

SUMMER VILLAGE OF SILVER SANDS

AGENDA

Friday, September 20th, 2019 – commencing at 1:00 p.m. Fallis Hall

1. Call to order

2. Agenda
 - a) Friday, September 20th, 2019 Regular Council Meeting

3. Minutes:

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p7-8
p9-11

 - a) Friday, August 30th, 2019 Regular Council Meeting
 - b) Saturday, September 7th, 2019 Regular Council Meeting
 - c) Saturday, September 7th, 2019 Public Hearing Bylaw
295-2019
 - d) Saturday, September 7th, 2019 Public Hearing Bylaw
294-2019

4. Delegations: n/a

5. Bylaws:

p12-13

 - a) Bylaw 294-2019 – a bylaw to amend the Land Use Bylaw as it affects the use of recreational vehicles and temporary living accommodations within the residential districts. A public hearing was held on Saturday, September 7th, 2019 (meeting notes above). The CAO's opinion on what she heard at the public hearing was a resounding majority of those in attendance did not support bylaw 294-2019. Two matters which I heard mentioned (and there certainly may be more) was enforcement and taxes, both of which can be addressed by Council. *(my recommendation is that no further readings to this bylaw be given)*

If Council wishes to engage in further conversations with the community about rv's, I would suggest one or two open houses prior to a further public hearing on the matter.

Obviously Council may choose to proceed with 2nd and 3rd reading at this meeting, or some other direction as given by Council at meeting time.

 - b) Bylaw 297-2019 – a bylaw to rescind bylaw 133 a bylaw passed in 1994 authorizing the Summer Village of Silver Sands to enter into an agreement with Lac Ste. Anne County to provide Fire Suppression Services. As we are now receiving Fire Suppression Services through the Onoway Regional Fire Services group, this bylaw needs to be rescinded *(give all 4 readings to Bylaw 297-2019)*

SUMMER VILLAGE OF SILVER SANDS

AGENDA

Friday, September 20th, 2019 – commencing at 1:00 p.m. Fallis Hall

6. Business:
- a) Property Tax Penalty Structure – further to resident Brian Scott's presentation at the last Council meeting, I have attached a copy of Bylaw 137 which was passed in 1995 and approves a penalty of 18% on current year taxes on July 1, and 18% on all outstanding taxes on January 1 of each year. Also attached is a spreadsheet showing tax penalty structure comparisons from other local or similar type municipalities. In 2019 we budgeted \$15,000 as revenue for tax penalties, of which we have received \$18,027 to date. Most of this is from the January 1 penalty and applicable to those properties in tax recovery process. The July 2019 penalty was applied to 26 properties, and generated \$5,027.00 in revenue (2016 to 2019 report attached). Thus far in 2019, we have received two tax penalty cancellation requests. Mr. Scott's, and a lady who had paid SANG instead of the Summer Village and Council previously denied her request. Mr. Scott did present some interesting points, and I do believe our tax penalty structure is worthy of review. *(discussion and direction as given by Council at meeting time)*
- b) Police Costing Model – please find attached the September 6th, 2019 email and attachments with respect to the recent webinar. Also attached is a spreadsheet showing the possible range of costs that Silver Sands could be facing should this go through (\$6,499 to \$30,317 annually). This, if passed, will have a very significant financial impact on the Summer Village, I am confident this item will be discussed at the Alberta Urban Municipalities Association Convention (AUMA) and Association of Summer Villages of Alberta Conference (ASVA). *(discussion and direction as given by Council at meeting time)*
- c) Lac Ste. Anne County – September 5th, 2019 notice of public hearing on October 2nd, 2019 with respect to proposed land use bylaw changes adding Bed and Breakfast as a discretionary accessory use within Country Residential Ranch (CRR) and Country Living Residential (CLR) districts. I do not foresee this as having a negative impact on the Summer Village *(accept for information, provide a written submission of concerns, or attend the public hearing)*

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- d) EQUUS – August 20th, 2019 letter to a resident within the Summer Village who is currently being serviced by EQUUS but who will need to be transferred over to service by Fortis. This is further to the Summer Village's franchise agreement with Fortis, bylaw and Alberta Utility Commissions decision on this matter (*accept for information*)

p-70 b

- e) Pathways on Reserve properties – further to discussion at our last Council meeting attached is Bylaw 97 passed in 1986 with respect to construction of pathways on reserve lands. This bylaw to be reviewed at meeting time (*discussion and direction as given by Council at meeting time*).

p-71-81

- f) Municipal Development Plan – please find attached a memo from the consultant working on this project further to the open house held on August 24th, 2019. Item 1.1 of this memo high lights comments from Silver Sands residents. (*discussion and direction as given by Council at meeting time*).

g)

h)

i)

7. Financial

- a) Income & Expense Statement – as of August 31st, 2019 (to be distributed to Council at meeting time)

8. Councillors' Reports

- a) Mayor Poulin
- b) Deputy Mayor Turnbull
- c) Councillor Horne

**SUMMER VILLAGE OF SILVER SANDS
AGENDA**

Friday, September 20th, 2019 – commencing at 1:00 p.m. Fallis Hall

9. Administration Reports

- p82-83 a) Development Officer's Report
p84-85 b) Public Works Report
p86-96 c) 2019 Playground Inspection Report
d) WILD Water Update from Sept. 18 mtg
p97-137 e) SARM mtg – Onoway/LSA County economic partnership

10. Information and Correspondence

- p138-141 a) Yellowhead Regional Library – August 23rd, 2019 letter advising of increase in 2020 of \$4.39 to \$4.46 in 2021 (\$4.30 in 2019)
p142-148 b) 19DP09-31 – development permit for construction of a recreational vehicle parking pad and placement of a recreational vehicle for both the purposes of storage and use
p149 c) Highway 43 East Waste Commission – August 22nd, 2019 letter advising Chairman Lorne Olsvik will be voting on behalf of the Commission at the Ste. Anne Natural Gas annual meeting
p150-174 d) Morrison Hershfield – September 8th, 2019 email and attachments introducing the noted Engineering firm and the services they can provide
e)

11. Open Floor Discussion with Gallery (15 minute time limit)

12. Closed Meeting (if required) – n/a

13. Adjournment

Next Meetings:

- September 20th, 2019 – Regular Council Meeting 9:00 a.m.
- September 24th to 27th, 2019 – AUMA Convention in Edmonton
- October 5th, 2019 – SVLSACE Meeting in Onoway
- October 17th & 18th, 2019 – ASVA Conference in Edmonton
- October 25th, 2019 – Regular Council Meeting 9:00 a.m.
- November 29th, 2019 – Regular Council Meeting 9:00 a.m.

**SUMMER VILLAGE OF SILVER SANDS
REGULAR COUNCIL MEETING MINUTES
FRIDAY, AUGUST 30, 2019
FALLIS COMMUNITY HALL**

	PRESENT	<p>Mayor: Bernie Poulin Deputy Mayor: Liz Turnbull Councillor: Graeme Horne</p> <p>Administration: Wendy Wildman, Chief Administrative Officer (CAO) Heather Luhtala, Assistant CAO</p> <p>Public Works: Dan Golka, Public Works Manager</p> <p>Delegations: -Brian Scott – tax penalty cancellation/reduction request -Jackie Gamblin, Summer Village Weed Inspector – Discussion on warning letters issued which are followed up by weed act notices</p> <p>Public at Large: 6</p>
1.	CALL TO ORDER	Mayor Poulin called the meeting to order at 9:00 a.m.
2.	AGENDA	
	151-19	<p>MOVED by Deputy Mayor Turnbull that the August 30, 2019 agenda be approved with the following additions:</p> <p>Under Business:</p> <p>6. b) WILD Water Meeting – September 18, 2019 c) Police Costing Webinar – September 6, 2019 d) Bernice Blais Memorial Recognition e) Trail Maintenance</p> <p style="text-align: right;">CARRIED</p>
3.	MINUTES	
	152-19	<p>MOVED by Councillor Horne that the minutes of the July 26, 2019 Organizational Council Meeting be approved as presented.</p> <p style="text-align: right;">CARRIED</p>
	153-19 _1818	<p>MOVED by Deputy Mayor Turnbull that the minutes of the July 26, 2019 Regular Council Meeting be approved as presented.</p> <p style="text-align: right;">CARRIED</p>
4.	DELEGATION	
	154-19	<p><u>9:03 a.m. Brian Scott – tax penalty cancellation/reduction request – 19 Hillside Crescent</u></p> <p>MOVED by Deputy Mayor Turnbull that Council accept for information the presentation from Brian Scott with respect to tax penalties.</p> <p style="text-align: right;">CARRIED</p>



SUMMER VILLAGE OF SILVER SANDS
REGULAR COUNCIL MEETING MINUTES
FRIDAY, AUGUST 30, 2019
FALLIS COMMUNITY HALL

	155-19		MOVED by Deputy Mayor Turnbull that Council revisit Tax Penalty Bylaw 137 at a future meeting. CARRIED
	156-19		<u>9:08 a.m. Jackie Gamblin - Jackie Gamblin, Summer Village Weed Inspector, Discussion on warning letter issued which are followed up by weed act notices</u> MOVED by Councillor Horne that Council authorize Jackie Gamblin, Weed Inspector for the Summer Village, to follow up with non-compliant properties as she deems appropriate in accordance with the Weed Control Act. CARRIED
5.	BYLAWS	n/a	
6.	BUSINESS		
	157-19		MOVED by Councillor Horne that as a result of the scheduling of the AUMA Convention and Trade Show that the September 27, 2019 Council meeting be cancelled and re-scheduled to September 20, 2019 at 1:00 p.m. at Fallis Hall. CARRIED
	158-19		MOVED by Councillor Horne that Council and Administration be authorized to attend the WILD Water meeting scheduled for Wednesday, September 18, 2019 at 7:00 p.m. at the Onoway Museum and Heritage Centre. CARRIED
	159-19		MOVED by Councillor Horne that Council and Administration be authorized to participate in the Police Costing Webinar scheduled for Friday, September 6, 2019 from 10:00 a.m. to 12:00 p.m. CARRIED
	160-19		MOVED by Deputy Mayor Turnbull that a bronze plaque be mounted on the rock at Reserve #11 in honour and memory of the Blais family. CARRIED
	161-19		MOVED by Deputy Mayor Turnbull that the discussion with respect to pathway construction on the reserve areas be brought back to the next Council meeting. CARRIED
7.	FINANCIAL		
	162-19		MOVED by Deputy Mayor Turnbull that the Income and Expense Statements as at July 31, 2019 be accepted for information as presented. CARRIED

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**SUMMER VILLAGE OF SILVER SANDS
REGULAR COUNCIL MEETING MINUTES
FRIDAY, AUGUST 30, 2019
FALLIS COMMUNITY HALL**

8.	COUNCIL REPORTS 163-19	MOVED by Deputy Mayor Turnbull that the verbal Council reports be accepted for information as presented. CARRIED
9.	ADMINISTRATION REPORTS 164-19	MOVED by Councillor Horne that the verbal and written Administration reports be accepted for information as presented. CARRIED
10.	CORRESPONDENCE 165-19	MOVED by Deputy Mayor Turnbull that the following correspondence be accepted for information: <ul style="list-style-type: none"> a) Community Peace Officer report for July 2019 b) 19DP05-31 – development permit for construction of a deck at 10 Poplar Avenue c) 19DP06-31 – development permit for placement of a modular home, front and rear decks, installation of water and septic systems at 23 Hazel Avenue d) 19DP07-31 – development permit for construction of an addition to an existing detached dwelling (covered deck/screen room) at 12 Conifer Crescent e) STOP Order issued to 26 Pine Crescent to remove mobile home f) Alberta Municipal Affairs – August 15th, 2019 letter from Minister Kaycee Madu on Municipal Sustainability Initiative and federal Gas Tax Fund funding g) Summer Village of Sunset Point – August 12th, 2019 email on organizational meeting results noting Richard Martin has been appointed Mayor and Ann Morrison appointed Deputy Mayor h) Lac Ste. Anne County/Alberta Beach – water level mitigation options media release i) Government of Alberta – July 19th, 2019 direct deposit of \$198,500.00 for the Flowering Rush Abatement project under the Alberta Community Partnership grant program j) Summer Village of Yellowstone – August 25th, 2019 email on organizational meeting results noting Brenda Shewaga is Mayor and Don Bauer is Deputy Mayor CARRIED
11.	OPEN FLOOR WITH GALLERY	There were no questions from the gallery.

SUMMER VILLAGE OF SILVER SANDS
REGULAR COUNCIL MEETING MINUTES
FRIDAY, AUGUST 30, 2019
FALLIS COMMUNITY HALL

12.	CLOSED MEETING	n/a
13.	NEXT MEETING(S)	The next Council meetings have been scheduled for: -Saturday, September 7, 2019 at 9:30 a.m. – Regular Council Meeting at the Darwell Seniors Hall -Saturday, September 7, 2019 at 9:30 a.m. – Public Hearing (Bylaw 295-2019) at the Darwell Seniors Hall -Saturday, September 7, 2019 at 10:00 a.m. – Public Hearing (Bylaw 294-2019) at the Darwell Seniors Hall -Friday, September 20, 2019 at 1:00 p.m. – Regular Council Meeting at Fallis Hall
14.	ADJOURNMENT	The meeting adjourned at 10:26 a.m.

 Mayor, Bernie Poulin

 Chief Administrative Officer, Wendy Wildman

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**SUMMER VILLAGE OF SILVER SANDS
REGULAR COUNCIL MEETING MINUTES
SATURDAY, SEPTEMBER 7, 2019
INTERLAKE GOLDEN AGE CLUB, DARWELL, ALBERTA**

	PRESENT	<p>Mayor: Bernie Poulin Deputy Mayor: Liz Turnbull Councillor: Graeme Horne</p> <p>Administration: Wendy Wildman, Chief Administrative Officer Heather Luhtala, Assistant CAO</p> <p>Delegations: Tony Sonnleitner, Development Officer</p> <p>Public at Large: 50</p>
1.	CALL TO ORDER	Mayor Poulin called the regular Council meeting to order at 9:30 a.m.
2.	AGENDA	
	166-19	<p>MOVED by Deputy Mayor Turnbull that the September 7, 2019 regular meeting agenda be approved as presented.</p> <p style="text-align: right;">CARRIED</p>
3.	RECESS	<p>The regular meeting recessed at 9:32 a.m. to go into the Public Hearing for Bylaw 295-2019, a bylaw to dispose of the Municipal Reserve designation from a portion of municipal reserve within the Summer Village.</p> <p>The regular meeting reconvened at 9:46 a.m.</p>
4.	BYLAWS	
	167-19	<p>MOVED by Councillor Horne that Bylaw 295-2019 being a bylaw to dispose of the Municipal Reserve designation from a portion of municipal reserve within the Summer Village be given second reading.</p> <p style="text-align: right;">CARRIED</p>
	168-19	<p>MOVED by Deputy Mayor Turnbull that Bylaw 295-2019 be given third and final reading.</p> <p style="text-align: right;">CARRIED</p> <p>The regular meeting recessed at 9:50 a.m. and went into the Public Hearing at 10:00 a.m. for Bylaw 294-2019, a bylaw with respect to proposed amendments to Silver Sands' Land Use Bylaw 256-2015 Section 4.18 which pertains to Recreational Vehicles and Temporary Living Accommodations.</p> <p>The regular meeting reconvened at 11:34 a.m.</p>

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SUMMER VILLAGE OF SILVER SANDS
REGULAR COUNCIL MEETING MINUTES
SATURDAY, SEPTEMBER 7, 2019
INTERLAKE GOLDEN AGE CLUB, DARWELL, ALBERTA

	169-19	<p>MOVED by Councillor Horne that further discussion and consideration of bylaw 294-2019, a bylaw with respect to proposed amendments to Silver Sands' Land Use Bylaw 256-2015 (as amended) Section 4.18 which pertains to Recreational Vehicles and Temporary Living Accommodations be deferred to the regular Council meeting scheduled for Friday, September 20, 2019 at 1:00 a.m. at Fallis Hall.</p> <p style="text-align: right;">CARRIED</p>
5.	ADJOURNMENT	The meeting adjourned at 11:36 a.m.

Mayor, Bernie Poulin

Chief Administrative Officer, Wendy Wildman

UNAPPROVED



Summer Village of Silver Sands Public Hearing

Hearing with Respect to Bylaw 295-2019
Held on Saturday, September 7, 2019 at the Interlake Golden Age Club
Darwell, Alberta

PRESENT	Bernie Poulin Mayor & Meeting Chair Liz Turnbull Deputy Mayor Graeme Horne Councillor Wendy Wildman Chief Administrative Officer Tony Sonnleitner Summer Village Development Officer Heather Luhtala Recording Secretary
ALSO PRESENT	50 members of the public
1. CALL TO ORDER	Chairman Poulin called the Public Hearing to order at 9:32 a.m.
2. INTRODUCTIONS	Bernie Poulin Mayor & Meeting Chair, S.V. of Silver Sands Liz Turnbull Deputy Mayor, S.V. of Silver Sands Graeme Horne Councillor, S.V. of Silver Sands Tony Sonnleitner Development Officer Wendy Wildman Chief Administrative Officer Heather Luhtala Recording Secretary
3. PUBLIC HEARING	The purpose of this hearing is for the Council of the Summer Village of Silver Sands to hear testimony and take action relating to the proposed Bylaw 295-2019 which removes the Municipal Reserve designation from the strip of Land (Part of Lot R1) between Lot 16 and Lot 17, Block 1, Plan 223 MC as shown on Schedule "A" attached to the Bylaw. This is in preparation for a subdivision which will address the location of the "walkway" / drainage course which is currently physically between Lot 17 and Lot 28, but the subdivision plan has it shown between Lot 16 and Lot 17. The "walkway" / drainage course between Lot 16 and Lot 17 will be consolidated with Lot 17, and a new 3.05 metre-wide "walkway" / drainage course will be created adjacent to the current boundary between Lot 17 and Lot 28; where such will become a part of Lot R1, and will have a Municipal Reserve Designation attached to it. There will be a small gain in the final area of Lot R1 as part of this process.
4. STAFF PRESENTATION	Tony Sonnleitner, Development Officer
5. PUBLIC TESTIMONY AND COMMENT	<u>Written Submissions</u> None received

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Summer Village of Silver Sands Public Hearing

Hearing with Respect to Bylaw 295-2018
Held on Saturday, September 7, 2019
Interlake Golden Age Club, Darwell, Alberta

	<p><u>Written Request for Oral Presentation</u> None received</p> <p><u>Oral Presentations/Comments from those persons signed up on the Sign-In Sheet)</u> -Graham Dobson</p> <p><u>Oral Presentations/Comments from any other persons</u> -Carol Wilson</p>
6. QUESTIONS & ANSWERS (Council Members)	No Council members had any further questions.
7. COUNCIL DISCUSSION	No further discussion took place.
8. ADJOURNMENT	Chairman Poulin declared the public hearing closed and adjourned the public hearing at 9:46 a.m.

Chairman, Bernie Poulin

Recording Secretary, Heather Luhtala



Summer Village of Silver Sands Public Hearing

Hearing with Respect to Bylaw 294-2019
Held on Saturday, September 7, 2019 at the Interlake Golden Age Club
Darwell, Alberta

PRESENT	Bernie Poulin Mayor & Meeting Chair Liz Turnbull Deputy Mayor Graeme Horne Councillor Wendy Wildman Chief Administrative Officer Tony Sonnleitner Summer Village Development Officer Heather Luhtala Recording Secretary
ALSO PRESENT	50 members of the public
1. CALL TO ORDER	Chairman Poulin called the Public Hearing to order at 10:00 a.m.
2. INTRODUCTIONS	Bernie Poulin Mayor & Meeting Chair, S.V. of Silver Sands Liz Turnbull Deputy Mayor, S.V. of Silver Sands Graeme Horne Councillor, S.V. of Silver Sands Tony Sonnleitner Development Officer Wendy Wildman Chief Administrative Officer Heather Luhtala Recording Secretary
3. PUBLIC HEARING	The purpose of this hearing is for the Council of the Summer Village of Silver Sands to hear testimony and take action relating to the proposed Bylaw 294-2019 which provide guidance with respect to land use for Recreational Vehicles and Temporary Living Accommodations within the Summer Village of Silver Sands. Specifically, the effect of Bylaw 294-2019 would be to restrict the use of Recreational Vehicles and Temporary Living Accommodations to parcels where a permanent Single Detached Dwelling Exists. Where a parcel does not have a permanent Single Detached Dwelling, no Recreational Vehicle or Temporary Living Accommodation may be placed upon it.
4. STAFF PRESENTATION	Tony Sonnleitner, Development Officer
5. PUBLIC TESTIMONY AND COMMENT	<u>Written Submissions (copies attached to agenda)</u> i) Mel & Darlene Hirshmilller ii) Barbara Sirski iii) Russell Sirski iv) Wayne & Penny Germann v) Garth & Goldie Brown vi) Lyle Trytten vii) Donald Saunders – Resident read aloud viii) Ken & Darlo Duncan – Resident read aloud

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Summer Village of Silver Sands Public Hearing

Hearing with Respect to Bylaw 294-2018
Held on Saturday, September 7, 2019
Interlake Golden Age Club, Darwell, Alberta

	<p><u>Written Request to make Oral Presentation</u></p> <p>i) Garth & Goldie Brown ii) Don & Scott Saunders</p> <p><u>Oral Presentations/Comments from those persons signed up on the Sign-In Sheet)</u></p> <p>-Margo & Gerry Meyer -Michelle Berlinguette -Maureen Dunlop -Holly Bond -Goldie Brown -Don Saunders -Bruce & Jeanette Blue -Jesse Ferrier -Bonnie Thompson -George Feth -Leann Knysh -Jason Mosmann -Graham Dobson -Phil Pardo -Carol Wilson</p> <p><u>Oral Presentations/Comments from any other persons</u></p> <p>-Chris Akins -Dennis Grantham -Derrick Vandenberg -Jaydean Horton -Scott Saunders -Justin Quintal</p>
<p>6. QUESTIONS & ANSWERS (Council Members)</p>	<p>No Council members had any further questions.</p>
<p>7. COUNCIL DISCUSSION</p>	<p>No further discussion took place.</p>
<p>8. ADJOURNMENT</p>	<p>Chairman Poulin declared the public hearing closed and adjourned the public hearing at 11:34 a.m.</p>



Summer Village of Silver Sands Public Hearing

Hearing with Respect to Bylaw 294-2018
Held on Saturday, September 7, 2019
Interlake Golden Age Club, Darwell, Alberta

Chairman, Bernie Poulin

Recording Secretary, Heather Luhtala

UNAPPROVED

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Municipal Government Act RSA 2000 Chapter M-26
Part 17 Division 5 Land Use

A BYLAW OF THE MUNICIPALITY OF SILVER SANDS, IN THE PROVINCE OF
ALBERTA, FOR THE PURPOSE OF AMENDING BYLAW 256-2015, THE LAND USE
BYLAW FOR THE SUMMER VILLAGE OF SILVER SANDS.

WHEREAS the *Municipal Government Act*, R.S.A. 2000, c. M-26, as amended, (the Act) provides that a municipality may amend its Land Use Bylaw; and

WHEREAS the Council for the Summer Village of Silver Sands wishes to amend its Land Use Bylaw as it affects the use of recreational vehicles and temporary living accommodations within the Residential Districts;

NOW THEREFORE, the Council of the Summer Village of Silver Sands, duly assembled, and pursuant to the authority conferred upon it by the *Municipal Government Act*, R.S.A. 2000, c. M-26, as amended, enacts as follows:

1. The text of Bylaw 256-2015, the Land Use Bylaw of the Summer Village of Silver Sands, as amended, is further amended as follows:
 - a) Deleting Section 4.18 RECREATIONAL VEHICLES AND TEMPORARY LIVING ACCOMMODATIONS and replacing it with the following section:

4.18 RECREATIONAL VEHICLES AND TEMPORARY LIVING ACCOMMODATIONS

Regulations in this section shall not apply to land within the CRED District.

1. A maximum of one (1) recreational vehicle, be it holiday trailer, motor home, camper, tent trailer, may be situated, either occupied or unoccupied for storage purposes, on a residential parcel provided that a permanent Single Detached Dwelling exists on the parcel. Such recreational vehicle must be located on-site on a parking stall or in another location on-site in a manner satisfactory to the Development Authority under an approved Development Permit;
2. No recreational vehicles, be they holiday trailers, motor homes, campers, tent trailers may be parked on any residential parcel where no permanent Single Detached Dwelling exists on the parcel, except that any person in possession of a valid Development Permit for the construction of a Single Detached Dwelling may be granted a Temporary Development Permit, for a period not to exceed twelve (12) consecutive months, to place a single (1) recreational vehicle on the parcel during construction of the single detached dwelling. An extension to the Temporary Development Permit, for no more than an additional twelve (12) months, may be granted at the discretion of the Development Authority.

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**Municipal Government Act RSA 2000 Chapter M-26
Part 17 Division 5 Land Use**

3. At no time may a person store any derelict recreation vehicle on a property. Dereliction may be assessed by inoperability, immobility, excessive rust, decay or damage, fluid leaks, abandonment, lack of registration, or any or all of these.
4. THAT this Bylaw shall come into force and effective on the date of the third and final reading.

READ A FIRST TIME this 28th day of June, A.D., 2019.

Mayor, Bernie Poulin

Chief Administrative Officer, Wendy Wildman

READ A SECOND TIME this _____ day of _____, A.D., 2019.

Mayor, Bernie Poulin

Chief Administrative Officer, Wendy Wildman

READ A THIRD TIME this _____ day of _____, A.D., 2019.

Mayor, Bernie Poulin

Chief Administrative Officer, Wendy Wildman

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**Municipal Government Act RSA 2000 Chapter M-26
Section 7, General Jurisdiction to Pass Bylaws
Section 191, Amendment and Repeal**

**A BYLAW OF THE MUNICIPALITY OF SILVER SANDS, IN THE PROVINCE OF
ALBERTA, TO RESCIND A BYLAW THAT IS NO LONGER IN EFFECT**

WHEREAS Section 7 of the *Municipal Government Act*, RSA 2000 Chapter M-26 authorizes Councils to pass bylaws for municipal purposes; and

WHEREAS Section 191 states that any amendment or repeal of a bylaw must be made in the same way as the original bylaw; and

WHEREAS Council deems it expedient for administrative purposes to remove bylaws which should no longer be in effect but which were not officially rescinded by subsequent bylaws dealing with the same item;

NOW THEREFORE, the Council of the Summer Village of Silver Sands, in the Province of Alberta, duly assembled, enacts as follows:

Title:

1. That this Bylaw shall be known as the "Rescinding Bylaw".

Action:

2. The following bylaw will be officially rescinded on the date of final passing of this bylaw:

Bylaw 133 A Bylaw that Authorizes the Summer Village of Silver Sand to enter into an agreement with Lac Ste. Anne to Provide Fire Supression Services.
3. THAT this Bylaw shall come into force and effective on the date of the third and final reading.

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**Municipal Government Act RSA 2000 Chapter M-26
Section 7, General Jurisdiction to Pass Bylaws
Section 191, Amendment and Repeal**

Read a first time on this 20th day of September, 2019.

Read a second time on this 20th day of September, 2019.

Unanimous Consent to proceed to third reading on this 20th day of September, 2019.

Read a third and final time on this 20th day of September, 2019.

Signed this 20th day of September, 2019.

Mayor, Bernie Poulin

Chief Administrative Officer, Wendy Wildman

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BY-LAW NO. 133

SUMMER VILLAGE OF SILVER SANDS, ALBERTA

Existing

A ByLaw of the Summer Village of Silver Sands in the Province of Alberta to authorize the Municipal Council of the Summer Village of Silver Sands to enter into an agreement with the County of Lac Ste. Anne.

WHEREAS, under the provisions of Section 158 (c) of the Municipal Government Act, being Chapter M26 of the Revised Statutes of Alberta, 1980, as amended, the Council may pass a By-Law authorizing the making of an agreement with the Council of any other municipality for joint use, control and management of fire extinguishing apparatus and equipment.

WHEREAS, the County of Lac Ste. Anne No. 28 agrees to provide fire suppression services to the Summer Village of Silver Sands, and

WHEREAS, by agreement the Summer Village of Silver Sands has requested the services provided by the County of Lac Ste. Anne No. 28 Fire Departments,

NOW THEREFORE THE COUNCIL OF THE SUMMER VILLAGE OF SILVER SANDS DULY ASSEMBLED ENACTS AS FOLLOWS:

That the Mayor and Administrator of the Summer Village of Silver Sands are hereby empowered to execute an agreement with the County of Lac Ste. Anne No. 28 for the joint use, control and management of fire extinguishing apparatus and equipment.

READ A FIRST TIME this 19 day of August 1994.

READ A SECOND TIME this 19 day of August 1994.

READ A THIRD TIME this 19 day of August 1994 and finally

passed.



Mayor



Municipal Administrator

(seal)

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BYLAW NO. 137

SUMMER VILLAGE OF SILVER SANDS, ALBERTA

A ByLaw of the Summer Village of Silver Sands in the Province of Alberta to provide for the imposition of penalties on unpaid taxes.

WHEREAS, the Council of the Summer Village of Silver Sands in the province of Alberta, pursuant to the provisions of the Municipal Government Act, Chapter M26.1 assented to June 1, 1994 deems it expedient to impose penalties on unpaid taxes;

NOW THEREFORE, the Council of the Summer Village of Silver Sands, in the Province of Alberta enacts as follows:

1. Taxes shall be paid on or before June 30th in the year in which they are levied.
2. Taxes not paid by June 30th in any year in which they are levied shall have a penalty of 18% imposed on them on July 1st in that year.
3. Taxes not paid by December 31st in the year in which they are levied shall have an additional penalty of 18% imposed on them on January 1st of the succeeding year and each year thereafter so long as the taxes remain unpaid.
4. Upon passing of this ByLaw, ByLaw No. 115 is repealed.

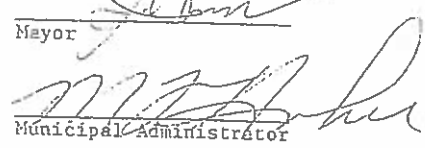
READ A FIRST TIME this 30 day of April 1995.

READ A SECOND TIME this 30 day of April 1995.

READ A THIRD TIME this 30 day of April 1995

and passed.


Mayor


Municipal Administrator

(seal)

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Summer Village Tax Penalty Structure

<u>Summer Village</u>	<u>Taxes Due</u>	<u>Tax Penalty Structure</u>
Betula Beach	July 31st	18% on current taxes Aug 1st, 18% on outstanding Jan 1st
Birch Cove	June 30th	18% on current taxes July 1st, 18% on outstanding balance Jan 1st
Island Lake	July 31st	18% on current taxes July 1st, 18% on outstanding balance Jan 1st
Island Lake South	July 31st	18% on current taxes Aug 1st, 18% on outstanding Jan 1st
Kapasiwin	June 30th	9% on July 1st on current taxes, 1.5% to outstanding balance each month, 18% on outstanding balance Jan 1st
Lakeview	August 31st	18% on current taxes Sept 1st, 18% on outstanding balance Jan 1st
Larkspur	September 15th	15% on current Sept 16th, 15% on outstanding balance Jan 1st
Mewatha Beach	July 31st	18% on current taxes Aug 1st, 18% on outstanding Jan 1st
Nakamun Park	June 30th	18% on current taxes July 1st, 18% on outstanding balance Jan 1st
Ross Haven	June 30th	18% on current taxes July 1st, 18% on outstanding balance Jan 1st
Seba Beach	June 30th	on current taxes: 12% July 1st, 5% Aug 15th ; 18% on outstanding balance Jan 1st
Silver Sands	June 30th	18% penalty on current taxes July 1st, 18 % on outstanding balance Jan 1st
South View	June 30th	18% penalty on current taxes July 1st, 18 % on outstanding balance Jan 1st
Spring Lake	June 30th	6% penalty on current taxes July 1st, 12% on current taxes August 1st, 18% on outstanding balance Jan 1st
Sunrise Beach	July 31st	on current taxes:3% August 1st, Sept 1st, Oct 1st, Nov 1st, Dec 1st 18% on outstanding balance Jan 1st
Sandy Beach	June 30th	on current taxes:3% August 1st, Sept 1st, Oct 1st, Nov 1st, Dec 1st 18% on outstanding balance Jan 1st
Val Quentin	June 30th	18% July 1st on current taxes, 18% on total arrears Jan 1st
West Cove	June 30th	18% July 1st on current taxes, 18% on total arrears Jan 1st
Whispering Hills	July 31st	18% on current taxes Aug 1st, 18% on outstanding Jan 1st
Yellowstone	August 10th	18% August 11 on current taxes, 18% on total arrears Jan 1st

Town Tax Penalty Structure

<u>Town</u>	<u>Taxes Due</u>	<u>Tax Penalty Structure</u>
Village of Alberta Beach	August 9th	18% on current Aug 10th, 18% on outstanding balance Jan 1st
Mayerthorpe	67 days after mailed	12% on current on 68th day, 12% on outstanding balance Jan 1st
Onoway	June 30th	on current taxes: 10% July 1st, 2% on Sept 1st, Oct 1st, Nov 1st, Dec 1st. 15% on outstanding balance Jan 1st
Village of Wabamun	July 31st	on current taxes 15% August 1st; 1.5% on Sept 1st, Oct 1st, Nov 1st, Dec 1st. 1st day of every month 1.5% on outstanding balance
Westlock	June 30th	July 1st - 4% on current, Aug 1st - 8% on current, Jan 1st - 15% outstanding balance
Barrhead	July 2nd	July 3rd - 12% on current, Jan 2nd - 12% on outstanding balance

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Silver Sands Tax Penalty Report

January Penalty - 18% on total taxes owing

July Penalty - 18% on current year taxes

<u>Penalty Date</u>	<u>Penalty Applied</u>	<u>Penalty Income Budget</u>	<u>% of Operating Income Budget</u>
January 1, 2016	9,426.00		
July 1, 2016	<u>7,382.00</u>		
Total	\$ 16,808.00	\$ 13,000.00	3.3
January 1, 2017	11,291.00		
July 1, 2017	<u>6,124.00</u>		
Total	\$ 17,415.00	\$ 15,000.00	3.8
January 1, 2018	11,049.00		
July 1, 2018	<u>3,814.00</u>		
Total	\$ 14,863.00	\$ 15,010.00	3.7
January 1, 2019	13,000.00		
July 1, 2019	<u>5,027.00</u>		
Total	\$ 18,027.00	\$ 15,000.00	3.6

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Addition

Wendy Wildman

From: administration@wildwillowenterprises.com
Sent: July 25, 2019 11:02 PM
To: Wendy Wildman
Subject: [FWD: Penalty for unpaid taxes]

Wendy, do you want this to come to this meeting or next meeting?

H.
S.V. of South View
S.V. of Silver Sands
S.V. of Yellowstone
Phone: 587-873-5765
Fax: 780-967-0431
Website: www.wildwillowenterprises.com
Email: administration@wildwillowenterprises.com

----- Original Message -----

Subject: Penalty for unpaid taxes
From: Brian Scott <bscott33@live.ca>
Date: Thu, July 25, 2019 7:22 pm
To: "administration@wildwillowenterprises.com"
<administration@wildwillowenterprises.com>

I am asking council of the Summer Village of Silver Sands to remove or reduce the penalty charged to me for the late payment of my 2019 taxes. I missed the June 30 deadline for payment as I was on vacation in BC. As soon as I realized my mistake I sent a cheque July 18 that was cashed on July 22. On July 24 I received a penalty notice for \$474.90 which is 18% of my tax balance.

Bylaw 13/7 which was passed Apr 30, 1995 set the 18% penalty. This was possibly justified in the 1980s when interest rates were in double digits but not today. The penalties in other municipalities are far less. Calgary 1% per month, Edmonton 5% July 1, Spruce Grove 2.5% per month, Parkland County 2.5% per month, Strathcona County 3% per month, Yellowhead County 6% July 1, Lac St Anne County 6% July 1. It's time to update Bylaw 13/7.

Also our tax notices state:
PENALTY -JULY 1= 18% CURRENT YEAR ARREARS
Arrears are taxes unpaid as of Dec 31.
Taxes not paid on July 1 are not arrears!

Thank you
Brian Scott

Sent from my iPhone

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Wendy Wildman

From: JSG PSD Engagement <JSG.PSDEngagement@gov.ab.ca>
Sent: September 6, 2019 4:27 PM
Cc: Jessica Thomson (SOLGEN); Rachel Melnychuk; Lisa Gagnier
Subject: Police Costing Model Webinar - Webinar Link and Updated Meeting Materials
Attachments: 2019.09.06_Police Funding PPT Final.pdf; Example Calculation Sheet.pdf; 2019.09.03_PCM Backgrounder.pdf; Police Costing Model Further Definitions.pdf

Importance: High

Good afternoon,

Thank you for your participation in the webinar, as promised please find attached:

1. The updated version of the PowerPoint presentation that was displayed during the webinar
2. An example calculation sheet
3. Backgrounder document that was previously circulated
4. Further Definitions – based on feedback we received we bolstered the explanation of a few concepts

The link to the survey: <https://extranet.gov.ab.ca/opinio6//s?s=46524>

As a reminder, you have until October 15, 2019 to complete the survey.

The link to the recording of the webinar from September 6, 2019:

https://zoom.us/recording/share/Sb2M1ZPrSiRmwxWe7vfecMn83_b8FR3h0AiPnObqBPCwIumekTziMw

For those who have asked specific questions around calculations for your municipality, we will endeavour to get back to you as soon as possible.

Thank you again.

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Police Cost Model Review

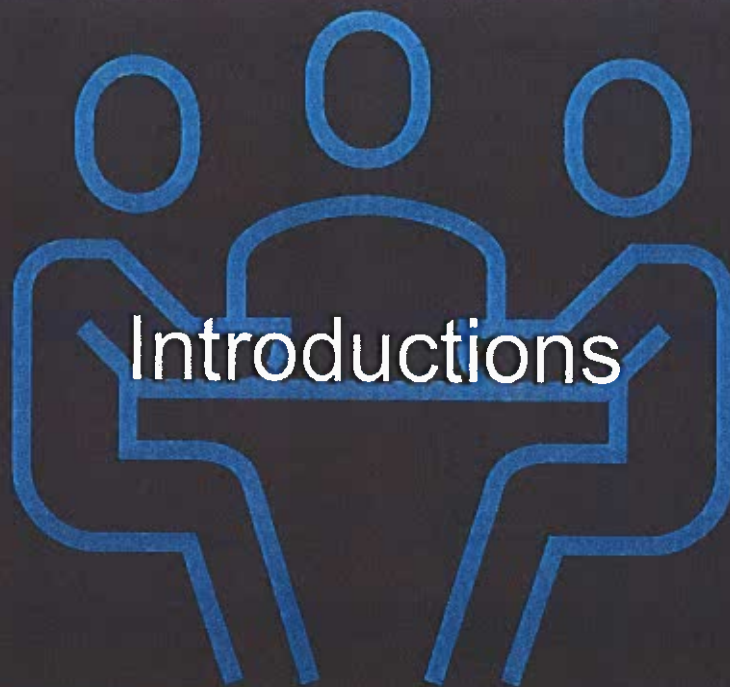
Engagement Webinar

September 6, 2019



Alberta

Introductions



Alberta

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Introduction



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Agenda

1. Discuss engagement process
2. Review background to engagement
3. Share police costing model
 - a) Base Cost Distribution
 - b) Modifiers
 - c) Examples
4. Provincial Comparisons
5. Next Steps
 - a) Written submissions

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Process

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Timelines



- Kick-off meeting focusing on the police costing model meeting
- Review alternative models
- Form template for in-depth responses

- Review Bill 158
- Meeting focusing on police enforcement of cannabis legalization
- Form template for in-depth responses

Sharing of findings from the analysis of meetings and form submissions.

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Outcome of Engagement

Part 1: Police Costing

- Development of a future police costing model which will consider the input gathered from the most relevant stakeholders.
- For the government to develop proposed legislative amendments for the *Police Act* that will reflect the considerations of municipalities in a new police funding model.

Part 2: Cannabis Enforcement

- Compilation of information that can direct the future of the MCTP or alternative funding support for the enforcement of cannabis legalization.

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Principles of Engagement

- **Transparency** - Intent and processes will be clear and transparent. Stakeholders will understand the consultation process and how their input will affect policy decisions and drafting of legislation.
- **Communication** - Accurate, consistent and timely communication and information sharing with stakeholders in order to avoid confusion or raise false expectations.
- **Follow up** – Reporting back and sharing the results of consultation and how the input was used to inform the legislation.
- **Evaluation** – Consultation sessions with stakeholders will be evaluated against these principles for the purposes of continuous improvement.

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Invited Stakeholders

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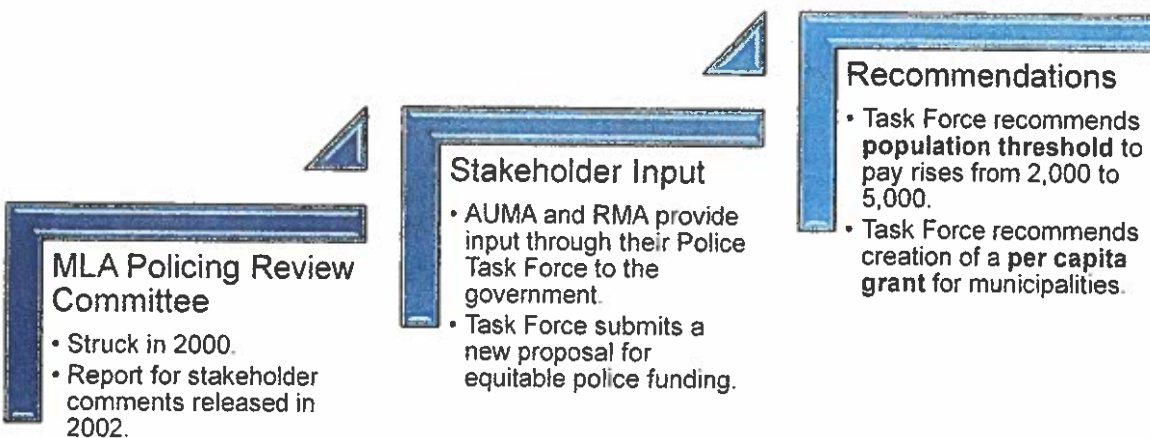
Background

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Background



MLA Policing Review Committee

- Struck in 2000.
- Report for stakeholder comments released in 2002.

Stakeholder Input

- AUMA and RMA provide input through their Police Task Force to the government.
- Task Force submits a new proposal for equitable police funding.

Recommendations

- Task Force recommends **population threshold** to pay rises from 2,000 to 5,000.
- Task Force recommends creation of a **per capita grant** for municipalities.

Background



Government Response

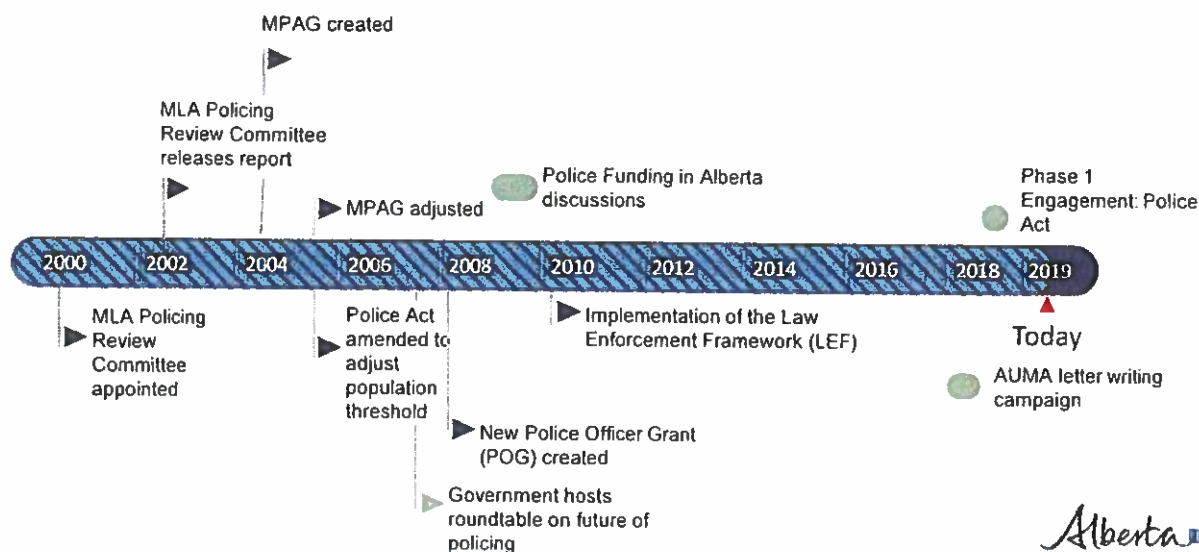
- Population threshold was raised in 2005 to over 5,000.
- Ministry of Solicitor General recommends a \$16 per capita grant.

Municipal Policing Assistance Grant (MPAG)

- Grant created in 2004 and adjusted in 2005.
- Towns and cities with populations between 5,000 and 20,000 would now receive a \$200,000 base payment and an \$8 per capita grant.
- Municipalities between 20,000 and 100,000 would receive a \$100,000 base payment and a \$14 per capita grant.
- Cities over 100,000 would continue to receive the \$16 per capita grant.

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Background



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Background

- The ***Police Act*** requires municipalities with populations over 5,000 to provide police services in their communities.
- Under the **Provincial Police Service Agreement (PPSA)**, policing is provided at no direct cost to all municipalities (municipal districts regardless of population, and to towns, villages and summer villages with populations of 5,000 or less) as per the ***Police Act***.

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Proposed Cost Model

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Currently

- 291 municipalities do not directly pay for policing through their municipal taxes.
- This is approximately 20% of the Alberta population.

Proposal

- These communities would begin paying a percentage of their frontline policing costs.
- In 2018/19, the cost of frontline policing was \$232.5 million

Frontline policing is considered to include: general duty, traffic, and general investigative section and accounts for 62% of all police positions.

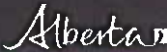
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Base Cost Distribution

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Base Cost Distribution

Equalized Assessment



Population



$$\frac{\text{Muni EA}}{\text{Total EA (291 munis)}} \times \text{Cost} \times 70\% = \text{Weighted EA}$$

$$\frac{\text{Muni Pop}}{\text{Total Pop (291 munis)}} \times \text{Cost} \times 30\% = \text{Weighted Pop}$$

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The Modifiers

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Shadow Population

- Subsidy received if recognized and reported to Municipal Affairs



Calculation – 2 Steps

1. Shadow pop / muni pop = value up to max 5% subsidy
2. % subsidy x cost = Dollar Subsidy

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Crime Severity Index

- Subsidy received if above rural municipal average



Calculation – 3 Steps

1. Muni CSI (3 yr. avg.) – Total CSI average (291 munis) = Muni CSI points above avg
2. Muni CSI points above avg x 0.05% (CSI subsidy per point) = % Subsidy
3. % subsidy x cost = Dollar Subsidy

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Examples

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Range of Cost Recovery Options

Police Costing Model (PCM) Options						
Weighting	30%	70%		0.05% per Municipal CSI point above average	5%	
Cost Recovery Options - Frontline Policing Costs	Population affected	Total Equalized Assessment	Total Share Policing Cost	CSI Subsidy given	Shadow Population Subsidy given	Municipal Costs
15%	765,780	\$293,162,459,917	\$34,900,000	\$1,015,167	\$203,263	\$33,681,570
30%	765,780	\$293,162,459,917	\$69,800,000	\$2,030,334	\$406,526	\$67,363,141
40%	765,780	\$293,162,459,917	\$93,000,000	\$2,705,172	\$541,646	\$89,753,182
50%	765,780	\$293,162,459,917	\$116,300,000	\$3,382,920	\$677,349	\$112,239,731
60%	765,780	\$293,162,459,917	\$139,500,000	\$4,057,758	\$812,469	\$134,629,772
70%	765,780	\$293,162,459,917	\$162,800,000	\$4,735,506	\$948,172	\$157,116,322

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15% Cost Recovery

- Large specialized municipality:
 - Population: 36,072
 - Equalized Assessment: \$42,670,899,320
 - Share of policing costs: \$4,049,067
 - 0.74% of municipal property tax
 - Would receive both subsidies:
 - 3 year average CSI is 465.21 which is 349.96 points above municipal average of 115.25
 - Subsidy is \$708,512
 - Shadow population is 36,678 – receives maximum 5% subsidy
 - Subsidy is \$202,453
 - The total cost recovery would be \$4,049,067 – \$708,512 – \$202,453 = **\$3,138,101.**

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15% Cost Recovery

- Mid-sized Municipal District:
 - Population: 7,869
 - Equalized Assessment: \$2,044,554,084
 - Share of policing costs: \$277,966
 - 1.54% of municipal property tax
 - Is not eligible for any subsidies
 - The total cost recovery would be **\$277,966**.

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15% Cost Recovery

- Small Summer Village:
 - Population: 73
 - Equalized Assessment: \$16,108,372
 - Share of policing costs: \$2,340
 - 3.45% of municipal property tax
 - Would receive one subsidy:
 - 3 year average CSI is 174.55 which is 59.30 points above municipal average of 115.25
 - Subsidy is \$69
 - The total cost recovery would be $\$2,340 - \$69 = \mathbf{\$2,271}$.

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70% Cost Recovery

- Large specialized municipality:
 - Population: 36,072
 - Equalized Assessment: \$42,670,899,320
 - Share of policing costs: \$18,887,911
 - 3.45% of municipal property tax
 - Would receive both subsidies:
 - 3 year average CSI is 465.21 which is 349.96 points above municipal average of 115.25
 - Subsidy is \$3,305,036
 - Shadow population is 36,678 – receives maximum 5% subsidy
 - Subsidy is \$944,396
 - The total cost recovery would be \$18,887,911 – \$3,305,036 – \$944,396 = **\$14,638,479.**

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70% Cost Recovery

- Medium-sized Municipal District:
 - Population: 7,869
 - Equalized Assessment: \$2,044,554,084
 - Share of policing costs: \$1,296,642
 - 7.19% of municipal property tax
 - Is not eligible for any subsidies
 - The total cost recovery would be **\$1,296,642.**

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70% Cost Recovery

- Small Summer Village:
 - Population: 73
 - Equalized Assessment: \$16,108,372
 - Share of policing costs: \$10,918
 - 16.09% of municipal property tax
 - Would receive one subsidy:
 - 3 year average CSI is 174.55 which is 59.30 points above municipal average of 115.25
 - Subsidy is \$324
 - The total cost recovery would be $\$10,918 - \$324 = \$10,549$.

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If money were reinvested, we have heard...

- Service delivery improvements
 - Local input into RCMP priorities
- Public safety platform priorities
- Address rural crime

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3b

Provincial Comparisons

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Provincial Comparisons

BC

- Municipalities with populations over 5,000 pay for policing through their municipal tax
- Municipalities with under 5,000 persons have tax rates set to recover a portion of the costs.

SK

- Costs of policing distributed by formula in legislation among all municipalities. This includes rural municipalities with under 5,000 population.

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Guiding Questions

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Guiding Questions



Pros and Cons

1. What are the benefits of the model presented?
2. What are the pitfalls to the model presented?



Cost Recovery

1. What are your thoughts on the province recovering a percentage of frontline policing costs from those currently not paying?



Impacts

1. What do you anticipate as challenges for implementing the model?
2. What impact to addressing rural crime would you anticipate this costing model having?

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Questions?



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Example Calculation Sheet – Police Cost Model

Scenario: If province were to distribute 15% of the costs of frontline policing = \$34.9M

BASE MODEL

$\frac{\text{Muni population}}{\text{Total population}} \times \$34.9\text{M} \times 30\% = \text{Weighted population cost}$

$\frac{\text{Muni equalized assessment}}{\text{Total equalized assessment}} \times \$34.9\text{M} \times 70\% = \text{Weighted equalized assessment cost}$

$\text{Weighted population cost} + \text{Weighted equalized assessment cost} = \text{TOTAL SHARE POLICING COST}$

MODIFIERS

Crime Severity Index (CSI)

$\text{Muni CSI 3 year average} - \text{Total CSI average} = \text{Muni CSI points above average}$

$\text{Muni CSI points above average} \times 0.05\% \text{ (subsidy per muni CSI point > average)} = \text{CSI \% subsidy}$

$\text{CSI \% subsidy} \times \text{TOTAL SHARE POLICING COST} = \text{CSI DOLLAR SUBSIDY}$

Shadow Population

$\frac{\text{Muni shadow population}}{\text{Muni population}} = \text{Shadow pop \% subsidy (max 5\%)}$

Muni population

$\text{Shadow pop \% subsidy} \times \text{TOTAL SHARE POLICING COST} = \text{SHADOW POP DOLLAR SUBSIDY}$

YEARLY COST TO MUNICIPALITY

$= \text{TOTAL SHARE POLICING COST} - \text{CSI DOLLAR SUBSIDY} - \text{SHADOW POP DOLLAR SUBSIDY}$

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Municipality A: Large specialized municipality

Weighted population cost	\$493,188	= $\frac{36,072}{765,780} \times 34.9M \times 30\%$
Weighted equalized assessment cost	\$3,555,878	= $\frac{42,670,899,320}{293,162,459,917} \times 34.9M \times 70\%$
TOTAL SHARE POLICING COST	\$4,049,067	= 493,188 + 3,555,878
Muni CSI points above avg	349.96	= 465.21 (muni) - 115.25 (prov)
CSI % subsidy	17.5%	= 349.96 x 0.0005
CSI DOLLAR SUBSIDY	\$708,512*	= 17.5% x 4,049,067 (*rounding difference)
Shadow pop % subsidy	5%	= $\frac{36,678}{36,072} = 1.01$ (max 0.05)
SHADOW POP DOLLAR SUBSIDY	\$202,453	= 5% x 4,049,067
<u>YEARLY COST TO MUNICIPALITY</u>	\$3,138,102	= 4,049,067 - 708,512 - 202,453

Municipality B: Mid-sized municipal district

Weighted population cost	\$107,588	= $\frac{7,869}{765,780} \times 34.9M \times 30\%$
Weighted equalized assessment cost	\$170,378	= $\frac{2,044,554,084}{293,162,459,917} \times 34.9M \times 70\%$
TOTAL SHARE POLICING COST	\$277,966	= 107,588 + 170,378
Muni CSI points above avg	0	= 76.35 (muni) - 115.25 (prov)
CSI % subsidy	0%	= 0 x 0.0005
CSI DOLLAR SUBSIDY	\$0	= 0% x 277,966
Shadow pop % subsidy	0%	= none reported
SHADOW POP DOLLAR SUBSIDY	\$0	= 0% x 277,966
<u>YEARLY COST TO MUNICIPALITY</u>	\$277,966	= 277,966 - 0 - 0

Municipality C: Small summer village

Weighted population cost	\$988	= $\frac{73}{765,780} \times 34.9M \times 30\%$
Weighted equalized assessment cost	\$1,342	= $\frac{16,108,372}{293,162,459,917} \times 34.9M \times 70\%$
TOTAL SHARE POLICING COST	\$2,340	= 988 + 1,342
Muni CSI points above avg	59.30	= 174.55 (muni) - 115.25 (prov)
CSI % subsidy	3%	= 59.30 x 0.0005
CSI DOLLAR SUBSIDY	\$69*	= 3% x 2,340 (*rounding difference)
Shadow pop % subsidy	0%	= none reported
SHADOW POP DOLLAR SUBSIDY	\$0	= 0% x 2,340
<u>YEARLY COST TO MUNICIPALITY</u>	\$2,271	= 2,340 - 69 - 0

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Police Costing Model Engagement

Backgrounder

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Introduction

The police costing model has a large impact on the lives of Albertans. In communities and municipalities that help pay for their police services, their tax-payers pay for cost increases. Changes in the costing model guides local budget deliberations and may affect police services.

Over the past decade, stakeholders told Alberta Justice and Solicitor General that the police costing model needs revision. The current approach is 15 years old. It has been adjusted since 2004, but there have been no large-scale changes. But policing has evolved. The costing model needs to address those changes and keep pace with current and future needs. To modernize the cost model, the ministry wants to hear from you as elected and administrative municipal leaders, and from the groups that represent you: the Alberta Urban Municipalities Association and Rural Municipalities Association.

This engagement process will gather your input on how a new police costing model would fit for communities across Alberta. We are counting on you, our partners. You are the experts on the needs of your local communities. With your help, this will be a thorough and effective review, so the new model helps your communities and police services thrive together.

This backgrounder provides context around the police costing model. Please get in touch with the engagement team (JSG.PSDEngagement@gov.ab.ca) if there are any errors, omissions, or aspects that are unclear.

Guiding Questions for this review:

- What are your thoughts on the province recovering a percentage of frontline policing costs from those currently not paying?
- What aspects of the proposed costing model do you feel would reflect the needs of your community?
- What will not work in the proposed costing model?
- What ability do communities and municipalities have to be agile in their budgets for policing costs?
- What kind of timeline would be ideal for implementation of a new model?
- What impact will a new costing model have on communities?
- What do you anticipate as challenges for implementing the model?
- What impact to addressing rural crime would you anticipate this costing model having?
 - What other impacts might a new cost model have?

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The engagement will focus on broad questions about funding for police services to identify the most important factors for communities in a model.

What is *not* being reviewed?

This review will focus only on the development and implementation of a proposed new cost model. Other issues related to policing costs and the *Police Act* will not specifically be addressed. This includes:

- *Police Act* issues unrelated to policing costs;
- Municipal Policing Assistance Grants (MPAG);
- Police Officer Grants (POG);
- First Nations Policing; and
- Enhanced policing for Metis Settlements.

First Nations Policing and enhanced policing for Metis Settlements will not be affected by a new costing model.

Ways to participate

The review team will host two kick-off meetings. The first one will focus on policing costs and will take place on September 5, 2019. AUMA and RMA will be invited to meet with the ministers of Justice and Solicitor General and Municipal Affairs to discuss the purpose of this engagement and the ways in which stakeholders can participate.

A webinar will share information on a police costing model with elected and administrative leaders from all municipalities on (date). Stakeholders will have until October 15, 2019 to provide written feedback on the police costing model via an online survey.

A second kick-off meeting will focus on costs incurred related to enforcing the legalization of cannabis. AUMA, RMA, and the Metis Settlements General Council will be invited to attend that meeting on September 24, 2019.

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The first week of October, a second webinar will provide information on the input being gathered for this engagement to municipal and Metis Settlements leaders (elected and administrative). Municipal and Metis Settlement representatives will then have until November 1, 2019 to provide feedback via an online survey.

A separate backgrounder will be made available to those invited to participate in the cannabis enforcement portion of the engagement. This backgrounder **only** addresses information pertinent to the police costing model.

After all information is gathered, stakeholders will be invited to participate in a wrap-up session where the results will be shared. **The date of this wrap-up is still to be determined.**

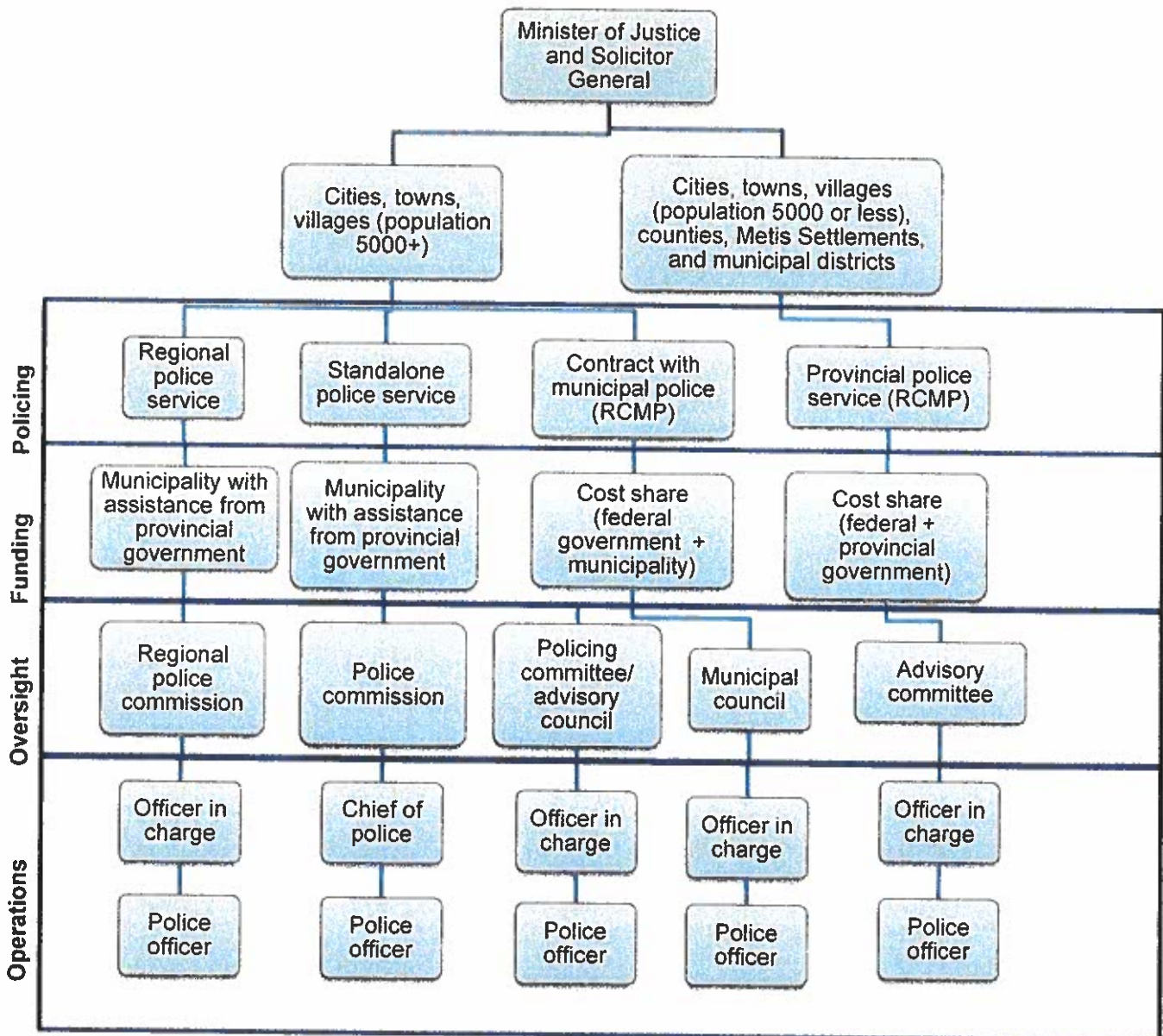
The engagement team is happy to hear from you at any time. Contact us at **JSG.PSDEngagement@gov.ab.ca**.

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Policing Models

This chart provides an overview of policing in Alberta as outlined in the current *Police Act*.

Chart 1: Policing Models Flow Chart



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Provincial policing: As per the Alberta *Police Act*, under the Provincial Police Service Agreement (PPSA), the province provides policing at no direct cost to all rural municipalities (towns with a population of 5,000 or fewer, Metis Settlements and all municipal districts/counties regardless of population). Alberta contracts the RCMP as its provincial police service.

Municipal policing: Urban municipalities with a population greater than 5,000 are responsible for their own policing. They can opt for one of the following options:

- Establish a stand-alone municipal police service.
- Pay the federal government, the Alberta government or another municipality to deliver police services, often under a policing agreement. Most municipalities contract their police services directly from the RCMP through a Municipal Police Service Agreement.
- Two or more municipalities enter into a contract to establish a regional police service.

First Nations policing: First Nations are policed by the RCMP provincial police service (PPS) unless another arrangement is made under the *Police Act* of Alberta. The First Nations Policing Program (FNPP) provides First Nations with two other such arrangements in Alberta:

1. Tripartite agreement (e.g. stand-alone police service like Blood Tribe Police)
2. Community tripartite agreement that provides enhanced policing in addition to the core policing provided by the PPS.

Metis Settlements: Indigenous Relations funding provides an enhanced level of policing service to each of the eight Metis Settlements, with one RCMP officer dedicated to each location.

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History of Cost Model Engagements

The following provides a brief overview of the previous discussions that have taken place with regards to the police costing model. It is important to address the historical process of reviewing the police costing structure, as it has contributed to the design of the proposed model.

Discussions and the Law Enforcement Framework

- **2009:** Several engagements were held with AUMA, RMA, and other stakeholders. These discussions were referred to as “Police Funding in Alberta – Continuing the Discussion.” In response, a Policing Task Force was created that consulted with AUMA members through a workshop and survey at the annual AUMA convention. A subsequent survey to all AUMA members asked about policing funding options and special circumstances that affect police resources.
- **2010:** Engagements with the RMA and AUMA on the Law Enforcement Framework raised issues on the flexibility and equity of the costing model. The framework was released the same year and incorporated prior input, but did not include a costing model.
- **2012:** The RMA report “Funding Options for Law Enforcement Services in Alberta”, was received. It proposed six potential options for funding. The ministry completed a review of the report and principles for consideration. RMA’s preferred vision was to maintain the status quo, but identified a Base plus Modifier model as their second choice.
- **2013 to 2017:** The ministry communicated with AUMA and RMA to explore community views on factors to include in a new police-costing model. The ministry put out a request for proposals to develop an analytical tool that would show the effects of the factors being considered, and how each factor impacts municipal policing costs. Due to budget constraints, the request for proposals was cancelled and no contract was awarded.
- **2018:** Police costing was the topic of a letter writing campaign from AUMA members.

Police Funding and the 2018/2019 *Police Act* Review

- The first phase of the *Police Act* review occurred between June 2018 and March 2019, to gather stakeholder perspectives on topics related to the *Police Act* and Police Service Regulation. Engagement occurred through roundtable discussions, a survey to police officers, a survey to administrative and elected officials from municipalities and Indigenous communities, in-person discussions with Indigenous communities, and written submissions. While the roundtable discussions focused on distinct topics, police funding was often mentioned. Stakeholders emphasized the necessity for a multi-factor police-funding model and policing grants that better reflect the needs of different-sized municipalities.

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Written submissions also contained sections on police funding:

RCMP Submission

- RCMP K-Division highlighted the need for consistent commitments for funding and the benefits of multi-year funding agreements.

Rural Municipalities Association Submission

The RMA suggested that much more engagement was needed on funding police services. They wanted several factors to be considered in the development of a funding model:

- Ability to pay – focusing on equating fairness only with equal cost contributions is inappropriate as all municipalities have different needs, ability to pay, and service level expectations;
- Clarify costs of policing – recognize that saying some municipalities do not pay for policing is inaccurate. They contend that all pay, but in different ways.
- MPAG and POG should be considered in evaluating various costing models.
- Costs for policing should be linked to service levels; funding should be directed where it is needed; efficiency, effectiveness, and police-community collaboration should be encouraged; all police-related costs should be recognized; and funds should remain where they are collected.

Alberta Urban Municipalities Association Submission

The AUMA stated that the *Police Act* should specify a new, more equitable police costing model where all municipalities contribute directly to the costs of policing. The new model should consider both the demand for services in a municipality, as well as the municipality's ability to pay. Specifically, the AUMA believes that a costing model should be:

Equitable:

- All Albertans are entitled to receive police services.
- Police should treat all Albertans equitably.
- All Albertans should contribute to the costs of policing.
- Police governance and oversight should be equitable and universal.

Responsive:

- Police must be responsive to the needs of Albertans.
- Police must be responsive to changing legislative and social environments.



- Police should have the flexibility to adjust to regional differences.
- Policing must be appropriately resourced to fulfill its responsibilities.

AUMA's suggested principles for an equitable police costing model are:

- A fair, flexible, and equitable model should be developed that:
 - Ensures the level of provincial funding is sufficient to meet standard levels of service.
 - Requires services beyond the standard level to be funded by the jurisdiction wanting the additional services.
 - Recognizes the unique needs of each municipality.
 - Recognizes the ability of a municipality to pay for services.
- The model should encourage efficiencies by:
 - Using other mechanisms to address municipal capacity issues.
 - Encouraging regional policing models.
- The transition to a new model should:
 - Ensure an adequate impact assessment analysis is completed.
 - Ensure that effective education and engagement mechanisms are available to Alberta's municipalities.
 - Allow for an adequate notice period.
 - Revenues created from the new model should be reinvested in public safety.
 - Ensure any revenue collected from an "everyone pays" model is returned to the municipalities that generated the revenue for the protection of public safety.
 - Ensure fine revenues stay in the municipalities in which they are generated.
 - Paying directly for policing should enable municipalities to participate meaningfully in police oversight, e.g. setting local policing priorities.

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Current Funding for Police Services

Municipal Policing Assistance Grant

The Municipal Policing Assistance Grant eases the financial burden on towns and cities responsible for their own policing. The funds are for:

- Police operating and administration costs, including manpower costs
- Kit and clothing, equipment, police vehicles, etc.
- Governance- and oversight-related initiatives by police commissions and policing committees. Funding is provided to municipalities based on the following payment formulas:

Population of municipality	Payment thresholds
5,001 to 16,666	\$200,000 base payment + \$8.00 per capita
16,667 to 50,000	\$100,000 base payment + \$14.00 per capita
Over 50,000	\$16.00 per capita

Police Officer Grant

The Police Officer Grant applies to municipalities that were responsible for their own policing before 2008. Municipalities had added 300 police officers. Each eligible municipality receives \$100,000 per position, per year.

Distribution of fine revenues

Traffic violations generate most provincial statute fine revenues. Fine revenues are returned to either the province or the municipality whose police service levied the fine.

Under the *Fuel Tax Act*, *Gaming and Liquor Act*, *Tobacco Tax Act* and *Weed Control Act*, revenue from a conviction for an offence that occurred in a city, town, village, municipal district or Metis Settlement or First Nation reserve goes to that community.

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The *Police Act*

Funding provisions are mentioned in the following areas of the *Police Act*:

- Section 4(1) states that municipalities and communities with a population under 5,000 will receive general policing services provided by the provincial police services at no direct cost to the town, village, summer village, municipal district or Metis settlement.
- Section 4(5) states that municipalities and communities with a population over 5,000 will enter into an agreement or establish their own police services in their area.
- Section 5(4) states that when a town, village or summer village attains a population that is greater than 5000, that municipality shall assume responsibility for providing its policing services on April 1 in the 2nd year following the year of the population increase
- Section 6 states that the population for municipalities and communities will be determined in accordance with the *Municipal Government Act*.
- Section 29 (1) states that commissions with the chief of police are able to prepare an annual budget for police services.

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Proposed Costing Model

The following provides a brief overview of the proposed model. This section can be used for reference when completing the survey.

Communities with Populations under 5,000

Currently 291 municipalities do not directly pay for policing through their municipal taxes. These communities account for one-fifth (20 per cent) of Alberta's population. Under the proposed costing model, these communities would begin paying a percentage of their frontline policing costs. Frontline policing refers to general duty, traffic, and general investigations, which are about 62 per cent of all policing positions. In 2018-2019, the cost of frontline policing was \$232.5 million.

Cost Distribution

The proposed costing model distributes costs based on two factors: equalized assessment and population. Equalized assessment would look at the annually calculated assessment value for the municipality to determine the relative resources to pay. The assessment value will be weighted at 70 per cent to determine part of the base cost distribution – the costs to a municipality prior to applying the subsidies.

Using the most recent municipal or federal census data, as reported to the Ministry of Municipal Affairs, population would account for 30 per cent of the base cost distribution.

Cost Modifiers

Shadow Population

These often are workers who generally live and pay property taxes outside of a community or municipality and are not included in local census data on which per capita funding is based. But when in the community they use the same municipal resources and infrastructure as primary residents. A shadow population cost modifier would enable a subsidy for frontline policing. To receive a maximum five per cent subsidy, a shadow population would need to be recognized and officially reported to Municipal Affairs.

Crime Severity Index

This measure analyzes changes in police-reported crime rates across the country, and is tracked and reported to Statistics Canada annually. The index allows the ability to track changes in the volume of police-reported crime each year, in the volume of particular offences, and their relative seriousness. More serious offences have a greater impact on the index, which allows comparisons across municipalities. The crime severity index rural municipal average would be calculated and used as a baseline measure. A community with a higher crime severity index than the baseline would be eligible for a subsidy of 0.05 per cent per index point.

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Examples of the Cost Model

Police Costing Model (PCM) Options						
Weighting	30%	70%		0.05% per Municipal CSI point above average	5%	
Cost Recovery Options - Frontline Policing Costs	Population affected	Total Equalized Assessment	Total Share Policing Cost	CSI Subsidy given	Shadow Population Subsidy given	Revenue Generated
15%	765,780	\$293,162,459,917	\$34,900,000	\$1,015,167	\$203,263	\$33,681,570
30%	765,780	\$293,162,459,917	\$69,800,000	\$2,030,334	\$406,526	\$67,363,141
40%	765,780	\$293,162,459,917	\$93,000,000	\$2,705,172	\$541,646	\$89,753,182
50%	765,780	\$293,162,459,917	\$116,300,000	\$3,382,920	\$677,349	\$112,239,731
60%	765,780	\$293,162,459,917	\$139,500,000	\$4,057,758	\$812,469	\$134,629,772
70%	765,780	\$293,162,459,917	\$162,800,000	\$4,735,506	\$948,172	\$157,116,322

Source:
 Alberta Municipal Affairs, Municipal Services Branch, 2018 Official Population List
 Alberta Municipal Affairs, Municipal Financial and Statistical Data, 2018 Equalized Assessment
 Statistics Canada, Canadian Centre for Justice Statistics, CSI Weighted 2015-17 file

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If a 15 per cent cost recovery model is implemented:

- Municipality A would be responsible for \$4,049,067 of policing costs or 0.74 per cent of its municipal property tax (excluding education). This figure would be adjusted for subsidies for CSI (minus \$708,512) and shadow population (minus \$202,453). The total cost recovery would be \$3,138,101 as revenue to the province.
- Municipality B would be responsible for \$277,966 of policing costs or 1.54 per cent of its municipal property tax (excluding education). Municipality B would not qualify for any subsidies. The total cost recovery would be \$277,966 as revenue to the province.

If the cost recovery was maximized to 70 per cent:

- Municipality A would be responsible for \$18,887,911 of policing costs or 3.45 per cent of its municipal property tax (excluding education). This figure would be adjusted for subsidies for CSI (minus \$3,305,036) and shadow population (minus \$944,396). The total cost recovery would be \$14,638,479 as revenue to the province.
- Municipality B would be responsible for \$1,296,642 of policing costs or 7.19 per cent of its municipal property tax (excluding education). Municipality B would not qualify for any subsidies. The total cost recovery would be \$1,296,642 as revenue to the province.

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Jurisdictional Scan

The comparisons below highlight the police costing models in use by provinces that recover the cost of police services. The most current cross-Canada review found that British Columbia (BC), Saskatchewan (SK), Ontario, Quebec, New Brunswick, and Nova Scotia all required every municipality to pay a portion of its policing costs. It is important to note:

- In BC, there is a police tax: municipalities over 5,000 people pay for most of their police costs directly through their municipal taxes. In municipalities under 5,000 people, and in rural areas, the BC government sets tax rates to recover a portion of police costs. These tax rates are based on provincially set tax ratios.
- In SK, the costs of policing are distributed in accordance with a formula prescribed in the regulations among all municipalities and "specified municipalities" (rural and those under 500 population) that receive policing services from the RCMP. This includes municipalities with populations less than 5,000.

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British Columbia

Population cut off for provincial funding for police services	5,000
Provincial contribution share for municipalities below the above population threshold	70%
Provincial support for municipalities that do not receive dedicated funding for police services	Receives all revenues from traffic fines
Amount of traffic fine revenue that municipalities receive	See above

Saskatchewan

Population cut off for provincial funding for police services	5,000
Provincial contribution share for municipalities below the above population threshold	70% Cost recovery in Saskatchewan is based on population in the rural municipality. The amount invoiced to rural municipalities increases based on the percentage increase of overall policing costs each year.
Provincial support for municipalities that do not receive dedicated funding for police services	None
Amount of traffic fine revenue that municipalities receive	75% only for municipalities in Saskatchewan with stand-alone independent police services. This does not apply to most cities policed by PPSA.

Manitoba

Population cut off for provincial funding for police services	3 categories: 750 – 1,499; 1,499 – 5,000; and Over 5,000
Provincial contribution share for municipalities below the above population threshold	70% The Province of Manitoba provides per capita grants to municipalities. These grants are not dedicated to policing, but the same population threshold applies to those that receive large grants and pay for policing.
Provincial support for municipalities that do not receive dedicated funding for police services	Per capita grant (similar to the MPAG)
Amount of traffic fine revenue that municipalities receive	30% If the municipality (in Manitoba) pays for its own policing (stand-alone police service) it is allowed to keep a percentage of provincial fine revenue (estimated at 30%).

Ontario

Population cut off for provincial funding for police services	No population cut-off
Provincial contribution share for municipalities below the above population threshold	None. There is a sliding scale for rural and small communities: Low of 5% (\$150 < policing costs/household < \$750) to a High of 75% (policing costs/household > \$750).
Provincial support for municipalities that do not receive dedicated funding for police services	Receives all revenues from traffic fines.
Amount of traffic fine revenue that municipalities receive	See above.

Nova Scotia

Population cut off for provincial funding for police services	None
Provincial contribution share for municipalities below the above population threshold	65%
Provincial support for municipalities that do not receive dedicated funding for police services	None.
Amount of traffic fine revenue that municipalities receive	Traffic fine revenue goes to the jurisdiction paying for the officer (either a municipality or the province). The province retains victim surcharges and court costs.

Quebec

Population cut off for provincial funding for police services	50,000
	<p>Provincial legislation in Quebec defined the level of police services provided to municipalities according to population with benchmarks set at: less than 100,000 (level 1);</p> <p>100 000 to 199,999 (level 2);</p> <p>200,000 to 499,999 (level 3);</p> <p>500,000 to 999 999 (level 4);</p> <p>1 000 000 or more (level 5).</p>
Provincial contribution share for municipalities below the above population threshold	<p>47% + refund</p> <p>The province pays 47% of the amount of basic police service to communities who are policed by the provincial police service. If the contribution of a regional municipality exceeds 80% of its budget, the municipality can receive a refund for the amount over the 80% budget allocation.</p>
Provincial support for municipalities that do not receive dedicated funding for police services	None
Amount of traffic fine revenue that municipalities receive	Revenue goes to provincial revenue fund



Glossary

The **crime severity index** is a measure that is tracked and reported to Statistics Canada annually. It analyzes changes in police-reported crime rates across the country. The report allows changes to be tracked in the volume of police-reported crime each year, in the volume of particular offences, and in the relative seriousness of offences compared to other offences. More serious offences have a greater impact on the index, which allows comparisons of municipal crime levels.

Legislation is a law enacted by a governing body, including both proclaimed acts, amendments and regulations. It does not include agreements or memorandums of understanding. The *Police Act* has associated regulations, which include: the Police Service Regulation and the Exempted Areas Police Service Agreements Regulation.

A **modifier** is an element that can be taken into consideration to adjust the base price of a service. The amount of the modifier is based on the base price of the service.

The **Municipal Policing Assistance Grant (MPAG)** helps municipalities ensure adequate and effective policing and police oversight, implement provincial policing initiatives and enhance policing services. Municipalities with a population over 5,000 that provide their own municipal police services are eligible. The grant is issued each year and no application is required.

A **municipality** is a city, town, village, summer village, specialized municipality or municipal district and includes a Metis Settlement.

Police commissions provide oversight of policing to stand-alone police services, and govern municipal police services.

Police officers are responsible for enforcing federal, provincial, and municipal laws, protecting life and property, preventing crime, and keeping the peace. They have a broad range of duties and roles, of which law enforcement is a major part. Police officers investigate occurrences of crime, arrest offenders and bring them before the criminal justice system. They also provide a variety of community services including: crime prevention, educational programs, help locating missing persons, dealing with lost property, traffic control, victim assistance and collision investigation.

The **Police Officer Grant** provides annual funding to municipalities that added police officers between 2008 and 2011. It helps cover the cost of policing and promoting safe and secure communities. Each municipality receives \$100,000 per position, per year. Municipalities with a population over 5,000 that provide their own municipal police services are eligible.

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A **shadow population** is made up of workers who live outside of a community or municipality. Because they are not included in the population count, they do not contribute to per capita funding calculations. Shadow populations may only be present seasonally (e.g., transient workers), when they use the resources and infrastructure of the community or municipality as if they were primary residents.

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Silver Sands
 July 30, 2019

Weighted Percentages

	Revenue Generated (after subsidies)	Total Municipal Population	Total Equalized Assessment	Average Equalized Assessment per Capita		Population	Equalized Assessment	Total Municipal Share Policing Costs
15%	\$33,681,570	765,780	\$293,162,459,917	\$310,203		30%	70%	\$ 34,900,000
30%	\$ 67,363,141							\$698,000,000
40%	\$89,753,182							\$93,000,000
50%	\$112,239,731							\$116,300,000
60%	\$134,629,772							\$139,500,000
70%	\$157,116,322							\$162,800,000

	2018 POPULATION	2018 EQUALIZED ASSESSMENT	Equalized Assessment per Capita	% Population	% Equalized Assessment	Based on Population	Based on Equalized Assessment	Total Share Policing Cost
15%	160	\$53,501,927	\$334,387	0.02%	0.02%	\$2,188	\$4,458	\$6,646
30%	160	\$53,501,927	\$334,387	0.02%	0.02%	\$4,375	\$8,917	\$13,292
40%	160	\$53,501,927	\$334,387	0.02%	0.02%	\$5,829	\$11,881	\$17,710
50%	160	\$53,501,927	\$334,387	0.02%	0.02%	\$7,290	\$14,857	\$22,147
60%	160	\$53,501,927	\$334,387	0.02%	0.02%	\$8,744	\$17,821	\$26,565
70%	160	\$53,501,927	\$334,387	0.02%	0.02%	\$10,204	\$20,798	\$31,002

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			CSI Average (3 Years, 2015- 2017)		Subsidy per Mun CSI point above Average			Shadow Population Max Subsidy
			115.25		0.05%			5.0%
% Municipal Property Tax	2017 Municipal Property Tax	Municipal CSI Value (3 Year Avg)	Mun CSI points above Average	% Subsidy	Dollar Subsidy	Shadow Population	% Subsidy	Dollar Subsidy
1.87%	\$355,130	159.41	44.16	2.2%	\$147	0	0.0%	\$0
3.74%	\$355,130	159.41	44.16	2.2%	\$294	0	0.0%	\$0
4.99%	\$355,130	159.41	44.16	2.2%	\$391	0	0.0%	\$0
6.24%	\$355,130	159.41	44.16	2.2%	\$489	0	0.0%	\$0
7.48%	\$355,130	159.41	44.16	2.2%	\$587	0	0.0%	\$0
8.73%	\$355,130	159.41	44.16	2.2%	\$685	0	0.0%	\$0

**Total Cost
Share
Including
Subsidies If
Eligible**

\$6,499
\$12,998
\$17,319
\$21,658
\$25,978
\$30,317

bb



September 5th, 2019

Dear Landowner:

NOTICE OF PUBLIC HEARING PROPOSED AMENDMENTS TO:

LAC STE. ANNE COUNTY Bylaw 22-2017 for Proposed: adding of Bed and Breakfast as a Discretionary Accessory Use within Country Residential Ranch (CRR) and Country Living Residential (CLR).

A formal Public Hearing as required under the provisions of Part 17 of the *Municipal Government Act* (Sections 230, 606, 632, 639, 640, and 692) will be held to hear formal presentations on the following proposal:

004REDST2019 adding of Bed and Breakfast as a Discretionary Accessory Use within Country Residential Ranch (CRR) and Country Living Residential (CLR) Land Use Districts; Bylaw No. 22-2017-02-19

- 1 That this Bylaw comes into full force and effect upon third reading of this Bylaw.

Purpose: The purpose of this Bylaw is to facilitate the economic development by creating small business opportunities within Country Residential Ranch (CRR) and Country Living Residential (CLR) Land Use Districts that embrace a rural sense of life in the County.

First reading was given to Bylaw 22-2017-02-19 on September 4th, 2019. Public Hearing listed below.

Place: Lac Ste. Anne County Office
56521 Range Road 65
Date: October 02, 2019
Time: 11.00 a.m.

Should you have any comments regarding these proposals, please submit them to Lac Ste. Anne County prior to September 26th, 2019. A copy of the proposed amendments and other supporting documentation may be viewed at the County Office during Office Hours or website <https://www.lsac.ca/>

Contact:

Fakharah Nazir
Development Officer
Lac Ste. Anne County
780-785-3411
Fax: (780) 785-2985
fnazir@lsac.ca

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LAC STE. ANNE COUNTY
PROVINCE OF ALBERTA
BYLAW #22-2017-02-19

A BYLAW TO CONTROL LAND USE AND AMEND BYLAW 22-2017-02-19,
THE LAC STE. ANNE COUNTY LAND USE BYLAW

WHEREAS Section 639 of the *Municipal Government Act*, RSA 2000, c M-26, requires that a municipality adopt a land use bylaw.

AND WHEREAS on April 11, 2019 the Council of Lac Ste. Anne County passed Bylaw #22-2017, the Lac Ste. Anne County Land Use Bylaw.

AND WHEREAS the Council of Lac Ste. Anne County has now determined that the Lac Ste. Anne County Land Use Bylaw #22-2017 should be amended.

NOW THEREFORE after due compliance with the relevant provisions of the Municipal Government Act and Bylaw #22-2017, the Council duly assembled hereby enacts as follows:

- a) The Lac Ste. Anne County Land Use Bylaw #22-2017 is hereby amended by:
 - a. amending Table 9.12.2 by adding of Bed and Breakfast as a Discretionary Accessory Use;
 - b. amending Table 9.13.2 by adding of Bed and Breakfast as a Discretionary Accessory Use;

First Reading carried the 4th day of September, A.D. 2019.

Mayor (Seal)

County Manager (Seal)

Second Reading carried the day of , A.D. 2019.

Mayor (Seal)

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Third Reading carried the day of, A.D. 2019.

Mayor (Seal)

County Manager (Seal)

SIGNED and PASSED the, day of, A.D. 2019.

Mayor (Seal)

County Manager (Seal)

69



August 20, 2019

RECEIVED
Aug. 21 19

Re: Alberta Utilities Commission Decision Affecting Your EQUS Distribution Service at SE-4-54-5-5 / EQUS Acct: 11610.00

In 2017, you were notified of an Application in which FortisAlberta Inc. (FortisAlberta) was requesting the Alberta Utilities Commission (AUC) to order the transfer of your service from EQUS to FortisAlberta due to annexation. This meant affected EQUS members like you would have to surrender their membership without your consent. That request was successful. What follows is information important to you to inform you about what to expect in the coming months as a result of this decision.

In Decision 22164-D01-2018, the AUC ruled that existing EQUS members in an affected municipality may continue to be served by EQUS unless and until the municipality passes a by-law forcing the EQUS members in the municipality to take electric distribution service from FortisAlberta. If no such by-law is passed, EQUS could have continued to serve you until you either chose to transfer to FortisAlberta; you changed your service; you sold or transferred your land; or until EQUS could no longer serve you for business or operational reasons. This decision has been upheld through successive appeals advanced by EQUS earlier this year.

Regrettably, your municipality has made the decision to pass a by-law requiring you to transfer your electric distribution service and to become a FortisAlberta customer on or before October 28, 2019, despite the alternative options above. This unilateral decision by your municipality took away your right of choice and results in the forced surrender of your membership in EQUS and all of your rights and benefits that membership affords you.

FortisAlberta is owned by a multinational utility company whose purpose is to make a profit for their shareholders. EQUS, as a not-for-profit co-operative, exists to provide the highest level of personalized service to you, our member, and keep our rates as low and stable as possible. We support the local economy and our employees live and operate in those communities we serve. Most importantly, as a member of EQUS, you have a voice in this organization and the decisions made.

While we strongly disagree with the decisions of both the AUC and your municipality, EQUS meets or exceeds all legislative and regulatory requirements throughout Alberta, and this is no exception. Accordingly, you should expect to hear from one of our staff in the coming days to arrange the transfer of your service to FortisAlberta. We will schedule a time with you to exchange your meter and will work to minimize disruption in service during this transition.

If you disagree with the decision made by your municipality to pass a by-law removing your choice, we encourage you, as a ratepayer, to contact your municipality and let your voice be heard.

Kind Regards,

Charlene Glazer
Regulatory and Compliance Leader

cc Summer Village of Silver Sands

Main Office

Box 6199, 5803 42 Street
Innisfail, Alberta T4G 1S8
Toll-free: 1.888.211.4011

North Area Office

Box 1178, 4804 41 Street
Onoway, Alberta T0E 1V0
Toll-free: 1.888.627.4011

Central Area Office

Box 6199, 5803 42 Street
Innisfail, Alberta T4G 1S8
Toll-free: 1.877.527.4011

South Area Office

Box 1657, 3 Alberta Road
Claresholm, Alberta T0L 0T0
Toll-free: 1.888.565.5445

THE SUMMER VILLAGE OF SILVER SANDS

BYLAW NO. 97

A BYLAW OF THE SUMMER VILLAGE OF SILVER SANDS TO REGULATE THE CONSTRUCTION OF PATHWAYS ON RESERVE LANDS

WHEREAS pursuant to the powers conferred to the Municipal Council by the Municipal Government Act, being Chapter M-26 of the Revised Statutes of Alberta, 1980, as amended and the Planning Act, being Chapter P-9 of the Revised Statutes of Alberta, 1980, as amended and subject to the provisions and the regulations pursuant thereto;

NOW THEREFORE the Council of the Summer Village of Silver Sands in the Province of Alberta, duly assembled, enacts as follows:

1. Pathways through Reserve lands may be constructed by the owners of back lots.
2. In the construction of pathways the following conditions must be met:
 - (a) no paths are to lead to main roads;
 - (b) paths must be no wider than three feet (one metre);
 - (c) no large trees are to be removed unless they are decayed;
 - (d) any work to be done on changes affecting the shoreline must be approved by Council;
 - (e) snowmobiles and road vehicles are prohibited from using these pathways; and
 - (f) pathways are to be cleared and maintained by back lot owners.
3. This bylaw shall come into force and take effect on the day of the final passing thereof.

READ a first time this 13th day of December, 1986.

READ a second time this 13th day of December, 1986.

READ a third time and finally passed this 13th day of December, 1986.

Norman R. McLeod.
MAYOR

J. Joye
MUNICIPAL ADMINISTRATOR

70.6



Integrated Expertise. Locally Delivered.



4015 7 Street SE, Calgary, AB T2G 2Y9 T: 403.254.0544 F: 403.254.9186

To: **Wildwillow Enterprises**

Date: **September 16, 2019**

Attention: **Wendy Wildman, CAO**

Project No.: **14833**

Cc:

Reference: **What We Heard & Suggested MDP Edits from Darwell and Onoway Community Engagement**

From: **Brian Conger, Community Planning Manager - ISL**

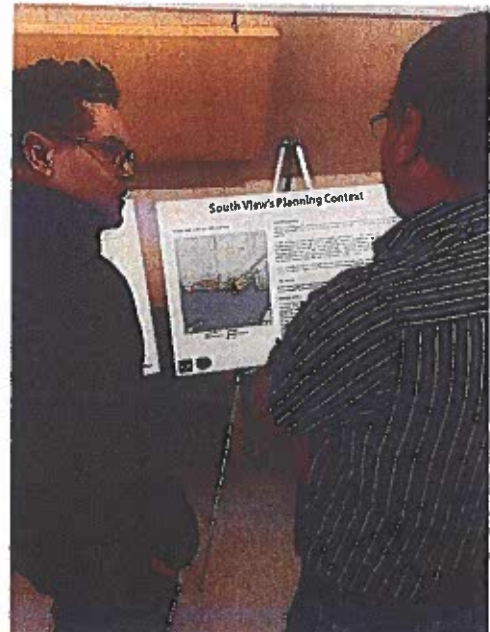
This What We Heard Memo collects resident's feedback from the two community engagement events held on August 24th and September 4th as part of the second and final round of public engagement in the development of Municipal Development Plans (MDPs) for the Summer Villages of Nakamun Park, Silver Sands, South View, Sunrise Beach, West Cove, Yellowstone and the Town of Onoway. Comment cards and emails received as part of this round of engagement are inset and comments and suggested edits have been prepared in response to this feedback (provided in green text), for your review and comment.

1.0 Darwell Open House

For the Summer Villages of Silver Sands, South View and West Cove an Open House was held:

- Date:** Saturday, August 24, 2019
- Time:** 10 a.m. to 12 noon.
- Place:** Interlake Golden Age Club

Approximately 20-25 residents attended the Open House and one (1) email was received from a resident that was unable to attend.





1.1 Silver Sands

Email from Lyle Trytten (August 30, 2019):

- Section 1 – Population Growth: it appears to me that this excludes the massive development that was approved for the golf course property. This was a contentious development as it looked to add many hundreds of people in an enclosed community. Of course, whether it will really come to fruition is hard to say – development has been slow.
 - Suggest that the population discussion include some commentary on the potential with and without the golf course development. The chart seems to reflect the without case.

Recommendation: Edit to clarify that the population projection is based on census records and note the approved build-out estimate of 1163 persons within the Silver Sands Golf Resort Area Structure Plan.

- 3.1.1: Figure 4 refers to the existing common area between Bay and the boat launch as Future Residential/Retail. I am not 100% sure of its current official status, but would be in favour of preserving this as Municipal Reserve at this time, without slating it for a future purpose. I believe that slating it now for future use is encouraging its development while other blocks sit vacant.
 - Today we have recreational facilities for the community in this area. Section 3.2 talks to encouraging the development of new recreational facilities, but it seems to me that with the only available space being this one block that is designated Future Residential/Retail, development of recreational facilities is deterred by the lack of certainty in the longevity of such facilities.

No Change. The lands are currently zoned Urban Reserve and the intent of an MDP is to address future land use within a municipality (MGA s 623(3)(a)(i)).

- 3.1.8: for the SVSS to maintain its character, it seems like the idea of cash-in-lieu for Municipal Reserve is a poor idea. Natural land reservation is thereby given a price, and this allows elimination of reserves on at least new development areas.

No Change. s 3.1.8 affords council the flexibility to receive MR as deemed appropriate when future development occurs.

- What is the nature of the Environmental Reserve of 30m along the lakefront. For development of a new lakefront property, what is allowed and what is forbidden?

Review 30m ER in s.3.1.10. The MGA allows for a 6m wide strip of ER abutting the bed and shore of any body of water (s 664(1)(c) in addition to land that is subject to flooding or is unstable (s 664(1)(b)). Policy could be rewritten to state "Bank (Ordinary High Water Mark) + 6m ER + Floodway (as established via survey)." please advise

- 4.1.1 – easy one – remove the second "with"

Agreed, will edit

- Although it is not covered in here, I am significantly opposed to "one-way" developments such as the golf course RV park, which is slated to be a gated community which can enjoy all the benefits and amenities of SVSS (roads, boat launch, trails, etc) while trying to exclude SVSS residents. That is not good neighbour practice.

Comment Received.

1.2 South View





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Attendee Feedback

- What is the High Water Mark and how is it measured?

As noted in the ASVA Lake Stewardship Guide (2006), the Ordinary High Water Mark (OHWM) is the legal boundary of a water body or watercourse as defined by Section 17 of the Surveys Act (Alberta). The term is synonymous with the meaning of "bank." Per the Act:

Natural boundary

17(1) A surveyor who needs to determine the position of a natural boundary when performing a survey under this Act may do so by any survey method that has the effect of accurately determining its location at the time of survey, relative to the surveyed boundaries of the affected parcel.

(2) When surveying a natural boundary that is a body of water, the surveyor shall determine the position of the line where the bed and shore of the body of water cease and the line is to be referred to as the bank of the body of water.

(3) For the purposes of this section, the bed and shore of a body of water shall be the land covered so long by water as to wrest it from vegetation or as to mark a distinct character on the vegetation where it extends into the water or on the soil itself.

No formal feedback was received.

1.3 West Cove

Comment Card *West Cove*

— Please keep green space south of boat launch - Do not want parking behind my cabin. Currently have green space & trees for peacefulness. Road-Boat launch currently busy with Pagoon & dirtbikes and other's using for dumping in burn pit.

Thank You For Your Input! *thank-you*

Comment Received




73



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Comment Card 

West Cove

I agree with the MDP as presented in the July 2019 Draft. Section 3 is well done.


3.1.1 should say "only be allowed" rather than encourage

Don Gumbert

Thank You For Your Input!

Municipal direction requested on preference for below edit:

3.1.1 Opportunities for new commercial and light industrial development are **encouraged** allowed in the lands identified in Figure 4.

Comment Card 

3.1.1 COMMERCIAL IS TO BE ALLOWED NOT ENCOURAGED

3.4.4 ALLEYS AND LANEWAYS ARE TO BE MAINTAINED NOT UPDRAINED ENCOURAGED

Thank You For Your Input! *ALAN BRADLEY*

Comment #1 – Covered Previously.

Comment #2 – No Change to s.3.3.4 as s.3.3.3 currently speaks to maintenance.

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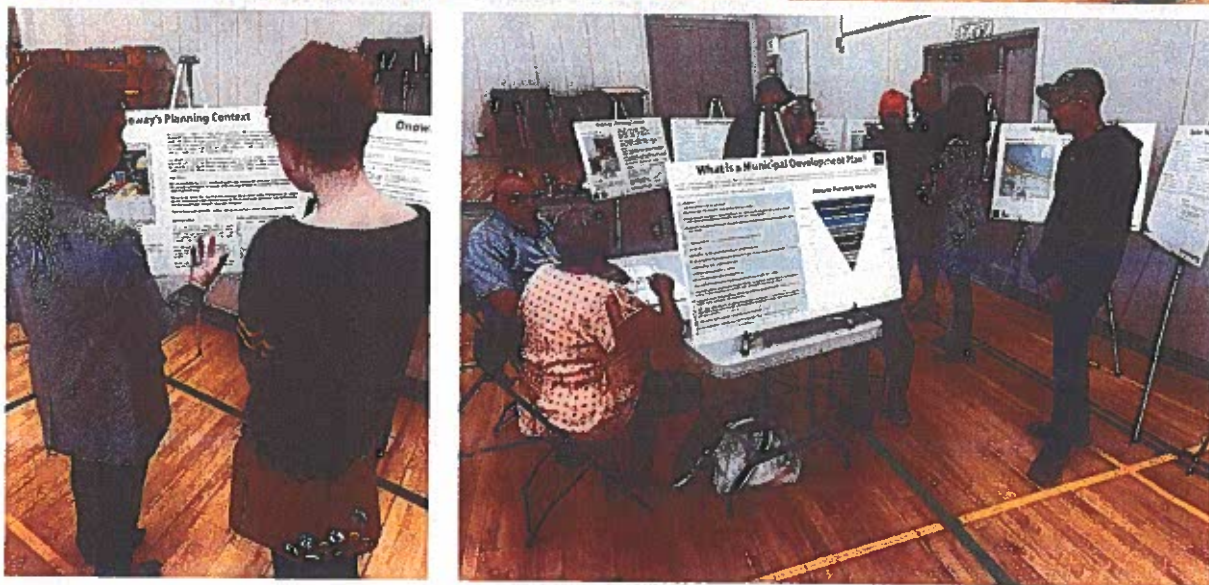


2.0 Onoway Make the Connections Night

For the Summer Villages of Nakamun Park, Sunrise Beach and Yellowstone, and the Town of Onoway, a booth was set up at the "Make the Connections Night" in Onoway:

- Date:** Wednesday, September 4, 2019
- Time:** 5 p.m. to 8 p.m.
- Place:** Heritage Centre Gymnasium

Approximately 40 residents actively reviewed the Draft MDP content and (2) emails were received. Copies of these emails and completed comment cards are collected in Appendix B.



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2.1 Nakamun Park

Attendee Feedback

- Break second paragraph in 1-1 into two as it talks about other development in the community. OK
- Projected growth looks unreasonable, highlight notwithstanding content in 1-3. OK

Email from Jody Zenko (August 19, 2019):

We have a cabin at 5083 4th Street, Nakamun Village.
 I have a few comments to make regarding the Municipal Development Plan review.
 Nakamun Lake is a small lake
 We have not had a problem with algae in the 5 years we have owned our properties
 A lot of the properties in the Summer Village of Nakamun are not developed
 Our roads are not poor, but in need of constant attention
 There has been talk of developers wanting to open camp grounds on or close to Nakamun Lake.
 Oasis has lowered the campsite to 40 sites but do not mention that all their lots are double lots.
 A campsite development would increase road use, noise and of course lake and boat launch use.
 Once a new campsite is approved expansion of such will be requested.
 Nakamun Lake is a small, clean lake with a lot of undeveloped lots within the Village.

Municipal direction requested on interest in addressing adjacent campgrounds in intermunicipal policies

Email from Warren Rybak c/o Jody Zenko (August 21, 2019):

I have a permanent residence at 5104 4th Street, Nakamun Village and received a letter regarding the Municipal Development Plan review.
 Nakamun Lake is a small lake and there as not been a problem with algae in a number of years.
 There are a lot of the properties in the Summer Village of Nakamun are not yet developed
 Our roads are in need of constant attention
 There has been talk of developers wanting to open camp grounds on or close to Nakamun Lake.
 Oasis has lowered the campsite to 40 sites but do not mention that all their lots are double lots.
 A campsite development would increase road use, noise and of course lake and boat launch use.
 Once a new campsite is approved expansion of such will be requested.

Same comment as above

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2.2 Sunrise Beach

Attendee Feedback

- Concern over access/egress for residents south of victory road captured in several comment cards. Suggest a policy on "exploring opportunities to extend Township Road 554 into a southern access point into Sunrise Beach" can be added to s 3-3, please advise

Comment Card

- Please add the future water fill station to the proposed map.

- We would like a second road added south of victory road for potential emergency fire evacuations

- We would also like a plan on how we can add more water to the lake as levels are dropping significantly

Thank-you
Gary and Leona Carano
608 Willow Way

Thank You For Your Input!

- Comment #1 - A Water Fill Station is not usually included on an MDP map.
- Comment #2 - See suggestion in Attendee Feedback
- Comment #3 - s 4 1.3 could be amended to address water level in Sandy Lake. Or a new intermunicipal policy could be created, please advise.

Comment Card

- like environmental reserves, but appreciate need for alternative muni revenue - should be low impact - high water tables + prone to

Thank You For Your Input!

Comment Received


77





Integrated Expertise. Locally Delivered.




Comment Card 

- Like environmental reserves as much as possible but not opposed to some low impact commercial
- any commercial/industrial dev. should consider impact of paving on flooding / stormwater; road wear and tear (roads wear out quickly can't handle much heavy equipment => consider cost to taxpayer.
- not opposed to access road added south of Victory Road
- suggest that to support more permanent residents, encourage seasonal dwellings be replaced by year-round

Thank You For Your Input!

- Comment #1 - Comment Received
- Comment #2 - Comment Received
- Comment #3 - See suggestion in Attendee Feedback.
- Comment #4 - Comment Received

Comment Card 

I live on 6504 Sheldon Dr.
 Would like to see a outlet road that we could get out in case of fire.
 E. Noyes

Thank You For Your Input!

See suggestion in Attendee Feedback.

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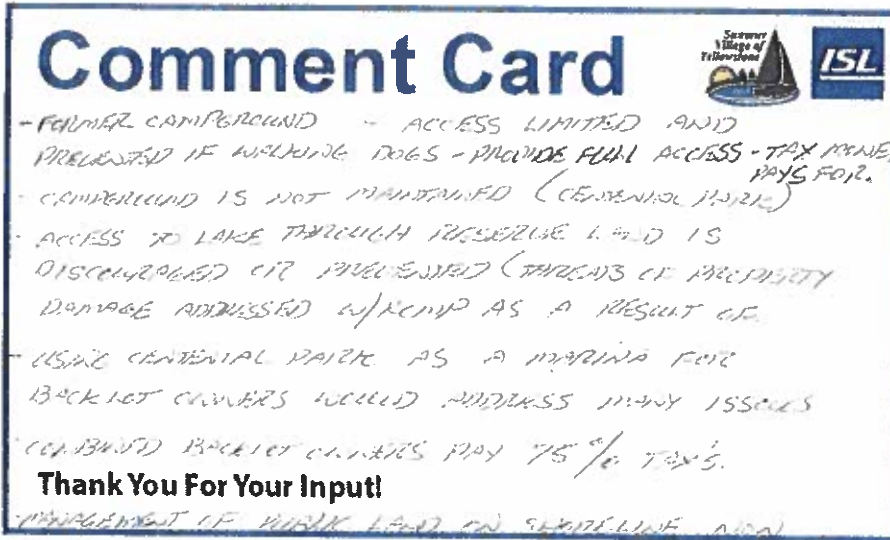
Integrated Expertise. Locally Delivered.



2.3 Yellowstone

Attendee Feedback

- Several attendees voiced concern over resident access to Centennial Park (also captured in the Comment Cards). Concerns over use of park, formerly a campground, questioned if it was a bird sanctuary. Current policy, 3.2.3, speaks to maintaining Centennial Park but the MDP is silent on use and access. Suggest that this is addressed in MDP policy even if at a high-level, please advise.



Thank You For Your Input!



- Comment #1 – Comment Received – Centennial Park Comment
- Comment #2 – Comment Received – Centennial Park Comment
- Comment #3 – Comment Received
- Comment #4 – Potential use for Centennial Park; however, as park lands are leased, is a marina allowed per the lease agreement?
- Comment #5 – Comment Received
- Comment #6 – Comment Received

Handwritten initials 'TA' in a circle





Comment Card






- > PARK LEASE SHOULD BE OPEN TO RESIDENTS
- > CREATE A COMMUNITY ASSOCIATION TO HELP PAY/HAVE ACCESS TO RENEWED CAMPGROUND FOR MEMBERS/FAMILY
- > WHY DOES VILLAGE PAY TO MAINTAIN LEASED GREENSPACE IF IT'S SUPPOSED TO BE A BIRD RESERVE -
- > SOME RESIDENTS ARE DUMPING SEWAGE INTO THE LAKE/AND OR THE "GULCH" ALLIES
- > NEED MORE INFORMATION MADE PUBLIC AND MEETINGS AND OPEN HOUSES
- > WHY REPAVE THE ROADS BEFORE THE WATER LINE IS

Thank You For Your Input! DECIDED UPON

- Comment #1 – Comment Received – Centennial Park Comment
- Comment #2 – Comment Received – Centennial Park Comment
- Comment #3 – Comment Received
- Comment #4 – Comment Received
- Comment #5 – Comment Received

Comment Card



- > THE LEASED GREENSPACE IS BEING MAINTAINED BY THE VILLAGE, BUT NOT OPEN TO RESIDENTS
- > WHAT BYLAWS ARE LOOKING AT BEING CHANGED?

Thank You For Your Input!

- Comment #1 – Comment Received – Centennial Park Comment
- Comment #2 – Comment Received





Comment Card  



would love to be hooked up to water!!

main concern is that the municipal reserve behind the properties on 2nd Street will be subdivided for housing. So far I see this is not happening. YAY!! It would be nice to have a little bridge to cross the now deeper ditch to get to the

Thank You For Your Input! Always.

- Comment #1 - Comment Received - Pertains to s.4 1.5
- Comment #2 - Comment Received.
- Comment #3 - Comment Received.

2.4 Onway

Comment Card  

Please keep field off of Trailer court as is - marsh area + pot bog. Hope "someone" thought to keep hoses etc. so if N. Saskatchewan River dries up, we still have a water (well) supply! We desperately need MORE signage Highway 43 - so people know we are still here!!!

Thank You For Your Input!

- Comment #1 - In reviewing LUB the parcel is currently zoned RMHS.
- Comment #2 - Comment Received.
- Comment #3 - Comment Received - Covered in s.4.2 1.

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Summer Village of Silver Sands

Report to Council

Meeting: September 20, 2019 - Regular Council Meeting

Originated By: Tony Sonnleitner, Development Officer, Summer Village of Silver Sands

Comments:

Development Permits:

NONE

Letters of Compliance:

19COMP14-31 Plan 223 MC, Block 7, Lot 14 : 14 Birch Avenue

Development Matters:

Stop Orders:

Plan 223 MC, Block 3, Lot 9 : 9 Aspen Avenue (Two (2) Orders

I.

1. The construction of two (2) Accessory Buildings, shed and deck, have been undertaken on the Lands without application for development permit approval, and Development Authority approval has not been granted for the development undertaken on the Lands; and
2. The placement of a Recreational Vehicle has been undertaken on the Lands; where:
 - (a) The Recreational Vehicle has not been located within a required parking stall or on the site in a manner satisfactory to the Development Officer; and
 - (b) Development Authority approval has neither been applied for, nor approved, for the placement of the Recreational Vehicle.

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II. .

1. The construction / placement of an Accessory Building has been undertaken on the Lands without application for development permit approval, and Development Authority approval has not been granted for the development undertaken on the Lands.

UPDATE: These matters are continuing to be addressed by Legal Council. Development Authority discussion with the new landowner has resulted in a wait and see attitude with respect to the proposed Bylaw 295-2019. The matter has been adjourned to a date at Queen's Bench in October 2019.

Regards,

Tony Sonnleitner, Development Officer

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Wendy Wildman

From: Dan Golka <sspublicworks@wildwillowenterprises.com>
Sent: September 16, 2019 8:35 AM
To: Wendy Wildman
Subject: Public Works Report For September 20, 2019 Council Meeting

Hi Wendy, Public Works Report for September 20, 2019 Council Meeting.

Updates from August 30, 2019 Council Meeting

1. Road edge spraying done by Weed inspector Jackie Gamblin on July 22 and August 21 2019 results are very good with the two spray applications. Will be getting road edges sprayed twice in 2020 season.
2. Ash trees by playground (2-3) have died are to be removed by public works in next couple weeks.
3. Drainage project along south ditch of SDR between Poplar ave and Conifer cres . Ditch needs to be lowered to allow water to flow as currently water backing up and seeping under 540. Utilities have been marked just waiting for weather to help out.
4. Drainage cleanup on R5 behind 18-22 Willow ave, R8 behind 3 Bay dr, R6 behind 18-23 Spruce ave. Property owners have been dumping leaves, grass clippings, flowers, plants onto reserve drainage channel restricting water flow and backup resulting in flooding of properties. Cleanup starting this week.
5. Speed monitor sign, we have been in contact with Traffic Logix getting prices on 3 models of sign monitors, also sizes and weights of the traffic monitor sign, solar panel, battery, and mounting kit. This is required by Fortis and Equus before allowing placement on utility poles.

New Items

- 1 Bay Dr property line survey completed on front of 1- 17 and 22 Bay Dr properties. This was budgeted item for Hillside /Bay dr drainage project.
- 2 Trees behind village Quonset along fence line removed as several dead and others leaning and falling across fence . Area cleared for future use by

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public works with no worries of falling trees.

- 3 Lawn sweeper purchased for picking up heavy thatch from park and play ground area. Sweeper works very well behind village ATV
- 4 Compost area is open for leaves, grass clippings and lake weeds.

45

Jaymad Contracting Inc.
Comp 18 Site 111 RR1 Alberta Beach, Ab
780-924-2377



Sept 2 2019

Council/ Administration
S.V. Silversands

Dear Council/ Administration,

The inspection and report were completed by Jason Madge CPSI (Canadian Playground Safety Inspector) on August 31, 2019 at the playground located at Carl Schnell Kids Corral.

The CAN/CSA-Z614-14 standards were used to evaluate the safety of your playground and it's play equipment.

The hazards and non-compliant items will be identified in this letter and will indicate which classification each item falls under.

Playground hazards are classified into three categories:

Class A- a condition that has the potential to cause a life-threatening injury, or the permanent loss of a body part.

Class B- a condition that has the potential to cause serious injury, or temporary disability.

Class C- a condition that has the potential to cause a minor injury, or does not Comply with the CSA standard.

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S.V Silversands
Annual Playground Audit
September 2, 2019

87



September 2, 2019

Playground Overview

We inspected one park located in your community today. The issues we encountered seemed to be overall minor in nature and should be able to be corrected for less than \$1000.00.

The inspection at the park revealed that the protective surfacing (sand) requires minimal work. It averages approximately 19" which is well within the minimum standard of 12" however on the main structure there needs to be some redistribution of the sand. 75% of all playground injuries are a result of falling off the playground equipment and striking the surface below. This is why the surface has to be as resilient as possible. Both also had some growth of weeds and accumulation of leaves which should be removed.

There were records of previous inspections (2018) at the time of this inspection. 25% of injuries occur from not being inspected and maintained.

There were age appropriate stickers placed at most of the equipment in the park (required by CSA). Age specific signage is important as different age groups have different abilities. Playground age groups are 1.5- 5yrs 5- 12yrs. What is perfectly safe for an 8yr old could be potentially dangerous to a 3yr old.

To see more details please read the full inspection.

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September 2, 2019

- 1) Protective surfacing on the main play structure requires some attention as it has been dug down by children. As per standard 10.4.4 **Class B**
- 2) The spinning cup does not seem to function (rotate) as per the manufactures design, it appears to be bent at the base. This needs to be addressed as per standard 11.2.1 and 11.4.1 **Class C**

49

September 2, 2019

Summary and Conclusion

Overall your parks are in good shape, but you do however require some immediate attention to those items identified in the inspection checklists to prevent injury. It is suggested that you maintain regularly scheduled maintenance and inspections.

If you have any questions in regard to this report please feel free to contact us.

Sincerely,

Jason Madge CPSI

90

September 2, 2019

Disclaimer

The information contained in this playground safety audit is considered to be a true and accurate recording of the conditions found on these two sites at the time of our visit. Jaymad Contracting Inc. assumes no liability for any incidents that may arise from the application of any of the afore mentioned recommendations. This playground safety audit has been done at your request, with the sole intention of making your playground and it's play equipment safer.

It is recommended that you repair the class A hazards in this report and checklist **ASAP!** Any class B hazards should be repaired by the next scheduled maintenance visit of your crews. The class C hazards and CSA non-compliant items are usually minor and could wait until budget permits.

After the class A&B hazards are corrected a re-inspection should be completed. This shows due diligence on your part, and unless these repairs are performed by someone familiar with playgrounds they often make things worse as stats have shown.

Thank you for giving Jaymad Contracting Inc. the opportunity to help you make your playgrounds safer

al

THE
CARL SCHNELL
KIDS CORRAL

PLAYERS
PLEASE
USE
THE
RESTROOMS
NEAR
THE
CORRAL

08/31/2019 09:24



93

08/31/2019 09:25



MANUFACTURED BY



1-800-861-1432

DESIGNED FOR USE S-12

MANUFACTURED 27-05-10 MODEL NO. 1200

94

08/31/2019 09:26



PLAY ZONE

This Play structure has been designed for children 5 to 12 years old. Adult supervision is recommended.

BLUE IMP

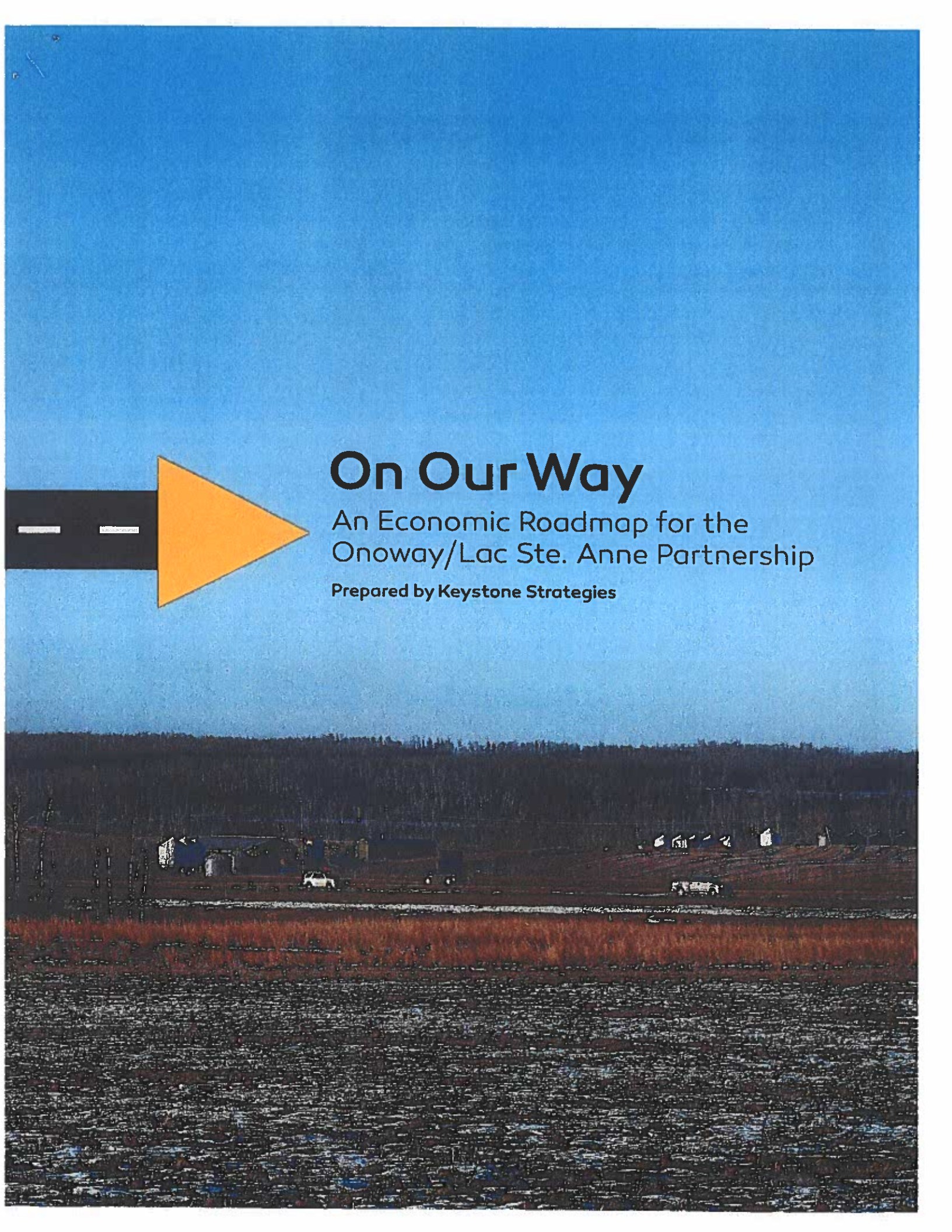
95

08/31/2019 09:28



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On Our Way

An Economic Roadmap for the
Onoway/Lac Ste. Anne Partnership

Prepared by **Keystone Strategies**

Executive Summary

Background

The Onoway and Lac Ste. Anne County Partnership was initiated in 2016 between the Town of Onoway and Lac Ste. Anne County to take advantage of working together to enhance economic development opportunities in the region. In 2018, the Partnership formed a Steering Committee to create an economic development roadmap to help to support business development within the region.

Economic Development Roadmap

The following Economic Development Roadmap is based on broad community input, including on-line surveys, one-on-one meetings with business leaders, presentations and input from business associations and community organizations and planning sessions with elected officials in the partnership communities. This input was then verified through an open house where participants confirmed (or amended) the research obtained through the public consultation process.

Taking all the information gathered from the surveys, business visits and meetings with Council and staff, four key themes emerged that would encompass most of the challenges that were identified.

Relationships. Council and administration were keen on improving regional cooperation. However, relationships can go farther than that. It is also important to develop good working relationships with business and industry within the region, as well as enhancing the relationships within municipal offices between the various departments to ensure economic development has a voice.



Rules & Regulations. Some felt that the rules and regulations were not applied equally and fairly, and some of the overarching planning documents could use input from an economic development perspective to enhance an open for business message.



Promotion. Many felt that the Onoway/Lac Ste. Anne Region was the "best kept secret" and many were not aware of the exciting business ventures that were underway already, and the potential for many more exciting announcements in the near future.



Infrastructure. Before any economic development can succeed, the region needs the appropriate infrastructure. The region is blessed with excellent highway infrastructure, but requires improved internet capabilities, and shovel ready land to accommodate any new development.



Based on the public engagement themes, there are twelve basic actions that we recommend the Partnership undertake in the next three years:

Year One

1. Know and understand the local business community while making the most of your regional partnerships
2. Implement business-friendly policies and procedures.
3. Designate a single point of economic development contact
4. Support local business organizations
5. Create a business start-up kit
6. Promote entrepreneurship development and training opportunities

Year Two

7. Create a business-oriented web site to market the advantages of the region
8. Create a regional business directory so that residents and other businesses can source goods and services locally
9. Identify shovel-ready development opportunities that provide a spectrum of land and development opportunities for a range of business sizes and types.
10. High-speed broadband is accessible to businesses that need it to succeed

Year Three

11. Host a tour of the region to showcase the activity, amenities and possible growth opportunities to realtors, land developers and investors
12. Promote tourism opportunities to residents and visitors



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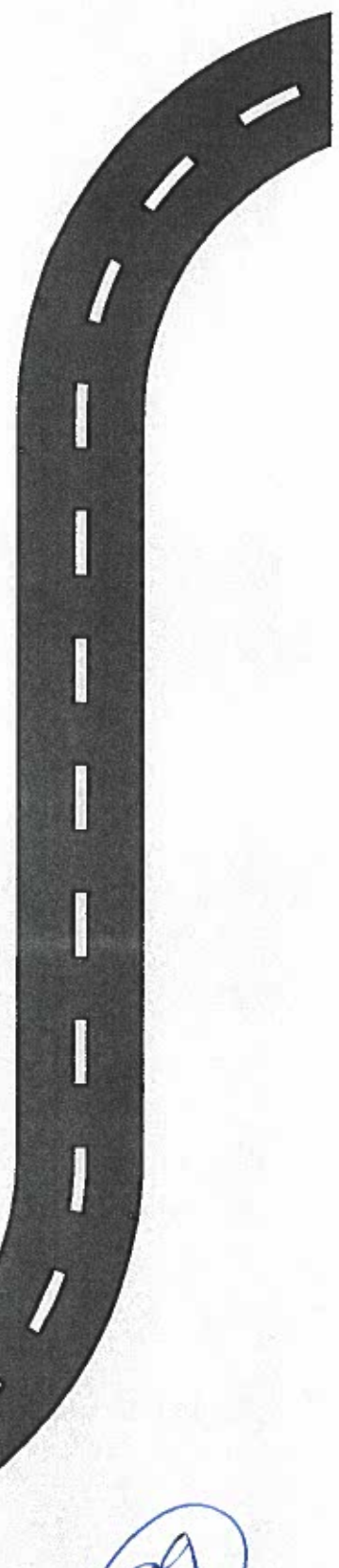
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(Handwritten initials)



Introduction





Background

The Onoway and Lac Ste. Anne County Partnership was initiated in 2016 between the Town of Onoway and Lac Ste. Anne County to take advantage of working together to enhance economic development opportunities in the region.

In 2018, the two communities developed a Steering Committee and began the process of building a regional partnership to support business development within the region. The partnership understands that this is a first step, and with direction from the Steering Committee, the partnership foresees adding other municipal partners from within the Lac Ste. Anne region at some point in the future.

This Steering Committee is a first step in organizing a regional organization and was specially designed as a small, nimble committee to move forward on a larger regional collaboration project. This Steering Committee is a pilot project to understand the opportunities and challenges of forming a new collaborative entity and will entertain additional partners when the time is right.

The Steering Committee understands that this is a living document which will be reviewed and revised throughout the next three years.

The Steering Committee understands that disputes may arise throughout this process and will apply its agreed upon values in resolving any disputes.



Mission

To build a foundation for establishing a regional economic development organization.

Values

Trust

To be viable long-term, the Steering Committee will be built on trust, with all partners believing in the strength of working together for the common good.

Trust will be developed and maintained through open dialogue and communication.

The Steering Committee will develop specific goals and objectives, with measurements, and report on its activities to the respective Councils, stakeholders and residents. The Steering Committee will be realistic in its expectations and committed to the long-term. It will celebrate all wins, understanding local development benefits all of the partners.

The Steering Committee will work in the spirit of harmony by listening to and respecting those opinions which may be different than their own. All representatives, councillors, administrative staff and consultants will be treated with respect, courtesy and responsiveness.

Transparency

The Steering Committee understands the need for transparency and fairness in all of its activities and recognizes the importance of keeping its members informed through transparent, regular reporting.

All partners are equal in the decision-making process.

Communication

The Steering Committee values honesty and openness in its communication.

The Steering Committee will communicate regularly with stakeholders, including respective Councils, businesses and residents.

Integrity

The Steering Committee realizes the need to be adaptable and determined to achieve maximum results and will develop and regularly evaluate its goals and policies.

Partners will consider all available information in making decisions, devote time and attention to the Steering Committee's decisions, and thereafter abide by and uphold the decisions of the Steering Committee.

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Economic Development
Why? Who? What?



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Principles of Economic Development

In its simplest form, economic development is the process a community undertakes to build relationships, streamline rules and regulations affecting businesses, promote the community as a destination, and provide the infrastructure companies need to succeed.

Economic development activities are undertaken by a community or region with the goal of improving the economy and bettering the quality of life for its residents. According to the Economic Development Association of Canada (EDAC), "Economic Development is a process that influences the growth and well-being of a community through such means as job creation, job retention, improved tax base and a reasonable life quality."

Economic development isn't achieved through a prescribed set of programs or policies that can be followed like a textbook, however. As described in *The Essentials of Economic Development – Practices, Principles and Planning Version 2.0* published by EDAC, "Basically, there is no single policy, program, strategy or template for achieving economic success in a community or region because each has different strengths and weaknesses and will therefore have various challenges."

That is why it is important to focus on local economic development initiatives rather than follow guidelines or programs developed outside of the region or at the provincial or national level. To be most successful, economic development activities must be rooted in the communities they represent and supported by the residents they serve. In *Planning Local Economic Development: Theory and Practice*, Edward Blakely and Terry Bradshaw define this work as, "Local economic development refers to the process in which local governments or community-based (neighbourhood) organizations engage to stimulate or maintain business activity and/or employment. The principal goal of local economic development is to stimulate local employment opportunities in sectors that improve the community using existing human, natural and institutional resources."

This is why so much extra effort has been put into community consultation in the development of this Economic Development Roadmap, **it must genuinely reflect the needs and wants of the community it serves, and be built to take advantage of existing resources, to be successful.**





What is economic development?

Core activities in any economic development program should include

- › Business attraction
- › Business retention
- › Business nurturing
- › Business advocacy
- › Community development
- › Communications and relationship building

In its basic form economic development is a collaborative process to create jobs and wealth to improve the quality of life. However, it must be noted that economic developers do not create jobs or wealth, they assist business and industry to create the investment and job creation in their communities.

Economic Development is an investment, not an expense. It is a long-term process, and patience must be shown, as results are not immediately visible. This strategy includes a number of measurements to measure activity and ensure actions are meeting intended results.



Why is economic development important?

It is becoming extremely difficult for communities to remain sustainable, especially during tough economic times that have been experienced in Alberta the past few years. Many North American studies have estimated the costs for municipalities to provide services for residential properties are far greater than the tax revenues the municipality can collect from these residential assessments. On the other hand, the costs to provide municipal services to commercial and industrial properties is far less than the tax revenues generated from these properties. In other words, commercial and industrial development helps subsidize the amenities and services required by residents in the community. On the other hand, the residential developments provide a source of labour to the businesses. To be sustainable, it is important to achieve balanced growth, a good mix of residential and non-residential development.

Everyone has a role to play in economic development, from Councillors, Administrators, economic development staff, business organizations and agencies, federal and provincial departments, and most importantly, local community and business leaders.



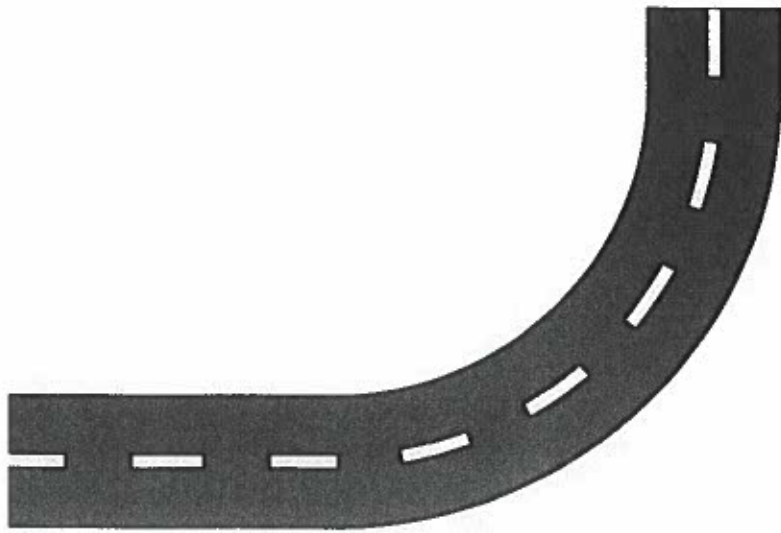
Who should be involved in economic development?

Elected officials set the policies and regulations that are supportive of growth – and provide the necessary budget allocations to support economic development activity

Municipal Staff are responsible for enacting policies and regulations to support "business friendly" perceptions in the community. Municipal departments (particularly Economic Development and Planning) are typically the first contact investors have with a community. A positive first impression goes a long way in securing business investment

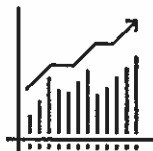
Business groups and organizations (such as Business Networks, Chambers of Commerce, etc.) support new and existing business through mentoring, advocacy, business to business purchases and can serve as a source of leads for potential new business investment.

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Where do we start?

Statistical Information



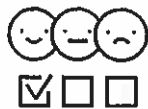
Potential investors and businesses need access to the most up to date information available, including population and demographics, available workforce, utility costs and providers, health and educational facilities, etc. It is critical that this information is current, accurate and easily accessible on the internet.

Land and Buildings



It is important that you have somewhere for business to locate, either in existing buildings, or through "shovel ready" parcels that are properly zoned, have all the required utilities and highway access points. It is important for the region to have an inventory of all available land and buildings

Business Friendly Processes and Policies



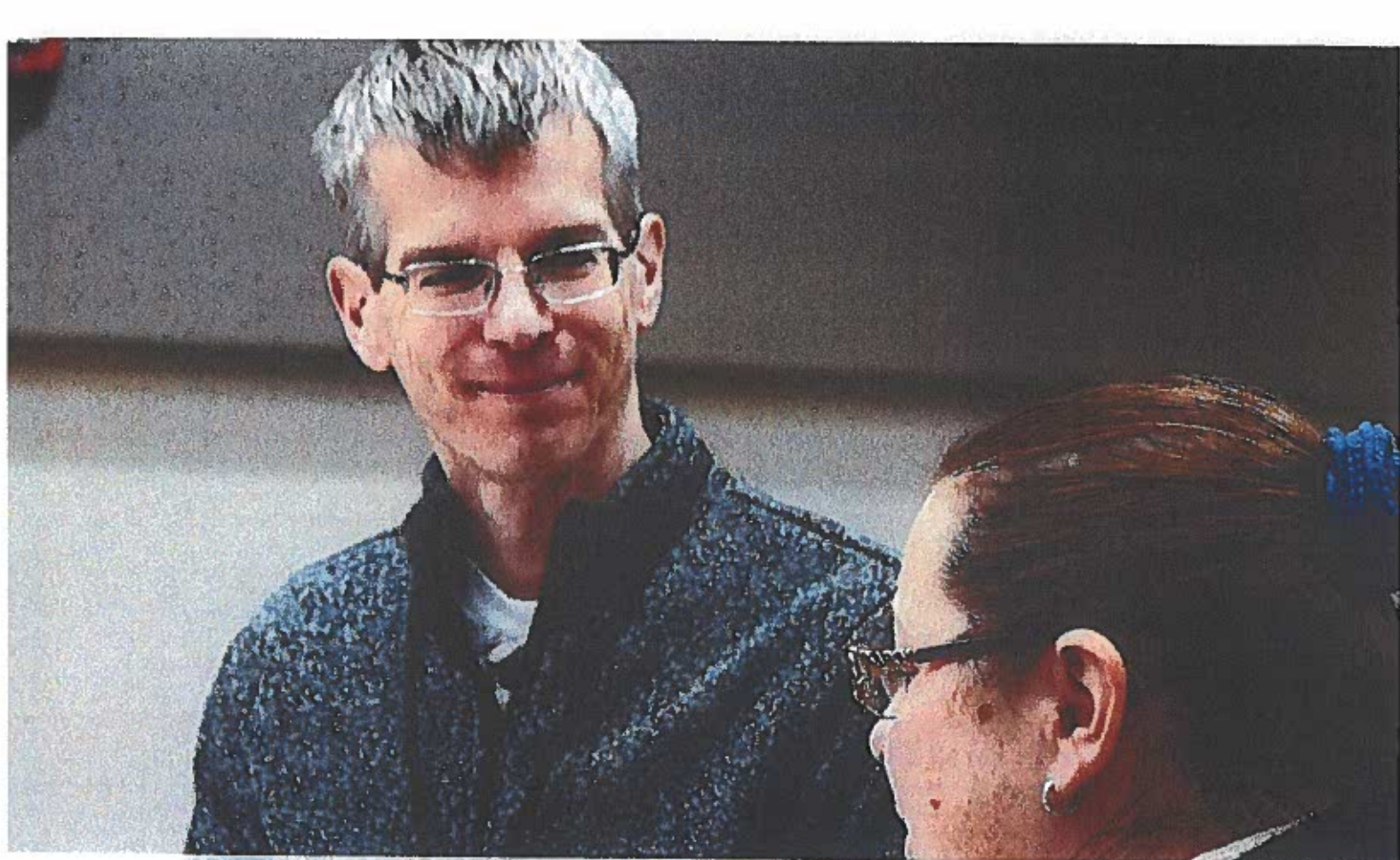
In the world of business, time is money, and investors need to know what the rules are for development, and that they are fairly and consistently applied.

Community Support



It is important to ensure that the community as a whole is supportive of your economic development goals and aspirations. There needs to be a clear understanding what is acceptable and what is not going to be tolerated by residents.

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Methodology





Methodology

The Consultant Team was asked to deliver a comprehensive economic development roadmap including opportunities and challenges identified during stakeholder engagement, clearly defined goals, actions and measurements for the coming three years or more.

The Partnership understood the value of input from local businesses and community leaders. The Economic Development Roadmap is based on broad community input, including on-line surveys, one-on-one meetings with business leaders, presentations and input from business associations and community organizations and planning sessions with elected officials in the partnership communities. This input was then verified through an open house where participants confirmed (or amended) the research obtained through the public consultation process.

As well, the consultant team undertook a thorough review of municipal documents such as the Municipal Development Plans, Land Use Bylaws, Business Licensing, Development Permit Applications etc. with a view to be perceived as "business friendly."

Phone interviews were conducted with real estate firms who displayed industrial properties for sale within the region to understand the opportunities and challenges with developing these properties.

The Consultant Team met with regional economic development agencies (GROWTH Alberta/WILD Alberta and Community Futures Yellowhead East) as well as neighbouring economic development professionals in Woodlands County to understand the services that are available to businesses within the Partnership region.

To further understand the opportunities and challenges in the region, the consultant team met with individual businesses on a one-on-one confidential interview. 12 individual businesses were visited during this process. As well, public presentations and surveys were made at various events throughout the region, including the Darwell Fair, Chamber of Commerce, Make the Connection Night, etc.

Members of the Partnership were encouraged to attend professional economic development conferences to gain a better understanding of the practice and principles of economic development, and to gain valuable networking opportunities. The Partnership was represented at the EDA Alberta Annual Conference, and at the Economic Developers Association of Canada Annual Conference.

The Consultants also held workshops with County of Lac Ste. Anne County and Town of Onoway Councils and staff. As well, the Consultants did a follow-up interview with some members of the Economic Development Advisory Committee to determine its future role in regional economic development.

Following the research component, the Consultants held Open Houses in the Town of Onoway and within the County to confirm the findings and clarify any additional information

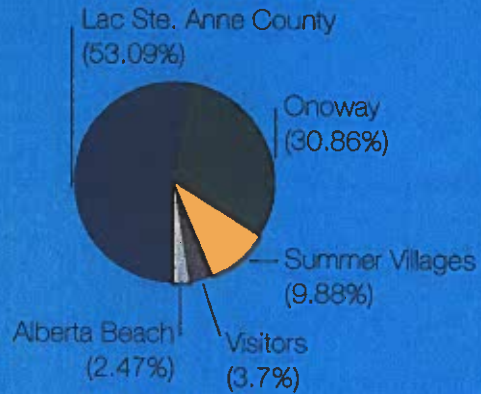
With over 40 years of combined professional economic development experience at the municipal and regional level, the consultant team applied their extensive on the ground knowledge and expertise to develop strategies that could be easily implemented.



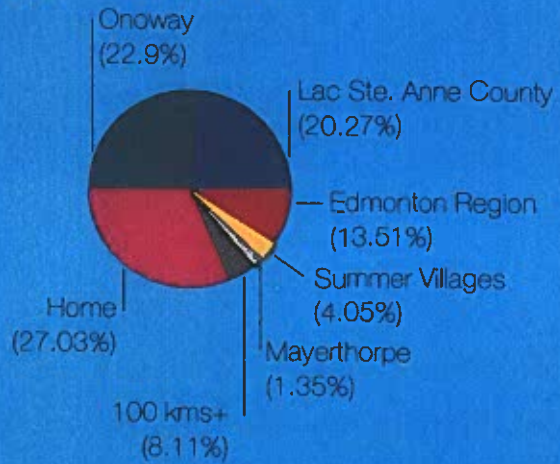
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Surveys
completed



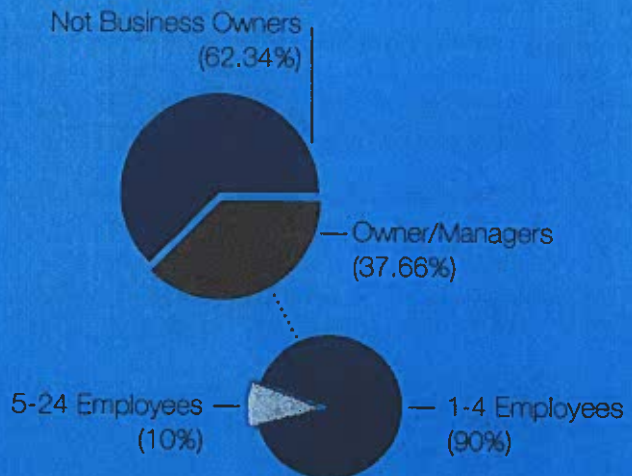
Where they live



Where they work



Business Information



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Economic Development Agencies & Organizations Partners

A number of agencies and organizations provide assistance and support for small business across Alberta. Some of these groups overlap and provide services to the Partnership as part of a larger region.

Business Link

Business Link is Alberta's entrepreneurial hub, a non-profit organization to help Alberta entrepreneurs start their own businesses.

Services provided include Advice and Research, Training and Webinars, Indigenous Services, Small Business events, Business tools and services.

Growth Alberta – Grizzly Regional Economic Alliance Society

Growth Alberta is a resource-based catalyst for its membership and stakeholders, building capacity for success, enticing investment, fostering entrepreneurial innovation, and promoting collaborative and strategic partnerships to encourage regional growth and sustainability. Contributions to GROWTH Alberta are on a per capita basis.

Community Futures Yellowhead East

90 Community Futures organizations across western Canada; providing support to businesses; and focusing on creating jobs outside of major urban centres.

EDA Alberta

Economic Developers Alberta (EDA) is Alberta's leading economic development network. For almost 45 years, EDA has been committed to advancing the economic development profession by providing resources, professional development and networking opportunities. As a non-profit organization, the association is governed by a volunteer board of directors that represent the interests of our membership.

Economic Developers Association of Canada (EDAC)

The mission of the Economic Developers Association of Canada is to enhance the professional competence of economic developers and ensure placement of highly professional and qualified practitioners in the field of economic development.

To assist in achieving this mission the Association has developed a guide for the purpose of assisting the practitioners understanding of the core competencies and their relationship in the process of economic development. The guide (The Essentials of Economic Development Practices, Principles and Planning) will also assist practitioners in performing their duties within the profession and assisting in the preparation of the accreditation process.

Chamber of Commerce

An active Chamber of Commerce exists within the Town of Onoway and another operates in Alberta Beach. Chambers of Commerce can be of great importance to small business, not only offering reduced costs for banking and insurance, but serves as an excellent opportunity for business networking, and celebrating local business successes.

Sangudo & District Community Development Council (SDCDC)

SDCDC is a volunteer organization. It is comprised of dedicated individuals committed to improving the community of Sangudo.

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Document Review

As part of any review, the consultants needed to look at various documents that guide the municipalities in their long-range planning, and documents that regulate development.

As part of the process, the following documents were reviewed

- › Municipal Development Plans
- › Land Use Bylaws
- › Development Permit Applications/Processes
- › Business License (where applicable)
- › Previous studies pertaining to economic development (Workforce Capacity & Recruitment Study)

For the most part, the various documents reviewed had components that supported economic development, but also contained sections that were deemed to be viewed as unfriendly to business.

Both the County and the Town of Onoway have developed Land Use plans that support business growth, and address the need for regional cooperation, especially when it comes to adjoining lands.

The Planning documents also address some of the wishes and desires for the communities to grow and expand their tax base and do contain some recommendations in order to facilitate new growth and development.

The consultants will provide an overview and suggestions to the individual municipalities on potential updates for their mandatory plans. It is hoped these suggestions may enhance the community's perception of being open for business.

In summary, the Planning documents for the Town of Onoway are built around keeping the small-town feel, with balanced growth. They are encouraging a wide range of services and facilities to support the Town and surrounding rural areas; providing a wide range of housing options including seniors care; and endeavoring to provide an adequate supply of land for commercial and industrial uses.

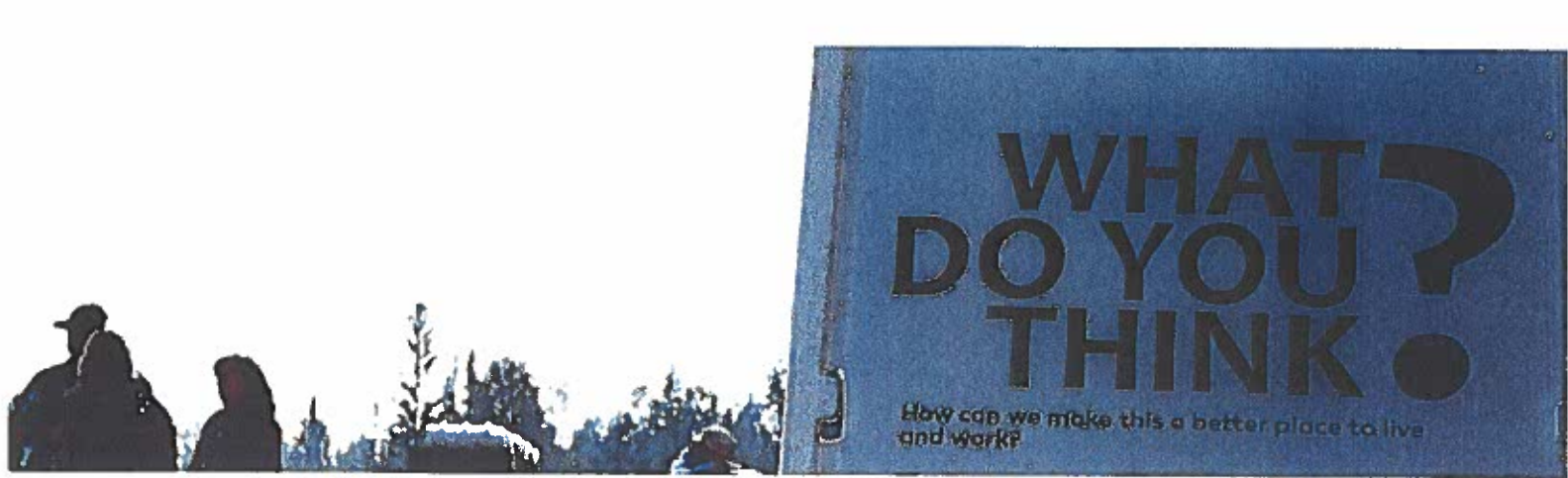
The Town of Onoway planning documents address the need for improved internet access, an open-door policy with town staff and the need for organizations, such as the Chamber of Commerce to promote business networking and serve as a joint voice of business to Council.

The Lac Ste Anne County Planning documents speak to the strong reliance on agriculture, but also the lifestyle choices with the lakes and recreational areas. The County vision for the future is a sustainable community with a strong focus on agricultural lifestyle and a unique balance between environmental preservation, residential development, agriculture production and economic growth.

The County MDP and Land User Bylaw suggest Highway Commercial Development along highway corridors, and industrial development adjacent to the towns within the County boundaries

Both the County and the Town have included regional cooperation/collaboration as important pieces of long-term planning. Both Council's have placed a high importance on developing and maintain regional partnerships.





What We Heard Challenges

50%

of respondents said their biggest challenge was reaching customers.

- › **Competitive tax rates** were mentioned as a challenge during the one-on-one interviews
- › Some businesses indicated the need to develop relationships with Councils prior to commencing the business but fear a change in elected officials could harm their ability to grow their businesses.
- › Many businesses and residents identified **lack of promotion** as a challenge. Many residents, realtors or businesses **did not know what was happening in the region** and the economic development activity already taking place (e.g. Atlas Growers, Wayfinder Proppants, etc.)
- › Local business **could not find a good source of business contacts/ service providers** to keep as much work local as possible, local businesses need to promote themselves, especially through the internet.
- › There are some pockets of distrust/confrontation between municipalities in the region, however intermunicipal cooperation is improving.
- › Although small town atmosphere is promoted as a strength, some find the small town **"politics/cliques"** to be a challenge for new residents.
- › Many businesses raised **staffing** as a challenge, getting the right staff is becoming increasingly difficult (both student employment and attracting skilled and semi-skilled labour). Increased minimum wages was noted as a significant challenge, especially when employing students or first-time workers.
- › Residents and visitors identified it was **difficult to access business services** (restaurants, food supplies, etc.) **after 5 pm**.
- › Small business owners are "getting tired" and do not want to keep regular hours, so either close the business or move to a home-based business.
- › Although the region can provide most goods and services, **the proximity to major markets is a challenge**, as shoppers by-pass the local business and support the major chain stores. Also, the housing choices in the major centres are attractive, especially for the younger families
- › Some felt there was **not enough to do for youth and young families** (e.g. after school programs, recreation, etc).
- › "There are not enough people to support businesses and not enough business to draw people."
- › Some feel there is **an oversupply of housing**, but prices remain high.

33%

of respondents indicated that high speed and the reliability of the internet service were challenges.

46%

of respondents said their biggest challenge was the economy.

21%

of responses cited municipal processes and red tape as a business challenge, as well as lack of support from the municipality.

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What We Heard Opportunities

- › Day care/child care
- › Motel/temporary accommodations for workers
- › Upscale mobile home subdivision – larger lots – affordable housing
- › Improved internet services
- › Hemp processing opportunities
- › Mobile food trucks for remote job sites
- › Contract opportunities for larger employers
- › Businesses serving visitors and residents after normal business hours (coffee shop, food service)
- › Hardware/farm supply store
- › Sport and recreation equipment store
- › Improvements to existing recreational facilities
- › Seniors housing/seniors lodge
- › Regional Fire training school;
- › More agricultural related events would mean more visitors to the region and more awareness of the County and what it has to offer
- › Diversify the agriculture industry and build large cooperative food processing centre
- › Distance education

What We Heard

Advantages and Disadvantages

Biggest Advantage

- › Close to home, small town atmosphere

Competitive Advantage

- › Lease/rent is lower than competitors

Other Advantages

- › Business friendly permitting processes, good level of communication and support
- › Costs are reasonable and fair
- › Access to professional services, state of the art schools, medical clinic, etc.

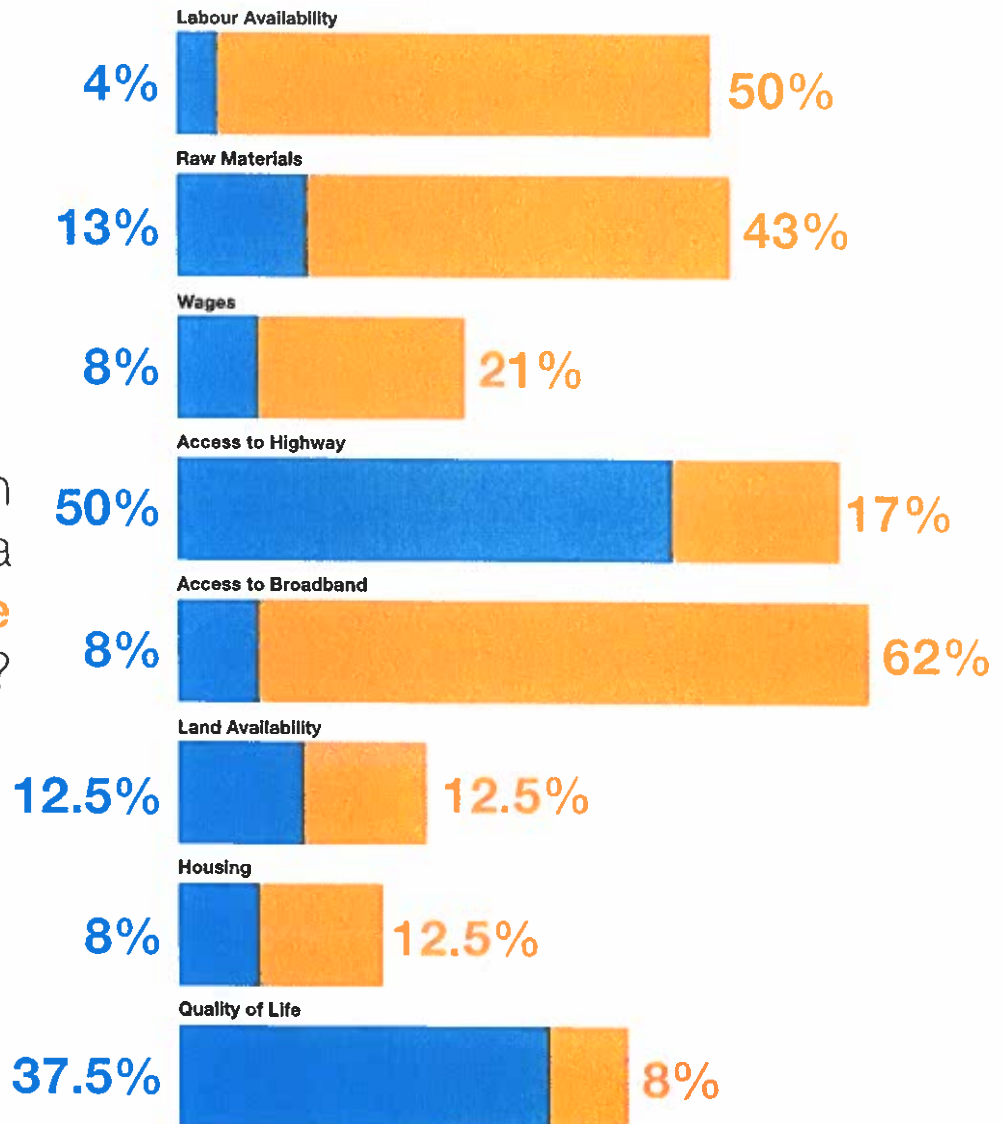
Biggest Disadvantage

- › There is nothing for the members of the community to do to connect

Competitive Disadvantage

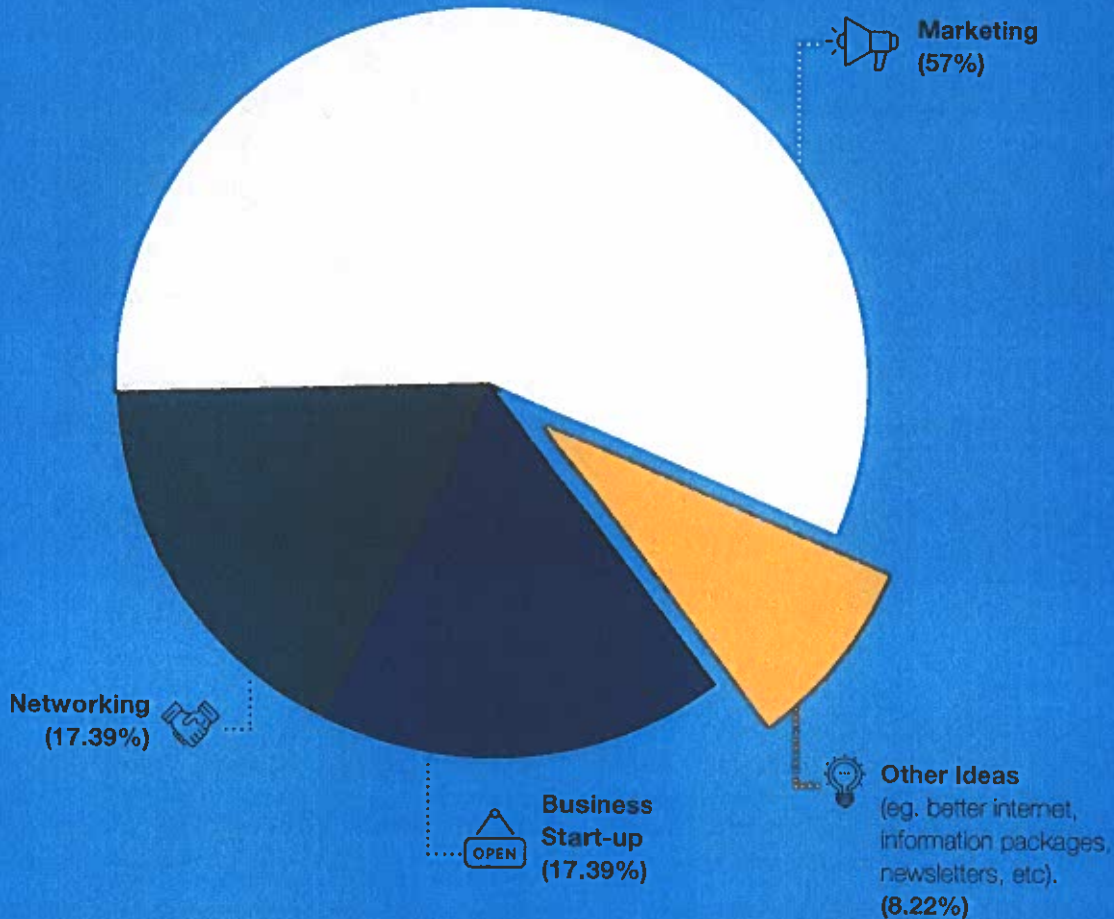
- › Transportation/telephone and internet higher than competitors

Is it an **advantage** or a **disadvantage** in this region?



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What We Heard
How to Improve
What **information is needed** to improve?



What is your **priority** for economic development?

1. Support Entrepreneurship
2. Attract New Businesses
3. Retain Existing Businesses

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What We Heard Council Visioning

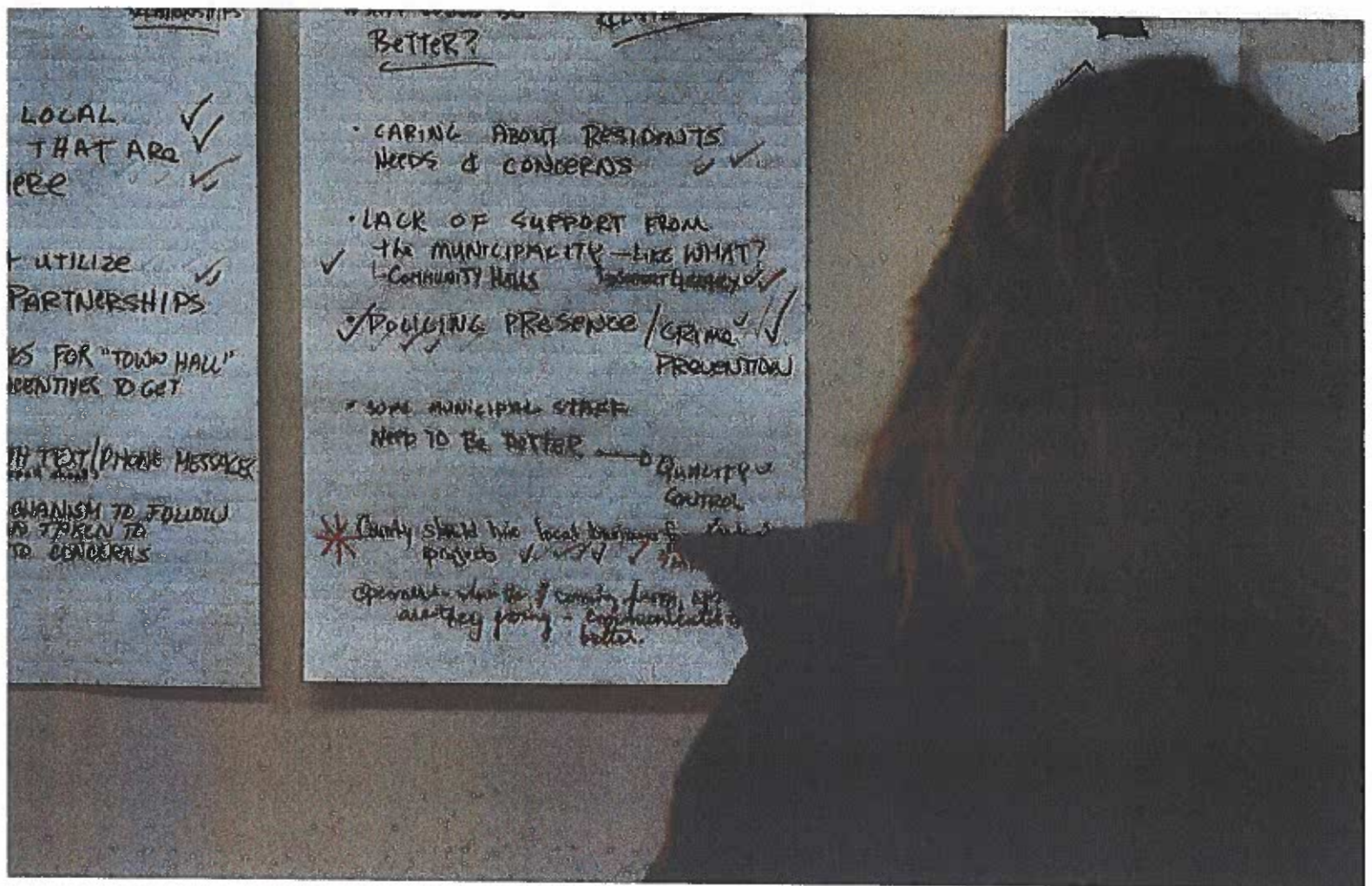
Council's for both the Town and the County were also asked to develop their vision for economic growth over the next 3-5 years

Both Council's had very similar desires for the future, including:

- › Regional cooperation
- › Grow and diversify the economy
- › Support existing business and entrepreneurs
- › Developing/ expanding industrial areas

Other things the various Council members would like to see were **seniors housing, railway industrial park, and a regional fire training school.**

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What We Heard Key Themes

Taking all the information gathered from the surveys, business visits and meetings with Council and staff, four key themes emerged that would encompass most of the challenges that were identified.



1. **Relationships.** Council and administration were keen on improving regional cooperation. However, relationships can go farther than that. It is also important to develop good working relationships with business and industry within the region, as well as enhancing the relationships within municipal offices between the various departments to ensure economic development has a voice.



2. **Rules & Regulations.** Some felt that the rules and regulations were not applied equally and fairly, and some of the overarching planning documents could use input from an economic development perspective to enhance an open for business message.



3. **Promotion.** Many felt that the Onoway/Lac Ste. Anne Region was the "best kept secret" and many were not aware of the exciting business ventures that were underway already, and the potential for many more exciting announcements in the near future.



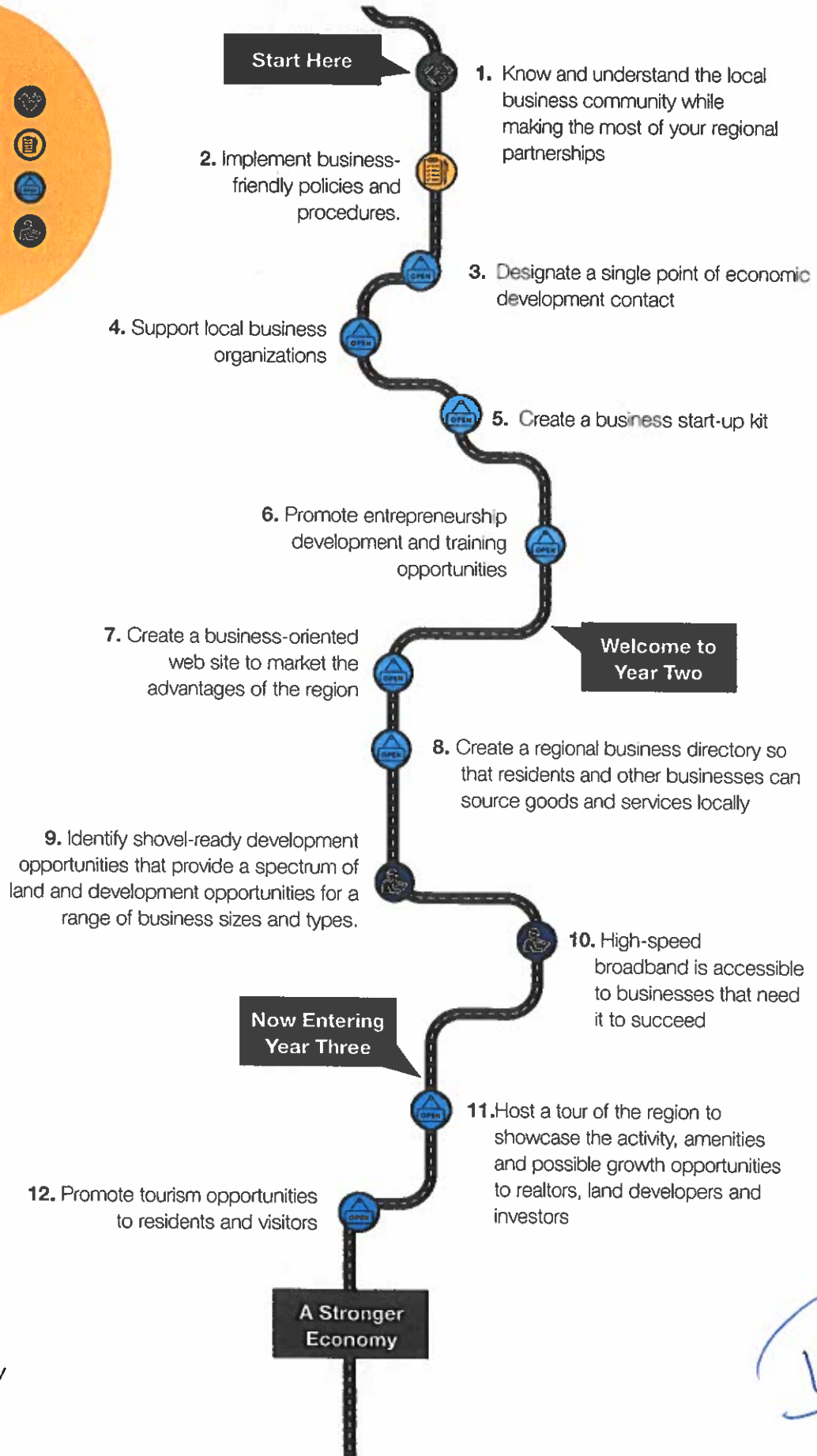
4. **Infrastructure.** Before any economic development can succeed, the region needs the appropriate infrastructure. The region is blessed with excellent highway infrastructure, but requires improved internet capabilities, and shovel ready land to accommodate any new development.



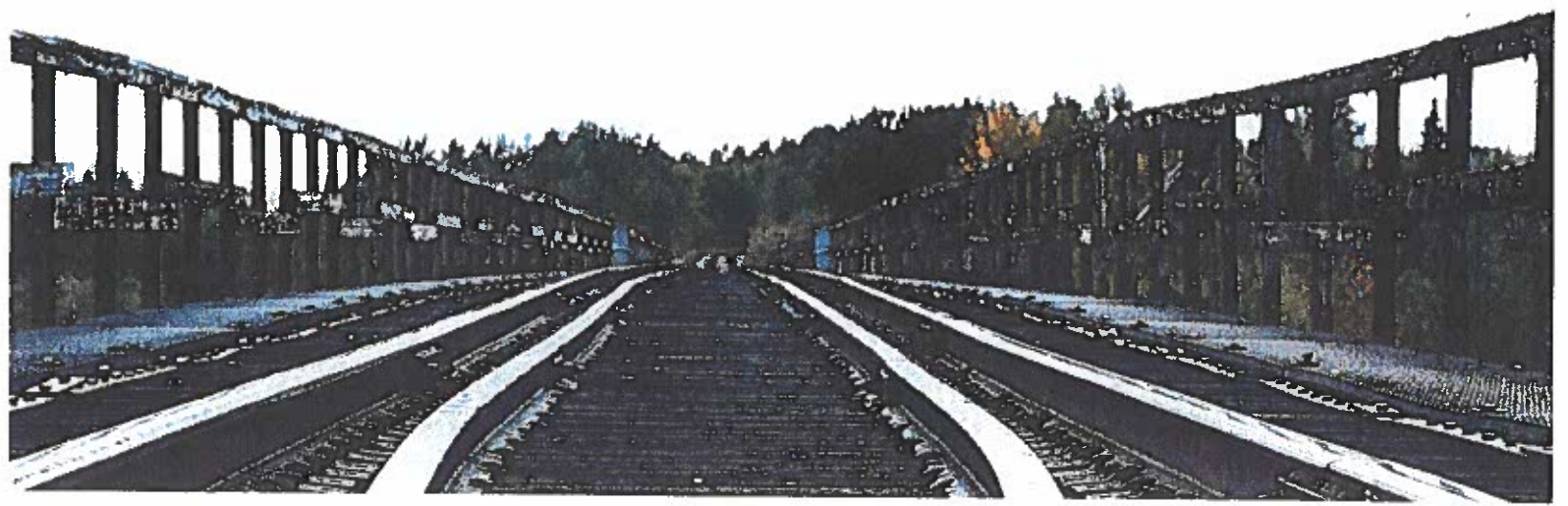
Recommendations



Economic Roadmap



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“I was thinking of moving my business until this new Council was elected.”

Relationships

Economic Development is a dating game. It is important for municipalities to know and understand their business community. Economic Development must also establish relationships with regional partners, and an understanding of the rolls and programs each can offer.

There are a number of government departments and agencies that offer support and programs for economic development and business investments. It is important for the region to understand who the partners are, what services they offer and how to best reach the businesses in need.

But most importantly, economic development must know and understand the existing business community. A common belief within economic development professionals is that 80% of your growth comes from within – businesses and people already residing in the region.

When working to attract new business, the municipality must also commit to fulfill any promises made during the “courtship” and also try to treat any existing businesses with the same level of respect. Keeping an existing client is often easier than attracting something new.





Relationships Roadmap

1. Know and understand the local business community while making the most of your regional partnerships.

Support for small business in the region is vital to successful economic development. Statistics indicate that 80% of new growth in the business community will come from people already in the region. Business is a dating game, get to know your local businesses and the target industry organizations.

Review and understand the value of regional partnerships such as Growth Alberta and Community Futures Yellowhead East. Ensure that your voice is heard within these partnerships and ensure that the services being delivered meet your ongoing requirements.

Time Frame:

Short-term/Year One

Actions

- › Re-establish the Economic Development Advisory Committee, set clear goals and objectives for the committee, set regular, meaningful meetings and use the Committee as the sounding board for the pulse business in the region. Ensure a broad representation of various business interests and backgrounds. **There is a strong desire from business owners for Council and Administration to hear the committee recommendations with an open mind, and respond in a timely manner.**
- › Institute a formal **Business Retention and Expansion program (BR&E)** to meet with local businesses, understand the challenges and opportunities and to try resolve issues before they become insurmountable and the business leaves or closes. work with Business
- › Support providers such as **Community Futures, Alberta Women Entrepreneurs, Business Development Bank of Canada**, etc. to ensure their programs and services are available to businesses within the Partnership Region. Take full advantage of and promote programs for business such as the Community Futures Small Business Loans, Business Counselling Services. Business Training courses, etc.
- › **Review/revise and prioritize the numerous studies and reports completed in the last ten years.** If they are valuable to the Partnership, then begin an implementation plan, if they are out of date or not relevant, then recycle the reports and move on to more pressing matters

Measures

- › Annual confidential survey of business advisory committee members indicates they feel valued and heard
- › Informal feedback from business owners show they **feel council is listening**
- › At least **five businesses complete a formal BR&E survey** annually
- › BR&E data is stored anonymously and used a benchmarking tool





“What do I get for my business license fee?”

Rules & Regulations

Many businesses will cite rules and regulations as a hindrance to conducting their business. Municipalities must have rules and regulations in place to ensure orderly development without conflicts between various land uses. However, municipalities must also understand the needs of business if they hope to attract investment. At minimum, rules and regulations should be clear, concise and fairly applied to all. Municipalities also should understand, that in the development game, time is money, and timely processes are considered as an incentive for business development.

Often, economic development is pitted against planning in municipalities. The consultants strongly recommend a good working relationship between economic development and planning, working as a team to accomplish the municipal goal of orderly development.

Developing brochures outlining the requirements and timelines will help business understand the entire process to get a project up and running.

Often, when relocating, business will review taxation levels. Although taxation can be a determining factor in site location, many other factors are taken into consideration, such as access to raw materials, labour force, transportation and utility costs. The Partnership needs to help business and residents better understand their taxation, and to understand what goes into municipal budgeting. In particular, residents and businesses need to understand that the best way to address taxation levels is to expand the tax base, not expand the taxes. An explanation of tax rates and comparable “operating costs” with other municipalities may help clarify the taxation levels.

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Rules & Regulations Roadmap

1. Implement business-friendly policies and procedures.

It is important to have a business perspective when developing or revising statutory plans. Planning and Development, along with Economic Development, Administration and Council not only need to have input into Statutory Plans, they also need to understand the impact of the rules and regulations might have on the business community.

Time Frame:

- › Short-term/Year One

Actions

- › Develop **clear, concise economic development vision** within planning documents
- › Review/update Vision and Mission Statements in MDP, etc. to include a priority for economic development
- › Initiate joint Planning and Development meetings with economic development
- › Initiate **Concierge Service** where economic development staff can lead potential business interests through the various permitting processes
- › Provide clear education for potential businesses on **how to navigate the development process**, including what is required within an application, timelines for approvals, etc.
- › Implement the Canadian Federation of Independent Business (CFIB) Municipal Red tape Challenge (Red Tape Awareness Week, Jan 21-25, 2019).
- › Create **opportunities for citizen feedback on ideas for red tape reduction**; business advisory panel; ensure transparency; and one-in-one out rule to keep regulatory burden from growing
- › Involve Economic Development Advisory Committee members in the review of planning and development documents, applications, forms, etc.

Measures

- › Joint planning and development meetings are held with designated economic development staff semi-annually
- › Red Tape Challenge is completed in 2019 and processes reviewed annually
- › Economic development advisory committee indicates satisfaction with review of development approval process and indicates understanding of development approval guidelines and decision-making process

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“This is a fantastic little town, but who knows about it?”

Business and residents identified Promotion as a key activity to support and grow the businesses in the Onoway/ Lac Ste. Anne Partnership. Not only did they identify the need to promote the region as an excellent place to live, work and play, they also identified the need for the businesses in the region to promote themselves to other local and regional businesses.

In talking with the various realtors that were surveyed (both industrial and local residential realtors), they were often unaware of the activity and business growth taking place in the region. Knowing what is happening in the region would add considerable value when trying to market local properties.

New businesses starting up in the region were unaware of the many local contractors and small businesses that could be offering services to these start-up businesses. It was even suggested that many businesses (and Councils for that matter) were not aware of the many and varied businesses operating within this region.

For many prospective businesses looking at locating in a region, the internet is usually the first introduction to a region. If investors/site selectors are not able to find the information on a community/region in a quick web search, they will move on to another location. It is extremely important that the region has a robust, up to date web site with current statistical information of interest to investors. EDAC has developed a very comprehensive listing of information that should be contained on a municipal/regional economic development web site. Of prime importance, the data must be current and from a reliable source, easily defensible if questioned. In the work undertaken, the consultants noted that the municipal and regional web site information was outdated, hard to find or was inaccurate.

Start-up businesses identified the need to find support networks and access to information required to help get their business up and running. Business networking was raised as something that was highly desired in the business community. Although opportunities exist for business networking (i.e. Chamber of Commerce, etc.) some businesses felt they were not being heard or didn't feel they belonged in these organizations.

12/1





Promotion Roadmap

1. Designate a single point of economic development contact.

A single point of contact can provide concierge service to business, offering a personalized, guided experience through the start up phase to after care, providing confidence and regularity to business owners and investors.

Time Frame:

- › Short-term/Year One

Action

- › Each municipality designates one contact to act as an economic development concierge

Measure

- › A single point of contact is designated

2. Support local business organizations.

The Onoway and Alberta Beach Chamber of Commerces and the Sangudo Economic Development Committee are three examples of local business organizations that should be supported. Working and regularly communicating with these organizations will help you to better understand the needs of your local business community.

Time Frame:

- › Short-term/Year One

Actions

- › Encourage regional cooperation amongst local Chambers of Commerce
- › Host, in conjunction with Community Futures, the Business Link or others, business networking events
- › Council meetings with Chamber of Commerce/business leaders at least twice a year

Measures

- › **One Chamber of Commerce event** in each municipality is sponsored each year
- › Council meets with Chamber President and delegates **twice annually** seeking feedback in areas concerning communication, business climate, opportunities and constraints
- › At least **two business information or networking events** are co-hosted by LSAP and a business partner like Chamber, Business Link, Community Futures or other each year

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Promotion Roadmap Continued

3. Promote entrepreneurship development and training opportunities.

Nothing happens in the world without entrepreneurs taking risks. 87% of all businesses in Canada have less than 20 employees and 130,000 new small businesses are being created each year. The Partnership can promote entrepreneurship development and training through many avenues.

Time Frame:

- › Short-term/Year One

Actions

- › Work with school boards to encourage entrepreneurship courses in high schools in the region, and perhaps follow the example of the Kiwanis Centre in Dawson Creek or the Junior Achievement school program
- › Work with Community Futures to develop and deliver small business training and support programs within the Partnership region
- › Investigate the potential use of vacant/under utilized buildings as a potential incubator for small business. There are a number of business incubators in the Capital Region, and information through the National Business incubator Association (NBIA). Some incubators are referred to as Accelerators
- › Utilize the resources and expertise of Business Link to support small business start ups and expansions (businesslink.ca)

Measures

- › Number of training sessions offered annually
- › Satisfaction of participants in training sessions
- › Amount of funding leveraged to provide training to business leaders
- › Feasibility study of business incubator completed
- › Number of Junior Achievement or in-school entrepreneurship classes offered annually

4. Create a business start-up kit

Create an entrepreneurship package in digital and print form that contains everything a startup needs to get up and running including, local rules and regulations for business startup (licensing, zoning, development permits, etc.) The brochure should also include important resources for small business, such as Business Link, Community Futures, Business Development Bank, etc. and local business networking opportunities such as Chambers of Commerce, etc.

Time Frame:

- › Short-term/Year One

Action

- › Make available in digital and hard copy a business start up kit including information on forming a business, registering a name, business permitting and licensing requirements, support and assistance resources, economic development contact information etc.

Measure

- › Satisfaction amongst new business start-ups with start up kit

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5. Create a business-oriented web site to market the advantages of the region.

Most site location decisions are based on information gathered from on-line research. If your web site is hard to find, data is dated or inaccurate, you will not even be considered as the site location process gets narrowed down. Often, you will not even know your location was a potential site before it has already been eliminated from the shortlist.

Time Frame:

- › Mid-term/Year Two

Actions

- › Access and publish current and relevant information for site selectors on an enhanced web site
- › Include a regional business directory
- › Include business information/networking opportunities offered by various agencies throughout the region (Community Futures)

Measures

- › Web site analytics and traffic reports are provided to Councils quarterly
- › Economic development data updated at least annually
- › At least five networking or business information events are listed annually
- › Regional business directory listings are updated annually

6. Create a regional business directory so that residents and other businesses can source goods and services locally.

Many businesses and residents indicated it was hard to find local goods and services to meet their needs. It is extremely important to support local business through an on-line directory.

Time Frame:

- › Mid-term/Year Two

Actions

- › Institute a regional business license
- › Initiate business license program in the Town of Onoway
- › List all businesses (by category) in an on-line directory

Measures

- › Number of regional business licences issued year over year
- › Number of business licences issued in Town of Onoway
- › Business owner satisfaction with business licence process
- › Web traffic to online business directory

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Promotion Roadmap Continued

7. Host a tour of the region to showcase the activity, amenities and possible growth opportunities to realtors, land developers and investors.

Local and regional realtors were unaware of the projects that are happening within the County/Town. Familiarization with these events will assist in marketing properties to businesses or developers looking to invest. It is also important that major real estate firms in the Capital region are familiar with what is available in this region.

Time Frame:

- › Long-term/Year Three

Action

- › Invite realtors (commercial/industrial/residential), development companies/investors and include municipal representatives to answer questions

Measures

- › Number of interested participants on tour
- › Number of follow up leads

8. Promote tourism opportunities to residents and visitors.

Tourism is an excellent economic generator and may attract future residents and businesses looking for the lifestyle. The Partnership region draws a large number of tourists annually, whether they are simply passing through on the major north-south tourism corridor (Highway 43) or visiting any of the resorts, campgrounds or summer villages throughout the region. It is important that businesses realize the contribution of these visitors, but also understand their needs and perhaps adjust their hours of service to accommodate the tourism industry. The region is well known for hosting tourism and cultural events and these events should be widely promoted.

Time Frame:

- › Long-term/Year Three

Actions

- › Promote tourism/lifestyle opportunities to potential residents and business trying to attract new employees
- › Promote tourism as a viable economic opportunity to existing businesses (longer hours, open weekends, etc.)
- › Promote cultural and tourism events already happening in the region (Darwell, Sangudo, etc.)
- › Explore opportunities for larger events at Deep Creek Campground

Measures

- › Increase in visitors year over year
- › Increase in visitor spending year over year
- › Satisfaction survey of visitors to region

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“We need better internet access.”

Infrastructure

For businesses to grow and succeed, they require basic infrastructure support such as available land, proper zoning, services such as water and waste water, access to transportation (highways/streets and roads) During the development of this report, the consultants reached out to commercial/industrial realtors who were promoting land for sale in the region. One of the most interesting projects was the Cottage Industrial project by TransAmerica Group promoting “live where you work”. This unique development should be further explored and marketed for this region.

Other properties throughout the region that are currently being marketed include two sites along Highway 37 near Onoway (144 acres – development site; 21.87 acre industrial zoned), 3- 5-acre parcels along Highway 43 near Onoway and the Gasoline Ally North site near Mayerthorpe. The consultants are also aware of other potential development sites throughout the region, within proximity to Onoway and/or Alberta Beach with proposed development opportunities under consideration.

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Infrastructure Roadmap

1. Identify shovel-ready development opportunities that provide a spectrum of land and development opportunities for a range of business sizes and types.

The Partnership needs to develop a list of potential business opportunities, determine the best locations, sizes and servicing levels. Then the Partnership can work closely with land owners, realtors, developers and investors to actively market and promote the opportunities to the greater Edmonton regional business community. (we hear examples of companies leaving the Capital Region market because of costs. Colliers International Edmonton Industrial market Third Quarter 2018 shows that industrial properties in the Acheson region – net rental rates decreased by 13%. The region is experiencing a vacancy rate of 2.1%).

Time Frame:

- › Mid-term/Year Two

Action Items

- › Create an inventory of all available non-residential land for sale and post links to realtors on the web site
- › Work with realtors and land owners to identify opportunities and challenges to developing, servicing and zoning land for sale

Measures

- › An online inventory of available land and contact information is available to businesses, site selectors, and investment decision-makers
- › A range land and buildings exist to accommodate businesses at various stages of growth

2. High-speed broadband is accessible to businesses that need it to succeed.

Access and speed of local broadband was raised by many businesses, both in Onoway and the County as a deterrent to business operations. Although the County has invested in towers and relationships with Internet Service Providers, the issue remains. Although the Federal and Provincial Governments have made high speed internet a priority, more work needs to be done to encourage internet service providers to enter the marketplace within this region.

Time Frame:

- › Mid-term/Year Two

Action Items

- › Continue to work with telecommunications and ISP to expand and enhance broadband internet access throughout the region
- › Investigate the feasibility of establishing a cooperative or municipally-owned ISP to provide high speed internet to businesses and residents

Measures

- › Satisfaction rates with internet access and speed



Appendix

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Economic Development Performance Measures

Short Term Performance Measures (Year One: Start-up Phase)

- › Regular information sharing amongst stakeholders
- › Effectiveness of organization in removing barriers to successful economic development (shovel-ready land, infrastructure, funding, and other barriers)
- › Financial sustainability and accountability
- › Awareness of economic development activities and goals
- › Civic engagement (number of organizations engaged in achieving economic development plan)
- › Referrals to other sources (Business Link, Productivity Alberta, Chambers of Commerce, and others)
- › Success in implementing strategic plan
- › Employee satisfaction

Medium Term Performance Measures (Years Two and Three: Growing Phase)

- › Value of new development permits
- › Number of new jobs created, and value of salaries or wages created
- › Value of foreign direct investment in the region
- › Number of active prospects considering the region
- › Targeted marketing campaigns undertaken
- › Number of referrals to the economic development agency
- › Number of calls made regarding investment attraction
- › Number of leads visited / contacted / targeted Number of new business created
- › Number of businesses visited and surveyed for retention and expansion purposes
- › Number of entrepreneurship programs offered
- › Cost-benefit analysis of activities undertaken (cost of project versus benefit to the region)
- › Financing provided to businesses expanding or starting up
- › Number of business licenses issued
- › Number of entrepreneurship programs offered (business planning, funding, marketing, and others)
- › Number of business retention or expansion programs offered (productivity, labour development, etc)
- › Availability and diversity of funding for start-ups (venture capital, loans, angels investments)
- › Satisfaction with entrepreneurship programming
- › Number of learning opportunities held
- › Satisfaction with services provided by economic development agency
- › Linkage of strategic plan with other development plans (MDPs, IDPs, Capital Regional plans, Land Use Framework plan, and others)
- › Expansion of services offered by the economic development agency

Long Term Performance Measures (Years Four to Ten: Mature Phase)

- › Awareness of marketing initiatives amongst target markets (communications audit)
- › Diversity and availability of space for start-ups and business expansion
- › Number of inbound investment tours hosted
- › Number of outbound trade missions organized
- › Number of jobs created and their salaries and wages
- › Number of jobs retained
- › Economic impact of jobs created within the region (economic multipliers)
- › New business start-ups as percentage of all business
- › Value of foreign direct investment in the region
- › Diversification of funding (public, private, grant, and other revenues)
- › Awareness of marketing initiatives amongst target markets (communications audit)
- › Number of new businesses created
- › Sustainability of local companies
- › Economic impact of jobs created within the region (economic multipliers)

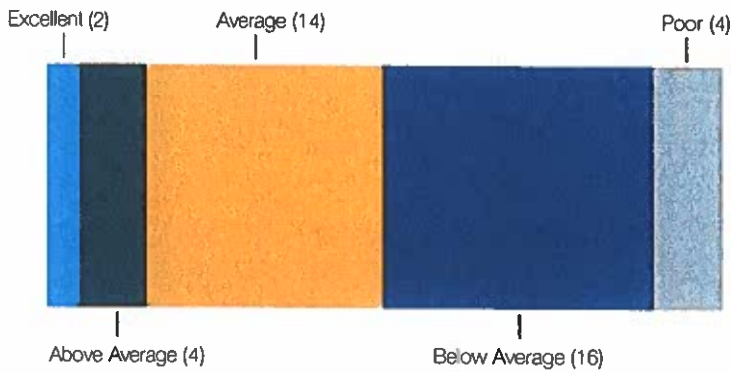
OVERVIEW

During the Partnership meeting of October 10, 2018, the Steering Committee request a further analysis of the Survey results to better understand the unique requirements for each of the partners. To be consistent, we have tried to segregate the results into the four themes that emerged from the Survey results (Promotion, Relationships, Infrastructure, Rules and Regulations).

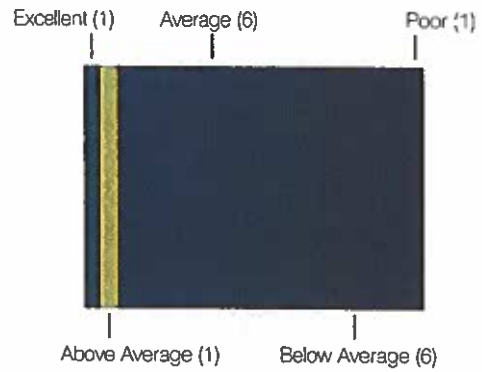
RESULTS

In ranking the various communities as a place to **do business**:

Lac Ste. Anne County

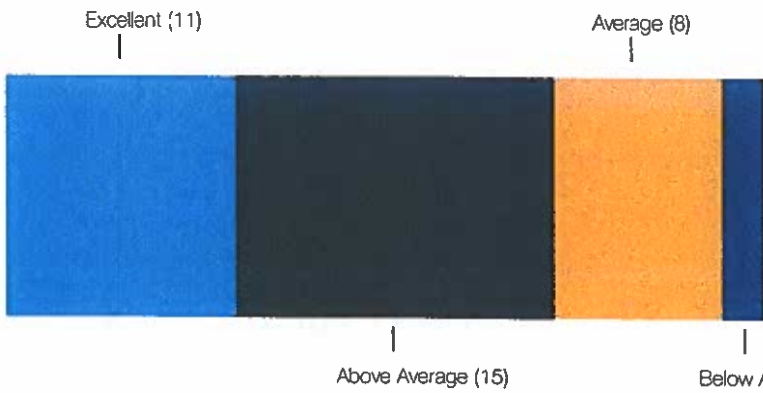


Town of Onoway

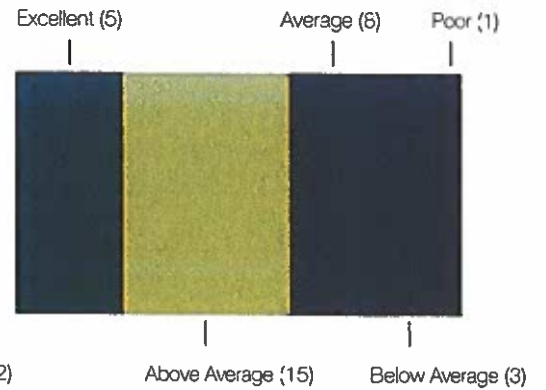


In ranking the various communities as a place **to live**:

Lac Ste. Anne County



Town of Onoway



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COUNTY COMPARISONS (2017)

Woodlands County

Full Time Employees: 61
 Population: 4,754
 Area: 759,959.50 km²
 Roads: 736 km
 Dwellings: 2,264
 Residential Mill Rate: 2.7727
 Resident School Mill Rate: 2.4891
 Non-Residential Mill Rate: 9.8726
 Non-Resident School: 4.1486
 Total Assessment: \$2,550,893,176
 Residential % to Total: 28.33%

- Residential: \$ 722,754,877
- Farmland: \$ 15,356,580
- Non-Residential: \$ 226,038,699
- Linear: \$ 915,450,650
- Rail: \$2,105,180
- M&E: \$669,187,190

County of Barrhead

Full Time Employees: 29
 Population: 6,288
 Area: 246,969 km²
 Roads: 1,498 km
 Dwellings: 2,522
 Residential Mill Rate: 5.902
 Resident School Mill Rate: 2.4884
 Non-Residential Mill Rate: 17.1012
 Non-Resident School: 4.001
 Total Assessment: \$939,109,821
 Residential % to Total: 69.21%

- Residential: \$649,967,311
- Farmland: \$59,468,060
- Non-Residential: \$38,503,740
- Linear: \$147,621,950
- Rail: 0
- M&E: \$43,548,760

Lac Ste. Anne County

Full Time Employees: 65
 Population: 10,899
 Area: 304,500 km²
 Roads: 2,072 km
 Dwellings: 5,639
 Residential Mill Rate: 4.389
 Resident School Mill Rate: 2.576
 Non-Residential Mill Rate: 15.691
 Non-Resident School: 4.102
 Total Assessment: \$1,925,466,610
 Residential % to Total: 77.26%

- Residential: \$1,487,888,004
- Farmland: \$58,953,500
- Non-Residential: \$52,255,566
- Linear: \$253,548,240
- Rail: \$1,701,600
- M&E: \$71,319,700

Parkland County

Full Time Employees: 245
 Population: 32,097
 Area: 238,440 km²
 Roads: 2,135 km
 Dwellings: 14,034
 Residential Mill Rate: 3.7943
 Resident School Mill Rate: 2.4915
 Non-Residential Mill Rate: 7.5866
 Non-Resident School: 3.6157
 Total Assessment: \$10,259,761,272
 Residential % to Total: 59.24%

- Residential: \$6,078,679,593
- Farmland: \$42,685
- Non-Residential: \$2,048,067,899
- Linear: \$1,827,720,100
- Rail: \$17,849,410
- M&E: \$244,759,220

Yellowhead County

Full Time Employees: 91
 Population: 10,995
 Area: 2,837,528 km²
 Roads: 2,284 km
 Dwellings: 5,467
 Residential Mill Rate: 2.4585
 Resident School Mill Rate: 2.532
 Non-Residential Mill Rate: 6.3658
 Non-Resident School: 3.7061
 Total Assessment: \$9,673,454,197
 Residential % to Total: 13.75%

- Residential: \$1,330,555,257
- Farmland: \$39,357,980
- Non-Residential: \$663,447,700
- Linear: \$4,779,707,160
- Rail: \$55,522,310
- M&E: \$2,804,863,790

Source Alberta Municipal Affairs

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Fox Creek

Full Time Employees: 30
 Population: 1,971
 Area: 856 km²
 Roads: 37 km
 Water Main: 42 km
 Waste Water: 18 km
 Storm 15 km
 Dwellings: 870
 Residential Mill Rate: 7.289
 Resident School Mill Rate: 2.6136
 Non-Residential Mill Rate: 20.5547
 Non-Resident School: 3.7498
 Total Assessment: \$385,731,455
 Residential % to Total: 56.02%
 • Residential: \$216,084,419
 • Farmland: \$0
 • Non-Residential: \$162,313,656
 • Linear: \$7,123,380
 • Rail: \$0
 • M&E: \$210,000

Barrhead

Full Time Employees: 32
 Population: 4,579
 Area: 772 km²
 Roads: 62 km
 Water Main: 41 km
 Waste Water: 39 km
 Storm 16 km
 Dwellings: 1,980
 Residential Mill Rate: 8.5599
 Resident School Mill Rate: 2.5761
 Non-Residential Mill Rate: 14.1729
 Non-Resident School: 3.6055
 Total Assessment: \$499,071,372
 Residential % to Total: 77.61%
 • Residential: \$387,341,107
 • Farmland: \$118,300
 • Non-Residential: \$102,772,105
 • Linear: \$6,494,760
 • Rail: \$0
 • M&E: \$2,345,100

Westlock

Full Time Employees: 56
 Population: 5,101
 Area: 1371.5 km²
 Roads: 71 km
 Water Main: 51.9 km
 Waste Water: 45.7 km
 Storm 15 km
 Dwellings: 2,290
 Residential Mill Rate: 8.7622
 Resident School Mill Rate: 2.5117
 Non-Residential Mill Rate: 26.98
 Non-Resident School: 2.8709
 Total Assessment: \$583,356,651
 Residential % to Total: 74.72%
 • Residential: \$435,877,472
 • Farmland: \$490,620
 • Non-Residential: \$133,415,539
 • Linear: \$7,348,230
 • Rail: \$65,160
 • M&E: \$6,159,630

Onoway

Full Time Employees: 6
 Population: 1,029
 Area: 311 km²
 Roads: 17 km
 Water Main: 6.98 km
 Waste Water: 4.85 km
 Storm 1.18 km
 Dwellings: 435
 Residential Mill Rate: 5.9028
 Resident School Mill Rate: 2.4995
 Non-Residential Mill Rate: 15.5416
 Non-Resident School: 3.5951
 Total Assessment: \$117,618,070
 Residential % to Total: 69.22%
 • Residential: \$81,416,411
 • Farmland: \$77,440
 • Non-Residential: \$32,848,439
 • Linear: \$2,212,440
 • Rail: \$41,100
 • M&E: \$1,022,240

Mayerthorpe

Full Time Employees: 10
 Population: 1,320
 Area: 380 km²
 Roads: 16 km
 Water Main: 19.3 km
 Waste Water: 15.5 km
 Storm 4 km
 Dwellings: 610
 Residential Mill Rate: 9.5984
 Resident School Mill Rate: 2.4155
 Non-Residential Mill Rate: 18.7557
 Non-Resident School: 3.469
 Total Assessment: \$105,515,914
 Residential % to Total: 75.99%
 • Residential: \$80,187,863
 • Farmland: \$0
 • Non-Residential: \$22,882,631
 • Linear: \$2,279,230
 • Rail: \$34,500
 • M&E: \$131,690

Bon Accord

Full Time Employees: 12
 Population: 1,529
 Area: 211 km²
 Roads: 15.58 km
 Water Main: 10.83 km
 Waste Water: 10.22 km
 Storm 2 km
 Dwellings: 583
 Residential Mill Rate: 9.5323
 Resident School Mill Rate: 2.5814
 Non-Residential Mill Rate: 18.0774
 Non-Resident School: 3.6728
 Total Assessment: \$150,975,587
 Residential % to Total: 95.97%
 • Residential: \$144,898,997
 • Farmland: \$63,000
 • Non-Residential: \$4,316,000
 • Linear: \$1,651,080
 • Rail: \$0
 • M&E: \$46,510

TOWN COMPARISONS (2017)

Source Alberta Municipal Affairs

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Acknowledgments

The Onoway/Lac Ste. Anne Partnership would like to acknowledge and thank the many residents and businesses who willingly gave their time and expertise to provide insight and real-life examples of the challenges and opportunities facing the region. In economic development practice, it is well known that local businesses and residents know their region better than any “hired-guns”, or consultants.

Partnerships would not be successful without the leadership and guidance of the elected officials. The Partnership thanks and congratulates the Town of Onoway and Lac Ste. Anne County for the foresight and leadership in creating a regional partnership intended to make both communities more sustainable. Of course, Council's set the direction, but Administration is tasked with ensuring the desired outcomes are achieved. Management and staff from both partners were fully engaged and cooperative in all aspects of this study.

The Partnership also acknowledges the financial support from Alberta Municipal Affairs through the Alberta Community Partnership (ACP) Program. Funding through the ACP Program not only supported the creation of the economic development strategy but will also be used to implement recommendations from this plan and support ongoing best practices in economic development.

The Partnership is very excited to have produced an economic development roadmap that will not only set out broad goals but will also serve as a step-by-step guide to implement the actions and achieve the desired results. We acknowledge that this is but a step toward the future and understand much work remains to be done.

Economic development is hard to achieve at any level, but creating a new regional group is even harder to get off the ground. The Onoway/Lac Ste. Anne Partnership started with limited representation to try and build a solid foundation and structure for regional economic development collaboration. The Steering committee acknowledges, that once a solid foundation and structure has been developed, then they will move beyond a Steering Committee and graduate to a much broader region. We trust that neighbouring communities will afford the Steering Committee the time to establish the ground rules and enable a new regional partnership to hit the ground running. The whole purpose of the Steering Committee is to learn to walk before we run.

On behalf of the Onoway/Lac Ste. Anne Partnership

Nick Gelych, Chair
Lac Ste Anne County

Councillor Lynne Tonita
Town of Onoway

Councillor Lorne Olsvik,
Lac Ste. Anne County

Councillor Wade Neilson
Town of Onoway

Cindy Suter
Lac Ste Anne County Economic Development
Director and Staff Liaison for the Partnership



LAC STE. ANNE COUNTY



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**On Our Way: An Economic Roadmap for the
Onoway/Lac Ste. Anne Partnership**

The Onoway and Lac Ste. Anne County Partnership was formed to take advantage of working together to enhance regional economic development opportunities. This roadmap is based on extensive consultation with local businesses and is designed to help to support economic growth over the next three years.





Yellowhead Regional Library

August 23, 2019

Dear Municipal Administrators and School Division Superintendents:

On March 4, 2019, the Yellowhead Regional Library (YRL) Board of Trustees approved a motion to increase the membership levies by two per cent effective January 1, 2020 and by one and one half per cent effective January 1, 2021.

Municipalities—\$4.39 per capita in 2020 and \$4.46 per capita in 2021.

School Divisions—\$14.23 per student in 2020 and \$14.44 per student in 2021.

Included for your file and records are the revised YRL Master Membership Agreement *Parties to the Agreement* and *System Levy* sections (Schedules A and C respectively). I have also included a 10-year chart of Alberta's regional library system membership levies for municipalities.

Thank you for your continued support of strong library service.

If you have any questions or would like more information, please email me (chair@yrl.ab.ca) or contact YRL Director Karla Palichuk (kpalichuk@yrl.ab.ca or 780-962-2003, extension 226).

Yours truly,

A handwritten signature in black ink, appearing to read 'H. Smit', is written over a faint, larger version of the signature.

Hendrik Smit, Chair
Yellowhead Regional Library

Enclosures

Copy: YRL Board Trustees

RECEIVED
Aug. 29/19

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YRL Master Membership Agreement

Schedule "A"

The following municipalities are Parties to this Agreement:

Brazeau County	Summer Village of Sunset Point
City of Beaumont	Summer Village of Val Quentin
City of Leduc	Summer Village of West Cove
City of Spruce Grove	Summer Village of Yellowstone
City of Wetaskiwin	Town of Barrhead
County of Barrhead No. 11	Town of Calmar
County of Wetaskiwin No. 10	Town of Devon
Lac Ste. Anne County	Town of Drayton Valley
Leduc County	Town of Edson
Municipality of Jasper	Town of Hinton
Parkland County	Town of Mayerthorpe
Summer Village of Birch Cove	Town of Millet
Summer Village of Castle Island	Town of Onoway
Summer Village of Crystal Springs	Town of Stony Plain
Summer Village of Grandview	Town of Swan Hills
Summer Village of Kapasiwin	Town of Thorsby
Summer Village of Lakeview	Town of Westlock
Summer Village of Ma-Me-O Beach	Town of Whitecourt
Summer Village of Nakamun Park	Village of Alberta Beach
Summer Village of Norris Beach	Village of Breton
Summer Village of Poplar Bay	Village of Clyde
Summer Village of Ross Haven	Village of Spring Lake
Summer Village of Seba Beach	Village of Wabamun
Summer Village of Silver Beach	Village of Warburg
Summer Village of Silver Sands	Westlock County
Summer Village of South View	Woodlands County
Summer Village of Sunrise Beach	Yellowhead County

The following School Divisions are Parties to this Agreement:

Northern Gateway Regional Division No. 10
Pembina Hills Regional Division No. 7
Wetaskiwin Regional Division No. 11

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Alberta's Regional Library Systems
Membership Levies

August 2019

	2009	2014	2019	2020	2021
Chinook Arch Regional Library System, Lethbridge	\$5.09	\$6.99	\$8.01	\$8.01	\$8.01
Marigold Library System, Strathmore	\$4.50	\$5.25	\$6.06	TBC	TBC
Northern Lights Library System, Elk Point	\$4.08	\$4.87	\$8.14	TBC	TBC
Parkland Regional Library, Lacombe	\$4.03	\$7.50	\$8.25	TBC	TBC
Peace Library System, Grande Prairie	\$3.15	\$5.50	\$6.37	TBC	TBC
Shortgrass Library System, Medicine Hat	\$4.27	\$4.80	\$5.12	TBC	TBC
Yellowhead Regional Library	\$4.30	\$4.30	\$4.30	\$4.39	\$4.46

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Development Services
for the

Summer Village of Silver Sands

Box 2945, Stony Plain, AB., T7Z 1Y4, Phone (780) 718-5479 Fax (866) 363-3342
Email: pcm1@telusplanet.net

August 25, 2019

File: 19DP08-31

**Re: Development Permit Application No. 19DP08-31
Plan 2941 MC, Block 2, Lot 18 : 18 Hazel Avenue (the "Lands")
R1A – Residential : Summer Village of Silver Sands**

APPROVAL OF DEVELOPMENT PERMIT

You are hereby notified that your application for a development permit with regard to the following:

CONSTRUCTION OF A RECREATIONAL VEHICLE PARKING PAD AND PLACEMENT OF A RECREATIONAL VEHICLE FOR BOTH THE PURPOSES OF STORAGE AND USE.

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

- 1- All municipal taxes must be paid.
- 2- The applicant shall provide a certified copy of plan of subdivision to determine all easements and restrictive covenants on the parcel, and 8.5 X 11 copies of site plans of a quality satisfactory to the Development Officer
- 3- The applicant shall display for no less than twenty-one (21) days after the permit is issued the enclosed notice. The notice is to be posted immediately adjacent to the blue Municipal Address sign in such a fashion as to be visible by the public.
- 4- The applicant shall obtain and adhere to the requirements where applicable, from the appropriate authority, permits relating to demolition, building, electricity, plumbing and drainage, and all other permits required in connection with the proposed development.
- 5- The applicant shall be financially responsible during construction for any damage by the applicant, his servants, his suppliers, agents or contractors, to any public or private property.
- 6- The applicant shall prevent excess soil or debris from being spilled on public streets and lanes; and shall not place soil or any other material on adjacent properties without permission in writing from adjacent property owners.

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Development Services
for the

Summer Village of Silver Sands

Box 2945, Stony Plain, AB., T7Z 1Y4, Phone (780) 718-5479 Fax (866) 363-3342
Email: pcm1@telusplanet.net

7- The improvements take place in accordance with the plans and sketch submitted as part of the permit application, INCLUDING:

PARKING PAD AND RECREATIONAL VEHICLE LOCATION

- **Front Yard setback shall be a minimum of 19.05 metres as shown on the attached Site Plan submitted by the Applicants on August 14, 2019 (Schedule "A");**
- **Side Yard setbacks shall be a minimum of 1.2 metres (or greater distance as required under the Alberta Safety Codes Act;**
- **Rear Yard setback shall be a minimum of 1.0 metre.**

PARKING PAD CONSTRUCTION

- **The Parking Pad shall have a width of a minimum of 6.1 metres and length of a minimum of 12.2 metres (or greater to accommodate the Recreational Vehicle to be parked thereon).**
 - **The Parking Pad shall be constructed in a manner to provide a hard, mineral based, surface to accommodate a Recreational Vehicle parked upon it.**
- 8- All improvements shall be completed within twelve (12) months of the effective date of the permit.
- 9- The site and improvements thereon shall be maintained in a clean and tidy condition during construction, free from rubbish and debris. Receptacles for the purpose of disposing of rubbish and debris shall be provided to prevent scatter of debris and rubbish.
- 10- No person shall keep or permit to be kept in any part of a yard any excavation, storage or piling of materials required during the construction stage unless all necessary safety measures are undertaken. The owner of such materials or excavation must assume full responsibility to ensure the situation does not prevail any longer than reasonably necessary to complete a particular stage of construction.

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Development Services
for the

Summer Village of Silver Sands

Box 2945, Stony Plain, AB., T7Z 1Y4, Phone (780) 718-5479 Fax (866) 363-3342
Email: pcm1@telusplanet.net

Should you have any questions please contact this office at (780) 718-5479.

Date Application Deemed Complete **August 25, 2019**

Date of Decision **August 25, 2019**

Effective Date of Permit **September 23, 2019**

Signature of Development Officer

Tony Sonnleitner, Development Officer, Summer Village of Silver Sands

Attachment: Schedule "A" – Site Plan

cc Wendy Wildman - Municipal Administrator, Summer Village of Silver Sands
Assessor - Mike Krim – Tanmar Consulting Inc. : mike@tanmarconsulting.com

Note: An appeal of any of the conditions of approval may be made to the Subdivision and Development Appeal Board by serving written notice of appeal to the Clerk of the Subdivision and Development Appeal Board. Such an appeal shall be made in writing and shall be delivered either personally or by mail so as to reach the Clerk of the Subdivision and Development Appeal Board no later than twenty-one (21) days after the notice of decision. The appeal should be directed to this office at:

Summer Village of Silver Sands
Box 8
Alberta Beach, AB T0E 0A0

and should include a statement of the grounds for the appeal and have attached an Appeal fee in the amount of \$150.00.

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Development Services
for the

Summer Village of Silver Sands

Box 2945, Stony Plain, AB., T7Z 1Y4, Phone (780) 718-5479 Fax (866) 363-3342
Email: pcm1@telusplanet.net

NOTE:

1. *The issuance of a Development Permit in accordance with the notice of decision is subject to the condition that it does not become effective until twenty-nine (29) days after the date of the order, decisions or development permit is issued.*
2. *The Land Use Bylaw provides that any person claiming to be affected by a decision of the Development Officer may appeal to the Development Appeal Board by serving written notice of appeal to the Clerk of the Subdivision & Development Appeal Board within twenty-one (21) days after notice of the decision is given.*
3. *A permit issued in accordance with the notice of the decision is valid for a period of twelve (12) months from the date of issue. If at the expiry of this period, the development has not been commenced or carried out with reasonable diligence, this permit shall be null and void.*

IMPORTANT NOTES

1. Any development proceeded with prior to the expiry of the appeal period is done solely at the risk of the Applicant even though an application for Development has been approved and a Development Permit has been issued. The period allowed for an appeal to be filed is twenty-one (21) days after a development permit is issued.
2. Any person claiming to be affected by a decision regarding an application for a development permit may appeal by serving written notice to the Clerk of the Subdivision & Development Appeal Board within twenty-one (21) days after a development permit or notice of decision was issued.
3. This Development Permit is valid for a period of 12 months from the date it was issued, or the date of an approval order being granted by the Development Appeal Board. If at the expiry of this period, the development has not been commenced or carried out with reasonable diligence, the permit becomes invalid unless an extension has been granted by the Development Officer.
4. The applicant is reminded that compliance with this Permit requires compliance with all conditions affixed thereto.
 - a. This is not a Building Permit and, where required by any regulation, a Building Permit, and all other permits in connection with this development, shall also be obtained from:

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Development Services
for the

Summer Village of Silver Sands

Box 2945, Stony Plain, AB., T7Z 1Y4, Phone (780) 718-5479 Fax (866) 363-3342

Email: pcm1@telusplanet.net

The Inspections Group Inc.

Edmonton Office

12010 - 111 Avenue NW

Edmonton, Alberta T5G 0E6

E-mail: questions@inspectionsgroup.com

Phone: 780 454-5048

Fax: 780 454-5222

Toll Free Ph: 1 866 554-5048

Toll Free Fax: 1 866 454-5222

6. A development permit is an authorization for development under the Land Use Bylaw; but is not an approval under any other regulations that may be applicable.
 - (a) Water and sewage systems are under the jurisdiction of the Inspections Group Inc. (780) 454-5048 or 1-866-554-5048.
 - (b) Development in proximity to gaslines, other pipelines, powerlines, or telephone lines require approvals from: The Gas Protection Branch - Alberta Labour, Alberta Energy Resources Conservation Board, Alberta Utilities and Telecommunications.
 - (c) All plans submitted for the construction or alteration of a commercial or industrial building as specified under the Alberta Architects Act, shall be authorized by a registered architect or a professional engineer.

146



Public Notice

DEVELOPMENT APPLICATION NUMBER: 19DP087-31

APPROVAL OF DEVELOPMENT PERMIT

An application for a development permit for this property, Plan 2941 MC, Block 2, Lot 18 : 18 Hazel Avenue, with regard to the following:

CONSTRUCTION OF A RECREATIONAL VEHICLE PARKING PAD AND PLACEMENT OF A RECREATIONAL VEHICLE FOR BOTH THE PURPOSES OF STORAGE AND USE.

has been **CONDITIONALLY APPROVED** by the Development Officer.

Any person who objects to the proposed use of the parcel may deliver to the Clerk of the Subdivision and Development Appeal Board a written statement of their objection to such use indicating the following:

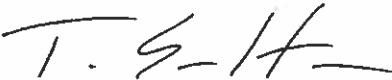
1. His/ her full name and mailing address, for the delivery of any notices to be given with respect of the objection; and
2. The reasons for his/her objection to the proposed use.

The statement must be received by the Clerk of the Subdivision and Development Appeal Board by no later than **4:30 pm on September 15, 2019.**

Statements of concern with regard to this development permit should be addressed to:

Summer Village of Silver Sands
Box 8
Alberta Beach, Alberta, T0E 0A0
Attention: Clerk of the Subdivision and Development Appeal Board

Should you have any questions please contact the Development Officer at (780) 718-5479

Date Application Deemed Complete	August 25, 2019
Date of Decision	August 25, 2019
Effective Date of Permit	September 23, 2019
Signature of Development Officer	

Note: This permit does not come into effect until twenty-nine (29) days after the date of issuance.

Note: Any development undertaken prior to the expiry of the appeal period is done solely at the risk of the applicant. The period allowed for an appeal to be filed is twenty-one (21) days after a development permit has been issued.

Note: This permit is valid for a period of twelve (12) months from the date of issue. If at the expiry date of this period the development has not been commenced and carried out with reasonable diligence, this permit shall be null and void.

THIS IS NOT A BUILDING PERMIT

147

Schedule "A"
Development Permit 19DP08-31
Site Plan (Submitted on August 14, 2019)

power
auto yard
light

septic

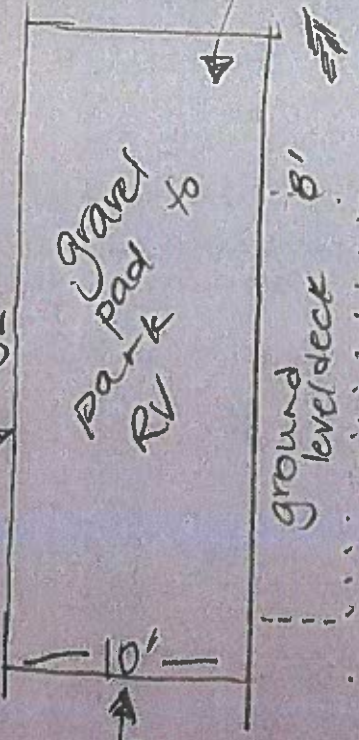
geotextile cloth
4x4 treated
posts
surrounding,
filled with
3/4 crushed
gravel.

septic
drainage

tree line

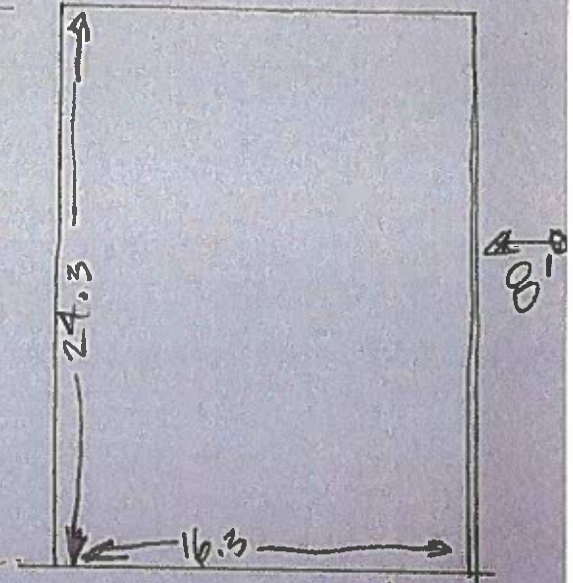
155'

tree



21.4'

18.2'



148

33'



SS
Agencia

August 22, 2019

Ste Anne Gas CO-OP
2321 Township Road 545
P.O Box 600
Onoway, AB
T0E 1V0

Attention: Ste Anne Gas CO-OP

RE: Vote on August 22, 2019

To Whom It May Concern:

This letter is to inform you that as the Chairman of the Highway 43 East Waste Commission, Mr. Lorne Olsvik will be exercising the Commission's vote for the riser for the election being held on August 22, 2019.

If you have any questions, please contact the undersigned.

Regards,

for Joe Duplessie
Manager

Cc: Highway 43 East Waste Commission

1419

55

Wendy Wildman

From: Summer Village Office <administration@wildwillowenterprises.com>
Sent: September 8, 2019 12:53 PM
To: Wendy Wildman
Subject: Fwd: Morrison Hershfield Introduction - Engineering Services
Attachments: image001.jpg; Untitled attachment 00220.htm; MH Alberta Introduction Brochure.pdf; Untitled attachment 00223.htm; MH- Introduction Summer Village of Yellowstone.pdf; Untitled attachment 00226.htm

Here is Yellowstone's.

Heather Luhtala,
Asst. CAO

Begin forwarded message:

From: Chad Newton <CNewton@morrisonhershfield.com>
Date: September 6, 2019 at 4:03:41 PM MDT
To: "administration@wildwillowenterprises.com" <administration@wildwillowenterprises.com>
Subject: Morrison Hershfield Introduction - Engineering Services

Wendy Wildman,

The purpose of this letter is to introduce our company Morrison Hershfield to the Summer Village of Yellowstone. Morrison Hershfield is an employee-owned full-service consulting, engineering, and management firm. Founded in 1946, we deliver complete, cost-effective, clear and innovative solutions for both horizontal and vertical infrastructure. Solutions are offered to clients in the Infrastructure, Transportation, Environmental, Land Development, Buildings, Solid Waste and Water / Wastewater sectors.

Our professional engineers and PMI certified project managers in our Edmonton and Calgary offices are ready to help you succeed on any engineering or construction projects. If you want your project delivery experience to be backed by extraordinary talent and systems, make us your first call.

The enclosed brochure highlights some of our projects where we demonstrated strong collaboration between our disciplines and our client to achieve the best project results possible. Over 91% of our business comes from satisfied repeat-clients. It is the relationship our staff develops with our clients that lets us respond to changes during the project very quickly and ensures a project delivery on time and on budget.

One thing that is difficult to convey in written words is the sense of our culture and community. We understand that it is important that the Summer Village grows in a manner that reflects its current values and characteristics. **Whether you need water and sewer upgrades, road and sidewalk rehabilitation, support with infrastructure planning, waste management, environmental assessments, or any other engineering projects, you will benefit from the knowledge of our engineers and their experience gained during project work in other Alberta Municipalities.**

150

Our goal is to support the Summer Village of Yellowstone to meet its future strategic priorities, ensure we help plan for the future, build and develop a sustainable and prosperous community, and create a place you are proud to call home.

Please share the enclosed documentation with your Council and administration. In addition, don't hesitate to contact me if you have any questions or projects you would like to discuss.

Sincerely,
Morrison Hershfield Limited

Chad Newton

Chad Newton MBA, PMP, Principal
PM Department Manager West, Senior Project Manager
cnewton@morrisonhershfield.com

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MORRISON HERSHFIELD

September 6, 2019

Summer Village of Silver Sands

Box 8

Alberta Beach, AB T0E 0A0

Wendy Wildman administration@wildwillowenterprises.com

Re: Morrison Hershfield Introduction

The purpose of this letter is to introduce our company Morrison Hershfield to the Summer Village of Silver Sands. Morrison Hershfield is an employee-owned full-service consulting, engineering, and management firm. Founded in 1946, we deliver complete, cost-effective, clear and innovative solutions for both horizontal and vertical infrastructure. Solutions are offered to clients in the Infrastructure, Transportation, Environmental, Land Development, Buildings, Solid Waste and Water / Wastewater sectors.

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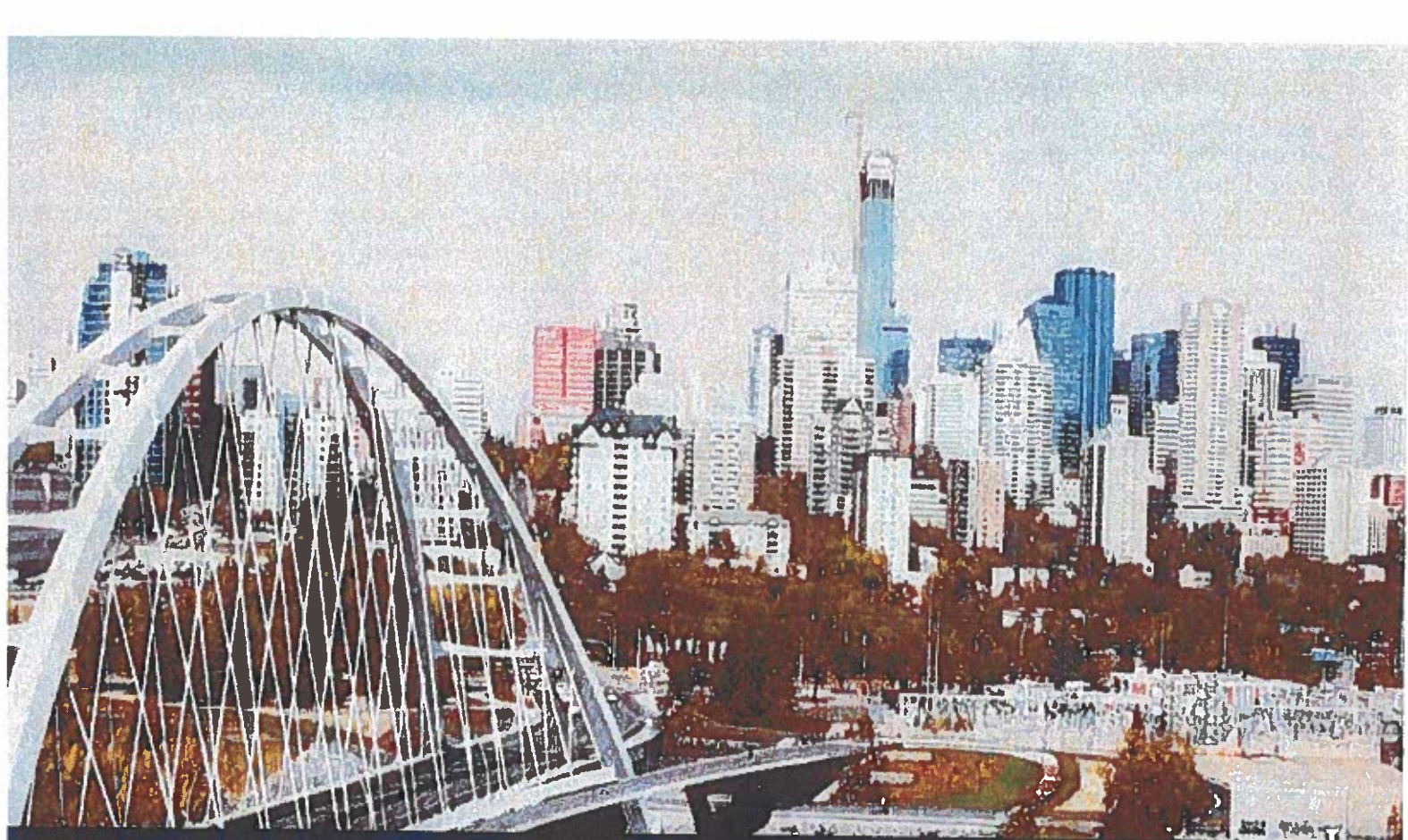
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Please share the enclosed documentation with your Council and administration. In addition, don't hesitate to contact me if you have any questions or projects you would like to discuss.

Sincerely,
Morrison Hershfield Limited

Chad Newton MBA, PMP
Principal and Senior Project Manager

150



MORRISON HERSHFIELD

People • Culture • Capabilities

Your First Call for
ENGINEERING SOLUTIONS
That Make a Difference.



153



"Working with Morrison Hershfield has been a pleasure. The insights and advice we received have resulted in a better outcome to our subdivision process than we would have had with any of the other company we contacted for guidance. I cannot recommend our project manager highly enough for his professional conduct and expert knowledge on our specific application. I would recommend Morrison Hershfield to anyone!"

- Property Management Client

February, 2019

154

OPTIMIZE your municipal projects with multidisciplinary engineering services that save you time and money.

OUR CLIENTS BENEFIT from a well-organized nimble team that exceeds expectations during planning and produces designs for effective engineering solutions in the Alberta market.

Benefits you can expect from working with Morrison Hershfield:

- ▶ **RESPONSIVE** - Requests and deliverables are addressed on time in adherence to schedule and budget.
- ▶ **INNOVATIVE** - Solutions provided by our subject matter experts address your unique project challenges.
- ▶ **ONE STOP SHOP** - Integrated multidisciplinary teams work together to offer economical designs that reduce overall costs.
- ▶ **INVESTED** - Our employee owned business culture allows us to attract and retain the best talent who are invested in the success of our clients' projects.
- ▶ **SAFE & THOROUGH** - Designs address owners' functional and constructability requirements, while meeting public safety and regulatory requirements.
- ▶ **THE RIGHT FIT** - Just the right amount of engineering is applied to meet your project needs while minimizing costs where possible. Our goal is to deliver solutions correctly the first time, regardless of geography.
- ▶ **CUSTOMER SERVICE-FOCUSED** - Over 90% of our business comes from recurring clients. Our anonymous client satisfaction survey allows us to correct any concerns before the project is completed.



CUSTOMER SOLUTION
PROVIDERS



PROBLEM
SOLVERS

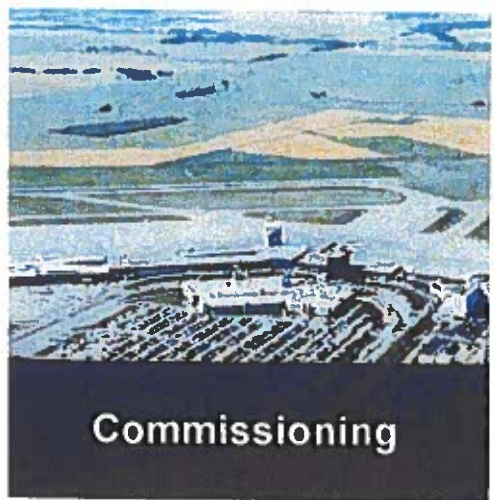
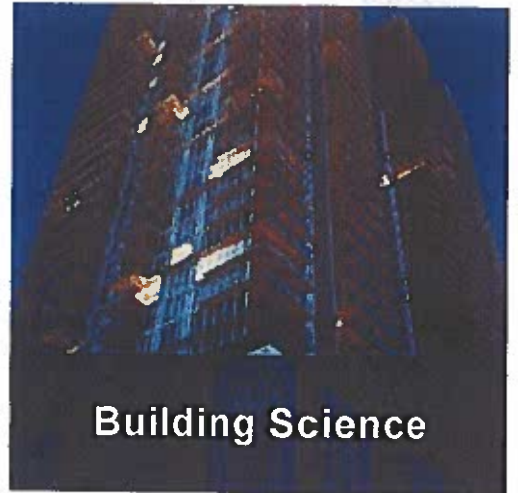
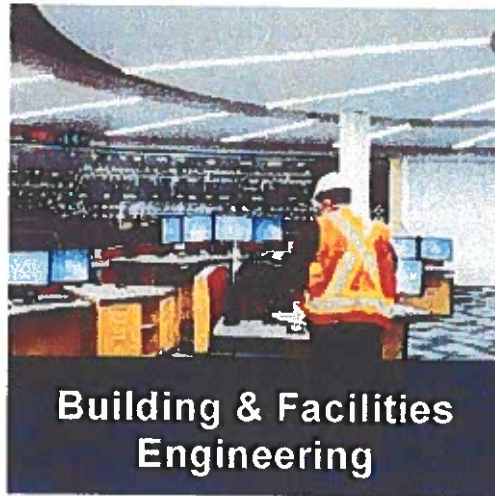
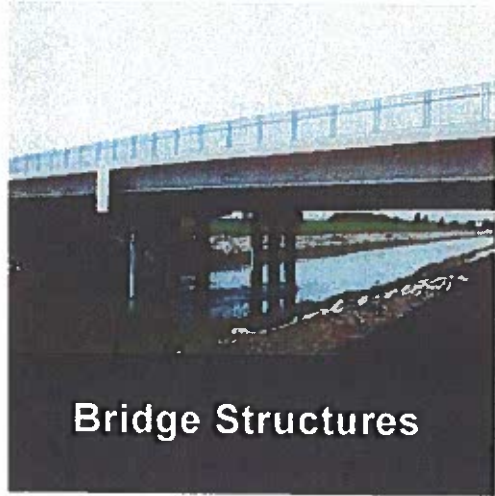


PARTNERS WITH
OUR CLIENTS

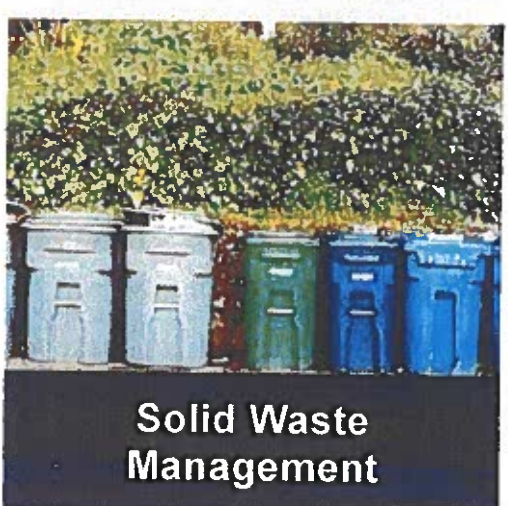
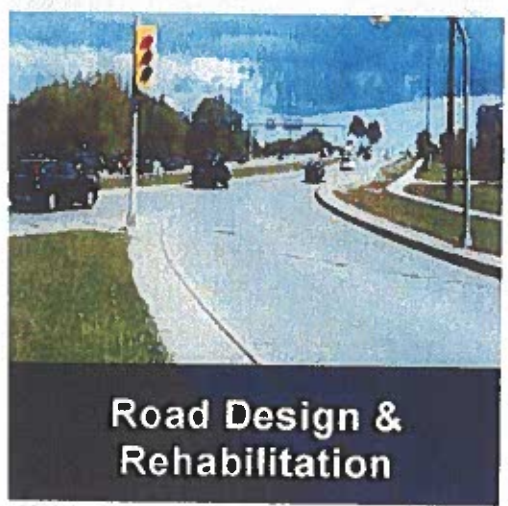
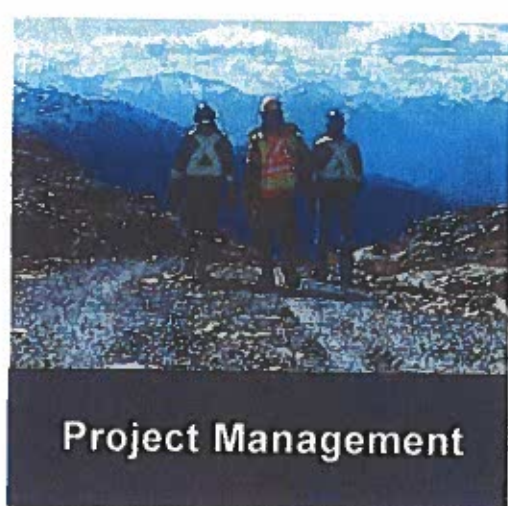
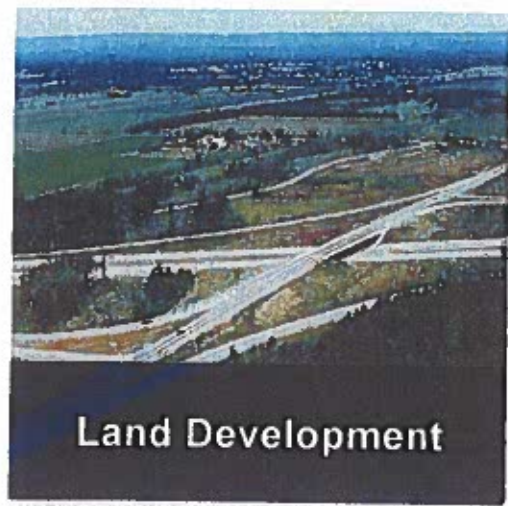
155

DEFINED by Innovation and Teamwork.

OUR CLIENTS EXPECT peace of mind and quality work. You can rely on Morrison Hershfield's unique combination of people, culture, capabilities and client knowledge to result in the quality solutions you are looking for. Some of the services we provide are:



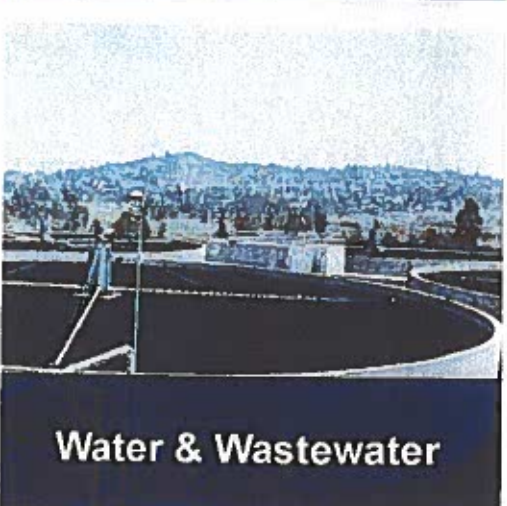
1576



ASSET TYPES

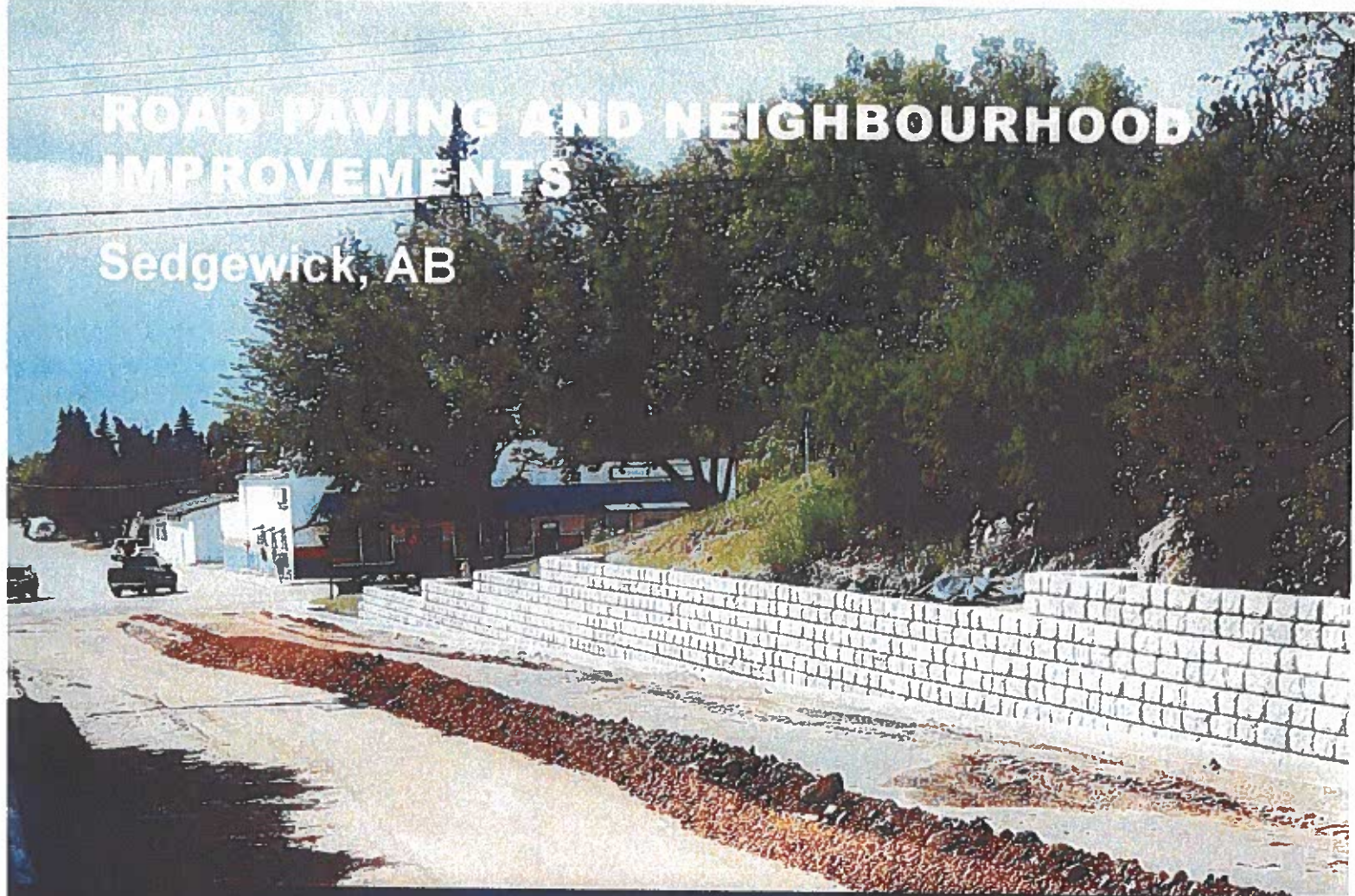
- Bridges
- Buildings
- Critical Facilities
- Roads & Highways
- Sports Facilities
- Telecom
- Transit
- Underground Infrastructure
- Water & Wastewater

We focus on delivering unique approaches to your project, delivered on time and on budget.



ROAD PAVING AND NEIGHBOURHOOD IMPROVEMENTS

Sedgewick, AB



**ROAD &
SURFACE WORKS**

**2.1 KM
ROADWAY**

**BASE REPAIR
& WATER
MANAGEMENT**

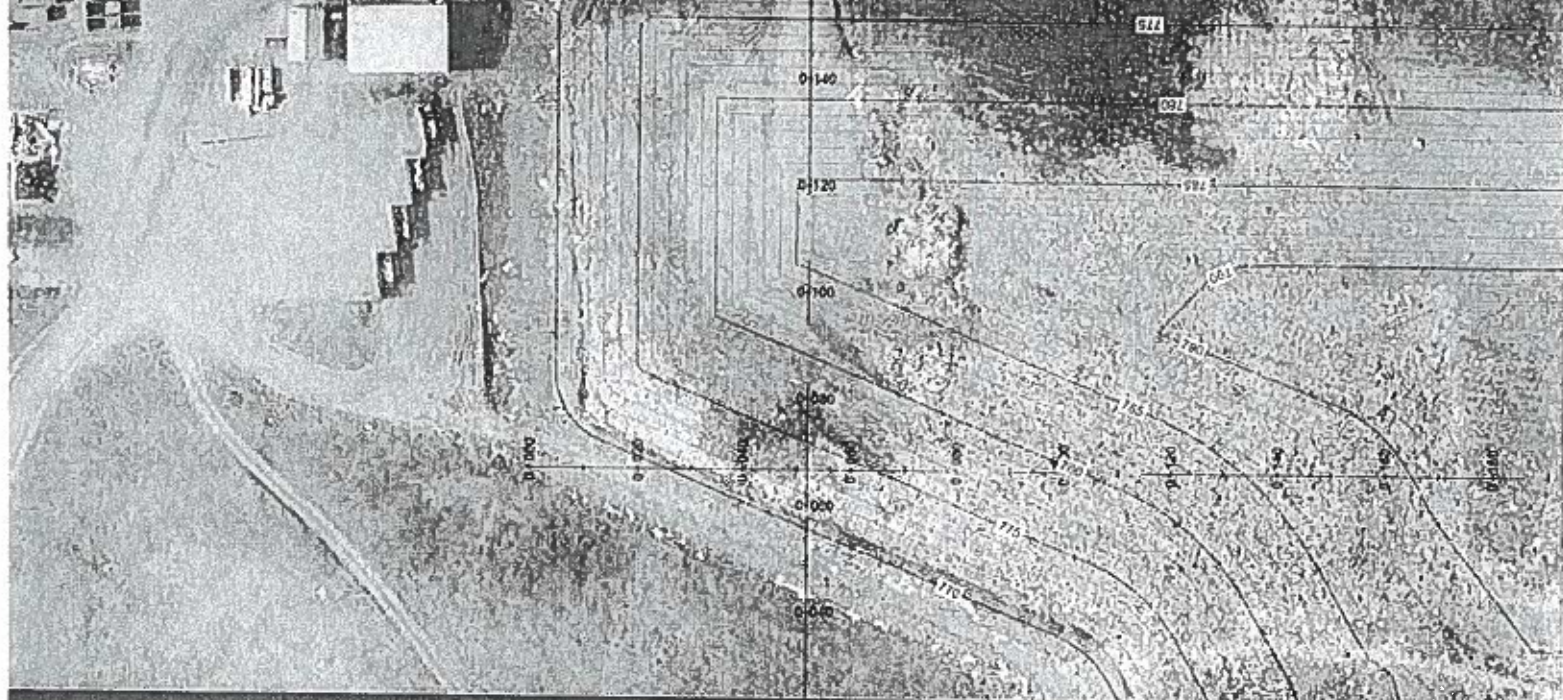
**PRIME
CONSULTANT**

The Road Paving and Neighborhood improvements were completed to supporting long-term viability of Sedgewick and revitalize to support growth and development. The project included all road design, geotechnical engineering, equipment, labour and materials to supply aggregate, adjust moisture content, mix and spread granular to meet required lift line, grades and repair base as required. In addition, the project included neighborhood improvements such as rolled face curbs, gutters, retaining walls, swales for water management and final paving.

158

SOLID WASTE MANAGEMENT & LANDFILL OPTIMIZATION

Wetaskiwin, AB



**SOLID WASTE
MANAGEMENT**

**10 YEAR
LANDFILL LIFESPAN
INCREASE**

**12K
POPULATION**

**25 YEAR
STRATEGIC
FRAMEWORK**

The City of Wetaskiwin's integrated solid waste system includes weekly garbage collection, a recycling drop-off centre and a landfill with lined and unlined cells. Morrison Hershfield developed a solid waste management master plan and landfill development plan to establish a strategic direction for waste management. The approach looked at overall waste and recyclables collection, identified disposal options, established sensible diversion targets and provided suggestions for maximizing recycling and diversion with an airspace optimization scenario that would increase the landfill's lifespan for over 10 years and result in significant long-term cost savings.

159

BIGSTONE CREE NATION LANDFILL & INDIGENOUS SERVICES CANADA

Wabasca, AB



**DESIGN &
CONSTRUCTION**

**STAKEHOLDER
CONSENSUS
BUILDING**

**SIMPLIFIED
LANDFILL
APPROACH**

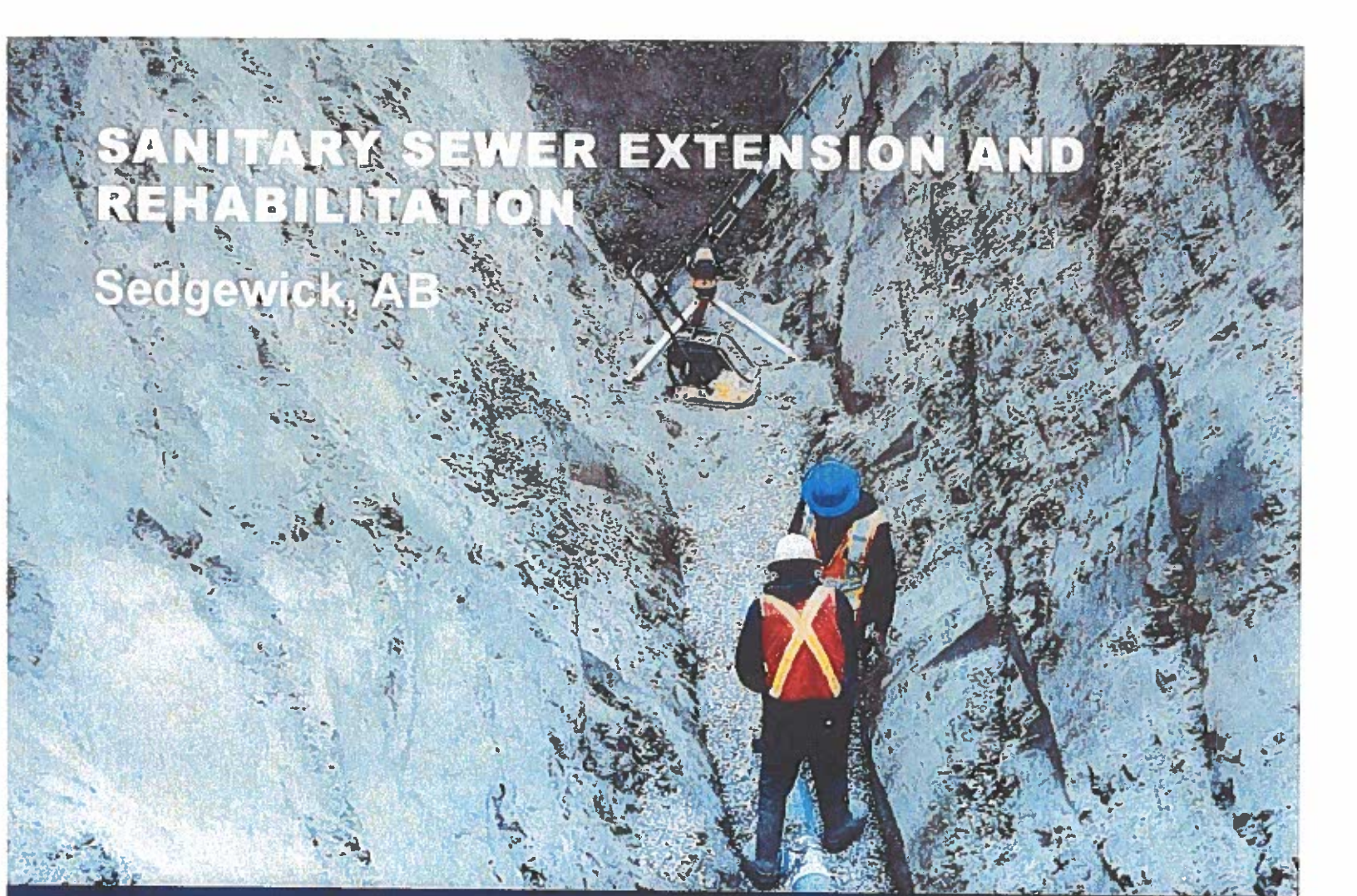
**AFFORDABLE
OPERATIONS
BUDGET**

Bigstone Cree Nation & Indigenous Services Canada contracted Morrison Hershfield to provide engineering services for the siting, design and construction of a new landfill. The scope of work also included engineering items not explicitly stated in the RFP, such as electrical design, hydrogeological investigation and the design of a new drop-off and recycling area to meet community needs. Morrison Hershfield prepared a simplified operations manual tailored to Bigstone Cree Nation's available resources.

160

SANITARY SEWER EXTENSION AND REHABILITATION

Sedgewick, AB



**SANITARY
INFRASTRUCTURE
ENGINEERING**

**2.1 KM
200 MM VTC
SANITARY PIPE**

**25
1200 MM
MANHOLES**

**3-PHASE
REPLACEMENT**

The existing deteriorating sanitary sewer system required replaced and was viewed a critical health and safety issue by the council of Sedgewick. The Sanitary Sewer project included the design of a new sanitary service which include the removal and disposal of existing sanitary services and the supply of all labour, materials, services and incidentals for the new service. The three phased sanitary services replacement included 2080m of sanitary pipe, manholes, deep utility crossing, service crossings and CCTV inspections as required.

161

LAGOON ASSESSMENT & REPAIR

Sandy Beach, AB



WATER &
WASTEWATER

3-STAGE
EVAPORATIVE
LAGOON

45+ M³
CELL VOLUME

2.5M
GALLONS/YEAR

The existing wastewater disposal system included a three-stage evaporative lagoon commissioned in 1993. The liquid level in the lagoon was higher than the allowable limit and was on the verge of draining into neighbouring waterways. Morrison Hershfield did the condition assessment of the lagoon, engaging Alberta Environment Protection (AEP) to obtain approval for emergency release, and completed the rehabilitation design of the lagoon to ensure it meets the needs of the Summer Village.

162

SOLID WASTE COLLECTIONS SUPPORT

Wetaskiwin, AB



SOLID WASTE
MANAGEMENT

FINANCIAL
MODELING

ANALYSIS OF
NEW SERVICES

LEAN
APPROACH

The City of Wetaskiwin currently provides curbside garbage collection to its residents. Morrison Hershfield completed a full financial analysis of the City's solid waste system and determined how they could introduce recyclables and organics collection streams without increasing user fees. The City is currently exploring options to increase service based on Morrison Hershfield's analysis.

163



STORMWATER MASTER PLAN

Hardisty, AB

**STORMWATER
MANAGEMENT**

**81.5 HA
SITE**

**0.7-1.0 L/S/HA
CONTROL RATE
OVER 24 HOURS**

**1:100 YEAR
STORM DESIGN**

In order to support development in the south end of the town while maintaining the natural drainage patterns, the town required the development of a Stormwater Management (SWM) Plan. The existing storm drainage system was assessed for deficiencies and a SWM Plan was proposed to ensure no flooding occurred for future development. Morrison Hershfield provided a full report detailing the design criteria, existing conditions, suggested improvements and cost estimates. As a result, the town was able to explore opportunities for new developments in the area.

164



EROSION PROTECTION AND SEDIMENT CONTROL

PORT MOODY, BC

**EROSION CONTROL
AND SEDIMENT
PROTECTION**

**1.12 HA
SITE**

**GRANT
FUNDING
SUPPORT**

**MINISTRY OF
ENVIRONMENT
APPROVAL**

From the 1950's to 2002 the land was used for landfilling and as a result, is now heavily vegetated with a history of slope failures, erosion, sediment and slumping on the steeper slopes. Morrison Hershfield designed improvements that would protect the site and control sediment. The design included quarry rock to protect the creek, a turf reinforcement mat, replacement of existing culverts, an emergency spillway and an environmentally friendly erosion control product called a scour stop. In addition Morrison Hershfield tendered the work, provided on-going quality assurance throughout construction, and assisted the City with a successful grant application for funds to construct the improvements and the closure works.

165

BORDER TOWN NATURAL SWIM EXPERIENCE

Edmonton, AB



**BUILDING
& FACILITIES
ENGINEERING**

**\$12M
CONSTRUCTION
VALUE**

**ELECTRICAL
SERVICES**

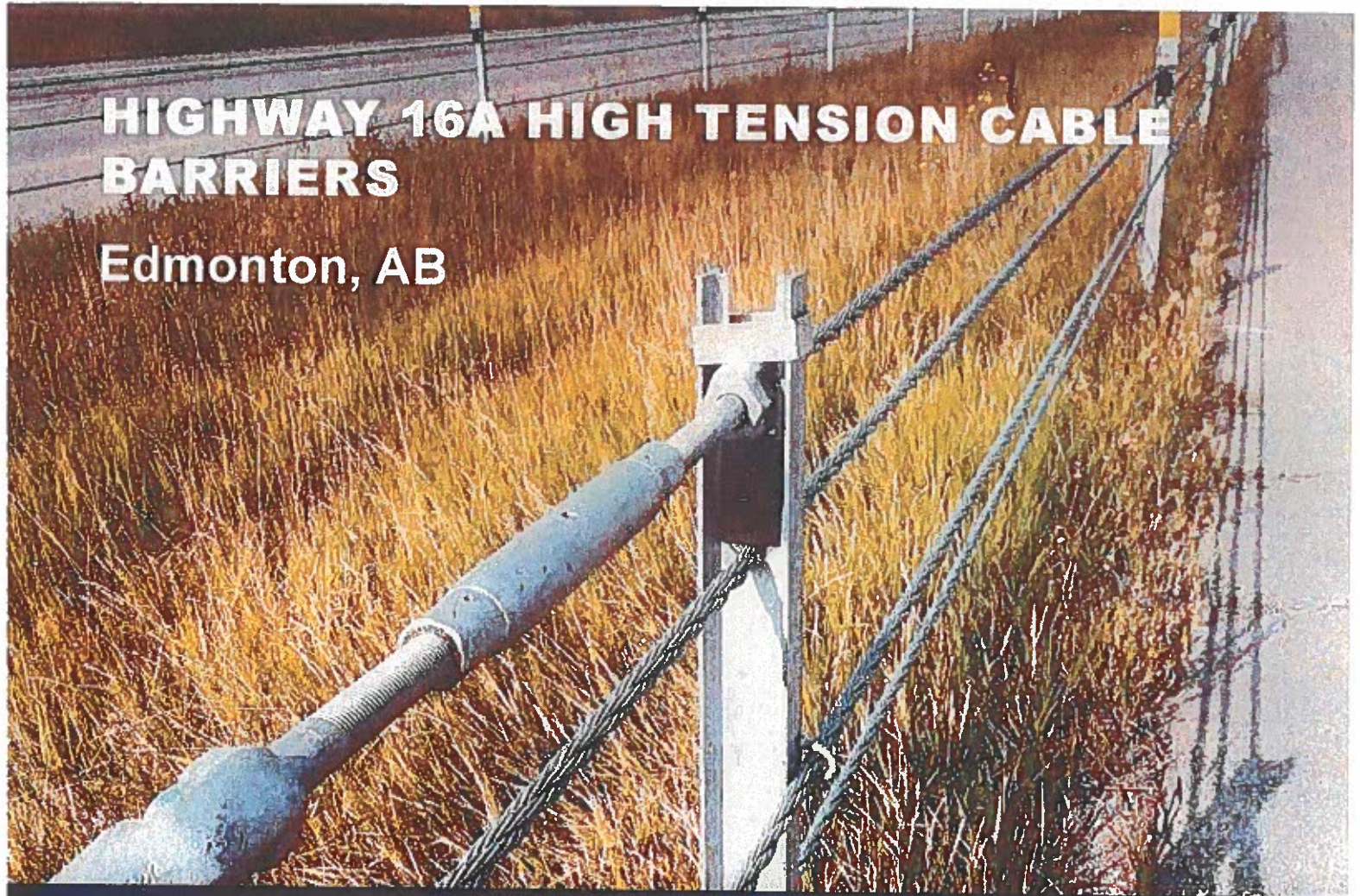
**LEED
CERTIFIED**

The Natural Swim Experience is an artificially created ecological system in which the properties of natural water are optimized for its bathers' health. Morrison Hershfield provided electrical engineering for the project which involved the decommissioning and removal of the existing swimming pool and complete renovations to the existing Heritage Protected Amenities Building to accommodate the new year-round pool. The project was completed in accordance with LEED certification to create a sustainable swim experience in one of Edmonton's most historic parks.

166

HIGHWAY 16A HIGH TENSION CABLE BARRIERS

Edmonton, AB



ROAD DESIGN &
REHABILITATION

31,040
VEHICLES/DAY

\$1.2M
CONSTRUCTION
VALUE

10 KM
HIGHWAY
BARRIERS

A high tension cable barrier (HTCB) was installed on Highway 16A as a way to reduce cross-median collisions while allowing for ease of maintenance operations within the narrow median. Morrison Hershfield provided the design services to the 10 km section of highway. The new HTCB is aesthetically compatible and provides a higher level of safety for motorists.

167

THICKWOOD MEDICAL CENTRE

Fort McMurray AB

THICKWOOD MEDICAL CENTRE

BUILDING
SCIENCE

\$1.6M
CONSTRUCTION
COST

30+ YEAR OLD
BUILDING
RENOVATION

PRIME
CONSULTANT

The medical centre required a complete building envelope redesign and replacement in order to address water and air leakage at windows, and modernize and improve the aesthetic. Morrison Hershfield was retained as the prime consultant to redesign the exterior envelope and remediate mold associated with the previous faulty envelope. The renovation was completed while the fully occupied health care facility remained operational.

168

SITE INVESTIGATION SERVICES FOR NEW ORCHARDS SCHOOL

Ellerslie, AB

GEOMATICS &
LAND
SURVEYING

4.6 HA
PLOT

OPENING
2020

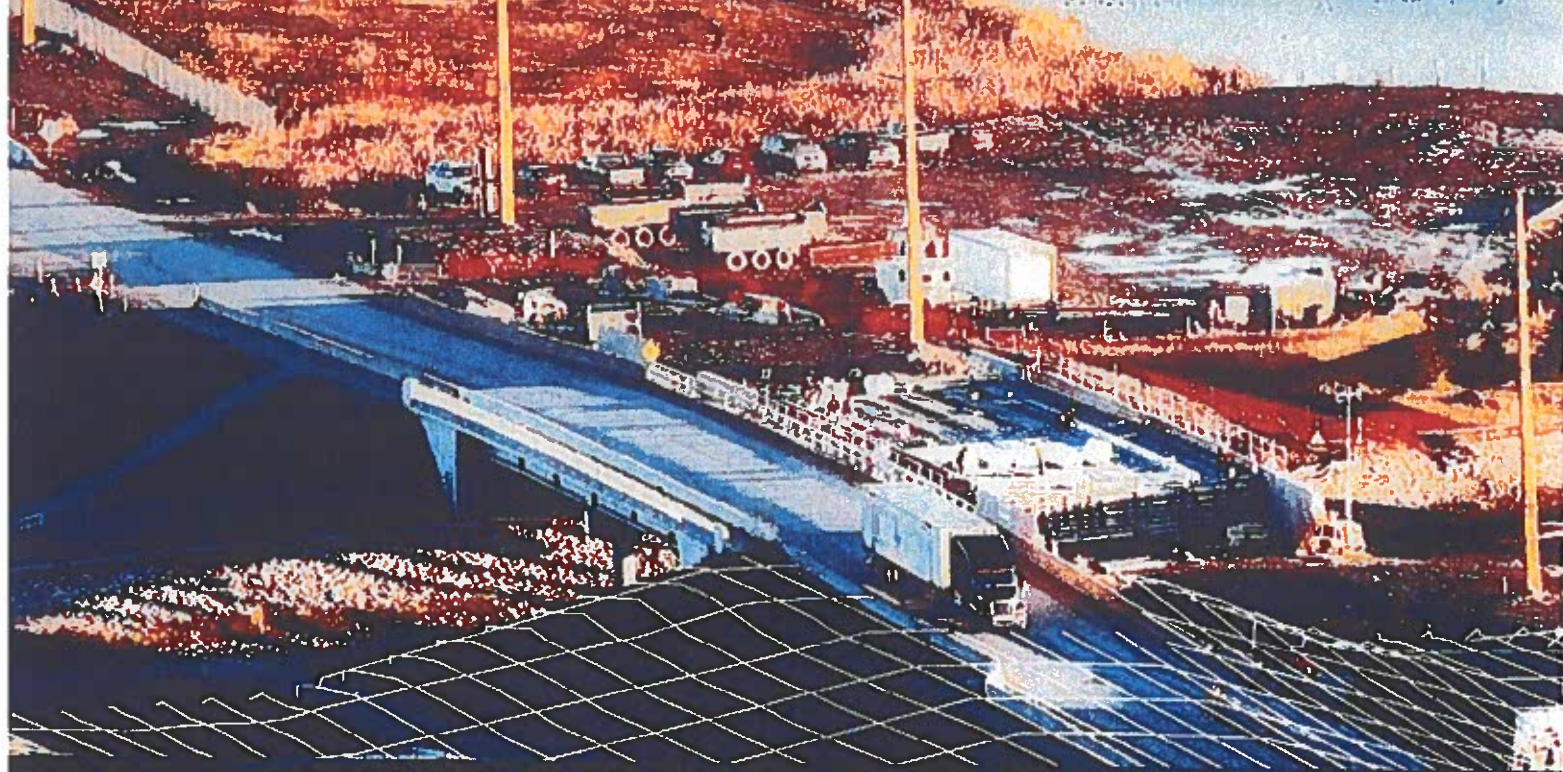
TOPOGRAPHIC
SURVEY

Morrison Hershfield was retained on behalf of Edmonton Catholic Schools to perform a site investigation for a new school including a complete topographic survey of the school footprint and surrounding surface features. The survey was supplemented with air photos and contour plans as required, which were made available from the municipal authority and other data vaults such as AltaLIS. The in-house geomatics services were able to improve project efficiency for our client.

169

POINT TROTTER INDUSTRIAL PARK

Calgary, AB



LAND
DEVELOPMENT

\$81M+
CONSTRUCTION
VALUE

200 LOT
DEVELOPMENT

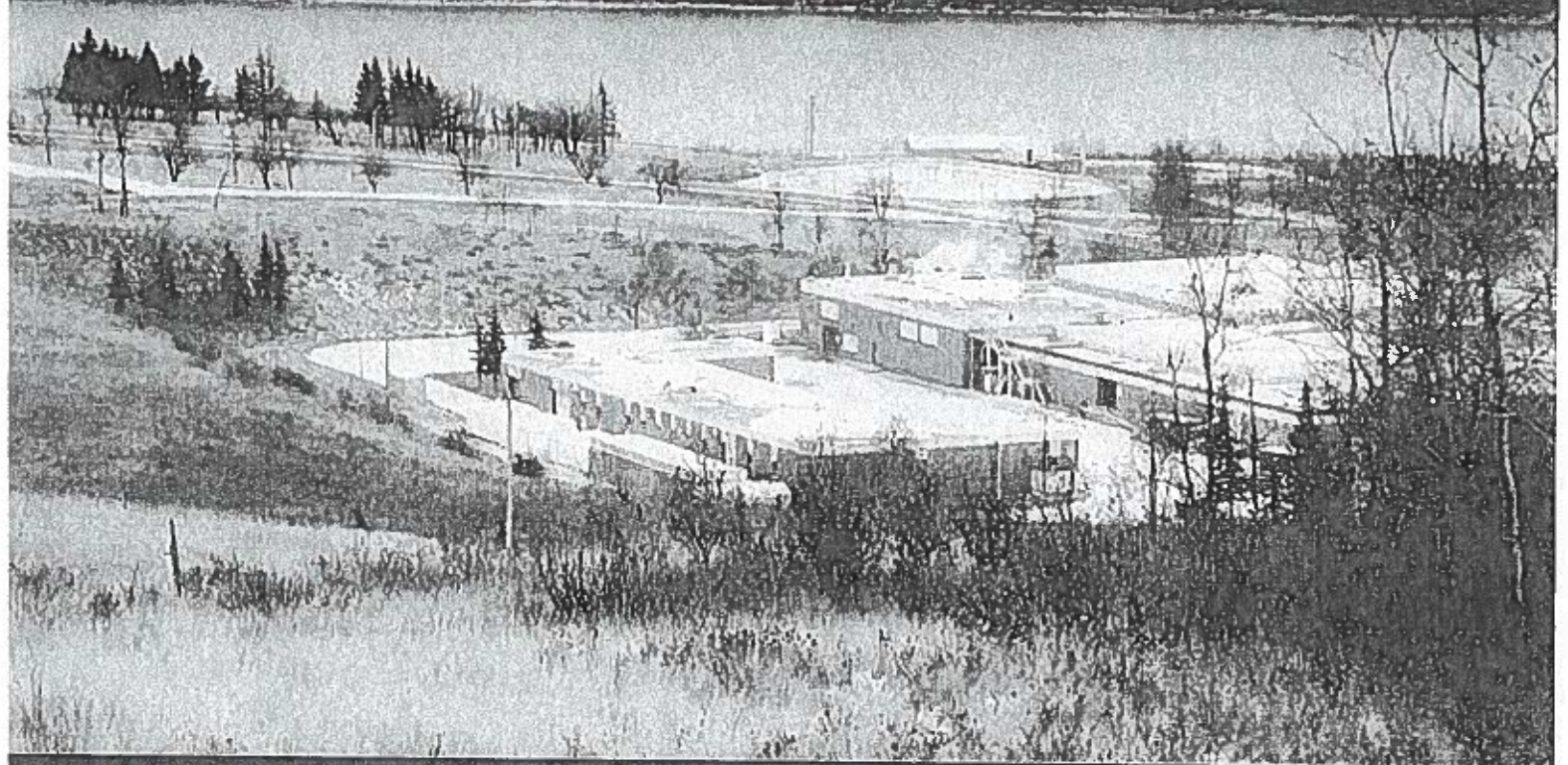
400
ACRES

As the prime engineering consultant for this 300-acre, 200 lot, two-phase land development, Morrison Hershfield designed all infrastructure including road network, earthworks, deep utilities and landscaping. Major design components included a legal survey, stormwater management, stripping and grading strategy and electrical distribution and transmission main relocation. Morrison Hershfield offered value-added solutions to the client by allowing quick design iterations at minimal cost.

170

PEACE RIVER COOP WATERLINE

Peace River, AB



**WATER &
WASTEWATER**

**200M³/DAY
CO-OP WATERLINE**

**3-PHASE
PROJECT**

**PRIME
CONSULTANT**

Alberta Infrastructure wanted to explore more cost effective options to move to the water system from a water treatment plant on site to a co-op water line. Morrison Hershfield provided a feasibility study, detailed design and construction administration in this three-phase venture. The team provided project management, while delivering solutions that decommissioned the water treatment plant and connected it to the Shaftesbury Co-op Waterline, a much less costly alternative for the client with less liability.

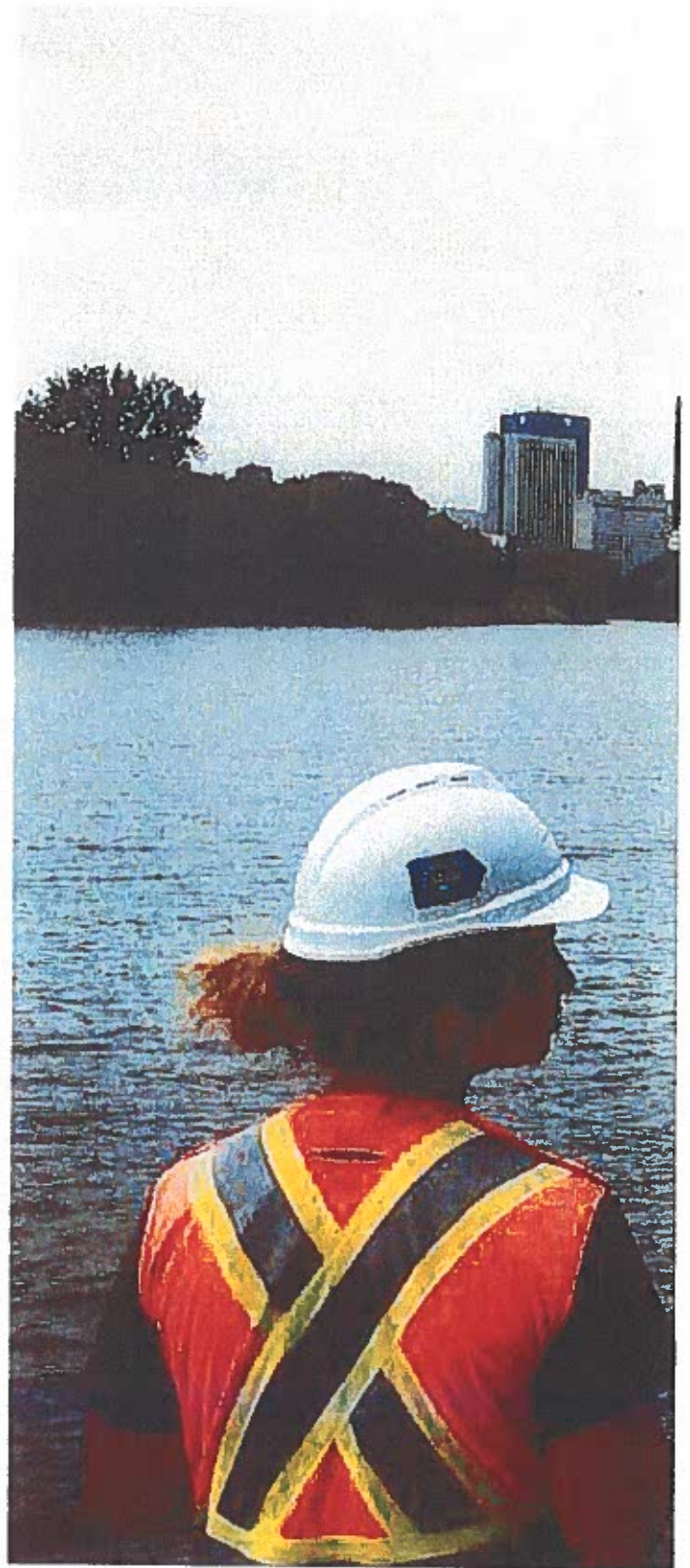
171

FOUNDED on technical excellence and ethics.

OUR RICH HISTORY of projects provides an exposure to emerging trends in process and design technologies spanning different industry sectors, keeping us ahead of the curve. We regularly adapt and integrate these technologies into solutions for our clients. Our passion to build and design our projects right the first time is recognized throughout the industry and in our communities.



▲ Platinum Elite status in ReNew Canada's list of top 100 Infrastructure Projects for Canada in 2019 with involvement in 29 of the 100 biggest public sector infrastructure projects under development in the country.



170

70+

Years in Business
Serving Canada

1000+

Number of Full Time,
In-house Employees

100%

Employee Ownership

90%

Annual Revenue from
Repeat Clients

22

Offices Across
North America and India

WE ARE A MARKET LEADING engineering firm delivering innovative, cost effective and technically sophisticated solutions for both horizontal and vertical infrastructures. We are anchored by highly responsive technical and solution experts, thought leaders and high performing employees across North America. Our highly focused approach to the clients and markets we serve ensures that we deliver the value our clients demand.

When our founders established this consulting practice in 1946, they set the highest standards of ethics, technical excellence and customer service. These high standards have become the hallmark of Morrison Hershfield. We continue to be guided by our values of integrity, accountability and mutual respect, and believe in continuous improvement, quality and teamwork.

Contact: Chad Newton MBA, PMP, Principal
PM Department Manager West, Senior Project Manager
cnewton@morrisonhershfield.com
1-780-483-5200 x 1042229

(173)



MORRISON HERSHFIELD

People • Culture • Capabilities

morrisonhershfield.com

174