AGENDA
COUNCIL MEETING
MUNICIPAL DISTRICT OF PINCHER CREEK
May 10, 2016
1:00 pm

A. ADOPTION OF AGENDA

B. DELEGATIONS

(1) Pincher Creek Spray Park Society
- Email from Town of Pincher Creek, dated April 14, 2016
- Jennifer Draper and Billi Rigaux will be attending

(2) Recycle Depot Update
- Email from Director of Finance and Administration, dated May 4, 2016

C. MINUTES

(1) Council Meeting Minutes
- Minutes of April 26, 2016

D. UNFINISHED BUSINESS

(1) GoingGreen – EnviroClean Proposal
- Email from GoingGreen – EnviroClean, dated April 20, 2016

E. CHIEF ADMINISTRATOR OFFICER'S (CAO) REPORTS

(1) **Operations**

a) Cowley Stand Pipe Drain
- Report from Director of Operations, dated April 29, 2016

b) Over Weight / Over Dimension Road Permit Fees
- Report from Director of Operations, dated April 29, 2016

c) Operations Report
- Report from Director of Operations, dated May 4, 2016

(2) **Planning and Development**

a) Fire Smart Assessment – Information Update
- Report from Director of Development and Community Services, dated May 5, 2016

(3) **Finance and Administration**

a) Asset Management Plan Adoption
- Report from Director of Finance and Administration, dated April 27, 2016

b) Request to Cancel Inactive Utility Accounts
- Report from Finance Manager, dated May 3, 2016

c) CRA Directors
- Report from Finance Manager, dated May 4, 2016

d) Statement of Cash Position
- Statement for Month Ending April 2016

(4) **Municipal**

a) Emergency Management Funds
- Report from CAO, dated May 3, 2016

b) Appointment of Deputy Directors – Emergency Management
- Report from CAO, dated May 3, 2016

c) Signing Authorities
- Report from CAO, dated May 3, 2016

d) Castle Mountain Master Development Plan – Steering Committee
- Report from CAO, dated May 3, 2016

e) Walking Path – Beaver Mines
- Report from CAO, dated May 5, 2016

f) *Municipal Government Act* Review
   - Email from Albert Municipal Affairs, dated May 5, 2016

g) Alberta SouthWest Regional Economic Development Alliance Annual General Meeting
   - Email from Alberta SouthWest, dated May 3, 2016

h) Chief Administrative Officer's Report
   - Report from CAO, dated May 5, 2016

F. CORRESPONDENCE

(1) **Action Required**

a) Alberta Fire Appeal
   - Email from Federation of Canadian Municipalities, dated May 5, 2016

b) Highway 774 Concerns
   - Letter from Doreen Marriott, dated April 15, 2016
   - Letter from Peter Malowany, dated April 15, 2016

(2) **For Information**

c) AltaLink Transmission Lines: Potential Hazard Warning – Spacer Damper Failure
   - Letter from AltaLink, dated April 26, 2016

G. COMMITTEE REPORTS / DIVISIONAL CONCERNS

Councillor Quentin Stevick – Division 1
- Chinook Arch Library Board Statements 2015 and Annual Report Highlights

Councillor Fred Schoening – Division 2

Councillor Garry Marchuk – Division 3
- Alberta SouthWest
  - Bulletin May 2016
  - Minutes of March 2, 2016

Reeve Brian Hammond - Division 4

Councillor Terry Yagos – Division 5
- Crowsnest / Pincher Creek Landfill Association
  - Financial Statements for year ended December 2015

H. IN-CAMERA

(1) Legal
(2) Legal

I. NEW BUSINESS

J. ADJOURNMENT

B1

Tara Cryderman

From: Recreation Manager <recmanager@pinchercreek.ca>
Sent: Thursday, April 14, 2016 1:49 PM
To: Tara Cryderman
Cc: draper01@shaw.ca; Billi Rigaux (Billirigaux@hotmail.com)
Subject: Spray Park Delegation

Tara,
The Pincher Creek Spray Park Society was wondering if they could be added to the MD agenda on May 10th, 2016. They would just like to give the MD an update on the progress of the committee to date. The presenters will likely be the co-chairs – Jennifer Draper and Billi Rigaux. If you need any other information just let me know, thanks.

Adam Grose – Recreation Manager

Town of Pincher Creek
Phone: (403) 627-4322
Fax: (403) 627-4311
Email: recmanager@pinchercreek.ca
Website: www.pinchercreek.ca

Council

Pincher Spray Park Society Update

February 2015

- Town organized meeting on February 4th, 2015, Mayor Don Anderberg announced that the Town of Pincher Creek set aside in the budget $100,000 towards the building of a Spray park in the community
- Potential site maps where up and those in attendance got to vote. The vote went as follows:

Potential Site	First Choice	Second Choice	Total votes
Juan Teran Park	1 vote	5 votes	6
Juan Teran Park 2			
Town Hall Field	14 votes	4 votes	18
Matthew Halton High School		1 vote	1
Heron Park			

March 2015

- Formation of Committee was made on March 4th, 2015. Five positions were filled:
  - Co-Chairs – Billie Riguax & Jennifer Draper
  - Secretary – Brandi Starzyk
  - Treasurer – Rose Murfin
  - Fundraising - Brandy Hale
- It was suggested a Rec Advisory Member, Town Councillor, and Recreation Department Staff sit on the committee as well
- Society Status and Charitable Organization Status options discussed but not entertained – to look into for future
- Perhaps a service club to partner with
- Set a target date on Summer 2016 for completion
- Location was a high priority and selection criteria would be needed

April 2015

- Attended April 13th Town Council meeting to request a Councillor to sit on our committee, Councillor Wayne Elliott was appointed
- Meeting was held April 15th, 2015, had Jacquie Lautermilch from Play works come in and discuss what her company had to offer.
- Grants to apply for were discussed
- Over 23 empty town lots were brought to the table and narrowed to 4 locations to visit on April 18th, 2015 to determine Advantages and Disadvantages (see Spray Park Location Advantages & Spray Park Location Disadvantages for results)

May 2015

- First BBQ Fundraiser on May 2nd, hosted by The Brick
- Meeting on May 6th saw us narrow down by way of vote our preferred location between the Town Hall lot and Fire Hall lot. Town Hall had 10, Fire Hall lot had 1
- Society Application filled out and was officially registered on May 22nd, 2015 with the name PINCHER SPRAY PARK SOCIETY
- Was decided to have a Logo contest for children ages 5-17 to design park logo to be used in advertising for events, etc.
- Town Council meeting on May 25th to propose lot
- Society meeting May 27th - logo contest details finalized, more grants to apply for

June 2015

- Brochure created to highlight what we are trying to do
- Mallory Nelson of Canyon School won logo contest (see attached)
- Society Meeting June 17th
- Re-Use Fair BBQ Fundraiser – June 20th
- Over 25 Letters of support from numerous community businesses and individuals stating their approval for Spray Park

July 2015

- Society Meeting July 16th
- Wind Warriors BBQ fundraiser – July 18th
- Re-zoning needed for Town Hall lot
- Suggested to set up a bank account in Society name

August 2015

- Ran Kids Carnival at Legion on August 15th for donation
- Vendor fair at Community Hall during Rodeo weekend – Collection of donations
- Society Meeting August 20th

September 2015

- Donation of Legion Bottles
- Society Meeting Sept. 17th
- Car Smash Fundraiser manned by Abundant Springs Church – Sept. 26th
- Moon shadow Run Fundraiser – Food Truck - Sept. 26th
- Wing Eating Contest During Harvest Festival – winner donated to us – Sept. 26th

October 2015

- Society Meeting Oct. 13th
- Large Donation from Trans Alta for Scrap Metal recycling
- Planning of Large Valentines event

November 2015

- Society Meeting Nov. 10th
- Donation from Legion For manning Kids Carnival
- Parade of Lights Bake Sale fundraiser - all donated baked goods

December 2015

- Society Meeting Dec. 8th

January 2016

- Society Meeting Jan. 5th
- Society Meeting Jan. 19th

February 2016

- Society Meeting Feb. 2nd
- "A Splash of Romance" Luau Fundraiser – approx. 150 attendees

March 2016

- Society Meeting Mar. 1st
- Presentation from Derek Giesbrecht with Vortex – proposals made up with budget in mind

April 2016

- Approval of Town Hall site now a park
- Society Meeting Apr. 12th

Future Plans:

- AGM – May 16th – We encourage our Mayor and all Council member to attend if possible
- Wild Rough Runner Fundraiser - May
- Looking for donations in kind
- Re-use Fair - June
- The Pincher Spray Park Society would love to anchor down the Town Hall lot as our site in order to start making concrete plans

CORPORATE ACCESS NUMBER: 5019022499

Government of Alberta

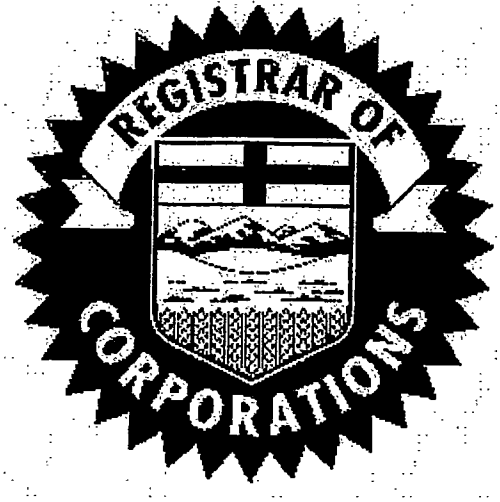
SOCIETIES ACT

CERTIFICATE

OF

INCORPORATION

PINCHER SPRAY PARK SOCIETY
WAS INCORPORATED IN ALBERTA ON 2015/05/22.



Spray Park Location Advantages

April 18/15
May 02 - BBQ 1PM
May 06/15 - 7pm

	Town owned lot	Easy to find (for Tourists)	Easy to walk to	Shade (Mature Trees)	Lots of Parking	Services in place (Water/Electricity)	Fencing in place	Close to pathway	Landscaping in place	Washrooms Close	Close to other amenities	Easily monitored	Lots of green space		
~~North East end Ag Grounds~~															
~~Southwest Community Hall~~															
~~Dillmer Park~~															
(1) Fire Hall Lot	✓	✓	✓	✗	Not enough parking	✓	✗	✓	✗	✗	Somewhat	✗	would have to make it		
~~Castle View Park~~															
~~Green Space behind Co-Op~~															
~~North Hill Playground~~															
~~Museum Grounds~~															
~~Green Space - St. Mikes~~															
~~North End - St. Mikes~~															
~~West St.Mikes Church~~															
~~South Hill Park~~															
~~Edna St. Park~~															
~~Small lot west of Golf Course~~															
(2) Town Hall Lot	✓	2D/5D	✓	✓	✓	✓	✓	1½ sides	✓	NO	✓	✓	✓		
3 North Sobeys Parking Lot	✓	✗	✓	Limited	Not much	✓	✗	✓	✗	✗	✓	✗	✗		
(4) Swimming Pool Grounds	✓	✓	Somewhat limited		Somewhat distance		✓	✓	✗	Pool ✓	✓	depend on Location	✓		
~~Green Space - Mathew Halton~~															
~~South Crestview~~															
~~Campground~~															
~~Heron Park~~															
~~Juan Teran~~															
~~New Ball Diamond~~															

Spray Park Location Disadvantages

	Not Town owned	Out of the way (extra monitoring needed)	No Shady areas	Very Little Parking	Services not in place (Water/Electricity)	Fencing needed	Landscaping needed	No Washrooms Available	Far from Downtown	Effect on Residents	Flood prone	Street traffic	Transient Hangout	Windy Area	
~~North East end Ag Grounds~~															
~~Southwest Community Hall~~															
~~Dillmer Park~~															
Fire Hall Lot															
~~Castle View Park~~		X	X			✓	✓	✓		X	X	✓	X	✓	
~~Green Space behind Co-Op~~															
~~North Hill Playground~~															
~~Museum Grounds~~															
~~Green Space - St. Mikes~~															
~~North End - St. Mikes~~															
~~West St.Mikes Church~~															
~~South Hill Park~~															
~~Edna St. Park~~															
~~Small lot west of Golf Course~~															
Town Hall Lot								✓		✓			✓		
North Sobeys Parking Lot		X	Limited Somewhat			✓	✓	✓	✓		✓		✓		
Swimming Pool Grounds		✓	✓										✓		
~~Green Space - Mathew Halton~~															
~~South Crestview~~															
~~Campground~~															
~~Heron Park~~															
~~Juan Teran~~															
~~New Ball Diamond~~															

Town of Pincher Creek Splashpad Proposal

Project ID 24002 Quote 9988 Rev –00

PRICING FOR FLOW THROUGH SPLASHPAD—OPTION 1

Supply and install the following Vortex Water Features and Water Management System

Water Features

- Bucket Trio
- 2 Fountain Spray
- Silhouette No. 1
- Silhouette No. 2
- 2 Spidey Spray No. 2
- 3 Spray Loop
- Supersplash
- 2 Tube No. 1
- Wall Spray
- Water Tunnel No. 2
- Water Wall No. 1
- Waterbug No. 2
- Waterbug No. 3
- 3 Spray Cap (for future expansion)

Water Management System

- Smartpoint No. 1 System including integrated Smartflow controller, bollard activator, PlaySafe deck drain, water distribution manifold, feature control valves, timer system

Construction as per **Flow Through Splashpad Construction Detail**

Price excluding taxes	$285,700.00
Optional Seating Wall shown in images	$ 9,800.00
See attached Conditions of Sale.	

To place order, please sign and return fax to (780) 461-9225 or email to info@playquest.ca.

Signature of Acceptance: _____ Title: _____

Print Name: _____ Date: _____

Pincher Creek Splashpad®
Rev00 - 24700

View 2

VORTEX

Pincher Creek Splashpad®
Rev00 - 24700

View 1

VORTEX

Town of Pincher Creek Splashpad Proposal

Project ID 24002 Quote 9988 Rev –00

PRICING FOR FLOW THROUGH SPLASHPAD—OPTION 3

Supply and install the following Vortex Water Features and Water Management System

Water Features

- 3—Frog Cannons
- 2—Ground Geysers
- Directional Water Jet
- Water Tunnel No 2
- Spray Loops
- Watergarden Activator
- Watergarden Snail No 3
- Watergarden Turtle No 1
- Ombrello Twirl No 1
- Ombrello Spin No 1
- Leaf No 1
- Flower No 1
- Flower No 5
- Sun Spray No 1
- Dancing Water

Water Management System

- Smartpoint No. 1 System including integrated Smartflow controller, bollard activator, PlaySafe deck drain, water distribution manifold, feature control valves, timer system

Construction as per **Flow Through Splashpad Construction Detail**

Price excluding taxes $365,200.00
See attached Conditions of Sale.

To place order, please sign and return fax to (780) 461-9225 or email to info@playquest.ca.

Signature of Acceptance: _____ Title: _____

Print Name: _____ Date: _____

Pincher Creek - Option 3

Rev00 - 24700

View 1

VORTEX

Town of Pincher Creek Splashpad Proposal

Flow Through Splashpad Construction Detail —Above Ground Command Cabinet and Controller

- Excavate up to 300 mm and stockpile material onsite, pad elevation determined in consultation by owner
- If subsoil is unsuitable then further excavation may be required at additional cost
- Construct feature foundations
- Install drain system using 6" piping, install feature lines using schedule 80 PVC
- Supply and install crushed aggregate to a depth of 150 mm and compact
- Construct concrete deck - 10mm rebar, 450 mm o/c, place and finish 150 mm thick pad with slab thickening around all features and drains, light to medium broom finish. Concrete specification 30 MPa, 5–8% air , Type 10, provide crack control cuts
- Assemble and install water play equipment.
- Grade site with existing topsoil

Install Above Ground Command Cabinet and Controller

- Install the above ground cabinet approximately 15 feet from the spray deck. A below grade drainage vault will be constructed using pressure treated material below the cabinet to allow for draining of the spray deck lines for winterizing.

Utility Connections

- The drain line will be run 3 feet past edge of pad and will be left approximately 3 feet below final grade. Connection of this drain line (SDR35) will be left for whoever is doing the rest of the drain line.

- A suitably sized water service will need to be connected at manifold in the cabinet by whoever is running the water service. They will need to provide any required shutoff valves, backflow prevention, pressure regulation, meters and a suitable enclosure.

- Electrical power will need to be connected to the controller by others. A 15 amp 110 volt service is adequate for this system flow. Typical current draw is less than 5 amps. Grounding of the spray features and rebar grid will be completed by PlayQuest. Supply and install of any grounding bar and rods and ground wire back to the electrical supply system by others.

Town of Pincher Creek Splashpad Proposal

Proposed Schedule

Project Award and Letter of Intent	TBD
Splashpad Drawings, City Approvals & Health Authority Submittals	TBD
Heath Authority Approval	TBD
Order Splashpad Equipment	TBD
Receive Equipment on site	TBD
Begin Installation (depending on selected option)	TBD
Complete Installation	TBD
Commissioning & Testing, Winterization	TBD

We are flexible in start date for this portion of the project and will work with construction schedules and other contractors that may be on site.

Turnkey In-House Construction

PlayQuest operates a turnkey recreation solution, which means the design, supply and installation is completed without subcontractors. This provides us with excellent control over scheduling and timelines. We are open to working with donated services where possible and will adjust the price of the project accordingly. For services provided by PlayQuest, all warranty and service issues are managed internally and we do not rely on the warranties of other contractors.

Availability of Service and Parts

PlayQuest Recreation supplies and installs only Vortex Splashpad equipment, which is highest quality provider of splashpad solutions worldwide. Vortex maintains a complete drawing set of the installed projects and maintains a part inventory at the factory located in Canada. Parts can be ordered simply by stating which splashpad requires it and we can pull the specifics of your equipment. Parts can be shipped by overnight courier if necessary. Vortex maintains free of charge a customer support department for any questions that the operators of your splashpad my have. PlayQuest Recreation is available locally to assist in any issues that may arise.

Town of Pincher Creek Splashpad Proposal

Conditions of Sale

Lead Time: Standard lead time of 6-8 weeks for Play Products, 10 weeks for Water Recirculation Equipment and 16 weeks for Elevations. These times are contingent upon receipt of deposit, approved drawings and all applicable color selections and production only can begin upon receipt the items.

Payment Schedule: 50% to place order, 25% on receipt of equipment, 24% at completion of construction, 1% after commissioning. Payment are not subject to holdbacks.

Pricing is valid 30 days unless otherwise agreed upon in writing.

All applicable taxes are the responsibility of the purchaser.

The splashpad equipment will be shipped directly to you from the Vortex factory. Receiving, unloading and the safe storage of the equipment is your responsibility until installation can occur. The equipment comes on large pallets and requires forklift to unload it.

Development and building permit fees are not included in the pricing should these be required, normally they are waived.

Changes required to meet the local health authority requests may result in changes to the type of recirculating equipment required and affect pricing. An additional fee will be charged should stamped drawings be required.

Freight charge is an estimate and is subject to change without notice. Should embed equipment be required ahead of scheduled delivery date, additional freight charges will apply.

Warranty: The Vortex Aquatic Structures International warranty applies to the aquatic equipment. The PlayQuest Recreation warranty applies to any other services provided.

For recirculating systems the supply of filter media, chemicals and test kits are not included.

Electronic equipment manuals and drawings for the equipment will be provided in PDF format.

Standard practices to control concrete cracking will be used, including control cuts. Hairline cracks in concrete surfaces are not a deficiency and are normal in our climate. Any remedies to cracking are at the discretion of PlayQuest.

B2

Tara Cryderman

From: Mat Bonertz
Sent: Wednesday, May 4, 2016 2:53 PM
To: Tara Cryderman
Cc: Wendy Kay
Subject: Delegation for Next Week's Meeting

Tara – Please book Westin Whitfield with KJ Cameron Services as a delegation at next week's meeting. Westin has been out of town until today but he will try to drop off a small insert for the package tomorrow morning if he can. Otherwise he will bring copies for everyone to the meeting. If the meeting is booked up already for next Tuesday he is okay with attending the 24th meeting. I just need to let him know prior to Tuesday next week. Mat.

Mat Bonertz
Director of Finance and Administration
M.D. of Pincher Creek No.9
P.O. Box 279
1037 Herron Avenue
Pincher Creek, Alberta T0K 1W0
403 627-3130
mbonertz@mdpinchercreek.ab.ca

Council

May 10, 2016

K.J. Cameron Service Industries LTD. -Pincher Creek's Bottle Depot and Recycling Center

My name is Weston Whitfield and I am the new owner and General Manager of the bottle depot. I have asked to speak to you in order to maintain the relationship that our company has had with the MD in the past in order to work towards a cohesive recycling program in the future. My goal for this presentation is to give you an brief idea of who I am and what our plans are for K.J. Cameron Industries.

Who Am I?

My name is Weston Whitfield and as I mentioned before I am the new owner and general manager. I come from a (former) small town West of Edmonton called Spruce Grove.

I graduated from the University of Alberta with a Bachelor of Science Degree with a specialization in Biological Sciences. With this degree I then when to work in Hazardous Waste management and remediation industries. The past two years prior to my moving here I was working with Shield Specialized Emergency Services Inc. doing HAZMAT emergency response and clean ups as well as transport/disposal of Hazardous Goods. Prior to that I have worked in various industries: lifeguard, Occupational Health and Safety assessment, pool supervisor and HVAC installation to name a few.

KJ Cameron has a co-owner, my wife Sariah Whitfield. She has a Business Management degree and will be acting as Office Manager. She also brings a vast amount of experience to the table, as she previously worked at NAIT college in the assessment center in addition to pool supervisor, farm laborer, and life guard (to name a few).

We had visited the town of Pincher Creek many times before as my wife loves to hike in Waterton Park. When we learned of a business opportunity that allowed us to live here as well as give back to both the community and the environment we jumped at the chance.

What We Do.

Operations at the KJ Cameron depots will remain for the most part unchanged. The are a few initiatives we would like to pursue but for the time being we will be maintaining the services that Ken and Joanne Cameron had in place.

These include sorting and bailing of: Cardboard, tin, aluminum, plastic grades 1,2,5, and paper.

Ken was in the process of phasing out plastic bags when we took over. At this time due to the economic climate we will be maintaining this action as well. However, I do have 2 contacts that will hopefully will allow me to begin accepting them soon.

May 10, 2016

Plans For The Future.

Most of the initiatives I am working towards for the near future are primarily focused on accessibility and ascetics. We are currently budgeting for new cardboard bins, exterior renovations and a potential shelter for the bails while they wait in the yard for transport. As a customer service industry, we have made it our goal to become a place people will have no trouble coming to. This also includes the bottle depot. We also plan to make a change in the hours as soon as staffing allows. Our goal is to have longer hours as to be more accessible to our 9-5 customers.

In regards to the plastic bags, I will also be trying our hardest to work with our brokers to get them back as an accepted item. I have been in contact with the Lethbridge programs and they currently are just storing their plastic bags as they also have no way to get ride of them. I have been given different contacts from Edmonton and Calgary that I am waiting to hear back from.

I have no plans currently to implement a curbside pickup system. However, I have been striving to work with existing businesses who do offer similar services in order to streamline the process.

MINUTES
MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
COUNCIL MEETING
APRIL 26, 2016

The Regular Meeting of Council of the Municipal District of Pincher Creek No. 9 was held on Tuesday, April 26, 2016, in the Council Chambers of the Municipal District Building, Pincher Creek, Alberta.

PRESENT Reeve Brian Hammond, Councillors Terry Yagos, and Fred Schoening

ABSENT Councillors Garry Marchuk and Quentin Stevick

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

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

A. ADOPTION OF AGENDA

Councillor Terry Yagos 16/187

Moved that the Council Agenda for April 26, 2016, be approved as presented.

Carried

B. DELEGATIONS

(1) GoingGreen – EnviroClean

Becky Housenga, with GoingGreen – EnviroClean, attended the meeting to introduce her business.

Ms Housenga provides a curbside pick-up business where recycling materials are picked up at a residence.

Ms Housenga provided a history of the business GoingGreen – EnviroClean.

When Ms Housenga picks up the recycling, she sorts the items at point of pick up, this provides an educational aspect as well.

Ms Housenga is offering this service, as a partner with the MD, for our smaller communities at a cost of $15 per residence, per month.

A pilot project could be arranged to investigate this possibility.

(2) Crestview Lodge Project

Sahra Nodge, with the Pincher Creek Foundation Board, attended the meeting to update Council on the Crestview Lodge Project.

The project has gone to tender, the tender opening is April 28, 2016. All members of Council are invited to attend.

The mandatory walk through was successful.

Once the recommendation is received from the Architect, the project will proceed.

The grant funding from the Province was discussed.

The commencement date was discussed.

The impact to the residents was discussed.

Minutes
Regular Council Meeting
Municipal District of Pincher Creek
April 26, 2016

C. MINUTES

(1) Council Meeting Minutes

Councillor Fred Schoening 16/188

Moved that the Council Meeting Minutes of April 12, 2016, be amended, the amendments as follows:

Page 8645 - Resolution 16/158:
Delete the words "for a period of five years" so the resolution reads "This licence shall continue in effect, provided that…"

Page 8649 – Resolution 16/175:
Replace the word "initiative" with the word "Grant" so the resolution reads "…and that Council supports the Pincher Creek and District Ag Society in their grant application, and agrees to being a partner in this Grant";

And that the minutes be approved as amended.

Carried

D. UNFINISHED BUSINESS

(1) Policy 312 – Licence of Occupation

Councillor Terry Yagos 16/189

Moved that the legal opinion and advice from our Insurance Company, both indicating that preferably proof of two (2) million Dollars Liability Insurance for use of MD Road Allowances be provided to the MD annually, be received;

And that Policy 312 – License of Occupation be amended, the amendment as follows:

Appendix B – Section 7 – be amended to read:

"This license shall continue to be in effect, provided that applicable fees are paid and the Lessee shall provide proof of two (2) million dollars liability insurance, with notice when insurance is no longer covered, as well as providing notice to the MD of Pincher Creek when circumstances change with respect to the License of Occupation (i.e. change of ownership, no longer require the use of the road allowance, etc.)."

Reeve Brian Hammond requested a recorded vote.

Councillor Terry Yagos – In Favour
Councillor Fred Schoening – In Favour
Reeve Brian Hammond – Opposed
Motion Carried

E. CHIEF ADMINISTRATOR OFFICER'S (CAO) REPORTS

(1) Operations

a) North Burmis Road – Telus Temporary Service Line

Councillor Terry Yagos 16/190

Moved that the report from the Director of Operations, dated April 21, 2016, regarding the North Burmis Road – Telus Temporary Service Line, be received;

And that Council forward a letter to Telus requesting the temporary line be installed underground immediately, as the road construction was substantially completed in 2013;

And further that a copy of the letter be sent to the Commissioner for Complaints for Telecommunication Services.

Carried

b) Bobby Burns Fish Pond – Washroom Upgrade

Councillor Fred Schoening 16/191

Moved that the report from the Director of Operations, dated April 18, 2016, regarding the Bobby Burns Fish Pond – Washroom Upgrade, be received;

And that Council direct Administration to initiate the project, and fund 50% of the projected cost of $22,500.00, for the Washroom Upgrade Project, with the funding coming from Public Reserve Trust Fund (Account No. 6-12-0-690-6690);

And that should there be a shortfall, Council is prepared to revisit this issue;

And that Council waive the Development Permit Application fee, and the gravel cost for this project;

And further that the Town of Pincher Creek be invited to participate in funding this project.

Carried

c) Technical Large Animal Emergency Rescue Training – Update

Councillor Terry Yagos 16/192

Moved that the report from the Director of Operations, dated April 19, 2016, regarding the update of the Technical Large Animal Emergency Rescue Training, be received;

And that Council approve the commitment of $1,500.00 towards the Technical Large Animal Rescue Training event, with funding from Agricultural and Environmental Services – Special Projects and Plans (Account No. 2-62-0-772-2765);

And further that Council recommend to the Alberta Farm Animal Care Association, that the course be delivered within the Municipal District of Pincher Creek, preferable in the Town of Pincher Creek.

Carried

d) Proposal for Level 2 Timber Coring – 7 Bridges

Councillor Fred Schoening 16/193

Moved that the report from the Director of Operations, dated April 7, 2016, regarding the proposal for Level 2 Timber Coring – 7 Bridges, be received;

And that Council authorize Administration to initiate the project to a maximum of $11,833.000 and code the project to the Bridge Repair and Replacement Reserve (Account No. 6-12-0-742-6740).

Carried

e) Operations Report

Councillor Fred Schoening 16/194

Moved that the Operations Report for the period of April 5, 2016 to April 21, 2016, be received as information.

Carried

(2) Planning and Development

a) Event License – Mud Bog, SW 7-6-28 W4M

Councillor Fred Schoening 16/195

Moved that the report from the Director of Development and Community Services, dated April 20, 2016, regarding Event License – Mud Bog, SW 7-6-28 W4M, be received;

And that Council, acting in their capacity as the Licensing Officer, pursuant to Bylaw No. 918A, grant the applicant a license for the mud racing event planned for July 16, 2016, provided the applicant submit the applicable license fee.

Carried

(3) Finance

a) 2016 Mill Rate Bylaw

Councillor Terry Yagos 16/196

Moved that the report from the Director of Finance and Administration, dated April 21, 2016, regarding the 2016 Mill Rate Bylaw, be received;

And that Bylaw No. 1268-16, being the 2016 Mill Rate Bylaw, be given first reading.

Carried

Councillor Fred Schoening 16/197

Moved that Bylaw No. 1268-16, being the 2016 Mill Rate Bylaw, be given second reading.

Carried

Councillor Terry Yagos 16/198

Moved that Bylaw No. 1268-16, being the 2016 Mill Rate Bylaw, be presented for third reading.

Carried Unanimously

Councillor Fred Schoening 16/199

Moved that Bylaw No. 1268-16, being the 2016 Mill Rate Bylaw, be given third and final reading.

Carried

b) Recycle Depot Update Offer

Councillor Fred Schoening 16/200

Moved that the report from the Director of Finance and Administration, dated April 20, 2016, regarding the Recycle Depot Update Offer, be received;

And that the new owners of the Recycling Facility be invited to attend a Council meeting to introduce themselves;

And further that an update every six (6) months be requested.

Carried

(4) Municipal

a) Summer Meetings

Councillor Terry Yagos 16/201

Moved that the report from the Chief Administrative Officer, regarding Summer Council Meetings – July 26 and August 9, 2016, Subdivision Authority and Municipal Planning Commission meetings – August 2, 2016, and Agricultural Service Board meeting – August 4, 2016, dated April 21, 2016, be received;

And that the regularly scheduled Council Meetings of July 26 and August 9, 2016, be cancelled;

And that the Subdivision Authority and Municipal Planning Commission meetings scheduled for August 2, 2016, be cancelled;

And that the Agricultural Service Board meeting scheduled for August 4, 2016, be cancelled;

And further that if there is an emergent need to have a meeting during this time that an appropriate date and time be set.

Carried

b) CAO Report

Councillor Terry Yagos 16/202

Moved that Council receive for information, the Chief Administrative Officer's report for the period of April 8, 2016 to April 21, 2016.

Carried

F. CORRESPONDENCE

1. For Action

a) Highway 774 Concerns

Councillor Fred Schoening 16/203

Moved that the letter from Davis, received April 18, 2016; the letter from David Clement, received April 20, 2016; the letter from Garrett Clement, received April 20, 2016; the letter from Davis Clement, received April 20, 2016; the letter from Steve and Vera Soroka, received April 20, 2016; the letter from Adam Clement, received April 20, 2016; and the letter from Caralee Marriott, dated April 13, 2016, regarding Highway 774 concerns, be received;

And that response letters be sent providing an update of the project.

Carried

2. For Information Only

Councillor Terry Yagos 16/204

Moved that the following be received as information:

a) Minister's Awards for Municipal Excellence
   - Letter from Municipal Affairs, received April 20, 2016
b) Amendment to AHS Contract
   - Letter from Town of Pincher Creek, dated April 12, 2016
c) Annual Report to Stakeholders and Communities
   - Letter with Report, from Plains Midstream, received April 11, 2016

Carried

Minutes
Regular Council Meeting
Municipal District of Pincher Creek
April 26, 2016

G. COMMITTEE REPORTS

Councillor Quentin Stevick – Division 1
- Not Present

Councillor Fred Schoening – Division 2
- Oldman River Regional Services Commission
  - Minutes of February 11, 2016

Councillor Garry Marchuk – Division 3
- Not Present

Reeve Brian Hammond - Division 4
- Nothing to report

Councillor Terry Yagos – Division 5
- Crowsnest / Pincher Creek Landfill Association
  - Minutes of March 23, 2016
- Volunteer Lunch

Councillor Fred Schoening 16/205

Moved that the committee reports be received as information.

Carried

H. IN-CAMERA

Councillor Terry Yagos 16/206

Moved that Council and Staff move In-Camera, the time being 2:21 pm.

Carried

Councillor Terry Yagos 16/207

Moved that Council and Staff move out of In-Camera, the time being 2:39 pm.

Carried

I. NEW BUSINESS

(1) Results for Request for Proposals for Safety Codes Services

Councillor Terry Yagos 16/208

Moved that the report from the Director of Development and Community Services, dated April 20, 2016, regarding the results for Request for Proposals for Safety Codes Services, be received;

And that Council authorize the Reeve and CAO to sign a three (3) year contract with Superior Safety Codes Inc., for the purpose of providing Safety Codes Services in the building, electrical, plumbing, and gas disciplines.

Carried

Minutes
Regular Council Meeting
Municipal District of Pincher Creek
April 26, 2016

J. ADJOURNMENT

Councillor Fred Schoening 16/209

Moved that Council adjourn the meeting, the time being 2:40 pm.

Carried

_____
REEVE

_____
CHIEF ADMINISTRATIVE OFFICER

D1

MDInfo

From: Becky Housenga <goinggreenenviroclean@gmail.com>
Sent: Wednesday, April 20, 2016 8:05 AM
To: MDInfo
Subject: Re: GoingGreen - EnviroClean intention to approach council on Tuesday Mar 22, 2016
Attachments: GoingGreen - EnviroClean presentation for MD 2016.pdf

Good Morning Tara!

I would like to request to present to Council as a delegation. Please see the attached presentation. Please confirm that I will be a part of the April 26th meeting.

Have a wonderful day!!

Becky Housenga
GoingGreen - EnviroClean Inc.
www.goinggreenenviroclean.com
(587)220-2452

Becky Housenga
GoingGreen - EnviroClean
Box 1146
Fort Macleod, AB T0L 0Z0
www.goinggreenenviroclean.com
goinggreenenviroclean@gmail.com
Tel: 587-220-2452

On Mon, Mar 21, 2016 at 8:48 AM, MDInfo <MDInfo@mdpinchercreek.ab.ca> wrote:

> Hello Becky,
>
> If this is a request to present to Council as a delegation, please confirm. I did leave you a voice message
>
> Our Council meetings are the second and fourth Tuesdays of each month, commencing at 1:00 pm.
>
> I could schedule you as a delegation on April 26, but please give me a call, as I do have a few questions.

Thank you .

Tara

From: Becky Housenga [mailto:goinggreenenviroclean@gmail.com]
Sent: Sunday, March 20, 2016 9:24 PM
To: MDInfo <MDInfo@mdpinchercreek.ab.ca>
Subject: GoingGreen - EnviroClean intention to approach council on Tuesday Mar 22, 2016

Hello there! I had prepared this email last Wednesday and it did not get sent to you. However I would still like to approach the council, would it still be possible to come forward? or shall I approach at the next meeting?

My apologies for this inconvenience.

Have a great day!

Becky

*Good Day!

I previously met with Leo whom had suggested that I approach the council to let them know what this business is and how it affects their MD. Please see the attached business plan for the Councillors to view. Also I have attached an information pamphlet. Please let me know if you require any further information.

Thank you!

Becky Housenga
GoingGreen - EnviroClean Inc.
Box 1146
Fort Macleod, AB T0L 0Z0

GoingGreen - EnviroClean

Curbside Recycling Program for Communities in Southern Alberta

What we do:

- Pick up unsorted bins of recycling at each home and business
- Sort recycling into our trailer
- Take recycling to local MRF station (Materials Recovery Facility)
- We educate, and encourage waste reduction
- We offer superior service with reminders on pick up day
- We answer all emails, calls and texts with an answer within the day
- Donate all proceeds of returnable recycling funds to local charity's
  - In 2015 Pincher Creek donated $400 for the Angels Among Us Program with less than 30 clients.
  - In 2015 Fort Macleod and area donated over $600 for the Ronald Macdonald House

Curbside Program's Help People Recycle

Without Curbside

- Even with volunteer recycling programs only 20-25% of people actually recycle all material that can be recycled
- Another 25-30% of people recycle the obvious types, cardboard, newspaper, and returnable recycling
- Most people 40% only take back the returnable recycling
- Which leaves 10-15% who do not recycle at all. Everything goes to the landfill

With Curbside Program

- Only 1 bin to place all recyclables. People who recycle already have a more convenient way to continue reducing their waste. No more sorting, storing and using up space in their homes.
- We hand out easy to read sheets letting residents know what to place into their bin, which helps to educate those who like to recycle but were unsure.
- Curbside service per residence helps to reduce recycling errors as it can be corrected with each bin via notes, emails or messages.
- In towns and cities that have a curbside program recycling increased more than 50% and reduced waste entering the landfill by more than 30%

GoingGreen - EnviroClean can create curbside for your communities.

We use trucks and trailers to pick up recycling each week.

We sort it into our trailer and take it to the local MRF.

We guarantee that the bins are pure and not contaminated, therefor less time at processing the materials.

We make Recycling Easier!

Easier for the Residence and Business!

Easier for the Materials Recovery Facility!

Easier for each Community to have Curbside Program!

Curbside with GoingGreen - EnviroClean

- This program takes the extra expense and work out of curbside for Towns, Municipalities, and MD's.
- We are already existing in your area, our process works.
- We take care of all customer care, we take care of all the recycling, we work with the MRF to ensure proper material processing.
- MD's, Muncipalities, and Towns can have this program by contracting the curbside program to GoingGreen - EnviroClean at a base price of $15 per residence, and $25 per business.
- The only part that administration needs to deal with is the utility billing, payment for the program.

Let's Go from This:

To This:

And in the near future...this:

Questions?


No-Sort Recycling Guide
You can now place ALL recyclables in one bin!
Items not pictured are considered trash.
aim for zero waste

MD OF PINCHER CREEK

APRIL 29, 2016

TO: Wendy Kay, CAO

FROM: Leo Reedyk, Director of Operations

SUBJECT: COWLEY STAND PIPE DRAIN

1. Origin:

As part of the Regional Water System transfer, the Village of Cowley Stand Pipe became the property of the Municipal District.

2. Background:

During March of 2016 the Municipal District received a call from a resident of Cowley concerned with the amount of water on the street in front of the stand pipe. He was concerned that there was a broken water line contributing to the standing water.

Water system operators for Cowley looked into the water and determined there was no leak in the water system. Additional investigation concluded that there was no drain from the stand pipe facility to storm or wastewater drain. Water that would otherwise get trapped and freeze in the exposed exterior component of the stand pipe is drained after every use to the vertical culvert outside the building. Additionally, water that has spilled from the tank and flows to the vertical culvert sump in front of the stand pipe collected in the sump.

It turns out that the sump is not connected to the storm water or waste water system. The storm water system at that location is overland rather than underground and the waste water system is in the alley behind the lots on the south side of the street. A quote was received from a local contractor to connect the sump to the waste water system for $15,540.

It is recommended that this project proceed as the continued release of water underground with no drain will lead to asphalt failure and it is expected that the stand pipe will be located there for some time to come.

3. Recommendation:

THAT the report from the Director of Operations, dated April 29, 2016 regarding the Cowley Stand Pipe Drain be received;

AND THAT Council direct administration to initiate the project to drain the stand pipe sump to the waste water system and fund the $15,540.00 project from the Regional Water Infrastructure Reserve (6-12-0-756-6740).

Respectfully Submitted,

Leo Reedyk

Attachments

Reviewed by: Wendy Kay, Chief Administrative Officer W. Kay Date: May 5, 2016

Reserve Status Sheet

6-12-0-756-6740 **Allocated Reserve - Regional Water Infrastructure** 29-Apr-16

Balance Start of Year	Opening Balance	**641,169.10**
Requested Amount	Cowley Standpipe Repairs	(15,540.00)
Proposed Balance as of April 29, 2016		**625,629.10**

Pincher Plumbing & Heating

Box 34
Lundbreck, AB T0K 1H0

Estimate

Date	Estimate #
22/04/2016	42

Name / Address
MD of Pincher Creek Box 279 Pincher Creek, Alberta T0k 1W0

Project

Description	Qty	Rate	Total
Installation of 4" drain line directional drill 4' drain line under property line and tie into existing culvert at water fill station and tie opposite into existing culvert in the south alley behind village hall. This price includes material, excavation, and labour. Valid for 30 days		14,800.00	14,800.00
GST on sales		5.00%	740.00
		Total	$15,540.00

GST/HST No. 827817644

E1b

MD OF PINCHER CREEK

APRIL 29, 2016

TO: Wendy Kay, CAO

FROM: Leo Reedyk, Director of Operations

SUBJECT: OVER WEIGHT / OVER DIMENSION ROAD PERMIT FEES

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1. Origin:

At their April 22, 2014 meeting, Council passed Resolution 14/165 that reads:

> "Moved that the report from the Director of Operations, dated April 15, 20014, regarding TRAVIS – Road Data System Ltd Over Weight/Dimension Permit Fees, be received;
>
> And that Administration be instructed to reply back to Alberta Transportation and Road Data Services Ltd. as recommended;
>
> And Further that the Municipalities policy Manual, Appendix "A" – Schedule of Municipal Charges be amended to include the $15.00 administrative fee for overweight / Dimension permits."

2. Background:

The Transportation Routing and Vehicle Routing System (TRAVIS) was intended to simplify the permitting of vehicles through multiple jurisdictions. During its implementation a recommended flat fee of $15.00 per permit was suggested. Road Data Services is implementing a $2.50 increase to their cost per permit, from $12.00 to $14.50 effective October 1, 2016.

Road Data Services Ltd processes an average of 22 permits per month on behalf of the Municipality. In addition to the fee per permit and annual administrative fee payable to Road Data Services Ltd, the Municipal District has administrative costs that are not being covered.

As the initial fee implemented for permits in the Municipal District of $15.00 per permit has resulted in a net loss, a 50% increase to $22.50 for the fixed fee is recommended.

3. Recommendation:

THAT the report from the Director of Operations, dated April 29, 2016 regarding the Overweight / Over Dimension Road Permit Fee be received;

AND THAT Council approves the increase to $22.50 for the administrative fee for Overweight / Over Dimension permits to be included in Policy 5.3.2.1, Fees and Charges Schedule.

Respectfully Submitted,

Leo Reedyk

Attachments

Reviewed by: Wendy Kay, Chief Administrative Officer W. Kay Date: May 5, 2016

RoaData Services ltd
4716 60TH STREET, RED DEER, ALBERTA T4N 7C7 PHONE (403) 314-9500 FAX (403) 341-7467

February 10th, 2016

Good Day,

With 2015 coming to a close, it wraps up the first full calendar year for TRAVIS Multi-Jurisdictional Revenue Sharing with Municipalities. We have done a detailed review of revenue generated through the program and compared it to some original projections made years back by Alberta Transportation which formed the bases of the earlier recommendations by Roadata.

PERMIT FEE HISTORY

Fixed Permit Fees

In 2009 AAMD&C worked with the TRAVIS Fees Committee to try and determine what a fair Fixed Fee for Municipalities to charge would be. Even though this work was ultimately not used by Alberta Transportation, we felt the methodology behind the work was fair and it is what we based our Fixed Fee recommendation of $15.00 per permit on.

The report suggested that Approval Fee of $9.00 per permit be collected and a Data Fee of $4.00 per permit be collected for a total approval fee of $13.00 per permit. We wanted to ensure that Municipalities were always in a cost positive situation; therefore we set our recommended Fixed Fee to $15.00 per permit.

Variable Overweight Permit Fees

The Variable Overweight Permit Fee is structured based on a weight multiplied by distance factor for the details of the actual move. This formula is what has been followed by Alberta Transportation to collect Overweight Permit fees for the past number of years. The adjustment that was made when Multi Jurisdictional Revenue Sharing came into effect is that the fees collected are now distributed proportionately to each Municipality whose roadways are being travelled on. It was anticipated in 2009 that a roadway modifier fee and a seasonal modifier fee would be charged to allow for a higher Overweight Fee to be collected to compensate for the extra "wear and tear" caused by an overweight vehicle, however this ultimately was not implemented in the most current version of TRAVIS Multi Jurisdictional. Based on information provided by Alberta Transportation, it was projected Municipalities would expect to see approximately $14.00 per permit in Overweight Permit Fees.

PERMIT FEES TODAY

Today, 42 of 57 Rural Municipalities who are part of TRAVIS Multi Jurisdictional are collecting a Fixed Permit Fee. Among those Municipalities, the lowest fixed fee collected is $15.00, while the highest is $50.00. The average Fixed Fee being collected by Rural Municipalities is $18.45.

We are recommending increasing the Fixed Fee to all our partnered Municipalities for a number of reasons:

1. Inflation
   $15.00 in 2009 is equivalent to $16.51 in 2015.
2. Reduced Permit Volumes
   There are certain fixed costs associated with managing your overweight permit approvals that are not affected (or very slightly) by permit volumes. The fact that there has been a 30-40% reduction in permit volumes in 2015 does not proportionately equate to a 30-40% decrease in operating expenses.
3. Lower then Anticipates Overweight Permit Fee
   When looking at the 2015 calendar year in 10 separate Municipalities, we have been able to confirm our suspicions that the Variable Overweight Permit Fee was highly overstated. On average, the variable overweight fee is $3.86 which is over 70% less than the projected $14.00 per permit.

We are recommending that our Partnered Municipalities raise their fixed fee to a minimum of $20.00 per permit. If all our Partnered Municipalities who are currently collecting $15.00 or less per permit raise their fee to $20.00, the average Fixed Fee collected by all Municipalities would be $21.43.

Each Municipalities ability for cost recovery for the operation of their permitting system will vary and in many of the lower volume Municipalities a higher Fixed Fee is justified.

ROADATA SERVICES APPROVAL FEES

RDS has had approximately 2 years of operational experience with the new TRAVIS revenue sharing model. This has allowed us to analyze costs, review per-permit processing time, staffing, automation requirements as well as review the upcoming cost with the new political climate. Our cost of operation has increased over the last several years and is anticipated to continue to do so. We need to make some changes to our current to pricing structure in order to keep offering you great value such as experienced permit specialists, the newest and most efficient technology, and a "one stop" service center to meet all your permitting needs.

Effective June 1st, 2016 our per permit service fee will increase from $13.00 per permit to $14.50 per permit, which is nearly equal to the inflation adjustment of the same value from 2009 to 2015. This change in fee will help to offset operational expenses that are outside of our control, such as:

1. Permit Modifications
    - In 2015 we processed over 10,000 no charge modifies to municipal permits, this is a 70% increase from 2013.
2. Planned Minimum Wage Increase
    - To ensure we can continue to attract and hire the same quality people that we do today, our staff wages will need to be adjusted as changes are made to the minimum wage
3. Reduced Permit Volumes
    - Overall all permit volumes are down 30-40% in 2015, however we are unable to reduce our operational expenses to the same degree.

We are very confident the changes we are making this year will allow us to provide the same service you have come to expect from us for many years to come. We do not anticipate the need to change this fee again in the foreseeable future.

Our goal has always been to offer our partnered Municipalities a cost neutral program that will not impact Municipal budgets in a negative way and this remains the same today. We will continue to honor our "no cost" guarantee to all our partnered Municipalities.

Please contact our office should you have any questions or concerns regarding our recommendations or the change to our service fees.

Sincerely,

Nicole Wright
Operations Manager
Roadata Services Ltd.

Leo Reedyk

From: Nasha Shorey <nasha@roadata.com>
Sent: March 31, 2016 3:58 PM
To: Leo Reedyk
Subject: RE: Permit Fee Recommendations

Good Afternoon Leo,

We have an update to our earlier correspondence from February in regards to increasing Municipal fixed fees in TRAVIS.

We have been informed that Alberta Transportation is implementing a 6 month waiting period before making changes to any fixed fee in the TRAVIS program. It is our understanding the waiting period will begin once Alberta Transportation is notified by email of the Municipalities intent to increase their fixed fee and that a updated bylaw must be in place prior to the end of the waiting period.

Roadata is still recommending to our partnered Municipalities a raise in their TRAVIS fixed fee to a minimum of $20.00 per permit. Each Municipality's ability for cost recovery for the operation of their permitting system will vary and in many of the lower volume Municipalities a higher fixed fee is justified.

It is our recommendation that if your Municipality intends to increase its TRAVIS fixed fee, Alberta Transportation is notified as soon as possible to begin the waiting period. You can contact Dawn Liska at Alberta Transportation by email at Dawn.Liska@gov.ab.ca.

With these recent developments, **Roadata has decided to delay the June 1st, 2016 increase to $14.50 in our permit service fee until October 1st, 2016.** This will allow Municipalities sufficient time to inform Alberta Transportation of their intent and to have their bylaw updated.

If you have any questions or require any additional information, please do not hesitate to contact our office.

Thank you again for your time.

Have a great afternoon,

Nasha Shorey
Communications Manager
Roadata Services Ltd.
Direct Line:
Phone: 403-356-2688
Permit Center:
Phone: 888-830-7623
Administration:
Phone: 403-314-9500
Fax: 403-341-7467
www.roadata.com

Leo Reedyk

Subject: RE: Permit Fee Recommendations

From: Janene Felker
Sent: April 1, 2016 8:22 AM
To: Leo Reedyk <AdminDirOps@mdpinchercreek.ab.ca>; Mat Bonertz <AdminDFA@mdpinchercreek.ab.ca>
Cc: Wendy Kay <wkay@mdpinchercreek.ab.ca>
Subject: RE: Permit Fee Recommendations

Leo,

2014
Revenue – 2,162.62
Expenses- 2,392.00

2015
Revenue – 5,446.39
Expenses- 6,990.87

2016 (so far)
Revenue – 1,058.19
Expenses – 1,615.00

Janene

From: Leo Reedyk
Sent: Friday, April 1, 2016 8:17 AM
To: Mat Bonertz <AdminDFA@mdpinchercreek.ab.ca>; Janene Felker <AdminFinance@mdpinchercreek.ab.ca>
Cc: Wendy Kay <wkay@mdpinchercreek.ab.ca>
Subject: FW: Permit Fee Recommendations

Would it be possible to pull a report on the expenses and revenue associated with Road Data Services Vehicle permitting. I typically don't see the revenue but sign for the expenses. I believe we should be increasing the fees.

Please advise.

Leo

Government of Alberta

TRAVIS
Permit Listing Report
By Start Date
For M.D. of Pincher Creek No 9

From: March 1, 2016
To: March 31, 2016

Summary

	# of Permits	% Juris-diction	# of Auto Permits	# of Manual Permits	% Auto Permits	% Manual Permits
M.D. of Pincher Creek No 9				**15 Permit(s)**		
Permit Type : Single Trip Overweight / Overdimension Permit	15	100%	0	15	0%	100%
Start Date : 08 March 2016	1	7%	0	1	0%	100%
09 March 2016	3	20%	0	3	0%	100%
10 March 2016	1	7%	0	1	0%	100%
11 March 2016	2	13%	0	2	0%	100%
14 March 2016	1	7%	0	1	0%	100%
15 March 2016	1	7%	0	1	0%	100%
21 March 2016	2	13%	0	2	0%	100%
22 March 2016	2	13%	0	2	0%	100%
29 March 2016	1	7%	0	1	0%	100%
30 March 2016	1	7%	0	1	0%	100%
Duration : 1 day(s)	1	7%	0	1	0%	100%
2 day(s)	1	7%	0	1	0%	100%
3 day(s)	9	60%	0	9	0%	100%
5 day(s)	1	7%	0	1	0%	100%
7 day(s)	3	20%	0	3	0%	100%
Approver : Alison (Roadata) (Roadata Services Ltd.)	3	20%	0	3	0%	100%
Becca (Roadata) (Roadata Services Ltd.)	3	20%	0	3	0%	100%
EJ Raguindin (Roadata) (Roadata Services Ltd.)	1	7%	0	1	0%	100%
Holly (Roadata) (Roadata Services Ltd.)	3	20%	0	3	0%	100%
Jacquie (Roadata) (Roadata Services Ltd.)	2	13%	0	2	0%	100%
Jen (Roadata) (Roadata Services Ltd.)	1	7%	0	1	0%	100%
Sabrina (Roadata) (Roadata Services Ltd.)	1	7%	0	1	0%	100%
Unapproved	1	7%	0	1	0%	100%

Date Run: April 1, 2016

Government of Alberta

TRAVIS
Permit Listing Report
By Start Date
For M.D. of Pincher Creek No 9

From: February 1, 2016
To: February 29, 2016

Summary

		# of Permits	% Juris-diction	# of Auto Permits	# of Manual Permits	% Auto Permits	% Manual Permits
M.D. of Pincher Creek No 9					**14 Permit(s)**		
Permit Type :	**Single Trip Overweight / Overdimension Permit**	14	100%	0	14	0%	100%
Start Date :	**01 February 2016**	2	14%	0	2	0%	100%
	08 February 2016	1	7%	0	1	0%	100%
	11 February 2016	1	7%	0	1	0%	100%
	16 February 2016	2	14%	0	2	0%	100%
	17 February 2016	4	29%	0	4	0%	100%
	18 February 2016	1	7%	0	1	0%	100%
	29 February 2016	3	21%	0	3	0%	100%
Duration :	**3 day(s)**	2	14%	0	2	0%	100%
	7 day(s)	12	86%	0	12	0%	100%
Approver :	**EJ Ragulndin (Roadata) (Roadata Services Ltd.)**	2	14%	0	2	0%	100%
	Gail (Roadata) (Roadata Services Ltd.)	1	7%	0	1	0%	100%
	Holly (Roadata) (Roadata Services Ltd.)	3	21%	0	3	0%	100%
	Jacquie (Roadata) (Roadata Services Ltd.)	4	29%	0	4	0%	100%
	Paige (Roadata) (Roadata Services Ltd.)	1	7%	0	1	0%	100%
	Sabrina (Roadata) (Roadata Services Ltd.)	3	21%	0	3	0%	100%
Commodity :	**322 CAT HOE**	1	7%	0	1	0%	100%
	330DL CAT HOE	1	7%	0	1	0%	100%
	735 CAT ROCK TRUCK	1	7%	0	1	0%	100%
	D6T CAT CRAWLER	1	7%	0	1	0%	100%
	LTM1070-4.1 LIEBERR CRANE	2	14%	0	2	0%	100%
	LTM1090 LIEBHERR CRANE	4	29%	0	4	0%	100%
	LTM1250 LIEBHERR CRANE	2	14%	0	2	0%	100%
	LTM1400 LIEBHERR CRANE	2	14%	0	2	0%	100%

Date Run: March 1, 2016

Government of Alberta

TRAVIS
Permit Listing Report
By Start Date
For M.D. of Pincher Creek No 9

From: January 1, 2016
To: January 31, 2016

Summary

		# of Permits	% Juris-diction	# of Auto Permits	# of Manual Permits	% Auto Permits	% Manual Permits
M.D. of Pincher Creek No 9					**15 Permit(s)**		
Permit Type :	**Single Trip Overweight / Overdimension Permit**	**15**	**100%**	0	15	0%	100%
Start Date :	**07 January 2016**	**1**	**7%**	0	1	0%	100%
	11 January 2016	**3**	**20%**	0	3	0%	100%
	19 January 2016	**1**	**7%**	0	1	0%	100%
	20 January 2016	**1**	**7%**	0	1	0%	100%
	22 January 2016	**4**	**27%**	0	4	0%	100%
	23 January 2016	**1**	**7%**	0	1	0%	100%
	26 January 2016	**3**	**20%**	0	3	0%	100%
	28 January 2016	**1**	**7%**	0	1	0%	100%
Duration :	**4 day(s)**	**4**	**27%**	0	4	0%	100%
	7 day(s)	**11**	**73%**	0	11	0%	100%
Approver :	**Alison (Roadata) (Roadata Services Ltd.)**	**1**	**7%**	0	1	0%	100%
	EJ Raguindin (Roadata) (Roadata Services Ltd.)	**2**	**13%**	0	2	0%	100%
	Jacquie (Roadata) (Roadata Services Ltd.)	**5**	**33%**	0	5	0%	100%
	Sabrina (Roadata) (Roadata Services Ltd.)	**5**	**33%**	0	5	0%	100%
	Taylor (Roadata) (Roadata Services Ltd.)	**1**	**7%**	0	1	0%	100%
	Unapproved	**1**	**7%**	0	1	0%	100%
Commodity :	**324 CAT HOE**	**4**	**27%**	0	4	0%	100%
	324D CAT HOE	**2**	**13%**	0	2	0%	100%
	D8T CAT CRAWLER	**1**	**7%**	0	1	0%	100%
	JAW CRUSHER	**1**	**7%**	0	1	0%	100%
	LIMA TRUCK CRANE	**1**	**7%**	0	1	0%	100%
	LTM1090 LIEBHERR CRANE	**2**	**13%**	0	2	0%	100%
	LTM1400-7.1 LIEBHERR MOBILE CRANE	**2**	**13%**	0	2	0%	100%

Date Run: February 1, 2016

Government of Alberta

TRAVIS
Permit Listing Report
By Start Date
For M.D. of Pincher Creek No 9

From: December 1, 2015
To: December 31, 2015

Summary

		# of Permits	% Juris-diction	# of Auto Permits	# of Manual Permits	% Auto Permits	% Manual Permits
M.D. of Pincher Creek No 9					**15 Permit(s)**		
Permit Type :	**Single Trip Overweight / Overdimension Permit**	**15**	**100%**	0	15	0%	100%
Start Date :	**02 December 2015**	**2**	**13%**	0	2	0%	100%
	03 December 2015	**2**	**13%**	0	2	0%	100%
	06 December 2015	**1**	**7%**	0	1	0%	100%
	11 December 2015	**1**	**7%**	0	1	0%	100%
	13 December 2015	**1**	**7%**	0	1	0%	100%
	14 December 2015	**1**	**7%**	0	1	0%	100%
	16 December 2015	**2**	**13%**	0	2	0%	100%
	18 December 2015	**4**	**27%**	0	4	0%	100%
	22 December 2015	**1**	**7%**	0	1	0%	100%
Duration :	**3 day(s)**	**2**	**13%**	0	2	0%	100%
	5 day(s)	**1**	**7%**	0	1	0%	100%
	7 day(s)	**12**	**80%**	0	12	0%	100%
Approver :	**Alison (Roadata) (Roadata Services Ltd.)**	**3**	**20%**	0	3	0%	100%
	Becca (Roadata) (Roadata Services Ltd.)	**2**	**13%**	0	2	0%	100%
	Cass (Roadata) (Roadata Services Ltd.)	**4**	**27%**	0	4	0%	100%
	Jacquie (Roadata) (Roadata Services Ltd.)	**3**	**20%**	0	3	0%	100%
	Kara Hickey (Roadata) (Roadata Services Ltd.)	**3**	**20%**	0	3	0%	100%
Commodity :	**324 CAT HOE**	**1**	**7%**	0	1	0%	100%
	324D CAT HOE	**1**	**7%**	0	1	0%	100%
	325 CAT HOE	**2**	**13%**	0	2	0%	100%
	330 CAT HOE	**1**	**7%**	0	1	0%	100%
	330DL CAT HOE	**2**	**13%**	0	2	0%	100%
	730 CAT ROCK TRUCK	**1**	**7%**	0	1	0%	100%

Date Run: January 4, 2016

Government of Alberta

TRAVIS
Permit Listing Report
By Start Date
For M.D. of Pincher Creek No 9

From: November 1, 2015
To: November 30, 2015

Summary

		# of Permits	% Jurisdiction	# of Auto Permits	# of Manual Permits	% Auto Permits	% Manual Permits
M.D. of Pincher Creek No 9					19 Permit(s)		
Permit Type :	Municipal Single Trip Overweight: Provincial Multi-Trip	2	11%	0	2	0%	100%
	Single Trip Overweight / Overdimension Permit	17	89%	0	17	0%	100%
Start Date :	02 November 2015	1	5%	0	1	0%	100%
	03 November 2015	1	5%	0	1	0%	100%
	04 November 2015	1	5%	0	1	0%	100%
	05 November 2015	1	5%	0	1	0%	100%
	06 November 2015	2	11%	0	2	0%	100%
	10 November 2015	1	5%	0	1	0%	100%
	11 November 2015	2	11%	0	2	0%	100%
	17 November 2015	1	5%	0	1	0%	100%
	18 November 2015	1	5%	0	1	0%	100%
	23 November 2015	2	11%	0	2	0%	100%
	27 November 2015	1	5%	0	1	0%	100%
	29 November 2015	1	5%	0	1	0%	100%
	30 November 2015	4	21%	0	4	0%	100%
Duration :	1 day(s)	1	5%	0	1	0%	100%
	3 day(s)	2	11%	0	2	0%	100%
	5 day(s)	1	5%	0	1	0%	100%
	6 day(s)	1	5%	0	1	0%	100%
	7 day(s)	14	74%	0	14	0%	100%
Approver :	Alison (Roadata) (Roadata Services Ltd.)	1	5%	0	1	0%	100%
	Cass (Roadata) (Roadata Services Ltd.)	7	37%	0	7	0%	100%
	EJ Raguindin (Roadata) (Roadata Services Ltd.)	3	16%	0	3	0%	100%
	Jacquie (Roadata) (Roadata Services Ltd.)	2	11%	0	2	0%	100%
	Kara Hickey (Roadata) (Roadata Services Ltd.)	1	5%	0	1	0%	100%

Date Run: December 1, 2015

Government of Alberta

TRAVIS
Permit Listing Report
By Start Date
For M.D. of Pincher Creek No 9

From: October 1, 2015
To: October 31, 2015

Summary

		# of Permits	% Juris-diction	# of Auto Permits	# of Manual Permits	% Auto Permits	% Manual Permits
M.D. of Pincher Creek No 9					**24 Permit(s)**		
Permit Type :	Municipal Single Trip Overweight: Provincial Multi-Trip	1	4%	0	1	0%	100%
	Single Trip Overweight / Overdimension Permit	23	96%	0	23	0%	100%
Start Date :	01 October 2015	2	8%	0	2	0%	100%
	02 October 2015	2	8%	0	2	0%	100%
	04 October 2015	1	4%	0	1	0%	100%
	05 October 2015	1	4%	0	1	0%	100%
	06 October 2015	1	4%	0	1	0%	100%
	07 October 2015	1	4%	0	1	0%	100%
	09 October 2015	1	4%	0	1	0%	100%
	13 October 2015	1	4%	0	1	0%	100%
	16 October 2015	3	13%	0	3	0%	100%
	19 October 2015	1	4%	0	1	0%	100%
	21 October 2015	2	8%	0	2	0%	100%
	22 October 2015	4	17%	0	4	0%	100%
	24 October 2015	1	4%	0	1	0%	100%
	26 October 2015	1	4%	0	1	0%	100%
	27 October 2015	1	4%	0	1	0%	100%
	30 October 2015	1	4%	0	1	0%	100%
Duration :	1 day(s)	24	100%	0	24	0%	100%
Approver :	Allison (Roadata) (Roadata Services Ltd.)	4	17%	0	4	0%	100%
	Becca (Roadata) (Roadata Services Ltd.)	3	13%	0	3	0%	100%
	Cass (Roadata) (Roadata Services Ltd.)	3	13%	0	3	0%	100%
	Chelsea (Roadata) (Roadata Services Ltd.)	2	8%	0	2	0%	100%
	Jacquie (Roadata) (Roadata Services Ltd.)	3	13%	0	3	0%	100%
	Kara Hickey (Roadata) (Roadata Services Ltd.)	1	4%	0	1	0%	100%

Date Run: November 2, 2015

Government of Alberta

TRAVIS
Permit Listing Report
By Start Date
For M.D. of Pincher Creek No 9

From: September 1, 2015
To: September 30, 2015

	# of Permits	% Jurisdiction	# of Auto Permits	# of Manual Permits	% Auto Permits	% Manual Permits
M.D. of Pincher Creek No 9	39	100%	0	39	0%	100%
Permit Type : Single Trip Overweight / Overdimension Permit	39	100%	0	39	0%	100%
Start Date : 03 September 2015	1	3%	0	1	0%	100%
09 September 2015	1	3%	0	1	0%	100%
10 September 2015	1	3%	0	1	0%	100%
11 September 2015	5	13%	0	5	0%	100%
14 September 2015	1	3%	0	1	0%	100%
15 September 2015	5	13%	0	5	0%	100%
16 September 2015	5	13%	0	5	0%	100%
17 September 2015	1	3%	0	1	0%	100%
18 September 2015	6	15%	0	6	0%	100%
22 September 2015	2	5%	0	2	0%	100%
23 September 2015	1	3%	0	1	0%	100%
24 September 2015	1	3%	0	1	0%	100%
27 September 2015	1	3%	0	1	0%	100%
28 September 2015	1	3%	0	1	0%	100%
29 September 2015	5	13%	0	5	0%	100%
30 September 2015	2	5%	0	2	0%	100%
Duration : 1 day(s)	39	100%	0	39	0%	100%
Approver : - - (Roadata Services Ltd.)	4	10%	0	4	0%	100%
Allson (Roadata) (Roadata Services Ltd.)	1	3%	0	1	0%	100%
Becca (Roadata) (Roadata Services Ltd.)	6	15%	0	6	0%	100%
Cass (Roadata) (Roadata Services Ltd.)	1	3%	0	1	0%	100%
Jacquie (Roadata) (Roadata Services Ltd.)	10	26%	0	10	0%	100%
Kara Hickey (Roadata) (Roadata Services Ltd.)	3	8%	0	3	0%	100%
Lynn (Roadata) (Roadata Services Ltd.)	1	3%	0	1	0%	100%

Date Run: October 1, 2015

Government of Alberta

TRAVIS
Permit Listing Report
By Start Date
For M.D. of Pincher Creek No 9

From: August 1, 2015
To: August 31, 2015

Summary

		# of Permits	% Juris-diction	# of Auto Permits	# of Manual Permits	% Auto Permits	% Manual Permits
M.D. of Pincher Creek No 9					**22 Permit(s)**		
Permit Type :	**Municipal Single Trip Overweight: Provincial Multi-Trip**	**1**	**5%**	0	1	0%	100%
	Single Trip Overweight / Overdimension Permit	**21**	**95%**	0	21	0%	100%
Start Date :	**05 August 2015**	**2**	**9%**	0	2	0%	100%
	11 August 2015	**1**	**5%**	0	1	0%	100%
	12 August 2015	**1**	**5%**	0	1	0%	100%
	13 August 2015	**1**	**5%**	0	1	0%	100%
	14 August 2015	**1**	**5%**	0	1	0%	100%
	17 August 2015	**5**	**23%**	0	5	0%	100%
	18 August 2015	**1**	**5%**	0	1	0%	100%
	19 August 2015	**1**	**5%**	0	1	0%	100%
	20 August 2015	**1**	**5%**	0	1	0%	100%
	25 August 2015	**2**	**9%**	0	2	0%	100%
	26 August 2015	**2**	**9%**	0	2	0%	100%
	27 August 2015	**1**	**5%**	0	1	0%	100%
	28 August 2015	**2**	**9%**	0	2	0%	100%
	31 August 2015	**1**	**5%**	0	1	0%	100%
Duration :	**1 day(s)**	**22**	**100%**	0	22	0%	100%
Approver :	**- - (Roadata Services Ltd.)**	**2**	**9%**	0	2	0%	100%
	Becca (Roadata) (Roadata Services Ltd.)	**3**	**14%**	0	3	0%	100%
	Cass (Roadata) (Roadata Services Ltd.)	**2**	**9%**	0	2	0%	100%
	Gail (Roadata) (Roadata Services Ltd.)	**1**	**5%**	0	1	0%	100%
	Holly (Roadata) (Roadata Services Ltd.)	**5**	**23%**	0	5	0%	100%
	Jen (Roadata) (Roadata Services Ltd.)	**2**	**9%**	0	2	0%	100%
	Kara Hickey (Roadata) (Roadata Services Ltd.)	**2**	**9%**	0	2	0%	100%
	Lynn (Roadata) (Roadata Services Ltd.)	**3**	**14%**	0	3	0%	100%

Date Run: September 1, 2015

Government of Alberta

TRAVIS
Permit Listing Report
By Start Date
For M.D. of Pincher Creek No 9

From: July 1, 2015
To: July 31, 2015

Summary

		# of Permits	% Juris-diction	# of Auto Permits	# of Manual Permits	% Auto Permits	% Manual Permits
M.D. of Pincher Creek No 9				32 Permit(s)			
Permit Type :	Municipal Single Trip Overweight: Provincial Multi-Trip	1	3%	0	1	0%	100%
	Single Trip Overweight / Overdimension Permit	31	97%	0	31	0%	100%
Start Date :	01 July 2015	2	6%	0	2	0%	100%
	02 July 2015	3	9%	0	3	0%	100%
	03 July 2015	4	13%	0	4	0%	100%
	07 July 2015	1	3%	0	1	0%	100%
	08 July 2015	2	6%	0	2	0%	100%
	09 July 2015	1	3%	0	1	0%	100%
	10 July 2015	1	3%	0	1	0%	100%
	13 July 2015	1	3%	0	1	0%	100%
	14 July 2015	2	6%	0	2	0%	100%
	15 July 2015	1	3%	0	1	0%	100%
	16 July 2015	2	6%	0	2	0%	100%
	21 July 2015	3	9%	0	3	0%	100%
	22 July 2015	4	13%	0	4	0%	100%
	24 July 2015	1	3%	0	1	0%	100%
	28 July 2015	2	6%	0	2	0%	100%
	31 July 2015	2	6%	0	2	0%	100%
Duration :	1 day(s)	32	100%	0	32	0%	100%
Approver :	Alison (Roadata) (Roadata Services Ltd.)	1	3%	0	1	0%	100%
	Becca (Roadata) (Roadata Services Ltd.)	1	3%	0	1	0%	100%
	Cass (Roadata) (Roadata Services Ltd.)	3	9%	0	3	0%	100%
	Chelsea (Roadata) (Roadata Services Ltd.)	3	9%	0	3	0%	100%
	EJ Raguindin (Roadata) (Roadata Services Ltd.)	2	6%	0	2	0%	100%
	Holly (Roadata) (Roadata Services Ltd.)	4	13%	0	4	0%	100%

Date Run: August 4, 2015

Government of Alberta

TRAVIS
Permit Listing Report
By Start Date
For M.D. of Pincher Creek No 9

From: June 1, 2015
To: June 30, 2015

Summary

	# of Permits	% Jurisdiction	# of Auto Permits	# of Manual Permits	% Auto Permits	% Manual Permits
M.D. of Pincher Creek No 9				34 Permit(s)		
Permit Type : Municipal Single Trip Overweight: Provincial Multi-Trip	1	3%	0	1	0%	100%
Single Trip Overweight / Overdimension Permit	33	97%	0	33	0%	100%
Start Date : 04 June 2015	3	9%	0	3	0%	100%
07 June 2015	1	3%	0	1	0%	100%
09 June 2015	2	6%	0	2	0%	100%
11 June 2015	1	3%	0	1	0%	100%
12 June 2015	1	3%	0	1	0%	100%
15 June 2015	1	3%	0	1	0%	100%
16 June 2015	2	6%	0	2	0%	100%
17 June 2015	1	3%	0	1	0%	100%
18 June 2015	2	6%	0	2	0%	100%
19 June 2015	1	3%	0	1	0%	100%
20 June 2015	1	3%	0	1	0%	100%
22 June 2015	3	9%	0	3	0%	100%
23 June 2015	2	6%	0	2	0%	100%
24 June 2015	6	18%	0	6	0%	100%
25 June 2015	2	6%	0	2	0%	100%
26 June 2015	2	6%	0	2	0%	100%
30 June 2015	3	9%	0	3	0%	100%
Duration : 1 day(s)	34	100%	0	34	0%	100%
Approver : - - (Roadata Services Ltd.)	1	3%	0	1	0%	100%
Alison (Roadata) (Roadata Services Ltd.)	2	6%	0	2	0%	100%
Becca (Roadata) (Roadata Services Ltd.)	3	9%	0	3	0%	100%
Cass (Roadata) (Roadata Services Ltd.)	6	18%	0	6	0%	100%
EJ Raguindin (Roadata) (Roadata Services Ltd.)	5	15%	0	5	0%	100%

Date Run: July 2, 2015

Government of Alberta

TRAVIS
Permit Listing Report
By Start Date
For M.D. of Pincher Creek No 9

From: May 1, 2015
To: May 31, 2015

Summary

	# of Permits	% Juris-diction	# of Auto Permits	# of Manual Permits	% Auto Permits	% Manual Permits
M.D. of Pincher Creek No 9				**19 Permit(s)**		
Permit Type : Single Trip Overweight / Overdimension Permit	19	100%	0	19	0%	100%
Start Date : 04 May 2015	1	5%	0	1	0%	100%
05 May 2015	1	5%	0	1	0%	100%
12 May 2015	3	16%	0	3	0%	100%
13 May 2015	4	21%	0	4	0%	100%
19 May 2015	2	11%	0	2	0%	100%
21 May 2015	3	16%	0	3	0%	100%
23 May 2015	1	5%	0	1	0%	100%
26 May 2015	1	5%	0	1	0%	100%
27 May 2015	1	5%	0	1	0%	100%
28 May 2015	1	5%	0	1	0%	100%
31 May 2015	1	5%	0	1	0%	100%
Duration : 1 day(s)	19	100%	0	19	0%	100%
Approver : Allison (Roadata) (Roadata Services Ltd.)	1	5%	0	1	0%	100%
Holly (Roadata) (Roadata Services Ltd.)	1	5%	0	1	0%	100%
Jen (Roadata) (Roadata Services Ltd.)	4	21%	0	4	0%	100%
Leanne (Roadata) (Roadata Services Ltd.)	1	5%	0	1	0%	100%
Lynn (Roadata) (Roadata Services Ltd.)	2	11%	0	2	0%	100%
Maddi (Roadata) (Roadata Services Ltd.)	1	5%	0	1	0%	100%
Sabrina (Roadata) (Roadata Services Ltd.)	2	11%	0	2	0%	100%
Susie (Roadata) (Roadata Services Ltd.)	1	5%	0	1	0%	100%
Tenessa (Roadata) (Roadata Services Ltd.)	5	26%	0	5	0%	100%
Unapproved	1	5%	0	1	0%	100%
Commodity : 345 CAT HOE	1	5%	0	1	0%	100%

Date Run: June 1, 2015

Government of Alberta

TRAVIS
Permit Listing Report
By Start Date
For M.D. of Pincher Creek No 9

From: April 1, 2015
To: April 30, 2015

Summary

		# of Permits	% Juris-diction	# of Auto Permits	# of Manual Permits	% Auto Permits	% Manual Permits
M.D. of Pincher Creek No 9				**23**	**Permit(s)**		
Permit Type :	Municipal Single Trip Overweight / Overdimension	1	4%	0	1	0%	100%
	Single Trip Overweight / Overdimension Permit	22	96%	0	22	0%	100%
Start Date :	01 April 2015	1	4%	0	1	0%	100%
	02 April 2015	1	4%	0	1	0%	100%
	07 April 2015	2	9%	0	2	0%	100%
	08 April 2015	6	26%	0	6	0%	100%
	09 April 2015	2	9%	0	2	0%	100%
	14 April 2015	2	9%	0	2	0%	100%
	15 April 2015	1	4%	0	1	0%	100%
	20 April 2015	3	13%	0	3	0%	100%
	27 April 2015	2	9%	0	2	0%	100%
	28 April 2015	1	4%	0	1	0%	100%
	29 April 2015	2	9%	0	2	0%	100%
Duration :	1 day(s)	23	100%	0	23	0%	100%
Approver :	Alison (Roadata) (Roadata Services Ltd.)	4	17%	0	4	0%	100%
	Becca (Roadata) (Roadata Services Ltd.)	2	9%	0	2	0%	100%
	Cass (Roadata) (Roadata Services Ltd.)	6	26%	0	6	0%	100%
	Chelsea (Roadata) (Roadata Services Ltd.)	1	4%	0	1	0%	100%
	Jacquie (Roadata) (Roadata Services Ltd.)	1	4%	0	1	0%	100%
	Lynn (Roadata) (Roadata Services Ltd.)	2	9%	0	2	0%	100%
	Sabrina (Roadata) (Roadata Services Ltd.)	1	4%	0	1	0%	100%
	Susie (Roadata) (Roadata Services Ltd.)	1	4%	0	1	0%	100%
	Tenessa (Roadata) (Roadata Services Ltd.)	5	22%	0	5	0%	100%
Commodity :	240 JOHN DEERE HOE	1	4%	0	1	0%	100%

Date Run: May 1, 2015

Government of Alberta

TRAVIS
Permit Listing Report
By Start Date
For M.D. of Pincher Creek No 9

From: March 1, 2015
To: March 31, 2015

Summary

		# of Permits	% Juris-diction	# of Auto Permits	# of Manual Permits	% Auto Permits	% Manual Permits
M.D. of Pincher Creek No 9					11 Permit(s)		
Permit Type :	Single Trip Overweight / Overdimension Permit	11	100%	0	11	0%	100%
Start Date :	02 March 2015	1	9%	0	1	0%	100%
	04 March 2015	1	9%	0	1	0%	100%
	05 March 2015	2	18%	0	2	0%	100%
	09 March 2015	1	9%	0	1	0%	100%
	12 March 2015	1	9%	0	1	0%	100%
	17 March 2015	1	9%	0	1	0%	100%
	19 March 2015	3	27%	0	3	0%	100%
	23 March 2015	1	9%	0	1	0%	100%
Duration :	1 day(s)	11	100%	0	11	0%	100%
Approver :	Cass (Roadata) (Roadata Services Ltd.)	5	45%	0	5	0%	100%
	Chelsea (Roadata) (Roadata Services Ltd.)	1	9%	0	1	0%	100%
	Kim (Roadata) (Roadata Services Ltd.)	1	9%	0	1	0%	100%
	Susie (Roadata) (Roadata Services Ltd.)	1	9%	0	1	0%	100%
	Tenessa (Roadata) (Roadata Services Ltd.)	2	18%	0	2	0%	100%
	Unapproved	1	9%	0	1	0%	100%
Commodity :	210 LINKBELT HOE	2	18%	0	2	0%	100%
	322 CAT HOE	1	9%	0	1	0%	100%
	336 CAT EXCAVATOR	3	27%	0	3	0%	100%
	D8T CAT CRAWLER	1	9%	0	1	0%	100%
	HYDRO NODWELL	1	9%	0	1	0%	100%
	PC270 KOMATSU HOE	2	18%	0	2	0%	100%
	PORTABLE BRIDGE	1	9%	0	1	0%	100%

Date Run: April 2, 2015

Government of Alberta

TRAVIS
Permit Listing Report
By Start Date
For M.D. of Pincher Creek No 9

From: February 1, 2015
To: February 28, 2015

Summary

		# of Permits	% Juris-diction	# of Auto Permits	# of Manual Permits	% Auto Permits	% Manual Permits
M.D. of Pincher Creek No 9					12 Permit(s)		
Permit Type :	Single Trip Overweight / Overdimension Permit	12	100%	0	12	0%	100%
Start Date :	02 February 2015	2	17%	0	2	0%	100%
	09 February 2015	1	8%	0	1	0%	100%
	10 February 2015	2	17%	0	2	0%	100%
	11 February 2015	1	8%	0	1	0%	100%
	13 February 2015	1	8%	0	1	0%	100%
	17 February 2015	2	17%	0	2	0%	100%
	18 February 2015	1	8%	0	1	0%	100%
	19 February 2015	1	8%	0	1	0%	100%
	27 February 2015	1	8%	0	1	0%	100%
Duration :	1 day(s)	12	100%	0	12	0%	100%
Approver :	Cass (Roadata) (Roadata Services Ltd.)	3	25%	0	3	0%	100%
	Justine (Roadata) (Roadata Services Ltd.)	1	8%	0	1	0%	100%
	Kim (Roadata) (Roadata Services Ltd.)	1	8%	0	1	0%	100%
	Maddi (Roadata) (Roadata Services Ltd.)	4	33%	0	4	0%	100%
	Tenessa (Roadata) (Roadata Services Ltd.)	3	25%	0	3	0%	100%
Commodity :	250 JOHN DEERE HOE	4	33%	0	4	0%	100%
	735 CAT ROCK TRUCK	2	17%	0	2	0%	100%
	D6 CAT CRAWLER	1	8%	0	1	0%	100%
	D6T CAT CRAWLER	1	8%	0	1	0%	100%
	LTM1160-5.1 LIEBHERR CRANE	2	17%	0	2	0%	100%
	NODWELL	2	17%	0	2	0%	100%
Carrier :	Little Guy Oilfield Rentals Inc.	3	25%	0	3	0%	100%

Date Run: March 3, 2015

Government of Alberta

TRAVIS
Permit Listing Report
By Start Date
For M.D. of Pincher Creek No 9

From: January 1, 2015
To: January 31, 2015

Summary

		# of Permits	% Juris-diction	# of Auto Permits	# of Manual Permits	% Auto Permits	% Manual Permits
M.D. of Pincher Creek No 9					**15 Permit(s)**		
Permit Type :	Single Trip Overweight / Overdimension Permit	14	93%	0	14	0%	100%
	Single Trip Overwt/Overdimension Permit for Empty Equipment	1	7%	0	1	0%	100%
Start Date :	03 January 2015	1	7%	0	1	0%	100%
	05 January 2015	1	7%	0	1	0%	100%
	13 January 2015	1	7%	0	1	0%	100%
	14 January 2015	3	20%	0	3	0%	100%
	15 January 2015	2	13%	0	2	0%	100%
	20 January 2015	2	13%	0	2	0%	100%
	27 January 2015	1	7%	0	1	0%	100%
	29 January 2015	1	7%	0	1	0%	100%
	30 January 2015	3	20%	0	3	0%	100%
Duration :	1 day(s)	15	100%	0	15	0%	100%
Approver :	Becca (Roadata) (Roadata Services Ltd.)	2	13%	0	2	0%	100%
	Cass (Roadata) (Roadata Services Ltd.)	4	27%	0	4	0%	100%
	Holly (Roadata) (Roadata Services Ltd.)	1	7%	0	1	0%	100%
	Jen (Roadata) (Roadata Services Ltd.)	2	13%	0	2	0%	100%
	Kim (Roadata) (Roadata Services Ltd.)	1	7%	0	1	0%	100%
	Leanne (Roadata) (Roadata Services Ltd.)	1	7%	0	1	0%	100%
	Robin (Roadata) (Roadata Services Ltd.)	4	27%	0	4	0%	100%
Commodity :	250 JOHN DEERE HOE	1	7%	0	1	0%	100%
	322 CAT HOE	2	13%	0	2	0%	100%
	336 CAT EXCAVATOR	1	7%	0	1	0%	100%
	EMPTY TRAILER	1	7%	0	1	0%	100%
	LTM1160-5.1 LIEBHERR CRANE	2	13%	0	2	0%	100%

Date Run: February 2, 2015

Government of Alberta

TRAVIS
Permit Listing Report
By Start Date
For M.D. of Pincher Creek No 9

From: December 1, 2014
To: December 31, 2014

Summary

		# of Permits	% Jurisdiction	# of Auto Permits	# of Manual Permits	% Auto Permits	% Manual Permits
M.D. of Pincher Creek No 9					**17 Permit(s)**		
Permit Type :	**Single Trip Overweight / Overdimension Permit**	17	100%	0	17	0%	100%
Start Date :	**05 December 2014**	2	12%	0	2	0%	100%
	11 December 2014	2	12%	0	2	0%	100%
	12 December 2014	1	6%	0	1	0%	100%
	15 December 2014	3	18%	0	3	0%	100%
	18 December 2014	2	12%	0	2	0%	100%
	19 December 2014	2	12%	0	2	0%	100%
	22 December 2014	1	6%	0	1	0%	100%
	23 December 2014	1	6%	0	1	0%	100%
	29 December 2014	3	18%	0	3	0%	100%
Duration :	**1 day(s)**	17	100%	0	17	0%	100%
Approver :	**Alison (Roadata) (Roadata Services Ltd.)**	1	6%	0	1	0%	100%
	Becca (Roadata) (Roadata Services Ltd.)	2	12%	0	2	0%	100%
	Cass (Roadata) (Roadata Services Ltd.)	5	29%	0	5	0%	100%
	Holly (Roadata) (Roadata Services Ltd.)	1	6%	0	1	0%	100%
	Lynn (Roadata) (Roadata Services Ltd.)	3	18%	0	3	0%	100%
	Robin (Roadata) (Roadata Services Ltd.)	1	6%	0	1	0%	100%
	Tanya (Roadata) (Roadata Services Ltd.)	2	12%	0	2	0%	100%
	Unapproved	2	12%	0	2	0%	100%
Commodity :	**345 CAT HOE**	1	6%	0	1	0%	100%
	400 CAT ROCK TRUCK	1	6%	0	1	0%	100%
	470 JOHN DEERE HOE	1	6%	0	1	0%	100%
	730 CAT ROCK TRUCK	1	6%	0	1	0%	100%
	735 CAT ROCK TRUCK	3	18%	0	3	0%	100%

Date Run: January 2, 2015

Government of Alberta

TRAVIS
Permit Listing Report
By Start Date
For M.D. of Pincher Creek No 9

From: November 1, 2014
To: November 30, 2014

Summary

		# of Permits	% Juris-diction	# of Auto Permits	# of Manual Permits	% Auto Permits	% Manual Permits
M.D. of Pincher Creek No 9					**25 Permit(s)**		
Permit Type :	Municipal Single Trip Overweight / Overdimension	1	4%	0	1	0%	100%
	Single Trip Overweight / Overdimension Permit	24	96%	0	24	0%	100%
Start Date :	04 November 2014	2	8%	0	2	0%	100%
	05 November 2014	1	4%	0	1	0%	100%
	06 November 2014	2	8%	0	2	0%	100%
	07 November 2014	2	8%	0	2	0%	100%
	08 November 2014	1	4%	0	1	0%	100%
	10 November 2014	1	4%	0	1	0%	100%
	11 November 2014	2	8%	0	2	0%	100%
	12 November 2014	2	8%	0	2	0%	100%
	17 November 2014	1	4%	0	1	0%	100%
	18 November 2014	1	4%	0	1	0%	100%
	19 November 2014	2	8%	0	2	0%	100%
	21 November 2014	2	8%	0	2	0%	100%
	22 November 2014	1	4%	0	1	0%	100%
	25 November 2014	2	8%	0	2	0%	100%
	26 November 2014	1	4%	0	1	0%	100%
	27 November 2014	2	8%	0	2	0%	100%
Duration :	1 day(s)	25	100%	0	25	0%	100%
Approver :	Becca Leeuwenburgh (Roadata) (Roadata Services Ltd.)	1	4%	0	1	0%	100%
	Cass Oman (Roadata) (Roadata Services Ltd.)	7	28%	0	7	0%	100%
	Chelsea Moon (Roadata) (Roadata Services Ltd.)	2	8%	0	2	0%	100%
	Gail Wright (Roadata) (Roadata Services Ltd.)	1	4%	0	1	0%	100%
	Holly DeMontigny (Roadata) (Roadata Services Ltd.)	2	8%	0	2	0%	100%
	Jen Dey (Roadata) (Roadata Services Ltd.)	2	8%	0	2	0%	100%

Date Run: December 3, 2014

Government of Alberta

TRAVIS
Permit Listing Report
By Start Date
For M.D. of Pincher Creek No 9

From: October 1, 2014
To: October 31, 2014

Summary

	# of Permits	% Juris-diction	# of Auto Permits	# of Manual Permits	% Auto Permits	% Manual Permits
M.D. of Pincher Creek No 9				**45 Permit(s)**		
Permit Type : Municipal Single Trip Overweight / Overdimension	4	9%	0	4	0%	100%
Single Trip Overweight / Overdimension Permit	41	91%	0	41	0%	100%
Start Date : 01 October 2014	2	4%	0	2	0%	100%
03 October 2014	2	4%	0	2	0%	100%
05 October 2014	1	2%	0	1	0%	100%
06 October 2014	1	2%	0	1	0%	100%
07 October 2014	2	4%	0	2	0%	100%
08 October 2014	4	9%	0	4	0%	100%
09 October 2014	1	2%	0	1	0%	100%
10 October 2014	4	9%	0	4	0%	100%
14 October 2014	7	16%	0	7	0%	100%
16 October 2014	1	2%	0	1	0%	100%
17 October 2014	4	9%	0	4	0%	100%
19 October 2014	1	2%	0	1	0%	100%
20 October 2014	2	4%	0	2	0%	100%
21 October 2014	2	4%	0	2	0%	100%
22 October 2014	2	4%	0	2	0%	100%
23 October 2014	1	2%	0	1	0%	100%
27 October 2014	1	2%	0	1	0%	100%
28 October 2014	2	4%	0	2	0%	100%
29 October 2014	1	2%	0	1	0%	100%
30 October 2014	1	2%	0	1	0%	100%
31 October 2014	3	7%	0	3	0%	100%
Duration : 1 day(s)	45	100%	0	45	0%	100%
Approver : Becca Leeuwenburgh (Roadata) (Roadata Services Ltd.)	7	16%	0	7	0%	100%

Date Run: November 3, 2014

Government of Alberta

TRAVIS
Permit Listing Report
By Start Date
For M.D. of Pincher Creek No 9

From: September 1, 2014
To: September 30, 2014

Summary

		# of Permits	% Jurisdiction	# of Auto Permits	# of Manual Permits	% Auto Permits	% Manual Permits
M.D. of Pincher Creek No 9					**43 Permit(s)**		
Permit Type :	Drilling Rig Move (Advance Permit)	1	2%	0	1	0%	100%
	Municipal Single Trip Overweight / Overdimension	4	9%	0	4	0%	100%
	Single Trip Overweight / Overdimension Permit	37	86%	0	37	0%	100%
	Single Trip Overweight / Overdimension for Drilling Rig	1	2%	0	1	0%	100%
Start Date :	05 September 2014	4	9%	0	4	0%	100%
	11 September 2014	1	2%	0	1	0%	100%
	15 September 2014	8	19%	0	8	0%	100%
	16 September 2014	2	5%	0	2	0%	100%
	20 September 2014	1	2%	0	1	0%	100%
	22 September 2014	3	7%	0	3	0%	100%
	23 September 2014	3	7%	0	3	0%	100%
	24 September 2014	4	9%	0	4	0%	100%
	25 September 2014	5	12%	0	5	0%	100%
	26 September 2014	2	5%	0	2	0%	100%
	27 September 2014	1	2%	0	1	0%	100%
	28 September 2014	1	2%	0	1	0%	100%
	29 September 2014	3	7%	0	3	0%	100%
	30 September 2014	5	12%	0	5	0%	100%
Duration :	1 day(s)	43	100%	0	43	0%	100%
Approver :	Gail Wright (Roadata) (Roadata Services Ltd.)	2	5%	0	2	0%	100%
	Jen Dey (Roadata) (Roadata Services Ltd.)	6	14%	0	6	0%	100%
	Joy Labossiere (Roadata) (Roadata Services Ltd.)	25	58%	0	25	0%	100%
	Lynn Bullard (Roadata) (Roadata Services Ltd.)	2	5%	0	2	0%	100%
	Nicole Wright (Roadata) (Roadata Services Ltd.)	3	7%	0	3	0%	100%
	Robin Harding (Roadata) (Roadata Services Ltd.)	1	2%	0	1	0%	100%

Date Run: October 1, 2014

Government of Alberta

TRAVIS
Permit Listing Report
By Start Date
For M.D. of Pincher Creek No 9

From: August 1, 2014
To: August 31, 2014

Summary

		# of Permits	% Juris-diction	# of Auto Permits	# of Manual Permits	% Auto Permits	% Manual Permits
M.D. of Pincher Creek No.9					**22 Permit(s)**		
Permit Type :	Single Trip Overweight / Overdimension Permit	22	100%	0	22	0%	100%
Start Date :	06 August 2014	3	14%	0	3	0%	100%
	07 August 2014	4	18%	0	4	0%	100%
	08 August 2014	1	5%	0	1	0%	100%
	12 August 2014	1	5%	0	1	0%	100%
	14 August 2014	4	18%	0	4	0%	100%
	15 August 2014	1	5%	0	1	0%	100%
	18 August 2014	3	14%	0	3	0%	100%
	19 August 2014	1	5%	0	1	0%	100%
	26 August 2014	2	9%	0	2	0%	100%
	27 August 2014	1	5%	0	1	0%	100%
	30 August 2014	1	5%	0	1	0%	100%
Duration :	1 day(s)	22	100%	0	22	0%	100%
Approver :	Becca Leeuwenburgh (Roadata) (Roadata Services Ltd.)	3	14%	0	3	0%	100%
	Jen Lupino (Roadata) (Roadata Services Ltd.)	1	5%	0	1	0%	100%
	Joy Labossiere (Roadata) (Roadata Services Ltd.)	8	36%	0	8	0%	100%
	Joyce O'Connor (Roadata) (Roadata Services Ltd.)	2	9%	0	2	0%	100%
	Natalie Hallwachs (Roadata) (Roadata Services Ltd.)	1	5%	0	1	0%	100%
	Nicole Wright (Roadata) (Roadata Services Ltd.)	1	5%	0	1	0%	100%
	Robin Harding (Roadata) (Roadata Services Ltd.)	5	23%	0	5	0%	100%
	Unapproved	1	5%	0	1	0%	100%
Commodity :	115 KAWASAKI LOADER	1	5%	0	1	0%	100%
	324 CAT HOE	1	5%	0	1	0%	100%
	330 CAT HOE	1	5%	0	1	0%	100%

Date Run: September 2, 2014

Government of Alberta

TRAVIS
Permit Listing Report
By Start Date
For M.D. of Pincher Creek No 9

From: July 7, 2014
To: July 31, 2014

Summary

		# of Permits	% Juris-diction	# of Auto Permits	# of Manual Permits	% Auto Permits	% Manual Permits
M.D. of Pincher Creek No 9					**32 Permit(s)**		
Permit Type :	Municipal Single Trip Overweight / Overdimension	1	3%	0	1	0%	100%
	Single Trip Overweight / Overdimension Permit	30	94%	0	30	0%	100%
	Single Trip Overweight / Overdimension for Drilling Rig	1	3%	0	1	0%	100%
Start Date :	07 July 2014	7	22%	0	7	0%	100%
	09 July 2014	2	6%	0	2	0%	100%
	11 July 2014	2	6%	0	2	0%	100%
	12 July 2014	1	3%	0	1	0%	100%
	14 July 2014	2	6%	0	2	0%	100%
	16 July 2014	1	3%	0	1	0%	100%
	18 July 2014	1	3%	0	1	0%	100%
	21 July 2014	2	6%	0	2	0%	100%
	22 July 2014	3	9%	0	3	0%	100%
	24 July 2014	5	16%	0	5	0%	100%
	25 July 2014	4	13%	0	4	0%	100%
	29 July 2014	1	3%	0	1	0%	100%
	30 July 2014	1	3%	0	1	0%	100%
Duration :	1 day(s)	32	100%	0	32	0%	100%
Approver :	Becca Leeuwenburgh (Roadata) (Roadata Services Ltd.)	1	3%	0	1	0%	100%
	Gail Wright (Roadata) (Roadata Services Ltd.)	3	9%	0	3	0%	100%
	Jen Lupino (Roadata) (Roadata Services Ltd.)	3	9%	0	3	0%	100%
	Joy Labossiere (Roadata) (Roadata Services Ltd.)	15	47%	0	15	0%	100%
	Lynn Bullard (Roadata) (Roadata Services Ltd.)	4	13%	0	4	0%	100%
	Myranda Boychuk (Roadata) (Roadata Services Ltd.)	1	3%	0	1	0%	100%
	Nicole Wright (Roadata) (Roadata Services Ltd.)	1	3%	0	1	0%	100%
	Robin Harding (Roadata) (Roadata Services Ltd.)	1	3%	0	1	0%	100%

Date Run: August 5, 2014

Director of Operations Report May 4, 2016

Operations Activity Includes:

- April 25, Agricultural and Environmental Services staff meeting;
- April 26, Council meetings;
- April 27, Summer Staff interviews;
- April 28, SSRP Biodiversity Management Framework meeting;
- May 2, Summer Student Orientation;
- May 3, Alberta Environment & Parks Regional Water System Intake Permitting meeting;
- May 4, Public Works Safety meeting;
- May 5, Agricultural Service Board meeting.

Agricultural and Environmental Services Activity Includes:

- April 21, Receive new sprayers and parts;
- April 26, NCC Land Management Workshop, Twin Butte;
- April 27, Agenda Items and prep for ASB Meeting;
- April 28, 29, Begin spray season with last year's trouble spots;
- May 2, Summer Crew (6 people, 2 new, 4 returning) coming on, for a total of 7 crew;
- May 2 – 5, Crew Training.

Public Works Activity Includes:

- April 19- May 2, Pulled Shoulders and Gravel at Summerview;
- April 19-20, Approach in Division 4;
- April 21, Dust Control at TR 6-1 Grumpy Back Road;
- April 25-26, Pickup Temporary Snow fence;
- April 26, Longhorn Paving patch at Lowland Heights and Lundbreck;
- April 27, Install Culvert at Pincher Station;
- April 28, Gravel at Pincher Station;
- April 28, Clean up at the Transfer Station (Garbage Bins)
- April 29, Sign repairs in all divisions;
- Patched cold mix at Summerview and Christy Mines;
- May 3, Repaired fence at Patton Skate Board Park (Lundbreck);
- Bridge Inspections;
- Preparing Texas Gates for installations.

Upcoming:

- May 9, New Employee Orientation;
- May 10, Council Meeting;
- May 11, Joint Health and Safety Meeting;

- May 16, Southfork Hill Drainage Tender Close.

Project Update:

- 2013 Disaster Recovery Projects
  - Satoris Road – Awaiting AEP approval for road realignment.

- Community Resilience Program
  - Regional Water System Intake Relocation – Permitting requirements being completed.

- Capital Projects
  - North Burmis Road Intersection – Land acquisition complete, brushing completed project to be constructed this summer;
  - Airport Runway Threshold review underway, preliminary report received;
  - Southfork Hill Drainage Tender Closes May 16.

Call Logs – attached.

Recommendation:

That the Operations report for the period April 21, 2016 to May 5, 2016 be received as information.

Prepared by: Leo Reedyk Date: May 5, 2016

Reviewed by: Wendy Kay Date: May 5, 2016

Submitted to: Council Date: May 10, 2016

WORK ORDER	DIVISION	LOCATION	CONCERN/REQUEST	ASSIGNED TO	ACTION TAKEN	REQUEST DATE	Completion Date
477	Division S	NE11T7 R2 WS	Culvert needs cleaning RR2 TWP 70-2 Site #7132	Arnold Nelson	Work in Progress		
534	Division 2	Foothills Park	Park entrance gate needs new posts & rails (Swinging gate??) Firepit should have 10-12 'Diameter circle of gravel Bldg (NW) ready to collapse should be hauled away	Stu Weber	Work will be outlined following a detailed inspection	2016-03-07	
	Lundbreck	119 Wood Aveenue	Water running from alley to house (Atco Trench) Moisture getting into basement	Arnold Nelson	Atco to be there week of May 9th	2016-04-01	
540	Division 3	NE15 T6 R2 W5	Needs Gravel on a new field approach he has put in	Stu Weber	Work in Progress	2016-04-07	
541	Division 3	NE12 T5 R2 W5	Site 2003 TWP 6-2 Needs an approach upgraded as moving into a house that has not been used for a few years	Arnold Nelson	Work in Progress	2016-04-07	
	Division 4	Cowley	A resident called and was concerned that a MD vehicle was speeding past on Highway 510 on two consecutive days	Stu Weber	the location described were reviewed to determine no vehicles were speeding.	2016-04-16	2016-04-17

M.D. of Pincher Creek - Projects Status Updates
(May, 2016)

Project	Project Description	Status	Phase	Milestone Dates		Work Completed to Date	Work to be completed to May 31, 2016	Notes
BF 1135 (Cotton wood Bridge)	Bridge	Active	Warranty			1. Construction is Complete 2. Post Construction Bridge Inspection Complete 3. As-built Drawings 4. Final Details		Warranty Phase
BF 2064 (Bruder's Bridge)	Bridge	Active	Warranty			1. Construction Complete 2. Post Construction Bridge Inspection Complete 3. Signage Review 4. Finals Submitted		Warranty Phase
Bill Cyr Road	Roadway	Active	Warranty	Legal Survey	Spring 2016	1. Construction 2. Final Inspection 3. Final Details 4. Legal Survey	1. Legal Survey Plan Registration	Warranty Phase
2013 Flood BF 78705 Goat Creek	Bridge	Active	Warranty	Warranty (Plants) Warranty (Bridge) BIM Inspection	1-Jul-16 8-Oct-17 April, 2016	1. Construction 2. Final Inspection 3. Final Details	BIM Inspection	Warranty
2013 Flood Sartoris Road	Road Re-Alignment	Active	Design/Approvals	AEP Approval		1. Design 2. AEP Application for additional Crown Land (RDS Plan Amendment)	1. Awaiting approval from AEP	RDS Amendment Plan has been re-submitted to AEP. Awaiting Approval of RDS amendment from AEP
2013 Flood Spread Eagle Road	Road Re-Alignment and Bank Protection	Active	Warranty	Const. Completion Warranty	8-Jun-15 8-Jun-16	1. Rip Rap has been installed on Creek Bank 2. Roadway has been re-aligned 3. Final inspection Complete	1. Warranty Inspection	Warranty
Twp Rd 9-4 (Paridaen Hill)	Roadway Re-construction	Dormant	Design	Design Tender Construction	12-Jan-15 TBD TBD	1. Preliminary Design	On Hold	Project is currently in the Tender Phase and has been put on hold. MD has constructed ditches, re-crown and gravel roadway for the interim.

M.D. of Pincher Creek - Projects Status Updates
(May, 2016)

Project	Project Description	Status	Phase	Milestone Dates		Work Completed to Date	Work to be completed to May 31, 2016	Notes
Maycroft ROW	Roadway ROW Purchase	Active	ROW Agreements	Swinton Agreement	TBD	1. All Land Agreements other than Swinton		All land agreements have been obtained other than the Swinton agreements. Swinton's have indicated they have some concerns with the proposed land acquisition.
				Legal Survey	TBD			
N. Burmis & Du Ranch Int.	Intersection Re-construction	Active	Pre-Construction	Construction	Summer 2016	1. Clearing		Construction to commence after August 15th, outside the fish RAP (May 1- Aug 15).
				Legal Survey	Fall 2016			
Southfork Hill	Drainage	Active	Tendering	Tender	16-May-16	1. Tender Package	1. Tender Closing May 16, 2016 2. Contract Award	Project is out to Tender Closing May 16th.
Landfill Road Drainage	Drainage	Active	Review			1. Culvert Capacity Assessment Report Submitted		WSP has completed a detailed drainage assessment for the 1:25 event capacity of the installed culvert. It has been determined that the culvert should accommodate a 1:25 event.
Bridge File 6906 Repairs	Bridge File	Active	Warranty			1. Construction Complete - Bridge Open		Project is in Warranty Phase
Bridge File 468	Bridge File	Active	Design	Design	Spring 2016	1. Preliminary Survey 2. Environmental Pre-Screening	1. Preliminary Design	
				Tender	Fall 2016			
				Construction	2017			
Bridge File 75737	Bridge File	Active	Design	Design	Spring 2016	1. Preliminary Survey	1. Preliminary Design 2. Fish Habitat Assessment	Environmental Pre-screening has identified that this location may be a Species at Risk site (SARA). This will be confirmed during the fish habitat assessment that will be completed in spring of 2016
				Tender	Fall 2016			
				Fish Assessment	Spring 2016			
				Construction	2017			

M.D. of Pincher Creek - Projects Status Updates
(May, 2016)

Project	Project Description	Status	Phase	Milestone Dates		Work Completed to Date	Work to be completed to May 31, 2016	Notes
Airport Displaced Thresholds	Airport	Active	Design	Design	Spring 2016	1. Preliminary Survey 2. Analysis Complete	1. Pavement Line Marking Layout 2. Cost Estimate	Awawting review of analysis from M.D.
				Final Report	Spring 2016			

E2a

MD OF PINCHER CREEK

May 5, 2016

TO: Reeve and Council

FROM: Roland Milligan, Director of Development and Community Services

SUBJECT: **Fire Smart Assessment – Information Update**

1. Origin

- This is an information update to Council regarding a FireSmart assessment that is underway within the MD.
- In 2015, Fire Chief Dave Cox applied for and received a FireSmart Community Grant.
- The FireSmart Community Grant Program was developed to assist communities initiate FireSmart initiatives.
- On Monday May 2, 2016, I met with Fire Chief Dave Cox and Professional Forester Stew Walkinshaw.
- Mr. Walkinshaw has been retained to prepare the report that will initiate the community's FireSmart initiatives.
- The final report will provide the municipality with ideas and suggestions for possible changes and additions to our planning documents that may be required to reach the FireSmart goals.
- Mr. Walkinshaw was planning on beginning field assessments in the week of May 2 to May 5, 2016.

Focus Areas for FireSmart Community Planning

FireSmart community planning is approached from seven key focus areas. Each of these focus areas is crucial to working toward a FireSmart community:

1. **Fuel Management**

   Manage the vegetation in and around your property to lessen the risk of wildfire. This can be accomplished by:
   - Thinning and pruning
   - Removing volatile trees such as spruce and planting fire-resistant species such as aspen (species conversion)
   - The construction of fuel breaks
   - General cleanup in and around your property

2. **Education**

   Effectively communicate to people living in forested areas the need to be aware of the

wildfire threat and to take action in having their property and community become "FireSmart."

3. **Legislation**

   Review the existing legislation both provincially and within the local municipal government.
   - Is it effective and being adhered to?
   - Are changes and updates required to fit the need of preventing and actioning a wildfire scenario?

4. **Development**
   - Is the construction of new homes or subdivisions being developed in a "FireSmart" manner?
   - Assess the infrastructure as it relates to roadway access, water supply, utilities placement, building materials and design, and forested areas adjacent and within the community.

5. **Planning**
   - Emergency procedures and response plans in place to meet the threat from a wildfire scenario. This preparedness occurs at all levels—from the homeowner to the fire agencies involved.
   - Adapting existing developments to be "FireSmart."
   - Determining the values at risk and building an appropriate preparedness plan.

6. **Training**
   - Cross-training is in place for the fire agencies involved in a suppression effort within the Wildland Urban Interface.
   - Between municipal fire departments and the wildland fire agency (Alberta Environment and Sustainable Resource Development), ensure that the equipment, communications and training courses are compatible to effectively action a wildfire scenario in the Wildland Urban Interface.

7. **Interagency Cooperation**
   - Bring together all of the agencies that can be involved with the scenario of combating a wildfire in the interface area.
   - Cooperative agreements, partnerships, initiatives, linked emergency plans and assigned commitments and responsibilities are in place and reviewed.

Recommendation No. 1

- That Council receive as information.

Respectfully Submitted,

Roland Milligan

E3a

MD OF PINCHER CREEK

April 27th, 2016

TO: Reeve and Council

FROM: Mat Bonertz, Director of Finance and Administration

SUBJECT: **Asset Management Plan Adoption**

1. Origin

In November of 2014 a submission was made to Council regarding the purchase of an Asset Management Plan and companion software. A decision was made to include the purchase of the system in the 2015 capital budget. Throughout most of 2015 M.D. staff worked closely with Public Sector Digest ensuring they received all of the latest information we had regarding our assets and we were directly involved in helping to establish the database the plan is based on. A preliminary draft of the plan was received in September of 2015 and from then until March of 2016 time was spent fine tuning the plan to ensure it had completely captured all of the asset planning strategies administration and Council have been using.

2. Background/Comment

It is important to note this Asset Management Plan is an independent 3rd party analysis of the status of our capital assets and what it will take to maintain what we have going into the future. While our comments and suggestions were taken under consideration by Public Sector Digest the final plan being presented is solely their opinion on where the municipality stands. Any asset management plan produced by Public Sector Digest is done so knowing the plan will possibly be made a public document. As such the plan strives to be self-explanatory with many examples of how their calculations were arrived at. Their final conclusions are reported in a report card format for our various asset categories which most people are able to relate to.

Along with being an important public document it also is a valuable planning document for Council and administration. The plan's recommendations regarding the future financial wellbeing of our assets are sound and achievable. Throughout the plan numerous references are made about industry best practices when it comes to the preservation of assets which the municipality can take advantage of. The plan not only makes reference to the importance of regularly scheduled maintenance on assets but gives good explanations of why the assets benefit from regular attention.

3. Recommendation

That the 2015 Asset Management Plan dated April 2016 produced by Public Sector Digest be adopted by Council and further that:

a. The plan be made available on the M.D.'s website for public viewing,
b. The plan's financial recommendations be considered in future budget presentations,
c. The M.D. strive to follow the industry best practices for asset retention recommended in the plan,
d. Ongoing asset maintenance procedures suggested in the plan be considered for implementation,
e. It is recommended that future Councils have the plan updated at least once during their term.

Respectfully Submitted,

Mat Bonertz, Director of Finance and Administration

Reviewed By: Wendy Kay, CAO W. Kay Date: April 27th, 2016

MD OF PINCHER CREEK

November 18th, 2014

TO: Reeve and Council

FROM: Mat Bonertz, Director of Finance and Administration

SUBJECT: **Planning for Asset Replacement**

1. Origin

Since Tangible Capital Assets were added to our annual financial statements there has been a heightened awareness of the overall value of our assets and the realization that a plan should be put in place that gives a long term strategy for the ongoing protection and replacement of our assets. As of our last Financial Statement the M.D.'s assets totaled $191,720,387.76 with an accumulated depreciation of $141,330,182.88 leaving a net asset value of $50,390,204.88. Our assets have lost nearly 75% of their value to depreciation and at some point replacement will be necessary.

2. Background/Comment

Thanks to the Province of Ontario requiring their municipalities to produce an asset management plan software has been developed to accomplish this task. A data base is created and maintained that contains fixed asset information along with pertinent M.D. data regarding tax revenue, grants, loans and maintenance costing information that is used in the production of a multiyear asset management plan. The data base is quite extensive and is compatible with the Tangible Capital Assets being maintained in our Diamond accounting system. Once the data base is created the asset management plan is produced that makes maximum use of the data accumulated. A typical report is 150 plus pages.

Administration and Council have been relying on in house produced spreadsheets to do multiyear capital planning. There have been requests over the years for more detailed analysis of the status of our capital assets. Along with this there is the desire to look at future tax revenue prospects and how that may affect decisions being made today. We have done our best with the tools at our disposal and while sound decisions have been made there has been indications that every ones comfort level could be better.

After taking a close look at the system developed by The Public Sector Digest Inc. I believe there is finally a tool available that would produce the information both Administration and Council has been looking for. The system has been produced in Ontario for Ontario but because of the subject matter (fixed assets) it is equally as useful in Alberta. The most immediate result of using the system would be the capital management plan produced but in addition there are dozens of management reports that can be produced that allow for numerous what if scenarios. For instance if Council wanted to see the future impact of an average 3% tax revenue increase over the next ten years as opposed to a 2% increase the information can be generated. Very powerful yet useful information.

Of course a system like this comes with a price tag. There is an upfront cost to purchase the right to use the software and ongoing annual license/maintenance fees to continue using the software along with a separate fee for producing the Asset Management Plan. The software is modularized for ease in implementation but full adoption of the entire system is where most is to be gained from both a usability standpoint and cost

effectiveness. Four modules are being considered along with the Management Plan. The package price for the software and plan is $55,500.00 ($69,470.00 if individually priced) plus an annual software maintenance fee of $9,970.00 (first year included with the purchase).

In 2014 $15,000.00 was budgeted for Public Works to purchase a work order system. A system was put in place for under $5,000.00. The remaining $10,000.00 could be allocated to this purchase. As well a capital reserve is in place for the replacement of our accounting system. At the end of 2013 there was $72,000.00 in this reserve. While this purchase is an addition to the software we are using the capital reserve could be used for this purchase.

An exerpt of the first 11 pages of the Asset Management Plan developed for the Municipality of Powason, Ontario has been attached to give Council a feel for the extent of the plan produced from the system. As well the quote received for the system is attached which provides a basic overview of the different modules.

3. Recommendation

That Council direct Administration to include the purchase of The Public Sector Digest Inc. system for Capital Asset Planning in the 2015 Capital Budget with funding coming from reserves.

Respectfully Submitted,

Mat Bonertz, Director of Finance and Administration

Reviewed By: Wendy Kay, CAO Date: November 21st, 2014.

THE ASSET MANAGEMENT PLAN FOR THE MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9

2015

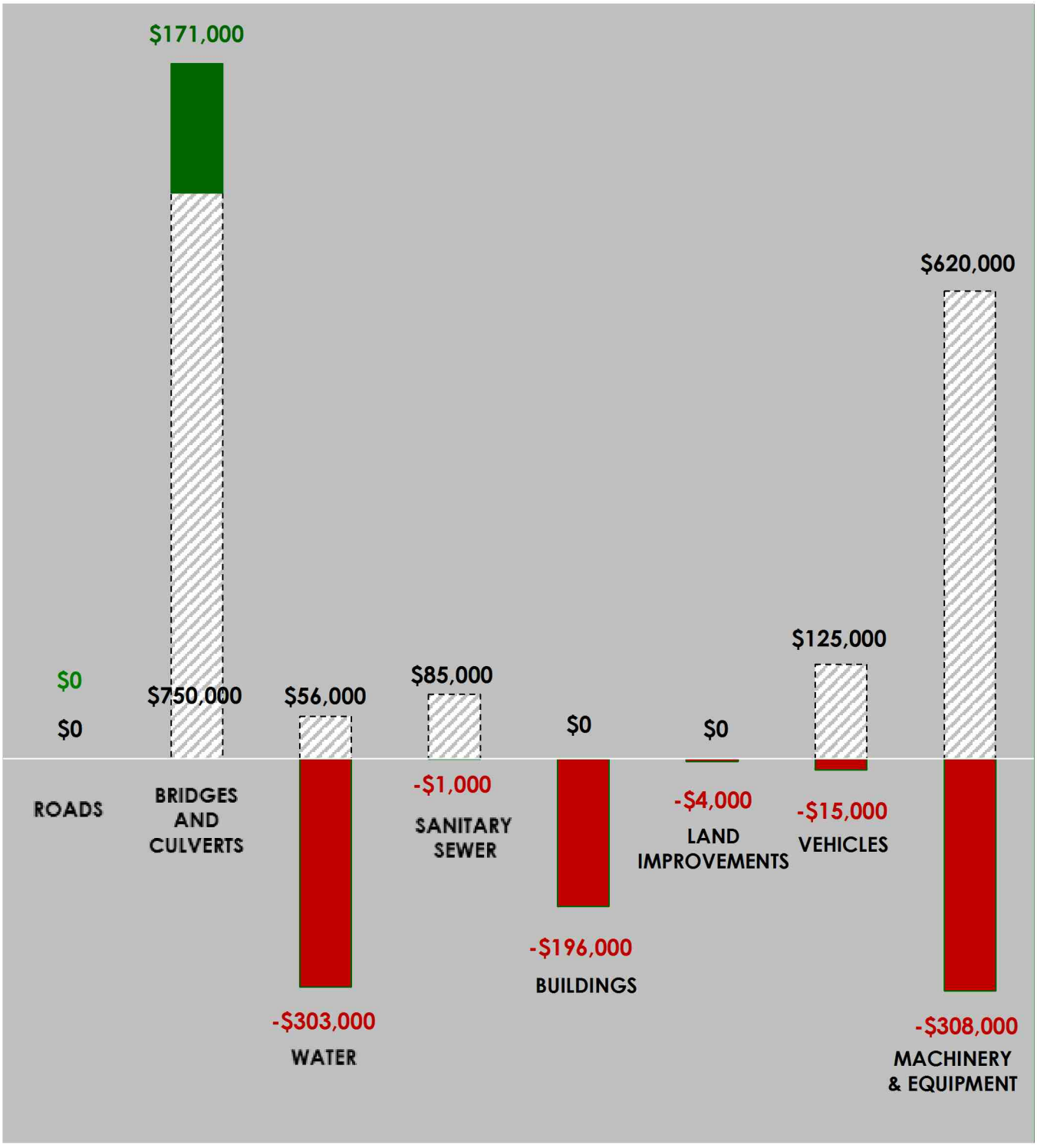
THE MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
1037 HERRON AVENUE
PINCHER CREEK, ALBERTA, TOK 1W0

SUBMITTED APRIL 2016
BY PUBLIC SECTOR DIGEST
148 FULLARTON STREET, SUITE 1410
LONDON, ONTARIO, N6A 5P3

State of the Infrastructure

The Municipal District of Pincher Creek No. 9

AVERAGE ANNUAL FUNDING REQUIRED **vs.** AVERAGE ANNUAL FUNDING AVAILABLE



Total Annual Deficit: $656,000

Annual Funding Available

Annual Funding Deficit

Annual Funding Surplus

PUBLIC SECTOR DIGEST
INTELLIGENCE FOR THE PUBLIC SECTOR.

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N6A 5P3
T: 519.690.2565 F: 519.649.2010
www.publicsectordigest.com
www.citywidesolutions.com

April 2016

The Municipal District of Pincher Creek No. 9
1037 Herron Avenue
Pincher Creek, Alberta
TOK 1W0

We are pleased to submit the 2015 Asset Management Plan (AMP) for the Municipal District of Pincher Creek No. 9. It will serve as a strategic, tactical, and financial document, ensuring the management of the municipal infrastructure follows sound asset management practices and principles, while optimizing available resources and establishing desired levels of service. Given the broad and profound impact of asset management on the community, and the financial & administrative complexity involved in this ongoing process, we recommend that senior decision-makers from across the organization are actively involved in its implementation.

The performance of a community's infrastructure provides the foundation for its economic development, competitiveness, prosperity, reputation, and the overall quality of life for its residents. As such, we are appreciative of your decision to entrust us with the strategic direction of its infrastructure and asset management planning, and are confident that this AMP will serve as a valuable tool.

Sincerely,
The Public Sector Digest Inc.

Matthew Dawe
Vice President
mdawe@publicsectordigest.com

Israr Ahmad
Managing Editor
iahmad@publicsectordigest.com

PUBLIC SECTOR DIGEST
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Table of Contents

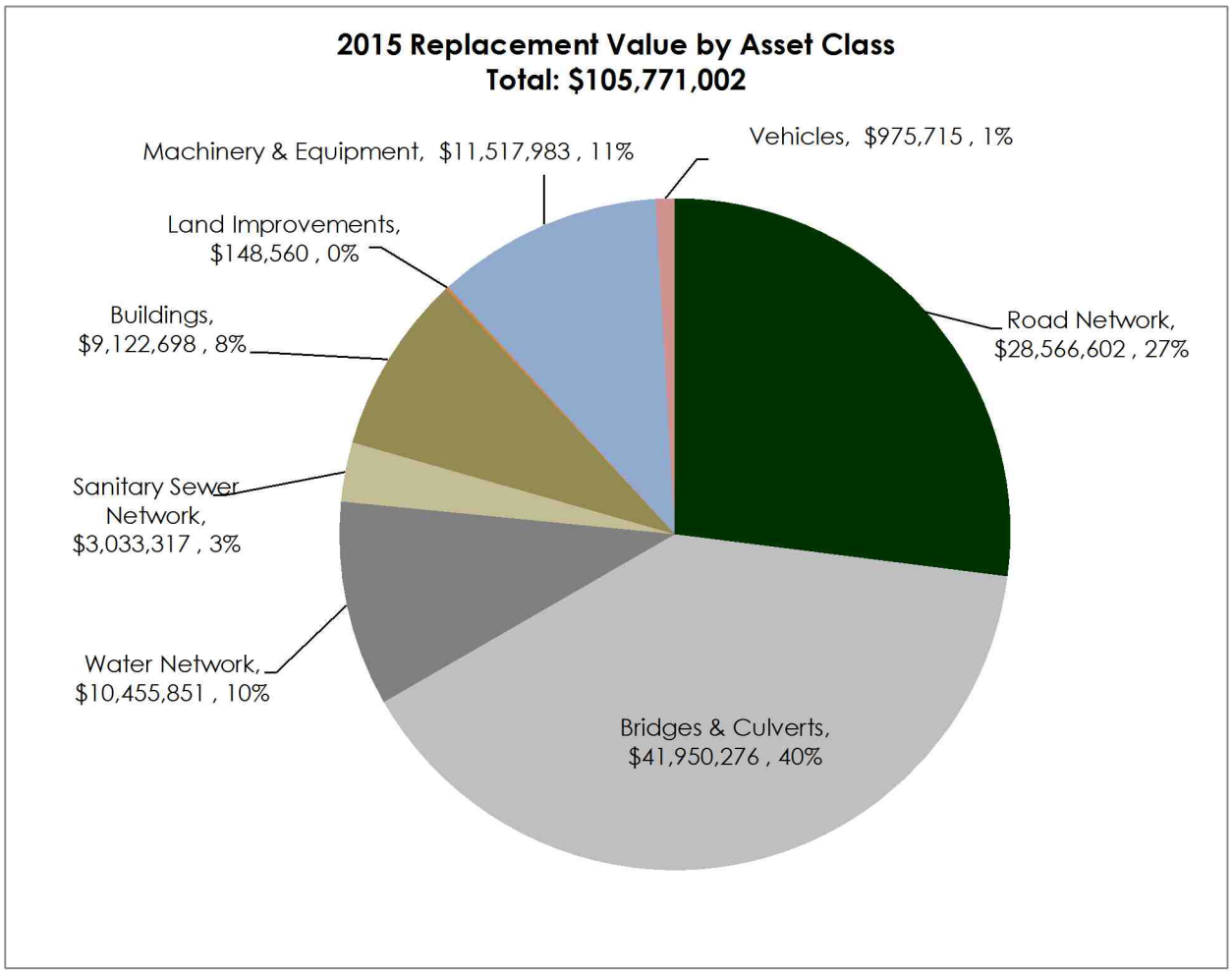
1.0 Executive Summary

The performance of a community's general capital and infrastructure provides the foundation for its economic development, competitiveness, prosperity, reputation, and the overall quality of life for its residents. Reliable and well-maintained general capital and infrastructure assets are essential for the delivery of critical core services for the citizens of a Municipal District.

A technically precise and financially rigorous asset management plan, diligently implemented, will mean that sufficient investments are made to ensure delivery of sustainable general capital and infrastructure services to current and future residents. The plan will also indicate the respective financial obligations required to maintain this delivery at established levels of service.

This Asset Management Plan (AMP) for the Municipal District of Pincher Creek No. 9 will serve as a strategic, tactical, and financial document, ensuring the management of the municipal general capital and infrastructure follow sound asset management practices and principles, while optimizing available resources and establishing desired levels of service. Given the expansive financial and social impact of asset management on both a municipality, and its citizens, it is critical that senior decision-makers, including department heads as well as the chief executives, are strategically involved.

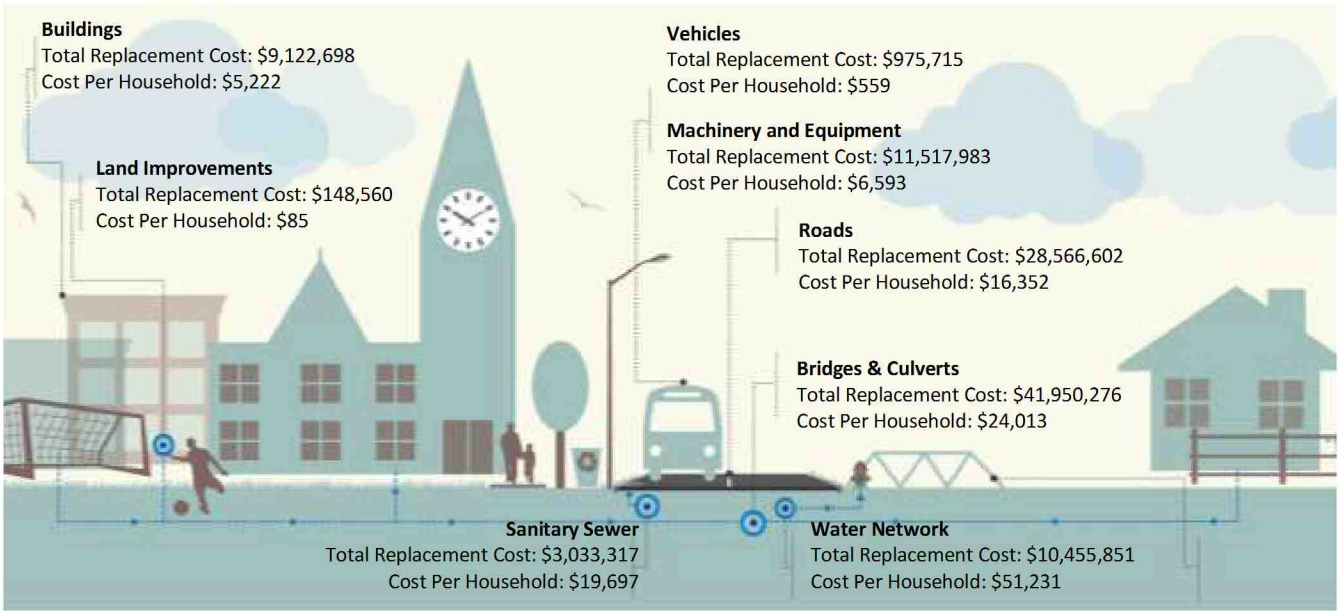
Measured in 2015 dollars, the replacement value of the asset classes analyzed totaled approximately **$106 million** for the Municipal District of Pincher Creek No. 9.



While the Municipal District is responsible for the strategic direction, it is the taxpayer who ultimately bears the financial burden. As such, a cost per household (CPH) analysis was conducted for each of the asset classes to determine the financial obligation of each household in sharing the replacement cost of the Municipal District's assets. Such a measurement can serve as an excellent communication tool for both the administration and the council in communicating the importance of asset management to the citizen. The diagram below illustrates the total CPH, as well as the CPH for individual asset classes.

Infrastructure Replacement Cost Per Household

Total: $123,752 per household



In assessing the Municipal District's state of the infrastructure and general capital, we examined, and graded, both the current condition (Condition vs. Performance) of the asset classes as well as the Municipal District's financial capacity to fund the asset's average annual requirement for sustainability (Funding vs. Need). We then generated the Municipal District's overall report card. The Municipal District received a **cumulative GPA of 'C'**, with an annual **deficit of $656,000.**

For all eight asset classes analyzed, the Municipal District received the following grades on Funding vs. Need; an 'A' in road network, bridges and culverts, and, sanitary sewer network, a 'B' in vehicles, a 'C' in machinery and equipment, an 'F', in water network, buildings, and land improvement. The Municipal District's grades on the Condition vs. Performance dimension were varied across all asset classes. It received a 'B+' in the road network, water network, sanitary sewer network, and buildings, a 'B' in vehicles, a 'C+' in bridges and culverts, a 'C' in machinery and equipment, and an 'F' in land improvement.

In order for an AMP to be effectively put into action, it must be integrated with financial planning and long-term budgeting. We have developed scenarios that would enable the Municipal District to achieve full funding within 10 years for the following: tax funded assets, including road network, bridges & culverts, buildings, land improvements, vehicles, machinery & equipment and; rate funded assets, including water network, and sanitary sewer network.

The average annual investment requirement for roads, bridges & culverts, buildings, land improvements, vehicles, and machinery & equipment is $1,847,000. Annual revenue currently allocated to these assets for capital purposes is $1,495,000, leaving an annual deficit of $352,000. To put it another way, these categories are currently funded at 81% of their long-term requirements. The Municipal District has annual tax revenues of $12,450,000 in 2015. Without consideration of any other source of revenue, full funding

would require an increase in tax revenue of 2.3% over time. We recommend a 10 year option which involves full funding being achieved over 10 years by:

a) when realized, reallocating the debt cost reductions of $71,000 to the infrastructure deficit as outlined in the financial strategy section.
b) increasing tax revenues by 0.2% each year for the next 10 years solely for the purpose of phasing in full funding to the asset categories covered in this section of the AMP.
c) increasing existing and future infrastructure budgets by the applicable inflation index on an annual basis in addition to the deficit phase-in.

The average annual investment requirement for sanitary services and water services is $445,000. Annual revenue currently allocated to these assets for capital purposes is $29,000 from rates and $112,000 from taxes for a total of $141,000. This leaves an annual deficit of $304,000. To put it another way, these infrastructure categories are currently funded at 32% of their long-term requirements. In 2015, Pincher Creek has annual sanitary revenues of $37,000 and annual water revenues of $59,000. We recommend a 10 year option which involved full funding being achieved over 10 years by:

a) when realized, reallocating the debt cost reductions of $71,000 for sanitary services and $227,000 for water services to the applicable infrastructure deficit as outlined in the financial strategy section.
b) increasing rate revenues by 0% for sanitary services and 1.0% for water services each year for the next 10 years solely for the purpose of phasing in full funding to the asset categories covered in this section of the AMP.
c) increasing existing and future infrastructure budgets by the applicable inflation index on an annual basis in addition to the deficit phase-in.

Although this option achieves full funding on an annual basis in 10 years and provides financial sustainability over the period modeled (to 2050), the recommendations do require prioritizing capital projects to fit the resulting annual funding available. As of 2015, age based data shows a pent up investment demand of $0 for sanitary services and $0 for water services. Prioritizing future projects will require the age based data to be replaced by condition based data. Although our recommendations include no further use of debt, the results of the condition based analysis may require otherwise.

2.0 Introduction

This Asset Management Plan has the following key sections and content:

1. Executive Summary and Introduction
2. State of the Current Infrastructure
3. Desired Levels of Service
4. Asset Management Strategy
5. Financial Strategy

The following asset classes are addressed:

1. **Road Network:** Airport runways, taxiways, and paved roads
2. **Bridges & Culverts**: Bridges and large culverts
3. **Water Network:** Water lines, pumps, dams, reservoir, water meters, water system and water treatment plant
4. **Sanitary Sewer Network:** Lagoons and Lundbreck Waste Water System
5. **Facilities:** All corporate, airport, public works and community facilities
6. **Land Improvements:** Parks and tennis courts
7. **Machinery & Equipment:** Administration, AES, and Public Works equipment.
8. **Vehicles:** Administration, AES and Public Works vehicles

Municipal Districts are encouraged to cover all asset classes in future iterations of the AMP.

This asset management plan will serve as a strategic, tactical, and financial document ensuring the management of the Municipal District's general capital and infrastructure follow sound asset management practices and principles, while optimizing available resources and establishing desired levels of service.

At a strategic level, within the State of the Current Infrastructure section, it will identify current and future challenges that should be addressed in order to maintain sustainable general capital and infrastructure services on a long-term, life cycle basis.

It will outline a Desired Level of Service (LOS) Framework for each asset category to assist the development and tracking of LOS through performance measures across strategic, financial, tactical, operational, and maintenance activities within the organization.

At a tactical level, within the Asset Management Strategy section, it will develop an implementation process to be applied to the needs-identification and prioritization of renewal, rehabilitation, and maintenance activities, resulting in a 10 year plan that will include growth projections.

At a financial level, within the Financial Strategy section, a strategy will be developed that fully integrates with other sections of this asset management plan, to ensure delivery and optimization of the 10 year infrastructure budget.

Through the development of this plan, all data, analysis, life cycle projections, and budget models will be provided through the Public Sector Digest's CityWide suite of software products. The software and plan will be synchronized, will evolve together, and therefore, will allow for ease of updates, and annual reporting of performance measures and overall results.

This will allow for continuous improvement of the plan and its projections. It is therefore recommended that the plan be revisited and updated on an annual basis, particularly as more detailed information becomes available.

2.1 Importance of Infrastructure

Municipalities throughout Alberta, large and small, own a diverse portfolio of general capital and infrastructure assets that in turn provide a varied number of services to their citizens. The infrastructure, in essence, is a conduit for the various public services the Municipal District provides, e.g., the roads supply a transportation network service; the water infrastructure supplies a clean drinking water service. A community's prosperity, economic development, competitiveness, image, and overall quality of life are inherently and explicitly tied to the performance of its infrastructure.

2.2 Asset Management Plan (AMP) - Relationship to Strategic Plan

The major benefit of strategic planning is the promotion of strategic thought and action. A strategic plan spells out where an organization wants to go, how it's going to get there, and helps decide how and where to allocate resources, ensuring alignment to the strategic priorities and objectives. It will help identify priorities and guide how municipal tax dollars and revenues are spent into the future.

The strategic plan usually includes a vision and mission statement, and key organizational priorities with alignment to objectives and action plans. Given the growing economic and political significance of infrastructure, the asset management plan will become a central component of most municipal strategic plans, influencing corporate priorities, objectives, and actions.

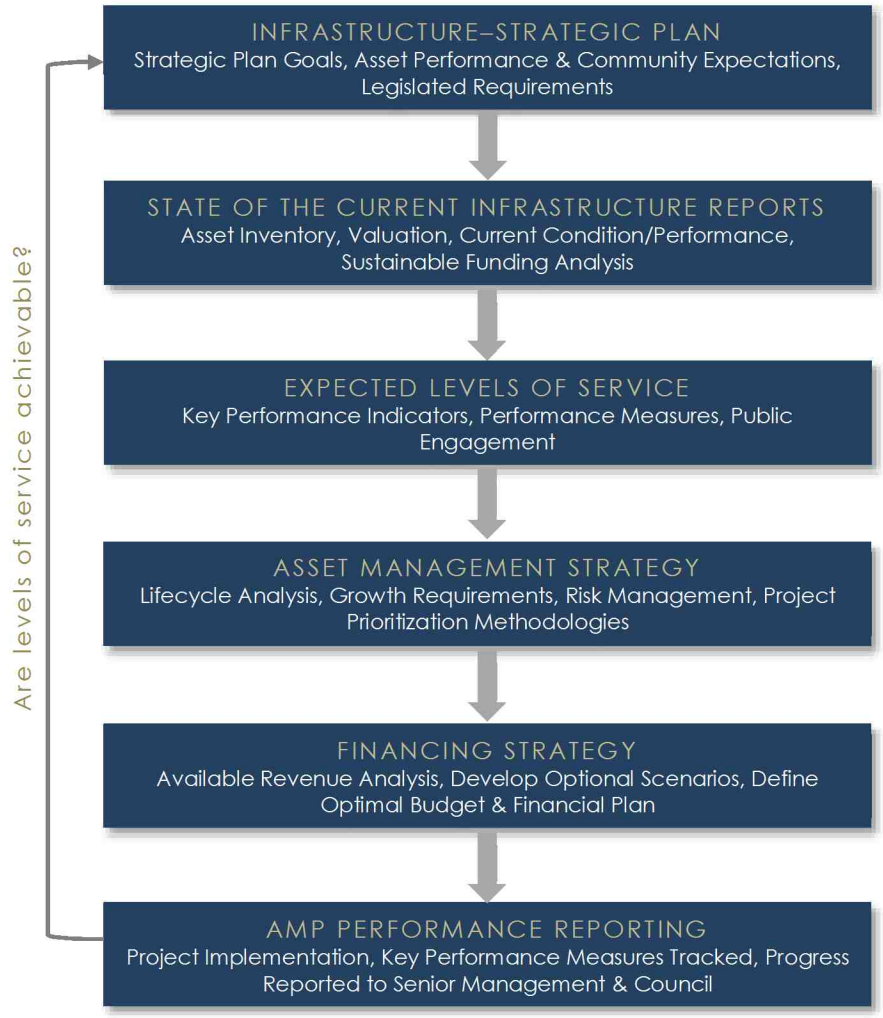
2.3 AMP - Relationship to other Plans

An asset management plan is a key component of the Municipal District's planning process linking with multiple other corporate plans and documents. For example:

- **The Official Plan** – The AMP should utilize and influence the land use policy directions for long-term growth and development as provided through the Official Plan.
- **Long Term Financial Plan** – The AMP should both utilize and conversely influence the financial forecasts within the long-term financial plan.
- **Capital Budget** – The decision framework and infrastructure needs identified in the AMP form the basis on which future capital budgets are prepared.
- **Infrastructure Master Plans** – The AMP will utilize goals and projections from infrastructure master plans and in turn will influence future master plan recommendations.
- **By-Laws, standards, and policies** – The AMP will influence and utilize policies and by-laws related to infrastructure management practices and standards.
- **Regulations** – The AMP must recognize and abide by industry and senior government regulations.
- **Business Plans** – The service levels, policies, processes, and budgets defined in the AMP are incorporated into business plans as activity budgets, management strategies, and performance measures.

2.4 Purpose and Methodology

The following diagram depicts the approach and methodology, including the key components and links between those components that embody this asset management plan:



It can be seen from the above that a Municipal District's general capital and infrastructure planning starts at the corporate level with ties to the strategic plan, alignment to the community's expectations, and compliance with industry and government regulations.

Then, through the State of the Infrastructure analysis, overall asset inventory, valuation, condition and performance are reported. Also, a life cycle analysis of needs for each general capital and infrastructure class is conducted. This analysis yields the sustainable funding level, compared against actual current funding levels, and determines whether there is a funding surplus or deficit for each general capital and infrastructure program. The overall measure of condition and available funding is finally scored for each asset class and presented as a star rating (similar to the hotel star rating) and a letter grade (A-F) within the Infrastructure Report card.

From the lifecycle analysis above, the Municipal District gains an understanding of the level of service provided today for each general capital and infrastructure class and the projected level of service for the future. The next section of the AMP provides a framework for a Municipal District to develop a Desired Level

of Service (or target service level) and develop performance measures to track the year-to-year progress towards this established target level of service.

The Asset Management Strategy then provides a detailed analysis for each general capital and infrastructure class. Included in this analysis are best practices and methodologies from within the industry which can guide the overall management of the Municipal District's assets in order to achieve the desired level of service. This section also provides an overview of condition assessment techniques for each asset class; life cycle interventions required, including those interventions that yield the best return on investment; and prioritization techniques, including risk quantification, to determine which priority projects should move forward into the budget first.

The Financing Strategy then fully integrates with the asset management strategy and asset management plan, and provides a financial analysis that optimizes the 10 year infrastructure budget. All revenue sources available are reviewed, such as the tax levy, debt allocations, rates, reserves, grants, gas tax, development charges, etc., and necessary budget allocations are analysed to inform and deliver the general capital and infrastructure programs.

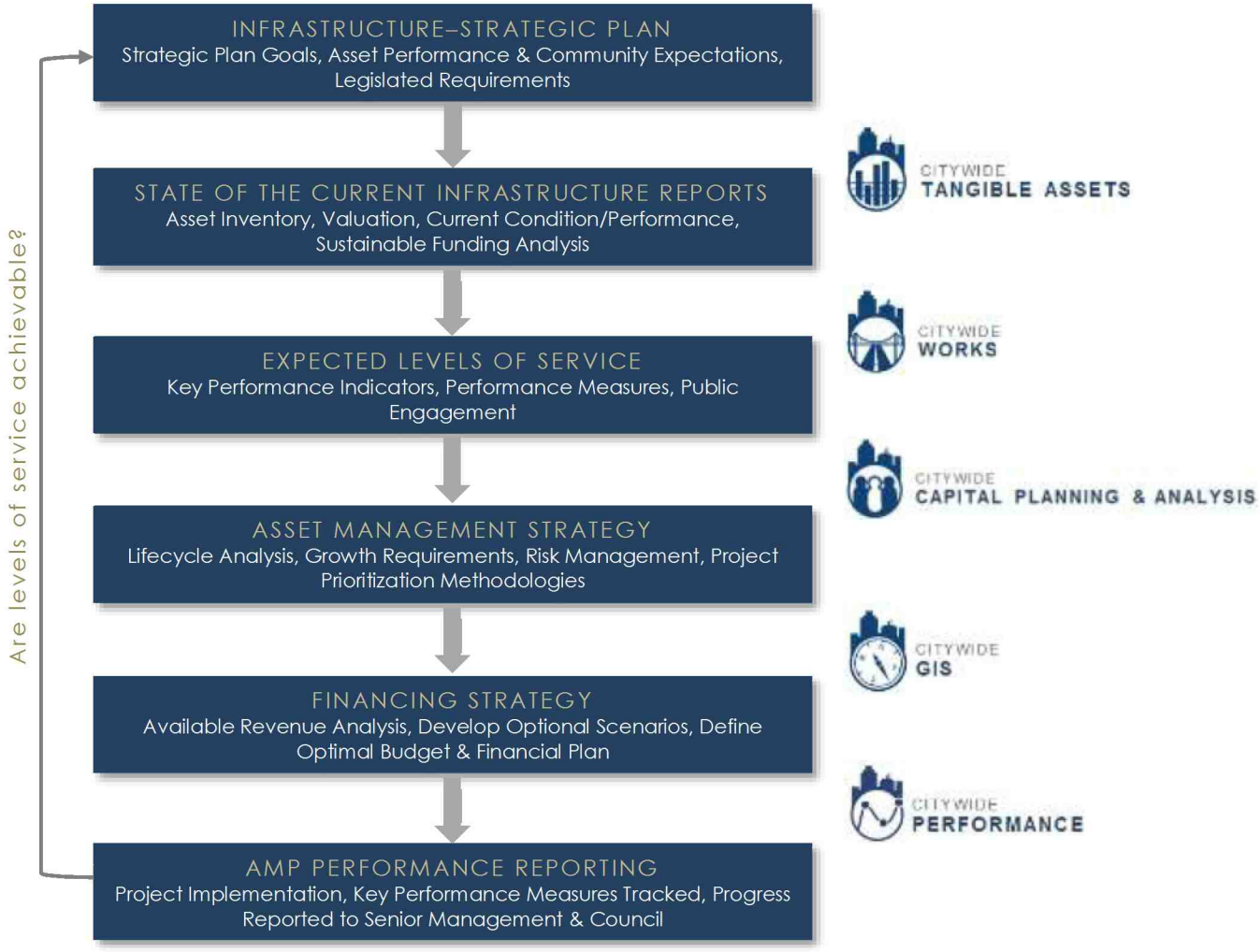
Finally, in subsequent updates to this AMP, actual project implementation will be reviewed and measured through the established performance metrics to quantify whether the desired level of service is achieved or achievable for each general capital and infrastructure class. If shortfalls in performance are observed, these will be discussed and alternate financial models or service level target adjustments will be presented.

2.5 CityWide Software alignment with AMP

The plan will be built and developed hand in hand with a database of the Municipal District's general capital and infrastructure information in the CityWide software suite of products. The software will ultimately contain the Municipal District's asset base, valuation information, life cycle activity predictions, costs for activities, sustainability analysis, project prioritization parameters, key performance indicators and targets, 10 year asset management strategy, and the financial plan to deliver the required infrastructure budget.

The software and plan will be synchronized, and will evolve together year-to-year as more detailed information becomes available. This synchronization will allow for ease of updates, modeling and scenario building, and annual reporting of performance measures and results. This will allow for continuous improvement of the plan and its projections. It is therefore recommended that it is revisited and updated on an annual basis.

The following diagram outlines the various CityWide software products and how they align to the various components of the AMP.



3.0 State of the Infrastructure (SOTI)

3.1 Objective and Scope

Objective: To identify the state of the Municipal District's general capital and infrastructure today and the projected state in the future if current funding levels and management practices remain status quo.

The analysis and subsequent communication tools will outline future asset requirements, will start the development of tactical implementation plans, and ultimately assist the organization to provide cost effective sustainable services to the current and future community.

The approach was based on the following key industry state of the infrastructure documents:

- Canadian Infrastructure Report Card
- City of Hamilton's State of the Infrastructure reports
- Other Municipal State of the Infrastructure reports

The above reports are themselves based on established principles found within key, industry best practices documents such as:

- The National Guide for Sustainable Municipal Infrastructure (Canada)
- The International Infrastructure Management Manual (Australia / New Zealand)
- American Society of Civil Engineering Manuals (U.S.A.)

Scope: Within this State of the Infrastructure report, a high level review will be undertaken for the following asset classes:

1. **Road Network:** Airport runways, taxiways, and paved roads
2. **Bridges & Culverts**: Bridges and large culverts
3. **Water Network:** Water lines, pumps, dam, reservoir, water meters, water system and water treatment plant
4. **Sanitary Sewer Network:** Lagoons and Lundbreck Waste Water System
5. **Facilities:** All corporate, airport, public works and community facilities
6. **Land Improvements:** Parks and tennis courts
7. **Machinery & Equipment:** Administration, AES, and Public Works equipment.
8. **Vehicles:** Administration, AES and Public Works Vehicles

3.2 Approach

The asset classes above were reviewed at a very high level due to the nature of data and information available. Subsequent detailed reviews of this analysis are recommended on an annual basis, as more detailed conditions assessment information becomes available for each general capital and infrastructure program.

3.2.1 Base Data

In order to understand the full inventory of general capital and infrastructure assets within the Municipal District of Pincher Creek No. 9, all tangible capital asset data, as collected to meet the PSAB 3150 accounting standard, was loaded into the CityWide Tangible Asset™ software module. This database now provides a detailed and summarized inventory of assets as used throughout the analysis within this report and the entire Asset Management Plan.

3.2.2 Asset Deterioration Review

The Municipal District has supplied condition data for buildings, machinery and equipment, sanitary services, water services, vehicles, gravel roads, all of the large bridge and culvert structures. The condition data recalculates a new performance age for each individual asset and, as such, a far more accurate

prediction of future replacement can be established and applied to the future investment requirements within this AMP report.
For those assets without condition data, the deterioration review will rely on the 'straight line' amortization schedule approach provided from the accounting data. Although this approach is based on age data and useful life projections, and is not as accurate as the use of detailed condition data, it does provide a relatively reliable benchmark of future requirements.

3.2.3 Identify Sustainable Investment Requirements

A gap analysis was performed to identify sustainable investment requirements for each asset category. Information on current spending levels and budgets was acquired from the organization, future investment requirements were calculated, and the gap between the two was identified.

The above analysis is performed by using investment and financial planning models, and life cycle costing analysis, embedded within the CityWide software suite of applications.

3.2.4 Asset Rating Criteria

Each asset category will be rated on two key dimensions:

- **Condition vs. Performance**: Based on the condition of the asset today and how well it performs its function.
- **Funding vs. Need**: Based on the actual investment requirements to ensure replacement of the asset at the right time, versus current spending levels for each asset group.

3.2.5 Infrastructure Report Card

The dimensions above will be based on a simple 1–5 star rating system, which will be converted into a letter grading system ranging from A-F. An average of the two ratings will be used to calculate the combined rating for each asset class. The outputs for all municipal assets will be consolidated within the CityWide software to produce one overall Infrastructure Report Card showing the current state of the assets.

Grading Scale: Condition vs. Performance

What is the condition of the asset today and how well does it perform its function?

Star Rating	Letter Grade	Color Indicator	Description
★★★★★	A		**Excellent**: No noticeable defects
★★★★	B		**Good**: Minor deterioration
★★★	C		**Fair**: Deterioration evident, function is affected
★★	D		**Poor**: Serious deterioration. Function is inadequate
★	F		**Critical**: No longer functional. General or complete failure

Grading Scale: Funding vs. Need

Based on the actual investment requirements to ensure replacement of the asset at the right time, versus current spending levels for each asset group.

Star Rating	Letter Grade	Description
★★★★★	A	**Excellent**: 91 to 100% of need
★★★★	B	**Good**: 76 to 90% of need
★★★	C	**Fair**: 61 to 75% of need
★★	D	**Poor**: 46 to 60% of need
★	F	**Critical**: under 45% of need

3.2.6 General Methodology and Reporting Approach

The report will be based on the seven key questions of asset management as outlined within the National Guide for Sustainable Municipal Infrastructure:

- What do you own and where is it? (inventory)
- What is it worth? (valuation / replacement cost)
- What is its condition / remaining service life? (function & performance)
- What needs to be done? (maintain, rehabilitate, replace)
- When do you need to do it? (useful life analysis)
- How much will it cost? (investment requirements)
- How do you ensure sustainability? (long-term financial plan)

The above questions will be answered for each individual asset category in the following report sections.

3.3 Road Network

B+

INFRASTRUCTURE REPORT CARD GRADE

3.3 Road Network

Note: The financial analysis in this section includes paved roads. Gravel roads are excluded from the capital replacement analysis, as by nature, they require perpetual maintenance activities and funding. However, the gravel roads have been included in the Road Network inventory. There is also further information regarding gravel roads in section 3.4 "Gravel Roads – Maintenance Requirements" of this AMP.

3.3.1 What do we own?

As shown in the summary table below, the entire network comprises approximately 1,180 centreline km of road.

Road Network Inventory

Asset Type	Asset Component	Quantity/Units
Road Network	Airport Runway	2,010 m
	Taxiways	1,297 m
	Roads - Gravel[1]	1,157,000 m
	Roads - Paved	22,689 m

The road network data was extracted from the Tangible Capital of the CityWide software suite.

3.3.2 What is it worth?

The estimated replacement value of the road network (excluding gravel), in 2015 dollars, is approximately $29 million. The cost per household for the road network is $16,352 (excludes gravel) based on 1,747 households.

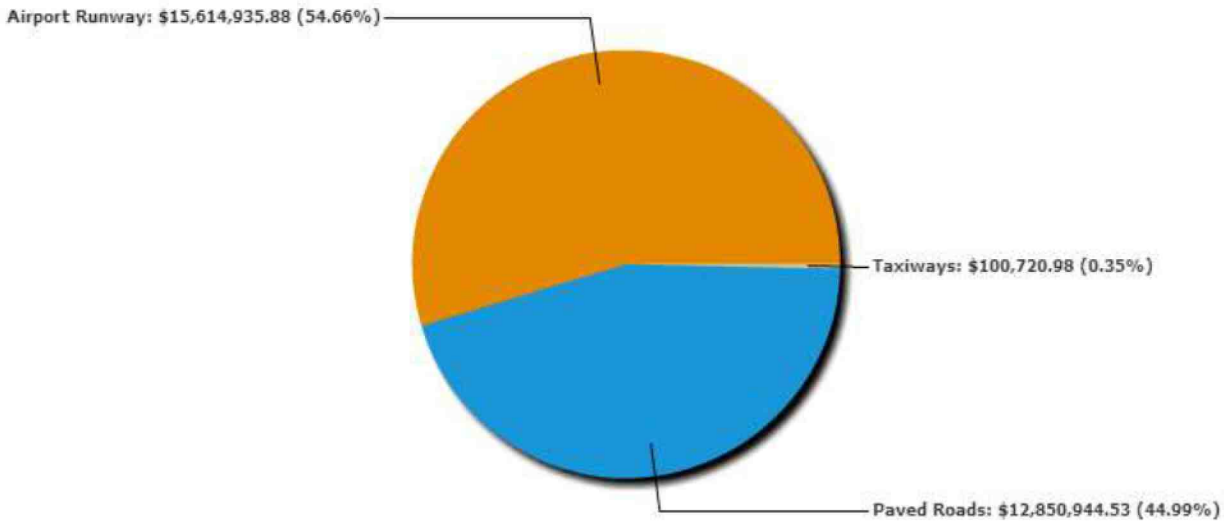
Road Network Replacement Value

Asset Type	Asset Component	Quantity/Units	2015 Unit Replacement Cost	2015 Overall Replacement Cost
Road Network	Airport Runway	2,010 m	NRBCPI	$15,614,936
	Taxiways	1,297 m	NRBCPI	$100,721
	Roads - Paved	22,689 m	NRBCPI	$12,850,945
				$28,566,602

[1] Gravel road inventory includes 66.5km of other hard surface sections of roads

The pie chart below provides a breakdown of each of the network components to the overall system value.

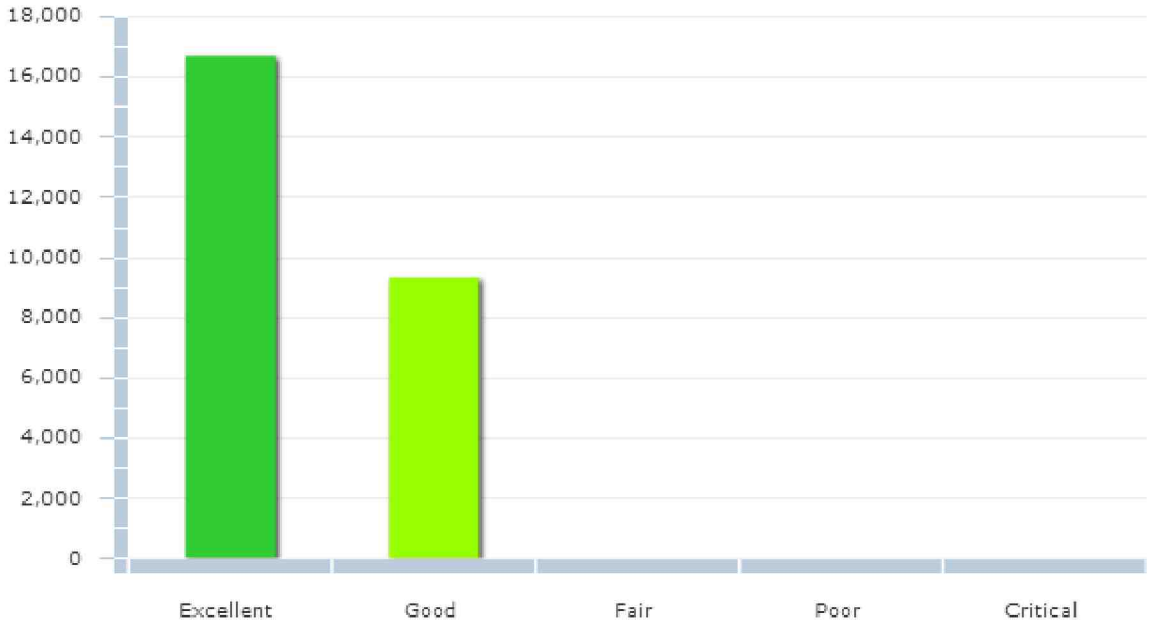
Road Network Components (excluding gravel roads)



3.3.3 What condition is it in?

The vast majority, 64%, of the Municipal District's road network is in excellent condition. As such, the Municipal District received a Condition vs. Performance rating of 'B+'.

Road Network Condition by Length (m) (excluding gravel roads)



3.3.4 What do we need to do to it?

There are generally four distinct phases in an asset's life cycle that require specific types of attention and lifecycle activity. These are presented at a high level for the road network below. Further detail is provided in the "Asset Management Strategy" section of this AMP.

Addressing Asset Needs

Phase	Lifecycle Activity	Asset Life Stage
Minor maintenance	Activities such as inspections, monitoring, sweeping, winter control, etc.	1st Qtr
Major maintenance	Activities such as repairing pot holes, grinding out roadway rutting, and patching sections of road.	2nd Qtr
Rehabilitation	Rehabilitation activities such as asphalt overlays, mill and paves, etc.	3rd Qtr
Replacement	Full road reconstruction	4th Qtr

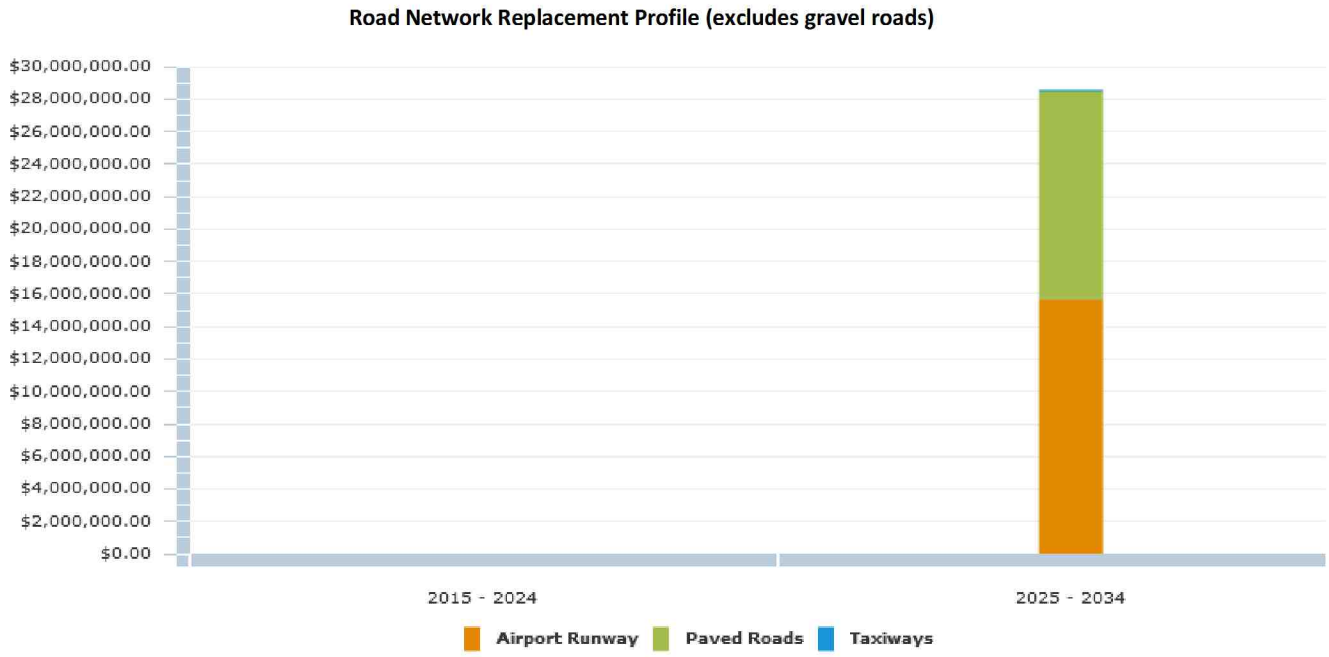
3.3.5 When do we need to do it?

For the purpose of this report, 'useful life' data for each asset class was obtained from the accounting data within the CityWide software database. This proposed useful life is used to determine replacement needs of individual assets. These needs are calculated and quantified in the system as part of the overall financial requirements.

Asset Useful Life in Years

Asset Type	Asset Component	Useful Life
Road Network	Airport Runway and Taxiways	20
	Roads - Paved	20

As additional field condition information becomes available, the data can be loaded into the CityWide system to increase the accuracy of current asset age and, therefore, that of future replacement requirements. The following graph shows the projection of road network replacement costs based on age based condition assessments.



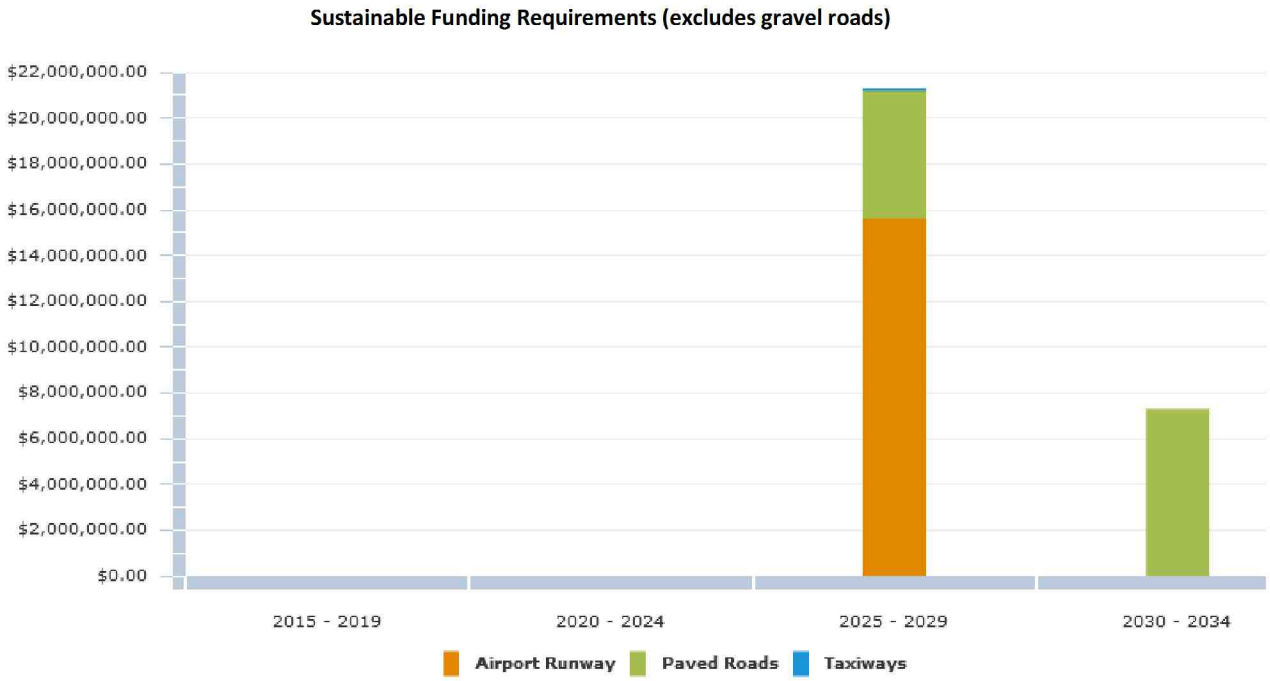
3.3.6 How much money do we need?

The analysis completed to determine capital revenue requirements was based on the following constraints and assumptions:

1. Replacement costs are based upon the unit costs identified within the "What is it worth" section.
2. The timing for individual road replacement was defined by the replacement year as described in the "When do you need to do it?" section.
3. All values are presented in 2015 dollars.
4. The analysis was run for a 20 year period to ensure all assets went through at least one iteration of replacement, therefore providing a sustainable projection.

3.3.7 How do we reach sustainability?

Based upon the above parameters, the average annual revenue required to sustain Pincher Creek No. 9's road network (excluding gravel) is approximately **$0**. Based on Pincher Creek No. 9's current annual funding of **$0,** there is an annual **deficit of $0**. Given this deficit, the Municipal District received a Funding vs. Need rating of 'A'. The following graph illustrates the expenditure requirements in five year increments against the sustainable funding threshold line.



In conclusion, the road network is generally in excellent condition and there are no replacement requirements for the next 5 to 10 years. The condition assessment data, along with risk management strategies, should be reviewed together to aid in prioritizing overall needs for rehabilitation and replacement in the future and assist with optimizing the long and short term budgets. Further detail is outlined within the "Asset Management Strategy" section of this AMP.

3.3.8 Recommendations

The Municipal District received an overall rating of 'B+' for its road network, calculated from the Condition vs. Performance and the Funding vs. Need ratings. Accordingly, we recommend the following:

1. The condition assessment data, along with risk management strategies, should be reviewed together to aid in prioritizing overall needs for rehabilitation and replacement.
2. A tailored life cycle activity framework should also be developed by the Municipal District as outlined further within the "Asset Management Strategy" section of this AMP.
3. As approximately 98% of the Municipal District's road network is gravel roads, a detailed study should be undertaken to assess the overall maintenance costs of gravel roads and whether there is benefit to converting some gravel roads to paved , or surface treated roads, thereby reducing future costs. This is further outlined within the "Asset Management Strategy" section of this AMP.
4. Once the above studies are complete or underway, the data should be loaded into the CityWide software and an updated "current state of the infrastructure" analysis should be generated.
5. An appropriate % of asset replacement value should be used for operations and maintenance activities on an annual basis. This should be determined through a detailed analysis of O & M activities and be added to future AMP reporting.
6. The Infrastructure Report Card should be updated on an annual basis.

3.4 Gravel Roads – Maintenance Requirements

3.4.1 Introduction

Paved roads are usually designed and constructed with careful consideration given to the correct shape of the cross section. Once paving is complete the roadway will keep its general shape for the duration of its useful life. Gravel roads are quite different. Many have poor base construction, will be prone to wheel track rutting in wet weather, and traffic will continually displace gravel from the surface to the shoulder area, even the ditch, during wet and dry weather. Maintaining the shape of the road surface and shoulder is essential to ensure proper performance and to provide a sufficient level of service for the public.

Therefore, the management of gravel roads is not through major rehabilitation and replacement, but rather through good perpetual maintenance and some minor rehabilitation which depend on a few basic principles: proper techniques and cycles for grading; the use and upkeep of good surface gravel; and, dust abatement and stabilization.

3.4.2 Maintaining a Good Cross Section

In order to maintain a gravel road properly, a good cross section is required consisting of a crowned driving surface, a shoulder with correct slope, and a ditch. The crown of the road is essential for good drainage. A road with no crown, or insufficient crown, will cause water to collect on the surface during a rainfall, will soften the crust, and ultimately lead to rutting which will become severe if the subgrade also softens. Even if the subgrade remains firm, traffic will cause depressions in the road where water collects and the road will develop potholes. It is a generally accepted industry standard that 1.25cm per 12cm (one foot), approximately 4%, on the cross slope is ideal for road crown.

The road shoulder serves some key functions. It supports the edge of the travelled portion of the roadway, provides a safe area for drivers to regain control of vehicles if they are forced to leave the road, and finally, carries water further away from the road surface. The shoulder should ideally meet the edge of the roadway at the same elevation and then slope away gradually towards the ditch.

The ditch is the most important and common drainage structure for gravel roads. Every effort should be made to maintain a minimal ditch. The ditch should be kept free of obstructions such as eroded soil, vegetation or debris.

3.4.3 Grading Operations

Routine grading is the activity that ensures gravel roadways maintain a good cross section or proper profile. The three key components to good grading are: operating speed, blade angle, and blade pitch.

Excessive operating speed can cause many problems such as inconsistent profile, and blade movement or bouncing that can cut depressions and leave ridges in the road surface. It is generally accepted that grader speed should not exceed 8 km per hour. The angle of the blade is also critical for good maintenance and industry standards suggest the optimal angle is between 30 and 45 degrees. Finally, the correct pitch or tilt of the blade is very important. If the blade is pitched back too far, the material will tend to build up in front of the blade and will not fall forward, which mixes the materials, and will move along and discharge at the end of the blade.

3.4.4 Good Surface Gravel

Once the correct shape is established on a roadway and drainage matters are taken care of, attention must be given to the placement of good gravel. Good surface gravel requires a percentage of stone which gives strength to support loads, particularly in wet weather. It also requires a percentage of sand size particles to fill the voids between the stones which provide stability. And finally, a percentage of plastic fines are needed to bind the material together which allows a gravel road to form a crust and shed water. Typical municipal maintenance routines will include activities to ensure a good gravel surface through both spot repairs (often annually) and also re-graveling of roadways (approximately every five years).

3.4.5 Dust Abatement and stabilization

A typical maintenance activity for gravel roads also includes dust abatement and stabilization. All gravel roads will give off dust at some point, although the amount of dust can vary greatly from region to region. The most common treatment to reduce dust is the application of Calcium Chloride, in flake or liquid form, or Magnesium Chloride, generally just in liquid form. Of course, there are other products on the market as well. Calcium and Magnesium Chloride can be very effective if used properly. They are hygroscopic products which draw moisture from the air and keep the road surface constantly damp. In addition to alleviating dust issues, the continual dampness also serves to maintain the loss of fine materials within the gravel surface, which in turn helps maintain road binding and stabilization. A good dust abatement program can actually help waterproof and bind the road, in doing so can reduce gravel loss, and therefore, reduce the frequency of grading.

3.4.6 The Cost of Maintaining Gravel Roads

We conducted an industry review to determine the standard cost for maintaining gravel roads. However, it became apparent that no industry standard exists for either the cost of maintenance or for the frequency at which the maintenance activities should be completed. Presented below, as a guideline only, are two studies on the maintenance costs for gravel roads:

3.4.7 Minnesota Study (2005)

The first study is from the Minnesota Department of Transportation (MnDOT) Local Road Research Board (LRRB), where the researchers looked at historical and estimated cost data from multiple counties in Minnesota.

The study team found that the typical maintenance schedule consisted of routine grading and re-graveling with two inches of new gravel every five years. They found that a typical road needed to be graded 21 times a year or three times a month from April – October, and the upper bound for re-graveling was five years for any road over 100 ADT; lower volume roads could possibly go longer. The calculated costs including materials, labour, and hauling totaled $1,400 per year or $67 per visit for the grading activity and $13,800 for the re-gravel activity every five years. The re-gravel included an estimate gravel cost of $7 per cubic yard and a 2.5" thick lift of gravel (to be compacted down to 2"). Therefore, they developed an average estimated annual maintenance cost for gravel roads at $4,160 per mile. This converts to $2,600 per km of roadway and if adjusted for inflation into 2012 dollars, using the Non-Residential Building Construction Price Index (NRBCPI), it would be $3,500.

Reference: Jahren, Charles T. et. al. "Economics of Upgrading an Aggregate Road," Minnesota Department of Transportation, St. Paul, Mn, January 2005.

3.4.8 South Dakota study (2004)

This second study was conducted by South Dakota's Department of Transportation (SDDOT). The default maintenance program for gravel roads from SDDOT's report includes grading 50 times per year, re-graveling once every six years, and spot graveling once per year. The unit cost for grading was very similar to Minnesota at $65 per mile, re-gravel at $7,036 per mile and spot graveling or pothole repair at $2,420 per mile, totaling to an average annual maintenance cost of $6,843 per mile. Due to the frequency of the grading activity and the addition of the spot gravel maintenance, the SDDOT number is higher than Minnesota reported even though the re-gravel activity is reported at about half of the price in Minnesota.

This converts to $4,277 per km of roadway and if adjusted for inflation into 2012 dollars, using the NRBCPI, it would be $5,758.

Reference: Zimmerman, K.A. and A.S. Wolters. "Local Road Surfacing Criteria," South Dakota Department of Transportation, Pierre, SD, June 2004.

3.4.9 Ontario Municipal Benchmarking Initiative (OMBI)

Another example to determine the standard cost for maintaining gravel roads is the OMBI (Ontario Municipal Benchmarking Initiative). As referenced from the OMBI data dictionary, this includes maintenance activities such as dust suppression, loose top grading, loose top gravelling, spot base repair and wash out repair.

Of the six Ontario municipalities that included 2012 costs for this category, there is a wide variation in the reporting. The highest cost per lane km was $14,900 while the lowest cost was $397. The average cost was $6,300 per lane km. Assuming two lanes per gravel road to match the studies above, the Ontario OMBI average becomes $12,600 per km of roadway.

Summary of Costs

Source	2012 Maintenance Cost per km (adjusted for inflation using NRBCPI)
Minnesota Study	$3,500
South Dakota Study	$5,758
OMBI Average (six municipalities)	$12,600

3.4.10 Conclusion

As discussed above, there are currently no industry standards in regards to the cost of gravel road maintenance and the frequency at which the maintenance activities should be completed. In addition, the localized topography and climate can have a significant impact on overall maintenance requirements. As such, there are no established benchmark costs for the maintenance of a km of gravel road and the numbers presented above will vary significantly due to the level of service or maintenance that's provided (i.e., frequency of grading cycles and re-gravel cycles).

Due to the many variables in this analysis, it is recommended that a detailed study be undertaken to establish different cost options associated with different levels of service and that this be included with future updates to this AMP.

3.5 Bridges & Culverts

B

INFRASTRUCTURE REPORT CARD GRADE

3.5 Bridges & Culverts

3.5.1 What do we own?

As shown in the summary table below, the Municipal District owns 66 bridges and 108 culverts.

Bridges & Culverts Inventory		
Asset Type	Asset Component	Quantity/Units
Bridges & Culverts	Major Bridges	21 units
	Standard Bridges	45 units
	Culverts	108 units

The bridges & culverts data was extracted from the Tangible Capital Asset of the CityWide software suite.

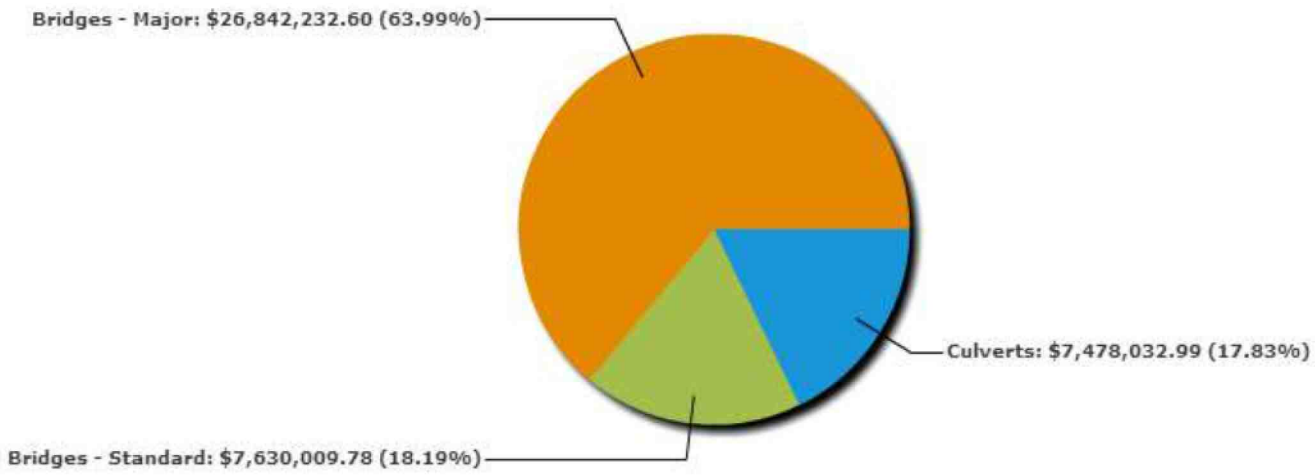
3.5.2 What is it worth?

The estimated replacement value of the Municipal District's bridges & culverts, in 2015 dollars, is approximately $42 million. The cost per household for bridges & culverts is $24,013 based on 1,747 households.

Bridges & Culverts Replacement Value				
Asset Type	Asset Component	Quantity/Units	2015 Unit Replacement Cost	2015 Replacement Cost
Bridges & Culverts	Major Bridges	21 units	NRBCPI	$26,842,233
	Standard Bridges	45 units	NRBCPI	$7,630,010
	Culverts	108 units	NRBCPI	$7,478,033
				$41,950,276

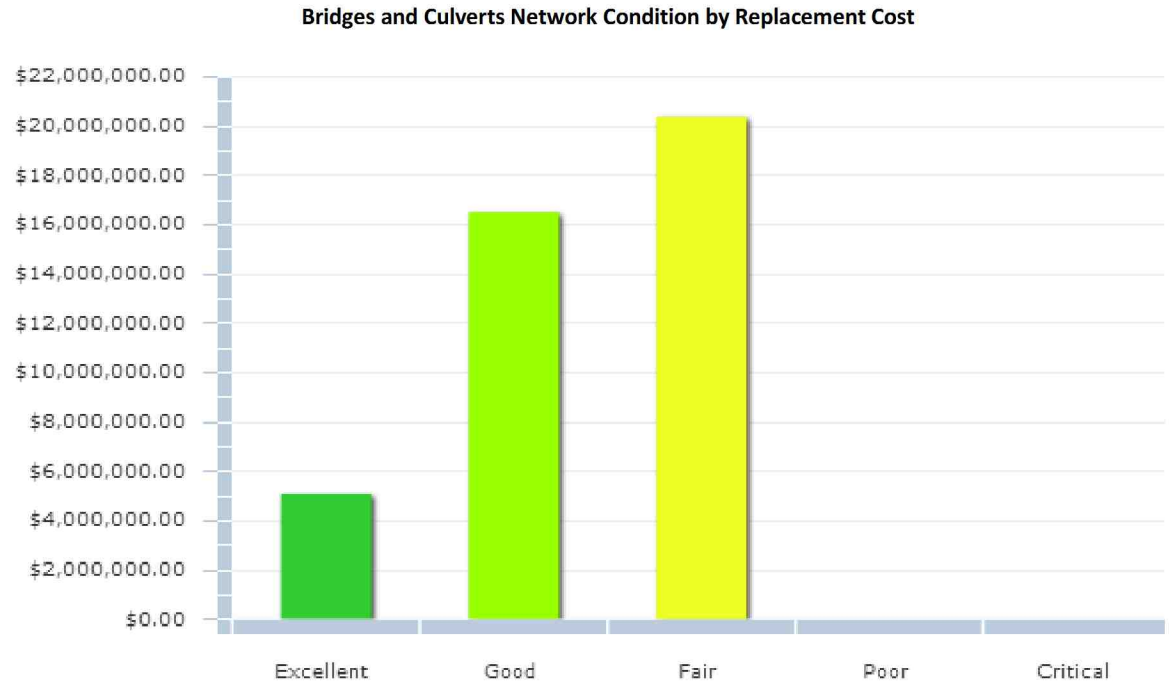
The pie chart below provides a breakdown of each of the bridges & culverts components to the overall structures value.

Bridges & Culverts Components



3.5.3 What condition is it in?

The Municipal District's bridges & culverts are generally in good to fair condition. As such, the Municipal District received a Condition vs. Performance rating of 'C+'.



3.5.4 What do we need to do to it?

There are generally four distinct phases in an asset's life cycle. These are presented at a high level for the bridge and culvert structures below. Further detail is provided in the "Asset Management Strategy" section of this AMP.

Addressing Asset Needs

Phase	Lifecycle Activity	Asset Life Stage
Minor Maintenance	Activities such as inspections, monitoring, sweeping, winter control, etc.	1st Qtr
Major Maintenance	Activities such as repairs to cracked or spalled concrete, damaged expansion joints, bent or damaged railings, etc.	2nd Qtr
Rehabilitation	Rehabilitation events such as structural reinforcement of structural elements, deck replacements, etc.	3rd Qtr
Replacement	Full structure reconstruction	4th Qtr

3.5.5 When do we need to do it?

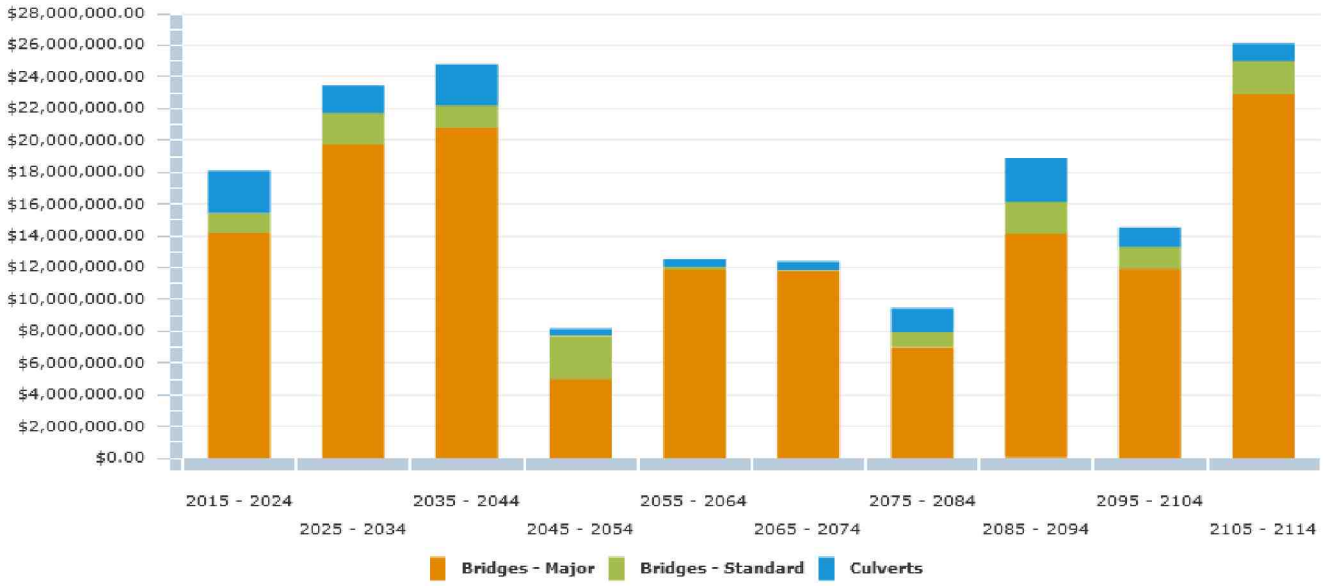
For the purpose of this report, 'useful life' data for each asset class was obtained from the accounting data within the CityWide software database. This proposed useful life is used to determine replacement needs of individual assets, which are calculated in the system as part of the overall financial requirements.

Asset Useful Life in Years

Asset Type	Asset Component	Useful Life in Years
Bridges & Culverts	Major Bridges	10 to 99
	Standard Bridges	40 to 80
	Culverts	12 to 93

The following graph shows the current projection of bridges and culverts replacements based on field condition assessments.

Bridges and Culverts Network Replacement Profile



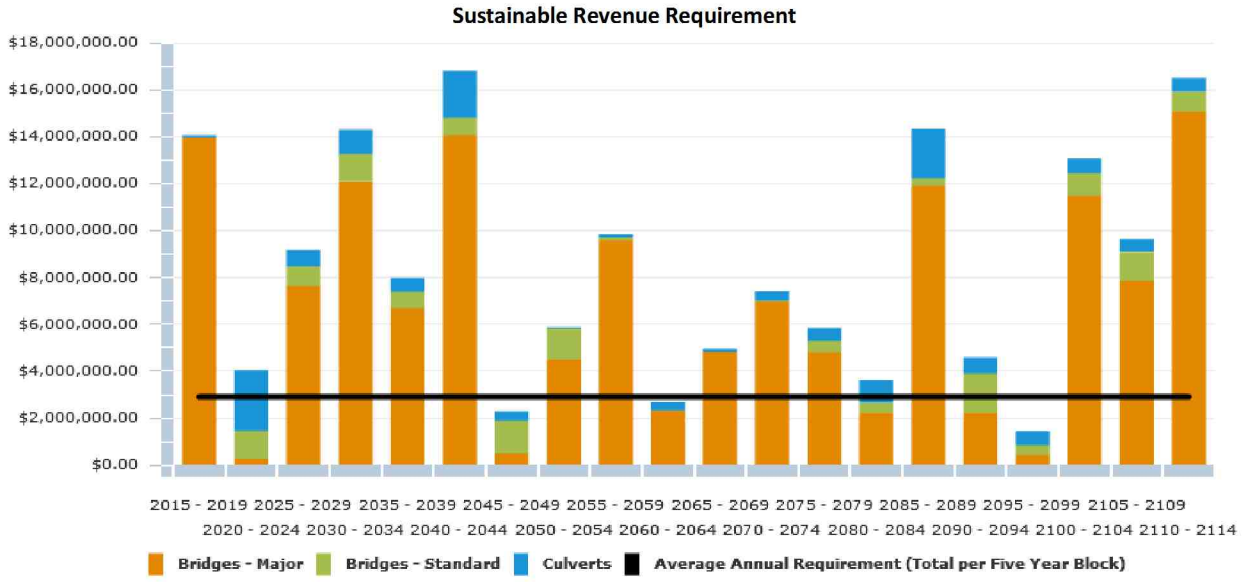
3.5.6 How much money do we need?

The analysis completed to determine capital revenue requirements was based on the following constraints and assumptions:

1. Replacement costs are based upon the "What is it worth" section above.
2. The timing for individual structure replacement was defined by the replacement year as described in the "When do you need to do it?" section above.
3. All values are presented in 2015 dollars.
4. The analysis was run for a 99 year period to ensure all assets cycled through at least one iteration of replacement, therefore providing a sustainable projection.

3.5.7 How do we reach sustainability?

Based upon the above assumptions, the average annual revenue required to sustain Pincher Creek No. 9's bridges & culverts is **$579,000**. Based on Pincher Creek No.9's current annual funding of **$750,000**, there is an annual **surplus of $171,000**. As such, the Municipal District received a Funding vs. Need rating of 'A'.
The following graph presents five year blocks of expenditure requirements against the sustainable funding threshold line.



In conclusion, based on assessed condition data, the majority of bridges and culverts are in excellent to fair condition, however there are significant needs to be addressed to the major bridges within the 5 to 10 year window. The condition assessment data, along with risk management strategies, should be reviewed together to aid in prioritizing overall needs for rehabilitation and replacement and assist with optimizing the long and short term budgets. Further detail is outlined within the "asset management strategy" section of this AMP.

3.5.8 Recommendations

The Municipal District received an overall rating of 'B' for its bridges & culverts, calculated from the Condition vs. Performance and the Funding vs. Need ratings. Accordingly, we recommend the following:

1. The condition assessment data, along with risk management strategies, should be reviewed together to aid in prioritizing overall needs for rehabilitation and replacement.
2. An appropriate % of asset replacement value should be used for operations and maintenance activities on an annual basis. This should be determined through a detailed analysis of O & M activities and added to future AMP reporting.
3. The Infrastructure Report Card should be updated on an annual basis.

3.6 Water Network

D

INFRASTRUCTURE REPORT CARD GRADE

3.6 Water Network

3.6.1 What do we own?

The Municipal District is responsible for the following water network inventory which includes approximately 5 km of water lines[2]:

Water Network Inventory

Asset Type	Asset Component	Quantity
Water Network	Dam	5
	Lundbreck - Fire Hydrants	28
	Lundbreck - Reservoir	3
	Lundbreck - Water Meters	135
	Lundbreck - Water System[3]	1
	Regional Water Lines	5,000 m
	Regional Water Intake Pumps	2
	Water Standpipes	2
	Water Treatment Plant	1

The water network data was extracted from the Tangible Capital Asset module of the CityWide software suite.

3.6.2 What is it worth?

The estimated replacement value of the water network, in 2015 dollars, is approximately $10 million. The cost per household for the water network is broken down below:

Dam and standpipes is $214 per household (based on 1,747 households)

Regional water lines, pumps and water treatment plant is $27,823 per household (based on 234 households)

Lundbreck fire hydrants, reservoir, water meter, and water system is $23,194 per household (based on 154 households).

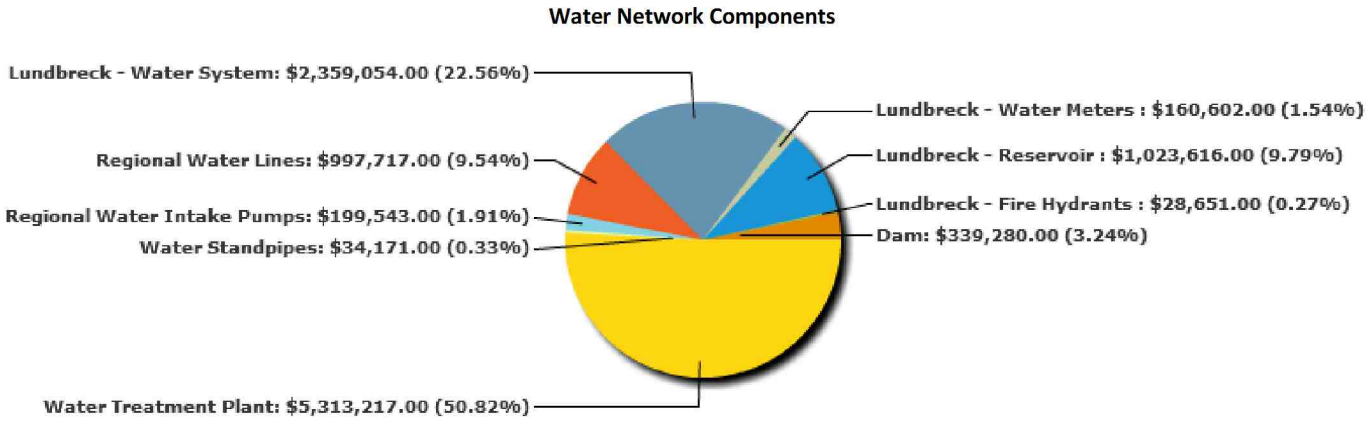
[2] The total length of the Municipal District's water mains is approximately 16.7 km. This is not included in the inventory table as the cost breakdown of total water mains was undeterminable.

[3] 3.48 km of water mains, water meters, curb stops, service connections, hydrant leads and hydrants (not included as the breakdown of cost was undeterminable)

Water Network Replacement Value

Asset Type	Asset Component	Quantity	2015 Unit Replacement Cost	2015 Overall Replacement Cost
Water Network	Dam	5	NRBCPI	$339,280[4]
	Lundbreck - Fire Hydrants	28	NRBCPI	$28,651
	Lundbreck - Reservoir	3	NRBCPI	$1,023,616
	Lundbreck - Water Meters	135	NRBCPI	$160,602
	Lundbreck - Water System[2]	1	NRBCPI	$2,359,054
	Regional Water Lines	5,000 m	NRBCPI	$997,717
	Regional Water Intake Pumps	2	NRBCPI	$199,543
	Water Standpipes	2	NRBCPI	$34,171
	Water Treatment Plant[4]	1	NRBCPI	$5,313,217
				$10,455,851

The pie chart below provides a breakdown of each of the network components to the overall system value.

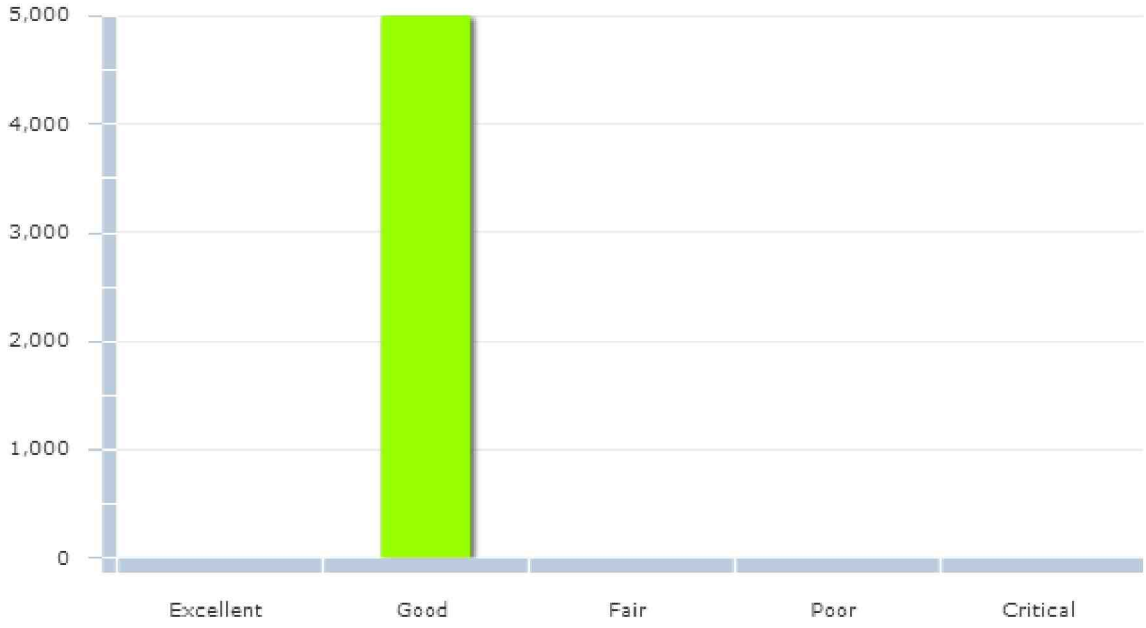


3.6.3 What condition is it in?

Using field condition assessments, 100% of the Municipal District's water lines and water treatment plant are in good and excellent condition respectively. At the same time, 100% of the Municipal District's remaining water assets are in good to excellent conditions. As such, the Municipal District received a Condition vs. Performance rating of 'B+'.

[4] The 2015 replacement cost for dam replacement is estimated to be in the millions. $339,280 is an accurate representation of the portion that the Municipal District would spend to replace the dams. If their portion was significantly more, they would opt out of replacement. Individually, each dam's new construction replacement would likely be cost prohibited. An assessment would have to be made at the time of replacement regarding the necessity of replacing the structure.

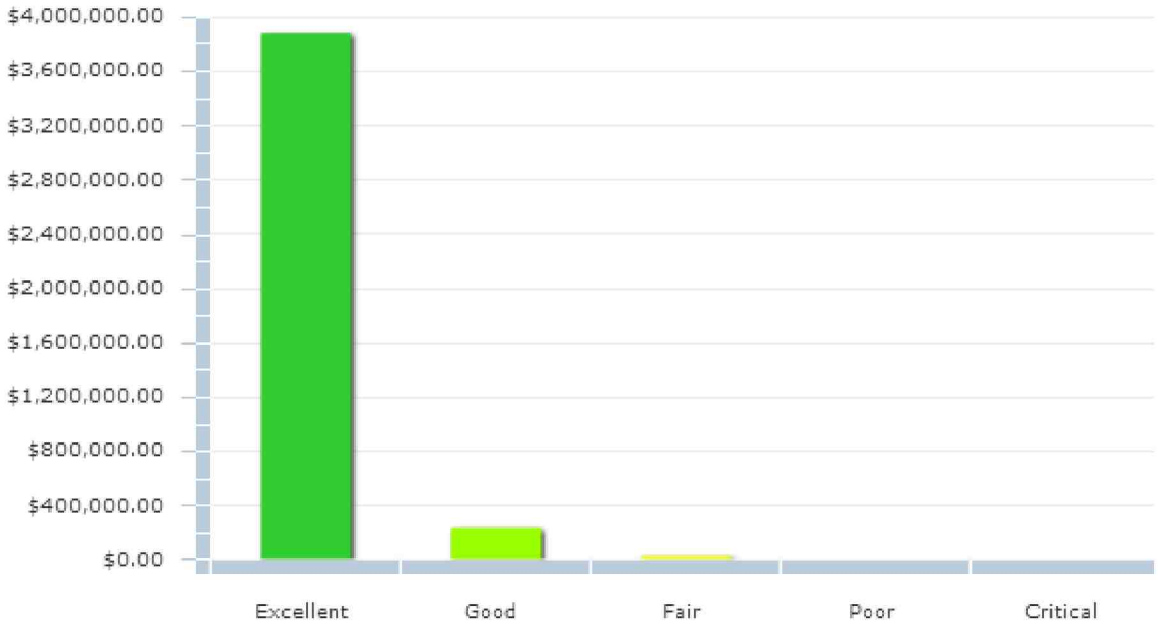
Regional Water Lines Condition by Meter[5]



[5] In 2015-2016, the water lines will be relocated to another location

Water Facilities Condition by Replacement Cost

Various Water Assets Condition by Replacement Cost
(Dam, Hydrants, Pumps, Reservoirs, Water Meters, Water Standpipe and Water System)



3.6.4 What do we need to do to it?

There are generally four distinct phases in an asset's life cycle. These are presented at a high level for the water network below. Further detail is provided in the "Asset Management Strategy" section of this AMP.

Addressing Asset Needs

Phase	Lifecycle Activity	Asset Age
Minor Maintenance	Activities such as inspections, monitoring, cleaning and flushing, hydrant flushing, pressure tests, visual inspections, etc.	1st Qtr
Major Maintenance	Such events as repairing water main breaks, repairing valves, replacing individual small sections of pipe etc.	2nd Qtr
Rehabilitation	Rehabilitation events such as structural lining of pipes and a cathodic protection program to slow the rate of pipe deterioration.	3rd Qtr
Replacement	Pipe replacements	4th Qtr

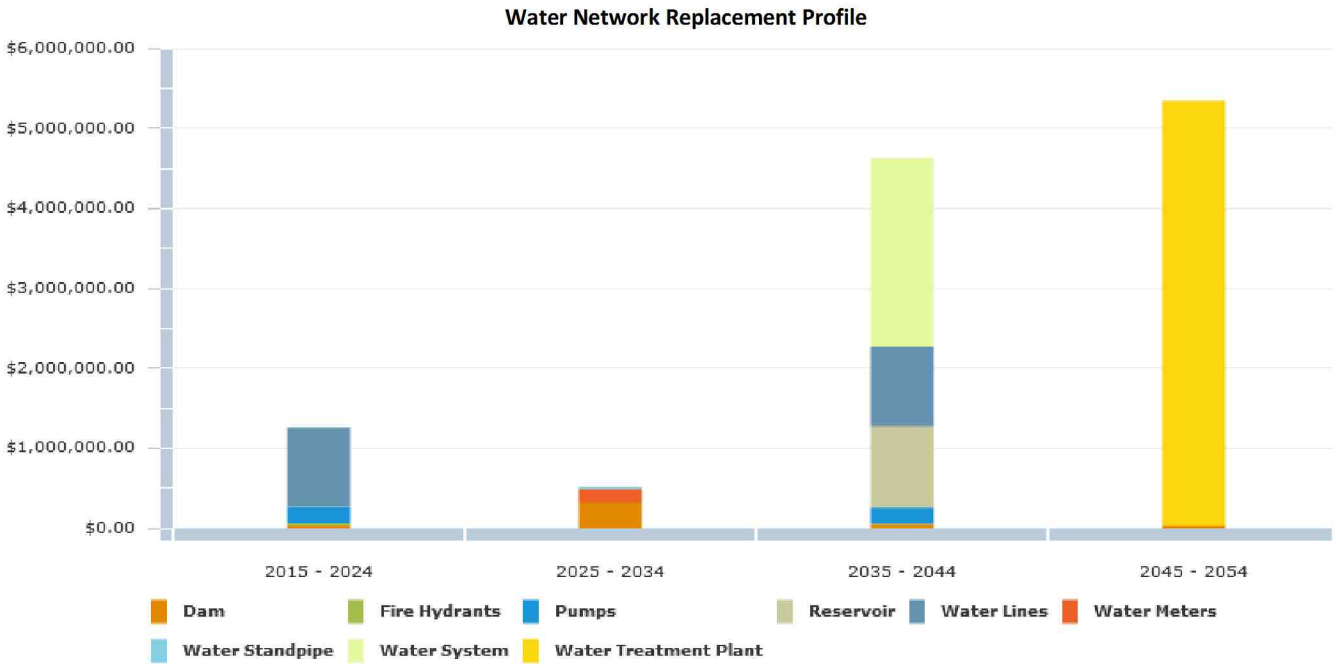
3.6.5 When do we need to do it?

For the purpose of this report "useful life" data for each asset class was obtained from the accounting data within the CityWide software database. This proposed useful life is used to determine replacement needs of individual assets, which are calculated in the system as part of the overall financial requirements.

Asset Useful Life in Years

Asset Type	Asset Component	Useful Life in Years
Water Network	Dam	10 to 40
	Lundbreck - Fire Hydrants	40
	Lundbreck - Reservoir	30
	Lundbreck - Water Meters	25
	Lundbreck - Water System	30 to 40
	Regional Water Lines	20
	Regional Water Intake Pumps	20
	Water Standpipes	40
	Water Treatment Plant	30

The following graph shows the current projection of the water network replacements based on condition assessment.



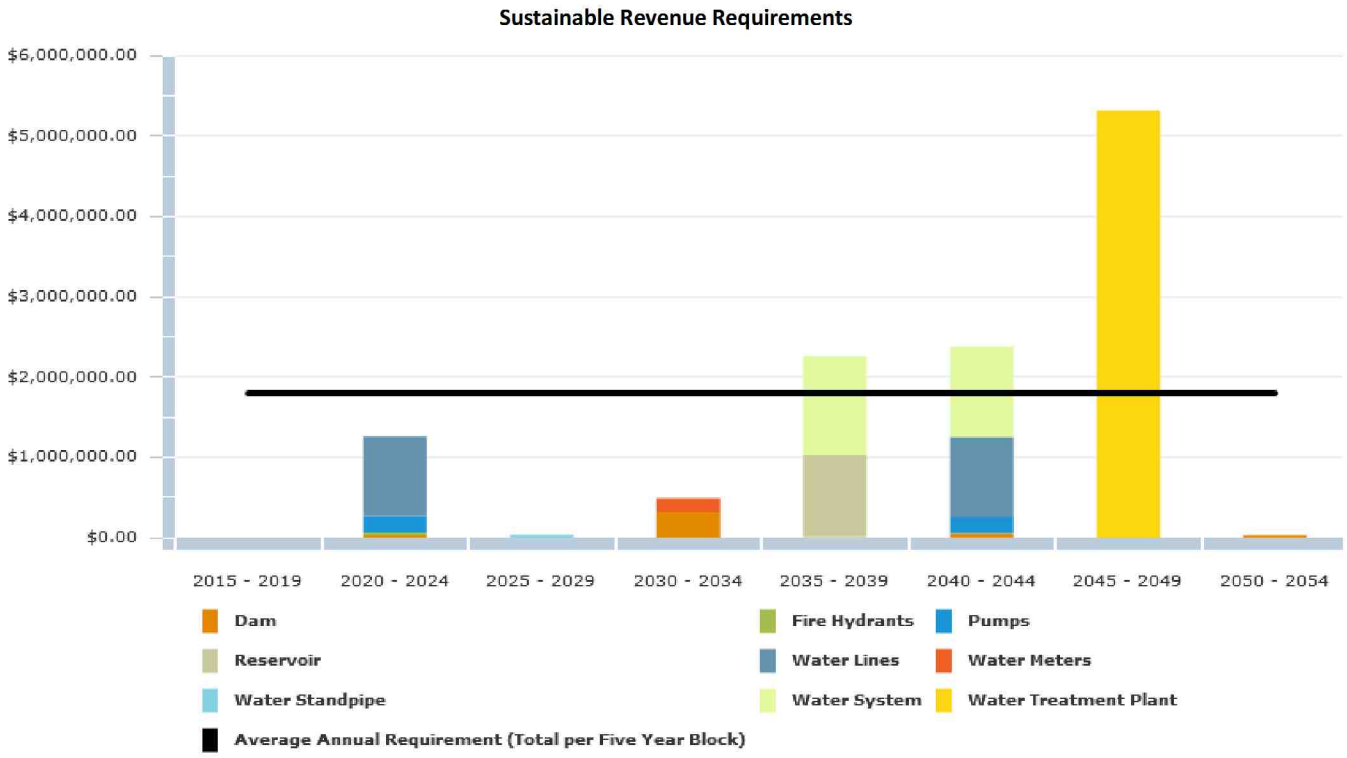
3.6.6 How much money do we need?

The analysis completed to determine capital revenue requirements was based on the following assumptions:

1. Replacement costs are based upon the unit costs identified within the "What is it worth" section above.
2. The timing for individual water main replacement was defined by the replacement year as described in the "When do you need to do it?" section above.
3. All values are presented in 2015 dollars.
4. The analysis was run for a 40 year period to ensure all assets went through at least one iteration of replacement, therefore providing a sustainable projection.

3.6.7 How do we reach sustainability?

Based upon the above assumptions, the average annual revenue required to sustain Pincher Creek No. 9's water network is approximately **$359,000.** Based on Pincher Creek No. 9's current annual funding of **$56,000**, there is a **deficit of $303,000**. As such, the Municipal District received a Funding vs. Need rating of 'F'. The following graph presents five year blocks of expenditure requirements against the sustainable funding threshold line.



In conclusion, the Municipal District's water distribution network has a significant number of water lines and water facilities that are in good condition based on condition assessments. There are no replacement requirements within the first 5 year window.

It should also be noted, that the useful life projections for the water assets are set very low in comparison to industry standards. Increasing the useful life projections will reduce the immediate requirements listed above. Together these strategies will help to optimize the long and short term budgets. Further detail is outlined within the "Asset Management Strategy" section of this AMP.

3.6.8 Recommendations

The Municipal District received an overall rating of 'D' for its water network, calculated from the Condition vs. Performance and the Funding vs. Need ratings. Accordingly, we recommend the following:

1. A condition assessment program should be established for all water assets to better understand actual field performance, to aid in prioritizing overall needs for rehabilitation and replacement and to assist with optimizing the long and short term budgets. Further detail is outlined within the "Asset Management Strategy" section of this AMP.

2. The useful life projections used by the Municipal District should be reviewed for consistency with industry standards.

3. The inventory details of the water mains should be broken down further (i.e. classified by diameter size) and included into the inventory tables to assist with future analysis.

4. Once the above studies are complete, a new performance age should be applied to each asset and an updated "current state of the infrastructure" analysis should be generated.

5. An appropriate % of asset replacement value should be used for operations and maintenance activities on an annual basis. This should be determined through a detailed analysis of O & M activities and be added to future AMP reporting.

6. The Infrastructure Report Card should be updated on an annual basis.

3.7 Sanitary Sewer Network

B+

INFRASTRUCTURE REPORT CARD GRADE

3.7 Sanitary Sewer Network

3.7.1 What do we own?

The inventory components of the sanitary sewer network are outlined in the table below.

Sanitary Sewer Inventory		
Asset Type	Asset Component	Quantity
Sanitary Sewer Network	Lagoon	1
	Waste Water System (Lundbreck)[6]	1

The sanitary sewer network data was extracted from the Tangible Capital Asset module of the CityWide software application.

3.7.2 What is it worth?

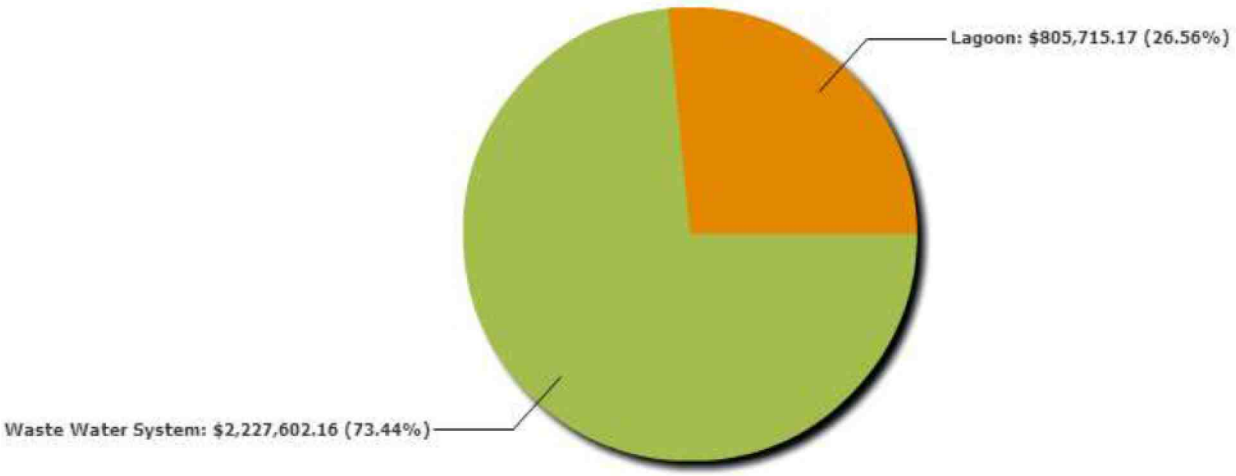
The estimated replacement value of the sanitary sewer network, in 2015 dollars, is approximately $3 million. The cost per household for the sanitary network is $19,697 based on 154 households.

Sanitary Sewer Replacement Value				
Asset Type	Asset Component	Quantity	2015 Unit Replacement Cost	2015 Overall Replacement Cost
Sanitary Sewer Network	Lagoon	1	NRBCPI	$805,715
	Waste Water System (Lundbreck)	1	NRBCPI	$2,227,602
				$3,033,317

The pie chart below provides a breakdown of each of the network components to the overall system value.

[6] Includes Sanitary Laterals and Sanitary Mains (4,530 m, 200 mm PVC)

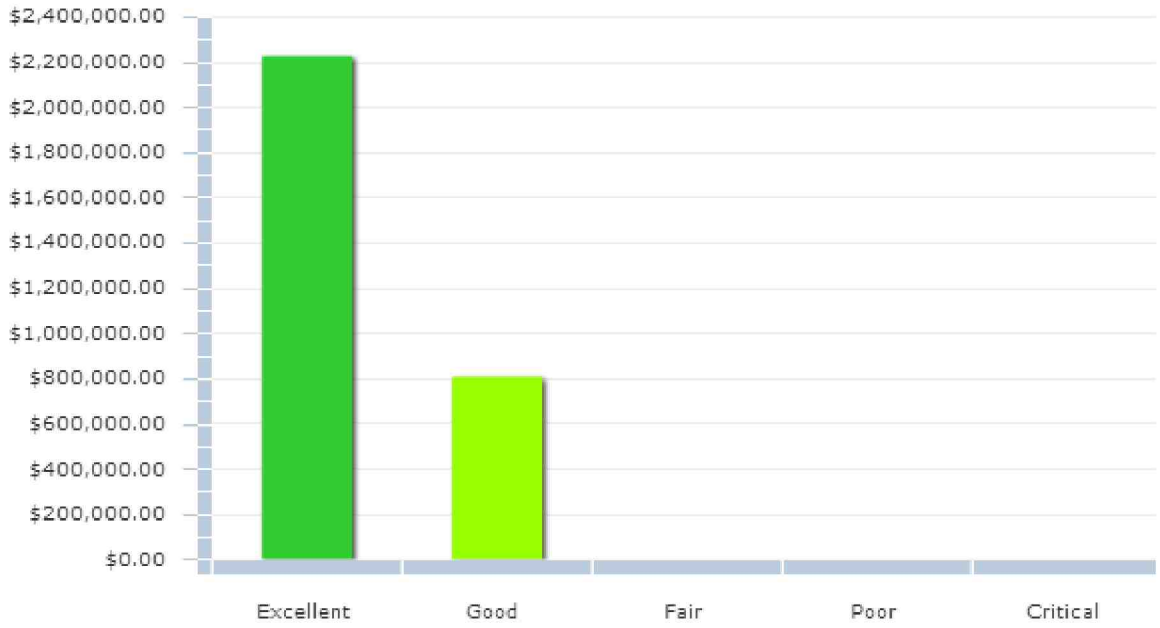
Sanitary Sewer Network Components



3.7.3 What condition is it in?

Based on condition assessment alone, 100% of the Municipal District's sanitary sewer network are in excellent and good condition. As such, the Municipal District received a Condition vs. Performance rating of 'B+'.

Sanitary Sewer Network Condition by Replacement Cost



3.7.4 What do we need to do to it?

There are generally four distinct phases in an asset's life cycle. These are presented at a high level for the sanitary sewer network below. Further detail is provided in the "Asset Management Strategy" section of this AMP.

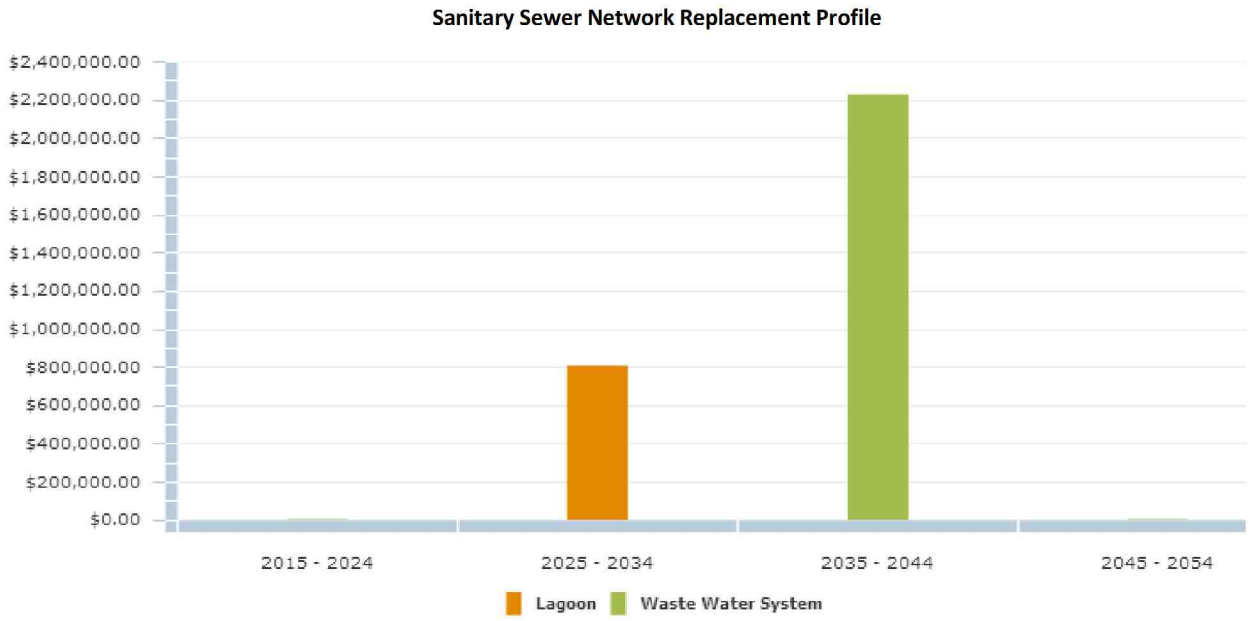
Addressing Asset Needs		
Phase	Lifecycle Activity	Asset Life Stage
Minor Maintenance	Activities such as inspections, monitoring, cleaning and flushing, zoom camera and CCTV inspections, etc.	1st Qtr
Major Maintenance	Activities such as repairing manholes and replacing individual small sections of pipe.	2nd Qtr
Rehabilitation	Rehabilitation events such as structural lining of pipes are extremely cost effective and provide an additional 75 plus years of life.	3rd Qtr
Replacement	Pipe replacements	4th Qtr

3.7.5 When do we need to do it?

For the purpose of this report, "useful life" data for each asset class was obtained from the accounting data within the CityWide software database. This proposed useful life is used to determine replacement needs of individual assets, which are calculated in the system as part of the overall financial requirements.

Asset Useful Life in Years		
Asset Type	Asset Component	Useful Life in Years
Sanitary Sewer Network	Lagoon	40
	Waste Water System (Lundbreck)	5 to 40

As field condition information becomes available in time for the sanitary sewer network, the data should be loaded into the CityWide system in order to increasingly have a more accurate picture of current asset performance age and, therefore, future replacement requirements. The following graph shows the current projection of sanitary sewer network replacements based on the age based conditions of the assets.



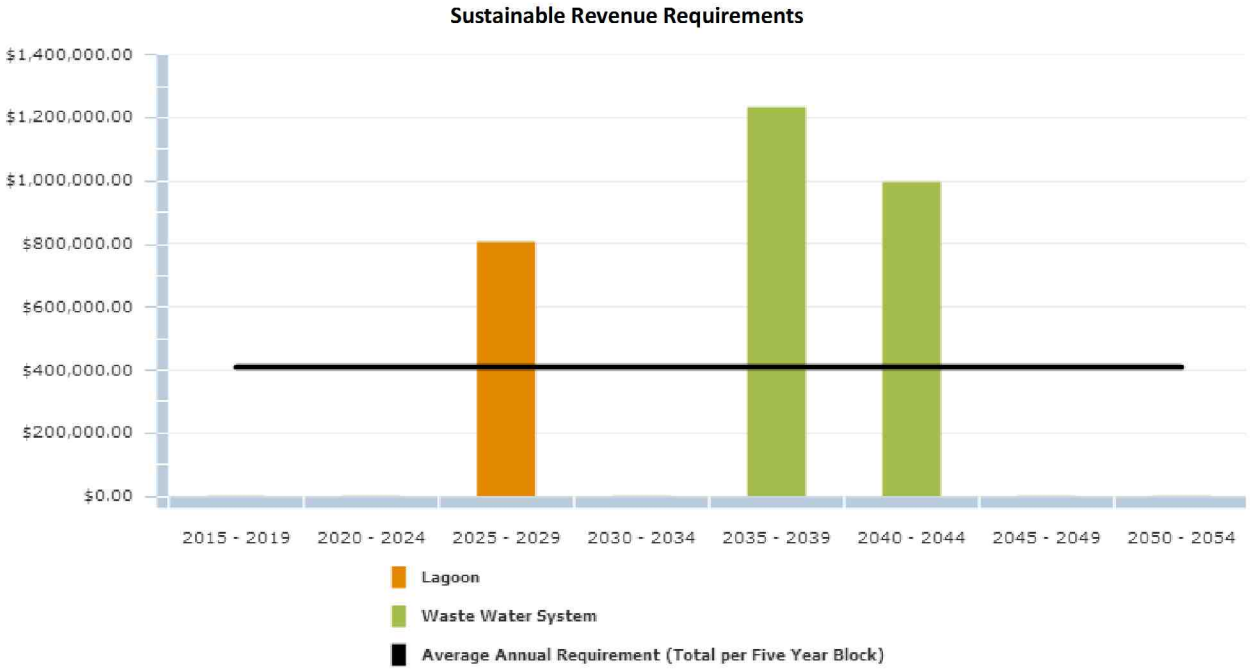
3.7.6 How much money do we need?

The analysis completed to determine capital revenue requirements was based on the following assumptions:

1. Replacement costs are based upon the unit costs identified within the "What is it worth" section above.
2. The timing for individual sewer network replacement was defined by the replacement year as described in the "When do you need to do it?" section above.
3. All values are presented in 2015 dollars.
4. The analysis was run for a 40 year period to ensure all assets went through at least one iteration of replacement, therefore providing a sustainable projection.

3.7.7 How do we reach sustainability?

Based upon the above assumptions, the average annual revenue required to sustain the Municipal District's sanitary sewer network is approximately **$86,000**. Based on Pincher Creek No. 9's current annual funding of **$85,000**, there is an annual **deficit of $1,000**. As such, the Municipal District received a Funding vs. Need rating of 'A'. The following graph presents five year blocks of expenditure requirements against the sustainable funding threshold line.



In conclusion, the sanitary sewer network, from a condition based analysis are generally in excellent to good condition. There is no backlog of needs to be addressed within the next 10 years.

A condition assessment program should be established for all waste water assets to better understand actual field performance, to aid in prioritizing overall needs for rehabilitation and replacement and to assist with optimizing the long and short term budgets. Further detail is outlined within the "asset management strategy" section of this AMP. It should also be noted, that the useful life projections for the waste water assets are set very low in comparison to industry standards. Increasing the useful life projections will reduce the immediate requirements listed above. Together these strategies will help to optimize the long and short term budgets. Further detail is outlined within the "Asset Management Strategy" section of this AMP.

3.7.8 Recommendations

The Municipal District received an overall rating of 'B+' for its sanitary sewer network, calculated from the Condition vs. Performance and the Funding vs. Need ratings. Accordingly, we recommend the following:

1. A condition assessment program should be established for all waste water assets to better understand actual field performance, to aid in prioritizing overall needs for rehabilitation and replacement and to assist with optimizing the long and short term budgets. Further detail is outlined within the "Asset Management Strategy" section of this AMP.

2. The useful life projections used by the Municipal District should be reviewed for consistency with industry standards.

3. The inventory details of the waste water system should be broken down further (i.e. type of components, mains, pumps, etc.) and included into the inventory tables to assist with future analysis.
4. Once the above studies are complete or underway, the data should be loaded into the CityWide software and an updated "current state of the infrastructure" analysis should be generated.

5. An appropriate % of asset replacement value should be used for operations and maintenance activities on an annual basis. This should be determined through a detailed analysis of O & M activities and be added to future AMP reporting.

6. The Infrastructure Report Card should be updated on an annual basis.

3.9 Buildings

D

INFRASTRUCTURE REPORT CARD GRADE

3.9 Buildings

3.9.1 What do we own?

The table below outlines the Municipal District's building inventory. Pincher Creek No. 9 owns a total of 12 buildings.

Buildings Inventory

Asset Type	Asset Component	Quantity (units)
Buildings	Administration Building	1
	Agriculture and Environment Services Building	1
	Airport Buildings	3
	Fire Halls	2
	Public Works Buildings	5

The buildings data was extracted from the Tangible Capital Asset module of the CityWide software suite.

3.9.2 What is it worth?

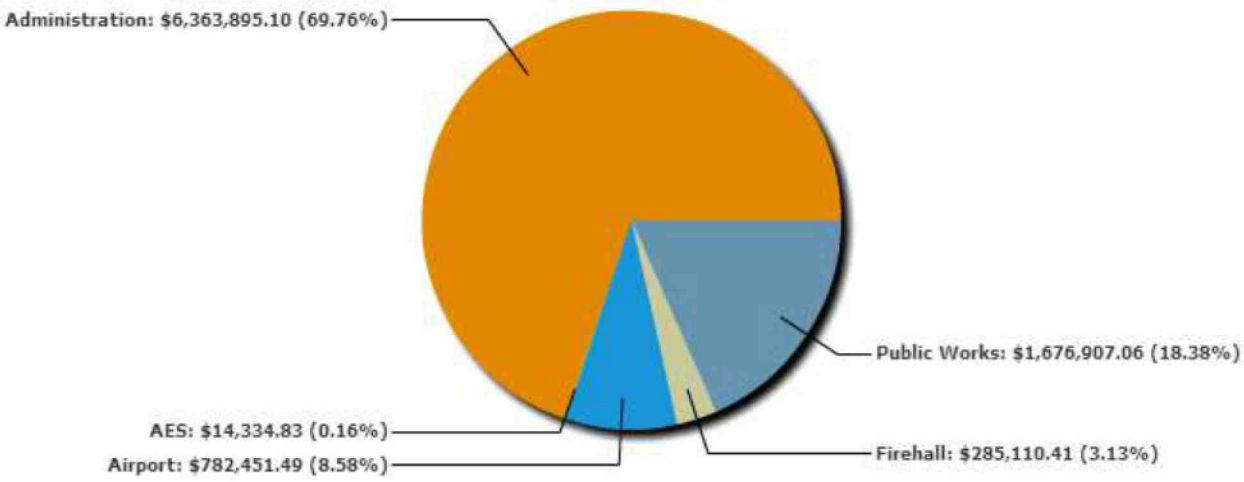
The estimated replacement value of the Municipal District's buildings, in 2015 dollars, is approximately $9 million. The cost per household for the buildings network is $5,222 based on 1,747 households.

Building Replacement Value

Asset Type	Asset Component	Units	2015 Unit Replacement Cost	2015 Replacement Cost
Buildings	Administration Building	1	CPI Monthly	$6,363,895
	Agriculture and Environment Services Building	1	CPI Monthly	$14,335
	Airport Buildings	3	CPI Monthly	$782,451
	Fire Halls	2	CPI Monthly	$285,110
	Public Works Buildings	5	CPI Monthly	$1,676,907
				$9,122,699

The pie chart below provides a breakdown of each of the building replacement values.

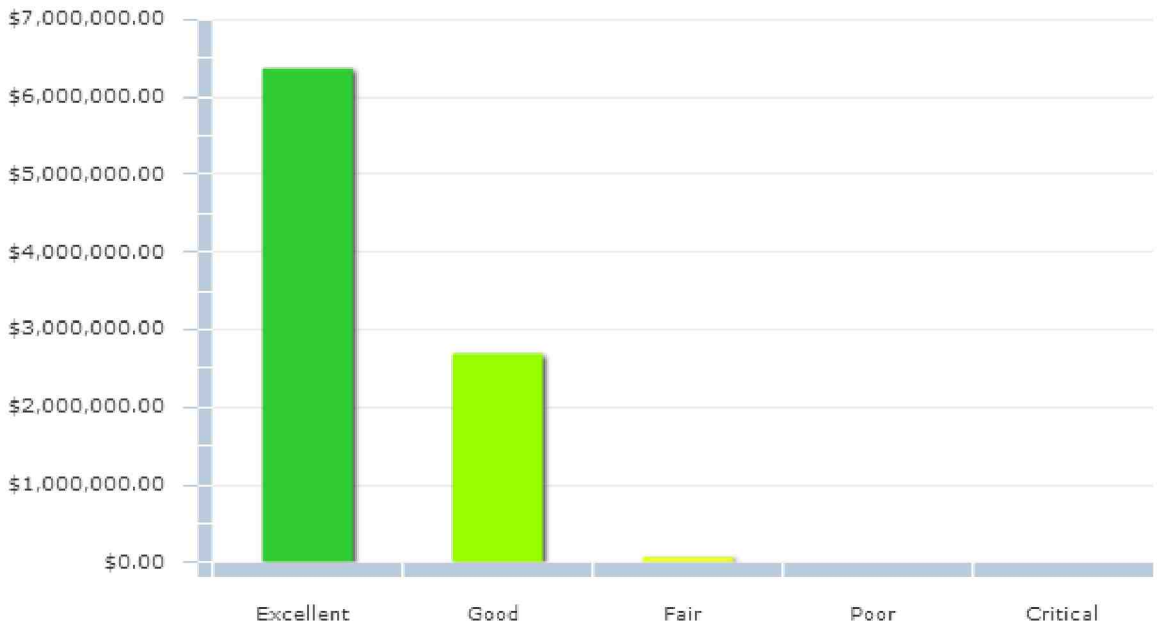
Buildings Replacement Value



3.9.3 What condition is it in?

Based on assessed conditions, 100% of the Municipal District's buildings are in fair to excellent condition. As such, the Municipal District received a Condition vs. Performance rating of 'B+'.

Building Conditions by Replacement Cost



3.9.4 What do we need to do to it?

There are generally four distinct phases in an asset's life cycle. These are presented at a high level for the facilities below. Further detail is provided in the "Asset Management Strategy" section of this AMP.

Addressing Asset Needs

Phase	Lifecycle Activity	Asset Age
Minor Maintenance	Planned activities such as inspections, monitoring, etc.	1st Qtr
Major Maintenance	Maintenance and repair activities, generally unplanned, however, anticipated activities that are included in the annual operating budget.	2nd Qtr
Rehabilitation	Major activities such as the upgrade or replacement of smaller individual facility components (e.g. windows)	3rd Qtr
Replacement	Complete replacement of asset components or a facility itself.	4th Qtr

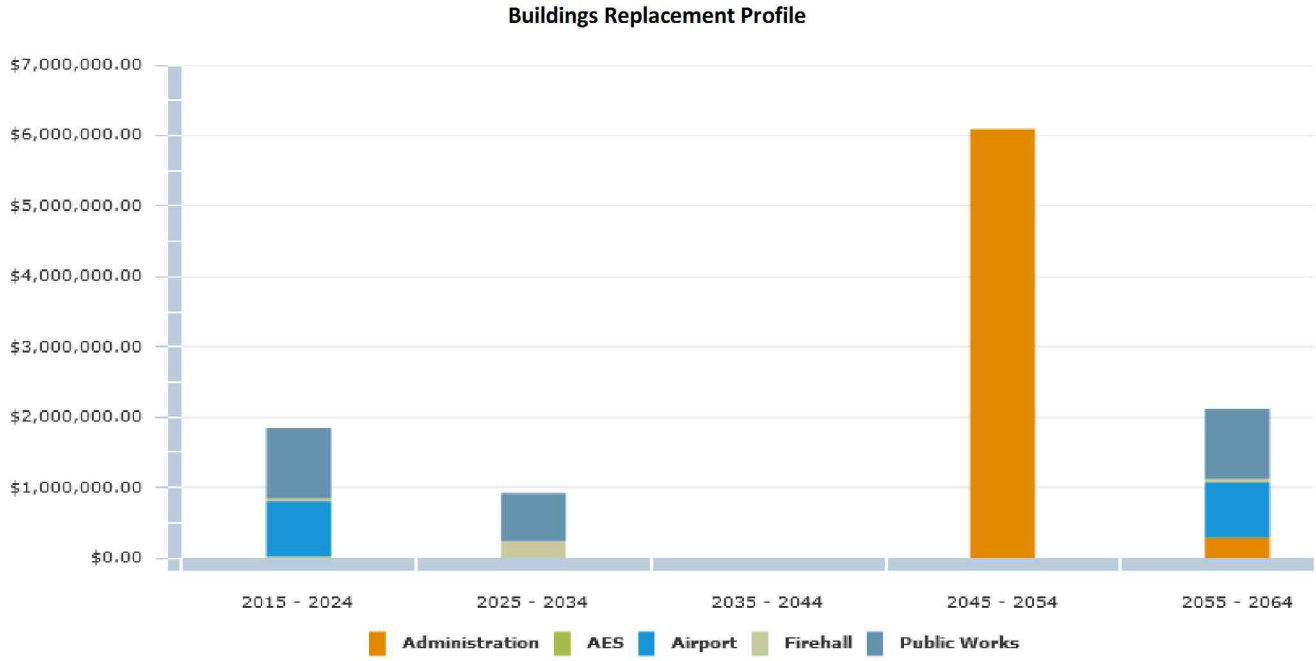
3.9.5 When do we need to do to it?

For the purpose of this report, 'useful life' data for each asset class was obtained from the accounting data within the CityWide software database. This proposed useful life is used to determine replacement needs of individual assets, which are calculated in the system as part of the overall financial requirements.

Asset Useful Life in Years

Asset Type	Asset Component	Useful Life in Years
Buildings	Administration Buildings	50
	Agriculture and Environment Services Buildings	40
	Airport Buildings	40
	Fire Halls	40
	Public Works Buildings	40

The following graph shows the current projection of building replacements based on assessed condition ratings.



3.9.6 How much money do we need?

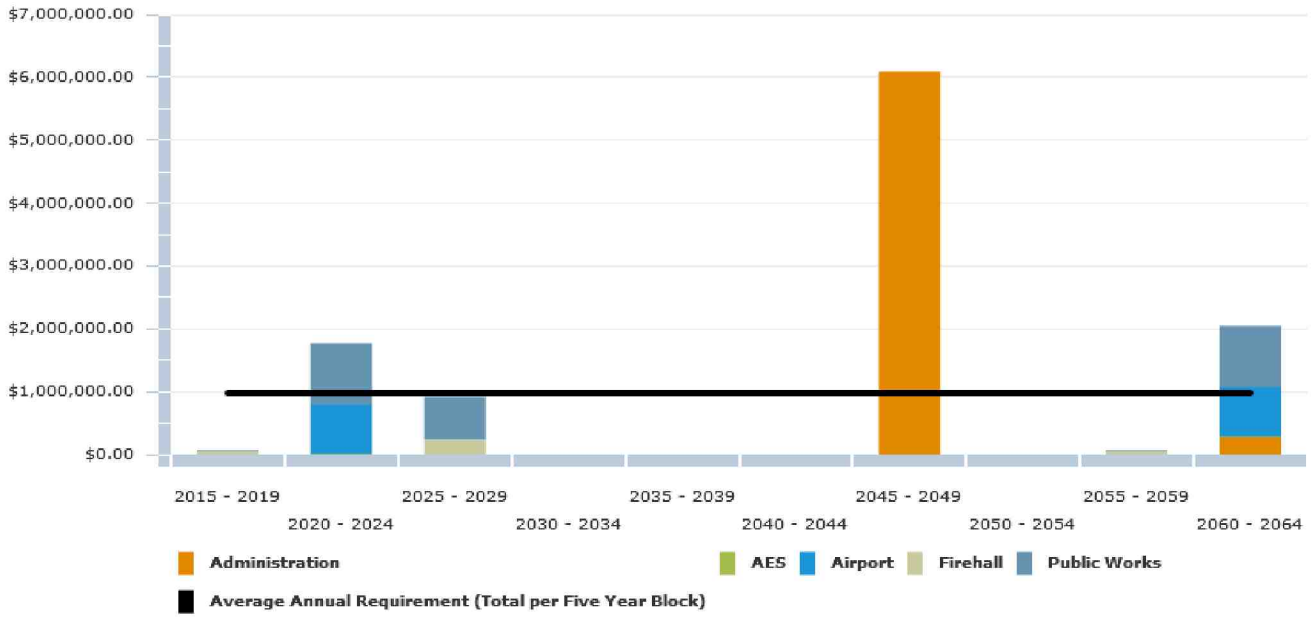
The analysis completed to determine capital revenue requirements was based on the following constraints and assumptions:

1. Replacement costs are based upon the "What is it worth" section above.
2. The timing for individual structure replacement was defined by the replacement year as described in the "When do you need to do it?" section above.
3. All values are presented in 2015 dollars.
4. The analysis was run for a 50 year period to ensure all assets cycled through at least one iteration of replacement, therefore providing a sustainable projection.

3.9.7 How do we reach sustainability?

Based upon the above assumptions, the average annual revenue required to sustain Pincher Creek No. 9's buildings is **$196,000**. Based on Pincher Creek No. 9's current annual funding available of **$0**, there is an annual **deficit of $196,000**. As such, the Municipal District received a Funding vs. Need rating of 'F'. The following graph presents five year blocks of expenditure requirements against the sustainable funding threshold line.

Sustainable Revenue Requirement per Five Year Block



In conclusion, the Municipal District's buildings, based on condition data, are primarily in excellent condition. However, there is a backlog of needs to be addressed within the next 5 years totaling approximately $67,000. A condition assessment program should be established to aid in prioritizing overall needs for rehabilitation and replacement and to assist with optimizing the long and short term budgets. Further detail is outlined within the "Asset Management Strategy" section of this AMP.

3.9.8 Recommendations

The Municipal District received an overall rating of 'D' for its buildings, calculated from the Condition vs. Performance and the Funding vs. Need ratings. Accordingly, we recommend the following:

1. A detailed study to define the current condition of the facilities and their components (structural, architectural, electrical, mechanical, site, etc.) should be undertaken, as described further within the "Asset Management Strategy" section of this AMP.

2. Once the above study is complete, a new performance age should be applied to each asset and an updated "current state of the infrastructure" analysis should be generated.

3. An appropriate % of asset replacement value should be used for operations and maintenance activities on an annual basis. This should be determined through a detailed analysis of O & M activities and be added to future AMP reporting.

4. The Infrastructure Report Card should be updated on an annual basis

3.10 Land Improvements

F

INFRASTRUCTURE REPORT CARD GRADE

3.10 Land Improvements

3.10.1 What do we own?

Pincher Creek No. 9 is responsible for the following land improvements:

Land Improvements Inventory		
Asset Type	Asset Component	Units
Land Improvements	Park (Lundbreck Patton Park)	1
	Tennis Court (Beaver Mines Tennis Court)	1

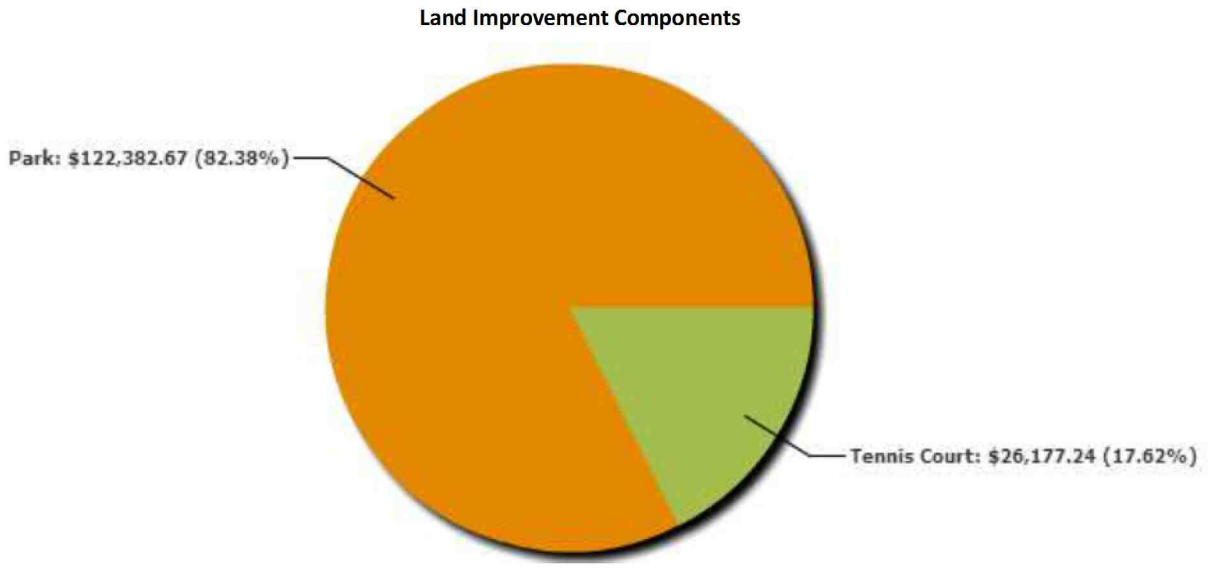
The land improvements data was extracted from the Tangible Capital Asset module of the CityWide software suite.

3.10.2 What is it worth?

The estimated replacement value of all land improvements, in 2015 dollars, is $148,560. The cost per household for the land improvements is $85 based on 1,747 households.

Land Improvements Replacement Value				
Asset Type	Asset Component	Units	2015 Unit Replacement Cost	2015 Overall Replacement Cost
Land Improvements	Park (Lundbreck Patton Park)	1	CPI Monthly	$122,383
	Tennis Court (Beaver Mines Tennis Court)	1	CPI Monthly	$26,177
				$148,560

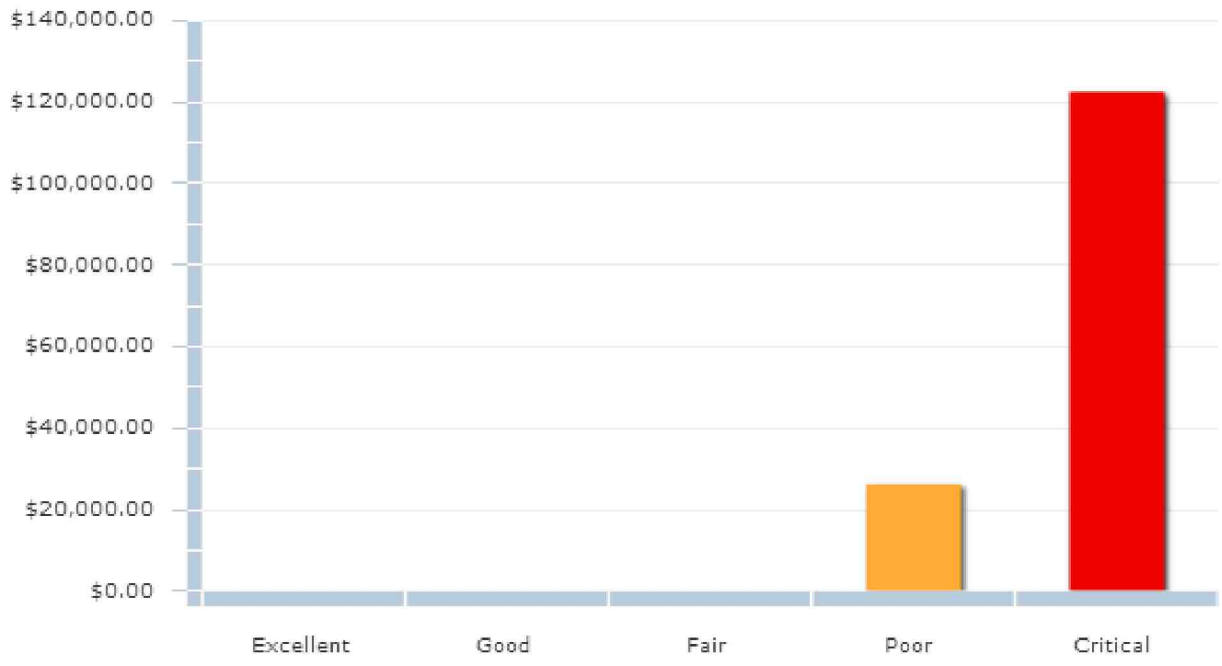
The pie chart below provides a breakdown of each of the network components to the overall system value.



3.10.3 What condition is it in?

Based on an asset age assessment only, 82% of the Municipal District's land improvements inventory is in critical condition. As such, the Municipal District received a Condition vs. Performance rating of 'F'

Land Improvements Condition by Replacement Cost Based on Age Condition Assessment



As field condition information becomes available in time, the data should be loaded into the CityWide system in order to increasingly have a more accurate picture of current asset age and condition, therefore, future replacement requirements.

3.10.4 What do we need to do to it?

There are generally four distinct phases in an asset's life cycle. These are presented at a high level for the land improvements below. Further detail is provided in the "Asset Management Strategy" section of this AMP.

Addressing Asset Needs

Phase	Lifecycle Activity	Asset Age
Minor Maintenance	Planned activities such as inspections, monitoring, etc.	1st Qtr
Major Maintenance	Maintenance and repair activities, generally unplanned, however, anticipated activities that are included in the annual operating budget.	2nd Qtr
Rehabilitation	Upgrades or rehabilitation of components to ensure continuation of service	3rd Qtr
Replacement	Full asset or component renewal or replacement	4th Qtr

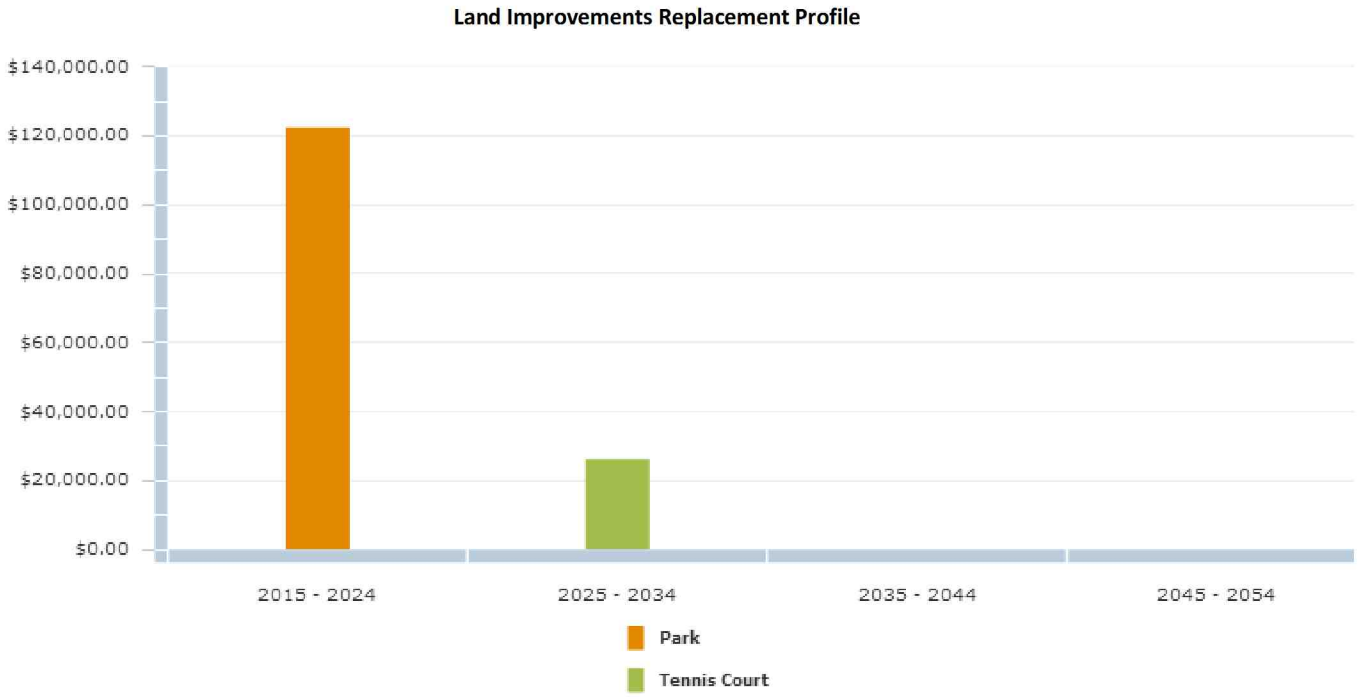
3.10.5 When do we need to do it?

For the purpose of this report "useful life" data for each asset class was obtained from the accounting data within the CityWide software database. This proposed useful life is used to determine replacement needs of individual assets, which are calculated in the system as part of the overall financial requirements.

Asset Useful Life in Years

Asset Type	Asset Component	Useful Life in Years
Land Improvements	Park (Lundbreck Patton Park)	40
	Tennis Court (Beaver Mines Tennis Court)	40

The following graph shows the current projection of land improvements inventory replacements based on the age of the assets only.



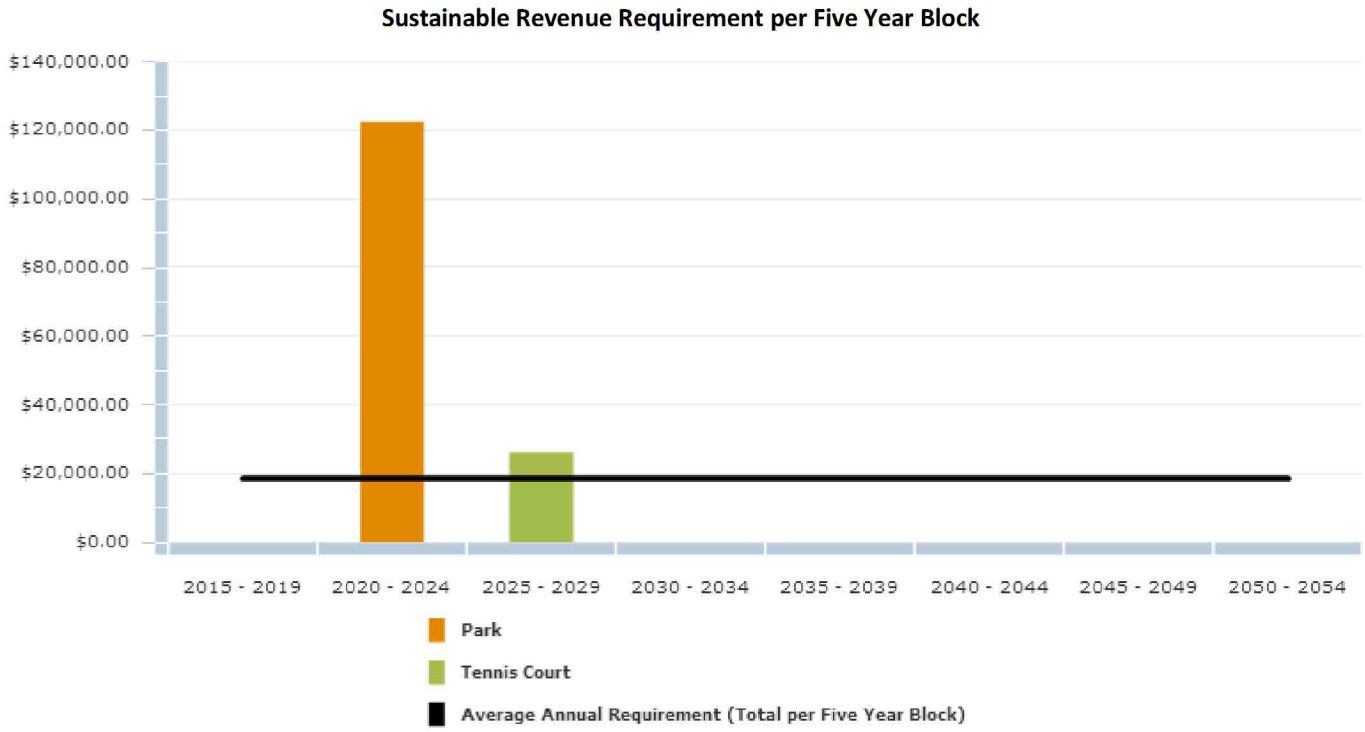
3.10.6 How much money do we need?

The analysis completed to determine capital revenue requirements was based on the following assumptions:

1. Replacement costs are based upon the unit costs identified within the "What is it worth" section above.
2. The timing for individual land improvement replacement was defined by the replacement year as described in the "When do you need to do it?" section above.
3. All values are presented in 2015 dollars.
4. The analysis was run for a 40 year period to ensure all assets went through at least one iteration of replacement, therefore providing a sustainable projection.

3.10.7 How do we reach sustainability?

Based upon the above assumptions, the average annual revenue required to sustain Pincher Creek No. 9's land improvements is approximately **$4,000**. Based on Pincher Creek No.9's current annual funding of **$0**, there is a **deficit of $4,000**. Given this deficit, the Municipal District received a Funding vs. Need rating of 'F'. The following graph presents five year blocks of expenditure requirements against the sustainable funding threshold line.



In conclusion, Pincher Creek No. 9's land improvements inventory, based on age data only, is in poor condition. There are no replacement needs to be addressed within the next 5 years, however, significant expenditures will be required within the 10 year window. A condition assessment program should be established to aid in prioritizing overall needs for rehabilitation and replacement and to assist with optimizing the long and short term budgets.

3.10.8 Recommendations

The Municipal District received an overall rating of 'F' for its land improvements class, calculated from the Condition vs. Performance and the Funding vs. Need ratings. Accordingly, we recommend the following:

1. A field condition assessment program should be established for the land improvements components to gain a better understanding of current condition and performance and to aid in prioritizing overall needs for rehabilitation and replacement and to assist with optimizing the long and short term budgets.
2. Once the above study is complete or underway, the data should be loaded into the CityWide software and an updated "current state of the infrastructure" analysis should be generated.
3. An appropriate % of asset replacement value should be used for operations and maintenance activities on an annual basis. This should be determined through a detailed analysis of O & M activities and be added to future AMP reporting.
4. The Infrastructure Report Card should be updated on an annual basis

3.11 Vehicles

B

INFRASTRUCTURE REPORT CARD GRADE

3.11 Vehicles

3.11.1 What do we own?

The inventory components of the vehicles category are outlined in the table below.

Vehicles		
Asset Type	Asset Component	Quantity/Units
Vehicles	Administration Vehicles	2
	Agricultural and Environment Services Vehicles	7
	Public Works Vehicles	25

The vehicle class data was extracted from the Tangible Capital Asset module of the CityWide software suite.

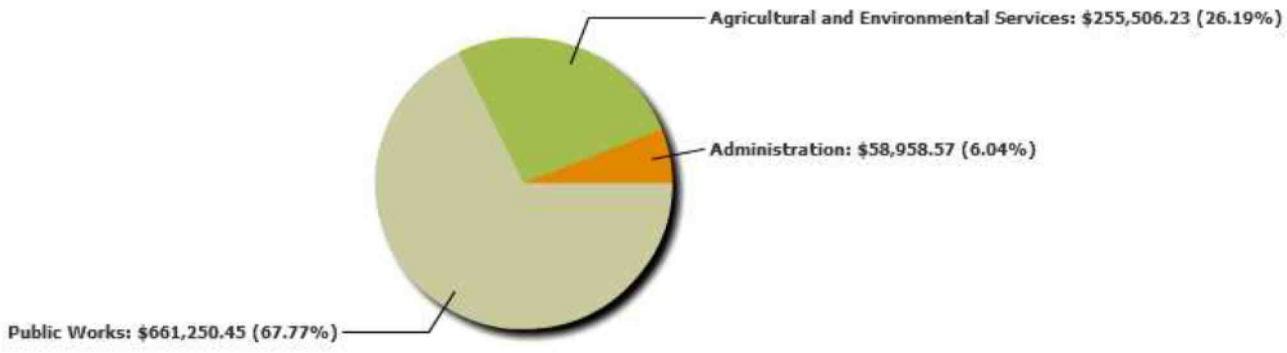
3.11.2 What is it worth?

The estimated replacement value of the vehicles class, in 2015 dollars, is $975,715. The cost per household for the vehicle class is $559 based on 1,747 households.

Vehicles Replacement Value				
Asset Type	Asset Component	Quantity/ Units	2015 Unit Replacement Cost	2015 Overall Replacement Cost
Vehicles	Administration	2	CPI Monthly	$58,959
	Agricultural and Environment Services	7	CPI Monthly	$255,506
	Public Works	25	CPI Monthly	$661,250
	Fire Vehicles	5	CPI Monthly	Not planned for replacement
				$975,715

The pie chart below provides a breakdown of each of the network components to the overall system value.

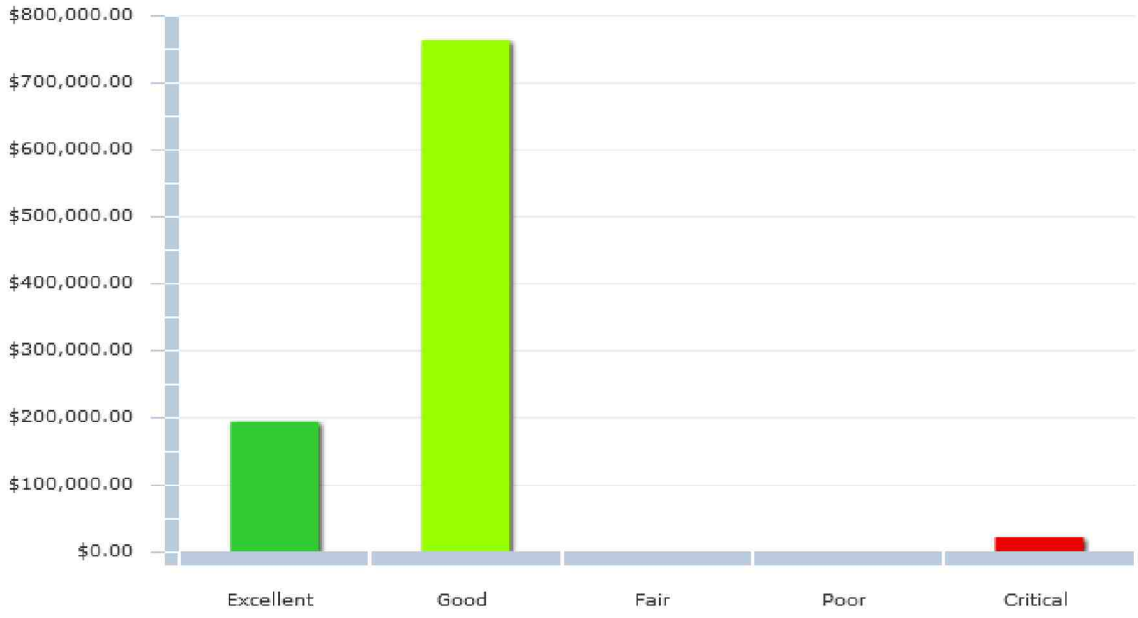
Vehicles Components



3.11.3 What condition is it in?

Based on condition analysis, approximately 98% of the Municipal District's vehicles is in excellent to good condition. As such, the Municipal District received a Condition vs. Performance rating of 'B'.

Vehicles Condition by Replacement Cost Based on Condition Assessment



3.11.4 What do we need to do to it?

There are generally four distinct phases in an asset's life cycle. These are presented at a high level for the vehicle class below. Further detail is provided in the "Asset Management Strategy" section of this AMP.

Addressing Asset Needs

Phase	Lifecycle Activity	Asset Age
Minor Maintenance	Planned activities such as inspections, monitoring, etc.	1st Qtr
Major Maintenance	Maintenance and repair activities – optimally anticipated activities that are included in the annual operating budget.	2nd Qtr
Rehabilitation	Upgrades or rehabilitation of components to ensure continuation of service	3rd Qtr
Replacement	Full asset or component renewal or replacement	4th Qtr

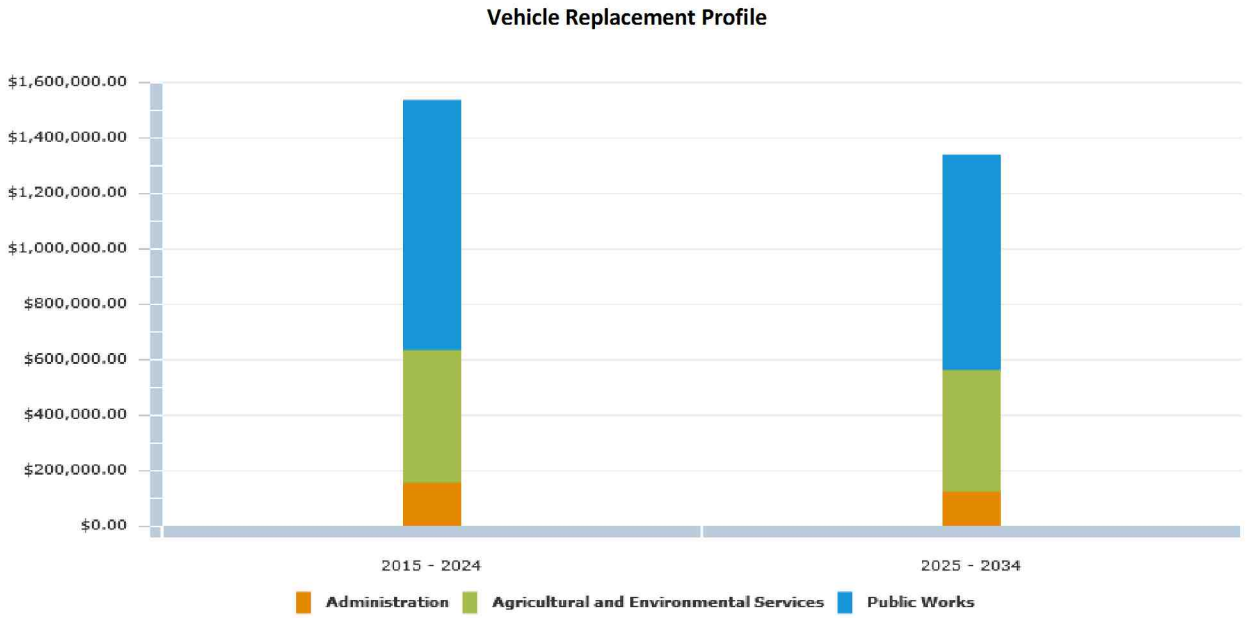
3.11.5 When do we need to do it?

For the purpose of this report "useful life" data for each asset class was obtained from the accounting data within the CityWide software database. This proposed useful life is used to determine replacement needs of individual assets, which are calculated in the system as part of the overall financial requirements.

Asset Useful Life in Years

Asset Type	Asset Component	Useful Life in Years
Vehicles	Administration	3 to 10
	Agricultural and Environment Services	5 to 10
	Public Works	3 to 20

The following graph shows the current projection vehicle replacements based on the condition assessment.



3.11.6 How much money do we need?

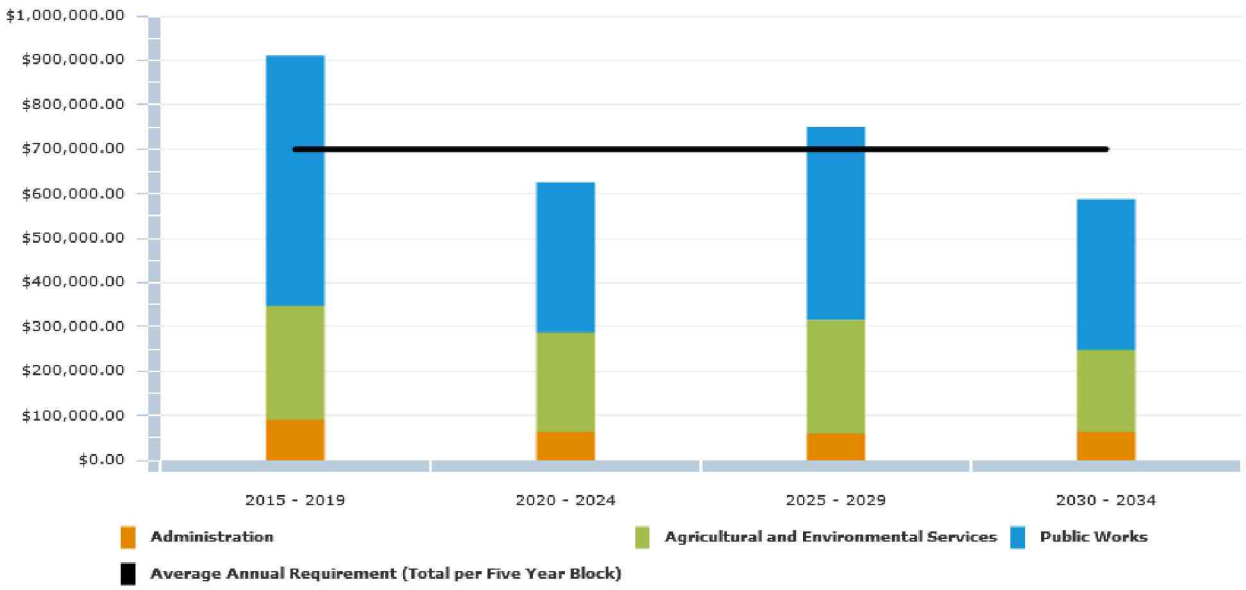
The analysis completed to determine capital revenue requirements was based on the following assumptions:

1. Replacement costs are based upon the unit costs identified within the "What is it worth" section above.
2. The timing for vehicle replacement was defined by the replacement year as described in the "When do you need to do it?" section above.
3. All values are presented in current (2015) dollars.
4. The analysis was run for a 20 year period to ensure all assets went through one iteration of replacement, therefore providing a sustainable projection.

3.11.7 How do we reach sustainability?

Based upon the above assumptions, the average annual revenue required to sustain Pincher Creek No. 9's vehicles class is approximately **$140,000**. Based on Pincher Creek No. 9's current annual funding of **$125,000**, there is an annual **deficit of $15,000**. As such, the Municipal District received a Funding vs. Need rating of 'B'.

Vehicles Replacement Profile per Five Year Block



In conclusion, 98% of Pincher Creek No. 9's vehicles based on condition assessment is in excellent to good condition. There are replacement needs to be addressed within the next 5 years totaling approximately $910,000. If not already in place a preventative maintenance and life cycle assessment program should be established for these assets to aid in prioritizing overall needs for rehabilitation and replacement and to assist with optimizing the long and short term budgets. Further detail is outlined within the "asset management strategy" section of this AMP.

3.11.8 Recommendations

The Municipal District received an overall rating of 'B' for its vehicles class, calculated from the Condition vs. Performance and the Funding vs. Need ratings. Accordingly, we recommend the following:

1. A preventative maintenance and life cycle assessment program should be established for the vehicles class to gain a better understanding of current condition and performance as outlined further within the "Asset Management Strategy" section of this AMP.

2. Once the above studies are complete or underway, the data should be loaded into the CityWide software and an updated "current state of the infrastructure" analysis should be generated.

3. An appropriate % of asset replacement value should be used for operations and maintenance activities on an annual basis. This should be determined through a detailed analysis of O & M activities and be added to future AMP reporting.

4. The Infrastructure Report Card should be updated on an annual basis.

3.12 Machinery and Equipment

C

INFRASTRUCTURE REPORT CARD GRADE

3.12 Machinery and Equipment

3.12.1 What do we own?

The inventory components of the machinery and equipment category are outlined in the table below.

Machinery and Equipment Inventory		
Asset Type	Asset Component	Quantity/Units
Machinery and Equipment	Administration Equipment & Computer System	21
	Agricultural and Environmental Services Equipment	21
	Public Works Equipment	75
	Other	3

The equipment class data was extracted from the Tangible Capital Asset module of the CityWide software suite.

3.12.2 What is it worth?

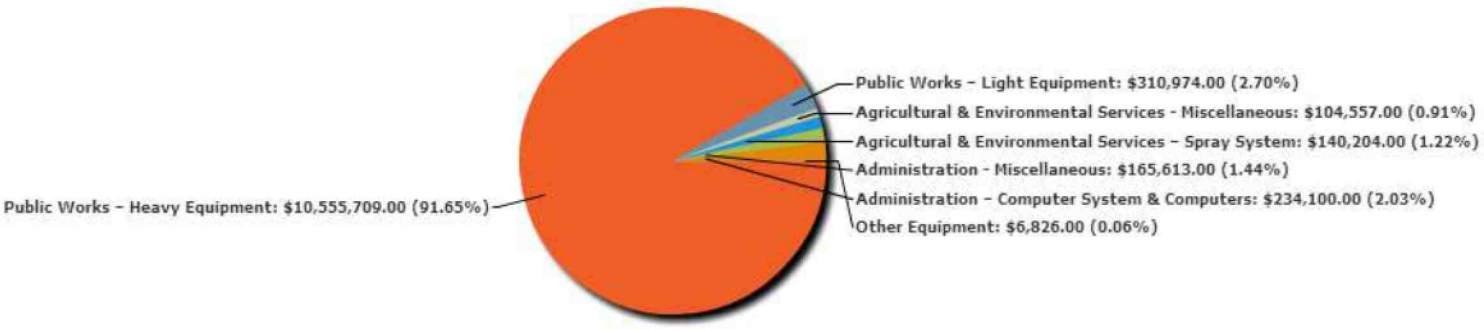
The estimated replacement value of the machinery and equipment class, in 2015 dollars, is $11.5 million. The cost per household for the machinery and equipment class is $6,593 based on 1,747 households.

Machinery and Equipment Replacement Value				
Asset Type	Asset Component	Quantity/ Units	2015 Unit Replacement Cost	2015 Overall Replacement Cost
Machinery and Equipment	Administration - Furniture	3	CPI Monthly	Not Planned For Replacement
	Administration – Computer System & Computers	6	CPI Monthly	$234,100
	Administration - Miscellaneous	12	CPI Monthly	$165,613
	Agricultural & Environmental Services – Spray System	12	CPI Monthly	$140,204
	Agricultural & Environmental Services - Miscellaneous	9	CPI Monthly	$104,557
	Public Works – Light Equipment	18	CPI Monthly	$310,974
	Public Works – Heavy Equipment	56	CPI Monthly	$10,555,709
	Other[7]	3	CPI Monthly	$6,826
				$11,517,983

[7] Runway Rotating Beacon

The pie chart below provides a breakdown of each of the network components to the overall system value.

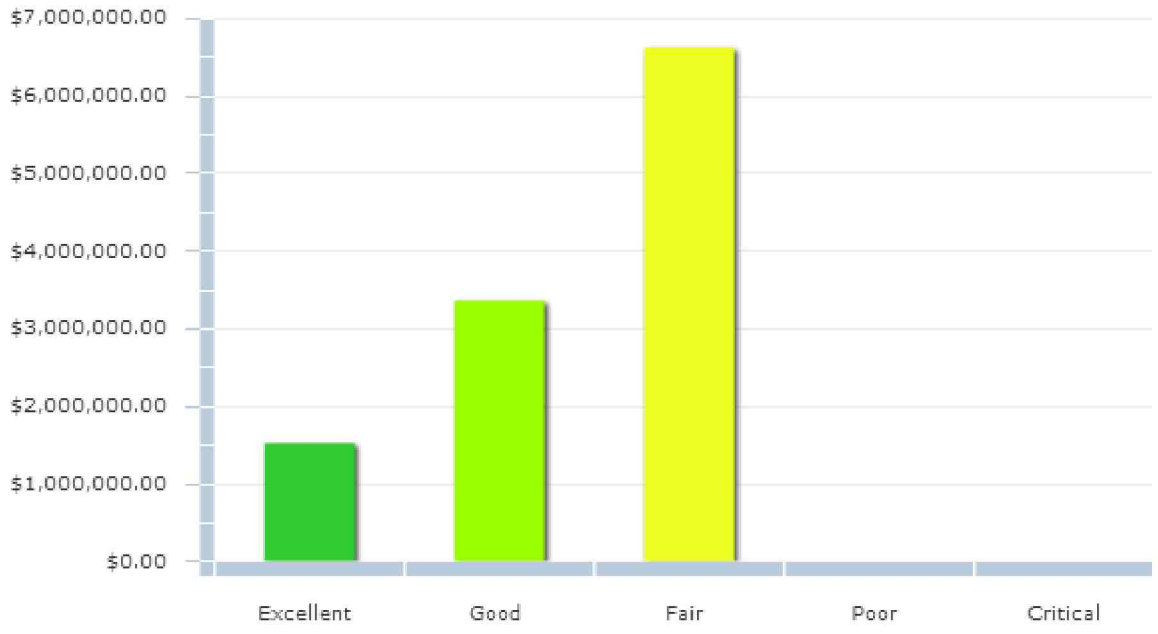
Machinery and Equipment Components



3.12.3 What condition is it in?

Based on a combination of age and condition assessments, 100% of the Municipal District's machinery and equipment is in excellent to fair condition. As such, the Municipal District received a Condition vs. Performance rating of 'C'.

Machinery & Equipment Condition by Replacement Cost Based on Age Base Assessment



3.12.4 What do we need to do to it?

There are generally four distinct phases in an asset's life cycle. These are presented at a high level for the machinery and equipment class below. Further detail is provided in the "Asset Management Strategy" section of this AMP.

Addressing Asset Needs

Phase	Lifecycle Activity	Asset Age
Minor Maintenance	Planned activities such as inspections, monitoring, etc.	1st Qtr
Major Maintenance	Maintenance and repair activities – optimally anticipated activities that are included in the annual operating budget.	2nd Qtr
Rehabilitation	Upgrades or rehabilitation of components to ensure continuation of service	3rd Qtr
Replacement	Full asset or component renewal or replacement	4th Qtr

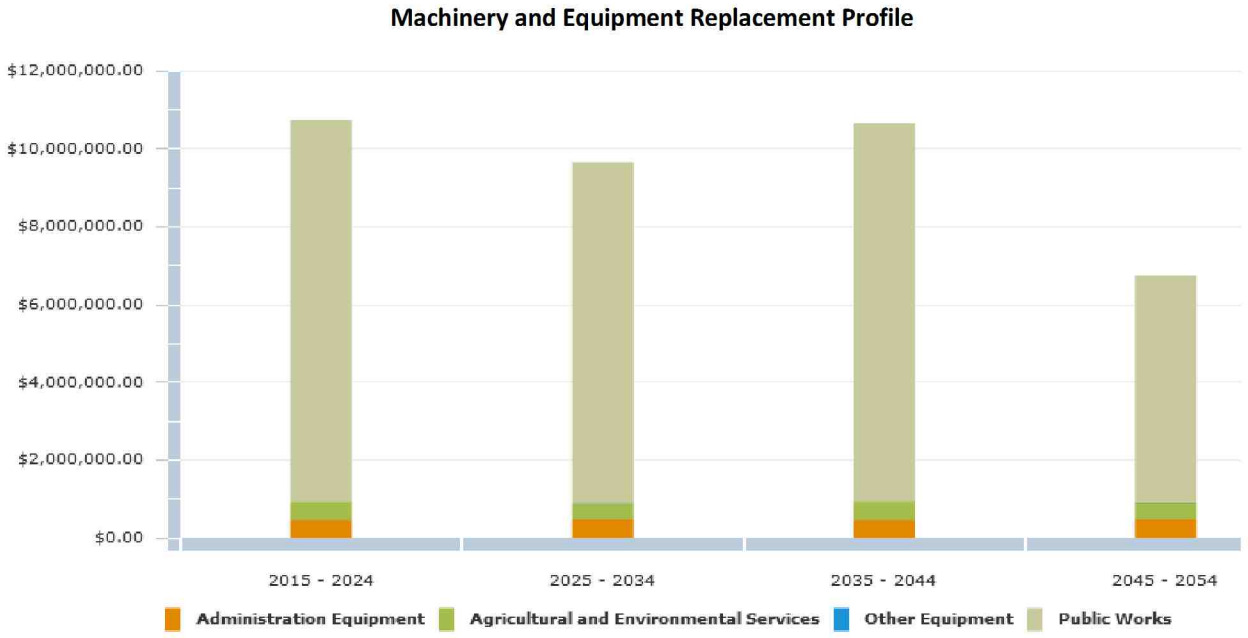
3.12.5 When do we need to do it?

For the purpose of this report, "useful life" data for each asset class was obtained from the accounting data within the CityWide software database. This proposed useful life is used to determine replacement needs of individual assets, which are calculated in the system as part of the overall financial requirements.

Asset Useful Life in Years

Asset Type	Asset Component	Useful Life in Years
Machinery and Equipment	Administration - Furniture	15 to 20
	Administration – Computer System & Computers	3 to 10
	Administration - Miscellaneous	3 to 20
	Agricultural & Environmental Services – Spray System	5 to 10
	Agricultural & Environmental Services - Miscellaneous	3 to 20
	Public Works – Light Equipment	5 to 20
	Public Works – Heavy Equipment	5 to 35
	Public Works - Miscellaneous	10
	Other	10 to 40

The following graph shows the current projection of machinery and equipment replacements based on a combination of age and condition assessments of the assets. Please note that the frequency of use and assessed condition are primary factors for Pincher Creek No. 9 when considering replacement.



3.12.6 How much money do we need?

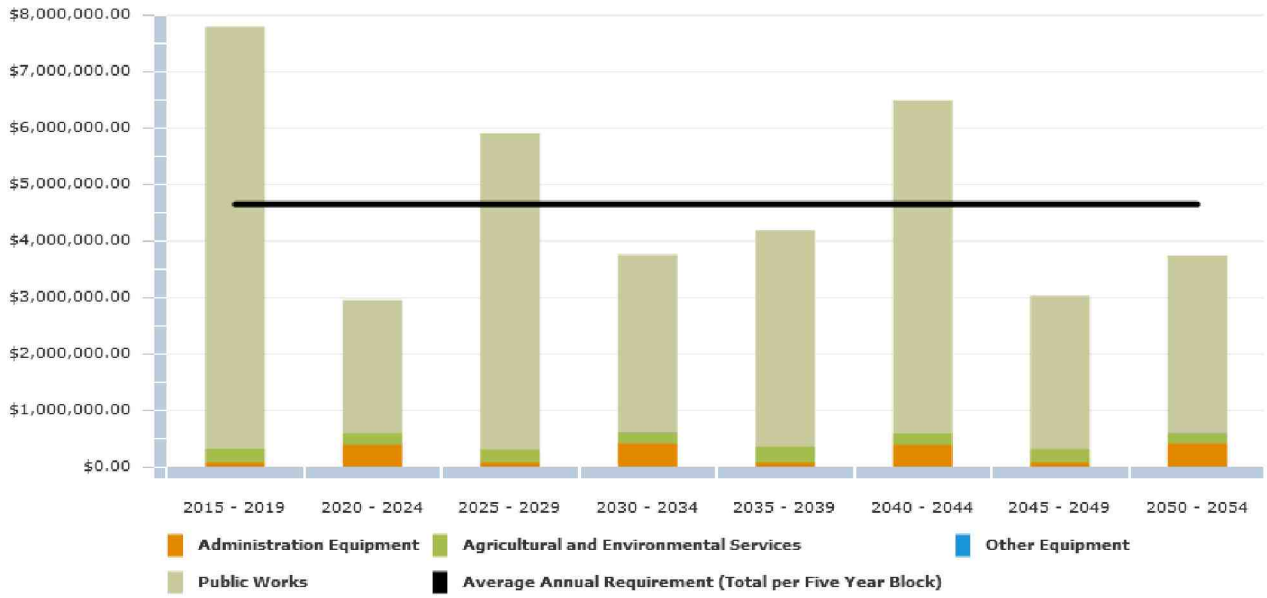
The analysis completed to determine capital revenue requirements was based on the following assumptions:

1. Replacement costs are based upon the unit costs identified within the "What is it worth" section above.
2. The timing for individual machinery and equipment replacement was defined by the replacement year as described in the "When do you need to do it?" section above.
3. All values are presented in current (2015) dollars.
4. The analysis was run for a 40 year period to ensure all assets went through one iteration of replacement, therefore providing a sustainable projection.

3.12.7 How do we reach sustainability?

Based upon the above assumptions, the average annual revenue required to sustain Pincher Creek No. 9's equipment class is approximately **$928,000**. Based on Pincher Creek No. 9's current annual funding of **$620,000** there is an annual **deficit of $308,000**. As such, the Municipal District received a Funding vs. Need rating of 'C'.

Machinery and Equipment Replacement Profile per Five Year Block



In conclusion, Pincher Creek No. 9's machinery and equipment, based on a combination of age data and field condition assessments, is primarily in fair to excellent condition.

3.12.8 Recommendations

The Municipal District received an overall rating of 'C' for its machinery and equipment class, calculated from the Condition vs. Performance and the Funding vs. Need ratings. Accordingly, we recommend the following:

1. A preventative maintenance and life cycle assessment program should be established for the machinery and equipment class to gain a better understanding of current condition and performance and to aid in prioritizing overall needs for rehabilitation and replacement and to assist with optimizing the long and short term budgets.

2. Once the above studies are complete or underway, the data should be loaded into the CityWide software and an updated "current state of the infrastructure" analysis should be generated.

3. An appropriate % of asset replacement value should be used for operations and maintenance activities on an annual basis. This should be determined through a detailed analysis of O & M activities and be added to future AMP reporting.

4. The Infrastructure Report Card should be updated on an annual basis.

4.0 Infrastructure Report Card

CUMULATIVE GPA

C

Infrastructure Report Card

The Municipal District of Pincher Creek No. 9

1. Each asset category was rated on two key, equally weighted (50/50) dimensions: Condition vs. Performance, and Funding vs. Need.
2. See the "What condition is it in?" section for details on the grade of each asset category on the Condition vs. Performance dimension.
3. See the "How do we reach sustainability?" section for details on the grade of each asset category on the Funding vs. Need dimension.
4. The 'Overall Rating' below is the average of the two ratings.

Asset Category	Condition vs. Performance	Funding vs. Need	Overall Grade	Comments
Road Network	**B+**	**A**	**B+**	The vast majority, 64%, of the Municipal District's road network is in excellent condition. The average annual revenue required to sustain Pincher Creek No. 9's paved road network is approximately **$0**. Based on Pincher Creek No. 9's current annual funding of **$0**, there is an annual **deficit of $0.**
Bridges & Culverts	**C+**	**A**	**B**	The Municipal District's bridges & culverts are generally in excellent to fair condition. The average annual revenue required to sustain Pincher Creek No. 9's bridges & culverts is **$579,000**. Based on Pincher Creek No. 9's current annual funding of **$750,000**, there is an annual **surplus of $171,000.**
Water Network	**B+**	**F**	**D**	100% of the Municipal District's water lines and facilities (based on replacement cost) are in fair to excellent condition. The average annual revenue required to sustain Pincher Creek No. 9's water network is approximately **$359,000**. Based on Pincher Creek No. 9's current annual funding of **$56,000**, there is a **deficit of $303,000**.
Sanitary Sewer Network	**B+**	**A**	**B+**	100% of the Municipal District's sanitary sewer network are in excellent to good condition. The average annual revenue required to sustain Pincher Creek No. 9's sanitary sewer network is approximately **$86,000**. Based on Pincher Creek No. 9's current annual funding of **$85,000**, there is an annual **deficit of $1,000.**

Asset Category	Condition vs. Performance	Funding vs. Need	Overall Grade	Comments
Buildings	**B+**	**F**	**D**	All of the Municipal District's buildings are in fair to excellent condition. The average annual revenue required to sustain Pincher Creek No. 9's buildings is **$196,000**. Based on Pincher Creek No. 9's current annual funding of **$0**, there is an annual **deficit of $196,000**.
Land Improvement	**F**	**F**	**F**	82% of the Municipal District's land improvement is in critical condition. The average annual revenue required to sustain Pincher Creek No. 9's land improvement is approximately **$4,000**. Based on Pincher Creek No. 9's current annual funding of **$0**, there is a **deficit of $4,000.**
Vehicles	**B**	**B**	**B**	98% of the Municipal District's vehicles is in good to excellent condition. The average annual revenue required to sustain Pincher Creek No. 9's vehicle class is approximately **$140,000**. Based on Pincher Creek No. 9's current annual funding of **$125,000**, there is an annual **deficit of $15,000.**
Machinery and Equipment	**C**	**C**	**C**	All of the Municipal District's machinery and equipment is in fair to excellent condition. The average annual revenue required to sustain Pincher Creek No. 9's equipment class is approximately **$928,000**. Based on Pincher Creek No. 9's current annual funding of **$620,000**, there is an annual **deficit of $308,000.**

5.0 Desired Levels of Service

Desired levels of service are high level indicators, comprising many factors, as listed below that establish defined quality thresholds at which municipal services should be supplied to the community. They support the organization's strategic goals and are based on customer expectations, statutory requirements, standards, and the financial capacity of a Municipal District to deliver those levels of service.

Levels of Service are used:

- to inform customers of the proposed type and level of service to be offered;
- to identify the costs and benefits of the services offered;
- to assess suitability, affordability and equity of the services offered;
- as a measure of the effectiveness of the asset management plan
- as a focus for the AM strategies developed to deliver the required level of service

In order for a Municipal District to establish a desired level of service, it will be important to review the key factors involved in the delivery of that service, and the interactions between those factors. In addition, it will be important to establish some key performance metrics and track them over an annual cycle to gain a better understanding of the current level of service supplied.

Within this first Asset Management Plan, key factors affecting level of service will be outlined below and some key performance indicators for each asset type will be outlined for further review. This will provide a framework and starting point from which the Municipal District can determine future desired levels of service for each general capital and infrastructure class.

5.1 Key factors that influence a level of service:

- Strategic and Corporate Goals
- Legislative Requirements
- Expected Asset Performance
- Community Expectations
- Availability of Finances

5.1.1 Strategic and Corporate Goals

Infrastructure levels of service can be influenced by strategic and corporate goals. Strategic plans spell out where an organization wants to go, how it's going to get there, and helps decide how and where to allocate resources, ensuring alignment to the strategic priorities and objectives . It will help identify priorities and guide how municipal tax dollars and revenues are spent into the future. The level of importance that a community's vision is dependent upon infrastructure, will ultimately affect the levels of service provided or those levels that it ultimately aspires to deliver.

5.1.2 Legislative Requirements

Infrastructure levels of service are directly influenced by many legislative and regulatory requirements. For instance, the Safe Drinking Water Act, the Minimum Maintenance Standards for municipal highways, building codes are all legislative requirements that prevent levels of service from declining below a certain standard.

5.1.3 Expected Asset Performance

A level of service will be affected by current asset condition, and performance and limitations in regards to safety, capacity, and the ability to meet regulatory and environmental requirements. In addition, the design life of the asset, the maintenance items required, the rehabilitation or replacement schedule of the asset, and the total costs, are all critical factors that will affect the level of service that can be provided.

5.1.4 Community Expectations

Levels of services are directly related to the expectations that the general public has from the infrastructure. For example, the public will have a qualitative opinion on what an acceptable road looks like, and a quantitative one on how long it should take to travel between two locations. Infrastructure costs are projected to increase dramatically in the future, therefore it is essential that the public is not only

consulted, but also be educated, and ultimately make choices with respect to the service levels that they wish to pay for.

5.1.5 Availability of Finances

Availability of finances will ultimately control all aspects of a desired level of service. Ideally, these funds must be sufficient to achieve corporate goals, meet legislative requirements, address an asset's life cycle needs, and meet community expectations. Levels of service will be dictated by availability of funds or elected officials' ability to increase funds, or the community's willingness to pay.

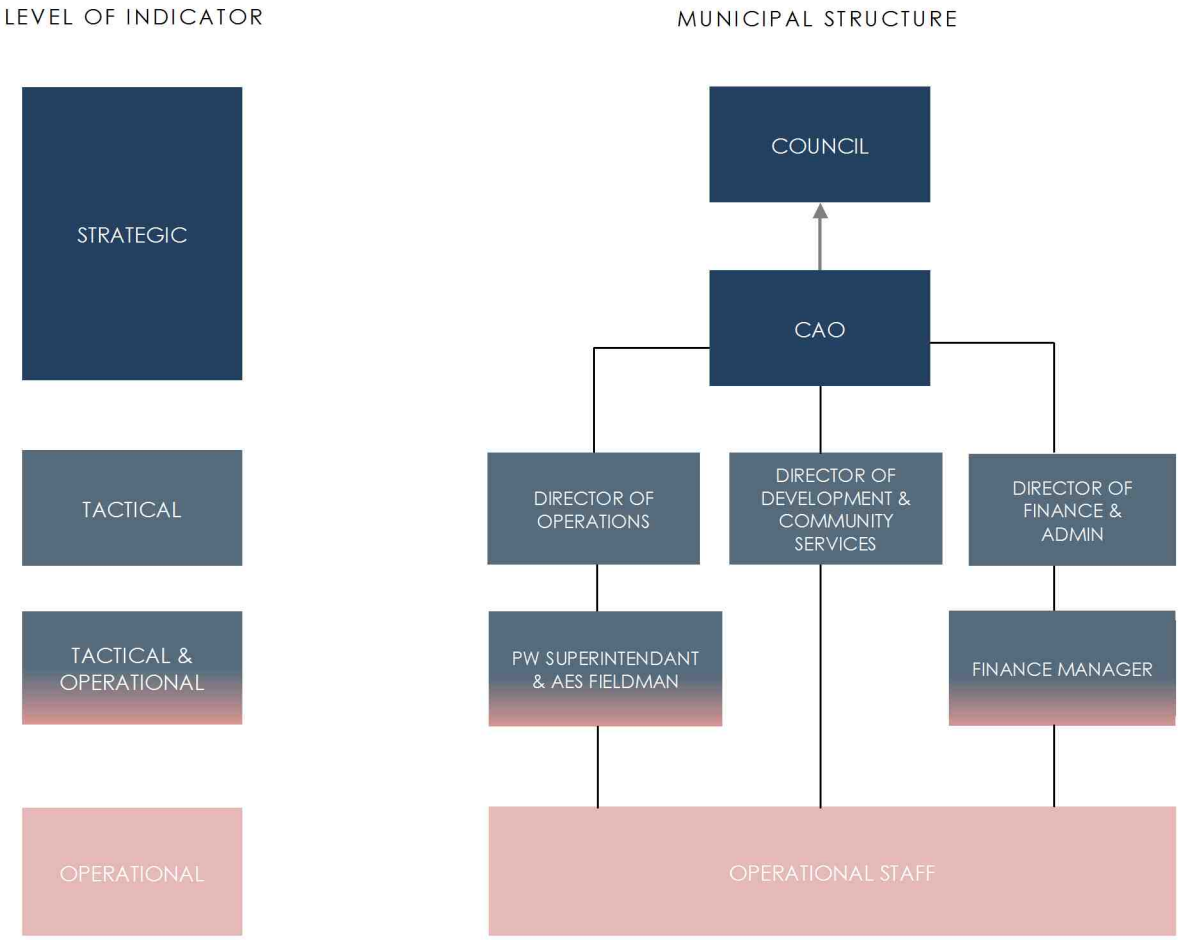
5.2 Key Performance Indicators

Performance measures or key performance indicators (KPIs) that track levels of service should be specific, measurable, achievable, relevant, and timebound (SMART). Many good performance measures can be established and tracked through the CityWide suite of software products. In this way, through automation, results can be reviewed on an annual basis and adjustments can be made to the overall asset management plan, including the desired level of service targets.

In establishing measures, a good rule of thumb to remember is that maintenance activities ensure the performance of an asset and prevent premature aging, whereas rehab activities extend the life of an asset. Replacement activities, by definition, renew the life of an asset. In addition, these activities are constrained by resource availability (in particular, finances) and strategic plan objectives. Therefore, performance measures should not just be established for operating and maintenance activities, but also for the strategic, financial, and tactical levels of the asset management program. This will assist all levels of program delivery to review their performance as part of the overall level of service provided.

This is a very similar approach to the "balanced score card" methodology, in which financial and non-financial measures are established and reviewed to determine whether current performance meets expectations. The "balanced score card", by design, links day to day operations activities to tactical and strategic priorities in order to achieve an overall goal, or in this case, a desired level of service.

The structure of accountability and level of indicator with this type of process is represented in the following table, modified from the InfraGuide's best practice document, "Developing Indicators and Benchmarks" published in April 2003.



As a note, a caution should be raised over developing too many performance indicators that may result in data overload and lack of clarity. It is better to develop a select few that focus in on the targets of the asset management plan.

Outlined below for each infrastructure and general capital class is a suggested service description, suggested service scope, and suggested performance indicators. These should be reviewed and updated in each iteration of the AMP.

5.3 Transportation Services

5.3.1 Service Description

The Municipal District's transportation network comprises approximately 1,180 centreline km of road, of which approximately 1,157 km are gravel and other hard surface sections and 23 km are paved roads. The transport network also includes 2 km of airport runway and 1.3 km of taxiways.

Together, the above infrastructure enables the Municipal District to deliver transportation and pedestrian facility services and give people a range of options for moving about in a safe and efficient manner.

5.3.2 Scope of Services

- **Movement** – providing for the movement of people and goods.
- **Access** – providing access to residential, commercial, and industrial properties and other community amenities.
- **Recreation** –providing for recreational use, such as walking, cycling, or special events such as parades.

5.3.3 Performance Indicators (reported annually)

Performance Indicators (reported annually)	
Strategic Indicators	■ percentage of total reinvestment compared to asset replacement value ■ completion of strategic plan objectives (related to transportation)
Financial Indicators	■ annual revenues compared to annual expenditures ■ annual replacement value depreciation compared to annual expenditures ■ total cost of borrowing compared to total cost of service ■ revenue required to maintain annual network growth
Tactical Indicators	■ percentage of road network rehabilitated / reconstructed ■ value of bridge / large culvert structures rehabilitated or reconstructed ■ overall road condition index as a percentage of desired condition index ■ overall bridge condition index as a percentage of desired condition index ■ annual adjustment in condition indexes ■ annual percentage of network growth ■ percent of paved road lane km where the condition is rated poor or critical ■ number of bridge / large culvert structures where the condition is rated poor or critical ■ percentage of road network replacement value spent on operations and maintenance ■ percentage of bridge / large culvert structures replacement value spent on operations and maintenance
Operational Indicators	■ percentage of road network inspected within last 5 years ■ percentage of bridge / large culvert structures inspected within last two years ■ operating costs for paved roads per lane km ■ operating costs for gravel roads per lane km ■ operating costs for bridge / large culvert structures per square meter ■ number of customer requests received annually ■ percentage of customer requests responded to within 24 hours

5.4 Water / Sanitary Networks

5.4.1 Service Description

The Municipal District's water distribution network comprises at least 5 km of water lines & facilities. The waste water network comprises approximately 4.5 km of sewer mains as part of the overall system and 1 lagoon.

Together, the above infrastructure enables the Municipal District to deliver a potable water distribution service, and a waste water service to the residents of the Municipal District.

5.4.2 Scope of services

- The provision of clean safe drinking water through a distribution network of water mains and pumps.
- The removal of waste water through a collection network of sanitary sewer mains.
- The removal of storm water through a collection network of storm sewer mains, and catch basins

5.4.3 Performance Indicators (reported annually)

Performance Indicators (reported annually)	
Strategic Indicators	■ Percentage of total reinvestment compared to asset replacement value ■ Completion of strategic plan objectives (related water / sanitary / storm)
Financial Indicators	■ Annual revenues compared to annual expenditures ■ Annual replacement value depreciation compared to annual expenditures ■ Total cost of borrowing compared to total cost of service ■ Revenue required to maintain annual network growth ■ Lost revenue from system outages
Tactical Indicators	■ Percentage of water / sanitary / storm network rehabilitated / reconstructed ■ Overall water / sanitary / storm network condition index as a percentage of desired condition index ■ Annual adjustment in condition indexes ■ Annual percentage of growth in water / sanitary / storm network ■ Percentage of mains where the condition is rated poor or critical for each network ■ Percentage of water / sanitary / storm network replacement value spent on operations and maintenance
Operational Indicators	■ Percentage of water / sanitary / storm network inspected ■ Operating costs for the collection of wastewater per kilometre of main. ■ Number of wastewater main backups per 100 kilometres of main ■ Operating costs for storm water management (collection, treatment, and disposal) per kilometre of drainage system. ■ Operating costs for the distribution/ transmission of drinking water per kilometre of water distribution pipe. ■ Number of days when a boil water advisory issued by the medical officer of health, applicable to a municipal water supply, was in effect. ■ Number of water main breaks per 100 kilometres of water distribution pipe in a year. ■ Number of customer requests received annually per water / sanitary / storm networks ■ Percentage of customer requests responded to within 24 hours per water / sanitary / storm network

5.5 Buildings

5.5.1 Service Description

Pincher Creek No. 9's buildings enable the Municipal District to perform administrative functions and also provide public safety, social, cultural, and recreational amenities for the community at large.

5.5.2 Scope of services

- Administrative (municipal offices)
- Social (community centers and halls)
- Recreational (arenas and recreation centers)

5.5.3 Performance Indicators (reported annually)

Performance Indicators (reported annually)	
Strategic Indicators	■ Percentage of total reinvestment compared to asset replacement value ■ Completion of strategic plan objectives (related to facilities)
Financial Indicators	■ Annual revenues compared to annual expenditures ■ Annual replacement value depreciation compared to annual expenditures ■ Repair and maintenance cost per square meter ■ Energy, utility and water cost per square meter
Tactical Indicators	■ Percentage of component value replaced ■ Overall facility condition index as a percentage of desired condition index ■ Annual adjustment in condition indexes ■ Annual percentage of new facilities (square meter) ■ Percent of facilities rated poor or critical ■ Percentage of facilities replacement value spent on operations and maintenance
Operational Indicators	■ Percentage of facilities inspected within the last 5 years ■ Number/type of service requests ■ Percentage of customer requests responded to within 24 hours

5.6 Vehicles

5.6.1 Service Description

The Municipal District's diverse fleet of vehicles provides support to multiple departments as part of their delivery of various public programs and services to the citizens.

5.6.2 Performance Indicators (reported annually)

Performance Indicators (reported annually)	
Strategic Indicators	■ Percentage of total reinvestment compared to asset replacement value ■ Completion of strategic plan objectives (related to fleet)
Financial Indicators	■ Annual revenues compared to annual expenditures ■ Annual replacement value depreciation compared to annual expenditures ■ Operating and maintenance cost per fleet category ■ Fuel costs per fleet category
Tactical Indicators	■ Percentage of all vehicles replaced ■ Average age of fleet vehicles ■ Percent of vehicles rated poor or critical ■ Percentage of fleet replacement value spent on operations and maintenance
Operational Indicators	■ Average downtime per fleet category ■ Average utilization per fleet category and/or each vehicle ■ Ratio of preventative maintenance repairs vs reactive repairs ■ Percent of vehicles that received preventative maintenance ■ Number/type of service requests ■ Percentage of customer requests responded to within 24 hours

6.0 Asset Management Strategy

6.1 Objective

To outline and establish a set of planned actions, based on best practice, that will enable the assets to provide a desired and sustainable level of service, while managing risk, at the lowest life cycle cost.

The Asset Management Strategy will develop an implementation process that can be applied to the needs identification and prioritization of renewal, rehabilitation, and maintenance activities. This will assist in the production of a 10 year plan, including growth projections, to ensure the best overall health and performance of the municipality's general capital and infrastructure.

This section includes an overview of condition assessment techniques for each asset class; the life cycle interventions required, including interventions with the best ROI; and prioritization techniques, including risk, to determine which priority projects should move forward into the budget first.

6.2 Non-Infrastructure Solutions and Requirements

The Municipal District should explore, as requested through the provincial requirements, which non-infrastructure solutions should be incorporated into the budgets for the road, water, sewer (sanitary and storm), and bridges & culverts programs. Non-Infrastructure solutions are such items as studies, policies, condition assessments, consultation exercises, etc. that could potentially extend the life of assets or lower total asset program costs in the future.

Typical solutions for a municipality or a municipal district include linking the asset management plan to the strategic plan, growth and demand management studies, infrastructure master plans, better integrated infrastructure and land use planning, public consultation on levels of service, and condition assessment programs. As part of future asset management plans, a review of these requirements should take place, and a portion of the capital budget should be dedicated for these items in each programs budget.

It is recommended, under this category of solutions, that the Municipal District implement holistic condition assessment programs for their road, water, sanitary, and storm sewer networks. This will lead to higher understanding of general capital and infrastructure needs, enhanced budget prioritization methodologies, and a clearer path of what is required to achieve sustainable general capital and infrastructure programs.

6.3 Condition Assessment Programs

The foundation of good asset management practice is based on having comprehensive and reliable information on the current condition of the infrastructure. Municipalities need to have a clear understanding regarding performance and condition of their assets, as all management decisions regarding future expenditures and field activities should be based on this knowledge. An incomplete understanding about an asset may lead to its premature failure or premature replacement.

Some benefits of holistic condition assessment programs within the overall asset management process are listed below:

- Understanding of overall network condition leads to better management practices
- Allows for the establishment of rehabilitation programs
- Prevents future failures and provides liability protection
- Potential reduction in operation / maintenance costs
- Accurate current asset valuation
- Allows for the establishment of risk assessment programs
- Establishes proactive repair schedules and preventive maintenance programs
- Avoids unnecessary expenditures

- Extends asset service life therefore improving level of service
- Improves financial transparency and accountability
- Enables accurate asset reporting which, in turn, enables better decision making

Condition assessment can involve different forms of analysis such as subjective opinion, mathematical models, or variations thereof, and can be completed through a very detailed or very cursory approach.

When establishing the condition assessment of an entire asset class, the cursory approach (metrics such as good, fair, poor, critical) is used. This will be a less expensive approach when applied to thousands of assets, yet will still provide up to date information, and will allow for detailed assessment or follow up inspections on those assets captured as poor or critical condition later.

The following section outlines condition assessment programs available for road, bridge, sewer, and water networks that would be useful for the municipality.

6.3.1 Pavement Network Inspections

Typical industry pavement inspections are performed by consulting firms using specialised assessment vehicles equipped with various electronic sensors and data capture equipment. The vehicles will drive the entire road network and typically collect two different types of inspection data – surface distress data and roughness data.

Surface distress data involves the collection of multiple industry standard surface distresses, which are captured either electronically, using sensing detection equipment mounted on the van, or visually, by the van's inspection crew. Examples of surface distresses are:

- **For asphalt surfaces**
  alligator cracking; distortion; excessive crown; flushing; longitudinal cracking; map cracking; patching; edge cracking; potholes; ravelling; rippling; transverse cracking; wheel track rutting

- **For concrete surfaces**
  coarse aggregate loss; corner 'C' and 'D' cracking; distortion; joint faulting; joint sealant loss; joint spalling; linear cracking; patching; polishing; potholes; ravelling; scaling; transverse cracking

Roughness data capture involves the measurement of the roughness of the road, measured by lasers that are mounted on the inspection van's bumper, calibrated to an international roughness index.

Most firms will deliver this data to the client in a database format complete with engineering algorithms and weighting factors to produce an overall condition index for each segment of roadway. This type of scoring database is ideal for upload into the CityWide software database, in order to tag each road with a present condition and then further life cycle analysis to determine what activity should be completed on which road, in what timeframe, and to calculate the cost for the work will be completed within the CityWide system.

The above process is an excellent way to capture road condition as the inspection trucks will provide detailed surface and roughness data for each road segment, and often include video or street imagery. A very rough industry estimate of cost would be about $100 per centreline km of road, which means it would cost the Municipal District approximately $2,300 for the 23 centreline km of paved road network.

Another option for a cursory level of condition assessment is for municipal road crews to perform simple windshield surveys as part of their regular patrol. Many municipalities have created data collection inspection forms to assist this process and to standardize what presence of defects would constitute a good, fair, poor, or critical score. Lacking any other data for the complete road network, this can still be seen as a good method and will assist greatly with the overall management of the road network. The CityWide Works software has a road patrol component built in that could capture this type of inspection data during road patrols in the field, enabling later analysis of rehabilitation and replacement needs for budget development.

It is recommended that the municipality establish a pavement condition assessment program and that a portion of capital funding is dedicated to this.

6.3.2 Bridges & Culverts (greater than 3m) Inspections

As bridge and large culvert structures are high liability assets, industry best practice dictates they should be assessed as follows:

Structure inspections should be performed by, or under the guidance of a structural engineer. It should be performed on a biennial basis (once every two years), and include information such as structure type, number of spans, span lengths, other key attribute data, detailed photo images, and structure element by element inspection, rating and recommendations for repair, rehabilitation, and replacement.

Although the MD of Pincher Creek currently has a 10 year needs list, the best approach in developing that list would be to have the structural engineer who performs the inspections develop a maintenance requirements report, and rehabilitation and replacement requirements report as part of the overall assignment. In addition to refining the overall needs requirements, the structural engineer should identify those structures that will require more detailed investigations and non-destructive testing techniques. Examples of these investigations are:

- Detailed deck condition survey
- Non-destructive delamination survey of asphalt covered decks
- Substructure condition survey
- Detailed coating condition survey
- Underwater investigation
- Fatigue investigation
- Structure evaluation

Through the assessments and additional detailed investigations, a 10 year needs list will be developed for the Municipal District's bridges.

The 10 year needs list developed could then be further prioritized using risk management techniques to better allocate resources. Also, the results of the assessments for each structure, whether BCI (bridge condition index) or general condition (good, fair, poor, critical) should be entered into the CityWide software to update results and analysis for the development of the budget. **Please note that these suggested actions are currently part of Pincher Creek No. 9's current process.**

6.3.3 Sewer Network Inspections (Sanitary & Storm)

The most popular and practical type of sanitary and storm sewer assessment is the use of Closed Circuit Television Video (CCTV). The process involves a small robotic crawler vehicle with a CCTV camera attached that is lowered down a maintenance hole into the sewer main to be inspected. The vehicle and camera then travels the length of the pipe providing a live video feed to a truck on the road above where a technician / inspector records defects and information regarding the pipe. A wide range of construction or deterioration problems can be captured including open/displaced joints, presence of roots, infiltration & inflow, cracking, fracturing, exfiltration, collapse, deformation of pipe and more. Therefore, sewer CCTV inspection is a very good tool for locating and evaluating structural defects and general condition of underground pipes.

Even though CCTV is an excellent option for inspection of sewers it is a fairly costly process and does take significant time to inspect a large volume of pipes.

Another option in the industry today is the use of Zoom Camera equipment. This is very similar to traditional CCTV, however, a crawler vehicle is not used but in its place, a camera is lowered down a maintenance hole attached to a pole like a piece of equipment. The camera is then rotated towards each connecting pipe and the operator above progressively zooms in to record all defects and information about each pipe. The downside to this technique is the further down the pipe the image is zoomed, the less clarity is available to accurately record defects and measurement. The upside is the process is far quicker and significantly less expensive and an assessment of the manhole can be provided as well. Also, it is important to note that 80% of pipe deficiencies generally occur within 20 meters of each manhole. The following is a list of advantages of utilizing Zoom Camera technology:

- A time and cost efficient way of examining sewer systems;
- Problem areas can be quickly targeted;
- Can be complemented by a conventional camera (CCTV), if required afterwards;
- In a normal environment, 20 to 30 manholes can be inspected in a single day, covering more than 1,500 meters of pipe;
- Contrary to the conventional camera approach, cleaning and upstream flow control is not required prior to inspection;
- Normally detects 80% of pipe deficiencies, as most deficiencies generally occur within 20 meters of manholes.

The following table is based on general industry costs for traditional CCTV inspection and Zoom Camera inspection; however, costs should be verified through local contractors. It is for illustrative purposes only but supplies a general idea of the cost to inspect Pincher Creek No. 9's entire sanitary and storm networks.

Sanitary and Sewer Inspection Cost Estimates

Sewer Network	Assessment Activity	Cost	Metres of Main / # of Manholes	**Total**
Sanitary	Full CCTV	$10 (per m)	4,530 m	**$45,300**
	Zoom	$300 (per mh)	57 manholes*	**$17,100**

* *Sanitary manhole numbers estimated based on one man hole per 80 metres*

It can be seen from the above table that there is a significant cost savings achieved through the use of Zoom Camera technology. A good industry trend and best practice is to inspect the entire network using Zoom Camera technology and follow up on the poor and critical rated pipes with more detail using a full CCTV inspection. In this way, inspection expenditures are kept to a minimum, however, an accurate assessment on whether to rehabilitate or replace pipes will be provided for those with the greatest need.

It is recommended that the Municipal District establish a sewer condition assessment program and that a portion of capital funding is dedicated to this.

In addition to receiving a video and defect report of each pipe's CCTV or Zoom camera inspection, many companies can now provide a database of the inspection results, complete with scoring matrixes that provide an overall general condition score for each pipe segment that has been assessed. Typically pipes are scored from 1 – 5, with 1 being a relatively new pipe and 5 being a pipe at the end of its design life. This type of scoring database is ideal for upload into the CityWide software database, in order to tag each pipe with a present condition and then further life cycle analysis to determine what activity should be done to which pipe, in what timeframe, and to calculate the cost for the work will be completed by the CityWide system.

6.3.4 Water network inspections

Unlike sewer mains, it is very difficult to inspect water mains from the inside due to the high pressure flow of water constantly underway within the water network. Physical inspections require a disruption of service to residents, can be an expensive exercise, and are time consuming to set up. It is recommended practice that physical inspection of water mains typically only occurs for high risk, large transmission mains within the system, and only when there is a requirement. There are a number of high tech inspection techniques in the industry for large diameter pipes but these should be researched first for applicability as they are quite expensive. Examples are:

- Remote eddy field current (RFEC)
- Ultrasonic and acoustic techniques
- Impact echo (IE)
- Georadar

For the majority of pipes within the distribution network, gathering key information in regards to the main and its environment can supply the best method to determine a general condition. Key data that could be used, along with weighting factors, to determine an overall condition score are listed below.

- Age
- Material Type
- Breaks
- Hydrant Flow Inspections
- Soil Condition

Understanding the age of the pipe will determine useful life remaining, however, water mains fail for many other reasons than just age. The pipe material is important to know as different pipe types have different design lives and different deterioration profiles. Keeping a water main break history is one of the best analysis tools to predict future pipe failures and to assist with programming rehabilitation and replacement schedules. Also, most municipalities perform hydrant flow tests for fire flow prevention purposes. The readings from these tests can also help determine condition of the associated water main. If a hydrant has a relatively poor flow condition it could be indicative of a high degree of encrustation within the attached water main, which could then be flagged as a candidate for cleaning or possibly lining. Finally, soil condition is important to understand as certain soil types can be very aggressive at causing deterioration on certain pipe types.

It is recommended that the Municipal District develop a rating system for the mains within the distribution network based on the availability of key data, and that funds are budgeted for this development.

Also, it is recommended that the Municipal District utilize the CityWide Works application to track water main break work orders and hydrant flow inspection readings as a starting point to develop a future scoring database for each water main.

6.3.5 Facility inspections

The most popular and practical type of facility assessment involves qualified groups of trained industry professionals (engineers or architects) performing an analysis of the condition of a group of facilities, and their components, that may vary in terms of age, design, construction methods, and materials. This analysis can be done by walk-through inspection, mathematical modeling, or a combination of both. But the most accurate way of determining the condition requires a walk-through to collect baseline data.

The following 5 asset classifications are typically inspected:

- **Site Components –** property around the facility and includes the outdoor components such as utilities, signs, stairways, walkways, parking lots, fencing, courtyards and landscaping.
- **Structural Components –** physical components such as the foundations, walls, doors, windows, roofs.
- **Electrical Components –** all components that use or conduct electricity such as wiring, lighting, electric heaters, and fire alarm systems
- **Mechanical Components –** components that convey and utilize all non-electrical utilities within a facility such as gas pipes, furnaces, boilers, plumbing, ventilation, and fire extinguishing systems
- **Vertical movement –** components used for moving people between floors of buildings such as elevators, escalators and stair lifts.

The data collection on the above components typically includes: type and category of component; estimated age; current condition; estimated repair, rehabilitation or replacement date; and estimated cost for the repair, rehabilitation or replacement.

Once collected this type of information can be uploaded into the CityWide software database in order for short and long term repair, rehabilitation and replacement reports to be generated to assist with programming the short and long term maintenance and capital budgets.

In addition, reports can be generated for each facility that accumulate all current repair, rehabilitation and replacement requirements and generate a facility condition index (FCI) for the overall facility. This allows senior management to assess the overall state of the building portfolio and determine which facilities have the greatest overall needs.

The FCI of a facility is represented as a percentage and is calculated by taking the total renewal costs of components in a given year and dividing that figure by the total replacement value of the facility itself. A high FCI value reflects a high renewal requirement and therefore a poor condition facility.

A facility with an FCI of less than 5% is in good condition, between 5% and 10% is in fair condition, between 10% and 30% poor condition, and over 30% is considered critical condition.

$$\text{F. C. I. (Facility Condition Index)} = \frac{\text{Renewal Requirement in a Given Year}}{\text{Replacement Value of an Asset}}$$

Good < 5%, Fair 5 – 10%, Poor 10% - 30%, Critical > 30%

6.3.6 Parks and Open Spaces

There is currently no industry standard in place for the process or protocols in regards to the inspection of parks and their associated infrastructure. However, through the emergence of asset management as a discipline within North America, many municipalities are inspecting their parks with a similar approach to that of a facility condition inspection. The approach works well because the inspection is completed on a component by component basis. A facility has an external shell with many internal components that have unique life cycle requirements (i.e. foundation, windows, HVAC unit, etc.) and a park has an external boundary containing many internal components with unique life cycle requirements also (i.e. fences, pathways, bleachers, sport fields, etc.).
The park inspection will involve qualified groups of trained industry professionals (engineers or landscape architects) performing an analysis of the condition of a group of parks and their components. The most accurate way of determining the condition requires a walk-through to collect baseline data.

The following key asset classifications are typically inspected:

- **Physical Site Components –** physical components on the site of the park such as: fences, utilities, stairways, walkways, parking lots, irrigation systems, monuments, fountains.
- **Recreation Components –** physical components such as: playgrounds, bleachers, back stops, splash pads, and benches.
- **Land Site Components** – land components on the site of the park such as: landscaping, sports fields, trails, natural areas, and associated drainage systems.
- **Minor Park Facilities –** small facilities within the park site such as: sun shelters, washrooms, concession stands, change rooms, storage sheds.

The data collection on the above components typically includes: type and category of component; estimated life cycle; estimated age; current condition; estimated repair, rehabilitation or replacement date; and estimated cost for the repair, rehabilitation or replacement.

Once collected this type of information can be uploaded into the CityWide software database in order for short and long term repair, rehabilitation and replacement reports to be generated to assist with programming the short and long term maintenance and capital budgets.

In addition, reports can be generated for each park that accumulate all current repair, rehabilitation and replacement requirements and generate a park condition index (PCI) for the overall park. This allows senior management to assess the overall state of the park portfolio and determine which parks have the greatest overall needs.

The PCI of a park is represented as a percentage and is calculated by taking the total renewal costs of components in a given year and dividing that figure by the total replacement value of the park itself. A high PCI value reflects a high renewal requirement and therefore a poor condition park.

A park with a PCI of less than 5% is in good condition, between 5% and 10% is in fair condition, between 10% and 30% poor condition, and over 30% is considered critical condition.

$$\text{P. C. I. (Park Condition Index)} = \frac{\text{Renewal Requirement in a Given Year}}{\text{Replacement Value of an Asset}}$$

Good < 5%, Fair 5 – 10%, Poor 10% - 30%, Critical > 30%

6.3.7 Fleet (Vehicles) Inspections and Maintenance

The typical approach to optimizing the maintenance expenditures of a corporate fleet of vehicles is through routine vehicle inspections, routine vehicle servicing, and an established routine preventative maintenance program.

Most, if not all, makes and models of vehicles are supplied with maintenance manuals that define the appropriate schedules and routines for typical maintenance and servicing and also more detailed restoration or rehabilitation protocols.

The primary goal of good vehicle maintenance is to avoid or mitigate the consequence of failure of equipment or parts. An established preventative maintenance program serves to ensure this, as it will consist of scheduled inspections and follow up repairs of vehicles and equipment in order to decrease breakdowns and excessive downtimes.

A good preventative maintenance program will include partial or complete overhauls of equipment at specific periods, including oil changes, lubrications, fluid changes and so on. In addition, workers can record equipment or part deterioration so they can schedule to replace or repair worn parts before they fail. The ideal preventative maintenance program would move further and further away from reactive repairs and instead towards the prevention of all equipment failure before it occurs.

Once a good preventative maintenance program is defined and scheduled for various categories and types of vehicles, it becomes essential to have good software tools to track the scheduling and performance of the overall program. There are municipal maintenance software programs, such as CityWide, that are ideal for this purpose as they are designed to enable public works departments to prioritize, schedule and track projects including preventative maintenance schedules. In addition these software applications typically calculate resources utilized, inventory consumed, as well as direct and indirect labour, and will provide full management reporting.

It is recommended that a preventative maintenance routine is defined and established for all fleet vehicles and that a software application such as Citywide is utilized for the overall management of the program.

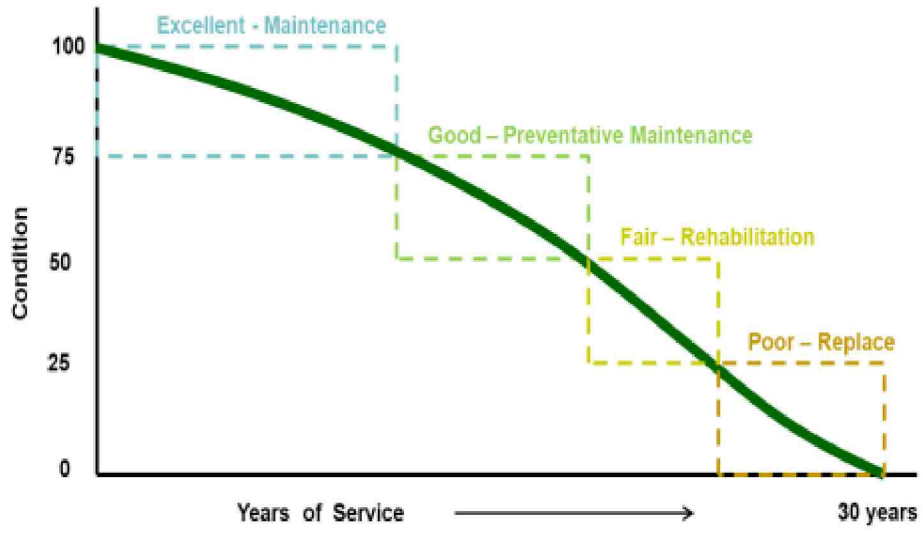
6.4 AM Strategy – Life Cycle Analysis Framework

An industry review was conducted to determine which life cycle activities can be applied at the appropriate time in an asset's life, to provide the greatest additional life at the lowest cost. In the asset management industry, this is simply put as doing the right thing to the right asset at the right time. If these techniques are applied across entire asset networks or portfolios (e.g., the entire road network), the Municipal District could gain the best overall asset condition while expending the lowest total cost for those programs.

6.4.1 Paved Roads

The following analysis has been conducted at a fairly high level, using industry standard activities and costs for paved roads. With future updates of this Asset Management Strategy, the Municipal District may wish to run the same analysis with a detailed review of municipality activities used for roads and the associated local costs for those work activities. All of this information can be input into the CityWide software suite in order to perform updated financial analysis as more detailed information becomes available.

The following diagram depicts a general deterioration profile of a road with a 30 year life.



As shown above, during the road's life cycle there are various windows available for work activity that will maintain or extend the life of the asset. These windows are: maintenance; preventative maintenance; rehabilitation; and replacement or reconstruction.

The windows or thresholds for when certain work activities should be applied to also coincide approximately with the condition state of the asset as shown below:

Asset Condition and Related Work Activity: Paved Roads

Condition	Condition Range	Work Activity
Excellent condition (Maintenance only phase)	100-76	■ maintenance only
Good Condition (Preventative maintenance phase)	75 - 51	■ crack sealing ■ emulsions
Fair Condition (Rehabilitation phase)	50 -26	■ resurface - mill & pave ■ resurface - asphalt overlay ■ single & double surface treatment (for rural roads)
Poor Condition (Reconstruction phase)	25 - 1	■ reconstruct - pulverize and pave ■ reconstruct - full surface and base reconstruction
Critical Condition (Reconstruction phase)	0	■ critical includes assets beyond their useful lives which make up the backlog. They require the same interventions as the "poor" category above.

With future updates of this Asset Management Strategy the Municipal District may wish to review the above condition ranges and thresholds for when certain types of work activity occur, and adjust to better suit the Municipal District's work program. Also note: when adjusting these thresholds, it actually adjusts the level of service provided and ultimately changes the amount of money required. These threshold and condition ranges can be easily updated with the CityWide software suite and an updated financial analysis can be calculated.

The table below outlines the costs for various road activities, the added life obtained for each, the condition range at which they should be applied, and the cost of 1 year added life for each (cost of activity / added life) in order to present an apples to apples comparison.

Road Lifecycle Activity Options

Treatment	Average Unit Cost (per sq. m)	Added Life (Years)	Condition Range	Cost Of Activity/Added Life
Urban Reconstruction	$205	30	25 - 0	$6.83
Urban Resurfacing	$84	15	50 - 26	$5.60
Rural Reconstruction	$135	30	25 - 0	$4.50
Rural Resurfacing	$40	15	50 - 26	$2.67
Double Surface Treatment	$25	10	50 - 26	$2.50
Routing & Crack Sealing (P.M)	$2	3	75 - 51	$0.67

As can be seen in the table above, preventative maintenance activities such as routing and crack sealing have the lowest associated cost (per sq. m) in order to obtain one year of added life. Of course, preventative maintenance activities can only be applied to a road at a relatively early point in the life cycle. It is recommended that the Municipal District engage in an active preventative maintenance program for all paved roads and that a portion of the maintenance budget is allocated to this.

Also, rehabilitation activities, such as urban and rural resurfacing or double surface treatments (tar and chip) for rural roads have a lower cost to obtain each year of added life than full reconstruction activities. It is recommended, if not in place already, that the Municipal District engages in an active rehabilitation program for urban and rural paved roads and that a portion of the capital budget is dedicated to this.

Of course, in order to implement the above programs it will be important to also establish a general condition score for each road segment, established through standard condition assessment protocols as previously described.

It is important to note that a "worst first" budget approach, whereby no life cycle activities other than reconstruction at the end of a roads life are applied, will result in the most costly method of managing a road network overall.

6.4.2 Gravel Roads

The life cycle activities required for these roads are quite different from paved roads. Gravel roads require a cycle of perpetual maintenance, including general re-grading, reshaping of the crown and cross section, gravel spot and section replacement, dust abatement and ditch clearing and cleaning.

Gravel roads can require frequent maintenance, especially after wet periods and when accommodating increased traffic. Wheel motion shoves material to the outside (as well as in-between travelled lanes), leading to rutting, reduced water-runoff, and eventual road destruction if unchecked. This deterioration process is prevented if interrupted early enough, simple re-grading is sufficient, with material being pushed back into the proper profile.

As a high proportion of gravel roads can have a significant impact on the maintenance budget, it is recommended that with further updates of this asset management plan the municipality study the traffic volumes and maintenance requirements in more detail for its gravel road network.

Similar studies elsewhere have found converting certain roadways to paved roads can be very cost beneficial especially if frequent maintenance is required due to higher traffic volumes. Roads within the gravel network should be ranked and rated using the following criteria:

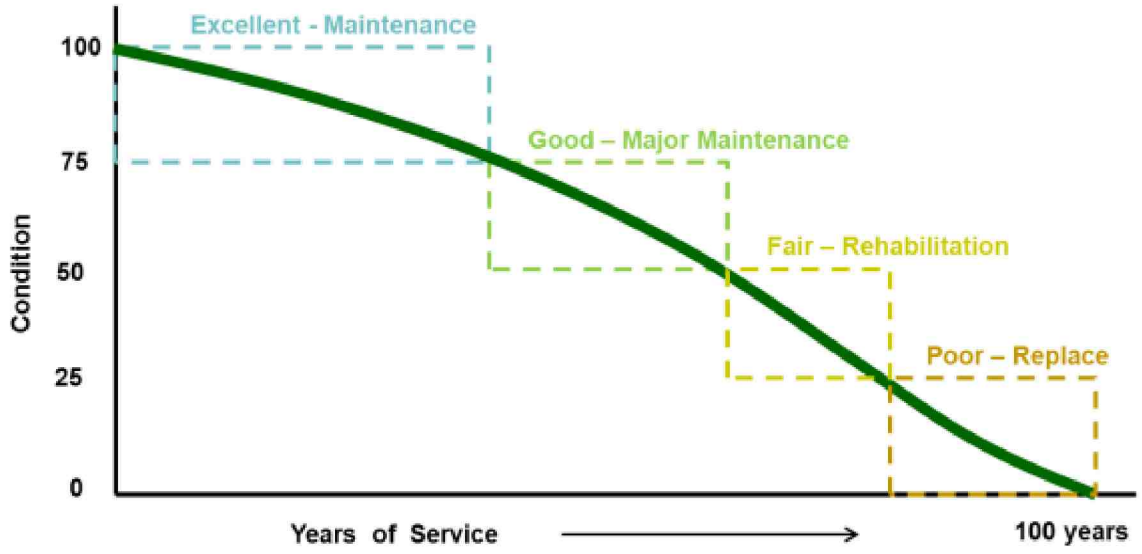
- Usage - traffic volumes and type of traffic
- Functional importance of the roadway
- Known safety issues
- Frequency of maintenance and overall expenditures required

Through the above type of analysis, a program could be introduced to convert certain gravel roadways into paved roads, reducing overall costs, and be brought forward into the long range budget.

6.4.3 Sanitary Sewers

The following analysis has been conducted at a fairly high level, using industry standard activities and costs for sanitary sewer rehabilitation and replacement. With future updates of this asset management strategy, the Municipal District may wish to run the same analysis with a detailed review of municipality activities used for sewer mains and the associated local costs for those work activities. All of this information can be input into the CityWide software suite in order to perform updated financial analysis as more detailed information becomes available.

The following diagram depicts a general deterioration profile of a sewer main with a 100 year life.



As shown above, during the sewer main's life cycle there are various windows available for work activity that will maintain or extend the life of the asset. These windows are: maintenance; major maintenance; rehabilitation; and replacement or reconstruction.

The windows or thresholds for when certain work activities should be applied also coincide approximately with the condition state of the asset as shown below:

Asset Condition and Related Work Activity: Sewer Main

Condition	Condition Range	Work Activity
Excellent condition (Maintenance only phase)	100-76	■ maintenance only (cleaning & flushing etc.)
Good Condition (Preventative maintenance phase)	75 - 51	■ manhole repairs ■ small pipe section repairs
Fair Condition (Rehabilitation phase)	50 -26	■ structural relining
Poor Condition (Reconstruction phase)	25 - 1	■ pipe replacement
Critical Condition (Reconstruction phase)	0	■ critical includes assets beyond their useful lives which make up the backlog. They require the same interventions as the "poor" category above.

With future updates of this Asset Management Strategy, the Municipal District may wish to review the above condition ranges and thresholds for when certain types of work activity occur, and adjust to better suit the Municipal District's work program. Also note: when adjusting these thresholds, it actually adjusts the level of service provided and ultimately changes the amount of money required. These threshold and condition ranges can be easily updated with the CityWide software suite and an updated financial analysis can be calculated. These adjustments will be an important component of future Asset Management Plans, as the province requires each Municipal District to present various management options within the financing plan.

The table below outlines the costs, by pipe diameter, for various sewer main rehabilitation (lining) and replacement activities. The columns display the added life obtained for each activity, the condition range at which they should be applied, and the cost of 1 year added life for each (cost of activity / added life) in order to present an apples to apples comparison.

Sewer Main Lifecycle Activity Options

Category	Cost (per m)	Added Life	Condition Range	1 year Added Life Cost (Cost / Added Life)
Structural Rehab (m)				
0 - 325mm	$174.69	75	50 - 75	$2.33
325 - 625mm	$283.92	75	50 - 75	$3.79
625 - 925mm	$1,857.11	75	50 - 75	$24.76
> 925mm	$1,771.34	75	50 - 75	$23.62
Replacement (m)				
0 - 325mm	$475.00	100	76 - 100	$4.75
325 - 625mm	$725.00	100	76 - 100	$7.25
625 - 925mm	$900.00	100	76 - 100	$9.00
> 925mm	$1,475.00	100	76 - 100	$14.75

As can be seen in the above table, structural rehabilitation or lining of sewer mains is an extremely cost effective industry activity and solution for pipes with a diameter less than 625mm. The unit cost of lining is approximately one third of replacement and the cost to obtain one year of added life is half the cost. For Pincher Creek No. 9, this diameter range would account for over 100% of sanitary sewer mains. Structural lining has been proven through industry testing to have a design life (useful life) of 75 years. However, it is believed that liners will probably obtain 100 years of life (the same as a new pipe).

For sewer mains with diameters greater than 625mm specialized liners are required and therefore the costs are no longer effective. It should be noted, however, that the industry is continually expanding its technology in this area and therefore future costs should be further reviewed for change and possible price reductions.

It is recommended, if not in place already, that the Municipal District engage in an active structural lining program for sanitary and storm sewer mains and that a portion of the capital budget be dedicated to this.

In order to implement the above, it will be important to also establish a condition assessment program to establish a condition score for each sewer main within the sanitary and storm collection networks, and therefore identify which pipes are good candidates for structural lining.

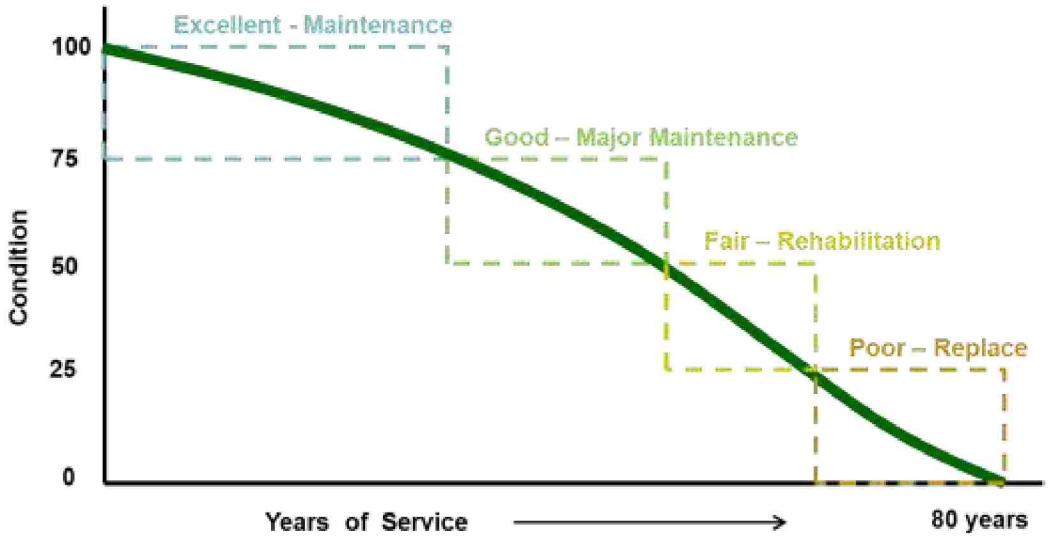
6.4.4 Bridges & Culverts (greater than 3m span)

The best approach to develop a 10 year needs list for the municipal district's bridge structure portfolio would be to have the structural engineer who performs the inspections to develop a maintenance requirements report, a rehabilitation and replacement requirements report and identify additional detailed inspections as required. This approach is described in more detail on page 78 within the "6.3.2 Bridges & Culverts (greater than 3m) Inspections" section.

6.4.5 Water Network

As with roads and sewers above, the following analysis has been conducted at a fairly high level, using industry standard activities and costs for water main rehabilitation and replacement.

The following diagram depicts a general deterioration profile of a water main with an 80 year life.



As shown above, during the water main's life cycle there are various windows available for work activity that will maintain or extend the life of the asset. These windows are: maintenance; major maintenance; rehabilitation; and replacement or reconstruction.

The windows or thresholds for when certain work activities should be applied also coincide approximately with the condition state of the asset as shown below:

Asset Condition and Related Work Activity: Water Main

Condition	Condition Range	Work Activity
Excellent condition (Maintenance only phase)	100-76	■ maintenance only (cleaning & flushing etc.)
Good Condition (Preventative maintenance phase)	75 - 51	■ water main break repairs ■ small pipe section repairs
Fair Condition (Rehabilitation phase)	50 -26	■ structural water main relining
Poor Condition (Reconstruction phase)	25 - 1	■ pipe replacement
Critical Condition (Reconstruction phase)	0	■ critical includes assets beyond their useful lives which make up the backlog. They require the same interventions as the "poor" category above.

Water Main Lifecycle Activity Option				
Category	Cost	Added Life	Condition Range	Cost of Activity / Added Life
Structural Rehab (m)				
0.000 - 0.150m	$209.70	50	50 - 75	$4.19
0.150 - 0.300m	$315.00	50	50 - 75	$6.30
0.300 - 0.400m	$630.00	50	50 - 75	$12.60
0.400 - 0.700m	$1,500.00	50	50 - 75	$30.00
0.700 m - & +	$2,000.00	50	50 - 75	$40.00
Replacement (m)				
0.000 - 0.150m	$233.00	80	76 - 100	$2.91
0.150 - 0.300m	$350.00	80	76 - 100	$4.38
0.300 - 0.400m	$700.00	80	76 - 100	$8.75
0.400 - 0.700m	$1,500.00	80	76 - 100	$18.75
0.700 m - & +	$2,000.00	80	76 - 100	$25.00

Water rehab technologies still require some digging (known as low dig technologies, due to lack of access) and are actually more expensive on a life cycle basis. However, if the road above the water main is in good condition, lining avoids the cost of road reconstruction still resulting in a cost effective solution.

It should be noted, that the industry is continually expanding its technology in this area and therefore future costs should be further reviewed for change and possible price reductions.

At this time, it is recommended that the Municipal District only utilize water main structural lining when the road above requires rehab or no work.

6.4.6 Buildings and Facilities

The best approach to develop a 10 year needs list for the Municipal District's facility portfolio would be to have the engineers or architects who perform the facility inspections to also develop a complete portfolio maintenance requirements report and rehabilitation and replacement requirements report, and also identify additional detailed inspections and follow up studies as required. This may be performed as a separate assignment once all individual facility audits / inspections are complete. Of course, if the inspection data is housed or uploaded into the CityWide software, then these reports can be produced automatically from the system.

The above reports could be considered the beginning of a 10 year maintenance and capital plan, however, within the facilities industry there are other key factors that should be considered to determine over all priorities and future expenditures. Some examples would be functional / legislative requirements, energy conservation programs and upgrades, customer complaints and health and safety concerns, and also customer expectations balanced with willingness to pay initiatives.

Legislative requirements:

Typically organizations will have to establish policies, practices and procedures on providing goods and services to people with disabilities. These should be reviewed in terms of the 10 year plan requirements.

Also *The Alberta Building Code* governs the construction, demolition, and renovation of buildings by setting certain minimum performance and safety standards.

The initial 10 year requirements listings produced from the facility audits / inspections should be reviewed to ensure capital replacements and upgrades are compliant with industry standards and legislation and project prioritizations and estimates should be adjusted accordingly.

Energy Conservation

There are significant savings to be achieved within a facility portfolio through the implementation of energy conservation programs and the associated industry incentives available upon the market. Some examples would be:

Mechanical & Structural components

- Improve mechanical systems by replacing old inefficient systems (e.g HVAC, boilers) with new high efficiency systems; investigate if incentives for these improvements are available from utilities, federal government, etc.
- Investigate the tightness and insulation of the building envelope in all properties and develop programs for improvement
- Reduce solar gain through windows with awnings or landscaping.
- Replace/upgrade all toilets with high efficiency toilets

Electrical components

- Install occupancy sensors
- Implement energy efficiency lighting using compact fluorescent lightbulbs (CFL) or light emitting diodes lightbulbs (LED) and install timers where appropriate to control outside lights
- Install fully programmable thermostats within all buildings

Energy conservation should be studied in detail for the entire facilities portfolio and upgrade and replacement programs should be implemented through the capital program as part of the 10 year plan.

Customer expectation and affordability or willingness to pay

As discussed within the "Desired Levels of Service" section of this AMP, levels of service are directly related to the expectations of the customer and also their ability to pay for a level of service.

Community facilities, such as recreation centres, in-door pools, arenas, etc. are infrastructure service areas where customer surveys can be conducted to gain a better sense of what customer expectations are and to assist in the establishment of a standard level of provision or service. Information could be collected on: safety; security; esthetics; environment; comfort; affordability; cleanliness; functional use of space; etc. This would require a much more detailed review, however, the establishment of a level of service based on customer needs and expectations, while still balancing affordability, would directly affect the prioritization of programs and projects brought forward into the 10 year facility budget.

It is recommended that the Municipal District develop a life cycle framework for the facility portfolio based on a detailed review of the above factors and that the results are brought forward into future iterations of this AMP.

6.4.7 Parks and Open Spaces

The best approach to develop a 10 year needs list for the Municipal District's park and open space portfolio would be to have the engineers or landscape architects who perform the park inspections to also develop a complete portfolio maintenance requirements report and rehabilitation and replacement requirements report, and also identify additional detailed inspections and follow up studies as required. This may be performed as a separate assignment once all individual park audits / inspections are complete. Of course, if the inspection data is housed or uploaded into the CityWide software, then these reports can be produced automatically from the system.

It is important to note that the land site components within a park, trails and sports fields for instance, do not typically require full replacement, but instead a properly defined perpetual maintenance program that provides a defined level of service balanced to the overall use of those facilities. This could be provided as a separate assignment from a professionally trained landscape architect.

6.4.8 Fleet (Vehicles)

Life Cycle Requirements

The best approach to develop a 10 year needs list for the Municipal District's vehicles would first be through a defined preventative maintenance program as described in the "Fleet inspections and maintenance section", and secondly through an optimized life cycle vehicle replacement schedule. As previously described, the preventative maintenance program would serve to determine budget requirements for operating and minor capital expenditures for part renewal and major refurbishments and rehabilitations. An optimized vehicle replacement program will ensure a vehicle is replaced at the correct point in time in order to minimize overall cost of ownership, minimize costly repairs and downtime, while maximizing potential re-sale value. There is significant benchmarking information available within the Fleet industry in regards to vehicle life cycles which can be used to assist in this process. Once appropriate replacement schedules are established the short and long term budgets can be funded accordingly.

Fleet Utilization

One of the most critical factors in managing a fleet of vehicles and the associated costs is utilization. Over utilized vehicles may be used for additional shifts or operated in demanding environments while other vehicles are significantly under-utilized. To ensure preventative maintenance programs and vehicle replacement schedules are optimized, vehicle utilization must be managed and tracked.

A good performance indicator to assist with managing fleet utilization is tracking engine hours of actual vehicle usage, whether it's being driven or not, as kilometers driven is not always a meaningful way to assess whether a vehicle is being utilized fully. Better management of utilization can lower costs by reducing preventative maintenance for some vehicles, selling certain vehicles, encouraging vehicle pooling, outsourcing the use of certain vehicle types, and encouraging the use of employee vehicles.

Green Fleets

Due to the significant increase of fuel costs, many fleet management groups are increasingly looking towards the greening of their fleets to lower future operating and maintenance costs. The city of London, UK, defines a green fleet "as one that does its best to minimize fuel consumption and exhaust emissions. It also seeks to minimize the amount of traffic it generates by utilizing vehicles efficiently and by using alternatives wherever possible". This area would require an individually tailored study for any municipality to project what type of savings could be achieved over the long term.

The above reports could be considered the beginning of a 10 year maintenance and capital plan; however, further work would be required to assimilate functional improvements and requirements into the long term plan.

6.5 Growth and Demand

Typically a municipal district will have specific plans associated with population growth. It is essential that the asset management strategy should address not only the existing infrastructure, as above, but must include the impact of projected growth on defined project schedules and funding requirements. Projects would include the funding of the construction of new infrastructure, and/or the expansion of existing infrastructure to meet new demands. The municipality should enter these projects into the CityWide software in order to be included within the short and long term budgets as required.

6.6 Project Prioritization

The above techniques and processes when established for the road, water, sewer networks and bridges will supply a significant listing of potential projects. Typically the infrastructure needs will exceed available resources and therefore project prioritization parameters must be developed to ensure the right projects come forward into the short and long range budgets. An important method of project prioritization is to rank each project, or each piece of infrastructure, on the basis of how much risk it represents to the organization.

6.6.1 Risk Matrix and Scoring Methodology

Risk within the infrastructure industry is often defined as the probability (likelihood) of failure multiplied by the consequence of that failure.

RISK = LIKELIHOOD OF FAILURE x CONSEQUENCE OF FAILURE

The likelihood of failure relates to the current condition state of each asset, whether they are in excellent, good, fair, poor or critical condition, as this is a good indicator regarding their future risk of failure. The consequence of failure relates to the magnitude, or overall effect, that an asset's failure will cause. For instance, a small diameter water main break in a sub division may cause a few customers to have no water service for a few hours, whereby a large trunk water main break outside a hospital could have disastrous effects and would be a front page news item. The following table represents the scoring matrix for risk:

Infrastructure

Consequence of Failure	1	2	3	4	5
High / 5	3 Assets 3 units $7,850,973.71	6 Assets 2,015 units, m $25,916,405.56	4 Assets 4 units $13,605,087.68	No Assets - N/A	No Assets - N/A
4	6 Assets 4 units $3,329,887.73	5 Assets 5 units $1,933,208.10	5 Assets 5 units $2,639,917.52	No Assets - N/A	No Assets - N/A
3	15 Assets 21,670 units, m $9,490,479.15	13 Assets 6,031 units, m $7,808,430.92	3 Assets 3 units $494,468.08	3 Assets 5 units $2,177,204.98	1 Asset 1 units $994,508.46
2	5 Assets 140 units $779,599.31	6 Assets 6 units $768,648.44	6 Assets 5 units $689,761.22	1 Asset 1 units $289,853.78	1 Asset 1 units $140,369.70
Low / 1	17 Assets 15 units $548,318.61	55 Assets 1,350 units, m $1,922,173.18	41 Assets 39 units $1,635,621.10	19 Assets 19 units $922,025.87	2 Assets 29 units $69,102.71

Probability of Failure (Low … High)

All of the Municipal District's assets analyzed within this asset management plan have been given both a likelihood of failure score and a consequence of failure score within the CityWide software. The following risk scores have been developed at a high level for each asset class within the CityWide software system. It is recommended that the Municipal District undertake a detailed study to develop a more tailored suite of risk scores, particularly in regards to the consequence of failure, and that this be updated within the CityWide software with future updates to this Asset Management Plan.

The current scores that will determine budget prioritization currently within the system are as follows:

All assets:
The Likelihood of Failure score is based on the condition of the assets:

Likelihood of Failure: **All Assets**	
Asset condition	Likelihood of failure
Excellent condition	Score of 1
Good condition	Score of 2
Fair condition	Score of 3
Poor condition	Score of 4
Critical condition	Score of 5

Bridges (based on valuation):
The consequence of failure score for this initial AMP is based upon the replacement value of the structure. The higher the value, probably the larger the structure and therefore probably the higher the consequential risk of failure. These initial value thresholds should be reviewed by staff and adjusted accordingly as further details on the assets become available.

Consequence of Failure: **Bridges**	
Replacement Value	Consequence of failure
Up to $100k	Score of 1
$101 to $150k	Score of 2
$151 to $300k	Score of 3
$301 to $850k	Score of 4
$851k and over	Score of 5

Roads (based on classification):
The consequence of failure score for this initial AMP is based upon the road classification as this will reflect traffic volumes and number of people affected.

Consequence of Failure: **Roads**	
Road Classification	Consequence of failure
Gravel	Score of 1
Tar & Chip	Score of 3
Asphalt	Score of 5

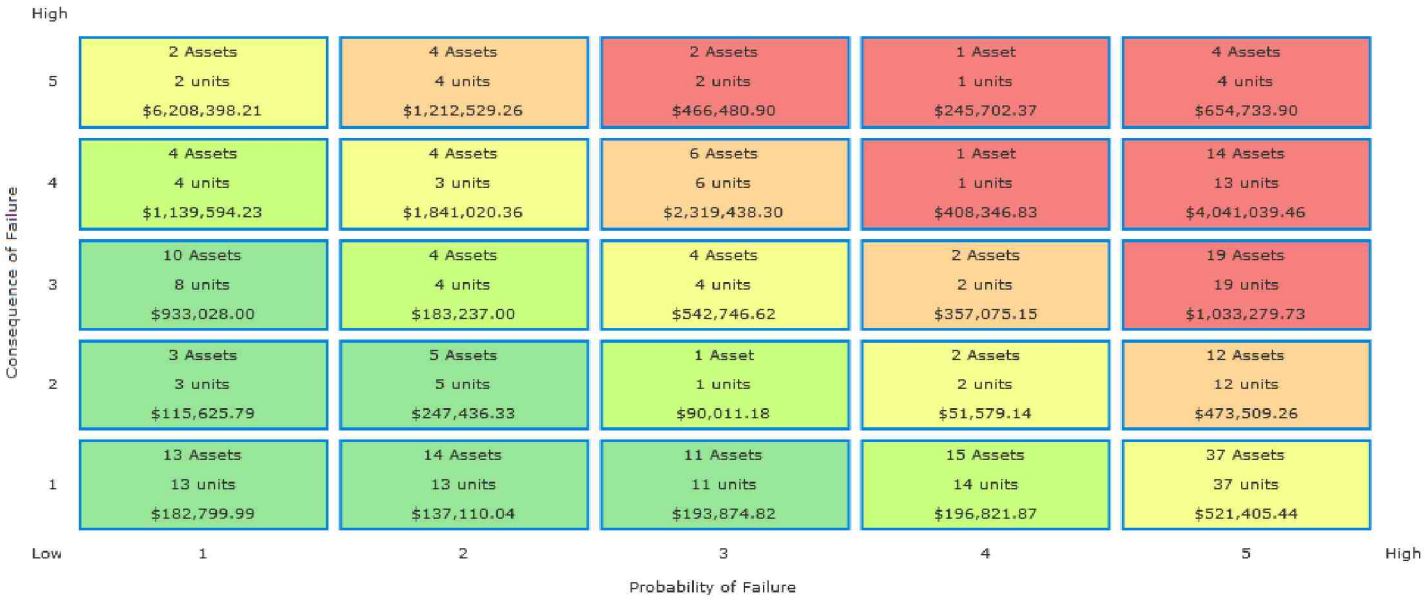
Sanitary Sewer (based on diameter):
The consequence of failure score for this initial AMP is based upon pipe diameter as this will reflect potential upstream service area affected. Please note, there is currently limited information available in regards to the sanitary sewer network. The following table serves as an example, however, as additional attribute information becomes available for this asset class, the risks scores should be revisited by staff.

Consequence of Failure: **Sanitary Sewer**	
Pipe Diameter	Consequence of failure
Less than 150mm	Score of 1
151-200mm	Score of 2
201-300mm	Score of 3
301-400mm	Score of 4
401mm and over	Score of 5

Water (based on diameter):
The consequence of failure score for this initial AMP is based upon pipe diameter as this will reflect potential service area affected. Please note, there is currently limited information available in regards to the water network. The following table serves as an example, however, as additional attribute information becomes available for this asset class, the risks scores should be revisited by staff.

Consequence of Failure: **Water**	
Pipe Diameter	Consequence of Failure
Less than 100mm	Score of 1
101 – 150mm	Score of 2
151 – 200mm	Score of 3
201 – 300mm	Score of 4
301 and over	Score of 5

General Capital



Buildings: (based on valuation):
The consequence of failure score for this initial AMP is based upon the replacement value of the facility component. The higher the value, probably the larger and more important the component to the overall function of the facility and therefore probably the higher the consequential risk of failure:

Consequence of Failure: **Facilities**	
Replacement Value	Consequence of failure
Up to $50k	Score of 1
$51k to $150k	Score of 2
$151k to $350k	Score of 3
$351k to $1 million	Score of 4
Over $1 million	Score of 5

Land Improvement: (based on valuation):
The consequence of failure score for this initial AMP is based upon the replacement value of the asset or component. The higher the value, probably the larger and more important the component and therefore probably the higher the consequential risk of failure:

Consequence of Failure: **Land Improvement**	
Replacement Value	Consequence of failure
Up to $25k	Score of 1
$26k to $50k	Score of 2
$51k to $100k	Score of 3
$101k to $200 k	Score of 4
Over $200 k	Score of 5

Equipment: (based on valuation):
The consequence of failure score for this initial AMP is based upon the replacement value of the asset or component. The higher the value, probably the larger and more important the component and therefore probably the higher the consequential risk of failure:

Consequence of Failure: **Equipment**	
Replacement Value	Consequence of failure
Up to $30k	Score of 1
$31k to $70k	Score of 2
$71k to $150k	Score of 3
$151k to $500 k	Score of 4
Over $500 k	Score of 5

Vehicles: (based on valuation):
The consequence of failure score for this initial AMP is based upon the replacement value of the asset or component. The higher the value, probably the larger and more important the component and therefore probably the higher the consequential risk of failure:

Consequence of Failure: **Vehicles**	
Replacement Value	Consequence of failure
Up to $15k	Score of 1
$16k to $30k	Score of 2
$31k to $50k	Score of 3
$51k to $100k	Score of 4
Over $100k	Score of 5

7.0 Financial Strategy

7.1 General overview of financial plan requirements

In order for an AMP to be effectively put into action, it must be integrated with financial planning and long-term budgeting. The development of a comprehensive financial plan will allow Pincher Creek No. 9 to identify the financial resources required for sustainable asset management based on existing asset inventories, desired levels of service and projected growth requirements.

The following pyramid depicts the various cost elements and resulting funding levels that should be incorporated into AMP's that are based on best practices.

This report develops such a financial plan by presenting several scenarios for consideration and culminating with final recommendations. As outlined below, the scenarios presented model different combinations of the following components:

a) the financial requirements (as documented in the SOTI section of this report) for:
- existing assets
- existing service levels
- requirements of contemplated changes in service levels (none identified for this plan)
- requirements of anticipated growth (none identified for this plan)

b) use of traditional sources of municipal funds:
- tax levies
- user fees
- reserves
- debt
- development charges

c) use of non-traditional sources of municipal funds:
   - reallocated budgets
   - partnerships
   - procurement methods

d) use of senior government funds:
   - gas tax
   - grants (not included in this plan due to Provincial requirements for firm commitments)

If the financial plan component of an AMP results in a funding shortfall, a specific plan should be included as to how the impact of the shortfall will be managed. In determining the legitimacy of a funding shortfall, readers of this plan may evaluate a municipality's approach to the following:

a) in order to reduce financial requirements, consideration has been given to revising service levels downward
b) all asset management and financial strategies have been considered. For example:

- if a zero debt policy is in place, is it warranted? If not, the use of debt should be considered.
- do user fees reflect the cost of the applicable service? If not, increased user fees should be considered.

This AMP includes recommendations that avoid long-term funding deficits.

7.2 Financial information relating to Pincher Creek No. 9's AMP

7.2.1 Funding objective

We have developed scenarios that would enable Pincher Creek No. 9 to achieve full funding within 5 to 10 years for the following assets:

a) **Tax funded assets**: Bridges & Culverts; Machinery & Equipment; Facilities; Land Improvements; Vehicles

Note: Pincher Creek No. 9's asset management strategy for funding paved roads involves no annual tax funding. By way of supplementary notes we have included the impact of funding roads from annual revenues should it be required in the future.

b) **Rate funded assets:** Sanitary Sewer Network; Water Network

Note: For the purposes of this AMP, we have excluded the category of gravel roads since gravel roads are a perpetual maintenance asset and end of life replacement calculations do not normally apply. If gravel roads are maintained properly, they, in essence, could last forever.

For each scenario developed we have included strategies, where applicable, regarding the use of tax revenues, user fees, reserves and debt.

7.3 Tax funded assets

7.3.1 Current funding position

Tables 1 and 2 outline, by asset category, the Municipal District's average annual asset investment requirements, current funding positions and funding increases required to achieve full funding on assets funded by taxes.

Table 1. Summary of Infrastructure Requirements & Current Funding Available

Asset Category	Average Annual Investment Required	2015 Annual Funding Available				Annual Deficit/Surplus
		Taxes (see note 2 below)	Gas Tax (see note 3 below)	Taxes to Reserves	Total Funding Available	
Road Network	0 See note 1 below	0	0	0	0	0
Bridges & Culverts	579,000	0	0	750,000	750,000	-171,000
Buildings	196,000	0	0	0	0	196,000
Land Improvements	4,000	0	0	0	0	4,000
Machinery & Equipment	928,000	15,000	0	605,000	620,000	308,000
Vehicles	140,000	0	0	125,000	125,000	15,000
Total	**1,847,000**	**15,000**	**0**	**1,480,000**	**1,495,000**	**352,000**

Notes:

1) The annual requirement for paved roads is $1,428,000. This amount is not included in this AMP since Pincher Creek's strategy is to fund this from sources other than annual revenues.

2) Municipal taxes: Only first time assets are funded by tax revenue in the year they are purchased. Once purchased they are added to the capital replacement plan and funded through reserves.

3) Federal gas tax: Annual federal gas tax revenue of $190,000 is allocated to asset categories that are not part of this AMP.

7.3.2 Recommendations for full funding

The average annual investment requirement for the above categories is $1,847,000. Annual revenue currently allocated to these assets for capital purposes is $1,495,000 leaving an annual deficit of $352,000. To put it another way, these infrastructure categories are currently funded at 81% of their long-term requirements.

In 2015, Pincher Creek has annual tax revenues of $12,450,000. As illustrated in table 2, without consideration of any other sources of revenue, full funding would require the following tax change over time:

Table 2. Tax Change Required for Full Funding

Asset Category	Tax Change Required for Full Funding	
	Not Including Roads	Including roads
Road Network	0.0%	11.5%
Bridges & Culverts	-1.4%	-1.4%
Facilities	1.6%	1.6%
Land Improvements	0.0%	0.0%
Machinery & Equipment	2.5%	2.5%
Vehicles	0.1%	0.1%
Other	0.0%	0.0%
Total	**2.8%**	**14.3%**

As illustrated in table 9, Pincher Creek's debt payments for these asset categories will be decreasing by $0 from 2015 to 2019 (5 years), by $71,000 from 2015 to 2024 (10 years) and, although not shown, by $71,000 from 2015 to 2029 (15 years). Our recommendations include capturing those decreases in cost and allocating them to the infrastructure deficit outlined above. We have not included the impact of paved roads since Pincher Creek's strategy is to fund this asset category through other revenue sources.

Table 3 outlines this concept and presents a number of options:

Table 3. Effect of Reallocating Decreases in Debt Costs

	Without Reallocation of Decreasing Debt Costs			With Reallocation of Decreasing Debt Costs		
	5 Years	10 Years	15 Years	5 Years	10 Years	15 Years
Infrastructure Deficit as Outlined in Table 1	352,000	352,000	352,000	352,000	352,000	352,000
Change in Debt Costs	N/A	N/A	N/A	0	-71,000	-71,000
Resulting Infrastructure Deficit	**352,000**	**352,000**	**352,000**	**352,000**	**281,000**	**281,000**
Resulting Tax Increase Required:						
Total Over Time	**2.8%**	**2.8%**	**2.8%**	**2.8%**	**2.3%**	**2.3%**
Annually	0.6%	0.3%	0.2%	0.6%	0.2%	0.2%

Considering all of the above information, we recommend the 10 year option in table 3 that includes the reallocations. This involves full funding being achieved over 10 years by:

a) when realized, reallocating the debt cost reductions of $71,000 to the infrastructure deficit as outlined above.
b) increasing tax revenues by 0.2% each year for the next 10 years solely for the purpose of phasing in full funding to the asset categories covered in this section of the AMP.
c) increasing existing and future infrastructure budgets by the applicable inflation index on an annual basis in addition to the deficit phase-in.

Notes:

1. As in the past, **periodic** senior government infrastructure funding will most likely be available during the phase-in period. This periodic funding is not incorporated into an AMP unless there are firm commitments in place.
2. We realize that raising tax revenues by the amounts recommended above for infrastructure purposes will be very difficult to do. However, considering a longer phase-in window may have even greater consequences in terms of infrastructure failure.

Although this option achieves full funding on an annual basis in 10 years and provides financial sustainability over the period modeled (to 2050), the recommendations do require prioritizing capital projects to fit the resulting annual funding available. As of 2015, condition and age based data shows a pent up investment demand of $0 for paved roads, $64,000 for bridges & culverts, $0 for facilities, $0 for land improvements, $1,126,000 for machinery & equipment and $330,000 for vehicles. Prioritizing future projects will require the age based data to be replaced by condition based data. Although our recommendations include no further use of debt, the results of the condition based analysis may require otherwise.

7.4 Rate funded assets

7.4.1 Current funding position

Tables 4 and 5 outline, by asset category, Pincher Creek's average annual asset investment requirements, current funding positions and funding increases required to achieve full funding on assets funded by rates.

Table 4. Summary of Infrastructure Requirements & Current Funding Available

Asset Category	Average Annual Investment Required	2015 Annual Funding Available							Annual Deficit/Surplus
		Rates			Taxes			Total Funding Available	
		Revenue	Less: Allocated to Operations	Available for Capital	Revenue	Less: Allocated to Debt	Available for Capital		
Sanitary Sewer Network	86,000	37,000	-8,000	29,000	127,000	-71,000	56,000	85,000	1,000
Water Network	359,000	59,000	-59,000	0	389,000	-333,000	56,000	56,000	303,000
Total	445,000	96,000	-67,000	29,000	516,000	-404,000	112,000	141,000	304,000

Note: Tax funding of water and sewer assets is not a common municipal practice. Our recommendations would normally include a transitionary period where existing tax funding would be reallocated to other asset categories and the difference made up by rates. Pincher Creek has decided not to make this transition. We recommend that this be reconsidered in future asset management plans.

7.4.2 Recommendations for full funding

The average annual investment requirement for sanitary services and water services is $445,000. Annual revenue currently allocated to these assets for capital purposes is $29,000 from rates and $112,000 from taxes for a total of $141,000. This leaves an annual deficit of $304,000. To put it another way, these infrastructure categories are currently funded at 32% of their long-term requirements.

In 2015, Pincher Creek has annual sanitary revenues of $37,000 and annual water revenues of $59,000. As illustrated in table 5, without consideration of any other sources of revenue, full funding would require the following increases over time:

Table 5. Rate Increases Required for Full Funding

Asset Category	Rate Increase Required for Full Funding
Sanitary Sewer Network	2.7%
Water Network	51.4%

As illustrated in table 9, Pincher Creek's debt payments for sanitary services will be decreasing by $0 from 2015 to 2019 (5 years), by $71,000 from 2015 to 2024 (10 years) and, although not shown, by $71,000 from 2015 to 2029 (15 years). For water services, the amounts are $15,000, $227,000 and $231,000 respectively. Our recommendations include capturing those decreases in cost and allocating them to the applicable infrastructure deficit.

Tables 6a and 6b outline the above concept and present a number of options:

Table 6a. Without Change in Debt Costs

	Sanitary Sewer Network			Water Network		
	5 Years	10 Years	15 Years	5 Years	10 Years	15 Years
Infrastructure Deficit as Outlined in Table 4	1,000	1,000	1,000	303,000	303,000	303,000
Change in Debt Costs	N/A	N/A	N/A	N/A	N/A	N/A
Resulting Infrastructure Deficit	**1,000**	**1,000**	**1,000**	**303,000**	**303,000**	**303,000**
Resulting Rate Increase Required:						
Total Over Time	**2.7%**	**2.7%**	**2.7%**	**514%**	**514%**	**514%**
Annually	0.5%	0.3%	0.2%	102.8%	51.4%	34.3%

Table 6b. With Change in Debt Costs

	Sanitary Sewer Network			Water Network		
	5 Years	10 Years	15 Years	5 Years	10 Years	15 Years
Infrastructure Deficit as Outlined in Table 4	1,000	1,000	1,000	303,000	303,000	303,000
Change in Debt Costs	0	-71,000	-71,000	-15,000	-227,000	-231,000
Redirect Taxes from Sanitary to Water when Available	0	70,000	70,000	0	-70,000	-70,000
Resulting Infrastructure Deficit	**1,000**	**0**	**0**	**288,000**	**6,000**	**2,000**
Resulting Rate Increase Required:						
Total Over Time	**2.7%**	**0.0%**	**0.0%**	**488%**	**10.2%**	**5.1%**
Annually	0.5%	0.0%	0.0%	97.6%	1.0%	0.3%

Considering all of the above information, we recommend the 10 year option in table 6b that includes the reallocations. This involves full funding being achieved over 10 years by:

a) when realized, reallocating the debt cost reductions of $71,000 for sanitary services and $227,000 for water services to the applicable infrastructure deficit as outlined above.
b) increasing rate revenues by 0% for sanitary services and 1.0% for water services each year for the next 10 years solely for the purpose of phasing in full funding to the asset categories covered in this section of the AMP.
c) increasing existing and future infrastructure budgets by the applicable inflation index on an annual basis in addition to the deficit phase-in.

Notes:

1. As in the past, **periodic** senior government infrastructure funding will most likely be available during the phase-in period. This periodic funding is not incorporated into an AMP unless there are firm commitments in place.
2. We realize that raising rate revenues by the amounts recommended above for infrastructure purposes will be very difficult to do. However, considering a longer phase-in window may have even greater consequences in terms of infrastructure failure.
3. Any increase in rates required for operations would be in addition to the above recommendations.

Although this option achieves full funding on an annual basis in 10 years and provides financial sustainability over the period modeled (to 2050), the recommendations do require prioritizing capital projects to fit the resulting annual funding available. As of 2015, age based data shows a pent up investment demand of $0 for sanitary services and $0 for water services. Prioritizing future projects will require the age based data to be replaced by condition based data. Although our recommendations include no further use of debt, the results of the condition based analysis may require otherwise.

7.5 Use of debt

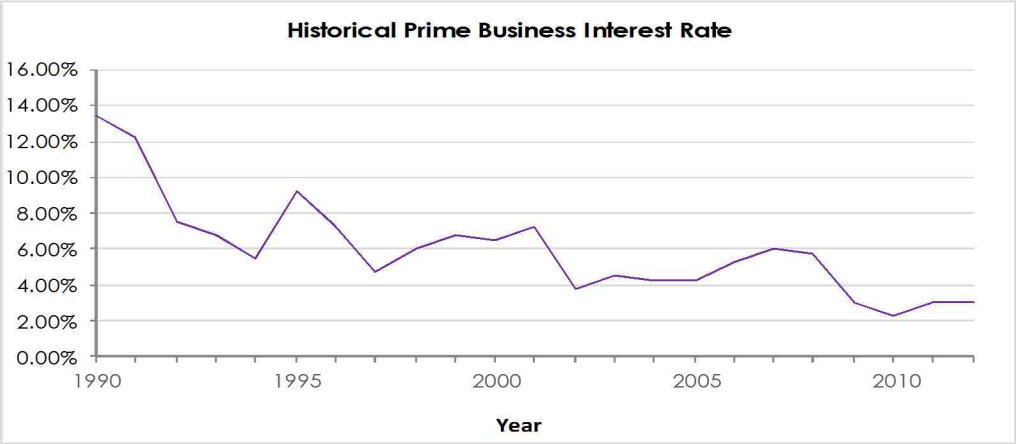
For reference purposes, table 7 outlines the premium paid on a project if financed by debt. For example, a $1M project financed at 3.0%[8] over 15 years would result in a 26% premium or $260,000 of increased costs due to interest payments. For simplicity, the table does not take into account the time value of money or the effect of inflation on delayed projects.

Table 7. Total Interest Paid as a % of Project Costs

Interest Rate	Number of Years Financed					
	5	10	15	20	25	30
7.0%	22%	42%	65%	89%	115%	142%
6.5%	20%	39%	60%	82%	105%	130%
6.0%	19%	36%	54%	74%	96%	118%
5.5%	17%	33%	49%	67%	86%	106%
5.0%	15%	30%	45%	60%	77%	95%
4.5%	14%	26%	40%	54%	69%	84%
4.0%	12%	23%	35%	47%	60%	73%
3.5%	11%	20%	30%	41%	52%	63%
3.0%	9%	17%	26%	34%	44%	53%
2.5%	8%	14%	21%	28%	36%	43%
2.0%	6%	11%	17%	22%	28%	34%
1.5%	5%	8%	12%	16%	21%	25%
1.0%	3%	6%	8%	11%	14%	16%
0.5%	2%	3%	4%	5%	7%	8%
0.0%	0%	0%	0%	0%	0%	0%

It should be noted that current interest rates are near all-time lows. Sustainable funding models that include debt need to incorporate the risk of rising interest rates. The following graph shows where historical lending rates have been:

[8] Current municipal Infrastructure rates for 15 year money is 2.3%.



As illustrated in table 7, a change in 15 year rates from 3% to 6% would change the premium from 26% to 54%. Such a change would have a significant impact on a financial plan.

Tables 8 and 9 outline how Pincher Creek has historically used debt for investing in the asset categories as listed. There is currently $6,861,000 of debt outstanding for the assets covered by this AMP. In terms of overall debt capacity, Pincher Creek currently has $6,861,000 of total outstanding debt and $715,000 of total annual principal and interest payment commitments. These principal and interest payments are well within its provincially prescribed annual maximum.

Table 8. Overview of Use of Debt

Asset Category	Current Debt Outstanding	Use Of Debt in the Last Five Years				
		2010	2011	2012	2013	2014
Road Network	3,660,000	0	0	0	3,609,000	0
Bridges & Culverts	0	0	0	0	0	0
Facilities	0	0	0	0	0	0
Land Improvements	0	0	0	0	0	0
Machinery & Equipment	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0
Other	0	0	0	0	0	0
Total Tax Funded	3,660,000	0	0	0	3,609,000	0
Sanitary Sewer Network	324,000	0	0	0	0	0
Water Network	2,877,000	0	0	0	1,536,000	1,260,000
Total rate Funded	3,201,000	0	0	0	1,536,000	1,260,000
Total AMP Debt	6,861,000	0	0	0	5,145,000	1,260,000
Non AMP Debt	0	0	0	0	0	0
Overall Total	**6,861,000**	**0**	**0**	**0**	**5,145,000**	**1,260,000**

Table 9. Overview of Debt Costs

Asset Category	Principal & Interest Payments in the Next Five Years					
	2015	2016	2017	2018	2019	2024
Road Network	311,000	311,000	311,000	311,000	311,000	240,000
Bridges & Culverts	0	0	0	0	0	0
Facilities	0	0	0	0	0	0
Land Improvements	0	0	0	0	0	0
Machinery & Equipment	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0
Other	0	0	0	0	0	0
Total Tax Funded	311,000	311,000	311,000	311,000	311,000	240,000
Sanitary Sewer Network	71,000	71,000	71,000	71,000	71,000	0
Water Network	333,000	329,000	325,000	322,000	318,000	102,000
Total Rate Funded	404,000	400,000	396,000	393,000	389,000	102,000
Total AMP Debt	715,000	711,000	707,000	704,000	700,000	342,000
Non AMP Debt	0	0	0	0	0	0
Overall Total	**715,000**	**711,000**	**707,000**	**704,000**	**700,000**	**342,000**

The revenue options outlined in this plan allow Pincher Creek to fully fund its long-term infrastructure requirements without further use of debt. However, as explained in sections 7.3.2 and 7.4.2, the recommended condition rating analysis may require otherwise.

7.6 Use of reserves

7.6.1 Available reserves

Reserves play a critical role in long-term financial planning. The benefits of having reserves available for infrastructure planning include:

- the ability to stabilize tax rates when dealing with variable and sometimes uncontrollable factors
- financing one-time or short-term investments
- accumulating the funding for significant future infrastructure investments
- managing the use of debt
- normalizing infrastructure funding requirements

By infrastructure category, table 10 outlines the details of the reserves currently available to Pincher Creek.

Table 10. Summary of Reserves Available

Asset Category	Balance at December 31, 2014
Road Network	3,991,000
Bridges & Culverts (see note below)	0
Facilities	0
Land Improvements	0
Machinery & Equipment	1,556,000
Vehicles	82,000
Other	0
Total Tax Funded	**5,629,000**
Water Network	804,000
Sanitary Sewer Network	263,000
Total Rate Funded	**1,067,000**

Note: A bridges & culverts reserve was created in 2015 with a current balance of $780,000.

There is considerable debate in the municipal sector as to the appropriate level of reserves that a municipality should have on hand. There is no clear guideline that has gained wide acceptance. Factors that municipalities should take into account when determining their capital reserve requirements include:

- breadth of services provided
- age and condition of infrastructure
- use and level of debt
- economic conditions and outlook
- internal reserve and debt policies.

The reserves in table 10 are available for use by applicable asset categories during the phase-in period to full funding. This, coupled with Pincher Creek's judicious use of debt in the past, allows the scenarios to assume that, if required, available reserves and debt capacity can be used for high priority and emergency infrastructure investments in the short to medium-term.

7.6.2 Recommendation

As Pincher Creek updates its AMP, we recommend that future planning should include determining what its long-term reserve balance requirements are and a plan to achieve such balances.

8.0 Appendix A: Report Card Calculations

Key Calculations

1. "Weighted, unadjusted star rating":

(% of assets in given condition) x (potential star rating)

2. "Adjusted star rating"

(weighted, unadjusted star rating) x (% of total replacement value)

3. "Overall Rating"

$$\frac{\textit{(Condition vs. Performance star rating)} + \textit{(Funding vs. Need star rating)}}{2}$$

Grade Cuttoffs

1. Conditions vs Performance

Letter Grade	Star Rating
F	0
D	2
D+	2.5
C	2.9
C+	3.5
B	3.9
B+	4.5
A	4.9
A	5

2. Funding vs Need

Funding %	Star rating	Grade
0.0%	0	F
25.0%	1	F
46.0%	1.9	D
61.0%	2.9	C
76.0%	3.9	B
91.0%	4.9	A
100.0%	5	A

Road Network	Municipal District of Pincher Creek No. 9

1. Condition vs. Performance

Total category replacement value	**$28,566,602**	Segment replacement value	**$28,566,602**	Segment value as a % of total category replacement value	**100.0%**

Segment 1 (of 1)	Condition	Letter grade	Star rating	Quantity (m) in given condition	% of Assets in given condition	Weighted, unadjusted star rating	Segment adjusted star rating
Road base, surface, and sidewalks (excludes gravel and appurtenances)	Excellent	A	5	16,665	64%	3.2	**4.6**
	Good	B	4	9,331	36%	1.4	
	Fair	C	3	0	0%	0.0	
	Poor	D	2	0	0%	0.0	
	Critical	F	1	0	0%	0.0	
			Totals	**25,996**	**100%**	**4.6**	

Category star rating	Category letter grade
4.6	**B+**

2. Funding vs. Need

Average annual investment required	2015 funding available	Funding percentage	Deficit/(Surplus)			Category star rating	Category letter grade
$0	$0	100.0%	$0			**5.0**	**A**

3. Overall Rating

Condition vs Performance star rating	Funding vs. Need star rating	Average star rating	Overall letter grade
4.6	5.0	**4.8**	**B+**

Bridges & Culverts — Municipal District of Pincher Creek No. 9

1. Condition vs. Performance

Total category replacement value	$41,950,276	Segment replacement value	$41,950,276	Segment value as a % of total category replacement value	100.0%

Segment 1 (of 1)	Condition	Letter grade	Star rating	Quantity ($) in given condition	% of Assets in given condition	Weighted, unadjusted star rating	Segment adjusted star rating
Structures	Excellent	A	5	$5,088,675.00	12%	0.6	3.6
	Good	B	4	$16,482,667.77	39%	1.6	
	Fair	C	3	$20,378,932.49	49%	1.5	
	Poor	D	2	$0.00	0%	0.0	
	Critical	F	1	$0.00	0%	0.0	
			Totals	**$41,950,275.26**	**100%**	**3.6**	

Category star rating	Category letter grade
3.6	C+

2. Funding vs. Need

Average annual investment required	2015 funding available	Funding percentage	Deficit/(Surplus)			Category star rating	Category letter grade
$579,000	$750,000	129.5%	-$171,000			5.0	A

3. Overall Rating

Condition vs Performance star rating	Funding vs. Need star rating	Average star rating	Overall letter grade
3.6	5.0	4.3	B

Water Network	Municipal District of Pincher Creek No. 9

1. Condition vs. Performance

Total category replacement value	$10,455,851	Segment replacement value	$997,717	Segment value as a % of total category replacement value	9.5%

Segment 1 (of 3)	Condition	Letter grade	Star rating	Quantity (m) in given condition	% of Assets in given condition	Weighted, unadjusted star rating	Segement adjusted star rating
Regional Water Lines	Excellent	A	5	0	0%	0.0	0.4
	Good	B	4	5,000	100%	4.0	
	Fair	C	3	0	0%	0.0	
	Poor	D	2	0	0%	0.0	
	Critical	F	1	0	0%	0.0	
			Totals	**5,000**	**100%**	**4.0**	

Total category replacement value (excludes minor appurtenances)	$10,455,851	Segment replacement value	$5,313,217	Segment value as a % of total category replacement value	50.8%

Segment 2 (of 3)	Condition	Letter grade	Star rating	Replacement Cost ($) in given condition	% of Assets in given condition	Weighted, unadjusted star rating	Segement adjusted star rating
Water Facility	Excellent	A	5	$5,313,217	100%	5.0	2.5
	Good	B	4		0%	0.0	
	Fair	C	3		0%	0.0	
	Poor	D	2		0%	0.0	
	Critical	F	1		0%	0.0	
			Totals	**$5,313,217.00**	**100%**	**5.0**	

Total category replacement value	$10,455,851	Segment replacement value	$4,144,918	Segment value as a % of total category replacement value	39.6%

Segment 3 (of 3)	Condition	Letter grade	Star rating	Units in given condition	% of Assets in given condition	Weighted, unadjusted star rating	Segmentadjusted star rating
Dam, Hydrants, Reservoir, Pumps, Water Meter, Water Standpipe & Distribution System	Excellent	A	5	3,882,552	94%	4.7	2.0
	Good	B	4	233,715	6%	0.2	
	Fair	C	3	28,651	1%	0.0	
	Poor	D	2	0	0%	0.0	
	Critical	F	1	0	0%	0.0	
			Totals	**$4,144,918**	**100%**	**4.9**	

Category star rating	Category letter grade
4.9	B+

2. Funding vs. Need

Average annual investment required	2015 funding available	Funding percentage	Deficit/(Surplus)			Category star rating	Category letter grade
$359,000	$56,000	15.6%	$303,000			0.0	F

3. Overall Rating

Condition vs Performance star rating	Funding vs. Need star rating	Average star rating	Overall letter grade
4.9	0.0	2.4	D

Sanitary Sewer Network	Municipal District of Pincher Creek No. 9

1. Condition vs. Performance

Total category replacement value	$3,033,317	Segment replacement value	$3,033,317	Segment value as a % of total category replacement value	100.0%

Segment	Condition	Letter grade	Star rating	Replacement cost ($) in given condition	% of Assets in given condition	Weighted, unadjusted star rating	Segement adjusted star rating
Lagoon & Waste Water System	Excellent	A	5	$2,227,602.16	73%	3.7	4.7
	Good	B	4	$805,715.00	27%	1.1	
	Fair	C	3	$0.00	0%	0.0	
	Poor	D	2	$0.00	0%	0.0	
	Critical	F	1	$0.00	0%	0.0	
			Totals	**$3,033,317.16**	**100%**	**4.7**	

Category star rating	Category letter grade
4.7	**B+**

2. Funding vs. Need

Average annual investment required	2015 funding available	Funding percentage	Deficit/(Surplus)			Category star rating	Category letter grade
$86,000	$85,000	98.8%	$1,000			**4.9**	**A**

3. Overall Rating

Condition vs Performance star rating	Funding vs. Need star rating	Average star rating	Overall letter grade
4.7	4.9	**4.8**	**B+**

Buildings Municipal District of Pincher Creek No. 9

1. Condition vs. Performance

Total category replacement value	$9,122,698	Segment replacement value	$9,122,698	Segment value as a % of total category replacement value	100.0%

Segment	Condition	Letter grade	Star rating	Quantity ($) of assets in given condition	% of Assets in given condition	Weighted, unadjusted star rating	Segment adjusted star rating
Buildings	Excellent	A	5	$6,369,958.29	70%	3.5	4.7
	Good	B	4	$2,685,573.00	29%	1.2	
	Fair	C	3	$67,167.00	1%	0.0	
	Poor	D	2		0%	0.0	
	Critical	F	1		0%	0.0	
			Totals	**$9,122,698.29**	**100%**	**4.7**	

Category star rating	Category letter grade
4.7	B+

2. Funding vs. Need

Average annual investment required	2015 funding available	Funding percentage	Deficit/(Surplus)			Category star rating	Category letter grade
$196,000	$0	0.0%	$196,000			0.0	F

3. Overall Rating

Condition vs Performance star rating	Funding vs. Need star rating	Average star rating	Overall letter grade
4.7	0.0	2.3	D

Land Improvements | Municipal District of Pincher Creek No. 9

1. Condition vs. Performance

Total category replacement value	$148,560	Segment replacement value	$148,560	Segment value as a % of total category replacement value	100.0%

Segment	Condition	Letter grade	Star rating	Replacement Cost($) of assets in given condition	% of Assets in given condition	Weighted, unadjusted star rating	Segment adjusted star rating
Land Improvements	Excellent	A	5	$0.00	0%	0.0	1.2
	Good	B	4	$0.00	0%	0.0	
	Fair	C	3	$0.00	0%	0.0	
	Poor	D	2	$26,177.24	18%	0.4	
	Critical	F	1	$122,383.00	82%	0.8	
			Totals	**$148,560.24**	**100%**	**1.18**	

Category star rating	Category letter grade
1.2	F

2. Funding vs. Need

Average annual investment required	2015 funding available	Funding percentage	Deficit/(Surplus)			Category star rating	Category letter grade
$4,000	$0	0.0%	$4,000			0.0	F

3. Overall Rating

Condition vs Performance star rating	Funding vs. Need star rating	Average star rating	Overall letter grade
1.2	0.0	0.6	F

Vehicles — Municipal District of Pincher Creek No. 9

1. Condition vs. Performance

Total category replacement value	$975,715	Segment replacement value	$975,715	Segment value as a % of total category replacement value	100.0%

Segment	Condition	Letter grade	Star rating	Replacement Cost ($) in given condition	% of Assets in given condition	Weighted, unadjusted star rating	Segment adjusted star rating
Vehicles	Excellent	A	5	$192,545.00	20%	1.0	4.1
	Good	B	4	$762,174.00	78%	3.1	
	Fair	C	3	$0.00	0%	0.0	
	Poor	D	2	$0.00	0%	0.0	
	Critical	F	1	$20,995.70	2%	0.0	
			Totals	**$975,714.70**	**100%**	**4.1**	

Category star rating	Category letter grade
4.1	B

2. Funding vs. Need

Average annual investment required	2015 funding available	Funding percentage	Deficit/(Surplus)			Category star rating	Category letter grade
$140,000	$125,000	89.3%	$15,000			3.9	B

3. Overall Rating

Condition vs Performance star rating	Funding vs. Need star rating	Average star rating	Overall letter grade
4.1	3.9	4.0	B

Machinery & Equipment | Municipal District of Pincher Creek No. 9

1. Condition vs. Performance

Total category replacement value	$11,517,983	Segment replacement value	$11,517,983	Segment value as a % of total category replacement value	100.0%

Segment	Condition	Letter grade	Star rating	Replacement Cost ($) in given condition	% of Assets in given condition	Weighted, unadjusted star rating	Segment adjusted star rating
Machinery & Equipment	Excellent	A	5	$1,471,519.00	13%	0.6	3.5
	Good	B	4	$2,526,737.67	22%	0.9	
	Fair	C	3	$7,519,726.18	65%	2.0	
	Poor	D	2	$0.00	0%	0.0	
	Critical	F	1	$0.00	0%	0.0	
			Totals	**$11,517,982.85**	**100%**	**3.5**	

Category star rating	Category letter grade
3.5	C

2. Funding vs. Need

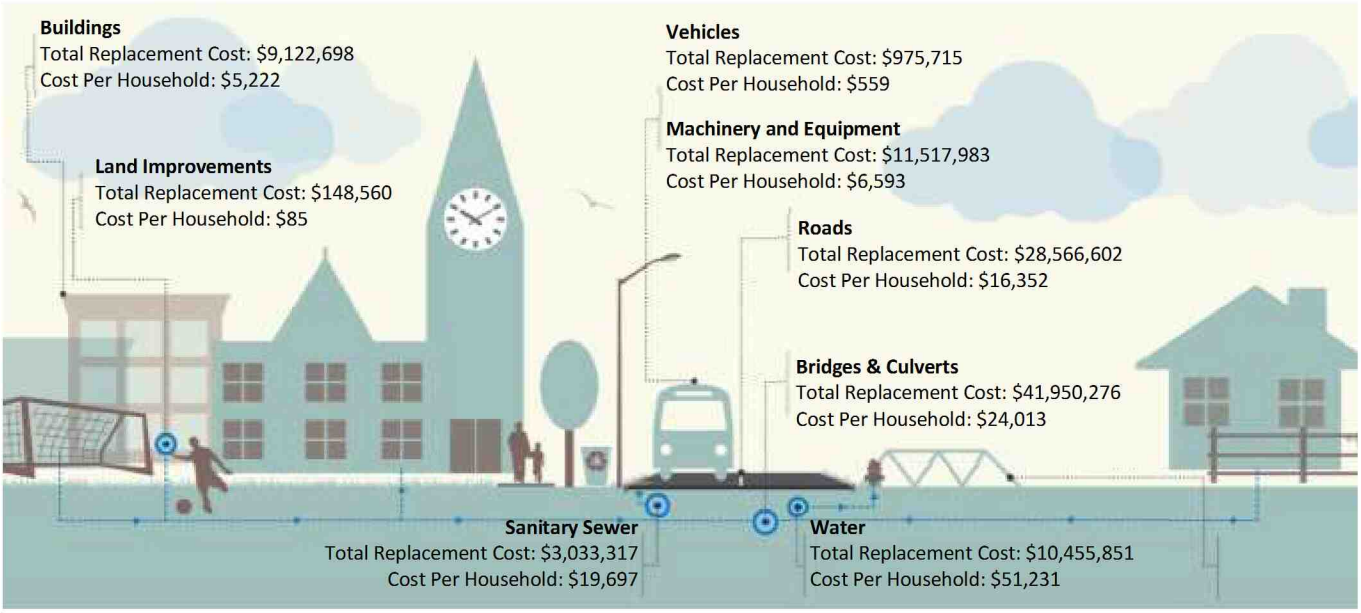
Average annual investment required	2015 funding available	Funding percentage	Deficit/(Surplus)			Category star rating	Category letter grade
$928,000	$620,000	66.8%	$308,000			2.9	C

3. Overall Rating

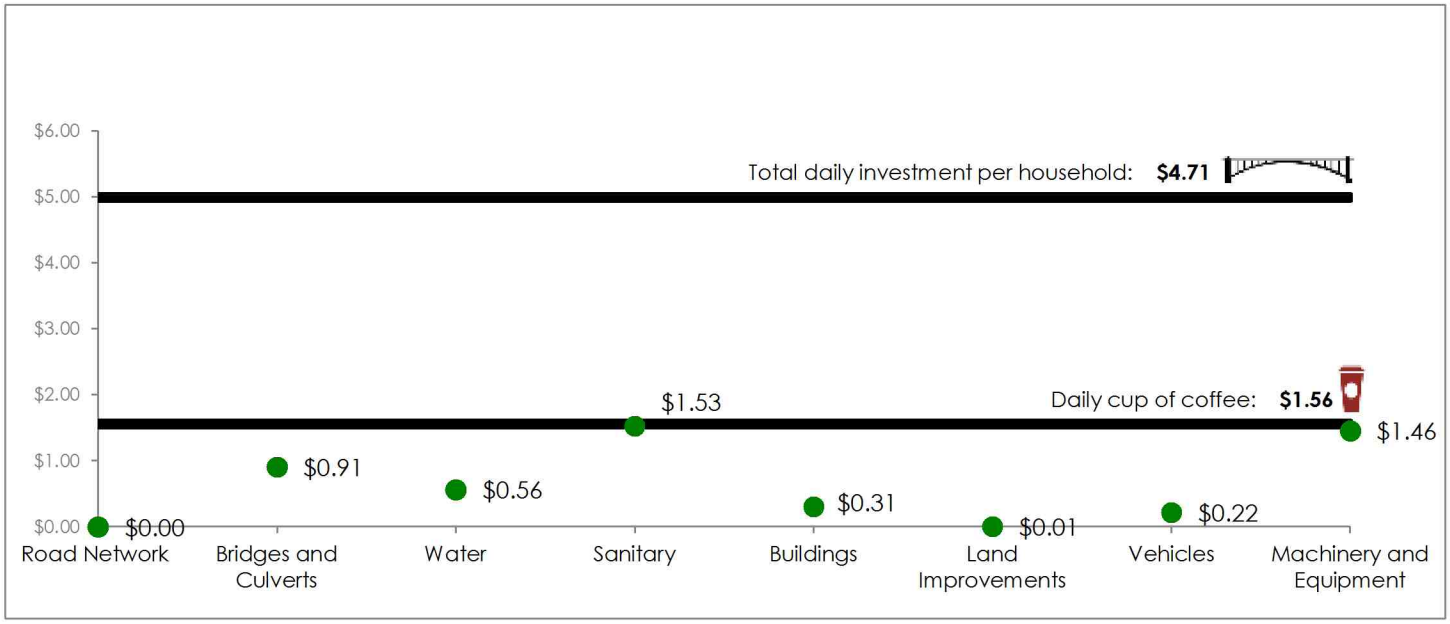
Condition vs Performance star rating	Funding vs. Need star rating	Average star rating	Overall letter grade
3.5	2.9	3.2	C

Infrastructure Replacement Cost Per Household

Total: $123,752 per household



Daily Investment Required Per Household for Infrastructure Sustainability



E3b

MD OF PINCHER CREEK

May 3, 2016

TO: Wendy Kay, CAO

FROM: Janene Felker, Finance Manager

SUBJECT: Request to Cancel Inactive Utility Accounts

1. Origin

After a detailed review of the municipality's utility accounts, it was recognized that there were a number of inactive accounts with outstanding balances.

2. Background/Comment

In the past, utility accounts were attached to the individual landowner so when a person sold their home their utility account was marked as inactive and a new account was opened for the new owner. Sometimes, these inactive accounts were left with a balance owing and other times the accounts had a credit remaining. Under our new process, utility accounts are attached to the land. This means, that if an individual moves from their house, the utility account for that property remains open and the account balance (if there is one) rolls forward to the new owner. The utility account balance is presented on our tax certificate, so it should be taken into account by the lawyers when the purchase documents are being prepared. Since this process is new, I would like the old accounts to be written off so our general ledger is up to date and accurate. I should note that we have received no requests for refunds for the accounts that have credit balances. We need Council authorization to write off these inactive accounts. The accounts in question are:

1. Account 040.00 $110.00 credit inactive since April 2012.
2. Account 270.01 $57.50 credit inactive since October 2012.
3. Account 145.01 $141.42 owing inactive since July 2013.
4. Account 150.00 $197.93 owing inactive since November 2013.
5. Account 385.00 $0.11 credit inactive since July 2013.
6. Account 410.00 $124.07 owing inactive since August 2013.
7. Account 455.00 $113.32 owing inactive since September 2014.
8. Account 220.00 $116.73 owing inactive since March 2015.
9. Account 320.02 $115.00 credit inactive since September 2015.

The total amount being presented for write off is $410.86. The 2016 budget amount for the write off of doubtful accounts is $500.00.

3. Recommendation

That Council direct administration to write off the following accounts and amounts.

1. Account 040.00 $110.00 credit inactive since April 2012.
2. Account 270.01 $57.50 credit inactive since October 2012.
3. Account 145.01 $141.42 owing inactive since July 2013.
4. Account 150.00 $197.93 owing inactive since November 2013.
5. Account 385.00 $0.11 credit inactive since July 2013.
6. Account 410.00 $124.07 owing inactive since August 2013.
7. Account 455.00 $113.32 owing inactive since September 2014.
8. Account 220.00 $116.73 owing inactive since March 2015.
9. Account 320.02 $115.00 credit inactive since September 2015.

For a total amount of $410.86 with the expense being charged to 2-12-0-921-2921 Administration – Cancellation of Accounts Receivable (2016 budget of $500.00)

Respectfully Submitted,

Janene Felker, Finance Manager

Reviewed By: Wendy Kay, CAO W. Kay Date: May 3, 2016

E3c

MD OF PINCHER CREEK

May 4, 2016

TO: Wendy Kay, CAO

FROM: Janene Felker, Finance Manager

SUBJECT: CRA Directors

1. Origin

In preparation of upcoming retirements within the Finance department, the appointed Canada Revenue Agency (CRA) directors for the Municipal District need to be updated.

2. Background/Comment

Currently, Mat Bonertz and Diane Sorge are listed as directors for the M.D., along with Wendy Kay and Brian Hammond. When listed as a director, a person can call and inquire about any CRA account that the M.D. has and can also sign CRA documents on behalf of the M.D. When talking to a representative at the CRA, they said that the directors have to be appointed and documented in the minutes of a meeting. To ensure a seamless transition with our two finance staff retiring this summer, I think it is important to change the directors prior to them leaving.

3. Recommendation

That Council appoint Wendy Kay, Brian Hammond, Janene Felker and Maureen Webster as the CRA directors for Municipal District of Pincher Creek No 9.

Respectfully Submitted,

Janene Felker

Janene Felker, Finance Manager

Reviewed By: Wendy Kay, CAO W. Kay Date: May 5, 2016

Presented to Council May 10, 2016

M.D. of Pincher Creek No. 9
Statement of Cash Position

E3d

Month Ending April 2016

BANK STATEMENT C.I.B.C.	April	March
General Accounts		
Bank Statement Balance	(1,341,119.95)	(309,990.56)
Deposits After Month end	3,906.50	496.45
Cash On Hand	600.00	600.00
Outstanding Cheques	(309,742.26)	(200,349.27)
Month End Cash Available (- Overdrawn)	**(1,646,355.71)**	**(509,243.38)**

M.D.'S GENERAL LEDGER	April	March
Balance Forward from Previous Month	(509,243.38)	172,308.06
Revenue for the Month:		
Receipts for the Month	389,884.57	472,886.41
Interest for the Month	73.47	52.24
Transfer from Short Term Investments	0.00	432,563.32
Disbursements for the Month:		
Cheques Written	(1,161,738.03)	(494,294.05)
Payroll Direct Deposits and Withdrawals	(321,553.10)	(312,539.41)
Electronic Withdrawals - Utilities and VISA	(39,993.27)	(59,117.27)
Banking Transaction Fees	(413.60)	(570.89)
Bank Overdraft Fees	(2,008.37)	(106.41)
Requisition & Debenture Payments	0.00	(720,425.38)
Transfer to Short Term Investments	(1,364.00)	0.00
M.D.'s General Ledger Balance at Month End	**(1,646,355.71)**	**(509,243.38)**

SHORT TERM INVESTMENTS - C.I.B.C.	April	March
Bridge Repair Advances	106,825.06	106,743.47
MSI Capital Grant Advances	2,553,282.28	2,551,161.69
Public Reserve Trust Funds	192,850.93	191,340.68
Lottery Board Account	2,212.58	2,210.89
Regional Water Advance	2,115.44	2,113.82
Federal Gas Tax Grant Advance	172,833.36	172,701.36
Tax Forfeiture Land Sales	3,518.13	3,515.44
Recycling Committee	29,836.34	29,836.34
Water Intake Advance	1,638,124.94	1,636,873.80
	4,701,599.06	**4,696,497.49**

LONG TERM INVESTMENTS Financial Institution	April Market Value	March Market Value	Annual Rate of Return in 2015	Original Investment Date	Original Investment Amount
C.I.B.C. Wood Gundy - Bonds	8,290,736.00	8,287,034.00	2.34%	Nov-88	1,255,915.75

COMMENTS May Items of Note	Amount
Revenue In - Tax Revenue	9,000,000.00

This Statement Submitted to Council this 10th Day of May 2016.

Finance Manager

Director of Finance and Administration

E4a

MD OF PINCHER CREEK

May 3, 2016

TO: Reeve and Council

FROM: Wendy Kay, Chief Administrative Officer

SUBJECT: Emergency Management Funds

1. Origin

It has come to our attention that there are remaining funds held by Emergency Services for the purpose of the Emergency Management.

2. Background

During a recent review of accounts held by Emergency Services, it has come to our attention that there are remaining funds from the previous Emergency Management organization.

To date, Emergency Services have not provided an accounting for these funds, and it is felt by the Regional Emergency Management Organization, that the funds remaining in this account, should be returned to the municipalities who provided the funds originally.

3. Recommendation

That the report from the Chief Administrative Officer, dated May 3, 2016, regarding emergency management funds, be received;

And that Council for the Municipal District of Pincher Creek, send a request to the Pincher Creek Emergency Services Commission to prepare an accounting and summary for the funds held in the asset account # 74-02112, EMA for reporting and disbursement as appropriate to each member municipality.

Respectfully Submitted,

W. Kay

W. Kay

E4b

MD OF PINCHER CREEK

May 3, 2016

TO: Reeve and Council

FROM: Wendy Kay, Chief Administrative Officer

SUBJECT: Appointment of Deputy Directors – Emergency Management

1. Origin

Regional Emergency Management Organization Meeting, held April 18, 2016.

2. Background

In order to ensure we have personnel available to manage an event, in the absence of the Director of Emergency Management, or an event that continues for an extended period of time, Deputy Directors should be appointed by each of three participating municipalities.

The Committee members at their meeting held April 18, 2016, recommended to Council that each jurisdiction appoint up to two (2) Deputy Directors, but must appoint at least one (1) Deputy Director.

3. Recommendation

That the report from the Chief Administrative Officer, dated May 3, 2016, regarding appointment of Deputy Directors – Emergency Management, be received;

And that Council approve the appointment of Roland Milligan and Cindy Cornish, as Deputy Directors for the Municipal District of Pincher Creek.

Respectfully Submitted,

W. Kay

W. Kay

E4c

MD OF PINCHER CREEK

May 3, 2016

TO: Reeve and Council

FROM: Wendy Kay, Chief Administrative Officer

SUBJECT: Signing Authorities

1. Origin

In preparation of the Director of Finance's retirement, we will be required to change the MD's signing authorities.

2. Background

The Director of Finance is due to retire on June 3, 2016. In order that we have the necessary time to change our banking authorizations and our cheque signing authorities, this matter is brought before Council in advance of June 3, 2016, to allow for a seamless transition.

3. Recommendation

That the report from the Chief Administrative Officer, dated May 3, 2016, regarding signing authorities, be received;

And that Council approve all matters that require signing authorities, from the current name of Mathew Bonertz to Janene Felker, effective immediately,

And further that the remaining signing authorities remain unchanged (i.e. Brian Hammond, Terry Yagos, and Wendy Kay).

Respectfully Submitted,

W. Kay

W. Kay

E4d

MD OF PINCHER CREEK

May 3, 2016

TO: Reeve and Council

FROM: Wendy Kay, Chief Administrative Officer

SUBJECT: Castle Mountain Master Development Plan – Steering Committee

1. Origin

The MD of Pincher Creek has been requested to appoint representatives to the Castle Mountain Master Development Plan Steering Committee.

2. Background

Castle Mountain Resort approached the Chief Administrative Officer a couple of months ago, to appoint MD representatives to participate on the Steering Committee that will be working on the Castle Mountain Master Development Plan.

The outcome of the Castle Mountain Master Development Plan will in turn have an effect on the MD's Area Structure Plan for Castle Mountain. As such, I believe our Development Officer and our Planner, are the most appropriate personnel to take part in these discussions.

I have approached Gavin Scott to determine if he would be willing to participate on this Committee, on behalf of the MD, and to enquire if there would be an extra cost to the MD for Gavin's participation. Gavin has agreed to participate on this Committee and has provided an email with respect to extra charges ORRSC feels would be appropriate.

ORRSC proposes that attendance at meetings would be covered by our yearly membership fees, but mileage at $0.50/km would be charged depending on where the meetings are held, as well as an hourly charge for the review of a draft or completed document, and any written response to the process would be charged out at $75.00 per hour.

As the Castle Mountain Area Structure Plan has been delayed until the Master Development Plan has been completed, and following completion, some or all, of this document will be included with the MD's Castle Mountain Area Structure Plan document, we are proposing to fund any charges for this project to the account established for the Castle Mountain Area Structure Plan. If Council is in agreement, there may be additional funds required in 2017 to complete the Area Structure Plan.

3. Recommendation

That the report from the Chief Administrative Officer, dated May 3, 2016, regarding Castle Mountain Master Development Plan Steering Committee, be received;

And that Council approve the MD's Development Officer and Planner to attend these meetings;

And further that any costs associated with this project related to the Planner's time, be charged to 6-12-0-753-6740 – Next Year Completions.

Respectfully Submitted,

W. Kay

E4e

MD OF PINCHER CREEK

May 5, 2016

TO: Reeve and Council

FROM: Wendy Kay, Chief Administrative Officer

SUBJECT: Walking Path – Beaver Mines

1. Origin

Request for walking path in Beaver Mines.

2. Background

Residents of Beaver Mines are enquiring as to why the walking path adjacent to Highway 774 hasn't proceeded.

This matter is before Council as there has not been a formal approval to proceed with the requested walking path, or a portion of the walking path. As there has been no design details completed for the proposed water and sewer project in Beaver Mines, we are unsure whether construction now of a walking path adjacent to Highway 774, would need to be removed to accommodate for water and sewer.

The estimated cost of a walking path adjacent to Highway 774 is 400 metres times $80.00 per metre, approximately $32,000 (please see attached map showing the location). If Council is wishing to proceed with this project, funding from the Public Reserve Trust Account (see attached).

3. Comment

Administration is requesting direction from Council on whether to proceed, or not proceed, with the proposed walkway, adjacent to Highway 774, at a cost of approximately $32,000.

Respectfully Submitted,

W. Kay

W. Kay


N
20 0 20 40 60 80 100 Meters

Reserve Status Sheet

6-12-0-690-6690	**Public Reserve Trust**	05-May-16

Balance Start of Year	Opening Balance	**192,276.84**
Requested Amount	Beaver Mines Pathway	(32,000.00)
Previous Approved Amount	Bobby Burns Washroom Upgrade (April 26, 2015)	(11,250.00)
Proposed Balance as of May 5, 2016		**149,026.84**

E4f

Tara Cryderman

From: Wendy Kay
Sent: Thursday, May 5, 2016 9:36 AM
To: Tara Cryderman
Subject: FW: MGA Review - We Want to Hear From You: Invitation to Minister's Tour

Please add under my reports.

From: Alberta Municipal Affairs - MGA Review [mailto:mga.review=gov.ab.ca@mail84.suw17.mcsv.net] **On Behalf Of** Alberta Municipal Affairs - MGA Review
Sent: Monday, May 2, 2016 2:26 PM
To: Wendy Kay <wkay@mdpinchercreek.ab.ca>
Subject: MGA Review - We Want to Hear From You: Invitation to Minister's Tour

A message from Hon. Danielle Larivee, Minister of Municipal Affairs, to share the registration details of the upcoming Minister's Tour.

Email not displaying correctly? View it in your browser.

Alberta

INVITATION TO MINISTER'S TOUR

IMPACTS AND IMPLICATIONS OF THE AMENDED *MGA*

MGA Review Minister's Tour - We Want to Hear From You!

Register for the Minister's Tour

As you may be aware, the Government of Alberta is currently conducting a comprehensive review of the *Municipal Government Act* (*MGA*). Since the *MGA* defines how our municipalities function, the types of services they provide, and how funds are raised, it is critical that we hear from Albertans from all walks of life on how to strengthen this critical piece of legislation.

Over the last two years, my ministry has consulted and heard from many Albertans on how to improve and strengthen the *Act*. We received more than 1,200 written submissions, held 77 in-person sessions in 11 communities, and over 15 months of intensive policy discussions with municipal and industry associations. We have listened and are excited to introduce the Bill to the Legislature this spring. However, we want to hear more.

In June and July, I will be touring the province to discuss with Albertans the impacts and implications of the proposed amendments. Once the tour has concluded, we will gather and analyse all the feedback and make any necessary adjustments prior to passing the Bill in fall 2016.

During my tour, I will be travelling to several communities in regions across Alberta to host a series of public open houses.

These communities are listed below. Each session will be about 2.5 hours and will be structured along the following lines:

- Opening Remarks and Presentation on *MGA* Review (30 minutes)
- Question and Answer Period (30 minutes)
- Open House (90 minutes)

Please read on for more details, and I hope to see you at an open house in your area!

Listing of Tour Communities

Two Hills: June 1, 2016 (7:30 – 10:00 p.m.)
Lac La Biche: June 2, 2016 (7:30 – 10:00 p.m.)
Athabasca: June 3, 2016 (9 :00– 11:30 a.m.)

Rocky Mountain House: June 6, 2016 (1:30 – 4:00 p.m.)
Chestermere: June 7, 2016 (2:00 – 4:30 p.m.)

Cochrane: June 9, 2016 (2:00 – 4:30 p.m.)
Canmore: June 10, 2016 (9:00 – 11:30 a.m.)

Edmonton: June 13, 2016 (1:30 – 4:00 p.m.)
Hardisty: June 14, 2016 (9:00 – 11:30 a.m.)
Hanna: June 15, 2016 (1:30 – 4:00 p.m.)
Red Deer: June 16, 2016 (1:30 – 4:00 p.m.)

High Prairie: June 21, 2016 (1:30 – 4:00 p.m.)
Peace River: June 22, 2016 (9:00 – 11:30 a.m.)
Grande Prairie: June 23, 2016 (9:00 – 11:30 a.m.)

Hinton: June 27, 2016 (1:30 – 4:00 p.m.)
Whitecourt: June 28, 2016 (1:30 – 4:00 p.m.)

Brooks: July 13, 2016 (1:30 – 4:00 p.m.)
Medicine Hat: July 14, 2016 (9:00 – 11:30 a.m.)
Lethbridge: July 15, 2016 (8:30 – 11:00 a.m.)

Register to attend and bring your ideas

If you want to attend one of these sessions, please register by visiting the *MGA* Review website and sign up for the session nearest you. While registration isn't mandatory, it will help us provide enough space for everyone. Please provide your correct email address when registering so we can notify you of the venue location once it has been finalized. The registration site will close two weeks prior to each session, but if you do not have the opportunity to register, you are still welcome to attend. We recommend that you check back on our website for updates on venue locations.

Many ways to participate

If you are unable to attend in person, please visit the *MGA* Review website to learn of other ways in which to share your thoughts. You can also stay in touch with us by signing up for email notifications at our website.

Please spread the word

Please spread the word so others can attend the public sessions and share their ideas for the *MGA*. Direct them to the *MGA* Review website to find a listing of all the sessions available across the province. Everyone is welcome.

Questions?

If you have any questions about the registration process, the tour, or the *MGA* Review, please contact us via email at mga.review@gov.ab.ca.

Thank you for your interest in the *MGA* Review and your commitment to stay involved in building better, more sustainable communities in our province. I hope to see you in the summer.

Honourable Danielle Larivee
Minister of Municipal Affairs

Follow on Twitter | Forward to Friend

You are receiving this email because we wish to consult with you on the Municipal Government Act. There are several ways that you could have been added to this list, including attending a consultation, being involved with a municipality or stakeholder organization, sending input submissions, subscribing for updates, or contacting us about the MGA Review.

Our mailing address is:
Government of Alberta Municipal Affairs
10155 102 St NW
Edmonton, AB T5J 0A5
Canada

Add us to your address book

E4g

Tara Cryderman

From: Wendy Kay
Sent: Tuesday, May 3, 2016 1:15 PM
To: Tara Cryderman
Subject: FW: YOU ARE INVITED: AlbertaSW AGM - Wednesday June 1, 2016 - Nanton

Importance: High

Council – my reports

From: Bev Thornton [mailto:bev@albertasouthwest.com]
Sent: Tuesday, May 3, 2016 12:29 PM
To: Wendy Kay <wkay@mdpinchercreek.ab.ca>; Garry Marchuk <CouncilDiv3@mdpinchercreek.ab.ca>
Subject: YOU ARE INVITED: AlbertaSW AGM - Wednesday June 1, 2016 - Nanton
Importance: High

Dear CAO Wendy, Councillor Garry,

On behalf of the Board of Directors of AlbertaSW,
you and your councillors and guest
are invited to attend
Alberta SouthWest Regional Economic Development Alliance
Annual General Meeting to be held at
The Bomber Command Museum of Canada, Hwy 2, Nanton AB

Wednesday, June 1, 2016

5:00pm Arrival/Networking/No host bar
6:00pm Dinner
Annual Meeting and Program to follow
Optional ... 4:00pm tour of the Museum for anyone who can come a bit early.

Please RSVP by Friday May 20, 2016 for Dinner and/or Tour

bev@albertasouthwest.com

Please contact me if you need more information!

Bev Thornton, Executive Director
Alberta SouthWest
Regional Economic Development Alliance
#221, 782 Main Street
Box 1041
Pincher Creek AB T0K 1W0
403-627-3373
888-627-3373 toll free
bev@albertaosuthwest.com
www.albertasouthwest.com

CHIEF ADMINISTRATIVE OFFICER'S REPORT

April 22, 2016 to May 5, 2016

DISCUSSION:

• April 26, 2016	Policies and Plans
• April 26, 2016	Regular Council
• April 28, 2016	EMS
• May 3, 2016	Municipal Planning Commission
• May 6, 2016	Emergency Preparedness - Mall

UPCOMING:

• May 9, 2016	MD of Ranchlands
• May 10, 2016	Policies and Plans
• May 10, 2016	Regular Council
• May 10, 2016	Public Hearing
• May 11, 2016	Castle Mountain
• May 17, 2016	Table Top Exercise
• May 18, 2016	Table Top Exercise
• May 21, 2016	Beaver Mines Clean-up
• May 24, 2016	Policies and Plans
• May 24, 2016	Regular Council
• May 26, 2016	EMS

OTHER

- Revised Safety Manual
- Emergency Management Plan
- Finance Procedures

RECOMMENDATION:

That Council receive for information, the Chief Administrative Officer's report for the period of April 22, 2016 to May 5, 2016.

Prepared by:	CAO, Wendy Kay	Date:	May 5, 2016
Presented to:	Council	Date:	May 10, 2016

MD OF PINCHER CREEK ENHANCED POLICING
MONTHLY REPORT
APRIL 2016

Cst. Rodney LEGROW RCMP Pincher Creek	Shifts worked: 18		

Monthly Traffic Ticket Summary		MD Hamlet Patrols
Speeding	19	Beaver Mines: 10 Lundbreck: 11 Castle Mountain: 5 Twin Butte: 5
Stop sign violations Written warnings	1	
Laser / Radar operations		
Equipment violations		
Moving violations	4	
Check stops		
Impaired / 72 & 24 hour suspensions / Liquor violations		

April totals
Distance driven: 3200 km's
Number of violation tickets issued: 24
Fine value of violation tickets: $4324.00
Criminal Code Charges:
Violation ticket location: Beaver Mines: 1, Hwy 3/6/507 (PC) – 7, Hwy3/507 (CNP)- 2, Hwy 22 - 13

Public Meetings/Events/Training.
April 02: Beaver Mines Citizens Meeting.
April 04: Meeting Lundbreck Citizens Council.
April 04: Court 1000-1530 hours
April 05: P.A.R.T.Y. program Lundbreck & Piikani school grade 9 classes
April 12: P.A.R.T.Y. program St. Mikes school grade 9 class
April 20: P.A.R.T.Y. program Matthew Halton School grade 9 class
April 21 & 22: Cross –Cultural training workshop Piikani Nation

Cumulative totals for period December 1, 2014 to Current.
Distance driven: **38,590 km** Number of violation tickets issued: **216**
Total fine value of violation tickets: **$51,100.00**
Patrols to Beaver Mines: **124** Patrols to Lundbreck: **115**
Public meetings/events attended: **72**

Cumulative totals to Current. (contract duration)
Distance driven: **114,060 km** Number of violation tickets issued: **1626**
Total fine value of violation tickets: **$227,932.00** Patrols to Beaver Mines: **376** Patrols to Lundbreck: **362**
Public meetings/events attended: **163**

Administration Call Log

	Division	Location	Concern / Request	Assigned To	Action Taken	Request Date	Completion Date
40	2	Low Land Heights	Asked if the MD would share in fencing to keep trespassers off his land.	Leo Reedyk	Leo had discussion with Mr. Kunkel with some options. He said he would get back to us.	March 10, 2016	
41	4	Hamlet of PC Station	Land owner came to office, concerned of neighbours weeds and grass and the potential for fire. And the unsightly nature of the property, and dogs running at large.	Roland Milligan		April 27, 2016	
42	5	Railway Avenue Lundbreck	Unlicenced vehicles, motor home, and vehicles parked on Railway Avenue and in alley. .Causing a hazard.	Roland Milligan		May 3, 2016	
43	5	Lundbreck	Noise complaint - neighbour playing loud music all day long at 451 Patton Avenue. Person living at this address can be quite aggressive.	Roland Milligan		April 27, 2016	

F1a

Tara Cryderman

From: Wendy Kay
Sent: Thursday, May 5, 2016 2:52 PM
To: Tara Cryderman
Subject: FW: Alberta Fire Appeal

From: FCM Communiqué [mailto:communique@fcm.ca]
Sent: Thursday, May 5, 2016 1:47 PM
To: Wendy Kay <wkay@mdpinchercreek.ab.ca>
Subject: Alberta Fire Appeal

May 5, 2016 Change your language | View email in your browser

FCM FÉDÉRATION OF CANADIAN MUNICIPALITIES FÉDÉRATION CANADIENNE DES MUNICIPALITÉS

Alberta Fire Appeal

Dear members,

Our colleagues in Fort McMurray, Alberta, are confronted with unimaginable risks, devastation and loss. An estimated 1,600 structures have been burned and more than 80,000 residents forced from their homes.

The municipal sector is banding together to express support and offer help. In the spirit of true partnership, all orders of government are working to address the urgent needs of the community.

The federal and Alberta governments are matching individual donations made to the Red Cross. Please consider making a donation to support Fort McMurray and the surrounding communities.

Sincerely,

Raymond Louie
Acting Mayor, Vancouver
FCM President

Council
Corresp - For Info

F1b

RECEIVED
MAY - 3 2016
M.D. OF PINCHER CREEK

Doreen Marriott
87 Patina Terrace SW
Calgary, AB T3H 4M8

April 15, 2016

Mr. Garry Marchuck
Councillor Division 3 MD of Pincher Creek,
Box 279
Pincher Creek, AB T0K 1W0

Dear Mr. Marchuck

I am writing to voice my concern over the unpaved and dangerous condition of Highway 774 in the SW corner of Alberta. The highway runs south from Beaver Mines to Castle Mountain Resort (CMR) and the last 12 kilometres is treacherous year round not only to the drivers but to the many animals that cross this highway.

As one of the most travelled secondary highways in Southern Alberta this road brings over 100,000 residents and visitors to CMR and the surrounding recreational area annually, including thousands of school children enrolled in Learn to Ski programs as part of their school physical education programs. Each ski season up to 5500 children are transported by school bus into and out of the ski resort along this dangerous stretch of gravel road.

In the winter the gravel holds the snow and ice much longer than the paved section and the freeze thaw cycles exacerbate the problem by turning this road in to a slick danger obstacle causing many vehicles to lose control, jeopardizing the lives of the drivers, passengers and other travellers.

To my knowledge CMR is the only major ski facility in Western Canada without paved access. This is the number one reason Albertans give for bypassing Castle to ski and spend their recreational dollars in Southern British Columbia or Montana. I believe that this failure to support tourism and industry in southern Alberta is poor policy on the part of the government.

I am requesting that you look into this issue and do whatever you can to ensure that this road is paved in 2016 before a deadly accident occurs.

I am looking forward to your reply.

Sincerely,

Doreen Marriott

Doreen Marriott

Council
Corresp - For Info

Peter Malowany
43 Cherovan Drive SW
Calgary, AB T2V 2P3

April 15, 2016

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Councillor Division 3 MD of Pincher Creek,
Box 279
Pincher Creek, AB T0K 1W0

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I am looking forward to your reply.

Sincerely,

P. Malowany

Peter Malowany

Council Corresp- For Info

ALTALINK
A BERKSHIRE HATHAWAY ENERGY COMPANY
2611 3rd Ave SE, Calgary, Alberta, T2A 7W7
www.

F2a

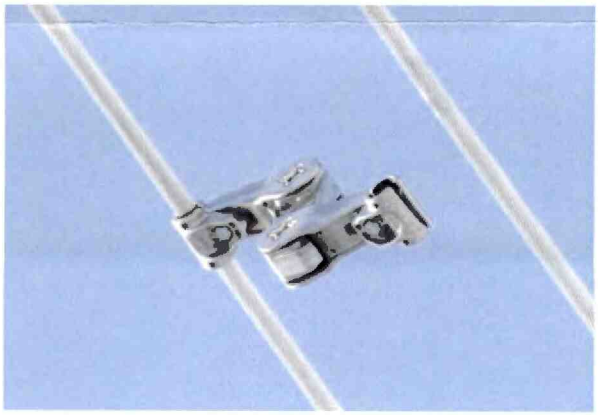
April 26, 2016

AltaLink transmission lines:
Potential hazard warning – spacer damper failure

As part of our ongoing commitment to safety, AltaLink will be increasing the frequency of its inspections along a number of our transmission lines. AltaLink is increasing inspections along these lines to monitor the condition of a piece of equipment called a spacer damper. You have been identified as an owner of land where one of our transmission lines will require more frequent inspections and we are asking for your help to let us know if you notice anything unusual related to the spacer dampers.

A spacer damper connects two wires at intervals between transmission towers to reduce movement in adverse weather conditions by preventing the two wires from contacting and damaging each other. Spacer dampers are attached to the two wires with clamps and secured by bolts. The picture below is an example of a spacer damper installed on a transmission line.

AltaLink is increasing inspections because installed spacer dampers of this type have failed on AltaLink transmission lines. Clamp bolts on the failed spacer damper did not remain secure and the clamp released from the wire, causing a portion of the spacer damper to fall to the ground. The picture below is an example of a spacer damper in a failed condition.



ALTALINK
A BERKSHIRE HATHAWAY ENERGY COMPANY
2611 3rd Ave SE, Calgary, Alberta, T2A 7W7
www.altalink.ca

AltaLink will be inspecting spacer dampers on an ongoing basis and will address any issues as required. Inspection activities in your area may include low-level helicopter flight inspections, ground level inspections and crews accessing the line from service trucks. AltaLink will contact you in advance if we need to access your land as part of the inspection activities.

There is a possibility that a spacer damper, or parts of a spacer damper, could fall to the ground from the overhead transmission wires. AltaLink asks that you, as a landowner/leaseholder or as a person that might otherwise have access to the right-of-way, please avoid walking along or under the right-of-way. If circumstances are such that you must cross and/or walk along the right-of-way, please avoid crossing under and walking in areas below the spacer dampers.

If you believe you have found pieces of spacer dampers on the ground, or notice a spacer damper that appears to be in the failed position outlined and shown above, please contact AltaLink at 1-877-380-0303 or landowner.advocate@altalink.ca and AltaLink will conduct further inspection and investigation.

Please do not pick up or move the pieces because seeing them in their original location will allow AltaLink to more easily identify the line section from which the spacer damper fell.

AltaLink apologizes for any inconvenience this may cause and appreciates your help in letting us know if you see anything unusual regarding the spacer dampers. Thank you for your cooperation in advance as we work to maintain the safety of the transmission system.

Sincerely,
Mark Johns

Landowner Advocate

Quentin's Reports

G1a

Memo

Chinook Arch
Regional Library
System

April 19, 2016

To: Mayors and Reeves of Chinook Arch member Municipalities

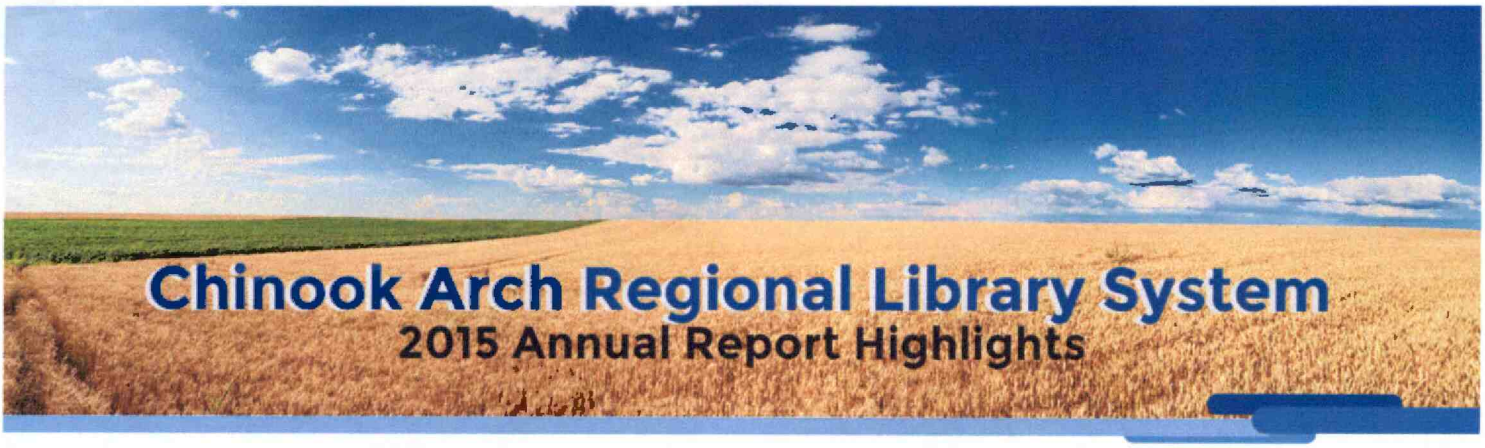
From: Robin Hepher, CEO
rhepher@chinookarch.ca 403-380-1504

Re: Chinook Arch Library Board Financial Statements 2015 and Annual Report Highlights

Please find enclosed the 2015 Audited Financial Statements for Chinook Arch. The 2015 Annual Report Highlights are also enclosed.

Please contact Robin Hepher if you have any questions.

2902 - 7th Avenue North, Lethbridge, Alberta T1H 5C6, Phone: 403-380-1500, Fax: 403-380-3550



Chinook Arch Regional Library System
2015 Annual Report Highlights

Our Mission: Chinook Arch creates and supports the structure for a network of cooperating libraries in Southwestern Alberta to share resources in a cost-effective manner

Bibliographic Services

ITEMS ORDERED: 54,182

ITEMS PROCESSED: 63,886 — That's 245 items per day!

ITEMS CATALOGUED: 96,620

TOTAL ITEMS in Shared System Catalogue: 889,233

$719,000 Spent on Library Materials in 2015

Online Services

OverDrive: 134,376 Downloads

hoopla: 31,291 Downloads

GALE COURSES: 1035 Enrollments

zinio: 23,230 Downloads

37% Increase in Database Usage

225,278 Website/Catalogue Visits

Chinook Arch Regional Library System
2015 Annual Report Highlights

Training & Consulting

4639 Reference Transactions

CONSULTING **219** VISITS

62 Training sessions & workshops with 421 participants

DELIVERY

4,456 Stops
151,000 kms Travelled

Population Served
198,750

1,681,161 *Print Checkouts*

7,204 Items Lent Through InterLibrary Loan

Fast Facts

227,089
Items Shared Throughout the System

Member Comments

"Thank you for all that you do to keep the small libraries operating."

"System staff always have the best solutions to any issue I have - quickly and in terms I can understand."

"We have a great group of people at Chinook Arch!"

"I appreciate that the drivers are always pleasant and courteous."

"Chinook Arch IT staff are always a pleasure to deal with."

"I appreciate how staff of each department made a visit to our Library to introduce themselves and to initiate me to the services/policies of their departments when I started as Manager of the Library. It was not only important information but these visits help to build relationships."

"It's amazing that such a large region can seem to be run so efficiently. Thank you and please keep up the great work."

Chinook Arch Regional Library System
2902 7 Ave N, Lethbridge, AB T1H 5C6
www.chinookarch.ca arch@chinookarch.ca 403.380.1500

CHINOOK ARCH LIBRARY BOARD

FINANCIAL STATEMENTS

DECEMBER 31, 2015

Maynes Newman LLP
Chartered Professional Accountants

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of Chinook Arch Library Board

We have audited the accompanying financial statements of Chinook Arch Library Board, which comprise the statement of financial position as at December 31, 2015 and the statement of operations, statement of net assets and the statement of cash flow for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements
Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian not-for-profit accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility
Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion
In our opinion, the financial statements present fairly, in all material respects, the financial position of Chinook Arch Library Board as at December 31, 2015 and the results of its operations and its cash flow for the year then ended in accordance with Canadian not-for-profit accounting standards.

Maynes Newman LLP

Vauxhall, Alberta
April 7, 2016

Maynes Newman LLP
Chartered Professional Accountants

Box 21 . 413 – 3rd Avenue, Vauxhall, AB T0K 2K0
Phone (403) 654-4231 . Fax (403) 654-4239
Email: mn@beencounting.ca

CHINOOK ARCH LIBRARY BOARD

STATEMENT OF FINANCIAL POSITION

AS AT DECEMBER 31, 2015

	2015	2014
ASSETS		
Current Assets		
Cash and Temporary Investments (note 12)	$ 1,007,650	$ 1,262,136
Accounts Receivable (net)	$ 10,072	$ 6,341
GST Recoverable	$ 25,185	$ 25,959
Prepaid Expenses	$ 248,287	$ 145,222
Current Portion Due on Loans Receivable (note 4)	$ 2,292	$ 1,355
	$ 1,293,486	$ 1,441,013
Loans Receivable (note 4)	$ 2,668	$ 2,715
Capital Assets (note 5)	$ 904,315	$ 884,473
	$ 2,200,469	$ 2,328,201
LIABILITIES		
Current Liabilities		
Accounts Payable and Accrued Liabilities	$ 21,279	$ 25,437
Deferred Revenue (note 6)	$ 2,500	$ 38,300
Employee Benefit Obligations (note 7)	$ 126,893	$ 130,771
	$ 150,672	$ 194,508
NET ASSETS		
Net Assets Invested in Capital	$ 904,316	$ 884,473
Net Assets Internally Restricted (note 8)	$ 1,143,732	$ 1,245,403
Net Assets Externally Restricted (note 8)	$ 1,749	$ 2,079
Unrestricted Net Assets	$ -	$ 1,738
	$ 2,049,797	$ 2,133,693
	$ 2,200,469	$ 2,328,201

Approved by the Board:

Director Date April 7/16

Director Date April 7/16

CHINOOK ARCH LIBRARY BOARD

STATEMENT OF OPERATIONS

YEAR ENDED DECEMBER 31, 2015

	2015	2014
REVENUE		
Library Boards	$ 578,575	$ 568,986
Municipal Levies	$ 1,441,342	$ 1,380,790
Municipal Rural Services Fees	$ 64,108	$ 64,102
Resource Sharing Contract Grant (note 9)	$ 146,700	$ 149,987
Provincial Operating Grant	$ 921,773	$ 864,575
Provincial Rural Library Services Grant	$ 190,266	$ 185,103
Other Income (schedule 1)	$ 436,967	$ 417,228
Contract Services (Schedule 2)	$ 177,770	$ 143,468
	$ 3,957,501	$ 3,774,239
EXPENDITURES		
Library Materials and Collections	$ 959,408	$ 738,145
Shipping & Delivery (schedule 3)	$ 49,984	$ 51,082
Network Services (schedule 4)	$ 228,221	$ 272,394
Bibliographic Services (schedule 5)	$ 96,999	$ 74,855
Programs and Services (schedule 6)	$ 349,442	$ 440,896
Training & Development (schedule 7)	$ 88,390	$ 87,237
Salaries and Benefits (note 11)	$ 1,823,651	$ 1,738,759
Administration (schedule 8)	$ 38,601	$ 49,299
Building and Maintenance	$ 70,588	$ 74,210
Board Expenses	$ 43,674	$ 32,794
Contract & Other Services (schedule 9)	$ 193,085	$ 190,436
Amortization Expense	$ 99,354	$ 75,886
	$ 4,041,397	$ 3,825,993
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURES	$ (83,896)	$ (51,754)

CHINOOK ARCH LIBRARY BOARD

STATEMENT OF NET ASSETS

YEAR ENDED DECEMBER 31, 2015

	Unrestricted Surplus	Internally restricted Surplus (note 8)	Externally restricted Surplus (note 8)	Invested in Capital Assets (note 5)	Total 2015	Total 2014
BALANCE BEGINNING OF YEAR	$ 1,738	$ 1,245,403	$ 2,079	$ 884,473	$ 2,133,693	$ 2,185,447
Excess(Deficiency) of Revenue Over Expenditures	$ (83,896)				$ (83,896)	$ (51,754)
Internally Imposed Restrictions	$ 101,671	$ (101,671)				
Externally Imposed Restrictions	$ 330		$ (330)			
Capital Assets Purchases	$ (119,197)			$ 119,197		
Capital Assets Grants	$ -			$ -		
Reduction of Assets Sold	$ 33,820			$ (33,820)		
Accumulated Amortization on Assets Sold	$ (33,820)			$ 33,820		
Annual Amortization Expense	$ 99,354			$ (99,354)		
BALANCE END OF YEAR	$ -	$ 1,143,732	$ 1,749	$ 904,316	$ 2,049,797	$ 2,133,693
BALANCE END OF YEAR - 2014	$ 1,738	$ 1,245,403	$ 2,079	$ 884,473		

CHINOOK ARCH LIBRARY BOARD

STATEMENT OF CASH FLOW

YEAR ENDED DECEMBER 31, 2015

	2015	2014
OPERATING ACTIVITIES		
Cash Received for Operations	$ 3,908,941	$ 3,850,592
Cash Paid to Suppliers and Employees	$ (4,056,230)	$ (3,906,188)
	$ (147,289)	$ (55,596)
INVESTING ACTIVITIES		
Proceeds (Purchase) of Property, Plant and Equipment	$ (107,197)	$ (103,450)
	$ (107,197)	$ (103,450)
INCREASE (DECREASE) IN CASH	$ (254,486)	$ (159,046)
CASH AND TEMPORARY INVESTMENTS, BEGINNING OF YEAR	$ 1,262,136	$ 1,421,182
CASH AND TEMPORARY INVESTMENTS, END OF YEAR	$ 1,007,650	$ 1,262,136

CASH AND TEMPORARY INVESTMENTS ARE COMPRISED OF:		
Cash	$ 499,400	$ 762,136
Temporary Investments	$ 508,250	$ 500,000
	$ 1,007,650	$ 1,262,136

CHINOOK ARCH LIBRARY BOARD

SCHEDULE 1 - OTHER INCOME
YEAR ENDED DECEMBER 31, 2015

	2015	2014
Additional Funds for Library Materials	$ 382,136	$ 319,853
Interest & Investment Income	$ 16,622	$ 17,484
Fundraising & Donations - General	$ 610	$ 32,707
RISE Project	$ -	$ 5,000
Employment Programs	$ 5,100	$ 5,050
Southern Alberta Library Conference	$ 19,850	$ 19,998
Gain on Disposal of Capital Assets	$ 12,000	$ 16,718
Miscellaneous	$ 649	$ 418
TOTAL	$ 436,967	$ 417,228

SCHEDULE 2 - CONTRACT SERVICES
YEAR ENDED DECEMBER 31, 2015

	2015	2014
Contracts	$ 41,693	$ 30,526
Book Purchases	$ 1,708	$ 1,557
Reimbursement for Purchases	$ 134,369	$ 111,385
TOTAL	$ 177,770	$ 143,468

SCHEDULE 3 - SHIPPING AND DELIVERY
YEAR ENDED DECEMBER 31, 2015

	2015	2014
Freight	$ 4,637	$ 3,373
Postage and Shipping	$ 5,695	$ 5,102
Vehicle Insurance	$ 3,535	$ 2,951
Vehicle Expenses	$ 36,117	$ 39,656
TOTAL	$ 49,984	$ 51,082

SCHEDULE 4 - NETWORK SERVICES
YEAR ENDED DECEMBER 31, 2015

	2015	2014
Telecommunications	$ 36,859	$ 26,770
Network Support and Maintenance	$ 137,286	$ 124,001
RISE Bridge & Network Support	$ 35,000	$ 34,300
Equipment and Software	$ 19,076	$ 87,323
TOTAL	$ 228,221	$ 272,394

CHINOOK ARCH LIBRARY BOARD

SCHEDULE 5 -BIBLIOGRAPHIC SERVICES
YEAR ENDED DECEMBER 31, 2015

	2015	2014
Cataloguing Subscriptions	$ 4,373	$ 4,302
Supplies for Library Materials	$ 14,624	$ 16,297
Support Services	$ 78,002	$ 54,256
TOTAL	$ 96,999	$ 74,855

SCHEDULE 6 - PROGRAMS
YEAR ENDED DECEMBER 31, 2015

	2015	2014
Summer Programs	$ 3,731	$ 3,437
Reading Programs	$ -	$ 1,044
Membership Programs	$ 8,340	$ 7,943
Rural Library Services Grant Transfers	$ 221,506	$ 218,770
Library Membership Cards	$ 4,125	$ 3,877
Marketing and Communications	$ 21,610	$ 23,308
Regional Resource Sharing	$ 90,000	$ 182,482
Special Projects	$ 130	$ 35
TOTAL	$ 349,442	$ 440,896

SCHEDULE 7 -TRAINING AND DEVELOPMENT
YEAR ENDED DECEMBER 31, 2015

	2015	2014
Librarians Meetings and Training	$ 17,039	$ 16,543
Southern Alberta Library Conference	$ 30,795	$ 28,491
Conferences, Courses, Staff Travel	$ 40,556	$ 42,203
TOTAL	$ 88,390	$ 87,237

CHINOOK ARCH LIBRARY BOARD

SCHEDULE 8 -ADMINISTRATION
YEAR ENDED DECEMBER 31, 2015

	2015	2014
Bank Charges	$ 356	$ 279
Subscriptions	$ 2,552	$ 2,408
Professional Fees	$ 7,350	$ 7,350
Advertising	$ 55	$ -
Memberships	$ 1,234	$ 1,317
Recruitment	$ -	$ 4,444
Office Supplies and Equipment	$ 4,525	$ 8,217
Maintenance Office Equipment	$ 15,449	$ 16,415
Coffee Services	$ 4,646	$ 4,545
Printing	$ 2,434	$ 4,324
TOTAL	$ 38,601	$ 49,299

SCHEDULE 9 -CONTRACTS AND OTHER SERVICES
YEAR ENDED DECEMBER 31, 2015

	2015	2014
Better Beginnings Card Coupons	$ 330	$ 1,018
Provincial ILL Resource Sharing	$ 2,362	$ 2,921
ILL VDX Maintenance	$ 34,855	$ 36,243
ILS Maint. & Subscriptions Contract Services (SLS)	$ 21,235	$ 16,609
Internet Services Contract (SLS)	$ 7,563	$ 6,354
Purchasing Services for Member Libraries	$ 125,286	$ 125,301
Regional Libraries Promotional Mat.	$ -	$ 380
Staff Purchases Materials	$ 1,454	$ 1,610
TOTAL	$ 193,085	$ 190,436

1. NATURE OF OPERATIONS

Chinook Arch Library Board assists a network of cooperating libraries in southwest Alberta to provide cost-effective, convenient access to information and library resources.

Chinook Arch Library Board is a volunteer Board established as a Library under the Alberta Libraries Act. The Board is also a registered charity under the Income Tax Act. The Board operates Chinook Arch Regional Library System.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

These financial statements are prepared in accordance with Canadian Not-For-Profit accounting standards applied on a basis consistent with prior periods.

Outlined below are those policies the organization considers particularly significant:

a) Fund Accounting

For reporting purposes, established funds consist of the operating, capital, restricted and reserve funds. Transfers between funds are recorded as adjustments to the appropriate equity account. Capital fund debt interest is recorded as an expense in the capital equity fund. Amortization expense is recorded as an expense in the Statement of Operations.

b) Investments

Investments that are Guaranteed Investment Certificates have a carrying value that equal their estimated fair market value and are classified as held to maturity. Held to maturity investments are accounted for at amortized cost using the effective interest method.

c) Capital Assets

Capital assets are stated at cost. Amortization is provided using the declining balance method for the following assets at the following annual rates:

Building	-	4%
Automotive (passenger vehicles)	-	50%

Amortization is provided on a straight-line basis for the following assets at the following annual rates:

Automotive (delivery vehicles)	-	50%
Office furniture and equipment	-	10%
Computer equipment	-	25%

d) Reserves for Future Expenditures

Internally restricted reserves are established at the discretion of the Board to set aside funds for future operating and capital expenditures. Transfers to and from reserves are reflected as adjustments to the Statement of Net Assets.

Externally restricted reserves arise from funding received for specific projects. Transfers to and from these reserves arise as funds are received or expenditures are incurred for the specific projects.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont.)

e) Restricted Fund – Book Allotment
Funds allocated to member libraries for book allotment are restricted for purchases of library materials in subsequent years. Unspent allocations are added to the library's allocation in the following year. Transfers to and/or from reserves are reflected in Note 8 – Reserves and Restricted Funds.

f) Revenue Recognition
Revenue is recognized when the requirements as to performance for transactions involving the sale of goods are met and ultimate collection is reasonably assured at the time of performance.

Government transfers, contributions and other amounts are received from third parties pursuant to legislation, regulation or agreement and may only be used for certain programs, in the completion of specific work, or for the purchase of capital assets. These funds are accounted for as deferred revenue until used for the purpose specified.

Government transfers for operations are recognized in the period when the related expenses are incurred and any eligibility criteria have been met.

Government grants for the purchase of capital assets are applied against the asset cost and the balance of the cost is amortized over the useful life of the asset. There were no grants received for the acquisition of capital assets in 2015 (2014-$54,710).

g) Use of Estimates
The preparation of financial statements in accordance with Part III of the CICA Handbook – Accounting requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenditure during the period. These estimates are reviewed periodically, and as adjustments become necessary, they are reported in the period in which they become known. Actual results could differ from those estimates.

h) Financial Instruments
Fair Value
Financial instruments of the organization consist mainly of cash, temporary investments, accounts receivable, loans receivable, accounts payable and accrued liabilities. There are no significant differences between carrying values of these amounts and their estimated market value due to the short term maturities of these instruments. Unless otherwise noted, it is Management's opinion that the organization is not exposed to significant interest, currency or credit risk arising from these financial instruments.

(i) Measurement of Financial Instruments
Chinook Arch Library Board measures its financial assets and financial liabilities at cost. Financial assets measured at cost include cash, temporary investments, accounts receivable, and loans receivable. Financial liabilities measured at cost consist of accounts payable and accrued liabilities. Changes in fair value are recognized in the statement of operations in the period incurred.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont.)

h) Financial Instruments (cont.)

(ii) Impairment

At the end of each reporting period, Chinook Arch Library Board assesses whether there are any indications that a financial asset measured at amortized cost may be impaired. Objective evidence of impairment includes observable data that comes to the attention of Chinook Arch Library Board. When there is an indication of impairment, Chinook Arch Library Board determines whether a significant adverse change has occurred during the period in the expected timing of future cash flows from the financial asset.

When Chinook Arch Library Board identifies a significant adverse change in the expected timing of future cash flows from a financial asset, it reduces the carrying amount of the asset to the highest of the following:

a) the present value of the cash flows expected to be generated by holding the asset discounted using a current market rate of interest appropriate to the asset;

b) the amount that could be realized by selling the asset at the statement of financial position date; and,

c) the amount Chinook Arch Library Board expects to realize by exercising its rights to any collateral held to secure repayment of the asset net of all costs necessary to exercise those rights.

The carrying amount of the asset is reduced directly or through the use of an allowance account. The amount of the reduction is recognized as an impairment loss in the statement of operations.

When the extent of impairment of a previously written-down asset decreases and the decrease can be related to an event occurring after the impairment was recognized, the previously recognized impairment loss is reversed to the extent of the improvement, directly or by adjusting the allowance account. The amount of the reversal is recognized in the statement of operations in the period the reversal occurs.

(iii) Transaction Costs

Transactions costs are recognized in the statement of operations in the period incurred, except for financial instruments that will be subsequently measured at amortized costs. Transaction costs associated with the acquisition and disposal of fixed income investments are capitalized and are included in the acquisition costs or reduce proceeds on disposal. Investment management fees associated with the fixed investments and mutual funds are expensed as incurred.

3. SIGNIFICANT REVENUE SOURCE

In 2015, 82.3 % (2014 – 81.5%) of total revenue is based on per capita municipal levies, per capita payments from library boards, and per capita grants from Alberta Municipal Affairs.
A significant percentage of revenue is attributed to the membership of the City of Lethbridge. In 2015, the Lethbridge population represented 47.4 % (2014-46.8%) of the System's total population and created 40.24% of the total revenue (2014-39.3%) Although the organization would continue to operate without that membership there would be a need for additional sources of revenue.

4. LOANS RECEIVABLE

The Board has a policy on loans for the purchase of computers and software to a maximum of $2,500 per employee. These loans are payable in monthly blended payments, with interest at prime rate.

	2015	2014
Loan Receivable	$ 4,960	$ 4,070
Less Principal Included in current assets	$ 2,292	$ 1,355
	$ 2,668	$2,715

Principal repayments due over the next three years are as follows:
2016 - $2,292
2017 - $2,238
2018 - $ 430

5. CAPITAL ASSETS

	Cost	Accumulated Amortization	Net 2015	2014
Land	$ 40,580	$ -	$ 40,580	$ 40,580
Building	$1,393,083	$ 650,881	$ 742,202	$766,712
Office Furniture and equipment	$ 57,811	$ 48,152	$ 9,659	$ 12,879
Computer equipment	$ 712,547	$ 627,007	$ 85,540	$ 52,727
Automotive	$ 72,529	$ 46,195	$ 26,334	$ 11,575
	$2,276,550	$ 1,372,235	$ 904,315	$884,473
Building cost			$ 1,510,501	$1,504,086
Less: Grants Roof repair			$ (117,418)	$ (117,418)
			$ 1,393,083	$1,386,668
Automotive Equipment cost			$ 152,239	$ 153,269
Less: Government grant			$ (79,710)	$ (79,710)
			$ 72,529	$ 73,559
Computer Equipment Cost			$ 762,429	$ 682,438
Less: Government grant			$ (49,882)	$ (49,882)
			$ 712,547	$ 632,556

6. DEFERRED REVENUE

The change in deferred revenue related to revenues of future periods are as follows:

	Balance 2014	Amount Received	Amount Recognized	Balance 2015
Milo Library Board Book allotment 2015	$ 300	$ -	$ 300	$ -
Hoopla	$ 38,000	$ -	$ 38,000	$ -
SALC Registration fees	$ -	$ 2,500	$ -	$ 2,500
Total Deferred	$ 38,300	$ 2,500	$ 38,300	$ 2,500

7. EMPLOYEE BENEFIT OBLIGATIONS

	2015	2014
Vacation	$112,780	$ 117,015
Health Spending Account	$ 14,113	$ 13,756
	$126,893	$ 130,771

Vacation is a liability comprised of the vacation that employees have earned. Health spending benefits arise from unused benefits that are accumulated for two years. Employees have earned these benefits and are entitled to them within the next budgetary year.

8. RESERVES AND RESTRICTED FUNDS

	2014	Increase	Decrease	2015
Reserves Internally Restricted				
Technology Reserve	$ 325,000		$ 20,513	$ 304,487
Vehicle	$ 131,457			$ 131,457
Building	$ 337,573			$ 337,573
Operating	$ 208,052			$ 208,052
Book Allotment carry over	$ 243,321	$ -	$ 81,158	$ 162,163
	$ 1,245,403	$ -	$ 101,671	$1,143,732
Externally Restricted Reserves				
Better Beginnings	$ 2,079	$ -	$ 330	$ 1,749
	$ 2,079	$ -	$ 330	$ 1,749

9. RESOURCE SHARING GRANT

Chinook Arch Library Board receives a resource sharing grant from Alberta Municipal Affairs to fund the coordination of the provincial interlibrary loan service in Alberta. Funds for the provincial fiscal year 2014-2015 were received in 2014. In 2015 the grant was received for the provincial fiscal year April 2015 to March 2016. The 2015 calculation indicates a total for the 2014-2015 provincial fiscal year ended March 31 2015 as well as the simple total for the Chinook Arch fiscal year 2015.

*The total expenditures from April 2014 to March 2015 are $117,583

Interlibrary Loan Grant/Expenditures	Jan-Mar 2015	Apr-Dec 2015	Total 2015	Jan-Mar 2014	Apr-Dec 2014	Total 2014
Revenue						
Resource Sharing Grant from Municipal Affairs		$146,700	$146,700		$149,987	$149,987
Expenditures						
Staffing and Administrative costs	$ 27,354	$ 80,538	$107,892	$ 37,740	$ 67,735	$105,475
Hardware/software maintenance	$ 16,321	$ 31,763	$ 48,084	$ 31,155	$ 5,088	$ 36,243
Node Training & Travel	$ -	$ 1,085	$ 1,085	$ -	$ 1,085	$ 1,085
Total	*$ 43,675	$113,386	$157,061	$ 68,895	*$73,908	$ 42,803
Total Apr 2014-Mar 2015	**$117,583**					

10. LOCAL AUTHORITIES PENSION PLAN

Employees of the organization participate in the Local Authorities Pension Plan (LAPP), which is one of the plans covered by the Alberta Public Sector Pension Plan Act. The LAPP services about 237,612 members and retirees and 423 employer groups. The LAPP is financed by the employer, employee and Government of Alberta contributions and investment earnings of the LAPP fund.

Contributions for current service are recorded as expenditures in the year in which they become due.

The organization is required to make current service contributions to the LAPP of 11.39% of pensionable earnings up to the year's maximum pensionable earnings under the Canada Pension Plan and 15.84% on pensionable earnings above this amount. Employees of the organization are required to make current service contributions of 10.39% of pensionable salary up to the year's maximum pensionable salary and 14.84% on pensionable salary above this amount.

Total current service contributions by the organization to LAPP in 2015 were $166,733 (2014 - $158,886). The current service contributions by the employees of the organization to the LAPP in 2015 were $153,189 (2014 - $145,979).

As at December 31, 2014 the plan disclosed an actuarial deficiency of $2.4 Billion (2014- $4.86 Billion).

11. SALARIES AND WAGES

The increase in Salaries and Wages is comprised of $20,040.63 of LAPP pension purchase for staff returning from leave and $8,933.97 of vacation payout. The balance of the increase results from a 2% cost of living adjustment increase as well as salary step advances.

12. FINANCIAL INSTRUMENTS

Chinook Arch is exposed to various risks through its financial instruments. The risks at December 31, 2015 are as follows: credit risks, liquidity risks, currency risks and other price risks.

Chinook Arch has a specific investment policy which details acceptable low risk investment vehicles. Chinook Arch does not use derivative financial instruments to manage its risks.

Credit Risk

Chinook Arch is exposed to credit risk resulting from the possibility that parties may default on their financial obligations, or if there is a concentration of transactions carried out with the same party, or if there is a concentration of financial obligations which have similar economic characteristics that could be similarly affected by changes in economic conditions, such that Chinook Arch could incur financial loss. Chinook Arch mitigates this risk by dealing with major financial institutions in Canada that are regulated, as well as a large customer base.

Liquidity Risk

Liquidity risk is the risk that Chinook Arch will not be able to meet a demand for cash or fund its obligations as they become due. Chinook Arch meets its liquidity requirements by preparing and monitoring budgets of cash flows from operations, anticipating investing and financing activities and holding assets that can readily be converted to cash.

Market Risk

Market Risk is the risk that the fair value or future cash flow of a financial instrument will fluctuate because of changes in market prices. Market risk is comprised of currency risk, interest rate risk, and other price risk.

a) Currency Risk

Currency risk refers to the risk that the fair value of financial instruments or future cash flows associated with the instruments will fluctuate relative to the Canadian dollar due to changes in foreign exchange rates. Chinook Arch transacts expenditures of approximately $150,000 US$ funds a year which is insignificant compared to the total expenditures. The risk at December 31, 2015 is minimal.

b) Interest Rate Risk

Interest rate risk refers to the risk that the fair value of financial instruments or future cash flows associated with the instruments will fluctuate due to changes in market interest rates.

The exposure of Chinook Arch to interest rate risk arises from its interest bearing assets. Chinook Arch's cash includes amounts on deposit with financial institutions that earn interest at market value.

12. FINANCIAL INSTRUMENTS (cont.)

Market Risk (cont.)

b) Interest Rate Risk (cont.)

Chinook Arch currently earns interest on temporary investments of 1.6% to 1.7%; interest is earned on the chequing account at prime-2% on balances between $500,000 and $1,000,000 and Prime -1.85% for balances between $1,000,000 and $5,000,000.

Chinook Arch manages its exposure to the interest rate risk of its cash by maximizing the interest income earned on excess funds while maintaining the liquidity necessary to conduct operations on a day-to-day basis. Fluctuations in market rates of interest on cash do not have a significant impact on Chinook Arch's result of operations.
The primary objective of Chinook Arch with respect to its fixed income investments is to ensure the security of principal amounts invested, provide for a high degree of liquidity, and achieve a satisfactory investment return. The risk at December 31, 2014 is minimal.

c) Other Price Risk
Other price risk refers to the risk that the fair value of financial instruments or future cash flows associated with the instruments will fluctuate because of changes in market prices (other than those arising from currency risk or interest rate risk), whether those changes are caused by factors specific to the individual instrument or its issuer or factors affecting all similar instruments traded in the market. The risk at December 31, 2015 is minimal.

Changes in Risk
There has been no change in Chinook Arch's risk exposure from the prior year.

13. COMPARATIVE FIGURES

Where applicable, certain 2014 comparative figures have been reclassified to conform to the financial statements presentation adopted in the current year.

14. APPROVAL OF FINANCIAL STATEMENTS

The Board and management have approved these financial statements.

G3a

Alberta SouthWest Bulletin May 2016

Regional Economic Development Alliance (REDA) Update

❖ Alberta REDAs meet with Minister at EDA

REDA Chairs and Managers had a very productive meeting with Minister Deron Bilous and senior staff of Alberta Economic Development and Trade. Discussion included acknowledging the value of collaborative initiatives among our communities and advantages of working together on issues that are of importance to all the regions, such as transportation corridors and digital connectivity

Bev Thornton, Executive Director, AlbertaSW; The Honourable Deron Bilous, Minister, Economic Development & Trade; Lloyd Kearl, Chair, AlbertaSW

❖ AlbertaSW Receives Project Award of Excellence

The Alberta SouthWest Regional Economic Development Alliance (REDA) received the Economic Developers Alberta Award of Excellence for its project "13 Ways Performance Review for Ambitious Communities". The book *13 Ways to Kill Your Community* by Doug Griffiths and Kelly Clemmer postulates that if we know what makes a community fail, we should be able to achieve success by doing just the opposite! Based upon this compelling idea, the 16 communities of Alberta SouthWest piloted an innovative and effective community performance assessment process to inspire communities to examine attitudes and reflect upon the importance of meaningful and positive aspirations. Communities are complex and, beneath it all, important determinants of success are "Attitude" and "Leadership".

❖ AlbertaSW contributes to leadership of Economic Developers Alberta (EDA)

Bev Thornton was elected to a second term on the provincial EDA Board, and will serve as Vice-President.

❖ AlbertaSW gathers more international perspectives on Broadband and Digital Connectivity

Bob Dyrda attended the Broadband Summit in Austin TX and has a wealth of video presentations, reports and documents that illustrate success stories and provide new ideas from across North America. All notes and reports are available upon request; just contact bob@albertasouthwest.com

MARK YOUR CALENDAR

❖ Alberta SouthWest Annual General Meeting, Bomber Command Museum, Nanton AB
Wednesday June 1, 2016

❖ 7th Annual Crown Roundtable Conference, Fernie BC
Thursday October 13 to Friday October 14, 2016

❖ 2nd Annual EDA Ministry Dinner, Matrix Hotel, Edmonton AB
Thursday, October 27, 2016,

❖ 2017 Economic Developers Alberta (EDA) Conference, Banff Centre, Banff AB
Wednesday March 22 to Friday March 24, 2017

❖ 2017 Montana Governor's Conference on Tourism, Helena MT
Sunday March 12 to Tuesday March 14, 2017

Alberta SouthWest Box 1041 Pincher Creek AB T0K 1W0
403-627-3373 or 1-888-627-3373
bev@albertasouthwest.com
bob@albertasouthwest.com

Alberta SouthWest Regional Alliance

Minutes of the Board of Directors Meeting

Wednesday March 2, 2016 – Structural Truss, Fort Macleod

Board Representatives
Lloyd Kearl, Cardston County
Barney Reeves, Waterton
Maryanne Sandberg, MD Willow Creek
Gentry Hall, Stavely (alternate)
Shelley Ford, Claresholm
John Connor, Granum
Brent Feyter, Fort Macleod
Warren Mickels, Cowley
Lorne Jackson, Pincher Creek
Garry Marchuk, MD Pincher Creek
Beryl West, Nanton
Blair Painter Crowsnest Pass
Bill Peavoy, Cardston

SouthGrow Board
Greg Robinson, Raymond; SouthGrow Chair
Margaret Plumtree, Mayor, Vauxhall; AUMA Committee
Ken Galts, Coutts
Sheila Smidt, Carmangay

Guests
Barb Michel, Glenwood; AUMA Committee
Bill Michel, Glenwood
Clara Yagos, LRSD

Resource Staff
Leah Wack, Lethbridge College
Linda Erickson, AEDT
James Tessier, Community Futures, Alberta Southwest
Bev Thornton, Executive Director, AlbertaSW
Bob Dyrda, Communications Coordinator, AlbertaSW

1. Welcome and Introductions

2. Approval of Agenda

   Moved by John Connor THAT the agenda be approved as presented.
   Carried. [2016-03-476]

3. Approval of Minutes

   Moved by Maryanne Sandberg THAT the minutes of January 6, 2016 be approved as presented.
   Carried. [2016-03-477]

4. Approval of Cheque register

   Moved by Bill Peavoy THAT cheques #1960-#1987 be approved as presented.
   Carried. [2016-03-478]

5. Canada China Business Council

   Moved by Lorne Jackson THAT AlbertaSW contribute up to $2,000 toward this partnership if funds are needed for matching grant dollars.
   Carried. [2016-03-478]

6. EDA 2016 Conference update

   AlbertaSW will cover registration fee for Board representatives.
   Alberta REDAs will be a Bronze Sponsor for the conference.
   Alberta REDAs have proposed doing a breakout session on Broadband for Economic Development.
   Bev will run for reelection to a two-year term on the EDA Board.

7. "Becoming Albertan" video clips

   A 2015 project filmed local attractions as seen through the eyes of newcomers. Video clips can be viewed at http://becomingalbertan.com/activities

8. Broadband Opportunity Discussions

9. Project Lead Report — Accepted as information.
Next Broadband Meeting is March 30 2016, 2:00pm

10. Executive Director Report — Accepted as information.

11. Roundtable updates

12. Board Meetings:
April 6, 2016 - EDA Conference; no meeting
May 4, 2016 – Waterton
June 1, 2016 – AGM, Nanton

13. Adjournment — Moved by John Connor THAT the meeting be adjourned.
Carried. [2016-03-479]

Chair

Approved May 4, 2016

Secretary/Treasurer

Terry's Reports

G5a

Crowsnest - Pincher Creek Landfill Association

Financial Statements

For the year ended December 31, 2015

Crowsnest - Pincher Creek Landfill Association

Contents

For the year ended December 31, 2015

Management's Responsibility

To the Directors of Crowsnest/Pincher Creek Landfill Association:

Management is responsible for the preparation and presentation of the accompanying financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian accounting standards for government not-for-profit organizations. This responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgment is required.

In discharging its responsibilities for the integrity and fairness of the financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded and financial records are properly maintained to provide reliable information for the preparation of financial statements.

The Board of Directors is composed primarily of Directors who are neither management nor employees of the Association. The Board is responsible for overseeing management in the performance of its financial reporting responsibilities. The Board fulfils these responsibilities by reviewing the financial information prepared by management and discussing relevant matters with management and external auditors. The Board is also responsible for recommending the appointment of the Association's external auditors.

MNP LLP, an independent firm of Chartered Accountants is appointed by the Directors to audit the financial statements and report directly to them; their report follows. The external auditors have full and free access to, and meet periodically and separately with, both the Board and management to discuss their audit findings.

March 23, 2016

Director

Director

Independent Auditors' Report

To the Directors of Crowsnest/Pincher Creek Landfill Association:

We have audited the accompanying financial statements of Crowsnest/Pincher Creek Landfill Association, which comprise the statement of financial position as at December 31, 2015, and the statements of operations, changes in net assets, cash flows and the related schedule for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements
Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards for government not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility
Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion
In our opinion, the financial statements present fairly, in all material respects, the financial position of Crowsnest/Pincher Creek Landfill Association as at December 31, 2015 and the results of its operations, changes in net assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards for government not-for-profit organizations.

Lethbridge, Alberta

March 23, 2016

MNP LLP
Chartered Accountants

ACCOUNTING › CONSULTING › TAX
3425 - 2ND AVENUE S, LETHBRIDGE AB, T1J 4V1
1.800.661.8097 T: 403.329.1552 F: 403.329.1540 MNP.ca

Crowsnest - Pincher Creek Landfill Association

Statement of Financial Position

As at December 31, 2015

	2015	2014
Assets		
Current		
Cash	**557,347**	37,803
Accounts receivable	**1,307,491**	4,423,010
Goods and Services Tax receivable	**140,413**	108,197
Prepaid expense	**3,986**	8,817
Current portion of term deposits *(Note 3)*	**2,286,133**	940,595
	4,295,370	5,518,422
Term deposits *(Note 3)*	**713,870**	528,183
Tangible capital assets *(Schedule 1)*	**6,613,626**	6,473,258
	11,622,866	12,519,863
Liabilities		
Current		
Bank indebtedness *(Note 4)*	**-**	48,667
Accounts payable and accruals	**341,631**	821,672
Current portion of long-term debt *(Note 5)*	**110,373**	107,197
Current portion of capital lease obligations *(Note 6)*	**107,187**	316,245
	559,191	1,293,781
Long-term debt *(Note 5)*	**2,284,160**	2,394,532
Capital lease obligations *(Note 6)*	**338,046**	445,235
Landfill closure and post-closure liability *(Note 7)*	**1,415,177**	1,248,958
	4,596,574	5,382,506
Commitments *(Note 11)*		
Net Assets		
Capital Fund	**3,773,860**	3,210,049
Operating Fund	**3,252,432**	3,927,308
	7,026,292	7,137,357
	11,622,866	12,519,863

Approved on behalf of the Board

Director **Director**

The accompanying notes are an integral part of these financial statements

Crowsnest - Pincher Creek Landfill Association

Statement of Operations

For the year ended December 31, 2015

	2015 Budget	2015	2014
Revenue			
Domestic and industrial waste disposal fees *(Note 8)*	**3,625,000**	**3,029,875**	7,343,827
Out of region disposal fees *(Note 8)*	**650,000**	**1,030,444**	713,564
Road maintenance fees	**80,000**	**75,483**	120,247
Investment income	**40,000**	**53,447**	40,848
Sale of scrap and miscellaneous	**166,000**	**24,202**	46,719
Electronics recycling fees	**4,500**	**10,901**	4,237
Revenue from Roll-off truck	**15,000**	**10,879**	7,330
Freon disposal	**8,500**	**9,888**	9,386
Gain (loss) on disposal of tangible capital assets	**-**	**5,137**	449
Paint recycling incentive program	**1,000**	**2,211**	1,358
	4,590,000	**4,252,467**	8,287,965
Expenses			
Amortization	**-**	**1,605,909**	1,714,633
Salaries, wages and benefits	**1,037,396**	**910,021**	872,485
Tervita Corp. - 25% share	**243,750**	**502,812**	1,566,375
Industrial waste expense	**13,800**	**309,918**	15,659
Landfill closure and post-closure provision	**-**	**166,219**	221,921
Fuel and oil	**151,180**	**133,650**	172,411
Interest on long-term debt	**-**	**100,276**	91,955
Remediation materials	**2,400**	**96,966**	196,487
Repairs and maintenance - machinery and equipment	**48,450**	**95,000**	60,086
Insurance and licences	**68,000**	**69,976**	63,055
Repairs and maintenance - general	**44,200**	**61,836**	67,182
Litter control	**32,400**	**59,412**	65,797
Monitoring	**14,400**	**57,362**	18,302
Office	**31,500**	**53,839**	47,027
Professional fees	**21,000**	**37,626**	16,976
Utilities	**39,000**	**32,252**	33,080
Rental	**4,800**	**25,534**	16,232
Meetings	**5,500**	**12,112**	6,015
Repairs and maintenance - road	**218,000**	**10,384**	53,307
Hazardous material disposal	**7,200**	**7,807**	7,771
Freon removal	**4,800**	**5,198**	5,796
Bad debts	**1,000**	**5,125**	796
Paint disposal expense	**3,600**	**3,498**	2,900
Lands lease	**800**	**800**	800
Site beautification	**10,000**	**-**	5,428
Purchases	**2,555,000**	**-**	**-**
	4,558,176	**4,363,532**	5,322,476
Excess (deficiency) of revenue over expenses	**31,824**	**(111,065)**	2,965,489

The accompanying notes are an integral part of these financial statements

Crowsnest - Pincher Creek Landfill Association

Statement of Change in Net Assets

For the year ended December 31, 2015

	Capital Fund	*Operating Fund*	*2015*	*2014*
Net assets beginning of year	**3,210,049**	**3,927,308**	**7,137,357**	4,171,868
Excess (deficiency) of revenue over expenses	-	**(111,065)**	**(111,065)**	2,965,489
Amortization of tangible capital assets	**(1,605,909)**	**1,605,909**	-	-
Purchase of tangible capital assets	**1,755,640**	**(1,755,640)**	-	-
Proceeds on tangible capital assets	**(14,500)**	**14,500**	-	-
Gain on sale of tangible capital assets	**5,137**	**(5,137)**	-	-
Long-term debt repayments	**107,196**	**(107,196)**	-	-
Capital lease payments	**316,247**	**(316,247)**	-	-
Net assets, end of year	**3,773,860**	**3,252,432**	**7,026,292**	7,137,357

The accompanying notes are an integral part of these financial statements

Crowsnest - Pincher Creek Landfill Association

Statement of Cash Flows

For the year ended December 31, 2015

	2015	2014
Cash provided by (used for) the following activities		
Operating		
Excess (deficiency) of revenue over expenses	**(111,065)**	2,965,489
Amortization	**1,605,909**	1,714,633
Landfill closure and post-closure provision	**166,219**	221,921
Gain on disposal of tangible capital assets	**(5,137)**	(449)
	1,655,926	4,901,594
Changes in working capital accounts		
Accounts receivable	**3,115,519**	(4,119,232)
Goods and Services Tax receivable	**(32,216)**	(30,754)
Prepaid expense	**4,831**	39,742
Accounts payable and accruals	**(480,041)**	610,390
	4,264,019	1,401,740
Financing		
Advances of capital lease obligations	**-**	705,030
Repayments of capital lease obligations	**(316,247)**	(293,329)
Repayment of long-term debt	**(107,196)**	(104,111)
	(423,443)	307,590
Capital		
Purchases of tangible capital assets	**(1,755,640)**	(1,897,284)
Proceeds on disposal of tangible capital assets	**14,500**	6,200
	(1,741,140)	(1,891,084)
Investing		
Redemption of term deposits	**940,595**	242,359
Purchase of term deposits	**(2,471,820)**	(270,875)
	(1,531,225)	(28,516)
Increase (decrease) in cash resources	**568,211**	(210,270)
Cash resources (deficiency), beginning of year	**(10,864)**	199,406
Cash resources (deficiency), end of year	**557,347**	(10,864)
Cash resources (deficiency) are composed of:		
Cash	**557,347**	37,803
Bank indebtedness	**-**	(48,667)
	557,347	(10,864)

The accompanying notes are an integral part of these financial statements

1. Incorporation and nature of the organization

The Crowsnest - Pincher Creek Landfill Association (the "Organization") is directed by a Board of Directors who are councilors from the Municipality of Crowsnest Pass, Village of Cowley, Town of Pincher Creek, and Municipal District of Pincher Creek #9, and operates to provide waste management services to the surrounding area.

2. Significant accounting policies

These financial statements are the representations of management, prepared in accordance with Canadian public sector accounting standards for government not-for-profit organizations including the adoption of the PS4200 series and include the following significant accounting policies:

Fund accounting

The Organization follows the deferral method of accounting for contributions and reports using fund accounting that result in a self-balancing set of accounts for each fund established by legal, contractual or voluntary actions. The funds have been amalgamated for the purpose of presentation in the financial statements.

The Association maintains the following funds:

- Operating fund reports on the general activities of the Association administration
- Capital fund reports on the capital assets of the Association with any related capital financing

Income tax status

The Association is registered as a society under the Income Tax Act ("the Act") and as such is exempt from income taxes. In order to maintain its status as a society under the Act, the Association must meet certain requirements within the Act. In the opinion of management, these requirements have been met.

Cash and cash equivalents

Cash and cash equivalents include balances with banks.

Financial instruments

The Association recognizes its financial instruments when the Association becomes party to the contractual provisions of the financial instrument. All financial instruments are initially recorded at their fair value.

At initial recognition, the Association may irrevocably elect to subsequently measure any financial instrument at fair value. The Association has not made such an election during the year.

The Association subsequently measures investments in equity instruments quoted in an active market and all derivative instruments at fair value. Fair value is determined by published price quotations. Investments in equity instruments not quoted in an active market are subsequently measured at cost. All other financial assets and liabilities are subsequently measured at amortized cost using the effective interest rate method.

Transaction costs directly attributable to the origination, acquisition, issuance or assumption of financial instruments subsequently measured at fair value are immediately recognized in excess if revenue over expenses. Conversely, transaction costs are added to the carrying amount for those financial instruments subsequently measured at amortized cost or cost.

All financial assets except derivatives are tested annually for impairment. Management considers whether the investee has experienced continued losses for a period of years, recent collection experience for the loan, such as a default or delinquency in interest or principal payments, etc. in determining whether objective evidence of impairment exists. Any impairment, which is not considered temporary, is recorded in the statement of operations. Write-downs of financial assets measured at cost and/or amortized cost to reflect losses in value are not reversed for subsequent increases in value. Reversals of any net remeasurements of financial assets measured at fair value are reported in the statement of remeasurement gains and losses.

2. Significant accounting policies *(Continued from previous page)*

Tangible capital assets

Tangible capital assets are recorded at cost. The costs to acquire tangible capital assets are reported as interfund transfers in the operating fund with a corresponding interfund contribution recognized in the capital fund.

Amortization is provided using methods and rates intended to amortize the cost of assets over their useful lives.

In the year of acquisition, amortization is taken at one-half of the stated rates.

	Method	Rate
Automotive	declining balance	30 %
Buildings	declining balance	5 %
Computer equipment	declining balance	30 %
Computer software	declining balance	100 %
Equipment	declining balance	20 %
Fences and signs	declining balance	10 %
Furniture and fixtures	declining balance	20 %
Heavy machinery	declining balance	30 %
Industrial waste disposal	straight line	40 years
Irrigation equipment	declining balance	6 %
MSW Cell Expansion	straight line	7 years
Right of way	straight line	20 years
Roads	declining balance	4 %
Scales	declining balance	20 %
Site preparation	declining balance	50 %
Waste containers	declining balance	30 %
Wells	declining balance	10 %

Leases

A lease that transfers substantially all of the benefits and risks of ownership is classified as a capital lease. At the inception of a capital lease, an asset and a payment obligation are recorded at an amount equal to the lesser of the present value of the minimum lease payments and the property's fair market value. Assets under capital leases are amortized on a straight-line basis, over the lease term unless there is a bargain purchase option available at the end of the lease then the capital asset it amortized over its useful life. All other leases are accounted for as operating leases and rental payments are expensed as incurred.

Contributed assets

Contributions of assets are recognized both as contributions and assets in the statement of operations when a fair value can be reasonably estimated and when the assets are used in the normal course of the Organization's operations and would otherwise have been purchased.

Long-lived assets

Long-lived assets consist of tangible capital assets. Long-lived assets held for use are measured and amortized as described in the applicable accounting policies.

When the Organization performs impairment testing on long-lived assets held for use whenever events or changes in circumstances indicate that the carrying value of an asset, or group of assets, may not be recoverable. Impairment losses are recognized when undiscounted future cash flows from its use and disposal are less than the assets' carrying amount. Impairment is measured as the amount by which the assets' carrying value exceeds its fair value. Any impairment is included in the statement of changes in net assets in the capital fund for the year.

2. Significant accounting policies *(Continued from previous page)*

Landfill closure and post-closure liability

The Alberta Environmental Protection and Enhancement Act sets out the regulatory requirements to properly close and maintain all active and inactive landfill sites. Under environmental law, there is a requirement for closure and post-closure care of solid waste landfill sites. The costs associated with this care are being provided for over the estimated remaining life of the landfill site and industrial waste cell based on usage.

Revenue recognition

The Association recognizes revenues in the period in which the transactions or events occurred that gave rise to the revenues. Income from investments are recognized when earned.

Measurement uncertainty

The preparation of financial statements in conformity with Canadian public sector accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period.

Accounts receivable are stated after evaluation as to their collectibility and an appropriate allowance for doubtful accounts is provided where considered necessary. Landfill closure and post closure costs are recognized based upon assumptions and estimates related to the costs of future removal and site restoration. Annual provision for these costs are amortized over the estimated remaining life of the landfill site and industrial waste cells based on usage. Changes to the underlying assumptions and estimates or legislative changes in the near term could have a material impact on the provision recognized. Amortization is based on the estimated useful lives of tangible capital assets.

These estimates and assumptions are reviewed periodically and, as adjustments become necessary they are reported in excess of revenues and expenses in the periods in which they become known.

3. Term deposits

	2015	*2014*
One year non-redeemable term deposit, bearing interest at 1.38%, maturing on March 4, 2015	-	242,362
Three year non-redeemable term deposit, bearing interest at 2.13%, maturing March 5, 2015	-	308,228
Five year non-redeemable term deposit, bearing interest at 2.50%, maturing July 12, 2015	-	262,214
Five year redeemable term deposit, bearing interest at 2.00%, maturing October 14, 2015	-	127,791
Three year redeemable term deposit, bearing interest at 2.38%, maturing January 23, 2016	**291,381**	284,621
Two year non-redeemable term deposit, bearing interest at 2.25%, maturing March 4, 2016	**249,058**	243,562
One year non-redeemable term deposit, bearing interest at 1.13%, maturing July 10, 2016	**245,695**	-
One year redeemable term deposit, bearing interest at 1.13%, maturing July 28, 2016	**500,000**	-
One year non-redeemable term deposit, bearing interest at 1.38%, maturing July 28, 2016	**500,000**	-
One year non-redeemable term deposit, bearing interest at 1.38%, maturing July 28, 2016	**500,000**	-
Three year non-redeemable term deposit, bearing interest at 2.00%, maturing March 3, 2018	**314,777**	-
Five year non-redeemable term deposit, bearing interest at 2.13%, maturing July 11, 2020	**268,752**	-
Five year redeemable term deposit, bearing interest at 1.75%, maturing October 13, 2020	**130,340**	-
Less: Current portion	**(2,286,133)**	(940,595)
	713,870	528,183

All of the term deposits are held at the Pincher Creek Credit Union Limited.

4. Bank indebtedness

The Association has an overdraft protection agreement authorized to $60,000 (2014 - $400,000) bearing interest at prime + 1.0%. The overdraft is secured by all deposits and paid up shares in the Credit Union. The Association has utilized this overdraft protection during 2015 for $nil (2014 - $48,667). The prime rate at December 31, 2015 was 2.7%.

5. Long-term debt

	2015	2014
Debenture to the MD of Pincher Creek #9 bearing interest at 2.942% payable in bi-annual instalments of $90,007 including interest, due September 1, 2032. Loan is a result of a Right of Way built for access to the landfill and has also been set up as a capital asset with a net book value of $2,368,586.	**2,394,533**	2,501,729
Less: Current Portion	**110,373**	107,197
	2,284,160	2,394,532

Principal repayments on long-term debt in each of the next five years, assuming long-term debt subject to refinancing is renewed are estimated as follows:

	Principal	Interest	Total
2016	110,373	69,642	180,015
2017	113,645	66,370	180,015
2018	117,013	63,002	180,015
2019	120,480	59,535	180,015
2020	124,051	55,934	180,015
Total	**585,562**	**314,483**	**900,045**

6. Capital lease obligations

	2015	*2014*
Capital lease obligation payable in equal monthly instalments of $16,022 including interest at 4.45%, due December 2015.	-	178,774
Capital lease obligation payable in equal monthly instalments of $13,385 including interest at 4.45%, due October 2016, with D7E Track-Type Tractor, having a net book value of $419,740 pledged as collateral.	**445,233**	582,706
	445,233	761,480
Less: current portion	**107,187**	316,245
	338,046	445,235

Future minimum lease payments related to the obligation under capital lease are as follows:

2016	120,466
2017	338,046
	458,512
Less: imputed interest	(13,279)
	445,233
Less: current portion	(107,187)
	338,046

7. Landfill closure and post-closure liability

Alberta environmental law requires closure and post-closure care of landfill sites, which includes final covering and landscaping, pumping of ground water and leachates from the site and ongoing environmental monitoring, site inspection and maintenance.

The estimated year for final closure is greater than 25 years into the future as a 20 year conceptual plan for the current site does not use the entire approved footprint. An engineering report dated March 21, 2013 has estimated closure and post closure costs to total $3,490,240 based on 2013 dollar values. However these costs would apply to the entire site once developed over the next 25 years.

The accrued liability portion is based on the cumulative capacity used to date of 768,855 cubic meters compared to the estimated total landfill capacity of 2,101,590 cubic meters as created over the next 25 years.

	2015	*2014*
Balance, beginning of year	**1,248,958**	1,027,037
Provision for post-closure liability	**166,219**	221,921
Balance, end of year	**1,415,177**	1,248,958

8. Tonnage and disposal fees

	2015	*2014*
Domestic and industrial tonnage (tonne)		
Municipality of Crowsnest Pass	**3,715**	3,059
Municipal District of Pincher Creek #9	**3,407**	6,433
Town of Pincher Creek	**2,051**	2,216
Village of Cowley	**116**	383
Tervita Corp.	**30,653**	84,320
Other	**44**	39
	39,986	96,450
Out of region tonnage (tonne)		
BFI Canada Inc.	**81**	201
CNP Waste Disposal	**216**	-
Fernie Alpine Resort	**124**	-
Midwest Design & Construction Ltd.	**4,240**	-
Phoenix Enterprises Ltd.	**668**	-
Regional District of East Kootenay	**7,396**	7,595
Southeast Disposal Ltd.	**1,149**	2,635
Town of Taber	**143**	710
Other	**21,558**	12,658
	35,575	23,799
Total tonnage (tonne)	**75,561**	120,249
Domestic and industrial disposal fees ($)		
Municipality of Crowsnest Pass	**161,277**	132,771
Municipal District of Pincher Creek #9	**147,954**	283,266
Town of Pincher Creek	**89,024**	100,027
Village of Cowley	**5,030**	12,653
Tervita Corp.	**2,011,249**	6,258,449
Other	**615,341**	556,661
	3,029,875	7,343,827
Out of region disposal fees ($)		
BFI Canada Inc.	**4,506**	11,200
CNP Waste Disposal	**92,071**	-
Fernie Alpine Resort	**7,475**	-
Midwest Design & Construction Ltd.	**235,800**	-
Phoenix Enterprises Ltd.	**70,828**	-
Regional District of East Kootenay	**461,157**	473,578
Southeast Disposal Ltd.	**69,553**	159,516
Town of Taber	**8,000**	39,481
Other	**81,054**	29,789
	1,030,444	713,564
Total fees ($)	**4,060,319**	8,057,391

9. Related party transaction

During the year, the Association carried out transactions with related parties as follows:

	2015	*2014*
Domestic and industrial waste disposal fees:		
Municipality of Crowsnest Pass	**161,277**	132,771
Municipal District of Pincher Creek #9	**147,954**	283,266
Town of Pincher Creek	**89,024**	100,027
Village of Cowley	**5,030**	12,653
	403,285	528,717
Accounts receivable included amounts from related parties as follows:		
Municipality of Crowsnest Pass	**7,895**	6,546
Municipal District of Pincher Creek #9	**40**	16,297
Town of Pincher Creek	**5,418**	5,593
Village of Cowley	**297**	317
	13,650	28,753

All transactions are in the normal course of operations, are carried out on the same terms and conditions as those with independent third parties, and are measured at the exchange amount, which is the amount agreed to between the parties.

Accounts payable included an amount due to the Municipal District of Pincher Creek #9 of $nil (2014 - $60,000) for remittance of road maintenance fees for the 2012 to 2014 years.

10. Financial instruments

All significant financial assets, financial liabilities and equity instruments of the Association are either recognized or disclosed in the financial statements together with other information relevant for making a reasonable assessment of future cash flows, interest rate risk and credit risk.

Credit concentration

The Association has a concentration of credit risk because 89% (2014 - 95%) of its accounts receivable are from one of its customers. The Association believes that there is no unusual exposure associated with the collection of this receivable. The Association performs regular credit assessments of its customers and provides allowances for potentially uncollectible accounts receivables.

Fair Value of Financial Instruments

The carrying amount of cash, accounts receivable and accounts payable and accruals is approximated by their fair value due to their short-term nature. The carrying amount of term deposits also approximates the fair value, as they bear interest rates that are comparable to current market conditions. The carrying value of the landfill closure and post-closure liability also approximates it's fair value as this liability has been determined based on discounted future cash flows.

11. Commitments

The landfill is situated on land owned by the Alberta Government. The Association has an agreement to rent the land for $800 per year. The agreement is open ended and rolls forward on a annual basis.

On August 7, 2013, the Association entered into an agreement with Tervita Corp., for a term of five years. Under the agreement, the Association agrees to accept non-hazardous industrial waste at the Landfill Facility. The gross tipping fee is to be agreed upon between the Association and Tervita Corp. for each generator and from each site. Tervita Corp. is entitled to receive fees equal to 25% of the gross tipping fees received under this agreement.

On September 1, 2014, the Association entered into an agreement with the Regional District of East Kootenay (RDEK), for a term of one year. Under the agreement, the Association agrees to accept municipal solid wastes at the Landfill Facility. The gross tipping fee for municipal solid waste, received from RDEK will be $62.35 per tonne. This agreement was extended on September 1, 2015 for an additional year.

On October 14, 2015, the Association entered into an agreement with Southwest Design & Construction Ltd., for the construction of the 8,000 square foot recycling building project. Under the agreement it is projected that the cost will be $971,250 plus GST, with $231,631 of the total project being paid in 2015.

12. Budget information

The Board approved its 2015 operating budget on December 10, 2014 based on planned expenses relating to the current year sources of revenue and expenditures.

Crowsnest - Pincher Creek Landfill Association
Schedule 1 - Schedule of Tangible Capital Assets
For the year ended December 31, 2015

	Cost				Accumulated Amortization					
	Balance, beginning of year	*Acquisition of tangible capital assets*	*Disposal of tangible capital assets*	*Balance, end of year*	*Balance, beginning of year*	*Annual amortization*	*Accululated amortzation on disposals*	*Balance, end of year*	*2015 net book value of tangible capital assets*	*2014 net book value of tangible capital assets*
Automotive	**69,340**	120,324	(32,114)	**157,550**	**28,335**	27,541	(22,750)	**33,126**	**124,424**	41,005
Buildings	**433,008**	-	-	**433,008**	**156,170**	19,633	-	**175,803**	**257,205**	276,838
Computer equipment	**18,090**	-	-	**18,090**	**16,925**	469	-	**17,394**	**696**	1,564
Computer software	**10,546**	-	-	**10,546**	**10,546**		-	**10,546**	**-**	-
Equipment	**301,716**	10,844	-	**312,560**	**154,719**	32,083	-	**186,802**	**125,758**	146,997
Fences and signs	**200,380**	22,471	-	**222,851**	**104,810**	10,681	-	**115,491**	**107,360**	95,570
Furniture and fixtures	**11,928**	-	-	**11,928**	**10,672**	251	-	**10,923**	**1,005**	1,256
Heavy machinery	**1,410,727**	930,226	821,000	**3,161,953**	**920,214**	561,210	182,559	**1,663,983**	**1,497,970**	490,513
Industrial waste disposal cell	**2,733,132**	150,770	-	**2,883,902**	**1,922,001**	440,662	-	**2,362,663**	**521,239**	811,131
Irrigation equipment	**2,599**	-	-	**2,599**	**1,953**	39	-	**1,992**	**607**	646
MSW cell expansion	**1,857,473**	159,487	-	**2,016,960**	**852,096**	288,222	-	**1,140,318**	**876,642**	1,005,377
Right of way	**2,706,955**	-	-	**2,706,955**	**338,369**	135,348	-	**473,717**	**2,233,238**	2,368,586
Roads	**125,562**	-	-	**125,562**	**99,164**	1,055	-	**100,219**	**25,343**	26,398
Scales	**123,310**	2,869	-	**126,179**	**93,470**	6,255	-	**99,725**	**26,454**	29,840
Site preparation	**100,451**	27,369	-	**127,820**	**99,906**	13,957	-	**113,863**	**13,957**	545
Waste containers	**677,363**	99,649	-	**777,012**	**604,968**	36,666	-	**641,634**	**135,378**	72,395
Wells	**105,400**	-	-	**105,400**	**88,701**	1,670	-	**90,371**	**15,029**	16,699
Capital under construction		231,631	-	**231,631**	**-**		-	**-**	**231,631**	-
	10,887,980	**1,755,640**	**788,886**	**13,432,506**	**5,503,019**	**1,575,742**	**159,809**	**7,238,570**	**6,193,936**	5,385,360
Heavy machinery under capital lease	**1,526,030**	-	(821,000)	**705,030**	**438,132**	30,167	(182,559)	**285,740**	**419,290**	1,087,898
	12,414,010	**1,755,640**	**(32,114)**	**14,137,536**	**5,941,151**	**1,605,909**	**(22,750)**	**7,524,310**	**6,613,226**	6,473,258