



TOWN OF PINCHER CREEK COUNCIL MEETING AGENDA

Monday, August 22, 2022 at 6:00 p.m.

Council Chambers, 962 St. John Avenue

Zoom Link

1. **Call to Order**
2. **Scheduled Public Hearing**
3. **Agenda Approval**
4. **Scheduled Delegations**
 - 4.1 South Canadian Rockies Tourism Association
 - 4.2 Concerned Citizens on Short Term Rentals – Chantal Laliberte
5. **Adoption of Minutes**
 - 5.1 Minutes of the Regular Meeting of Council held on July 25, 2022
 - 5.2 Minutes of the Committee of the Whole held on August 3, 2022
6. **Business Arising from the Minutes**
 - 6.1 RCMP Q1 Report
7. **Bylaws**
 - 7.1 Animal Control Bylaw 1598
 - 7.2 Proposed Amendments To The Fee Structure By-Law 1584-22
 - 7.3 Clean Energy Improvement Program Bylaw #1634-22
8. **New Business**
 - 8.1 Property Tax Arrears Recovery - Public Auction
 - 8.2 Donations in Memory
 - 8.3 Arena Upgrade Grant Application
 - 8.4 Housing Action Plan
9. **Council Reports**
 - 9.1 Upcoming Committee Meeting and Events
10. **Administration**
 - 10.1 Council Information Distribution List
 - 10.2 Operations Second Quarter Report 2022
 - 10.3 Project Updates

11. Closed Session Discussion

- 11.1 Alberta Municipal Water/Wastewater Partnership Agreement Approval s.27
- 11.2 MCC Arena Concession Agreement s. 16
- 11.3 GMHL Proposal – Arena Upgrades s. 16
- 11.4 Proposed Curling Facility Design Build Request for Proposal Assistance s. 16
- 11.5 Alberta Infrastructure - Surplus Property s. 25 & 21

12. Notice of Motion

13. Adjournment

The next Regular Council Meeting is scheduled for September 12, 2022 AT 6:00 p.m.



REGULAR MEETING OF COUNCIL
Held on Monday July 25, 2022
In Person & Virtually,
Commencing at 6:00 p.m.

IN ATTENDANCE:

Mayor: D. Anderberg

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

Staff: L. Wilgosh, Chief Administrative Officer; K. Green, Executive Assistant; A. Levair, Operations Manager; A. Roth, Director of Operations; T. Walker, Energy Lead and L. Rideout, Director of Community Services

1. CALL TO ORDER

Mayor Anderberg called the meeting to order at 6:00 pm. A moment of silence in honor of Cllr. Wayne Elliott was held by all in attendance.

2. SCHEDULED PUBLIC HEARING

3. AGENDA APPROVAL

WRIGHT:

The Council for the Town of Pincher Creek agrees to add 11.4 Eco Station Operations Agreement to the July 25, 2022 agenda.

CARRIED 22-255

GREEN:

The Council for the Town of Pincher Creek approves the July 25, 2022 agenda as amended.

CARRIED 22-256

4. DELEGATIONS

5. ADOPTION OF MINUTES

5.1 Minutes of the Regular Meeting of Council held on June 27, 2022

GREEN:

That Council for the Town of Pincher Creek approves the minutes of the Regular Meeting of Council held on June 27, 2022.

CARRIED 22-257

5.2 Minutes of the Committee of the Whole held on July 6, 2022

GREEN:

That Council for the Town of Pincher Creek approves the minutes of the Committee of the Whole held on July 6, 2022.

CARRIED 22-258

6. BUSINESS ARISING FROM THE MINUTES

6.1 Disposition of Delegation – Chief Mountain Co-Op Presentation

BARBER:

That Council for the Town of Pincher Creek receive as information the June 27, 2022 presentation from the Chief Mountain Co-Op group.

CARRIED 22-259

6.2 Disposition of Delegation – Blue Mouse Greenhouse

OLIVER:

That Council for the Town of Pincher Creek direct administration to review with proponent the water delivery options to the Blue Mouse Greenhouse.

CARRIED 22-260

6.3 Ungulate Statistics

GREEN:

That Council for the Town of Pincher Creek receives the 2022 Pincher Creek Ungulate Management Issues, Context and Solutions report prepared collaboratively between the Town of Pincher Creek and Alberta Environment and Parks - Wildlife Stewardship in addition to the Ungulate Statistics information as presented.

CARRIED 22-261

7. BYLAWS

7.1 Proposed Amendments To The Fee Structure By-Law

NODGE:

That Council for the Town of Pincher Creek agrees to give first reading to Fee Structure Bylaw 1584-22.

CARRIED 22-262

7.2 Clean Energy Improvement Program Bylaw – 1st Reading

OLIVER:

That Council for the Town of Pincher Creek agrees to give first reading to the Clean Energy Improvement Program Bylaw #1634-22.

CARRIED 22-263

OLIVER:

That Council for the Town of Pincher Creek directs administration to contact the Municipal District of Pincher Creek #9 to discuss the proposal to partner and apply for a loan through the Federation of Canadian Municipalities.

CARRIED 22-264

7.3 Animal Control Bylaw 1598 – Amendments

BARBER:

That Council for the Town of Pincher Creek agrees and give second reading to Animal Control Bylaw 1598-22.

CARRIED 22-265

8. NEW BUSINESS

8.1 Vacancy In Position Of Councillor

NODGE:

That Council for the Town of Pincher Creek agrees to hold a by-election on October 17, 2022 to fill a vacancy on Council in accordance with section 162 of the Municipal Government Act.

FURTHER

That Council for the Town of Pincher Creek agrees to hold an advanced vote on October 12, 2022 between the hours of 10:00 am and 4:00 pm.

FURTHER

That Council for the Town of Pincher Creek agree that incapacitated electors be authorized to vote in the 2022 By-Election

FURTHER

That Council for the Town of Pincher Creek agree that institutional voting stations be located at the Pincher Creek Hospital, Vista Village, Crestview Lodge and Whispering Winds Village.

CARRIED 22-266

8.2 Intermunicipal Collaboration Framework

BARBER:

That Council for the Town of Pincher Creek receives the recommendations from the Intermunicipal Collaboration Framework Committee as provided.

CARRIED 22-267

8.3 Recommendations Cenotaph Park - Power Supply

GREEN:

That Council for the Town of Pincher provide formal approval to move forward with option 1 for the solar installation to power Cenotaph Park and guidance on the mounting strategy with funds to come from a reserve fund if required.

CARRIED 22-268

T. Walker left meeting at 7:46 pm

8.4 Deputy Mayor & Committee Appointments

WRIGHT:

That Council for the Town of Pincher appoints Cllr. Green as the Deputy Mayor for the period of July 1, 2022 to February 28, 2023 and move the rest of the Councillors up to fill the vacant spots and that the newly elected Councillor will fill the last scheduled position in this term.

CARRIED 22-269

GREEN:

That Council for the Town of Pincher appoints Cllr. Nodge to the Municipal Development and Subdivision Authority (MDSA).

CARRIED 22-269

WRIGHT:

That Council for the Town of Pincher appoints Cllr. Oliver to the Oldman Watershed Council.

CARRIED 22-270

OLIVER:

That Council for the Town of Pincher appoints Cllr. Green to the Operations Committee.

CARRIED 22-271

WRIGHT:

That Council for the Town of Pincher appoints Cllr. Oliver to the Policy Review Committee.

CARRIED 22-272

OLIVER:

That Council for the Town of Pincher appoints Cllr. Barber as an alternate to the Intermunicipal Collaboration Framework Committee.

CARRIED 22-273

OLIVER:

That Council for the Town of Pincher appoints Cllr. Nodge as an alternate to the Community Early Learning Centre Board.

CARRIED 22-274

9. COUNCIL REPORTS

9.1 Upcoming Committee meetings and events

10. ADMINISTRATION

10.1 Council Information Distribution List

WRIGHT:

That Council for the Town of Pincher Creek accepts the July 25, 2022 Council Information Distribution List as information.

CARRIED 22-275

Mayor Anderberg called a recess at 7:58 pm

Mayor Anderberg called the meeting back to order at 8:06 pm

A. Levair and A. Roth left meeting at 7:58 pm

11. CLOSED MEETING DISCUSSION

GREEN:

That Council for the Town of Pincher Creek agree to move into closed session of Council on Monday, July 25, 2022 at 8:07 pm in accordance with section 16 & 24 of the

Freedom of Information and Protection of Privacy Act, with the Chief Administrative Officer, Executive Assistant, and Director of Community Services in attendance.

CARRIED 22-276

OLIVER:

That Council for the Town of Pincher Creek agree to move out of a closed session of Council on Monday, July 25, 2022 at 9:55 pm in accordance with section 19 & 24 of the Freedom of Information and Protection of Privacy Act, with the Chief Administrative Officer, Executive Assistant, and Director of Community Services in attendance.

CARRIED 22-277

11.1 Property Request – Right of First Refusal FOIP s. 16 & 24

GREEN:

That Council for the Town of Pincher Creek agrees and approves the Right of First Refusal and the Option to Purchase Agreement for Roll #'s 04101600 and 04101400 as presented.

CARRIED 22-278

11.2 PCCELC Update (No RFD) FOIP s. 16

WRIGHT:

That Council for the Town of Pincher Creek approve a \$100,000 operational contingency fund be added to the 2022 PCELC budget.

CARRIED 22-279

NODGE:

That Council for the Town of Pincher Creek agree to waive the PCCELC rental fees for the remainder of 2022.

CARRIED 22-280

11.3 Humane Society Agreement Review

WRIGHT:

That Council for the Town of Pincher Creek approves the three (3) year service agreement between the Pincher Creek Humane Society, the Town of Pincher Creek and the Municipal District of Pincher Creek No. 9 commencing August 1, 2022.

CARRIED 22-281

11.4 Eco Station Operations Agreement

NODGE:

That Council for the Town of Pincher Creek agrees to enter into the Eco Station Operations Agreement with the Municipal District of Pincher Creek # 9 and the Crowsnest Pass Pincher Creek Landfill Authority

CARRIED 22-282

12. NOTICE OF MOTION

**13. ADJOURNMENT
BARBER:**

That this meeting of Council on July 25, 2022 be hereby adjourned at 10:03 pm.

CARRIED 22-283

MAYOR, D. Anderberg

CAO, L. Wilgosh

**APPROVED BY RESOLUTION
OF THE COUNCIL OF THE
TOWN OF PINCHER CREEK,
THIS 22ND DAY OF AUGUST 2022 S E A L
NEXT REGULAR MEETING OF COUNCIL TO BE HELD ON MONDAY AUG 22, 2022 AT
6:00 P.M.**



Town of Pincher Creek
COMMITTEE OF THE WHOLE MINUTES
August 3, 2022 – 9:00 AM
In Person & Virtually

ATTENDANCE:

Mayor:

Councillors: M. Barber, W. Oliver, S. Nodge, and D. Green

With Regrets: D. Anderberg and B. Wright

Staff: L. Wilgosh, Chief Administrative Officer; W. Catonio, Director of Finances and Human Resources, A. Levair, Operations Manager; M. Everts, Events, Marketing & Economic Development; A. Roth, Director of Operations; A. Hlady, FCSS Coordinator; L. Goss, Legislative Services Manager; A. Grose, Recreation Manager; L. Rideout, Director of Community Services; and K. Green, Executive Assistant

1. **CALL TO ORDER**

Deputy Mayor Green called the meeting to order at 9:05 am.

2. **AGENDA APPROVAL**

OLIVER:

That the Committee of the Whole for the Town of Pincher Creek agrees to move agenda item 4 Committee Reports to the end of the meeting for the August 3, 2022 agenda.

CARRIED COTW 2022-090

BARBER:

That the Committee of the Whole for the Town of Pincher Creek agrees to the August 3, 2022 agenda as amended.

CARRIED COTW 2022-091

3. **DELEGATIONS**

4. COMMITTEE REPORTS

OLIVER: July 6 - Committee of the Whole
July 12 – Pincher Creek Foundation
July 20 – Emergency Services Funding Meeting
July 25 – Regular Council
July 27 - Pincher Creek Foundation

GREEN: July 4 – Policy and Bylaw
July 5 – Pincher Creek Early Learning Centre
July 6 – Environment and Prosperity Webinar
July 7 – Crestview Lodge
July 12 - Pincher Creek Foundation
July 13 – Minister Shandro Meeting
July 20 – Police Advisory
July 23 – Heritage Acres Pancakes
July 25 – Travis Towes UCP Leadership Council
July 26 – Pincher Creek Early Learning Centre
July 27 - Pincher Creek Foundation

5. Administration

5.1 Elected Officials Asset Management Workshop

NODGE:

That the Committee of the Whole for the Town of Pincher Creek approve attendance of Councillors Oliver & Barber to the Elected Officials Asset Management Workshop in Lethbridge, Alberta on September 12, 2022.

CARRIED COTW 2022-092

6. Business Arising from the Minutes

6.1 Short Term Rentals

OLIVER:

That the Committee of the Whole for the Town of Pincher Creek direct administration to prepare a Land Use Bylaw Amendment according to Council discussion to include regulations for short-term rentals in the Town of Pincher Creek.

CARRIED COTW 2022-093

7. Policy

L. Goss left the meeting at 10:15 am

8. New Business

8.1 Bus Shelters

NODGE:

That the Committee of the Whole for the Town of Pincher Creek respond to the request from the Pincher Creek Foundation informing them that the shelters will be used for Town facilities, and they are no longer available to the community.

CARRIED COTW 2022-094

A. Levair & A. Roth left the meeting at 10:15 am

8.2 Housing Discussion - no RFD

BARBER:

That the Committee of the Whole for the Town of Pincher Creek accept discussion as information.

CARRIED COTW 2022-095

8.3 Hillcrest Meadows ASP update - no RFD

NODGE:

That the Committee of the Whole for the Town of Pincher Creek receive update as information.

CARRIED COTW 2022-096

8.4 CAO Recruitment - Direction

NODGE:

That the Committee of the Whole for the Town of Pincher Creek agree to direct administration to prepare a job advertisement for the Chief Administrative Officer position and post accordingly for a four-week duration, with results to be reviewed and assessed at that time.

CARRIED COTW 2022-097

A. Roth joined meeting at 11:07 am

8.5 Pre-Budget Public Consultation – Discussion

OLIVER:

That the Committee of the Whole for the Town of Pincher Creek direct administration to prepare a survey to gather information from the community members as discussed.

CARRIED COTW 2022-098

8.6 MHHS south - flower bed

9.1 North East Area Structure Plan

BARBER:

That the Committee of the Whole for the Town of Pincher Creek defer item 9.1 to the next Committee of the Whole on September 7, 2022

CARRIED COTW 2022-099

9. Adjournment

OLIVER:

That this session of Committee of the Whole be adjourned at 11:34 am.

CARRIED COTW 2022-0100

**APPROVED BY RESOLUTION OF
COUNCIL FOR THE TOWN OF PINCHER CREEK
THIS 22 DAY OF AUGUST 2022**

Mayor, D. Anderberg

CAO, L. Wilgosh



2022-07-28

Sgt Ryan Hodge
Detachment Commander
Pincher Creek, Alberta

Dear Mayor Anderberg,

Please find attached the quarterly Community Policing Report that covers the April 1st to June 30th, 2022 reporting period. The attached report serves to provide a quarterly snapshot of the human resources, financial data and crime statistics for Pincher Creek Detachment.

In addition to the local priorities established collaboratively between your community and our local Detachment team, the Alberta RCMP has developed broader priorities for the provincial police service. Also attached as an appendix is the Alberta RCMP/Alberta Justice and Solicitor General 2022-2025 Joint Business Plan (JBP), which has been finalized and is now in effect. Created through a united effort between the Alberta RCMP and Justice and Solicitor General, this three-year plan is focused on ensuring Albertans are safe and protected.

Meetings with subject matter experts from the Alberta RCMP, Justice and Solicitor General, and community partners were a foundational aspect in developing collective priorities for the next three years. These meetings, in addition to recommendations from the Interim Police Advisory Board, helped identify emerging trends and best practices while providing clarity on the needs of our communities.

The 2022-2025 Joint Business Plan is focused on the following six priorities:

- **Enhancing Engagement and Communication with Communities and Stakeholders:** Engaging with our communities to collectively develop policing priorities that are community-led and enhancing communication about matters related to local policing services.
- **Community Safety and Well-Being:** Working with partners in an integrated, multifaceted manner to interrupt the cycle of crime and victimization.
- **Indigenous Communities:** Strengthening relationships, working together in support of Reconciliation, and responding to the needs of Indigenous communities in Alberta.



- **Equity, Diversity, and Inclusion:** Promoting inclusion and building trust with diverse communities by addressing the behaviours that threaten their sense of safety and belonging.
- **Crime Reduction:** Understanding the drivers of crime and focusing on priority offenders to increase community safety.
- **Enhancing Service Delivery:** Ensuring service delivery models and strategies effectively meet the policing needs of our communities.

The Alberta RCMP is committed to a transparent and collaborative approach in assessing performance, including establishing appropriate indicators to track progress in achieving these goals. As such, the Alberta RCMP has secured an external Consultant to assist in developing performance metrics with ongoing consultations with the Rural Municipalities of Alberta and Alberta Municipalities to ensure alignment with the needs and expectations of our communities.

The result of our collaborative efforts is a plan that is robust, responsive to community needs, and in alignment with Ministry and partner plans and priorities. You can download a full copy of the 2022-2025 Joint Business Plan at: <https://www.rcmp-grc.gc.ca/ab/publications/joint-business-plan-2022-25-plan-d'activites-conjoint-eng.htm>.

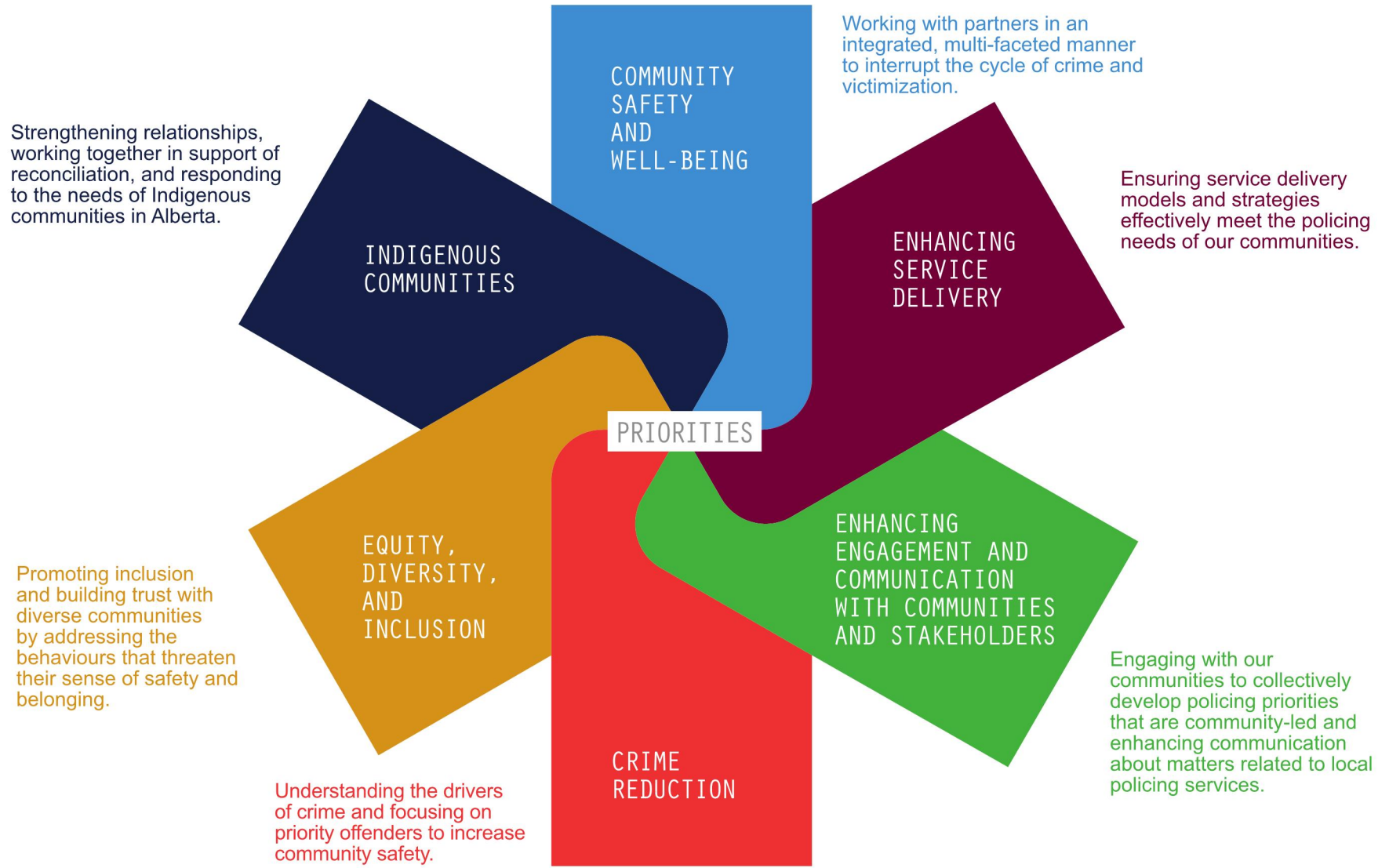
As the Chief of Police for your community, please feel free to contact me if you have any questions or concerns.

Sincerely,

Sgt Ryan Hodge

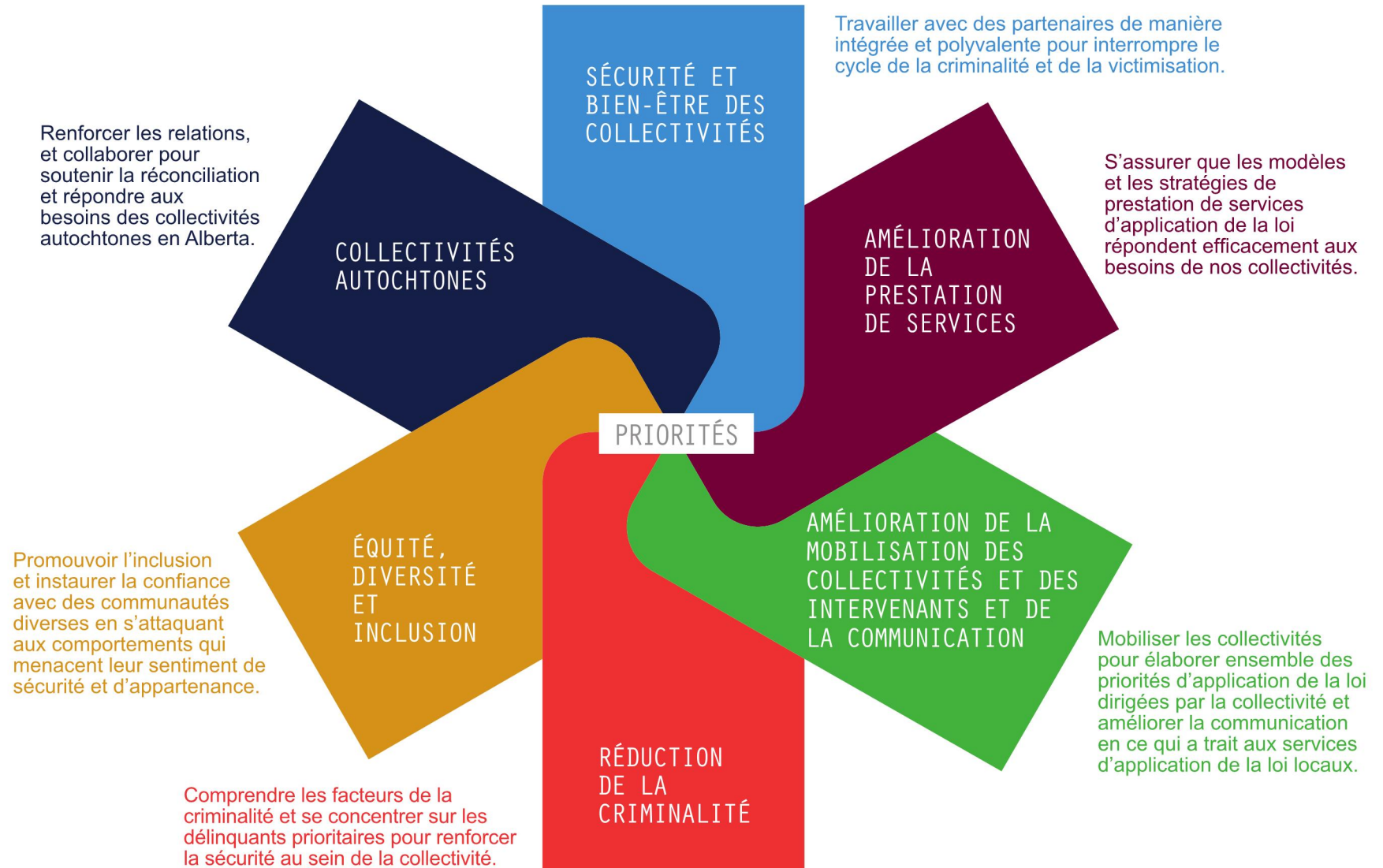
Sgt Ryan Hodge
Detachment Commander
Pincher Creek RCMP

Alberta Provincial Police Service Priorities Alberta RCMP and JSG Joint Business Plan (2022-2025)



For more information about the Alberta RCMP's provincial policing priorities, please visit:
<https://www.rcmp-grc.gc.ca/ab/publications/joint-business-plan-2022-25-plan-d-activites-conjoint-eng.htm>

Priorités des services de police provinciaux de l'Alberta Plan d'activités conjoint de la GRC en Alberta et du ministère de la Justice et du Solliciteur général (2022-2025)



Pour obtenir des renseignements sur les priorités de la GRC en Alberta en matière de services de police provinciaux, voir le site suivant :

<https://www.rcmp-grc.gc.ca/ab/publications/joint-business-plan-2022-25-plan-d'activites-conjoint-fra.htm>



Pincher Creek Provincial Detachment Crime Statistics (Actual) April to June (Q1): 2018 - 2022

All categories contain "Attempted" and/or "Completed"

July 7, 2022

CATEGORY	Trend	2018	2019	2020	2021	2022	% Change 2018 - 2022	% Change 2021 - 2022	Avg File +/- per Year
Offences Related to Death		0	0	0	0	0	N/A	N/A	0.0
Robbery		0	0	1	2	0	N/A	-100%	0.2
Sexual Assaults		4	2	2	1	0	-100%	-100%	-0.9
Other Sexual Offences		3	1	0	0	0	-100%	N/A	-0.7
Assault		15	23	22	18	11	-27%	-39%	-1.3
Kidnapping/Hostage/Abduction		0	0	0	0	0	N/A	N/A	0.0
Extortion		0	0	1	0	0	N/A	N/A	0.0
Criminal Harassment		6	6	6	8	4	-33%	-50%	-0.2
Uttering Threats		7	14	7	8	4	-43%	-50%	-1.2
TOTAL PERSONS		35	46	39	37	19	-46%	-49%	-4.1
Break & Enter		23	11	4	6	8	-65%	33%	-3.5
Theft of Motor Vehicle		9	10	3	5	4	-56%	-20%	-1.5
Theft Over \$5,000		4	1	0	0	0	-100%	N/A	-0.9
Theft Under \$5,000		35	36	20	36	19	-46%	-47%	-3.2
Possn Stn Goods		4	5	1	3	2	-50%	-33%	-0.6
Fraud		11	14	9	15	14	27%	-7%	0.7
Arson		0	0	0	0	0	N/A	N/A	0.0
Mischief - Damage To Property		0	0	12	12	8	N/A	-33%	2.8
Mischief - Other		17	36	5	9	13	-24%	44%	-3.5
TOTAL PROPERTY		103	113	54	86	68	-34%	-21%	-9.7
Offensive Weapons		0	3	0	4	6	N/A	50%	1.3
Disturbing the peace		20	17	18	18	13	-35%	-28%	-1.3
Fail to Comply & Breaches		24	36	18	7	6	-75%	-14%	-6.5
OTHER CRIMINAL CODE		6	4	3	5	1	-83%	-80%	-0.9
TOTAL OTHER CRIMINAL CODE		50	60	39	34	26	-48%	-24%	-7.4
TOTAL CRIMINAL CODE		188	219	132	157	113	-40%	-28%	-21.2



Pincher Creek Provincial Detachment Crime Statistics (Actual) April to June (Q1): 2018 - 2022

All categories contain "Attempted" and/or "Completed"

July 7, 2022

CATEGORY	Trend	2018	2019	2020	2021	2022	% Change 2018 - 2022	% Change 2021 - 2022	Avg File +/- per Year
Drug Enforcement - Production		0	0	0	0	0	N/A	N/A	0.0
Drug Enforcement - Possession		4	2	7	1	1	-75%	0%	-0.7
Drug Enforcement - Trafficking		0	0	1	2	0	N/A	-100%	0.2
Drug Enforcement - Other		0	0	0	0	2	N/A	N/A	0.4
Total Drugs		4	2	8	3	3	-25%	0%	-0.1
Cannabis Enforcement		0	0	0	0	1	N/A	N/A	0.2
Federal - General		4	6	2	0	7	75%	N/A	0.0
TOTAL FEDERAL		8	8	10	3	11	38%	267%	0.1
Liquor Act		42	40	13	18	14	-67%	-22%	-7.8
Cannabis Act		0	0	1	2	2	N/A	0%	0.6
Mental Health Act		13	5	20	18	19	46%	6%	2.5
Other Provincial Stats		28	28	22	22	11	-61%	-50%	-4.0
Total Provincial Stats		83	73	56	60	46	-45%	-23%	-8.7
Municipal By-laws Traffic		0	1	0	0	0	N/A	N/A	-0.1
Municipal By-laws		5	7	6	11	2	-60%	-82%	-0.2
Total Municipal		5	8	6	11	2	-60%	-82%	-0.3
Fatals		0	0	0	0	0	N/A	N/A	0.0
Injury MVC		4	3	3	2	5	25%	150%	0.1
Property Damage MVC (Reportable)		53	42	37	47	41	-23%	-13%	-1.9
Property Damage MVC (Non Reportable)		6	2	7	6	3	-50%	-50%	-0.2
TOTAL MVC		63	47	47	55	49	-22%	-11%	-2.0
Roadside Suspension - Alcohol (Prov)		N/A	N/A	N/A	N/A	1	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		368	556	164	266	318	-14%	20%	-39.0
Other Traffic		2	5	2	0	0	-100%	N/A	-0.9
Criminal Code Traffic		26	25	22	16	10	-62%	-38%	-4.1
Common Police Activities									
False Alarms		30	6	9	20	8	-73%	-60%	-3.0
False/Abandoned 911 Call and 911 Act		17	23	7	14	13	-24%	-7%	-1.7
Suspicious Person/Vehicle/Property		22	32	26	22	17	-23%	-23%	-2.0
Persons Reported Missing		3	5	6	11	2	-33%	-82%	0.4
Search Warrants		0	0	0	1	0	N/A	-100%	0.1
Spousal Abuse - Survey Code (Reported)		6	15	6	8	11	83%	38%	0.3
Form 10 (MHA) (Reported)		0	0	1	0	0	N/A	N/A	0.0

Town of Pincher Creek

REQUEST FOR DECISION

Council

SUBJECT: Animal Control Bylaw 1598	
PRESENTED BY: Lisa Goss, Legislative Service Manager	DATE OF MEETING: 8/22/2022

PURPOSE:

For Council to consider third reading of Animal Control Bylaw 1598-22.

RECOMMENDATION:

That Council for the Town of Pincher Creek agree and give third and final reading to Animal Control Bylaw 1598-22 and that a copy of which be attached hereto forming part of the minutes.

BACKGROUND/HISTORY:

At the April 25, 2022 regular meeting of Council a request from a resident was considered to allow chickens in Town. At that meeting direction was given to administration to amend the Animal Control Bylaw 1598-18 (3.2) to allow for residents within Pincher Creek to obtain and house chickens.

A further, more extensive review of Animal Control Bylaw 1598 is required as there are other areas of the bylaw that require updates. Specifically around trapping of animals, guard dogs and dangerous dogs, offence penalties and fees.

At the June 27, 2022 regular meeting of Council first reading was given to Animal Control Bylaw 1598-22 (Urban Hens Only) and the CAO was advised to bring back proposed amendments for second reading in addition to an Urban Hen Permit.

At the July 25, 2022 regular meeting of Council second reading was given to Animal Control Bylaw 1598 including the updates regarding trapping of animals, guard dogs and dangerous dogs, offence penalties and fees.

ALTERNATIVES:

That Council for the Town of Pincher Creek direct administration to further amend Animal Control Bylaw 1598 for consideration.

That Council for the Town of Pincher Creek receive the information regarding Animal Control Bylaw 1598 as presented.

IMPLICATIONS/SUPPORT OF PAST STUDIES OR PLANS:

The Town of Pincher Creek Animal Control Bylaw 1598-18, presently allows only

domestic animals, such as: dogs, and cats. Throughout the province it is becoming more common for residents to request that chickens be added to the list of animals allowed.

This appears to be part of a movement to have more access to healthy food products, in addition to the rising costs of food products.

Dangerous and guard dog registration on an annual basis helps keep continuity on these types of dogs and may deter residents from keeping high risk dogs in Town.

The trapping of domestic animals within Town limits is not uncommon. The addition of section 3.20 ensures that animals, domestic or wild are handled humanly. Animal owners will also be accountable for allowing their animals to run at large.

FINANCIAL IMPLICATIONS:

None at this time.

PUBLIC RELATIONS IMPLICATIONS:

Keeping of animals within the Town often has mixed reactions: some residents would be very favorable to allowing chickens for the sake of accessing their own home grown eggs, while others will likely be concerned with noise, potential for odour, dust, etc.

ATTACHMENTS:

Animal Control 1598-18 - 2967

Third Reading Final DRAFT Animal Control Bylaw 1598-22 - 2967

CONCLUSION/SUMMARY:

Administration supports that Council for the Town of Pincher Creek agree and give third reading to Animal Control Bylaw 1598-22.

Signatures:

Department Head:

Lisa Goss

CAO:

Lannie Wilgosh



**BY-LAW #1598-22
of the
TOWN OF PINCHER CREEK**

**A BYLAW OF THE MUNICIPALITY OF THE TOWN OF
PINCHER CREEK, IN THE PROVINCE OF ALBERTA,
TO REGULATE AND CONTROL ANIMALS WITHIN THE
TOWN OF PINCHER CREEK**

WHEREAS, Section 7(h) of the Municipal Government Act, R.S.A. 2000, Chapter M.26 and amendments thereto, allows a municipality to pass bylaws regulating and controlling wild and domestic animals and activities in relation to them.

WHEREAS, Section 7(i) of the Municipal Government Act, R.S.A. 2000, Chapter M.26, and amendments thereto, allows a municipality to impose fines and penalties for infraction of bylaws.

NOW THEREFORE, the Municipal Council of the Town of Pincher Creek hereby enacts as follows:

1. SECTION 1: TITLE

1.1 This bylaw shall be known as the Animal Control Bylaw.

2. SECTION 2: DEFINITIONS

In this bylaw, unless the context otherwise requires, the word, term, or expressions:

- 2.1 ANIMAL CONTROL OFFICER shall mean any person duly authorized and designated by the Council to carry out the provisions of this bylaw.
- 2.2 ANIMAL includes any dog and/or cat.
- 2.3 ABANDON means to leave an animal without means of protection, support, or help.
- 2.4 CAT includes any cat over the age of two (2) months and includes a cat that has been spayed or neutered.
- 2.5 COOP means a fully enclosed weather proof structure and attached outdoor enclosure used for the keeping of Urban Hens that must comply with the Town of Pincher Creek land use bylaw accessory building regulations.
- 2.6 DAMAGE TO PROPERTY means damage to property other than the owner's property, and includes defecating and urinating on such property.



- 2.7 DANGEROUS DOG shall mean any dog, which in the opinion of a Peace Officer, or Animal Control Officer:
- (1) Without provocation, shows a propensity, or disposition, and has potential to attack and injure humans or other animals; or
 - (2) Without provocation attack, bite or injure any human or animal.
- 2.8 DESTROY OR DISPOSE shall mean to kill an animal, only upon consultation with the Chief Administrative Officer or Manager of Legislative Services.
- 2.9 DOG includes any dog over the age of six (6) months and includes a dog that has been spayed or neutered.
- 2.10 DWELLING as defined in the Land Use Bylaw of the Town of Pincher Creek, and amendments thereto.
- 2.11 GUARD DOG shall mean any dog that is trained to guard.
- 2.12 HEN is a female chicken over the age of 16 weeks.
- 2.13 INDOOR PETS shall mean mice, hamsters, gerbils, guinea pigs, cage birds, ferrets, pygmy hedgehogs, non-poisonous reptiles and amphibians not exceeding one meter in length or other animals as approved by resolution of Council.
- 2.14 MUNICIPALITY shall mean the Town of Pincher Creek.
- 2.15 MUNICIPAL COUNCIL or COUNCIL shall mean the Municipal Council for the Town of Pincher Creek, Alberta.
- 2.16 OFF LEASH DOG AREA shall mean a place that the Municipality shall provide or designate as such where dogs are permitted off leash.
- 2.17 PESTS shall mean anything that causes trouble, annoyance, nuisances, discomfort, or destruction, including but not limited to, skunks, rabbits and raccoons.
- 2.18 POULTRY shall mean, turkeys, ducks, peacocks, ostriches, geese, pheasants, guinea fowl, pigeons, quail, Rooster chickens, hens under 16 weeks old or any other bird not a chicken Hen.
- 2.19 POUND shall mean a place that the Municipality shall provide or designate as such.
- 2.20 ROOSTER shall mean male chicken.



- 2.21 RUNNING AT LARGE shall mean any dog or cat not accompanied by and under the control of a responsible person within the Municipal Limits, as per Section 3.19.
- 2.22 SERVICE DOG shall mean certified guide dogs, special needs dogs and hearing dogs.
- 2.23 TRANQUILIZER GUN shall mean a pistol or rifle capable of propelling a dart containing a drug approved by a qualified Veterinary Surgeon, for the purpose of immobilizing a dog in order to facilitate capture.
- 2.24 TRAP shall mean a device or enclosure designed to catch and retain animals, typically by allowing entry but not exit or by catching hold of a part of the body.
- 2.25 TRAPPING shall mean the act of trapping an animal domestic or wild.

SECTION 3: GENERAL RULES

- 3.1 Any person who is in breach of the general rules is guilty of an offence.
- 3.2 No person shall keep anywhere within the limits of the Town of Pincher Creek, any species of wild or domestic animal, or poultry, other than dogs, cats, indoor pets and animals kept on land on which Council has issued a grazing permit, and animals and poultry under veterinarian care, and animals and poultry consigned to an abattoir for killing, and animals and poultry exhibited or used during sanctioned events at Agricultural Society Grounds and Horseshoe Pavilion, or other temporary uses as approved by resolution of Council, or if allowed under the provisions of the Town of Pincher Creek Land Use Bylaw.
- 3.3 Every person who owns, keeps or harbours any dog shall register the dog and obtain a dog license from the Town. Such license must be renewed on the first day of January in each year and shall be for a period of January 1 to December 31 in each year. The fee for a dog license shall be in accordance with Schedule "A".
- 3.4 The license tag issued upon payment of the above mentioned fee shall be attached to the collar worn by such animals at all times.
- 3.5 No person who is the owner, possessor or harbourer of any animal shall permit or otherwise allow such animal to run at large within the corporate limits of the Town of Pincher Creek.
- 3.6 Every person who owns, keeps or harbours a female dog shall house and confine such female dog during the whole period that such female dog is in heat.



- 3.7 The owner, possessor or harbourer of any animal impounded pursuant to the provisions of this bylaw by the Animal Control Officer may redeem same within 72 hours from the time of impoundment by paying to the Town of Pincher Creek the appropriate penalty and/or impoundment fee for such animal impounded. The impoundment fee shall be in accordance with Schedule “A” of this bylaw.
- 3.8 Any person who removes or attempts to remove any animal from the possession of the poundkeeper or any person authorized to enforce the provisions of this bylaw shall be guilty of an infraction of this bylaw.
- 3.9 Any person who hinders, delays or obstructs an Animal Control Officer or any other person authorized to enforce the provisions of this bylaw, while engaged in his lawful duties is guilty of an infraction of this bylaw.
- 3.10 No person shall register a dog as spayed or neutered unless the said dog is spayed or neutered.
- 3.11 All guard dogs and dangerous dogs shall be housed as follows:
- i) chain link covered run and covered top on a strong frame, i.e. 2x4 or pipe.
 - ii) a flooring substance that cannot be dug.
 - iii) a child proof latch on gate.
 - iv) the covered run and shelter is subject to the Animal Control Officer’s approval.
 - v) All guard dogs and dangerous dogs must be registered as a dangerous dog or guard dog with the town every year.
 - vi) Proof of insurance must be shown at the time of registration.
- 3.12 All guard dogs and dangerous dogs shall only be out on a leash and under adult supervision.
- 3.13 If an Animal Control Officer determines that a dog is a dangerous dog, either through personal observation or after an investigation initiated by a complaint, he or she may in writing:
- i) inform the owner that the dog has been determined to be a dangerous dog and
 - ii) require the owner to keep such dog in accordance with the provisions of this bylaw.
- 3.14 An owner of a dangerous dog shall maintain in force a policy of liability insurance in form satisfactory to the Chief Administrative Officer providing third party liability coverage in a minimum amount of \$500,000.00 for injuries caused by the owners dog.
- i) upon cancellation or expiry or termination of the liability policy, the dog license is null and void.



- 3.15 A person who owns, keeps, houses, harbors or allows to stay on his premises a dog or cat which by reason of barking or howling disturbs persons in the vicinity of his home is guilty of an offense under this bylaw.
- 3.16 Any owner whose dog defecates on property other than his own shall remove forthwith any defecation matter deposited.
- 3.17 The occupant of any one dwelling may not own, possess or harbor more than 3 dogs and 3 cats unless those animals in excess of three in quantity are a litter of offspring from cats or registered dogs in possession of said person; and providing that those animals in excess of three in quantity are removed from said persons' dwelling within 90 days following the birth of said litter of offspring.
- 3.18 No person shall allow a dog in the corporate limits of the Town of Pincher Creek unless the dog is tethered by a hand-held leash no longer than 1.5 meters in length, unless in a designated Off Leash Dog Park.
- 3.19 No person shall untie, lose or otherwise free an animal which is not in distress unless such a person has the authorization of the owner.
- 3.20 No person shall trap any animal within in the Town of Pincher Creek unless,
- i) It is a Town Bylaw Officer, Community Peace Officer, Agent or contractor for the Town.
 - ii) Fish and Wildlife Officer in the course of their duties.
 - iii) On property owned, rented, leased, by the person trapping.
 - iv) Animals trapped, are away from dangerous or injurious temperature
 - v) All traps must not kill or injure animals, except for mouse traps.
- 3.21 If a person is trapping on private property, they must contact the Town bylaw Officer/Animal Control Officer/Peace Officer if a domestic animal is trapped. All domestic animals trapped must be turned over to the Town Peace Officer or taken to the SPCA at a reasonable time. The person trapping is responsible for the care of the animal until it can be picked up by the Town's Peace Officer or taken to the SPCA.
- 3.20 No person shall tease, torment, annoy, abuse or injure any animal, and any person who does so is guilty of an offence.
- 3.21 An owner whose animal has caused damage to property within the Municipality is guilty of an offence.
- 3.22 Any person who owns, keeps or harbours any animal which attacks any person within the corporate limits of the Town of Pincher Creek is guilty of an infraction of this bylaw.



- 3.23 Any person who owns, keeps or harbours any animal which attacks and injures any person within the corporate limits of the Town of Pincher Creek is guilty of an infraction of this bylaw.
- 3.24 Any person who owns, keeps or harbours any animal which attacks and/or injures any animal within the corporate limits of the Town of Pincher Creek is guilty of an infraction of this bylaw.
- 3.25 Any person(s) who abandons any animal(s) within the corporate limits of the Town of Pincher Creek is guilty of an offense.

SECTION 4: URBAN HENS

- 4.1 A person may have chicken Hens as defined in this bylaw, at their residence, as long as,
 - i) Not a rooster
 - ii) No more than 4 hens at a time per house hold
 - ii) Must be at address the person is living
 - iii) Residence cannot be in a mobile home park.
 - iv) Must have a proper enclosure (coop) Hen house
 - v) For personal use only. Must not sell eggs, manure, meat or other products made from hens.
 - vi) Hens must be in coop or enclosure at all times,
 - vi) Hens are no younger than 16 weeks of age.
 - vii) Must register Hens with the Town via an Urban Hen Registration Form

SECTION 5: DUTIES OF ANIMAL CONTROL OFFICER

- 5.1 The Animal Control Officer, Peace Officer or designee shall enforce this bylaw and shall issue offence tickets for infractions of this bylaw.
- 5.2 It shall be the duty of the Animal Control Officer and any other persons authorized to enforce this bylaw to capture all animals running at large within the corporate limits of the Town of Pincher Creek and impound such animals in the Town of Pincher Creek Pound. Such animals shall be confined at the pound subject to the owner's or possessor's right to claim within 72 hours from the time of capture. No animal shall be released from the pound until the pound keeper is satisfied that all penalties and fees have been paid and notification has been received from the Manager of Legislative Services that a current license has been obtained with respect to dogs.
- 5.3 The Animal Control Officer or any person or person authorized or appointed by Council, are hereby authorized to use a tranquilizer gun, or any other piece of



equipment commonly used in order to effect the capture of any dog when all normal attempts to capture such dog have failed.

- 5.4 The Animal Control Officer shall impound any animal suspected of being rabid and upon confirmation by a veterinarian shall destroy or have said animal destroyed.
- 5.5 The Animal Control Officer may destroy or dispose of any animal impounded under the provisions of this bylaw if said animal is not claimed within 72 hours from capture.
- 5.5 The Animal Control Officer may capture pests within the corporate limits of the Town of Pincher Creek and impound, destroy, or otherwise dispose of such pests according to his judgment.
- 5.6 The Animal Control Officer once permission has been granted by the Chief Administrative Officer or Manager of Legislative Services may destroy any animal which is at large and is posing an immediate threat to the people of Pincher Creek.
- 5.7 The Animal Control Officer is authorized to enter lands within the Town of Pincher Creek and seize animals to prevent the continuance of an offence.

SECTION 6: OFFENCE TICKET

- 6.1 An Offence Ticket shall be deemed sufficiently served:
 - i) if served personally to the owner of the animal, or
 - ii) if mailed by single registered mail to the address of the owner of the animal, as recorded at the time of registration of the said dog with the Town of Pincher Creek.
 - iii) if left at the residence of the person who has allegedly contravened this bylaw, with an occupant of the residence who appears to be at least 18 years of age.

SECTION 7: PENALTIES

- 7.1 Any person who contravenes any provision of this bylaw is guilty of an offence and is liable to a penalty as stated in Schedule "B" of this bylaw.
- 7.2 It is the intention of Town Council that each separate provision of this bylaw shall be deemed independent of all other provisions herein and it is further the intention of Town Council that if any provisions of this bylaw be declared invalid, all other provisions thereof shall remain valid and enforceable.



SECTION 8: GENERAL

- 8.1 Bylaw No. 1598-18 of the Town of Pincher Creek and amendments thereto are hereby repealed.
- 8.2 This bylaw comes into effect upon the final reading thereof.

READ A FIRST TIME THIS 27th DAY OF JUNE, 2022 A.D.

MAYOR, Don Anderberg

CAO, Laurie Wilgosh

READ A SECOND TIME THIS 25th DAY OF JULY, 2022 A.D.

MAYOR, Don Anderberg

CAO, Laurie Wilgosh

READ A THIRD TIME THIS 22nd DAY OF AUGUST, 2022 A.D.

MAYOR, Don Anderberg

CAO, Laurie Wilgosh



SCHEDULE "A" FEES

Dog License:

	<u>Per Year</u>	<u>Lifetime</u>
Spayed or Neutered Dogs	\$15.00	\$150.00
Others	\$30.00	\$300.00
Replacement Tag	\$10.00	
Information Update	\$10.00	
Service Dogs	No Charge	No Charge
Dangerous Dog	\$500.00	
Guard Dog	\$ 250.00	
Impoundment	\$10.00 per day or any part thereof	



SCHEDULE "B" PENALTIES

Section	Offence (Description)	Violation Ticket Penalties
3(3.22)	Animal attacks person	\$1000.00 Per Offence
3(3.23)	Animal attacks & injures person	\$2000.00 Per Offence
3(3.24)	Animal attacks and/or injures animal	\$1500.00 Per Offence
3(3.25)	Abandonment of an animal	\$500 Per Offence
	Owner of Dangerous Dog Contravenes Bylaw	\$250 First Offence \$500 Second Offence \$1000 Third or Subsequent Offences
	All other offences	\$150.00 First Offence \$200.00 Second Offence \$400.00 Third or Subsequent Offences

DRAFT



**BY-LAW #1598-18
of the
TOWN OF PINCHER CREEK**

**A BYLAW OF THE MUNICIPALITY OF THE TOWN OF
PINCHER CREEK, IN THE PROVINCE OF ALBERTA,
TO REGULATE AND CONTROL ANIMALS WITHIN THE
TOWN OF PINCHER CREEK**

WHEREAS, Section 7(h) of the Municipal Government Act, R.S.A. 2000, Chapter M.26 and amendments thereto, allows a municipality to pass bylaws regulating and controlling wild and domestic animals and activities in relation to them.

WHEREAS, Section 7(i) of the Municipal Government Act, R.S.A. 2000, Chapter M.26, and amendments thereto, allows a municipality to impose fines and penalties for infraction of bylaws.

NOW THEREFORE, the Municipal Council of the Town of Pincher Creek hereby enacts as follows:

1. SECTION 1: TITLE

1.1 This bylaw shall be known as the Animal Control Bylaw.

2. SECTION 2: DEFINITIONS

In this bylaw, unless the context otherwise requires, the word, term, or expressions:

2.1 ANIMAL CONTROL OFFICER shall mean any person duly authorized and designated by the Council to carry out the provisions of this bylaw.

2.2 ANIMAL includes any dog and/or cat.

2.3 ABANDON means to leave an animal without means of protection, support, or help.

2.4 CAT includes any cat over the age of two (2) months and includes a cat that has been spayed or neutered.

2.5 "DAMAGE TO PROPERTY" means damage to property other than the owner's property, and includes defecating and urinating on such property.

2.6 DANGEROUS DOG shall mean any dog, which in the opinion of a Peace Officer, or Animal Control Officer:



- (1) Without provocation, shows a propensity, or disposition, and has potential to attack and injure humans or other animals; or
 - (2) Without provocation attack, bite or injure any human or animal.
- 2.7 DESTROY OR DISPOSE shall mean to kill an animal by use of a .22 caliber rifle or a shotgun, by lethal injection or by use of carbon monoxide gas; only upon consultation with the Chief Administrative Officer or Manager of Legislative Services.
- 2.8 DOG includes any dog over the age of six (6) months and includes a dog that has been spayed or neutered.
- 2.9 DWELLING as defined in the Land Use Bylaw of the Town of Pincher Creek, and amendments thereto.
- 2.10 GUARD DOG shall mean any dog that is trained to guard.
- 2.11 INDOOR PETS shall mean mice, hamsters, gerbils, guinea pigs, cage birds, ferrets, pygmy hedgehogs, non-poisonous reptiles and amphibians not exceeding one meter in length or other animals as approved by resolution of Council.
- 2.12 MUNICIPALITY shall mean the Town of Pincher Creek.
- 2.13 MUNICIPAL COUNCIL or COUNCIL shall mean the Municipal Council for the Town of Pincher Creek, Alberta.
- 2.14 OFF LEASH DOG AREA shall mean a place that the Municipality shall provide or designate as such where dogs are permitted off leash.
- 2.15 PESTS shall mean anything that causes trouble, annoyance, nuisances, discomfort, or destruction, including but not limited to, skunks, rabbits and raccoons.
- 2.16 POUND shall mean a place that the Municipality shall provide or designate as such.
- 2.17 RUNNING AT LARGE shall mean any dog or cat not accompanied by and under the control of a responsible person within the Municipal Limits, as per Section 3.19.
- 2.18 SERVICE DOG includes certified guide dogs, special needs dogs and hearing dogs.
- 2.19 TRANQUILIZER GUN shall mean a pistol or rifle capable of propelling a dart containing a drug approved by a qualified Veterinary Surgeon, for the purpose of immobilizing a dog in order to facilitate capture.



SECTION 3: GENERAL RULES

- 3.1 Any person who is in breach of the general rules is guilty of an offence.
- 3.2 No person shall keep anywhere within the limits of the Town of Pincher Creek, any species of wild or domesticated animal, or poultry, other than dogs, cats, indoor pets and animals kept on land on which Council has issued a grazing permit and animals and poultry under veterinarian care and animals and poultry consigned to an abattoir for killing and animals and poultry exhibited or used during sanctioned events at Agricultural Society Grounds and Horseshoe Pavilion, or other temporary uses as approved by resolution of Council, or if allowed under the provisions of the Town of Pincher Creek Land Use Bylaw.
- 3.3 Every person who owns, keeps or harbours any dog shall register the dog and obtain a dog license from the Town. Such license must be renewed on the first day of January in each year and shall be for a period of January 1 to December 31 in each year. The fee for a dog license shall be in accordance with Schedule "A".
- 3.4 The license tag issued upon payment of the above mentioned fee shall be attached to the collar worn by such animals at all times.
- 3.5 No person who is the owner, possessor or harbourer of any animal shall permit or otherwise allow such animal to run at large within the corporate limits of the Town of Pincher Creek.
- 3.6 Every person who owns, keeps or harbours a female dog shall house and confine such female dog during the whole period that such female dog is in heat.
- 3.7 The owner, possessor or harbourer of any animal impounded pursuant to the provisions of this bylaw by the Animal Control Officer may redeem same within 72 hours from the time of impoundment by paying to the Town of Pincher Creek the appropriate penalty and/or impoundment fee for such animal impounded. The impoundment fee shall be in accordance with Schedule "A" of this bylaw.
- 3.8 Any person who removes or attempts to remove any animal from the possession of the poundkeeper or any person authorized to enforce the provisions of this bylaw shall be guilty of an infraction of this bylaw.
- 3.9 Any person who hinders, delays or obstructs an Animal Control Officer or any other person authorized to enforce the provisions of this bylaw, while engaged in his lawful duties is guilty of an infraction of this bylaw.



- 3.10 No person shall register a dog as spayed or neutered unless the said dog is spayed or neutered.
- 3.11 All guard dogs and dangerous dogs shall be housed as follows:
- i) chain link covered run and covered top on a strong frame, i.e. 2x4 or pipe.
 - ii) a flooring substance that cannot be dug.
 - iii) a child proof latch on gate.
 - iv) the covered run and shelter is subject to the Animal Control Officer's approval.
- 3.12 All guard dogs and dangerous dogs shall only be out on a leash and under adult supervision.
- 3.13 If an Animal Control Officer determines that a dog is a dangerous dog, either through personal observation or after an investigation initiated by a complaint, he or she may in writing:
- i) inform the owner that the dog has been determined to be a dangerous dog and
 - ii) require the owner to keep such dog in accordance with the provisions of this bylaw.
- 3.14 An owner of a dangerous dog shall maintain in force a policy of liability insurance in form satisfactory to the Chief Administrative Officer providing third party liability coverage in a minimum amount of \$500,000.00 for injuries caused by the owners dog.
- i) the liability policy shall contain a provision requiring the insurer to immediately notify the Town, in writing, should the policy expire or be cancelled or terminated.
 - ii) upon cancellation or expiry or termination of the liability policy, the dog license is null and void.
- 3.15 A person who owns, keeps, houses, harbours or allows to stay on his premises a dog or cat which by reason of barking or howling disturbs persons in the vicinity of his home is guilty of an offense under this bylaw.
- 3.16 Any owner whose dog defecates on property other than his own shall remove forthwith any defecation matter deposited.
- 3.17 The occupant of any one dwelling may not own, possess or harbour more than 3 dogs and 3 cats unless those animals in excess of three in quantity are a litter of offspring from cats or registered dogs in possession of said person; and providing that those animals in excess of three in quantity are removed from said persons' dwelling within 90 days following the birth of said litter of offspring.



- 3.18 No person shall allow a dog in the corporate limits of the Town of Pincher Creek unless the dog is tethered by a hand-held leash no longer than 1.5 metres in length, unless in a designated Off Leash Dog Park.
- 3.19 No person shall untie, loose or otherwise free an animal which is not in distress unless such a person has the authorization of the owner.
- 3.20 The Town-owned cat trap shall be made available to residents of the Town of Pincher Creek at the deposit fee indicated in the Fee Structure Bylaw for the capture of cats on their premises.
- 3.21 No person shall tease, torment, annoy, abuse or injure any animal, and any person who does so is guilty of an offence.
- 3.22 An owner whose animal has caused damage to property within the Municipality is guilty of an offence.
- 3.23 Any person who owns, keeps or harbours any animal which attacks any person within the corporate limits of the Town of Pincher Creek is guilty of an infraction of this bylaw.
- 3.24 Any person who owns, keeps or harbours any animal which attacks and injures any person within the corporate limits of the Town of Pincher Creek is guilty of an infraction of this bylaw.
- 3.25 Any person(s) who abandons any animal(s) within the corporate limits of the Town of Pincher Creek is guilty of an offense.

SECTION 4: DUTIES OF ANIMAL CONTROL OFFICER

- 4.1 The Animal Control Officer, Peace Officer or designee shall enforce this bylaw and shall issue offence tickets for infractions of this bylaw.
- 4.2 It shall be the duty of the Animal Control Officer and any other persons authorized to enforce this bylaw to capture all animals running at large within the corporate limits of the Town of Pincher Creek and impound such animals in the Town of Pincher Creek Pound. Such animals shall be confined at the pound subject to the owner's or possessor's right to claim within 72 hours from the time of capture. No animal shall be released from the pound until the poundkeeper is satisfied that all penalties and fees have been paid and notification has been received from the Manager of Legislative Services that a current license has been obtained with respect to dogs.
- 4.3 The Animal Control Officer or any person or person authorized or appointed by Council, are hereby authorized to use a tranquilizer gun, or any other piece of

Initials: 



equipment commonly used in order to effect the capture of any dog when all normal attempts to capture such dog have failed.

- 4.4 The Animal Control Officer shall impound any animal suspected or being rabid and upon confirmation by a veterinarian shall destroy or have said animal destroyed.
- 4.5 The Animal Control Officer may destroy or dispose of any animal impounded under the provisions of this bylaw if said animal is not claimed within 72 hours from capture.
- 4.6 The Animal Control Officer may capture pests within the corporate limits of the Town of Pincher Creek and impound, destroy, or otherwise dispose of such pests according to his judgment.
- 4.7 The Animal Control Officer once permission has been granted by the Chief Administrative Officer or Manager of Legislative Services may destroy any animal which is at large and is posing an immediate threat to the people of Pincher Creek.
- 4.8 The Animal Control Officer is authorized to enter lands within the Town of Pincher Creek and seize animals to prevent the continuance of an offence.

SECTION 5: OFFENCE TICKET

- 5.1 An Offence Ticket shall be deemed sufficiently served:
 - i) if served personally to the owner of the animal, or
 - ii) if mailed by single registered mail to the address of the owner of the animal, as recorded at the time of registration of the said dog with the Town of Pincher Creek.
 - iii) If left at the residence of the person who has allegedly contravened this bylaw, with an occupant of the residence who appears to be at least 18 years of age.

SECTION 6: PENALTIES

- 6.1 Any person who contravenes any provision of this bylaw is guilty of an offence and is liable to a penalty as stated in Schedule "B" of this bylaw.
- 6.2 It is the intention of Town Council that each separate provision of this bylaw shall be deemed independent of all other provisions herein and it is further the intention of Town Council that if any provisions of this bylaw be declared invalid, all other provisions thereof shall remain valid and enforceable.

SECTION 7: GENERAL

Initials: 



- 7.1 Bylaw No. 1598-08 of the Town of Pincher Creek and amendments thereto are hereby repealed.
- 7.2 This bylaw comes into effect upon the final reading thereof.

READ A FIRST TIME THIS 2nd DAY OF MAY, 2018 A.D.



MAYOR, Don Anderberg



CAO, Laurie Wilgosh

READ A SECOND TIME THIS 2nd DAY OF MAY, 2018 A.D.



MAYOR, Don Anderberg




CAO, Laurie Wilgosh

READ A THIRD TIME THIS 2nd DAY OF MAY, 2018 A.D.



MAYOR, Don Anderberg



CAO, Laurie Wilgosh



SCHEDULE "A" FEES

Dog License:

	<u>Per Year</u>	<u>Lifetime</u>
Spayed or Neutered Dogs	\$15.00	\$150.00
Others	\$30.00	\$300.00
Service Dogs.....	No Charge	
Impoundment	\$10.00 per day or any part thereof	

Initials: 



SCHEDULE "B" PENALTIES

Section	Offence (Description)	Violation Ticket Penalties
3(3.24)	Animal attacks person	\$200.00 Per Offence
3(3.25)	Animal attacks & injures person	\$1,000.00
	All other offences	\$50.00 First Offence \$100.00 Second Offence \$150.00 Third or Subsequent Offences

Initials: Handwritten initials in blue ink, appearing to be "DA".

Town of Pincher Creek

REQUEST FOR DECISION

Council

SUBJECT: Proposed Amendments to the Fee Structure By-Law 1584-22	
PRESENTED BY: Wendy Catonio, Director of Finance and Human Resources	DATE OF MEETING: 8/22/2022

PURPOSE:

For Council to review Schedule “A, B & C” of the Fee Structure Bylaw 1584-22 to determine the September 1, 2022 Fees for the Town of Pincher Creek Departments.

RECOMMENDATION:

That Council for the Town of Pincher Creek That Council for the Town of Pincher Creek agree to give second reading to Fee Structure Bylaw 1584-22.

BACKGROUND/HISTORY:

Administration undertakes regular reviews of the fees & charges schedules. Bylaw 1584-22 with Schedule A, B & C amendments are being presented to Council for their consideration to be effective September 1, 2022.

Council has already passed the new Water and Wastewater Utility Bylaws to be effective September 1, 2022 with one of the changes being the fees were removed and added to the Fee Structure Bylaw. In the future, when Council decides to change rates, only the fee structure bylaw will have to be changed and the associated utility bylaw does not need to be amended. Since the Fee Structure Bylaw was being presented to Council for utility rates, administration agreed it would be prudent to review all rates within this bylaw.

The bi-monthly utility rates charged to the customer are not being changed at this time. The rates have been removed from the Water and Wastewater Bylaws and added to the Fee Structure Bylaw. There have been new rates and adjustments added for penalties and miscellaneous services. Those changes can be identified in the attached draft schedules.

As well, there are new fees for the Stormwater Rates to be implemented January 1, 2023.

Administration expects more changes to be effective for January 1, 2023 once the 2023 budget has been deliberated.

The first reading of the Fee Structure By-Law 1584-22 was passed at the Regular Council meeting on July 25, 2022.

ALTERNATIVES:

That Council for the Town of Pincher Creek request more information from

administration.

That Council for the Town of Pincher Creek agree to give third and final reading to Fee Structure Bylaw 1584-22 and that a copy of which be attached hereto and form part of the minutes.

IMPLICATIONS/SUPPORT OF PAST STUDIES OR PLANS:

Regular review and amendments to the Fee Structure bylaw are necessary to ensure the Town of Pincher Creek's future sustainability.

FINANCIAL IMPLICATIONS:

Some of the increases resulted from the revision of the Water and Wastewater Bylaws which indicated that amendments were required to penalties and miscellaneous charges.

PUBLIC RELATIONS IMPLICATIONS:

Regular review and amendments to the Fee Structure bylaw are necessary to ensure the Town of Pincher Creek's future sustainability.

ATTACHMENTS:

1584-22 Fee Structure Bylaw - 2968

CONCLUSION/SUMMARY:

Administration supports passing second reading of the Fee Structure Bylaw 1584-22.

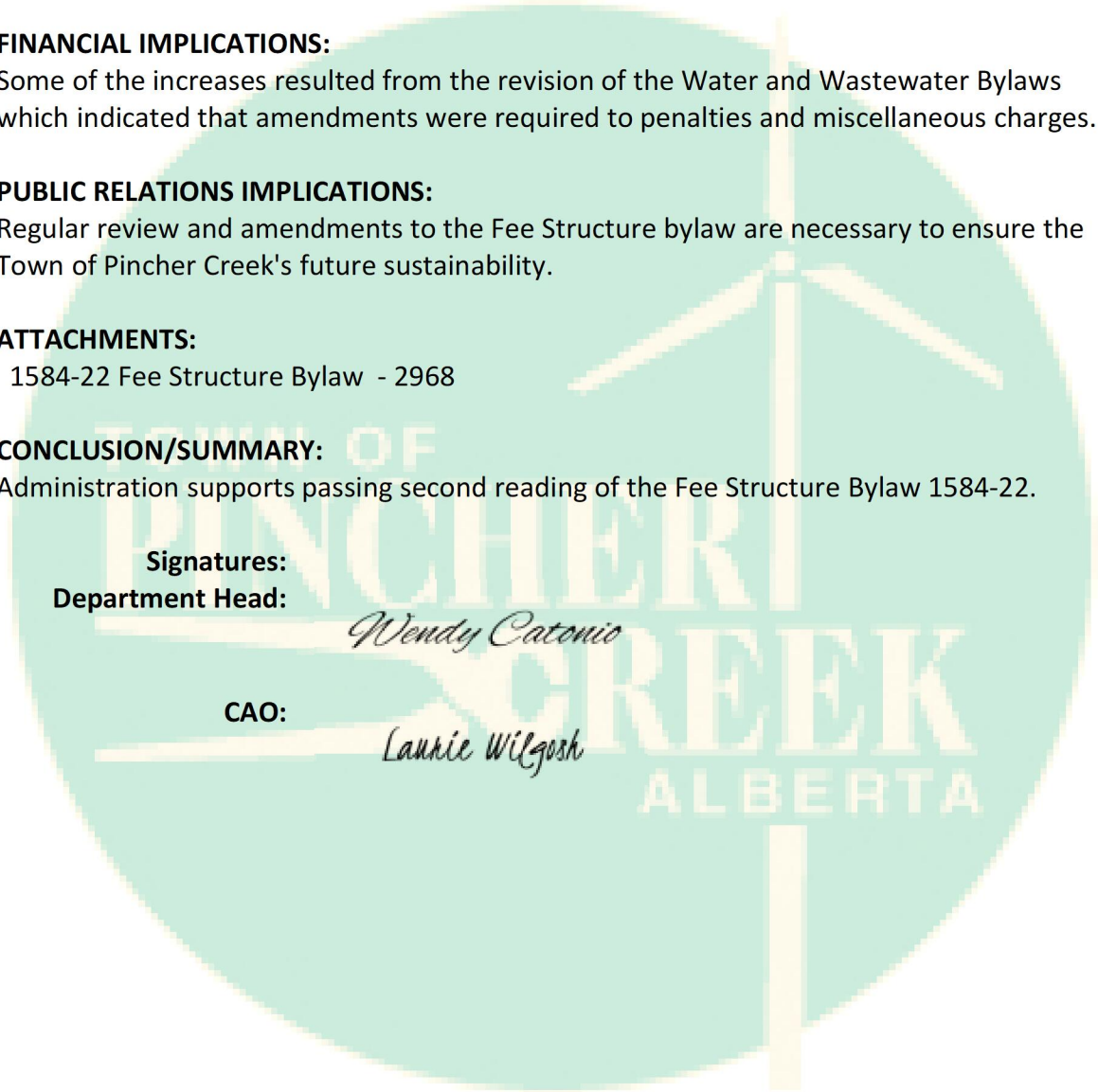
Signatures:

Department Head:

Wendy Catonio

CAO:

Laurie Wilgosh





**BYLAW No. 1584-22
OF THE
TOWN OF PINCHER CREEK**

**A BYLAW OF THE TOWN OF PINCHER CREEK, IN
THE PROVINCE OF ALBERTA, FOR THE PURPOSE
OF ESTABLISHING A FEE STRUCTURE**

WHEREAS pursuant to the Municipal Government Act, being Chapter M-26 of the Statutes of Alberta 2000, and amendments thereto, a municipality has the authority to pass bylaws regarding services provided by or on behalf of the municipality, and

WHEREAS the Town of Pincher Creek wishes to establish a Fee Structure for the Town of Pincher Creek.

NOW THEREFORE, Council of the Municipality of the Town of Pincher Creek, in the province of Alberta, hereby enacts as follows:

1. Schedule A, B & C attached hereto, shall establish a fee structure for the Town of Pincher Creek.
2. Bylaw # No. 1584-20 and amendments thereto are hereby repealed.
3. This bylaw comes into force and effect September 1, 2022.

READ A FIRST TIME THIS 25th DAY OF JULY, 2022, A.D.

MAYOR, Don Anderberg

CAO, Laurie Wilgosh

READ A SECOND TIME THIS 22nd DAY OF AUGUST, 2022, A.D.

MAYOR, Don Anderberg

CAO, Laurie Wilgosh

READ A THIRD TIME THIS 22nd DAY OF AUGUST, 2022, A.D.

MAYOR, Don Anderberg

CAO, Laurie Wilgosh

DRAFT

TOWN OF PINCHER CREEK
Bylaw #1584-22 - Schedules
Effective as of September 1, 2022 (unless otherwise noted)

E = GST EXEMPT I = RATE INCLUDES GST T = TAXABLE, TAX ADDED EXTRA TO THE STATED RATE							
GST	SERVICE	UNITS OF MEASURE	2020/2021 RATES	2022 RATES	CHANGE INCR/DECR	% CHANGE	
SCHEDULE "A" - CORPORATE SERVICES							
Interest Charges							
	Outstanding Accounts Receivables		2.50%	2.50%	0.00%	0%	
Taxes and Assessments							
	Tax Certificates	each	\$25.00	\$30.00	\$5.00	20%	
	Compliance Letter	each	\$50.00	\$50.00	\$0.00	0%	
	Expedited Compliance Letter	each	\$150.00	\$150.00	\$0.00	0%	
	Assessment Review Board Appeals - Residential 3 or fewer dwellings	per parcel	\$50.00	\$50.00	\$0.00	0%	
	Assessment Review Board Appeals - Residential 4 or more dwellings	per parcel	\$500.00	\$500.00	\$0.00	0%	
	Assessment Review Board Appeals - Non-Residential	per parcel	\$500.00	\$500.00	\$0.00	0%	
	Land Titles Tax Recovery Notification - Searches	each	\$20.00	\$20.00	\$0.00	0%	
	Land Titles Tax Recovery Notification - Registration of Tax Recovery Notice	each	\$20.00	\$20.00	\$0.00	0%	
	Land Titles Tax Recovery Notification - Discharge of Tax Recovery Notice	each	\$20.00	\$20.00	\$0.00	0%	
	Land Titles Tax Recovery Notification - All other Land Title Requests	each	At Cost	At Cost	\$0.00	0%	
	Personal Property Registry - Searches	per parcel	minimum \$20.00 or cost (whatever is greater)	minimum \$20.00 or cost (whatever is greater)	\$0.00	0%	
	Personal Property Registry - Registration of Tax Recovery Lien	each	\$20.00	minimum \$20.00 or cost (whatever is greater)	\$0.00	0%	
	Personal Property Registry - Discharge of Tax Recovery Lien	each	\$20.00	minimum \$20.00 or cost (whatever is greater)	\$0.00	0%	
	Personal Property Registry - All other Personal Property Registry Requests	each	At Cost	minimum \$20.00 or cost (whatever is greater)	\$0.00	0%	
Business Licenses							
	Rates as per Business License Bylaw						
Dog Licenses							
	Rates as per Animal Control Bylaw						
Cemetery							
	Rates as per Cemetery Bylaw						
Returned Cheques							

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GST	SERVICE	UNITS OF MEASURE	2020/2021 RATES	2022 RATES	CHANGE INCR/DECR	% CHANGE	
	Returned Cheques	each	\$35.00	\$35.00	\$0.00		0%
Miscellaneous							
T	Souvenir Pins	each	\$2.50	\$2.50	\$0.00		0%
T	Town Maps (36" x 48")	each	\$18.00	\$20.00	\$2.00		11%
T	Town Maps (24" x 18")	each	\$9.00	\$10.00	\$1.00		11%
Town Information							
T	Town Business License List/per set	each	\$10.00	\$0.00	-\$10.00		-100%
T	Land Use Bylaw	each	\$42.00	\$0.00	-\$42.00		-100%
T	Municipal Development Plan	each	\$20.00	\$0.00	-\$20.00		-100%
T	Intermunicipal Development Plan	each	\$12.00	\$0.00	-\$12.00		-100%
T	Engineering Standards	each	\$15.00	\$0.00	-\$15.00		-100%
T	Council/Committee Minutes - Up to 2 sets of minutes	each	\$0.00	\$0.00	\$0.00		0%
T	Council/Committee Minutes - More than 2 sets/per extra set	each	\$2.00	\$0.00	-\$2.00		-100%
T	Council/Committee Minutes - Current minutes distributed on a regular basis	each	\$0.00	\$0.00	\$0.00		0%
T	Miscellaneous Information (photocopies)	per page	\$0.25	\$0.25	\$0.00		0%
T	Complete Agenda Packages	each	\$10.00	\$0.00	-\$10.00		-100%
T	Draft Bylaws	each	\$0.00	\$0.00	\$0.00		0%

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GST	SERVICE	UNITS OF MEASURE	2020/2021 RATES	2022 RATES	CHANGE INCR/DECR	% CHANGE
SCHEDULE "B" - OPERATIONAL SERVICES						
Water Services (relating to Bylaw 1631)						
	Water Service Charge - Residential Metered - 5/8" (15mm) Meter	per month	\$13.91	\$13.91	\$0.00	0%
	Water Service Charge - Residential Metered - 3/4" (20mm) Meter	per month	\$49.47	\$49.47	\$0.00	0%
	Water Service Charge - Residential Metered - 1" (25mm) Meter	per month	\$67.75	\$67.75	\$0.00	0%
	Water Service Charge - Residential Metered - 1-1/2" (40mm) Meter	per month	\$85.03	\$85.03	\$0.00	0%
	Water Service Charge - Residential Metered - 2" (50mm) Meter	per month	\$85.03	\$85.03	\$0.00	0%
	Water Service Charge - Residential Metered - 3" (75mm) Meter	per month	\$105.35	\$105.35	\$0.00	0%
	Water Service Charge - Residential Metered - 4" (100mm) Meter	per month	\$105.35	\$105.35	\$0.00	0%
	Water Service Charge - Non-Residential Metered - 5/8" (15mm) Meter	per month	\$13.91	\$13.91	\$0.00	0%
	Water Service Charge - Non-Residential Metered - 3/4" (20mm) Meter	per month	\$49.47	\$49.47	\$0.00	0%
	Water Service Charge - Non-Residential Metered - 1" (25mm) Meter	per month	\$67.75	\$67.75	\$0.00	0%
	Water Service Charge - Non-Residential Metered - 1-1/2" (40mm) Meter	per month	\$85.03	\$85.03	\$0.00	0%
	Water Service Charge - Non-Residential Metered - 2" (50mm) Meter	per month	\$85.03	\$85.03	\$0.00	0%
	Water Service Charge - Non-Residential Metered - 3" (75mm) Meter	per month	\$105.35	\$105.35	\$0.00	0%
	Water Service Charge - Non-Residential Metered - 4" (100mm) Meter	per month	\$105.35	\$105.35	\$0.00	0%
	Water Usage Charge (Town User) - Residential Metered	m3	\$1.12	\$1.12	\$0.00	0%
	Water Usage Charge (Town User) - Non-Residential Metered	m3	\$1.12	\$1.12	\$0.00	0%
	Water Usage Charge (Town User) - Irrigation	m3	\$1.12	\$1.12	\$0.00	0%
	Residential Flat Rate (Non-Metered)	per month	\$64.32	\$64.32	\$0.00	0%
	Temporary Water Rate	per 30 days	\$0.00	\$75.00	\$75.00	N/A
	Hydrant Connection Unit - Refundable Deposit	per occurrence	\$0.00	\$500.00	\$500.00	N/A
	Hydrant Connection Unit - Service Charge (minimum 7 days)	per day	\$30.00	\$30.00	\$0.00	0%
	Hydrant Connection Unit - Usage Charge	m3	\$1.30	\$1.30	\$0.00	0%
	New Service Hookup Fee - Residential	per occurrence	\$125.00	\$125.00	\$0.00	0%
	New Service Hookup Fee - Non-Residential	per occurrence	\$200.00	\$200.00	\$0.00	0%
	Disconnection/Reconnection - Temporary Disconnection	per occurrence	\$30.00	\$50.00	\$20.00	67%
	Disconnection/Reconnection - Cut-Off for Non-Payment	per occurrence	N/A	\$150.00	\$150.00	N/A
	Disconnection/Reconnection - Reconnection During Regular Business Hours	per occurrence	\$30.00	\$50.00	\$20.00	67%
	Disconnection/Reconnection - Reconnection Outside Regular Business Hours	per occurrence	\$130.00	\$150.00	\$20.00	15%
	Water Meters - Installation Fee - 1" (25mm) or smaller	per occurrence	cost + 10%	\$400.00	N/A	N/A
	Water Meters - Installation Fee - over 1" (25mm)	per occurrence	cost + 10%	cost + 10%	\$0.00	0%
	Water Meters - Replacement - 1" (25mm) or smaller	per occurrence	cost + 10%	\$400.00	N/A	N/A

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	Water Meters - Replacement - over 1" (25mm)	per occurrence	cost + 10%	cost + 10%	\$0.00	0%
	Water Meters - Removal	per occurrence	\$30.00	\$150.00	\$120.00	400%
	Water Meters - Additional Reads	per occurrence	\$25.00	\$25.00	\$0.00	0%
	Water Meters - Calibration Testing	per occurrence	\$50.00	\$200.00	\$150.00	300%
	Penalty - Provide False Information (Section 2.2)	per occurrence	N/A	\$1,000.00	N/A	N/A
	Penalty - Fail to Install Low Flow Plumbing Fixtures (Section 5.1)	per occurrence	N/A	\$500.00	N/A	N/A
	Penalty - Allow Potable Water to Run Off Parcel for 30m or more (Section 5.3)	per occurrence	N/A	\$200.00	N/A	N/A
	Penalty - Allow Potable Water to Run Off Parcel Directly to Catch Basin (Section 5.3)	per occurrence	N/A	\$200.00	N/A	N/A
	Penalty - Allow Spray or Stream of Potable Water to Run Into Street or Sidewalk or Parcel (Section 5.3)	per occurrence	N/A	\$200.00	N/A	N/A
	Penalty - Outdoor Use of Water Contrary to Stage 2 Restrictions (Section 6.2)	per occurrence	N/A	\$600.00	N/A	N/A
	Penalty - Outdoor Use of Water Contrary to Stage 3 Restrictions (Section 6.2)	per occurrence	N/A	\$1,500.00	N/A	N/A
	Penalty - Outdoor Use of Water Contrary to Stage 4 Restrictions (Section 6.2)	per occurrence	N/A	\$3,000.00	N/A	N/A
	Penalty - Enter Fenced Area of Water System without Permission (Section 7.1)	per occurrence	N/A	\$1,500.00	N/A	N/A
	Penalty - Climb Structure of Water System (Section 7.1)	per occurrence	N/A	\$1,500.00	N/A	N/A
	Penalty - Disobey Sign or Cross Barrier in Pincher Creek Riparian Area (Section 7.2)	per occurrence	N/A	\$1,500.00	N/A	N/A
	Penalty - Place Thing in Water or on Ice of Pincher Creek (Section 7.2)	per occurrence	N/A	\$1,500.00	N/A	N/A
	Penalty - Activity which may Pollute Pincher Creek (Section 7.2)	per occurrence	N/A	\$3,000.00	N/A	N/A
	Penalty - Climb, Damage, or Tamper with Water System (Section 7.2)	per occurrence	N/A	\$1,500.00	N/A	N/A
	Penalty - Damage, Destroy, Remove, Interfere with Water System (Section 7.3)	per occurrence	N/A	\$1,500.00	N/A	N/A
	Penalty - Interfere with Another Customer's Use of Water System (Section 7.3)	per occurrence	N/A	\$1,500.00	N/A	N/A
	Penalty - Use of Boosting Device to Increase Water Pressure (Section 7.3)	per occurrence	N/A	\$1,500.00	N/A	N/A
	Penalty - Prohibited Installation Upstream of Water Meter (Section 7.3)	per occurrence	N/A	\$1,500.00	N/A	N/A
	Penalty - Prohibited Installation Upstream of Premises-Isolating Cross Connection Control Device (Section 7.3)	per occurrence	N/A	\$1,500.00	N/A	N/A
	Penalty - Tamper, Break, or Removal Seal on Water Service Connection or Water Meter (Section 7.3)	per occurrence	N/A	\$1,500.00	N/A	N/A

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	Penalty - Prohibited Connection to Water System (Section 7.3)	per occurrence	N/A	\$1,500.00	N/A	N/A
	Penalty - Hindrance of Town Employee or Agent (Section 7.4)	per occurrence	N/A	\$1,000.00	N/A	N/A
	Penalty - Failure to Notify of Damaged Water Meter (Section 7.5)	per occurrence	N/A	\$1,000.00	N/A	N/A
	Penalty - Failure to Notify of Broken Seal on Bypass Valve or Water Meter within 24 hours (Section 7.5)	per occurrence	N/A	\$1,000.00	N/A	N/A
	Penalty - Interfere or Tamper with Water Meter or Reading Device (Section 7.5)	per occurrence	N/A	\$1,000.00	N/A	N/A
	Penalty - Prohibited Opening of Bypass Valve or Metering Installation (Section 7.5)	per occurrence	N/A	\$1,000.00	N/A	N/A
	Penalty - Failure to Provide Meter Reading (Section 7.5)	per occurrence	N/A	\$500.00	N/A	N/A
	Penalty - Failure to Maintain Shut-Off Valve (Section 7.6)	per occurrence	N/A	\$1,500.00	N/A	N/A
	Penalty - Unauthorized Operation of a Water Service Valve (Section 7.6)	per occurrence	N/A	\$1,500.00	N/A	N/A
	Penalty - Allow Unauthorized Operation of a Water Service Valve (Section 7.6)	per occurrence	N/A	\$1,500.00	N/A	N/A
	Penalty - Unauthorized Cross Connection (Section 7.7)	per occurrence	N/A	\$1,500.00	N/A	N/A
	Penalty - Failure to Install a Cross Connection Control Device (Section 7.7)	per occurrence	N/A	\$2,000.00	N/A	N/A
	Penalty - Failure to Test a Cross Connection Control Device (Section 7.7)	per occurrence	N/A	\$1,500.00	N/A	N/A
	Penalty - Failure to Retain Test Records On-Site (Section 7.7)	per occurrence	N/A	\$500.00	N/A	N/A
	Penalty - Fail to File Passed Testable Cross Connection Control Device Test Report within 30 Days (Section 7.7)	per occurrence	N/A	\$500.00	N/A	N/A
	Penalty - Fail to File Failed Testable Cross Connection Control Device Test Report within 2 Days (Section 7.7)	per occurrence	N/A	\$500.00	N/A	N/A
	Penalty - Fail to Replace Testable Cross Connection Control Device within 5 Days (Section 7.7)	per occurrence	N/A	\$1,500.00	N/A	N/A
	Penalty - Unauthorized Opening or Closing of Hydrant or Hydrant Valve (Section 7.8)	per occurrence	N/A	\$1,500.00	N/A	N/A
	Penalty - Unauthorized Connection to a Hydrant (Section 7.8)	per occurrence	N/A	\$1,500.00	N/A	N/A
	Penalty - Unauthorized Use of Water from a Hydrant (Section 7.8)	per occurrence	N/A	\$1,500.00	N/A	N/A
	Penalty - Paint or Allow to be Painted a Hydrant Unauthorized Color (Section 7.8)	per occurrence	N/A	\$100.00	N/A	N/A
	Penalty - Allow Obstruction of a Hydrant (Section 7.8)	per occurrence	N/A	\$150.00	N/A	N/A
	Penalty - Allow Thing to Interfere with Operation of a Hydrant (Section 7.8)	per occurrence	N/A	\$1,500.00	N/A	N/A
	Penalty - Failure to Comply with Hydrant Connection Unit Requirements (Section 7.8)	per occurrence	N/A	\$1,500.00	N/A	N/A

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	Penalty - Unauthorized use of Alternate Source of Water (Section 8)	per occurrence	N/A	\$1,500.00	N/A	N/A
	Penalty - Unauthorized Connection of Alternate Water Source to Water System (Section 8)	per occurrence	N/A	\$1,500.00	N/A	N/A
	Penalty - Prohibited Sharing of Water Supply from One Premises to Other Eligible Premises (Section 8)	per occurrence	N/A	\$1,500.00	N/A	N/A
	Penalty - Failure to Comply with a Requirement of the CAO (Section 10.2)	per occurrence	N/A	\$1,500.00	N/A	N/A
	Penalty - Failure to Comply with a Requirement or Condition of a Written Approval or Permit (Section 10.2)	per occurrence	N/A	\$1,500.00	N/A	N/A
	Penalty - Failure to Comply with a Requirement or Condition of an Agreement (Section 10.2)	per occurrence	N/A	\$1,500.00	N/A	N/A
	Penalty - Failure to Comply with Remedial Order (Section 10.3)	per occurrence	N/A	\$1,000.00	N/A	N/A
Wastewater Services (relating to Bylaw 1632)						
	Wastewater Service Charge - Residential Metered	per month	\$16.06	\$16.06	\$0.00	0%
	Wastewater Service Charge - Non-Residential Metered	per month	\$6.48	\$6.48	\$0.00	0%
	Wastewater Service Charge - Residential Flat (Non-Metered)	per month	\$16.06	\$16.06	\$0.00	0%
	Wastewater Service Charge - Non-Residential Effluent Meter	per month	N/A	\$0.00	\$0.00	N/A
	Wastewater Usage Charge (Town User) - Residential Metered	m3	\$0.00	\$0.00	\$0.00	0%
	Wastewater Usage Charge (Town User) - Non-Residential Metered	m3	10% of water fee	10% of water fee	\$0.00	0%
	Wastewater Usage Charge (Town User) - Non-Residential Effluent Meter	m3	N/A	\$0.00	\$0.00	N/A
	Wastewater Surcharge Service Charge	per month	N/A	\$0.00	\$0.00	N/A
	Wastewater Surcharge Usage Charge - BOD Surcharge	per mg/L	N/A	\$0.00	\$0.00	N/A
	Wastewater Surcharge Usage Charge - TSS Surcharge	per mg/L	N/A	\$0.00	\$0.00	N/A
	Wastewater Surcharge Usage Charge - FOG Surcharge	per mg/L	N/A	\$0.00	\$0.00	N/A
	Hauled Wastewater Charge		N/A	\$0.00	N/A	N/A
	Penalty - Installing or Operating a Wastewater Treatment Facility Without Written Approval (Section 2.1)	per occurrence	N/A	\$2,500.00	N/A	N/A
	Penalty - Failing to Comply with All Conditions or Requirements for the Installation or Operation of a Wastewater Treatment Facility (Section 2.1)	per occurrence	N/A	\$1,500.00	N/A	N/A
	Penalty - Failing to Ensure that the Wastewater Service Connection and Owner's Plumbing System Comply with the <i>Safety Codes Act</i> (Section 2.2)	per occurrence	N/A	\$1,000.00	N/A	N/A

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	Penalty - Failing to Ensure that Any Required Permits, Inspections, or Other Approvals Required by the <i>Safety Codes Act</i> or Other Legislation are Valid and Subsisting Prior to Connection to the Wastewater System (Section 2.2)	per occurrence	N/A	\$1,000.00	N/A	N/A	N/A
	Penalty - Uncovering, Opening, Breaking, Altering, Removing, Damaging, Destroying, or Tampering with Any Part of the Wastewater System, or Allowing the Same (Section 5.1)	per occurrence	N/A	\$1,500.00	N/A	N/A	N/A
	Penalty - Uncovering, Opening, Breaking, Altering, Removing, Damaging, Destroying, or Tampering with Any Device Installed In or On the Wastewater System for Flow Measuring, Sampling Testing, or Contamination Prevention, or Allowing the Same (Section 5.1)	per occurrence	N/A	\$1,500.00	N/A	N/A	N/A
	Penalty - Uncovering, Opening, Breaking, Altering, Removing, Damaging, Destroying, or Tampering with a Monitoring Access Point, or Allowing the Same (Section 5.1)	per occurrence	N/A	\$1,500.00	N/A	N/A	N/A
	Penalty - Obstructing or Preventing Access to a Monitoring Access Point or Acting in a Manner that Obstructs or Prevents Access to a Monitoring Access Point (Section 5.1)	per occurrence	N/A	\$500.00	N/A	N/A	N/A
	Penalty - Entering into a Chamber, Structure, or Premises Associated with the Wastewater System Without Approval (Section 5.1)	per occurrence	N/A	\$1,500.00	N/A	N/A	N/A
	Penalty - Re-Using Wastewater Without Written Approval From Both the CAO and Safety Codes Officer (Section 5.2)	per occurrence	N/A	\$1,500.00	N/A	N/A	N/A
	Penalty - Failing to Comply with a Condition in an Approval for Wastewater Re-Use (Section 5.2)	per occurrence	N/A	\$1,500.00	N/A	N/A	N/A
	Penalty - Releasing, or Allowing the Release of Wastewater that Contains a Prohibited Substance into the Wastewater System (Section 5.3)	per occurrence	N/A	\$3,000.00	N/A	N/A	N/A
	Penalty - Releasing, or Allowing the Release of Wastewater into the Wastewater System that Contains a Substance That is Over the Concentration Limit as Defined in Schedule "B" or Schedule "C" (Section 5.3)	per occurrence	N/A	\$3,000.00	N/A	N/A	N/A
	Penalty - Releasing, or Allowing the Release of Wastewater that Does Not Comply With All Other Requirements of this Bylaw into the Wastewater System (Section 5.3)	per occurrence	N/A	\$3,000.00	N/A	N/A	N/A
	Penalty - Failing to Comply with a Condition in a Written Approval for Allowing Wastewater to Enter into the Wastewater System (Section 5.3)	per occurrence	N/A	\$1,500.00	N/A	N/A	N/A
	Penalty - Diluting Wastewater for the Purpose of Complying the Requirements of this Bylaw (Section 5.3)	per occurrence	N/A	\$1,000.00	N/A	N/A	N/A

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	Penalty - Failing to Dispose of Wastewater from a Premises into Either the Wastewater System or a Private Wastewater System (Section 6.1)	per occurrence	N/A	\$1,000.00	N/A	N/A	N/A
	Penalty - Disposing of a Substance into the Wastewater System Prior to the Connection of the Plumbing System to the Wastewater System (Section 6.1)	per occurrence	N/A	\$1,000.00	N/A	N/A	N/A
	Penalty - Directing or Allowing Clear Water Waste to be Directed into the Wastewater System (Section 6.1)	per occurrence	N/A	\$1,500.00	N/A	N/A	N/A
	Penalty - Failing to Install, Operate, Monitor, Provide Access To, or Properly Maintain a Wastewater Pre-Treatment System (Section 6.6)	per occurrence	N/A	\$2,000.00	N/A	N/A	N/A
	Penalty - Depositing, or Allowing to be Deposited, Waste Residue from a Pre-Treatment System into the Wastewater System Without Approval (Section 6.6)	per occurrence	N/A	\$1,500.00	N/A	N/A	N/A
	Penalty - Failing to Obtain and Retain Manuals, Instructions, and Specifications Related to the Installation, Operation, Maintenance, and Cleaning of the Pre-Treatment System Installed at a Premises (Section 6.6)	per occurrence	N/A	\$200.00	N/A	N/A	N/A
	Penalty - Failing to Maintain a Maintenance Schedule and Record of Each Maintenance for the Pre-Treatment System Installed at a Premises for a Period of Two Years, Including Records for Disposal of Waste Residue (Section 6.6)	per occurrence	N/A	\$500.00	N/A	N/A	N/A
	Penalty - Failing to Submit Submit Records Requested by the CAO (Section 6.6)	per occurrence	N/A	\$500.00	N/A	N/A	N/A
	Penalty - Failing to Install an FOG Interceptor (Section 6.7)	per occurrence	N/A	\$2,000.00	N/A	N/A	N/A
	Penalty - Failing to Monitor, Operate, Properly Maintain, and Clean Each FOG Interceptor (Section 6.7)	per occurrence	N/A	\$1,500.00	N/A	N/A	N/A
	Penalty - Failing to Ensure that Wastewater Does Not Exceed the Maximum Allowable Concentration Limits for FOG set out in Schedule "C" (Section 6.7)	per occurrence	N/A	\$3,000.00	N/A	N/A	N/A
	Penalty - Failing to Install an Interceptor (Section 6.7)	per occurrence	N/A	\$2,000.00	N/A	N/A	N/A
	Penalty - Failing to Monitor, Operate, Properly Maintain, and Clean Each Interceptor (Section 6.7)	per occurrence	N/A	\$1,500.00	N/A	N/A	N/A
	Penalty - Failing to Ensure that Wastewater Does Not Exceed the Maximum Allowable Concentration Limits for Hydrocarbons, Flammable Liquids, and TSS as set out in Schedule "B" and Schedule "C" (Section 6.7)	per occurrence	N/A	\$3,000.00	N/A	N/A	N/A

TOWN OF PINCHER CREEK
Bylaw #1584-22 - Schedules
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GST	SERVICE	UNITS OF MEASURE	2020/2021 RATES	2022 RATES	CHANGE INCR/DECR	% CHANGE	
	Penalty - Failing to Install a Dental Amalgam Separator on a Fixture that may Release Dental Amalgam Waste Containing Mercury into the Wastewater System (Section 6.7)	per occurrence	N/A	\$2,000.00	N/A	N/A	N/A
	Penalty - Failing to Install a Dental Amalgam Separator on a Fixture that may Release Dental Amalgam Waste Containing Mercury into the Wastewater System that is Directly Accessible (Section 6.7)	per occurrence	N/A	\$2,000.00	N/A	N/A	N/A
	Penalty - Failing to Monitor, Operate, Maintain, and Clean a Dental Amalgam Separator (Section 6.7)	per occurrence	N/A	\$1,500.00	N/A	N/A	N/A
	Penalty - Using Emulsifiers, Enzymes, Bacteria, Solvents, Hot Water, or Other Agent to Facilitate the Passage of FOG or Hydrocarbons through an Interceptor (Section 6.7)	per occurrence	N/A	\$1,000.00	N/A	N/A	N/A
	Penalty - Failing to Provide One or More Monitoring Access Points for the Monitoring of Wastewater (Section 7.1)	per occurrence	N/A	\$2,000.00	N/A	N/A	N/A
	Penalty - Failing to Provide Direct Access to Any Monitoring Access Point Located on the Premises (Section 7.1)	per occurrence	N/A	\$1,000.00	N/A	N/A	N/A
	Penalty - Failing to Obtain Approval for Hauled Wastewater (Section 8.1)	per occurrence	N/A	\$3,000.00	N/A	N/A	N/A
	Penalty - Failing to Pay Any Fees and Charges Related to a Hauled Wastewater Approval or Agreement as set out in Schedule "H" (Section 8.1)	per occurrence	N/A	\$200.00	N/A	N/A	N/A
	Penalty - Releasing Hauled Wastewater at an Unauthorized Location (Section 8.1)	per occurrence	N/A	\$3,000.00	N/A	N/A	N/A
	Penalty - Failing to Immediately Notify the Proper Authorities where a Substance is Released into the Wastewater System (Section 9.1)	per occurrence	N/A	\$1,000.00	N/A	N/A	N/A
	Penalty - Failing to Submit a Written Report About a Release (Section 9.1)	per occurrence	N/A	\$1,500.00	N/A	N/A	N/A
	Penalty - Failing to Take All Reasonable Measures to Mitigate the Release of a Substance (Section 9.1)	per occurrence	N/A	\$3,000.00	N/A	N/A	N/A
	Penalty - Failing to Have a Written Approval, Permit, or Agreement Available for Inspection on Request (Section 10.1)	per occurrence	N/A	\$200.00	N/A	N/A	N/A
	Penalty - Failing to Comply with a Requirement of the CAO (Section 10.1)	per occurrence	N/A	\$1,500.00	N/A	N/A	N/A
	Penalty - Failing to Comply with a Requirement or Condition of an Agreement (Section 10.1)	per occurrence	N/A	\$1,500.00	N/A	N/A	N/A
	Penalty - Failing to Comply with a Requirement or Condition of a Written Approval or Permit (Section 10.1)	per occurrence	N/A	\$1,500.00	N/A	N/A	N/A
	Penalty - Failing to Comply with a Remedial Order (Section 11.3)	per occurrence	N/A	\$1,000.00			

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GST	SERVICE	UNITS OF MEASURE	2020/2021 RATES	2022 RATES	CHANGE INCR/DECR	% CHANGE
	Penalty - Obstructing an Officer, the CAO, or their Designates in the Exercise of their Powers or Duties (Section 11.4)	per occurrence	N/A	\$1,000.00	N/A	N/A
Stormwater Services (relating to Bylaw 1630)						
	Storm Drainage Service Charge - Residential (effective January 1, 2023)	per month	N/A	\$8.35	N/A	N/A
	Storm Drainage Service Charge - Non-Residential (effective January 1, 2023)	per month	N/A	\$16.69	N/A	N/A
	Penalty - Release of Prohibited Material (Section 5.1)	per occurrence	N/A	\$500.00	N/A	N/A
	Penalty - Fail to Notify of Release (Section 5.3)	per occurrence	N/A	\$75.00	N/A	N/A
	Penalty - Fail to Mitigate a Prohibited Release (Section 5.3)	per occurrence	N/A	\$500.00	N/A	N/A
	Penalty - Fail to Cover or Clearly Mark Hoses (Section 5.3)	per occurrence	N/A	\$75.00	N/A	N/A
	Penalty - Allow Termination within 2m (Section 5.4)	per occurrence	N/A	\$75.00	N/A	N/A
	Penalty - Connect Directly to Foundation Drain or Weeping Tile (Section 5.4)	per occurrence	N/A	\$75.00	N/A	N/A
	Penalty - Pump/Redirect Water from a Parcel (Section 5.4)	per occurrence	N/A	\$500.00	N/A	N/A
	Penalty - Fail to Maintain Interceptor (Section 5.6)	per occurrence	N/A	\$500.00	N/A	N/A
	Penalty - Release Prohibited Material from an Interceptor (Section 5.6)	per occurrence	N/A	\$500.00	N/A	N/A
	Penalty - Unauthorized Use of Storm Drainage System (Section 5.7)	per occurrence	N/A	\$500.00	N/A	N/A
	Penalty - Allow Structure On or Over Storm Drainage Facility (Section 5.8)	per occurrence	N/A	\$500.00	N/A	N/A
	Penalty - Failure to Ensure Storm Drainage Facility Remains Clear of Debris (Section 5.8)	per occurrence	N/A	\$500.00	N/A	N/A
	Penalty - Insufficient Clearance Over a Storm Drainage Facility (Section 5.8)	per occurrence	N/A	\$500.00	N/A	N/A
	Penalty - Restricting flow into or within the Storm Drainage System (Section 5.8)	per occurrence	N/A	\$500.00	N/A	N/A
	Penalty - Unauthorized Connection to Storm Drainage System (Section 5.9)	per occurrence	N/A	\$500.00	N/A	N/A
	Penalty - Unauthorized Re-Use of Connection (Section 5.9)	per occurrence	N/A	\$500.00	N/A	N/A
	Penalty - Failure to Notify Town of Discontinuation of Use (Section 5.9)	per occurrence	N/A	\$75.00	N/A	N/A
	Penalty - Violation of Approval or Condition of Approval (Section 6.1)	per occurrence	N/A	\$500.00	N/A	N/A
	Penalty - Fail to Comply with Remedial Order (Section 7.2)	per occurrence	N/A	\$500.00	N/A	N/A
	Penalty - Hindering an Authorized Town Employee (Section 7.4)	per occurrence	N/A	\$500.00	N/A	N/A
Garbage Services						
	Rate as per Garbage Utility Bylaw					
Equipment Services						

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GST	SERVICE	UNITS OF MEASURE	2020/2021 RATES	2022 RATES	CHANGE INCR/DECR	% CHANGE	
T	Rate as per current Alberta Road Builders and Heavy Equipment Association Handbook						
Goods							
T	Sale of Goods		Cost + 25% restocking fee	Cost + 25% restocking fee	\$0.00	0%	

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TOWN OF PINCHER CREEK
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GST	SERVICE	UNITS OF MEASURE	2020/2021 RATES	2022 RATES	CHANGE INCR/DECR	% CHANGE
SCHEDULE "C" - COMMUNITY SERVICES						
PARKS/SPORTSFIELDS						
	Baseball Youth (Per Season)	per player	\$22.00	\$25.00	\$3.00	14%
	Slo Pitch/Baseball Adult (Per Season)	per team	\$400.00	\$450.00	\$50.00	13%
	Slo Pitch Tournament JJT Park		\$750.00	\$750.00	\$0.00	0%
	Concession at Diamonds (per day/booking)		\$60.00	\$60.00	\$0.00	0%
	Concession at Diamonds (OOR)		\$110.00	\$110.00	\$0.00	0%
	Bleacher Rental	per set	\$85.00	\$85.00	\$0.00	0%
	Park/Sports field Booking Fee	per booking	\$40.00	\$40.00	\$0.00	0%
	Soccer Youth (Per Season)	per player	\$22.00	\$25.00	\$3.00	14%
	Soccer Adult Team (Per Season)	per team	\$400.00	\$450.00	\$50.00	13%
	Football Youth (Per Season)	per player	\$22.00	\$25.00	\$3.00	14%
	School Use (Joint Use Agreement)		\$0.00	\$0.00	\$0.00	0%
	Campground Reservation Fee	per reservation	One Night Campground Fee as Below	One Night Campground Fee as Below	\$0.00	0%
	Campground (Full Service - Power, Sewer & Water)	per night	\$35.00	\$40.00	\$5.00	14%
	Campground (Partial Service - Power)	per night	\$30.00	\$35.00	\$5.00	17%
	Capground (Tent)	per night	\$20.00	\$25.00	\$5.00	25%
	Firewood Bundle	per bundle	\$7.00	\$10.00	\$3.00	43%
Arena - Summer (in effect May 1 - August 31)						
	Arena Slab-Profit Making/Trade Fair	per day	\$850.00	\$850.00	\$0.00	0%
	Arena Slab Set-up Profit Making/Trade Fair	per day	\$425.00	\$425.00	\$0.00	0%
	Arena Main Arena Youth	per hour	\$30.00	\$30.00	\$0.00	0%
	Arena Main Arena Adult	per hour	\$40.00	\$40.00	\$0.00	0%
	Arena Lobby-Profit Making	per hour	\$20.00	\$20.00	\$0.00	0%
	Arena Lobby-Non Profit	per hour	\$10.00	\$10.00	\$0.00	0%
	Arena Concession	per day	\$60.00	\$60.00	\$0.00	0%
Arena - Winter (in effect September 1 - April 30)						
	Minor Hockey, Figure Skating, Youth	per hour	\$73.00	\$75.00	\$2.00	3%
	Recreation Hockey, Adult	per hour	\$125.00	\$130.00	\$5.00	4%
	Minor Hockey, Figure Skating Youth (OOR)	per hour	\$150.00	\$175.00	\$25.00	17%
	Shinny Hockey Drop In (Daytime)	per player	\$7.00	\$8.00	\$1.00	14%
	Parent 'N Tot Drop in		\$0.00	\$0.00	\$0.00	0%
	Statutory Holiday Rental (Boxing Day)	per hour	\$150.00	\$150.00	\$0.00	0%
	Public/Family Skating Sponsorship	per season	\$3,000.00	\$3,000.00	\$0.00	0%
	Non-Prime Time Usage	Dollars off per hour	\$10.00	\$10.00	\$0.00	0%
	Board Advertising	per year	\$450.00	\$450.00	\$0.00	0%

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GST	SERVICE	UNITS OF MEASURE	2020/2021 RATES	2022 RATES	CHANGE INCR/DECR	% CHANGE
	Wall Advertising	per year	\$250.00	\$250.00	\$0.00	0%
	Centre Ice Advertising	per year	\$636.00	\$650.00	\$14.00	2%
	Neutral Zone Advertising	per year	\$530.00	\$500.00	-\$30.00	-6%
	Zamboni Advertising	per year	\$620.00	\$650.00	\$30.00	5%
	Concession Lease (Winter Season)	per year	\$1,000.00	\$1,000.00	\$0.00	0%
	Senior Citizen Centre Lease	per year	\$1,000.00	\$1,000.00	\$0.00	0%
	Arena Event Set-Up/Take Down	half price		half price	\$0.00	0%
	Schools (Joint Use Agreement)		\$0.00	\$2.00	\$2.00	N/A
	Pool					
	Infant/Preschool (0-3 Years) Drop In		\$0.00	\$0.00	\$0.00	0%
	Hot Tub/ Shower		\$2.00	\$2.00	\$0.00	0%
	Child (4-7Years) Drop In		\$3.00	\$3.00	\$0.00	0%
	Youth (8-17 Years) Drop In		\$4.00	\$5.00	\$1.00	25%
	Adult (18+ Years) Drop In		\$6.00	\$7.00	\$1.00	17%
	Senior (55+ Years) Drop In		\$5.00	\$6.00	\$1.00	20%
	Family		\$14.00	\$15.00	\$1.00	7%
	Sr. Aquafit Drop In		\$5.50	\$6.00	\$0.50	9%
	Masters/Boot Camp/Aquafit Drop In/Boot Camp		\$7.00	\$8.00	\$1.00	14%
	1 Month Pass Child	per month	\$24.00	\$24.00	\$0.00	0%
	1 Month Pass Youth	per month	\$32.00	\$32.00	\$0.00	0%
	1 Month Pass Family	per month	\$80.00	\$80.00	\$0.00	0%
	1 Month Pass Pre-school (0-3 Years)	per month	\$0.00	\$0.00	\$0.00	0%
	1 Month Pass Adult	per month	\$50.00	\$50.00	\$0.00	0%
	1 Month Pass Senior (55+ Years)	per month	\$40.00	\$40.00	\$0.00	0%
	1 Month Pass Aquafit	per month	\$52.00	\$52.00	\$0.00	0%
	1 Month Pass Sr. Aquafit (55+ Years)	per month	\$42.00	\$42.00	\$0.00	0%
	6 Month Pass Child	per 6 months	\$99.00	\$99.00	\$0.00	0%
	6 Month Pass Youth	per 6 months	\$136.00	\$136.00	\$0.00	0%
	6 Month Pass Family	per 6 months	\$338.00	\$338.00	\$0.00	0%
	6 Month Pass Pre-school (0-3 Years)	per 6 months	\$0.00	\$0.00	\$0.00	0%
	6 Month Pass Adult	per 6 months	\$210.00	\$210.00	\$0.00	0%
	6 Month Pass Senior (55+ Years)	per 6 months	\$170.00	\$170.00	\$0.00	0%
	6 Month Pass Aquafit	per 6 months	\$215.00	\$215.00	\$0.00	0%
	6 Month Pass Sr. Aquafit (55+ Years)	per 6 months	\$180.00	\$180.00	\$0.00	0%
	1 Year Pass Child	per year	\$165.00	\$165.00	\$0.00	0%
	1 Year Pass Youth	per year	\$224.00	\$224.00	\$0.00	0%
	1 Year Pass Family	per year	\$565.00	\$565.00	\$0.00	0%
	1 Year Pass Adult	per year	\$340.00	\$340.00	\$0.00	0%

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GST	SERVICE	UNITS OF MEASURE	2020/2021 RATES	2022 RATES	CHANGE INCR/DECR	% CHANGE
	1 Year Pass Senior (55+ Years)	per year	\$280.00	\$280.00	\$0.00	0%
	1 Year Pass Aquafit	per year	\$350.00	\$350.00	\$0.00	0%
	1 Year Pass Sr. Aquafit (55+ Years)	per year	\$300.00	\$300.00	\$0.00	0%
	10 Punch Child		\$27.00	\$27.00	\$0.00	0%
	10 Punch Youth		\$36.00	\$45.00	\$9.00	25%
	10 Punch Adult		\$54.00	\$63.00	\$9.00	17%
	10 Punch Senior (55+ Years)		\$45.00	\$54.00	\$9.00	20%
	10 Punch Aquafit/Masters/Bootcamp		\$63.00	\$72.00	\$9.00	14%
	10 Punch Sr. Aquafit (55+ Years)		\$49.50	\$54.00	\$4.50	9%
	10 Punch Family Swim		\$126.00	\$145.00	\$19.00	15%
	20 Punch Child		\$57.00	\$57.00	\$0.00	0%
	20 Punch Youth		\$72.00	\$85.00	\$13.00	18%
	20 Punch Adult		\$108.00	\$119.00	\$11.00	10%
	20 Punch Senior (55+ Years)		\$90.00	\$102.00	\$12.00	13%
	20 Punch Aquafit/Masters/Bootcamp		\$117.00	\$136.00	\$19.00	16%
	20 Punch Sr. Aquafit (55+ Years)		\$93.50	\$102.00	\$8.50	9%
	20 Punch Family Pass		\$238.00	\$255.00	\$17.00	7%
E	Junior Lifeguard Club Session		\$180.00	\$180.00	\$0.00	0%
	Water Safety Instructor Course	per course	\$325.00	\$325.00	\$0.00	0%
	Water Safety Instructor Re-cert	per course	\$95.00	\$95.00	\$0.00	0%
	Lifesaving Instructor Course	per course	\$250.00	\$325.00	\$75.00	30%
	Lifesaving Instructor Re-cert	per course	\$60.00	\$60.00	\$0.00	0%
	National Lifeguard Course	per course	\$315.00	\$367.00	\$52.00	17%
	National Lifeguard Re-cert	per course	\$50.00	\$60.00	\$10.00	20%
E	First Aid Course	per course	\$160.00	\$180.00	\$20.00	13%
	First Aid Course Re-cert	per course	\$80.00	\$80.00	\$0.00	0%
E	Bronze Medallion/Bronze Cross - Combined Course	per course	\$225.00	\$225.00	\$0.00	0%
	Bronze Medallion or Bronze Cross - Full Course	per course	\$130.00	\$160.00	\$30.00	23%
E	Babysitting Course	per course	\$75.00	\$84.00	\$9.00	12%
E	Boating Manual	each	\$20.00	\$20.00	\$0.00	0%
	Boating exam	per exam	\$25.00	\$25.00	\$0.00	0%
I	Concession Room (Not-for-profit, Public)	per hour	\$10.00	\$10.00	\$0.00	0%
I	Concession Room (Not-for-profit, Public)	per half day	\$20.00	\$20.00	\$0.00	0%
I	Concession Room (Not-for-profit, Public)	per full day	\$40.00	\$40.00	\$0.00	0%
I	Concession Room (Commercial, Profit Making)	per hour	\$20.00	\$20.00	\$0.00	0%
I	Concession Room (Commercial, Profit Making)	per half day	\$40.00	\$40.00	\$0.00	0%
I	Concession Room (Commercial, Profit Making)	per full day	\$80.00	\$80.00	\$0.00	0%
I	Private Pool Rental	per hour	\$130.00	\$140.00	\$10.00	8%

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I	Private Pool Rental Extra Guard	per guard	\$30.00	\$30.00	\$0.00	0%	
	Private Rental Pool Toy	per hour	\$30.00	\$30.00	\$0.00	0%	
I	Sponsored Swim	per swim	\$150.00	\$170.00	\$20.00	13%	
I	Swim Club All Lanes/Full Pool	per hour	\$65.00	\$70.00	\$5.00	8%	
I	Swim Club Lane Rental	per lane	\$15.00	\$16.00	\$1.00	7%	
I	Kayak Club Full Pool	per hour	\$65.00	\$70.00	\$5.00	8%	
I	Locker Rental – Per Month	per month	\$7.50	\$7.50	\$0.00	0%	
I	Locker Rental – Per Year	per year	\$75.00	\$75.00	\$0.00	0%	
E	Private Lessons	1/2 hour	\$22.50	\$22.50	\$0.00	0%	
E	Private Lessons	1 hour	\$30.00	\$30.00	\$0.00	0%	
E	Semi-Private Lessons	1/2 hour/person	\$17.50	\$17.50	\$0.00	0%	
E	Semi-Private Lessons	1 hour/person	\$25.00	\$25.00	\$0.00	0%	
E	5 Week Red Cross Lessons (Pre-school-SK2)		\$45.00	\$47.00	\$2.00	4%	
E	5 Week Red Cross Lessons (Swim Kids 3-6)		\$48.00	\$50.00	\$2.00	4%	
E	5 Week Red Cross Lessons (Swim Kids 7-10)		\$50.00	\$52.00	\$2.00	4%	
E	8 Week Red Cross Lessons (Pre-school-SK2)		\$60.00	\$62.50	\$2.50	4%	
E	8Week Red Cross Lessons (Swim Kids 3-6)		\$62.50	\$65.00	\$2.50	4%	
E	8Week Red Cross Lessons (Swim Kids 7-10)		\$65.00	\$67.50	\$2.50	4%	
E	School Lessons (Full Red Cross/Student)		\$35.00	\$36.50	\$1.50	4%	
E	School Lessons (Certificate Program)		\$25.00	\$26.50	\$1.50	6%	
E	Fitness/Stroke Improvement (Per Student/Day)		\$4.50	\$5.00	\$0.50	11%	
	School Kayaking/Student		\$6.00	\$6.00	\$0.00	0%	
	School Open Swim - 1 Hour (Per Student)		\$3.50	\$3.50	\$0.00	0%	
	School Open Swim – 2 Hours (Per Student)		\$4.00	\$4.00	\$0.00	0%	
Programs							
	Aerobics Adult		\$7.00	\$7.00	\$0.00	0%	
E	Summer Games Registration Fee (\$25.00 is charged but \$12.00 is forwarded on to host community)		\$10.00	\$10.00	\$0.00	0%	
	Programs i.e. Clinics and Workshops			Offered on a break-even basis.	Offered on a break-even basis.	\$0.00	0%

Town of Pincher Creek

REQUEST FOR DECISION

Council

SUBJECT: Clean Energy Improvement Program Bylaw #1634-22	
PRESENTED BY: Wendy Catonio, Director of Finance and Human Resources	DATE OF MEETING: 8/22/2022

PURPOSE:

For Council to consider implementing the Clean Energy Improvement Program through Bylaw #1634-22.

RECOMMENDATION:

That Council for the Town of Pincher Creek That Council for the Town of Pincher Creek agree to give second reading to the Clean Energy Improvement Program Bylaw #1634-22.

BACKGROUND/HISTORY:

The Clean Energy Improvement Program (CEIP) provides loans to property owners for clean energy improvements that are repaid through their property tax bill. This allows owners the flexibility of selling their property and passing the loan onto the new owner instead of having to commit to long payback times that come with some infrastructure.

This program is administered by Alberta Municipalities, who provide support in starting the program and then also with administrative tasks once it has been implemented. The first step in offering the program to our residents is passing a bylaw indicating our terms for creating an agreement between the Municipality and the property owner for a clean energy improvement. This has been done and the bylaw is presented as an attachment to this request for first reading.

The next step is to consider the route the Town wants to take to secure loan funding to distribute to the property owners who decide to implement the program. There are three options:

Option 1 – Partner with the MD to increase the total loan value and apply for a loan from the Federation of Canadian Municipalities (FCM) for 80% of the costs of the first four years of the program. The FCM also offers a grant worth 50% of the loan to cover costs. The remaining 20% of the costs will need to be secured through a bank, or internally. This option is not recommended if the application is made by the Town on its own because the community is too small, meaning the projected loan value is too low and the 50% grant will not cover the extra costs and administrative burden.

Option 2 – Seek a loan agreement through a bank.

Option 3 – Fund the program internally

Going ahead with the FCM grant process will mean the program will take about one year to launch starting from the beginning of the first 2023 cohort. This is due to the extra duties required to secure the grant such as a market study. If it is decided to pursue other funding methods, then the program will be ready for launch approximately 6-8 months after the start of the first 2023 cohort.

ALTERNATIVES:

That Council for the Town of Pincher Creek request further information from administration to be presented at a future Council meeting.

That Council for the Town of Pincher Creek agree to give third and final reading to the Clean Energy Improvement Program Bylaw #1634-22 and a copy be attached hereto and form part of the minutes.

IMPLICATIONS/SUPPORT OF PAST STUDIES OR PLANS:

Council is committed to reducing Greenhouse gas emissions and saving energy costs through the commitment to the Municipal Climate Change Action Center Program Grant. This Clean Energy Improvement Program Bylaw #164-22 is a natural next step to assist the residents of the Town of Pincher Creek to reduce Greenhouse gas emissions and save energy costs.

FINANCIAL IMPLICATIONS:

Option 1 – The Town and MD receive a loan for 80% of the total costs, along with a grant valued at 50% of the loan to cover startup fees, loan defaults, marketing, auditing requirements and administration costs. The remaining 20% will need to be funded internally or through a bank.

Option 2 – The Town enters into an agreement with a bank to secure the loans for the program. There is a \$15,000 startup fee to get the program running and a charge to participants valued at 5% of their project to cover administration fees.

Option 3 – The Town internally funds the program, using reserves. There is a \$15,000 startup fee to get the program running and a charge to participants valued at 5% of their project to cover administration fees.

PUBLIC RELATIONS IMPLICATIONS:

Going forward with this program will show our residents that we are committed to supporting them reduce greenhouse gas emissions and save on energy costs. It will also give us an opportunity to continue to be a leader in the sustainability space and set an example for other municipalities to follow.

Partnering with the MD will show our continued commitment to creating a strong relationship and working together to improve the Pincher Creek area.

ATTACHMENTS:

1634-22 - Clean Energy Improvement Program - 2969

CONCLUSION/SUMMARY:

Administration supports Council giving second reading to the Clean Energy Improvement Program Bylaw #1634-22.

Signatures:

Department Head:

Wendy Catonio

CAO:

Laurie Wilgosh





BY-LAW #1634-22
of the
TOWN OF PINCHER CREEK

**A BYLAW OF THE MUNICIPALITY OF THE TOWN OF
PINCHER CREEK, IN THE PROVINCE OF ALBERTA, TO
ESTABLISH A CLEAN ENERGY IMPROVEMENT PROGRAM.**

WHEREAS, the purpose of a municipality is to foster the well-being of the environment and provide services, facilities, and more that, in the opinion of council are necessary or desirable for all, or as part of the municipality;

WHEREAS, the Clean Energy Improvement Program is a financing program that uses municipal financing to facilitate the implementation of clean energy improvements to residential and non-residential, and non-designated industrial properties through the use of a local assessment mechanism to provide security for repayment of the financing;

WHEREAS, Alberta Municipal Services Corporation (operating as Alberta Municipalities) has been designated by the Minister as the Program Administrator responsible for the Clean Energy Improvement Program to support municipalities in Alberta that finance clean energy improvements;

WHEREAS, the Council of Pincher Creek wishes to enable a Clean Energy Improvement Tax Bylaw to establish a Clean Energy Improvement Program pursuant to section 390.3 of the Municipal government Act, R.S.A 200, c. M-26 ('the Act');

WHEREAS, the Council of the Town of Pincher Creek wishes to enable financing for clean energy improvements for eligible properties in their municipality.

NOW THEREFORE, the Council of the Town of Pincher Creek; duly assembled enacts as follows:

1. SECTION 1: TITLE

1.1 This Bylaw be cited as the "Clean Energy Improvement Tax Bylaw" of the Town of Pincher Creek.

2. SECTION 2: DEFINITIONS

In this bylaw, unless the context otherwise requires, the word, term, or expressions:

- 2.1 ACT - means the Municipal Government Act, R.S.A. 2000, c. M-26 as amended, and any amendment or substitutions thereof;
- 2.2 BYLAW - means this Clean Energy Improvement Tax Bylaw;
- 2.3 CHIEF ADMINISTRATIVE OFFICER (CAO) - means the person appointed to the position of the chief administrative officer for the Town of Pincher Creek, within the meaning of the Municipal Government Act.



- 2.4 CLEAN ENERGY IMPROVEMENT AGREEMENT or AGREEMENT - means the agreement executed between the Municipality and the Owner of an Eligible Property whereby the Owner agrees to pay an amount required to cover the costs of financing each Eligible Clean Energy Improvement approved by the Program Administrator, as drafted in accordance with section 390.4 of the Act;
- 2.5 CLEAN ENERGY IMPROVEMENT TAX - means a tax levied against an Eligible Property pursuant to an Agreement;
- 2.6 ELIGIBLE PROPERTY - means a property located within the Municipality that is designated as residential, non-residential or not-designated industrial property but does not include designated industrial property or government-owned properties;
- 2.7 DESIGNATED MANUFACTURED HOME - means a manufactured home, mobile home, modular home or travel trailer;
- 2.8 MUNICIPALITY - means the Town of Pincher Creek;
- 2.9 OWNER - means, collectively, the registered owners of a property;
- 2.10 PROGRAM - means the Clean Energy Improvement Program as described in the Act and Regulation and defined henceforth.
- 2.11 PROGRAM ADMINISTRATOR - means the Alberta Municipal Services Corporation (operating as Alberta Municipalities) or provincially designated Program Administrator as defined in the Clean Energy Improvements Regulation.
- 2.12 REGULATION - means the Clean Energy Improvements Regulation, A.R. 212/2018 and amendments thereto.

3. SECTION 3: GENERAL RULES

- 3.1. A property Owner of an Eligible Property within the Municipality can apply to the Program Administrator to seek financing for a clean energy improvement to their property.
- 3.2. Participation in the Program is limited to eligible properties, defined as a property located within the Municipality that is designated as residential, non-residential, or not-designated industrial property, but does not include designated industrial property, government owned properties, and designated manufactured homes.
- 3.3. An applicant of a non-profit property that is tax-exempt would be responsible to pay any and all principal and interest of the Clean Energy Improvement Program costs as per the Clean Energy Improvement Agreement.
- 3.4. The Chief Administrative Officer, or designate of the Town of Pincher Creek is hereby authorized to Impose a Clean Energy Improvement Tax, in respect of each clean energy improvement made to a property, where a municipality has entered into a Clean Energy Improvement Agreement with the property Owner(s) of that property.
- 3.5. The Clean Energy Improvement Tax will be voluntarily levied against a property when there is a Clean Energy Improvement Agreement to raise revenue to pay the amount required to recover the costs of those clean energy improvements, including principal and interest, to do so between the Municipality and the property Owner.



- 3.6. The property Owner(s) must meet the criteria listed below to be eligible to participate in the Clean Energy Improvement Program:
- i) They must be current on their taxation payment for the property, for a period of five years, prior to the date of the application to the Program;
 - ii) They must have never been in collections for a property in the Town of Pincher Creek;
 - iii) They may, for first time property Owners that have purchased the property within the last 5 years, be subject to an enhanced financial eligibility review;
 - iv) They must, for property Owners that are new to the Municipality and do not have a financial history with the Municipality, submit a record of property tax verification from another municipality, for any property previously owned in a different Municipality;
 - v) They must provide mortgage information, if the mortgage amount exceeds the assessed value of the home. In such case the Municipality reserves the right to deny the applicant;
 - vi) They must be in good standing with the Municipality. The Municipality reserves the right to deny the applicant if the applicant is not in good standing with any Department of the Municipality. The Municipality reserves the right to define what “good standing” entails, and can include but is not limited to any development compliance issues, or any other accounts receivable outstanding or unresolved issues.;
 - vii) They must not be in bankruptcy (or insolvency), the property must not be in foreclosure, and the property Owner(s) will be required to provide a sworn statement confirming this;
 - viii) They must be current on their mortgage payment, current on any other debts secured by the property and have not been late on any such payments. They may be required to submit a letter from their financial institution confirming this;
 - ix) They must not be in more than three (3) Clean Energy Improvement Agreements
 - x) They must meet any additionally eligibility criteria as identified by the Municipality or the Program Administrator.
- 3.7. For a clean energy improvement to be eligible, it must be an installation that is permanently affixed to the eligible property which:
- i) Will result in increased energy efficiency or use of renewable energy on that property;
 - ii) Involves:
 - a) Interior and Exterior Lighting and Lighting Controls;
 - b) HVAC (I.e., high efficiency furnace);
 - c) Water Heating
 - d) Building envelope improvements (i.e., insulation)
 - e) Renewable energy upgrades (i.e., photovoltaic solar system);
 - f) Or such other clean energy improvements as are approved and agreed to in writing by the Municipality within the Agreement, and those improvements provided on the list of eligible upgrades available through the Program Administrator’s website <https://www.myceip.ca/residential/>;
 - iii) Is not less than three thousand (\$3,000) dollars in capital cost of the project value;
 - iv) Capital costs do not exceed \$50,000 for residential
 - v) Total project costs will not exceed \$500,000 for non-residential or non-designated industrial property.
- 3.8. Whereby the amount of the tax authorized by a bylaw under section 353 (property tax) of the Municipal Government Act most recently, and imposed on the property is greater than or equal to the annual payment calculated in accordance with the following Formula:



$$\frac{A + B + C}{D}$$

Where

- A is the capital cost of undertaking the clean energy improvement;
- B is the total cost of professional services needed for the clean energy improvement;
- C is the total cost of all incidental costs;
- D is the lesser of the probable lifetime, calculated in years, of the improvement or the maximum financing term established by the Municipality.

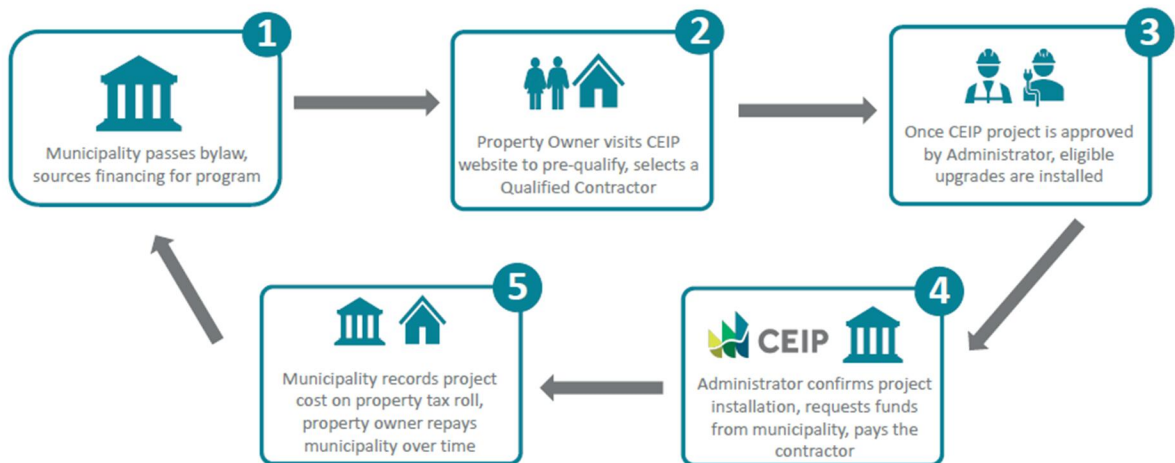
- 3.9. The Clean Energy Improvement Agreement will be as set out under section 390.4 of the Municipal Government Act, and as amended.
- 3.10. The period over which the cost of each eligible clean energy improvement will be spread will be to a maximum, over the probable lifetime of the improvement, and where the annual repayment amount does not exceed the annual taxation amount for the property in question. For multiple upgrades each improvement will be calculated individually, and the repayment term set at the discretion of the Municipality.
- 3.11. A property Owner may submit one application per year.
- 3.12. The property Owner(s) can apply for the program by submitting an application to the Program Administrator for the Clean Energy Improvement Program, including any required supporting documentation, and following all program requirements as outlined by the Program Administrator and the Municipality;
- 3.13. By paying the required application fee, pursuant to section 8 of the Regulation.
- 3.14. That for the purpose of the Clean Energy Improvement Program, the sum of project amounts as they are approved will be borrowed by the Municipality.
- 3.15. The annual maximum amount to be borrowed by the Municipality towards the Clean Energy Improvement Program is \$300,000 for residential and \$500,000 for non-residential, and not-designated industrial properties.
- 3.16. The annual borrowed amount by the Municipality will have a maximum rate of interest of ten percent (10%), and a maximum term of twenty-five (25) years.
- 3.17. The borrowed amount by the property Owner will have a maximum rate of interest calculated at the time of the agreement, and repayment term based on the lifespan of the improvement(s) but will not exceed those amounts as set out in 3.16.
- 3.18. The principal and interest owing under the borrowing will be paid using the proceeds from Clean Energy Improvement Tax and payments made by the approved project recipients through to the



Municipality on the annual improvement levy. In the event that insufficient funds are collected from the approved project recipients, the Town of Pincher Creek shall levy and raise taxes in each year sufficient to pay the indebtedness.

- 3.19. A Clean Energy Improvement Tax will be imposed on the property that is subject to a Clean Energy Improvement Agreement at any time following the signing of the Clean Energy Improvement Agreement.
- 3.20. In the event that a property owner wishes to repay the Clean Energy Improvement Program financing early, the amount owing will be calculated at the time of the request, based on the principal and interest remaining and the terms of the financing being used for the project(s).
- 3.21. Any project(s) that has been approved under the Clean Energy Improvement Program must be completed within the time limit as set out under the Agreement.
- 3.22. If any clause in this bylaw is found to be invalid, it shall be severed from the remainder of this bylaw and shall not invalidate the whole bylaw.
- 3.23. This bylaw comes into force upon third reading and is signed by the Mayor and Chief Administrative Officer or Designate.

How does CEIP work?



Read a first time by Council on __, 202x.

Mayor



Chief Administrative Officer

Read a second time by Council on ____, 202x.

Mayor

Chief Administrative Officer

Read a third time by Council on ____, 2021.

Mayor

Chief Administrative Officer

Town of Pincher Creek

REQUEST FOR DECISION

Council

SUBJECT: Property Tax Arrears Recovery - Public Auction	
PRESENTED BY: Lisa Goss, Legislative Service Manager	DATE OF MEETING: 8/22/2022

PURPOSE:

To garner Town Council approval of the 2020 Public Auction - Terms and Conditions for the parcels of lands that may be offered for sale to recover the tax arrears and to garner Town Council approval to schedule the public auction date, time and place for the parcels of lands that may be offered for sale to recover the tax arrears.

RECOMMENDATION:

That Council for the Town of Pincher Creek approve the Terms and Conditions of Sale for the 2022 Public Auction and that a copy be attached hereto and form part of the minutes. FURTHER

That Council for the Town of Pincher Creek approve the tax arrears recovery Public Auction date as follows:

Date: November 23, 2022

Time: 10:00 a.m.

Place: 962 St.John Ave.Town Hall in Council Chamber Pincher Creek , Alberta T0K 1W0

BACKGROUND/HISTORY:

As set out the Municipal Government Act s.411 and s.418 the municipality may attempt to recover tax arrears in respect of a parcel of land and start an action to sell the parcel at a public auction.

Currently there is one (1) parcel that may have to go forward to public auction and thus require terms and conditions of sale accordingly.

In addition, the Municipal Government Act s.419 provides that council must establish a reserve bid that is as close as reasonable to the market value of each parcel. TAXervice has recommended to schedule the public auction for sometime between October 1 and November 30, 2022. However, we do not require the market values until a later date.

ALTERNATIVES:

That Council for the Town of Pincher Creek receive the Terms and Conditions of Sale 2022 Public Auction as information.

That Council for the Town of Pincher Creek direct administration to bring back the Terms and Conditions of Sale 2022 Public Auction to the next regular Council meeting.

That Council for the Town of Pincher Creek receive the request to schedule a tax arrears recovery public auction date as information.

That Council for the Town of Pincher Creek direct administration to bring back the request to schedule the tax arrears recovery public auction to the next regular Council meeting.

IMPLICATIONS/SUPPORT OF PAST STUDIES OR PLANS:

The Terms and Conditions provides that a parcel of land offered for sale may be redeemed by payment of all arrears, penalties and costs by guaranteed funds at any time until the property is declared sold.

The date, time and place to hold a public auction must be approved by Town Council.

FINANCIAL IMPLICATIONS:

The tax arrears recovery is revenue neutral as all associated cost is at the taxpayers expense.

PUBLIC RELATIONS IMPLICATIONS:

None at this time.

ATTACHMENTS:

MGA s.411, s.418 and s.419 - 2966
Terms and Conditions of Sale 2022 - 2966

CONCLUSION/SUMMARY:

Administration supports that Town Council approve the Terms and Conditions of Sale for the 2020 Public Auction and the date, time and place for the tax arrears recovery public auction.

Signatures:

Department Head:

Lisa Goss

CAO:

Lannie Wilgosh

2022 - Public Auction – Terms and Conditions

1. A parcel of land offered for sale may be redeemed by payment of all arrears, penalties and costs by guaranteed funds at any time until the property is declared sold.
2. Each parcel of land offered for sale will be subject to a reserve bid and to the reservations and conditions contained in the existing certificate of title.
3. The lands are being offered for sale on an “as is, where is” basis, and the municipality makes no representation and gives no warranty whatsoever as to the state of the parcel nor its suitability for any intended use by the successful bidder.
4. The auctioneer, councillors, the chief administrative officer and the designated officers and employees of the municipality must not bid or buy any parcel of land offered for sale, unless directed by the municipality to do so on behalf of the municipality.
5. The purchaser of the property will be responsible for property taxes for the current year.
6. The purchaser will be required to execute a sale agreement in form and substance provided by the municipality.
7. The successful purchaser must, at the time of sale, make payment in cash, certified cheque or bank draft payable to the municipality as follows:
 - a. The full purchase price if it is \$10,000 or less; OR
 - b. If the purchase price is greater than \$10,000, the purchaser must provide a non-refundable deposit in the amount of \$10,000 and the balance of the purchase price must be paid within 20 days of the sale.
8. GST will be collected on all properties subject to GST.
9. The risk of the property lies with the purchaser immediately following the auction.
10. The purchaser is responsible for obtaining vacant possession.
11. The purchaser will be responsible for registration of the transfer including registration fees.
12. If no offer is received on a property or if the reserve bid is not met, the property cannot be sold at the public auction.
13. The municipality may, after the public auction, become the owner of any parcel of land that is not sold at the public auction.
14. Once the property is declared sold at public auction, the previous owner has no further right to pay the tax arrears.

- (c) respecting any other matter necessary or advisable to carry out the intent and purpose of this Division.
- (2) A regulation under subsection (1) may be specific to a municipality or general in its application.

2005 c14 s15

Division 8 Recovery of Taxes Related to Land

Definitions

410 In this Division,

- (a) “encumbrance” means an encumbrance as defined in the *Land Titles Act*;
- (b) “encumbrancee” means the owner of an encumbrance;
- (b.1) “parcel of land” means a parcel of land and the improvements on it;
- (c) “Registrar” means the Registrar, as defined in the *Land Titles Act*, of the appropriate Land Titles Office;
- (c.1) “remedial costs” means all expenses incurred by the Government of Alberta to perform work under an environmental protection order or an enforcement order issued under the *Environmental Protection and Enhancement Act*;
- (d) “reserve bid” means the minimum price at which a municipality is willing to sell a parcel of land at a public auction;
- (e) “tax” means a property tax, a community revitalization levy, a special tax, a local improvement tax or a community aggregate payment levy;
- (f) “tax recovery notification” means a notice, in writing, that part or all of the taxes imposed in respect of a parcel of land by a municipality are in arrears.

RSA 2000 cM-26 s410;2005 c14 s16

Methods of recovering taxes in arrears

411(1) A municipality may attempt to recover tax arrears in respect of a parcel of land

- (a) in accordance with this Division, and
- (b) subject to subsection (2), in accordance with any other Act or common law right.

- (2) A municipality may start an action under subsection (1)(b) at any time before
- (a) the parcel is sold at a public auction under section 418, or
 - (b) the parcel is disposed of in accordance with section 425,
- whichever occurs first.

1994 cM-26.1 s411

Tax arrears list

412(1) A municipality must annually, not later than March 31,

- (a) prepare a tax arrears list showing the parcels of land in the municipality in respect of which there are tax arrears for more than one year,
- (b) send 2 copies of the tax arrears list to the Registrar,
- (b.1) send a copy of the tax arrears list to the Minister responsible for the *Unclaimed Personal Property and Vested Property Act*, and
- (c) post a copy of the tax arrears list in a place that is accessible to the public during regular business hours.

(2) A tax arrears list must not include a parcel of land in respect of which there is in existence a tax recovery notification from previous years, unless that notification has been removed from the certificate of title for that parcel.

(3) The municipality must notify the persons who are liable to pay the tax arrears that a tax arrears list has been prepared and sent to the Registrar.

RSA 2000 cM-26 s412;2007 cU-1.5 s73

Tax recovery notification

413(1) The Registrar must endorse on the certificate of title for each parcel of land shown on the tax arrears list a tax recovery notification.

(2) The Registrar must certify, on a copy of the tax arrears list, that tax recovery notifications have been endorsed in accordance with subsection (1) and return the certified copy of the tax arrears list to the municipality with a statement of the costs payable to the Land Titles Office by the municipality.

(3) The municipality is responsible for the payment of the costs referred to in subsection (2) but may add the costs to the taxes owing in respect of the parcels of land shown on the tax arrears list.

advising the person of the municipality's intention to proceed under subsection (2.1).

(2.3) Where a parcel of land described in section 304(1)(c) is held under a lease, licence or permit from the Crown in right of Alberta,

- (a) the Crown must, on a quarterly basis, notify the municipality in which the parcel is located of any changes in the status of the lease, licence or permit, as the case may be, and
- (b) the municipality must send to the Crown that portion of the tax arrears list showing the parcels of land described in section 304(1)(c) that are held by the Crown.

(3) This section does not prevent the municipality from exercising any other right it has to collect the tax arrears.

RSA 2000 cM-26 s416;2015 c8 s52

Warning of sale

417(1) Not later than the August 1 following receipt of a copy of the tax arrears list, the Registrar must, in respect of each parcel of land shown on the tax arrears list, send a notice to

- (a) the owner of the parcel of land,
- (b) any person who has an interest in the parcel that is evidenced by a caveat registered by the Registrar, and
- (c) each encumbrancee shown on the certificate of title for the parcel.

(2) The notice must state

- (a) that if the tax arrears in respect of the parcel of land are not paid before March 31 in the next year, the municipality will offer the parcel for sale at a public auction, and
- (b) that the municipality may become the owner of the parcel after the public auction if the parcel is not sold at the public auction.

(3) The notice must be sent to the address shown on the records of the Land Titles Office for each person referred to in subsection (1).

1994 cM-26.1 s417;1995 c24 s61

Offer of parcel for sale

418(1) Each municipality must offer for sale at a public auction any parcel of land shown on its tax arrears list if the tax arrears are not paid.

(2) Unless subsection (4) applies, the public auction must be held in the period beginning on the date referred to in section 417(2)(a) and ending on March 31 of the year immediately following that date.

(3) Subsection (1) does not apply to a parcel in respect of which the municipality has started an action under section 411(2) to recover the tax arrears before the date of the public auction.

(4) The municipality may enter into an agreement with the owner of a parcel of land shown on its tax arrears list providing for the payment of the tax arrears over a period not exceeding 3 years, and in that event the parcel need not be offered for sale under subsection (1) until

- (a) the agreement has expired, or
- (b) the owner of the parcel breaches the agreement,

whichever occurs first.

1994 cM-26.1 s418;1995 c24 s62;1996 c30 s35

Reserve bid and conditions of sale

419 The council must set

- (a) for each parcel of land to be offered for sale at a public auction, a reserve bid that is as close as reasonably possible to the market value of the parcel, and
- (b) any conditions that apply to the sale.

1994 cM-26.1 s419

Right to possession

420(1) From the date on which a parcel of land is offered for sale at a public auction, the municipality is entitled to possession of the parcel.

(2) For the purposes of obtaining possession of a parcel of land, a designated officer may enter the parcel and take possession of it for and in the name of the municipality and, if in so doing resistance is encountered, the municipality may apply to the Court of Queen's Bench for an order for the possession of the parcel.

RSA 2000 cM-26 s420;2009 c53 s119

Advertisement of public auction

421(1) The municipality must advertise the public auction

- (a) in one issue of The Alberta Gazette, not less than 40 days and not more than 90 days before the date on which the public auction is to be held, and

Town of Pincher Creek

REQUEST FOR DECISION

Council

SUBJECT: Donation in Memory	
PRESENTED BY: Laurie Wilgosh, Chief Administrative Officer	DATE OF MEETING: 8/22/2022

PURPOSE:

Would the council like to make a donation to the Angels Within Us in Councillor Elliott's name and one in Diane Sorge's name to the Humane Society and is this a process we would like to set up going forward.

RECOMMENDATION:

That Council for the Town of Pincher Creek will make a donation to the Angels Within Us in Councillor Elliott's name in the amount of _____. As well as a donation in Diane Sorge's name to the Humane Society in the amount of _____

BACKGROUND/HISTORY:

We made a donation in Councillor O'Rourke's name to a charity.

ALTERNATIVES:

That Council for the Town of Pincher Creek direct administration to explore implementing a scholarship for local youth in memory of Councillors passing while in municipal service.

That Council for the Town of Pincher Creek make a financial commitment towards a Town facility in memory of Cllr. Wayne Elliott and Mayor Anderberg's wife Diane.

IMPLICATIONS/SUPPORT OF PAST STUDIES OR PLANS:

NA

FINANCIAL IMPLICATIONS:

A donation of \$1000.00 was made to the Humane Society in memory of Cllr. Sussanne O'Rourke

PUBLIC RELATIONS IMPLICATIONS:

NA

ATTACHMENTS:

None at this time.

CONCLUSION/SUMMARY:

Administration recommends that Council make donations in memory of Cllr. Wayne Elliott and Mayor Anderberg's wife, with a longer range plan to set up a scholarship for local youth, or another municipal facility improvement in memory of Councillor's passing.

Signatures:

Department Head:

Laurie Wilgosh

CAO:

Laurie Wilgosh



Town of Pincher Creek

REQUEST FOR DECISION

Council

SUBJECT: Arena upgrade grant application	
PRESENTED BY: LaVonne Rideout, Community Services	DATE OF MEETING: 8/22/2022

PURPOSE:

To receive approval to apply for a grant to cover upgrades at the arena.

RECOMMENDATION:

That Council for the Town of Pincher Creek provide formal approval to move forward with applying for the Green and Inclusive Community Buildings grant for arena upgrades.

BACKGROUND/HISTORY:

The Memorial Arena in Pincher Creek provides recreation facilities for multiple user groups in the community and also brings in business from out of town through tournaments and events. It is a fixture of the downtown core and a major cultural positive for the community.

Most of the equipment inside is quite outdated, and while our maintenance staff are doing an admirable job keeping it running, it is due for multiple retrofits to address certain things like the ice plant, electrical systems, washroom fixtures, heating equipment, and inefficiencies in ice melting. Many of these items mentioned are at or past their end of life already and will need to be replaced in the near future to keep the facility operational regardless of moving forward with this grant or not. Many of these items have been identified in the facility assessment done by Stephenson Engineering in 2020.

Currently the Town spends approximately \$75,000 per year in energy costs, along with thousands in regular maintenance on its equipment to run the facility for its users. These costs can be reduced by upwards of \$25,000 per year by completing a large-scale overhaul of the facility.

Upgrading the arena will allow for us to create a better experience for the users, increase accessibility, lower operating costs, and reduce emissions from the facility. Many of the upgrades being considered are projected to be modular and capable of moving facilities should a new arena be built within their operational lifetime. The exception to this would be a new floor and any new facilities that get built.

There is currently a grant available from the Federal Government to cover 80% of upgrades for projects under \$3 million in total cost, and potential associated funding from several other organizations as well.

The total estimated cost for the overhaul and upgrades is \$2.5 million, giving a total cost of \$500,000 to the Town should we not be able to secure any other funding.

ALTERNATIVES:

That Council for the Town of Pincher Creek receive the request to formally approve making an application for upgrades to the skating arena under the Green and Inclusive Community Buildings Grant funding as presented.

IMPLICATIONS/SUPPORT OF PAST STUDIES OR PLANS:

The arena will have to be closed for a summer in order to complete the retrofits.

FINANCIAL IMPLICATIONS:

The project will require 20% funding from the Town of Pincher Creek and project management which could fall under the scope of the Energy Project Lead position. With a maximized list of upgrades is projected to cost approximately \$500,000 should no other grant funding be found.

It will save maintenance and energy fees totaling up to \$25,000 per year and provide potential for expanding the revenue base.

PUBLIC RELATIONS IMPLICATIONS:

This will give the public a more accessible facility and allow the opportunity to bring in higher level teams and events. It will also ensure that the facility remains operational with less risk of major breakdowns interrupting the the season.

ATTACHMENTS:

None at this time.

CONCLUSION/SUMMARY:

Administration recommends that formal approval be given to move forward with applying for the Green and Inclusive Community Buildings grant for arena upgrades.

Signatures:

Department Head:

Lannie Wilgosh

CAO:

Lannie Wilgosh

Cao

From: Energy
Sent: Wednesday, August 17, 2022 4:32 PM
To: Cao
Subject: Re: Task reassigned by Kristie Green: You have been Assigned RFD 2974 Arena upgrade grant application

I should also mention that even if this is a discussion we want to have during budget, we should try getting the ball rolling on the application soon so we don't miss out on the funding should we decide to move forward with the upgrade.

Thanks!

Tristan

From: energy@pinchercreek.ca <energy@pinchercreek.ca>
Sent: Wednesday, August 17, 2022 4:03:49 PM
To: Cao <cao@pinchercreek.ca>
Subject: Re: Task reassigned by Kristie Green: You have been Assigned RFD 2974 Arena upgrade grant application

Hi Laurie, for sure!

The list of proposed retrofits includes:

- Ice plant Compressor replacement - 900k
- Floor replacement, ice melting pit improvement and boards -750k
- New changeroom for junior team - 500k
- Solar system on the roof - 150k
- Ground source heat pump - 70k
- Building envelope improvements - 10k
- Heaters and hot water tank upgrades - 50k
- Water fixture upgrades - 10k

Reasoning:

The ice plant is original and needs continuous maintenance to keep it running. It also needs to work very hard to keep the ice frozen and would be incapable of keeping up with higher loads incurred by adding teams or extending the season. Adding a new ice plant will also save energy costs up to 25k per year. Purchasing a unit in a skid allows for it to be moved in the future as well.

The floor replacement is recommended as we currently don't know the state of our floor and if we lengthen the hockey season at all there is higher risk of permafrost completely destroying it. When replacing the floor the old boards will be torn out and need to be replaced. This also solves the issue of expanding the benches should we proceed with the junior team.

The new changeroom for the junior team is necessary if we wish to pursue that. It should be noted that both this and the floor replacement are potentially not eligible for funding, however I am clarifying that with the organization.

With 80% grant funding the solar system will pay itself back in 6 years and provide clean energy and income for the facility. There is a limit to how much of the total buildings savings we can achieve through solar which is why this is the budget.

All of the othe replacements are proposed due to their ability to save energy costs and reduce ghg emissions. Lumping them into this retrofit with 80% funding allows their payback periods to be greatly improved, where as otherwise they would not make sense. I can go more into detail about each of these but they are more so inconsequential compared to the previous upgrades listed.

The priority number one should be the ice plant and solar. With funding those will achieve significant cost savings and are modular so if a building change is decided upon in the future they can be moved. The smaller energy retrofits should also be included if we decide to move forward. A complete floor and board upgrade, with the new changeroom is not priority however it should be done with the available funding should we wish to proceed with the junior team.

I hope this helps clarify things, and I can be available for a call Friday afternoon if you'd like.

Thanks!

Tristan

Town of Pincher Creek

REQUEST FOR DECISION

Council

SUBJECT: Housing Action Plan	
PRESENTED BY: LaVonne Rideout, Community Services	DATE OF MEETING: 8/22/2022

PURPOSE:

To create a viable housing strategy.

RECOMMENDATION:

That Council for the Town of Pincher Creek direct administration to develop a project outline and seek quotes for a contract position for a Housing – Strategic Advisor.

BACKGROUND/HISTORY:

For over 15 years, the Town of Pincher Creek has faced housing shortages and a scarcity of housing options across the entire housing continuum. The housing continuum encompasses both government and private sector housing options from emergency shelters, to social housing, to affordable housing to market-based and priced housing.

Housing Needs Assessments were completed in 2010, 2016 and refreshed again in 2018, and have indicated that a lack of housing continues to be a major challenge. Over 11% of Pincher Creek’s residents are living in ‘low-income housing.’ This means that 11% of the existing population cannot afford market-based housing. This figure is likely higher in 2022 due to the effects of the pandemic; the increase in housing prices; and the decrease in housing accommodations for rent.

The housing shortages in Pincher Creek, and the entire region, have now reached the critical stage. Employers have communicated that housing issues have resulted in prospective employees refusing job offers, existing employees quitting jobs due to lack of local housing, and employers having to pay higher wages/salary to incentivize those to drive from another area to work in Pincher Creek. This crisis is fueled by an increase in the cost of housing which has led to property owners selling rental units making fewer homes available for rent, and the increasing rising cost of living for families due to inflation. In July 2022, online searches for accommodation in Pincher Creek found only three properties available for rent and there were only 24 – 28 houses listed for sale. The average house price is \$437,154 , only slightly lower than the average in Alberta at \$449,290. Over 80% of the homes in Pincher Creek are single-family dwellings.

The shortage of housing is creating challenges for businesses, community organizations and residents alike. Of the businesses interviewed through the Community Economic Development Strategy (CEDS), 65% indicated that a lack of skilled workforce and a lack of housing options for new employees was impeding their ability to retain and attract staff.

Within the Community Economic Development Strategy are a number of key findings, recommendations and action items. These recommendations link together the issues of housing, downtown revitalization, workforce retention and business attraction for overall community sustainability. The need to work with an expert advisor to develop a Housing Action Plan was identified, as was the need for steps to put in place for an expert to work within the community providing strategic advice to implement the housing plan.

At this time, there is no designated housing director or manager within the town staff or the community. A Housing Strategic Advisor could be an individual with the professional training, experience, connections and/or capacity to build a Housing Action plan that links to community and economic development. This person would have the skillset to develop a Housing Action Plan that clearly states the 'who, what, where, when and how' and the budget and/or resources to implement it. Note that while there is an existing Pincher Creek Housing Foundation, their mandate is solely focused on affordable and seniors housing. This is one important part of the housing continuum, however, there are many more pieces that need to link to the project.

ALTERNATIVES:

That Council for the Town of Pincher Creek receive as information.

That Council for the Town of Pincher Creek request additional information.

That Council direct administration to bring back the concept of a Housing-Strategic Advisor to the 2023 budget deliberations for consideration.

IMPLICATIONS/SUPPORT OF PAST STUDIES OR PLANS:

See attachments for support of this initiative from past need assessments.

Administration is aware that the lack of housing is having a direct impact on recruitment and retention of employees both within our organization and within the community.

FINANCIAL IMPLICATIONS:

Depending on the scope of the project approved, anticipated costs would start at around \$50,000.

PUBLIC RELATIONS IMPLICATIONS:

The shortage of housing is creating challenges for businesses, community organizations and residents alike.

ATTACHMENTS:

- Housing Needs Assessment ARDN 2018 - 2975
- Housing_Discussion - 2975
- Housing_PinchCreek Excerpts from CEDS - 2975

CONCLUSION/SUMMARY:

Administration strongly supports the housing action plan and the contracting of a strategic advisor.

Signatures:
Department Head:

Lannie Wilgosh

CAO:

Lannie Wilgosh





If we don't
build it they
can't come.

INNOVISIONS
& ASSOCIATES

Town of Pincher Creek

Excerpts from the Community
Economic Development Strategy

2021 - 2026





PROPRIETARY NOTICE

This Community Economic Development Strategic (CEDS) Plan was prepared by InnoVisions & Associates (InnoVisions) for the Town of Pincher Creek. The professional opinions within this document are based on information and conditions that existed at the time the work was completed during the COVID pandemic. This document relies on the accuracy of existing Town and M.D. documents supplied by the Administration, as well as subjective content gleaned through interviews with individual businesses and community residents. In some instances, InnoVisions could not, and therefore did not, verify information supplied by others. If the information seemed reasonable it has been added to the document. Where possible, every attempt to verify information was made.

Neither InnoVisions nor its subcontractors shall be responsible for actions taken by the Town based on the information provided herein.

Note: The business cases, working examples and proposals stated within this document are concepts which are used to exemplify a proposed recommendation or activity. They are not, in and of themselves, professional recommendations by InnoVisions. The Town of Pincher Creek is encouraged to conduct its own due diligence prior to engaging any of the businesses mentioned in a case example.

EXECUTIVE SUMMARY

The Town of Pincher Creek retained InnoVisions & Associates (the Consultants) to create a community economic development strategy (CEDS) and a strong action plan to capitalize on existing and emerging opportunities of the 21st century. Many of the concepts, ideas and projects in this strategy are not new and have been talked about in the community – for years. This CEDS strives to create a new path to achieve the community’s goals and bring old and new ideas to fruition.

The Town has worked hard to support business sustainability and growth, and much has been achieved. Businesses in the region however, have new and urgent issues to manage, especially as a result of the pandemic. Community support is needed for businesses to continue to provide jobs, goods and services. This CEDS is an opportunity for all community members in Pincher Creek to work together to retain current businesses and attract new ones.

Stakeholder Engagement

Through focus groups, interviews and surveys, the community told the Consultants what they want the CEDS to achieve. They want it to:

- Attract more families to reside in Pincher Creek;
- Create options for Pincher Creek youth to stay and raise their families;
- Provide more good jobs, housing and education options;
- Encourage more businesses to set up in the area; and
- Increase the number of visitors who will spend their money in and around the town.

This CEDS is a roadmap for how to meet the community’s desired outcomes. It is part of a process that builds upon the assets and benefits within Pincher Creek. The town’s long-term economic success depends on the strength of its businesses and their success in providing goods and services to both residents and visitors.

To gather relevant data, business focus groups and over 50 one-on-one interviews were conducted by the Consultants with businesses, residents and service providers. Surveys were completed in March 2020 and May 2021 to keep abreast of the impact of COVID-19 on the business community with over 200 responses. The town’s Strengths, Opportunities, Aspirations, Risks and Results (SOARR) were confirmed via stakeholder engagement. The Consultants reviewed all existing foundational documents, studies and reports (where relevant) to ensure that all previous work was considered in this CEDS. Finally, opportunities were grouped into themes. The objectives of the community economic development strategy (CEDS) based on the outcomes of the SOARR are to:

- Retain and attract businesses and residents;
- Revitalize the downtown corridor;
- Add more housing options for residents and workforce;
- Streamline business interaction with the Town;
- Provide more diverse jobs;
- Create opportunities for retiring business owners to sell; and
- Diversify the economy.



When the winds of change blow, some people build walls and others build windmills – Chinese proverb

 EXECUTIVE SUMMARY

The Findings of the Stakeholder Engagement

A summary report from stakeholder engagement was presented to Council and the community in Nov. 2020. Titled 'What We Heard', it was a summary of the opinions of business owners/managers of what will help or hinder their businesses in the future. Businesses in the Town of Pincher Creek, along with those in the municipalities within the M.D. of Pincher Creek #9, are facing challenges that must be resolved. These challenges include the following seven identified issues:

1) Critical housing shortages:

- a. Housing shortages are affecting employee retention and attraction.
- b. Scarcity of housing options right across the housing continuum from social housing to market-based, free enterprise solutions.

2) Workforce shortages are looming:

- a. Stagnant and aging population base without population replacement.
- b. A shrinking labour pool, critical staffing shortages, and job skills gaps.

3) Downtown has little vitality:

- a. High number of downtown vacancies limits investment attraction opportunities.
- b. The Town currently offers no incentives to offset development risks for more live-work-stay-play options.
- c. Limited assortment available of the products and services needed to position Pincher Creek as a tourist destination.

4) Baby-boomer business owners are set to retire without apparent replacements:

- a. Business retention and expansion will become more challenging as boomer entrepreneurs retire.
- b. There will be a loss of jobs, products and services needed to retain and attract residents, newcomers (for workforce) and investment.

5) Data gaps affect decision-making and service delivery:

- a. Inconsistent data collection, different measurement values and analysis creates data gaps.

- b. Data gaps create misleading or confusing 'pictures' for decision makers and limit predictive outcomes.

6) Some Town administrative processes require updating and streamlining to be more effective for business:

- a. Red tape – dated foundational documents and some processes for business interaction with the Town are more complex than they need to be.
- b. Communications – internal and external gaps in messaging create misunderstandings and community/investor credibility challenges.

7) The economic reality – the need to build capacity, confidence and economic diversity:

- a. To truly diversify the economy residents of the community must understand the current economic reality, and they must have realistic expectations regarding opportunities. There must be commitment from residents to assist in making changes or little will be accomplished. Administration cannot do it alone.
- b. There seem to be community members who are misguided in their understanding of the process of economic development. Unfounded rumours are creating issues with selling the town as a good place to invest.
- c. NIMBYism is negatively influencing community growth and sustainability. Income, social inequality and limited housing options are contributing to the workforce issues. Without a workforce no business can succeed.

These issues are impeding current businesses and preventing new businesses from choosing Pincher Creek. Resolving these issues will provide the community with more jobs, better jobs, more residents and greater wealth.

Council and Administration have worked hard and accomplished a number of very positive outcomes including but not limited to: the Business Recovery Support Program (BRSP) to support businesses through the pandemic; the wayfinding signs (locally manufactured and installed) throughout the community; the recreation master plan; supportive advocacy of the local doctors in contract negotiations with the province and in support of the new CT scanner; the new Inter-municipal Collaborative Framework (IMCF) in partnership with the M.D.; the new Area Structure

Plan (ASP) designated for future development; the Pincher Creek Child Care Centres; and partnership in the newly minted South Canadian Rockies Tourism Association partnership. However, it seems the community is largely unaware of this economic development progress. It is time for a fresh approach to economic and social development — one that allows for even more achievement by involving citizens that understand the urgent need and will answer the call to action.

The Goal is to Become Three Interconnected Hubs in a Rural Setting

For Pincher Creek, the overarching economic development goal of this CEDS is to bring together the people, partnerships and possibilities to become the foremost service and amenities hub for southwest Alberta by 2026. The reasons to do this are to meet the community’s goals by becoming:

1. A health and wellness hub;
2. A business, service and amenity hub for the region (and beyond); and
3. A transportation corridor and logistics hub.



EXECUTIVE SUMMARY



The ‘town’, the collective of active residents, bright minds, virtuous organizations, special interest groups and dedicated champions, must work with Council and Administration. The execution of a long-term plan to diversify the economy and catapult the community forward must be a collaborative community effort. If it is not done as a collective with concerted effort, Pincher Creek will still be talking about the ‘opportunities’ in ten years instead of benefiting from them.

less capacity and they often lag urban centres in economic, social and health opportunities. However, rural communities when inspired are innovative, entrepreneurial and exhibit underdeveloped potential. An integral part of hubs includes economic development through the lens of the business community, and the inclusion of social development (housing, workforce, education, childcare), health (access to health and wellness services, mental health), environmental conditions (environmental planning and sustainability) and quality of life (recreation and personal growth). Hubs are coordinated partnerships and programs to leverage assets that are the key to current and future economic sustainability.

The conclusions and recommendations of this CEDS are motivated by a new approach to community economic development, one which shifts mindsets, revises systems, rethinks policies and builds on existing assets to advance rural community development. It focuses on ‘what works’. First, retain local businesses and residents before striving to attract new business investment or residents. Do this by building capacity for all businesses to be successful. Then, as the community becomes more investment ready (CIR) work to attract new businesses. Pincher Creek first has to invest in and improve local assets – local entrepreneurs, local institutions, local infrastructure, local partnerships and local systems. With this in mind, this Pincher Creek CEDS focuses on ‘rural development hubs’. Hubs are an approach to doing rural economic development differently.

Rural communities vary by economic base, demographics and geography. Rural communities often have fewer resources,



COMMUNITY ECONOMIC DEVELOPMENT STRATEGY (CEDS)

This CEDS, with 30 recommendations, calls for streamlining processes between the Town and its existing business base; reinforcing and building the entrepreneurial capacity that exists; and creating the conditions for increased collaboration and innovation. It seeks to develop partnerships that solve

issues. By focusing on the community's strengths and assets the community can create an ambitious investment in downtown revitalization, a town-wide housing plan, and also attract residents (immigrants and newcomers) to solve the workforce shortages and population decline.



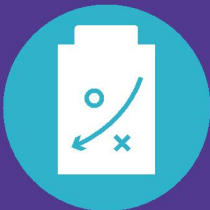
CEDS GOAL #1

**RETAIN AND EXPAND
BUSINESSES IN THE
COMMUNITY**



CEDS GOAL #2

**ATTRACT NEW
INVESTMENT &
BUSINESSES TO THE
COMMUNITY**



CEDS GOAL #3

**DEVELOP A REGIONAL
WORKFORCE**





CEDS GOAL #4

**LEVERAGE EXISTING
KEY ASSETS FOR A
DIVERSIFIED ECONOMY**

The following table is the abridged list of core activities.

Table 6: CEDS goals and action plan summary

The action items highlighted in purple link to housing

 <p>CEDS GOAL #1 RETAIN AND EXPAND BUSINESSES IN THE COMMUNITY</p>	 <p>CEDS GOAL #2 ATTRACT NEW INVESTMENT & BUSINESSES TO THE COMMUNITY</p>	 <p>CEDS GOAL #3 DEVELOP A REGIONAL WORKFORCE</p>	 <p>CEDS GOAL #4 LEVERAGE EXISTING KEY ASSETS FOR A DIVERSIFIED ECONOMY</p>
<p>1.1 Develop a Business Concierge System</p> <p>1.1.1 Create a business-friendly culture at the Town Office</p> <p>1.1.2 Actively work to cut the red tape</p> <p>1.1.3 Develop an internal/external marketing plan</p> <p>1.2 A Leadership Development and Succession Planning Process</p> <p>1.2.1 Strive for continuing organizational excellence through leadership development and include succession planning</p> <p>1.2.2 Restructure the economic development department</p> <p>1.3 Develop a Data Strategy</p> <p>1.3.1 Increase local capacity to collect more local data</p> <p>1.3.2 Business licenses can be a source of primary data</p> <p>1.3.3 Incorporate NAICS codes</p> <p>1.4 Review the BRSP (2021) Outcomes to Move to Phase Three – an Entrepreneur Ecosystem</p> <p>1.4.1 Develop a Phase 3 transition plan</p> <p>1.5 Conduct a Structured Business Outreach Program</p> <p>1.5.1 Set up a Business Visitation/ outreach Program (BVP)</p> <p>1.5.2 Increase awareness of succession planning/ transitioning options for business owners</p>	<p>2.1 Develop a 21st Century Town Centre</p> <p>2.1.1 Develop a downtown corridor revitalization plan</p> <p>2.1.2 Build up rather than out</p> <p>2.2 Incentivize New Development and Investment</p> <p>2.2.1 Support an 'Investment Incentive Bylaw' to encourage development</p> <p>2.3 Develop a Small Business and Entrepreneurial Ecosystem</p> <p>2.3.1 Nurture an entrepreneurial ecosystem</p> <p>2.4 Establish a 'Community Investment Marketplace' – Local Investors, Local Business, Local Solutions</p> <p>2.4.1 Partner to develop a 'Community Investment Market Place'</p> <p>2.5 Host an Economic Development and Real Estate Investor Forum</p> <p>2.5.1 Host an investor forum to spur innovation in development</p>	<p>3.1 Champion a Regional Workforce Initiative</p> <p>3.1.1 Host a round-table workforce fact-finding discussion</p> <p>3.2 Appoint a Workforce Housing Action Team</p> <p>3.2.1 Appoint a Workforce Housing Action Team</p> <p>3.3 Develop a Rural Immigration Initiative – Become a 'Welcoming Community'</p> <p>3.3.1 Link this strategy to the 'Housing Action Plan'</p> <p>3.4 Link to Business Investment Options for Newcomers, Immigrants and Indigenous Entrepreneurs</p> <p>3.4.1 Partner to coordinate options for immigrant, newcomer and Indigenous entrepreneurs</p> <p>3.5 Create a Residential Growth Strategy</p> <p>3.5.1 Appoint a Workforce Attraction Action Team</p> <p>3.6 Become a Training Centre in the Region</p> <p>3.6.1 Leverage academic partnerships for training and jobs skills upgrading</p>	<p>4.1 Create a Health and Wellness Hub</p> <p>4.1.1 Establish a Health & Wellness Advocacy Action Team; determine when and who will act to Advocate, Champion or Team-up (ACT)</p> <p>4.1.2 Team-up to address staffing and housing shortages</p> <p>4.1.3 Advocate for a regionally supportive funding model</p> <p>4.1.4 Via local practitioners, and through the economic development lens, determine if more services can be provided locally</p> <p>4.2 Create a Business, Service and Amenity Hub</p> <p>4.2.1 Leverage Pincher Creek's central location in the region</p> <p>4.2.2 Encourage more B2B and B2C spending in the region</p> <p>4.2.3 'Business does better' in Pincher Creek marketing plan</p> <p>4.3 Expand into a Transportation Corridor and Logistics Hub</p> <p>4.3.1 Become a centre for regional logistics</p> <p>4.3.2 Complete the airport utilization business case</p> <p>4.4 Increase and Improve Community Assets</p> <p>4.4.1 Increase and improve community assets</p> <p>4.4.2 Work to increase market-ready tourism products and services</p> <p>4.4.3 Assist in supporting ag. organizations in encouraging innovation</p>

WHERE TO START

Of the 30 recommendations, the following are priorities to begin execution in the fall of 2021. They are:

1. Ask the community for help. Find your *Champions*, bring in your *Partners*, create your *Action Teams*. Host a community wide, round-table to present the CEDS strategy and get the volunteers you need.
2. Start the downtown revitalization community engagement sessions and retail analysis ASAP.
3. Champion the Workforce Housing Action Team and get the committee up and running.
4. Work with a third-party resource to develop a workforce housing and ‘Welcoming Communities’ action plan.
5. Pass the Investment Incentive Bylaw.
6. Streamline processes to reduce red tape issues for business.
7. Develop a staff succession plan and leadership development/mentorship program that will minimize the serious loss of knowledge and experience that will result from senior staff retiring in the next year. Find ways to keep retiring employees engaged as mentors and add knowledge resources to bolster the inevitable gaps.


There is a lot of work to be done for Pincher Creek to meet its potential. It will take engaged citizens, organizations, business owners, and Council and Town staff members all committed to ACT: Advocate, Champion and Team Up.

Take Action Now

ACT: Advocate, Champion and Team Up

It is important for everyone to know what they can do, and when and how to do it.

The CEDS is not the sole responsibility of the ‘Town’ (Council and Administration) but of the ‘town’ (the entire community). By identifying partnerships and community champions that will work together to build capacity, devote resources, time, energy and budget to ACT, the CEDS can overcome existing challenges and capitalize on opportunities.

 Community Economic Development Strategy
Active Community Participation

Housing:
If we don't build it, they can't come!
Feb 15
7 to 9 p.m.

www.innovisionsandassociates.com/post/housing-if-we-don-t-build-it-they-can-t-come-1

COMMUNITY ECONOMIC DEVELOPMENT STRATEGY AND ACTION PLAN – EXCEPTS FROM THE FULL CEDS

How can Pincher Creek capitalize on economic opportunities? First, a number of challenges need to be resolved or mitigated. Assets can be leveraged to offset challenges with solutions that will guide Administration, Council and Community leaders in prioritizing goals and assigning resources (people, processes and programs) to capitalize on the chosen opportunities.

Figure 9: Challenges impeding business retention, new investment and long-term community sustainability



Source: InnoVisions & Associates

6) Critical housing shortages:

- a. Housing shortages are affecting employee retention and attraction.
- b. Scarcity of housing options right across the housing continuum from social housing to market-based, free enterprise solutions.

RECOMMENDATIONS



GOAL #1: RETAIN AND EXPAND BUSINESSES IN THE COMMUNITY

Challenge: Lack of Downtown Vitality

» The downtown's infrastructure 'bones' of utilities, including high-speed broadband, and basic infrastructure are good and don't require additional capital dollars. The existing infrastructure may be attractive to developers who see the value of increasing residents in the downtown who then shop in the stores and use the restaurants. Increasing the density downtown by building upwards could provide new revenue streams for the town to use for developing or servicing other neighbourhoods. Although it can be a challenge for councils to gain community support on building up versus out, there is value in communicating the rationale on why it is important. For example, up allows for a greater number of commercial uses within a mixed-use development and will make the task of reaching the goal of rebalancing the current tax base to 75% residential and 25% non-residential easier, while at the same time, controlling increases to the mill rate.

Investors look for pre-established policies and plans for future development – the Town's foundational documents are dated. The existing documents are out of date and restrictive when it comes to accessory dwelling units (ADU) such as tiny homes, carriage houses, etc. that could be used to offset the housing shortage. The existing bylaws limit ADU housing options which is unfortunate as 80% of dwellings in Pincher Creek are single-family dwellings. Similar to the business retention and expansion goal, the MDP and LUB should include policies which are flexible to encourage innovation and are not restrictive in nature. Having a pre-approved Area Structure Plans (ASP) shortens development delays and outlines potential development and land-use options which are important to investors.



RECOMMENDATIONS



GOAL #2: ATTRACT NEW INVESTMENT & BUSINESSES TO THE COMMUNITY

Solutions – Action(s): Champion – Council, Town Administration, and Team-up with Partners

2.1.1 Develop a downtown corridor revitalization plan.

2.1.2 Building up rather than out. The underground infrastructure and services are in place and paid for in the core. When planning downtown or new neighbourhoods, consider building up vs. out which is one of the best ways to increase tax revenue without increasing community capital investment. Consider ways to apply real cost numbers to the increased number of doors for living or staying downtown, as well commercial and social options. Work with developers and investors as it relates to optimal locations for future retail and commercial development.

» “The Pincher Creek Rotary Club, a local not-for-profit organization has taken on the ambitious concept of repurposing the vacant Sobey’s building to invigorate the downtown with a community garden, theater and flexible community space. The club has accessed Lethbridge Community Foundation funds to develop architectural drawings of the space first presented to the community in Jan. 2020. The 31,600 sq. ft. building concept was to include co-housing, a winter garden and gathering spaces. The original concept was scaled back due to the high project costs (\$31M) and a new business financial plan ‘Appletree Project: Local Investing Road Map’, was developed in May 2021. The big change was the removal of the 24-co-housing units.”

Challenge: Workforce shortages.

The workforce shortage is affecting businesses in the entire region. In some cases, businesses are operating at 60% to 70% capacity due to the shortages. This issue extends to institutions such as the hospital, childcare centres, non-profit organizations and the volunteer sector. When looking at workforce shortages it is important to look at the entire region and work with both public and private organizations to come together to resolve or lessen this pressing challenge.

To support existing businesses, and become investment ready for new businesses, solutions for workforce shortages must also address the following problems:

- Housing options are very limited making it exceptionally hard for the community to retain and attract employees, residents and newcomers;
- Need for attraction and retention of newcomers and immigrants as both employees and as entrepreneurs with social programs and a welcoming culture;
- Training is necessary to address the skills gap; and
- A residential growth plan is needed to attract newcomers (young families seeking a rural community) and provide employment opportunities for youth to return home.

There is a critical shortage of employees right now. Over 65% of the businesses interviewed suggested that lack of skilled workforce, and lack of housing options for new employees was impeding their ability to retain and attract staff. In order to retain existing businesses and attract new investment to diversify the economy, there must be a concentrated effort to address

the workforce issue with the focus on being a welcoming and inclusive community. Businesses need employees to operate, thrive and grow. Employees need amenities and other things considered essential and/or important to them (E.g. housing, transportation, quality of life factors, etc.).

Figure 10: Example of the types of housing on a housing continuum



Lack of housing options is a barrier to employee retention and attraction. A grim chicken and egg scenario exists in the Town. The workforce shortage and skills gap is further compounded by the limited (or non-existent) housing across the housing continuum. Both the Community Health Needs Assessment and the Social Needs Assessment (sponsored by the FCSS) identified poor living conditions, inadequate and insufficient housing as a critical problem in the region.^{xx} The Consultants heard from some employees that they were living in homes that would/should be condemned, but they did not report the housing issues as they would then be left homeless if the house were condemned. It was also noted in both Assessments that the Town of Pincher Creek, the M.D. and Piikani have a lower than provincial average income level. This may signal a need for more social programs to support residents and those programs could be extended to newcomers who may be coming for entry level positions.

- » The housing need ranges from subsidized units to affordable, entry-level homes to all configurations of market-based housing. This is not a new challenge. Pincher Creek completed a Housing Needs Assessment in 2010, again in 2016 and recently paid for an update in 2018. The studies looked at the affordability (housing costs); adequacy (quality and safety); suitability (overcrowding); accessibility (for persons with mobility challenges); and availability (options and choice). Pincher Creek and M.D. homes are older than the provincial average (38+ vs 28+ years) and are in greater need of repair than the provincial average.
- » A Core Needs Assessment estimates that there are 40 renters in need of housing (2018).^{xxi} From interviews conducted during the Consultants' research it appears this number is much higher now (as reported by business owners and institutions looking for housing for their staff). There is an obvious and pressing need. This need was also identified in the Health and the Social Needs Assessment which also identified housing shortages as a big barrier to residents and businesses.
- » Lack of housing negatively affects not just business owners but also public organizations such as the hospital, schools and law enforcement. Seniors transitioning to supportive care, youth looking to return home, etc., have difficulty finding a place

to live that meets their needs. Yet, there is a history of both single and multi-family developments being rejected as a result of opposition from community advocacy groups or Council's lack of appetite to get into the development space.

- » Housing need configurations are changing and more than just subsidized housing is needed. For example, just this spring (2021) a private housing organization with over 70-units in the community considered adjusting their housing unit configuration from one to two-bedroom units in hopes of filling their vacancies. However, this is still under the umbrella of subsidized housing with a very specific criteria for eligible tenants/owners.
- » Are key pre-committed/approved housing projects stalled by government? Note that the Consultants received a number of mixed answers to this question. In one example, a 20-unit complex on which the Town, Province and Federal governments were to partner has been held-up for over three years. When project coordinators contacted the Alberta Seniors and Housing department (the funding body) there was no answer given as to when this application will move forward.^{xxii} In another example, an affordable housing six-plex is Town sponsored. It is unclear why this development has not moved forward. As the old RCMP building is located by the site and set to be demolished, there is the potential to expand the number of units and to incorporate the multi-use concept to support a downtown 'neighbourhood' concept.
- » Develop processes which can fast track short and long-term housing options. Have focus groups determine what type of accessory dwelling units could 'fit' within the community. Expand options for both attached and detached ADU's, tiny homes, secondary suits, etc.



BUSINESS CASE

B.C. Housing Research

Completed by Smart Cities Research Services "Accessory Dwelling Units: Case Studies and Best Practices from B.C. Communities" includes qualitative and quantitative findings on ways to incorporate more types of ADU into small to medium-sized B.C. communities, the pros and cons of development, policies, zoning considerations for planning, permitting and the public consultation processes. The visual below provides options for housing found in the report.

Figure 11: Options for accessory dwelling units, secondary suites and tiny homes – B.C. Housing



SECONDARY SUITE

in or linked to a detached home



GARDEN SUITE

a.k.a. coach or carriage house, in the yard of a detached home



TINY HOME

(possibly on wheels), as small as 10m² in the yard of a detached home.



GARAGE/LANE SUITE

In, by or above a garage



SECONDARY SUITE

in or linked to a duplex or town house

Source: B.C. Housing^{xxii}

RECOMMENDATIONS



GOAL #3: DEVELOP A REGIONAL WORKFORCE INITIATIVE

2. Position Pincher Creek to become the most attractive housing location for young families in the region by ensuring a variety of housing options. Appoint a Workforce Housing Action Team. Engage an expert to develop a Housing Action Plan. Liaise with the existing Housing Management Body (HMB), and ensure the focus is on all types of housing. The research is complete, Pincher Creek needs an actionable “who, what, where, when and how” plan to provide more housing options ASAP.
4. Create a ‘Residential Growth Strategy’ with a focus on how to reduce youth migration out of the region. Increase opportunities for youth to return home with a variety of tactics based on job opportunities and housing. Consider lifestyle trends and integrate immigrants and newcomers into the community with the objective of having more young families. Include action items which strive to address the social, mental, and physical well-being of the existing and future population.

Solutions – Action(s): Champion – Initially the EDO.

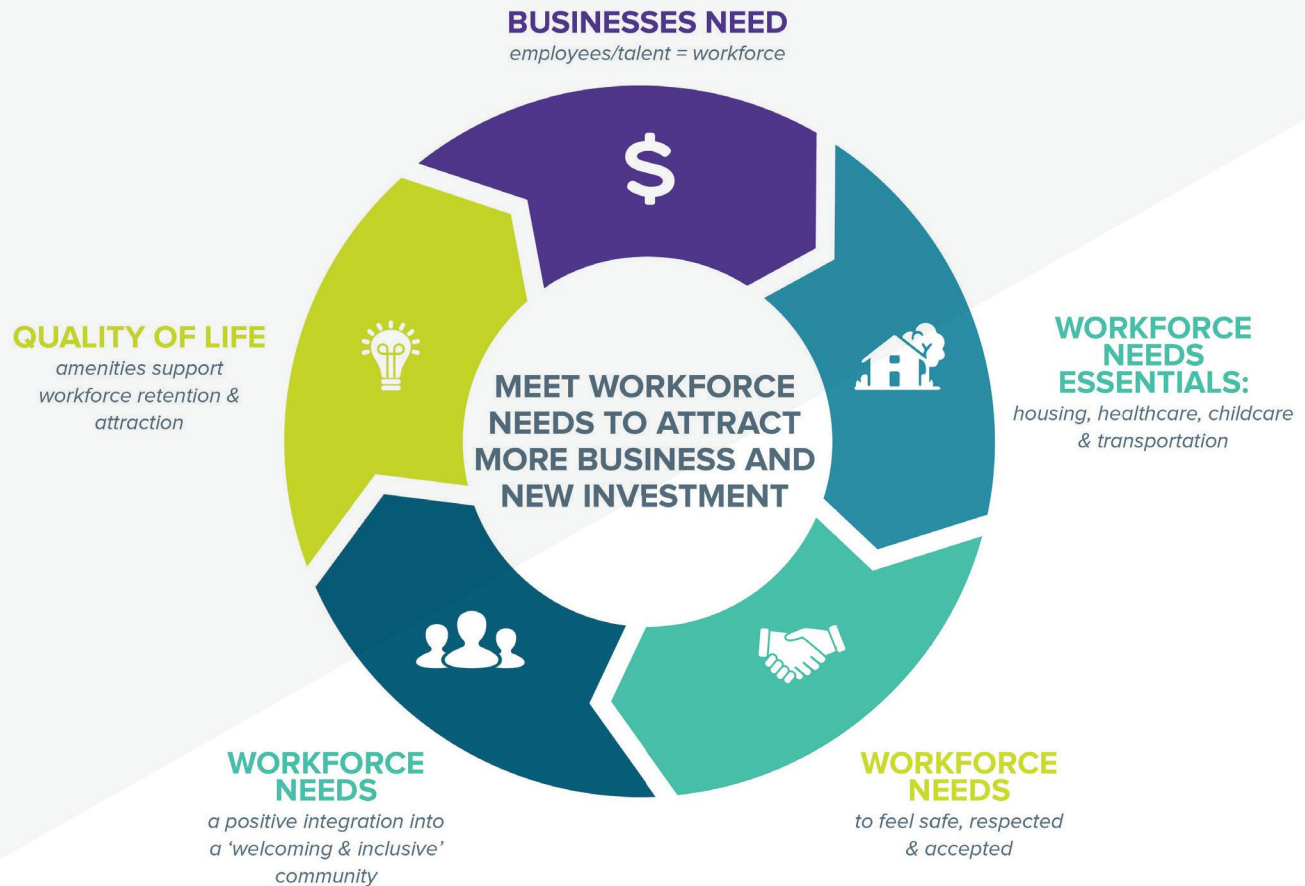
3.1 Champion a Regional Workforce Initiative. Organize or become an active participant in a coordinated regional workforce initiative. Engage public and private companies, organizations and institutions to strategically increase workforce projects, training, incentives and industry specific job attraction. Create a regional committee that links workforce & housing to economic development strategies.

- » Partner and develop relationships to jointly meet workforce needs: housing, transportation, education, etc., within the region. Other communities such as Crowsnest Pass and Waterton also face a critical workforce and housing shortage. It is a regional challenge, so collaborating with regional municipalities, businesses and education institutions to identify workforce shortages to provide skills training and eliminate gaps experienced by industry will aid businesses substantially.



Businesses need employees to operate, thrive and grow. Employees need amenities and other things considered essential and/or important to them (E.g. housing, transportation, quality of life factors, etc.)”

Figure 12: What workforce needs



Source: InnoVisions & Associates

3.2 Appoint a Workforce Housing Action Team.

3.2.1 Appoint a Workforce Housing Action Team.

- » The team will work with an expert advisor to develop a ‘Housing Action Plan’ to encourage more options for different forms of housing for employees and their families. The research is already completed, Pincher Creek needs a ‘who, what, where, when and how’ plan to provide more housing options as-soon-as possible. The Action Team will work to promote pre-development residential options and change NIMBY attitudes in the community. They will link to the redevelopment of downtown to include more market value (not subsidized) residences and thereby create more economic opportunity for street level businesses. Note – this Action Team is a project-based committee, which will liaise with other local housing management bodies (HMBs), the Pincher Creek Foundation and the Housing Committee. However the focus will be to support more market-value housing. The Action Team may also be involved in round table discussions and suggestions for changes to the Town bylaws to allow for removal of red tape restrictions on development, reduction of application wait times/barriers and streamlining of rezoning processes. The focus on a pre-construction phase of housing to reduce barriers will aid the town in becoming investment ready for developers and investors to provide the much-needed housing supply.

A 'Housing Action Plan' should encourage more options for different forms of housing for employees and their families. There are a number of good models on how to approach housing options that could be considered.



BUSINESS CASE Langdon, Alberta.

New build commercial and residential development with small, heritage-themed building facades. There are a dozen storefronts on the east side of the development and high-end residential homes on the west side of the development. The business tenants range from vets to accounting services, restaurants, coffee bistros and business centres. The visual on the following page, on the left illustrates the east facing commercial property (two levels) and on the right/back of the development (west facing) are large condos with underground parking.

<https://www.langdonchamber.ca>

Figure 13: An example of a multi-use commercial and housing development (Langdon, Alberta – 2020)



Source: InnoVisions & Associates

See Appendix H, which includes detail on the objectives of the Economic Development volunteer Action Teams – the Workforce Housing Action Team and the Workforce Attraction Action Team.

3.3 Develop a Rural Immigration Initiative – Become a 'Welcoming Community'.

3.3.1 Link this strategy to the 'Housing Action Plan'. The objective is to become a more 'welcoming community' and enhance capacity to support newcomers, immigrants and refugees. A welcoming community includes services and programs to create positive social outcomes as well as economic returns on capital investments. Also described as 'impact investing and social finance' the focus is on inclusionary programs to support those in need, mentally, physically and financially. The Social Needs Assessment done in 2020 identified how ethnic diversity can have a positive effect on the vibrancy of the community.^{xxxix}

Challenge: the economic reality versus the need to diversify the economy.

"Diversify the economy!" This is a phrase frequently heard both in the past and in the current political climate, especially in oil and gas dependent Alberta. How to do this, however, remains an elusive strategy. Rural communities with small populations, low incomes and remote geographic locations are often dependent upon the taxes and jobs generated by primary commodities.

Community Assets

There are always more projects than resources. To leverage community assets the framework for analysis is:

- man-made assets (facilities, infrastructure, etc.);
- natural assets (the mountain setting, water, soil, heat units, wind, etc.);
- institutions and government services (municipal, academic, childcare, schools, and hospital);
- land and buildings (greenfield, real estate, commercial options, etc.);
- people (the diverse demographic mix);
- location (access to roads, rails, runways, proximity in the region); and
- community spirit (the community passion, volunteers, events, etc.).

RECOMMENDATIONS



GOAL #4: LEVERAGE KEY COMMUNITY ASSETS FOR A DIVERSIFIED ECONOMY

- b) **Leverage Pincher Creek's central location in the region.** Position as a 'service and amenity hub by increasing and improving key essential services and community assets to meet regional needs (e.g., housing, skilled workforce, quality health, education, amenities and facilities).

Solutions – Action(s): Champions to be confirmed by the town (collectively).

- » Focus on ways to become the region's one-stop-location for products and services. Pincher Creek's geographic location in the region, with a trade population of over 32,000+ within a 50 km trading area, is an asset. There is a strong base of amenities: diverse school options; good health services; managed childcare facilities; indoor and outdoor recreational facilities and events; and a retail and hospitality base to service locals and encourage more local shopping.

6.0 ROLES, RESPONSIBILITIES & RECOMMENDATIONS

To capitalize on the opportunities and offset the challenges, the Town of Pincher Creek's Council and Administration have the capacity and resources to **ACT: Advocate, Champion and Team Up**. It is important for everyone to know what they can do and when and how to do it. Council and Administration should continue to recognize the difference between governance (leadership, strategic vision and direction, policy formulation, etc.) versus operations (the actual strategy and tactics created for development and implementation of Council's directives) in how and when they choose to ACT.

Champion: In the role of ‘champion’ the Town will lead with strategic direction and provide resources (people, time and budget) to implement projects or processes.

- **Champion infrastructure for business development.** Champion projects that create the conditions for business to invest in the region. More multi-use, multi-purpose building options; shovel ready land; refined, effective bylaw; and reduction of red tape and wait times for development will incentivize developers. Become more community investment ready.
- **Champion a downtown corridor revitalization.** Create a plan that incorporates vibrant placemaking and live-work-stay-play options.
- **Champion a ‘Regional Workforce Initiative’.** Critical workforce shortages and skills gaps are affecting businesses. Include more options for workforce housing and learn how to become a ‘welcoming community’ for newcomers and immigrants.

Position Pincher Creek to become the most attractive housing location for young families in the region by ensuring a variety of housing options. Appoint a Workforce Housing Action Team. Engage an expert to develop a Housing Action Plan. Liaise with the existing Housing Management Body (HMB), and ensure the focus is on all types of housing. The research is complete, Pincher Creek needs an actionable “who, what, where, when and how” plan to provide more housing options ASAP.

7.0 CONCLUSION

This Pincher Creek Community Economic Development Strategy (2021-2026) provides goals and a path to reach them. It provides a strong impetus for action to generate economic investment and growth.

To capitalize on the region’s rich opportunities will require all those involved to not only reframe the problems but also the solutions. This CEDS recognizes it is not the sole responsibility of the Town (Council and Administration) to enact this strategy. It needs the ‘town’, working through partnerships and with champions, to build capacity, devote resources, time, energy and budget to overcome the existing challenges and capitalize on opportunities.

Pincher Creek has a lot of work ahead. The town must quickly begin the many projects that will lead to success in economic development. Here is the priority list:

1. Ask the community for help. Find your *Champions*, bring in your *Partners*, create your *Action Teams*. Host a community-wide, round-table to present the CEDS strategy and get the volunteers you need.
2. Start the downtown revitalization community engagement sessions and retail analysis ASAP.
3. Champion the Workforce Housing Action Team and get the committee up and running.
4. Work with a third-party resource to develop a workforce housing and ‘Welcoming Communities’ action plan.
5. Pass the Investment Incentive Bylaw.
6. Streamline processes to reduce red tape issues for business.
7. Develop a staff succession plan and leadership development/mentorship program that will minimize the serious loss of knowledge and experience the senior staff retiring in the next year. Find ways to keep retiring employees engaged as mentors and add knowledge resources to bolster the inevitable gaps.

Good luck!

Appendix G: Oversight for Council Appointed Committees

Success of the Board, or lack thereof, tends to be a reflection of governance.

Many Boards struggle to understand their role and accountability. Part of the reason for this is that the Boards are usually comprised of volunteers with great intentions but no understanding of the difference between advising and directing. Another part of the problem is a Board or Committee has been set up without a clearly defined purpose, but rather has broadly stated Terms of Reference that leave the interpretation up to the volunteer. Another challenge is that sometimes the willing volunteer does not have the capacity to see beyond his/her own business' needs and/or his/her own personal wishes about the development of the community.

The very use of the word 'board' leads the volunteers to believe that they are in charge and can set the stage for difficult interactions between volunteers and paid staff. Ultimately, elected officials who have chosen the CAO of the administrative staff as their one and only employee hold all accountability. The CAO is the only employee that reports to the elected officials directly. Every other paid employee is accountable, within the administrative structure, to the CAO. But most often the Board is outside the administrative structure and so the lack of accountability often becomes an issue and Board members end up going outside the scope of the Board, at times challenging the paid staff, usually over initiatives and priorities set out in Council's strategic plan.

These governance issues tend to lead to confusion and delusion. There is often confusion about what needs doing and by whom, and there is also delusion about what can be accomplished and by whom.

Characteristics of Unsuccessful Boards:

- Have been in existence for more than a year but have accomplished little;
- Have had the same chairperson in place for extended periods of time;
- Have no diversity of people or ideology on the Board;
- Have no understanding of the need for confidentiality when dealing with businesses;
- Don't understand conflict of interest, members use their involvement as a means to increase their own business or family interests;
- Are used by either elected officials or administration as a way to indirectly communicate with each other;
- Consider themselves experts and so don't seek best practice from elsewhere;
- Set their own mandate and goals; and
- Think that a broadly stated goal is the solution to fixing a problem or diversifying the economy. E.g., tourism is the broadly stated solution to diversifying the economy but specifically there are few tourism operators in the south (yet with capacity) and in general, there is very little data available on the different tourism markets that are more than day-trippers, spending, where they are coming from, etc.

Characteristics of Successful Boards and/or Action Committees:

- 1) They are most effective when project based. That is, they are put in place for a particular purpose. That purpose may be to assist in the development of a strategic plan; to act as volunteers and resources on a plan already in progress; and/or to open doors not available by other means to the paid staff.
- 2) There is a written mandate for the committee. The mandate comes from the goals set by elected officials and in coordination

with the work of the administration. At the end of the process it is the administration that will answer to the elected officials as to how well they have utilized the committee to meet the goals. Having a written mandate keeps the committee focused on the project.

- 3) Committee members are invited to join based on their capacity to understand the project and influence the outcome. Individuals do not self-select but rather are sought for their expertise or connections.
- 4) Committee selection takes into account diversity of community members, expertise, gender, age and skill levels. A variety of voices need to be heard for the best outcomes. Community 'buy in' comes when the community is well represented.
- 5) There are expected outcomes and deliverables built into the process. Everyone knows what success looks like and works together with the administration and the elected officials to achieve it. A work plan is determined with milestones and the milestones are monitored for completion.
- 6) Committees exist for a limited time. When the project is done the committee ceases to exist. If another project comes along a new Committee is convened potentially with new members. And, like all effective working groups, they discuss the issues only when together at a time and place chosen in advance; with all members provided notice of the meeting and present; and with inclusion of all opinions at the table. Only then does a vote take place that binds all members to action.
- 7) Committees as a group constantly seek wider input from the community on ideas and recommendations. New members are welcomed as their expertise is needed. Members are removed from the Committee when their expertise is no longer needed. None of this process is about personalities but rather about the needs of the project and everyone knows from the beginning that their involvement will be time-limited. The need for new blood is determined by the paid staff who are the only ones accountable for the project.
- 8) Committees use third parties in seeking information to ensure confidentiality in dealing with businesses for activities such as surveys or business visitations. Businesses won't discuss their competitive advantages or problems with people that they are likely to meet at the local coffee shop. They are more likely to speak to an outside expert with no reason to reveal their secrets except as cumulative data. The only time it makes sense to use local people to interview local businesses is when there is nothing confidential about the questions. Committee members also keep confidential anything and everything that they hear at a Committee meeting. The only people who speak for the community are the elected officials at the top or the CAO. (A confidentiality agreement is a good idea.)
- 9) Members of the Committee and/or their family members don't directly benefit from the completion of the project any more than any other community member. This seems obvious but it is our experience that some Committees have been spearheaded by individuals who are in a conflict of interest. Sometimes these individuals push a project through and sometimes they stop it in its tracks because it poses competition to their own interests. Sometimes they propose work be done by themselves or their family members for remuneration as part of the project. This should not be allowed.
- 10) And most importantly, the successful Committee works with the paid staff in an advisory capacity. They make suggestions, not commandments. They do not direct as they have no accountability. They have no power to hire or fire but rather they can make recommendations to the administration. If they are unhappy about the direction or the personnel, they are encouraged to speak up at a meeting and not in the coffee shop.

Appendix H: Economic Development – Action Team (A Teams)

Building on the content covered within Appendix G: 'Council Appointed Committees – Guidance for Success', it is important for the Action Teams to know what is within the scope of their project and outside of the scope. The following is a guideline for setting up the Economic Development Action Teams. Providing clear guidelines for volunteers' work will support successful outcomes.



Purpose of the Action Team is to:

- Support long-term economic stability and growth in the area by working on projects related to economic development goals;
- Provide advice, direction, information and volunteer time to the Economic Development Officer (EDO) of the Town; and
- Assist in the creation, development and implementation of actions that meets the goals.

Structure of the Action Team

- The action team is project-based. It has a start date, defined goals, expected outcomes and an end-date, which is usually at the completion of the defined tasks.
- The Team works through the auspices of the Economic Development Officer (EDO) and reports to the EDO who in turn reports to Administration who reports to Council.
- The Team is recruited by the EDO based on needed experience for a particular project. The volunteer Team members might be chosen because they are a building owner, business manager, developer, builder, architect and/or have ability to contribute relevant expertise on the project (e.g., workforce, housing, action plans to implement a housing strategy, etc.).
- Term of the volunteer engagement as an Action Team Member is at the discretion of the EDO.

Power of the Action Team

- Economic Development goals are set by Council and a strategic plan is prepared to meet those goals by administration. This plan is called the Community Economic Development Strategy (CEDS). The EDO acts on behalf of the administration to enact the plan.
- Expert volunteers are invited to participate in helping to provide advice and meet the goals via the plan for the benefit of the community.
- Volunteers liaise with the EDO with regard to all activities. They do not report to or advise Council. The EDO reports to administration who reports to Council.

Meetings

- There will be Action Team meetings from time to time and volunteers will be invited to attend.
- The EDO will determine the schedule for the meetings.
- The meetings will have an agenda and minutes will be taken to ensure a record.
- Robert's rules of order shall prevail at meetings of the Action Team.
- The EDO will chair all meetings unless he/she has designated a volunteer to do so.

Activities of the Action Teams Action Team One – Workforce Housing

EDO planning goals:

- Work towards increasing the growth of the tax base of residential properties for the Town.
- Create vibrancy in the Town with multi-purpose (commercial/retail and housing mix) options for a tax-paying, non-subsidized sector of residential development.
- Prioritize how to house more hospitality industry workers, health care workers, immigrants, newcomers, families, part-time and full-time residents in the Town of Pincher Creek.
- Encourage more innovative housing options (all types of housing) throughout the Town.
- Optimize opportunities to integrate housing options into the downtown core initiative, repurpose underutilized buildings and guide the creation of multi-use, multi-purpose buildings for live, work, play, stay development.
- Working with outside experts and/or a 'Housing Consultant' in advisory capacity:
 - » Develop a 'Housing for Workforce Action plan' from the existing Pincher Creek Housing Needs Assessments (note recommendations in the 2010, 2016 & 2018 Housing Needs documents).
 - » Liaise with/to FCSS and community support organizations to incorporate housing options for newcomer and immigrants through the 'Welcoming Communities' integration process.
 - » Support long-term economic stability and growth in the area by providing a plan with options for different forms of housing stock for workers and their families.

Action Team supports plan by creating events and encouraging community engagement:

- » Providing residents, business owners and investors with an adequate opportunity to participate in engagement sessions on the planning process for future housing development neighbourhoods.
- » Participating in the 'Downtown Corridor Revitalization and Vibrancy' community engagement sessions. Work towards the redevelopment of the main street corridor to include more living spaces that are live-work options to house market-value residences and thereby provide more economic opportunity for street level businesses.
- » Considering suggestions for changes to the Town bylaws to allow for removal of red tape restrictions on development; reducing application wait times/barriers and streamlining rezoning processes.
- » Focusing on the pre-construction phase of housing to reduce barriers (restrictive direct control bylaws, etc.) and becoming investment ready for developers and investors to provide a much-needed housing supply.
- » Promoting a pro-residential development attitude within the community.
- » Liaising with the existing Pincher Creek Community Housing Committee and the Pincher Creek Foundation to share information, project progress and support each other's mandate where relevant.
- » Hosting an Investor Showcase or Summit for development (realtors, investors, developers, bankers, etc.). Year 1 is a round table, Year 2 matching investment opportunities with developers.
- » Hosting and Economic Development and Real Estate Investor Forum to development opportunities for residential growth within the Town.

Action Team Three – Health and Wellness Advocacy Action Team a ‘Brain Trust’

The purpose of this action team, made up of strategic thinkers, is to solve the problem of how to get the Health Care system involved in the community economic development of Pincher Creek by developing and enacting a strategy to lobby the government for change thereby making PC an attractive location for medical entrepreneurs and innovators.

- Increase the potential for new business investment in the community by increasing the number of healthcare and wellness workers for those businesses:
 1. Health care workers
 - » Doctors and nurses
 - » Emergency Medical Technicians (EMT) and Paramedics
 - » Health and wellness practitioners (dental, specialized services, etc.)
 2. Health and wellness knowledge support workers
 - » Entrepreneurs for medical hub growth
 - » Technology support services

Action Team supports plan by working on:

- Providing advice, direction, information and volunteer time to the Economic Development Officer (EDO) of the Town regarding workforce attraction for medical specialties.
- Providing business owners, workforce development professionals, public and private employment agencies with an adequate opportunity to participate in engagement sessions on the planning for recruitment process.

Promoting and hosting ways to welcome potential medical workers. Note, as per the health and wellness action team champion’s lead in the community. Examples could include:

- » Hosting a reverse trade show. An event that highlights the job opportunities in the community.
- » Hosting a rural nurses Pincher Creek Community tour day.

Medical, Health and Wellness Advocacy

- Determine when, how and who will advocate, champion and team up (ACT).
 - » Research to answer questions about and create plans to:
 - » Participate in the regional Workforce Initiative.
 - » Incentivize rural nursing/practitioner training.
 - » More uptake on rural nurses relocating in Pincher – Nurses Day Tour.
 - » CT Scanner utilization, option to keep any revenue?
 - » Advocacy on getting more utilization of the OR;
 - » Opportunity for other specialists to use OR;
 - » Advocacy on the EMT/Paramedics being out of community for non-emergency transfers. Can they spend more time in emerg?
 - » Working with Piikani Ambulance.
 - » Non-emergency transfer (NAT) unit use versus ambulance.
 - » NAT revenue generation with a Pincher Creek Emergency Commission.
 - » Support health and wellness business attraction. E.g., dental surgery, life mark franchise options, etc.
 - » Medical tourism, how to work with or around AHS, public vs private services for out of province revenue generation.



CEEDS GOAL #3: DEVELOP A WORKFORCE INITIATIVE

Recommendations:

1. Champion or team-up in a coordinated regional workforce initiative that brings together expert workforce resources for specific projects in workforce training and skills development.
2. Position Pincher Creek to become the most attractive housing location for young families in the region by ensuring a variety of housing options. Appoint a Workforce Housing Action Team. Engage an expert to develop a Housing Action Plan. Liaise with the existing Housing Management Body (HMB), and ensure the focus is on all types of housing. The research is complete, Pincher Creek needs an actionable “who, what, where, when and how” plan to provide more housing options ASAP.
3. Develop a 'Rural Immigration - Welcoming Community Program'; become known as a welcoming community. Work with subject matter experts on immigration and indigenous relations to enhance efforts to retain and attract newcomers and build capacity to support their smooth integration into the community. Create pathways to be more inclusionary and accepting of the Indigenous population.
4. Create a 'Residential Growth Strategy' with a focus on how to reduce youth migration out of the region. Increase opportunities for youth to return home with a variety of tactics based on job opportunities and housing. Consider lifestyle trends and integrate immigrants and newcomers into the community with the objective of having more young families. Address the social, mental, and physical well-being of the existing and future population.
5. Become a training centre. In addition to existing training organizations, anchor education systems in the community to stop the out-migration and increase educational opportunities. Promote Pincher Creek as a community of choice for newcomers both as employees through a 'Workforce Attraction Action Team' as new business owners/entrepreneurs.

Strategies	Tactics
<p>3.1 Champion a Regional Workforce Initiative</p> <p>Implementation: Champion - Town/Administration via EDO or FCSS (initially), then Team-up to find a coordinator or a contract position to get it up and running.</p> <p>Resources: TBC, regional partners, Alberta/SW, Crowsnest Pass/Waterton/AlbertaSW, SXNM (and or another similar body) and gov. and workforce orgs. and agencies, etc.</p> <p>Timeline: Fall 2021</p> <p>3.2 Workforce Housing Action Team</p> <p>Implementation: Champion, then Team-up</p> <p>Resources: Town Administration/EDO, - TBC: CCIS, RDN, Action Team volunteers, workforce advisors, immigration agencies, etc.</p> <p>Timeline: Fall 2021</p>	<p>3.1.1 Host a round-table workforce fact finding discussion.</p> <ul style="list-style-type: none"> » Starting with the Town as the lead, seek regional partners and find a champion to take over leading the initiative. » Team-up with government and workforce organizations. » Reach out to Crowsnest Pass, Waterton, AlbertaSW, and other potential partners. » Collectively review data sources that can provide information on barriers to employee attraction and retention. » 'Lessons learned' from other regional or multi-partner workforce initiatives. E.g. the Clareholm Rural and Northern Immigration Pilot (RNIP). <p>3.2.1 Appoint a Workforce Housing Action Team.</p> <ul style="list-style-type: none"> » Work with an expert advisor to develop a 'Housing Action' plan from the previous housing needs assessments. » Liaise with the existing local housing management bodies (HMBs) to ensure there is a mandate to provide all options for housing. » This strategy ties to Goal 1 and 2 providing more live-work-play and stay options. » Position Pincher Creek to become the most attractive housing location for young families in the region by ensuring a variety of housing options.

Strategies	Tactics
<p>3.3 Develop a Rural Immigration Initiative – Become a 'Welcoming Community'</p> <p>Implementation: Champion then Team-up</p> <p>Resources: Town Administration/EDO, CCIS, RDN, etc.</p> <p>- Contract position, the Workforce Action team.</p> <p>Timeline: 2021 - 2022</p>	<p>3.3.1 Link this strategy to the 'Housing Action Plan'.</p> <ul style="list-style-type: none"> » Implement the AUMA Welcoming Communities pilot through CCIS (begins fall 2021). » Through 3rd-party support develop a 'Welcoming Communities' plan of action. Designate appropriate resources. » Research the ties to utilize the Business Link and other immigrant/refugee resource programs to help with integration into the community. » Work collaboratively with Piikani Employment Services. » Continue to apply for and monitor government programs such as the Alberta Settlement and Integration Program (SILP). » Connect to regional immigrant agencies and service providers to collaborate but not reinvent the wheel.
<p>3.4 Link to Business Investment Options for Newcomers, immigrants and Indigenous Entrepreneurs</p> <p>Implementation: Champion then Team-up</p> <p>Resources: Town Administration/EDO, CCIS, RDN, Piikani, etc.</p> <p>- Contract position, the Workforce Action team, SXNM/Community Futures, etc.</p> <p>Timeline: 2021-2022</p>	<p>3.4.1 Partner to coordinate options for immigrant, newcomer and Indigenous entrepreneurs.</p> <ul style="list-style-type: none"> » Link this strategy to the small business and entrepreneurial activities. » Link this strategy to the business outreach program. » Leverage the government's new Alberta Immigrant Nominee Program. » Include SXNM and their partnerships in discussions. » Engage the Business Link's Indigenous strategist. » Align and/or partner with the Claresholm Rural and Northern Immigration Program.
<p>3.5 Create a Residential Growth Strategy</p> <p>Implementation: the Workforce Housing Action Team</p> <p>- TBC: the Chamber, SXNM, regional marketing organizations, businesses, etc.</p> <p>Resources: Town EDO/ FCSS</p> <p>Timeline: 2022-2023</p>	<p>3.5.1 Appoint a Workforce Attraction Action Team.</p> <ul style="list-style-type: none"> » Return to rural marketing plan. » Give youth and young people a reason to want to return home. » Connect with the youth, engage them in start-up business concepts. » Attract young families to the community. » Develop a marketing plan to attract workforce and residents to Pincher Creek. » Position the community as a health and wellness hub, focus on 'quality-of-life' advantages for the young families. Core assets are the town's education, recreation, health and childcare options. » Co-sponsor a health and wellness Pincher Creek showcase day for health practitioners (outlined in Goal #4) . » Partner with regional marketing organizations to cross market. E.g. AlbertaSW, Film Friendly Southwest Alberta, Tik Tok and Instagram influencers, etc.
<p>3.6 Become a Training Centre in the Region</p> <p>Implementation: Champion and Team-up</p> <p>Resources: Town EDO/ FCSS Implementation. Workforce Housing Action Team, SXNM, training organizations, academic institutions, etc.</p> <p>Timeline: 2021-2022</p>	<p>3.6.1 Leverage academic partnerships for more local training and job skills upgrading options.</p> <ul style="list-style-type: none"> » Partner with both traditional and non-traditional education options including the local and regional training organizations. » Align with healthcare professional retention and attraction activities to advocate and/or support to have more healthcare training options. » Host a workforce attraction forum, organized either by NOCS segments, or as a community job fair. Market into larger metropolitan centres. » Don't reinvent the wheel, link to RINSA, WESTEM, ULethbridge, etc. » If there is capacity, work with the Chamber to have a sub-committee on becoming a training centre. E.g. consider the public and private organizations in the region. Leverage the concept of a satellite training site for different organizations and audiences. » Collectively, discuss the option of hosting a workforce attraction forum.

Outcomes:

- Services become available that readily help businesses retain and attract workforce
- More workforce
- More employees with diverse skills to fill the workforce gap and to introduce new job options
- Longevity and resilience of businesses is increased by job creation and retention of employees
- Programs are created to actively attract immigrants and newcomers
- Pincher Creek is viewed as a 'Welcoming Community' for newcomers and immigrants
- Jobs exist for the children of current residents to stay or return to Pincher Creek to raise their family
- More options for local and international immigrants, newcomers and Indigenous entrepreneurs and/or business investors
- Housing options within vibrant neighbourhoods are developed to attract new residents to live and work in the area
- Post-secondary training and education is offered in the community

Budget Implications: As the various strategies and/or recommendations are not yet approved by Council, the Consultants did not confirm budget figures. Any figures presented are cost estimates only.

3.1 A regional workforce coordinator – contract position to liaise with the town and regional partners.

3.2 Workforce housing action team - volunteers

3.3 Rural Immigration Initiative – Become a Welcoming Community

- » Fee-for-service set out in the Housing Action Plan and combined with Welcoming Communities (draft proposal) \$10,000
- » CCIS - AUMA grant

3.5 Residential Growth Strategy

- » Links to the Workforce and Housing Action Team
- » Co-sponsor a health and wellness Pincher Creek showcase day for health practitioners (outlined in Goal #4)
- » Regional workforce attraction forum - estimate \$5,000

3.6 Become a training centre

- » Partner to provide more opportunities for training events to be held in Pincher Creek

Resource Assignment		Priority	When to Initiate	
Advocate, Champion, Team Up	ACT	Resources/Support/Input		
3.1 Town (initially)	C	Recreation	High – 3.1/3.2	Q3 2021-2022-2023
		Planning	Med. –	Q1 2022-2023-2024
3.2 EDO/Administration	C/T	Infrastructure	3.3/3.4/3.5	
3.3 Contract Position	T	FCSS X		
		Action Team X		
3.4 Contractor	T	Regional partners X	Low - /3.6	
		Academic partner X		
3.5 Contractor	T	Other Partnerships X		
3.6 Contractor and CofC	T	CofC; CCIS; RDN; training organizations		



2021 - 2026

INNOVISIONS
— & ASSOCIATES —

Housing – ‘If we don’t build it, they can’t come’

The Challenge

For over 15 years, the Town of Pincher Creek has faced housing shortages and a scarcity of housing options across the entire housing continuum. The housing continuum encompasses both government and private sector housing options from emergency shelters, to social housing, to affordable housing to market-based and priced housing.

Low incomes, restrictive land-use regulations and bylaws, and a ‘not-in-my-backyard’ mentality are key factors that appear to have impeded new housing development and/or investors. Housing Needs Assessments were completed in 2010, 2016 and refreshed again in 2018, and have indicated that a lack of housing continues to be a major challenge. Over 11% of Pincher Creek’s residents are living in ‘low-income housing.’”

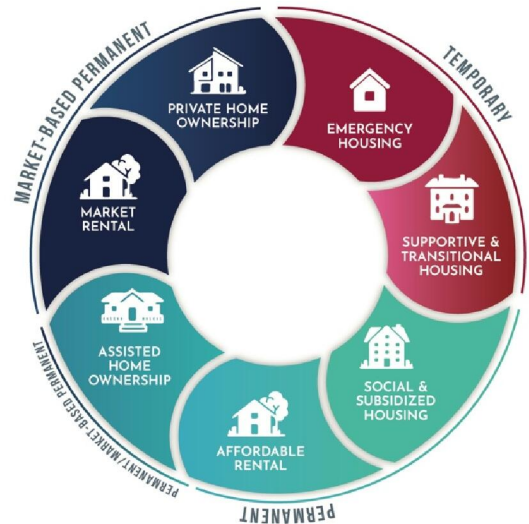
This means that 11% of the existing population cannot afford market-based housing. This figure is likely higher in 2022 due to the effects of the pandemic; the increase in housing prices; and the decrease in housing accommodations for rent.

Where are we now?

The housing shortages in Pincher Creek, and the entire region, have now reached the critical stage. Employers have communicated that housing issues have resulted in prospective employees refusing job offers, existing employees quitting jobs due to lack of local housing, and employers having to pay higher wages/salary to incentivize those to drive from another area to work in Pincher Creek. This crisis is fueled by an increase in the cost of housing which has led to property owners selling rental units making fewer homes available for rent, and the increasing rising cost of living for families due to inflation. In July 2022, online searches for accommodation in Pincher Creek found only three properties available for rent and there were only 24 – 28 houses listed for sale. The average house price is \$437,154¹, only slightly lower than the average in Alberta at \$449,290. Over 80% of the homes in Pincher Creek are single-family dwellings.

The shortage of housing is creating challenges for businesses, community organizations and residents alike. Of the businesses interviewed through the Community Economic Development Strategy (CEDs), 65%² indicated that a lack of skilled workforce and a lack of housing options for new employees was impeding their ability to retain and attract staff.

Within the Community Economic Development Strategy are a number of key findings, recommendations and action items (primarily listed on pages 48 to 58). These recommendations link together the issues of



¹ Real estate available in Pincher Creek as retrieved from <https://www.remaxcentral.ab.ca/pincher creek-real-estate-statistics.html>. July 25, 2022.

² Pincher Creek - Community Economic Development Strategy. Interviews, surveys and focus groups engaged over 500 individuals between Nov. 2019 and March 2020. Page 23.

Housing – ‘If we don’t build it, they can’t come’

housing, downtown revitalization, workforce retention and business attraction for overall community sustainability. The need to work with an expert advisor to develop a Housing Action Plan was identified, as was the need for steps to put in place for an expert to work within the community providing strategic advice to implement the housing plan.

At this time, there is no designated housing director or manager within the town staff or the community. A Housing Strategic Advisor could be an individual with the professional training, experience, connections and/or capacity to build a Housing Action plan that *links* to community and economic development. This person would have the skillset to develop a Housing Action Plan that clearly states the ‘who, what, where, when and how’ and the budget and/or resources to implement it. Note that while there is an existing Pincher Creek Housing Foundation, their mandate is solely focused on affordable and seniors housing. This is one important part of the housing continuum, however, there are many more pieces that need to link to the project.

What is the solution? Take Action Now!

Council must make a commitment to put in place the resources to increase the housing supply. For example:

- Contract a Housing - Strategic Advisor and/or firm to develop and implement a Housing Action Plan with the goal to increase housing supply. Note that this means housing right across the housing continuum, not just affordable housing. A Housing Strategic Advisor will:
 - Plan, organize, set objectives, develop policy, evaluate and implement activities around housing;
 - Connect and/or liaise with the Pincher Creek Housing Committee and the Pincher Creek Foundation and work to start up the Workforce Housing Action Team;
 - Align with the CEDS goals around downtown revitalization and the Workforce Retention and Attraction Plan;
 - Develop a Community Engagement Strategy and a communication plan to provide citizens and businesses with an opportunity to make real decisions that affect their homes and community while still encouraging innovative development;
 - Survey employers to determine their employee housing needs and their interest in working on the Workforce Housing Action Team to find various housing solutions;
 - Update the housing needs data with the new information from Statistics Canada -2022 Census. Combine this information with pre-existing studies to bring new life to the stalled plans;
 - Identify partnerships and community champions who will work together to build capacity, devote resources, time, energy and budget to innovative housing projects; and
 - Identify and seek financial housing support programs and/or programs that can be layered to support multi-use, multi-purpose housing.
- Engage a professional firm to review the Land-use bylaw, and the Town policies and processes to reduce inhibitive regulations.
 - Develop and implement municipal policy changes to improve the housing situation

Housing – ‘If we don’t build it, they can’t come’

- Direct the Senior Administration to require ALL departments to work together collaboratively to develop and implement municipal policy changes to improve the housing situation.

Council to demonstrate the political will to withstand the NIMBYISM that has halted or affected past housing developments.

Align with work that is underway or proposed.

A Housing Action Plan and an individual to manage and implement the project is needed.

- Enabling Housing Choices – Sustainable Housing Initiative (SHI) via Rural Development Network (RDN). Pincher Creek was successful in obtaining a grant to develop a Housing Plan;
- Reuse and invigorate the Housing Assessment studies (2010, 2016, 2018);
- Liaise with the Pincher Creek Housing Committee and the Pincher Creek Housing Foundation – the board’s role (presently they are focused on seniors and affordable housing). Capacity, training, outcomes;
- Engage the community. On housing, and/or on downtown revitalization. Time it so as to not overload the community but make progress starting early fall 2022. Build awareness and offset NIMBYism;
- Launch the Workforce Housing Action Team – CEDS recommendation to encourage more housing options. Tie to Workforce Housing – who does what to implement the housing action plan.
- Complete projects so that the community can see results, developers know what areas are designated for what type of housing, and the community becomes investment ready for housing.
- Initiate a Welcoming Communities Program– FCSS. Welcoming Immigrants and Newcomers to Pincher Creek.

Downtown Area Revitalization Plan – DARP

- ~~➤ Canada Community Revitalization Fund, could have provided up to \$500,000 for capital infrastructure and planning. It is believed that Pincher Creek did not qualify and there is currently no new fund. (notification was received July 28, 2022 this grant application was not approved)~~
- Review the land-use bylaw (LUB)-consider that funding from the SHI project could be extended to expand the review. Review of bylaws to provide municipal policy to improve housing options, more multi-purpose buildings and live/work studios. The additional scope could include recommendations to make the LUB more developer friendly. The LUB must be looked at on a comprehensive basis. No one-off bylaws -do not make singular bylaws one at a time such as for tourist houses and/or basement suites. Consider a planning/ engineer/ architect type firm to review along with RDN’s SHI program.
- Downtown - from vacancy to vibrancy. Develop a Downtown Area Redevelopment Plan, one which revitalizes the downtown corridor to increase investment in development. Link to:

Housing – ‘If we don’t build it, they can’t come’

- Inclusion of downtown planning in housing options. E.g. the Apple Tree with and/or without housing options;
 - Options for the Sobeys’ building via private owners/investors;
 - Structural integrity and a vision to revitalize downtown, reduce vacancy, more placemaking, build up versus out;
 - Review of bylaws to provide more multi-purpose buildings and live/work studios, etc.;
 - Incorporation of options for the repurposing and/or structural review of the old condemned curling rink downtown;
 - Options for the provincially owned property. Does the province want to sell it back to the Town; and
 - Innovative multi-purpose use new builds. E.g. the Curling Rink.
- Recreation Master Plan – the new trail system in partnership with the MD. Placemaking options.
 - Flood mitigation and preparedness – Climate Change application for funding

Outcomes – benefits

1. Become attractive as a community for public and private housing development to provide a range of housing options that meet the identified needs of the Town;
2. Support businesses in retaining and attracting employees;
3. Provide more housing options will attract more residents;
4. Increased tax revenue from multi-purpose housing options that include more revenue streams; and
5. A streamlined LUB that encourages innovative housing options, attractive to residents and investors.

Next Steps Suggestion: (coming Aug 22 to Council)

Council - pass a motion to direct administration to develop a project outline and seek quotes for a contract position for a Housing – Strategic Advisor.

Using Housing as an incentive to attract and retain workforce - examples:

St. Albert - https://stalbert.ca/site/assets/files/5872/community_housing_plan-land_use_incentives.pdf

Wainwright – Housing Bank, nursing housing. <https://edmonton.ctvnews.ca/registered-nursing-pilot-program-now-available-in-wainwright-alta-1.5605328>

Housing Incentives - US based more common. <https://mrsc.org/Home/Explore-Topics/Planning/Housing/Affordable-Housing-Techniques-and-Incentives.aspx>

William’s Lake B.C.

<https://williamslake.ca/CivicAlerts.aspx?AID=654#:~:text=The%20Housing%20Incentive%20Program%2C%20launched,provides%20for%20%2410%2C000%20per%20door.>

Housing – ‘If we don’t build it, they can’t come’

Cowichian Workforce Housing Strategy – Survey <https://www.ecdevcowichan.com/workforce-housing-survey-results/>

Matching renters with properties - Happipad.
<https://happipad.com/>

The Case for Workforce Housing -
<https://www.realestateforums.com/content/dam/Informa/realestateforums/2019/portal/Reports/The%20Case%20for%20Workforce%20Housing.pdf>

CMHC – Housing Supply Challenge Shortlist - mhc-schl.gc.ca/en/professionals/project-funding-and-mortgage-financing/funding-programs/all-funding-programs/housing-supply-challenge/round-2-housing-supply-challenge/round-2-applicants#nnn

Additional Information:

Online from the Pincher Creek Housing Forum

The Community Economic Development Strategy

(CEDS) <http://www.pinchercreek.ca/business/development.php>

- [2022 Community Economic Development Strategy, Executive Summary](#)

Topic: Housing - If we don’t build it, they can’t come!

Date: Feb 15, 2022 06:33 PM Edmonton

Meeting Recording:

https://us06web.zoom.us/rec/share/J01HBLbEW7n4dJFjY_t4W_6WPmMMHB_rgJrP8SbLZlbk5CY9E4uFADWIm-5OM_d.1Vb_Pb6rGa-8bglk

TOWN OF PINCHER CREEK
AFFORDABLE HOUSING PROJECT

SHI-2018-01 NEEDS ASSESSMENT

Version 3 (AB)

Prepared on December 17th, 2018

Prepared for,
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EXECUTIVE SUMMARY

The Town of Pincher Creek has commissioned the Alberta Rural Development Network (ARDN) to conduct this Housing Need and Demand Assessment to explore the need to develop affordable rental housing in Pincher Creek to service the vulnerable population and in-need of the area.

The methodology used to develop Pincher Creek's *Housing Need and Demand Assessment* is a quantitative (statistical) secondary data analysis, a review of key provincial and municipal documents and interviews with relevant stakeholders. ARDN's findings are as follows:

- Pincher Creek's population is 3,642 as of 2016. Growth between 1996–2001 was 0.2% or 0.04% annually, from 2001–2006 it shrunk by 1.1% or 0.22% annually, from 2006–2011 it grew by 1.7% or 0.34% annually and between 2011–2016 it shrunk again by 1.2% or 0.24% annually. The growth overall from 1996–2016 was about -0.47%.
- As of 2016, Cowley has a population of 209; it had shrunk 11.4% from 2011. The M.D. of Pincher Creek has a population of 2,965; it had shrunk 6.1% from 2011.
- Over the past fifteen years the population of Pincher Creek has shrunk 0.47%, if trends continue the location will have a population of 3,630 by 2030.
- Pincher Creek's median age is older than the Albertan median in 2016. It has been older than the Albertan median since 2001.
- Cowley and the M.D. of Pincher Creek have an older median age than the province in both 2011 and 2016. This trend combined with the previous point suggests that the local region is aging.
- Pincher Creek's median after-tax income is less than the provincial median in all family types.
- Overall, the M.D. of Pincher Creek also has a lower median after-tax income than the province.
- 11.1% of people in Pincher Creek are considered to be living in "low-income" households, higher than the average of 9.3% in Alberta. The M.D. of Pincher Creek has 12.5% of its population considered to be living in low-income households.
- The housing stock in Pincher Creek is dominated by single-detached homes (80%). The next largest dwelling type is movable dwellings (8%).
- Pincher Creek is like the province in having more owners than renters. In terms of proportion, Pincher Creek has a greater proportion of owners than the province.
- As of 2017, Pincher Creek has vacancy of 1.4%; the vacancy has varied historically with a 10-year average of 2.39%.
- Research into the rental market of Pincher Creek shows that prices varied over the years but have increased overall.
- The amount of rental units in Pincher Creek is 70 as of 2017. This is less than the amount in 2016, which was 73.
- Pincher Creek, Cowley and the M.D. of Pincher Creek all have a greater rate of repairs needed than the provincial average of 5.71%. In Cowley, nearly a fifth of all households require major repairs.
- In Pincher Creek and Cowley, the majority of homes are 38+ years old. In the M.D. of Pincher Creek and Alberta, most are 28+ years old.
- Pincher Creek, Cowley and the M.D. of Pincher Creek all suffer a lower rate of housing unsuitability than the province.
- 10.2% of homeowners and 31.6% of tenants in Pincher Creek overpay for shelter. The Town also sees 20.6% of tenants in subsidized housing.
- A Core Needs estimation analysis estimates that there are 40 renter households in Pincher Creek alone that are in core housing need. The majority of the estimated need



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INTRODUCTION & BACKGROUND

1.1 PURPOSE

The Town of Pincher Creek commissioned the Alberta Rural Development Network (ARDN) to conduct this Housing Need and Demand Assessment to analyze the need for purpose built affordable rental housing units for the vulnerable population of Pincher Creek and area.

Housing plays a key role in comprehensive neighborhood and community building. In this document ARDN will examine rental housing costs within Pincher Creek along the housing spectrum to gain a better understanding of specific non-market housing gaps to the extent that they exist. The lack of suitable housing is a serious threat to local and regional economies as it prevents well-qualified employees from capitalizing on opportunities. Housing is considered unsuitable if the home's occupants are living in overcrowded conditions. National Occupancy Standards set minimum criteria for number of persons per bedroom and level of privacy for the size and composition of a household². The availability of decent housing that is close to work, close to family and affordable for residents, upon which the proper functioning of the local economy depends, is essential to the community's economic health.

The figure below highlights the housing continuum which is the entire spectrum of affordable housing ranging from the provision of emergency housing all the way to market home ownership. Each step of the continuum services a particular need. Given this wide range, it is important to clarify that the focus of this case remains centered on increasing the inventory of affordable rental housing for the vulnerable and low to moderate income households and individuals of the community.

THE HOUSING CONTINUUM



Source: Canadian Mortgage and Housing Corporation¹

As part of this Housing Need and Demand Assessment, ARDN will identify current housing gaps in Pincher Creek and area with respect to: affordability, adequacy, suitability, and accessibility. The objectives of this Housing Need and Demand Assessment are:

- To gain a better understanding of the current housing gaps, issues and challenges in Pincher Creek and area.
- To provide direction to the Town of Pincher Creek and other interested stakeholders in terms of local housing priorities.
- To support funding applications to the Provincial and Federal Governments.

1.1.1 SCOPE

The methodology used to develop Pincher Creek's *Housing Need and Demand Assessment* is a quantitative (statistical) secondary data analysis to identify and explore:

- Population and demographic trends.
- Household income constraints.
- Housing availability (housing supply, form and tenure).
- Housing issues related to adequacy, suitability, affordability and accessibility.
- Other indicators of housing/economic hardship where data is available.

1.1.2 DATA SOURCES

The *data* used to conduct this analysis was accessed primarily from a combination of the following sources:

- Census data from the Statistics Canada (StatsCan) Census Program, years of Census referenced are: 1996, 2001, 2006, 2011, 2016.
- 2018 Core Need Income Thresholds (CNIT) published by Alberta Seniors and Housing.
- Government of Alberta, Alberta Health Services Interactive Health Data Application (IHDA) (population and population projections).
- Government of Alberta, the Alberta Regional Dashboard (ARD).
- 2017 and older Apartment Vacancy and Rental Cost surveys published by Alberta Seniors and Housing (AVS).
- Primary data provided by Pincher Creek representatives.

In all cases, the most recent data available has been used.

It is important to note the various levels of geography used in this report. They are defined as follows and referenced throughout the report:

- Pincher Creek, referred to by Statistics Canada as a Town, shown in Appendix 1.
- Cowley, referred to by Statistics Canada as a Village, shown in Appendix 2.
- Pincher Creek No. 9, referred to by Statistics Canada as a Municipal District (M.D.), shown in Appendix 3.

Note that this document will consider the Town of Pincher Creek as the target area for research and analysis. Pincher Creek No. 9 will sometimes be referred to as "the M.D."

1.1.3 GLOSSARY

Affordable housing¹ is defined as suitable and adequate housing where no more than 30% of household before-tax income is spent on shelter. The housing itself does not have to be rented or subsidized to be considered affordable. As long as it fits the above description, the housing can be private, owned, co-op, temporary etc. The most important metrics is that the shelter costs no more than 30% of a household's before-tax income.

Core Needs Income Thresholds

Alberta Seniors and Housing publishes a document previously named the Core Needs Income Thresholds (CNIT)² and now known as the Income Thresholds. The CNITs describe the income required to live in various municipalities and places across the province. The metric used is the same as the CMHC's definition of affordable housing; shelter costs must not account for more than 30% of income.

1.1.4 REPORT FORMAT

Section 2:

Study Area and Regional Context provides the context for Pincher Creek and area by highlighting key economic drivers and the associated implications for housing for those readers who may not be familiar with the region. It also provides a summary of population, demographic and income statistics gathered through various sources to build a better understanding of the current community characteristics of Pincher Creek and area.

Section 3:

Housing Supply provides a summary of the region's current housing supply – both rental and homeownership – in terms of affordable market and near-market housing to assess the range of housing options available to residents living in the region. It also provides a summary of housing issues affecting residents in the region in terms of adequacy, suitability, accessibility and affordability. It estimates the number of households likely to be experiencing housing challenges using these primary data sources:

- 2018 Core Need Income Thresholds produced by Alberta Seniors and Housing.
- An analysis of Census data produced by Statistics Canada and identifying the number of households paying 30% or more of their income on housing.

STUDY AREA & REGIONAL CONTEXT



This section will summarize the profile of Pincher Creek and area, while also giving an in-depth look at the population and employment demographics and statistics.

2.1 TOWN PROFILE

2.1.1 LOCATION

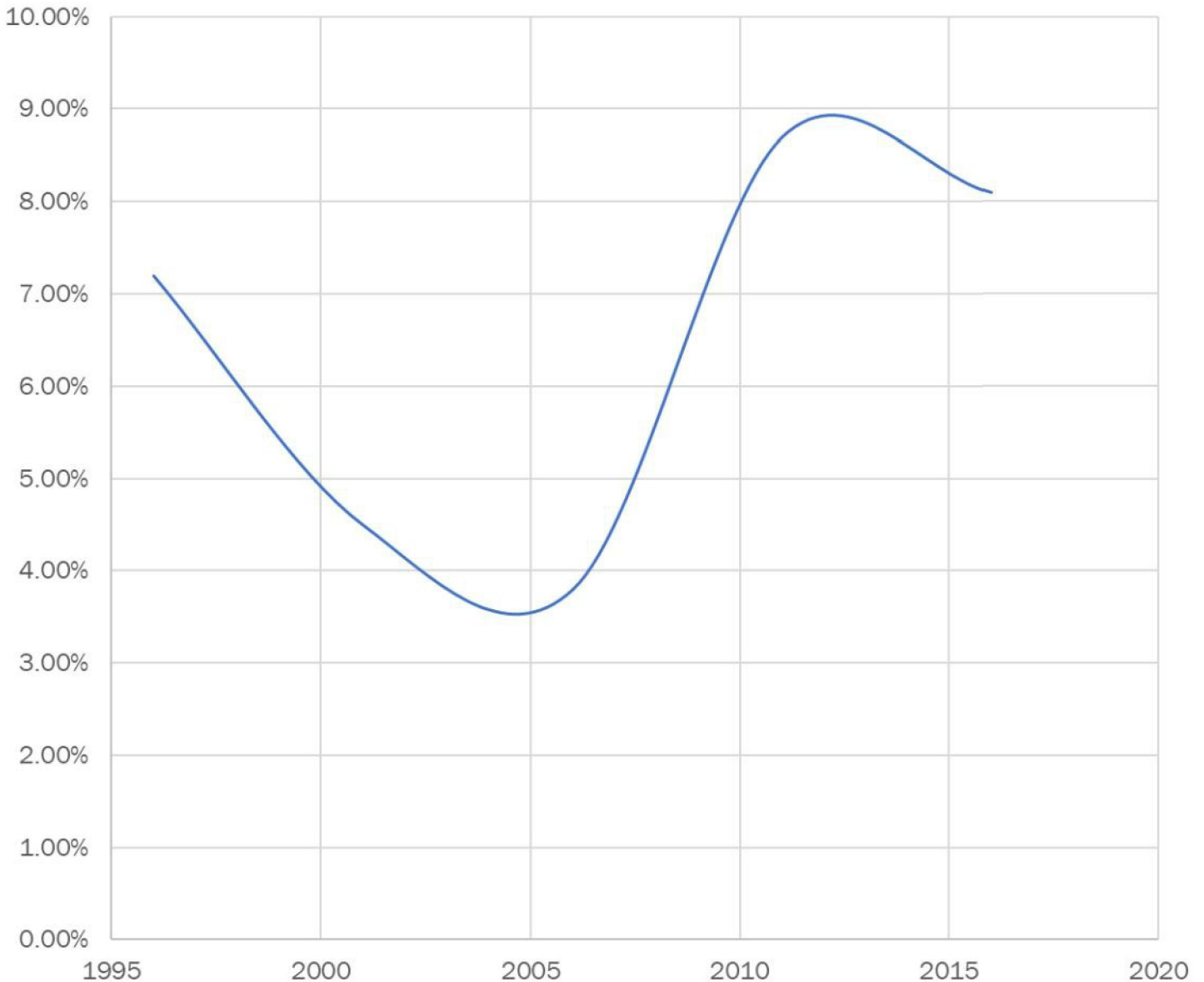
Pincher Creek is a Town located in southwest Alberta that is 101 km west of Lethbridge and 210 km south of Calgary. In modern context, the area was initially established as a Mounted Police post in 1878 and was later incorporated as a Town in 1906³. It is situated in the M.D. of Pincher Creek as seen in the Maps attached in Appendix 1 and 3. As of 2016, the population of the Town is 3,642⁴. In the Village of Cowley the 2016 population count is 209⁵ and in the M.D. of Pincher Creek it is 2,965⁶. Interestingly, each of the 3 areas have shrunk in population since 2011. The biggest drop has been in Cowley which lost 11.4% of its population from 2011–2016.

2.1.2 ECONOMY

Historically the economy in the Town developed on wheat farming and natural gas processing³. For the present, StatsCan data shows that the largest industries in the Town of Pincher Creek are Retail Trade, Health Care & Social Assistance, Accommodation & Food Services, Construction and Professional, scientific & technical services⁴. Future growth in the area is expected to come from wind energy and tourism³. The tourism attractions in the area include the wind farms, the proximity to Waterton Lakes National Park and others.

Figure 1 below shows the historical unemployment rates in Pincher Creek. The data was collected from the Alberta Regional Dashboard (ARD)⁷. It shows that although unemployment has decreased in the most recent years, it is still much higher than the rate a decade ago.

Figure 1: Unemployment Rate in Pincher Creek by Year (ARD)



2.1.3 Housing

The Town of Pincher Creek is looking into expanding its affordable rental housing operations in Pincher Creek to assist the vulnerable population of the community. With more affordable rental housing available, Pincher Creek hopes to make it possible for its residents to stay in their community and live comfortably rather than move to another location. To ensure that the need is addressed, the Town has partnered with the local housing management body, the Pincher Creek Foundation. Working with the Foundation, the Town hopes to provide more affordable housing to the community and ensure stability and future growth for Pincher Creek and the related area.



2.2 COMMUNITY DEMOGRAPHICS

The following section analyzes the Town of Pincher Creek's, the Village of Cowley's, the M.D. of Pincher Creek's and Alberta's populations considering growth trends, mobility patterns and potential future growth. The data in this section was collected from StatsCan.

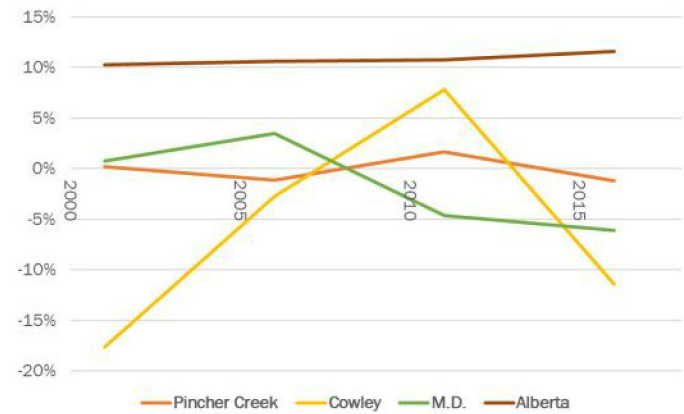
2.2.1 POPULATION

Population and population trend data gives insight into the size of a community, historical growth, effects of recent events and other key demographic information. Information about population was gathered from StatsCan Census dating from 2001–2016.

Table 1 reports population counts for Pincher Creek, Cowley, the M.D. and the province. The data used is from the 2001^{8, 9, 10}, 2006^{11, 12, 13} and 2016^{4, 5, 6, 21} StatsCan Census. As seen in the table below, each area shrunk in size from 2011–2016. Focusing on the Town, 2016 Census data released by Statistics Canada states that the area shrunk from 3,685 to 3,642 from 2011–2016. Over the past twenty years, the Town has gone from a population of 3,659 to 3,642, a decrease of 17 people in total. Although the decrease isn't substantial (0.02% per year), the fact that the Town has not grown at all over the past 20 years has caused it's population to stagnate. The M.D. on the other hand has shrunk significantly, in the past 20 years the population has decreased from 3,172 to 2,965, a decrease of 6.5% or 0.37% annually (~10 people on average per year). The shrinkage is highest in Cowley, as the population has decreased 23.4% over the past 20 years or 1.33% annually (~3 people on average per year). These are all much lower than the annual population growth of 2.07% for Alberta^{8, 4} (~68,517 people on average per year). If the Town of Pincher Creek continues to shrink at 0.02% annually, it would reduce to a population of 3,630 by 2030.

The communities of Pincher Creek, Cowley and the M.D. of Pincher Creek had unique and differing growth rates between 1996–2016. **Table 2** and **Figure 2** report the growth rates of these areas. Note that in the table and figure the growth rate in the "2001" section is growth since 1996.

Figure 2: Population Growth Rates in Pincher Creek, Cowley, M.D. of Pincher Creek and Alberta (StatsCan)



Looking at all three communities, over the past 20 years they've each had growth rates lower than the province, and have often shrunk in size. Focusing on the Town, the growth rates have been historically low, whether they were positive or negative. The only growth observed in the past 20 years was between 2006–2011 where the Town grew 1.7%. The biggest decrease in population was between 2011–2016 where the population shrunk 1.2%. For the M.D., rates were more significant than the Town but were often negative. The largest growth observed was between 2001–2006 where the area grew 3.5%. The biggest decrease in population was between 2011–2016 where the M.D. shrunk by 6.1%. Cowley's rates have been the most erratic and were almost always negative. The only growth observed was between 2006–2011 where the village grew 7.8%. The largest decrease in population was between 2011–2016 where the population shrunk by 11.4%. Looking at all three areas, it becomes clear that the 2011–2016 saw each of these communities shrink in population. However, low growth and shrinking population have been observed in the community regularly in the past 20 years. Also, in the past 20 years, none of the communities have experienced a greater or even comparable growth rate to the province.

Table 1: Pincher Creek, Cowley, M.D. of Pincher Creek and Alberta Population Counts (StatsCan)

Year	Pincher Creek	Cowley	M.D. of Pincher Creek	Alberta
1996	3,659	273	3,172	2,696,826
2001	3,666	225	3,197	2,974,807
2006	3,625	219	3,309	3,290,350
2011	3,685	236	3,158	3,645,257
2016	3,642	209	2,965	4,067,175

Table 2: Pincher Creek, Cowley, M.D. of Pincher Creek and Alberta Population Growth Rates (StatsCan)

Year	Pincher Creek	Cowley	M.D. of Pincher Creek	Alberta
2001	0.2%	-17.6%	0.8%	10.3%
2006	-1.1%	-2.7%	3.5%	10.6%
2011	1.7%	7.8%	-4.6%	10.8%
2016	-1.2%	-11.4%	-6.1%	11.6%

2.2.2 MOBILITY

Population mobility data divides the population into those that have not moved and those that have moved from one residence to another. Those that moved are then broken down by place of residence one year ago and five years ago. Mobility status⁴ can provide an indication of available employment opportunities in a region, or economic prosperity¹⁴, and rates of unemployment and mobility tend to move together. There are also personal reasons such as the strength of housing markets and local social capital and social forces¹⁵, such as support from a community, which factor into a population's mobility.

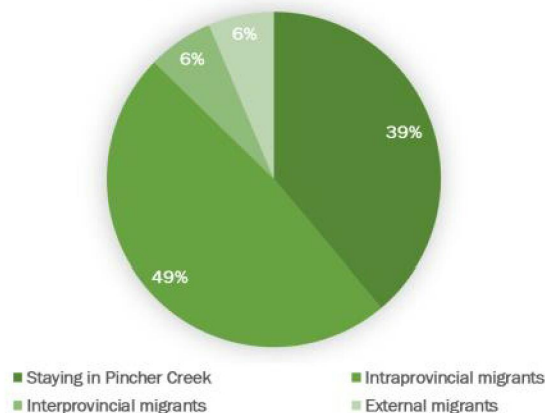
Table 3 shows the percentage of those Pincher Creek, M.D. of Pincher Creek and Albertan residents that lived at the same address one year ago and five years ago. This data was obtained from the 2016 Census^{4, 6, 21}.

Table 3: Pincher Creek, M.D. of Pincher Creek and Alberta Population Mobility (StatsCan)			
	Pincher Creek	M.D. of Pincher Creek	Alberta
People who lived at the same address 1 year ago	83.5%	90.7%	84.5%
People who lived at the same address 5 years ago	59.4%	74.3%	55.3%

For the M.D., the area has been significantly less mobile than the province in both 1-year and 5-year mobility. For the Town, the population is about just as mobile as the province in 1-year mobility but slightly less mobile in the 5-year mobility. Combining this information with the previous information regarding population and growth rates, it becomes clear that the loss in population the communities are facing might be due to deaths or some other factor instead of people leaving the area.

5-year Mobility status data for those who moved to the Town is further analyzed in **Figure 3**.

Figure 3: Pincher Creek Mobility Status since 5 years ago (StatsCan)



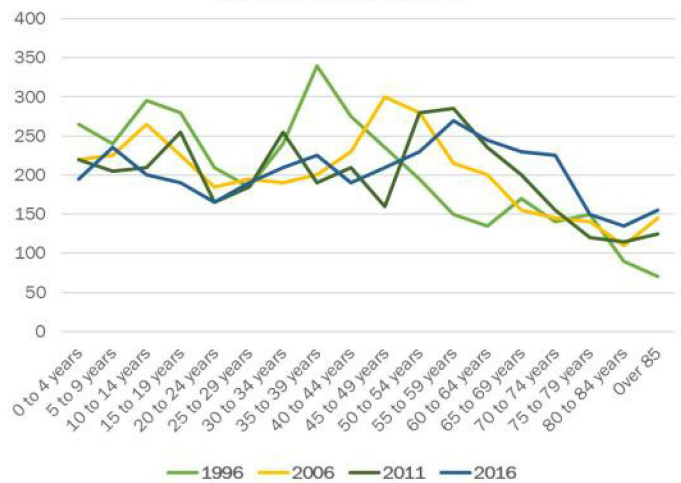
A significant portion of the people who moved within the Town's 5 year mobility were people moving within the area. Of those who did move from outside the Town, the vast majority moved from within the province. 6% of movers came from outside the province and another 6% were from outside of Canada.

2.2.3 POPULATION GROWTH AND AGE DISTRIBUTIONS

Population growth gives insight into the future expected populations of a community. It can be used to determine the need for additional development. Age distributions can highlight if certain types of developments are required, and projections can show if they will be required in the future.

Figure 4 shows Pincher Creek's population age distribution changes between 1996¹⁶, 2006¹¹, 2011¹⁷ and 2016⁴. The population data in this section is sourced from StatsCan. Please note that the data for 2001 has different age groups than the other Censuses and has been excluded from the figure for consistency.

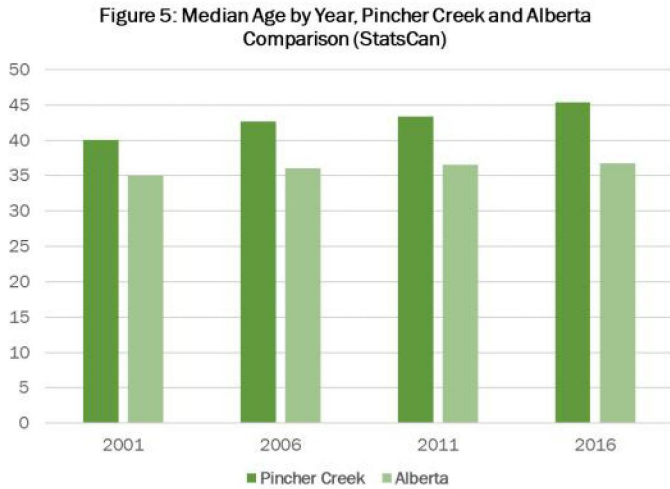
Figure 4: Population vs Age Groups (Population Distributions) in Pincher Creek (StatsCan)



The age distribution data shows that the area's overall population has shrunk 0.4% from 1996–2016. When comparing the data from the four timelines: 1996, 2006, 2011 and 2016, it can be seen that the population is aging as time goes on. A major trend is a population dip that occurs around the 15–19 age group that recovers at an older age group. As time has gone on, this “older age group” has become older and older. As an example, in 1996 the dip recovered at the 35–39 age group whereas in 2016 the dip recovered at the 55–59 age group. This is a clear sign of an aging population. From 2011–2016, the most populated brackets moved from 50–54 and 55–59 in 2011 to 55–59 and 60–64 in 2016.

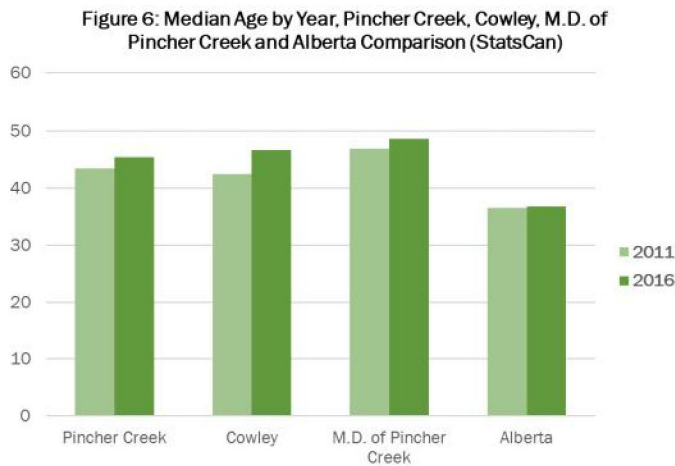
⁴Mobility status refers to the status of a person regarding the place of residence on the reference day in relation to the place of residence on the same date one year and five years earlier. Statistics Canada refers to persons who have not moved as non-movers and persons who have moved from one residence to another as movers. Movers include non-migrants and migrants. Non-migrants are persons who did move but remained in the same city, town, township, village or Indian reserve. Migrants include internal migrants who moved to a different city, town, township, village or Indian reserve within Canada. External migrants include persons who lived outside Canada at the earlier reference date.

Figure 5 below illustrates a comparison of Pincher Creek's population's median age against Alberta's from 2001 to 2016.



As seen in the figure above, Pincher Creek has been older than Alberta over the past 15 years. This finding is in line with the previous finding of the population aging over time, as the median age of Pincher Creek has only increased between 2001–2016.

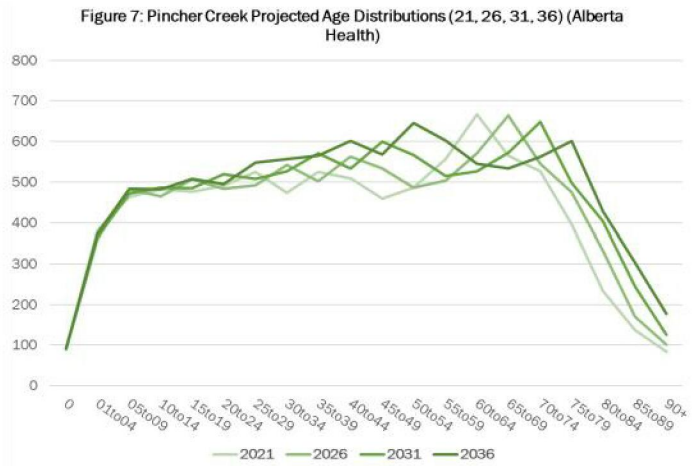
Figure 6 below shows the median ages of Pincher Creek, Cowley, the M.D. of Pincher Creek and Alberta from 2011^{17, 18, 19, 20} and 2016^{4, 5, 6, 21}.



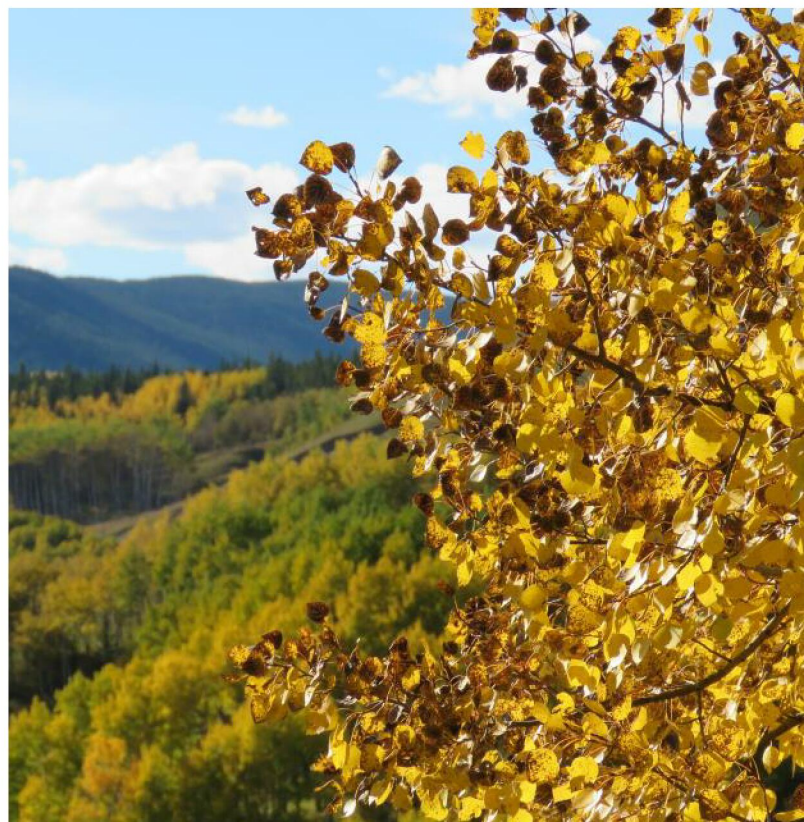
As seen above, the median ages of Cowley and the M.D. of Pincher Creek, like the Town, are older than the province in both 2011 and 2016. It can also be noted that each community was older in 2016 than it was in 2011. This can suggest that the aging issue that is affecting Pincher Creek is also affecting Cowley and the M.D.

^b These population projections are computed using the component method considering the size of the area's population at the beginning of the forecast period, and the effects of a population of that size on future births, deaths, and migration. Alberta Health generates these forecasts annually for sup-provincial health regions that coincide approximately with census divisions and county boundaries.

Alberta Health (AH) has projected the expected population of Pincher Creek from 2021–2036²². Although the specific geography isn't mentioned, from the population counts it is likely that the estimations consider the combined population of all communities contained within the M.D. of Pincher Creek including the M.D.'s population as well. These population projections^b are shown in **Figure 7**.



Beginning in 2021 and extending to 2036, population growth over the fifteen-year time frame has been forecasted to grow at about 0.84% annually with a total population growth estimated at 1,141 new residents added to the region by 2036. In 2021, the population over 65 years of age is projected to represent approximately 22.8% of the total population. That proportion is expected to shift to approximately 26.9% of the population by 2036. In absolute terms this population is projected to increase by 662 or 34.1% over the fifteen year time frame. The 20–50 age bracket is predicted to increase by approximately 351 from 2021–2036 but the proportion is predicted to decrease from 35.0% to 34.5%. The under 20 age group is expected to increase by 44 but the proportion is expected to shrink somewhat from 22.2% of the population in 2021 to about 20.0% by 2036.



2.2.4 DISTRIBUTION OF FAMILY TYPES

Table 4 compares Alberta's family composition to that of the communities of Pincher Creek, Cowley and the M.D. of Pincher Creek. This data was gathered from the 2016 StatsCan Census^{4, 5, 6, 21}.

Table 4: Pincher Creek, Cowley, M.D. of Pincher Creek and Alberta Family Composition (StatsCan)								
Type of Family	Pincher Creek		Cowley		M.D. of Pincher Creek		Alberta	
	%	#	%	#	%	#	%	#
Total Number of Census Families		1,020		60		865		1,114,585
Male Lone Parent Families	2.94%	30	8.33%	5	2.31%	20	3.39%	37,770
Female Lone Parent Families	14.22%	145	8.33%	5	3.47%	30	11.08%	123,490
People not in census family	16.34%	595	26.32%	55	11.13%	330	16.68%	678,535
Average number of persons per census family	2.8		2.8		2.7		3.0	

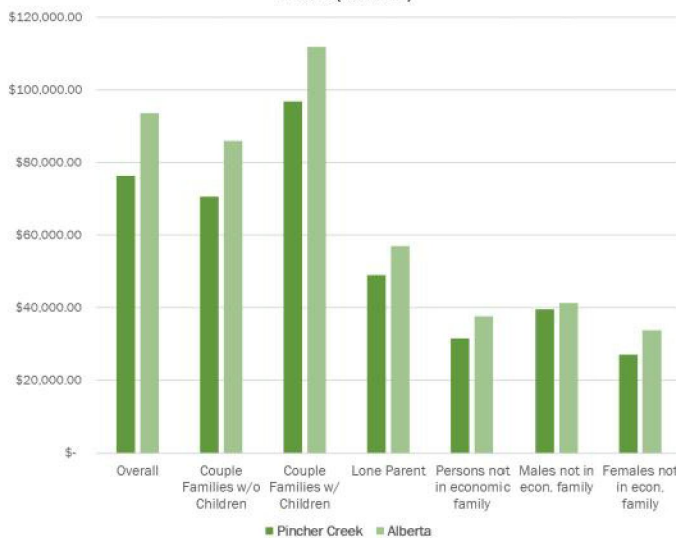
Looking at the above table, the communities of Pincher Creek, Cowley and the M.D. of Pincher Creek all have different distributions of family characteristics. First looking at the Town, Pincher Creek has a similar proportion of lone male parents as the province but a greater proportion of female lone parents. For people not in census families, usually singles or people living on their own, the proportion is also very similar to the province. Cowley in contrast differs from the province, while the proportion of lone male parents is significantly higher in Cowley the proportion of female lone parents is significantly lower. The proportion of people not in census families is also lower. Finally for the M.D., the proportions of lone parents regardless of sex is much lower than the province, and the proportion of people not in census families is lower as well. For all communities and the province, the average number of people in a census family is similar—about 3.

2.2.5 HOUSEHOLD INCOME

Median Household Income by Household Size

Figure 8 below compares Alberta's median after-tax income to Pincher Creek's median after-tax income in 2015 by economic family^c structure. This data was collected from the 2016 StatsCan Census^{4, 21}.

Figure 8: Median After-Tax Income in 2015 by Family Type, Pincher Creek and Alberta (StatsCan)

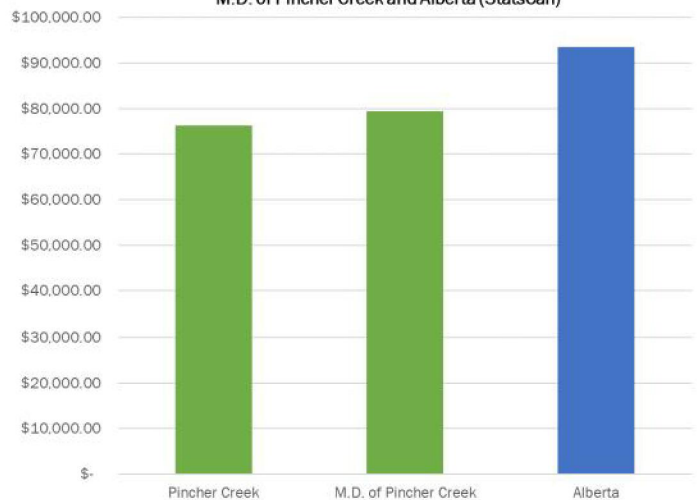


In Pincher Creek, based on their after-tax income adjusted for family size, 50.5% of the population was in the top half of Canada's income distribution, less than the provincial rate of 61.6%. In most family structures, the Town's residents earned less than the provincial medians. Lone parents and persons not in economic families earned significantly less.

Household Income of People not in Economic Families

Figure 9 looks specifically at the 2015 overall median after-tax incomes of Pincher Creek, the M.D. of Pincher Creek and compares them to the provincial median^{4, 6, 21}. Data for Cowley was not available.

Figure 9: Overall Median After-Tax Income in 2015 for Pincher Creek, the M.D. of Pincher Creek and Alberta (StatsCan)



As seen in the figure, the amounts earned by the Town are slightly less than the M.D. but overall, both Pincher Creek and the M.D. of Pincher Creek earn less on average than Alberta by 10%+.

^c Families come in different sizes and larger families may have benefited from pooling of resources and economies of scale. Economic families are defined as people living in a common household but not necessarily related whereas Census Families are a family unit that is related.

Low Income

Table 5 compares low-income statistics in the communities of Pincher Creek, the M.D. of Pincher Creek and Alberta by different age groups. This data was collected from the 2016 StatsCan Census^{4, 6, 21}. Data was unavailable for Cowley. The measure used is the low-income measure after tax, or LIM-AT. It defines thresholds that if a household fails to meet it is considered low income²³.

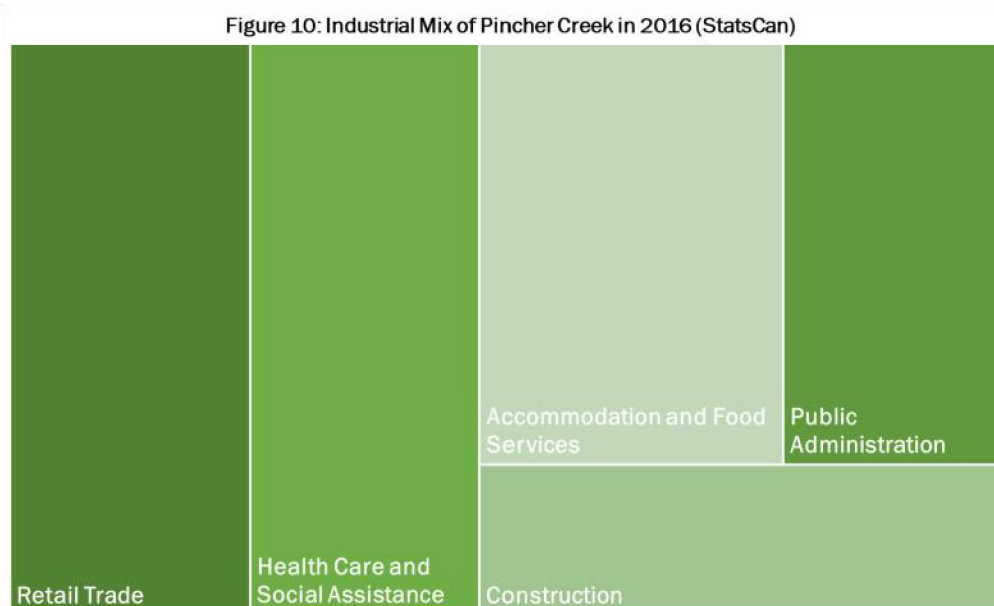
Table 5: Pincher Creek, M.D. of Pincher Creek and Alberta Low-Income Statistics (StatsCan)						
Age Group	Pincher Creek		M.D. of Pincher Creek		Alberta	
	%	#	%	#	%	#
0 to 5	16.7%	40	19.2%	25	13.5%	41,755
0 to 17	14.6%	110	16.2%	80	12.8%	114,215
18 to 64	11.3%	220	11.2%	175	8.2%	210,870
65+	7.0%	50	13.0%	80	8.6%	38,800
Total	11.1%	380	12.5%	335	9.3%	363,890

Looking at the data above it can be seen that both Pincher Creek and the M.D. of Pincher Creek have more people living in low-income households than the province. In the Town, 11.1% of all people live in low-income households; the number is 12.5% in the M.D. These rates are both greater than the provincial rate of 9.3%. In the Town, the age groups with the most people living in low-income households are the 0–5 and 0–17 groups, with 16.7% of people in the 0–5 group living in low-income housing and 14.6% of the 0–17 group. A significant 11.3% of people in the 18–64 age group also live in low-income households. For the M.D. the prevalence is also greatest in the youngest age groups, with 19.2% of people in the 0–5 group and 16.2% of people in the 0–17 group living in low-income households. Significant proportions also exist in the 18–64 age group, 11.2% of people, and in the 65+ age group, 13.0% of people.

Comparing to the provincial numbers, the Town sees greater prevalence of people living in low-income households than the province in every age group except for the 65+ group. The M.D. sees greater prevalence than the province in every age group.

2.2.6 Industrial Mix

Figure 10 below shows data regarding the 5 largest industries in Pincher Creek as of 2016. This information was obtained from the 2016 StatsCan Census⁴.

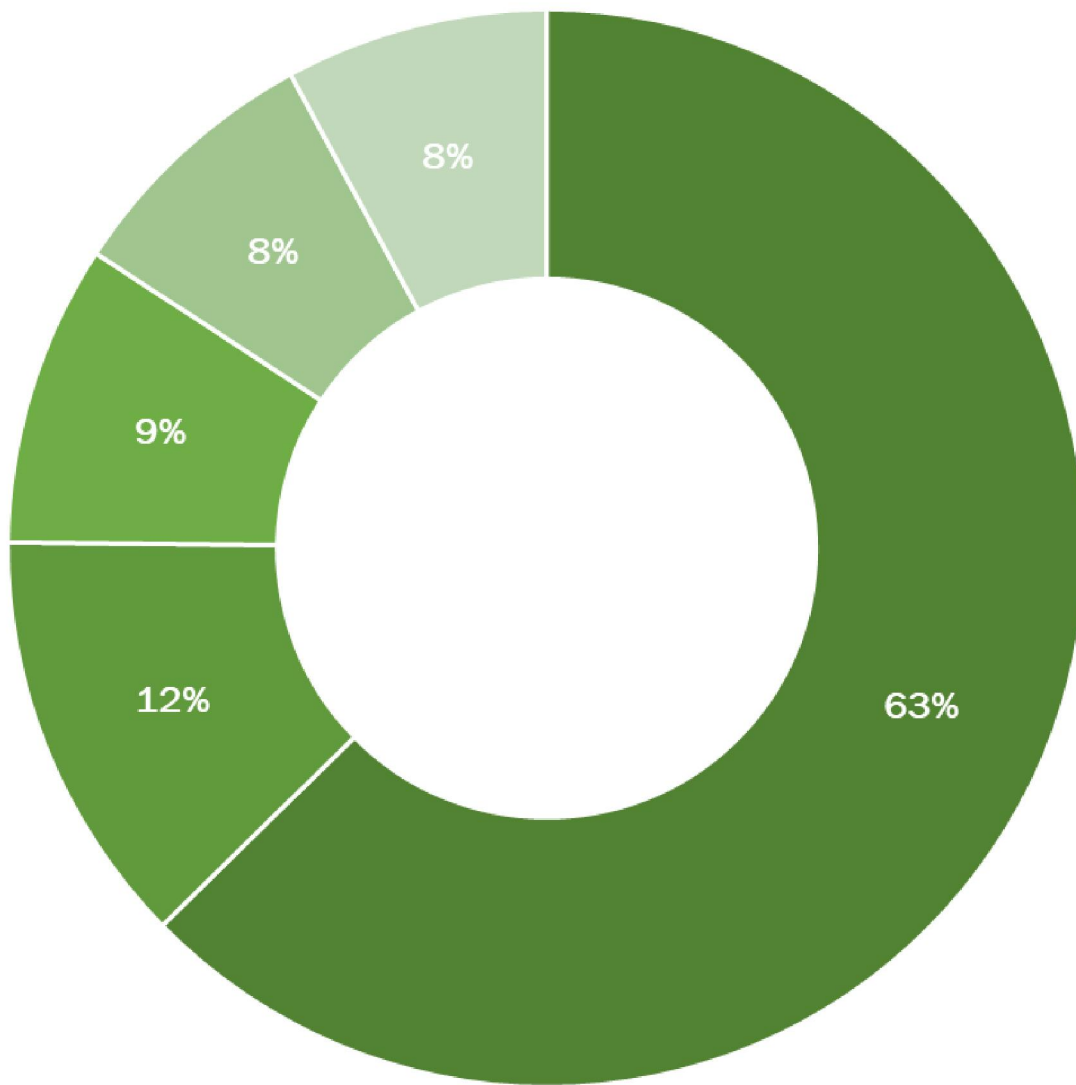


As can be seen in the above figure, the largest and most popular industry in the area by is Retail Trade. The other major industries in order by size are “Health Care and Social Assistance”, “Accommodation and Food Services”, “Public Administration” and “Construction”. “Health Care and Social Assistance” and “Accommodation and Food Services” are similar in size to “Retail Trade”. Both “Public Administration” and “Construction” are significantly smaller industries.

2.2.7 Field of Study

Figure 12 shows data regarding the fields of study undertaken by residents of Pincher Creek. This data collected from the 2016 StatsCan Census⁴ shows that a significant amount of people do not have any post-secondary education. Of the ones who do have post-secondary education, the popular fields are Health and Business related fields, followed by Education and Mechanic / technical fields. Economic theories such as the Mincer equation have shown education to be a significant factor in wages²⁴ – and the lack of post-secondary education in a significant portion of a population could be reason for lower wages.

Figure 11: Fields of Study in Pincher Creek (StatsCan)



- No postsecondary certificate; diploma or degree
- Health Professions and related programs
- Business; management; marketing and related support services
- Education
- Mechanic and repair technologies / technicians

HOUSING SUPPLY



This section will include analysis on the housing supply in the communities of Pincher Creek and area; Including metrics such as housing diversity, rental market and adequacy. The data in this section was collected from various secondary data research.

3.1 RENTS, VACANCY AND HOUSING STOCK

3.1.1 OWNER, RENTING + STRUCTURE TYPE OVERVIEW

Dwellings counts illustrate the size of the housing market in a community, while tenure statistics provide information on the rental market.

Table 6 breaks down the number of households by housing tenure for Pincher Creek, Cowley, the M.D. of Pincher Creek and Alberta. This data was collected from the 2016 StatsCan Census^{4, 5, 6, 21}.

Table 6: Pincher Creek, Cowley, M.D. of Pincher Creek and Alberta Private Households by Tenure (StatsCan)				
	Pincher Creek	Cowley	M.D. of Pincher Creek	Alberta
Renter	20.81%	27.27%	13.18%	26.98%
Owner	78.86%	72.73%	86.36%	72.38%

From the data it can be seen that in terms of renter vs owner proportions, Pincher Creek, Cowley and the M.D. of Pincher Creek all have a greater proportion of ownership than the province. In Cowley the rate is about even to the province. For the Town, the rate of ownership is 7% more than the province whereas it is 14% more than the province for the M.D.

Households can be defined by structural type, and the blend of different structural types in a community setting is known as housing diversity. The following data was collected from 2016 StatsCan Census⁴. The vast majority of Pincher Creek’s population lives in single-detached homes and the median home value estimated was at \$400,596 in 2016. Most of the homes were constructed between 1960 or before, 1961–1980 and 1981–1990.

Table 7 provides a breakdown of Pincher Creek’s dwelling types by number of units taken from 2006¹¹, 2011¹⁷ and 2016⁴ StatsCan data. Note that in 2006 Census data there is a large count in the “Other Dwellings” category that is not in later census. Given that the count in 2006 is similar to the count of “Movable Dwellings” in later census, the “Other dwellings” in the 2006 census could be movable dwellings that were categorized differently.

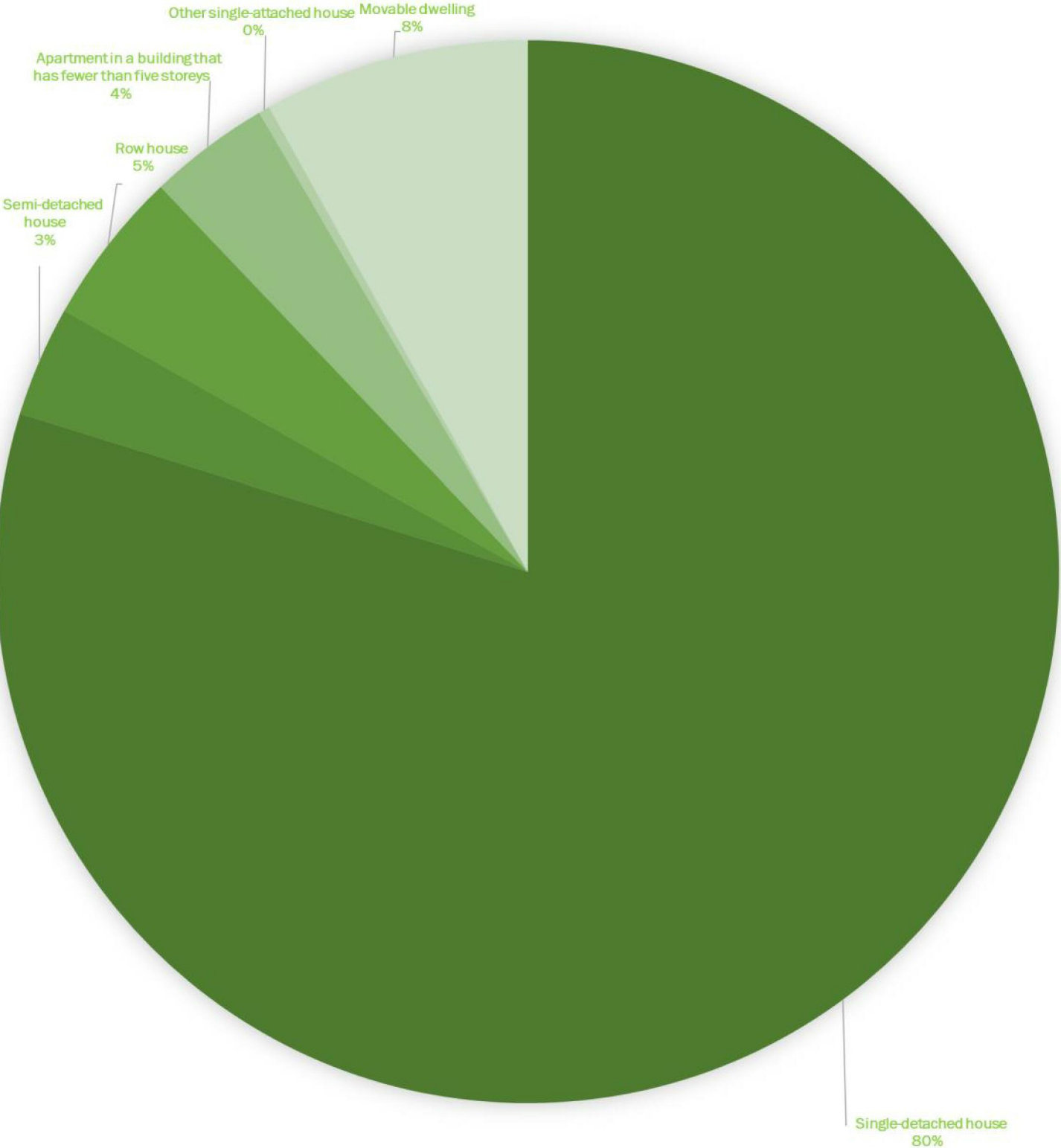
Table 7: Pincher Creek: Total Number of Private Dwellings by Structural Type of Dwelling (StatsCan)			
House Type	2006	2011	2016
Single-detached house	1,216	1,165	1,185
Apartment in a building that has five or more storeys	-	-	-
Other attached dwelling	140	205	185
<i>Semi-detached house</i>	15	50	50
<i>Row house</i>	75	100	70
<i>Apartment or flat in a duplex</i>	-	5 ^d	-
<i>Apartment in a building that has fewer than five storeys</i>	50	50	55
<i>Other single-attached house</i>	-	-	5
Movable dwelling	-	130	120
Other dwellings	115	-	-
Total	1,470	1,500	1,490

Overall, the total number of dwelling units have only increased by 1.4% between 2006–2016. This is in part due to the fact that there was a dip in the housing supply in 2016. The majority of the increase from 2006 can be attributed mostly to the growth of semi-detached housing.

Figure 12 on the next page illustrates the diversity of dwelling types in Pincher Creek as of 2016. Single detached houses accounted for approximately 80% of all private dwellings. The next largest housing type, movable dwellings, accounted for 8% of all private dwellings.

#####

Figure 12: Pincher Creek Dwelling Units by Structural Type (StatsCan)



As seen above, single detached houses accounted for approximately 80% of all private dwellings. It was followed by movable dwellings which accounted for 8% of dwellings. While the figure shows other single-attached housing as 0%, this is because of a very low count of them (5 in 2016 as per Table 7).

3.1.2 RENTS AND VACANCY RATES

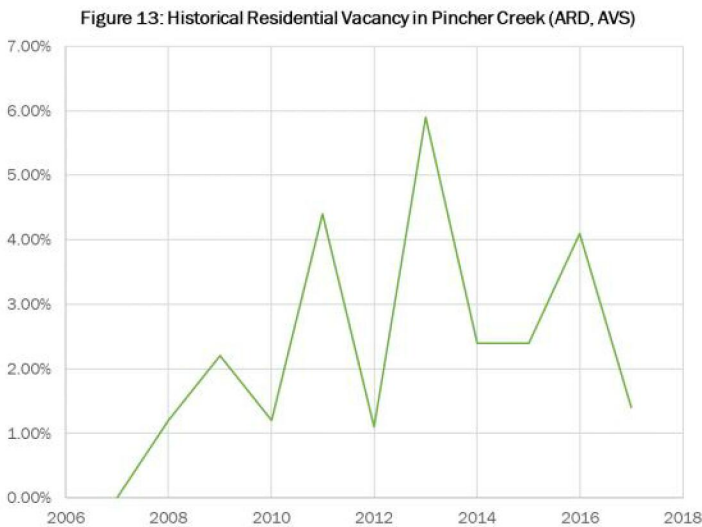
Rental rates indicate the cost of living for tenants in the area and when compared to income or other statistics, it can show if the rental rates in the area are affected by factors of either demand or supply. Vacancy rates indicate whether or not the provided rental units are being occupied and further data can indicate the reasoning for the lack of occupation.

Table 8 displays the historical and current average vacancy rates of the rental units in the Town of Pincher Creek. This data has been collected from the Apartment Vacancy and Rental Cost Surveys (AVS) published by Alberta Seniors and Housing^{25, 26, 27, 28}.

Table 8: Historical Vacancy Rates by Unit Types in Pincher Creek as Percentages (AVS)				
	2014	2015	2016	2017
Bachelor	0.0	0.0	0.0	0.0
1 Bedroom	0.0	0.0	0.0	0.0
2 Bedroom	2.6	2.7	4.9	0.0
3 Bedroom +	0.0	0.0	0.0	12.5
Overall	2.4	2.4	4.1	1.4

As per the table, vacancy in Pincher Creek has historically focused on the two-bedrooms in the area. This changed in 2017 where all the two-bedrooms were occupied but there were vacancies in the three-bedrooms. Overall the vacancy for the past 4 years averages out to 2.6%.

Figure 13 shows the historical residential vacancy of Pincher Creek from 2007–2016. This data was collected from the ARD⁷ and the 2017 AVS²⁸.



The figure above shows that vacancy has been observed to cycle from lows of about 1.0–1.5% to highs of about 4.0–6.0%. This however can be due to differences in the yearly AVS, as they generally release anytime in the late summer rather than in a specific month. The 10-year data shows that the lowest vacancy observed in Picher Creek was 0.0% in 2007 and the highest was 5.9% in 2013.

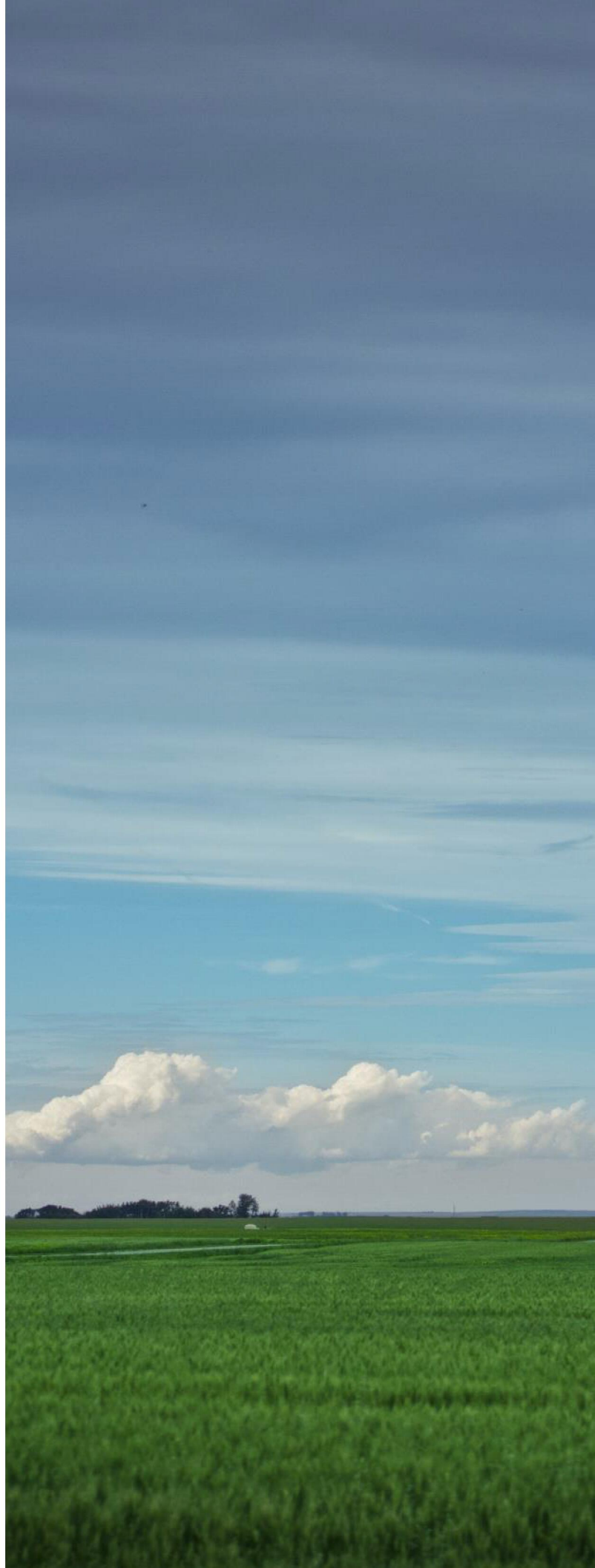


Figure 14 shows the changes in rates in Pincher Creek throughout the years by unit type. The data was collected from the ARD⁷ and 2017 AVS²⁸. The figure shows that rates have varied for the units throughout the years but have increased overall, especially in the case of the three-bedrooms which are much more expensive in 2017 than they were 10 years ago.

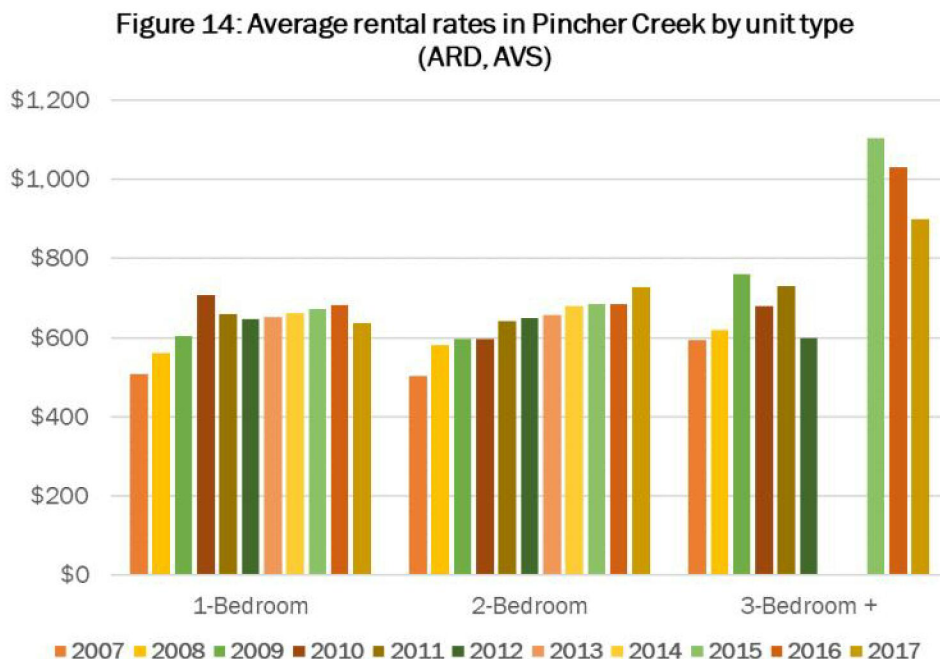


Table 9 shows the average historical rates and most recent rental rates in Pincher Creek. This data was collected from the 2017 AVS²⁸ and the ARD⁷.

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
1-Bedroom	\$507	\$561	\$603	\$708	\$659	\$647	\$653	\$663	\$671	\$681	\$636
2-Bedroom	\$503	\$581	\$596	\$597	\$642	\$649	\$657	\$680	\$685	\$685	\$728
3-Bedroom +	\$593	\$620	\$760	\$679	\$729	\$600	N/A	N/A	\$1,105	\$1,031	\$900
Average	\$503	\$581	\$596	\$597	\$642	\$649	\$657	\$680	\$685	\$685	\$736

As of 2017, the rental rates are similar to those seen in 2016; the two significant changes were the price of the three-bedroom units which decreased by over \$100 a month, as well as a decrease in the rate of one-bedroom units. In 2013 the three-bedroom units were taken off market and were reintroduced 2 years later in 2015. At the time the units closed the three-bedroom rates were lower than both the one-bedroom and two-bedroom units. After reintroduction the three-bedroom units were much more expensive than they previously were, however, the units decreased in price in 2016 and again in 2017. For the remaining unit types, the 1-bedrooms have been seen to stagnate around the \$650 price point since 2011 and the two-bedrooms have steadily increased in price over time.

Table 10 shows the historical counts of rental units in Pincher Creek. This data was collected from AVS^{25, 26, 27, 28}.

	2014	2015	2016	2017
1-Bedroom	8	7	4	9
2-Bedroom	77	73	61	53
3-Bedroom +	N/A	5	8	8
Total	85	85	73	70

As seen in the table, the rental universe of Pincher Creek has actually shrunk since 2015. The spaces shrunk by 12 units in 2016 and another 3 units in 2017. It is evident that most of the shrinking is due to the two-bedroom units, which have shrunk in count every year since 2014. In total, 24 two-bedroom units have been taken off market between 2014–2017. Given that the two-bedrooms make up the vast majority of the rental universe, it is possible that the lower vacancy recorded in 2017 is in part due to two-bedroom units being taken off the market. This is further reinforced when considering that vacancy in two-bedrooms was 4.9% in 2016 but 0.0% in 2017. The other unit types have not grown or shrunk significantly in the past 4 years, the one-bedrooms grew since 2016 by 5 units and the three-bedrooms remained stagnant at 8 units. It is possible that the reason that three-bedroom units have decreased in rate is in part because of competition, as more 3 units are available now than when the units were reintroduced in 2015.

3.1.3 RENTS & INCOME REQUIRED

The Core Needs Income Thresholds (CNIT) is established on an annual basis by Alberta Seniors and Housing which sets the maximum household income eligibility level to access subsidies for housing in communities across the province. Households that earn incomes below or at CNIT levels have difficulty finding housing that is adequate, safe and suitable for its needs without spending more than 30% of their household income for rent. **Table 11** shows the 2018 CNIT levels for different unit types and maximum rent levels payable (30% of the CNITs per unit type) to meet provincial affordability criteria in Pincher Creek².

Table 11: Pincher Creek Core Needs Income Thresholds (CNIT)					
	Bachelor	1 BDRM	2 BDRM	3 BDRM	4 BDRM
Income Threshold	\$26,500	\$30,000	\$34,500	\$40,500	\$46,000
Max. rent to not exceed 30% of income	\$662.50	\$750.00	\$862.50	\$1,012.50	\$1,150.00

To explain the above data consider the following: if someone is earning \$34,500 in Pincher Creek and they require a two-bedroom unit, they can pay up to \$862.50 without paying more than 30% of their income. If that person is unable to find anything below \$862.50 then they will be eligible for subsidies. The aim of an affordable housing project is to provide housing that meets the Core Needs Income Thresholds.



3.2 CONDITION AND SUITABILITY

This section estimates the number of households within Pincher Creek and area that may be facing housing challenges and hardships in:

- Housing adequacy (physical safety and maintenance of the home).
- Housing suitability (proper size of the home given the size of the household).
- Housing affordability (the cost of the home related to the household's income).

3.2.1 HOUSING STATE OF REPAIR

Age and Major Repairs

Table 12 shows data the rate of major repairs needed for Pincher Creek, Cowley, the M.D. of Pincher Creek and Alberta^{4, 5, 6, 21}.

Table 12: Proportion of Households with Need for Repairs in Pincher Creek, Cowley, the M.D. of Pincher Creek and Alberta (StatsCan)				
	Pincher Creek	Cowley	M.D. of Pincher Creek	Alberta
Major Repairs Needed	6.71%	19.05%	9.09%	5.71%

From the table it's shown that Pincher Creek, Cowley and the M.D. all have a greater need for repairs than the province. Cowley has the greatest rate of all, with nearly 20% of households in the area requiring major repairs.

Table 13 below shows the years in which dwellings were constructed in Pincher Creek, Cowley, the M.D. of Pincher Creek and Alberta. This data was collected from 2016 StatsCan Census^{4, 5, 6, 21}. Please note that due to estimations and rounding made in StatsCan data, StatsCan totals vs actual totals can differ by a slight margin.

Table 13: Number of Housing Units by Age in Pincher Creek, Cowley, the M.D. of Pincher Creek and Alberta (StatsCan)				
Date of Construction	Pincher Creek	Cowley	M.D. of Pincher Creek	Alberta
1960 or before	375	35	230	177,780
1961 to 1980	725	40	275	439,505
1981 to 1990	110	10	165	193,360
1991 to 2000	125	10	150	216,410
2001 to 2005	60	-	75	157,420
2006 to 2010	75	10	145	180,645
2011 to 2016	25	10	60	162,560
Total	1,490	110	1,100	1,527,680

The data shows that across the communities, a common time where significant development took place was 1961–1980. For all areas, 1961–1980 was the time of most construction compared to other timespans. For Pincher Creek and Cowley it can be seen that after the 1961–1980 timespan development decreased significantly. The general trend also holds for the M.D., however in the 2006–2010 timespan the area saw significant housing development.

In Pincher Creek and Cowley, the majority of the housing is at least 38 years old. For both the M.D. and Alberta, the majority of housing is at least 28 years old.

3.2.2 SUITABILITY

Suitability

Housing is considered unsuitable if the home's occupants are living in overcrowded conditions. National Occupancy Standards set minimum criteria for number of persons per bedroom and level of privacy for the size and composition of a household²⁹.

Table 14 shows the relevant data regarding suitability in the communities of Pincher Creek, Cowley, the M.D. of Pincher Creek and Alberta, according to the 2016 StatsCan Census^{4, 5, 6, 21}.

Table 14: Proportion of Unsuitable Households in Pincher Creek, Cowley, the M.D. of Pincher Creek and Alberta (StatsCan)

Location	%
Pincher Creek	1.34%
Cowley	0.00%
M.D. of Pincher Creek	0.91%
Alberta	4.52%

As per the data, all of the relevant communities suffer a lower rate of unsuitability than the province. The lowest rate is of Cowley's, where none of the households were reported to be unsuitable. This is however likely to be due to statistical error. The highest rate is in the Town, where 1.34% of households were reported to be unsuitable.

Affordability

Table 15 breaks down the shelter to income ratios of owner and renter households and average 2016 shelter costs. This data was obtained from the 2016 StatsCan Census^{4, 5, 6, 21}. Note that some data for Cowley is not available.

The data shows that of the home owners of Pincher Creek and the M.D., an average of 15.4% of them pay more than 30% of their incomes on shelter costs. The nominal shelter cost of Pincher Creek, Cowley and M.D. homeowners is on average \$798. The average median cost across the communities is less than the province's (\$1,481). However, the M.D. specifically has 20.6% of its owners overpaying, more than the province's 15.1%. The Town has 10.2% of owners overpaying and a median shelter cost of \$728.

More impactful is the situation of tenant households in the communities. Of the tenants of Pincher Creek and the M.D. an average of 30.6% pay more than 30% of their incomes on shelter costs. The average median monthly cost for tenants across the communities is \$966. These averages are less than the provincial rates (36.0%, \$1,243), however, in proportion of tenants overpaying Pincher Creek is slightly above the province at 36.1%. In terms of subsidy, both Cowley and the M.D. report to have 0.0% subsidized tenants, but 20.6% of Pincher Creek's tenants are subsidized; more than the province's 10.4%. In Cowley a median shelter cost of \$1,023 is reported, highest amongst the communities. The median shelter cost in Pincher Creek is \$926.

Table 15: Pincher Creek, Cowley, the M.D. of Pincher Creek and Alberta: Number of Tenant and Owner Households and Income to Shelter Costs Ratios (StatsCan)

	Pincher Creek	Cowley	M.D. of Pincher Creek	Alberta
Total Number of Owner Households in Non-Farm, Non-Reserve private dwellings	1,180	80	660	1,075,465
<i>% Owner households spending 30% or more of its income on shelter costs</i>	10.2%	N/A	20.6%	15.1%
<i>Median Monthly Cost</i>	\$728	\$917	\$748	\$1,481
Total Number of Tenant Households in Non-Farm, Non-Reserve private dwellings	310	30	140	410,225
<i>% Tenant households in subsidized housing</i>	20.6%	0.0%	0.0%	10.4%
<i>% Tenant households spending 30% or more of its income on shelter costs</i>	36.1%	N/A	25.0%	36.0%
<i>Median Monthly Cost</i>	\$926	\$1,023	\$950	\$1,243

3.2.3 CORE NEEDS ESTIMATION

Here we will consider information regarding the prevalence of Core Housing Needs in Pincher Creek and how it relates to the community's unaffordability levels per family types in order to illustrate an approximate need for more suitable housing. Core Housing Needs is defined by StatsCan as the following: as a first step, it is determined if a dwelling is unsuitable, inadequate or unaffordable based on criteria mentioned in previous sections. If so, it is then determined if the household has access to proper housing in the community based on their income levels; if the answer is no, the household is in Core Housing Need³⁰.

Table 16 on the next page demonstrates the core housing need data for Pincher Creek, specifically considering unaffordable homes; as unaffordability is the most prominent factor of housing suitability identified by StatsCan in Pincher Creek. This data was collected from the 2016 Census⁴; note that although this data comes from the Census this particular indicator has been collected from separate data tables provided by StatsCan.

Table 16: Core Needs Data for Unaffordable Households in Pincher Creek (StatsCan)

Unaffordable households	#
In Core Need	80
Not in Core Need	125
Not applicable homes	25
Total	230

The above table shows that there are 80 households in Pincher Creek which are in Core Housing Need due to affordability issues. Note that for some households they might also be affected by suitability and adequacy issues. With 80 of the households being in core needs out of the total 230 that are unaffordable, a rate of **34.8%** can be derived. This means that on average 34.8% of unaffordable homes are in Core Need.

Next we'll look at data regarding affordability for tenants in Pincher Creek by family structure. This data was collected from a housing table in the 2016 StatsCan Census³¹. **Table 17** breaks down tenants paying more than 30% of their income on shelter costs by family structure.

Table 17: Unaffordability of Renters in Pincher Creek by Family Type (StatsCan)

Households spending 30% or more on shelter by family type	#
Couples without children	20
Couples with children	0
Lone Parents	20
Other census family	10
Non-census family	65
Total	115

As seen in the table, the majority of renters living in an unaffordable situation are non-census family households, who are mainly singles or people living on their own. There is significant need in couples without children and lone parents as well. Note that some of these households are categorized as "subsidized" by StatsCan data, but definitions for "subsidized" are broad and not specified as to what form of subsidy is received.

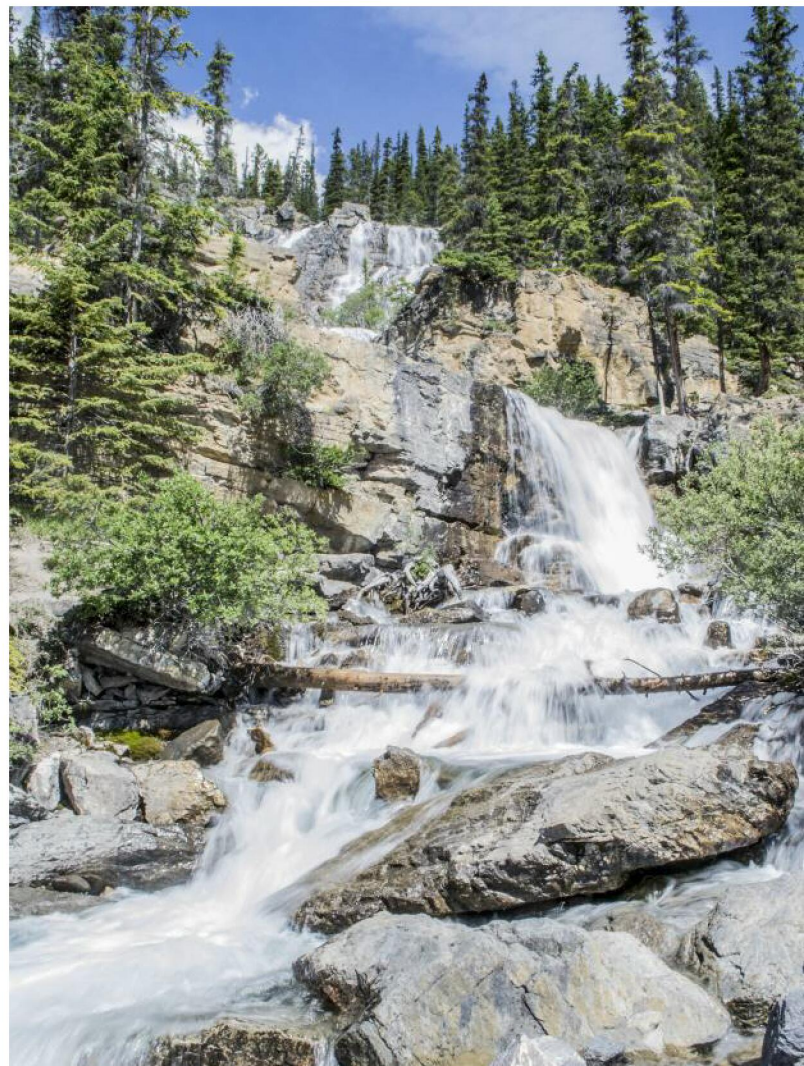
With the above data, the following analysis can now be performed: given that 34.8% of households in an unaffordable situation are also in Core Need and with the data above showing unaffordability in households by family type, we can cross reference the data and approximate how many unaffordable renter households are in Core Need by family type. The analysis is presented in **Table 18**.

Table 18: Core Needs in Unaffordable Households in Pincher Creek by Family Type (StatsCan)

Unaffordable households by family type	# in Core Need
Couples without children	7
Couples with children	0
Lone Parents	7
Other census family	3
Non-census family	23
Total	40

The analysis estimates that just in Pincher Creek alone, there are 40 renter households that are in an unaffordable situation and in Core Housing Need as defined by StatsCan. As expected, the majority of homes are non-census family households, who are mostly singles and people living alone, followed by couples without children and lone parent households.

It is important to note that it is not only the households in Core Need that require affordable housing, just that they are the households with the most pressing need—according to the data. The 230 households presented in Table 16 that are living unaffordability are still in an unsuitable housing situation, as they are overspending on shelter costs relative to their income.



3.3 SPECIAL NEEDS HOUSING

As stated before, the Town of Pincher Creek has conveyed interest in new development in the Town to service the vulnerable population of the community. With more affordable rental housing available, Pincher Creek hopes to make it possible for its residents to stay in their community and live comfortably rather than move to another location. In order to best provide for the community, the Town has partnered with the local HMB, the Pincher Creek Foundation.

The Pincher Creek Foundation (PCF) currently operates 7 different facilities containing a total of 86 units. The Foundation owns Crestview Lodge which provides 50 units of seniors accommodation and comes with recreational activities as well as access to public services. The unit mix is 44 studios and 6 one-bedrooms.

The other units which are managed by the Foundation are owned by the province. There are 36 units in total, 24 are for low-income seniors and 12 are for low-income families. The seniors units are independent one-bedrooms and the family units include housing for a full family. These units are subsidized, where the tenants only pay 30% of their household income.

The Foundation also oversees the Direct Rent Supplement Program on behalf of the province. This program helps those individuals who may be unable to make their monthly rental payments by offering a subsidy. Tenants of the provincially-owned family units often apply to this program. The program is also recommended to applicants on the waitlist so that they can find private rental units and use the subsidy to pay for the rent.

Even with all these programs and facilities, the Foundation has noted that the challenge of growing housing demand as opposed to the limited stock of housing is worsening. For example, maintenance and repair costs are on the rise with aging infrastructure in the Pincher Creek Foundation managed provincial housing. Based on the current situation, more affordable housing is needed in the area to ensure that the housing provided is both adequate and affordable.



SUMMARY & CONCLUSIONS

This study has focused on analyzing Pincher Creek and area's housing needs and demands applied to the vulnerable population of the community. Housing is a fundamental necessity for the wellbeing of individuals and communities. The lack of adequate and affordable housing for low income families is a barrier to the economic growth and stability of communities.

An analysis of the Pincher Creek and related areas was conducted to identify possible need for shelter and affordable housing for the community, to the extent that was possible given data limitations. Population characteristics and housing profile were compared to determine this need. An overview of general economic conditions provided context.

Population data was looked at first. This data was sourced from StatsCan Census. The population in Pincher Creek is 3,642 and has been shrinking historically. If shrink rates continue the population will be 3,630 by 2030. Historical population shrink for the area has been about 0.02% annually, and since 1996 the population has shrunk about 0.47%. Both Cowley and the M.D. have experienced a greater shrink rate than Pincher Creek over the past 15 years. Furthermore, when compared to the province, Pincher Creek has an older population; with a mean age of 45.4 compared to the province's 36.7. Historically, Pincher Creek has always been older than the province. In 2011 and 2016, Cowley and the M.D. were also older than the province. Age projections for the region were collected from Alberta Health. The data used goes forward until 2036 and suggests that, in regards to proportion, the population over 65 years of age will grow and the 20–50 and under 20 age brackets will shrink.

Income data regarding Pincher Creek was collected from the 2016 StatsCan Census. Data for the area finds that lone parent families and non-family persons have a much lower income than Couple families and that overall, Pincher Creek's median income is less than the province's. Also, about 51% of the population was in the top half of Canada's income distribution compared to 62% of the province. It was also shown that the M.D. earns less overall than the provincial median. Low income information provided in the Census reveals that Pincher Creek and the M.D. of Pincher Creek both suffer from a greater rate of people living in low-income households than the province.

Dwelling counts and tenure were looked at next. Data on these topics were collected from StatsCan Census, the AVS and the ARD. The data showed that the vast majority of Pincher Creek residents lived in single-detached households and that the Town's housing diversity has been like this since at least 2006. Data also shows that the Town has a greater proportion of owners compared to renters than the province. Cowley is about the same as the province in the proportion of owners while the M.D. has a greater proportion than even Pincher Creek. When looking into the rental market and vacancy rates it was discovered that in Pincher Creek the rental rates have varied throughout the years but increased overall since 2007, and that vacancy in 2017 was 1.4%. The 10-year average vacancy rate for Pincher Creek is 2.39%.

AVS data counts the number of rental units in the area and found that as of 2017 there are 70 units in Pincher Creek. This amount has decreased from the amount in 2016, which in turn has decreased from the amount in 2015. The diversity of the units has had one substantial change in 2015, where 3-bedroom units were reintroduced to the market. Most of the units throughout the years have been 2-bedroom units.

Data from StatsCan shows the need for major repairs of homes in Pincher Creek and area. Pincher Creek, Cowley and the M.D. of Pincher Creek all suffer a greater rate of repairs needed than the provincial average. In Cowley, nearly a fifth of all households require major repairs. In terms of the age of housing stock, the majority of housing in Pincher Creek and Cowley is 38+ years old, while the majority of housing in the M.D. and Alberta is 28+ years old.

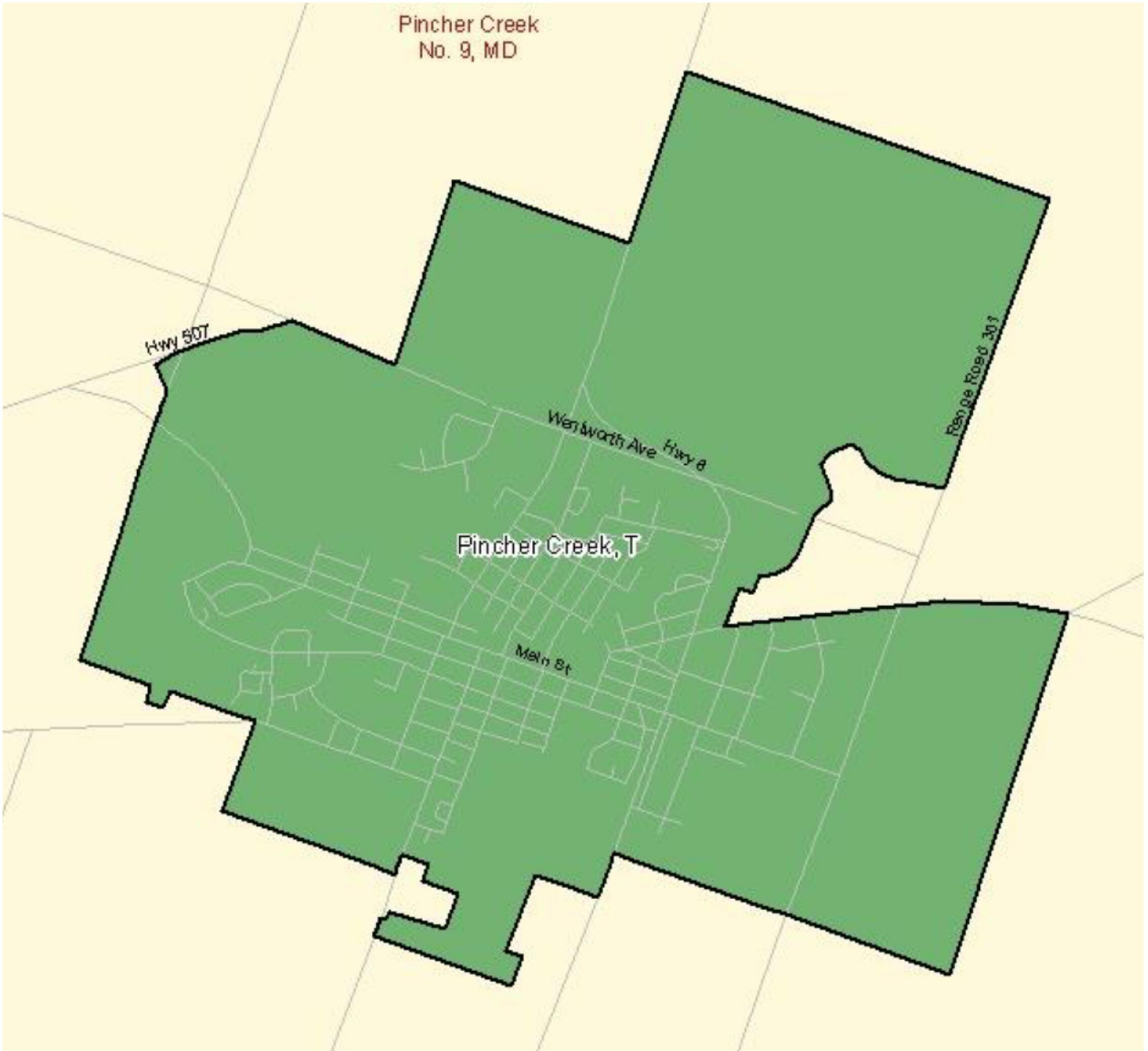
For suitability, Pincher Creek, Cowley and the M.D. all have a lower rate of unsuitability than the provincial average.

The 2016 StatsCan Census provides information regarding the affordability of homes; and finds that, in Pincher Creek, 120 owner households or roughly 11% are paying more than 30% of their income on shelter costs; and that 112 or roughly 36% of tenant households are also paying more than 30% of their income on shelter costs. In Pincher Creek, the median monthly shelter cost is roughly \$728 for homeowners and about \$926 for tenants. The M.D. has a greater proportion of owners overpaying than either Pincher Creek or the province, but a lower proportion of tenants overpaying.

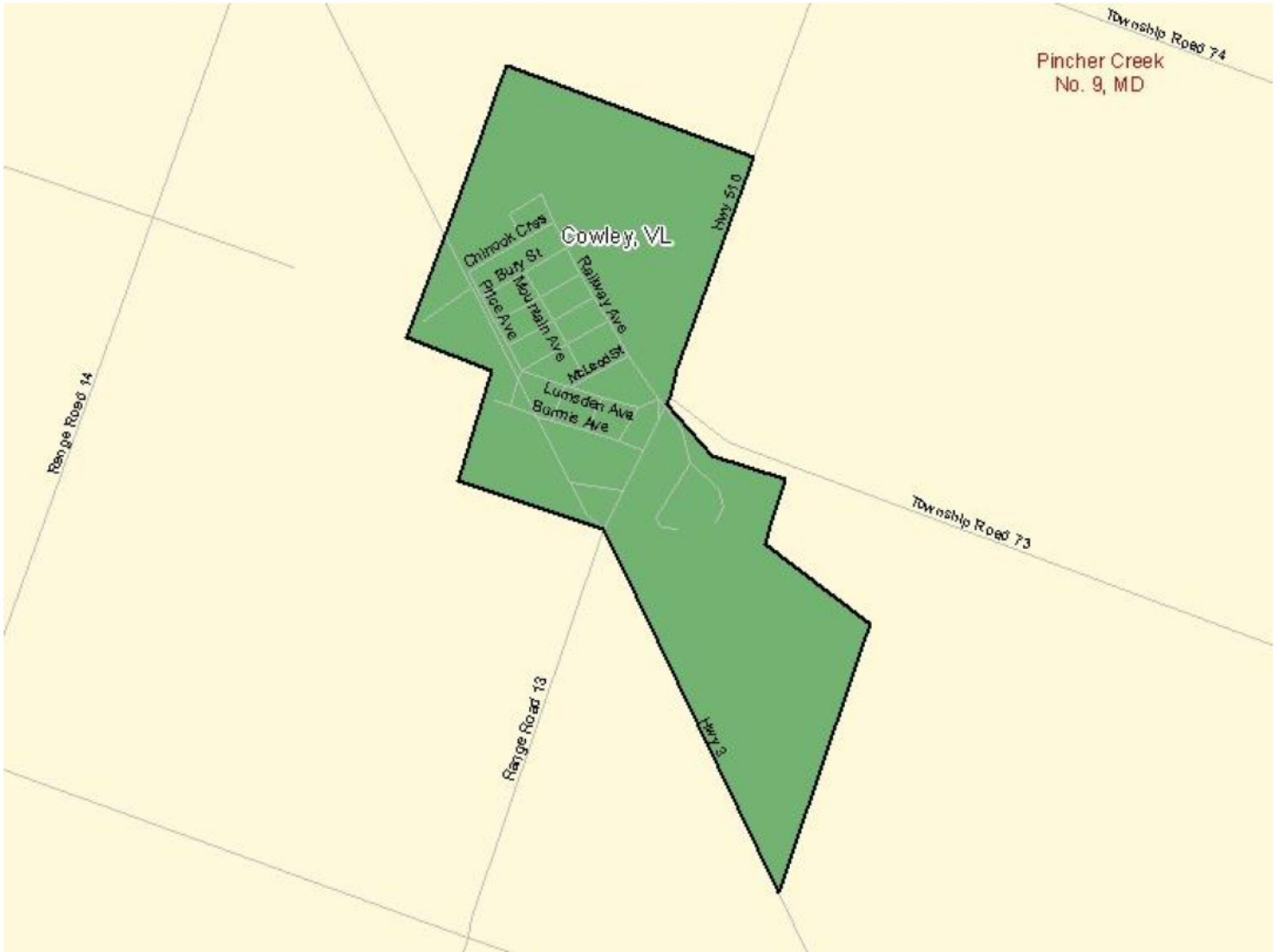
An analysis was conducted regarding Core Housing Need in Pincher Creek specifically and estimated that 40 renter households are in Core Housing Need, due to affordability and possibly other issues. Overall, 80 households in Pincher Creek are in Core Needs due to affordability and possibility other issues.

The Town of Pincher Creek is dedicated to ensuring that the vulnerable population of Pincher Creek and area have access to safe, suitable and adequate housing. To ensure that the need is fully addressed the Town has partnered with the local housing management body, the Pincher Creek Foundation, to co-operate on an affordable housing solution. Working with the Foundation and other partners the Town hopes to provide for the in-need of the community and ensure stability and future growth for the area.

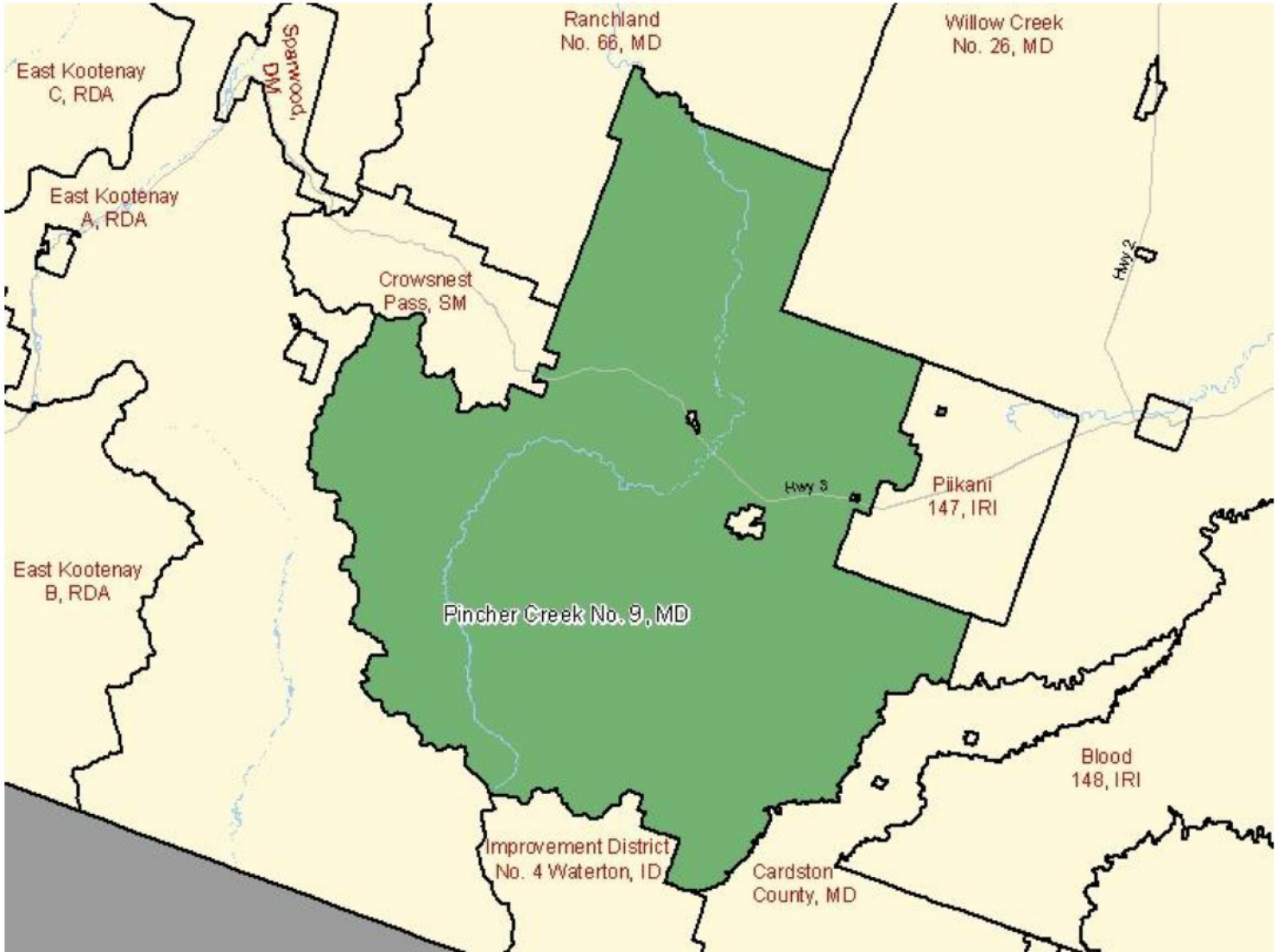
4.1 Appendix 1: Pincher Creek, Town Census Map (StatsCan)



4.2 Appendix 2: Cowley, Village Census Map (StatsCan)



4.3 Appendix 3: Pincher Creek No. 9, Municipal District Census Map (StatsCan)



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Town of Pincher Creek
COUNCIL DISTRIBUTION LIST
August 22, 2022

<u>Item No.</u>	<u>Date</u>	<u>Received From</u>	<u>Information</u>
1.	July 22, 2022	TRINUS Technologies	Making Wishes Come True
2.	July 14, 2022	STARS	Letter
3.	July 18, 2022	Kootenai Brown Pioneer Village	Letter
4.	July 27, 2022	Alberta Municipal Affairs	Letter
5.	June 27, 2022	Windy Slopes Health Foundation	Letter
6.	August 3, 2022	Ukrainian Canadian Congress Alberta Provincial Council	Ukrainian Independence Day 2022 (Aug 24) & Alberta Ukrainian Canadian Heritage Day 2022 (Sept 7)
7.	August 4, 2022	Affordable Housing News	Latest Canadian Housing Survey now released
8.	August 3, 2022	Jobs, Economy and Innovation	Site Selection Tool Survey
9.	August 3, 2022	FortisAlberta	Invitation to Mayor, Council and Senior Administration to the FortisAlberta Customer Reception - September 21, 2022 - Mark your calendars
10.	July 19, 2022	Alberta Transportation	Letter re Water Treatment Plant grant
11.	July 25, 2022	Alberta Municipalities	Letter
12.	July 22, 2022	Alberta Transportation	Letter re Highway 3 twinning project
13.	August 3, 2022	AESP Energy Feed	'Dirty ol' coal' is making a comeback and consumption is expected to return to 2013s record levels and more
14.	August 4, 2022	Chief Mountain Gas Co-op Ltd.	Reminder on our golf day August 25th @ 10:00am registration attached.
15.	August 8, 2022	Statistics Canada	DATA LENS AB – Your Census News Update, August 2022
16.	Aug 9, 2022	Southwest Alberta Sustainable Community Initiative	Report GS June 2022
17.	Aug 10, 2022	AlbertaSW	Starlink Rejected
18.	Aug 12, 2022	AlbertaSW	INVITATION: AlbertaSW Investment Opportunity Meeting



**Town of Pincher Creek
COUNCIL DISTRIBUTION LIST
August 22, 2022**

<u>Item No.</u>	<u>Date</u>	<u>Received From</u>	<u>Information</u>
19.	Aug 11, 2022	Minister Of Justice Tyler Shandro	Article on Policing from the Former Attorney General of British Columbia
20.	Aug 15, 2022	Community Engagement	AHS Together4Health Headlines
21.	Aug 15, 2022	Citizen	Letter
22.	Aug 15, 2022	Citizen	Letter
23.	Aug 16, 2022	Associated Engineering	AE reception Invite
24.	Aug 16, 2022	South Canadian Rockies Tourism Association	Indigenous Cultural Awareness Training
25.	Aug 17, 2022	STARS Alberta	Your Horizons has landed. A thank-you from STARS Alberta
26.			
27.			
28.			
29.			
30.			
31.			
32.			
33.			
34.			
35.			

Operations Department

Second Quarter Report, 2022



Public Works Week *May 15 – 21*

Since 1960, Alberta Public Works Association has sponsored National Public Works Week. Across North America, more than 29,000 members in the U.S. and Canada use this week to promote the importance of public works to their daily lives. This year, the Operations department used social media and the utility newsletter to share this message and outline the many duties the department undertakes. With the help of Recreation, Operations was also able to include a youth colouring contest with the prize being a free private pool rental.



The Operations Team

Director of Operations: Al Roth

Manager of Operations and Infrastructure: Alexa Levair

Coordinators: Jim VanOyen and Phil Weigel

Operators: Dane Barclay, Michael Whittington, Brad Soepboer, and Ashley Maine (missing from photo)

Facility Maintenance: Blake Downs

Water Operators: Allison Leslie and Darcy Brauer

Administrative Assistant: Lindsey Johnson



Back on the Road

Together with Administration, the Operations Department worked towards an agreement with the Pincher Creek Foundation to get the Town Bus back on the road. On June 14, 2022, the agreement was announced to the public and the Crestview Lodge was handed the keys. With the Pincher Creek Foundation managing the bus, no additional cost will fall on the Town of Pincher Creek, and the agreement meets all the original conditions when the Town obtained the funding for the purchase. The bus will be replacing the aging Crestview Lodge bus. Their bus was without adequate heating and cooling systems, limiting what seasons the residents could utilize the transportation. The Town bus adds greater comfort and accessibility to residents and its use will be expanding to the public, allowing additional riders between the scheduled stops.

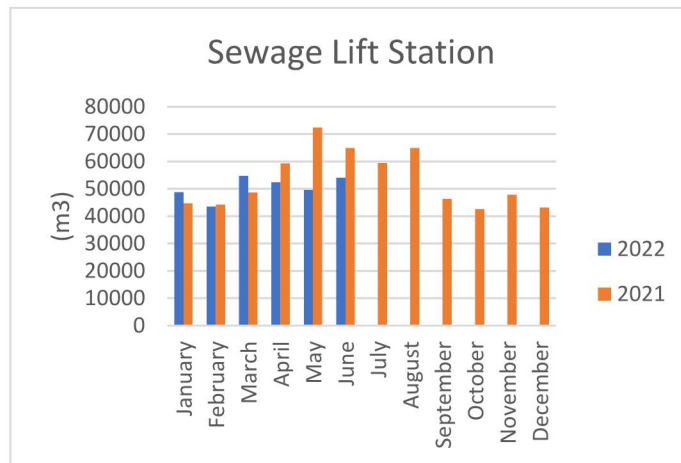
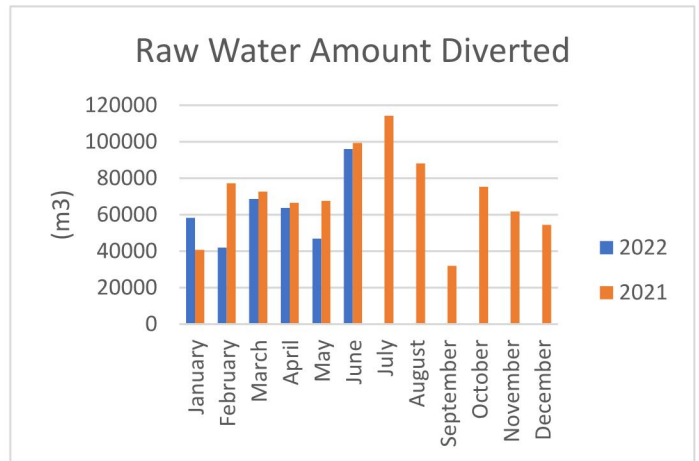
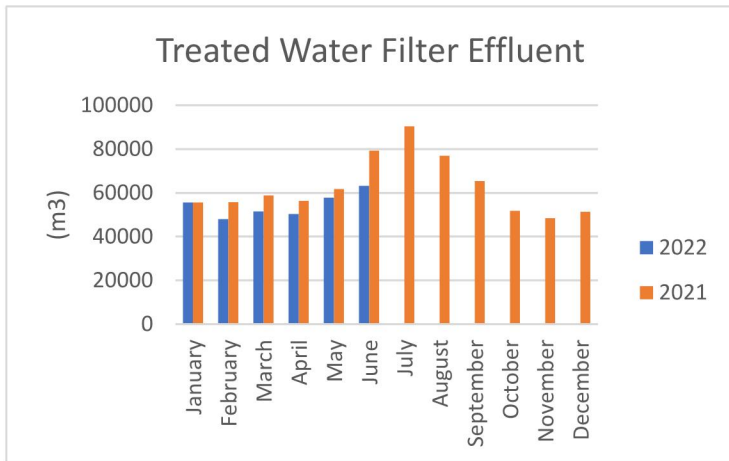


Project Updates

- Sanitary Forcemain Twinning – in progress, 95% complete
- Infrastructure Master Plan was completed and presented to Committee of the Whole on May 4, 2022
- Water Treatment Plan PLC Replacement – deferred to Q4 2022 to align with low water demand months
- CityWide Upgrades – Service Request module formally went “live” on May 9, 2022. Continuing to work on implementation of GIS and Work Order modules.
- Fleet Upgrades – 2022 Budget approved a new pick-up truck and a sander/plow. We expect due to supply chain issues that these fleet acquisitions will be carried over into 2023.
- Main Lift Station HVAC Upgrades – contract awarded, work expected to occur in Q4 2022
- Bev McLachlin Stormwater Upgrades – contract awarded, work expected to occur in Q3 2022
- Sanitary Sewer Lining – 4 segments of sanitary sewer main received a “Cast-In-Place” liner in early June which is expected to extend the life of the mains by an addition 50 years at a fraction of the cost of replacement. Work will continue through Q3 2022 to rehabilitate adjacent manholes.



Water Treatment Numbers



Cemetery Updates

Fairview Cemetery
 Inurnments (Open Only): 14
 Full Burials: 2
 Niche Front Installed: 2



Columbarium
 Occupied: 29
 Reserved: 23
 Available: 20
 Total: 72



Water Main Breaks

Water main breaks are unavoidable and unpredictable. They can happen for a variety of reasons including temperature change of the ground/water, pressure change within the main, age of the materials, condition of the pipes, and shifting ground conditions. The Town is made aware of breaks by staff/public observation of running water, the abnormal pressure of volume readings at the water treatment plant, or rapidly dropping water levels at the water tower reservoir. The public also notifies the Town of reduced or no water pressure within home and businesses. We encourage the public to notify the Town of changes in their water pressure so staff can identify if it is a matter of a watermain break, where it is affecting multiple properties or an isolated incident within private property.

Two of the breaks' Operations worked on this quarter were Christie Ave between Main Street and Kettles and the Alley between McEachern Street and Hunter Street. The Christie Ave break was identified in the winter months but due to its location, the flow of water could be turned off to this break without affecting any properties. Staff revisited the repair when weather conditions improved and when it could be scheduled around school closures.



The second break worth noting was in the alley behind Luigis Pizza and Steak House. This was a lengthways crack which is abnormal for relatively new, PVC pipes. The cause of the break is assumed to be a combination of poor installation, overweight vehicles/equipment adding unacceptable pressure to the alley, and a long-term leak which saturated the underlying soil.



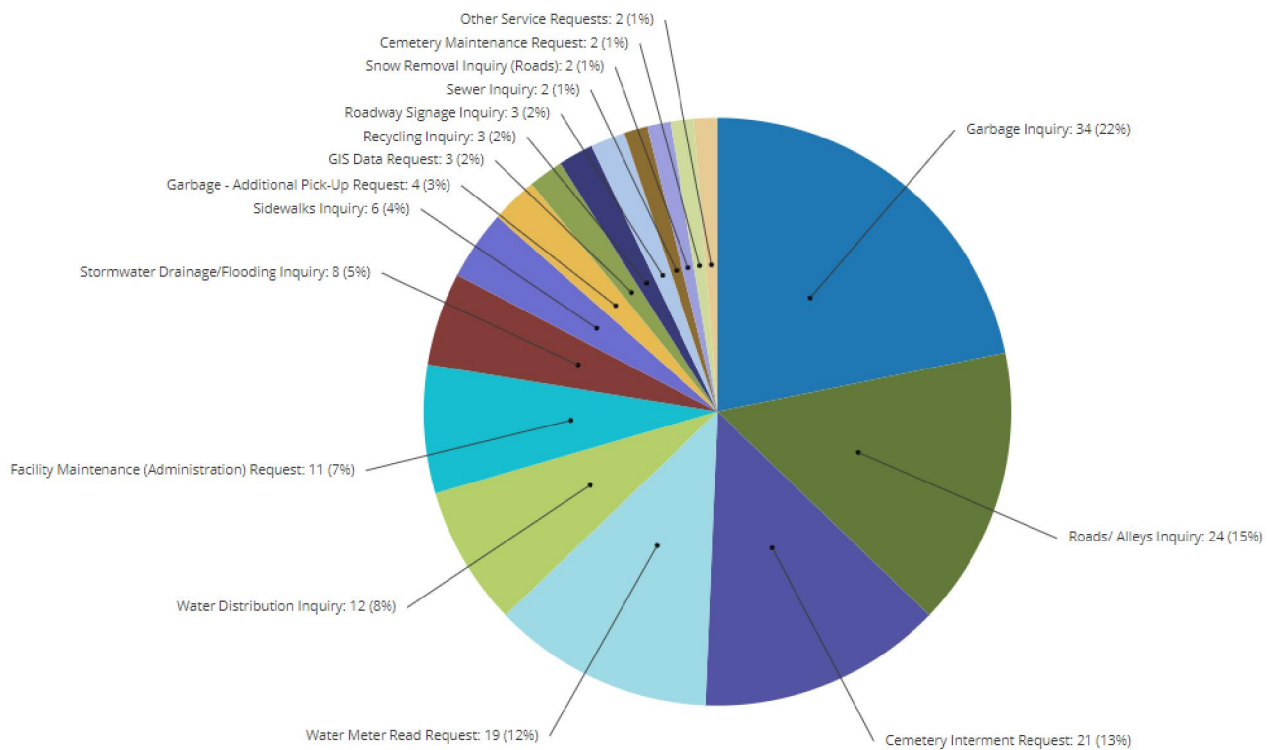
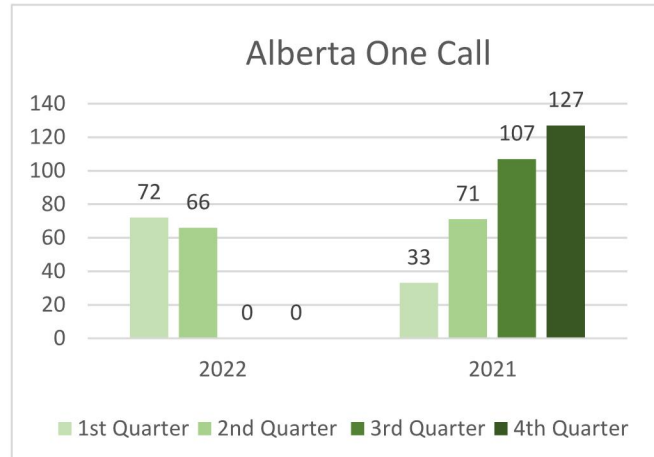
Administrative Update

Administrative Assistant, Lindsey Johnson, has obtained Alberta Municipal Health and Safety Association (AMHSA) safety auditor qualifications. Lindsey is one of three staff members to have this training and as a team they will conduct annual safety audits for both the Town of Pincher Creek and external Municipalities. To receive this certificate, persons must take five (5) day training courses and successfully conduct a qualification audit, which is then reviewed by AMHSA.



Citizen Request Update

Town administration has switched reporting softwares from iWorQs to CityWide. CityWide is a more user-friendly system which will allow staff to generate more detailed reports and create and track work orders. This change in software occurred during the middle of the quarter, so comparative reporting will continue in Operations 3rd quarter report. Below is the break down of requests made to Operations for part of this quarter.



TOTAL: 156



Operations & Information Sharing

Garbage Pickup Reminder

Garbage pickup occurs between the hours of 8 a.m. – 4 p.m. as per the Garbage Utility Bylaw (No. 1605-13). Any fluctuation in pickup times is often a result of routes being varied between operators, how quickly the truck fills (loads must then be emptied at the Crowsnest/Pincher Creek Landfill), and equipment failure/repair.

Please ensure your bin is spaced 2 meters away from parked vehicles and not overfilled. The safety of our staff and residents is a priority; hence, please do not approach or try to wave down the garbage truck. If you believe your garbage has been missed, please call the Town Office or submit a Citizen Request online. |

2022 Capital Project Highlights

Waterline Creek Crossing

Pincher Creek will be working to replace two waterlines under the creek north of the Ag Grounds. This work is expected to be completed in late summer 2022.

Sanitary Forcemain Twinning

All Pincher Creek sewage is directed to a main lift station which pumps the sewage to our treatment lagoons on the north side of Highway 3. The pressurized forcemain that delivers this sewage is being twinned to provide additional capacity and redundancy. Construction is currently underway and expected to be completed in Spring 2022.

Water Treatment Plant Upgrades

Thanks to the Municipal Stimulus Program initiated by the provincial government to encourage infrastructure upgrades during COVID-19, the Town is upgrading multiple pumps at our Water Treatment Plant. This includes backwash pumps, a spraywash pump, and a distribution pump. This project is currently underway and expected to be completed in Spring 2022.

Fire Hydrant Replacements

As part of the Town's annual infrastructure upgrades and maintenance, Council has approved funding for replacement of four fire hydrants throughout Town. Final locations have not yet been determined. Construction is expected Summer 2022.

Sentry Speed Signs

Council has requested that two additional radar speed signs be installed to help drivers be more aware of their speeds when driving through Town. The signs have been ordered and should be installed in Summer 2022.

Fleet Upgrades

Council has approved a new pickup truck for 2022 (which is replacing an old truck) and an additional snowplow/sander. While administration is working to acquire these additions to our fleet, supply chain issues have plagued the automotive and equipment industries, and the Town may not see these units until 2023.

Beverley McLachlin Storm Sewer Upgrades

Drainage issues have plagued the street in front of The Nest and adjacent to Kootenai Brown Pioneer Village. Upgrades are planned to the storm main to help alleviate these drainage issues and are expected in late summer/early fall 2022.

Sanitary Sewer Upgrades

Council approved budgets for both replacement of sanitary sewers (based on need/priority) as well as sewer lining, which can extend the lifespan on sewers which haven't yet passed the threshold for rehabilitation. Administration is working this spring to determine the highest priority locations for this year and potential candidates for lining. This investigation has been greatly assisted by Council's ongoing commitment to Sewer Condition Assessments (approximately half the Town has been inspected in the past two years.)

Sewer Condition Assessment

Over the past two years, the Town has inspected and provided condition ratings for approximately 19km of sanitary sewers. 2022 will see phase 3 of this project continue to assist with future infrastructure replacement prioritization.

Sidewalk Replacements

The Town's annual sidewalk replacement program is prioritized based on a combination of condition and traffic volume. Locations are being determined and funding will allow for approximately 250m of sidewalk to be replaced. In addition to the capital replacements, this project will also address top priorities for trip hazards and replacing sections of sidewalk removed during water/sewer service repairs. Construction expected mid to late summer 2022.





Town of Pincher Creek

Jun 7 · 🌐

The intersection of Police Ave & Kettles Street will be temporarily closed Wednesday, June 8, 2022 for sanitary... See More

TEMPORARY ROAD CLOSURE

The intersection of Police Ave & Kettles Street will be **closed** Wednesday June 8, 2022 for sanitary sewer lining.



Please obey all detour signage and give workers space.

www.PincherCreek.ca #PincherCreek



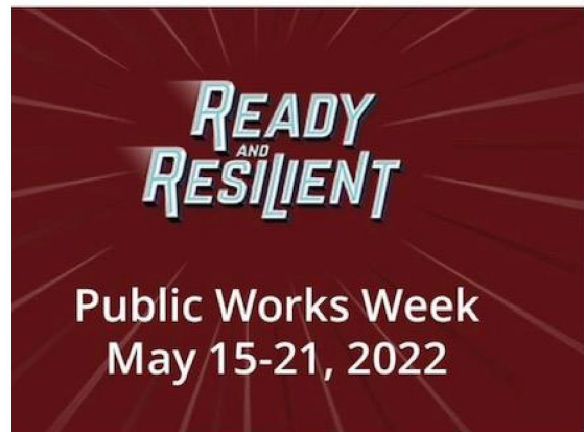
Town of Pincher Creek

May 18 · 🌐

Did you know that our Public Works team is responsible for:

- 🚗 48km of maintained roads
- 💧 44km of water main
- 🚒 168 hydrants
- 🌿 37km of sanitary sewers

#npww2022 #PincherCreek #PincherCreekPublicWorks



Town of Pincher Creek

Jun 3 · 🌐

Waterline Creek Crossing Project – Tender Closing Date: June 17, 2022 at 4:00pm Find out the details here: <http://www.pinchercreek.ca/town/proposals.php>

#PincherCreek #PincherCreekBusiness



Town of Pincher Creek

June 13 at 11:45 AM · 🌐

We are so excited it is raining! Due to the amount of rain forecasted our community should be expecting puddles and extra water at our stormwater catch basins. Slower drainage is normal for this amount of rain. Town team members are monitoring catch basins however we do appreciate the community letting us know if you see an area that is clogged. To submit an information request to the Town please use www.PincherCreek.ca/request You will know that we are aware of the are... See more



Town of Pincher Creek
June 13 at 10:58 AM

No one wants water in their basement. Here are a few things to help you keep rainwater outside:

- put out your downspouts,
- make sure downspouts extend at least 1.8 m from your basement walls,
- clean out your gutters,
- if you have a sump pump check to ensure it is working correctly

! If you experience flooding in your basement or house, please carefully document and contact your insurance company.

#PincherCreek #ItsRaining

Keep rainwater outside!

- put out your downspouts,
- make sure downspouts extend at least 1.8 m from your basement walls,
- clean out your gutters,
- if you have a sump pump check to ensure it is working correctly

Connect and share info with the Town team through our Citizen Request
www.PincherCreek.ca/request

www.PincherCreek.ca 403 627 3156 #PincherCreek

Town of Pincher Creek
May 17

It is always awesome to have our residents engaged, thank you to those who have inquired about crosswalk painting, street sweeping, and sidewalk maintenance.

• The street sweeper was in Calgary being repaired but arrived back in Town this week and will be back out on the streets soon.

• Line/cross-walk painting was not completed last summer due to a supply shortage. We received our order this winter (not a great time for painting!) Our crews will be out in the community after the street sweeper. We anticipate that this will begin in June.

• Sidewalk cleaning is the responsibility of the adjacent building owner, our bylaw officers will be following up where needed- thanks for bringing areas of concern to their attention.

• Tidy Tuesday is a Communities in Bloom initiative that encourages our whole community to take 10-minutes every Tuesday at 10 a.m. to tidy up, thank you to our residents and business owners who have been sweeping sidewalks for tidy Tuesday

We encourage the use of our citizen request system found at www.PincherCreek.ca/request. This is a great place to submit questions, comments, and requests- using this function ensures we receive accurate information and so do you.

Thanks for staying engaged!



Town of Pincher Creek
April 19

REMINDER:
 Temporary Road Closure
 Christie Ave, between Main Street and Kettles Street, will be closed from today Tuesday, April 19 to Friday, April 22, 2022 while our Operations crew repair a watermain. We do not anticipate a disruption in water services.
 Thank you for your patience, please give our crews time and space to work.
 #PincherCreek



Public Works Week 2022

This year's National Public Works Week is May 15th-21st, 2022. There are more than 29,000 members across the U.S. and Canada, and this week is used as an opportunity to recognize the hard work of our Public Works team and to educate the public on how Public Works affects everyone's daily lives. The efforts of Public Works often goes unnoticed because everything is operating as expected in your life. Water is available when the tap is turned on, toilets flush, and garbage cans are returned emptied. There is often a lot of planning and obstacles our small team faces to ensure these everyday conveniences are not disrupted.

The Town's Public Works team, also referred to as the Operations Department, maintains 168 hydrants, 45km of water mains, 14km of storm mains, and 37km of sanitary sewer mains (along with the 468 manholes that go with it.) The Operations Department has a range of backgrounds and experience with the Town ranging from 8 months to 21 years. The Town of Pincher Creek Operations Department consists of a Director (Al), Manager (Alexa), Coordinators (Jim & Phil), an Asset Management Coordinator (Troy), Water Treatment Plant Operators (Allison & Darcy), Facility Maintenance (Blake), Maintenance Workers (Dane, Brad, Michael, and Ashley), and an Administrative Assistant (Lindsey). Together, we strive to ensure the Public Works needs of the community are addressed in an efficient manner so everyone can go about their normal lives.

COLORING CONTEST!!

Submit by May 31st via:

- Email: reception@pinchercreek.ca
- Drop box at the Town Office (962 St. John Avenue)
- Direct message on Facebook or Instagram

Prize: 1-hour private pool rental

**NATIONAL PUBLIC WORKS WEEK
MAY 15 - 21, 2022**

Name: _____
 Age: _____
 Guardian/Parent Name: _____
 Phone Number: _____



Town of Pincher Creek

Jun 6 · 🌐

Congratulations to Evelette C. on winning this year's Public Works Week coloring contest! Evelette will be enjoying a one-hour private swim at the Pincher Creek Pool! Thanks for participating and congratulations!

#PincherCreek #PublicWorksWeek





OPERATIONS DEPARTMENT

Major Project Update

As of August 16, 2022

Project Title	Status	Consultant	Contractor	Details
Infrastructure Master Plan	Complete	ISL Engineering	N/A	- Completed in March 2022
WTP Pump Replacements (Municipal Stimulus Grant)	Complete (in warranty period)	ISL Engineering	BCI-Canada (for Alum) DMT Mechanical (for additional pumps)	- Completed in Spring 2022
Sanitary Forcemain Twinning (AMWWP Grant)	Complete (in warranty period)	Stantec	Dennis' Dirtworx Ltd.	- Project substantially complete as of August 2022
Church to Willow Storm Upgrades	Complete (in warranty period)	ISL Engineering	Jenex Contracting Ltd.	- Completed in Fall 2022
Waterline Creek Crossing Replacement	Out for Bidding	Stantec	TBD	- Tender was posted in June 2022 but was overbudget due to strict timelines. Town and Engineers re-evaluated the project, adjusted timelines (requiring approval from Department of Fisheries and Oceans) and re-tendered project in August 2022.
Watermain Survey (Municipal Asset Management Grant)	In-Progress	ISL Engineering	N/A	- Grant funding confirmed - Survey complete, data analysis underway
Water Treatment Plant PLC Replacement	In-Progress	N/A	Candu Automation & Control Solutions Ltd.	- Parts were ordered in early 2021. Significant delays in the supply chain resulting in project being delayed. PLC has arrived and is currently being programmed. Construction expected in Fall 2022.



OPERATIONS DEPARTMENT

Major Project Update

As of August 16, 2022

Project Title	Status	Consultant	Contractor	Details
2022 Concrete Replacement	Deferred to 2023	N/A	TBD	<ul style="list-style-type: none"> - Project deferred to 2023. Will present during budget deliberations, intent is to double the funding every two years to lessen project/contract management efforts and increase economy of scale.
Kettles Street Sewer Lining	In-Progress	ISL Engineering	McGills Industrial Services	<ul style="list-style-type: none"> - Lining of sanitary sewer on Kettles Street between East Ave & St. John Ave - Lining of sanitary sewer on John Ave near Rigaux Drive - Lining portion of project completed on time and under budget. Still to be done is lining/improvements to manholes.
Water Treatment Plant Sodium Hypochlorite Upgrades	Design	ISL Engineering	TBD	<ul style="list-style-type: none"> - Grant was received for 52% of project costs to upgrade chlorine system at Water Treatment Plant from gaseous chlorine to sodium hypochlorite (chlorine obtained from salt). - Construction expected in Spring 2023
Main Lift Station HVAC Upgrades	In-Progress	N/A	Borne Industries	<ul style="list-style-type: none"> - Upgrades to heating/ventilation system at the Main Sewage Lift Station. Contract awarded and parts ordered, construction expected Fall 2022.
Bev McLachlin Catch Basin Upgrades	In-Progress	ISL Engineering	Jenex Contracting Ltd.	<ul style="list-style-type: none"> - Previous storms have caused significant stormwater back-ups on Bev McLachlin between Kootenai Brown Pioneer Village and the (former) Nest building. - Construction expected late August/early September.
Sentry Speed Signs	In-Progress	N/A	N/A	<ul style="list-style-type: none"> - Council approved the purchase of two new speed electronic speed signs to be installed throughout Town. - Parts have been ordered and received. Operations is working with Bylaw to determine locations for installation.
Pick-Up Truck	In-Progress	N/A	N/A	<ul style="list-style-type: none"> - Request for Quotation was released in July 2022 and the Town only received one bid submission. This is assumed to be due to extreme lack of inventory. Submission was over budget. - Administration made the decision to look for a lightly used pick-up with low mileage to purchase within the approved budget.



OPERATIONS DEPARTMENT

Major Project Update

As of August 16, 2022

Project Title	Status	Consultant	Contractor	Details
CityWide Maintenance Manager Upgrade	In-Progress	PSD CityWide	N/A	<ul style="list-style-type: none"> - Service Request software implemented in spring 2022. - GIS upgrade in progress. - Work Order software implementation delayed until fall 2022 due to staffing limitations.
Sewer CCTV Phase 3	In-Progress	Stantec	Sanatec	<ul style="list-style-type: none"> - Video inspections of sanitary sewer mains to determine condition and replacement locations. Phase 1 & 2 completed in 2020/2021 were a resounding success. Program expected to take a total of 4 years, the final being 2023. - Phase 3 inspections expected to commence in September.
Sander/Snowplow	Deferred	N/A	N/A	<ul style="list-style-type: none"> - Supply chain has wreaked havoc on equipment procurement. Administration is still determining the best way forward to procure the Sander/Snowplow.
Hydrant Replacements	In-Progress	N/A	Jenex Contracting Ltd.	<ul style="list-style-type: none"> - Hydrant replacements will be focused on eastern area of Town. - Construction expected in early September.

* Above is not a comprehensive list of projects and only highlights those projects Administration deems as “major” or which we believe Council would be interested in updates.