

**AGENDA  
COUNCIL MEETING  
MUNICIPAL DISTRICT OF PINCHER CREEK  
December 6, 2016**

**Immediately following the Public Hearing for Bylaw 1270-16**

A. ADOPTION OF AGENDA

B. DELEGATIONS

(1) Oldman Watershed Council

- Letter, dated October 18, 2016
- Southern Alberta Water Charter 2017

C. MINUTES

(1) Council Meeting Minutes

- Minutes of November 22, 2016

D. UNFINISHED BUSINESS

(1) Southern Alberta Lands Trust Society (SALTS) – Private Land Conservation

- Joint Presentation from SALTS and NCC

(2) Nature Conservancy of Canada (NCC) – Private Land Conservation

- Joint Presentation from SALTS and NCC

(3) Recreation and Cultural Support

- Email from Diana Reed, dated November 17, 2016

(4) Funding – Pincher Creek Curling Club

- 123 Signed Letters Available from the CAO (Sample attached)
- Letter from Pincher Creek Curling Club, dated November 8, 2016

(5) Socio-Economic Impact Analysis – Shell Waterton Complex

- Letter from Town of Pincher Creek, dated November 16, 2016
- Letter from Southwest Alberta Sustainable Community Initiative (SASCI), dated October 27, 2016

E. CHIEF ADMINISTRATOR OFFICER'S (CAO) REPORTS

(1) **Operations**

a) 2017 BMO Bank of Montreal Farm Family Awards

- Nomination Form as recommended by Agricultural Service Board

b) Operations Report

- Agricultural Services Manager Report, November
- Environmental Services Technician Report, November
- Email from Public Works Superintendent, dated December 1, 2016
- Public Works Call Log

(2) **Planning and Development**

Nil

(3) **Finance and Administration**

a) 2017 Capital Budget and 2018-2020 Capital Plan Adoption

- Report from Director of Finance, dated November 23, 2016

b) 2017 Operating Budget Adoption

- Report from Director of Finance, dated December 1, 2016

(4) **Municipal**

a) Appointments to Humane Society Advisory Committee

b) Chief Administrative Officer's Report

- Report from Chief Administrative Officer, dated December 1, 2016, with Administration Call Log

F. CORRESPONDENCE

(1) **For Action**

Nil

(2) **For Information**

- a) NOVA Gas Transmission Lines (NGTL) / ATCO Pipelines (ATCO) Asset Swap
  - Letter from TransCanada, dated November 29, 2016
- b) Community Adult Learning Program Call for Application
  - Email from Alberta Advanced Education, dated November 24, 2016

G. COMMITTEE REPORTS / DIVISIONAL CONCERNS

Councillor Quentin Stevick – Division 1

- Agricultural Service Board
- Minutes of November 3, 2016

Councillor Fred Schoening – Division 2

Councillor Garry Marchuk – Division 3

Reeve Brian Hammond - Division 4

Councillor Terry Yagos – Division 5

- Crowsnest / Pincher Creek Landfill Association
- Minutes of October 19, 2016

H. IN-CAMERA

(1) Legal

I. NEW BUSINESS

J. ADJOURNMENT

RECEIVED

OCT 24 2016

M.D. OF PINCHER CREEK



oldmanwatershed.ca

B1

319 - 6<sup>th</sup> Street South

Lethbridge, AB T1J 2C7

info@oldmanwatershed.ca

(403) 330-1346

Reeve Brian Hammond

Municipal District of Pincher Creek No.9

P.O. Box 279

Pincher Creek, AB T0K 1W0

October 18, 2016

Dear Reeve Hammond and the Councillors of the Municipal District of Pincher Creek No.9:

***You did it again!***

Last year, you invested \$250 in watershed management and health. The OWC put your money to work, inspiring people in homes, businesses, farms, and ranches to become more engaged than ever before. People across Southern Alberta are beginning to understand that clean, clear, plentiful water is the key to continued prosperity in the region.

**Here are some of the successes you made possible:**

- > **Communications:** Our network is second to none. In addition to our own project updates, watershed stories and events, contributions come from throughout western Canada to reach about 15,000 people a week. Our photos, videos, articles and educational resources are free for everyone to use and easy to access on our new website ([www.oldmanwatershed.ca](http://www.oldmanwatershed.ca)). We also offer Social Media training at cost to all our partner organizations.
- > **Education:** Our 4 Outreach Assistants were busy all summer in the backcountry, reaching out to recreationists in the headwaters and building a community of good practice. We are also at events throughout Southern Alberta, changing hearts and minds about everything from water conservation to bugs and aquatic invasive species!
- > **Planning:** The OWC is one of 11 Watershed Planning and Advisory Councils across the province, mandated by the provincial government to provide information and advice under the Water For Life strategy. The Minister of Environment has been seeking our input regularly and we have been able to make a major impact on the province's planning processes, particularly with regard to the Livingstone and Porcupine Hills Land Footprint Management Plan.
- > **Watershed Legacy Program:** Over \$25,000 was awarded to 12 projects in the Oldman watershed, ranging from invasive weed control to riparian restoration through fencing and off stream waterers. We are making a difference directly on the land and for the river.
- > **The Hub:** Our new location is accessible, welcoming and available for you to use as a meeting space. The coffee pot is always on and we look forward to chatting with you about our accomplishments and vision for the upcoming year!

Our annual donations come from both urban and rural users.

**Municipalities help to keep us going strong with just \$0.35 per resident.**

For 3,158, that is an investment of \$1,105 and is critical for OWC to leverage as matching funds for grants.

***Thanks to the M.D. of Pincher Creek No.9 for your continued support!***

If you would like a presentation, or have any questions, please contact Shannon Frank, OWC's Executive Director, by phone at: (403) 330-1759 or email: [shannon@oldmanwatershed.ca](mailto:shannon@oldmanwatershed.ca).

Sincerely,

Doug Kaupp, OWC Chairman

## SOUTHERN ALBERTA WATER CHARTER 2017

Whereas, the United Nations General Assembly: "Recognizes the right to safe and clean drinking water and sanitation as a human right that is essential for the full enjoyment of life and all human rights." (28 July 2010, Resolution 64/292)

And Whereas, the Government of Canada has stated: "Pollution of the water resources of Canada is a significant and rapidly increasing threat to the health, well-being and prosperity of the people of Canada and to the quality of the Canadian environment at large and as a result it has become a matter of urgent national concern that measures be taken to provide for water quality management in those areas of Canada most critically affected." (Canada Water Act, R.S.C., 1985, c. C-11)

And Whereas, the Province of Alberta has stated: "Water is not only a resource, it is a life source. We all share the responsibility to ensure a healthy, secure and sustainable water supply for our communities, environment and economy - our quality of life depends on it. The Government of Alberta's renewed Water for Life strategy has three main goals: Safe, secure drinking water; Healthy aquatic ecosystems; and Reliable, quality water supplies for a sustainable economy." (Water for Life: Alberta's strategy for sustainability, 2003- Nov 2003)

And Whereas, the Oldman Watershed Council has stated: "Southern Alberta has a water heritage worth protecting. The Oldman Watershed provides: world-class recreational opportunities; rich economic benefits; home to wildlife and many species at risk; a source of spiritual meaning; life and prosperity from the headwaters through to the Hudson Bay. Our goal is to ensure clean, clear drinking water for generations to come." ([www.oldmanwatershed.ca](http://www.oldmanwatershed.ca), accessed 2016)

Therefore, I, <organization representative name>, <representative title & organization name>, on behalf of <participating organization>, do commit to at least one new project and / or program in 2017, for the betterment of people, animals and ecosystems in the Oldman watershed. Details thereof will be submitted to the Oldman Watershed Council no later than April 1, 2017.

The <participating organization> proudly declares:

- 1) Active participation in the Southern Alberta Water Charter
- 2) Encourage citizens to participate
- 3) Commitment of <participating organization> to the better management and health of the Oldman watershed.

Signed \_\_\_\_\_

Date \_\_\_\_\_

- 1) Any organization in the Oldman Watershed is encouraged to participate.
- 2) By February 15, 2017 all participating organizations will have signed the Charter and submitted it to the Oldman Watershed Council (OWC).
- 3) By March 15, 2017 all participating organizations will have chosen and downloaded a badge which best represents their focus on watershed management and health. Organizations will also have decided on their beginning specific action or actions they will undertake to support the Charter. These will be new, community Water Charter actions, not e.g. "We will continue to monitor water quality".
- 4) OWC will help provide advice to anyone wishing to participate as to how to maximize the positive watershed impact.
- 5) By April 15, 2017 OWC and Charter Partners will make a joint media announcement throughout the watershed, place the badge, the Charter, and related verbiage on their websites, and will have included the Charter wherever appropriate in internal and external communications. Charter Partners will be responsible for making known and sharing their Water Charter Acts with the community and encouraging the community to help make them a success.
- 6) On May 15, 2017 the Water Charter Actions begin. We will kick-off with a major media event. Events and actions will continue from May long weekend through to September long weekend in all areas of the watershed and are community-driven. OWC will help promote and encourage local volunteers and media and all actions must be registered with OWC prior to them taking place.
- 7) Throughout the summer, Charter Partners will document their Water Charter Acts in blog postings and photos and will submit them to OWC. As OWC continues to publish its video series, Charter Partners can add or switch out the badges on their websites, and they can add the blogs and photos about their Water Charter Acts to their own website pages.
- 8) The campaign will close at the end of September long weekend 2017.
- 9) By October 15, 2017, the OWC will compile all Charter Partners' final blogs and action reports and publish on our website and social media channels. We will provide an overview of the Water Charter Acts and their distribution and impact throughout the watershed.
- 10) By November 15, 2017 the OWC will host a Water Charter Celebration that will include a major media event and special awards will be given to participants.



Oldman Watershed Council

**C1**  
**8740**

**MINUTES**  
**MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9**  
**COUNCIL MEETING**  
**NOVEMBER 22, 2016**

The Regular Meeting of Council of the Municipal District of Pincher Creek No. 9 was held on Tuesday, November 22, 2016, in the Council Chambers of the Municipal District Building, Pincher Creek, Alberta.

**PRESENT** Reeve Brian Hammond, Councillors Terry Yagos, Fred Schoening, Garry Marchuk, and Quentin Stevick

**STAFF** Chief Administrative Officer Wendy Kay, Director of Operations Leo Reedyk, Director of Development and Community Services Roland Milligan, Director of Finance Janene Felker, and Executive Assistant Tara Cryderman

Reeve Brian Hammond called the Council Meeting to order, the time being 1:00 pm.

**A. ADOPTION OF AGENDA**

Councillor Terry Yagos 16/514

Moved that the Council Agenda for November 22, 2016, be amended, the amendment is as follows:

Addition to F1(a) – Email, from Mr. and Mrs. Goodfellow, regarding Crestview Lodge Construction Project, dated November 21, 2016;

And that the agenda be approved, as amended.

Carried

**B. DELEGATIONS**

- (1) Southern Alberta Lands Trust Society (SALTS) – Private Land Conservation &
- (2) Nature Conservancy of Canada (NCC) – Private Land Conservation

Justin Thompson, with Southern Alberta Land Trust Society (SALTS) and Craig Haring, with Nature Conservancy of Canada (NCC), both appeared as delegations to jointly present to Council their presentation regarding private land conservation in the MD.

A map showing all the conservation easements was provided.

A request was made to work with the MD regarding mapping of areas, that are conservation priorities to the MD.

- (3) Recreation and Cultural Support

Diana Reed attended the meeting as a delegation to speak to the recreational and cultural support provided by the MD.

Ms. Reed read a statement to Council, which is attached and forms part of these minutes.

**C. MINUTES**

- (1) Council Meeting Minutes

Councillor Garry Marchuk 16/515

Moved that the Council Meeting Minutes of November 8, 2016, be approved, as presented.

Carried

Minutes  
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D. UNFINISHED BUSINESS

(1) Funding – Pincher Creek Curling Club

Councillor Garry Marchuk 16/516

Moved that the 123 signs letters, and the letter from the Pincher Creek Curling Club, dated November 8, 2016, be received;

And that any decision regarding this matter be postponed until after the Joint Council Meeting with the Town of Pincher Creek, scheduled for November 30, 2016.

(2) Socio-Economic Impact Analysis – Shell Waterton Complex

Councillor Garry Marchuk 16/517

Moved that the letter from the Town of Pincher Creek, dated November 16, 2016, and the letter from Southwest Alberta Sustainable Community Initiative (SASCI), dated October 27, 2016, be received;

And that any decision regarding this matter be postponed until after the Joint Council Meeting with the Town of Pincher Creek, scheduled for November 30, 2016.

E. CHIEF ADMINISTRATOR OFFICER'S (CAO) REPORTS

(1) Operations

a) Beaver Mines Wastewater Options

Councillor Garry Marchuk 16/518

Moved that the report from the Director of Operations, regarding Beaver Mines Wastewater Options, dated November 17, 2016, be received;

And that the Wastewater Treatment Alternative 1 – Conventional Wastewater Lagoons at Mill Creek, be chosen, as recommended by MPE;

And further that if Alternative 1 is not viable, Alternative 2 – Regional Sanitary Force Main, be pursued.

Carried

b) Operations Report

Councillor Terry Yagos 16/519

Moved that the Operations Report for the period of November 3, 2016 to November 17, 2016, be received as information.

Carried

(2) Planning and Development

Nil

(3) Finance

Nil

Minutes  
 Regular Council Meeting  
 Municipal District of Pincher Creek  
 November 22, 2016

(4) Municipal

a) CAO Report

Councillor Quentin Stevick 16/520

Moved that Council receive for information, the Chief Administrative Officer's report for the period of November 4, 2016 to November 18, 2016, as well as the Administration Call Log and the Enhanced Policing Monthly Report.

Carried

F. CORRESPONDENCE

1. Action

a) Funding of Parking Lot Expansion Project

Councillor Terry Yagos 16/521

Moved that the email from Pincher Creek Foundation, dated November 16, 2016, regarding the funding of the parking lot expansion project, be received as information.

Carried

Councillor Quentin Stevick 16/522

Moved that the email from Max and Ianthe Goodfellow, regarding the Crestview Lodge Construction Project, dated November 21, 2016, be received as information.

Carried

2. For Information Only

Councillor Fred Schoening 16/523

Moved that the following be received as information:

- a) Pipeline Safety
  - Letter from TransCanada
- b) Thank You Letter
  - Letter from Pincher Creek Archery Club

Carried

G. COMMITTEE REPORTS

Councillor Quentin Stevick – Division 1

- Oldman River Regional Services Commission
  - Minutes of October 13, 2016
- Remembrance Day Ceremony – Twin Butte
- Presentation Request from Grade 6 - Canyon School

Councillor Fred Schoening – Division 2

- Tuberculosis Discussion in Edmonton

Councillor Garry Marchuk – Division 3

- 2017 Media Kit – Travel Planner

Reeve Brian Hammond - Division 4

- Mayors and Reeves
- Parade of Lights

Minutes  
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Councillor Terry Yagos – Division 5  
 - Parade of Lights

Councillor Fred Schoening 16/524

Moved that the committee reports be received as information.

Carried

H. IN-CAMERA

Councillor Terry Yagos 16/525

Moved that Council and Staff move In-Camera, the time being 2:31 pm.

Carried

Councillor Terry Yagos 16/526

Moved that Council and Staff move out of In-Camera, the time being 4:30 pm.

Carried

I. NEW BUSINESS

(1) Subdivision and Development Appeal Board Appointments

Councillor Quentin Stevick 16/527

Moved that the following be appointed to the Subdivision and Development Appeal Board:

Randy Baker  
 Lois Johnston  
 Leonard McGlynn  
 Dan McKim  
 Dennis Lastuka

Carried

J. ADJOURNMENT

Councillor Terry Yagos 16/528

Moved that Council adjourn the meeting, the time being 4:31 pm.

Carried

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REEVE

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CHIEF ADMINISTRATIVE OFFICER





# Private Land Conservation in the MD of Pincher Creek

## Overview of Land Trust Activities in the MD and Opportunities for Collaboration

Presented by  
Justin Thompson, Southern Alberta Land Trust Society  
Craig Harding, Nature Conservancy of Canada

November 22, 2016



# Overview

- Background
- What land trusts do
- What is a conservation easement
- How are NCC and SALTS different
- Where we focus our efforts and why
- How do our interests align with those of the MD's
- How can we work together in the future



# Background

- The MD of Pincher has been an important focus area for land trusts for almost 20 years
- Pincher has an abundance of ecologically valuable areas that coincide with private land compared to other AB MDs
- SALTS has easements on approx. 10,000 ac in the MD and NCC has easements or fee simple of approx. 48,000 ac, including the Waldron
- When you look at this in the context of all private land in the MD, conservation lands are approximately 10%
- This 10% in many cases still has some residential development on it and almost all of it is used for grazing



# What land trusts do

- Land trusts work with landowners on a voluntary basis where the landowners want to see their land stay undeveloped in perpetuity
- The land trust can facilitate this through either a conservation easement or through a land purchase
- With an easement, the landowner continues to own and manage the land and can sell or transfer the land with the easement on it at any time
- In return for the easement the land trust can typically provide a charitable receipt and some cash – ranging from 20-60% of market value based on land size and restrictions



# What is a Conservation Easement

- A conservation easement (CE) is a legal agreement negotiated between the landowner and the land trust
- The easement includes restrictions on the property's future use to maintain the "conservation values" including:
  - ✓ no breaking of native prairie or altering water bodies
  - ✓ no subdivision or new roads
  - ✓ no new buildings or industrial development
- That being said, the landowner can choose to retain some development rights e.g. a future dwelling site(s), which is quite typical of an easement on larger properties
- CE's are compatible with ranching & low-impact recreation



# How NCC and SALTS Differ

- Both organizations are land trusts and use similar tools (one difference being that SALTS does not buy land)
- Our governance and management are somewhat different, SALTS being only in Alberta and NCC being national
- This governance difference means that we have slightly different priorities at times in terms of lands we focus on
- Because of our differences there are different projects and landowners who we are each better suited to work with
- Neither of our organizations alone would be able to serve the conservation needs/demand within the MD



# Where We Focus and Why

- Both NCC and SALTS focus on lands of high ecological value
  - ✓ Important wildlife habitat/corridors
  - ✓ Intact blocks of native prairie
  - ✓ Wetland and riparian habitats
- These priorities are a function of our mandates but also reflect the priorities of provincial and federal governments
- Protecting landscapes with these features also contributes to preservation of water quality, scenic views, and wildlife populations for fishing and hunting
- These resources in turn support tourism and the quality of life in the local community



# Insert Conservation Values Maps





# Community Values & Conservation

- In 2012 Praxis consultants conducted a community values survey in conjunction with the MD and SASCI
- Values like protecting water and the natural environment, uncrowded open spaces, beautiful scenery, and preserving agriculture were consistently at the top for MD residents
- Private land conservation directly supports these values by keeping lands in agriculture and in a relatively undeveloped state which supports water, wildlife, and scenic values
- On top of that, it's the landowner who is choosing to give up some of their development rights to protect their land



# How we Can Work Together

- Mapping of community values for planning purposes can be a powerful tool
- NCC and SALTS have spent a lot of resources mapping landscape values and could help the MD in similar efforts
- These maps could then be used to inform planning and decision making
- This has been done by other MDs (e.g. Ranchlands)



# What Could be Mapped

The MD could map a number of similar things to what NCC and SALTS have mapped but also a number of different values:

- Areas of high tourism value (fishing, hiking, paddling)
- Areas of high visibility/aesthetic value
- Areas of key wildlife habitat/important native vegetation
- Riparian areas and areas of high watershed importance
- Areas that are gateways to parks (Waterton and Castle)
- Areas that currently have low rural residential density
- Areas of low vs high road density



# Aligning our Interests

- If the MD were to map areas that they felt were important for preserving community values this would help SALTS and NCC to know where to focus efforts to align with the MD
- Some counties in the US have created conservation funds using small levies supported by ratepayers
- If land trusts work in areas identified as a priority by the county they can apply for funds to support their work
- Some municipalities in Alberta are also experimenting with tradeable development credits which would also require the MD to identify areas of priority for conservation



# Summary

- The MD is uniquely situated in AB in terms of its significant ecological, agricultural, recreational, and tourism values
- As a result, it has been a focus for private land conservation in the past and will continue to be so in the future
- Private land conservation helps to support many of the top economic and social priorities identified by MD residents
- SALTS and NCC would like to work more closely with the MD to align our efforts to better support the MD's priorities



Thank you for having us.

Questions?

**MDInfo**

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**From:** Diana Reed <gramsreed@hotmail.com>  
**Sent:** Thursday, November 17, 2016 11:38 AM  
**To:** MDInfo

I would like to come as a delegation to the council of the M.D. Pincher Creek on Tuesday, November 22<sup>nd</sup> re: recreational and cultural support by the MD Pincher Creek.

Diana Reed

Sent from Mail for Windows 10

Due to statements, comments made by counsellors when I was here 2 weeks ago, I have been doing some research.

First of all, **Quentin**, I'd like to apologize to you. I realize you've only been on the scene of council for a short time. Having sat on a few boards myself, I realize the position you are in. Not only are you on a learning curve to find out how things are run here, you cannot possibly know everything that has transpired in the past. Consequently, the questions and comments I am going to put forward do not apply to you in the past, but will from now on. Of course, your only source of information re: the curling club was only in the package you had received because it became quite apparent that the curling club was not one of the matters being discussed by council.

Secondly, I was **raised as an individual whose responsibilities included the well-being of the community** in which I lived. Honesty, hard-work and volunteering for the well-being of my community were things I was raised on. By the way, for those of you who don't know me, I'm a bit of a couch potato myself but I've seen firsthand the benefits physically and mentally of recreation/culture.

I believe **as council members you are ultimately hard-working**, honest people who have strived to see to the M.D.'s financial and infra-structure well-being. You have sadly neglected the third component that ensures the success of a M.D. Though. You have sadly neglected the health of the community as a community itself. This has become very apparent as I have looked into the statements you presented at the last meeting.

**Fred**, you suggested that if the curling club could **raise petitions from 1000 tax-payers** with a dollar commitment to their request, you'd support their request. Well, I went to the office here and asked for the number of tax-payers in the M.D. Impossible to answer that question - does this mean names of people paying taxes, does this mean parcels of land being taxed, does this mean names on tax summaries (884), does this occupied dwellings, does this mean all the names on a single property and the questions go on. One of the girls finally told me she thought the number I was looking for was the 6890 assesment and tax notices. I had the feeling I was on a wild goosechase to find out what you meant by 1000 tax-payers. Time wasted by your staff and by myself.

Then I started looking into **recreation and the M.D. As a whole**. What I found out was dismaying. Not only do we no longer have a working recreation agreement with the town, **our support** as residents of the M.D **has been decreasing** over the years. Last I heard, things are usually indexed to allow for inflation, not deflation. I was told we contribute \$100.00 per capita head to the town of Pincher Creek per year. According to the 2008 census, that would have amounted to \$330,900.00. In 2011 we would have paid \$315,800.00 That a DECREASE of \$15,100.00 per year. To your credit, the amount paid in 2015 was \$97.00 and you did see fit to raise it to \$100.00. Where is depreciation of infra-structure, or **maintenance** taken into account?

We have a population of 3158 in 2011, the town has a population of 3685. The town people are paying \$353.00 per capita compared to our \$100.00 for the same services. This doesn't seem very fair to me as a member of the community of Pincher Creek. The town has also supplied the land for these facilities and we have supplied nothing. The residents of the town the town pay appx. \$1.3 million for what we are paying \$315,800.00 Does this sound fair?



Are you saying that as an M.D. resident taking part in aquafit that I should be paying 3 times as much as the town residents since the M.D. is only paying 1/3 of the support for that facility? I must pay the shortfall because the M.D. doesn't think recreation/culture isn't worthy of more support. Do you really think the taxpayers elected you to create such an inequality? You will be hard pressed to find taxpayers in support of this.

As for the matter of no **WORKING recreation agreement with the town** – why not? How does the M.D. know what **issues** are arising in the recreation cultural areas of this community. How do you know what the **future needs** are? **You can't just hand over an allowance to the town without some responsibility to anticipate future needs.** Even as a parent if you pay your child an allowance, you have to anticipate future needs and keep in touch with what is happening.

This **petty argument between the town and the M.D.** Has to stop. Residents of the M.D. Are part of a community centered around the town of Pincher Creek. Since the beginnings of this town it has meant co-operation between the two entities for the betterment of the community. Brian, I question the willingness of the council to work on a give and take relationship with the town. It seems to mean it's been more of a 'here is your allowance, now disappear' attitude. That is not beneficial to the community nor to the survival of either the town or the M.D. **The M.D. MUST be involved in all decisions regarding the health of this community and the common ground between the two entities is recreation, be it physical or cultural.** As parents we all know that if you give your child an allowance, it has to be re-assessed occasionally to allow for changes. The M.D. Is NOT keeping in touch with changes needed for the recreational/ culture issues of the community

I have a **copy of the Mill Rate categories for the M.D.** There is a category for municipal, school, seniors housing, emergency services. Where is recreational/cultural?

There is great concern regarding **inactivity of people** leading to an unhealthy obese population. **Governments are addressing it, health communities are addressing it, schools are addressing it.** How is the M.D. Addressing it? The town is addressing it. Why are we not?

You say you have **no money for curling?** Is that because you have no interest in recreation/culture? **Do we want a sick community?** Believe me, we need people in this community if it is to survive. How do we get people to move to a sick community with nothing to do?

**Look at Barons, Carmangay Warner** and numerous other communities that no longer have recreational/cultural facilities. They are becoming ghosts town. The residents of Warner saw this happening and built themselves a hockey school which is thriving. They saw this as a community problem, not a town vs. Country problem. Do we want to become like Barons, Carmangay? We desperately need to draw young people into the community to run our stores as well as our farms. They won't come if there is nothing for either them or their children to do besides work.

The **need of a new curling club came to the fore in 2008.** ( By the way Fred, the last time you sat at a meeting on the new complex in question was November a year ago. This was not altogether with your fault, because they have had several meetings regarding a suitable location in town, and did not see the need to contact you.) This is also why I'm quite sure

council has not given discussion to this need for at least a year. The present building is old and needs replacement. You were correct when you said the rink was closed for a year - this was due to structural issues according to an Engineer Report. Shouldn't this have sounded a little alarm bell that a need might be arising?

Brian, we talked about **amalgamation of M.D.s** You spoke of a centralized recreational facility for the area. You also spoke of waiting for direction from the provincial government . It is your responsibility as a council to be **pro-active not re-active with regards to the health of this community**. **You have been given a direction to go** by the members of the rural community(the petitions), by your partner community (the town) and yet you say you are waiting for direction from the provincial government who has NO representation from this community. Why are you dragging your feet? If a centralized facility is built at Fort Macleod, this community will die. Fred, you asked us to get a specific petition with a thousand signatures. Petitions can be squded to get specific results. The question you need to ask residents of the M.D. is if they support recreation and culture.

**You say you have no money. You mean you have no reserves set aside for recreation/culture.** If you' d been proactive about the health of the community, you would have seen the start of a need in 2008. It was spoken and written to you in 2012. If you had put aside \$10.00 for every assessment of the 6840 you send out each year, you would have set aside half a million dollars by now (To be specific \$559,600.00. But you have ignored the needs of the community. Are you going to continue to do so by saying you have no money? Perhaps the council should take a hard look and try to rectify an issue they have created, probably not intentionally, but you have nonetheless created this issue. Tabling it, ignoring it will not make it go away. It shouldn't be put on the shelf like so many studies are. Telling us to get more petitions is a stalling tactic. Do your job and look after the community side of the M.D. What are you going to say when the arena needs replacement or upgrading, or the swimming pool needs a new heating system? “We have no money. “ **You've got to do better than that or you will kill this community.** You've got to think of the future facility needs of this community ( this is really infrastructure) as well as the continued maintenance and upkeep of these facilities and plan for them. You know as well as I do that without maintenance, things deteriorate and gradually fall down. That is part of your jobs just as much as the roads.

The **curling club nor this facility (which is a multifacility** such as you were talking about Brian) is not going to start tomorrow. It won't be able to start at all unless the M.D. gets on board and says it supports recreation and culture for its residents. Can we count on you to see to the health of our community? Do you really want the provincial governemtnet to take our money and put it somewhere else outside of our community? I certainly don't and I think you;ll be hard pressed to find taxpayers in support of such action.

I am anticipating a **response** from council in the near future, and it had best not be “we have no money”. The taxpayers know you have money and they also want their community to thrive with activites to partake in and draw other people to our community.

D4

Pincher Creek Curling Club  
Box 1831  
Pincher Creek AB T0K1W0

RECEIVED  
NOV 04 2016  
M.D. OF PINCHER CREEK

MD of Pincher Creek  
1037 Herron Avenue  
Pincher Creek, AB  
Phone: 403-627-3130  
Fax: 403-627-5070

Re: Funding for New Curling Rink

In regards to the delegation presenting this matter at your meeting on November 8, 2016 please let it show that I (we) fully support the need for a new curling rink. As taxpayer(s) I(we) also feel the MD should be financially contributing to the new curling rink and matching the Town Of Pincher Creek's contribution to date.

FRANCIS P. CYR

Please Print

Francis P. Cyr

Please Sign

Nov 3, 2016

Date

Pincher Creek Curling Club  
Box 1831  
Pincher Creek, AB T0K1W0  
November 8, 2016

MD of Pincher Creek No.9  
Box 279  
Pincher Creek, AB, T0K1W0

Dear Council Members

I have sent you this parcel so we don't waste time at the council meeting making our presentation that we have done on numerous occasions in the past 4.5 years (since March 2012).

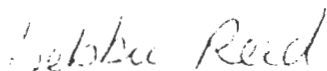
Our delegation will expect your reasons and rationale as to why we seem to be hitting a brick wall as far as financial support from the MD councils, both present and past.

- What rationale is council basing their decision on in this matter? I have been a part of a steering committee with the Town and other representatives regarding this matter. After 4 meetings, I asked why the MD was not involved and found out that a councillor was appointed to sit in on the meetings but hasn't been. Not only that, I found out it was my representative councillor. You are supposed to represent the people and in not attending the meetings, I don't feel council can make an informed decision because you do not have all the facts and rationale discussed to come to the decision for a new building. I am here to present you facts and answer questions you may have as you did not have anyone at those meetings.

I have included in your package, copies of previous letters from the curling rink and copies of two studies. One study is based on the impact a curling rink has on a rural community and the second study is based on a comparison of curling rinks across Canada. A survey highlight sheet is included for your convenience. This way when we are making comparisons, we are comparing "apples to apples". Also included are Engineer reports that have been completed since 2009

Thank you for your time and considerations in this matter.

On behalf of the delegation,



Debbie Reed  
Past President  
Fundraising Coordinator

As a delegation, we are here to present some facts and propose some questions to you, our counsellors.

- **Need for new curling rink and financial help has been presented to this council since at least 2012. Why has there been no money in the budget over the last 4.5 years for this project?**
- The town has been approached over the same period of time and they are supportive to pay for half of the building.
- **We are a self sufficient club and do not ask council for money to run day to day operations.**
- Physical fitness should be a priority in our community. Curling allows all ages to play together regardless of skill. It promotes family and social interactions.
- **In the past, we have had provincial and dominion champions – why is there no support for the future?**
- We have all nights of the week filled and the rink is used almost every weekday with school programs and curling leagues and bonspiels.
- **We hosted Bantam provincial playdowns 2014 and are hosting Sturling Provincials February 2017.**
- Leagues are Juniors, Ladies, Mens, Mixed and brand new to our club last year, Sturling.
- **Sturling allows curlers with physical difficulties to curl. Examples would be hip replacements, balance issues, knee issues, walking issues. This promotes physical activity for those that have little choice to get out and get active.**
- We have a very strong junior program with 20 juniors last year. We had 3 in 2012.
  
- **Surrounding communities are using the curling rink, Glenwood, Cowley, Pikanii,**
- Schools use the curling rink as part of their physical education program. Canyon grades 5-6, Matthew Halton grades 7-12, St. Mikes 6-12.
- **Curriculum from Alberta Education lists curling as a “lifelong” physical activity. Why would our council not support this?**
  
- Some statistics are as follows:
  - 55% of our curlers are MD residents or taxpayers. (based on sign in sheets last season)
  - Over 500 users per month, rink open almost every day. (based on last season)
  - 0.3 % of the population of Lethbridge city and county are members of their curling rink.
  - 1.5% of the population of Pincher Creek town and MD are members of our curling rink.
    - (based on last seasons memberships and population statistics)

August 28, 2012

MD of Pincher Creek  
Council Meeting

Dear M.D. Council Members;

This letter is an update for you on the status of the Pincher Creek Curling Club.

A special meeting was held regarding the Pincher Creek Curling Club on July 19, 2012. At this meeting we discussed the goals and the future of the curling rink. Mayor Ernie Olsen was there to present a proposal wherein repairs be done to the current facility and the Town of Pincher Creek will include the curling rink in a ten year plan of building a multiuse facility. He proposed the Pincher Creek Curling Club would be responsible for paying for all repairs and getting quotes on said repairs. It was indicated that the Club could send the Town of Pincher Creek a request to help pay for repairs but it was not guaranteed that the Pincher Creek Curling Club would receive any money.

Prior to this meeting, Pincher Creek Curling Club hired a professional grant writer to help us. It is very difficult to get any repair grants to upgrade the building based on the current engineer's report. Pincher Creek Curling Club has hired another engineer for an updated opinion and to give us some quotes on repair costs along with the safety of the building.

Ideally, we would like to use our fundraising monies for matching grants for a new building and not for repairs. Upon our request, the Town cannot give us confirmation or a written legal land description of the proposed sports complex. Mr. Olsen, as of July 19th, quoted "the plan is in year 2 of a 10 year plan" but could not tell us where the complex would be built nor even a rough idea where it would be.

If the Town of Pincher Creek cannot give us a legal land description to build on or a commitment in writing, we are asking you as a council to help us by considering possible M.D. land that we can build a curling rink on.

Thank you for your time and consideration in this matter.

Debbie Reed  
Treasurer  
Pincher Creek Curling Club

Pincher Creek Curling Club  
Box 1831  
Pincher Creek, AB T0K1W0  
March 4, 2015

MD of Pincher Creek No.9  
Box 279  
Pincher Creek, AB, T0K1W0

Dear Council Members,

Healthy lifestyles of the families and individuals in our community are due to a variety of factors including essentials like food and shelter while also taking into account things like exercise. Curling is a sport that allows families to play together, have social time together and get exercise all at the same time.

Curling is a sport that persons aged 7 to 87 can play together and even play on the same team in a league. This allows families to play together no matter what age or skill level. We believe that curling is a traditional Alberta sport and thus we are trying to preserve and enhance our lifestyle through curling here in Pincher Creek. To address and achieve this, it is our goal to construct a new facility. Cost efficiency and wheelchair accessibility are a couple of advantages the new building will provide.

After our reopening four years ago the club has consistently increased members and usage of the curling rink along with having a profit increase each year. In the last three years, we have seen a yearly increase in the junior program of 30%, 80%, 75% respectively. We currently have an average of 750 users per month with 60% being from the MD of Pincher Creek No.9. Clubs from as far as Calgary are consistently attending bonspiels.

As a club, we have raised \$30,000 towards a new building. In 2012 we proposed a plan for a new facility to MD of Pincher Creek council and Pincher Creek Town Council at an estimated cost of \$3,000,000. Our club applied for grants that were denied because we did not have a land location nor did we have financial backing. The Town of Pincher Creek has recently budgeted for \$1.25 million for a new curling rink. We are again in the process of applying for grants such as CFEP, CIP, along with grants from private foundations. Our goal as a club is to raise \$500,000 for the new building with hopes that the MD of Pincher Creek No 9. will match the Town of Pincher Creek's amount of 1.25 million.

With your generous support we will be able to help many of these families and individuals not only to meet essential daily needs, but to get healthy in the process while bonding as families and as a community.

Sincerely,

Debbie Reed  
Past President  
Fundraising Coordinator

## Section A – Information

CLUB NAME	SHEETS OF ICE	CITY	PROV/ TERR	POSTAL CODE
Avonair Curling Club	8	Edmonton	AB	T5G 0Y6
Bently Curling Club	4	Bently	AB	T0C 0J0
Bonnyville Curling Club	4	Bonnyville	AB	T9N 2G5
Bow Island Curling Club	3	Bow Island	AB	T0K 0G0
Brooks Curling Association	6	Brooks	AB	T1R 0T5
Calgary Curling Club	8	Calgary	AB	T2N 1N9
Calumet Athletic Club	2	Ponoka	AB	T4J 1R1
CanMore Golf & Curling Club	4	CanMore	AB	T1W 1Y2
Carbon Curling Club	3	Carbon	AB	T0M 0L0
Carstairs and Community Curling Club	4	Carstairs	AB	T0M 0N0
Coaldale Granite Club	6	Coaldale	AB	T1M 1C4
Cochrane Curling Club Society	4	Cochrane	AB	T4C 1A9
Coronation Curling Association I	4	Coronation	AB	T0C 1C0
Cremona Curling Club	2	Cremona	AB	T0M 0N0
Drayton Valley Curling Club	6	Drayton Valley	AB	T7A 1R3
Edson curling club	8	Edson	AB	T7E 1T8
Foothills Curling Club	2	Bowden	AB	T0M 0K0
Forestburg Curling Club	3	Forestburg	AB	T0B 1N0
Fort MacLeod Curling Club	4	Fort MacLeod	AB	T0L 0Z0
Girouxville Sports Club	3	Girouxville	AB	T0H 1S0
Grande Cache C.C.	4	Grande Cache	AB	T0B 0Y0
Grande Prairie C.C.	8	Grande Prairie	AB	T8V 3A4
Hardisty Curling Club	3	Hardisty	AB	T0B 1V0
Hay Lakes Curling Club	3	Hay Lakes	AB	T0B 1W0
Heather Curling Club	5	Vegreville	AB	T9C 1L1
High Prairie Curling Club	4	High Prairie	AB	T0G 1E0
Huntington Hills Community Association	8	Calgary	AB	T2K 0S2
Huxley curling club	3	Huxley	AB	T0M 0Z0
Innisfail Curling Club	4	Innisfail	AB	T4G 1S7
Lakeside Curling Club	3	Seba Beach	AB	T0E 2B0
Lamont Curling Club	5	Lamont	AB	T0B 2R0
Legal Curling Club	4	Legal	AB	T0G 1L0
Lethbridge Curling Club	10	Lethbridge	AB	T1J 4N9
Lomond Curling Club	2	Lomond	AB	T0L 1G0
Milo Curling Club	2	Milo	AB	T0L 1L0
Nobleford Curling Club	2	Nobleford	AB	T0L 1S0
North Hill Community Curling Club	6	Calgary	AB	T2M 2V7
Oilfields Curling Club	4	Black Diamond	AB	T0L 0H0
Okotoks Curling Club	6	Okotoks	AB	T1S 1L3
Olds Curling Club	6	Olds	AB	T4H 1G9
Onoway Curling Club	3	Onoway	AB	T0E 1V0
Plamondon Curling Club	3	Plamondon	AB	T0A 2C0
Ponoka Curling Club	6	Ponoka	AB	T4J 1R5
Provost Curling Club	4	Provost	AB	T0B 3S0
Red Deer Curling Club	8	Red Deer	AB	T4N 6Z3
Redwater Curling Association	4	Redwater	AB	T0A 2W0
Rose City Curling Club	9	Camrose	AB	T4V 3L5
Springbank Park For All Seasons	6	Calgary	AB	T3Z 2L9
Standard Curling Club	2	Standard	AB	T0J 3G0
Stettler Curling Club	6	Stettler	AB	T0C 2L0
Strathcona Curling Club	4	Sherwood Park	AB	T8C 1B5
Vermilion Curling Club	5	Vermilion	AB	T9X 2B7
Vulcan Curling Club	4	Vulcan	AB	T0L 2B0
Waskatenau Curling Club	2	Waskatenau	AB	T0A 3P0
Wembley Curling Club	3	Wembley	AB	T0H 3S0





## Survey Highlights

- Of the 491 responses, 350 (71%) were from facilities with 2, 3 or 4 sheets of ice. The remainder were from clubs with 5 sheets of ice or more. The percentage of responses from 2, 3 or 4 sheet clubs versus the actual number of affiliated buildings of that size is 43% (350/806) and the percentage of responses from buildings with 5 sheets or more is 52% (141/272).
- Facilities in small centres continue to dominate the Canadian landscape. 295 clubs who responded to the survey represented communities with populations of less than 10,000. A further 85 responses were received from clubs in communities with populations between 10,000 and 50,000. Finally, 88 responses came from clubs in urban centres with populations in excess of 50,000.
- Previous surveys concluded that "the physical plant of curling clubs has aged considerably over the period of Curling Canada's three surveys" (June 1998). The 2003 survey shows a different trend with 60% of clubs describing their refrigeration equipment as in "Good Shape" and less than 15% identifying the need to replace any of the critical components in the refrigeration system. In other areas of the building, the responses were similar with the single exception of "Walls and Roof" which 25% of clubs identified as needing replacing.
- 47% of clubs (222) had their curling stones re-conditioned, re-sharpened, inserted or replaced since 1999 and 94% of the 222 were pleased with the results.
- Only 39% of clubs pay property taxes (174 responses) and the majority, or 122 of the 174, pay \$10,000 or less per year. 61% of the respondents (277) either do not pay taxes or are not responsible for the payment.
- The comparison of electricity bills from December 2002 to December 2003 showed a small increase upwards in the price.
- 80% of curling clubs have heated ice sheds or arena.
- 297 clubs (60%) reported their buildings were entirely smoke-free while only 4% or 20 clubs reported buildings without smoking restrictions.
- Results from the number of members and renters question will be analysed in a separate document. The numbers will be compared against clubs of the same number of sheets and then by community size.
- The prices for curling memberships in Canada are literally all over the map. Unlimited playing fees range from less than \$100 to upwards of \$500. Mixed curling fees range from \$50 to \$250. One night a week curling - where applicable - also ranges from \$50 to upwards of \$250. Day time curlers pay anywhere from \$50 to \$250, although 30 clubs charge more than \$250. Student or Intermediate rates are \$150 or less. 50% of juniors pay less than \$50 and 30% pay from \$50 to \$100. Youth curling is either free or under \$50.
- Since the year 2000, 41% of clubs reported increases in overall membership with an average overall increase of 43 members. 34% reported no change in their numbers and only 25% reported decreases which averaged 29 members overall.
- Since the year 2000, 20% of clubs reported increases in overall renters with an average overall increase of 48 renters. 72% reported no change in numbers and only 8% reported decreases which averaged 36 renters overall.
- 51% of respondents do not collect and/or store membership information on an electronic database system.
- 55% do not have formal committees for membership recruitment or retention.
- Club recruiting efforts were generally positive when using advertising, open houses, member-get-a-member or other promotion campaigns; however, the number of non-respondents to this question (anywhere from 40 - 75%) is alarming. Generally, we can assume the majority of curling clubs do not have formal recruiting campaigns.
- 82% of clubs operate junior curling programs with an average club membership of 34.50 curlers.
- 53% of clubs operate youth curling programs with the average club membership of 29.75 curlers.
- Only 33% of clubs have enough trained coaches to deliver club based programs and/or clinics.
- 391 of 462 clubs answered they had a computer at the club or relied on a member's computer to do the club's business. The computer is used mainly for storing membership information or for the financial accounting of the club.
- 82% of clubs operate with some paid staff, though, of the 376 responses, 89% reported the ice maker as the paid staff. Only 43% (161/376) have paid managers; 58% (220/376) have paid cleaning staff and 50% (190/376) have paid bartenders.
- 62% of clubs have capital reserve funds established for the replacement of critical equipment.
- Curling clubs continue to communicate with their membership in the traditional newsletter format (82%) while only 16% communicate by e-mail.
- Only 28% of clubs accept credit cards and 26% accept debit card transactions. Finally only 5% accept online payment for fees or other programs and services.
- 65% of respondents do not have business or strategic plans in place.
- 58% survey their membership on a regular basis but only 21% do exit surveys of non-returning members.

# EXPLORING SOCIAL SUPPORT, SPORT PARTICIPATION, AND RURAL WOMEN'S HEALTH USING PHOTOVOICE



A NATIONAL CURLING STUDY IN ONTARIO, MANITOBA,  
NOVA SCOTIA, AND THE NORTHWEST TERRITORIES



## Report prepared by:

Dr. Beverly D. Leipert, Western University

Dr. Lynn Scruby, University of Manitoba

Dr. Donna Meagher-Stewart, Dalhousie University

Robyn Plunkett, Western University

Dr. Heather Mair, University of Waterloo

Meghan Muldoon, University of Waterloo

Dr. Kevin Wamsley, Western University

SEPTEMBER, 2013

The data presented in this booklet are part of a photovoice project conducted in Ontario, Manitoba, Nova Scotia, and the Northwest Territories undertaken between 2009 and 2013. The project explored the influence of curling on rural women's health and community life. The information in this booklet represents data collected in seven rural communities by Dr. Beverly D. Leipert (Western University), Dr. Lynn Scruby (University of Manitoba), Dr. Donna Meagher-Stewart (Dalhousie University) and Dr. Heather Mair (University of Waterloo). Funding for this project was provided by the Social Sciences and Humanities Research Council (SSHRC) Sport Canada Research Initiative Grant.

Our sincere thanks and appreciation are extended to the rural women and girls in Ontario, Manitoba, Nova Scotia, and the Northwest Territories who enthusiastically participated in this project and allowed us to capture a glimpse into their curling and rural lives. Thank you also to the research assistants who assisted so enthusiastically with this project: Melanie Moore (Dalhousie University), Robyn Plunkett (Western University), Hazel Rona (University of Manitoba), and Meghan Muldoon (University of Waterloo).

For further information, contact:

**Dr. Beverly D. Leipert, PhD, RN**

Professor  
Arthur Labatt Family School of Nursing  
Western University  
London, Ontario, N6A 5C1  
Phone: (519) 661-2111 ext. 86599  
Email: [bleipert@uwo.ca](mailto:bleipert@uwo.ca)

## INTRODUCTION

The purpose of this study was to:

1. examine the influence of curling and curling clubs on the social lives and health of rural women,
2. understand how curling activities and meanings differ for women across various rural communities in Canada, and
3. determine how sport and recreation are experienced and understood within the broader contexts of gender and community change in rural areas.

Using the photovoice research method, 52 women and girls, ranging in age from 12 to 75 years with an average age range of 50-60 years, in seven rural communities in Ontario, Manitoba, Nova Scotia, and the Northwest Territories were provided with disposable cameras and asked to take pictures that illustrated the effect of curling on their physical, mental, social or other forms of health and the health of their communities. Each participant was also invited to record her perspectives in a log book that was provided to her. Collectively study participants provided 955 photos. These photos and logbook comments formed the basis of group discussions and interviews with the participants.

These rich data sources of photos and written and verbal information revealed four key themes about the significance of curling and rural women's health: 1) *Building Social Connections*, 2) *Facilitating Women's Health and Resiliency*, 3) *Strengthening Rural Community Life*, and 4) *The Past, Present, and Future of Curling*. Important topics and issues were highlighted in each theme.

In Theme One, participants noted that curling facilitates social connections with women and men of all ages, abilities, backgrounds, and curling experience, thereby fostering a sense of family, inclusion, and community.

Theme Two reveals the importance of curling for women's and girls' physical, mental, and social health, and that curling can help impart pride, self-esteem, and self-confidence.

Theme Three highlighted the importance of individuals' and communities' commitment to curling through substantial volunteering, and that curling 'gave back' to communities in its ability to develop and sustain a sense of community.

Theme Four revealed that the history of curling and curling rinks is highly prized in rural communities, and that youth are the future of curling. In addition, more resources, such as good coaches and school curling opportunities, Little Rocks programs, and more recognition in local, national, and international settings for curling and for girls' and women's curling are needed. Participants also noted that the future of curling in rural communities requires substantial financial support, sponsorship, and community commitment to ensure its sustainability and, in smaller communities, its very existence.

As this is the first study to explore curling and rural health issues, findings provide important new data that can help to strengthen rural recreation and rural health and well-being.

## THEME ONE

### BUILDING SOCIAL CONNECTIONS

For the participants in this study, building social connections was probably the most important aspect of curling. Factors such as winter weather, distance, challenging road conditions, and limited recreational resources often combined to make rural curling rinks key local hubs for connecting and interacting. Study participants spoke fondly of curling team members as their “curling family” and everyone appreciated being accepted at the rink, whether as an active curler or as a spectator.

Participants noted that curling facilitates social connections with women, men, and children of all ages, abilities, backgrounds, and curling experience, thereby fostering a sense of family, inclusion, and community. Curling also helps add to the appeal of a community as an important part of the mix of social activities on offer for long-time residents and newcomers alike. The social importance of curling and the curling rink to rural communities was clearly revealed when participants in two provinces explained how quickly and beautifully their communities rebuilt rinks that had recently burnt down.

**THEME TWO**  
**FACILITATING WOMEN'S HEALTH AND**  
**RESILIENCY**

Participants noted the importance of curling for women's and girls' physical, mental, and social health. In addition to engaging in warm up exercises before curling, participants were also inspired by curling to engage in additional physical activities, such as walking and golfing. For women with young children, curling was a highly valued opportunity to socially interact with adult women. Getting together to curl was especially valued as a way to maintain mental health and to stay positive during the long, dark, winter months. This was particularly true for participants in Northern Canada, as they spoke of needing to keep active in order to stave off seasonal depression. In addition, by its competitive and social nature, curling helped to impart pride, self-esteem, and self-confidence, as teams gained skills and won games and bonspiels. As a result of the health benefits of curling, participants often experienced enhanced resiliency, the ability to encounter and deal with rural challenges, such as travel, weather, and economic and population downsizing that many rural communities are experiencing. However, some participants also described stress and even frustration due to the great commitment required and some struggled with the sense of obligation that was needed to keep the club alive.

## **THEME THREE**

### **STRENGTHENING RURAL COMMUNITY LIFE**

The curling clubs were viewed as more than a place to curl; they provided a much needed social and sport outlet in rural communities, particularly for women. The clubs also represented a special gathering place, a hub of rural camaraderie and identity for all ages and abilities. The women in the study strengthened their rural communities with the substantial volunteering they contributed on behalf of curling and the curling rink on a day-to-day basis as well as for special events such as bonspiels. They realized that in many rural communities, curling was sustainable only because of their substantial, sometimes almost overwhelming, volunteer contributions. Nevertheless, their belief in the significance of curling for building and sustaining quality rural community life sustained their efforts.



**THEME FOUR**  
**THE PAST, PRESENT, AND FUTURE OF CURLING**

Participants in all four regions spoke fondly and loyally about the history of their clubs. It was obvious that the history of curling and curling rinks in these rural communities was highly valued. Curling and the curling rink seemed to represent community connection, community support, and community worth. The sustainment of rural curling rinks seemed to indicate and reflect belief in the sustainability of the rural community itself. Study participants frequently noted that youth are the future of curling, yet more resources, such as good coaches and school curling opportunities, Little Rocks programs, and more media and other recognition in local, national, and international settings for curling in general, and for girls' and women's curling in particular, were strongly recommended. In the north, participants described a need for resources to help players (especially youth and junior curlers) to travel the very long distances to gain experience and build their skills. In addition, participants noted that the future of curling in rural communities requires substantial financial support, sponsorship, and commitment, within and outside of the rural community, to ensure its sustainability and, in smaller communities, its existence.

## CONCLUSION

This research project revealed key themes regarding curling, rural women's health, and rural community life. Social connections, physical, mental, and social health, resiliency, rural community life, and the past, present, and future of curling emerged as particularly important themes. It is evident from this research that curling sustains not only rural individuals, but rural communities as well. However, substantial, almost overwhelming, efforts on the part of community members are needed in order to sustain the viability of curling in small rural communities. This has led to issues of stress and a deep sense of obligation that may have an impact on a curler's desire to remain a member of the club. In addition, the study revealed that the curling experiences and contributions of girls and women require more recognition and support if the sport and its benefits to individuals and communities are to be appropriately sustained and advanced.

Participation in this photovoice research project provided an important opportunity for rural girls and women to identify and discuss rural recreation, gender, and rural community issues. Study participants enthusiastically enjoyed taking and sharing their photos and perspectives. Given the diverse locations, needs, and resources of rural girls and women throughout Canada, and the limited research that focuses on rural well-being and recreation, additional research is needed to more clearly

understand the significance of recreation on the lives and well-being of rural individuals and communities.

Participants in this study clearly identified aspects of curling that require enhanced support, including improved financial support from municipal governments as well as from external sources, such as Sport Canada and provincial and federal health and recreation ministries, agencies and departments; greater local, national, and international media recognition of the contributions and achievements of rural girls and women in curling; and enriched coaching and curling opportunities for rural children and youth in school programs. Taking these recommendations seriously would help to sustain these essential places and to build and expand the future of an important Canadian sport.

# Krystal Engineers and Consultants Ltd

4839 19<sup>th</sup> Ave. N.W.  
Calgary, Alberta  
T3B 0S6

1115 – 17A St South  
Lethbridge, Ab  
T1K 1Z7

Telephone: (403) 241-3853  
Cellular Telephone: (403) 330-5738  
(403) 308-7027

E-mail: [HLChristensen@krystalconsultants.com](mailto:HLChristensen@krystalconsultants.com)  
[JWHellofs@krystalconsultants.com](mailto:JWHellofs@krystalconsultants.com)

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January 12, 2010

The Town of Pincher Creek  
P. O. Box 159  
Pincher Creek, AB  
T0K 1W0

Attention: Diane Burt-Stuckey, Director of Community Services

**Re: Pincher Creek Curling Rink Assessment Report**

## **Executive Summary**

Krystal Engineers and Consultants Ltd., together with RKH Architecture Ltd, Stebnicki + Partners and Sterling Engineering Inc were retained by the Town of Pincher Creek to undertake an assessment of the existing Curling Rink facility in the Town of Pincher Creek.

It was originally anticipated that the assignment would be awarded on October 22, 2009 and that the results of the assessment would be presented to a Committee of the Whole meeting of Town of Pincher Creek Council on December 1, 2009. Due of issues related to confirmation of funding for the assessment, award of the project was delayed to November 27, 2009. It was originally anticipated that a draft report would be reviewed with Town of Pincher Creek Administration on November 17, 2009. The delay in award of the assignment has delayed to the review until December 18, 2009. The final report was presented to Town of Pincher Creek Committee of the Whole in January 2010.

The assessment has been undertaken in two components:

- a. The curling area and associated ice plant.
- b. The "clubhouse" facility attached to the curling rink area.

### **1. Curling Area**

The curling area consists of a post and beam structure with exterior concrete block walls, a framed wood structure roof with metal roofing and a sand floor. The curling club has recently completed remedial work on the centre columns. Some drainage issues surrounding the building and water management issues on the roof of the building should be addressed. The structure appears to be stable and should

perform adequately for the next 10 to 15 years providing that remedial work relative to ventilation systems is undertaken in the near future.

Lack of adequate ventilation, especially when the ice making operations are discontinued in the spring of the year, is contributing to mould issues on the underside of the roof structure. It is imperative that this situation be remediated at the earliest possible date.

The refrigeration system for ice making is old some components may be nearing the end of their useful life span and a requirement for replacement can be expected within the next five years.

The overall cost upgrading the curling area is anticipated to be in the order of \$75,000.00.

## **2. Clubhouse Facility**

Major issues have been identified relative to this component of the overall facility.

The existing clubhouse facility consists of a concrete block structure with a sloped truss roof. The existing roof was constructed over an original flat roof in the past, transferring all of the roof loads to the exterior east and west walls.

It has been identified that the exterior block walls of the clubhouse portion of the facility are structurally unsound. At the time of construction of the facility the blocks were not "core-filled" in key areas. It is observed that some concrete blocks in critical corners of the building have moved and are misaligned by up to 50 mm. It has been observed that significant cracking has occurred throughout the walls that indicating movement in the foundations. This condition makes the structure unsound.

The assessment has revealed that major deficiencies exist relative to current building code requirements relative to handicap accessibility, fire separations, fire exits, washrooms, ventilation systems and electrical systems.

In the case that a building permit is issued for the stabilization of the structure, it will be necessary that the facility be upgraded to meet all current building code requirements. It is anticipated that the total cost of stabilizing the structure and upgrading the clubhouse facility to current building code requirements will be in the order of \$750,000.00. This approaches the cost of demolishing the existing clubhouse facility and replacing it with a new building that meets all current codes.

It is recommended that the clubhouse portion of the facility immediately be protected from any potential damage from vehicles from the street and/or parking and that methods of stabilizing the block structure on an interim basis be further investigated.

# Krystal Engineers and Consultants Ltd

4839 19<sup>th</sup> Ave. N.W.  
Calgary, Alberta  
T3B 0S6

1115 – 17A St South  
Lethbridge, Ab  
T1K 1Z7

Telephone: (403) 241-3853  
Cellular Telephone: (403) 330-5738  
(403) 308-7027

E-mail: [HLChristensen@krystalconsultants.com](mailto:HLChristensen@krystalconsultants.com)  
[JWHellofs@krystalconsultants.com](mailto:JWHellofs@krystalconsultants.com)

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December 1, 2011

Pincher Creek Curling Club

Attention: Grace MacMillan

**Re: Pincher Creek Curling Club, Interim Inspection, November, 2011**

As per your recent request we undertook an interim inspection of the Pincher Creek Curling Club facility during November, 2011.

We compared the structural condition of the clubhouse facility and the curling rink facility to the condition of the facilities to the condition that existed during our most recent interim inspection.

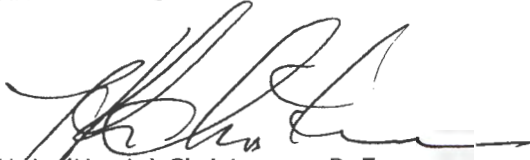
From the perspective of structural stability, it does not appear that any further degradation has taken place since our last inspection. **The structure of the clubhouse and the ice rink continues to be stable and is in no danger of imminent catastrophic collapse** unless there is some external influence such as being struck by large equipment or vehicles or other external influence such as a significant earthquake.

We note that no action has been taken relative to any of the other issues identified in the evaluation report.

We trust that the foregoing is the information that you require at this time. Should you require further information or wish to discuss this matter further, you may contact the writer at 403 330 5738 or by email at [HLChristensen@KrystalConsultants.com](mailto:HLChristensen@KrystalConsultants.com).

Yours truly,

KRYSTAL ENGINEERS AND CONSULTANTS LTD.



H. L. (Howie) Christensen, P. Eng.  
Principal, Senior Engineer

✓ cc: Laurie Wilgosh, CAO, Town of Pincher Creek



330, 3120-32 Street South, Lethbridge, AB. T1K 7B4

Bus: 403-328-2686

Fax: 403-328-2728

E-mail: office@hasegawa.ca

**Saturday, October 12, 2013**

**Our File #: 13-108**

Pincher Creek Curling Club  
C/O Avalanche Contracting  
1130 Mcleod Street  
Pincher Creek T0K 1W0

Via Email To: kendall@avalanchecontracting.com

**Attention: Kendall Toews**

Re: Pincher Creek Curling Club Structural Assessment  
Location: 845 Main Street, Pincher Creek, AB

Hasegawa Engineering was retained by Avalanche Contracting to perform as structural assessment of the Pincher Creek Curling Club arena and club house. On September 11, 2013, Sam Richards, P.Eng. and Ryan Olsen, CET were on site as representatives of Hasegawa Engineering. A tour of the facility was completed. The following observations were made:

1. There are two roofs on the clubhouse. The original relatively flat, monoslope roof that sloped from front to back and the newer gable, wood truss roof. (see Photograph 1 and Photograph 2)
2. The gable roof spans from the east wall to the west wall and bears on the parapet. The stamps on the lumber indicate the wood was processed in April 2002. It is assumed the gable roof was added shortly after this date. The wood trusses are connected to a 2x6 nailer plate with Simpson Strong Tie H-1 hurricane clips. The 2x6 nailer plate is fastened to the top of the pilaster with 3/8" anchor bolts at about 48" o.c spacing. The depth of the anchorage and type of anchor bolt is unknown. At the north end of the roof there was no parapet. This has been enclosed by framing in a bulkhead underneath the end gable. This bulkhead meets the roof of the rinks. The entire gable roof has been clad with light gauge steel panels. (See Photograph 2 to Photograph 4)
3. The monoslope roof was surrounded by a parapet approximately 16" tall. The parapet was constructed of concrete masonry units (CMU) and capped with concrete. The roof was flashed with tin sandwiched between the concrete cap and CMU walls and finished with a tar and gravel roof and cant plated transitions between the roof and parapet. The roof structure is tongue and groove shiplap lumber on 2x12 joists spanning north to south to a beam at the middle of the clubhouse. The joists bear inside the CMU and the CMU has been cut around the joists. (See Photograph 3 to Photograph 5)
4. The roof of the rink is lower than the roof of the clubhouse. The rink roof was recently refinished with light gauge steel roofing panels. The roof structure below consists of a layer of plywood, estimate to be 3/8" to 1/2" thick. The plywood is affixed to roof purlins spanning between the glulam roof girders. The glulam roof girders span from the east and west walls towards a ridge beam at the center of the rink. The ridge beam spans to multiple columns aligned in the north-south direction. It is my understanding that at the construction of the building to the west, that additional glulam girders were added to the structure to support additional drifting loads incurred from the close proximity of the buildings (See Photograph 6)
5. The walls of the clubhouse and the arena/rinks are constructed of 8" nominal CMU. There is significant evidence of under-design or poor craftsmanship showing in the CMU. There are numerous block displacements occurring in both the clubhouse and the rink. There are also numerous cracks that have formed in the walls of both structures. (See Photograph 7 to Photograph 16)
6. The south east corner of the roof has blocks that are shifting out of position. These blocks are at the elevation of the original flat roof joists. The fourth course of CMU below the parapet cap is made of half wide blocks. The top of these blocks is the bearing elevation for the roof joists. Without further investigation, it is believed that this course of CMU is a bond beam. (See Photograph 7 and Photograph 8)

7. The south wall of the clubhouse has numerous cracks tracing the mortar lines from the ceiling to the second floor and from the second floor to the main floor. The cracking appears to stop about below the second floor elevation. Without further investigation, it appears that there is a bond beam at this elevation (See Photograph 8 and Photograph 9)
8. The west wall also has numerous cracks and block displacements in both the clubhouse and rink walls. The cracking in the clubhouse walls follow similar patterns to the cracking in the south wall. (See Photograph 9 to Photograph 11)
9. At the common wall between the clubhouse and the rink, the mortar has either eroded from between the CMU or has been removed. The places where the mortar is missing, fiberglass insulation has been packed into the joints. (See Photograph 11)
10. Along the west and east walls of the rink, the CMU is displacing and cracking specifically at the locations of the roof girders. (See Photograph 10, Photograph 12 to Photograph 16)

Based on these observations, the following conclusions have been made regarding the building structure:

1. The addition of the gable roof structure over the clubhouse has changed the load behavior on the roof. As it is connected to the parapet, additional loads are being exerted on to the parapet to restrain the gable roof from lifting off. The type of loads this roof will add to the parapet will cause bending in the CMU structure and cyclical opening of the mortar joints at the original roof diaphragm. As the roof joists are integrally constructed into the wall and the CMU have been modified to fit around the joists, the CMU are releasing where there are weakest. This is evident at the top of the southeast corner.
2. The only evidence of reinforcement estimated from this assessment is that of the bond beams noted in the walls below the roof joists and the second floor joists. Empirical design methods used many years ago may have minimize the reinforcing requirements needed for this building. The amount of cracking in the wall implies that the resultant forces that the south wall is resisting are being exceeded causing the mortar to lose its bond to the adjacent CMU blocks. The primary west winds loading on the west wall will create a high shear load on the north wall, the common wall and the south wall of the complex. Adequate shear reinforcement in the wall would create tensile resistance and limit the cracking.
3. The wall cracking and CMU displacements on the rink may be a combination of a weak roof diaphragm and lack of a continuous top of wall structure. The top of a wall wind load is typically transferred to the roof girders through the top chord of the wall and into the roof diaphragm. The top chord of the wall should be designed to carry adequate tensile and compressive forces from the connections of the roof girders to the shear walls of the structure. And the roof diaphragm distributes these loads as shear loads to the shear walls of the structure. A weak diaphragm will require a strong wall chord. As the roof girders are embedded into the wall, the wall does not have a strong wall chord as the continuity of the wall is interrupted and the ability of the wall to transfer the tensile and compressive forces to the shear walls is compromised. The length of the east and west walls of the building are long enough that significant shear loads will be developed at the shear walls. This load is transferred through the thickness of the plywood roof and the connections of the plywood to the girders and purlins.
4. The erosion or loss of the mortar in the joints of the CMU is indicative of cyclical or vibratory movement in the building. Stiffening of the building through proper load paths and the inclusion of reinforcing materials such as rebar that provide the tensile strength that a masonry structure lacks will improve the longevity of the mortar.

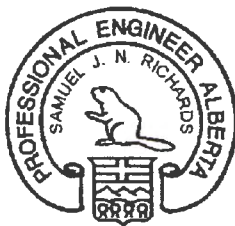
Based on the observations and conclusions made the following recommendations are suggested for the immediate maintenance of the building:

1. Addition of reinforcement and grout into the CMU cells of the clubhouse walls.
2. Replacement of the cut CMU blocks at the second floor joist and roof joist elevations. The joists can be cut shorter and re-affixed to the wall with ledgers and anchor bolts. The new CMU course should be reinforced and grouted. The second floor joists, roof joists and walls will need to be shored up while the block replacement is undertaken



3. Repointing of the mortar of the west wall in the vicinity of the common wall of the arena and the clubhouse. Seal all cavities that expose the interior of the CMU cell. Mortar should be installed the full thickness of the CMU block.
4. Reinforcing of the top of the rink walls to establish a continuous tension and compression structure at the top of the walls. This may include the addition of pilasters to support the girders, additional foundation structure, shoring of the existing roof system and walls, replacement of multiple courses of block, addition of horizontal and vertical reinforcement and grout to the wall.

Please note that the recommendations are based on the visual assessment of the structure and the analysis that can be made based on the information attained during the site visit. The recommendations may need to be revised pending the deconstruction of various elements of the building. As such, an engineered design should be pursued prior to attempting to complete the above recommendations. If you have any questions regarding this letter, please contact Hasegawa Engineering.



SAMUEL J. N. RICHARDS, P.ENG, M.S.  
HASEGAWA ENGINEERING

2013-10-12

DATE

<b>PERMIT TO PRACTICE</b> <b>HASEGAWA ENGINEERING</b>
Signature _____
Date _____
<b>PERMIT NUMBER: P 8170</b> The Association of Professional Engineers, Geologists and Geophysicists of Alberta

D5



## TOWN OF PINCHER CREEK

962 St. John Ave. (BOX 159), PINCHER CREEK, AB. T0K 1W0

PHONE: 403-627-3156 FAX: 403-627-4784

e-mail: [reception@pinchercreek.ca](mailto:reception@pinchercreek.ca)

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



RECEIVED

NOV 17 2016

Our File: 3.3.25

M.D. OF PINCHER CREEK

November 16, 2016

M.D. of Pincher Creek #9  
Box 279  
Pincher Creek, AB  
T0K 1W0  
[wkay@mdpinchercreek.ab.ca](mailto:wkay@mdpinchercreek.ab.ca)

**Re: Southwest Alberta Sustainable Community Initiative – Shell Socio-Economic Impact Analysis**

Dear Reeve Hammond and Council,

Please be advised that the Town of Pincher Creek passed the following resolution at their November 14, 2016 Regular meeting of Council;

*That Council for the Town of Pincher Creek agree to provide funding up to \$17,550 from the Municipal Income Stabilization Reserve 00-00-00-4075 towards Phase One of the Southwest Alberta Sustainable Community Initiative (SASCI) Socio-Economic Impact Analysis project and that Council approach the Municipal District of Pincher Creek to consider a 50% share of the \$17,550 funding request.*

This therefore is our request that you consider sharing the funding of this study which may provide lasting benefit towards the sustainability and economic viability of our collective Communities.

Trusting this information to be satisfactory however, should you have any questions or concerns, please contact our office.

Yours Truly,

A handwritten signature in blue ink, appearing to read "Laurie Wilgosh".

Laurie Wilgosh LGA., CAO  
Town of Pincher Creek

/lg



Southwest Alberta Sustainable Community Initiative Box 1297, Pincher Creek, AB T0K 1W0  
Tel 403-627-1750 Fax 403-627-1751 email [sasci@telus.net](mailto:sasci@telus.net)

October 27, 2016

Reeve and Council, MD of Pincher Creek #9  
Re: Socio-Economic Impact Analysis – Shell Waterton Complex

We are pleased to provide the attached description of our proposed project to proactively engage the community in a fact-based, inclusive, and constructive process of stewarding its own economic and social future.

The project will result in fact-based documentation (a publicly available report) of existing and potential economic and social conditions in the community before and after the forecast closure of the Waterton Complex. This information will serve as a foundation for facilitated stakeholder dialogue in the community regarding the findings of the analysis and options for action to mitigate potential adverse effects and move the community towards a more sustainable economic future. Through this project, we hope to spur community-driven action to increase the economic and social resilience of the community and to avoid and minimize the potentially serious negative economic and social consequences of this inevitable change in the industrial landscape of southwest Alberta.

We have partnered with Nichols Applied Management Inc., a highly qualified and experienced Alberta-based consultant, to undertake the required economic and social/community impact analysis. Shell has also committed to support the project both financially and in kind, and we have secured additional funding from the Alberta Real Estate Foundation. Information confirming these funding contributions and Nichols' proposed approach to the work is attached to this submission.

To commence the necessary socio-economic impact analysis and complete the first phase of the project (described in the attachments), SASCI needs to secure additional funding, specifically \$17,550. We respectfully request Council consider co-funding the project, recognizing both the inherent value of the project to the future of the community, and the potential for leveraging the Town's financial support to secure additional funding from other prospective funders.

If you have any questions or require additional information or clarification about the project, please contact us.

Sincerely,

Celesa Horvath  
Board Chair

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## **Planning for a Sustainable Economic Future in Pincher Creek Project Proposal**

This document describes a proposed project to support proactive planning for a sustainable economic future for local and regional communities affected by Shell Canada Limited's (Shell) Waterton Complex in southwest Alberta. The project would be managed by the Southwest Alberta Sustainable Community Initiative (SASCI), based in Pincher Creek, Alberta.

### ***In a Nutshell***

*Our overarching strategic objective for the project is to proactively engage the community in a fact-based, inclusive, and constructive process of stewarding its own economic and social future.*

*Specifically, the project will result in fact-based documentation (a publicly available report, prepared by a highly qualified and experienced consultant) of existing and potential economic and social conditions in the community before and after the closure of the Waterton Complex. This information will serve as a foundation for facilitated stakeholder dialogue in the affected local and regional communities regarding the findings of the analysis and options for action to mitigate potential adverse effects and move the community towards a more sustainable economic future. The outcome of the dialogue will be a prioritized suite of action-oriented impact mitigation measures, economic diversification initiatives, and capacity-building programs to which specific stakeholders have committed time and resources to advance.*

*Through this project, we hope to spur community-driven action to increase the economic and social resilience of the community and to avoid and minimize the potentially serious negative economic and social consequences of this inevitable change in the industrial landscape of southwest Alberta.*

### **Rationale**

Recently, Shell advised the Town and MD of Pincher Creek about its current development plans for the Waterton field, and noted that, notwithstanding several new wells that are proposed to be drilled over the next three years, as natural gas reserves within the Waterton field are depleted in the coming decade, plant downsizing and closure are expected to occur within ten to 15 years from today. Even if the Waterton Complex were to be sold to another operator, the operating life of the facility is finite, constrained by imminent reserve depletion.

The Waterton Complex has been a major player in the economy of Pincher Creek and the surrounding region for over 50 years. Through direct, indirect, and induced employment, as well as the procurement of goods and services and payment of taxes, the development and ongoing operation of the Waterton Complex has generated and continues to generate significant economic value in local and regional communities. The income created by the Waterton Complex enables municipalities to provide infrastructure and other services, reduces the property tax burden for other ratepayers, and supports many families.

The loss of this important economic driver, whether through gradual downsizing or complete plant closure, is expected to result in major changes to the economy of Pincher Creek and the surrounding region. Those economic changes could also result in important social changes in the community, including, for example, reduced demand for health care, education, and other services, loss of social cohesion as individuals and families move away seeking alternative employment, reduced capacity of municipalities to deliver infrastructure and services as tax

revenues fall, greater pressure on social support services from individuals and families under increasing financial and social stress, and so on.

While the closure of the Waterton Complex may be inevitable, serious adverse economic and social/community impacts need not be. Proactive stakeholder engagement and dialogue, based on factual information and analysis, can enable the community to prepare itself and take action now and in the coming years ahead of planned closure to ensure a smooth transition to a sustainable economic future.

### **Purpose**

The purpose of the project is to establish a factual basis for understanding potential economic and social/community impacts that may occur with closure of the Waterton Complex, and to use that foundation to inform and facilitate dialogue with and action by the affected communities regarding transition to a sustainable economy.

### **Project Components**

The proposed project comprises two main phases. The first phase would comprise an analysis of the economic and social/community impacts that could be experienced in local and regional communities following the closure of the Waterton Complex. The second phase would comprise facilitated stakeholder dialogue to identify, assess, and select actions that can be taken for and by the community to mitigate the potential adverse effects identified through the first component and move the community towards a sustainable economic future. Each of these phases is explained more fully below.

### ***Economic and Social/Community Impact Analysis***

The project would commence with an analysis of the potential economic and social/community impacts of eventual closure of the Waterton Complex. Key tasks expected to be required for this component include:

- scoping of the study, including determining appropriate temporal and spatial boundaries and data requirements;
- engagement with Shell and other stakeholders (e.g., elected councils and administration of local municipalities, local suppliers and businesses) to compile data regarding current and forecast employment, procurement, and expenditures/revenue associated with the Waterton Complex;
- documentation of existing economic and social conditions in the communities of interest;
- documentation of existing economic and social impacts of the operation of the Waterton Complex;
- engagement with Shell and other stakeholders to develop appropriate scenarios describing the likely modes of closure of the Waterton Complex;
- calculation of potential economic impacts of the closure scenarios; and
- analysis of resulting social impacts on the affected communities.

The outcome of the first phase would be fact-based documentation (a publicly available report) of existing and potential economic and social conditions in the community before and after the closure of the Waterton Complex. This first phase would conclude with a presentation of the study results to the community and stakeholders.

The economic and social/community impact analysis will be carried out by a qualified and experienced consultant. SASCI has engaged with Nichols Applied Management Inc. (Nichols), a recognized and highly qualified Alberta-based firm with direct and relevant experience carrying

out this kind of study. Nichols has provided a proposed scope of work and budget for the analysis (attached).

Once funding for the first phase has been confirmed, the scope of work and approach will be finalized, commensurate with the available funds, and in consultation with project partners and funders. SASCI will manage the contract with Nichols.

### ***Facilitated Stakeholder Dialogue***

Once the results of the economic and social/community impact analysis are available, SASCI proposes to facilitate dialogue with stakeholders in the affected local and regional communities (see description of Project Partners and Participants below) regarding the findings of the analysis and options for action to mitigate potential adverse effects and move the community towards a more sustainable economic future. Key tasks expected to be required for this component include:

- obtaining input from the analytical consultant (in the preceding phase) regarding mitigation options, based on their experience in facility closure elsewhere;
- soliciting presentations from other community groups and individuals regarding economic diversification and capacity-building initiatives already underway or planned in the affected communities;
- brainstorming additional action-oriented impact mitigation options, economic diversification opportunities, and capacity-building needs through facilitated community dialogue;
- facilitated community dialogue regarding the feasibility and priority of identified options and initiatives; and
- facilitated dialogue and direct engagement with key stakeholders (including elected councils and municipal administration, Shell, the broader business community and economic development agents, other community service organizations and social service providers, and individual community leaders) to translate the outcomes of the preceding tasks into actionable commitments.

SASCI would plan, host, and facilitate all stakeholder and community engagement in this component, drawing on our extensive experience in this type of work. At this time, we anticipate this component would comprise a series of open community engagement forums, including presentations and dialogue, followed by more focused and direct engagement with key stakeholders and interested, motivated, and committed parties. We anticipate the latter task would involve Shell, and the elected councils and administration of both the Town and MD of Pincher Creek, at a minimum.

The outcome of this phase would be a prioritized suite of action-oriented impact mitigation measures, economic diversification initiatives, and capacity-building programs to which specific stakeholders have committed time and resources to advance.

SASCI itself will use the outcomes of this phase of the project to guide its own ongoing work, including identifying new capacity-building projects that could be undertaken by SASCI (potentially in partnership with others) to support other individuals and groups in the affected communities to take economic and social transition action, consistent with our overarching mandate.

### **Project Partners and Participants**

Shell Canada has agreed to support and participate in the project, by providing critical input data to the economic and social/community impact analysis, sharing potential closure scenarios, and providing a significant portion of the required funding (\$20,000). The Alberta Real Estate

Foundation (AREF) has also committed a significant portion of the required funding for the first phase of the project (\$20,000).

In addition to Shell and the Alberta Real Estate Foundation, SASCI intends to approach other prospective funders. In particular, the Community Foundation of Lethbridge and Southwestern Alberta (particularly the Henry S. Varley Fund for Rural Life) has expressed interest in supporting the project, on the condition the Town and Municipal District of Pincher Creek support the project financially.

Throughout the project, SASCI will also engage with elected councils and municipal administration, the broader business community and economic development agents, other community service organizations and social service providers, and individual community leaders, as well as the general public. We will leverage our extensive network and strong relationships with local and regional stakeholders to encourage broad and sustained participation.

### **Our Management Capacity**

SASCI's Manager, David Green, will manage the project under the supervision of SASCI's Board of Directors. SASCI has successfully planned and executed numerous public information sessions, forums, workshops, studies, and other community programs throughout its 13 years of operation. SASCI's Board routinely reviews progress of every SASCI program and initiative. Many Board members commit extra time to participate in committee work and to deliver SASCI services, such as facilitation and moderation. SASCI's staff and directors have considerable breadth and depth of experience in project management, including planning, budgeting, scheduling, subcontracting, accounting, reporting, and evaluation. Additional information about SASCI staff and directors will be provided upon request.

<b>Estimated Budget</b>	
<b>Phase 1: Economic and Social/Community Impact Analysis</b>	
Impact Analysis	
Consultant (Nichols Applied Management Inc.)*	\$52,500
SASCI (project management, scoping)	\$1,400
Community/Stakeholder Presentation	
Consultant (Nichols Applied Management Inc.)**	\$2,300
SASCI (coordination, facilitation)	\$350
Expenses (advertising, venue, catering)	\$1,000
<b>Subtotal Phase 1</b>	<b>\$57,550</b>
<b>Phase 2: Facilitated Stakeholder Dialogue</b>	
Identification of Options and Opportunities	
Consultant (Nichols Applied Management Inc.)	\$5,000
SASCI (project management, facilitation)	\$3,450
Expenses (advertising, venue, catering)	\$1,000
Evaluation and Selection of Preferred Actions	
SASCI (project management, facilitation, reporting)	\$7,000
Expenses (advertising, venue, catering)	\$1,000
<b>Subtotal Phase 2</b>	<b>\$17,450</b>
<b>Total Estimated Budget</b>	<b>\$75,000</b>
<b>Estimated Revenue</b>	
Shell Canada ( <i>confirmed</i> )	\$20,000
Alberta Real Estate Foundation ( <i>assumed</i> )	\$20,000
Lethbridge Community Foundation ( <i>application process initiated</i> )	TBD
Town of Pincher Creek	TBD
MD of Pincher Creek	TBD
Neighbouring Municipalities	TBD
Other	TBD
<b>Total Estimated Revenue</b>	
<p>* Nichols Applied Management Inc. was selected to undertake the analysis in Phase 1 based on the quality of their response to SASCI's Request for Proposals, including their comprehension of the project objectives, their proposed scope of work and approach, and experience and qualifications. A copy of their detailed proposal is attached for information.</p>	



## Appendix A: Proposal by Nichols Applied Management Inc.

40534, 40535, 40536, 40537, 40538, 40539, 40540, 40541, 40542, 40543, 40544, 40545, 40546, 40547, 40548, 40549, 40550, 40551, 40552, 40553, 40554, 40555, 40556, 40557, 40558, 40559, 40560, 40561, 40562, 40563, 40564, 40565, 40566, 40567, 40568, 40569, 40570, 40571, 40572, 40573, 40574, 40575, 40576, 40577, 40578, 40579, 40580, 40581, 40582, 40583, 40584, 40585, 40586, 40587, 40588, 40589, 40590, 40591, 40592, 40593, 40594, 40595, 40596, 40597, 40598, 40599, 40600, 40601, 40602, 40603, 40604, 40605, 40606, 40607, 40608, 40609, 40610, 40611, 40612, 40613, 40614, 40615, 40616, 40617, 40618, 40619, 40620, 40621, 40622, 40623, 40624, 40625, 40626, 40627, 40628, 40629, 40630, 40631, 40632, 40633, 40634, 40635, 40636, 40637, 40638, 40639, 40640, 40641, 40642, 40643, 40644, 40645, 40646, 40647, 40648, 40649, 40650, 40651, 40652, 40653, 40654, 40655, 40656, 40657, 40658, 40659, 40660, 40661, 40662, 40663, 40664, 40665, 40666, 40667, 40668, 40669, 40670, 40671, 40672, 40673, 40674, 40675, 40676, 40677, 40678, 40679, 40680, 40681, 40682, 40683, 40684, 40685, 40686, 40687, 40688, 40689, 40690, 40691, 40692, 40693, 40694, 40695, 40696, 40697, 40698, 40699, 40700, 40701, 40702, 40703, 40704, 40705, 40706, 40707, 40708, 40709, 40710, 40711, 40712, 40713, 40714, 40715, 40716, 40717, 40718, 40719, 40720, 40721, 40722, 40723, 40724, 40725, 40726, 40727, 40728, 40729, 40730, 40731, 40732, 40733, 40734, 40735, 40736, 40737, 40738, 40739, 40740, 40741, 40742, 40743, 40744, 40745, 40746, 40747, 40748, 40749, 40750, 40751, 40752, 40753, 40754, 40755, 40756, 40757, 40758, 40759, 40760, 40761, 40762, 40763, 40764, 40765, 40766, 40767, 40768, 40769, 40770, 40771, 40772, 40773, 40774, 40775, 40776, 40777, 40778, 40779, 40780, 40781, 40782, 40783, 40784, 40785, 40786, 40787, 40788, 40789, 40790, 40791, 40792, 40793, 40794, 40795, 40796, 40797, 40798, 40799, 40800, 40801, 40802, 40803, 40804, 40805, 40806, 40807, 40808, 40809, 40810, 40811, 40812, 40813, 40814, 40815, 40816, 40817, 40818, 40819, 40820, 40821, 40822, 40823, 40824, 40825, 40826, 40827, 40828, 40829, 40830, 40831, 40832, 40833, 40834, 40835, 40836, 40837, 40838, 40839, 40840, 40841, 40842, 40843, 40844, 40845, 40846, 40847, 40848, 40849, 40850, 40851, 40852, 40853, 40854, 40855, 40856, 40857, 40858, 40859, 40860, 40861, 40862, 40863, 40864, 40865, 40866, 40867, 40868, 40869, 40870, 40871, 40872, 40873, 40874, 40875, 40876, 40877, 40878, 40879, 40880, 40881, 40882, 40883, 40884, 40885, 40886, 40887, 40888, 40889, 40890, 40891, 40892, 40893, 40894, 40895, 40896, 40897, 40898, 40899, 40900, 40901, 40902, 40903, 40904, 40905, 40906, 40907, 40908, 40909, 40910, 40911, 40912, 40913, 40914, 40915, 40916, 40917, 40918, 40919, 40920, 40921, 40922, 40923, 40924, 40925, 40926, 40927, 40928, 40929, 40930, 40931, 40932, 40933, 40934, 40935, 40936, 40937, 40938, 40939, 40940, 40941, 40942, 40943, 40944, 40945, 40946, 40947, 40948, 40949, 40950, 40951, 40952, 40953, 40954, 40955, 40956, 40957, 40958, 40959, 40960, 40961, 40962, 40963, 40964, 40965, 40966, 40967, 40968, 40969, 40970, 40971, 40972, 40973, 40974, 40975, 40976, 40977, 40978, 40979, 40980, 40981, 40982, 40983, 40984, 40985, 40986, 40987, 40988, 40989, 40990, 40991, 40992, 40993, 40994, 40995, 40996, 40997, 40998, 40999, 41000

To: Celesa Horvath (Southwest Alberta Sustainable Communities Initiative)  
From: David Schaaf, Pearce Shewchuk  
Date: October 5, 2015

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**RE: Socio-Economic Impact of Shell Waterton-Complex**

It was a pleasure to speak with you a couple of weeks ago regarding the scope of work for a proposed socio-economic impact assessment of the Shell Waterton Complex south of Pincher Creek. As promised, this memo captures the most salient aspects of that discussion and provides a high-level scope and budget to carry out this work.

### **Our Understanding**

Shell's Waterton Complex, a sour gas plant located approximately 30 km southwest of Pincher Creek, has been an important contributor to local communities for over half-a-century. Through the continued operation of the Complex, Shell has created local employment and business opportunities, contributed municipal taxes, and supported local community initiatives.

Based on a recent presentation by Shell to Pincher Creek's Town Council, Shell's current plans are to continue operating the plant over the longer-term (approx. 15years). However, a decline in production in five to 10 years, followed by closure in the late 2020's or early 2030's, is possible. The decision to reduce production and close the facility is subject to change, should economic conditions warrant.

The Southwest Alberta Sustainable Communities Initiative (SASCI), a not-for-profit multi-stakeholder community-driven group, is interested in the socio-economic implications of the eventual Complex closure. As such, SASCI has approached Nichols Applied Management Inc. to provide a high-level scope of work and budget to carry out a socio-economic impact assessment of Shell's Waterton Complex. The purpose of this assessment would be to inform all interested parties with respect to the:

- social and economic linkages between the facility and local communities;
- socio-economic impacts of the ongoing operation of the facility;
- socio-economic impact of facility closure.

This information can be used to frame future discussions between Shell, community members, and other stakeholders.

## Nichols Applied Management Qualifications

Nichols Applied Management Inc. (Nichols) is an Edmonton-based economic and management consulting firm with over 40 years' experience supporting economic, municipal and community development initiatives, including energy development. Recognized as a leading management consulting firm in Alberta, Nichols is active across the province, in other regions of Canada and has delivered projects in the U.S. and overseas on behalf of the World Bank and the Canadian International Development Agency (CIDA).

Nichols is the leading socio-economic assessment firm for large-scale industrial development in Alberta. A good portion of our socio-economic practice has been focused on assessing and providing support to managing oil sands development in the Athabasca Oil Sands Area. However, our economic and socio-economic experience extends to other parts of the province and other jurisdictions. The firm has assessed the socio-economic impacts of numerous mine, SAGD, upgrading, processing, hydro-electric, wind generation and road-building projects across the province and beyond. We have also supported closure planning for several large-scale mines in Alberta, Manitoba, and Ontario.

Currently, we are engaged in preparing a socio-economic assessment in relation to Riversdale Resources' Grassy Mountain Coal Project in southwestern Alberta, near the Crowsnest Pass.

## Proposed Approach

Nichols proposes to execute the study in four phases. Conceptually, the study approach consists of:

- scoping the breadth of the socio-economic assessment, including identifying key stakeholders and the mechanisms through which impacts are experienced;
- creating a socio-economic profile of the facility and its linkages to local communities;
- characterizing the socio-economic impact of ongoing operations at the facility; and
- estimating the socio-economic impact of reduced operations or complete closure of the facility.

We also propose an optional fifth phase of work: identifying possible mitigation strategies and opportunities for growth in communities affected by reduced operations or complete closure.

### Phase I: Conceptual Design of Impact Assessment

The most important aspect of this design phase is not developing the socio-economic impact methodologies. Those, we have by-and-large in place. The key element here is to work with representatives of Shell, local communities, and the Southwest Alberta Sustainable

Communities Initiative, to identify a number of issues that will define the ultimate product.

Examples of questions to be addressed include:

- How far do we extend the economic impacts? It seems obvious that the analysis will extend to job creation and income effects on local and regional suppliers. Property tax impacts are also an obvious subject to be addressed. Subject to discussion, the economic impact could include:
  - corporate provincial and federal taxes;
  - personal income taxes of individual employees;
  - municipal fiscal analysis (to determine the reliance of the host municipality on the Waterton Complex); and
  - indirect and induced impacts.
- How far do we extend the social impacts? It would seem obvious that we want to place the Waterton Complex within the context of the local communities, if only to provide a background for a discussion of Shell's involvement with them through ongoing stakeholder consultations, community investments, and engagement with other Industrial players in areas such as emergency response. But, there are a few questions that may require some discussion, including:
  - the definition of the study area (e.g., Town of Pincher Creek and M.D. of Pincher Creek); and
  - the treatment of transportation, noise, and other environmental impacts.

The answers to these questions will determine some of the data requirements for the proposed analyses. More generally, the Phase I work will determine in detail what data are required, their sources (e.g., Shell, Statistics Canada, local municipalities, etc.); and their method and timelines of collection.

### **Phase II: Creation of a Socio-Economic Profile**

The study team will develop a comprehensive socio-economic profile of the Waterton Complex in order to provide insight into the current state of operations. This profile will include statistics and information regarding facilities and equipment, number and origin of workers, expenditures, revenues, and relationships with local communities. Data will be collected from Shell, local suppliers, and government agencies.

Phase II work will include:

- discussions with and collection of relevant data from Shell, such as:
  - number of employees and the communities in which they live;

- breakdown of operating costs, including municipal property tax;
  - breakdown of sustaining capital costs;
  - major suppliers information (e.g., number of suppliers by general geography and business volume);
  - community investment and ongoing stakeholder consultation processes;
  - employee support programs; and
  - other.
- discussion with local suppliers in order to determine:
    - the degree to which local firms are engaged by Shell; and
    - the degree to which local firms depend on Shell for continued business.
  - collection of relevant data from public sources, such as:
    - population statistics (Statistics Canada, Alberta Municipal Affairs);
    - municipal financial information (Alberta Municipal Affairs);
    - general community indicators (Town of Pincher Creek and M.D. of Pincher Creek);

### **Phase III: Estimation of Socio-Economic Impacts of Current Operations**

Information from the profile will be used to identify and catalogue the socio-economic impacts of Shell's Waterton Complex. The impact assessment will consist of two distinct sections:

- **an economic impact assessment.** In a standard economic impact analysis, the Alberta Finance Input-Output model (IO model) is used to trace ripple effects of direct spending throughout an economy as expenditures in one industry are circulated through the economy and thus affect income and employment of other industries and households in general (indirect and induced effects).

For this analysis, the study team proposes to customize the provincial level results from the standard Alberta Finance I-O model to identify the direct, indirect, and induced impact at a local level using information presented in the socio-economic profile. The direct, indirect, and induced impacts of the Waterton Complex will be described in terms of contributions to local employment, labour income, and government revenue. The results will be presented within the broader context of other economic activity in the region.

- **a social impact assessment.** The study team proposes to conduct an assessment of the relationship between the Waterton Complex and the social aspects of affected communities. The current population effect on local communities will be estimated using employment data gathered in Phase II work. Effects on infrastructure and service levels in the region, arising directly from plant operations and indirectly via population effects, will also be estimated. This assessment will consider effects on housing; health, education and social services; emergency and police services; municipal, recreation, transportation and other infrastructure; and others, as required.

#### **Phase IV: Estimation of Socio-Economic Impacts of Reduced Operations**

Using the results of the analysis carried out in phase III, along with information with respect to the nature and magnitude of the relationships between the facility and local communities, the study team can characterize the socio-economic impact of reduced operations and/or complete facility closure. The impact of reduced operations and/or closure will stem from both:

- The foregone benefits of operations, and
- The activities related to physically closing, abandoning, and reclaiming or repurposing the complex site.

The impacts will be characterized using measurement indicators similar to those used in phase III and will also depend on the likely prevailing economic climate and levels of development at the time of closure.

This phase of work will require discussions with Shell and SASCI to determine potential closure scenarios

#### **Phase V: Mitigation Strategies and Future Opportunities (Optional)**

Given our (Nichols) past engagement in support of support closure planning for several large-industrial developments we could provide additional analysis to support closure activities associated with the Shell Waterton Complex, if requested. Using the characterization of the socio-economic impact of reduced operations and/or total closure developed in Phase IV, the study team could develop a series of possible mitigation strategies that could be implemented to ease the transition of the local economy from pre to post-complex operations. Additionally, potential economic opportunities for affected communities and stakeholders could be identified which may also serve to lessen the impacts of facility closure or reduced operations. We anticipate there would be a certain level of community engagement (e.g. focus groups) associated with this work.

## Keys to Success

Successful completion of this Project will require a number of inputs from various parties including Shell, local communities, local suppliers and service providers. The engagement and participation of all actors will be important to optimizing Project results. Given that Shell will be responsible for many of the critical inputs (e.g. employment, procurement) their participation, especially in Phases I and II, is critical.

## Timeline and Budget

In our proposed phased approach to the work, the final scope of work will not be determined until the end of the Phase I work. That said, our experience with socio-economic impact statements suggests the following budget indication:

- Phase I: \$2,500 in fees and expenses (excluding GST):
  - assumes face-to-face meeting in either Calgary or Pincher Creek.
- Phase II: \$20,000 for fees and expenses (excluding GST):
  - assumes timely delivery of data by Shell in a format that can be readily used by the study team.
- Phase III: \$15,000 for fees and expenses (excluding GST):
  - assumes that the Phase I work will lead to a relatively broad scope of work.
- Phase IV: \$15,000 for fees and expenses (excluding GST):
  - assumes that a limited number of closure scenarios are considered.
- Phase V: To be determined in consultation with client.

As said, the budget is related to the scope of work, which in our approach is not finalized until the end of Phase I. This initial budget estimate, however, assumes a relatively broad scope of work. Please note, the budget for each phase is predicated on the completion of the preceding phases.

As for timeline, we can begin carrying out work as early as May. Assuming timely delivery of data, we anticipate being able to complete the work on Phases I to IV within 3-5 months, with Phase V work to follow, if requested.

## Proposed Approach

Nichols proposes to execute the study in four phases. Conceptually, the study approach consists of:

- scoping the breadth of the socio-economic assessment, including identifying key stakeholders and the mechanisms through which impacts are experienced;
- creating a socio-economic profile of the facility and its linkages to local communities;
- characterizing the socio-economic impact of ongoing operations at the facility; and
- estimating the socio-economic impact of reduced operations or complete closure of the facility.

We also propose an optional fifth phase of work: identifying possible mitigation strategies and opportunities for growth in communities affected by reduced operations or complete closure.





Shell Canada Products  
400 - 4th Avenue S.W.  
P.O. Box 100, Station M  
Calgary, Alberta T2P 2H5  
Tel (403) 691-3111  
Internet www.shell.ca

Southwest Alberta Sustainable Community Initiative  
Box 1297  
Pincher Creek, AB  
T0K 1W0  
Main: (403) 627-1750  
Fax: (403) 627-9427  
[chorvath@sasci.ca](mailto:chorvath@sasci.ca)

May 12, 2016

Dear Ms. Horvath,

This letter is to confirm Shell Canada is providing funding support to Nichols Applied Management Inc. to develop a Socio-Economic Impact Assessment study for our Waterton Complex, led by the Southern Alberta Sustainable Communities Initiative (SASCI), in the total amount of \$20,000.00. This funding is being provided on the following terms and conditions:

- This funding is provided to supplement other funding garnered by SASCI.
- It is understood that the study findings/recommendations are non-binding.
- Shell support and participation in the SEIA will better enable the community to get the information needed to understand and mitigate the impacts of Shell's Waterton exit.
- Upon completion of the draft report, Shell has the opportunity to review the level of disclosure/presentation format of information within the document prior to sharing the document publicly.

Shell's current plans are to continue operating the plant over the longer-term (approx. 15 years). However, a decline in production in five to ten years, followed by closure in the late 2020's or early 2030's, is possible. The decision to reduce production and close the facility is subject to change, should economic conditions warrant.

As they are interested in the socio-economic implications of the eventual Complex closure, SASCI has approached Nichols Applied Management Inc. to provide a high-level scope of work and budget to carry out the socio-economic impact assessment of Shell's Waterton Complex. This is attached to this letter, and the funding provided will be used to fulfill this scope of work. Shell will also be providing input for the analysis. The purpose of this assessment would be to inform interested parties with respect to the:

- Social and economic linkages between the facility and local communities;
- Socio-economic impacts of the ongoing operation of the facility;
- Socio-economic impact of facility closure

This information can be used to frame future discussions between Shell, community members and other stakeholders.

Regards,



Patty Richards  
External Relations Manager  
Foothills Performance Unit  
Shell Canada Ltd.  
(403) 691-2011  
[P.Richards@shell.com](mailto:P.Richards@shell.com)

Agreed to this \_\_\_\_ day of \_\_\_\_ 2016

Southwest Alberta Sustainable Community Initiative

---

Name: Celesa Horvath  
Position: Chair

**AGREEMENT FOR FUNDING**

THIS AGREEMENT is made this 17 June 2016

BETWEEN:

ALBERTA REAL ESTATE FOUNDATION  
(the "Foundation")

-and-

SOUTHWEST ALBERTA SUSTAINABLE COMMUNITY INITIATIVE (SASCI)  
(the "Grantee")

IN CONSIDERATION of the obligations and agreements contained in this Agreement, the parties agree as follows:

**A. PROJECT IMPLEMENTATION**

**Grant Amount**

1. The Foundation grants to the Grantee up to Twenty Thousand dollars - \$20,000 (the "Grant") pursuant to the terms of this Agreement. The Foundation is providing the Grant Money to the Grantee so that the Grantee can fulfill the project submission described in Schedule "1" to this Agreement (the "Project").
2. The Foundation may advance the Grant to the Grantee in installments in its sole discretion after being advised of the Grantee's preferences.
3. Prior to any advance the Foundation may request from the Grantee reasonable terms, such as progress reports.

**Obligations of the Grantee**

4. The Grantee shall:
  - a) Use the Grant only for the purposes of the Project and in accordance with this Agreement.
  - b) Use its best efforts to ensure that the Project proceeds in the same fashion as was presented to the Foundation during the Grantee's application for the Grant. The Grantee acknowledges that the Foundation approved the Grant based upon the information provided during the application.
  - c) Be solely responsible for expenses of the Project;
  - d) Prepare financial records that satisfy the Foundation that the Grant was spent on the Project. The details of Project expenditures must be accounted for in a manner consistent

with the Project application budget or in another presentation format that the Foundation approves in writing.

- e) Keep project financial records on its premises so that it can be made available for inspection by the Foundation. The Grantee shall keep the financial records for 24 months after having received the final advance of the Grant.
- f) On the Foundation's written request, provide the Foundation with a copy of the Grantee's Annual Audited Financial Statements (including any Auditor's Report or Accountant's comments).
- g) Submit written periodic progress reports to the Foundation during the Project and a final written report when the Project is completed. If the Grantee fails to submit these reports in a timely fashion, it may affect the release of the Grant.
- h) On the written request of the Foundation, provide the Foundation with any other information about the Project as the Foundation, in its sole discretion, might require.
- i) Recognize the Foundation for funding the Project by acknowledging the Foundation's support in any press releases, public or industry events, or any publications that describe the Project (*see attached guidelines*).
- j) Fully compensate and reimburse the Foundation from any third party claims, demands, or actions for which the Grantee is found to be legally responsible, including those arising out of negligence, wilful harm, or crimes by the Grantee or the Grantee's staff or agents. In particular if the Foundation is sued because of the conduct of Grantee, its staff or agents then the Grantee will compensate and reimburse the Foundation including its legal fees on a full indemnity basis.

#### **Obligations of the Grantee Following Termination of the Agreement**

- 5. On termination of this Agreement for any reason whatsoever, the Grantee must:
  - a) immediately return any unexpended portion of the Grant to the Foundation;
  - b) cease to use the Foundation's name or logo or both; and
  - c) refrain from holding itself out as a Grantee of the Foundation.

#### **Rights of the Foundation**

- 6. **Access by the Foundation to the Grantee's Premises.** During the term of this Agreement and upon reasonable notice, the Foundation, or its representatives, shall be permitted free access to the Grantee's premises to inspect the operations of the Grantee in order to satisfy the Foundation that the Grantee is conducting the Project in a manner satisfactory to the Foundation.

7. **Discontinuance or Limiting of Funding by the Foundation.** The Foundation has the sole discretion to stop or limit further advances of the Grant for any reason.
8. **Termination of the Agreement.** The Foundation has the sole discretion to terminate this Agreement for any reason.
9. **No Damages on Termination of the Agreement.** Should the Foundation decide to terminate this Agreement or stop further advances for any reason whatsoever, the Foundation is not liable to the Grantee for any damages or obligations the Grantee has assumed for the Project or otherwise.

**B. PUBLIC ACCESS TO PROJECT RESULTS**

10. The Grantee will not use the result(s) of the Project in any way, shape, or form (the "Results") for the commercial gain or personal benefit of any proprietor, member, or shareholder of the Grantee. If any revenues are generated from the Project, the Grantee must utilize such revenues in accordance with Grantee's non-profit organization status.
11. The Grantee will make the Results available to the public.
12. The Grantee will provide to the Foundation a digital copy of the Project final report and other publications produced with the Grant. The final report will be in a form that the Foundation can use to promote the Project and its outcomes.
13. The Grantee shall retain all rights in the images, videos, and other visual elements of the Project, including the right to sell or distribute them to other parties (ie. intellectual property rights). Despite this and as part of the grant reporting process, the Grantee agrees to share with the Foundation images, videos, and/or other visual elements which capture the Project's progress or achievement of results. The Foundation is free to use such images, videos, and other visual elements on its website, Facebook pages, posters, marketing materials, presentations, or other electronic forms to educate the public and community at large about the program.
14. The Grantee shall obtain releases of any images featuring minors, interviews with persons or any party that can be readily identified (individual or corporate). In the event the Grantee provides the Foundation with images, videos, or other such visual material for which written consent is required, the Grantee shall provide a copy of the release. Candid photography at events does not generally require a release, but when in doubt, it is recommended that one is obtained.

**C. MISCELLANEOUS**

**Term and Continuation of the Agreement**

15. This Agreement remains in force until the Project is completed or extended, or when an additional grant is awarded respecting the Project. The Project is deemed to be complete

when the Grantee provides a final written report to the Foundation in accordance with section 4(g) of this Agreement and the Foundation accepts in writing such final written report.

**Governing Law**

- 16. This Agreement is made and shall be interpreted in accordance with the laws of the Province of Alberta shall be the proper forum.

**Time of the Essence**

- 17. Time shall be of the essence of this Agreement.

**Survival**

- 18. The terms of sections 5, 6, and 10-14 shall survive the termination of this Agreement.

**Notice**

- 19. Any notices, consents, approvals, statements, authorizations, documents, or other communications (collectively "notices") which must/may be given pursuant to this Agreement shall be in writing and delivered personally or via registered mail to the parties at their respective addresses as follows:

**To the Foundation at:**

301, 1240 Kensington Rd. NW  
Calgary, Alberta, T2N 3P7  
Canada  
Tel: (403) 228-4786  
Email: cdepaoli@aref.ab.ca

**To the Grantee at:**

Box 1297  
Pincher Creek, AB T0K 1W0  
Canada  
Tel: (403) 627-1750  
Email: clh@ventus.ca

- 20. At any time, either party may designate in writing another address(es) at which they can be given a notice.
- 21. If the notice is delivered personally, the notice shall be deemed to have been given on the date of delivery if delivered on a business day, and if not, then the first business day following the date of delivery.
- 22. If the notice is delivered via registered mail, the notice shall be deemed to have been given on the seventh calendar day after the day on which the notice was mailed. However, if mail service is interrupted because of a strike or other irregularity before notice is deemed to have been given, then such notice shall not be effective unless personally delivered.

**Non-Waiver**

- 23. If a party breaches an obligation pursuant to this Agreement, the other party may choose to ignore the breach and continue with this Agreement. If a party chooses to waive a breach, this shall not be construed as that party waiving subsequent breaches by the breaching party.

Additionally, if a party chooses to waive a breach, that party does not waive its right to, in the future, pursue any rights or remedies to which it may be legally entitled by reason of the breach.

**Unenforceability of Provisions**

- 24. It is agreed that should any clause, condition or term, or any part thereof, contained in this Agreement be unenforceable for whatever reason, then such clause, condition, term or part thereof, shall be amended and is hereby amended, so as to be in compliance with the said legislation or law but, if such clause, condition or term, or part thereof cannot be amended so as to be in compliance with any such legislation or law then such clause, condition, term or part thereof is severable from this Agreement and all the rest of the clauses, terms and conditions or parts thereof contained in this Agreement shall remain unimpaired.

**No Partnership Created**

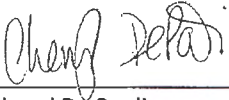
- 25. Nothing in this Agreement shall be deemed or interpreted to place the parties into a partnership or joint venture agreement.

**Enurement**

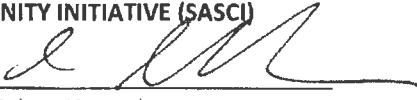
- 26. This Agreement is binding on the parties of the Agreement and their respective executors, administrators, successors and assigns.

IN WITNESS WHEREOF this Agreement has been duly executed by the parties as of the day and year first above written.

**ALBERTA REAL ESTATE FOUNDATION**

Per:   
\_\_\_\_\_  
Cheryl De Paoli  
Executive Director

**SOUTHWEST ALBERTA SUSTAINABLE  
COMMUNITY INITIATIVE (SASCI)**

Per:   
\_\_\_\_\_  
Celesa Horvath  
Board Chair



# 2017 BMO Bank of Montreal FARM FAMILY AWARDS

E1a



## **PURPOSE:**

Promote a relationship between urban and rural people,

Focus on agriculture at the Calgary Stampede, and

Increase awareness of the high ideals of the way of life in agriculture and the many opportunities of rural citizenship.

## **OBJECTIVES:**

Recognize, on an annual basis, outstanding southern Alberta farm families (in or south of Township 34) who best typify the value of the family farmer to our rural communities and society in general, and

Honour these families at the 2017 Calgary Stampede.

**SELECTION COMMITTEE AT THE LOCAL LEVEL:** Agricultural Service Board

## **GUIDELINES FOR SELECTION:**

Please select a family deserving of recognition for both agricultural and community involvement. The farm family must be active in primary agriculture, have agriculture as the main source of income and have members residing on the farm (agribusiness not eligible).

The method of selection is up to the individual Agricultural Service Board. It is important that the family selected be the representative of the municipality from which they are chosen. *It is also important to keep in mind that this program focuses on recognizing the contribution to the enhancement of quality of life as a family unit, not necessarily the business of farming.*

**In the case of a nomination where more than one farmer or farm couple within a family unit is being named, a primary contact must be identified for communication purposes.**

## **SUBMIT YOUR NOMINATION TO:**

**Susan Peterson**  
**BMO Bank of Montreal Farm Family Awards 2017**  
Calgary Stampede - Agriculture Department  
Box 1060, Station M  
Calgary, AB T2P 2K8  
FAX: (403) 262-3067  
PHONE: (403) 261-0312  
E-mail: [speterson@calgarystampede.com](mailto:speterson@calgarystampede.com)

The Calgary Stampede reserves the right to decline a nomination.





**Nomination Form  
2017**

**BMO Bank of Montreal  
FARM FAMILY AWARDS**



Turnbull \_\_\_\_\_ Carol-Ann \_\_\_\_\_  
Family Name First Name(s)

\_\_\_\_\_  
Primary contact within the family (if different from above)

Turnbull Charolais \_\_\_\_\_  
Farm Name

Address: \_\_\_\_\_  
PO Box 1255 Pincher Creek Alberta  
Box # Town Postal Code

Telephone #: 403-627-2000 Fax #: \_\_\_\_\_ E-Mail: \_\_\_\_\_

**This Nomination is submitted by the Agricultural Service Board of:**

\_\_\_\_\_  
Municipal District of Pincher Creek

Contact Name: Lindsey Davidson \_\_\_\_\_

Address: PO Box 279, Pincher Creek, Alberta \_\_\_\_\_

Postal Code: T0K 1W0 Telephone: 403-627-3130 \_\_\_\_\_

E-mail: ldavidson@mdpincercreek.ab.ca Website: www.mdpincercreek.ab.ca \_\_\_\_\_

Brian Hammond, Reeve \_\_\_\_\_  
(Chairman or Reeve) please print Signature

Please submit this form by mail, email, or fax by January 15, 2017 to:

**Susan Peterson**  
**BMO Bank of Montreal Farm Family Awards 2017**  
Calgary Stampede - Agriculture Department  
Box 1060, Station M  
Calgary, Alberta T2P 2K8  
FAX: (403) 262-3067  
PHONE: (403) 261-0312  
E-mail: [speterson@calgarystampede.com](mailto:speterson@calgarystampede.com)

**NOTE: A form for the collection of supporting information will be forwarded to the nominated family upon receipt of this nomination. Completion and submission of this form will be their responsibility. You are not required to provide any further information at this time.**

**Agricultural Services Manager Report, November, 2016**

- November 1, Crop Report
- November 2, Prep for ASB meeting
- November 3, ASB meeting
- November 4, Last day for seasonal crew
- November 7, AES departmental meeting
- November 8, Shop and equipment
- November 9, Day off
- November 10, ICS Table Top exercise
- November 11, Remembrance Day
- November 14, 15, Billing and Records
- November 16 – 18, equipment maintenance
- November 17, PW & AES Meeting
- November 18, AES Departmental Meeting
- November 21, review resolutions and information for ASB
- November 22, review safety manuals for season
- November 23, ASB Agenda prep
- November 24 – 28, mapping
- November 25 – 29, Office & Shop, organize 2016, prepare for 2017
- November 30, Seed Cleaning Plant inspection

Sincerely,

Shane Poulsen,  
Ag Services Manager

## Environmental Services Technician November 2016

### November 1 - 15, 2016

- Policy Review – November 1 – ongoing
- ASB Grant Funding Application – November 1 – ongoing
- ASB Meeting – November 3
- Strategic Plan 2017-2019 – November 4 – ongoing
- Oldman Watershed Council Watershed Legacy Program Meeting – November 8
- Joint Worksite Health and Safety Meeting – November 9
- Emergency Management Table Top Exercise – November 10
- Remembrance Day – November 11
- 2018 Transboundary Tour II – preliminary planning – November 14-15
- EFP WebBook 3.0 Training – November 15

### November 16 - 30, 2016

- Letter to AAF Minister RE: Tuberculosis – November 16
- Update EFP producer letter – November 16
- Parade of Lights preparation – November 17
- Contaminated sites meeting – November 18
- AES Departmental Meeting – November 18
- ASB Agenda Package Prep – November 21, 22, 23
- Travel to Olds – November 23 (afternoon)
- Ducks Unlimited Wetland Management Course (Olds College) – November 24,25
- ASB Grant Funding – Environmental Stream Webinar – November 30

Sincerely,  
Lindsey Davidson,  
Environmental Services Technician

## Tara Cryderman

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**From:** Stu Weber  
**Sent:** Thursday, December 1, 2016 1:07 PM  
**To:** Tara Cryderman  
**Subject:** Ops Report

Hi Tara,

Here is the ops report for the last couple weeks:

Parts room cleanout.

Sign and guardrail repair and installation.

Prep work for the Leskoski Drainage project.

Bridge and culvert inspection.

Audit action plan.

Bridge decking repairs.

Sandshed yard cleanup.

Perm snow fence repair.

Grading, prepping roads for frost.

Thanks,

**Stu Weber, C.E.T.**

Public Works Superintendent

M.D. of Pincher Creek

Box 279

Pincher Creek AB T0K 1W0

[sweber@mdpincercreek.ab.ca](mailto:sweber@mdpincercreek.ab.ca)

Phone (403)627-3130

Fax (403)627-3474

## PUBLIC WORKS

WORK ORDER	DIVISION	LOCATION	CONCERN/REQUEST	ASSIGNED TO	ACTION TAKEN	REQUEST DATE	Completion Date
535	Beaver Mines		Tennis court upgrade	Stu Weber	Waiting on Supplies	2016-08-29	
536		SE6 T7 R1 W5	RQ to upgrade approach	Stu Weber	Work In Progress	2016-09-22	
538		RR29-5	through the wetland/Settlement of soil on the westside has resulted in riprap subsiding and exposed soil will be subject to wave action	Stu Weber	Work in Progress	2016-10-04	
540		N. or Cowley	Re fence/road/etc	Stu Weber	Completed	2016-10-25	
541	Division 1	NW19 T3 R29 W4	RQ for snow removal (Inspection)	Rod Nelson	Completed	2016-10-27	
542	Division 4	SE10 T10 R2 W5	Site #2201 Has purchased a new sign and would like us to install it	Don Jackson	Completed	2016-10-31	2016-12-02
552	Division 2	SE13 T6 R29 W4	Site #24009 off Hwy 507/Hole in Culvert & Road washing out	Stu Weber	Completed	2016-11-08	2016-11-23
559	Division 5	SE14 T7 R3 W5	Building a new home and need a culvert under road allowance RQ 2 20' culverts/3 couplings 24" diameter	Arnold Nelson	Completed	2016-11-10	2016-11-10
563	Division 1	NW32 T3 R29 W5	Culvert too short for the road/drove off the edge and damaged his vehicle	Bob Millar	Inspected/Spring project	2016-11-16	
654	Division 1	NE36 T4 R1 W5	Potholes in unimproved road (TWP5-0) N. of Fish Lake	Stu Weber	Completed	2016-11-16	2016-12-01
655	Division 1	SE33 T4 R30 W4	Concerns with road repair on RR30-3	Stu Weber	Completed	2016-11-16	2016-12-01
656			Toilet not working	Bob Salmon	Looked after	2016-11-21	2016-11-21
657	Division 2		Re Gravel	Stu Weber	Met with Stu	2016-11-21	2016-11-21
658	Division 5		Wanted to see Stu	Stu Weber	Met with Stu	2016-11-22	2016-11-24
659	Division 2	NW5 T7 R29 W4	Would like his driveway bladed	Tim Oczkowski	Completed	2016-11-22	2016-11-24
660	Division 3	SW12 T6 R2 W4	Snow fence concern	Stu Weber	Completed	2016-11-24	2016-11-25
661	Division 5	SE11 T8 R3 W5	Talked to Stu regarding dust control/grading on it	Stu Weber	Completed	2016-11-25	2016-11-25
662		Hwy 3	Question regarding lines by their approach	referred to Volker	Completed	2016-11-28	2016-11-28
663	Division 2	RR30-2/Twp5-4	Culvert has a hole on top of it / needs fixing	Bob Millar	Temp. Fix/Until Spring	2016-11-28	
664	Division 3		To meet with Stu re culvert	Stu Weber	Completed	2016-11-28	2016-11-28
665	Division 4	SE10 T7 R29 W4	Site #7106 RR29-2 RQ Driveway to be graded	Tim Oczkowski	Work In Progress	2016-11-30	
666	Lundbreck		RQ Trailer Park to be graded	Dave Sekella	Work in Progress	2016-11-30	
667	Division 1		Would like his driveway graded/ To pull along the shoulders and go down far enough to get the washboard out	Rod Nelson	Completed	2016-12-01	2016-12-01
668			South Fork Bridge and Culvert replacement Chipman Creek	Stu Weber	Completed	2016-11-30	2016-12-01

November 23, 2016

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TO: Wendy Kay, CAO

FROM: Janene Felker, Director of Finance

SUBJECT: **2017 Capital Budget and 2018-2020 Capital Plan Adoption**

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### 1. Origin

The *Municipal Government Act* requires that a capital budget be adopted annually.

### 2. Background/Comment

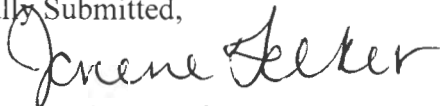
During October and November, council reviewed the requirements of the 2017 capital budget and 2018-2020 capital plan. Equipment replacement requirements, new technology, preliminary engineering, new and ongoing construction projects and bridge projects were all considered. The final list for 2017 includes a total of \$2,883,925 being spent on capital. Of this total, \$1,229,925 is coming from reserves, \$1,490,000 from provincial grants and \$164,000 from the 2017 operating budget. The proposed water and waste water project to Beaver Mines has not been included in the capital budget at this point as finalized figures are not yet available. At the time that they are available, a separate resolution regarding funding will be proposed. The projected capital expenditures included in the capital plan are as following: 2018 - \$3,084,950, 2019 - \$2,655,100 and 2020 - \$2,045,450. The details that make up the 2017 budget and the 2018-2020 plan are attached.

### 3. Recommendation

That the report from the Director of Finance, dated November 23, 2016, regarding the 2017 Capital Budget, be received;

And that the 2017 capital budget and 2018 – 2020 capital plan dated November 23, 2016 which is made up of a total expenditure in 2017 of \$2,883,925 that is being financed by \$1,229,925 coming from Municipal capital reserves, \$1,490,000 from provincial grants and \$164,000 from the 2017 operating budget be adopted as the 2017 Capital Budget and 2018 – 2020 Capital Plan for the Municipal District of Pincher Creek No. 9.

Respectfully Submitted,



Janene Felker, Director of Finance

Reviewed By: Wendy Kay, CAO



Date: November 30, 2016

M.D. of Pincher Creek No.9

2017 Capital Budget and 2018 - 2020 Capital Plan							November 23, 2016	
Operating Funded								
Department	Item	Description	2017 Budget	2018 Plan	2019 Plan	2020 Plan	Operating Account	
Public Works	Radio Repeaters		5,000	5,000	5,000		P.W. - Capital from Operating	2-32-0-759-2759
	Western Star	Gravel & Plow Truck	135,000				P.W. - Capital from Operating	2-32-0-759-2759
	P.W. Shop	Wash Bay		75,000			P.W. - Capital from Operating	2-32-0-759-2759
	P.W. Shop	Lube Dispensing System		25,000			P.W. - Capital from Operating	2-32-0-759-2759
			<b>140,000</b>	<b>105,000</b>	<b>5,000</b>	<b>0</b>		
Bylaw	Speed Signs (2)	Beaver Mines	14,000				Bylaw - Capital from Operating	2-26-0-759-2759
			<b>14,000</b>	<b>0</b>	<b>0</b>	<b>0</b>		
Agricultural and Environmental Services	Boomless Sprayer		10,000				A.E.S. - Capital from Operating	2-62-0-759-2759
			<b>10,000</b>	<b>0</b>	<b>0</b>	<b>0</b>		
Hamlet of Lundbreck	Lundbreck Shop	Concrete Floor		35,000			Lundbreck - Capital from Operating	2-33-0-759-2759
			<b>0</b>	<b>35,000</b>	<b>0</b>	<b>0</b>		
	<b>Total Operating Funded Capital</b>		<b>164,000</b>	<b>140,000</b>	<b>5,000</b>	<b>0</b>		
Grant Funded								
Department	Item	Description	2017 Plan	2018 Plan	2019 Plan	2019 Plan	Grant Name	
Public Works	Kettles Creek Bridge	Construction	170,000				Federal Gas Tax	
	Public Works Renovations		320,000				Municipal Sustainability Initiative (MSI)	
			<b>490,000</b>	<b>0</b>	<b>0</b>	<b>0</b>		
Regional Water	Raw Water Intake Relocation		1,000,000	0	0	0	Community Resilience Grant	
			<b>1,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>		
	<b>Total Grant Funded Capital</b>		<b>1,490,000</b>	<b>0</b>	<b>0</b>	<b>0</b>		
Reserve Funded								
Department	Item	Description	2017 Plan	2018 Plan	2019 Plan	2019 Plan	Reserve Name	Account Number
Administration	GIS	Air Photo's			60,000		Allocated Reserve - M.D. Equipment	6-12-0-752-6740
	Vehicle	Director of Operations			35,000		Allocated Reserve - M.D. Equipment	6-12-0-752-6740
	Computers	Hardware (Servers)				25,000	Allocated Reserve - M.D. Equipment	6-12-0-752-6740
	Computers	Software (Servers)				11,000	Allocated Reserve - M.D. Equipment	6-12-0-752-6740
			<b>0</b>	<b>0</b>	<b>95,000</b>	<b>36,000</b>		
Recreation	Beaver Mines Walking Trail		19,125				Public Trust Reserve	6-12-0-690-6690
			<b>19,125</b>	<b>0</b>	<b>0</b>	<b>0</b>		

M.D. of Pincher Creek No.9

Department	Item	Description	2017 Budget	2018 Plan	2019 Plan	2020 Plan	Reserve Name	Account Number
<b>Public Works</b>	Grader	Fleet of 10 Graders (1)		525,000	525,000	525,000	Allocated Reserve - M.D. Equipment	6-12-0-752-6740
	Vehicle (Pickup)	Fleet of 26 Trucks (2)	80,000	80,000	80,000	80,000	Allocated Reserve - M.D. Equipment	6-12-0-752-6740
	Truck - #477	Flat Deck	75,000				Allocated Reserve - M.D. Equipment	6-12-0-752-6740
	Trailer #034	Small Trailer	20,000				Allocated Reserve - M.D. Equipment	6-12-0-752-6740
	Mower - #028 Beaver Mines	Riding	9,300				Allocated Reserve - M.D. Equipment	6-12-0-752-6740
	Mower - Capital I Wing Mower	Wing Mower	70,000				Allocated Reserve - M.D. Equipment	6-12-0-752-6740
	Misc. - #005A Scraper	Earth Moving		485,000			Allocated Reserve - M.D. Equipment	6-12-0-752-6740
	Truck - #412	Plow Truck		300,000			Allocated Reserve - M.D. Equipment	6-12-0-752-6740
	Mower - #044 Lundbreck	Front Mount		23,600			Allocated Reserve - M.D. Equipment	6-12-0-752-6740
	Truck - #415	Steamer Truck		44,850			Allocated Reserve - M.D. Equipment	6-12-0-752-6740
	Misc - #031 Dynapac Roller	Steel Drums		100,000			Allocated Reserve - M.D. Equipment	6-12-0-752-6740
	Misc - #068 Packer	Sheep's Foot		200,000			Allocated Reserve - M.D. Equipment	6-12-0-752-6740
	Tractor - #012	Kubota with Loader			110,040		Allocated Reserve - M.D. Equipment	6-12-0-752-6740
	Misc - #066 Packer	Bowmag Packer			40,200		Allocated Reserve - M.D. Equipment	6-12-0-752-6740
	Truck - #413	Plow Truck			300,000		Allocated Reserve - M.D. Equipment	6-12-0-752-6740
	Truck - #434	Water Truck			125,100		Allocated Reserve - M.D. Equipment	6-12-0-752-6740
	Truck - #435	Water Truck			100,200		Allocated Reserve - M.D. Equipment	6-12-0-752-6740
	Misc.	Welder				14,000	Allocated Reserve - M.D. Equipment	6-12-0-752-6740
	Misc.	Wobbly Packer				18,000	Allocated Reserve - M.D. Equipment	6-12-0-752-6740
	Truck - #417	1 Ton 2WD Welder				36,000	Allocated Reserve - M.D. Equipment	6-12-0-752-6740
	Mower - #025	Grader Mower				130,000	Allocated Reserve - M.D. Equipment	6-12-0-752-6740
	Dust Control Coldmix Replacement	Coldmix	50,000	50,000	250,000	250,000	Allocated Reserve - Road Construction	6-12-0-757-6740
	Burmis Lake Dust Control Coldmix	Coldmix	100,000				Allocated Reserve - Road Construction	6-12-0-757-6740
	Gladstone Valley Dust Control Coldmix	Coldmix	100,000	200,000			Allocated Reserve - Road Construction	6-12-0-757-6740
	Bridge File #468 Kettles Creek		230,000				Allocated Reserve - Bridge Repair	6-12-0-742-6740
	Bridge File #75737 Todd Creek		260,000				Allocated Reserve - Bridge Repair	6-12-0-742-6740
	Bridge File #1077 Foothill Creek		120,000				Allocated Reserve - Bridge Repair	6-12-0-742-6740
	Bridge File #671 Near Lundbreck		20,000	280,000			Allocated Reserve - Bridge Repair	6-12-0-742-6740
	Bridge File #1113 Tennessee Creek		30,000	370,000			Allocated Reserve - Bridge Repair	6-12-0-742-6740
	Bridge File #70423 Reners		20,000	200,000			Allocated Reserve - Bridge Repair	6-12-0-742-6740
	Bridge File #1744 Culvert on Pincher Creek			30,000	370,000		Allocated Reserve - Bridge Repair	6-12-0-742-6740
	Bridge File #66113 Cabin Creek			30,000	370,000		Allocated Reserve - Bridge Repair	6-12-0-742-6740
	Bridge File #7235 SE7 6-3-W5 Carbondale River				30,000	370,000	Allocated Reserve - Bridge Repair	6-12-0-742-6740
	Bridge File #70177 Scotton				30,000	370,000	Allocated Reserve - Bridge Repair	6-12-0-742-6740
	Bridge File #8860 Beaver Mines Creek				20,000	100,000	Allocated Reserve - Bridge Repair	6-12-0-742-6740
	Bridge File #13957 Connelly Creek				18,000	50,000	Allocated Reserve - Bridge Repair	6-12-0-742-6740
			<b>1,184,300</b>	<b>2,918,450</b>	<b>2,368,540</b>	<b>1,943,000</b>		





TO: Wendy Kay, CAO  
FROM: Janene Felker, Director of Finance  
SUBJECT: **2017 Operating Budget Adoption**

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### 1. Origin

The *Municipal Government Act* requires that an operating budget be adopted annually.

### 2. Background/Comment

During October and November, Council reviewed the requirements of the 2017 operating budget. Directions were given during these meetings on various items that had been proposed by administration and were adjusted accordingly. The 2017 operating revenue and expenditures are budgeted at \$16,235,180 leaving a balanced budget. This budget includes an increase in tax revenue from 2016 of 3%. A total of \$134,000 was transferred in as revenue from the Mill Rate Stabilization Reserve to achieve the balanced budget. A department and object breakdown is attached for your information.

### 3. Recommendation

That the report from the Director of Finance, dated December 1, 2016, regarding the 2017 Operating Budget be received;

And that the 2017 operating budget and 2018 – 2020 operating plans (both by object and department) dated December 1, 2016 be adopted as the 2017 Operating Budget and 2018 – 2020 Operating Plan for the Municipal District of Pincher Creek No. 9.

Respectfully Submitted,



Janene Felker, Director of Finance

Reviewed By: Wendy Kay, CAO



Date: December 1, 2016

M.D. of Pincher Creek No.9

2017 Operating Budget and 2018 - 2020 Operating Plans

December 1, 2016

Department Summary

Operating

	2017	2018	2019	2020
	Budget	Plan	Plan	Plan
<b>Revenue</b>				
Taxation & Other Revenue	14,698,650	15,000,740	15,437,430	15,887,120
Administration	158,220	24,220	24,220	24,220
Agricultural & Environmental Services	272,460	268,460	268,460	268,460
Airport	48,550	48,550	48,550	48,550
Bylaw Enforcement	58,670	59,830	61,020	61,020
Cemeteries	0	0	0	0
Community Support Services	0	0	0	0
Council	6,500	6,500	6,500	6,500
Culture	109,740	109,740	109,740	109,740
Emergency Management	0	0	0	0
Fire	0	0	0	0
Lundbreck	0	0	0	0
Planning	73,250	73,250	63,250	63,250
Public Works	566,070	592,700	589,240	529,700
Recreation	7,500	7,500	7,500	7,500
Regional Water System	89,100	89,100	89,100	89,100
Sewer Lundbreck	39,350	40,500	41,650	41,650
Waste Management	26,820	26,820	26,820	26,820
Water General	18,500	18,500	18,500	18,500
Water Lundbreck	61,800	64,500	67,000	67,000
<b>Revenue Totals</b>	<b>16,235,180</b>	<b>16,430,910</b>	<b>16,858,980</b>	<b>17,249,130</b>
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
	<b>Budget</b>	<b>Plan</b>	<b>Plan</b>	<b>Plan</b>
<b>Expenses</b>				
Requisitions	-3,577,200	-3,684,490	-3,794,980	-3,908,830
Administration	-1,930,590	-1,970,640	-2,027,400	-2,072,460
Agricultural & Environmental Services	-579,900	-580,680	-586,300	-592,550
Airport	-75,650	-80,390	-78,690	-75,390
Bylaw Enforcement	-235,030	-226,810	-231,540	-236,410
Cemeteries	-48,950	-48,950	-48,950	-47,370
Community Support Services	-133,510	-133,510	-133,510	-133,510
Council	-245,750	-239,700	-242,050	-242,050
Culture	-371,640	-372,360	-372,360	-372,360
Emergency Management	-13,230	-3,430	-5,000	-5,000
Fire	-52,000	-52,500	-52,500	-52,500
Lundbreck	-174,430	-209,300	-176,310	-103,030
Planning	-316,970	-323,770	-318,930	-323,330
Public Works	-6,957,310	-7,035,750	-7,027,470	-7,093,180
Recreation	-457,030	-457,030	-457,030	-457,030
Regional Water System	-371,840	-368,000	-364,290	-356,090
Sewer Lundbreck	-79,380	-79,370	-79,440	-8,100
Waste Management	-366,600	-366,600	-366,600	-366,600
Water General	-18,870	-16,870	-16,870	-16,870
Water Lundbreck	-229,300	-229,290	-229,300	-158,010
<b>Expense Totals</b>	<b>-16,235,180</b>	<b>-16,479,440</b>	<b>-16,609,520</b>	<b>-16,620,670</b>
<b>Operating Surplus</b>	<b>0</b>	<b>-48,530</b>	<b>249,460</b>	<b>628,460</b>

Approved on December 6, 2016

Reeve

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CAO

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# M.D. of Pincher Creek No.9

## 2017 Operating Budget and 2018 - 2020 Operating Plans

December 1, 2016

### Object Summary

#### Operating

	2017	2018	2019	2020
	Budget	Plan	Plan	Plan
<b>Revenue</b>				
Tax Revenue	14,251,340	14,553,430	14,990,120	15,439,810
Sale of Goods and Services	627,240	682,090	685,740	685,740
Investment Income	264,500	264,500	264,500	264,500
Other Revenues	463,910	460,540	457,080	397,540
Grants	330,170	325,170	325,170	325,170
Reserves	298,020	145,180	136,370	136,370
	<b>16,235,180</b>	<b>16,430,910</b>	<b>16,858,980</b>	<b>17,249,130</b>
<b>Expenses Operating</b>				
Requisitions	-3,577,200	-3,684,490	-3,794,980	-3,908,830
Salaries, Wages and Benefits	-4,201,020	-4,339,280	-4,485,680	-4,633,680
Staff Development and Safety	-65,210	-67,410	-64,910	-67,410
Fees Paid	-92,020	-92,420	-92,020	-92,020
Election Costs	-12,150	-3,000	-3,000	-3,000
Travel and Subsistence	-76,350	-78,850	-76,350	-77,950
Administration Costs	-186,690	-179,690	-186,690	-179,690
Repairs	-149,160	-149,290	-148,390	-148,390
Contracted Services	-2,642,120	-2,590,600	-2,605,680	-2,585,250
Insurance	-132,260	-134,520	-137,390	-139,660
Supplies	-1,535,730	-1,582,840	-1,574,440	-1,568,990
Utilities	-124,630	-121,550	-121,550	-121,550
Miscellaneous Expenses	-9,080	-9,080	-9,080	-9,080
Contribution to Other Agencies	-930,380	-921,800	-923,370	-921,790
Debt Payments	-707,990	-704,240	-700,610	-483,000
Transferred to Reserves	-1,629,190	-1,680,380	-1,680,380	-1,680,380
Depreciation				
Capital Operating Funded	-164,000	-140,000	-5,000	0
	<b>-16,235,180</b>	<b>-16,479,440</b>	<b>-16,609,520</b>	<b>-16,620,670</b>
<b>Operating Surplus (Deficit)</b>	<b>0</b>	<b>-48,530</b>	<b>249,460</b>	<b>628,460</b>

**Approved on December 6, 2016**

Reeve

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CAO

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# CHIEF ADMINISTRATIVE OFFICER'S REPORT

E4b

November 19, 2016 to December 1, 2016

## DISCUSSION:

- November 22, 2016 Policies and Plans
- November 22, 2016 Regular Council
- November 30, 2016 Joint Council
- December 1, 2016 ASB
- December 1, 2016 Public Hearing – Heritage Inn

## UPCOMING:

- December 6, 2016 Policies and Plans
- December 6, 2016 Public Hearing
- December 6, 2016 Regular Council
- December 6, 2016 Subdivision Authority
- December 6, 2016 Municipal Planning Commission
- December 7, 2016 Emergency Management
- December 15, 2016 Open House – Coalfield's School
- December 20, 2016 Policies and Plans
- December 20, 2016 Regular Council
- January 3, 2017 Subdivision Authority
- January 3, 2017 Municipal Planning Commission

## OTHER

➤ Office Closed – December 26 – January 2

## RECOMMENDATION:

That Council receive for information, the Chief Administrative Officer's report for the period of November 19, 2016 to December 1, 2016.

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Prepared by: CAO, Wendy Kay Date: December 1, 2016

Presented to: Council Date: December 6, 2016



Council  
Corresp - for Info

RECEIVED

NOV 30 2016

M.D. OF PINCHER CREEK

F2a



TransCanada PipeLines Limited  
450 - 1st Street S.W.  
Calgary, Alberta, Canada T2P 5H1  
tel 1-403-831-0405  
email [patricia\\_poulton@Transcanada.com](mailto:patricia_poulton@Transcanada.com)  
web [www.transcanada.com](http://www.transcanada.com)

November 29, 2016

Brian Hammond  
1037 Herron Avenue, Pincher Creek, AB T0K 1W0

Dear Sir or Madam,

**Re: NOVA Gas Transmission Lines (NGTL) /ATCO Pipelines (ATCO) Asset Swap:**

NOVA Gas Transmission Ltd., a wholly owned subsidiary of TransCanada PipeLines Limited., (TransCanada) has agreed to exchange pipeline infrastructure with ATCO Pipelines.

This letter follows our notification of December 2014, and provides information on the completion of NGTL and ATCO's exchange of certain pipelines and meter stations (Asset Exchange), approved by the National Energy Board (NEB) under Certificate GC-123, the regulator for NGTL, and the Alberta Utilities Commission (AUC), the regulator for ATCO.

Since regulatory approval, the number of assets involved in the exchange has decreased. The transfer of assets occurred in four separate regional groupings called Tranches. All four Tranches are now closed, completed on September 1, 2016. The entire exchange was comprised of 1287 km of pipeline and 96 meter stations throughout Alberta. If you were impacted by the revised asset transfer, you would have a received notification from TransCanada in 2016. If you did not receive a letter explaining the transferred assets in your area, you were not impacted.

To view the Asset Exchange Map, please see the website below.

<http://www.transcanada.com/tc-atco-asset-exchange.html>

The assets transferred to TransCanada are now under regulation of the National Energy Board. If you would like further information regarding the NEB's regulatory process, we can provide you with information or you can visit the NEB's website at [www.neb-one.gc.ca](http://www.neb-one.gc.ca).

To request TransCanada Emergency Response materials, or for emergency management questions or concerns, please contact TransCanada operations at: [public\\_awareness@transcanada.com](mailto:public_awareness@transcanada.com) or call 1.855.458.6715. In the unlikely event of an emergency, please call 1.888.982.7222

If you are looking for further information from ATCO Pipelines, please visit the following website: <http://www.atcopipelines.com/Alberta-System/>

Sincerely,

Patricia Poulton  
Community and Aboriginal Relations Liaison  
TransCanada PipeLines Limited

**MDInfo**

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**From:** Ben Hartt <Ben.Hartt@gov.ab.ca>  
**Sent:** Thursday, November 24, 2016 4:55 PM  
**To:** MDInfo  
**Cc:** Lindsay Manz  
**Subject:** Community Adult Learning Program - Call for Applications in Pincher Creek

Good afternoon, Tara,

Thank you very much for our conversation yesterday about posting information electronically about Alberta Advanced Education's open competition for a Community Adult Learning Program (CALP) grant in the MD of Pincher Creek. We really appreciate your help in spreading the word: the more eligible organizations that are aware of the competition the better, especially where adult foundational learners are concerned.

As I understand it, you'll be able to post our informational blurb (see bottom of email) on the MD's website, and share it in the package prepared for the Council meeting, which is so helpful! If you're able to post it as soon as possible, we'd appreciate it, as organizations have only until December 15, 2016 to apply. Is it possible to keep the information up until the competition closes?

I've tested our link in the blurb below several times, but please let me know if you have any trouble with it.

If you have any questions, please give me a call or send me an email.

Thanks so much for your help.

Ben

**Ben Hartt**

Senior Coordinator, Community Adult Learning Program  
Indigenous & Community Connections | Alberta Advanced Education  
11th Floor, Commerce Place  
10155 - 102 Street | Edmonton, Alberta | T5J 4L5  
t. 780.427.5625

**Think green: print this email only if necessary.**

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## Community Adult Learning Program Call for Applications

The Alberta Ministry of Advanced Education is inviting eligible organizations to apply for ongoing Community Adult Learning Program grant funding. Eligible organizations interested in serving Indigenous learners in the Municipal District of Pincher Creek may apply.

The Community Adult Learning Program (CALP) provides funding and other supports to 125 community-based organizations to facilitate part-time, primarily non-formal, adult learning opportunities in more than 500 communities across Alberta.

Organizations funded through the CALP work towards the following vision:



*Adults acquire and build on foundational learning skills through vibrant learning communities.*

To make this vision a reality, funded organizations serve as visible access points for learners who have literacy and foundational learning needs, including adult literacy, numeracy, English language learning, basic computer skills, foundational life skills, and/or family literacy needs. Organizations are often the local learning hub in a community: in addition to providing adult foundational learners with access to learning opportunities, organizations work collaboratively with community partners to be able to give learners the information, referrals, and other supports they require to be successful in meeting their personal learning and employment goals.

Eligible organizations that have an interest in working towards the program's vision are invited to apply for Community Adult Learning Program grant funding on an ongoing basis. The deadline for Applications is December 15, 2016, and details on how to apply can be found [here](#).

If you have any questions, please contact Ben Hartt, Grant Manager for Southern Alberta, by email at [Ben.Hartt@gov.ab.ca](mailto:Ben.Hartt@gov.ab.ca) or by phone at 780.427.5625.

Thank you and we look forward to receiving your applications!

This email and any files transmitted with it are confidential and intended solely for the use of the individual or entity to whom they are addressed. If you have received this email in error please notify the system manager. This message contains confidential information and is intended only for the individual named. If you are not the named addressee you should not disseminate, distribute or copy this e-mail.

# Community Adult Learning Program Call for Applications

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The Alberta Ministry of Advanced Education is inviting eligible organizations to apply for the 2016/17 Community Adult Learning Program Grant.

## About the Community Adult Learning Program

The Community Adult Learning Program (CALP) provides funding and other supports to 125 community-based organizations to facilitate part-time, primarily non-formal, adult learning opportunities in more than 500 communities across Alberta.

Organizations funded through the CALP work towards the following vision:

*Adults acquire and build on foundational learning skills through vibrant learning communities.*

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## Application Process

Eligible organizations must complete the CALP 2016/17 Open Application form and submit it by mail to Alberta Advanced Education, postmarked no later than December 15, 2016.

Applications will be reviewed by a Community Adult Learning Program grant review panel and the successful applicant will be notified.

Organizations located in, and committed to serving Indigenous learners in the Municipal District of Pincher Creek, may apply for up to \$61,500 for the remainder of the 2016/17 grant term. The Community Adult Learning Program annual grant term is from July 1 to June 30.

Interested organizations should review the following documents to inform the development of their Applications:

- [Community Adult Learning Program Guidelines, 2016;](#)
- [Community Adult Learning Program Question & Answer Guide.](#)

Applicants must submit the following documents:

- [Community Adult Learning Program 2016/2017 Open Application](#) form (five copies);

- Copy of current general liability insurance coverage in an amount of not less than \$2,000,000 inclusive per occurrence, insuring against bodily injury, personal injury, and property damage. The Service Organization name must be included on the document.
- Copy of a combined financial statement for the organization for the last completed fiscal year (financial year of the organization), which includes at least a statement of financial position (formerly balance sheet) and statement of operations (formerly income statement), showing the organization name and fiscal year.
- Two letters of support from organizations in the community to demonstrate the capacity and experience of the organization, and the organization's ability to respond to literacy and foundational learning needs in the community.

For any questions about programming or activities eligible under the CALP Guidelines, please contact:

- Ben Hartt, CALP Grant Manager for East-Central Alberta: [Ben.Hartt@gov.ab.ca](mailto:Ben.Hartt@gov.ab.ca) or 780.427.5625.

### Eligibility Requirements

Eligibility requirements for organizations are outlined on page 24 of the *Community Adult Learning Program Guidelines*. It is important to note that eligible service organizations must be a legal entity incorporated for a minimum of two years under one of the following statutes: *Societies Act*, Part 9 of the *Companies Act*, the *Libraries Act*, the *Métis Settlements Act*, and the *Post-secondary Learning Act*.

### More Information

For more information, please visit the following links:

- The [Community Adult Learning Program Guidelines, .2016](#), provide an overview of the vision and intended outcomes of the program, as well operating, programming, and grant requirements;
- The CALP annual [Report to Partners](#) provides an overview of the program and profiles regional activities;
- Alberta Advanced Education's website provides information about Alberta's publically funded post-secondary system: <http://iae.alberta.ca/post-secondary.aspx>.

Meeting Minutes  
of the  
Agricultural Service Board – Municipal District of Pincher Creek No. 9  
November 3, 2016 – MD Council Chambers

**Present:** Chairperson Susan Vogelaar, Vice Chair John Lawson (via conference call), Councillor Quentin Stevick, Councillor Fred Schoening and Members Frank Welsch and Martin Puch

**Also Present:** Director of Operations Leo Reedyk, Agricultural Services Manager Shane Poulsen, Environmental Services Technician Lindsey Davidson, and Receptionist Jessica McClelland

Chairperson Susan Vogelaar called the meeting to order at 9:36 am.

**A. ADOPTION OF AGENDA**

Councillor Schoening 16/095

Moved that the agenda be amended to include:

**New Business:**

- a) New Transboundary Tour Hosted by MD of Pincher Creek AES
- b) TB Outbreak in Southern Alberta

**AND THAT** the agenda be approved as amended.

Carried

**B. ADOPTION OF MINUTES**

Frank Welsch 16/096

Moved that the minutes of October 6, 2016, be approved as presented.

Carried

C. UNFINISHED BUSINESS

(1) Foothills Forage and Grazing Association

Frank Welsch 16/097

Moved that the ASB agree to partner with the Foothills Forage and Grazing Association, in the amount of \$650, as a cost share venture for the Association to put on a calving clinic within the municipality in January 2017;

And that the funds come from account number 2-62-0-772-2765 – Special Projects and Plans.

Carried

(2) AES Operating Budget

Martin Puch 16/098

Moved to accept the oral concerns brought forward by the Board with regards to AES Operating Budget, as information.

Carried

(3) Response to Delegation from September 1 Meeting

Frank Welsch 16/099

Moved that the responses to the delegation from September meeting be accepted as information.

Carried

D. AGRICULTURAL AND ENVIRONMENTAL SERVICES REPORT

Councillor Schoening 16/100

Moved to accept the Agricultural and Environmental Services Manager Report, for October 2016, as information.

Carried

Martin Puch 16/101

Moved to accept the Environmental Services Technician report for October 2016, as information.

Carried

Councillor Schoening 16/102

Moved that the list of AES Equipment policy, be put on the agenda for discussion in December, with regards to value of current equipment and rates that are currently charged.

Carried

E. SOUTH REGION PROVINCIAL ASB CONFERENCE

Frank Welsch 16/103

Moved that the oral discussion on the South Region Provincial ASB Conference on October 27, 2016 be accepted as information.

Carried

G. STRATEGIC PLAN

Martin Puch 16/104

Moved that the MD of Pincher Creek ASB Strategic and Operational Plan – 2014-2016 be altered to include a glossary for definitions of all acronyms;

AND THAT the document be discussed again in January 2017.

Carried

H. POLICY REVIEW

Councillor Schoening 16/105

Moved that the discussion on Policy 601 and 603, be tabled to the meeting in January 2017.

Carried

I. CORRESPONDENCE

(a) 2017 Southern Alberta River Systems Knapweed Mitigation and Mapping Initiative

John Lawson 16/106

Moved that AES contact the other parties involved in the 2017 Southern Alberta River Systems Knapweed Mitigation and Mapping Initiative collectively, and respond to the Province as a group.

Carried

(b) Farmers to Benefit from Expansion of Efficiency Grant

Councillor Stevick 16/107

Moved that the Farmers to Benefit from Expansion of Efficiency Grant, be accepted as information.

Carried

(c) 2016 Report Card on the Resolutions

Martin Puch 16/108

Moved that the 2016 Report Card on the Resolutions be accepted as information.

Carried

J. NEW BUSINESS

(a) New Transboundary Tour

Councillor Stevick 16/109

Moved that ASB support the new Transboundary Tour event tentatively set for August 2017 within SE British Columbia and SW Alberta.

Carried

(b) Bovine tuberculosis (TB) Found in Southern Alberta

Councillor Schoening 16/110

THAT administration contact the Canadian Food Inspection Agency to get straight answers on tuberculosis , to prevent misinformation from running rampant;

AND THAT administration contact Alberta Agriculture and Forestry, to ensure the department is taking a proactive role in this issue;

AND FURTHER THAT Agricultural and Environmental Services staff, keep in contact with the Agricultural Fieldman in the County of Newell, to stay informed on developments in the case;

AND FURTHER THAT Council forward an emergent resolution at AAMDC.

Carried

H. NEXT MEETING

The next Agricultural Service Board meeting will be held, December 1, 2016, at 9:30 am.

J. ADJOURNMENT

Councillor Schoening

16/111

Moved to adjourn the meeting, the time being 1:04 pm.

Carried

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ASB Chairperson

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ASB Secretary



**THE CROWSNEST/PINCHER CREEK LANDFILL ASSOCIATION  
MINUTES  
October 19, 2016**

The regular meeting of The Crowsnest/Pincher Creek Landfill Association was held on Wednesday, October 19, 2016 at 9:30 a.m. at the Landfill administration office.

Present: Terry Yagos, Municipal District of Pincher Creek #9  
Dean Ward, Municipality of Crowsnest Pass  
Dave Filipuzzi, Municipality of Crowsnest Pass  
Shar Cartwright, Municipality of Crowsnest Pass  
Lorne Jackson, Town of Pincher Creek  
Garry Hackler, Village of Cowley  
Emile Saindon, Landfill Manager  
Jean Waldner, Office Administrator

**AGENDA**

Shar Cartwright

Moved the agenda be adopted as presented. Carried. 10.19.16-870

**MINUTES**

Dean Ward

Moved the minutes of September 21, 2016 be adopted as circulated Carried. 10.19.16-871

**MANAGER'S REPORT**

1. MSW volumes have stayed steady.
2. Industrial cell slow with several larger jobs quoted over the next few months.
3. Recycle building approximately 75% completed.
4. Equipment and yard winterizing in process.
5. Training seminar next week on Household Hazardous Materials.
6. Working on draft budget numbers.
7. Interest from Waterton Park Manager on discussing waste and recycling needs for the park.
8. November 10<sup>th</sup>, Emile has a meeting with Ping from Environment Canada to discuss Our landfill approval and the possible addition of an incinerator application. details of this meeting will be reported at our next board meeting.

Dave Filipuzzi

Moved that the Manager's report be accepted for information. Carried. 10.19.16-872

**FINANCIAL REPORT**

The Income Statement and Balance sheet to October 13, 2016 were reviewed.

A draft copy of the 2017 proposed budget was distributed for review, for possible approval next meeting.

Dave Filipuzzi

Moved that the financial reports be accepted for information. Carried. 10.19.16-873

**BY-LAW AND POLICY REVIEWS**

The society by-laws were reviewed, there were a few changes that need to be made.

These changes will be made and brought back to the annual general meeting for approval.

Dean Ward

Moved this by-law review be accepted for information. Carried. 10.19.16-874

The reserved wage fund policy was reviewed, some changes in wording were made.

Shar Cartwright

Moved this policy be accepted with changes made. Carried. 10.19.16-875

**DONATION REQUEST FROM THE FOLLOWING ORGANIZATIONS**

A request from the Brighter Futures Halloween Spooktacular family event was submitted.

Shar Cartwright

Moved that we fund the Halloween Spooktacular \$100.00 for this family event.

Carried. 10.19.16-876

A request from the Crowsnest Pass Skating Club for their Dance and Choreography Clinic was submitted.

Dean Ward

Moved that we fund the Crowsnest Pass Skating Club \$250.00 for their Clinic.

Carried. 10.19.16-877

The landfill board members requested a review of this policy and wish to have it tabled to the next meeting.

**Correspondence:**

**Tabled Items:**

1. Donation funding policy

Next meeting dates: - 2016 9:30 a.m.  
November 23


**ADJOURNMENT**

Garry Hackler

Moved the meeting adjourn at 9:30 a.m.

Carried. 10.19.16-878

  
\_\_\_\_\_  
CHAIRMAN

  
\_\_\_\_\_  
SECRETARY