

**AGENDA
COUNCIL MEETING
MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
Tuesday, December 9, 2025
3:00 pm
Council Chambers**

A

A. ADOPTION OF AGENDA

B. DELEGATION

- a) 3:00 pm - Pincher Creek Curling Club – Donation Cheque Presentation

C. MINUTES/NOTES

- 1. Council Committee Minutes
 - November 25, 2025
- 2. Council Meeting Minutes
 - November 25, 2025

D. UNFINISHED BUSINESS

- a) Delegation from November 12, 2025
 - Alberta Forestry and Parks
 - Orphan Well Association

E. BUSINESS ARISING FROM THE MINUTES

F. COMMITTEE REPORTS / DIVISIONAL CONCERNs

- 1. Councillor Tony Bruder – Division 1
 - Waterton Biosphere November Newsletter
- 2. Reeve Rick Lemire – Division 2
 - Alberta SouthWest Regional Alliance
 - Agenda December 3, 2025
 - Minutes November 5, 2025
- 3. Councillor Dave Cox – Division 3
- 4. Councillor Jim Welsch - Division 4
- 5. Councillor John MacGarva – Division 5

G. ADMINISTRATION REPORTS

1. Operations

- a) Public Works Department Report
 - Report from Public Works dated December 3, 2025
 - Schedule A – Shop/Fleet Report
- b) Utilities & Infrastructure Report
 - Report from Utilities & Infrastructure dated December 3, 2025

2. Finance

3. Planning and Community Services

- a) Enforcement Services – 2025 Year-End Report
 - Report from Community Peace Officer, dated December 4, 2025

4. Municipal

- a) CAO Report
 - Report from Administration, dated December 3, 2025
- b) Bylaw 1367-25 (ORRSC Regional Assessment Review Board)
 - Updated Assessment Review Board Bylaw for Adoption by All ORRSC Regional Assessment Review Board Members
 - Previous Assessment Review Board Bylaw, 1273-17
 - Draft Assessment Review Board Bylaw, 1367-25

H. CORRESPONDENCE

1) For Action

- a) Emerging Trends 2026
 - Virtual Session February 12, 2026
- b) Castle Mountain Resort
 - Letter of Support Request
- c) Ukrainian Canadian Congress (UCC)
 - Letter of Support Request
- d) Investment Opportunity Brief: Waste Management
 - Information Provided by Reeve Lemire
- e) AVAIL LLP
 - Engagement Letter

f)

2) For Information

- a) National Police Federation
 - Update (Wave 8 – August 6 to 20, 2025)
- b) Ag Information Forum Poster
 - December 11, 2025
- c) Chinook Sexual Assault Centre
 - Introduction of Organization

I. NEW BUSINESS

J. CLOSED MEETING SESSION

- a) Assistance Request – ATIA Sec. 19.1
- b) Road Widening (Land Acquisition) – ATIA Sec. 29.1

K. ADJOURNMENT

MINUTES
REGULAR COUNCIL COMMITTEE MEETING
MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
Tuesday, November 25, 2025,
12:00 pm
Council Chambers

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

Staff: CAO Roland Milligan, Director of Corporate Services Meghan Dobie, Utilities & Infrastructure Manager David Desabrais, Finance Manager Brendan Schlossberger, Development Officer Laura McKinnon, and Executive Assistant Jessica McClelland.

Reeve Rick Lemire called the meeting to order, the time being 12:00 pm.

1. Approval of Agenda

Councillor Dave Cox

Moved that the agenda for the November 25, 2025, Committee Meeting be revised to include:

- Closed Session – Landowner Discussion ATIA Sec 29.1

And that the agenda be approved as amended.

Carried

2. Delegations

Pincher Creek Curling Club

Members of the Pincher Creek Curling Club, Hailey Smith - President, Carrie Kinahan -Vice President, Jan Hanus-Westco project manager, Kaitlyn Corbin -Westco estimator, attended the meeting at this time to update Council on the progress of the project.

Westco Construction has been engaged as the Construction Manager for the new facility. Their team is prepared to begin work immediately, aiming for a handover in October 2026. The existing facility's demolition is scheduled within a year after the first season in the new building wraps up. Demolition costs are already secured, and safety measures are in place to ensure the removal is conducted safely and complies with all regulations.

Original project cost estimate was \$5,475,261.

Secured Funding Sources

- Town of Pincher Creek: \$1,250,000.
- MD of Pincher Creek: \$868,637.
- Pincher Creek Curling Club (PCCC): \$200,000.
- CFEP Grant: \$1,000,000.
- Pincher Creek Elks: \$16,000.
- UFA Community Enhancement Grant \$40,000.

REGULAR COUNCIL COMMITTEE MEETING
MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
TUESDAY NOVEMBER 25, 2025

Funding Gap / Additional Funding Required

- Base Project Cost: \$4,584,650.
- Total Cost: \$5,475,261.
- Total Secured Funding: \$3,374,637.

Additional Funding Required (excluding actively pursued grants) is \$1,210,013 to \$2,100,624. The Town of Pincher Creek can now host a trust account for the Curling Club, allowing donations and tax receipts.

Currently, they are asking the MD to increase the original approved funding from \$868,637 to \$1.2 million. There is also a request for 1-inch and 2-inch crushed gravel for the construction.

Council thanked the group for attending and for all their hard work in bringing this project to fruition, and will discuss it at the next Council meeting.

Pincher Creek Curling Club members left the meeting at 12:25 pm.

3. Closed Session

Councillor Jim Welsch

Moved that the Council move into closed session to discuss the following, the time being 12:26 pm.

- a) Public Works Call Log - ATIA Sec. 29.1
- b) Landowner Concern – ATIA Sec. 29.1

Councillor Jim Welsch

Moved that Council move out of closed session, the time being 1:08 pm.

Carried

4. Round Table

- Rural Municipality of Alberta Conference (RMA)
 - Breakout sessions
 - Nuclear Power in Canada
 - AI
 - Data Centres
 - Emergency Management
 - Provincial Mayors and Reeves
 - EOEP Courses
 - Engagement of the CAO
 - Muni 101

5. Adjournment

Councillor John MacGarva

REGULAR COUNCIL COMMITTEE MEETING
MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
TUESDAY NOVEMBER 25, 2025

Moved that the committee meeting adjourn at 2:00 pm.

Carried

REEVE

CHIEF ADMINISTRATIVE OFFICER

MINUTES
MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
REGULAR COUNCIL MEETING
NOVEMBER 25, 2025

100047

The Regular Meeting of Council of the Municipal District of Pincher Creek No. 9 was held on Tuesday, November 25, 2025, in the Council Chambers of the Municipal District Administration Building, Pincher Creek, Alberta.

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

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

Reeve Rick Lemire called the meeting to order at 3:00 pm.

A. ADOPTION OF AGENDA

Councillor Jim Welsch 25/525

Moved that the agenda for November 25, 2025, be amended to include:

Action:

f) Draft Resolution – Cardston County
 • Controlling Grizzly Bears to Ensure Community Safety

Closed Session:

a) Curling Club Delegation Discussion – ATIA Sec. 19.1

AND THAT the agenda be approved as amended.

Carried

B. DELEGATIONS

C. MINUTES

1) Council Committee Meeting Minutes – November 12, 2025

Councillor Jim Welsch 25/526

Moved that the minutes of the Council Committee Meeting of November 12, 2025, be amended to include Councillor Dave Cox in attendance,

AND THAT the minutes be approved as amended.

Carried

2) Council Meeting Minutes – November 12, 2025

Councillor Tony Bruder 25/527

Moved that the minutes of the Council Meeting of November 12, 2025, be approved as presented.

Carried

3) Coffee with Council Meeting Notes – November 13, 2025

Councillor Jim Welsch 25/528

Moved that the notes of the Coffee with Council on November 13, 2025, be amended with minor grammatical revisions,

AND THAT the notes be approved as amended.

Carried

Minutes
 Council Meeting
 Municipal District of Pincher Creek No. 9
 November 25, 2025

D. UNFINISHED BUSINESS

E. BUSINESS ARISING FROM THE MINUTES

F. COMMITTEE REPORTS / DIVISIONAL CONCERNS

1. Councillor Tony Bruder – Division 1
 - Agricultural Service Board
 - RMA Convention
2. Reeve Rick Lemire – Division 2
 - Coffee with Council
3. Councillor Dave Cox – Division 3
 - Beaver Mines Community Association AGM
 - Pincher Creek Foundation
 - Castle Mountain Resort is recognized for its FireSmart Program
4. Councillor Jim Welsch - Division 4
 - Pincher Creek Foundation
 - Agricultural Service Board
 - Family and Community Services
 - Police Advisory
5. Councillor John MacGarva – Division 5
 - Lundbreck Citizens Council
 - Coffee with Council

Councillor Tony Bruder 25/529

Moved to accept the Committee Reports as information.

Carried

G. ADMINISTRATION REPORTS

1. Operations

a) Public Works Operations Report

Councillor John MacGarva 25/530

Moved that Council receive the Public Works Operations Report, including Schedule A – Shop/Fleet Report, for the period November 3, 2025, to November 16, 2025, as information.

Carried

b) Utilities & Infrastructure Report

Councillor Tony Bruder 25/531

Moved that Council receive the Utilities & Infrastructure report for November 5, 2025, to November 16, 2025, as information.

Carried

2. Finance

a) Draft 2026 Operating and Capital Budget

Councillor Tony Bruder 25/532

Moved that Council approve the 2026 Operating and Capital Budget.

Carried

Minutes
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3. Development and Community Services

4. Municipal

a) Administrative Support Review

Councillor Jim Welsh 25/533

Moved that Council receive the Administrative Support Review Report for the period November 8, 2025, to November 20, 2025, as information.

Carried

Councillor Jim Welch 25/534

Moved that a letter of support be authorized to the Thanksgiving Ranch in their grant application to the Travel Alberta Tourism Investment Program.

Carried

Councillor Tony Bruder 25/535

Moved that a letter of support be authorized to Heritage Acres, in their grant application to the Travel Alberta Tourism Investment Program.

Carried

b) 2026 Coffee with Council

Councillor John MacGarva 25/536

Moved that the 2026 Coffee with Council dates be scheduled as followed:

- Division 1 - Twin Butte Hall - February 17, 2026
- Division 3 - Coalfield School - April 21, 2026
- Division 4 - Summerview Hall - June 16, 2026
- Division 5 - Lundbreck Hall - September 15, 2026
- Division 2 - MD Office - November 17, 2026

Carried

H. CORRESPONDENCE

A. For Action

a) Oldman Watershed Council

Councillor Dave Cox 25/537

Moved that the Council support the Oldman Watershed Council for 2026 in the amount of \$1598.

Defeated

b) Heritage Acres – Pancake Breakfast

Councillor 25/538

Moved that any Councillor that wishes to attend be authorised to participate in the Pancake Breakfast, Saturday December 6, 2025.

Carried

Minutes
 Council Meeting
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c) Alberta Transportation and Economic Corridors

Councillor John MacGarva 25/539

Moved to receive the Alberta Transportation and Economic Corridors request for feedback on proposed Change to Highway Speed and public opinion survey link as information.

Carried

d) Pincher Creek Women's Emergency Shelter Association

Council directed administration to respond to the Pincher Creek Women's Emergency Shelter Association that due to short notice, and scheduling, Council was unable to attend the Flag Raising on November 25, 2025.

e) Pincher Creek Community Food Bank

Councillor John MacGarva 25/540

Moved that the Reeve's invitation to the Holiday Train, from the Pincher Creek Community Food Bank, be received as information.

Carried

f) Controlling Grizzly Bears to Ensure Community Safety

Councillor Tony Bruder 25/541

Moved that the draft resolution on controlling grizzly bears to ensure community safety, from Cardston County, MD, Council suggests amending "recovery plan" to "Grizzly Bears have recovered and no need for a recovery plan, but a need for a management plan".

And that the MD approve co-sponsoring the resolution with amendments.

Carried

B. For Information

Councillor Tony Bruder 25/542

Moved that the following be received as information:

- a) Old College of Agriculture and Technology
 - Congratulations on Election to Public Office, letter dated October 24, 2025
- b) Alberta Prairie Conservation Forum
 - State of the Prairie Technical Report link <https://albertapcf.org/state-of-the-prairie>
- c) Alberta Museums Association
 - Municipal Support for Museums in Alberta, letter dated November 12, 2025

Carried

I. NEW BUSINESS

J. CLOSED SESSION

Councillor Dave Cox 25/543

Moved that Council move into closed session to discuss the following, the time being 4:35 pm.

- a) Pincher Creek Curling Club Delegation Discussion – ATIA Sec. 19.1

Minutes
Council Meeting
Municipal District of Pincher Creek No. 9
November 25, 2025

Councillor John MacGarva 25/544

Moved that Council move out of closed session, the time being 5:04 pm.

Carried

Councillor Dave Cox 25/545

Moved that in regards to the Pincher Creek Curling Club, Council increase funding from \$868,637 to \$1,000,000, with the amount to be taken from the Regional Community Initiative Reserve;

AND THAT the MD offer an in-kind donation, up to a maximum of \$50,000;

AND FINALLY THAT the Pincher Creek Curling Club provides quarterly updates on any changes to the projected capital cost and secured funding sources.

Carried

K. ADJOURNMENT

Councillor Tony Bruder 25/546

Moved that Council adjourn the meeting, the time being 5:08 pm.

Carried

REEVE

CHIEF ADMINISTRATIVE OFFICER

Da

Orphan Well Association

Lars De Pauw, President

MD of Pincher Creek – Council Meeting

November 12, 2025



**Orphan Well
Association**

OWA – A Unique Program

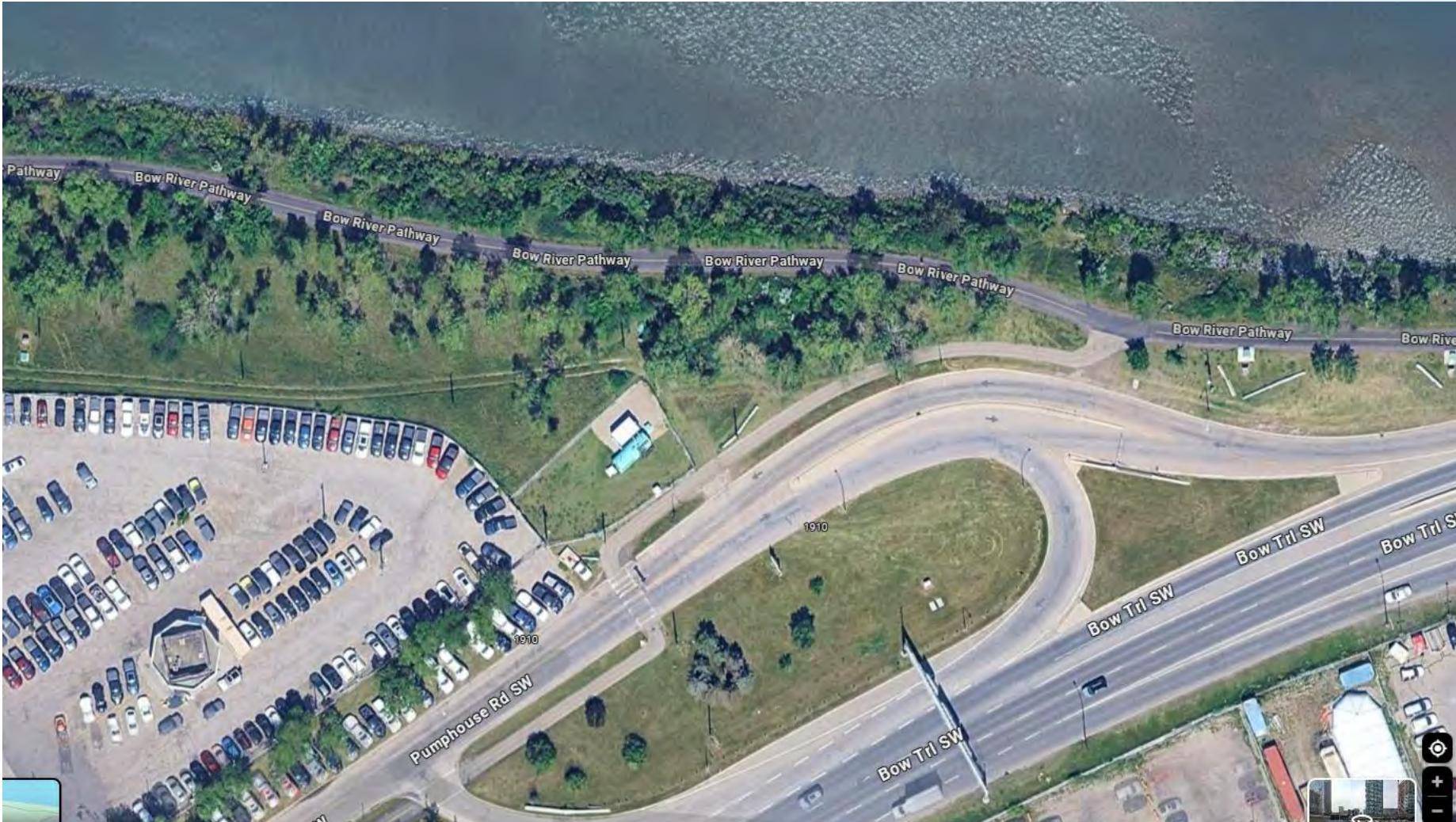
- **Almost all industries leave a negative “legacy” at the end of an insolvency**
 - Historically - creditors receive some money
 - Redwater changed that
 - Taxpayers typically pay for other industries - but not oil and gas in Alberta
- **In Western Canada - Oil and Gas companies are paying for other producer’s liability**
 - “polluter pays” on an industry level but not at a company level

Canada Creosote Plant Site



\$300 million to remediate

Canada Creosote Plant Site



\$300 million to remediate

Government of Canada - Northern Abandoned Mines

Abandoned mine sites

Budget 2019 allocated \$2.2 billion over 15 years, starting on April 1, 2020, and Budget 2023 provided additional funding of \$6.9 billion over 12 years, bringing the total funding for the program to \$9.1 billion over its 15-year lifespan.

Since 2020, the program supported work to address the largest, most complex contaminated sites in the North:



[Faro Mine Remediation Project](#)



[United Keno Hill Mine Reclamation Project](#)



[Mount Nansen Mine Remediation Project](#)



[Ketza River Mine Remediation Project](#)



[Clinton Creek Mine Remediation Project](#)



[Giant Mine Remediation Project](#)



[Cantung Mine Remediation Project](#)



[Great Bear Lake Remediation Project](#)



Orphan Well Association

- **We are a Non-profit organization**
- **OWA is not a Government Organization**
- **Operate under the delegated authority of Alberta Energy Regulator (AER)**
 - Orphan Fund Delegated Administration Regulation (OFDAR) & OGCA
 - But - financially and legally separate from the AER
- **Primarily funded by the Alberta oil and natural gas industry**



Orphan Well Association Mandate



To decommission Orphan oil and gas infrastructure and reclaim the land similar to its original state in a safe, principled, and cost-efficient manner



**Orphan Well
Association**

OWA – Key Areas of Work

- **Closure work – majority of effort**
 - Decommissioning, remediation, and reclamation
- **Reasonable Care and Measures (RCAM)**
 - Order from AER if licensee is not willing or able to fulfil expectations
- **Receiverships**
 - Last resort for insolvency if no party willing to provide funding
 - Post SCC Redwater decision – this has become more common
 - After the AER issues a closure/abandonment order or company ceases operations

RCAM and Insolvency Update

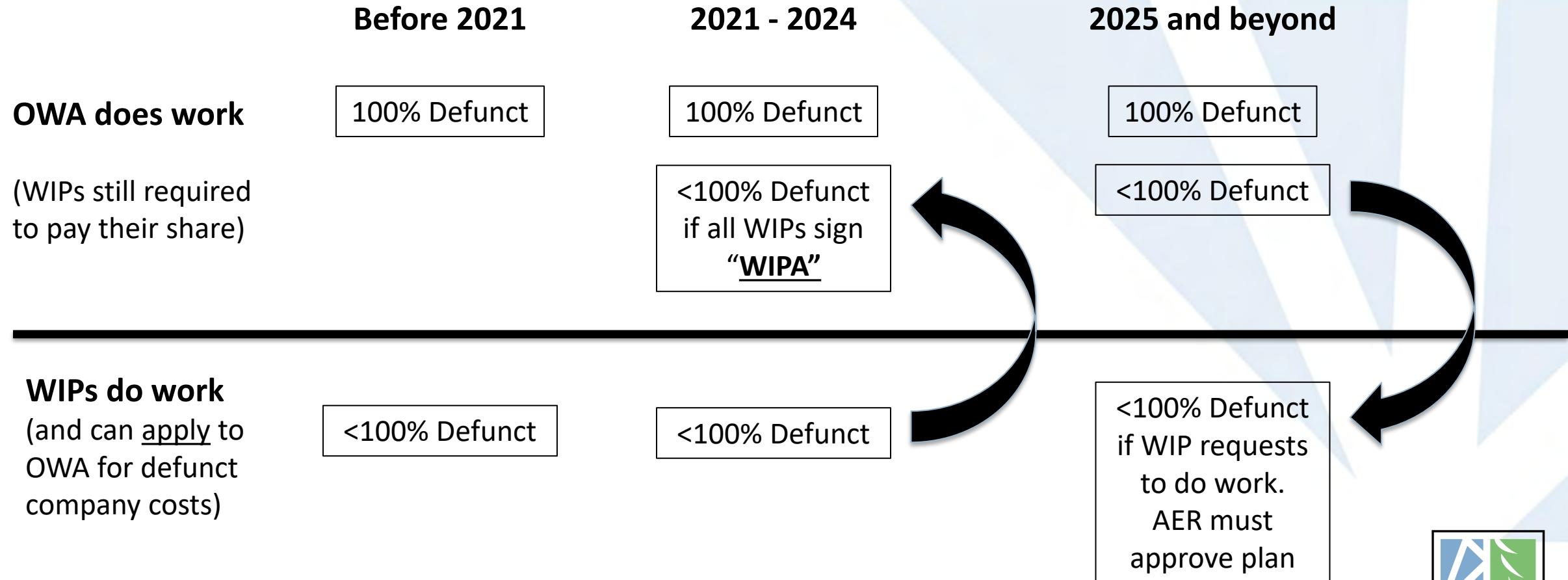
- **AER orders related to “Reasonable Care and Measures” (RCAM)**
 - AlphaBow Energy
 - Sunshine Oilsands
- **Insolvencies (OWA directly involved)**
 - Long Run Exploration
 - TexCal Energy
 - Tallahassee Exploration
 - Revitalize Energy
- **Other significant insolvencies**
 - AlphaBow Energy
 - Blue Sky Resources

What is an Orphan?



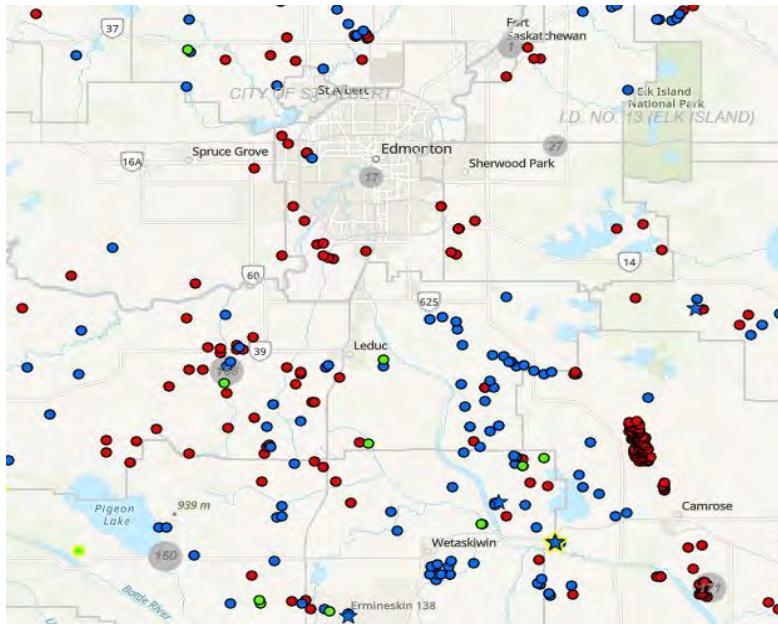
- **Well, facility, pipeline or associated site**
- **Regulatory designation that is determined by AER after thorough review**
 - Only after Insolvency proceedings or ceases operations/defunct
- **2025 – All defunct licensee assets orphaned**
 - Prior to 2025 – 100% working interest only

Changes in AER direction for the sites we work on



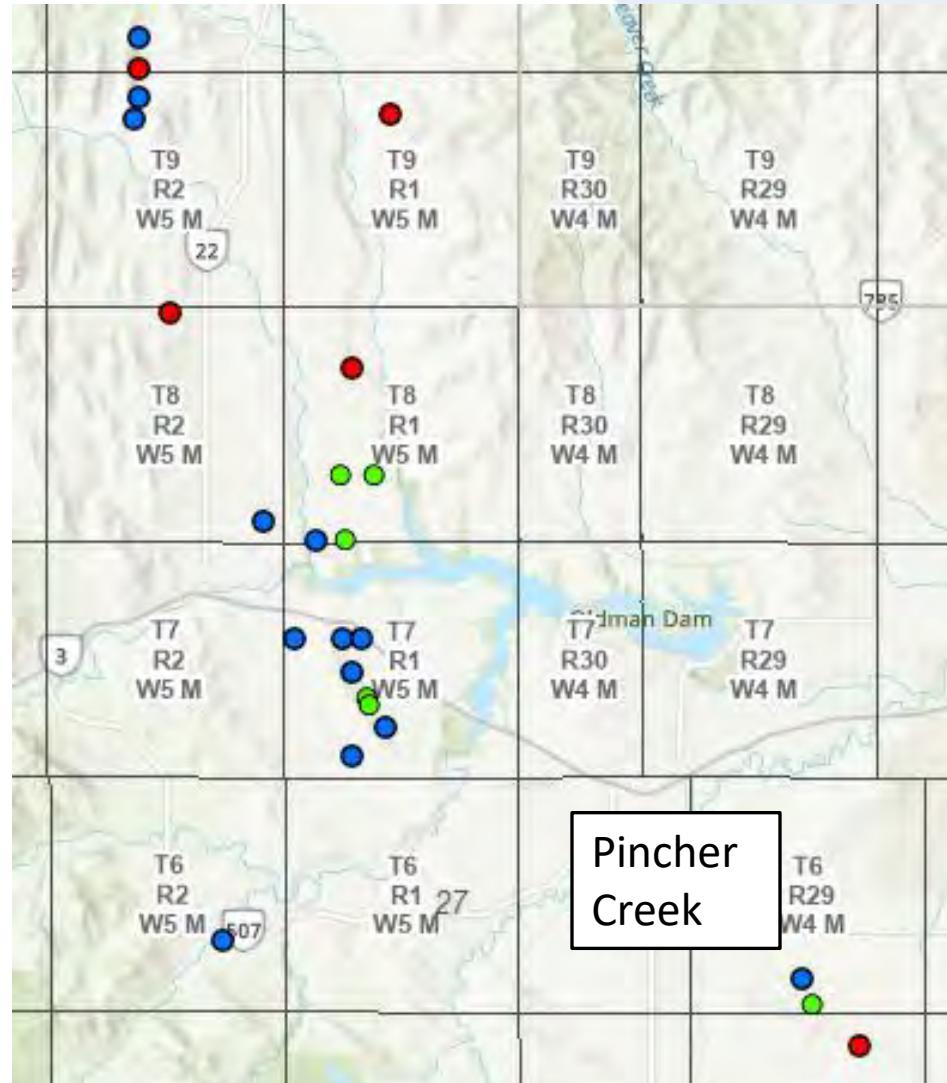
How to confirm if the OWA is Managing a Site

- Sign on lease
- OWA Website: Interactive Map and excel list
- Letter from OWA to landowner
- If not OWA –contact OrphaningInsolvency@aer.ca



OWA Interactive Map – for more information

<https://www.orphanwell.ca/inventory/site-specific-inventory>



Blue – under decommissioning
Green – in reclamation
Red - closed



Orphan Well
Association

MD of Pincher Creek

- **Twelve sites in Decommissioning Phase**
 - Mostly related to SCVF issues
- **Eight sites in Environmental Phase**
 - Five close to complete
- **Eight sites closed**

OWA Inventory* (as of November 1, 2025)

- **4,737 sites to be decommissioned (and the sites reclaimed)**
 - Includes 3,955 wellbores
- **8,200 sites to be reclaimed**
 - 33% in environmental assessment phase
 - 5% in remediation phase
 - 14% in reclamation phase
 - **48% in vegetation monitoring only or final certification phase**

*Includes Orphans and WIPAs

OWA Funding – Industry Funded

- **Funded by the Annual Orphan Levy on Producers (not taxpayers)**
 - Total industry levies to date - **\$986 million**
- **April 2025 Orphan Levies**
 - \$144.5mm (Orphan Well) and \$0mm (Large Facility)
 - 7% increase from 2024
- **Each Licensee's Annual Levy:**

$$\frac{\sum \text{Licensee's AER Estimated Liability}}{\sum \text{All Provincial AER Estimated Liability}} \times \text{Total Annual Levy}$$

Provincial Context

- **Annual Oil and Gas Capital Investment in Canada (2024):**
 - \$40.6 billion (67% conventional and 33% oil sands)
- **Annual Alberta Oil and Gas Mandatory Closure Spend - \$750 million (2025)**
- **Number of wells in Alberta (2025)**
 - 474,620 (total)
 - 233,348 (remaining to be decommissioned and then site reclaimed)
 - 94,580 (decommissioned but site not reclaimed)

How Sites are Prioritized – Closure Work

- **Top Priority – Public Safety**
- **Second Priority – Efficient Operations**
 - Sites are grouped into area projects to gain cost efficiencies
- **Third Priority – Land type and Chronological**
 - Private land
 - Amount of time since site has been designated as Orphan

When and how will a Landowner be contacted?

- **Only after the site has been designated as an Orphan (or WIPA agreement)**
 - AER only provides *license number and location* when designating an Orphan
 - Leases are not designated as Orphan
 - First - we must identify landowner
- **Landowner receives Information package in mail**
 - Who is the OWA – legal rights, contact information
 - Land and Property Rights Tribunal contact - surface lease payments/recovery of compensation
 - What work will be conducted on site
- **Prime Contractor contacts landowner when field work begins**
 - Decommissioning and reclamation
 - Reclamation Phase 1 – landowner component included

Access Issues for the OWA

- **Many landowners have been impacted by defunct operators**
 - Surface rent owed
 - Poor condition of site
- **OWA cannot pay back rent**
 - Landowner must apply to Land and Property Rights Tribunal (LPRT)
- **Many landowners do not know they can apply to LPRT for compensation recovery**
 - <https://www.alberta.ca/surface-rights-rental-recovery>

Access Issues for the OWA

- **Reminder – OWA is a delegate authority of the AER**
 - Legal access under Legislation
 - Abandonment (Decommissioning)
 - Section 101 of OGCA – Entry on land
 - Remediation and Reclamation
 - Section 250 of EPEA – Right of Entry, Environmental Protection Order (EPO) also issued
- **Most landowners work with OWA**
 - However, OWA is obligated to notify Land and Property Rights Tribunal if site access is restricted
 - Surface Rights Act – 36(8)....
- **Overall – positive relationship with majority of landowners**

Additional Landowner Specific Issues

- **Confusion/lack of info to determine bad actors, insolvency, Closure Order or Orphan**
 - AER is best source of information (orphaninginsolvency@aer.ca)
 - AER Closure Nomination Program
- **General Lack of Understanding of Process**
 - Biggest issue is rental payments (OWA cannot pay). Apply to LPRT
- **Want to limit access to sites to outside growing season**
- **Weed Control**
 - OWA not responsible for weed control - until site is reclaimed
 - Weed control is part of the reclamation process and will be conducted by OWA at that time

OWA – Summary

- **Focus on our mandate – safe, principled, and cost-efficient closure**
 - Multi-year plan with steady pace of closure work
- **Providing a safety net for industry and public**
 - Closure of orphan sites
 - Providing Reasonable Care and Measures (RCAM) if ordered by AER
- **Undertake asset liquidation if no creditor comes forward**
 - Receivership (as last resort instead of being orphaned)

Orphan Well Association

Questions?



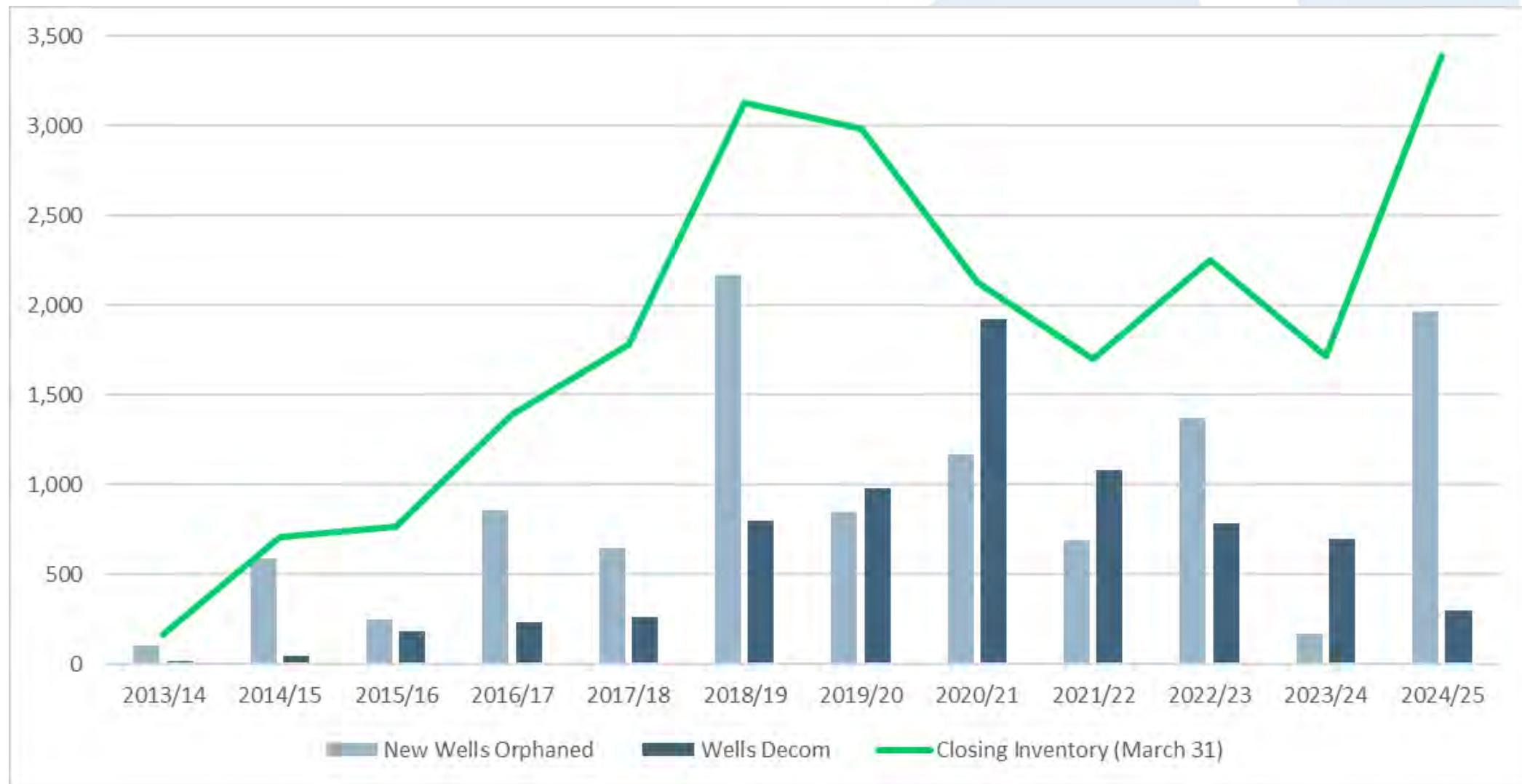
**Orphan Well
Association**

Details

Site Name	Licensee	Responsible Department
01-06-008-01W5 (100/16-31)	LEXIN RESOURCES LTD	Decommissioning
03-27-006-27W4 (100)	INTERNATIONAL REEF RESOURCES LTD	Decommissioning
07-09-007-01W5 (100/04-09)	LEXIN RESOURCES LTD	Decommissioning
09-17-007-01W5 (Multi)	LEXIN RESOURCES LTD	Decommissioning
09-20-007-01W5 (100/01-29)	LEXIN RESOURCES LTD	Decommissioning
10-05-007-01W5 (Multi)	LEXIN RESOURCES LTD	Decommissioning
11-01-008-02W5 (100)	LEXIN RESOURCES LTD	Decommissioning
11-19-007-01W5 (100/08-19)	LEXIN RESOURCES LTD	Decommissioning
11-20-007-01W5 (100/06-20)	LEXIN RESOURCES LTD	Decommissioning
14-04-010-02W5 (100/13-04)	LEXIN RESOURCES LTD	Decommissioning
14-11-006-02W5 (100)	ALLIANCE OILS LIMITED	Decommissioning
16-04-006-29W4 (100/10-04)	LGX OIL + GAS INC	Decommissioning
02-05-008-01W5 (100/01-05)	LEXIN RESOURCES LTD	Environment
04-03-006-29W4 (100)	LGX OIL + GAS INC	Environment
04-24-004-30W4 (100/01-23)	LGX OIL + GAS INC	Environment
06-33-009-02W5 (100)	LEXIN RESOURCES LTD	Environment
09-10-004-29W4 (100/07-10)	NOMAD EXPLORATION LTD	Environment
13-09-007-01W5 (100)	LEXIN RESOURCES LTD	Environment
13-28-009-02W5 (100)	LEXIN RESOURCES LTD	Environment
14-08-008-01W5 (100)	LEXIN RESOURCES LTD	Environment



Change in Annual Orphan Well Inventory





Outlook

F1a

Fw: WBRA November Update

From Tony Bruder <CouncilDiv1@mdpinchercreek.ab.ca>
Date Sat 2025-11-29 07:09
To Jessica McClelland <AdminExecAsst@mdpinchercreek.ab.ca>

Good morning

Can you please add for information in the next agenda

Thank you
Tony

Get [Outlook for iOS](#)

From: Waterton Biosphere Reserve Association <info@watertonbiosphere.com>
Sent: Friday, November 28, 2025 5:10:39 PM
To: Tony Bruder <CouncilDiv1@mdpinchercreek.ab.ca>
Subject: WBRA November Update

Friday, November 28, 2025



What's new with WBRA



WINTER IN THE FOOTHILLS - The white stuff has finally arrived and temperatures have returned to more seasonal values after a warm autumn on the prairies. The limber pine in this photo has seen its share of seasons - potentially hundreds of winters. It is surmised that the oldest limber pines in Alberta might be more than 1000 years old! The WBR continues to support recovery efforts for this endangered species. To learn more about these special trees, visit our webpage [HERE](#).

(Photo: Tomas Nevesely / AdobeStock)

Recap: Sticky Fingers 2025



SEEDS, SEEDS, AND MORE SEEDS - This year yielded a bumper crop for limber pine cones harvested by the Whitebark Pine Ecosystem Foundation of Canada. On November 2nd, volunteers came together at the Lundbreck Community Hall to lend a hand in extracting some limber pine seeds. Seventeen volunteers attended the Sunday afternoon event, including a contingent from Lethbridge Polytechnic Environmental Restoration Club. More than half a million seeds have been harvested this season, said WPEF-C spokesperson Jodie Krakowski. This year's crop will ensure planting efforts are well supplied in coming years as there is no guarantee from year to year how many seeds existing trees will produce. Quite fitting to see the iconic Burmis Tree immortalized on the wall of the hall!

(Photo: E. Anderson/WBR)

CACP Project Review



BACK OFF BEARS, NO SOUP FOR YOU! - The WBR'S Carnivores and Communities Program has had a busy season helping stakeholders safeguard their assets from large carnivores. The program put seven new projects on the ground since January, including hopper bottoms on grain bins, replacement of old wooden bin floors with concrete, bear-proof bin doors, and several electric fencing jobs to protect livestock. The program helped offset more than \$20,000 of installation costs for area producers. The CACP continues to help reduce wildlife conflict through thoughtful engineering controls. For more information on funding available please contact Jeff Bectell at jbectell@watertonbiosphere.com or visit our webpage [HERE](#).

Show Your Support - Giving Tuesday



PUT YOUR DOLLARS TO WORK - December 2nd is 'Giving Tuesday' - a chance for area residents to step up and make a commitment to the land. Donating to the the Waterton Biosphere Region means supporting the landscapes we call home. Every dollar donated goes toward building healthy ecosystems right here in southwest Alberta. By supporting the WBR you are supporting the landscapes that provide for all of us. Give now to a home-grown, regional cause by clicking the link below.

[DONATE](#)



[Visit our Website](#)



Try email marketing for free today!

Alberta SouthWest Regional Alliance

AGENDA Board of Directors Meeting

Wednesday December 3, 2025

Pincher Creek

Supper 6:00pm; meeting to follow



6:30	1	Call to Order and Welcome – Executive Director	
	2	Election of Officers: Chair, Vice-Chair, Secretary Treasurer Appointment of signing authorities	Decision ⇒ Attachment #1
	3	Approval of Agenda	Decision
	4	Approval of Minutes November 5, 2025	Decision ⇒ Attachment #2
	5	Approval of Cheque Register	Decision Presented at meeting
6:45	6	Board Operations <ul style="list-style-type: none"> o meeting time/dates/locations o communication with alternate representatives and council (minutes, newsletters, events, other?) photos on website? o Information and professional development <ul style="list-style-type: none"> ▪ EDA Elected Officials Course Spring 2026 ▪ IEDC Ethics Course: December 15, free; 2 hours; on-line ▪ Waste to energy information session 	Discussion Presented at meeting ⇒ Attachment #3
7:00	7	Membership and regional business license fees 2025	Discussion/Decision ⇒ Attachment #4
7:10	8	Qatalyst consultations	Information/Discussion ⇒ Attachment #5
7:15	9	Director, Investment Development Report	Information/Discussion Presented at meeting
7:25	10	Executive Director Report	Information/Discussion ⇒ Attachment #6
7:30	11	Adjourn to Regional Office (upstairs) and Group photo	
7:45	12	Round Table	Information/Discussion
8:25	12	➤ Wednesday January 7, 2026 - Cardston or Crowsnest Pass ➤ February 5, 2026 - TBD	Discussion
8:30	13	Adjourn	Decision

~~~~ATTACHMENT #1~~~~

Election of Executive

Annually, AlbertaSW appoints Chair, Vice-Chair and Secretary Treasurer to form the Executive. Those 3 officers are also confirmed as signing authorities. An 4th Board representative is a Designated Signing Officer.

Excerpts from Articles of Association and Policy and Procedures

Articles of Association:

Term of Office

June 2011

*Members appoint their directors annually. Any member may replace its representative at any time with written notice to the company.

Each representative automatically becomes a director of Alberta SouthWest Regional Alliance board of directors, which manages the affairs of the company.

A representative may appoint a substitute to attend a particular meeting provided that substitute is an elected official from the member municipality.

Directors may serve consecutive terms while they remain elected officials. A director who ceases to be an elected official may remain as director for a maximum period of sixty days by which time the member must name a replacement.

Member representatives may serve an unlimited number of terms as directors.

Term of Office (Executive)

Each director elected to the executive holds that office until a successor is appointed.

Policies and Procedures:

Election of Chair and Executive

June 2011, June 2017

At the board's organizational meeting the directors elect the chair, vice-chair, and secretary-treasurer to one-year terms of office.

Procedure

- At the organizational meeting, the executive director calls the board meeting to order and as the first item of business conducts an election for the position of chair for the coming year.
- The elected chair immediately assumes the chair and conducts elections for the positions of vice-chair and secretary-treasurer.
- If the newly elected chair is absent, the executive director conducts the election for the position of vice-chair for the coming year.
- The elected vice-chair then assumes the chair and conducts the election for the position of secretary treasurer.

Note: "member" means "municipality";
each "member municipality" appoints its "representative" to be a Director on the Board.

~~~~~ATTACHMENT #2~~~~~

**Alberta SouthWest Regional Alliance**  
**Minutes of the Board of Directors Meeting**  
Wednesday, November 5, 2025, REO Hall, Fort Macleod



**Board Representatives**

Brent Feyter, Fort Macleod  
Brad Schlossberger, Claresholm  
Sahra Nodge, Pincher Creek  
Barbara Burnett, Cowley  
Cam Francis, Cardston County  
Rick Lemire, MD Pincher Creek  
Pat Rypien, Crowsnest Pass  
John Van Driesten, MD Willow Creek  
Erin Shields, Nanton (alternate)  
Dale Gugala, Stavely

Barbara Clay, Waterton  
Paula Brown, Cardston  
Dale Gugala, Stavely  
Mike Hegedus, Hill Spring  
Shane Ford, Glenwood

**Resource Staff and Partners**

Marie Everts, JETI  
Bev Thornton, AlbertaSW  
Sean Miles, AlbertaSW

- 1 Call to Order and welcome      Chair Brent Feyter called the meeting to order and welcomed new board representatives and guests.
- 2 Approval of Agenda      Moved by Cam Francis THAT the agenda be approved as presented.  
**Carried.** [2025-11-985]
- 3 Approval of Minutes      Moved by Sahra Nodge THAT the Minutes of October 1, 2025, be approved as presented.  
**Carried.** [2025-11-986]
- 4 Approval of Cheque Register      Moved by Dale Gugala THAT cheques #3600 to #3606 be approved as presented.  
**Carried.** [2025-11-987]
- 5 Director of Investment Development      Moved by Brad Schlossberger THAT Alberta SouthWest approve a 2-year contract with Sean Miles for services as NRED grant project lead and Director of Investment Development.  
**Carried.** [2025-11-988]
- 6 EDA Conference 2026      Discussion and consensus that AlbertaSW will not offer to cover cost of registration for Board members to attend this year.
- 7 Qatalyst Phase 2 revised workplan      Qatalyst has considered input from the October 1 meeting and has revised workplan to include questions to gather input from the board, councils, administration, and a sampling of regional business license holders and community organizations. Bev will send to contact list and responses to be directed to Qatalyst.
- 8 2025 invoices for membership and regional business license      Given population updates and current business license sales, member revenue for 2025 is estimated at \$60,000. This will be matched by JETI for April 2026-March 2027 operations, after which time the agreement ends.
- 9 Executive Director Report      Moved by Rick Lemire THAT the Executive Director Report be accepted as information.  
**Carried.** [2025-11-989]

|    |                              |                                                                                                                                                                                                                             |
|----|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 10 | Round table                  | Accepted as information.                                                                                                                                                                                                    |
| 13 | Upcoming Board Meeting dates | <ul style="list-style-type: none"> <li>➢ Wednesday, December 3, 2025 - Organizational Meeting, Pincher Creek</li> <li>➢ Wednesday January 7, 2026 - Cardston or Crowsnest Pass</li> <li>➢ February 5, 2026 - TBD</li> </ul> |
| 14 | Adjourn                      | <p>Moved by Dale Gugala THAT the meeting be adjourned.<br/> <b>Carried.</b> [2025-11-990]</p>                                                                                                                               |

## UNAPPROVED

### ~~~~ATTACHMENT #3~~~~~

#### Operations for 2025-2026

- Meeting time/dates/locations
  - First Wednesday of the month; may be re-scheduled due to holidays or other conflict
  - Location suggestions welcome
  - AGM: Wednesday June 3, 2026; ideas welcome
- Communications (minutes, newsletters, events, etc.)
  - Draft minutes sent just to Board
  - Approved minutes sent to Board, CAOs to share with Council
  - Bulletin send to Board, CAOs to share with Council, industry and agencies
  - New LinkedIn page; website
  - Do we need any additional consideration for alternate representatives?
  - Board photos or group photo on website? Municipal contact information needed?
- Information and Professional Development events
  - **EDA Economic Development for Elected Officials** - schedule for Spring 2026?
  - **Waste to Energy information session** – ideas for location, venue, invitees

#### International Economic Development Council Ethics Workshop

**Monday December 15, 2025 12:30pm to 2:30pm MST**

**REGISTER FREE OF CHARGE**

[www.iedconline.org/events/2025/12/15/ethics-workshop/economic-development-ethics-workshop/](http://www.iedconline.org/events/2025/12/15/ethics-workshop/economic-development-ethics-workshop/)



**DECEMBER 15, 2025**

2:30 pm - 4:30 pm EST

**Economic Development Ethics  
Workshop**  
**Online**

This workshop uses real world examples to provide essential guidance and tools to assist economic development professionals in fostering a culture of high ethical standards in their organizations.

**~~~~ATTACHMENT #4~~~~**

**AlbertaSW Municipal Member Contributions 2025**

The AlbertaSW Board has been discussing financial sustainability.

- April 01,2026 to March 31,2027 will be the final year of the 3-year agreement between REDAs and the Province.

\*\* Membership per capita contribution made in 2025 will be matched 1:1 for 2026-27.

\*\* AlbertaSW Regional Business License fees are also member contribution, and eligible to be matched 1:1.

AlbertaSW Membership invoices are sent at year-end; this will be early December.

**Proposal #1:**

**THAT for 2025 AlbertaSW implement a “sustainability increase” of \$.25 to the \$1.00 per capita.**

Our regional population is **40,501** in 2025.

|                                  |                    |
|----------------------------------|--------------------|
| \$1.00 per capita                | \$40,501.00        |
| “Sustainability increase” \$0.25 | \$10,136.25        |
|                                  | <b>\$50,637.25</b> |

**Proposal #2:**

**THAT for 2025 the municipalities remit the full \$80 for each Regional Business License.**

Since inception of the program, the municipality has retained \$20 and remitted the balance to AlbertaSW as appreciation to the municipality for helping administer this program that is valued by our businesses.

Sending in the full amount adds to the pool of dollars eligible to be matched by the province in 2026-2027.

**321** Regional Business Licenses sold in 2025

|                                     |                    |
|-------------------------------------|--------------------|
| \$60 remitted to AlbertaSW          | \$19,260.00        |
| \$20 retained by the municipalities | \$6,442.00         |
|                                     | <b>\$25,702.00</b> |

**~~~~ATTACHMENT #5~~~~**

**Qatalyst consultation: next areas of focus**

**Generate Revenue:** Business/industry proposal for associate/affiliate memberships

- Pricing strategy for associate memberships
- Develop ‘elevator pitch’
- State the value proposition (what’s in it for industry/organizations)
- Lay out a simple, repeatable recruitment process
- Internal tools (slide decks, call scripts)

**Create Efficiencies:** Shared services with other regional agencies

- Prepare development concept for shared services, operating efficiencies and partnered programs
- Identify/meet with possible partners: CFs, Chambers, other?
- Refine development concept
- Prepare a draft business plan
- Assist with implementation

**~~~~ATTACHMENT #6~~~~~**

**Executive Director Report November 2025**

**MEETINGS and PRESENTATIONS**

Nov 3: Call with Qatalyst regarding next steps, Zoom  
Nove 5: AlbertaSW Board Meeting, Fort Macleod  
Nov 6: Highway 3 Twinning Development Meeting, Fort Macleod  
Nov 7: Meeting with Claresholm technology entrepreneur, Zoom  
Nov 10: Meeting with MP Rachael Thomas re: Ukrainian evacuees, Lethbridge  
Nov 12: Meeting re: Glenwood facility, Zoom  
Nov 13: IEDC-AEDO Review Board meeting, Zoom  
Nov 18: Tourism Lethbridge Advisory Committee Meeting, Lethbridge Polytechnic  
Nov 18: Meeting with Ag and Irrigation re: Glenwood facility, Teams  
Nov 19: EDL Board Meeting, Tecconnect, Lethbridge  
Nov 19: Meeting with CFI Flight Academy, BRC Aircraft, MD Willow Creek and Town staff, Claresholm  
Nov 20: EDA Rural Economic Development Workshop, Fort Macleod  
Nov 21: Regional Resilience Task Force Meeting, Teams  
Nov 25: Meeting with PrairiesCan, Zoom  
Nov 25: Meeting with Career Transitions, Zoom  
Nov 27: Meeting with Qatalyst regarding revised next steps, Zoom

**PROJECT MANAGEMENT and REPORTING**

- Reference letter for job applicant
- Letters of Support for projects and grant applications:
  - Cardston County
  - Claresholm
  - Fort Macleod
  - MD Pincher Creek
  - Lethbridge Polytechnic
- Planning and network building with Director, Investment Development
- Finalize Regional Business License lists for 2025
- Calls with CAOs and Board representatives re: membership fees 2025

**INVESTMENT ATTRACTION and REGIONAL PROMOTION**

- Meetings with entrepreneurs and support agencies
- Provide input to website updates and digital assets development
- Consultation with EDL Director, Creative Industries re: feasibility study
- Respond to regional inquiries and information requests

# Recommendation to Council

G1a



**TITLE: PUBLIC WORKS DEPARTMENT REPORT**

**PREPARED BY:** Alan McRae

**DATE:** December 3, 2025

**DEPARTMENT:** Public Works

**ATTACHMENTS:**

**1. Shop/Fleet Report**

**APPROVALS:**

A handwritten signature of the Public Works Manager.

December 3, 2025

Public Works Manager

Date

A handwritten signature of the CAO.

CAO

A handwritten signature of the date.

Date

## **RECOMMENDATION:**

**THAT Council accepts the Public Works Department Report for the period of November 17th to November 30th as information.**

Divisional maintenance- Snow plowing

Divisional maintenance- Grading

Hard surface maintenance- Plowing and sanding

Hamlet maintenance- Plowing and sanding

Admin parking lot maintenance- Plowing and sanding, sidewalk clearing

Permanent snow fence maintenance- Repair and rebuilds- Div1, Div 2, Div 4, Div 5

Stripping at Summerview pit for crushing in 1<sup>st</sup> quarter of 2026

Stripping at Waldron for crushing operations

Brushing/Mulching in Div 1, Div 3

Water to AES shop and terminal building

Sign Maintenance-Patton Park signage, sign replacement in Div 3 and Div 4

Begin sign collection in asset management system

Safe work practice (SWP) review

Bridge maintenance- Hazard marker replacement

## **FINANCIAL IMPLICATIONS:**

**NONE**

# PUBLIC WORKS REPORT SCHEDULE "A"

## SHOP/FLEET OPERATIONAL REPORT



|                          |                        |
|--------------------------|------------------------|
| PREPARED BY: ALAN MCRAE  | DATE: December 3, 2025 |
| DEPARTMENT: PUBLIC WORKS | ATTACHMENTS: N/A       |

### SHOP/FLEET OPERATIONS SUMMARY:

#### Graders

Unit #64- Field call- No start  
Unit #65- Tire repair  
Unit #70- Field call- coolant leak  
Unit #74- Install beacon light

#### Heavy Trucks/Trailers/Equipment

Unit #1 (Dozer)-T/S and repair code for direction tiller fault  
Unit #7 (loader)- T/S soot antenna  
Unit #8 (backhoe)- Repair sidestep  
Unit #81 (gravel pup)- CVIP  
Unit #402 (2-ton plow)- Install snow equipment- preseason checks on sander engine and vibrator  
Unit #402 (2-ton plow)-Battery and regulator replacement  
Unit #415 (hook lift)- Replace tires  
Unit #418 (plow truck)- T/S IVA fault code- loose connection on #4  
Unit #421(plow truck)- T/S fault codes and repair  
Unit #434 (tank truck)- R&R EGR cooler, T/S and repair heater motor

#### Light Duty and Light Trailers

Unit #488 (3/4ton)- T/S engine codes- Replace bank 1 downstream O2 sensor  
Unit #501 (3/4ton)- T/S and repair slip tank pump wiring, replace headlight (moisture), remove old front tow bar  
Unit #503 (3/4ton)- Service and change brakes  
Stone Picker- Preventative maintenance checks  
Tire machine- repair  
Small snow blower- Repair starting issue  
Clean and prep truck for parade of lights decorating crew

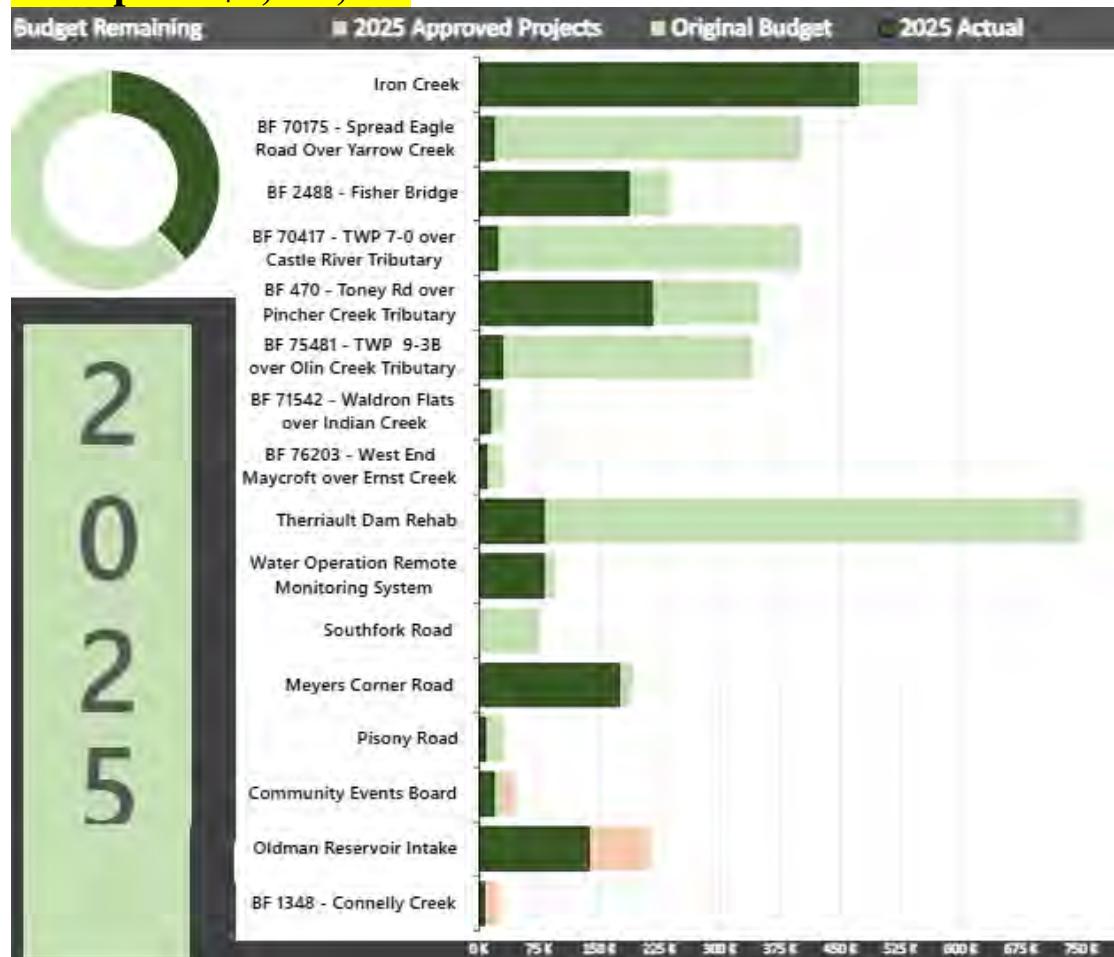


## M.D. OF PINCHER CREEK NO. 9 UTILITIES & INFRASTRUCTURE REPORT

G1b

### General Projects Budget Update

2025 Approved Budget: \$3,862,000 Dec. 1<sup>st</sup> Spent: \$1,467,259 Nov 17<sup>th</sup> Spent: \$1,032,217



### Large Ongoing Projects (Pre-2025 Construction Start)

- Beaver Mines Water/Wastewater Projects
  - Warranty discussions
    - WWTP Septic tank issue appears to still not be resolved, obtaining evidence for further warranty work
    - Lagoon de-icers tripping with known GFCI breaker issue. Local contractor brought in to help assess, work complete end of August. Two (2) agitators sent for warranty. Re-installation complete, all agitators operational
    - Awaiting minor changes to Lift Station Record drawings

- **Oldman Reservoir Water Intake Low Level Project**
  - \$1.68M grant application finalized Jan 30<sup>th</sup>, 2024
    - Approval received for \$1.8M project, covering up to 75% of costs
  - DFPP (Drought and Flood Protection Program) grant application approved, topping up Capital Project and covering 70% of costs for a Drought Projects Assessment
  - Troubleshooting difficulties with reaching flow capacity of VIS'
    - All accessible testing complete without resolution
    - TFA received Jul. 25<sup>th</sup> to access structure once levels drop
    - Discussion held with hydrogeologist and original driller Aug. 18<sup>th</sup> to discuss plan to pull pumps, perform lower pressure test (once accessible)
      - Pitless adapter pressure test part ordered
    - Scoping parts and pricing for Potassium Permanganate treatment addition. Cost estimate and delivery received Oct. 17<sup>th</sup>, assessing install locations and license amendments. Anticipated install timeline from order is 4 months
    - Two (2) VIS flush test complete. Manganese not flushing from system
- **Bridge File 2488 – Fisher Bridge, NW-26-07-02-W5M**
  - Construction complete
  - Reviewing potential alternate guardrail tie in at ends of bridges
- **Watercourse Crossing Inspection & Remediation Project – 100% Grant funded**
  - Funding agreement signed Mar. 28<sup>th</sup>, 2023 for \$1.55M
    - Extension received to March 31<sup>st</sup>, 2027
  - Status report 3 complete for Oct. 31<sup>st</sup>

## **Large Projects Planned for 2025 Implementation**

### **Water Operations Remote Monitoring System Migration – 2025**

*SCADA System Migration to VTScada. Includes replacement of main desktop at WTP, full migration programming and HMIs (Human Machine Interfaces), and licensing software*

- Testing of new computer system successful, working through minor bugs
- Switched alarming to new system Oct. 30<sup>th</sup>

### **Meyers Corner Road Culvert Replacement**

*Replace failed 900mm culvert via boring method with 1.37m x 35m welded pipe*

- Work substantially complete. Temp. fence to be removed in Spring to allow seed to take
- UROW and road plan registration survey awarded

### **Community Events Board, Admin Building**

*Single sided electric community events board on Admin building to advertise current events and upcoming meetings*

- Project contingent on receiving required permits

- Sign permit send to Town Apr. 11<sup>th</sup>. Approved during May 21<sup>st</sup> MSDA, appeal period complete June 11<sup>th</sup>
  - Revised Town permit received Oct 30<sup>th</sup>, appeal period expired Nov. 13<sup>th</sup>, no appeals
- PO placed on Genoptic Smart Display P10, holding on shipment until we are ready
- Council approved additional budget for standalone install Sep. 9<sup>th</sup> & Oct 28<sup>th</sup>
- On-site meeting held Nov. 13<sup>th</sup> with supplier/installer, materials ordered and structure fabrication underway
- Locates complete, awaiting sub-contractor availability and weather window

- **Bridge File 70175 – Yarrow Creek Bridge Rehabilitation, NW-22-003-030 W4M**

*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 timber span, channel realignment, and west abutment riprap work*

- Pre-construction kickoff held Aug 15<sup>th</sup>, Phase 1 (stream/riprap work) complete. Phase 2 (bridge repairs) started Nov. 3<sup>rd</sup>
- **UROW and road plan registration survey awarded**
- Construction complete with exception of lattice rail installation, under fabrication. Anticipate full completion and inspection by Council

Nov. 13, 2025  
Placing jack on the SW wing pile in preparation for pile stub repair



Nov. 13, 2025  
Preparing for pile stub repair on pier.



November 18, 2025

SW Wing pile stub repair



November 18, 2025

Pier pile stub repair.



- **WCR #1: Iron Creek under Tapay (Carbondale) Road, LSD SE-15-006-03 W5M**  
*Install new 4.7m x 2m x 15m L corrugated steel box culvert to remediate fish passage concerns on Iron Creek under the WCR program (100% funded)*
  - Tender for install awarded to TA Excavating alongside South Todd Creek Tributary
  - Cleanup and seeding work inspected Oct 27<sup>th</sup>. Acceptable condition, pending final landowner review, seeding, and Cottonwoods staking
  - Cottonwoods staking complete
  - UROW registration survey awarded

- **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. Replace with two (2) 2m x 27m L CSPs*

- Flexibility with construction timing window, anticipate Fall construction
- Awarded to low bidder (NLSS) for **\$325,660 (Eng. Est. \$367,749)**
- Telus line move complete
- Closure began Nov 12<sup>th</sup>. Delayed 1 day due to high winds. High winds and snow shutdowns have pushed back completion timing a few days
- UROW and road plan registration survey awarded
- Unregistered co-op water line required daylighting. Unknown utility, costs for daylighting to be forced account. Line successfully located
- Road opened for traffic Nov. 24<sup>th</sup>
- Final inspection complete Nov. 25<sup>th</sup>. Seeding to be complete when weather allows. Work sufficient otherwise
- MD crews shadowed work for training purposes





- **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. Install Steel Wall Pipe Liner (SWPL)*

- Construction complete
- Road plan registration survey awarded

- **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. Replace with two (2) 1.2m x 36m L CSPs*

- Tender closed Nov. 4<sup>th</sup>. Ten (10) bids received. Awarded to low bidder (Vitae Environmental Ltd.) for **\$277,910 (Eng. Est. \$299,357)**
- Preliminary engineering complete Oct. 11<sup>th</sup>. STIP unsuccessful
- Design complete and reviewed by MD, upstream detour planned
- Gave direction to proceed with RDS and land
  - RDS submitted
  - Land package received Jun. 18, comments sent back for discussion. Direction given to proceed with fixing road plan misalignment within entire ¼ section.
- Council approved Mar. 31<sup>st</sup>, 2026 construction completion date at Sep. 23<sup>rd</sup> meeting
- Revised legal plan received Oct. 6<sup>th</sup>. Working to closeout alternate land plan with landowner prior to mobilization (road ROW swap)
  - Surveyor has finalized plan and land agent has signed new package with landowner, awaiting shipment to MD
- Contract executed Nov. 14<sup>th</sup>

## **Large Projects Planned for 2026 Implementation**

- **WCR #3: Connelly Creek under Connelly Rd (BF 1348), LSD SW-03-008-02 W5M**

*Preliminary engineering to replace or remediate the 3m x 49m L (5.6m cover) structural plate corrugated steel pipe (SPCSP) and remediate fish passage under the WCR Program. Structure is #8 on 10 year capital plan.*

- STIP application submitted Nov. 24<sup>th</sup>
- Received funder guidance/approval to proceed with prelim eng. under WCR program
- Council approval received Mar. 11<sup>th</sup>, 2025
- Preliminary engineering kicked off Apr. 3<sup>rd</sup>
- Survey complete Apr. 25<sup>th</sup>

- **Pisony Road over Cow Creek Tributary Culvert, LSD NE-01-009-03 W5M**

*Non-bridge sized culvert failing on dead end road. 2024 funds to assess appropriate replacement sizing and design. Stream flows all year and culvert is likely undersized*

- Preliminary engineering and basic aquatic assessment kicked off Jan. 31st, 2025 with Roseke. Reduced prelim. eng. scope compared to Bridge Files
- Preliminary engineering assessment received Jun. 16<sup>th</sup>. Under review
- Anticipate construction 2026

- **Bridge File 71542 – Waldron Flats over Indian Creek, SE-07-010-01 W5M**

*2m x 2.2m x 32m L culvert with isolated perforations in the roof of 3 rings and 1 ring on the foot. Minor roof and sidewall deflection*

- STIP application submitted Nov. 24<sup>th</sup>
- Preliminary engineering and aquatic assessment kicked off Jan. 31<sup>st</sup>, 2025 with Roseke to determine appropriate replacement design or maintenance (liner)
- Survey complete, drafted. Prelim. eng. received and reviewed Sep 9<sup>th</sup>/10<sup>th</sup>
- Recommendation is a 2.7m d x 48m L culvert replacement. Maintenance/liner options not feasible. Other feasible options include dual culverts (higher cost, reduced design life) or pre-cast concrete box (longer design life but 1.7x cost)
- Anticipate construction 2026

- **Bridge File 76203 – West End Maycroft over Ernst Creek, NW-26-010-03 W5M**

*2.5m x 1.8m x 20m L culvert with 3 cracked rings in sidewall with 85mm remaining. Deflection and corrosion also present*

- STIP application submitted Nov. 24<sup>th</sup>
- Preliminary engineering and aquatic assessment kicked off Jan. 31<sup>st</sup>, 2025 with Roseke to determine if maintenance of cracked seams is feasible via weld, shotcrete beam, etc. or if replacement has a better lifecycle value
- Anticipate construction 2026
- Survey complete, drafted. Prelim. eng. complete Nov. 5<sup>th</sup>, reviewed. Recommendation is replacement with two (2) 1.8m x 30m CSPs. Other alternatives considered:
  - Single pipe: Negatively impacts vertical alignment (low cover available) and increases riprap costs
  - Concrete box: Provided additional value, 50% more costly. Excessive upsizing provides minimal value here as during a flood banks would overtop upstream and approach road East of crossing regardless
  - Maintenance (Shotcrete Beam, Timber Struts, Liner): Liner not feasible due to existing pipe shape & hydraulics. Other options feasible, but do not address all core issues. Continued monitoring offers better value than maintenance

- **Theriault Dam – Rehabilitation Work (Moved to 2026/2027)**

*Geotechnical and Hydrogeology study complete in 2023. 2024 preliminary engineering determined most economically viable solution to address undersized spillway/overtop potential. 2025 work includes detailed design work, regulatory submissions, and (pending regulatory approval and grant funding), tender/construction*

- DFPP application submitted Nov. 27<sup>th</sup>. Anticipate response Q1 2026
- Design kicked off Jan 8<sup>th</sup>. Anticipated schedule:

- Begin regulatory submissions mid March, 2025 (pending grant release)
- Design completion mid April – June 2025
- Timing of further works dependant on grant timing and regulatory approval timing
- Design, specifications, and costed estimate received Jun. 23. Reviewed and discussed Jun. 25<sup>th</sup>. Awaiting further comment/action on tightening estimate
- Revisiting for 2026
- Met with ALUS Nov. 24<sup>th</sup> to review potential to work with them through DFPP application or future applications
  - Decided that due to timing, best option is to review scope and define a proposal for potential inclusion in 2026 ask
- Significant amount of history related to Therriault Dam reviewed during application process. Disaster Recovery Program (DRP) accessed in 1995, 2002, 2005, 2010, and 2014 related to Therriault Dam and spillway rebuilds. About \$600,000 spend (inflation adjusted) on flood recovery since 1994. A flood was also noted in 2006

HISTORIC  
2010 Flood Event:



- **Southfork Hill Road**

*Emergent investigatory and repair work for the Southfork Hill slide issues*

- STIP resubmission complete Nov. 27<sup>th</sup>, 2025
- Geotechnical scope awarded and complete. Final geotech. report received Dec 9<sup>th</sup>
- STIP application submitted Nov. 28<sup>th</sup>, 2024 with letters of support from Campground and nearby farming operation. Revision submitted Dec. 19<sup>th</sup> with additional letter of support from MLA and final geotech. report
  - Response received June 2<sup>nd</sup>, 2025: Unsuccessful
- Project paused pending further deterioration or future grant opportunities. No capital spend planned for 2025

## **Studies and Planning Work**

### **Regional Facilities Condition Assessment & Master Plan**

- Grant application submitted Nov. 25<sup>th</sup> for Alberta Community Partnership – Intermunicipal Collaboration Grant
- Cowley Council supporting resolution received Nov. 19<sup>th</sup>

### **Regional Drought Strategic Implementation Strategy & Raw Water Storage Project**

- Grant application for a Drought Projects Assessment under DFPP
  - Approval received to cover up to 70% of costs
- Grant application for 3 month (25-year) forecasted volumes
  - Approval received for \$3.4M project, up to 75% of costs. Signed and sent to ATEC
  - ATEC has confirmed stacking of AMMWP Raw Water Storage grant funds acceptable for the Drought Projects Assessment (Phase 2)
- Forecasted demand and water requirement scenarios presented to Council June 10<sup>th</sup>
- Draft water resource assessment received Aug. 8<sup>th</sup>, comments sent back Aug. 12<sup>th</sup>
  - Assessment sent to MD for final review Nov 10<sup>th</sup>. **Review complete Nov. 30<sup>th</sup>, minor comments sent back prior to finalization**
- Received draft land siting and design criteria to approach stakeholders. Three (3) of three (3) initially planned stakeholders approached. Discussions ongoing. **Approaching additional stakeholders**

### **Transportation Master Plan**

*\$200,000 grant received from ACP to complete a Transportation Master Plan, consisting of a paved, gravel road condition assessment, culvert (non Bridge File) condition assessment, gravel pit analysis, airport runway assessment*

- Awarded August, 2024
- Gravel pit report complete
- Maycroft Road draft prelim. assessment received May 26<sup>th</sup>
- Draft TMP report received Jul. 21<sup>st</sup>, significant amount of comments on new sections of report. Internal comments to be sent back to MPE prior to Sep. 9<sup>th</sup> Council meeting

- Received comments back and path forward plan Sep. 10<sup>th</sup>. Discussion held with MPE Oct. 10<sup>th</sup>. Comments being incorporated

## Cridland Dam

*Geotechnical work as recommended in 2021 Dam Safety Review due to observed seepage and unknown soil properties*

- Site visit complete Apr. 1<sup>st</sup>, costed plan received Apr. 25<sup>th</sup>
- Draft report for spillway discussed Jul. 22<sup>nd</sup>. Revised draft received Sep 25<sup>th</sup>, comments sent back for review Oct 8<sup>th</sup>. Geotechnical report discussed Jul. 30<sup>th</sup>. Final copy received Aug. 27<sup>th</sup>
  - Initial results indicate spillway requires some (relatively minor) earthworks and spillway culverts are undersized
  - Confirmed observed dam face seepage coming from reservoir. Dam face does not meet long term Factor of Safety (FoS) requirements
    - At minimum, recommendation is quarterly monitoring of seepage

## Miscellaneous

- 10 yr. bridge study update kicked off Jan. 27<sup>th</sup>, 2025 with Roseke. Data entry complete
  - Estimate end of year completion

## Operations Updates

### WATER SHORTAGE RESPONSE PLAN

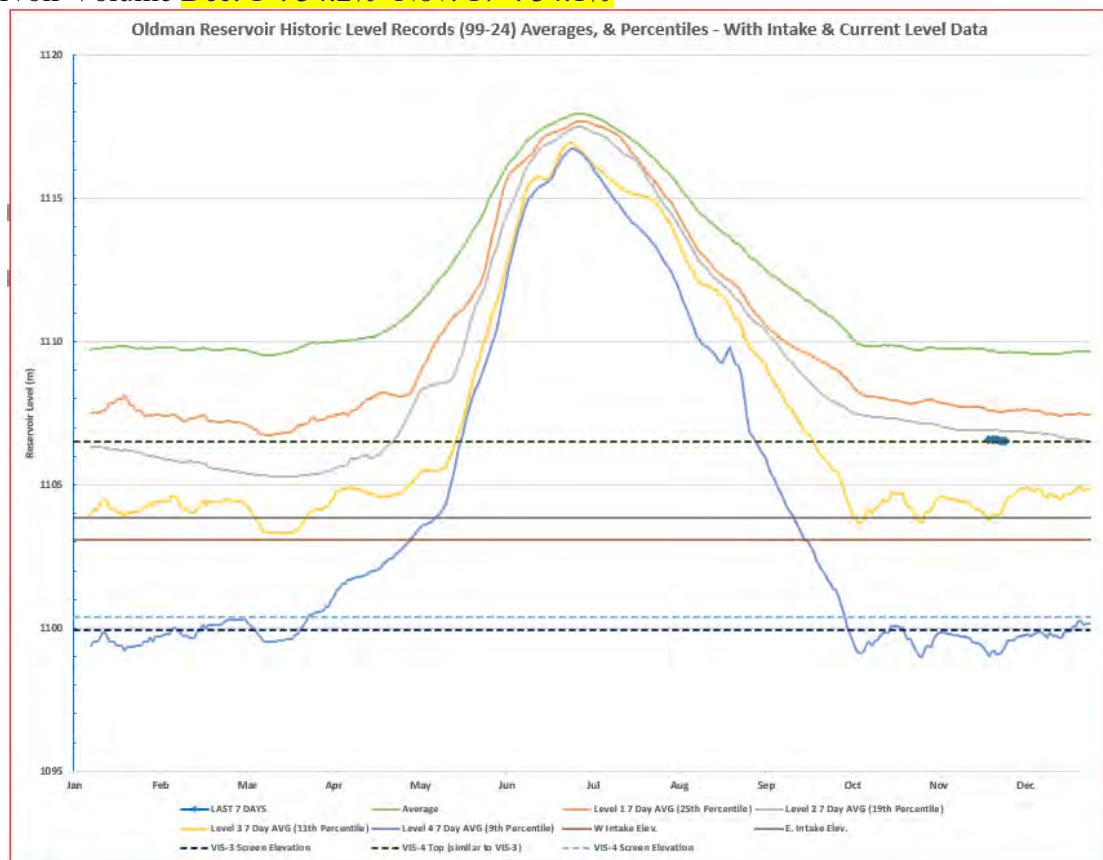
Implemented Stage: Stage 1 (July. 15<sup>th</sup>)

| TOTAL WATER SHORTAGE RISK SCORE |             |              |
|---------------------------------|-------------|--------------|
| RESERVOIR LEVEL RISK            | 2.3         | Score        |
| WATER AVAILABILITY RISK         | 8.3         | Score        |
| FAILURE RISK                    | 0.0         | Score        |
| SUPPLY/DEMAND RISK CALCULATION  | 4.6         | Score        |
| <b>TOTAL</b>                    | <b>15.1</b> | <b>Score</b> |

- Reservoir levels saw their first weekly increase since mid August
- Demand has increased slightly since last Council update
  - Average 48 hr. demand: 364 m<sup>3</sup>/d 322 m<sup>3</sup>/d
  - Average 7 day demand: 362 m<sup>3</sup>/d 338 m<sup>3</sup>/d
- Original intakes remain available (2.7m 2.6m of water over intakes)
- Working on plans to access intakes if levels drop below flanges. Potential to access via ice may be a possibility for pressure testing
- Reservoir level has dropped below VIS-4 flange, but may rise above again. Accessibility not yet feasible

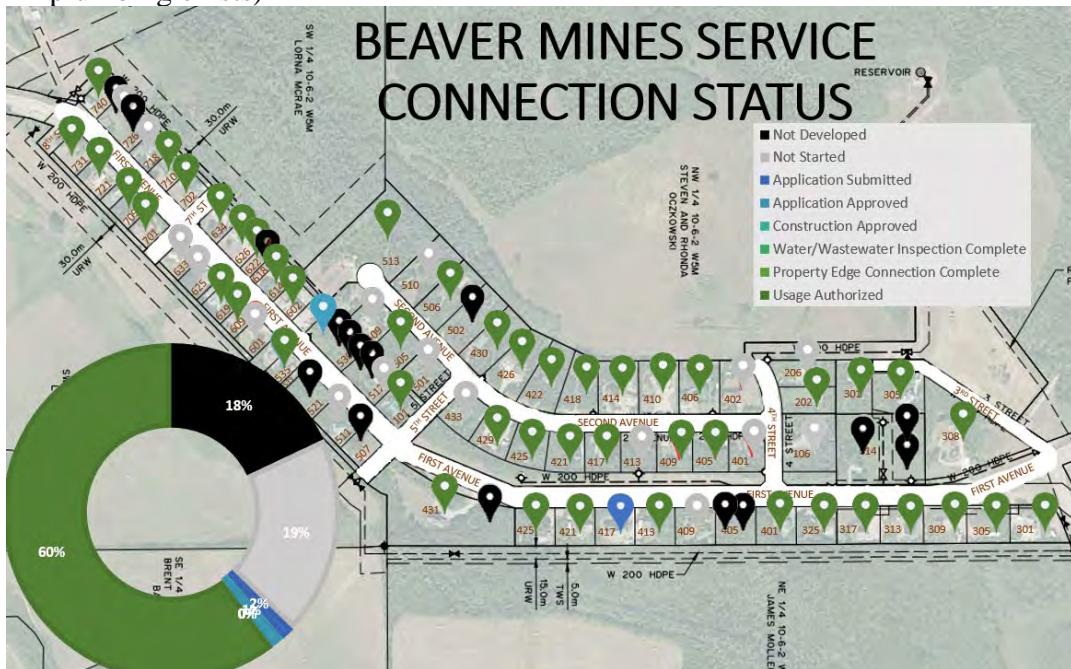
## Reservoir & Snowpack Tracking

Reservoir Volume Dec. 1<sup>st</sup>: 54.2% Nov. 17<sup>th</sup>: 54.1%



## Beaver Mines Lot Servicing

- 49/66 developed applications received, 48 approved, 47 connected (71%)
  - Fifteen (15) undeveloped fully serviced locations, One (1) exempt with conditions (no plumbing exists)



## General Water Operations Updates December 1<sup>st</sup>, 2025:

- New Supervisor started Dec. 1<sup>st</sup>. Training underway
- Heat trace grounding our on one (1) line at WWTP. Under investigation
- Lundbreck Meter STN experienced a network and backup dialer outage 4AM Nov. 9<sup>th</sup>. Required manual fill operation until Nov. 13<sup>th</sup> while troubleshooting issue. Temp. replacement 24V power supply installed Nov. 13<sup>th</sup>
- PC Standpipe control line filter housing failed Nov. 13<sup>th</sup> AM, leaving standpipe stuck on. Closed until 1PM. Filter temporarily bypassed and road fix work complete. **Filter replaced**
- Contravention submitted to AEPA Oct. 28<sup>th</sup> for non-compliance due to operating without a Level II Water Treatment Operator during vacation/illness. Interim plan approved with AEPA, system still considered in non-compliance until a permanent resolution in place
  - Met with Fort Macleod Nov. 24<sup>th</sup>, potential for agreement. Sent draft Memorandum of Understanding (MoU) Nov. 28<sup>th</sup>
- Plant health check complete Oct. 21<sup>st</sup>, 22<sup>nd</sup>. Outcomes report under review
- Utility Services Guidelines Update for Lundbreck and Rural Users drafted, backdraft of typical drawings and review by MPE complete and received Aug. 26<sup>th</sup>. Reviewed and sent back, revised figures received Nov. 3<sup>rd</sup>
- Letter sent to Cowley Mar 28<sup>th</sup> detailing various requests and proposed path forward for water assets, licenses, and amended operations contract
  - Cowley sent comments back on amended operations contract Nov. 18<sup>th</sup>. To be reviewed
  - Regarding transfer of water reservoir and treatment building, indicated next step as *“two councils to determine how the asset valuation will be addressed and make a plan for next steps”*
  - Water License transfer not being considered at this time
- Lundbreck Lagoon sludge survey complete. In depth report review complete Apr. 30<sup>th</sup>
  - Reviewing history of dredging/surveys prior to providing long term recommendations

### Recommendation:

That the Utilities & Infrastructure report for Nov. 20<sup>th</sup> – Dec. 2<sup>nd</sup> is received as information.

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Prepared by: David Desabrais

Date: Dec. 2<sup>nd</sup>, 2025

Council Meeting

Date: Dec. 9<sup>th</sup>, 2025



## M.D. of Pincher Creek No. 9

### Enforcement Services – 2025 Year-End Report



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**Presented to Council – December 9, 2025**

#### **Executive Summary**

The Enforcement Services Department began operating in July and commenced providing education and proactive enforcement services throughout the Municipality. The primary focus of the department was bylaw compliance, traffic safety, and community engagement, with an emphasis on education and achieving voluntary compliance.

Enforcement Services responded to numerous public complaints, conducted proactive patrols, participated in joint force operations, and engaged with community members through public safety initiatives.

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#### **Department Overview**

The Enforcement Services Department is responsible for supporting community safety through bylaw enforcement, traffic safety, public education, and collaboration with partner agencies including the RCMP, Alberta Sheriffs, and other enforcement bodies.

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#### **2025 Enforcement Activity Highlights**

##### **Traffic Enforcement**

- Focused on speeding, commercial vehicle compliance, documentation, and stop sign compliance.
- Regular patrols conducted on high-complaint and high-risk roadways
- Participation in Joint Force Operations with partner agencies

##### **Bylaw Enforcement & Complaints**

- Responded to public complaints regarding the Animal Control Bylaw, Unsightly Premises Bylaw, Land Use Bylaw, and Fireworks Bylaw
- Emphasis placed on education and compliance prior to enforcement where appropriate

##### **Community Engagement & Education**

- Participated in community events such as parades, Halloween at the Museum, CPO Open House, and the Pincher Creek Remembrance Day ceremony.
- Engaged residents through public awareness efforts, the CPO Corner in the local paper, and social media messaging
- Maintained visibility within the community to strengthen public trust and approachability

##### **Joint Force Operations & Partnerships**

- Collaborated with the RCMP, Fish & Wildlife, and Waterton's Park Warden to deal with trespassing on MD land and to execute a warrant.
- Coordinated a JFO with CPCK Police Service to provide crowd, parking, and traffic control for the Holiday Train on December 14 at Pincher Station.



## M.D. of Pincher Creek No. 9

### Enforcement Services – 2025 Year-End Report



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- Collaborated with the RCMP and Alberta Sheriffs to conduct a commercial vehicle check-stop on December 13 at the Burmis Scale.
- Continued communication with Kimberley Hurst of the Rural Crime Watch program to increase the programs activity and public awareness in our area.

#### Training & Professional Development

- Completed a specialized Shotgun Operator training course in November
- Continued development of enforcement policies and procedures

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#### Key Challenges & Observations

- Increased service demand in certain areas require prioritization of enforcement activities
- Public education continues to be important in addressing preventable enforcement issues and achieving voluntary compliance

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#### Looking Ahead to 2026

In 2026, Enforcement Services will continue to focus on proactive enforcement, traffic safety to ensure safe roads, and community engagement. Planned priorities include:

- Expansion of public education efforts, including 'Pop with a Cop' events at Lundbreck School
- Continued education and enforcement on MD weight restricted roads and bridges
- Ongoing collaboration with partner agencies
- Further policy and training development to support officer safety and service delivery

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#### 2025 Statistics

**Warning Tickets:** 39 issued (\$12,986)

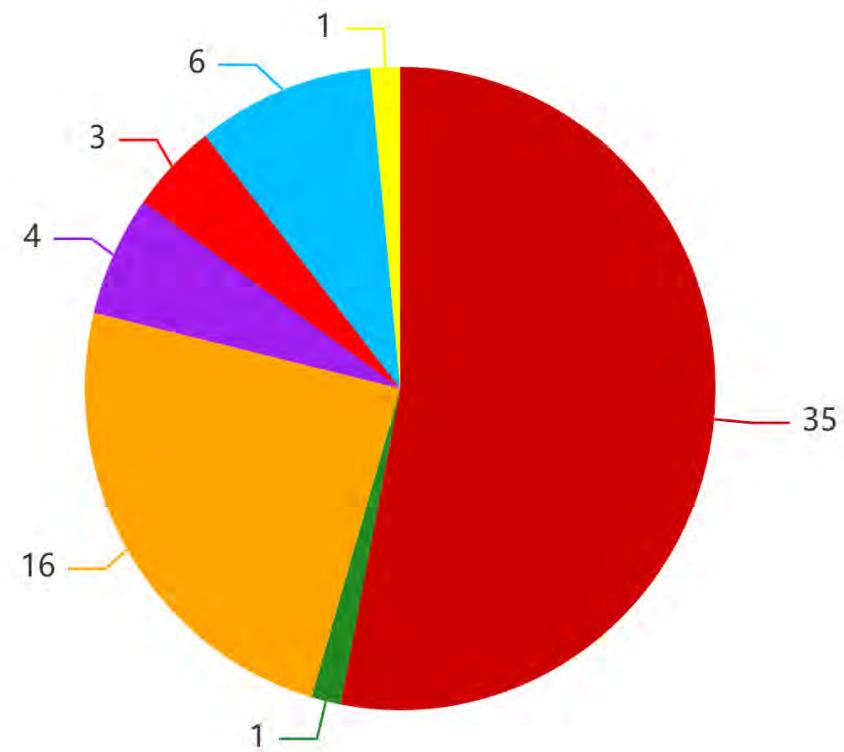
**Violation Tickets:** 19 issued (\$10,090)

**Total:** 58 (67% warnings, 34% tickets)

#### Occurrence Reports: 66

- **Municipal** – 38 (63%)
  - 24 – Animal Control Bylaw (59%)
- **Provincial** – 28 (42%)
  - 15 – Traffic Safety Act (54%)

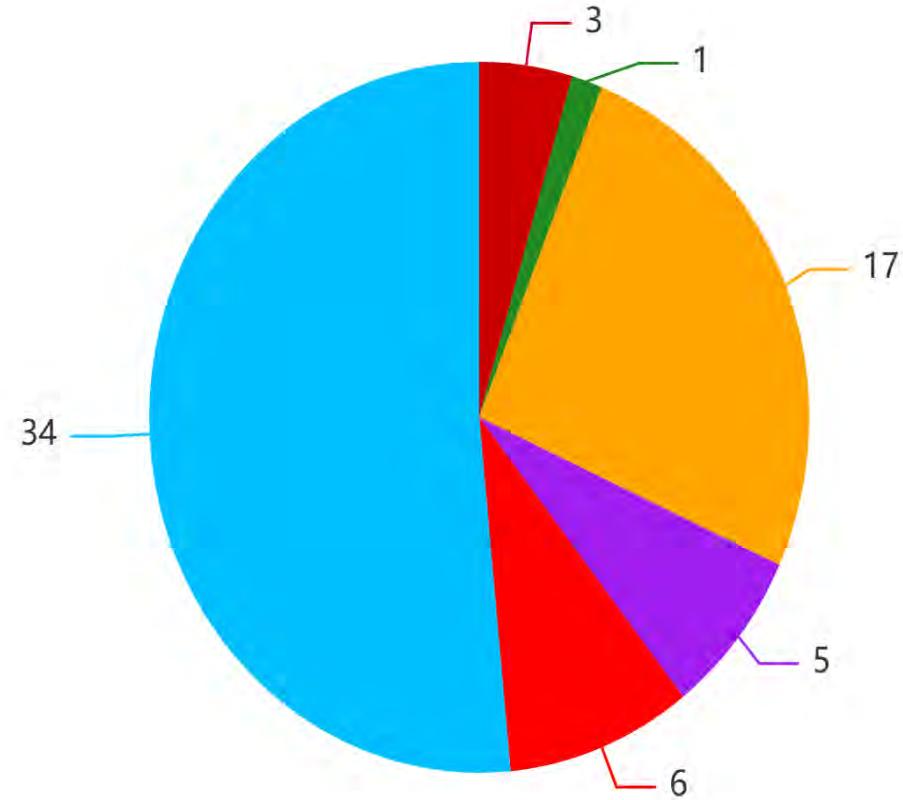
## Occurrence Status of Reports Total:66 | 100.0%



### List of Occurrence Status

- CONCLUDED | 35 | 53.0%
- CONCLUDED BY CHARGE | 1 | 1.5%
- CONCLUDED BY WARNING | 16 | 24.2%
- FORWARDED TO OTHER DEPARTMENT | 4 | 6.1%
- FORWARDED TO OUTSIDE AGENCY | 3 | 4.5%
- STILL UNDER INVESTIGATION (SUI) | 6 | 9.1%
- UNFOUNDED | 1 | 1.5%

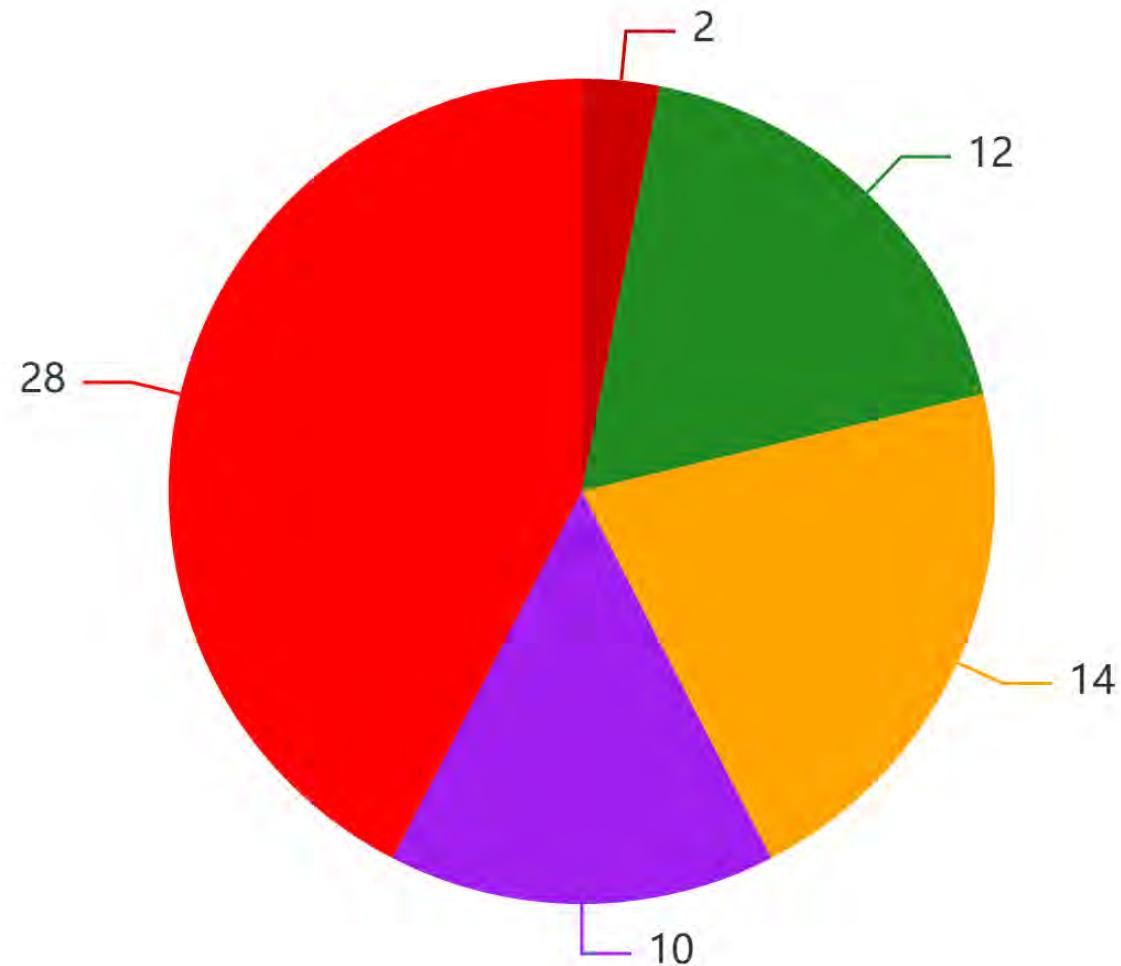
## Method Of Complaint of Reports Total:66 | 100.0%



## List of Method Of Complaints

- COUNCILOR ACTION REQUEST | 3 | 4.5%
- EMAIL | 1 | 1.5%
- E-MAIL | 17 | 25.8%
- FRONT COUNTER | 5 | 7.6%
- OFFICER OBSERVED | 6 | 9.1%
- PHONE | 34 | 51.5%

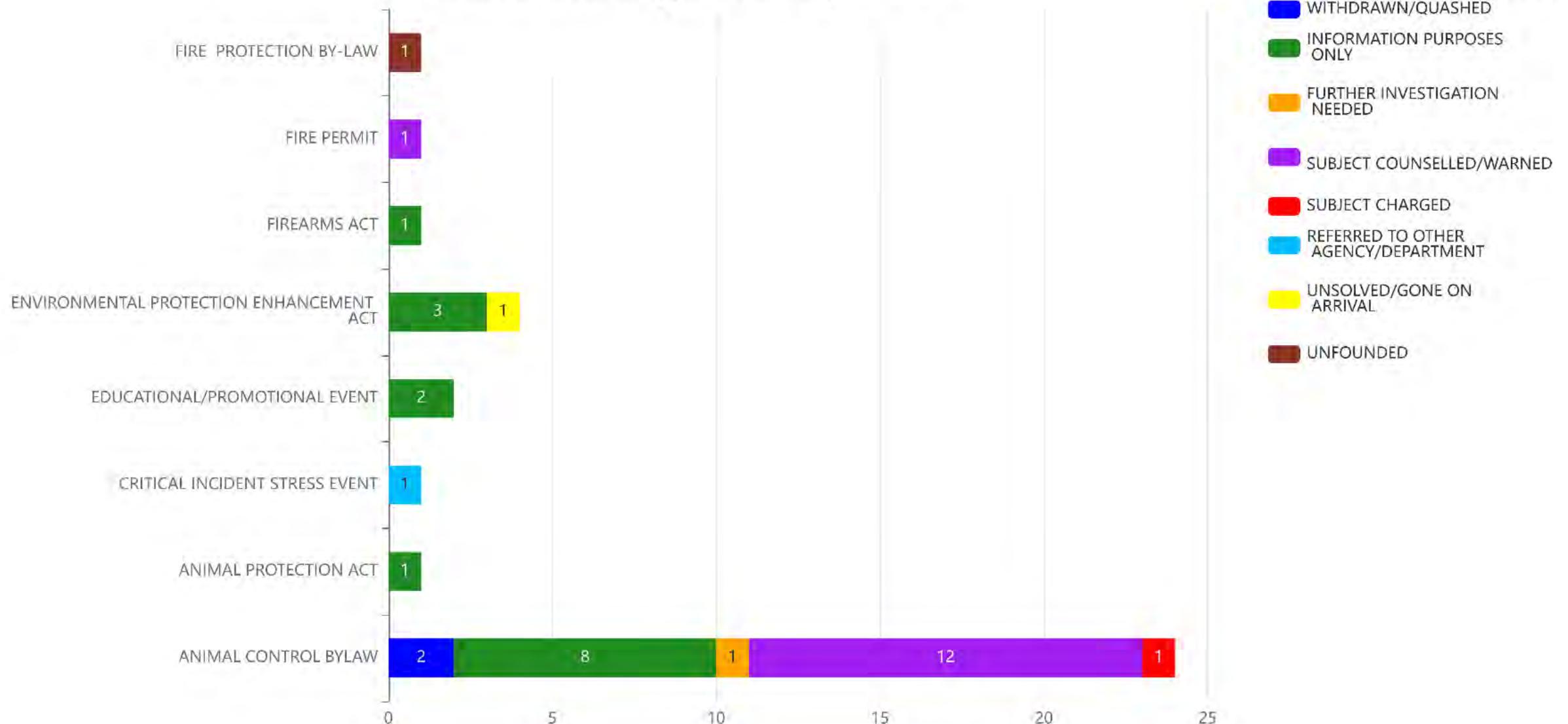
## Subzone of Reports Total:66 | 100.0%



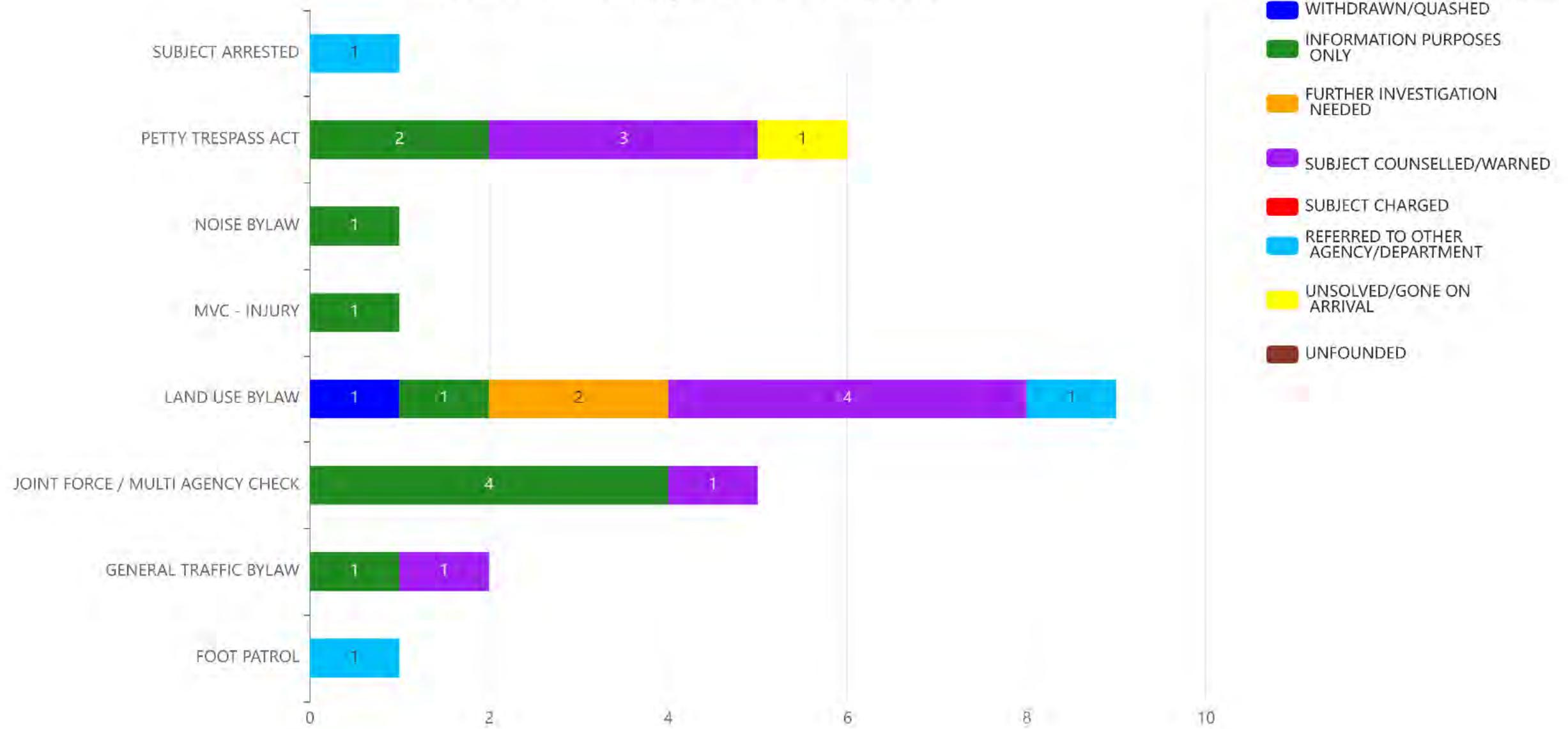
### Subzone

- DIVISION 1 | 2 | 3.0%
- DIVISION 2 | 12 | 18.2%
- DIVISION 3 | 14 | 21.2%
- DIVISION 4 | 10 | 15.2%
- DIVISION 5 | 28 | 42.4%

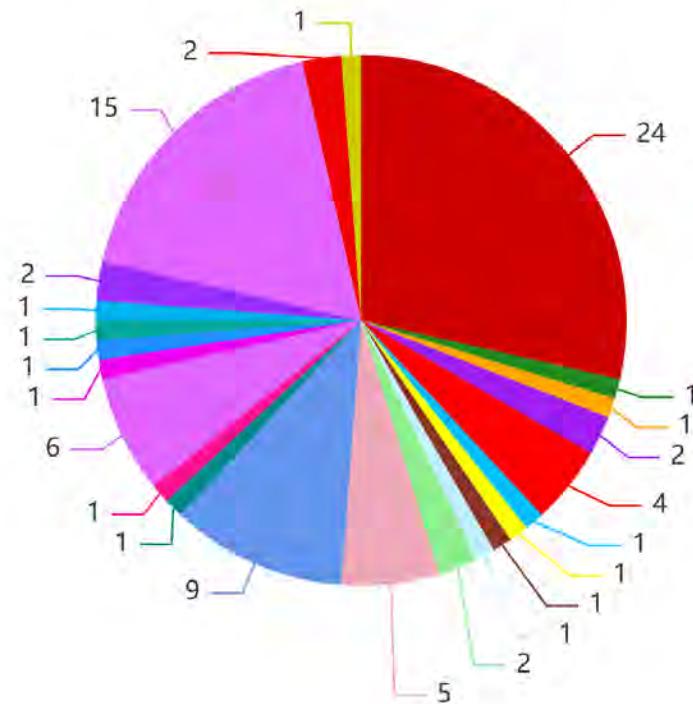
Count of Incident Types Total:35 | 41.67%



## Count of Incident Types Total:26 | 30.95%



Count of Incident Types Total:84 | 100.0%



#### List of incident type

- ANIMAL CONTROL BYLAW | 24 | 28.6%
- ANIMAL PROTECTION ACT | 1 | 1.2%
- CRITICAL INCIDENT STRESS EVENT | 1 | 1.2%
- EDUCATIONAL/PROMOTIONAL EVENT | 2 | 2.4%
- ENVIRONMENTAL PROTECTION ENHANCEMENT ACT | 4 | 4.8%
- FIREARMS ACT | 1 | 1.2%
- FIRE PERMIT | 1 | 1.2%
- FIRE PROTECTION BY-LAW | 1 | 1.2%
- FOOT PATROL | 1 | 1.2%
- GENERAL TRAFFIC BYLAW | 2 | 2.4%
- JOINT FORCE / MULTI AGENCY CHECK | 5 | 6.0%
- LAND USE BYLAW | 9 | 10.7%
- MVC - INJURY | 1 | 1.2%
- NOISE BYLAW | 1 | 1.2%
- PETTY TRESPASS ACT | 6 | 7.1%
- SUBJECT ARRESTED | 1 | 1.2%
- SUSPICIOUS PERSON | 1 | 1.2%
- SUSPICIOUS VEHICLE | 1 | 1.2%
- THEFT / POSSESSION OF STOLEN PROPERTY | 1 | 1.2%
- TRAFFIC BY-LAW | 2 | 2.4%
- TRAFFIC SAFETY ACT | 15 | 17.9%
- UNSIGHTLY PROPERTY | 2 | 2.4%
- WARRANT EXECUTION | 1 | 1.2%

# CHIEF ADMINISTRATIVE OFFICER'S REPORT

G4a

October 25, 2025, to December 5, 2025

## Discussion:

|              |                                                                         |
|--------------|-------------------------------------------------------------------------|
| Oct 27       | Councilor Training                                                      |
| Oct 28       | Council Committee, Council Organizational, and Regular Council Meetings |
| Oct 30       | Admin Staff and Safety Mtg.                                             |
| Nov 3        | Post COR Audit Meeting                                                  |
| Nov 4        | Planning Meeting                                                        |
| Nov 4        | Subdivision Authority and Municipal Planning Commission Meetings        |
| Nov 5        | Risk-Conscious Leadership Workshop                                      |
| Nov 6        | Safety Inspection (PW Yard)                                             |
| Nov 11       | Remembrance Day                                                         |
| Nov 12       | Council Committee and Regular Council Meetings                          |
| Nov 13       | Senior Management Team Meeting                                          |
| Nov 13       | PCREMO Core Working Group Meeting                                       |
| Nov 13       | Ag. Service Board Meeting                                               |
| Nov 13       | Coffee with Council, Division 2                                         |
| Nov 17 to 20 | RMA Fall Convention in Edmonton                                         |
| Nov 25       | Council Committee and Regular Council Meetings                          |
| Nov 27       | Annual Employee Check-ins and Development Reviews (4)                   |
| Nov 27       | Meeting with Captus Generation                                          |
| Nov 27       | RDEK and SW Albert Regional Elected Officials Meeting                   |
| Dec 2        | Planning Meeting                                                        |
| Dec 2        | Subdivision Authority and Municipal Planning Commission Meetings        |
| Dec 4 -5     | Operator 2 Interviews (6)                                               |
| Dec 5        | Christmas Party                                                         |

## Upcoming:

|        |                                                              |
|--------|--------------------------------------------------------------|
| Dec 9  | Council Committee and Regular Council Meetings               |
| Dec 10 | Northback's Grassy Mountain Project Socio Economic Interview |
| Dec 11 | Joint Health and Safety Committee Meeting                    |
| Dec 11 | PCREMO EAC Meeting                                           |

## RECOMMENDATION:

That Council receives for information the Chief Administrative Officer's report for the period October 25, 2025, to December 6, 2025.

Prepared by: Roland Milligan, CAO

Date: December 3, 2025

Respectfully presented to: Council

Date: December 9, 2025

## **ADMINISTRATIVE SUPPORT ACTIVITY**

November 21, 2025 to December 4, 2025

### **Correspondence from the Last Council:**

- Cardston County - Controlling Grizzly Bears to Ensure Community Safety
- Oldman Watershed Council – Support Request
- Pincher Creek Curling Club – Funding Request

### **Advertising/Social:**

- CEIP Program Information
- Snow Priority Routes
- Nominations for Farm Family (deadline December 17)
- 2026 Budget
- 2026 Coffee with Council
- Illegal Dumping of Garbage
- AIS Watercraft Inspector
- Ag Information Forum – December 11

### **Other Activities:**

- Regular Committee, Council
- Meeting for CPR Holiday Train
- Hometown Holiday Fest Parade
- Donation Basket for Livingston Grad Fundraiser

### **Invites to Council:**

- Invitation to Waterton/ID #4 to Attend Council – they will reach out later this Fall with a presentation and to attend an MD Council meeting

### **Upcoming Dates of Importance:**

- Regular Committee, Council – December 9, 2025
- Ag Information Forum – December 11, 2025
- Holiday Train – December 14, 2025
- Special Council Meeting (Joint Council) December 17, 2025 – MD Host
- Deadline for BMO Farm Family Award Nominations - December 17, 2025
- MD Office Closure – December 24, 2025 – Reopen January 2, 2026

## Recommendation to Council

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |      |                                                                                                                         |            |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-------------------------------------------------------------------------------------------------------------------------|------------|
| TITLE: <b>ASSESSMENT REVIEW BOARD BYLAW UPDATE</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |      |                                      |            |
| PREPARED BY:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |      | DATE:                                                                                                                   |            |
| <b>DEPARTMENT:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |      |                                                                                                                         |            |
| Department Supervisor                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Date | <b>ENCLOSURE(S):</b><br>1. 2025-11-28 Letter from ORRSC<br>2. Bylaw No. 1273-17 (Current)<br>3. DRAFT Bylaw No. 1367-25 |            |
| <b>APPROVALS:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |      |                                                                                                                         |            |
| Department Director                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Date | <br>Roland Milligan                   | 2025-12-01 |
| CAO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Date |                                                                                                                         |            |
| <b>RECOMMENDATION:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |      |                                                                                                                         |            |
| <p><b>That Council gives three readings to Bylaw No. 1367-25, being the ORRSC Regional Assessment Review Board Bylaw.</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                  |      |                                                                                                                         |            |
| <b>BACKGROUND:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |      |                                                                                                                         |            |
| <p>Since March of 2017, the Municipal District of Pincher Creek No. 9 has been a member of the Regional Assessment Review Board coordinated and operated by the Oldman River Regional Services Commission (ORRSC).</p>                                                                                                                                                                                                                                                                                                                         |      |                                                                                                                         |            |
| <p>ORRSC provides this service for several of its smaller member communities. The MD opted into this service due to the small number of assessment complaints received and the amount of training required for board members to participate on a board.</p>                                                                                                                                                                                                                                                                                    |      |                                                                                                                         |            |
| <p>The MD received the enclosed letter from the Oldman River Regional Services Commission (ORRSC) on December 1<sup>st</sup>, 2025 (<b>Enclosure No. 1</b>). ORRSC is requesting that the MD repeal the existing bylaw “Regional Assessment Review Bylaw No. 1273-17 (<b>Enclosure No. 2</b>) and replace it with the new “ORRSC Regional Assessment Review Board Bylaw No. 1367-25 (<b>Enclosure No. 3</b>).</p>                                                                                                                              |      |                                                                                                                         |            |
| <p>As outlined in the letter (<b>Enclosure No. 1</b>), all member municipalities are asked to review and adopt the new bylaw to ensure continued compliance with the <i>Municipal Government Act</i>, current regulations, and the standards identified through recent Municipal Accountability Program audits recently performed on some ORRSC member communities. It is critical for the function of the Regional Board that all member municipalities have the same bylaw to establish the function and jurisdiction of Regional Board.</p> |      |                                                                                                                         |            |

## Recommendation to Council

### **Major Enhancements Required by Municipal Affairs**

1. Formal recognition of ORRSC as the coordinating and administrative authority.
2. Delegation of authority to both the Clerk and ORRSC CAO for appointments and operations of the Board.
3. Electronic submission of assessment complaints clearly permitted.
4. Expanded and modernized definitions to ensure consistency and compliance.
5. Clearer governance structure for appointments, panels, and administrative support.

### **FINANCIAL IMPLICATIONS:**

Nothing has changed from previous processes



## ENLOSURE NO. 1

3105 - 16<sup>th</sup> Avenue North  
Lethbridge, Alberta T1H 5E8

Phone: (403) 329-1344  
Toll-Free: 1-844-279-8760  
E-mail: admin@orrsc.com  
Website: www.orrsc.com

November 28, 2025

File No: 90A-29

All ORRSC Regional Assessment Review Board Members  
CAO & Council

### **RE: Updated Assessment Review Board Bylaw for Adoption by All ORRSC Regional Assessment Review Board Members**

In follow-up to the 2024/2025 Municipal Accountability Program (MAP) audits completed by Alberta Municipal Affairs for several ORRSC member municipalities, it was identified that our Regional Assessment Review Board (RARB) Bylaw no longer met current compliance requirements under the *Municipal Government Act (MGA)*. In response, ORRSC Administration worked collaboratively with Municipal Affairs to review and modernize the bylaw to ensure alignment with the *MGA*, the *Matters Relating to Assessment Complaints Regulation (MRAC)*, and best practices for regional board administration.

Through this process, Municipal Affairs reviewed the proposed bylaw and provided recommendations, which were incorporated to strengthen legislative compliance and administrative clarity. The resulting 2025 ORRSC Regional Assessment Review Board Bylaw replaces the previous version and updates the relationship between ORRSC and its member municipalities, clarifies governance responsibilities, and modernizes administrative procedures regarding the RARB.

The following section highlights the key changes between the previous RARB bylaw and the updated 2025 ORRSC RARB bylaw to assist member municipalities in understanding and adopting the new bylaw efficiently to ensure that all members of the RARB are operating under the same governing bylaw.

#### **Major Enhancements Required by Municipal Affairs**

1. Formal recognition of ORRSC as the coordinating and administrative authority.
2. Delegation of authority to both the Clerk and ORRSC CAO for appointments and operations of the Board.
3. Electronic submission of assessment complaints clearly permitted.
4. Expanded and modernized definitions to ensure consistency and compliance.
5. Clearer governance structure for appointments, panels, and administrative support.



**Summary of Key Differences – Previous Bylaw vs. 2025 Bylaw**

| Section                                  | Previous Bylaw                                           | 2025 Bylaw (Updated)                                                                                                                                                                                                             |
|------------------------------------------|----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Purpose</b>                           | Established the Regional Assessment Review Board (RARB). | Expanded to establish the Local Assessment Review Board and Composite Assessment Review Board, include appointments of the Chair and Clerk and explicit reference to ORRSC as coordinating authority in accordance with the MGA. |
| <b>Title</b>                             | “Regional Assessment Review Board Bylaw.”                | Renamed to “ORRSC Regional Assessment Review Board Bylaw” to help identify the Board’s scope and region.                                                                                                                         |
| <b>Definitions</b>                       | Contained fewer terms.                                   | Adds and updates multiple new definitions (e.g., Agreement, Alternate, Lay Member, Commission, Panel, RCARB/RLARB).                                                                                                              |
| <b>Delegation of Authority</b>           | Limited delegation to Clerk.                             | Formal delegation to both the Clerk and ORRSC CAO for appointments, remuneration, and administration in accordance with the MGA.                                                                                                 |
| <b>Appointments</b>                      | Municipalities appointed members.                        | Clarifies that each municipality may appoint one lay and one council member; ORRSC CAO finalizes appointments in accordance with the MGA.                                                                                        |
| <b>Board Composition</b>                 | Minimum of 20 members.                                   | Same, but clarifies that falling below 20 does not invalidate the Board.                                                                                                                                                         |
| <b>Terms &amp; Removal</b>               | Clerk could remove members for cause.                    | Expanded detail on term lengths, vacancies, removals, and reporting obligations.                                                                                                                                                 |
| <b>Chair &amp; Panels</b>                | Chair convened members; panel structure described.       | Chair appointed jointly by Clerk; clearer panel composition and Councillor participation limits in accordance the MGA.                                                                                                           |
| <b>Clerk’s Role</b>                      | CAO of ORRSC designated as Clerk.                        | Clarified and expanded duties including appointing deputy clerks, issuing legal instructions, and administrative oversight.                                                                                                      |
| <b>Hearings &amp; Appeals</b>            | Complaints accepted by mail or delivery.                 | Formally adds allowance for electronic submission (email).                                                                                                                                                                       |
| <b>Conflict &amp; Pecuniary Interest</b> | General provisions.                                      | Expanded clarity on declaration, recording, and definitions in accordance with the MGA.                                                                                                                                          |
| <b>Rules of Order</b>                    | Included adjournment procedures and site visit options.  | Streamlined; aligns directly with MGA and MRAC.                                                                                                                                                                                  |

**ENLOSURE NO. 1**

3105 - 16<sup>th</sup> Avenue North  
Lethbridge, Alberta T1H 5E8

Phone: (403) 329-1344  
Toll-Free: 1-844-279-8760  
E-mail: [admin@orrsc.com](mailto:admin@orrsc.com)  
Website: [www.orrsc.com](http://www.orrsc.com)

| Section                       | Previous Bylaw                      | 2025 Bylaw (Updated)                                                            |
|-------------------------------|-------------------------------------|---------------------------------------------------------------------------------|
| Financial Responsibility      | ORRSC covered administrative costs. | Same, but references formal cost recovery through the ORRSC Services Agreement. |
| Formatting & Legal References | Basic alignment with MGA.           | Modernized format, updated numbering, and formal citations to MGA provisions.   |

Member municipalities are encouraged to review and adopt the updated ORRSC Regional Assessment Review Board Bylaw to maintain compliance and ensure continued participation in the regional assessment appeal framework. A draft copy of the bylaw has been included for your convenience, which highlights the information with the document that is required to be updated by each municipality, including their assigned bylaw number, municipal name, repeal of the previous bylaw, and position titles.

Please forward us a digital copy of the Bylaw for your file after your municipality has executed the new Assessment Review Board Bylaw.

For any questions regarding the adoption process, administrative implications, or the new Bylaw, please contact Raeanne Keer, Executive Assistant, by email at [admin@orrsc.com](mailto:admin@orrsc.com) or by telephone at 403-329-1344.

Sincerely,

Lenze Kuiper  
Chief Administrative Officer

Enclosed:

- 2025 ORRSC Regional Assessment Review Board Bylaw

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9  
BYLAW NO. 1273-17

BEING A BYLAW OF THE MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9, IN  
THE PROVINCE OF ALBERTA, TO ESTABLISH A REGIONAL ASSESSMENT  
REVIEW BOARD

---

WHEREAS, Section 456 of the *Municipal Government Act*, permits two or more Councils to jointly establish assessment review boards to have jurisdiction in their respective municipalities;

AND WHEREAS Oldman River Regional Services Commission and Municipalities within the region jointly wish to establish a Regional Assessment Review Board to exercise the functions of a Local Assessment Review Board (LARB) and the functions of a Composite Assessment Review Board (CARB) under the provisions of the *Municipal Government Act* in respect of assessment complaints made by taxpayers of a Regional Member Municipality;

AND WHEREAS Oldman River Regional Services Commission will pay for the costs associated with the establishment and operations of the Regional Assessment Review Board and each Member Municipality will pay the Commission their portions of those costs.

NOW THEREFORE, the Council of the Municipal District of Pincher Creek No. 9, duly assembled, ENACTS AS FOLLOWS:

**1. Title**

The title of this Bylaw shall be the "Regional Assessment Review Board Bylaw No. 1273-17".

**2. Definitions**

a. Except as otherwise provided herein, words in this Bylaw shall have the meanings prescribed in Section 453 of the MGA.

b. In this bylaw, the following terms shall have the meanings shown:

(1) "Alternate" means a person who is available to perform the duties of a member in the event the member is unable to fulfil Board duties;

(2) "Board" means the Regional Assessment Review Board;

(3) "CARB" means the Composite Assessment Review Board established in accordance with the '*Matters Relating to Assessment Complaints*' regulation;

(4) "Citizen-at-large" means a person who does not represent a specific organization and is a resident of the Member Municipality;

(5) "Designated Officer" means the person appointed to carry out the duties and functions of the clerk of the assessment review board as required under section 455 of the *Municipal Government Act*;

(6) "LARB" means the Local Assessment Review Board established in accordance with the '*Matters Relating to Assessment Complaints*' regulation;

(7) "Member" means a member of the Regional Assessment Review Board;

(8) "MGA" means the *Municipal Government Act* of Alberta, RSA 2000, Ch. M-26, as amended and Regulations passed under that Act;

(9) "Regional Member Municipality" means those municipalities who enter into an agreement with the Commission to jointly establish a Regional Assessment Review Board and who enact a bylaw substantially in the form of this bylaw.

**3. Appointment of Board Members**

- a. Each Member Municipality may appoint one individual to the Board and may appoint an individual as an alternate to the Board.
- b. The Board shall consist of a minimum of twenty members who may be a Citizen-at-large who is a resident of the Member Municipality or a Council member.
- c. In addition, when sitting as the CARB, the Board shall include the provincial member appointed by the Minister.

**4. Terms of Appointment**

- a. Unless otherwise stated, all Members are appointed for three-year terms, except in the initial year where up to three are appointed for three-year terms and up to four are appointed for two-year terms.
- b. If a vacancy on the Board occurs the Member Municipality who made the appointment may appoint a new person to fill the vacancy for the remainder of the term.
- c. A Member may be re-appointed to the Board at the expiration of his/her term.
- d. A Member may resign from the Board at any time on written notice to the Designated Officer and to the Member Municipality to that effect.
- e. The Member Municipality may remove their designated Member at any time.

**5. Panels of the Board**

- a. The Board shall sit in panels to hear assessment complaints as the nature of the complaint may permit or require, such panels are to consist of:
  - three persons selected by the Designated Officer when the Board is acting as a Composite Assessment Review Board or a Local Assessment Review Board; or
  - a single member selected by the Designated Officer when the Board is acting as a Single Member Composite Assessment Review Board or a Single Member Individual Local Assessment Review Board.
- b. The Designated Officer may select any member to sit on a panel and shall designate the Chairperson for each panel, provided however that:
  - the provincial member must be the Chairperson of a panel sitting as the Composite Assessment Review Board; and
  - the provincial member must be the sole member of a panel sitting as a Single Member Composite Assessment Review Board;
  - where possible, the Designated Officer shall include on a three-person panel a member who is from the municipality under whose jurisdiction the complaint arises.

**6. Chairperson**

The Chairperson of a panel:

- will preside over and be responsible for the conduct of meetings;
- may limit a submission if it is determined to be repetitious or in any manner inappropriate; and
- will vote on matters submitted to the panel unless otherwise disqualified.

**7. Jurisdiction of the Board**

The Board shall have jurisdiction to exercise the functions of a Local Assessment Review Board (LARB) and the functions of a Composite Assessment Review Board (CARB) under the provisions of the *Municipal Government Act* in respect of assessment complaints made by taxpayers of a Regional Member Municipality.

**8. Designated Officer(s) of the Board**

- a. The Designated Officer(s) of the Board shall be a person designated by the Oldman River Regional Services Commission's Director.
- b. The Designated Officer shall:
  - shall assist the Board in fulfilling its mandate; and
  - prescribe the remuneration and expenses payable to each member of the Assessment Review Board.

**9. Meetings**

- a. Meetings will be held at such time and place as determined by the Board.
- b. The proceedings and deliberations of the Board must be conducted in public except where the Board deals with information protected from disclosure under the provisions of the Freedom of Information and Protection of Privacy Act.

**10. Quorum and Voting**

- a. The quorum for panels of the Board shall be as established by the MGA, namely:
  - two members of a panel acting as a local assessment review board; and
  - one member and the provincial member of a panel acting as a composite assessment review board.
- b. All members must vote on all matters before the Board unless a pecuniary interest or a conflict of interest is declared.
- c. The majority vote of those Members present and voting constitutes the decision of the Board.
- d. Where a member of a panel absents himself or herself from the proceedings due to a conflict of interest or a pecuniary interest, the Designated Officer shall appoint a replacement member of the panel.

**11. Conflict of Interest**

- a. Where a member of the Board is of the opinion that he or she has a conflict of interest in respect of a matter before the Board, the member may absent himself or herself from board proceedings while that matter is being discussed, provided that prior to leaving the meeting, the member:
  - declares that he or she has a conflict of interest; and
  - describes in general terms the nature of the conflict of interest.
- b. The Designated Officer shall cause a record to be made in the Minutes of the members' absence and the reasons for it.
- c. For the purposes of this provision, a member has a conflict of interest in respect of a matter before the Board when he or she is of the opinion that:
  - he or she has a personal interest in the matter which would conflict with his or her obligation as a member to fairly consider the issue; or
  - substantial doubt as to the ethical integrity of the member would be raised in the minds of a reasonable observer, if that member were to participate in the consideration of that matter.

**12. Pecuniary Interest**

- a. The pecuniary interest provisions of the MGA apply to all members of the Board while attending meetings of the Board, as though they were councillors attending meetings of council.
- b. A Board member who fails to declare a pecuniary interest in a matter before the Board, or fails to absent himself or herself from proceedings dealing with such a matter, ceases to be a member of the Board.

**13. Commencement of Appeals**

- a. A taxpayer may commence an assessment complaint by:
  - mailing or delivering to the address specified on the assessment or tax notice a complaint in the form set out in the 'Matters Relating to Assessment Complaints' regulation and within the time specified in the MGA; and
  - paying the applicable fee.

**14. Rules of Order**

- a. The Board shall make its own procedural rules, having due regard for the principles of procedural fairness.

**15. Adjournments**

- a. The Board may in its discretion grant adjournments of a hearing for such purposes as it feels necessary to ensure proper consideration of the issues before it, including:
  - allowing the Board to obtain a legal opinion or other professional guidance; or
  - to allow a viewing by the Board of the site in respect of which the appeal is being made.
- b. Where the parties to an appeal consent to an adjournment of the hearing, such adjournment may be granted by the Chairperson after consultation with the Members individually (whether in person, by telephone or by e-mail) without the need to convene a formal meeting. In such a case, the Board is deemed to have convened and the hearing is deemed to have commenced as of the date of such consultation.

**16. Notice of Decisions & Record of Hearing**

- a. After the hearing of a complaint, the Designated Officer shall:
  - under direction of the Chairperson, prepare Minutes of the hearing, the decision or order of the Board and the reasons for the decision in compliance with the MGA; and
  - arrange for the order or decision of the Board to be signed and distributed in accordance with the requirements under the MGA.
- b. The Designated Officer will maintain a record of the hearing.

**17. Delegation of Authority**

- a. In accordance with its authority under MGA section 203(1) to delegate power, Council hereby delegates:
  - its authority under the MGA to prescribe an appeal fee schedule and the remuneration and expenses payable to each member of the Regional Assessment Review Board and to the Designated Officer who will follow the Oldman River Regional Services Commission policy.

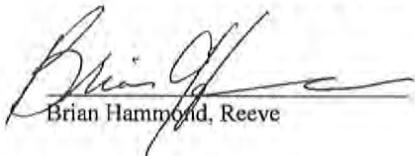
**18. Reimbursement of Costs**

- a. The Oldman River Regional Services Commission shall pay for the administrative costs associated with the operation of the Regional Assessment Review Board. Recovery of costs from Regional Member Municipalities will be as set out in the agreements established.

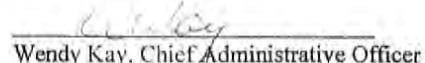
Read a First Time in Council this 28<sup>th</sup> day of March, 2017.

Read a Second Time in Council this 28<sup>th</sup> day of March, 2017.

Read a Third and Final Time in Council this 28<sup>th</sup> day of March, 2017



Brian Hammond, Reeve



Wendy Kay, Chief Administrative Officer

**MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9  
BYLAW No. 1367-25**

**BEING A BYLAW OF THE MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9, IN THE PROVINCE OF ALBERTA, FOR THE PURPOSE OF ESTABLISHING A REGIONAL ASSESSMENT REVIEW BOARD, THE APPOINTMENT OF THE CHAIR, AND THE APPOINTMENT OF THE CLERK FOR THE ASSESSMENT REVIEW BOARD;**

**WHEREAS**, section 454 of the *Municipal Government Act*, states that council must by bylaw establish a local assessment review board and a composite assessment review board; and

**WHEREAS**, section 455(1) of the *Municipal Government Act*, states that two or more councils may agree to jointly establish the local assessment review board or the composite review board, or both, to have jurisdiction in their municipalities; and

**WHEREAS**, section 455(2) of the *Municipal Government Act*, requires that Council must jointly designate one of the board members as chair; and,

**WHEREAS**, section 456(2) of the *Municipal Government Act*, requires that Council must jointly appoint a person to act as the Clerk of the Assessment Review Boards; and

**WHEREAS**, the Oldman River Regional Services Commission (Commission) and Municipalities within the region, jointly wish to establish a Regional Assessment Review Board to exercise the functions of a Local Assessment Review Board (LARB) and the functions of a Composite Assessment Review Board (CARB) under the provisions of the *Municipal Government Act* in respect of assessment complaints made by an assessed person or taxpayer of a Regional Member Municipality;

**NOW THEREFORE**, the Council of the Municipal District of Pincher Creek No. 9, duly assembled, enacts as follows:

**1. TITLE**

1.1 The title of this Bylaw shall be the “ORRSC Regional Assessment Review Board Bylaw”.

**2. DEFINITIONS**

2.1 Except as otherwise provided herein, words in this Bylaw shall have the meanings prescribed in section 453 of the *MGA*.

2.2 In this bylaw the following terms shall have the meanings shown:

a. **Agreement** means the ORRSC Regional Assessment Review Board Services Agreement currently in force, as authorized by Council and

executed in partnership with the Commission, and any successor agreements, whereby the Commission provides Assessment Review Board Services to the Member Municipality.

- b. **Alternate** means a person who is available to perform the duties of a board member in the event the member is unable to fulfil Board duties.
- c. **Board** means the ORRSC Regional Assessment Review Board.
- d. **Board Member** means an appointed elected official or lay member to the ORRSC Regional Assessment Review Board, who are appointed by a Member Municipality's Council.
- e. **Clerk** means the designated officer appointed as clerk to carry out the duties and functions of the assessment review board as required under section 456 of the *Municipal Government Act*.
- f. **Commission** means the Oldman River Regional Service Commission.
- g. **Composite Assessment Review Board (CARB)** means the composite assessment review board established in accordance with the *Municipal Government Act* hears complaints on assessment notices for property other than the property described in section 460.1 of the *Municipal Government Act*.
- h. **Lay Member** means an appointed person who is not an elected official nor do they represent a specific organization, who is appointed by a Member Municipality's Council to the ORRSC Regional Assessment Review Board.
- i. **Local Assessment Review Board (LARB)** means the Local Assessment Review Board established in accordance with the *Municipal Government Act* hears complaints on assessment notices for property other than the property described in section 460.1 of the *Municipal Government Act*.
- j. **Member** means a member of the ORRSC Regional Assessment Review Board.
- k. **Member Municipality** means the municipality who has signed the ORRSC Regional Assessment Review Board Services Agreement and passed the ORRSC Regional Assessment Review Board Bylaw.
- l. **MGA** means the *Municipal Government Act* of Alberta, RSA 2000, Ch. M-26, as amended and Regulations passed under that Act.
- m. **ORRSC Regional Assessment Review Board** means the board appointed to hear appeals on tax and assessment notices established in accordance with

section 454 of the *Municipal Government Act*, and includes the Local Assessment Review Board (LARB), the Regional Local Assessment Review Board (RLARB), the Composite Assessment Review Board (CARB), and the Regional Composite Assessment Review Board (RCARB).

- n. **Panel** means the group of assigned Board Members actively sitting to hear and decide on an appeal hearing.
- o. **Panel Member** means an individual member to the ORRSC Regional Assessment Review Board, who are participating in an active appeal hearing.
- p. **Provincial Member** means a person appointed as a provincial member to a CARB by the Minister in accordance with the *Municipal Government Act* and the *Matters Relating to Assessment Complaints Regulation*.
- q. **Regional Member Municipality** means those municipalities who enter into an agreement with the Commission to jointly establish the ORRSC Regional Assessment Review Board and who enact a bylaw substantially in the form of this bylaw.
- r. **Regulations** means the *Matters Relating to Assessment Complaints Regulation*.

### 3. ESTABLISHMENT OF BOARDS

- 3.1 That Council hereby establishes the following boards:
  - a. a LARB that hears complaints referred to in section 460.1(1) of the *MGA*; and,
  - b. a CARB that hears complaints referred to in section 460.1(2) of the *MGA*.
- 3.2 The Regional Municipal Members, which includes the Municipal District of Pincher Creek No. 9 hereby jointly establish the ORRSC Regional Assessment Review Board to exercise functions of a Local Assessment Review Board and the functions of a Composite Assessment Review Board.
- 3.3 Each Member Municipality is responsible for establishing filing fees and administering policies in respect to refunding filing fees in accordance with the *MGA* and the *Regulations*.
- 3.4 The Member Municipality will provide administrative support and resources to the Board, as required.

**4. JURISDICTION OF THE BOARD**

4.1 That the Boards shall have jurisdiction to exercise the functions of a local assessment review board and the functions of a composite assessment review board under the provision of the *MGA* in respect of assessment complaints made by taxpayers of a Regional Member Municipality.

**5. DELEGATION OF AUTHORITY**

5.1 In accordance with its authority under the *MGA*, Council hereby delegates the Clerk the authority to:

- a. jointly prescribe remuneration and expenses payable to each Member of the Board and the Chair, in accordance with the agreement and/or board policies or procedures; and
- b. jointly appoint a Board Member as the Chair of the LARB and CARB and prescribe the term of office; and,
- c. jointly appoint lay members and elected officials to the ORRSC Regional Assessment Review Board, if required.

5.2 Council delegates the Chief Administrative Officer of the Commission to appoint the final list of Board Members received from the Member Municipalities to the Local Assessment Review Board and the Composite Assessment Review Board on an as needed basis, in accordance with the requirements of the *MGA*.

**6. APPOINTMENT OF BOARD MEMBERS**

6.1 Each Member Municipality may elect to appoint one lay member and one member of Council to be a Board Member by resolution of Council.

6.2 The Chief Administrative Officer of the Commission will appoint the final list of Board Members received from the Member Municipalities to the Local Assessment Review Board and the Composite Assessment Review Board on an as needed basis, in accordance with the requirements of the *MGA*.

6.3 The Clerk may appoint lay members to fulfill the needs of the Board, as required.

6.4 The Board shall endeavour to consist of a minimum of twenty members.

6.5 Failure to meet the number of board members imposed by section 6.4 does not invalidate the board.

**7. TERMS OF APPOINTMENT**

- 7.1 Unless otherwise stated by the Member Municipality, all Members are appointed for three-year terms.
- 7.2 If a vacancy on the Board occurs the Member Municipality who made the appointment, or the Clerk, may appoint a new person to fill the vacancy.
- 7.3 A Member may be re-appointed to the Board at the expiration of their term.
- 7.4 A Member may resign from the Board at any time on written notice to the Clerk and to the Member Municipality to that effect.
- 7.5 The Member Municipality may remove their designated Member at any time, with written notice given to the Clerk.
- 7.6 The Clerk may remove a Member for cause or misconduct and will report their removal to the Member Municipality who made the appointment.
- 7.7 Upon being appointed, the Member must successfully complete the training as prescribed by the Minister prior to participating in a hearing.

## **8. CHAIR**

- 8.1 In accordance with section 5 of this Bylaw, the Clerk shall:
  - a. jointly appoint a Member as the Chair of the LARB and CARB;
  - b. prescribe the term of office for the Chair; and
  - c. prescribe the remuneration and expenses payable to the Chair.
- 8.2 The Chair delegates the Clerk to select Board Members to convene a panel to hear assessment complaints as required in the *MGA* and section 8 of this Bylaw.

## **9. PANELS OF THE BOARD**

- 9.1 The Board shall sit in panels to hear assessment complaints as the nature of the complaint may permit or require:
  - a. a three persons panel when the Board is acting as a Local Assessment Review Board;
  - b. a two persons panel when the Board is acting as a Composite Assessment Review Board; or

- c. a single member when the Board is acting as a Single Member Composite Assessment Review Board or a Single Member Individual Local Assessment Review Board.
- 9.2 When sitting as the CARB, the Presiding Officer shall be the appointed Provincial Member.
- 9.3 When sitting as the LARB the Presiding Officer shall be determined by the panel.
- 9.4 Where a panel has only one Member, that Member is the Presiding Officer.
- 9.5 Unless an order from the Minister authorizes otherwise, the panel may not:
  - a. consists of more than one councillor to a three persons panel; and,
  - b. a single member CARB or LARB panel cannot consist of a councillor.
- 9.6 When possible, a three person panel will include one Member who is appointed by the Member Municipality under whose jurisdiction the complaint arises, unless otherwise requested by the Municipality.

**10. PRESIDING OFFICER**

- 10.1 The Presiding Officer of a panel:
  - a. will preside over and be responsible for the conduct of meetings;
  - b. may limit a submission if it is determined to be repetitious or in any manner inappropriate; and
  - c. will vote on matters submitted to the panel unless otherwise disqualified.

**11. CLERK OF THE ORRSC REGIONAL ASSESSMENT REVIEW BOARD**

- 11.1 That Council jointly appoints the Chief Administrative Officer of the Oldman River Regional Services Commission as the Assessment Review Board Clerk of the ORRSC Regional Assessment Review Board.
- 11.2 The Clerk shall:
  - a. assist the Board in fulfilling its mandate;
  - b. prescribe the remuneration and expenses payable to each member of the ORRSC Regional Assessment Review Board in accordance with the agreement and/or Board policies or procedures;

- c. may appoint and delegate a Commission employee the duties and functions of the ORRSC Regional Assessment Review Board Clerk providing they have successfully completed the training as prescribed by the Minister;
- d. shall issue instructions to independent legal counsel for the Board or panel of the Board; and,
- e. may, at the request of the Presiding Officer of a panel of the Board sign orders, decisions and documents issued by the panel of the Board; and,
- f. may assist in any other administrative role as required by the Board or the panel.

**12. HEARINGS**

- 12.1 Hearings will be held at such time and place as determined by the Clerk and/or Board policies or procedures.
- 12.2 The proceedings and deliberations of the Board must be conducted in public except where the Board deals with information protected from disclosure under the provisions of the *Access to Information Act and the Protection of Privacy Act*.

**13. QUORUM AND VOTING**

- 13.1 The quorum for panels of the Board shall be as established by the *MGA*, namely:
  - a. two Members of a panel acting as a LARB; and
  - b. one Member and the Provincial Member of a panel acting as a CARB.
- 13.2 All members must vote on all matters before the Board unless a pecuniary interest or a conflict of interest is declared.
- 13.3 The majority vote of those Members present and voting constitutes the decision of the Board.
- 13.4 Where a member of a panel absents himself or herself from the proceedings due to a conflict of interest or a pecuniary interest, a replacement member of the panel shall be appointed.

**14. CONFLICT OF INTEREST**

- 14.1 Where a member of the Board is of the opinion that he or she has a conflict of interest in respect of a matter before the Board, the member may remove himself

or herself from Board proceedings while that matter is being discussed, provided that prior to leaving the meeting, the member:

- a. declares that he or she has a conflict of interest; and
- b. describes in general terms the nature of the conflict of interest.

14.2 The Clerk shall cause a record to be made in the Minutes of the members' absence and the reasons for it.

14.3 For the purposes of this provision, a member has a conflict of interest in a respect of a matter before the Board when he or she is of the opinion that:

- a. he or she has a personal interest in the matter which would conflict with his or her obligation as a member to fairly consider the issue; or
- b. substantial doubt as to the ethical integrity of the member would be raised in the minds of a reasonable observer if that member were to participate in the consideration of that matter.

**15. PECUNIARY INTEREST**

15.1 The pecuniary interest provisions of the *MGA* apply to all members of the Board while attending meetings of the Board.

15.2 A Board member who fails to declare a pecuniary interest in a matter before the Board, or fails to absent himself or herself from proceedings dealing with such a matter, ceases to be a member of the Board.

**16. COMMENCEMENT OF APPEALS**

16.1 In accordance with the *MGA*, an assessed person or a taxpayer may commence an assessment complaint by:

- a. submitting the required documentation by electronic mail, or by mailing or delivering to the address specified on the assessment or tax notice a complaint in the form set out in the '*Matters Relating to Assessment Complaints*' regulation and within the time specified in the *MGA*; and
- b. paying the applicable fee.

16.2 Upon receipt of an assessment complaint, the Member Municipality shall provide the Commission a completed Assessment Review Board Complaint form and supporting documentation in a timely manner.

**17. RULES OF ORDER**

17.1 The Board will conduct hearings and board meetings in accordance with:

- a. the provisions of the MGA and related regulations;
- b. principals of natural justice and procedural fairness; and
- c. the Board's own policies and procedures.

**18. ADJOURNMENTS AND POSTPONEMENTS**

18.1 Adjournments and postponements must be granted in accordance with the *MGA* and the regulations.

**19. RECORD OF HEARING**

19.1 After the hearing of a complaint, the Clerk shall:

- a. under direction of the Presiding Officer, prepare the record of the hearing, the decision or order of the Board and the reasons for the decision in compliance with the *MGA*; and
- b. arrange for the order or decision of the Board to be signed and distributed in accordance with the requirements under the *MGA*.

19.2 The Clerk will maintain a record of the hearing in accordance with the *MGA* and the regulations.

**20. REIMBURSEMENT OF COSTS**

20.1 The Oldman River Regional Services Commission shall pay for the administrative costs associated with the operation of the ORRSC Regional Assessment Review Board. Recovery of costs from Regional Member Municipalities will be as set out in the agreements established.

**21. RESCINDING OF BYLAW**

21.1 Bylaw No. 1273-17 is hereby repealed in its entirety.

**22. EFFECTIVE DATE**

22.1 This bylaw is effective when it received third reading and is signed by the Chief Elected Official and the Chief Administrative Officer, or designate, in accordance with the *MGA*.

ENCLOSURE No. 3

Read a First Time this \_\_\_\_ day of \_\_\_\_\_, 2025.

Read a Second Time this \_\_\_\_ day of \_\_\_\_\_, 2025.

Read a Third and Final Time this \_\_\_\_ day of \_\_\_\_\_, 2025.

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Reeve

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Chief Administrative Officer

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**Fw: Registration for Emerging Trends 2026 is Now Open!**

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**From** Roland Milligan <AdminCAO@mdpinchercreek.ab.ca>  
**Date** Fri 2025-11-28 08:32  
**To** Jessica McClelland <AdminExecAsst@mdpinchercreek.ab.ca>

Please put this on next the Council meeting for Info Action.  
Thursday February 12<sup>th</sup> is the virtual one.

**Roland Milligan**  
Chief Administrative Officer  
M.D. of Pincher Creek No. 9  
Box 279  
1037 Herron Avenue  
Pincher Creek, AB T0K1W0  
Phone: 403-627-3130  
Email: AdminCAO@mdpinchercreek.ab.ca

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**From:** Jiang, Zhen <zjiang@brownleelaw.com>  
**Sent:** November 27, 2025 16:01  
**To:** Roland Milligan <AdminCAO@mdpinchercreek.ab.ca>  
**Subject:** Registration for Emerging Trends 2026 is Now Open!

# EMERGING TRENDS IN MUNICIPAL LAW

PRESENTED BY  BROWNLEE LLP  
February 5th, 2026  
CALGARY  
February 12th, 2026  
EDMONTON

EARLY BIRD PRICING ENDS JAN 5, 2026!

Dear \_\_\_,

You are invited to join us this February for our annual **Emerging Trends in Municipal Law** seminar featuring topics curated exclusively for our elected and administrative municipal clients.

Emerging Trends in Municipal Law will be held in-person in Calgary and Edmonton – and the Edmonton date will also offer a live-stream option for virtual attendance.

## Event Details

| CALGARY                                                   | EDMONTON                                                    |
|-----------------------------------------------------------|-------------------------------------------------------------|
| <b>WinSport Arena</b><br>88 Canada Olympic Rd SW, Calgary | <b>Edmonton Expo Centre</b><br>7515 - 118 Ave. NW, Edmonton |
| Thursday, February 5, 2026<br>7:45 am – 4:30 pm           | Thursday, February 12, 2026<br>7:45 am – 4:30 pm            |
| In-person only                                            | In-person   Virtual                                         |

### REGISTER

[Feb. 5<sup>th</sup> 2026](#)

### REGISTER

[Feb. 12<sup>th</sup> 2026](#)

## Tickets

Early bird pricing is available now till January 5<sup>th</sup>, 2026.

**Early Bird Pricing | In-Person: \$189** + applicable taxes & fees (\$209 reg.)

**Early Bird Pricing | Virtual: \$139** + applicable taxes & fees (\$149 reg.)

## Hotel Booking Information

Should you require accommodation feel free to access our discounted hotel rates:

### Calgary

**Hotel:** FourPoints by Sheraton Calgary West

**Address:** 8220 Bowridge Crescent, NW

To book your room before Dec 22<sup>nd</sup>, 2025, call Marriot Reservations at **403.288.441** using the Room Block with group code Brownlee LLP/Emerging Trends 2026. You can also [book a room online](#)

### Edmonton

**Hotel:** Sandman Signature Edmonton Downtown

**Address:** 10235 – 101 St. NW, Edmonton

To book a room before January 26<sup>th</sup>, 2026, call **1-800-SANDMAN**, [email the hotel](#), or [book a room online](#) and provide the following information:

**Block Code: "2602EMERGI"**

If you have any questions, please contact Dania Atique at [datique@brownleelaw.com](mailto:datique@brownleelaw.com).

*This event is by invitation only.*

We hope you can join us!

## **Brownlee LLP**

*This message is sent on behalf of the Brownlee Municipal Practice Area.*

*You are receiving this correspondence because you have previously attended Emerging Trends in Municipal Law, or because you or your employer has utilized or expressed interest in utilizing our services.*

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530 – 8 Ave. SW  
Calgary, AB T2P 3S8  
(403) 232-8300  
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Tower  
700 West Georgia St.  
Vancouver, BC V7Y 1K8  
(604) 416-5100

**Regina:**

7th Floor, Royal Bank  
Building  
2010 – 11th Avenue  
Regina, SK S4P 0J3  
TEL: (306) 271-2888

**Website:** [BrownleeLaw.com](http://BrownleeLaw.com)

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**ZHEN JIANG | MARKETING & DESIGN COORDINATOR | BROWNLEE LLP**

**PRONOUNS: SHE/HER**

**MARKETING**

**m. 780-497-4800 | d. 780-441-2069 | f. 780-424-3254 | [zjiang@brownleelaw.com](mailto:zjiang@brownleelaw.com)**

**2200 COMMERCE PLACE | 10155 - 102 STREET | EDMONTON, AB T5J 4G8**

**Toll-Free. 800-661-9069 | [www.brownleelaw.com](http://www.brownleelaw.com)**

*We acknowledge the traditional territories of the Indigenous peoples of the Treaty 6 region and the Metis settlements and Metis Nation of Alberta, regions 2, 3 and 4. We respect the histories, languages and cultures of the First Nations, Metis, Inuit and all First Peoples of Canada, whose presence continues to enrich our community.*

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**Re: Request for Municipal Letter of Support – 2026 Castle Mountain Resort Skimo Races (Alberta MSE Grant)**

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**From** Aaron Wilkins <aaron.f.wilkins@gmail.com>

**Date** Wed 2025-11-26 14:54

**To** Jessica McClelland <AdminExecAsst@mdpinchercreek.ab.ca>

Jessica,

See below for a draft and feel free to adjust the wording accordingly.

Aaron

To Whom It May Concern,

The Municipal District of Pincher Creek No. 9 is pleased to express its support for the 2026 Castle Mountain Resort Skimo Races, which will once again serve as Skimo Canada's National Championships. The event is held within the Municipal District of Pincher Creek and has been an annual part of our region's winter calendar since 2013.

The MD of Pincher Creek recognizes the value this event brings to our community and to the Southern Rockies region. The races attract athletes, families, and volunteers from across Alberta and Canada, contributing to winter tourism, economic activity, and the visibility of our mountain recreation assets within Castle Provincial Park and Castle Wildland Provincial Park.

We support the event's application to Alberta's Major Sport Event (MSE) grant program and acknowledge the positive impact that successful funding would have on the continued growth, safety, and sustainability of this national-level competition.

The MD of Pincher Creek looks forward to the continued success of the Castle Mountain Resort Skimo Races and appreciates the efforts of the organizing team in promoting sport participation and mountain culture within our region.

Please feel free to contact our office if further information is required.

Sincerely,  
Municipal District of Pincher Creek No. 9

On Wed, Nov 26, 2025 at 2:30PM Jessica McClelland <[AdminExecAsst@mdpinchercreek.ab.ca](mailto:AdminExecAsst@mdpinchercreek.ab.ca)> wrote:  
If you have a draft letter, that would be welcome!

Thank you,

Jessica McClelland  
Executive Assistant  
Municipal District of Pincher Creek No. 9  
1037 Herron Drive, PO Box 279  
Pincher Creek, AB T0K-1W0  
Phone: 403-627-3130  
[Communications@mdpinchercreek.ab.ca](mailto:Communications@mdpinchercreek.ab.ca)

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**From:** Aaron Wilkins <[aaron.f.wilkins@gmail.com](mailto:aaron.f.wilkins@gmail.com)>  
**Sent:** November 26, 2025 14:24  
**To:** Jessica McClelland <[AdminExecAsst@mdpinchercreek.ab.ca](mailto:AdminExecAsst@mdpinchercreek.ab.ca)>  
**Subject:** Re: Request for Municipal Letter of Support – 2026 Castle Mountain Resort Skimo Races (Alberta MSE Grant)

Hi Jessica,

Thank you very much for getting back to me so quickly, and I appreciate your willingness to bring this forward to Council. I would like to formally request a Municipal Letter of Support and Commitment from the MD of Pincher Creek for my application to Alberta's Major Sport Event (MSE) grant.

The 2026 Castle Mountain Resort Skimo Races will again serve as Skimo Canada's National Championships, and the MSE program requires a letter from the municipality in which the event is hosted. As Castle Mountain Resort is within the MD, your support is an important part of the application package.

The letter simply needs to confirm that the MD of Pincher Creek supports the event, recognizes its contribution to regional winter tourism and economic activity, and acknowledges the value of hosting a national-level sporting event in our area. I'm happy to provide draft wording if that would make the process easier.

The provincial deadline for the grant is December 19th, and I understand the MD's next Council meeting is on December 9th, which aligns perfectly with the timeline.

Please let me know if you'd like me to send a draft letter or any additional background information for Council's review. Thank you again for your help, I'm grateful for the support.

Best regards,  
Aaron Wilkins | Race Director  
2026 Castle Mountain Resort Skimo Races  
403-700-9017

On Wed, Nov 26, 2025 at 2:16 PM Jessica McClelland <[AdminExecAsst@mdpinchercreek.ab.ca](mailto:AdminExecAsst@mdpinchercreek.ab.ca)> wrote:

Hello Aaron,

I can definitely help with a letter of support. They need to go through Council, and our next meeting is on December 9. If you want, just email me the request, and I can handle it for you!

**Jessica McClelland**

Executive Assistant

Municipal District of Pincher Creek No. 9

1037 Herron Drive, PO Box 279

Pincher Creek, AB T0K-1W0

Phone: 403-627-3130

[Communications@mdpinchercreek.ab.ca](mailto:Communications@mdpinchercreek.ab.ca)

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**From:** Aaron Wilkins <[aaron.f.wilkins@gmail.com](mailto:aaron.f.wilkins@gmail.com)>

**Sent:** November 26, 2025 13:20

**To:** MDInfo <[MDInfo@mdpinchercreek.ab.ca](mailto:MDInfo@mdpinchercreek.ab.ca)>

**Subject:** Request for Municipal Letter of Support – 2026 Castle Mountain Resort Skimo Races (Alberta MSE Grant)

Hi there,

My name is Aaron Wilkins, and I'm the Race Director for the 2026 Castle Mountain Resort Skimo Races, which will again host Skimo Canada's National Championships this season. I'm reaching out because I am preparing an application for Alberta's Major Sport Event (MSE) grant, and one of the required components is a municipal Letter of Support and Commitment from the municipality in which the event is held.

As Castle Mountain Resort is located within the MD of Pincher Creek, I'm hoping the MD may be willing to provide this letter in support of the event. The races have been held at Castle since 2013 and draw athletes, families, and volunteers from across Alberta and Western Canada, contributing to winter visitation and regional economic activity.

If possible, could you please direct me to the appropriate staff member who handles municipal support letters or economic/tourism-related requests? I would be happy to provide a draft letter for convenience, as well as any details about the event that may assist with review. The provincial deadline for the grant is December 19th, so there is still plenty of time for your internal process.

Thank you very much for your help, and I appreciate any direction you can provide.

Best regards,  
Aaron Wilkins | Race Director  
2026 Castle Mountain Resort Skimo Races  
403-700-9017

December 2, 2025

Honourable Lena Metlege Diab  
 Minister of Immigration, Refugees and Citizenship Canada  
 House of Commons, Ottawa, ON K1A 0A6  
 Email: [lenametlege.diab@parl.gc.ca](mailto:lenametlege.diab@parl.gc.ca) Phone: 613-996-3085

Cc:

- o MP Rachael Thomas, Lethbridge [Rachael.Thomas.C1@parl.gc.ca](mailto:Rachael.Thomas.C1@parl.gc.ca)
- o MP John Barlow, Foothills [John.Barlow.C1@parl.gc.ca](mailto:John.Barlow.C1@parl.gc.ca)
- o The Hon. Joseph Schow, , Minister of Alberta Jobs, Economy, Trade, and Immigration  
 MLA Cardston-Siksika [Cardston.Siksika@assembly.ab.ca](mailto:Cardston.Siksika@assembly.ab.ca)
- o Chelsae Petrovic, MLA Livingstone-Macleod [Livingstone.Macleod@assembly.ab.ca](mailto:Livingstone.Macleod@assembly.ab.ca)
- o Nathan Neudorf, MLA Lethbridge East [Lethbridge.East@assembly.ab.ca](mailto:Lethbridge.East@assembly.ab.ca)
- o Rob Myashiro, MLA Lethbridge West [Lethbridge.West@assembly.ab.ca](mailto:Lethbridge.West@assembly.ab.ca)

Dear Minister Diab,

This letter is to express support for the Ukrainian Canadian Congress (UCC) Permanent Residency (PR) Pathway policy recommendations made to the Minister of Immigration, Refugees and Citizenship Canada (IRCC) in October 2025. These recommendations advocate for a pathway to PR for Ukrainians on a CUAET visa, for applicants who meet the following criteria:

- Hold a valid CUAET visa which provides for temporary resident status in Canada.
- Hold a valid passport issued by Ukraine or can provide evidence that they have submitted an application to renew their passport in Canada but have experienced a delay in obtaining consular services due to the war in Ukraine.
  - o We emphasize that many Ukrainians are unable to book an appointment at the Consulate to apply for a new passport. There are simply no available appointment slots. Therefore, the main difficulty lies in submitting the passport renewal application in Canada, not in receiving the passport itself.
- Are physically present in Canada when applying for and receiving permanent residence
- Demonstrate an intention to live in Canada.
- Achieve a level 4 score in all 4 skills (reading, writing, listening and speaking) in English or French on one of the following scales: Canadian Language Benchmarks (CLB) or Niveau de Compétence Linguistique Canadiens (NCLC).
- Have been working legally in Canada for at least 12 months full-time (30 hours per week) or an equal number of part-time hours (1,560 hours in total) or equivalent proof of income for the 3 years before an application for PR is made.

In addition, we express strong support for the following policy requests from UCC pertinent to Ukrainians on a CUAET visa:

- That the Federal Government – through IRCC – permit applicants on a CUAET visa to apply for an open work permit while waiting for their PR application to be processed, provided that the applicant held a work permit within three years of the government of Canada receiving their PR application.
- That a person who possesses a Ukrainian international (biometric) passport whose validity is expiring or has already expired while they are living and working in Canada, and permit them to apply for permanent residency, especially when they are unable to renew their passports due to appointment availability.
- That courses be available, if needed, to prepare for the CELPIP exam, and achieve level 4 or higher. There is not an expectation of a free service, just effective and accessible.
- That the Federal Government – acting through the Minister of Immigration collaborate with provincial governments to allocate the appropriate number of provincial nominees to develop streams designed to meet specific economic labour requirements.

Ukrainian newcomers have made valuable and appreciated contributions to communities across Canada since their arrival, demonstrating remarkable resiliency in facing overwhelming challenges.

We gain immensely from a policy framework that allows them to become permanent residents in our country.

We would be grateful for your positive consideration in this matter.

Sincerely,  
 Your Name  
 Your Title  
 Your Company Name

## Investment Opportunity Brief: Waste Management

Alberta SouthWest Regional Economic Development Alliance

### **Summary:**

A technology-based waste management company, Endpoint Recovery, (<https://www.endpointrecovery.com>) has offered to run a two-year pilot project at their own cost to the region. The pilot specifically targets challenging waste materials like plastics and silage bags. The ABSW Board of Directors has expressed strong interest and wants to pursue a dedicated presentation with appropriate stakeholders

### **The Company:**

Endpoint Recovery utilizes an innovative Catalytic Oxygen-Free Waste Decomposition (CODE) technology (Pyrolysis) to recover valuable resources from various waste streams. It converts substances into commercially viable products like liquid fuels and synthetic graphite.

### **The Opportunity:**

The opportunity is testing a new waste management solution that promises near zero environmental impact compared to conventional methods like incineration. The CODE technology operates without oxygen, yields useful byproducts (diesel fuel, syngas, synthetic graphite), and has a typical ROI within 2 years, compared to potentially over 15 years for incineration. A 30MT per day system could potentially produce ~25,000 liters of renewable diesel per day

### **Analysis and Next Steps:**

The next step is to schedule the dedicated presentation requested by the board to provide accurate, structured information to all councils and appropriate stakeholders and outline the terms of the privately funded pilot. List of invitees, date and location to be confirmed.

## Backgrounder Overview: Endpoint Recovery Pilot Project Potential

This backgrounder provides an overview of the potential offered by the Catalytic Oxygen-Free Waste Decomposition (CODE) pilot project proposed by Endpoint Recovery, highlighting its strong strategic and technical fit with the regional waste management challenges identified in the Willow Creek Feasibility Study.

### I. Strategic Context and Regional Imperative

The proposed project offers a sustainable alternative to landfilling, specifically targeting waste streams that challenge conventional waste-to-energy (WtE) solutions. The initiative was presented to the Alberta Southwest (ABSW) Board, which expressed strong interest and decided to investigate the project's feasibility. Endpoint Recovery has offered to run the **two-year pilot project at their own cost** to the region.

#### **Evidence of Specific Regional Fit (Based on Willow Creek Study):**

The regional waste audit conducted for the Willow Creek Regional Waste Management Services Commission provides direct evidence that this technology is necessary:

- 1. Plastic Waste Problem:** The waste audit confirmed that the M.D. of Willow Creek produces a huge amount of plastic waste each year, which is the second-highest waste component in the local waste stream.
- 2. Incineration Limitation:** The prior feasibility study concluded that incinerators do not significantly reduce GHG emissions, primarily because the combustion of plastic waste releases large amounts of CO<sub>2</sub> and other harmful gases.
- 3. Mitigation Requirement:** The study recommended that to minimize emissions, recyclable plastics must be diverted to recycling programs rather than being sent to the incinerator.

The Endpoint Recovery pilot, which converts plastics and silage bags into diesel fuel and graphite using a non-combustion method, directly addresses this major operational and environmental challenge posed by the regional plastic waste stream.

## II. Technology Overview: CODE System (Pyrolysis)

Endpoint Recovery utilizes the Catalytic Oxygen-Free Waste Decomposition (CODE) system, a form of pyrolysis/thermal cracking.

| Technology Feature           | Detail                                                                                                                                                                                                  |
|------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Process</b>               | Thermal cracking/Pyrolysis, involving decomposition by heat in the <b>absence or near absence of oxygen</b> .                                                                                           |
| <b>Operation</b>             | Operates at <b>moderate temperatures (200–700°C)</b> , which means <b>no combustion, no fire, and zero emission</b> from burning.                                                                       |
| <b>Feedstock Flexibility</b> | Can process a wide range of materials, including <b>municipal solid waste (MSW), plastics, tires, and medical waste</b> . The system accepts mixed or segregated waste and requires <b>no sorting</b> . |
| <b>Capacity</b>              | Systems range from a compact <b>1MT per day mobile system</b> to a proposed <b>30MT per day facility</b> for the region.                                                                                |

## III. Key Advantages and Environmental Fit

The CODE system presents significant environmental and economic advantages, solving the regional pollution dilemma posed by plastic combustion:

**Zero Harmful Emissions:** Because the process avoids direct combustion, CODE generates zero harmful emissions and reduces greenhouse gas (GHG) emissions compared to incineration.

**Valuable Byproducts:** Instead of producing non-biodegradable ash (which may require landfill disposal), CODE yields diesel fuel, syngas, and synthetic graphite as useful byproducts.

**Carbon Sequestration:** The solid residue, biochar/Carbon Black, can be sold or used as a soil amendment or in carbon sequestration efforts, aligning with long-term climate goals.

**Financial Viability:** The technology boasts a Return on Investment (ROI) within 2 years, compared to a typical incineration plant which is massively expensive and whose ROI can exceed 15 years. The proponent is offering the pilot at their own cost.

## IV. Market Potential of Recovered Resources

The project converts regional waste challenges into financial assets by producing marketable commodities:

**Renewable Diesel:** A 30MT per day system is expected to produce approximately 25,000 liters of renewable diesel per day. The recovered fuels enter a robust market driven by fuel-efficiency awareness and emissions standards. A key partner, one of the largest suppliers of commodities, has committed to purchase all fuels produced.

**Synthetic Graphite:** The global synthetic graphite market was valued at \$5.67 billion in 2024 and the Canadian graphite market is forecasted to reach \$6.2 billion by 2035. Graphite is vital for batteries and advanced materials.

**Landfill Space Preservation:** Utilizing a 50 MT/day system for plastic removal would save approximately 60,000 cubic meters (m<sup>3</sup>) of landfill real estate yearly. The overall goal is to reduce long-term environmental liabilities by diverting waste from landfills.

#### V. Proposal Terms and Next Steps

Endpoint Recovery proposes a 15-year partnership agreement to establish a 30MT CODE Resource Recovery Facility within the existing Regional Landfill infrastructure. The operation is privately funded.

The ABSW Board has already requested a dedicated presentation to provide accurate, structured information to all councils and stakeholders. This meeting is the necessary step to formalize the feasibility assessment, address terms of the privately funded pilot, and potentially secure municipal commitments such as providing a suitable site location and regulatory support.

December 31, 2025

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

Ladies and Gentlemen:

**Objective and scope**

You have requested that we audit the financial statements of the Municipal District of Pincher Creek No. 9, which comprise the consolidated statement of financial position as at December 31, 2025, and the consolidated statement of operations, change in net financial assets (debt), and cash flow for the year then ended, and a summary of significant accounting policies and other explanatory information. We are pleased to confirm our acceptance and our understanding of this audit engagement by means of this letter. Our audit will be conducted with the objective of our expressing an opinion on the financial statements.

**Our responsibilities as auditor**

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

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

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

**Management's responsibilities**

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

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

Reeve and Council  
Municipal District of Pincher Creek No. 9  
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December 31, 2025

- (c) To provide us with:
  - (i) Access to all information of which management is aware that is relevant to the preparation of the financial statements such as records, documentation and other matters;
  - (ii) Additional information that we may request from management for the purpose of the audit; and
  - (iii) Unrestricted access to persons within the entity from whom we determine it necessary to obtain audit evidence.

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

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

#### **Working papers**

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

#### **File inspections**

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

#### **Confidentiality**

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

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

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

Please note that confidential information may be shared within the Avail group of companies in order to serve you better. Please visit our website at [availcpa.com](http://availcpa.com) to obtain a copy of our detailed Privacy Policy.

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



Reeve and Council  
Municipal District of Pincher Creek No. 9  
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December 31, 2025

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

**Indemnity**

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

**Billing**

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

**Fees paid in advance**

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

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

**Costs of responding to government or legal processes**

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

**Ownership**

The working papers, files, other materials, reports and work created, developed or performed by us during the course of the engagement are the property of our firm, constitute our confidential information and will be retained by us in accordance with our firm's policies and procedures.

During the course of our work, we may provide, for your own use, certain software, spreadsheets and other intellectual property to assist with the provision of our services. Such software, spreadsheets and other intellectual property must not be copied, distributed or used for any other purpose. We do not provide any warranties in relation to these items and will not be liable for any lost or corrupted data or other damage or loss suffered or incurred by you in connection with your use of them. Upon termination or expiry of this engagement, you will lose access to our software, including any cloud-based services, and you agree to cease use of any other software, spreadsheets or other intellectual property we have provided to you.

We retain the copyright and all intellectual property rights in any original materials provided to you.



Reeve and Council  
Municipal District of Pincher Creek No. 9  
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December 31, 2025

### **Other services**

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

### **Use of information**

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

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

### **Reporting**

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

To: The Reeve and Council of  
Municipal District of Pincher Creek No. 9

#### *Independent Auditor's Report*

##### *Opinion*

We have audited the financial statements of the Municipal District of Pincher Creek No. 9, which comprise the consolidated statement of financial position as at December 31, 2025, and the consolidated statement of operations, change in net financial assets (debt), and cash flow for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Municipal District as at December 31, 2025, and its results of operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

##### *Basis for Opinion*

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Municipal District in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

##### *Responsibilities of Management and Those Charged with Governance for the Financial Statements*

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



Reeve and Council  
Municipal District of Pincher Creek No. 9  
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In preparing the financial statements, management is responsible for assessing the Municipal District's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Municipal District or to cease operations, or has no realistic alternative but to do so.

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

*Auditor's Responsibilities for the Audit of the Financial Statements*

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Municipal District's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Municipal District's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Municipal District to cease to continue as a going concern.



Reeve and Council  
Municipal District of Pincher Creek No. 9  
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December 31, 2025

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

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

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

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

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

AVAIL LLP

*Avail LLP*  
Chartered Professional Accountants

---

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

Name and Title: \_\_\_\_\_

Date: December 31, 2025





NATIONAL  
POLICE  
FEDERATION

FÉDÉRATION  
DE LA POLICE  
NATIONALE™

H2a  
220 LAURIER AVENUE WEST  
8TH FLOOR  
OTTAWA ON K1P 5Z9  
[www.npf-fpn.com](http://www.npf-fpn.com)

November 27, 2025

Reeve Rick Lemire  
Municipal District of Pincher Creek No. 9  
via email: [info@mdpinchercreek.ab.ca](mailto:info@mdpinchercreek.ab.ca)

Dear Reeve Lemire,

On behalf of the National Police Federation (NPF) and its Members, I want to congratulate you on starting your term as Reeve of The Municipal District of Pincher Creek No. 9. We further congratulate your Council members on their successful election or acclimation as well.

As you may know, the NPF is the sole certified bargaining agent representing close to 20,000 Members of the Royal Canadian Mounted Police (RCMP) across Canada and internationally, including over 3,100 serving in Alberta. The NPF's mission is to provide strong, fair, and progressive representation, that promotes and enhances the rights of RCMP Members while advancing public safety outcomes across Canada.

Our Members are proud to deliver policing services through 113 detachments across Alberta, serving more than 1.5 million residents and covering 99% of the province's geography. Given recent developments, we would like to share important updates with you and your councils regarding the state of RCMP policing in Alberta. In July 2025, the RCMP Commissioner reaffirmed to Premier Smith the RCMP's ongoing commitment to serving Albertans now and well into the future. Likewise, in [October 2025](#) the federal Minister of Public Safety confirmed that early negotiations with contracting partners for policing agreements beyond 2032 will begin in the coming months. Provinces such as [British Columbia](#) and [Nova Scotia](#) have already announced their intent to renew and strengthen their RCMP contracts, reinforcing the long-term stability of the RCMP policing model.

Alberta is also seeing positive momentum. The first all-Alberta troop began training at Depot in September 2025, demonstrating strong interest from new recruits who have chosen Alberta as their preferred posting. As of late 2025, the Alberta RCMP's vacancy rate sits at approximately 16%—including 152 hard vacancies (8.6%) and 133 soft vacancies (7.5%)—rates that are comparable to other police services when accounting for medical, parental, and other approved leaves. In addition, the Government of Canada is [hiring 1,000 new RCMP personnel](#) nationally, further underscoring a clear message: the Alberta RCMP is here to stay.

We invite you to consider the attached polling which demonstrates public support for the Alberta RCMP. Five years of polling conducted by Pollara Strategic Insights show Albertans support their RCMP, with 81% agreeing that there are more important priorities for Alberta than changing who polices communities. To this end, 76% of Albertans in RCMP-served areas are satisfied with their policing. These results echo the findings made by many recent municipal police services reviews, which found low public support for wholesale changes in policing, alongside quantifiable cost impacts. We further invite you to consider the findings of recent police service model reviews:

- [Red Deer's \(2020\) review](#): Found transition costs of \$13.5M and 16% higher annual operating costs (~\$7M). Chose to retain the Alberta RCMP.
- [Airdrie's \(2024\) review](#): No change; public safety concerns raised were not unique to the RCMP.

- [Grande Prairie's \(2023\) review](#): Transition approved, despite projected one-time costs of \$19M and \$2-\$4M more in annual operating costs.
  - [As of May 2025](#), an additional \$7m in provincial funding has been granted to Grande Prairie in addition to the previously committed \$9.7m from the GoA, demonstrating the immense increase in financial support required to push the service toward a feasible launch.
- [Beaumont's \(2024\) review](#): Recommended efficiencies to improve the existing RCMP model.
- [Olds' \(2024\) review](#): Found municipal policing cost 57% more in Year 1, increasing to 84% by Year 3; chose to retain the RCMP.
- [Rocky Mountain House \(2025\) review](#): Found increased costs were ineffective and the current contract could be better optimized rather than considering a new regional service, an APPS, or a new municipal service.

Prior to the 2025 Municipal Election, the Government had announced the formation of the Alberta Sheriffs Police Service (ASPS) unilaterally without consultation with communities, Albertans, or organizations such as Alberta Municipalities or the Rural Municipalities of Alberta. Despite there being no costing, plan, or open-door consultation, Government is proceeding with the creation of this service. The only fact we can rely on is that another duplicate service will cost all Albertans more, risking increased property taxes for your community or reduced services for municipalities to fund this experiment. In 2021, the government's own report estimated **\$372 million in start-up costs** and **\$164 million more in annual operating costs** for a provincial police service. Today, there are no updated cost estimates, despite inflation and a major shift in the province's fiscal reality.

These developments require a cohesive approach to effectively address in the best interests of communities. If you would like us to present to your Council on Alberta's public safety landscape, or to further discuss public safety concerns, please contact Maryanne King, Government Relations Advisor, at [mking@npf-fpn.com](mailto:mking@npf-fpn.com).

Once again, we congratulate you and we look forward to connecting with you at your convenience.

Sincerely,



Brian Sauvé  
President and CEO

*Attachments: Polling 2025*

NATIONAL  
POLICE  
FEDERATION



FÉDÉRATION  
DE LA POLICE  
NATIONALE

# National Police Federation Alberta

Wave 8

August 2025

**pollara**  
40 years of strategic insights

# Methodology

|                     |                                                                                                                                                                    |
|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Field Window</b> | Wave 8 – August 6 to 20, 2025                                                                                                                                      |
| <b>Sampling</b>     | Online survey of randomly-selected sample of <b>1,200 Adult (18+) Alberta Residents</b>                                                                            |
| <b>Reliability</b>  | As a guideline, a probability sample of this size carries a margin of error of <b>± 2.8%</b> , 19 times out of 20. The margin of error is larger for sub-segments. |
| <b>Weighting</b>    | Data has been weighted using the most current age, gender & region Census data, to ensure the sample reflects the actual population of adult Albertans.            |

| REGIONAL DISTRIBUTION |                   |                 |
|-----------------------|-------------------|-----------------|
| REGION                | UNWEIGHTED Counts | Margin of Error |
| Calgary               | 200               | ±6.9%           |
| Edmonton              | 200               | ±6.9%           |
| Calgary Suburbs       | 101               | ±9.8%           |
| Edmonton Suburbs      | 104               | ±9.6%           |
| Rural North           | 184               | ±7.2%           |
| Rural Central         | 204               | ±6.9%           |
| Rural South           | 207               | ±6.8%           |
| <b>TOTAL ALBERTA</b>  | <b>1,200</b>      | <b>± 2.8%</b>   |

| WAVE      | DATES IN FIELD               | TOTAL RESPONDENTS |
|-----------|------------------------------|-------------------|
| W1        | Oct 21 – 28, 2020            | 1,300             |
| W2        | Apr 30 – May 7, 2021         | 1,228             |
| W3        | Oct 21 – Nov 4, 2021         | 1,221             |
| W4        | Jul 6 – 19, 2022             | 1,206             |
| W5        | Sept 15 – Oct 4, 2023        | 1,202             |
| W6        | Jun 14 – Jun 24, 2024        | 1,200             |
| W7        | April 17 to 28, 2025         | 1,201             |
| <b>W8</b> | <b>Aug 6 to Aug 20, 2025</b> | <b>1,200</b>      |

# Leader Impressions & Priorities

# Affordability & Cost-of-Living tops list of priority issues for Albertans

- Policing & Public Safety is top priority issue for 1% of Albertans. It ranks last on a list of seven priorities provided to respondents.

|                                  | TOTAL |    |    | REGION |     |          |          |             |            |             |           | GENDER |    | AGE   |       |     |
|----------------------------------|-------|----|----|--------|-----|----------|----------|-------------|------------|-------------|-----------|--------|----|-------|-------|-----|
|                                  | W8    | W7 | W6 | Cal    | Edm | Cal Subs | Edm Subs | Rural North | Rural Cent | Rural South | All Rural | M      | F  | 18-34 | 35-54 | 55+ |
| Affordability and Cost-of-Living | 43    | 41 | 48 | 43     | 43  | 38       | 47       | 43          | 45         | 43          | 44        | 41     | 45 | 49    | 46    | 36  |
| Health Care                      | 20    | 27 | 24 | 19     | 22  | 18       | 20       | 19          | 20         | 24          | 21        | 18     | 23 | 8     | 16    | 32  |
| Alberta's Economy                | 19    | 16 | 14 | 22     | 15  | 25       | 17       | 19          | 20         | 12          | 18        | 23     | 15 | 21    | 19    | 17  |
| Education                        | 4     | 3  | 3  | 3      | 5   | 3        | 2        | 5           | 3          | 3           | 4         | 2      | 5  | 3     | 5     | 3   |
| Climate Change & Environment     | 3     | 4  | 4  | 3      | 5   | 1        | 3        | 3           | 3          | 4           | 3         | 3      | 3  | 4     | 3     | 3   |
| Indigenous Reconciliation        | 2     | 1  | 0  | 2      | 1   | 5        | 2        | 2           | -          | 2           | 2         | 2      | 2  | 3     | 1     | 1   |
| Policing and Public Safety       | 1     | 2  | 1  | -      | 2   | 4        | -        | 2           | 4          | -           | 2         | 2      | 1  | 2     | 1     | 1   |



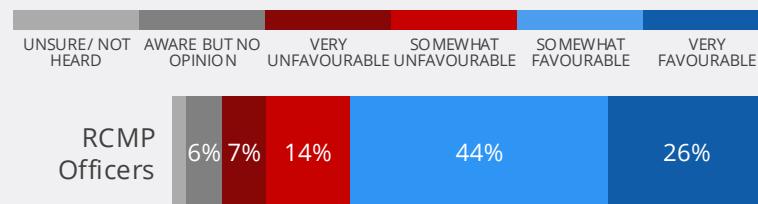
2. When it comes to the following issues facing Alberta today, which is your top priority that you would like the Premier Danielle Smith and the Alberta government address? Base: TOTAL W8 (N=1,200); W7 (N=1,201); W6 (N=1,200). *Some other issue* (5%); *None of the above* (1%); *Not sure* (2%)

# Over two-thirds of Albertans have favourable impression of RCMP Officers

5

- Increase in favourable impressions of RCMP Officers (70%) to higher end of range (65% to 71%) over 8 waves.
- Favourable impressions of RCMP Officers range from 62% to 74% across the regions, with highest level in Edmonton (74%).

## Impression of Organizations



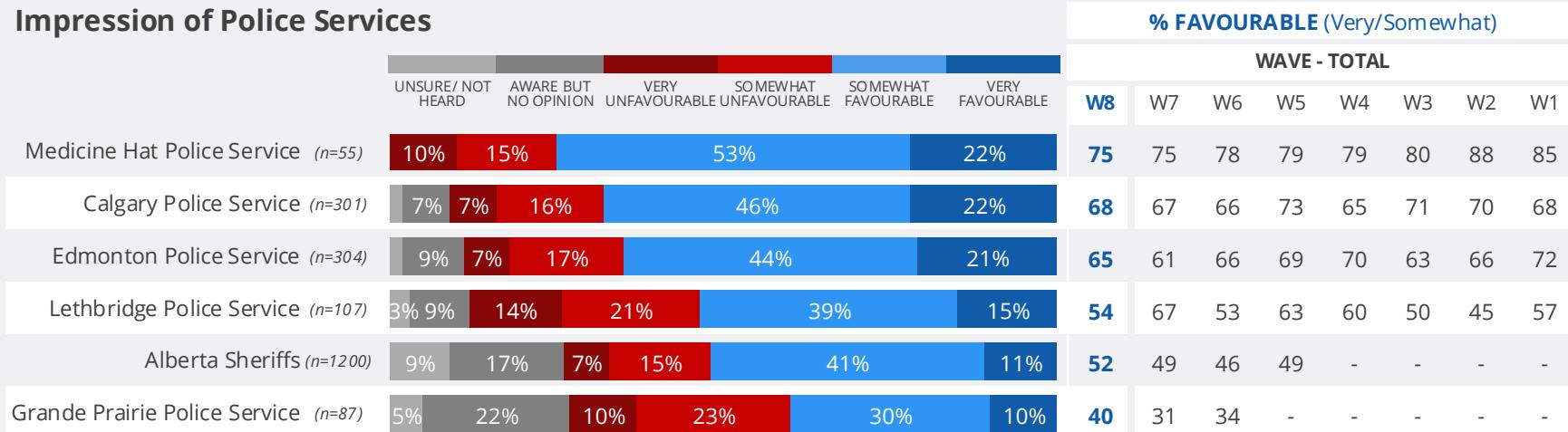
| % FAVOURABLE (Very/Somewhat) |    |    |    |    |    |    |    |        |     |          |          |             |            |             |    | RCMP SERVED |            |
|------------------------------|----|----|----|----|----|----|----|--------|-----|----------|----------|-------------|------------|-------------|----|-------------|------------|
| WAVE - TOTAL                 |    |    |    |    |    |    |    | REGION |     |          |          |             |            |             |    | Yes         | No/ Unsure |
| W8                           | W7 | W6 | W5 | W4 | W3 | W2 | W1 | Cal    | Edm | Cal Subs | Edm Subs | Rural North | Rural Cent | Rural South |    |             |            |
| 70                           | 66 | 67 | 69 | 66 | 71 | 65 | 70 | 69     | 74  | 62       | 66       | 73          | 69         | 71          | 72 | 69          |            |



4. Do you have a favourable or unfavourable impression of the following people or organizations? If you are unaware of any, please click that response option.  
Base: TOTAL W8 (N=1,200); W7 (N=1,201); W6 (N=1,200); W5 (N=1,202); W4 (N=1,206); W3 (N=1,221); W2 (N=1,228); W1 (N=1,300).

# Police and Sheriff services in Alberta have net-favourable impressions

- Over half (52%) have favourable impression of Alberta Sheriffs compared to 22% with unfavourable impression.
- Two-thirds (68%) of City of Calgary and Calgary suburbs residents have favourable impression of Calgary Police Service; 65% of City of Edmonton and Edmonton suburbs residents have favourable impression of Edmonton Police Service.
- Favourable impressions for smaller police services (note: smaller samples) range from 40%/33% (favourable/unfavourable) for Grande Prairie Police Service to 54%/35% for Lethbridge Police Service, and 75%/25% for Medicine Hat Police Service.



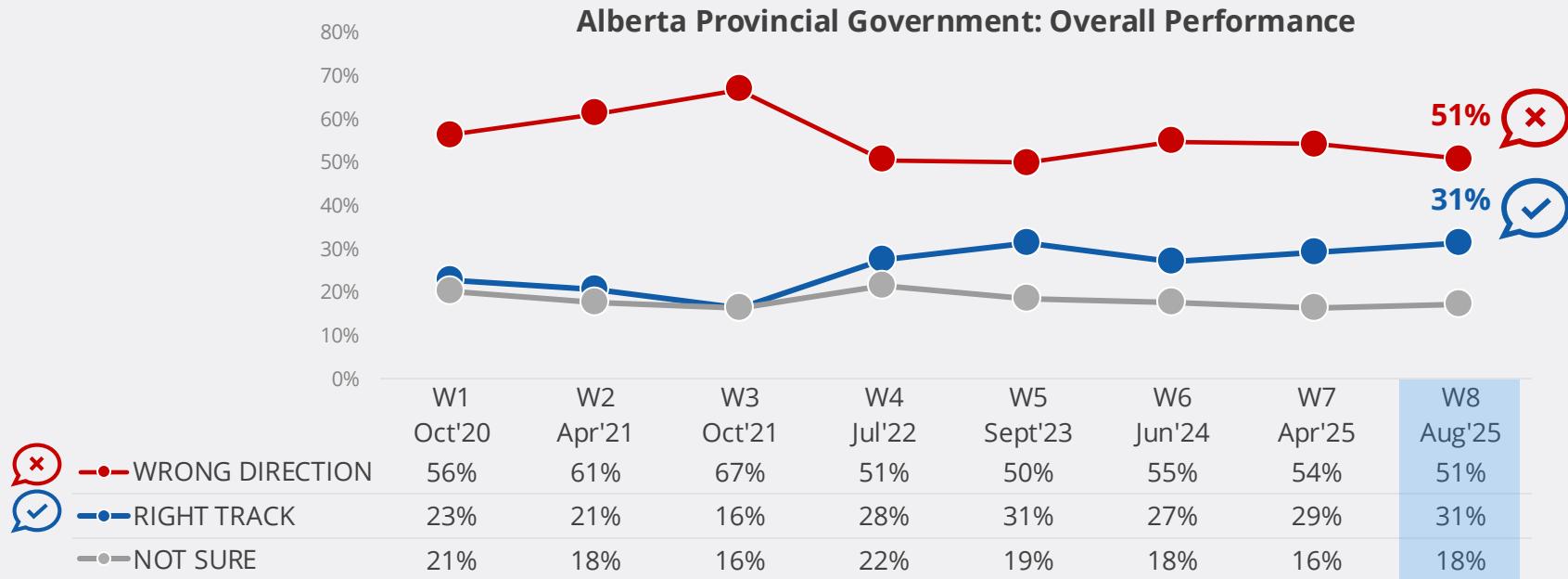
3. Do you have a favourable or unfavourable impression of the following people or organizations? If you are unaware of any, please click that response option.  
Base: TOTAL W8 (N=Varies).

# Alberta Politics and AB NEXT Panel

# Majority of Albertans say provincial government heading off in wrong direction

8

- Those saying provincial government is on “right track” increased marginally (+4%) since wave 6.

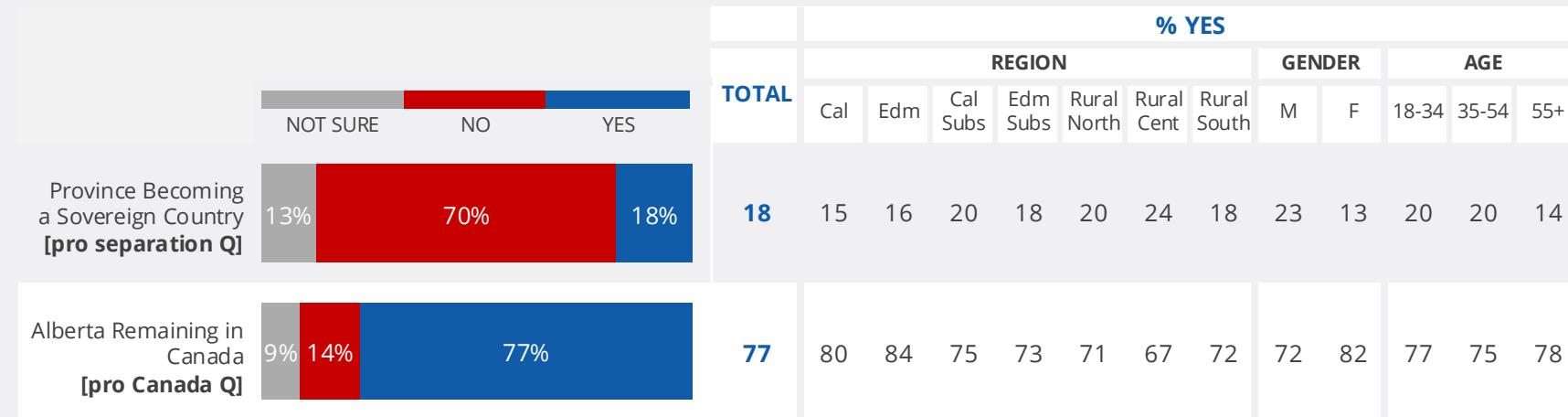


Q 1. In Alberta today, do you think the provincial government is on the right track, or do you think it is heading off in the wrong direction?  
Base: TOTAL W8 (N=1,200); W7 (N=1,201); W6 (N=1,200); W5 (N=1,202); W4 (N=1,206); W3 (N=1,221); W2 (N=1,228); W1 (N=1,300).

# Less than 1-in-5 support separation option in competing questions

9

- Two questions were asked of respondents, one from 'pro Canada' advocates and one from 'pro Alberta separation' advocates.
- In the pro separation question, 18% said they agreed that "the province shall become a sovereign country and cease to be a province of Canada" while 70% did not agree (13% not sure).
- In the pro Canada question, 14% disagreed that "Alberta should remain in Canada" while 77% agreed ("yes").



Base: TOTAL W8 (N=1,200)

3A - Do you agree that the province shall become a sovereign country and cease to be a province of Canada? [pro separation Q]

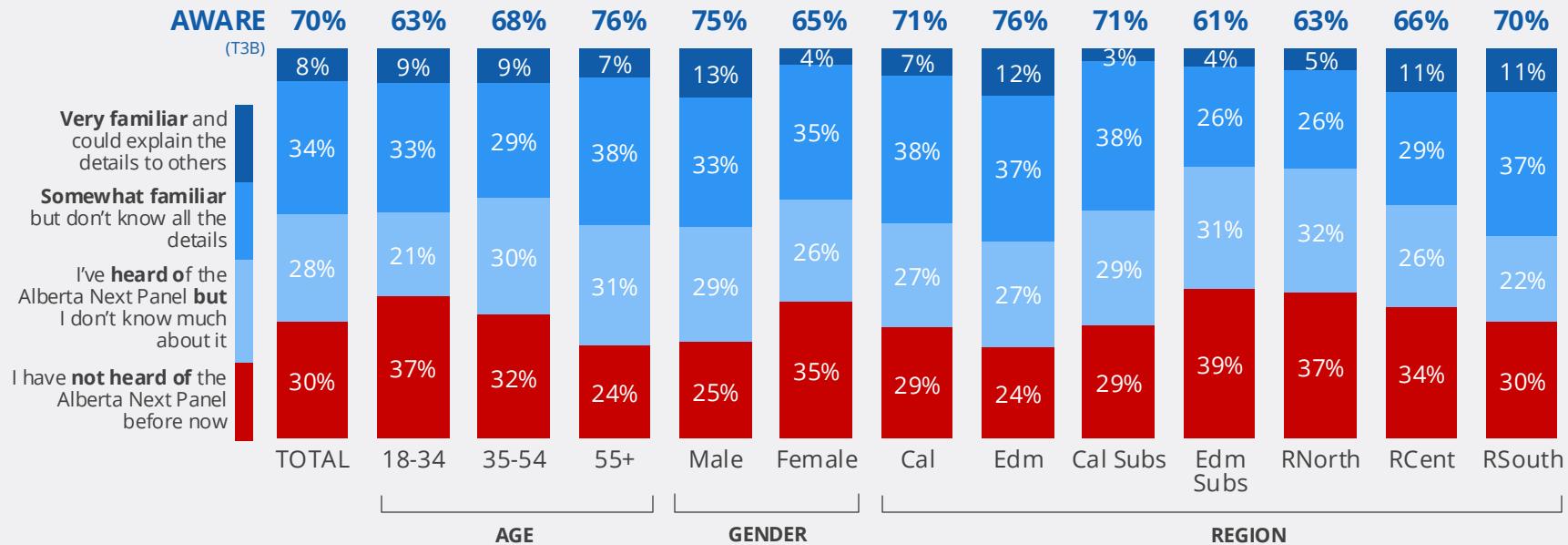
3B - Do you agree that Alberta should remain in Canada? [pro Canada Q]

# Over two-thirds say they are familiar with Alberta Next Panel

10

- Familiarity ranges from 63% among 18-34 age group to 76% among 55+ age group.
- Men are more likely to say “very familiar” (13%) compared to women (4%).

Familiarity with the Alberta Next Panel



7. Premier Danielle Smith and her government launched the Alberta Next Panel which has been touring the province of Alberta convening community town hall meetings. How familiar are you with the Alberta Next Panel? Base: TOTAL W8 (N=1,200).

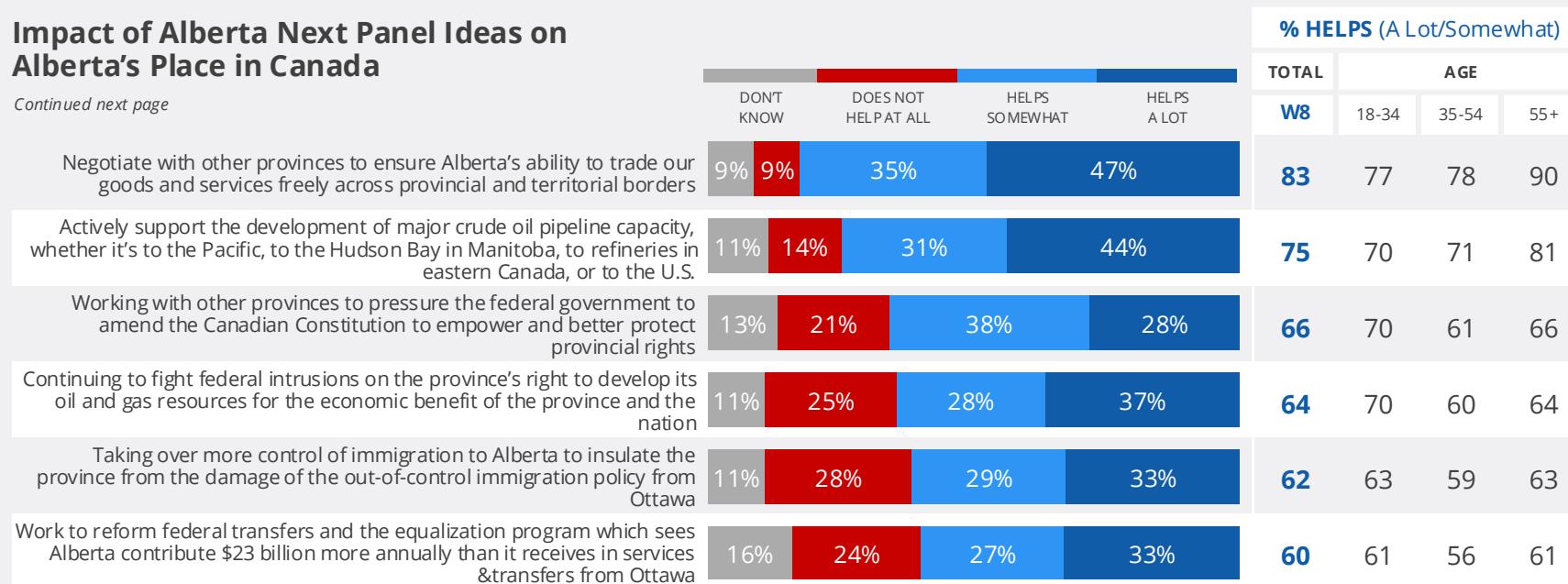
# Improving Alberta's place in Canada: economic priorities and provincial rights among Albertans' top priorities in improving place in Canada

11

- Trading freely across provincial and territorial borders and supporting the development of major crude oil pipeline capacity are top two priorities overall that help improve Alberta's place in Canada.
- Of the 12 items tested, other top 6 priorities include: amend the Constitution to better protect provincial rights, fight federal intrusions on oil and gas, taking more control over immigration, and reforming federal transfers and equalization

## Impact of Alberta Next Panel Ideas on Alberta's Place in Canada

Continued next page



8. The Alberta Next Panel, chaired by Premier Danielle Smith, states that it is exploring ideas and policies to assert Alberta's sovereignty and constitutional rights within a united Canada. To what extent do each of the following ideas help Alberta improve its place in Canada?  
Base: TOTAL W8 (N=1,200).

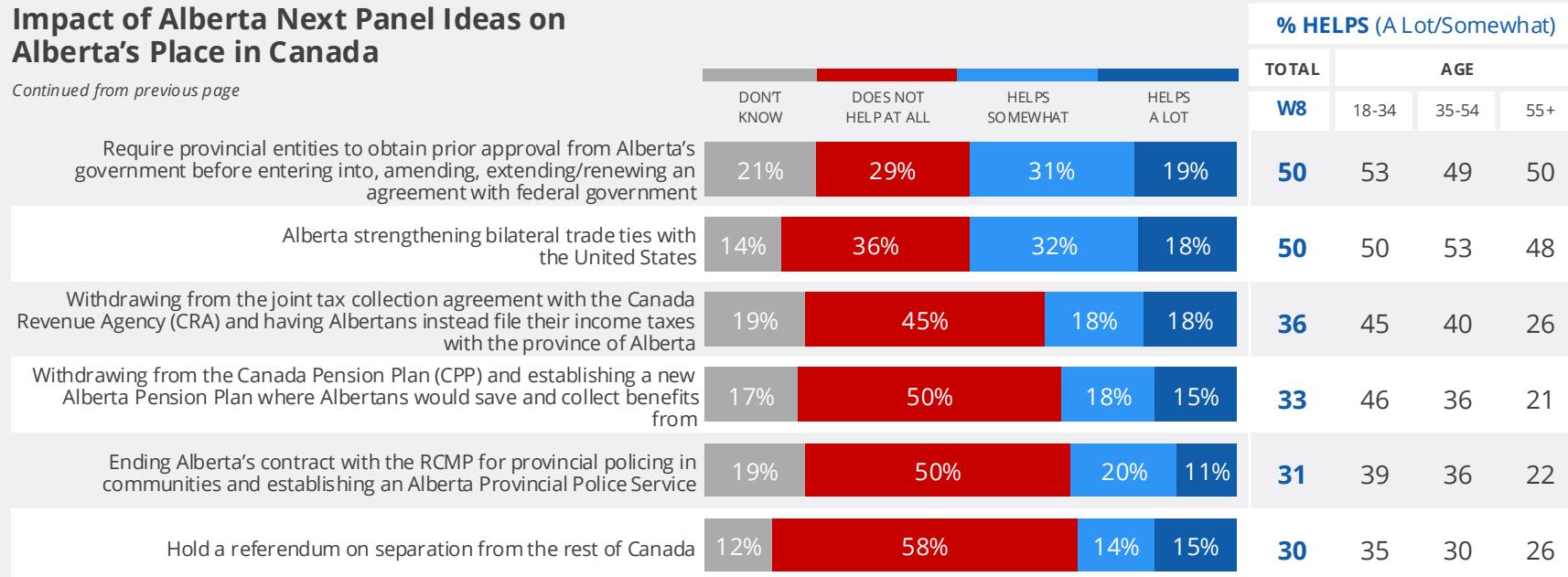
# Improving Alberta's place in Canada: majority say ending RCMP contract/establishing Alberta Provincial Police Service "does not help at all"

12

- Half (50%) say ending Alberta's contract with the RCMP ... and establishing an Alberta Provincial Police Service "does not help at all" while 31% say it helps (a lot/somewhat).
- Of 12 items tested, ending the RCMP contract/establishing provincial police service ranks 11<sup>th</sup> in terms of helping improve Alberta's place in Canada, at about the same level as "hold a referendum on separation from the rest of Canada" (30%)

## Impact of Alberta Next Panel Ideas on Alberta's Place in Canada

Continued from previous page



8. The Alberta Next Panel, chaired by Premier Danielle Smith, states that it is exploring ideas and policies to assert Alberta's sovereignty and constitutional rights within a united Canada. To what extent do each of the following ideas help Alberta improve its place in Canada?

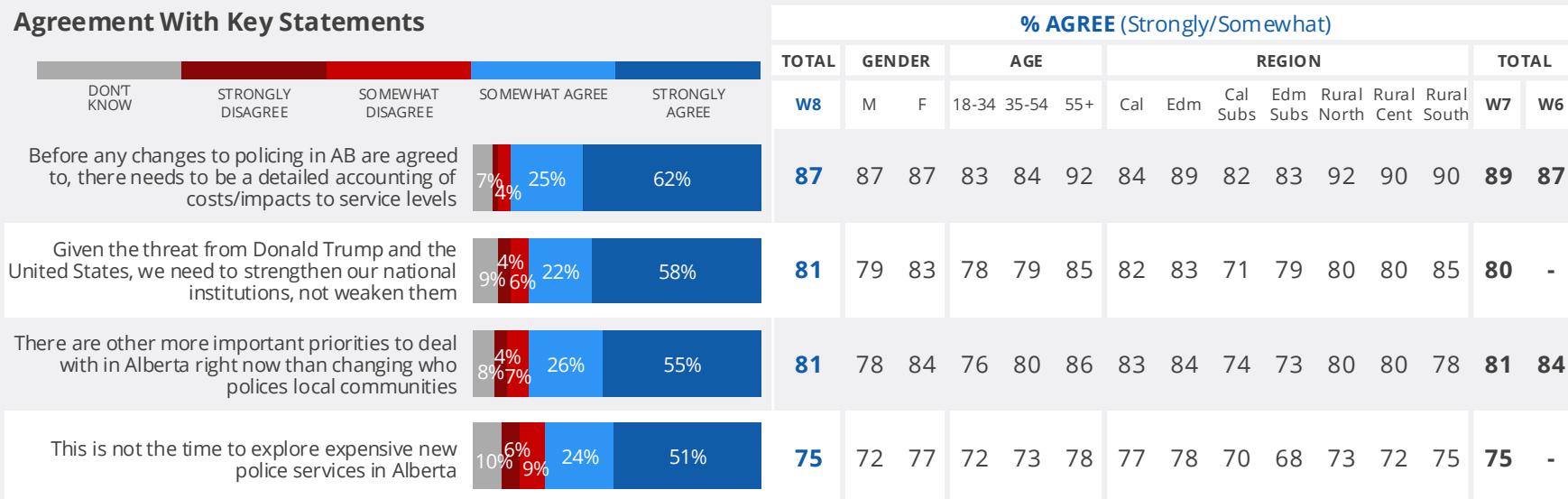
Base: TOTAL W8 (N=1,200); W7 (N=1,201); W4 (N=1,2060); W3 (N=1,221); W2 (N=1,228); W1 (N=1,300).

# 3-in-4 agree "This is not the time to explore expensive new police services in Alberta"

13

- Majority (56%) agree "if the federal government approves an oil pipeline, the Alberta government should drop its plan to replace RCMP".
- Almost 9-in-10 (87%) Albertans continue to agree that there needs to be a detailed accounting of costs/impacts to service levels.
- Over 4-in-5 (81%) agree that "given the threat from Donald Trump... we need to strengthen our national institutions, not weaken them".

## Agreement With Key Statements



Continued next page



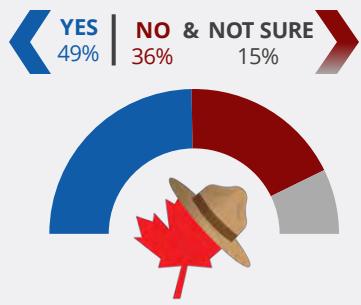
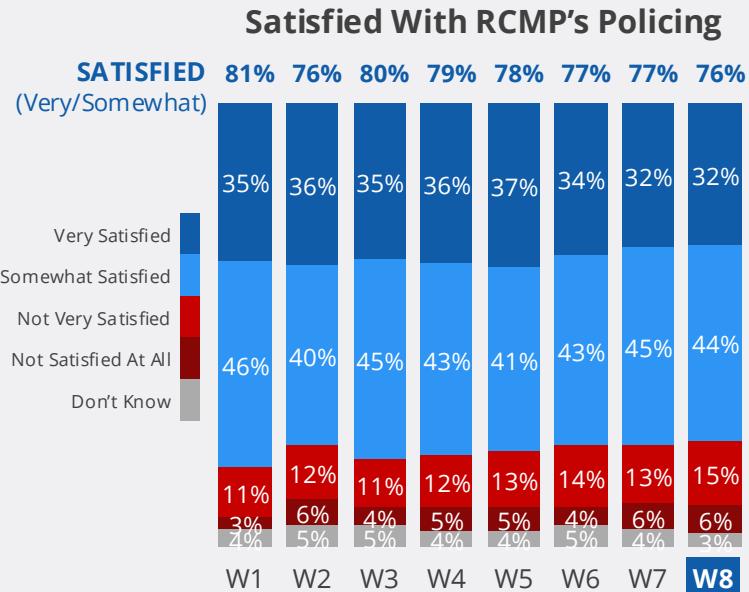
25. Please indicate to what extent do you agree or disagree with the following statements:  
Base: TOTAL W8 (N=1,200); W7 (N=1,201)

# RCMP Satisfaction

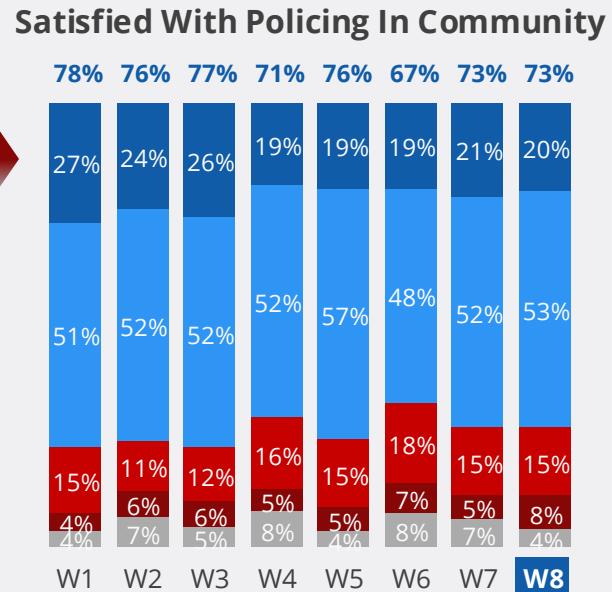
# Over three-quarters satisfied with RCMP's policing

15

- Satisfaction with RCMP's policing of their community (76%).
- Almost three-in-four satisfied with policing in non-RCMP served communities (73%).



**Area Served by a Local RCMP Detachment**

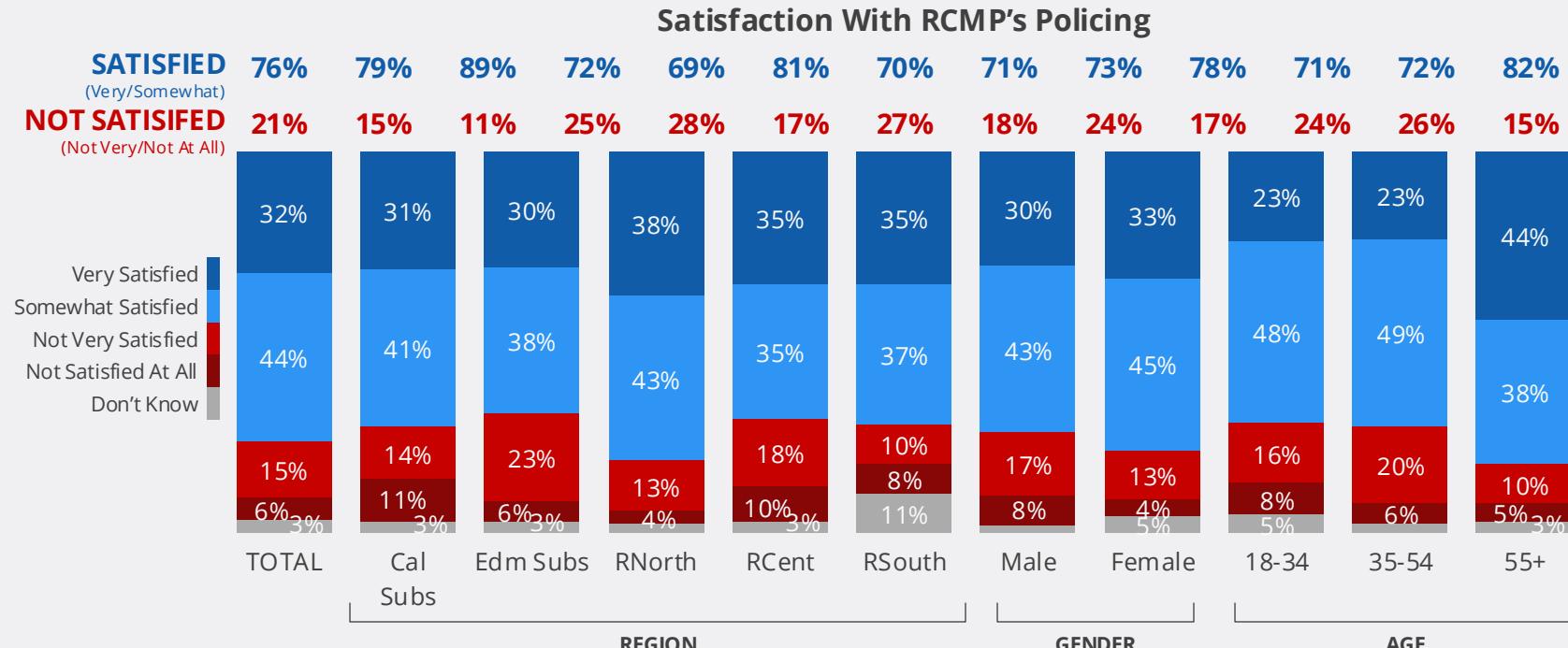


Now, here are some questions about policing in Alberta. | 9. Is your municipality or local area served by a local RCMP detachment? Base: TOTAL W8 (N=1,200); W7 (N=1,201) | 10. How satisfied are you with the RCMP's policing of your community? Base: Yes, at Q4: W8 (N=729); W7 (N=718); W6 (N=678); W5 (N=699); W4 (N=696); W3 (N=727); W2 (N=733); W1 (N=809) | 11. How satisfied are you with the policing in your community? Base: No or Not Sure at Q4: W8 (N=471); W7 (N=483); W6 (N=522); W5 (N=503); W4 (N=510); W3 (N=494); W2 (N=495); W1 (N=491).

# Satisfaction with RCMP's policing:

16

- Regionally, satisfaction ranges from 70% in Rural Central to 84% in Calgary suburbs.
- Women more likely to be satisfied with RCMP's policing (82%); 55+ age group most satisfied with RCMP's policing (83%).



10. How satisfied are you with the RCMP's policing of your community?  
Base: Local Area Served by RCMP: W8 (N=729).

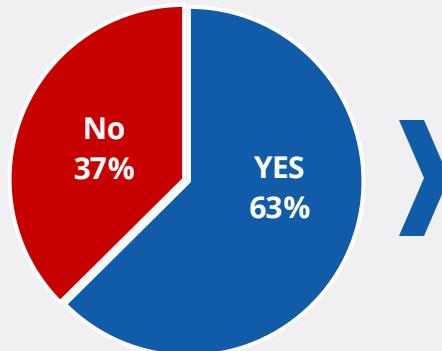
# Alberta Provincial Police Service [APPS]

# Majority aware of Alberta's plan to replace RCMP with Alberta Provincial Police Service

18

- Read, seen, heard comments about Alberta Provincial Police Service (APPS) include government plan to have own police force, defunding the RCMP, criticism of government, broadening role of sheriffs, and comments related to Alberta separation.

## Awareness of Alberta's Plan to Replace RCMP with Alberta Provincial Police Service



## Read, Seen or Heard

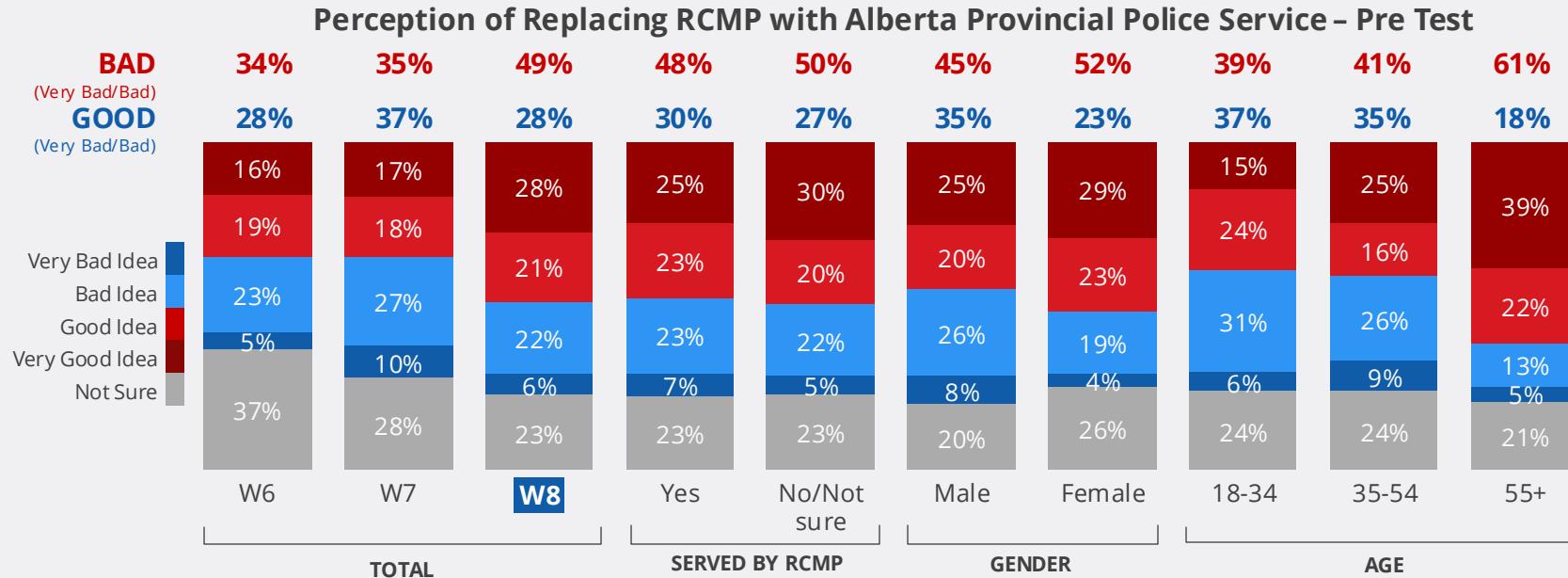


13. Before responding to this survey, had you read, seen, or heard anything the Alberta government's plan to replace the RCMP with a new Alberta Provincial Police Service? Base: TOTAL W8 (N=1,200) | 14. And what have you read, seen or heard? BASE: Yes, at Q13 (N=804).

# Almost half say replacing RCMP with Alberta Provincial Police Service is a “bad idea”

19

- Those saying APPS is a bad idea (49%) includes majority of women (52%), 55+ age group (61%).
- Those saying APPS is a good idea (28%) is higher among men (35%), 18-34 age group (37%).



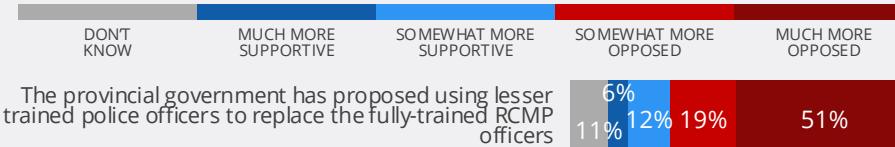
15. Based on what you have read, seen, or heard, do you think replacing the RCMP with a new Alberta Provincial Police Service is a good idea or a bad idea?  
 Note: The name of the agency has changed from IAPS to APPS. Base: TOTAL W8 (N=1,200); W7 (N=1,201).

# Using lesser trained police officers to replace fully-trained RCMP officers is top among messages driving opposition to replacing RCMP with APPS

20

- Over 7-in-10 (71%) are more opposed to replacing RCMP with APPS based on using lesser trained officers to replace fully-trained RCMP officers, including over half (51%) that are much more opposed.
- A range of 63-64% are more opposed to replacing RCMP with APPS based on increased costs and potential impact on rural areas.

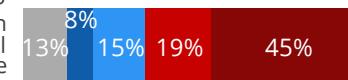
## Support/Opposition For APPS\*



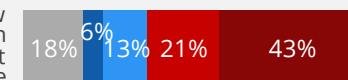
The provincial government has proposed using lesser trained police officers to replace the fully-trained RCMP officers

| % OPPOSED (Much More/Somewhat More) |        |    |     |       |       |        |     |     |          |          |             |            |             |
|-------------------------------------|--------|----|-----|-------|-------|--------|-----|-----|----------|----------|-------------|------------|-------------|
| TOTAL                               | GENDER |    | AGE |       |       | REGION |     |     |          | TOTAL    |             |            |             |
|                                     | W8     | M  | F   | 18-34 | 35-54 | 55+    | Cal | Edm | Cal Subs | Edm Subs | Rural North | Rural Cent | Rural South |
| 71                                  | 67     | 74 | 64  | 66    | 79    | 68     | 72  | 66  | 67       | 77       | 74          | 74         | 59          |

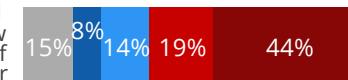
The federal government pays 30% of the cost of RCMP service in Alberta, which amounts to about \$188 million each year. If Alberta replaces the RCMP with a provincial police service, the current federal contribution will have to be absorbed by provincial and municipal taxpayers



Ending the RCMP contract and moving to a new provincial police service model will put more attention on Edmonton and Calgary, and rural communities won't receive the attention they deserve



The province has not released detailed costing of the plan to create a new provincial police service, but a 2021 report commissioned by the government said a new provincial police service would have start-up costs of \$372 million plus and additional \$164 million each year in operating costs



| TOTAL | GENDER |    | AGE |       |       | REGION |     |     |          | TOTAL    |             |            |             |
|-------|--------|----|-----|-------|-------|--------|-----|-----|----------|----------|-------------|------------|-------------|
|       | W8     | M  | F   | 18-34 | 35-54 | 55+    | Cal | Edm | Cal Subs | Edm Subs | Rural North | Rural Cent | Rural South |
| 64    | 60     | 67 | 54  | 61    | 73    | 65     | 62  | 54  | 61       | 67       | 67          | 67         | 65          |
| 63    | 58     | 69 | 55  | 58    | 74    | 62     | 60  | 63  | 64       | 67       | 70          | 68         | 61          |
| 63    | 59     | 66 | 51  | 60    | 73    | 64     | 63  | 57  | 59       | 63       | 65          | 64         | 59          |



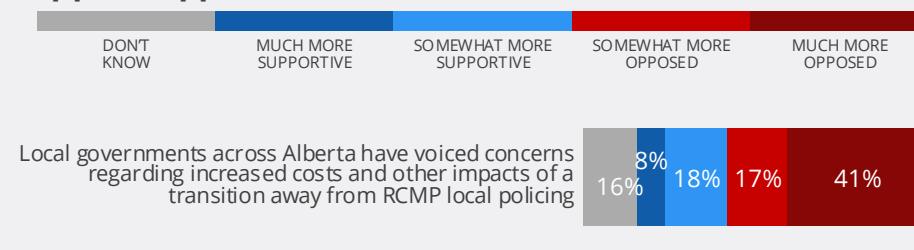
16. Here are some general statements about policing in Alberta. Please indicate whether they make you more supportive or more opposed to replacing the RCMP with a new Alberta Provincial Police Service (APPS). Base: TOTAL W8 (N=1,200); TOTAL Sample Split W7 (600-601). Note: The name of the agency has changed from IAPS to APPS.

# Majority more opposed to replacing RCMP with APPS based on local government concerns

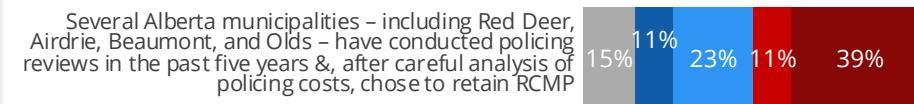
21

- Majority (58%) more opposed to replacing RCMP with APPS based on local governments voicing concerns regarding increased costs, including 61% of women, 66% of 55+ age group and 66% of Rural Central.
- “Ending the contract with the RCMP will give Albertans more control over policing...” made 37% more supportive of plan to replace RCMP with APPS.

## Support/Opposition For APPS\*



| % OPPOSED (Much More/Somewhat More) |        |    |     |       |       |        |     |     |     |     |       | TOTAL | TOTAL |     |
|-------------------------------------|--------|----|-----|-------|-------|--------|-----|-----|-----|-----|-------|-------|-------|-----|
| TOTAL                               | GENDER |    | AGE |       |       | REGION |     |     |     |     |       |       |       |     |
|                                     | W8     | M  | F   | 18-34 | 35-54 | 55+    | Cal | Edm | Cal | Edm | Rural | Rural | Rural | W7* |
| 58                                  | 54     | 61 | 52  | 53    | 66    | 55     | 60  | 57  | 52  | 58  | 66    | 62    | 57    | 63  |



| % OPPOSED (Much More/Somewhat More) |        |    |     |       |       |        |     |     |     |     |       |       |       |     | TOTAL |
|-------------------------------------|--------|----|-----|-------|-------|--------|-----|-----|-----|-----|-------|-------|-------|-----|-------|
| TOTAL                               | GENDER |    | AGE |       |       | REGION |     |     |     |     |       |       |       |     |       |
|                                     | W8     | M  | F   | 18-34 | 35-54 | 55+    | Cal | Edm | Cal | Edm | Rural | Rural | Rural | W7* | W6*   |
| 51                                  | 49     | 52 | 48  | 46    | 56    | 47     | 52  | 46  | 46  | 53  | 56    | 60    | 51    | -   |       |

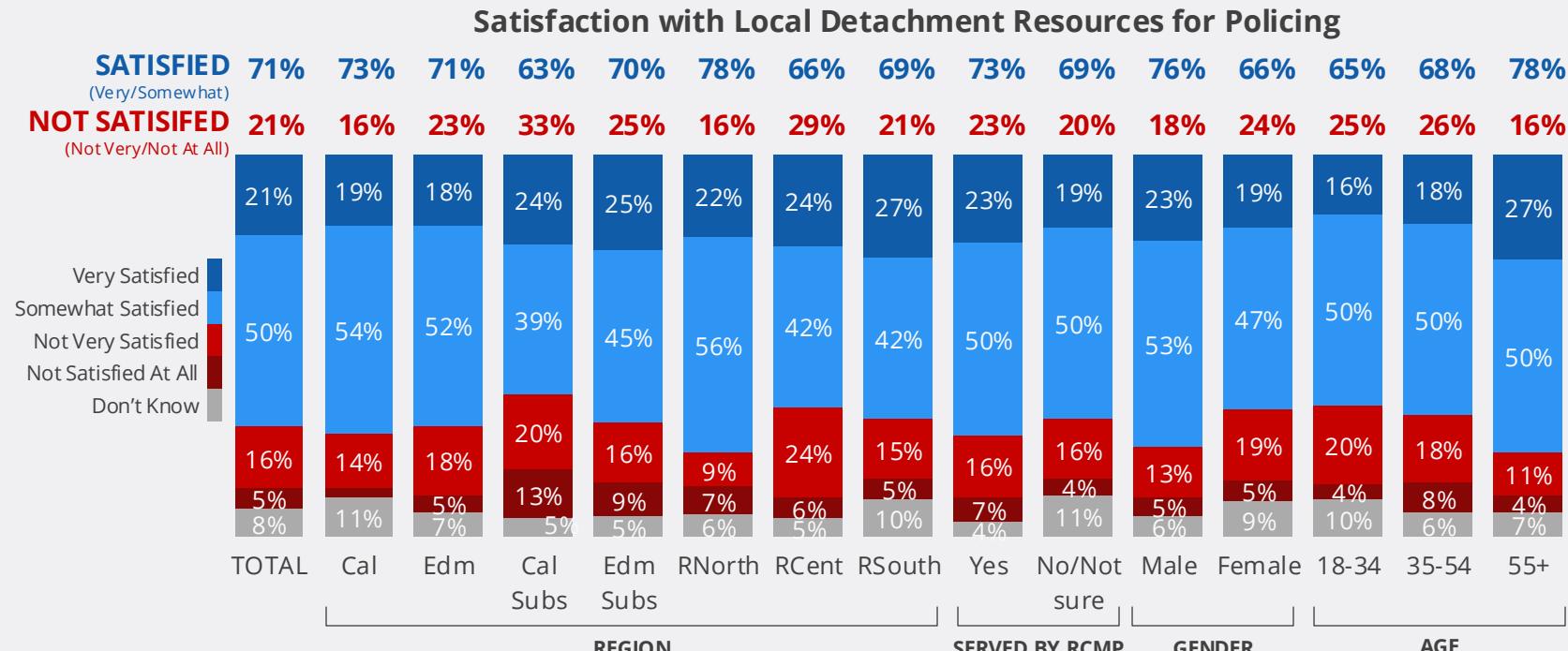


16. Here are some general statements about policing in Alberta. Please indicate whether they make you more supportive or more opposed to replacing the RCMP with a new Alberta Provincial Police Service (APPS). Base: TOTAL W8 (N=1,200); TOTAL Sample Split W7 (600-601). Note: comparing APPS (W8) to previously proposed IAPS (W6/W7)

# Over 7-in-10 satisfied that their local detachment has adequate resources to police their community

22

- Across rural areas, satisfaction ranges from 66% in Rural Central to 69% in Rural South and 78% in Rural North.



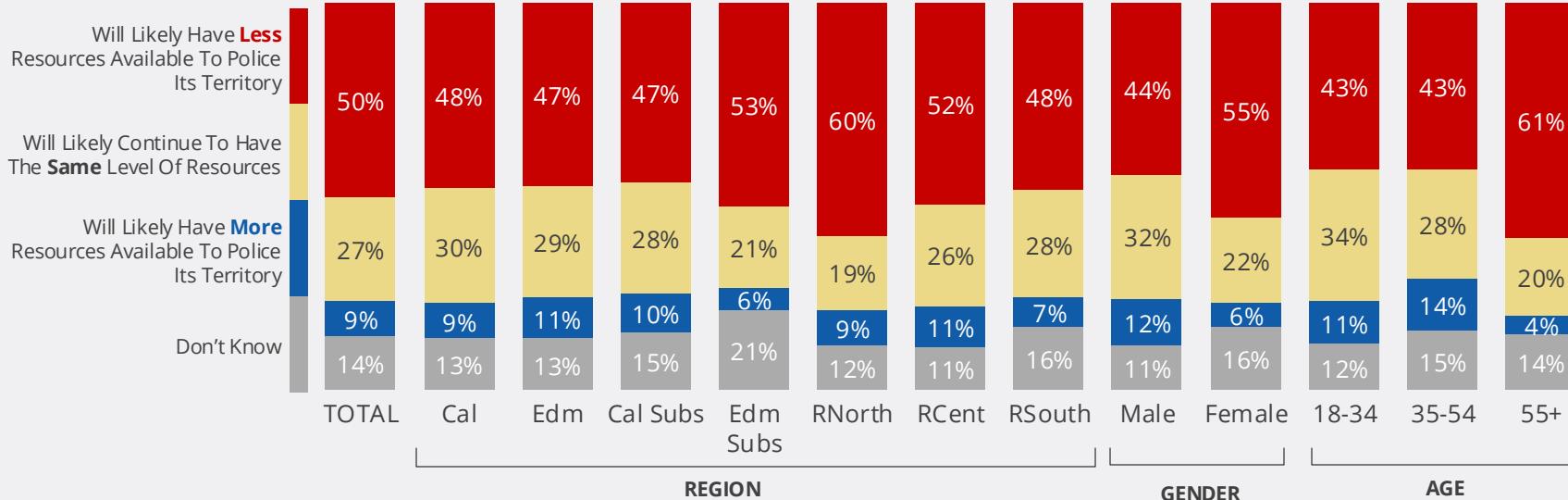
17. Thinking about policing in your community, how satisfied are you with your local detachment having adequate resources to police your community?  
Base: TOTAL W8 (N=1,200).

# Majority say their community's police service will have less resources available to police its territory if RCMP replaced with APPS

23

- While half (50%) say their community will likely have less resources for policing, 9% said it is likely there would be more resources available, and 27% said it is likely their community will have the same level of resources for policing.

Expected Resource Levels if RCMP is Replaced with Alberta Provincial Police Service



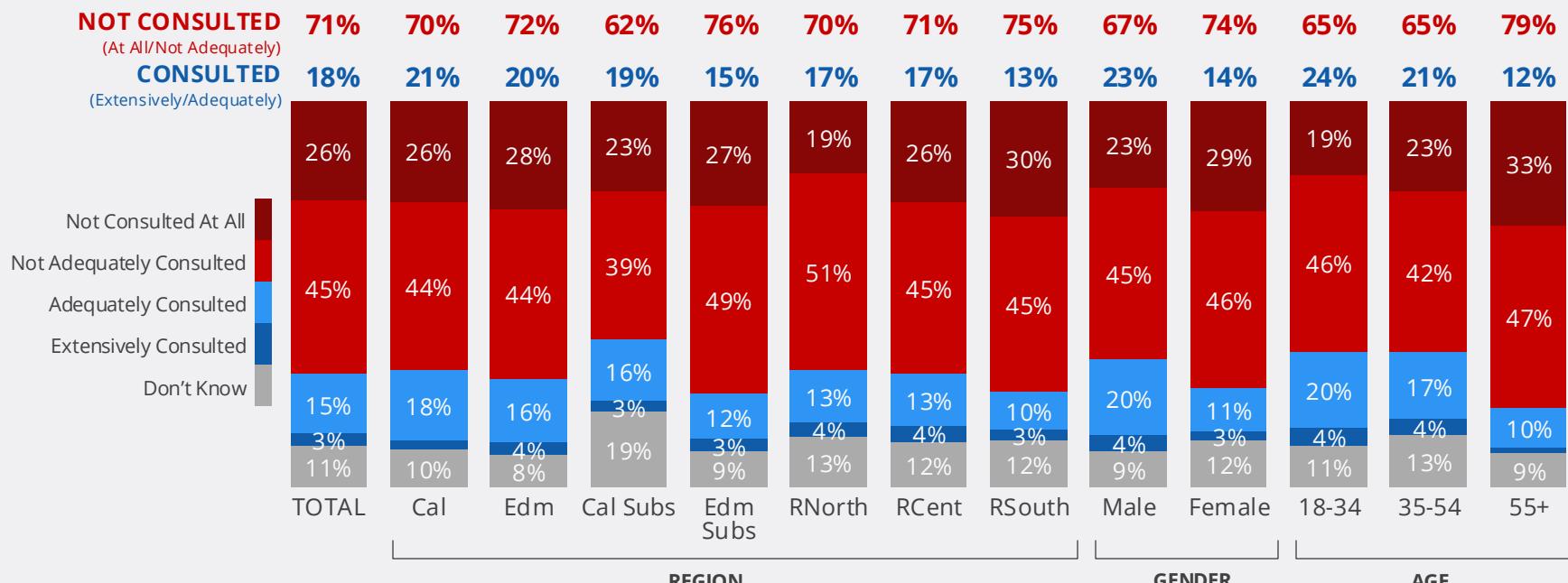
18. The community police service in each municipality in Alberta is funded by the local government. RCMP-served communities receive additional funding from the federal government. If Alberta replaces the RCMP with a new Alberta Provincial Police Service, the current federal contribution would have to be absorbed by provincial and municipal taxpayers. Thinking about this, do you feel that your community's police service will have more, less, or the same level of resources available to police its territory? Base: TOTAL W8 (N=1,200).

# Over 7-in-10 say public has not been adequately consulted on idea of replacing the RCMP with a new Alberta Provincial Police Service

24

- Over 1-in-4 (26%) say the public has “not been consulted at all” including 33% of 55+ age group.

## Perceived Public Consultation on Replacing RCMP with Alberta Provincial Police Service

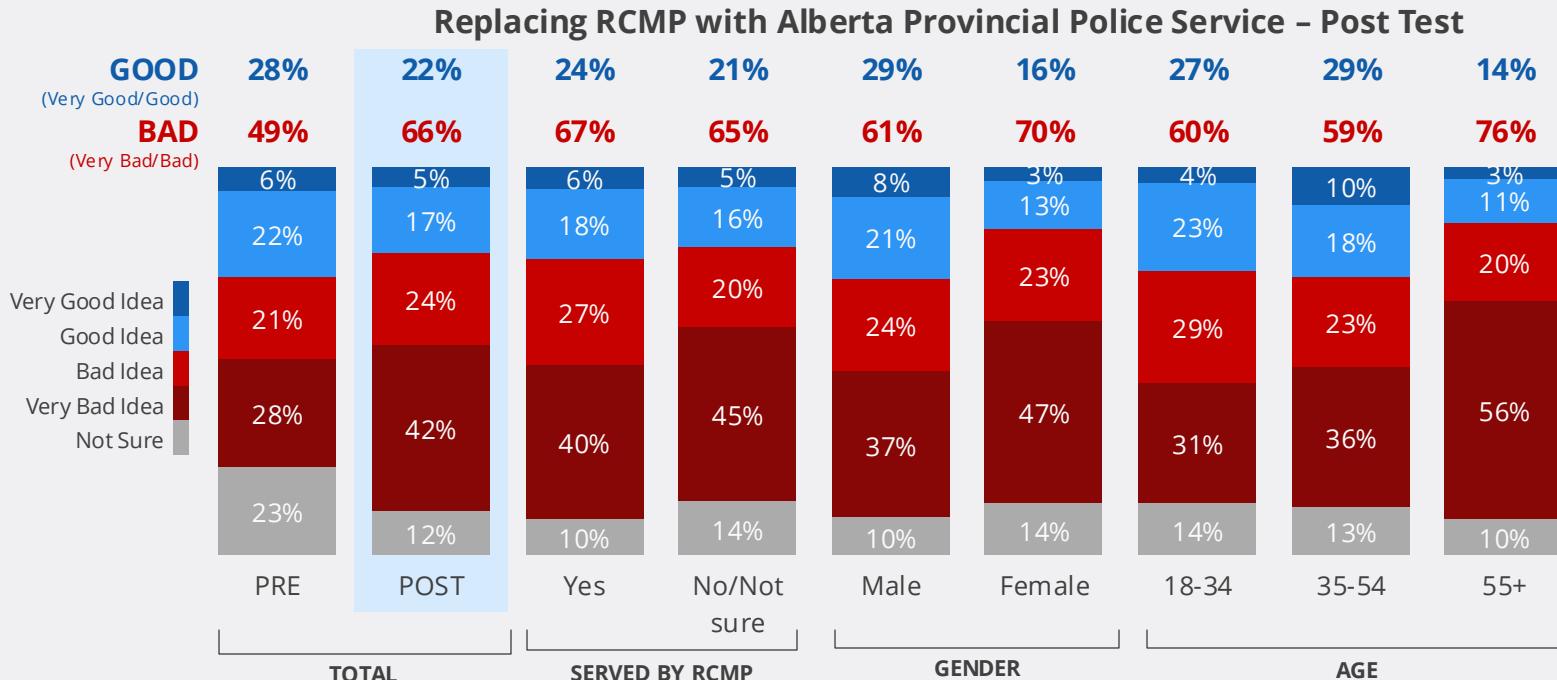


19. To what extent do you think the public has been consulted about the idea of replacing the RCMP with a new Alberta Provincial Police Service?  
Base: TOTAL W8 (N=1,200).

# Post-test: Those saying replacing RCMP with Alberta Provincial Police is a bad idea increases significantly

25

- Those saying replacing the RCMP with APPS is a bad idea moves from 49% (pre-test) to 66% (post-test), including an increase among those saying it's a "very bad idea" from 28% to 42%.



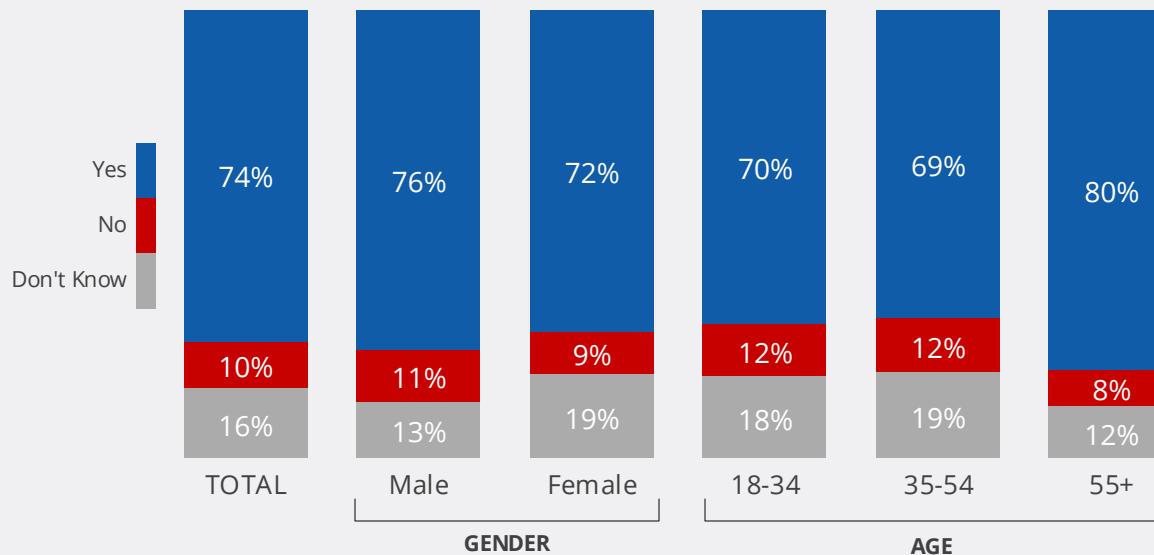
20. Now that you reviewed additional information, do you think replacing the RCMP with a new Alberta Provincial Police Service is a good idea or a bad idea?  
 PRE: 15. Based on what you have read, seen, or heard, do you think replacing the RCMP with a new Alberta Provincial Police Service is a good idea or a bad idea?  
 Note: The name of the agency has changed. Base: TOTAL W8 (N=1,200).

# About 3-in-4 say a decision to replace the RCMP with a new Alberta Provincial Police Service should require approval by referendum

26

- If provincial government moves to replace the RCMP with a new APPS, those saying it should require approval by referendum, and broad support among gender and age groups.

## Approval by Referendum for Replacing RCMP with Alberta Provincial Police Service



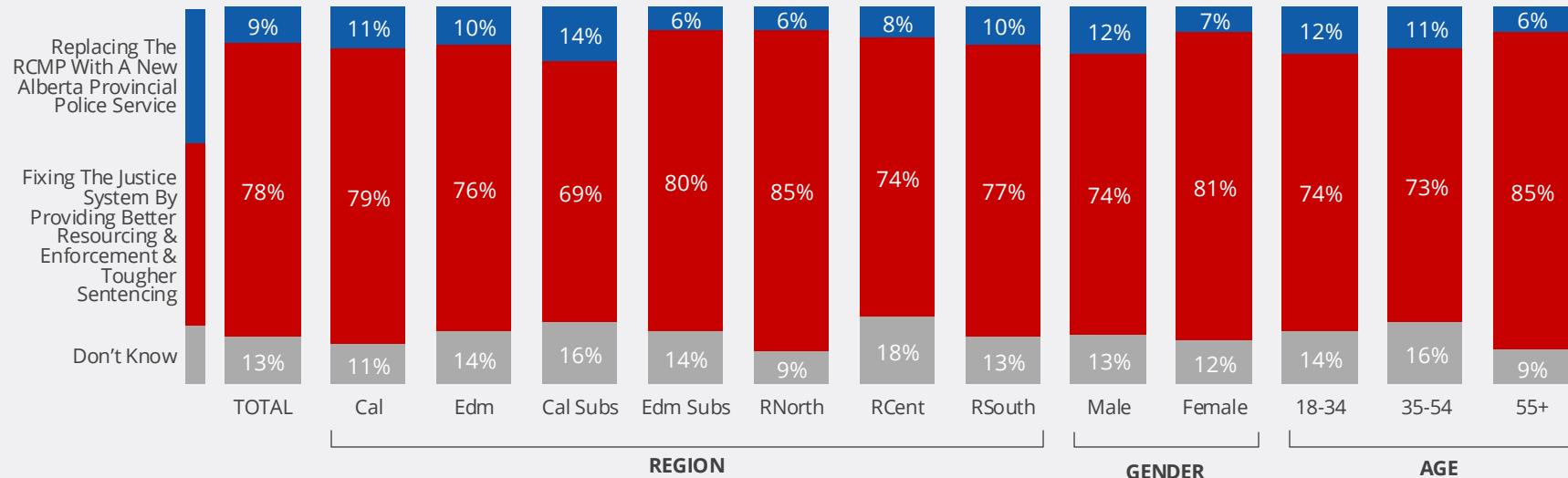
22. The provincial government recently held a province-wide referendum on equalization measures. If a decision is made by the provincial government to replace the RCMP with a new Alberta Provincial Police Service, should that decision also require approval by referendum? Base: TOTAL W8 (N=1,200).

# Vast majority want government's focus on fixing the justice system rather than replacing the RCMP with a new Alberta Provincial Police Service

- Almost 4-in-5 (78%) prefer "fixing the justice system by providing better resourcing and enforcement, and tougher sentencing" over "replacing the RCMP with a new Alberta Provincial Police Service" (9%).

27

Premier Danielle Smith and Government's Focus on Public Safety in Alberta

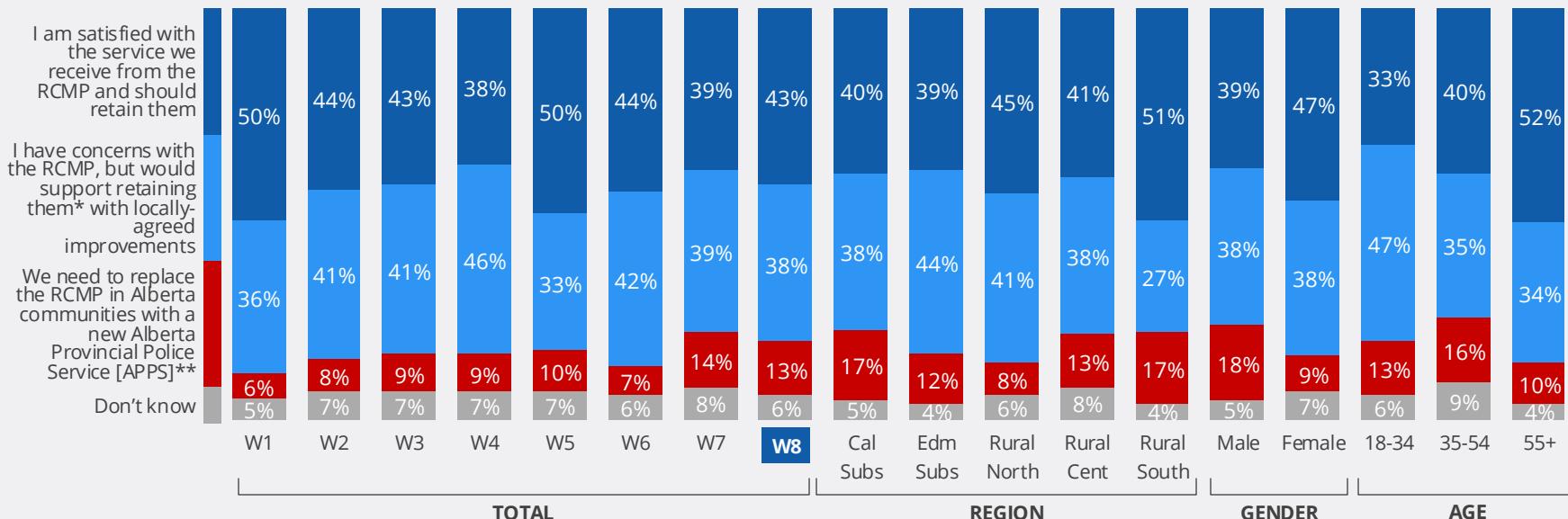


Q 23. When it comes to public safety in Alberta, do you think Premier Danielle Smith and the UCP government's focus should be on...  
Base: TOTAL W8 (N=1,200).

# Post-test among RCMP Communities: Tracking across 8 waves

- Among those in RCMP-served communities, 81% would retain RCMP which is within the range (78% to 86) over 8 waves.
- Those saying the RCMP needs to be replaced is at 13%, marginally lower than wave 7, but higher than levels in waves 1-6.

Viewpoint of RCMP Served Communities On Key Issues

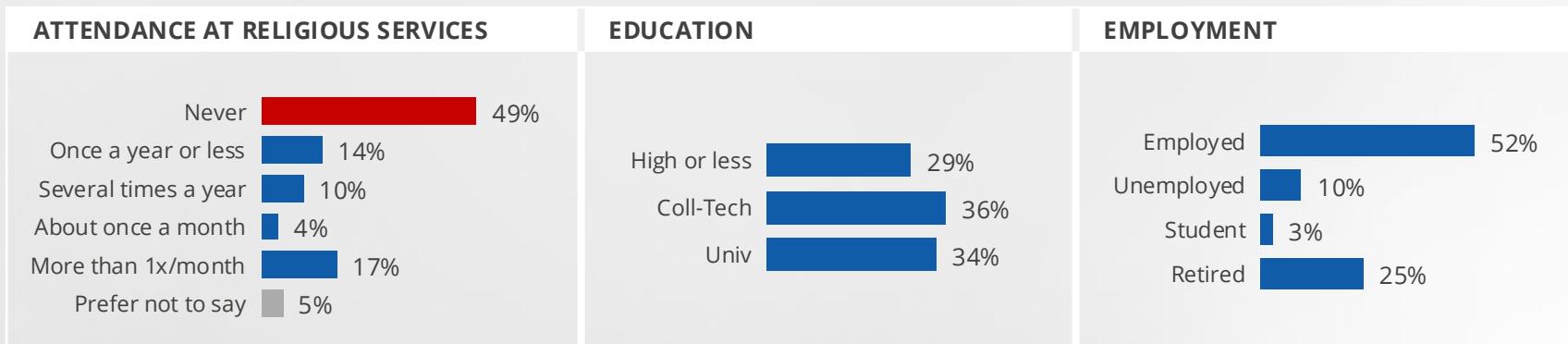
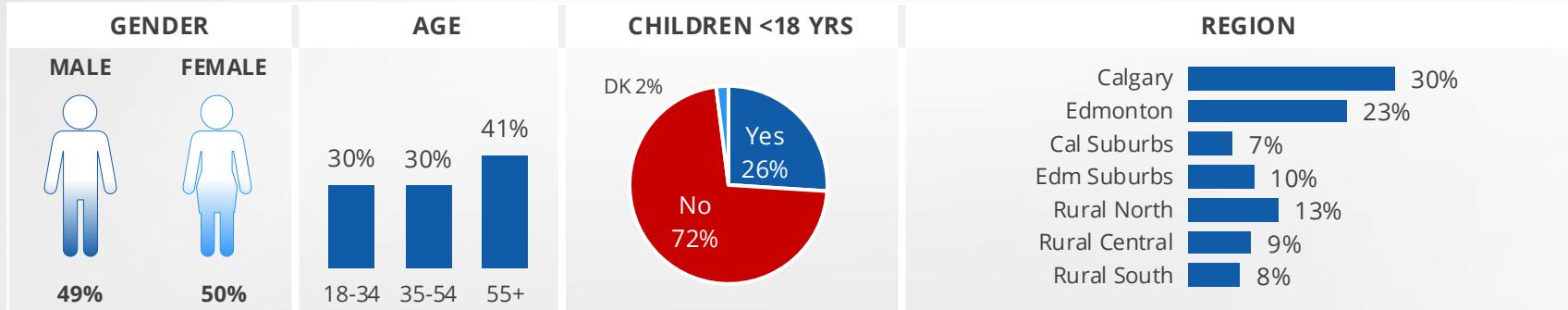


26. Which of the following statements best reflects your viewpoint? Base: Rural / RCMP Communities: W8 (N=729); W7 (N=718); W6 (N=678); W5 (N=699); W4 (N=695); W3 (N=727); W2 (N=733); W1 (N=809). \*W1 Read: "...if there were significant improvements". \*\*Note: The name of the agency has changed from IAPS to APPS..

# DEMOGRAPHICS

# Demographics

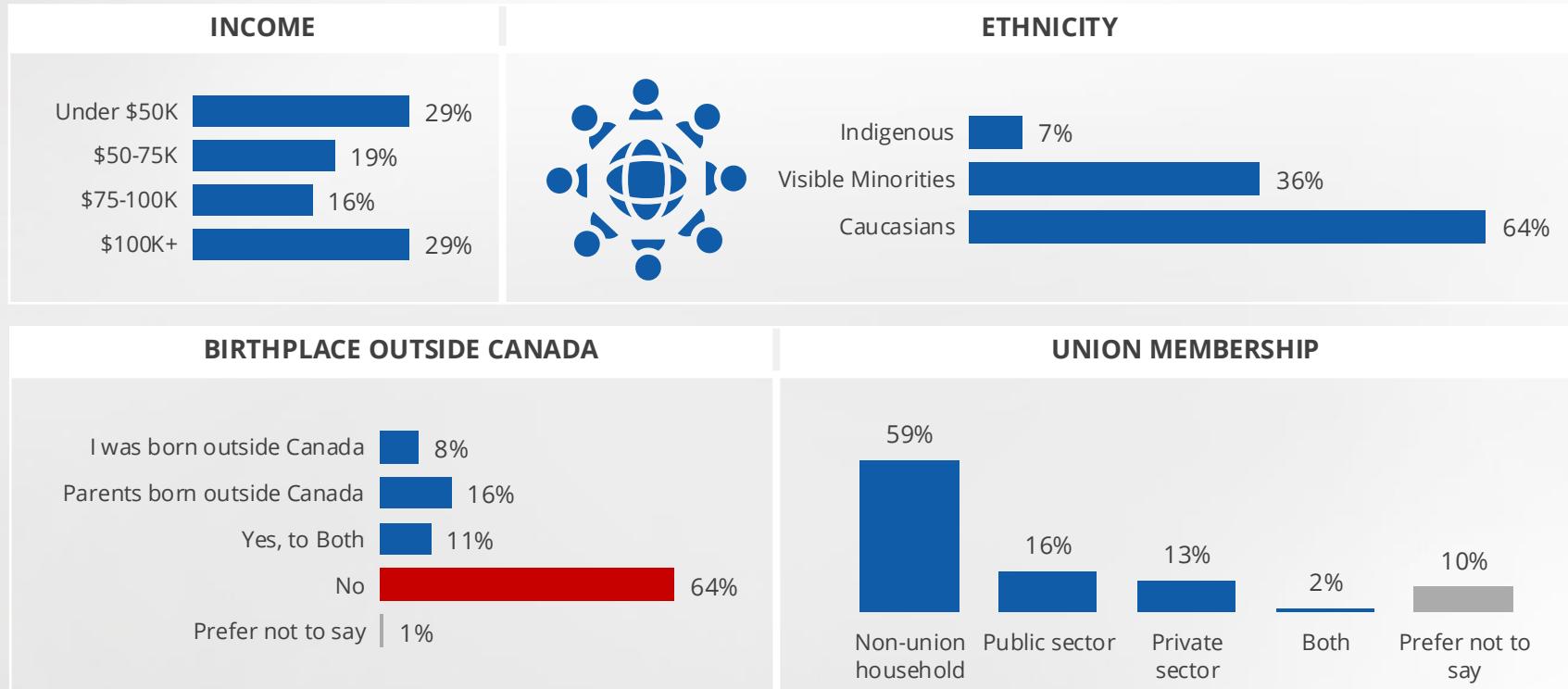
30



Base: TOTAL (N=1,200).

# Demographics

31



Base: TOTAL (N=1,200).

NATIONAL  
POLICE  
FEDERATION



FÉDÉRATION  
DE LA POLICE  
NATIONALE

# National Police Federation Alberta

Wave 8

August 2025

**pollara**  
40 years of strategic insights

# Ag Information Forum

Thursday,  
December 11  
4 pm to 8 pm  
MD Administration  
Office

Are you part of the  
agriculture community?

The MD is hosting a  
come-and-go information  
forum to showcase  
programs that may assist  
you and your farm.





Representatives and information from the following organizations will be present:

- Agricultural Financial Services Corporation (AFSC)
- Alberta Environmental Farm Plan
- Alberta Invasive Species Council (AISC)
- Alternative Land Use System (ALUS)
- Cleanfarms
- Co-op
- Foothills Forage and Grazing Association (FFGA)
- Grassland Restoration Forum (GRF)
- On-Farm Climate Action Fund (OFCAF)
- Oldman Watershed Council
- Resilient Agricultural Landscape Program (RALP)
- Results Driven Agriculture Research (RDAR)
- Southern Alberta Land Trust Society (SALTS)
- Sundog Solar
- Sustainable Canadian Agricultural Partnership (S-CAP)
- Waterton Biosphere

**Free beef on a bun, while supplies last.**

For any questions regarding the event, please contact the MD office at 403 627-3130 or email [info@mdpinchercreek.ab.ca](mailto:info@mdpinchercreek.ab.ca)



## CHINOOK SEXUAL ASSAULT CENTRE

Municipal District of Pincher Creek No. 9  
Box 279  
1037 Herron Ave  
Pincher Creek AB  
T0K 1W0

November 24, 2025

Dear Reeve Rick Lemire and Council,

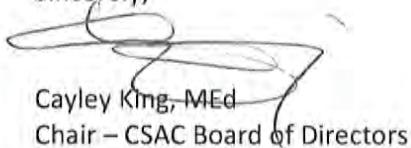
On behalf of the Chinook Sexual Assault Centre (CSAC) and the Chinook Child and Youth Advocacy Centre, congratulations on your election to municipal office. We appreciate the significant responsibility you carry as local leaders, especially during times of uncertainty, and extend our support as you work to serve our communities.

Founded just seven years ago, CSAC was the first standalone sexual assault centre serving southwest Alberta. While our home is in Lethbridge, our reach extends across the entire region, offering support to individuals of all ages and identities. Since opening our doors, we have supported 2043 adults and 1256 children, each one a person impacted by sexual abuse, assault, exploitation, or other forms of violence. Our organization is committed to investing in community well-being through training, advocacy, expert consultation, and service; helping survivors and their families reclaim their sense of security and fully participate in society.

As your council develops future policies and initiatives, we urge you to prioritize the needs of those most affected by trauma and harm. The effects of abuse can erode a lifetime of confidence, but with strong, compassionate leadership, communities can foster healing, resilience, and inclusion. Your leadership can help light the way forward by championing evidence-informed measures and policies that prevent sexual violence and exploitation. As we often remind our partners: "Safety is not a favour—it is a right, owed to everyone in our community."

We welcome the opportunity to work with you and would love to show you the value we bring to your community. Please feel free to reach out at your convenience so we can support your goals in building a safer, more inclusive community.

Sincerely,

  
Cayley King, MEd  
Chair – CSAC Board of Directors

  
Kristine J. Cassie, MSc, RSW  
Chief Executive Officer



## CHINOOK SEXUAL ASSAULT CENTRE

Providing specialized supports for individuals and families who have been impacted by sexual violence since 2019.

When you access services at Chinook Sexual Assault Centre (CSAC), you can expect to be met with kind and caring Navigators who are specially trained to address the needs of people who have been impacted by sexualized violence.

Our services are available in-office, at our Downtown Lethbridge location, over telephone and video call.

The Chinook Sexual Assault Centre provides specialized supports for people impacted by sexual abuse and assault throughout Southwest Alberta.



### Our Services Include:

- Support with crisis
- Support in accessing ongoing services
- Skill-building to address trauma symptoms
- Specialized police and court support
- Peer support groups
- Specialized therapy services
- Collaboration with other agencies to coordinate supports
- Education for all ages, groups, and audiences

Interested? Contact us using the information below to learn more about our services.



## CHINOOK CHILD AND YOUTH ADVOCACY CENTRE

The Chinook Child and Youth Advocacy Centre (CCYAC), a program of the Chinook Sexual Assault Centre, supports children and youth who have experienced abuse or witnessed domestic violence, along with their non-offending caregivers, throughout the investigative, judicial, and healing processes. Services include on-site forensic interviews in a child-friendly environment, emotional support, system navigation, and access to specialized therapeutic resources. The CCYAC collaborates with a multidisciplinary team of experts, including mental health professionals, law enforcement, Children and Family Services, and Crown Prosecutors.

Referrals to our Chinook Child and Youth Advocacy Centre are received exclusively from our law enforcement and child protection partners.

## Opportunities To Make An Impact

We invite practicum students, researchers, volunteers, support group facilitators, event organizers, awareness advocates, fundraising champions, and fund development experts to join us in making a difference. We also welcome passionate community leaders to contribute their expertise as members of our Board of Directors.



If you've experienced sexual assault, you're not alone.

To speak with someone who is trained to help, call the Chinook Sexual Assault Centre.



502, 740 4 Avenue South, Lethbridge, AB T1J0N9  
Tel: 403-694-1094 Toll Free: 1-844-576-2512  
[www.csac leth.ca](http://www.csac leth.ca)



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Events &  
Resources  
Here

Visit Our Link Tree

# Our Presentations for Agency Staff and Admin

| Presentation                                                                                                                                                                                                                                                                                                                                                                                            | General Content                                                                                          | Target Audience    | Time Required |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|--------------------|---------------|
| <b>Justice System Navigation: Understanding the Process</b>                                                                                                                                                                                                                                                                                                                                             | <b>Overview of the criminal legal process and support CSAC offers.</b>                                   | Staff and/or admin | 80 minutes    |
| <b>Engagement Strategies Toward Ending Workplace Sexual Harassment (ESTEWSH)</b>                                                                                                                                                                                                                                                                                                                        | <b>Understanding the root of workplace harassment and strategies to support a positive work culture.</b> | Staff and/or admin | 3 hours       |
| <p><b>A note about Engagement Strategies Toward Ending Workplace Sexual Harassment:</b></p> <ul style="list-style-type: none"><li>• Exclusively delivered virtually via Zoom.</li><li>• Cost associated per person is \$75 and \$50 for #MomentsMatter campaign partners. Price includes GST.</li><li>• Booking inquiries can be made to <a href="mailto:ceo@csacleth.ca">ceo@csacleth.ca</a></li></ul> |                                                                                                          |                    |               |



# Our Presentations for Agency Staff and Admin

| Presentation                                                   | General Content                                                                                                                              | Target Audience    | Time Required |
|----------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|--------------------|---------------|
| <b>Sexual Violence: Realities, Response, and CSAC Services</b> | <b>Sexual violence definition, components, barriers to support, and strategies for trauma-informed response from professionals.</b>          | Staff and/or admin | 90 minutes    |
| <b>Sexual Violence: Priority Population Training</b>           | <b>Sexual violence definition, components, context, myths and realities, and strategies for trauma-informed response from professionals.</b> | Staff and/or admin | 3 hours       |

