

AGENDA
COUNCIL MEETING
MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
January 25, 2022
5:00 pm via GoToMeeting

- A. ADOPTION OF AGENDA
- B. DELEGATIONS
 - a) 5:00 pm to 5:15 pm Colleen Cyr - Kootenai Brown Pioneer Village
 - Commemorate Canada Reopening Celebration
- C. MINUTES/NOTES
 - 1. Council Meeting Minutes
 - January 11, 2022
 - 2. Council Committee Meeting Minutes
 - January 18, 2022
- D. BUSINESS ARISING FROM THE MINUTES
- E. UNFINISHED BUSINESS
 - a) Livingstone Sports Booster Club – Request for Sponsorship
 - b) Oldman Watershed Council – Request for Contribution for 2022
- F. COMMITTEE REPORTS / DIVISIONAL CONCERNS
 - 1. Councillor Tony Bruder – Division 1
 - Waterton Biosphere Reserve Association Carnivore Working Group Meeting, December 15, 2021
 - 2. Reeve Rick Lemire – Division 2
 - 3. Councillor Dave Cox– Division 3
 - 4. Councillor Harold Hollingshead - Division 4
 - 5. Councillor John MacGarva – Division 5
 - Crowsnest Pincher Creek Landfill Association Minutes – December 8, 2021
- G. ADMINISTRATION REPORTS
 - 1. Operations
 - a) Operations Report
 - Report from Director of Operations dated January 19, 2022
 - Public Works Call Log
 - 2. Finance
 - 3. Planning and Development
 - a) Agricultural and Environmental Services Activity Report
 - Report for January/February
 - b) Bruder Hill road Project – Required Road Closure
 - Report from Director of Development and Community Services dated, January 20, 2022
 - 4. Municipal
 - a) Chief Administrative Officer Report
 - Report from CAO, dated January 19, 2022
 - b) Approval of Airport Master Plan
 - Report from CAO, dated January 19, 2022
 - c) Governance Model selection for Airport Committee
 - Report from CAO, dated January 19, 2022
- H. POLICY REVIEW
 - a) Policy A-ADMIN-002 MD Owned Vehicle and Equipment Usage

I. CORRESPONDENCE

1. For Action

- a) Highway 3 Twining Development Association Meeting
 - Meeting on February 4, 2022 – Council to decide which member is attending
- b) Avail 2021 Engagement Letters - Municipal District of Pincher Creek
 - Council to acknowledge the letter and Reeve to sign

2. For Information

- a) Greenview Council regarding Grizzly Populations
 - Letter dated January 11, 2022
- b) Rural Alberta -Adolescent Vaccine Provision
 - Letter from Town of Tolfield
- c) Peaks to Prairies EV Charging Station Network
 - Article by AlbertaSouthwest
- d) Holiday Passport #LoveLocalPC campaign
 - Update from Pincher Creek and District Chamber of Commerce
- e) Letter of Support for City of Cold Lake and Streamlining Foreign Physician Assessments
 - Letter from Municipality of the Crowsnest Pass
- f) Provincial Police Service/Seniors Lodge Foundations
 - Letter from Alberta Municipal Affairs
- g) Thank you during pandemic
 - Letter from Canadian Association of Municipal Administrators (CAMA)

J. NEW BUSINESS

K. CLOSED MEETING SESSION

- a) Safety Officer – Agreement with Town of Pincher Creek – FOIP Sec. 19
- b) Land Purchase Request – Gravel Pit NW 31-7-1 W5M – FOIP Sec. 17

L. NEXT COMMITTEE DATE/NEXT COUNCIL DATE

M. ADJOURNMENT



Ba

The Pincher Creek and District Historical Society
P.O.Box 1226
Pincher Creek, Alberta
T0K-1W0
(403) 627-3684
Email: mail.kbpv@gmail.com

January 18, 2022

MD of Pincher Creek

Box 279

Pincher Creek, AB

T0K 1W0

RE: Commemorate Canada Reopening Celebration (August 6th, 2022)

Dear Reeve Lemire and Pincher Creek MD Council,

The Pincher Creek & Dist. Historical Society has an opportunity to participate in a project to celebrate Canada's emergence from the Covid-19 pandemic by holding commemorative activities celebrating people and achievements to support the revival of local economies. We are proposing an all-day event for Saturday, August 6, 2022, of local music, cowboy poetry, authors, entertainment for children, food and beverages, a great dinner with entertainment and an evening outdoor dance.

There is funding available for this project through Heritage Canada with an application deadline of January 31. Kootenai Brown Pioneer Village is an awesome outdoor location with many amenities to host a gathering like this – wonderful spacious grounds, washrooms, tents, chairs, tables, stage areas and proximity to Main Street.

We are applying for the grant available for this project. It is always beneficial for the success of the application to have written support in-kind or financial from the MD. We cannot charge any admission as that is a criterion for this grant. We are anticipating a local crowd similar to Canada Day, approximately 1200 – 1500 people, and there will be advertising out there to attract visiting Canadians as well. Perhaps between the Town and the MD Councils, a contribution towards admissions would really be appreciated.

Thank you for your support towards this very worthwhile celebration that has really affected all of us. I will be attending the next council meeting for questions.

Sincerely,


Colleen Casey-Cyr

President

CC: Town of Pincher Creek

**MINUTES
MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
REGULAR COUNCIL MEETING
JANUARY 11, 2022**

The Regular Meeting of Council of the Municipal District of Pincher Creek No. 9 was held on Tuesday, January 11, 2022, at 5:00 pm, via GoToMeeting.

PRESENT Reeve Rick Lemire, Deputy Reeve Tony Bruder, Councillors Dave Cox, Harold Hollingshead and John MacGarva.

STAFF CAO Troy MacCulloch, Director of Development and Community Services Roland Milligan, Director of Finance Meghan Dobie, Public Works Superintendent Eric Blanchard and Executive Assistant Jessica McClelland.

Reeve Rick Lemire called the meeting to order at 5:00 pm.

A. ADOPTION OF AGENDA

Councillor Dave Cox 22/001

Moved that the Council Agenda for January 11, 2022 be amended to include:

New Business:

- AHS South Zone Leadership Team (was discussed at last meeting but no one volunteered to attend)
- Foothills Little Bow
- Emerging Trends in Municipal Law
- Alberta Provincial Police Transition Next Steps (verbal)

Closed Session:

- Letter from resident – FOIP Sec 17
- AEP Appeal Board Update (verbal) – FOIP Sec 16

And that the agenda be approved as amended.

Carried

B. DELEGATIONS

Livingstone Sports Booster Club

Kim Gelber with the Livingstone Sports Booster Club attended the meeting at this time to request Council sponsor the upcoming Alberta School Sports Association (ASSA) Senior Boys 1A provincial basketball tournament in March 2022. Sponsorship levels range from \$100 to \$1000, or various in-kind donations. Council will discuss at the next Council meeting. Kim left the meeting at this time, the time being 5:12pm.

C. MINUTES

1. Special Council Meeting Minutes

Councillor John MacGarva 22/002

Moved that the Minutes of the Special Council Meeting of December 14, 2021 be approved as presented.

Carried

2. Special Council Meeting Minutes

Councillor Tony Bruder 22/003

Moved that the Minutes of the Special Council Meeting of December 14, 2021 be approved as presented.

Carried

Minutes
 Council Meeting
 Municipal District of Pincher Creek No. 9
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3. Council Meeting Minutes

Councillor John MacGarva 22/003

Moved that the Minutes of the Council Meeting of December 14, 2021 be approved as presented.

Carried

D. BUSINESS ARISING FROM THE MINUTES

E. UNFINISHED BUSINESS

F. COMMITTEE REPORTS / DIVISIONAL CONCERNS

1. Councillor Tony Bruder – Division 1
 - a) Deadstock Bin Meeting
 - b) Complaints Regarding Roads from Residents
2. Reeve Rick Lemire – Division 2
 - a) Airport Committee
 - b) Alberta Southwest
 - c) Mayors & Reeves
3. Councillor Dave Cox– Division 3
 - a) Family and Community Services
 - b) Castle Mountain Community Association
4. Councillor Harold Hollingshead - Division 4
 - a) Pincher Creek Emergency Services Commission
 - b) Irrigation District Meeting
5. Councillor John MacGarva – Division 5
 - a) Crowsnest/Pincher Creek Landfill Association
 - b) Lundbreck Christmas Parade

Councillor Dave Cox 22/004

Moved to accept the Committee Reports and information.

Carried

G. ADMINISTRATION REPORTS

1. Operations

a) Operations Report

Councillor Dave Cox 22/005

Moved that Council receive the Operations report, which includes the call log, for the period December 15, 2021 to January 8, 2022 as information.

Carried

2. Finance

3. Development and Community Services

a) AES Report January 2022

Councillor Dave Cox 22/006

Moved that the AES Report for January 2022 be received as information.

Carried

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4. Municipal

a) Chief Administrative Officer Report

Councillor Tony Bruder 22/007

Moved that Council receive for information, the Chief Administrative Officer's report for the period of December 15, 2021 to January 11, 2022.

Carried

H. CORRESPONDENCE

1. For Action

a) RMA Spring 2022 Convention – Request to Meeting with Minister McIver

Council discussed the request to meeting with Minister McIver during RMA 2022 Spring Convention, at this time they don't feel the need for a meeting during convention.

2. For Information

a) WAG Quarterly Email Update

Councillor John MacGarva 22/008

Moved that the WAG quarterly email update be received as information.

Carried

I. NEW BUSINESS

a) BF #7743 Local Road Over Gladstone Creek

Councillor Dave Cox 22/009

Moved that Council approve an increase in funds for BF#7743 Local Road Over Gladstone Creek, in the amount of \$88,815, for a total of \$383,815, with the said funds coming from the Federal Gas Tax Fund.

Carried

b) AHS South Zone Sessions

Councillor Tony Bruder 22/010

Moved that any interested Councillor be authorized to attend the AHS South Zone Sessions on either January 17, 2022 or January 18, 2022.

Carried

c) Emerging Trends Municipal Law

Councillor John MacGarva 22/011

Moved that administration be directed to register for the February 10, 2022 virtual session of Emerging Trends in Municipal Law, and that any interested Councillor be authorized to attend the session being hosted in the Council chambers.

Carried

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d) Foothills Little Bow

Council will further discuss arrangements to attend the upcoming Foothills Little Bow meeting in Lethbridge.

e) Police Transition Next Steps

Council discussed the next steps in the police transition, Constable Ryan Hodge will be attending the next committee meeting to assist with any questions.

J. CLOSED SESSION

Councillor John MacGarva 22/012

Moved that Council move into closed session to discuss the following, the time being 6:46 pm:

- a) Request to Waive Tax Penalty – FOIP Section 19
- b) Letter from resident – FOIP Sec 17
- c) AEP Appeal Board Update (verbal) – FOIP Sec 16

Carried

Councillor Dave Cox 22/013

Moved that Council open the meeting to the public, the time being 8:56 pm.

Carried

Request to Waive Tax Penalty

Councillor John MacGarva 22/014

Moved that Council deny the request to waive the 12% penalty on tax roll 0272.000.

Carried

K. ADJOURNMENT

Councillor John MacGarva 22/015

Moved that Council adjourn the meeting, the time being 8:57 pm.

Carried

REEVE

CHIEF ADMINISTRATIVE OFFICER

MINUTES
COUNCIL COMMITTEE MEETING
MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
Tuesday, January 18, 2022 5:00 pm
Via GoToMeeting

Present: Reeve Rick Lemire, Deputy Reeve Tony Bruder, and Councillors Dave Cox, Harold Hollingshead and John MacGarva.

Staff: CAO Troy MacCulloch, Director of Development and Community Services Roland Milligan, Director of Finance Meghan Dobie, Public Works Superintendent Eric Blanchard, and Executive Assistant Jessica McClelland.

Reeve Rick Lemire called the meeting to order, the time being 5:00 pm.

1. Approval of Agenda

Councillor Dave Cox

Moved that the agenda for January 18, 2022 be approved as presented.

Carried

2. Delegations

a. Oldman Watershed Council

Shannon Frank with the Oldman Watershed Council attended the committee meeting at this time to discuss with Council an update from the watershed Council and a brief history on what they do to assist and work with Municipalities and other organizations. Shannon discussed with Council where their donations go each year, Council approved an annual donation at the end of 2021 for the 2022 fiscal year.

Shannon Frank left the meeting at this time, the time being 5:20 pm.

b. Highway 3 Twinning Development Association

Bill Chapman and Victoria Chester with the Highway 3 Twinning Association attended the committee meeting at this time to update Council on the progress made by the association and their plans to twin highway 3.

Bill Chapman and Victoria Chester left the meeting at this time, the time being 6:00 pm.

c. Wood Gundy

James Hobson and Charet Chahal with Wood Gundy attended the committee meeting at this time to discuss with Council how the investments for the MD of Pincher Creek are developing.

James Hobson and Charet Chahal left the meeting at this time, the time being 6:26 pm.

d. McMillan LLP Water Law Series (Irrigation Districts)

C. Richard Jones with McMillan LLP Water Law presented to Council information on irrigation districts and a broad overview of water law in Alberta. Mr. Jones offered to guide the group through processes for an irrigation district in the MD of Pincher Creek.

C. Richard Jones left the meeting at this time, the time being 7:12 pm.

e. RCMP Sgt. Ryan Hodge

Sgt. Ryan Hodge attended the committee meeting at this time to discuss with Council what the proposed transition to a Provincial Police Force will mean for Municipalities.

Sgt. Ryan Hodge left the meeting at this time, the time being 7:25 pm.

Director of Development and Community Services Roland Milligan, Director of Finance Meghan Dobie, Public Works Superintendent Eric Blanchard, and Executive Assistant Jessica McClelland left the meeting at this time, the time being 7:30 pm.

3. Council Roundtable

4. Closed Session

5. Adjournment

Councillor Tony Bruder

Moved that the Committee Meeting adjourn, the time being 8:30 pm.

Carried

From: [Kim Gelber](#)
To: [Dave Cox](#); [MDInfo](#)
Subject: MD Council Presentation request
Date: December 3, 2021 12:14:00 PM
Attachments: [LHS Basketball Sponsorship letter 2021-22.pdf](#)

Hi Dave & Jessica,

I would like to request an opportunity to present a request for sponsorship from the Livingstone Sports Booster Club to the MD Council, please. Carolyn & Jim Smyth already dropped the attached sponsorship letter off at the office a couple of weeks ago. I have attached it to this email so perhaps all the necessary people could have an opportunity to take a look at it.

We are thrilled to have been awarded the privilege of hosting the Alberta School Sports Association (ASSA) Senior Boys 1A provincial basketball tournament in March 2022. This is a wonderful opportunity for our school, MD and businesses to partner and celebrate our local and provincial athletes.

King regards,
Kim

November 1, 2021

Dear Community Business,

The Livingstone High School (LHS) Sports Booster Club is hard at work to engage our local community business members to support the LHS School's successful bid to host the **ASAA 1A Senior Boy Provincial Basketball Tournament** in March 2022.

We need to dig deep, not only for our local athletes, but for the 250 provincial athletes, their coaches and families, to showcase our south western Alberta hospitality. The three day tournament will be held at Matthew Halton High School (hosted by Livingstone High School), and will be the ***first Provincial Basketball Championship Tournament since March of 2019.***

We are excited for the economic spin offs for our community in hosting such an event. Our local restaurants and hotels will directly benefit from the 12 team tournament. It is another welcomed boost to our economy during this Covid recovery period.

The tournament will be a wonderful opportunity to rekindle the school and community excitement associated with high level sports.

If your business would be interested in sponsoring this event, the 2nd page of this info sheet has some donation suggestions and the corresponding recognition that your company will receive.

If you have any questions please email lhssportsbooster@gmail.com or contact Kim at 4036279841.

Thank you in advance for your support!

LHS Sports Booster Club





Livingstone School 1A Senior Boys Provincial Basketball Championships March 2022

Slam Dunk Sponsorship - \$1,000 or more

- Business name & logo on an individual sponsorship poster to be hung in the gym during event
- Poster given to Business to hang at the workplace after the event
- Business name and logo on the Sponsorship Wall in the event foyer and banquet
- Business logo printed in the Tournament program
- Business name printed in the Tournament program sponsorship acknowledgement section

3 Pointer Sponsorship - \$500

- Business name & logo on joint 3 Pointer sponsorship poster to be hung in the gym during the event
- Business name and logo on the Sponsorship Wall in the event foyer and banquet
- Business logo printed in the Tournament program
- Business name printed in the Tournament program sponsorship acknowledgement section

2 Point Swish Sponsorship - \$300

- Business name and logo on the Sponsorship Wall in the event foyer and banquet
- Business logo printed in the Tournament program
- Business name printed in the Tournament program sponsorship acknowledgement section

Free Throw Sponsorship - \$100

- Business name on the Sponsorship Wall in the event foyer and banquet
- Business name printed in the Tournament program sponsorship acknowledgement section

Other Sponsorship Opportunities:

In Kind Sponsorship is always appreciated and welcome. In order to pull off a successful tournament, we are looking for items for athlete goody bags, help with program printing, and draw prizes.

Items will be assigned a \$ value and your business will be recognized in the appropriate sponsorship category.

***Please send an electronic copy of your logo for sponsorship recognition to lhssportsbooster@gmail.com**





Eb

Oldman Watershed Council

PO Box 1892 Lethbridge, Alberta, T1J 4K5
RECEIVED (403) 330 - 1346
info@oldmanwatershed.ca
JAN 13 2022 oldmanwatershed.ca

M.D of Pincher Creek

Reeve Rick Lemire
Municipal District of Pincher Creek
PO Box 279
Pincher Creek Alberta T0K 1W0

Dear Reeve Lemire and Council,

January 4, 2022

Thank you for your on-going support of the Oldman Watershed Council and our mission to keep our water and land healthy and safe. You are an essential part of the fabric of our organization and we offer our sincerest thanks for your support as a donor.

The Oldman Watershed Council is a collaborative forum for all voices. Our Board of Directors is made up of 19 seats from all sectors, to make sure that all voices are at the table and have an equal vote. Municipalities have the most seats, with 3; 1 for towns and villages, 1 for rural municipalities, and 1 for the City of Lethbridge. We provide monthly updates to municipalities at the Mayors and Reeves of Southwest Alberta meetings. This group also elects a mayor for the towns and villages seat, and a reeve for the rural municipalities seat.

When contentious topics, like coal mining, are being debated, we provide you with reliable, trustworthy information so that you can make your own informed decisions. Last year was polarizing because of the public debate about coal mining, and it was a good example of how important it is to have unbiased, science-based groups like the OWC to inform the conversation. We demonstrated how it is possible to provide neutral information about the potential benefits and drawbacks of a development project, without taking sides. We received positive feedback from stakeholders, and government officials that our non judgemental approach and information sharing was helpful and appreciated. Our unique role helped to depolarize the debate and assist decision makers to separate fact from rumour.

We are working alongside all levels of government, stakeholders and First Nations partners to improve the health of the watershed. We provide information about key issues, and we also work on the ground to restore damaged ecosystems. In 2021, we rehabilitated 7 streambanks by staking 2500 willows to reinforce eroding banks, improve water quality, and provide habitat for fish and wildlife. We also engaged over 2000 people in-person and tens of thousands online through our many videos, blogs, and social network.

One of our largest projects is in the headwaters where we engage recreationists in watershed-friendly practices that minimize their impact. We also have a large focus on agricultural stewardship, where we invest in producer-led restoration projects and showcase these beneficial practices to the broader community. Our approach is always to ensure there are educational opportunities, appropriate infrastructure and practical guidelines that benefit everyone; we do not place blame but focus on solutions. We hope you will take a moment to look through our [annual report](#), which is full of exciting photos of our projects and short summaries.

Your municipality is asked to help ensure this critical work continues with a standardized rate of 47¢ per resident for the April 2021 to March 2022 fiscal year. For 2965 residents based on the 2019 Municipal Affairs Population List, that is a donation of \$1,394. Thank you for your support over the years, it is making a difference. Your contribution provides critical funding which allows us to provide citizen education, habitat restoration, and be an unbiased forum for all voices in the watershed.

Sincerely,

Doug Kaupp, OWC Chair and General Manager of Water and Wastewater, City of Lethbridge

Waterton Biosphere Reserve Association Carnivore Working Group Meeting Pincher Creek – December 15, 2021

Minutes

Present: Jeff Bectell, Andrea Morehouse, Jay Honeyman, Nora Manners, Helen Cyr, Shane Hansen, Tony Bruder, Carla Preachuk, Ron Davis

Call to Order: Meeting was called to order by Jeff at 1:10 pm

1. **Additions or deletions to agenda** - No deletions or additions.
2. **Acceptance of June 16th minutes**
Minutes accepted. Tony requests that we send him the minutes when they are done so that he can review them at the next MD council meeting. Use his council email.
3. **Budget**
We will have a budget report to the end of the 3rd quarter (Dec 31) in time for the next meeting. We have had very little travel and meeting costs, so we have plenty of budget for projects and would like to get some more done before March. March will be the end of year 2 of the 3-year AEP grant.
4. **Review of October 15th meeting with Minister Nixon**
 - Overall, the day felt pretty promising, and the group felt it was beneficial to have him down. There was a good discussion and Jeff believes the information shared by the community made an impact. This is something that the group had been pursuing for a long time.
 - One thing that was shared at this meeting was a suggestion to have a lottery system for individuals to remove a problem bear. People could be charged large amount of money for the potential to hunt a problem bear. Ron discussed this with the Minister at the meeting. Helen said she has heard that idea before but the challenge is that you have to find the right bear at the right time. Tony said that they used to do a similar thing in the Twin Butte area. If it was hunting season, ranchers could contact the tag owner and have them remove a bear on their property and told them that they could not remove a bear unless they took the problem bear. General discussion on this idea. Sometimes it is easy to target the right bear and sometimes it's not. Trapping doesn't necessarily get the right bear either. Would need to make sure people were doing the best to get the right bear. It could help take the load off officers and appease people that want to shoot a bear. The Minister suggested that a lottery system like this could help fund compensation.
 - More things seem to be on the table now than several years ago. There is a whole set of tools that involves grain bin upgrades, control, conflict reduction, compensation, cooperation, etc. Jay agreed that as the bear population spreads further and further east, more and more ideas are on the table.
 - Since the meeting, Mark Lyseng from ABP thinks that they can get a bit of Federal Money to help with the compensation effort but not to pay directly for compensation. For example, if we needed to do further work on what the multiplier should be set at, he thinks some of the ABP money could go towards that. Travis continues to be very clear that he heard the Minister say that we are going to do a pilot and that this project is a priority. Travis was

meeting with his staff on December 3rd and 4th and was going to discuss on how they could make this work. Insufficient funding is his reality. Anything that we can do to help with funds, will be beneficial. The program budget grew substantially by incorporating other areas into the pilot. Jeff has continued to advocate for a smaller project if funding is an issue. Jeff's understanding is that they are seriously considering that the compensation pilot might only occur in our area. Jeff's hope is that there will be something in place for the spring. Jeff will continue to update the group with emails. Jay raised the issue that there is a window of opportunity here and we need to act before it gets shut down because we never know when the next election might come.

- Carla noted that there is a resolution going forward for beekeepers to qualify for compensation. Each bee box is about \$500. Acreage owners are interested in getting into bees. Jay agreed and said that chickens were the new garbage and that bees are right behind. Tony said that distributors are beginning to realize that damage is an issue that needs to be looked at from the start.
- The conversation went back to compensation and the multiplier issue. Ron noted that he has had bred heifers killed quite regularly and the compensation for a bred heifer is low. Jeff said that we tried to address that in our recommended changes with a multiplier on a bred heifer. If all of our recommendations get accepted, he is hopeful that our community can be positive about it. It still won't be perfect, but it will be better. The process must be auditable. If 'perfection' is the goal, we're going to have a hard time getting to that.

5. **Compensation**

See notes above. There was not a clear break in discussion between this topic and topic 4 – Minister Meeting.

6. **Deadstock**

- Nothing has happened with signs. All bins in Pincher need signs. Tony has been talking with the Ag Service board. They made signs 4-5 years ago, but they never put them on the bins. Tony will follow up with them and advise the group. Jeff said that would be great but noted that if new signs are needed and the cost is a barrier then the CACP can provide funds.
- Carla said they will probably get new bills in January. They have around \$4,600 left. CACP gave them another \$5,000 in September. 11 producers have used the program with 60 animals. Carla said there was a lot of appreciation.
- Jeff will email all MDs to ask for statistics come the first of January and will do the report for this year. He will make sure the MDs have what they need in their accounts. Jeff has an appointment with Cardston County Council in January to discuss composting again. We were one vote away from starting it up last time, so we are going to try again.
- We had a paper published this week about our deadstock program in *Frontiers in Conservation Science* (<https://doi.org/10.3389/fcosc.2021.786013>). Andrea will email to the group. Although to us it might not seem like it, the work we are doing is ground-breaking in a lot of ways and there is a lot of interest in our papers. As an example, our evaluation paper published in early 2020 has already been cited 24 times (by way of comparison, Andrea's DNA population estimate paper published in 2016 has been cited 42 times).

7. **Occurrence/Compensation Reports**

- Jay provided an overview of several statistics.
 - ✓ BMA 5 grizzly bear mortality 2009-2020 (n=69); road kills are the biggest source of mortality followed by illegal and self defence. Highway 22 is now competing with trans

Canada for mortalities. Four of the road kills were young of year cubs. Traffic volumes are up and there are multiple bears east of Hwy 22. Ron also noted that people drive incredibly fast on Hwy 22, most with no understanding of the wildlife that are here. There is also a lot of truck traffic. Of the mortalities in BMA 5, 43% were in Support Zone, 22% were in Recovery Zone, 21% were Outside the zones, and 14% were in the Habitat Linkage Zone.

- ✓ BMA 6, 2009 to 2020 there were 35 mortalities. Euthanasia is most common, then illegal and treaty. Most mortality is in Support Zone.
- ✓ There were 60 translocations in BMA 5 from 2009 to 2020, mostly related to livestock incidents. Carla asked about the survival rate of translocations. Jay said that it depends in part on when bears are moved. If they are moved in November, the success rate is poor but if they are moved in the spring to an area with food and water, then the chances are pretty good. He is not aware of any trend differences between males and females.
- ✓ In BMA 6 from 2009 to 2020 there were 69 translocations, mostly because of livestock incidents.
- ✓ There are a lot of occurrences in BMA 5 but most of that is because there is additional reporting in K Country and most of those occurrences are bears walking through campgrounds. Food is such a driver for bears that as long as the food resource is available, bears will keep coming back.
- ✓ BMA 6 occurrences were almost all in the Support Zone and almost all related to livestock and some related to grain bins. There is a decision tree that dictates when an officer has to write up an occurrence record. If a bear is on a front step, then it's a safety concern and it gets an occurrence. A bear crossing a pasture wouldn't be an occurrence. Jeff noted that sometimes there is a breakdown here. For example, the bear killing geese on the colony this fall should have been an occurrence.
- ✓ Tony asked if Jay got information from National Parks. Jay said they collect information but it's not exactly the same.
- ✓ In BMA 5 from 2008 to 2020 there were 82 mitigation projects. Most of the projects in the south zone are Crowsnest Pass Bear Smart. In BMA 6 from 2008 to 2020 there were 121 mitigation projects.
- ✓ Tony thought that a lot of ranches were getting their attractants cleaned up. Goats, sheep, gardens, and bees are things that are coming back. Bears are moving east so we are seeing stuff outside the Support Zone. A lot of people that are west of Hwy 6 have taken it upon themselves to get electric fences up.
- ✓ Jay shared information on compensation claims. His data present each claim singly – i.e., a single claim can have multiple animals. He presented maps, but each square on his map could have multiple animals associated with it. There was some discussion about other ways to convey the information. Perhaps each map point could have a number associated with it as well. The group felt that it was important to highlight to management that the maps points are associated with more than one animal.
- ✓ Ron noted that he never gets a local officer responding when he calls. Jay said that there is always one person on call and the officer on call sends the closest person. The information should get passed to the local officer, but sometimes that takes awhile. Staff are down to 1-2 persons per district right now and sometimes officers don't enter information as rapidly as they probably should.
- ✓ Jay said he would be happy to share the graphs presented in his presentation if people request it.

8. Coffee Break

2:58pm, ended at 3:11pm

9. **Updates on communication/participation with other groups and initiatives**

There are two links in the last minutes for the Western Landowners Group. Seems like they are getting some traction within the US for movement on compensation.

10. **Project Proposals/updates**

- *Rod Nelson* – Letter of agreement is signed. He will put door on if there is any kind of problem. Complete.
- *Mike Meeks* – He has the letter of agreement and has agreed to it but hasn't returned it to Jeff. The agreed upon contribution from WBR is up to \$3,250.00 for materials. His hope is to do a second pasture on the other side of the road. If he gets this project done, then he can apply and we may be able to do 50% or may say up to \$5,000 for both projects together.
- *Rick Smith* – He lives just south of Mountain View. He has had a bear showing up spring and fall and digging in his field. It happens every year and he thinks it's a single bear. It's a pasture that has never been farmed. They have private canals and flood irrigate. Pasture has timothy and brome grasses. He hays it. Bear rips up several acres, approximately 3-5 acres and growing. At the time, the officers did not feel that this warranted a response from them. Helen said that they have a similar problem on their place and it's growing as well. Jeff said that we might enlist someone this spring to help figure out what the bear is going after. If it's a plant, then it might be possible to eradicate this plant. Shane said he has a similar patch on his place and had assumed the bears were going after ants, but now he's not sure. Rick took a Fox Light from Jeff to experiment with.
- *Cam Vanee* – Jeff will keep talking with him. Cam maintains he is composting better and he is not having bears in the yard. Others disagree. He has compost and piles of pellets. He's worried that if he cleans up the compost fully, then the bears will start to go into his feed piles and feed bunks. He doesn't have the compost fenced but says he is burying it better. Some feel that it is definitely drawing bears into the community. There might be other attractants around too. Tony said that he was keen to fence but the hang up was that he has feed trucks coming in all hours of the day. The electric cattle guards for that project were going to cost more than all of the fencing. Electric mats are good but they won't work when it's mucky.
- *Steve Brander V8U* – He had bears break into wooden bins this fall. He is just north of Mountain View by about 1.5 miles. There is a little creek that goes through the property. He is taking down the old wooden bins. He bought a pellet feeder. Helping with the cost of the pellet feeder will be less money than if we buy him a sea can. The dollar figure will be somewhere around \$3,500 but he hasn't sent the invoice. He should also get 2 doors – one on a bin near the feeding area and one on a bin that he will start using about 1.5 miles from his home. Group agreed to pay him half of his invoice up to \$1500 and give him 2 bear-resistant doors.
- *Tony Bruder* – He hasn't decided what he's going to do yet. He has a metal bin on a wooden floor. He put a bear-resistant door on it in 2008. Since then, the bears are tearing out the wood floor and he needs to replace it. He would like to put on a metal floor but is having a hard time finding them. He doesn't know if he will do a hopper bottom bin, a metal floor, or a concrete pad. He is researching prices.
- *Hendry/Bectell* – This is Jeff's neighbour and Jeff rents the land. There is a bin that had barley in it in the early 1990s. Jeff got the heirs to sell the barley this summer and he had

planned to go in and clean up the last foot of grain this winter but the bears came along before he got to it. The bears turned the rusted spot into a bigger whole. He didn't have time to electric fence, but put up a camera and got 4 bears that were there for 2-3 hours, and eventually put up a temporary electric fence. Grain will be cleaned out by spring, and bin will likely not be used again.

- *Ralph Salt* – Ralph welded a metal frame and made his own bear-resistant door after bears bent his door.
- *Livingstone Colony* – Cody has been there as well as Jeff. Since geese were killed this fall, the goose boss is interested in electric fencing and did fence the goose pen. Jeff and Cody prodded them to get the compost pile fenced but it hasn't happened yet. They will try again this spring.
- *Sea cans*
 - ✓ *Waycee Marr* – Tony has given Waycee and Heinz Inabnit applications this fall. Tony thinks they both looked into it and he has a feeling they choked at the price. Tony will be seeing them both so will follow up.
- *Other projects?*
 - ✓ Jeff has talked with Jon Smith about a composting project, but last time he basically just said that he liked the deadstock pick-up program.
 - ✓ Tony said the Ag Service Board is talking about putting on an on-farm composting workshop sometime this spring. Cody Metheral is doing some consulting. The workshop might be as simple as taking the interested people to go look at places where compost has been successful.
 - ✓ Carla asked about bear safety workshops. Jeff said we have the money but have been stymied by covid. We will schedule something for June and will call it off if we have to; we could do the entire workshop outside.
 - ✓ Jeff mentioned the idea of a range riding workshop. He thinks there could be some people that are interested but so far no takers. Thought is that perhaps we should just go ahead and plan something, but only if we can do it in person. No point in an online workshop. Jay mentioned that Diane Boyd might be a good resource for range riding.
- *Trail Cameras* – The CACP bought two of them. They are solar powered and have the ability to text you pictures. You can get 100 pictures per month for free. Plans are \$8-10 per month for unlimited pictures. Jeff mentioned another camera that is under development - working on species identification.

11. **Updates on bear and wolf activity**

Carla said there is a collared wolf in the Porcupine Hills. People have been seeing a lot of wolves. Cattle are missing and the ones they are finding are pretty riled up.

12. **Planning for meeting with officers after March 30th**

Jeff talked with Trevor Miller this week who said that the officers are completely swamped until the end of March, but he was very supportive of having a meeting and thought it was a good idea after that time.

13. **Next meeting and adjournment**

Meeting adjourned at 4:15pm

**THE CROWSNEST/PINCHER CREEK LANDFILL ASSOCIATION
MINUTES
December 8, 2021**

The regular meeting of The Crowsnest/Pincher Creek Landfill Association was held at 9:30 am
Wednesday December 8, 2021 at the Cowley Community Hall.

- Present:
- John MacGarva, Municipal District of Pincher Creek #9
 - Dean Ward, Municipality of Crowsnest Pass
 - Dave Filipuzzi, Municipality of Crowsnest Pass
 - Doreen Glavin, Municipality of Crowsnest Pass
 - Mark Barber, Town of Pincher Creek
 - Dave Slingerland, Village of Cowley Absent
 - Dean Bennett, Landfill Manager
 - Jean Waldner, Landfill Office Supervisor

AGENDA

John MacGarva

Moved the agenda be adopted as presented. Carried. 12.08.21-1982

MINUTES

Dave Filipuzzi

Moved the minutes of November 22, 2021 be adopted as circulated. Carried. 12.08.21-1983

CLOSED IN CAMERA SESSION REQUESTED BY THE LANDFILL MANAGER

Doreen Glavin moved the session go in camera at 9:39 am Carried. 12.08.21-1984

John MacGarva moved the session come out of camera at 10:11 pm Carried. 12.08.21-1985

Doreen Glavin

Moved that Dean Bennett Manager of the Landfill conclude the Land situation as discussed in camera by December 31st, 2021. Carried. 12.08.21-1986

MANAGER'S REPORT

-The MSW is still very busy, we have had wind issues and had to close a few days. We have now completed 3 levels in our current cell. I predict we have approximately 2.5 to 3 years left in this MSW cell. Drone Surveys will be done monthly in the spring weather permitting to keep a close track of the amount of space left.

-The Industrial Cell has remained busy for this time of year.

-We have completed grinding of the wood, and now have a good supply of ground cover.

-Our Insurance company is asking for our fuel/oil tanks to be recertified. We will have to move them to be properly compliant place. Monthly updates will be discussed on this process.

-The Municipal Recycling program is getting more and more streamline. We continue to

update and monitor the recycling waste stream and try to find cost efficient ways to save our time, and cost savings for the Municipalities

-We are still talking to a number of Plastic recycling companies. And trying to find the most profitable and efficient solution. Updates to follow.

-I took a tour of the Capital Paper facility in Calgary it was very interesting, I learned new ways to load the trucks to take more of our cardboard for each shipment.

-I toured another facility that shreds and sorts a lot of different materials. It was very interesting to watch. It gave me some very good ideas on how to save air space at our Landfill.

Mark Barber

Moved the Managers report be accepted as information

Carried. 12.08.21-1987

FINANCIAL REPORT

The Landfill Manager and Office Supervisor went through the revised 2022 proposed financial budget in detail answering questions as we went along. Administration mentioned we are filling out applications to other Environmental Insurance Agencies to try and get our cost down.

Dave Filipuzzi

Moved the 2022 financial budget be accepted as presented by Management.

Carried. 12.08.21-1988

DONATIONS BALANCE AT YEAREND

Chairman of the Board of Directors for the Landfill suggested that the remaining amount of \$2100.00 from our Community Donations be donated to Stars Ambulance.

Administration requested that \$500.00 of that amount be donated to Spay or Strays (Bellevue Vet Clinic) because they help us so much throughout the year with stray cats.

Dave Filipuzzi

Moved that \$500.00 be donated to Spay our Strays and \$1600.00 be donated to Stars Ambulance.

Carried. 12.08-21-1989

NEXT MEETING DATES


January 19, 2022	July 20, 2022
February 16, 2022	August 17, 2022
March 16, 2022	September 21, 2022
April 20, 2022	October 19, 2022
May 18, 2022	November 16, 2022
June 15, 2022	December 21, 2022

ADJOURNMENT

Dave Filipuzzi

Moved the meeting adjourn at 11:00 am

Carried. 12.08.21-1989



CHAIRMAN



ADMINISTRATION



M.D. OF PINCHER CREEK NO. 9 OPERATIONS REPORT

Current Public Works Activity

- Road Maintenance – Snow removal in all Divisions. Public Works has nine (9) graders out on the roads doing maintenance.
- 1 - Cat loader doing snow removal in the Hamlet of Lundberck.
- 1 - John Deer Tractor doing snow removal in Beaver mine.
- PW is working with CPP environmental to do a full desktop assessment of our gravel pit liability. **Review is still ongoing.**
- Mulching operation on going with our excavator. Several Location have been completed throughout the MD. More area to be mulch throughout the winter as weather permit.
- Grader training for operator 2 started November 22, 2021 and will be going on for a few months or until operators are fully signed off by trainer. MD will be hiring the Heavy Equipment College to provide certified training to our operator starting spring of 2022.
- Measuring gravel stockpile in gravel pit with the newly purchase drone for the end of the year inventory is now completed.
- Permanent snow fence installation and repair in progress. Supplies were received mid December.
- **Garbage, Recycling, water to the airport... being done weekly by PW crew.**
- Working on call log items daily. Significant increase in call volume over the holiday break do to the snow, wind and cold weather.

Capital Projects Update - Bridges

- **Bridge File 75009 – Wild Cat Ranch, NE-09-09-02-W5M**
 - Tender awarded to NL Smith and Sons at **\$257,977.50 (Budget \$580,000)**
 - 2nd East Butte Contracting Ltd
 - 3rd Don Boyce Contracting Ltd
 - The contractor repaired the silt fence and will seed the site in the spring.
- **Bridge File 75377 – Local Road over Screwdriver Creek, NW-08-06-02-W5M**
 - Project has gone back to Council and is deferred until Aug. of 2022. Project will be retendered in Spring 2022.
- **Bridge File 74119 – Pony Truss Bridge, SW-04-07-29-W4M**
 - Tender awarded JA Building Systems at **\$163,107.50 (Budget \$170,500.00)**
 - 2nd Nitro Construction
 - 3rd Volker Stevin
 - Final Inspection was November 17, 2021, **warranty period expires November 15, 2022.**
- **Bridge File 2224 – Lank Bridge, SW-16-09-01-W5M**
 - Tender awarded – JA Building Systems at **\$258,604.25 (Budget \$198,000.00)**
 - 2nd Nitro Construction
 - 3rd Volker Stevin

Additional funds req'd & approved by Council on Apr 13, 2021
Apr 13 Council approved additional funds for BF2224 to meet the low bid required for work to be completed.

Final Inspection was November 17, 2021, warranty period expires November 15, 2022.

- **Bridge File 75265 – Local Road over Heath Creek, NE-11-10-01-W5M**
 - Tender awarded for engineering in 2021
Roseke Engineering at **\$52,162.00 (Budget \$53,000.00)**
 - Have requested updated proposed construction costs to be ready for September for 2022 budget discussions
 - the contractor has indicated that work is underway.
 - Construction set to commence in 2022
 - The preliminary design report draft is completed and will be used for the AT STIP – BIM Grant application.
 - Roseke Engineering has been instructed to complete the bridge design detail as well as provide engineering and construction estimates for an adjacent stream bank protection work.
 - Survey has determined that the whole bridge and road is off the road right of way. Roseke Engineering will provide the MD with a survey plan to use for land negotiations.
 - The STIP-LRB grant application for this project has been submitted.
 - Land requirements for the roadway are being pursued.

- **Bridge File 7743 – Local Road over Gladstone Creek, SW-23-05-02-W5M**
 - Tender awarded for engineering in 2021
Roseke Engineering at **\$45,015.00 (Budget \$46,000.00)**
 - Have requested updated proposed construction costs to be ready for September for 2022 budget discussions
 - the contractor has indicated that work is underway.
 - Construction set to commence in 2022
 - The preliminary design report is awaiting results from the coring process prior to completion.
 - Coring has been scheduled following changes to Alberta Transportation changes to inspector ratings.
 - Coring has been completed with favourable results.
 - A tender package is due to be completed by the end of November for Budgeting and allocation of Gas Tax Funds. AT has confirmed this bridge is not eligible for STIP-LRB funding given its current condition rating.
 - Preliminary report & design review received December 6.
 - Council approval of increased scope January 11, 2022.

- **Bridge File 2488 – Fisher Bridge, NW-26-07-02-W5M**
 - Engineering to be completed in 2021 due to change in rating since first inspected
 - Construction/replacement/removal options to be presented to Council for action in 2022
 - The STIP-LRB grant application for this project has been submitted.
 - Pending AT Grant and Council approval this bridge can be built outside of the Restricted Activity Period (RAP) as no contact with the water is needed.

Roads

- **Range Road 1-2 (Bitango Road) - Engineering 2022 – Budget \$40,000 - Const. 2023**

Replace 64m of culvert 24" culverts with a 36" diameters culvert. Repair slides and sink holes on side slope.

- Engineering Proposals have been submitted by 3 different firms and is under review by Public Work. Engineering contract will be awarded by the end of January, 2022.

- **Station Street (Pincher Station) - Engineering 2022 – Budget \$40,000 - Const. 2023**

Repair subgrade and install new asphalt on approximately 70m on intersection of 3rd avenue and Station Street and approximately 360m on Station Street going east to seed cleaning plant. Install culvert across 3rd avenue to drain water from North side of Station Street.

- Engineering Proposals have been submitted by 3 different firms and is under review by Public Work. Engineering contract will be awarded by the end of January, 2022.

- **Cabin Hill Road - Engineering 2021 , Construction moved to 2023**

- Wood Engineering to design the Local Road - Design option have been reviewed.
- I approved SC#2 to include post construction legal survey. Topographic survey was completed April 8-9 and Geotechnical drilling was completed April 15-16
- Detailed design and C-estimate has been received June 23rd 2021.
- Preliminary design drawing have been reviewed and accepted September 27, 2021
- Council approved a motion to move the construction to 2023.

Large Capital and other Water Projects

- **Lundbreck Shop Floor - Construction 2022 – Budget \$30,000**

Install concrete floor and sumps into the Lundbreck shop.

- Quotes and Estimates from local contractor are being requested and review for construction to begin spring of 2022.

- **Patton Park Sprinkler System - Construction 2022 – Budget \$40,000**

Connect the Patton Park Sprinkler and drip system to the Municipal Water distribution line.

- Quotes from Scenic Landscaping is being review for approval. Construction to begin summer of 2022.

- **ECO Station**

- IMDP Meeting on Friday Aug 27th . IMDP Committee passed a resolution stating they have no concerns with this development.
- continued work with AEP for approval process and issuing of Development Permit
- construction set to commence in November. Needs to begin after the standpipe at our sand shed is completed.
- September 17, 2021, project information sent to Alberta Health Services for comment.
- September 22, 2021, letters requesting consent to vary the *Subdivision and Development Regulation's* 300m setback requirement from a Storage Site were sent via registered mail to all landowners within the 300m radius of the site. Many have been returned with positive endorsement of this project and agreement to the waiver.
- AEP information circulation process completed.

Direction from MDPC to submit to AEP for variance on development permit on Dec 08.
Submission currently being worked on by Director Milligan. Construction in Spring 2022

- **Beaver Mines Water Distribution, Collection System.**

- Tender was awarded to BYZ on July 21, 2021.
 1. BYZ Enterprises Inc. \$5,468,977.50 (**Budget \$6,251,600**)
 2. Porter Tanner Associates Inc.
 3. McNally Contractors (2011) Ltd.
 4. Jenex Contracting Ltd.
 5. Whissell Contracting Ltd.

- bi-weekly updates are being supplied by the contractor and posted by the MD.
Resident interaction with BYZ, MPE and MD has been very supportive thus far and is very much appreciated by all involved.

- **Beaver Mines Waste Facility/System**

- Tender packages are ready for the Waste Facility/System.
- Waste System will not started be until 2022 at the earliest to allow for the AEP Approval Process to run its course.
- AB Appeals Board Hearing/Mediation is slated to begin Dec 15-17, 2021. 1st round of mediation is completed and next meeting is slated for early February.

- **Beaver Mines Foremain & Lift Station**

- The tender packages are ready
- Construction start date is being reviewed and may possibly fall under the scope of the Appeal. This is being reviewed by all parties as well as the Appeals Board.

25 June, 2021 - Draft Approval returned to AEP with signed LOU (Letter of Understanding) which is the legal document that binds us to the conditions of the approval.

13 July, 2021 – Updated Project Forecast presented to Council. Project currently stands at 380k over previous due to protracted AEP Approval, design changes to further address SOC's, legal and commodity cost increases. (3.6% increase in the budget).

21 July, 2021 – Tender closed for Distribution and Collection portion of the project and was awarded to BYZ. As of this report they have already mobilized to site and will commence site prep and surface work – ground breaking will await a decision of the Appeals Board to ensure we are in compliance with the Appeal Process.

24 August, 2021 – Appellants withdraw their request for “a stay” in regards to our construction based upon the proposed build schedule. Where the Force Main and Waste Water Facility will be later in 2022 and 2023, it is felt that there is enough time for the Appeal to run its natural course without impacting our proposed construction schedule. This approach by the Appellants was very much appreciated by the MD.

Our first pre-meeting with the Board was Dec 8th, 2021

Our first Mediated Meeting with the Board and the Appellants is Dec 15th, 2021. (Calgary)

First meeting was held and follow up meeting is slated for early February, 2022.

- Standpipes (Cowley, PC and new site in BM)

Standpipes are in place and final tie –ins are being completed. BM site is energized and awaiting meter, and the PC site is slated for energizing in late January. Surface completions will take place in the Spring when the weather is more conducive to such activity.

BM Standpipe should be operational by the second week of February and PC site by the end of February, 2022, weather permitting.

Cowley interface upgrade to coincide with the installation of our two new units in February with the sites are energized.

Recommendation:

That the Operations report for the period Jan 12, 2021 to Jan 25, 2022 is received as information.

Prepared by: Eric/Roland/Troy



Date: January 19, 2022

Submitted to: Council

Date: January 25, 2022

	DIVISION	LOCATION	APPROACH NUMBER	CONCERN/REQUEST	ASSIGNED TO	ACTION TAKEN	REQUEST DATE	FOLLOW UPDATE	COMPLETION DATE
3004	Division 4	WC Ranches	by Glider Strip	To put in another approach & possible culvert	Jonathan	-	March 31, 2021	will be completed when available, not a priority	-
3138	Division 1	SW4 T4 R29 W4	#29326 TWP4-6	Re wanting to clean ditch for drainage to direct water from his property to drain into the culvert	Jonathan	-	August 30, 2021	Meet with him, might have to wait till spring 2022	-
3178	Division 2	SE25 T5 R30 W4	-	Requested Grader to level his field after fence has been removed.	Eric/John	Defered tp 2022	September 20, 2021	Jon has talk to Mick B at the end of October and the work would be schedule in the spring of 2022	-
3221	Division 4	-	-	Rd north past M&H Feedlot im bad shape /re culvert promised	Eric/John	-	November 2, 2021	Road has been graded. Culvert would be extended Spring 2022. Jon talk to him November 05, 2021	-
3228	Division 4	NE20 T8 R29 W4	#8320 RR29-4	Dead End sign knocked down in summer by mowers needs fixing Also has requested RR29-4 be maintained	John/Don	-	November 15 & 17	Moved to spring 2022	-
3230	Division 4	-	-	NE13 T9 R1 W5 Fullerton #1017 TWP 9-3A NE10 T8 R1 W5 Maufort Snow fences need repair/rebuilt	Eric	-	November 23, 2021	First call have been submitted. Will be complete Dec 13-17 if weather permit. More repair than previously reported all over division 4. supplies have been ordered.	-
3233	Division 1	SE27 T5 R30 W4	#2012 RR30-1	Permanent snow fence is in bad condition due to the wind	Eric	-	November 29, 2021	On the list to be completed. Lots to be rebuilt. First call has been submitted. Waiting for supplies to come in.	-
3237	Division 4	SW28 T8 R1 W4	#810 RR1-3	Two corner signs blown down botton of Paridaen Hill RR8-4	Eric/Don	-	December 2, 2021	Moved to spring 2022	-
3242	Division 4	SE1 T8 R29 W4	-	Permanent snow fence needs repair	Eric	-	December 7, 2021	Will be added to the fence repair list. Waiting for supplies to come in.	-
3243	Division 4	SE15 T8 R1 W5	Snake Trail	Reported major damage with permanent snow fence	Eric	-	December 9, 2021	Same fences as 3230. Will be completed in new year when supplies received.	-
3247	Lundbreck	21 Oakley Drive	(1st Street)	Yield sign knocked down, removed and not replaced Needs to be put back up	Eric	-	December 15.	Moved to spring 2022	-
3249	Division 3	NW9 T6 R30 W4	#6217	House sign is down & also further down sign at Texas gate	John/Don	-	December 16, 2021	Moved to spring 2022	-
3272	Division 5	-	-	Requested her driveway to be plowed	Dave S	Completed	December 30, 2021	Done By neighbour	January 9, 2022
3273	Division 4	-	Cabin Hill	Requested his driveway to be plowed	Tony T	Completed	December 30, 2021	Done by contractor	January 12, 2022
2022-10	Division 3	-	-	TWP 6-4 West of Pincher Creek Colony need plowing	Glen S	Completed	January 4, 2019	Schedule for Jan 05	January 5, 2022
2022-11	Division 5	-	-	Requested her driveway to be plowed	Dave S	Completed	January 4, 2020	Done By neighbour	January 9, 2022
2022-12	Division 4	-	By 4 corners	Requested driveway plowed at his mom place	Tony T	Completed	January 4, 2022	Has to come fill a driveway snow removal form	January 6, 2022
2022-15	Division 5	-	Burmis	Requested Driveway Plowed for Client - Rosaline Pyper	Dave S	Completed	January 4, 2022	Done By neighbour	January 9, 2022
2022-18	Division 3	-	Lundbreck	Snow Drifts missed in town	Joey G	Completed	January 4, 2022	Joey Has been advised	January 5/22
2022-19	Division 1	-	Spread Eagle East	Requested road plowed east of Grant McNabb	Brian L	Completed	January 5, 2022	Brian L informed	January 6, 2022
2022-20	Division 3	-	-	Beaver Mines not plowed	Joey G	Completed	January 5, 2022	Plowed in the afternoon-	January 7/22
2022-21	Division 5	-	Hidden Valley Estates	Complaint about grader pushed snow onto driveway access	-	Completed	January 5, 2022	-	January 5, 2022
2022-22	Division 5	SE36-7-3-W5	#3015	Requested her driveway to be plowed	Dave S	Completed	January 6, 2022	Form Filled out -	January 10, 2022
2022-23	Division 5	-	Conelly Road	Big Drifts forming already	Dave S	Completed	January 6, 2022	-	January 7, 2022
2022-24	Division 3	-	RR 2-2	Big Drifts Formed	Glen S	Completed	January 7, 2022	Glen has been notified	January 7, 2022
2022-25	Division 3	-	RR2-0	Request to plow driveway No paperwork	John G	Completed	January 7, 2022	She is getting Priavate contractor	January 7, 2022
2022-26	Division 1	SE30-2-29-W4	RR 29-5	Road drifted in needs opened up for Dr. Appointment	Brad B	Completed	January 10, 2022	Brad sent down with dozer	January 10, 2022
2022-27	Division 1	NW12-3-29-W4	-	Plow road up to the buildings	Brian L	Completed	January 10, 2022	Snow Removal Form filled out by Dustin F	January 12, 2022

	DIVISION	LOCATION	APPROACH NUMBER	CONCERN/REQUEST	ASSIGNED TO	ACTION TAKEN	REQUEST DATE	FOLLOW UPDATE	COMPLETION DATE
2022-28	Division 3	NE27-6-3-W5	TWP 6-5	Requested Carbondale be plowed	Glen S	Completed	January 10, 2022	Glen informed	January 10, 2022
2022-29	Division 3	NE12-7-2-W5	TWP 7-2	Bob mentioned large drift	Joh J	Completed	January 10, 2022	Joh sent	January 10, 2022
2022-30	Division 5	NW36-8-2-W5	#2019	Drifts on Road	Tony T	Completed	January 10, 2022	Tony T informed	January 11, 2022
2022-31	Division 1	SE21-4-29-W4	RR 29-4	Drifts on Road	Brian L	Completed	January 10, 2022	Brian L informed	January 11, 2022
2022-32	Division 3	NW15-5-1-W5	Twp 5-2A	Sorge Road drifts	Joh J	Completed	January 10, 2022	Joh Informed	January 11, 2022
2022-33	Division 1	SW20-3-29-W4	-	Spread Eagle Road	Brian L	Completed	January 10, 2022	Brian L informed	January 10, 2022
2022-34	Division 1	SW24-3-30-W4	-	Spread Eagle Road	Brian L	Completed	January 10, 2022	Brian L informed	January 10, 2022
2022-35	Division 4	NW29-8-1-W5	By 4 corners	Requested driveway	Tony T	Completed	January 10, 2022	Tony T informed	January 11, 2022
2022-36	Division 2	School Division	RR 29-0	Drifts on Road	Joh J	Completed	January 10, 2022	Joh Informed	January 11, 2022
2022-37	Division 3	-	-	Drifts on Road on the road by his house	Glen S	Completed	January 10, 2022	-	January 10, 2022
2022-38	Division 3	Beaver Mine	-	Drifts on Road in the MD street to his house	Joey G	Completed	January 10, 2022	-	January 10, 2022
2022-39	Division 5	Roack Creek Road	-	Drifts on Rock Creek road	Dave S	Completed	January 11, 2022	Dave S informed	January 11, 2022
2022-40	Division 5	SW20-7-2-W5	7301	Requested Driveway	Dave S	Completed	January 11, 2022	Done By neighbour	January 13, 2022
2022-41	Division 1	Twp 2-4A	-	Drifts on Road	Brian L	Completed	January 11, 2022	Brian L informed	January 11, 2022
2022-42	Division 1	SE30-2-29-W4	RR 29-5	Road drifted in needs opened up for Dr. Appointment	Brad B	Completed	January 11, 2022	Brian L informed	January 11, 2022
2022-43	Division 1	-	RR 30-3	Drifts on Road	Brian L	Completed	January 11, 2022	Brian L informed	January 11, 2022
2022-44	Division 4	-	Cabin Hill	Drifts on Road	Tony T	Completed	January 11, 2022	Tony T informed	January 12, 2022
2022-45	Division 3	Airport	-	Drift around hangar - requested cleared for rental Mid Jan.	Mark T	Completed	January 11, 2022	Bob M Informed	January 12, 2022
2022-46	Division 3	Hwy774	#6006	Glen doing fantastic job!	Glen S	Completed	January 11, 2022	Compliment Given	January 11, 2022
2022-47	Division 4	Hucik Hill	-	Requested Scarifying on hill	Topher W	Completed	January 12, 2022	Tony T informed	January 12, 2022
2022-48	Division 5	Connelly Road	Twp 8-0	Requested Scarifying on Road	Dave S	Completed	January 12, 2022	Dave S informed	January 12, 2022
2022-49	Division 3	Lundbreck Hall	-	Water accumulating south side of building	-	-	January 12, 2022	Will need to check in spring	-
2022-50	Division 1	Twin Butte	Twp Rd 4-0	RQ snow plowing, Drifting on the road	Brian L	Completed	January 13, 2022		January 14, 2022
2022-51	Division 3	Beaver Mine	3rd street	Ruts on the road where excavation for water line	Eric	Completed	January 14, 2021	MPE was advised and they reached out to BYZ and Garry	January 14, 2021
2022-52	Division 1	Twin Butte	RR 29-2	Bush on the side of the fence causing drifting on road	Eric	Completed	January 13, 2021		January 14, 2021
2022-53	Division 5	Lundbreck	-	Icing on streets	Joh J	Completed	January 17, 2022	Joh J informed	January 17, 2022
2022-53	Division 5	Patton Ave	-	Icing on streets	Joh J	Completed	January 17, 2022	Joh J informed	January 17, 2022
2022-54	Division 4	Gap Road	-	Impassable by bus today	Topher W	Completed	January 18, 2022	Topher W went	January 18, 2022

	DIVISION	LOCATION	APPROACH NUMBER	CONCERN/REQUEST	ASSIGNED TO	ACTION TAKEN	REQUEST DATE	FOLLOW UPDATE	COMPLETION DATE
				Indicates Completed					
				Indicates Defered to Spring					
				indicates On the To Do List					

AES, January, 2022


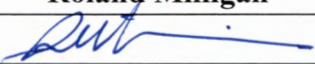
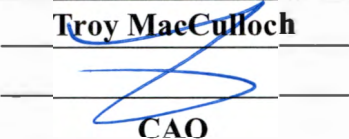
- January 1 – 4, 6 – 10, vacation time taken
- January 5, ASB Agenda
- January 12, ASB Meeting
- January 11 – 13, general shop & office (bringing things up from Christmas break)
- January 14, 17, vacation time taken
- January 18, deadstock (budget, year end report, bins and program)
- January 19, ASB Agenda Package
- January 20, mapping & records, budget & billing,
- January 21, vacation time taken
- January 24, prep for conference
- January 25 – 28, Provincial Conference, Edmonton Westin Hotel
- January 31, shop and equipment work

Sincerely,

Shane Poulsen,
Agricultural Services Manager

Recommendation to Council

G3b

TITLE: Bruder Hill Road Project Required Road Closures, SE 15-4-29 W4M			
PREPARED BY: Roland Milligan		DATE: January 20, 2022	
DEPARTMENT: Planning and Development			
			ATTACHMENTS:
Department Supervisor	Date	<ol style="list-style-type: none"> 1. Bylaw 1333-22 (portions of Statutory Road Allowance) 2. Road Closure Resolution (portion of Road Plan 881 1275) 3. Final Road Survey Plan (Unregistered) 	
APPROVALS:			
<u>Roland Milligan</u>	<u>2022-01-20</u>	<u>Troy MacCulloch</u>	<u>20 Jan. 2022</u>
			
Department Director	Date	CAO	Date

RECOMMENDATION:
Two (2) Separate Resolutions Required

FIRST
That Council give first reading to Bylaw No. 1333-22, and set the required public hearing for February 22, 2022.

SECOND
NOW THEREFORE be it resolved that the Council of the Municipal District of Pincher Creek No. 9 does hereby close the following described road, subject to rights of access granted by other legislation.
ALL THAT PORTION OF ROAD PLAN 881 1275
WITHIN SE 15-4-29 W4M
LYING WEST OF THE WEST BOUNDARY OF ROAD PLAN 221 _____
CONTAINING 0.692 HECTARES (1.71 ACRES) MORE OR LESS.
EXCEPTING THEREOUT ALL MINES AND MINERALS.

BACKGROUND:

In 2021 the MD completed the Bruder Hill road realignment project.

As part of the project, a swap of lands was included in the agreement with the landowner. The intent being to close those portions of road no longer required, and exchange them for the area required for the new road plan.

Recommendation to Council

There are two separate portions of road to be closed. Firstly, a portion of undeveloped statutory road allowance on the south boundary of the quarter. The second closure is a portion of road Plan No. 881 1275 no longer required (where the old road was located).

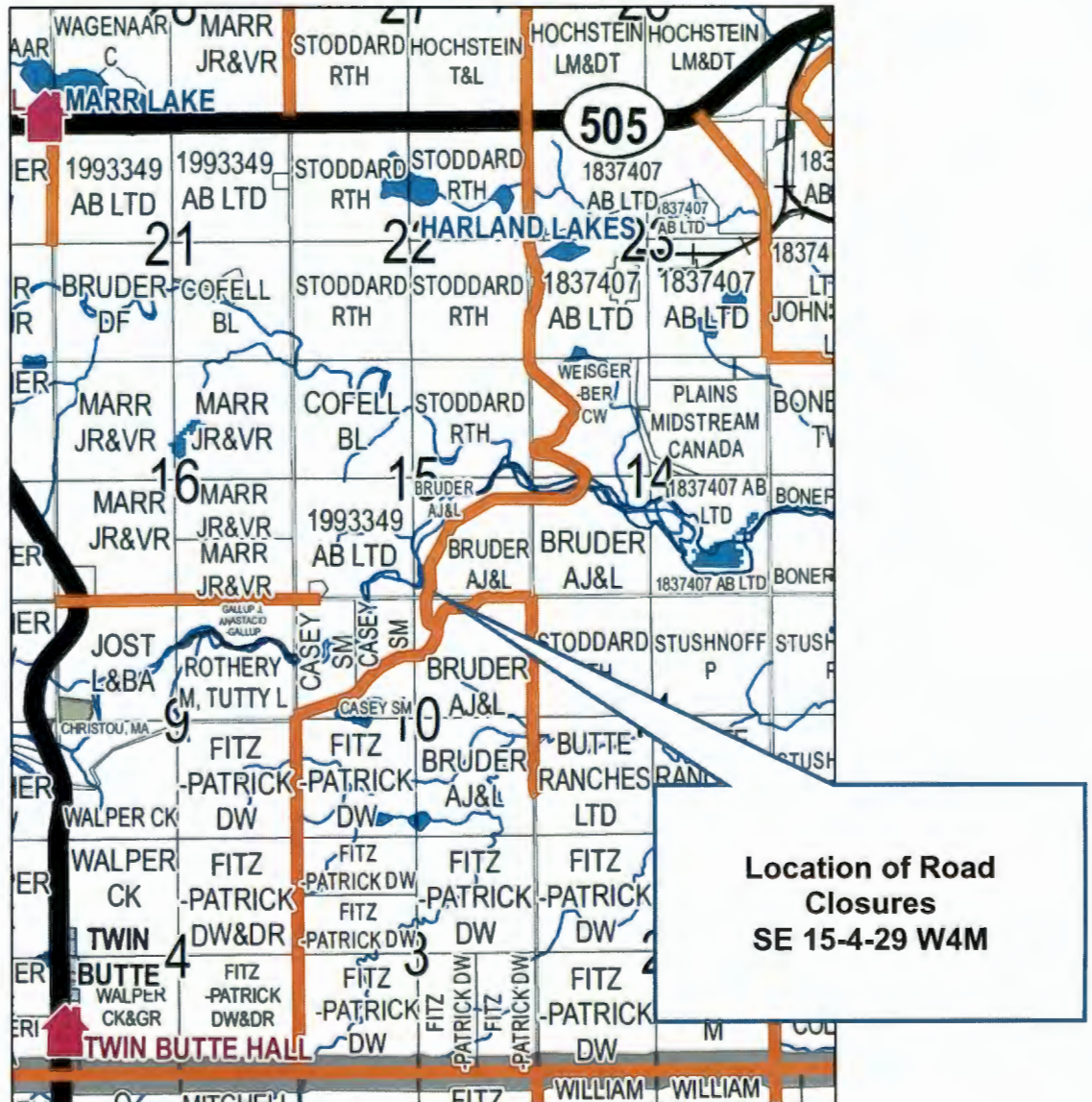
Road Closure Bylaw 1333-22 has been prepared to facilitate the closing of the road allowance (*Attachment No. 1*).

The portion of Road Plan No. 881 1275 can be closed by resolution (*Attachment No. 2*).

FINANCIAL IMPLICATIONS:

Part of the project cost.

Map Showing Location



**BYLAW NO. 1333-22
ROAD CLOSURE BYLAW
Municipal District of Pincher Creek No. 9, Alberta**

A Bylaw of the Municipal District of Pincher Creek No. 9 in the Province of Alberta for the purpose of closing public travel and creating title to portions of a public highway in accordance with Section 22 of the Municipal Government Act, Chapter M26.1, Revised Statutes of Alberta 2000, as amended.

WHEREAS the lands hereafter described are no longer required for public travel, and

WHEREAS application has been made to Council to have the highway closed, and

WHEREAS the Council of the Municipal District of Pincher Creek No. 9 deems it expedient to provide for a bylaw for the purpose of closing to public travel certain roads, or portions thereof, situated in the said municipality, and therefore disposing of same, and

WHEREAS notice of the intention of Council to pass a bylaw has been given in accordance with Section 606 of the Municipal Government Act, and

WHEREAS Council was not petitioned for an opportunity to be heard by any person claiming to be prejudicially affected by the bylaw

NOW THEREFORE BE IT RESOLVED that the Council of Municipal District of Pincher Creek No. 9 in the Province of Alberta does hereby close to public travel for the purpose of creating title to, the following described highways, subject to rights of access granted by other legislation:

**THOSE PORTIONS OF GOVERNMENT ROAD ALLOWANCE SOUTH OF
S.E. 1/4 SEC. 15 TWP. 4 RGE. 29 W.4M.
BETWEEN THE WEST LIMIT OF ROAD PLAN 4852 HU PRODUCED NE
AND THE EAST LIMIT OF ROAD PLAN 221 _ _ _ _ _
AND
BETWEEN THE WEST LIMIT OF ROAD PLAN 221 _ _ _ _ _
AND THE EAST LIMIT OF ROAD PLAN 881 1275
CONTAINING 0.652 HECTARES (1.61 ACRES) MORE OR LESS.
EXCEPTING THEREOUT ALL MINES AND MINERALS.**

That this Bylaw shall come into force and take effect upon the date of third reading and signing in accordance with Section 213 of the *Municipal Government Act*, R.S.A. 2000 C.M-26, and amendments thereto.

Read a first time this ___ day of _____ 202__.

Chief Elected Official

Chief Administrative Official

APPROVED this ___ day of _____ 202__.

Minister of Transportation

Read a second time this ___ day of _____ 202__.

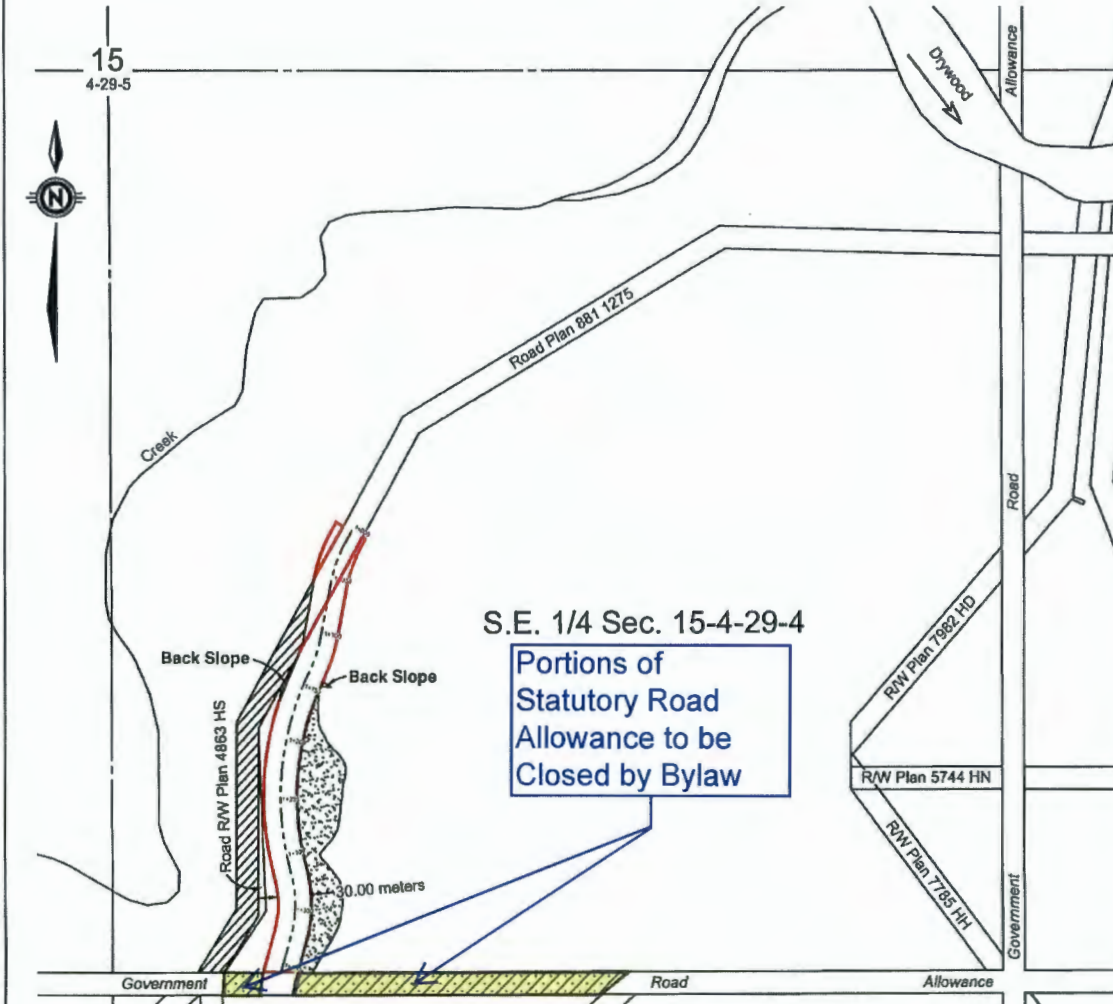
Read a third time this ___ day of _____ 202__.

Chief Elected Official

Chief Administrative Official

Municipal District of Pincher Creek No. 9

Individual Ownership Plan
Within
S.E. 1/4 Sec. 15-4-29-4



Legend

- Road Acquired —
- Closure For Plan 881 1275
- Back Slope
- Road Allowance Closure



S.E. 1/4 Sec.15-4-29-4 C. of T. 931 100 704 +1		REV. NO.	DESCRIPTION	DATE	TONY BRUDER ROAD LAND ACQUISITION	
Owner(s): Anthony J Bruder and Lorraine E Bruder		0	ISSUED	May 10, 2021		
		1	Added road closure areas	May 18, 2021		
Road Requirements					Project No.	
	Hectares	Acres			File No.	
Area For Road	+/- 1.05	+/- 2.59			Drawn By	
Area For Back Slope	+/- 0.635	+/- 1.57			CT214003	
Closure For Plan 881 1275	+/- 0.694	+/- 1.71				CL210015
Road Allowance Closure	+/- 0.652	+/- 1.61				SE15-4-29-4
Total Length for Road	+/- 407 m	+/- 1335 ft	Scale: 1:5000 Meters		VH	

Approved & Accepted This 24 Day of June 2021

Owner Lorraine Bruder Witness [Signature]

Owner [Signature] Witness [Signature]

Attachment No. 2

Municipal District of Pincher Creek No. 9

A Resolution of the **Municipal District of Pincher Creek No. 9** for the purpose of closing to public travel and cancelling a public highway in accordance with Section 24 of the Municipal Government Act, Chapter M26, Revised Statutes of Alberta 2000, as amended.

WHEREAS, the lands hereafter described are no longer required for public travel,

NOW THEREFORE be it resolved that the Council of the Municipal District of Pincher Creek No. 9 does hereby close the following described road, subject to rights of access granted by other legislation.

ALL THAT PORTION OF **ROAD PLAN 881 1275**
WITHIN SE 15-4-29 W4M
LYING WEST OF THE WEST BOUNDARY OF ROAD PLAN 221 _ _ _ _ _
CONTAINING 0.692 HECTARES (1.71 ACRES) MORE OR LESS.
EXCEPTING THEREOUT ALL MINES AND MINERALS.

To be transferred to:
ANTHONY J BRUDER and LORRAINE E BRUDER
Both of:
BOX 454
TWIN BUTTE, AB
T0K 2J0
AS JOINT TENANTS

Chief Elected Official

Seal

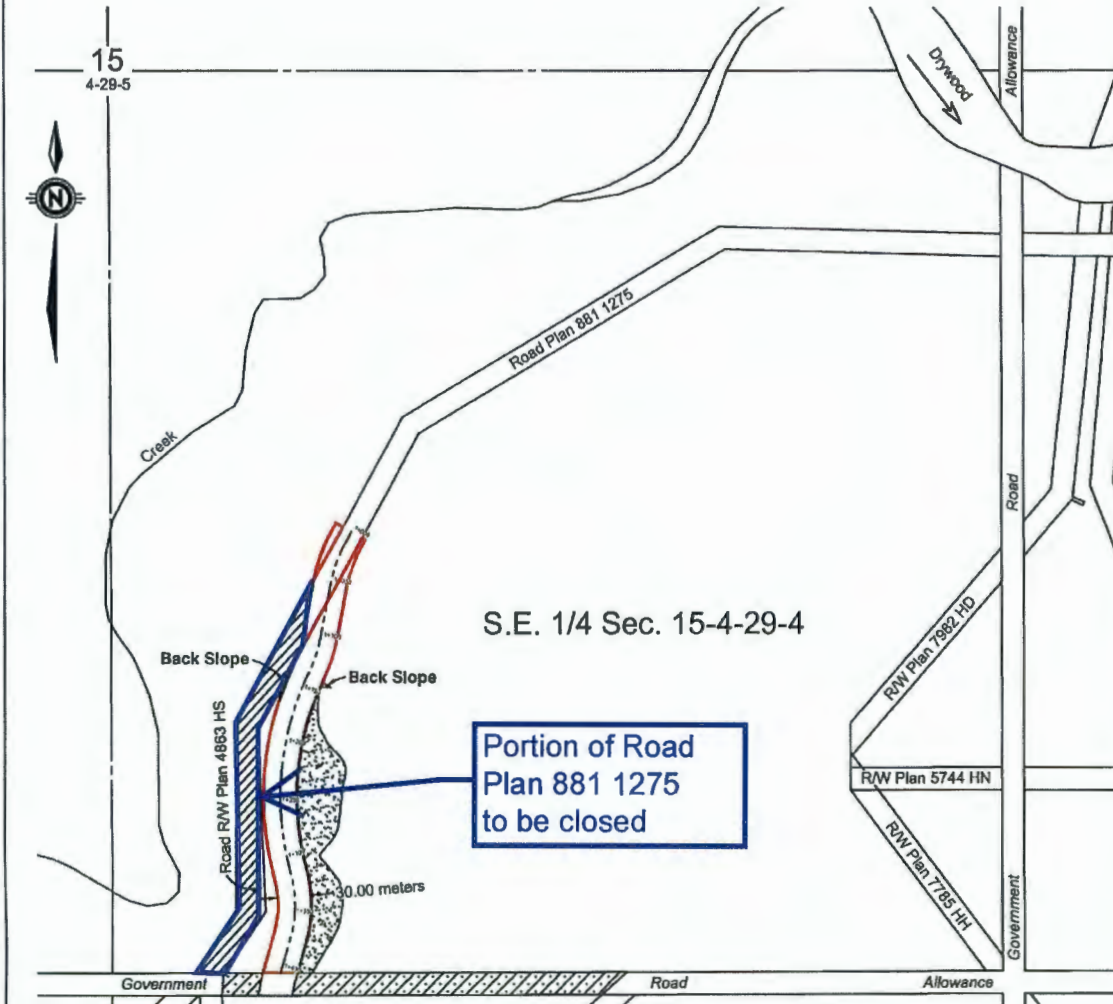
Chief Administrative Officer

Approved this ____ day of _____, 20__.

Minister of Transportation

Municipal District of Pincher Creek No. 9

Individual Ownership Plan
Within
S.E. 1/4 Sec. 15-4-29-4



Portion of Road Plan 881 1275 to be closed

Legend

- Road Acquired —
- Closure For Plan 881 1275
- Back Slope
- Road Allowance Closure



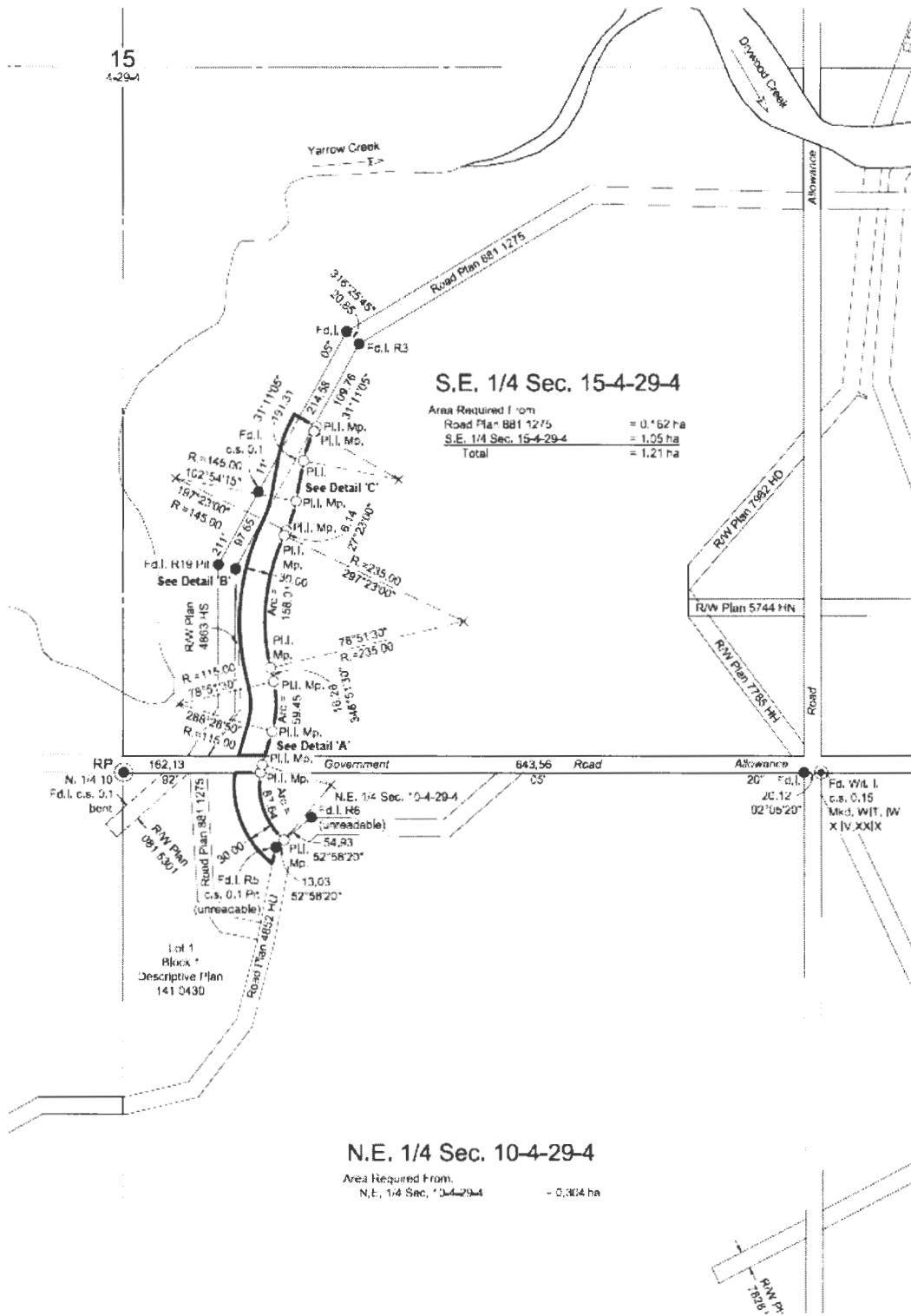
S.E. 1/4 Sec.15-4-29-4 C. of T. 931 100 704 +1		REV. NO.	DESCRIPTION	DATE	TONY BRUDER ROAD LAND ACQUISITION		
Owner(s): Anthony J Bruder and Lorraine E Bruder	Road Requirements	①	ISSUED	May 10, 2021			
		②	Added road closure areas	May 19, 2021			
	Hectares	Acres			Project No.	File No.	Drawn By
Area For Road	+/- 1.05	+/- 2.59			CT214003	CL210015 SE15-4-29-4	VH
Area For Back Slope	+/- 0.635	+/- 1.57			Scale: 1:5000 Meters		
Closure For Plan 881 1275	+/- 0.694	+/- 1.71					
Road Allowance Closure	+/- 0.652	+/- 1.61					
Total Length for Road	+/- 407 m	+/- 1335 ft					

Approved & Accepted This 24 Day of June 2021

Owner Lorraine Bruder Witness [Signature]

Owner [Signature] Witness [Signature]

Final Surveyed Road Plan



CHIEF ADMINISTRATIVE OFFICER'S REPORT

Jan 12 – Jan 25, 2022

Discussion

Jan 12	Covid-19 Update for Municipalities with MA (Chief Medical Officer) Asset Management Check-in with Asset Mgmt Team and SMT Clean Energy Improvement Program Meeting Ag Service Board Meeting
Jan 13	HR Meeting PCREMO working Group Meeting
Jan 14	Meeting with Brownlee Law for Land Purchase Field Tour with Director Milligan – Lundbreck, Burmis and Beaver Mines
Jan 17	Safety Officer Meeting – Safety Plan for 2022 SMT (Senior Mgmt Team) Meeting Meeting with Roseke Engineering regarding Screwdriver Creek Meeting with Leo regarding Bridge files
Jan 18	Meeting with AEP regarding current and new diversion licenses AHS 101 Meeting NG911 Telus meeting Council Prep with EA McClelland Committee Meeting
Jan 19	Post Committee Meeting and Council Package Prep Keep Alberta RCMP Meeting at Heritage Inn Meeting with Castle Mt Resort regarding possible grant applications
Jan 20	Meeting with MPE regarding project updates Field tour of BM Project with MPE
Jan 21	Foothills Little Bow Meeting in Lethbridge
Jan 24	SMT (Senior Mgmt Team) Meeting Site visit with resident and PW Super – Cabin Hill Red Tape Reduction Report for GoA.
Jan 25	Alberta Provincial Police Engagement Session Council Meeting

Numerous other meetings throughout this period to address any issues or tasks from the Jan 11th meeting.

RECOMMENDATION:

That Council receive for information, the Chief Administrative Officer's report for the period Jan 12, 2021 – Jan 25, 2022.

Prepared by: Troy MacCulloch, CAO  Date: Jan 19, 2022

Respectfully presented to: Council Date: Jan 25, 2022

Letters from last Council:

1. Waive of Tax penalty letter to resident

Advertising/social:

- Advertising for Assistant Development and Planning Officer
- Infrastructure and Utility Specialist
- Non-Profit Organization – Offer for MD Printers
- Posting Highspeed Rural Internet Speed – RMA
- Sharing Landfill was closed due to high winds

Other Admin action items

- Registering Council/Calendar Updates:
 - AHS South Zone Sessions
 - Emerging Trends Municipal Law
 - Foothills Little Bow

Request for Decision of Council

Council Meeting – 25 January, 2022

TITLE: Approval of Airport Master Plan			
PREPARED BY: CAO		DATE: 19 January 2022	
DEPARTMENT: Admin			
		ATTACHMENTS:	
Department Supervisor	Date	<ol style="list-style-type: none"> Airport Master Plan Airport Feasibility Study 	
APPROVALS:			
		Troy	
			
Department Director	Date	CAO	19 Jan, 2022

RECOMMENDATION:

That Council approve and adopt the Airport Master Plan as developed by KS2L Management Ltd and recommended by the Regional Airport Committee.

BACKGROUND:

Fall of 2020 the Airport Committee sent a recommendation back to their Councils to approve the hiring of KS2L Management to develop a Feasibility Study and subsequent Master Plan for our Airport. Winter and Spring of 2021 was the timeframe for their development. Draft proposals were sent to the Committee for review in late Spring for further discussion at the meeting in the Fall of 2021. They are now before Council with the recommendation of the Airport Committee to officially approve the Plan.

FINANCIAL IMPLICATIONS:

\$15,750.00 To be paid from the Airport Trust Fund which has been funded by all three Municipalities.



PINCHER CREEK AIRPORT MASTER PLAN

MD Pincher Creek

DRAFT

This initial draft is to provide general guidance and presents recommendations for further conversation. It is by no means representative of a complete and final Airport Master Plan

Executive Summary:

KS2 Management Ltd. (KS2L) herein has prepared an initial draft of an Airport Master Plan (AMP) for the MD Pincher Creek and the Regional Airport Advisory Committee. The AMP is a comprehensive study which describes the short, medium, and long-term development plans. The goal of the Master Plan is to provide the framework to guide future airport development that will cost-effectively satisfy aviation demand, while considering potential environmental, and socioeconomic impacts.

This initial draft has been provided for discussion purposes as it was completed with minimal stakeholder engagement, and in absence of a prior Airport Master Plan and / or a Strategic Plan. It provides some general guidance and presents recommendations to drive further conversation. Multiple reference documents, and research was performed to compile this document and we believe most of it will be value added. It is by no means representative of a complete and final Airport Master Plan.

Should the MD Pincher Creek and the Airport Advisory Committee desire to have a completed AMP, and / or an Airport Business plan, KS2L would be more than willing to perform these services but would require your involvement and inputs on the next phases.

A typical high-level Planning Process flow for developing an Airport Master Plan is as follows:



To complete the process, we would recommend working in collaboration on the following activities:

- Clarifying and modifying the assumed goals and objectives of the report to align with the Council and Committees desire to ensure the content is relevant
- Update land use structure plan to identify land available for development purposes and to align with strategic objectives
- Execute a Strategic Planning session, or some sort of formal discussion to develop a vision, mission, and airport role statement
- Review of recent and major historical maintenance activities
- Review of established operating programs / practices

- Key stakeholder identification and engagement
- Public and community consultation - survey, open houses, presentations, website, etc.
- Review of detailed historical and forecasted airport financials (OPEX, CAPEX, Revenue, project specific, etc.)

KS2L would modify the existing document, then develop concepts and alternatives for evaluation. The alternatives would be presented to the Committee and / or Council for approval, which would then form the basis to complete the Airport Master Plan.

DRAFT

Recommendations:

A summary of recommendations is below based on the knowledge and research KS2L has completed on the Pincher Creek Airport, and on assumptions based on our knowledge of the maturity of comparable airports:

RECOMMENDATION NUMBER	RECOMMENDATION	TIMELINE
1	It is recommended that an Airport Master Plan be finalized and adopted by Council and the Airport Advisory Committee	Immediate
2	It is recommended that an Airport role statement, vision, and mission statement be developed and outline key strategic objectives / guiding principles for the asset	Immediate
3	It is recommended that a short term (1-3 year) business plan be developed to guide the near-term development and operations	Immediate
4	It is recommended that the Airport develop a public engagement strategy for consultation (i.e. open houses, 1-1 engagement, client survey, etc.) for recommendations, feedback, and to gain different perspectives on the airport.	Short-term
5	It is recommended that the Airport create a business development strategy for aeronautical related investments and activities, to potentially include: <ul style="list-style-type: none"> a) A flight school - with potential residential campus, and / or international civil aviation approvals for certifying out of Country pilots. ATS - the largest Flight School in the United States - consisting of 47 schools - had expressed interest in expanding into Western Canada b) Partner with a local post-secondary institution to develop an Aviation Management, Aircraft Maintenance Engineer, Avionics technology, Airline Dispatch, or Aircraft Structures Technician program c) Maintenance, Repair, and Overhaul facility 	Short-term

	<ul style="list-style-type: none"> d) Aircraft lot or hanger development e) Forest fire fighting Air Operations certification training program f) Avionics shop g) Aircraft Charter development h) Collaborate with other airports to market a chain of airports along the ALCAN highway for Alaska bound travelers i) Skydiving business j) Aircraft tie-down parking k) Small remotely piloted aircraft certification program l) Flying club m) Small aircraft manufacturing and sales n) Scheduled Air Carrier Maintenance Base o) CANPASS Airport Point of Entry for transborder flights with less than 15 passengers p) Fixed Base Operator q) Logistics, transportation, materials management, and distribution hub 	
6	It is recommended that the Airport develop a Marketing plan to support the execution of key strategic priorities	Short-term
7	It is recommended that the Airport develop a website, a leasing package to promote lot development / use, and advertise in the local newspaper to profile the airport and promote the advantages of the asset to the community	Short-term
8	It is recommended that the Airport seek partnerships with youth groups and schools to provide field trips	Medium-term
9	It is recommended that the Airport consider joint marketing opportunities potentially with the MD of Willow Creek, MD Crowsnest Pass, MD Ranchland, Cardston County, the Town of Pincher Creek, Pincher Creek Economic Development Office, Chamber of Commerce, Castle Parks Destination Management Organization, local business, and hotels in Waterton Provincial Parks	Medium-term
10	It is recommended that Council divide the existing Airport Vicinity Protection district into three distinct zones: airside, groundside, and airside operations, and outline both permitted and discretionary uses for each zone within the district	Medium-term

11	It is recommended that Council determine whether they would like to pursue a non-aeronautical commercial development strategy on airport land	Medium-term
13	It is recommended that the Airport implement a robust airfield pavement management program or integrate the airport pavements into an existing pavement management program that may exist with the MD Pincher Creek	Short-term
14	It is recommended that an annual crack filling program to seal new cracks and previous cracks that have opened be implemented and or continue if already operational	Short-term
15	It is recommended that an Airport Winter Operations Program be developed	Short-term
16	It is recommended that the Airport develop and execute an Airfield Lighting maintenance program	Short-term
17	It is recommended that Transport Canada's template for the Development of an Airfield Wildlife Management Plan for Small Airports be utilized for assessment, development, and execution of a Wildlife Management Program	Medium-term
21	It is recommended that a 10-year capital plan be developed and identify the most appropriate funding program to assist with the financial costs to execute	Medium-term
22	It is recommended that this Master Plan be reviewed by the Airport Advisory Committee annually to monitor and track implementation progress	Medium-term
23	It is recommended that a full review and assessment of the Airport be completed every 5-10 years	Long-term
24	It is recommended that an annual business planning cycle occur and that the business plan is updated to reflect current conditions and progress on past objectives	Medium-term

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1. Background:

Introduction:

KS2L has undertaken development of an airport master plan for the Pincher Creek Airport (C-ZPC) on behalf of the airport owner - the Municipal District of Pincher Creek (MD Pincher Creek). It is our understanding that no formal Airport Master Plan has been developed for ZPC since the ownership and operation was transferred to the MD Pincher Creek.

The objectives of this document are to:

- Identify and describe the airport in its existing context
- Complete an external analysis examining the socioeconomic profile of the Pincher Creek Region
- Complete a condition assessment of airport-owned facilities and infrastructure and life cycle cost analysis
- Engage with key stakeholders to align airport role, gather inputs, recommendations, and opinions
- Develop a role statement, vision, and mission for the airport
- Identify economic opportunities that encourage aviation usage
- Identify Groundside land development uses that encourage economic growth
- Identify alternatives to strengthen the Airports image and integrate its role within the community
- Provide information on accessible grant programs
- Evaluate financial performance
- Provide a 10-year Capital projection based on infrastructure assessment
- Provide strategic recommendations within an Action Plan to identify specific steps to further develop the airport to support identified business opportunities and to enable the airport to act as an improved economic driver within the community
- Provide some context and information on subjects that small airports often contemplate

Primary Planning Documents:

Airport Master Plan - The overall goal is to provide a framework to guide future airport development that will cost-effectively satisfy aviation demand, while considering potential environmental, and socioeconomic impacts. It is a comprehensive report describing the short,

medium, and long-term plans for airport development with a typical 10 to 20-year time horizon.

Airport Business Plan - Transforms the vision and the long-term strategic goals for the airport into specific goals and actions, with a typical 1-year time horizon. It is understood that certain objectives and the overall vision will take longer to achieve.

There are many reasons for an airport to develop, update, and manage an Airport Master / Business Plan. Three of the most compelling are as follows:

- 1) Airports with business plans are most likely to generate more revenue, reduce or eliminate expenses, secure more capital funding, rely less, or not at all on subsidies, and create more jobs. This all correlates to an airport which is more likely to have a greater impact on the community and provide a stronger base for aviation development
- 2) Provides governance and guidance for operations and sustainable development
- 3) Having a business plan demonstrates good financial and business stewardship towards the asset and that the airport is being operated and managed as a public enterprise. (FAA, Airport Master Plan Purpose)

2. Planning Framework and Governance:

Pincher Creek Airport:

The airport is located approximately 3.2 km west and 3.2 km north of the Town of Pincher Creek (the town). The Airport is owned and operated by the MD of Pincher Creek, with a Regional Airport Advisory Committee. It is comprised of 379 acres of land.

The airport is located off Crowsnest Highway #3 which runs east and west, and near Highway #6 running north and south. Other nearby highways include #22 and #2.

The Canadian Pacific Railway mainline ships products from the freight handling facility in Lethbridge all four directions - north to Calgary, south to the United States, east to Ontario and west to Vancouver. This making the region part of an international transportation network.

Airport Location Map:



The Airport's lands are presently zoned under an Airport Vicinity Protection (AVP) bylaw. The Airport's current zoning is designed to "(a) protect the lands near the airport and ensure all development within this district occurs in a manner consistent with federal legislation relating to airports and air traffic; (b) allow only extensive agriculture developments or appropriate commercial, industrial, or residential development or uses directly related to, or supporting the operations of the airport; (c) allow for the operations of appropriate federal, provincial, or municipal departments or agencies."

Airport Governance:

Governance is the organizational structure by which key decisions regarding the airport are made and then executed. Public airports in Canada are owned and operated under a variety of governance models. There is no single system of management and staffing that will best apply to every airport. However, influencing factors are the scope of and complexity of activities, the actual benefit derived by the owner, the level of service decided upon, the interest in the community, the municipal or town organization itself, the number of participating municipalities / town's, the influence of the airport's users, the willingness of volunteers to serve on an advisory committee, the degree of cooperation among participants, and other local factors.

Pincher Creek Regional Airport is presently owned and operated by the MD Pincher Creek with a Regional Airport Advisory Committee. The mandate of the committee is "To advise Council on airport opportunities and issues, policy and programs within the Southwestern Alberta Region with specific focus on the Pincher Creek Airport". The committee consists of nine members; comprised of two MD of Pincher Creek Council members, one Town of Pincher Creek Council appointed member, one Municipality of Crowsnest Pass Council appointed member, one Village of Cowley Council appointed member, one Municipal District of Ranchland Council appointed member, one Cardston County Council appointed member, one ID4 (Waterton) Council appointed member, and one member at large.

Hierarchy of Airport and Municipal Plans:

Airports operate in a highly regulated environment and must comply with all federal legislation pertaining to the operation and maintenance of the airport, but also municipal land use regulations. Under federal legislation, the owner of the airport has the jurisdiction over land use and development, while the province retains control and regulation of any subdivision of land on the Airport.

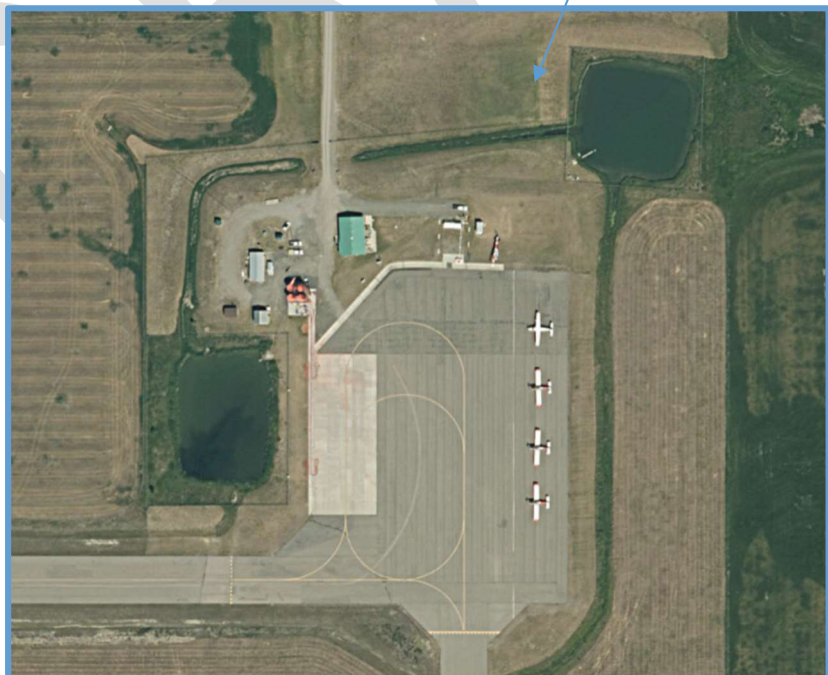
When developing the Airport area structure / development plan the following is the hierarchy of legislative regulations:



Airfield Inventory:

The Airport is classified as a Non-instrument, Registered Aerodrome. The airport is operational 24 hours per day, 7 days per week and can support Visual Flight Rules (VFR) including night operations. The existing airport elevation is 3900 feet MSL. The aircraft maneuvering area consists of one asphalt runway, a parallel taxiway, various connecting taxiways, and 2 aprons.

Airport Drawing:



Runway:

The airport has one paved runway (08-26) which is 6597 x 100 feet. Both runways presently have a displaced threshold. The specifications of the runway are listed below:

Characteristic	Runway 08	Runway 26
Reference	VFR	VFR
Displacement	392 feet	1,191 feet
Runway Surface Type	Asphalt	
Glide Slope Indicator	2-Bar VASI	2-Bar VASI
TORA / TODA / ASDA	6597	6597
LDA	6205	5406
Pavement Condition Index		

Apron System:

The airport consists of a main apron for public traffic which is 200' x 200' and has direct access to the airside hangers. The primary apron - the 'bomber base' is approximately 350' x 350' and utilized by Alberta Agriculture and Forestry Department.



Main Apron



Bomber Base Apron

Taxiway System:

There are 4 taxiways at ZPC. One taxiway to the main apron (450' x 50' asphalt), one to the bomber base (550' x 25'), a parallel taxiway (1370' x 30'), and a taxiway to the Commercial hangers (350' x 75').

Airside Infrastructure:

Air Terminal Building: The airport's facilities include an Air Terminal Building (ATB), which is a single room of approximately 50' x 125' in size, which is also home to the MD Pincher Creek Agricultural Services department.



Alberta Agriculture and Forestry Department:



The Alberta Agriculture and Forestry department has its own independent air terminal building to support its operations as one of thirteen Airtanker bases across the Province. The facility was replaced in 2005 and is used seasonally during the summer months of active wildfire response activities.

Aircraft Hangers:

There are presently 9 hangers with airside access at the Pincher Creek Airport. 7 of these are on the east side of the airport, with the 2 larger hangers being located on the west side.



Airport Support Services:

Instrument Approach Procedures:

Pincher Creek Airport presently has and maintains 3 instrument approach procedures (IAP), which can be utilized by pilots to land under conditions with reduced visibility (i.e., Smoke from forest fires, low ceilings due to cloud coverage, fog, etc.). Presently, ZPC has an IAP which has minimums of 250 feet, and 1 Statute Mile visibility. Without an IAP, since ZPC is in uncontrolled airspace, the minimums would be 500 feet and 1-3 miles of visibility, dependent upon day/night, and altitude of flight.

Fuel:

The Pincher Creek Airport presently has a public use fuel facility offering both AV Gas (100 Low Lead), and Jet A, in addition to a privately managed fuel facility which is utilized solely by the Alberta Agriculture and Forestry Department for their operation.

Airfield Lighting:

Airfield lighting facilitates nighttime and low visibility aircraft operations. Airfield lighting systems are controlled by an Aircraft Radio Control of Aerodrome Lighting (ARCAL) system, providing aircraft operators the ability to activate the lighting via VHF radio. The Pincher Creek Airport presently has elevated runway and apron edge lighting, Precision Approach Path Indicators (PAPIs) on Runway 08-26, and Apron Flood Lighting.

Visual Aids:

The Pincher Creek Airport presently has the following pavement markings:

- Runway
 - Heading designation
 - Displaced Threshold markings
 - Touchdown zone marking
 - Aiming point marking
 - Hold line demarcation bars

- Parallel Taxiway
 - Centerline marking

ZPC does not presently have any airfield guidance signage, which assists in low visibility and winter operation when the pavement markings are not visible due to contamination, such as compacted snow.



Runway holding-position marking

3. Socioeconomic Overview

The socioeconomic profile of the region provides indicators which contextualize demand for aviation services at the Pincher Creek Airport. Summarized below are key economic, demographic, and transportation-related data for the MD Pincher Creek and surrounding area as it relates to potential demand.

Economic Profile:



MD Pincher Creek is a region that supports significant agricultural and energy operations, with these 2 very distinct industries being the primary economic engines. Conventional oil and gas has played a role in the Foothills region for over 70 years. In 2019 Shell sold its Waterton sour gas plant and field to Ikkuma Resources Corp. a subsidiary of Pieridae Energy Limited, which employees approximately 150 people. Additionally, the region

has become a leader in renewable energy generation being the home to a total of 8 wind energy projects, consisting of 272 turbines producing 291.83 megawatts of energy. However, ranching and farming have remained the staple for the region being the primary sector of employment. This heavy devotion to farming has major crops in winter wheat, spring wheat, durum wheat, barley, canola, flax, rye, and oats.

The region is also home to four large Hutterite colonies dated back to 1926. In respect to tourism, the region is a gateway to Waterton Lakes National Park, in addition to its own Castle Mountain Resort, Oldman River Reservoir and Beauvais Lake Provincial Park as recreational assets.

The Town of Pincher Creek's employment is largely focused on providing the necessary support infrastructure, resources, and commercial services for the surrounding ranching and farming. This includes large retail (the likes of Walmart, and Rona), agricultural services, machinery, and associated businesses (Agro, United Farmers of Alberta, Co-op), oil and gas servicing, wind energy, and tourism / recreation.

Within the Crowsnest Pass region the Grassy Mountain Coal Project is presently in the permitting phase which is a large open pit mining operation. Should this project complete all regulatory approvals it would generate significant economic benefit for the community and surrounding area, including approximately 385 full-time positions, and approximately 500 jobs during the construction phase. This is a significant project that could generate increased demand for the Pincher Creek Regional Airport if capitalized on correctly.

Catchment Area:

A catchment area is the geographic zone within which an airport may reasonably be expected to attract users. The specifics of a catchment area depend on several factors, including the distance to alternative airports, other modes of transportation, and the ability of the flights offered at the catchment area to satisfy the demands. The representative catchment area for ZPC for *general aviation* is the MD Pincher Creek, the Town of Pincher Creek, Village of Cowley, and the Municipality of Crowsnest Pass. The combined approximated population of this catchment area is 13,600.

Residents of the MD have multiple choices when it comes to airports with regularly scheduled air service. These include

Airport	Serviced By	Driving distance (km) from Pincher Creek
Lethbridge Regional	Westjet Link, Air Canada Express, Integra Air	107
Canadian Rockies International Airport	Westjet, Pacific Coastal Airlines	212
Calgary International Airport	Many major US and CDN airlines	225
Great Falls Airport (Montana)	Alaska, Delta, United, Corporate Air, Allegiant Air	365

Population Composition:

The relevant population composition data is presented below. It is important to note that economic changes have occurred since the most recent census period in 2016, and they should be re-evaluated following the next census period.

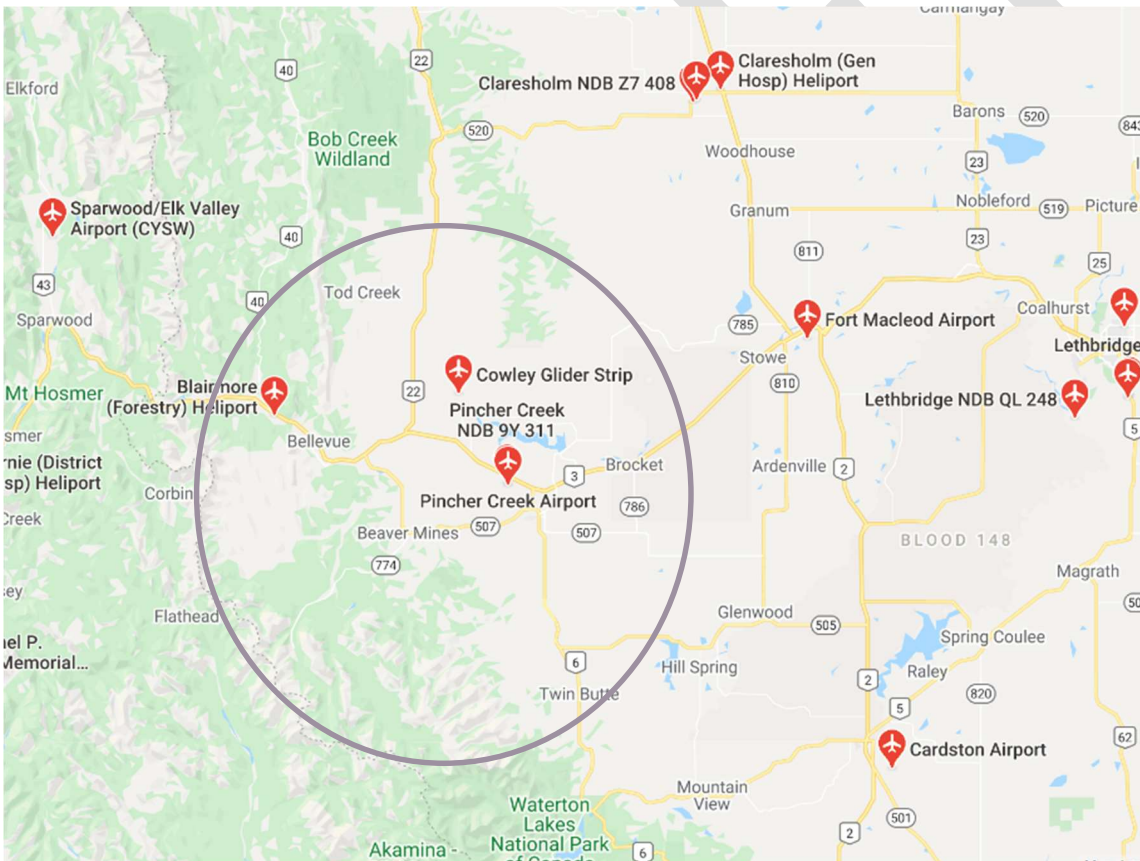
	MD Pincher Creek	Town Pincher Creek	Province of Alberta	Municipality of Crowsnest Pass	Blairmore
Median Total Income	\$34,921	\$35,049	\$42,717	\$34,554	\$33,835
Median Household Income	\$78,251	\$69,376	\$75,412	\$73,856	\$69,760
Highest achieved post-secondary (certificate, degree, diploma)	59.8%	51.8%	55.2%	57.7%	58.6%

Population	2,965	3,523	4,067,175	5,589	1,545
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The propensity of households and individuals are indicative to the amount of travel. Households with higher incomes are more likely to engage in discretionary travel for leisure. Additionally, airports situated in a catchment area where the employment level is average or above average for the region are more likely to employ individuals who are more likely to travel by air for business and leisure.

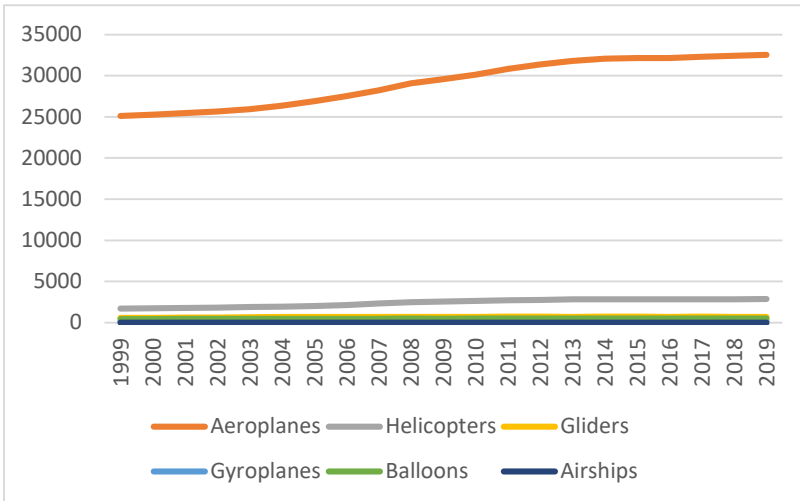
The Alberta Government has projected that the Census Division incorporating the MD, and the Town to grow at a rate of 0.27% annually from 2019 to 2046 under their medium growth scenario, which is a positive indicator.

Airport Vicinity Map:



General Aviation in Canada:

Canada has the second largest fleet of registered aircraft in the world, with 36,851. There are 65,257 licensed pilots, 18,155 aircraft maintenance engineers, 2,361 air carriers, and 866 approved maintenance organizations.



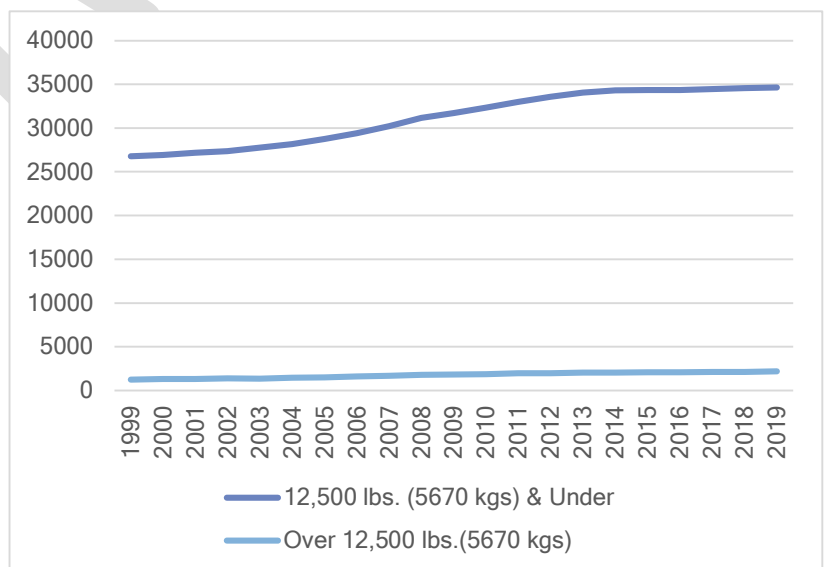
General Aviation (GA) is a diverse industry. It is defined as being everything but scheduled passenger service and military operations, to include all civilian air operations for business aviation, helicopter operations, medevac, agriculture, personal leisure, fishing, personal business, flight schools, hot air balloon, gliders, etc.

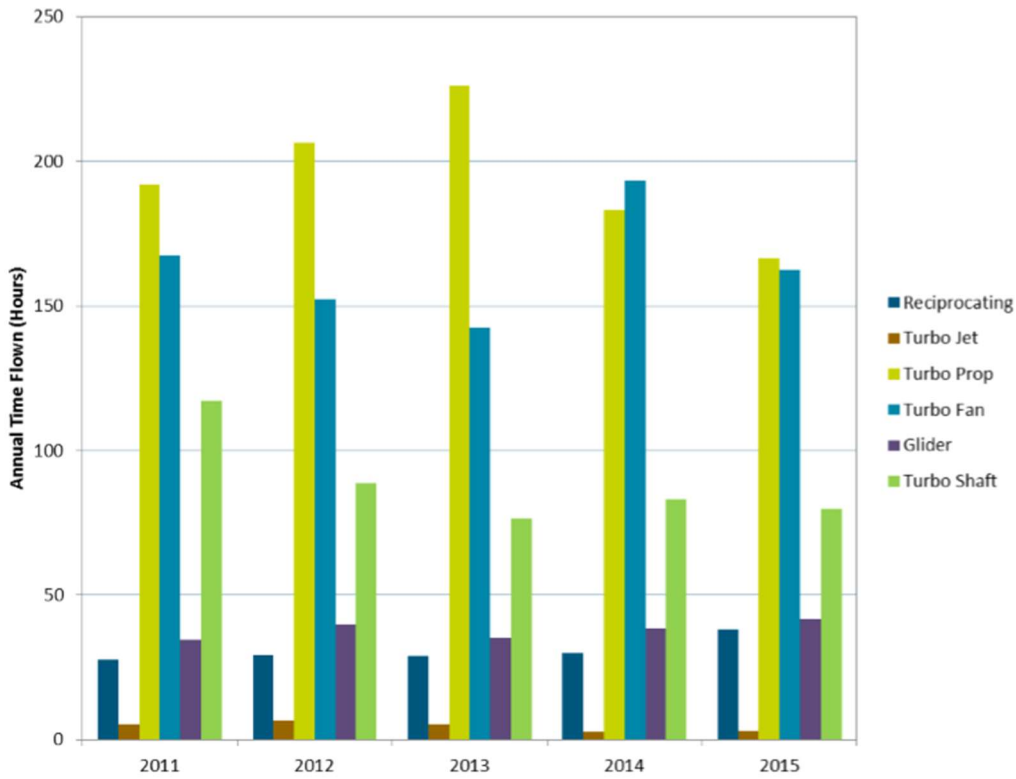
Most aircraft are fixed wing (87%), 9% rotary aircraft, and the

remaining 4% are either balloons, gliders, or gyroplanes. Much of these fixed wing and rotary aircraft would be defined as GA aircraft (>12,500 lbs) with the largest share registered in the Prairies and Northern region of Canada.

According to a study by the Canadian Owner and Pilot Association (COPA) general aviation operations in Canada support over 18,500 full time equivalent employees nation-wide, with an economic output estimated to be \$5.4 billion, or \$287,900 per aircraft.

In 2015 Transport Canada reported that the total flight hours for all GA aircraft to be 676,400 with 75.5% of these completed by reciprocating aircraft - commonly known as piston engine (Cessna 172, Piper Cherokee, etc), and are the large majority of GA aircraft in Canada. It is interesting to note the significant difference in aircraft utilization by type of GA aircraft. As noted below Turbofan and reciprocating aircraft have the largest utilization at ~160 hours a year.





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4. Regulatory Context

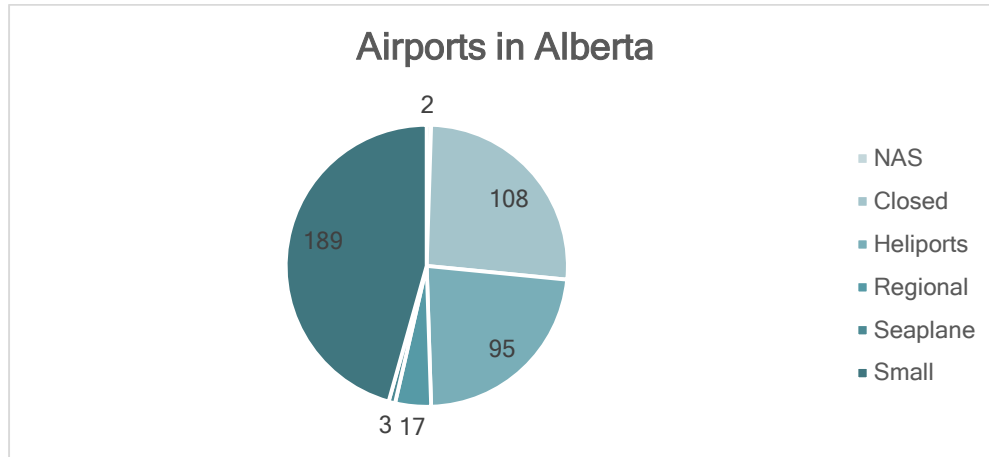
Aviation in Canada:

Airports in Canada are governed by multiple government policies, acts, and regulations with the *Canadian Aviation Regulations* (CARs) providing the overall framework being enabled by the *Canada Aeronautics Act*. The Aeronautics Act in short is the legislation that governs civil aviation in Canada, with CAR's providing detailed requirements for airport ownership, operation, administration, land use, planning, and overall management. From this the guiding document for airport operations is entitled *Aerodrome Standards and Recommended Practices*, with the 5th edition being the latest version issued by Transport Canada effective September 15th, 2015. Since aviation falls under federal jurisdiction, the Act and CAR's supersede all provincial, municipal, and local laws and regulations relating to the matter.

Airport Classification in Canada:

In 1994 Transport Canada published the *National Airports Policy* with the primary objective of classifying airports into 3 distinct categories based on their role in air transportation and physical location within these categories. As a result of this policy, the National Airports System (NAS) was created encompassing 26 airports including all those in national, provincial, and territorial capitals, as well as airports with significant annual passenger traffic. These 26 airports have sustainably maintained over 90% of all scheduled passenger and cargo traffic in Canada annually. Status within the NAS is maintained by having annual passenger levels above 200,000 for three consecutive years, unless they are serving national, provincial, or territorial capitals who remain within the NAS as critical infrastructure points across the nation. On the other hand, those airports which have traffic falling below 200,000 for three consecutive years will no longer be considered part of the NAS.

The next category is Regional and Local Airports, which are considered to have significantly less traffic than those in the NAS but do have scheduled passenger air service. Lastly, the third category encompasses small, remote, and arctic airports. Small airports are defined as those which do not have regularly scheduled passenger services but are certified. Remote airports are those which the airport is the only year-round means of accessing the community and receiving funding from Transport Canada. Arctic Airports have commercial services but are in the three territories, and not the capital city.



Certified Aerodrome vs. Registered Airport:

One of Transport Canada's responsibilities is to regulate transportation to serve the public's interest, thus enabling safe air travel. Thus, airports supporting passenger-carrying commercial operations must meet certain safety standards and this is managed by being issued an airport operator certificate from Transport Canada.

There are three different categories of airports in Canada, each presenting progressively different levels of safety requirements and regulations. The least stringent being a non-registered and non-certified airport, such as a small airstrip on private property. The next being a registered airport, and finally a certified Aerodrome. In Canada there are approximately 7,100 airports as of 2016. 1,500 of these are registered, 550 certified, and the remaining 5,000 are neither registered nor certified. It is worthy to note that regardless of airport certification status the onus remains on the pilot to determine whether an aerodrome is safe and suitable. The established regulations are primarily there to protect those unfamiliar with the airport environment - those residing in the vicinity of the airport and travelling public.

Registered Airports

A registered airport is registered by the Minister pursuant to Subpart 1 of Part III of CAR's 301. The operator must comply with the requirements stipulated in CAR 301, which includes providing information in respect to location, markings, lighting, use and operation of the airport, and notification when any of these things change. This information must be supplied to the Minister who in turns publishes it in the Canada Flight Supplement (CFS). The CFS is managed by Nav Canada and a new edition is published every 56 days.

The information which the airport must provide and comply with includes the following:

- Supply and install wind direction indicators, or identify an approved substitution which is visually observable (i.e. water lines on water, smoke movement in the air, etc.)
- Markers for closed or unserviceable areas (i.e. arrows and white line markings on the runway to identify a permanent displaced portion of a runway)
- Provide Notice to Airmen (NOTAM) or other means of warning to identify hazards

- Coloured or retro reflective markers for night-time operations
- Allow a Transport Canada Aviation Inspector access to airport facilities and provide the equipment necessary to conduct an inspection of the airport upon request
- Maintain safe conditions on airfield manoeuvring areas
- Prohibit open flames, and discharging of firearms
- Provide measures to prevent obstructions on the airfield movement areas, including animal restraints

The Minister may refuse to register an aerodrome where the operator of the airport does not meet the above requirements (sections 301.05 to 301.09 of CAR's) or where using the airport is likely to be hazardous to aviation safety.

Certified Aerodrome

A certified aerodrome is also regulated under CAR's, but Subpart 2 (CAR 302.03). Aerodrome certification requires the operator to obtain and maintain a higher level of regulation, and to the standards which are in effect at the time of registration (i.e. If an aerodrome was certified under TP 312 4th edition it would be required to maintain the aerodrome to these standards until the Minister deems that a substantive change - reconstruction, replacement, or level of service improvement project - has occurred, with such an event triggering the asset to comply with the latest standards that exist).

There are three main conditions that drive an airport to become certified. If one of the three criteria are met, an owner must apply for certification. These are as follows:

- 1) The airport is located within the built-up area of a city or town.
- 2) The land airport is used by an air operator for a scheduled service for the transport of passengers; and / or
- 3) The Minister believes that it would be in the public's best interest for the airport to become certified

Once any of these 3 criteria are met, the owner is then accountable to submit the following information to the Minister for approval.

- a) An application for an airport certificate
- b) A copy of the proposed airport operations manual

Upon receipt of aerodrome certification, the operator must:

- a) Meet the standards set out in the aerodrome standards and recommended practices publication (presently TP 312 - 5th edition)
- b) Complete an aeronautical study concluding that the level of safety at the aerodrome is at minimum equivalent to those outlined in the standards and recommended practices publications, and the issuance of an aerodrome certificate is in the public's best interest and not detrimental to aviation safety

One of the critical elements to certification is the development and adherence to an Airport Operations Manual (AOM). The AOM is comprised of the physical specifications, plans, and

services, and must stipulate that it complies to TP 312 5th edition or the aerodrome standards and recommended practices in effect the date the AOM was approved / the Airport Certificate was issued. Along with the AOM, the following must be developed and followed.

- Emergency Response Plan (CAR 302 Division II)
- Wildlife Management Plan (CAR 302 Division III)
- Safety Management System (CAR 302 Division IV)
- Aerodrome Consultation (CAR 307)
- Winter Maintenance Operations Plan

Registered Aerodrome vs. Certified Airport

POSITIVE	NEGATIVE
Less regulation	Lack of an Approved Airport Operations Manual
Lower operating costs	Does not need to meet TP 312 and associated quality assurance
Transport Canada is encouraging the decertification of Airports that do not have scheduled airline service and / or are not in a built-up area	Unable to provide scheduled passenger air service
More stable operations due to fewer regulatory adjustments	No formal regular audit feedback loop from Transport Canada inspections to continual improve
Increased flexibility for airport operations and management (reporting, snow removal requirements, signage, markings, etc.)	Potential deterrent to large corporations who will not utilize non-certified aerodromes
More attractive to general aviation	Lack of on-site Aerodrome operating knowledge
Less administration	Access to Federal grant programs

It is also important to note that many aerodromes do not trigger the certification requirement and for several reasons, operators have chosen to meet and exceed all the requirements to become certified but remain as a registered airport. Registered airports can be as professionally managed as certified airports, but for more reasonable cost.

In the mid 1990's there were 726 certified airports, as of 2018 there were only 547 mainly due to Transport Canada actively encouraging de-certification where it is not required due to the difficulty of meeting their airport surveillance obligations.

It is recommended that the Airport Advisory Committee and Council determine whether they want to pursue scheduled air passenger service in the foreseeable future, if there are any potential corporate users that would require the airport to become certified prior to utilizing, or

if positives of becoming certified outweigh the negatives. If the decision is made to pursue aerodrome certification, a gap analysis on existing deficiencies should be performed.

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5. Airport Profile

Current role and Vision:

ZPC is presently the only fixed wing facility in the area serving the MD Pincher Creek, the Town, Cowley, and CNP. Aviation uses of Pincher Creek Airport are predominately for

- Alberta Air Tanker base during the summer months
- Recreational flying activities
- Base for private aircraft
- General aviation commercial uses
- Fixed wing air ambulance
- Agriculture
- Aircraft storage / hangers
- Aircraft Servicing and Maintenance
- Office for MD Pincher Creek Agricultural Services
- Occasional use by the RCMP, and the Canadian Military

A vision statement provides the foundation for current and future Airport activity and developments. The Airport presently does not have such a vision and mission statement, nor any key objectives from what could be found. However, the airports vision should be tightly integrated with the community.



The mission statement of the MD is

“Our Mission is to preserve and enhance our Western Canadian lifestyles and the natural capital of the MD of Pincher Creek through sound decision-making and good governance for the community.”

Airports play a substantial role in the economic growth and development of a community. They are a key component of a community’s infrastructure and provide many social benefits as well - acting as a focal point for recreational, hobby, and volunteer opportunities for residents, ‘social capital’ and community spirit. The airport also provides a substantive capacity to accelerate responses to natural disaster and other emergencies, education, and

youth development in addition to the direct, indirect, and induced economic benefits. As recently stated in respect to the potential closure of the Golden Airport “there are two types of communities in this world, those with an airport and those without an airport. Those with an airport have the opportunity to pursue a general aviation tourism strategy, a high-value tourism strategy, they’re in the game for business location studies.” The value of an airport is an indispensable asset when utilized correctly.

It is recommended that the Airport Advisory Committee hold a strategic visioning session to develop a role statement, mission statement and outline key strategic objectives / guiding principles for the Asset.

It is recommended that a short-term (1-3 year) business plan be developed to guide the near-term development and operations.

Some guiding principles should include items such as:

Safety and Security: This is an imperative in everything the airport does to ensure that the operation is not causing any harm to people, property, the environment, or reputation.

Sustainability: Airports are a long-term investment and must be committed to responsibly managing all their assets to enable social well-being, economic prosperity, and value to the community.

Building for the future: Airports are capital intensive operations and must have the capability and flexibility to meet future changes in demand, technology, and operations.

Operational Excellence: Delivering on a consistent and reliable operations, while maintaining a low operational cost structure.

Airport Contribution to the Local and Regional Economy:

Direct Employment: Jobs operating and maintaining the Airport, as well as employment by businesses located at the Airport (i.e. local aviation fuel provider, Alberta Wildfire, Municipal staff, Aircraft maintenance)

Indirect Employment: Airport based employees and travellers, such as the Air Tanker base employees who purchase goods and services in the community and region in all sectors of the economy. The construction of new developments at the airport, such as runway rehabilitation, capital hanger expansions, or electrical upgrades provide opportunities for local trades.

Airport Businesses: Businesses at the airport purchase goods and services from the local community ranging from the use of local trades for construction, purchasing materials in town, utilizing local insurance agents and other professional services.

Aviation Support Services: A security blanket for time critical services such as medevac, firefighting, disaster recovery / support, search, and rescue, etc

Tax Base: As potential employment districts, airports can provide contributions to the local and regional business tax base.

Land Bank: Airports provide land banks for aviation and potentially non-aviation employment districts, providing direct revenue opportunities through leasing or purchasing land.

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6. Airfield Infrastructure Assessment

**** Require access to airfield for approximately 1 day to complete****

Scope of work including the following:

- Conduct a visual site inspection of existing facilities
- Review existing airfield pavement construction and rehabilitation documents
- Provide recommendations for rehabilitation of airfield pavements
- Review drainage, paint markings, lighting, visual aids and provide any recommendations for improvement
- Prepare cost estimates for rehabilitation / replacement options and capital plan

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7. SWOT ANALYSIS

Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis is provided as a high-level overview of Pincher Creek's internal Strengths and Weaknesses and external Opportunities and Threats. These are conditions that influence the development recommendations within the Airport Master Plan.

The SWOT analysis factors herein were identified through research, analysis, and KS2L's understanding of operations at ZPC.

Strengths:

- A 10-year agreement with Alberta Agriculture and Forestry Department Development as an air tanker base
- Parallel taxiway: Allows for increased runway utilization and a safer airfield manoeuvring area
- Airspace: Uncongested and uncontrolled airspace
- Space to grow: Available land
- Municipal Land use policy
- Progressive and open-minded council
- Community social benefits of air ambulance, and Wildfire base
- Ease of access
- Length of runway
- MD Ownership
- Pilot lounge / Terminal
- Regional Airport Advisory Committee
- Local individuals in the region with substantial aviation knowledge and experience

Weaknesses:

- Lack of dedicated resources to develop, operate, and maintain the airport
- Limited revenue sources
- Lack of marketing and promotion
- No strategic direction, master plan, marketing plan or business plan

- Financial performance; subsidized by the MD
- Airport Availability: Snow removal priorities
- Vulnerable airfield electrical system
- Availability of aircraft support services
- Displaced runway threshold
- No instrument or GPS landing system
- Community awareness and involvement
- Lack of an Airport pavement management program and Operations Manual
- Safety and Quality Assurance systems
- Lack of standardized historical leases
- Lack of available water and sewage services directly tied into Municipal systems

Opportunities:

- Aviation Management Certification Program, Aircraft Maintenance Engineer (AME), or a Commercial Pilot Program in partnership with Lethbridge College, a Flight School or other
- Maintenance, Repair, and Overhaul facility
- Greenfield Space for Hanger / lot development
- Flight training school: Uncontrolled and uncongested airspace is conducive to this. Potential for an onsite campus, and / or international aviation program approval for out of Country pilot training certification
- Development of a Wildfire certification training program in partnership with the Alberta Agriculture and Forestry Department for seasonal employment across the province
- Small Aircraft Manufacturing and Sales
- Avionics shop
- Scheduled Air Carrier Maintenance Base
- Airport point of Entry (CANPASS) / on-call CBSA officers for general aviation aircraft carrying up to 15 passengers given proximity to US Border:

- Direct charter flights to / from Great Falls Montana to access larger airline network servicing more destinations within the United States
- Non-Aeronautical Revenue generation (warehousing, self-storage units, movie set, green houses, medical Marijuana, Solar Energy Installation, Fly-in Bed & Breakfast, contractor laydown yard, greenhouses, overnight camping for pilots, eating and drinking establishments, logistics and distribution, air cargo, air museum)
- Community awareness and increased visibility via school field trips, Airport Explorer Club, and / or education of the community social benefits
- Development of an Airport Operations manual
- Mining - Logistics, Transportation, Materials Management, and Distribution Hub
- Small Airport Operations Centre of Excellence
- Formation of Strategic Partnerships
- Shared resource initiatives - people, purchasing, equipment, and training with other airports in the region
- Aircraft Charter development: Proximity to Waterton Provincial Park and Castle Mountain (weekend play and stay getaway), hub for direct air transport to Fort McMurray for Oilsands workforce
- Development of an Air Cadet base / program
- Advertising
- Unmanned Aerial Vehicles (UAV) testing range
- Airfield Maintenance and Operations specialist Training and development program
- Grow relationships with local businesses, organizations, and economic development groups
- Flight path route for Alaska bound travellers
- Training school for Small Remotely Piloted Aircraft Certification
- Sky diving business
- Aircraft tie-down parking
- Fixed base operation
- Pincher Creek Flying Club
- Water Aerodrome
- Fixed base operation

- Helicopter activity for pipeline inspections and surveillance, crop spraying, wind turbine maintenance and heavy lifting, forest fire suppression, etc.

Threats:

- Proximity to multiple larger airports
- Aviation regulatory policies
- Lose partnership with Alberta Agriculture and Forestry Department as an air tanker base
- Declining and low population density
- Future aviation legislation
- Multiple stakeholder groups
- Government funding for capital projects
- High fixed costs, and minimal revenue diversification
- Aging regional smaller aircraft fleet of existing airline carriers
- Airline trend of purchasing larger regional jet aircraft
- Competition for recreational and general aviation commercial traffic among other airports in the region
- Alberta economy
- Alberta health policies

It is recommended that the Airport develop a public engagement strategy for consultation (i.e. open houses, 1-1 engagements, client survey, etc.) for recommendations, feedback, and to gain different perspectives on the airport.

It is recommended that the Airport review and prioritize opportunities that they would like to pursue and make them part of a strategic plan.

It is recommended that the Airport develop a Marketing Plan focused on key opportunities that the Airport Advisory Committee would like to pursue.

Proactively manage relationship with Alberta Environment and Sustainable Resources

8. Land Development

Airport Land Use:

A typical small airport is made up of three categories for land use:

Airside - development with direct access to airfield movement areas, such as apron's, hangers, tie-down area, fueling operations, etc.

Groundside - development of the airport that does not have direct access to the movement area, such as parking lots, concessions, light commercial / industrial businesses, etc.

Airport Operations and Operational Reserves - the required lands to operate the airport presently and into the foreseeable future. The airfield movement area (runway, and taxiways)

Airside Aeronautical Land Use Constraints:

The compatibility of Airside land use with aircraft operations must include the consideration of 3 key limitations at ZPC: The Obstacle Limitation Surface (OLS), compatible land uses, and electronic zoning. Each of these considerations are outlined below:

1. OLS are three-dimensional planes that limit the height of structures, buildings, vegetation, and other items to protect the safety of aircraft in the vicinity of the airport. They consist of the following 3 elements:

Outer obstacle surface: Establishes an area above an airport, at a height of 45 m for a radius of 4,000 m from the center point of the runway. Should items exceed this established height it may be necessary to take one or more of the following actions:

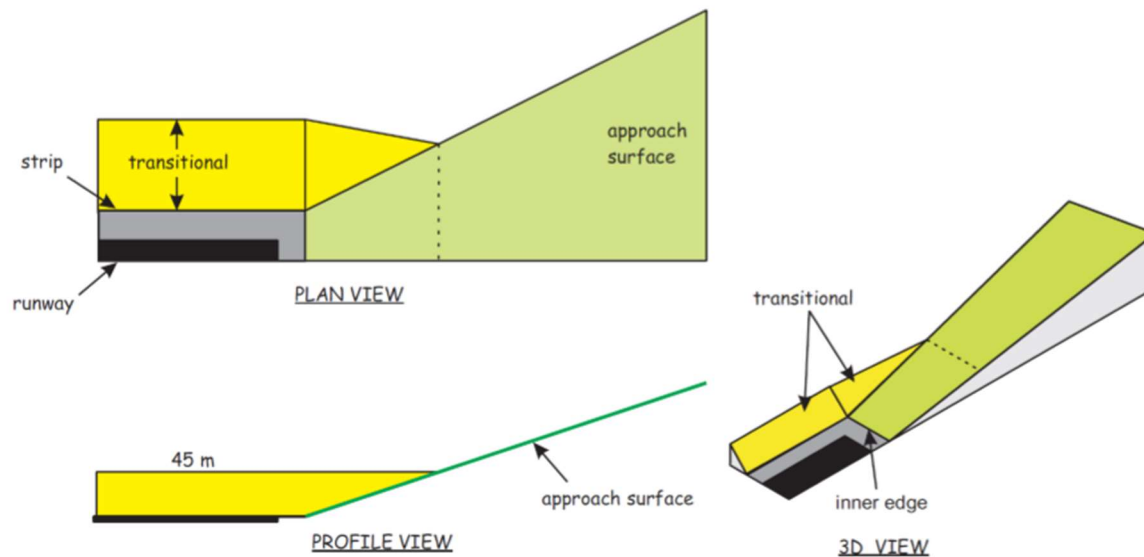
- 1) Restrict the height of new structures which would create an obstruction
- 2) Remove or reduce the height of an existing obstacle to within tolerable limits
- 3) Mark obstacles to ensure a satisfactory level of safety and regularity for aircraft manoeuvring visually in the vicinity of the airport before final approach

Take off and approach surfaces: Are setback from the ends of the runways and intended to be used for the take-off and landing of aircraft. The specifics of these areas are:

- 1) An inner edge, perpendicular to the runway, begins at the end of the runway strip, typically 60 m from the runway threshold. The length of the inner edge is dependent on the runway strip width.

- 2) Two sides originate at the ends of the inner edge and diverge uniformly at either 10% or 15% from the extended runway center line based upon the airport classification

Transitional Surfaces: A complex surface along the sides of the runways, taxiways, and part of the approach surface. These areas are to protect aircraft that are flying at low altitudes that may be displaced from the runway center line on the approach or failed approach.



NON-INSTRUMENT

2. **Compatible Land Uses:** In addition to the aforementioned restrictions for development of airports including take-off and approach area, transition area, and outer surface area, Transport Canada's Land Use in the Vicinity of Aerodromes (TP 1247) outlines some other restrictions on airport lands or lands within the vicinity of the airport. These should not:
 - Create or cause dust, smoke or steam that could impact visibility
 - Unduly attract birds or other wildlife (ponds, landfill sites, etc.)
 - Have structures that are higher than 45 m or that might or in future airport plans penetrate the obstruction zone, the transition zone, or the take-off and approach zone
 - Be of any use that creates electronic interference
3. **Electronic Zoning:** Electronic navigation aids and communication systems can be negatively impacted by structures that interfere with their signals that are in close

proximity. Guidelines for the protection of navigation aids and communication systems are also included in TP 1247, which highlights the requirement for restricted building areas.

Restricted building areas provide protection from unwanted interference to radio and navigational aids and are areas where any construction should be referred to NAV Canada for detailed analysis on potential impacts and required mitigation measures prior to construction. This is completed by submitting a Land Use Application to NAV Canada.

It is also important to note that when planning for potential future growth to make sure that any development located on or surrounding the lands meets the highest standards from Transport Canada as future circumstances may change, resulting in the airport needing to meet these new standards.

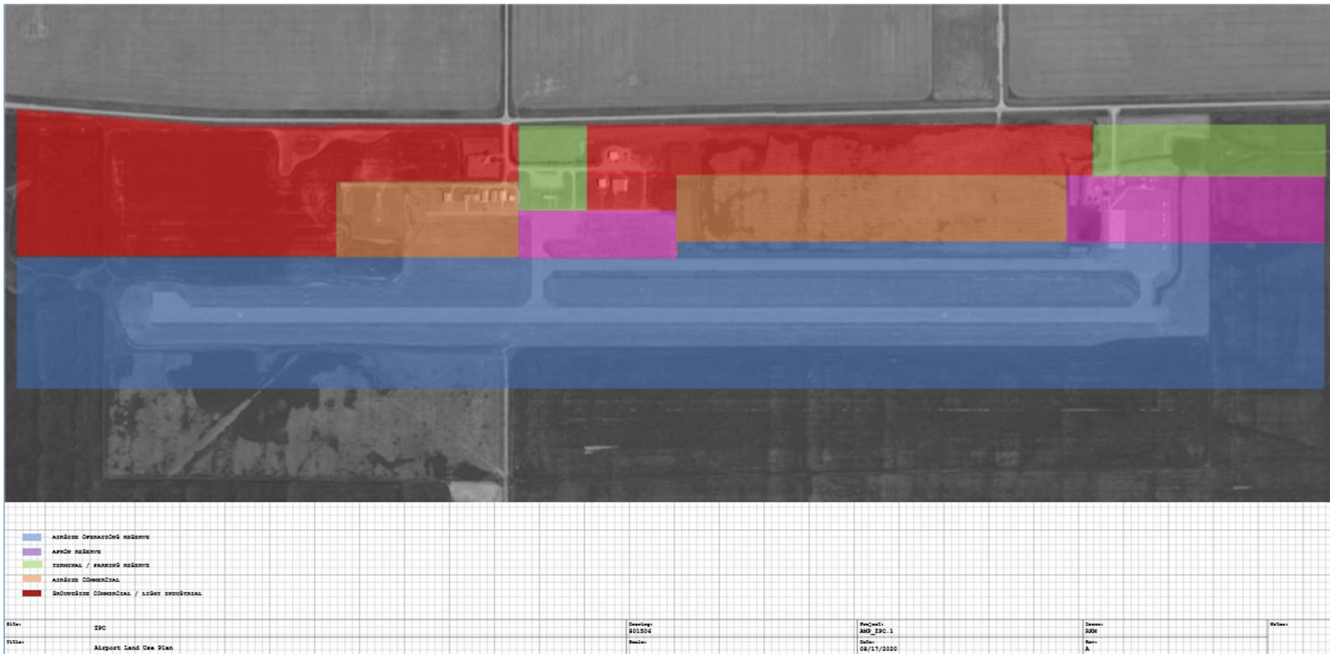
It is recommended that Council divide the existing Airport Vicinity Protection district into three distinct zones: airside, groundside, and airside operations, and outline both permitted and discretionary uses for each zone within the district.

It is recommended that Council determine whether they would like to pursue a non-aeronautical commercial development strategy on airport land.

Below is a potential airport land use plan for ZPC. In the plan the airport is divided into 5 'reserves' under 3 distinct zones and are each represented by a color:

1. Airside Operational:
 - a. Runway and taxiway system (blue): Airport reserve protects existing developed lands and includes those lands that are not required in the short to medium term but are protected for longer term airfield operational development that may be well outside the current planning horizon for operations.
2. Airside Reserve:
 - a. Apron Reserve (purple): The apron reserve area is for expansion should the airport receive larger and more aircraft in the future.
 - b. Airside Commercial (orange): The airside reserve area protects existing developed airfield areas where direct airfield access is required. Examples would be aircraft hangers, fixed base operations, maintenance repair and overhaul companies, etc.
3. Groundside Reserve
 - a. Terminal Reserve (green): The terminal reserve area is intended to provide adequate lands for air terminal building expansions, associated parking, public roadway access, and any other support to the terminal operations.
 - b. Groundside Commercial (red): This area shows lands suitable for commercial development with groundside access but do not require airfield access.

Examples include light commercial, or aviation businesses that do not require direct access to the operational areas at ZPC. Areas of this land could also be placed under airside reserve should more land with airside access be required.



Noise Exposure Contours:

Noise Exposure Forecast (NEF) contours are developed to project noise, and to provide municipalities and authorities with an indication of when noise complaints may be anticipated. Transport Canada (TP 1247) - Land Use in the Vicinity of Aerodromes - uses a NEF contour system to provide measurement of the actual and forecasted aircraft noise in the vicinity of airports. Aircraft noise can sometimes be a disturbance to residents and other sensitive land uses in the vicinity of an Airport. This can be from a single overflight or the cumulative impact of aircraft movements through the day and night. A NEF analysis includes factors such as the types of aircraft being operated, the number of movements, and the distribution of the movements throughout the day. It is important to ensure that future developments do not include sensitive land uses and that compatibility as a function of Airport noise should be considered in the future development of all nearby properties.

At this time, noise is not a concern nor been identified as an issue within the community. Should things change it would be recommended to develop a simple system for tracking noise complaints to understand the size of the cumulative concern, and then initiate a NEF study as required.

Airport Development Success:

There are many airport development success stories which have supported significant airport development for a wide range of projects.

Langley Regional Airport

Langley Regional Airport has grown into one of the busiest general aviation rotary wing airports in Canada being home to 14 helipads, 350 based aircraft, 2 runways and 55 commercial businesses. Their infrastructure was developed with the local economy in mind, catering to helicopters which are well-suited to serve the predominately agricultural and rural community. Langley has been able to capitalize on this niche general aviation market, while still being located 50 km, and 20km from the Vancouver International Airport, and Abbotsford International Airport, respectively. Additionally, they have become a leader in industry for aerospace technology development.

Drummondville Airport

Drummondville Airport located midpoint between Montreal and Quebec City has become a thriving non-aviation commercial hub with a strategic vision to drive economic growth through the region. The airport is managed by the Drummondville Economic Development Authority and is one of the provinces municipally funded local development centers tasked to stimulate job creation and entrepreneurship. The Economic Development Authority works with over 500 companies and tailors to entrepreneurs and small business start-ups by offering business development support, marketing assistance, management consulting and financial aid.

Greater Moncton International Airport

Greater Moncton International Airport is home to Canada's largest private flight school, Moncton Flight College (MFC). MFC is approved by Transport Canada as a flight training unit, approved training organization, and approved maintenance organization. The flight training school has a large population of international students, including an approximate 70% student population from China after having its program approved by the Civil Aviation Administration of China in addition to other international organizations.

9. Airport Operations

Airport Classification:

Beyond being classified as a registered or certified aerodrome, airports are also segregated as it relates to air space and land planning. Examples of some primary classifications are:

- Aircraft Approach Speed Category expressed as an aircraft grouping differentiating aircraft based on the speed at which the aircraft approaches a runway for a landing impacting the length of runway required.
- Aircraft Classification Number (ACN), expressing an aircraft's loading effect on an airport's pavement
- Pavement Classification Number (PCN), expresses the bearing strength of airport pavements
- Runway types, based on the instrumentation infrastructure designed at the airfield to enable landings and take offs, to support Visual Flight Rules or Instrument Flight rules - including non-instrument, non-precision, and precision.
- Aircraft Group Number (AGN), based on the size of aircraft able to use a runway, taxiway, and apron. This is discussed in more detail below as it is the most important of these as it is used to analyze the critical aircraft for an airport and is related to all other classifications. The critical aircraft has a large impact on airport operations as airports are typically designed for the aircraft that utilize them or that have the potential to in the foreseeable future.

Critical Aircraft

Airport design criteria, as per TP 312 5th edition, are determined by the specification of an Aircraft Group Number (AGN). The 5th edition is structured around an operational concept by linking standards to specific aircraft characteristics, and not a design-based concept which was seen in earlier editions. This shift requires airport operators to be more knowledgeable of the present and planned aircraft specific characteristics to ensure compliance.



The current critical aircraft for the airport runway is the Lockheed L-188 Electra which is part of Alberta's Airtanker Fleet. The critical aircraft as defined by the Federal Aviation Administration "is the most demanding aircraft type or grouping of aircraft with similar characteristics, that make regular use of the Airport."

The L-188 is the largest aircraft that 'regularly' uses the airport. The aircraft has a wingspan of 30m and a height of 10m. It has an AGN of IIIB. The airport critical aircraft over the next 20 years will continue to be forest firefighting aircraft, but within this environment aircraft are starting to transition to jets. Large forest fire aircraft operators including Coulson and Conair, are both transitioning their fleets to jet aircraft. Airframes as large as Boeing 737s are increasingly used for firefighting in the US. Within Alberta, Conair utilizes RJ85's, which are like a BAE 146 that is for passenger services. Given this projection, the critical aircraft would remain as an AGN IIIB.

Aircraft Performance Assessment:

This section is aimed at presenting the specifications and performance of typical aircraft that are presently utilizing or commonly operate at airports in Alberta. The intent of this exercise is to provide a more accurate assessment of the airfield infrastructure required based on local conditions and aircraft utilizing ZPC and not be the sole determining factor.

Runway Length: The following assumptions have been utilized in the calculations to determine the corrected runway length for the associated aircraft.

Altitude:

Runway 08/26 = 2011 m
Elevation = 1189 m

The International Civil Aviation Organization (ICAO) recommends an increase of 7% per 300m elevation above sea level to account for altitude. Thus, Runway 08/26 would equate to an Aerodrome Reference Field Length (ARFL) of approximately 2,569M or a 27.70% required increase to account for altitude.

Temperature:

The airport reference temperature is defined as the average of the maximum daily temperatures achieved during the hottest month of the year. Data was reviewed back to 2017, and August 2018 had an extreme day of 36.9°C.

The standard day temperature has been defined at 15C at sea level so based on standard Atmospheric values.

Airport Reference Temperature (T_r) = Average temperature of the hottest month (T_a) + $\frac{1}{3}(T_m$ 'Monthly mean of maximum daily temperature of the same month' - T_a).

$T_a = 16.3$ °C

$T_m = 24.7$ °C

$T_r = 16.3 + (\frac{1}{3}) \times (24.7 - 16.3)$

Based on T_r of 19.1°C the corrected runway differential for temperature would be 2873m.

Gradient:

ICAO recommends a 20% increase in runway length for every 1% effective gradient. Only the 2 elevation points provided on the Aerodrome chart of 3900 ft and 3865 ft were utilized for this calculation.

Highest Elevation Point: 1189 m

Lowest Elevation Point: 1178 m

Runway Length: 2011 m

Thus a 7.66% would be applied for the estimated difference in gradient.

Aircraft	User	MTOW (kg)	Seats	ARFL	Corrected Runway Length	Existing Runway (2011 m)	Increased (2500 m)	Decreased (1500 m)
Cessna 172	General Aviation	1066	3	272	515	OK	OK	OK
Piper PA 34	General Aviation	1814	5	378	716	OK	OK	OK
Cessna 402C	Cape Air	3107	9	669	1267	OK	OK	OK
Beechcraft 1900	Central Mountain Air	7530	19	1098	2079	OK	OK	38%
SAAB 340B	Silver Airways	12371	32	1220	2310	15%	OK	54%
Bombardier Dash 8 (Q400)	Jazz, Westjet Encore	29000	72	1354	2564	27%	3%	71%
Lockheed Electra L188	Alberta Wildfire	52600	X	1290	2443	21%	OK	63%
Boeing 737-800	Westjet, Conair, Suncountry	70535	177	2256	4272	112%	71%	284%

Green = The corrected aircraft field length is less than the proposed or existing runway length option it is assumed to be fully compatible.

Yellow = If the corrected aircraft field length exceeds the proposed runway length option by up to 50%.

Pink = If the corrected aircraft field length exceeds the proposed runway length option by over 50%. For example, with the MTOW restriction of a Boeing 737 at 112%, a flight could operate from ZPC to Hamilton, Ontario with an approximate 85% passenger payload capacity - approximately 150 passengers.

Runway Width:

Similar to runway length design criteria, runway width is also determined by the AGN. Given that the current and projected critical aircraft being an AGN IIIB the existing runway width of 100 feet (30m) is compatible with TP 312 5th edition requirements. Below is a chart identifying minimum runway width based on the AGN.

Table 3.1.1.1—Minimum Runway Width (in metres)		
Aircraft Group Number <i>Table 1-1 Column III</i>	Non-Instrument / Non-Precision Runways	Precision Runways
I	18	23
II	23	30
III (A & B)	30	30
IV	45	45
V (2)	45	45
VI (2)	60	60

Airfield system capacity:

Airfield system capacity is the rate of aircraft movements on the runways, taxiway, and apron system including queuing. Runway capacity is normally the controlling element of the airport system.

There are many different runway configurations which are designed based on demand, and long-range forecasts. ZPC currently has a single runway configuration.

FAA Advisory Circular 150/15060-3, *Airport Capacity Criteria Used in Long-range Planning*, is used internationally for planning and design. Under this advisory there are 22 different runway layouts, providing guidance on hourly capacity based on IFR or VFR flight conditions, and aircraft mix. Under VFR conditions, with predominantly light twin-engine (type D), single-engine piston aircraft (type E), and minimal corporate twins (type C) a single runway configuration can accommodate 53 movements per hour. Even with a change in aircraft mix to more type C, and 2/3 engine jets (type B) the capacity would only decline by approximately 6 movements per hour.

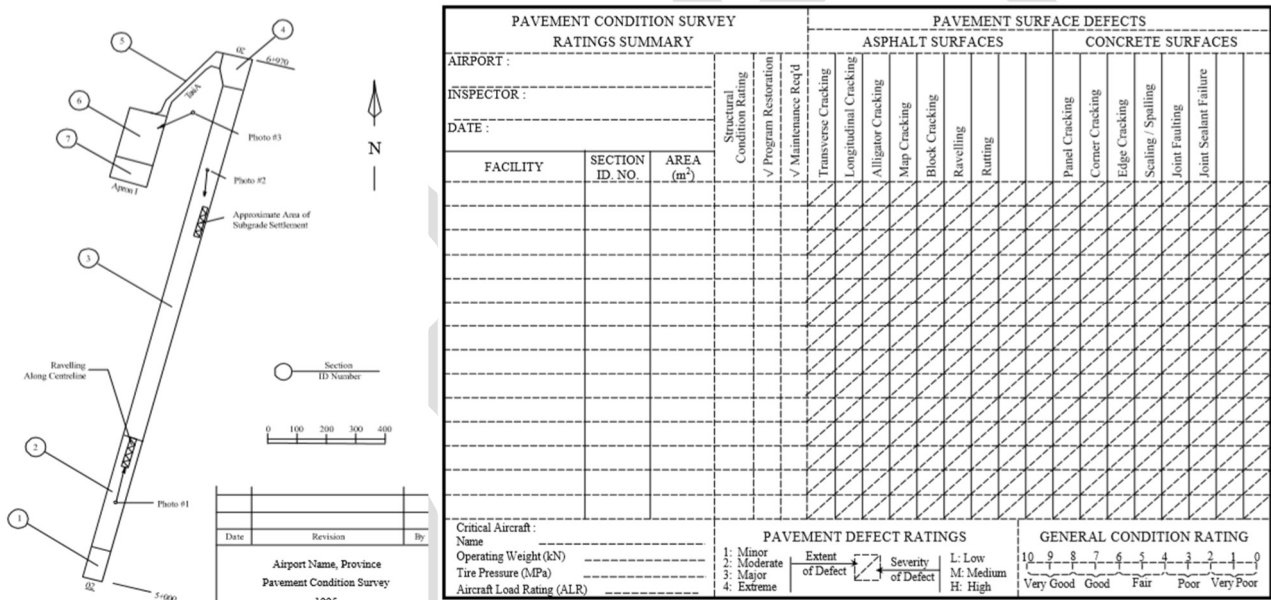
Given the airport purpose and demand expected into the next 20 years, the existing single runway configuration will be sufficient to maintain airfield operations.

Pavement Management System:

One of, if not the largest, operating expense at a small Airport is runway maintenance. The paving, re-paving, inspection, pavement preservation, and overall maintenance are major cost and operational considerations.

A pavement management system provides an organizational framework for all the work activities and services necessary to provide, operate and maintain airfield pavements in a safe and cost-effective manner. A key component of any pavement management system is a detailed 5-year pavement management plan that identifies / considers the following:

- The pavement facilities that will receive maintenance or rehabilitation treatment
- Assessment and feasibility of alternative treatments
- The type of treatment and effectiveness
- Consequences of advancing or deferring treatment timing
- How much the treatment will cost
- Priorities considering needs and available funding
- Preservation Type (Localized Maintenance, area Maintenance, Rehabilitation / Reconstruction)
- Updated Pavement Condition Index (PCI) for sections of each pavement surface
- Pavement condition inventory (example of documentation below)



It is recommended that the ZPC implement a robust airfield pavement management program or integrate the airport pavements into an existing pavement management program that may exist with the MD Pincher Creek.

The main difference between airfield and highway pavements are that airfield pavements are subjected to a wider range, heavier, and slower moving wheel loads. The pavements do typically deteriorate in similar ways, built, and rehabilitated using the same technologies, use of the same subgrade soils, and exposed to the same environment.

Pincher Creek Airport and Asphalt Pavement Surfaces:

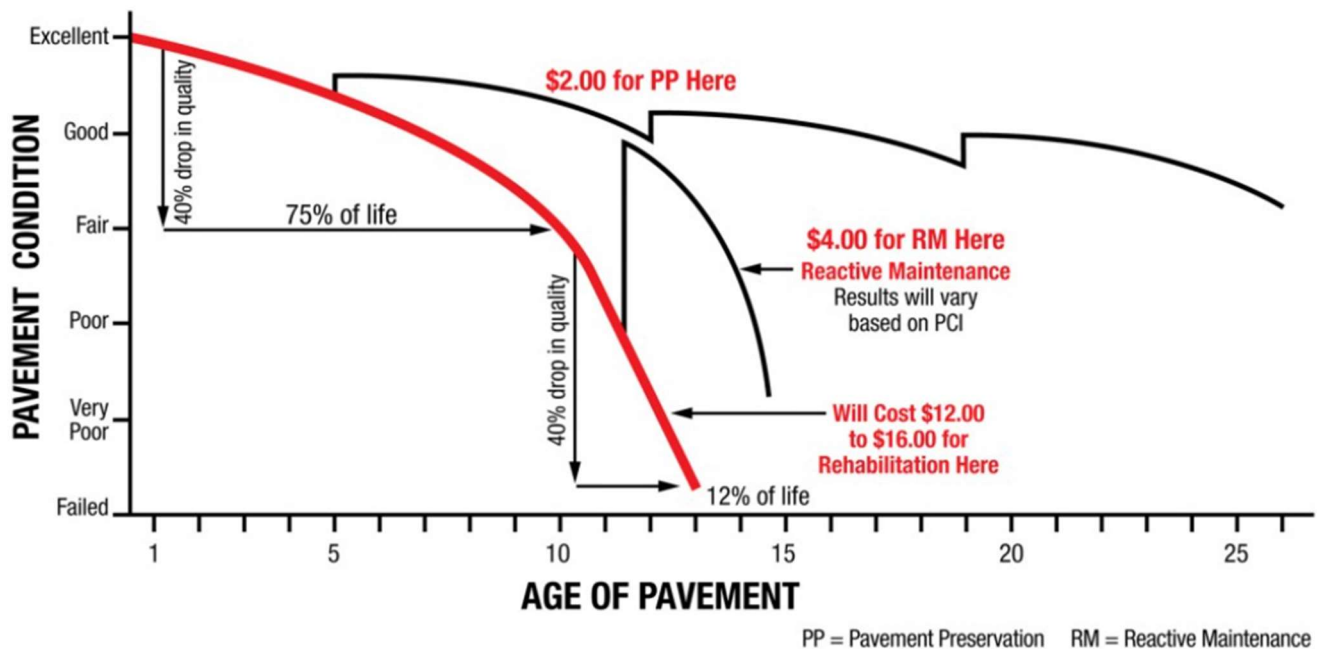
There are 72 community airports with paved runways in Alberta. ZPC has a nonrigid paved runway, constructed with asphalt. Asphalt requires more maintenance than concrete, but less expensive, and more effective than gravel. Much of the maintenance depends on the preparation and grading, as well as daily attention to maintenance needs. Moisture and freezing are the main concerns. If water ponds, it will drain through the subgrade and undermine it to the point where the overlying courses sag and break open. If this water freezes, expansion takes place and frost heaves, or boils appear. In milder weather, potholes appear as precipitation and aircraft / vehicular travel displace loose material, creating a depression.

After years of exposure to the weather, asphalt runways begin to lose their elasticity, due to physical changes in the asphalt materials. Surface cracks will develop, allowing moisture to penetrate, unless the surface is treated periodically. Spot patching, crack treatment, and coating / sealing areas of deterioration and renewal of the surface can extend the life of asphalt runways considerably. Factors that cause pavement deterioration include:

- Moisture in the subgrade weakening its strength
- Freeze and thaw cycles
- Aircraft and equipment loading stressing pavement during their operation
- Temperature changes causing expansion and contraction of pavement
- Ponding
- Poor subgrade or base construction

The most common deterioration associated with asphalt surfaces is cracking. Cracks permit surface water to penetrate the pavement base, resulting in loss of strength in summer and frost heaves during the winter months. In extreme cases water flow through cracks will cause cavities under the paved surface. Thus, it is critical to seal all cracks that do develop. If cracking is extensive, a major rehabilitation program may be needed, followed by an annual-crack filling program to seal new cracks and previous cracks that have opened.

The benefit of having a proactive preventive maintenance program to extended life cycle costs is demonstrated below:



Winter Operations Program:

It is our understanding that the airport is viewed as unreliable - especially in the winter. If this is the case and it is impacting operations, it is important for the MD Pincher Creek to enhance its level of service relative to snow removal.

To increase the reliability of ZPC *it is recommended that a Winter Maintenance and Operations Program be developed.* The main element of this program is the snow removal plan that ensures that the runways and taxiways at ZPC are cleared shortly after any snow event, and / or during. An acceptable level of service relative to cost needs to be understood and communicated to manage the expectation of users.

Presently per the MD Pincher Creek 'Winter Maintenance of Municipally directed, controlled, and managed roads and airport surfaces' corporate policy the Pincher Creek Airport is a Priority 4. "There will be no timeframe in completion of snow removal services, unless for emergencies as defined in the Municipal Government Act" for priority 4 areas.

Emergency maintenance on pavement should only occur during winter months to the extent that the repair is required to maintain a safe airfield and / or cost effectively prevents further deterioration (i.e., Small area patching using hot or cold mix, infrared patching, manual chip seal). This is because winter pavement repairs often have extremely limited long-term effectiveness and have a much higher cost associated with them.

Airfield Lighting Program:

ZPC presently has a Precision Approach Path Indicator (PAPI) which primarily assists by providing visual glide slope guidance in non-precision approach environments. The airfield also has runway and apron edge lighting systems.

Preventive Maintenance on Runway and Taxiway Lighting Systems should also be performed and included in an Airport Operations Guide / Manual. By conducting proactive preventative maintenance activities in accordance with a well-developed and comprehensive plan, you should be able to meet the safety needs of the aviation industry, conform to regulatory obligations, and ensure the continued viability and operational safety of the aerodrome facility.

Routine inspection and preventative maintenance activities include, cleaning, component inspection and maintenance scheduling, intensity checks, light fixture elevation monitoring, verify connections, gaskets, light replacements, and sealing. These simple activities, in addition to due diligence during winter operations to minimize lighting damage will reduce operating costs.

It is recommended that the Airport develop and execute an Airfield Lighting Maintenance work practice.

Summer Maintenance Program

A summer maintenance program should consist of grass cutting, weed spraying, obstruction clearing, pavement marking maintenance, and runway rubber removal as required.

Wildlife Control Program

Any type of wildlife on an airport is typically considered to be a potential safety hazard for aviation activity. Transport Canada encourages airport operators to maintain their facilities in a manner that minimizes this hazard to the greatest extent possible. The basis for achieving such an objective is the preparation, and execution of a Wildlife Control Procedures Manual.

Transport Canada: “A successful wildlife control management plan reduces hazards to aircraft and minimizes maintenance problems by rendering airport property less attractive to animals. The safety benefits are real for all concerned: airports, airlines, the public - and wildlife.

Airport Wildlife can be controlled by:

- Managing habitat so that airports do not attract wildlife
- Excluding wildlife from airports using fences or other means
- Dispersing wildlife from the premises
- Removing wildlife, either dead or alive.”

One of the primary practices to an effective wildlife control management program is referred to as “Exclusion Methods.” Basically, this is deploying man-made barriers that are designed

to keep wildlife away from operational areas of the airport, including fences or netting. Additionally, by having passive (habitat management) and active control (removal, dispersal, exclusion) it will greatly improve the performance of a Wildlife Management Plan.

It is recommended that Transport Canada's template for the Development of an Airport Wildlife Management Plan for Small Airports be utilized for assessment, development, and execution of a Wildlife Management Program.

NOTAM Procedures:

It is our understanding that an existing policy / procedure exists on how and when to issue a NOTAM.

Air Navigational Services - NAV Canada:

Airports can have one of four different methods of Air Navigation and airport advisory services, which are the responsibility of NAV Canada. The service delivery model is based on the density of air traffic.

In high density air traffic airports where pilots fly by Instrument Flight Rules (IFR) Air Traffic Control Centres are provided to manage the air space. At airports with a lower density of traffic, pilots are responsible for maintaining a safe distance from other aircraft and control services are not provided. Within this service model, airports may or may not have Airport advisory services provided by a Flight Service Station (FSS). The services they provide include local weather, information on traffic in the area, runway conditions, wind and altimeter, vehicle control, and emergency assistance.

There are also 7 Flight Information Centres (FIC) across Canada, which are similar to an FSS, but the specialists in these centres are also trained to interpret meteorological information and can provide in-depth interpretive weather briefings and en-route advisories to pilots operating anywhere in Canadian Airspace.

The final model is where Community Aerodrome Radio Stations (CARS) are utilized only in the Territories and parts of Northern Quebec. They can provide aviation weather and communication services at their respective local airport.

Pincher Creek is a low-density airport with a Non-Directional Radio Homing Beacon (NDB), Distance Measuring Equipment (DME), and Approach Slope Indicators (ASI).

10. Development Opportunities

Alberta is facing increased pressure to diversify its economic strategy to become less reliant on oil and gas revenue to remain competitive in the ever-changing economy. The below are just a few potential opportunities for consideration that have been explored by KS2L with some additional context behind them (more potential opportunities are identified within the SWOT analysis)

Hangar Development:

There is an opportunity for the airport to construct T-hangers, which are commonly used in general aviation for aircraft storage and promote short- and long-term rental options. T-hangers are relatively inexpensive and provide covered storage for aircraft making them ideal for general aviation and recreational aircraft owners.

Mining / Industry - Logistics, Transportation, Materials Management, and Distribution Hub and Hot-shot service:

Given the existing and potential open pit Mining in the region there is the opportunity to develop a business case to execute an end-to-end logistics strategy for the mining community. Within the Fort McMurray region, where there is also a large open pit mining industry, there has been a push to outsource and consolidate their materials and logistics management to drive synergy amongst the various owners. Whether this be to drive down costs on freight, minimize inventory, third party handling costs, and duplication of efforts on behalf of the owner. Additionally, there is an opportunity to partner with the Grassy Mountain Project, and potentially a key impacted stakeholder on the economic business case to improve the feasibility through the development of such a hub.

Flight Schools:

There remains a demand for airline pilots and airline technicians globally. The largest projected growth in pilot demand is in the Asia Pacific Region. Attracting a flight school could be done through approaching existing flight schools looking to expand their operation, development of a Flight Training Program by the Airport, and or supporting the development of a new flight school. ATS, the largest flight school in the United States consisting of 47 schools had expressed interest in expanding into Canada, in addition to other individuals who need assistance through the regulatory process. Some of these are offering international student programs with on-site campuses, including approvals from other International civil aviation organizations to allow their training to qualify for licensing in other countries.

Post-Secondary Aviation Program and Student Campus:

Partnerships between post-secondary institutions and Flight Training schools offering an integrated professional pilot program, flight dispatch certification and / or an Aviation Management Diploma program are becoming more common within Canada. Programs could include.

- Aviation Management Diploma or certificate
- Aircraft Maintenance Engineer
- Avionics Technology
- Aircraft Structures Technician program
- Airport Dispatch Certification

These opportunities could be facilitated through an existing satellite campus with a location already in Pincher Creek, such as Lethbridge College, or a new college looking to expand.

Forest Fire Fighting Centre of Excellence:

In coordination with the Alberta Ministry of Agriculture and Forestry or a post-secondary institution develop a Wildfire certification training program for pre-employment training and priority hiring for seasonal air operations support roles.

Fixed Base Operator (FBO):

At smaller airports, an FBO often fulfills the role of a terminal building. The underlying difference is that a terminal building is typically operated by the airport owner whereas the FBO is usually a commercial business. They both offer similar aviation services: fueling, hanger space, tie-down parking, aircraft rental, aircraft maintenance, concession or an eating establishment, office space, and pilots lounge. Typically, an FBO is operated in conjunction with another business (ie flight school). The FBO is the primary provider of support services to the GA community, with the advantage of an FBO facility being that it can be used for multiple purposes: charter terminal building, secure location for passenger screening, freight forwarding, storage, meeting area, etc. This would help drive tourism and could become a differentiating factor for pilots to utilize ZPA as a common stop for training or re-fueling activities.

Alaska Route:

Many recreational aviation enthusiasts fly north from the United States to Alaska yearly on one of four commonly used routes. One of these is the ALCAN Highway, which is the safest, farthest east of the 4 routes and is close to the Pincher Creek region. An opportunity exists to

collaborate with other airports along the ALCAN highway route to market and promote a chain of airports for pilots to stay overnight at during their journey to generate fuel sales, tourism, and other economic spinoffs in the local community.

Maintenance, Repair and Overhaul organization:

Unlike cars, aircraft must be maintained and meet comprehensive airworthiness standards to be allowed to operate. These could be original equipment manufacturers, or independent companies that have been certified to perform such airworthiness assessments and maintenance. There are over 1,100 certified aircraft maintenance, repair, and overhaul (MRO) organizations in Canada. An opportunity exists to promote ZPC for an MRO business.

Helicopter Activity / Helipad promotion:

Rotary-wing aircraft often operate in niche markets where fixed-wing aircraft and other modes of transport cannot reach. As such, they are well-suited for agricultural and rural purposes that are predominate in the region, including pipeline inspections and surveillance, crop spraying, wind turbine maintenance, and forest fire suppression support.

Solar Energy Installation:

Solar ground and building mounted installations have become popular additions to airport lands and lands adjacent to airports given their large land masses. Originally there were concerns around glare, however, a Solar Glare Hazard Analysis tool has been developed to identify areas of risk - which are primarily only those areas directly on the flight path. The installations are supported by the FAA and there are presently over 30 solar projects operating at airports in 15 different states. In 2011 the Thunder Bay Airport successfully installed an 8.5MW airport utility solar plant. Given the MD Pincher Creek's already large renewable energy focus with wind, this would be another renewable energy source opportunity to explore.



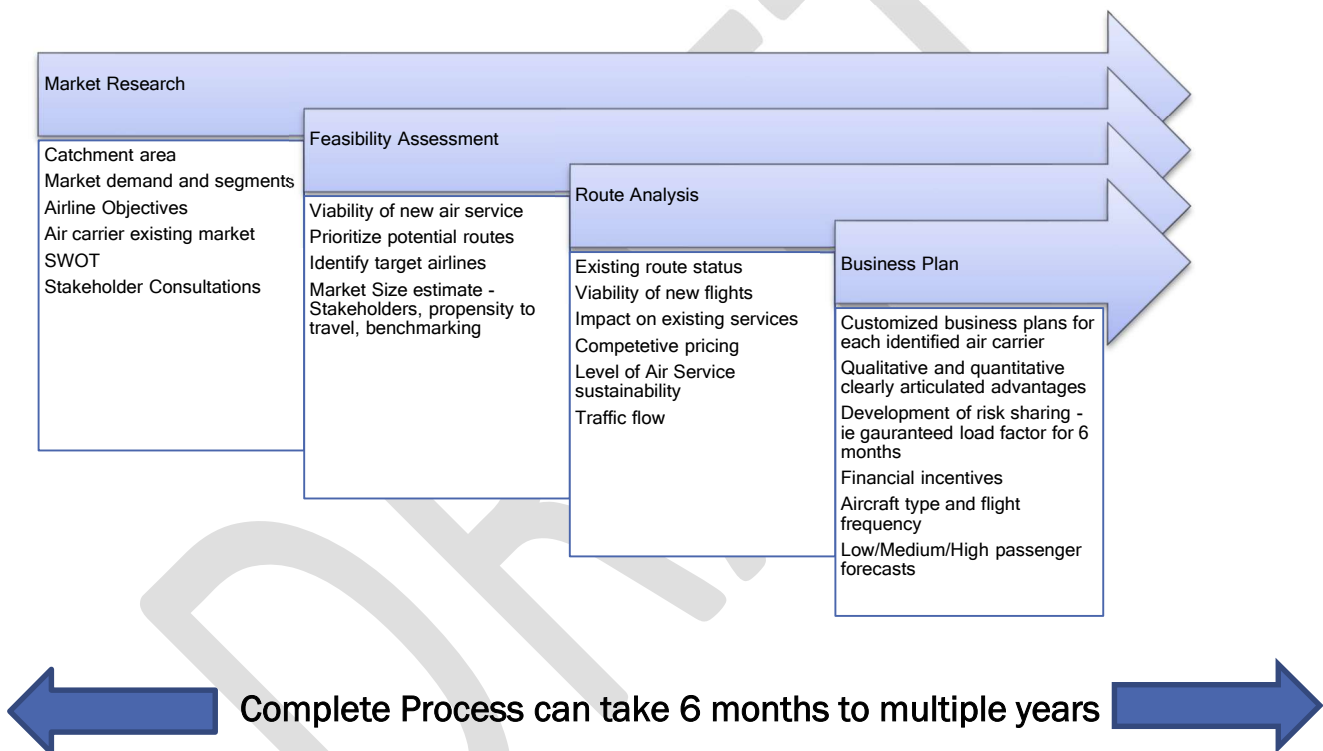
Multiple other opportunities have been explored and exist for ZPC which can be provided in more detail.

11. Commercial Air Service:

Background:

It is our understanding the Airport Advisory Committee has had discussions around the opportunity of providing regular charter / commercial air service at ZPC. This section is to provide a high-level explanation of a process to assess the viability of potential commercial air services at the Pincher Creek Airport.

Process for Commercial Air Service Feasibility Assessment:



It is important to manage expectations and understand the timeline involved in launching scheduled air service. “We started courting WestJet 11 years ago, it took 10 years” Medicine Hat Mayor, Ted Clugston stated in respect to getting scheduled air service from WestJet at their airport. Additionally, a gap assessment on Airport Infrastructure would be required to understand what improvements would be necessary to support regularly scheduled commercial air service. However, with the right business plan, and market approach, scheduled air service is obtainable at small airports.

ZPC has some unique opportunities being a small airport near the United States border, with multiple airports serviced by multiple airlines. For example, Cape Air operates out of Billings Logan International Airport, has smaller aircraft (9 seaters), has partnerships with American

Airlines, United, and JetBlue - has significantly lower airfares, and the nearest airport offering transborder service today is 200km+ or has a connecting flight from a closer regional airport. Another opportunity which could be explored is offering point to point service to top domestic markets such as Fort McMurray partnering with an existing smaller Canadian airline (Central Mountain Air), charter provider and / or new airline with smaller capacity. These in addition to other similar opportunities could be further explored if of interest to the MD Pincher Creek.

Catchment Area:

An often-overlooked factor in defining the geographic footprint of a catchment area is that the representative airport offers flights to destinations which satisfy the demands of the area. For example, Calgary, Cranbrook, and Lethbridge would include Pincher Creek in their potential catchment area, but the actual representation would be based on the populations wants (i.e. direct flight to the United States, whereby Calgary would then capture the catchment area of Pincher Creek for this service aspect. However, if the consumer has different behaviors / wants and simply travels to the closet airport, Lethbridge would be the airport of choice. Thus, one way for Pincher Creek to increase its catchment area is to offer a service which is not presently easily accessible at another airport.

Reality of Small Airports

The reality of small airports was highlighted in a report Transport Canada released in 2004. Most of the key points still hold true today regarding populations and catchment areas, which include:



- Most airports located in a catchment area with a population of less than 15,000 are in a deficit position
- In 82% of the cases where airports are unable to cover their operating costs, the population of the catchment area has been declining
- 85% of Airports in a negative financial situation are within 250 km radius of a NAS

“1-mile of runway is no different that 1 mile of highway - in itself, the road does not generate revenue, yet it degrades with time and requires expense maintenance and replacement. However, they both enhance the quality of life of a community and provide the infrastructure to support other business or key services necessary for the wellbeing and economic health of a community.”

The population of the MD Pincher Creek and the Town have been declining, has a catchment area with less than 15,000, and is within a 250km radius of a NAS. The reality is that many of these smaller airports are unable to cover annual operating costs and are unable to finance any form of capital improvements.

To provide some context on the number of people required to travel annually for an airline (charter or commercial passenger) to obtain a viable service a basic analysis is in the below table:

Aircraft Type	Average # of Seats	Weekly outbound Frequency	Annual Seats	75% Pax Load Factor
Cessna 402 	9	1	936	702
		3	2,808	2,106
		5	4,680	3,510
		7	6,552	4,914
Commuter (Beech 1900) 	19	1	1,976	1,482
		3	5,928	4,446
		5	9,880	7,410
		7	13,832	10,374
Small Regional (DASH 8-300) 	50	1	5,200	3,900
		3	15,600	11,700
		5	26,000	19,500

		7	36,400	27,300
Q400 	75	1	7,800	5,850
		3	23,400	17,550
		5	39,000	29,250
		7	54,600	40,950

Thus, airlines would need to capture between 5,000 and 40,000 annual passengers from the Pincher Creek catchment area to operate daily service with a 9-75 seat aircraft, respectively.

Provincial Air Travel Demand:

Alberta had approximately 20,200,000 domestic enplaned and deplaned air travel passengers with an overall population of 4,300,000 in 2018. This equates to a provincial average of 4.7 trips per capita. Utilizing the Pincher Creek catchment area as defined for general aviation, the air travel market is estimated at approximately 60,000. However, many passengers that are travelling will either continue to utilize existing air service, continue to utilize other airports of choice, or exhibit travel traits different than the provincial average which would skew this cross-sectional demand projection.

Benchmarking analysis would suggest that ZPC could support approximately 12,000 annual enplaning and deplaning passengers on scheduled flights. Further detailed market analysis, catchment area definition, feasibility assessment, and route analysis would need to occur to develop a more accurate air service projection.

In respect to potential markets, a detailed report was sponsored by the majority of Oil Sands providers in Fort McMurray in 2018, which estimates that 5% of the total workforce has a

permanent residence in Southern Alberta (not including Calgary), and that 27% are settled in communities of 10,000 people or less. Early indications would suggest that this may be a potential point to point market for weekly air service, but many other factors would need to be examined prior to drawing this conclusion.

Recommendation: If the Airport Advisory Committee would like to offer regularly scheduled chartered air passenger service as one of its strategic growth objectives a complete detailed Commercial Air Service feasibility assessment should first be completed. It is our recommendation that the Airport pursue a Commercial Air Service strategy via Chartered aircraft currently.

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12. Airport Benchmarking

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13. Concept Development and Alternatives

Scope of work including the following:

- Provide several development options including pros and cons of each for final evaluation and selection by the committee. Typically, these can be broadly grouped into the following 3 categories with varying alternatives under each:
 - Downgrade
 - Status Quo
 - Upgrade

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14. Airport Development Plan

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15. Funding

Community Airport Program - Provincial:

The Community Airports Program (CAP) provides funding to municipalities for rehabilitation and improvement of community owned public-use airports. It is one of 4 funding streams part of the Strategic Transportation Infrastructure Program.

The goal of the program is to maintain the existing network of public-use community airports to support the following:

- Safe airport operations
- General aviation operations
- Commercial air charters
- Forest fire suppression
- Medevac operations
- Local and regional economic development
- Provincial investment in airport

Eligibility:

Only existing community airports are eligible for funding. Municipalities that own/operate community-owned, public-use airports are eligible for funding, including:

- Towns
- Villages
- Summer villages
- Counties
- Specialized municipalities
- Municipal districts
- Specialized municipalities that are formed without resorting to special Acts of Legislature
- Metis Settlements

Eligible projects include - runway lighting and major capital rehabilitation, including pavement rehabilitation work, such as fog seals, slurry seals, overlays, of the following operating areas:

- Primary runway
- Apron
- Primary taxiway from main / terminal apron to runway
- Runway lighting

The CAP project eligibility for funding once criteria is met, are then rated on a provincewide, competitive basis and evaluated on:

- Basic need
- Safety
- Functionality
- Impacts on the overall transportation network
- The current condition of the infrastructure
- Number of flights annually
- Number of passengers annually
- Cost effectiveness and efficiency
- Collaboration or partnership with industry or other municipalities or Metis Settlements
- Economic, social, environment or innovation benefits
- Use of alternate sources to fund the project (federal or private investment)

Funding Structure:

The present funding model for CAP requires a 75% provincial and 25% municipal cost-share. The one exception to this funding structure is runway extension projects, which must include significant financial contribution from the municipality / private industry.

Funding Application Process:

Approvals are completed on an annual basis, and applications must be submitted by November 30th for funding in the following years. The process can be quite rigorous.

An overall summary of the CAP funding application is as follows:

- 1) Cover letter: This must be signed by the Chief Elected Official of the applying municipality and must include prescribed statements.
- 2) Basic Information: This section includes project specific information about the work that is planned to be undertaken. This includes, location, supporting engineer and engineering reports, total project cost, complete funding details, and duration.
- 3) Project Benefits: This section describes the reason the project is being undertaken and provides a description of the expected benefits and includes:
 - a. Project Rationale - Significance of the development and how the project will address a current constraint on service or economic development
 - b. Safety Benefits: How it will be improved
 - c. Economic Benefits: Description of existing development(s), job creation, and value of the new investment
 - d. Business Plan - details of past and present operating activities
 - e. Master Plan - This section should include details of future operational activities
 - f. Supporting Documentation: Report, studies, condition surveys, etc.
 - g. Partnership: How the specific project supports and integrates into the transportation system in the area, cooperation with other municipalities or any industry / private sector involvement
 - h. Outside Funding - Other government or private sector funding

- i. Alignment with Government of Alberta’s Four Priority Areas: Economic, social, environmental, and / or innovation benefits.
- 4) Project Information
 - a. Project Description: Scope of work to be undertaken
 - b. Financial Information: Proposed budget for execution - Cost breakdown, source of funds, and annual cash flows for the project

The below table summarizes historical funding from CAP:

Airport	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013-2016	2017	2018	2019	TOTAL
Athabasca					\$1,175,475														\$1,175,475
Aviation Stratgey Action Group				\$169,935															\$169,935
Bassano											\$564,950								\$564,950
Beaverlodge								\$394,100											\$394,100
Beiseker											\$1,357,380								\$1,357,380
Bonnyville			\$300,000																\$300,000
Bow Island		\$112,470		\$266,778														\$720,985	\$1,100,233
Brooks	\$118,257										\$1,015,000								\$1,133,257
Cardston				\$237,010															\$237,010
Castor						\$295,280													\$295,280
Claresholm		\$188,014																	\$188,014
Cold Lake														\$1,026,100					\$1,026,100
Consort					\$36,000	\$187,250										\$93,750			\$317,000
Coronation						\$181,948													\$181,948
County of Barrhead						\$581,917													\$581,917
County of Two Hills						\$291,005													\$291,005
Ct Flagstaff																\$70,778			\$70,778
Ct Mackenzie (Fort Vermillion)													\$270,041						\$270,041
Ct Woodlands (Whitecourt)														\$2,066,750					\$2,066,750
Drayton Valley							\$1,296,073												\$1,296,073
Drumheller				\$351,280															\$351,280
Edson			\$1,164,800													\$49,500			\$1,214,300
Elk Point														\$711,640					\$711,640
Foremost							\$234,000									\$372,750			\$1,084,390
Fort Vermilion		\$306,596																	\$306,596
Hanna																\$569,603			\$569,603
Hardisty								\$375,423											\$375,423
High Prairie	\$353,733																		\$353,733
High River										\$172,700									\$172,700
Killam								\$400,000											\$400,000
Lac La Biche																\$123,750			\$123,750
Lacombe			\$218,662													\$175,436			\$394,098
Mayerthorpe										\$10,000									\$10,000
MD Northern Lights		\$573,024																	\$573,024
MD of Big Lakes					\$18,000											\$720,695			\$738,695
MD of Fairview			\$426,785				\$41,250												\$468,035
MD of Smoky River	\$174,890																\$591,750		\$766,640
MD Pincher Creek										\$68,970									\$68,970
MD Taber								\$814,800											\$814,800
Milk River						\$398,480										\$191,250			\$589,730
Mountain View County				\$41,817							\$640,820	\$741,880				\$112,500	\$170,316		\$1,707,333
Oyen												\$598,640				\$93,750			\$692,390
Ponka		\$17,637									\$725,220							\$112,500	\$855,357
Red Deer Airport Authority		\$890,702																	\$890,702
Red Earth Creek				\$630,530															\$630,530
Slave Lake Airport		\$91,387	\$749,327															\$1,429,500	\$2,270,214
Spirit River			\$302,000																\$302,000
St. Paul	\$188,868																\$155,917		\$344,785
Stettler	\$4,390													\$688,200					\$692,590
Tofield													\$471,789						\$471,789
Valleyview		\$71,451																	\$71,451
Vegreville						\$390,774													\$390,774
Villeneuve Airport								\$495,500											\$495,500
Vulcan				\$37,700												\$28,383			\$66,083
Wabasca-Desmarais			\$509,367																\$509,367
Wainwright										\$902,763								\$213,383	\$1,116,146
Warner						\$357,425													\$357,425
Westlock		\$349,149																	\$349,149
Wetaskiwin				\$36,299					\$579,425										\$615,724

No Funding

Gas Tax Fund - Federal, administrated Provincially:

The Gas Tax Fund (GTF) is a fund provided by the Federal Government which provides infrastructure funding to provinces and territories for local infrastructure projects, such as roadways, public transit, solid waste management, local roads and bridges, community energy systems, and local and regional airports.

Eligibility:

The GTF is centered around local infrastructure projects and is not specific to airports. Local and regional airports are eligible for construction projects such as:

- Lighting and Navigation equipment
- Primary runway, crosswind / secondary runway, and runway extensions
- Aprons and primary taxiway
- Airport buildings, including terminal and storage areas / sheds
- Development areas, access road, fencing, and drainage

Funding Structure:

Infrastructure Canada flows funding to local government to identify priorities and undertake projects twice per year. Funding is distributed on a per-capita basis.

Funding Application Process:

The municipality must submit a project profile for each project proposed under the GTF program, to include location, primary accomplishment, an estimate of total cost, estimate of annual GTF funding to be used, and anticipated start date.

Projects are then reviewed by the Municipal Grants Management Application system to ensure they meet the requirements set out in the program. A recommendation will then be forward to the Minister for a decision regarding acceptance.

Investing in Canada Infrastructure Program - Federal, administered provincially:

The Investing in Canada Infrastructure Program (ICIP) is a long-term infrastructure investment program that provides funds for projects within its 5 main infrastructure priorities:

- Public transit
- Green
- Social
- Trade and Transportation
- Rural and Northern Communities

Pincher Creek Airport Eligibility:

ZPC would qualify under the Rural and Northern Communities funding priority if it ensured the following criteria are meet / continue to be meet:

- MD Pincher Creek, as a Municipal Government, is eligible to apply
- Population remain below 100,000
- Project must be delivering on improved and / or more reliable airport infrastructure

Funding Structure:

The federal government will cost share up to 50% of eligible projects proposed by the MD of Pincher Creek.

Shell Foothills Legacy Fund: Privately Funded via Shell

This program would be accessible for the remaining portion of 2020 and 2021 and would be more aligned with potential community development events and educational programs at the airport to market and strength's the airports imagine and involvement in the community.

National Trade Corridors Fund:

The National Trade Corridors Fund (NCTF) is a merit-based program designed to help infrastructure owners and users invest in the critical assets that support economic activity and the physical movement of goods and people. To date 3 calls for proposals to Transport Canada have been made, which were then evaluated against the eligibility criteria. The 3 were Addressing Capacity Constraints, Canada's North, and Trade Diversification.

Eligibility would be based on the NCTF's next call for proposals, and subsequent proposals completed by ZPC.

Airport Capital Assistance Program - Federal:

The Airport Capital Assistance Program (ACAP) provides funds for airport projects in airside infrastructure, airport maintenance, and other improvement projects with a priority on safety. Since 2015 the Government has invested more than \$785.9 million for 94 projects at 182 airports.

Eligibility:

To be eligible for ACAP funding an airport must meet all the following requirements:

- The airport must not be owned or operated by Transport Canada
- The airport must be a Certified Aerodrome
- The airport must offer year-round regularly scheduled passenger services with an average of at least 1,000 passengers per year

Pincher Creek is presently not eligible to access funds from ACAP. Airports with 1,000 - 49,999 year-round regularly scheduled commercial passengers receive 100% of the required funding. This % of funding is on a sliding scale based on the number of passengers serviced. At 525,000+ passengers no funding is available.

Airport Revitalization Tax Exemption Program:

An innovative initiative that has been utilized at small and regional airports to encourage investment and business at an airport is a tax exemption program. These programs are typically created as part of an economic stimulus program to encourage capital investment at an airport and to create additional employment opportunities in the community. Generally, the

program provides relief from municipal property tax to owners of eligible projects constructed within a predetermined area. This Tax Exemption program can be actively promoted and advertised as part of the package for companies to locate or relocate to the Airport or strategically negotiated as part of a package to attract a business that may be looking at multiple airports.

Partnerships:

There are opportunities with external corporations who can provide funding through contributions. An example of this is Shell who contributed significant funding with both Strathcona County and Peace River to extend their runways allowing for larger aircraft to utilize their facilities.

It is recommended that a 10-year capital plan be developed and identify the most appropriate funding program to assist with the financial costs to execute.

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References

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Pincher Creek Airport Feasibility Study

Draft – November, 2021



KS2L

Pincher Creek Regional Airport Economic Feasibility Study

Draft Report

VILLAGE OF COWLEY



EXECUTIVE SUMMARY

DRAFT

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1 Introduction

The Municipal District of Pincher Creek (the District) commissioned KS2 Management Ltd. (KS2) to prepare a Feasibility Study for the Pincher Creek Airport. This is the second part of a two phased project with the first deliverable being the completion of an Airport Master Plan (AMP) for the Pincher Creek Airport. This report examined matters such as the airport history, the socioeconomics of the region, regulatory context, airport profile, SWOT analysis, land development, airport operations, planning in the context of regional airports, infrastructure assessment, benchmarking, concept creation, opportunities, and alternatives, grant funding, and basic aviation related development opportunities. As a result of this AMP, the District and Airport Advisory committee requested additional detailed information as it related to the more probable aviation and non-aviation related development opportunities, potential funding / grant applicability, and order of magnitude cost estimates.

Pincher Creek Airport (CZPC) is a registered aerodrome owned and operated by the M.D. of Pincher Creek. The airport has an Airport Advisory Committee with membership from the M.D. of Picher Creek, and surrounding communities – Town of Pincher Creek, The Municipality of Crowsnest Pass, and the Village of Cowley. It is situated on 379 acres of land 3.2km west and 3.2km north of the Town of Pincher Creek. The Airport facility consists of 1 paved runway, a parallel taxiway, and a supporting taxiway and apron network.



Figure 1 Pincher Creek Airport

1.1 Study Objectives

The objectives of the Pincher Creek Airport Feasibility Study are to:

- 1) Explain the planning framework and regulatory requirements for development as it relates to the Pincher Creek Airport
- 2) Provide context on the existing planning framework of the Municipality and how the hierarchy of regulations affects airport development opportunities
- 3) Provide a regional overview of surrounding airports
- 4) Explain the existing governance model and provide recommendations
- 5) Review existing infrastructure as it relates to ability to meet demands
- 6) Complete a Business Development study
 - a. Identify, validate, and investigate appropriate aerospace development opportunities and potential revenue generation strategies
 - b. Complete an in-depth analysis of the more probable development initiatives, including
 - i. General Aviation
 - ii. Increased Service level and amenities
 - iii. Hanger Lot Development
 - iv. CANPASS direct airport of entry status
 - v. Fixed Base Operations
 - vi. Charter Air Passenger Service
 - vii. Scheduled Air Passenger Service
 - viii. Airport Certification
 - ix. Air Cargo
- 7) Complete a Strategic Land Development Review
 - a. Lot Development Strategies
 - b. Solar Energy Farm
 - c. Learning, Logistics, and Transportation Campus
- 8) Develop a comprehensive action plan
- 9) Enumerate funding alternatives via government grant programs, private partnerships, and other capital funding opportunities
- 10) Review and assess infrastructure requirements and identify trigger points for execution
- 11) Provide order of magnitude cost estimates for any facility or infrastructure deficiencies

1.2 Pincher Creek Regional Airport Strategic Context

The Pincher Creek Airport provides a very important role within the region today, which is primarily to support and provide:

- 1) **Social Benefits:** Pincher Creek Airport is a critically important asset to the residents of Pincher Creek and surrounding communities through its support of fixed-wing aerial firefighting as the Southern Alberta regional base for Alberta Sustainable Resource Development. This service provides tremendous benefits to the Province by protecting property, major transportation arteries, as well as preserving natural resources. Additionally, the Airport serves as a critical center

for potential emergency management response, and fixed-wing air ambulance activities when required.

- 2) **Regional Economic Development:** The airport’s potential in respect to direct, indirect, and induced economic benefits is presently underutilized. The Airport has tremendous potential to support the local tourism sector, facilitate air access into and out of the community, promote general aviation, act as a land mass for development purposes, and allow residents expeditious travel to other regions of the Country and world.

1.3 Planning Framework

Airports operate in a highly regulated environment and must comply with all federal legislation pertaining to the operation and maintenance of the airport, but also Provincial and Municipal land use acts, regulations, bylaws, and publications. Under federal legislation, the owner of the airport has the jurisdiction over land use and development, while the province retains control and regulation of any subdivision of land on the Airport.

When developing the Airport area structure / development plan the following is the hierarchy of legislative regulations:

Table 1 Hierarchy of legislative regulations with airports



1.4 Intermunicipal Development Plans + Intermunicipal Collaborative Framework Agreement

The MD Pincher Creek has several Intermunicipal Development Plans (IDP's) with neighboring municipalities (Municipal District of Ranchland No 66, Municipal District of Willow Creek, Village of Cowley) whereby the airport is listed as a strategy to help achieve their objectives of cooperation, coordination, knowledge sharing, and efficient use of land to address community development. Additionally, the Airport has been identified in the Intermunicipal Collaboration Framework Agreement with the Town of Pincher Creek as a potential future area for collaboration. Thus, there has been a significant amount of mutual interest in exploring long-term strategies for the Pincher Creek Airport, demonstrating that this asset has substantial potential for the broader community.

1.5 Municipal Development Plan:

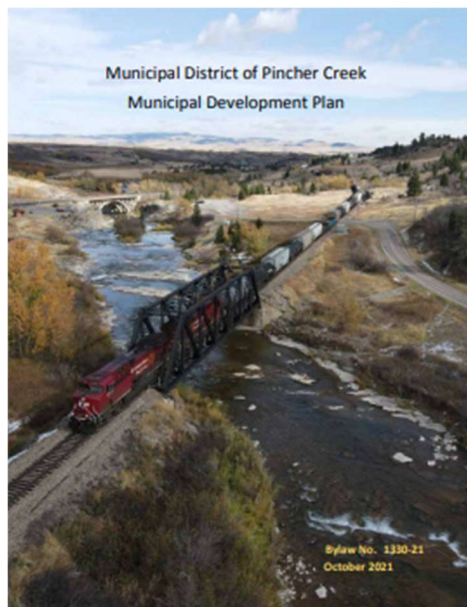


Figure 2 MD Pincher Creek Municipal Development Plan

In October 2021, the MD Pincher Creek Council passed Bylaw No. 1330-21 'Municipal District of Pincher Creek Municipal Development Plan'. Within this Bylaw the Airport is discussed in Section 6B – Transportation, Airports.

6.18 Federal regulations, including TP312 (Aerodrome Standards and Recommended Practices) and TP1247 (Land Use in the Vicinity of Aerodromes) will guide development on the airport, navigation, lighting, and security of the airport and protect the obstruction restrictions. MD will require that all land use approvals within the 4000m aerodrome of the Pincher Creek Airport and Cowley Airport consider the safe and efficient operation of the airports.

6.19 The MD may consider commercial or industrial uses adjacent to the Pincher Creek Airport

6.20 All subdivision or development applications within the Airport Vicinity Protection district shall be circulated to Nav Canada and Transport Canada for comment, prior to rendering a decision.

6.21 Airport Vicinity Protection shall be established in the land use bylaw as a district for the Pincher Creek Airport and the land use bylaw shall ensure that:

- a) The airport's take off/approach surfaces transitional surfaces and electronic facilities shall be protected; and
- b) Except as provided in 6.22 below, no residential development shall be constructed within a specified distance of the airport runway in accordance with provincial and federal guidelines.

6.22 A maximum of one dwelling unit per quarter section or parcel shall be allowed on lands adjoining the airport property within the Airport Vicinity Protection district.

1.6 MD Pincher Creek Land Use Bylaw No. 1289-18

Pincher Creek Airport lands are zoned under an Airport Vicinity Protection (AVP) via Bylaw No. 1289-18 'Municipal District of Pincher Creek No.9 Land Use Bylaw'. The intent of the Airport Vicinity Protection district is to:

- a) Protect the lands near the airport and ensure all development within this district occurs in a manner consistent with federal legislation relating to airports and air traffic.
- b) Allow only extensive agriculture development or appropriate commercial, industrial, or residential development or uses directly related to, or supporting the operations of the airport.
- c) Allow for the operations of appropriate federal, provincial, or municipal departments

The present Permitted, Discretionary, and Prohibited Uses are:

Permitted Uses:

- Airport related building and uses
- Extensive agriculture
- Solar energy system, household
- Stockpile

Discretionary Uses:

- Accessory buildings under 10.5m
- Accessory structures
- Accessory use
- Farm buildings and structures
- Home occupation
- Manufactured home, doublewide, and singlewide
- Moved-in accessory building
- Moved-in residential building
- Outdoor storage
- Public utility
- Shipping containers
- Sign
- Single-detached residence
- Solar energy system, household – greater than 150 kW

Prohibited Uses:

- Wind Energy Conversion System – WECS

2. Regional Context

Within the Southwestern portion of Alberta, there are several regional and local airports. The primary ones are listed below.

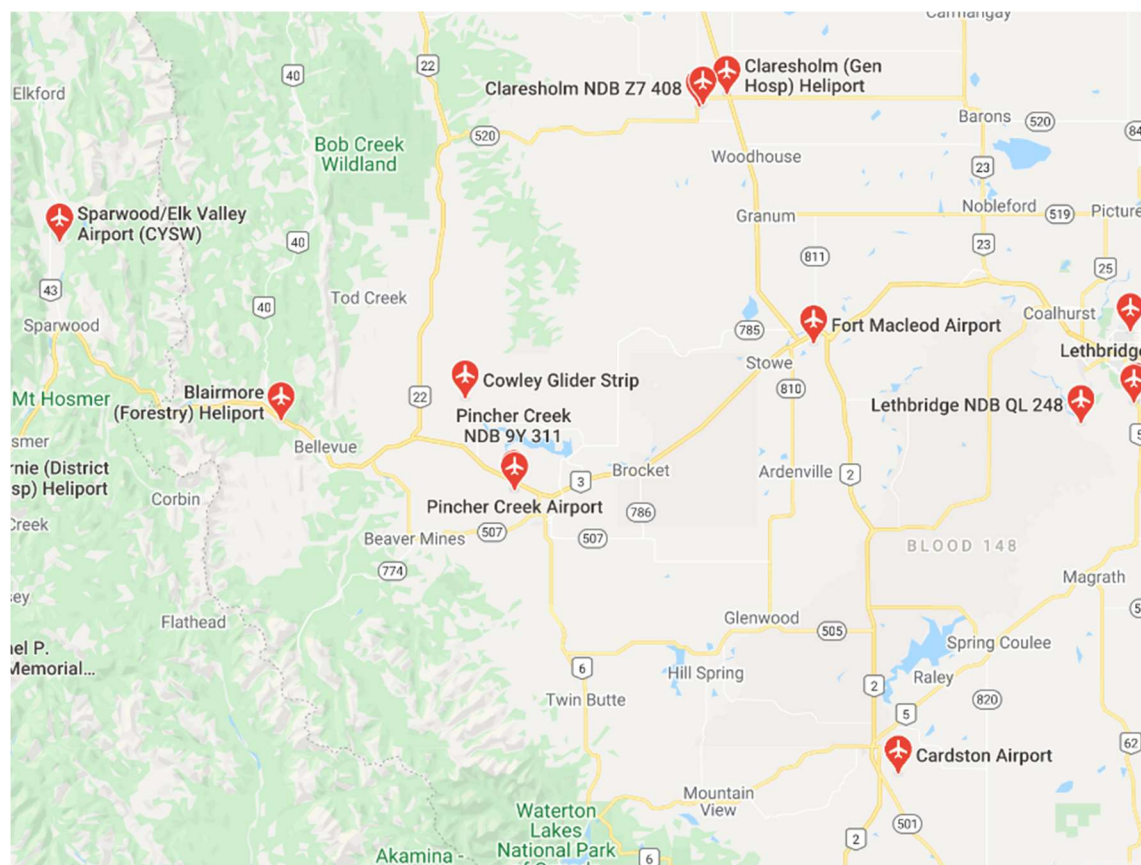


Figure 3 Airports in Southwestern Alberta

Lethbridge Airport (YQL): The Lethbridge Airport is one of two airports in the Southern region of Alberta which offers regularly scheduled air passenger services. YQL has been hit incredibly hard with the associated impacts of Covid-19. Pre-covid passenger traffic volumes in 2019 were 104,078, dropping to a total of 22,078 in 2020. Lethbridge Airport is now presently heavily focused on revenue diversification, primarily with a strategy around land development for commercial use. A recent study completed by Modalis for the City of Lethbridge estimates that their Airport Lands (900 acres) could generate up to \$10 million in lease revenue per year. Their present strategy is to prepare the land for commercial use first requiring annexation, an Area Structure Plan, Outline Plan, and Infrastructure Servicing.

Name	Owner	Operator	Location	Status	Runway length / width (ft)	Hangers / tie down	Services
Cardston Airport (CEA6)	Cardston County	Cardston County	7.4km SE of Cardston	Registered aerodrome	3500/75, asphalt	8 hangers	Small Atco style trailer for terminal. Has a local Cardston Flying Club. Fuel
Claresholm Industrial Airport (CEJ4)	MD Willow Creek	MD Willow Creek	4km from Town of Claresholm	Registered aerodrome	3100/100, asphalt	5 hangers	Pilots' area, washroom, phone, aircraft maintenance and repair facility, and fuel. Terminal building recently leased to new flight school. Runway is in poor condition.
Fort Macleod Airport (CEY3)	Town of Fort Macleod	Town of Fort Macleod / Airport Committee	1.6km from Town of Fort Macleod	Registered aerodrome	3000/75, asphalt	No hangers / 6 parking spaces	Telephone, washrooms. Runway is in poor condition.
Lethbridge Airport (YQL)	City of Lethbridge	City of Lethbridge	5km south of the City of Lethbridge	Certified Airport	6500/200, asphalt 5500/150 asphalt	Multiple	All required aircraft support services, flight school, maintenance, and repair facility, FBO's
Sparwood / Elk Valley Regional Airport (CYSW)	Regional District of East Kootenay	Regional District of East Kootenay	Off Hwy 43 between Sparwood and Elkford	Registered aerodrome	4000/75, asphalt	4 Hangers / 4 parking spaces	Telephone, washrooms, small terminal building, fuel. Runway is in poor condition.

3. Governance

Governance is the organizational structure by which key decisions regarding the airport are made and then executed. Public airports in Canada are owned and operated under a variety of governance models. There is no single system of management and staffing that will best apply to every airport. However, influencing factors are the scope of and complexity of activities, the actual benefit derived by the owner, the level of service decided upon, the interest in the community, the municipal or town organization itself, the number of participating municipalities / town's, the influence of the airport's users, the willingness of volunteers to serve on an advisory committee, the degree of cooperation among participants, and other local factors.

3.1 Background:

Pincher Creek Regional Airport is presently owned and operated by the MD Pincher Creek with a Regional Airport Advisory Committee. The mandate of the committee is "To advise Council on airport opportunities and issues, policy and programs within the Southwestern Alberta Region with specific focus on the Pincher Creek Airport". The framework for the committee consists of nine members; comprised of two MD of Pincher Creek Council members, one Town of Pincher Creek Council appointed member, one Municipality of Crowsnest Pass Council appointed member, one Village of Cowley Council appointed member, one Municipal District of Ranchland Council appointed member, one Cardston County Council appointed member, one ID4 (Waterton) Council appointed member, and one member at large.

In March of 2017, the MD of Pincher Creek re-enacted the Airport Committee to assess the airport, and it was determined that a regional collaborative approach would be beneficial. In May of 2018 at a Regional Joint Council Meeting, the concept of a Regional Airport Advisory Committee was approved, and a terms of reference was drafted. The Committee agreed to several deliverables, including drafting an Airport Strategic and Operational Plan, and held sporadic meetings. The original intent behind the formation of the regional committee and its deliverables never gained traction nor came to sustainable fruition.

In 2020, some progress was made with the Regional Airport Advisory Committee reassembling and holding 2 meetings with strong attendance in the 2nd half of the year. Additionally, funding was secured by 3 of its members – MD Pincher Creek, Municipality of Crowsnest Pass, and the Town of Pincher Creek – for the airport. This was a significant milestone, as up until 2021, all financial risk and investment was by the MD Pincher Creek for the regional Airport, except for some capital assistance from Alberta Agriculture and Forestry, which was mainly provided to improve airside operational performance.

The table below highlights various governance options which are the most applicable to Pincher Creek, providing pros and cons of each, and lists some airports within Alberta presently operating under each of the models.

Governance Option	Positive	Negative	Representative Airports
Private (divestiture or Sale of Airport)	<ul style="list-style-type: none"> -No operating or capital expenditure liability -No managerial involvement -No involvement in Airport ownership, operation, or funding -Ability to raise capital funds on open markets 	<ul style="list-style-type: none"> -Loss of economic generator for region -Limited pool of perspective buyers -Cost to sell could be significant (present lease obligations, environmental remediation responsibilities) -Difficult and long process requiring the Minister of Transport approval requiring political resolve -Loss of community marketing tool to encourage business development / business relocation -Loss of land bank and development may be inconsistent with regions priorities -New owner may become competitor with regional development opportunities -Airport being managed for profit and not in the best interest of the community -Relatively significant Implementation costs -Loss of ability to apply for government funding for future capital rehabilitation projects 	<p>Ponoka Industrial Airport:</p> <ul style="list-style-type: none"> - Town of Ponoka recently sold its Industrial Airport to the Ponoka Flying Club which includes a 25 year option for the town to repurchase the airport, and a five-year funding agreement to grant \$20,000 per year to the Flying Club. Sale generated \$385,000 minus the grant commitment <p>Beiseker Airport:</p> <ul style="list-style-type: none"> -Village of Beiseker presently seeking Minister Approval for the sale of their Airport -Seeking \$785,000 with no grant commitment to buyer or requirement to operate as an airport
Municipality Owned and Operated (existing model)	<ul style="list-style-type: none"> -Municipality maintains control over future airport development and planning -Airport remains available for future opportunities 	<ul style="list-style-type: none"> -Subsidies / financial risk remains with one Municipal government for a regional asset and benefit -Not a core asset for a municipality: limited operational knowledge in various levels of government 	Pincher Creek

	<ul style="list-style-type: none"> -Council heavily engaged with direct and frequent communication -Asset for economic development -Development consistent with local plans -No implementation cost or additional administration for change (status quo) 	<ul style="list-style-type: none"> -Lost business development and revenue generation opportunities -Municipality responsible for administration, training, and to ensure regulatory compliance -Municipality carries safety, operational, and legislative liabilities -Competing priorities and limited resources -Financial risk borne by Municipality -Fees and user charges become a political issue -Specialized airport knowledge not typically part of the Municipalities core skill set -Raising capital on open markets is difficult -Major rehabilitation and capital expenditures difficult to fund with Municipal budget 	
<p>Municipality Owned and independently Operated (by third party, not for profit, flying club, etc.)</p>	<ul style="list-style-type: none"> -Removes day to day operating responsibility -Government officials have reduced time commitment -Able to hire a third party with experience in Airport management, operations, and development -Dedicated resources with no competing Municipal affairs -Independent operating body accountable for some risk exposure 	<ul style="list-style-type: none"> -Could be more costly -Municipality carries safety, and legislative liabilities -Private contractor may have pre-perceived bias or personal interest in development or lack there of -Some Municipal managerial effort required -Financial risk remains with Municipality -Raising capital on open markets remains difficult -Few specialized companies experienced in airport operations 	<p>Olds / Didsbury: Airport is owned by Mountain View County but operated and managed by the Flying Club. The County collects Taxes (approximately \$100,000) and provides the flying club \$15,000 to operate the Airport.</p> <p>Drumheller: Airport is owned by the city but operated by a local small business.</p>

-Some cost of change and administrative effort required

Commission / Society / Part 9 Company

- Improved expertise to manage the development of the airport
- More likely to find new business development and revenue generating opportunities
- Autonomous body responsible for the day to day management of the airport
- No government responsibility for daily operation and maintenance
- More adapt to cut costs
- Municipality continues to own the land and can ensure development is consistent and non-competing with municipal plans
- Minimal implementation costs
- Able to apply for government funding
- Can expropriate lands

- Financial contributions from all parties involved in the decision-making process
- Loss of direct day-to-day management of the airport
- Liability, safety, operational and legislative risk exposure remains with the corporation
- Financial risk and reward borne by all owners and associated taxpayers
- Limited ability to raise capital funds from open markets
- Funding allocation is adaptable (50/50, 60/20/20, etc.)
- Requires application and approval by the Minister of Municipal Affairs

Slave Lake:

-Has operated under the Slave Lake Airport Commission Governance model since 1998 and is jointly owned by the MD of Lesser Slave Lake, and the Town of Slave Lake.

High River Regional Airport:

Airport is owned jointly by the MD Foothills and the Town of High River. In 2003 the Airport entered into a new agreement and created a Part 9 Company under the Companies act called High River Regional Airport Limited (HRRAL) to operate the airport. The HRRAL is run by a board of directors that includes three members from the Airport's leaseholders, and two appointed by each council.

3.2 Recommendation:

It is recommended that the Municipal District of Pincher Creek form a not-for-profit Part 9 organization, under the Companies Act, to govern the Pincher Creek Airport, with the Town of Pincher Creek and the Municipality of Crowsnest Pass each having 1/3rd ownership in the Part 9 Company. This organization would be accountable to plan, develop, operate, maintain, and market the airport, and allows all communities that contribute financially to the airport, to participate equally in its governance, benefit, and success.

Pincher Creek Regional Airport Limited (PCRAL)

A Part 9 Company is established under Service Alberta and regulated by the Companies Act. Creating this not-for-profit Company allows for the MD Pincher Creek to maintain ownership of the Airport but establishes a semi-autonomous body and governance structure, independent of Council, to operate, maintain, plan, develop, and market the Airport. Additionally, this structure enables the Town of Pincher Creek and Municipality of Crowsnest Pass the ability to have an equal seat at the table for decision making, and day-to-day management of the Airport.

The composition and operational structure of this new Part 9 Company is critical to the success of the Airport.

Mandate: The PCRAL would be responsible for decision making with respect to the operations, planning, maintenance, marketing, and development of the Airport.

Membership: A Board / Part 9 Company comprised of a Chair, Vice Chair, Secretary, Treasurer, and up to 5 Directors, all of whom represent a critical function to the operation and management of the Airport. If Council has a strong desire to have representation by elected officials, it is recommended that only one elected official from each Council be appointed, with the primary accountability of acting as a conduit between Council and the PCRAL.

Option 1: Would be to have membership on the Part 9 Company restricted to elected and municipal officials. This is a model which is utilized in Pitt Meadows whereby the CAO, Mayor, and 1 elected official from both the City of Pitt Meadows and the City of Maple Ridge sit on the Board.

Funding: It is recommended that the three members provide equal monetary contributions under a funding partnership to the PCRAL with the goal of the airport eventually becoming self-sufficient financially. The PCRAL would be accountable to an annual budget, pre-approved by the 3 governing Council's. Additionally, it is recommended that all existing sources of revenue generated at the airport (hanger lease revenue, Alberta Sustainable Resource Development revenue for the Fire base, any fuel flowage fee's) be transferred to the PCRAL.

Airport Operations: An Airport Administrator would be responsible for the day-to-day management of the Airport. This individual would report to the Chair of the Board and be the liaison between the MD, Town, and Municipality. The PCRAL would maintain liability insurance to cover any losses or claims which may arise out of the provision of

Airport Operations. This individual could be an existing employee of the MD, town, or Municipality.

Infrastructure and Equipment: All equipment and infrastructure presently only utilized by the MD for the purposes of Airport Operations would be transferred to the PCRAL.

Land: All Airport lands would be leased to the PCRAL through a long-term headlease agreement, who would then be charged with the responsibility of operating and maintaining the lands. This would also include administering new and existing leases of airport property.

Evaluation: A bi-annual report and evaluation of the PCRAL to Council would be presented addressing the key factors of what success would be defined as.

Option 2:

Establish an Airport Commission whereby MD Pincher Creek would transfer all assets, and liabilities to a Regional Services Commission and have the Municipality of Crowsnest Pass and Town of Pincher Creek as equal equity partners in such. The Commission would own, operate, maintain, develop, manage, and market the Airport. This option would be more complex and require additional administration on the front end to setup the new Airport Commission. Additionally, the MD Pincher Creek would be transferring existing assets to the now joint Commission.

Recommendation	Timing	Budgetary Cost Estimate	Potential Funding Programs
Establishment of a Part 9 Company	Q2 2022	\$1,000	Alberta Community Partnerships

4. Airport Development

It is recommended that the MD Pincher Creek focus its effort on viable development and revenue generating opportunities both airside and groundside. Development opportunities were identified in the Airport Master Plan and the viability of these potential prospects will be reviewed as part of this study. As part of the plan, and to provide a framework for growth and development the following principles have been utilized to provide direction, and guidance throughout this study:

- **Safety:** Given that airports are regulated under the Aeronautics Act first and foremost, safety is a must to remain operational.
- **Sustainability:** Ensuring that social, economic, and environmental factors are included in development decisions.
- **Future Aviation Growth:** Protect the lands on and around the airport to enable the facility to have the capability and flexibility to meet future changes in air transportation, technology, and operational demand.
- **Community Asset:** Regional airports are part of a larger transportation network and can be significant contributors to the economy and success of a community.
- **Financial Considerations:** Maintain a low cost structure while meeting customer requirements, demand, and expectations to that of a Regional Airport.

4.1 Airfield System – Runway and Taxiway System

As outlined in the Airport Master Plan there is presently no development required on the airside system given current and potential future uses. The existing runway, and taxiway, system meets current and forecasted demand for the next 10 years – the focus of this study. In fact, the International Civil Aviation Organization (ICAO) suggest that a parallel taxiway is required once annual movements reach 50,000 and / or total itinerant peak hour movement reaches 20. Since ZPC already has a parallel taxiway, the present airside system has significant capacity already built-in for any foreseeable future fixed-wing aircraft demand.

Should there be an increase in rotary wing aircraft utilizing the Pincher Creek Airport, there may be a requirement to potentially investigate establishing Standard Operating Procedures for rotary wing aircraft as it relates to arrival and departure procedures. This could include the establishment of a well-defined Touch-down and Lift-off (TOLF) area for rotary wing aircraft, which would require a detailed review for an appropriate location on the airfield. However, given present and forecasted demand for rotary wing aircraft at ZPC this should not be a short nor medium term concern.

4.2 Airside Visual Aids:

Airport pavement markings and signs provide information that is useful to a pilot during takeoff, landing, and taxiing. Uniformity in airport markings and signs from one airport to another enhances safety and improves efficiency – which is the premise behind TP 312 5th edition. Presently, at ZPC the pavement markings are in good shape, however, there are no directional signs to differentiate / identify the various taxiways nor identify the runways and their headings. Under airport registration it is not mandatory for there to be such signage, but it is recommended that ZPC install some non-illuminated instruction

signs to identify the various taxiways, a runway designator sign, and an Aerodrome Traffic Frequency sign. These signs become even more critical during winter operations, when pavement markings may not be fully visible due to contamination on pavement surfaces. Should the airport proceed with ordering new signs it is recommended that a new Tie down location sign be included as the existing one is quite worn and not very visible.

Recommendation	Timing	Budgetary Cost Estimate	Potential Funding Programs
New airside signage	2022	\$10,000	n/a

4.3 Air Terminal Building

Pincher Creek Airport is supported by an air terminal building that presently houses the town’s Agriculture Services department. This allows for some oversight of the airport during office hours, but also takes away from the pilot experience through having no real dedicated facilities or infrastructure. Typically, an airport like Pincher Creek would have a small air terminal building with washrooms, some minor confectionary items, a seating area, and computer access for flight planning. While having a dedicated facility is not required at this time, it is something that should be examined and included in future planning cycles.

Some options and trigger points on when to potentially build a terminal would be:

- Significant use of the existing ATB at night for flight school training or other purposes
- It is no longer cost effective to maintain the existing building and / or no longer serves the dual purpose of acting as an Airport Terminal Building and office for the Agricultural department.
- Condition of a passenger airline to offer service in the region
- Increased continuous General Aviation demand – 20+ flights daily
- Push to increase GA or other development – ‘build it and they will come’ strategy
- Government funding or grants are available to preemptively build a new terminal

A new terminal building, depending upon required functionality and aesthetics, can range from \$50,000 for a simple modular trailer style building to \$1.5M for a more higher end regional airport terminal. For example, the High River Regional Airport recently purchased an old well-site trailer from an auction in Grande Prairie to act as their new terminal facility. The building, transport, site preparation, install of a septic holding tank, and electrical permit / installation is estimated to cost \$55,000 and will meet the requirement of this busy and growing regional airport. On the higher end, the Town of Rocky Mountain House and Clearwater County recently had a public survey looking for feedback on 2 potential designs for a new Airport Terminal building. Their existing building was constructed in 1978 and nearing the end of its useful life. They are looking at a budget of approximately \$1.3M to construct a new 3,242 square foot building including the demolition of the existing terminal to be funded through taxes/debenture by each municipality.

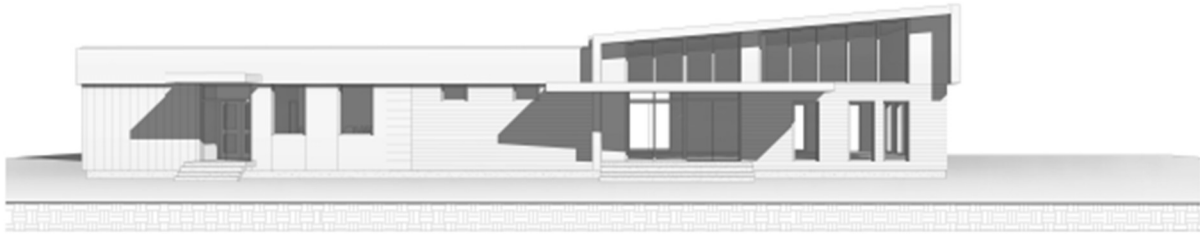


Figure 4 1 of 2 proposed designs for the new Rocky Mountain House Terminal Building

Opportunity to Partner with Alberta Agriculture and Forestry Department

The Alberta Agriculture and Forestry department has annual demand for facility requirements at the Pincher Creek Airport whereby it acts as one of thirteen Airtanker bases across the Province. The base provides retardant, fuel, water, and foam loading facilities as well as flight crew facilities. Presently the base is situated at the east end of the airport next to their dedicated apron and aircraft loading facilities,



Figure 5 Pincher Creek Air Base

with the existing contract expiring in 2025. As part of the potential renewal, the MD Pincher Creek should explore opportunities to build a new facility which would also incorporate and meet the seasonal demands of the wildfire services. A long-term lease agreement or potentially a shared capital expenditure investment opportunity

could be examined to share in the overall cost of such a new facility, which could then be utilized year round. However, it should be noted that the existing Alberta Agriculture and Forestry Department infrastructure is in fair to good condition.

Recommendation	Timing	Budgetary Cost Estimate	Potential Funding Programs
Construction of a new Terminal Building	2025+	\$550,000	<ul style="list-style-type: none"> • Municipal Sustainability Initiative • Gas tax fund • Investing in Canada Infrastructure Covid-19 resiliency stream

5. Business Development Opportunities:

Alberta, like the rest of the Country, is facing economic challenges from the Covid-19 recovery. However, with such challenges, come opportunities – through grant funding, economic diversification initiatives, and sustainable recovery programs.

Airports are a unique asset in that not only are they required for the aerospace industry, associated businesses to operate, and part of the broader transportation network, but also serve as a large land bank. In the first part of this section, we will examine aerospace and aviation related opportunities including aviation support services, before then discussing non-aviation land development opportunities.

Aviation and Aerospace:

Multiple aviation and aerospace opportunities were identified in the Airport Master Plan. Upon further review, analysis, stakeholder engagement, and validation, the following opportunities will be discussed in further details as probable opportunities for the Pincher Creek Airport:

- General Aviation
- Flight training center
- Hanger lot development
- CANPASS direct entry airport designation
- Seasonal charter air passenger service / regularly scheduled air passenger service
- Air cargo hub

Opportunity	Economic Benefit	Social Benefit	Possibility of Attainment
Increased General Aviation Traffic	Yes	Yes	High
Improved airport amenities	Yes	No	High
Flight Training Centre	Yes	Yes	Medium
Lot Development	Potential	Potential	Medium
CANPASS Direct Entry Airport	Yes	Yes	Medium
Fixed Base Operator (FBO)	Yes	No	Medium to low
Charter Air Passenger Service	Yes	Yes	Low
Scheduled Air Passenger Service	Yes	Yes	Low
Air Cargo Hub	Yes	No	Low

5.1 General Aviation: Airport Services and General Pilot Amenities

General aviation consists of a very large spectrum of activities and really includes all forms of flying – leisure pilots, emergency medical evacuations, crop dusting, airborne law enforcement, pipeline / survey and grid inspections, overnight package delivery, sky diving, sightseeing tours, pilot training – basically anything but scheduled air passenger service and military operations.

One primary strategic objective for the Pincher Creek Airport should be to focus on growing General Aviation traffic as a primary lever to advance economic and community development. Growth in general aviation traffic will attract people and resources to the area, not just through the aviation traffic, but also through the associated support services and amenities.

Airport Services + Amenities:

The Pincher Creek airport presently offers some basic aviation services / infrastructure, including:

- 100LL - AV Gas
- Jet A fuel
- Aircraft tie-downs
- Terminal building



Figure 7 Aircraft Tie down sign



Figure 6 Fuel Distribution System

Some of the existing airport amenities are lacking to support increased general aviation traffic, however, a few potential solutions are outlined below to offer some basic services (accommodations, food, travel) at a very low cost, some with minimal effort. These potential solutions to support growth in General Aviation include:

- 1) Travel: Facilitate a courtesy car program. Potentially through the donation of a used / retired municipal vehicle it can be utilized by visiting pilots to drive into town and utilize the local services and amenities.
- 2) Food: Facilitate Food Services at the Airport: An easy way to implement and offer food services at the airport is to work with local restaurants and cafés who would be willing to offer a food delivery service to the airport for either no charge or a nominal fee. There is a large population of student pilots who must perform

'cross country' (longer than 5 hour) flights as part of their development program and often will pick airports with food services to grab a meal during their fueling pitstop. Presently in Alberta there are only 5 Airports offering an onsite restaurant / café:

Airport	Restaurant
Barrhead	Barrhead Golf Clubhouse
Springbank	Cav-Ok Grill
Linden	Country Cousins Bistro and Bakery
Beiseker	The Flying Monkey Cafe
Medicine Hat	Front Porch Classis Care and Catering

- 3) Accommodations: Easy Access to existing accommodations in town: Work with a local hotel to offer a free shuttle service to out of town guests to be picked up and dropped off at the airport
- 4) On-site Food Services: Offer a Fly-in Bed & Breakfast / café through offering the existing 'house' at the airport to a local entrepreneur who would commit to renovating and operating it in such a manner for a minimum term. This could take on a Western theme / concept to align with preserving the MD's Western Canadian heritage. Such an initiative could be advertised through a local Request for Proposal and/ or Request for Information and could include repairing the existing structure as an incentive for the development. An alternative to this method, would be for the MD to modify the existing building and then outsource the operations and maintenance of the bed and breakfast / café charging a simple user fee. Both methods are quite frequently utilized in regional airport restaurant / food concession services.



An inspection of the house was completed back in 2019 whereby the repairs had been estimated at \$6,429.41. This did not include some addition items which were noted – the cistern would require cleaning, a water pressure system is required, new keys are required, the exterior of the home is not properly sealed including the remaining windows and the septic system is not operating properly – which could add some additional expense to the repairs. The house has sat vacant since May 31, 2018.



Figure 8 Airport House

- 5) Fueling Services: The existing fuel infrastructure at Pincher Creek is owned and operated by a third Party – Pincher Creek Aviation Services.

Having food available, and competitively priced fuel are significant in attracting itinerant general aviation traffic to the Airport. Olds / Didsbury Airport has created a niche market within the Calgary and surrounding area, consistently providing low cost fuel comparative to surrounding airports (Okotoks, High River, Sundre, Biesker, and Springbank). Springbank, which is the reliever airport for the Calgary International Airport has consistently ranked in the Top 10 airports in Canada by aircraft movements and is a primary driver for this large fuel demand in Olds. Pilots will often leave Springbank with minimal fuel to only land 15 minutes away to get fuel at a discounted price. The District may want to work with Pincher Creek Aviation Services to explore opportunities to minimize fuel costs and ensure competitive pricing to become an airport of choice for pilots simply looking for a cheap fuel up.

- 6) Fly-in / Fly-out Campground:
A growing trend at regional airports throughout North America is fly-in / fly-out campgrounds on airport property. There are many examples of successful campgrounds which are marketed towards recreational pilots who enjoy visiting multiple airports / communities during summer vacations. There would be minimal costs to the MD – mainly designating small parking pads which would be used for overnight camping, as well as ensure washroom facilities – either in the existing terminal building – or a portable solution is brought in. Some marketing through COPA and other general aviation



media would be required to get the word out that the airport has a fly-in fly-out campground.

To aid in further increasing general aviation traffic a structured and targeted marketing strategy should be developed. This does not need to be a large undertaking, simply performing some of the following actions should result in an uptick of itinerant air traffic:

- Advertise in local aviation magazines (Canadian Owners and Pilots Association Flight magazine, which is Canada’s largest General Aviation News media)
- Update Pincher Creek Airport’s service offerings on COPA webpage and the Canadian Flight Supplement once completed
- Advertise and host a unique General Aviation Event (i.e., Flour bomb competition, Long drive competition, Fly-in Pancake Breakfast, BBQ, food truck night, etc.)
- Marketing the airport at other flight training schools within Alberta and British Columbia targeted at student pilots completing their cross-country requirements, in addition to neighboring flying clubs. This could include Calgary Recreational and Ultralight Flying Club, Elk Valley Flying Club, Calgary Flying Club, Calgary Flight Training Centre, the 3 neighboring flight schools which are mentioned below, Alberta General Aviation, Mount Royal Aviation Program, Elk Valley Flying Club, Springbank Air Training Program, Kootenay Flying Club, Super T Aviation, etc.
- Market and host a General Aviation Fly-out: Alberta and British Columbia have very active general aviation communities, represented by provincial and local-level organizations. General Aviation fly-out events are common throughout the spring, summer, and fall whereby several aircraft owners will choose an airport, arrive as a group, and spend time at the destination airport and community.



Figure 9 COPA Flight Magazine

Recommendation	Timing	Budgetary Cost Estimate	Potential Funding Programs
Develop a comprehensive airport marketing and information package, including advertising in COPA Flight Magazine	2022	\$5,000	n/a

A further opportunity in the medium to long-term will be to capitalize on the increased use of the Lethbridge Airport should / when this occurs. The existing infrastructure at the airport will eventually reach capacity, and either significant additional funding will be required for more infrastructure, or a shift in airport activities will have to happen. Lethbridge Airport has 2 runways – with Runway 05-23 being the primary, and Runway 12-30 being the secondary. Runway 12-30 is the crosswind runway which is primarily utilized for flight training and light aircraft operations when crosswinds are minimal and can support their operation. General aviation aircraft face much larger restrictions when operating in heavy winds and need to utilize the primary runway during such time. Given that the Lethbridge Airport is subject to frequent high winds, the capacity of the primary

runway will become restricted with increased traffic volumes resulting in limitations for general aviation to perform take-off and landings. Additionally, with the push for Lethbridge to increase the number of enplaning and deplaning passenger, attempts to attract Low-Cost Carriers, and the general shift in mainline air carriers utilizing larger aircraft, it increases the likelihood of jet propelled aircraft at the airport. Runway capacity decreases substantially when the mix (fixed wing, rotary wing, and jet propulsion aircraft) increases. Thus, general aviation traffic will need to shift to other airports, and Pincher Creek needs to ensure they are able to not only support this demand but attract it to ZPC when the time comes.

5.2 Flight Training Centre:

One of the most common businesses at regional airports is the establishment of a flight training unit / center. The establishment of a flight school or satellite office of an existing institution could significantly increase activity at the Pincher Creek Airport while also supporting the regional economy through job creation, students going to local bars / restaurants, increased fuel sales, and other social benefits to the community. Quite often a flight school will also fulfill a variety of roles, including acting in the capacity of a local tourist sightseeing operation, and charter air service provider. Surprisingly, there is not a large abundance of Flight training programs in Southern Alberta, and a market exists for further expansion. The two main programs in Calgary presently have a 2 year wait list for student pilots to commence their training, hence the recent additions of flight schools in surrounding communities.

Even with the recent decline in air travel demand due to Covid 19 - with several pilots being furloughed / laid-off - there is still expected to be an airline pilot shortage in the coming decade. This is being driven by the increased demand for air travel (both people + cargo), the ageing of the airline pilot's population, and an overall decline in the number of commercial pilots in the talent pool. Within Canada, a report tabled at the House of Commons titled "Supporting Canada's Flight School" highlights the immediate need for enhanced flight training in Canada/. The report notes that fewer than 1,200 new commercial pilot licenses are issued in Canada each year, however, due to the large population of international students and the approximately 70% retention rate of new pilots choosing to remain in the industry, fewer than 500 new pilots become available to the Canadian aviation industry each year. Globally, CAE's Airline and Business Jet Pilot Demand Outlook predicts that more than 300,000 new pilots will be needed over the next 10 years and a total forecasted shortage is still being presented.

To generate interest in having a flight school operate at ZPC multiple approaches could be taken:

- 1) Speak to existing flight schools in the region (Lethbridge, High River, Claresholm) to see if any of these already established companies have any interest in operating a satellite office out of ZPC.

Excel Flight Training Inc: Based out of the Lethbridge Airport, Excel has been in business since 2002. They are a locally owned business which offers all the standard Pilot License Programs / ratings (Commercial, Private, Recreational, Night, Multi-engine, Instrument, and instructor) in addition to aircraft rentals. Owner and Chief Flight Instructor - Roland Morton.

Kanata Aviation Training: Based out of the High River Regional Airport, Kanata started offering flight training in 2020 and have seen significant growth since inception. They too offer the full suite of pilot license programs and ratings. CEO – Kevin Lowe, President – Pedro Hernandez.

CFI Flight Academy: Based out of the Claresholm airport, CFI has been in operation since late 2020, and offer all the standard pilot license programs and ratings. Interestingly CFI has recently started a shuttle service for students living in Calgary, Okotoks, High River, and the Nanton area to communicate to the school. Chief Flight Instructor – Bruno Jaguande

- 2) Advertise in local Aviation news media seeking a company who is looking to establish a Flight School presence in Canada in addition to speaking with local aviators.
- 3) Issue a Request for Proposal on Alberta Purchasing Connection for a Flight School to be based at ZPC – offer to include free building access in the evening to host in person training, and the possibility of constructing a hanger which could then be leased to them to minimize upfront capital costs for the flight school.
- 4) Proactively develop a hanger with classroom capabilities to build a case for an existing flight school to relocate their program to Pincher Creek. The Peterborough Airport was able to attract and have Seneca College relocate from the Buttonville Airport through constructing dedicated facilities for them to support their training program. The Mount Royal Aviation Program is presently at capacity and is located at the very busy Springbank Airport, which has consistently been ranked in the Top 10 busiest airports in Canada based on aircraft movements. Pincher Creek could explore the opportunity in approaching Mount Royal to understand how they could potentially develop a partnership to expand the existing program into Pincher Creek, thus offering a Commercial Pilots Aviation Diploma program in Southern Alberta.

5.3 Charter Passenger Air Service:

Charter operations involve the air transport of passengers through a contract whereby an individual or organization purchases a block of seats for their use, or resale to the public. Chartered passenger air services are a tailored solution for the movement of people. The Canadian Aviation Regulations permit the operations of chartered services at Registered Aerodromes, such as Pincher Creek, without having to become Certified. The required infrastructure requirements will vary from simply needing apron space to park and enplane / deplane passengers, to additional amenities such as a waiting area for passenger processing, car rental services for arriving passengers, or airport parking for passengers.

Charter flight operations can be broken down into 2 primary segments as the opportunity relates to the Pincher Creek Airport:

- a) Regularly scheduled charter passenger air services to predetermined locations, such as Vancouver, Calgary, Fort McMurray, Grand Falls, or Seattle. These air services would facilitate the movement of visitors to Southern Alberta along with the associated economic benefits of tourism and regional spending. Additionally, this

would offer social benefits to residents of the surrounding communities by providing a new transportation and access option.

Airports are generally focused on the ‘build it and they will come’ strategy and securing all regulatory requirements for offering complete passenger air service to the level required at a medium to large airport. This includes implementing a full CATSA security solution, building a new or significantly upgraded terminal building with all amenities (baggage carousel, on-site restaurant, secure and unsecured passenger holding rooms, check-in counters), and modifying the airfield to incorporate a full aircraft deicing facility, maintenance area, and additional airfield maintenance equipment. Rather than take this approach – an opportunity exists to utilize these funds developing a more attractive risk sharing incentive solution with a potential airline to offer a regularly scheduled charter service. This is a similar approach international airports deploy to market and gain a new service route.

There are multiple examples of where this approach has been quite successful on a regional basis – including Comox, Trail, Qualicum Beach, Fort Nelson, and Castlegar – for many years now. To provide some context on how such a program could work, below is some information on a similar trial which the Revelstoke Airport recently undertook, which ended up being unsuccessful for several reasons, but does highlight the potential financial exposure and the workings of a charter program. This example is being used as it is recent and was not backed by a Provincial Government grant / funding program.

In 2017 the City of Revelstoke formed a partnership with the private sector to potentially demonstrate the business case for seasonal charter air passenger services between Revelstoke and Vancouver during the winter season. Flights were operated by Pacific Coastal Airlines utilizing Beechcraft 1900 aircraft (19 passenger seats). One way tickets cost between \$199 - \$249 based on the specific dates of travel.

This initiative took the coordination and involvement of multiple partners who are outlined below:

Organization	Responsibility
City of Revelstoke, Revelstoke	Agreed to financially backstop the flights up to a predetermined agreed upon threshold
Columbia Shuswap Regional District	Provided enhanced winter operational support through snow clearing and baggage handling services for the passengers.
Pacific Coastal Airlines	Provided the air service from Revelstoke to Vancouver
Everything Revelstoke	Responsible for selling tickets
Revelstoke Connection Limited	Provided ground transportation in the event of an aircraft being unable to land at the Revelstoke Airport
Revelstoke Mountain Resort	Agreed to financially backstop the flights up to a predetermined agreed upon threshold
Revelstoke Accommodation Association	Agreed to financially backstop the flights up to a predetermined agreed upon threshold

The net result for 2017 and 2018 winter seasons were:

2017: Total financial loss was \$24,678 based on \$86,400 in ticket revenue against expenses of \$111,078. There was a total of 15 roundtrips, with an average 85% load factor (405 of 480 seats sold). 4 of the 15 flights inbound to Revelstoke had to be diverted.

2018: Total financial loss was \$27,802 based on a total of 32 roundtrips with an average load factor of 73% (699 of 960 seats sold). 14 of the 32 inbound flights to Revelstoke had to be diverted. Because of the high load factor in the first year of the program, the decision was made to double the number of flights in the second year.

The main reason for the direct financial loss was due to operational challenges at the airport caused by inclement weather, and the reliability of the Instrument Approach at the Revelstoke airport. When flights were diverted to either Kamloops or Kelowna, passengers would then be bussed to Revelstoke. To further complicate matters, ground transportation also faced operational challenges due to the inclement weather, road closures, and avalanches.

When looking at the overall program, even though there was financial loss based solely on the direct airline charter program, there was substantial indirect and induced spend which occurred in the region because of the air travel program. This is no different than a city which offers a public transit service, often having to subsidize the service to enable people to move within the community and generate economic activity. This initiative also demonstrated the City's progressive approach and initiative to attract, promote and support economic development through a multi-partnership approach, while offering its citizens additional access to air service.

- b) Destination Partnership Packages – Develop strategic partnerships with organizations to offer either outbound travel and tourism opportunities for Southern Alberta residents, or inbound tourism packages for guests to Southern Alberta.

Outbound Destination Packages for residents of Southern Alberta:

Through partnerships with travel agencies, and a charter airline provider, destination packages to various locations can be developed, marketed, and performed to enable residents the opportunity to leave directly from their hometown airport. All accommodations, and transportation would be arranged in advanced. In consultation with various stakeholders and residents some popular ideas were having a sports weekend getaway whereby flights would be arranged directly from the Pincher Creek Airport into Seattle to watch the Toronto Blue Jays play the Seattle Mariners, or to watch the Seattle Seahawks compete in an NFL football game. Other ideas were having a pre-Christmas shopping getaway to Edmonton or Calgary for the weekend to purchase gifts and supplies for the upcoming holiday season, or a long weekend to Las Vegas or other sun destination in the United States. Destination packages can typically be developed for groups as small as 10 to 100+ with the potential to engage local travel agencies to develop these packages.

Inbound Tourism Destination Packages to Pincher Creek:

With the vast number of tourist destinations within Southern Alberta, Pincher Creek can act as a hub for vacation packages. Through strategic partnerships with organizations such as the newly formed Southern Canadian Rockies Tourism Association Partnership, Castle Mountain Resort, Waterton National Park, Prince of Wales Hotel, or other hotels in the Waterton district there are opportunities to offer various destination packages arriving and departing from ZPC. Presently there are multiple Canadian Rockies with Waterton Lakes Destination Packages available from the United States. For example, there is a 9-Day package offered out of Seattle with direct flights to Calgary, whereby the following day you leave and spend 2 nights in each of the following: Jasper, Banff, and Waterton, only to return to Calgary, staying at the airport on your last night, to then return home to Seattle. These trips could either be condensed or have either your first or last night spent in Pincher Creek and avoid Calgary all together. Calgary is presently solely being utilized for their airport, and not a part of this scenic destination package – with the only difference being Calgary has full-time CBSA available at their airport, with US pre-clearance available on the return trip. Pincher Creek can work with the CBSA to facilitate such entry into Canada on a cost recovery basis (further explained below), and guests can clear US customs upon arrival back into Seattle. Not only would this significantly reduce ‘wasted’ time during the tourist’s vacation, but also reduce costs, and avoid the use of busy International airports. Other opportunities are to offer ski and stay packages in partnership with Castle Mountain marketing these as weekend getaways to potential tourists in Saskatchewan.

Survey forecasts from Expedia Group 2021 Travel Trends Report and 2021 Vrbo Trend Report, shows that families have 2022 travel plans booked, and what is more interesting is that 63% prefer outdoorsy destinations and are opting for ‘flexcations’ (part remote work, part vacation – extending the overall trip). This trend is incredibly exciting for places like Southern Alberta whereby there is a vast number of outdoor activities to such the extent that they naturally draw people looking for such adventures.

5.4 Transborder Traffic Opportunities: Canada Border Services Agency

There are two primary avenues the Pincher Creek Airport can take to facilitate the movement of people across the United States and Canadian border via air. The first is via the Corporate Aircraft and Private Aircraft CANPASS Airport of Entry program for General Aviation. The second being under a cost recovery model, which would be better suited for Chartered aircraft operations.

Note: the details provided below are premised on pre-covid conditions, as several services are temporarily suspended due to Covid-19. However, there are no indications that CBSA services will not return to pre-covid service levels with all prior points of entry being reopened.

Corporate Aircraft and Private Aircraft (CANPASS): Airport of Entry

CANPASS is a program offered under the Air Services Policy Framework (ASPF) that speeds up border crossings for frequent, low-risk, pre-approved travelers from the United States into Canada. The ASPF has been managed by the Canada Border Services Agency (CBSA) since April 1, 2009.

Under the existing policy – which is presently under review – the Airport owner completes a self-assessment to determine the Level of Service they would be eligible for. There are 4 tiers of CBSA support offered based on 3 criteria: Annual international traveler volume at the airport, distance to the nearest CBSA service location, and frequency of arriving international flights. Tier 1 being for large-volume international airports with daily scheduled international Flights to Tier 4 which is for general aviation airports like Pincher Creek. To qualify for Tier 4 the airport

- Should be within 100 kilometers of a full-service CBSA office
- Provide suitable facilities to conduct clearances, including secondary examinations as required (Minimum requirements usually include office space, counter or table, and suitable signage)
- CBSA officers require unfettered access to the site regardless of whether airport employees are on-site (have a key to access the building)
- A telephone must be available.

Given the scoring criteria Pincher Creek Airport would qualify for the following programs:

Airport of Entry/15 (AOE/15)	Airport of Entry/CANPASS (AEO/CAN)
An airport used solely for clearing persons arriving by general aviation aircraft (private or company) where the flights are unscheduled and the number of non-paying travelers on each flight does not exceed 15 (including Crew). Operators of these flights must obtain CBSA approval by contacting CBSA’s Telephone Recording Center to enter or return to Canada, and they must land at an approved AOE during CBSA hours of business.	An airport of entry designated or CANPASS private and corporate permit holders only. CANPASS members can land at an AOE any time the airport is open for landing, regardless of the hours of business of the local CBSA office. To become a CANPASS private or corporate permit holder each individual needs to submit a processing fee of \$40 for a 5 year pass.

The application process consists of sending an email to CBSA (csr-esb@cbsa-asfc.gc.ca) with the following information:

- The applicant’s name
- The applicant’s contact information
- The name of the airport authority or municipality
- The annual international traveler volumes (historical data) – can be zero
- A detailed business plan for expansion
- Proof of commitment from airlines if applicable
- The services that are currently provided on a cost-recovery basis (if applicable); and
- The annual or seasonal international flight frequency

The CBSA Core Services Unit will then verify eligibility, complete a review, and provide a final decision.

CBSA Cost Recovery:

CBSA normally provides service free of charge during the hours listed and in accordance with their service offerings. However, the CBSA services can also be provided through a negotiated cost recovery agreement to provide afterhours services or services at non-designated sites. Cruise ship operators and aircraft charter companies frequently utilize such services. This cost recovery program would enable the airport to offer Destination Partnership Packages in collaboration with local travel agencies for the people of Southern Alberta.

5.5 Fixed-Base Operator (FBO)

A Fixed-Base Operator is an organization which provides a combination of multiple aeronautical services such as fueling, hangarage, aircraft storage, aircraft rental, aircraft maintenance, deicing, ground transportation, concierge services, a waiting area, food services, washroom facilities and other similar services. Basically, they are little mini-airports which will support general aviation users, commercial, and business traffic.

FBO services are typically provided at the airport under a service agreement by a third party and come at no extra cost to the airport owner. However, some airports may choose to subsidize the services for a pre-determined period to increase the level of service offered and attract a business to operate as an FBO. This in turn will entice increased general aviation traffic through additional service offerings.

Increased traffic would be required prior to the establishment of an FBO. However, Flight School's or the local fueling provider will quite often provide some of these services at smaller airports, until a full scale FBO is justifiable.

5.6 Airport Summer Staffing

Given the increased spike of general aviation traffic during the summer months, the airport could look at hiring a summer student to perform some of the duties an FBO typically performs. In addition to this, the individual could also:

- Act in the capacity of a local tourism representative
- Support / develop airport specific marketing, and social media
- Assist with development of airport specific documentation
- Promote the community of Pincher Creek and encourage visitation
- Coordinate and market the airport through school field trips
- Distribute local visitor information
- Provide a shuttle service to and from the Town of Pincher Creek for visiting pilots

There are multiple programs available which will provide funding to hire a coop student during the summer term from an aviation program. The Canadian Council for Aviation and Aerospace (CCAA) through the Student Work Placement Program (SWPP) will pay up to 75% of a student's wage during a coop placement.

Recommendation	Timing	Budgetary Cost Estimate	Potential Funding Programs
Hire a coop student for a summer work term placement from an accredited aviation degree or diploma program	2022	\$10,000	Canadian Council for Aviation and Aerospace Student Work Placement Program

5.7 Regularly Scheduled Air Passenger Service:

For an airport to offer regularly scheduled air passenger service it must be certified by Transport Canada. A Certified Airport is an aerodrome that has been granted a Certificate from the Minister of Transportation that identifies it has met all of Transport Canada’s stringent guidelines, regulations, and standards in the interest of aviation safety.

The difference between regularly scheduled air passenger services and the previously described charter air passenger service is the former is completely done through the airlines, with no third party interfaces to sell and remarket airfares.

There is an opportunity for Pincher Creek to offer regularly scheduled air passenger service with the right risk sharing incentive model in place. However, there would have to be some financial risk borne by the Municipal District to implement such a service. Below is a chart demonstrating the main difference between airports and airlines in British Columbia and Alberta.

	British Columbia	Alberta
Approximate Airports	275	310
Certified Airports	36	17
Airports with Regularly Scheduled Air Service	29	9
Provincial Funding since 2017: BC Air Access Program / Alberta Community Airport Program	\$32.5M to 51 airports	~\$10M
Federal Funding (2021 – 2022): Airport Capital Assistance Program – Small Regional Airports 1,000 – 525,000 pax / year and certified	\$57.8M to 14 airports	\$19.3M to 5 airports

As demonstrated above, Albertans tend to commute significantly longer distances to travel via air, whereby most cities and towns in British Columbia offer local air service. Additionally, there is a significant disproportion of funding between airports in BC and Alberta. These systemic differences need to be addressed by Alberta – possibly via the new Strategic Aviation Council which will be discussed in more detail later.

A strong opportunity for the Pincher Creek Airport should there be interest in offering regularly scheduled air service, would be to exploit the large Vancouver – Calgary market. This is presently the route with the largest volume of passengers traveling to

and from the Calgary International Airport. This would increase the catchment area for passengers travelling to Vancouver and would not be in direct competition with the present, and pre-covid, services offered out of Lethbridge. Furthermore, this would make implementation easier from a security perspective, as Vancouver South Terminal offers non-secure terminal access. Thus, no security would be required when leaving Pincher Creek or when arriving / departing Vancouver. Trail, British Columbia had utilized this model for passenger service for quite some time, but recently moved to the secure portion of Vancouver South Terminal due to gating constraints at their planned departure time. Even with this change on the departing flights from Vancouver – nothing has changed upon arrival into or departing from Trail.

Airline Competitive Landscape:

- Western Canadian Airlines: WestJet, Air Canada, Central Mountain Air, Pacific Coastal Air, Flair
- WestJet / Pacific Coastal Air Options:
 - Lethbridge – Calgary – Vancouver
 - Medicine Hat – Calgary - Vancouver
 - Cranbrook – Vancouver + Vancouver South Terminal
- Air Canada:
 - Cranbrook – Vancouver
 - Prior to Covid-19 Air Canada offered seasonal summer service Lethbridge – Calgary
- Central Mountain Air
 - CMA is not presently competing in the region: Pacific Coastal and CMA typically compete at neighboring airports (i.e., Castlegar and Trail, or Lethbridge and Pincher Creek)
 - Right size of aircraft for passenger demand, trial, and to limit financial exposure (Beech 1900)

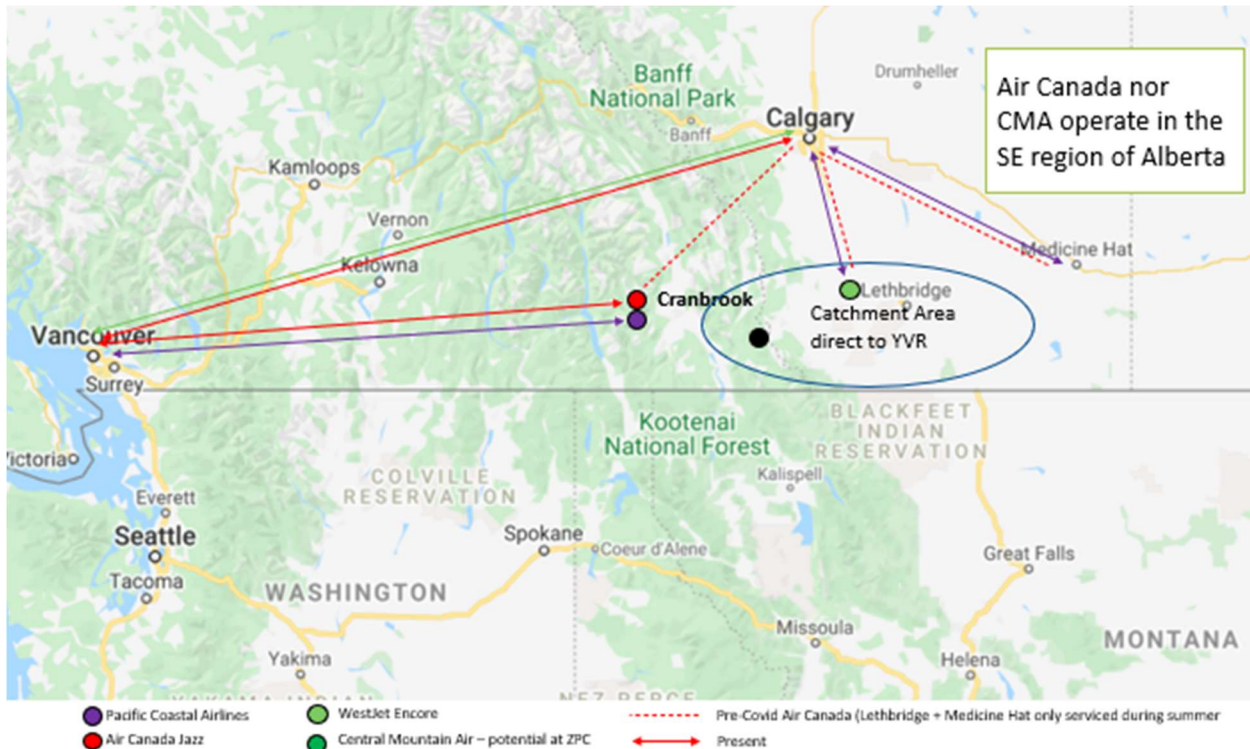


Figure 10 Airline Operating Map for Cranbrook, Vancouver, Medicine Hat, and Lethbridge

2 Approach's to market:

- 1) Issue an RFP to regional air carriers to allow them to provide information on what type of incentive arrangement / risk sharing they would require, if any, to operate service out of Pincher Creek
- 2) Approach CMA or Pacific Coastal and engage in conversations regarding air travel

Comparative Population and Catchment area of Airports in British Columbia with regular passenger air service:

Simply for comparative purposes, southeastern British Columbia has significant regularly scheduled air passenger service. There are 3 airports offering air carrier services for a population of 151,403 spread over 3 separate Regional Districts. Per the 2019 Lethbridge Airport Master Plan it had the catchment area of Pincher Creek estimated at 40,620 and 226,775 when combined with Lethbridge. This is a significantly larger population, with significantly less access to air travel.

Table A.1.1 -- Population Projections for Lethbridge and Pincher Creek - Medium

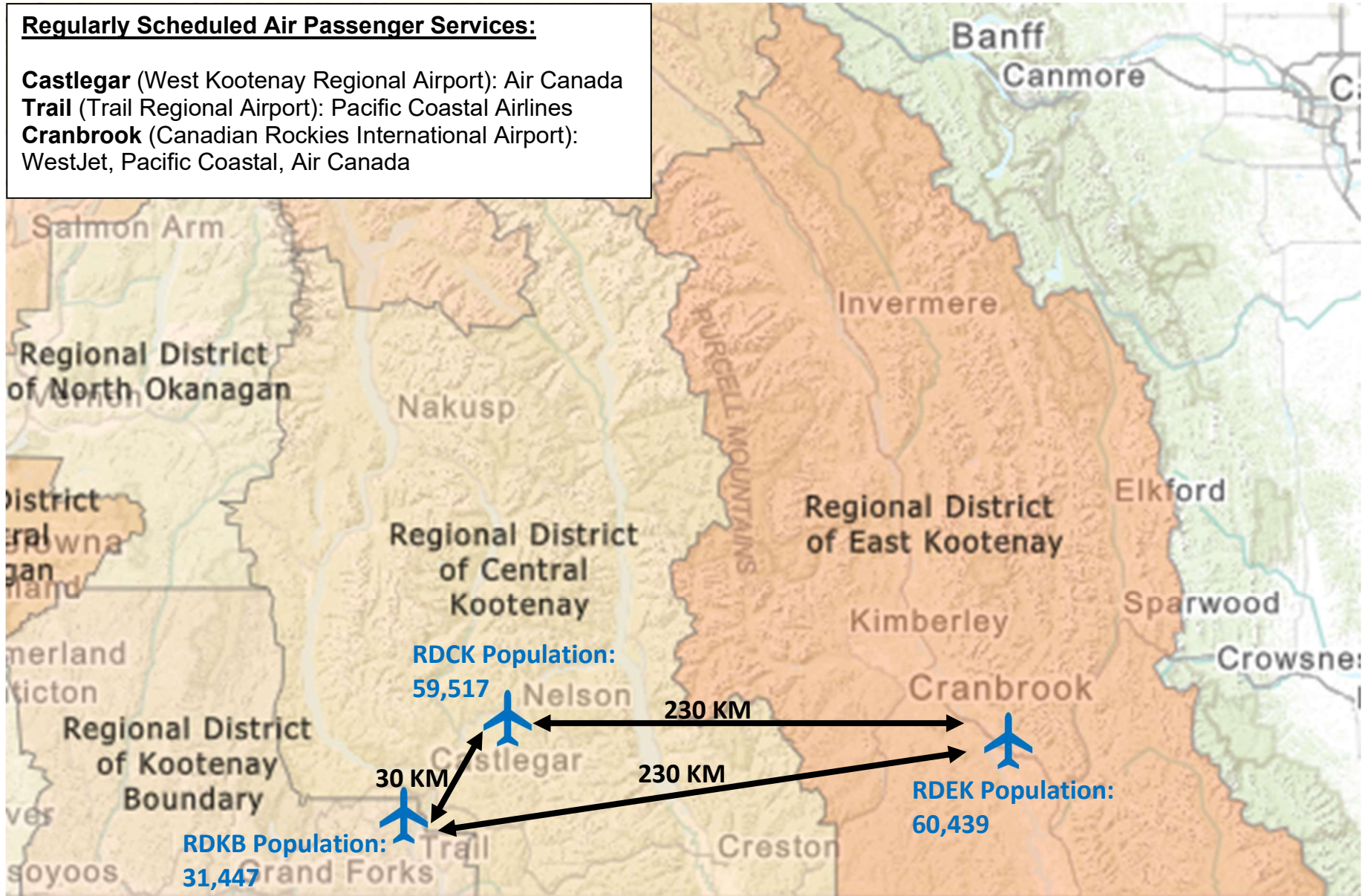
YEAR	ALBERTA	LETHBRIDGE	PINCHER CREEK	LETHBRIDGE+ PINCHER CREEK
2000	3,004,198	136,152	38,677	174,829
2010	3,732,573	160,572	39,684	200,256
2016	4,252,879	175,532	40,393	215,925
2020	4,492,480	186,135	40,620	226,755
2030	5,215,790	210,085	41,595	251,680
2040	5,945,660	234,075	42,275	276,350
2000-2010	2.19%	1.66%	0.26%	1.37%
2010-2020	1.87%	1.49%	0.23%	1.25%
2020-2030	1.50%	1.22%	0.24%	1.05%
2030-2040	1.32%	1.09%	0.16%	0.94%

Figure 11 Lethbridge AMP 2019 - Worley Parsons Medium Population Projections

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Regularly Scheduled Air Passenger Services:

Castlegar (West Kootenay Regional Airport): Air Canada
Trail (Trail Regional Airport): Pacific Coastal Airlines
Cranbrook (Canadian Rockies International Airport):
WestJet, Pacific Coastal, Air Canada



5.8 Airport Certification:

To enable Pincher Creek to gain access to the federally supported Airport Capital Assistance Program (ACAP) it would require a) airport Certification and b) process a minimum of 1,000 passengers per year for 3 years. Since 2015 the Federal government has invested more than \$785.9 million on 94 projects at 182 airports. Should ZPC choose to pursue these two requirements for ACAP, it opens a large opportunity for large funding (for airports with 1,000 - 50,000 passengers annually ACAP cover 100% of the project funding).

An Airport Certification Gap Analysis Study could be completed to assess the steps and improvements required to achieve certification status from Transport Canada. It is in our opinion that the majority of current infrastructure generally conforms to certification standards prescribed in Transport Canada’s TP312 5th Edition. Thus, the establishment of documentation and the introduction of a Safety Management System (SMS) would be the largest challenges. Under the Canadian Aviation Regulations, the airport is required to prepare several management and operational plans, mainly, an Emergency Response Plan, Wildlife Management Plan, and a Disabled Aircraft Removal Plan.

When it comes to the additional benefits of certification and being able to then offer air service in a community, the paybacks are tremendous, some of which include:

- Increased economic output, GDP, and employment opportunities
- Improving the efficiency of the supply chain allowing for better connectivity to goods for residents (i.e., same day shipping from Amazon)
- Being an enabler of investment – viable air transport links are one of the key considerations that influence where international / large national companies choose to invest
- Access to the worldwide transportation network
- Increased tourism
- Improving quality of life through broadening people’s leisure and cultural experiences
- Increased sales for local business through ease of access to global markets
- Improves the labour market by making it easier for companies to attract high quality employees from around the country and the globe

Recommendation	Timing	Budgetary Cost Estimate	Potential Funding Programs
Airport Certification	2023	\$200,000	Alberta Community Partnership

5.9 Air Cargo Hub:

Air cargo is a challenging market, and even more so now due to the Covid-19 pandemic. The significant drop in passenger air traffic has resulted in large airports aggressively trying to attract cargo to help off-set and diversify their business portfolio’s

which were so heavily weighted on passenger air service previously. Additionally, the pandemic has highlighted the demand for fast movement of critical supplies on a global basis which will further increase competition in this market space.

When examining the cargo market at the Calgary International Airport, a large majority of the exports are coming from the local region, specifically pre-packed meats from Bouvry Exports in Fort Macleod. The other large export market from Calgary is for live horses, with most imports being high-end cars, and other large luxury items.

Although Pincher Creek has a large runway in comparison to other regional airports, it is still not conducive for large cargo aircraft to regularly take-off and land. As detailed in the Airport Master Plan, aircraft performance (length of runway required to take-off and land safely) is determined by the airport location's altitude, temperature, and runway gradient. This is then utilized to determine the allowable Maximum Take Off Weight (MTOW) of the aircraft. Thus, given Pincher Creek's high altitude it restricts the MTOW of an aircraft, which is driven by the aircraft's design weight which can then only be adjusted for runway length through decreasing the load (bags, cargo, people), and fuel. This same factor is what requires the Calgary International Airport to have the longest runway in Canada. For large Aircraft to take-off from Pincher Creek they would need to be at significantly restricted payloads – whereby taking just enough fuel and no cargo to simply land at the Calgary International Airport for fuel and / or cargo pickup.

If the Pincher Creek Airport would like to further examine the potential of being a cargo hub, an aeronautical study focused on runway design would need to be completed. This would cost approximately \$100,000 plus the required capital to design, build, and construct the runway extension, and ensure compliance to the new Obstacle Limitation Surfaces

6. Strategic Land Development:

As with any airport there is significant land on, adjacent to, and surrounding the airport due to the large land mass an airport requires to ensure compliance to regulations and reserves for airside infrastructure expansions. However, airport lands are subject to strict development guidelines to ensure there is no interference with aircraft and their associated infrastructure. Very simple guidance for land use considerations around airports from Nav Canada are:

- Be aware of line of sight Obstructions
- The development of New Flight Paths
- Electronic Interference with ANS Equipment
- Resolution of Light Pollution Issues

Land development at an airport should primarily seek opportunities which are aeronautical related, and those that benefit from being near an airport and its associated infrastructure. Aeronautical and non-aeronautical land use opportunities for the Pincher Creek Airport are outlined below.

The drawing below provides a long term conceptual development plan.

Legend:

Purple: The existing area for the NAV Canada Automated Weather Observation System (AWOS).

Green: The existing hanger development and proposed reserve for future hanger development

Yellow: The existing terminal building and reserve for potential future terminal development

Orange: Reserve for potential future apron expansion

Red: Future taxiway extension



80

6,597 FEET x 100 FEET



POTENTIAL SOLAR FARM DEVELOPMENT

6.1 Lot Development and Marketing Opportunity:

Hangers are a key component of airport infrastructure supporting both the recreational flyer and commercial businesses. Significant hanger development often results in the development of spin-off aviation related business interests to support the based aircraft (i.e., aircraft maintenance, aircraft avionics, repair, and overhaul shops). Presently there are 7 buildings / hangers located on the northwest side of the airport parallel to the taxiway, an 8th with an old concrete foundation, and 2 large buildings on the east side adjacent to the terminal. As shown below in Figure 12 there are two existing lots which have been identified in previously completed Site Survey drawings, identified below as P9 and P10. In addition to these 2 lots, a proposed eight (8) additional new lots (P11 – P18) have been identified for development on the south side of the taxiway across from the existing developments. These new and existing development lots can be prepared by the Airport, marketed, and offered for lease to prospective tenants

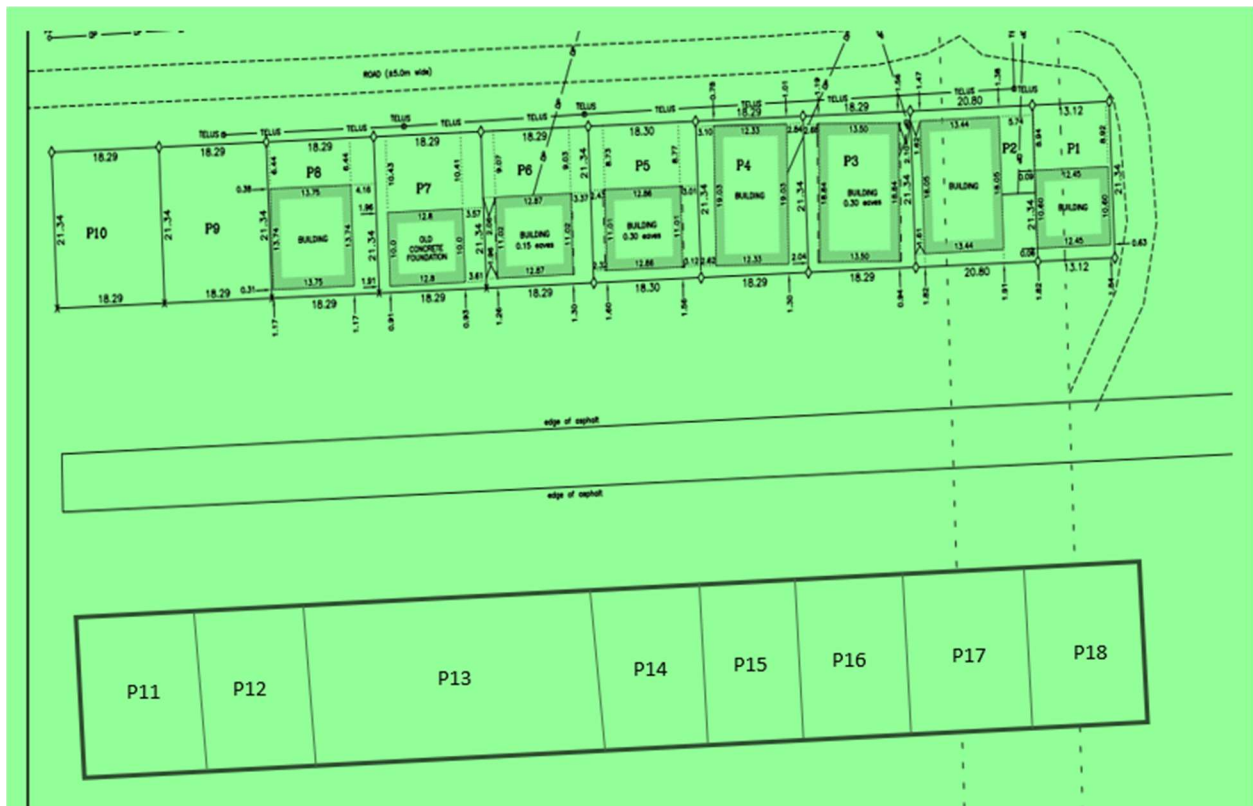


Figure 12 Lot Development Option A

The existing 2 development lots need to be marketed, which could be done in association with the increased general aviation initiative outlined earlier. Prospective tenants include individuals with private aircraft, aviation support services such as an avionics maintenance, repair, and certification shop, or even small aircraft charter operators. A detailed information package outlining the lease rates, term, contact information, and information on the airport should be developed and advertised on the Districts webpage, through local flying clubs, and other available industry resources. Below is the marketing material which the Pitt Meadows Regional Airport develop to advertise their new general aviation hangers which were recently constructed.



Figure 13 Pitt Meadows General Aviation Hangar Marketing Material

Once one of these 2 existing development lots is leased, the Airport should start the development of the additional 8 lots in two phases, lots P15 – 18 in Phase I, and P11 – 14 in phase II. Marketing of this development can occur prior to finalizing the site preparation, as this would require minimal work (survey and final grading).

Option B presents an alternative to individual hangar construction, whereby a larger portion of land could be combined to build a T-hanger, which enables higher utilization of hangar space to park aircraft. This option would require the construction of an additional taxiway on the south side of the T-hanger. However, this construction of the additional taxiway would not need to be completed until over 50% of the units were sold and / or could even simply be a gravel or grass taxiway in the interim.

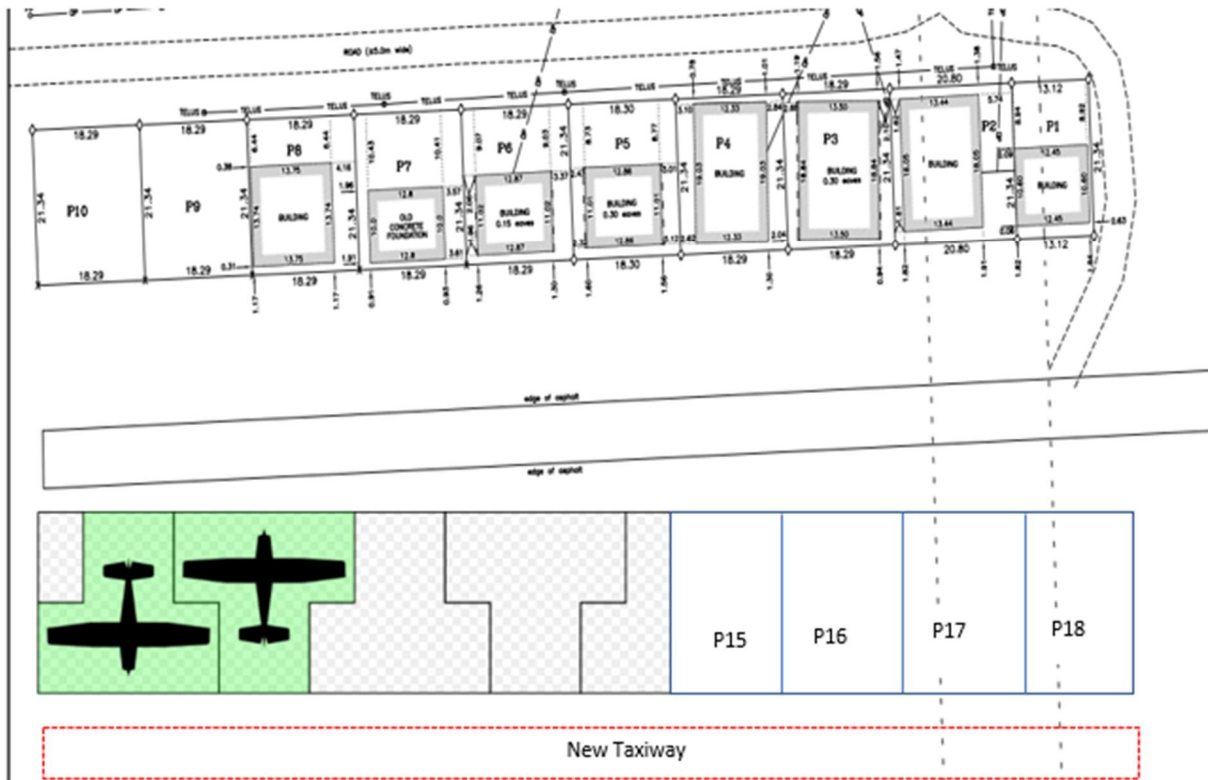


Figure 14 Lot Development Option B

There are several different strategies for hanger development:

1. **The airport can construct the hangers and rent the space to users:** In this model, the airport would provide capital for the construction of the hangers and secure a return on investment through lease agreements over a longer term period. This allows the airport to attract potential tenants who may not want to or be able to obtain financing for their own hangar construction. There are examples in Ontario where the airport has managed to obtain provincial funding to support hangar construction.
2. **Allow airport users to construct their own hangers:** This is the model currently deployed at Pincher Creek. However, one challenge with this model is that when individuals try to get financing for their hanger it is often quite difficult because the City owns the land, and banks are reluctant to loan money to an individual to construct a building under a short-term lease arrangement on non-owned property.
3. **Work with a developer who constructs the hangers to market to potential new users:** With this model a prospective developer would cover the upfront costs for the hangers with the intention of selling or leasing the hangers themselves.

Cost of hanger development: The construction cost for a typical 60 foot x 60 foot (3,600 square feet) hanger is between \$140,000 and \$160,000, which could easily house 4 typically sized general aviation aircraft and has a life span of 45-50 years.

Recommendation	Timing	Budgetary Cost Estimate	Potential Funding Programs
Lot development – survey and final grade	2023	\$20,000	<ul style="list-style-type: none"> • Gas Tax Fund

The following is a list of developers that have experience working with Municipalities and Regional Airports on airport specific development opportunities:

- Golden Arrow Properties
- Rice Group
- Executive Flight Centre (EFC) Developments
- Cross Roads Venture Corp.
- Laplante Holdings

6.2 Solar Energy Farm:

Airports are quickly becoming leaders in sustainable energy solutions, particularly large solar farms. This integrates nicely within the existing sustainability framework for renewable energies already established in Southern Alberta with the large wind farm population. As you can see on the attached solar energy map, Pincher Creek is in an ideal location for solar power generation, making this an even more attractive development opportunity for the region.

Airports are turning to producing solar energy – for themselves, and some are selling back to the grid. Within Alberta, the Edmonton International Airport and Red Deer Regional Airport have recently committed to solar energy farms, with Lethbridge also presently exploring this opportunity. Multiple other airports within North America have already developed solar farms on their properties – Indianapolis, Thunder Bay, Windsor, and Lake Simcoe to name a few.

Alpin-Sun is presently partnering with the Edmonton International Airport to develop their solar farm. Alpin Sun is a European-based company and a global developer of utility scale renewable projects.

Saturn Power is presently the organization the Red Deer Airport has chosen to partner with for the development of their solar farm. Saturn Power is an Ontario based firm, with an office in Calgary.

Samsung Renewable Energy and Connor, Clark, and Lunn Infrastructure, who fund large-scale projects entered into an agreement with the Windsor Airport to proceed with a large scale solar project – Windsor Solar. It has 100,000-plus solar panels installed on a 300-acre site. This project generated over 100 construction jobs and will provide the City of Windsor with \$18 to \$20 million in land rental and taxes over 20 years.

Either Alpin-Sun or Saturn Power would be good organizations to discuss the potential of developing a solar farm at the Pincher Creek Airport given their recent experience in Alberta establishing solar farms at airports.

6.3 Logistics, Learning, and Transportation Campus

A longer-term opportunity exists to utilize the lands at the airport to support a logistics, learning, and transportation campus. As there is presently existing serviced and non-serviced commercial land available off airport property, this should remain the priority for non-aviation development purposes. However, the one distinct advantage of utilizing the airport lands, should the proposed recommended governance model be accepted and implemented, is that all surrounding regions supporting the airport would share in its success, revenues, and development.

Governance:

As part of the overall governance model recommendation for the airport, this Part 9 organization and its appointed / elected members would be responsible for airport land development and the associated strategy. This will allow each Municipality and Town to have a voice regarding development in the area, can utilize existing resources, and ensure alignment with other plans. As part of the regular governance a detailed long term vision for the potential logistics, learning, and transportation campus or some other concept will be tabled and established.

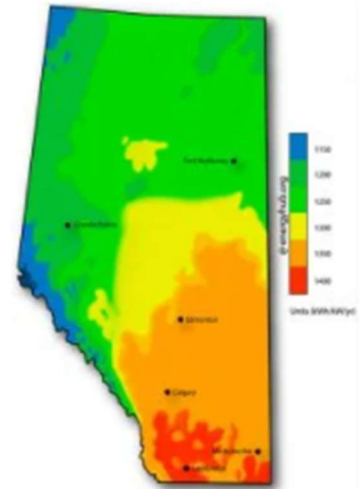


Figure 15 Solar Energy Map

Learning Commons:

Presently there is limited infrastructure and ability for residents to enroll in post-secondary education (Public College, University, or Technical Institutions) in Southwestern Alberta. Currently the only class being offered in Pincher Creek by any of these post-secondary institutions is Mental Health First Aid. Below outlines all existing non-private post-secondary institutions approved by the Alberta Government

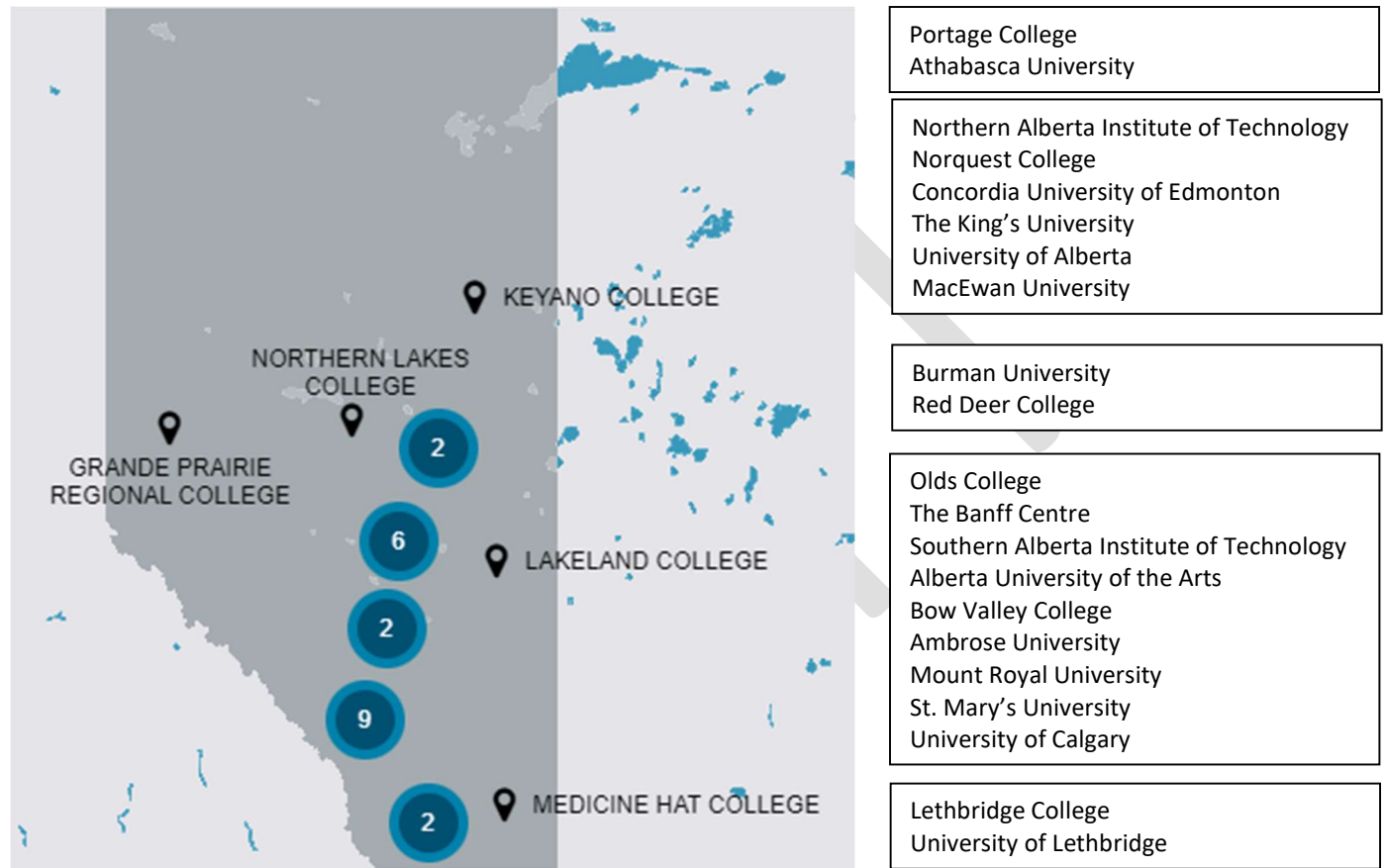


Figure 16 Registered Universities and Colleges in Alberta

Through having continuing education, specifically diploma and degree programs, available in the region it will enable:

- Retention and growth of younger populations
- Ability to grow and offer workforce development opportunities
- The development, and retention of a highly skilled workforce
- Create economic development
- Provide support to existing local businesses
- Attract new investment and business to the community
- Support and provide a structured means to develop technology, innovation, and entrepreneurship
- High paying and stable career options

The airport land could be utilized for the design and build of a Pincher Creek Learning Centre which could facilitate the requirements for in-person learning to further establish additional opportunities for the residents of Pincher Creek and surrounding communities through increased course offerings from the University of Lethbridge and / or Lethbridge College.

A unique opportunity within Canada exists for further development of non-pilot focused post-secondary education as there are very few colleges or Universities which focus on this today. Most programs are centered around the graduate coming out of school with a commercial pilot's license, with most students aspiring to becoming a commercial airline pilot. However, there is a large knowledge gap and available training opportunity for individuals who want to either work for an airline in a non-pilot capacity or at an airport in an operational or planning function whereby general knowledge is not transferable from other industries like it would be in a management or generalist role. In Canada there are 2 main colleges which provide an Advanced diploma focused specifically on Aviation Management and Airport Operations – British Columbia Institute of Technology, and Georgian College in Ontario.

On a lesser scale, Medicine Hat College recently partnered with their local flight training school – Super T's aviation – to offer an Aviation Management Certificate program. Should Pincher Creek Airport secure the services of a flight school or other aviation business, a further opportunity exists to then work with Lethbridge College on the development of a similar program offering increasing the utilization of the airport and schooling opportunities in Pincher Creek.

With the existing strengths of the community, there are some niche programs which would nicely align and could be hosted at the Pincher Creek Learnings Common - including a Bachelor of Nursing program, Licensed Practical Nurse, Aviation Management Diploma, Aircraft Maintenance Engineer, Aircraft Avionics Diploma, Bachelor of Applied Science – Agribusiness / Horticulture, and Agriculture Technology Integration Diploma. Partnerships or satellite campus offerings with Olds College could potentially be explored to develop the agricultural and Agribusiness in the region from a theoretical / educational aspect.

Transportation:

An opportunity exists for the development of highway commercial – including a bulk fuel terminal, and restaurants to primarily attract south bound traffic travelling on Highway 3. The recent Junction 42 development near Penhold could potentially be replicated which would minimize large truck traffic from having to enter the Town of Pincher Creek to fuel up. By focusing solely on a bulk fuel terminal (Petro-Canada, Husky, Esso) it would not deter regular passenger traffic from stopping into the Town to utilize their existing fuel and other services within the community.

Logistics:

Industrial / light industrial and warehousing have historically been good prospects for development on airport land due to their involvement in the overall supply chain for the movement of goods. This would be a long-term project to potentially attract food processing, logistic distribution companies, and other light manufacturing facilities.

6.4 Innovation in Aerospace – Electric Aircraft Charging Port:

As with many industries, the aviation world is turning to electrification as a potential solution to reduce greenhouse gas emissions. The FAA has approved and issued airworthiness certifications for small electric aircraft – the type that would typically be utilized for general aviation and training purposes. With this growing trend, an opportunity for Pincher Creek to further promote its status of sustainability and become a first mover would be to establish an electric charging terminal at the airport. This would not likely be utilized in the near term but would be a great opportunity to market the airport and be aircraft electric ready once the time does come that they become more commercialized. A charging station is relatively inexpensive and there are various provincial and federal grants available for the establishment of electric car charging ports, which could be further explored to minimize the cost of implementation at the airport.

Recommendation	Timing	Budgetary Cost Estimate
Installation of an electric aircraft charging port	2023	\$50,000

6.5 Marketing and Communication:

In addition to the previously mentioned targeted marketing and communication strategies, the airport should also utilize other tools at their disposable which are more general in nature to ensure clear, up to date, and accurate information is available about the airport to potential users and tenants. This will help facilitate increased business development of the facility and market potential opportunities to prospective clients in addition to building regional awareness of the airport, its operations, benefits, and uses. The 3 primary avenues to accomplish this are as follows.

- 1) Develop a new or update the existing airport webpage.

The existing webpage is maintained by the District on its municipal website. It presently provides very basic information such as the runway length, location, contacts for maintenance and fuel, as well as a general warning about windmills being in the vicinity of the airport. The existing link to the CFS is also outdated and takes you to an expired Nav Canada webpage. An airports webpage is a key tool in developing a marketing and advertising strategy as it is a common starting point for many general aviation pilots to plan out their flights and look for different destinations to either visit, fuel-up, or take a break on their cross country trip. It is also often the first point of reference for potential developers or prospective tenants.

Airport

Please reference the [Canadian Flight Supplement](#) for up to date information (CZPC);

The airport is situated 2 miles north and 2 miles west of the town of Pincher Creek, just south of Highway 3;

The airport is unmanned, 6600X100' paved runway, various approaches and limited winter maintenance;

There are numerous wind turbines in the vicinity of the airport;

For aviation fuel, contact Pincher Creek Aviation Services 403-627-4173

For all other inquiries, contact the Director of Operations at 403-627-3130

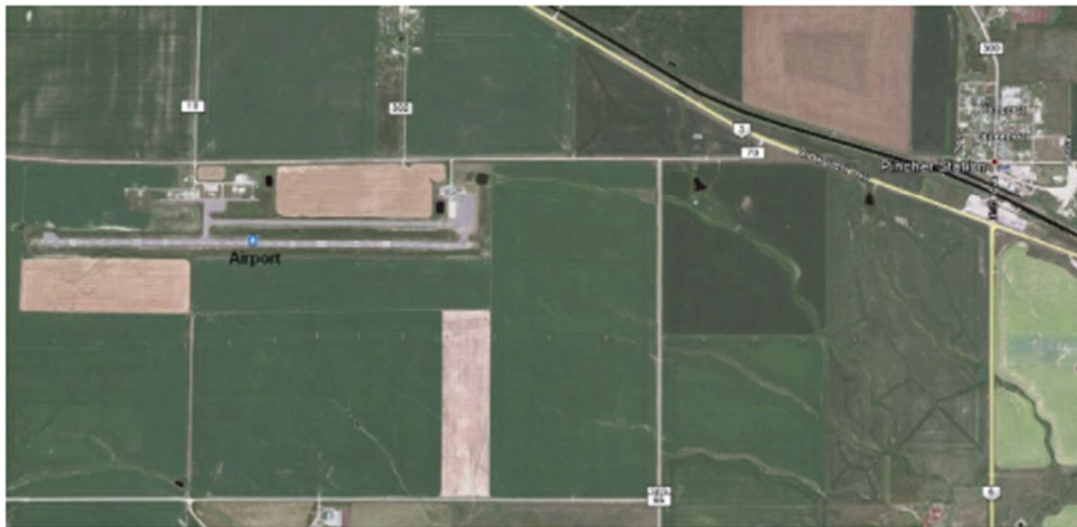


Figure 17 Pincher Creek Airport Webpage

It is recommended that the Airport update its webpage to include:

- More comprehensive information on the airport, specifically its infrastructure, the 3 existing Instrument Approach Procedures, and a link to local weather information
- Fuel prices
- Aircraft tie down locations
- Any other services which are agreed upon to implement at the airport (i.e., courtesy car, food delivery service, hotel pickup service, etc.)
- Visitor information on the town, local taxi number, nearby accommodations, and attractions
- Land development information – exiting lots available, lease rates, and commercial land development opportunities
- Information on the Airport Advisory Committee

Given that this is a regional asset, with many stakeholders, it is also recommended that the Town of Pincher Creek and the Municipality of Crowsnest Pass incorporate similar information on their webpages regarding the airport.

Below is an example of the Pitt Meadows regional airports webpage

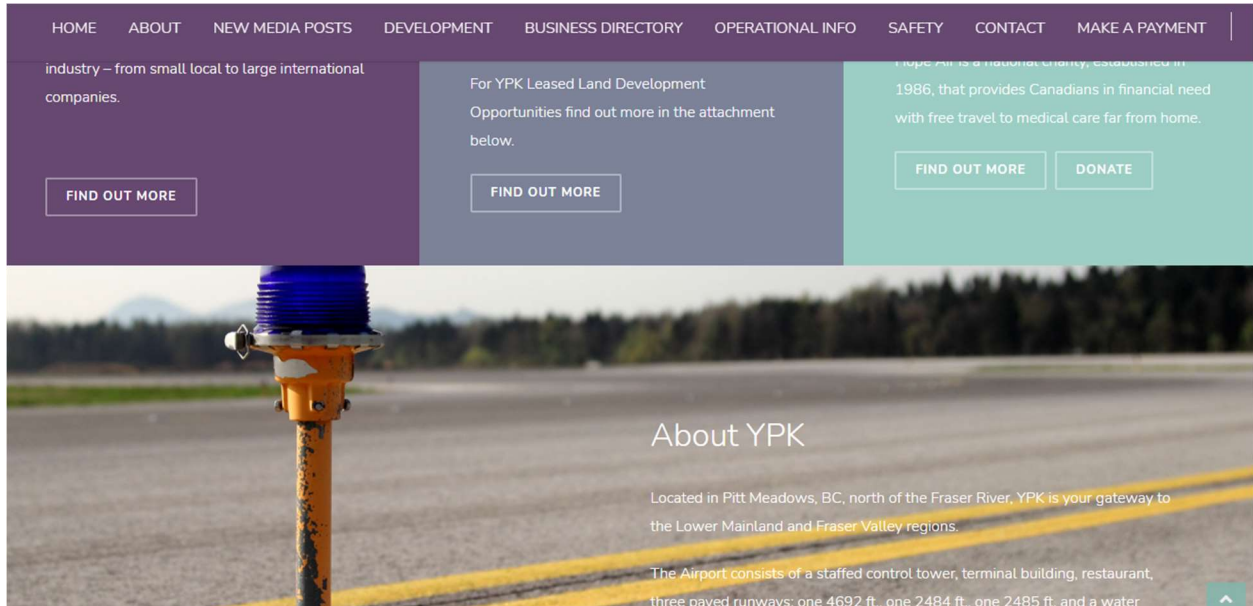


Figure 18 Pitt Meadows Airport Web design

Annual Municipal Budget Report

The MD Pincher Creek presently publishes an annual budget report which highlights key accomplishments of the various departments and assets. This is a great avenue to highlight the successes and progress on airport initiatives accomplished in the previous year. It is recommended that the MD continues this practice and incorporates actions from this study into the annual budget report.

Social Media:

A potential medium term opportunity for the airport is to establish and manage basic social media platforms (Facebook, Instagram, Twitter, etc.) to promote and market the airport. Information such as upcoming events, present fuel prices, notable public events such as when there is significant water bomber aircraft activity in the area, business development or hanger opportunities, and any major planned maintenance to the airport.

Alberta Strategic Aviation Council:

The Strategic Aviation Advisory Council (SAAC) was appointed in August 2021 to provide expert advice on ways to bolster the aviation and aerospace sectors to increase economic development opportunities, expand markets and create jobs in our province. The SAAC will focus on setting a stage for a strong recovery, and for future aviation and aerospace development through research, analysis, and consultation with key stakeholders. The council will make recommendations to government on how to improve aviation and aerospace industries, including – pilot training, air cargo services, aerospace research and development, agriculture, emergency medical and fire response, and tourism.

7. Potential Funding Opportunities:

Federal Regional Air Transportation Initiative (RATI) being administered by the Aerospace Regional Recovery Initiative (ARRI) in the Prairie Provinces:

With a total budget of \$250 million over 3 years this initiative will support small and medium-sized enterprises (SMEs) and not-for-profits to green their operations, improve productivity, and strengthen commercialization while further integrating into regional and global supply chains.

Investing in Canada Infrastructure Program: COVID -19 Resilience Stream

A new temporary COVID-19 Resilience stream, with over \$3 billion available in existing funding, has been created to provide provinces and territories with added flexibility to fund quick-start, short-term projects that might not otherwise be eligible under the existing funding streams. It offers an accelerated approval process with a single simplified application program which reduces upfront administrative burdens, to ensure communities can start work on their projects as soon as possible. Projects must be under \$10M, and the federal contribution will be up to 80% for provinces, municipalities, and not-for-profit organizations in the provinces. Retrofits, repairs, and upgrades for municipal, territorial, provincial, and Indigenous buildings, health infrastructure, and schools.

Municipal Sustainability Initiative (MSI):

In 2021 MSI is providing \$1.226 billion in funding within Alberta and will average \$722 million per year between 2021 and 2023. Under this fund municipalities determine projects and activities to be funded based on local priorities within the general criteria set out in the program guidelines. Regional and community airport facilities or equipment are eligible under the capital projects portion of the MSI.

Community Airport Program – Provincial:

The Community Airports Program (CAP) provides funding to municipalities for rehabilitation and improvement of community owned public-use airports. It is one of 4 funding streams part of the Strategic Transportation Infrastructure Program. Eligible projects include – runway lighting and major capital rehabilitation, including pavement rehabilitation work, such as fog seals, slurry seals, overlays, of the primary runway, apron, primary taxiway, and runway lighting. The present funding model for CAP requires a 75% provincial and 25% municipal cost-share for most projects.

Gas Tax Fund – Federal, administrated Provincially:

The Gas Tax Fund (GTF) is a fund provided by the Federal Government which provides infrastructure funding to provinces and territories for local infrastructure projects, such as roadways, public transit, solid waste management, local roads and bridges, community energy systems, and local and regional airports.

Eligibility:

The GTF is centered around local infrastructure projects and is not specific to airports. Local and regional airports are eligible for construction projects such as:

- Lighting and Navigation equipment
- Primary runway, crosswind / secondary runway, and runway extensions
- Aprons and primary taxiway
- Airport buildings, including terminal and storage areas / sheds
- Development areas, access road, fencing, and drainage

Smart Renewables and Electrification Pathways Program

This program is administered by Natural Resources Canada and is offering funding to support smart renewables and grid modernization deployment projects. Solar power is covered under one of the streams for potential funding within this program.

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	2022	2023	2024	2025	2026+
Addition of airside signage for taxiways, runways, and ATF frequency					
Adopt Part 9 Governance Model					
Establish Part 9 composition, membership, and structure					
Redesign Airport Webpage					
Implement marketing strategy to attract increased general aviation traffic					
Hire an aviation diploma / degree coop summer student					
Execute strategy to attract a flight school					
Increase amenities or access to amenities at the airport and communicate additions					
Complete application for CANPASS Airport of Entry					
Preparation of New Lot Development					
Initiate conversations with Castle Mountain regarding potential air charter destination partnership packages					
Develop relationships with tourism operators and associations to build outbound destination partnership packages					
Investigate Private Public Partnerships for Lot Development / T-hanger investment					
Execute targeted marketing campaign for general aviation					
Approach market for establishment of a Fixed Base Operator					

Pursue capital grant funding	Continuous monitoring of programs available				
Initiate conversations with solar farm developer					
Complete an Airport Certification Gap Analysis and Study					
Work with Alberta Agriculture and Forestry for Air Base Contract renewal					
Execute strategy to approach providers for regularly scheduled air service					
Develop long-term non-aviation land development strategy					
Potable water, and wastewater servicing study to extend systems to the airport					
Air Terminal Building replacement					

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Appendix A: Marketing Material

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References:

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Request for Decision of Council

Council Meeting – 25 January, 2022

G4c

TITLE: Governance Model selection for Airport Committee			
PREPARED BY: CAO		DATE: 19 January 2022	
DEPARTMENT: Admin			
			ATTACHMENTS:
Department Supervisor	Date	1. Governance Options Chart	
APPROVALS:			
		Troy	
			19 Jan 2022
Department Director	Date	CAO	Date

RECOMMENDATION:

That Council select their choice for the Governance Model for the Regional Airport Committee.

BACKGROUND:

A request has been received from the Airport Committee that our Council choose their preferred Model of Governance for the newly formed Committee. The Airport Committee will be meeting on February 14th, 2022 and it will be determined, at that meeting, which model is the preferred choice of the three contributing Municipalities, which are the Municipality of the Crownsnest Pass, MD of Pincher Creek and the Town of Pincher Creek.

FINANCIAL IMPLICATIONS:

\$25,000.00 already committed to the Airport Trust in 2021.

These funds are paying our share of the obligation to produce the Airport Master Plan, Feasibility Study and to allow funds for any increased levels of service that may come from the future stages of the Plan. This amount is to be determined each year by the Committee for consideration during Fall Budget deliberations of each Council.

Governance Option	Positive	Negative	Representative Airports
Private (divestiture or Sale of Airport)	<ul style="list-style-type: none"> -No operating or capital expenditure liability -No managerial involvement -No involvement in Airport ownership, operation, or funding -Ability to raise capital funds on open markets 	<ul style="list-style-type: none"> -Loss of economic generator for region -Limited pool of perspective buyers -Cost to sell could be significant (present lease obligations, environmental remediation responsibilities) -Difficult and long process requiring the Minister of Transport approval requiring political resolve -Loss of community marketing tool to encourage business development / business relocation -Loss of land bank and development may be inconsistent with regions priorities -New owner may become competitor with regional development opportunities -Airport being managed for profit and not in the best interest of the community -Relatively significant Implementation costs -Loss of ability to apply for government funding for future capital rehabilitation projects 	<p>Ponoka Industrial Airport:</p> <ul style="list-style-type: none"> - Town of Ponoka recently sold its Industrial Airport to the Ponoka Flying Club which includes a 25 year option for the town to repurchase the airport, and a five-year funding agreement to grant \$20,000 per year to the Flying Club. Sale generated \$385,000 minus the grant commitment <p>Beiseker Airport:</p> <ul style="list-style-type: none"> -Village of Beiseker presently seeking Minister Approval for the sale of their Airport -Seeking \$785,000 with no grant commitment to buyer or requirement to operate as an airport
Municipality Owned and Operated (existing model)	<ul style="list-style-type: none"> -Municipality maintains control over future airport development and planning -Airport remains available for future opportunities 	<ul style="list-style-type: none"> -Subsidies / financial risk remains with one Municipal government for a regional asset and benefit -Not a core asset for a municipality: limited operational knowledge in various levels of government 	Pincher Creek

	<ul style="list-style-type: none"> -Council heavily engaged with direct and frequent communication -Asset for economic development -Development consistent with local plans -No implementation cost or additional administration for change (status quo) 	<ul style="list-style-type: none"> -Lost business development and revenue generation opportunities -Municipality responsible for administration, training, and to ensure regulatory compliance -Municipality carries safety, operational, and legislative liabilities -Competing priorities and limited resources -Financial risk borne by Municipality -Fees and user charges become a political issue -Specialized airport knowledge not typically part of the Municipalities core skill set -Raising capital on open markets is difficult -Major rehabilitation and capital expenditures difficult to fund with Municipal budget 	
<p>Municipality Owned and independently Operated (by third party, not for profit, flying club, etc.)</p>	<ul style="list-style-type: none"> -Removes day to day operating responsibility -Government officials have reduced time commitment -Able to hire a third party with experience in Airport management, operations, and development -Dedicated resources with no competing Municipal affairs -Independent operating body accountable for some risk exposure 	<ul style="list-style-type: none"> -Could be more costly -Municipality carries safety, and legislative liabilities -Private contractor may have pre-perceived bias or personal interest in development or lack there of -Some Municipal managerial effort required -Financial risk remains with Municipality -Raising capital on open markets remains difficult -Few specialized companies experienced in airport operations 	<p>Olds / Didsbury: Airport is owned by Mountain View County but operated and managed by the Flying Club. The County collects Taxes (approximately \$100,000) and provides the flying club \$15,000 to operate the Airport.</p> <p>Drumheller: Airport is owned by the city but operated by a local small business.</p>

-Some cost of change and administrative effort required

Commission / Society / Part 9 Company

- Improved expertise to manage the development of the airport
- More likely to find new business development and revenue generating opportunities
- Autonomous body responsible for the day to day management of the airport
- No government responsibility for daily operation and maintenance
- More adapt to cut costs
- Municipality continues to own the land and can ensure development is consistent and non-competing with municipal plans
- Minimal implementation costs
- Able to apply for government funding
- Can expropriate lands

- Financial contributions from all parties involved in the decision-making process
- Loss of direct day-to-day management of the airport
- Liability, safety, operational and legislative risk exposure remains with the corporation
- Financial risk and reward borne by all owners and associated taxpayers
- Limited ability to raise capital funds from open markets
- Funding allocation is adaptable (50/50, 60/20/20, etc.)
- Requires application and approval by the Minister of Municipal Affairs

Slave Lake:

-Has operated under the Slave Lake Airport Commission Governance model since 1998 and is jointly owned by the MD of Lesser Slave Lake, and the Town of Slave Lake.

High River Regional Airport:

Airport is owned jointly by the MD Foothills and the Town of High River. In 2003 the Airport entered into a new agreement and created a Part 9 Company under the Companies act called High River Regional Airport Limited (HRRAL) to operate the airport. The HRRAL is run by a board of directors that includes three members from the Airport's leaseholders, and two appointed by each council.



CORPORATE POLICY

A-ADMIN-002

TITLE: MD OWNED VEHICLE AND EQUIPMENT USAGE

Approved by Council

Date: March 10, 2020

Revised by Council

Date: **January 25, 2022**

PURPOSE OF POLICY

The MD of Pincher Creek recognizes that vehicles and equipment play an essential role in the provision of services within the municipality. It is also clear that in order to carry out their duties in an efficient and effective manner, staff must have reasonable access to MD vehicles and equipment. It should be emphasized that these vehicles and equipment are public assets and must be used appropriately.

POLICY STATEMENT

1. This policy applies to the operation of all MD Equipment and Vehicles by an Employee who use MD vehicles for any reason, as well as rental cars when they are being used to conduct MD business. This policy is subject to periodic audit and review to ensure applicability and compliance.
2. Each Department Head is responsible and accountable for the actions of his or her supervised employees covered under this policy.
3. Drivers of MD vehicles are responsible to operate MD vehicles according to this policy and must obey all Federal, Provincial, and Local laws and regulations. In the event of a conflict, these laws shall take precedence over any MD policy, guideline, or procedure, including this Policy.
4. This policy provides a framework of requirements to which all personnel must adhere but does not attempt to account for every possible scenario associated with MD vehicle use.

DEFINITIONS

5. For the purpose of this policy, the following definitions shall apply:
 - a. "MD" shall mean and refer to the Municipal District of Pincher Creek No. 9.
 - b. "Employer" shall mean and refer to the Municipal District of Pincher Creek No. 9.
 - c. "Employee" shall mean any employee of the MD of Pincher Creek No. 9.

- d. “Department Heads” shall mean and refer to the following positions:
 - Chief Administrative Officer
 - Director of Finance
 - Director of Development and Community Services
 - Director of Operations
 - Superintendent of Public Works
 - Road Foreman
- e. “Regular Business Hours” means normal working hours.
- f. “After Hours” shall mean and refer to the hours that fall outside of regular business hours.

VEHICLE ASSIGNMENTS

6. Municipal vehicles shall only be used during regular business hours and only for Municipal business. When not being used, MD vehicles should be parked and locked at:
 - Public Works yard located at 1038 Herron Avenue in Pincher Creek,
 - Administration Building located at 1037 Herron Ave in Pincher Creek,
 - Pincher Creek Airport/Agricultural Environmental Services shop located at 1001 Twp 7-0
 - a. Employees requiring Municipal vehicles after hours shall be authorized by their Department Head, and adhere to the same usage rules applied during regular business hours.
 - b. Provided approval is received from their Department Head, all Employees authorized to attend courses and conventions shall have the option, to use municipal vehicles and only for municipal business.
~~Upon the approval of the Director of Operations; the Superintendent of Public Works, the Public Works Road Foreman, and the Water Plant Operator have the option to use M.D. vehicles to travel to and from their personal residence~~
 - c. *Upon the approval of the CAO; the Superintendent of Public Works , the Public Works Road Foreman , the Public Works Field Lead and the Water Plant Operator have the option to use M.D. vehicles to travel to and from their personal residence*
 - d. Personal use of M.D. vehicles and equipment is not permitted.
 - e. To verify that MD personnel have a history of safe vehicle operation, drivers must hold a valid vehicle operator's license for the class of vehicle being driven; Drivers Abstract shall be obtained and reviewed on an annual basis.
 - f. Employees who are not assigned vehicles may obtain a fleet vehicle when business requires vehicle transportation. Fleet vehicles are not subject to CRA guidelines and must be used exclusively for MD business.
 - g. Upon termination of employment, the employee must return the vehicle keys and all documentation to their department head.

VEHICLE MAINTENANCE AND OPERATION

7. The department of public works shall provide appropriate maintenance of its vehicles to ensure the safety of its employees.
 - a. Employees are not to operate vehicles they consider mechanically unsafe to drive until certified to be safe by an approved mechanic. Any condition which renders the operation of the vehicle unsafe shall be reported immediately.
 - b. Decals, photographs, labels, or stickers shall not be attached to any part of the vehicle unless they have been approved by management or applied by the manufacturer for safety or operational purposes. Company logos are to be kept in good repair and placed per corporate standards.
 - c. Fleet vehicles are equipped with a GPS tracking device and an online administration system. The GPS cellular modem can track vehicle location, and if the vehicle is on or off its speed. Information for the modem is saved, and daily reports may be forwarded to the booked driver of the vehicle.

VEHICLE SAFETY AND REGULATIONS

8. Drivers must drive with headlights on at all times.
9. Department of Public Works shall maintain individual MD vehicle records. Each fleet vehicle shall have the following equipment for emergency preparedness:
 - First aid kit
 - Flashlight
 - Snowbrush
 - Fire extinguisher
 - Hazard materials identification information (emergency response/first response vehicles only).
10. Speed - Speed and speed variance (sudden and unsafe increases or decreases in speed) are critical safety issues that contribute to motor vehicle deaths, injuries, and property damage. A worker driving unduly fast may place the safety of co-workers or members of the public, his or her job performance, or the safe and efficient operation of the vehicle at risk. Speeding is not acceptable and adversely affects the MD's reputation in the community. The speed driven must be appropriate to existing conditions and the maximum speed per posted speed limits. Drivers found to be speeding shall be disciplined according to Policy 170 (Progressive Discipline).
11. Seat Belt Use – The MD recognizes that seat belt use is an essential and effective means of protection for our workers. While traveling on MD business, drivers and passengers must use seat belts correctly at all times. The driver shall operate the vehicle only after others are buckled up. Drivers and employees, as passengers, found to be not wearing a seatbelt shall be disciplined according to Policy 170 (Progressive Discipline).
12. Distracted Driving - Operating a motor vehicle requires the driver's full attention at all times and readiness to deal with any emergency. Workers of MD who are driving for work should not engage in any activity that results in them being distracted, including, but not limited to, reading, writing, grooming, using cellular phones, and manually entering information into computers or navigation systems. When it is safe to do so, workers should pull over and park the vehicle in a safe and legal location before using an electronic device.

- Drivers found to be distracted driving shall be disciplined according to Policy 170 (Progressive Discipline).
13. Pre-Trip Inspection – When traveling, drivers must perform a pre-trip inspection. If you are unfamiliar with the vehicle or have not driven it in some time, a more thorough review is warranted. Ensure that all loads and miscellaneous articles are adequately secured, all equipment is set and appropriately adjusted (i.e., mirrors, head restraints).
 14. Members of the public are not permitted in MD vehicles without express permission from the Department Head.
 15. It is strictly prohibited to transport, consume, or be under the influence while operating an MD vehicle. This includes:
 - a. Alcohol;
 - b. prescription/over the counter medication that could impair a driver;
 - c. legal or illegal drugs;
 16. It is strictly prohibited to smoke or vape in an MD vehicle or equipment.

TRAFFIC VIOLATIONS, OFFENSES, AND PENALTIES

17. Employees are responsible for paying any traffic, parking, or other penalties incurred while operating any MD vehicle or their personal vehicle on MD business. It is the responsibility of that Employee's Department Head to ensure these violations are paid.
 - a. If an employee is found to be responsible for ongoing abuse, neglect or willful damage to an MD Vehicle or Equipment, they shall receive discipline up to and including terminations as per policy 170 (Progressive Discipline).

Richard D. Lemire
Reeve

Troy A. MacCulloch
Chief Administrative Officer



SIGN OFF

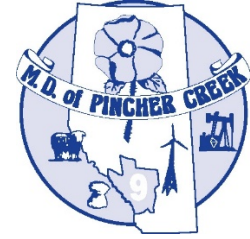
I, _____ have read and understand the above conditions of the Vehicle Use Agreement and by signing below acknowledge that I shall operate the MD Vehicle in accordance with this agreement.

Employee Name

Witness

Employee Signature

Date



APPENDIX 1

Employee/Employer Authorization — Personal Use

Taking a vehicle home to and from your 'regular place of employment' constitutes as personal use and shall be subject to CRA guidelines for commuting. A taxable benefit shall be noted on the employees' annual T4. Employees are required to keep records on the usage of the vehicle so that the MD can appropriately adhere to CRA standards to identify the business and personal use amounts of the total kilometers driven in a calendar. Should regular work assignments require an employee to have multiple work locations during the day, only the trip from an employee's home to the first work location and the trip home from the last work location is personal.

I, _____ understand that the only personal use allowed is to drive back and forth to work and that a taxable benefit for this personal use shall be added to my annual income in accordance with Canada Revenue Agency regulations.

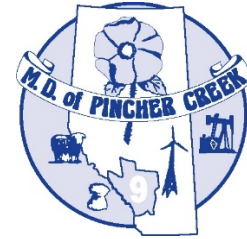
I, _____ understand I am solely responsible for keeping adequate records on the usage of the vehicle.

Employee Name

CAO

Employee Signature

Date



APPENDIX 2

Employee Authorization — Drivers' Abstract/Record

I, _____, authorize my employer, MD of Pincher Creek No. 9, to request and obtain a copy of my drivers' abstract from an authorized agent of Alberta Registries. I hereby consent to the disclosure of my driver abstract/record, which is made from personal information in the Motor Vehicle Registry of the Province of Alberta to my employer. I further authorize my employer to make further requests and obtain copies of my driver abstract in the future at its discretion and as it sees fit and appropriate. I authorize my employer to do so without the necessity of providing notice to me or obtaining any subsequent authorization from me.

I confirm the following information is correct:

Name: _____

Date of birth: _____

Driver's license number: _____

Address: _____

I shall advise my employer within seven (7) days of any change or changes to the information noted above. Finally, I understand that this information is required by my employer in accordance with this Vehicle Use Agreement and that the requests shall be at the cost of the employer. Should I cease to be employed with MD of Pincher Creek or cease to hold a position with MD of Pincher Creek which may require me to drive a vehicle; this authorization shall automatically terminate at that time.

Employee Name

Witness

Employee Signature

Date

Highway 3 Twinning Development Association Meeting Dates

November 2021 through December 2022

EXECUTIVE MEETINGS

November 24, 2021

No Executive Dec 2021

January 19, 2022

February 17, 2022

March 17, 2022

April 27, 2022

May 18, 2022

No June or July Executive meeting

August 24, 2022

September 22, 2022

October 26, 2022

November 23, 2022

No Executive Dec 2022

BOARD MEETINGS

November 5, 2021

No Board Dec 2021

No Board Jan 2022

February 4, 2022

No Board March 2022

AGM: April 1, 2022 (Location TBD)

No Board May 2022

June 3, 2022

No July or August Board meeting

September 2, 2022

No Board October 2022

November 4, 2022

No Board Dec 2022

December 31, 2021

To the Reeve and Council
Municipal District of Pincher Creek No. 9
PO Box 279
Pincher Creek, Alberta T0K 1W0

Ladies and Gentlemen:

Objective and scope

You have requested that we audit the financial statements of the Municipal District of Pincher Creek No. 9, which comprise the consolidated statement of financial position as at December 31, 2021, and the consolidated statement of operations, change in net financial assets (debt), and cash flow for the year then ended, and a summary of significant accounting policies and other explanatory information. We are pleased to confirm our acceptance and our understanding of this audit engagement by means of this letter. Our audit will be conducted with the objective of our expressing an opinion on the financial statements.

Our responsibilities as auditor

We will conduct our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

Because of the inherent limitations of an audit, together with the inherent limitations of internal control, there is an unavoidable risk that some material misstatements may not be detected, even though the audit is properly planned and performed in accordance with Canadian generally accepted auditing standards.

In making our risk assessments, we consider internal control relevant to the entity's preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. However, we will communicate to you in writing concerning any significant deficiencies in internal control relevant to the audit of the financial statements that we have identified during the audit.

Management's responsibilities

Our audit will be conducted on the basis that management and those charged with governance acknowledge and understand that they have responsibility:

- (a) For the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards,
- (b) For such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; and



Reeve and Council
Municipal District of Pincher Creek No. 9
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- (c) To provide us with:
 - (i) Access to all information of which management is aware that is relevant to the preparation of the financial statements such as records, documentation and other matters;
 - (ii) Additional information that we may request from management for the purpose of the audit; and
 - (iii) Unrestricted access to persons within the entity from whom we determine it necessary to obtain audit evidence.

As part of our audit process, we will request from management and, where appropriate, those charged with governance written confirmation concerning representations made to us in connection with the audit.

We look forward to full cooperation from your staff during our audit.

Working papers

We will ask that your personnel, to the extent possible, prepare various schedules and analyses in order to minimize your investment in the audit process. The working papers, files, other materials, reports and work created, developed or performed by us during the course of the engagement are the property of our Firm, constitute confidential information and will be retained by us in accordance with our Firm's policies and procedures.

File inspections

In accordance with professional regulations, our client files may periodically be reviewed by practice inspectors and by other file quality reviewers to ensure that we are adhering to professional and our Firm's standards. File reviewers are required to maintain the confidentiality of client information.

Confidentiality

One of the underlying principles of the profession is a duty of confidentiality with respect to client affairs. Each professional accountant must preserve the secrecy of all confidential information that becomes known during the practice of the profession. Accordingly, we will not provide any third party with confidential information concerning the affairs of Municipal District of Pincher Creek No. 9 unless:

- a) We have been specifically authorized with prior consent;
- b) We have been ordered or expressly authorized by law or by the Rules of Professional Conduct; or
- c) The information requested is (or enters into) public domain.

In delivering our service to you, we may use and have access to software and/or services that facilitate and complement our accounting services we have available to you. Unless you advise us to the contrary, you authorize us to disclose to the providers of those software's and/or services your details solely to enable us to facilitate those services to you without obligation. Your Personal information will only be provided to such organizations if they agree to use the information solely for the purposes instructed to them and can provide a comparable level of security and privacy protection as our own.



Reeve and Council
Municipal District of Pincher Creek No. 9
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Please note that confidential information may be shared within the Avail group of companies in order to serve you better. Please visit our website at availcpa.com to obtain a copy of our detailed Privacy Policy.

In performing our services, we will send messages and documents electronically. You acknowledge that electronic communication carries the possibility of inadvertent misdirection, interception or non-delivery of confidential material, or infection by a virus. If you do not consent to our use of electronic communications, please notify us in writing.

We do not accept responsibility and will not be liable for any damage or loss caused in connection with the interception or corruption of an electronic communication.

Indemnity

We will use all reasonable efforts to complete the engagement as described in this letter within the agreed upon time frames. However, we shall not be liable for failures or delays in performance that arise from causes beyond our control, including the untimely performance by the Municipal District of Pincher Creek No. 9 of its obligations.

Billing

It is understood and agreed that accounts for services rendered by Avail LLP Chartered Professional Accountants will have G.S.T. added where applicable, and are payable upon receipt of invoice. It is understood and agreed that the Municipal District of Pincher Creek No. 9 will pay to Avail LLP Chartered Professional Accountants the principal amount reflected on all invoiced accounts for services rendered together with interest on any unpaid balance thereof, commencing 30 days following the invoice date at the rate of 1.5% per month or 19.562% per annum. In the event accounts go unpaid, Avail LLP Chartered Professional Accountants reserves the right to discontinue work on behalf of the client at any time.

Fees paid in advance

In the event you pay all or a portion of your fees in advance, the firm agrees to the following:

- (a) To render invoices on a periodic basis and/or upon the completion of the engagement.
- (b) To render statements to you on a periodic basis detailing issuances of invoices and applications of advance fees paid.
- (c) To retain as a credit in your account to be applied against fees for future engagements any advance fees paid in excess of the rendered invoices for this engagement, unless you request a refund.
- (d) To refund the excess of advance fees on hand in the event the firm determines the agreed professional services cannot be completed.

Costs of responding to government or legal processes

In the event we are required to respond to a subpoena, court order, government agency or other legal process for the production of documents and/or testimony relative to information we obtained and/or prepared during the course of this engagement, you agree to compensate us at our normal hourly rates for the time we expend in connection with such response, and to reimburse us for any direct out-of-pocket costs, including applicable G.S.T.



Reeve and Council
Municipal District of Pincher Creek No. 9
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December 31, 2021

Other services

In addition to the audit services referred to above, we will, as allowed by the Rules of Professional Conduct, prepare your federal and provincial income tax returns and other special reports as required. Management will provide the information necessary to complete these returns/reports and will file them with the appropriate authorities on a timely basis.

Use of information

It is acknowledged that we will have access to all personal information in your custody that we require to complete our engagement. Our services are provided on the basis that:

- (a) You represent to us that management has obtained any required consents for the collection, use and disclosure to us of personal information required under applicable privacy legislation; and
- (b) We will hold all personal information in compliance with our Privacy Statement.

Reporting

Unless unanticipated difficulties are encountered, our report will be substantially in the following form:

<p>To: The Reeve and Council of Municipal District of Pincher Creek No. 9</p> <p><i>Independent Auditor's Report</i></p> <p><i>Opinion</i></p> <p>We have audited the financial statements of the Municipal District of Pincher Creek No. 9, which comprise the consolidated statement of financial position as at December 31, 2021, and the consolidated statement of operations, change in net financial assets (debt), and cash flow for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.</p> <p>In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Municipal District as at December 31, 2021, and its results of operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.</p> <p><i>Basis for Opinion</i></p> <p>We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Municipal District in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.</p>
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Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Municipal District's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Municipal District or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Municipal District's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Municipal District's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.



- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Municipal District's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Municipal District to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

[Firm location] AVAIL LLP
[Date of the auditor's report] Chartered Professional Accountants

Depending on the results of our audit findings, the form and content of our report may need to be amended.

The terms of our engagement as outlined above will continue in effect from year to year until amended or terminated in writing.

If the above terms are acceptable to you, please sign and return this letter to indicate your acknowledgement of, and agreement with, the arrangements for our audit of the financial statements including our respective responsibilities.

AVAIL LLP

Chartered Professional Accountants

Acknowledged and agreed on behalf of the Municipal District of Pincher Creek No. 9 by:

Name and Title: _____

Date: December 31, 2021



MUNICIPAL DISTRICT OF GREENVIEW

January 11, 2022

Honourable Jason Nixon
 Minister of Environment and Parks
 323 Legislature Building
 10800-97 Ave
 Edmonton AB, T5K 2B6

Dear Hon. Minister Jason Nixon,

RE: GREENVIEW GRIZZLY POPULATIONS

Greenview is part of Bear Management Areas (BMA) 2 and 7. BMA 7, Swan Hills, population survey conducted by Foothills Research Institute in 2018 suggested an estimate of 62 grizzly bears in BMA 7 be used for management purposes until a study with higher precision could be performed. The grizzly population density in BMA 7 is estimated at 12.6 bears per 1,000 km².

BMA 2, Grande Cache, was last surveyed in 2008, with no further surveys announced. The 2008 survey revealed an estimated population of 271 grizzly bears. The density of grizzlies stood at 18.11 bears per 1,000 km². This density was most concentrated in the Wilmore/Kakwa areas.

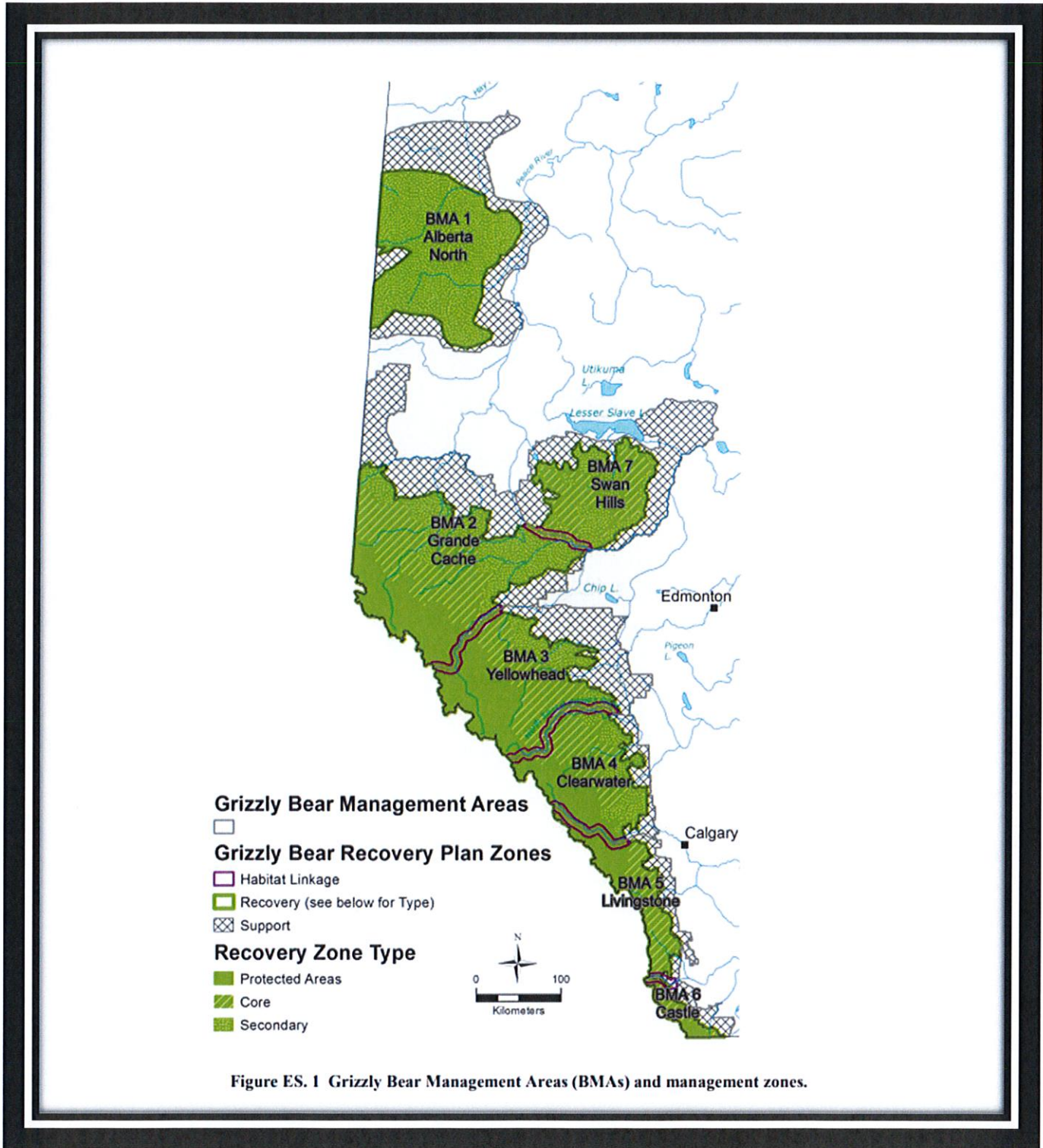
With the range of an adult male grizzly bear being 1800 km², the proximity of ranches in the Grovedale and Grande Cache areas increases the potential for conflicts. As populations appear to have rebounded in other BMAs, Greenview requests the Alberta Government update grizzly population estimates for BMA 2 and reassess with increased precision in BMA 7. With increased reports from residents of grizzly bears, the development of a Provincial Grizzly Mitigation Plan needs to be prioritized to address the safety of rural residents and inform agricultural producers as to what they can do to protect their livelihoods, potentially reducing wildlife conflicts.

Respectfully,

Tyler Olsen, Reeve
 Municipal District of Greenview

Cc: Clearwater County, Yellowhead County, Big Lakes County, County of Grande Prairie, Brazeau County, Mountain View County, Bighorn County, MD of Ranchland, Crowsnest Pass, Municipal District of Pincher

Creek, MLA Todd Loewen, Minister Toews, Rural Municipalities of Alberta, Minister Jason Nixon, Provincial ASB Committee, Association of Alberta Agricultural Fieldman





MUNICIPAL DISTRICT OF GREENVIEW

January 11, 2022

Honourable Nate Horner
Minister of Agriculture and Forestry
229 Legislature Building
10800-97 Ave
Edmonton AB, T5K 2B6

Dear Hon. Minister Nate Horner,

RE: GREENVIEW GRIZZLY POPULATIONS

Greenview is part of Bear Management Areas (BMA) 2 and 7. BMA 7, Swan Hills, population survey conducted by Foothills Research Institute in 2018 suggested an estimate of sixty-two grizzly bears in BMA 7 be used for management purposes until a study with higher precision could be performed. The grizzly population density in BMA 7 is estimated at 12.6 bears per 1,000 km².

BMA 2, Grande Cache, was last surveyed in 2008, with no further surveys announced. The 2008 survey revealed an estimated population of 271 grizzly bears. The density of grizzlies stood at 18.11 bears per 1,000 km². This density was most concentrated in the Wilmore/Kakwa areas.

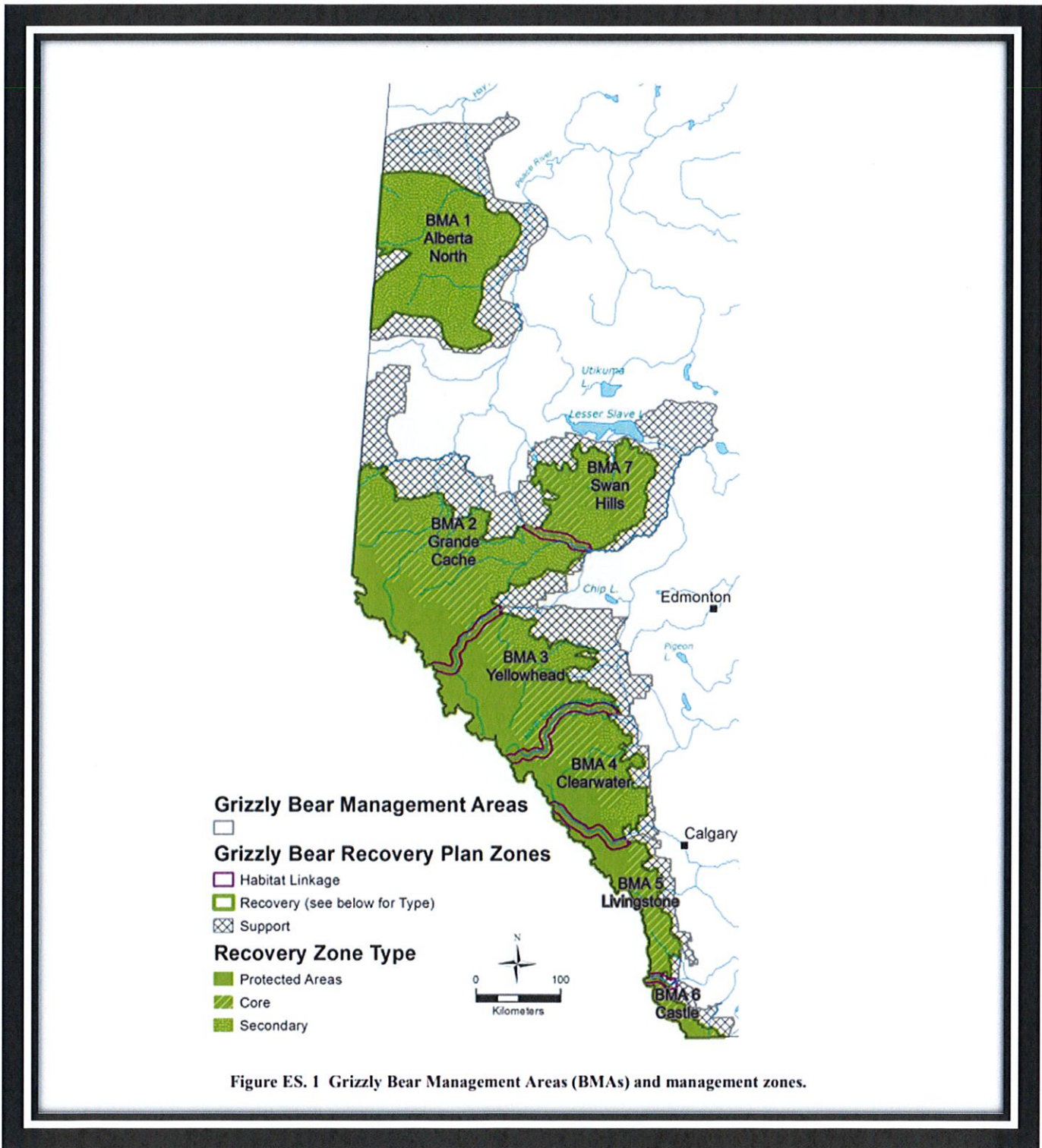
With the range of an adult male grizzly bear being 1800 km², the proximity of ranches in the Grovedale and Grande Cache areas increases the potential for conflicts. As populations appear to have rebounded in other BMAs, Greenview requests the Alberta Government update grizzly population estimates for BMA 2 and reassess with increased precision in BMA 7. With increased reports from residents of grizzly bears, the development of a Provincial Grizzly Mitigation Plan needs to be prioritized to address the safety of rural residents and inform agricultural producers as to what they can do to protect their livelihoods, potentially reducing wildlife conflicts.

Respectfully,

Tyler Olsen, Reeve
Municipal District of Greenview

Cc: Clearwater County, Yellowhead County, Big Lakes County, County of Grande Prairie, Brazeau County, Mountain View County, Bighorn County, MD of Ranchland, Crowsnest Pass, Municipal District of Pincher

Creek, MLA Todd Loewen, Minister Toews, Rural Municipalities of Alberta, Minister Jason Nixon, Provincial ASB Committee, Association of Alberta Agricultural Fieldman





PO Box 30 5407 50th Street
Tofield, Alberta T0B 4J0
P 780 662 3269
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E tofieldadmin@tofieldalberta.ca
W www.tofieldalberta.ca

January 13, 2022

Honorable Jason Kenney
Premier of Alberta
Office of the Premier
307 Legislature Building
10800 – 97 Avenue
Edmonton, AB
T5K 2B6

Dear Premier,

Re: Rural Alberta – Adolescent Vaccine Provision

Premier Kenney, since the availability of vaccines has been provided to Albertans, the message from yourself, the Chief Medical Officer of Health, and the Health Minister has remained consistent. This message has been that all eligible individuals should receive the first available vaccine, and now, this availability has extended to our youth. During the first availability of vaccine, rural Alberta felt that they were being slighted, or ignored in not having vaccine provision to those who were unable to travel, or not wanting to leave the comforts of their own community, to truly do the right thing and become vaccinated. Many across rural Alberta, Tofield included reached out to advocate and make our voices heard in having this service provided in our communities through our very capable means, such as, our pharmacies and competent pharmacists.

Bluntly, your government is ignoring rural Alberta, and creating barriers and hindrances for vaccine provision. Members of our community wanting to have their children vaccinated are being forced to drive between 50 and 70 kilometers one way to have this service provided. On top of this true inconvenience, the weather elements and poor road conditions are adding a further issue to what is already a stressful time for these parents. The decision of many is to not contend with these barriers, which is resulting in a lower vaccination rate in our rural locations.

The path forward from our vantage point appears clear, provide vaccine to our rural pharmacies to vaccinate our youth. Globally, we know that the way back to a normal life requires vaccination. In not having this ability in rural Alberta, the pandemic and its challenges to our health care system, economy and Albertans mental health will continue.

Honorable Jason Kenney
Premier of Alberta
Page 2

Premier Kenney, please do not continue to ignore rural Alberta. We in the outlying centres have suffered deeply, and this stance only stands to hurt Alberta as a province on a longer-term basis. As a Council and a community, we implore your government to take a stance and advocate for change.

Sincerely,



Debora Dueck

Mayor

mayor@tofieldalberta.ca

C.C

The Honorable Jason Copping, Minister of Health
Dr. Deena Hinshaw, Chief Medical Officer of Health
Damien Kurek, MP
Jackie Lovely, MLA
Alberta Municipalities
Rural Municipalities of Alberta
Darren Erickson, Tofield Pharmacy
Tofield Mercury
Vegreville News Advertiser

From: Bev Thornton <bev@albertasouthwest.com>

Sent: January 11, 2022 10:04 AM

Subject: Peaks to Prairies EV: a FINALIST in Green Destinations Story Awards Competition 2021

Dear AlbertaSW Board, CAOs and EDOs,

As AlbertaSW has met standards to be named a “Top 100 Global Sustainable Destination” for the last 4 years (2018, 2019, 2020, 2021) and thus eligible to submit an entry to the annual “Green Destinations Story Awards”.

Winners will be announced at the ITB Berlin Conference during the week of March 9-13, 2022.

The story of the **Peaks to Prairies EV Charging Station Network** is one of 6 nominees in the category of “Localising and Decarbonising the Supply Chain”.

This is a tribute to over 6 years of a multi-regional, urban-rural-industry collaboration, supported by all levels of government, to create a unique traveller amenity for Alberta!

Here is a link to the nominated stories in all categories.

<https://greendestinations.org/events/2021-green-destinations-awards/green-destinations-story-awards-at-itb-berlin-2022-nominees-finalists/>

Congratulations to all the Peaks to Prairies communities and partners!!

Bev Thornton

*Executive Director, Alberta SouthWest Regional Alliance
International Economic Development Council (IEDC) Accredited Organization (AEDO)
Top 100 Global Sustainable Destination and Top 3 Best of the Americas
Box 1041, Pincher Creek AB T0K 1W0
403-627-3373 (office) 403-627-0244 (cell)
bev@albertasouthwest.com
www.albertasouthwest.com
Past President, Economic Developers Alberta
www.edaalberta.ca*

From: Top 100 GD <top100@greendestinations.org>
Sent: Tuesday, January 11, 2022 8:26 AM
Cc: Catharina Wresky <cathy@greendestinations.org>
Subject: Invitation to the 2022 Green Destinations Top 100 Stories Competition

Dear 2021 Top 100 Destinations,

We hope this mail finds you well!

We are delighted to inform you that the nominees for the Green Destinations Story Awards have officially been announced. You can find them [here](#).
Congratulations to everyone that has been nominated!

For the 8th year, Green Destinations puts in the spotlight destinations with innovative and effective Good Practice Stories, becoming an inspiration for other destinations, tour operators, and travelers.

Best regards,

Stephanie Fraites
Top 100 Secretariat



E. top100@greendestinations.org | **W.** greendestinations.org

A: Rapenburg 8, 2311 EV Leiden, The Netherlands.

Subscribe to our regular [newsletter](#)!

#LOVELOCALPC HOLIDAY PASSPORT NEARS MILLION DOLLAR SUCCESS

January 10, 2022

On Monday January 10th, Chamber Manager Stacy Benson drew three winners for the #lovelocalpc holiday passport campaign. The three local winners are Terry Oczkowski with a prize pack valued at \$710 dollars, Brent Beck with a win of almost \$1000 dollars, and grand prize winner Nora Manners taking home a bundle valued over \$1300 dollars. Thirty-five local businesses participated in this year's passport campaign and donated thoughtful gifts and gift cards to create these ultimate prize packages. Last years campaign tracked \$512 000 dollars of local shopped. Once again, we are thrilled with the response to the campaign and are ecstatic to announce an astonishing \$986 000 dollars of local shopping in our community this time around! We want to thank all the businesses who participated and all our community members who made an extra effort to keep dollars local this holiday season. The #LoveLocalPC campaign is part of local business recovery efforts and aims to bolster our small businesses. The Chamber is here to support our members through ongoing challenges and will continue to advocate for them as we navigate 2022 together.

Thank you for supporting local!

Board of Directors

Pincher Creek & District Chamber of Commerce

About the Pincher Creek & District Chamber of Commerce:

The Chamber of Commerce is a non-for-profit organization, directed by a team of volunteers, dedicated to helping local business thrive in our community. It is an important link in the ever-changing world of business, marketing and tourism for Pincher Creek. We actively promote, facilitate and strengthen the business climate by providing: Leadership, representation, networking opportunities, service and education to our chamber members. As a significant business resource in the community the Pincher Creek & District Chamber of Commerce strongly encourages and facilitates partnerships and collaboration among individuals, Non-for-profit groups, businesses and municipal government.

Our Mission

To be a platform for business collaboration and growth within our community.

Our Role

To be a catalyst through which business and professional people work together to build a vibrant community with a strong economy. To be a strong and unified voice for business and organizations in our community, by providing community support through promotions, and by dealing with all levels of government. As our membership grows, our voice becomes ever stronger.



January 7, 2022

Via Email: carna@nurses.ab.ca

College & Association of Registered Nurses of Alberta
11120 178 Street
Edmonton, AB T5S 1P2

Dear Council:

Re: Letter of Support for Fast Tracking Immigrant Nurses for Certification in Alberta

The Municipality of Crowsnest Pass Council respectfully requests that the College & Association of Registered Nurses of Alberta consider fast tracking immigrant nurses to qualify to work in Alberta in all communities currently facing nursing shortages.

Our current health crisis has clearly demonstrated the need for additional nurses to support and enhance our current caregivers that are overworked and stretched to capacity when there are many immigrant nurses sitting on the sidelines forced to work in underemployed positions to make ends meet.

We recognize that it is a great responsibility to ensure that foreign educated nurses are qualified to Canadian standards, but it appears that the current process is too cumbersome and that as a country we are losing out on this virtually untapped pool of skilled medical professionals.

We thank you for your kind consideration and hope that we can all work together to find a solution to this problem, or at the very least to make improvements to the current accreditation process.

Sincerely,

A handwritten signature in black ink that reads "Blair Painter". The signature is written in a cursive, flowing style.

Mayor Blair Painter
Municipality of Crowsnest Pass
403-563-0700
blair.painter@crowsnestpass.com

cc: The Honorable Jason Copping, Minister of Health
Alberta Municipalities
Rural Municipalities Association



January 7, 2022

Via Email: registrar@cpsa.ab.ca

College of Physicians and Surgeons of Alberta
2700, 10020 100 Street NW
Edmonton, AB T5J 0N3

Attention: Dr. Scott McLeod, Registrar

Dear Dr. McLeod:

Re: Letter of Support for City of Cold Lake and Streamlining Foreign Physician Assessments

The Municipality of Crowsnest Pass Council fully supports the request by the City of Cold Lake to have the College of Physicians and Surgeons of Alberta consider streamlining the assessment process for physicians from outside of Canada but wish to extend this consideration be given to facilitate integration for those doctors in all communities in Alberta currently facing physician shortages.

Our current health crisis has clearly demonstrated the need for additional doctors to support and enhance caregivers that are overworked and stretched to capacity when there are many immigrant physicians sitting on the sidelines forced to work in underemployed positions to make ends meet.

We recognize that it is a great responsibility to ensure that foreign educated doctors are qualified to Canadian standards, but it appears that the current process is too cumbersome and that as a country we are losing out on this virtually untapped pool of skilled medical professionals.

We thank you for your kind consideration and hope that we can all work together to find a solution to this problem, or at the very least to make improvements to the current accreditation process by removing the significant barriers to becoming certified in our province.

Sincerely,

A handwritten signature in black ink that reads "Blair Painter". The signature is written in a cursive, flowing style.

Mayor Blair Painter
Municipality of Crowsnest Pass
403-563-0700
blair.painter@crowsnestpass.com

cc: The Honorable Jason Copping, Minister of Health
Alberta Municipalities
Rural Municipalities Association



ALBERTA
MUNICIPAL AFFAIRS

*Office of the Minister
MLA, Calgary-Hays*

I2f
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M.D of Pincher Creek

AR107369

December 23, 2021

Reeve Rick Lemire
Municipal District of Pincher Creek
PO Box 279
Pincher Creek AB T0K 1W0

Dear Reeve Lemire:

Thank you for taking the time during the Rural Municipalities of Alberta Fall 2021 Convention to meet with me to discuss your concerns about a provincial police service and the Government of Alberta combining seniors lodge foundations.

I appreciated the opportunity to hear your municipality's concerns and build on our relationship during the meeting. I have shared your concerns my colleagues, the Honourable Kaycee Madu, Minister of Justice and Solicitor General and the Honourable Josephine Pon, Minister of Seniors and Housing, for their awareness.

Please do not hesitate to contact my office if you require any additional information regarding our discussion during the convention. I look forward to working with you and your council to build strong and resilient communities in our great province.

Sincerely,

Ric McIver
Minister

cc: Honourable Kaycee Madu, Minister of Justice and Solicitor General
Honourable Josephine Pon, Minister of Seniors and Housing
Troy MacCulloch, Chief Administrative Officer, Municipal District of Pincher Creek

January 4th, 2022

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Tel./ Tél.: 1-866-771-2262
E-Mail / Courriel:
admin@camacam.ca

www.camacam.ca

Troy Macculloch
CAO
MD of Pincher Creek No.9
1037 Herron Ave, PO Box 279
Pincher Creek, AB
T0K1W0

Dear Troy,

As a valued member of the Canadian Association of Municipal Administrators (CAMA), I would like to take this opportunity to thank you for your leadership during the pandemic.

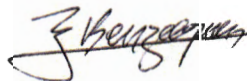
Communities across our country have experienced an unprecedented challenge over the past two years dealing with the COVID-19 pandemic. All sectors, public and private, pulled together to take care of our vulnerable citizens and maintain basic services for all our residents. This required dedication, hard work, creativity, and unwavering spirit from us all. Behind the scenes it also required an immense amount of coordination.

As a CAO, we know the amount of effort and ingenuity it has taken for you to lead your staff throughout the pandemic. The strength of your municipal team directly impacted your residents in the most important and fundamental ways. You have guided your staff through a long and stressful period when you yourself have been under tremendous pressure. You played a critical role in your community's success. Your leadership has not gone unnoticed. Please know how proud we are of your efforts.

Unfortunately, there is no end in sight, and we will continue to be relied upon to provide leadership to our communities to the best of our ability and I know you will have continued success in helping your staff and citizens get thru this very difficult time in our history.

All the best to you and your team as we look forward to 2022.

Sincerely,



Jack Benzaquen
CAMA President

cc Rick Lemire, Reeve

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JAN - 6 2022
M.D of Pincher Creek