



**COMMITTEE OF THE WHOLE  
MEETING AGENDA  
Wednesday, January 4, 2023 at 9:00 a.m.  
Council Chambers, Town Hall  
Zoom Link**

1. **Call to Order**
2. **Agenda Approval**
3. **Scheduled Delegations**
  - 3.1 Alan McRae – Triple T Energy
4. **Committee Reports**
5. **Administration**
6. **Business Arising from the Minutes**
  - 6.1 Sentry Speed Sign Locations
  - 6.2 Disposition Of Delegation - Jeff Kaupp
  - 6.3 Council meeting schedule review
  - 6.4 Public Information session – schedule
7. **Policy**
8. **New Business**
  - 8.1 Town Administration Office - Facility Needs Assessment
9. **Closed Session Discussion**
  - 9.1 Personnel - 24 & 25
  - 9.2 Proposed Amendment To Recreation Agreement - 16, 19 & 21
  - 9.3 Municipal District Correspondence - FOIP s. 21
10. **Adjournment**

# Town of Pincher Creek

## REQUEST FOR DECISION

*Council*

<b>SUBJECT:</b> Sentry Speed Sign Locations	
<b>PRESENTED BY:</b> Al Roth, Director of Operations	<b>DATE OF MEETING:</b> 1/4/2023

**PURPOSE:**

To provide Council with a recommendation for installation locations of two new Sentry Speed Signs.

**RECOMMENDATION:**

That Council for the Town of Pincher Creek accept the sentry speed sign locations as information.

**BACKGROUND/HISTORY:**

Administration provided Council with 13 potential installation locations for the two new Sentry Speed Signs (approved as part of the 2022 Capital Budget) at the September 26, 2022 regular meeting of council. Council passed the following resolution:

That Council for the Town of Pincher Creek direct administration to install additional speed signs at specific locations in the community with recommendations from the Police Advisory Committee and to replace the faded speed sign on Broadview St.

Please note the speed sign on Broadview Street was replaced on October 18, 2022.

The speed sign locations were presented to the Police Advisory Committee at their November 23, 2022 meeting.

After discussion, the Police Advisory Committee has recommended installing speed sentries at the following two locations:

- 1) Hewetson: South facing catching North bound traffic; and
- 2) Broadview: West facing catching East bound traffic

The Police Advisory Committee passed the following resolution:

Wright moved that the location recommendations be forwarded to Council and Administration and that Administration proceed with installation.

Unless otherwise directed, administration intends to proceed with installation of the speed signs at the above recommended locations.

**ALTERNATIVES:**

That Council for the Town of Pincher Creek direct administration to install the sentry speed signs at locations as discussed.

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

**IMPLICATIONS/SUPPORT OF PAST STUDIES OR PLANS:**

None.

**FINANCIAL IMPLICATIONS:**

The sentry speed signs were approved as part of the 2022 capital budget. Location selection does not have any additional financial implications.

**PUBLIC RELATIONS IMPLICATIONS:**

With requests from various entities, installation at one location may result in another request being denied.

Two considerations for Council are previous requests for speed signage:

1. In October 2018, if approved during budget deliberations, the Police Advisory Committee motioned for additional speed sentries be purchased and be mounted at schools in the community (Resolution PAC 18-008).
2. A group of residents presented at the September 12, 2022 Regular Council Meeting requesting action to combat speeders on Broadview Street.

**ATTACHMENTS:**

None at this time.

**CONCLUSION/SUMMARY:**

Administration supports the installation of the sentry speed signs as per the Police Advisory Committee's recommendations.

**Signatures:**

**Department Head:**



**CAO:**



# Town of Pincher Creek

## REQUEST FOR DECISION

*Council*

<b>SUBJECT:</b> Disposition of Delegation - Jeff Kaupp	
<b>PRESENTED BY:</b> Adam, Recreation Manager	<b>DATE OF MEETING:</b> 1/4/2023

**PURPOSE:**

To dispose of the delegation by Jeff Kaupp from the December 12, 2022 regular meeting of Council.

**RECOMMENDATION:**

That Council for the Town of Pincher Creek receive the presentation from Jeff Kaupp as information.

**BACKGROUND/HISTORY:**

Jeff Kaupp attended the December 12th regular meeting of Council as a delegation to discuss concerns the Pincher Creek Hockey Association has with facility scheduling policies and procedures, ice condition, score clock donation in relation to the Coca Cola Sponsorship contract.

The Ice Booking Policy is attached and indicates that Youth Activities have priority from 4:00pm-9:30pm on weekdays and 8:00am-6:00pm on weekends. Administration is not aware of any wording changes (regarding local youth) in the ice booking policy since at least 2012.

The Town Recreation Department has its yearly ice scheduling meeting in August to schedule weekly ice times requests and special event requests (tournaments etc.). All local ice users are invited to this meeting to make their requests.

A typical arena season has 27-28 weeks when the ice is in. In the 2022-2023 season only 2 weekends were booked for an adult event (Oldtimers Tournament and She Nooks - Ladies Hockey), and both of these tournaments still leave ice available for possible youth programming, although it is usually only 1 or 2 games. Additionally only one (1) out of town tournament was scheduled during the 2022-2023 season, and this tournament also set aside times for potential PCHA game times.

PCHA is requesting that no out-of-town teams be given ice times until the PCHA schedule is finalized in Mid-November. Out-of-Town teams typically start looking to book their tournaments in September, and by mid-November it is too late to book any ice times for out of town teams. In fall of 2022 Administration received more than 30 requests from out-of-town teams to host tournaments in Pincher Creek, all of these requests were turned down with the exception of the one tournament.

In 2007 the Town of Pincher Creek entered into an exclusivity agreement with Coca-Cola for a 10-year period. During this time only Coke products could be sold in the Multi-Purpose Facility, MCC Arena and Town Sportsfields (JJT Concession). In return Coca-Cola donated money to the Town of Pincher Creek for the purchase of a new score clock. In

2017 administration reached out to Coca-Cola, to see if the Town of Pincher Creek and Coca-Cola could enter into another exclusivity agreement, however, Coca-Cola came back and said that the market here was too small, and would not entertain such an agreement. Coca-Cola kept it's pop coolers here, and agreed to maintain them, however, only Coca-Cola Products could be sold from those coolers. In 2022 when the new concession operator took over it was requested to sell additional products, and Coca-Cola was asked to remove their coolers.

In 2021 PCHA approached the Administration indicating they would like to fund a new score clock, and administration proceeded to add \$18,000 in the 2022 budget with \$6,000 to come from Town Reserves. The PCHA was included in all correspondence leading up to the purchase of the new score clock including providing colour selections, model and settings of the new score clock, and preferred installation location.

In 2022 the Town of Pincher Creek purchased the REALIce system - and the Manual is attached. This system allows for the ice to be at a higher temperature and potentially save a significant amount of energy and money. This system requires the water being put on the ice to be a certain temperature, and pressure, additionally the ambient temperature needs to be taken into consideration as well. Operators are currently working on adjusting the system to make improvements to the quality of the ice. Over the past couple weeks it has been observed that the ice has been making some improvements and the operators will continue to make adjustments to assist in improving the quality of the ice.

**ALTERNATIVES:**

Direct administration to make changes to the facility booking schedule and bring back to a future Council Meeting for discussion.

Direct the Policy Review Committee to review and provide recommended changes to the facility booking policies and procedures.

**IMPLICATIONS/SUPPORT OF PAST STUDIES OR PLANS:**

Arena upgrades were the number 2 priority in the 2020 Regional Recreation Master Plan.

**FINANCIAL IMPLICATIONS:**

Youth Programming (PCHA and Figure Skating) generate significant revenue for the MCC Arena, and currently are assessed \$75.00/hour for ice time.

Out-of-Town teams are assessed \$175/hour for ice time.

**PUBLIC RELATIONS IMPLICATIONS:**

None

**ATTACHMENTS:**

Ice Booking Policy 2015 - 3070

REALIce Manual - 3070

**CONCLUSION/SUMMARY:**

Administration supports accepting the delegation from the Pincher Creek Hockey Association as information.

**Signatures:**

Department Head:

*Adam Grose*

CAO:

*Lannie Wilgosh*



*Allen Coey*  
*Lanny Oulter*  
*BS*

## REALICE TRAINING NOTES

Date: November 19, 2021

### SUSTAINABLE SAVINGS: WATER-ENERGY NEXUS



**REALICE<sup>®</sup>**

By: SWICH Services Inc.  
REALICE Customer Service: 888-542-9292  
Web: <https://realice.ca>  
E-mail: [support@realice.ca](mailto:support@realice.ca)

## Building the ice up from scratch

1. First: make sure you have enough static water pressure. The **minimum static pressure needed is 45 PSI (3 bar)** or above. That is NOT when water is running through the REALice (when the water is running through the REALice, the pressure will drop on the gauge: it is now fluid, not static. A drop in the pressure is completely normal).
2. The REALice handheld unit - The handheld nozzle treats the water the same way the REALice wall unit does. It's perfect for building ice and for making spot repairs. It comes with a Blue and a Black cap



The **Blue** cap creates a narrow mist that diffuses the water to create a clear, durable ice surface.

The **Black** cap creates a wider stream.

Both caps can be used for spot repairs, to quickly fill a pail with REALice-treated water for on-ice repairs, or to mitigate the bowl effect.



**NOTE:** Although pointing the nozzle **down** is easier to do, you'll have better results with your ice if you **point the nozzle up**, move the handheld from side-to-side and continually keep moving as you spread water lightly onto the slab or ice.

### Questions:

#### **We have existing ice. What should we do?**

REALice-treated water and regular water have different properties and it will take time for the REALice-ice to bond with the existing ice. We recommend that you shave the existing ice down to just above the lines and logos and either use the REALice handheld adaptor to build new ice, or use REALice-treated water in the ice resurfacing machine to rebuild the ice to a thickness of no more than 1¼" (3 cm). Putting REALice-treated water on top of existing ice **without shaving it down** will result in sub-standard ice and, depending on the number of resurfaces per day, could take up to three weeks to bond.



**We use a... (paint skid, spray boom or elevated spray boom as pictured above\*) to build our ice – can we continue to use that to make ice?**

Yes, no problem! Just **make sure ALL water is treated through the REALice system**. However... we strongly recommend that you build the ice using the

REALice handheld as you will build the ice in thin, dense layers – and you will be surprised at how quickly you are able to build your surface up.

**How long will it take?** The REALice-treated water will freeze quickly, with little waiting for the ice to freeze before laying the next layer when using the REALice handheld.

- 3. Mixing the Ice Paint** – If using ice paint, mix the ice paint using REALice-treated water at **full water pressure** through either the wall unit or the handheld device. Apply as per the manufacturer’s directions.
- 4. Flooding once the ice paint and logos are sealed.**

**Question: How quickly will we be able to get the ice resurfacer on the new ice?** That’s up to you as to when you begin flooding using the resurfacing machine, but since the REALice system delivers stronger ice, you will be able to use your ice resurfacing machine to build up ice faster than what you did in the past. You will not, in most cases, get spider cracks from the weight of the machine once you put it on.

**Important Note:** If the ice resurfacer has studded tires, make sure the studs are shorter than the depth of the ice you have before you put it on the ice.



## 5. The REALice Wall Unit

**Go with the flow:** The water needs to enter the REALice system at the wide part of the venturi and exit through the small end to treat the water properly.

**Ensure the wall unit is properly affixed to the wall** so it is not inadvertently pulled off the wall due to a forgotten hose in the ice resurfacing machine.

Since REALice-treated water and regular water have different properties, it is important that you **NEVER BYPASS THE REALice SYSTEM**. If you do, the ice will have difficulty freezing.

The REALice system needs a **minimum static water pressure of at least 45 PSI** to work properly. If the ice looks wavy, check your static PSI.

**Important Note:** Use the full water pressure available to treat the water through the REALice. Using partial pressure for a slow fill of the machine will produce wavy ice or water that is hard to freeze. **No trickle filling.**

**Question: Do we need a mixing valve before the REALice wall unit?** We suggest it, especially if the temperature in your arena directly above the ice ever goes below freezing. A mixing valve will provide lukewarm REALice-treated water for flooding to prevent the rug on the back of your ice resurfacing machine from freezing to the ice. Ball valves can also be used: we recommend that ALL water in the Zamboni room goes through the REALice system to prevent non-treated water from ever ending up on the ice.

### 5. REALice and the ice resurfacing machine:

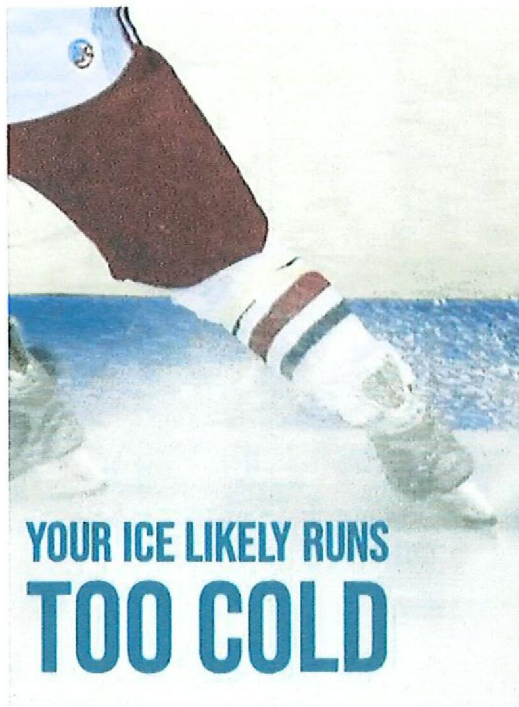
- Make sure the blade on your ice resurfer is always sharp. This is a standard best practice for ice making.
- Shave the ice with each ice make, don't just pick up the snow. Shaving will cut out the ruts and ensure your ice remains clear.
- Use wash water with each ice make if you have that option on your ice resurfacing machine.



- Check the rug/towel. Is it clean or full of rust spots? It's the last thing to touch your ice and is often overlooked at how important it is. **If you wouldn't wash your car with it, you shouldn't have it on your ice.** A clean towel makes a big difference to your ice quality. If you notice streaking on your ice, change the towel: the towel is dirty.

## 6. Ice Quality and Higher Setpoint/Brine Settings

Once your ice is built up, you must begin to raise the brine temperature settings or setpoint **gradually** for great ice. **Refusing to or being unable to or forgetting to change your brine temperatures higher will result in brittle ice that creates too much snow.** The REALice-treated water freezes faster than regular water because it has better heat-transfer properties, so prevent flash freezing by raising the temps. **This is not a recommendation but an industrial process change.**



## ICE MAINTENANCE **TIPS**

**IF YOU HAVE LOTS OF  
SNOW AND CHIPPY ICE  
RAISE THE TEMPS**

Each increase should be done **one degree Fahrenheit at a time (1°F)** and we recommend you give your ice a few days to get accustomed to the warmer temps before raising it again, then wait a few more days before raising it again. The ice will show you how quickly it adjusts to being warmer with ice that looks brilliant and shiny, not grey and dull. If the ice is still producing too much snow, **your temps are still too low**. As the ice temperature gets warmer, scarring will also be less.

Most arenas are able to run their ice 2-5°F warmer using REALice-treated water, but some can go even higher. Each rink is individual, so a brine temperature increase of 2°F may be the optimal increase for your rink, or it may be 4.5°F. **You will need to find your sweet spot** and make adjustments depending on environmental changes (both cold and heat) outside and inside your facility.



**READ YOUR ICE** to see if it is too cold, warm enough, or too warm. How does it look? Happy and shiny -- or dead and grey?

How is it reacting? Are you collecting too much snow with each ice make? Is your ice brittle?

**If the answer is yes, then your ice is still too cold.**

**TEST YOUR ICE** using the REALice Snowball Test.



Take the REALice [snowball test](#) using snow from a small dry shave strip to determine if your snow is too dry (too cold) or too wet (too warm).

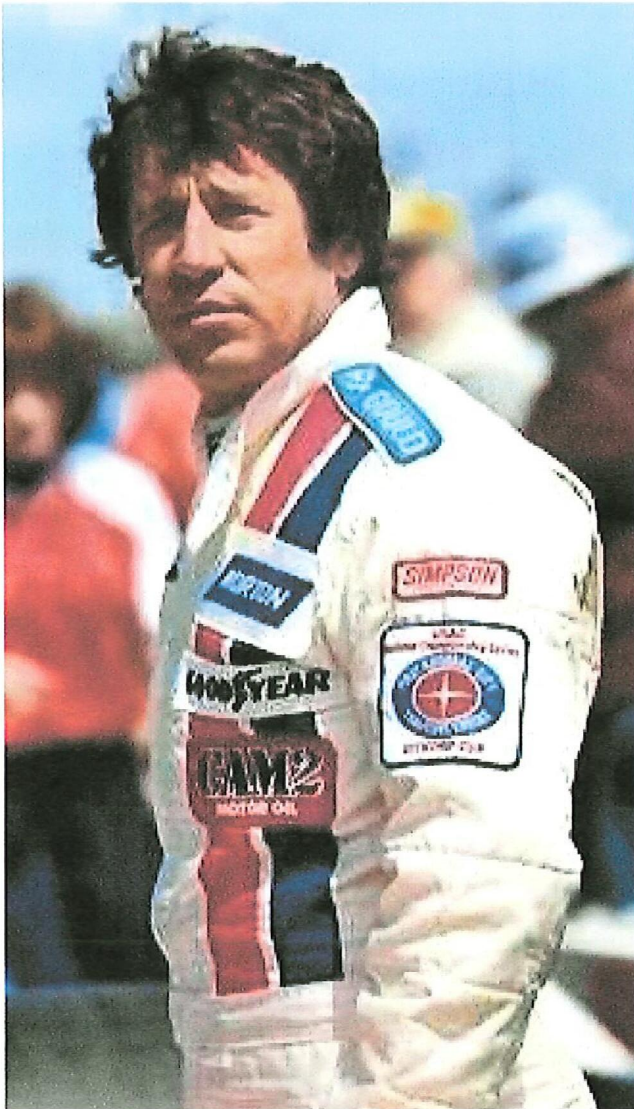
**Important: You WILL need to run your ice warmer than what it was set at for hot water floods.** Running the ice warmer will, for each degree warmer you're able to run it, let you save about 2% on your electricity consumption. And warmer ice will result in a better *sliding coefficient*:

"The sliding coefficient between a skate blade and the ice surface are at its best at exactly 28°F."

– [ORFA – Understanding Ice Operating Temperatures](#)



## 7. Re-examine the ice resurfacing routines



Use at least 10 minutes for an ice make for an NHL-sized surface, or 12 minutes for an Olympic-sized surface. These times are recommended by ice resurfacing machine manufacturers. Drive the ice resurfacing machine **slowly and consistently**. Put less water down along the boards; shut off the water and raise the blade while going over the crease, turn the water back on and put the blade back down once each crease has been passed.

**Important Note:** For great ice, make sure your operators are not driving the ice resurfacing machine as if they were Mario Andretti.

Pay attention how each ice make is done to prevent ice buildups along the boards and the corners -- and not enough ice in the middle. **Perform drill tests** regularly (weekly at least) and share the high spots and low spots with your operators so they are aware of excesses and deficiencies and work to improve the ice level with each ice make.

This means, generally, purposely reducing the amount of water that is laid down along the boards and over the creases

Shut off the water going over the crease and raise the blade, turn the water back on and blade down as you pass the crease

Build a dry-shave followed by a light flood into your early morning routine to set the ice up for the day ahead. The impurities in the water will be forced to the surface of the ice and ice crystals due to humidity in the arena will form on the ice overnight. By **dry shaving** the ice first thing in the morning, the ice will be “cleaned” of the ice crystals and impurities, and a light flood will be the finishing touch to a beautiful sheet of ice.

Driving slowly and consistently and paying attention to where to put down water (or not) will result in less hours of regular ice maintenance.

Since REALice-treated water delivers harder ice, your ice thickness can be less than ice made with hot water. We recommend your ice thickness is 1 – 1 ¼” (3 cm).

#### 8. Other benefits of REALice

- REALice effects the calcium ions in the water so they no longer cling to each other or to metal surfaces. If you have hard water with an older ice resurfacing machine, you may need to remove the calc which has built up in the floodwater tank as the REALice-treated water will attack that calc and, eventually, make your flood water look milky. No one wants that, so check your floodwater tank to make sure you have no calc buildup.
- The spray nozzles and paint on your ice resurfacing machine will no longer be covered in calc.
- If you re-use the water from the snow melt pit for your cooling tower (filtered, of course), you will need less chemicals for cleaning your tower, lower your energy spend and increase the cycles of concentration (CoC) of the water used. To learn more about this, contact us.

- Using colder floodwater contributes to lower humidity in the rink so electric fans and de-humidifiers run less, saving more energy.



**Best Practices Tip:** REALice-treated water **never needs to be dumped** and can be added to, as needed. Fill up the ice resurfacing machine with REALice-treated water last thing at night for use first thing in the morning. The effects of the REALice on the water last for at least 24 hours.

9. Can we use warmer/hot water through the REALice system?
  - Yes, that's not a problem – however you will not get the same energy savings as you would using colder water. The REALice unit can withstand water heated up to 212°F.
10. Questions? Call Colleen O'Shea at +1-587-579-8500 for any questions, concerns or compliments you have on your REALice system, or via email [colleen@realice.ca](mailto:colleen@realice.ca)



## **TOWN OF PINCHER CREEK ARENA BOOKINGS AND CANCELLATIONS**

The best and fair allocation of facilities will be of primary concern.

### **1. Booking Procedures**

1. All bookings for ice or building rental must be made through the Parks and Recreation Office. No activity will be allowed in the Arena without prior booking.
2. All ice time requests for the following week must be made to the Parks and Recreation Office by the preceding **FRIDAY, 12:00 NOON**. The schedules will be posted Friday at the Arena.
3. All cancellations or trading of ice times must be registered with the Parks & Recreation Office 48 hours in advance of the change.
  - a) For any cancellations – with less than 110 hours (five days) notice, one-half of the rental will be charged. With less than 72 hours (three days) notice the full rental will be charged.
  - b) Cancelled Ice Time – the Parks and Recreation Office reserves the right to book cancelled ice time to other user groups on a first come first serve basis. Refunds will not be given.
  - c) Any cancellations due to inclement weather will not be charged to the user group, pending approval by the recreation office.
4. The Parks and Recreation Office reserve the right to cancel or postpone any part of the schedule if deemed necessary.



### **TOWN OF PINCHER CREEK PARKS & RECREATION OFFICE**

895 MainStreet (Box 159) Pincher Creek, AB T0K 1W0

Phone 403 627 4322

Fax 403 627 4784

[rec@pinchercreek.ca](mailto:rec@pinchercreek.ca)

[www.pinchercreek.ca](http://www.pinchercreek.ca)



## 2. Allocation of Arena Ice

1. Youth activities shall have priority during the following times: 4:00 pm – 9:30 pm weekdays and 8:00 am – 6:00 pm on weekends).
2. League games shall have priority over practice times.
3. Public/Family opportunities shall be established and maintained in a regular time slot throughout the season as follows:
  - i) Weekdays  
A minimum of two (2) Public/Family skating sessions will be included in the Monday to Friday schedule. Once established, the times may not be altered by any user request, except for Town sponsored programs or activities.
  - ii) Weekends  
A minimum of one Public/Family Skating session will be included in the weekend schedule. Once established, the times may not be altered by any user request, except for Town sponsored programs or activities.

## 3. Assessment of Fees and Charges

The Prime Time rate will be applied during the following times:

Weekdays:	Monday to Thursday	4:00 pm – close
	Friday	1:00 pm – close
School closure days:		8:00 am – close

### Stat Holidays

Stat holidays that the Arena will be open shall be determined at the beginning of each season by the Department.

When staff are scheduled to work a determined statutory holiday, prime time hours are in effect.



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When staff are not regularly scheduled to work a statutory holiday, however they are called in or requested to work in the Arena, special rates as determined by the Recreation Advisory Committee will be applied. Smoking is not allowed within five metres of a doorway, window or air intake

Rates shall be reviewed annually by the Recreation Advisory Committee and recommendations forwarded to the Town of Pincher Creek for approval.

#### **4. Payment of Rental**

1. For one-time bookings, payment can be made directly to the Arena Attendant or the Parks and Recreation Office. It must be received prior to the ice rental time, unless prior arrangements have been made with the Parks and Recreation Office.
2. For regular ice time users, statements will be prepared at the end of each month. 2% per month will be charged on overdue accounts.
3. If an account is more than three (3) months outstanding, access to the Arena will be denied.

\_\_\_\_\_  
Signature of User Group

\_\_\_\_\_  
Date



#### **TOWN OF PINCHER CREEK PARKS & RECREATION OFFICE**

895 MainStreet (Box 159) Pincher Creek, AB T0K 1W0

Phone 403 627 4322

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[www.pinchercreek.ca](http://www.pinchercreek.ca)

# Town of Pincher Creek

## REQUEST FOR DECISION

*Council*

<b>SUBJECT:</b> Town Administration Office - Facility Needs Assessment	
<b>PRESENTED BY:</b> Al Roth, Director of Operations	<b>DATE OF MEETING:</b> 11/28/2022

**PURPOSE:**

To report to Council the findings of the Town Administration Office Facility Needs Assessment.

**RECOMMENDATION:**

That Council for the Town of Pincher Creek accept the Town Administration Office Facility Needs Assessment as information.

**BACKGROUND/HISTORY:**

In early 2022, administration engaged Stephenson Engineering to conduct a Needs Assessment for the Town Administration Office. This was mainly due to a lack of office space to accommodate the current staffing levels.

The Town's Administration Office, located at 962 St. John Avenue, was originally an elementary school and was partially converted into the Town Office in the 1990s, leaving the west wing as-is.

There are currently 16 positions located at the Town Office which is a struggle in the current layout. Examples of insufficient space can be seen with:

- Director of Operations being located in unrenovated classroom in West Wing
- Facility Maintenance Operator being located in cubicle (ideally will be located at Operations Facility, but also has spacing issues)
- Records Administrative Assistant located in "Mayor's Office"
- Small Meeting Room is shared space with kitchen set-up (fridge/sink)
- Council Chambers has very small "gallery" which is difficult to accommodate the public during consultations and public hearings

Two options were evaluated to ensure adequate space for Town Administration

- (1) Building a New Facility (\$4.2M)
- (2) Renovate Existing Facility (\$3.2M)

Ultimately, the recommendation was to renovate the existing facility with the following changes (Refer to last page of attached report):

- Renovate West Wing to bring up to current Building Code
  - South side of hallway covert into new Council Chambers

- North side of hallway convert into storage area, meeting room space, and future office expansions as needed
- Renovate Public Washrooms
- Construct "Change Rooms" for use by users of the gymnasium
- Combine current lunch room and "Mayor's Office" to accommodate larger lunchroom
- Combine current staff washroom and "small meeting room" into staff washrooms
- Convert existing Council Chambers into Office Space
- Expand parking lot to the west to accommodate more vehicles
- Relocate Central Park Playground further to the south

The renovation of the Town Administration Office should not be considered in isolation, and should be considered holistically with the overall needs of Town Facilities as changes in 1 area can drastically impact the needs in another.

**ALTERNATIVES:**

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

**IMPLICATIONS/SUPPORT OF PAST STUDIES OR PLANS:**

This information will be referenced during future short-term and long-term budget discussions with Council.

**FINANCIAL IMPLICATIONS:**

None at this time. It is worth noting that budgetary estimates are likely to change once actual design begins based on detailed discussions on needs vs. wants, etc.

**PUBLIC RELATIONS IMPLICATIONS:**

None at this time.

**ATTACHMENTS:**

20220728 - FNL - Town Hall - Program Plan and Conceptual Design - 3028

**CONCLUSION/SUMMARY:**

Administration supports Council's acceptance as information of the Town Administration Office Facility Needs Assessment, and to consider the findings in future budget discussions.

**Signatures:**

**Department Head:**



**CAO:**





# FINAL REPORT

## Program Plan and Conceptual Design for the Town Hall Expansion

962 St. John Avenue, Pincher Creek, AB



Submitted to:  
962 St John Ave, Pincher Creek, AB T0K 1W0  
Attention: Alexa Levair  
Sent via email to: [alevair@pinchercreek.ca](mailto:alevair@pinchercreek.ca)

Submitted by:  
Stephenson Engineering Ltd.  
639 5<sup>th</sup> Avenue S.W. Suite 901  
Calgary, AB T2P 0M9



October 31, 2022  
Reference No.: 20220545

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## APPENDICES

**APPENDIX A**  
Programming Standards

**APPENDIX B**  
Conceptual Drawings

## 1. General Overview

Stephenson Engineering Ltd. (Stephenson) was retained by Town of Pincher Creek to develop a Program Plan and Conceptual Design for the Town Hall Expansion in accordance with Stephenson's proposal dated April 12, 2022 of the properties located at 962 St. John Avenue in the Town of Program Plan and Conceptual Design for the Town Hall (the "Site"). The process is being undertaken to review the current spatial requirements of and to provide a strategic evaluation and programming of current and future space needs. The evaluation is intended to assist the Town of Pincher Creek in the decision making for future capital investments on the facility.

### 1.1. Background

Pincher Creek is a town in southern Alberta, Canada. It is located immediately east of the Canadian Rockies, 101 km west of Lethbridge and 210 km south of Calgary. Pincher Creek received its name in 1874 when a group of prospectors lost a pincer (similar to a pair of pliers) in the small creek at this location and an officer from the North-West Mounted Police later discovered the rusting tool. Before modern day settlements, this region was home to the Blackfoot, Peigan and Kootenai Aboriginal Tribes. Currently, the population of the Town on latest census is 3,642 and has remained stable in the last decade.

The Town of Pincher Creek had previously converted the north section of a former elementary school located at 962 St. John Avenue into the Town Hall offices in the 1990's. The vacant and unrenovated southern portion of the building is approximated 675 s.m. (7,266 s.f.) and is the focus of this project. The overall building contains approximately 1,514 s.m.(16,300 s. f.) of space.

Departments in the Town Hall include:

- Finance and Human Recourses: Director, Executive Assistant, and Five (5) Administrative Assistants;
- Legislative Service: Manager, Two (2) Community Peace Officers;
- Community Services: FCSS/Projects Coordinator, and Events Marketing & ED Officer ;
- Operations: Director;
- Chief Administrative Officer;
- Mayor's Office and Council Chambers.



Current Town Hall Building Site Plan.

(Source: Google Maps 2022)

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## 2. Methodology

The Stephenson team focused their resources on the collection of data required for the programming strategy, understanding that these will eventually lead to the implementation and design of an intelligent and strategically conceived workplace adjusted to the current needs of the Town of Pincher Creek operations.

For this purpose, Stephenson, sought the input of key individuals within the organization through on-site interviews. Meetings were scheduled with these individuals to identify key deficiencies and needs within each department and the building overall. Conceptual diagrams were drawn and coded with standard office space requirements based on use and capacity as identified by the interviews. All this data was then inputted into an excel spreadsheet where all identified department positions were included and standards offices spaces were assigned based on needs and requirements. These space requirements were then complemented by all the support facilities generally found in a standard office space plus additional desired spaces identified by interviewees.

The interviews also provided a better understanding of interdepartmental relationships and frequency of meetings, which allowed us to create bubble diagrams showing those connections, that then turned into blocking diagrams on later stages of our analysis for conceptual layouts.

Since the building was only partially developed previously for the conversion to a Town Hall, we stepped back and reviewed the overall program requirements of the facility based on 2022 needs and address the building as now a cohesive facility. While the prior renovation addressed the space needs of the day, organizationally and functionally, it is important to look at how the building needs to function optimally going forward with both a public access side and a private domain for staff offices.

### Existing Conditions:

Right now, the building has two public entrances off of St. John Avenue- one entrance for the Town Hall and the other for the Council Chambers and the existing gym. There is an employee entrance off the parking lot to the west of the building. The other doors to the southwest are only used as an exit, but used to allow access for a former day care facility that used to operate on the site.

### Goals and objectives of the Town for the Building (came as a result of our Interviews):

- Expand on available number of offices so that staff can all be housed on the site.
- Retain the existing gym as it is an important function for both seniors and use as a gym. Currently has no storage or change facility on site dedicated to it.
- Create more meeting rooms
- Create more central storage space
- Improve on functionality and security in the building

### Stephenson's Observations from the site:

- The small vestibule is the only space before accessing directly into the Council Chamber or the Gym. The current Chamber has seating in a circle pattern and there is no room for the public to sit except at the perimeter. Public access directly into the room could be potentially disruptive to a meeting in progress. The existing Chamber is not ideally organized and was described as too small. It also has no breakout space for Council to hold a private separate meeting.
- The existing washrooms for the public are little modified from the former school, and have dated finishes and are not currently barrier free compliant.
- The existing unisex staff washroom for the building is not barrier free compliant (is too small).
- The existing Staff Break room is too small, and poorly organized with multiple doorways. It is not a good space to eat a meal due to its small size, and is underutilized as a result.
- Having two public entrances to the building is a bit confusing- and made sense at the time of the prior renovation- but does not make as much sense for a new enlarged Town Hall.
- The existing parking lot is too small for the building, and does not have compliant barrier free parking. The current employee entrance to the building from the parking lot goes through the break room, which is not ideal.
- The current office space reception desk is functional for the current layout- but the desk is positioned too far from the rest of the building to act as a good gatekeeper for the public access. Security was mentioned as a concern for the future.
- The existing office area has workspaces at the center of the perimeter offices- which lack natural light. The existing office area does not accommodate all current staff. The placement of the copier is a noise issue and lack of storage for supplies and lack of a layout/work room for organizing outgoing paperwork.
- The west wing is currently lightly utilized - with the former day care area now set up for meeting space and file storage. Only one office space now in the drawing file room is currently located in the west wing.
- The existing office area can easily be re-configured since all of the corridor walls had previously been removed and structural modifications been made with the insertion of new columns- so this space is now more adaptable. Offices are large enough to hold small meetings in some of them, but the space lacks a dedicated shared meeting room.
- The existing corridor system of the west wing is conducive to adaptation without major structural changes. More windows can be introduced along the corridor to bring in more natural light with the addition of steel lintels.
- The existing mechanical system for heating and cooling likely will be able to be modified to accommodate the new functions. Some upgrades maybe required for the gym ventilation to meet current codes.

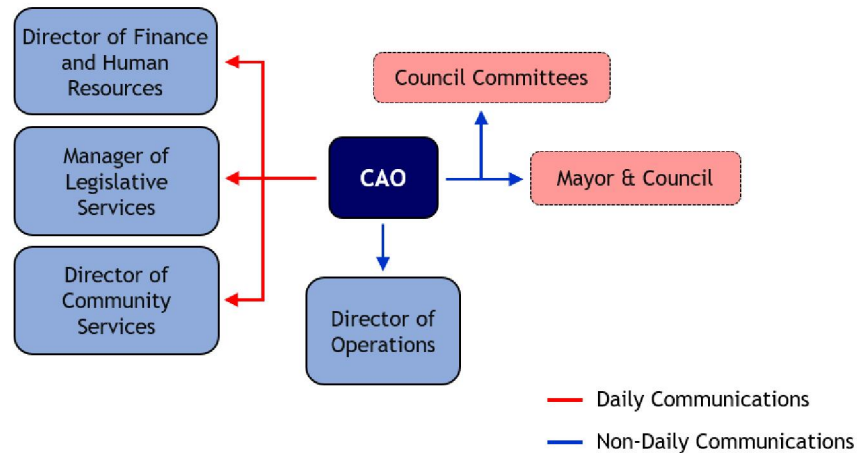
### 3. Space Program

#### 3.1. Facility Needs per Department

##### Chief Administrative Office (CAO) - Town Hall

The CAO office is currently located in the Town Hall. The CAO is the direct link between the head of each department and the mayor and council, and it was expressed that the office shall be located near the mayor’s office, which is not currently the case.

Direct relationship with other departments includes the Directors of each department (Finance and Human Resources, Operations, Legislative services, and Community Services) on a daily basis and it is desirable to have them in the same building. Departmental and interdepartmental relationships for the CAO office are shown in Diagram 1.



**Diagram 1.** Departmental and Interdepartmental Relationships.  
(The diagram is not intended to show any hierarchy between or within departments but only frequency of departmental/interdepartmental relationships)

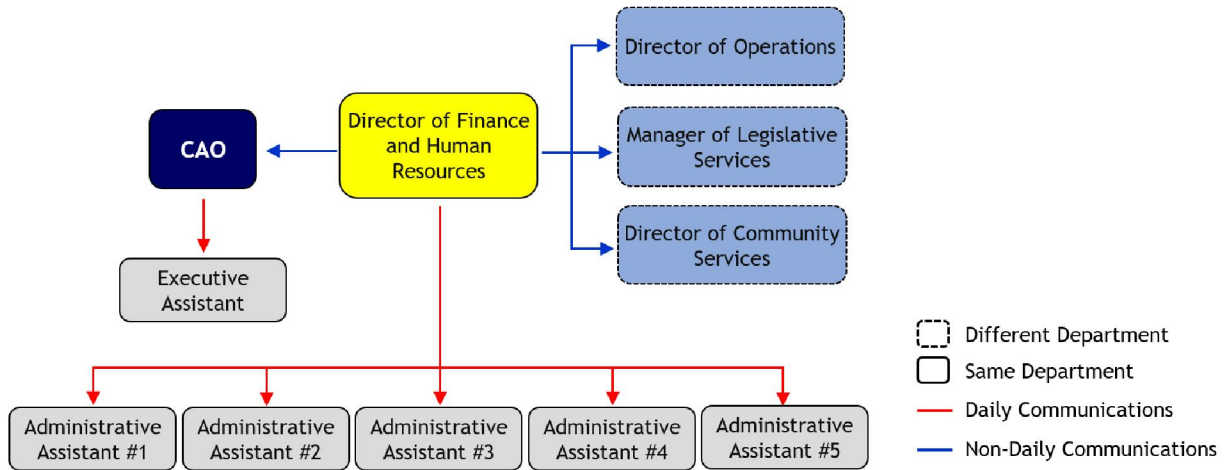
##### Department of Finance and Human Resources - Town Hall

Currently located in the Town Hall, the Department of Finance and Human Resources has the largest operation in the building with 7 full-time employees currently working in the facilities.

The Department relates to the general public on a daily basis through their Finance and Legislative Services clerks and these positions are required to be located near public access areas such as reception and/or centralized service windows.

Finance and Human Resources relates directly on a daily basis with the following departments: Community Services and Legislative Services. Weekly relationships include: Operations and CAO. Departmental and interdepartmental relationships are shown in Diagram 2.

The head of department stated that for ideal operations, the department requires a file room, copy room to minimize noise impacts to work space, mail/assembly room to assemble tax bills, and a meeting room. And it is requesting that public access and employee access are separated.



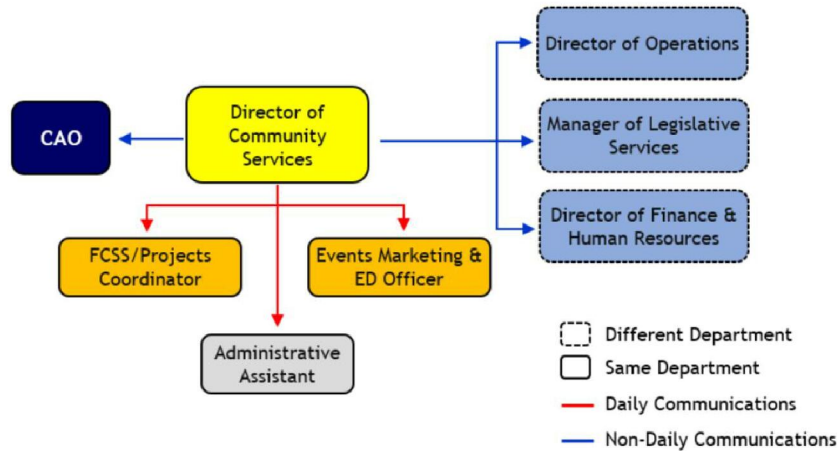
**Diagram 2 - Finance and Human Resources**  
**Departmental and Interdepartmental Relationships.**  
*(The diagram is not intended to show any hierarchy within the department but only frequency of departmental/interdepartmental relationships)*

### Department of Community Services - Town Hall

The Department of Community Services has staff located in at two different locations including the Town Hall and the Multi-Purpose Facility. The Multi-Purpose Facility was not included as part of this study. Recreation Manager, Director, ten (10) full-time employees, and part-time employees located in the Multi-Purpose Facility are not associated with this study, therefore, are excluded from spatial requirements of the Town Hall. The Town Hall Community Services staff is comprised of two (2) full-time employees (FCSS/Projects Coordinator and Events Marketing & ED Officer).

Community Services relates directly on a daily basis with the following departments: Finance and Human Resources. Weekly relationships include: Legislative Services, Operations and CAO. Departmental and interdepartmental relationships are shown in Diagram 3.





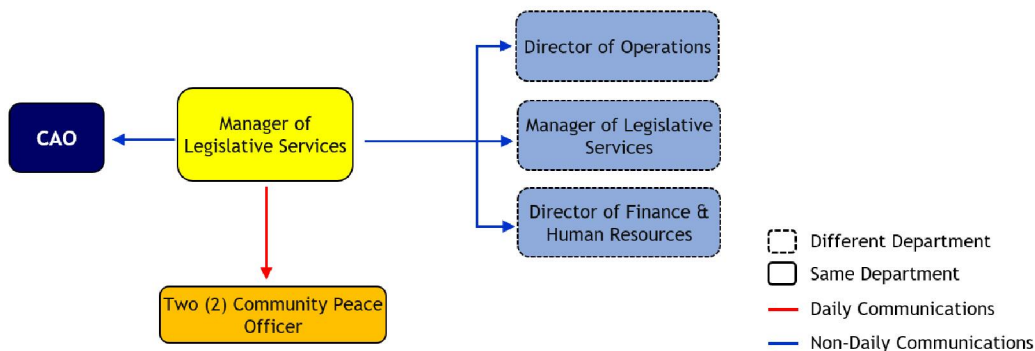
**Diagram 3 - Community Services**  
*Departmental and Interdepartmental Relationships.*  
(The diagram is not intended to show any hierarchy within the department but only frequency of departmental/interdepartmental relationships)

### Department of Legislative Services - Town Hall

Currently located in the Town Hall, the Department of Legislative Services has 3 full-time employees currently working in the facilities.

The department relates directly on a daily basis with the following departments: Finance and Human Resources. Weekly relationships include: Community Services, Operations and CAO. Departmental and interdepartmental relationships are shown in Diagram 4.

The Department of Legislative Services who now serves the local law enforcement for the area, is currently located in the Town Hall. The requirements for this space include: four (4) desk/cubicles, file cabinets, small meeting space, and preferably separated access from public areas.



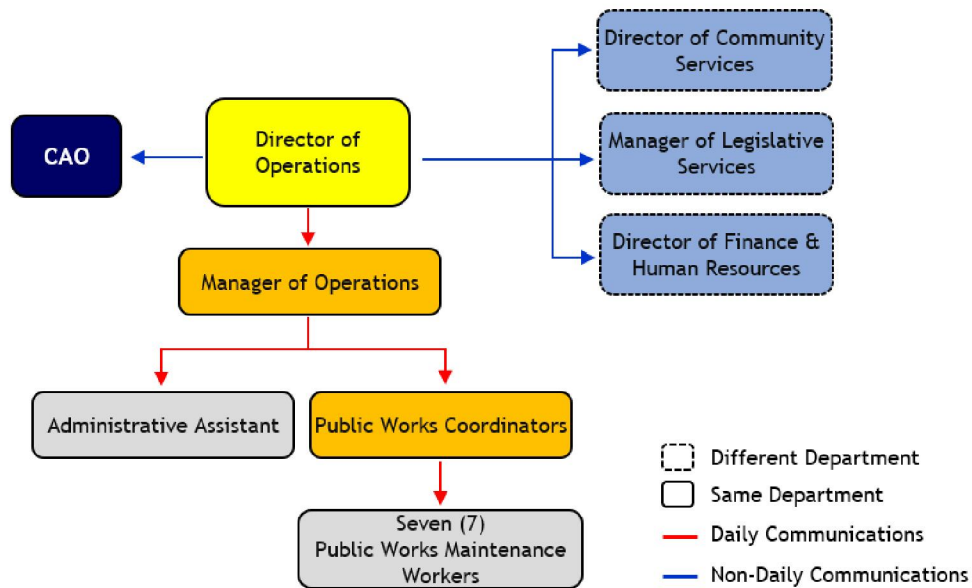
**Diagram 4 - Legislative Services**  
*Departmental and Interdepartmental Relationships.*  
(The diagram is not intended to show any hierarchy within the department but only frequency of departmental/interdepartmental relationships)

### Department of Operations - Town Hall / Operation buildings

The Department of Operations has staff located in the Town Hall and Operation buildings. The staff is comprised of One Director, and a total of ten (10) full-time employees who are located in the Operation buildings off site of the Town Hall.

The department relates directly on a daily basis with the following departments: Community Services. Weekly relationships include: Finance and Human Resources, Legislative services and CAO. Departmental and interdepartmental relationships are shown in Diagram 5.

Through interviews, it was established that the Manager of Operations and Administrative Assistant, currently in the Operations Site (ATCO trailer), desire to move to new/expanded Operations Facility along with the other Operations staffs, plus one flex office space. The storage of large drawings and important documents and a plotter room, where all plotters and large printers can be located along with a large table for organizing and arranging set of drawings and conducting drawing reviews.



**Diagram 5 - Operations**  
*Departmental and Interdepartmental Relationships.*  
*(The diagram is not intended to show any hierarchy within the department but only frequency of departmental/interdepartmental relationships)*

### Other non-departmental spaces

- **Mayor's Office:** Currently a part-time position, the mayor's office was previously located in a private office in the Town Hall. This office room had been converted into the Administrative Assistant office for Record/Cemetery. Requirements for the inclusion of this office in the new plan was considered. The Mayor's office shall be interconnected to CAO office given the frequency of their interactions. A Council Chamber room shall also be located strategically close to the Mayor's and CAO offices to hold daily and weekly meetings.
- **Council Chambers:** The Town Hall's current room provided does not have enough capacity. The existing council chambers was originally designed with an approximate capacity of 15 people and the current council meetings surpass that capacity by twice, which means an ideal council chambers for the Town requires a capacity of at least 35 people. Other space requirements include space for media/press and space for delegations and the general public. The space shall be fully accessible for people with disabilities and complemented with audiovisual and sound equipment that also allows for the meetings to be recorded. A dedicated area for staff shall also be provided separate from the general public seating- and incorporate both tables and side chairs. The room should be provided with a lectern and overhead projection for presentations. and/or monitors.
- **Front Desk/Reception:** the existing Town Hall building accounts for one general public interaction point- a single service desk located at the main entrance of the building. All public related areas in the Town Hall are currently being attended by Clerk Staff in the Finance and Human Resources Department.
- **Public entrance & Staff entrance:** Currently, the main concern of the Town Hall is that staff and public access are not separated. The current configuration allows for the general public to have direct and potential access to most of the areas of the Town Hall. Other areas of concern observed included having an open customer service front desk in the Town Hall Building with no high barriers to impede someone jumping over the existing counter. The front desk is currently the one area where large amount of cash transactions is currently made, and having an open desk was a major concern. A comprehensive security system with at least four exterior surveillance cameras (one on each elevation and coverage for the parking lots and main access doors) and improved access control is recommended by Stephenson along with a panic button for the reception areas. It was additionally requested to have the dedicated public interior lobby, along with public washrooms, made available to be opened up for public gatherings. Restricted access to private areas via access controlled doors and/or roll up security grills at the reception desk will allow for flexibility.
- **Lunchroom/Kitchen:** The room provided in the Town Hall generally, does not meet current programming requirements for a break room. The existing lunchroom was

reported to be too small (seating for around 4~6). It is the desire of the staff to have more space to provide seating for at least 10 people.

- **Washrooms/Showers/Change Rooms:** The Town Hall washrooms currently provided do not meet current demand. The existing Town Hall building includes one (1) staff unisex washroom which can be used for one individual at a time and two (2) washrooms for the general public. An estimate was completed following the National Building Code (Alberta version) requirements which will be provided in the detailed space program section, however, the result of this estimate backed up the fact that not enough plumbing fixtures are provided for the building and that the washrooms should be redesigned to meet the current code.
- It is the desire of the current staff to have showers and change rooms in the building, as a value-added benefit that can be used for bike commuters, people that exercise at lunch and/or employees coming back from field work. Stephenson believes that it is desirable to have showers and change rooms for staff and the public to use for the gym's users.
- **Printer/Copy Room:** The Town Hall building is provided with one non-dedicated copy station with one laser copy/printer. It was reported by staffs that they are suffering from noise due to lack of proper copy room and needing space for mail/assembly room to assemble tax bills. It is recommended to provide centralized small and large printer room connected with the server and internal network.
- **Coat Room:** none provided in the existing buildings. Users interviewed reported that it will be desirable to have one serving both the public and private areas of the building. Infrastructure and Development specifically requested one to store personal protective equipment after completion of field work. Coat racks shall also be provided in dedicated meeting rooms.
- **Site:** existing Town Hall site components included surface parking and landscaped areas. Parking does not appear to meet requirements according to some users, while other users considered it to be not enough for demand. Based on estimates as part of the space program and using the Town of Pincher Creek land use by-laws, the number of parking stalls provided appear to be sufficient for the size of the building, however no dedicated accessible or visitor parking stalls are provided, this condition can be inconvenient in terms of parking for the staff when a high volume of visitors can occupy all available parking spaces, leaving staff with no place to park on-site. Details on these estimates are provided in the space program section of this report. We do recommend for a future new/renovated facility to incorporate dedicated visitor parking stalls. The site seems to be lacking picnic tables or outdoor seating areas which most users would like to have.

### 3.2. Detailed Space Program for Town Hall

Based on the needs identified in the facility needs interviews, a detailed space program per department was completed. Each department has been assigned spaces per position as well as any required support facilities. Additional, support facilities have been included that are intended for general use.

Conceptual spaces with the minimum requirements were developed and used as a high level reference for the space programming analysis and attached to this report for reference in **Appendix A**.

The tables include the following information:

- **ID/Department and Staff:** includes staff position name (not individual personnel names) as identified by the head of departments and included in the organizational charts plus any new positions to be added in within the next five (5) years.
- **Position Type:** Type of position as indicated by the head of each department and the organizational chart: FT (Full Time), PT (Part Time), Seasonal (SS) and that determines the type of office space that shall be provided.
- **Current Program:** indicates the current number of staff members assigned to this position as well as the type of space provided for the position using as a reference the codification of Stephenson's programming standards.
- **Program Criteria:** desired program need resultant from the facility needs assessment, type of space using the codes of Stephenson's programming standards and net square footage (NSF) per unit.
- **Future Program:** identifies the required number of staff members per position as identified by the facility needs assessment, number of units indicated in the Program Criteria and the total net square footage (NSF) resultant from multiplying the number of units in the Future Program by the net square footage in the Program Criteria.
- **IT Requirements:** indicates the IT needs of each space/position as identified by the facility needs assessment:
  - **A:** Audiovisual requirements such as screen projectors, smartboards, etc.
  - **V:** Video conference or video recording equipment such as webcams, conferencing speakers.
  - **S:** Sound requirements such as speakers, microphones, etc.
  - **T:** Telephone.
  - **I:** High speed internet or similar available on site.

The Town Hall building occupancy has been categorized according to the National Building Code 2019 - Alberta edition as **Group D - Office**.

### 3.2.1. Town Hall - Office Space

ID	Department and Staff	Position Type	Current Program		Program Criteria		Future Program			IT Requirements					Current Location	Future Location	Notes
			Staff	Type	Type	Net Square Footage (NSF)	Staff	# of Units	Total NSF	A	V	S	T	I			
<b>Town Hall</b>																	
A	Mayor																
A1	Mayor's Office	FT	1	OF-3	OF-3	160	1	1	160					X	X	Town Hall	Town Hall
B	Chief Administrative Officer																
B1	CAO	FT	1	OF-2	OF-3	160	1	1	160					X	X	Town Hall	Town Hall
C	Finance and Human Resources																
C1	Director	FT	1	OF-3	OF-3	160	1	1	160					X	X	Town Hall	Town Hall
C2	Executive Assistant	FT	1	OF-3	OF-2	108	1	1	108					X	X	Town Hall	Town Hall
C3	Administrative Assistants	FT	5	OF-3	HD-1	24	5	5	120					X	X	Town Hall	Town Hall
D	Legislative Services																
D1	Manager	FT	1	OF-2	OF-3	160	1	1	160					X	X	Town Hall	Town Hall
D2	Community Peace Officers	FT	2	OF-1	HD-1	24	2	2	48					X	X	Town Hall	Town Hall
E	Community Services																
E1	Director															Multi-Purpose Facility	Multi-Purpose Facility
E2	Administrative Assistants															Multi-Purpose Facility	Multi-Purpose Facility
E3	F.C.S.S / Project Coordinator	FT	1	OF-2	OF-2	108	1	1	108					X	X	Town Hall	Town Hall
E4	Events Marketing & ED Officer	FT	1	OF-2	OF-2	108	1	1	108					X	X	Town Hall	Town Hall
E5	Recreation manager															Multi-Purpose Facility	Multi-Purpose Facility
E6	Multi-Purpose Facility Coordinator															Multi-Purpose Facility	Multi-Purpose Facility
E7	Arena Staff															Multi-Purpose Facility	Multi-Purpose Facility
E8	Aquatic Coordinator															Multi-Purpose Facility	Multi-Purpose Facility
E9	Sr. Lifeguards / Instructors															Multi-Purpose Facility	Multi-Purpose Facility
E10	Jr. Lifeguards / Instructors															Multi-Purpose Facility	Multi-Purpose Facility
E11	Program Staff															Multi-Purpose Facility	Multi-Purpose Facility
E12	Table Guest Staff															Multi-Purpose Facility	Multi-Purpose Facility
E13	Front Desk Clerk															Multi-Purpose Facility	Multi-Purpose Facility
F	Operations																
F1	Director	PT	1	OF-3	OF-3	160	1	1	160					X	X	Town Hall	Town Hall
F2	Manager of Operations															Operations Facility	Operations Facility
F3	Administrative Assistant															Operations Facility	Operations Facility
G	Council Chambers																
G1	Council Meeting Room	PT	1		CH-1	1932	1	1	1932	X	X	X	X	X	X	Town Hall	Town Hall
G2	Coffee Station				CC-2	50		1	50	X	X	X	X	X	X	Town Hall	Town Hall
							<b>NSF Sub-Total</b>		<b>3,274</b>								
							<b>Circulation (15%)</b>		<b>491</b>								
							<b>Total GFA</b>		<b>3,765</b>								

A: Audiovisual requirements such as screen projectors.  
V: Video conference requirements such as webcams.  
S: Sound Requirements such as speakers, microphones, etc.  
T: Telephone requirements.  
I: High Speed internet or similar available on site.

\*Current program type is a reference based in our programming standards and it does not necessarily represent existing space size provided.

### 3.2.2. Town Hall - Support Facilities

ID	Space Description	Current Program		Program Criteria		Future Program			IT Requirements					Current Location	Future Location	Notes
		Capacity	Type	Type	Net Square Footage (NSF)	Capacity	# of Units	Total NSF	A	V	S	T	I			
<b>H</b>	<b>Support Areas</b>															
H1	Reception /Vestibule			SD-1	315		1	315				X	X			
H2	Large Meeting Room			MR-3	220		1	220	X	X	X	X	X			
H3	Medium Meeting Room			MR-2	165		2	330	X	X	X	X	X			
H4	Small Break Room			MR-1	121		1	121				X	X			
H5	25' x 30' Function Room				750		1	750				X	X			
H6	Male Shower & Change Room			SH-1	120		1	120								
H7	Female Shower & Change Room			SH-1	120		1	120								
H8	Lunchroom			LR-1	874		1	874				X	X			
H9	Central File Room			CF-1	357		1	357				X	X			
H10	Storage Room			ST-1	64		1	64								
H11	Staff Male Washroom				160		1	160								
H12	Staff Female Washroom				160		1	160								
H13	Coat Room							108								
H14	Copy Room							80				X	X			
H15	Vault							24								
H16	Server Room							80				X	X			
H16	Future Growth Office Rooms							737				X	X			
								<b>NSF Sub-Total</b>		<b>4,620</b>						
								<b>Circulation (15%)</b>		<b>693</b>						
								<b>Total GFA</b>		<b>5,313</b>						

\*Current program type is a reference based in our programming standards and it does not necessarily represent existing space size provided.

**Note:** Size of washrooms has been determined based on the minimum number of plumbing fixtures required by the National Building Code 2019 - Alberta edition and based on the Occupancy Load of the building according to this programming analysis (see Tables 1 and 2). Additional plumbing fixtures have been added to our programming standards to allow for general public and staff washrooms to be separated. The existing building has approximately 16,300 sf of space. The gym takes up approximately 2,400 sf of space, leaving 13,900 sf for office function (1,291 sm).

Classification	NBC 2020 - Alberta Edition	Total Capacity
Group D - Office	9.3 m <sup>2</sup> /person	139

**Table 1 - Occupancy Load (Section 3.1.17.1.-C NBC 2020 - Alberta Edition)**

Occupant Type	# of Occupants	Plumbing Fixtures*		
		WC	Urinals	Lavatories
Male	70	1	2	1
Female	70	3	-	1

\* Minimum recommended by the code. However, due to the use of the building and the requirement of having separate public and restricted areas, additional plumbing fixtures have been provided to allow for public washrooms and staff washrooms to be separate.

***Table 2- Minimum Number of Plumbing Fixtures required as per NBC 2020 - Alberta Edition (Table 3.7.2.2.-B).***



### 3.2.3. Parking Requirements

ID	Department and Staff	Position Type	Current Program		Program Criteria		Future Program			IT Requirements					Current Location	Future Location	Notes
			Staff	Type*	Type	Net Square Footage (NSF)	Staff	# of Units	Total NSF	A	V	S	T	I			
<b>Site Requirements</b>																	
P1	Staff Parking				PS-1	162	30	30	4860								Requirements as per the Town of Pincher Creek By-Law
P2	Barrier-Free Stalls				PS-2	270	1	1	270								Requirements as per the Town of Pincher Creek By-Law
									NSF Sub-Total	5,130							
									Circulation (15%)	770							
									Total GFA	5,900							

**Note:** Number of parking spaces and size has been determined as per the *Corporation of the Town of Pincher Creek By-Law*. For Barrier-free stalls, the Lethbridge Land-Use Bylaw has been used for calculations as it is the more stringent in the number of parking stalls required. We used Lethbridge since the existing Pincher Creek Bylaws did not cover parking and/or Barrier Free requirements for parking.

Classification	Pincher Creek By-Law	Total GFA (m <sup>2</sup> )	Total Spaces
Business Office	1 for Each 46.5m <sup>2</sup> (GFA)	1,514.3	33

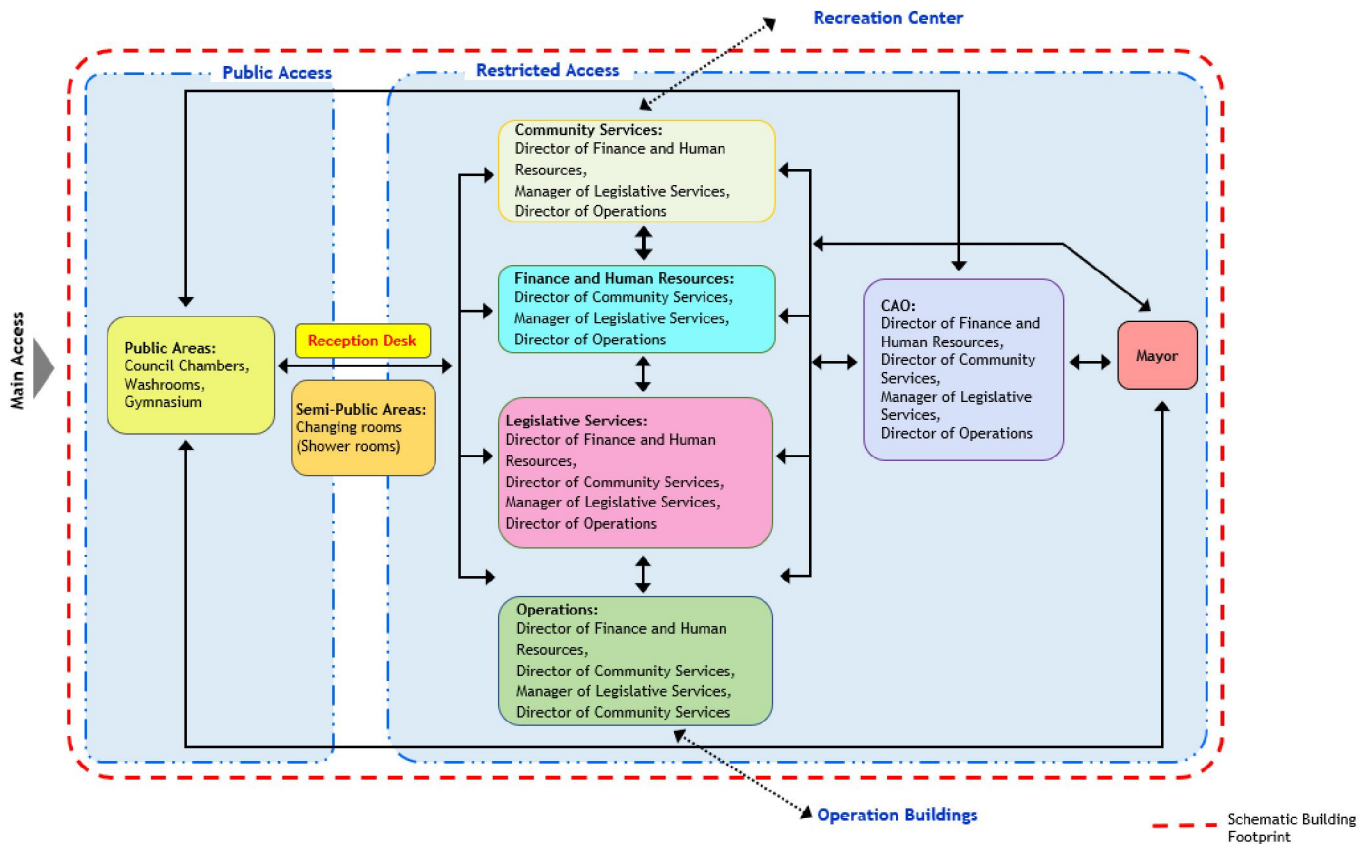
**Table 3 - Minimum Parking Spaces Required as per the Town of Pincher Creek By-Law.**

Number of Parking Stalls Required	Number of Barrier Free Designated Stalls Estimated
26 - 50	3

**Table 4 - Minimum Designated Barrier-Free Stalls as per. The Lethbridge Land-Use Bylaw 6300; Section 63, subsection (6)(a)**

## 4. Programming Analysis Results

Based on the results of the facility needs assessment interviews we developed a conceptual building diagram with an ideal functional layout that is shown below:



**Diagram 5 - Conceptual Diagram of Ideal Functional Layout based on the Facility Needs per Department Interpretation and Results**  
(See Diagrams 1 to 4 for Each Departments Departmental and Interdepartmental Relationships)

An interpretation of these results shows that most direct required connection between the public areas and restricted areas is through the Reception Desk (Customer Service). All departments are strongly related to each other, with CAO and Mayor. The mayor's office plays a very important role, and it seems to be connected to all head of departments, however, its most important link is with the CAO and both offices should be located next to each other. Department of Community Services accounts for the one of the largest Departments. The Manager of Finance & Human Resources in the CAO department plays a very important role in relation to all departments something to be considered in terms of location within the building in a layout design for major renovation.

The detailed programming per department was summarized and ideal total square footage was obtained. The existing building has a deficit of at least 83 m<sup>2</sup> (893 ft<sup>2</sup>) to meet current and future program, the results are shown below:

<b>Estimated Net Square Footage Per Department (including Circulation)</b>			
<b>ID</b>	<b>Department</b>	<b>NSF</b>	<b>% of Total</b>
A	Mayor's Office	160	2%
B	Chief Administrative Officer	160	2%
C	Finance and Human Resources	388	5%
D	Legislative Services	208	3%
E	Community Services	216	3%
F	Operations	160	2%
G	Council Chambers	1,982	25%
H	Support Areas	4,620	58%
<b>Total GFA in sf.</b>		<b>7,894</b>	<b>100%</b>
<b>Future Expansion (15% Contingency)</b>		<b>1,184</b>	
<b>Total GFA in sf. (Projected)</b>		<b>9,078</b>	
<b>Existing Gym</b>		<b>2,400</b>	
<b>Existing Public Washroom and mechanical room</b>		<b>700</b>	
<b>Subtotal of identified space demands</b>		<b>12,178</b>	
<b>Future Usable Office Space (in gsf)</b>		<b>16,300</b>	
<b>Space surplus for future program spaces</b>		<b>4,122*</b>	

\*Note- this number does not account for leaving the existing hallway system in place for the west wing and does not include space- so actual useable space may be lower in the final design.

## 5. Development Options

Based on the results of our study, it is apparent that the existing building can meet both current and future program and space needs while still allowing for use of the existing Gym. This will still allow for flexibility to accommodate additional staff for office growth in the future. This program also allows for all of the current town staff to remain in the building while bringing in a few staff members from the Operations Site.

The estimated total for the Town Hall Renovation is based on RS Means Square Foot Costs 2022 is provided below, this price excludes applicable taxes.

Description	Price per Unit	Total Units	Total Price
Demolition & Abatement	\$10/ft <sup>2</sup>	16,300 ft <sup>2</sup>	\$163,000
Interior Renovation	\$130/ft <sup>2</sup>	16,300 ft <sup>2</sup>	\$2,119,000
Site- parking lot and landscape	\$5.00/ft <sup>2</sup>	35,000 ft <sup>2</sup>	\$175,000*
Furniture & Equipment Allowance			\$20,000
		Sub-total	\$2,477,000
		Contingency (20%)	\$495,400
		Design Fees	\$237,800
		Total***	\$3,210,200

\*Site Development includes: site preparation, grading, stormwater management, sidewalks, paving, site lighting, landscaping.

\*\*\* Moving expenses have not been considered due to the many variables for calculation. We estimate moving fees include but are not limited to: moving expenses multiplied by two (within the building), temporary storage or facilities, among others. Once a decision has been made as to the actions to be taken, moving expenses shall be added accordingly to the final amount.

In order for the new parking lot to be achieved- the existing playground located to the immediate west of the existing Town Hall would need to be relocated. We have assumed the budget for this relocation would come from a separate funding source so have not included it in our costing.

It is important to note that we have not conducted a full Building Condition Assessment of the Existing Town Hall, so we do not have the 20 year capital requirements for the core and shell of the building as well as its mechanical, electrical and life safety in its present use and condition. Our costing for renovation does allow for some modifications of the systems and had assumed a significant renovation to achieve the washroom portions of the concept design. Costs for exterior envelope (windows, doors, brick, siding, paint and roofing) would need to be considered and some improvements added to our costing data.

Cost of a new Facility- The cost for the construction of a new 9,000 square foot Town Hall on the same site based on RS Means 2022.

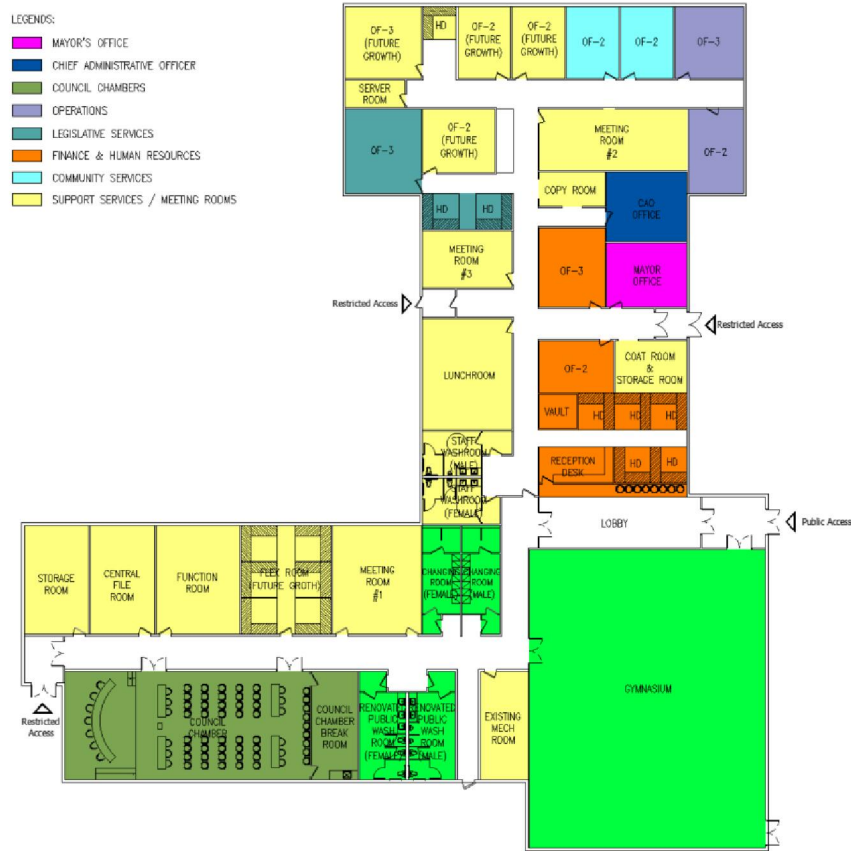
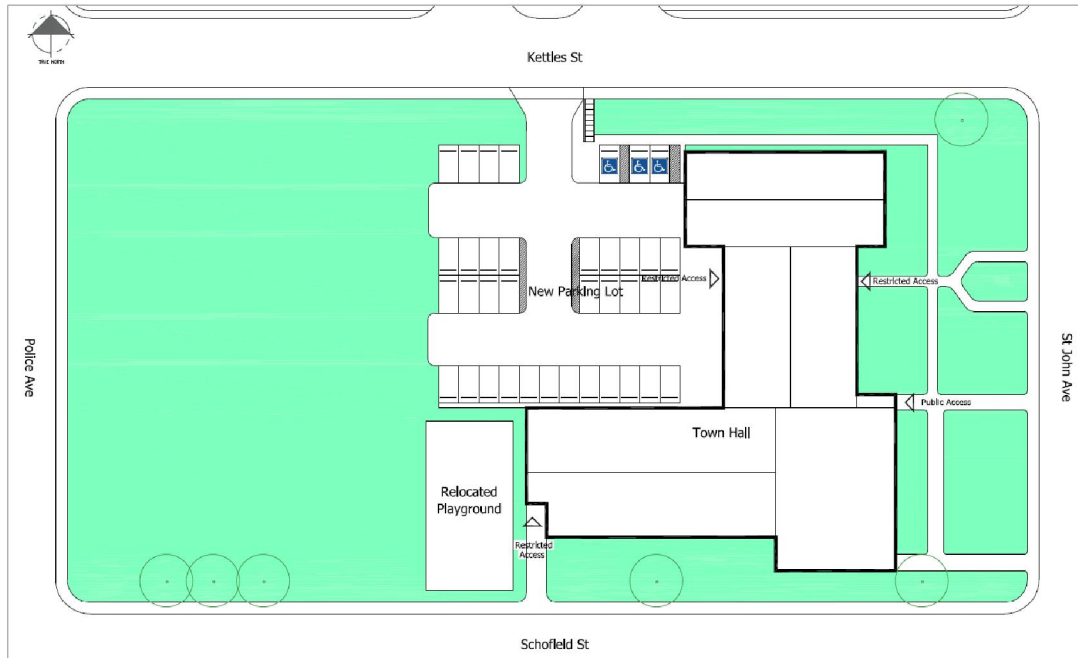
Description	Price per Unit	Total Units	Total Price
Demolition and Abatement	\$20/ft <sup>2</sup>	16,300 ft <sup>2</sup>	\$326,000
New One Story Town Hall	\$255/ft <sup>2</sup>	9,000ft <sup>2</sup>	\$2,296,350
Site Costs	\$15.00/ft <sup>2</sup>	75,000 ft <sup>2</sup>	\$1,125,000
Furniture & Equipment Allowance			\$20,000
		Sub-total	\$3,777,350
		Contingency (20%)	Included above
		Design Fees	\$452,082
		Total***	<b>\$4,229,432</b>

As our cost comparison above indicates, it would be significantly more expensive for the Town to build a new facility on either the current site or a new location within the Town limits. The re-use of the existing structure allows for some degree of design flexibility in the future for changes to program and growth and still allows for retention of the Gym for community use. Even with upgrades to the building envelope considered, retention and renovation proves to be a very cost effective alternative.

#### Project Phasing:

The renovation option will require some phasing to occur so that internal moves and office/work disruptions can be held to a minimum. We envision that the Gym and the west wing be the temporary locations of office space during the renovation of the existing section of the Town Hall plus the spaces on either side of the north/south corridor leading to the Gym. This will allow staff to only need to move twice internally. Once this is completed, then the spaces to the west of the Gym can get renovated for project completion. We envision the entire two phases of the project to take approximately 10 months. In order for the new parking lot to be achieved- the existing playground located to the immediate west of the site would need to be relocated. We have assumed the budget for this relocation would come from a separate funding source so have not included it in our costing.

If the Town wishes to consider a single phase- then temporary offices in the form of trailers would need to be brought to site- which would add expense to the project- but could shorten the overalls schedule by about 2 months.



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Graphic 1 - Renovated Site Layout (top) and functional blocking (bottom)

## Development Recommendations and Conclusions

Even though a renovation project could be more disruptive to the present occupants of the Town Hall, it is our recommendation to go forward with the renovation option rather than a new replacement facility. The existing office areas will need to be modified, but it would be a moderate cost overall compared to a new building and would be a good re-use of the existing building.

## Report Signature Page

**STEPHENSON ENGINEERING LTD.**



Dayoo Kim, B.Arch., M.Arch  
Senior Architectural Technologist

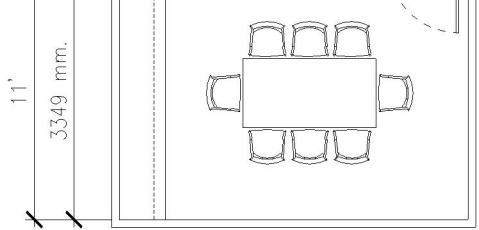


Lawrence McSorley, Architect, AAA., MRAIC  
Principal

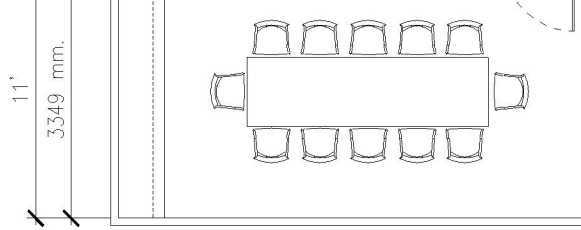


# APPENDIX A

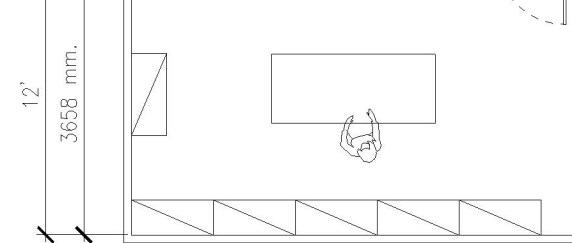
## Programming Standards



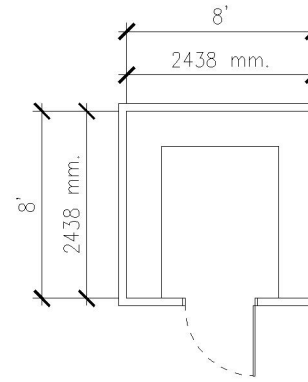
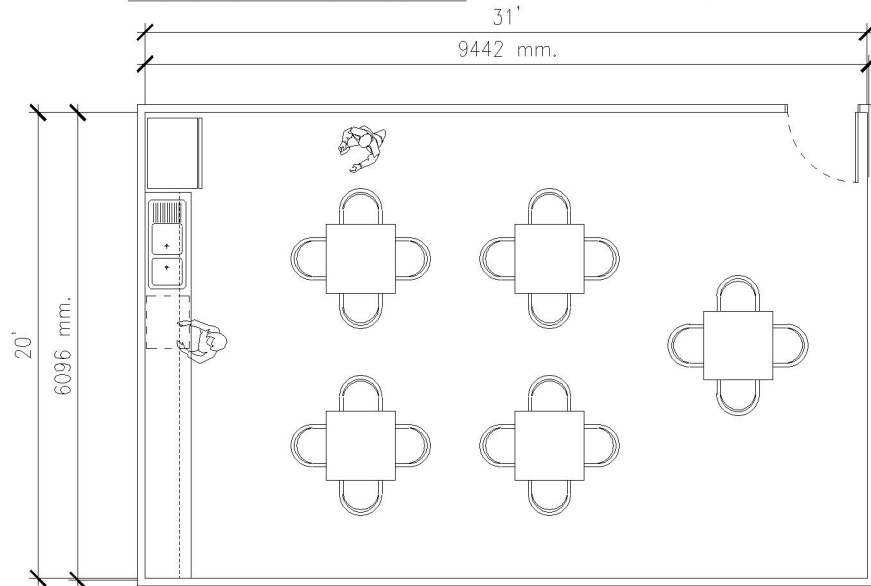
MR-2 MEDIUM-SIZED MEETING ROOM



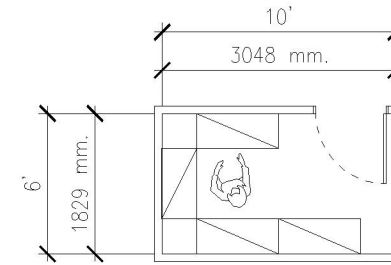
MR-3 LARGE-SIZED MEETING ROOM



FR-1 LARGE FILE ROOM

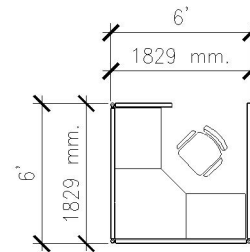
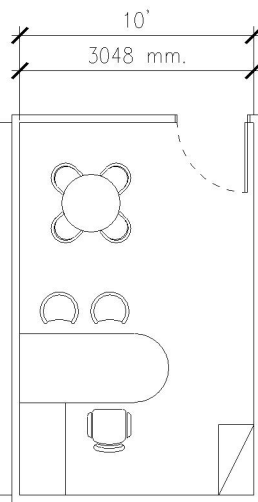


ST-1 STORAGE ROOM  
W/SHELVING

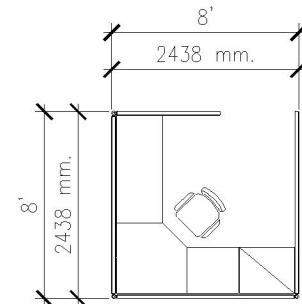


FR-2 SMALL FILE ROOM

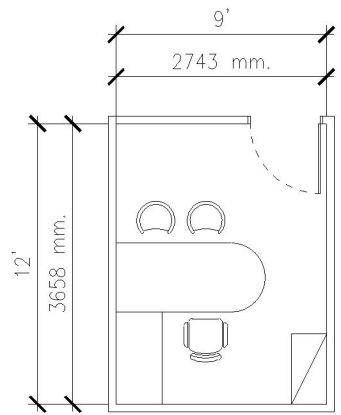
KT-1 KITCHEN



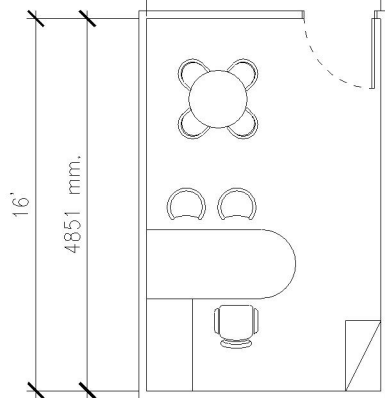
CB-1 SMALL-SIZED CUBE  
(6' x 6')



CB-2 MEDIUM-SIZED CUBE  
(8' x 8')



OF-2 MEDIUM-SIZED OFFICE



OF-3 LARGE-SIZED OFFICE

1" : 8"



1:100



EXPRESSED IN BOTH IMPERIAL

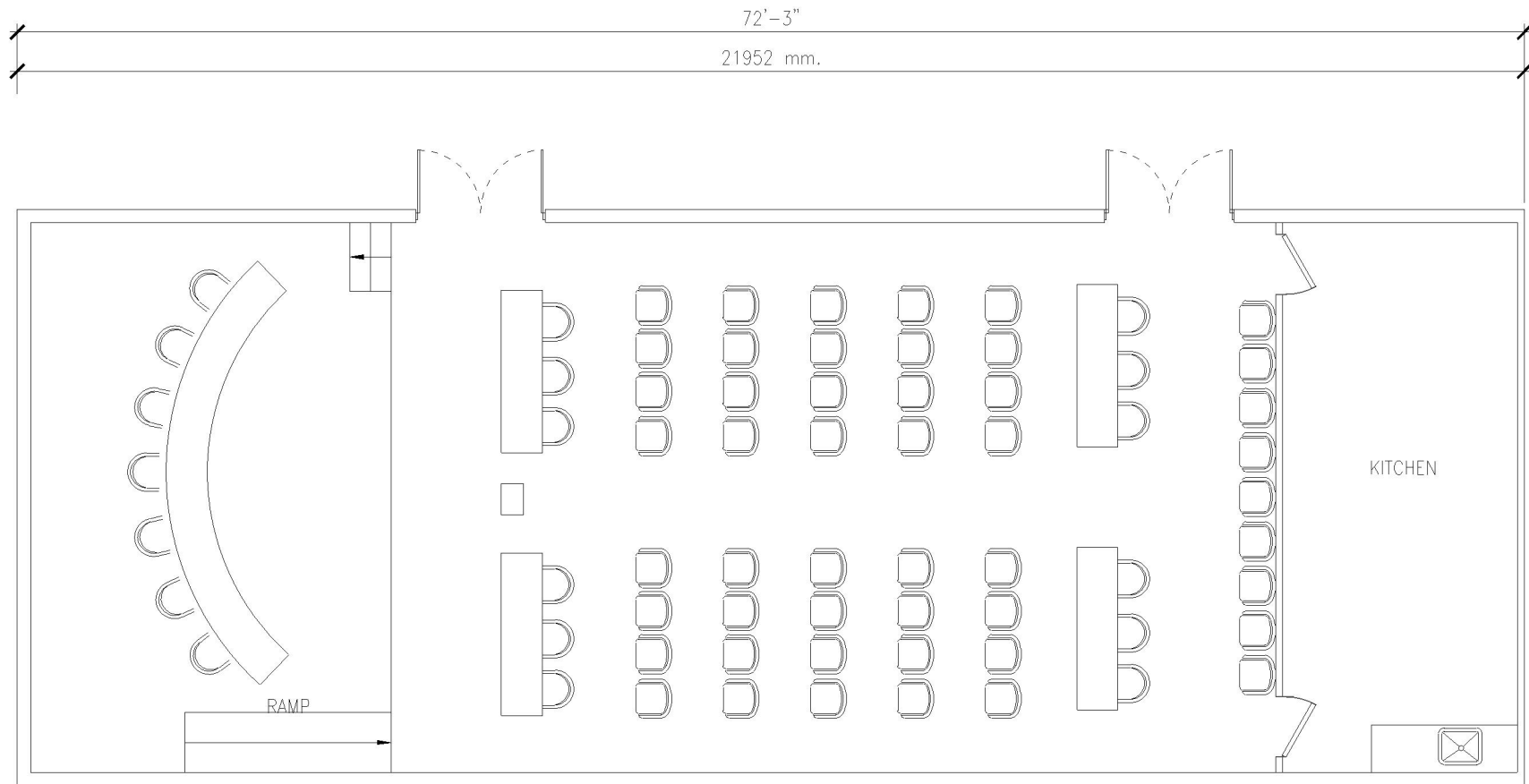
DESCRIPTION	DATE
ISSUED FOR DRAFT	2022-10-19

DO NOT REPRESENT FINAL DESIGN.

**KDW Architecture Professional Services, Inc.**  
A Selas O'Brien Company

PROJECT:

**OFFICE ACCOMODATION  
PROGRAMMING STANDARDS**



CH-1 COUNCIL CHAMBERS

RESSED IN BOTH IMPERIAL  
 T REPRESENT FINAL DESIGN.

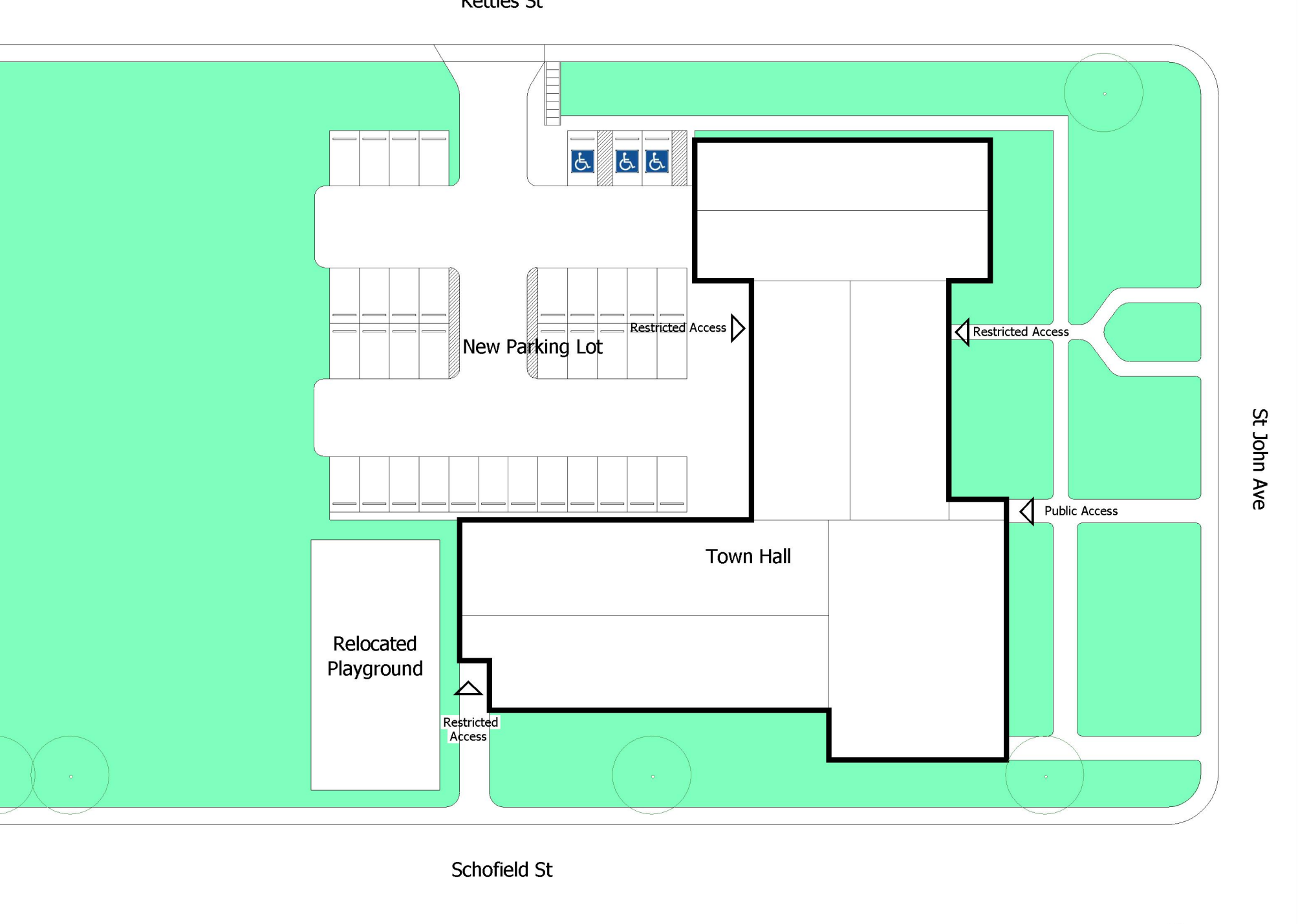
DESCRIPTION	DATE
ISSUED FOR DRAFT	2022-10-19

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PROJECT: **OFFICE ACCOMODATION PROGRAMMING STANDARDS**

# APPENDIX B

## Conceptual Drawings



- ZONE: PU
- REGULATIO
- LOT
  - BUIL
  - FROM
  - OFFI
  - REAR
  - OFFI
  - SIDE
  - OFFI
  - LAND
  - (a)
  - FROM
  - DESI
  - SUBI
  - (b)
  - LAND

PARKING

BUILDING

MUNICIPAL  
 APPLICAB  
 EDITION  
 MAJOR C

DESIGNA

NUMBE

SITE ARE

- SITE
- BUIL
- PARK
- SIDE
- LAND

PARKING

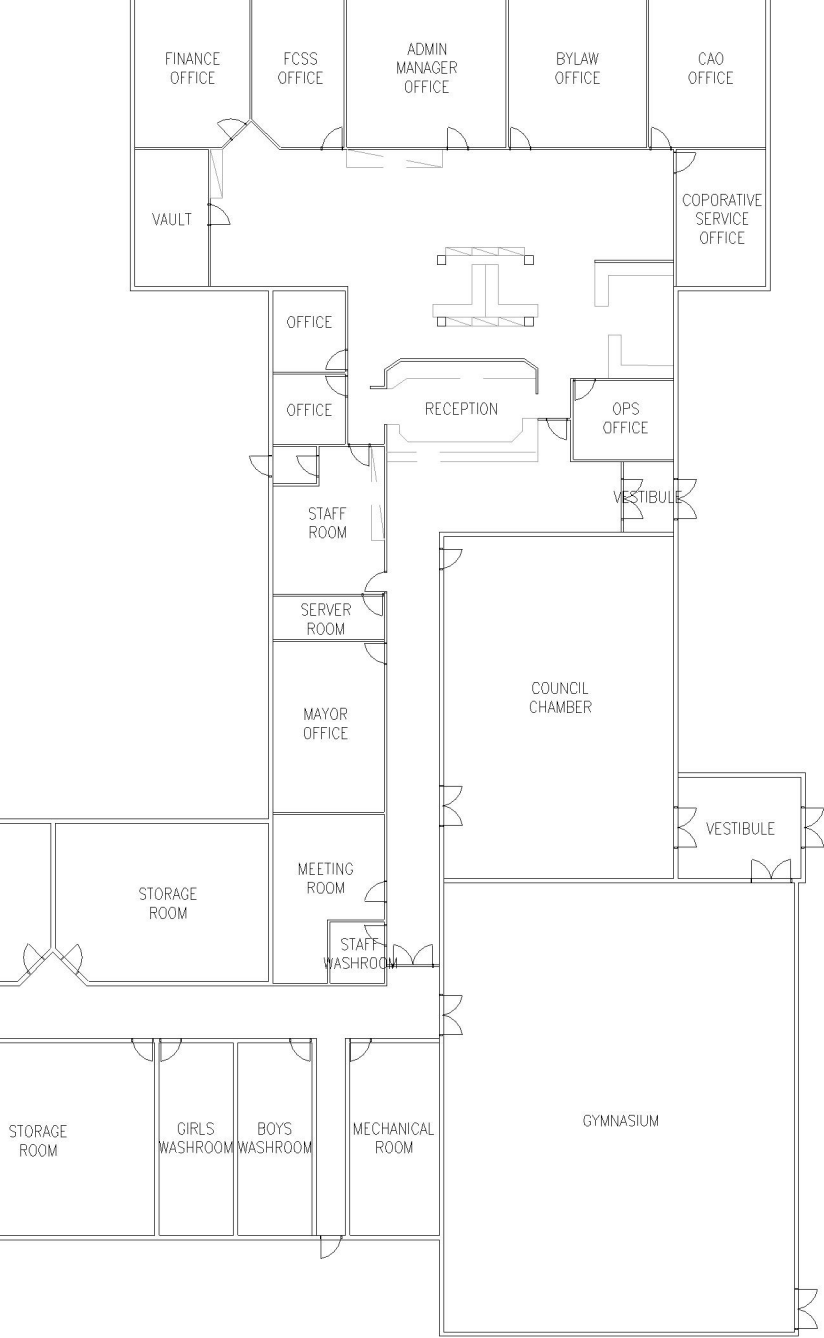
- TOTA

SED IN BOTH IMPERIAL AND  
 C AND ADDITIONS ARE ESTIMATES

DESCRIPTION	DATE
ISSUED FOR DRAFT	2022-10-19

**KDW Architecture Professional Services, Inc.**  
 A Sales O'Brien Company

PROJECT: **TOWN OF PINCHER CREEK  
 TOWN HALL STUDY  
 PROPOSED SITE PLAN**



EXISTING FLOOR PLAN

- LEGENDS:
- MAYOR'S OFFICE
  - CHIEF ADMINISTRATIVE OFFICER
  - COUNCIL CHAMBERS
  - OPERATIONS
  - LEGISLATIVE SERVICES
  - FINANCE & HUMAN RESOURCES
  - COMMUNITY SERVICES
  - SUPPORT SERVICES / MEETING ROOMS



PROPOSED FLOOR PLAN

ISSUED IN BOTH IMPERIAL AND METRIC UNITS. DIMENSIONS AND ADDITIONS ARE ESTIMATES.

DESCRIPTION	DATE
ISSUED FOR DRAFT	2022-10-19

**KDW Architecture Professional Services, Inc.**  
A Sales O'Brien Company

PROJECT: **TOWN OF PINCHER CREEK  
 TOWN HALL STUDY  
 PROPOSED FLOOR LAYOUTS**