

AGENDA
COUNCIL MEETING
MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
January 23, 2024
6:00 pm
Council Chambers

A. ADOPTION OF AGENDA

B. DELEGATIONS

C. MINUTES/NOTES

1. Special Meeting Minutes
 - December 19, 2023
2. Council Committee Minutes
 - January 9, 2023
3. Council Meeting Minutes
 - January 9, 2023

D. UNFINISHED BUSINESS

E. BUSINESS ARISING FROM THE MINUTES

Tabled Items:

- a) 24/011 - Draft Letter - Water Crisis Mitigation Solution – Regulatory Expediting
- b) Spring RMA Conference Discussion – Ministers to meet with? Items?
- c) 24/022 - Road Closure Request Update
- d) 23/571 – Road Closure Request Update
- e) 23/564 - Patton Park Society Request for Bathrooms Update

F. COMMITTEE REPORTS / DIVISIONAL CONCERNS

1. Councillor Tony Bruder – Division 1
 - ORRSC Periodical – Slope Adaptive Development
 - Crowsnest Pincher Creek Landfill Minutes November 22, 2023
2. Councillor Rick Lemire – Division 2
3. Reeve Dave Cox– Division 3
4. Councillor Harold Hollingshead - Division 4
5. Councillor John MacGarva – Division 5

G. ADMINISTRATION REPORTS

1. Operations

- a) Public Works Operational Report
 - Report from Public Works dated January 18, 2024
 - Schedule A – Operations Report
 - Schedule B – Shop/Fleet Report
 - Public Works Call Log
- b) Utilities & Infrastructure Report
 - Report from Utilities & Infrastructure dated January 17, 2024
- c) Oldman Reservoir Emergency Intake; Capital Project and Grant Application
 - Report from Utilities & Infrastructure dated January 18, 2024
- d) Alberta Municipal Water/Wastewater Partnership (AMWWP) Grant Application Finalization
 - Report from Utilities & Infrastructure dated January 18, 2024
- e) Porsche Club of America; Wild Rose Region - Rental of Airport
 - Report from Utilities & Infrastructure dated January 18, 2024

2. Finance

3. Planning and Community Services

4. Municipal

- a) CAO Report
 - Report from Administration, dated January 18, 2024

H. CORRESPONDENCE

1. For Action

- a) Engagement on Improving Police Governance in Alberta
 - Online Questionnaire
 - Information Sessions – South District February 2, 2024
- b) Letter of Support Request
 - Cowley Lions

2. For Information

- a) Tourism Development Zone – Southern Rockies Report

I. NEW BUSINESS

J. CLOSED MEETING SESSION

K. ADJOURNMENT

MINUTES
MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
SPECIAL COUNCIL MEETING
DECEMBER 19, 2023

9792

The Special Meeting of Council of the Municipal District of Pincher Creek No. 9 was held on Tuesday, December 19, 2023 at 10:00 am, virtually.

Notice of this Special Council Meeting was posted on the MD website and social media.

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

STAFF CAO Roland Milligan, Director of Finance Meghan Dobie, Utilities & Infrastructure Manager David Desabrais, Finance Manager Brendan Schlossberger, and Executive Assistant Jessica McClelland.

Reeve Dave Cox called the meeting to order at 10:00 am.

A. ADOPTION OF AGENDA

As per the MGA 194 (1) (5) No matter other than that stated in the notice calling the special council meeting may be transacted at the meeting unless the whole council is present at the meeting and the council agrees to deal with the matter in question.

Councillor John MacGarva 23/573

Moved that the Council Agenda for December 19, 2023 be amended to include:

Closed Session: Beaver Mines Wastewater Treatment Facility Cost Update FOIP Sec. 23.1.a

Carried Unanimously

Councillor Tony Bruder 23/574

Moved that the Council Agenda for December 19, 2023 be approved as amended.

Carried

B. CLOSED SESSION

Councillor John MacGarva 23/575

Moved that Council move into closed session to discuss the following, the time being 10:01 am:

- a) Emergency Services Commission Request - FOIP Sec. 24.1.a
- b) Beaver Mines Wastewater Treatment Facility Cost Update - FOIP Sec. 23.1.a

Councillor Tony Bruder 23/576

Moved that Council move out of closed session, the time being 11:36 am.

Carried

- a) Emergency Services Commission Request

Councillor Harold Hollingshead 23/577

Moved that Council restrict \$250,000 from the tax rate stabilization reserve to the PCESC Reserve.

Carried

Councillor John MacGarva 23/578

Moved that Council approve a contribution to Pincher Creek Emergency Services Commission for a fire hall located at 1377 Hunter Street;

Minutes
Special Council Meeting
Municipal District of Pincher Creek No. 9
December 19, 2023

AND THAT Council approve a maximum of \$2.5M, split equally between the Town and MD, for the purchase of the building/site with said funds coming from the PCESC Reserve;

AND FURTHER THAT if successful, Council direct PCESC to bring forward a renovations budget to each Council in 2024;

AND FINALLY THAT if the funding partner does not support 50% of the renovations that the building be sold, with the proceeds to be shared in the same manner it was funded.

Carried

b) Beaver Mines Wastewater Treatment Facility Cost Update

Councillor John MacGarva 23/579

Moved that Council approve an additional \$240,000 in 2024 and a revised project total of \$5.0M, for the Beaver Mines Wastewater Treatment Facility;

AND THAT Council deduct \$240,000 for a revised project total of \$6.1M from the Beaver Mines Distribution & Collection Project.

Carried

K. ADJOURNMENT

Councillor Tony Bruder 23/580

Moved that Council adjourn the meeting, the time being 11:46 am.

Carried

REEVE

CHIEF ADMINISTRATIVE OFFICER

MINUTES
REGULAR COUNCIL COMMITTEE MEETING
MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
Tuesday, January 9, 2024 2:00 pm
Council Chambers

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

Staff: CAO Roland Milligan, Financial Manager Brendan Schlossberger, Utilities & Infrastructure Manager David Desabrais, Public Works Assistant Manager Alan McRae, and Executive Assistant Jessica McClelland.

Absent: Councillor Harold Hollingshead.

Reeve Dave Cox called the meeting to order, the time being 2:00 pm.

1. Approval of Agenda

Councillor Tony Bruder

Moved that the agenda for the January 9, 2024 be amended to include:

Closed Session:

- d) Water Update – FOIP Sec. 24.1

AND THAT the agenda be approved as amended.

Carried

Director of Disaster and Emergency Management, Brett Wuth, attended the meeting at this time.

2. Delegations

3. Closed Session

Councillor Tony Bruder

Moved that Council move into closed session to discuss the following, the time being 2:01 pm.

- a) PCREMO Draft Policies & Deputy DEM – FOIP Sec. 24.1.a

Brett Wuth left the meeting at this time, the time being 2:12 pm.

- b) 2023 Previous Questions to Ministers – FOIP Sec. 24.1.a
- c) Bridge File #75377 Culvert Replacement Legal Claim – FOIP Sec. 27.1.a
- d) Water Update – FOIP Sec. 24.1

REGULAR COUNCIL COMMITTEE MEETING
MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
TUESDAY, JANUARY 9, 2024

Councillor John MacGarva

Moved that Council move out of closed session, the time being 3:18 pm.

Carried

5. Round Table

- Curling Club
- Fire Hall Discussion

6. Adjournment

Councillor Tony Bruder

Moved that the Committee Meeting adjourn, the time being 3:18 pm.

Carried

REEVE

CHIEF ADMINISTRATIVE OFFICER

MINUTES
MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
REGULAR COUNCIL MEETING
JANUARY 9, 2024

The Regular Meeting of Council of the Municipal District of Pincher Creek No. 9 was held on Tuesday, January 9, 2024 at 6:00 pm, in the Council Chambers of the Municipal District Administration Building, Pincher Creek, Alberta.

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

STAFF CAO Roland Milligan, Utilities & Infrastructure Manager David Desabrais, Finance Manager Brendan Schlossberger, Development Officer Laura McKinnon, and Executive Assistant Jessica McClelland.

ABSENT Councillor Harold Hollingshead

Reeve Dave Cox called the meeting to order at 6:00 pm.

A. ADOPTION OF AGENDA

Councillor Tony Bruder 24/001

Moved that the agenda for January 9, 2024 be amended to include:

Correspondence Action:

- e) Foothills Little Bow – January 19, 2024
 - Council attendance
 - Agenda Items
- f) RMA Spring Convention – March 18 – 20, 2024
 - Council attendance
 - Minister Meetings
- g) Letter of Support Request – Pincher Creek Hockey Association – CFEP
 - Town of Pincher Creek Resolution
- h) MOU with Cardston – January 26, 2024
 - Council attendance
 - \$150 contribution to lunch
- i) Minister of Tourism Meeting – January 25, 2024

AND THAT the agenda be approved as amended.

Carried

B. DELEGATIONS

C. MINUTES

- 1) Council Committee Meeting Minutes – December 12, 2023

Councillor Tony Bruder 24/002

Moved that the minutes of the Council Committee Meeting of December 12, 2023 be approved as presented.

Carried

- 2) Special Council Meeting Minutes – December 7, 2023

Councillor John MacGarva 24/003

Moved that the minutes of the Special Council Meeting of December 7, 2023 amended to revise Deputy Reeve Tony Bruder, to Councillor Tony Bruder,

AND THAT the minutes be approved as amended.

Carried

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 Municipal District of Pincher Creek No. 9
 January 9, 2024

3) Council Meeting Minutes – December 12, 2023

Councillor John MacGarva 24/004

Moved that the minutes of the Council Meeting of December 12, 2023 be approved as presented.

Carried

D. UNFINISHED BUSINESS

E. BUSINESS ARISING FROM THE MINUTES

F. COMMITTEE REPORTS / DIVISIONAL CONCERNS

1. Councillor Tony Bruder – Division 1
2. Councillor Rick Lemire – Division 2
3. Reeve Dave Cox– Division 3
 - Castle Community Association
4. Councillor Harold Hollingshead - Division 4
5. Councillor John MacGarva – Division 5
 - Crowsnest Pincher Creek Landfill Association
 - Joint Health and Safety

Councillor Rick Lemire 24/005

Moved to accept the Committee Reports as information.

Carried

G. ADMINISTRATION REPORTS

1. Operations

a) Public Works Operations Report

Councillor Tony Bruder 24/006

Moved that Council receive the Public Works Operations Report, including the call log, for the period December 6, 2023 to January 4, 2024 as information.

Carried

b) Southfork Road Reconstruction

Councillor Rick Lemire 24/007

Moved that Council approve \$370,000 in 2024 funds for capital work on the Southfork Road, with said funds coming from the Municipal Sustainability Initiative (MSI).

Carried

c) Utilities & Infrastructure Report

Councillor Tony Bruder 24/008

Moved that Council receive the Utilities & Infrastructure Report for the period December 6, 2023 to January 3, 2024 as information.

Carried

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d) Capital Adjustment – Beaver Mines Distribution and Collection

Councillor John MacGarva 24/009

Moved that Council approve up to a maximum of \$239,000 in 2024 funds for capital work required to complete the Beaver Mines Distribution & Collection Project within the approved project total of \$6,062,064;

AND THAT Council approve the funding of this capital work through the existing Small Communities Fund Grant, Alberta Municipal Water/Wastewater Partnership Grant, and Municipal Sustainability Initiative funds.

Carried

Councillor Tony Bruder 24/010

Moved that Council direct Administration to refine the cost estimate for Intake Alternative #2 (infiltration structure at SW-33-007-01 W5M and connection to existing infrastructure) for a submission to the Alberta Municipal Water/Wastewater Partnership (AMWWP) grant.

Carried

Councillor John MacGarva 24/011

Moved that a letter be written to our MLA, the Ministers of Alberta Environment & Protected Areas, Forestry & Parks, Agriculture & Irrigation, and Alberta Transportation be written urging them to assist with a timely review of regulatory submission for the MD of Pincher Creeks Oldman Reservoir Intake Project, and that the draft letter be brought back to Council for review.

Carried

2. Finance

3. Development and Community Services

a) Update - Alberta Indigenous & Municipal Transition Grant

Development updated Council that the Alberta Indigenous & Municipal Police Transition Grant Program for the Community Peace Officer/Bylaw Enforcement Program Launch. Administration met with the facilitators of the program and it was determined that grant could not be used for consulting fees once a policing direction had been chosen.

4. Municipal

a) CAO Activity Report

Councillor John MacGarva 24/012

Moved that Council receive for information, the CAO Activity report for the period of December 11, 2023 to January 5, 2024.

Carried

H. CORRESPONDENCE

1. For Action

a) Sunrise Solar Project Open House - Tuesday January 16, 2024 Heritage Inn

If Councillors choose to go, it will be as citizens, not as Council members.

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- b) Letter of Concern – Beaver Mines Water Project - Cornell Van Ryk

Councillor Tony Bruder 24/013

Moved to direct administration to reply to Cornell Van Ryk's letter of concern on the Beaver Mines Water Project.

Carried

- c) Request for Letter of Support - SASCI Application to Small Communities Opportunity Program

Councillor Rick Lemire 24/014

Moved that Council authorize a Letter of Support for SASCI's Application to Small Communities Opportunity Program.

Carried

- d) Request for Sponsorship - Pincher Creek & District Municipal Library

Councillor Rick Lemire 24/015

Moved that Council sponsor an amount of \$500 towards the Pincher Creek & District Municipal Library event to bring Dark Sky Guides to Pincher Creek;

AND that this amount be taken from 2-75-0-770-2765 - Grants to Groups.

Carried

- e) Foothills Little Bow – January 19, 2024

Administration will respond on behalf of Council regarding attendees, and providing a donation basket.

- f) RMA Spring Convention – March 18 – 20, 2024

Council requested for the discussion on RMA to be brought back at the Council meeting of January 23, 2024.

- g) Letter of Support Request – Pincher Creek Hockey Association – CFEP

Councillor Tony Bruder 24/016

Moved that Council authorize a Letter of Support for the Pincher Creek Hockey Association for their grant application to CFEP.

Carried

- h) MOU with Cardston – January 26, 2024

Councillor John MacGarva 24/017

Moved that any interested Councillor be authorized to attend the signing of the MOU with Cardston on January 26, 2024;

AND THAT Council donate \$150 towards the contribution for lunch, with the amount be taken from 2-75-0-770-2765 - Grants to Groups.

Carried

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- i) Minister of Tourism – January 25, 2024

Councillor Rick Lemire 24/018

Moved that any interested Councillor be authorized to attend the meeting with the Minister of Tourism in the Council chambers on January 25, 2024.

Carried

2. For Information

Councillor Tony Bruder 24/019

Moved that the following be received as information:

- a) Assessment Model Review - Letter from Alberta Municipal Affairs
- b) Water Monitoring Program - Letter from Alberta Environment
- c) Local Government Fiscal Framework (LGFF) - Letter from Municipal Affairs
- d) Oldman Watershed Council Announcement - New website
- e) Peace Officer Shared Service Agreement - Letter from Town of Pincher Creek

Carried

I. NEW BUSINESS

J. CLOSED SESSION

Councillor John MacGarva 24/020

Moved that Council move into closed session to discuss the following, the time being 7:40 pm:

- a) Road Closure Request – FOIP Sec. 24.1

Councillor Tony Bruder 24/021

Moved that Council move out of closed session, the time being 8:05 pm.

Carried

- a) Road Closure Request (Culham)

Councillor Rick Lemire 24/022

Moved that the applicants request to close and purchase portions of undeveloped Statutory Road Allowance between NE 21-8-1 W5 and NW 22-8-1 W5, be tabled to January 23, 2024 pending further discussion with applicant.

Carried

K. ADJOURNMENT

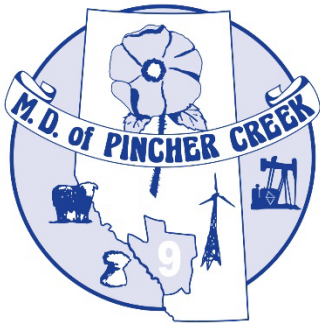
Councillor Tony Bruder 24/023

Moved that Council adjourn the meeting, the time being 8:06 pm.

Carried

REEVE

CHIEF ADMINISTRATIVE OFFICER



Ea

1037 Herron Ave.
PO Box 279
Pincher Creek, AB
T0K 1W0
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info@mdpincercreek.ab.ca
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January XX, 2024

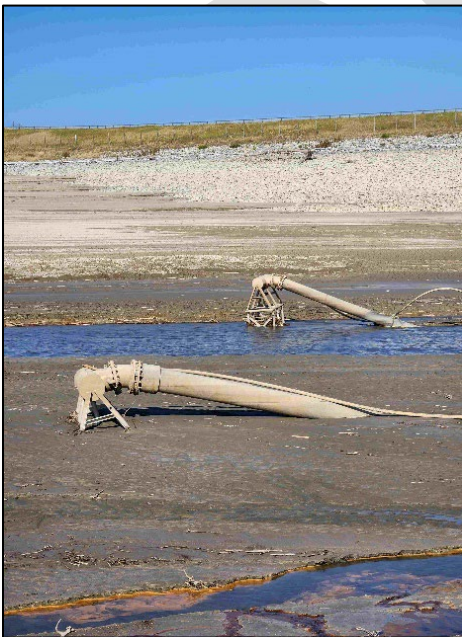
ATTN:

Mrs. Chelsea Petrovic, MLA Livingstone-Macleod
Honourable Rebecca Shulz, Minister of Alberta Environment and Protected Areas
Honourable Tod Loewen, Minister of Forestry and Parks
Honourable RJ Sigurdson, Minister of Agriculture and Irrigation
Honourable Devin Dreeshen, Minister of Transportation and Economic Corridors

RE: Municipal District of Pincher Creek No. 9 and Village of Cowley - Water Crisis Mitigation Solution – Regulatory Expediting

The Council of the Municipal District of Pincher Creek No. 9 (MD) requests the Province's attention regarding regulatory approvals required to help mitigate the ongoing water supply crisis affecting our communities. The MD has been in Stage 3 water restrictions since mid-August, 2023, when our intakes were lost in the Oldman Reservoir due to drought conditions coupled with larger than typical irrigation draws.

Eleven years ago, the MD partnered with the Village of Cowley to build and operate a regional water system to benefit both communities. The regional system provides potable water to approximately 350 dwellings and businesses in the Village of Cowley, Castle Mountain Resort, Castle Provincial Park, Hamlet of Lundbreck, and (new last year) the Hamlet of Beaver Mines.



The MD has been trucking raw water from downstream of the Oldman Dam along with Potable water from the Town of Pincher Creek since August 17th, when the two intakes in the Oldman Reservoir breached the water level. In late December 2023, after months of work with various Provincial departments, we were able to get a temporary pumping setup in the base of the reservoir to lessen our need to truck water daily. This setup was only possible to use due to favourable changes in ground conditions.



The MD has investigated a significant amount of resources into investigation of both short and long term solutions to the problem. A geotechnical investigation was done in the base of the reservoir (near our

existing intakes) which supported a recently completed hydrogeology study for the construction of an alternate intake in the base of the reservoir. The new intake would be located sub-surface and would recharge from the river in the base of the reservoir during periods of drought.

Among the various solutions the MD has investigated, this solution is the most promising for securing our immediate water needs and mitigating the effects of drought on our residents going forward. It can be constructed quicker than other solutions, has less infrastructure and cost than total relocation, and has similar environmental considerations as our existing intake. This will allow us to avoid the need to transfer or purchase water license. We are also working towards a large volume raw water storage reservoir, albeit this is a longer term solution.

Due to the unique location of our proposed intake, there is a substantial amount of interface with provincial departments required along with regulatory submissions. This includes, but is not limited to:

- Water Act Approval (& associated amendments) through Alberta Environment and Protected Areas
- Disposition through Ministry of Forestry and Parks
- Letter of Authorization through Agriculture and Irrigation
- Roadside Development Permit through Alberta Transportation
- Historical Resources Act Approval through Alberta Arts, Culture, and Status of Women
- Fishers and Oceans Canada and Transport Canada Federal approvals

While the MD recognizes the need to follow existing legislative frameworks, we want to highlight the importance of expediting the review processes for these approvals as much as feasible. The biggest risk with building this intake is that the water levels rise in the Oldman Reservoir before we are able to complete construction. If this happens, we will likely be in the same scenario all through Summer 2024, when downstream users draw their irrigation allocations. This is a huge burden on the MD, our ratepayers, and the provincial departments supporting us.

Therefore, **it is critical that all environmental and regulatory review processes are expedited upon submission and that all associated provincial departments continue to assist us in prioritizing this work.** The MD intends to begin regulatory submissions prior to the end of the month. Construction is anticipated to take at least 2 months and the MD currently has license to operate the existing pumping setup until April 15th, 2024, assuming it remains accessible. We are working with very tight timelines.

We appreciate the provincial agencies that are currently supporting our efforts in dealing with this crisis and whom will be a part of this process going forward. The MD feels a great deal of urgency in constructing a solution that will provide a safe and reliable water supply to our residents.

We look forward to your reply and will make ourselves available to discuss in more detail if required.

Dave Cox
Reeve

CC: Honourable Premier Danielle Smith, MLA for Brooks-Medicine Hat
Honourable Ric McIver, Minister of Municipal Affairs
Honourable Tanya Fir, Minister of Alberta Arts, Culture, and Status of Women
Village of Cowley
Town of Pincher Creek
Dorothy Lok, Director, Alberta Environment and Protected Areas
Peter Swain, Director, Ministry of Forestry and Parks

Paul Elser, Director, Ministry of Agriculture and Irrigation
Darren Davidson, Director, Alberta Transportation and Economic Corridors

DRAFT

From: MA Engagement Team <ma.engagement@gov.ab.ca>

Sent: January 5, 2024 9:13 AM

Subject: Meeting request with Minister McIver – RMA Spring Convention 2024

Dear Chief Administrative Officer:

I am writing to inform you of a potential opportunity for municipal councils to meet with the Honourable Ric McIver, Minister of Municipal Affairs, at the 2024 Rural Municipalities of Alberta (RMA) Spring Convention, scheduled to take place at the Edmonton Convention Centre from March 18-20, 2024. These meetings will be in person at the convention centre or the Alberta Legislature, as scheduling permits.

Should your council wish to meet with Minister McIver during the convention, please submit a request by email with potential topics for discussion to ma.engagement@gov.ab.ca no later than January 26, 2024.

We generally receive more requests than can be reasonably accommodated over the course of the convention. Requests which meet the following criteria will be given priority for meetings during the convention:

- Municipalities that identify up to three discussion topics related to policies or issues directly relevant to the Minister of Municipal Affairs and the department.
 - It is highly recommended to provide details on the discussion topics.
- Municipalities located within the Capital Region can be more easily accommodated throughout the year, so priority will be given to requests from municipalities at a distance from Edmonton and to municipalities with whom Minister McIver has not yet had an opportunity to meet.
- Meeting requests received after the deadline will not be considered for the convention.

Meeting times with the Minister are scheduled for approximately 15 minutes. This allows the Minister to engage with as many councils as possible. All municipalities that submit meeting requests will be notified at least two weeks prior to the convention as to the status of their request.

Municipal Affairs will make every effort to find alternative opportunities throughout the remainder of the year for municipalities the Minister is unable to accommodate during the convention.

Engagement Team
Municipal Services Division
Municipal Affairs

Slope adaptive development

Planning and design considerations for land development in hillside areas.

Slope is an important physical constraint to land development that warrants thoughtful consideration throughout the various stages of the municipal planning process. Initially canvassed at a high level, this constraint is subsequently investigated through site-specific geotechnical investigation. Where the subject land is determined to be suitable for the intended use, slope becomes a chief factor driving the design of subdivision and site. The constraint thus becomes an opportunity to develop land slope adaptively—in harmony with the land and with an intent to improve the quality of the physical environment.

Image credit: Bent René Synnevåg (Rock House, Carraig Ridge)

Overview

Throughout history and across the globe, hillside areas have been popular locales for human settlement. Development in hillside areas should be “slope adaptive,” meaning undertaken with an intent to safeguard against the risk of slope failure, retain high-value environmental features of the site, and contribute aesthetic quality to the area. This periodical will canvass the elements to consider when planning and developing land in “hillside areas,” a term which is employed broadly to encompass all types of slopes across the southern Alberta landscape—from the vertical terrain of the Canadian Rockies to the coulee-dominated landforms of the Northern Great Plains.

Slope mechanics

Slope is the ratio of vertical change (“rise”) to horizontal change (“run”) between two points on an inclined surface. In land use planning and related fields, it is most often expressed as a percentage rather than in degrees. The term is most frequently used in reference to natural inclines, whereas “grade” is used to describe the incline of roads, graded lots and other finished surfaces. “Gradient” is used interchangeably with both terms. Slope and grade also have colloquial meanings in planning: slope can mean hillside (i.e. slope stability), while grade can mean ground (i.e. direct access from grade).

The gradient of land is generally a determinant of slope stability. Other factors include groundwater conditions, and the load-bearing capacity and shear strength of the underlying geomaterials (soil and rock). Climate is also relevant: frost impacts soil conditions, and wind and rain are powerful natural agents that impact erosion. The relationship between slope and climate is reciprocal (“climate” actually derives from the Greek word for slope).

Various classifications exist for slope failure, but “mass wasting” is an all-encompassing term referring to any sudden or gradual collapse of the geomaterials. In the Rocky Mountains, mass wasting manifests primarily as rock avalanches or landslides concentrated along major faults. Slopes in the Foothills tend to be more stable since their underlying rocks have not been weakened by shear stress to the extent of those in the Rockies. In the river and stream valleys further east, rotational slumping can be a concern due to the erosion of valley banks underlain by weak substrata. The prevalence of country residential development near such valleys makes this last type of mass wasting especially relevant. In particular, the bank can become destabilised where the load-bearing capacity is exceeded, or where land disturbance undercuts the slope, steepens the bank, alters natural drainage patterns or destroys vegetation.

Macro-planning for sloped land

Where unstable slopes are developed, persons and property are put at risk.

“No house should ever be on a hill or on anything. It should be of the hill. Belonging to it. Hill and house should live together each the happier for the other.”

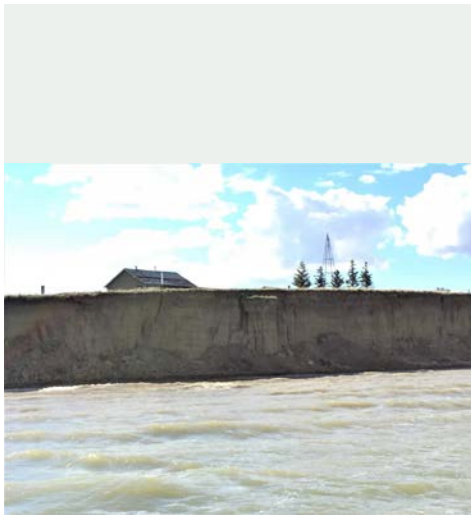
- Frank Lloyd Wright

Slope percentage categories:

| | |
|--------|--------------------|
| 0–0.5 | level |
| 0.5–2 | nearly level |
| 2–5 | very gentle slopes |
| 5–9 | gentle slopes |
| 9–15 | moderate slopes |
| 15–30 | strong slopes |
| 30–45 | very strong slopes |
| 45–70 | steep slopes |
| 70–100 | very steep slopes |
| > 100 | extreme slopes |

Source:

Lagro, James A. Jr. 2001. *Site Analysis: Linking Program and Concept in Land Planning and Design*. New York: John Wiley & Sons, Inc.



Bank regression at Lake McGregor, Vulcan County

Along portions of the north and east shorelines of Lake McGregor in Vulcan County advanced bank regression has and continues to take place. Severe wave erosion due to high winds, fluctuating reservoir levels, and geotechnical instability is the mechanism that has caused the gently sloping shoreline lands to recede significantly (upwards of 200 m in some areas).

In recognition of the encroachment onto private property in shoreline communities and other concerns related to this occurrence, Alberta Environment commissioned an erosion study (Golder & Associates, 2014). Erosion projections within the document along with desired capital improvement projects (eg. bank armoring) assist in the review of subdivision proposals. Geotechnical reports supporting subdivision applications are to address recommended shoreline setbacks in addition to minimum setbacks to the reservoir in the County's Land Use Bylaw, as well as the recommendations in the provincial Reservoir Lands Guideline document.

Slope is therefore an important consideration for developing and maintaining safe and viable communities. Municipal planning is chiefly concerned with slopes under 35%. Beyond that threshold, technical feasibility, project economics and environmental integrity are easily frustrated.

An initial consideration of sloped lands may occur in the municipal development plan. In southern Alberta, this high-level analysis has been facilitated by the field surveys undertaken in association with a series of reports titled "Environmentally Significant Areas in the Oldman River Region." Slope-related policy within a municipal development plan will spotlight areas of unstable slope potential for further study. Because the usability of land is diminished where slopes are significant, policy should preclude the dedication of such land as municipal reserve. Conversely, sloped areas make excellent candidates for dedication as environmental reserve (more on this later). More detailed analysis can occur at the area structure plan level as part of a topographical analysis that takes into account development capacity, density, layout and servicing. Planning policy concerning slope may also exist outside of a statutory plan, as in the "Town of Canmore Guidelines for Subdivision and Development in Mountainous Terrain." In that document, an additional level of review is triggered for applications on land containing slopes of 15% or greater over a minimum horizontal distance of 15 m.

The land use bylaw offers various avenues to regulate the use and development of sloped land. Where the natural features are such that development would trigger a significant risk to persons and property, development should be prohibited altogether. Slope hazard areas may be redesignated to an open space district, where uses not qualifying as low-impact, passive recreation are prohibited. Where the land is redesignated for public use, s. 644 of the MGA compels the municipality to take steps to acquire the land within 6 months. Slope-specific development standards can be provided in an overlay district or in a separate schedule.

Many land use bylaws have incorporated the setbacks espoused in the "Interim Guidelines for the Subdivision of Land Adjacent to Steep Valley Banks," a Government of Alberta publication from the 1990s. These were intended to be subdivision standards (i.e. lot boundary setbacks applied through the subdivision process) but in some land use bylaws they are prescribed as development setbacks. The guidelines define "valley bank" as the area where slope exceeds 15%; "toe of slope" as the line of transition between a valley bank and the adjacent river terrace; and "valley crest" as the line of transition between a valley bank and the adjacent upland area. From the toe of slope, the recommended setback is 6 m or half the height of the valley bank, whichever is greater. Recommended setbacks from the valley crest vary from one to two times the height of the valley bank depending on the land gradient, the extent of existing surface disturbance, the anticipated surface disturbance associated with the intended use, and any visual signs of bank instability. Importantly, the guidelines are specific to river and stream valleys east of the mountains, and are not applicable to geographic contexts where rock landslides are the predominant type of mass wasting.

Site-specific investigation of slope

A site-specific study of slope is usually undertaken as part of a subdivision application, though it may occur at the land use redesignation or development permit stage. Within land use bylaws in southern Alberta, “geotechnical investigation” and “slope stability assessment” are two terms commonly used to describe this detailed study. Some bylaws use the terms interchangeably, yet clay-heavy soils and other challenging conditions that warrant geotechnical investigation can also exist on flat land. A more common method is to frame the assessment of slope stability as a component of a geotechnical investigation. A third option is to separate the two processes—step 1 being a preliminary geotechnical investigation and step 2, if necessary, being a slope stability assessment. This latter procedure is analogous to the tiers of environmental site assessment, where the requirement for subsequent levels of assessment is contingent on the findings at level 1. Requirements vary from municipality to municipality, but a detailed assessment of slope stability is typically only required where slopes exceed 15%, where a relaxation of the setback from the toe or crest of a valley is proposed, or where the Subdivision Authority is presented with evidence that an undue risk of slope failure exists.

A geotechnical investigation is conducted by an accredited engineer or geoscientist. Its principal aims are to acquire knowledge of subsurface conditions, and predict how the geomaterials will behave in response to the structural loads associated with the proposed use. It begins with the review of existing maps and reports, followed by a visual survey to document physiographic features of interest: rock outcrops, vegetation communities, natural drainage patterns, areas of groundwater discharge, signs of erosion, etc. The on-site component includes drilling exploratory boreholes, sampling the soils, and measuring in-situ ground movements and underground water pressure. In the single-lot context where the intended use involves a limited number of permanent structures, a landowner can expect to pay somewhere in the neighbourhood of \$6,000 to have a geotechnical investigation undertaken. Larger parcels intended for multi-lot subdivision warrant more extensive field drilling programs, which can cost upwards of \$25,000.

The outcome of a geotechnical investigation is a report stating the impacts of subsurface conditions on the suitability of the subject land for the intended use. Where only a portion of the subject land has stable slopes, its areal extent will be mapped. Also included in the geotechnical report are select design recommendations for grading, retaining walls, foundations, weeping tile and frost protection. In Calgary, areas identified as unstable are flagged as undevelopable in a restrictive covenant entered into between the landowner and the city. Attached to the restrictive covenant is a plan of survey on which the developable and undevelopable areas are demarcated by a line of stability. The covenant is then registered against the titles of all affected properties by way of caveat pursuant to s. 651(1) of the MGA. The city imposes registration of the covenant as a condition of subdivision approval.

The popularity of 15% as a threshold for requiring a geotechnical investigation likely derives from the Environmental Reference Manual for the Review of Subdivisions in Alberta. Within this document, the “suitable development area” of a residential parcel is restricted to areas with slopes of 15% or less. The provincial “Land Use Policies” state that municipalities should refer to the Environmental Reference Manual when evaluating land use, subdivision and development in areas prone to mass wasting.

In engineering, geotechnical investigation primarily deals with subsurface conditions as they relate to supporting structural loads. From a planning perspective, a broader consideration of subsurface characteristics in the context of unserviced land will include the suitability for any proposed on-site sewage disposal system.

The process for determining septic suitability is articulated in the Alberta Private Sewage Systems Standard of Practice 2021, wherein it is referred to as a “site evaluation.” Where a municipality adopts a broad, all-inclusive definition for geotechnical investigation, the component focused on soil-based wastewater treatment should include the opinion of a certified Private Sewage Treatment System (PSTS) installer. The Model Process for Subdivision Approval and Private Sewage recommends considering the opinion of a PSTS Installer in any site evaluation, even those involving more detailed and complex levels of assessment where the expertise of a registered engineering professional is also required.

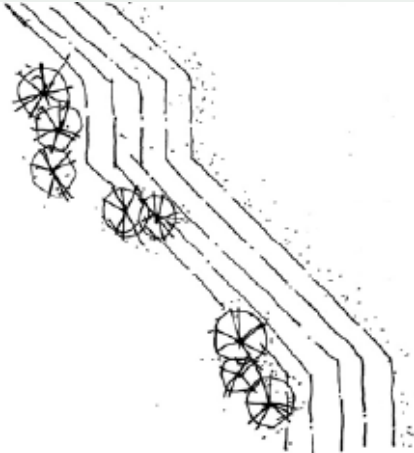
The legislative context for suitability

Emphasis on slope stability in determining the suitability of land for a particular use is embedded into the MGA. In particular, s. 654(1)(a) prohibits a Subdivision Authority from approving an application unless it is of the opinion—based on a legitimate planning reason—that the subject land is suitable for the intended purpose of the proposed subdivision. The slope-related factors that a Subdivision Authority must consider when determining suitability are specified in s. 9 of the *Matters Related to Subdivision and Development Regulation*.

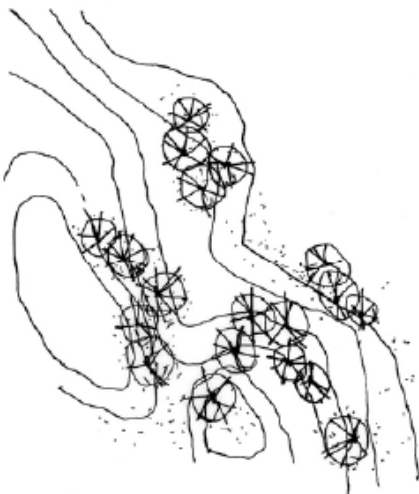
Issues related to suitability are often the subject of subdivision and development appeals. In *Hall v Clearwater County (Subdivision Authority)*, 2023 ABLPRT 558, the provincial Land and Property Rights Tribunal (LPRT) heard an appeal of two conditions that were imposed on an approval involving the subdivision of 3.6 acres for residential use as a first parcel out from 159 acres of agricultural land. One of the conditions being appealed was the requirement for a geotechnical report demonstrating the availability of a suitable development area, which the appellant argued was unnecessary because the proposed parcel contained abundant flat and gently sloping areas. The LPRT disagreed and revoked the subdivision approval, arguing that the sloped nature of the land warranted the submission of evidence establishing a suitable development area as part of the subdivision application. Had the decision not been overturned, and the subject land were to experience slope failure at some future date, the existing body of case law suggests that the municipality would assume at least some amount of liability due to a lack of reasonable care by its Subdivision Authority.

Subdivision design

Where subdivision approval in a hillside area is contemplated, the layout should be guided first and foremost by the existing topographical blueprint. In practical terms, this means the Subdivision Authority will require any land it believes to be unstable to be dedicated as environmental reserve (or made subject to an environmental reserve easement). Where environmental reserve is taken in respect of land that abuts the bed and shore of a water body, the strip of land must be at least 6 m wide. This statutory minimum is perhaps appropriate in the context of water bodies with relatively benign banks, but where banks are steeper its capacity to protect persons and property is questionable. A more sensible formula for calculating environmental reserve in the river and stream valley context will vary the width of land based on the height of the valley bank. This is the approach endorsed in the “Interim Guidelines for the Subdivision of Land Adjacent to Steep Valley Banks,” as well as in the “Sustainable Resource Development Standard Recommendations to Municipal Subdivision Referrals.” The latter provincial policy document suggests a more conservative width for environmental reserve equalling three times the height of the valley bank.



Compared to the rigid earthwork geometry depicted above, the curvilinear contours in the sketch below illustrate site grading that is sensitive to the existing terrain. These contextual finished slopes become the canvas for slope adaptive development.



Source:

City of Calgary Slope Adaptive Development Policy and Guidelines

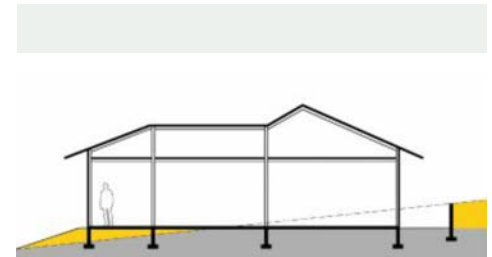
Upon deducting the undevelopable land as environmental reserve, and likewise satisfying the municipal reserve land requirements, roads are the next major factor driving the subdivision design. Roads should be laid out in curvilinear routes that parallel the existing contours, and moreover it may be practical to allow the minimum dimensional standards, which typically exist outside the land use bylaw in a policy manual, to be relaxed. This may include allowing an increased maximum road grade over short, straight stretches, or a reduced minimum road width to avoid large volumes of cut and fill. Similar allowances may be made for cul-de-sac radii, or these might even be eliminated altogether in favor of hammerhead road-end configurations. As the vast majority of hillside subdivisions will be located in the wildland-urban interface, it is critical to ensure that functional emergency access is not compromised where reduced or different dimensional standards for roads are contemplated. A secondary physical access to a hillside subdivision is also advisable, despite the increased land disturbance.

Grading of the lots should similarly aim for cuts and fills that complement the existing terrain. This helps preserve the natural drainage patterns, which is important since even minor terrain modifications can have major impacts on the flow of storm water—and in turn the effects of erosion. Naturally, runoff should be directed away from unstable slopes. Furthermore, in the multi-lot context, back-to-front drainage is preferred to side-to-side drainage, especially where lots are narrow.

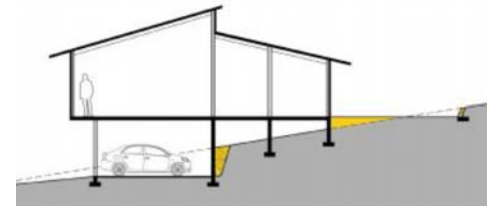
Where a subdivision is designed with slope adaptive principles, one strategy a municipality can utilize to ensure this spirit is likewise embodied at the development stage is to prescribe, on each lot, a buildable envelope for the principal building and driveway. This can be achieved by registering a restrictive covenant against the title to each lot. When implemented in conjunction with land use bylaw standards for maximum building height, a view corridor can be secured for each future residence. Other elements canvassed above, as well as the unique aesthetic considerations for buildings in a hillside area, can be regulated at the development stage through the land use bylaw. For example, in the Municipality of Crowsnest Pass, a development permit application may be deemed incomplete if it fails to incorporate slope adaptive building and site design principles.

Concluding remarks

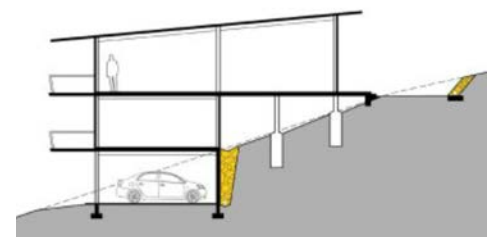
Landforms in southern Alberta have diverse bedrock geology, and for the most part have been sculpted by alpine or continental glaciers, or by both. Slope is thus a pervasive feature of the land throughout the region; one with various planning implications depending on the context. This physical constraint deserves high-level consideration, and subsequently site-specific investigation to learn how the geotechnical characteristics of the land impact its suitability. Where the findings of this (and other) due diligence supports a determination of suitability, slope should be a major influence on how the land is developed. By planning with, rather than against, the slope, an opportunity is revealed to develop adaptive built forms that complement the dramatic character of the southern Alberta landscape.



A single slab on grade is a viable building foundation option for slopes up to 7%.



Where slabs are used on slopes between 7% and 20%, they should step down the hillside.



Slopes between 20% and 33% warrant a stepped foundation (eg. stepped pier & beam, with potential for slab on lower level).

Source: Building on sloping sites (City of Gold Coast, Australia)

For more information on this topic contact admin@orrsc.com or visit our website at orrsc.com.

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**THE CROWNEST/PINCHER CREEK LANDFILL ASSOCIATION
MINUTES
November 22, 2023**

The regular meeting of The Crowsnest/Pincher Creek Landfill Association was held at 9:00 am
Wednesday November 22, 2023, at the Pincher Creek Landfill.

Present: Tony Bruder, 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
Dean Bennett, Landfill Manager
Chelsie Antoniuk, Landfill Administrator

AGENDA

Additions to the agenda:

6, a. Proposed Budget

Tony Bruder Moved the agenda be adopted with above additions. Carried. 11.22.23-2234

MINUTES

Dave Filipuzzi

Moved the minutes of Oct 18, 2023, be adopted as circulated. Carried. 11.22.23-2235

MANAGER’S REPORT

- MSW is remaining busy. Regional garbage is down again this year.
- The Industrial cell is slow, which is usual for this time of year.
- The new industrial cell is finally finished, only thing left is to spread some gravel and lay the liner. The construction of the cell was over budget, but we will do an evaluation for future developments, so we don’t run into this in the future.
- The new Operations supervisor continues to do well and take over; he is going to be a good asset to the Landfill.
- The new D-8 keeps proving it was a good decision, its moving dirt in fraction of the time it took before. We are burning less fuel and half the Maintenance costs.
- We got our forklift fixed in the recycle center, so this has helped allot with how busy it has been.
- The Eco center is still having no issues. The MD & Town of Pincher have agreed to renew the operations for another year.

-Every month is still the same in the CNP for recycling, we continue to find all sorts of things in the bins that are not recyclable. We have ordered new signage for the bins in hopes this may help.

-Our short staffing problems have gotten better finally, we are only down one employee to surgery and expect him back mid December.

Dave Filipuzzi

Moved the Manager's report be adopted as presented.

Carried. 11.22.23-2236

FINANCIAL REPORT

Administration provided the Income Statement/Balance Sheet and Budget to Oct 31, 2023

Dave Slingerland Moved the financial reports be accepted as information.

Carried. 11.22.23-2237

CLOSED IN CAMERA SESSIONS WAS CALLED BY THE LANDFILL MANGER

Time In 9:12 AM

Moved by Dave Filipuzzi

Carried. 11.22.23-2238

Time Out 9:28 AM

Moved by Dave Filipuzzi

Carried. 11.22.23-2239

Correspondence:

NEXT MEETING DATES 9:00 AM

December 13, 2023


ADJOURNMENT

Mark Barber Moved the meeting adjourn at 9:56 am

Carried. 11.22.23-2240






CHAIRMAN



ADMINISTRATION

Administration Guidance Request

| | | | |
|---|---------------------------|---|---------------------|
| TITLE: PUBLIC WORKS REPORT | |  | |
| PREPARED BY: PATRICK GAUVREAU | | DATE: JANUARY 17, 2024 | |
| DEPARTMENT: PUBLIC WORKS | | | |
| Patrick Gauvreau | January 17, 2024 | ATTACHMENTS: 1. Schedule A – Operations Report 2. Schedule B – Shop/Fleet Report 3. Call Log – Updated 01/17/24 | |
| Department Supervisor | Date | | |
| APPROVALS: | | | |
|  | _____ January 17, 2024 |  | _____ 2024/01/18 |
| Department Director | Date | CAO | Date |

RECOMMENDATION:

THAT Council, accept the Public Works Report for the period of January 1, 2024 to January 15, 2024 as information.

BACKGROUND:

10 YEAR PW STRATEGIC MASTER PLAN
 Operations Economic Inc. is working with MD staff in developing this guiding document. Anticipated 1st draft is expected in April/May 2024.

SOUTHFORK ROAD SLIDE UPDATE
 ISL is currently producing procurement documents. We anticipate tendering/awarding and commencing the work beginning in the middle of February.

See attached Schedule “A” for the Operations Report
 See attached Schedule “B” for the Shop/Fleet Report

FINANCIAL IMPLICATIONS:

None

PUBLIC WORKS REPORT SCHEDULE "A"

PUBLIC WORKS OPERATIONAL REPORT



PREPARED BY: TONY NAUMCZYK

DATE: JANUARY 17, 2024

DEPARTMENT: PUBLIC WORKS

Patrick Gauvreau

Department Supervisor

ATTACHMENTS:

1. n/a

PUBLIC WORKS OPERATIONS SUMMARY:

IN FIELD ACTIVITY WEEK OF JANUARY 1-5, 2024

1. 8 Graders out maintaining roads
2. Orientation of 4 new employees (Assistant Manager and 3 Ops 2)
3. Repair permanent snow fence (various locations)
4. Repair / replace broken / missing signs (various locations)

IN FIELD ACTIVITY WEEK OF JANUARY 8-12, 2024

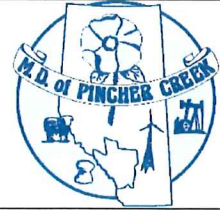
1. 8 to 9 Graders out maintaining roads
2. Training 3 new Ops 2 on speed plows
3. Trained 3 new Ops 2 on the small plow truck

INCIDENCES

1. Small plow truck backed into the shop door at our Lundbreck shop (minimal damage).

PUBLIC WORKS REPORT SCHEDULE "B"

PUBLIC WORKS SHOP / FLEET REPORT



PREPARED BY: ALAN MCRAE

DATE: January 17/2023

DEPARTMENT: PUBLIC WORKS

Patrick Gauvreau
Department Supervisor

ATTACHMENTS:

1. None

PUBLIC WORKS FLEET & SHOP ACTIVITY SUMMARY:

WEEK OF January 1-5/2023

Unit 57- Found excessive amount of shavings on drain plug on front right hub. Remove hub, tear apart, and found pitted bearings and clutches that were worn out. Cost for a new one, a reman one and just parts replacement was explored before ordering parts from Finning

Unit 670- Finish installing two way radio and beacon lights in new AES Truck

Unit 62- Replace cutting edge on middle of main blade.

WEEK OF January 8-12/2023

Unit 57- Started putting right front hub back together on bench. Found further issues, ordered parts.

Unit 477- CVIP and take measurements for new flat deck purchase.

Unit 61- Replace park brake switch. New updated switch made it so some wiring had to be changed to make it work properly. Wasn't a simple plug and play

Mobile Service:

January 12/2023- Unit 62 Check engine light came on. Hooked up computer, no fault codes present.

INCIDENCES

1. None for this period

| REQUEST ID NUMBER | Internal/External | DIVISION | CONCERN/REQUEST | REQUEST DATE | ACTION TAKEN | FOLLOW UP | COMPLETION DATE |
|-------------------|-------------------|------------|--|-------------------|--------------------------|---|------------------|
| 2023-157 | External | Division 1 | Would like the road graveled. West section of Mitchell Road. By Island lake. If gated is locked call Bill | July 13, 2023 | Scheduled for later date | To be inspected | |
| 2023-258 | External | Division 3 | Snowfence Needs Repair | October 13, 2023 | Scheduled for later date | 2024 Gravel Season | |
| 2023-260 | External | Division 3 | Driveway Grading | October 13, 2023 | To be actioned | To be done when caught up | |
| 2023-261 | External | Division 3 | Hoping to get driveway graded, been on the list a while as there was a mixup with his previous property | October 13, 2023 | To be actioned | To be done when caught up | |
| 2023-262 | External | Division 3 | Driveway grading | October 16, 2023 | To be actioned | To be done when caught up | |
| 2023-276 | External | Division 3 | Gravel Purchase (Oct 20 if possible) Sent , I informed him it may not happen today | October 20, 2023 | To be actioned | | |
| 2023-284 | External | Division 1 | Shrubbs and trees in the ditch that should be cut as they will cause issues with the snow. north of railway tracks off 505 | October 24, 2023 | To be actioned | To be checked | |
| 2023-299 | Internal | | Leaking Gutters | November 6, 2023 | Scheduled for later date | | |
| 2023-301 | External | Division 3 | Driveway grading, But wants to talk to you on the phone Tony to explaine where he wants it. | November 6, 2023 | To be actioned | Waiting for filled form | |
| 2023-307 | External | Division 4 | East of the Glider strip we graveled half road but stopped in the middle and never finished. Wondering if we can get the rest done. Called again nov 20th to follow up | November 14, 2023 | Scheduled for later date | 2024 Gravel Season | |
| 2023-309 | External | Division 3 | Culvert is starting to get clogged with trees and debris. Poplars growing in will become a problem as well. | November 20, 2023 | To be actioned | PW to check | |
| 2023-310 | External | Division 1 | Snow fence is 90% distroyed wondering if we can come fix and clean up. Wondering if we want to pay him to do it? Please call him | November 21, 2023 | To be actioned | To be assigned | |
| 2023-311 | External | Division 2 | Snow fence is damaged and needs to be replaced, or removed. Pleaa phone him as he has other concerns in regards to the fence. | November 23, 2023 | To be actioned | PW to meet with land owner early Jan 2024 | |
| 2023-331 | Internal | | Removed desks from Quansit to landfill. | December 15, 2023 | | | |
| 2024-001 | External | Division 1 | Requesting Driveway Snow Removoal | January 8, 2024 | Completed | PW Informed | January 10, 2024 |

| REQUEST ID NUMBER | Internal/External | DIVISION | CONCERN/REQUEST | REQUEST DATE | ACTION TAKEN | FOLLOW UP | COMPLETION DATE |
|--------------------------|--------------------------|-----------------|--|---------------------|---------------------|------------------|------------------------|
| 2024-007 | External | Division 1 | Requesting Driveway Snow Removoal | January 17, 2024 | Completed | PW Informed | January 18, 2024 |
| 2024-008 | External | Division 1 | 2-4A grader tomorrow to east not west better for wind and drift. Moving company coming 10:30 | January 17, 2024 | Completed | PW Informed | January 18, 2024 |

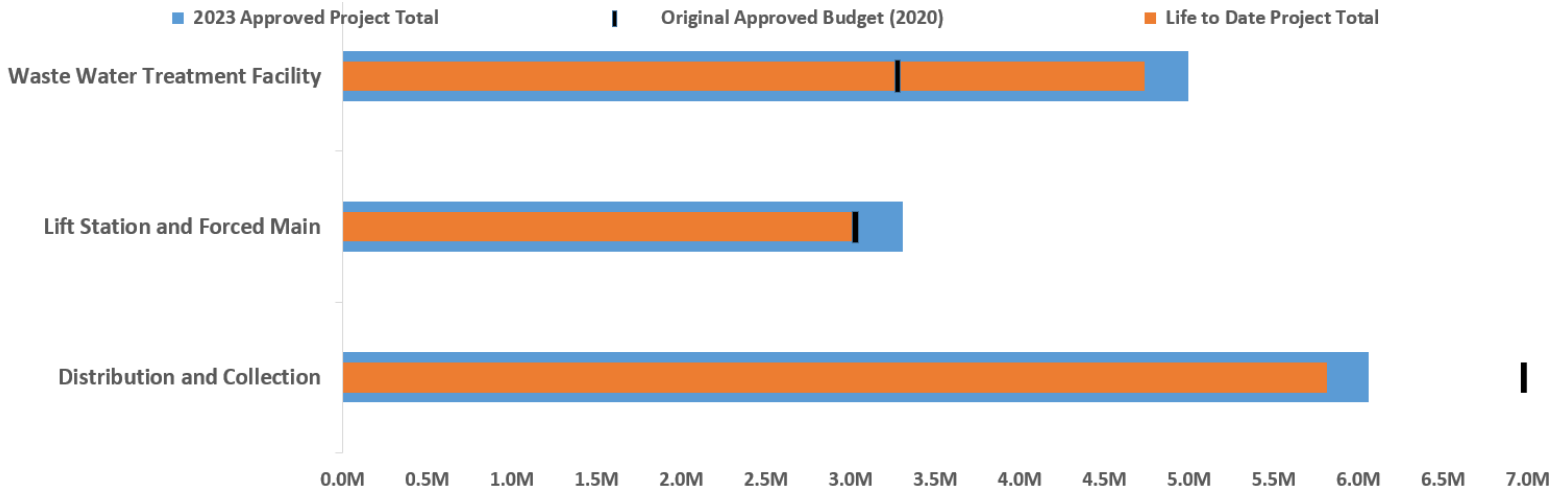


M.D. OF PINCHER CREEK NO. 9 UTILITIES & INFRASTRUCTURE REPORT

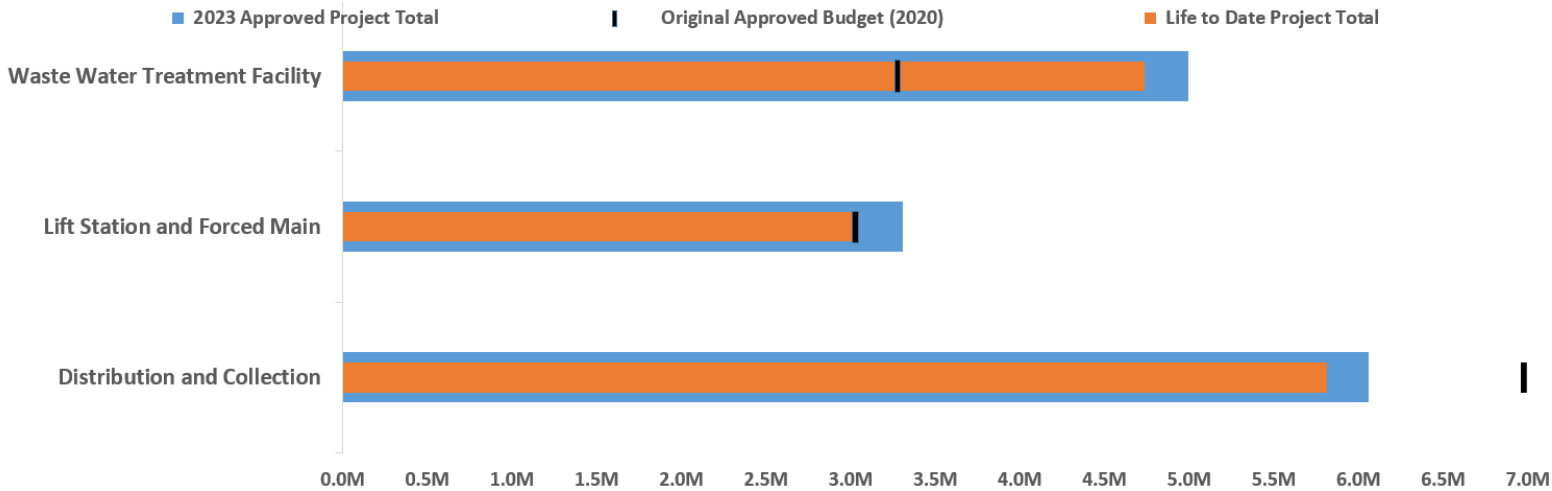
BEAVER MINES

Spend as of January 17th, 2024: \$13,571,901 / \$14,359,848 (95%)

January 17th : \$13,571,901



January 3rd: \$13,566,501



- **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)**
- U/G Schedule A & B Completion May 31st, 2023 (excluding additional service work)
- Total performance acceptance complete October 23rd, with noted warranty items specifically flagged for review
- Working to closeout contractual duties related to landowner ROW agreements and remaining related costs. 3 of 5 closed out

- Record drawings received. Awaiting remaining closeout docs (Op. & Maint. manuals, GIS data, photos) from MPE
- **Beaver Mines Waste Facility/System**
 - Tender was awarded to BYZ on May 31, 2022
 - BYZ Enterprises **\$2,338,309.00 (Original Budget \$2,076,999)**
 - Collection system is now connected to wastewater site via lift station
 - Groundwater well installations complete
 - Substantial completion achieved Dec 15th, with deficiencies to be addressed through early 2024
 - Formal response received from BYZ regarding damage claim sent December 20th, 2023 in value of \$60,000. Accepted
 - Finalizing SCADA programming for handover, plan to notify regulator that we will be entering full compliance period (sampling, testing, etc.) starting January 31st, 2024, with a commissioning report submitted to AEP before Mar 31, 2024
 - Working through deficiency & warranty items
- **Beaver Mines Forcemain & Lift Station**
 - Tender was awarded to Parcon for Lift Station June 15th **\$2,326,091 (Original Budget: \$2,220,000)**
 - Construction awarded to low bidder for forcemain work:
 - TA Excavating: **\$386,925 (Eng. Est. \$600,000)**
 - Long lead generator install to be complete and final SCADA programming
 - Anticipated total completion: February 28th, 2024
 - Generator arrived in Calgary, anticipate site install start early February
 - Forcemain complete
 - Site is conveying flow to wastewater site. Substantial completion excluding permanent MCC/generator installation complete
 - Site experienced a significant incident during crane load test (by Prime Contractor). Damage assessed and dealt with
 - Replacement crane hoist arriving in Nisku Feb 12th

Current Water Operations Activity

Water Crisis Update

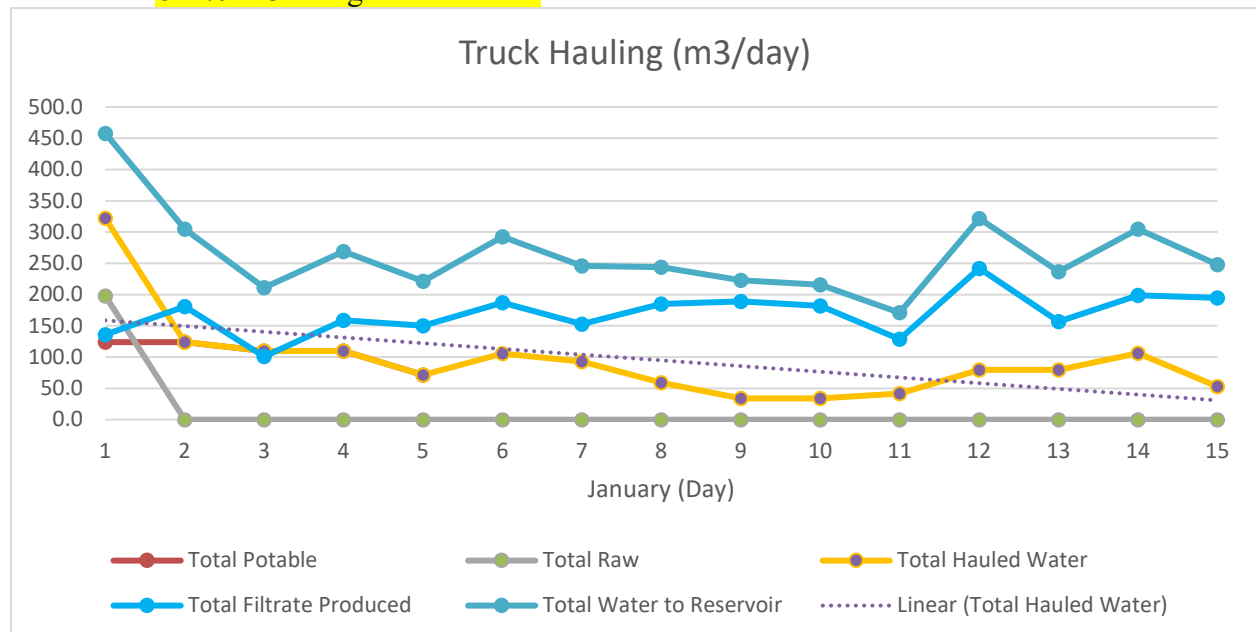
Temp. Pumping Setup

- Pumping went better than expected throughout cold snap
- Plan to install settling/clarification tank when weather improves



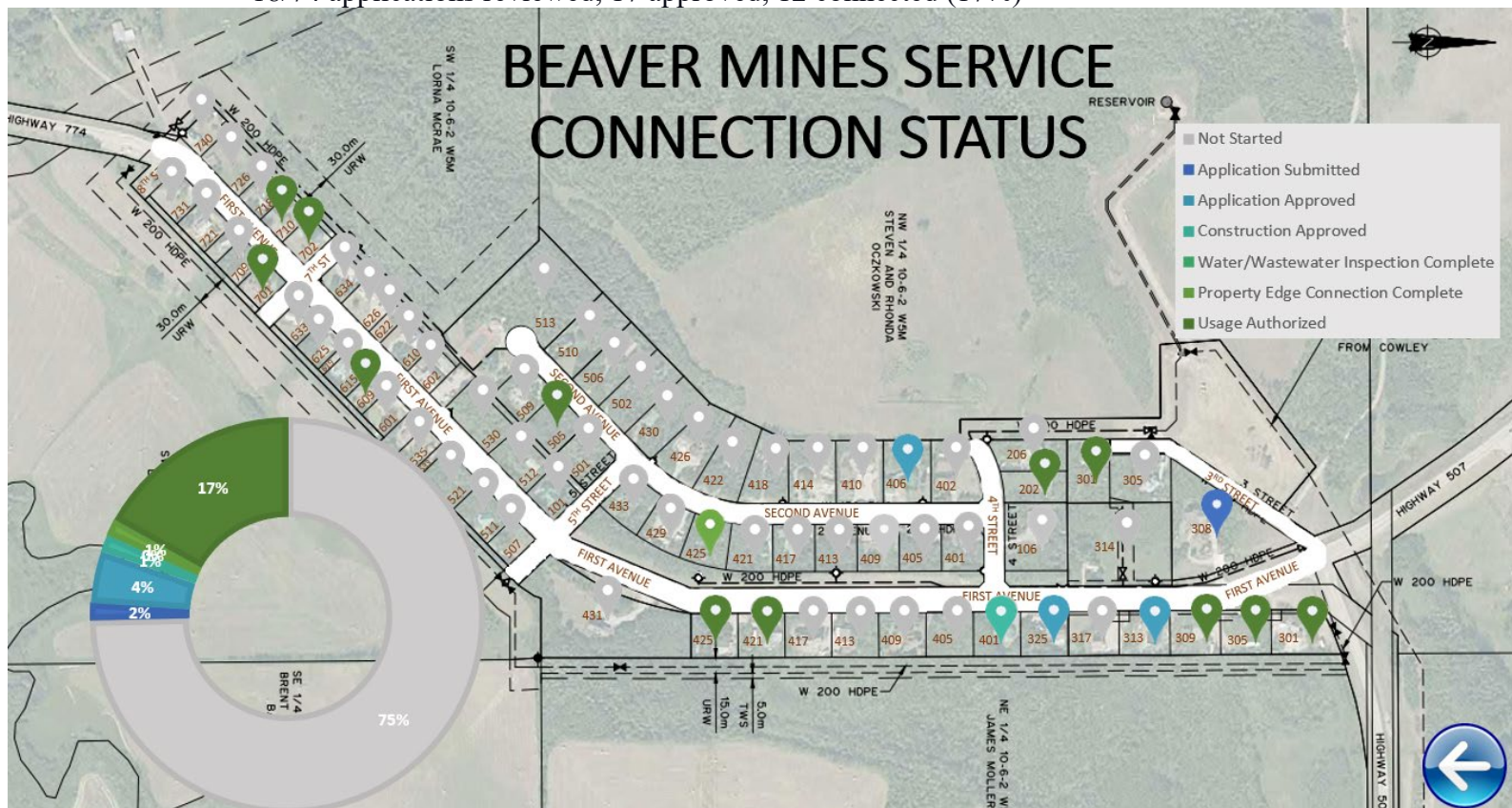
Usage

- Pumping has been primary water source since Dec. 22nd. Hauling potable to supplement pumping has been necessary
- Averaged 111 m³/d trucking since Dec 22nd
 - 79 m³/d avg. since Jan 2nd



Beaver Mines Lot Servicing

18/74 applications reviewed, 17 approved, 12 connected (17%)



- Hydrant flow testing in BM was completed by PCES and passed for fire flow. PCES is updating the Fire Underwriters Survey with the MD's assistance

Standpipes

- Last known issue: December 7, 2023 (PC Standpipe got stuck on)

General Updates

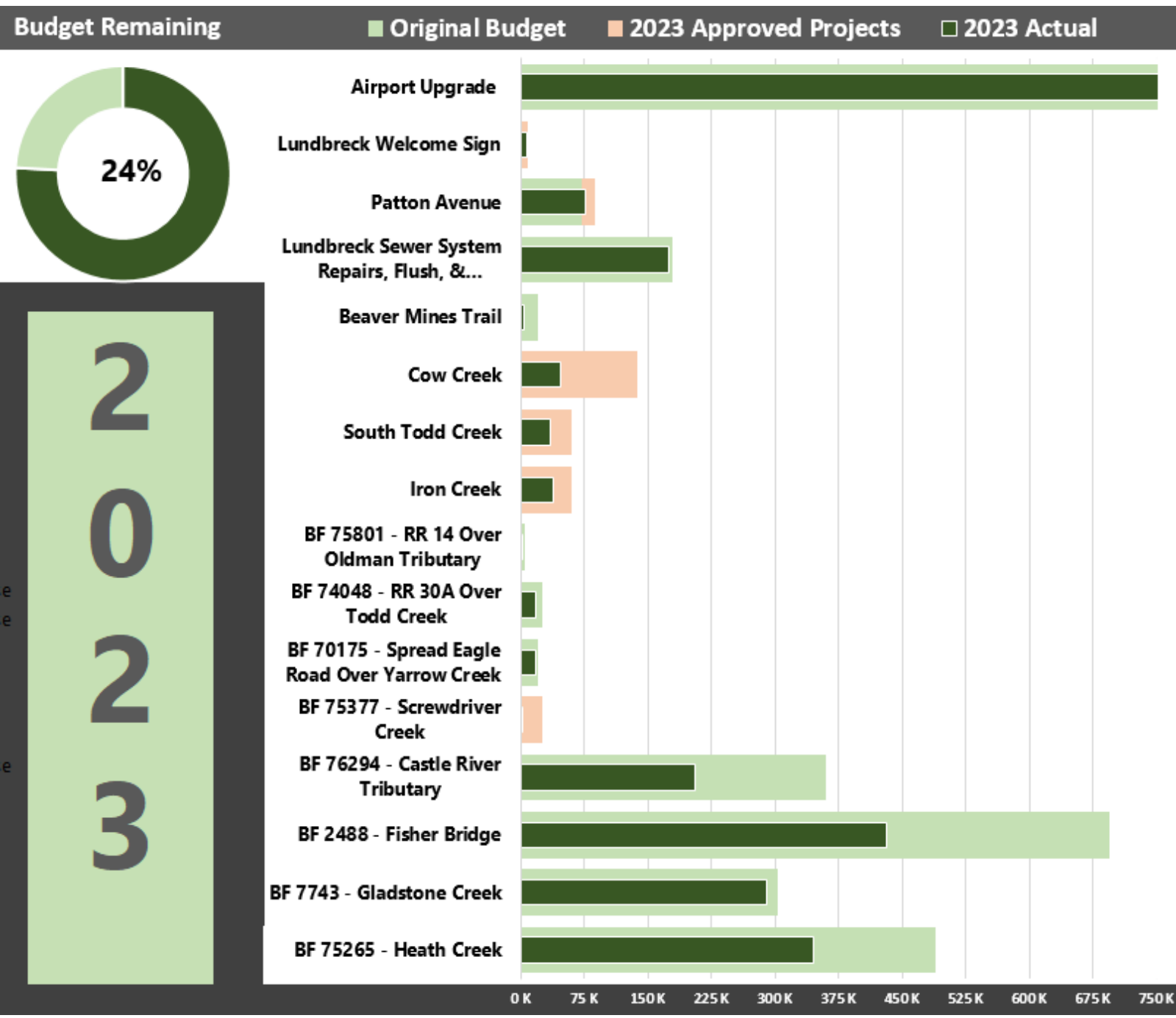
- WTP approval expiry date is April, 2024. Granted a 1 year extension on approval renewal due to current circumstances
 - Checking/updating all procedures and forms required under approval
- Permanent licenses for new pipeline have been drafted and reviewed by the MD. Awaiting AEPA release
- Fixed leak at Lundbreck Welcome Signs irrigation. Required replacement of curbstop

Large Capital and Other Projects

Total 2024 Approved Budget: \$2,523,000. Spend as if January 15th, 2024: \$0

**Graphics to follow in future updates*

Total 2023 Approved Budget: \$3,567,000. Spend as of January 17th, 2024: **\$2,691,117** ~~\$2,681,117~~



Airport Lighting – Design 2022, Construction 2023

Install Airport Airfield Lighting Replacement, with portion of funds from STIP

- Design-build contract awarded to Black & McDonald (**Cost: \$979,600, Original Budget: \$867,000. Revised Contract: \$1,016,435 + line removal/paint**)
- CAD information received, intend to issue Construction Completion Certificate (CCC) and process final holdback release

Therriault Dam – Rehabilitation Work

Geotechnical and Hydrogeology study complete in 2023. 2024 engineering required to determine most economically viable solution to address undersized spillway/overtop potential. Toe berm upgrades will address seepage

- To be kicked off **via competitive process**

Lundbreck Lagoon Resiliency Analysis & Regionalization – Engineering 2023/24

Review Lagoons ability to take on more flow (both regular and high strength). Review Cowley Lagoons ability to do the same, and options for regionalization

- Notice of successful grant received March 21st, 2023. Expanding scope to include Cowley
- Reached out to brewery April 4th to arrange sampling. Sampling complete May 11th at lagoon and brewery 2023.
 - Continued delays with metering device. Plan to draft report with assumed flows and update once flow monitoring device arrives
 - Draft report for Lundbreck phase of project received from MPE with assumed flows, initial review complete
 - Met with brewery Nov 20th to discuss flow acceptance, working towards implementation
- Lundbreck phase of report revised based on MD feedback to include collection system assessment and recommendations for upgrades, including sanitary dump station. Under review. Report to be updated with actual flows in 2024
- Cowley and regional report to be completed in 2024

Water Intake Support Project – Scope to Be Determined

- Final grant application details must be submitted by January 31st, 2024
- Currently grant scope is \$5M for water storage

Energy Projects

MD Estimated Annual Energy Savings: **\$23,906**

MD Achieved Annual Savings*: **\$26,287**

MD Funding Secured (Total): **\$516,676**

**Based on utility bill review adjusted cost savings and the ICF agreement framework. This number is expected to rise as projects completed within the last year haven't seen a full year of savings.*

- **General Updates**

- Arena and MPF retrofit
 - Community Building Retrofit (CBR) grant pre-application submitted for 25% of Arena upgrades March 3, 2023
 - Rescinded CBR application due to constraints on loan requirements
- Received confirmation of \$22,080 for Electrical Tracking System at the Multipurpose facility
 - Installation scheduled for October 20, 2023
 - Installation of wiring complete
 - Expected final delivery date of meters February 19, 2024. Expected installation and commissioning March 2024
- QUEST net zero accelerator
 - Official kickoff Meeting September 28, 2023
 - Continued meetings with cohort, baseline report interview underway
 - Sustainable planning course available free of charge January-March 2024
 - Presentation of initial report findings complete December 21, 2023
 - Finalized scoring and report to be distributed January 2024
- Submitted expression of interest for Energy Futures Lab roadshow in 2024. Received letters of support from Matthew Halton high school, Fortis Alberta, Riteline Electric, Southwest Alberta Sustainable Communities Initiative, and Enel North America
 - Expect Proposal from EFL January 2024
- MCCAC has indicated expected energy efficiency and solar funding is being reviewed at the Provincial level. Expected release late 2023, early 2024
- Received Emergency services energy data and met with Fire Chief November 14, 2023
- Submitted NRED grant for Wind/Solar energy conversion study update Dec. 19, 2023
- Conducted energy assessment and produce report for Lundbreck Community Hall Jan 11, 2024
- Annual energy analysis underway, expected completion February 2024

- **Eco-centre Solar Installation**

- Complete July 20, 2023, producing power into grid
 - 1,335 kw-hr produced to date

- **Climate Resiliency and Adaptation Plan**

- PC-REMO to take lead on:
 - Firesmart and flooding legislation recommendations
 - Fuel management program
 - Heat and Smoke emergency response plans
 - Flood infrastructure development plans
 - Specific to emergency scenarios (deployable tiger dams, sandbagging equipment, etc.)

- Team met August 30, 2023 to review project briefs. Directed as follows:
 - Request PARC to present wind study to next joint council to discuss seed funding and allow team to approach other stakeholders
 - Develop draft homeowner assessment toolkit and recommendations
 - Develop draft recommendations to be included in both Town and MD procurement policies based on examples from existing municipalities
 - Develop recommendations for deliverables in future Tourism master plan
 - Review progress on PC-REMO tasks on bi-monthly basis
- Met with MITACS to investigate funding avenues for wind study
- Reviewed homeowner assessment toolkits and adaptation guides
- First Draft of Homeowner risk assessments and sustainable procurement recommendations reviewed October 25, 2023
- Draft sustainable procurement policy developed for review by internal admin
- Review action items identified for 2024 with Resiliency Team
- Final Homeowner risk assessment draft completed and under review
 - Expected public release in January 2024
 - Review final draft with Resiliency Team January 17, 2024
- **Clean Energy Improvement Program**
 - Full application submitted June 29, 2023
 - Amendments made based on FCM feedback and resubmitted August 11, 2023
 - Expected launch pending grant approval in Q2 2024
 - Achieved the next step in program development
 - Working on developing terms and conditions, finalizing funding terms with FCM
 - Detailed planning commenced with input from Town and MD Finance teams
 - Determining exact criteria for qualified properties with Brownlee
 - Developing implementation plan based on other communities already implementing the program
 - Identified preferred interest rate, to be provided for Council resolution in February 2024

Bridge Files

- **Bridge File 2488 – Fisher Bridge, NW-26-07-02-W5M**
 - ISL awarded Supply-Build Engineering contract
 - Design, Supply, & Fabrication of Prefabricated Bridge awarded to Algonquin Bridge **(Cost: \$458,040. Eng. Est: \$638,000).**
 - RFPQ (Request for Contractor Pre-Qualification) for Installation has been sent out and closed July 26th. Installation RFQ bids received September 14th, 2022. Awarded to low bidder **(Cost: \$330,954. Eng. Est: \$349,000)**
 - Existing abutments will have partial depth repairs complete, and cracks will be epoxy injected and sealed. Work falls under new DFO code of practice for clear span bridge
 - Scour identified under existing abutment. Costed plan included for 2024 budget
 - Signage and epoxy crack injection complete. Guardrail work complete, abutment repair work complete. Walkthrough required
 - Awaiting revised costing, initial change order exceeded 2024 allocated budget
- **Bridge File 74260 – SGT Wilde over Foothills Creek Trib, SW-13-005-29 W4M**
 - Design work was complete in 2022. STIP Application submitted last year
 - 2m x 25m L culvert replacement
 - Awaiting STIP response
- **Bridge File 74048 – Todd Creek Culvert, NW-36-009-03 W5M**
 - Preliminary engineering complete
 - 2024 budget is to replace if STIP funding can be obtained, or install timber struts until funding can be obtained
 - Will need to complete design, permitting, & obtain land after STIP funding decision is made to prevent unnecessary work
 - STIP application submitted, awaiting decision
- **Bridge File 70175 – Yarrow Creek Bridge Rehabilitation, NW-22-003-030 W4M**
 - Preliminary Engineering & Design awarded to Roseke Engineering at **\$17,990 (Budget \$20,000)**
 - Scope includes:
 - Perform a pile splice repair on two piles in the west abutment, replace the east pile cap, place fill and riprap at the west headslope, minor wheel guard repairs & repairs to east timber span, channel realignment, and west abutment riprap work
 - Design drawings received November 27th
 - Permitting and tendering to be kicked off
- **Bridge File 75801 – Oldman River Tributary Culvert, SW-09-010-01 W5M**
 - Preliminary engineering complete. Struts recommended, drawing complete
 - Install of vertical steel struts to prevent further culvert deflection
 - To be kicked off
- **Watercourse Crossing Inspection & Remediation Project – 100% Grant funded**
 - **Fintegrate** awarded initial contract to assess all MD crossings, prioritize for remediation, & perform detailed regulatory authorizations
 - Work has begun on prioritization & initial assessment, 175+ crossings reviewed

- Kicked off preliminary design January 20th, 2023 for 3 crossings
 - BF 7080 Dungarvan Creek Culvert Replacement, SW-17-003-29 W4M
 - Other two crossings moving forward as projects, per below
- Anticipating regulatory Directives making dealing with SAR crossings mandatory
- Funding agreement signed Mar. 28th, 2023 for \$1.55M to cover more assessment and engineering along with replacement of 2 crossings, to be complete by March 2025
- Y1 grant report to be complete prior to Council meeting. Initial \$150,000 funds have been spent by required deadline. Y2 grant report complete for Nov. 30th, 2023 deadline
- **WCR #1: Iron Creek under Tapay (Carbondale) Road, LSD SE-15-006-03 W5M**
 - Prelim. engineering complete. Design awarded to Roseke Engineering
 - 100% grant funded
 - Structure is a 4.7m x 2m x 15m L corrugated steel box culvert
 - Land and permit work kicked off (initial design drawings received, reviewed)
- **WCR #2: S. Todd Creek Trib. under Chapel Rock Road, LSD SE-23-009-03 W5M**
 - Prelim. engineering complete. Design awarded to Roseke Engineering
 - 100% grant funded
 - Anticipated structure is a 1.8m x 23m open bottom CSP culvert
 - Land and permit work kicked off (initial design drawings received, reviewed)
 - DFO submission complete
- **WCR #3: Cow Creek Trib. under North DU Road, LSD NE-35-008-03 W5M**
 - Design & QAES portion awarded to ISL Engineering
 - Engineering and design will be 100% grant funded (excluding potential land costs)
 - Construction complete. Silt fence construction complete early 2024. Disposition submission complete
- **Bridge File 70417 – TWN RD 70 over Castle River Trib., SE-05-007-01 W5M**
 - 6.1m clear span bridge with extensive rot and voids in piles and pile caps
 - Prelim. engineering to be complete in 2024 with intended construction in 2025
- **Bridge File 75481 – TWN RD 93B over Olin Creek Trib., SW-23-009-01 W5M**
 - 1.5m x 24m L culvert with high deflection and corrosion
 - Prelim. engineering to be complete in 2024 with intent to address in 2025
- **Bridge File 00470 – Toney Rd over Pincher Creek Trib., SE-02-006-01 W5M**
 - 1.6m x 43m L culvert with significant perforations and minor deflections
 - Class B waterbody
 - Prelim. engineering to be complete in 2024 with intent to address in 2025

Recommendation:

That the Utilities & Infrastructure report for Jan 4th – Jan 17th is received as information.




Prepared by: Roland/David/Tristan

Date: January 17th, 2024

Submitted to: Council

Date: January 23rd, 2024

Administration Recommendation to Council

| | | | |
|--|-------------|--|-------------|
| TITLE: Oldman Reservoir Emergency Intake; Capital Project and Grant Application | |  | |
| PREPARED BY: David Desabrais | | DATE: January 19th, 2024 | |
| DEPARTMENT: Utilities & Infrastructure | | | |
| David Desabrais | 24/01/18 | ATTACHMENTS: | |
| Department Supervisor | Date | <ol style="list-style-type: none"> 1. Alberta Transportation Response 2. Cost Estimate (To follow)¹ | |
| APPROVALS: | | | |
|  | 24/01/18 |  | 2024/01/18 |
| Department Director | Date | CAO | Date |

RECOMMENDATION:

¹*Estimate remains under preparation at time of Council package release. Administration to follow up with proposed dollar values prior to Jan 23rd meeting*

That Council approve the submission of a \$¹ grant application for the Alberta Municipal Water/Wastewater Partnership (AMWWP) for the Oldman Reservoir Intake project, and further;

That Council approve \$50,000 in 2023 funds for the Oldman Reservoir Emergency Intake Capital Project as part of the 2023 fiscal period, with said funds coming from the Water/Wastewater Reserve, and further;

That Council approve \$¹ in 2024 funds for the Oldman Reservoir Emergency Intake Capital Project, with said funds coming from the Water/Wastewater Reserve.

BACKGROUND:

- As per section 248(1) of the MGA, a council resolution is required for any capital work not included in the 2024 budget
- Administration has been working on various solutions on an emergency funding basis related to the loss of the raw water intakes in the Oldman Reservoir. Investigations have been completed and preparation is underway for design and regulatory submissions
- Upon receipt of the attached letter (ATTACHMENT 1) from Alberta Transportation and Economic Corridors (ATEC) in regards to the ongoing water crisis, a meeting was held with funding representatives from ATEC on January 8th, 2024 to discuss options for assistance
 - ATEC has suggested the MD consider the Oldman Reservoir Emergency Intake project as a separate project under AMWWP to the initial application

Administration Recommendation to Council

- AMWWP funding does not allow retroactive application of funds (decisions are often not made until April). ATEC has indicated exceptions to this are at ministerial discretion. The direness of the situation is recognized, and it may be likely that we be granted this exception
- The AMWWP application deadline passed November 30th, 2023. The letter back from ATEC indicated they will accept scope and estimate applications from us until January 31st, 2024
- A revised cost estimate is being prepared by MPE in support of an AMWWP application.
- Consistent with the MD budgeting process, the project will be submitted under AMWWP. This program provides funding for 75% of eligible project costs with 25% coming from municipal funds. However, until a grant application is approved funding is provided from the Water/Wastewater Reserve.

FINANCIAL IMPLICATIONS:

\$50,000 in 2023 funds from the Water/Wastewater Reserve

\$¹ in 2024 funds from Water/Wastewater Reserve pending potential funding from AMWWP



ALBERTA
TRANSPORTATION AND ECONOMIC CORRIDORS

*Office of the Minister
MLA, Innisfail-Sylvan Lake*

December 13, 2023

AR 95015

Reeve David Cox
1037 Herron Ave.
PO Box 279
Pincher Creek, AB T0K 1W0
CouncilDiv3@mdpincercreek.ab.ca

Dear Reeve Cox:

Thank you for the letter from Deputy Reeve Tony Bruder regarding the water supply crisis affecting the Municipal District (MD) and your request for emergency funding and flexibility regarding the Alberta Municipal Water/Wastewater Partnership (AMWWP).

AMWWP provides cost-shared funding to eligible municipalities to help with the construction of facilities for municipal water supply and treatment. Funding is calculated as a percentage of eligible project costs, based on the municipality's official population when the grant is approved.

In recognition of the ongoing emergency situation the MD faces and the nature of your request, I hope to provide you some relief by informing you that your request to extend the application deadline of November 30, 2023 has been approved. Your deadline for submitting your emergent grant application is to January 31, 2024.

AMWWP projects are evaluated and considered for approval based on the program's evaluation criteria and available provincial budget. While I cannot guarantee approval of your request, I can reassure you that projects that represent health-related improvements involving upgrading water treatment or drinking water supply facilities are considered the highest priority.

In addition, my department is willing to work with the MD to explore how we can further assist the MD. To do this the department requires further details surrounding the options that are being explored by the MD. As such, I would like to encourage the MD to discuss the potential scope and costs associated with the MDs application with representatives from Transportation and Economic Corridors' Southern Region Office.

.../2

If you have further questions, please contact Mr. Jerry Lau, Infrastructure Manager at (403) 297-8633 or jerry.lau@gov.ab.ca.

The Government of Alberta remains committed to providing safe, clean water. Considering your emergent situation, ministries will be collaborating to explore solutions to address a short-term solution in the interim.

Sincerely,






Honourable Devin Dreeshen, ECA
Minister of Transportation and Economic Corridors

cc: Honourable Premier Danielle Smith, MLA for Brooks-Medicine Hat
Honourable Rebeca Schultz, Minister of Environment and Protected Areas
Honourable Ric McIver, Minister of Municipal Affairs
Honourable RJ Sigurdson, Minister of Agriculture and Irrigation
Chelsae Petrovic, MLA for Livingstone MacLeod
Village of Cowley
Town of Pincher Creek
Jerry Lau, Infrastructure Engineer, TEC Southern Regional Office.

Administration Recommendation to Council

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| | | | |
|---|--|---|--|
| TITLE: Alberta Municipal Water/Wastewater Partnership (AMWWP) Grant Application Finalization | |  | |
| PREPARED BY: David Desabrais | | DATE: January 17th, 2024 | |
| DEPARTMENT: Utilities & Infrastructure | | | |
| David Desabrais | 24/01/18 | ATTACHMENTS: 1. Alberta Transportation Response | |
| Department Supervisor | Date | | |
| APPROVALS: | | | |
|  | 24/01/18 |  | 2024/01/18 |
| David Desabrais | Date | Roland Milligan | Date |
| Department Director | | CAO | |

RECOMMENDATION:

That Council approve finalizing the \$5,000,000 grant application for the Alberta Municipal Water/Wastewater Partnership for a raw water storage project, and further;

That Council hold on approving additional capital funds for the raw water storage project, pending more progress on the Oldman Reservoir Intake or further information from Administration.

BACKGROUND:

- During the November 28th, 2023 meeting of Council:
 - “22/523: Moved that Council approve a \$5,000,000 grant application under Alberta Municipal Water/Wastewater Partnership (AMWWP) for a dependable water supply.”
- Administration submitted a grant application, with the required backup scope for 6 months of raw water storage at 25 year forecasted volumes (roughly 18 -22 months at current usage rates)
- A letter was received by Alberta Transportation and Economic Corridors (ATEC), indicating the MD would be able to make changes to AMWWP grant applications until January 31st, 2024
- ATEC has also indicated they may allow the MD to retroactively apply project costs, if approved by the Minister (discussed in other Council resolution)
- The MD has indicated to ATEC that funding the intake project is top priority, but that both projects are important and there will likely still be a need for raw water storage during periods of drought due to the constraints of the aquifer

Administration Recommendation to Council

| Table 4: Required Storage Volumes | | | |
|-----------------------------------|----------------------------------|------------------|-------------------------------------|
| Storage Period | Storage Volume (m ³) | Parcel Size (ha) | Earthworks Volume (m ³) |
| 3-month (Winter) | 89,389 | 4.1 | 35,000 |
| 6-month (Winter) | 178,779 | 8.1 | 67,000 |
| 12-month | 338,866 | 16.0 | 130,000 |
| 18-month | 517,805 | 25.4 | 200,000 |

| Table 4: Order of Magnitude Estimates | | |
|---------------------------------------|----------------------------------|----------------|
| Alternative | Storage Volume (m ³) | Estimated Cost |
| 1 – 3-month | 89,389 | \$3,370,000 |
| 2 – 6-month | 178,779 | \$5,000,000 |
| 3 – 12-month | 338,866 | \$8,080,000 |
| 4 – 18-month | 517,805 | \$11,420,000 |

OPTIONS

- a) Leave application as is (\$5,000,000 for 6 month forecasted volume)
- b) Modify scope of application for more or less storage
 - a. 3 months (25-year); **\$3,370,000** (8-14 months at current demand)
 - b. 12 months (25-year): **\$8,080,000** (3 years at current demand)
- c) Apply only for raw water intake project, forego opportunity for raw water storage grant application for 2024

Other Considerations

- The MD could begin work on land acquisition and design prior to a funding decision, if desired. AMWWP may allow the MD to retroactively apply these funds, if the application is successful
 - It may still be advantageous to wait to complete design and land acquisition until the intake project is closer to completion, as its success could impact final sizing and scope
- This is likely a 18-24 month project from start to finish regardless of when funding is received

FINANCIAL IMPLICATIONS:

2024/2025 budget implications, depending on proposed solution



ALBERTA

TRANSPORTATION AND ECONOMIC CORRIDORS

*Office of the Minister
MLA, Innisfail-Sylvan Lake*

December 13, 2023

AR 95015

Reeve David Cox
1037 Herron Ave.
PO Box 279
Pincher Creek, AB T0K 1W0
CouncilDiv3@mdpincercreek.ab.ca

Dear Reeve Cox:

Thank you for the letter from Deputy Reeve Tony Bruder regarding the water supply crisis affecting the Municipal District (MD) and your request for emergency funding and flexibility regarding the Alberta Municipal Water/Wastewater Partnership (AMWWP).

AMWWP provides cost-shared funding to eligible municipalities to help with the construction of facilities for municipal water supply and treatment. Funding is calculated as a percentage of eligible project costs, based on the municipality's official population when the grant is approved.

In recognition of the ongoing emergency situation the MD faces and the nature of your request, I hope to provide you some relief by informing you that your request to extend the application deadline of November 30, 2023 has been approved. Your deadline for submitting your emergent grant application is to January 31, 2024.

AMWWP projects are evaluated and considered for approval based on the program's evaluation criteria and available provincial budget. While I cannot guarantee approval of your request, I can reassure you that projects that represent health-related improvements involving upgrading water treatment or drinking water supply facilities are considered the highest priority.

In addition, my department is willing to work with the MD to explore how we can further assist the MD. To do this the department requires further details surrounding the options that are being explored by the MD. As such, I would like to encourage the MD to discuss the potential scope and costs associated with the MDs application with representatives from Transportation and Economic Corridors' Southern Region Office.

.../2

If you have further questions, please contact Mr. Jerry Lau, Infrastructure Manager at (403) 297-8633 or jerry.lau@gov.ab.ca.

The Government of Alberta remains committed to providing safe, clean water. Considering your emergent situation, ministries will be collaborating to explore solutions to address a short-term solution in the interim.

Sincerely,






Honourable Devin Dreeshen, ECA
Minister of Transportation and Economic Corridors

cc: Honourable Premier Danielle Smith, MLA for Brooks-Medicine Hat
Honourable Rebeca Schultz, Minister of Environment and Protected Areas
Honourable Ric McIver, Minister of Municipal Affairs
Honourable RJ Sigurdson, Minister of Agriculture and Irrigation
Chelsae Petrovic, MLA for Livingstone MacLeod
Village of Cowley
Town of Pincher Creek
Jerry Lau, Infrastructure Engineer, TEC Southern Regional Office.

Administration Guidance Request

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| | | |
|---|-----------------|---|
| TITLE: Porsche Club of America; Wild Rose Region – Rental of Airport | |  |
| PREPARED BY: David Desabrais | | DATE: January 18th, 2024 |
| DEPARTMENT: Utilities & Infrastructure | | |
| David Desabrais | <i>24/01/18</i> | ATTACHMENTS: 1. Porsche Club of America Wild Rose Region Request |
| Department Supervisor | Date | |
| APPROVALS: | | |
|  | <i>24/01/18</i> |  |
| David Desabrais | Date | Roland Milligan |
| Department Director | Date | CAO |
| | | <i>2024/01/18</i> |
| | | Date |

RECOMMENDATION:

That Council provide guidance on the request for an Airport rental agreement for Porsche autocross events, and further;

That if Council approves moving forward, that Council provide guidance on a fee structure for Airport runway rentals.

BACKGROUND:

The MD received a call and follow-up formal request (attached) for use of the Airport taxiway/landing strip for 2 or 3 Saturdays per summer for autocross events.

Administration reached out to our Planner, whom confirmed that Development Permits are not required under our land use bylaw for such events. His recommendation was they we do not impose Development Permits as a requirement for rental agreements, as it has caused issues in other jurisdictions. Instead, if the MD considers this proposal, we would expand an Airport Rental Agreement similar to Fort Macleod's to include the conditions in the Development Permit.

Agreement requirements:

- Time/Date allowed
- Payment value
- \$5,000,000 liability insurance
- Indemnity clauses
- Representative contact
- MD contact

Administration Guidance Request

- Basic use of facilities agreement (parking, damage inspection, no camping, garbage disposal, etc.)
- 48 hr. termination clause
- Emergency (fire, other event) termination clause
- Intentional and accidental damages clause
- Requirement for own porta-potties, etc.

The MD has no known previous agreements in place for runway rentals.

OPTIONS

- A) Set pricing and setup agreement with the Porsche Club
- B) Deny request

FINANCIAL IMPLICATIONS:

Revenue from rental. Increased maintenance requirement



PORSCHE CLUB OF AMERICA WILD ROSE REGION

I, Michael Darlow (PCA Autocross chair) representing the PCA Wild Rose Region of Southern Alberta, am applying for a rental agreement between the municipal district of Pincher Creek airport and the Porsche Club of America Wild Rose region.

Our goal is to rent the airport taxi/landing strip and hold autocross events 2 or 3 Saturdays per summer.

The Porsche Club of America Wild Rose Region founded in 1982 is a group of passionate Porsche owners in Southern Alberta who enjoy social gatherings, group drives, track days, autocross, tech sessions and many other special events.

What is autocross?

Autocross is a timed event where drivers navigate through a course defined by traffic cones on a large, paved area such as a parking lot or airport tarmac. Participants go through the course one at a time as a computer clocks them.

The person with the lowest time wins, however hitting and/or missing cones will result in a time penalty or sometimes even disqualification, so precision is key over speed.

It gives club members an opportunity to hone their precision driving skills in a safe, controlled setting. Our cone setup changes at every event and is professionally designed to be both safe and challenging. We hire a professional USA and Canadian autocross champion to assist with course design who also rides along with new drivers to determine when they are safe to drive solo.

What are our on-site rules?

As motorsports enthusiasts, it is the goal of the club to not only host motorsports events, but to demonstrate that motorsports activities can be conducted in a responsible, sustainable manner that benefits the surrounding community and participants' everyday driving skills and behavior. Participants and attendees are reminded to be respectful of others, property, and municipal ordinances, both on and off the event site.

These are the rules that we strictly follow during our events:

- Racing, burning out, stunting and/or exceeding posted speed limits will not be tolerated and the participant will be banned from future events.

- Any participant not exhibiting good behavior either on site and off site will be asked to leave and banned from future events.
- No alcohol or drugs can be consumed at the event.
- The autocross course and the staging areas near the start & finish are considered restricted areas and access is granted to adults only, persons 18 years of age or older.
- All garbage must be removed from site. Our goal is to leave the venue in the same, if not better condition than we found it.
- Washrooms will be available on site for participant use. A local vendor supplies a porta potty if none is available.

How will this benefit the Municipality of Pincher Creek?

We typically have between 30 to 45 people at the event including drivers & volunteers. Since most members come from Calgary, about half of the group will book a hotel stay on the Friday night and dine together at a local restaurant. We also meet up for breakfast on Saturday and always order local pizza for everyone at lunch. On our way out of town, most of us meet up for ice cream.

Another benefit is that renting the airport contributes to its regular maintenance costs.

We have been holding autocross events for many years and are fully insured by the Porsche Club of America. We get specific insurance for every event which we would be sent to the Pincher Creek contact person.

I am attaching an example of a rental agreement as well as airport policy that we have been using with the Town of Fort MacLeod. The rental fee is also attached which negotiable of course. I am also attaching a link to our website as well as some pictures of a typical event.



Michael Darlow
Autocross Chair, PCA Wild Rose
autocross@porsche.ab.ca
<https://www.porsche.ab.ca/>











Town of Fort Macleod

BOX 1420, FORT MACLEOD, ALBERTA, CANADA T0L 0Z0 TEL: (403)553-4425 FAX (403)553-2426 WWW.FORTMACLEOD.COM

This Agreement made effective the 6th day of July, 2022.

Between:

TOWN OF FORT MACLEOD
(hereinafter referred to as the "Town")

and

[PORSCHE CAR CLUB]
(hereinafter referred to as "PCC")

AIRPORT RENTAL AGREEMENT

1. The Town grants permission to PCC to use the airport to hold driver training events between the hours of 7:00 a.m. and 6:00 p.m., local time on the following date in 2022:

August 27th (Saturday)

In the event of inclement weather or other any other unforeseen event which precludes PCC from holding the event on a date specified above, PCC will not be charged for that date.

2. PCC must follow all conditions listed on the development permit.
3. PCC shall pay to The Town the sum of \$400.00 per weekday day and/or \$500.00 per weekend day, plus GST, for the use of the airport for driver training events.
4. PCC shall have and maintain commercial general liability with a minimum limit of five million dollars (\$5,000,000) per occurrence.
5. PCC hereby releases and discharges, and agrees to indemnify and save harmless The Town, Municipal Councillors, Commission Members, its directors, officers, agents and employees from all claims, liabilities, actions, proceedings, demands, losses, costs, damages or expenses whatsoever which may be brought against or suffered by The Town because of any matter or thing arising out of, resulting from, attributable to or connected with PCC, its directors, officers, employees, agents, representatives, advisors, promoters or members, operating, or managing driver training at the airport.

6. PCC shall ensure that The Town is provided with the full name and cell phone number of at least one (1) PCC representative who will be present and responsible for overseeing the event. This contact information will be provided to the Town no later than forty-eight (48) hours prior to the start of the event.
7. The CAO shall designate a Town representative as a contact person for PCC. If the usual Town representative is unavailable, the CAO shall designate an alternate Town representative.
8. PCC agrees to ensure that event and spectator vehicles are parked in such a manner so as not to impede traffic on adjacent public thoroughfares, and such that any Town and/or emergency vehicle is free to access the airport grounds at any time. There will be no overnight parking or camping on airport grounds or the adjacent public lands at any time.
9. The Town shall inspect the airport for damage before and after every event taking place at the airport relating to the driver training event. The inspection shall be done by a representative of The Town's Department of Public Works. A representative from PCC may be present at the inspection as well if PCC so chooses. If damage connected to the event is found, PCC agrees to promptly and fully reimburse The Town for all costs necessary to repair said damage and to restore the airport to its state prior to the event.
10. The Town shall provide access to the bathroom facilities located on the airport grounds via a door code (C123).
11. PCC shall pick up, remove, dispose of and eliminate any rubbish, debris, waste material, garbage and any other unwanted material from the airport immediately following the driver training event.
12. PCC shall immediately, after the event, remove all equipment brought to the airport.
13. Either Party may terminate this agreement if the above conditions are not met, cannot be met or cannot be changed to meet requirements. In this instance, a minimum of forty-eight (48) hours' notice of the initiating party's decision to terminate must be provided to the other party. Failure to provide this notice shall result in the party terminating the agreement being assessed costs for the immediately impending event.
14. PCC will ensure all present members are not intentionally causing damage to the facility by performing "burnouts" at any time.
15. The Town may at any time revoke this agreement with written notice to PCC.
16. This Agreement expires on December 1st, 2022, unless revoked sooner by the Town as per clause 15.

Contact Information

Porsche Car Club

Mike Darlow
Organizer
Phone: 403-612-5640
Email: mike.darlow@lethbridgecollege.ca
626 Canyon View Landing West
Lethbridge Alberta
T1K 5R9

Town of Fort Macleod

Adrian Pedro
Director of Operations
Office: 403-553-4425
a.pedro@fortmacleod.com
410 20th Street
PO Box 1420
Fort Macleod, AB
T0L 0Z0

Porsche Car Club

Date



Town of Fort Macleod

July 6th, 2022

Date

Adrian Pedro
Director of Operations



TOWN OF FORT MACLEOD DEVELOPMENT PERMIT No. 051-22

Name of Applicant (Owner): Michael Darlow- Porsche Club of America, Wild Rose Region (TOFM)

Zoning District: Airport- AP Roll No. 1001000&1003000

In the matter of development on a property located at: Municipal Airport Runway

Legal Land Description: Ptn. SE & SW 2-9-26-W4M

The development as specified in Application No: 051-22 for the following use: Temporary use of the Airport runway infrastructure to host an Auto Slalom driving event on Saturday August 27th 2022 between the hours of 7:00 a.m. – 6:00 p.m. which includes set up and take down time.

has been **APPROVED** subject to the following conditions:

1. SET UP HOURS 7:00 – 9:00 A.M. (No racing is permitted during this time)
2. RACING TIME 9:00 A.M. – 6:00 P.M. ONLY;
3. APPROVED FOR USE OF THE RUNWAY ALONG THE TERMINAL WHICH INCLUDES RESTROOM FACILITIES;
4. NO OVERNIGHT PARKING OR CAMPING IS PERMITTED IN OR AROUND THE AIRPORT GROUNDS;
5. THE CLUB SHALL LIMIT ANY NOISE AS MUCH AS POSSIBLE BETWEEN THE HOURS OF 7:00 AND 8:00 A.M.; AS CLOSE TO 93 dB AS POSSIBLE;
6. THE CLUB IS RESPONSIBLE FOR THE COLLECTION OF GARBAGE DURING THEIR USE OF THE SITE;
7. SITE TO BE LEFT IN A CLEAN AND RESPECTFUL CONDITION;
8. THE TOWN WILL BE RESPONSIBLE FOR WASHROOM FACILITY CLEANLINESS PRIOR TO EACH EVENT;
9. RUNWAY INSPECTION AND REVIEW WILL BE COMPLETED BY THE TOWNS PUBLIC WORKS DEPARTMENT (PRE-EVENT, DURING EVENT AND POST-EVENT INSPECTIONS);
10. COPY/PROOF OF INSURANCE SHALL BE SUPPLIED TO THE TOWN PRIOR TO ANY EVENTS BEING HELD;
11. THE EVENTS SHALL COMPLY WITH LAND USE BYLAW No. 1882; AND COMMUNITY STANDARDS BYLAW No. 1920;
12. CLUB WILL BE RESPONSIBLE FOR DAMAGES IF THEY OCCUR, BUT NOT LIMITED TO DAMAGES TO THE RUNWAY, LIGHTING, ASPHALT, PAINT ETC.;
13. PUBLIC WORKS TO SUPPLY REDUCED SPEED SIGNAGE WITHIN THE RESIDENTIAL AREA OF THE AIRPORT;
14. AN AIRPORT USE AGREEMENT SHALL BE ENTERED INTO AND RENTAL SHALL BE PAID AS PER THE AGREEMENT/ INVOICE.
15. A NoTAM WILL BE CALLED IN TO NAV. CANADA BY TOWN ADMINISTRATION PRIOR TO EACH EVENT.

DATE OF DECISION: June 20, 2022

Signed: _____

Keli Sandford
Planning and Development Officer

DEVELOPMENT MAY NOT COMMENCE PRIOR TO ISSUANCE OF A VALID DEVELOPMENT PERMIT FOLLOWING NOTICE OF DECISION. THIS DEVELOPMENT PERMIT BECOMES VALID 21 DAYS AFTER THE DATE OF DECISION INDICATED ON THE FRONT OF THIS NOTICE. If you wish to proceed with your development prior to this date, please submit the Voluntary Waiver of Claims form to the Town Office.



PORSCHCLU

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
8/8/2022

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

| PRODUCER 888-705-2379 (CA DOI # 0G13561) Safehold Special Risk, Inc. 9811 Katy Freeway, Suite 500 Houston, TX 77024 | CONTACT NAME: Safehold Special Risk PHONE (A/C, No, Ext): E-MAIL ADDRESS: | FAX (A/C, No): | | | | | | | | | | | | | |
|--|--|-----------------------|-------------------------------|--------|--|-------|---|-------|------------|--|------------|--|------------|--|------------|
| | <table border="1"> <thead> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A: New York Marine and General Ins. Co</td> <td>16608</td> </tr> <tr> <td>INSURER B: ACE American Insurance Company</td> <td>22667</td> </tr> <tr> <td>INSURER C:</td> <td></td> </tr> <tr> <td>INSURER D:</td> <td></td> </tr> <tr> <td>INSURER E:</td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </tbody> </table> | | INSURER(S) AFFORDING COVERAGE | NAIC # | INSURER A: New York Marine and General Ins. Co | 16608 | INSURER B: ACE American Insurance Company | 22667 | INSURER C: | | INSURER D: | | INSURER E: | | INSURER F: |
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| INSURER C: | | | | | | | | | | | | | | | |
| INSURER D: | | | | | | | | | | | | | | | |
| INSURER E: | | | | | | | | | | | | | | | |
| INSURER F: | | | | | | | | | | | | | | | |
| INSURED Porsche Club of America, Inc. PO Box 6400 Columbia, MD 21045 | | | | | | | | | | | | | | | |

COVERAGES **CERTIFICATE NUMBER:** 15587029 **REVISION NUMBER:** See below


THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

| INSR LTR | TYPE OF INSURANCE | ADDL SUBR INSD WVD | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS |
|----------|--|--------------------|----------------|-------------------------|-------------------------|--|
| A | <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO JECT <input type="checkbox"/> LOC <input checked="" type="checkbox"/> OTHER: PER EVENT | | PK202200009671 | 02/01/2022 | 02/01/2023 | EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 500,000 MED EXP (Any one person) \$ EXCLUDED PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 5,000,000 PRODUCTS - COMP/OP AGG \$ 5,000,000 Participant Legal Liability \$ 1,000,000 COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$ |
| | AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY | | | | | \$ \$ \$ \$ |
| A | <input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$ | | EX202200000718 | 02/01/2022 | 02/01/2023 | EACH OCCURRENCE \$ 9,000,000 AGGREGATE \$ 9,000,000 \$ PER STATUTE OTH-ER |
| | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY <input type="checkbox"/> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below Y/N N/A | | | | | E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$ |
| B | Participant Accident | | N06568695 | 02/01/2022 | 02/01/2023 | AD&D \$25,000 Excess Medical \$1,000,000 Wkly Indemnity \$100 |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Certificate Holder and the entities listed below are included as additional insureds as respects General Liability, but only to the extent that liability arises out of the operations or premises of the named insured for the following event(s):
August 27, 2022, Autocross

Fort MacLeod Airport, 4 Ave W & Avro Anson Rd., Fort Macleod, AB T0L 0Z0, Canada
Town of Fort MacLeod
Adrian Pedro

| | |
|--|--|
| CERTIFICATE HOLDER PCA Wild Rose Region Harold Oga PO Box 94036, Elbow River RPO Calgary, AB T2S 0S4 Canada | CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE  |
|--|--|

CHIEF ADMINISTRATIVE OFFICER'S REPORT

January 5, 2024 to January 18, 2024

Discussion:

| | |
|------------|--|
| January 8 | Water Crisis Meeting and AMWWP with ATEC |
| January 9 | Council Committee and Council Meetings |
| January 10 | Facility Maintenance Program Meeting |
| January 10 | Council Room Audio/Visual Upgrade Meeting with Ricoh |
| January 10 | Joint Health and Safety Committee Meeting |
| January 12 | Organizational Assessment with Sinogap Solutions |
| January 15 | Senior Management Team Meeting |
| January 15 | Asset Retirement Obligations (ARO) Meeting |
| January 16 | STARS Vigilant Onboarding Meeting |
| January 17 | Public Works Strat Plan Meeting |
| January 18 | MD/Cowley Shared Water Operations Agreement |

Upcoming

| | |
|------------|---|
| January 23 | Council Committee and Council Meetings |
| January 24 | Pincher Creek Regional Emergency Advisory Committee Meeting |
| January 25 | Minister of Tourism Meeting |
| January 25 | Coffee with Council, Lundbreck Hall |

RECOMMENDATION:

That Council receive for information, the Chief Administrative Officer's report for the period January 5, 2024 to January 18, 2024.

Prepared by: CAO, Roland Milligan

Date: January 18, 2024

Respectfully presented to: Council

Date: January 23, 2024

ADMINISTRATIVE SUPPORT ACTIVITY

– prepared by Jessica McClelland, EA

January 4, 2024 to January 18, 2024

Letters from last Council:

- Van Ryk – Beaver Mines Water Cost Concern
- Pincher Creek Hockey Association – Letter of Support CFEP
- Friends of the Library – Donation
- SASCI – Letter of Support SCOP

Advertising/Social:

- Community Foundation Grant Opportunity
- Evolgen Open House Reminder
- Closure of Landfill Due to Cold
- Job Opportunity – Health and Safety Specialist
- Council Package for January 9, 2024

Other Activities:

- Council Package/Meeting
- ASB Package/Meeting
- Donation gift basket for RMA and Livingstone School
- Assisted HR with Postings for Health and Safety Coordinator

Invites to Council:

- MLA – Attending Council Meeting January 23, 2024
- Lundbreck Citizens Council – Will contact MD later in Spring to attend
- Community Hall – Will attend upcoming Joint (Special) Council Meeting
- Pincher Creek Early Learning Center - Will attend upcoming Joint (Special) Council Meeting

Upcoming Dates of Importance:

- Regular Committee, Council – January 23, 2024
- Coffee with Council – Lundbreck – January 25, 2024
- Regular Committee, Council – February 13, 2024
- Emerging Trends – February 15, 2024

From: [PSES.Engagement](#)
To: [PSES.Engagement](#)
Subject: Engagement on improving police governance in Alberta
Date: January 15, 2024 4:09:01 PM
Attachments: [image001.png](#)
[Discussion guide - PPAB - PAA 2022.pdf](#)
[RCMP K Division district map.pdf](#)

Hello,

The Government of Alberta would like to invite community representatives and stakeholders to share their input into changes to police governance following recent legislative amendments to the *Police Act*. This is a continuation of the government's efforts to modernize policing in the province which began in 2018.

The *Police Amendment Act, 2022* (PAA), which was passed on December 15, 2022, is an important milestone in Alberta's efforts to modernize policing in the province. The PAA was designed to improve police accountability and enhance public confidence by reforming policing practices and strengthening ties to the community. It also responds to a long-standing desire in communities policed by the Royal Canadian Mounted Police (RCMP) to have a more formal role in setting local policing priorities and performance goals through the creation of civilian governance bodies. The government is now in the process of developing regulations to establish these civilian governance bodies, which will include regional and municipal policing committees and a Provincial Police Advisory Board (PABB).

Communities served by the RCMP under the Provincial Police Service Agreement will be represented on the PPAB.

-

Written submissions

As a community that will be represented by the PPAB, we are inviting you to provide input into the formation of this governance body, including its powers, duties, functions, and composition.

We ask that you submit written responses via [the online questionnaire available through this link](#).

To guide your input, the attached discussion guide outlines the engagement questions and aims to facilitate organizational discussions, offering relevant context for your written submissions. **The deadline for submitting completed questionnaire is March 15, 2024.**

Information sessions

Additionally, the government will hold virtual information sessions with department representatives where there will be an opportunity to ask questions.

Sessions are arranged based on the RCMP district structure. We kindly request stakeholders and communities to register for the session corresponding to the district their community falls under, as indicated on [the district map here](#).

Upon registration, you will receive a link to access the online session.

- South district – Information session on the Provincial Police Advisory Board
 - February 2, 2:00-3:30PM
 - [Register here](#)
- Central district – Information session on the Provincial Police Advisory Board
 - February 5, 2:00-3:30PM
 - [Register here](#)
- East district – Information session on the Provincial Police Advisory Board
 - February 6, 10:00-11:30AM
 - [Register here](#)

- West district – Information session on the Provincial Police Advisory Board
 - February 6, 2:00-3:30PM
 - [Register here](#)

If you have questions, please contact Izabela Witkowska, Director of Engagement, Public Safety and Emergency Services, at PSES.Engagement@gov.ab.ca.

We look forward to your participation in this engagement.

Sincerely,

Public Safety and Emergency Services (PSES) Engagement Team

The logo for the province of Alberta, featuring the word "Alberta" in a stylized, cursive font, followed by a small blue square.



Engagement on improving police governance

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

Introduction

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

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

Input submission

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

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

This discussion guide is tailored for communities that fall under the Provincial Police Service Agreement (PPSA) that will be represented by the Provincial Police Advisory Board. The online questionnaire will prompt you to identify your affiliation and automatically direct you to parts of the engagement that are relevant to your community.

Scope

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

Overview of *Police Amendment Act, 2022*

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

PAA key changes:

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

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

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

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

Civilian governance bodies

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

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

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

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

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

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

Provincial Police Advisory Board

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

Powers, duties and functions

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

In comparison, the *Police Act* outlines responsibilities for police commissions. These responsibilities include the allocation of funds that are provided by council, establishing policies providing for efficient and effective policing, issuing instructions as needed to the chief of police, and ensuring the police service has sufficient staffing to carry out their functions.

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

Community Safety Plans

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

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

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

Policing priorities

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

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

Discussion questions

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

Composition of the PPAB

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

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

Discussion questions

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

Mechanisms for local input

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



Discussion questions

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

Additional input

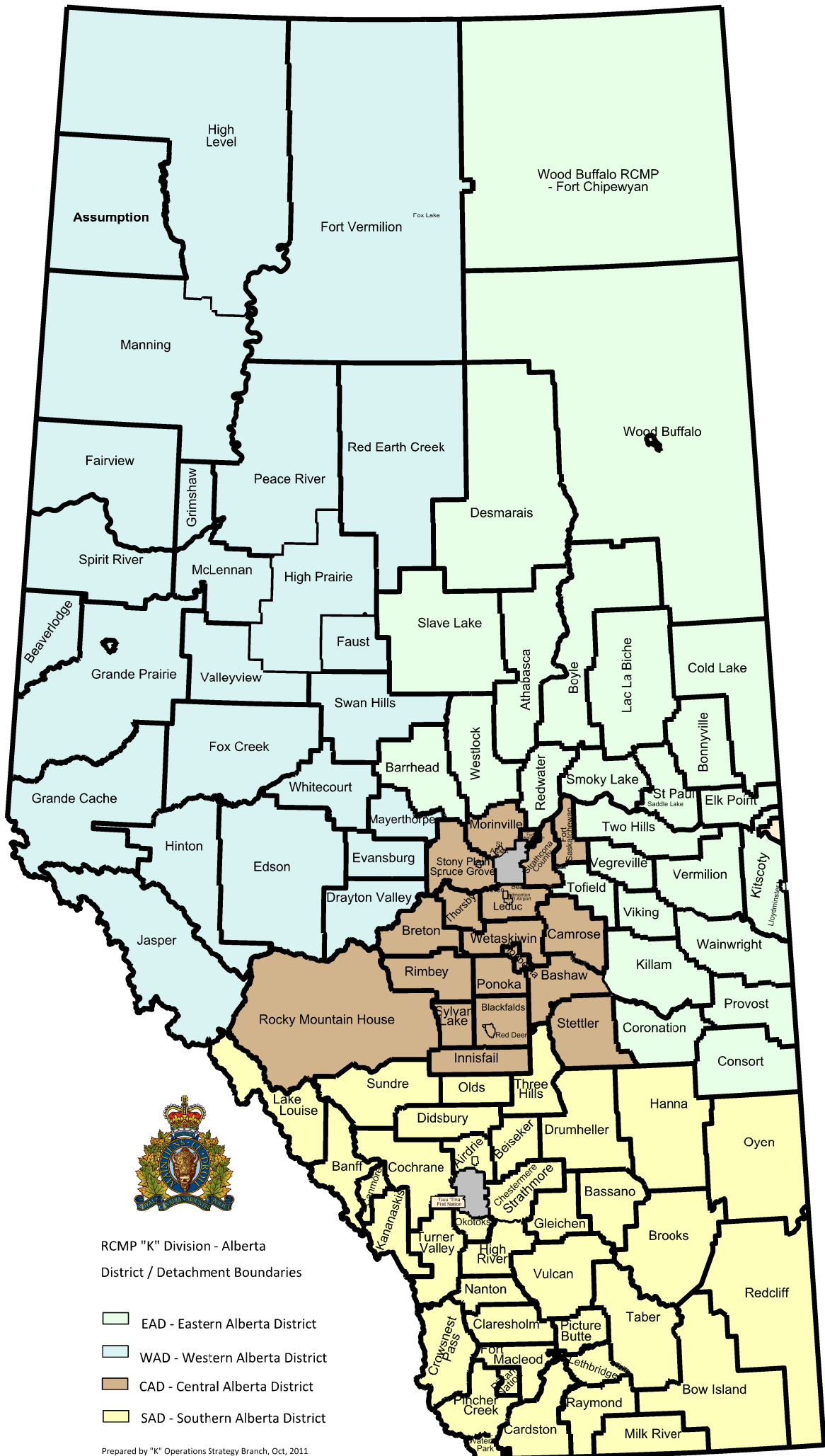
While the questions included in this discussion guide will help inform regulatory development related to police governance in Alberta, stakeholders may also share any other feedback related to these changes that may not have been addressed in the discussion questions.

Next steps

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

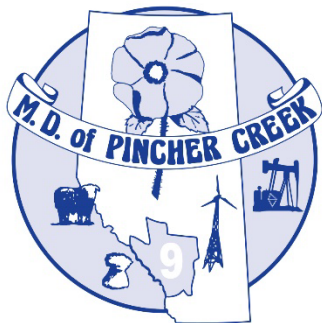
Questions/contact

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



RCMP "K" Division - Alberta
 District / Detachment Boundaries

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



1037 Herron Ave.
PO Box 279
Pincher Creek, AB
T0K 1W0
p. 403.627.3130
f. 403.627.5070

info@mdpincercreek.ab.ca
www.mdpincercreek.ab.ca

January 18, 2024

Community Facility Enhancement Program
Alberta Culture and Tourism
212, 17205 106A Avenue
Edmonton, Alberta T5S 1M7

RE: Cowley Lions Club CFEP Grant Application

Dear selection committee for the Community Facility Enhancement Program,

I write on behalf of the MD of Pincher Creek in support of the Cowley Lions Club application for the Community Facility Enhancement Program to assist the organization's efforts in upgrading the electrical system to bring it up to today's standards. The Municipality is the holder of the recreational lease, and the Cowley Lions Club leases the facility from the MD.

As a recognized and valuable organization that works to serve the community, the Cowley Lions Club provides volunteers for community functions, and operates the Castle River Rodeo and Campground. This facility is visited by upwards of 4000 guests to the area annually.

The MD of Pincher Creek recognizes the value in what the Cowley Lions Club does and respectfully submits its support for the grant application. We thank you for your consideration in this matter.

Sincerely,

Dave Cox, Reeve

TOURISM DEVELOPMENT ZONE

Southern Rockies

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DISCOVERY
REPORT
2023

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| 03 | Preface |
| 04 | Introduction |
| 10 | Stakeholder Engagement |
| 12 | Indigenous Engagement |
| 14 | Discovering the Destination |
| 19 | Destination Analysis |
| 29 | Vision for the Future |
| 32 | Conclusion and Next Steps |

Front cover:
Castle Mountain Resort, Pincher Creek

The Burmis Tree, Pincher Creek

PREFACE

Featuring an ecologically and geologically diverse landscape nestled in the Canadian Rocky Mountains, the Southern Rockies Tourism Development Zone (TDZ) is an untapped tourism destination with significant potential to attract Canadian and international visitors — including those who are currently just passing through instead of stopping to stay.

Co-operation and collaboration between local governments, provincial government partners, residents, businesses and other tourism stakeholders will be essential to advance tourism development in the Southern Rockies zone.

This Destination Development Discovery Report for the Southern Rockies TDZ:

- Highlights tourism assets most likely to attract high-value visitors from across Canada and around the world
- Provides insight into the area's natural, cultural, and economic environments
- Identifies specific challenges facing this TDZ and proposes initiatives to address them
- Builds a strong business case for investing in the Southern Rockies TDZ in order to capitalize on existing assets and catalyze future growth and prosperity
- Demonstrates the need for local and provincial stakeholders to work together to develop new and enhanced products and services. These enhancements will turn the Southern Rockies into a destination rather than a place to pass through.

It is important to note that this Discovery Report is a living document and will continue to evolve to reflect ongoing work, including Indigenous engagement that is currently underway.

This Discovery Report informs and identifies specific actions Travel Alberta, the Government of Alberta and communities within the Southern Rockies TDZ should take to support the design of a comprehensive Destination Development Plan. This report aligns the tourism development ambitions of local stakeholders with the province's goal to double tourism revenue by 2035.



Bellevue Mines, Crowsnest Pass

03 INTRODUCTION



Bear's Hump, Waterton Lakes National Park
Alex Strohl @alexstrohl

LAND ACKNOWLEDGMENT

In the spirit of respect, reciprocity and truth, we honour and acknowledge the traditional territories of the many First Nations, Métis, and Inuit in Alberta. We value these sacred gathering places and aim to inspire others to appreciate and embrace stewardship of the land as they explore our great province.

The Southern Rockies TDZ lies at the intersection of a number of historical and present-day lands that Indigenous Peoples have cared for and lived on for generations. We honour the traditional lands of the Treaty 7 signatories, including the Blackfoot Confederacy, Tsuut'ina and Stoney Nakoda homelands. We also acknowledge members of the Foothills Métis District within the homeland of Métis and the Otipemisiwak Métis Government, as well as Indigenous Peoples living in urban areas throughout the Southern Rockies. We also acknowledge that modern borders do not align with traditional land use, and we honour the neighbouring Indigenous communities who have travelled and inhabited this land throughout history.



Siksika Nation

APPRECIATION

Travel Alberta would like to thank all those who participated, gave their time and shared their knowledge with us in the creation of this Discovery Report.

Please note, Indigenous engagement is currently underway.

- **Sacha Anderson**, general manager, Community Futures Crowsnest Pass; advisor, South Canadian Rockies Tourism Association
- **Marie Everts**, marketing, events & economic development officer, Town of Pincher Creek; advisor, South Canadian Rockies Tourism Association
- **Erin Fairhurst**, DMO coordinator, South Canadian Rockies Tourism Association; co-owner, AIRaceLab
- **Cole Fawcett**, sales & marketing manager, Castle Mountain Resorts; board member, South Canadian Rockies Tourism Association
- **Kelly Koizumi**, marketing & sales manager, Heritage Inn; board member, South Canadian Rockies Tourism Association
- **Laura McKinnon**, development officer, Municipal District of Pincher Creek
- **Chris Matthews**, CEO, Heritage Crowsnest
- **Keith Robinson**, owner, Dark Sky Guides; council member, Waterton ID 4; VP, Waterton Chamber of Commerce
- **Shameer Suleman**, owner, Mani Krupa Inns & Resorts; president, Waterton Chamber of Commerce
- **Patrick Thomas**, CAO, Municipality of Crowsnest Pass
- **Bev Thornton**, executive director, Alberta Southwest Regional Economic Development
- **Melissa Zoller**, general manager, The Glamping Resorts; board chair, South Canadian Rockies Tourism Association

COMMITMENT TO SUSTAINABILITY & REGENERATIVE TOURISM

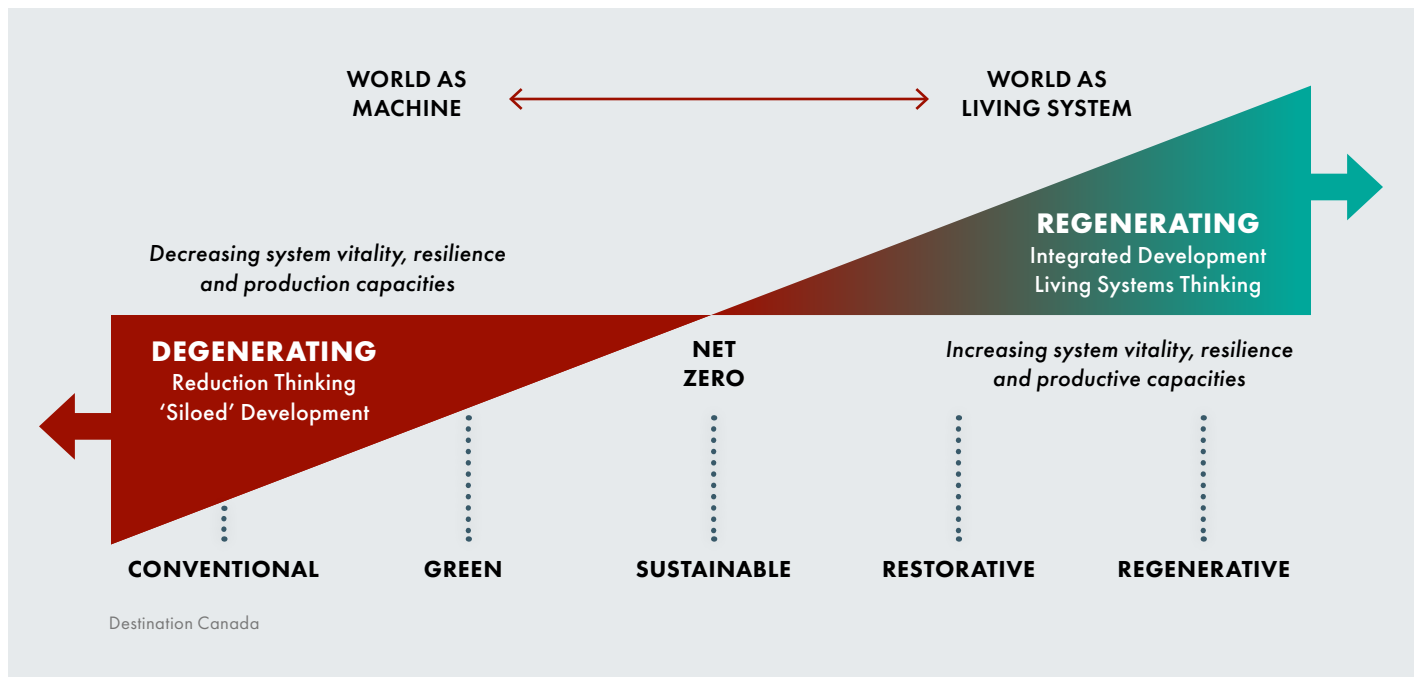
Tourism is a key economic sector in Alberta with strong potential to diversify the economy, create jobs, grow Indigenous tourism businesses, bring the “taste of place” to our guests’ tables and build vibrant communities. It also allows us to preserve and share culture and history, maintain or enhance the environment and foster innovation.

However, as outlined in Destination Canada’s report titled, “A Regenerative Approach to Tourism In Canada”, more and more communities are rejecting uncontrolled tourism development. The rising sentiment is that current approaches:

- Are too often extractive and degenerative
- Reduce quality of life for residents
- Damage ecosystem health
- Diminish local culture and community in the interest of efficiency and scale

An alternative approach is gradually emerging — and in many ways re-emerging. It recognizes the world not as a machine but as a living ecosystem, with humans playing an integral part. And it is from this worldview that the concept of regeneration arises.

Spectrum of Worldviews & Strategies



Charmed Resorts, Crowsnest Pass

TOURISM DEVELOPMENT ZONES

Collaborating with Communities

Pre-pandemic, nearly 60 per cent of visitation and 75 per cent of tourism expenditures occurred in the mature tourism destinations of Banff, Lake Louise, Canmore, Jasper, Calgary and Edmonton. By developing additional “emerging” destinations, we expand opportunities for Albertans to explore their own backyard, creating more space for international visitation in legacy destinations while reducing Alberta’s traveller deficit.

To support tourism development in these emerging destinations, Travel Alberta identified 10 Tourism Development Zones (TDZs) across the province with a high potential for tourism growth over the next 10 years. With successful and sustainable development, these destinations will have the ability to make a meaningful contribution to Alberta’s visitor economy.

In partnership with communities and stakeholders, Travel Alberta has co-developed a series of TDZ Discovery Reports. These Discovery Reports will inform and guide our future Destination Development Plans that include medium- and long-term strategies to contribute to the growth of Alberta’s visitor economy across many high-potential regions of the province.

Together with industry, Indigenous Peoples, government and residents across each TDZ, we strive to:

- **Grow & diversify the economy**
- **Support jobs**
- **Preserve cultures**
- **Foster innovation**
- **Conserve the environment**
- **Improve resident quality of life**



DESTINATION DEVELOPMENT PLAN

A Destination Development Plan (DDP) is a 10-year strategic roadmap to optimize and future-proof the potential of a zone's visitor economy. The realized benefits of a comprehensive DDP include: increased revenues coming into communities from visitors; support for the growth of small-to-medium size businesses; the alignment of public, private and community sectors; more opportunities for employment; and enhanced pride of place and quality of life for Albertans.

In this first phase, we took a data-driven and community-led approach to better understand the state of the local visitor economy in each TDZ and begin to identify the inter-related elements of a comprehensive DDP. We assessed resident sentiment and the commitment of stakeholders and municipal governments to determine whether or not local leadership was present and committed to diversifying their zone's economy through tourism. In many TDZs, it was evident that multiple initiatives (and even past studies) have assessed the tourism potential across counties and communities. We speculate

that these previous assessments have not resulted in optimized local tourism sectors because — as reflected in the DDP framework — comprehensive optimization requires attention, consideration and investment of resources across more elements than most organizations have the capacity or resources to coordinate.

As this report demonstrates, we have identified both opportunities and barriers across many of these elements. Going forward, there is much work to be shared amongst stakeholders in each TDZ, using the DDP as a framework. Travel Alberta is committed to collaborating with local and provincial partners to help drive the development and execution of a DDP in those communities that are equally committed to building up Alberta's visitor economy.

Now that this Discovery Report has been released, it is key that Travel Alberta, the Government of Alberta and the many stakeholders within the Southern Rockies TDZ work together to address the following relevant inter-related elements:



(Adapted from Failte Ireland)

METHODOLOGY

Travel Alberta partnered with consulting firm FLOOR13, the IBI Group, Jennifer Nichol Consulting, EDG Planning & Design and Grant Thornton to collect the data and reach the conclusions summarized in this report.

A two-part methodology allowed Travel Alberta and the consulting team to become acquainted with regional stakeholders and communities, determine their vision for the future growth of the local visitor economy and identify key action steps to support a path forward in the design of a DDP for the Southern Rockies TDZ.

In the **“discovery and destination profiling”** phase, Travel Alberta worked with the consulting team to host a kickoff event with the zone’s key tourism stakeholders, assessed secondary research material for situational analysis development, built a steering committee (including 12 industry partners), and defined roles within the steering committee.

In the **“exploring, imagining and visioning”** phase, the consulting team conducted an initial community assessment and 17 business visits; hosted three stakeholder planning sessions (attended by 60 participants) to discuss issues, opportunities, vision, prioritization and action planning; met with the steering committee to determine opportunities, challenges and goals; conducted 16 virtual interviews with small groups of stakeholders and hosted update sessions with the steering committee to share findings from these interviews; performed a SWOT analysis, gap analysis and USP alignments; identified real and potential products and experiences within the zone.



Cameron Lake, Waterton Lakes National Park

04 STAKEHOLDER ENGAGEMENT



Coleman

114

Stakeholders

63

Businesses

4

Communities

WHAT WE HEARD

In order to gain a comprehensive understanding of the Southern Rockies TDZ, Travel Alberta and the consulting team made a concerted effort to engage with the area's communities. As a result of this engagement, the team learned that:

- There needs to be greater collaboration, communication and commitment to between Waterton, Pincher Creek, and Crowsnest Pass and a commitment to work with Travel Alberta to implement strategic initiatives to advance tourism growth in this zone.
- This area offers significant potential to capture drive-through traffic heading to British Columbia.
- The Southern Rockies TDZ has the potential to provide visitors with the nature-based tourism experiences they are seeking.
- Some local leaders require further opportunities to learn about the value of investing in and supporting tourism in their community.
- Communities within the zone have different visions for the area and different perspectives on how tourism should be approached.
- Owners of tourism businesses are proud of the area and feel the growth potential for tourism is substantial.
- Tourism growth will require new accommodations, improved transportation services and further investment in tourism products and experiences.
- A sustainable approach to development should be taken to ensure that the area generates economic, environmental, social and cultural benefits for the community.
- Alignment between all orders of government on policy, processes and timelines, related to land use, transportation, all-season resort development, and private-sector investment opportunities is integral.
- There is a great opportunity to diversify tourism seasonality and encourage longer visitor stays by expanding tourism products and experiences into off-season.
- Development of the tourism industry could provide economic alternatives to traditional resource development, as well as encourage the attraction of new residents to the Southern Rockies TDZ.

05 INDIGENOUS ENGAGEMENT



Head-Smashed-In Buffalo Jump World Heritage Site

Across generations, Indigenous Peoples have warmly embraced their neighbors on ancestral lands, fostering deep, mutually enriching bonds through the customs and protocols of treaty-making and visitation. This enduring approach is steeped in the ancient traditions of hospitality and attentive listening.

In active relationship with Indigenous Tourism Alberta, Travel Alberta has enlisted our teams to engage and share space with First Nations, Councils, Settlements, Coops, Confederacies, and community leaders and community members to nurture mutual understanding, trust, and respect. Our engagement protocols and approaches are deeply anchored in the wisdom of our ancestors and knowledge shared by and from the communities we work with and for. Throughout our outreach efforts, we have and will continue to invite in and convene Indigenous leaders and community members with *kisêwâtisiwin* — kindness.

We look forward to weaving the insight we gain into this Discovery Report upon completion.

We hold the belief that Travel Alberta is dedicated to continuous engagement, active listening, and taking effective measures to nurture and grow these relationships, fully comprehend shared aspirations, and further strengthen trust. Together with Travel Alberta and Indigenous Tourism Alberta, we acknowledge and extend our gratitude to the Elders, Knowledge Carriers, Youth, and leadership of these communities and to all our participants and relatives in this transformative work.

***kahkiyaw niwâhkômâkanitik* — All my relations.**

Ali Tapaquon
principle and founder
Tatâga Inc.

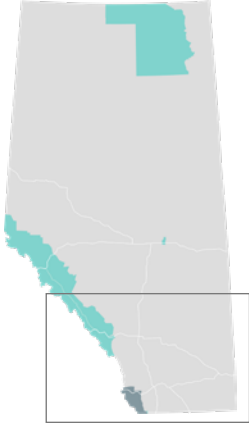
Suzanne Denbak
principle and founder
Cadence Strategies

05 DISCOVERING THE DESTINATION



Castle Provincial Park

SOUTHERN ROCKIES



Where sky scraping mountains meet crystal clear lakes, many consider the Southern Rockies to be Canada's best kept secret. Bordering British Columbia to the west and Montana to the south, this region is a haven for adventure, history and wildlife.

The iconic Canadian Rockies and Waterton Lakes National Park draw visitors to the area, but there are more diverse opportunities to explore — from local bistros and breweries to historical sites and roaming wildlife. Away from the hustle and bustle of more trafficked areas, this zone offers breathtaking views of rolling grasslands and awe-inspiring mountains.

Historical and Cultural Discovery

Quintessential Alberta culture is plentiful throughout this area. The Southern Rockies are populated with welcoming ranches, meandering bison, and 1920s architecture that transport visitors back to the early days of Canada's west. The rich and diverse histories of Indigenous cultures — including that of the Blackfoot Confederacy — are evident across the zone, particularly in places like Head-Smashed-In Buffalo Jump, a UNESCO World Heritage Site.

Soft Adventure

The Southern Rockies are also a soft adventure paradise offering visitors a year-round array of recreational options such as cycling, downhill and cross-country skiing, trekking, golf, snowmobiling, mountain biking, fishing, hiking and hunting.

Immersion in Nature

Waterton Lakes National Park isn't just part of the Southern Rockies — it's part of the "Crown of the Continent" ecosystem, one of North America's most diverse intact ecosystems. Recognized as the first International Peace Park, one of the International Dark-Sky Association's first International Dark Sky Parks, and Canada's second Biosphere Reserve, the park has also been designated a UNESCO World Heritage Site and a National Historic Site in Canada.

From cowboy culture to adrenaline fueled sports to arts and fine dining, this zone has it all. By developing supportive products that invite visitors to stay longer and explore more parts of the region, this zone will achieve its untapped potential as a tourism destination.



DEMOGRAPHICS AND POPULATION

The population of the Southern Rockies TDZ primarily resides in the Municipality of Crowsnest Pass, Village of Cowley, Town of Pincher Creek, Municipal District of Pincher Creek, and the Waterton townsite located in Waterton Lakes National Park. With only 12,567 residents reported in 2022, a population decline has been observed since 2013, with the exception of the year 2016, which had a minor population increase.

Seventy per cent of the zone's total population resides in Crowsnest Pass (5,642) and the Town of Pincher Creek (3,428). These two main centres both have aging populations, with Crowsnest Pass reporting a median age of 50.6 and Pincher Creek reporting a median age of 44 — well above the provincial median age of 38.1. This high median age explains the zone's continuous decline in labourers, amounting to 6,060 in 2023.

The zone's aging, dwindling population has created challenges for the communities within the zone and has a significant impact on the tourism industry and its ability to attract and retain employees.

Note: Crowsnest Pass has a large contingent of people who reside in other locations, mostly Calgary, but own a second home within the municipality. These second-home owners would not be accounted for in official statistics.

12,567

POPULATION

815

INDIGENOUS POPULATION

- 3.8%

POPULATION GROWTH
OVER PAST 10 YEARS

8.3%

UNEMPLOYMENT RATE

\$98,607

MEDIAN FAMILY INCOME

(Alberta Regional Dashboard, 2023)

ECONOMIC PROFILE

The economy of the Southern Rockies TDZ relies on agriculture, wind energy and natural resources. The Town of Pincher Creek also reports seeing some growth in tourism and related businesses in recent years. Although there are no current active coal mines in the TDZ, a significant mining workforce resides in Crowsnest Pass and commutes to Sparwood, B.C. daily.

566

BUSINESSES

97.4%

SMALL BUSINESSES

\$513M

MAJOR PROJECTS

(Source: Alberta Regional Dashboard, 2023)

ACCESS

The Southern Rockies TDZ is located in the southwest corner of the province. Albertans and out-of-province travellers access the zone primarily via major highways 2, 22 and 3. Highways 2 and 22 are the main highways that connect this zone to Calgary, while Highway 3 connects the zone to B.C. According to Alberta Transportation and Economic Corridors' highway traffic data, the annual average two-way daily traffic volume along Highway 3 at the B.C. border was 4,980 in 2019. The summer average was 6,328 vehicles per day.

Air access to the zone is mostly limited to regional travel from the Lethbridge airport. Pincher Creek does have a small regional airport, which is currently used in support of industry.

POLICY AND PLANNING CONSIDERATIONS

A number of policy and planning documents were analyzed to better understand the regulatory environment of the Southern Rockies TDZ as it relates to tourism development. Key findings include:

- The 2021 Intermunicipal Collaboration Framework between Crowsnest Pass and Municipal District of Pincher Creek stated that the Municipality of Crowsnest Pass and the Municipal District of Pincher Creek share a common history and foundation based upon agriculture and a resource-based economy, with a recent realization that tourism can be a new potential industry to grow the economy.
- The 2020 Crowsnest Pass Municipal Development Plan acts as a guide for growth and change in the municipality over the next 17 years. The plan reflects an opportunity for steady tourism growth primarily focused on nature-based and historical tourism.
- In 2021, the Town of Pincher Creek released a Community Economic Development Strategy that identifies tourism as a way to “leverage key community assets for a diversified economy,” which is one of the strategy’s four goals. The town is also investigating developing a tourism master plan for Pincher Creek and Piikani Nation.
- The Municipal District of Pincher Creek’s updated Municipal Development Plan was released in 2021. Recreation and tourism development requirements are detailed in the Commercial Development section. Developers may be required to demonstrate that any negative social or environmental impacts can be mitigated to the satisfaction of the town council or other approval authorities.
- There are three provincial parks in the TDZ — Beauvais Lake Provincial Park, Castle Provincial Park and Castle Wildland Provincial Park, as well as a substantial amount of public land, which is under the management of the Government of Alberta.
- The Castle Management Plan (2018) provides management objectives and a framework to guide park operations and development. It notes the opportunity for the park to provide exceptional tourism experiences.
- In Waterton Lakes National Park, any development proposals within Improvement District — ID #4 must demonstrably support the vision and objectives of Parks Canada’s Waterton Lakes Park Management Plan and be approved by Parks Canada.



Glamping Resorts, Castle Provincial Park

DESTINATION ECOSYSTEM

Destination Marketing/Management Organizations (DMOs)

The Southern Canadian Rockies Tourism Association (SCRTA) is the primary non-profit DMO in this zone. The organization was established in 2021 by several entities, including Crowsnest Pass Community Futures, Castle Mountain Resorts and the Town of Pincher Creek. SCRTA has been mandated to:

- Achieve a single voice for tourism
- Work towards enhancing the well-being of residents
- Fulfill both a leadership and advocacy role for tourism
- Ensure the development of an attractive and competitive set of tourism facilities, events and/or programs

- Assist visitors through the provision of products and services
- Serve as a key liaison to assist external organizations
- Ensure destination management and stewardship
- Support economic sustainability and diversification

Beyond SCRTA, the Waterton Chamber of Commerce has been responsible for its own tourism marketing and promotion for years. While the Chamber of Commerce does not yet participate in SCRTA initiatives, there have been discussions about the possibility of collaborating more closely.

Economic Development Organizations

Alberta SouthWest Regional Economic Development (Alberta SW) coordinates economic development and investment attraction within this zone, fostering business development and prosperity in 15 towns, villages, and rural municipal districts in the southwest of the province. While tourism is not explicitly included within Alberta SW's mandate, the organization does support tourism inquiries. Alberta SW, the Town of Pincher Creek and Community Futures of Crowsnest Pass have recently finished a joint tourism asset inventory project for the region.

The Crowsnest Pass Chamber of Commerce is a self-funded non-profit organization that advocates for businesses in the Crowsnest Pass. The group embraces tourism, considering itself "an important link in the ever-changing world of business, marketing and tourism for Crowsnest Pass." It produces the Crowsnest Pass Visitors Guide annually.

Community Futures Crowsnest Pass and Community Futures Alberta Southwest are dedicated to building an economically diverse future for this region's communities. The offices provide services to businesses across all sectors to start, grow, expand, franchise or sell.

The Town of Pincher Creek, with the help of an active local chamber of commerce, supports new businesses and works to help retain existing businesses. The town and the chamber have partnered to create a Business Recovery Support Program to assist businesses — including tourism businesses — to thrive and grow stronger.

VISITATION

According to Travel Alberta's anonymized mobile data, in 2019, 92.3 per cent of visitors to this zone were from within Canada, while just over seven per cent hailed from the U.S. Most visitation to the zone is not just Canadian, but more specifically local, with the majority of visitors coming from nearby Lethbridge. At the provincial level, 81.4 per cent of visitation is from Alberta, and B.C. accounts for just over seven per cent of visitation. Because of its proximity to the U.S., the zone does see strong U.S. visitation.

AB

VISITOR ORIGIN

Visitation to the Southern Rockies TDZ, like visitation to the whole of Alberta, is highly domestic, with the majority of visitors coming to the area from nearby Lethbridge (13.3 per cent), Calgary (13 per cent), Crowsnest Pass (9.4 per cent), Claresholm (4.2 per cent) and Cardston County (3.3 per cent).

39%

REPEAT VISITORS

Just under 40 per cent of visitors to the Southern Rockies TDZ visit two or more times per year.

35 hours

AVERAGE LENGTH OF STAY

On average, visitors spent 35 hours in this zone, with international visitors spending an average of just under 21 hours, compared to Albertans who spend almost 39 hrs. Generally, a longer stay, including overnight, will result in a greater spend.

Note: Percentages represent the devices detected in the destination for the identified period. They do not represent total visitation and may be impacted by differing traveller technology or a lack of cell coverage.

(Source: Near Mobile Data, 2019)

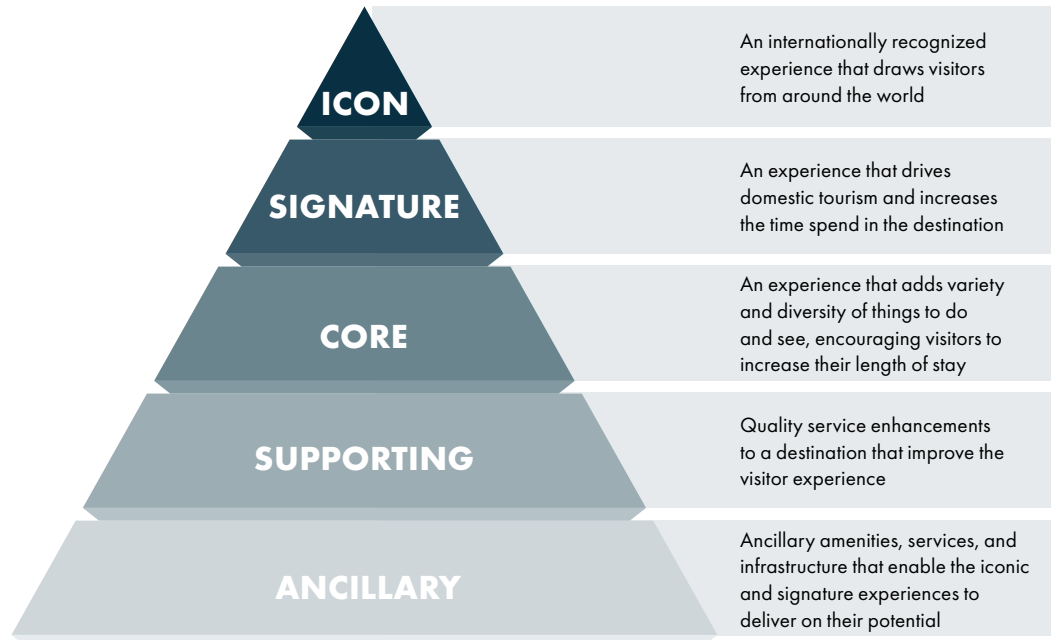
05 DESTINATION ANALYSIS



Frank Slide Historic Site
Crownsnest Pass

SUPPLY AND DEMAND ANALYSIS

In order to fulfill the tourism potential of this area, it is imperative to understand its tourism products and experience and accommodation mix, and the role both play within the development zone. Moving forward, this understanding will guide targeted investment toward the right products and places.



(Adapted from Failte Ireland)

The majority of the tourism products in the Southern Rockies TDZ are considered core products, with the exception of the Prince of Wales Hotel within Waterton Lakes National Park, which sees strong visitation from the U.S. There is a need for further supporting product and amenities (such as accommodations and restaurants), to facilitate future growth, attract leisure visitors from around the world and support the few signature products that already exist in the zone. Filling this gap in product types — including taking advantage of the tremendous opportunity to develop Castle Mountain Resort as a four-season resort — will be a priority within the zone moving forward.



The Lodge at Thanksgiving Ranch, Pincher Creek

Supply: Accommodation Mix

This zone lacks economy and upper-scale accommodations, as well as glamping and RV sites.

Currently, the Town of Pincher Creek has the highest concentration of economy-level accommodations and serves as a service hub for other areas within the zone.

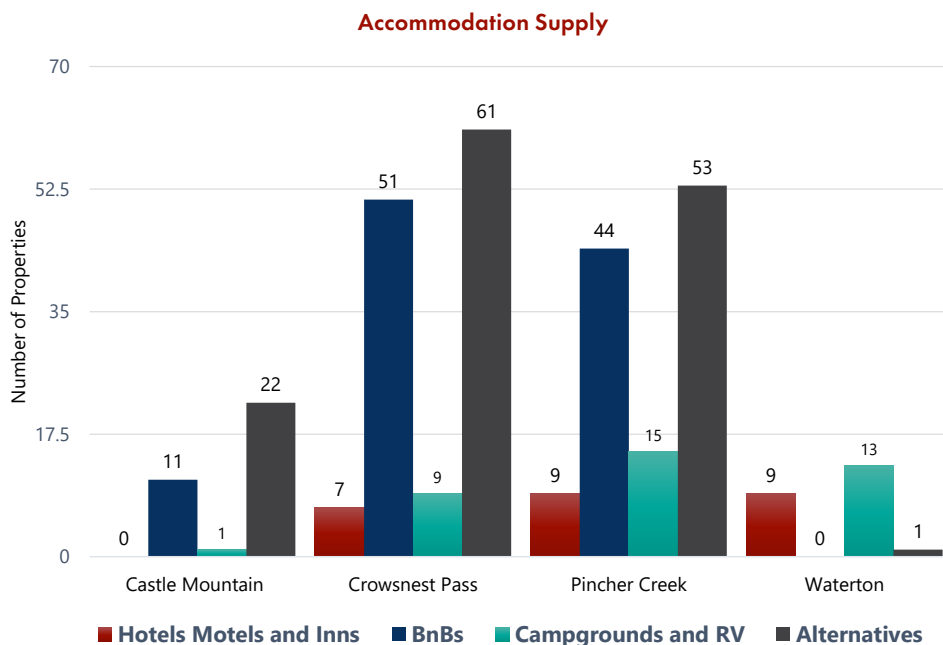
In recent years, new small-scale, unique accommodations such as grain silos, storybook-themed cabins, glamping resorts and luxury ranch houses with mountain views have been developed with the goal of attracting high-value travellers.

The majority of new and existing accommodations in the Southern Rockies TDZ are open year-round, except for accommodations within the Waterton townsite, where only two hotels remain open during the winter months. (The majority of the hotels in the townsite have not been winterized.)



Supply: Products and Experiences

In November 2022, Innovisions & Associates was commissioned by Southwest Regional Economic Development Alliance and South Canadian Rockies Tourism Association to conduct a tourism asset inventory. As a result, a total of 322 assets were identified within the zone. These products and services include tourist attractions, food and beverage establishments, facilities, annual events, guiding companies and more. Crowsnest Pass currently has the most assets, offering predominately soft adventure and natural/heritage site experiences.



The accommodation supply noted in the graph above does not include the more recent, small-scale developments, including:

- **The Glamping Resort:**
17 glamping units made available in May 2023 with a total of 80 units to be built out using a multi-phased approach
- **Charmed Family Resorts (expansion):**
additional six storybook-themed cabins available by the end of 2023
- **Twin Butte Silos:**
three grain silos available by fall 2023
- **Travelodge Pincher Creek (expansion):**
construction of 14 individual guest cabins in a park-like setting, providing four season family-style accommodations adjacent to the 40-room hotel

(Innovisions & Associates, 2022)

Operators and attractions include:

- Frank Slide Interpretive Centre
- Bellevue Underground Mine
- Pass Powderkeg Ski Area
- Kootenai Brown Pioneer Village
- Heritage Acres Farm Museum
- Uplift Adventures
- Crowsnest Pass Golf Club
- Castle Mountain Resort & Ski Hill
- Pale Horse Tipi Camp
- Waterton Shoreline Cruise
- Dark Sky Guides
- Head-Smashed-In Buffalo Jump – UNESCO World Heritage Site
- Waterton Biosphere Reserve – UNESCO World Heritage Site

Provincial and national parks include:

- Castle Wildland Provincial Park
- Castle Provincial Park
- Beauvais Lake Provincial Park
- Waterton Lakes National Park

According to Travel Alberta's anonymized mobile data (2019), the most-visited tourism destinations in the Southern Rockies include:

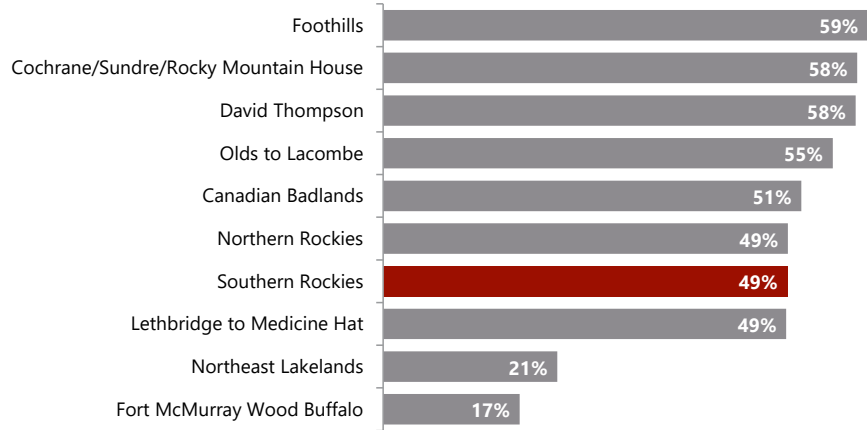
- **Castle Provincial Park**
- **Castle Wildland Provincial Park**
- **Castle Mountain Resort**
- **Crowsnest Pass Golf Club**

Demand: Amongst Albertans

As part of perception research conducted by Travel Alberta in November 2022, over 1,000 Albertans were surveyed in order to better understand traveller perception of each of the 10 TDZs. This research indicated that:

- Albertans do not have high familiarity with the Southern Rockies zone
- More than three-quarters have a strongly positive impression of Southern Rockies
- Just over half of Albertans surveyed would likely travel to the Southern Rockies zone for a leisure trip in the next 12 months

Familiarity with Destination (Per cent familiar with each TDZ)

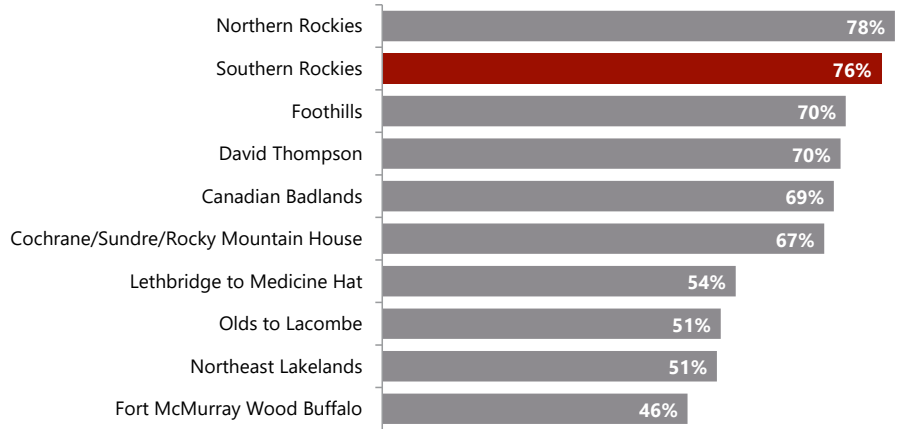


More than three-quarters of Albertans surveyed have a positive impression of the Southern Rockies.



Dark Sky Guides
Waterton Lakes National Park

Overall Impression of Destination (Per cent with positive overall impression of each TDZ)



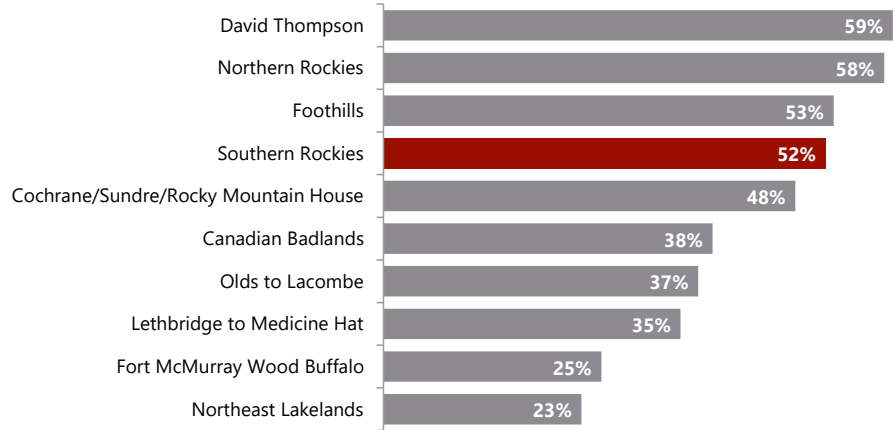
Likelihood to Visit Destination (Per cent likely to travel to each TDZ)

65%

LIKELY TO VISIT BETWEEN JUNE TO AUGUST

41%

LIKELY TO ONLY STAY BETWEEN THREE AND FOUR NIGHTS



Activities Albertans are most likely to enjoy in the Southern Rockies TDZ

Though home to Castle Mountain Resort, Alberta’s second-largest ski resort, the limitations to development and expansion have resulted in a lack of awareness of ski opportunities in the area amongst Albertans.



(Source: Assessing Perceptions of Alberta’s Tourism Development Zones, Twenty31, 2023)

Demand: International Travellers

Top trip anchors, which are those activities a visitor would centre their trips around, and supporting activities identified by recent market demand studies align well with resources in the Southern Rockies TDZ. Key trip anchors of U.S. visitors represented in the Southern Rockies include:

- Natural attractions (like mountains and waterfalls)
- Hiking or walking in nature
- Nature parks
- Camping
- Historical/archaeological/world heritage sites
- Viewing wildlife
- Dark sky viewing

Similarly, many international visitors have identified natural attractions, nature parks, historical/archaeological/world heritage sites, and hiking or walking in nature within their top five anchor activities.

(Source: Global Tourism Watch, 2021)

Demand: Alberta's Target Travellers

Travel Alberta has identified "Curious Adventurers" and "Hotspot Hunters" as the high-value travellers likely to spend more per visit, yield the highest return on investment, and contribute the most to the province's economic growth. Tourism businesses, communities, and associations can attract these valuable visitors by tailoring products and experiences to their unique travel styles.



The Pass Beer Co., Crowsnest Pass

For Curious Adventurers, travel is about getting a different perspective on the world. Because the Southern Rockies TDZ is such an under-discovered destination, Curious Adventurers are energized by exploring the many new places they have never been. Travel Alberta's resident sentiment survey indicates that residents in the Southern Rockies zone are proud of the place they call home and that they are very likely to promote their community to others, which bodes well for Curious Adventurers, who can count on organic interactions with locals to flavour and inform their activities.



Bear's Hump, Waterton Lakes National Park

This "sweet spot" of the Canadian Rockies also lends itself to attracting Hotspot Hunters to the region. For Hotspot Hunters, travel is about achievement and accomplishments. They are drawn to UNESCO-designated World Heritage Sites such as Waterton Lakes National Park and Head-Smashed-In-Buffalo Jump Interpretive Centre. Hotspot Hunters are also heavy social media users who are willing to travel to a one-of-a-kind resort (such as the high-end, storybook-inspired Charmed Family Resorts, already popular on social media) for an Instagram-able moment.

Trends impacting tourism

As destination organizations and businesses at all levels look to adapt and thrive, it will be important they stay attuned to emerging trends that are driving the tourism industry forward. These trends, identified by Twenty31 in their 2022 Tourism Trends report, will impact supply and demand and shape the future of tourism over the short- and long-term.

TREND:

Experiences are the new luxury goods

DESCRIPTION:

Because most people were unable to travel in 2020 and 2021, tourism has become a scarce, luxury good. The value of travel and tourism will increase even more as the 2020s continue, boosting consumer spending on unique experiences away from home.

KEY TAKEAWAY FOR TDZ

Visitors are already drawn to the world-renowned Waterton Lakes National Park in the Southern Rockies zone. This quiet corner of the province feels both tiny and grand, uncrowded, yet breathtakingly full. Luxurious backcountry accommodations like Thanksgiving Ranch and other glamping resorts offer both an escape and an intense connection to the natural world.

Inspiration from social media and streaming

Tik Tok and Instagram influencers pushing inspirational travel content is no longer niche, while streaming services like Netflix and HBO provide endless opportunities to create destination awareness — think *Game of Thrones* for Dubrovnik in the 2010s and *The White Lotus* for Sicily in 2022.

The producers of many films and TV series such as *Ghostbusters*, *The Last of Us*, *Let Him Go*, *Fargo* and *Brokeback Mountain* have chosen southwest Alberta as their movie-making destination. Film Friendly Southwest Alberta is an initiative to show off communities in the region that are open to film production. The zone is also social media friendly. Since launching a storybook-inspired resort in Crowsnest Pass, Charmed Family Resorts has gained widespread love across social media, with over 800K followers on TikTok alone. The resort attracts many international visitors who come all the way to the Southern Rockies zone to spend the night.

Exotic destinations attract young travellers

Younger travellers are not looking exclusively for sun and beach destinations; they also want immersive adventure, often involving high doses of adrenaline and off-the-beaten-path destinations.

The Southern Rockies zone offers a wide array of geographical landscapes, with its prairies and farms that soon turn into breathtaking mountain vistas. This “sweet spot” in the Canadian Rockies lends itself to some of the best adrenaline-fuelled activities for outdoor thrill seekers, from sky racing to bouldering to endurance racing.

Single destination, longer stay

The complexity of arranging a trip will result in travellers booking fewer trips but increasing the length of their stay in a single country. “Travel less, travel better” will determine booking behaviour over the next few years.

The Town of Pincher Creek is centrally located in the Southern Rockies and is well-positioned as the adventure and accommodation base camp for the zone. Travellers can adventure into Waterton, Crowsnest Pass and Castle Provincial Parks all within 30 minutes, extending their stay to explore wilderness and adrenaline-filled experiences.

(Source: Twenty31, 2022)

RESIDENT SENTIMENT

The success of developing tourism across Alberta's TDZs hinges on tourism's impact on the quality of life for local residents. Quite simply, if it's not good for residents, it's not good for visitors. Travel Alberta has been tracking resident sentiment across the province for the past year, and as part of this initiative, we assessed resident sentiment at a TDZ level, as highlighted below.

Generally, Southern Rockies residents are proud of the place they call home, and are very likely to urge friends, relatives and colleagues to visit their communities. In residents' minds, tourism creates both employment opportunities and an overall positive impact on their local economy. Since residents already believe that the current regional economic condition can be improved by tourism, it's not surprising that they would welcome more visitors to their communities.

Highlights: Resident Sentiment

| QUESTIONS | TOTAL ALBERTA RESIDENTS | SOUTHERN ROCKIES RESIDENTS |
|--|-------------------------|----------------------------|
| Tourism is important to my community | 70% | 91% |
| I would welcome more visitors to my community | 62% | 78% |
| A strong tourism industry improves my quality of life | 61% | 64% |
| The attractions, events and things to do here are an important part of making my community a vibrant place | 83% | 96% |
| My community offers remarkable experiences to visitors | 64% | 91% |
| My community and area offers experiences I want to tell others about | 65% | 86% |

(Source: Stone Olafson, 2023)

While positive indicators are reported in the resident sentiment survey, the total number of residents surveyed only represents a small sample of the population in the Southern Rockies TDZ. Residents and local governments are still learning about the benefits of tourism, and it will be important to continue to provide information on the value of tourism to them.

SWOT ANALYSIS

Using findings from primary and secondary research and extensive stakeholder engagement, the consulting team conducted a strengths, weaknesses, opportunities and threats (SWOT) analysis to evaluate this TDZ. The analysis takes into consideration both the current and potential future drivers that will influence tourism within the zone.

Strengths

- The zone's incredible scenery transition — from prairies to the Rocky Mountains
- Mountainous landscapes make the TDZ an attractive destination for regional visitors
- Well-developed trails provide numerous options for hikers & mountain bikers at all skill levels
- An abundance of trails allow for year-round motorized exploration — from quadding to snowmobiling to dirt biking
- Two UNESCO World Heritage Sites
- Two well-established ski hills
- Local entrepreneurs driving ongoing development of small tourism-related products and experiences (distilleries, museums, farm experiences, culinary establishments)
- Proximity to Calgary, B.C. and the U.S.
- Unique natural sites (Frank Slide, Waterton Lakes National Park, Head-Smashed-In Buffalo Jump)

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Weaknesses

- Lack of accommodations (both economy and upper-scale) to serve leisure visitors
- Long travel distances between tourism assets
- Regulatory policies that are not directly supportive of, and therefore do not encourage, farm stays and farm-related experiences
- Provincial policies that inhibit all-season activities and result in a lack of year-round tourism development (including mountain biking trails, accommodations, access) at Castle Mountain Resort
- No coordinated tourism wayfinding approach that the province, local authorities and businesses can all participate in
- Limited collaboration among municipalities and DMOs
- A lack of product and accommodation mix resulting in visitors driving through the zone to B.C.

Opportunities

- Sustainable product and experience development (guided and self-guided cycling and e-bike tours, mountain biking, snowmobiling) across all seasons
- Development of Waterton night sky experiences
- Ability to capture drive-through traffic and encourage more multi-day stays
- Development of a more robust accommodations sector (including hotels, RV rentals and sites, camping, B&Bs, farm stays) to better serve leisure visitors
- Appetite for increased collaboration and communication among the many communities and tourism stakeholders across the zone
- Potential connection between Crowsnest Pass and Castle Mountain, which would create better synergy for multi-day ski trips
- Improvements to key highways enabling greater ease of access — both to and throughout the zone
- All-season resort potential on two brownfield sites

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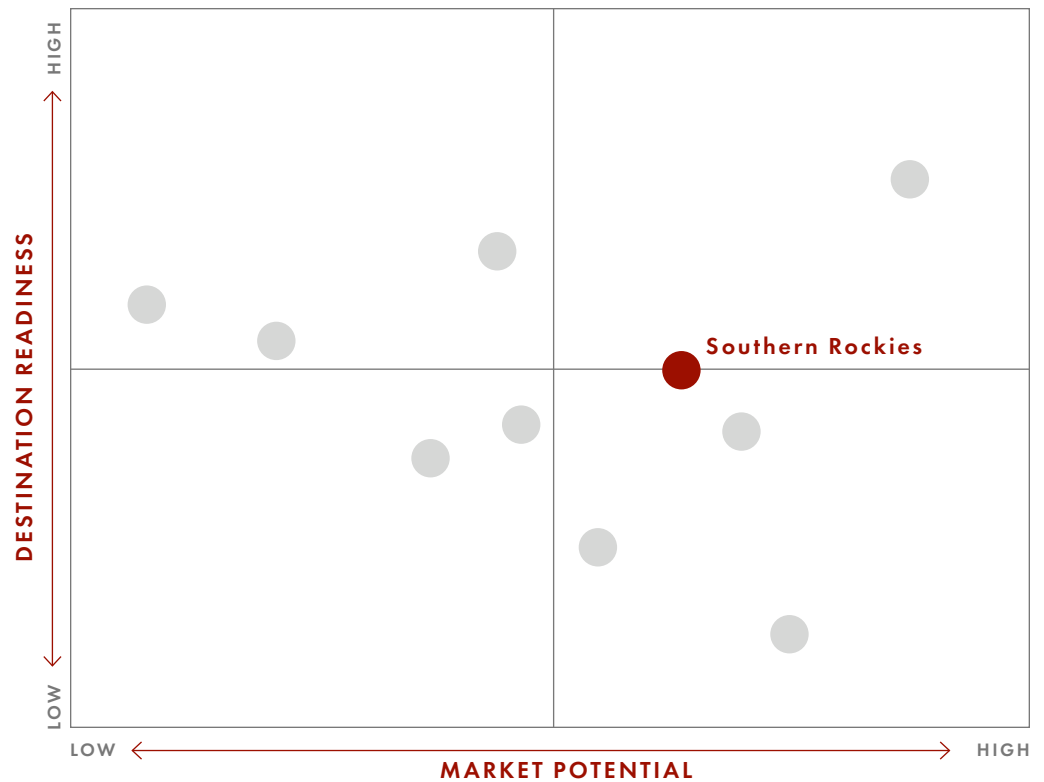
Threats

- Continued tourism development on B.C. border, including products and experiences of which Alberta should have a competitive advantage (outdoor/nature-based activities, farm stays, alpine activities, etc.)
- Policies that continue to limit tourism growth in key opportunity areas, such as all-season resorts and farm stays
- Lack of inter-regional co-operation, which reduces efficiency and effective use of resources in the area
- Value of tourism not fully recognized by all residents and local authorities

DESTINATION MATURITY AND READINESS

The Southern Rockies TDZ has significant potential (as shown in red on the matrix) to become an enabling environment for tourism with an improved mix of tourism products and experiences. To determine effective resource allocation moving into the design phase, Travel Alberta assessed market potential and community readiness in destinations within the Southern Rockies zone. This initial assessment will be further validated with input from communities across the TDZ. Key issues pertaining to this zone include:

- Capacity of DMO
- Quantity of market-ready and export-ready products
- High regulatory barriers to entry



The grey dots represent the position of the Southern Rockies TDZ relative to the ten other TDZs across the province.



05 VISION FOR THE FUTURE



Star Creek Falls, Crowsnest Pass

“By 2035 the Southern Rockies TDZ will leverage its natural and cultural assets to create a year-round destination offering quality visitor experiences through well-managed growth that benefits our unique communities.”

– Summarized from the Southern Rockies TDZ’s stakeholder engagement sessions

DESTINATION 2035

One of Alberta’s best-kept secrets, the Southern Rockies are home to stunning views, lesser-travelled hiking and camping trails, iconic mountain wonders, roaming wildlife, and historical sites. It’s the perfect place to create your own adventure, find fulfillment and connect with nature in wide open spaces — while at the same time meeting welcoming faces in the zone’s many historical communities and enjoying cuisine inspired by local ingredients.

The 2035 visitor experience in the Southern Rockies TDZ can be defined by two distinct experience categories: soft adventure and immersion in nature.

Currently, the zone offers a limited number of existing key products and experiences that draw visitors (Head-Smashed-In Buffalo Jump, Castle Mountain Resorts, Pass Powderkeg, Frank Slide Interpretative Centre, Waterton Lakes National Park). There are also smaller and more seasonal tourism products that complement these key experiences but are not stand-alone visitor draws.

In order to create synergies between these existing products and encourage an increase in overnight stays by 2035, three primary clusters of tourism activities have been identified for further

development: Crowsnest Pass, Pincher Creek (including the Municipal District of Pincher Creek) and Waterton.

- Crowsnest Pass: skiing, snowmobiling, hiking, golf, bouldering, and natural sites
- Pincher Creek: accommodations, tourism service hub, skiing, arts and culture
- Waterton: hiking, cross-country skiing, touring, wellness, natural sites

All of these areas either already have development planned or are likely to develop new tourism products identified in this report. In the case of Waterton, the cluster is already heavily invested in tourism; the issue is how to make the area a year-round destination.

As indicated above, as there is limited air service within the region. The zone will remain primarily accessible by car, with access concentrated on three main arteries — highways 2, 3, and 22 — as well as Highway 6 to Waterton. Product and experience development should be concentrated within nearby catchment areas.

STRATEGIC INITIATIVES

In support of tourism development within the Southern Rockies TDZ, multiple strategic initiatives were identified by local stakeholders and communities. This includes:

01. Creating an enabling environment, with support from local and provincial government, in which tourism entrepreneurs can invest in the tourism sector with confidence and ease
02. Increasing overall accommodation offering, with a focus on higher-end accommodations that meet the needs of leisure travellers
03. Increasing tourism product offering, with a focus on purchasable outdoor experiences in all seasons
04. Addressing challenges around DMO governance and sustainability
05. Identifying and support the development of packages and itineraries
06. Improving access — including transportation infrastructure and technological connectivity — to and within the zone

OUTCOMES

Successful implementation of these strategic initiatives will enable the development of products, accommodations, and robust multi-day itineraries that increase the length of time visitors stay and how much they spend throughout the Southern Rockies TDZ. Specifically, the desired outcomes of these initiatives include:

Improved seasonality of visitation

Businesses will operate predictably, visitors will have positive experiences, and community members will appreciate the value visitors bring to their communities.

Public and private sector investment

The identification of specific gaps in products, experiences and infrastructure will have created awareness of community needs and market demand, spurring private and public sector investment.

Capacity and capability

Tourism companies, entrepreneurs and destination organizations across the province will be well-equipped to expand, establish and support their businesses, creating jobs and more vibrant communities.

Awareness and understanding of benefits

Tourism growth will result in a more diversified economy, reduce dependency on other sectors, improve quality of life for residents and legitimize the benefits of tourism in this TDZ.

Reconciliation and cultural awareness

If the results of the ongoing Indigenous engagement in the zone show that local Indigenous communities are in favour of tourism development, Travel Alberta will collaborate with Indigenous Tourism Alberta and Indigenous tourism operators to foster growth in the sector. Community-led tourism will offer opportunities for economic development, the sharing of cultures and the development of infrastructure that will benefit residents.

Cooperation among communities

Communities will bring their unique perspectives and assets to the table to develop strong tourism products and experiences that attract visitors to the zone and encourage them to stay longer.



Heritage Acres Farm, Pincher Creek

06 CONCLUSION AND NEXT STEPS

To achieve the Southern Rockies TDZ's full potential, communities, governments, business owners, and stakeholders must collaborate. While the zone has many assets capable of attracting Canadian and international visitors, these assets currently need more supporting products and amenities (particularly accommodations). Residents of the zone exhibit significant pride of place and enthusiasm for visitors; however, local governments and communities need to be better informed on the value tourism contributes to the zone's regional, social, economic, and environmental growth and sustainability. Multiple local jurisdictions and provincial departments will need to work collaboratively to foster a cooperative and enabling environment for tourism stakeholders and investors. In turn, these stakeholders and investors will need to develop new and enhanced products and services to facilitate soft adventure and immersion in nature. These efforts coupled with unlocking the potential of existing assets with significant potential, such as Castle Mountain Resort, will make the Southern Rockies a destination and not a place to pass through.

Successful implementation of the strategic initiatives outlined in this report will unlock the zone's existing potential and create new regional growth and prosperity opportunities. The findings in this report will be used to establish the foundations for a sustainable, attractive, and economically viable destination.



Lundbreck Falls, Crowsnest Pass



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