

AGENDA
COUNCIL MEETING
MUNICIPAL DISTRICT OF PINCHER CREEK
April 10, 2018
1:00 pm

A. ADOPTION OF AGENDA

B. DELEGATIONS

1. Consolidated Financial Statements
 - Financial Statements for year ended December 31, 2017
2. Pincher Creek Airport Presentation
 - Presentation from Fire Chief Dave Cox

C. MINUTES

1. Special Council Meeting Minutes
 - March 26, 2018
2. Council Committee Meeting Minutes
 - March 27, 2018
3. Council Meeting Minutes
 - March 27, 2018

D. UNFINISHED BUSINESS

1. Planning Bylaws
 - Bylaw No. 1285-18 presented for third reading
 - Bylaw No. 1286-18 presented for third reading
 - Bylaw No. 1287-18 presented for third reading

E. CHIEF ADMINISTRATOR OFFICER'S (CAO) REPORTS

1. Operations

- a) Airport Lease Agreement
 - Report from Director of Operations, dated April 3, 2018
- b) Beaver Mines Water and Wastewater Project Briefing
 - Briefing Report, dated April 5, 2018
- c) Operations Report
 - Report from Director of Operations, dated April 5, 2018
 - Public Works Call Log
 - Water Project Updates

2. Planning and Development

Nil

3. Finance

- a) 2017 Consolidated Financial Statements
 - Report from Director of Finance, dated March 28, 2018
- b) Bylaw No. 1284-18 – Mill Rate Bylaw
 - Report from Director of Finance, dated April 5, 2018
- c) Statement of Cash Position
 - Statement for month ending March 2018

4. Municipal

- a) Regional Meeting – April 19, 2018
 - Email from Town of Pincher Creek, dated March 27, 2018
- b) Governance Model Alternatives – Mr. George Cuff
 - Report from Interim Chief Administrative Officer, dated April 4, 2018
- c) Interim Chief Administrative Officer Report
 - Report from Interim Chief Administrative Officer, dated April 5, 2018
 - Enhanced Policing Monthly Report, March 2018
 - Administration Call Log

F. CORRESPONDENCE

1. For Action

Nil

2. For Information

a) Provincial Education Requisition Credit

- Letter from Municipal Affairs, dated March 15, 2018

b) Alberta Community Partnership – Intermunicipal Collaboration Framework

- Letter from Municipal Affairs, dated March 19, 2018 – Town of Pincher Creek

- Letter from Municipal Affairs, dated March 19, 2018

c) Municipal Accountability Program

- Letter from Municipal Affairs, dated March 27, 2018

- Letter from Municipal Affairs, dated March 29, 2018

d) Municipal Sustainability Initiative

- Letter from Municipal Affairs, dated March 29, 2018

e) April 28 – National Day of Mourning

- Letter from Workers' Compensation Board, dated March 21, 2018

f) Chapel Rock to Pincher Creek Transmission Development

- Letter from Livingstone Landowners' Group, dated March 24, 2018

- Letter from Alberta Electric System Operator, dated March 27, 2018

g) Prevention of Quagga and Zebra Mussels

- Letter from Alberta Beach, dated March 21, 2018

G. COMMITTEE REPORTS / DIVISIONAL CONCERNS

Reeve Quentin Stevick – Division 1

Agricultural Service Board

- Minutes of March 1, 2018

Alberta SouthWest

- Minutes of March 7, 2018

- Bulletin March 2018

- Bulletin April 2018

Councillor Rick Lemire – Division 2

Councillor Bev Everts– Division 3

Asset Management Plan

- Excerpts from the Asset Management Plan for the MD

Town of Pincher Creek Community Information Evening

- Information Handout

Castle Mountain Community Association

- Email from CMCA, dated April 5, 2018

Beaver Mines Community Association

- Minutes of February 27, 2018

Councillor Brian Hammond - Division 4

Pincher Creek Foundation

- Financial Statement for year ending December 31, 2017

Councillor Terry Yagos – Division 5

Crowsnest / Pincher Creek Landfill Association

- Minutes of February 21, 2018

- Financial Statements for year ended December 31, 2017

H. IN-CAMERA

1. Legal – Financial Statement – FOIP Section 25

2. Legal – Recycling – FOIP Section 21

3. Labour – Personnel – FOIP Section 19

4. Labour – Personnel – FOIP Section 19

I. NEW BUSINESS

J. ADJOURNMENT

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9

INDICATORS OF FINANCIAL CONDITION
For the year ended December 31, 2017



Avall LLP
CHARTERED PROFESSIONAL ACCOUNTANTS

Introduction

A Key Performance Indicator (KPI) is a metric used to evaluate factors that are crucial to the success of an organization. The importance of each KPI may change with time depending on the goals and strategic plans of the organization.

When reviewing KPIs, it is important to not only compare to past performance and desired goals, but to consider industry standards and benchmarks.

The following information has been provided in order to provide you some insight into some important KPIs for your organization.

It is important to review the underlying information of your municipality in order to determine cause and create desired change.

The underlying data for this report was taken from the financial data publicly available found on the Alberta Municipal Affairs website.

Comparable municipalities were determined based on a range of 75% to 125% of your population.

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9

INDICATORS OF FINANCIAL CONDITION

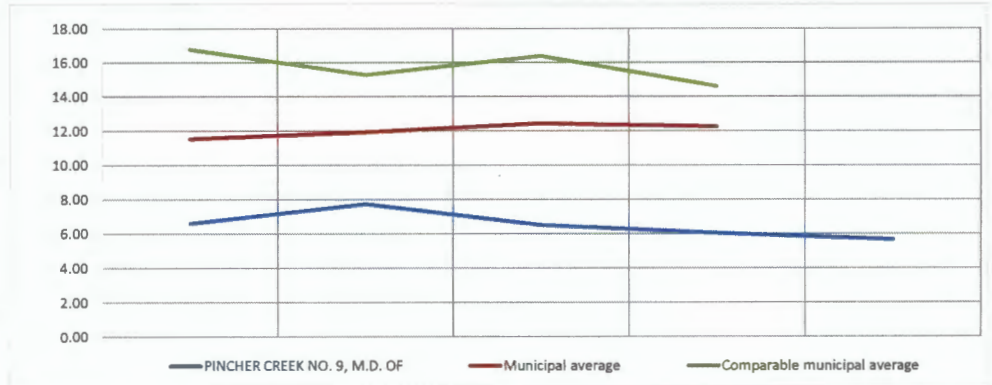
For the year ended December 31, 2017

2013 2014 2015 2016 2017

SUSTAINABILITY INDICATORS

Assets to Liabilities

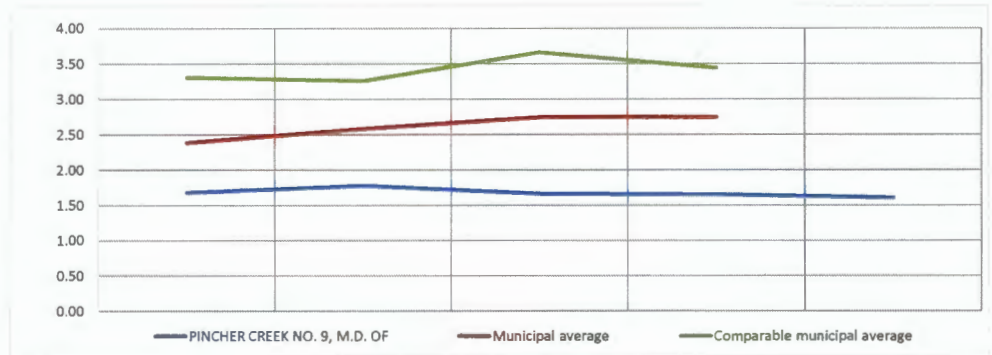
The "assets-to-liabilities" indicator reports the ratio of a government's financial and nonfinancial assets to its liabilities. This indicator supports a discussion about sustainability by illustrating the extent to which a government finances its operations by issuing debt. A ratio higher than one indicates that a government has accumulated surplus and has assets greater than debt. A ratio of less than one indicates that debt is greater than assets and that the government has been financing its operations by issuing debt. A trend in this direction may not be sustainable.



Total assets	70,180,241	70,607,437	77,241,184	77,424,468	78,359,164
Total liabilities	10,641,742	9,130,715	11,883,282	12,842,411	13,859,777
Assets to liabilities	6.59	7.73	6.50	6.03	5.65
Municipal average	11.53	11.91	12.42	12.24	
Comparable municipal average	16.77	15.27	16.38	14.59	

Financial assets to liabilities

The "financial assets-to-liabilities" indicator reports the ratio of a government's financial assets to its liabilities. A result lower than one indicates liabilities exceed financial assets (net debt) and future revenues will be required to pay for past transactions and events. A result higher than one indicates financial assets exceed liabilities (net financial assets) and financial resources are on hand that can finance future operations. A trend showing increases in net debt or reductions in net financial assets may not be sustainable.



Total financial assets	17,854,227	16,217,547	19,753,928	21,216,648	22,262,587
Total liabilities	10,641,742	9,130,715	11,883,282	12,842,411	13,859,777
Financial assets to liabilities	1.68	1.78	1.66	1.65	1.61
Municipal average	2.38	2.58	2.74	2.74	
Comparable municipal average	3.31	3.26	3.66	3.44	

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9

INDICATORS OF FINANCIAL CONDITION

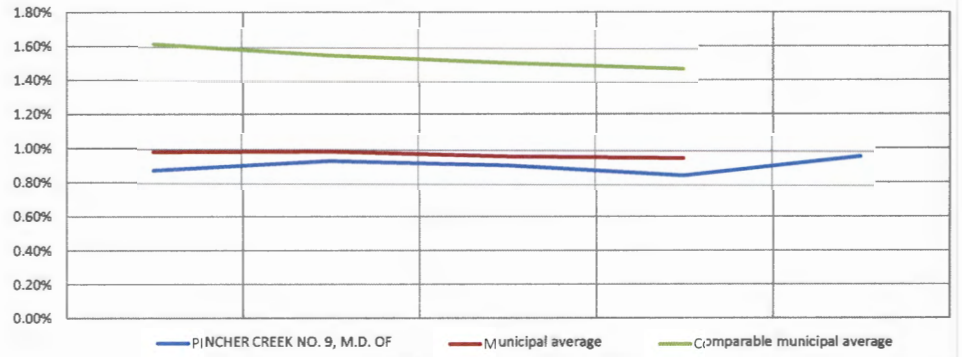
For the year ended December 31, 2017

2013 2014 2015 2016 2017

SUSTAINABILITY INDICATORS, CONTINUED

Operating expenses to taxable assessment

The "total expenses-to-taxable assessment" indicator provides the trend of government spending over time in relation to the growth in the economy. A trend that shows total expense is growing at a faster rate than the growth in the economy may not be sustainable.

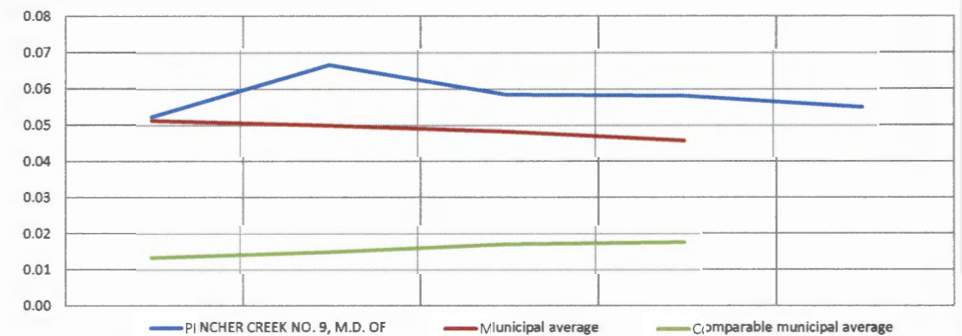


Operating expenses	11,878,922	13,542,583	13,644,779	13,713,138	15,398,543
Taxable assessment	1,355,829,168	1,448,276,064	1,495,874,944	1,600,520,107	1,582,110,430
Operating expenses to taxable assessment	0.88%	0.94%	0.91%	0.86%	0.97%
Municipal average	0.98%	0.99%	0.96%	0.90%	0.97%
Comparable municipal average	1.62%	1.55%	1.51%	1.48%	1.48%

FLEXIBILITY INDICATORS

Public debt charges to revenues

The "public debt charges-to-revenues" indicator measures public debt charges as a percentage of revenues. It illustrates the extent to which past borrowing decisions present a constraint on a government's ability to meet its financial and service commitments in the current period. Specifically, the more government uses revenues to meet the interest costs on past borrowing, the less will be available for program spending.



Debt servicing	558,189	715,359	711,631	707,925	704,218
Operating revenue	10,663,990	10,729,529	12,166,427	12,167,765	12,795,744
Public debt charges to revenues	0.05	0.07	0.06	0.06	0.06
Municipal average	0.05	0.05	0.05	0.05	0.05
Comparable municipal average	0.01	0.01	0.02	0.02	0.02

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9

INDICATORS OF FINANCIAL CONDITION

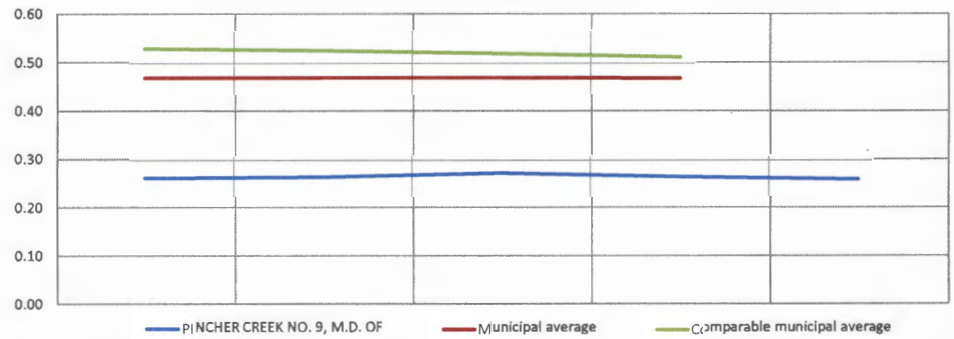
For the year ended December 31, 2017

2013 2014 2015 2016 2017

FLEXIBILITY INDICATORS, CONTINUED

Net book value to cost of tangible capital assets

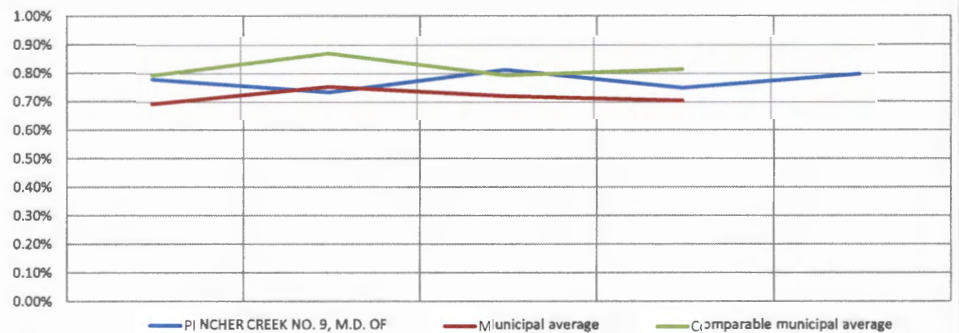
The "net book value of capital assets-to-cost of capital assets" indicator is important because it reports the extent to which the estimated useful lives of a government's tangible capital assets are available to provide its products and services. If a government's scale, scope and level of services remain unchanged or grow, its asset base could eventually impair flexibility because of the impending future costs of capital asset repair or replacement. Further information regarding assessing the physical condition of tangible capital assets can be found in ASSESSMENT OF TANGIBLE CAPITAL ASSETS, SORP-3.



Net book value	50,390,205	52,055,092	55,183,001	53,850,494	53,510,762
Cost of tangible capital assets	191,720,389	196,240,455	201,952,248	202,696,549	205,606,570
Net book value to cost of tangible capital assets	0.26	0.27	0.27	0.27	0.26
Municipal average	0.47	0.47	0.47	0.47	0.47
Comparable municipal average	0.53	0.53	0.52	0.51	0.51

Own source revenues to taxable assessment

The "own-source revenues-to-taxable assessment" indicator is important because it shows the ratio of a local government's ownsource revenues to its tax base. A change in the size of a local government's taxable assessment or a change in the rate of growth in ownsource revenues in relation to changes in ownsource revenues could influence flexibility.



Own source revenues (net of government transfers)	10,574,981	10,640,520	12,166,427	12,006,709	12,633,425
Taxable assessment	1,355,829,168	1,448,276,064	1,495,874,944	1,600,520,107	1,582,110,430
Own source revenues to taxable assessment	0.78%	0.73%	0.81%	0.75%	0.80%
Municipal average	0.69%	0.75%	0.72%	0.71%	0.71%
Comparable municipal average	0.79%	0.87%	0.79%	0.82%	0.82%

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9

INDICATORS OF FINANCIAL CONDITION

For the year ended December 31, 2017

2013

2014

2015

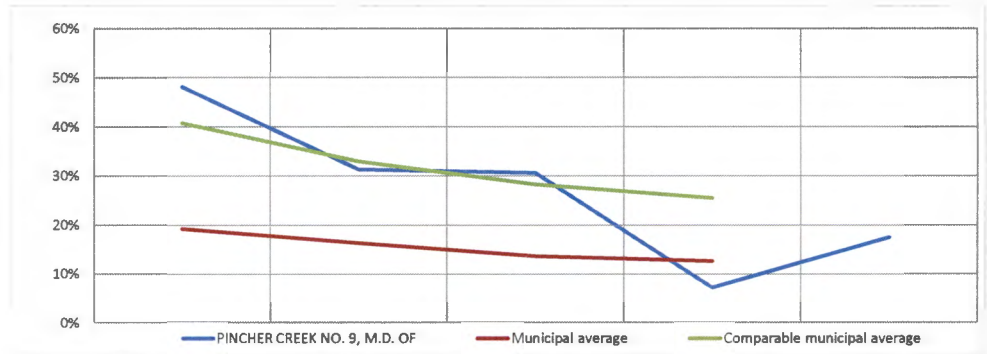
2016

2017

VULNERABILITY INDICATORS

Government transfers to total revenues

The purpose of reporting "government transfers-to-total revenues" is to show the proportion of revenues that provincial or local governments receive from other governments. This indicator offers a perspective on the degree of vulnerability a government faces as a result of its dependence on another level of government for revenues.



Government transfers (including capital)	9,776,449	4,840,283	5,359,534	930,583	2,682,448
Total revenues (including capital)	20,351,430	15,480,803	17,525,961	12,937,292	15,315,873
Government transfers to total revenues	48%	31%	31%	7%	18%
Municipal average	19%	16%	14%	13%	
Comparable municipal average	41%	33%	28%	25%	

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9

Consolidated Financial Statements

For the year ended December 31, 2017

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9

Consolidated Financial Statements

For the year ended December 31, 2017

Draft - March 24, 2018

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9

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Draft - March 24, 2018



CHARTERED PROFESSIONAL ACCOUNTANTS

INDEPENDENT AUDITOR'S REPORT

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

We have audited the accompanying consolidated financial statements of the Municipal District of Pincher Creek No. 9 which comprise the consolidated statement of financial position as at December 31, 2017, and the consolidated statements of operations, change in net financial assets and cash flow for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Consolidated Financial Statements

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated 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 consolidated 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 consolidated 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 consolidated financial statements present fairly, in all material respects, the financial position of the Municipal District of Pincher Creek No. 9 as at December 31, 2017 and the results of its operations, changes in its net financial assets, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Lethbridge, Alberta

April 10, 2018

Chartered Professional Accountants

MANAGEMENT REPORT

The consolidated financial statements are the responsibility of the management of the Municipal District of Pincher Creek No. 9.

These consolidated financial statements have been prepared from information provided by management. Financial statements are not precise since they include certain amounts based on estimates and judgments. Management has determined such amounts on a reasonable basis in order to ensure that the consolidated financial statements are presented fairly, in all material respects.

The Municipal District maintains systems of internal accounting and administrative controls that are designed to provide reasonable assurance that the financial information is relevant, reliable and accurate and that the Municipal District's assets are properly accounted for and adequately safeguarded.

The elected Council of the Municipal District is responsible for ensuring that management fulfils its responsibilities for financial statements.

The Council meets annually with management and the external auditors to discuss internal controls over the financial reporting process, auditing matters and financial reporting issues, and to satisfy itself that each party is properly discharging its responsibilities. Council also considers the engagement or re-appointment of the external auditors. Council reviews the monthly financial reports.

The consolidated financial statements have been audited by Avail LLP Chartered Professional Accountants, the external auditors, in accordance with Canadian generally accepted auditing standards on behalf of the Council, residents and ratepayers of the Municipal District. Avail LLP has full and free access to the Council.

Chief Administrative Officer

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
CONSOLIDATED STATEMENT OF FINANCIAL POSITION
As at December 31, 2017

	2017	2016
Financial assets		
Cash and temporary investments (note 2)	\$ 10,341,396	\$ 9,303,333
Taxes and grants in place of taxes receivable (note 3)	477,216	388,691
Trade and other receivables (note 4)	780,195	834,748
Investments (note 5)	8,489,996	8,405,716
Debt charges recoverable (note 6)	2,173,786	2,284,160
	22,262,589	21,216,648
Liabilities		
Accounts payable and accrued liabilities	851,707	502,563
Employee benefit obligations (note 8)	732,432	733,001
Deferred revenue (note 9)	6,984,431	5,779,239
Long-term debt (note 10)	5,291,207	5,827,609
	13,859,777	12,842,412
Net financial assets	8,402,812	8,374,236
Non-financial assets		
Prepaid expenses	135,900	154,246
Inventory for consumption	2,449,915	2,203,083
Tangible capital assets (schedule 2)	53,510,760	53,850,492
	56,096,575	56,207,821
Accumulated surplus (note 11 and schedule 1)	\$ 64,499,387	\$ 64,582,057

Contingency (note 17)

Approved on behalf of Council:

Councillor _____

Councillor _____

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
CONSOLIDATED STATEMENT OF OPERATIONS
For the year ended December 31, 2017

	Budget (Unaudited)	2017	2016
Revenue			
Net municipal property taxes (note 14)	\$ 10,970,310	\$ 10,808,268	\$ 10,653,447
User fees and sales of goods	464,620	512,432	413,319
Government transfers for operating (note 15)	439,910	666,954	535,052
Investment income	264,500	310,198	156,957
Penalties and costs of taxes	76,000	92,114	82,704
Licenses and permits	62,750	103,484	44,144
Gain on disposal of capital assets	41,000	62,849	475
Rental	242,370	317,491	337,952
Other	95,670	316,849	184,997
	12,657,130	13,190,639	12,409,047
Expenses (note 16)			
Legislative	239,250	251,039	218,295
Administration	2,238,603	2,265,577	2,157,223
Police, fire, disaster, ambulance and bylaw enforcement	580,050	724,319	1,013,814
Roads, streets, walks and lighting	7,447,291	7,398,221	6,858,423
Airport	852,684	838,027	849,569
Storm sewers and drainage	14,580	6,474	9,010
Water supply and distribution	361,570	447,341	507,083
Waste management	357,600	350,747	342,538
Family and community support services	133,510	133,514	136,672
Cemeteries and crematoriums	48,950	48,950	43,940
Land use planning, zoning and development	316,970	282,153	255,094
Agricultural and environmental services	605,786	588,458	539,923
Parks and recreation	346,500	398,784	374,181
Culture - libraries, museums, halls	371,640	1,664,939	407,374
	13,914,884	15,398,543	13,713,139
Deficiency of revenue over expenses before other	(1,257,754)	(2,207,904)	(1,304,092)
Other			
Government transfers for capital (note 15)	1,490,000	2,125,234	528,246
Excess (deficiency) of revenue over expenses	232,246	(82,670)	(775,846)
Accumulated surplus, beginning of year	64,582,057	64,582,057	65,357,903
Accumulated surplus, end of year	\$ 64,814,303	\$ 64,499,387	\$ 64,582,057

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
CONSOLIDATED STATEMENT OF CHANGE IN NET FINANCIAL ASSETS
For the year ended December 31, 2017

	Budget (Unaudited)	2017	2016
Excess (deficiency) of revenue over expenses	\$ 232,246	\$ (82,670)	\$ (775,846)
Acquisition of tangible capital assets	(2,883,930)	(3,081,157)	(2,590,460)
Amortization of tangible capital assets	3,296,854	3,296,854	3,194,196
Loss on disposal of tangible capital assets	-	104,762	572,618
Proceeds on disposal of tangible capital assets	91,000	19,273	156,155
	503,924	339,732	1,332,509
Net change in inventory for consumption	-	(246,832)	(32,532)
Net change in prepaid expense	-	18,346	(20,543)
	-	(228,486)	(53,075)
Increase in net financial assets	736,170	28,576	503,588
Net financial assets, beginning of year	8,374,236	8,374,236	7,870,648
Net financial assets, end of year	\$ 9,110,406	\$ 8,402,812	\$ 8,374,236

Draft - March 24, 2018

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
CONSOLIDATED STATEMENT OF CASH FLOW
For the year ended December 31, 2017

	2017	2016
Operating transactions		
Excess (deficiency) of revenue over expenses	\$ (82,670)	\$ (775,846)
Adjustments for items which do not affect cash		
Loss on disposal of tangible capital assets	104,762	572,618
Amortization of tangible capital assets	3,296,854	3,194,196
	3,318,946	2,990,968
Net change in non-cash working capital items		
Taxes and grants in place of taxes receivable	(88,525)	(84,220)
Trade and other receivables	54,552	3,760,310
Investments	(84,280)	(402,203)
Debt charges recoverable	110,374	110,373
Inventory for consumption	(246,832)	(32,532)
Prepaid expenses	18,346	(20,543)
Accounts payable and accrued liabilities	349,144	68,883
Employee benefit obligations	(569)	(39,258)
Deferred revenue	1,205,193	1,621,835
Cash provided by operating transactions	4,636,349	7,973,613
Capital transactions		
Proceeds on disposal of tangible capital assets	19,273	156,155
Acquisition of tangible capital assets	(3,081,157)	(2,590,460)
Cash applied to capital transactions	(3,061,884)	(2,434,305)
Financing transactions		
Repayment of long-term debt	(536,402)	(523,565)
Increase in cash and temporary investments	1,038,063	5,015,743
Cash and temporary investments, beginning of year	9,303,333	4,287,590
Cash and temporary investments, end of year	\$ 10,341,396	\$ 9,303,333

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2017

1. Significant accounting policies

The consolidated financial statements of the Municipal District of Pincher Creek No. 9 are the representations of management prepared in accordance with generally accepted accounting principles for local governments established by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. Significant aspects of the accounting policies adopted by the Municipal District are as follows:

(a) Reporting entity

The consolidated financial statements reflect the assets, liabilities, revenue and expenses, changes in fund balances and change in financial position of the reporting entity which comprises all of the organizations that are owned or controlled by the Municipal District and are, therefore, accountable to the Council for the administration of their financial affairs and resources.

Taxes levied also includes requisitions for educational, health care, social and other external organizations that are not part of the municipal reporting entity.

The statements exclude trust assets that are administered for the benefit of external parties. Interdepartmental and organizational transactions and balances are eliminated.

(b) Basis of accounting

The financial statements are prepared using the accrual basis of accounting. The accrual basis of accounting records revenue as it is earned and measurable. Expenses are recognized as they are incurred and measurable based upon receipt of goods or services and/or the legal obligation to pay.

Funds from external parties and earnings thereon restricted by agreement or legislation are accounted for as deferred revenue until used for the purpose specified.

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 tangible capital assets. In addition, certain user charges and fees are collected for which the related services have yet to be performed. Revenue is recognized in the period when the related expenses are incurred, services performed or the tangible capital assets are acquired.

(c) Use of estimates

The preparation of financial statements in conformity with Canadian generally accepted accounting principles 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 expense during the period. Where measurement uncertainty exists, the financial statements have been prepared within reasonable limits of materiality. Actual results could differ from those estimates.

(d) Investments

Investments are recorded at amortized cost. Investment premiums and discounts are amortized on the net present value basis over the term of the respective investments. When there has been a loss in value that is other than a temporary decline, the respective investment is written down to recognize the loss.

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2017

1. Significant accounting policies, continued

- (e) **Inventories for resale**
Land held for resale is recorded at the lower of cost and net realizable value. Cost includes costs for land acquisition and improvements required to prepare the land for servicing such as clearing, stripping, and leveling charges. Related development costs incurred to provide infrastructure such as water and waste water services, roads, sidewalks, and street lighting are recorded as physical assets under their respective function.
- (f) **Debt charges recoverable**
Debt charges recoverable consist of amounts that are recoverable from municipal agencies or other local governments with respect to outstanding debentures or other long-term debt pursuant to annexation orders or joint capital undertakings. These recoveries are recorded at a value that equals the offsetting portion of the unmatured long-term debt, less actuarial requirements for the retirement of any sinking fund debentures.
- (g) **Contaminated sites liability**
Contaminated sites are a result of contamination being introduced into air, soil, water or sediment of a chemical, organic or radioactive material or live organism that exceeds an environmental standard. The liability is recorded net of any expected recoveries. A liability for remediation of a contaminated site is recognized when a site is not in productive use and is management's estimate of the cost of post-remediation including operation, maintenance and monitoring.
- (h) **Tax revenue**
Tax revenues are recognized when the tax has been authorized by bylaw and the taxable event has occurred.

Requisitions operate as a flow through and are excluded from municipal revenue.
- (i) **Reserves for future expenses**
Reserves are established at the discretion of Council to set aside funds for future operating and capital expenses. Transfers to and/or from reserves are reflected as an adjustment to the respective fund.
- (j) **Requisition over-levy and under-levy**
Over-levies and under-levies arise from the difference between the actual property tax levy made to cover each requisition and the actual amount requisitioned.

If the actual levy exceeds the requisition, the over-levy is accrued as a liability and property tax revenue is reduced. Where the actual levy is less than the requisition amount, the under-levy is accrued as a receivable and as property tax revenue.

Requisition tax rates in the subsequent year are adjusted for any over-levies or under-levies of the prior year.

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2017

1. Significant accounting policies, continued

(k) Government transfers

Government transfers are the transfer of assets from senior levels of government that are not the result of an exchange transaction, are not expected to be repaid in the future, or the result of a direct financial return.

Government transfers are recognized in the financial statements as revenue in the period in which events giving rise to the transfer occur, providing the transfers are authorized, any eligibility criteria have been met, and reasonable estimates of the amounts can be determined.

(l) Non-financial assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the normal course of operations. The change in non-financial assets during the year, together with the excess of revenues over expenses, provides the consolidated Change in Net Financial Assets for the year.

(i) Tangible capital assets

Tangible capital assets are recorded at cost which includes all amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets is amortized on a straight-line basis over the estimated useful life as follows:

	Years
Land improvements	20
Buildings	50
Engineered structures	20-75
Machinery and equipment	3-35
Vehicles	3-20

Assets under construction are not amortized until the asset is available for productive use.

(ii) Contributions of tangible capital assets

Tangible capital assets received as contributions are recorded at fair value at the date of receipt and also are recorded as revenue.

(iii) Leases

Leases are classified as capital or operating leases. Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as capital leases. All other leases are accounted for as operating leases and the related lease payments are charged to expenses as incurred.

(iv) Inventories

Inventories held for consumption are recorded at the lower of cost and replacement cost.

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2017

1. Significant accounting policies, continued

- (v) Cultural and historical tangible capital assets
Works of art for display are not recorded as tangible capital assets but are disclosed.

2. Cash and temporary investments

	2017	2016
Savings accounts	\$ 9,890,779	\$ 8,620,495
Operating accounts	450,617	682,838
	<u>\$ 10,341,396</u>	<u>\$ 9,303,333</u>

3. Taxes and grants in place of taxes receivables

	2017	2016
Taxes and grants in place of taxes receivable	\$ 264,063	\$ 297,089
Arrears	213,153	91,602
	<u>\$ 477,216</u>	<u>\$ 388,691</u>

4. Trade and other receivables

	2017	2016
Grants	\$ 596,641	\$ 696,183
Trade receivables	58,156	81,252
Goods and Services Tax (GST)	125,398	57,313
	<u>\$ 780,195</u>	<u>\$ 834,748</u>

5. Investments

	2017		2016	
	Cost	Market value	Cost	Market value
Bonds	\$ 8,486,656	\$ 8,310,625	\$ 8,402,376	\$ 8,332,504
Other	3,340	3,340	3,340	3,340
	<u>\$ 8,489,996</u>	<u>\$ 8,313,965</u>	<u>\$ 8,405,716</u>	<u>\$ 8,335,844</u>

The bond portfolio has an effective interest rate of 5.2% (2016 - 5.4%) with maturity dates from 2019 to 2027. The other long-term investments are recorded at cost. These instruments are not traded in an organized financial market.

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2017

6. Debt charges recoverable

	2017	2016
Current debt charges recoverable	\$ 117,013	\$ 110,374
Non-current debt charges recoverable	2,056,773	2,173,786
	\$ 2,173,786	\$ 2,284,160

The Municipal District has undertaken a joint landfill road development project with the Crowsnest/Pincher Creek Landfill Association. The Municipal District assumed long-term financing totaling \$3,607,273 in 2012; however, \$2,706,955 plus interest at 2.94% is recoverable from the Landfill Association with respect to this financing. Amounts are recoverable in bi-annual principal and interest payments of \$90,007 until September 1, 2032.

	Principal	Interest	Total
2018	\$ 117,013	\$ 63,002	\$ 180,015
2019	120,480	59,535	180,015
2020	124,051	55,964	180,015
2021	127,727	52,288	180,015
2022	131,513	48,502	180,015
Thereafter	1,553,002	247,144	1,800,146
	\$ 2,173,786	\$ 526,435	\$ 2,700,221

7. Authorized overdraft

The Municipal District has an authorized overdraft with the CIBC up to \$5,000,000.

8. Employee benefit obligations

	2017	2016
Vacation and time in lieu	\$ 36,288	\$ 40,010
Sick time	696,144	692,991
	\$ 732,432	\$ 733,001

Vacation and time in lieu

The vacation and time in lieu liability is comprised of the vacation and overtime that employees are deferring to future years. Employees have either earned the benefits (and they are vested) or are entitled to these benefits within the next budgetary year.

Sick Time

Sick leave credits are earned by employees on the basis of 3/4 day for each two week pay period worked, until the employee reaches the age of 65, to a maximum of 120 days. Upon termination of employment or retirement, a non-union employee shall be entitled to any unused sick leave time in the form of severance pay. Union employees shall be entitled to any unused sick time on pensionable retirement at age 55 or death.

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2017

9. Deferred revenue

	2017	2016
Municipal Sustainability Initiative	\$ 4,765,037	\$ 3,822,632
Regional water intake	1,539,947	1,594,790
Water for life	646,847	321,368
Prepaid property taxes	32,600	40,449
	\$ 6,984,431	\$ 5,779,239

10. Long-term debt

	2017	2016
Tax supported debentures	\$ 4,535,207	\$ 4,945,609
Village of Cowley	756,000	882,000
	\$ 5,291,207	\$ 5,827,609

Principal and interest repayments are due as follows:

	Principal	Interest	Total
2018	\$ 549,563	\$ 154,563	\$ 704,126
2019	563,340	137,171	700,511
2020	361,791	126,677	488,468
2021	368,779	115,982	484,761
2022	375,974	105,080	481,054
Thereafter	3,071,760	1,028,597	4,100,357
	\$ 5,291,207	\$ 1,668,070	\$ 6,959,277

Debenture debt is repayable to Alberta Capital Finance Authority and bears interest from 2.94% to 3.49% per annum with maturity dates ranging from 2019 to 2032. Debenture debt is issued on the credit and security of the Municipal District at large.

The promissory note to the Village of Cowley is payable at \$126,000 annually plus interest at 2.94%.

Interest on long-term debt amounted to \$171,523 (2016 - \$188,066). The Municipal District's cash payments for interest in 2017 was \$171,523 (2016 - \$188,066).

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2017

11. Accumulated surplus

Accumulated surplus consists of internally restricted and unrestricted amounts and equity in tangible capital assets as follows:

	2017	2016
Unrestricted surplus	\$ 776,935	\$ 2,193,092
Internally restricted surplus (reserves) (note 12)	13,329,113	12,081,922
Equity in tangible capital assets (note 13)	50,393,339	50,307,043
	<u>\$ 64,499,387</u>	<u>\$ 64,582,057</u>

12. Reserves

Council has set up reserves for various purposes. These reserves are either required by legislation or set up at the discretion of Council to provide funding for future expenses.

	2017	2016
General		
Mill rate stabilization	\$ 1,302,503	\$ 1,144,582
Allocated		
Airport	329,771	329,771
Bridge repair and replacement	2,735,904	748,135
Cultural facilities	200,000	1,500,000
Dams (water storage)	-	463,324
Emergency management	47,622	-
Emergency services operating	-	30,000
Gravel pit stripping/reclamation	748,077	504,000
Interim operating funds	-	803,936
Lundbreck water/sewer infrastructure	-	515,297
M.D. buildings	200,000	-
M.D. equipment	2,249,608	2,094,472
M.D. recycle equipment	89,388	80,388
Next year completions	369,833	337,837
Regional water infrastructure	-	655,141
Road construction	2,497,014	2,525,976
Town recreation facilities	444,593	349,063
Wastewater infrastructure	815,297	-
Water infrastructure	1,299,503	-
	<u>12,026,610</u>	<u>10,937,340</u>
	<u>\$ 13,329,113</u>	<u>\$ 12,081,922</u>

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2017

13. Equity in tangible capital assets

	2017	2016
Tangible capital assets (schedule 2)	\$ 205,606,570	\$ 202,696,549
Accumulated amortization (schedule 2)	(152,095,810)	(148,846,057)
Long-term debt (note 10)	(5,291,207)	(5,827,609)
Debt charges recoverable (note 6)	2,173,786	2,284,160
	\$ 50,393,339	\$ 50,307,043

14. Net municipal property taxes

	Budget (Unaudited)	2017	2016
Taxation			
Real property taxes	\$ 10,839,910	\$ 11,775,387	\$ 10,456,033
Linear property taxes	3,391,430	2,021,997	3,253,265
	14,231,340	13,797,384	13,709,298
Requisitions			
Alberta School Foundation Fund - basic levy	2,806,620	2,550,885	2,614,769
Alberta School Foundation Fund - opted out jurisdiction	113,410	108,579	110,104
Pincher Creek Foundation	341,000	329,652	330,978
	3,261,030	2,989,116	3,055,851
	\$ 10,970,310	\$ 10,808,268	\$ 10,653,447

15. Government transfers

	Budget (Unaudited)	2017	2016
Transfers for operating:			
Provincial government	\$ 330,170	\$ 557,214	\$ 402,337
Local government	109,740	109,740	132,715
	439,910	666,954	535,052
Transfers for capital:			
Provincial government	1,490,000	2,125,234	528,246
	\$ 1,929,910	\$ 2,792,188	\$ 1,063,298

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2017

16. Expenses by object

	Budget (Unaudited)	2017	2016
Salaries, wages, and benefits	\$ 4,374,550	\$ 4,392,038	\$ 4,246,425
Contracted and general services	3,470,870	3,652,030	3,152,546
Materials, goods, supplies and utilities	1,647,480	1,509,750	1,357,171
Interest on long term debt	171,560	171,523	188,066
Bank charges and short term interest	15,840	7,470	14,462
Other expenditures	30,580	26,845	36,723
Transfers to organizations and others	907,150	2,237,271	950,931
Amortization of tangible capital assets	3,296,854	3,296,854	3,194,196
Assets transferred to Pincher Creek			
Emergency Services Commission	-	-	426,856
Loss on disposal of tangible capital assets		104,762	145,763
	\$ 18,914,884	\$ 15,398,543	\$ 13,713,139

17. Contingency

The Municipal District of Pincher Creek No. 9 is a member of the Alberta Local Authorities Reciprocal Insurance Exchange. Under the terms of membership, the Municipal District could become liable for its proportionate share of any claim losses in excess of the funds held by the exchange. Any liability incurred would be accounted for as a current transaction in the year the losses are determined.

18. Debt limits

Section 276(2) of the Municipal Government Act requires that debt and debt limits as defined by Alberta Regulation 255/00 for the Municipal District be disclosed as follows:

	2017	2016
Total debt limit	\$ 19,785,960	\$ 18,613,571
Total debt	5,291,207	5,827,609
	\$ 14,494,753	\$ 12,785,962
Debt servicing limit	\$ 3,297,660	\$ 3,102,262
Debt servicing	704,126	707,925
	\$ 2,593,534	\$ 2,394,337

The debt limit is calculated at 1.5 times revenue of the municipality (as defined in Alberta Regulation 255/00) and the debt service limit is calculated at 0.25 times such revenue. Incurring debt beyond these limitations requires approval by the Minister of Municipal Affairs. These thresholds are guidelines used by Alberta Municipal Affairs to identify municipalities which could be at financial risk if further debt is acquired. The calculation taken alone does not represent the financial stability of the municipality. Rather, the financial statements must be interpreted as a whole.

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2017

19. Local authorities pension plan

Employees of the Municipal District participate in the Local Authorities Pension Plan (LAPP), which is one of the plans covered by the Alberta Public Sector Pensions Plans Act. The plan serves about 253,862 people and 417 employers. The LAPP is financed by the employer and employee contributions and by investment earnings of the LAPP Fund.

Contributions for current service are recorded as expenditures in the year in which they become due.

The Municipal District 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 Municipal District 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 Municipal District to the LAPP in 2017 were \$308,303 (2016 - \$295,829). Total current service contributions by the employees of the Municipal District to the LAPP in 2017 were \$284,128 (2016 - \$272,487).

At December 31, 2016, the LAPP disclosed an actuarial deficiency of \$637 million.

20. Salary and benefits disclosure

Disclosure of salaries and benefits for elected municipal officials, the chief administrative officer and designated officers as required by Alberta Regulation 313/2000 is as follows:

	(1)	(2)	2017	2016
	Salary	Benefits & allowances		
Council				
Everts, Bev	\$ 6,025	\$ 72	\$ 6,097	-
Hammond, Brian	33,725	545	34,270	31,559
Lemire, Rick	4,900	33	4,933	-
Marchuk, Garry	28,750	315	29,065	36,728
Schoening, Fred	19,375	224	19,599	27,577
Stevick, Quentin	32,875	402	33,277	32,192
Yagos, Terry	28,350	510	28,860	33,180
Chief administrative officer	161,960	25,764	187,724	177,894
Designated officer	\$ 97,661	\$ 3,056	\$ 100,717	\$ 98,879

(1) Salary includes regular base pay, bonuses, overtime, lump sum payments, gross honoraria and any other direct cash remuneration.

(2) Benefits and allowances figures also include the employer's share of the costs of additional taxable benefits including special leave with pay, financial planning services, retirement planning services, concessionary loans, travel allowances, car allowances, and club memberships.

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2017

21. Financial instruments

The Municipal District of Pincher Creek No. 9's financial instruments consist of cash and temporary investments, accounts receivable, investments, debt charges recoverable, bank indebtedness, accounts payable and accrued liabilities, and long-term debt. It is management's opinion that the Municipal District is not exposed to significant interest or currency risk arising from these financial instruments.

The Municipal District of Pincher Creek No. 9 is subject to credit risk with respect to taxes and grants in place of taxes receivables and trade and other receivables. Credit risk arises from the possibility that taxpayers and entities to which the Municipal District provides services may experience financial difficulty and be unable to fulfil their obligations. The large number and diversity of taxpayers and customers minimizes the credit risk.

Unless otherwise noted, the carrying value of the financial instrument approximates fair value.

22. Segmented disclosure

The Municipal District provides a range of services to its ratepayers. For each reported segment, revenues and expenses represent both amounts that are directly attributable to the segment and amounts that are allocated on a reasonable basis. The accounting policies used in these segments are consistent with those followed in the preparation of the financial statements as disclosed in Note 1.

Refer to the schedule of segmented disclosure (schedule 3)

23. Budget amounts

The 2017 budget for the Municipal District was approved by Council on December 6, 2016 and has been reported in the consolidated financial statements for information purposes only. These budget amounts have not been audited, reviewed, or otherwise verified. The approved budget contained reserve transfers, capital additions and principal payments on debt as expenditures. Since these items are not included in the amounts reported in the consolidated financial statements, they have been excluded from the budget amounts presented in these financial statements. In addition, the approved budget did not contain an amount for amortization expense. In order to enhance comparability, the actual amortization expense has been included as a budget amount.

Budgeted surplus per financial statements	\$ 232,246
Less: Capital expenditures	(2,883,930)
Long-term debt repayments	(536,430)
Add: Amortization	3,296,854
Transfers from capital reserves	8,340
Transfers from operating reserves	(109,580)
Transfers from trust accounts	(7,500)
Equals: Balanced budget	\$ -

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2017

24. Approval of financial statements

These financial statements were approved by Council and Management.

25. Contaminated sites liability

The Municipal District has adopted PS3260 liability for contaminated sites. The Municipal District did not identify any financial liabilities in 2017 (2016 - nil) as a result of this standard.

Draft - March 24, 2018

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
SCHEDULES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2017

	Schedule of changes in accumulated surplus			Schedule 1	
	Unrestricted	Restricted	Equity in tangible capital assets	2017	2016
Balance, beginning of year	\$ 2,193,092	\$ 12,081,922	\$ 50,307,043	\$ 64,582,057	\$ 65,357,903
Deficiency of revenue over expenses	(82,670)	-	-	(82,670)	(775,846)
Unrestricted funds designated for future use	(3,484,167)	3,484,167	-	-	-
Restricted funds used for operations	1,486,491	(1,486,491)	-	-	-
Restricted funds used for tangible capital assets	-	(750,485)	750,485	-	-
Current year funds used for tangible capital assets	(2,330,672)	-	2,330,672	-	-
Disposal of tangible capital assets	124,035	-	(124,035)	-	-
Amortization of tangible capital assets	3,296,854	-	(3,296,854)	-	-
Long-term debt repaid	(536,402)	-	536,402	-	-
Debt charges recoverable	110,374	-	(110,374)	-	-
Change in accumulated surplus	(1,416,157)	1,247,191	86,296	(82,670)	(775,846)
Balance, end of year	\$ 776,935	\$ 13,329,113	\$ 50,393,339	\$ 64,499,387	\$ 64,582,057

Draft - March 24, 2018

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
SCHEDULES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2017

Schedule of tangible capital assets

Schedule 2

	Land	Land improvements	Buildings	Engineered structures	Machinery and equipment	Vehicles	Construction in progress	2017	2016
Cost:									
Balance, beginning of year	\$ 3,095,629	\$ 60,768	\$ 7,351,912	\$ 179,651,968	\$ 9,150,946	\$ 2,530,725	\$ 854,601	\$ 202,696,549	\$ 201,952,248
Acquisitions	-	80,580	425,996	119,242	108,305	260,975	2,086,059	3,081,157	2,590,460
Transfers	-	-	-	857,547	-	-	(857,547)	-	-
Disposals	(124,035)	-	-	(17,000)	-	(30,101)	-	(171,136)	(1,846,159)
Balance, end of year	2,971,594	141,348	7,777,908	180,611,757	9,259,251	2,764,599	2,083,113	205,606,570	202,696,549
Accumulated amortization:									
Balance, beginning of year	-	51,941	1,204,835	141,036,528	5,037,536	1,515,216	-	148,846,057	146,769,248
Annual amortization	-	3,751	155,216	2,230,540	753,045	154,302	-	3,296,854	3,194,196
Disposals	-	-	-	(17,000)	-	(30,101)	-	(47,101)	(1,117,387)
Balance, end of year	-	55,692	1,360,051	143,250,068	5,790,581	1,639,417	-	152,095,810	148,846,057
Net book value	\$ 2,971,594	\$ 85,656	\$ 6,417,857	\$ 37,361,689	\$ 3,468,670	\$ 1,122,182	\$ 2,083,113	\$ 53,510,760	\$ 53,850,492
2016 net book value	\$ 3,095,629	\$ 8,827	\$ 6,147,076	\$ 38,615,440	\$ 4,113,410	\$ 1,015,509	\$ 854,601	\$ 53,850,492	

Draft - March 24, 2018

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
SCHEDULE TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2017

Schedule of segmented disclosure

Schedule 3

	General government	Protective services	Transportation services	Environmental services	Public health services	Planning and development	Recreation and culture	Total
Revenue								
Net municipal property taxes	\$ 10,808,268	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,808,268
User fees and sales of goods	12,116	21,927	177,889	225,563	-	74,937	-	512,432
Government transfers for operating	-	-	249,061	17,983	106,811	183,359	109,740	666,954
Investment income	310,198	-	-	-	-	-	-	310,198
Penalties and costs of taxes	92,114	-	-	-	-	-	-	92,114
Licenses and permits	-	-	-	-	-	103,484	-	103,484
Gain on disposal of capital assets	22,839	-	40,010	-	-	-	-	62,849
Rental	16,418	-	299,585	-	-	1,489	-	317,491
Other	6,888	102,628	83,456	-	-	36,154	87,722	316,849
	11,268,841	124,555	850,001	243,546	106,811	399,423	197,462	13,190,639
Expenses								
Salaries, wages and benefits	1,320,905	93,500	2,491,741	-	-	485,892	-	4,392,038
Contracted and general services	564,050	600,535	1,574,459	681,170	-	163,832	67,984	3,652,030
Materials, goods, supplies and utilities	196,187	2,938	1,159,452	26,660	-	124,513	-	1,509,750
Bank charges and short term interest	7,470	-	-	-	-	-	-	7,470
Interest on long term debt	-	-	101,441	70,082	-	-	-	171,523
Other expenditures	(4,670)	10,046	874	20,175	-	420	-	26,845
Transfers to organizations and others	-	-	-	-	182,464	59,068	1,995,739	2,237,271
Amortization of tangible capital assets	327,913	17,300	2,914,755	-	-	36,886	-	3,296,854
Loss on disposal of tangible capital assets	104,762	-	-	-	-	-	-	104,762
	2,516,617	724,319	8,242,722	798,087	182,464	870,611	2,063,723	15,398,543
Excess (deficiency) of revenue over expenses before other	8,752,224	(599,764)	(7,392,721)	(554,541)	(75,653)	(471,188)	(1,866,261)	(2,207,904)
Other								
Government transfers for capital	-	-	722,166	1,403,068	-	-	-	2,125,234
Excess (deficiency) of revenue over expenses	\$ 8,752,224	\$ (599,764)	\$ (6,670,555)	\$ 848,527	\$ (75,653)	\$ (471,188)	\$ (1,866,261)	\$ (82,670)

Pincher Creek Airport Presentation

By David Cox

Pincher Creek Emergency Services Commission

To Pincher Creek MD Council
April 10, 2018

Airport Use

Pincher Creek Airport is the only fixed wing facility in the area serving the MD, the Town, Cowley, and CNP

- *Used by private aircraft owners
- *Used by companies such as Shell Wateron
- *Used by the Canadian Military occasionally
- *Used by GOA and RCMP

- *Used by fixed wing ambulance on an as needed basis
 - Fixed wing ambulance is sometimes the only air option due to load limits on helicopters
 - May be day or night
 - Between Pincher Creek and CNP, 15 to 20 flights/ year

- *Summer, the airport is the Primary tanker base for A+ F (longer runway than Springback which limits that airport's the tanker aircraft capability)
 - Tankers respond to all of southern Alberta, Southeastern BC, and US if needed

Airport Availability

Challenges to availability

Winter

- *Snow plowing maintenance a low priority

All year

- *Run way lights are vulnerable to power outages
 - System wired for backup power, but no generator
 - Bringing an auxiliary generator out not feasible due to time involved to set up and fuel limits of circling aircraft

NOTAM (Notice to Airmen) required any time airport is out of service

- Without a NOTAM airport is open for service

Request to Improve Availability

*Change snow plowing to a higher priority

*Install Auxiliary powerplant at airport wired to start automatically when power goes out

*While water is not needed for air tanker operations, potable water at the airport would be an asset to its potential growth

MINUTES
MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
SPECIAL COUNCIL MEETING
MARCH 26, 2018

8955

The Special Meeting of Council of the Municipal District of Pincher Creek No. 9 was held on Monday, March 26, 2018, at 1:00 pm, in the Administration Building, of the Municipal District of Pincher Creek No. 9, in the Town of Pincher Creek, Alberta.

PRESENT Reeve Quentin Stevick, Councillors Rick Lemire, Brian Hammond, Bev Everts, and Terry Yagos

STAFF Interim Chief Administrative Officer/Director of Development and Community Services Roland Milligan

Reeve Quentin Stevick called the Special Council Meeting to order, the time being 12:58 pm.

A. ADOPTION OF AGENDA

Councillor Brian Hammond 18/180

Moved that the Special Council Meeting Agenda, for March 26, 2018, be approved as presented.

Carried

B. IN CAMERA

Councillor Rick Lemire 18/181

Moved that Council and Staff move In-Camera, under FOIP Section 19, the time being 12:59 pm.

Carried

Councillor Terry Yagos 18/182

Moved that Council and Staff move out of In-Camera, the time being 1:37 pm.

Carried

C. NEW BUSINESS

No resolutions were presented for consideration.

D. ADJOURNMENT

Councillor Terry Yagos 18/183

Moved that Council adjourn the meeting, the time being 1:38 pm.

Carried

REEVE

CHIEF ADMINISTRATIVE OFFICER

**MINUTES
COUNCIL COMMITTEE MEETING
MUNICIPAL DISTRICT OF PINCHER CREEK
MARCH 27, 2018**

Present: Reeve Quentin Stevick, Councillors Brian Hammond, Bev Everts, and Terry Yagos, Councillor Rick Lemire as entered into the Minutes

Staff: Interim Chief Administrative Officer/Director of Development and Community Services Roland Milligan, Director of Finance Janene Felker, Director of Operations Leo Reedyk, Public Works Superintendent Stu Weber, Assistant Public Works Superintendent Jared Pitcher, Public Works Operator Henry Dykstra, and Executive Assistant Tara Cryderman

Reeve Quentin Stevick called the meeting to order, the time being 9:00 am.

1. Approval of Agenda

Councillor Bev Everts

Moved that the Council Committee Agenda for March 27, 2018, be approved as presented.

Carried

2. Mill Rate Discussion – Part 3

Discussion continued regarding the Mill Rate.

The two preferred options from the March 13, 2018 Committee Meeting were brought forward for consideration.

The consensus was Option 1.

A Mill Rate Bylaw will be brought forward to an upcoming Council Meeting, based on the option 1 figures.

3. In-Camera

Councillor Terry Yagos

Moved that Council and Staff move In-Camera, the time being 9:23 am to discuss the following:

- Legal – Call Logs – FOIP Section 17
- Labour – Snow Program – FOIP Section 19

Carried

Councillor Terry Yagos

Moved that Council and Staff move out of In-Camera, the time being 10:32 am.

Carried

4. Waterton Biosphere

Jeff Bectell, Tony Bruder, and Nora Manners attended the meeting to discuss the following:

- Waterton Biosphere Reserve
- Cooperation Plan 2016-2021
- Cardston Compost Facility Information for MD of Pincher Creek Council
- WBRA Carnivores and Communities Program Deadstock Removal 2017
- Draft Background Information on Ag Plastic Disposal / Recycling

The Powerpoint Presentations were shown, explained and discussed.

The closure of the composting facility in Cardston was discussed.

The facility is slated to reopen soon.

The costs of the program were discussed.

The deadstock zone was discussed. No deadstock was collected from outside Cardston County. It could be a possibility to allow deadstock from outside the county. Chain of custody for the deadstock was discussed.

The incinerator versus the composting of deadstock was discussed.

Perhaps a letter of support from the MD Council would expedite the reopening of facility; however, the "back log" is in "Edmonton".

The disposal of the compost materials was discussed. Perhaps having the landfill site be compost disposal site was suggested as a favourable partnership for the program.

The delegation was requested to submit a template letter, including who it should be sent to, requesting that a letter of support from the MD for the landfill site to be designated as an approved compost disposal site.

5. Roundtable Discuss

Councillor Lemire

- MPE Project Update for all 5 projects
 - Monthly updates of the projects
 - Cash flow spreadsheet

**Council Committee Meeting Minutes
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Councillor Hammond

- Nothing at this time

Councillor Yagos

- Costs associated with the wastewater options of the Beaver Mines Water/Wastewater Project

Reeve Stevick

- 10 minute open mike during the Council Meetings

6. Adjournment

Councillor Brian Hammond

Moved that the meeting adjourn, the time being 12:03 pm.

Carried

DRAFT

MINUTES
MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
COUNCIL MEETING
MARCH 27, 2018

8956

The Regular Meeting of Council of the Municipal District of Pincher Creek No. 9 was held on Tuesday, March 27, 2018, in the Council Chambers of the Municipal District Administration Building, Pincher Creek, Alberta.

PRESENT Reeve Quentin Stevick, Councillors Brian Hammond, Terry Yagos, Bev Everts, and Rick Lemire

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

Reeve Quentin Stevick called the Council Meeting to order, the time being 1:00 pm.

A. ADOPTION OF AGENDA

Councillor Rick Lemire 18/184

Moved that the Council Agenda for March 27, 2018, be approved as presented.

Carried

B. DELEGATIONS

1. Discussion on Airport

Fire Chief Dave Cox was unable to attend the meeting, therefore, there was no delegation presentation.

C. MINUTES

1. Meeting Minutes

Councillor Terry Yagos 18/185

Moved that the following:

- Council Committee Meeting Minutes
- March 8, 2018
- Special Council Meeting Minutes
- March 9, 2018
- Council Committee Meeting Minutes
- March 12, 2018
- Council Committee Meeting Minutes
- March 13, 2018
- Council Meeting Minutes
- March 13, 2018
- Special Council Meeting Minutes
- March 15, 2018

be approved as amended, the amendment as follows:

- Within the March 13, 2018 Council Meeting Minutes – Page 8949, Resolution 18/156 to be corrected to read “Moved that the email from Town of Pincher Creek...”;

And that the minutes be approved, as amended.

Carried

D. UNFINISHED BUSINESS

1. Post Evacuation Access to Animals

Councillor Brian Hammond 18/186

Moved that the letter from Blaine Marr, received March 3, 2018, regarding post evacuation access to animals, be received;

And that this item be forwarded to the Agricultural Service Board;

And that Mr. Marr be informed of this course of action.

Carried

2. Landfill Road Maintenance Agreement

Councillor Brian Hammond 18/187

Moved that the report from Director of Operations, dated March 21, 2018, and the report from Director of Operations, dated February 21, 2018, regarding the Landfill Road Maintenance Agreement, be received;

And that this item be postponed until the receipt of the Crowsnest Pincher Creek Landfill Association's response to the draft Agreement.

Carried

Councillor Terry Yagos 18/188

Moved that Administration be directed to forward a letter to the Crowsnest Pincher Creek Landfill Association to initiate preliminary discussions regarding the Landfill Road Maintenance Agreement, including the repaving of Highway 3A.

Carried

E. CHIEF ADMINISTRATOR OFFICER'S (CAO) REPORTS

1. Operations

a) Snow Program

Councillor Rick Lemire 18/189

Moved that the following be received:

- Email from Martha Paridaen, dated February 21, 2018, with report from Director of Operations, dated March 6, 2018
- Letter from Leonard and Eileen McGlynn, dated February 22, 2018
- MD of Pincher Creek Facebook posts, from February 24, 2018
- Email from Kate Puch, dated February 25, 2018
- Email from Karina Cail, dated February 26, 2018
- Email from Paul Johnson, dated March 5, 2018

And that Administration be directed to provide responses to the individual letters, indicating that a post winter season review will occur;

And that a complete policy review, on both the Winter and Summer Road Maintenance Policies, will occur during that time.

Carried

Councillor Bev Everts 18/190

Moved that Administration be directed to respond to Karina Cail, with regards to the snow drifting issue within the Hamlet of Lundbreck, informing her that Council for the Municipal District of Pincher Creek No. 9 will commit to the yearly installation of temporary snow fence, the maintenance of the existing permanent fence, and will continue to work with the Patton Park Society, with regards to long range planning for the Hamlet of Lundbreck.

Carried

b) Occupational Health and Safety Legislation Changes

Councillor Bev Everts 18/191

Moved that the report from the Director of Operations, dated March 15, 2018, regarding the Occupation Health and Safety Legislation Changes, be received

And that Council approve the Corporate Health and Safety Policy for 2018.

Carried

c) Operations Report

Councillor Terry Yagos 18/192

Moved that the Operations report from the Director of Operations, for the period dated March 7, 2018 to March 21, 2018, as well as the Public Works Call Log, be received as information.

Carried

2. Planning and Development

a) Planning Bylaws

Bylaw No. 1285-18 – Development Authority and Municipal Planning Commission

Councillor Bev Everts 18/193

Moved that Bylaw No. 1285-18, being the bylaw to establish a Development Authority and Municipal Planning Commission, be given first reading.

Carried

Bylaw No. 1285-18 – Development Authority and Municipal Planning Commission

Councillor Bev Everts 18/194

Moved that Bylaw No. 1285-18, being the bylaw to establish a Development Authority and Municipal Planning Commission, be given second reading.

Carried

Bylaw No. 1286-18 – Municipal Subdivision Authority

Councillor Brian Hammond 18/195

Moved that Bylaw No. 1286-18, being the bylaw to establish a Municipal Subdivision Authority, be given first reading.

Carried

Bylaw No. 1286-18 – Municipal Subdivision Authority

Councillor Brian Hammond 18/196

Moved that Bylaw No. 1286-18, being the bylaw to establish a Municipal Subdivision Authority, be given second reading.

Carried

Bylaw No. 1287-18 – Subdivision and Development Appeal Board

Councillor Rick Lemire 18/197

Moved that Bylaw No. 1287-18, being the bylaw to establish a Subdivision and Development Appeal Board, be given first reading.

Carried

Bylaw No. 1287-18 – Subdivision and Development Appeal Board

Councillor Rick Lemire 18/198

Moved that Bylaw No. 1287-18, being the bylaw to establish Subdivision and Development Appeal Board, be given second reading.

Carried

3. Finance

Nil

4. Municipal

a) Interim Chief Administrative Officer Report

Councillor Brian Hammond 18/199

Moved that Council receive for information, the Interim Chief Administrative Officer's report for the period of March 9, 2018 to March 22, 2018, as well as the Administration Call Log.

Carried

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F. CORRESPONDENCE

1. Action

a) Letter of Support for a Systems Approach for Regional Transportation Systems

Councillor Brian Hammond 18/200

Moved that the letter from Lethbridge Chamber of Commerce, dated February 26, 2018, regarding the letter of support for a systems approach for regional transportation systems, be received as information.

Carried

2. For Information

Kenow Fire Common Theme Analysis

Councillor Brian Hammond 1/201

Moved that the letter from Alberta Municipal Affairs, dated March 9, 2018, regarding the Kenow Fire Common Theme Analysis, be received as information.

Carried

Project update and Community Workshop Invitation

Councillor Brian Hammond 18/202

Moved that any Councillors wishing to attend the AltaLink Community Workshop, scheduled on April 10 and April 11, 2018, at the Heritage Inn in Pincher Creek, be authorized to do so.

Carried

G. COMMITTEE REPORTS / DIVISIONAL CONCERNS

Councillor Rick Lemire – Division 2

Regional Emergency Management Organization

- Minutes of March 15, 2018

Town of Pincher Creek Facilities Steering Committee

Councillor Bev Everts– Division 3

Family and Community Support Services

- Habitat for Humanity Pincher Creek

Oldman River Regional Services Commission

- Minutes of December 7, 2017

Agricultural Service Board

- Minutes of January 11, 2018

Beaver Mines Community Association

Castle Mountain Community Association

Councillor Terry Yagos – Division 5

Crowsnest Pincher Creek Landfill Association Meeting

Fall RMA Convention in Edmonton

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Councillor Brian Hammond - Division 4
 Joint Recycle Committee
 - Minutes of February 26, 2018
 Pincher Creek Foundation

Joint Recycle Committee Meeting

Councillor Brian Hammond 18/203

Moved that the Village of Cowley receive a payment of four percent (4%) of the Joint Recycling Reserve, as of January 1, 2019.

Councillor Terry Yagos 18/204

Moved that that this item be postponed until later this year.

Carried

Reeve Quentin Stevick – Division 1
 Alberta SouthWest
 - Email from Alberta SW, dated March 15, 2018
 - Minutes of March 7, 2018
 Fall RMA Convention in Edmonton

Councillor Brian Hammond 18/205

Moved that the committee reports be received as information.

Carried

H. IN CAMERA

Councillor Rick Lemire 18/206

Moved that Council and Staff move In-Camera, the time being 3:30 pm, to discuss the following issues:

1. Land – Laneways – FOIP Section 24;
2. Labour – Boards and Committees – FOIP Section 19;
3. Legal – Regional Emergency Management Organization – FOIP Section 21;
4. Legal – Pincher Creek Emergency Services – FOIP Section 21;
5. Legal – Citizens Concerns – FOIP Section 17

Carried

Councillor Brian Hammond 18/207

Moved that Council and Staff move out of In-Camera, the time being 5:54 pm.

Carried

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I. NEW BUSINESS

1. Laneways

Councillor Rick Lemire 18/208

Moved that the report from the Interim Chief Administrative Officer, dated March 21, 2018, regarding the History of Lanes Closures, Hamlet of Beaver Mines, be received;

And that Administration be directed to respond to the Beaver Mines Community Association, advising them that Council would consider discussing their request to purchase the laneways within the Hamlet of Beaver Mines, following the completion of the Beaver Mines Water and Wastewater Project, provided that all costs associated with the closure be the responsibility of the landowners, and that all landowners are in favour of the purchase.

Carried

2. Boards and Committees

Councillor Brian Hammond 18/209

Moved that Council appoint the following to the Subdivision and Development Appeal Board:

Lois Johnston
 Randy Baker
 Dan McKim
 Dennis Lastuka

Carried

3. Pincher Creek Regional Emergency Advisory Committee Meeting

Councillor Rick Lemire 18/210

Moved that Council appoint Al Roth as the Director of Emergency Management;

And that Roland Milligan and Cindy Cornish be appointed as Deputy Directors of Emergency Management.

Carried

Councillor Bev Everts 18/211

Moved that Council continue discussing the transferring of the Regional Emergency Management to the Pincher Creek Emergency Services Commission;

And provide their response, to the Regional Emergency Advisory Committee, within six (6) months, extending the deadline to October 15, 2018.

Carried

Councillor Bev Everts 18/212

Moved that the invoices from the Vertical Church be paid.

Carried

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4. Implementation Agreement

Councillor Terry Yagos 18/213

Moved that the Reeve and Chief Administrative Officer be authorized to sign the Implementation Agreement between the Town of Pincher Creek, the Pincher Creek Emergency Services Commission and the MD of Pincher Creek No. 9.

Carried

5. Citizen Concerns

Councillor Bev Everts 18/214

Moved that Administration be directed to respond to both parties, advising them that all concerns have been heard and to request that each party remain lawful to each other.

Carried

J. ADJOURNMENT

Councillor Terry Yagos 18/215

Moved that Council adjourn the meeting, the time being 6:03 pm.

Carried

REEVE

CHIEF ADMINISTRATIVE OFFICER

**MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
BYLAW NO. 1285-18**

BEING A BYLAW IN THE MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9 IN THE PROVINCE OF ALBERTA FOR THE PURPOSE OF ESTABLISHING A DEVELOPMENT AUTHORITY AND MUNICIPAL PLANNING COMMISSION BYLAW.

WHEREAS the *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26, as amended, pursuant to Section 624, requires the municipality to adopt a bylaw to establish a Municipal Development Authority;

AND WHEREAS the *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26, as amended, pursuant to Section 626, may adopt a bylaw establish a Municipal Planning Commission;

AND WHEREAS the Municipal Planning Commission is authorized to make decisions on applications for development approval in accordance with administrative procedures, the South Saskatchewan Regional Plan, the *Municipal Government Act*, the Subdivision and Development Regulation, any statutory plan of the municipality, and the municipal land use bylaw;

AND WHEREAS the purpose of this bylaw is to establish the authority of the Municipal Planning Commission and Designated Officer to carry out the duties of the Development Authority.

NOW THEREFORE, under the authority and subject to the provisions of the *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26, as amended, the Council of the Municipal District of Pincher Creek No. 9, in the Province of Alberta, duly assembled does hereby enact the following:

1. This bylaw may be cited as the Municipal District of Pincher Creek No. 9 "Municipal Planning Commission and Development Authority Bylaw".
2. Definitions:
 - a. **Act** means the *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26, as amended.
 - b. **Authorized persons** means a person or organization authorized by council to which the municipality may delegate any of its Development Authority powers, duties or functions.
 - c. **Council** means the Municipal Council of the Municipal District of Pincher Creek No. 9.
 - d. **Designated officer** means a person or persons authorized to act as the designated officer for the municipality as established by bylaw.
 - e. **Development Authority** means the person or persons appointed, by bylaw, to exercise only such powers and perform duties as are specified:
 - 1) in the Act; or
 - 2) in the Municipal District of Pincher Creek No.9 Land Use Bylaw; or
 - 3) in this bylaw; or
 - 4) by resolution of council.
 - f. **Member** means the members of the Municipal Planning Commission.
 - g. **Municipal Planning Commission ("MPC")** means the Municipal Planning Commission of the Municipal District of Pincher Creek No. 9 as established by this bylaw.
 - h. **Municipality** means the Municipal District of Pincher Creek No. 9 in the Province of Alberta.
 - i. **Secretary** means the person or persons authorized to act as secretary for the Development Authority.

- j. All other terms used in this bylaw shall have the meaning as is assigned to them in the Municipal Government Act, as amended from time to time.

Part 1 – Development Authority

3. The Development Authority for the Municipality is:
 - a. The Designated Officer, for an application for development approval which is a permitted use under the Land Use Bylaw and which complies with the requirements and regulations set out in the Land Use Bylaw.
 - b. The Municipal Planning Commission established under this Bylaw, when the application for development permit is:
 - 1) A discretionary use under the Land Use Bylaw; or
 - 2) A permitted use under the Land Use Bylaw which does not otherwise comply with the requirements and regulations as set out in the Land Use Bylaw.
4. Notwithstanding Section 2, the Designated Officer may forward any application for development approval to the Municipal Planning Commission for a decision.

Powers and Duties

5. The Development Authority has those powers and duties as set out in the Act, the Land Use Bylaw and this Bylaw, and any regulations made thereunder.

Appointment of Development Officer

6. Council may, by resolution, appoint a designated officer as Development Officer(s). The powers and duties of the development officer shall be outlined in the Municipal District of Pincher Creek No. 9 Land Use Bylaw.

PART 2 – Municipal Planning Commission

Establishment of the Municipal Planning Commission

7. That a Commission known as the Municipal Planning Commission of the Municipal District of Pincher Creek No. 9, is hereby established.

Membership

8. The MPC shall be composed of not less than seven (7) persons as follows:
 - 2 members at large, who are adult residents of the Municipal District of Pincher Creek No. 9; and
 - 5 members of council.All appointments by resolution of Council.
9. Four (4) of the members of the MPC shall constitute a quorum.
10. A member of the MPC shall not be appointed to the Subdivision and Development Appeal Board.
11. Appointments to the MPC shall be made for a term of 2 years.
12. When a person ceases to be a member of the MPC before the expiration of his term, council shall appoint another person for the unexpired portion of that term within 60 days of receiving notice of the vacancy.

Chairperson and Vice-Chairperson

13. The MPC shall elect a Chairperson and Vice-Chairperson from its members to preside for a term of one year from the date of election.
14. Where the Chairperson and Vice-Chairperson are both absent from a meeting of the MPC, one of the other members shall be elected by a simple majority to preside over that meeting.

Secretary

15. The Designated Officer(s) shall serve as Secretary to the MPC, and shall:
 - a. not have a vote;
 - b. notify all members of meetings of the MPC;
 - c. notify the public pursuant to the notification procedure of the Land Use Bylaw and the Act;
 - d. prepare and maintain a file of written minutes of the business transacted at all meetings of the MPC;
 - e. record decisions of the MPC and issue the decision and/or permit forthwith to all parties affected;
 - f. be authorized to sign on behalf of the MPC any order, decision, approval, notice or other thing made, given or issued by the MPC;
 - g. keep record of the names and addresses of those making representations at the meeting;
 - h. undertake other duties as the MPC may require in the conduct of its business.
16. In the event of a tie vote, any motion of the MPC shall be deemed defeated.

Functions and Duties

17. The Municipal Planning Commission has the following functions and duties:
 - a. upon request of Council, to advise Council with respect to achieving the orderly, economical and beneficial development, use of land and pattern of settlement in the Municipality; and
 - b. to serve as a Development Authority pursuant to Part 17 of the Act and of this bylaw.
18. The MPC shall hold regular meetings on a monthly basis on a date to be determined by the Council and it may also hold special meetings at any time at the call of the Chairperson. Where a monthly meeting is not warranted it can be cancelled or re-scheduled at the discretion of the Chairperson.
19. Development permit applications referred to the MPC shall be considered and either approved, with or without conditions, or refused in accordance with the Land Use Bylaw and the Act Part 17 and any regulations made thereunder.
20. A decision of the MPC is not considered final until notification of the decision is given in writing.
21. If a member has a pecuniary interest in the matter before the MPC, the member shall:
 - a. disclose the general nature of the pecuniary interest to the MPC prior to the MPC's consideration of the matter;
 - b. abstain from discussion and disposition on the matter; and
 - c. leave the room in which the meeting is taking place until discussion and disposition of the matter is completed.
22. The abstention of the member and the disclosure of the member's interest shall be recorded in the minutes.
23. Notwithstanding Section 15(f) of this bylaw, any order, decision or approval made, given or issued by the MPC may be signed by the Chairperson or Vice-Chairperson of the MPC.

Repeal

24. Bylaw No.854 and amendments 1016-98 and 1034-00, being the former Municipal Planning Commission bylaw, is hereby repealed.

READ a first time this 27th day of March, 2018.

READ a second time this 27th day of March, 2018.

READ a third time and finally PASSED this ____ day of _____, 2018.

Reeve

Chief Administrative Officer

**MUNICIPAL DISTRICT OF PINCHER CREEK NO.9
BYLAW NO. 1286-18**

BEING A BYLAW OF THE MUNICIPAL DISTRICT OF PINCHER CREEK NO.9 IN THE PROVINCE OF ALBERTA TO ESTABLISH A MUNICIPAL SUBDIVISION AUTHORITY.

WHEREAS the *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26, as amended requires the municipality to adopt a bylaw to establish a municipal Subdivision Authority;

AND WHEREAS the Subdivision Authority is authorized to make decisions on applications for subdivision approval in accordance with the South Saskatchewan Regional Plan, the *Municipal Government Act*, the subdivision and development regulations, the local land use bylaw and statutory plans;

AND WHEREAS the purpose of this bylaw is to establish the authority of the Subdivision Authority.

NOW THEREFORE, under the authority and subject to the provisions of the *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26, as amended, the Council of the Municipal District of Pincher Creek No. 9, in the Province of Alberta, duly assembled does hereby enact the following:

1. This bylaw may be cited as the MD of Pincher Creek No. 9 “Subdivision Authority Bylaw”.
2. Definitions:
 - a. **Act** means the *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26, as amended from time to time.
 - b. **Council** means the Council of the Municipal District of Pincher Creek No.9.
 - c. **Member** means a member of the Subdivision Authority.
 - d. **Municipality** means the Municipal District of Pincher Creek No.9 in the Province of Alberta.
 - e. **Planning Advisor** means an agency or individual who provides planning services on a contract basis.
 - f. **Secretary** means the person or persons authorized to act as secretary for the Subdivision Authority.
 - g. **Subdivision Authority** means the board, person or organization established to act as the Subdivision Authority.
 - h. All other terms used in this bylaw shall have the meaning as is assigned to them in the Act, as amended from time to time.
3. For the purpose of this bylaw, the Subdivision Authority for the Municipal District of Pincher Creek No.9 shall be the Council of the Municipal District of Pincher Creek No. 9.
4. The Subdivision Authority shall hold meetings as required on dates to be determined by Council, and it may also hold special meetings at any time at the call of the chairman.
5. Three (3) of the members of the Subdivision Authority shall constitute a quorum.
6. The decision of the majority of the members present at a meeting shall be deemed to be the decision of the whole Subdivision Authority.
7. The Subdivision Authority may make its orders, decisions, and subdivision approvals; and may issue notices with or without conditions.
8. The Subdivision Authority may make rules to govern its hearings.

9. The Subdivision Authority, when considering an application for subdivision approval, is not required to hold a hearing.
10. Members of the Subdivision Authority shall not be members of the Subdivision and Development Appeal Board.
11. The secretary of the Subdivision Authority shall ensure the following records are kept:
 - a. the minutes of all meetings;
 - b. the vote of the members of the Subdivision Authority on the decision;
 - c. such other matters as the Subdivision Authority may direct.
12. The planning advisor for the Subdivision Authority shall carry out the following powers, duties and functions:
 - a. providing of advice to applicants for subdivision approval;
 - b. processing of applications for subdivision including the following:
 - 1) the collecting of all pertinent subdivision approval fees;
 - 2) determining if the application is complete;
 - 3) the processing of notification of applicants, pertinent agencies, government departments and adjacent land owners;
 - 4) the compilation and documentation of all pertinent comments of those persons and local authorities to which the notice of application was given;
 - 5) the preparation of draft resolutions for consideration by the Subdivision Authority;
 - 6) the conveyance of notification of final subdivision approval to the registered owner and/or the authorized Agent and all notified agencies, government departments and adjacent land owners;
 - c. the appearance at meetings of the Subdivision Authority;
 - d. conducting site inspection (where feasible to do so) at the location of the proposed application for subdivision approval;
 - e. the finalization and required endorsement of plans of surveyor other instruments for registration purposes at Land Titles Office;
 - f. the maintenance of a control registry and corresponding archival information relating to the application for subdivision approval on behalf of the municipality;
 - g. records of all application, notices of meetings and of persons to whom they were sent, written representations, the decision with reasons;
 - h. all notices, decisions, and orders made on appeal from the decision of the Subdivision Authority;
 - i. such other matters as provided in the planning advisors contract.
13. This bylaw comes into effect upon third and final reading thereof.
14. Bylaw No. 1031-99 is hereby rescinded.

READ a first time this 27th day of March, 2018.

READ a second time this 27th day of March, 2018.

READ a third time and finally PASSED this ____ day of _____, 2018.

Reeve

Chief Administrative Officer

**MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
BYLAW NO. 1287-18**

A BYLAW OF THE MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9 IN THE PROVINCE OF ALBERTA TO ESTABLISH A SUBDIVISION AND DEVELOPMENT APPEAL BOARD.

WHEREAS the *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26, and amendments hereto, requires the municipality to adopt a bylaw to establish a municipal subdivision and development appeal board;

AND WHEREAS the subdivision and development appeal board is authorized to render decisions on appeals resulting from decisions of a subdivision authority or a development authority in accordance with the South Saskatchewan Regional Plan, the Subdivision and Development Regulation, the local land use bylaw and statutory plans;

AND WHEREAS the purpose of this bylaw is to establish the authority of the subdivision and development appeal board;

NOW THEREFORE, under the authority and subject to the provisions of the *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26, as amended, the Council of the Municipal District of Pincher Creek No. 9, in the Province of Alberta, duly assembled does hereby enact the following:

1. This bylaw may be cited as the MD of Pincher Creek No. 9 "Subdivision and Development Appeal Board Bylaw".
2. Definitions:
 - a. **Act** means the *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26, as amended from time to time.
 - b. **Clerk** means the person or persons authorized to act as clerk for the Subdivision and Development Appeal Board by the Council.
 - c. **Council** means the Municipal District of Pincher Creek No.9 Council.
 - d. **Member** means a panel member of the Subdivision and Development Appeal Board appointed in accordance with this bylaw.
 - e. **Regulation** means the Subdivision and Development Appeal Board Regulation.
 - f. **Subdivision and Development Appeal Board** means the board established by agreement to act as the municipal appeal board.
 - g. All other terms used in this bylaw shall have the meaning as is assigned to them in the Municipal Government Act, as amended from time to time.
3. For the purpose of this bylaw, the Subdivision and Development Appeal Board shall be composed of not more than five (5) persons who are appointed by the Council.
4. Appointments to the Subdivision and Development Appeal Board shall be made by resolution of the Council and shall consist of five (5) adult resident from the municipality.
5. Three (3) members of the Subdivision and Development Appeal Board panel constitute a quorum.
6. Appointments to the Subdivision and Development Appeal Board shall be made for a term of two years and the municipality must report to the minister the members of the Subdivision and Development Appeal Board and their training status in accordance with the Regulation.

7. The council may remove an appointed member of the Subdivision and Development Appeal Board if:
 - a. in the opinion of Council, a member is not performing his/her duties satisfactorily in accordance with the Act, this bylaw, or in consideration of the principles of judicial fairness and natural justice; or
 - b. a member is absent for more than three (3) consecutive hearings of the Board without reason; or
 - c. the member has not fulfilled or maintained their training and certification in accordance with the Regulation; or
 - d. in the opinion of Council, a member is reasonably unable to fulfil his/her duties.
8. When a person ceases to be a member of the Subdivision and Development Appeal Board before the expiration of his/her term the applicable council may, by resolution, appoint another person for the unexpired portion of that term.
9. The members of the Subdivision and Development Appeal Board panel shall elect one of themselves as chair for the purpose of a hearing.
10. An order, decision, approval, notice or other thing made, given or issued by the panel shall be signed by the chair or a person authorized to do so.
11. In the absence or unavailability of the chair to sign an appeal panel decision, another panel member shall be designated and authorized by the panel to do so.
12. Each member of the Subdivision and Development Appeal Board shall be entitled to such remuneration, travelling and living expenses as may be fixed from time to time by the council.
13. The council may, by resolution, appoint a Clerk or Clerks who shall attend all hearings or meetings of the Subdivision and Development Appeal Board, but shall not vote on any matter before Board. The Clerk must complete the required training in accordance with the Regulation and the municipality shall report to the minister a list of all clerks and the status of their training.
14. The Clerk shall receive, on behalf of the Board, appeals which have been served upon the Board and shall notify the appropriate board members to constitute a panel to hear the appeal.
15. The Clerk of the Subdivision and Development Appeal Board shall keep the following records of appeals with respect to:
 - a. the minutes of all hearings in accordance with the Act;
 - b. records of all notices of meetings and of persons to whom they were sent;
 - c. copies of all written representations to the Subdivision and Development Appeal Board;
 - d. notes as to each representation;
 - e. the names of those making representations at the meeting;
 - f. the decision of the Subdivision and Development Appeal Board;
 - g. the reasons for the decision;
 - h. records of all notices of decision and of persons to whom they were sent;
 - i. all notices, decisions and orders made on appeal from the decision of the Subdivision and Development Appeal Board;
 - j. such other matters as the Subdivision and Development Appeal Board may direct.
16. The Subdivision and Development Appeal Board shall hold hearings as required pursuant to the Act on a date to be determined by the panel members.
17. The decision of the majority of the members present at a meeting shall be deemed to be the decision of the whole Subdivision and Development Appeal Board.

18. The Subdivision and Development Appeal Board may make its orders, decisions, development permits, and subdivision approvals; and may issue notices with or without conditions.
19. The Subdivision and Development Appeal Board may make rules to govern its hearings.
20. Members of the Subdivision and Development Appeal Board shall not be members of a municipal subdivision authority or development authority.
21. This bylaw comes into effect upon third and final reading thereof.
22. Bylaw No. 1052-01, and amending Bylaw No. 1101-05, thereto are hereby repealed.

READ a first time this 27th day of March, 2018.

READ a second time this 27th day of March, 2018.

READ a third time and finally PASSED this ____ day of _____, 2018.

Reeve

Chief Administrative Officer

MD OF PINCHER CREEK

APRIL 3, 2018

TO: Roland Milligan, Interim Chief Administrative Officer

FROM: Leo Reedyk, Director of Operations

SUBJECT: AIRPORT LEASE AGREEMENT

1. Origin:

The Municipal District leases properties at the Airport for private and commercial ventures. The historical Airport Lease Agreement is over 20 years old and requires updating. A lease rate for property at the airport is not included in our Policy C-FIN-27 Fees and Charges Policy except the notation that the lease rate varies by agreement. A new lease will be required to accommodate the sale of a private hanger.

2. Background:

In 2017 Administration requested an updated document template from Brownlee to accommodate future leases on the airport property. The attached document would replace the outdated one currently in use to protect the Municipality's interests.

In addition to the lease document, the rates charged by the Municipal District per square meter range from \$0.50 to \$0.75 per square meter per year. Rates charged per square meter at other Alberta Airports are:

Lethbridge	Red Deer	Grand Prairie	Lloydminster	Manning
\$2.96	\$3.07	\$2.75	\$1.40	\$1.25

The 90 day notice clause in the existing agreements could be used to get all tenants on the same lease rate.

3. Recommendation:

THAT the report from the Director of Operations, dated April 3, 2018 regarding the Airport Lease Agreement be received;

AND THAT Council direct administration to implement the new Airport Lease Agreement as leases come up for renewal;

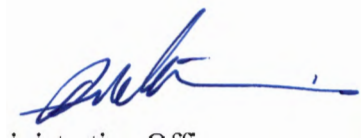
AND FURTHER THAT Policy C-FIN-27 include Airport Land Lease Rates at the rate of \$0.75/square meter per year for hanger developments.

Respectfully Submitted,



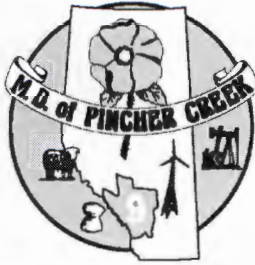
Leo Reedyk

Attachments



Reviewed by: Roland Milligan, Interim Chief Administrative Officer

Date: 2018/04/04



THIS LEASE AGREEMENT made the _____ day of _____, 20__

BETWEEN:

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
(hereinafter referred to as the "Landlord")

AND:

(hereinafter referred to as the "Tenant")

WHEREAS:

- A. The Landlord is the registered owner of the Pincher Creek Airport Lands;
- B. The Landlord and the Tenant desire to enter into a Lease of a portion of the Pincher Creek Airport Lands;

NOW THEREFORE in consideration of the grant of leasehold interest, rents payable, and the mutual covenants contained within this Lease, the parties hereby agree as follows:

ARTICLE 1 – DEFINITIONS

1.1 Definitions

In this Lease, and in addition to the defined parties to this Lease, the following words and expressions shall have the meanings herein set forth unless inconsistent with the subject matter or context:

- (a) **"Goods and Services Tax"** shall mean the Goods and Services Tax assessed under and pursuant to the *Excise Tax Act*, RSC 1985, Chapter E-15 and shall include any other tax imposed supplementary thereto or in substitution therefore;
- (b) **"Hangar"** means a shelter or structure placed or constructed upon the Leased Premises for the housing or repairing of aircraft;
- (c) **"Hazardous Substances"** means any substance which is hazardous to persons or property and includes, without limiting the generality of the foregoing, substances declared to be hazardous or toxic under any law or regulation now or hereafter enacted or promulgated by any governmental authority having jurisdiction over the Tenant and the Lands;
- (d) **"Lands"** means those lands known municipally as the Pincher Creek Airport and legally described as Community Airport Plan 761 0679;
- (e) **"Lease"** means this lease agreement, as from time to time amended in writing by agreement between the Landlord and the Tenant;
- (f) **"Leased Premises"** means all that portion of the Lands as is shown outlined in red upon the diagram or plan attached to this Lease as **Schedule "A"**.

- (g) **"Permitted Use"** means the Tenant's exclusive use of the Leased Premises for the following purpose(s):
1. *To erect and maintain a private airplane Hangar;*
 2. [OPTIONAL] _____
- (h) **"Rent"** means the rent payable by the Tenant pursuant to Paragraph 5.1 of this Lease, together with any other sums, amounts, costs or charges as may be required to be paid by the Tenant to the Landlord pursuant to the terms of this Lease;
- (i) **[OPTIONAL] "Security Deposit"** means the sum of \$ _____, to be applied in accordance with the terms of this Lease;
- (j) **"Term"** means the term of this Lease as set out in Paragraph 3.1 of this Lease.

ARTICLE 2 – GRANT

2.1 Demise of Lands

The Landlord hereby leases to the Tenant and the Tenant hereby leases from the Landlord the Leased Premises for the Term and upon and subject to the covenants, conditions and agreements herein expressed.

ARTICLE 3 – TERM

3.1 Term

The term of this Lease shall be for _____ (____) years commencing on the ____ day of _____, 20____, and expiring on the ____ day of _____, 20____, subject always to earlier termination **[or renewal]** of this Lease and the Term as provided in this Lease.

3.2 [OPTIONAL] Renewal

Provided that the Tenant is not then in default of any of its obligations contained within this Lease, the Tenant may request in writing that the Landlord renew this Lease for ____ (____) further term(s) of _____ (____) [year(s)/months], upon the same terms, covenants and conditions contained within this Lease. The Landlord and the Tenant acknowledge and agree that there shall be no recurring right of renewal, and that the renewal term(s) contemplated within this Paragraph constitute the extent of the Tenant's renewal right. The Tenant may exercise its right of renewal contained within this Lease by delivering notice in writing to the Landlord no later than _____ (____) [days/months] prior to the date of the expiration of the Term. The Landlord will provide notice of its consent or rejection of the renewal within _____ (____) days of receiving the Tenant's written request.]

3.3 [OPTIONAL] Termination by Landlord

Notwithstanding any provisions contained within this Lease, the Landlord may terminate this Lease, together with all rights and privileges granted to the Tenant under this Lease, without cause or reason, at the Landlord's sole discretion, upon _____ (____) days prior written notice to the Tenant.

ARTICLE 4 – EXAMINATION OF LANDS

4.1 "As Is, Where Is"

The Landlord shall provide, and the Tenant shall accept, the Leased Premises in "as-is, where-is" condition.

4.2 Satisfactory Condition

Without limiting the foregoing, the Tenant agrees:

- (a) that there exists no promise or collateral agreement by the Landlord to alter, remodel, decorate or improve the Leased Premises or any property neighbouring or surrounding the Leased Premises;
- (b) that no warranties or representations whatsoever respecting the Leased Premises (including, without restriction, the condition or quality of the Leased Premises, or its suitability for the purposes and use intended by the Tenant) have been made by the Landlord or its agents or employees; and
- (c) that the Tenant has examined the Leased Premises and as at the date of this Lease the Leased Premises are in good order, ready for occupancy and in satisfactory condition.

ARTICLE 5 – RENT

5.1 Rent

The rent payable by the Tenant to the Landlord for the Term of this Lease shall be the sum of _____ (\$ _____) per year, plus applicable taxes such as the federal Goods and Services Tax, payable [in advance on or before **January 1 [or such other date]** of each year of the term/ **monthly in advance, on the first day of each month, commencing on _____ (date)**].

5.2 Net Lease

The Landlord and the Tenant hereby covenant and agree that for all purposes that this Lease shall be a net lease for the Landlord, and that save and except for as specifically set forth within this Lease, the Landlord shall not be responsible for any cost, charge, expense or outlay of any nature whatsoever arising from or relating to the Leased Premises, or any impositions, costs and expenses of every nature and kind relating to the Leased Premises whether or not specifically provided for within this Lease. All such costs shall be the responsibility of the Tenant to pay promptly when due. To the extent that any such costs are paid by the Landlord the Tenant shall reimburse the Landlord immediately upon demand, such sums being collectable in the same manner as Rent.

5.3 [OPTIONAL] Security Deposit

The Tenant shall pay the Security Deposit to the Landlord concurrently at the time of signing this Lease. The Security Deposit may be applied by the Landlord at its discretion to any amounts which may be owing to the Landlord by the Tenant pursuant to the terms of this Lease.

ARTICLE 6 – TAXES

6.1 Goods and Services Tax

The Tenant shall pay promptly when due all Goods and Services Tax applicable to the payment of Rent or on any other amounts owed by the Tenant to the Landlord. In the event that such taxes are by statute, law, by-law, regulation or ordinance imposed upon or payable by the Landlord as recipient of the Rent, the Tenant shall pay to the Landlord as Rent the Goods and Services Tax.

6.2 Utilities and Services

The Tenant shall be responsible for the prompt payment, when due, of all costs (including installation charges) of all utilities consumed on or within the Leased Premises including, without restriction, all gas, water, electrical, and telephone rates and charges, and shall indemnify the Landlord against any and all

liability or damages pertaining thereto. Payments shall either be made directly to the supplier of the services or equipment, or shall be paid to the Landlord as reimbursement for payment of such costs if paid by the Landlord to the said supplier(s).

6.3 The Tenant's Taxes

Subject to the availability of any exemption under the *Municipal Government Act*, RSA 2000, Chapter M-26, as amended from time to time, the Tenant shall, pay when and if they shall become due and payable, all real estate taxes, assessments, rates and charges and other government impositions, general or special, ordinary or extraordinary, foreseen or unforeseen, of every kind, including assessments for local or public improvements and school taxes which may at any time during the Term be imposed, assessed or levied, in respect of the Leased Premises and Tenant's leasehold interest in the Lands and all fixtures and improvements from time to time located thereon, or which, howsoever imposed, might constitute a lien on the Leased Premises or any part thereof or a liability of the Landlord.

ARTICLE 7 – QUIET ENJOYMENT

7.1 The Tenant's Quiet Enjoyment

Subject to the terms, covenants and conditions contained in this Lease, the Landlord covenants that upon duly performing and observing all its covenants and obligations contained in this Lease the Tenant shall and may peaceably possess and enjoy the Leased Premises for the Term without any interruption or disturbance from the Landlord or any other person lawfully claiming by, from or under the Landlord.

ARTICLE 8 – ADDITIONAL TENANT OBLIGATIONS

8.1 Use of Leased Premises

The Leased Premises shall be used continuously during the Term for the Permitted Use, and for no other use. The Tenant shall not carry on nor permit to be carried on upon the Leased Premises or any property neighbouring or surrounding the Leased Premises any other trade, business or activity, without the prior written consent of the Landlord, which consent may be unreasonably withheld.

8.2 Evidence of Payments

The Tenant shall produce upon the reasonable request of the Landlord, satisfactory evidence of the due payment by the Tenant of all payments required to be made by the Tenant under this Lease.

8.3 No Nuisance

The Tenant shall not at any time during the Term, use, exercise or carry on or permit or suffer to be used, exercised or carried on, in, about or upon the Leased Premises or any part thereof any waste or any offensive act, trade, business, occupation or calling, and no act, matter or thing whatsoever shall at any time during the Term be done in, about or upon the Leased Premises or any part thereof which shall be inconsistent or incompatible with the Permitted Use of the Leased Premises, or which may be or grow to the annoyance, nuisance, damage or disturbance of the occupants and other users of the Leased Premises, as well as occupants of lands and property owners in the vicinity of the Leased Premises.

8.4 Compliance with Laws

The Tenant shall comply promptly at its expense with all laws, by-laws, ordinances, regulations, requirements and recommendations of any and all federal, provincial, civic, municipal and other lawful authorities, which may be applicable to the Tenant, to the manner of use or operation of the Leased Premises, or the making by the Tenant of any repairs, alterations, changes or improvements to the Leased Premises.

[OPTION 1 – If the Municipality wants the Tenant to remove any fixtures or improvements attached to the Leased Premises (e.g. structures, hangar, etc.) at the expiry or earlier termination of the Lease, then use Option 1 and Article 14, and delete Option 2 (Section 8.6)]

8.5 Alterations

The Tenant shall not without the prior written consent of the Landlord, which consent may not be unreasonably withheld, excavate, drill, install, erect, or permit to be excavated, drilled, installed or erected over, under or through the Leased Premises, any pit, foundation, pavement, building, fence, sidewalk, installation, addition, partition, sign, alteration, antenna or other structure or improvement.

[OPTION 2 – if the Municipality wants the Tenant’s fixtures or improvements to be left in place and subsequently owned by the Municipality at the expiry or earlier termination of the Lease then use Option 2 (Section 8.6), and delete Option 1 and Article 14, then re-adjust the numbering accordingly.]

8.6 Improvements, Alterations, Fixtures

- (a) The Tenant shall not without the prior written consent of the Landlord, which consent may not be unreasonably withheld, excavate, drill, install, erect, or permit to be excavated, drilled, installed or erected over, under or through the Leased Premises, any pit, foundation, pavement, building, fence, sidewalk, installation, addition, partition, sign, alteration, antenna or other structure or improvement.
- (b) Upon the expiration or other termination of this Lease, all alterations, additions, partitions, improvements or structures which may have been made or installed by the Tenant upon or within the Lands or Leased Premises, (whether with or without the Landlord's consent) and which are attached to the Lands shall remain upon and be surrendered with the Leased Premises as a part of the Leased Premises without disturbance, molestation or injury and such be and become the absolute property of the Landlord without compensation to the Tenant.
- (c) Notwithstanding Section 8.5(b), the Landlord may, by written notice to the Tenant prior to or after the termination or expiration of the Term, require the removal at the expense of the Tenant of any and all alterations, additions, partitions, improvements or structures on the Leased Premises and/or the restoration of the Leased Premises to the same condition that they were in before any alterations, additions, partitions, improvements or structures were made, erected or installed, such work to be done by or at the direction of the Landlord.
- (d) Notwithstanding Section 8.5(b), but subject to Section 8.5(a) and 8.5(c), and provided the Tenant has paid the Rent and performed and observed all the covenants and conditions contained in this Lease, the Tenant shall at the expiration or other sooner termination of this Lease have the right to remove its trade fixtures, but shall make good the damage caused to the Lands or Leased Premises which may result from such installation and removal including the restoration of the Lands or Leased Premises to the same condition that they were in before any improvement, alteration or fixture was made, erected or installed, such work to be done by or at the direction of the Landlord.

8.7 Signs

Any signs placed by the Tenant on or around the Leased Premises shall be first approved in writing by the Landlord, such approval is not to be unreasonably withheld. The Tenant shall be responsible for the maintenance and repair of any signs to the sole satisfaction of the Landlord.

8.8 Tenant's Repairs

The Tenant covenants to perform non-structural maintenance, repair, cleaning and caretaking to keep the Leased Premises in a first class condition (including without limiting the generality of the foregoing, replacing damaged glass, repairing damage caused by trespassers and repairing plumbing in the Leased Premises) as determined by the Landlord. The Tenant shall take all preventative measures and obey all operating instructions of the Landlord relative thereto, and shall not permit waste. The Tenant shall make all repairs and maintenance with all due diligence and at its sole cost.

8.9 Maintenance by Tenant

The Tenant covenants that the Landlord or its authorized agents may enter the Leased Premises at all reasonable times to determine the condition or state of the Leased Premises. The Tenant will forthwith repair any damage or undertake that maintenance required, as directed by the Landlord. In the event that the Tenant fails to make such repair or maintenance, or repair or maintain to the satisfaction of the Landlord, the Landlord on not less than five (5) days notice to the Tenant or, in the event of any emergency forthwith without notice, may make the repairs or perform the maintenance without liability to the Tenant for any loss or damage that may occur to the Tenant's fixtures or other property, or the Tenant's business. Upon completion thereof, the Tenant will pay the Landlord's cost of the repair or maintenance, plus twenty per cent (20%) for overhead, on demand as rent. The Tenant agrees that the maintenance or repair by the Landlord pursuant to this paragraph is not re-entry nor a breach of quiet enjoyment contained in this Lease. Failure by the Landlord to give direction to repair or to maintain shall not relieve the Tenant from its obligation to repair or to maintain.

ARTICLE 9 – INSURANCE AND INDEMNITY

9.1 Tenant's Insurance

The Tenant shall purchase at its own expense and maintain in force during the Term and any renewal term the following insurance coverage satisfactory to the Landlord, acting reasonably:

- (a) during any periods of construction upon the Lands, property insurance in an amount not less than One Hundred (100%) percent of the replacement value of the improvements upon the Lands, providing coverage by way of a "Builder's All Risk" policy;
- (b) comprehensive general liability or commercial general liability insurance against, among other things, claims for personal injury, death, property damage, or third party or public liability claims arising from any one accident or occurrence upon, in or about the Leased Premises (as well as the balance of the Lands, to the extent that the Tenant's activities occur thereon) of and from any cause to an amount of not less than TWO MILLION (\$2,000,000.00) DOLLARS (or from time to time such greater amounts as are sufficient, as determined from time to time by the Landlord acting reasonably, to afford equivalent protection against all such claims) in respect of any one accident or occurrence;
- (c) where applicable, broad form comprehensive boiler and machinery insurance on a blanket repair and replacement basis with limits for each accident in an amount not less than the full replacement costs of all property owned by the Tenant and located in or upon the Leased Premises; and
- (d) insurance on the Leased Premises, the equipment, and all fixtures and improvements within the Leased Premises from loss or damage caused by:
 - (i) fire and other perils as may from time to time be included in fire insurance policies generally available to owners of commercial premises in the Province of Alberta; and

- (ii) risks normally insured against by owners of premises in the Province of Alberta for a Leased Premises of the construction, location and use similar to the Leased Premises.

Such insurance shall be for the full replacement value of the Leased Premises, the Equipment and all fixtures and improvements within the Leased Premises.

- (e) such further or other coverage as the Landlord may deem appropriate from time to time.

9.2 Additional Insured

The insurance purchased and maintained by the Tenant pursuant to Paragraph 9.1 of this Lease shall, where applicable and available on a reciprocal basis, include the Tenant and the Landlord, as the case may be, as an additional insured such that the insurance coverage is to apply to the parties as their respective interests may appear from time to time.

9.3 Additional Terms of Insurance

All such policies of insurance maintained by the Landlord and the Tenant may contain a waiver or waivers of subrogation against the other party and its insurers, provided that such waiver is reciprocal within the insurance coverage and is first approved by the Landlord's and the Tenant's insurer.

9.4 Copies of Policies

The Landlord and the Tenant shall when requested, and no more often than on an annual basis, provide the other party with copies of each insurance policy purchased pursuant to the terms of this Lease.

9.5 Proceeds of Insurance

Subject to the provisions contained within Article 10 of this Lease, the proceeds of any insurance which may become payable under any policy of insurance effected pursuant to this Lease shall be payable to the Landlord and the Tenant as their respective interests may appear.

9.6 Repair Obligations

Subject to the provisions contained within Article 10 of this Lease, where repairs are necessary due to damage or destruction of the Leased Premises, the equipment, or any fixtures and improvements in or upon the Leased Premises, the Tenant shall promptly effect such repairs to the extent of the proceeds of insurance received.

9.7 Indemnity

The Tenant shall indemnify and save harmless the Landlord from any and all liabilities, damages, expenses, costs, fees (including all legal and other professional costs on a solicitor and his own client full indemnity basis), claims, suits or actions arising out of or caused by the use and occupation of the Lands, the balance of the Lands, and the Leased Premises by the Tenant, and its respective employees, agents, and those for whose actions they are responsible for in law including, without restriction, such liabilities, damages, expenses, costs, fees, claims, suits or actions arising from:

- (a) any breach, violation, or non-performance of any covenant, condition or agreement in this Lease;
- (b) any damage to property; or injury to any person or persons including death;
- (c) any environmental damage and resulting clean up costs; and
- (d) all claims arising under the *Workers' Compensation Act*, *Occupational Health and Safety Act*, *Occupiers' Liability Act* or other statute that imposes liability upon the owners or occupiers of land or in relation to the operation of a worksite.

This indemnity shall specifically exclude any and all such claims, costs and expenses or portions thereof arising from the negligence of the party to be indemnified, or those for whose actions the party to be indemnified is legally responsible for. This indemnity shall survive the expiry or sooner termination of this Lease.

9.8 [OPTIONAL] Additional Security

As additional security for the performance of the Tenant's obligations under the terms of this Lease, the Tenant hereby mortgages and charges to the Landlord all of the Tenant's present and after acquired personal property and all proceeds thereof. The Tenant waives any requirement to receive verification statements or financing change statements in relation to the registration of any notice of the foregoing.

ARTICLE 10 – DAMAGE AND DESTRUCTION

10.1 Damage or Destruction of Leased Premises

In the event that the Leased Premises is damaged or destroyed by any cause whatsoever, the Tenant shall promptly repair such damage subject to the following provisions:

- (a) if, in the reasonable opinion of the Tenant, the Leased Premises cannot be rebuilt or made fit for the purposes of the Tenant within one hundred and eighty (180) days of the damage or destruction;
- (b) if, in the reasonable opinion of the Tenant, no less than fifty (50%) percent of the Leased Premises requires repair or reconstruction; or
- (c) if, in the reasonable opinion of the Tenant, the repair or reconstruction of the Leased Premises is not financially reasonable given the age of the Hangar, the Equipment and improvements, or given the availability of alternative premises for Leased Premises and/or use by the Tenant;

then instead of being required to rebuild or make the Leased Premises fit for use by the Tenant, the Tenant may, at its option, terminate this Lease by giving the Landlord sixty (60) days' notice of termination and the Tenant shall deliver up possession of the Lands to the Landlord in the condition required under the terms of this Lease on or before the expiry of such sixty (60) days.

10.2 Distribution of Insurance Proceeds

Notwithstanding anything contained within this Lease, the proceeds of any insurance received by the Tenant as a result of the damage or destruction of the Leased Premises, or a portion thereof, shall be dealt with as follows:

- (a) subject to the provisions of Paragraph 10.1 of this Lease, applied to the costs of repairing, replacing, or reconstructing the Leased Premises; and
- (b) in the event of a termination pursuant to Paragraph 10.1 of this Lease, the proceeds shall be applied in the following order:
 - (i) the payment in full of any and all costs incurred in relation to the demolition of the Hangar and restoration of the Lands and Leased Premises in accordance with Paragraph 14.1(b) of this Lease; and
 - (ii) any remaining portion of the insurance proceeds shall be paid to the Tenant.

10.3 Notice of Accidents, Defects or Damages

The Tenant shall immediately advise the Landlord, and promptly thereafter by notice in writing confirm such advice to the Landlord, of any accident to or defect in the Equipment, plumbing, gas pipes, water pipes, heating, ventilating, and air conditioning apparatus, electrical equipment, conduits, or wiring, or of any damage or injury to the Leased Premises, or any part thereof, howsoever caused. Provided, however, that in no way shall this provision be construed in such a manner as to obligate the Landlord to effect any repairs or replacement.

ARTICLE 11 – SUB-LETTING AND ASSIGNMENT

11.1 Assignment and Subletting

The Tenant shall not assign its interest in this Lease in whole or in part, nor sublet all or any part of the Leased Premises, nor part with or share possession of all or any portion of the Leased Premises, nor mortgage by either specific or floating charge or encumber in any way whatsoever this Lease or the Leased Premises, without the prior written consent of the Landlord.

ARTICLE 12 – DEFAULT

12.1 Events of Default

Each and every one of the following events shall constitute an event of default (hereinafter referred to as an "Event of Default"):

- (a) if the Tenant fails to make any payment, in whole or in part, of any amount payable to the Tenant as provided in this Lease;
- (b) if the Tenant ceases to carry on the Permitted Use;
- (c) if the Tenant is or becomes, insolvent or bankrupt or if the Tenant:
 - (i) makes any assignment for the benefit of creditors,
 - (ii) is declared bankrupt,
 - (iii) seeks the protection of the *Bankruptcy and Insolvency Act*, the *Companies Creditor's Arrangement Act* or like legislation,
 - (iv) disposes of all or substantially all of its assets without the consent of the Landlord, or
 - (v) commences proceedings to wind itself up or if winding up proceedings are commenced in respect of the Tenant; and
- (d) if the Landlord or the Tenant neglects or fails to observe, perform or comply with any of its obligations pursuant to this Lease, howsoever arising, and fails to remedy such default within fifteen (15) days from the date of receipt of written notice from the Landlord requiring that the curing the default.

12.2 Termination

Upon the occurrence of an Event of Default, in addition to any and all other rights and remedies available to landlords the Landlord may terminate this Lease by delivery of notice in writing to that effect to the party in default. Such termination shall not limit in any way the Landlord's recourse to any remedies available to it at law, equity or otherwise.

12.3 Collection of Costs

In addition to any other rights available to the Landlord or the Tenant pursuant to this Lease, the Landlord or the Tenant shall be entitled to collect from the party in default:

- (a) all payments made by the party not in default or costs incurred by the party not in default which ought to have been paid or incurred by the party in default, or for which the party not in default is entitled to be paid or to be reimbursed pursuant to the terms of this Lease;
- (b) all disbursements and costs (including legal and other professional costs on a solicitor and his own client full indemnity basis) and all fees and costs related to recovery or collection of such sums or the enforcement of the terms of this Lease generally; and
- (c) interest at the Stipulated Rate on all outstanding amounts owed by the party in default to the party in default, from the 31st day following the date they are invoiced to the date of payment in full.

12.4 Set-Off

In the event that either the Landlord or the Tenant fails to make any payment or provide any sum to the other party as required under the terms of this Lease, at the election of the Landlord or the Tenant, as the case may be, that amount may be set off against and applied to any sum of money owed by the defaulting party to the party not in default from time to time until all amounts owing to the party not in default are set-off in full. Exercise of such right of set-off by either the Landlord or the Tenant shall not limit or waive any right or remedy against the other party under this Lease.

ARTICLE 13 – PERFORMANCE & REMEDIES

13.1 Right to Perform

In addition to any other rights or remedies available under this Lease, in law or in equity, if the Landlord shall fail to perform or cause to be performed any of the covenants or obligations owed by the Tenant under the terms of this Lease, the Landlord shall have the right, but shall not be obligated, upon Ten (10) days notice in writing to perform or cause the same to be performed, and to do or cause not to be done such things as may be necessary or incidental thereto (including without limiting the foregoing, the right to make repairs, installations, erections and expend monies). All payments, expenses, costs, charges, fees, including all legal fees on a solicitor and his own client full indemnity basis, and disbursements incurred or paid by or on behalf of the Tenant in default in respect thereof shall be immediately due and payable by the Tenant.

13.2 Overlooking and Condoning

Any condoning, excusing or overlooking by the Landlord or the Tenant of any default, breach or non-observance by the other party at any time or times in respect of any covenant, proviso or condition contained in this Lease shall not operate as a waiver of the Landlord's or the Tenant's respective rights under this Lease in respect of any subsequent default, breach or non-observance nor so as to defeat or affect in any way the rights of the Landlord or the Tenant in respect of any subsequent default, breach or non-observance.

13.3 Remedies Generally

Mention in this Lease of any particular remedy of the Landlord or the Tenant does not preclude the Landlord or the Tenant from any other remedy in respect of any such default, whether available at law or in equity or by statute or expressly provided for in this Lease. No remedy shall be exclusive or dependent upon any other remedy, all such remedies being cumulative and not alternative.

[OPTIONAL – only keep Article 14 if you choose to keep and use Section 8.5 (Option 1) above]

ARTICLE 14 – REMOVAL AND RESTORATION

14.1 Removal and Restoration

Prior to or upon the expiration of the Term or renewal term, as the case may be, or upon the earlier termination of this Lease (excluding termination pursuant to Paragraph 10.1):

- (a) the Tenant shall remove the Hangar and any and all buildings, shelters, structures, alterations and improvements whatsoever constructed upon the Lands and restore the Leased Premises to substantially the same condition that existed prior to the commencement of this Lease;
- (b) in the event that the Tenant fails to remove from the Leased Premises, the Hangar, buildings, shelters, structures, alterations and improvements whatsoever the Landlord may take possession and ownership of the Hangar, any buildings, shelters, structures, alterations and improvements without any liability for compensation to the Tenant whatsoever, and without prejudice to the Landlord's rights and remedies under this Lease including, without restriction, damages for breach of the Tenant's obligations to remove the Hangar and restore the Lands;
- (c) the Tenant agrees that it shall remove all tanks, pipes, apparatus and equipments whether above ground or under ground and undertake an environmental assessment in accordance with the requirements of any provincial laws and regulations to determine whether there is any contamination by any materials as aforesaid, and if so, the Tenant shall restore the soil and underground under the Leased Premises to satisfy the Alberta Government guidelines (or the then current provincial regulations), and restore the paving and/or other improvements, as the case may be, as may reasonable be required by the Landlord as a result of such remediation. If the contamination has migrated off-site, the Tenant agrees to indemnify and hold harmless the Landlord with regard to off-site assessment and remediation, including any costs, damages, causes of action, claims or demands which may arise from such contamination and/or the assessment and remediation.

14.2 Removal of Chattels

Within sixty (60) days after the expiration or other termination of this Lease, the Tenant may remove all his chattels and buildings from the Leased Premises, but thereafter the Tenant may not remove or dismantle any chattels or buildings without the prior written consent of the Landlord. Notwithstanding the foregoing, if the Tenant has not removed all the chattels or buildings within sixty (60) days after the expiration or termination of this Lease, the Landlord, at its sole discretion, may declare the said chattels, buildings or parts thereof remaining on the Leased Premises, to be the absolute property of the Landlord. The Landlord may remove or have removed the said chattels, buildings or parts thereof from the Leased Premises and charge all costs of removal thereof to the Tenant, and the cost shall be deemed a debt due, owing and payable by the Tenant to the Landlord forthwith on demand.

ARTICLE 15 – GENERAL

15.1 Grants of Interests

Provided always that the Tenant's use and enjoyment of the Leased Premises is not significantly interrupted or prevented, the Tenant's leasehold interest in the Leased Premises is and shall be subject to any and all grants of easements, utility right of ways, or other similar interests in the Lands by the Landlord, whether presently existing or to be granted in the future. In this regard, the Tenant acknowledges that the Landlord may deem it necessary or appropriate from time to time to cause or allow third parties, or the Landlord itself, to construct and install permanent underground or above-ground utility lines, pipeline facilities and transmission lines which will cross the Leased Premises. The Tenant acknowledges and agrees that it shall in no way interfere or hinder the construction, installation, repair or maintenance of such lines or facilities

undertaken by the Landlord or any person to whom the Landlord has granted such permission, and shall execute such further documentation as deemed appropriate in the sole discretion of the Landlord for purposes of expediting or permitting any such utility lines, pipeline facilities and transmission lines to be constructed, installed, repaired or maintained within the Leased Premises by the Landlord or other authorized persons.

15.2 Overholding

If at the expiration of the Term or renewal term, as the case may be, the Tenant shall hold over with the consent of the Landlord, the tenancy of the Tenant thereafter shall, in the absence of written agreement to the contrary, be from month to month only and shall be subject to all other terms and conditions of this Lease except as to duration.

15.3 Notices

Whether or not stipulated in this Lease, all notices, communication, requests and statements (the "Notice") required or permitted under this Lease shall be in writing. Notice shall be served by one of the following means:

- (a) personally, by delivering it to the party on whom it is to be served at the address set out in this Lease, provided such delivery shall be during normal business hours. Personally delivered Notice shall be deemed received when actually delivered as aforesaid; or
- (b) by facsimile or by any other like method by which a written or recorded message may be sent, directed to the party on whom it is to be served at that address set out in this Lease. Notice so served shall be deemed received on the earlier of:
 - (i) upon transmission with answer back confirmation if received within the normal working hours of the business day; or
 - (ii) at the commencement of the next ensuing business day following transmission with answer back confirmation of delivery; or
- (c) by mailing via first class registered post, postage prepaid, to the party on whom it is served; or
- (d) by prepaid courier.

A Notice shall be deemed to have been received by the party to whom the Notice is addressed upon the same date as sending the Notice by delivery, facsimile, or prepaid courier, or on that day which is five (5) business days following the date that the Notice was mailed if sent by prepaid registered mail. If at the time of mailing there is an actual or apprehended interruption in mail service by labour dispute or otherwise, force majeure or other cause, then all Notices shall be delivered or sent by facsimile or prepaid courier.

- (a) to the Landlord as follows: Municipal District of Pincher Creek No. 9
1037 Herron Avenue
P.O. Box 279
Pincher Creek, AB T0K 1W0
Facsimile: (403) 627-5070

Attention: _____

(b) to the Tenant as follows:

Facsimile: () - _____

Attention: _____

or such other address as either party may appoint for all future notices by notice in writing.

15.4 Governing Law

This Lease shall be construed and governed by the laws of the Province of Alberta. All of the provisions of this Lease are to be construed as covenants and agreements as though the words importing such covenants and agreements were used in each separate article, paragraph and sub-paragraph of this Lease, and all of such covenants and agreements shall be deemed to run with the Land and the reversion therein. Should any provision of this Lease be illegal or not enforceable they shall be considered separate and several from the Lease and its remaining provisions shall remain in force and be binding upon the parties as though the illegal or unenforceable provisions had never been included. The schedules shall form part of this Lease.

15.5 Time of Essence

Time shall be of the essence throughout this Lease.

15.6 Captions

The headings, captions, paragraph numbers, sub-paragraph numbers, article numbers and indices appearing in this Lease have been inserted as a matter of convenience and for reference only and in no way define, limit, construct or enlarge the scope or meaning of this Lease or any provisions of this Lease.

15.7 Relationship Between Parties

Nothing contained herein shall be deemed or construed by the Landlord or the Tenant, nor by any third party, as creating the relationship of principal and agent or of partnership, or of a joint venture agreement between the Landlord and the Tenant, it being understood and agreed that none of the provisions contained in this Lease nor any act of the parties shall be deemed to create any relationship between the Landlord and the Tenant other than the relationship of a landlord and tenant.

15.8 Lease Entire Agreement

The Tenant acknowledges that there are no covenants, representations, warranties, agreements or conditions expressed or implied, collateral or otherwise forming part of or in any way affecting or relating to this Lease save as expressly set out in this Lease and that this Lease constitutes the entire agreement between the Landlord and the Tenant and may not be modified except by subsequent agreement in writing of equal formality executed by the Landlord and the Tenant.

15.9 Binding Effect

This Lease and everything contained within this Lease shall enure to the benefit of and be binding upon the heirs, executors, administrators, successors, permitted assigns and other legal representatives, as the case may be, of each of the Landlord and the Tenant, subject to the granting of consent by the Landlord as provided to any assignment or sublease. Where the Tenant is more than one person/entity/corporation, all persons/entities/corporations designated as being part of the Tenant shall be jointly and severally bound by the terms, covenants and agreements contained in the Lease.

15.10 Independent Legal Advice

The parties hereby acknowledge and confirm that each was advised by the other to obtain independent legal or other professional advice, and that each has had an opportunity to read, review and understand the nature and effect of the provisions of this Lease prior by executing this Lease. Each hereby confirms that it has had the opportunity to seek independent legal or professional advice prior to executing this Lease and has either:

- (a) obtained such legal or other professional advice; or
- (b) waived the right to obtain such independent legal or other professional advice.

IN WITNESS WHEREOF the parties have hereto executed this Lease on the day and year first written above.

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9

Per: _____

Per: _____ (c/s)

[TENANT'S FULL NAME OR CORPORATION]

Per: _____

Per: _____ [(c/s)]*

[* OPTIONAL - (c/s) means "Corporate Seal", to be used as applicable]

SCHEDULE "A"

The Leased Premises

**[MUNICIPALITY TO ADD AIR PHOTO OF
LEASED PREMISES OUTLINED WITH RED BORDER]**

M.D. OF PINCHER CREEK NO. 9

CORPORATE POLICY

C-FIN-27

FEEES AND CHARGES

SCHEDULE 1

All Items GST Extra Except
 * GST Included
 ** GST Exempt

Approved by Council
 Revised by Council
 Revised by Council
 Revised by Council

Date: August 25, 2015
 Date: October 11, 2016
 Date: January 10, 2017
 Date: July 11, 2017

Administration

Assessment

Appeals	Commercial	\$50.00 Parcel	**
	Farmland	\$20.00 Parcel	**
	Industrial	\$500.00 Parcel	**
	Residential	\$20.00 Parcel	**
Assessment Details	Taxpayer or Agent	No Charge	
	Non Taxpayer	\$10.00 per Parcel **	
Assessment Roll Viewing	Taxpayer or Agent	No Charge	
	Non Taxpayer	\$10.00 per Parcel **	

G.I.S.

Aerial Photography	8 ½" X 11"	Taxpayer or Agent	\$2.50 each
		Non Taxpayer	\$5.00 each
	11" X 17"	Taxpayer or Agent	\$5.00 each
		Non Taxpayer	\$10.00 each
	Greater than 11" X 17"	Taxpayer or Agent	\$25.00 each
		Non Taxpayer	\$50.00 each
	Digital	Taxpayer or Agent	\$5.00 per Section Plus \$30.00 per Hour Admin. Costs plus Media Costs
		Non Taxpayer	\$10.00 per Section plus \$30.00 per Hour Admin. Costs plus Media Costs

Administration Cont'd Next Page

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	Custom G.I.S. Work	Taxpayer or Agent	\$50.00 plus \$30.00 per Hour plus Media Costs
		Non Taxpayer	\$100.00 plus \$30.00 per Hour plus Media Costs
Information Requests	Less than 15 Minutes of Staff Time	Taxpayer or Agent	No Charge
		Non Taxpayer	\$25.00
	Greater than 15 Minutes of Staff Time	Taxpayer or Agent	\$25.00 plus \$25.00 per Hour After First Hour
		Non Taxpayer	\$50.00 plus \$25.00 per Hour After First Hour
Leases M.D. Property	Leases M.D. Property	By Agreement	Varies
	Road Allowance	for Each ½ Mile or Less	\$20.00 year *
Maps	Paper Map	Museum	\$9.00 each *
		Picked Up	\$10.00 each *
		Folded and Mailed	\$12.50 each *
		Rolled and Mailed	\$25.00 each *
	Laminated Map	Picked Up	\$20.00 each *
		Rolled and Mailed	\$35.00 each *
	Map Books	Picked Up	\$20.00 each *
		Mailed	\$30.00 each *

Administration Cont'd Next Page

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	Digital		\$10.00 plus Media Costs
Photocopies			
	Non-Profit Organizations	at CAO's Discretion	No Charge
	M.D. Bylaws		\$0.25 per Page **
	Council/Committee Minutes	Up to 6 Months Old One Set	No Charge
		More than One Set	\$0.50 per Page **
		Minutes Older than 6 Months	\$0.50 per Page **
	Miscellaneous Information		\$0.25 per page **
	Complete Agenda Packages	Current	\$10.00 per Package **
		Previous	\$15.00 per Package **
Promotional Merchandise		Lapel Pins	\$2.00 each
		Caps	\$20.00 each
	Miscellaneous Merchandise	Promotional Material	Cost plus 20%
Taxes	Tax Certificates		\$25.00 Parcel **
	Tax Notification	Registration	\$25.00 Parcel ** Applied to Tax Account
	Tax Receipts	Current Year	Taxpayer or Agent No Charge
		Prior Years	Non Taxpayer Not for Sale
			Taxpayer or Agent \$2.00 each **
			Non Taxpayer Not for Sale
	Tax Sale	Fees and Charges	Cost Recovery Plus \$25.00 Parcel ** Applied to Tax Account

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Agricultural and Environmental Services

Products

Herbicide	Premix 2,4D/Banvel	\$10.00 10L Jug *
	Roundup	\$10.00 10L Jug *

Rentals

Live Skunk Traps	Returned Within a Month	No Charge
	Returned After One Month	\$60.00 each

Livestock Equipment

Weekend Considered as One Day

Electronic Scale	\$40.00 day Plus \$20.00 Damage Deposit **
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Hoof Trimming Table	\$40.00 day Plus \$20.00 Damage Deposit **
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Loading Chute	\$40.00 day Plus \$20.00 Damage Deposit **
---------------	---

Panels	\$40.00 day Plus \$20.00 Damage Deposit **
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Squeeze	\$40.00 day Plus \$20.00 Damage Deposit **
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Solar Watering System	Demo Unit	\$150.00 Damage Deposit Only **
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Services	Weed Spraying Equipment	Mule (side by side UTV)	\$100.00 per Hour
		Quad (ATV)	\$75.00 per Hour
		Roadside Sprayer	\$150.00 per Hour
		Small Boom Truck	\$125.00 per Hour
		Truck and Spot Sprayer	\$125.00 per Hour

Planning and Development

Publications

Area Structure Plans	Burmis Lundbreck	\$20.00 each	**
	Castle Mountain Resort	\$20.00 each	**
	Oldman River Reservoir	\$20.00 each	**
	Intermunicipal		
	Development Plan	\$15.00 each	**
	Land Use Bylaw	\$30.00 each	**
Municipal Development Plan	\$15.00 each	**	

Services

Amendments	Area Structure Plans	\$600.00 each	**
	Intermunicipal Dev. Plan	\$600.00 each	**
	Land Use Bylaw	\$600.00 each	**
	Municipal Dev. Plan	\$600.00 each	**
Appeal Fees	Development	\$600.00 each	**
	Subdivision	\$600.00 each	**
Cash in Lieu of Land	Subdivision	Market Value of Land	

Planning and Development Cont'd Next Page

M.D. OF PINCHER CREEK NO. 9

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Compliance Certificates		\$50.00 each **
Development Permits	Permitted Use	\$100.00 each **
	Discretionary Use	\$150.00 each **
	WECS Category 1	\$100.00 per Titled Parcel **
	WECS Category 2	\$200.00 per Titled Parcel **
	WECS Category 3	\$500.00 per Titled Parcel **
	MET Towers	\$100.00 each **
	After Development Commences	Double Regular Fee **
<i>Utility Permits</i>		\$25.00 **
Rezoning/Redesignation	Fee	\$600.00 each **
Road Closures	Application	\$600.00 each **

Public Works

Services	Grader Work	Roads and Driveways Alberta Road Builders Rate plus 20% **
	Oil, Gas and Seismic Activities	Approaches \$200.00 each ** Pipeline Crossings \$200.00 each Seismic Approvals \$200.00 each Rig Moves – Pre Inspec. \$450.00 each Rig Moves – Post Inspec. \$450.00 each
	Snow Plowing	Up To 15 minutes \$80.00 ** Up To 30 minutes \$160.00 ** Full Hour Alberta Road Builders Rate plus 20% **

Public Works Cont'd Next Page

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Date: January 10, 2017
Date: July 11, 2017

	Overweight / Over Dimension Permit Fee		\$22.50
	Land/ Crop Disturbance		\$250/ acre**
Products	Dust Control	Individual Taxpayers Commercial	\$250.00 per 100 Meters ** \$600.00 per 100 Meters **
	¾" Crushed Gravel	Taxpayer or Agent Non Taxpayer	Cost Plus 20% Plus \$0.50 Yard if MD Loaded Council Resolution
	Pit Run Gravel	Taxpayer or Agent Non Taxpayer	Cost Plus 20% Plus \$0.50 Yard if MD Loaded Council Resolution
	Water Standpipe	Cowley Pincher Creek	\$1.00 100 gallons ** \$1.00 100 gallons **

Beaver Mines Water and Wastewater Project Briefing

April 5, 2018 updates in Bold

The Beaver Mines Water and Wastewater project is broken into three components for tracking and discussion purposes, water supply, water distribution and wastewater collection, and wastewater treatment.

Further capacity study was required following the Provincial Governments announcement of supplying water for Castle Parks and Castle Mountain Resort through the Regional Water System.

A project information meeting was held September 27, 2017 in the Coalfields Hall from 4:00 to 7:00 pm.

- 1) The water supply project includes water treatment plant upgrades, piping to the Hamlet including a booster pump station along the route, and a reservoir and re-chlorination unit.
 - a. Council has commissioned MPE Engineering to do the detailed design and tender of this project.
 - b. The project is in the detailed design phase in order to prepare a tender to go out in the spring of 2017. A prequalification tender for contractors has been initiated, and will close on June 26, 2017, to be followed by a tender for the pipeline and mechanical components. 15 pipeline contractors and 7 mechanical contractors responded to the prequalification processes.
 - c. MPE Engineering is doing a detailed survey of the Hamlet to confirm elevations of homes. A letter of introduction from the MD is being supplied to residents requesting the surveyors be allowed onto private property. Ongoing.
 - d. Negotiations with landowners is continuing and we will know in June the pipeline route. Legal documents are being prepared for signatures. Completed.
 - e. Confirmation of the reservoir site layout has been finalized.
 - f. Construction for this component of the project is tentatively scheduled for completion in the spring of 2018.
 - g. Location of Booster Pump Station is finalized.
 - h. Capacity issues with the Regional Water System infrastructure from the Oldman dam reservoir to Beaver Mines resulting from the Castle Area Servicing were identified and have now been incorporated into the systems design.
 - i. Prequalification of Pipeline and Mechanical contractors is complete. The pipeline contract tender documents have been distributed to pipeline contractors. The mechanical tender documents will be distributed in September/October.
 - j. The Pipeline Tender closed on August 30, 2017 with 6 tenders being submitted. The low tender was L.W. Dennis Contracting Ltd with a tender of \$2,384,110.58.
 - k. A pre-construction meeting was held with LW Dennis Contracting Ltd to go over project issues that had been identified. They will be mobilizing on October 30th, starting to fuse pipe on October 31, and starting pipeline boring soon after that.
 - l. Prequalified Mechanical Contractors received copies of the Mechanical Tender for review. A pre-tender site meeting was held on November 1, 2017 to give contractors an opportunity to see the site conditions for the mechanical portion of the contract. The tender close date for the Mechanical contract is November 21, 2017. The tender close date was extended by 2 days to accommodate contractor requests for more time to prepare.

Beaver Mines Water and Wastewater Project Briefing

- m. The Mechanical Tender closed on November 23, 2107 with 4 tenders being submitted. DMT Mechanical Ltd was the low tender with a tender of \$4,816,322.70.
 - n. **The Mechanical Contractor noted that casings into the Oldman Dam Reservoir are complete.**
 - o. Following a winter shutdown, the pipeline contractor is looking to resume construction of the pipeline.
 - p. **The basement vault for the raw water intake building is installed.**
 - q. **Changes to the piping requirements inside the water treatment plant have been initiated.**
- 2) The water distribution and wastewater collection component of the project includes the installation of pipes in the Hamlet to connect residents to the water reservoir and to connect to the wastewater treatment force main.
- a. Council has commissioned MPE Engineering to do the detailed design and tender of this project.
 - b. At project start up meeting with MPE Engineering, options that provided fire flow water capacity and gravity waste water collection for all sites were chosen. These options were also noted as preferred at meetings held with local residents.
 - c. The detailed design phase of the project is expected to take most of 2017 with the tender happening **once a wastewater treatment option is chosen.**
 - d. It is not expected to be constructed until 2018 or later, as in addition to being able to tie into the reservoir, connection to a wastewater system for residents requires, that a wastewater treatment system is operational as well.
 - e. Where required, easements for utility crossings on private land are being identified. Consultation with land owners has been initiated.
 - f. Piping options that provide full fire flow and a fire smart community are being reviewed.
 - g. Meetings with Atco Gas have identified areas where their upgrades in the Hamlet and the water/wastewater systems have conflicts. The conflict areas have been reviewed and proposed solutions found.
- 3) The wastewater treatment system component of the project includes a force main to the wastewater treatment lagoon system from the Hamlet.
- a. The Municipal District is awaiting word in the spring of 2017 on a grant application for this component of the project. On May 29, 2017 the Province announced the AMWWP grant funded projects, no grant was received for this project in 2017.
 - b. Land negotiations for an easement for a wastewater force main are ongoing.
 - c. Council has commissioned MPE Engineering to do a detailed design of this component of the project.
 - d. Council has requested additional information on the Mill Creek site access.
 - e. Meetings with area residents were held to discuss preliminary details of the project and to listen to their concerns.
 - f. A meeting to discuss access to the Mill Creek site was held with the local landowner and MPE engineering. Options on access have been developed and are awaiting review and comment.

Beaver Mines Water and Wastewater Project Briefing

- g. A Historical Resources Assessment of the site will be initiated in October 2017. An informal walkabout with local landowners and Arrow Archaeology Ltd. occurred on the proposed site on Saturday October 21, 2107.
 - h. Boreholes and test pits to accommodate Historical Resource Impact Assessment and Geotechnical investigation are completed. Awaiting reports before determining next steps.
 - i. Following the determination that the Mill Creek site was not a viable site for a wastewater lagoon, Council directed MPE Engineering to look at other sites and options, as well as enter into communications with the Town of Pincher Creek to determine if using their lagoon at Pincher Station is a viable option.
 - j. Meetings with the Town of Pincher Creek were held to look at the viability of using the Town's lagoon system.**
 - k. A request for proposals is being developed to look for alternate sites for a wastewater treatment system.**
- 4) The Castle Servicing component of the project integrates the Castle requirements into the Beaver Mines Servicing and Beaver Mines Water Distribution components of the project. As well the pipeline from Beaver Mines to the Castle Parks and Castle Mountain Resort.
- a. A meeting was held with Alberta Environment and Parks, Alberta Tourism, Alberta Transportation, MPE Engineering and the MD to discuss some of the technical issues associated with supplying water to Castle Parks and Castle Mountain Resort. A meeting with Castle Mountain Resort staff identified historical use and provided insight into the long term development requirements for water, excluding water for making snow. Note: The water line to the Castle Mountain Resort is not intended to supply water for snow making. The final report of the Castle Area Servicing Study was provided on August 4, 2017.
 - b. MPE was commissioned to do the detailed design of the Castle Servicing project.
 - c. On November 1, 2017, the pipeline route to Castle Mountain Resort was toured to determine the best route and any impediments to the project.
 - d. Castle Mountain Staff provided a tour of their facilities to familiarize MPE Engineering with their equipment as the pipeline termination will need to be coordinated.
 - e. On November 22, 2017 a meeting with Alberta Transportation, Alberta Environment and Parks, MPE Engineering and Municipal District staff identified project requirements for dispositions, regulatory reporting, routing, plan review and probable timelines.
 - f. Detailed design of the project is underway and requirements for environmental assessments are being identified to allow for spring and summer assessment work.

Director of Operations Report April 5, 2018

Operations Activity Includes:

- March 21, Beaver Mines Water Supply Mechanical Contract Project meeting;
- March 27, Council meetings;
- March 30-April 2, Easter Break;
- April 4, Public Works Safety meeting;
- April 4, Beaver Mines Water Supply Mechanical Contract Project meeting;
- April 5, Agricultural Service Board meeting.

Agricultural and Environmental Services Activity Includes:

- March 21, Design new signage for Deadstock Bins;
- March 22, start preparing chemical sheds and trailer;
- March 26, ASB Package;
- March 26, South Region AAAF Meeting – County of Newell;
- March 27, Southern Alberta Grazing School for Women Conference Call;
- March 28, Transboundary Water, Weeds and Stewardship Tour Conference Call;
- March 27 – 29, sprayers, maintenance, testing, cleaning;
- March 29, AAAF Education Committee Conference Call;
- April 4, Safety Admin, call list ready for upcoming weed season;
- April 4 – 6, hauling units to PW for mounting, maintenance etc;
- April 5, Agricultural Service Board Meeting.

Public Works Activity Includes:

- Plowing Snow off roads and the Airport;
- Sign / Guardrail Inspection and repairs;
- Open plugged Culverts;
- Gravel repairs in mud.
- Public Works Safety meeting.

Upcoming:

- April 5, Animal Care during Emergency's meeting;
- April 9, Agricultural and Environmental Services Departmental meeting;
- April 10, Council meetings;
- April 11, Occupational Health and Safety meeting;
- April 12, Staff meeting.

Project Update:

- Community Resilience Program
 - Regional Raw Water Intake, casing installed, building basement installed.

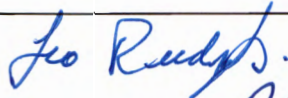
- Capital Projects
 - Beaver Mines Water Supply, Pipeline - Pipe installation waiting for better weather, Mechanical Contractor working on intake and raw water pump house;
 - Beaver Mines Water Distribution and Waste Water Collection, detailed design and land negotiation ongoing;
 - Beaver Mines Wastewater Treatment, looking at options as requested by Council;
 - Castle Servicing, detailed design ongoing;

Call Logs – attached.

Recommendation:

That the Operations report for the period March 21, 2018 to April 5, 2018 and the call log be received as information.

Prepared by: Leo Reedyk



Date: April 5, 2018

Reviewed by: Roland Milligan, Interim CAO



Date: 2018/04/05

Submitted to: Council

Date: April 10, 2018

Work Order Number	Division #	Address		Details	Assigned to	Date	Completed Date	Notes
1505	2	September Spring Ranch just west of Pincher Creek		Requesting road plowed 6-8 foot drifts Requires a snow blower. Contacted Ratepayer and Advised A contractor will have to do it & they will give her a quote	Jared / Stu	March 26, 2018	March 26, 2018	Jared & Stu will contact contractor and arrange for a quote
1506	3	5511 Rg Rd 30-3 West on Tony Drive to Tompkins place		Road drifting	Jared	March 26, 2018	March 26, 2018	
1507	4	Rg Rd 30 at the end Sw31-8-29-W4		Plow driveway Call before you go	Tim	March 26, 2018	No	Operator says can not get in because of the trees & mud. He needs to be advised that the trees need to be trimmed before the grader can go in.
1508	4	NE 20 8 29 W4		Main road I drifting bad, & repair to washout in front of feedlot	Tim	March 26, 2018	March 27, 2018	Operator was working on it at Noon
1509	5	Lundbreck		Street sign at Robinson & First Ave down, because of A traffic accident on March 25	Don J	March 26, 2018	March 26, 2018	Don looked at it at 3:30 on the list for repairs
1510	2	RgRd 28-2 south of Sh 507		Needs to bring in portable calf shelters / Road is soft and has ruts	Jared	March 26, 2018		
1511	4	NE 20 8 29 W4		Requested plowing of main road as well as wash in front of feed lot	Tim	March 27, 2018	March 27, 2018	Tim only did the wash by the feedlot, Sent him back for the main road
1512	4	8501 Snake Trail / SW 35 8 1 W5		Drifts along driveway	Brian	March 28, 2018	March 28, 2018	Have to back out, no room to turn around. Brian will look at it
1513	4			Plow private	Tim	March 29, 2018	March 29, 2018	Tim Onsite at 10:15 am
1514	4			Need to look at road "over the hill" Drifts on side of road are causing potential flood damage.	Tim	March 29, 2018	March 29, 2018	Also Waiting for us to open the road past Bruce Mowatts
1515	3	Gladstone Road		Road is in bad shape / has lots of pot holes, Job was not done properly last summer, It had gravel showing thru when we were done	Stu	March 29, 2018	March 29, 2018	FYI
1516	4			Inquiring about why has he not been plowed, said he had called in numerous times	Jared	April 3, 2018	April 3, 2018	Resident was previously advised that we could not get in until it dries up. The road is narrow & the grader operator said it is unsafe to go in with a grader at this time. We sent a backhoe April 3/2018. The trees are next to the driveway , steep slope in the ditch and it is unsafe to go in with a grader until the trees are trimmed.

1517				Advising a dead deer in the back yard.		April 3, 2018	April 3, 2018	Will call her and advise to call fish & wildflie
1518	4			Advising there is about a foot of snow at his place		April 3, 2018	April 3, 2018	Tony T went up there and there is only 3" of snow
1519	5			Calling to have plowing invoice explained	Mike	April 3, 2018	April 3, 2018	Done
1520	4	NE 24 9 2W5		Request Plowing	Brian	April 3, 2018	April 3, 2018	Brian will do it today
1521		Nw 19 5 29 W4		Wondering about regular plowing on road	Jared	April 3, 2018	April 4, 2018	Road used to be plowed on a regular basis when it was a bus route. It has not seen a plow on a regular basis for some time. Can we look into it and call him back. Jared looked at it has 3-4" of snow. With a couple of drifts
1522	5	Connelly Road		Plow Main road	Dave	April 3, 2018	April 3, 2018	Dave will do today
1523	3	Christy Mines Road		Main road need plowing	Joe	April 3, 2018	April 3, 2018	Joe will do today
1524	3			Airport Needs Plowing	Jared	April 3, 2018	April 3, 2018	Plowing April 4
1525	4	105013 West Sharples Creek		Skyline & Waldron Flat Road needs plowing	Brian	April 4, 2018		On his schedule for April 4 or 5



Municipal District of Pincher Creek

Cowley/Lundbreck Raw Water Intake Upgrades
COST PROJECTION

DESCRIPTION	QUANTITY	UNIT	UNIT PRICE	COST
Construction Costs				
1 Contract 2 - Mechanical, Schedule A	1	LS	\$ 2,182,768.00	\$ 2,182,768.00
2 Raw Water Station Power Service	1	LS	\$ 16,961.72	\$ 16,961.72
3 Raw Water Supply Line (Completed)	1	LS	\$ 164,263.37	\$ 164,263.37
4 Pincher Plumbing and Heating	1	LS	\$ 18,152.53	\$ 18,152.53
5 Deep Hole Lockey Bell	1	LS	\$ 2,860.00	\$ 2,860.00
6 Waskasoo Enterprises	1	LS	\$ 275.00	\$ 275.00
7 Hydrogeological Survey	1	LS	\$ 18,000.00	\$ 18,000.00
8 Bathymetric Survey	1	LS	\$ 12,000.00	\$ 12,000.00
9 Legal Survey	1	LS	\$ 18,000.00	\$ 18,000.00
10 Regulatory Approvals	1	LS	\$ 6,000.00	\$ 6,000.00
11 Land Acquisition	1	LS	\$ 18,000.00	\$ 18,000.00
12 Geotechnical	1	LS	\$ 25,000.00	\$ 25,000.00
13 Engineering	1	LS	\$ 194,000.00	\$ 194,000.00
Total Projected Cost				\$2,676,280.62
Projected Cost Breakdown				
Projected Fundable Amount				\$1,857,268.20
Projected Municipal District of Pincher Creek Contribution				\$819,012.42
Total Projected Cost				\$2,676,280.62
Budget Breakdown				
Original Raw Water Intake Upgrades Budget (Funded at 90%)				\$1,808,755.56
Budget Amount for Raw Water Intake Upgrades Project				\$1,808,755.56
Funding Breakdown				
Original Funding through Alberta Community Resilience Program (ACRP)				\$1,627,880.00
Funding available via Disaster Relief Program (DRP)				\$229,388.20
Municipal District of Pincher Creek Contribution				\$819,012.42
Total Projected Cost				\$2,676,280.62
Construction Expenses as of February 28, 2018				
1 Raw Water Supply Pipeline	1	LS	\$ 164,263.37	\$ 164,263.37
2 Pincher Plumbing and Heating	1	LS	\$ 18,152.53	\$ 18,152.53
3 Deep Hole Lockey Bell	1	LS	\$ 2,860.00	\$ 2,860.00
4 Waskasoo Enterprises	1	LS	\$ 275.00	\$ 275.00
5 Raw Water Intake Progress Certificate #1	1	LS	\$ 256,021.54	\$ 256,021.54
Total Expenditures to Date				\$441,572.44



Municipal District of Pincher Creek

Beaver Mines Regional Supply System
COST PROJECTION

Beaver Mines Regional Supply System - Updated for Additional Demand

DESCRIPTION	QUANTITY	UNIT	UNIT PRICE	COST
Project Costs				
1 Contract 1 - Pipeline Construction	1	LS	\$ 2,270,581.50	\$ 2,270,581.50
2 Contract 2 - Mechanical (Sum of Schedule B, C, and D) Construction	1	LS	\$ 2,404,206.00	\$ 2,404,206.00
3 Booster Station Power Service	1	LS	\$ 185,105.19	\$ 185,105.19
4 Beaver Mines Metering Station and Reservoir Power Service	1	LS	\$ 6,109.80	\$ 6,109.80
5 Allowance for Easements in Private Lands				
a) Land Acquisition (Permanent)	1	LS	\$ 175,000.00	\$ 175,000.00
b) Land Acquisition (Construction)	1	LS	\$ 50,000.00	\$ 50,000.00
c) Easement Preparation and Execution	1	LS	\$ 57,500.00	\$ 57,500.00
d) Landman Requirements	1	LS	\$ 57,500.00	\$ 57,500.00
6 Legal Survey	1	LS	\$ 112,470.00	\$ 112,470.00
7 Geotechnical	1	LS	\$ 50,000.00	\$ 50,000.00
8 Regulatory Approvals, LOC Application, Etc.	1	LS	\$ 15,000.00	\$ 15,000.00
9 Environmental Assessment, Monitoring, ECO Plan	1	LS	\$ 50,000.00	\$ 50,000.00
10 Engineering	1	LS	\$ 708,000.00	\$ 708,000.00
Total Projected Cost				\$6,141,472.49

Projected Cost Breakdown			
Projected Fundable Amount (Construction Less Additional Reservoir Capacity)			\$5,355,707.08
Projected Municipal District of Pincher Creek Contribution			\$785,765.41
Total Projected Cost			\$6,141,472.49

Budget Breakdown			
Original Beaver Mines Regional Water Supply Project Budget (Funded at 88.26%)			\$5,335,340.00
Budget Cost for Upgrades to Service Castle (Funded at 100%)			\$1,874,660.00
Budget for Castle Area Regional Water Supply Work Included in Contract 2 - Mechanical (Funded at 100%)			\$107,950.00
Budget for Additional Reservoir Capacity at Beaver Mines (Funded at 0%)			\$284,400.00
Budget Amount for Beaver Mines Regional Water Supply Project			\$7,602,350.00

Funding Breakdown			
Original Beaver Mines Regional Water Supply Project Funding			\$4,708,971.08
Funding for Upgrades Required due to Castle Area Regional Water Supply			\$1,874,660.00
Funding for Castle Area Regional Water Supply Work Included (WTP Upgrades)			\$107,950.00
Maximum Municipal District of Pincher Creek Contribution			\$910,768.92
Budget Amount for Beaver Mines Regional Water Supply Project			\$7,602,350.00

Construction Expenses as of February 28, 2018				
1 Pipeline Contract - Progress Certificate #1	1	LS	\$ 303,471.00	\$ 303,471.00
2 Pipeline Contract - Progress Certificate #2	1	LS	\$ 323,894.63	\$ 323,894.63
3 Mechanical Contract - Progress Certificate #1	1	LS	\$ 40,355.51	\$ 40,355.51
Total Expenditures to Date				\$667,721.14



Awaiting Response
Application Not Complete
Amendments Required
Complete
Cancelled

Project: Beaver Mines Regional Water Supply
Job Number: 1770-010
Prepared By: GN
Reviewed By: --
Date: 05/04/2018

Description	Submitted By	Attention To	Response Received	Reference Drawing(s)	Current Status	Approving Authority Document Number	Comments
WTP Operating Certificate Amendments	MPE	AEP	--	--	Awaiting confirmation of completion.	--	Submitted. Public notification complete.
Utility R/W and Access Agreements	Bridge Land/MPE	--	--	--	Complete	--	Agreements to be signed by the MD and cheques issued to Landowners
First Nations Consultation (Castle River)	Bridge Land/MPE	ACO	--	--	Complete	FNC201705822	No consultation with any specific Bands required.
Utility Crossing Agreements	MPE	Various Utility Companies	--	--	Complete	--	Copy of all agreements has been given to LW Dennis Contracting to keep on-site
Highway 507 Crossing and Paralleling	MPE	AT	--	--	Complete	Permit 33-41-17	
AEP Disposition (shoreline and riverbed of Castle River)	Bridge Land/MPE	AEP	--	--	Awaiting Response from AEP	--	AEP has requested additional information be added to the crossing plan. Review is on-going.
DFO Authorization	Bear Tracks/MPE	Department of Fisheries and Oceans	--	--	Complete	--	Species at risk identified (Westslope Cutthroat Trout) DFO has stated the proposed work will not result in serious harm to the species A permit is not required
Transport Canada	MPE	Transport Canada - Navigable Waters	--	--	Complete - No action required	--	No legal requirement for submittal as the Castle River is not in Schedule of Navigable Waters.
Historical Resources	Arrow Archeology/MPE	Alberta Culture and Tourism	--	N/A	Awaiting final approval from ACT	4970-17-0024-001	Arrow Archeology has prepared and submitted the report following the additional field work requested by ACT
14 Day Water Act Notification - Wetlands		AEP	--	--	--	--	Application for all wetland crossings submitted.
14 Day Water Act Notification - Castle River Crossing		AEP	--	--	--	--	Application to be submitted 14 days prior to completing the Castle River crossing



Client: Municipal District of Pincher Creek
 Prepared By: GN
 Reviewed By: LS/JP
 Date: 05/04/2018

Capital Project List and Summary

Project	Status	Tender Acceptance Date	Construction Start Date	Contract Substantial Completion Date	Critical Path / Priority	Study Estimate	Current Projected Completion Cost	Comments
Raw Water Intake Upgrades	Construction	12-Dec-17	12-Feb-18	30-Apr-18	1	\$ 1,813,000.00	\$ 2,676,280.62	Construction ongoing. Drilling and casing pipe installation in Oldman Reservoir is complete. Construction of Raw Water Station building has commenced.
Beaver Mines Regional Water Project Contract 1 - Pipeline	Construction	03-Oct-17	01-Nov-18	Schedule A - 31-May-18 Schedule B - 15-Oct-18	2	\$ 7,602,350.00	\$ 6,141,472.49	Construction ongoing. Schedule is dependent upon weather and site conditions.
Beaver Mines Regional Water Project Contract 2 - Mechanical	Construction	12-Dec-17	Apr-18	31-Aug-18	3			Tendered with the Raw Water Intake Upgrades; Raw Water Intake Upgrades take precedent and must be completed prior to beginning some work associated with the Regional Water Project.
Beaver Mines Water and Wastewater Servicing	Detailed Design	--	Jun-18	--	4	\$ 5,380,000.00		Construction of the water and wastewater systems cannot begin until EPEA approvals have been received.
Beaver Mines Wastewater Treatment	Option Identification	--	--	--	4	\$ 3,740,000 to \$ 4,600,000	--	MPE has begun preliminary discussions with the Town of Pincher Creek regarding wastewater alternatives. MPE is assisting MD Director of Operations to begin process of identifying potential lands for purchase that may be suitable for use as a lagoon site.
Castle Area Servicing Regional Water Supply	Detailed Design	--	Sep-18	--	5	\$ 10,572,050.00	--	Alignment cannot be finalized/approved until all necessary environment assessments and reviews have been completed. Environmental assessments will be completed from April to August.

Notes:

- All prices exclude GST.
- Contract 1 of the Beaver Mines Regional Water Project includes repurposing the existing raw water intake pipeline from the Castle River for use as a potable water transmission line. The Raw Water Intake Upgrades must be completed prior to this work taking place.
- EPEA approvals for the Beaver Mines Water and Wastewater Servicing Project will not be granted until there is a commitment to a wastewater treatment system for the community. The requirement for a wastewater treatment system prior to an EPEA approval being granted has been confirmed by Jeffrey Wu, Alberta Environment and Parks.



Awaiting Response
Application Not Complete
Amendments Required
Complete
Cancelled

Project: Beaver Mines Regional Water Supply - Raw Water Intake
Job Number: 1770-010
Prepared By: GN
Reviewed By: —
Date: 05/04/2018

Description	Submitted By	Attention To	Response Received	Reference Drawing(s)	Current Status	Approving Authority Document Number	Comments
Historical Resources	MPE	Alberta Culture and Tourism	27-Oct-17	N/A	HRA Response received.	4970-16-0009-001	ACT accepted proposed plan to monitor excavation at site for historically/scientifically significant artifacts.
Temporary Field Authority	MPE	Environment and Parks	22-Nov-17	—	Complete	FTA 170071	—
Use of Works Agreement (AEP Operations)	—	Susanne Lampler	26-Oct-17	—	Complete/Amended Existing Agreement.	—	Amendment issued for existing agreement for permanent works.
DFO Authorization	MPE	Department of Fisheries and Oceans	06-Nov-17	CL.1-1.4 Intake For Regulatory Approval	Authorization or permit not required	17-HCAA-01337	Based on information submitted, determined project will not result in serious harm to fish.
Transport Canada	MPE	Transport Canada - Navigable Waters	21-Sep-17	CL.1-1.4 Intake For Regulatory Approval	MD Decision required.	N/A	No legal requirement for submittal as Oldman Reservoir not in Schedule of Navigable Waters. MD has decision to opt-in and have project reviewed by Nav Canada (90 Days).
Beaver Mines Water License	MD	—	—	—	Documentation submitted to AEP.	—	AEP requires finalized documentation and operational system.
Lundbreck/Cowley Water License Transfers	MD	—	—	—	Documentation submitted to AEP.	—	AEP requires finalized documentation and operational system.
Water Act Approval for Constructing Works	MPE	RAC/Jason Cayford	25-Oct-17	CL.1-1.4 Intake For Regulatory Approval, Survey Plan	Approved	00402049-00-00	Approved.
Environment and Parks Disposition	MPE	Deborah Johnstone	12-Feb-18	CL.1-1.4 Intake For Regulatory Approval, Survey Plan	Approved	PPA 170005	
First Nations Consultation	MPE	ACO	—	—	—	—	Not required.
Alberta Transportation Roadside Development	MPE	AT	21-Sep-17	CL.1-1.4 Intake For Regulatory Approval	Complete	5113-17/33-29-16	Development permit expires September 21, 2018



Awaiting Response
Application Not Complete
Amendments Required
Complete
Cancelled

Project: Castle Area Regional Water Supply
Job Number: 1770-016-00
Prepared By: GN
Reviewed By: --
Date: 05/04/2018

Description	Submitted By	Attention To	Response Received	Reference Drawing(s)	Current Status	Approving Authority Document Number	Comments
Castle Parks / CMR Water License	--	--	--	--	Submitted Nov 16, 2017	--	Finalized drawings and land permissions are to be submitted when finalized.
Provincial Parks Disposition	--	--	--	--	--	--	Requires finalized alignment.
Provincial Parks Temporary Field Authority	--	--	--	--	--	--	Requires work area to be defined prior to application submittal.
Temporary Field Authority for Boreholes	MPE	AEP	05/04/2018	--	Complete		Complete.
Water Act - Castle River Crossing	--	--	--	--	--	--	Requires finalized drawings for crossing application.
Water Act - West Castle River Crossing	--	--	--	--	--	--	Requires finalized drawings for crossing application.
Alberta Transportation Roadside Development	--	--	--	--	--	--	Regulatory requirements for Alberta Transportation to be determined in Nov 22 meeting.
Public Lands Disposition	--	--	--	--	--	--	Requires finalized alignment. A portion of land near Castle Mountain Resort is Crown Land
First Nations Consultation	--	--	--	--	--	--	AEP Consultation and Engagement Specialist to review preliminary alignment and provide recommendation for FNC.
Fisheries and Oceans	--	--	--	--	--	--	Applications for river crossings will be submitted to DFO.
Transportation Canada	--	--	--	--	--	--	Correspondence to take place with TC regarding Navigable Waters Act to confirm application not required.
Historical Resources	--	--	--	--	--	--	Alignment to be finalized prior to submittal.

MD OF PINCHER CREEK

March 28, 2018

TO: Roland Milligan, Interim CAO
FROM: Janene Felker, Director of Finance
SUBJECT: **2017 Consolidated Financial Statements**

1. Origin

The 2017 Consolidated Financial Statements have been prepared and audited by Avail CPA and need to be approved by Council.

2. Background/Comment

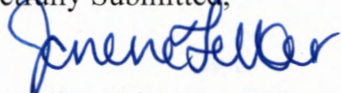
No significant issues were identified during our year end procedures and the audit went as smoothly as possible.

3. Recommendation

That the report from the Director of Finance, dated March 28, 2018, regarding the 2017 Consolidated Financial Statements be received;

And that the 2017 Consolidated Financial Statements, prepared and audited by Avail CPA, for the year ended December 31, 2017 be approved.

Respectfully Submitted,



Janene Felker, Director of Finance

Reviewed By: Roland Milligan, Interim CAO



Date: 2018/03/28

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9

INDICATORS OF FINANCIAL CONDITION
For the year ended December 31, 2017



Avail LLP
CHARTERED PROFESSIONAL ACCOUNTANTS

Introduction

A Key Performance Indicator (KPI) is a metric used to evaluate factors that are crucial to the success of an organization. The importance of each KPI may change with time depending on the goals and strategic plans of the organization.

When reviewing KPIs, it is important to not only compare to past performance and desired goals, but to consider industry standards and benchmarks.

The following information has been provided in order to provide you some insight into some important KPIs for your organization.

It is important to review the underlying information of your municipality in order to determine cause and create desired change.

The underlying data for this report was taken from the financial data publicly available found on the Alberta Municipal Affairs website.

Comparable municipalities were determined based on a range of 75% to 125% of your population.

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9

INDICATORS OF FINANCIAL CONDITION

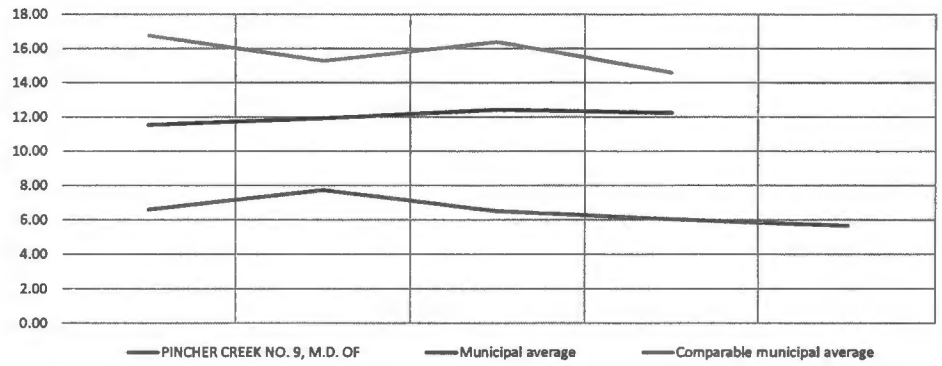
For the year ended December 31, 2017

2013 2014 2015 2016 2017

SUSTAINABILITY INDICATORS

Assets to Liabilities

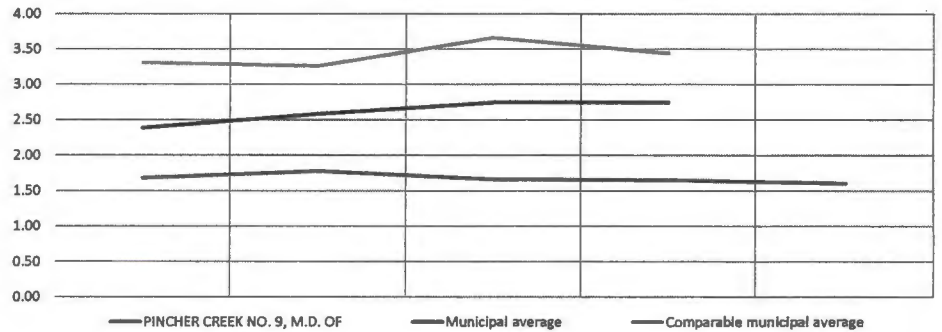
The "assets-to-liabilities" indicator reports the ratio of a government's financial and nonfinancial assets to its liabilities. This indicator supports a discussion about sustainability by illustrating the extent to which a government finances its operations by issuing debt. A ratio higher than one indicates that a government has accumulated surplus and has assets greater than debt. A ratio of less than one indicates that debt is greater than assets and that the government has been financing its operations by issuing debt. A trend in this direction may not be sustainable.



Total assets	70,180,241	70,607,437	77,241,184	77,424,468	78,359,164
Total liabilities	10,641,742	9,130,715	11,883,282	12,842,411	13,859,777
Assets to liabilities	6.59	7.73	6.50	6.03	5.65
Municipal average	11.53	11.91	12.42	12.24	
Comparable municipal average	16.77	15.27	16.38	14.59	

Financial assets to liabilities

The "financial assets-to-liabilities" indicator reports the ratio of a government's financial assets to its liabilities. A result lower than one indicates liabilities exceed financial assets (net debt) and future revenues will be required to pay for past transactions and events. A result higher than one indicates financial assets exceed liabilities (net financial assets) and financial resources are on hand that can finance future operations. A trend showing increases in net debt or reductions in net financial assets may not be sustainable.



Total financial assets	17,854,227	16,217,547	19,753,928	21,216,648	22,262,587
Total liabilities	10,641,742	9,130,715	11,883,282	12,842,411	13,859,777
Financial assets to liabilities	1.68	1.78	1.66	1.65	1.61
Municipal average	2.38	2.58	2.74	2.74	
Comparable municipal average	3.31	3.26	3.66	3.44	

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9

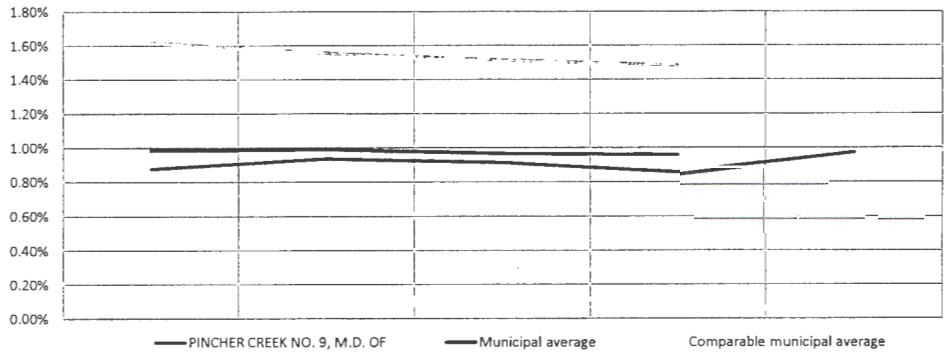
INDICATORS OF FINANCIAL CONDITION

For the year ended December 31, 2017

2013 2014 2015 2016 2017

SUSTAINABILITY INDICATORS, CONTINUED

Operating expenses to taxable assessment
The "total expenses-to-taxable assessment" indicator provides the trend of government spending over time in relation to the growth in the economy. A trend that shows total expense is growing at a faster rate than the growth in the economy may not be sustainable.

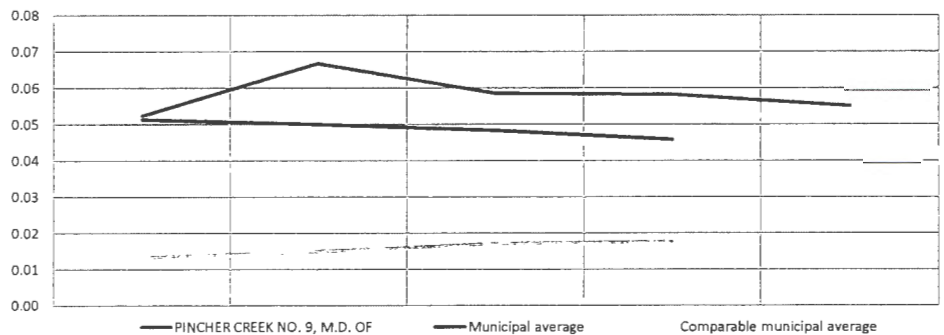


Operating expenses	11,878,922	13,542,583	13,644,779	13,713,138	15,398,543
Taxable assessment	1,355,829,168	1,448,276,064	1,495,874,944	1,600,520,107	1,582,110,430
Operating expenses to taxable assessment	0.88%	0.94%	0.91%	0.86%	0.97%
Municipal average	0.98%	0.99%	0.96%	0.96%	-
Comparable municipal average	1.62%	1.55%	1.51%	1.48%	-

FLEXIBILITY INDICATORS

Public debt charges to revenues

The "public debt charges-to-revenues" indicator measures public debt charges as a percentage of revenues. It illustrates the extent to which past borrowing decisions present a constraint on a government's ability to meet its financial and service commitments in the current period. Specifically, the more government uses revenues to meet the interest costs on past borrowing, the less will be available for program spending.



Debt servicing	558,189	715,359	711,631	707,925	704,218
Operating revenue	10,663,990	10,729,529	12,166,427	12,167,765	12,795,744
Public debt charges to revenues	0.05	0.07	0.06	0.06	0.06
Municipal average	0.05	0.05	0.05	0.05	-
Comparable municipal average	0.01	0.01	0.02	0.02	-

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9

INDICATORS OF FINANCIAL CONDITION

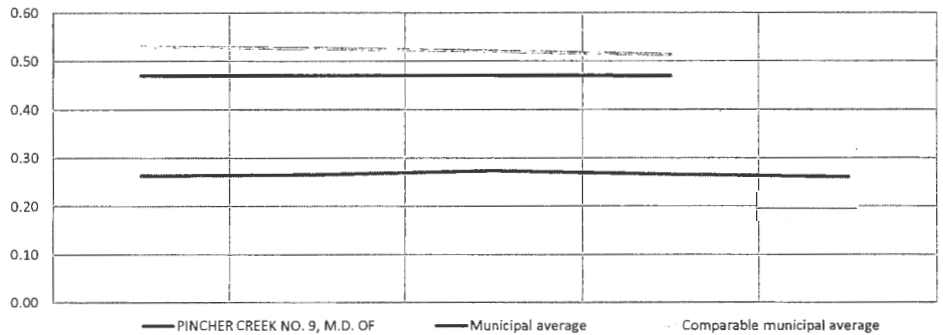
For the year ended December 31, 2017

2013 2014 2015 2016 2017

FLEXIBILITY INDICATORS, CONTINUED

Net book value to cost of tangible capital assets

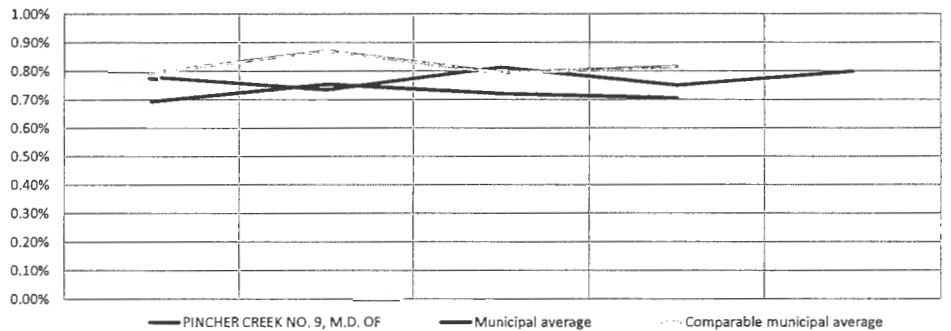
The "net book value of capital assets-to-cost of capital assets" indicator is important because it reports the extent to which the estimated useful lives of a government's tangible capital assets are available to provide its products and services. If a government's scale, scope and level of services remain unchanged or grow, its asset base could eventually impair flexibility because of the impending future costs of capital asset repair or replacement. Further information regarding assessing the physical condition of tangible capital assets can be found in ASSESSMENT OF TANGIBLE CAPITAL ASSETS, SORP-3.



Net book value	50,390,205	52,055,092	55,183,001	53,850,494	53,510,762
Cost of tangible capital assets	191,720,389	196,240,455	201,952,248	202,696,549	205,606,570
Net book value to cost of tangible capital assets	0.26	0.27	0.27	0.27	0.26
Municipal average	0.47	0.47	0.47	0.47	
Comparable municipal average	0.53	0.53	0.52	0.51	

Own source revenues to taxable assessment

The "own-source revenues-to-taxable assessment" indicator is important because it shows the ratio of a local government's ownsource revenues to its tax base. A change in the size of a local government's taxable assessment or a change in the rate of growth in assessment in relation to changes in ownsource revenues could influence flexibility.



Own source revenues (net of government transfers)	10,574,981	10,640,520	12,166,427	12,006,709	12,633,425
Taxable assessment	1,355,829,168	1,448,276,064	1,495,874,944	1,600,520,107	1,582,110,430
Own source revenues to taxable assessment	0.78%	0.73%	0.81%	0.75%	0.80%
Municipal average	0.69%	0.75%	0.72%	0.71%	
Comparable municipal average	0.79%	0.87%	0.79%	0.82%	

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9

INDICATORS OF FINANCIAL CONDITION

For the year ended December 31, 2017

2013

2014

2015

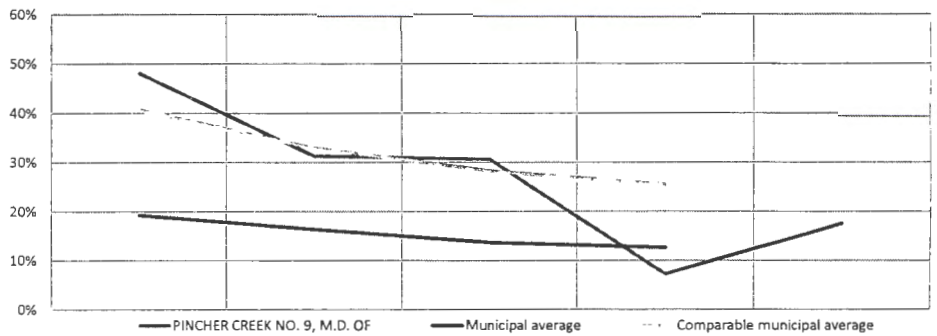
2016

2017

VULNERABILITY INDICATORS

Government transfers to total revenues

The purpose of reporting "government transfers-to-total revenues" is to show the proportion of revenues that provincial or local governments receive from other governments. This indicator offers a perspective on the degree of vulnerability a government faces as a result of its dependence on another level of government for revenues.



Government transfers (including capital)	9,776,449	4,840,283	5,359,534	930,583	2,682,448
Total revenues (including capital)	20,351,430	15,480,803	17,525,961	12,937,292	15,315,873
Government transfers to total revenues	48%	31%	31%	7%	18%
Municipal average	19%	16%	14%	13%	18%
Comparable municipal average	41%	33%	28%	25%	18%

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9

Consolidated Financial Statements

For the year ended December 31, 2017

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9

Consolidated Financial Statements

For the year ended December 31, 2017

Draft - March 24, 2018

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9

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Draft - March 24, 2018



CHARTERED PROFESSIONAL ACCOUNTANTS

INDEPENDENT AUDITOR'S REPORT

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

We have audited the accompanying consolidated financial statements of the Municipal District of Pincher Creek No. 9 which comprise the consolidated statement of financial position as at December 31, 2017, and the consolidated statements of operations, change in net financial assets and cash flow for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Consolidated Financial Statements

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated 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 consolidated 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 consolidated 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 consolidated financial statements present fairly, in all material respects, the financial position of the Municipal District of Pincher Creek No. 9 as at December 31, 2017 and the results of its operations, changes in its net financial assets, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Lethbridge, Alberta

April 10, 2018

Chartered Professional Accountants

MANAGEMENT REPORT

The consolidated financial statements are the responsibility of the management of the Municipal District of Pincher Creek No. 9.

These consolidated financial statements have been prepared from information provided by management. Financial statements are not precise since they include certain amounts based on estimates and judgments. Management has determined such amounts on a reasonable basis in order to ensure that the consolidated financial statements are presented fairly, in all material respects.

The Municipal District maintains systems of internal accounting and administrative controls that are designed to provide reasonable assurance that the financial information is relevant, reliable and accurate and that the Municipal District's assets are properly accounted for and adequately safeguarded.

The elected Council of the Municipal District is responsible for ensuring that management fulfils its responsibilities for financial statements.

The Council meets annually with management and the external auditors to discuss internal controls over the financial reporting process, auditing matters and financial reporting issues, and to satisfy itself that each party is properly discharging its responsibilities. Council also considers the engagement or re-appointment of the external auditors. Council reviews the monthly financial reports.

The consolidated financial statements have been audited by Avail LLP Chartered Professional Accountants, the external auditors, in accordance with Canadian generally accepted auditing standards on behalf of the Council, residents and ratepayers of the Municipal District. Avail LLP has full and free access to the Council.

Chief Administrative Officer

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
CONSOLIDATED STATEMENT OF FINANCIAL POSITION
As at December 31, 2017

	2017	2016
Financial assets		
Cash and temporary investments (note 2)	\$ 10,341,396	\$ 9,303,333
Taxes and grants in place of taxes receivable (note 3)	477,216	388,691
Trade and other receivables (note 4)	780,195	834,748
Investments (note 5)	8,489,996	8,405,716
Debt charges recoverable (note 6)	2,173,786	2,284,160
	22,262,589	21,216,648
Liabilities		
Accounts payable and accrued liabilities	851,707	502,563
Employee benefit obligations (note 8)	732,432	733,001
Deferred revenue (note 9)	6,984,431	5,779,239
Long-term debt (note 10)	5,291,207	5,827,609
	13,859,777	12,842,412
Net financial assets	8,402,812	8,374,236
Non-financial assets		
Prepaid expenses	135,900	154,246
Inventory for consumption	2,449,915	2,203,083
Tangible capital assets (schedule 2)	53,510,760	53,850,492
	56,096,575	56,207,821
Accumulated surplus (note 11 and schedule 1)	\$ 64,499,387	\$ 64,582,057

Contingency (note 17)

Approved on behalf of Council:

Councillor _____

Councillor _____

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
CONSOLIDATED STATEMENT OF OPERATIONS
For the year ended December 31, 2017

	Budget (Unaudited)	2017	2016
Revenue			
Net municipal property taxes (note 14)	\$ 10,970,310	\$ 10,808,268	\$ 10,653,447
User fees and sales of goods	464,620	512,432	413,319
Government transfers for operating (note 15)	439,910	666,954	535,052
Investment income	264,500	310,198	156,957
Penalties and costs of taxes	76,000	92,114	82,704
Licenses and permits	62,750	103,484	44,144
Gain on disposal of capital assets	41,000	62,849	475
Rental	242,370	317,491	337,952
Other	95,670	316,849	184,997
	12,657,130	13,190,639	12,409,047
Expenses (note 16)			
Legislative	239,250	251,039	218,295
Administration	2,238,503	2,265,577	2,157,223
Police, fire, disaster, ambulance and bylaw enforcement	580,050	724,319	1,013,814
Roads, streets, walks and lighting	7,447,291	7,398,221	6,858,423
Airport	852,684	838,027	849,569
Storm sewers and drainage	14,580	6,474	9,010
Water supply and distribution	361,570	447,341	507,083
Waste management	357,600	350,747	342,538
Family and community support services	133,510	133,514	136,672
Cemeteries and crematoriums	48,950	48,950	43,940
Land use planning, zoning and development	316,970	282,153	255,094
Agricultural and environmental services	605,786	588,458	539,923
Parks and recreation	346,500	398,784	374,181
Culture - libraries, museums, halls	371,640	1,664,939	407,374
	13,914,884	15,398,543	13,713,139
Deficiency of revenue over expenses before other	(1,257,754)	(2,207,904)	(1,304,092)
Other			
Government transfers for capital (note 15)	1,490,000	2,125,234	528,246
Excess (deficiency) of revenue over expenses	232,246	(82,670)	(775,846)
Accumulated surplus, beginning of year	64,582,057	64,582,057	65,357,903
Accumulated surplus, end of year	\$ 64,814,303	\$ 64,499,387	\$ 64,582,057

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
CONSOLIDATED STATEMENT OF CHANGE IN NET FINANCIAL ASSETS
For the year ended December 31, 2017

	Budget (Unaudited)	2017	2016
Excess (deficiency) of revenue over expenses	\$ 232,246	\$ (82,670)	\$ (775,846)
Acquisition of tangible capital assets	(2,883,930)	(3,081,157)	(2,590,460)
Amortization of tangible capital assets	3,296,854	3,296,854	3,194,196
Loss on disposal of tangible capital assets	-	104,762	572,618
Proceeds on disposal of tangible capital assets	91,000	19,273	156,155
	503,924	339,732	1,332,509
Net change in inventory for consumption	-	(246,832)	(32,532)
Net change in prepaid expense	-	18,346	(20,543)
	-	(228,486)	(53,075)
Increase in net financial assets	736,170	28,576	503,588
Net financial assets, beginning of year	8,374,236	8,374,236	7,870,648
Net financial assets, end of year	\$ 9,110,406	\$ 8,402,812	\$ 8,374,236

Draft - March 24, 2018

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
CONSOLIDATED STATEMENT OF CASH FLOW
For the year ended December 31, 2017

	2017	2016
Operating transactions		
Excess (deficiency) of revenue over expenses	\$ (82,670)	\$ (775,846)
Adjustments for items which do not affect cash		
Loss on disposal of tangible capital assets	104,762	572,618
Amortization of tangible capital assets	3,296,854	3,194,196
	3,318,946	2,990,968
Net change in non-cash working capital items		
Taxes and grants in place of taxes receivable	(88,525)	(84,220)
Trade and other receivables	54,552	3,760,310
Investments	(84,280)	(402,203)
Debt charges recoverable	110,374	110,373
Inventory for consumption	(246,832)	(32,532)
Prepaid expenses	18,346	(20,543)
Accounts payable and accrued liabilities	349,144	68,883
Employee benefit obligations	(569)	(39,258)
Deferred revenue	1,205,193	1,621,835
Cash provided by operating transactions	4,636,349	7,973,613
Capital transactions		
Proceeds on disposal of tangible capital assets	19,273	156,155
Acquisition of tangible capital assets	(3,081,157)	(2,590,460)
Cash applied to capital transactions	(3,061,884)	(2,434,305)
Financing transactions		
Repayment of long-term debt	(536,402)	(523,565)
Increase in cash and temporary investments	1,038,063	5,015,743
Cash and temporary investments, beginning of year	9,303,333	4,287,590
Cash and temporary investments, end of year	\$ 10,341,396	\$ 9,303,333

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2017

1. Significant accounting policies

The consolidated financial statements of the Municipal District of Pincher Creek No. 9 are the representations of management prepared in accordance with generally accepted accounting principles for local governments established by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. Significant aspects of the accounting policies adopted by the Municipal District are as follows:

(a) Reporting entity

The consolidated financial statements reflect the assets, liabilities, revenue and expenses, changes in fund balances and change in financial position of the reporting entity which comprises all of the organizations that are owned or controlled by the Municipal District and are, therefore, accountable to the Council for the administration of their financial affairs and resources.

Taxes levied also includes requisitions for educational, health care, social and other external organizations that are not part of the municipal reporting entity.

The statements exclude trust assets that are administered for the benefit of external parties. Interdepartmental and organizational transactions and balances are eliminated.

(b) Basis of accounting

The financial statements are prepared using the accrual basis of accounting. The accrual basis of accounting records revenue as it is earned and measurable. Expenses are recognized as they are incurred and measurable based upon receipt of goods or services and/or the legal obligation to pay.

Funds from external parties and earnings thereon restricted by agreement or legislation are accounted for as deferred revenue until used for the purpose specified.

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 tangible capital assets. In addition, certain user charges and fees are collected for which the related services have yet to be performed. Revenue is recognized in the period when the related expenses are incurred, services performed or the tangible capital assets are acquired.

(c) Use of estimates

The preparation of financial statements in conformity with Canadian generally accepted accounting principles 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 expense during the period. Where measurement uncertainty exists, the financial statements have been prepared within reasonable limits of materiality. Actual results could differ from those estimates.

(d) Investments

Investments are recorded at amortized cost. Investment premiums and discounts are amortized on the net present value basis over the term of the respective investments. When there has been a loss in value that is other than a temporary decline, the respective investment is written down to recognize the loss.

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2017

1. Significant accounting policies, continued

- (e) **Inventories for resale**
Land held for resale is recorded at the lower of cost and net realizable value. Cost includes costs for land acquisition and improvements required to prepare the land for servicing such as clearing, stripping, and leveling charges. Related development costs incurred to provide infrastructure such as water and waste water services, roads, sidewalks, and street lighting are recorded as physical assets under their respective function.
- (f) **Debt charges recoverable**
Debt charges recoverable consist of amounts that are recoverable from municipal agencies or other local governments with respect to outstanding debentures or other long-term debt pursuant to annexation orders or joint capital undertakings. These recoveries are recorded at a value that equals the offsetting portion of the unmatured long-term debt, less actuarial requirements for the retirement of any sinking fund debentures.
- (g) **Contaminated sites liability**
Contaminated sites are a result of contamination being introduced into air, soil, water or sediment of a chemical, organic or radioactive material or live organism that exceeds an environmental standard. The liability is recorded net of any expected recoveries. A liability for remediation of a contaminated site is recognized when a site is not in productive use and is management's estimate of the cost of post-remediation including operation, maintenance and monitoring.
- (h) **Tax revenue**
Tax revenues are recognized when the tax has been authorized by bylaw and the taxable event has occurred.
- Requisitions operate as a flow through and are excluded from municipal revenue.
- (i) **Reserves for future expenses**
Reserves are established at the discretion of Council to set aside funds for future operating and capital expenses. Transfers to and/or from reserves are reflected as an adjustment to the respective fund.
- (j) **Requisition over-levy and under-levy**
Over-levies and under-levies arise from the difference between the actual property tax levy made to cover each requisition and the actual amount requisitioned.

If the actual levy exceeds the requisition, the over-levy is accrued as a liability and property tax revenue is reduced. Where the actual levy is less than the requisition amount, the under-levy is accrued as a receivable and as property tax revenue.

Requisition tax rates in the subsequent year are adjusted for any over-levies or under-levies of the prior year.

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2017

1. Significant accounting policies, continued

(k) Government transfers

Government transfers are the transfer of assets from senior levels of government that are not the result of an exchange transaction, are not expected to be repaid in the future, or the result of a direct financial return.

Government transfers are recognized in the financial statements as revenue in the period in which events giving rise to the transfer occur, providing the transfers are authorized, any eligibility criteria have been met, and reasonable estimates of the amounts can be determined.

(l) Non-financial assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the normal course of operations. The change in non-financial assets during the year, together with the excess of revenues over expenses, provides the consolidated Change in Net Financial Assets for the year.

(i) Tangible capital assets

Tangible capital assets are recorded at cost which includes all amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets is amortized on a straight-line basis over the estimated useful life as follows:

	Years
Land improvements	20
Buildings	50
Engineered structures	20-75
Machinery and equipment	3-35
Vehicles	3-20

Assets under construction are not amortized until the asset is available for productive use.

(ii) Contributions of tangible capital assets

Tangible capital assets received as contributions are recorded at fair value at the date of receipt and also are recorded as revenue.

(iii) Leases

Leases are classified as capital or operating leases. Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as capital leases. All other leases are accounted for as operating leases and the related lease payments are charged to expenses as incurred.

(iv) Inventories

Inventories held for consumption are recorded at the lower of cost and replacement cost.

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2017

1. Significant accounting policies, continued

- (v) Cultural and historical tangible capital assets
Works of art for display are not recorded as tangible capital assets but are disclosed.

2. Cash and temporary investments

	2017	2016
Savings accounts	\$ 9,890,779	\$ 8,620,495
Operating accounts	450,617	682,838
	<u>\$ 10,341,396</u>	<u>\$ 9,303,333</u>

3. Taxes and grants in place of taxes receivables

	2017	2016
Taxes and grants in place of taxes receivable	\$ 264,063	\$ 297,089
Arrears	213,153	91,602
	<u>\$ 477,216</u>	<u>\$ 388,691</u>

4. Trade and other receivables

	2017	2016
Grants	\$ 596,641	\$ 696,183
Trade receivables	58,156	81,252
Goods and Services Tax (GST)	125,398	57,313
	<u>\$ 780,195</u>	<u>\$ 834,748</u>

5. Investments

	2017		2016	
	Cost	Market value	Cost	Market value
Bonds	\$ 8,486,656	\$ 8,310,625	\$ 8,402,376	\$ 8,332,504
Other	3,340	3,340	3,340	3,340
	<u>\$ 8,489,996</u>	<u>\$ 8,313,965</u>	<u>\$ 8,405,716</u>	<u>\$ 8,335,844</u>

The bond portfolio has an effective interest rate of 5.2% (2016 - 5.4%) with maturity dates from 2019 to 2027. The other long-term investments are recorded at cost. These instruments are not traded in an organized financial market.

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2017

6. Debt charges recoverable

	2017	2016
Current debt charges recoverable	\$ 117,013	\$ 110,374
Non-current debt charges recoverable	2,056,773	2,173,786
	\$ 2,173,786	\$ 2,284,160

The Municipal District has undertaken a joint landfill road development project with the Crowsnest/Pincher Creek Landfill Association. The Municipal District assumed long-term financing totaling \$3,607,273 in 2012; however, \$2,706,955 plus interest at 2.94% is recoverable from the Landfill Association with respect to this financing. Amounts are recoverable in bi-annual principal and interest payments of \$90,007 until September 1, 2032.

	Principal	Interest	Total
2018	\$ 117,013	\$ 63,002	\$ 180,015
2019	120,480	59,535	180,015
2020	124,051	55,964	180,015
2021	127,727	52,288	180,015
2022	131,513	48,502	180,015
Thereafter	1,553,002	247,144	1,800,146
	\$ 2,173,786	\$ 526,435	\$ 2,700,221

7. Authorized overdraft

The Municipal District has an authorized overdraft with the CIBC up to \$5,000,000.

8. Employee benefit obligations

	2017	2016
Vacation and time in lieu	\$ 36,288	\$ 40,010
Sick time	696,144	692,991
	\$ 732,432	\$ 733,001

Vacation and time in lieu

The vacation and time in lieu liability is comprised of the vacation and overtime that employees are deferring to future years. Employees have either earned the benefits (and they are vested) or are entitled to these benefits within the next budgetary year.

Sick Time

Sick leave credits are earned by employees on the basis of 3/4 day for each two week pay period worked, until the employee reaches the age of 65, to a maximum of 120 days. Upon termination of employment or retirement, a non-union employee shall be entitled to any unused sick leave time in the form of severance pay. Union employees shall be entitled to any unused sick time on pensionable retirement at age 55 or death.

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2017

9. Deferred revenue

	2017	2016
Municipal Sustainability Initiative	\$ 4,765,037	\$ 3,822,632
Regional water intake	1,539,947	1,594,790
Water for life	646,847	321,368
Prepaid property taxes	32,600	40,449
	\$ 6,984,431	\$ 5,779,239

10. Long-term debt

	2017	2016
Tax supported debentures	\$ 4,535,207	\$ 4,945,609
Village of Cowley	756,000	882,000
	\$ 5,291,207	\$ 5,827,609

Principal and interest repayments are due as follows:

	Principal	Interest	Total
2018	\$ 549,563	\$ 154,563	\$ 704,126
2019	563,340	137,171	700,511
2020	361,791	126,677	488,468
2021	368,779	115,982	484,761
2022	375,974	105,080	481,054
Thereafter	3,071,760	1,028,597	4,100,357
	\$ 5,291,207	\$ 1,668,070	\$ 6,959,277

Debenture debt is repayable to Alberta Capital Finance Authority and bears interest from 2.94% to 3.49% per annum with maturity dates ranging from 2019 to 2032. Debenture debt is issued on the credit and security of the Municipal District at large.

The promissory note to the Village of Cowley is payable at \$126,000 annually plus interest at 2.94%.

Interest on long-term debt amounted to \$171,523 (2016 - \$188,066). The Municipal District's cash payments for interest in 2017 was \$171,523 (2016 - \$188,066).

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2017

11. Accumulated surplus

Accumulated surplus consists of internally restricted and unrestricted amounts and equity in tangible capital assets as follows:

	2017	2016
Unrestricted surplus	\$ 776,935	\$ 2,193,092
Internally restricted surplus (reserves) (note 12)	13,329,113	12,081,922
Equity in tangible capital assets (note 13)	50,393,339	50,307,043
	<u>\$ 64,499,387</u>	<u>\$ 64,582,057</u>

12. Reserves

Council has set up reserves for various purposes. These reserves are either required by legislation or set up at the discretion of Council to provide funding for future expenses.

	2017	2016
General		
Mill rate stabilization	\$ 1,302,503	\$ 1,144,582
Allocated		
Airport	329,771	329,771
Bridge repair and replacement	2,735,904	748,135
Cultural facilities	200,000	1,500,000
Dams (water storage)	-	463,324
Emergency management	47,622	-
Emergency services operating	-	30,000
Gravel pit stripping/reclamation	748,077	504,000
Interim operating funds	-	803,936
Lundbreck water/sewer infrastructure	-	515,297
M.D. buildings	200,000	-
M.D. equipment	2,249,608	2,094,472
M.D. recycle equipment	89,388	80,388
Next year completions	369,833	337,837
Regional water infrastructure	-	655,141
Road construction	2,497,014	2,525,976
Town recreation facilities	444,593	349,063
Wastewater infrastructure	815,297	-
Water infrastructure	1,299,503	-
	<u>12,026,610</u>	<u>10,937,340</u>
	<u>\$ 13,329,113</u>	<u>\$ 12,081,922</u>

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2017

13. Equity in tangible capital assets

	2017	2016
Tangible capital assets (schedule 2)	\$ 205,606,570	\$ 202,696,549
Accumulated amortization (schedule 2)	(152,095,810)	(148,846,057)
Long-term debt (note 10)	(5,291,207)	(5,827,609)
Debt charges recoverable (note 6)	2,173,786	2,284,160
	<u>\$ 50,393,339</u>	<u>\$ 50,307,043</u>

14. Net municipal property taxes

	Budget (Unaudited)	2017	2016
Taxation			
Real property taxes	\$ 10,839,910	\$ 11,775,387	\$ 10,456,033
Linear property taxes	3,391,430	2,021,997	3,253,265
	<u>14,231,340</u>	<u>13,797,384</u>	<u>13,709,298</u>
Requisitions			
Alberta School Foundation Fund - basic levy	2,806,620	2,550,885	2,614,769
Alberta School Foundation Fund - opted out jurisdiction	113,410	108,579	110,104
Pincher Creek Foundation	341,000	329,652	330,978
	<u>3,261,030</u>	<u>2,989,116</u>	<u>3,055,851</u>
	<u>\$ 10,970,310</u>	<u>\$ 10,808,268</u>	<u>\$ 10,653,447</u>

15. Government transfers

	Budget (Unaudited)	2017	2016
Transfers for operating:			
Provincial government	\$ 330,170	\$ 557,214	\$ 402,337
Local government	109,740	109,740	132,715
	<u>439,910</u>	<u>666,954</u>	<u>535,052</u>
Transfers for capital:			
Provincial government	1,490,000	2,125,234	528,246
	<u>\$ 1,929,910</u>	<u>\$ 2,792,188</u>	<u>\$ 1,063,298</u>

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2017

16. Expenses by object

	Budget (Unaudited)	2017	2016
Salaries, wages, and benefits	\$ 4,374,550	\$ 4,392,038	\$ 4,246,425
Contracted and general services	3,470,870	3,652,030	3,152,546
Materials, goods, supplies and utilities	1,647,480	1,509,750	1,357,171
Interest on long term debt	171,560	171,523	188,066
Bank charges and short term interest	15,840	7,470	14,462
Other expenditures	30,580	26,845	36,723
Transfers to organizations and others	907,150	2,237,271	950,931
Amortization of tangible capital assets	3,296,854	3,296,854	3,194,196
Assets transferred to Pincher Creek			
Emergency Services Commission		-	426,856
Loss on disposal of tangible capital assets		104,762	145,763
	\$ 13,914,884	\$ 15,398,543	\$ 13,713,139

17. Contingency

The Municipal District of Pincher Creek No. 9 is a member of the Alberta Local Authorities Reciprocal Insurance Exchange. Under the terms of membership, the Municipal District could become liable for its proportionate share of any claim losses in excess of the funds held by the exchange. Any liability incurred would be accounted for as a current transaction in the year the losses are determined.

18. Debt limits

Section 276(2) of the Municipal Government Act requires that debt and debt limits as defined by Alberta Regulation 255/00 for the Municipal District be disclosed as follows:

	2017	2016
Total debt limit	\$ 19,785,960	\$ 18,613,571
Total debt	5,291,207	5,827,609
	\$ 14,494,753	\$ 12,785,962
Debt servicing limit	\$ 3,297,660	\$ 3,102,262
Debt servicing	704,126	707,925
	\$ 2,593,534	\$ 2,394,337

The debt limit is calculated at 1.5 times revenue of the municipality (as defined in Alberta Regulation 255/00) and the debt service limit is calculated at 0.25 times such revenue. Incurring debt beyond these limitations requires approval by the Minister of Municipal Affairs. These thresholds are guidelines used by Alberta Municipal Affairs to identify municipalities which could be at financial risk if further debt is acquired. The calculation taken alone does not represent the financial stability of the municipality. Rather, the financial statements must be interpreted as a whole.

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2017

19. Local authorities pension plan

Employees of the Municipal District participate in the Local Authorities Pension Plan (LAPP), which is one of the plans covered by the Alberta Public Sector Pensions Plans Act. The plan serves about 253,862 people and 417 employers. The LAPP is financed by the employer and employee contributions and by investment earnings of the LAPP Fund.

Contributions for current service are recorded as expenditures in the year in which they become due.

The Municipal District 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 Municipal District 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 Municipal District to the LAPP in 2017 were \$308,303 (2016 - \$295,829). Total current service contributions by the employees of the Municipal District to the LAPP in 2017 were \$284,128 (2016 - \$272,487).

At December 31, 2016, the LAPP disclosed an actuarial deficiency of \$637 million.

20. Salary and benefits disclosure

Disclosure of salaries and benefits for elected municipal officials, the chief administrative officer and designated officers as required by Alberta Regulation 313/2000 is as follows:

	(1) Salary	(2) Benefits & allowances	2017	2016
Council				
Everts, Bev	\$ 6,025	\$ 72	\$ 6,097	\$ -
Hammond, Brian	33,725	545	34,270	31,559
Lemire, Rick	4,900	33	4,933	-
Marchuk, Garry	28,750	315	29,065	36,728
Schoening, Fred	19,375	224	19,599	27,577
Stevick, Quentin	32,875	402	33,277	32,192
Yagos, Terry	28,350	510	28,860	33,180
Chief administrative officer	161,960	25,764	187,724	177,894
Designated officer	\$ 97,661	\$ 3,056	\$ 100,717	\$ 98,879

(1) Salary includes regular base pay, bonuses, overtime, lump sum payments, gross honoraria and any other direct cash remuneration.

(2) Benefits and allowances figures also include the employer's share of the costs of additional taxable benefits including special leave with pay, financial planning services, retirement planning services, concessionary loans, travel allowances, car allowances, and club memberships.

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2017

21. Financial instruments

The Municipal District of Pincher Creek No. 9's financial instruments consist of cash and temporary investments, accounts receivable, investments, debt charges recoverable, bank indebtedness, accounts payable and accrued liabilities, and long-term debt. It is management's opinion that the Municipal District is not exposed to significant interest or currency risk arising from these financial instruments.

The Municipal District of Pincher Creek No. 9 is subject to credit risk with respect to taxes and grants in place of taxes receivables and trade and other receivables. Credit risk arises from the possibility that taxpayers and entities to which the Municipal District provides services may experience financial difficulty and be unable to fulfil their obligations. The large number and diversity of taxpayers and customers minimizes the credit risk.

Unless otherwise noted, the carrying value of the financial instrument approximates fair value.

22. Segmented disclosure

The Municipal District provides a range of services to its ratepayers. For each reported segment, revenues and expenses represent both amounts that are directly attributable to the segment and amounts that are allocated on a reasonable basis. The accounting policies used in these segments are consistent with those followed in the preparation of the financial statements as disclosed in Note 1.

Refer to the schedule of segmented disclosure (schedule 3)

23. Budget amounts

The 2017 budget for the Municipal District was approved by Council on December 6, 2016 and has been reported in the consolidated financial statements for information purposes only. These budget amounts have not been audited, reviewed, or otherwise verified. The approved budget contained reserve transfers, capital additions and principal payments on debt as expenditures. Since these items are not included in the amounts reported in the consolidated financial statements, they have been excluded from the budget amounts presented in these financial statements. In addition, the approved budget did not contain an amount for amortization expense. In order to enhance comparability, the actual amortization expense has been included as a budget amount.

	Budgeted surplus per financial statements	\$ 232,246
Less:	Capital expenditures	(2,883,930)
	Long-term debt repayments	(536,430)
Add:	Amortization	3,296,854
	Transfers from capital reserves	8,340
	Transfers from operating reserves	(109,580)
	Transfers from trust accounts	(7,500)
Equals:	Balanced budget†	\$ -

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2017

24. Approval of financial statements

These financial statements were approved by Council and Management.

25. Contaminated sites liability

The Municipal District has adopted PS3260 liability for contaminated sites. The Municipal District did not identify any financial liabilities in 2017 (2016 - nil) as a result of this standard.

Draft - March 24, 2018

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
SCHEDULES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2017

Schedule of changes in accumulated surplus

Schedule 1

	Unrestricted	Restricted	Equity in tangible capital assets	2017	2016
Balance, beginning of year	\$ 2,193,092	\$ 12,081,922	\$ 50,307,043	\$ 64,582,057	\$ 65,357,903
Deficiency of revenue over expenses	(82,670)	-	-	(82,670)	(775,846)
Unrestricted funds designated for future use	(3,484,167)	3,484,167	-	-	-
Restricted funds used for operations	1,486,491	(1,486,491)	-	-	-
Restricted funds used for tangible capital assets	-	(750,485)	750,485	-	-
Current year funds used for tangible capital assets	(2,330,672)	-	2,330,672	-	-
Disposal of tangible capital assets	124,035	-	(124,035)	-	-
Amortization of tangible capital assets	3,296,854	-	(3,296,854)	-	-
Long-term debt repaid	(536,402)	-	536,402	-	-
Debt charges recoverable	110,374	-	(110,374)	-	-
Change in accumulated surplus	(1,416,157)	1,247,191	86,296	(82,670)	(775,846)
Balance, end of year	\$ 776,935	\$ 13,329,113	\$ 50,393,339	\$ 64,499,387	\$ 64,582,057

Draft - March 24, 2018

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
SCHEDULES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2017

Schedule of tangible capital assets

Schedule 2

	Land	Land improvements	Buildings	Engineered structures	Machinery and equipment	Vehicles	Construction in progress	2017	2016
Cost:									
Balance, beginning of year	\$ 3,095,629	\$ 60,768	\$ 7,351,912	\$ 179,651,968	\$ 9,150,946	\$ 2,530,725	\$ 854,601	\$ 202,696,549	\$ 201,952,248
Acquisitions	-	80,580	425,996	119,242	108,305	260,975	2,086,059	3,081,157	2,590,460
Transfers	-	-	-	857,547	-	-	(857,547)	-	-
Disposals	(124,035)	-	-	(17,000)	-	(30,101)	-	(171,136)	(1,846,159)
Balance, end of year	2,971,594	141,348	7,777,908	180,611,757	9,259,251	2,761,599	2,083,113	205,606,570	202,696,549
Accumulated amortization:									
Balance, beginning of year	-	51,941	1,204,835	141,036,528	5,037,536	1,515,216	-	148,846,057	146,769,248
Annual amortization	-	3,751	155,216	2,230,540	753,045	154,302	-	3,296,854	3,194,196
Disposals	-	-	-	(17,000)	-	(30,101)	-	(47,101)	(1,117,387)
Balance, end of year	-	55,692	1,360,051	143,250,068	5,790,581	1,639,417	-	152,095,810	148,846,057
Net book value	\$ 2,971,594	\$ 85,656	\$ 6,417,857	\$ 37,361,689	\$ 3,468,670	\$ 1,122,182	\$ 2,083,113	\$ 53,510,760	\$ 53,850,492
2016 net book value	\$ 3,095,629	\$ 8,827	\$ 6,147,076	\$ 38,615,440	\$ 4,113,410	\$ 1,015,509	\$ 854,601	\$ 53,850,492	

Draft - March 24, 2018

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
SCHEDULE TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2017

Schedule of segmented disclosure

Schedule 3

	General government	Protective services	Transportation services	Environmental services	Public health services	Planning and development	Recreation and culture	Total
Revenue								
Net municipal property taxes	\$ 10,808,268	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,808,268
User fees and sales of goods	12,116	21,927	177,889	225,563	-	74,937	-	512,432
Government transfers for operating	-	-	249,061	17,983	106,811	183,359	109,740	666,954
Investment income	310,198	-	-	-	-	-	-	310,198
Penalties and costs of taxes	92,114	-	-	-	-	-	-	92,114
Licenses and permits	-	-	-	-	-	103,484	-	103,484
Gain on disposal of capital assets	22,839	-	40,010	-	-	-	-	62,849
Rental	16,418	-	299,585	-	-	1,489	-	317,491
Other	6,888	102,628	83,456	-	-	36,154	87,722	316,849
	11,268,841	124,555	850,001	243,546	106,811	399,423	197,462	13,190,639
Expenses								
Salaries, wages and benefits	1,320,905	93,500	2,491,741	-	-	485,892	-	4,392,038
Contracted and general services	564,050	600,535	1,574,459	681,170	-	163,832	67,984	3,652,030
Materials, goods, supplies and utilities	196,187	2,938	1,155,452	26,660	-	124,513	-	1,509,750
Bank charges and short term interest	7,470	-	-	-	-	-	-	7,470
Interest on long term debt	-	-	101,441	70,082	-	-	-	171,523
Other expenditures	(4,670)	10,046	874	20,175	-	420	-	26,845
Transfers to organizations and others	-	-	-	-	182,464	59,068	1,995,739	2,237,271
Amortization of tangible capital assets	327,913	17,900	2,914,755	-	-	36,886	-	3,296,854
Loss on disposal of tangible capital assets	104,762	-	-	-	-	-	-	104,762
	2,516,617	724,319	8,242,722	798,087	182,464	870,611	2,063,723	15,398,543
Excess (deficiency) of revenue over expenses before other	8,752,224	(599,764)	(7,392,721)	(554,541)	(75,653)	(471,188)	(1,866,261)	(2,207,904)
Other								
Government transfers for capital	-	-	722,166	1,403,068	-	-	-	2,125,234
Excess (deficiency) of revenue over expenses	\$ 8,752,224	\$ (599,764)	\$ (6,670,555)	\$ 848,527	\$ (75,653)	\$ (471,188)	\$ (1,866,261)	\$ (82,670)

Draft - March 24, 2018

MD OF PINCHER CREEK

April 5, 2018

TO: Roland Milligan, Interim CAO
FROM: Janene Felker, Director of Finance
SUBJECT: **Mill Rate Bylaw 1284-18**

1. Origin

The *Municipal Government Act* requires a bylaw be passed annually to set taxation rates for the year.

2. Background/Comment

Over the past month, Council has been deliberating on the 2018 municipal mill rates and how best to collect the revenue that is required by the 2018 budget. In the 2018 budget, the total municipal taxation revenue that is required for a balanced budget is \$10,947,840.

The MD experienced a significant shift in assessment in 2018. This is in part due to a total review from the MD's assessor of Residential properties to ensure that the MD was in compliance with Provincial regulations. In addition, there was a large drop in the Non-Residential categories due to depreciation and provincial standardized rates. Overall, the assessment dropped 35,241,850 (2.18%) when compared to 2017 and created a funding deficit of \$743,164.

The municipal mill rates that are presented to Council in the attached Mill Rate Bylaw see an increase of 4.5% for the Residential and Farmland assessment categories and 8.3% for the Non-Residential categories.

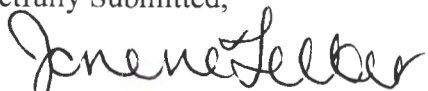
In addition, the mill rates associated with requisitions and levies are set in this bylaw. The requirements set out in these requisitions and levies have been met. Also, the Bylaw reflects a few amended assessments that have processed by both the Provincial and MD Assessors in the past week.

3. Recommendation

That the report from the Director of Finance, dated April 5, 2018, regarding the Mill Rate Bylaw 1284-17 be received;

And that Council gives Mill Rate Bylaw 1284-18 1st and 2nd readings and be presented for 3rd reading.

Respectfully Submitted,



Janene Felker, Director of Finance

Reviewed By: Roland Milligan, Interim CAO



Date: 2018/04/05

**MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
BYLAW NO. 1284-18**

A BYLAW TO AUTHORIZE THE RATES OF TAXATION TO BE LEVIED AGAINST ASSESSABLE PROPERTY WITHIN THE MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9 FOR THE 2018 TAXATION YEAR.

WHEREAS, the Municipal District of Pincher Creek No. 9 has prepared and adopted detailed estimates of municipal revenue, expenses and expenditures as required, at the Council meeting held on October 10, 2017;

AND WHEREAS, the estimated municipal revenues from all sources other than property taxation total is \$1,986,080;

AND WHEREAS, the estimated municipal expenses (excluding non cash items) set out in the annual budget for the Municipal District of Pincher Creek No. 9 for 2018 total \$10,594,090; and the balance of \$8,608,010 is to be raised by general municipal property taxation;

AND WHEREAS, the estimated amount required to repay principal debt to be raised by general municipal taxation is \$549,670;

AND WHEREAS, the estimated amount required for current year capital expenditures to be raised by general municipal taxation is \$190,000;

AND WHEREAS, the estimated amount required for future financial plans to be raised by municipal taxation is \$1,600,160;

AND WHEREAS, the total amount to be raised by general municipal taxation is \$10,947,840;

AND WHEREAS, the requisitions are:

Alberta School Foundation Fund (ASFF)	
- Residential/Farmland	\$1,480,720.77
- Non-Residential	\$1,201,315.36
Pincher Creek Foundation	\$328,156.97
Pincher Creek Emergency Services Commission	\$525,778.07
Designated Industrial Property Tax Requisition	\$30,241.93

AND WHEREAS the Council is authorized to classify assessed property, and to establish different rates of taxation in respect to each class of property, subject to the *Municipal Government Act*, Chapter M-26, Revised Statutes of Alberta, 2000;

AND WHEREAS, the assessed value of all property in the Municipal District of Pincher Creek No. 9 as shown on the assessment roll is:

Residential	540,159,610
Farmland	58,788,700
Non-Residential	314,387,730
Machinery and Equipment	178,868,100
Electrical Co-Generation	420,355,660
<hr/> Total Assessment	<hr/> 1,512,559,800

NOW THEREFORE under the authority of the *Municipal Government Act*, the Council of the Municipal District of Pincher Creek No. 9, in the Province of Alberta, ENACTS AS FOLLOWS:

1. That the Chief Administrative Officer is hereby authorized to levy the following rates of taxation on the assessed value of all property as shown on the assessment roll of the Municipal District of Pincher Creek No. 9:

	Tax Levy	Assessment	Tax Rate
General Municipal			
- Residential	\$2,484,626.17	540,159,610	0.0045998
- Farmland	390,827.28	58,788,700	0.0066480
- Non-Residential	2,777,835.67	314,387,730	0.0088357
- Machinery & Equipment (M&E)	1,580,424.84	178,868,100	0.0088357
- Electrical Co-Generation	3,714,136.51	420,355,660	0.0088357
Totals:	<u>\$10,947,850.47</u>	<u>1,512,559,800</u>	
ASFF (Residential & Farmland)	\$1,480,720.01	598,948,310	0.0024722
ASFF (Non-Residential)	1,201,320.21	313,292,530	0.0038345
M&E / Co-Gen / Grant-in-Lieu	0.00	600,318,960	0.0000000
Totals:	<u>\$2,682,040.22</u>	<u>1,512,559,800</u>	
Pincher Creek Foundation	\$328,138.96	1,511,464,600	0.0002171
Provincial Grant-in-Lieu	0.00	1,095,200	0.0000000
Totals:	<u>\$328,164.65</u>	<u>1,512,559,800</u>	
Pincher Creek Emergency Services Commission	\$525,765.79	1,512,559,800	0.0003476
Designated Industrial Property	\$30,241.93	886,860,230	0.0000341
Exempt Assessment	0.00	625,699,570	0.0000000
Totals:	<u>\$30,241.93</u>	<u>1,512,559,800</u>	
Grand Total:	<u>\$14,514,063.06</u>		

2. That the minimum amount payable per parcel as property tax for general municipal purposes shall be \$20.
3. That this bylaw shall take effect on the date of the third and final reading.

READ a first time on this ___ day of _____, 2018.

READ a second time on this ___ day of _____, 2018.

READ a third and final time on this ___ day of _____, 2018.

Reeve

Chief Administrative Officer

M.D. of Pincher Creek No. 9 Statement of Cash Position

E3a

Month Ending March 2018

BANK STATEMENT C.I.B.C.	March	February
General Accounts		
Bank Statement Balance	69,879.10	744,697.36
Deposits After Month end	6,005.00	1,444.60
Cash On Hand	600.00	600.00
Less Outstanding Cheques	(28,180.66)	(58,581.24)
Month End Cash Available	48,303.44	688,160.72

M.D.'S GENERAL LEDGER	March	February
Balance Forward from Previous Month	688,160.72	349,921.17
Revenue for the Month:		
Receipts for the Month	919,051.22	814,786.87
Interest for the Month	773.65	674.73
Transferred from Short Term Investments	1,077,802.14	750,000.00
Disbursements for the Month:		
Cheques Written	(944,074.00)	(976,812.09)
Payroll Direct Deposits and Withdrawals	(419,155.58)	(208,458.20)
Electronic Withdrawals - Utilities and VISA	(47,013.99)	(41,374.81)
Banking Transaction Fees	(798.55)	(576.95)
Transferred to Short Term Investments	(481,815.04)	-
Requisition & Debenture Payments	(744,627.13)	-
M.D.'s General Ledger Balance at Month End	48,303.44	688,160.72

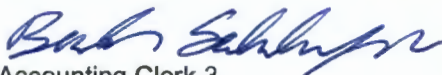
SHORT TERM INVESTMENTS - C.I.B.C.	March	February
General Account Operating Funds	-	667,438.61
MSI Capital Grant Advances	4,783,273.52	4,777,227.83
Public Reserve Trust Funds	97,323.09	99,042.37
Tax Forfeiture Land Sales	13,672.60	3,589.02
Recycling Committee	31,183.33	31,143.92
Water Intake Advance	1,257,489.70	1,544,518.51
Clean Water/Wastewater Advance	1,053,974.61	699,682.62
7,236,916.85	7,822,642.88	

LONG TERM INVESTMENTS	March	February	Annual Rate of Return	Original Investment Date	Original Investment Amount
Financial Institution	Market Value	Market Value	2017		
C.I.B.C. Wood Gundy - Bonds	8,652,517.00	8,655,211.00	1.14%	Nov-88	1,255,915.75

COMMENTS

April Items of Note **Amount**

This Statement Submitted to Council this 10th Day of April 2018.


Accounting Clerk 3


Director of Finance

Roland Milligan

From: Cao <cao@pinchercreek.ca>
Sent: Tuesday, March 27, 2018 3:09 PM
To: cao@crowstpass.com; Cindy Cornish; Roland Milligan
Subject: Regional meeting

Hi Patrick, Cindy and Roland,

The Town of Pincher Creek Council would like to arrange a Regional Council meeting to be held at the Pincher Creek Town Council Chambers to discuss primarily the Environment and Protection and Enhancement Act Amendment Application 009-18701, re: landfill incinerator proposal. If there are other items of mutual interest, please submit them and they will be added to the agenda.

Although it is rather short notice, we are suggesting Thurs. April 19th at 6:30 p.m.. Please advise if your Council's accept the invitation and if the proposed date works for most. If not, an alternate date could be scheduled.

Thanks very much for your consideration.

Best Regards,

Laurie Wilgosh – CAO
Town of Pincher Creek

MUNICIPAL DISTRICT OF PINCHER CREEK

April 4, 2018

TO: Reeve and Council

FROM: Roland Milligan, Interim Chief Administrative Officer

SUBJECT: Governance Model Alternatives – Mr. George Cuff

1.0 Origin

George B. Cuff & Associates Ltd. were commissioned from the MD of Pincher Creek to provide a Governance Audit of the organization.

2.0 Background

At the January 23, 2018 Council meeting, Council passed a resolution authorizing the MD to obtain the services of Mr. George Cuff.

From February 20-22, 2018, Mr. Cuff and Associates were here interviewing members of Council, Senior Management and other individuals.

The Governance Audit has been prepared, presented to Council and is now available to the public.

3.0 Recommendation

That Council receive the MD of Pincher Creek: Governance Audit 2018, supplied by George B Cuff & Associates, as information;

And that the comments and recommendations be utilized when making decisions for the future of the MD of Pincher Creek No. 9, when applicable and practical.

Respectfully submitted,



Roland Milligan

Attachment:

- MD of Pincher Creek: Governance Audit 2018

MD of Pincher Creek: Governance Audit 2018
Executive Summary

MD of Pincher Creek: Governance Audit 2018

February 23rd 2018; Minor Edits March 22nd 2018

Background

This firm was contacted by the CAO of the Municipal District on January 10th 2018 to seek options on improving governance and the costs associated with those options. We responded on January 11th with three options and the MD Council replied on January 23rd 2018 advising that they had chosen to go with a Governance Audit.

We began work on this project the next day with a request for certain types of background documentation. On the 25th of January we established dates wherein we would be on site in Pincher Creek and on the 25th we sent out our survey of all members of Council and senior management relative to their assessment of the issues and their history.

We attended the office of Pincher Creek on February 20-22nd 2018 to:

- Conduct individual interviews with members of Council
- Conduct individual interviews with members of the senior administration
- Conduct interviews with certain individuals associated with the study but not a part of it
- Provide Council and senior management with a seminar on “Good Governance”
- Prepare our summary of what we heard and what we believe the Council and management need to do to improve the current situation
- Meet with Council in a closing session wherein we provided our summary of what we heard and what steps we believe that this Council needs to take in order to move forward.

We subsequently briefed Council as well by a conference call (February 28th 2018) and discussed the Report recommendations and related matters.

The Audit as we define it was described as follows:

A Governance Audit is simply a streamlined mechanism of ensuring a reasonably in-depth understanding of your issues and a time-sensitive manner of providing Council with a high level set of recommendations on how to improve/correct the system. The

Audit differs from a seminar in depth which stems from the fact that 2-3 of us will have spent 3 days with you seeking to understand just where you and your system are at. We will follow-up with a written report of all the key findings and recommendations within approximately one week following our time on site.

A Summary of Our Presentation

What follows is a brief summary of what we presented to Council (as summarized from our opening and closing presentations); some additional commentary rather than simply the overhead presentation; and our recommendations which Council will need to discuss at a meeting of Council and determine its course of action based on our recommendations.

1.0 Some Basics:

It is our opinion that Councils function well when they:

- Pay attention to their mandate
- Respect choices residents made election day
- See each other as colleagues
- Treat administration as professionals
- Treat the Reeve with respect
- Allow each other time to grow into the position
- Show respect for each other even when they vigorously disagree
- Ask questions; listen carefully before deciding
- Show a spirit of humility; gratitude, understanding of the less fortunate
- Are thankful & respect those who have previously served
- Review their governance model from time to time to see what improvements could be made.

2.0 Key Roles of a Governing Body

We believe based on years of experience within Alberta that there are certain key roles expected of every municipal Council. These include:

- Stick to the Mandate
 - Understand the legislation and follow it
 - Adhere to “good governance” principles
 - Practice role clarity

- Govern in the best interests of a majority of all the citizens
- Provide Leadership
 - Set the course; determine priorities
 - Make decisions; approve bylaws and policies
 - Resolve disputes
- Review Governance Model
 - Discuss decision-making objectives
 - Review current model; identify areas for improvement
- Determine what Services Desired and Necessary
 - Most services historical
 - Assess need for new services
- Manage Relationship with the CAO
 - Understand the bylaw, contract position description
 - Discuss what issues Council expects to see
 - Appraise the CAO; ensure right format/process
- Seek Regional Partnerships
 - Review shared service agreements; seek “big picture” ideas; discuss with neighbours
- Approve Procedural Bylaw
 - Establish clear meeting procedures
 - Approve a code of conduct
- Support Ongoing Training
 - Ensure planned professional development for the CAO
 - Identify course/conferences for Council
 - Stay informed; keep up-to-date
- Preserve the Trust
 - Respect the trust vested by the residents
 - Do not gloss over ethical issues; conflict of interest; understand “bias”

3.0 Roles of the Head of Council (Reeve)

The Reeve is required to act as a Councillor in terms of the roles expected of them and to be the chair of meetings unless otherwise delegated. We state these roles with amplification as follows:

- Chair meetings
- Represent the interests of the MD; act as its official representative
- Convey the will of Council to the public and beyond
- Encourage good policies/practices; keep Council's focus on the policy issues & not personalities
- Liaise with the CAO on a planned/regular basis
- Model good behaviour in Chambers and out
- Ensure Councillors refer their inquiries through the CAO; show respect for the role and work of administration
- Encourage fairness & civility
- Model high integrity

4.0 What is Governance?

Governance is what a Council is elected to do; administration is what the management and staff are appointed to do. We define "governance" as "The process of exercising corporate leadership:

- by the governing body
- on behalf of its members (the citizens)
- to the community & organization as a whole
- in terms of purpose, control and future;
- while providing oversight to ensure that the mandate of the municipality is achieved".

4.1 What Constitutes the Gold Seal of Good Governance?

There are any number of scholars who have devised lists of characteristics of "good governance". While most of those pertain to the private sector, our belief is that some if not all of these closely parallel what others have stated.

1. Clarity of mandate and authority
2. Effective orientation

3. Clear decision-making (governance) processes
4. Full disclosure by CAO/administration to Council
5. Independence of the governing body
6. Primacy of the table
7. Intentional leadership on the key issues
8. Open to the public
9. Apolitical administration
10. Oversight to policy decisions
11. Stakeholder (citizen) values and concerns
12. Effective advocacy to other levels of government & to neighbours
13. Ongoing & effective fiduciary monitoring
14. Continual reporting on results; accountability
15. Succession planning

4.2 How is it Achieved?

Good governance is achieved when Council has access to quality information; has heard from the public on those issues which might be described as major or significant (i.e. policy matters); has spent some time considering the issue and its options; and has thought through the consequences as they might impact the public. Some of these decisions will impact Council's key priorities or may be more relevant to what management has found difficult. As in other instances, the reporting has been standardized in order to ensure consistency.

- Standardized reporting mechanism used by the administration
- Reports to Council are treated with respect by Councillors even where advice is not accepted
- Council debates the policy options not the administration
- Council makes its decisions and management carries these out as effectively and promptly as possible

5.0 Roles of the CAO

There are a number of both legislated roles (see Sec. 207 MGA) as well as what are referred to as "generally accepted CAO roles". The latter follows:

- Apolitical policy advice to Council

- Conduit of Council decisions to administration
- Implementer of Council decisions
- Quarterback/team leader of the administrative body
- Approval authority for administrative actions
- Quality control of advice up & action down
- Partnership builder; building alliances as appropriate

5.1 CAO Control Mechanisms

Because there has been concern relative to “how do we control our CAO given all of the authority vested in that position?” we have developed a list of those elements which we believe enable any Council to exercise appropriate control over their chief officer.

These follow:

- CAO Bylaw
- CAO Position Description/ Profile
- CAO Contract (Letter of Offer)
- CAO Performance Appraisal
- CAO Goals/Objectives
- Organizational Performance.

6.0 Keys to Quality Council-CAO Relations

- Respect for each other
 - Evidenced in how we communicate; non-interference in work responsibilities
- Understanding of the legislation
 - Council members’ roles are spelled out
 - Powers of a CAO are clear
- Respect for what brought Council and staff to the dance
 - Council members are there because of populism; CAO because of expertise
- Council’s respect for the CAO
 - Respect results in confidence in CAO to manage her administration
 - CAO suffers when Councillors want to step in to “help”
- The CAO’s respect for the role of Council

- CAO needs to enable Council to lead; should not be doing the job of Council nor shutting Council out of important issues/decisions
- Ongoing monitoring of the relationship
 - Like marriages, these need to be monitored and watched for signs of fraying.

6.1 Council's Involvement in Management

Keys to making this work:

- Identify the protocols at the outset; who do I speak to about what issues; does that person ensure that the Councillor's suggestions are passed along to CAO
- Ensure that direct contact limited to CAO and direct reports; clarify what is appropriate at direct report level
- Refrain from direct supervision on site
- Stay out of the weeds; expect advice
- Treat/respect the staff as your key advisors
- Understand the impact of your words; choose them carefully.

“A Council can do everything efficiently including its planning & handling of meetings, policy development, public communication strategies, economic development plans, etc. and still not receive community support. That comes from the heart and will be expressed when people see how much you care for them”. (Cuff, 2017)

7.0 Our Summary

7.1 Some Good Things Have Been Done!

We realize that the following list may be only a representative sample of some of the good things which have been accomplished over the past year or so (many of which might be attributed to the former Council's term of office). These are quoted from information provided by the former CAO). We have listed these here so as to give some perspective to what follows.

- Former Council adopted Strategic Plan (year ago)
- Former Council developed list of priorities
- Policies being set and reviewed by Council

- Former Council created CAO-Council covenant (adopted by the current Council)
- CAO (past/present) tries hard to remain neutral on political issues
- Good briefing for prospective candidates
- Thorough orientation process
- ABCs dossiers created
- Procedural Bylaw reviewed
- Financial processes improving e.g. 3-year budget; Audit Committee established
- Shared Services Review; steps being taken
- Regional Partnerships established
- Organizational changes: more cohesive culture; hiring standards increased; adopted Engineering Standards; updated safety program; re-obtained COR after having lost this over three years ago
- Wind energy
- Emergency Management Plan adopted
- FCSS plan in draft form
- Livestock Emergency plan in draft form
- Public Works renovations completed
- Increase in community engagements (Coffee with Council, barbeques, breakfasts, Patton Park, Beaver Mines clean-up, etc.)
- Review of the Wind Energy Conversion System
- Land Use Bylaw.

7.2 Assessment of this Term: Council

We asked members of Council and management to describe what they felt was a reasonable assessment of the 2017-21 term to date. What follows are a summarized version of the descriptors utilized by Council:

- Most if not all recognized that a briefing/orientation was needed
- Term has been very difficult, troubled, exhausting, discouraging
- Significant trust issues have arisen between Councillors & between the senior leadership
- Council unable to date to get past the issues and see the best in each other

- Belief that issues date to prior to election as well as those which have occurred immediately after the term began; these include items that have been carried forward since November 2017 include the CAO's evaluation, Kenow Fire, and the Beaver Mines Water Project
- Insufficient trust between Council & management; this has affected everything; relationship between Reeve and CAO critical to success; it's not happening
- No real sense of strategic priorities.

7.3 Assessment of Term: Management

- Belief that the new Council has been trying; two new members so steep learning curve not unexpected
- Council not clear as to its role; impacts degree of involvement in administration
- Council has brought a number of issues to light; so far lacking decisive action; leaves door open for more studies/reports
- Council focused on the Beaver Mines issue and the Kenow fire issue
- Items tabled/deferred; decisions made then rescinded
- Critical comments of Council circulated within administration
- Need a more cohesive style of decision-making; people who are impacted are often not consulted; public expectations need to be better managed
- Roles of Councillors at external meetings not understood; too readily committing MD to decisions.

7.4 Most Significant Internal Issues (Council's View)

In this section of our questions/survey, we were trying to understand what members of Council saw as the issues emanating from inside the organization which were leading to difficulties. Their responses follow:

- Very strained relationship within the leadership; Council split over this issue; each sees the split somewhat differently but all see it; has impacted management as well
- Management team conscious of need to respond to concerns/issues raised by residents and Council members

- Management style and approach to issues well-regarded by some and not so by others; some believe that there is too much focus on detail; employees not feeling empowered or able to be proactive
- Degree of communication of decisions and Council concerns very limited
- Degree of respect/rapport between Council & management appears to be low; issues are not discussed openly or with candour

7.5 Significant Internal Issues: Management

- General satisfaction that staff are doing their best yet some staff isolated from the rest; difficult to maintain a positive work environment
- Need to improve follow-through on response to issues
- Management of office and PW need to be more cohesive
- Multiple roles and inadequate staffing, particularly in the administration
- Policy review has been left behind
- Frequent looking back rather than forward; limited focus on need for policy; lack of trust
- Council may be placing too much emphasis on what they hear in the public; management's views also need to be considered
- Councillors may not see need for attending external training courses.

7.6 Steps Taken to Address Issues (Council)

- Council members asking questions
- Council has contacted legal representation for clarification on certain issues
- Council has engaged a Cuff Municipal Review

7.7 Addressing Issues: Management

- Turmoil has limited opportunity to discuss what needs to be done; any long term planning suffers
- "Town Hall" meetings have been held to some effect; committee meetings now open to the public
- External consultants brought in to update Council
- Council needs to be educated; identified training available
- This review should identify the issues and what we need to do.

7.8 What Drives these Issues?

Various responses were heard but point in the main to: misunderstood roles; impact of the public; attachment to history; split Council over certain issues; criticism of past Council.

- The agendas of Councillors; political promises
- Sense of a slow bureaucracy; some of that is the administrative requirements
- Council not asking questions or reluctant to
- Lot of uncertainty regarding authority
- Personality differences have played a larger role than performance
- Lack of substance to the orientation process on key issues
- Desire by some Council members to be too close to residents and their issues

7.9 Results Desired (Council's Views)

- A report which clearly identifies what the issues are and how to move forward
- Improved understanding of roles: Reeve, Councillors, CAO & trust between all parties
- Code of Conduct for both Council & CAO; willingness to work together; capacity and willingness to move forward
- Council that functions well on behalf of all residents; an administration that is supportive and energized
- Acceptance of this external advice.

7.10 Desired Results: Management

- Decisiveness; reset the course; determine what the rest of this term is going to achieve
- Improved understanding of roles will make a big difference; need to hear about best practices
- How can management better provide Councillors with what they need on the issues

8.0 Our Observations Based on What We Read and Heard

What follows is a summary of our observations in terms of what we both heard and observed. In a nutshell, almost everyone spoke in one way or another to the view that the status quo is no longer acceptable or sustainable. If the organization is going to be

able to move forward, the belief is that something needs to happen; Council needs to make decisions and get on with it.

8.1 Role Clarity

- Statements and actions of both Council and management point to the need for enhanced understanding of roles; either training or policies or both would help to reinforce clear roles
- Urgent need for role statements including: Council, Reeve, Councillors, CAO

8.2 Communication

- Current issues point to the need for enhanced communication processes; Council members need to understand the impact & limits of their communication with residents
- Reeve and CAO need to be meeting weekly to ensure that information is being readily shared
- MD should develop/adopt both internal and external communication protocols
- The communications policy should favour proactive disclosure

8.3 Policy Development

- The development of policies is critical to consistent leadership; some existing policies are very dated
- Policies have been discussed; made a part of the CAO's goals; limited follow-up
- Limited to no understanding by management why this is important and necessary
- Policy framework would enable management to act with clarity and confidence

8.4 Organizational Trust

- Very evident that there is a lack of trust & respect in the system; this begins with Council and flows throughout the system from there
- Local government is based on commitments being made and kept

8.5 Council Cohesiveness

- Council members elected separately; expected to act and vote independently
- Former Council members thought that they would be re-elected; the fact two were not was described to us as quite surprising

- Most felt that little would change until immediately after the election when change (i.e. two new Councillors) was evident; decision to change the Reeve position was noted as a significant change for Council
- The organizational meeting described as a turning point; Council appeared to divide from that point forward

8.6 Resolve Major Issues

- Council indecision on several major issues adding to the angst in Chambers
- Some issues appear to be resolvable but delayed; such issues simply become more aggravating over time
- Management needs to bring forward a report on how to conclude projects and issues; place in hands of this Council

8.7 Orientation Processes

- Approach to Council orientation needs to be improved
- Focus of the orientation should have been on what Council was elected to do: govern
- Decision to invite Brownlee LLP for a legal overview was a good one

8.8 Strategic Planning

- There is a desire for long term vision and direction; as a leadership body, Council expected to set out its priorities
- No strategic planning process either recommended or adopted; lack of policy driven priorities
- Council lacks any focus on what it hopes to accomplish over the next four years
- Need for Council and management to discuss what results will be in 4 years; need to determine year one priorities

8.9 Protocols

- Need clarity re: what is discussed in camera
- Implement request for decision (RFD) format
- Improve Council decorum

8.10 Advice to Council

- Council agenda packages need to be improved; focus needs to be “what does Council need to make a quality decision?”

- Reports to Council lack consistency in approach
- CAO expected to ensure quality of reports; all of management expected to provide their input
- Solid policy development model would be required

8.11 Organizational Culture

- Current culture unhealthy; marked by uncertainty
- Sense of being micro-managed has not been conducive to proactive advice

8.12 Code of Conduct

- Code should address issues such as meetings with the public and organized groups; ability to make commitments; use of Council Chambers/office; relationship to staff

8.13 Management Practices

- Position descriptions either missing or need to be updated
- Performance assessment system not utilized on a consistent basis
- Management meetings a thing of the past; replaced by general staff meetings
- Organizational structure needs to be reviewed; need to examine where staff best fit
- Training not planned; appears to be very ad hoc

8.14 Management Relationships

- In some ways the current divide on Council has encouraged senior management to bind together
- Most recognize that current system and relationships are unsustainable

8.15 Role of CAO

- Role of CAO ought to be clear and based on legislation, bylaw and position description
- Position responsibilities are not clear to either Council or management
- CAO expected to be completely apolitical and to act in an unbiased manner
- CAO requires close working relationship with the Reeve; and with full Council
- CAO expected to ensure comprehensive advice goes to Council on each issue
- CAO expected to provide Council with a comprehensive briefing on all issues
- CAO needs to be respected by Council if position is to function as intended

9.0 Summary of Findings (Surveys & Interviews)

There are a number of issues which we believe need to be addressed by both Council and management if the MD is to make any strides forward over the ensuing three plus years. As has been pointed out throughout this engagement, the **relationship between Council and the CAO** is central to the effective functioning of the MD and thus this matter needs to be addressed on a priority basis. We have dealt with it under separate cover and thus will leave our consideration of that issue to our personnel letter. (Recommendation #1)

A second major issue which needs to be addressed is that of **internal Council relationships**. The election of October 2017 changed the make-up of Council with two new members being elected. They joined a Council of three returning members, one of which (the current Reeve) was elected in a by-election towards the end of the previous term September 2015. This new mix has not been without its challenges and has resulted in what Council members describe as a 3-2 Council. This would likely be an accurate description based on their approach to contentious issues but may be less so on other matters. In any event, it is our view that Council has the potential to work together on other issues once it gets past the current circumstances. Most if not all members are conscious of the need and value of working collegially. (Recommendation #2)

A third significant matter for Council to tackle in the very near future is a discussion around what Council as a whole sees as its key priorities over the next one to four years, with obvious attention being given to year one. We will recommend someone to you to walk Council and management through a robust **Strategic Planning session(s)**. This should be planned to take place within the next 60-90 days and then followed up with a discussion with the CAO. (Recommendation #3)

Fourth, we have provided you (see Appendix) with draft **“role statements”** for Reeve, Councillors, Council and CAO. These should be reviewed, amended if necessary and then adopted by Council **“in principle”** as guiding statements. These will be useful to you now and also of considerable value to the next Council at the time of its orientation (2021). (Recommendation #4)

Fifth, one of the “failures” as we see it at the present moment is the lack of a consistent approach to providing Council with advice. We have attached our template “**Request for Decision**” which is a succinct yet comprehensive technique for ensuring that all reports to Council are directed at the key matters for Council’s review and action. This format should be utilized by the CAO (and senior management) on every issue going to Council. (Recommendation #5)

We also reviewed the steps being taken to develop and address policy issues. While we were advised that certain functions (e.g. finance) are taking this matter more seriously, we failed to find much evidence that a policy mindset exists; and as a result few policies make it to the Council table for discussion. **Policy development** is critical to any organization that wants to move forward in both a progressive and consistent manner. We made reference to generic governance policies which we felt should be considered by this Council and added as the base upon which other policies could be developed. (Recommendation #6)

In order to supplement these policies, we see the need for **internal protocols** which will address ongoing issues of dispute in terms of how matters are dealt with by the organization. (Recommendation #7)

One of the contentious issues which Council has been struggling with is that of the **performance assessment for management**. Such an assessment is now a legislated requirement (Sec. 205.1, MGA) and thus even more important that the Council ought to have a system which works and is useful as a feedback mechanism. We have written extensively on this topic (attached) and have also developed a template which we believe will meet the needs here. There is also a need to develop a template for department heads which could be modeled after that which we have appended for the CAO. (Recommendation #8)

In order for such a review to have any meaning, it must be accompanied by a **position description** which is current and comprehensive. We have attached a template which could be edited for your purposes. (Recommendation #9)

We indicated our concern regarding the current approach to an **orientation process** for Council. It is our opinion that this could be considerably enhanced and made much more useful. Given that such a process is now an imperative through recent changes to the

MGA (Municipal Government Act), we believe that the CAO should be directed to review what we have attached and edit it as necessary to suit your local circumstances. (Recommendation #10)

Given the difficulties encountered by the MD relative to its communication of the issues regarding the MD's role and responsibilities related to the KeNow fire, and the questions posed by Council as to who has the authority to communicate what and when, we believe that the MD should be developing a “communications plan” and related strategies and policies. External consulting assistance might be required. (Recommendation #11)

There are major issues in the life of any Council which need to be addressed in a proactive and yet careful manner. We see considerable value in the MD developing a “major issues dossier” which highlights the current significant challenges facing the MD and the response which Council (and management) feels is warranted. Such a dossier, which would be the responsibility of the CAO to keep updated, would keep the focus of Council on the bigger issues of the day. (Recommendation #12)

There are a number of conduct-related issues which were mentioned in the course of our work for the MD. These plus the new requirement that municipalities now have to develop a “code of conduct” makes this recommendation perhaps redundant. Nonetheless we believe that Council needs to act on it and approve a code of conduct for itself and require the CAO to develop a similar code for members of the administration. (Recommendation #13)

Our review of the background information sent to us prior to our arrival on site revealed that there were a number of concerns relative to your current **Procedure Bylaw**. As a result, we believe it to be timely to review the bylaw and determine how the language ought to be modified and updated. For example, any reference to the agenda of Council ought to be made as a part of an “agenda policy” to enable ongoing revisions without the necessity of changing the bylaw. (Recommendation #14)

As we discussed with Council, it was/is our view that your management needs the necessary tools to get their jobs done appropriately. Thus, it is our opinion that any attempt at evaluating their performance would not be fair or sufficiently comprehensive without their full understanding of what constitutes effective

“management practices”. We have cited some of those that we feel would make a difference to the management of the organization and recommend that the CAO implement these. (Recommendation #15)

Our final recommendation is a very important one but one which we did not place suitable emphasis on because of the more urgent matters under discussion. We understand that Council, in terms of its **governance model**, has utilized a committee of the whole standing committee “Council Committee” which meets between meetings of Council. We were not made aware of any terms of reference for this committee but believe that it could be an effective opportunity for members of Council to meet and reflect on the more significant issues of the day. We see this becoming more valuable over time through enhanced focus on its mandate and the regular use of it to discuss matters of some consequence. We have appended a terms of reference for what we have termed a “Governance & Priorities Committee” (GPC) (Recommendation @16)

10.0 Recommendations

We recommend that:

1. Action be taken on the consultant’s advice and confidential report re: personnel matters.
2. We recommend that all Council members agree to focus on the issues & not individual personalities and thereby function as a mature governing body.
3. Steps be taken by Council to develop its strategic priorities at least for this year; a full term list also needed.
4. Council seek further guidance on its roles and the limitations of its power; and that the role statements as recommended be approved.
5. A “Request for Decision” format (as provided by Cuff & Associates Ltd.) be adopted and utilized
6. Action be taken to develop policies on major and repetitive matters with a priority focus on financial policies (we will provide a policy template and a sample policy).
7. Protocols be developed on internal policy matters; these to be circulated to all members of the administration.

8. A performance assessment template be developed and implemented for the position of CAO; and for all management personnel. Once these are set in place and training received, such a system be implemented across the organization.
9. We recommend that position descriptions be developed for all current/proposed positions; that no position be advertised until this has been completed.
10. We recommend that the current orientation process be reviewed and revised (we will provide a template).
11. We recommend that communication plan and protocols be developed.
12. We recommend that major issues be reviewed and revised (we will provide a template).
13. We recommend that a Council and Administrative Code of Conduct be developed.
14. We recommend that the Procedure Bylaw be reviewed and where necessary updated.
15. We recommend that the management practices as identified be implemented.
16. Council adopt a Governance & Priorities model of governance; that the foundational terms of reference and guiding principles be approved.

Closing Comment

We have appreciated the invitation to provide advice to Council and management. We trust that the recommendations together with the content of the two seminar/workshop sessions will prove to be valuable.

George B Cuff, FCMC



Appendices

Request for Decision (RFD)

Meeting:
Meeting Date:
RFD Originated By:

Topic/Issue:

A) The Proposal:

What is the essence of what is being proposed? Why is this important for the senior management team (SMT) to review; for the CAO to agree; for the Council to approve? What would justify this being beyond the authority of the CAO to respond?

B) Governance Implications:

What are the policy consequences or impacts of this decision? What new policy is being recommended? What current policy is being set aside if we go in this direction?

C) Background To The Proposal:

What are the key preceding events? Has Council seen the issue previously? What gives rise to this being placed before Council?

D) Discussion / Options / Benefits / Disadvantages:

What are the key options in terms of action? The County can stay with the status quo (option a) which is...? The County can proceed with option b, c, d...which are and which result in...

The advantages and disadvantages from the perspective of senior management are???

E) Costs / Source Of Funding (If Applicable):

F) Impact on Citizens, Local Businesses

G) Impact On Staff Resources:

H) Impact On Approved Business Plan:

I) Recommended Action:

That the Council accepts the proposal of the CAO/senior management team (SMT). This proposed course of action has been identified as Option XXX which succinctly stated is as follows:

J) Additional Background Information:

There is a file of background information which Council members have access to relative to this report. The executive summary of that information is attached hereto. Additional information can be accessed by following this link:

K) ADDED COMMENTS BY CAO (as applicable):

Initials show support -	Initiator: _____
Approved by:	Department Head: _____
	CAO: _____
	Date: _____

Sample Policy Issues for a Council

We see the following as matters on which Council should be expected to provide policy leadership to:

- A statement of the Council's vision and values
- A statement of Council priorities based on its sense of the welfare of the citizens as a whole
- The development and evaluation of the policies and programs of the municipality
- The corporate Business Plan
- The need for and timing of any new Council orientation
- The Council's own performance assessment
- The recruitment process and selection of the CAO
- The contract, agreement and bylaw of appointment for the chief administrative officer
- The manner, mechanism and timing of a performance review of the Chief Administrative Officer
- The compensation authorized for the CAO
- Approval of the organization structure and any changes thereto
- Approval of any new positions recommended
- Approval of the annual or multi-year budgets
- Approval of variances to budget
- Approval of capital projects and any recommended changes thereto
- Approval of funding to community groups
- Approval of bylaws and plans as required by the legislation
- Approval of any matter imposed on Council by the legislation, by bylaws or other enactments not delegated to the CAO by bylaw and/or not otherwise authorized within any current policy or bylaw.

These are not the only issues that ought to be the subject of policy but will certainly provide a good base on which to build.

**MD of Pincher Creek
CAO Recruitment Policy**

The Issue

The well-being of MD of Pincher Creek rests upon the capacity that it has to govern effectively and to deliver effective, efficient and desired services. This capacity relies upon, in some measure, the ability of the MD to ensure that it has identified and recruited a quality administrative leader to provide guidance and direction to the administrative organization in a manner which reflects the decisions and philosophy of the Council.

It is incumbent upon this and every Council to have a policy and plan in place so that whenever a vacancy does arise in this extremely important role, that a strategy is in place to fill the position temporarily (a succession plan) and on a permanent basis (a succession/recruitment plan). As such the issues identified herein speak to the need of Council to provide policy leadership in this regard and to put in place a recruitment plan that will enable Council to act in a professional and expeditious manner whenever a vacancy in the position of CAO does occur.

Council is committed to taking whatever steps are deemed necessary to ensure that this organization always benefits from the capable leadership that ought to be afforded by a competent, experienced and responsive chief administrative officer.

Mission & Vision

XXXX

Vision

XXXX

Core Values

- XXXX

Core Business

- *Servicing the needs of the people through local municipal services*
- *making and enforcing laws*
- *being responsible stewards of taxpayers' money*
- *providing long-term viability for our MD*

- *facilitating public input*
- *fulfilling the requirements of provincial legislation*

Definition

Recruitment pertains to the search and selection process utilized in locating an individual for a vacant position in the organization. It combines a series of approaches that work in a linked fashion such that potentially qualified and interested candidates are identified, reviewed, interviewed, referenced checked and assessed by the recruitment firm/agent prior to being placed before Council as potential candidates for the position of chief administrative officer.

Recruitment also refers to the process whereby Council interviews all short-listed candidates and determines which one is likely to best meet the needs of the community and organization for the foreseeable future. It includes the offer made to the successful candidate and an employment agreement being entered to with that person.

Related Strategic Goals

XXXX

Related Organizational Goals

- *To ensure that the comprehensive human resource needs of the organization are consistently being identified and addressed*
- *To update the human resource needs on a regular basis*
- *To identify internal candidates for possible promotion into more senior level positions*
- *To ensure that the organization consistently identifies training opportunities that enhance our ability to develop such candidates*

MD of Pincher Creek Council Policy

The Council of the MD of Pincher Creek believes in the importance of its employees to the welfare of its citizens. Council understands that our employees are essential to enabling our citizens to enjoy this MD and its many benefits, including all of the services rendered by the MD. Council's values include: effective leadership and long term planning. These both speak to the need to ensure that we are properly administered and guided and that our services are effectively and efficiently rendered. Our core

businesses (see above) also speak to the importance that we place on quality people providing first rate service.

The Council respects the authority it has vested in its Chief Administrative Officer (CAO) and thus realizes that Council guides the organization through the CAO. As a result, Council is responsible for ensuring that it has a plan in place to ensure an orderly transition from one CAO to another whenever that needs arises. Our Succession Plan is based on our desire that the organization continue to function in a responsive manner despite any changes in our administrative leadership and particularly during a transition period, when we are in the process of recruiting a new CAO. Council's Succession Policy is that it will ensure that an interim CAO is appointed in the absence of our CAO and that our succession plan is followed; that Council is afforded the time and resources necessary to ensure that the best candidate for any vacancy CAO position is identified; and that the future needs and aspirations of the MD as Council understands these to be will be a part of any decision as to a replacement for the outgoing CAO.

Council's Recruitment Policy is as follows: "The MD of Pincher Creek Council will always ensure that if affords both the MD and the organization the best possible administrative leadership possible by recruiting to this position someone who has the experience, talent, competencies and style necessary to handle the position responsibilities in a professional, competent fashion. The MD will consider both internal and external candidates as its focus is not on promoting the best but finding the best. Such a person may or may not be currently working for the organization.

As the Recruitment Plan indicates, Council will always consider using the resources of an experienced search consultant in locating quality candidates. As a Council we will do our best with or without the help of an external recruitment agent to find that person who best meets the identified needs of the community on a "go forward" basis".

Linkage to Other Council Documents

This Recruitment Policy is but one of a series of inter-linked policies and strategies that will ensure that MD of Pincher Creek continues to be recognized as an "employer of

choice”. This Policy is also directly linked to *Council’s succession policy (see Policy #xxxx)*, succession plan and recruitment plan for the position of CAO.

Protocols

Statements of Protocol

1.0 Relationship to CAO & Management

- 1.1 Council members will treat the CAO and his staff with respect in all Council and committee meetings.
- 1.2 The CAO will be advised by his direct reports of any requests for information to his administration by Council members.
- 1.3 Any access to the administration by members of the Council will be limited to the CAO and/or his direct reports.

2.0 Relationship to CAO & Management

- 2.1 Council members agree to respect the apolitical nature of the office of the CAO and to receive his advice as being in the perceived best interests of the County and/or organization.
- 2.2 Council members will respectfully listen to comments in response to questions posed at Council meetings and will ensure that the CAO is accorded a respectful audience.

3.0 Treatment of the senior administration

- 3.1 Council members agree to respect the apolitical nature of senior staff and will treat their advice and reports with respect. Council agrees that it will not knowingly or willfully interfere with their work but will coordinate any of its concerns as a Council through the office of the CAO.

4.0 Advice to the Council

- 4.1 All reports to the Council will include a recommendation by the relevant department head and will be counter-signed by the CAO; any report to Council will not be considered by Council unless and until it bears the signature of the CAO.
- 4.2 Management through the CAO will endeavour to keep the Council informed on the salient background of all key issues facing the County.

4.3 Issues for which management does not have clear policy guidance will be prioritized for policy development and presented to Council by the CAO.

5.0 Primacy of Policy

5.1 Current approved policies will always be followed until changes have been formally approved by Council.

5.2 Any communication of the policies of the County to external audiences will be referred to the CAO or the Reeve (as appropriate). In most instances, the Reeve will communicate such policies to external audiences.

5.3 The Council may at any time request a review of current policy

6.0 Requests for Information

6.1 Responses to such requests for information from the administration will be copied to all members of Council and to the CAO.

6.2 In response to any questions by Councillors to the CAO (and Department Heads) at a Council meeting, it is understood that management is not expected to know the answers to all questions; but expected to review and report back to the Council at the first opportunity.

7.0 Responsibility of CAO

7.1 Any blame for the mistakes by administration will be accepted by the CAO and/or Council as appropriate in those circumstances. It will be understood by Council that the CAO will be immediately seeking to correct any such failings.

8.0 Public Profile

8.1 Disparaging remarks with regard to the Council or administration will not be tolerated at any meeting of the Council or anywhere on public premises

8.2 Any contact between the Council & administration that appears to be other than respectful will be reported to the Reeve and CAO for follow-up as deemed appropriate.

8.3 All Council and staff members will be conscious of the need for confidentiality in any e-mail exchanges. All correspondence will be recognized as ultimately public.

8.4 All Council and staff members will be aware of the need to show respect to the public while not tolerating any abuse.

9.0 Diversity of Views

9.1 We accept and celebrate the diversity of our members. We expect varying points of view on most issues.

9.2 We listen carefully to each other because of our mutual respect. Our arguments are focused on the issue, not on the person.

9.3 We accept the authority of the Reeve to guide all Council meeting(s).

10.0 Appreciation of Democracy

10.1 We value and accept decisions made by our Council; we recognize that not all members may be in agreement with a specific decision.

10.2 Subject to the provisions of the Procedural Bylaw, we agree not to resurrect issues that have already been decided by resolution or policy of this Council for a period of at least 6 months.

10.3 We understand that our committees are advisory to the full Council & do not make decisions on their own unless delegated that authority

11.0 Use of public property

11.1 We agree to respect the fact that property belonging to the County is held as a common interest for the good of all citizens. As a result, we will not presume that any such property belongs solely to members of Council or that we can as members of Council take advantage of our access to such property as a result of being on Council.

12.0 Treatment of ABCs

12.1 Council is appreciative of the willingness of citizens to volunteer their time and talents to serve on various local organizations (referred to as ABCs—agencies, boards and committees). These agencies, when established by Council, are considered as a part of Council's decision-making process and thus will have matters referred to them for their advice.

12.2 The ABCs will in turn advise Council of their recommendation on matters that they have considered. Council may or may not accept the advice of any ABC on matters within their terms of reference.

13.0 Respect in Chambers

- 13.1 Council members will treat each other with respect in Council Chambers. During the course of meetings, proper titles will be used such that Councillors will refer to the Reeve as “Your Worship” or “Mr. Reeve”; and to each other as “Councillor Smith” (i.e. whatever the appropriate last name is).
- 13.2 When another member of Council is speaking, respect will be shown by the other members of Council who will not interrupt the member speaking.

14.0 Obligation to Inform

- 14.1 Council members respect the fact that they represent the citizens as a whole and not groups/sectors of citizens. As a result, the messages of Council will be communicated through official channels to all of the public following a meeting & will not be sent in advance to groups/organizations/friends of Council members.
- 14.2 Any request to staff for information by a member of Council will be responded to according to the County’s policies. In every instance where information is being sent to one member of Council, that same information will be sent concurrently to all.
- 14.3 The Reeve by virtue of his office may be advised on matters before the rest of Council. Subject to whatever constraints are placed on the information by whoever initiated the contact with the Reeve, the information will be circulated to all members of Council concurrently and as soon as practical, preferably within 48 hours of the Reeve receiving the information.

Performance Appraisal of the Chief Administrative Officer for the MD of Pincher Creek

Name of CAO: _____

Date Appointed to Position: _____

Date of Appraisal Meeting: _____

Current Salary: _____

Date of Last Revision: _____

Purpose of a Performance Evaluation Process

This performance evaluation of the CAO is a valued instrument of this Council and is used in order to:

- ✚ Underline the importance which the Council places on its relationship to CAO
- ✚ Ensure that both the Council and CAO understand essential components & competencies of this position
- ✚ Provide a balanced format that is deemed acceptable and useful to both parties and one that serves the purpose of outlining requirements and ensuring sound and regular feedback
- ✚ Provide the CAO with a forum for outlining and discussing his annual objectives and an assessment of the results
- ✚ Establish any needed changes in the criteria for future evaluations.

Performance Evaluation Content

A review of the CAO's performance should embrace a number of areas. These include the following:

- ✚ Assistance to Council in understanding its governance role
- ✚ Relationship building with the Reeve

- ✚ Policy advice and leadership on the key issues
- ✚ Fiscal management
- ✚ Leadership of the administrative team
- ✚ Team selection, assessment, training, mentoring
- ✚ Development of community relationships
- ✚ Accomplishment of goals
- ✚ Areas for improvement

Guidance to Performance Assessment Factors

Rate each factor according to your perception of the performance of the CAO in the past year.

Please provide narrative comments or examples to illustrate, if possible.

RATING CRITERIA:

1. Outstanding
2. Above Standard
3. Standard
4. Below Standard

- ✚ 1. Assistance to Council in understanding its governance role
 - a) *Taking all available and prudent steps to ensure that this Council is aware of its role as governors of the system*
 - b) *Preparing an orientation program and suitable materials for a new Council*
 - c) *Identifying the needs/priorities of this Council*
 - d) *Committing to equal treatment/courtesy/assistance*
 - e) *Providing advice on potential areas of conflict/pecuniary issues*
 - f) *Seeking to develop a relationship based on mutual respect, trust and integrity*
 - g) *Ensuring access to relevant training programs for Council members*
 - h) *Being responsive to the feedback and input received from members of Council*
 - i) *Communicating advice to Council that will assist it in its governance responsibilities*
 - j) *Communicating any issues of concern to Council impacting its relationship to the administration*

- k) *Monitoring legal implications of issues; being aware of Council 's legal and legislative requirements*
- l) *Ensuring ready access to useful policy-based information*
- m) *Maintaining appropriate boundaries; assuring equal treatment*
- n) *Providing quality control on advice going forward*
- o) *Ensuring an ongoing degree of open communication with Council; presenting reasonable and professional views in a straight-forward yet pleasant manner.*

Rating: _____

Comments:

2. Relationship building with the Reeve

- a) *Meeting with new Reeve immediately following election*
- b) *Identifying concerns of the Reeve; addressing his/her expectations, style and needs issues*
- c) *Ensuring the apolitical nature of the relationship clear (including no personal connection to outgoing Reeve)*
- d) *Identifying areas of potential overlap & strategies to address*
- e) *Ensuring Reeve prepared for any engagements/speeches*
- f) *Ongoing briefings and meetings held on scheduled basis*

Rating: _____

Comments:

3. Policy advice & leadership on the key issues

- a) Assistance in identifying key issues; offering strategic advice addressing such issues
- b) Ensuring both Council and administration aware of importance of policy development
- c) Providing quality advice and guidance to Council on identified issues
- d) Coordination and preparation of draft policy statements
- e) Strength of administrative leadership as observed in terms of the CAO's decision-making ability (e.g. decisiveness, quality of decisions)
- f) Advice to Council on importance of strategic planning as a leadership tool; assistance to Council in planning/designing a strategic planning session
- g) Implementing approved policy; monitoring policy implications
- h) Review/monitoring of financial controls/audit reports/business plan and budget

Rating: _____

Comments:

4. Fiscal management

- a) Ensuring the development of a comprehensive, inclusive and transparent process of business planning and budgeting
- b) Ensuring that Council provides guidance to the administration in the development of both plans and budgets
- c) Providing Council with accurate, comprehensive advice on the current status of the fiscal condition of the MD
- d) Advising Council on the status of any changes required by the external auditor; acting promptly on audit recommendations

Rating: _____

Comments:

5. Leadership of the administrative team

- a) *Providing ongoing, consistent leadership to department heads and through them to the full administration*
- b) *Communicating effectively and regularly; providing ongoing guidance/direction*
- c) *Making administrative decisions within constraints of bylaw/policies*
- d) *Providing inspiration and modeling of a desire to be the best*
- e) *Delegating/empowering within reasonable limits*
- f) *Supervising direct reports and expecting results*
- g) *Disciplining behavior and correcting promptly*
- h) *Ensuring sound corporate communications plan*
- i) *Ensuring that senior staff are involved in the process of developing MD goals and priorities; providing a forum for Council and senior staff to engage in discussions relative to the MD's strategic plan*

Rating: _____

Comments:

6. Discharge of all legislative and bylaw requirements

- a) *Determining changes to the organizational structure*
- b) *Continually assessing the needs of the system; seeking the advice of senior staff in this process*
- c) *Developing a sound policy-based and cross-organizational approach to recruitment & selection*
- d) *Ensuring a planned approach to training/development*
- e) *Attending suitable conferences/courses as an example*

- f) *Establishing mechanisms for mentoring other supervisory staff*
- g) *Fulfilling all Act and bylaw requirements*

Rating: _____

Comments:

7. Development of community relationships

- a) *Maintaining a positive profile in the MD of Pincher Creeks jurisdiction as the senior administrative spokesperson and leader*
- b) *Ensuring that Council members and the Reeve have access to sound advice on how to engage the public (community communication plan)*
- c) *Maintaining contact with other administrative leaders in the region and with other key administrative leaders throughout the Province*
- d) *Developing a positive/constructive rapport with media*
- e) *Ensuring the development of administrative protocol to develop courteous relationships with the public*

Rating: _____

Comments: _____

Annual Objectives/Key Results

These should be developed by the CAO and reviewed with the Reeve and Council.

Key Objectives	Key Results

--	--

Overall impression of performance and results achieved.

Accomplishment of Goals

Comments:

Areas for Improvement (Rank in order of importance)

1. *Assistance in the Council's governance processes*

2. *Relationship building with the Reeve*

3. *Policy advice & leadership on the key issues*

4. *Fiscal management*

5. *Leadership to the administrative team*

6. *Discharge of all legal/ordinance requirements*

7. *Development of community relationships*

Subjective Factors

This section encourages members of Council to reflect on whether or not they have confidence in the CAO to carry out his/her role and responsibilities. You are asked to comment on whether or not you respect and trust the CAO: is he/she a person you trust whether or not you agree with their reports all of the time or just some of the time. Does he/she keep their word? Do they do as they say they will do? Do you think the CAO is respected by his/her colleagues?

Follow-Up

Indicate those measures or steps which should be taken by the CAO over the course of the next appraisal period to improve his/her performance, e.g. types of external or internal development courses/seminars, changes in management practices, etc.

Sign Off

Signatures of the Reeve and CAO to indicate completion of the process

Signature of the CAO

Signature of Reeve (or designate)

Date



George B. Cuff, FCMC

INTERIM CHIEF ADMINISTRATIVE OFFICER'S REPORT

March 23, 2018 to April 5, 2018

DISCUSSION:

- March 23, 2018 SDAB Exploratory Meeting – ORRSC, Lethbridge
- March 27, 2018 Council Committee
- March 27, 2018 Regular Council
- March 27, 2018 MPC Public Meeting, McLaughlin Wind Farm
- March 29, 2018 AAMDC Asset Management Workshop, Lethbridge
- April 3, 2018 Planning Session
- April 3, 2018 Subdivision Authority
- April 3, 2018 Municipal Planning Commission

UPCOMING:

- April 6, 2018 Municipal Elected Official Training, AEMA
- April 10, 2018 Council Committee
- April 10, 2018 Regular Council
- April 11, 2018 Joint Health and Safety Committee Meeting
- April 17, 2018 Coffee with Council, Summerview Hall

OTHER**RECOMMENDATION:**

That Council receive for information, the Interim Chief Administrative Officer's report for the period of March 23, 2018 to April 5, 2018.

Prepared by: Interim CAO, Roland Milligan  Date: April 5, 2018

Presented to: Council Date: April 10, 2018

**MD OF PINCHER CREEK ENHANCED POLICING
MONTHLY REPORT MARCH 2018**

Cst. Annie Starzynski RCMP Pincher Creek		Shifts worked :16
Monthly Traffic Ticket Summary		MD Hamlet Patrols
Speeding	59	Beaver Mines: 15 Lundbreck:16 Castle Mountain: 11 Twin Butte: 12
Stop Sign Violations	0	
Administrative Violations	5	
Equipment Violations	0	
Other	2	
Warnings Given	37	

Monthly Total:

Distance Driven: 3110 KM

Number of Violation Tickets Issued: 66

Violation ticket location:

**Beaver Mines:5
HWY 3/6/507 (PC):22
HWY 3/507 (CNP) :15
HWY 22: 24**

Public Meetings/Events/Training:

- Citizen on patrol meeting
- Check stop in Beaver Mines on Saturday March 17, 2018. 401 vehicle stopped. 14 warnings given for administration violation. Citizen on patrol volunteer for the event.
- Beaver Mines citizen counsel meeting.
- Patrol / speed enforcement on HWY 22 construction area.
- Attended family day at the ski hill and participate in activity with Radar speed.
Issued "pretend violation ticket" for speeding to children (260 participant) who were taking part of a race.

- **Meet with Counsels about Burmis Mountain Hamlet.**
- **Women Shelter meeting**
- **Assist rancher with lost Cows**
- **Patrolled the Shell road, Chapel Rocks road, Willow Creek road, and Snake trail road, interacting with lands owners.**
- **Assist MD resident with trespassing issues, and possible signage on his property.**
- **Assist general duty members with investigation.**

Administration Call Log

	Division	Location	Concern / Request	Assigned To	Action Taken	Request Date	Completion Date
76	3	NW 13-05-01-W5	Inquiring regarding permits for outdoor storage.	Roland	In discussions. Letter being sent to property owner. Registered letter was sent to the landowner. Received a letter from the landowner on February 14, 2017 with some enquiries. In the process of responding to the landowner's enquiries. September 7, 2017 Landowner has contacted the office to inform us that he is actively removing debris and will continue to clean the site further. Had a meeting with the landowner regarding the storage issue. Landowner has agreed to start clean-up on the site. A plan to monitor and confirm clean-up is being prepared.	November 17, 2016	
79	2	NW 35-05-30-W5	Industrial use of building. Blowing Materials	Roland	An email was sent to the President of the company that is utilizing the building, enquiring as to the current use.	May 19, 2017	
83							
84							
85							



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Office of the Minister
MLA, Leduc-Beaumont

1070
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MAR 27 2018
M.D. OF PINCHER CREEK

AR93183

March 15, 2018

Reeve Quentin Stevick
Municipal District of Pincher Creek
PO Box 279
Pincher Creek AB T0K 1W0

Dear Reeve Stevick,

Through the Provincial Education Requisition Credit (PERC) program, the Government of Alberta supports municipalities by providing a tax credit for uncollectable education property taxes on oil and gas properties.

Thank you for your recent application under the PERC program. I have worked with my colleague, the Honourable David Eggen, Minister of Education, to process your PERC application. Minister Eggen has subsequently approved your application. I am pleased to inform you that a credit adjustment of \$748 will be applied to your June 2018 Alberta School Foundation Fund requisition invoice.

Thank you for working in partnership with the province on this issue.

Sincerely,

Hon. Shaye Anderson
Minister of Municipal Affairs

cc: Honourable David Eggen, Minister of Education
Roland Milligan, Chief Administrative Officer, Municipal District of Pincher Creek

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MAR 27 2018

M.D. OF PINCHER CREEK

ALBERTA
MUNICIPAL AFFAIRS*Office of the Minister
MLA, Leduc-Beaumont*

AR92740

March 19, 2018

His Worship Don Anderberg
Mayor
Town of Pincher Creek
PO Box 159
Pincher Creek AB T0K 1W0

Dear Mayor Anderberg,

Through the Alberta Community Partnership (ACP) program, the Government of Alberta encourages strengthened relationships between municipalities and co-operative approaches to service delivery. By working in partnership with our neighbors, we help to build vibrant, resilient communities for the benefit of all Albertans.

I am pleased to inform you that the Town of Pincher Creek has been approved for a grant of \$115,000 under the Intermunicipal Collaboration component in support of your Intermunicipal Collaboration Framework project.

The conditional grant agreement will be sent shortly to your Chief Administrative Officer to obtain the appropriate signatures.

The provincial government looks forward to celebrating your ACP-funded project with you and your municipal partnership. I encourage you to send invitations for these milestone events to my office. If you would like to discuss possible events and activities to recognize your ACP achievements, please contact Municipal Affairs Communications, toll-free at 310-0000, then 780-427-8862, or at acp.grants@gov.ab.ca.

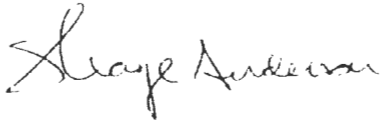
.../2

His Worship Don Anderberg

- 2 -

I congratulate the partnership on initiating this project, and I wish you every success in your efforts.

Sincerely,

A handwritten signature in black ink, appearing to read "Shaye Anderson". The signature is fluid and cursive, with the first name "Shaye" being more prominent and the last name "Anderson" following in a similar style.

Hon. Shaye Anderson
Minister of Municipal Affairs

cc: Reeve Quentin Stevick, Municipal District of Pincher Creek
Laurie Wilgosh, Chief Administrative Officer, Town of Pincher Creek
Roland Milligan, Chief Administrative Officer, Municipal District of Pincher Creek

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MAR 27 2018

M.D. OF PINCHER CREEK

AR92740

March 19, 2018

Reeve Quentin Stevick
Municipal District of Pincher Creek
PO Box 279
Pincher Creek AB T0K 1W0

Dear Reeve Stevick,

Through the Alberta Community Partnership (ACP) program, the Government of Alberta encourages strengthened relationships between municipalities and co-operative approaches to service delivery. By working in partnership with our neighbors, we help to build vibrant, resilient communities for the benefit of all Albertans.

I am pleased to inform you that the Municipal District of Pincher Creek has been approved for a grant of \$148,880 under the Intermunicipal Collaboration component in support of your Intermunicipal Development Plans project.

The conditional grant agreement will be sent shortly to your Chief Administrative Officer to obtain the appropriate signatures.

The provincial government looks forward to celebrating your ACP-funded project with you and your municipal partnership. I encourage you to send invitations for these milestone events to my office. If you would like to discuss possible events and activities to recognize your ACP achievements, please contact Municipal Affairs Communications, toll-free at 310-0000, then 780-427-8862, or at acp.grants@gov.ab.ca.

.../2

I congratulate the partnership on initiating this project, and I wish you every success in your efforts.

Sincerely,

A handwritten signature in blue ink that reads "Shaye Anderson". The signature is fluid and cursive, with the first name "Shaye" being more prominent than the last name "Anderson".

Hon. Shaye Anderson
Minister of Municipal Affairs

cc: Mayor Warren Mickels, Village of Cowley
Reeve Jim Bester, Cardston County
Reeve Cameron Gardner, Municipal District of Ranchland
Reeve Maryanne V. Sandberg, Municipal District of Willow Creek
Mayor Blair Painter, Municipality of Crowsnest Pass
Roland Milligan, Chief Administrative Officer, Municipal District of Pincher Creek
Cindy Cornish, Chief Administrative Officer, Village of Cowley
Murray Millward, Chief Administrative Officer, Cardston County
Greg Brkich, Chief Administrative Officer, Municipal District of Ranchland
Cynthia Vizzutti, Chief Administrative Officer, Municipal District of Willow Creek
Patrick Thomas, Acting Chief Administrative Officer, Municipality of Crowsnest Pass

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M.D. OF PINCHER CREEK



ALBERTA
MUNICIPAL AFFAIRS

*Office of the Minister
MLA, MLA, Leduc-Beaumont*

AR92307

March 27, 2018

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

Dear Reeve and Council,

Ensuring Albertans live in viable municipalities with well-managed, collaborative and accountable local governments is a focus of Alberta Municipal Affairs. As such, the ministry plays an important role in providing assistance and support to build municipal capacity and meet legislative requirements. I am pleased to announce my ministry will enhance our support to achieve this through the new Municipal Accountability Program, starting on April 1, 2018.

Municipalities with a population of 5,000 or fewer will participate in the program, which means it is available to approximately 73 per cent of Alberta municipalities. Your Chief Administrative Officer (CAO) will be our primary contact for the program. My staff will work with CAOs to validate compliance or identify concerns and develop corrective solutions where needed.

I understand ministerial inspections and viability reviews can divide and disrupt communities. This program aims to improve municipal capacity and mitigate minor issues that may have the potential to escalate into an in-depth inspection process or viability review. Further details on the program are attached.

The Municipal Accountability Program will run on a multi-year cycle with one-quarter of eligible municipalities taking part in the program in any given year. Municipalities will be selected with consideration given to location and ongoing legislated processes, such as viability reviews, detailed assessment audits, or in-depth inspections. Should your municipality be selected for 2018, your CAO will receive a letter from my Deputy Minister, followed later by direct contact from ministry staff.

.../2

Reeve and Council

-2-

I hope you share my enthusiasm for this program, and I thank you in advance for your co-operation.

Sincerely,

A handwritten signature in blue ink that reads "Shaye Anderson". The signature is written in a cursive style with a large initial "S".

Hon. Shaye Anderson
Minister of Municipal Affairs

Attachment: MAP Executive Summary

MAP

Alberta

Municipal Affairs

MUNICIPAL ACCOUNTABILITY PROGRAM

OBJECTIVE

To collaboratively foster effective local governance and build administrative capacity in Alberta's municipalities.

HIGHLIGHTS

Designed to support municipalities by helping to understand legislative requirements.

Assisting CAOs in confirming the areas where they are doing well, and identifying any areas of concern to avoid concerns from developing into significant problems.

A proactive approach with the ministry working collaboratively with CAOs to develop a report for the CAO that will contain recommendations and resources.

SUMMARY

The Municipal Accountability Program (MAP) will review municipal processes and procedures to help develop knowledge of mandatory legislative requirements. This will support municipalities with their legislative compliance.

The MAP will consist of multi-year cycle reviews, ordered by the Minister under Section 571 of the *Municipal Government Act*. Municipalities with populations of 5,000 or less will participate in the MAP.

The primary contact for the ministry will be the chief administrative officer (CAO). Ministry staff will co-ordinate the visit with the CAO and make document requests through the CAO, or their designate. The attached sample checklist provides examples of the type of information that will be reviewed.

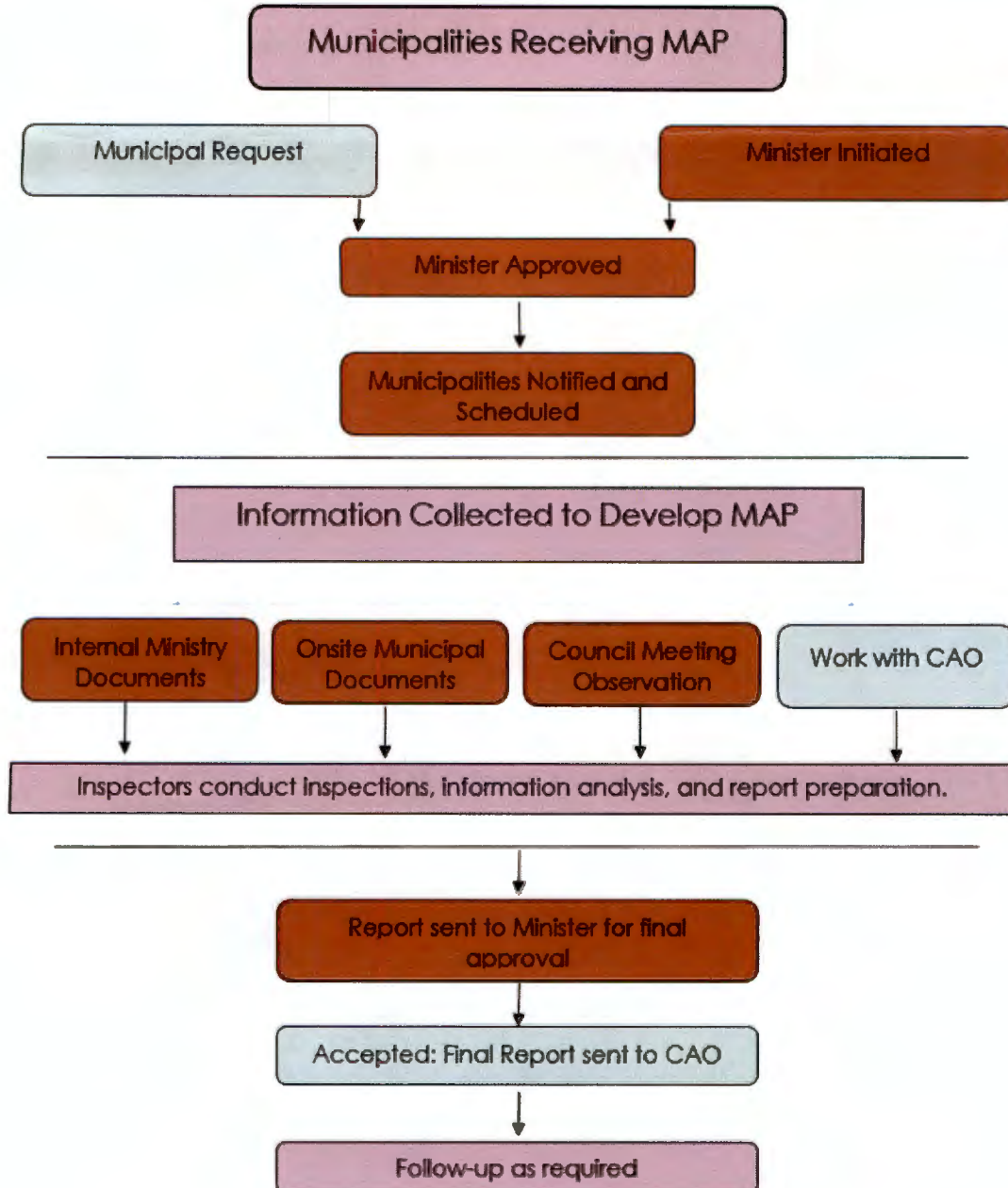
Working collaboratively with the CAO, a customized 'MAP' report will be provided to the CAO, which will identify areas of compliance, as well as include recommendations and resources to assist in remedying any legislative inconsistencies that may exist.

Continued proactive contact, support, and relationship building will be maintained throughout the four-year cycle with each municipality as needed or as requested, regardless of compliance status.

There is no cost to municipalities participating in the MAP.

Interaction with elected officials will be limited to a presentation explaining the attached MAP Process and attendance at a council meeting to confirm legislative meeting requirements are met.

MAP



MAP

While not a complete or exhaustive list, following is a sample of what items could be reviewed and assessed as part of the MAP process.

Bylaw review

- Mandatory
 - o Code of Conduct
 - o CAO
 - o Borrowing
 - o Property Tax Rate
 - o Subdivision Authority and Development Authority
 - o Subdivision and Development Appeal Board
 - o Municipal Development Plan
 - o Land-use Bylaw
 - o ICF's
 - o Emergency Advisory Committee
- Discretionary
 - o General review (Procedural, Tax penalties, Animal Control, Utilities, etc.)

Policy review

- Public Participation
- Budget
- Operational and Capital Plans
- Municipal Emergency Plan

Procedure review

- Reporting
 - o Financial and Statistical Information Returns
 - o Financial Reporting to Council
- Tax
 - o Tax Notices
 - o Tax Recovery
 - o Tax Agreements
 - o Penalties
- Administration
 - o CAO Evaluation
 - o Document Security
 - o Elections
 - o Petitions
 - o Advertising
- Meeting Procedures
 - o Adoption of minutes
 - o In accordance with procedural bylaw (if it exists)
 - o Closed meetings
 - o Council minutes-content
- Planning
 - o Development permits
 - o Appeals
- Notifications

INFO

Deputy Minister
18th Floor, Commerce Place
10155 - 102 Street
Edmonton, Alberta T5J 4L4
Canada
Telephone 780-427-4826
Fax 780-422-9561

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M.D. OF PINCHER CREEK

AR92634

March 29, 2018

Mr. Roland Milligan
Chief Administrative Officer
Municipal District of Pincher Creek No. 9
PO Box 279
Pincher Creek, Alberta T0K 1W0

Dear Mr. Milligan:

I am pleased to advise that your municipality has been selected to participate in a Municipal Accountability Program (MAP) review in 2018. A summary of the program was sent to your council in a recent letter from the Honourable Shaye Anderson, Minister of Municipal Affairs.

The MAP review will include an on-site visit to your municipal office and will consist of:

- a review of municipal documents;
- discussions with you and, where applicable, your staff regarding policies, procedures, and processes; and
- observation of a council meeting.

A report identifying areas of compliance and any legislative gaps that may exist will be provided to you. In order to assist you in addressing any areas of non-compliance, the report will also include recommendations and resources specific to each matter identified. It is my expectation that the report generated as a result of the MAP review will be shared with council at a public council meeting.

A municipal accountability advisor will be contacting you in the near future to provide further details regarding the program as well as discuss requirements and scheduling of the MAP review. Scheduling will take into consideration your workload and availability, as well as the council meeting schedule.

If you have any questions or concerns, please contact a municipal accountability advisor with the Municipal Capacity and Sustainability Branch of Municipal Affairs toll-free at: 310-0000, then 780-427-2225.

Sincerely,



Brad Pickering
Deputy Minister

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M.D. OF PINCHER CREEK



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MUNICIPAL AFFAIRS

Office of the Minister
MLA, Leduc-Beaumont

AR93219

March 29, 2018

Reeve Quentin Stevick
Municipal District of Pincher Creek
PO Box 279
Pincher Creek AB T0K 1W0

Dear Reeve Stevick,

Our government is committed to supporting municipalities in providing quality infrastructure and services to Albertans. As part of that commitment, I am pleased to confirm that \$800 million has been made available to Alberta's municipalities through a 2017-18 Supplementary Estimate.

Your additional 2017 Municipal Sustainability Initiative (MSI) Capital funding is \$949,485. March 2018 allocations for all municipalities are also posted on the Municipal Affairs MSI website at www.municipalaffairs.alberta.ca/msj. Details on the allocations, as well as the application process and payment requirements for these funds, are available on the MSI webpage in the *Addendum to 2017 MSI Capital Program Guidelines*. While this funding is intended to provide Alberta's municipalities with additional flexibility to plan for the future, it does not constitute an overall increase to anticipated MSI funding.

The government understands how important it is to ensure that municipalities are able to fund the infrastructure that Albertans use every day, now and into the future. I look forward to continuing our cooperative efforts to build strong and thriving communities for Albertans.

Sincerely,

Hon. Shaye Anderson
Minister of Municipal Affairs

cc: Roland Milligan, Chief Administrative Officer, Municipal District of Pincher Creek

Corporate Communications



INFO

F2e

Tel: 780-498-8680 9925 107 Street
Fax: 780-498-7875 PO Box 2415
Website: wcb.ab.ca Edmonton AB T5J 2S5

RECEIVED
MAR 27 2018
M.D. OF PINCHER CREEK

March 21, 2018

Dear Mayors, Reeves and Councillors:

RE: April 28 – National Day of Mourning

On April 28, we all come together to remember the workers who were killed, injured or disabled at work.

In 2017, we lost 166 men and women to workplace injury or illness in Alberta.

To remember them, we have developed a memorial poster (enclosed) in recognition of the day. This poster will appear at workplaces, public places and in ceremonies across the province as a remembrance and a tribute to the workers killed or injured on the job, and a reminder that we need to work together to make workplaces safer.

We have also included a small vinyl sticker to provide a tangible reminder of the significance of April 28. If you are interested in distributing them to visitors, we would be happy to provide you with a supply.

We ask that you display the poster and use it in any events marking Day of Mourning.

If you have any questions, need stickers or additional posters, please contact Dina DaSilva, WCB Corporate Communications at 780-498-8616 or dina.dasilva@wcb.ab.ca.

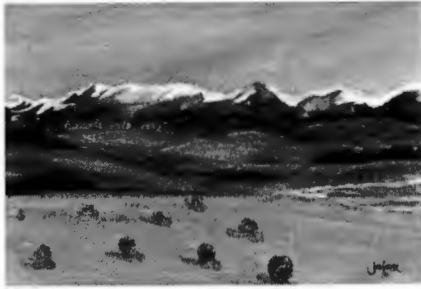
We will be lowering our flags to half-mast on April 28. We invite you to join us in marking this important day by doing the same.

Sincerely,

A handwritten signature in black ink that reads "Dayna Therien".

Dayna Therien
Director of Corporate Communications
WCB-Alberta

Encl.



Livingstone Landowners' Group
PO Box 148
Cowley, AB T0K 0P0

info@livingstonelandowners.net
www.livingstonelandowners.net

24 March 2018

Mr. Jerry Mossing
Vice President, Transmission
Alberta Electric System Operator
2500, 300 – 5 Ave SW
Calgary, Alberta T2P 0L4

Dear Mr. Mossing,

I am writing on behalf of the Livingstone Landowners' Group (LLG) in regard to the newsletter, "January 2018 Chapel Rock-to-Pincher Creek Transmission Development," mailed to many of our members with ranches and properties in the area impacted by the proposed plans.

As you may know, LLG represents over 80 individuals and families in the area bounded by the Oldman Dam in the south, the Livingstone Range in the west, the Porcupine Hills in the east, and the Whaleback in the north. Our group is a not-for-profit organization with the aim of ensuring development fully respects the unique and important aspects of a region aptly named "*The last 1% of the Great North American Plains*" by the Nature Conservancy of Canada. It was named this to signify that this is the last remaining area in North America that is intact and able to support the grasslands and wildlife once native to huge expanses of western North America.

Over the years we have successfully worked with a number of organizations who have development plans in the area to ensure that these plans are sustainable and do not cause irreparable damage to the environment and the unique beauty of the area. The drive down Highway 22, *The Cowboy Trail*, is one that has been enjoyed by almost every Albertan and countless tourists.

As further background, LLG has been involved in addressing transmission development in the area since 2008 when the original SATR plans were approved. We have worked extensively with AltaLink and our members will be attending the sessions they are planning for April.

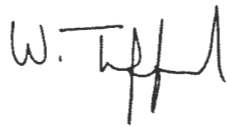
We have several concerns at this stage. In summary:

1. The process outlined in the document seems backward – AltaLink is looking at route options before a need has been approved. The process we are familiar with and is logical is to seek approval of need before any discussion of route options. Our members have been through numerous "consultation" processes with AltaLink and they are highly stressful and time consuming. If the need is not approved, then the effort would be wasted. Many of our members are ranchers and this is a very busy time for them with calving underway which makes it very difficult to find the time to attend these sessions.

2. The map included in your newsletter shows a huge area where the transmission line might be located. We believe that if a transmission line is approved, then it should stay within existing transportation and utility corridors as was previously directed in the South Saskatchewan Regional Plan. As well, a conclusion was reached in the last routing exercise, by AltaLink, that starting from Castle Rock and staying on or near developed areas was the most preferable. We are unsure why such a large swath is depicted.
3. Given the current circumstances with our relationship with BC and the decision to suspend any discussions on a link from BC's Site C and Alberta, we do not see why restoring the Alberta – BC Intertie at this time is a priority. As well, until any new generation in the area is approved, it cannot be determined whether a need for additional capacity is required.

These concerns are based on the very limited information provided in your newsletter and we request a meeting with you and your staff to gain a fuller understanding of the plans for this project. We look forward to hearing back from you with possible dates to meet.

On behalf of the LLG members and Board of Directors,

A handwritten signature in black ink, appearing to read 'W. Trafford', with a stylized flourish at the end.

Bill Trafford, President
Livingstone Landowners' Group

cc: Hon. Margaret McCuaig-Boyd, Minister of Energy
Hon. Shannon Phillips, Minister of Environment and Parks
Mr. Pat Stier (UCP), MLA Livingstone-Macleod
Alberta Utilities Commission
MD of Pincher Creek

Tuesday, March 27, 2018

Mr. Bill Trafford
President
Livingstone Landowners' Group
PO Box 148
Cowley, Alberta T0K 0P0
info@livingstonelandowners.net

Dear Mr. Trafford

Re: **Chapel Rock-to-Pincher Creek Transmission Development**

Thank you for your letter dated March 24, 2018 expressing your concerns with the Chapel Rock-to-Pincher Creek Transmission Development; we appreciate you taking the time to continue the conversation with the Alberta Electric System Operator (AESO) and AltaLink Management Ltd.

We value the opportunity to meet with the Livingstone Landowners' Group to discuss your concerns directly. I invite you to call Brandy Eagleson directly at 403-233-6406 or email her directly at brandy.eagleson@aeso.ca to arrange a time that is convenient. You have clearly expressed this is a busy season for ranchers and we look forward to working with you to find a time and location that will work for you and your members.

The need for this development was identified in the AESO's *Southern Alberta Transmission Reinforcement Needs Identification Document* application, which was approved by the Alberta Utilities Commission in 2009. As part of the AESO's transmission planning process, and consistent with our duty to provide market participants with access to the transmission system, we continually monitor economics, government policies and electricity market participant's connection requests to assess impacts on existing transmission plans.

As a result of our ongoing planning process, we have determined the need to reinforce the transmission system in this area remains. We have also identified another potential termination point for the transmission line from the planned Chapel Rock substation. There may also be an opportunity to stage the planned development to incrementally add transmission capacity as needed. Therefore, the previous transmission routes and sites considered by AltaLink may need to be re-considered. This is why the map included in our newsletter shows the general area where these transmission facilities may be located. As part of AltaLink's continued consultation with stakeholders, more defined areas of consideration for the routing and siting of transmission facilities will be identified.

In response to your inquiry on the need for restoring the Alberta-B.C. intertie at this time, Alberta's electricity system is in a state of transition as the province moves towards phasing out coal-fired generation and integrating more renewable generation. Restoring the Alberta-B.C. intertie provides beneficial flexibility to import electricity when additional supply is needed, and to export it to the Western

Interconnection when Alberta is producing more electricity than demanded. This flexibility will contribute to the efficient provision of a continued reliable supply of electricity for Albertans.

Finally, we are pleased to hear you will join AltaLink's community workshops planned for April 10 and 11, 2018. We will also be in attendance to offer participants information about the continued need for this development, the opportunity to restore the Alberta-B.C intertie and the exploration of a different termination point for the approved development.

I would like to thank LLG for your continued patience and participation in this process as we work to move this piece of essential infrastructure forward to serve the need for Albertans.

Yours truly,

Original signed by

Jerry Mossing
Vice President, Transmission

cc: Hon. Margaret McCuaig-Boyd, Minister of Energy
Hon. Shannon Phillips, Minister of Environment and Parks
Mr. Pat Stier (UCP), MLA Livingstone-Macleod
Alberta Utilities Commission
MD of Pincher Creek

Alberta Beach

Box 278 • Alberta Beach • Alberta • T0E 0A0
Telephone: 780-924-3181 • Fax: 780-924-3313



March 21, 2018

Honourable Shannon Phillips
Minister of Environment and Parks, Minister Responsible for the Climate Change Office
Office of the Minister
Environment and Parks
208 Legislature Building
10800 - 97 Avenue
Edmonton, AB
T5K 2B6

Via E-mail: AEP.Minister@gov.ab.ca

Re: Prevention of Quagga and Zebra Mussels

Dear Honourable Phillips,

On behalf of the Village of Alberta Beach we write to express our concern about the threat of Quagga and Zebra mussels. The District of Sicamous, BC submitted a resolution at their UBCM that was endorsed requesting more funding from the Provincial Government to increase awareness and Education for the threat of Quagga and Zebra mussels into their Lakes.

The effects to ALL Lakes would be devastating:

- Zebra and quagga mussels filter water to the point where food sources such as plankton are removed, altering food webs. This also causes clearer water, allowing sunlight to penetrate deeper, increasing growth of aquatic vegetation. One mussel can produce one million mussels per year.
- Impact fish and wildlife by increasing toxic algal blooms.
- Large colonies affect spawning areas, impacting the survival of fish eggs.
- Affects recreational activities by cutting swimmers feet as a result of their sharp shell
- Non-reversible once infested with mussels, all Lakes will be contaminated and there is currently no solution to destroy them.
- Cost will be Billions, to government, taxpayers and businesses if mussels manage to get into our eco-system
- Eco-system compromised, water intakes plugged, fish destroyed, beaches destroyed
- No long-term research provided on drinking water quality
- Negative tourism impact

Solutions:

- Guard the boarders - cost Millions to guard the boarders 24/7 365 days per year to prevent infestation or Boat border crossing hours, that work.
- Train border patrols – this is a serious issue, they must collect the correct information from boaters (of all kinds such as zodlacs, blow up paddle boards)
- More conservation officers, with more authority

- This is no longer a campaign, it should now be a department of the government with funding to continue prevention
- This is no longer a provincial problem, it is a federal problem, lakes that are contaminated in Canada should not be allowed to let boats leave without inspection to prevent contaminating other lakes.
- Transport Canada should now prevent float planes from hopping provinces and states
- Education – Major Media campaign announcing commitment to keep our waters pristine. TV, Billboards, News paper, social media
- All Municipalities and Regional Districts should run a banner on their website home pages – "Alberta is Committed to keeping their lakes Quagga and Zebra Mussel free. Please respect our Lakes and boarder crossing patrols, STOP at the boat inspection stations". This should have a link to a website explaining the seriousness of this issue, and explain fines for breaking the law by transporting invasive species.
- All tourism sites should also announce and run the banner on their sites. Tourism will stay healthy if the lakes stays healthy.
- Boaters registration, should include education
- Immediate allocations of funds dedicated to research, to enable biologists to work on a solution with Manitoba & US studies research groups. Let's work on removing them, together.
- Collaborate with infested US bordering Lakes on research and prevention of cross contamination.
- Collaborate with British Columbia and Saskatchewan to stay mussel free.

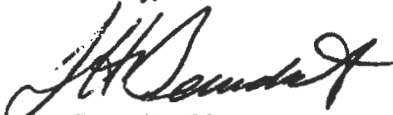
Funding:

Alberta government will find the funds (billions) if we lose the battle against mussels, as we'll need to manage the problem. This is how we can help fund the prevention now (millions):

- Out of province user pay at all boat ramps
- Lake passes for boaters
- All fines are allocated back to the program
- Boat registration increase some funding back to project

Thank you for your consideration of this issue.

Yours truly,



Jim Benedict, Mayor

Cc: Hon. Catherine McKenna – Minister of Environment and Climate Change
 Hon. Oneil Carlier, MLA Whitecourt-Ste. Anne
 Al Kemmere, AAMDC President
 AAMDC Members
 AUMA President
 Alberta Beach Council

Meeting Minutes
of the
Agricultural Service Board – Municipal District of Pincher Creek No. 9
March 1, 2018 – MD Council Chambers

Present: Chair John Lawson, Vice Chair Martin Puch, Councillor Bev Everts,
Reeve Quentin Stevick, Member Frank Welsch

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

Absent: Member David Robbins

Chair John Lawson, called the meeting to order at 9:42 am.

A. ADOPTION OF AGENDA

Frank Welsch 18/010

Moved that the agenda be approved as presented. Carried

B. DELEGATION

Jeff Bectell and Tony Bruder with the Waterton Biosphere Reserve Association attended the meeting at this time to update the Agricultural Service Board on the current deadstock program, agricultural plastics recycling, plans for upcoming sessions to involve landowners in concerns regarding deadstock bins and a general overview of the Waterton Biosphere Association.

Jeff and Tony left the meeting at this time, the time being 11:02 am.

C. ADOPTION OF MINUTES

Frank Welsch 18/011

Moved that the minutes of January 11, 2018 be accepted as presented. Carried

D. ASB KEY CONTACT REPORT

ASB Key Contact Bradly Smith was unable to attend the meeting today.

E1. FOOTHILLS FORAGE AND GRAZING ASSOCIATION SPONSORSHIP

Reeve Stevick 18/012

Moved that Agricultural Service Board agree to sponsor the Foothills Forage and Grazing Association to a maximum amount of \$3000 with the stipulation that \$1000 be used for the core budget and that the MD will reserve the other \$2000 for partnering subject to multiple workshops being hosted in our area

Carried

F1. CANADIAN AGRICULTURAL PARTNERSHIP

Reeve Stevick left the meeting at this time, the time being 11:25 am

Martin Puch 18/013

Moved that the report on the Stakeholder Consultation Opportunity be received as information;
AND THAT the board members be encouraged to complete the survey on their own.

Carried

G. AGRICULTURAL AND ENVIRONMENTAL SERVICES DEPARTMENTAL REPORT

Frank Welsch 18/014

Moved to accept the Agricultural and Environmental Services Departmental Report, for January and February 2018, as information.

Carried

H. CORRESPONDANCE

(1a) Southern Alberta Grazing School for Women – Sponsorship Request

Councillor Everts 18/015

Moved that Council consider a \$300 financial contribution, to be taken for AES Special Projects and Plans (Account No. 2-62-0-772-2765), as sponsorship for the Southern Alberta Grazing School for Women in 2018.

Carried

(2) For Information

Councillor Everts

18/016

Moved that the following items be received as information;

- a) Transboundary Water, Weeds and Stewardship Tour 2018
- b) Canadian Agricultural Partnership
- c) Agricultural Efficiency Programs Expanded

Carried

H. NEW BUSINESS

I. NEXT MEETING

April 5, 2018

H. ADJOURNMENT

Frank Welsch

118/017

Moved to adjourn the meeting, the time being 11:54 am.

Carried

ASB Chairperson

ASB Secretary



Alberta SouthWest Regional Alliance
Minutes of the Board of Directors Meeting
 Wednesday March 7, 2018 – Stockmans Grill – Fort Macleod

Board Representatives

Barney Reeves, Waterton Lakes
 Jim Bester, Cardston County
 Dennis Barnes, Cardston
 Duncan McLean, Granum
 Brent Feyter, Fort Macleod
 Quentin Stevick, MD Pincher Creek
 Blair Painter, Crowsnest Pass
 Warren Mickels, Cowley
 Scott Korbett, Pincher Creek

Albert Elias, Glenwood
 Dale Gugala, Stavely
 Maryanne Sandberg, MD Willow Creek
 Kathy Wiebe, MD Ranchland

Resource Staff and Guests

Bev Thornton, Executive Director, AlbertaSW
 Bob Dyrda, Project Lead, AlbertaSW

1. Call to Order and introductions Chair Barney Reeves called the meeting to order.
2. Approval of Agenda Moved by Blair Painter THAT the agenda be approved as presented
Carried. [2018-03-569]
3. Approval of Minutes Moved by Dennis Barnes THAT the minutes of February 7, 2018 be
 approved as presented.
Carried. [2018-03-570]
4. Approval of Cheque Register Moved by Duncan McLean THAT cheques #2333 to #2358 be
 approved as presented.
Carried. [2018-03-571]
5. Planning Discussion Bob Dyrda led a discussion through the AlbertaSW Core Businesses
 and provided background on projects, to date.
 Board discussed ideas for going forward.
 Those discussions will form the basis of a draft 2018-2019 Operations
 Plan, to be presented at the next meeting.
6. Motions arising from Discussion ➤ **Transportation corridors** are of vital importance to move goods,
 services and people throughout the region.
 Moved by Blair Painter THAT AlbertaSW become a member of the
 "Highway 3 Twinning Development Association".
Carried. [2018-03-572]

 Moved by Dennis Barnes THAT AlbertaSW provide a letter of
 support to the Lethbridge Chamber regarding its initiative to create a
 collaborative approach to transportation corridors.
Carried. [2018-03-573]
 Discussion also noted that regional secondary roads may be better
 utilized and promoted as access to regional attractions.

 ➤ **Regional promotion** and providing good information about the
 opportunities in the region will serve to benefit all our communities.
 The regional economic development officers have reviewed options
 and recommend that the Board consider a three-year proposal from

Townfolio to build and continuously update an on-line community profile for each participating community.

Moved by Scott Korbett THAT AlbertaSW offer to cost-share the annual fee with each participating community.

Carried. [2018-03-574]

Bev will send out the full proposal to the Board.

Each Board representative will take the proposal to respective Councils to consider a 50/50 cost sharing of the annual fee.

► **Organizational Leadership** is a strength of AlbertaSW. This can be formally recognized by gaining certification within economic development professional organizations.

Moved by Jim Bester THAT AlbertaSW proceed with application to the International Economic Developers Council (IEDC) to become an Accredited Economic Development Organization (AEDO).

Carried. [2018-03-575]

► **Other funding** will be pursued for the region, as it comes available: AlbertaSW is applying, on behalf of the SAAEP partners, to the Community Energy Capacity Building Program (CECBP). This is offered by Energy Efficiency Alberta and will not require any matched funds from the region. If approved, a 6-month project will update community leaders regarding all technologies, identify best practices in municipal policy and legislation and identify opportunities in our communities.

7. Project Lead report.

Accepted as information.

8. Executive Director Report

Accepted as information.

9. Roundtable updates

Consensus that the topic for roundtable updates for next meeting be: What kind of investment is your community hoping to attract or focus upon developing?

10. Board Meetings:

April 4, 2018 - Claresholm

May 2, 2018 - Nanton

June 6, 2018 - AGM Waterton

11. Adjournment

Moved by Blair Painter THAT the meeting be adjourned.

Carried. [2018-03-576]

Approved April 4, 2018

Chair

Secretary/Treasurer

Alberta SouthWest Bulletin March 2018

Regional Economic Development Alliance (REDA) Update

❖ 2018 Edition of "Invest in Alberta" Magazine

Economic Developers Alberta (EDA) is pleased to announce the release of the 2018 "Invest in Alberta" magazine.

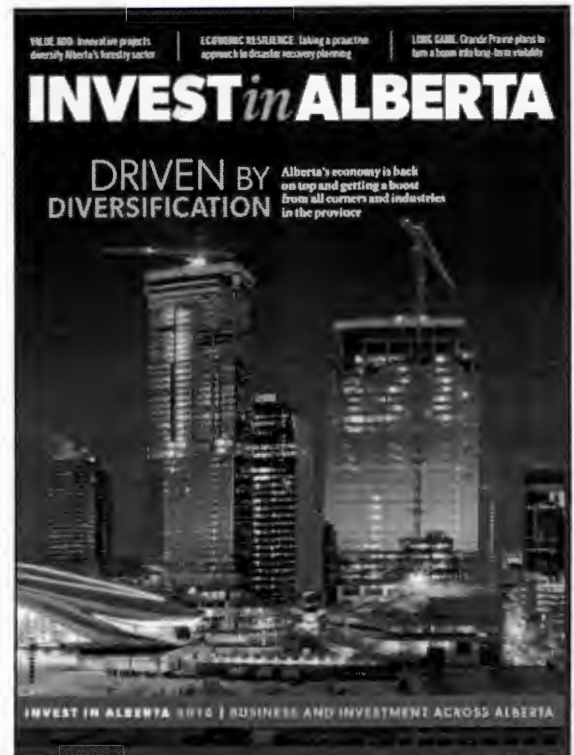
In addition to hard copy, the magazine can be viewed on-line at www.edaalberta.ca

New this year, the magazine is also on its own microsite, which is essentially the magazine in website format with its own unique URL. The microsite is secure, searchable, modern and mobile friendly. Since it is web-based, it has limitless reach to international audiences: www.investalbertamag.ca

❖ 14th Annual Chinook Entrepreneur Challenge

www.chinookchallenge.com

This Community Futures initiative offers an opportunity gain business skills, write your business plan, get feedback on your ideas from regional professionals, network with key people including other entrepreneurs and have a chance at winning cash and prizes. The 2017 Challenge was supported by 28 partners, logged 240 volunteer hours and attracted 170 participants. 2018 is on track to exceed that participation.



The Castle Parks Winter Guides are now leading weekly outdoor adventures!

Activities include Star Shoeing, Adventure Snowshoeing, Wilderness Skills Field Series, Photography and Sightseeing Tour, Gateway to the Wilderness Backcountry Tour ...

For program details, go to www.albertaparks.ca/castle ; follow links to Castle Provincial Park Activities and Events. Registration is required.

UPCOMING:

◆ Economic Developers Alberta (EDA) Conference - Banff Centre - March 21, 2018 - March 23, 2018

- Visit www.edaalberta.ca for details regarding the agenda, registration and accommodation.



Consider contributing an item to the Silent Auction 2018!

- The theme is "Bring Local", offering a great opportunity to feature the products, services and attractions of your community to an audience of over 400 attendees.
- If you are unable to attend the conference, we can arrange to pick up and deliver your item.
- Contact bev@albertasouthwest.com to make arrangements.

◆ Tourism Entrepreneur Workshop for Castle Region -1:00pm - 4:00pm, March 26, 2018

Oldman River Brewing Ltd. 101 Breckenridge Ave, Lundbreck

◆ Van Horne Digital Futures- Pincher Creek April 25 - April 27, 2018

- Contact bob@albertasouthwest.com for more information.

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 Bulletin April 2018

Regional Economic Development Alliance (REDA) Update

❖ 44th Annual Economic Developers Conference a success.

Outgoing EDA President Bev Thornton sabres a bottle of champagne, a tradition that opens the conference each year. The custom was popularized by Napoleon's cavalry who opened champagne with their sabres, on horseback, as they rode in celebration of victories across all Europe. Napoleon supposedly said, "Champagne! In victory one deserves it; in defeat one needs it."

Conference presentations are posted at <http://www.edaalberta.ca/page-1861506>



❖ 2018 Edition of "Invest in Alberta" Magazine

2018 Invest in Alberta magazine can be viewed on-line at www.edaalberta.ca

A new feature this year: the magazine is also on its own microsite, which is secure, searchable and mobile friendly. www.investalbertamag.ca offers limitless reach to international audiences.

❖ Tourism Entrepreneur Workshop for Castle Region

On March 26, 2018 representatives from Alberta Environment and Parks, Culture and Tourism and Travel Alberta met with 30 local entrepreneurs to provide information about plans for the Castle Parks and programs and services to help build upon the opportunities this will create in our region support entrepreneurs. Local success stories were the highlight of the event; the region showed evidence of a strong peer support network.

❖ EV Charging Station Network

Latest update from Federation of Canadian Municipalities (FCM) is that the peer review process is complete and that our project scored well and will be considered by the Board toward the end of April. Very good news! Thank you to RINSA for supporting the project and leading the way to get an article about the project in *The Loop*, the new Alberta Innovates newsletter!

<https://albertainnovates.ca/project/regional-innovation-networks-help-to-clear-the-road-for-innovation/>

Also features a great photo of highway 3, courtesy of AlbertaSW!

UPCOMING:

❖ Van Horne Digital Futures

April 25-April 27, 2018-Heritage Inn, Pincher Creek

Program details and registration at <http://www.vanhorneinstitute.com/event/digital-futures-alberta-2018/>

Contact bob@albertasouthwest.com for more information.

❖ Merging Realities: An event of multiple perspectives

April 26, 2018-8:30am-6:00pm-Lethbridge College and Virtual Reality

A unique, first-of-its-kind, international event. Check out program and details!

<https://lethbridgecollege.ca/events/merging-realities-event-multiple-perspectives>

Mark your calendar: More information in the upcoming weeks!

❖ 9th Annual Crown RoundTable Conference

September 18, 2018-Indigenous Forum, Standoff

September 19-20, 2018-Conference, Fort Macleod

Alberta SouthWest Box 1041 Pincher Creek AB T0K 1W0

403-627-3373 or 1-888-627-3373

bev@albertasouthwest.com

bob@albertasouthwest.com





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

2015

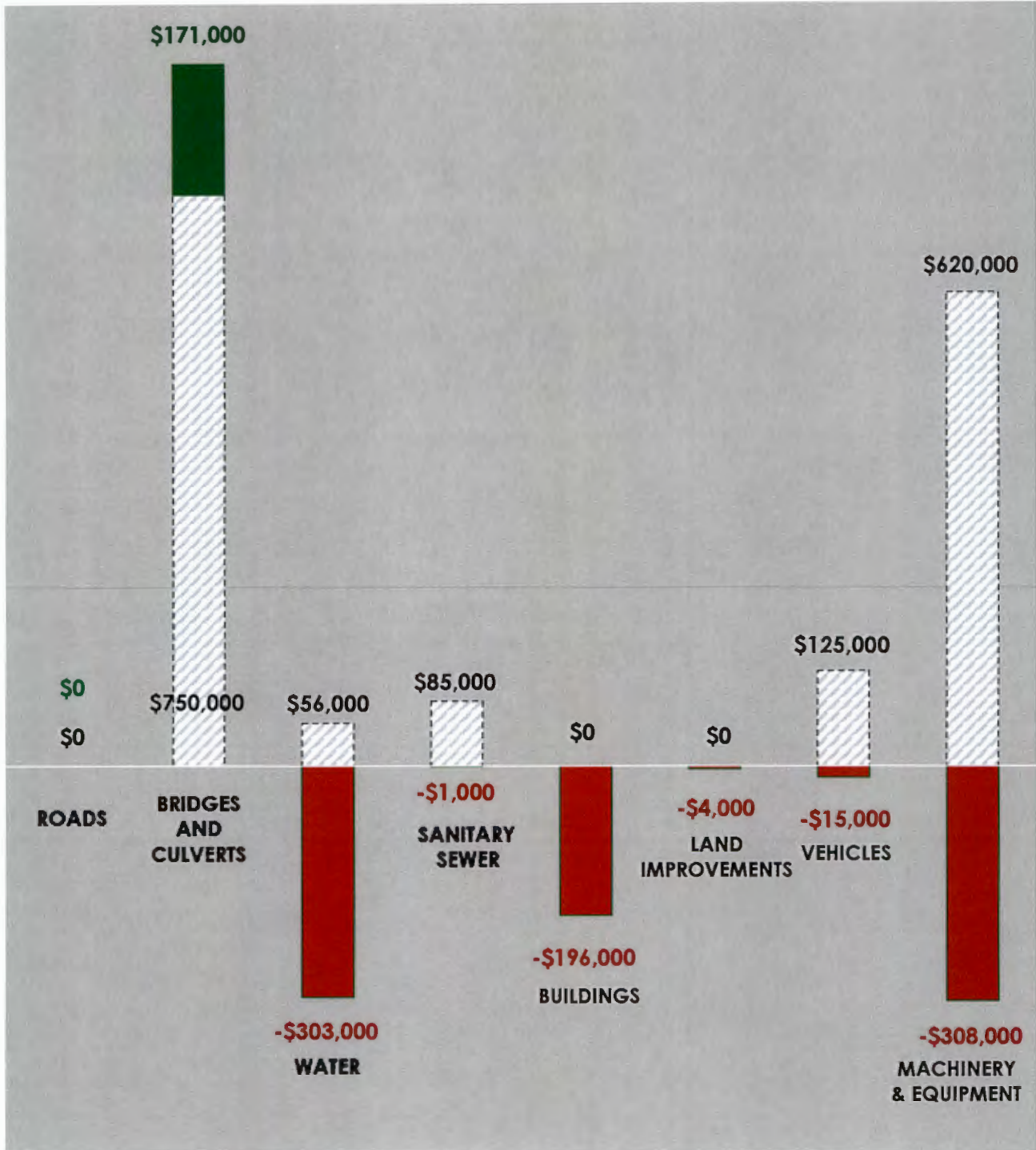
THE MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
1037 HERRON AVENUE
PINCHER CREEK, ALBERTA, TOK 1W0

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

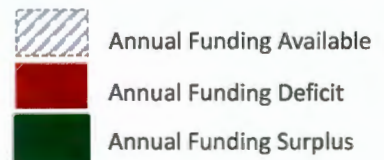
State of the Infrastructure

The Municipal District of Pincher Creek No. 9

AVERAGE ANNUAL FUNDING REQUIRED vs. AVERAGE ANNUAL FUNDING AVAILABLE



Total Annual Deficit: \$656,000



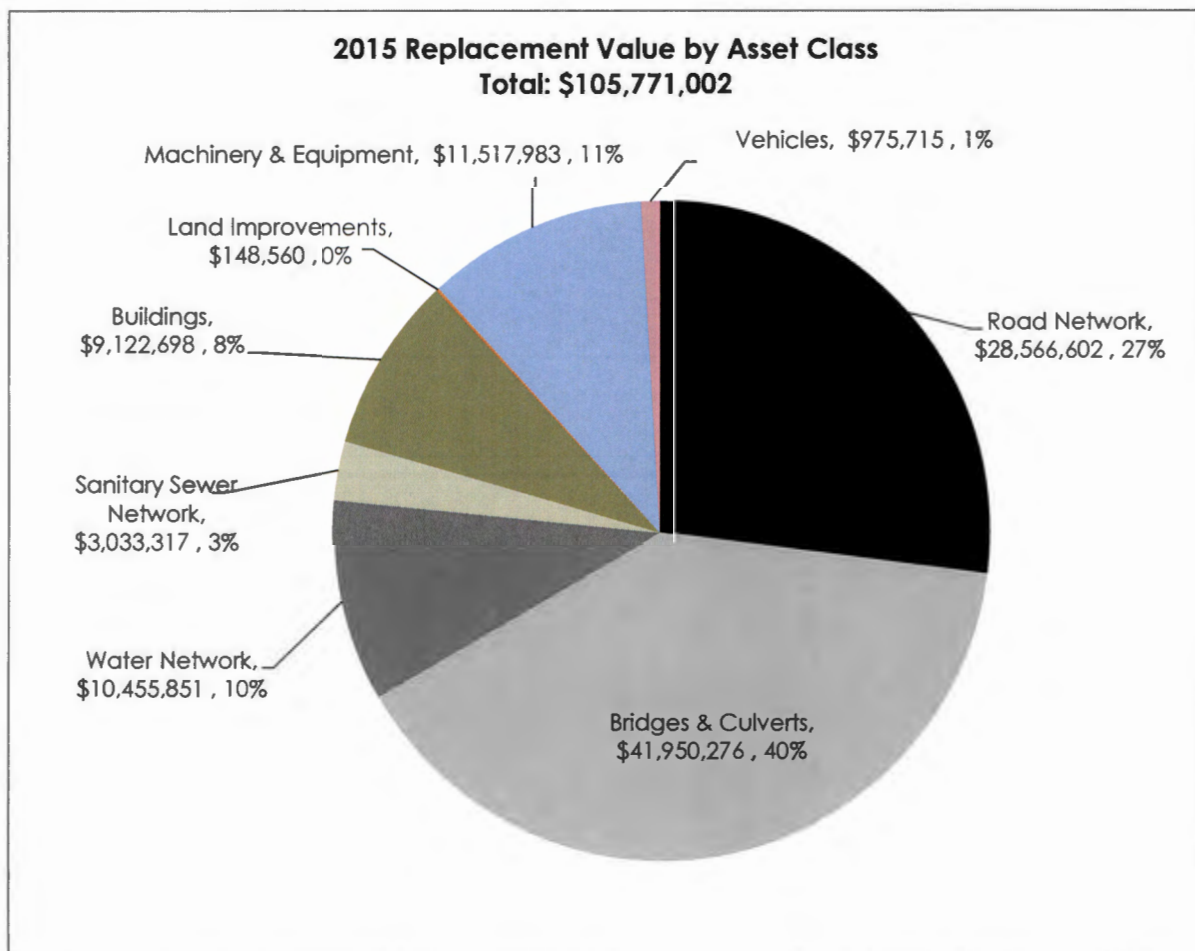
1.0 Executive Summary

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.

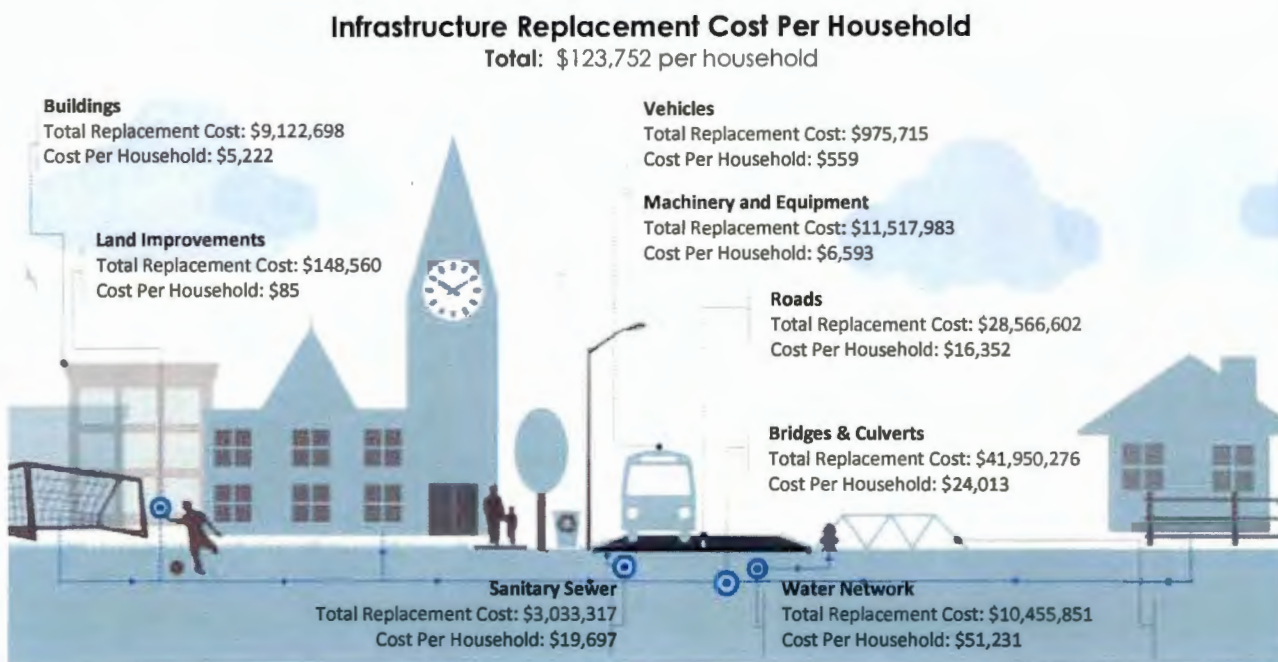
A technically precise and financially rigorous asset management plan, diligently implemented, will mean that sufficient investments are made to ensure delivery of sustainable general capital and infrastructure services to current and future residents. The plan will also indicate the respective financial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



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.

Town of Pincher Creek

Community Information Evening
Information Handout
March 28, 2018



Back: Councillor Wayne Elliott, Councillor Brian McGillivray, Councillor Lorne Jackson, Councillor Scott Korbett

Front: Councillor Mark Barber, Mayor Don Anderberg, Councillor Sussanne O'Rourke



ALBERTA SOUTHWEST REGIONAL ALLIANCE

Mandate: Alberta SouthWest Regional Alliance Ltd. (AlbertaSW) is a Regional Economic Development Alliance (REDA) of 16 communities working together to help each other succeed.

Member(s): Scott Korbett

Councillor Korbett Update:

Alberta SouthWest Regional Alliance (AlbertaSW) is a group of 16 communities, working together for regional economic development. The collaborative initiatives focus on creating the right environment in which balanced growth can occur, increasing prosperity for all members.

Alberta SouthWest represents a total membership population just over 33,000 and covers an area of 16,705 km². What defines AlbertaSW is commitment to rural communities and pride in quality of life and opportunity. The communities endeavour to help each other succeed, knowing that when one community thrives, there is the potential for every community to benefit.

Pincher Creek is one vote on this board of 16 ranging from Nanton to Waterton, Fort Macleod to the Crowsnest Pass.

Currently working on our long-range plan for economic development opportunities across the region. Past projects have been the regional business licenses and working towards electric vehicle charging stations

CHILDRENS WORLD DAYCARE BOARD

Staff Lead: FCSS Coordinator

Member(s): Sussanne O'Rourke

Alternate: Wayne Elliott

Councillor O'Rourke Update:

Prepared by David Green

Children's World Day Care (CWDC) Society is a Registered Non-profit and Charity. Children's World facilities are located at Central School (Town Hall) and St. Michael's. Governance is provided by a Board of Directors with the day-to-day operations of the facilities overseen by an Executive Director.

Since last August, the Town has provided financial assistance to CWDC and is presently working to strengthen that partnership. To that end, a Councillor has been appointed to sit on the Board to act as liaison. The Town recognizes the importance of maintaining the delivery of high quality, consistent, and sustainable day care. Council also recognizes external factors affecting all community day care operations and is working to minimize those factors.



COMMUNITY HALL BOARD

Mandate: Established in 1972, Pincher Creek's Community Hall is an immaculately maintained multi-use facility that serves as the heart of this community.

Staff Lead: Economic Development, Marketing and Events Officer

Member(s): Lorne Jackson

Councillor Jackson Update:

Things seem to be business as usual for the hall, albeit to this point this year the bookings are reported as a bit light. The Facility Manager believes that things will fill in as the weather starts warming, and wedding and group bookings start filling in the gaps. Repairs to the roof to address water intrusion along the eaves was completed for a favorable price after initial estimates were looking to be quite pricey. The board is currently doing a casino in Lethbridge for operating funding and I have been tasked with coordinating the move of the commercial range/griddle from Crestview Lodge to the Hall, and at the same time, we have found a home for the hall's current range in Twin Butte for their Community Hall. A project that got derailed because of the election, is the proposed better lighting of the parking lot, I know that we did have some conversation about it around the table but nothing concrete. I have also been tasked to find out what the options may be for that

COMMUNITY HOUSING COMMITTEE

Mandate: Study and provide advice regarding matters related to housing.

Staff Lead: FCSS Coordinator

Members: Don Anderberg, Sussanne O'Rourke and Brian McGillivray

Councillor McGillivray Update:

Increasing affordable housing availability is essential to facilitate the growth of our community. The Community Housing Committee is comprised of Mayor Don Anderberg, Councillors Sussanne O'Rourke and Brian McGillivray; it is facilitated by the FCSS Coordinator David Green.

The Committee has recommended to and secured approval from Town Council to enter in to an agreement with the Alberta Rural Development Network (ARDN) who will provide significant expertise and project management to see new sustainable and affordable housing units constructed in Pincher Creek.

Fresh new ideas regarding construction methods and Federal and Provincial grants targeting sustainable housing are the key area focus as the Committee works it's way through initiatives in partnership with ARDN.



The goal is growth of affordable housing and the Committee is committed to facilitating that goal.

COMMUNITY TRANSPORTATION COMMITTEE

Mandate: Study and provide advice regarding matters related to transportation.

Staff Lead: Director of Operations

Membership: Lorne Jackson and Brian McGillivray

Councillor Jackson Update:

In transportation, we are getting close to culmination of over two years of work toward providing public transportation for our residents. We went about tackling transportation on a couple of fronts, one for the general population, and another aimed at medically at risk, and shut-in non- drivers who find difficulty in accessing day to day personal business (things like food shopping, medical and hairdressing appointments, and social visits). The town was successful in receiving a Green Trip transportation grant to investigate and implement a scheduled bus service within the town, and having purchased a "demo" disability accessible 12 passenger bus, and working out a route that covers all of town within a 300 meter walking distance, we will soon see that bus on our streets. The town was also selected for a pilot project in conjunction with the U of A Medically At Risk Drivers program, to study and find transportation solutions for our seniors and those with disabilities and medical limitations, with the aim of allowing more folks to remain in their own homes as a quality of life measure. The Transportation Committee met with all of the senior's groups and organizations in town, as well as hospital administrative staff to get their input, and gage interest in such a service. There was overwhelming support from everyone we talked to, so the committee then began to meet with possible service providers that already offered transport of people to varying degrees. As a result, the town entered into an agreement with the Handy Bus Society to replace their aging vehicle with a new one utilizing grant funding from the Community Initiatives Program. , We are also investigating options to assist them with scheduling.

DAYCARE COMMITTEE

Staff Lead: FCSS Coordinator

Member(s) Sussanne O'Rourke, Brian McGillivray and Wayne Elliott

Councillor O'Rourke Update:

Prepared by Diane Burt Stuckey

The Town of Pincher Creek recognizes the importance of quality, affordable and accessible child care



services for the future of our community. Since 2016, the Town has been looking at options to relocate Children's World Day Care which leases space in the Town Hall. Substantial upgrading of the space is needed to comply with licensing standards; also, space is limited to expand their operations. In 2016, Council approved funds to study alternate locations for a day care facility and to better understand the overall child care needs in our community. Meetings and surveys with parents, employers and children providers gathered information. Town Council then appointed a Day Care Committee to review the study/report and to provide recommendations to Council. In 2017, the Committee talked with Livingstone Range and Holy Spirit school boards about their support for day care services and potential locations for a new facility. A second study was completed last year to provide detailed information on current numbers of children in child care, square footage and equipment required for a day care and the associated costs. Recently, Council approved a Terms of Reference for the Day Care Committee and three members of the public have been appointed to the Committee. The role of the Committee is to research, study and provide advice to the Town Council related to day care trends etc. Recent Committee meetings have focused on options for buildings, potential locations and various operating models for day care. Discussions continue with the school boards as to locations. The thought is to locate one facility at Canyon School site and one at St. Michaels School site, accommodating a total of 160 children. This would meet needs for today and into the future. The Town is committed to work with Children's World Day Care to provide support and to ensure uninterrupted child care services to families of Pincher Creek.

ECONOMIC DEVELOPMENT COMMITTEE

Mandate: To advise Town Council on various economic development issues.
 Staff Lead: Economic Development Officer
 Member(s): Scott Korbett

Councillor Korbett Update:

A dynamic group of citizens from the Town and MD of Pincher Creek Working to enhance the economic development of our town. Currently working on the wayfinding signage program and presenting different ideas to council for consideration.

EMERGENCY SERVICES COMMISSION

Mandate: To manage fire and ambulance services.
 Staff Lead: Fire Chief
 Member(s): Lorne Jackson and Don Anderberg
 Alternate: Mark Barber

Mayor Anderberg Update:



The Pincher Creek Emergency Services Commission (PCEESC) provides fire, rescue and ambulance services to the Town and Municipal District of Pincher Creek # 9.

The commission is a standalone entity wholly owned by the Town and the MD of Pincher Creek and is governed by an operating board of four members, two each appointed by each jurisdiction. The commission acts under the authority of the provincial Municipal Government Act (MGA) and Regulation as authorized by the minister of municipal affairs.

PCEESC operates out of three fire halls, Pincher Creek, Beaver Mines and Lundbreck. We have a mix of full time and volunteer staff in an integrated service where firefighters are cross trained as emergency medical responders (EMR) or emergency medical technicians (EMT) and act as first responders to emergency calls. PCEESC also has a contract with Alberta Health Services to provide 24/7/365 ambulance coverage with paramedic units. We currently have four licensed ambulances, two of which we contract to AHS and two that are used on an as required basis.

PCEESC has a number of mutual aid agreements in place including all of our municipal neighbors, forestry, Parks Canada, Alberta transportation, Piikani and Blood tribes and the Village of Cowley.

FACILITIES PLANNING STUDY STEERING COMMITTEE

Mandate: To study and provide advice to the Town of Pincher Creek regarding the future development, renovation or expansion of facilities including sport, recreational, community and other Town owned facilities.

Staff Lead: Director of Community Services

Member(s): Mark Barber and Wayne Elliott

Councillor Elliott Update:

When people refer to the Facilities Committee they often think of recreation, however it is much more than that. The Water Treatment Plant, Sewage Treatment Lift station and the Lagoons are likely the three most important facilities in the community. Most of the time they are taken for granted, being out of sight and out of mind! If one of the three ever breaks down, we could be in for a tough time. They are tied together in a round about way. We need water survive, flush and a place to store it until it is ready to be released back to nature.

FAMILY AND COMMUNITY SUPPORT SERVICES

Mandate: Agreement between Her Majesty in Right of Alberta and Town of Pincher Creek to provide for the establishment, administration, and operation of a Family and Community Support Services Program in accordance with the Family and Community Support Services Act and Regulation

Staff Lead: FCSS Coordinator

Member(s): Susanne O'Rourke



Councillor O'Rourke Update:

Prepared by David Green

"The Pincher Creek and District Family and Community Support Service facilitates preventive social services and community initiatives which contribute to community and family wellness and which build community capacity in the Town of Pincher Creek, the Municipal District of Pincher Creek #9 and the Village of Cowley."

FCSS is an 80/20 funding partnership between the Government of Alberta, local municipalities and Metis Settlements. Governing Legislation is the FCSS Act of Alberta and FCSS Regulation 218/94.

Under FCSS, communities design and deliver social programs that enhance well-being among individuals, families, and communities and generally promote and facilitate the development of stronger, more resilient communities.

FCSS believes that self-help contributes to a sense of integrity, self-worth and independence. The programs are intended to help individuals in our community adopt healthy lifestyles, thereby improving quality of life and building the capacity to prevent and/or deal with crisis situations should they arise.

One of the key principles of the FCSS Program is local responsibility in priority-setting and resource allocation. FCSS emphasizes local decision-making, based on the belief that communities have the desire, energy and resources to build capacity. Each municipality or Metis settlement determines how the dollars they receive should be allocated to meet local needs.

Through a regional agreement the FCSS Board is responsible for overseeing the delivery of community programs and projects for the Town of Pincher Creek, The M.D. of Pincher Creek No. 9 and the Village of Cowley. The Board consists of three elected officials and four members-at-large.

FCSS has funded 14 agencies for the 2018 year. The list can be seen on the display panel.

HIGHWAY #3 ASSOCIATION

Mandate: Members to this committee must be approved by the Association Board.

Staff Lead: CAO

Member(s): Don Anderberg

Alternate: Mark Barber

Mayor Anderberg Update:

This organization has been working on the twinning of Highway # 3 since 2001. An economic impact assessment study was undertaken at that time to assess an economic value to the twinning of Highway



3. There are currently close to 50 members including municipalities, school boards, economic development associations, tourism groups and private citizens.

In 2014, myself, along with the mayors of Crowsnest Pass, Fort Macleod, Coalhurst and Lethbridge and our local MLA and a Lethbridge MLA renewed our efforts to address some serious safety issues and attempt to get the highway twinned. We were successful in getting the Coalhurst corner reconfigured, traffic circle on highway 24 near Nobleford, crosswalks and signage in the Crowsnest Pass and a traffic light on highway 3 in the pass. We were also successful in growing the interest from Medicine Hat to the BC border.

As a group we have been successful in getting the attention of Transportation Minister Brian Mason. In 2017 his department provided funds for a new economic impact study for Highway 3 and the result is that for every dollar spent building the road there is a three dollar return on investment. This information has triggered functional plans to be initiated and undertaken by Alberta transportation from sentinel to Pincher Creek and from Taber to Burdett. These are currently being worked on. We are on the radar screen and will continue to move forward in lobbying and talking to the appropriate government officials to get highway 3 twinned.

LIBRARY BOARD and CHINOOK ARCH

Mandate: Pursuant to the Libraries Act of Alberta, the Pincher Creek & District Municipal Library will provide full and equal access to information, resources and ideas, and promote an atmosphere of life-long learning.

Staff Lead: Head Librarian

Member(s): Mark Barber

Councillor Barber Update:

I am very new to this board. However, I have grown to appreciate all that our library offers. With our partnership with the Chinook Arch Regional Library System our card holders have access to nearly 1,000,000 physical items, over 30,000 downloadable eBooks, audiobooks, and movies, 20,000 digital magazines and newspapers, online courses and research databases, and the RISE Videoconferencing Network.

Our library has recently formed a partnership with Alberta Parks and our library now offers numerous items that can be used to better enjoy the outdoor experience.

One of the challenges that our library faces is a lack of space. This lack of space significantly limits library programming. Conversations continue regarding expansion plans. These plans may also include a small performing arts centre.



MAYORS & REEVES OF SOUTHWEST ALBERTA

Mandate: Mayors & Reeves of Southwest Alberta.

Member(s): Don Anderberg or available Councillors

Mayor Anderberg Update:

Approximately forty mayors and reeves from southwest Alberta gather monthly in Lethbridge to discuss items of mutual concern. This group has been active for close to twenty years. In recent years the focus has changed from being just an information group to more of an active lobbying body for our region. This group represents a population of close to 200,000 people. Our regional members of parliament and members of the legislative assembly are invited to attend and provide reports on a monthly basis. Some of the successes over the years include keeping 911 ambulance dispatch services in Lethbridge, successfully lobbying to keep the rural physicians action plan in our care and control and getting real results on highway 3 upgrades and twinning. An upcoming item will be coming from our community in relation to 911 emergency response and the need to coordinate ambulance, rescue, police and fire response through better channels of communication. The strength in numbers approach has been very successful when other avenues have not produced desired outcomes for individual municipalities.

MUNICIPAL DEVELOPMENT AND SUBDIVISION AUTHORITY (MDSA)

Mandate: Pursuant to the Municipal Government Act and MDSA Bylaw #1543, to review applications for discretionary developments.

Staff Lead: Manager of Legislative Services

Member(s): Wayne Elliott, Brian McGillivray and Scott Korbett

2017 Development Quick Facts:

41 Development Permits for an estimated aggregate total value of \$10,088,905.00

3 Demolition Permit Applications

8 Sign Permit Applications

7 Home-Based Occupation Permits

36 Compliance Certificates issued

19 MDSA Applications heard/decided

OLDMAN RIVER REGIONAL SERVICES COMMISSION (ORRSC)

Mandate: Concerns matters of subdivision, planning, etc.

Staff Lead: CAO

Member(s): Don Anderberg

Alternate: Scott Korbett

Mayor Anderberg Update:



ORRSC provides land planning, GIS services and subdivision services to the Town of Pincher Creek and forty other municipalities in southern Alberta. The office is located in Lethbridge. Staffing includes 7 full time planners, 2 intern planners, 5 GIS personnel, 3 subdivision technicians, a bookkeeper, a secretary and a chief administrative manager. The town has a planner assigned to us and we work closely with this planner on land use and subdivision files and our Intermunicipal Development Plan. The board meets on a quarterly basis and the executive committee meets monthly. The executive committee is an operating board with the responsibility of budgeting, setting fees and developing bylaws and policies to guide the organization. The largest member is the county of Newell and one of the smaller members is the Village of Cowley.

OPERATIONS COMMITTEE

Mandate: Study and provide advice regarding matters related to operational services. Requires two members.

Staff Lead: Director of Operations

Member(s): Brian McGillivray and Lorne Jackson

Alternate: Wayne Elliott

Councillor McGillivray Update:

The Operations Committee studies, reviews and advises on matters of operational services. The Committee is comprised of Councillors Lorne Jackson and Brian McGillivray; it is facilitated by Al Roth, Director of Operations.

The Operations Committee areas of focus include streets, winter street maintenance, garbage collection, landfill issues, parking, water and sewer services, street lighting, traffic signage and recycling to name but a few.

The Committee is actively exploring methods to improve and expand our current recycling programs and is investigating best practices in other communities in this regard.

The Town of Pincher Creek has a well planned, developed and maintained infrastructure. It has been designed and built with foresight and future capacity in mind. We have an infrastructure and a team to maintain it we can all be proud of.

PINCHER CREEK FOUNDATION BOARD

Mandate: Manages the Housing Units in Pincher Creek. Requires two members.

Staff Lead: Pincher Creek Foundation CAO

Meetings: Third Wednesday monthly at 3:00 pm

Member(s): Lorne Jackson and Sussanne O'Rourke

Councillor Jackson Update:



The Pincher Creek Foundation, which some people only think of as the Crestview Lodge, is the community housing authority for the area comprising the Town of Pincher Creek, M.D. of Pincher Creek #9, and the Village of Cowley. The Foundation's main focus is of course the administration and operation of Crestview Lodge, but there are also 12 senior self-contained cottages, Canyon Manor with 12 apartment units, 12 Family Social Housing Units, and 20 clients under the government rent subsidy program that the Foundation oversees. It has been a long, and sometimes frustrating process with the construction of the new Crestview Lodge, but I am extremely happy to report that the move-in is definitely slated for March 26 and 27. The residents have already seen their designated rooms and suites in a tour of the building and are very excited to occupy their beautiful new home. Once they are settled, I urge those who are interested to see for themselves what a wonderful addition this is to our entire community, made possible with the cooperation of our Municipal partners at the M.D. and Cowley.

POLICE ADVISORY COMMITTEE

Mandate: formalize the process for receiving input from the community and the partnership between the community, the RCMP and local government.

Staff Lead: FCSS Coordinator

Member(s): Mark Barber

Alternate: Wayne Elliott

Councillor Barber Update:

I am also new to this committee and I missed the last meeting as I was attending a tourism conference in Camrose. Lou Burnham, a very dedicated member of the committee, provided me with the following information:

- 1) David Green was elected as the chairperson for the board.
- 2) RCMP Sgt. Mark Harrison reported that Pincher Creek has been reasonably quiet for the past few months. However, they are gearing up for another busy summer season and are already allocating personnel resources for Waterton.
- 3) Tina Delinte, the Principal of St. Michaels School, reported that they are continuing to work on their school security protocols and have already administered two school lock down exercises this school year.

RECREATION ADVISORY BOARD

Mandate: Reviews Recreation and Parks issues, makes recommendations and identifies issues.

Staff Lead: Director of Community Services



Member(s): Mark Barber

Councillor Barber Update:

I am starting my fifth year on the Recreation Advisory Committee. One of the events that was initiated by our committee was the Moonshadow Run as held in September of each year. John Verhagen has done an exceptional job of getting this annual event up and running. The success of this event is evident as it has continued to grow over the past three years. We also thank Alecia Williams for her dedication to the run.

John has also been instrumental in the awarding of the Southern Alberta Games in 2019 to Pincher Creek. The year 2019 will be the 50th anniversary of the games. The award of the games is even more special as Pincher Creek hosted the first ever Southern Alberta Summer Games.

Another project that has received numerous positive comments is the installation of an off-leash dog park in Juan Teran Park. Further, we have added dog facilities to the significant dog run area to west of the Ag Grounds. Our committee is hopeful that the formalized dog areas will reduce the number of dogs that frequent our sports fields and playground areas.

REGIONAL EMERGENCY MANAGEMENT ORGANIZATION

Mandate: To act as an agent of the Council to carry out the Council's statutory powers and obligations as prescribed in the Emergency Management Bylaw.

Staff Lead: CAO

Member(s): Lorne Jackson and Don Anderberg

Alternate: Mark Barber

REGIONAL LANDFILL – Town/MD/ Cowley/Crowsnest Pass

Mandate: Pursuant to landfill Authority bylaws

Staff Lead: Open

Member(s): Mark Barber

Alternate: Scott Korbett

Councillor Barber Update:

Having been recently appointed to the Landfill Board I have not yet achieved an in-depth understanding of the full operation. However, there are some projects at the landfill that I am quite enthusiastic about.



The first project that the landfill has been working on for a few years is their recycling program. They are able to process much more than our, "in town" recycling facility. Some of the additional items they process include plastic bags, bale twine, and hazardous materials such as paint and household chemicals. They also recycle used electronics. Alberta Recycling was so impressed with our landfill's efforts that they recently awarded the landfill the "Award of Excellence." It is important to note that our in-town recycling facility is a significant asset to our community.

Another project that is still in its infancy is the acquisition of a mechanical composter. The technology, as developed and manufactured in Manitoba, will handle all compostable materials. Further, the equipment will complete the composting process within two weeks. It is anticipated that there will be a market for the composted material. Regardless, should it be required that the composted material be landfilled, the composting process will reduce the bulk of the unprocessed material by approximately 80 percent. Thus the operating life of our landfill will be significantly extended.

We have been experiencing increased opposition to the potential installation of an incinerator at the landfill. I want to ensure the residents of Pincher Creek that their Town Council remains unwaveringly opposed to this project.



WHAT DO I GET FOR MY TAXES?

▶ Municipal Services

▶ 26% Recreation

- ▶ Pool, Arena, Parks, Sports Fields, Community Recreation Centre

▶ 19% Common Services, Roads and Roadway Systems

- ▶ Annual spring/summer maintenance
 - Street sweeping
 - Repairing
 - pot holes
 - cracked sidewalks, curbs and gutter
 - Storm drainage systems and catch basins
 - Annual winter snow plowing, sanding and snow removal

▶ 18% General, Legislative and Administration

- Council and Administration

▶ 11% Protective Services - Policing (debt service costs for cells) and CPO/Bylaw; Pincher Creek Humane Society

▶ 10% Culture and Community - Library, Lebel Mansion, Grants to Non-Profit Organizations, Community in Bloom, Pincher Planters, Pincher Creek Food Bank, many in-kind activities to non-profit organizations

▶ 8% Planning and Development

▶ 6% Net reserve transfers - to cover future capital asset purchases and emergent operational expenditures

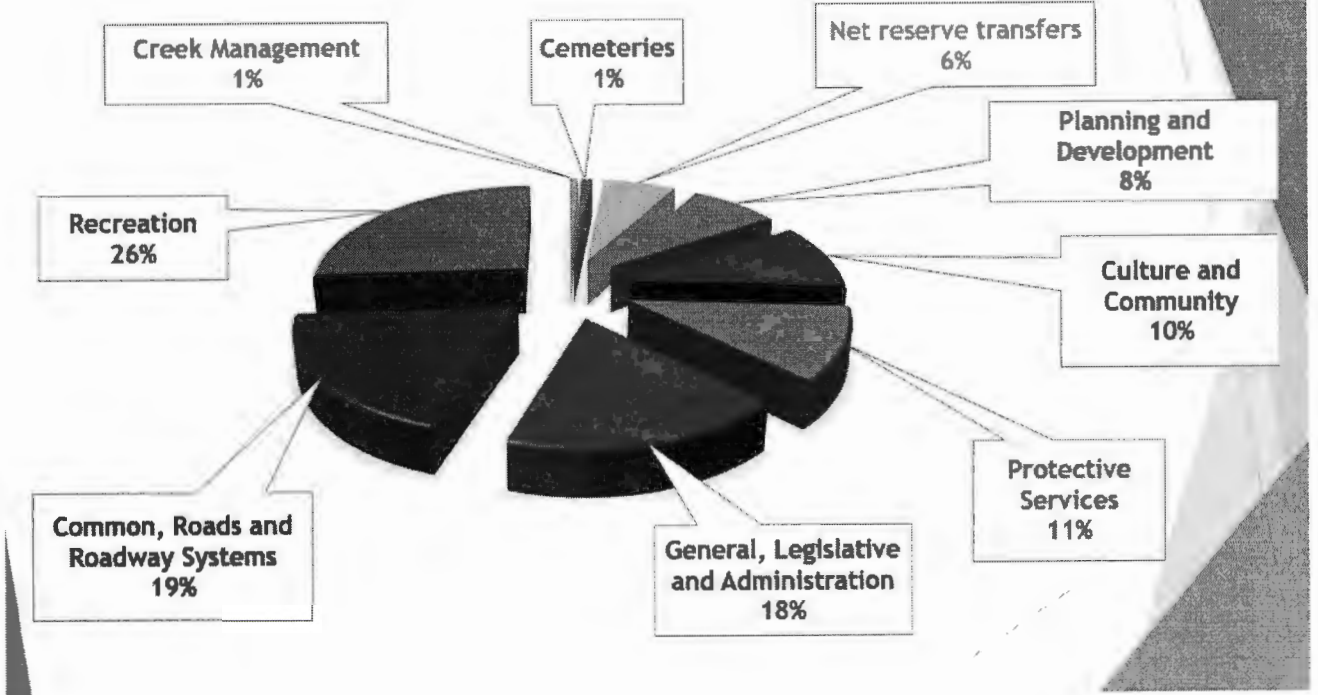
▶ 1% each Creek Management and Cemetery Management



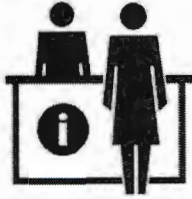
TOWN OF PINCHER CREEK MUNICIPAL FUNDING 2018

MUNICIPAL TAXES \$ 4,329,593

FRANCHISE FEES \$ 650,000



Town of Pincher Creek Communication



In person
Monday - Friday
8a.m.-4 p.m.



By phone
403 627 3156



Via Email
Reception@pinchercreek.ca



PincherCreek.ca



Citizens Request
through PincherCreek.ca



/TownofPincherCreek
/PincherCreekSwimmingPool
/PincherCreekArena



/TownofPincherCreek



/town_of_pc



Utility E-newsletter
E-newsletter



Paper newsletter
with utility bill



Electronic Sign

Partnerships and Advertising with our local media:

The **Pincher Creek Echo**

Shootin' the Breeze



**REAL
95.5**



Roland Milligan

From: Bev Everts
Sent: Thursday, April 5, 2018 7:14 AM
To: Quentin Stevick; Rick Lemire; Terry Yagos; Brian Hammond
Cc: Roland Milligan
Subject: Fwd: April 7 End of the Season Potluck

I was asked to please forward the end of season CMCA potluck supper invite to Councillors. Saturday April 7 @6:30 in day lodge - see below for details- I will attend. Hope it doesn't snow!!!

Sent from my iPhone

Begin forwarded message:

From: Beaver Mines Community <beaverminecommunity@gmail.com>
Date: April 2, 2018 at 12:31:08 PM MDT
To: undisclosed-recipients;;
Subject: Fwd: April 7 End of the Season Potluck

----- Forwarded message -----

From: CMCA <castlemountaincommunity@gmail.com>
Date: Mon, Apr 2, 2018 at 8:50 AM
Subject: April 7 End of the Season Potluck
To: Stewart Fraser & Monica
Cc: Bly Mike >, Everts Bev <CouncilDiv3@mdpincercreek.ab.ca>, Ferguson Daryl < >, Heidel Al & Trish >, Lahey Linette >, Beaver Mines Community <beaverminecommunity@gmail.com>

Join us for our "End of the Season" Castle Mountain Community Association potluck on Saturday April 7 in the Day Lodge!

Food service starts at 6:30 PM.

Bring a dish with food for 6-8 people and your own cutlery and plate. The bar will be open!

Staff and guests welcome!

Come join us for a fantastic meal.

Fraser

--
Disclaimer - Please note that this email is being sent to provide information only! If you wish to be removed from this mailing list please reply with STOP in the subject line.

Beaver Mines Community Association Board Meeting
Saturday Feb 17 – Notes (prepared by Lynn Calder)

In Attendance:

BMCA: Pete Falkenberg, Linde Farley, Jeff McLarty, Jolaine Kelly, Ken Fast, Lynn Calder, Mike Morley, Bev Everts (MD Councillor Div 3), Quentin Stevick (MD Reeve)

Community: none

Absent: Annie Starzynski (RCMP), Bob Black, Pat Black, Stephanie McLarty, Breanne Bennett, Mark Pinard, Rob Bronson, Bernie Bonertz

Note: Only 6/13 Board members in attendance. No quorum.

A. Call to order

Meeting called to order at 10:00AM by Pete.

B. Approval of Agenda

Motion to adopt agenda by Lynn, Seconded by Ken.

C. Approval of last meeting minutes

Did not have minutes of Dec meeting. Bring forward to March meeting

D. Treasurer's report

1. \$5485.06 in bank, includes \$2000 from MD/Town Joint Council Funding
2. Lynn/Jeff tallied cost of alcohol for last two events. Looks like we need to charge at least \$3/drink to cover liquor permit and incidentals to break even. Currently charging \$3 or 4 for \$2.50. Various options discussed. We have also started serving hard liquor at recent events at request of some community members. Need to decide what we will stock going forward. Defer decisions to next meeting when we have quorum.

E. Outstanding Business

1. Insurance (Linde/Jeff) - Satisfied that MD's insurance coverage adequately protects us for director's liability. No need for additional insurance.
2. Color swatches for water reservoir (Mike) – Mike will confirm colour (beige like Lundbreck) with MD prior to March meeting
3. Purchases:
 - a) BBQ (Mike) – purchase on sale in spring (up to \$1200)
 - b) Shopvac (Mike) - Breanne purchased used Shopvac from Kootenay Brown Pioneer Village for \$15.
 - c) Fish fry equipment (Stephanie) – buy on sale in spring
4. Community By-Law Review (Jeff) –have been drafted. Jeff to send to Board for review prior to March meeting

5. Firesmart (Linde/Rob) – Dave Cox booked for Friday March 16 at gazebo. Linde will request people to send in questions in advance. Send out notice to community by email and put up poster at store. Pete to be moderator. Linde to purchase small gift for Dave. Rob looking into grants.

6. Pathway to Castle Mountain - input has been provided to Alberta Gov't by various people at recent Tourism open house. No further action by BMCA. Remove from agenda. See also MD report below.

7. Historical Markers/Miners Cabins (Pete/Mike) – Farley Wuth (Kootenay Brown Pioneer Village) keen. Will come examine foundations in spring. We should try to find information on who lived in cabins in park.

8. Beaver Mines contact list (Jeff) – template set up; will be sent around for comment before going to community.

9. Laneway request purchase (Bert Nyrose) – letter request has been sent in to MD – on upcoming MD Council agenda (in camera)

10. MD Report

1. Water and Sewer

- a. MD looking at alternative options for sewer since Mill Creek sewage lagoon option not viable. MD consultant (MPE) presenting to MD Council at next meeting.
- b. Concerns expressed by Board about delays and resulting cost increases and possibility of Castle Mountain getting water before Beaver Mines.
- c. Discussion around community standpipe if there is a gap between delivery of water to community in 2018 and hook-up. Not part of current contract. MPE have been requested to look at options along pipeline route.
- d. MD also looking for location for sani-dump for Parks. Coalfields school discussed as one option.

2. Fire Prevention

- a. MD considering requiring 30 m firebreak around hamlet, including purchase of land adjacent to existing boundary. Board expressed support for this and desire to coordinate with utility corridors/walking path.
- b. MD requests residents register our contact information with the MD through the link on their website to ensure rapid response notification

3. Land-use By-Law

- a. MD is currently updating land-use bylaw as one of their top priorities. There is a public process for community input. Quentin and Bev suggest we be proactive and submit any

concerns in advance of the public hearing process. Need to set up a committee to look at this. Discuss at next meeting.

4. Communications

- a. MD has scheduled 3 “Coffee With Council Sessions” for 2018. All MD residents invited to attend any session:
 - i. Tuesday April 17th 6:30pm Summerview Hall
 - ii. Tuesday June 19th – 6:30pm Coalfields School
 - iii. Tuesday Oct 16th – MD Council Chambers
- b. Board indicated that in future we would like input on the date for the location and would like to see some sessions held on/near weekends, so part-time residents can attend
- c. Quentin and Bev encouraged us to drum up attendance

Previous action items deferred:

Tennis backboard line painting (Mike)

F. New Business

1. Bar Management (Lynn). Agreed someone other than Jeff/event organizers need to be responsible for bar, alcohol purchases and inventory. Ken agreed to take this on.
2. Current land-use bylaws (Lynn). Lynn shared summary page of current land use bylaw & map showing minimum lot sizes with and without water. Full report available on MD website. See also MD report below.
3. Request for letter of support from Pincher Creek Chamber of Commerce for hiring of Community Grant Writer to assist local non-profits get funding (Lynn). Agreed to send letter of support. Lynn to draft letter for Pete’s signature.
4. FireSmart presentation by Dave Cox (see above)
5. Request from Fraser Stewart for Castle Mountain Community Association to meet with our Board. Agreed to set date, separate from regular meetings.
6. Speed limits – Beaver Mines to Castle Mountain (Bert Nyrose) – Bert’s draft letter requesting decrease in speed limit between Beaver Mines and BMR to 80km/hour shared and discussed. Defer discussion to next meeting when we have quorum.
7. Casino license (Jeff) – Jeff has application for Casino license in Lethbridge. Discussion around whether we would have enough people to staff. Jeff to confirm how many people required and what shifts look like. Decide at next meeting when we have quorum. Could be a couple of years before we get it.
8. Snow clearing in park (Pete) – Pete hired Clint Davis to clear path to gazebo for meeting (\$50). Will get receipt for Lynn. Discussion around whether to continue this. Decide at next meeting when we have a quorum.

H. Call for adjournment

Jeff moved that meeting be adjourned, Ken seconded.

All in favour

Meeting Adjourned, 12:00PM

PINCHER CREEK FOUNDATION - LODGE

FINANCIAL STATEMENTS

For the year ended December 31, 2017

PINCHER CREEK FOUNDATION - LODGE
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INDEPENDENT AUDITOR'S REPORT

To: The Board of Directors of
Pincher Creek Foundation - Lodge

We have audited the accompanying financial statements of Pincher Creek Foundation - Lodge, which comprise the statement of financial position as at December 31, 2017, and the statements of operations, changes in net assets and cash flows 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 accounting standards for 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.

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 organization'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 organization'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 Pincher Creek Foundation - Lodge as at December 31, 2017, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.



Lethbridge, Alberta

March 21, 2018

Chartered Professional Accountants

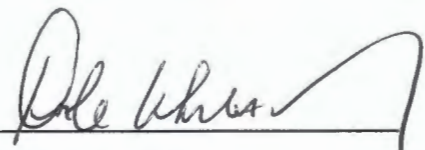
PINCHER CREEK FOUNDATION - LODGE
STATEMENT OF FINANCIAL POSITION
As at December 31, 2017

	2017	2016
ASSETS		
Current		
Cash	\$ 665,331	\$ 1,744,926
Temporary investments (note 3)	165,280	80,000
Accounts receivable	10,995	230,531
GST receivable	194,382	218,569
Inventory	9,485	8,876
Prepaid expenses	17,104	15,607
	1,062,577	2,298,509
Investments (note 4)	85,440	170,300
Capital assets (note 5)	13,047,217	5,662,650
	\$ 14,195,234	\$ 8,131,459

LIABILITIES AND NET ASSETS		
Current		
Accounts payable and accrued liabilities	\$ 88,467	\$ 1,043,812
Holdbacks payable	-	461,857
Government remittances payable	22,165	21,756
Deferred revenue (note 6)	11,996	10,880
Deferred capital contributions (note 7)	51,716	-
	174,344	1,538,305
Unamortized capital contributions (note 8)	12,669,267	5,292,713
	12,843,611	6,831,018
Net assets		
Unrestricted	181,539	169,267
Invested in capital assets	377,951	369,938
Reserves (note 9)	792,133	761,236
	1,351,623	1,300,441
	\$ 14,195,234	\$ 8,131,459

Approved on behalf of the board:

Director  _____

Director  _____

PINCHER CREEK FOUNDATION - LODGE
STATEMENT OF OPERATIONS
For the year ended December 31, 2017

	2017 Budget (Unaudited)	2017 Actual	2016 Actual
Revenue			
Resident accommodation	\$ 460,154	\$ 438,412	\$ 409,342
Municipal requisitions (note 10)	421,368	421,368	421,368
Provincial grants	162,240	172,566	144,813
Management fees	95,520	97,657	95,520
Non-resident services	21,500	20,525	11,535
Resident services	14,969	16,607	13,916
Interest	7,600	6,709	7,691
Miscellaneous grants	-	3,670	3,413
Donations	-	245	2,111
Amortization of capital contributions	-	10,930	10,930
	1,183,351	1,188,689	1,120,639
Expenses			
Human resources (schedule 1)	842,293	836,801	794,384
Operating (schedule 2)	146,050	144,469	137,281
Utilities (schedule 3)	85,861	81,261	70,848
Administration (schedule 4)	33,803	40,016	31,497
Operating maintenance (schedule 5)	17,935	15,191	18,274
Donations expended	-	245	2,111
Amortization	15,000	19,524	17,962
	1,140,942	1,137,507	1,072,357
Excess of revenue over expenses from operations	42,409	51,182	48,282
Loss on disposal of capital assets	-	-	17,385
Excess of revenue over expenses	\$ 42,409	\$ 51,182	\$ 30,897

PINCHER CREEK FOUNDATION - LODGE
STATEMENT OF CHANGES IN NET ASSETS
For the year ended December 31, 2017

	Unrestricted	Invested in capital assets	Reserves	Total 2017	Total 2016
Balance, beginning of year	\$ 169,267	\$ 369,938	\$ 761,236	\$ 1,300,441	1,269,544
Excess of revenue over expenses	51,182	-	-	51,182	30,897
Amortization of capital assets	19,524	(19,524)	-	-	-
Amortization of capital contributions	(10,930)	10,930	-	-	-
Capital asset additions	(7,404,091)	7,404,091	-	-	-
Contributions received for capital	7,387,484	(7,387,484)	-	-	-
Transfer to capital reserve	(30,897)	-	30,897	-	-
Balance, end of year	\$ 181,539	\$ 377,951	\$ 792,133	\$ 1,351,623	1,300,441

PINCHER CREEK FOUNDATION - LODGE
STATEMENT OF CASH FLOWS
For the year ended December 31, 2017

	2017	2016
Cash flows from operating activities		
Excess of revenue over expenses	\$ 51,182	\$ 30,897
Adjustments for items which do not affect cash		
Amortization	19,524	17,962
Loss on disposal of capital assets	-	17,385
Amortization of capital contributions	(10,930)	(10,930)
	59,776	55,314
Change in non-cash working capital items		
Accounts receivable	219,536	(227,353)
GST receivable	24,187	(197,442)
Inventory	(609)	441
Prepaid expenses	(1,497)	1,451
Accounts payable and accrued liabilities	(955,345)	873,129
Holdbacks payable	(461,857)	461,857
Government remittances payable	409	(614)
Deferred revenue	1,116	486
Deferred capital contributions	51,716	-
	(1,062,568)	967,269
Cash flows from investing activities		
Sale (purchase) of investments	84,860	(5,000)
Proceeds on disposal of capital assets	-	2,160
Purchase of capital assets	(7,404,091)	(4,980,800)
	(7,319,231)	(4,983,640)
Cash flows from financing activity		
Contributions received for capital	7,387,484	4,980,800
Net (decrease) increase in cash and cash equivalents	(994,315)	964,429
Cash and cash equivalents, beginning of year	1,824,926	860,497
Cash and cash equivalents, end of year	\$ 830,611	\$ 1,824,926
Cash and cash equivalents consist of:		
Cash	\$ 665,331	\$ 1,744,926
Temporary investments	165,280	80,000
	\$ 830,611	\$ 1,824,926

PINCHER CREEK FOUNDATION - LODGE
NOTES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2017

1. Nature of operations

Pincher Creek Foundation - Lodge is an organization that operates and manages social programs aimed at providing affordable housing for senior citizens of Southern Alberta. The Lodge is established as a management body by provincial ministerial order and is governed by the Alberta Housing Act and its regulations. It qualifies as a not-for-profit organization and is a registered charity as defined in the Income Tax Act and, as such, is exempt from income taxes.

2. Significant accounting policies

These financial statements are prepared in accordance with Canadian accounting standards for not-for-profit organizations. The significant policies are detailed as follows:

(a) Revenue recognition

The Lodge follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Restricted investment income is recognized as revenue in the year in which the related expenses are incurred. Unrestricted investment income is recognized as revenue when earned.

Rental revenue is recognized monthly based on rental agreements

(b) Financial instruments

The Lodge initially measures its financial assets and liabilities at fair value. The organization subsequently measures all its financial assets and liabilities at amortized cost.

(c) GST receivable

The GST receivable is set up at the refundable rate in place at the time of the expenditure.

(d) Inventory

Inventory is valued at the lower of cost and net realizable value. Cost is determined using the specific item method.

(e) Capital assets

Purchased capital assets are recorded at cost. Only assets purchased costing \$5,000 or more are recorded in the capital asset accounts. Contributed capital assets are recorded at fair value at the date of contribution. Amortization is provided for on the straight-line method at rates designed to amortize the cost of the capital assets over their estimated useful lives. Amortization is taken in the year of acquisition but is not recorded in the year of disposal. The annual amortization rates are as follows:

Buildings	2%
Paving	5%
Sprinkler system	5%
Machinery and equipment	10%

PINCHER CREEK FOUNDATION - LODGE
NOTES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2017

2. Significant accounting policies, continued

- (f) Net assets invested in capital assets
The Lodge has chosen to continue to treat net assets invested in capital assets as a separate component of net assets.
- (g) Operating and capital reserves
Reserves are established at the discretion of the Board of Directors to set aside funds for operating and for capital purposes. Such reserves are appropriations of unrestricted net assets.
- (h) Contributed services
Volunteers contributed time to assist the Lodge in carrying out its service delivery activities. Because of the difficulty of determining their fair value, contributed services are not recognized in the financial statements.
- (i) Measurement uncertainty
The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reported period. Actual results could differ from those estimates.

3. Temporary investments

	2017	2016
RBC Dominion Securities - GICs	\$ 85,000	\$ 80,000
RBC Investment Savings Account	80,280	-
	\$ 165,280	\$ 80,000

The GIC bears interest at 1.89% and will mature in July 2018.

4. Investments

	2017	2016
Pincher Creek Coop Equity	\$ 440	\$ 300
RBC Dominion Securities - GICs	85,000	170,000
	\$ 85,440	\$ 170,300

The GIC bears interest at 1.75% and will mature July 2019.

PINCHER CREEK FOUNDATION - LODGE
NOTES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2017

5. Capital assets

			2017			2016
	Cost	Accumulated amortization	Net	Net		Net
Buildings	\$ 13,197,204	\$ 276,426	\$ 12,920,778	\$	5,648,867	
Paving	49,040	49,040	-	-	-	
Sprinkler system	5,906	5,906	-	-	-	
Machinery and equipment	193,193	66,754	126,439	-	13,783	
	<u>\$ 13,445,343</u>	<u>\$ 398,126</u>	<u>\$ 13,047,217</u>	<u>\$</u>	<u>5,662,650</u>	

Included in capital assets are \$12,515,456 of building costs that are not being amortized. These costs relate to the new Lodge project that has been undertaken by the Foundation. The building costs will be amortized when it is available for use.

6. Deferred revenue

			2017			2016
Prepaid rent			\$ -	\$	1,029	
Emergency Response deposit			1,400	-	-	
Maintenance grant			3,500	-	3,500	
Equipment donations			7,096	-	6,351	
			<u>\$ 11,996</u>	<u>\$</u>	<u>10,880</u>	

Deferred revenue represents unspent resources received in the current period that is related to the subsequent period. Changes in the deferred revenue balance are as follows:

			2017			2016
Balance beginning of year			\$ 10,880	\$	10,394	
Amounts received during the year			2,145	-	1,010	
Amounts recognized as revenue during the year			(1,029)	-	(524)	
			<u>\$ 11,996</u>	<u>\$</u>	<u>10,880</u>	

7. Deferred capital contributions

Deferred capital contributions represent unspent restricted contributions for the purchase of capital assets.

PINCHER CREEK FOUNDATION - LODGE
NOTES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2017

8. Unamortized capital contributions

Unamortized capital contributions represent contributions received for the construction of the Crestview Lodge. These contributions are being amortized to revenue over the estimated useful life of the Lodge. Changes in the unamortized capital contributions during the year are as follows:

	2017	2016
Balance, beginning of year	\$ 5,292,713	\$ 340,968
Additions during the year	7,387,484	4,980,800
Amortization of capital contributions	(10,930)	(10,930)
Disposal of capital contributions	-	(18,125)
	\$ 12,669,267	\$ 5,292,713

9. Reserves

	2017	2016
Operating reserve	\$ 100,000	\$ 100,000
Capital reserve	692,133	661,236
	\$ 792,133	\$ 761,236

10. Municipal requisitions

	2017	2016
Municipal District of Pincher Creek	\$ 329,652	\$ 330,978
Town of Pincher Creek	87,996	86,714
Village of Cowley	3,720	3,676
	\$ 421,368	\$ 421,368

11. Line of credit

Pincher Creek Foundation has a line of credit with ATB Financial. The interest rate on this line of credit at December 31, 2017 was the prime rate with a credit limit of \$28,000. As at December 31, 2017 there was no balance on this line of credit.

PINCHER CREEK FOUNDATION - LODGE
NOTES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2017

12. Related party transactions

During the year, the Pincher Creek Foundation - Crestview Lodge received management fees of \$45,000 (2016 - \$45,000) and project labour fees of \$45,000 (2016 - \$45,000), as well as an administration fee of \$7,657 (2016 - \$5,520) from Pincher Creek Foundation - Community Housing. There is no amount due to/due from the related operations at year end (2016 - \$0). These transactions are in the normal course of operations and are measured at their exchange amount, which is the amount of consideration established and agreed upon by both parties.

13. Financial instruments

Credit risk

Credit risk arises from the potential that a counter party will fail to perform its obligations. The Lodge is exposed to credit risk from customers. However, the Lodge has a significant number of customers which minimizes concentration of credit risk.

PINCHER CREEK FOUNDATION - LODGE
SCHEDULES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2017

Schedule of human resources expenses	Schedule 1		
	2017 Budget (Unaudited)	2017 Actual	2016 Actual
Wages and benefits	\$ 838,743	\$ 827,475	\$ 782,789
Staff training and travel	3,550	9,326	11,595
	\$ 842,293	\$ 836,801	\$ 794,384

Schedule of operating expenses	Schedule 2		
	2017 Budget (Unaudited)	2017 Actual	2016 Actual
Food supplies	\$ 94,000	\$ 96,921	\$ 90,532
Insurance	12,200	11,674	12,094
Housekeeping	10,000	10,537	7,458
Kitchen supplies	6,500	5,934	5,383
Laundry	9,500	5,741	9,197
Repairs and maintenance	5,050	5,331	4,831
Automotive	4,000	5,219	3,698
Recreation program	3,300	2,170	3,023
Advertising and promotion	1,500	942	1,065
	\$ 146,050	\$ 144,469	\$ 137,281

Schedule of utilities	Schedule 3		
	2017 Budget (Unaudited)	2017 Actual	2016 Actual
Electricity	\$ 35,000	\$ 35,578	\$ 29,137
Heat	27,831	22,142	19,082
Cable television	11,230	11,104	11,469
Telephone	6,000	6,669	5,555
Water and sewer	5,800	5,768	5,605
	\$ 85,861	\$ 81,261	\$ 70,848

PINCHER CREEK FOUNDATION - LODGE
SCHEDULES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2017

Schedule of administration expenses	Schedule 4		
	2017 Budget (Unaudited)	2017 Actual	2016 Actual
Office	\$ 8,876	\$ 15,801	\$ 8,821
Board member expense	13,127	10,796	11,151
Professional fees	8,000	9,895	7,937
Licences, dues and memberships	2,300	2,014	2,269
Interest and bank charges	1,000	944	947
Postage and courier	500	566	372
	\$ 33,803	\$ 40,016	\$ 31,497

Schedule of operating maintenance expenses	Schedule 5		
	2017 Budget (Unaudited)	2017 Actual	2016 Actual
Ground maintenance	\$ 4,500	\$ 6,049	\$ 4,354
Safety and security	800	2,965	931
Equipment repairs	2,600	2,093	1,770
Heating and plumbing repairs	5,000	1,689	5,558
Automotive	2,185	1,234	2,247
Electrical system repairs	2,500	1,064	2,535
Building repairs	350	97	879
	\$ 17,935	\$ 15,191	\$ 18,274

**THE CROWNEST/PINCHER CREEK LANDFILL ASSOCIATION
MINUTES
February 21, 2018**

The regular meeting of The Crownsnest/Pincher Creek Landfill Association was held on Wednesday, Feb 21, 2018 at 9:00 a.m. at the Landfill administration office.

Present: Terry Yagos, Municipal District of Pincher Creek #9
Dean Ward, Municipality of Crownsnest Pass
Dave Filipuzzi, Municipality of Crownsnest Pass
Gord Lundy, Municipality of Crownsnest Pass
Mary Kittlaus, Village of Cowley
Brian McGillivray, Town of Pincher Creek
Emile Saindon, Landfill Manager
Jean Waldner, Office Administrator

AGENDA

Dean Ward

Moved the agenda be adopted as presented.

Carried. 02.21.18-1009

MINUTES

Dave Filipuzzi

Moved the minutes of Jan 24, 2018 and Special meeting Feb 12, 2018 be adopted as circulated

Carried. 02.21.18-1010

MANAGER'S REPORT

1. MSW volumes steady.
2. The Industrial cell has been steady with small contracts.
3. Training programs are in place and on line sessions have begun.
4. All required information to AEP has been completed and sent off.
5. Presentation to MD of Pincher Creek completed last week and went well.
6. Some service issues with household waste pick up due to weather but we are back on track this week.
7. Preparing a presentation for Alberta Care conference in Brooks next week. It will outline our Landfill operation and our Eco Recycling Building and operation.
8. Early March will be the start of our Annual report preparation for AEP.
9. All design and drawing for this summers expansion of cell and ponds have been completed and sent in to AEP for approval.

Gord Lundy

Moved that the Manager's report be accepted for information.

Carried. 02.21.18-1011

FINANCIAL REPORT

The Income Statement and Balance sheet to February 15th, 2018 was reviewed. MNP Accountants have completed our 2017 audit and they are ready to present it at our AGM In March.

Dean Ward

Moved that the financial reports be accepted for information. Carried. 02.21.18-1012

DONATION POLICY REVIEW

Gord Lundy expressed some concerns on our distribution of donation funds. He mentioned It would be nice to see more of our donations be targeted towards focus on kids programs only, rather than events etc. Dean explained the reasoning why this program was set up this way. It is on a 1st come 1st serve basis. That keeps it fair to all organizations, the Board does try to give more funding to programs that do support children and family activities.

Gord Lundy

Moved that this inquiry be accepted for information. Carried. 02.21.18-1013

REVISED EMPLOYEE POLICY HANDBOOK

The revised Employee Policy Handbook will be reviewed by all Director's and has been tabled for approval at our next meeting.

Carried. 02.21.18-1014

DONATION REQUEST

A Donation request from the Crowsnest Pass Literacy Foundation for their Home Visit Pre-K Program

Dean Ward

Moved to donate \$250.00 towards their Home Visit Pre-K Program. Carried. 02.21.18-1015

DONATION REQUEST

A Donation request from The Royal Canadian Legion Branch #9 for their Canadian Armed Forces Appreciation Gala.

Gord Lundy

Moved to donate \$500.00 towards the Canadian Armed Forces Gala. Carried. 02.21.18-1016

DONATION REQUEST

A Donation request from The Kananaskis Rodeo Association for their Elementary Students Rodeo Passes.

Dave Filipuzzi

Moved to donate \$500.00 towards the School Rodeo Passes. Carried. 02.21.18-1017

DONATION REQUEST

A Donation request from The Crowsnest Women's Resource & Crisis Centre for their Dare 2BU and Let's Cook program.

Gord Lundy

Moved to donate \$200.00 towards their Dare 2BU & Let's Cook Program. Carried. 02.21.18-1018

Correspondence:

NEXT MEETING DATES

March 23, 2018	August 15, 2018
April 18, 2018	September 19, 2018
May 16, 2018	October 17, 2018
June 20, 2018	November 21, 2018
July 18, 2018	December 19, 2018

Tabled Items

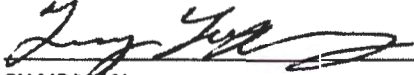
Revised Employee Handbook


ADJOURNMENT

Mary Kittlaus

Moved the meeting adjourn at 9:40. a.m.

Carried. 02.21.18-1019


CHAIRMAN


SECRETARY

Crowsnest - Pincher Creek Landfill Association
Financial Statements

For the year ended December 31, 2017



Crowsnest - Pincher Creek Landfill Association

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For the year ended December 31, 2017

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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 Professional 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, 2018

Management

Accountant

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, 2017, and the statements of operations, changes in net assets, cash flows and the related schedules 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, 2017 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, 2018

MNP LLP

Chartered Professional Accountants



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Crowsnest - Pincher Creek Landfill Association
Statement of Financial Position

As at December 31, 2017

	2017	2016
Assets		
Current		
Cash	438,354	521,478
Accounts receivable	417,635	226,858
Goods and Services Tax receivable	28,385	99,914
Prepaid expense	40,100	41,000
Current portion of term deposits (Note 3)	857,511	962,183
	1,781,985	1,851,433
Term deposits (Note 3)	718,794	1,281,131
Tangible capital assets (Schedule 1)	5,756,628	6,734,869
	8,257,407	9,867,433
Liabilities		
Current		
Accounts payable and accruals	144,336	580,542
Government remittances payable	28,579	27,302
Current portion of long-term debt (Note 5)	117,013	113,645
Current portion of capital lease obligations (Note 6)	126,249	120,764
	416,177	842,253
Long-term debt (Note 5)	2,053,502	2,170,514
Capital lease obligations (Note 6)	98,437	224,686
Landfill closure and post-closure liability (Note 7)	1,656,368	1,523,636
	4,224,484	4,761,089
Commitments (Note 11)		
Net Assets		
Capital Fund	3,361,426	4,105,260
Operating Fund	631,497	981,084
Restricted Fund (Note 12)	40,000	20,000
	4,032,923	5,106,344
	8,257,407	9,867,433

Approved on behalf of the Board

 Director

 Director

The accompanying notes are an integral part of these financial statements

Crownsnest - Pincher Creek Landfill Association Statement of Operations

For the year ended December 31, 2017

	2017 <i>Budget</i>	2017	2016
Revenue			
Domestic and industrial waste disposal fees (Note 8)	1,900,000	2,004,921	1,258,255
Out of region disposal fees (Note 8)	250,000	241,378	708,606
Revenue from roll-off truck	150,000	163,209	94,481
Investment income	43,000	33,182	55,542
Road maintenance fees	70,000	57,049	42,158
Revenue from rental bins	14,000	19,525	13,551
Electronics recycling fees	12,000	9,023	13,320
Freon disposal	10,000	9,641	10,309
Sale of scrap and miscellaneous	161,200	76,915	9,250
Paint recycling incentive program	2,000	1,114	1,124
Gain (loss) on disposal of tangible capital assets		14,750	(28,460)
	2,612,200	2,630,706	2,178,136
Expenses			
Amortization	-	1,318,314	1,750,534
Salaries, wages and benefits	1,034,950	984,668	1,052,975
Tervita Corp. - 25% share	162,500	275,465	122,843
Industrial waste expense	58,500	196,116	74,871
Landfill closure and post-closure provision	-	132,732	108,459
Fuel and oil	114,500	142,505	126,904
Interest on long-term debt	-	79,299	86,846
Remediation materials	5,000	19,339	1,440
Repairs and maintenance - machinery and equipment	58,300	93,951	119,554
Insurance and licences	76,500	75,729	71,705
Repairs and maintenance - general	73,800	94,347	135,423
Litter control	38,000	34,443	76,210
Monitoring	27,500	78,439	77,568
Office	34,000	41,132	30,060
Professional fees	31,000	36,939	133,442
Utilities	40,000	36,552	28,506
Rental	4,800	-	18,222
Meetings	10,000	14,421	19,701
Repairs and maintenance - road	35,000	32,549	41,600
Hazardous material disposal	8,000	9,838	11,528
Freon removal	600	-	(198)
Bad debts	1,000	2,536	598
Paint disposal expense	3,000	3,206	2,800
Land lease	800	800	800
Site beautification	10,000	807	5,693
	1,827,750	3,704,127	4,098,084
Excess (deficiency) of revenue over expenses	784,450	(1,073,421)	(1,919,948)

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, 2017

	<i>Capital Fund</i>	<i>Operating Fund</i>	<i>Restricted Fund</i>	<i>2017</i>	<i>2016</i>
Net assets, beginning of year	4,105,260	981,084	20,000	5,106,344	7,026,292
Excess (deficiency) of revenue over expenses	-	(1,073,421)	-	(1,073,421)	(1,919,948)
Amortization of tangible capital assets	(1,318,314)	1,318,314	-	-	-
Purchase of tangible capital assets	525,322	(525,322)	-	-	-
Proceeds on disposal of tangible capital assets	(200,000)	200,000	-	-	-
Gain on disposal of tangible capital assets	14,750	(14,750)	-	-	-
Long-term debt repayments	113,645	(113,645)	-	-	-
Capital lease payments	120,764	(120,764)	-	-	-
Reserve wage fund		(20,000)	20,000	-	-
Net assets, end of year	3,361,426	631,497	40,000	4,032,923	5,106,344

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, 2017

	2017	2016
Cash provided by (used for) the following activities		
Operating		
Excess (deficiency) of revenue over expenses	(1,073,421)	(1,919,948)
Amortization	1,318,314	1,750,534
Landfill closure and post-closure provision	132,732	108,459
(Gain) loss on disposal of tangible capital assets	(14,750)	28,460
	362,876	(32,495)
Changes in working capital accounts		
Accounts receivable	(190,777)	1,080,633
Goods and Services Tax receivable	71,529	40,499
Prepaid expense	900	(37,014)
Accounts payable and accruals	(436,206)	238,911
Government remittances payable	1,276	27,302
	(190,402)	1,317,836
Financing		
Repayments of capital lease obligations	(120,764)	(548,895)
Repayment of long-term debt	(113,645)	(110,373)
	(234,409)	(659,268)
Capital		
Purchases of tangible capital assets	(525,322)	(1,565,879)
Proceeds on disposal of tangible capital assets	200,000	114,754
	(325,322)	(1,451,125)
Investing		
Redemption of term deposits	713,728	2,286,133
Purchase of term deposits	(46,719)	(1,529,444)
	667,009	756,689
Decrease in cash resources	(83,124)	(35,868)
Cash resources, beginning of year	521,478	557,346
Cash resources, end of year	438,354	521,478

The accompanying notes are an integral part of these financial statements

Crowsnest - Pincher Creek Landfill Association

Notes to the Financial Statements

For the year ended December 31, 2017

1. Incorporation and nature of the organization

The Crowsnest - Pincher Creek Landfill Association (the "Association") 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 operate 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 Association 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.
- Restricted fund reports on the future retirement costs reserve of the Association which has been restricted by the Board.

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.

Crowsnest - Pincher Creek Landfill Association

Notes to the Financial Statements

For the year ended December 31, 2017

2. Significant accounting policies (Continued from previous page)

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 of 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.

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 %

Crowsnest - Pincher Creek Landfill Association

Notes to the Financial Statements

For the year ended December 31, 2017

2. Significant accounting policies (Continued from previous page)

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 is 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 in the statement of operations and an asset when a fair value can be reasonably estimated and when the assets are used in the normal course of the Association'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 Association 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.

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 and collection is reasonably assured. 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.

Crowsnest - Pincher Creek Landfill Association
Notes to the Financial Statements
For the year ended December 31, 2017

3. Term deposits

	2017	2016
One year non-redeemable term deposit, bearing interest at 0.75%, maturing March 8, 2018	20,000	-
Three year non-redeemable term deposit, bearing interest at 2.00%, maturing March 3, 2018	327,512	321,104
Five year non-redeemable term deposit, bearing interest at 2.13%, maturing July 11, 2020	280,312	274,486
Five year redeemable term deposit, bearing interest at 1.75%, maturing October 13, 2020	134,948	132,629
One year non-redeemable term deposit, bearing interest at 1.38%, maturing July 28, 2017	-	506,864
Three year non-redeemable term deposit, bearing interest at 1.75%, maturing January 23, 2019	303,535	298,299
One year non-redeemable term deposit, bearing interest at 1.38%, maturing July 28, 2017	-	206,864
One year non-redeemable term deposit, bearing interest at 1.13%, maturing July 10, 2018	251,246	248,455
Two year non-redeemable term deposit, bearing interest at 1.63%, maturing February 27, 2018	258,752	254,613
Less: Current portion	(857,511)	(962,183)
	<hr/> 718,794 <hr/>	1,281,131

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 (2016 - \$60,000) 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 2017 for \$nil (2016 - nil). The prime rate at December 31, 2017 was 3.2%.

Crowsnest - Pincher Creek Landfill Association
Notes to the Financial Statements
For the year ended December 31, 2017

5. Long-term debt

	2017	2016
<p>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 \$1,962,542.</p>	2,170,515	2,284,159
<p>Less: Current Portion</p>	117,013	113,645
	2,053,502	2,170,514

Principal repayments on long-term debt in each of the next five years are estimated as follows:

	Principal	Interest	Total
2018	117,013	63,002	180,015
2019	120,480	59,535	180,015
2020	124,051	55,964	180,015
2021	127,727	52,288	180,015
2022	131,513	48,502	180,015
Total	620,784	279,291	900,075

Crowsnest - Pincher Creek Landfill Association
Notes to the Financial Statements
For the year ended December 31, 2017

6. Capital lease obligations

	2017	2016
Capital lease obligation payable in equal monthly instalments of \$11,141, including interest of 4.45%, due October 2019, with D6T Track-Type Tractor, having a net book value of \$267,222, pledged as collateral.	224,686	345,450
Less: current portion	126,249	120,764
	98,437	224,686

Future minimum lease payments related to the obligation under capital lease are as follows:

2018	133,693
2019	100,270
	<u>233,963</u>
Less: imputed interest	(9,277)
	<u>224,686</u>
Less: current portion	(126,249)
	<u>98,437</u>

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 855,190 cubic meters compared to the estimated total landfill capacity of 2,101,590 cubic meters as created over the next 25 years.

	2017	2016
Balance, beginning of year	1,523,636	1,415,177
Provision for post-closure liability	132,732	108,459
Balance, end of year	1,656,368	1,523,636

Crowsnest - Pincher Creek Landfill Association
Notes to the Financial Statements
For the year ended December 31, 2017

8. Tonnage and disposal fees

	2017	2016
Domestic and industrial tonnage (tonne)		
Municipality of Crowsnest Pass	2,922	3,091
Municipal District of Pincher Creek #9	3,375	3,905
Town of Pincher Creek	1,714	1,889
Village of Cowley	114	119
Tervita Corp.	35,072	14,210
Other	4,151	3,862
	47,348	27,076
Out of region tonnage (tonne)		
CNP Waste Disposal	97	96
Fernie Alpine Resort	111	84
Phoenix Enterprises Ltd.	592	944
Radium Resort	-	1,030
Regional District of East Kootenay	-	6,684
Southeast Disposal Ltd.	1,397	1,452
Town of Taber	1,422	675
Tervita Corp.	99	-
Other (includes Special rate materials)	5,971	4,158
	9,689	15,123
Total tonnage (tonne)	57,036	42,199
Domestic and industrial disposal fees (\$)		
Municipality of Crowsnest Pass	130,592	134,171
Municipal District of Pincher Creek #9	148,554	159,657
Town of Pincher Creek	76,626	81,975
Village of Cowley	5,077	5,139
Tervita Corp.	1,101,855	491,374
Other	542,217	385,939
	2,004,921	1,258,255
Out of region disposal fees (\$)		
CNP Waste Disposal	333	2,880
Fernie Alpine Resort	6,942	5,107
Phoenix Enterprise Ltd.	59,173	95,417
Regional District of East Kootenay	-	416,747
Southeast Disposal Ltd.	87,051	86,270
Town of Taber	81,470	36,864
Tervita Corp.	6,161	-
Other (includes Special rate materials)	248	65,321
	241,378	708,606
Total fees (\$)	2,246,296	1,966,861

Crowsnest - Pincher Creek Landfill Association
Notes to the Financial Statements
For the year ended December 31, 2017

9. Related party transaction

During the year, the Association carried out transactions with related parties as follows:

	2017	2016
Domestic and industrial waste disposal fees:		
Municipality of Crowsnest Pass	130,592	134,171
Municipal District of Pincher Creek #9	148,554	159,657
Town of Pincher Creek	76,626	81,975
Village of Cowley	5,077	5,139
	360,849	380,942
Accounts receivable included amounts from related parties as follows:		
Municipality of Crowsnest Pass	8,396	7,358
Municipal District of Pincher Creek #9	16,052	13,242
Town of Pincher Creek	4,793	4,757
Village of Cowley	419	216
	29,660	25,573

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. The parties are related as the board of directors of the Association are also councilors of the related parties.

Included in Repairs and maintenance - Road expense is an amount paid to the Municipal District of Pincher Creek #9 of \$20,000 (2016 - \$20,000) for remittance of road maintenance fees.

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 73% (2016 - 57% from one customer) of its accounts receivable are from two 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 its fair value as this liability has been determined based on discounted future cash flows.

Crowsnest - Pincher Creek Landfill Association
Notes to the Financial Statements
For the year ended December 31, 2017

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.

12. Restrictions on net assets

Internally restricted net assets

During the year, the Association's board of directors internally restricted \$20,000 (2016 – \$20,000) of unrestricted net assets to be held for future retirement costs of the Association's employees. These internally restricted amounts are not available for other purposes without approval of the board of directors.

13. Budget information

The Board approved its 2017 operating budget on December 14, 2016 based on planned expenses relating to the current year sources of revenue and expenditures.

14. Comparative figures

Certain comparative figures have been reclassified to conform with current year presentation.

Crowsnest - Pincher Creek Landfill Association
Schedule 1 - Schedule of Tangible Capital Assets

For the year ended December 31, 2017

	Cost			Accumulated Amortization			Balance, end of year	2017 net book value of tangible capital assets	2016 net book value of tangible capital assets
	Balance, beginning of year	Acquisition of tangible capital assets	Disposal of tangible capital assets	Balance, end of year	Balance, beginning of year	Annual amortization			
Automotive	171,975			171,975	72,617	29,808	102,425	69,550	99,358
Buildings	1,612,662	55,519	(200,000)	1,468,181	223,945	61,561	270,756	1,197,425	1,388,717
Computer equipment	18,090	2,896		20,986	17,324	664	17,988	2,998	766
Computer software	10,546			10,546	10,546		10,546	-	-
Equipment	320,552	24,697		345,249	213,552	23,870	237,422	107,827	107,000
Fences and signs	318,623	99,693		418,316	131,016	23,745	154,761	263,555	187,607
Furniture and fixtures	11,928			11,928	11,124	161	11,285	643	804
Heavy machinery	3,777,821	36,915		3,814,736	2,332,309	439,191	2,771,500	1,043,236	1,445,512
Industrial waste disposal cell	2,883,902	23,384		2,907,286	2,823,594	64,985	2,888,579	18,707	60,308
Irrigation equipment	2,599			2,599	2,028	34	2,062	537	571
MSW cell expansion	2,016,960	60,716		2,077,676	1,428,542	296,575	1,725,117	352,559	588,418
Right of way	2,706,955			2,706,955	609,065	135,348	744,413	1,962,542	2,097,890
Roads	125,562			125,562	101,233	973	102,206	23,356	24,329
Scales	126,179			126,179	105,016	4,233	109,249	16,930	21,163
Site preparation	147,221			147,221	130,577	8,372	138,949	8,272	16,644
Waste containers	1,019,066	116,890		1,135,956	718,555	107,687	826,242	309,714	300,511
Wells	105,400	104,612		210,012	91,874	6,583	98,457	111,555	13,526
	15,376,041	525,322	(200,000)	15,701,363	9,022,917	1,203,790	10,211,957	5,489,406	6,353,123
Heavy machinery under capital lease	449,112	-	-	449,112	67,366	114,524	181,890	267,222	381,746
	15,825,153	525,322	(200,000)	16,150,475	9,090,283	1,318,314	10,393,847	5,756,628	6,734,869

Crowsnest - Pincher Creek Landfill Association
Schedule 2 - MD of Pincher Creek No.9 Waste Collections Statement of Operations

For the year ended December 31, 2017

	2017	2016
Revenue		
Revenue from roll-off and haul trucks	96,552	84,381
Revenue from rental bins	16,925	12,552
	113,477	96,933
Expenses		
Fuel and oil	20,556	10,405
General and administrative expenses	160	2,328
Insurance	2,314	1,491
Rental		14,645
Repairs and maintenance - automotive	16,503	5,273
Salaries, wages and benefits	60,568	63,984
Supplies		696
	100,101	98,821
Excess (deficiency) of revenue over expenses	13,375	(1,888)

	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	2017
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OUT OF PROVINCE

CNP Waste Disposal							3.530	1.820					5.350	Dom OP	5.350 x \$63.30 = \$3386.55
Fernie Alpine Resort	15.220	17.960	16.960					21.850			27.040	12.400	111.430	Ind OP	111.430 x \$63.30 = \$7053.51
Phoenix Ent (asbestos)	38.810	93.170	75.390			22.890	50.700	99.830	95.170	93.950	21.820		591.730	Ind ASB	591.730 x \$100.00 = \$59173.00
Tervita EdmontonOP No MF								98.890					98.890	Ind Coal	98.890 x \$200.00 = \$19778.00
Southeast Disposal Ltd.			99.430	77.740	257.970	267.920	50.930		163.830	223.480	223.480	32.510	1397.290	Dom OP	1397.290 x \$63.30 = \$88448.45

Total Out of Province 54.030 111.130 191.780 77.740 257.970 290.810 105.160 222.390 259.000 317.430 272.340 44.910 2204.690

Total = \$197,617.51