1547-AT amending Land Use Bylaw 1547 to redesignate the lands located at 806 Main Street (portion of Lot 18, Plan 7756AL) from Downtown / Retail Commercial - C1 to Transitional Commercial - C4 Land Use District.

CARRIED 24-038

GREEN:

That Council for the Town of Pincher Creek agree and give third and final reading to Land Use Bylaw Amendment 1547-AT amending Land Use Bylaw 1547 to redesignate the lands located at 806 Main Street (portion of Lot 18, Plan 7756AL) from Downtown /Retail Commercial - C1 to Transitional Commercial - C4 Land Use District, and that a copy of which be attached hereto forming part of the minutes.

CARRIED 24-039

8. NEW BUSINESS

8.1 Safety Codes Services Contract Award

OLIVER:

That Council for the Town of Pincher Creek award a 5-year contract for Safety Codes Services to Park Enterprises Ltd. with a permit fee percentage split of 70% (Agency)/30% (Town).

CARRIED 24-040

8.2 2024 Pincher Creek Foundation Requisition

OLIVER:

That Council for the Town of Pincher Creek accept the 2024 Pincher Creek Foundation Requisition as information.

CARRIED 24-041

8.3 Community Engagement Sessions

CLELAND:

That Council for the Town of Pincher Creek agrees to cancel the February 28, 2024 Community Engagement Session.

CARRIED 24-042

8.4 Alberta Association of Police Governance

GREEN:

That Council for the Town of Pincher Creek agrees to purchase the 2024 membership to the Alberta Association of Police Governance for \$200.

CARRIED 24-043

9. COUNCIL REPORTS

9.1 Upcoming Committee Meetings and Events

CLELAND:

That Council for the Town of Pincher Creek accept the Upcoming Committee Meetings and Events as information.

CARRIED 24-044

10. ADMINISTRATION

10.1 Council Information Distribution List

WRIGHT:

That Council for the Town of Pincher Creek accepts the January 22, 2024 Council Information Distribution List as information.

CARRIED 24-045

L. Goss left meeting at 7:29pm

Mayor Anderberg called a recess at 7:29pm

Mayor Anderberg called the meeting back at 7:40pm

11. CLOSED MEETING DISCUSSION

CLELAND:

That Council for the Town of Pincher Creek agree to move into closed session of Council on January 22, 2024 at 7:40 pm in accordance with section 24 of the Freedom of Information and Protection of Privacy Act, with the Chief Administrative Officer, Executive Assistant, Director of Finance and Human Resources in attendance.

CARRIED 24-046

WRIGHT:

That Council for the Town of Pincher Creek agrees to move out of closed session of Council on January 22, 2024 at 8:10 pm in accordance with sections 24 of the Freedom of Information and Protection of Privacy Act.

CARRIED 24-047

Transitional Solutions – Doug Lagore

CLELAND:

That Council for the Town of Pincher Creek agree to move into closed session of Council on January 22, 2024 at 8:30 pm in accordance with section 24 of the Freedom of Information and Protection of Privacy Act, with the Chief Administrative Officer, Executive Assistant, Director of Finance and Human Resources in attendance.

CARRIED 24-048

CLELAND:

That Council for the Town of Pincher Creek agrees to move out of closed session of Council on January 22, 2024 at 9:45 pm in accordance with sections 24 of the Freedom of Information and Protection of Privacy Act.

CARRIED 24-049

11.1 Organizational Structure- FOIP s. 16

WRIGHT:

That Council for the Town of Pincher Creek accept the Organizational Structure comments as information.

CARRIED 24-050

11.2 Land Development Reuse Study - FOIP s. 24

NODGE:

That Council for the Town of Pincher Creek accept the Rehabilitation/Reuse Study Final Report and Property Condition Assessments for 840 and 670 Main Street, Pincher Creek, and submit them to Lethbridge Property Appraisal Inc for property valuations.

CARRIED 24-051

NODGE:

That Council for the Town of Pincher Creek call a special Council Meeting for January 29, 2024 at 6pm in Town Council Chambers to discuss the Priority Action Items Update.

CARRIED 24-052

11.3 Priority Action Items Update - FOIP s. 24

WRIGHT:

That Council for the Town of Pincher Creek defer the Priority Action Items Update to the January 29, 2024 Council Meeting at 6pm.

CARRIED 24-053

11.4 IDP Committee Meeting - FOIP s. 24

CLELAND:

That Council for the Town of Pincher Creek direct council members to bring back the information from the IDP Committee meeting to a council meeting for further discussion.

CARRIED 24-054

12. NOTICE OF MOTION

OLIVER:

That Council for the Town of Pincher Creek discuss combining the inactive economic development committee with the community housing committee.

13. ADJOURNMENT

WRIGHT:

That this meeting of Council on January 22, 2024 be hereby adjourned at 9:51 pm.

CARRIED 24-055

MAYOR, D. Anderberg

CAO, D. Henderson

**APPROVED BY RESOLUTION
OF THE COUNCIL OF THE
TOWN OF PINCHER CREEK,
THIS 12th DAY OF FEBRUARY 2024**

S E A L

**NEXT REGULAR MEETING OF COUNCIL TO BE HELD ON
MONDAY FEBRUARY 12, 2024 AT 6:00 P.M.**



SPECIAL COUNCIL MEETING
Held on January 29, 2024
In Person & Virtually,
Commencing at 6:00 p.m.

IN ATTENDANCE:

- Mayor: D. Anderberg
- Councillors: M. Barber, D. Green, G. Cleland, S. Nodge
B. Wright, and W. Oliver
- Staff: D. Henderson, Chief Administrative Officer;
W. Catonio, Director of Finance and Human
Resources

1. CALL TO ORDER

Mayor Anderberg called the meeting to order at 6:00pm.

2. AGENDA APPROVAL
GREEN:

That Council for the Town of Pincher Creek approve the January 29, 2024, Special Council meeting agenda as presented.

CARRIED 24-056

3. NEW BUSINESS

4. CLOSED MEETING DISCUSSION
CLELAND:

That Council for the Town of Pincher Creek agree to move into closed session of Council on January 29, 2024 at 6:00pm in accordance with section 24 of the Freedom of Information and Protection of Privacy Act.

CARRIED 24-057

BARBER:

That Council for the Town of Pincher Creek agrees to move out of closed session of Council on January 29, 2024 at 7:30 pm in accordance with section 24 of the Freedom of Information and Protection of Privacy Act.

CARRIED 24-058

Mayor Anderberg called a recess at 7:30pm
Mayor Anderberg called the meeting back at 7:40pm

GREEN:

That Council for the Town of Pincher Creek agree to move into closed session of Council on January 29, 2024 at 7:40pm in accordance with section 24 of the Freedom of Information and Protection of Privacy Act.

CARRIED 24-059

OLIVER:

That Council for the Town of Pincher Creek agrees to move out of closed session of Council on January 29, 2024 at 8:25 pm in accordance with section 24 of the Freedom of Information and Protection of Privacy Act.

CARRIED 24-060

4.1 Priority Action Items Update - FOIP S. 24

NODGE:

Council for the Town of Pincher Creek advance funds to Pincher Creek Emergency Services Commission for the purchase of land and building at 1377 Hunter Street, Pincher Creek, Alberta, to be funded as follows: \$423,000 Municipal Sustainability Initiative Grant; \$239,000 from the Pincher Creek Emergency Services Reserve; and \$488,000 from the Local Government Fiscal Framework Grant.

CARRIED 24-061

5. ADJOURNMENT

WRIGHT:

That this meeting of Council on January 29, 2024 be hereby adjourned at 8:27 pm.

CARRIED 24-062

MAYOR, D. Anderberg

CAO, D. Henderson

**APPROVED BY RESOLUTION
OF THE COUNCIL OF THE TOWN OF PINCHER CREEK,
THIS 12th DAY OF FEBRUARY 2024 S E A L**

**NEXT REGULAR MEETING OF COUNCIL TO BE HELD ON
MONDAY FEBRUARY 12, 2024 AT 6:00 P.M.**



JOINT COUNCIL MEETING

Town of Pincher Creek & Municipal District of Pincher Creek #9

Held on January 30, 2024

MD Council Chambers

Commencing at 6:00 p.m.

IN ATTENDANCE:

Town of Pincher Creek – Mayor - D. Anderberg

Councillors: M. Barber, D. Green, G. Cleland, W. Oliver, B. Wright and S. Nodge

Staff: CAO, D. Henderson; Director of Finance and Human Resources, W. Catonio

Municipal District of Pincher Creek #9 – Reeve D. Cox

Deputy Reeve T. Bruder

Councillors: R. Lemire, J. MacGarva, H. Hollingshead

Staff: Executive Assistant, Jessica McClelland, Finance, Megan

1. **CALL TO ORDER**

Mayor Anderberg called the meeting to order at 6:00 p.m.

2. **AGENDA APPROVAL** **GREEN:**

That Council for the Town of Pincher Creek agree to add 4.1 Curling Club Funding and 4.2 Water Restrictions to the January 30, 2024 Joint Council Meeting agenda as amended.

CARRIED 24-J001

3. **DELEGATION**

3.1 6:00 pm to 6:15 pm: Community Hall Board

3.2 6:15 pm to 6:30 pm: Early Learning Centre Board

4. **NEW BUSINESS**

4.1 Curling Club Funding (Discussion)

4.2 Water restrictions (Discussion)

5. CLOSED SESSION

GREEN:

That Council for the Town of Pincher Creek agree to move into closed session of Council on January 30, 2024 at 7:05 pm in accordance with sections 16 & 24 of the Freedom of Information and Protection of Privacy Act, with the Chief Administrative Officer, Director of Finance and Human Resources, and Executive Assistant.

CARRIED 24-J002

G. Cleland left meeting at 8:05pm

GREEN:

That Council for the Town of Pincher Creek agree to move out of closed session of Council on January 30, 2024 at 8:07 pm in accordance with sections 16 & 24 of the Freedom of Information and Protection of Privacy Act, with the Chief Administrative Officer, Director of Finance and Human Resources, and Executive Assistant.

CARRIED 24-J003

5.1 PCREMO direction on Deputy DDEMs – FOIP Sec. 24.1

5.2 Eco-Centre Long Term Funding – FOIP Sec. 16.1

5.3 Amendments PCESC Agreement – FOIP Sec. 24.1

BARBER:

That Council for the Town of Pincher Creek directs Town administration to take the lead on reviewing and updating the Pincher Creek Emergency Services Commission Agreement in collaboration with the administration from the Municipal District of Pincher Creek

CARRIED 24-J004

5.4 Request for Review of the PCESC Agreement – FOIP Sec. 24.1

WRIGHT:

That Council for the Town of Pincher Creek directs administration to update Schedule D of the Pincher Creek Emergency Services Commission Agreement with the funding formula as agreed to by Council for the Town of Pincher Creek and Council for the Municipal District of Pincher Creek.

CARRIED 24-J005

6. Next Meeting Date

7. ADJOURNMENT

OLIVER:

That this Joint Council Meeting on January 30, 2024 is hereby adjourned at 8:14 pm.

CARRIED 24-J006

MAYOR, D. Anderberg

CAO, D. Henderson

**APPROVED BY RESOLUTION
OF THE COUNCIL OF THE
TOWN OF PINCHER CREEK,
THIS 12th DAY OF FEBRUARY 2024**

S E A L

DRAFT



Town of Pincher Creek
COMMITTEE OF THE WHOLE MINUTES
February 7, 2024 – 8:30 AM
962 St. John Avenue
In Person & Virtually

ATTENDANCE:

Mayor: D. Anderberg
Councillors: M. Barber, G. Cleland, D. Green, B. Wright, S. Nodge and W. Oliver
Staff: D Henderson, Chief Administrative Officer; K. Green, Executive Assistant. L. Goss, Legislative Manager; and A. Hlady, FCSS

1. **CALL TO ORDER**

Mayor Anderberg called the meeting to order at 8:30 am.

2. **AGENDA APPROVAL**

GREEN:

That the Committee of the Whole for the Town of Pincher Creek agrees to add 8.5 Strategic Planning and 8.6 Engagement Survey to the February 7, 2024, Committee of the Whole Agenda.

CARRIED COTW 2024-016

CLELAND:

That the Committee of the Whole for the Town of Pincher Creek accepts the February 7, 2024, Committee of the Whole Agenda as amended.

CARRIED COTW 2024-017

B. Wright left meeting at 8:36am

S. Nodge Joined meeting at 8:59am

3. **SCHEDULED DELEGATIONS**

3.1 Staff Introductions

4. **COMMITTEE REPORTS**

BARBER: Jan 3, 2024 – Committee of the Whole
Jan 4, 2024 – Pincher Creek Early Learning
Jan 8, 2024 – Regular Council Meeting
Jan 10, 2024 – Community Futures
Jan 11, 2024 – Landfill Committee

COTW February 7, 2024

- Jan 22, 2024 – Regular Council Meeting
- Jan 23, 2024 - Pincher Creek Early Learning
- Jan 24, 2024 – Landfill Committee
- Jan 25, 2024 – Community Futures
- Jan 29, 2024 – IDP Meeting & Special Council Meeting
- Jan 30, 2024 – Joint Council Meeting
- Jan 29, 2024 – Community Futures

- GREEN:**
- Jan 3, 2024 – Committee of the Whole
 - Jan 4, 2024 – Pincher Creek Early Learning
 - Jan 8, 2024 – Regular Council Meeting
 - Jan 17, 2024 – PAC Meeting
 - Jan 22, 2024 – Regular Council Meeting
 - Jan 23, 2024 - Pincher Creek Early Learning
 - Jan 29, 2024 – Special Council Meeting
 - Jan 30, 2024 – Joint Council Meeting

- NODGE:**
- Jan 8, 2024 – Regular Council Meeting
 - Jan 17, 2024 – MDSA Meeting
 - Jan 22, 2024 – Regular Council Meeting
 - Jan 24, 2024 – Pincher Creek Foundation
 - Jan 25, 2024 – Pincher Creek Emergency Services
 - Jan 29, 2024 – Special Council Meeting
 - Jan 30, 2024 – Joint Council Meeting

- OLIVER:**
- Jan 3, 2024 – Committee of the Whole
 - Jan 8, 2024 – Regular Council Meeting
 - Jan 17, 2024 – Communities in Bloom
 - Jan 17, 2024 – MDSA Meeting
 - Jan 22, 2024 – Regular Council Meeting
 - Jan 29, 2024 – Special Council Meeting
 - Jan 30, 2024 – Joint Council Meeting

WRIGHT: Jan 3, 2024 – Committee of the Whole
Jan 8, 2024 – Regular Council Meeting
Jan 17, 2024 – MDSA Meeting
Jan 22, 2024 – Regular Council Meeting
Jan 29, 2024 – Special Council Meeting
Jan 30, 2024 – Joint Council Meeting

CLELAND: Jan 3, 2024 – Committee of the Whole
Jan 8, 2024 – Regular Council Meeting
Jan 18, 2024 – Community Housing
Jan 22, 2024 – Regular Council Meeting
Jan 29, 2024 – Special Council Meeting
Jan 30, 2024 – Joint Council Meeting

ANDERBERG: Jan 3, 2024 – Committee of the Whole
Jan 4, 2024 – Pincher Creek Early Learning
Jan 5, 2024 – Mayor & Reeves
Jan 8, 2024 – Regular Council Meeting
Jan 18, 2024 – AB Munis Webinar
Jan 22, 2024 – Regular Council Meeting
Jan 23, 2024 - Pincher Creek Early Learning
Jan 25, 2024 - EOEP Munis 101 Course
Jan 29, 2024 – Special Council Meeting
Jan 30, 2024 – Joint Council Meeting

CLELAND:

That the Committee of the Whole for the Town of Pincher Creek accepts the committee reports as presented.

CARRIED COTW 2024-018

5. ADMINISTRATION

6. BUSINESS ARISING FROM THE MINUTES

7. POLICY

7.1 Council Code of Conduct Bylaw 1622-24

NODGE:

That Council for the Town of Pincher Creek direct administration to amend the Council Code of Conduct Bylaw 1622-24 as discussed.

CARRIED COTW 2024-019

7.2 Bylaw 1606 Economic Development Committee Bylaw and Community Housing Committee Terms of Reference

OLIVER:

That Council for the Town of Pincher Creek discuss combining the inactive economic development committee with the community housing committee.

CARRIED COTW 2024-020

8. NEW BUSINESS

8.1 CFEP Grant Letter of Support

CLELAND:

That Council for the Town of Pincher Creek approve a letter of support to the Cowley Lions Club for their CFEP grant application to upgrade the power at the Cowley Castle River Campground.

CARRIED COTW 2024-021

8.2 SASCI Request to Town of Pincher Creek for Letter of Support

GREEN:

That Council for the Town of Pincher Creek provide a Letter of Support to the Southwest Alberta Sustainable Community Initiative (SASCI) for its application to the Alberta Government's Small Community Opportunity Programs for a part-time Community Energy Specialist.

CARRIED COTW 2024-022

Mayor Anderberg recused himself from the meeting for conflicts of interest at 10:20am

8.3 Mayors Course Request

CLELAND:

That Council for the Town of Pincher Creek That Committee of the Whole for the Town of Pincher Creek approves Mayor Anderberg taking the Munis 101 and Councils Role in Service De livery Courses and authorizes the town cover the registration costs of \$619.50.

CARRIED COTW 2024-023

Mayor returned to meeting at 10:33am

8.4 Exemplary Service Medal Recommendation Pat Neumann

OLIVER:

That Council for the Town of Pincher Creek That Committee of the Whole for the Town of Pincher Creek agrees to recommend Patrick Neumann for recipient of the Exemplary Services medal.

CARRIED COTW 2024-024

Mayor Anderberg called a recess at 10:15 am

Mayor Anderberg called the meeting back to order at 10:27 am

8.5 Strategic Planning

8.6 Engagement Survey

9. Closed Session

10. Adjournment

OLIVER:

That this session of Committee of the Whole be adjourned at 10:42 am.

CARRIED COTW 2024-025

**APPROVED BY RESOLUTION OF
COUNCIL FOR THE TOWN OF PINCHER CREEK
THIS 12th DAY OF FEBRUARY 2024**

DRAFT

Mayor, D. Anderberg

CAO, D. Henderson



Town of Pincher Creek

REQUEST FOR DECISION

Council or Committee of the Whole

SUBJECT: Lebel Mansion Historical Status and Window Project	
PRESENTED BY: Adam, Recreation Manager	DATE OF MEETING: 2/12/2024

PURPOSE:

For Council to review the background information on the Designation of Lebel Mansion, 696 Kettles Street as a Municipal Historic Resource. And to provide direction to administration on whether or not to apply for an extension to the Municipal Heritage Grant in the amount of \$35,533.00.

RECOMMENDATION:

That Council for the Town of Pincher Creek Accept the historical background regarding the Designation of Lebel Mansion as a Municipal Historic Resource as information.
and

That Council for the Town of Pincher Creek direct administration to apply for an extension to the Municipal Heritage Grant to upgrade the Lebel windows and bring back to a future Council meeting for decision on whether to proceed with Phase 1 of the Lebel Windows project.

BACKGROUND/HISTORY:

After a lobby by local citizens, the Lebel Mansion being the northwest part of old St. Vincent's Hospital, was designated as a Registered Historic Site by the Minister of Culture in 1976. In 1983 the hospital was relocated to its present location and the Lebel Mansion sat vacant for two winters. In June 1984, the Town of Pincher Creek purchased the building from the Province for \$1.00 and it has been the home of the Allied Arts Council in 1985.

The first building Conservation Study was completed in 1998 and over the years several building stabilization and restoration projects have been completed including building stabilization, dewatering, roof replacement, porch restoration, code upgrades, new boiler etc. The most recent project has been the removal of the retaining wall (2012), the replacement of the Historic Fence (2014), fence and sandstone repair (2016), elevator installation (2020), the replacement/repair of the stairs and verandah (2021), and the flat roof replacement/cedar shakes repair (2023). Due to building designation, all work to the building and grounds had to be completed with the consultation with Alberta Culture Heritage Advisors to ensure that the character of the building and historic features were being maintained. Funds were accessed from the Alberta

Historical Resources Foundation for some projects (up to \$25,000 over 5 years) however, this funding program has not been available since 2009 due to a change in policy by the Province regarding historic places designations.

In 2004, the Province deemed that the Registered Historic Resources, like the Lebel Mansion, were not meaningfully protected under the provisions of the Historical Resources Act as after only a 90 day notice period to the Minister, a site could be altered or destroyed. Therefore the Provincial government no longer designates historic places as Registered Historic Resources and they now work with municipalities to become stewards of their own historic places.

Subsequent to the announcement, the Lebel Mansion was evaluated for a possible upgrade to a Provincial Historic Resource status however the Town was advised in 2008 that this was not recommended by the Provincial Heritage Division as the Lebel Mansion was not determined to have province-wide significance.

Options provided to the Town at that time were:

- 1) To maintain the designation of a Registered Historic Resource with the professional and technical services of the Historic Resources Management Branch still being available and with the Town still being required to maintain the building to a minimum standard. However, the Alberta Historical Resources Foundation could no longer offer grants for conservation work under this designation or
- 2) That the Council could proceed with the designation of the Lebel Mansion as a Municipal Historic Resource. Once the site is designated and listed on the Alberta Register of Historic Places, it is eligible for funding for conservation work from the Alberta Historical Resources Foundation.

“Designation” is a tool to help preserve significant places and protect them against inappropriate alterations or destruction. Under the Municipal Heritage Partnership Program, it is thought that municipalities are better positioned to both identify and protect historic places of local significance.

As empowered by Section 26 of the Alberta Historical Resources Act, Council may by bylaw, designate a historic resource within the municipality whose preservation it considers to be in the public interest. The Act provides that no person shall destroy, disturb, alter, restore or repair a Municipal Historic Resource without the written approval of the Council (or person appointed by Council). With regard to Lebel Mansion, the Town is the owner of the site, so any changes would have to be approved by Council anyways. However if this was a privately owned building, requests for alterations would have to come to the Town/Council. Approvals given would be with the intention of protecting the building for future generations and retaining the character defining elements/original features of the building. The designation does not support demolition of the resource and requires that they are kept in at least fair condition. As Lebel Mansion has been a Registered Historic Resource since 1976, it would be important to designate this property under the new program for continued protection and funding.

At the June 9, 2014, regular meeting of Council it was moved.

'That Council for the Town of Pincher Creek agree to give Bylaw 1614-14 to designate Lebel Mansion, 696 Kettles Street as a Municipal Historic Resource, third and final reading and that a copy of which be attached hereto and form part of the minutes. CARRIED 14-254'

After third reading, Bylaw #1614-14 is now registered as a caveat on the title of the property, to ensure that the designation remains with the property regardless of future ownership. The site is now listed on the Alberta Register of Historic Resources, thusly becoming eligible for funding under the Alberta Historical Resources Foundation for repairs, maintenance and restoration.

A Statement of Significance (SOS) highlights the architecture/style of a building as the most important feature however a site/building may also be valued for historic, social, scientific or spiritual values. In this case, the Lebel Mansion has had a long and interesting history in our community in addition to being an architectural landmark. The attached Schedule A summarizes the significance of Lebel Mansion to Pincher Creek.

At the November 28, 2022 regular meeting of Council it was moved: 'That Council for the Town of Pincher Creek provide approval to complete \$100,000 of window refurbishment at the Lebel mansion to be applicable for the maximum matching grant funding value of \$50,000 from the Historic Resource Conservation Grant from reserves.' 22-475

In the 2023 operating budget there was \$100,000 (with \$50,000 coming from reserves and \$50,000 coming from grants) allocated for window replacement. The total budget quote for phase 1 window replacement was \$90,461. Administration requested \$50,000 of grant funding from the Municipal Heritage Grant, and only received approval for \$35,533. This left the Town \$4,928 short of the number that was in the budget. This was brought to internal leadership to discuss path forward. Senior Administration decided to halt the project and bring back to Council during the 2024 budget deliberations.

During the 2024 budget deliberations, Council raised questions surrounding the Municipal Heritage Status of the Lebel Mansion and inquired as to what repairs to the Lebel needed to match its historical significance.

At the November 27, 2023 Special meeting of Council it was moved:

'That Council for the Town of Pincher Creek direct administration to research the designation status of the Lebel Mansion and the asset management of the building. 23-585.

It was also moved:

'That Council for the Town of Pincher Creek direct administration to re-scope & investigate the Lebel windows project.' 23-586

Proposed phases for Lebel Mansion Repairs for Windows.

Phase 1 Summary - New Storm Windows	\$90,461.40
Phase 2 Summary - Restored Storm Windows	\$29,500.52
Phase 3 Summary - N&E Elevations	\$86,958.80
Phase 4 Summary -S&W Elevations	\$143,094.56
Site Access Budget (all phases)	\$51,000.00
Total	\$ 401,015.28

ALTERNATIVES:

Not to proceed with this project at this time and direct administration to return the Municipal Heritage Grant to the Province.

Direct administration to write a letter to the MD asking if they would consider contributing towards the window refurbishment project at the Lebel.

IMPLICATIONS/SUPPORT OF PAST STUDIES OR PLANS:

One of Council's Strategic Priorities & Initiatives for 2022-2026 is "Maintain and improve the physical assets of our Town".

FINANCIAL IMPLICATIONS:

Currently there is no budget for Phase 1 of the Lebel Mansion window refurbishment in the 2024 budget. In order to utilize the \$35,533 Municipal Heritage Grant Phase 1 would need to be completed for \$90,461. This leaves a shortfall of \$54,928. The grant is prorated to the total value of the project. If we reduce project scope we will also reduce the amount we are eligible for. In conversations with the funder it was also indicated that we couldn't reduce scope to "partial" installations as that would make us ineligible so we have to complete the full phase 1 activities to receive the funding.

PUBLIC RELATIONS IMPLICATIONS:

During the last polar vortex the Allied Arts listed some concerns regarding heating the facility:

"I don't have the utility bill for the cold snap yet but the boiler couldn't keep up and I was running about 13 space heaters to keep the building from freezing".

ATTACHMENTS:

1614-14 Designating the Lebel Mansion 696 Kettles Street as a Municipal Historic Resource - 3336

Lebel Mansion ED Letter HR23F-50 - 3336

Lebel Mansion Statement of Significance 02 - 3336

CONCLUSION/SUMMARY:

Administration supports moving ahead with the Lebel Mansion Phase 1 window refurbishment in 2024.

Signatures:

Department Head:

Adam Grose

CAO:

Doug Henderson



**TOWN OF PINCHER CREEK
IN THE PROVINCE OF ALBERTA
BYLAW NO. 1614-14**

A BYLAW OF THE TOWN OF PINCHER CREEK IN THE PROVINCE OF ALBERTA FOR THE PURPOSE OF DESIGNATING THE LABEL MANSION 696 KETTLES STREET AS A MUNICIPAL HISTORIC RESOURCE

WHEREAS pursuant to the Municipal Government Act, being Chapter M-26 of the Revised Statutes of Alberta 2000, and amendments thereto, a Council may pass bylaws relating to people, activities and things in, on or near a public place or place that is open to the public and services provided by or on behalf of the municipality in the manner that Council considers appropriate, and

WHEREAS Section 26 of the Historical Resources Act, R.S.A. 2000, as amended, permits the Council of a municipality to designate any heritage resource within a municipality whose preservation it considers to be in the public interest, together with any land as a *Municipal Historic Resource*, upon giving notice in accordance with the Historical Resources Act;

WHEREAS it is deemed in the public interest to designate the heritage resource known as the Lebel Mansion, located at 696 Kettles Street, Pincher Creek, Alberta as a *Municipal Historic Resource*; and

WHEREAS the Council of the Town of Pincher Creek has determined that it is in the public interest to preserve the Lebel Mansion and the land upon which the building is situated as a *Municipal Historic Resource*;

NOW THEREFORE BE IT RESOLVED that the Council of the Town of Pincher Creek in the Province of Alberta, having complied with the Historical Resources Act, and duly assembled, hereby enacts as follows:

1. HERITAGE RESOURCE DESIGNATED AS A MUNICIPAL HISTORIC RESOURCE

The Lebel Mansion is hereby designated as a *Municipal Heritage Resource*, specifically described in Scheduled "A" Statement of Significance and Description of Character Defining Elements and located in the Town of Pincher Creek on the lands legally described as follows:
PLAN PINCHER CREEK 460B

Initials 

LOT TWO HUNDRED AND THIRTY ONE (231), THE NORTH HALF OF LOT TWO HUNDRED AND THIRTY TWO (232), AND LOTS TWO HUNDRED AND THIRTY THREE (233) TO TWO HUNDRED AND THIRTY EIGHT (238) INCLUSIVE

EXCEPTING THEREOUT

THOSE PORTIONS OF LOTS TWO HUNDRED AND THIRTY TWO (232) AND TWO HUNDRED AND THIRTY THREE (233) WHICH LIE WITHIN SUBDIVISION PLAN 8010360

2. PERMITTED REPAIRS, REHABILITATION AND ALTERATIONS

The designated *Municipal Historic Resource* shall not be removed, destroyed, disturbed, altered, rehabilitated, repaired or otherwise permanently affected, other than in accordance with the terms of Bylaw No. 1614-14 and its attachments.

2.1 Regulated Portions (Character Defining Elements)

No persons shall alter in anyway the Character Defining Elements of the *Municipal Historic Resource* (as enumerated in Schedule "A") without prior written approval.

Intervention of the Regulated Portions of the *Municipal Historic Resource* require review and approval by Council or the Authorized Representatives of the Town of Pincher Creek, and must be in accordance with the terms of the Parks Canada publication: "Standards and Guidelines for the Conservation of Historic Places in Canada."

2.2 Non-Regulated Portions

With prior written consent, all portions of the building and property not specifically classified as a Character Defining Element may be repaired, rehabilitated, altered, or otherwise permanently affected.

Intervention and/or alterations of the Non-Regulated Portions of the *Municipal Historic Resource* require review and approval by Council or the Authorized Representatives of the Town of Pincher Creek to ensure that Regulated Portions will not be impacted.

3. ADMINISTRATOR; COUNCIL AND/OR AUTHORIZED REPRESENTATIVES

Council of the Town of Pincher Creek or the Authorized Representative of the Town of Pincher Creek is authorized and hereby appointed to administer the implementation of any matters arising from the matters set out in Bylaw No. 1614-14 and its attachments.

Authorized Representatives of the Town of Pincher Creek may include:

- Chief Administrative Officer
- Director of Community Services
- Heritage Advisor

Or any appointments thereof.


4. COMPENSATION


The owners of the Municipal Historic Resource and/or property as described in Paragraph 1 shall accept total liability and hold harmless the Town of Pincher Creek from and against all financial and/or economic losses, suits, charges and claims for compensation or damages in any manner arising from the designation of the resource.

5. ADOPTION

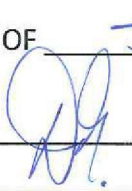
This Bylaw shall come into effect on the date of the third and final reading.

READ A FIRST TIME THIS 26 DAY OF May, 2014, A.D.

MAYOR 

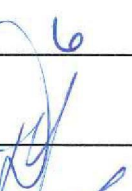
CHIEF ADMINISTRATIVE OFFICER 

READ A SECOND TIME THIS 6 DAY OF June, 2014, A.D.


MAYOR 

CHIEF ADMINISTRATIVE OFFICER 

READ A THIRD TIME and finally passed this 6 day of June, 2014, A.D.

MAYOR 

CHIEF ADMINISTRATIVE OFFICER 

Initials 



July 20, 2023

Ms. Wendy Catonio
Director of Finance & Human Resources
Town of Pincher Creek
962 St. John Avenue
Box 159
Pincher Creek AB T0K 1W0

Dear Wendy Catonio:

Re: Lebel Mansion, Pincher Creek – File HR23F-50

Further to the letter from the Honourable Tanya Fir, Minister of Arts, Culture and Status of Women, I am pleased to provide the terms and conditions of the grant awarded by the Heritage Preservation Partnership Program for the historic resource referenced above.

Amount of grant approved \$35,533
Approved project As listed on Schedule A of the enclosed Grant Funding Agreement

You have until **February 28, 2024** to complete your project, access the grant and complete reporting requirements. Any grant funds unclaimed after that date may be decommitted without prior notice.

Review and sign the Grant Funding Agreement

This grant is bound by the provisions of the Ministerial Grants Regulation. Details and conditions of the grant are identified in the enclosed Grant Funding Agreement. Please read the Agreement carefully, and if you agree, sign and return it as soon as possible. A fully signed copy will be sent to you.

Confirm the status and initiation of the approved project

Please contact your Heritage Conservation Adviser or the grant program office (contact information below) to confirm the status and initiation of the approved project. Half of the grant will be issued once project initiation is certified by the Heritage Conservation Adviser and if the Grant Funding Agreement has been signed.

Request the final payment

When the project is complete, request the final payment following these procedures:

- Complete and submit the Record of Project Expenses form. This form lists eligible cash expenses and donated labour, materials, services or equipment for the project. The form can be downloaded from <https://www.alberta.ca/historic-resource-conservation-grants.aspx>.

- Submit the supporting invoices/receipts of cash expenses and statement of donated labour, materials, services, equipment (if applicable).
- Report on how the Government of Alberta's financial support is publicly acknowledged.

How grant payments are issued

Funds will be issued by mailed cheque or by direct deposit (Electronic Fund Transfer). If you wish to be paid by direct deposit but have not been set-up for one, please submit a voided cheque to cul.hppp@gov.ab.ca as soon as possible.

Funding recognition

The Heritage Preservation Partnership Program is the principal heritage funding program of the Government of Alberta. Please note that grant recipients are required to recognize provincial funding. If applicable, please include the Government of Alberta's logo on recognition/marketing materials with the statement of acknowledgement, as follows: "This project was funded in part by the Government of Alberta." Contact the program office to secure a copy of the logo.

Send documents, responses, inquiries to the grant program office

Identify your project name and file number. Send paper or electronic copy of documents (in one PDF file if possible) to:

Carina Naranjilla
Grant Program Coordinator
Heritage Preservation Partnership Program
8820-112 Street, Edmonton AB T6G 2P8
cul.hppp@gov.ab.ca
780-431-2305 (toll-free by first dialling 310-0000)

Thank you for your commitment to the preservation of Alberta's historic resources.

Sincerely,



Ivan Zubritsky
Acting Executive Director
Historic Resources Management Branch

Enclosure: Grant Funding Agreement

SCHEDULE A

Statement of Significance

LEBEL MANSION

696 Kettles Street

Pincher Creek, Alberta

Owner: Town of Pincher Creek



Description of Historic Place

The Lebel Mansion is a 1910 grand brick building located on the crest of the south hill of Pincher Creek. The prominent 2.5 story mansion overlooks the downtown business district and residential areas. The original structure exhibits French Canadian prairie style and Queen Anne influences with its wrap around verandah and columns, the high basement, hexagonal corner towers and bell roofs. It was a residence for only 14 years with the majority of its history being as a hospital and arts centre which expanded the building many times over the years. When designated as a Registered Historic Site in 1976, Lebel Mansion was described as the northwest portion of St. Vincent's Hospital. The east wing of the hospital was removed in 1986 and the Lebel Mansion with its remaining additions now occupies just over 2 of the 7 lots owned by the Town of Pincher Creek. The Mansion is a majestic landmark and is surrounded by landscaped grounds and a historic sandstone, brick and wrought iron fence.

Heritage Value

Lebel Mansion was the home of Timothee Lebel (1857-1935) and his family. Timothee Lebel was one of the earliest and most influential businessman in the history of Pincher Creek. Born in Cacouna, Quebec, he migrated west in 1881. Shortly after his arrival in Pincher Creek in 1884, he set up a small store in partnership with Tom Hinton. Later Charles Kettles bought out Mr. Hinton's interest in business and the firm of T. Lebel and Company was formed in 1894.

The primary general mercantile store was located on Main Street and in 1904 an impressive three story sandstone structure was built to accommodate the expanding business, becoming one of the main trade centres in southern Alberta. Two smaller stores were also operated in Beaver Mines and Brocket. Mr. Lebel retired as the active manager in 1905 but retained ownership of the business and building. In 1915 a massive fire destroyed much of the building and merchandise but undaunted, Timothee Lebel rebuilt the store. The business was operated until 1924 when Mr. Lebel retired from business life and sold both the building and business to the Webster Brothers. Timothee Lebel served as a private banker, loaning out money to many struggling families and extended a hand to many newcomers to the area.

SCHEDULE A

Statement of Significance

In 1886, Mr. Lebel's fiancé, Miss Marie Hortense Chasse, also from Cacouna, Quebec came west and they were married in Fort Macleod in 1887. Their first home was located on the south side of Main Street, being directly across from the family's store. In 1908 Mr. Lebel decided to build a new home and bought the land on the crest of the south hill, directly across from the Catholic Church. This was the former site of Father Lacombe's Hermitage in Pincher Creek, built in 1885. From 1909 – 1910, the impressive 1500 square foot brick mansion was constructed at a cost of \$22,305.21. The mansion included a basement, second story and attic with a decorative wrap around verandah that overlooked their three storey sandstone store. The impressive staircase to the second floor was made of oak and the floors used hard maple. An innovative cable communication system connected the Mansion with the store a block to the north – attached to the cable was a basket where family messages were sent back and forth between the two massive landmarks.

Mr. and Mrs. Lebel lived in the mansion along with their adopted daughter Marie Blanche until the residence was sold for \$10,000 in 1924 to the Roman Catholic order Daughters of Jesus (les Filles de Jesus) for use as a general hospital. The Lebel family moved to a smaller frame house to the south and east of the mansion. Mr. Lebel passed in 1935 at age 77.

The first administrator of the hospital was Mother Mary St. Vincent de Paul. In 1927 the first wing, providing for a chapel, was added to the mansion with subsequent additions built in 1935 (an obstetrical ward to the south of the chapel), 1940, 1950 and 1955. From its beginnings as a hospital, the doors were opened to the sick and suffering and many babies were born there. Patients were cared for by the Sisters and the Oblate Fathers assisted by bringing spiritual comfort. In 1974, the St. Vincent's Hospital became a government owned building and named Pincher Creek Health Care Centre with only one sister remaining on staff. After the new Pincher Creek municipal hospital was built in 1983, the Town of Pincher Creek purchased the building for \$1.00. The Lebel Mansion portion of the building was then leased to the Allied Arts Council. The east hospital wing (1950 addition) was removed in 1986 and the remaining Lebel Mansion has served as an arts and cultural centre for nearly 30 years. In 2006, a staircase addition to the south east of the building was constructed to better access the third floor.



Mr. Lebel was a leading pioneer merchant and a community leader serving on Pincher Creek Town Council and on St. Mike's Separate School Board. He was a prominent in the local French Canadian community in the Pincher Creek and Beauvais Lake districts and a well-known businessman throughout a large area of southern Alberta.

The Lebel Mansion is one of the earliest and best examples of residential design in Pincher Creek. It also represents a period of growing commerce as well as the French Canadian and

SCHEDULE A

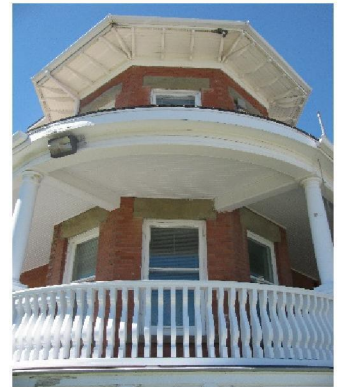
Statement of Significance

Catholic influences that helped to build the community of Pincher Creek. The unique architecture of the exterior of the building and its long history of use over time makes it an important historic resource for Pincher Creek.

Character Defining Elements:

The character defining elements of the Lebel Mansion include:

- Prominent location overlooking the town.
- French Canadian and Queen Anne influences in verandah columns, high basement and corner towers and ornate details.
- Brick construction.
- Square layout of the original mansion with bell roofs.
- Two and a half story height building with irregular additions.
- Shingled roof.
- Flat transom window over original front door.
- Two gothic windows (chapel).
- Original double hung windows with sandstone lug sills.
- Balconet on second floor.
- Main floor open wrap around verandah with columns and decorative railings.
- 1 shed dormer and 4 hip dormers.
- Unique cresting feature on roof top.
- Original brick chimneys.
- Historic fence on north and west side of property with sandstone base, brick pillars and ornate wrought iron metal railings.





Town of Pincher Creek

REQUEST FOR DECISION

Council or Committee of the Whole

SUBJECT: Community Centre Hall Funding Request	
PRESENTED BY: D. Henderson, Chief Administrative Officer	DATE OF MEETING: 2/12/2024

PURPOSE:

For Council to provide direction on how to address the Community Centre Hall Society funding request as presented by the delegation at the January 30 Joint Council Meeting.

RECOMMENDATION:

That Council for the Town of Pincher Creek agrees to provide \$6360 to the Community Centre Hall Society to support hall operations regarding utilities, based on the Joint Funding Committee formula of Town 53% and Municipal District 47%.

And that Council for the Town of Pincher Creek discuss potential for future Community Centre Hall Society funding be set as a budget line item.

BACKGROUND/HISTORY:

The Pincher Creek Community Center Hall Society submitted a letter expressing their concerns about being denied from receiving any Joint Funding for the second year in a row. They requested reconsideration of some funding to be provided for 2024 to assist with operational costs, specifically utilities.

As indicated in the letter, the Community Hall Board states that they did not receive notification regarding their Joint Funding Application. Administration has confirmed that a letter was sent to the email listed on the Joint Funding Application letting them know of the Joint Funding decision. In the Joint Funding request for funds, the Community Hall Board requested \$30,000 to replace the main doors with accessible doors. In the letter sent to both Town and MD Councils the request was for \$12,000 to cover operational costs (utilities etc.). The Community Hall Board made a presentation to the recent Joint Council Meeting and clarified that the request was to help pay utilities and the new doors would be covered by casino funds.

The Community Hall is widely used by members of the community for various events including; weddings, funerals, ceremonies, dances, fundraising events, and conferences. It should also be noted the Community Hall is the primary reception centre location for the Pincher Creek Regional Emergency Management Organization in the case of an emergency.

Because of the importance of this facility to the community, it may be better to provide stable financial support based on the Society providing an annual financial statement and operating budget. This would be the same process as funding for the Library and the Museum. Continuing to support a volunteer driven organization to operate the hall is a very effective method of providing a service at a relatively low cost.

ALTERNATIVES:

That Council for the Town of Pincher Creek receive the Community Centre Hall Society operating funding request for information.

IMPLICATIONS/SUPPORT OF PAST STUDIES OR PLANS:

Without financial support for operations, the volunteers of the not-for-profit society may decide operating the hall is not feasible and decide to turn it over to the Town.

FINANCIAL IMPLICATIONS:

Based on the existing cost sharing formula with the MD of Pincher Creek, 53% of \$12,000 calculates to \$6360.

PUBLIC RELATIONS IMPLICATIONS:

The hall is used frequently by members of the Public, and the closure of this facility would be a loss of a valuable facility to the community.

ATTACHMENTS:

2. Community Hall - 3318 - 3337

CONCLUSION/SUMMARY:

Administration supports providing a share of the funding request for Community Hall operations.

Signatures:

Department Head:

Doug Henderson

CAO:

Doug Henderson

*The Pincher Creek Community Center Hall Society
Box 1178 287 Canyon Drive
Pincher Creek, Alberta, T0K1W0
November 27, 2023*

RECEIVED

NOV 27 2023

*Dear Joint Funding Committee,
Mayor and Council of Town of Pincher Creek,*

Town of Pincher Creek

Dear Council:

This is a letter of grievance.

It is with grave concern, that we the Pincher Creek Community Center Hall Society that upon reading Shootin the Breeze, that we have been omitted for the second year in a row, from receiving a Joint Funding Grant.

We realize that it is a difficult task to allocate these funds.

The Hall board has reached out to Lisa Dewbar and Tristan Walker to look for utility grants that might be available. They were unable to find a grant that would be applicable for utilities for our hall.

We would like to state a few facts in the Community Hall's operation that may have been overlooked in the original application. Our current chequeing account balance is \$ 12,196.00, Casino account balance is \$ 23,000.00, casino account is an emergency fund kept for replacing any major failure of equipment, example furnace, dishwasher air conditioner etc. In fact, Casino money could replace the doors in the hall that are over 50 years old and seriously in need of replacing.

In reference to our utility bills, it should be noted that in 2022 the total cost of utilities was \$16,940.00 – breakdown was Power \$11,423.00, Gas \$ 5517.00.

From February 1, 2023 to October 31, 2023 total cost of Power was \$ 11,538.00 and Gas \$ 3749.00, for a total \$15,287.00.

Note we still have November, December and January coming up.

It is also a concern to us that the Hall rental bookings are greatly reduced. We do not know what factors may be contributing to fewer rentals.

-2-

The Hall board has discussed the fact that when the bank accounts are depleted, the only alternative would be to turn the keys over to the Town.

It would be our wish that at this time the Joint Funding Committee would reconsider some funding for the Pincher Creek Community Hall.

In our new application we would ask for \$ 12,000.00 to sustain us for one more year of operation.

Thank you for considering the future of the Community Hall which is an integral part of the community and the disaster destination for the whole Municipal District

Sincerely:

*President: Mike Killoran , Vice President: Les Ostby,
Treasurer: Rose Skjerka, Secretary: Barbara Holtman
and all remaining Board Members of
The Pincher Creek Community Center Hall Society*



Town of Pincher Creek

REQUEST FOR DECISION

Council or Committee of the Whole

SUBJECT: Bloom Capital Planning Session Follow Up	
PRESENTED BY: D. Henderson, Chief Administrative Officer	DATE OF MEETING: 2/12/2024

PURPOSE:

For Administration to bring forward some ideas as to next steps from the last Bloom session.

RECOMMENDATION:

That Council for the Town of Pincher Creek direct Administration to compile a summary of all recent infrastructure and facility studies in conjunction with current five and ten year capital financial plans, including grants and reserves, in preparation of a Long Term Capital Plan priorities Council workshop.

BACKGROUND/HISTORY:

Tim Duhamel with the Bloom Centre for Municipal Education was contracted to undertake long range capital planning and budgeting for the Town. A workshop with Council was held October 5, 2023. This was particularly timely with respect to the replacement of Town owned facilities, some of which are nearing end of life. There are current opportunities to purchase buildings and lands that are for sale to re-purpose for facility replacement or extend operations into adjacent lands.

There is a Master Facilities and Infrastructure Plan that has not really been looked at by staff or Council since 2009 when it was approved. It has good information but needs to be updated. Various other reports have been completed, such as the Program Plan and Conceptual Designs for the Operations Facility, and for Town Hall Expansion, both in October 2022. Other reports include Facility Lifecycle Assessment Reports for the Community Recreation Centre, May of 2023, and the MCC Arena, January 2020. The need for a new Town office, more space requested for the library, potential purchase of the Sobey's property, a new fire station, golf course upgrades, Lebel Mansion upgrades and Early Learning Centres all need to be included in the plan.

The idea for a day long session was to help Council determine some solid direction and decisions around these matters, how to discuss capital priorities, what information is needed, what is the strategic direction for the town etc. This situation is impacting staff trying to create long term plans for the various departments, create realistic budgets

and undertaking long-term planning for the growth and development of the town alongside the overall staffing and stability of the organization.

A second workshop was held December 7 when Council was briefed on a capital needs list and the capital gap. An estimated cost of projects on the omission list was shown at \$41,700,000, with a dozen projects not included as costs were unknown. The briefing also indicated that Council has done a good job of maintaining core capital assets such as roads, water and sewer infrastructure. It has also done an adequate job of maintenance and replacement of rolling stock, such as graders vehicles and mechanical equipment. Replacement of major facilities and a high-level review of the Town's financial capacity indicates there is not sufficient financial capacity to complete major projects in the current capital plan, and certainly not sufficient capacity to cover projects in the omission list.

Tim Duhamel also indicated he was very concerned about the proposed cost for a new curling rink. He felt the current estimates are way too low as just the slab in High River cost about \$2.5 Million. Drumheller estimates their new curling rink could cost anywhere from \$4 Million with a Sprung structure to \$8.4 Million for a permanent structure.

The Bloom Council Briefing has six recommendations. The first three, Financial Analysis, Capital Decisions Making and Evidence Based Decision making could be fulfilled with a capital plan priorities workshop. Once completed, public engagement could take place (recommendation 6) followed by a long term tax strategy (recommendation 5) and intermunicipal cost sharing (recommendation 6).

ALTERNATIVES:

That Council for the Town of Pincher Creek receive the Bloom Centre Long Term Capital Plan Council Briefing for information.

IMPLICATIONS/SUPPORT OF PAST STUDIES OR PLANS:

Council has spent significant dollars over many years reviewing the health of infrastructure and facilities. Gathering all this information together and making decisions on priorities for the next ten years is very important for the future of the Pincher Creek community.

FINANCIAL IMPLICATIONS:

At least \$41.7 million, over multiple years.

PUBLIC RELATIONS IMPLICATIONS:

Once priorities have been determined, public engagement will need to take place to gather feedback from the community. The process will need to be presented in a way that makes a very complex topic easier to understand.

ATTACHMENTS:

2024 to 2028 Capital Plan with Funding Sources - 3339

5 Year Capital Plan 2024 to 2028 - 3339

Bloom - Capital Budget Decision Making - Town of Pincher Creek - 3339

Facilities Overview - 3339

Pincher Creek - Capital Plan Priorities Workshop - Project Complete - Dec 11 2023 - 3319
- 3339

Pincher Creek Council Briefing - Capital Budget - December 7 2023 - 3339

CONCLUSION/SUMMARY:

For Administration to get some direction as to next steps from the last Bloom session.

Signatures:

Department Head:

Doug Henderson

CAO:

Doug Henderson

TOWN OF PINCHER CREEK

2024 to 2028 Capital Plan

1:20 PM
12/2/2022

	DESCRIPTION	Project Class	2024	2025	2026	2027	2028
	CAPITAL EXPENSES						
	Water Distribution						
	Fire Hydrant Replacement	Replacement/Upgrade Existing Assets	\$ 160,000.00		\$ 160,000.00		\$ 160,000.00
	Victoria Crescent Watermain Replacement	Replacement/Upgrade Existing Assets	\$ 360,000.00				
	Bev McLachlin Drive (Wentworth to Main St) Watermain and PRV Upgrade	Replacement/Upgrade Existing Assets		\$ 1,600,000.00			
	Canyon Drive Watermain Replacement (Victoria to Old WTP)	Replacement/Upgrade Existing Assets			\$ 480,000.00		
	Wastewater Collection						
	Sanitary Sewer Lining	Preserve/Extend Life of Existing Assets	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00
	Canyon Drive Sanitary Main Replacement - Phase 2	Replacement/Upgrade Existing Assets	\$ 350,000.00				
	Davidson Ave Sanitary Replacements (Mountain to Kettles)	Replacement/Upgrade Existing Assets					\$ 480,000.00
	Stormwater Collection						
	Surface Drainage Improvements at Hyde St/Edna St	Replacement/Upgrade Existing Assets	\$ 150,000.00				
	Stormwater Main/Outfall Upgrades at Firehall, Adelaide, & St. John	Replacement/Upgrade Existing Assets			\$ 620,000.00		
	Stormwater Main/Outfall Upgrades at Hill, Rimmington	Replacement/Upgrade Existing Assets				\$ 400,000.00	
	Stormwater Main/Outfall Upgrades at Albert, Frederick	Replacement/Upgrade Existing Assets				\$ 420,000.00	
	Stormwater Main Upgrades at McLeod, Robertson, Main, & Davidson	Replacement/Upgrade Existing Assets				\$ 500,000.00	
	Stormwater Main Upgrades at Davidson Ave (Mountain to Kettles)	Replacement/Upgrade Existing Assets					\$ 350,000.00
	Stormwater Main Upgrades at Kettles St (Davidson, St. John, Police)	Replacement/Upgrade Existing Assets					\$ 280,000.00
	Water Treatment						

TOWN OF PINCHER CREEK

2024 to 2028 Capital Plan

1:20 PM
12/2/2022

	DESCRIPTION	Project Class	2024	2025	2026	2027	2028
	CAPITAL EXPENSES						
	WTP Process Upgrades - Turbidimeters, Fluoride Dosing Pumps, Distribution Pumps 1-3-4	Replacement/Upgrade Existing Assets	\$ 178,000.00				
	Old Pincher Creek Raw Water Intake Redundant	Disposal	\$ 75,000.00				
	Raw Water Pump Replacements	Replacement/Upgrade Existing Assets			\$ 150,000.00		
	WTP Process Upgrades - Flash Mixer Pump, Chlorine Analyzer, Jar Tester	Replacement/Upgrade Existing Assets					\$ 19,000.00
	Wastewater Treatment						
	Main Lift Station Solids Removal System	New (Expanded Service)	\$ 400,000.00				
	Faculative Cell #5 Decommissioning	Disposal			\$ 65,000.00		
	Streets						
	SE Commercial Upgrade (Drainage Improvements)	New (Expanded Service)	\$ 800,000.00	\$ 1,200,000.00	\$ 1,200,000.00		
	Sidewalk Replacements	Replacement/Upgrade Existing Assets		\$ 160,000.00		\$ 160,000.00	
	Fleet						
	Pick-Up Trucks	Replacement/Upgrade Existing Assets	\$ 70,000.00	\$ 55,000.00	\$ 55,000.00		\$ 55,000.00
	Town Office Vehicle (SUV or Car)	New (Expanded Service)	\$ 35,000.00				
	Heavy Loader	Replacement/Upgrade Existing Assets		\$ 350,000.00			
	Garbage Truck	Replacement/Upgrade Existing Assets	\$ 325,000.00				\$ 325,000.00
	Heavy (1 Ton) Utility Box Truck	Replacement/Upgrade Existing Assets		\$ 85,000.00			
	Air Compressor	Replacement/Upgrade Existing Assets	\$ 80,000.00				
	3-Ton Truck (Roll-On/Off)	Replacement/Upgrade Existing Assets					\$ 225,000.00

TOWN OF PINCHER CREEK

2024 to 2028 Capital Plan

1:20 PM
12/2/2022

DESCRIPTION	Project Class	2024	2025	2026	2027	2028
CAPITAL EXPENSES						
Street Sweeper	Replacement/Upgrade Existing Assets			\$ 350,000.00		
Skid Steer Excavator (Trade-In)	Replacement/Upgrade Existing Assets	\$ 8,000.00	\$ 8,050.00	\$ 8,100.00	\$ 8,150.00	\$ 8,200.00
Mini Backhoe (Trade-In)	Replacement/Upgrade Existing Assets	\$ 6,000.00	\$ 6,050.00	\$ 6,100.00	\$ 6,150.00	\$ 6,200.00
Enclosed Trailer for Special Events	New (Expanded Service)	\$ 10,000.00				
UTV (Side by Side) for Trails/Parks	New (Expanded Service)	\$ 25,000.00				
Facilities						
Roof Replacements RCMP (Nov 18 waiti	Replacement/Upgrade Existing Assets	\$ 65,000.00				
RCMP Foundation Repairs (Nov 18 waiti	Preserve/Extend Life of Existing Assets	\$ 400,000.00				
Operations Facility ATCO Trailer Upgrade	New (Growth)					
New Curling Rink	Replacement/Upgrade Existing Assets	\$ 2,750,000.00				
Operations Facility (Full Replacement) Replacement	Replacement/Upgrade Existing Assets			\$ 200,000.00	\$ 8,000,000.00	
Town Office West Wing (Office Renovations)	New (Growth)	\$ 700,000.00				
Library Expansion	New (Expanded Service)		\$ 1,000,000.00			
Arena Renovations (New Dressing Rooms)	New (Expanded Service)		\$ 400,000.00			
Affordable Housing	New (Expanded Service)					
New Fieldhouse	New (Expanded Service)					
Information Technology						

TOWN OF PINCHER CREEK

2024 to 2028 Capital Plan

1:20 PM
12/2/2022

DESCRIPTION	Project Class	2024	2025	2026	2027	2028
CAPITAL EXPENSES						
Workstation Hardware	Replacement/Upgrade Existing Assets	\$ 15,750.00	\$ 16,500.00	\$ 17,400.00	\$ 18,200.00	\$ 19,000.00
Parks/Trails						
Trail Construction (Highway #6 to Veterans St)	New (Expanded Service)	\$ 150,000.00				
Juan Teran Park Picnic Shelter			\$ 25,000.00			
Storm Water Mgmt pond Castleview to Beaver Drive				\$ 150,000.00		\$ 150,000.00
Sport Fields						
Sproule Field Washroom Facility	New (Expanded Service)			\$ 100,000.00		
Tennis Fence Replacement/Windscreen	New (Expanded Service)	\$ 65,000.00				
New Concrete Skate Park	New (Expanded Service)			\$ 600,000.00		
Playgrounds						
Central Park Playground Replacement	Replacement/Upgrade Existing Assets		\$ 100,000.00			
Cemetery						
Gazebo	New (Expanded Service)	\$ 30,000.00				
Equipment						
Pool Equipment (Wibit Kids Track)	New (Expanded Service)	\$ 20,000.00				
TOTAL		\$ 7,327,750.00	\$ 5,105,600.00	\$ 4,261,600.00	\$ 9,612,500.00	\$ 2,177,400.00

FUNDING SOURCES

Grants		\$ 622,287.00	\$ 622,287.00	\$ 622,287.00	\$ 1,942,287.00	\$ 1,627,400.00
Local Improvement		\$ 800,000.00	\$ 1,200,000.00	\$ 1,200,000.00	\$ -	\$ -
Loan/leases		\$ 3,915,000.00	\$ 3,035,000.00	\$ 350,000.00	\$ 4,000,000.00	\$ 550,000.00
Reserves		\$ 1,990,463.00	\$ 248,313.00	\$ 2,089,313.00	\$ 3,670,213.00	
TOTAL		\$ 7,327,750.00	\$ 5,105,600.00	\$ 4,261,600.00	\$ 9,612,500.00	\$ 2,177,400.00



AGENDA
TOWN OF PINCHER CREEK
BUDGET COUNCIL MEETING AGENDA
November 1, 2022 AT 9:00 A.M.
Council Chambers, Town Hall, 962 St. John Avenue
[Zoom Link](#)

1. Call to Order
2. Agenda Approval
3. New Business
 - 3.1 5 Year Capital Plan (2024 to 2028)
4. Adjournment



2024-2028 5-Year Plan Overview





AGENDA

- 1. Water Distribution
- 2. Wastewater Collection
- 3. Stormwater Collection
- 4. Water Treatment
- 5. Wastewater Treatment
- 6. Streets
- 7. Fleet
- 8. Land Development
- 9. Facilities
- 10. Information Technology
- 11. Parks/Trails
- 12. Sports Fields
- 13. Playgrounds
- 14. Cemetery
- 15. Community Recreation Centre
- 16. Comm. Services Equipment

2022-10-28

2



1. Water Distribution

- **2024-2028 Projects: 6**
 - **Fire Hydrant Replacements (2024, 2026, 2028)**
 - **Victoria Crescent Watermain Replacement (2024)**
 - **Bev McLachlin Drive (Wentworth to Main St) Watermain and PRV Upgrade (2025)**
 - **Canyon Drive Watermain Replacement (Victoria to Old WTP) (2026)**



Fire Hydrant Replacements

2024 Budget: \$160,000

2026 Budget: \$160,000

2028 Budget: \$160,000

- Project identified as part of 2022 Infrastructure Master Plan (IMP)
- Town owns and maintains 168 fire hydrants.
- Operations previously requested \$80,000 annually to replace hydrants, however, the department feels it is more feasible to tender larger projects less often, so have doubled the requested amounts but reduced frequency to every 2-years.



Watermain Replacements

2024 Budget: \$360,000

2025 Budget: \$1,600,000

2026 Budget: \$480,000

- Projects all identified as part of 2022 Infrastructure Master Plan (IMP)
- IMP indicated that in order to keep water distribution infrastructure in an acceptable condition, approximately \$1M per year (average) should be budgeted for waterline replacements. Some years will be over, some under.
- 2024 involves end-of-life replacement of watermain(s) along Victoria Crescent
- 2025 is a replacement and up-sizing of a major water connection between “high-side” and “low-side” pressure zones on Bev McLachlin Drive, with new Pressure Reducing Station
- 2026 involves end-of-life replacement of watermain(s) along Canyon Drive



Watermain Replacements

2024 Budget: **\$360,000**

2025 Budget: **\$1,600,000**

2026 Budget: **\$480,000**



2022-10-28

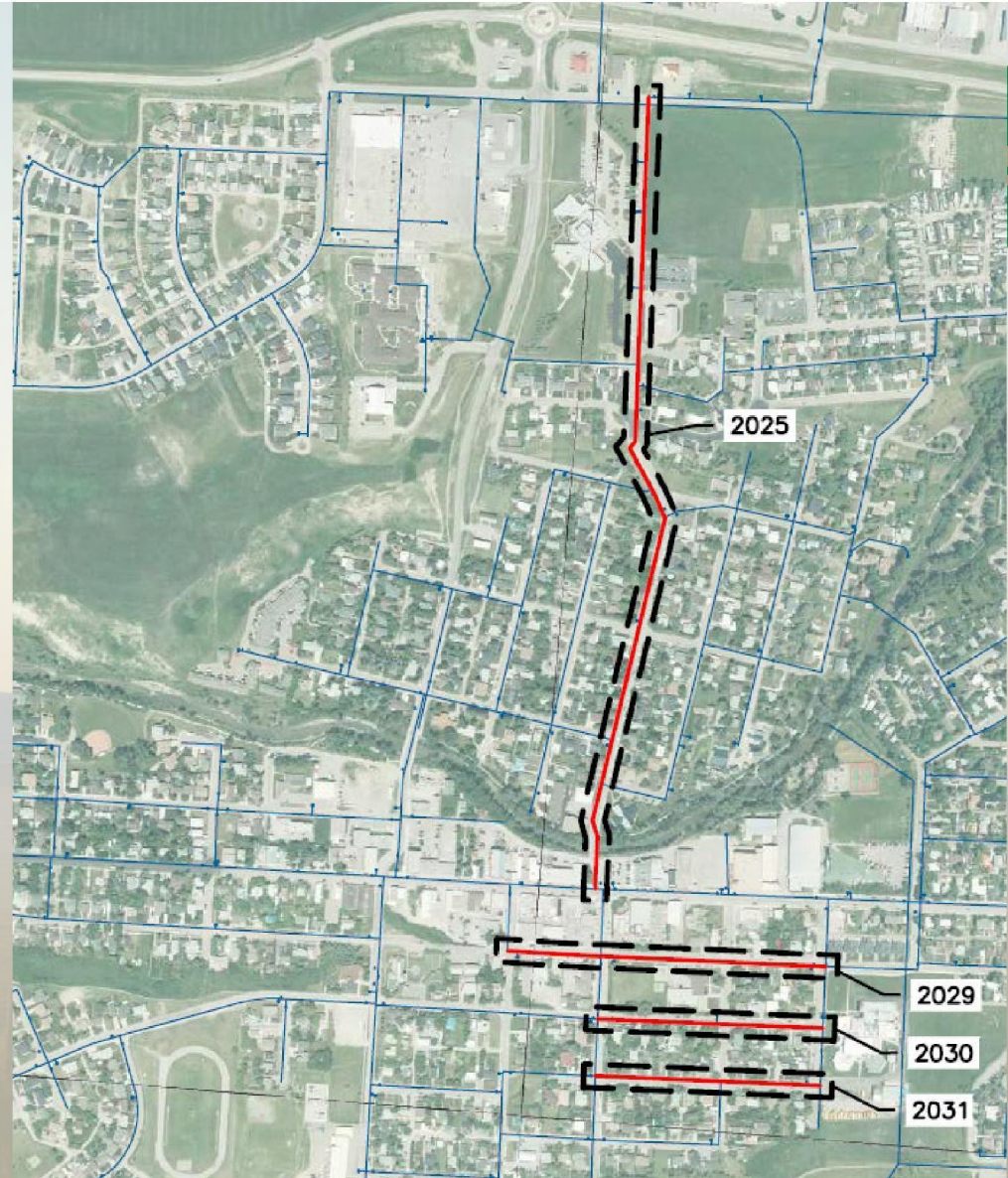
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Watermain Replacements

2024 Budget: **\$360,000**

2025 Budget: **\$1,600,000**

2026 Budget: **\$480,000**





2. Wastewater Collection

- **2024-2028 Projects: 7**
 - **Sanitary Sewer Lining (2024, 2025, 2026, 2027, 2028)**
 - **Canyon Drive Sanitary Main Replacement - Phase 2 (2024)**
 - **Davidson Ave Sanitary Replacements (Mountain to Kettles) (2028)**



Sanitary Sewer Lining

2024 Budget: \$100,000

2025 Budget: \$100,000

2026 Budget: \$100,000

2027 Budget: \$100,000

2028 Budget: \$100,000

- Project identified as part of 2022 Infrastructure Master Plan (IMP)
- As per IMP, *“The Town should consider lining sanitary pipes that are eligible candidates, as lining can significantly reduce the costs to the Town. The Town’s sanitary system generally has capacity, upsizing is not required in many areas thus lining is a viable option if the pipe is in a condition that can be lined.”*
- Exact locations have not been determined, as Operations is waiting for Phase 3 (2022) and Phase 4 (2023) of the Sanitary Sewer CCTV Inspection project to be completed
- \$100,000 is enough funding for approximately 1-2 blocks of sewer lining, and manhole rehabilitation



Sanitary Sewer Main Replacements

2024 Budget: \$350,000

2028 Budget: \$480,000

- Projects identified as part of 2022 Infrastructure Master Plan (IMP)
- IMP indicated that in order to keep wastewater collection infrastructure in an acceptable condition, approximately \$835,000 per year (average) should be budgeted for sanitary sewer replacements. Some years will be over, some under.
- Sanitary sewer lining projects will reduce the amount needed to be invested in replacements annually
- 2024 involves end-of-life sanitary main replacement along Canyon Drive
- 2028 involves end-of-life sanitary main replacement along Davidson Ave

Sanitary Sewer Main Replacements

2024 Budget: **\$350,000**

2028 Budget: **\$480,000**

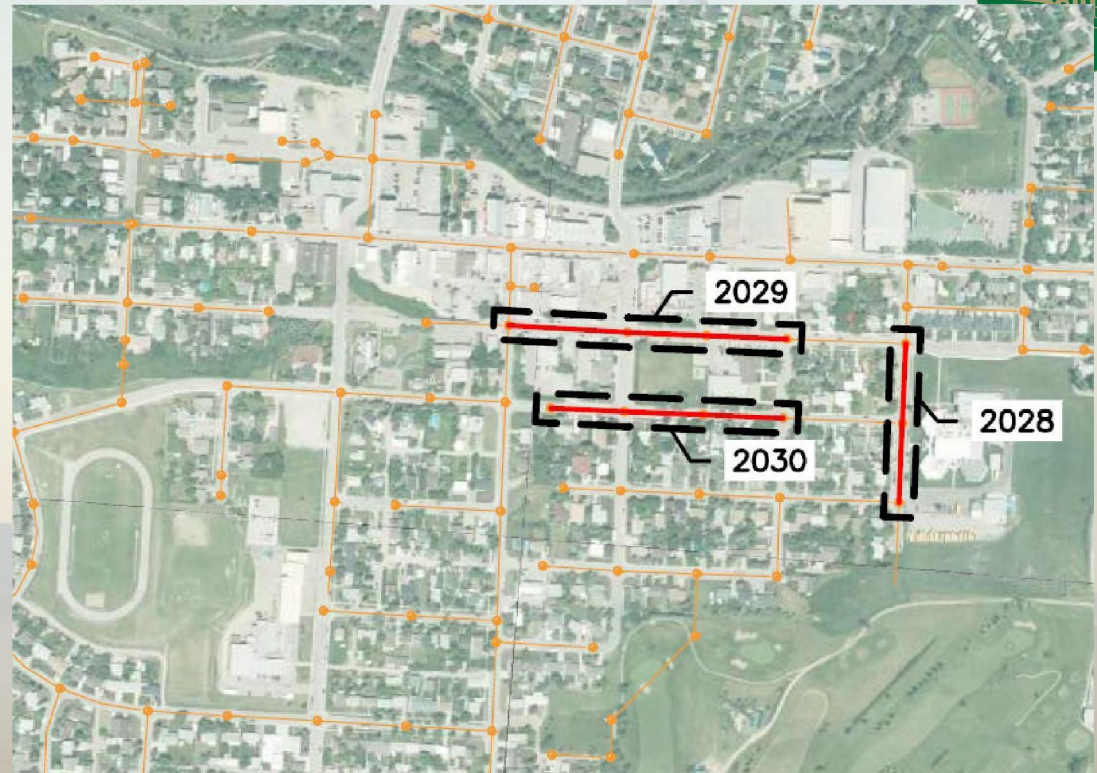




Sanitary Sewer Main Replacements

2024 Budget: **\$350,000**

2028 Budget: **\$480,000**





3. Stormwater Collection

- **2024-2028 Projects: 7**
 - **Surface Drainage Improvements at Hyde St/Edna St (2024)**
 - **Stormwater Main/Outfall Upgrades at Firehall, Adelaide, & St. John (2026)**
 - **Stormwater Main/Outfall Upgrades at Hill, Rimmington (2027)**
 - **Stormwater Main/Outfall Upgrades at Albert, Frederick (2027)**
 - **Stormwater Main Upgrades at McLeod, Robertson, Main, & Davidson (2027)**
 - **Stormwater Main Upgrades at Davidson Ave (Mountain to Kettles) (2028)**
 - **Stormwater Main Upgrades at Kettles St (Davidson, St. John, Police) (2028)**



Stormwater Main Replacements

2024 Budget: \$150,000

2026 Budget: \$620,000

2027 Budget: \$1,320,000

2028 Budget: \$630,000

- Project identified as part of 2022 Infrastructure Master Plan (IMP)
- IMP indicated that in order to keep stormwater collection infrastructure in an acceptable condition, approximately \$400,000 per year (average) should be budgeted for storm sewer replacements. Some years will be over, some under.
- Administration has applied for a Federal Disaster Mitigation Grant specifically for stormwater upgrades from 2023-2032 (no response to date) which would cover 40% of project costs
- All proposed projects involve replacement and up-sizing of existing infrastructure to better accommodate the volumes of stormwater



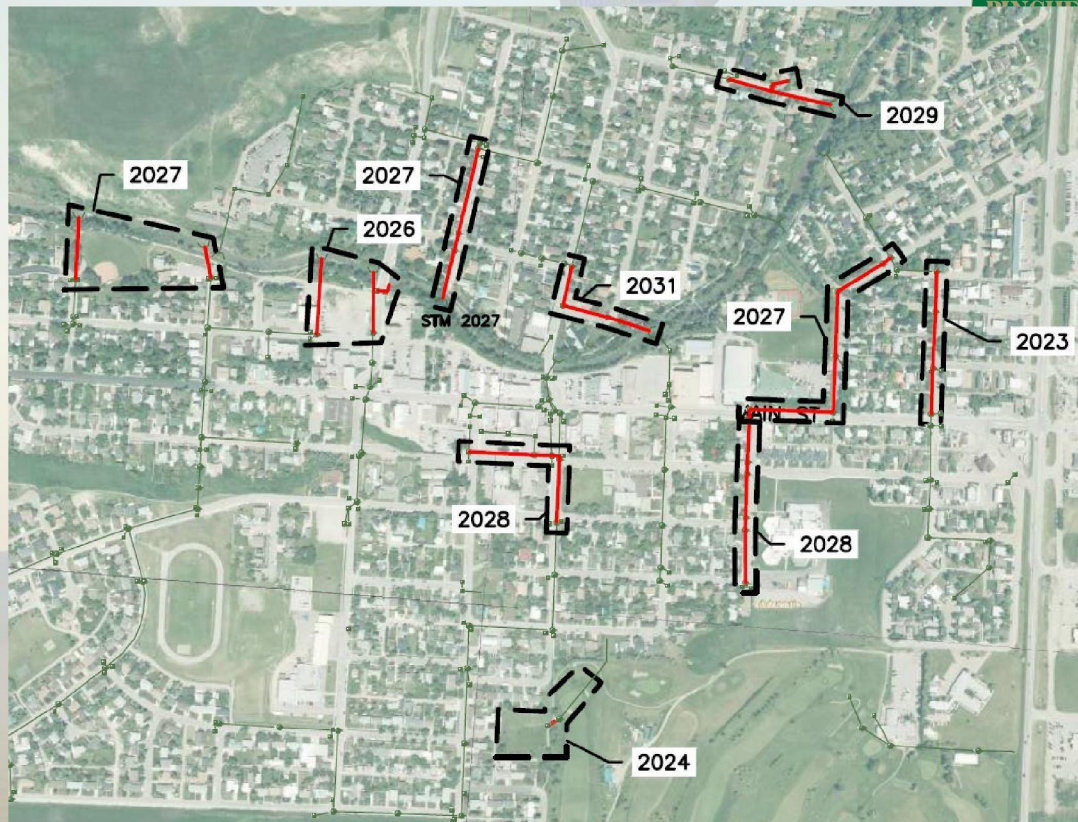
Stormwater Main Replacements

2024 Budget: **\$150,000**

2026 Budget: **\$620,000**

2027 Budget: **\$1,320,000**

2028 Budget: **\$630,000**





4. Water Treatment

- **2024-2028 Projects: 4**
 - **WTP Process Upgrades - Turbidimeters, Fluoride Dosing Pumps, Distribution Pumps 1-3-4 (2024)**
 - **Old Pincher Creek Raw Water Intake Reclamation (2024)**
 - **Raw Water Pump Replacements (2026)**
 - **WTP Process Upgrades - Flash Mixer Pump, Chlorine Analyzer, Jar Tester (2028)**



WTP Process Upgrades - Turbidimeters, Fluoride Dosing Pumps, Distribution Pumps 1-3-4

2024 Budget: **\$178,000**

- Project identified as part of 2022 Infrastructure Master Plan (IMP)
- Water Treatment Plant is 32 years old and many components are original. These are regular end-of-life replacements





Old Pincher Creek Raw Water Intake Reclamation

2024 Budget: \$75,000

- Town previously acquired raw water from an intake structure on the Pincher Creek west of Town
- During a high-flow event the creek re-routed itself and no longer flowed adjacent to the intake structure
- A new Raw Water Intake was constructed in Town (near the Ag Grounds) but the existing intake has not been decommissioned
- Project intends to decommission existing intake and remove the concrete



Raw Water Pump Replacements

2026 Budget: \$150,000

- Project identified as part of 2022 Infrastructure Master Plan (IMP)
- Water Treatment Plant is 32 years old, and many components are original. Pumps are original to the plant with two out of three having new VFDs. Pump rebuild may be an option instead of replacement.
- Project is to replace three (3) Raw Water Pumps at approximately \$50,000 each



WTP Process Upgrades - Flash Mixer Pump, Chlorine Analyzer, Jar Tester

2028 Budget: \$19,000

- Project identified as part of 2022 Infrastructure Master Plan (IMP)
- Water Treatment Plant is 32 years old, and many components are original.
- Project is to replace:
 - Flash Mixer Pump - \$5,000
 - Chlorine Analyzer - \$7,500
 - Jar Tester - \$6,500

WTP Process Upgrades - Flash Mixer Pump, Chlorine Analyzer, Jar Tester

2028 Budget: **\$19,000**



Figure 4.5 Flash Mixer (Prior to Alum Dosage System Upgrade) 2023-10-28



5. Wastewater Treatment



- **2024-2028 Projects: 2**
 - **Main Lift Station Solids Removal System (2024)**
 - **Facultative Cell #5 Decommissioning (2026)**



Main Lift Station Solids Removal System

2024 Budget: \$400,000

- Project identified as part of 2022 Infrastructure Master Plan (IMP)
- Project also identified in 2016 Wastewater System Assessment
- As sewage enters the Main Lift Station, the bar screen in the screening channel upstream of the wet well clogs frequently due to the debris size and volume that is captured during the screening process. This results in channel overflow, allowing unscreened influent wastewater into the wet well which is then pumped to the lagoons.
- Proposed project is to install a grinder to mitigate issues with large debris, and a removal system.



Facultative Cell #5 Decommissioning

2026 Budget: \$65,000

- Project identified as part of 2022 Infrastructure Master Plan (IMP)
- Project also identified in 2016 Wastewater System Assessment
- The Wastewater Treatment Lagoons were constructed to service a significantly higher population (expected exponential growth at time of design)
- The larger than required size and capacity of the existing combined facultative cells has a significant impact and is a contributing factor to the high pH and algae growth in the cells
- Project would involve redirecting water flow through treatment process

6. Streets

- **2024-2028 Projects: 2**
 - **Sidewalk Replacements (2025, 2027)**
 - **Pronghorn Avenue Upgrades (Year TBD)**



2022-10-28

25



Sidewalk Replacements

2025 Budget: \$160,000

2027 Budget: \$160,000

- Project identified as part of 2022 Infrastructure Master Plan (IMP)
- Operations previously requested \$80,000 annually to replace existing sidewalks, however, the department feels it is more feasible to tender larger projects less often, so have doubled the requested amounts but reduced frequency to every 2-years.
- Locations to be determined based on condition assessment while also prioritizing based on pedestrian traffic volume



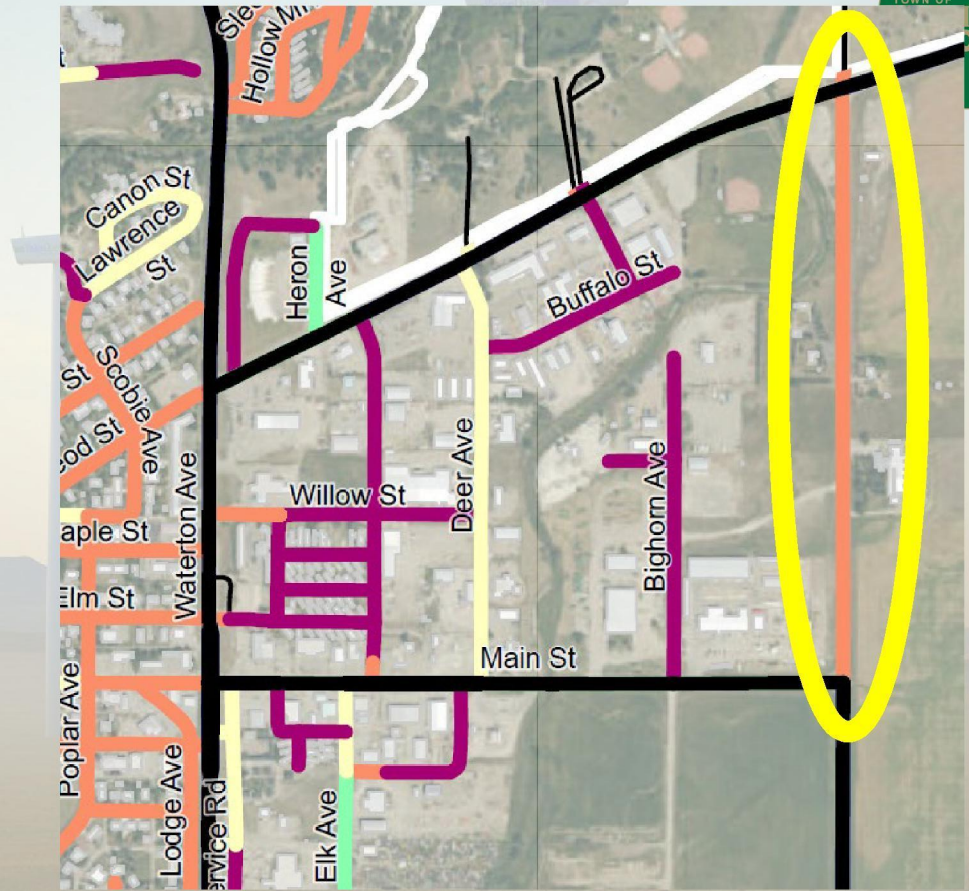
Pronghorn Avenue Upgrades

2028 Budget: \$TBD

- Operations is requesting a geotechnical assessment as part of 2023 Operating Budget to determine recommended upgrades to Pronghorn Avenue (i.e. structure needing to be re-built or only requiring re-paving)
- Report will assist administration in requesting grant funds

Pronghorn Avenue Upgrades

2028 Budget: **\$TBD**



2022-10-28

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7. Fleet



- **2024-2028 Projects: 9**
 - **Pick-Up Truck (2024, 2026, 2028)**
 - **Garbage Truck (2024, 2028)**
 - **Heavy Loader (2025)**
 - **Heavy (1 Ton) Utility Box Truck (2025)**
 - **Street Sweeper (2026)**
 - **3-Ton Truck (Roll-On/Off) (2028)**
 - *Also: (Annual trade-in upgrade to Skid Steer/Mini Excavator)*



Pick-Up Trucks

2024 Budget: \$55,000

2026 Budget: \$55,000

2028 Budget: \$55,000

- Replacement of existing fleet vehicles as they age
- 18 Pick-Up Trucks (Operations/Recreation/Bylaw)
 - 9 newer (less than 10 years old)
 - 5 older (10-19 years old)
 - 4 very old (20+ years old)



Garbage Truck Replacement

- Town owns two (2) garbage trucks which have a life expectancy of 8-10 years, meaning a truck needs to be replaced every 4-5 years.
- Garbage Truck Replacement is funded by a dedicate reserve collected from garbage utility bills.

2024 Budget: \$325,000

2028 Budget: \$325,000



Heavy Loader Replacement

2025 Budget: **\$350,000**

- Current loader is a 2006 Model
- The Heavy Loader is the most used piece of equipment by the Public Works Department





Heavy (1 Ton) Utility Box Truck Replacement

2025 Budget: **\$85,000**

- Current 1-ton truck is a 2000 Model





Street Sweeper Replacement

2026 Budget: **\$350,000**

- Current Street Sweeper is a 2015 Model
- Street Sweepers are notorious for deteriorating rapidly due to the harsh environments they work in (i.e. constant dirt and debris)





- Current 3-Ton Truck is a 2013 Model

3-Ton Truck (Roll-On/Off) Replacement

2028 Budget: **\$225,000**





Skid Steer & Mini Excavator Trade-In (Annual)

2023 Budget:

Skid Steer - \$7,950

Mini Excavator - \$5,950

- These two pieces of equipment are the most versatile in the Town's fleet
- Because municipalities receive a significant discount from dealers on new equipment, the resale value makes it very cost effective to upgrade/trade-in regularly
- By upgrading annually, the Town benefits from this equipment always being under manufacturer warranty, reducing operating costs
- The Operations Department previously completed a Cost/Benefit analysis of the trade-in vs. purchase and depreciation, and annual trade-in was most cost effective in the long-term

8. Land Development



- **2024-2028 Projects: 2**
 - **NE Area Phase 1 Development (McEachern Street) (Year TBD)**
 - **Veteran's Street Expansion (2027)**



NE Area Phase 1 Development (McEachern Street)

202X Budget: \$TBD

- Phasing of development significantly dependent on long-term plans for Operations Facility
- If a new Operations Facility & Yard is desired in the NE Area, road and utility servicing would be required
- Extent of development area dependent on Council direction



Veteran's Street Expansion

- Information to be provided by CAO
2027 Budget: \$1,000,000



10-28

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9. Facilities



- **2024-2028 Projects: 5**
 - **Curling Rink Replacement**
 - **Operations Facility Replacement**
 - **Library Expansion**
 - **Arena Replacement**
 - **Town Office West Wing Renovation**



Curling Rink

202X Budget: **\$XXX,XXX**

- Information to be provided by Community Services



Operations Facility

2026 Budget: \$200,000

2027 Budget: \$8M

- New Operations Facility proposed in the NE Area east of Walmart
- Needs Assessment completed in 2022 provides details on the short-comings of existing facility
- Proposed to advance portion of design funds in 2026 and construction begin in 2027



Library Expansion

202X Budget: \$TBD

- Information to be provided by Community Services



Arena Replacement

2028 Budget: \$15M

- Information to be provided by Community Services



Town Office West Wing Renovation

202X Budget: \$TBD

- Needs Assessment currently being finalized and will be presented to Council shortly
- Draft report indicated a full renovation being approximately \$3M while a full replacement facility would be \$4M. The recommendation was to renovate the existing facility.

10. Information Technology



- **2024-2028 Projects: 5**
 - **Workstation Hardware (2024, 2025, 2026, 2027, 2028)**



Workstation Hardware

2024 Budget: \$15,750

2025 Budget: \$16,500

2026 Budget: \$17,400

2027 Budget: \$18,200

2028 Budget: \$19,000

- The Town's previous contract for I.T. Services included hardware (computer) rentals
- As a result of a Request for Proposals for I.T. Services in 2021, proposals shifted away from including rental hardware in contracts and instead have the Owner purchase their own hardware
- The proposed replacement budget would be a recurring annual expense to replace laptops, desktops, etc. on a rotating basis prioritized by age and condition



11. Parks/Trails

- **2024-2028 Projects: 4**
 - **Trail Construction (Highway #6 to Veterans St) (2024)**
 - **Juan Teran Park Picnic Shelter (2025)**
 - **Storm Water Management Pond (2026)**
 - **Castlevew to Beaver Drive (2028)**



Trail Construction (Highway #6 to Veterans St)

2024 Budget: \$150,000

- Information to be provided by Community Services



Juan Teran Park Picnic Shelter

2025 Budget: \$25,000

- Information to be provided by Community Services



Storm Water Management Pond Trail

2026 Budget: \$150,000

- Information to be provided by Community Services



Castleview to Beaver Drive Trail

2028 Budget: \$150,000

- Information to be provided by Community Services

12. Sports Fields



- **2024-2028 Projects: 1**
 - **New Concrete Skate Park (2026)**

2022-10-28

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New Concrete Skate Park

2026 Budget: \$600,000

- Information to be provided by Community Services

13. Playgrounds



- **2024-2028 Projects: 1**
 - **Central Park Playground Replacement (2025)**

2022-10-28

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Central Park Playground Replacement

2025 Budget: \$100,000

- Information to be provided by Community Services

14. Cemetery



- **2024-2028 Projects: 1**
 - **Gazebo (2024)**

2022-10-28

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Cemetery Gazebo

2024 Budget: \$30,000

- It has been mentioned by the community that a covered gazebo would be a welcomed addition to the cemetery to have a place for protection from rain, blazing sun, or a family gathering place

15. Community Recreation Centre



- **2024-2028 Projects: To Be Determined**
 - **We expect significant recommendations to come from the proposed 2023 Facility Condition Assessment**

2022-10-28

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16. Community Services Equipment



- **2024-2028 Projects: 1**
 - **Pool Equipment (Wibit Kids Track) (2024)**

2022-10-28

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Pool Equipment (Wibit Kids Track)

2024 Budget: \$20,000

- Information to be provided by Community Services



Discussion

2022-10-28

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TOWN OF PINCHER CREEK
5 YEAR CAPITAL PLAN

DESCRIPTION	Project Class	2022 BUDGET	2023	2024	2025	2026	2027	2028
Water Distribution								
Fire Hydrant Replacement	Replacement/ Upgrade Existing Assets	\$ 80,000.00		\$ 160,000.00		\$ 160,000.00		\$ 160,000.00
Canyon Drive Waterline Integrity Upgrades w/ Valve Insertions	Replacement/ Upgrade Existing Assets		\$ 280,000.00					
Victoria Crescent Watermain Replacement	Replacement/ Upgrade Existing Assets			\$ 360,000.00				
Bev McLachlin Drive (Wentworth to Main St) Watermain and PRV Upgrade	Replacement/ Upgrade Existing Assets				\$ 1,600,000.00			
Canyon Drive Watermain Replacement (Victoria to Old WTP)	Replacement/ Upgrade Existing Assets					\$ 480,000.00		
Waterline Replacement (carryover from 2021 & 2022)	Replacement/ Upgrade Existing Assets	\$ 2,045,000.00	\$ 1,100,000.00					
Wastewater Collection								
Sanitary Sewer Replacements	Replacement/ Upgrade Existing Assets	\$ 200,000.00						
Sanitary Sewer Lining	Preserve/Extend Life of Existing Assets	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00
Rimington Lift Station Upgrade	New (Expanded Service)	\$ 8,000.00						

TOWN OF PINCHER CREEK
5 YEAR CAPITAL PLAN

DESCRIPTION	Project Class	2022 BUDGET	2023	2024	2025	2026	2027	2028
Canyon Lift Station Upgrade	New (Expanded Service)	\$ 8,000.00						
Canyon Drive Sanitary Main Replacement - Phase 1	Replacement/ Upgrade Existing Assets		\$ 530,000.00					
Canyon Drive Sanitary Main Replacement - Phase 2	Replacement/ Upgrade Existing Assets			\$ 350,000.00				
Davidson Ave Sanitary Replacements (Mountain to Kettles)	Replacement/ Upgrade Existing Assets							\$ 480,000.00
Stormwater Collection								
Poplar Ave (Willow Street to Main Street) Stormwater Upgrades	Replacement/ Upgrade Existing Assets		\$ 465,000.00					
Surface Drainage Improvements at Hyde St/Edna St	Replacement/ Upgrade Existing Assets			\$ 150,000.00				
Upgrade catch basin Beverly McLaughlin Drive	Replacement/ Upgrade Existing Assets	\$ 80,000.00						
Storm Drainage Church/Poplar	Replacement/ Upgrade Existing Assets	\$ 500,000.00						
Stormwater Main/Outfall Upgrades at Firehall, Adelaide, & St. John	Replacement/ Upgrade Existing Assets					\$ 620,000.00		

TOWN OF PINCHER CREEK
5 YEAR CAPITAL PLAN

DESCRIPTION	Project Class	2022 BUDGET	2023	2024	2025	2026	2027	2028
Stormwater Main/Outfall Upgrades at Hill, Rimmington	Replacement/ Upgrade Existing Assets						\$ 400,000.00	
Stormwater Main/Outfall Upgrades at Albert, Frederick	Replacement/ Upgrade Existing Assets						\$ 420,000.00	
Stormwater Main Upgrades at McLeod, Robertson, Main, & Davidson	Replacement/ Upgrade Existing Assets						\$ 500,000.00	
Stormwater Main Upgrades at Davidson Ave (Mountain to Kettles)	Replacement/ Upgrade Existing Assets							\$ 350,000.00
Stormwater Main Upgrades at Kettles St (Davidson, St. John, Police)	Replacement/ Upgrade Existing Assets							\$ 280,000.00
Water Treatment							.	
Sodium Hypochlorite Generation System (carryover from 2022)	New (Safety)	\$ 350,000.00	\$ 335,000.00					
WTP Process Upgrades - Turbidimeters, Fluoride Dosing Pumps, Distribution Pumps 1-3-4	Replacement/ Upgrade Existing Assets			\$ 178,000.00				
Old Pincher Creek Raw Water Intake P	Disposal			\$ 75,000.00				
WTP Internal Plumbing Replacement	Replacement/ Upgrade Existing Assets		\$ 25,000.00					
SCADA Communication Radio Replace	Replacement/ Upgrade Existing Assets		\$ 40,000.00					

TOWN OF PINCHER CREEK
5 YEAR CAPITAL PLAN

DESCRIPTION	Project Class	2022 BUDGET	2023	2024	2025	2026	2027	2028
PLC and Control Panel	Replacement/ Upgrade Existing Assets	\$ 56,000.00						
Replace WTP Raw Water, Backwash Distribution and pumps	Replacement/ Upgrade Existing Assets	\$ 365,000.00						
Raw Water Pump Replacements	Replacement/ Upgrade Existing Assets					\$ 150,000.00		
WTP Process Upgrades - Flash Mixer Pump, Chlorine Analyzer, Jar Tester	Replacement/ Upgrade Existing Assets							\$ 19,000.00
Wastewater Treatment								
Main Lift Station Solids Removal System	New (Expanded Service)			\$ 400,000.00				
Faculative Cell #5 Decommissioning	Disposal					\$ 65,000.00		
Replacement of HVAC/Furnace Main Lift Station	Replacement/ Upgrade Existing Assets	\$ 60,000.00						
Sanitary Forcemain Twinning	Preserve/Exte nd Life of Existing Assets	\$ 2,803,000.00						
Streets								
SE Commercial Upgrade (Drainage Im	New (Expanded Service)		\$ 5,000,000.00					
Veteran's Street Expansion	New (Growth)						\$ 1,000,000.00	

TOWN OF PINCHER CREEK
5 YEAR CAPITAL PLAN

DESCRIPTION	Project Class	2022 BUDGET	2023	2024	2025	2026	2027	2028
Sidewalk Replacements (carryover from 2022 + additional funds)	Replacement/ Upgrade Existing Assets	\$ 80,000.00	\$ 160,000.00		\$ 160,000.00		\$ 160,000.00	
Schofield St./East Ave Intersec Pedestrian X-WLK	New (Safety)	\$ 20,000.00						
Sentry Speed Signs (2)	New (Safety)	\$ 13,000.00						
Fleet								
Pick-Up Trucks	Replacement/ Upgrade Existing Assets	\$ 45,000.00	\$ 70,000.00	\$ 55,000.00		\$ 55,000.00		\$ 55,000.00
Town Office Vehicle (SUV or Car)	New (Expanded Service)		\$ 35,000.00					
Heavy Loader	Replacement/ Upgrade Existing Assets				\$ 350,000.00			
Garbage Truck	Replacement/ Upgrade Existing Assets			\$ 325,000.00				\$ 325,000.00
Heavy (1 Ton) Utility Box Truck	Replacement/ Upgrade Existing Assets				\$ 85,000.00			
18' Flat Deck Trailer	New (Expanded Service)			???				
Backhoe	Replacement/ Upgrade Existing Assets		\$ 175,000.00					

TOWN OF PINCHER CREEK
5 YEAR CAPITAL PLAN

DESCRIPTION	Project Class	2022 BUDGET	2023	2024	2025	2026	2027	2028
Sander/Snow Plow (carryover from 2022)	Replacement/ Upgrade Existing Assets	\$ 300,000.00	\$ 300,000.00					
Air Compressor	Replacement/ Upgrade Existing Assets		\$ 80,000.00					
3-Ton Truck (Roll-On/Off)	Replacement/ Upgrade Existing Assets							\$ 225,000.00
Street Sweeper	Replacement/ Upgrade Existing Assets					\$ 350,000.00		
Skid Steer Excavator (Trade-In)	Replacement/ Upgrade Existing Assets	\$ 7,900.00	\$ 7,950.00	\$ 8,000.00	\$ 8,050.00	\$ 8,100.00	\$ 8,150.00	\$ 8,200.00
Mini Backhoe (Trade-In)	Replacement/ Upgrade Existing Assets	\$ 5,900.00	\$ 5,950.00	\$ 6,000.00	\$ 6,050.00	\$ 6,100.00	\$ 6,150.00	\$ 6,200.00
Enclosed Trailer for Special Events	New (Expanded Service)		\$ 10,000.00					
UTV (Side by Side) for Trails/Parks	New (Expanded Service)		\$ 25,000.00					
Land Development								
NE Area Phase 1 Development (McEachern Street)	New (Growth)				??			
NE Area Phase 2 Development (?????)	New (Growth)							
Facilities								

TOWN OF PINCHER CREEK
5 YEAR CAPITAL PLAN

DESCRIPTION	Project Class	2022 BUDGET	2023	2024	2025	2026	2027	2028
Roof Replacements RCMP	Replacement/ Upgrade Existing Assets		\$ 65,000.00					
RCMP Foundation Repairs	Preserve/Extend Life of Existing Assets		\$ 400,000.00					
Operations Facility ATCO Trailer Upgrade	New (Growth)		\$ 100,000.00					
New Curling Rink	Replacement/ Upgrade Existing Assets		\$ 500,000.00	\$ 5,500,000.00				
Operations Facility (Full Replacement)	Replacement/ Upgrade Existing Assets					\$ 200,000.00	\$ 8,000,000.00	
Town Office West Wing (Office Renovation)	New (Growth)			\$ 700,000.00				
Library Expansion	New (Expanded Service)		\$ 1,000,000.00					
Arena Renovations (New Dressing Room)	New (Expanded Service)		\$ 400,000.00					
Arena (Full Replacement)	Replacement/ Upgrade Existing Assets							\$ 15,000,000.00
Lebel Mansion (Boiler and Distribution System Upgrade)		\$ 20,000.00						
Lebel Mansion Roof (carryover from 2022 + additional funds)		\$ 80,000.00	\$ 160,000.00					
Early Learning Centres Outdoor Play Spaces (carryover from 2022 + additional funds)		\$ 63,600.00	\$ 100,000.00					

TOWN OF PINCHER CREEK
5 YEAR CAPITAL PLAN

DESCRIPTION	Project Class	2022 BUDGET	2023	2024	2025	2026	2027	2028
Information Technology								
CityWide Asset Management Software	New (Expanded Service)	\$ 80,000.00						
Network switches for new IT Contract	New (Expanded Service)	\$ 13,028.00						
Workstation Hardware	Replacement/ Upgrade Existing Assets		\$ 15,000.00	\$ 15,750.00	\$ 16,500.00	\$ 17,400.00	\$ 18,200.00	\$ 19,000.00
Parks/Trails								
Dilmer Park Natural Playground (carryover)	New (Expanded Service)	\$ 20,000.00	\$ 20,000.00					
Outdoor Stage Area	New (Expanded Service)	\$ -	\$ 100,000.00					
Skate Park Concrete	Replacement/ Upgrade Existing Assets	\$ 90,000.00						
Trail Construction (Elizabeth St to Juan Teran Park) (carryover from 2022)	New (Expanded Service)	\$ 75,000.00	\$ 75,000.00					
Trail Construction (Highway #6 to Veterans Memorial Park)	New (Expanded Service)			\$ 150,000.00				
Edna Street Natural Park with Storm water project???								
Juan Teran Park Picnic Shelter					\$ 25,000.00			
Storm Water Mgmt pond						\$ 150,000.00		
Castleview to Beaver Drive								\$ 150,000.00
Fence for Town Hall Park		\$ 10,000.00						


TOWN OF PINCHER CREEK
5 YEAR CAPITAL PLAN

DESCRIPTION	Project Class	2022 BUDGET	2023	2024	2025	2026	2027	2028
Sport Fields								
Sproule Field Washroom Facility	New (Expanded Service)		\$ 100,000.00					
St. Mike's Track Electrical	New (Expanded Service)		\$ 10,000.00					
NE Area sports fields, parking lot and servicing???								
Tennis Fence Replacement/Windscreens	New (Expanded Service)		\$ 65,000.00					
New Concrete Skate Park	New (Expanded Service)					\$ 600,000.00		
Playgrounds								
Lions Tot Lot	Replacement/ Upgrade Existing Assets		\$ 10,000.00					
Central Park Playground Replacement	Replacement/ Upgrade Existing Assets				\$ 100,000.00			
Cemetery								
Purchase New Columnbarium	New (Growth)		\$ 80,000.00					
Upgrade Irrigation Lines to extend to Dog Park (carryover from 2022 + additional funds)	New (Expanded Service)	\$ 40,000.00	\$ 60,000.00					
Gazebo	New (Expanded Service)			\$ 30,000.00				
Community Recreation Centre/Golf Course								

TOWN OF PINCHER CREEK
5 YEAR CAPITAL PLAN

DESCRIPTION	Project Class	2022 BUDGET	2023	2024	2025	2026	2027	2028
Irrigation (transfer between reserve accounts \$150,000 per year transferred to operating budget)		\$ -	\$ -	\$ -	\$ -	\$ -		
Irrigation Tie-In to Treated Water Line (Decommission Raw Water Supply)							???	
Equipment								
Pool Equipment (Wibit Kids Track)	New (Expanded Service)			\$ 20,000.00				
Score Clock at arena	Replacement/ Upgrade Existing Assets	\$ 18,000.00						
Signage		\$ 50,000.00						
TOTAL		\$ 7,686,428.00	\$ 12,003,900.00	\$ 8,582,750.00	\$ 2,450,600.00	\$ 2,961,600.00	\$ 10,612,500.00	\$ 17,177,400.00

Capital Budgeting and Decision Making



Presented by:

BLOOM

Centre for Municipal Education

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Town of Fincher Creek Capital Plan Review Workshop Agenda December 7, 2023 1:00 PM – 4:00 PM		
1:00 PM - 1:30 PM	Open House Welcome Event Introduction / Workshop Focus	
1:30 PM - 1:45 PM	Workshop Refreshers and Objectives Review of the workshop objectives and outcomes. A key objective is to ensure that the Council is well-informed and able to make a decision with confidence for Council consent and observation. A secondary objective is to ensure that the Council is well-informed and able to make a decision with confidence for Council consent and observation.	Workshop Refreshers
1:45 PM - 2:15 PM	41 Financial Review and Tables The first item on the agenda is the financial review. This is a high-level overview of the financial review and tables. The review will include a review of the financial review and tables, a review of the financial review and tables, and a review of the financial review and tables.	Presentation of Financial Review
2:15 PM - 2:30 PM	Break	
2:30 PM - 3:30 PM	Public Works A summary of Councils defined priorities and implications related to the financial review.	Presentation of Public Works
3:30 PM - 4:00 PM	Recommendations Key findings and recommendations will be highlighted. The Council will be asked to provide input on the financial review and tables. A summary of the findings and recommendations will be presented. The Council will be asked to provide input on the financial review and tables. A summary of the findings and recommendations will be presented. The Council will be asked to provide input on the financial review and tables.	Presentation of Recommendations

Workshop Refresher



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Municipal Service Equation

Capital is the Foundation

- Municipalities are in the "quality of life" **business** providing value for taxes, rates, fees and charges.
- Hundreds of critical and quality of life services are delivered each day and are supported by **capital assets**.

The diagram illustrates the 'Municipal Service Equation'. On the left, 'Services' are represented by icons of a school bus, a fire truck, a tractor, a house, and a street lamp. An equals sign follows. In the center, 'Quality of Life' is shown with icons of a hot air balloon, a house, and a park. On the right, 'Taxes, Utility Rates, Fees & Charges' are represented by a stack of coins. The entire equation is supported by a base of 'Capital Assets' represented by a city skyline.

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Workshop Refresher

- Numerous Project Needs**
Like most municipalities in Canada, the Town of Pincher Creek is challenged with numerous capital project needs. The Long-Term Capital Plan list is extensive and primarily focuses on replacement and maintenance of assets
- Capital Plan Omissions**
The Town's long term capital plan has numerous capital priority gaps and project omissions. Of note, is the absence of projects for potential commercial and residential development, and the replacement or additions of Town buildings.

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Workshop Refresher

- Lack of Funding and Debt Capacity**
The town does not have the required financial capacity to meet the needs identified in the current Long-Term Capital Plan. This issue is significantly
- Conflicting Priorities**
A review of the Long-Term Capital Plan, combined with a review of projects that are omitted from the Capital Plan, has illuminated numerous competing priorities. A high-level review of past Capital Plans has identified significant investments for infrastructure maintenance, particularly roads, water, and sewer. A poll of Council has determined that the priorities of investment infrastructure, development capital, and value add are currently higher priorities than maintenance projects. However, the Capital Plan does not reflect this.

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Workshop Refresher

5. Curling Rink Needs

The Town curling rink is a highly visible project with political implications. The curling rink has not been adequately maintained over the past 30 years and is now near end-of-life. Compounding this issue is the fact that a formal review by qualified experts has not been performed for the feasibility of refurbishing the current rink versus building a new rink. Additionally, Council has approved a borrowing bylaw for the project prior to approval in the Town capital budget. This is problematic as this has caused friction between Council, Administration, and the Curling Rink Club.

6. Facility Refurbishment and Replacement Expertise

The Town has successfully managed the implementation of capital budgets for numerous years. However, the type of capital issues that the town requires are highly complex and require significant expertise. This is particularly true for development infrastructure and the building of new facilities.

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Workshop Refresher

7. Inter-Municipal Projects

The Long-Term Capital Plan has numerous projects that are inter-municipal in nature. Efforts are required to determine the correct cost sharing arrangement for all inter-municipal projects. For the current Capital Plan, this includes the curling rink and the arena. Typical cost sharing agreements are based on usage and population. This would indicate a 50% cost sharing arrangement between the Town and the County. There is no negotiation or formal request for funding from the Town for inter-municipal projects at this time.

8. Operating Capacity (Human and Financial)

The Town does not appear to have the financial capacity to afford the expertise and staffing required to advance the Capital Plan. Staff appear to be stretched to the limit in terms of duties as certain staff have multiple titles. The Town also does not have land use planning nor facility planning expertise. This is not common in municipalities the size of Pincher Creek.

9. Decision-Making Process

The current decision-making process for capital budgeting has proven ineffective for the current capital challenges faced by Pincher Creek. A capital planning workshop with Council indicated disagreements on projects along with a split on priorities and long-term direction.

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Workshop Refresher

4. Conflicting Priorities

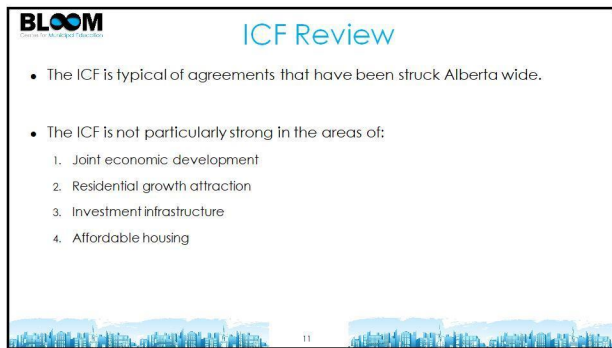
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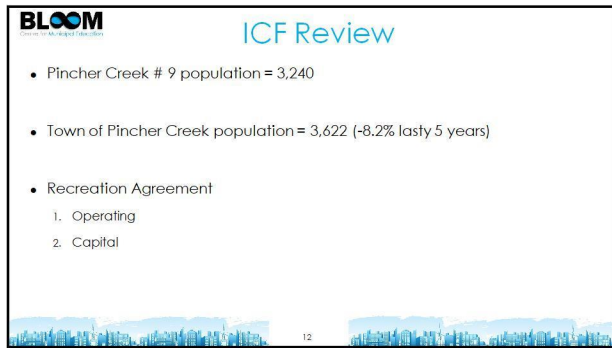
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Council of Municipal Administrators

Financial Review

TOWN OF PINCHER CREEK			
Financial Statement Summary			
Year ended December 31, 2022, with comparative information for 2021			
	2022	2021	2020
Revenue			
Net operating property taxes (Schedule A)	\$ 4,096,161	\$ 3,849,168	\$ 4,178,668
Net sales and other (Schedule A)	4,096,161	4,096,161	2,729,318
Governmental grants (Schedule A)	1,000,000	1,000,000	1,000,000
Interest	100,000	100,000	100,000
Other	100,000	100,000	100,000
Total Revenue	6,392,322	5,145,329	8,108,086
Expenses			
Personnel and services	3,718,474	4,467,115	3,849,640
Materials and supplies	1,032,414	1,032,414	1,032,414
Professional services	1,032,414	1,032,414	1,032,414
Printing, utility, water and lighting	1,032,414	1,032,414	1,032,414
Information technology	1,032,414	1,032,414	1,032,414
Telephone	1,032,414	1,032,414	1,032,414
Travel	1,032,414	1,032,414	1,032,414
Depreciation	1,032,414	1,032,414	1,032,414
Interest on debt	1,032,414	1,032,414	1,032,414
Other	1,032,414	1,032,414	1,032,414
Total Expenses	11,584,000	11,584,000	11,584,000
Surplus (Deficit)	(5,191,678)	(6,438,671)	(3,475,914)

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 2			
Financial Statement Summary			
Year ended December 31, 2022, with comparative information for 2021			
	2022	2021	2020
Revenue			
Net operating property taxes (Schedule A)	\$ 1,032,414	\$ 1,032,414	\$ 1,032,414
Net sales and other (Schedule A)	1,032,414	1,032,414	1,032,414
Governmental grants (Schedule A)	1,032,414	1,032,414	1,032,414
Interest	1,032,414	1,032,414	1,032,414
Other	1,032,414	1,032,414	1,032,414
Total Revenue	5,191,678	6,438,671	3,475,914
Expenses			
Personnel and services	3,718,474	4,467,115	3,849,640
Materials and supplies	1,032,414	1,032,414	1,032,414
Professional services	1,032,414	1,032,414	1,032,414
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Interest on debt	1,032,414	1,032,414	1,032,414
Other	1,032,414	1,032,414	1,032,414
Total Expenses	11,584,000	11,584,000	11,584,000
Surplus (Deficit)	(6,392,322)	(5,145,329)	(8,108,086)

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Tax Analysis (fairness and equity)

General Municipal			
Residential - 1st Parcel	Residential - 2nd Parcel	Commercial	Industrial
2022	2021	2022	2021
\$450,000	\$450,000	\$450,000	\$450,000
\$450,000	\$450,000	\$450,000	\$450,000
Total	\$900,000	\$900,000	\$900,000
ADVP (Residential - 1st Parcel)	\$50,000	\$50,000	\$50,000
ADVP (Non-Residential)	\$50,000	\$50,000	\$50,000
Total	\$100,000	\$100,000	\$100,000
Highly Specialized - Residential - 1st Parcel	\$50,000	\$50,000	\$50,000
Highly Specialized - Residential - 2nd Parcel	\$50,000	\$50,000	\$50,000
Total	\$100,000	\$100,000	\$100,000
Pincher Creek Foundation	\$50,000	\$50,000	\$50,000
Designated Industrial Properties	\$50,000	\$50,000	\$50,000
Grand Total	\$1,150,000	\$1,150,000	\$1,150,000

General Municipal			
Residential - 1st Parcel	Residential - 2nd Parcel	Commercial	Industrial
2022	2021	2022	2021
\$450,000	\$450,000	\$450,000	\$450,000
\$450,000	\$450,000	\$450,000	\$450,000
Total	\$900,000	\$900,000	\$900,000
ADVP (Residential - 1st Parcel)	\$50,000	\$50,000	\$50,000
ADVP (Non-Residential)	\$50,000	\$50,000	\$50,000
Total	\$100,000	\$100,000	\$100,000
Highly Specialized - Residential - 1st Parcel	\$50,000	\$50,000	\$50,000
Highly Specialized - Residential - 2nd Parcel	\$50,000	\$50,000	\$50,000
Total	\$100,000	\$100,000	\$100,000
Pincher Creek Foundation	\$50,000	\$50,000	\$50,000
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Grand Total	\$1,150,000	\$1,150,000	\$1,150,000

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Council of Municipal Administrators

Financial Review

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Surplus (Deficit)	(6,392,322)	(5,145,329)	(8,108,086)

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ICF Split for Discussion

Services the Town and MEO Agree to Split Over Operational Expenses	Payment Schedule	Calculations
Joint Funding Services: <ol style="list-style-type: none"> 1. Hazardous Waste 2. Proctor Creek Library 3. Regional Emergency Management Organization 4. Search and Rescue 	In 2020 and beyond the Town and MEO agree to split the operational expenses for these services. Each party will cover 50% of the net costs.	The Town and MEO agree to calculate the cost sharing of these services based upon actual net operating costs using a split 50/50 formula. Each party will cover 50% of the net costs.
Recreation Related Services and: <ol style="list-style-type: none"> 1. CAC 2. Multi-purpose Facility 3. Aquatics 4. Recreation Programming 5. Sports Fields 	Starting in 2021 and beyond the Town and MEO agree to split the operational expenses for these services. Each party will cover 33.3% of the net costs.	The Town and the MEO agree to calculate the cost sharing of these services based upon actual net operating costs using a split 33.3/33.3/33.3 formula. The Town will cover 33.3% of the net costs. The MEO will cover 33.3% of the net costs.
Community Improvement Fund services agreed to cover the operational expenses over: <ol style="list-style-type: none"> 1. Letter Mailbox 2. Mail Building 	Starting in 2021 and beyond the Town and MEO agree to split the operational expenses for these services. Each party will cover 25% of the net costs.	The Town and the MEO agree to calculate the cost sharing of these services based upon actual net operating costs using a split 25/25/25 formula. The Town will cover 25% of the net costs. The MEO will cover 25% of the net costs.

16

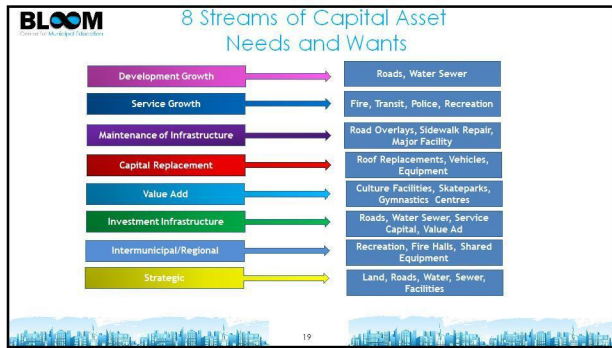
Priority s

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Observations

- Opposite of a bedroom community. The town is the workforce centre.
- People commute into town for work.
- Lack of housing is an issue.
- Lack of commercial growth.
- lack of residential growth.

18



-
- ### Observations
- Opposite of a bedroom community. The town is the workforce centre.
 - People commute into town for work.
 - Lack of housing is an issue.
 - Lack of commercial growth.
 - lack of residential growth.
- 20

-
- ### Issues
- Lacking a growth strategy
 - Operational pressures – staff are working at full capacity
 - Lack of staffing expertise (land use planning, facility planning, growth strategies)
 - Facility related capital is aging and at capacity
 - The capital list is extensive
 - The town lacks both the staffing and financial capacity to manage both the operational challenges and the long term capital plan.
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 Community Municipal Solutions

Recommendations

1. **Financial Analysis**
 - a. A comprehensive financial analysis should be completed that will include forecasting of reserves, non-competitive grants, debt capacity, community contributions, and other funding sources.
 - b. A list of competitive grants should be documented with potential grounds identified for grant application efforts. Competitive grants should be sought out for all applicable projects in the Long-Term Capital Plan and Omission List.
2. **Capital Decision-Making Process**
 - a. The process for decision making should be reviewed and aligned with best practices to ensure good decisions are made as the Town enters a complex era of capital challenges.
 - b. Capital priorities need review and Council decisions must be determined. This should include a formalization of Council's direction related to the eight streams of capital need. It is important to point out that the priorities Council deemed as most important in the workshop are not addressed in any meaningful way in the current Capital Plan (regarding development and investment infrastructure).
 - c. A Capital Plan Needs List must be developed to include all omitted projects. There will be a significant funding shortfall, however, without all projects listed, Administration cannot make informed recommendations and Council cannot make a decision that is in the best interest of the community. There would likely be a political impact and possible criticism as all possible projects have not been adequately considered.

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 Community Municipal Solutions

Recommendations

3. **Evidence-Based Decision Making**
 - a. Proper evidence for decisions should be sought out and developed. This includes developing a checklist of master plans that are currently in place.
 - b. Identification of feasibility studies that are required. The curling rink and arena are two projects that require professional feasibility studies, financial analysis, and expert opinions prior to Council's decision.
4. **Long-Term Tax Strategy**
 - a. The Town should consider the development of a long-term tax strategy that considers operational, capital, and reserve requirements. Inflation, assessment growth potential, infrastructure maintenance, staffing needs, and evidence for decisions should all be considered in the strategy.

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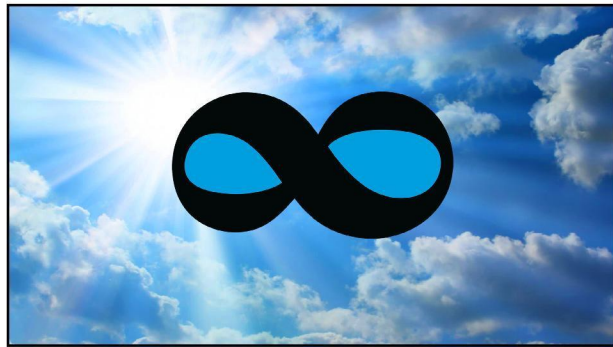
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 Community Municipal Solutions

Recommendations

5. **Inter-Municipal Cost Share Review**
 - a. All capital projects that are of an inter-municipal nature should be identified for consideration for cost share agreements. This includes both capital and operating costs.
 - b. Statistical review for usage should be considered for capital projects. This includes membership and usage stats for the curling rink and the arena.
 - c. Assessment for wind generation infrastructure surrounding the Town should be reviewed and considered for a revenue share agreement.
6. **Public Engagement**
 - a. The Town should consider a public engagement exercise related to long-term capital planning and priorities. This would include open houses and questionnaires related to all capital projects in the needs list. This would inform the decision makers as to the global desires of the public related to capital projects.
 - b. The questionnaire should also gauge the appetite for tax increases that are associated with certain capital projects in the plan (e.g., curling rink, arena, development infrastructure, accommodation infrastructure, daycare, etc.).

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Facilities Overview

Background Information for 2023 Budget Deliberations





Overview

- **The Town owns a total of 10 MAJOR FACILITIES**
- For the purpose of this presentation, facilities have been categorized as MAJOR or MINOR
- The focus of the discussion will be on MAJOR facilities
- Classification as a minor facility does not in any way indicate it is not important to Town Operations or to the Community. This is simply a way to focus the discussion.

2022-10-25

2



Town Owned Facilities

Administration

- Administrative Office – 962 St. John Avenue

2022-10-25

3



Town Owned Facilities

Community Services (excluding Recreation)

- Lebel Mansion – 696 Kettles Street
- Sage Early Learning Centre – 625 McDougall Street
- Canyon Early Learning Centre – 440 Victoria Crescent

2022-10-25

4



Town Owned Facilities

Recreation

- Multi-Purpose Facility – 895 Main Street
 - Library
 - Pool
- MCC Arena – 867 Main Street
 - Seniors Center
- Community Recreation Centre – 942 Hyde Street
- Old Pool (Storage) – 895 Main Street (*Minor*)
- Campground – 940 Lawrence Street (*Minor*)
- Juan Teran Washrooms and Concession (*Minor*)
- Lions Ball Park Washrooms (*Minor*)

2022-10-25

5



Town Owned Facilities

Operations

- Operations Shop/Yard – 1068 Kettles Street
- Water Treatment Plant – 1100 Beaver Drive
- Old Water Treatment Plant – 289 Canyon Drive (*Minor*)
- Water/Wastewater Related Facilities:
 - Raw Water Intakes (2) – Castle River & Pincher Creek (*Minor*)
 - Sanitary Sewer Main Lift Station (*Minor*)
 - Treated Water Booster Station – Pineridge (*Minor*)



Town Owned Facilities

Other

- RCMP Facility – 1369 Hunter Street
- SPCA – 1068 Kettles Street (*Minor*)



Major Facilities Overview

Facility	Year Built (# Years Old)	Estimated Replacement Value (2022 Dollars)
Administrative Office	1953 (69 Years Old)	\$4,200,000 (Replace to meet current needs)
Lebel Mansion	1909 (113 Years Old)	
Sage Early Learning Centre	2020 (2 Years Old)	\$3,000,000 (Replace as-is)
Canyon Early Learning Centre	2020 (2 Years Old)	\$3,000,000 (Replace as-is)
Multi-Purpose Facility	1998 (24 Years Old)	
MCC Arena	1964 (58 Years Old)	\$10,000,000
Community Recreation Center (CRC)	1980 (42 Years Old)	
Operations Shop/Yard	1968 (54 Years Old)	\$8,000,000 (New Site, Expanded Yard & Shop)
Water Treatment Plant	1991 (31 Years Old)	\$30,000,000 (Brand New Build inc. Ponds)
RCMP Facility	2008 (14 Years Old)	\$4,000,000 (Replace as-is)



Additional Facilities (On Town Land)

Facility	Year Built (# Years Old)	Estimated Replacement Value (2022 Dollars)
Curling Rink		
Agricultural Grounds/Pavilion		
Community Hall		
Old RCMP Building		



Administrative Office

962 St. John Avenue

- Current Condition:
 - No formalized condition assessment has been conducted on the Administrative Office.
 - In general, the administrative office is in acceptable condition, but requires significant upgrades (specifically to plumbing & bathroom facilities).
 - Unrenovated portion (West Wing) requires significant upgrades to become usable space.

2022-10-25

10



Administrative Office

962 St. John Avenue

- Needs Assessment Completed in 2022 with the following results:
 - The renovated portion of the Town Office does not have enough space to meet current needs
 - Existing parking lot is too small
 - Require a dedicated meeting room
 - Options provided for major renovation at **~\$3,000,000** or new facility at **~\$4,000,000**

2022-10-25

11



Lebel Mansion

696 Kettles Street

- Current Condition:
 - Facility Lifecycle Assessment was completed in 2021 with overall results:
 - Architectural: Acceptable Condition
 - Structural: Marginal Condition
 - Mechanical: Acceptable Condition
 - Electrical: Acceptable Condition
- **10-Year Expected Capital Expenditure: \$1,300,000**
 - *(minimum required to maintain existing condition, no upgrades)*

2022-10-25

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Lebel Mansion

696 Kettles Street

- Upgrades Needed/Requested:
 - Roof replacement (\$150,000)
 - Attic insulation (\$15,000)
 - Window refurbishment (\$350,000)
 - Insulating and covering old doorways (\$10,000)

2022-10-25

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Sage Early Learning Centre

625 McDougall Street

- Current Condition:
 - Being a brand-new facility (construction completed in 2020), facility is in excellent condition
- Upgrades Needed/Requested:
 - Irrigation, Landscaping & Playspaces

2022-10-25

14



Canyon Early Learning Centre

440 Victoria Crescent

- Current Condition:
 - Being a brand-new facility (construction completed in 2020), facility is in excellent condition
- Upgrades Needed/Requested:
 - Irrigation, Landscaping & Playspaces

2022-10-25

15



Multi-Purpose Facility

895 Main Street

- Current Condition:
 - Pool/Library/Gym
 - In general, this facility is in good condition, although ageing and requiring regular maintenance

2022-10-25

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Multi-Purpose Facility

895 Main Street

- Upgrades Needed/Requested:
 - Pool/Library/Gym:
 - Year over year replacement of all 4 roof top HVAC units (\$35,000/unit)
 - Variable frequency drives for pool pumps (\$21,000)

2022-10-25

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MCC Arena

867 Main Street

Arena: Assessment done January 2020

- Architectural condition: Acceptable
- Structural condition: Good
- Mechanical condition: Good
- Electrical condition: Marginal
- **Cost of maintaining is estimated at \$1,600,000 over the next 6 years.**



MCC Arena

867 Main Street

Upgrades Needed/Requested:

- Repairs to concrete masonry, metal cladding, and joint sealants (\$85,000)
- Painting of Exterior (\$20,000)
- New ice plant for arena (\$900,000)
- Replace arena primary distribution equipment and transformers (\$15,000)
- Replacement of metal downspout and gutters (\$7,000)
- Replacement of doors and windows within the next 5 years (\$40,000)
- Replacement of heating equipment and ventilation within 5 years (\$140,000)
- Upgrade of electrical receptacles (\$40,000)

2022-10-25

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Community Recreation Centre

942 Hyde Street

- Current Condition:
 - Requesting Facility Lifecycle Assessment as part of 2023 Operating Budget
 - In general, facility appears to be in marginal/acceptable condition
 - Major concerns relating to plumbing in facility with expected full replacement needed. Recommend not moving forward until Facility Lifecycle Assessment has been completed.
 - Electrical concerns, structural concerns (insulation, deck etc.) – should be evaluated.

2022-10-25

20



Community Recreation Centre

942 Hyde Street

- Upgrades Needed/Requested:
 - Waiting to determine until Facility Condition Assessment is complete
 - Likely upgrades required in immediate future are plumbing replacements for entire facility and deck replacement of Golf Course.

2022-10-25

21



Operations Shop/Yard

1068 Kettles Street

- Current Condition:
 - Facility Lifecycle Assessment was completed in 2022 with overall results:
 - Architectural: Acceptable Condition
 - Structural: Acceptable Condition
 - Mechanical: Acceptable Condition
 - Electrical: Acceptable Condition
 - **10-Year Expected Capital Expenditure: \$360,000**
 - *(minimum required to maintain existing condition, no upgrades)*

2022-10-25

22



Operations Shop/Yard

1068 Kettles Street

- Needs Assessment Completed in 2022 with the following results:
 - Facility and Yard do not meet current or future needs
 - Shop does not have sufficient office space (currently utilizing ATCO Trailer in parking lot, communal printer inside someone's office)
 - Insufficient interior space to house equipment
 - No separation of wash-bay and offices
 - Single "change room" for men & women

2022-10-25

23



Operations Shop/Yard

1068 Kettles Street

- Upgrades Needed/Requested:
 - As a temporary solution, requesting upgraded ATCO Trailer to increase office space from 2 to 4
 - As a permanent solution, requesting new Operations Facility to be built in the NE Area behind Walmart (*refer to Needs Assessment for more information*)

2022-10-25

24



Water Treatment Plant

1100 Beaver Drive

- Current Condition:
 - Facility (non-process related)
 - Requesting Facility Lifecycle Assessment as part of 2023 Operating Budget
 - In general, facility appears to be in acceptable/good condition
 - Concerns of hill sloughing and pressure on building foundation being investigated
 - Water Treatment Process
 - Significant pump upgrades were completed in 2020/2021 thanks to the *Municipal Stimulus Program*
 - On-going upgrades being proposed as per Infrastructure Master Plan

2022-10-25

25



Water Treatment Plant

1100 Beaver Drive

- Upgrades Needed/Requested:
 - Plumbing in the WTP facility is rapidly deteriorating (non-process related) and needs replacement. Unsure of cause, may be related to initial installation and materials used.
 - On-going Water Treatment process related upgrades being requested (not related to building)

2022-10-25

26



RCMP Facility

1369 Hunter Street

- To be discussed in Closed Session

2022-10-25

27



NEW (Proposed) – Curling Rink

942 Hyde Street

2022-10-25

28

BLOOM

Centre for **Municipal Education**



Council Briefing
November 8, 2023

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BACKGROUND

The Town of Pincher Creek is reviewing its process related to its Long-Term Capital Plan in context of priorities. Pincher Creek has numerous capital planning challenges. They are as follows:

1. Numerous Project Needs

Like most municipalities in Canada, the Town of Pincher Creek is challenged with numerous capital project needs. The Long-Term Capital Plan list is extensive and primarily focuses on replacement and maintenance of assets.

2. Capital Plan Omissions

The Town's long term capital plan has numerous capital priority gaps and project omissions. Of note, is the absence of projects for potential commercial and residential development, and the replacement or additions of Town buildings.

3. Lack of Funding and Debt Capacity

The town does not have the required financial capacity to meet the needs identified in the current Long-Term Capital Plan. This issue is significantly compounded when the omitted items are included in the needs list.

4. Conflicting Priorities

A review of the Long-Term Capital Plan, combined with a review of projects that are omitted from the Capital Plan, has illuminated numerous competing priorities. A high-level review of past Capital Plans has identified significant investments for infrastructure maintenance, particularly roads, water, and sewer. A poll of Council has determined that the priorities of investment infrastructure, development capital, and value add are currently higher priorities than maintenance projects. However, the Capital Plan does not reflect this.

5. Curling Rink Needs

The Town curling rink is a highly visible project with political implications. The curling rink has not been adequately maintained over the past 30 years and is now near end-of-life. Compounding this issue is the fact that a formal review by qualified experts has not been performed for the feasibility of refurbishing the current rink versus building a new rink. Additionally, Council has approved a borrowing bylaw for the project prior to approval in the Town capital budget. This is problematic as this has caused friction between Council, Administration, and the Curling Rink Club.

6. Facility Refurbishment and Replacement Expertise

The Town has successfully managed the implementation of capital budgets for numerous years. However, the type of capital issues that the town requires are highly complex and require significant expertise. This is particularly true for development infrastructure and the building of new facilities.

7. Inter-Municipal Projects

The Long-Term Capital Plan has numerous projects that are inter-municipal in nature. Efforts are required to determine the correct cost sharing arrangement for all inter-municipal projects. For the current Capital Plan, this includes the curling rink and the arena. Typical cost sharing agreements are based on usage and population. This would indicate a 50% cost sharing arrangement between the Town and the County. There is no negotiation or formal request for funding from the Town for inter-municipal projects at this time.

8. Operating Capacity (Human and Financial)

The Town does not appear to have the financial capacity to afford the expertise and staffing required to advance the Capital Plan. Staff appear to be stretched to the limit in terms of duties as certain staff have multiple titles. The Town also does not have land use planning nor facility planning expertise. This is not common in municipalities the size of Pincher Creek.

9. Decision-Making Process

The current decision-making process for capital budgeting has proven ineffective for the current capital challenges faced by Pincher Creek. A capital planning workshop with Council indicated disagreements on projects along with a split on priorities and long-term direction.

CAPITAL IS THE CONDUIT TO SERVICE

Municipalities are in the quality-of-life business, delivering hundreds of critical and quality of life services every day. These services are supported by capital assets. A well-rounded set of services and assets can provide residents and businesses with value for their taxes, rates, fees, and charges. This also draws residents and businesses to municipalities, which provides opportunities for growth.

Municipal Councils and Administration must do the complicated work to support and sustain these hundreds of services and assets. To do this, Councils must understand:

1. How capital functions in the municipal context.
2. The role of assets and services.

When Council understands these two things, they can make evidence-based decisions during capital budget planning about their priorities.

Capital assets are more than just intangible items. They have a direct connection to services that enhance the quality of life and business in a municipality. When assessing assets, it is important to understand what each group of assets mean to the municipality. When we understand how assets are linked to services, we can better evaluate the service outcomes. This can help with prioritization when the asset is connected to the service outcomes and their value to the community.



Figure 1: Municipal Capital Asset Support Services

We can categorize capital value into these four categories:

1. **Essential Core Capital** – roads, water lines, sewer, and reservoirs
2. **Service Capital** – fire trucks, busses, graders, fleet, and police stations
3. **Support Capital** – computers, furniture, and administration buildings
4. **Social Capital** – recreation facilities, culture facilities, museums, and art galleries

Each of these capital value categories must be considered when developing funding strategies. They are all important and should be in balance. Understanding these categories add another tool during decision making and prioritization.

A Capital Needs List consists of all projects deemed necessary and wanted. The project list can be created using master plans, asset management plans, legislative requirements, community consultations, and other research sources. All of these projects are included in a Long-Term Capital Plan.

A municipality’s funding pool consists of all funding sources available, spanning the timeline of the Long-Term Capital Plan (i.e., 5 years). This includes grants, reserves, developer funds, offering budget contributions, and debt capacity.

A successful Capital Plan must be inclusive of all needs. If the plan is not inclusive, Council will not have a complete picture of the capital gap and funding needs. With an inclusive plan, Council can solve the capital gap each year with the budget process.



Figure 2: Municipal Capital Gap

It is critically important to understand that each capital asset and service on your Capital Needs List competes with all other capital assets and services on your list. You cannot evaluate one capital project without considering all capital needs and wants for your municipality.

The most effective Capital Plans use all these tools for decisions, along with other forms of data and research to be evidence based. Your research can include other reports and plans, legal requirements, and community consultations about wants and needs. This research will inform your priorities and decisions in both long-term capital plans and your capital budget.

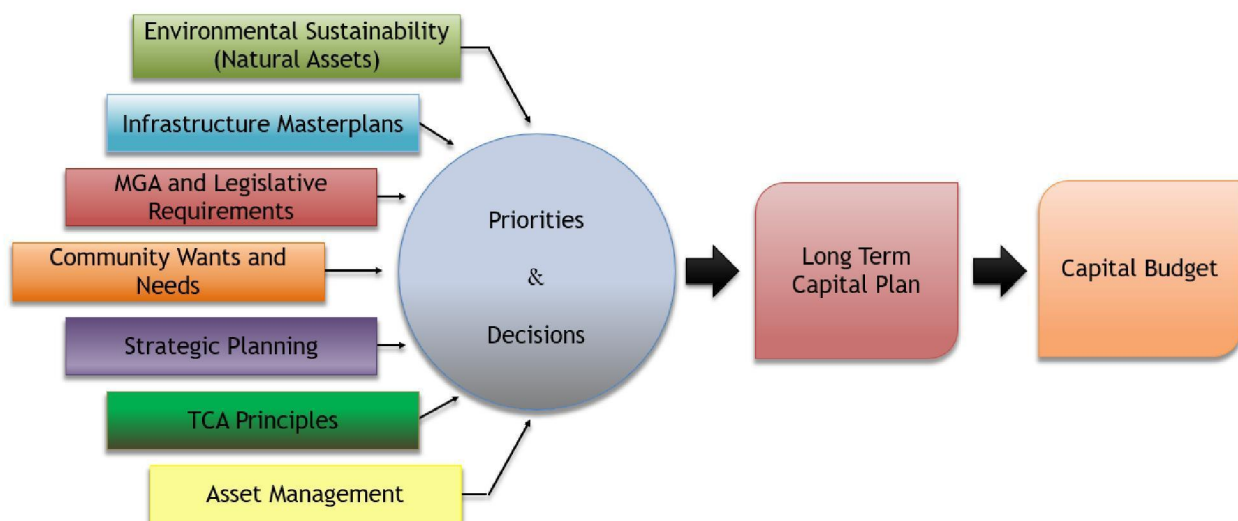


Figure 3: Capital Planning Inputs to Decisions

When creating a Capital Needs List, Councils can review eight streams of capital assets. Each of these streams is important to the wellbeing and quality of life of the municipality, but not all streams need to be prioritized at the same time. When creating a Long-Term Capital Plan (i.e., 25 years), all of these streams should be considered.

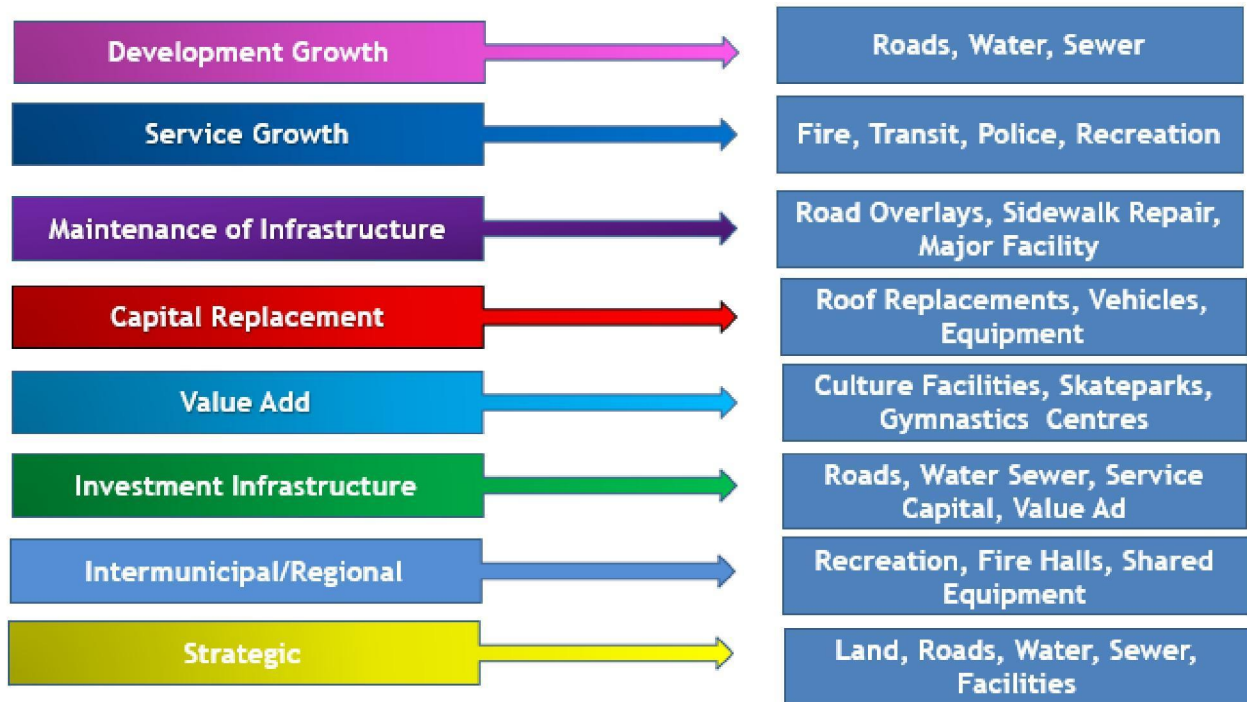


Figure 4: Eight Streams of Capital Assets Needs and Wants

Every Capital Plan must have balance over time, but Council can consider the ebb and flow of priorities and choose to focus on streams based on highest needs or what best serves the municipality's vision. For example, to focus on funding assets that would attract new development or residents over fixing a road. However, the roads must be fixed at some point, and long-term planning would include shifting priorities back to infrastructure.

CAPITAL NEEDS LIST AND THE CAPITAL GAP

To make the Capital Plan, the Town of Pincher Creek needs to assess their current financial situation and funding pool, create a Capital Needs List, and prioritize their community wants and needs based on their research. It is important to complete a full and well-rounded review, including all eight streams of capital wants and needs before determining priorities.

The Town of Pincher Creek has begun the development of a Capital Needs List and prioritizing the items of this list. It is essential that this list is complete and accurate. This will enable Council to evaluate their priorities in the context of the available funding pool. The following table lists projects that are omitted from the initial list and provides an estimated cost.

Project Omission List	Estimated Cost
Curling Rink	\$5,000,000
EMS/Triplet	\$4,000,000
Town Shop	\$5,000,000
Library	\$1,000,000
*Town Office	\$2,000,000
Off-River Storage	\$1,000,000
Football/Soccer Fields	\$500,000
Arena	\$16,000,000
Golf Course	\$3,000,000
Deck at the Golf Course	TBD
Daycares Lots: \$1M Restore: \$.5M	\$1,500,000
*Sobeys/Bargain Shop	\$2,000,000
Old RCMP	\$300,000
New RCMP	TBD
Health Care Clinic	\$400,000
Lebel	TBD
Trails	TBD
Beaver Mine	TBD
Development of Infrastructure	TBD
Downtown Plan	TBD
Inter-Municipal Contribution	TBD

Project Omission List	Estimated Cost
Ag Grounds (Pavilion, Facility Space)	TBD
SPCA	TBD
Historical Society	TBD
Amphitheatre	TBD
Community Hall	TBD
TOTAL ESTIMATED COST	\$41,700,000

Note: Total estimated cost is not inclusive of all projects listed.

DETERMINING PRIORITIES

During our workshop, Bloom reviewed the four key streams of capital with the Town of Pincher Creek Council. Support Capital (e.g., computers, furniture, and administration buildings) is a high need for the Town. While reviewing the eight streams of capital assets, Council has set a priority on Development and Growth that aligns with observations in the current situation. However, this priority is not reflected in the current Capital Plan.

The Town of Pincher Creek has had a stable population for the past 15 to 20 years. There is a clear opportunity for growth and the Town has attracted a lot of commercial business due to being the economic centre for the region. Unlike many urban centres, people commute into town for work in Pincher Creek instead of leaving as it is the employment centre for the region. Having jobs in town with limited housing creates an opportunity for development.

To set up this opportunity, Pincher Creek needs to develop a growth and tax strategy. Although core assets are well maintained, there is a need to maintain buildings and invest in Administrative spaces and support tools. Additionally, the Town requires investment infrastructure that will attract further residential development (e.g., roads, water, sewer, etc.). New development can increase population and the tax base. Pincher Creek has all the typical community related capital assets that attract residents such as a curling rink, arena and a golf course. These types of assets draw new residents, businesses, and visitors to the Town. In reviewing the current Capital Needs List, Pincher Creek may consider adding investment infrastructure that will support residential development and growth.

Currently, the Town of Pincher Creek has significant operating budget pressure and has depended on commercial gains in assessment to cover off historical budget shortfalls. This is not sustainable, and the town should consider creating a long-term tax strategy. This strategy, in conjunction with a Capital Plan, will provide not only financial sustainability but also increase opportunities for development and growth.

Investment infrastructure and new or refurbished community assets such as hockey arenas, curling rinks, or other recreational facilities can be part of a Development and Growth Plan. There are some key considerations, such as creating a formal budget and plan. Current cost estimates are not inline with current constructions costs of similar projects. Often, municipalities develop a combination of recreational facilities to increase versatility, efficient budgeting, and value to the community. There are opportunities to review cost balance between the Town, County, and other potential stakeholders.

DISCUSSION & FINDINGS

Pincher Creek is at a difficult crossroads related to its Capital Plan. The Town has done a good job of maintaining core capital assets such as roads, water, and sewer infrastructure. It has also done an adequate job of maintenance and replacement of rolling stock such as graders, vehicles, and mechanical equipment.

Town Capital Plan challenges have become more difficult recently as facility replacements and additions are now competing for funding with maintenance projects. The Capital Plan and Omission List identified the need for infrastructure replacements of major facilities and buildings. This poses as a significant problem as the cost of the capital identified in the current Plan, along with the capital that has been omitted, is significant.

The Council Capital workshop revealed the Town has not undertaken a Long-Term Capital Plan priority review process that would lead to informed/evidence-based decisions. The workshop also highlighted that the highest desired priorities of Council were infrastructure projects that could possibly instigate growth from both commercial and residential perspectives, resulting in assessment growth and increased revenue.

This is of utmost concern as the decisions currently placed before Council are in the millions of dollars with significant operational and financial impacts. The projects being considered are highly complex and have notable political implications. Though there is a Recreation Master Plan that rates both the curling rink and the arena as high priority projects, the Recreation Master Plan is only one of many master plans and evidence-base documents that must be considered when choosing projects in a Long-Term Capital Plan. When choosing projects in isolation without the consideration of the Long-Term Capital Needs List, decisions may not be reflective of the community's best interest. Good Capital Plan decision making always considers capital needs in its entirety when making the type of decisions currently faced by the Town of Pincher Creek.

A high-level review of the Town's financial capacity indicates there is not sufficient financial capacity to complete the majority of projects indicated in the current Capital Plan, and there is certainly not sufficient financial capacity to cover the projects in the omission list.

Further, the Capital Plan workshop revealed that the operating financial and human resource capacity is also strained.

According to the Town CAO, staff are feeling significant stress and have multiple responsibilities. This is not the norm for a municipality the size of Pincher Creek. The lack of financial and human resources is a significant hurdle when considering the type of capital projects on the horizon. Unlike maintenance projects for core infrastructure and the replacement of rolling stock, building projects are human resource intensive for staff in land use, project, financial, and operational planning. Currently, the Town is not well positioned for this challenge. This should be an important consideration for Council when approving any facility or building project. Additionally, any facility project will likely have an operational impact from both a financial and human resource perspective. Because the Town is currently challenged with budget shortfalls, this will need to be reviewed carefully to ensure realistic operational cost forecasts are developed. Ultimately, the residents/taxpayers are the key stakeholders to consider when looking at Long-Term Capital Plans.

Key Recommendations

1. Financial Analysis

- a. A comprehensive financial analysis should be completed that will include forecasting of reserves, non-competitive grants, debt capacity, community contributions, and other funding sources.
- b. A list of competitive grants should be documented with potential grounds identified for grant application efforts. Competitive grants should be sought out for all applicable projects in the Long-Term Capital Plan and Omission List.

2. Capital Decision-Making Process

- a. The process for decision making should be reviewed and aligned with best practices to ensure good decisions are made as the Town enters a complex era of capital challenges.
- b. Capital priorities need review and Council decisions must be determined. This should include a formalization of Council's direction related to the eight streams of capital need. It is important to point out that the priorities Council deemed as most important in the workshop are not addressed in any meaningful way in the current Capital Plan (regarding development and investment infrastructure).
- c. A Capital Plan Needs List must be developed to include all omitted projects. There will be a significant funding shortfall, however, without all projects listed, Administration cannot make informed recommendations and Council cannot make a decision that is in the best interest of the community. There would likely be a political impact and possible criticism as all possible projects have not been adequately considered.

3. Evidence-Based Decision Making

- a. Proper evidence for decisions should be sought out and developed. This includes developing a checklist of master plans that are currently in place.
- b. Identification of feasibility studies that are required. The curling rink and arena are two projects that require professional feasibility studies, financial analysis, and expert opinions prior to Council's decision.

4. Long-Term Tax Strategy

- a. The Town should consider the development of a long-term tax strategy that considers operational, capital, and reserve requirements. Inflation, assessment growth potential, infrastructure maintenance, staffing needs, and evidence for decisions should all be considered in the strategy.

5. Inter-Municipal Cost Share Review

- a. All capital projects that are of an inter municipal nature should be identified for consideration for cost share agreements. This includes both capital and operating costs.
- b. Statistical review for usage should be considered for capital projects. This includes membership and usage stats for the curling rink and the arena.
- c. Assessment for wind generation infrastructure surrounding the Town should be reviewed and considered for a revenue share agreement.

6. Public Engagement

- a. The Town should consider a public engagement exercise related to long-term capital planning and priorities. This would include open houses and questionnaires related to all capital projects in the needs list. This would inform the decision makers as to the global desires of the public related to capital projects.
- b. The questionnaire should also gauge the appetite for tax increases that are associated with certain capital projects in the plan (e.g., curling rink, arena, development infrastructure, accommodation infrastructure, daycare, etc.).

SUMMARY

In summation, it is critically important that the Town of Pincher Creek consider overall priorities in the context of the community's best interest when making capital decisions of the magnitude in the current needs list. The Town is currently not well positioned to make the types of decisions it is now faced with, nor is it prepared to implement the Capital Plan for major facilities if approved. Before embarking on a complex strategic plan implementation, it is highly recommended that the Town take a pause to consider its capital decision-making process, financial capacity, ability and skill set, and evidence documentation.

I believe Council could make a significant error with alarming financial implications if it makes any decisions on legacy projects in the 2024 capital budget without a comprehensive review of the decision-making process. I recommend the Town of Pincher Creek take a pause and, in January, embark in a capital review process to allow for approval of the capital budget in spring of 2024.



Town of Pincher Creek

REQUEST FOR DECISION

Council or Committee of the Whole

SUBJECT: Regional Deputy DEMs Budget	
PRESENTED BY: D. Henderson, Chief Administrative Officer	DATE OF MEETING: 2/12/2024

PURPOSE:

To confirm Council's previous decision to include the cost of the RDDEMs in the PCREMO budget.

RECOMMENDATION:

That Council for the Town of Pincher Creek supports the Pincher Creek Regional Emergency Management Organization (PCREMO) to budget for Regional Deputy Directors of Emergency Management (RDDEM's) costs associated with training and skill maintenance.

BACKGROUND/HISTORY:

At the October 4, 2023 COTW, Council passed motion 2023-171 that the Town of Pincher Creek agree to include the Regional Deputy DEM's time in the budget as these positions may need to be filled by people other than employees of the respective municipalities.

A Deputy DEM does not need to be employed by a municipality, but they need to ensure their training and skills are current to serve the regional municipalities. With the recent change of employment of one of the DDEM's from the MD to the Town, and the other DDEM being a retired employee of the Town, clarification of the process needs to be implemented.

Benefits of paying as part of the PCREMO budget include:

- Total costs of maintaining an emergency management capability are in a single budget
- Can handle situation where the number of RDDEMs temporarily change
- Can handle selection of an RDDEM not associated with a municipality
- Can handle selection of multiple RDDEMs associated with same municipality
- Accounts for different distribution of work for RDDEMs.

ALTERNATIVES:

That Council for the Town of Pincher Creek directly pays the cost associated with training and skill maintenance for one RDDEM.

That Council for the Town of Pincher Creek receives the regional Deputy DEM budget update for information.

IMPLICATIONS/SUPPORT OF PAST STUDIES OR PLANS:

None.

FINANCIAL IMPLICATIONS:

Cost to support the Town's share of DDEM costs is about \$4100, based on 50 hours of work. The Town will pay this either way.

PUBLIC RELATIONS IMPLICATIONS:

None

ATTACHMENTS:

PCREMO_Regional_Deputy_DEM_Budgeting_Policy_Draft_Version_4 - 3338

CONCLUSION/SUMMARY:

Administration supports having PCREMO pay the RDDEM's from within their budget.

Signatures:

Department Head:

Doug Henderson

CAO:

Doug Henderson

Pincher Creek Regional Emergency Management Organization Emergency Advisory Committee

Regional Deputy DEM Budgeting Policy

Version 3

(Approved 2023-12-06)

Version 4

(Proposed 2023-04-24)

Approval by Governing Authority

Approved by EAC on December 6, 2023.

This policy revision is a proposal for discussion. It has not yet been reviewed by the EAC.

Next Review Date

To be determined

Purpose

To define how the costs associated with Regional Deputy DEMs are paid.

Background

Regional Deputy DEMs need to attain and maintain the capability to step up into the Regional DEM's role, as relief during incidents, as coverage when the DEM is away on course or vacation, and as a potential successor to the DEM.

As such the Regional Deputy DEMs need to perform a level of work and organizational engagement during non-response periods. This work could include attending organizational meetings, attending training to hone their skills, and potentially undertaking small projects that support their engagement with PCREMO partners and personnel.

The work done by a Regional Deputy DEM makes the PCREMO Partnership better prepared as whole, and benefits each of the Partnering Municipalities.

The costs associated with the Regional Deputy DEMs' work could be either paid by the Partnering Municipalities individually or as part of the PCREMO budget.

The following benefits of paying by the Partnering Municipalities individually have been identified:

- Sets an expectation of municipal supply of an RDDEM
- Support for the work environment of the RDDEM can be integrated with other duties

- Reduces bookkeeping and tracking
- Reinforces similarity of municipal treatment of RDDEMs

Benefits of paying as part of the PCREMO budget:

- Total costs of maintaining an emergency management capability are in a single budget
- Can handle situation where number of RDDEMs temporarily change
- Can handle selection of an RDDEM not associated with a municipality
- Can handle selection of multiple RDDEMs associated with same municipality
- Accounts for different distribution of work for RDDEMs

The Pincher Creek Regional Emergency Advisory Committee prefers the costs be paid by the Partnering Municipalities individually.

Policy

(Current:)

1. The two Partnering Municipalities that provide the largest portion of the PCREMO budget in the Partnership Agreement (i.e., the MD of Pincher Creek and the Town of Pincher Creek) shall each provide one Regional Deputy DEM to the Partnership.
2. The supplying municipality shall provide their Regional Deputy DEM with sufficient training to attain and maintain the level of capability expected of a Regional Deputy DEM.
3. The costs associated with the work performed by Regional Deputy DEMs shall be accounted for not in the PCREMO budget, but paid directly by arrangement with their municipality.
4. Each Regional Deputy DEM shall provide **50 hours** per year to the Agency in non-incident emergency management work.

(Note: Incident related work is covered under the Municipal Personnel Incident Costs policy. Training time is provided directly by the municipality in section 2.)

(Proposed:)

1. The costs associated with the work performed by Regional Deputy DEMs shall be accounted for in the PCREMO budget.
2. Where a Regional Deputy DEM is a staff member of a Partnering Municipality, that municipality shall invoice PCREMO for the time that the Deputy DEM undertakes in non-incident emergency management work.
(Note: Incident related work is covered under the Municipal Personnel Incident Costs policy.)
3. Where a Regional Deputy DEM is not a staff member of a Partnering Municipality, the individual shall invoice PCREMO directly.
4. Each Regional Deputy DEM shall provide 50 hours per year to the Agency in non-incident non-training emergency management work.

(Note: Incident related work is covered under the Municipal Personnel Incident Costs policy.)



Town of Pincher Creek

REQUEST FOR DECISION

Council or Committee of the Whole

SUBJECT: Council Resolution Spreadsheets Report	
PRESENTED BY: D. Henderson, Chief Administrative Officer	DATE OF MEETING: 2/12/2024

PURPOSE:

To provide council with the 2023 and 2024 resolution spreadsheets to show the current status of Council decisions from Oct - Jan 2024.

RECOMMENDATION:

That Council for the Town of Pincher Creek accept the October 2023 to January 2024 resolution spreadsheets report as information.

BACKGROUND/HISTORY:

The resolution spreadsheets document the Council resolutions passed at the various Council meetings, including Regular Council, Committee of the Whole, Special Council and Public Hearings. The last spreadsheets provided an update to the end of September 2023.

It is crucial that Council knows the status of their decisions so they can ensure that Administration is implementing their direction. Questions for clarification or comments to help the CAO prioritize actions are important for good two-way communication.

The spreadsheets are a work in progress as many motions were passed prior to the current CAO and much research and discussion takes place to determine the exact status of a project.

ALTERNATIVES:

Council for the Town of Pincher Creek request further information on the current status of Resolution number _____ that is in progress.

Council for the Town of Pincher Creek direct Administration to provide an updated Council Resolution Spreadsheet report at the March 11 Council meeting.

IMPLICATIONS/SUPPORT OF PAST STUDIES OR PLANS:

Provides clear and current information with regards to the status of resolutions of Council.

FINANCIAL IMPLICATIONS:

None

PUBLIC RELATIONS IMPLICATIONS:

This report shows that Council is following up on their direction to Administration to ensure Council's goals are being implemented.

ATTACHMENTS:

- 2023 COTW Council Resolutions - 3320
- 2023 Council Resolutions - COTW
- 2023 Reg Council Resolutions - 3320
- 2023 Special Council Resolutions - 3320
- 2023 Council Resolutions - Reg

CONCLUSION/SUMMARY:

To provide council with the most current resolution spreadsheets to show the current status of Council decisions from Oct 2023 to Jan 2024.

Signatures:

Department Head:

Doug Henderson

CAO:

Doug Henderson

**TOWN OF PINCHER CREEK
COMMITTEE OF THE WHOLE RESOLUTIONS**

Date	Motion #	Resolutions	Assigned to	Status	Completed	Comments
February 1, 2023	COTW 2023-019	That Committee of the Whole for the Town of Pincher Creek direct administration to monitor and prioritize the accesses to Crestview Lodge, Vista Village, Whispering Winds and Creekside Condo's on Adelaide Street to remain in place until the policy is updated	Director of Operations	In Progress		Will continue to monitor until Snow Policies are reviewed in 2024.
April 5, 2023	COTW 2023-051	That Committee of the Whole for the Town of Pincher Creek direct administration to record meetings for the benefits of the minutes and destroy the recordings once minutes are completed	Manager of Legislative Services	In Progress		
April 5, 2023	COTW 2023-052	That Committee of the Whole for the Town of Pincher Creek direct administration to develop a policy on recording of council meetings for the accuracy of minute taking.	Manager of Legislative Services	In Progress		
April 5, 2023	COTW 2023-054	That the Committee of the Whole for the Town of Pincher Creek direct administration to include a review of the Council Conduct Bylaw to the next Committee of the Whole Meeting.	Manager of Legislative Services	In Progress		
May 10, 2023	COTW 2023-070	That the Committee of the Whole for the Town of Pincher Creek direct administration to prepare an amendment to the Committee of the Whole Bylaw 1608-20 for Council consideration.	Manager of Legislative Services	In Progress		
June 7, 2023	COTW 2023-096	That the Committee of the Whole for the Town of Pincher Creek advertise for request for proposals for redevelopment at 659 Main Street (Lot 102, Plan 552LK) 655 Main Street (Lot 13, Plan 522LK) 656 Charlotte Street (Lot 14, Plan 552LK) for housing and mixed use.	CAO	In Progress		

Date	Motion #	Resolutions	Assigned to	Status	Completed	Comments
July 5, 2023	COTW 2023-121	That the Committee of the Whole for the Town of Pincher Creek administration to investigate alternative options to create a legal and business framework for the operation and overall viability of the Pincher Creek Early Learning Centre in order that it becomes financially independent from the Town of Pincher Creek and does not rely on monthly tax support to remain viable.	CAO and Director of Finance	In Progress	In Progress	Bylaws being updated. Updated Business Plan needed to reflect current provincial regulations and market and employment assessment needed.

Date	Motion #	Resolutions	Assigned to	Status	Completed	Comments
September 6, 2023	COTW 2023-139	That the Committee of the Whole for the Town of Pincher Creek agrees to add 8.4 Citizen Letter and 8.5 Rural Renewal Program to the September 6, 2023 Committee of the Whole Agenda.		Complete	Complete	
September 6, 2023	COTW 2023-142	That the Committee of the Whole for the Town of Pincher Creek accepts the FCSS Update presentation as information with thanks.		Complete	Complete	
September 6, 2023	COTW 2023-143	That the Committee of the Whole for the Town of Pincher Creek accepts the Operations Second Quarter Report presentation as information with thanks.	Director of Operations	Complete	Complete	
September 6, 2023	COTW 2023-144	That the Committee of the Whole for the Town of Pincher Creek accept the Eco-Centre Organics discussion as information.	Director of Operations	Complete	Complete	Letter sent to original delegation
September 6, 2023	COTW 2023-145	That the Committee of the Whole for the Town of Pincher Creek direct administration to research potential options for relocation of the Town's snow storage location.	Director of Operations	Underway - Staffing investigating options		
September 6, 2023	COTW 2023-146	That the Committee of the Whole for the Town of Pincher Creek agree to suspend the Policy Review Committee for a period of 8 months.		Complete	Complete	
September 6, 2023	COTW 2023-147	That the Committee of the Whole for the Town of Pincher defer the Vote on Resolutions at AB Municipalities Convention to the September 11, 2023 Council Meeting	CAO	Complete	September 11, 2023	
September 6, 2023	COTW 2023-148	That the Committee of the Whole for the Town of Pincher direct administration to follow up on the inquiry of the August 6th letter from resident.				
September 6, 2023	COTW 2023-149	That the Committee of the Whole for the Town of Pincher direct administration to research the background information on the Rural Renewal Program and communicate with the Pincher Creek District of Commerce.	Communications Officer	In Progress		Paused when ED position vacated, now in motion again.
September 6, 2023	COTW 2023-152	That the Committee of the Whole for the Town of Pincher Creek direct Mayor Anderberg, Councillor Wright, and CAO to move forward in setting up a meeting on the RCMP Building.	CAO	In Progress		

Date	Motion #	Resolutions	Assigned to	Status	Completed	Comments
October 4, 2023	COTW 2023-154	That the Committee of the Whole for the Town of Pincher Creek agrees to add 8.5 Holiday Train and 9.5 Property Purchase Proposal to the October 4, 2023 Committee of the Whole Agenda.		Complete	Complete	
October 4, 2023	COTW 2023-156	That the Committee of the Whole for the Town of Pincher Creek accept the committee reports as presented.		Complete	Complete	
October 4, 2023	COTW 2023-157	That the Committee of the Whole for the Town of Pincher Creek accepts the Recreation Programmer Quarterly Report April - June 2023 report as information with thanks.		Complete	Complete	
October 4, 2023	COTW 2023-158	That the Committee of the Whole for the Town of Pincher Creek accepts the Recreation Programmer Quarterly Report July - August 2023 report as information with thanks.		Complete	Complete	
October 4, 2023	COTW 2023-159	That the Committee of the Whole for the Town of Pincher Creek accepts the Community Services Quarterly Report January - March 2023 report as information with thanks.		Complete	Complete	
October 4, 2023	COTW 2023-160	That the Committee of the Whole for the Town of Pincher Creek accepts the Parks Quarterly Report April - June 2023 report as information with thanks.		Complete	Complete	
October 4, 2023	COTW 2023-161	That the Committee of the Whole for the Town of Pincher Creek accepts the Parks Quarterly Report July- September 2023 report as information with thanks.		Complete	Complete	
October 4, 2023	COTW 2023-162	That the Committee of the Whole for the Town of Pincher Creek direct administration to prepare Public Participation Policy 166-23 for Council consideration	Legislative services	In Progress		Revising some areas of the Policy for clarity.
October 4, 2023	COTW 2023-164	That the Committee of the Whole for the Town of Pincher Creek support the presentation of the Climate Resiliency and Adaptation plan at the Canada Pavilion in Abu Dhabi for COP 28 in December 2023		Complete	Complete	

Date	Motion #	Resolutions	Assigned to	Status	Completed	Comments
October 4, 2023	COTW 2023-165	That the Committee of the Whole for the Town of Pincher Creek agree to approve up to \$1750 from the Municipal Income Stabilization Reserve for travel costs of the Municipal Energy Lead on the acceptance of the Climate Resiliency and Adaptation plan at the Canada Pavilion.		Complete	Complete	
October 4, 2023	COTW 2023-166	That the Committee of the Whole for the Town of Pincher Creek accept as information ahead of the Organizational meeting in October 2023.		Complete	Complete	
October 4, 2023	COTW 2023-167	That the Committee of the Whole for the Town of Pincher agree to the following dates for the two Public Open House sessions for 2024; February 28, and June 12, and provide Administration with the following topics to consider and undertake further research on for the two Public Open House sessions.	CAO	In Progress		Feb 28 session cancelled. See Motion 24-042
October 4, 2023	COTW 2023-168	That the Committee of the Whole for the Town of Pincher approve the attached list of Special Council Meetings for 2024 Operating and Capital Budget Discussions.	CAO	Complete	Complete	
October 4, 2023	COTW 2023-171	That the Committee of the Whole for the Town of Pincher Creek agree to include the Deputy DEMs' time in the budget as these positions may need to be filled by people other than employees of the respective municipalities	CAO	Complete	Complete	
October 4, 2023	COTW 2023-172	That the Committee of the Whole for the Town of Pincher Creek direct administration to enter into negotiations with the landowner for potential acquisition of the discussed property		Not Started		Parcel adjacent to Operations Yard
October 4, 2023	COTW 2023-173	That the Committee of the Whole for the Town of Pincher Creek administration to bring back the arena concession proposals to the October 10th, 2023 regular meeting of Council for decision		Complete	Complete	
October 4, 2023	COTW 2023-174	That the Committee of the Whole for the Town of Pincher Creek accept for information the proposed changes to the Town's Organizational Chart which includes adding new staff positions in 2024.	CAO	Complete	October 4, 2023	

Date	Motion #	Resolutions	Assigned to	Status	Completed	Comments
October 4, 2023	COTW 2023-175	That the Committee of the Whole for the Town of Pincher Creek receive the property purchase proposal update as information.		Complete	Complete	
November 1, 2023	COTW 2023-179	That the Committee of the Whole for the Town of Pincher Creek accept Communities in Bloom report as presented with thanks from Council.		Complete	Complete	
November 1, 2023	COTW 2023-181	That the Committee of the Whole for the Town of Pincher Creek accepts the Operations Third Quarter Report as information with thanks.		Complete	Complete	
November 1, 2023	COTW 2023-182	That the Committee of the Whole for the Town of Pincher Creek accepts the Population Growth Infrastructure Capacity as information.		Complete	Complete	
November 1, 2023	COTW 2023-183	That the Committee of the Whole for the Town of Pincher Creek direct administration to present the Land Use Bylaw Amendment rezoning 655 and 659 Main Street and 656 Charlotte Street (Plan 552LK, Lots 102, 13 and 14 and Plan 460B Lot 103) to Direct Control to Council for first reading.	Legislative Services Manager			
November 1, 2023	COTW 2023-184	That the Committee of the Whole for the Town of Pincher Creek direct administration to prepare amendments to the Council Code of Conduct Bylaw 1622 for Council consideration.	Legislative Services Manager	In Progress		Draft to Feb 7 COTW
November 1, 2023	COTW 2023-185	That the Committee of the Whole for the Town of Pincher Creek accept the resolution spreadsheets as information.	CAO	Complete	November 1, 2023	
November 1, 2023	COTW 2023-188	That the Committee of the Whole for the Town of Pincher Creek accept the update and information regarding the November 12, 2020 Real Estate Purchase contract for Lot 4, Block 1, Plan 0614431 (1348 Scott Avenue) and directs administration to send a thank you letter.	Legislative Services Manager			
December 6, 2023	COTW 2023-190	That the Committee of the Whole for the Town of Pincher Creek agrees to add 8.4 Pincher Creek Early Learning Lease and 9.2 CAO Performance Review Discussion to the December 6, 2023 Committee of the Whole Agenda	Legislative Services Manager			

Date	Motion #	Resolutions	Assigned to	Status	Completed	Comments
December 6, 2023	COTW 2023-193	That the Committee of the Whole for the Town of Pincher Creek direct Administration to discontinue the practice of adding renters to utility accounts on a go forward basis	Director of Finance and HR			
December 6, 2023	COTW 2023-194	That the Committee of the Whole for the Town of Pincher Creek agree to update the Safety Commitment Statement and direct administration to update and review the Safety Policy #500-05 and bring back to a future Council meeting for approval.	Legislative Services Manager			
December 6, 2023	COTW 2023-195	That the Committee of the Whole for the Town of Pincher Creek directs Administration to bring back options to resolve the various issues associated with the use of the Town Office Gymnasium by the public and user groups.	CAO			
December 6, 2023	COTW 2023-196	That the Committee of the Whole for the Town of Pincher Creek directs Administration to add the Town Office Gym Usage to the next Rec Advisory Committee to help with discussions.	Recreation Manager			
December 6, 2023	COTW 2023-197	That the Committee of the Whole for the Town of Pincher Creek accept as information.		Complete	Complete	
December 6, 2023	COTW 2023-200	That the Committee of the Whole for the Town of Pincher Creek receives the CAO Inquiry as information		Complete	Complete	
December 6, 2023	COTW 2023-201	That the Committee of the Whole for the Town of Pincher Creek agrees to call a Special Meeting of Council on Dec 13, 2023 at 4pm		Complete	Complete	
December 6, 2023	COTW 2023-202	That the Committee of the Whole for the Town of Pincher Creek agrees to call a Special Meeting of Council on Dec 18, 2023 at 1pm		Complete	Complete	

Date	Motion #	Resolutions	Assigned to	Status	Date Completed	Comments
January 3, 2024	COTW 2024-002	That the Committee of the Whole for the Town of Pincher Creek agrees to add 8.3 Water Restriction Bylaw and 9.1 Organizational Direction Discussion to the January 3, 2024 Committee of the Whole Agenda.		Complete	January 3, 2024	
January 3, 2024	COTW 2024-004	That the Committee of the Whole for the Town of Pincher Creek agree to cover 1/3 of the invoice to the Ag Society, from Riteline Electric, totaling \$1,312.50, with the amount to be covered from the Municipal Tax Stabilization Reserve.	CAO			
January 3, 2024	COTW 2024-005	That the Committee of the Whole for the Town of Pincher Creek invite the Community Hall Board Society to make a presentation at the next Joint Council Meeting.	CAO	In Progress		
January 3, 2024	COTW 2024-006	That the Committee of the Whole for the Town of Pincher Creek refer the discussion on the landscape concept plans and drawings for both Childcare Centers to the Regular Meeting of Council January 8, 2024.	CAO	Complete	January 8, 2024	See Motion 24-011
January 3, 2024	COTW 2024-007	That the Committee of the Whole for the Town of Pincher Creek directs Administration to bring back an update on the amendments to be made to the Water Use Bylaw for January 8, 2024.	CAO	Complete	January 8, 2024	

**TOWN OF PINCHER CREEK
REGULAR COUNCIL MEETING ASSIGNMENTS**

Date	Motion #	Resolutions	Assigned to	Status	Date Completed	Comments
January 23, 2023	23-031	That Council for the Town of Pincher Creek bring the concerned citizen letter on deer and fence height to the March Committee of the Whole.	Legislative Services Manager	In Progress		
February 13, 2023	23-062	That Council for the Town of Pincher direct Administration to proceed with obtaining commercial property appraisals for the two properties as discussed and to fund up to \$10 000 from Professional Services 110 000 2230.	Economic Development Officer	In Progress		Lethbridge Property Appraisal Inc. Suite 406, 740 4th Ave South 403-329-9000
March 13, 2023	23-097	That Council for the Town of Pincher Creek direct administration to investigate the possibility of amending the Land Use Bylaw for temporary fencing.	Legislative Services Manager	In Progress		
March 13, 2023	23-108	That Council for the Town of Pincher Creek direct administration to bring the amendments of the recreation agreement to council for approval.	Legislative Services Manager	In Progress		
March 27, 2023	23-130	That Council for the Town of Pincher Creek direct administration to enter into a temporary 6-month extension of the current 2017-2022 Safety Codes Services Agreement and advertise request for proposals for Safety Codes Services for the Town of Pincher Creek in due course.	Legislative Services Manager	In Progress		
March 27, 2023	23-133	That Council for the Town of Pincher direct administration to invite Dr. Parker to a joint council meeting with the MD to talk about health care worker recruitment in Pincher Creek.	CAO	In Progress		Waiting to hear back from the MD for a Joint Council meeting date to be set up.
April 24, 2023	23-175	That Council for the Town of Pincher Creek direct administration to investigate the reintroduction of the deer hazing program and bring it back to council.	Legislative Services Manager	In Progress		
April 24, 2023	23-179	That Council for the Town of Pincher Creek direct administration to research the census numbers and its implications for the town and what the process will be.	Director of Finance and HR and Manager of Legislative Services	In Progress		

Date	Motion #	Resolutions	Assigned to	Status	Date Completed	Comments
May 8, 2023	23-207	That Council for the Town of Pincher Creek direct administration to prepare a report on deer culling options.	Legislative Services Manager	In Progress		
May 15, 2023	23-220	That Council for the Town of Pincher Creek direct administration to include the development of two new staff positions in the 2024 Operating Budget to be discussed during budget deliberations	CAO	In Progress		
June 12, 2023	23-257	That Council for the Town of Pincher Creek direct administration to schedule a meeting between Council, Administration, Allied Arts Council, and the Oldman Rose Society once we have the fencing costs.	Recreation Manager	In Progress		As per direction from CAO 09/18/23 - the CAO or Executive Assistant will be setting up this meeting. As per direction from CAO on 10/17/23 Recreation Manager was asked to set-up a separate meeting with both groups - currently in progress. Meeting with Allied Arts is scheduled for November 7th. - AG
June 12, 2023	23-262	That Council for the Town of Pincher Creek will provide the Pincher Creek Curling Club with access to the described lands for the purpose of carrying out this project.	Legislative Services and Community Services and Operations Department	In Progress		
June 12, 2023	23-263	That Council for the Town of Pincher Creek is committed to contribute the matching amount of \$1.25 Million financial support as required for this project.	Director of Finance and HR	In Progress		
June 12, 2023	23-264	That Council for the Town of Pincher Creek will enter into a 5-year lease agreement with the Pincher Creek Curling Club.	CAO and Director of Finance and Community Services and Legislative Services	In Progress		Approved draft sent to the curling club via email June 15. No response. Followed up via email August 1. No Response.

Date	Motion #	Resolutions	Assigned to	Status	Date Completed	Comments
June 26, 2023	23-293	That Council for the Town of Pincher Creek direct administration to move forward with motion 23-257 from the June 12, 2023 council meeting.		In Progress		
June 26, 2023	23-308	That Council for the Town of Pincher Creek That Council for the Town of Pincher Creek direct administration to garner further legal advice on the options to deal with plan 0613747 block 5 lot 6	Legislative Services Manager	In Progress		
June 26, 2023	23-312	That Council for the Town of Pincher Creek direct administration to prepare an amendment to Land Use Bylaw 1547, to enable short term rental as a discretionary use in the Transitional Commercial Land uses designation C4.	Legislative Services Manager	In Progress		
August 28, 2023	23-384	That Council for the Town of Pincher Creek defers the Solar Array Installation at the Lebel Mansion until there has been a confirmation from the Grant Funding.	Director of Operations	In Progress		will present to Council at a future Council meeting (date TBD)
September 11, 2023	23-407	That Council for the Town of Pincher Creek agree to defer the Land Use Bylaw Amendment 1547-AR - Short-term Rentals to C4 to the Land Use amendment process.	Legislative Services Manager	In Progress		
September 11, 2023	23-419	That Council for the Town of Pincher Creek agree to the proposed Pincher Creek Mini Storage Inc. offer to purchase in the amount of \$99,600 (GST Exempt) for Plan 0512718, Block 4, Lot 19 dated August 23, 2023 subject to that the purchaser is responsible for all costs associated with the water and sewer connections to the mains and direct administration to provide instruction to North & Company Law Office to act on the Town's behalf regarding the real estate transaction and that all costs associated be borne by purchaser.	Legislative Services Manager	In Progress		File has been transferred to North and Company as directed.
September 11, 2023	23-420	That Council for the Town of Pincher Creek direct administration to draft a 5-year Lease Agreement between the Town of Pincher Creek and Consistent Fitness Pincher Creek and bring back to a future council meeting for consideration.	Legislative Services Manager	In Progress		Tentatively scheduled for November 14, 2023. Waiting on Consistent Fitness signature.

Date	Motion #	Resolutions	Assigned to	Status	Date Completed	Comments
September 25, 2023	23-444	That Council for the Town of Pincher Creek agree to the proposed Pincher Creek Mini Storage Inc. offer to purchase in the amount of \$99,740 (GST Exempt) for Plan 0512718, Block 4, Lot 18 dated September 11, 2023 subject to that the purchaser is responsible for all costs associated with the water and sewer connections to the mains and direct administration to provide instruction to North & Company Law Office to act on the Town's behalf regarding the real estate transaction and that all costs associated be borne by the purchaser.	Legislative Services Manager	In Progress		File has been transferred to North and Company as directed.

Date	Motion #	Resolutions	Assigned to	Status	Date Completed	Comments
September 11, 2023	DEFEATED	That Council for the Town of Pincher Creek agree and give second reading to Land Use Bylaw Amendment 1547-AQ amending the Land Use Bylaw 1547 to include "Drive-In Restaurant" as a discretionary use in the Transitional Commercial - C4 land use district.	Legislative Services Manager	Complete		
September 11, 2023	23-407	That Council for the Town of Pincher Creek agree to defer the Land Use Bylaw Amendment 1547-AR - Short-term Rentals to C4 to the Land Use amendment process.	Legislative Services Manager	In Progress		
September 11, 2023	23-408	That Council for the Town of Pincher Creek agree to cancel the Oct 4, 2023 Public Open House.		Complete		
September 11, 2023	23-409	That Council for the Town of Pincher Creek direct administration to bring the Public Open House discussion to the November Committee of the Whole.		Complete		
September 11, 2023	DEFEATED	That Council for the Town of Pincher Creek agree to remove the Committee of the Whole meetings for July & August 2024.		Complete		
September 11, 2023	23-410	That Council for the Town of Pincher Creek accepts the letter from the Municipal District of Pincher Creek regarding the curling club as information.		Complete		
September 11, 2023	23-411	That Council for the Town of Pincher Creek approve \$40,000 to be funded from the General Contingency Reserve for office renovations and furniture required for additional staff at the Town Administration Office.	Director of Operations	Complete		
September 11, 2023	23-412	That Council for the Town of Pincher Creek accept the Vote on Resolutions at AB Municipalities Convention as information.		Complete		
September 11, 2023	23-413	That Council for the Town of Pincher Creek agree to declare the week of September 17th to September 23 as National Legion Week.		Complete		
September 11, 2023	23-414	That Council for the Town of Pincher Creek accept the Upcoming Committee Meetings and Events as information.		Complete		

Date	Motion #	Resolutions	Assigned to	Status	Date Completed	Comments
September 11, 2023	23-418	That Council for the Town of Pincher Creek counter offer the Country Vets Ltd. offer to purchase in the amount of \$169,000 (Plus GST) for Plan 0613747, Block 7, Lots 6, 7 & 8 dated July 24, 2023 subject to that the purchaser is responsible for all costs associated with consolidation of lots direct administration to provide instruction to North & Company Law Office to act on the Town's behalf regarding the real estate transaction and that all costs associated be borne by the purchaser.	Legislative Services Manager	Complete		Negotiations pending council resolution on October 23, 2023. October 26, 2023 Purchaser notified and contract cancelled. Deposit returned to purchaser.
September 11, 2023	23-419	That Council for the Town of Pincher Creek agree to the proposed Pincher Creek Mini Storage Inc. offer to purchase in the amount of \$99,600 (GST Exempt) for Plan 0512718, Block 4, Lot 19 dated August 23, 2023 subject to that the purchaser is responsible for all costs associated with the water and sewer connections to the mains and direct administration to provide instruction to North & Company Law Office to act on the Town's behalf regarding the real estate transaction and that all costs associated be borne by purchaser.	Legislative Services Manager	In Progress		File has been transferred to North and Company as directed.
September 11, 2023	23-420	That Council for the Town of Pincher Creek direct administration to draft a 5-year Lease Agreement between the Town of Pincher Creek and Consistent Fitness Pincher Creek and bring back to a future council meeting for consideration.	Legislative Services Manager	In Progress		Tentatively scheduled for November 14, 2023. Waiting on Consistent Fitness signature.
September 11, 2023	23-421	That Council for the Town of Pincher Creek redraft the letter to the MD of Pincher Creek outlining the proposed amendments to the Funding Model for the Pincher Creek Emergency Services Commission.		Complete		
September 25, 2023	23-436	That Council for the Town of Pincher Creek approve \$35,000 from the General Contingency Reserve for Property Condition Assessments at 840 Main Street and 670 Main Street.	Director of Operations	Complete		Reports received Dec 7

Date	Motion #	Resolutions	Assigned to	Status	Date Completed	Comments
September 25, 2023	23-437	That Council for the Town of Pincher Creek agree to defer the 2024 Franchise Fees – APEX Utilities item to the October 23, 2023 Regular Meeting pending budget deliberations.		Complete		
September 25, 2023	23-438	That Council for the Town of Pincher Creek agree to defer the Fortis Alberta Franchise Fee 2024 item to the October 23, 2023 Regular Meeting pending budget deliberations.		Complete		
September 25, 2023	23-439	That Council for the Town of Pincher Creek agree that Cassandra Chancey be appointed to serve for a three year term on the Library Board.		Complete		
September 25, 2023	23-444	That Council for the Town of Pincher Creek agree to the proposed Pincher Creek Mini Storage Inc. offer to purchase in the amount of \$99,740 (GST Exempt) for Plan 0512718, Block 4, Lot 18 dated September 11, 2023 subject to that the purchaser is responsible for all costs associated with the water and sewer connections to the mains and direct administration to provide instruction to North & Company Law Office to act on the Town's behalf regarding the real estate transaction and that all costs associated be borne by the purchaser.	Legislative Services Manager	In Progress		File has been transferred to North and Company as directed.
September 25, 2023	23-445	That Council for the Town of Pincher Creek accept the Administration Transition information as presented.		Complete		
October 10, 2023	23-452	That Council for the Town of Pincher Creek agrees to add item 8.2 Citizen Request (Non-Computer) Response and Follow up to the October 10, 2023 Regular Council meeting agenda		Complete		
October 10, 2023	23-454	That Council for the Town of Pincher Creek approves the minutes of the Regular Meeting of Council held on September 25, 2023 as presented.		Complete		

Date	Motion #	Resolutions	Assigned to	Status	Date Completed	Comments
October 10, 2023	23-455	That Council for the Town of Pincher Creek approve the 2024 Joint Budget amount at 50% with the Municipal District of Pincher Creek, the Town's portion is \$219,127.50; Further that Council for the Town of Pincher Creek agrees to fund the following organizations through the 2024 Joint Budget process: Southwest Alberta Sustainability Community Initiative (SASCI) - \$80,000 Southwest Alberta Regional Search and Rescue Society - \$22,255 Pincher Creek Humane Society - \$36,000 Pincher Creek and District Municipal Library - \$250,000 Pincher Creek and District Historical Society (Kootenai Brown) - \$25,000 Oldman River Antique Equipment & Threshing (Heritage Acres) - \$25,000		Complete		
October 10, 2023	23-456	That Council for the Town of Pincher Creek approve the 2024 per capita funding, for Joint Funding, at \$19.38, the Town's portion will be \$70,201.98.		Complete		
October 10, 2023	23-457	That Council for the Town of Pincher Creek agree to fund the organizations through Joint Funding for 2024 as per the attached schedule.		Complete		
October 10, 2023	23-458	That Council for the Town of Pincher Creek approve a 2023 budget adjustment of \$49,484 to engage a consultant to assist administration in meeting the PSAB 3280 requirement of recognizing the Town of Pincher Creek's Asset Retirement Obligation in the 2023 audited financial statements; and further that this amount be funded from the Municipal Income Stabilization Reserve if required.		Complete		
October 10, 2023	23-506	That Council for the Town of Pincher Creek accept Citizen Request (Non-Computer) Response and Follow up as information.	CAO	Complete		Motion added by Cllr Oliver at the Oct 23rd meeting

Date	Motion #	Resolutions	Assigned to	Status	Date Completed	Comments
October 10, 2023	23-463	That Council for the Town of Pincher Creek accept the revised Recreation Agreement as provided by the Municipal District of Pincher Creek.		Complete		
October 10, 2023	23-464	That Council for the Town of Pincher Creek direct administration to enter into an agreement with the Sweet tea Cafe Express to operate the MCC Arena Concession for a three-year term from 2023-2026.	Recreation Manager	Complete		
October 10, 2023	23-465	That Council for the Town of Pincher Creek accept the Administration Transition Update as information.	CAO	Complete	October 10, 2023	
October 10, 2023	Notice of Motion	Moves that the Pincher Creek Golf Club be reimbursed for irrigation equipment expenses incurred in 2023 for to be funded from the golf course reserve for invoice 1019929-00 for \$8715.00 GST included and invoice 1020324-00 for \$6658.80 GST included for a total of \$15,373.80. Mayor Anderberg requests that this motion be added to the Town Council Agenda of October 23, 2023 for decision.		Complete		
October 23, 2023	ORG 23-001	That Council for the Town of Pincher Creek approves the October 23, 2023 agenda as presented.	Executive Asst	Complete	October 23, 2023	
October 23, 2023	ORG 23-002	That Council for the Town of Pincher Creek accept the Regular Council meeting dates and times as presented		Complete		
October 23, 2023	ORG 23-003	That Council for the Town of Pincher Creek agree to maintain the Committee of the Whole as the first Wednesday of the month for the 11 months and have it starting at 8:30am with the removal of the August Committee of the Whole.	CAO	Complete		

Date	Motion #	Resolutions	Assigned to	Status	Date Completed	Comments
October 23, 2023	ORG 23-004	That Council for the Town of Pincher Creek appoint the following Deputy Mayor October 24, 2022 to October 27, 2025. Mark BarberOctober 25, 2021 – June 30, 2022 David GreenJuly 1, 2022 – February 28, 2023 Sahra NodgeMarch 1, 2023 – October 31, 2023 Wayne OliverNovember 1, 2023 – June 30, 2024 Brian Wright July 1, 2024 – February 28, 2025 Garry ClelandMarch 1, 2025 – October 27, 2025	CAO	Complete		
October 23, 2023	ORG 23-005	That Council for the Town of Pincher Creek agree to remove the Community Transportation Committee, Facilities Planning Study Committee and the Regional Airport Advisory Committee from the Council Committee Appointments list.	CAO	Complete		
October 23, 2023	ORG 23-006	That Council for the Town of Pincher Creek approve the Council Committee Appointments as amended.	CAO	Complete		
October 23, 2023	23-483	That Council for the Town of Pincher Creek agrees to add item 4.1 Royal Canadian Legion Pincher Creek Poppy Presentation to the October 23, 2023 Regular Council meeting agenda.	CAO	Complete	October 23, 2023	
October 23, 2023	23-489	That Council for the Town of Pincher Creek accept the COP28 Climate Presentation Update as information	Director of Operations	Complete	October 23, 2023	
October 23, 2023	23-490	That Council for the Town of Pincher Creek agree to pay invoice #1019929-00 for \$8,715.00 and invoice #1020324-00 for \$6,658.80 for irrigation equipment at the Pincher Creek Golf Course with the funds to come from the Golf Course Irrigation Reserve account number 7221004761	Director of Finance and HR	Complete	October 23, 2023	
October 23, 2023	23-491	That Council for the Town of Pincher Creek agree to increase the Natural Gas Distribution Franchise Fee percentage for the year 2024 to 35 %.	Director of Finance and HR	Complete	October 23, 2023	

Date	Motion #	Resolutions	Assigned to	Status	Date Completed	Comments
October 23, 2023	23-492	That Council for the Town of Pincher Creek agree that the Electric Distribution Franchise Fee percentage for the year 2024 be increased to 20 %.	Director of Finance and HR	Complete	October 23, 2023	
October 23, 2023	23-493	That Council for the Town of Pincher Creek increase the budget for the Water Treatment Plant Pump Replacements from \$250,000 to \$360,000 to be funded via Utilities Reserve; and That Council for the Town of Pincher Creek award the Water Treatment Plant Pump Replacements project to Southern Rewind Inc. for a total of \$311,803.59 (excluding GST and Contingency).	Director of Operations	In Progress		
October 23, 2023	23-494	That Council for the Town of Pincher Creek accept the letter from the MD of Pincher Creek dated September 29, 2023 which states their agreement to the proposed amendments to the Pincher Creek Emergency Services Commission Funding Formula and that the Town agrees to continually review the funding formula outlined in the Membership Agreement.	CAO	Complete	October 23, 2023	
October 23, 2023	23-495	That Council for the Town of Pincher Creek agree that Gordon Talton be appointed to serve for a one year term on the Library Board	CAO	Complete	October 23, 2023	
October 23, 2023	23-500	That Council for the Town of Pincher Creek direct administration to seek legal Counsel on course of action as discussed and provide information back to Council on the land transfer of Roll # 8600600	Legislative Services Manager	Complete	December 11, 2023	See Motion 23-622

Date	Motion #	Resolutions	Assigned to	Status	Date Completed	Comments
October 23, 2023	23-501	<p>That Council for the Town of Pincher Creek receive the letter of intent to purchase roll 0170400 dated October 5, 2023 as information and direct administration to inform the proposed property purchasers of the legal process and timelines required to change the zoning of the parcels to direct control.</p> <p>Councillor Cleland requested a recorded vote: In Favor: Mayor Anderberg Councillor Wright Councillor Oliver Councillor Nodge</p> <p>Opposed: Councillor Cleland Councillor Barber</p>	Legislative Services Manager	In Progress		
October 23, 2023	23-502	That Council for the Town of Pincher Creek graciously agrees to accept the offer to buy the 3 lots as described in the offer and the Town stands by the 6-month Development Permit and Building Permit timelines and the 2 year timeline for a completed building as per the Real Estate Purchase Contract for Plan 0613747 Block 7, Lots 6, 7 & 8	Legislative Services Manager			
October 23, 2023	23-503	<p>That Council for the Town of Pincher Creek agree to a 1-year extension of the Eco Centre Operations Agreement with 2.5% increase in fees; and</p> <p>That Council for the Town of Pincher Creek direct administration to coordinate a Joint Council Meeting with the M.D. of Pincher Creek to discuss the possibility of a 5-year contract for Eco-Centre Operations.</p>	Director of Operations	In Progress		

Date	Motion #	Resolutions	Assigned to	Status	Date Completed	Comments
November 14, 2023	23-522	That Council for the Town of Pincher Creek agrees to add item 11.6 EMS Agreement, 11.7 PC Foundation Update & 11.8 ICF Agreement to the November 14, 2023 Regular Council meeting agenda.	Executive Asst	Complete	November 14, 2023	
November 14, 2023	23-530	That Council for the Town of Pincher Creek direct Administration to review and provide an updated draft of Policy No. 101-93 to include approved updates to Schedule "A" Council Appointments and any other draft changes and updates to the Policy as needed.	Legislative Services Manager			
November 14, 2023	23-532	That Council for the Town of Pincher Creek accepts the November 14, 2023 Council Information Distribution List as information	Executive Asst	Complete	November 14, 2023	
November 14, 2023	23-533	That Council for the Town of Pincher Creek direct administration to prepare an RFD in response to the Oct 12th letter from Heritage Inn and bring it back.	Director of Operations	Complete	January 8, 2024	See Motion 24-007
November 14, 2023	23-534	That Council for the Town of Pincher Creek direct administration to respond to the October 17th letter from 7-Eleven.	CAO	Complete	November 22, 2023	AB Rural Ren Stream
November 14, 2023	23-536	That Council for the Town of Pincher Creek direct administration to bring forward the letter from October 26 from David Cox regarding REMO Budget to the next budget meeting.	CAO	Complete		
November 14, 2023	23-537	That Council for the Town of Pincher Creek direct administration to respond to letter from Castle Mountain and decline invitation to sponsor advise that funding request should be directed to the joint funding process	CAO	Complete	November 28, 2023	
November 14, 2023	23-538	That Council for the Town of Pincher Creek direct administration to investigate flag policy and lease agreement for Lebel mansion and that it reflects the charter and respond to the citizen letter from Oct 18th that its being looked into.	CAO	In Progress		Following Town of Westlock situation
November 14, 2023	23-546	That Council for the Town of Pincher Creek accept the Pincher Creek Early Learning Centre Board Update as information.	CAO	Complete	November 14, 2023	

Date	Motion #	Resolutions	Assigned to	Status	Date Completed	Comments
November 14, 2023	23-547	That Council for the Town of Pincher Creek accept the update and information regarding the July 24, 2023 Real Estate Purchase contract for Lots 7, 8 and 9, Block 7, Plan 0613747 (1101, 1103 and 1105 Chief Mountain Avenue).	Legislative Services Manager			
November 14, 2023	23-548	That Council for the Town of Pincher Creek approve and authorize the 5-year Lease Agreement with Consistent Fitness Pincher Creek	Recreation Manager	Complete	January 11, 2024	Dec 7 the Lessee req a gradual rent increase. See Motion 24-019
November 14, 2023	23-549	That Council for the Town of Pincher Creek agree to terminate the Peace Officer Sale of Service Agreement between the Town of Pincher Creek and the Municipal District of Pincher Creek No. 9 dated May 12, 2021.	Legislative Services Manager	Complete	January 2, 2024	
November 14, 2023	23-550	That Council for the Town of Pincher Creek agree to terminate the Peace Officer Shared Service Agreement between the Town of Pincher Creek and the Village of Cowley dated March 6, 2020.	Legislative Services Manager	Complete	January 2, 2024	
November 14, 2023	23-551	That Council for the Town of Pincher Creek direct administration to add this (Peace Officer Shared Service Agreement) to the November 21st joint council meeting for discussion.	CAO	Complete	November 21, 2023	
November 14, 2023	23-553	That Council for the Town of Pincher Creek direct administration to circulate the letters sent to the MD of Pincher Creek dated September 19, 2023 and the letter from the MD of Pincher Creek letter dated October 10, 2023 to the PC EMS commission for information.	CAO	Complete	November 17, 2023	
November 14, 2023	23-554	That Council for the Town of Pincher Creek direct administration to proceed with incorporating the agreed upon changes to incorporate with the other parties.	CAO			
November 14, 2023	23-555	That Council for the Town of Pincher Creek accept the PC Foundation Update as information.	CAO	Complete	November 14, 2023	
November 14, 2023	23-556	That Council for the Town of Pincher Creek accept the ICF Joint funding agreement as information	CAO	Complete	November 14, 2023	

Date	Motion #	Resolutions	Assigned to	Status	Date Completed	Comments
November 27, 2023	23-590	That Council for the Town of Pincher Creek agrees to add item 8.2 Office Closure and Reception Safety to the November 27, 2023 Regular Council meeting agenda	Executive Asst	Complete	November 27, 2023	
November 27, 2023	23-594	That Council for the Town of Pincher Creek approve the Public Participation Policy 166-23 as presented.	CAO	Complete	November 27, 2023	
November 27, 2023	23-595	That Council for the Town of Pincher Creek agree to give first reading to Fee Structure Bylaw 1584-23	Legislative Services Manager	Complete	November 27, 2023	
November 27, 2023	23-596	That Council for the Town of Pincher Creek agree to give the Fee Structure Bylaw 1584-23 second reading.	Legislative Services Manager	Complete	November 27, 2023	
November 27, 2023	23-597	That Council for the Town of Pincher Creek unanimously agree to present the Fee Structure Bylaw 1584-23 for third reading.	Legislative Services Manager	Complete	November 27, 2023	
November 27, 2023	23-598	That Council for the Town of Pincher Creek agree to give the Fee Structure Bylaw 1584-23 third and final reading and a copy be attached hereto and form part of the minutes.	CAO	Complete	November 27, 2023	
November 27, 2023	23-599	That Council for the Town of Pincher Creek agree to give first reading to Land Use Amendment 1547-AT, to redesignate the lands located at 806 Main Street Portion of Lot18, Plan7756AL) from Downtown / Retail Commercial -C1 to Transitional Commercial – C4 Land Use District.	Legislative Services Manager	Complete	November 27, 2023	
November 27, 2023	23-600	That Council for the Town of Pincher Creek agrees to hold a Public Hearing on Bylaw 1547-AT amending the Land Use Bylaw 1547 on January 8, 2024, before consideration of second and/or third reading.	Legislative Services Manager	Complete	January 8, 2024	
November 27, 2023	23-601	That Council for the Town of Pincher Creek accept the draft Memorandum of Understanding as presented and attached to the minutes.	CAO	Complete	November 27, 2023	Kainai/Blood Tribe & Piikani Nation
November 27, 2023	23-602	That Council for the Town of Pincher Creek accept the Office Closure and Reception Security Update as information.	CAO	Complete	November 27, 2023	
November 27, 2023	23-607	That Council for the Town of Pincher Creek accepts the PCCELC Discussion as information.	CAO	Complete	November 27, 2023	

Date	Motion #	Resolutions	Assigned to	Status	Date Completed	Comments
December 11, 2023	23-609	That Council for the Town of Pincher Creek agrees to add item 8.3 Holiday Train, 11.3 Offer to Purchase RCMP Building Update, 11.4 Pincher Creek Emergency Services Update to the December 11, 2023 Regular Council meeting agenda	Executive Asst	Complete	December 11, 2023	
December 11, 2023	23-612	That Council for the Town of Pincher Creek approve the 2024 Operating Budget as presented and that a copy of this budget be attached hereto and form part of the minutes.	Director of Finance and HR	Complete	December 11, 2023	
December 11, 2023	23-613	That Council for the Town of Pincher Creek approve the 2024 Capital Budget as presented and that a copy of this budget be attached hereto and form part of the minutes.	Director of Finance and HR	Complete	December 11, 2023	
December 11, 2023	23-616	That Council for the Town of Pincher Creek bring forward the funding request letter from the Community Hall Society to the January Committee of the Whole	CAO	Complete	January 3, 2024	See Motion 2024-005
December 11, 2023	23-619	That Council for the Town of Pincher Creek accepts the Sage Facility Lease Request Presentation as information.	CAO	Complete	December 11, 2023	See Motion 24-023
December 11, 2023	23-620	That Council for the Town of Pincher Creek direct administration to seek legal advice relating to the Town of Pincher Creeks dual status as member of PCCELC and landlord to PCCELC.	Director of Finance and HR	Complete	January 8, 2024	See Motion 24-021
December 11, 2023	23-621	That Council for the Town of Pincher Creek invite a presentation from the PCCELEC Chair or designate updating the Town on their intended plan and timeline to reopen the Sage Learning Centre to the next council meeting in January.	CAO	Complete	January 8, 2024	See Motion 24-020
December 11, 2023	23-622	That Council for the Town of Pincher Creek direct Administration to continue negotiations for the land transfer of Roll No. 8600600 by proceeding with Option 1, as attached, but with a total maximum value to be offered as discussed.	Legislative Services Manager	In Progress		Cheque and agreement sent to landowner's lawyer
December 11, 2023	23-623	That Council for the Town of Pincher Creek accept the Offer to Purchase RCMP Building Update as information.	Legislative Services Manager	Complete	December 11, 2023	

Date	Motion #	Resolutions	Assigned to	Status	Date Completed	Comments
December 11, 2023	23-624	That Council for the Town of Pincher Creek accept the Pincher Creek Emergency Services Update as information.		Complete		

Date	Motion #	Resolutions	Assigned to	Status	Date Completed	Comments
January 8, 2024	24-001	That Council for the Town of Pincher Creek agrees to add item 8.2 Early Learning Centre Play Spaces, 8.3 Update Water Use Bylaw Status, 8.4 CAO Recruitment 11.4 RCMP Building Offer to Purchase. 11.5 Sage Lease Expression of Interest and 11.6 Update on Roll 8600600 to the January 8, 2024 Regular Council meeting agenda.	Executive Asst	Complete	January 8, 2024	
January 8, 2024	24-007	That Council for the Town of Pincher Creek accept the Heritage Inn pothole information as presented with thanks to the Operations staff and direct administration to get a cost estimate to upgrade the road approach to the north end main entrance for possible construction in 2024 and work with adjacent landowner if they are interested.	Director of Operations	In Progress		
January 8, 2024	24-008	That Council for the Town of Pincher Creek agree and give first reading to Land Use Bylaw Amendment 1547-AS amending the Land Use Bylaw 1547 to redesignate lands located at 655 and 659 Main Street and 656 Charlotte Street, and legally described as Lot 13, Plan 552LK and Lot 103, Plan 460B from "Transitional Commercial - C4" to "Direct Control - DC", and Lot 14, Plan 552LK and Lot 102, Plan 552LK from "Downtown/Retail Commercial - C1" to "Direct Control - DC".	Manager of Legislative Services	Complete	January 8, 2024	
January 8, 2024	24-009	That Council for the Town of Pincher Creek agree to hold a Public Hearing on Bylaw 1547-AS amending the Land Use Bylaw on February 12, 2024 before consideration of second and/or third reading.	Manager of Legislative Services	In Progress		
January 8, 2024	24-010	That Council for the Town of Pincher Creek awarded the Sodium Hypochlorite Disinfection System contract to Filtrum Inc. for a total of \$257,900.00 (excluding GST).	Director of Operations	In Progress		

Date	Motion #	Resolutions	Assigned to	Status	Date Completed	Comments
January 8, 2024	24-011	That Council for the Town of Pincher Creek direct administration to review and update the landscape concept plans and drawings in consultation with the PCCELC Board for both Childcare Centers to result in a reduction in annual operating costs and the PCCELC budget to maintain the play spaces/structures at both Childcare Centers.	CAO & Recreation Manager	In Progress		
January 8, 2024	24-012	That Council for the Town of Pincher Creek accept the Update Water Use Bylaw Amendment update as information	Director of Operations	Complete	January 8, 2024	
January 8, 2024	24-013	That Council for the Town of Pincher Creek agree to engage Transitional Solutions Inc to support the recruitment of our CAO at a cost of \$21,000 plus taxes, advertising, and travel expenses	CAO	In Progress		
January 8, 2024	24-016	That Council for the Town of Pincher Creek direct administration to review the previous years grants from Municipal Sustainability Initiative to determine if amounts will be the same with the new Local Government Fiscal Framework Program and if not to apply for top up funding.	Director of Finance and HR	In Progress		
January 8, 2024	24-019	That Council for the Town of Pincher Creek amend the rent amount for the Multi-Purpose Facility Lease over a 2 year period to \$1,250 per month in 2024 and \$1,500 per month for the remainder of the Lease.	Recreation Manager	In Progress		
January 8, 2024	24-020	That Council for the Town of Pincher Creek accept the PCCELC Board Update as information.	Executive Asst	Complete	January 8, 2024	
January 8, 2024	24-021	That Council for the Town of Pincher Creek accept the Legal Opinion update as information.	Director of Finance and HR	Complete	January 8, 2024	
January 8, 2024	24-022	That Council for the Town of Pincher Creek accept the RCMP Building Offer to Purchase update as information.	CAO	Complete	January 8, 2024	

Date	Motion #	Resolutions	Assigned to	Status	Date Completed	Comments
January 8, 2024	24-023	That Council for the Town of Pincher Creek direct administration to respond to the delegation inquiring into the Sage facility to the effect that the facility is not currently available.	CAO	Complete	January 24 2024	
January 8, 2024	24-024	That Council for the Town of Pincher Creek accept the Update on Roll 8600600 as information	Legislative Services Manager	Complete	January 8, 2024	
January 22, 2024	24-026	That Council for the Town of Pincher Creek agrees to add items 11.4 IDP Committee Meeting and 8.4 Alberta Association of Police Governance to the January 22, 2024 Regular Council meeting agenda.	Executive Asst	Complete	January 22, 2024	
January 22, 2024	24-032	That Council for the Town of Pincher Creek approve and grant a Time Extension up to December 20, 2024 for Subdivision Application Request for Extension file no. 2022-0-123 Plan 1728F, Lots 73-75.	Legislative Services Manager	Complete	January 22, 2024	
January 22, 2024	24-033	That Council for the Town of Pincher Creek approve and authorize the Development Agreement (Deferred Servicing Agreement) for the property located at 1038 Morden Avenue (Lot 109, Block 1, Plan 231)	Legislative Services Manager	In Progress		waiting for updated plan number from subdivision
January 22, 2024	24-034	That Council for the Town of Pincher Creek give Bylaw 1473-24 Appointing the Chief Administrative Officer first reading.	Legislative Services Manager	Complete	January 22, 2024	
January 22, 2024	24-035	That Council for the Town of Pincher Creek give Bylaw 1473-24 Appointing the Chief Administrative Officer second reading.	Legislative Services Manager	Complete	January 22, 2024	
January 22, 2024	24-036	That Council for the Town of Pincher Creek unanimously agree to present bylaw 1473 24 Appointing the Chief Administrative Officer for third and final reading at the January 22, 2024 regular meeting of Council.	Legislative Services Manager	Complete	January 22, 2024	
January 22, 2024	24-037	That Council for the Town of Pincher Creek give Bylaw 1473-24 Appointing the Chief Administrative Officer third and final reading and that a copy of which be attached hereto forming part of the minutes.	Legislative Services Manager	Complete	January 22, 2024	

Date	Motion #	Resolutions	Assigned to	Status	Date Completed	Comments
January 22, 2024	24-038	That Council for the Town of Pincher Creek agree and give second reading to Land Use Bylaw Amendment 1547-AT amending Land Use Bylaw 1547 to redesignate the lands located at 806 Main Street (portion of Lot 18, Plan 7756AL) from Downtown / Retail Commercial - C1 to Transitional Commercial - C4 Land Use District.	Legislative Services Manager	Complete	January 22, 2024	
January 22, 2024	24-039	That Council for the Town of Pincher Creek agree and give third and final reading to Land Use Bylaw Amendment 1547-AT amending Land Use Bylaw 1547 to redesignate the lands located at 806 Main Street (portion of Lot 18, Plan 7756AL) from Downtown /Retail Commercial - C1 to Transitional Commercial - C4 Land Use District, and that a copy of which be attached hereto forming part of the minutes.	Legislative Services Manager	Complete	January 22, 2024	
January 22, 2024	24-040	That Council for the Town of Pincher Creek award a 5-year contract for Safety Codes Services to Park Enterprises Ltd. with a permit fee percentage split of 70% (Agency)/30% (Town).	Legislative Services Manager	Complete	January 30, 2024	Contract updated, signed and filed
January 22, 2024	24-041	That Council for the Town of Pincher Creek accept the 2024 Pincher Creek Foundation Requisition as information.	Director of Finance and HR	Complete	January 22, 2024	
January 22, 2024	24-042	That Council for the Town of Pincher Creek agrees to cancel the February 28, 2024 Community Engagement Session.	CAO	Complete	January 22, 2024	
January 22, 2024	24-043	That Council for the Town of Pincher Creek agrees purchase the 2024 membership to the Alberta Association of Police Governance for \$200.	Director of Finance and HR	Complete	January 22, 2024	
January 22, 2024	24-050	That Council for the Town of Pincher Creek accept the Organizational Structure comments as information.	CAO	Complete	January 22, 2024	

Date	Motion #	Resolutions	Assigned to	Status	Date Completed	Comments
January 22, 2024	24-051	That Council for the Town of Pincher Creek accept the Rehabilitation/Reuse Study Final Report and Property Condition Assessments for 840 and 670 Main Street, Pincher Creek, and submit them to Lethbridge Property Appraisal Inc for property valuations.	CAO	In Progress		Reports sent Jan 24
January 22, 2024	24-052	That Council for the Town of Pincher Creek call a special Council Meeting for January 29, 2024 at 6pm in Town Council Chambers to discuss the Priority Action Items Update.	CAO	Complete	January 29, 2024	
January 22, 2024	24-053	That Council for the Town of Pincher Creek defer the Priority Action Items Update to the January 29, 2024 at 6pm.	CAO	Complete	January 29, 2024	
January 22, 2024	24-054	That Council for the Town of Pincher Creek direct council members to bring back the information from the IDP Committee meeting to a council meeting for further discussion.	CAO	In Progress		IDP mtg set for Jan 29

**TOWN OF PINCHER CREEK
SPECIAL COUNCIL MEETING RESOLUTIONS**

Date	Motion #	Resolutions	Assigned to	Status	Completed	Comments
October 5, 2023	23-450	That Council for the Town of Pincher Creek determine the capital capacity of the Town's water and wastewater infrastructure that would be needed to support the development of increased residential and commercial growth to enable the Town to increase its population up to 5000 and 10,000 residents				
October 12, 2023	23-472	That Council for the Town of Pincher Creek consider the proposed new staff positions as listed on the attached position proposal sheets during the 2024 Operating Budget discussion process				
October 12, 2023	23-473	That Council for the Town of Pincher Creek consider the proposed projects as listed on the attached project proposal sheets during the 2024 budget discussion process.				
October 12, 2023	23-474	That Council for the Town of Pincher Creek accept the Budget Presentation Spreadsheets as information				
October 16, 2023		No minutes/resolutions				
October 18, 2023	23-481	That Council for the Town of Pincher Creek agree to leave the Golf Course fund as is and not add anymore to the reserve in 2024				
October 26, 2023	23-510	That Council for the Town of Pincher Creek accept the Pincher Creek Early Learning Board presentation as presented and to provide a grant of up to \$50,000 from reserve account 0000004710 General Contingency.				

Date	Motion #	Resolutions	Assigned to	Status	Completed	Comments
October 26, 2023	23-511	That Council for the Town of Pincher Creek approve the funds to be added into the 2024 Operating Budget for the Manager of Human Resources and OH&S position and the Manager of Finance position.				
November 8, 2023	23-513	That Council for the Town of Pincher Creek agrees to add item 3.7 Minor Hockey PA System to the November 8, 2023, Special Council meeting agenda.				
November 8, 2023	23-515	That Council for the Town of Pincher Creek approve the Memo of Changes #1 as presented and to be hereby attached to the minutes with thanks.				
November 8, 2023	23-516	That Council for the Town of Pincher Creek accept the Utility Rate changes as presented.				
November 8, 2023	23-517	That Council for the Town of Pincher Creek accept the Tax and Utility Comparison changes as presented.				
November 8, 2023	23-518	That Council for the Town of Pincher Creek direct administration to set up a Joint Council Meeting with the MD of Pincher Creek for the purpose of discussing the Municipal Energy Lead and other matters as required as soon as possible.				
November 16, 2023	23-558	That Council for the Town of Pincher Creek agrees to add item 4.1 Energy Lead position, 4.2 Bylaw Officer Update, 4.3 PCCELC MD Update to the November 16, 2023, Special Council meeting agenda.				
November 16, 2023	23-559	That Council for the Town of Pincher Creek agrees to add item 3.3 PC REMO Budget to the November 16, 2023, Special Council meeting agenda.				

Date	Motion #	Resolutions	Assigned to	Status	Completed	Comments
November 16, 2023	23-561	That Council for the Town of Pincher Creek approve the Memo of Changes #2 as presented and to be hereby attached to the minutes with thanks.				
November 16, 2023	23-562	That Council for the Town of Pincher Creek approve the operating projects totaling 289,000 and to be hereby attached to the minutes.				
November 27, 2023	23-578	That Council for the Town of Pincher Creek approve the 2024 Capital Budget List as presented and to be hereby attached to the minutes with thanks				
November 27, 2023	23-579	That Council for the Town of Pincher Creek agree to fund the Arena sound system of \$65,000 coming from the Arena Reserve.				
November 27, 2023	23-580	That Council for the Town of Pincher Creek direct administration to send a letter to the MD inviting them to contribute to the Arena Sound System.				
November 27, 2023	23-581	That Council for the Town of Pincher Creek approve the 2024 Estimated Reserves as presented and to be hereby attached to the minutes with thanks.				
November 27, 2023	23-582	That Council for the Town of Pincher Creek agree to a 2% tax increase by reducing Salaries and Wages by \$150,000.				
November 27, 2023	23-583	That Council for the Town of Pincher Creek agree to reallocate the Canadian Community Building Fund towards the waterline under the creek replacement.				
November 27, 2023	23-584	That Council for the Town of Pincher Creek agree to defer the replacement of the Lebel Mansion windows to 2025.				
November 27, 2023	23-585	That Council for the Town of Pincher Creek direct administration to research the designation status of the Lebel Mansion and the asset management of the building.				

Date	Motion #	Resolutions	Assigned to	Status	Completed	Comments
November 27, 2023	23-586	That Council for the Town of Pincher Creek direct administration to re-scope & investigate the Lebel windows project.				



Town of Pincher Creek
COUNCIL DISTRIBUTION LIST
February 12, 2024

<u>Item No.</u>	<u>Date</u>	<u>Received From</u>	<u>Information</u>
1.	Jan 18, 2024	Alberta Municipalities	2024 Annual Membership
2.	Jan 10, 2024	KP Squared	Expansion of 24hr Childcare to the Region/Pincher Creek Childcare Crisis
3.	Jan 25, 2024	Epilepsy Calgary	Purple Day Proclamation and Lighting Request 2024
4.	Jan 25, 2024	Alberta Association of Police Governance	IMPORTANT: Engagement on improving Police Governance in Alberta
5.	Jan 30, 2024	Intermunicipal Development Plan Committee	24.01.29 Intermunicipal Development Plan Committee Notes
6.	Jan 26, 2024	AlbertaSW	IMPORTANT FW: Briefing Note on GoA intention to end Partnership for Regional Economic Development
7.	Jan 29, 2024	RCMP	Quarterly Policing Report - Town of Pincher Creek
8.	Jan 31, 2024	Alberta Municipalities	Submit a resolution for debate at ABmunis 2024 Convention – Due by May 31
9.	Feb 2, 2024	Calgary Climate Hub	Drought and Water Preservation in Alberta
10.	Feb 5, 2024	Legislation	Wildlife Quarterly Report
11.	Jan 2, 2024	Office of the Minister Environment & Protected Areas	Letter From Environment and Protected Areas Minister Rebecca Schulz - Drought Conditions in Alberta
12.	Jan 23, 2024	Alberta Municipalities	Materials from ABmunis Jan. 18 webinar - LGFF Capital for towns, villages, and specialized municipalities
13.	Feb 6, 2024	AHS Community Engagement & the Palliser Triangle Health Advisory Council	You are invited to the Palliser Triangle Health Advisory Council Zoom Meeting on Tuesday, February 13 @ 12 - 3 pm

From: [Cao](#)
To: [Kristie Green](#)
Subject: FW: 2024 Annual Membership
Date: Thursday, January 18, 2024 7:43:01 PM
Attachments: [image001.png](#)
[image002.png](#)

Distribution list please.



Doug Henderson, CLGM
CAO

email: cao@pinchercreek.ca

phone: (403) 627-3156

Town of Pincher Creek, 962 St. John Ave (Box 159) Pincher Creek, AB T0K1W0

www.pinchercreek.ca

From: Josee Walters <josee@abmunis.ca> **On Behalf Of** Dan Rude
Sent: Thursday, January 18, 2024 11:10 AM
Subject: 2024 Annual Membership

Greetings from your dedicated team at Alberta Municipalities. We greatly appreciate your continued participation in Alberta's largest municipal government network, which exists because of you, our member municipalities.

Our Association is proud to represent the wonderful municipalities that are home to over 85% of Albertans, including cities, towns, villages, summer villages, and specialized municipalities. The collective power of our members enables us to support your municipality as it builds a thriving community.

Your membership with Alberta Municipalities contributes to the advocacy work we do on your behalf and provides you with exceptional value, including:

- indispensable peer-to-peer networking at Alberta's largest gathering of municipal leaders, Alberta Municipalities' Annual Convention & Trade Show,
- steadfast advocacy of your needs to the provincial government, and
- innovative products & services designed specifically for your evolving needs.

Our priority is to forge a path for our members to achieve momentum and stability. In 2023, we were fully committed to working with you as we advocated on key issues affecting Alberta's communities. And we succeeded in creating opportunities for members to realize cost savings & budget certainty. Please take a moment to [review the many highlights of our actions in 2023](#).

Your 2024 Membership invoice has been sent to your Accounts Payable contact for payment processing.

If you have any questions, please call us at 310.MUNI (6864) or [e-mail us](#).

We thank you for your continued commitment to Alberta Municipalities and we look forward to working with you in 2024.

Yours truly,

Dan Rude | Chief Executive Officer

D: [780.431.4535](tel:780.431.4535) | C: [780.951.3344](tel:780.951.3344) | E: dan@abmunis.ca
300, 8616 51 Ave NW Edmonton, AB T6E 6E6
Toll Free: 310-MUNI | 877-421-
6644 | www.abmunis.ca



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We respectfully acknowledge that we live, work, and play on the traditional and ancestral territories of many Indigenous, First Nations, Métis, and Inuit peoples. We acknowledge that what we call Alberta is the traditional and ancestral territory of many peoples, presently subject to Treaties 4, 6, 7, 8 and 10 and Six Regions of the Métis Nation of Alberta.

Subject: Expansion of 24hr Childcare to the Region/Pincher Creek Childcare Crisis

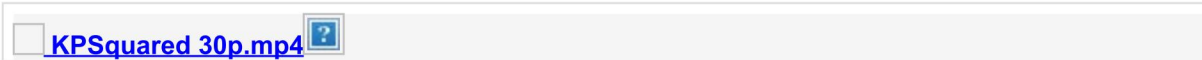
Good Morning Town of Pincher Creek,

My name is Kyla Penner, and I am a driven entrepreneur that specializes in a unique innovative & collaborative 24hr approach to childcare. Our understanding and research shows that Pincher Creek and surrounding areas are in a childcare crisis. I will be relocating to the region and am looking to expand our model your way!

Please see the attached document below with expressed interest along with pictures of our current centres and articles of who we are, if you have the opportunity, visit our facebook page for a full viewing of Canada's first Individual nap/night time rooms.

Looking forward to continuing our conversation on how we can support and bridge the gap in this beautiful community.

[KP Squared Innovative Child Care Centre - Canada's First 24-Hour Child Care Facility - YMM Online](#)



With Gratitude & Love



QUALITY CHILD CARE IN PINCHER CREEK

KPSquared Innovative Child Care

Prepared For:

*The city of Pincher Creek:
Mayor Don Anderberg,
Pincher Creek Community Early Learning Centre,
Pincher Creek Economic Development,
Pincher Creek Chamber of Commerce*

Prepared By:

*KPSquared Inc - Innovative Childcare
9717 Franklin Avenue
Fort McMurray, AB, T9H 2K1*

January, 2024



“Families are society’s most adaptable institution – a trait that is rooted in their constant need to adjust to ever-evolving environments. As organizations of all kinds consist of diverse family members, all of whom face unique realities, flexibility is key to the resiliency of families, the labour force and economy, and our greater society.”

Sara MacNaull, Vanier Institute of the Family

LAND ACKNOWLEDGEMENT

We acknowledge the traditional lands upon which we live, work and play. We recognize that all Albertans are Treaty People and have a responsibility to understand our history so that we can honour the past, be aware of the present and create a just and caring future for the children and families we serve and the communities in which we live. We celebrate and value the resiliency, successes and teachings that Alberta’s Indigenous people have shown us. Our land is an ancient gathering place to many Indigenous peoples for thousands of years. We recognize the importance of languages, Elders and the significance of Culture and Ceremony



Company Profile

Our Story

KPSquared Innovative Child Care is locally owned by Kyla Pinel-Penner (CEO/Founder). Under this umbrella is an innovative 24-hour childcare center with individual sleep rooms, a program in the Catholic School system offering before and after school care for pre-school & kindergarten aged children, and a Dayhome Agency – all located in Fort McMurray, AB. As a proud Métis woman and having been born and raised in the Crowsnest Pass area, Kyla deeply understands the unique needs of quality childcare, especially concerning child care for shift-working families.

KPSquared started out privately operating in Fort McMurray in 2014, providing quality child care services at multiple locations. Since then, our vision has expanded and we have developed the first 24-hr child care centre in Alberta, and the first in Canada to provide individual sleep rooms. Our dedicated team of women, mothers, educators, entrepreneurs, and community partners have a collective vision to find solutions and fulfill the gaps in child care throughout Alberta. We currently serve over 250 families in our community and have a waitlist of over 500 families who still require child care services.

The Philosophy

Our program philosophy at KPSquared is to provide an Innovative Child Care Center that delivers a premium experience rooted in family unit care. The unique 24-hour, 7 day a week availability provides shift working families flexibility and peace of mind. We believe our nurturing environment, inspired caregivers, and holistic services contribute to thriving children that are at the heart of our families and local community. The children's social, cognitive, and physical growth is fostered in our program through rich, child-led, educator facilitated experiences that nourish their heart, head, and hands. Our Reggio-inspired program honors the child with natural elements that foster curiosity and relationship. Daily rhythms of indoor and outdoor learning through play are infused with trust, joy and gentle communication. Everything we do is rooted in connection and love.



Economic Recovery and Female Labor Participation

Through collaborative efforts with experts, community leaders, and local institutions, we have created valuable programs and additional support for children and families and created vast educational and economic opportunities in Fort McMurray to both work in child care or for parents to better access child care and participate in the **labour force**. We build and deliver a model that creates an immediate impact and relief within the child care sector, noting success within economic development, female labor participation work force and less unemployment rates by filling the gap of the educator crisis. Delivering a labor force/economic based approach allows sponsors and stakeholders to relate and engage more into understanding the importance of delivering a competency-based child care model to build on our economic recovery.

Program Development & Partnerships

KPSquared's innovative child care program is a direct response to fulfilling a gap voiced by Fort McMurray and communities across Alberta. The program is centered around Canadian Pediatric Society standards and evidence-based best practices for care of infants and children. It was developed in collaboration with Kyla Penner, Carrie Bruno, CEO of The Mama Coach (Private Healthcare Services), Registered Nurse and IBCLC lactation consultant, who specializes in pediatrics, sleep hygiene, nutrition, growth and development, and Kim Marshall, a certified teacher and parenting coach. Through neuroscience and attachment science, she uplifts parents and educators to raise connected, nourished and joyful children in emotionally safe environments at home, at school and everything in between. We offer individual overnight sleep rooms dedicated to families in the social work sector. These rooms provide a safe and regulated environment, offering emergency and temporary care, a testament to our commitment to supporting families in various capacities.



We are honored to have an expert in early childhood education on our team whose presence has greatly enhanced our quality. Mrs. Sherry Duncan, a Métis Early Childhood Education Consultant brings over 30 years of experience at the local, provincial, and national level. She offers professional development in all areas and her knowledge and proficiency could also extend to supporting and enhancing the childcare initiatives in Pincher Creek, contributing valuable insights and guidance. Sherry's work is motivated by understanding the needs, experiences, and layered complexities of the child and family. She is inspired by the FLIGHT Framework and specializes in relationship-based, culturally rich and inclusive programming.

KPSquared carries a valuable reputation and business model in Fort McMurray and has been scouted by other communities such as Grand Prairie, whose Economic Development Department (Ainsley Miller) reached out and prepared a lined item support system to encourage us to expand within their region.

We also have a collaboration with the Fort McMurray Catholic School Board to offer child care services for children attending half day Early Entry and Kindergarten programs who do not have access to bussing. Before and after school care programs as well as bussing services only run for grades 1-6. This was a barrier that KPSquared identified and brought forth a solution to offer before and after school care services for children who are enrolled in half day Early Entry and Kindergarten services on site, thus also eliminating the need for transportation.

In addition, we have a partnership with our local college (Keyano College), and they are in alignment and understand the current educator crisis. They're willing to go above and beyond to ensure we are meeting the educator demands as we rapidly expand in creating child care spaces. Collaborating with our local institutions can innovatively create solutions to ensure we meet educator demands. Since opening our centre in May, we have hosted 12+ practicum students, some of which resulted in permanent positions with KPSquared.



KPSquared has been the driving force and worked diligently with Minister Rebecca Shultz & MLA Tany Yao in implementing 24-hr child care - a huge win for the province and is in alignment with the UCP's vision of supporting Alberta families. We have a tailored model to save government dollars and elevate our services based on Alberta's Economic Recovery Plan. Through lobbying and actively contributing to the writing of the 24-hour childcare legislation, we have showcased our dedication to shaping and improving child care standards.

Additionally, we operate a licensed dayhome agency with multiple dayhomes operating under us, further expanding our ability to provide comprehensive and reliable childcare services within the region. We are dedicated to helping communities like Pincher Creek by offering our expertise and resources to ensure that children receive the best care possible.

Programs & Services

- Innovative Child Care (Flexible 24-Hour Care)
- Young Minds Matter (Early Childhood Education)
- Discovery Keys (Music & Exploration)
- Inclusive Child Care
- Parent Portal (Flexible Online Scheduling & Payment Program)



Collaboration Proposal

Our team has conducted thorough research regarding the childcare landscape in Pincher Creek, noting that it is operated by the PCCELC Board of Directors, consisting of representatives from Town Council, School Divisions, and community members. Recent events, particularly the abrupt closure of the Sage location in October 2023 due to insufficient staff meeting licensing ratios, have highlighted significant challenges. This closure not only caused distress among parents due to the lack of communication and care arrangements for their children but also emphasizes the ongoing need for reliable and responsive childcare solutions in the area.

At KPSquared, we pride ourselves on offering unparalleled flexibility and quality care, tailored to meet the diverse needs of the communities we serve. Our services would be an excellent addition to your community and surrounding areas, particularly with our commitment to extended hours and flexible care. Our experience in catering to shift-working families has allowed us to develop an excellent framework supported by a dedicated team of professionals.

We believe our ability to cultivate community partnerships and collaborations, combined with our relationships with Ministry, local MLA's & institutions, and Early Childhood Consultants create a solid foundation for us to meet the needs of the communities we serve. We work diligently to integrate child care, education, and community partnerships with a goal of serving the whole family unit. This integration allows families to be assured of quality care, and help parents return to work.

Our dedication to high-quality care and our team's expertise could serve as a valuable solution to address the childcare needs in Pincher Creek. We are interested in collaborating with the city of Pincher Creek to provide reliable childcare services. We are confident that we can contribute positively to the community and support families in securing dependable child care options.



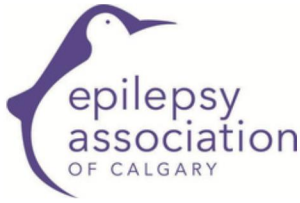
Access to quality child care is key to creating jobs, female labour force participation, and facilitating economic growth, sustainability and recovery. We believe that we are stronger together and that our collaborating services will have a much greater impact in Pincher Creek.

I would love the opportunity to discuss this further at your earliest convenience. Please feel free to contact me at 587-826-2017 or via email at kyla.penner@kpsquared.ca. Thank you for considering this proposal, and I look forward to the possibility of working together to address the childcare needs of Pincher Creek.

With Gratitude and Love,

Kyla Pinel-Penner
Owner / CEO, KPSquared Innovative Childcare

Website: www.kpsquared.ca
Facebook: KPSquared Inc



#120, 6835 Railway Street SE Calgary, AB T2H 2V6
Telephone: (403) 230-2764 | Toll-Free: 1-866-EPILEPSY (1-866-374-5377) Email: info@epilepsycalgary.com | epilepsycalgary.com
Charitable Registration Number: 11890 0778 RR0001

Purple Day March 26 Proclamation Template

Epilepsy is a neurological disorder characterized by recurring seizures that can significantly impact an individual's physical, psychological, and social well-being.

- One in one hundred Albertans are currently living with a diagnosis of epilepsy.
- People of all ages, races, and backgrounds can develop epilepsy at any time in their lives.
- By learning about epilepsy and seizure first aid, we are better prepared to offer acceptance, understanding, and support for those impacted by epilepsy.

The [City of Town of xxx] commends the work of the Epilepsy Association of Calgary in raising awareness and understanding of epilepsy, reducing stigma, and empowering those who live with epilepsy to participate fully in their communities.

I [Mayor's name] of the [City or Town of xxx] do hereby proclaim March 26, 2024 as "Purple Day" in [City of Town name].



Engagement on improving police governance

Discussion guide on legislated governance changes in communities served by the Royal Canadian Mounted Police (RCMP) in Alberta

Introduction

The Government of Alberta (GoA) invites stakeholders to inform the development of supporting regulations enabled by *the Police Amendment Act, 2022 (PAA)* related to police governance in Alberta.

The PAA mandates the establishment of civilian governance bodies for all communities policed by the RCMP, including regional and municipal policing committees (for communities with a municipal police service agreement) and a provincial police advisory board (PPAB) (for those under the provincial police service agreement). As a next step to the 2022 legislative amendments, the GoA is now developing supporting regulations to clarify the powers, duties, functions, and composition of these new governance bodies, as well as the regional configurations for the regional policing committees. Your input is crucial to help the government gain a comprehensive understanding of the different needs and perspectives of Alberta's diverse communities to develop these regulations.

Input submission

This discussion guide aims to facilitate discussions within your organization by offering pertinent context and assisting in the preparation of written submission. You are invited to provide input through the online questionnaire, which aligns with the questions outlined in this discussion guide.

[To access the online questionnaire, please use this link.](#)

This discussion guide is tailored for the Royal Canadian Mounted Police (RCMP) and organizations representing communities with various RCMP service agreements. The online questionnaire will prompt you to identify your affiliation and will allow you to contribute input into both regional and municipal policing committees and the Provincial Police Advisory Board (PPAB).

Scope

This engagement seeks stakeholder input on establishment of civilian governance bodies, including regional and municipal policing committees and the PPAB in communities policed by the RCMP. This includes the powers, duties, functions, and composition of these new governance bodies, as well as the regional configurations for the regional policing committees.

Overview of *Police Amendment Act, 2022*

Following several years of engagement with stakeholders and the public, the Legislative Assembly passed the PAA in December 2022 to modernize policing in Alberta. The legislation was intended to increase police transparency and enhance public trust to help build safer communities. In addition to other reforms, the legislation created formal civilian governance bodies for all communities policed by the RCMP in Alberta, with the intent for communities to have a role in setting policing priorities and performance goals. Before the amendments, communities did not have this role.

PAA key changes:

- establishes an independent agency, the Police Review Commission, to manage complaints against police and conduct disciplinary proceedings
- mandates the creation of civilian governing bodies for communities policed by the RCMP
- expands the mandate of Alberta Serious Incident Response Team (ASIRT) to investigate cases of serious injury or death and serious and sensitive allegations involving peace officers (for example, Alberta Sheriffs and community peace officers)
- requires police commissions to develop community safety plans and report annually on their progress

- requires police commissions to create diversity and inclusion plans to reflect the communities they serve and better understand their needs
- enables the Minister of Public Safety and Emergency Services to set provincial policing priorities to help foster consistency in policing across Alberta
- requires police commissions to create their own policing priorities that consider the provincial priorities and report annually on their progress
- adds 8 guiding principles for Alberta police services to provide a foundation of core beliefs and values
- makes administrative changes to the Law Enforcement Review Board

While some PAA provisions have been proclaimed and are in force, others have not been proclaimed and are not in force yet, including the provisions related to civilian governance bodies.

More information on the PAA can be found on [the Government of Alberta website](#).

Civilian governance bodies

The legislation mandates civilian governance bodies for all communities policed by the RCMP in Alberta, giving them a role in setting policing priorities and performance goals they've never had under the existing governance structure.

Once proclaimed into force, the PAA requires the following governance changes:

- the creation of formal civilian governance bodies in communities policed by the RCMP under Municipal Police Service Agreements (MPSA) that will give these communities a greater role in setting policing priorities and performance goals.
 - Communities with a population of under 15,000 will be represented by regional governance bodies – but will have the option to form their own municipal governance body.
 - Communities with a population over 15,000 that are policed by the RCMP will be required to establish municipal governance bodies.
- the creation of a PPAB that will enable communities served by the RCMP under the Provincial Police Service Agreement (PPSA) to be represented on a provincial board that will make recommendations on province-wide policing priorities.

These governance bodies are generally comprised of community members who are not police officers, and provide guidance and input into policing priorities and performance goals.

These governance bodies are tailored to meet the distinct needs of diverse communities. Regional policing committees for smaller communities will ensure that they can have a say without creating an unreasonable administrative burden on them, while municipal policing committees will help meet the needs of larger communities policed by the RCMP. Communities under the PPSA will be represented by a single provincial board that will make recommendations on province-wide policing priorities.

There are similar governance bodies that are currently in place in Alberta, but the PAA-mandated representation for communities served by the RCMP does not currently exist until the relevant provisions in the PAA are proclaimed. For example, municipal police services are governed by police commissions (i.e. the Edmonton Police Commission is the governance body for the Edmonton Police Service), and a few RCMP-served municipalities in Alberta currently have optional police advisory committees.

Policing Committees

Section 19 of the PAA mandates regional and municipal policing committees to give communities policed by the RCMP a more formal role in setting local policing priorities and performance goals.

Powers, duties and functions

The powers, duties and functions of regional and municipal policing committees are not outlined in the PAA, and will need to be addressed in the new regulations. For example, this could include a more formal role in developing community safety plans.

In comparison, the *Police Act* outlines responsibilities for police commissions. These responsibilities include the allocation of funds that are provided by council, establishing policies providing for efficient and effective policing,

issuing instructions as needed to the chief of police, and ensuring the police service has sufficient staffing to carry out their functions.

Community Safety Plans

There is currently no requirement for regional and municipal policing committees to develop or report on Community Safety Plans.

In comparison, Section 31 (1) of the *Police Act* requires police commissions to develop a Community Safety Plan in conjunction with the police service that includes a plan for collaboration with community agencies, and to report annually on the implementation of and any updates to the plan.

Community safety plans encourage police to work more closely with civilian partners and put added focus on alternatives to enforcement that target root causes of crime, like addiction treatment, housing and employment supports. The planning process will result in greater coordination between police and civilian partners, helping them identify and close gaps in services for people who need help. Greater collaboration with partners could help prevent crime, while also allowing police to devote more resources toward serious and violent offences.

Policing priorities

While the *Police Act* identifies several parties with a role in setting policing priorities, the responsibilities of regional and municipal policing committees in setting policing priorities are not outlined in the PAA and may be addressed in the new regulations.

For example, the Minister may set priorities for policing in the province, while municipal police commissions must establish the priorities of their municipal police service, while taking the provincial priorities under consideration.

Discussion questions

- What powers, duties and functions should policing committees have?
- Policing committees should be involved in creating Community Safety Plans.
 - Choose one option: Disagree, Neutral, Agree
 - Why or why not?
- Policing committees should be involved in setting policing priorities.
 - Choose one option: Disagree, Neutral, Agree
 - Why or why not?

Composition of policing committees

Since the composition of regional and municipal policing committees are not set out in the PAA, input is needed to help inform the development of new regulations related to the composition of these committees, addressing factors such as committee size, member qualifications, and the consideration of any mandated representation.

Discussion questions

- What factors should be considered when determining the size of a policing committee?
- What qualifications should members be required to have to serve on a policing committee?
- Is there anything that should disqualify someone from being a policing committee member?
- Who should be involved in the selection of policing committee members?
- How long should the policing committee members be allowed to serve?
 - Up to 2 years
 - Up to 3 years
 - Up to 5 years
 - Up to 10 years
 - Other (please specify) _____
- Are there any specific groups that need mandated representation on policing committees?

Mechanisms for local input

Given the diverse communities that will be represented by regional and municipal policing committees, community feedback mechanisms will ensure the committee is aligned with the needs of the communities they represent. While formalizing these processes in regulations may not be necessary, input is being gathered to ensure that the regulations can effectively support and align with potential mechanisms.

Discussion questions

- Policing committees should be required to seek feedback from the communities they serve.
 - Choose one option: Disagree, Neutral, Agree
 - Why or why not?
- What requirements could help ensure a consistent feedback loop from the public to inform committee activity?
- What mechanisms for local input could be considered?

Joint policing committee options

The PAA provides an option for communities falling under a regional policing committee to opt out and establish their own municipal policing committee. The government recognizes diverse community dynamics, including instances where smaller communities may share priorities and common needs with nearby larger municipalities. We are gathering insights regarding the possibility of allowing smaller municipalities that opt out of a regional policing committee to join the municipal policing committee of a nearby (likely larger) MPSA community, subject to the agreement of the latter.

Discussion questions

- Smaller municipalities that opt out of a regional policing committee should be allowed to join the municipal policing committee of a nearby (likely larger) MPSA community with their agreement.
 - Choose one option: Disagree, Neutral, Agree
 - Why or why not?

RCMP Regional Governance Zones

Communities that are policed by the RCMP, and specifically communities with populations between 5,000 and 15,000 are required to be part of regional policing committees but may choose to opt out of the regional committee and create their own municipal policing committee. To implement this, regional governance zones must be established. Considerations for determining the regional zones can encompass not only geographic factors, but also the alignment of community needs and services.

Currently, the RCMP “K” Division divides the province into four districts, providing a framework for the potential options. The [RCMP “K” Division district map](#) is attached for reference.

The following are potential options based on this framework:

Concept A - Four regional policing committees

Under this option, there will be one policing committee per RCMP district – West, East, Central, and South.

Concept B - Eight regional policing committees; two per RCMP district

Under this option, there will be two policing committees per RCMP district – West 1 and West 2, East 1 and East 2, Central 1 and Central 2, and South 1 and South 2.

Concept C - Four regional policing committees with option to join a municipal policing committee of a nearby (likely larger) MPSA community.

Under this option, there will be one policing committee per RCMP district (West, East, Central, and South), but municipalities with populations between 5,000-15,000 may opt out of the regional committee and join the policing committee for a nearby (likely larger) MPSA community with the agreement of that community.

In addition to these concepts, the government welcomes input on any other possible approaches for consideration (i.e. Based on common issues or existing associations).

Discussion questions

- Which of the three regional governance zone concepts would you prefer for your community? Select and rank all that apply:

- Concept A (four regional policing committees: one per RCMP district)
- Concept B (eight regional policing committees: two per RCMP district)
- Concept C (four regional policing committees with option to join policing committee of a nearby larger municipality)
- Which regional governance zone concept(s) could have advantages for your community? Select all that apply:
 - Concept A - What advantages does Concept A have?
 - Concept B - What advantages does Concept B have?
 - Concept C - What advantages does Concept C have?
- Which regional governance zone concept(s) could have disadvantages for your community? Select all that apply:
 - Concept A - What disadvantages does Concept A have?
 - Concept B - What disadvantages does Concept B have?
 - Concept C - What disadvantages does Concept C have?
- If Concept B is selected, how should each RCMP zone be divided?
- Are there any other regions or models that should be considered?

Provincial Police Advisory Board

Once implemented, communities served by the RCMP under the PPSA will be represented on a provincial board that will make recommendations on province-wide policing priorities. The provincial board will have one seat designated for a First Nations representative and one seat designated for a representative of Métis communities, as mandated through the legislative amendments.

Powers, duties and functions

Similar to regional and municipal policing committees, the powers, duties and functions of the PPAB are not outlined in the PAA and will need to be addressed in the new regulations. For example, this could include a more formal role in developing community safety plans.

The PPAB will be subject to the *Alberta Public Agencies Governance Act* (APAGA). APAGA will require the board, once established, to create a Mandate and Roles document that will set out their mandate, roles and responsibilities, and processes.

Community Safety Plans

There is currently no requirement for the PPAB to develop or report on Community Safety Plans.

Policing priorities

The responsibilities of the PPAB in setting policing priorities for rural communities they represent are not set out in the PAA and may be addressed in the new regulations.

- Discussion questions**
- What powers, duties and functions should the PPAB have?
 - PPAB should be involved in the creation of a Community Safety Plan.
 - Choose one option: Disagree, Neutral, Agree
 - Why or why not?
 - The PPAB should be involved in setting policing priorities.
 - Choose one option: Disagree, Neutral, Agree
 - Why or why not?



Composition of PPAB

The PAA states that the PPAB will have not more than 15 members, appointed by the Minister in accordance with the regulations, with at minimum one member from a First Nation and one member from a Métis settlement or community.

The composition could include factors such as any other mandated representation and member qualifications.

Discussion questions

- Aside from the requirement for one First Nations and one Métis representative, are there any other specific groups that should have mandated PPAB representation?
- Are there any other considerations the Government could take into account when establishing the PPAB?

Mechanisms for local input

Given the diverse communities that will be represented by the PPAB, it is important to examine mechanisms for community engagement and ways to ensure the board's alignment with the needs of the communities it represents. While formalizing these processes in regulations may not be necessary, input is being gathered to ensure that the regulations can effectively support and align with potential mechanisms.

Discussion questions

- The PPAB should be required to seek feedback from the communities it serves.
 - Choose one option: Disagree, Neutral, Agree
 - Why or why not?
- What requirements could help ensure a consistent feedback loop from the public to inform board activity and police governance?
- What mechanisms for local input could be considered?

Additional input

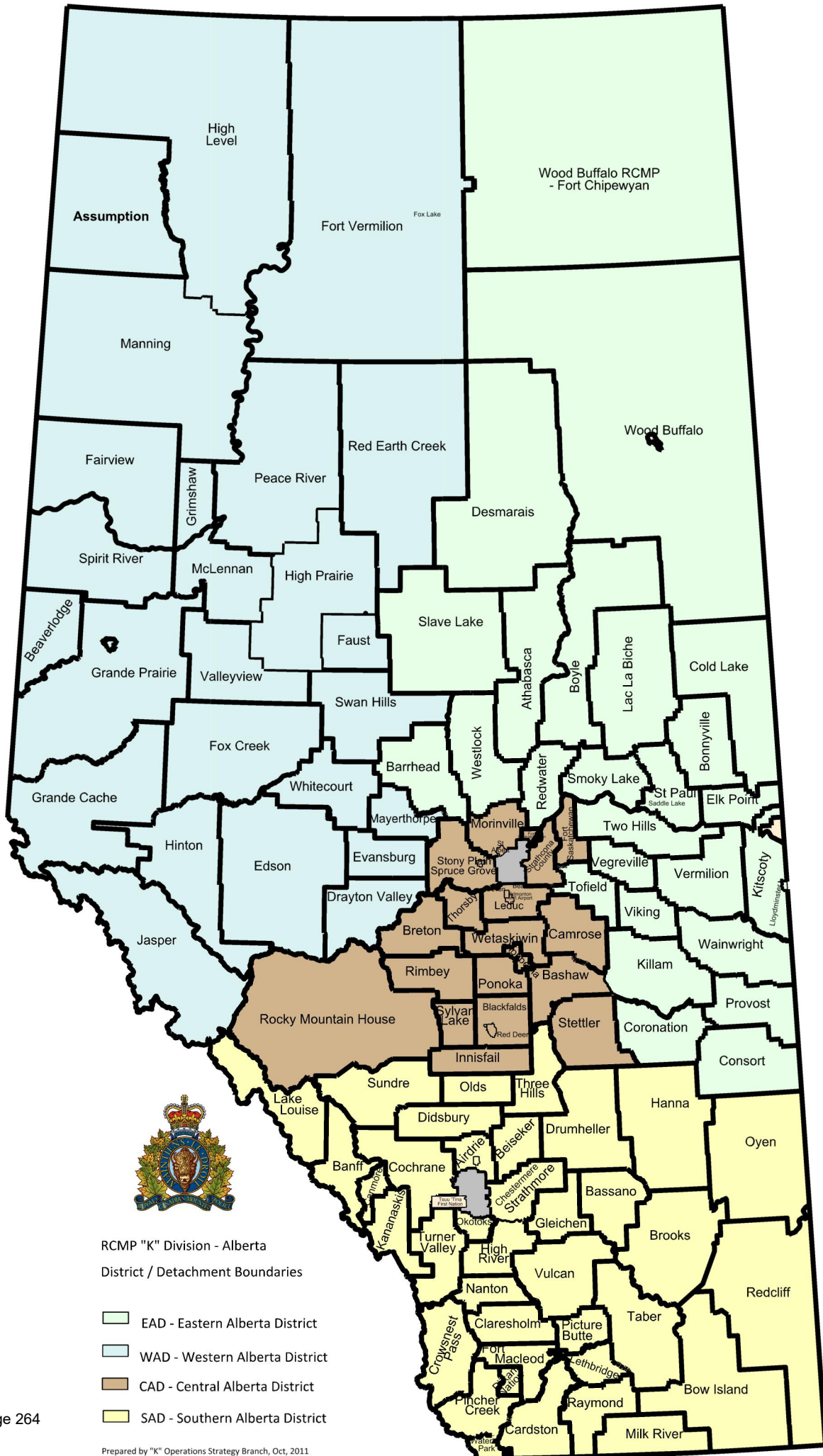
While the questions included in this discussion guide will help inform regulatory development related to police governance in Alberta, stakeholders may also share any other feedback related to these changes that may not have been addressed in the discussion questions.

Next steps

Following stakeholder engagement, the government will develop new regulations in support of the PAA related to police governance in Alberta.

Questions/contact

If you have any questions related to this engagement, please contact the Public Safety and Emergency Services (PSES) Engagement team at: PSES.Engagement@gov.ab.ca.

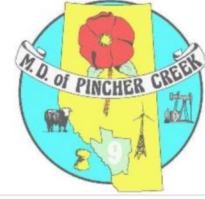


RCMP "K" Division - Alberta
 District / Detachment Boundaries

- EAD - Eastern Alberta District
- WAD - Western Alberta District
- CAD - Central Alberta District
- SAD - Southern Alberta District



**Intermunicipal Development Plan Committee
Town of Pincher Creek
And
Municipal District of Pincher Creek No. 9
Meeting Notes
Town Council Chambers
January 29, 2024**



Attendance:

Town of Pincher Creek: Councillor Garry Cleland, Councillor Mark Barber, Legislative Services Manager Lisa Goss, Planning and Development Officer Kim Kozak and Chief Administrative Officer Doug Henderson

Municipal District of Pincher Creek No. 9: Councillor Rick Lemire, Councillor Tony Bruder and Development Officer Laura McKinnon

Oldman River Regional Services Commission Planner Gavin Scott and Senior Planner Steve Harty

1. Call to Order:

Chairperson Councillor Mark Barber called the meeting to order at 10:00 a.m.

2. Adoption of Agenda:

Councillor Garry Cleland moved to adopt the January 29, 2024 agenda as presented.

Carried

3. Applications:

3.1 24-D0002 – 300 Pineridge Way; Residential – R1; Home Occupation – Class 2 (Aesthetics (Facials/Lashes))

Councillor Tony Bruder moved that the Intermunicipal Development Plan Committee advises that they have no concerns with Development Permit Application 24-D0002 and recommends approval.

Carried

4. Round Table:

4.1 Sunrise Solar Project, Evolgen by Brookfield Renewables Solar Power Plant Proposal (75MWac/~98MWdc) in the Municipal District of Pincher Creek.

Councillor Garry Cleland moved that the Intermunicipal Development Plan Committee direct the Oldman River Regional Services Commission to formulate a secondary letter of opposition joint with the Town of Pincher Creek and the Municipal District of Pincher Creek to be presented to the respective Councils for consideration.

Carried

5. Adjournment:

Councillor Tony Bruder moved to adjourn the meeting at 10:32 am.

Carried

Memorandum

From: Honourable Matt Jones
Minister

Our File Reference: AR 85593

Your File Reference:

To: Honourable Danielle Smith
Premier of Alberta

Date: January 24, 2024

Telephone: 780-638-9400

All Government MLAs

Subject: **Meeting to Discuss Regional Economic Development Alliance Funding**

Alberta's government is committed to economic growth and values the regional economic development efforts led by important stakeholders across the province, including Regional Economic Development Alliances (REDAs).

As you know, my mandate letter instructed me to collaborate with partner organizations, including REDAs, to enhance wayfinding services and other business-attraction initiatives for investments under approximately \$50 million.

As representatives of your communities, I wanted to personally invite you to a presentation on the enhanced range of supports and resources that will be made available to REDAs in advance of my presentation to them directly. This meeting will include a brief demonstration of exciting new tools, resources, and incentives that will be provided to REDAs as well as a discussion on changes that will make local economic development funding more equitable and competitive project-based. During this transition, three years of record direct operational support will be available to REDAs on a matched basis.

My office will be in touch shortly to invite you to a virtual presentation on Wednesday, February 7, 2024, from 11:00 am to 12:00 pm. In addition, I will be meeting with the REDA Chairs on Thursday, February 15, 2024 from 1:00 pm to 2:30 pm, and extend an invitation to each of you to attend that meeting as well.

Thank you, and please let me know if you have any questions or comments.



Honourable Matt Jones



ALBERTA

JOBS, ECONOMY AND TRADE

Office of the Minister
MLA, Calgary-South East

AR 85105

January 19, 2024

His Worship Jim Willett
Mayor, Village of Coutts
Chair, SouthGrow Regional Initiative
jimwillett@couttsalberta.com

Mr. Peter Casurella
Executive Director, SouthGrow Regional Initiative
PO Box 27068
Lethbridge, AB T1K 6Z8
peter.casurella@southgrow.com

Dear Mayor Willett and Mr. Casurella:

Thank you for your August 2, 2023, letter outlining a proposed funding approach for Regional Economic Development Alliances (REDA) and for meeting with me and your fellow REDAs on September 26, 2023. As Minister of Jobs, Economy and Trade, I appreciate the work that your organization does on behalf of your membership. By working together, communities can seize opportunities and pursue a shared economic vision.

Alberta's government is committed to regional economic development and values the work of many stakeholders involved in this important work, including REDAs. To help optimize the use of provincial and local resources and create more targeted investments, my ministry is shifting to competitive, project-based economic development initiatives that recognize all actors in the regional economic development ecosystem. In the future, impactful projects delivered by collaborative partnerships will be a key aspect of our approach.

In recognition of the valued historical relationship with SouthGrow Regional Initiative, my ministry is offering a funding approach that will support your transition to becoming operationally self-sustaining. Over the next three fiscal years, transitional funding will be available to your organization for predictability, stability and support.

.../2

The funding will have the following conditions to ensure prudent use of public funds:

- for fiscal years 2024/2025 to 2026/2027, your organization may receive up to \$125,000 per year;
- annual funding will be based on membership revenues raised by your organization;
- for 2024/2025, funding will be based on the peak membership revenue collected by your organization in any of 2020/2021, 2021/2022 and 2022/2023 fiscal years for your organization to receive the maximum potential funding;
- funding will match membership revenues using a ratio of grant funding to membership revenue of 2:1 in 2024/2025, 1.5:1 in 2025/2026 and 1:1 in 2026/2027; and
- the proportion of annual grant funds used for project-based activities must represent at a minimum 25 per cent in 2025/2026 and 50 per cent in 2026/2027. There are no restrictions on use of the funds in 2024/2025.

In addition to this funding, an independent consultant will be available to work with your organization to help you plan and prepare for this transition away from operational support. Your organization may continue to apply for funding through available regional economic development initiatives or other Alberta government grant programs; however, further operational or direct funding to REDAs will not be available at the end of this three-year funding agreement.

Department staff will be in contact with you shortly to schedule a meeting that provides additional information on how to apply for this funding and access the consultant services. If you have questions in the meantime, please contact Ms. Merry Turtiak, Executive Director, Regional and Northern Economic Development, at 780-619-8311.

On behalf of Alberta's government, thank you for your important work. I wish you all the best in your future economic development efforts and continued success in supporting regional collaboration.

Sincerely,



Honourable Matt Jones
Minister of Jobs, Economy and Trade

cc: Chris McPherson, Deputy Minister, Jobs, Economy and Trade
Sylvia Lepki, Assistant Deputy Minister, Economic Development and Business Supports
Merry Turtiak, Executive Director, Regional and Northern Economic Development
Tammy Powell, Director, Regional Economic Development Services

January 25, 2024

RE: Minister Jones' Memo to Government MLAs



Dear Premier Smith and Government MLAs,

You will have received a memo dated January 24th from the Hon. Minister Jones regarding a meeting to discuss Regional Economic Development Alliance Funding. We were dismayed to see in this memo that the truth surrounding the conversation has been distorted and we are not confident you will receive an accurate briefing on the nature of our decades long partnership with the Government of Alberta nor the true impact of the ministry's current proposal. Please allow me to offer a few clarifying points, for which I am happy to produce receipts and supporting evidence from the careful records our association has preserved since our founding in 2004.

What is the nature and purpose of the partnership between the GOA and the REDAs?

The partnership between the Government of Alberta and the municipalities on regional economic development work was started by the Ministry in the early 2000's to set up a model *for realizing Provincial economic development priorities*. The idea was that the government could get a lot more value for their money if they partnered with collections of municipalities within economic regions where communities had common interest. Government realized that opportunities within the rural regions were best understood and pursued by the people who live in those regions. The GOA's role has been to enable the partnerships, set the overall strategic direction, and provide support so that the regions can execute projects and programs which are specific to that region.

The result has been that most of rural Alberta is part of one of these partnerships wherein they routinely collaborate to deliver projects that unlock new opportunities. The collaborations themselves have been drivers of increased cooperation amongst municipalities and between various levels of government, and the projects tend to have very high leveraging ratios and included funding from municipalities, businesses, and the federal government which are applied to provincial priorities and outcomes that the Province has an interest in.

What has the partnership looked like in the past?

Minister Jones has said in his letter to caucus that the proposal he has put forward constitutes 'record direct operational support' for the REDAs leading up to the cutoff. **This is false.**

Up until 2011, most of the REDAs were staffed and managed by Government employees from regional offices. They each had multiple employees and budgets that ranged between \$400 – \$500k.

In 2011 funding for the REDAs was cancelled, and the offices closed. The Municipalities at that time chose to carry on supporting the organizations and received project specific funding from the GOA. The

outcomes were not great and the REDAs struggled along until 2014 in which the regions collaborated with the GOA on an exploratory process called the 'REDA Renewal'. This process involved both a research project to profile the potential economic opportunity from renewing the partnership and conversations between the regions and the Government to set the direction for a re-invigorated partnership. Both parties were convinced that re-engaging as partners would be a wise course of action and agreements were signed that provided the REDAs with \$100,000 per year in operational support. As part of this agreement, the Government could dictate alignment with their own strategic plans and mandate reporting and certain outcomes from the regional organizations.

In 2016-2018, an additional project specific stream of funding called the REDA-CARES stream was created. The REDAs had to submit project plans to secure this additional funding. During the two fiscal years in this period, each REDA received \$200,000 in operational and project funding and returned significant value to the province for that investment.

In 2019-2020, Minister Fir moved to end the partnership with the regions under the sweeping budget cuts of that era. Our organizations reminded government of the recorded value and outcomes from our work and they backed down from completely ending the partnership, instead reducing their commitment to \$50,000 per year for 3 years. Our organizations continued their work during this period, demonstrating value and the situation rapidly turned around. In 2022 the GOA returned additional project funding to the REDAs with a one-time top up of \$25,000 for projects. **In 2023, Minister Brian Jean refunded the REDAs to \$125,000 per year in operational support and expressed strong government support for the value of the partnership.**

"Nobody knows their local economy better than REDAs, which bring awareness of provincial and municipal initiatives," said Jean. "Each area has its own specific needs and goals, and this additional support will increase their ability to develop local solutions to economic needs while supporting the improvements that their region needs." – Minister Brian Jean

In 2022 and 2023 Minister Nate Horner also worked to develop the Economic Development in Rural Alberta Plan after extensive consultations with REDAs on effective strategies that should be pursued in rural Alberta. This is an excellent document. This document extensively cites the need for regional collaboration to increase rural outcomes and puts the need to support regional collaborations as a primary focus.

"...the EDRAP is not a plan for community development. Instead, the EDRAP focusses on strategies for sustainable economic development which emphasize regional collaboration and enhancing economic development capacity. Communities that work together can more optimally pool resources to pursue common issues and opportunities. Regional collaboration enables communities and other stakeholders to work together to achieve more strategic outcomes. Participating in a regional partnership mitigates a rural community's "grow on your own" challenge and maximizes the benefits of a collective experience." (EDRAP 7)

The strategy has an entire Strategic Pillar (#5) dedicated to Rural Economic Development Capacity Building, which includes outcomes that are actively being supported by the REDAs, and **it specifically recommends "Continued collaboration and investment in Regional Economic Development Alliances." (EDRAP 14)**

Minster Jones was also given a mandate letter in the spring of 2023 that instructed him to ***“collaborate with partner organizations, including the REDAs, to enhance wayfinding services and other business-attraction initiatives for investments under approximately \$50 million.”***

The current 1-year partnership agreement with the Government of Alberta ends on March 31st, 2024. With all the above considerations in mind, the REDAs collectively submitted a proposal to the Minister suggesting that we enter into a 5-year continued agreement with the Government of Alberta which would include at least \$125,000 per year in direct operational support from the Government of Alberta and up to \$100,000 per year in investment attraction support to assist with the fulfillment of his mandate. We met with the Minister in Edmonton on September 26, 2023, to discuss these issues. The meeting was very positive, and **we were strongly led, by both the Minister and his staff, to expect a favorable negotiation and a satisfactory outcome so that we could get back to work.**

On Friday January 19th, without any further conversation for consultation or feedback, we received the Minister’s proposal with a demand to sign by February 9th.

The Ministry’s proposal is NOT the most generous funding model that the REDAs have ever been offered. The funding itself is the third highest level of funding in our 20-year history and is functionally a long walk off a short dock.

What is being proposed by the Ministry of Jobs, Economy, and Trade?

I have attached the proposal from the Ministry for your consideration. They are looking to sustain funding for operational support for up to \$125,000 for three years, but with an accelerating matching requirement from the Municipal partners which caps out at 1:1 in year 3, after which there is no additional partnership. He has also offered an ‘independent consultant’ to work with our organizations to find a path to sustainability and has promised some shiny new tools from Edmonton to support our regional work.

So why is this all a problem?

1. The Ministry has indicated that the GOA is going to stop partnering with the REDAs.

Ministerial staff communicated this proposal to our organizations as a process to help us get off dependency on Government Funding. **Let me make it painfully clear.** We are not dependents of the government; we are in partnership with the government. Regional economic development IS in the best interests of the local municipalities, but the mandate to realize regional priorities rests with the Government of Alberta. We are in a partnership with the Government of Alberta, where they came to us and asked us to partner to realize outcomes for which they have a mandate. That mandate exists today not only in the Ministers own mandate letter, but also in the Economic Development in Rural Alberta Plan, and within the Governments general mandate to support economic development throughout the Province of Alberta without leaving the smallest and most rural and remote areas behind.

The Ministry is proposing to exit this partnership and justify that his mandate has been fulfilled by working with the REDAs over the subsequent three years.

2. The Small REDAs will be unable to meet the matching requirements and are likely to die.

REDAs like Alberta SouthWest have only 35,000 people. Under this formula, the REDA would move from having just shy of \$200,000 in base predictable funding from all sources, to less than \$100,000 from all sources in year 3. Subsequent to that they would go down to ~\$50,000 with which to carry on. The implication of course is another major downloading of costs onto municipalities to keep funding work for which the Government is supposed to be a partner. Our municipalities showed staunch support for the REDAs during the reduced funding from 2019 to 2022. In the case of SouthGrow, our municipalities doubled their commitment in the face of generational reductions to the funding they receive from Edmonton. ***They cannot and should not be asked to assume additional downloaded costs when the Government has such a plain mandate to continue partnering and support regional work in rural Alberta.***

3. The Ministry has justified this move by claiming that the changes will ‘make local economic development funding more equitable and competitive project-based’. This is very mystifying to us. Our organizations represent the smallest communities and most rural and remote locations in the province. Village staff members often turn to our supporting services to help them with grant applications or to build and design local programs. We are their resource and by the fact that we exist, there is more equitable access from the smallest and most underserved areas of the province. The entire REDA program currently costs the Ministry \$1,125,000 to provide support and service to almost 250 communities. The Cities do not need access to that \$1,125,000 in order to continue their economic development work, but our small communities do need the supports and expertise that our organizations bring to them.

4. We do not need ‘exciting tools’, we need a fully invested provincial partner, and the proposal from the Ministry has not identified any of these mentioned ‘incentives’. The REDAs themselves have created many of our own exciting tools over the past number of years. We’ve already heard that some of these tools duplicate what we ourselves have already invested in. We are unlikely to need any help from a 3rd party consultant to tell us how to sustain our organizations as this is a problem we’ve grappled with for decades. Whomever the poor consultant is will likely be paid very well to come and learn from us how to sustain a nonprofit in rural Alberta without contributing anything which we don’t already know. Unless the Ministry has something new to offer that was not communicated to us already, this is all just sugar to try and make a bitter bill taste better.

5. The Ministry has also cited that not all municipalities are part of REDAs as a major problem with the model. We see the solution to this issue not as the cancellation of the REDAs, but as an argument to further support them. There are several ‘holes in the map’ but only two of them constitute an actual gap. Wood Buffalo is not part of a REDA, but they have one of the best funded economic development associations in the entire province due to their particular circumstances. There used to be REDAs around Edmonton and Calgary. Over the years they have evolved into Edmonton Global, and the informal partnership between the communities around Calgary. They are well funded and receive substantial funding from the GOA through other mechanisms. There is a legitimate gap along the West Yellowhead corridor where the idea of collaboration has never taken root despite efforts to try. There is another legitimate gap in the Lesser Slave Lake region

where a former REDA closed for a variety of unfortunate reasons. The Peace Region Economic Development Alliance has expanded to serve some of the communities in this area, and the Grizzly Regional Economic Alliance Society is well positioned to expand north and assist. Strong support for REDAs from the Government would help us to extend the benefits of collaboration to these communities and a very reasonable goal of the partnership could be to close these holes in the map so that all regions of the province have equitable support from a REDA in partnership with the Government.

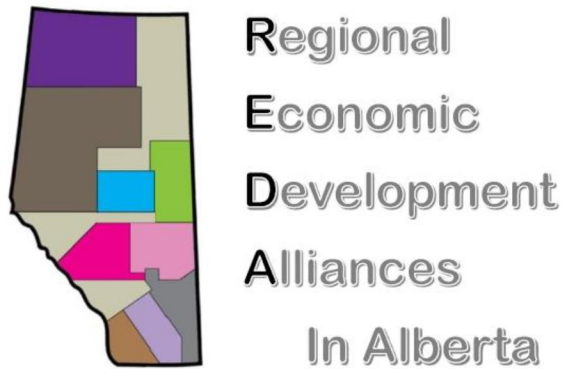
So where do we go from here?

1. The Ministry's proposal to exit the partnership with the rural regions is off mission for the GOA and the mandate that they themselves have adopted. Exiting the partnership should simply not be an option given that the mandate exists, and the program is producing favorable outcomes.
2. The Ministry HAS in fact committed to funding up to \$125,000 per REDA for 3 years (with an unrealistic matching requirement for the smaller regions), so maybe that is somewhere we can start.
3. **The Ministry should amend their proposal so that it is inclusive and provides equitable support for both the small and large REDAs.** Our large REDAs have never indicated a problem with proportionally more support being given to our smaller friends out of the belief that the province's contribution sets the floor, and our municipal contributions account for differences in regional size and economic weight. **Translation:** The matching requirement should allow for small regions to participate at the same level as the larger ones.
4. **The Ministry should amend their proposal so that it provides multi-year certainty without a path to exiting the partnership.** Economic Development is a marathon, and regional projects are often multi-year. This kind of planning requires long-term certainty. To unlock and support our work, a 5-year agreement that spans provincial elections would be preferred. Our Municipalities need to know that the province is in this as a partner for the long term so that they can justify sustaining their own investment in the face of increasing financial pressures.
5. **The Ministry's proposal to provide a consultant should focus on helping REDA's achieve their potential.** There is room for growth and improving of outcomes in the REDA model. A qualified consultant could work with and analyze the opportunities present in each region and assist with identifying and realizing better outcomes. In a REDA like GROWTH Alberta to the north of Edmonton, the consultant could assist the REDA in expanding and communicating their value proposition to the communities formerly served by the Lesser Slave Lake Economic Association. In a place like SouthGrow, the consultant could help our team identify future opportunity forecasts and help us implement projects that set us up for the kind of success that we saw after we started working on renewable energy investment attraction in 2007.

- The Ministry should consult with the REDAs on what kind of tools would be useful for our regional work before investing significantly in their purchase or creation. We have not been consulted in this way, we have many ideas on what would be useful, and talking about it would only make sense.

Thank you for your consideration of these issues. Please do not hesitate to reach out to the REDAs with whom you have contact for more information. It would be our pleasure to bring a detailed presentation to you on our organizations and to specifically present to you the value that the Government of Alberta gets for their investment. It is significant and we would be happy to show you the outcomes that you have received through this partnership. We encourage you to attend the meeting between the REDAs and Minister Jones as per his invitation.

Prepared on behalf of the Regional Economic Development Alliances by Peter Casurella, Executive Director of the SouthGrow Regional Initiative



Fostering broad based economic prosperity
through regional collaboration across rural Alberta





RCMP Provincial Policing Report

Detachment	Pincher Creek
Detachment Commander	Sgt. Ryan HODGE
Quarter	Q3
FTE Utilization Plan	2023/24
Date of Report	20240129

Community Consultations

Date	2023-11-15
Meeting Type	Town Hall
Topics Discussed	Regular Reporting / Information Sharing
Notes/Comments	Regular meeting of Police Advisory Committee

Date	2023-11-28
Meeting Type	Meeting with Elected Officials
Topics Discussed	Regular Reporting / Information Sharing
Notes/Comments	Regular quarterly meeting with MD Council. Discussed ongoing copper wire thefts and also letter to the MD from concerned citizens about rural crime. Discussed further supporting the public/police relationship and that this will be a main topic of discussion at the upcoming Town Hall.



Date	2023-12-01
Meeting Type	Town Hall
Topics Discussed	Regular Reporting / Information Sharing
Notes/Comments	Town Hall meeting. Discussion around property crime, crimes of opportunity and what can be done to deter these types of offences. Great turnout with very good conversation.



Community Priorities

<p>Priority 1</p>	<p>Building relationships in the community</p>
<p>Current Status & Results</p>	<p>Members have continued to be active in the community including foot patrols downtown, attending a skills hockey tournament and making regular meets with Napi friendship center, Castle Ski Hill.</p>
<p>Priority 2</p>	<p>Enhanced Road Safety</p>
<p>Current Status & Results</p>	<p>Continued focus on traffic safety during this quarter with several checkstops during the month of December focusing on impaired driving. MAS used several times with no impaired drivers detected.</p>
<p>Priority 3</p>	<p>Crime Reduction - Theft Related Offences</p>
<p>Current Status & Results</p>	<p>Clearance rates for the quarter improved slightly but there was significant increase in break and enter offences along with theft under \$5000 offences, being at the highest rates in 5 years. This quarter saw a huge success in the arrest of two individuals involved in high level copper theft targeting critical infrastructure this also helped successfully clear files from the previous quarters in Pincher Creek and the Crowsnest Pass areas. There have been numerous meetings throughout the Pincher Creek area to discuss rural crime and what can be done to reduce it. Recruiting for Rural Crime Watch has been large focus with memberships increasing.</p>



Crime Statistics¹

The following table provides policing statistics on actual offences within the periods listed. Please see Appendix for additional information and a five-year comparison.

Category	October - December			January - December		
	2022	2023	% Change Year-over-Year	2022	2023	% Change Year-over-Year
Total Criminal Code	120	159	33%	590	719	22%
<i>Persons Crime</i>	23	35	52%	128	154	20%
<i>Property Crime</i>	46	93	102%	290	380	31%
<i>Other Criminal Code</i>	51	31	-39%	172	185	8%
Traffic Offences						
<i>Criminal Code Traffic</i>	10	8	-20%	51	60	18%
<i>Provincial Code Traffic</i>	307	229	-25%	1150	1189	3%
<i>Other Traffic</i>	0	0		2	2	0%
CDSA Offences	3	6	100%	20	19	-5%
Other Federal Acts	3	7	133%	36	28	-22%
Other Provincial Acts	63	44	-30%	217	221	2%
Municipal By-Laws	4	1	-75%	12	17	42%
Motor Vehicle Collisions	87	75	-14%	272	266	-2%

1. Data extracted from a live database (PROS) and is subject to change over time.

Trends/Points of Interest

Year over year comparison shows that we are seeing an increase in reported crime in the Pincher Creek area. These increases can be linked to several prolific offenders in the area. The detachment continues to focus on these persons and has engaged the Crime Reduction Unit as required to provide support.



Provincial Police Service Composition Table²

Staffing Category	Established Positions	Working	Soft Vacancies ³	Hard Vacancies ⁴
Police Officers	11	9	2	0
Detachment Support	3	3	1	0

2. Data extracted on December 31, 2023 and is subject to change.

3. Soft Vacancies are positions that are filled but vacant due to maternity/paternity leave, medical leave, etc. and are still included in the overall FTE count.

4. Hard Vacancies reflect positions that do not have an employee attached and need to be filled.

Comments

Police Officers: Of the 11 established positions, there are 9 officers working. There is one soft vacancy and one officer returning to work from previous illness.

Detachment Support: Of the three established positions, three resources are working with one resource on special leave (Leave Without Pay). This position has been backfilled to ensure coverage, and there are no hard vacancies.

Quarterly Financial Drivers

The Pincher Creek Detachment continues to maintain a budget that is slightly under the forecast budget.



Pincher Creek Provincial Detachment Crime Statistics (Actual) Q4: 2019 - 2023

All categories contain "Attempted" and/or "Completed"

January 5, 2024

CATEGORY	Trend	2019	2020	2021	2022	2023	% Change 2019 - 2023	% Change 2022 - 2023	Avg File +/- per Year
Offences Related to Death		0	0	1	1	1	N/A	0%	0.3
Robbery		1	0	0	0	0	-100%	N/A	-0.2
Sexual Assaults		1	0	4	1	2	100%	100%	0.3
Other Sexual Offences		0	0	1	0	0	N/A	N/A	0.0
Assault		16	8	15	8	10	-38%	25%	-1.2
Kidnapping/Hostage/Abduction		0	0	0	0	1	N/A	N/A	0.2
Extortion		0	0	0	0	1	N/A	N/A	0.2
Criminal Harassment		5	5	9	3	9	80%	200%	0.6
Uttering Threats		2	10	6	10	11	450%	10%	1.8
TOTAL PERSONS		25	23	36	23	35	40%	52%	2.0
Break & Enter		8	12	8	7	15	88%	114%	0.9
Theft of Motor Vehicle		4	5	6	2	4	0%	100%	-0.3
Theft Over \$5,000		2	1	4	0	4	100%	N/A	0.3
Theft Under \$5,000		29	23	14	9	27	-7%	200%	-1.8
Possn Stn Goods		5	1	5	3	3	-40%	0%	-0.2
Fraud		7	7	14	9	10	43%	11%	0.8
Arson		1	0	0	0	0	-100%	N/A	-0.2
Mischief - Damage To Property		15	5	10	8	17	13%	113%	0.7
Mischief - Other		8	11	12	8	13	63%	63%	0.7
TOTAL PROPERTY		79	65	73	46	93	18%	102%	0.9
Offensive Weapons		1	3	5	2	4	300%	100%	0.5
Disturbing the peace		16	22	6	10	14	-13%	40%	-1.6
Fail to Comply & Breaches		48	7	9	34	9	-81%	-74%	-5.1
OTHER CRIMINAL CODE		5	9	5	5	4	-20%	-20%	-0.6
TOTAL OTHER CRIMINAL CODE		70	41	25	51	31	-56%	-39%	-6.8
TOTAL CRIMINAL CODE		174	129	134	120	159	-9%	33%	-3.9



Pincher Creek Provincial Detachment

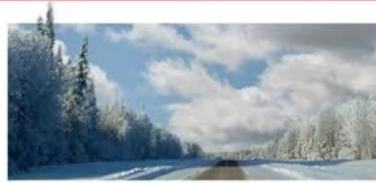
Crime Statistics (Actual)

Q4: 2019 - 2023

All categories contain "Attempted" and/or "Completed"

January 5, 2024

CATEGORY	Trend	2019	2020	2021	2022	2023	% Change 2019 - 2023	% Change 2022 - 2023	Avg File +/- per Year
Drug Enforcement - Production		0	0	0	0	0	N/A	N/A	0.0
Drug Enforcement - Possession		3	4	8	2	1	-67%	-50%	-0.6
Drug Enforcement - Trafficking		1	1	3	1	5	400%	400%	0.8
Drug Enforcement - Other		0	0	0	0	0	N/A	N/A	0.0
Total Drugs		4	5	11	3	6	50%	100%	0.2
Cannabis Enforcement		1	0	2	0	0	-100%	N/A	-0.2
Federal - General		1	6	4	0	1	0%	N/A	-0.6
TOTAL FEDERAL		6	11	17	3	7	17%	133%	-0.6
Liquor Act		50	20	18	8	9	-82%	13%	-9.4
Cannabis Act		1	0	1	2	0	-100%	-100%	0.0
Mental Health Act		12	9	11	14	13	8%	-7%	0.7
Other Provincial Stats		24	16	11	39	22	-8%	-44%	1.9
Total Provincial Stats		87	45	41	63	44	-49%	-30%	-6.8
Municipal By-laws Traffic		0	0	0	0	0	N/A	N/A	0.0
Municipal By-laws		7	2	3	4	1	-86%	-75%	-1.0
Total Municipal		7	2	3	4	1	-86%	-75%	-1.0
Fatals		0	1	0	0	0	N/A	N/A	-0.1
Injury MVC		3	4	6	1	6	100%	500%	0.3
Property Damage MVC (Reportable)		76	72	69	70	62	-18%	-11%	-3.0
Property Damage MVC (Non Reportable)		7	9	12	16	7	0%	-56%	0.7
TOTAL MVC		86	86	87	87	75	-13%	-14%	-2.1
Roadside Suspension - Alcohol (Prov)		N/A	N/A	N/A	N/A	0	N/A	N/A	N/A
Roadside Suspension - Drugs (Prov)		N/A	N/A	N/A	N/A	0	N/A	N/A	N/A
Total Provincial Traffic		226	167	279	307	229	1%	-25%	14.6
Other Traffic		2	3	0	0	0	-100%	N/A	-0.7
Criminal Code Traffic		15	21	15	10	8	-47%	-20%	-2.5
Common Police Activities									
False Alarms		7	8	16	8	8	14%	0%	0.2
False/Abandoned 911 Call and 911 Act		12	14	16	11	2	-83%	-82%	-2.3
Suspicious Person/Vehicle/Property		21	24	17	23	30	43%	30%	1.7
Persons Reported Missing		5	4	0	4	5	0%	25%	0.0
Search Warrants		0	0	1	0	0	N/A	N/A	0.0
Spousal Abuse - Survey Code (Reported)		6	11	8	17	22	267%	29%	3.8
Form 10 (MHA) (Reported)		0	0	0	2	1	N/A	-50%	0.4



2024-01-29

Mr. Don Anderberg
Mayor-Town of Pincher Creek
Pincher Creek, AB

Dear Mayor Anderberg,

Please find the quarterly Community Policing Report attached that covers the October 1st to December 31st, 2023 reporting period. The attached report serves to provide a quarterly snapshot of the human resources, financial data and crime statistics for the Pincher Creek RCMP.

I would also like to update you on one of our current technological endeavours. Over the last decade, the RCMP has utilized Remotely Piloted Aircraft Systems (RPAS) to support our specialized units, i.e. our Emergency Response Teams – which has been incredibly effective for enhancing police and public safety. Although the advancement of technology benefits industry and recreation, it facilitates greater accessibility for criminals, which requires a strategic response. To remain current in our ever-changing environment, and to be responsive to public reviews that call for better access to air support such as the Nova Scotia Mass Casualty Commission of Inquiry, we are actively researching and testing new technologies in a policing environment to enhance public safety. One such technology is how we might use RPAS for potential new police applications. This includes how we might use RPAS to assist with select calls for service, crime photography, search and rescue, and unfolding critical incidents, i.e. an active shooter. With its potential and capability for wider applications, we are further considering program options for our municipal, rural, and Indigenous communities; scalable depending on community need and interest. While we will always need a helicopter and fixed-wing aircraft for the movement of resources, these larger assets are not always immediately available. RPAS technology is providing an opportunity for our communities to effectively have their own police air support, at a significantly lower cost. As I learn more about further opportunities and challenges, I will be sure to keep you updated and informed.

Your ongoing engagement and the feedback you provide guides our Detachment team, and supports the reinforcement of your policing priorities. I always remain available to discuss your community-identified policing priorities and/or any ideas you may have that will enhance our service delivery to address the priorities that are important to you. As the Chief of Police for your community, I invite you to contact me should you have any questions or concerns.

Sgt Ryan Hodge
Detachment Commander
Pincher Creek RCMP

From:

Sent: Wednesday, January 31, 2024 11:59 AM

To:

Subject: Submit a resolution for debate at ABmunis 2024 Convention – Due by May 31

Dear Mayors, Councillors, and CAOs:

Is there a municipal issue that you think requires advocacy by Alberta Municipalities (ABmunis) to the provincial or federal governments? Sponsoring a resolution for debate at ABmunis' 2024 Convention is an excellent way to bring attention to an issue and empower ABmunis to take action if your resolution is supported by the majority of ABmunis' members.

Alberta Municipalities' members are now invited to submit resolutions that will be debated at our 2024 Convention in Red Deer on September 25-27, 2024. If your municipal council is interested in sponsoring a resolution, please visit our [Resolutions page](#) to access all the details including our Resolution Tips sheet, Resolution Template, and Resolutions Policy.

Change for 2024

Beginning this year, the mover municipality and the seconder municipality must represent at least two of the following population categories:

- Less than 2,500 population
- 2,500 to 10,000 population
- Greater than 10,000 population

For example, if the moving municipality has a population of 7,000, then the seconder municipality must be less than 2,500 population or greater than 10,000 population. The purpose of this change is to increase the likelihood that each resolution is applicable to most municipalities.

Deadline for 2024 Resolutions

This year, the deadline for submitting a resolution is May 31, 2024. Don't delay because the councils for the moving and seconding municipality must approve the resolution by the May 31 deadline.

Have a more urgent issue?

If your municipality has a pressing issue that cannot wait until the resolution session at our September Convention, then your municipality can present a request for decision (RFD) for consideration at ABmunis' Spring Municipal Leaders Caucus on March 14-15, 2024. The deadline to [submit an RFD](#) is February 23, 2024.

If you have questions about resolutions or RFDs, please contact our Policy & Advocacy team at advocacy@abmunis.ca. Also, make sure that you are registered to attend our [Spring Municipal Leaders Caucus](#) to discuss the resolutions process, action on adopted resolutions from recent years, and connect with municipalities that may interested in co-sponsoring a resolution with you.

Thank you,

Tyler Gandam | President

E: president@abmunis.ca
300-8616 51 Ave Edmonton, AB T6E 6E6
Toll Free: 310-MUNI | 877-421-
6644 | www.abmunis.ca

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We respectfully acknowledge that we live, work, and play on the traditional and ancestral territories of many Indigenous, First Nations, Métis, and Inuit peoples. We acknowledge that what we call Alberta is the traditional and ancestral territory of many peoples, presently subject to Treaties 4, 6, 7, 8 and 10 and Six Regions of the Métis Nation of Alberta.



Beaver Creek Watershed Group

MEETING OF THE MINDS

**FEBRUARY 15, 2024
7:00 - 9:00 PM
SPRINGPOINT HALL**

Presentations By:

Dixon Hammond

ALUS

Trout Unlimited

Page 285

Cows & Fish

Jenny Yeremiy

January 31, 2024

Quarterly report/invoice for Town of Pincher Creek regarding animal control.
(November 1, 2023 – January 31, 2024)

There is little to report in this quarter as most species are tucked away hibernating for the winter, however, the recent warmer weather has caused skunks and raccoons to become more active. It is also soon to be mating season for these species which increases activity.

I've had a few residents whom I've trapped for in the past, text with enquiries into animal tracks in the snow. All were raccoon.

Regards,

A handwritten signature in black ink, appearing to read 'L. Paterson', with a long horizontal flourish extending to the right.

Lindsey Paterson

RECEIVED

FEB 05 2024

Town of Pincher Creek



ALBERTA

ENVIRONMENT AND PROTECTED AREAS

Office of the Minister

Dear Elected Municipal Leaders,

Alberta is currently in a significant drought. During summer 2023, several water basins reached critical drought conditions due to low rainfall and high temperatures. The world is also experiencing El Niño, a global phenomenon occurring for the first time in seven years. It's causing less snow and rain, along with higher temperatures, heightening the potential for significant drought into spring and summer 2024, particularly in southern Alberta.

Alberta has five stages in its water management plan. Ranging from Stage 1, which is a minor drought, to Stage 5, which is a province-wide emergency. We are currently in Stage 4. The Government of Alberta is closely monitoring the situation and working to be prepared in case the province faces a similar – or worse – drought next year. Staff from Environment and Protected Areas, along with Agriculture and Irrigation, are working with water licence holders, major water users, and other partners to develop water conservation plans and water-sharing agreements.

Alberta has stood up a Drought Command Team in the event of an emergency and an early first draft of a 2024 Drought Emergency Plan has been completed and is now being refined. We have also initiated drought modelling work that will allow the province to determine how to maximize the province's water supply. Alberta is considering a wide range of tools and approaches to respond to an emergency situation, including both regulatory and non-regulatory tools.

The province will also be striking an advisory panel of leaders to help provide advice in the months ahead. And we are preparing for the future, looking at what long-term infrastructure is needed to help manage water supplies for future generations.

However, municipal action is also needed. In order to be fully prepared for a severe drought, municipal leaders throughout Alberta will need to take action. From my time as the Minister of Municipal Affairs, I have had the pleasure of meeting and working with many of you, and I am confident that Albertans will find their municipal leaders are ready and willing to deal with this challenge head-on.

That's why I am writing to all municipalities to ask that the following be undertaken in the coming months:

- 1.) Initiate efforts to monitor water supply infrastructure proactively, paying particular attention to water intake relative to water levels.
- 2.) Begin a review of the terms of your municipality's water licence so you are aware of any conditions that may limit your ability to withdraw water during a drought.
- 3.) Alert municipal water managers to prepare to be engaged with officials from the Drought Command Team, should conditions within your municipal water licence need to be triggered.
- 4.) Develop a water shortage plan so your municipality is prepared to respond if water availability decreases.

We are asking all water users to start planning now to use less water in 2024. We are committed to providing information and supporting any additional conservation efforts that your municipality may adopt in the future.

Stay up-to-date on precipitation and water levels through the Alberta Rivers app or the Alberta Rivers Basins web page at rivers.alberta.ca. To learn more about the impacts of drought on communities and the principles for sound water management, please visit alberta.ca/drought.

Environment and Protected Area would like to hear from your water management staff on perceived risks of drought in 2024, what impacts it could have on your operations, and how your municipality plans to mitigate risks. To connect with our team, please email epa.drought@gov.ab.ca.

Alberta has navigated many droughts before and has a long, proud history of coming together during tough times. I know we can count on our municipal partners to work together in the face of adversity.

Sincerely,



Rebecca Schulz
Minister of Environment and Protected Areas

cc: Honourable Ric McIver
Minister of Municipal Affairs

Honourable RJ Sigurdson
Minister of Agriculture and Irrigation

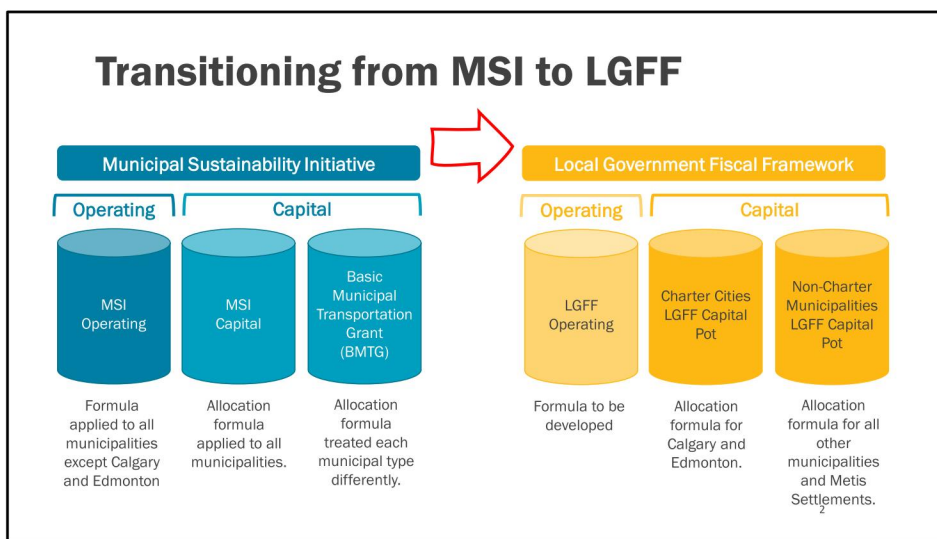
Stacey Smythe
Assistant Deputy Minister, Regulatory Assurance
Environment and Protected Areas

Alberta's Local Government Fiscal Framework (LGFF) Capital Funding Program:

An Overview and the Need for Increased Funding for Community Infrastructure

January 10, 2024





- The Municipal Sustainability Initiative (MSI) ended in 2023 and is now replaced by the Local Government Fiscal Framework (LGFF).
- MSI was made up of three funding programs:
 - MSI Operating funding allocation,
 - MSI Capital funding allocation, and
 - The Basic Municipal Transportation Grant (BMTG) funding program was merged under MSI Capital in 2014 but it maintained a separate allocation formula under MSI.
- The MSI Capital and BMTG program is now replaced by LGFF Capital and MSI Operating has been replaced by LGFF Operating.

Key benefits of LGFF Capital

1. The funding pot amount will rise and fall annually at the same rate as provincial revenue.

- Funding amounts are more likely to keep pace with Alberta's economy.
- Annual changes to the funding pot are based on the change in provincial revenue from 3-4 years prior to the funding year.
- Exceptions apply if the province changes a fiscal policy resulting in greater than a \$100 million change in a revenue source. (note)
- Between 2008 and 2020, provincial revenue grew at an average rate of 1.8% annually.

2. Your municipality will always know your next two years of funding allocations.

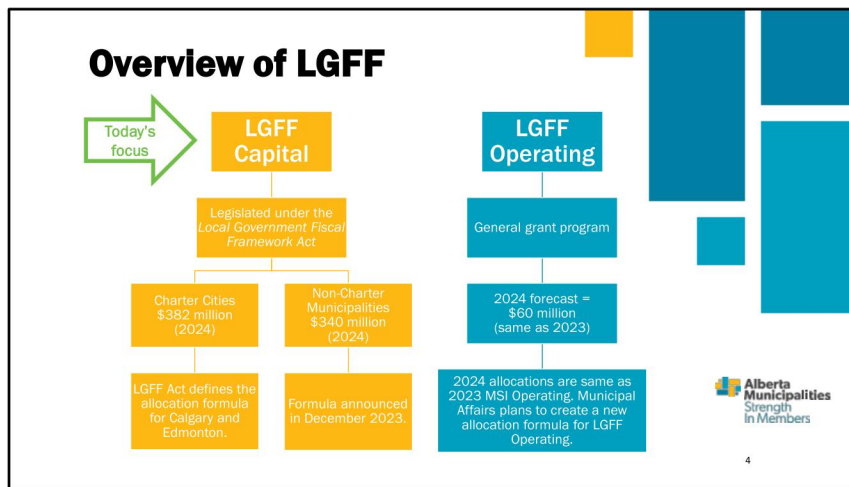
- Improved ability for municipalities to plan for their financial future.



Note: The 2025 funding pot was adjusted to reflect the impacts of the fuel tax relief program and reinstatement of Personal Income Tax Indexation in 2022-23.

3

- Municipalities' biggest concern with the MSI program was funding amounts never kept pace with the growth of Alberta's population and the cost to construct infrastructure.
- ABmunis appreciates that the Government of Alberta has committed to link future growth of the LGFF Capital funding to changes in the Government of Alberta's revenues.
- This ensures the funding pot will grow with Alberta's economy instead of being dependent on political priorities of the day.
- Municipalities also asked for greater predictability of future funding amounts and the province has delivered whereby municipalities will always know their next two years of LGFF Capital allocations.
- This will help municipal leaders to better plan for their community's future.



TYLER

- LGFF Capital and LGFF Operating are separate programs with different goals and allocation formulas.
- LGFF Capital is legislated through the Local Government Fiscal Framework Act, which was requested by ABmunis to improve stability of the program.
- The Act sets out one pot of funding for Calgary and Edmonton and a separate pot for all other municipalities and Metis Settlements.
- The LGFF Act defines the allocation formula for Calgary and Edmonton.
- The LGFF Capital allocation formula for all other municipalities was announced by the Government of Alberta on December 15, 2023.

Targeted Outcomes for LGFF Capital

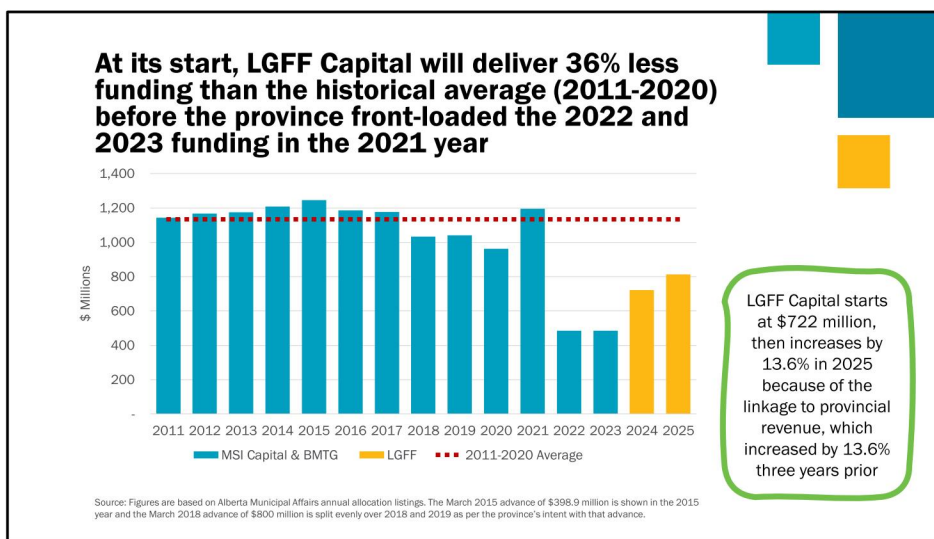
The stated program outcomes for LGFF Capital are:

- Increased economic activity
- Increased livability
- Increased resilience of municipalities and Metis Settlements in response and adaptation to the effects of disasters, extreme weather events, and changing local conditions.

 Alberta
Municipalities
Strength
in Members

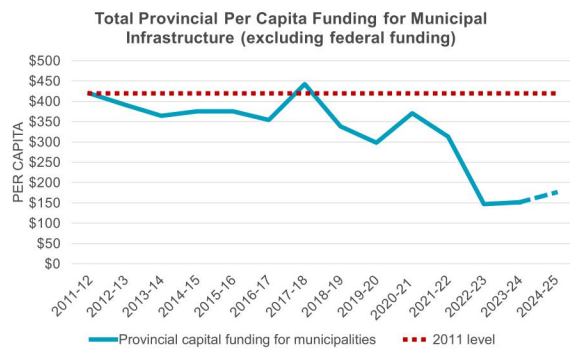
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- ABmunis is concerned that the Government of Alberta's targeted outcomes for LGFF Capital are not possible considering the extent to which provincial funding for municipalities has been cut over recent years.
- The starting amount of LGFF Capital is \$722 million whereas the predecessor MSI program delivered an average of almost \$1.2 billion annually from 2011 to 2019.
- Even with the new linkage to the growth in provincial revenue, it could take 20 years for the LGFF Capital funding pot to return to funding levels seen between 2011 to 2019.
- This assumes that the Government of Alberta's revenue grows at the same rate seen between 2008 to 2020, which averaged 1.8% annually.
- To make matters worse, waiting 20 years for funding to return to historical levels ignores what additional funding is needed to account for Alberta's growth in population and inflation over the next 20 years.



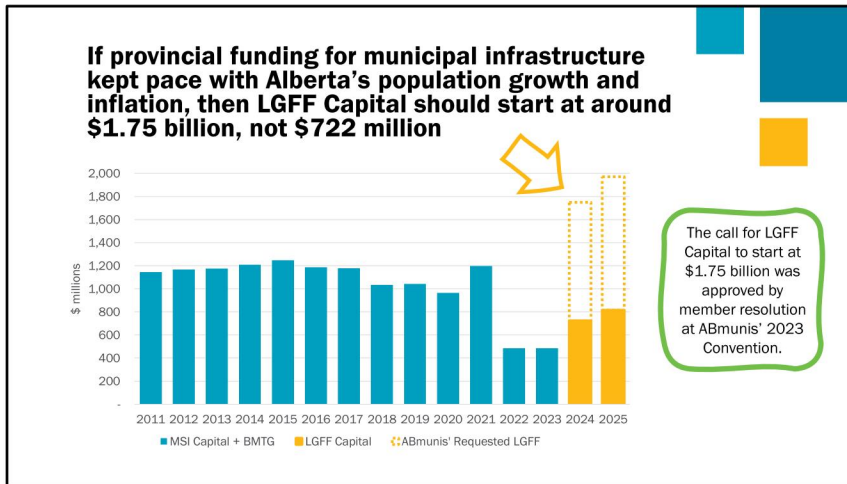
- This graph shows the historical MSI Capital funding in comparison to the planned LGFF Capital program.
- LGFF Capital will increase by 13.6% in 2025, because the Government of Alberta's revenue increased by that amount three years prior.
- Municipalities appreciate this increase but are also realistic that provincial revenue is likely to decline in future years and so will their funding under LGFF Capital.
- Even with the increase in 2025, the total funding pot is well below historical funding levels without even considering the growth in Alberta's population and inflationary impacts on the cost of infrastructure.

In 2011, the province invested \$420 per Albertan for community infrastructure. This year, that amount is expected to be only \$175 per Albertan.



Sources:
Figures are based on ABmunis' calculations using the total of capital funding programs delivered by the Government of Alberta, excluding funding from the Government of Canada that flows through the Government of Alberta. Figures are sourced from the Government of Alberta's annual fiscal plans and consist of the Municipal Sustainability Initiative Capital, Basic Municipal Transportation Grant, Water for Life, Municipal Water and Wastewater Partnership, Strategic Transportation Infrastructure Program, First Nations Water Tie-In Program, GreenTRIP, Alberta Community Resiliency Program, and the Municipal Stimulus Program. Population is based on Statistics Canada Table 17-10-0005-01, and 2024-25 is estimated at 4.3% growth based on Statistic Canada's quarterly estimated changes from Q4 2022 and Q4 2023.

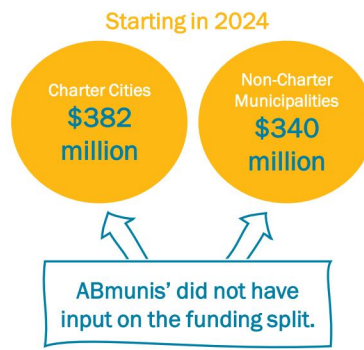
- This graph shows the total of all provincial infrastructure funding programs on a per capita basis. This excludes infrastructure funding from the Government of Canada that flows through the Government of Alberta.
- On a per capita basis, the Government of Alberta is contributing far less per Albertan, and this is why ABmunis' members overwhelmingly approved a resolution at ABmunis' 2023 Convention, which calls for the province to adequately restore infrastructure funding for communities.
- The resolution can be viewed at <https://www.abmunis.ca/advocacy-resources/resolutions-library/adequate-level-provincial-funding-community-infrastructure>.
- In 2011, the Government of Alberta was funding municipal infrastructure at a rate of \$420 per Albertan.
- With declining levels of funding and a growing population, the amount has dropped to what is expected to be only \$175 per Albertan in 2024 (based on funding forecasts in Alberta's 2023 Fiscal Plan).



- The yellow dotted bars demonstrate ABmunis ask for LGFF Capital to start at \$1.75 billion.
- This amount was determined based on a combination of factors including the growth in Alberta's population and the total cost of depreciation of Alberta's existing local infrastructure with adjustments for inflation and population growth.
- Details on how this amount was determined is available at <https://www.abmunis.ca/advocacy-resources/resolutions-library/adequate-level-provincial-funding-community-infrastructure>
- Attracting people to Alberta is priority for the Government of Alberta and Alberta's municipalities.
- Quality local infrastructure is essential to meeting that goal.
- Putting the bulk of local infrastructure costs on property taxpayers is not a recipe for success, particularly when the province is already collecting \$2.5 billion in provincial education property taxes from municipalities.
- The Government of Alberta has far more fiscal capacity than municipal governments to manage Alberta's long-term infrastructure costs and the partnership between the province and Alberta's municipal governments needs to be strengthened through more adequate levels of infrastructure funding.

The starting amounts of each LGFF Capital funding pot

ABmunis will continue to advocate for an increase in the LGFF Capital funding pots.

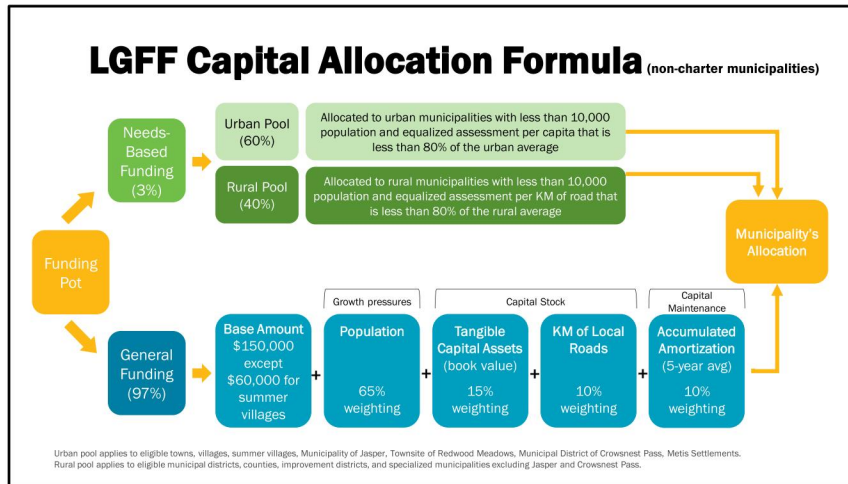


- For now, the reality is that the starting amount of LGFF Capital is currently set to be \$722 million.
- This amount is divided into two funding pots:
 - One pot of \$382 million for the charter cities of Calgary and Edmonton, and
 - A separate pot of \$340 million for the non-charter municipalities and Metis settlements.
- The funding split between the pots was set by the province without ABmunis' input, but it is similar to what was in place prior to 2018 when the province began cutting \$152 million annually from Calgary and Edmonton's MSI Capital funding.

Municipal Affairs' goals for the LGFF Capital allocation formula and program rules

1. Maximize transparency, comprehensibility, predictability, and equity.
2. Prioritize municipal asset management and resiliency of community infrastructure.
3. Consider municipalities with the greatest needs.





- This graphic outlines how the LGFF Capital funding pot is allocated to all non-charter municipalities and Metis Settlements.
- Three per cent of the funding pot is designated as a Needs-Based Funding formula component that supports municipalities under 10,000 population that have lower fiscal capacity.
- The Needs-Based Funding is split it into two pools:
 - 60% is allocated to an urban pool of eligible towns, villages, summer villages, a few specialized municipalities, and Metis Settlements.
 - 40% is allocated to a rural pool of eligible municipal districts, counties, and improvement districts.
- Municipalities must meet two criteria to be eligible for the Needs-Based Funding.
 - A municipality must have a population under 10,000.
 - If the municipality is under the urban pool, then their equalized assessment per capita must be less than 80 per cent of the average of all urban municipalities.
 - If the municipality is under the rural pool, then their equalized assessment per KM of local road must be less than 80 per cent of the average of all rural municipalities.
- The use of equalized assessment per capita and equalized assessment per KM of road is a proxy to measure a municipality's fiscal capacity and those that have lower fiscal

capacity receive extra funding.

- The amount of Needs-Based Funding allocated to an urban municipality is based on the degree to which their equalized assessment per capita is below the group average as well as the share of its weighted population relative to the total weighted population of urban municipalities that are eligible for Needs-Based Funding.
- For rural municipalities, the calculation is based on the degree to which their equalized assessment per KM of local road is below the group average as well as the share of its weighted KM of road relative to the total weighted KM of road of rural municipalities that are eligible for Needs-Based Funding.
- After the Needs-Based Funding is allocated, the bulk of LGFF Capital (97%) is allocated through a separate formula, which starts with providing each municipality a base amount of \$150,000, except for summer villages who receive \$60,000.
- After the base amounts are allocated, 65 per cent of the remaining funding is allocated based on each municipality's population.
- 15 per cent is allocated based on each municipality's book value of tangible capital assets, excluding values for electricity systems, gas distribution systems, machinery and equipment, and land.
- 10 per cent is allocated based on each municipality's KM of local roads.
- This is based on the linear length of a road under a municipality's responsibility and does not take into account the width of the road, number of lanes, or other cost factors such as whether the road is paved or gravel.
- The last formula factor involves allocating 10 per cent of the remaining funding based on each municipality's five-year average of accumulated amortization.
- The intention of this formula factor is based on if a municipality has older infrastructure, the municipality will have higher accumulated amortization and therefore, needs more funding.
- When the formula is put together, each municipality receives a base amount plus a proportionate allocation based on their local population, plus the book value of their tangible capital assets, plus KM of local roads, plus the 5-year average of the municipality's accumulated

amortization and then those amounts are added to their Needs-Based Funding allocation (if they qualify) to determine their total LGFF Capital allocation for the year.

ABmunis' is seeking several improvements to LGFF Capital

1. ABmunis and member municipalities are advocating for the starting amount of the LGFF Capital pot to be increased to \$1.75 billion.
2. Request that the province to collect more comprehensive data on KM of local roads including KM of road lanes and the type of surface material to create more equitable funding outcomes between municipalities.
3. Request that LGFF Capital allocation formula integrate tangible capital asset data that is currently not reported by municipalities because the local infrastructure is managed by a municipality-controlled corporation.
4. Request that the allocation formula base amount be increased every 3-5 years based on inflation to support smaller municipalities that are more reliant on the base amount.



13

One-time funding is not a long-term solution

~~One-time project funding~~

- Success is reliant on the province posting a surplus and selecting your community infrastructure project over other provincial priorities such as paying down Alberta's debt, increasing savings, or funding provincial infrastructure projects.
- The province has only posted a surplus in 3 of the last 15 years.

✓ Increase the LGFF funding pot

- Long-term solution for maintaining each community's roads, sidewalks, water and wastewater systems, recreation facilities, fire halls and fire trucks, and other local needs.
- The Alberta is Calling campaign is attracting tens of thousands of people to Alberta and we need to invest in new infrastructure.
- Without an increase, property taxes will grow considerably, or Albertans will see their infrastructure deteriorate.



- Alberta's provincial leaders are promoting that municipalities will be able to access one-time funding in years where the province posts a surplus at year end.
- This promise relates to Alberta's new Fiscal Planning and Transparency Act that was passed in spring 2023.
- The Act states that in years where the province has a surplus, 50 per cent of that surplus will be paid towards Alberta's debt.
- The other 50 per cent will be used for contributions to Alberta's Heritage Savings Trust Fund, or extra payments on Alberta's debt, or paying for one-time spending initiatives that don't carry an ongoing cost.
- The promise by provincial leaders does not enable municipalities to properly plan for their financial future because it relies on the province to:
 - Post a surplus at year end, and
 - Provincial leaders must deem that a community's project takes priority over other provincial goals such as adding to Alberta's Heritage Savings Trust Fund or funding the province's own infrastructure needs.
- Increasing the starting amount of LGFF Capital to \$1.75 billion is the most practical approach to reduce red tape and ensure that every Alberta community has an adequate level of infrastructure funding to maintain and build community infrastructure for Albertans today and into the future.

Questions

Email questions to advocacy@abmunis.ca

300, 8616 51 Avenue NW
Edmonton, AB T6E 6E6
abmunis.ca
hello@abmunis.ca
310-MUNI



Join the healthcare conversation

Palliser Triangle Health Advisory Council

Bassano

Brooks

Redcliff

Medicine Hat

Irvine

Bow Island

Participate in the Palliser Triangle Health Advisory Council Meeting

Join us for an AHS South Zone Leadership update and get the latest update from the Connect Care Implementation team.

Date: Tuesday, February 13, 2024

Time: 12:00 – 3:00 pm

[Register to attend via Zoom now](#)



More info:

call: 1-877-275-8830

email: PalliserTriangle@ahs.ca



Palliser Triangle
Health Advisory Council

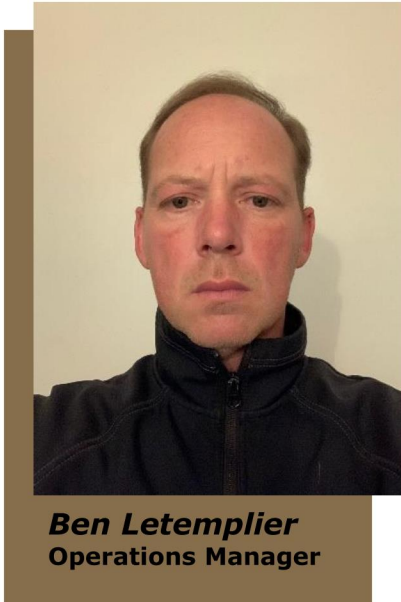
Operations Department



2023 Fourth Quarter Report

Staff News

Operations Manager



A warm welcome to the new Operations Manager.

Originally from the East coast, Ben Letemplier has worked throughout Canada with a background in project and construction management.

Being employed throughout Canada, Ben brings a variety of experience in how public works operates and we look forward to the impact he will have on the Town.

Ben's office is located in the ATCO Trailer in the Operations Yard.

Department Statistics

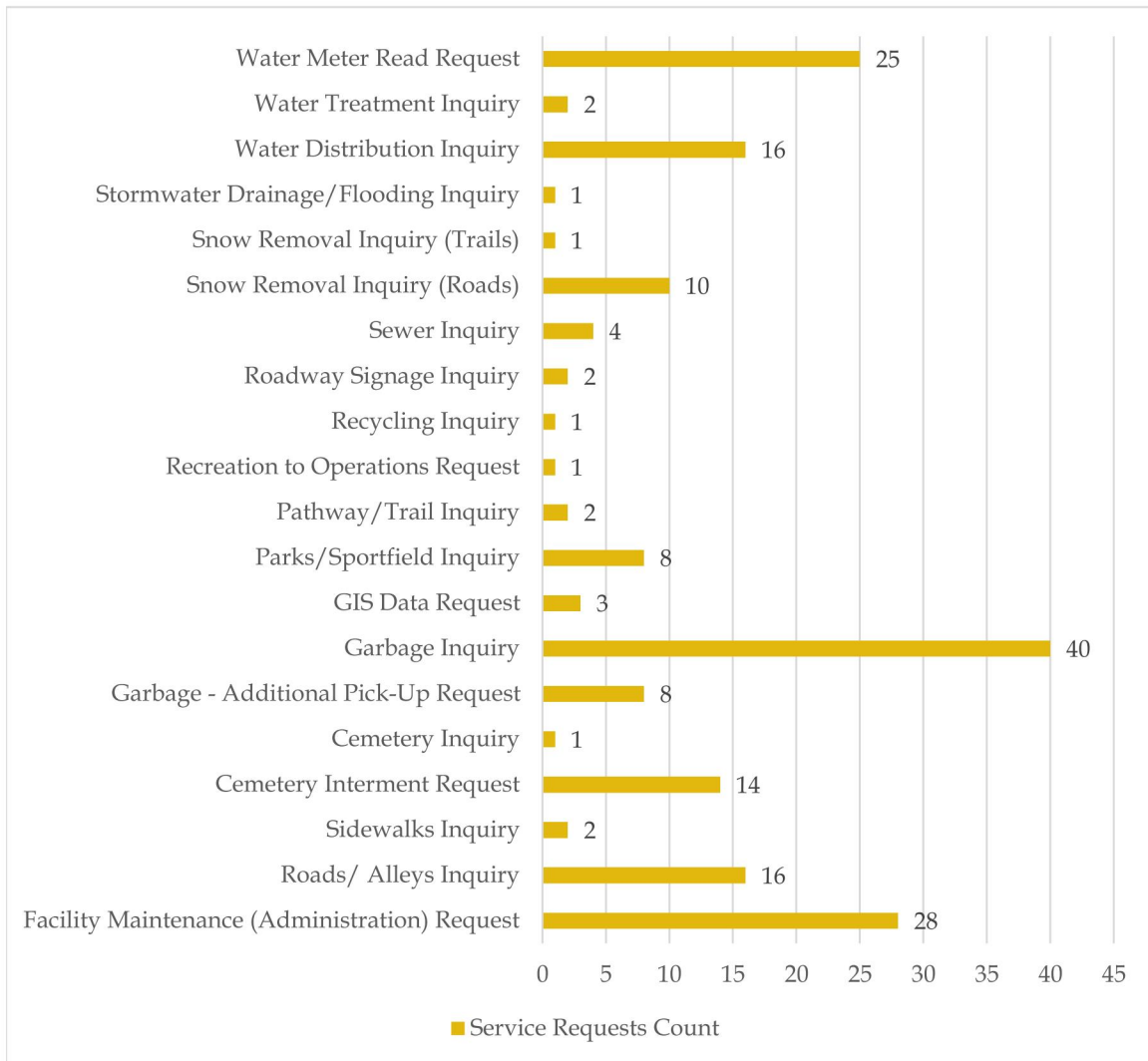


Sewer Inspections	3
Water Main Breaks	0
Service Locates	33



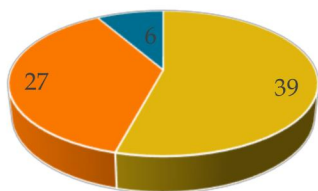
Citywide Requests

Quarterly Totals: 185



Cemetery Update

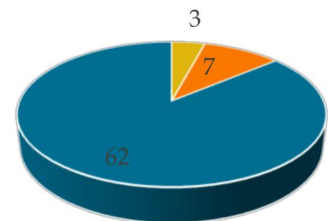
Columbarium I



Fairview Cemetery

Inurnments 6
Full Burials 1
Niche Front Installations 5

Columbarium II



■ Occupied ■ Reserved ■ Available

■ Occupied ■ Reserved ■ Available

Major Projects

WTP Sodium Hypochlorite System

- *Project Background/Need:* Gaseous chlorine is used to disinfect the Town's water supply but is a highly toxic substance. Operations is working to transition away from gaseous chlorine and utilize sodium hypochlorite as an alternative disinfectant.
- *Capital or Operating:* Capital
- *Status Update:* **Underway** – Project on schedule to be awarded in Q1 2024.
- *Future Reporting to Council:* Project award RFD expected to be presented to Council in Q1 2024, if the total tendered cost is over the \$200,000 threshold for Council approval (*was presented and approved at January 8, 2024 Regular Meeting of Council*).

Sander/Snowplow

- *Project Background/Need:* Snowplow required to meet demand of snow removal expectations and continue with routine fleet upgrades/replacements.
- *Capital or Operating:* Capital
- *Status Update:* **Underway** – Council approved RFP award in Q1 2023, expected delivery in Q2 2024
- *Future Reporting to Council:* None Anticipated

Canyon Drive Water & Sewer Upgrades

- *Project Background/Need:* Standard replacements of aging underground infrastructure. Recommended as part of Infrastructure Master Plan.
- *Capital or Operating:* Capital
- *Status Update:* **Deferred** – As part of the 2024 Budget Deliberations, Council deferred the project to be considered as part of the 2025 Capital Budget. Moderate funds were approved in the 2024 Operating Budget for valve insertions for the prioritized areas.
- *Future Reporting to Council:* Will present project as part of the 2025 Capital budget deliberations.

Poplar Avenue Storm Upgrades (Willow St to Main St)

- *Project Background/Need:* Upgrading of aging and undersized infrastructure to improve drainage. Recommended as part of Infrastructure Master Plan.
- *Capital or Operating:* Capital
- *Status Update:* **Deferred** – As part of the 2024 Budget Deliberations, Council deferred the project to be considered as part of the 2025 Capital Budget.
- *Future Reporting to Council:* Will present project as part of the 2025 Capital budget deliberations.

Sidewalk Replacements

- *Project Background/Need:* Routine sidewalk replacement prioritized by condition, traffic, risk, etc. Recommended as part of Infrastructure Master Plan.
- *Capital or Operating:* Capital
- *Status Update:* **Underway** – Selected section of sidewalk for replacement was Main Street between Victoria Crescent and Hill Avenue. As part of the project involves replacement of a retaining wall, the project was more complicated than originally anticipated. This project was approved to be carried forward into the 2024 Capital Budget. Project is already designed and expected to be tendered in Q2 2024.

- *Future Reporting to Council:* Project expected to be under \$200,000 Council approval threshold, therefore, no future reporting anticipated.

Cemetery 2nd Columbarium

- *Project Background/Need:* Existing cemetery columbarium is reaching its capacity. Second columbarium to be installed to meet demand.
- *Capital or Operating:* Capital
- *Status Update:* **Complete** – Columbarium was delivered and installed November 1, 2023 and is now functional
- *Future Reporting to Council:* None Anticipated

WTP Pump Replacements

- *Project Background/Need:* Project originally slated for 2024 but was bumped up in priority due to pump replacement impacting the Canyon Drive Utility Upgrades project. Project includes replacement of 3 distribution pumps, 2 fluoride dosing pumps, and 2 filter turbidimeters.
- *Capital or Operating:* Capital
- *Status Update:* **Underway** – Contract was awarded in October 2023, construction expected in Q4 2023 – Q1 2024
- *Future Reporting to Council:* None anticipated

SE Commercial Area Storm Upgrades Preliminary Design

- *Project Background/Need:* Historical drainage problems in the SE Commercial Area. Council desired to complete preliminary design to upgrade the area to an urban, asphalt profile with stormwater infrastructure. Preliminary design to include proposed phasing and associated costs.
- *Capital or Operating:* Operating
- *Status Update:* **On Hold** – Insufficient capacity to manage this project at this time. Existing conditions study complete, consultant on standby to resurrect project.
- *Future Reporting to Council:* Information to be used to inform the 2025-2029 5-year long-term budget.

Old RCMP Building Demolition

- *Project Background/Need:* In the event the Old RCMP Building is not sold there is potential to demolish and prepare the site to be ‘shovel ready’ for future development opportunities.
- *Capital or Operating:* Operating
- *Status Update:* **On Hold** – A consultant proposal has been received and consultation is on standby, should Council choose demolition of the old RCMP building.
- *Future Reporting to Council:* If Council chooses demolition, an RFD for project procurement will be brought forward.