

A

**AGENDA
COUNCIL MEETING
MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
January 24, 2023 6:00 pm
Council Chambers**

A. ADOPTION OF AGENDA

B. DELEGATIONS

C. MINUTES/NOTES

1. Committee Meeting Minutes
 - January 10, 2023
2. Council Meeting Minutes
 - January 10, 2023
3. Coffee With Council - Beaver Mines
 - January 17, 2023

D. UNFINISHED BUSINESS

E. BUSINESS ARISING FROM THE MINUTES

F. COMMITTEE REPORTS / DIVISIONAL CONCERNS

1. Councillor Tony Bruder – Division 1
 - ORRSC Executive Committee Meeting Minutes November 10, 2022
 - Crowsnest Pincher Creek Landfill Minutes December 21, 2022
2. Reeve Rick Lemire – Division 2
3. Councillor Dave Cox– Division 3
4. Councillor Harold Hollingshead - Division 4
 - Agricultural Service Board Minutes October 5, 2022
5. Councillor John MacGarva – Division 5

G. ADMINISTRATION REPORTS

1. Operations
 - a) Operations Report
 - Report from Public Works dated January 18, 2023
 - Public Works Call Log
 - b) Capital Adjustments – Bridge File #75377 Culvert Replacement Deficiencies
 - Report from Administration dated January 13, 2023
2. Finance
 - a) Carry Forward Reserve – 2022 Year End Adjustments
 - Report from Finance dated January 16, 2023
3. Planning and Community Services
4. Municipal
 - a) Chief Administrative Officer Report
 - Report from CAO, dated January 19, 2023
 - b) Terms of Reference – ASB
 - Report from Administration dated January 19, 2023

H. POLICY REVIEW

I. CORRESPONDENCE

1. For Action
 - a) Oldman Watershed Council
 - Letter Requesting Annual Donation
 - Annual Report

2. For Information

- a) Ambulance Crisis
 - Letter from the Town of Bon Accord
- b) Economic Impact Analysis of Highway 3 Twinning of Alberta
 - Report prepared by PwC for Highway 3 Twinning Development Association
- c) Alberta Municipal Affairs
 - Letter from Minister Rebecca Schulz
- d) End to Tax Break on Drilling
 - Letter from County of Vermilion River

J. NEW BUSINESS

K. CLOSED MEETING SESSION

- a. Fire Response – FOIP Sec. 17

L. ADJOURNMENT

MINUTES
 REGULAR COUNCIL COMMITTEE MEETING
 MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
 Tuesday, January 10, 2023 2:00 pm
 Council Chambers

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

Staff: CAO Roland Milligan, Development Officer Laura McKinnon and Executive Assistant Jessica McClelland.

Reeve Rick Lemire called the meeting to order, the time being 2:00 pm.

1. Approval of Agenda

Councillor Tony Bruder

Moved that the agenda for the January 10, 2023 Committee meeting be approved as presented.

Carried

2. Delegations

3. Future Recreation Applications Discussion

Council discussed their concerns relating to recreation application and would like to review a better plan moving forward. Development Officer Laura McKinnon will discuss Council's concerns on pausing developments with Planner Gavin Scott, and return information to the Council meeting.

4. RMA Spring Convention – March 20-22, 2023

Council discussed RMA Spring Convention and will let administration know if they plan on attending.

5. Closed Session

Councillor Dave Cox

Moved that Council move into closed session to discuss the following, the time being 3:04 pm:

- a) CAO Performance Review and Remuneration – FOIP Sec 19

Carried

Councillor Harold Hollingshead

Moved that Council move out of closed session, the time being 4:05 pm.

Carried

REGULAR COUNCIL COMMITTEE MEETING
MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
TUESDAY, DECEMBER 13, 2022

4. Round Table

5. Adjournment

Councillor John MacGarva

Moved that the Committee Meeting adjourn, the time being 4:06 pm.

Carried

REEVE

CHIEF ADMINISTRATIVE OFFICER

MINUTES
MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
REGULAR COUNCIL MEETING
JANUARY 10, 2023

The Regular Meeting of Council of the Municipal District of Pincher Creek No. 9 was held on Tuesday, January 11, 2023 at 6:00 pm, in the Council Chambers of the Municipal District Administration Building, Pincher Creek, Alberta.

PRESENT Reeve Rick Lemire, Deputy Reeve Tony Bruder, Councillors Dave Cox, Harold Hollingshead and John MacGarva.

STAFF CAO Roland Milligan, Director of Finance Meghan Dobie, Public Works Superintendent Eric Blanchard, Utilities & Infrastructure Manager David Desabrais, Development Officer Laura McKinnon, and Executive Assistant Jessica McClelland.

Reeve Rick Lemire called the meeting to order at 6:00 pm.

A. PUBLIC HEARING BYLAW 1334-22

In order to receive public input on proposed Bylaw No. 1344-22, a Public Hearing, conducted by the Council of the Municipal District of Pincher Creek No. 9, was held on Tuesday, January 10, 2023.

1. Call Public Hearing to Order

Reeve Rick Lemire recessed the Council meeting and called the Public Hearing to order, the time being 6:00 pm.

A Public Hearing is Council's opportunity to hear from anyone who is affected by the proposed bylaw. General rules of conduct when a Public Hearing is held are as follows:

- The developer and/or proponent is given the first opportunity to present to Council and the public. After the public has made their statements, the developer has the opportunity to rebut or answer any questions.
- Members of the public will be invited to speak to the subject matter. We will ask members of public who wish to speak to state their name for the record. The speaking time limit is 5 minutes per speaker. If you have previously submitted a written response, unless you have new information to present, be assured that Council has read your letter. Please do not come to the podium to read your submitted response.
- The Reeve will call for any additional speakers to make sure everyone wishing to speak has had the opportunity to do so. As this is not a situation for debate, speakers may come up one time only.
- Following all presentations from members of public, the developer has the opportunity to rebut or answer any questions, Council may ask questions to Administration and/or developer.
- Council will then close the Public Hearing. This ends the opportunity for the public or Administration to provide information on the matter.

2. Advertising requirement

Reeve Rick Lemire stated that this Public Hearing had been advertised in accordance with Section 606 of the Municipal Government Act. This Public Hearing was advertised in the Pincher Creek Echo on December 28, 2022 and January 4, 2023, as well as the MD website and MD social media pages.

3. Purpose of the hearing

The purpose of Bylaw No. 1344-22 is for regulating and providing for the terms, conditions, rates and charges for the supply and use of water services, wastewater services and solid waste services provided by the Municipal District of Pincher Creek No. 9.

4. Presentations:

VERBAL:

Reeve Rick Lemire asked if anyone in the audience wishes to make a statement. The following people in attendance spoke:

Lynn Calder (on behalf of Rick Czerny and the Beaver Mines Community Association)

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 January 10, 2023

- Questioning the mandatory signup – this is different than what was told to the community by past administration and Council
- Questioned well decommissioning and misinformation
- Bylaw says decommissioning is mandatory or can be overruled by CAO
- Letter to community says no wells are allowed
- Q & A document says wells will need a separate water license
- 20 year payout was removed
- Final date to connection needs to be changed, currently it reads December 31, 2022
- Questioned why maintenance and repair of the line would be up to the landowner
- Past CAO stated that the new connection fee (\$300) wouldn't apply to Beaver Mines residents and that wells can remain as long as they aren't connected to the system
- Prior administration stated that MD was planning to contract the work for the residents, from the curb stop to homes. That 8 contractors were lined up, and that the MD cannot charge interest rates
- Email chain was ending November 23, 2022 with Troy

Lynn Calder

- Has been a resident since 2003
- Bylaw states the MD can cut off water and wastewater, there needs to be rationing and hopes the MD would provide temporary water should this happen. Prospect unacceptable, especially with abandonment. Request bylaw be changed to reflect that
- Understand the bylaw states wells must be abandoned if they are no longer used. Contradicts what residents were told in the Spring. Would encourage people to make the switch and reduce demand in times of drought. – Why does the MD get to oversee this if they aren't connected? If the laws must remain, what allowance can be made for people who wish to maintain existing wells?
- MD should offer additional incentive to sign up for water/wastewater. Meter incentive not enough.
- Fails to see Alberta Environments point to decommission wells

Buck Waters

- Wants to keep his well in case there are issues with new water service
- Water is important
- MD better be doing everything they can to advocate to Alberta Environment for residents to keep existing wells

Cody Spencer

- Questioned if the water is coming from the Oldman, what will happen if the Coal Mines are approved
- Reeve Lemire stated that the MD began testing a couple years ago to monitor any fallback from current/future development up the Oldman water way

Gary Middleton

- Questioned how he can find out if he has a well and if a cistern is considered the same as a well if it isn't connected. Reeve Lemire advised he reach out to Alberta Environment with his legal description to find records of any wells on his property

Utilities & Infrastructure Manager David Desabrais

- Thanked everyone for the written and verbal responses on proposed Bylaw 1344-22
- Responding on behalf of the MD's Administrative team regarding the bylaw and will be focusing on responses to common statements to clarify facts related to comments received
- Bylaw 1344-22 is a successor to Bylaw 1320-20, many of the questions and comments received relate to pieces of the bylaw which were unchanged from the existing, currently in-effect, bylaw. While this does not preclude changes, it is important to note.
- The Utility Services Guidelines are not a legal pre-requisite to passing the utility bylaw. Section 6 of the main body states that the CAO "may adopt, amend, repeal and replace Utility Services Guidelines from time to time as the Chief Administrative Officer deems advisable." Note the Section (6)(2) further states that "the USG's must not be inconsistent with the bylaw, and that in the event of an inconsistency, this Bylaw shall prevail"
- This section was not modified from the in-effect bylaw. There were also no modifications made to Sections 7 through 16 which relate to Notice, CAO authority, and bylaw enforcement
- Based on the responses received it is also worth clarifying the definitions related to Service Connections. No Changes were made to Schedule A Sections 4, 5, & 7 regarding service connections from bylaw 1320-20.

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- It is critical to note that the definition of a Service Connection, Water Service Line, and Private Water Line. Service Connections are inclusive of the connection from the MD Water Main to the property line and the Private Water Line, which is owned by the Customer on private property. These definitions are unchanged from Bylaw 1320-20.
- All residents within the MD are required to pay for the Water and Wastewater Service Lines (that is, the line from Water Main to property edge) Per Schedule A Section 6(1), which is typical in utility development. The new section and exemption to this is stated in Section (6)(2) of Schedule A. Hamlet of Beaver Mines residents are not bearing this cost "due to the bulk of the construction being installed under the MD's supervision with use of grant funding to complete the work."
- The Date set out in this section (December 31, 2022) will be modified prior to next reading of the bylaw, as not all Water and Wastewater Service Lines were completed prior to the end of year within Beaver Mines as originally anticipated.
- Future requests for Water and Wastewater Service Lines that were not provided as part of the grant covered construction will be paid for by property owners throughout the MD.
- This Section must be updated. The predecessor bylaw Schedule A Section (6) stated that the MD shall install the facilities up to property edge (from the MD Main), but that the costs for these connections were to be paid for by the Customer. No exemption was stated for Hamlet of Beaver Mines residents. It also stated that the responsibility of the Private lines, including costs, were to be borne by the Customer. This is consistent with the approach of Bylaw 1344-22.

Other quick things to address:

- Water Meter anticipated costs for 2023 are \$720
- No changes were made to Sections 6-19 of the Main body, and Schedule A Section 10, Schedule B Section 19 of the bylaw from the predecessor
- The section regarding Alternate Water Supply (Wells) does need to be updated. Currently it states they need to be decommissioned. Whereas wells can be relicensed through AEP. This section was in the previous bylaw. We have reached out to AEP regarding the requirement to decommission/relicense, but have not been successful to date.

Reeve Rick Lemire asked if anyone else wanted to present a verbal submission, no one else requested to speak.

WRITTEN:

Reeve Rick Lemire asked if any written submissions were received, the following were received and part of the public package:

- Beaver Mines Community Association
- Rick Czarny
- Linde Farley/Dave McNeil
- James Miller
- Burt Nyrose

5. Closing Comments

Reeve Rick Lemire asked if Council had any further questions. No further questions were asked.

6. Adjournment from Public Hearing

Councillor Harold Hollingshead adjourned the Public Hearing, the time being 6:35 pm.

B. ADOPTION OF AGENDA

Councillor Tony Bruder

23/001

Moved that the Council Agenda for January 10, 2023 be amended to include:

- Finance b) Discussion on Bid Process
- Planning b) Pause on re-zoning to either Rural Recreation 1 (RR-1) or Rural Recreation 2 (RR-2) Land Use Districts

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AND THAT the agenda be approved as amended.

Carried

B. DELEGATIONS

C. MINUTES

1. Committee Meeting Minutes –December 13, 2022

Councillor Harold Hollingshead 23/002

Moved that the Committee Meeting Minutes of December 13, 2022 be approved as presented.

Carried

2. Council Meeting Minutes – December 13, 2022

Councillor Dave Cox 23/003

Moved that the Council Meeting Minutes of November 22, 2022 be approved as presented.

Carried

3. Beaver Mines Open House

Councillor John MacGarva 23/004

Moved that the notes from the Beaver Mines Open House on December 1, 2022 be accepted as presented.

Carried

4. Twin Butte Coffee with Council

Councillor Tony Bruder 23/005

Moved that the notes from the Twin Butte Coffee with Council on December 8, 2023 be accepted as presented.

Carried

E. UNFINISHED BUSINESS

F. BUSINESS ARISING FROM THE MINUTES

a) Heritage Acres Presentation

Councillor John MacGarva 23/006

Moved that a presentation from Heritage Acres on December 13, 2022 be accepted as information.

Carried

G. COMMITTEE REPORTS / DIVISIONAL CONCERNS

1. Councillor Tony Bruder – Division 1

a) ORRSC

b) Crowsnest Pincher Creek Landfill

c) Waterton Biosphere

2. Reeve Rick Lemire – Division 2

3. Councillor Dave Cox– Division 3

a) Pincher Creek Foundation

4. Councillor Harold Hollingshead - Division 4

a) Blowing Garbage South of Cowley

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- b) Rate payers plowing snow onto MD roads
- 5. Councillor John MacGarva – Division 5
 - a) Lundbreck Citizens Council

Councillor Tony Bruder 23/007

Moved to accept the Committee Reports as information.

Carried

H. ADMINISTRATION REPORTS

1. Operations

- a) Operations Report

Councillor Harold Hollingshead 23/008

Moved that Council receive the Operations report, which includes the call log, and the MD vehicle fuel usage report, for the period December 8, 2022 to January 4, 2023 as information.

Carried

- b) Maycroft Road Discussion

Discussion took place regarding the temporary plan to mitigate issues with Maycroft Road.

2. Finance

- a) 2022 Property Tax Write-Off - Lexin Resources Ltd. and Houston Oil and Gas

Councillor Tony Bruder 23/009

Moved that in the 2022 fiscal year, Council write off the property taxes owing from Lexin Resources Ltd. in the amount of \$1,617.48 and Houston Oil and Gas in the amount of \$1,525.32 through the Tax Rate Stabilization Reserve (6-12-0-735-6735);
 AND THAT Council support a submission of a Provincial Education Requisition Credit (PERC) application.

Carried

- b) Bid Process Discussion

Councillor Harold Hollingshead 23/010

Moved to direct administration to research a bid process for equipment purchases and return to a future Council meeting for discussion.

Carried

3. Development and Community Services

- a) Use Planning Agreements (JUPA); Alberta Community Partnership Grant Application

Councillor Dave Cox 23/011

Moved Council support a submission of a 2023 Alberta Community Partnership Grant Application in support of the Joint Use Planning Agreement mediation with Livingstone School Range Division.

Carried

- b) Pause on re-zoning to either Rural Recreation 1 (RR-1) or Rural Recreation 2 (RR-2) Land Use Districts

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Councillor Tony Bruder 23/012

Moved that Council not process any re-zoning applications for Rural Recreation 1 (RR-1) and Rural Recreation 2 (RR-2) until June 30, 2023 or until such time that required changes are made to Land Use Bylaw 1289-18.

Carried

4. Municipal

a) Chief Administrative Officer Report

Councillor Dave Cox 23/013

Moved that Council receive for information, the Chief Administrative Officer's report for the period of December 10, 2022 to January 5, 2023.

Carried

b) Appointment of Development Officer

Councillor John MacGarva 23/014

Moved that Council rescind Resolution 08/318,

AND THAT Council appoint Laura McKinnon as the Development Officer for the Municipal District of Pincher Creek No. 9, commencing this day, January 10, 2023.

Carried

I. POLICY REVIEW

J. CORRESPONDENCE

1. For Action

a) Joint Advocacy for Improved Solar Farm Governance

Administration was directed to research the Joint Advocacy for Improved Solar Farm Governance - Letter from Rocky View County, and return to a future Council meeting.

b) Letter of Engagement - AVAIL LLP

Councillor Tony Bruder 23/015

Moved that Council accept the letter of engagement from AVAIL.

Carried

2. For Information

Councillor Harold Hollingshead 23/016

Moved that the following be received as information:

a) Invite to Virtual Community Justice Centre Engagement Sessions - Justice and PSES Engagement Team

b) Chinook Arch Regional Library System - December Board Report

c) 2022 Top 100 Good Practice Story - Alberta SouthWest

Carried

K. NEW BUSINESS

L. CLOSED SESSION

Minutes
 Council Meeting
 Municipal District of Pincher Creek No. 9
 January 10, 2023

Councillor Harold Hollingshead 23/017

Moved that Council move into closed session to discuss the following, the time being 8:30 pm:

- a) Beaver Mines Water Distribution & Collection Underground Completion Follow Up – FOIP Sec 24
- b) 2022 PERC Application – FOIP Sec 16
- c) A-ADMIN-004 Org Chart – FOIP Sec 17
- d) Salary Grid – FOIP Sec 17

Councillor Harold Hollingshead 23/018

Moved that Council move out of closed session, the time being 8:59 pm.

Carried

- a) Beaver Mines Water Distribution & Collection Underground Completion Follow Up

Councillor Tony Bruder 23/019

Moved that Council rescind resolution 22/505,

AND THAT Council enforce the "Damages for Delay" clause on BYZ's contract for the Water Distribution & Collection Project under Section 6.13.1 of the contract by charging \$1,000/day flat rate in liquidated damages until substantial completion of the work on Schedule A & B of the contract for damages charged from November 1, 2022 onward.

Carried

- b) 2022 PERC Application

Councillor Harold Hollingshead 23/020

Moved that Council support the submission of a Provincial Education Requisition Credit (PERC) application for Pennine Petroleum Co./Nomad Exploration Ltd./ Tri-Energy Resources.

Carried

M. ADJOURNMENT

Councillor Harold Hollingshead 23/021

Moved that Council adjourn the meeting, the time being 9:00 pm.

Carried

REEVE

CHIEF ADMINISTRATIVE OFFICER

Coffee with Council – Division 3
 Tuesday, January 17, 2023
 6:00 pm
 Coalfield School House

Attendees:

MD of Pincher Creek:

Reeve Rick Lemire, Deputy Reeve Tony Bruder, Councillors Dave Cox, Harold Hollingshead, John MacGarva, CAO Roland Milligan, and Executive Assistant Jessica McClelland.

Audience:

Approximately 30 residents from the Division 3 area

Welcome from Reeve Rick Lemire

- Welcomed all to the meeting and thanked everyone for coming out
- Went around the room to the other Councillors so they could introduce themselves
- Introduced Constable Val Dennis and Corporal Jeff Fiest to discuss Rural Crime Watch

Rural Crime/Citizens on Patrol

- Constable Val Dennis and Corporal Jeff Fiest
- Pincher Creek will see more rural crime, and we need people looking after neighbors.
- Many fuel thefts and damage to vehicles
- Partnered with Rural Crime Watch and Citizens on Patrol
- In the past, Police would put crime information on paper, but this is dated.
- Rural Crime Watch is now using the RAVE alert program, which can send a text immediately if there is something suspicious in the area.

The following topics were discussed with Council and the public:

Gladstone Road

- Questioned plans to upgrade Gladstone Road
- MD is using patchwork to save the old pavement
- Gladstone is on the list to improve as a priority road
- Work will depend on the cost
- Residents in the area have spoken out for wanting everything from the road going back to gravel to it being paved
- Notice that $\frac{3}{4}$ weight limit on the road has been there for years – trucks still look over weight limit
- The road is not in good repair and is a bus route
- Kudo's to the grader man in the area. Excellent maintenance this year
- Can the divisional Councillor have a meeting with residents to discuss the priority road list?
- Why is there so much gravel piled at the pit?
- MD crushed gravel for all of MD, not just the Gladstone area, and hopes are to not have to crush next year
- The gravel pit is a mess and needs to be cleaned up
- Was Alberta Rocks pit approved
- Just the rezoning at this time

Coffee with Council – Division 3
Tuesday, January 17, 2023

Tourism in South West Alberta

- What is the Council's stand on tourism in the area?
- Council is for some tourism but needs to be balanced with what the rest of the community wants, and ag producers don't want to see land taken away from ag
- Many residents don't want to see increased travelers in the area, feel it will lead to land sales, increased crime.
- Council is very active with Alberta SouthWest in monthly meetings.
- Development should occur in specific areas e.g.: Pincher Station – but there are no services
- Looking at developing the airport
- Council is taking small steps in tourism and are cautious over too much too soon
- Cardstone County is experiencing difficulties with increased tourism developments in conflict with agriculture producers

- Aside from tourist places to stay – lack of affordable housing is a stress in the MD

Forestry

- Concerns voiced over cows being kicked out of the forestry and it making it difficult for ranchers to stay in the area

Beaver Mines

- When will the list of approved contractors be sent to the residents?
- Public hearing was on January 7, 2023 – where the approved contractor's list was discussed.
- List will be sent out to the community prior to the Summer
- How much will taxes increase with the installation of services?
- If it's too much of a financial burden, people will have to move
- Residents that are on fixed incomes can't afford all the extra expenses for hookups/monthly bills and increased taxes
- Unfair that seasonal secondary home owners will now have to pay a monthly bill for garbage and eventually water/wastewater
- Only advantage to residents will be seen when they sell
- Assessments change when there are sales in the area, this is regulated by the Province
- The benefit to the Beaver Mines residents is the 15 million dollar infrastructure upgrade that isn't being paid for by just them.
- Things that are covered by taxes (road maintenance etc) are also increasing in price
- Council members are residents too, and pay taxes

Snow fencing

- What is the policy on snow fencing? Did something change recently?
- In 2017 some fences were removed
- Seeing certain areas that the fences need to be re-installed
- The equipment is bigger and can throw snow further
- Suggestion to look at where the drifting is happening this time of year to map out where future snow fences could be of benefit
- Are permanent snow fences up to the landowner to fix?
- No, it would be up to Public Works – if one is in disrepair, please call and advise

Coffee with Council – Division 3

Tuesday, January 17, 2023

- Can people call and request places snow fence should be?
- Yes, but it needs to be operational
- Beaver Mines was promised snow fencing, Public Works came and reviewed and said it wasn't necessary, the community organization put up some temporary fence themselves and its working
- Public Works Superintendent is doing a fantastic job
- Council has asked for a map to show current fencing to know where they are

Utility Bylaw

- What changes are going to be made following the public hearing on January 7, 2022
- Changes will happen and come to Council for review
- Council has not seen the changes as of yet as the hearing was only a week ago
- Requested residents are patient and the changes are coming.
- Why is hookup mandatory?
- The system works most effectively if it is being utilized with the proper amount of waste.
- What guarantee is there that the hamlet has enough people using the system for it to work?
- The size of population will allow for the system to work
- MD looking at incentives for people to sign up for the services
- There has been no transparency and it was a slap in the face when the MD made the changes to how connection costs were going to be covered
- Council is learning every day
- MD is being as transparent as possible with the information as we receive it
- In a perfect world Council would have known everything before the project started and a local improvement tax could have been put on properties at that time
- Can the MD do a poll to ask residents who is planning on connecting before spending any more money?
- Residents have up to 3 years to connect to the system
- We are into the project too far at this point to walk away
- What about weekenders? What if they can't afford these new charges?
- MD received a letter from a resident that doesn't want to pay the \$12 per month for garbage but the service to the community has to be paid for

Well Decommissioning

- Why do we need to decommission our wells?
- As stated before, this is a provincial requirement, not the MD's rule
- Well water can not enter the system
- Do we have a safety inspector?
- Superior safety codes

Garbage Pick Up/Eco Centre

- If everyone else can take refuse to the Eco Centre and not pay, why does the hamlet have to pay?
- So all of Beaver Mines doesn't want weekly garbage pick up? Or the bin at the store? Everyone can just take their garbage to Town?
- Can't pick and choose who uses the service – its all or nothing
- How many people turned in their bins when it was an option?
- 4 residents out of 60
- Concern over flat tires from the Eco Centre

Coffee with Council – Division 3

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- CAO will look into this concern
- Eco Centre is amazing! Its so nice and clean!!

Landowner questioned if another divisional meeting could take place to discuss other areas? How much time in Council and at this meeting is dedicated to 60 residents who don't sound like they want to be here.

Dust Control

- What is the policy on dust control at intersections?
- Annually Public Works presents a list of areas for dust control to Council for their approval
- List includes safety concerns, bus routes, intersections
- People can order private dust control subsidized by the MD
- Can Public Works apply dust control at the stop sign along Range Road 2-2
- CAO will let Public Works know of this concern

Snow Plowing

- When Volker goes through the Hamlet of Beaver Mines they plug up the driveways
- Can the MD plow the unimproved road leading to a residence?
- Residents can call and be on a list for private snow removal for a cost

Beaver Mines Fire Hall

- Where is the Beaver Mines Fire Hall project at?
- Engineering in happening in 2024
- Land is being worked on
- It isn't just an "MD" fire hall – the commission is joint with Town/MD
- The land has been transferred to the commission

Dead Stock Bin

- Can the bin number and phone number to West Coast Reduction be put on the bins so people call?
- CAO made a note of this request and will speak to Agricultural Fieldman

Meeting concluded at 7:53 pm.



OLDMAN RIVER REGIONAL SERVICES COMMISSION

EXECUTIVE COMMITTEE MEETING MINUTES
November 10, 2022; 6:00 pm
ORRSC Conference Room (3105 - 16 Avenue North, Lethbridge)

The Executive Committee Meeting of the Oldman River Regional Services Commission was held on Thursday, November 10, 2022, at 6:00 pm, in the ORRSC Administration Building, as well as virtually via Zoom.

Attendance:

Executive Committee:

Don Anderberg, Vice Chair (Virtual)
Jesse Potrie
Brad Schlossberger (Virtual)
Neil Sieben (Virtual)

Staff:

Lenze Kuiper, Chief Administrative Officer
Raeanne Keer, Executive Assistant

Absent:

Gordon Wolstenholme, Chairman
Christopher Northcott

Vice Chair Anderberg called the meeting to order at 6:03 pm.

1. Approval of Agenda

Moved by: Neil Sieben

THAT the Executive Committee approves the November 10, 2022 Executive Committee Meeting Agenda, as presented

CARRIED

2. Approval of Minutes

Moved by: Brad Schlossberger

THAT the Executive Committee adopts the October 13, 2022 Executive Committee Meeting Minutes, as presented.

CARRIED

3. Business Arising from the Minutes

There was no business arising from the minutes.

4. New Business

a. Budget Discussion

L. Kuiper, CAO, presented the proposed 2023 Operating and Capital Budget to the Committee, highlighting an increase to membership fees, subdivision fees, and GIS fees, a 5% cost-of-living increase for staff due to rising inflation, and the purchase of a third staff vehicle in 2023. L. Kuiper noted that a vehicle was budgeted in 2020, but due to the pandemic restrictions it was not purchased at the time as it was not needed.

Moved by: Jesse Potrie

THAT the Executive Committee for the Oldman River Regional Services Commission recommends the Draft Budget for 2023 to the Board of Directors for approval, as presented.

CARRIED

b. Board of Directors Organizational Meeting & Executive Committee Elections – Thursday, December 1, 2022

L. Kuiper stated that the Organizational Meeting would be held on December 1, 2022 and that nomination forms were sent out for those who wish to let their name stand for the Executive Committee.

Don Anderberg verbally provided his nomination for Vice Chair.

Jesse Potrie, Brad Schlossberger, and Neil Sieben verbally provided their nominations for the Executive Committee.

c. Subdivision Activity

The Subdivision Activity to the month ending October 2022, was presented for information.

5. Accounts and Financial Statements

a. Office Accounts

Moved by: Neil Sieben

THAT the Executive Committee approve the Monthly Office Account for September 2022 and the Payments and Credits for August 2022.

CARRIED

b. Financial Statements

Moved by: Brad Schlossberger

THAT the Executive Committee approve the following Financial Statements:

- (i) Balance Sheet
 - As of September 30, 2022
- (ii) Comparative Income Statement
 - Actual to September 30, 2022
- (iii) Details of Account
 - As of September 30, 2022

CARRIED

6. New Business

There was no new business to discuss.

7. CAO Report

L. Kuiper provided his CAO Report to the Committee, highlighting the new periodical to be presented at the Board of Directors Meeting, recruitment update for upcoming vacant planning position, and a status update on the Assessment Appeal hearings.

8. Round Table Discussion

The Committee members reported on various projects and activities in their respective municipalities.

9. Next Meeting – January 12, 2023

10. Adjournment

Following all discussions, Vice Chair Anderberg adjourned the meeting, the time being 7:07 pm.



CHAIR



CHIEF ADMINISTRATIVE OFFICER

**THE CROWNEST/PINCHER CREEK LANDFILL ASSOCIATION
MINUTES
December 21, 2022**

The regular meeting of The Crowsnest/Pincher Creek Landfill Association was held at 9:00 am
Via Zoom Meeting.

Present: Tony Bruder, Municipal District of Pincher Creek #9
Dean Ward, Municipality of Crowsnest Pass
Dave Filipuzzi, Municipality of Crowsnest Pass
Doreen Glavin, Municipality of Crowsnest Pass - Absent
Mark Barber, Town of Pincher Creek
Dave Slingerland, Village of Cowley
Dean Bennett, Landfill Manager
Jean Waldner, Landfill Office Supervisor
Chelsie Antoniuk, Landfill Administrator - Absent

AGENDA

Additions to the Agenda 6,a. Clean soil proposal 6,b. Payout of the 2020 Forklift.

Dave Slingerland

Moved the agenda be adopted with above additions.

Carried. 12.21.22-2121

MINUTES

Tony Bruder

Moved the minutes of November 23, 2022 The Board Reorganizational Meeting be adopted as
circulated.

Carried. 12.21.22-2122

Mark Barber

Moved the minutes of November 23, 2022 The Regular Board meeting be adopted as circulated.

Carried. 12.21.22-2123

MANAGER'S REPORT

-MSW has been steady, companies are trying to clean up for the year.

-The new Tana packer will not be showing up on time, it should be delivered by January.

-Industrial Cell remains busy, new jobs came in, extremely busy year. Secure is optimistic that next year we will have another busy year.

-I've been going through the General Ledger, Asset accounts. And old Inventory accounts and have been able to eliminate over half of what previous management had showing on our income statements.

This will make it easier to explain everything on the statements going forward.

-Our WCB rate is down as we had a retired employee who had a claim in come off finally. We have regular safety meetings once a week to help try and keep the claims down.

-The new accounting software is up and running.

- I'm continuing to look for new scale software, because our old system needs updating.
- I was able to find a few items that will help the M.D. save on their contract waste billing.
- The MD-PC Eco Centre continues to run trouble free.
- Recycling in the CNP continues to have its issues, but we are making it work.
- We have started to use the shredder, but the cold weather has put a damper on that, but it is definitely doing exactly what I hoped it would.
- We had a great year and hope we can carry this momentum into the next year.

Dave Filipuzzi

Moved the Manager's report be adopted as presented.

Carried. 12.21.22-2124

FINANCIAL REPORT

Administration went over the Income Statement and Balance Sheet from December 15, 2022 She answered any questions arrived from the statements.

Dave Filipuzzi

Moved the financial reports be accepted as information.

Carried. 12.21.22-2125

SOIL CLEANING REPORT (RECLAIM)

A report was handed out to the Directors it was research on a proposal made from RECLAIM. This Company does biomediation of hydrocarbon contaminated soil. After discussion the Manager said he would do more research and bring it back to January's meeting.

Mark Barber

Move this report be brought back in January with more information.

Carried. 12.21.22-2126

2020 BYD ECB18 FORKLIFT

The Manager of the Landfill requested that we pay out our loan payment on our 2020 Forklift for this yearend.

Dave Filipuzzi

Moved that the Landfill pay out the loan on the 2020 Forklift This payout will not exceed \$30,000.00.

Carried. 12.21.22-2127

Correspondence: Thank you card from The Crowsnest Pass Family Resource & Crisis Centre

NEXT MEETING DATES 9:00 AM

January 18, 2023
February 15, 2023
March 15, 2023
April 19, 2023
May 17, 2023
June 21, 2023

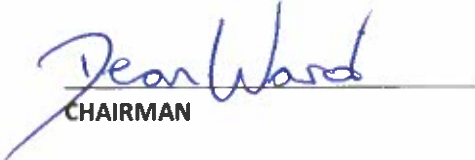
July 19, 2023
August 16, 2023
September 20, 2023
October 18, 2023
November 15, 2023
December 20, 2023

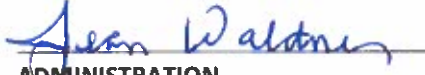
ADJOURNMENT

Mark Barber

Moved the meeting adjourn at 9:30 am

Carried. 12.21.22-2128


CHAIRMAN


ADMINISTRATION

Meeting Minutes
of the
Agricultural Service Board – Municipal District of Pincher Creek No. 9
October 5, 2022 – MD Council Chambers

Present: Chair Frank Welsch, Councillor Harold Hollingshead as well as Member Martin Puch, and Councillor Tony Bruder (via conference call)

Also Present: CAO Roland Milligan, Agricultural Fieldman Shane Poulson, and Executive Assistant Jessica McClelland.

Absent: Members Anna Welsch and David Robbins

Chair Frank Welsch opened the meeting at 1:30 pm.

A. ADOPTION OF AGENDA

Councillor Harold Hollingshead 22/062

Moved that agenda for October 5, 2022 be amended to include action – MD Equipment Rental Concern,

AND THAT the agenda be approved as amended.

Carried

B. DELEGATION

a) Oldman River Reservoir Provincial Recreation Area

Candace Piccin with Alberta Agriculture attended the meeting at this time to discuss with the board the changed to management of the Oldman River Reservoir Provincial Recreation Area. She is currently managing the land use around the dams. The board had concerns related to weed management, land cultivation, grazing rights as well as reducing the fuel load of the ungrazed areas. Candace assured the board that she will look into the concerns and report back on what can/can't be done as well as how the ASB could assist in advocating for better management of the lands.

Candice left the meeting at 2:22 pm.

b) ALUS Update

Kelly Cooley attended the meeting at this time to discuss ALUS and update the board on the progress of the program.

C. MINUTES

Martin Puch 22/063

Moved that the minutes of September 7, 2022 be approved as presented.

Carried

D. BUSINESS ARISING FROM THE MINUTES

a) Bear Damage Compensation for lost production in Barley and Oats

ASB discussed the concerns regarding the lack of compensation due to bear damage to buildings, crop and feed. The board requested that a resolution be drafted and circulated to be presented as a late addition at the upcoming South Region ASB Conference. Councillor Bruder also suggested that the Council meeting with the Minister of Agriculture at RMA Conference in November.

Councillor Tony Bruder

22/064

Moved that a resolution be prepared and distributed to the ASB by the Ag Fieldman, for presentation at the South Region ASB Conference on October 25, 2022.

Carried

b) Private Weed Spraying

Further discussion took place regarding the increase in private weed spraying being done by AES. Concern is that residents are not educated about what is a noxious weed and unaware that it is up to them to maintain the spreading of these plants. Administration will prepare information for the next Spring newsletter advising that residents can contact the MD for information and with questions on weed care, but it is the landowner's responsibility to prevent noxious weeds from spreading that are on their land.

E. UNFINISHED BUSINESS

a) ASB Terms of Reference

Martin Puch

22/065

Moved that the ASB Terms of Reference be updated as discussed, and forwarded to Council for approval.

Carried

F. 2022 AES DEPARTMENT REPORT

Councillor Tony Bruder

22/066

Moved to accept for information the departmental reports from the Agricultural Fieldman for September and October 2022.

Carried

G. CORRESPONDENCE

1. For Action

a) MD Equipment Rentals

A letter was received with a concern on the disrepair of the Agriculture equipment that can be rented by residents from the MD. Administration was directed to work on a better process to ensure that equipment is routinely checked, ready for rental, as well that the proper liability forms are filled out by the people renting the equipment. This matter will return to ASB at a future meeting.

2. For Information

Martin Puch

22/067

Moved that the following be received for information:

- a. FFGA October Newsletter
- b. Waterton Biosphere September update
- c. Alberta Crop Report

Carried

H. NEW BUSINESS

- a) On Farm Climate Action Fund (OFCAF) – Results Driven Agricultural Research (RDAR) grant program

The board reviewed the Farm Climate Action Fund document.

- b) Discussion on ASB Board members 2023

Chair Frank Welsh and Member Martin Puch agreed to remain on the board pending other applications from new members.

I. CLOSED SESSION

J. NEXT MEETING – **December 7, 2022**

K. ADJOURNMENT

Martin Puch

22/068

Moved to adjourn the meeting, the time being 4:19 pm.

Carried



M.D. OF PINCHER CREEK NO. 9 OPERATIONS REPORT

Current Public Works Activity

- Road Maintenance – Public Works has Nine (9) graders out on the roads doing road maintenance and snow removal.
- Snow removal and street maintenance in the Hamlets of Lundbreck, Beaver mine and Pincher station during snow events
- Planning ongoing for the approved capital and internal project for 2023.
- Quotes and estimates and being refresh for the equipment approves by council in the 2023 capital budget.
- Permanent snow fence repair and installation in progress.
- D7 Dozer has been used to open some drifted road over the last couple weeks
- Gravel crushing started October 3, 2022 at the summerview pit +/- 15,000 CY has been crushed and crusher has been moved to the Livingstone colony pit. Crushing completed at the Livingstone colony. **Crushing has been completed at the Vantol pit.**
- Boat Club Road has been completed Monday September 19, 2022 and environmental assessment was also completed September 27, 2022. Preliminary design and Opinion of probable cost have been received November 10, 2022. Meeting held with Alberta December 14, 2022.
- The MD has retained the professional service of DK blade services to provide technical training to our grader operators. Training has started October 17, 2022 and was completed for 2 operators on October 28, 2022. More training to be schedule in the spring of 2023.
- **Excavator and Mulcher out at various location throughout the MD doing ROW clearing.**
- **Cleaning up outstanding inspection corrective action around the shop and facilities**
- **Chainsaw training (Level 3 feller course) schedule for January 23rd to January 25th 2023.**
- Garbage, Recycling, water to the airport... being done weekly by PW crew.
- Working on call log items daily.

Energy Projects Update

MD Estimated Annual Energy Savings: ~~\$14,411.16~~ \$15,491

MD Funding Secured (Total): \$173,098

- **General Updates**

- Lebel Mansion LED light retrofit completed December 29, 2022
- Admin Endotherm boiler additive (increased heat retention) completed December 20, 2022
- Admin LED lighting swaps to begin late January due to shipping delays
- Weatherstripping upgrades at PW, Admin, and Airport scheduled for when Public Works has capacity
- Lighting retrofit at Lundbreck grader shop, sand shed, PW Quonset scheduled for when Public Works has capacity and a man lift
- Industry outreach underway with Westlake, Enel. No response from Vestas, TransAlta, Siemens, Pieridae
- Applied for grants for lighting retrofits for Airport building, Huddleston senior's Center, and Arena lighting retrofits
- Furnace replacement in PW building and Airport targeted for spring 2023
- Developing fuel usage tracking system within GIS dashboard
 - Fuel usage report developed December 1, 2022
 - Software contractor has indicated tracking can be implemented in the rest of the fleet with minor hardware and software upgrades. Discussion to be had for implementation strategy at end of January 2023.

- **EV Chargers**

- Design complete for MD admin building, MD PW shop, and CMR Oct, 2022
- Funding from Enel Green Power received in the amount of \$20,000 USD
- Grant for remaining funds from SouthGrow secured November 30, 2022.
- Targeted installation late January for PW, Admin and Splash Park. The charging units sent were incorrect and new units have been shipped.
- Castle install delayed until spring due to higher excavation costs during the Winter

- **Eco-centre Solar Installation**

- Awarded to Riteline for 2.4 kW array
- Microgeneration application complete Sept 28, 2022, neighbouring properties notified as per regulations Sept 6, 2022. No comments received back
- Install completed November 18, 2022
- Scheduled to begin generating power December 16, 2022. Delayed due to permitting error.

- **Climate Resiliency and Adaptation Plan**

- \$160,000 funding approved from MCCAC
 - \$140,000 towards the contracted study
 - \$20,000 towards staff wages, training, and community event
- Kickoff Oct 3, 2022
 - Team: Tristan Walker, David Desabrais, Brett Wuth, and Andrea Hlady

- Presentation of project plan to MD and Town council Oct 11, 2022
 - Data acquisition started Oct 13, 2022, community showcase complete Nov 8, 2022
 - Survey launched November 29, 2022 scheduled to end December 23, 2022. Finalized with over 420 responses
 - Risk assessment meeting planned with MD and Town staff for March 1, 2023.
- **Clean Energy Improvement Program**
 - Bylaw passed Oct 11, 2022
 - In discussion with FCM to determine funding
 - FCM has indicated substantial funding has been allocated to Alberta
 - Targeted program development start date Jan 15, 2023
 - Kickoff meeting scheduled for January 25, 2023
 - Targeted program launch date Sept 15, 2023
- **Ford Lightning**
 - Posted to Alberta Purchasing Connection January 11, 2023
 - Order bank from Ford not yet open for the XLT
 - Dealers indicate they are only being allotted Lariat and Platinum models
- **Solar Installation**
 - New energy retailer contacted to determine best strategy for installation
 - Begin development of RFP January 16, 2023
 - Target release of RFP February 2023 in preparation for any grant streams
 - Alternative grant stream available for 80% funding up to 500k
 - Requires investment into a prefeasibility study of approximately 30k
 - No guarantee the funding will be allocated

Capital Projects Update - Bridges

- **Bridge File 75377 – Local Road over Screwdriver Creek, NW-08-06-02-W5M**
 - Construction awarded to 2nd lowest bidder
 - East Butte: **\$306,011 (Eng. Est./Don Boyce \$309,044)**
 - Conditional Construction completion certificate issued December 16th, 2022. Additional cleanup and deficiency work required to be complete by April 15, 2023. 10% holdback (\$22,000) cannot be released until complete
 - Total approved 2022 budget: **\$434,000**, Anticipated Actual: **\$344,000**
- **Bridge File 75265 – Local Road over Heath Creek, NE-11-10-01-W5M**
 - Tender awarded for engineering in 2021
 - Roseke Engineering at **\$52,162.00 (Budget \$53,000.00)**
 - Tender cancelled for construction in 2022
 - Survey has determined that the whole bridge and road is off the road right of way. Roseke Engineering will provide the MD with a survey plan to use for land negotiations.
 - The Historical Resources Application for this project has been approved.
 - Land is purchased and agreements are signed. Title registration may take a few months
 - STIP Application submitted, awaiting response prior to re-Tender

- **Bridge File 7743 – Local Road over Gladstone Creek, SW-23-05-02-W5M**
 - Tender awarded for engineering in 2021
 - Roseke Engineering at **\$45,015 (Budget \$46,000)**
 - Tender awarded for construction in 2022
 - Volker Stevin at **\$267,700 (Budget \$280,500)**
 - Contractor planning staged construction approach, minimizing closure to less than an hour. Waiting for traffic accommodation plan. ECO Plan received.
 - Lumber supply issues are delaying construction start, lumber is in for treatment, delayed to early 2023.
 - Pre-construction kickoff completed December 7th, 2022.
 - Calls completed & letters sent to effected landowners & businesses Sep 1st indicating change in schedule and closure plan
 - Guardrails and bridge rail work complete by Council meeting. Contractor to remobilize when lumber is received

- **Bridge File 2488 – Fisher Bridge, NW-26-07-02-W5M**
 - ISL awarded Supply-Build Engineering contract
 - Design, Supply, & Fabrication of Prefabricated Bridge awarded to Algonquin Bridge **(Cost: \$458,040. Eng. Est: \$638,000).**
 - RFPQ (Request for Contractor Pre-Qualification) for Installation has been sent out and closed July 26th. Installation RFQ bids received September 14th, 2022. Awarded to low bidder **(Cost: \$330,954. Eng. Est: \$349,000)**
 - Sure-Seal beginning document submission. Review of site conditions complete, TAS & eco-plan drafts received. Pre-construction meeting complete October 26th, 2022.
 - Contractor plans to prepare bridge on private property NW of crossing over the Winter. Bridge steel unloaded November, 2022.
 - Revised construction schedule received, contractor plans to break over Winter and remobilize in early May to install abutments and remove existing bridge. Contractual completion is end of June, 2023

- **Bridge File 74048 – Todd Creek Culvert, NW-36-009-03 W5M**
 - Pricing Received for Preliminary Engineering & Design
 - Evaluating maintenance and/or replacement options for the 1962 1.8mx1.1mx15.8m culvert
 - Class C waterbody with Restricted Activity Period (RAP). No detour

- **Bridge File 70175 – Yarrow Creek Bridge Rehabilitation, NW-22-003-030 W4M**
 - Pricing Received for Preliminary Engineering & Design. **Awaiting quotes from additional firms**
 - Evaluating maintenance design for the 1908 4.3m bridge
 - Class C waterbody with Restricted Activity Period (RAP) and critical habitat for at-risk species

- **Bridge File 75801 – Oldman River Tributary Culvert, SW-09-010-01 W5M**
 - Pricing Received for Preliminary Engineering & Design
 - Evaluating maintenance design for struts the 1953 1.4mx1.6mx24m culvert
 - Class D waterbody with no RAP

- **Bridge File 76294– 2nd Tributary to Castle River, SW 32-006-01 W5M**
 - Preliminary Engineering & Design awarded to Roseke July 14, 2022
 - Preliminary survey & drafting complete, Preliminary Engineering & Design complete as of Sep 28. QAES Complete, fish passage likely not a concern
 - Recommendation is replacement with an upsized 1.6m diameter x 27m L single culvert (existing structure is 1.5m diameter x 18.3m L)
 - Design for 76294 complete, rip-rap modified on downstream end to avoid need for land acquisition
 - STIP Application drafted and submitted November 23rd, awaiting response

- **Watercourse Crossing Inspection & Remediation Project – 100% Grant funded**
 - **\$150,000** in grant funding awarded for Year 1 of this program
 - **Fintegrate** awarded initial contract to assess all MD crossings, prioritize for remediation, & perform detailed regulatory authorizations
 - Work has begun on prioritization & initial assessment, 175+ crossings reviewed
 - 4-5 crossings have been identified to date that are in poor structural condition and have serious fish passage concerns
 - Application submitted for additional \$114,000, mostly to complete engineering & design for remediation of crossings
 - Anticipate moving forward with design of 3 crossings, and construction of 1 within 2023-2024 AB fiscal year. Proposals received for 3 eligible crossings, **anticipate kicking off preliminary design by Council meeting:**
 - BF 7080 Dungarvan Creek Culvert Replacement, SW-17-003-29 W4M
 - Tapay (Carbondale) Road over Iron Creek Culvert Replacement, SW-15-006-03 W5M
 - TWN Rd. 31A (Chapel Rock) over South Todd Creek Culvert Replacement, SE-023-09-03 W5M
 - Anticipating regulatory Directives making dealing with SAR crossings mandatory
 - Requested Y1 grant extension to July 31st, 2023

Roads

- **Range Road 1-2 (Bitango Road) - Engineering 2022 – Budget \$40,000 - Const. 2023**

Replace 64m of culvert 24" culverts with a 36" diameters culvert. Repair slides and sink holes on side slope.

- Engineering Proposals have been submitted by 3 different firms and is under review by Public Work. Engineering contract will be awarded in 2022.
 - Service agreement for professional service has been signed with ISL Engineering and Land Services LTD on February 23rd 2022.
 - Geotechnical Boring scheduled for April 05, 2022.
 - Site Visit was held April 21st 2022.
 - Environmental Scientist was on site June 29, 2022 to begin the environmental review.
 - Design Brief meeting was held August 23, 2022
 - ISL to start working on the tender package.
-
- **Station Street (Pincher Station) - Engineering 2022 – Budget \$40,000 - Const. 2023**

Repair subgrade and install new asphalt on approximately 70m on intersection of 3rd avenue and Station Street and approximately 360m on Station Street going east to seed cleaning plant. Install culvert across 3rd avenue to drain water from North side of Station Street.

- Engineering Proposals have been submitted by 3 different firms and is under review by Public Work. Engineering contract will be awarded in 2022.
- Service agreement for professional service has been signed with ISL Engineering and Land Services LTD on February 23rd 2022.
- Geotechnical Boring scheduled for April 05, 2022.
- Site Visit was held April 21st 2022
- Scope Change 1 (Utilities coordination, Hydrovac and Processing) has been approved July 18, 2022.
- Utility Crossing agreements signed Aug 03, 2022.
- Utility locating and surveying has been completed August 22, 2022
- Preliminary and Construction estimates have been received September 16, 2022 for review.
- ISL to start working on the tender package

- **Patton Avenue (Lundbreck) - *Engineering and construction 2023 – Budget \$72,000***

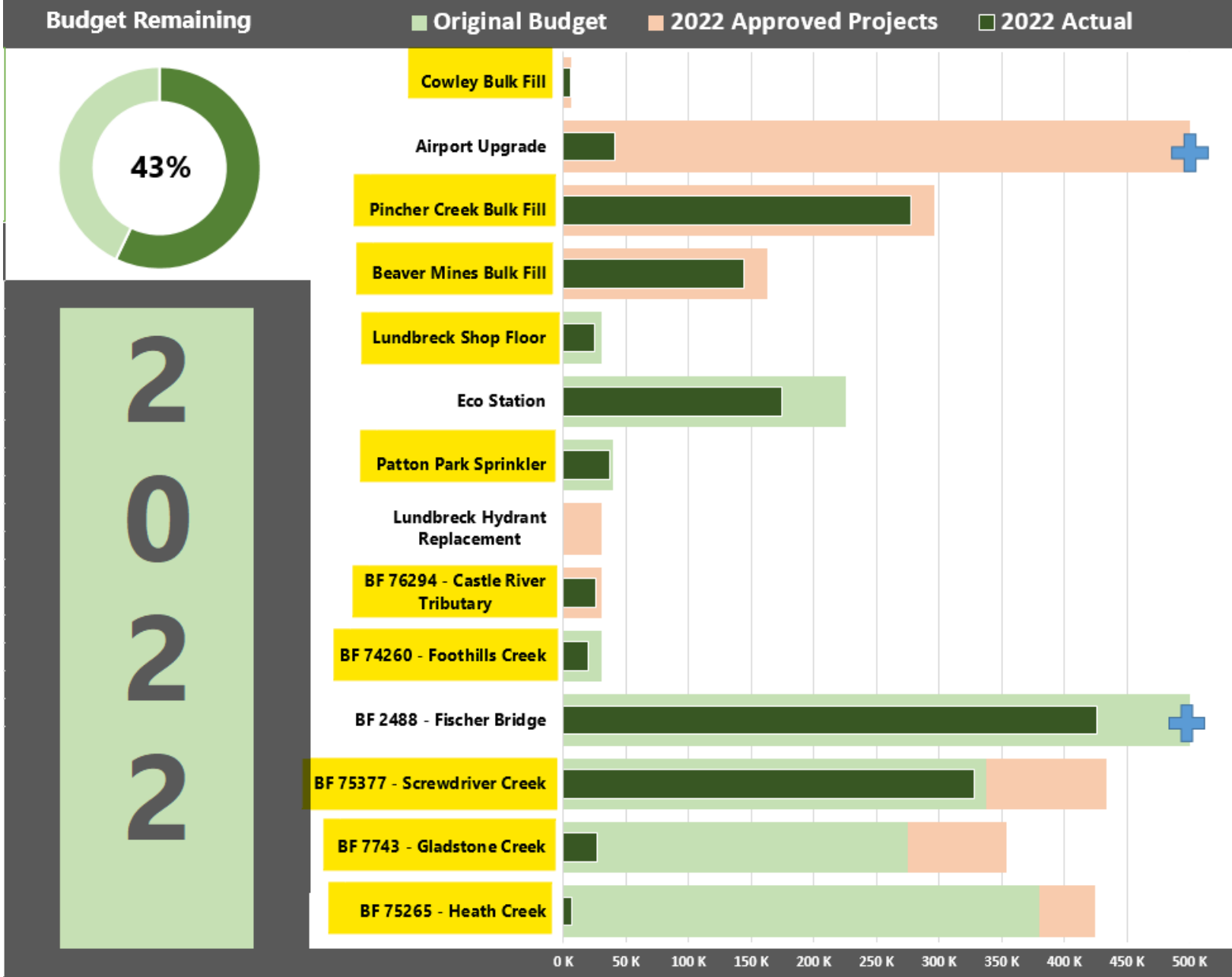
Improve drainaige on the east boulevard of Patton Avenue to create positive drainage to the catch bassin on the North end.

- Service agreement for professional service has been signed with ISL Engineering and Land Services LTD on December 12th 2022

Large Capital and Other Projects

Total Approved Budget: \$3,189,000. Spend as of Jan 3, 2023: \$0

2022 Closeout (highlight indicates no more payments expected)



2023 - Under Development

Airport Lighting – *Design 2022, Construction 2023*

Install Airport Airfield Lighting Replacement, with portion of funds from STIP

- Design-build contract awarded to Black & McDonald (**Cost: \$979,600, Original Budget: \$867,000**). **Revised Contract: \$1,016,435 + line removal/paint**

- Contractor (Leo Reedyk) engaged to manage tendering, project award, construction, commissioning, etc.
- It is expected that increasing the runway length will provide benefit in terms of classes of aircraft the airport can support. Design deliverables with revised thresholds complete. Mobilization is now anticipated in May 2023, 6-8 weeks construction required. Completion by Aug 1, 2023 expected, contract extended to reflect
- IFC Drawings received Dec. 6, 2022. In process of Formal Change Order sent to Contractor Jan 13, 2023 to capture unit/quantity changes prior to material orders for lights, generator, cabling. Awaiting contractor signature. Line removal/painting costs remain under discussion

Lundbreck Sewer System Repairs, Flush, & Inspection – Design/Construction 2023

Repair of 3 sewer main locations within the Hamlet of Lundbreck

- Working with MPE on brief scope of work package for quotation. Anticipating release by mid-March, 2023

Lundbreck Lagoon Resiliency Analysis & Regionalization – Engineering 2022

Review Lagoons ability to take on more flow (both regular and high strength). Review Cowley Lagoons ability to do the same, and options for regionalization

- ACP Grant submitted in 2022, will not hear back until March/April 2023
- Scope of Work expected by Council meeting, plan to move forward with Lundbreck analysis regardless of grant success

Beaver Mines Trail – Design/Construction 2023

Phase 1 design along HWY between 5th and 4th street and potential construction (if funds are available)

- Began engagement with MPE on plan for kicking off preliminary pathway routing to meet AT specifications. Awaiting BMCA response regarding their representatives

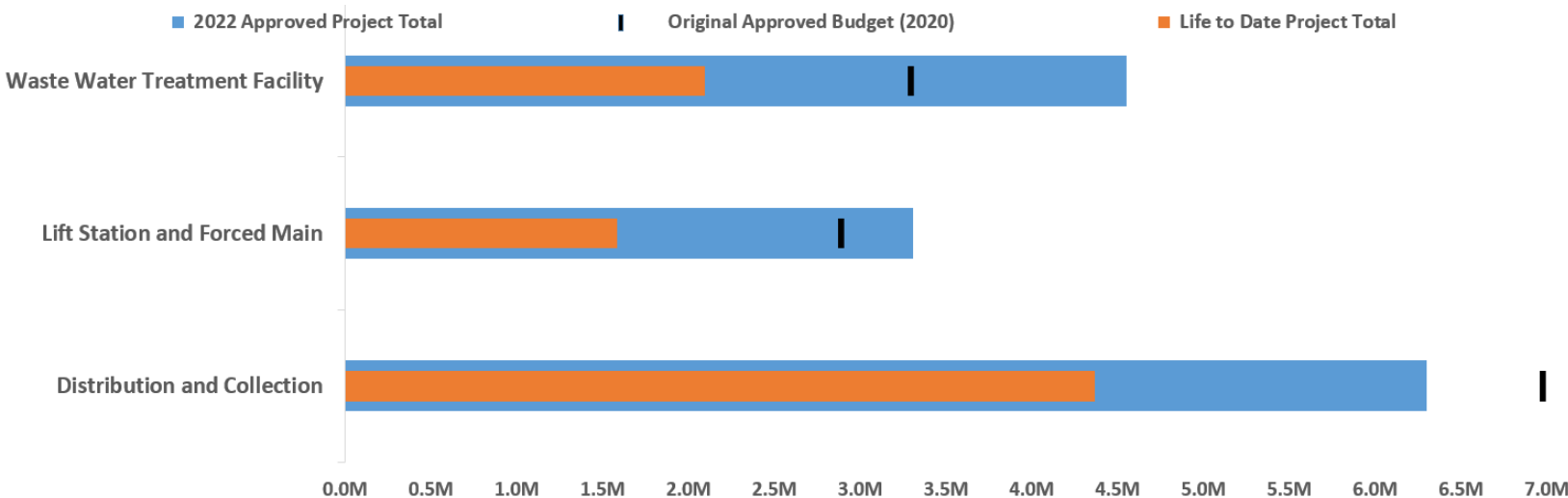
Therriault Dam – Geotechnical & Misc. Studies – Engineering 2023

Address high priority deficiencies for the Therriault Dam

- Agreement signed with SNC Lavalin for Geotechnical & Hydrotechnical Assessments for the dam Jan 11, 2023
- Kickoff scheduled Jan 23, 2023

BEAVER MINES

Total Appr. Budget: \$14,160,924. Spend as of Dec 16, 2022: Jan 16, 2023: \$8,046,089 \$7,600,997



Beaver Mines Water Distribution, Collection System.

- Tender was awarded to BYZ on July 21, 2021.
 - 1. BYZ Enterprises Inc. **\$5,468,977.50 (Budget \$6,251,600)**
- Servicing work along 2nd Avenue completed.
- BYZ has continued to indicate fuel prices over the construction season have been a major issue for them and sub-contractors. Informal requests have been made for additional compensation throughout the year and have not been entertained to date. Formal requests made for \$134,441. Request denied.
- Meeting with PCES work on plan for hydrant activation once construction allows complete, PCES to be notified once 8th St. Connection complete.
- BYZ hit a gas line during connection at 8th street and had to shut down prematurely due to cold weather. They plan to remobilize when the weather is favourable to complete this connection. BYZ remobilized week of Jan 9th, 2023 to complete 8th St. Connection and Services on East side of the Hamlet. The 8th st. critical connection is required prior to hydrant testing. 8th St. connection now complete, engaging with MPE and PCES on next steps for hydrants and water system handover
- Damages for Delay letter sent to BYZ Jan 18th, 2023
- **Beaver Mines Waste Facility/System**
 - Tender was awarded to BYZ on May 31, 2022
 - BYZ Enterprises **\$2,338,309.00 (Original Budget \$2,076,999)**
 - Waste System will not be ready until 2023 at the earliest to allow for the AEP Approval Process to run its course
 - Mobilization began week of Aug 29th for road and forcemain work. Forcemain installed, hydrotest complete. Road grade complete. Geotextile over road complete, gravelling underway. Building foundation work underway, BYZ partially demobilized for Winter.
 - Fortis has complete install of power, not yet energized
 - Dosing and septic tank installation underway, building work to continue through Winter. Piles have been pounded and work has begun on building slab

- **Beaver Mines Forcemain & Lift Station**
 - Tender was awarded to Parcon for Lift Station June 15th **\$2,326,091 (Original Budget: \$2,220,000)**
 - Construction awarded to low bidder for forcemain work:
 - TA Excavating: **\$386,925 (Eng. Est. \$600,000)**
 - Pre-construction kickoff completed June 23rd, 2022 for Lift Station
 - Site mobilization for lift station expected mid July.
 - Long lead generator and electrical control center identified as major point of supply chain delay that has potential for substantial delay. Working with contractor and engineering firm to mitigate this issue.
 - As of Jan 17th, contractor has confirmed temporary solutions are ordered for additional and temporary equipment to run the mechanical and electrical equipment so the facility can operate by end of June
 - An alternate generator has been ordered and MCC shop drawings are under final approval with the intent of having permanent solutions in place before end of 2023. A formal contract extension request has been made to reflect
 - Lift Station underground foundation work complete along with majority of building envelope. Mechanical installation work has begun
 - Forcemain work to be revised into a contract, expected to take place in Spring 2023

24 August, 2021 – Appellants withdraw their request for “a stay” in regards to our construction based upon the proposed build schedule. Where the Force Main and Waste Water Facility will be later in 2022 and 2023, it is felt that there is enough time for the Appeal to run its natural course without impacting our proposed construction schedule. Our first pre-meeting with the Board was Dec 8th, 2021. Our first Mediated Meeting with the Board and the Appellants is Dec 15th, 2021. (Calgary). First meeting was held and follow up meeting is slated for February 23, 2022. Meeting with the Board was on Feb 23rd.

Second mediation took place August 10th, 2022. Legal/MD response complete, meeting with mediator on path forward held September 23rd, 2022. Additional response requested by Board by Oct 18th; complete, multiple responses between board, MD, and Appellants in last month, currently awaiting Appellants response by Nov 21, 2022. Response received December 13th, 2022. Currently awaiting result of discussions between legal teams and board on path forward.

This is a multi-month process, so it is hoped our Appeal process will conclude within this timeframe and any direction by the Appeal Board in the manner of additions to our project, can be treated as change orders.

Recommendation:

That the Operations report for the period January 5th, 2023 – January 17th, 2023 is received as information.

Prepared by: Roland/Eric/David/Tristan

Date: January 18th, 2023





Submitted to: Council

Date: January 24th, 2023

	DIVISION	CONCERN/REQUEST	ASSIGNED TO	ACTION TAKEN	REQUEST DATE	FOLLOW UPDATE	COMPLETION DATE
2022-242	Div 1	Wind Fence Down at property and needs fixing. Few hundred feet on top of hill.	Tony N	Complete	July 29, 2022	Post has been installed	January 6, 2023
2022-280	Div 1	Sharp edge on side of bridge was hit by grader a couple of years ago. Requesting repair.	Bob M	-	September 7, 2022	Taper down section of Guard Rail to be replace	-
2022-313	Div 4	Road Needs Grading, Cattle Guard Rough on Skyline, Perm Snow fence still needs attention	Shawn/Jon	-	October 24, 2022	Texas gate has been graded and smothed out. Post has been installed for permanent snow fence repair. Some work has been done, need to confirmed its been all completed.	-
2022-339	Div 1	Perm Snow Fence Issues on road	Jon	-	October 31, 2022	Message Sent to Jon - Post have been put in	-
2022-341	Div 1	Snow Drifting, Conditions changed from removed snow fence	Eric/Jon	-	November 2, 2022	First call submitted January 16, 2023	-
2022-371	Div 3	Radar Sign down	Jon	Complete	November 8, 2022	First call submitted. Sign was picked up by Volker and will be re-installed	January 10, 2022
2022-436	Div 3	4th st sign missing	Don	-	December 7, 2022	-	-
2022-456	Div 5	Requesting Snow in ally be moved as it flooded basement last year	James		December 13, 2022	Will tram snow out of alley throughout the winter clean by spring	
2022-464	Div 1	Delineator knock down on his private road	Jon	Complete	December 14, 2022	Jon met with him the following morning. Deleniator has been ordered and will be replaced. Expected mid January	January 12, 2022
2022-465	Div 5	Fence broken when pushing snow	Tony N		December 14, 2022	Tony spoke with the owner, will be repair in the spring	
2022-471	Div 4	Wire fence buried with snow, requested fence to be repair by May 1st 2023	Eric/Jon		December 16, 2022		
2023-001	Div 4	Driveway Snow Removal Requested	Shawn	Complete	January 4, 2023	Shawn Informed	January 5, 2023
2023-002	Div 4	Complaint - Road rough going to texas gate on reserve	Topher	Complete	January 5, 2023		January 11, 2022
2023-003	Div 3	Requested Gravel or scraping of ice on road	Glen	Complete	January 6, 2023		January 6, 2023
2023-004	Div 5	Requested Truck and Trailer moved before 3pm so he could get out with bus	Brad	Complete	January 9, 2023		January 9, 2023
2023-005	Div 4	Requested road be looked at	Topher	Complete	January 9, 2023	Shawn Informed	January 11, 2022
2023-006	Div 5	Requested Trailerpark is scrapped	Tony T	Complete	January 10, 2022		January 11, 2022
2023-007	Div 2	Requesting road be graded	Kent	Complete	January 17, 2023		January 17, 2023

Recommendation to Council

G1b

TITLE: Capital Adjustment - Bridge File #75377 Culvert Replacement Deficiencies			
PREPARED BY: David Desabrais		DATE: January 13th, 2022	
DEPARTMENT: Utilities & Infrastructure			
 Department Supervisor	JAN 16/23 Date	ATTACHMENTS: 1. Bridge File #75377 Construction Completion Certificate	
APPROVALS:			
 David Desabrais	JAN 16/23 Date	 Roland Milligan	2023/01/16 Date
Department Director	Date	CAO	Date

RECOMMENDATION:

That Council approve \$25,000 in 2023 funds for the capital work required for the BF 75377 – Screwdriver Creek Culvert Replacement Deficiencies; and further;

That Council approve the funding of this capital item through MSI.

BACKGROUND:

- As per section 248(1) of the MGA, a council resolution is required for any capital purchase not included in the 2022 budget
- The 2022 post-tender budget for BF 75377 over the Screwdriver Creek is **\$434,000**
- The project was awarded to East Butte in August/September, 2022. A pre-construction meeting took place October 18, 2022. A conditional construction completion certificate was issued December 16, 2022 and conditional completion December 19, 2022
- The site is currently open to 2-way traffic, but the culvert tag needs to be installed, side slopes graded and trimmed, and top soiling, seeding, and fertilizing needs to take place
- The MD has allowed until April 15, 2023 to complete these deficiencies, in better weather. We are holding the 10% holdback until deficiencies are addressed.

Due to the extended timeline required despite completion being under control of the contractor, contractual damages for additional site occupancy and delay have been applied (contractual completion was November 15, 2022). The overall project is anticipated to be ~**\$90,000** under the **\$434,000** 2022 budgeted amount.

FINANCIAL IMPLICATIONS:

- \$25,000 from MSI

CONDITIONAL CONSTRUCTION COMPLETION CERTIFICATE

December 16, 2022

East Butte Contracting Ltd.
121 – Highway Avenue North
Picture Butte, AB
T0K 1V0

Attention: Mr. Charles De Kok, Project Manager, East Butte Contracting Ltd.

Re: Bridge Culvert Replacement and Other Work
Bridge File 75377 Carrying a Local Road over Screwdriver Creek
(NW 08-06-02 W5M)

At 10:00 am on December 15, 2022, a final inspection meeting was held on site at the above noted location with the following individuals in attendance:

- Mr. David Desabrais, Municipal District of Pincher Creek No. 9
- Mr. Charles De Kok, East Butte Contracting Ltd.
- Mr. Levi Ober, Roseke Engineering Ltd.
- Mr. Trevor Kruse, Roseke Engineering Ltd.

The above group concluded that, excluding the deficiencies noted below, the work on this project was mostly complete and open to two-way traffic, but there are some deficiencies that need to be addressed. These included:

1. The laydown area needs to be cleaned up and restored to its original condition.
2. Excess construction materials need to be removed from the site.
3. The permanent silt fence needs to be installed as directed on site.
4. The road needs to be re-graded, slightly raised and adequate gravel surfacing needs to be applied.
5. Spray foam needs to be placed in the upstream circumferential seam along the upper east sidewall.
6. Traffic Accommodation measures need to be removed from the site.
7. Equipment can be demobilized.
8. The culvert identification tag needs to be installed.
9. Side slopes need to be graded and trimmed up.
10. Topsoiling, seeding and fertilizing needs to be completed.

Based on the combined quantity of deficiencies, the work was considered to be incomplete and final acceptance was not granted.

As of December 16, 2022, the deficiencies listed (#1 - #7) were successfully completed by East Butte Contracting Ltd. Due to the current seasonal conditions, the Municipal District of Pincher Creek No. 9 and Roseke Engineering Ltd. have agreed to allow the completion of the remaining items (#8 - #10) by April 15, 2023. At this time, the project is now considered conditionally complete in accordance with terms of the contract.

We have concluded that December 16, 2022, will mark the completion date, the start of the two-year warranty period, and the beginning of the 45-day delay in holdback. Prior to the release of the holdback, all deficiencies will need to be addressed and accepted as complete. We ask that you notify Roseke Engineering Ltd. when you intend to complete the remaining items so that it can be inspected and accepted as complete. In addition, we will also require that you submit the following to our office:

1. A letter stating that East Butte Contracting Ltd. has fully complied with all environmental permits, approvals, licenses and authorizations as outlined in the Contract and as presented in the Environmental Management section of the General Specifications.
2. A letter stating that East Butte Contracting Ltd. agrees with the quantities prepared by Roseke Engineering.
3. A WCB Clearance Letter
4. A Statutory Declaration stating that all sub-contractors and suppliers have been paid and that there are no liens against the project.

Once the deficiencies have been addressed, the submittals have been provided, and the 45-day delay has expired we will issue the release of the holdback. Overall, we are satisfied with the work, and we look forward to working with you on future projects.

If you have any comments, questions, or concerns please do not hesitate to contact me at (403)315-4223 or via email at levi.ober@roseke.com.



Levi Ober, P.Tech.(Eng.), P.L.Eng.
Bridge Engineer
Roseke Engineering Ltd.

cc. Mr. David Desabrais, P.Eng., Utilities & Infrastructure Supervisor, MD of Pincher Creek No. 9

Recommendation to Council

TITLE: Carry Forward Reserve – 2022 Year End Adjustments





PREPARED BY: Meghan Dobie

DATE: January 16, 2023

DEPARTMENT: Finance

		ATTACHMENTS: 1. 2022 Reserve Summary
Department Supervisor	Date	

APPROVALS:

	<u>JAN 16, 2023</u>		<u>2023/01/16</u>
Department Director	Date	CAO	Date

RECOMMENDATION:

That Council change the restricted use of the Admin Safety Vests, Planning Documents, AES MRF Setup and Rounding in the Next Years Completions Reserve to the Water and Wastewater Infrastructure Reserve (6-12-0-758-6740) for \$29,607, and further;

That Council approve the changes in the 2022 fiscal period.

BACKGROUND:

The Next Years Completions Reserve hold funds for projects or other expenditures of operational nature that have been carried over from one year to a subsequent year.

The amounts highlighted below are no longer be required for their original intended purpose. Thus should be moved out of the Next Year Completions Reserve into a different reserves.

(C) Next Year Completion Reserve

	Opening Balance	Transfer To Reserves	Transfer From Reserve	Ending Balance
Admin Artwork	9,611			9,611
Admin Safety Vests	443			443
Planning Documents	14,167			14,167
Recreation - Ag Society Roof	5,000		(5,000)	-
AES MRF Setup	15,000			15,000
Chart of Accounts Project	20,000		(4,294)	15,706
DAM Study	47,210		(8,664)	38,546
Contribution to Airport Committee	20,000		(20,000)	-
Rounding	(2)			(2)
	131,428	-	(37,958)	93,471

FINANCIAL IMPLICATIONS:

N/A

Municipal District of Pincher Creek No. 9

Reserve Summary

December 31, 2022

Reserve (Restricted Surplus) Accounts	Opening Balance	Transfer To Reserves*	Transfer From Reserve	Ending Balance
Airport	329,771	-	-	329,771
Bridge	2,682,850	400,000	-	3,082,850
Building	200,000	-	(24,900)	175,100 (A)
Dam (Water Storage)	75,000	-	-	75,000
Equipment	3,199,199	800,000	(31,501)	3,967,698 (B)
Emergency Management	61,001	-	-	61,001
Next Year Completions	131,428	-	(37,958)	93,471 (C)
PCEC Equipment	100,000	100,000	(140,631)	59,369
Road Infrastructure	2,701,219	350,000	(16,874)	3,034,345 (D)
Recycle Equipment	104,966	-	-	104,966
Regional Community Initiatives	228,904	133,430	(112,500)	249,834 (E)
Seniors Housing	200,000	-	-	200,000
Tax (Mill) Rate Stabilization	1,193,125	1,246,965	(16,423)	2,423,667 (F)
Water and Wastewater Infrastructure	1,541,295	58,140	(602,545)	996,890 (G)
	<u>12,748,758</u>	<u>3,088,535</u>	<u>(983,331)</u>	<u>14,853,962</u>

*Transfers to Reserves are all the 2022 budgeted transfers unless stated otherwise below

(A) Building Reserve

	Purchase Price	Budget
Lundbreck Shop Floor	24,900	30,000

(B) Equipment Reserve

Purchases	Purchase Price	Budget
2022 2500 DBL CAB - Purchase in 2021	2,501	- Immaterial
Skid Steer		125,000
Sheepfoot Compactor	15,000	20,000
Loader Forks	14,000	15,000
Light Truck - Cancelled		50,000
Yukon XL - Cancelled		65,000
	<u>31,501</u>	<u>275,000</u>

(C) Next Year Completion Reserve

	Opening Balance	Transfer To Reserves	Transfer From Reserve	Ending Balance	
Admin Artwork	9,611			9,611	Art Committee - Active
Admin Safety Vests	443			443	Repurpose
Planning Documents	14,167			14,167	Municipal Development Plan - Comple
Recreation - Ag Society Roof	5,000		(5,000)	-	
AES MRF Setup	15,000			15,000	Repurpose
Chart of Accounts Project	20,000		(4,294)	15,706	E Timesheets - Active
DAM Study	47,210		(8,664)	38,546	Results and Follow-up - Active
Contribution to Airport Committee	20,000		(20,000)	-	
Rounding	(2)			(2)	
	<u>131,428</u>	<u>-</u>	<u>(37,958)</u>	<u>93,471</u>	

(D) Road Infrastructure Reserve

Project Name	Purchase Price	Budget
Gladstone		50,000
Boat Club Road (Res 22/348 + 20k)	16,874	
	<u>16,874</u>	<u>50,000</u>

(E) Regional Community Initiatives Reserve

	Transfers Out
Pincher Creek Agricultural Society (Res 22/093)	12,500
Contribution to PCELC	100,000
	<u>112,500</u>

(F) Tax (Mill) Rate Stabilization Reserve

	Transfers Out
Town of PC - Fireworks (RES 22/152)	5,000
MCCAC (RES 22/150 + 15k)	
GIPOT Write-Off (Res 22/255)	8,280
Lexin Write Off (Res 23/009)	1,617
Houston Oil and Gas Write Off (Res 23/009)	1,525
	<u>16,423</u>

(G) Wastewater and Water Infrastructure Reserve

Project Name	Transfers Out	Budget
Eco Station	173,440	225,000
Cowley (Res 22/135 + 6k)	5,743	
Beaver Mines Standpipe (Res 22/224 + 163k)	144,099	
Pincher Creek Standpipe (Res 22/135 + 296.5k)	279,263	
	<u>602,545</u>	<u>225,000</u>

CHIEF ADMINISTRATIVE OFFICER'S REPORT

January 6, 2023 to January 19, 2023

Discussion:

January 9	Landowner Meeting, Development Questions
January 10	Council Committee and Council Meetings
January 11	Agriculture Service Board Meeting
January 12-13	Vacation (Finishing the move to Town)
January 17	Violence and Harassment Prevention Plan Review
January 17	Coffee with Council, Coalfields School
January 18	Emergency Advisory Committee Meeting

Upcoming

January 24	Council Committee and Council Meetings
January 27	EDO

RECOMMENDATION:

That Council receive for information, the Chief Administrative Officer's report for the period January 6, 2023 – January 19, 2023.

Prepared by: CAO, Roland Milligan  Date: January 19, 2023

Respectfully presented to: Council Date: January 24, 2023

Administrative Support Activity since last Council Meeting
– prepared by Jessica McClelland, EA

Letters from last Council:

BYZ – Damages

Heritage Acres – Attendance at Council

Black & McDonald – Contract Extension

Advertising/social:

Coffee with Council – January 17, 2022 at Coalfields School

Carnivore and Communities Program Meeting Advisement

Council Package and Public Hearing Bylaw 1344-22

Other Activities:

ASB Meeting – January 11, 2023

AEA Authorized User Training – January 17, 2023 (new site goes live March 1, 2023)

Coffee with Council, Coalfields School (Division 3)

Invitations to Council: Lorne Thompson – checking his schedule, will be in early New Year

Invitation to Council: Sgt Ryan Hodge – Victim Services – January 23, 2023

Date for Next Joint Council Meeting – Discussion for January 24 Council Committee meeting

Upcoming Meetings of Importance:

Regular Committee, Council – January 24, 2023

Emerging Trends in Municipal Law Virtual Event – February 9, 2023

Regular Committee, Council – February 14, 2023

Recommendation to Council



TITLE: TERMS OF REFERENCE - ASB

PREPARED BY: JESSICA MCCLELLAND

DATE: January 19, 2023

DEPARTMENT: ADMINISTRATION

		ATTACHMENTS: Draft Terms of Reference
Department Supervisor	Date	

APPROVALS:

Department Director	Date	CAO	Date

2023/01/19

RECOMMENDATION:

That Council approve the updated terms of reference for the Agricultural Service Board.

BACKGROUND:

At the October Agricultural Service Board meeting, the terms of reference were reviewed and the following motion was made:

Martin Puch 22/065

Moved that the ASB Terms of Reference be updated as discussed, and forwarded to Council for approval.

Carried

FINANCIAL IMPLICATIONS:

No changes at this time.



Municipal District of Pincher Creek #9 Agricultural Service Board (ASB) Terms of Reference

Introduction

Under the authority of the *Agricultural Service Board Act*, the Council of the Municipal District of Pincher Creek #9 (MD) has convened an Agricultural Service Board (ASB). The Board is responsible to Council. Its purpose is to advise Council and the Minister of Agriculture, Forestry and Rural Economic Development on agricultural issues, policy and programs within the municipal district.

The Act reads, in part:

“Agricultural service board duties

2 The duties of an agricultural service board are

- (a) to act as an advisory body and to assist the council and the Minister, in matters of mutual concern,
- (b) to advise on and to help organize and direct weed and pest control and soil and water conservation programs,
- (c) to assist in the control of animal disease under the *Animal Health Act*,
- (d) to promote, enhance and protect viable and sustainable agriculture with a view to improving the economic viability of the agricultural producer, and
- (e) to promote and develop agricultural policies to meet the needs of the municipality.

RSA 2000 cA-10 s2;2007 cA-40.2 s74

Boards established

3(1) A council may establish and appoint members to an agricultural service board and provide that the members of the board be paid, out of the funds of the municipality, reasonable allowances for travelling, subsistence and out-of-pocket expenses incurred in attending meetings of the board.

(2) The council is to determine the chair, the number of members, the voting status and the term of office of the members of the board.

(3) The membership of a board must include persons who are familiar with agricultural concerns and issues and who are qualified to develop policies consistent with this Act.

- (4) A board has and must exercise on behalf of a council all the powers and perform all the duties that are conferred on it by the council, under this or any other enactment, with respect to agricultural matters.
- (5) A person who is a member of a board ceases to be a member of the board if, without being authorized by a resolution of the board, the member is absent from 3 consecutive regular meetings of the board.
- (6) A vacancy on the board does not impair the right of the remaining members to act as long as a majority of the members remain.
- (7) A board constituted under this section with respect to a special area is a corporation consisting of the persons who are members of the board.
- (8) A board that exists immediately before June 18, 1997 continues as a board under this Act.”

Functions of the ASB

The ASB is a critical source of policy and advice for the Council of the MD. The Board requires a high level of understanding of the technology, culture and business of agriculture in the region. Board members will be selected for their knowledge of agriculture. During their term of office, Board members must remain aware of the conditions, challenges and opportunities affecting agriculture in general and their impact on agricultural operations within the MD. The Board will use this expertise to fulfill its mandate.

The Board has four primary roles:

- 1) Recommend to Council that it should adopt new policy or provide advice on changes to existing policy as it affects agriculture
- 2) Provide direction to projects and programs instituted by the MD’s Administration in response to agricultural policies adopted by Council;
- 3) Use its initiative in the promotion of viable and sustainable agriculture
- 4) Oversee performance with respect to memorandums of agreement that may exist between Council and other cooperating agencies or partnerships that deal with agricultural issues in the MD

Meetings

Meetings will be held bimonthly or as determined by the Chair. An agenda will be circulated one week prior to the meeting, and draft minutes will be available to members and Council within two weeks of the meeting. A quorum of 3 voting members that includes the chair or acting chair of the Board, one councilor and one other member at large is necessary for the meeting to make decisions.

Inspections

From time to time agricultural concerns and situations may be brought to the attention of the Agricultural Services Board. The Board has the necessary legislated authority to act on the information by making a recommendation to Council, or by issuing advice, a notification or a decision in accordance with its mandate. Additionally, an appeal Board has been constituted by Council to ensure due process for those that may be affected by any ASB action.

Information is the key element to effective and equitable actions and decisions by the Board. Accordingly, the Board may request respondents to attend a Board meeting or provide a written statement regarding the agricultural issue. Additionally the Board may request the Agricultural and Environmental Services Department to collect further information by attending meetings, or by conducting field inspections and interviews. All information obtained may be used by the Board to issue an advice or notification in accordance with provincial legislation, or municipal policy.

The Agricultural and Environmental Service Department shall be staffed with personnel trained and authorized by the MD to conduct agricultural inspections. Field inspections will be conducted by the Agricultural Fieldman or his/her designate and the CAO. Inspections may be initiated and scheduled in response to a registered complaint, or on direction of the Board, Council or the CAO. Based on the results of the inspection, the Agricultural Fieldman will report to the ASB on the inspection(s) and provide information on the legislation and an assessment on the need to issue a notice that meets the requirements of the *Weed Control Act*, *Agricultural Pest Act* and or *Soil Conservation Act*. A list of all notices issued since the last ASB meeting will be forwarded to the next ASB Meeting as an agenda item.

Policy, Program Direction and Partnerships

The Agricultural Service Board will establish a set of strategic goals for a 5 year term, to be reviewed annually. The review will include a written assessment of progress, and an assessment of the program's strategic alignment with provincial agricultural policy. The Board will also review Agricultural Policies bi-annually with respect to their currency, relevance and alignment with goals of the MD's agricultural program.

The Board in association with MD Administration will prepare an operational and strategic plan prior to budget deliberations. An ASB recommendation to Council to approve the document will be forwarded to Council and once approved the document may be forwarded to the Minister of Agriculture and Rural Development by the Secretary as required.

Partnerships with non-government organizations will be considered and undertaken by the Board if the partnership advances program goals. A memorandum of understanding

or terms of reference will be developed for each partnership along with a briefing note to Council for approval.

Policy, program direction and partnerships, once approved by Council, that have implications to the Agricultural and Environmental Services program delivery will be attached to this Terms of Reference as Appendix A.

Appointment to the Board

The Agricultural Service Board will consist of 6 members; comprised of 2 Council members and 4 producer members. Appointments will be for a 2 year term to a maximum of 6 years on the board. Member's terms will end on a rotational basis with a goal of no more than 3 members being scheduled to rotate off the Board in one year. Council will nominate producer members to the Board when vacancies occur. Voting members include Council and producer members only. Vacant Board appointments will be made on an annual basis.

An Alberta Agriculture, Forestry and Rural Economic Development, ASB Program, Liaison, the MD's CAO and the Agricultural Fieldman are resource persons to the Board.

Members' Responsibilities

Each Board Member has a responsibility to ensure that the ASB meets its obligation to Council as outlined under Functions of the ASB. Members' responsibilities include:

- Attending and voting at meetings. If a member cannot attend a meeting it is his/her responsibility to inform the secretary prior to the meeting
- Contributing their experience and ideas to Board discussions
- Learning about Agricultural Service Boards
- Listening to producers' concerns or suggestions and bring them to the Board as appropriate
- Participating in program reviews as required
- Providing a briefing to the ASB on workshops, seminars and conventions etc that they have attended
- Participate in the annual review of Policies relevant to the Agricultural and Environmental Services Department of the MD.

Chairperson Responsibilities

One member will be selected by the Board to act as chairperson; the CAO will forward the Board's recommendation to Council for approval. The chairperson position is for a one year term. Chairperson responsibilities include:

- Chair all meetings when present
- Prepare an agenda with the assistance of the Board's Secretary
- Ensuring that agenda items are discussed and conclusions are reached
- Ensuring that the meetings start on time, stay on track and that all members have an opportunity to contribute
- Liaising with the other members when planning meetings
- Reporting to Council as necessary
- Representing the Board at meetings, conferences and other functions

Vice-Chairperson Responsibilities

One member will be nominated and elected to be Vice-Chairperson. The CAO will forward the Board's recommendation to Council for Approval. The Vice-Chairperson's responsibilities include:

- Performing the responsibilities of the Chairperson in the absence of the Chairperson.

Secretary Responsibilities

The MD will provide staff to act as Secretary. Secretary responsibilities include:

- Taking minutes during the ASB, clarifying with members as necessary whatever decisions have been reached
- Preparing the meeting minutes and circulating draft minutes to members within two weeks of the meeting
- Distributing minutes to the CAO and Council
- Compiling an agenda as set by the chairperson, and circulating to members one week prior to the meeting
- Preparing follow-up reports, based on recommendations from the Board to be presented to Council

The Agricultural and Environmental Services Department maintains currency on a wide variety of topics in relation to the needs of agricultural producers and residents. It is the expectation of the Chief Administrative Officer that the ASB will receive the full support of all MD employees. Directors of each department shall ensure that representation is provided as required, and that members of the ASB are given adequate time to fulfill their Board obligations. This is in keeping with our municipality's commitment to provide quality agricultural and environmental services for all.

Approved by Council Resolution # ??

Date: ???

Policy:

- C-AES-001 License of Occupation, Revised by Council, Dated September 14 2021
- C-AES-002 Landowners Assuming Responsibility for Weed Control on Municipal Right-of-ways Adjacent to Their Property, Revised by Council, Dated September 22, 2020
- C-AES-003 Weed Free Gravel/Aggregate Policy Dated: June 25, 2019
- C-AES-004 Weed Control Policy Dated June 25, 2019
- C-AES-004B Eradicable Weed Control Policy Date: June 25, 2019
- C-AES-005 ASB Appeal Committee Policy Dated October 27, 2020
- C-AES-006 Agricultural Pest Policy Dated January 12, 2021
- C-AES-605 Livestock Industry Policy Dated March 28, 2017

Program:

- ASB Strategic and Operational Plan Dated March, 2019 2020-2024

Partnerships:

- Alternative Land Use Systems (ALUS)
- Alberta Invasive Species Council (AISC)
- Beaver Creek Watershed Group
- Drywood Yarrow Conservation Partnership
- Foothills Forage and Grazing
- Pincher Creek Watershed Group
- SouthWest Invasive's Managers Partnership (SWIM)
- Waterton Biosphere



Oldman Watershed Council
 Unit 276, 104 13 St N
 Lethbridge, Alberta T1H 2R4
info@oldmanwatershed.ca
 (403) 330-1346

RECEIVED
 JAN 11 2023
 M.D of Pincher Creek

Reeve Rick Lemire
 Municipal District of Pincher Creek
 PO Box 279
 Pincher Creek Alberta TOK 1W0

Dear Reeve Rick Lemire and Council,

January 4, 2023

Thank you for your on-going support of the Oldman Watershed Council and our mission to keep our water and land—*the foundation of our economy and society*—healthy and safe. You are an essential part of the fabric of our organization and we offer our sincerest thanks for your support as a donor.

The Oldman Watershed Council is your partner and a collaborative forum for all voices. Our Board of Directors is made up of 19 seats from all sectors, where each voice is at the table and has an equal vote. Municipalities have the most seats, with 3; 1 for towns and villages, 1 for rural municipalities, and 1 for the City of Lethbridge. OWC provides updates to municipalities at the monthly Mayors and Reeves of Southwest Alberta meetings.

When contentious issues are being debated, OWC provides reliable, trustworthy information so that you can make your own informed decisions—it is vital to have an unbiased, factual, science-based voice informing the conversation. Our unique role helps depolarize debates and assist decision-makers in making efficient and effective choices. We often receive accolades from stakeholders and government officials that our non-judgmental approach and information sharing is valuable and appreciated. We are uniquely positioned to help you make the best decisions for your community by providing neutral, apolitical information.

We work alongside all levels of government, stakeholders, and First Nations partners to improve the health of the watershed. We provide information about key watershed issues and work on the ground to restore ecosystems in Southern Alberta. For example, in 2021-22, we rehabilitated 11 streambanks by staking over 2500 willows. This reinforced eroding banks, improved water quality, and now provides critical habitat for fish and wildlife. In our community, we directly engaged with 3500+ people in-person and many more through our 11,000+ social audience who engage with our blogs, videos, and other content.

Our flagship project focuses on directly supporting watershed stewardship with funding, training, and technical expertise. Whether it is First Nations land managers, agricultural producers, backcountry recreationists, or an urban homeowner, we assist everyone in their journey to adopt watershed-friendly practices and minimize their environmental impacts. We invest in grassroots restoration projects and showcase these beneficial practices to the broader community. Additionally, we ensure that the needed educational opportunities, appropriate infrastructure, and practical guidelines exist to support steward initiatives. OWC focuses on *real solutions*. I hope you will take a moment to look through our [annual report](#), which highlights some of our amazing work through photos and brief project summaries.

Your municipality is asked to help ensure this critical work continues with a **standardized rate of 48¢ per resident for the April 2022 to March 2023 fiscal year. For 2,965 residents, based on the 2019 Municipal Affairs Population List, that is a donation of \$1,394.** Thank you for your support over the years, it is making a difference. Your contribution provides critical funding which allows us to provide citizen education, habitat restoration, and be an unbiased forum for all voices in the watershed.

Sincerely,

Doug Kaupp, OWC Chair and General Manager of Water and Wastewater, City of Lethbridge



OLDMAN WATERSHED COUNCIL

2021 • 2022 ANNUAL REPORT

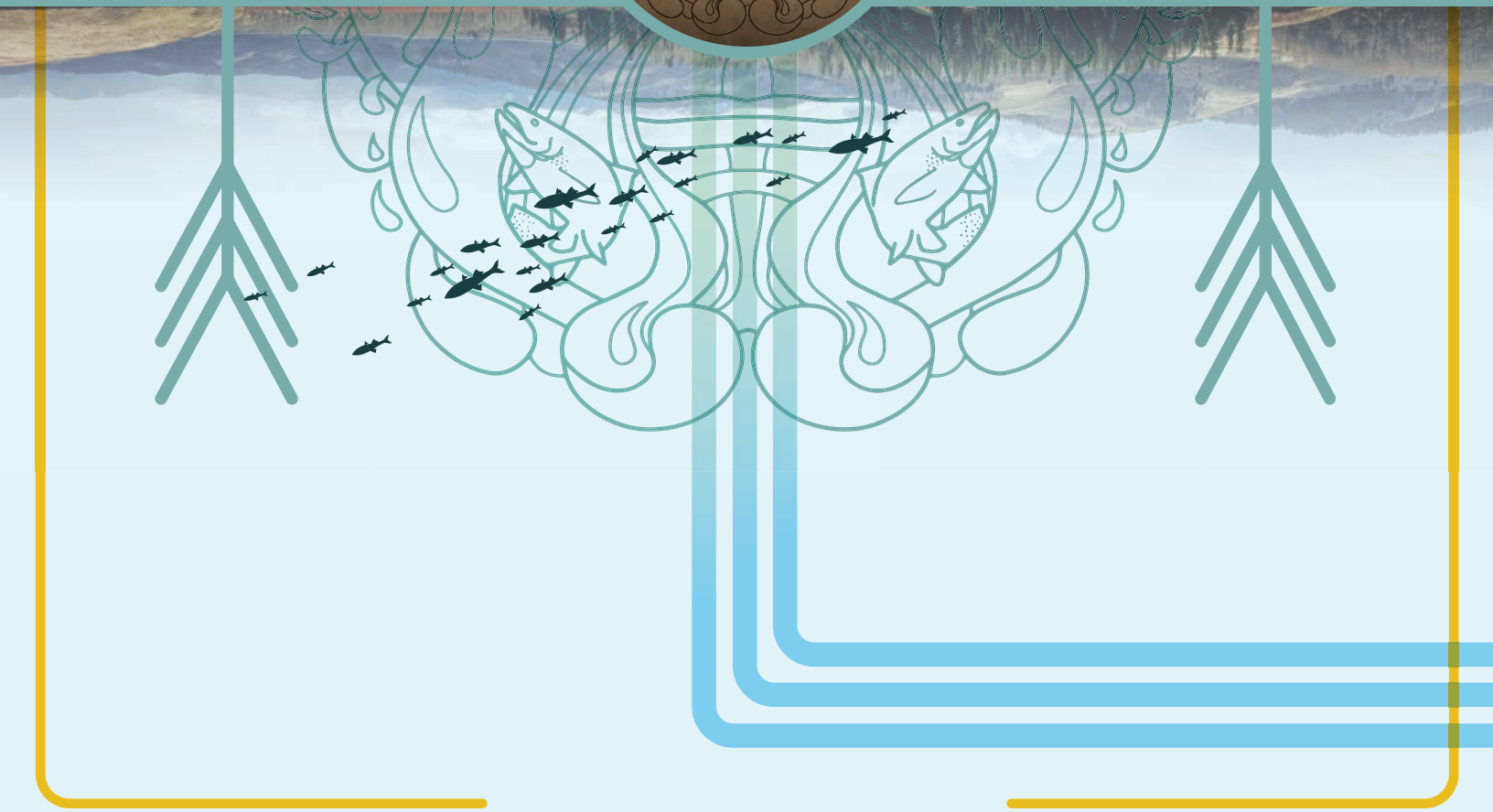




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01



02



NOTE FROM THE CHAIR

Our transition to the 'new normal' is underway. We started the year with virtual board meetings, and now, thanks to a very helpful (meeting) Owl, we are able to have hybrid meetings. With assistance from this virtual wildlife, we are facilitating greater participation from across the province and cutting down on greenhouse gas emissions.

Regardless of the format, the Board of Directors continues to fulfill its critical role as a forum for all voices. This year, one of the Board's key achievements was developing a Neutrality Policy to entrench OWC's long history as an unbiased, apolitical, science-based organization into our governance system. I would like to thank Jan Newberry and Jana MacKenzie for leading this effort. We are proud to be neutral and take this role—and the trust that comes with it—very seriously. We have reestablished a public presence with the reopening of our office in a new location and encourage you to stop by. I am looking forward to seeing you again at events and in the field, as we all become more comfortable with in-person interactions.

This was a record breaking year for OWC in many ways and I am so proud to be a part of the amazing team that makes it all possible. Thank you to all our funders, donors, dedicated members, passionate staff, and awesome directors for your hard work and ongoing support for the health of our precious watershed.

Doug Kaupp, MBA, P.Eng.

General Manager, Water and Wastewater
City of Lethbridge





NOTE FROM THE EXECUTIVE DIRECTOR

This year we were determined to learn from the challenges of 2020, namely covid and drought, and bounce back stronger than before. Our team put in the extra kilometres on the road and in the office, and it showed.

This year we smashed records:

- Revenue of over \$1 million
- \$191,100 in support of Indigenous-led watershed stewardship initiatives
- 70 funders and donors
- 414 members from across 14 sectors
- 73 project partners
- 2500 willows planted along 11 streams
- 49 presentations to 1063 people
- 17 people trained in stream monitoring protocol
- Online following of 11,446 people

And we don't intend to slow down—we can't; our environmental challenges are mounting, which puts our communities at risk. The drought conditions in 2021 were devastating to many farmers and ranchers. If similar drought conditions continue in

future years, we will all feel the impact. Long-term drought is the biggest looming threat in our watershed and we must be prepared to adequately face the challenge. As such, OWC is focused on building resilience through tried and true nature based solutions.

For Indigenous leaders nature-based solutions are not just the latest buzzwords—it is a way of life. I have been honoured to learn from Elders and Knowledge Keepers about how living in reciprocity with nature is the only way to achieve real sustainability. By honouring the land and water that provides—and respecting nature's limits—Indigenous People have thrived in Blackfoot Territory for millennia. Newcomers to this land have much to learn from our Indigenous neighbours and I am so thankful to Ninna Piiksii, Api'soomaahka, Randall Wolf Tail, Kansie Fox, Alvin First Rider, Noreen Plain Eagle, Elliot Fox, and Harley Bastion for sharing their wisdom with me over the years. I am incredibly thankful for the partnerships we have built together, as they allow for the restoration of the health of the watershed and our relationship to the land.

This was a pivotal year for the 11 Watershed Planning and Advisory Councils (WPACs) of Alberta. We hired our first ever staff person to activate the provincial WPACs Collaboration Initiative and lay the foundations for how we will govern the collective. This is the first crucial step towards scaling up the impressive results we are seeing in our local watersheds. In the future, we will look back and celebrate this year as a historic achievement that kick-started a healthier, more resilient future for Alberta's watersheds.

I deeply appreciate the multitude of partners, donors, funders, and volunteers who support OWC, and offer my sincere thanks to each of you. In particular, I would like to thank my staff; Sofie, Jon, Kallie, and Susanna, and the Board of Directors, especially our Chair, Doug Kaupp, for their time, energy, and commitment, and for making my days enjoyable. I am so proud of what we have achieved together and look forward to shaping an even brighter future with you!

Shannon Frank

ABOUT THE OLDMAN WATERSHED COUNCIL

The Oldman Watershed Council (OWC) is a not-for-profit organization in Southern Alberta, Canada. We are one of 11 Watershed Planning and Advisory Councils in Alberta, designated by the provincial government, to provide an independent voice for watershed management and health under the province's Water For Life Strategy.

The Council consists of the staff and OWC members who work collaboratively with all stakeholders and Indigenous communities to improve the Oldman River watershed by:

- improving and sharing knowledge
- building and strengthening stakeholder and Indigenous partnerships
- providing a science-based forum for all voices to be heard
- promoting and facilitating community and institutional action and stewardship
- developing and implementing integrated land and water plans

The Council is governed by a Board of Directors that is composed of nineteen perspectives from various stakeholder sectors and Indigenous communities, including four members at large.

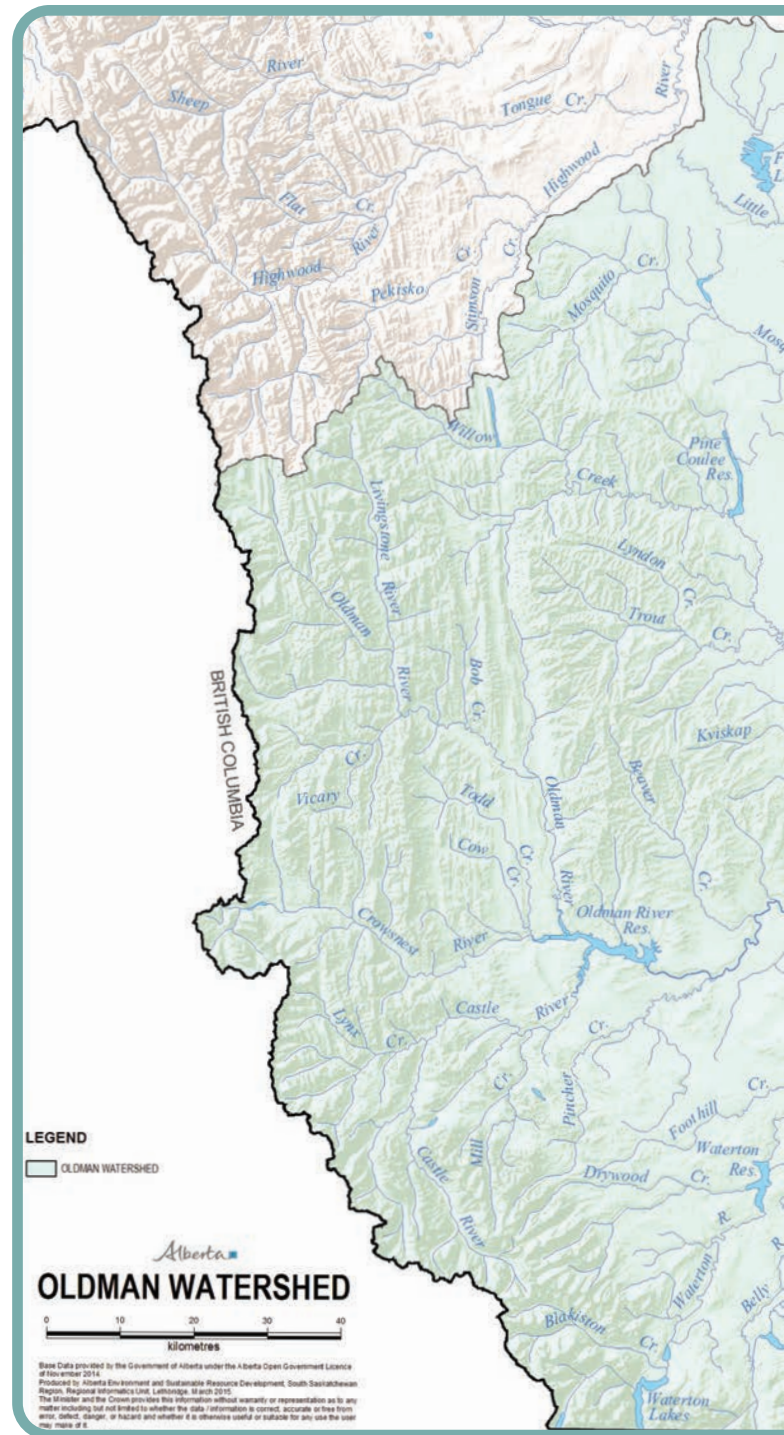
The OWC began to form in September 2004, when the Oldman River Basin Water Quality Initiative merged with the Oldman Basin Advisory Council. When the Province's Water for Life Strategy was released, these two groups combined to provide a diverse partnership knowledgeable in all areas of watershed management, including sustainable water management and land use practices in the Oldman basin.

Watershed Planning and Advisory Councils are mandated to create a State of the Watershed Report and an Integrated Watershed Management Plan. The OWC has accomplished these targets and is moving through implementation.

About our Watershed

A watershed is an area of land that drains into a water body, like a creek, river, or lake. Our Oldman watershed is all the land that eventually drains into the Oldman River through its tributaries.

The Oldman watershed is a large, diverse land and water system in southern Alberta, covering 23,000 km² in southwestern Alberta and 2,100 km² in Montana. It extends



eastward from the forested slopes of the Rocky Mountains, through rangelands in the foothills, dryland and irrigated agricultural plains, to the prairie grasslands.

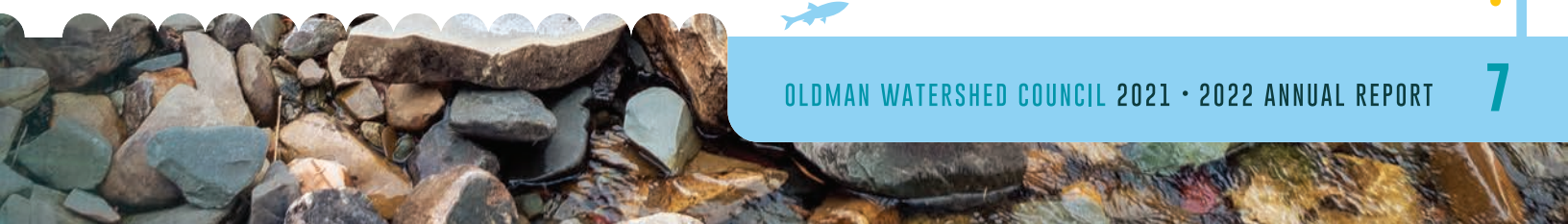
The Rocky Mountains feed the headwaters of the Oldman





mainstem and its tributaries (Crownsnest, Livingstone, and Castle Rivers, Willow and Pincher Creeks), while the headwaters of the Belly, Waterton and St. Mary Rivers rise in Montana. The watershed varies greatly, both in terms of the status of the land and water resources, and impacts from human activities. In

headwater subbasins, water quantity is adequate, quality is fair to good, and riparian ecosystems are generally healthy. However, as the Oldman River flows east, water quality deteriorates and available water supplies diminish, creating challenges for those downstream.



OLDMAN WATERSHED COUNCIL'S BOARD OF DIRECTORS



Doug Kaupp (Chair)
City of Lethbridge



Andrew Hurly (Vice Chair)
Academia
University of Lethbridge



Alan Harrold (Treasurer)
Irrigators
Lethbridge Northern
Irrigation District



Autumn Barnes
Agriculture
Canola Council of Canada,
Lethbridge College



Maureen Bell
Environment Non-Government
Water Conservation Trust of
Canada



Todd McCoy
Federal Government
Government of Canada



Kristen Dykstra
Health
Alberta Health Services



Mike Bruised Head
Indigenous
Kainai Ecosystem
Protection Association



Randall Wolf Tail
Indigenous
Piikani Public Works



Errol Kutcher
Industry
Spray Lake Sawmills



Cade Nixdorf
Industry (Alternate)
Spray Lake Sawmills



Erik Cline
Member at Large



Jana MacKenzie
Member at Large



Henk De Vlieger
Member at Large



Jan Newberry (resigned)
Member at Large



Chloe Devoy
Member at Large



Randy Bullock
Municipal Districts
and Counties
Cardston County



Linda Cerney
Provincial Government
Alberta Environment
and Parks



Michael Wagner
Provincial Government
Alberta Agriculture
and Forestry



Chad Willms
Provincial Government
(Alternate) Alberta
Environment and Parks



Kent Bullock
Towns and Villages
Village of Bamwell



Heather Caldwell
Towns and Villages
(Alternate)
Town of Coalhurst



Blair Painter (resigned)
Towns and Villages
Municipality of Crownsnest
Pass



Lori Goater
Wildlife & Habitat
Conservation
Southern Alberta Group
for the Environment



Anne Stevick
Wildlife & Habitat
Conservation (Alternate)
Rancher

OLDMAN WATERSHED COUNCIL'S STAFF



Shannon Frank
Executive Director
2010 - Present



Sofie Forsstrom
Education Program
Manager 2015 - Present



Jon Martin
Communications Manager
2018 - Present



Kallie Desruisseaux
Office Manager
2018 - Present



Susanna Bruneau
WPAC Collaboration
Initiative Manager
2021 - Present



Brandon Rieger
Outreach Assistant
Summer 2021



Sydney Taplin
Outreach Assistant
Team Lead
Summer 2021



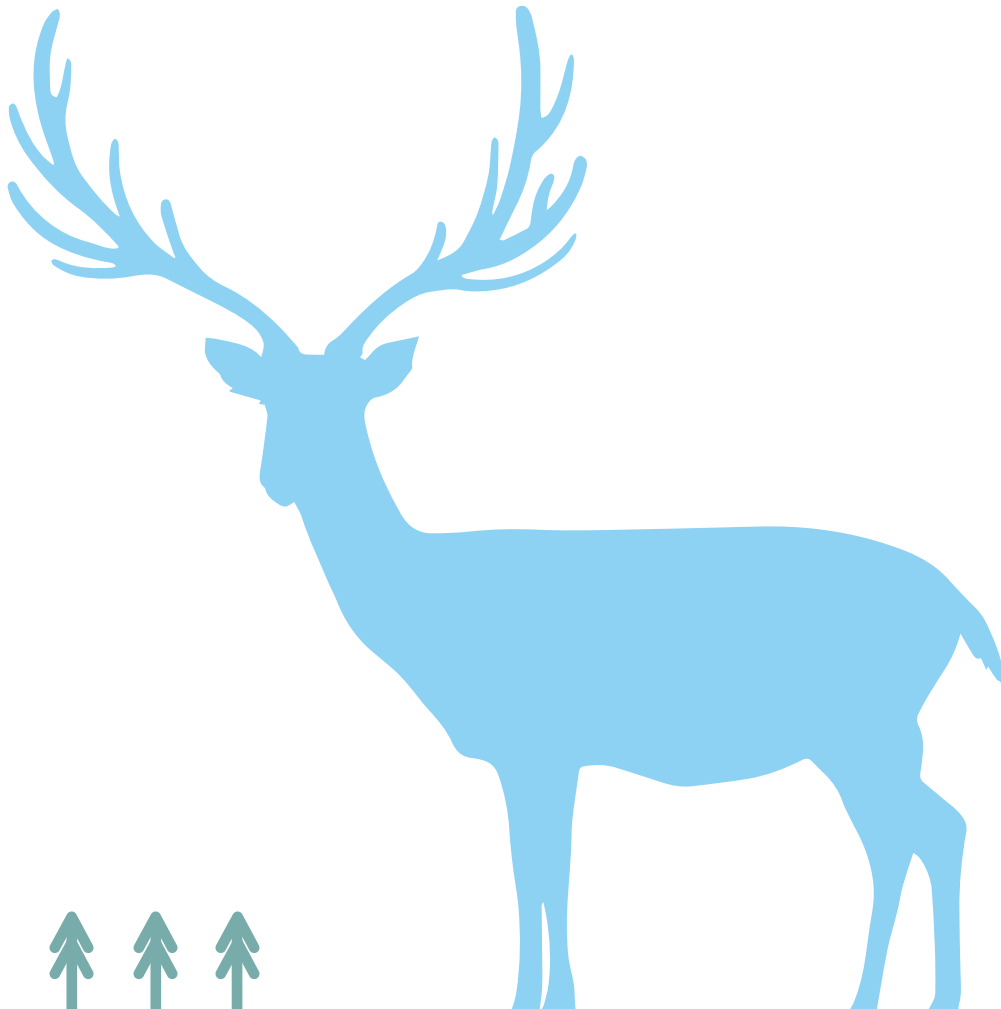
Jessica Tinholt
Outreach Assistant
Summer 2021



Randy Paquette
Outreach Assistant
Summer & Fall 2021



Quiche
Office Dog
2017 - Present





THANKS YOU TO OUR DONORS & FUNDERS 2021 - 2022

Over \$400,000

Government of Alberta - Watershed Resiliency and Restoration Program

Over \$250,000

Government of Alberta - Environment and Parks

Over \$100,000

Government of Alberta - Agriculture, Forestry and Rural Economic Development

\$25,000 to \$50,000

City of Lethbridge
RBC Foundation
Calgary Foundation
Alberta Ecotrust Foundation
Samuel Hanen Society for Resource Conservation
Spray Lake Sawmills

\$10,000 to \$20,000

Government of Canada - EcoAction
Government of Canada - Canada Summer Jobs
Government of Canada - Habitat Stewardship Program for Species at Risk
Alberta Conservation Association
Edmonton Community Foundation

\$2,400 to \$9,000

Lethbridge Northern Irrigation District
St. Mary River Irrigation District
Lethbridge County
Municipal District of Taber
Calgary Foundation - J.N. Fyvie Family Fund
MD of Pincher Creek
TD Friends of the Environment Foundation

\$1,000 to \$2,000

Vulcan County
Town of Pincher Creek
Town of Taber
Town of Fort Macleod
Town of Nanton
Terry Kerkhoff

Under \$1,000

Calgary Foundation - Perlette Fund
Town of Picture Butte
Alberta Irrigation Districts Association
Cheryl Bradley
MD of Ranchland No. 66
Shannon Frank
Helene Wirzba
Doug Kaupp
Raymond Irrigation District
Janice Newberry
Town of Stavely
Anonymous
United Irrigation District
Village of Lomond
Rosemary Jones
Virginia Grinevitch
Andrew Hurly
Village of Cowley
Benevity
Jim Fujikawa
Town of Vauxhall
Autumn Barnes
Heather Sinton
Janna Casson
William D Wyatt
Kallie Val-Zehan Desruisseaux
CanadaHelps
Cade Nixdorf
Graeme Greenlee
Peter Lappin
Curtis Goodman
Cheryl Fujikawa

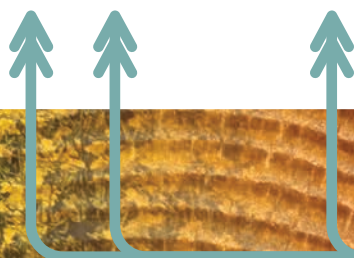


Samuel Hanen Society for Resource Conservation



IN-KIND DONATIONS AND PARTNERSHIPS FROM APRIL 1, 2021 TO MARCH 31, 2022

Description	Person	Organization	Value (\$)
Board of Directors			
	Doug Kaupp	City of Lethbridge	10,625
	Andy Hurly	University of Lethbridge	9,265
	Alan Harrold	Lethbridge Northern Irrigation District	4,675
	Jana Mackenzie		4,420
	Michael Wagner	Alberta Agriculture, Forestry and Rural Economic Development	4,250
	Linda Cerney	Alberta Environment and Parks	4,085
	Lori Goater	Southern Alberta Group for the Environment	3,825
	Errol Kutcher	Spray Lake Sawmills	3,676
	Niina Piiksii	Kainai Environmental Protection Association	3,501
	Maureen Bell	Water Conservation Trust of Canada	3,400
	Randall Wolf Tail	Piikani Public Works	3,400
	Erik Cline		3,400
	Henk DeVlieger		2,975
	Chad Willms	Alberta Environment and Parks	2,550
	Autumn Barnes	Canola Council of Canada	1,700
	Autumn Barnes	Lethbridge College	1,275
	Chloe DeVoy		1,275
	Jan Newberry		1,233
	Kristen Dykstra	Alberta Health Services	1,148
	Todd McCoy	Government of Canada	1,020
	Cade Nixdorf	Spray Lake Sawmills	850
	Randy Bullock	Cardston County	595
	Cam Francis	Cardston County	595
	Kent Bullock	Village of Barnwell	595
Indigenous Partnerships			
	Kansie Fox, Alvin First Rider and team	Blood Tribe Land Management	85,874
	Noreen Plain Eagle and team	Piikani Nation Land Management	32,853
	Api'soomaahka	Naapi's Garden and Katoyiss Seed Bank	27,520
	Students and staff	Piikani Nation Secondary School	19,575
	Kimmy Shade, Elliot Fox and team	Blackfoot Confederacy	18,010
	Community volunteers		8,253
Headwaters Education and Restoration			
	Students	Lethbridge College	18,169
		Eastern Slopes Biomonitoring Collaborative	12,920
	Staff	Calgary Heritage Coffee Roasters	4,760
	Community volunteers		4,335
	Recreationists		3,270



Description	Person	Organization	Value (\$)
	Staff	University of Guelph / WWF	2,100
	Hélène Wirzba	Alberta Environment and Parks	2,040
	Amber Bennett	Wirzba Consulting	1,500
	Tamara Stanley	Upaya Consulting	1,500
	Denis Haché	Alberta Environment and Parks	612
		Alberta Environment and Parks	85
Uniting Rural Producers and Urban Consumers			
	Andrew Martin	Monster Caesar Studios	1,870
	Api' soomaahka	Naapi's Garden and Katoyiss Seed Bank	1,360
	Glen Hall	Timber Ridge Ranch	1,360
	Kelly Hall	Timber Ridge Ranch	1,360
	Cody Spencer	Sweetgrass Bison	1,360
	Autumn Barnes	Canola Council of Canada	170
Watershed Legacy Program			
	Harry Streeter	T over V Ranch	13,810
	Glen and Kelly Hall	Timber Ridge Land and Cattle	6,446
	Cody Spencer	Sweetgrass Bison	4,480
	Brent Barbero	Barbero Steelhorse Ranch	3,735
	Tony and Debbie Webster	Webster Ranch	2,001
	Anne and Quentin Stevick	Bar 15 Simmentals	2,000
	Autumn Barnes	Canola Council of Canada	680
	Erin Anderson	MD of Ranchland	680
	Autumn Barnes	Lethbridge College	340
	Jamie Puchinger	Farming Smarter	340
	Lindsey Davidson	Municipality of Crowsnest Pass	340
	Carla Preachuk	MD of Willow Creek	340
	Anne Stevick	Bar 15 Simmentals	340
			360,721

THANK YOU TO ALL OF OUR PARTNERS AND VOLUNTEERS WHO MAKE THESE VITAL PROJECTS POSSIBLE!



FINANCIAL SUMMARY

Summary of Financial Expenditures

	2021-2022	2020-2021
Headwaters Restoration and Education	\$362,370	\$127,504
Indigenous Partnerships	\$219,241	\$33,666
Administration and Office Space	\$162,807	\$194,138
Communications	\$87,313	\$112,799
WPACs of Alberta Collaboration Initiative	\$53,291	-
Watershed Legacy Program	\$22,557	\$21,820
Uniting Rural Producers and Urban Consumers	\$19,071	\$19,198
Fundraising	\$2,622	-
Youth Education	\$2,451	-
	\$931,723	\$509,125

For detailed financial information, please see Audited Financial Statements.



INDIGENOUS PARTNERSHIPS

The Oldman watershed is a part of Treaty 7, and the traditional territory of the Niitsitapi (Blackfoot) People. The Siksikaitsitapi (Blackfoot Confederacy) includes 4 Nations: Kainai-Blood Tribe, Siksika, Peigan-Piikani, and Aamskapi Pikuni.

Our Indigenous partners continue to teach us how to live lightly on the land and we are honoured to learn from their wisdom and knowledge. The traditions and culture of the Blackfoot are rooted in respect for the Earth and there is much we can learn about sustainability from their time-tested experience living on this land for time immemorial.

In 2021-22, the OWC was proud to invest \$191,100 in local Indigenous-led projects that are supporting cultural and environmental restoration. Our partners from Siksikaitsitapi, Kainai Nation and Piikani Nation are leaders in demonstrating how to braid traditional ecological knowledge and western scientific knowledge together.

We are honoured to be a small part of the many valuable initiatives being undertaken by our Blackfoot partners, and share these highlights from 2021-22:

- The Blackfoot Native Trout Recovery Project is building the capacity of Blackfoot land management staff to complete eDNA sampling, redd (spawning nest) surveys, and habitat restoration across their traditional territory. Learning from and sharing Indigenous knowledge is an important component of the project. Elder interviews, storyboards, and a story map are underway to communicate the value of fish and water to the Blackfoot People. OWC participated in the kick-off workshop in the Upper Oldman to share our work and support the project. We also staked willows together throughout the fall season, and at Dutch Creek, we learned how to give an offering before planting. Elliot Fox, Project Coordinator, shared the results of the project at OWC's Annual General Meeting in June 2021.

- Piikani Nation Land Management is building resilience to climate change by restoring grasslands used for livestock forage and implementing nature-based solutions. Progress is tracked through range health assessments and by establishing range reference sites to use as a comparison over time. Together, with help from students and teachers from Piikani Nation Secondary School, we staked hundreds of willows along Crowlodge Creek to reinforce an eroding cliff.

- Blood Tribe Land Management (BTLM) completed valuable range, riparian, and species assessments to measure the health



of the land and help guide management decisions. The return of the iinnii was a historic moment, and the restoration initiatives underway will ensure habitat and forage for the iinnii is re-established as well. We staked hundreds of willows along the St. Mary River, which will support watershed health, teepees, and sweat lodges. The impact of these restoration activities will be measured through stream health assessments. This year two OWC and six BTLM staff were trained together in how to complete these assessments using the well respected CABIN and STREAM protocols.

- The Kainai Environmental Protection Association is a vital forum that facilitates relationship building and the sharing of information between the many individuals and groups involved in the environmental sector in Naapi's Territory. An annual summit is a landmark event featuring inspiring presentations and tours, but unfortunately had to be cancelled because of the pandemic.

- Naapi's Garden and Katoyiss Seed Bank are initiatives led by Api'soomaahka (Running Coyote) at his home on Kainai Nation. With support from Blood Tribe Land Management, OWC and many partners, the land is being restored. Prescribed burns and goats are assisting with invasive species management, and native seeds, shrubs and willows are being replanted to restore

grasslands and riparian zones. This year, OWC's Outreach Assistants helped plant 700 potted shrubs and grasses, as well as thousands of native seeds. These experiences were featured in a blog on our website. The summer drought meant Api'soomaahka was watering the plants every few days, which is no small job when relying on a cistern. Our special thanks to him for nurturing the plants through the drought! We were honoured to have Api'soomaahka speak at the World Water Day event and share his knowledge with 180 participants from across Alberta.

Thank you to our partners:



**PIIKANI NATION
LANDS DEPARTMENT**

Naapi's Garden

Katoyiss Seed Bank

Thank you to our funders for making these partnerships possible:



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PARTNERSHIPS AND COMMITTEES

Alberta Water Council

Alberta's eleven Watershed Planning and Advisory Councils have a seat on the Alberta Water Council Board of Directors and actively participate on project teams to shape Government of Alberta policy and provide tools for watershed managers.

In 2021-22, the Alberta Water Council focused on three projects:

- 1. Water for Life Action Plan**, where partners will identify actions their community or sector will commit to undertaking over the next 10 years to address risks and opportunities, and support the goals and directions of the Water for Life Strategy.
- 2. Source Water Protection Phase 1: Risk Assessment Tools and Data**, aims to develop increasing access to a suite of practical tools and resources to assist drinking water providers and local decision makers to understand and assess risks to their drinking water sources.
- 3. Improving Drought Resilience in Alberta Through a Simulation**, will allow communities to test, in a workshop environment, proposed drought management structure, communications channels, tools, and resources.

The OWC provides input and support to the elected Watershed Planning and Advisory Council representatives on project teams and the Board of Directors.

Thank you very much to the 2020-21 volunteers for all the time and energy you put in to bring a watershed perspective to the Alberta Water Council:

Morris Nesdole - Athabasca Watershed Council
Steve Meadows and Mark Bennett - Bow River Basin Council
Tim Romanow - Milk River Watershed Council Canada
Adam Norris - Mighty Peace Watershed Alliance

Agriculture's Water Future Project

Led by WaterSMART Solutions Ltd, this project team is working with stakeholders to develop water stewardship plans across an entire agricultural supply chain. The objective is to measure the costs and benefits of water stewardship planning and implementation, so that producers, processors, and end users can understand the value of potentially becoming certified by the Alliance for Water Stewardship—a global certification process.

Thank you to Andy Hurlly for serving on this committee on behalf of OWC!

South Saskatchewan River Basin Intra-basin Water Coordinating Committee

The OWC participates on this committee to provide advice to the Government of Alberta on managing water during periods of water shortage and how to best meet the Master Agreement on Apportionment, which shares water between the Prairie Provinces. Thank you to Alan Harrold, Lethbridge Northern Irrigation District, and Doug Kaupp, City of Lethbridge, for serving as OWC's representatives on this vital Committee.

Kainai Ecosystem Protection Association

KEPA's Annual Summit is normally a highlight of the year, where captivating presentations and tours showcase the important work being done by members of the Kainai Nation. Unfortunately, due to the pandemic the KEPA Summit was cancelled in 2021. OWC participates to learn from traditional ecological knowledge and support our Indigenous partners. Thank you to Mike Bruised Head, Kansie Fox, Api'soomaahka, Alvin First Rider, and many others involved in KEPA for your leadership and dedication to KEPA and the watershed!

Alberta Energy Regulator Multi-Stakeholder Engagement Advisory Committee

This committee provides diverse perspectives to the Alberta Energy Regulator to help improve the regulatory system. In 2021-22, the committee provided input regarding the new Liability Management Framework to reduce orphan wells and abandoned infrastructure, and the new geothermal and mineral mining regulations.

This committee is important because it keeps stakeholders informed as regulations change and offers opportunities for discussion about how each sector will be impacted. Thank you to Jim Fujikawa for serving as the Alberta Watershed Planning and Advisory Councils representative on this committee!

Recreation Advisory Group

OWC is a member of the Government of Alberta's Recreation Advisory Group to provide input on recreation management in the headwaters of the Oldman watershed. The group is made up of stakeholders from all sectors, who have important discussions about the implementation of recreation



management plans, and park management plans. The group discusses linear features density, designated trail systems, infrastructure needs, restoration plans, and much more.

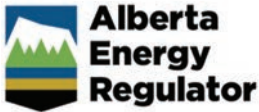
Thank you to Andy Hurly for representing OWC on this important Committee!

Roundtable on the Crown of the Continent

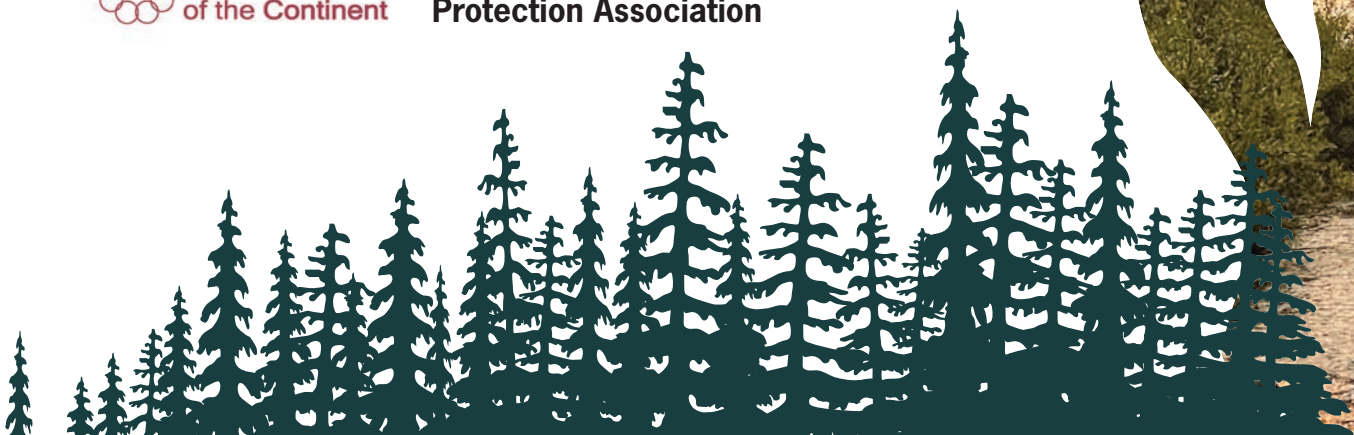
The Roundtable is a network of networks, bringing over 100 groups together from all sectors to share information, resources, and best practices. The forum helps protect the headwaters of North America that provide water to millions of people and flow through a large portion of the continent all the way to the Pacific Ocean, Gulf of Mexico, and Hudson Bay.

Usually, the primary event for the Roundtable is its annual 3-day conference, where participants learn from their neighbours across the Crown of the Continent, and strengthen their transboundary relationships. OWC was planning to assist with organising a 2021 conference in Lethbridge to showcase Indigenous knowledge and local projects, but it was unfortunately cancelled due to the pandemic.

Thank you to Mike Bruised Head for your valuable contributions to the Roundtable and for keeping OWC up to date on the group's projects!



Kainai Ecosystem Protection Association



2021-2022 SUMMARY OF ACHIEVEMENTS

The 11 Watershed Planning and Advisory Council's (WPACs) of Alberta have 4 designated roles under the Government of Alberta's Water for Life Strategy:

1. Convener and Collaborator
2. Planning and Policy
3. Monitoring and Reporting
4. Education and Literacy

OWC's key achievements within each role are highlighted below.

Convener and Collaborator

- More than doubled our core operational grant of \$255,000 from Alberta Environment and Parks (AEP) with an additional \$365,918 from non-AEP sources.
- Total revenue of \$1,023,097 from 70 funders, a new record for OWC.
- Received \$360,721 of in-kind support from 73 partners and volunteers.
- Membership of 416, including 37 organisational members from 14 sectors, and 377 individual members.

- 23 board members from 14 sectors donated expertise, time and money, and shared valuable insights that would be nearly impossible to replicate.
- The Board of Directors developed a Neutrality Policy to cement OWC's foundation as an unbiased, apolitical, and diverse forum for all voices.
- Kickstarted the WPACs Collaboration Initiative and are chairing the development of a consensus-based decision-making process and strategic plan, which will provide the foundation for WPACs to contribute to the new Water for Life Action Plan for Alberta.

Planning and Policy

- To achieve the goals within the OWC's Integrated Watershed Management Plan, and the Government of Alberta's South Saskatchewan Regional Plan (SSRP), and Livingstone Porcupine Hills Land Footprint Management Plan, we lead and support riparian restoration activities, in collaboration with many partners. This year, we planted over 2500 willow stakes along 11 streambanks. During these planting events, we trained 47 volunteers in proper willow-staking techniques. We also hired a contractor to complete



bioengineering of decommissioned recreation areas along Dutch Creek and invested in 3 riparian enhancement projects led by agricultural producers through our Watershed Legacy Program. Streambank rehabilitation initiatives are critical to enhancing resilience to floods and droughts, the objective of Alberta's Watershed Resiliency and Restoration Program, and to ensure the water quality objectives within the SSRP Water Quality Management Framework are met.

- The OWC invested \$141,100 in Indigenous-led environmental initiatives. The funding supported 65 range health assessments, 15 riparian health assessments, the establishment of 10 range reference sites, 4 willow staking events, multiple beneficial management practices on 13 pastures, prescribed burns and goats for invasive species control at Naapi's Garden, and the planting of 700 potted plants and thousands of native seeds to re-establish a native grassland ecosystem.
- The OWC also invested \$50,000 in the Blackfoot Confederacy Native Trout Recovery Project to build the capacity of Blackfoot land management staff to complete eDNA sampling, redd surveys, and habitat restoration. The project also includes knowledge weaving, and

learning from and showcasing Indigenous knowledge through 10 Elder interviews, storyboards, and a story map. This partnership supports Alberta's Native Trout Recovery Program.

- To fulfil our designated role of being "a source of knowledge and regional perspective for related government policy development", the OWC contributed neutral, science-based watershed information and local, multi sector perspectives to 3 government bodies; Alberta's Coal Policy Committee, the Alberta Energy Regulator Multi Stakeholder Engagement and Advisory Committee where WPACs hold a seat, and the House of Commons Standing Committee on Environment and Sustainable Development regarding the formation of the Canada Water Agency.
- Attended 9 hands-on stewardship events to support our partners.



SUMMARY OF ACHIEVEMENTS CONTINUED

Monitoring and Reporting

- The OWC leads a citizen science stream monitoring program using the highly respected Canadian Aquatic Biomonitoring Network (CABIN) protocol, which is overseen by Environment and Climate Change Canada. In 2021, we collected benthic invertebrate samples and site characteristics from 8 streams and hired Cows and Fish to perform riparian health assessments along 6 streams on public and park land to measure the efficacy of riparian restoration activities.
- In support of AEP's goal to advance citizen science in Alberta, the OWC is building the capacity of other groups to become certified in using the CABIN protocol. OWC staff assisted with training 9 field technicians in the North Saskatchewan watershed and organised CABIN field training for 2 OWC and 6 Blood Tribe Land Management staff. We continue to host meetings for the Eastern Slopes Biomonitoring Collaborative—a network of experts supporting WPACs and watershed stewardship groups in developing stream biomonitoring programs across the province.

Education and Literacy

- Directly engaged 3500 people, including 550 youth, through 8 projects, 49 presentations, and 35 events.
- Through our Headwaters Education and Restoration project, we hired 4 seasonal Outreach Assistants who spoke to 1024 recreationists about responsible use of public lands, in support of Alberta's Recreational Literacy Strategy. We also completed 218 surveys of recreationists to gauge how behaviours, attitudes, and beliefs have changed since our baseline surveys in 2017. The Outreach Assistants delivered interactive educational programs to 751 people at 14 events.
- To support reconciliation, we hosted Blackfoot speakers at two online events where 235 participants learned from Blackfoot ways of knowing, and through partnerships engaged 273 Indigenous youth in educational activities.
- The OWC continued to support Alberta's curriculum by promoting the Caring for our Watersheds contest; 73 students from two schools submitted 36 proposals, which are being judged in April 2022. We delivered our first two distance learning programs, to 49 students in classrooms and learning online at home.
- Communicated regularly with an online following of 11,446 people.

- Released 19 blogs to educate and engage our membership and followers.
- Further developed a cutting-edge virtual reality experience to instil stewardship behaviours in participants.
- Created 3 videos and 3 written interviews examining beneficial watershed practices by agricultural producers.







PROFILING THE WATERSHED

In 2021-2022, we completed the second year of our high-tech Profiling the Watershed virtual reality and experiential learning project. Made possible by RBC Foundation's Tech for Nature grant program, this future-looking project has two primary components: 1) a custom watershed stewardship virtual reality (VR) training program and 2) an immersive environment, and climate monitoring through 360° and ambisonic audio location captures.

In the OWC VR experience, participants complete training for stewardship work in the headwaters including invasive species removal and willow staking. After their training, they head out to a virtual headwaters area and put their skills to use. The immersive environmental captures allow for participants to be virtually transported to a real-world location within our watershed, experiencing the sights and sounds in a controllable format. Both components equip the participant with knowledge and skills that will deepen their relationship with their watershed and encourage place-based learning.

In the first year of this project, we developed the framework and initial interactive experiences, paving the path for continuation of the project. For the second year of the project, we refined and expanded both components, enriching the VR experience, creating a better user experience, and generating more data points for the interactive environmental captures.

The VR Virtual Watershed Stewardship is available now at in-person events and at the new OWC office (booking required). While we were optimistic that we would be able to deliver the programming to a large number of people last year, the realities of the pandemic required us to limit the number of participants who were able to experience the programming through the head-mounted Oculus units. For the upcoming year, we will be delivering these materials to people in the watershed, and hopefully expanding the project further to encompass more areas and have a greater degree of public access.

We had the pleasure of sharing aspects of the project at the 11th World Environmental Education Congress in Prague in March. It was great to share the ideas, technology, and principles behind the project with an international audience.

Watch for our interactive programming at an event near you. Or contact our office to book a private experience.

Thank you to the RBC Foundation for their generous support of this project through their Tech for Nature program.



A beautiful day for an ambisonic location capture in the Castle region.



Capturing willow staking at a WLP site in the foothills.



Sofie and Jon shared some of OWC's work, including *Profiling the Watershed*, at the 11th World Environmental Education Congress in Prague, Czech Republic.

HEADWATERS RESTORATION AND EDUCATION

Surveying Backcountry Recreationists

This year we hired four seasonal Outreach Assistants, Sydney, Jessica, Randy, and Brandon, to conduct recreationist surveys in the backcountry. They completed 218 surveys and spoke to over 1000 recreationists about their values, concerns, and stewardship activities in our headwaters. The results of our 2017 and 2021 survey responses highlight some promising trends, and also help us to identify some areas where more education and engagement may be helpful.

Engaging Recreationists in Through Watershed Education

We delivered various interactive educational programs about benthic macroinvertebrates (insects that live on the bottom of creeks), native fish, and invasive species in 2021. In total, we educated over 750 people at 14 public outreach events and day use areas. The Outreach Assistants also created a beautiful, brand-new educational program, in which participants build a Lego bridge over a model streambank, to encourage keeping wheels out of water. It was very well received at its debut at the 2021 Recreational Stewardship Fair at Caesar's Flats!

The Outreach Assistants also launched OWC's TikTok channel. They created over 70 videos featuring educational content and documenting their summer experiences, from delicious backcountry cooking and environmental trends, to working in a heat wave and general fieldwork fun. You can follow our TikTok account at @oldmanwatershedcouncil.

Restoring Streambanks back to Health

Brandon stayed on after the summer to assist with fall fieldwork. Together with landowners, volunteers, and partners, we stabilized streambanks using bioengineering techniques at nine sites across our headwaters. Each volunteer restoration event included a safety talk, willow-staking demonstration, lots of physical effort and teamwork, and a delicious locally-sourced lunch. We also hired a contractor to complete bioengineering along Dutch Creek. Over 2500 willows were staked into the ground, a new record for OWC!

Watershed Health Assessments

We collected benthic invertebrate samples using the CABIN and STREAM protocols at seven previous or future restoration sites in our headwaters and had riparian health assessments conducted at six sites. One of these sites involved a 5-kilometer hike in with all of our sampling equipment; it was a long but rewarding day! These assessments tell us how healthy our creeks and rivers are, and allow us to monitor the impact of

our restoration activities.

Samples have been submitted to labs for water chemistry, DNA metabarcoding, and morphological / taxonomic analysis. We were pleased that the water quality of our 2020 sites scored 'excellent' or 'very good' based on the Hilsenhoff Biotic Index.

Communicating Results

We delivered a number of presentations about this project to audiences across the province, country, and even the world! One highlight of the year was presenting at the 11th World Environmental Education Congress in Prague in March 2022. While networking at the event, our Education Program Manager contributed a video about this project for an 'Environmental Education and Community Engagement' online course that is being offered worldwide in May-June 2022 by Cornell University's Civic Ecology Lab.

Project Support

This project was supported by grants and in-kind contributions from:

Watershed Resiliency and Restoration Program (Government of Alberta), Alberta Conservation Association, Habitat Stewardship Program for Aquatic Species at Risk, EcoAction Community Funding Program, Canada Summer Jobs, Spray Lake Sawmills, Cows and Fish, Siksikaititapi (Blackfoot Confederacy), Alberta Parks, Calgary Heritage Roasting Company, Wirzba Consulting, Upāya Consulting, Living Lakes Canada, University of Guelph, World Wildlife Fund Canada, and numerous volunteers. Thank you for your support!

This project was undertaken with the financial support of:
Ce projet a été réalisé avec l'appui financier de :



UPĀYA CONSULTING





21 2021 Outreach Assistants. L-R: Brandon Regier, Randy Paquette, Jessica Tinholt, and team lead Sydney Taplin.



25 Planting willows along West Castle River with Calgary Heritage Roasting Company and Alberta Parks.



22 Follow-up recreationist surveys in the backcountry.



26 Volunteer restoration event at Dutch Creek, November 2021.



23 Teaching families about native fish in our headwaters.



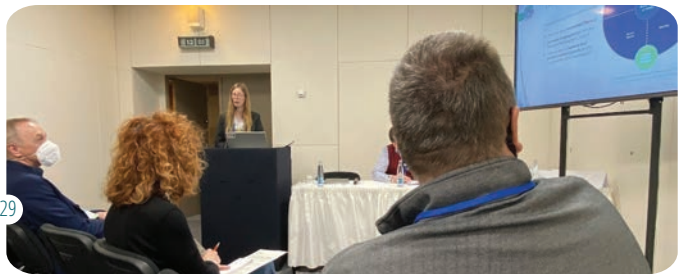
27 OWC's certified CABIN Field Technicians collecting benthic macro-invertebrates to assess aquatic ecosystem health in the headwaters.



24 New "Wheels out of Water" educational activity created by 2021 Outreach Assistants.



28 Hiking 5 km each way to conduct aquatic and riparian assessments at a past restoration site in the headwaters.



29 Sofie presenting OWC's headwaters project at the 11th World Environmental Education Congress in Prague, March 2022.



WATERSHED LEGACY PROGRAM

Farmers and ranchers have an important responsibility as stewards of our watershed and the OWC is proud to support them in this vital role. We have been supporting rural watershed enhancement projects since 2009, and since then, we have invested in 72 education and restoration projects. These grassroots, producer-led projects have improved the health of streambanks, fish and wildlife habitat, and water quality, which benefits all of us.

Congratulations to our 2021-22 grant recipients!

Sweetgrass Bison who are fencing along the Oldman River in Lethbridge County to carefully manage bison grazing within a riparian pasture. This will protect the floodplain, while also providing much needed forage during times of drought.

Bar 15 Simmentals who are installing off-stream watering troughs to attract cattle away from ponds and springs in the Municipal District of Pincher Creek.

T over V Ranch who are reducing grazing pressure on Willow Creek using electric fencing and portable water troughs in the MD of Ranchland.

Thank you to the WLP Team and our Funder!

Watershed Legacy Program Team:



Watershed Legacy Program Funder:



Samuel Hanen Society for Resource Conservation



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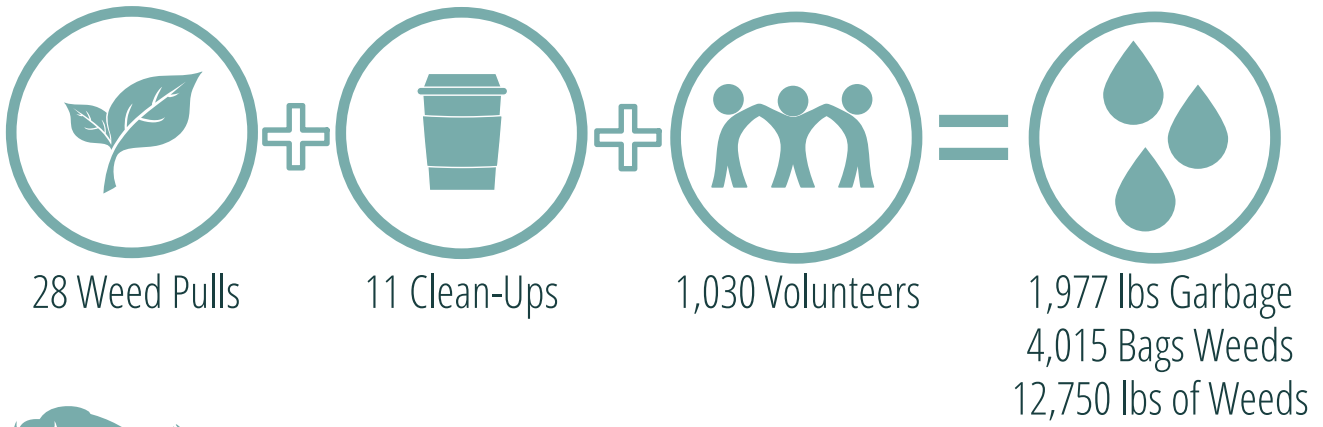
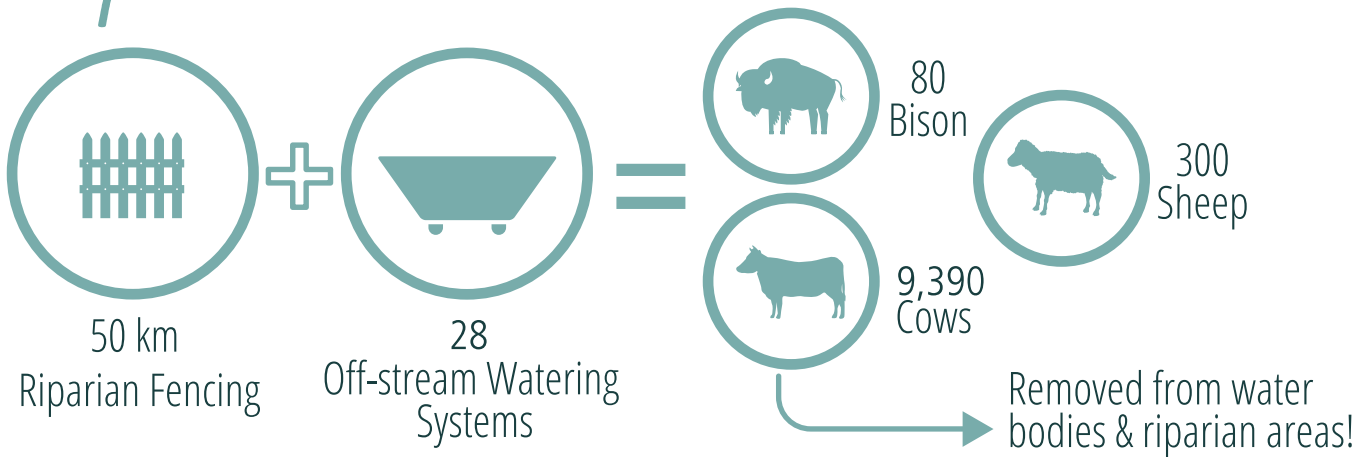
32





72 FUNDED PROJECTS

Impacts



12 Hectares Wetland Restored

8 Bio-Control Releases

6 Bioengineering Projects

1300 Willows Planted

304 Plans, Assessments, Surveys

380 People Engaged in Educational Events

2 Cattle Crossings

WATERSHED PLANNING AND ADVISORY COUNCILS OF ALBERTA (WPACs)

OWC is one of 11 WPACs in Alberta; there is one for each major river. WPACs work in 4 main areas:

1. Convenor and collaborator,
2. Education and literacy,
3. Planning and policy,
4. Monitoring and reporting.

WPACs meet regularly to learn from each other and to maintain a strong provincial voice with the Government of Alberta, and more recently, the Government of Canada. Together we shape the role and future of WPACs as leaders in watershed management, stakeholder engagement, and environmental education.

Alberta WPACs Collaboration Initiative

This year we reached a historic milestone and started the Alberta WPACs Collaboration Initiative. The initiative will strengthen relationships between WPACs, allow for mutual support, and assist us in addressing province-wide topics of mutual interest.

The goal of the first year of this project is to strengthen the ability for WPACs to collaborate successfully by setting clear goals, and developing guiding policies and procedures for how we will work together as a collective. The process we develop will build WPAC capacity and our confidence in working collaboratively at the provincial scale. This way, we can have more impact and increase the recognition of Alberta WPACs.

As part of this collaborative work, the Alberta WPACs have developed a shared vision, mission, and value statements to guide decision making.

For the first time, WPACs were able to hire a full time staff person to support their provincial scale collaboration with a grant from Alberta Ecotrust Foundation and contributions from all WPACs. The new Collaboration Initiative Manager works with all 11 WPACs to coordinate the work of the collaborative, as well as developing the decision-making process.

Collaboration Initiative Committee

Thank you to committee members for steering the project:
Susanna Bruneau - Collaboration Initiative Manager, Co-Chair
Shannon Frank - Oldman Watershed Council, Co-Chair
Mike Murray - Bow River Basin Council
Josée Methot - Red Deer River Watershed Alliance

Meghan Payne - Lesser Slave Watershed Council
Kayla Hellum - Lakeland Industry & Community Association (Beaver River watershed)
Rhonda Clarke-Gauthier - Mighty Peace Watershed Alliance

Education and Outreach Committee

The Education and Outreach Committee collectively presented a webinar on UN World Water Day, March 22. The theme for the UN World Water Day 2022 was "Groundwater: Making the Invisible, Visible". Groundwater is a critical source of water for many, especially in rural Alberta. The speaker panel offered unique perspectives from hydrogeologist Dr. Brian Smerdon (University of Alberta), poet/professor Dr. Rita Wong (Emily Carr University), and artist/educator Api'soomaahka (Kainai Nation). The event had over 180 participants, and many elected officials, with a recorded greeting from Minister of Environment and Parks, Jason Nixon. It was a great event which showcased the positive collaborative work of WPACs.

In advance of World Water Day, OWC sponsored an hour of The Road Home on the CKUA Radio Network. Broadcasting across the province (and streaming online for listeners outside of Alberta), the sponsored hour featured music and poetry about rivers and watersheds, and mentioned the important work WPACs do.

OWC's participation in this province wide event was funded by the EcoAction Community Funding Program.

This project was undertaken with the financial support of:
Ce projet a été réalisé avec l'appui financier de :



Thank you to our funders and partners for making this initiative possible.





UNITING RURAL PRODUCERS WITH URBAN CONSUMERS

Uniting Rural Producers and Urban Consumers is a multi-year project that aims to educate, engage, and inform urban consumers in Southern Alberta about agriculture and watershed stewardship through a suite of communications materials. The program connects those who are not involved in food production systems, with those who are.

In the second year of the project, we created three episodes of a web series, called OWC: Eats!, where we sit down with an expert involved in food production in our watershed. In the upcoming year, we will be releasing these engaging videos, as well as sharing in-depth written interviews with the producers, and planning live events.

For a number of reasons, including one of the worst droughts we have experienced, 2021 was a tough year for those involved in many areas of food production. It has been such an enlightening and humbling experience to hear these stories first hand and learn more about the innovative work that is being done in our region. Ranging from process improvements and practice changes, to the addition of new physical infrastructure and the restoration of native plant species, what we have learned is inspiring and we are excited to share these stories with you in the coming year.

This project is largely dependent on building meaningful relationships through in-person communication; the ever-changing situation with COVID-19, as well as last year's drought, created a few challenges. Developing a new program under this context also helped shape the focus of our discussions, highlighting the urgency with which we must work to protect our agricultural industry, economy, and watershed from the uncertainty created by a changing climate and severe weather events.

Watch our social channels in the coming months to catch the web series and share in the knowledge offered by the fantastic members of our food production community.

Thank you to CAP for their funding and continued support of the project, as well as a big thank you to all of the producers and participants who have helped make the project come to life.



Bison grazing at Sweetgrass Bison/Riverland Ranch.



Glen and Kelly Hall of Timber Ridge Ranch show off their WLP-funded off-site watering location.



Off-site watering for cattle at Timber Ridge Ranch.





Api' soomaahka shared his story with us at Naapi's Garden.



Api' soomaahka discussing native plants at Naapi's Garden.



Touring a WLP site at Riverland Ranch with Cody Spencer.



Shannon and Jon on set for an episode of OWC:Eats!.



Cody Spencer of Sweetgrass Bison shares his story with us.



Shannon and Api' soomaahka at Naapi's Garden.



YOUTH EDUCATION

This year OWC engaged over 550 youth through our fun and interactive programs. We had 73 students from two local schools submit 36 proposals to the provincial Caring for our Watersheds contest, and a project from Magrath Junior Senior High School placed in the top 10 (out of 275 proposals)!

In July, OWC was invited to talk to the Junior Forest Rangers about benthic macroinvertebrate sampling and how these insects that live on the bottom of creeks tell us about the health of the stream, attended the Pincher Creek Children's Festival in August, and taught Grade 5 students about animal adaptations during the Wetland Field Day at Police Outpost Provincial Park in September. We delivered our first two distance learning programs, both to classrooms and individual students learning online at home.

In 2022 we will begin delivering "X-Stream Science," a curriculum-based stream monitoring school program for junior/senior-high classes. This program was developed by the Battle River Watershed Alliance and the Red Deer River Watershed Alliance, and we look forward to offering it in the Oldman watershed soon!

Project Support

OWC's youth education program is supported in part by the financial and in-kind support from Alberta Conservation Association, Alberta Prairie Conservation Forum, Waterton Biosphere Reserve, and Battle River Watershed Alliance.



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Teaching students about adaptations at the Wetland Field Day in September 2021.



44

Teaching Junior Forest Rangers about benthic macroinvertebrate sampling in July 2021.

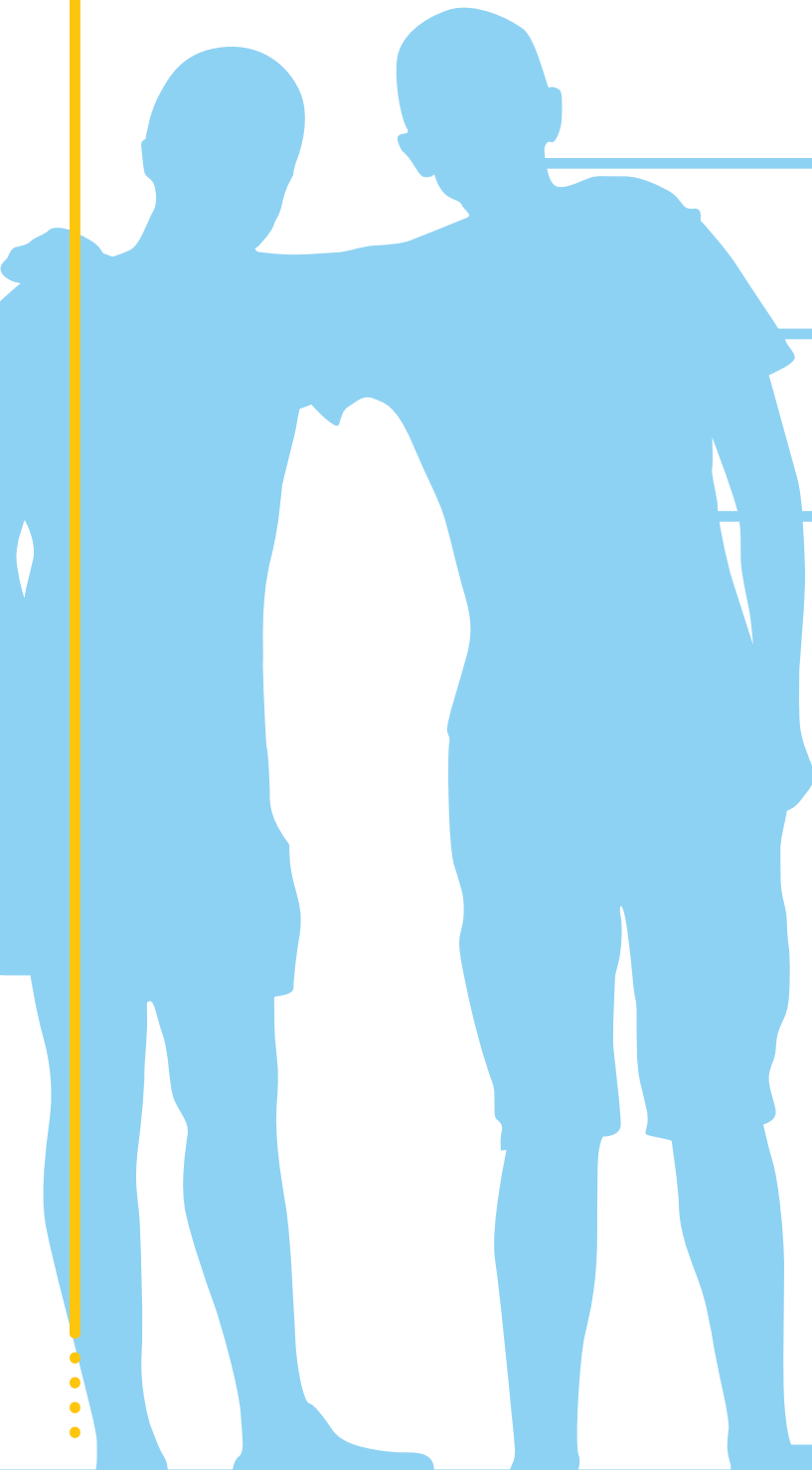


45



COMMUNITY OUTREACH

Membership increased by 49%



19
blogs released



49
presentations delivered
to +1063 people



9
times in the news
across Canada

3704

Twitter



2259

Facebook



1864

LinkedIn



795

Instagram



393

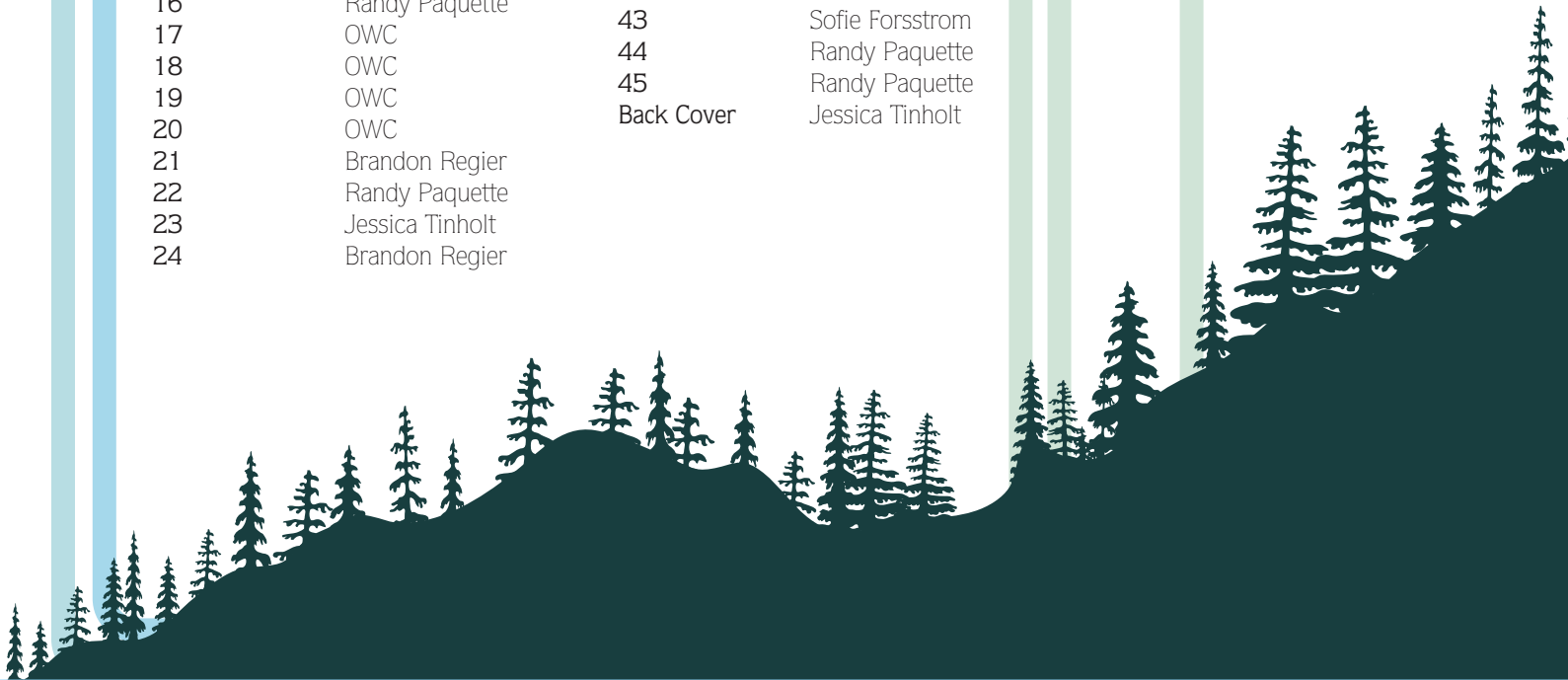
TikTok



PHOTO CREDITS



Photo #	Credit		
Front Cover 1	Jon Martin		
Front Cover 2	Jon Martin	25	Kallie Desruisseaux
Front Cover 3	Jon Martin	26	Jon Martin
01	Jessica Tinholt	27	Kallie Desruisseaux
02	Jon Martin	28	Sofie Forsstrom
03	Jon Martin	29	OWC
04	Jon Martin	30	OWC
05	Jon Martin	31	Jon Martin
06	Api' soomaahka	32	OWC
07	Randy Paquette	33	Randy Paquette
08	OWC	34	Jon Martin
09	Api' soomaahka	35	Jon Martin
10	OWC	36	Jon Martin
11	Jessica Tinholt	37	OWC
12	Jon Martin	38	OWC
13	Jon Martin	39	OWC
14	Jon Martin	40	OWC
15	Jon Martin	41	OWC
16	Randy Paquette	42	OWC
17	OWC	43	Sofie Forsstrom
18	OWC	44	Randy Paquette
19	OWC	45	Randy Paquette
20	OWC	Back Cover	Jessica Tinholt
21	Brandon Regier		
22	Randy Paquette		
23	Jessica Tinholt		
24	Brandon Regier		





January 12th, 2023

The Honourable Jason Copping
Minister of Health
204, 10800 – 97 Avenue
Edmonton, AB T5K 2B6

VIA EMAIL health.minister@gov.ab.ca

Re: Ambulance Crisis

Dear Minister Copping:

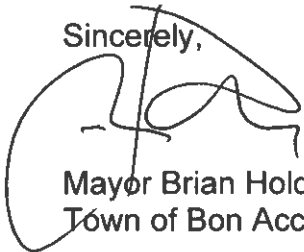
At the Regular Bon Accord Council Meeting on December 6, 2022, Council received a copy of correspondence from the Town of Ponoka to the Ministry of Health requesting support for their local fire department as first responders for emergency ambulance calls. Bon Accord Town Council fully stand with Ponoka in support of their request for better delivery of ambulance services across the province.

The incidents described in the letter show that ambulance service for rural Albertans is in severe crisis. What steps are being taken to remedy this detrimental situation for our communities? As Canadians, our section 7 Charter right to life, liberty, and security of person should be top priority. The current state of our ambulance service, or lack thereof, affirms instead that these rights hang in the balance.

These incidents, and others across the province, also show the value local fire departments bring to our communities. The lack of adequate ambulance service is placing unfair stress and expectations on volunteer firefighters and further putting the health and safety of Albertans in jeopardy.

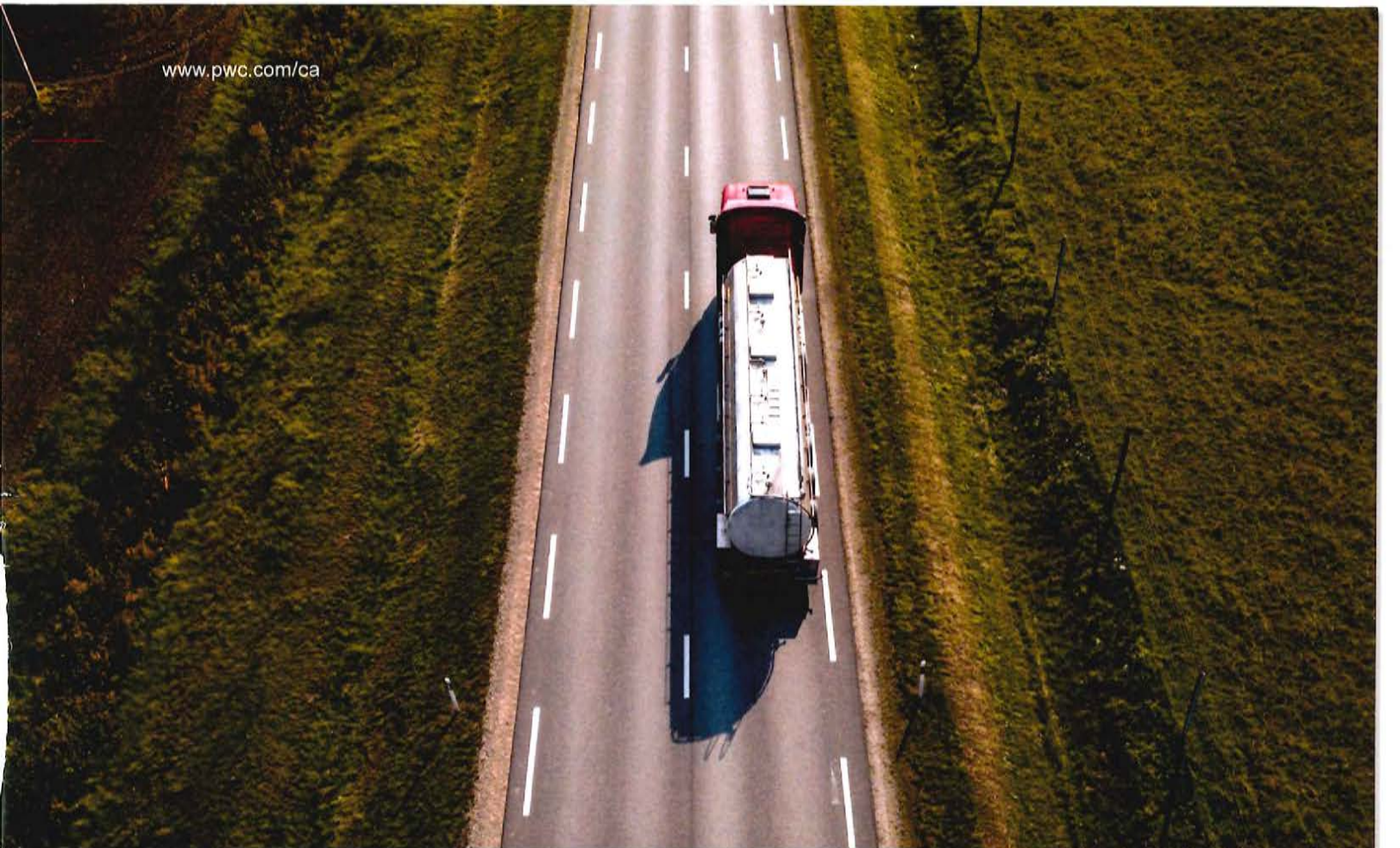
These community volunteers and our communities deserve better. We hope your Ministry will make positive changes moving forward to uplift our communities during these difficult times.

Sincerely,



Mayor Brian Holden
Town of Bon Accord

cc: Premier Danielle Smith
Rachel Notley, Leader of the Opposition
Alberta Municipalities
Dale Nally, MLA – Morinville-St. Albert
Pat Mahoney, Fire Chief – Town of Bon Accord



Economic Impact Analysis of Highway 3 Twinning in Alberta

**Report prepared by PwC for Highway 3 Twinning
Development Association**

December 1st, 2022



Disclaimer

This report "Economic Impact Analysis of Highway 3 Twinning in Alberta" is intended solely for use by the Highway 3 Twinning Development Association ("H3TDA" or "you"). If any third party obtains this report, such party agrees that any use of the report, in whole or in part, is their sole responsibility and at their sole and exclusive risk; that they may not rely on the report; that they do not acquire any rights as a result of such access and that PricewaterhouseCoopers LLP ("PwC", "we", "us" or "our") does not assume any duty, obligation, responsibility or liability to them.

This report was developed in accordance with PwC's agreement with H3TDA dated May 18, 2022 and is subject to the terms and conditions included therein. Our work was limited to the specific procedures and analysis described herein and was based only on the information made available at the time we prepared the report. Accordingly, changes in circumstances after the date of this Report could affect the findings outlined herein.

We are providing no opinion, attestation or other form of assurance with respect to our work and we did not verify or audit any information provided to us by H3TDA or from third parties.

This report has been prepared solely for the use and benefit of, and pursuant to a client relationship exclusively with Highway 3 Twinning Development Association (H3TDA). We understand that our deliverable will be shared among H3TDA's staff and could also be shared with H3TDA's stakeholders (e.g. government) and further that you may also wish to make our deliverable public. You may make our deliverable public, provided that the deliverable is published in its entirety, including relevant disclaimers.

Should you want to use excerpts from our deliverable or post your own statements describing our deliverable, you would need to concurrently provide a clear link to our entire deliverable and get PwC's consent to release such excerpts or statements, which consent shall not be unreasonably withheld, delayed or conditioned. In that context, PwC will provide its comments to a draft statement produced by you within five working days of receiving such draft statement.

PwC accepts no duty of care, obligation or liability, if any, suffered by any third party that reads our deliverable, any excerpts from our deliverable or statements describing our deliverable. Further, no person or entity, other than H3TDA, shall place any reliance upon the accuracy or completeness of the statements made in our deliverable.

The analysis and observations presented in this document are based on information provided to us by H3TDA, which has not been verified by PwC.

All dollar values are in 2022 Canadian undiscounted dollars ("\$"), unless otherwise specified.

Limitations associated with this report are found in Appendix B and form an integral part of this report.



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Executive summary

Study context

Alberta Provincial Highway 3, also named Crowsnest Highway, is a major highway in Southern Alberta and part of Canada's National Highway System. The highway follows the alignment of the Canadian Pacific Railway, and sections of it make up the CANAMEX Corridor which is known for North-South Trade stretching from Canada through western United States to Mexico. The Highway 3 Twinning Development Association ("H3TDA" or "you") is a non-profit organization that has advocated for the twinning of Highway 3 for more than two decades. H3TDA strongly believes in the "potential benefits of the completion of the twinning of Highway 3 to ensure safety, tourism, supply chain movement, and economic growth in Alberta."

Within this context, H3TDA has engaged PricewaterhouseCoopers LLP ("PwC", "we", "us" or "our") to conduct a socio-economic analysis in relation to the twinning of the currently un-twinning sections of Highway 3 corridor. Our assessment is comprised of an estimate of the economic footprint associated with twinning as well as the identification and description of the wider socio-economic benefits from the twinning. For the purpose of the economic footprint estimate, the following proposed Highway 3 sections were included, per H3TDA's guidance:

- Highway 523 to west of Seven Persons
- West of Seven Persons to east of Burdett
- Fort Macleod bypass (including Stage 1A)
- Fort Macleod to Pincher Creek (including Piikani Nation)
- Pincher Creek to east of Highway 507
- East of Highway 507 to Sentinel

Summary of findings

The economic footprint of the twinning of Highway 3 has been modelled through an economic analysis framework that has utilized an Input-Output (I-O) modelling approach. The economic footprint of the proposed twinning has been modelled across two impact channels:

- Construction: One-off economic impact associated with the capital expenditures made to twin the highway.
- Annual Operating and Maintenance: Economic impacts associated with the operations and maintenance of the newly twinned Highway 3 sections. We have focused on the incremental annual impact of maintenance expenditures once completed (e.g. twinned solutions vs. existing).

Highlights of the economic footprint estimated for the proposed twinning of Highway 3 are as follows:

- The initial capital expenditures for the proposed Highway 3 twinning is estimated to facilitate \$1.5 billion in GDP for Alberta's economy throughout its construction period, as well as 12,481 jobs.
- Once constructed, the operating and maintenance expenditures associated with the newly twinned sections of Highway 3 are estimated to facilitate \$0.7 million in GDP and 6 jobs on an ongoing, annual basis (incremental to the existing operations and maintenance associated with these sections).

In addition, twinning the remaining sections of Highway 3 has the potential to result in a range of wider socio-economic benefits (many are related and enable each other), including:

- Improved regional economic outcomes for local businesses and residents as a result of:
 - Improved supply chain and transportation efficiencies for key economic sectors
 - Broadened labour catchment
 - Enhanced local tourism offering
- Improved road safety outcomes and collision reduction
- Enhanced network resilience and contingency
- Improved food security

It must be recognized that there are significant opportunities for growth in Southern Alberta, and that twinning is an important element in facilitating such growth. In the absence of twinning Highway 3, in addition to the impacts identified in the economic footprint estimate, the wider socio-economic benefits identified in this section may also be put at risk.

1. Introduction

1.1 Study background

Highway 3 is an interprovincial highway that runs from British Columbia's Fraser Valley to Southeast Alberta, just west of Medicine Hat. In 2021, Highway 3 saw a Weighted Average Annual Daily Traffic (WAADT) count of 6,814 and a Weighted Average Summer Daily Traffic (WASDT) of 7,724¹. The highway follows the alignment of the Canadian Pacific Railway, and sections of it make up the CANAMEX Corridor which is known for North-South Trade stretching from Canada through western United States to Mexico.

The Highway 3 Twinning Development Association ("H3TDA" or "you") is a non-profit organization that has advocated for the twinning of Highway 3 for more than two decades. H3TDA strongly believes in the "potential benefits of the completion of the twinning of Highway 3 to ensure safety, tourism, supply chain movement, and economic growth in Alberta."

As of February 2022, H3TDA has outlined the following sections as 'priority' areas for the twinning of Highway 3:

- Medicine Hat to Seven Persons (26 km)
- Pincher Station to Bellevue (36 km)
- Seven Persons to Burdett (46 km)
- Fort MacLeod Stage 1A

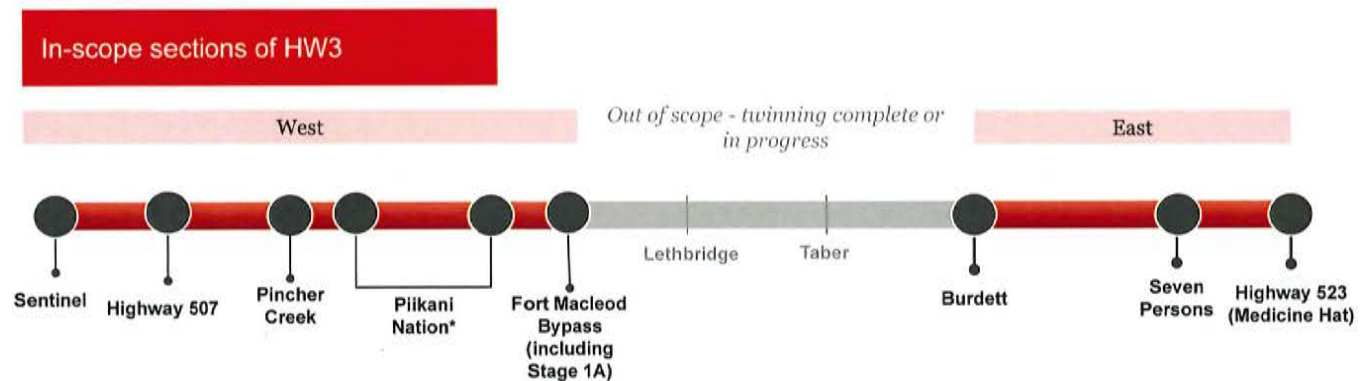
1.2 Study objectives

Within this context, H3TDA has engaged PricewaterhouseCoopers LLP ("PwC", "we", "us" or "our") to conduct a socio-economic analysis in relation to the twinning of the currently un-twinning sections of Highway 3 corridor, which runs from Medicine Hat AB to the BC border (the "twinning"). Our assessment is comprised of an estimate of the economic footprint associated with twinning as well as the identification and description of the wider socio-economic benefits from the twinning.

For the purpose of the economic footprint estimate, the following proposed Highway 3 sections ("in-scope sections") were included, per H3TDA's guidance (presented east to west):

- Highway 523 to west of Seven Persons
- West of Seven Persons to east of Burdett
- Fort Macleod bypass (including Stage 1A)
- Fort Macleod to Pincher Creek (including Piikani Nation)*
- Pincher Creek to east of Highway 507
- East of Highway 507 to Sentinel

Recognizing the differences in the economic makeup of different regions across Alberta, we have grouped, for the purpose of our assessment, the in-scope sections into two groups: (a) The Eastern portion includes any sections east of Burdett, and (b) the Western portion, which includes any sections West of Fort Macleod (including the bypass). A conceptual visual of the in-scope sections is shown below.

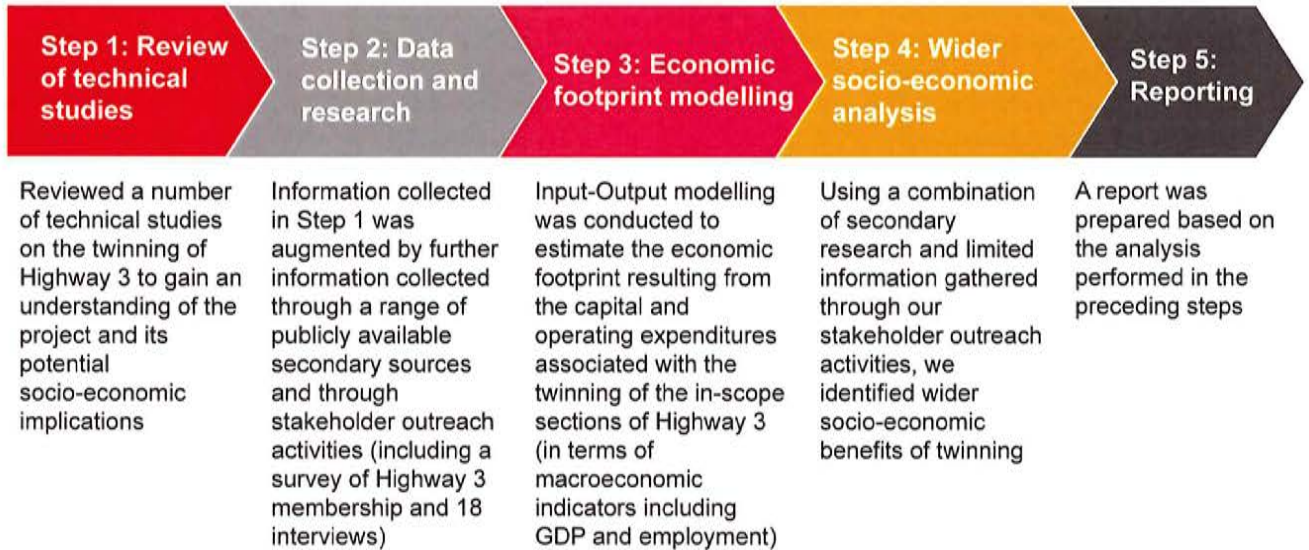


*The in-scope section of Highway 3 from Fort Macleod to Pincher Creek travels through Piikani 147 Reserve (Piikani Nation), a census subdivision within the Project Region. We understand that the Government of Alberta is further investigating this section of twinning for Highway 3, including a potential Functional Planning Study².

1. Introduction

1.3 Study approach

The following elements summarize the overall approach to completing this economic analysis:



1.4 Report structure

The remainder of this report is structured as follows:

- **Section 2:** An overview of Highway 3, an overview of the proposed project, and a summary of the economic profile of the project region.
- **Section 3:** Estimated economic footprint including direct, indirect and induced impacts of the Project
- **Section 4:** Discusses additional wider socio-economic impacts of the Project, including impacts to industry and the transportation system.
- **Appendices**



2. Highway 3 context

2.1 Overview of Highway 3

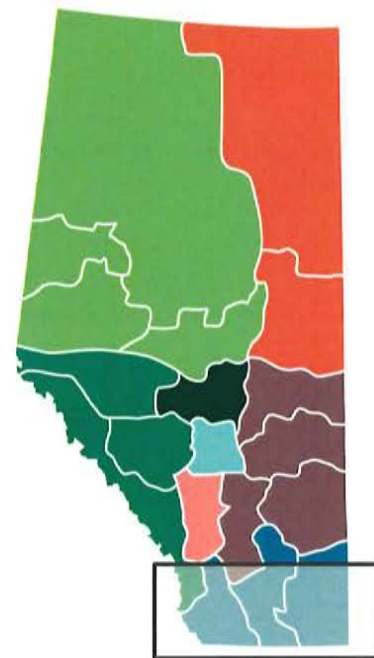
Alberta Provincial Highway 3, also named Crowsnest Highway, is a major highway in Southern Alberta and part of Canada's National Highway System. The highway begins in South-east Alberta, in Medicine Hat, where it peels off of the Trans-Canada Highway and travels southwest to provide an alternative East-West route across the province. Highway 3 continues into southern British Columbia to the municipality of Hope where it merges with Highway 1.

The 324-km highway meets up with multiple north-south routes in Alberta, including Highway 2, which heads north towards Calgary, and Highway 4 which connects with Montana at the Coutts border crossing. The Coutts border crossing is one of the busiest in Western Canada, and is the only 24-hour crossing in Alberta. Because of Highway 3's connection with both the Trans-Canada Highway and highways spanning the U.S.-Canada border, it is a key section of the CANAMEX Corridor connecting Canada to multiple trade and export routes in the United States and Mexico. Highway 3 also runs alongside the Canadian Pacific Railway's alignment, strengthening its role in domestic and international transportation of freight.

Highway 3 runs directly through the Lethbridge-Medicine Hat Economic Region in Alberta, which is composed of Census Divisions (CD) 1, 2 and 3 (as defined by Statistics Canada). Closer to the BC border and outside of the Lethbridge-Medicine Hat Economic Region, Highway 3 also runs through Crowsnest Pass, a specialized municipality within CD 15. Highway 3 is a two-lane road throughout Alberta, except between Fort MacLeod and Taber where it is a four-lane divided, or "twinned" highway.

In 2020, the section from Taber to Burdett was approved for twinning through funding from the provincial government. Construction was planned to begin in 2021 with a cost of approximately \$150 million for road work.

The figure below shows the sections of Highway 3 that are not currently twinned or in a planning or construction phase to be twinned in the near future.



Location of Highway 3 in Southern Alberta



Source of figures: Alberta Real Estate Association; Google Maps

Key

Currently 2 lane (not twinned)	
Currently twinned or approved to be twinned	

2. Highway 3 context

2.2 Project overview

Characterization of the Project Region

The table below provides an overview of the specific Census Subdivisions (CSD) that Highway 3 runs through within the 4 CDs outlined on the previous page. Due to insufficient economic data applicable to the area directly along the Highway, the aggregation of in-scope communities within CD 1, 2, 3, and Crowsnest Pass (located in CD 15) is referred to in this report as the “Project Region”. We identified the Project Region in this way for the purposes of analyzing population, employment, commuter trends and key economic sectors in the areas most immediately surrounding the Highway.

CD 15, in which Crowsnest Pass is located, is a division that runs North-South along the BC border, reaching Central Alberta. CD 15 also includes the towns of Banff, Canmore and Jasper. To isolate the impacts of Highway 3 twinning in this Census Division, we have only included the specialized municipality of Crowsnest Pass in the Project Region, which sits at the most Southern part of CD 15 and shares a border with CD 3. A specialized municipality is a unique type of municipality where urban and rural communities are allowed to coexist in a single municipal government.³ Specialized municipalities only exist in Alberta, and are classified as census subdivisions in the Canadian Census.

Due to the size of CD 15, we have excluded all other census subdivisions to ensure our profile of the Project Region is focused on the area in and around Highway 3. Highway 1 (connecting to Calgary), Highway 16 (connecting to Edmonton) and Highway 11 (connecting to Red Deer) also run through CD 15, north of Highway 3. Although we do not anticipate that the twinning of Highway 3 would impact the populations in and around these other Highways to the same extent as those we’ve included within the Project Region, we do acknowledge that they may be indirectly impacted by the twinning of the Highway on a provincial level. This is also true for other subdivisions within CD 1, 2 and 3 not included in the Project Region.

Table 1: Project Region - In-Scope Census Subdivisions of Highway 3 in Southwestern Alberta

Census Division	In-Scope Census Subdivisions (CSD)	
	Municipal Districts (MD)	Select Cities (C), Towns (T), Villages (V), Reserves (R)
CD 1	<ul style="list-style-type: none"> ● Cypress County ● Forty Mile County No. 8 	<ul style="list-style-type: none"> ● Medicine Hat (C) ● Bow Island (T)
CD 2	<ul style="list-style-type: none"> ● Lethbridge County ● Taber MD 	<ul style="list-style-type: none"> ● Lethbridge (C) ● Coaldale (T) ● Coalhurst (T) ● Taber (T) ● Barnwell (V)
CD 3	<ul style="list-style-type: none"> ● Pincher Creek No. 9 ● Willow Creek No. 26 	<ul style="list-style-type: none"> ● Fort Macleod (T) ● Pincher Creek (T) ● Piikani 147 (R)
CD 15	<ul style="list-style-type: none"> ● Crowsnest Pass (specialized municipality) 	

Source: Statistics Canada 2021 Census Profiles

The Project is expected to affect the region along the newly twinned areas of the Highway, in which expansion of the road infrastructure is expected to take place. For the purpose of characterizing the Project Region, we have relied on the Statistics Canada Census data, which provides a snapshot of the region’s characteristics, including its industrial composition and labour force.

Section 3 of this report will explore the economic impacts in Alberta resulting from capital expenditures and annual operating and maintenance expenses for twinning the currently untwinned sections of Highway 3. These sections are located in CD 1, 3 and Crowsnest Pass. The untwinned, but approved section from Taber to Burdett (located in CD 2) is considered out of scope for the economic footprint estimate. However, it should be noted that it is expected that construction and maintenance of the highway will impact communities and areas beyond those it runs through, including CD 2. Impacts on a section-level, and a Canada-wide level are presented in Appendix A. A newly twinned Highway 3 is also expected to generate wider socio-economic impacts for Southwestern Alberta and Canada as a whole, which will be explored in Section 4 of this report.

2. Highway 3 context

2.3 Profile of the Project Region

This subsection provides information about the economic profile of Alberta and the Project Region. It includes an overview of the regional economic drivers, key industries, labour market characteristics and economic outlook of the Project Region in order to contextualize our economic analysis as it relates to the local population in the project region and the province as a whole. The information in this section was gathered through interviews with stakeholders in the region as well as secondary sources.

Population

The Project Region is most densely populated in the urban centres of Lethbridge and Medicine Hat. Between 2010 and 2021, the aggregate population of the census divisions surrounding Highway 3 grew from approximately 219,000 to just under 244,000 (11%). Within the Project Region during this time period, the most significant population growth was experienced by the City of Lethbridge (19%), the towns of Coaldale (19%) and Coalhurst (56%), the village of Barnwell (50%), and Piikani Nation (27%). Bow Island, Pincher Creek, Fort Macleod and Crowsnest Pass experienced negative population growth between 2010 and 2021.⁴

The total aggregate population of CD 1, 2, 3 and 15 is expected to experience population growth of approximately 25% between 2022 and 2046. Over the same time period, the population of Alberta is projected to grow by 42%.⁵ Alberta's growing population and related economic activity will put additional pressure on the major provincial highways, which will require additional investment in maintenance and increasing capacity.

Employment

The industries that employed the most people as of 2021 on a provincial level were health care and social assistance, retail trade and construction. As of September 2022, the Economic Region of Lethbridge-Medicine Hat, in which the majority of Highway 3 is located, had an unemployment rate of 3.3%. This was the lowest unemployment rate in the province, while other Alberta Economic Regions had unemployment rates ranging from 4.5% to 6.6%.⁶ A breakdown of the major employment industries in 2021 as a percentage of the labour force aggregated for the Project Region's Census Divisions and Alberta are displayed below.

Table 2: Percentage share of employment by industry in Project Region, by Census Division, 2021

Industry	CD 1*	CD 2*	CD 3*	Crowsnest Pass, Specialized municipality	Total Highway 3 Project Region**	Alberta
Agriculture; forestry; fishing and hunting	6.2%	6.8%	19.5%	2.1%	7.3%	2.9%
Mining; quarrying; and oil and gas extraction	4.7%	1.7%	4.0%	19.6%	3.2%	5.1%
Construction	9.1%	8.5%	9.4%	8.2%	8.8%	9.5%
Manufacturing	4.2%	8.3%	4.3%	2.9%	6.7%	5.3%
Retail trade	13.9%	11.3%	10.5%	8.4%	12.1%	11.4%
Health care and social assistance	15.3%	15.0%	12.9%	14.7%	15.1%	12.8%
All other industries	46.6%	48.5%	39.2%	44.2%	46.7%	53.1%

*Sum of the in-scope communities within the Census Division, listed in Table 1 on the previous page.

**Total of in-scope communities in CD 1, 2, 3, and Crowsnest Pass.

Source: Statistics Canada 2021 Census Profiles.

As shown in Table 2, the majority of employment in Crowsnest Pass is within the mining, quarrying and oil and gas industries, with relatively lower employment shares in manufacturing, and agriculture, forestry and fishing and hunting. The other census subdivisions that Highway 3 passes through within CD 1, 2 and 3 have employment in the agricultural sector higher than the provincial average, mostly driven by communities in CD 3. Finally, the total area of Highway 3 also has higher share of employment in the manufacturing sector than the provincial average, driven mostly by communities in CD 2.

2. Highway 3 context

Key economic sectors

Highway 3 spans nearly the entire width of the province, and as a result travels through many different geographical and economic landscapes in Southern Alberta. Stakeholder engagement underscored that the Project Region east of Lethbridge is most known for its agri-food and manufacturing activity, and therefore relies heavily on the highway for supply-chain connections, transporting inputs for processing, and ultimately interprovincial, national and international trade for transporting products to final markets and/or for further processing. The western portion of the highway, though still involved in agri-food and manufacturing, is more focused on mining and tourism offerings. Below we discuss the key industries of the Project Region that rely heavily on Highway 3 - there are opportunities for continued growth within the Project Region's key industries. The twinning of Highway 3 will be an important element in facilitating such growth.



Agri-food

Southern Alberta is widely known as Alberta's hub for primary agriculture and food processing activity. In 2020, Alberta's agricultural exports totalled over \$12.4 billion, \$6.7 billion of which were value-added products.⁷ Southern Alberta's rich soil makeup, climate, and vast irrigation network are the key drivers of its agricultural competitiveness. As of 2021, the census division of Forty Mile County No. 8 (located in the Project Region) had the largest area of cropland in the province, at 956,941 acres.

Highway 3 runs through three major Irrigation Districts (IDs) in Southern Alberta: St. Mary River, Taber, and Lethbridge Northern. Irrigation infrastructure provides water to farmers, food processors, intensive livestock operations, towns and villages, wildlife habitat, and recreation facilities throughout Alberta. Recently, the Government of Alberta, together with the Canada Infrastructure Bank (CIB), has been working to modernize irrigation infrastructure in Southern Alberta in order to increase primary crop production and water storage capacity. Additional irrigation is seeking to attract new or relocate existing food processors, including livestock producers, into/in the region. Value-added food processors have been attracted to Southern Alberta because of the availability of irrigation systems, which facilitate the production of a diverse range of crops both reliably and efficiently. Over the past decade, the number of acres used to produce speciality food-processing crops in Southern Alberta, specifically potatoes, sugar beets and dry beans, has increased.



Southern Alberta is now home to many large crop processing plants, including McCain Foods, Lamb-Weston, Lantic and recently, Cavendish Farms' frozen potato processing plant. In addition, Lethbridge is currently constructing a 268,000 square foot \$70.6 million Exhibition Agri-food hub and Trade Centre. The project is expected to be completed by 2023 and will be used to assist the incubation of local agricultural producers to scale their businesses and production nationally and internationally.⁸ As the number of irrigated acres increases with growing investments, crop producers will have further opportunities to diversify their crop mix in comparison to dryland production, and potentially increase output of speciality crops. In addition to crop processing, Southern Alberta is where large meat processors such as JBS Food Canada and Cargill have set up large processing plants. As a result of the investment by Government of Alberta and CIB, newly irrigated acres can also be utilized for grazing of cattle (as feedlots) between crop rotations or following harvest, creating opportunities for livestock output and beef processing activities.

The agricultural sector in Southern Alberta relies heavily on Highway 3 for transportation of farming inputs, raw goods, processed goods, labour, and equipment. It was noted through stakeholder engagement with a local industry participant that a single commodity farmed in Southern Alberta may be transported along Highway 3 more than 4 times before it is transported or exported to a retail or consumer end-market. A high proportion of such movement throughout the Project Region is local and seasonal, especially around harvesting and planting seasons. Thus any rate of expansion in agriculture activity will result in a significantly higher rate of increase in traffic volume on Highway 3.

2. Highway 3 context



Manufacturing

Southern Alberta is a strategic location for manufacturers due to its proximity to key transportation corridors and access to both domestic and global markets. The Project Region is home to a diverse array of manufacturing and processing facilities that have a growing reliance on Highway 3 for transportation of inputs and finished goods. Stakeholder engagement identified the presence of many growing businesses in the sectors of agri-food processing, manufacturing of modular buildings and homes, and tire manufacturing (among others) within the Project Region. Alberta also has strong international brand awareness, as it relates to its petrochemical manufacturing capabilities. Easy access to efficient and safe transportation corridors is an important factor for determining where these businesses choose to operate and establish facilities. It is also critical to the ability of established businesses to grow and attract additional investments and talent into the region. Stakeholder engagement revealed that the modular home manufacturing businesses within the Project Region face challenges related to transporting end-products on untwinned sections of Highway 3.



Energy & Mining

Alberta's GDP is primarily driven by oil and gas extraction, which employs around 6% of the province's labour force but directly accounts for 25% of its GDP, with a significantly higher share when all upstream and downstream industries are considered.⁹

In addition to oil and gas, Alberta has a growing amount of wind and solar generation occurring in the energy sector. Canada Energy Regulator estimates that by 2040 33%-42% of electricity in Alberta will be generated by solar and wind. This is in stark contrast with 2020, in which only 5.5% of electricity in Alberta was generated by solar and wind power.¹⁰ Increased efforts by both the federal and provincial governments to reduce dependence on greenhouse gases means more investment will be made in alternative energy sources, such as solar and wind.



Many wind projects are proposed for Southern Alberta in close proximity to Highway 3, including Buffalo Atlee Wind Farm (Jenner), Bull Trail Wind Farm (Irvine) and Tempest Wind Project (Warner County).¹¹ Wind turbines used for energy production can stand at over 175 metres high, with blades of between 50 to 100 metres. To minimize impacts to existing communities and to maximize energy output, wind turbines are often located in rural areas that have high quality wind conditions. These projects rely on Alberta's network of highways and roads for the transport of wind turbine components across and within the province. One stakeholder indicated that Highway 3 is often "one industry boom away" from facing severe congestion issues, whether it be in oil and gas, energy, or resource extraction, especially as machinery used in these sectors is getting larger over time.

Finally, the Western area of the Project Region (notably west of Pincher Creek) is significantly more rocky and mountainous than the East, and contains various mineral deposits. The communities in the western section of the Project Region rely heavily on tourism as an industry, but are also seeking to diversify their economies and increase activity in other sectors (notably resource extraction). Crowsnest Pass Chamber of Commerce representatives indicated that the majority of businesses in the region were in favour of bringing coal mining back to the region as an opportunity to diversify the economy and remove some burden off the (mostly) residential tax base in the area.¹² At this time, there are multiple steelmaking coal projects within Crowsnest Pass at various stages of development. Montem Resources, in particular, is currently pursuing 3 separate greenfield projects in Crowsnest Pass for steelmaking coal resources, as well as scoping the development of an open pit coal mine at Tent Mountain, located just South of Highway 3 and Crowsnest. Montem is also considering the development of a renewable energy complex at Tent Mountain, which would include Pumped Hydro Energy Storage, a Green Hydrogen Electrolyser, and an Offsite Wind Farm.¹³ The development and operation of mines and/or proposed infrastructure would benefit from access to a twinned road, both for the movement of equipment and eventually, mining outputs.

2. Highway 3 context



Tourism

Alberta is home to multiple provincial, national and international tourist destinations. The province has some of the most visited tourist and geotourist destinations in the country, including Calgary, Jasper and Banff National Park*. Alberta is also known internationally for having 6 UNESCO World Heritage Sites, 5 of which are located in Southwestern Alberta. Highway 3 acts as a key connection for tourists accessing these destinations to the North and the South, while also providing a route to access heritage stops directly along the Medicine Hat-Lethbridge-Crowsnest Pass corridor. These sites include the Frank Slide, the Burmis Tree, and Hillcrest Mine Disaster Cemetery, all located within Crowsnest Pass in the western section of the Project Region.

Stakeholder engagement underscored that Southern Alberta also attracts day-trip visitation from the United States and interior British Columbia who live close to the border, both due to proximity and Alberta's preferential sales tax rates. However, Highway 3 also connects with Highway 22 which connects southern BC to the City of Calgary. For some shoppers, visiting Calgary is more attractive than using Highway 3 to go to Lethbridge, even though Lethbridge is nearly 80 km closer to the BC border than Calgary. Highway 3 has been described as slow, frustrating, dangerous, and ultimately "not welcoming" to use, enticing users to choose a longer route and a different destination. As a result of the current conditions of the Highway and a potential worsening of congestion conditions, there is potential for the tourism (including day-trip visitation) offering to be weakened and future growth restricted.

Writing-On-Stone Provincial Park and UNESCO World Heritage Site, located approximately 100 km south of Lethbridge



*Geotourism is a growing section of tourism focused on the "distinctive geographical character of a place", including its environment, geological features, heritage, and culture (source: National Geographic). Many of the major tourist destinations in the Project Region, particularly those located in and around Crowsnest Pass, could be classified as geotourist destinations.

2. Highway 3 context

Commuter flows

A large number of Southern Alberta residents rely on Highway 3 for commuting to and from work. Table 3 shows the commuter flows for the Census Subdivisions (CSD) in the Project Region. A **positive commuter flow value suggests that more people work than live in that community, while a negative net commuter flow suggests that more people live than work in that community**, and therefore commute to work in a different census subdivision. For example, the net commuter flow for the City of Lethbridge indicates that 860 more people commute to Lethbridge from outside the City than leave Lethbridge for travel to work. The negative commuter flow for Coalhurst indicates that 405 more people leave the town to work elsewhere, than travel to Coalhurst for work from another place of residence. This analysis excludes people who work in the same community as they reside (and are not considered commuters).

Car travel is the predominant mode of commuting in the Project Region, with over 92% of the employed labour force using a car, truck, or van to commute to work.¹⁴ It is likely that the majority of the commuters in the Census Subdivisions below depend on Highway 3 for their daily drive to and from work, due to the communities' proximity to the roadway.

Stakeholder engagement underscored that a lot of commuters are travelling to manufacturing facilities outside of urban areas. In addition, many Crowsnest Pass residents travel into British Columbia for work due to the proximity to the border, suggested by their negative net commuter flow. The majority of the Crowsnest Pass tax base is residential, as there is little commercial and industrial activity.

Table 3: Commuter flows in Project Region, 2021

Community	Number of people:		Net commuter flow in 2021	Top place of work outside of community*
	Travelling to work in community	Leaving community for work		
Bow Island	390	95	295	Taber (MD)
Lethbridge	5,475	4,615	860	Lethbridge County; Coaldale
Coalhurst	400	805	-405	Lethbridge
Coaldale	1,600	2,025	-425	Lethbridge
Barnwell	95	200	-105	Taber
Medicine Hat	2,940	2,900	40	Cypress County; Redcliff
Forty Mile County No. 8	45	430	-385	Bow Island
Cypress County	2,080	1,640	440	Medicine Hat
Willow Creek No. 26	405	1,140	-735	Fort Macleod
Fort Macleod	810	185	625	Lethbridge
Lethbridge County	2,460	1,810	650	Lethbridge
Taber (MD)	715	1,005	-290	Taber
Taber	1,420	750	670	Taber (MD); Lethbridge
Pincher Creek No. 9	80	725	-645	Pincher Creek
Pincher Creek	780	165	615	Pincher Creek No. 9; Claresholm
Piikani 147	45	90	-45	Pincher Creek
Crowsnest Pass	260	610	-350	Sparwood (BC)

Source: Statistics Canada, Table 98-10-0459-01

As population grows, cost of living increases and labour shortages continue to hinder economic activity and growth in Alberta and across Canada, implications of commuter flows and broadening labour catchment should be a key consideration for any transportation infrastructure improvements. The current conditions of Highway 3 may be limiting the ability of the Project Region to attract the skill and labour it requires to facilitate its growth opportunities.

Collision rates on Highway 3

Collision data provided by the Government of Alberta revealed the following**:

- The highest collision rates (on a per vehicle kilometer basis) on Highway 3 among 8 "control" sections used by the Government of Alberta are found in the western portion of the Highway, from the B.C. border to Burmis, and from Burmis to west of Cowley. Both of these sections are untwinned
- As at 2018, collision rates on undivided sections of Highway 3 are approximately 1.5X higher than collision rates on divided sections of Highway 3 (on a per vehicle kilometer travelled basis)
- Between 2014 and 2018, the overall collision rate on Highway 3 increased by 15.7% (on a per vehicle kilometer basis)
- For Alberta provincial highways numbered 1-499, in 2018, the divided highway collision rate was lower than the divided sections of Highway 3 but higher than Highway 3 for undivided sections (on a per vehicle kilometer basis)

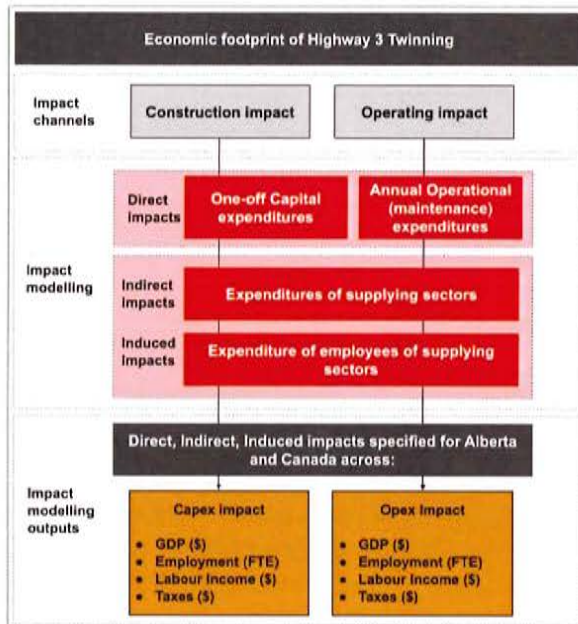
**If the top commuting destination is a municipal district, the top commuting destination among cities, towns, villages, and reserves is also included.
**2014-2018 was the most recent information available from Government of Alberta.

3. Economic footprint estimate

3.1 Economic modelling framework

The economic footprint of the twinning of Highway 3 has been modelled through the economic analysis framework, which has utilized an Input-Output (I-O) modelling approach. As shown in the figure below, the economic footprint of the proposed twinning has been modelled across two impact channels:

- **Construction:** One-off economic impact associated with the capital expenditures made to twin the highway.
- **Annual Operations and Maintenance:** Economic impacts associated with the operations and maintenance of the newly twinned Highway 3 sections. We have focused on the *incremental* annual impact of maintenance expenditures once completed (e.g. twinned solutions vs existing).



3.2 Direct, Indirect and Induced impacts

The economic footprint of the proposed Highway 3 twinning across the defined impact channels have been estimated at the **Direct, Indirect and Induced** levels. These impacts, individually and collectively, represent how the activities associated with the construction and operation of the newly twinned sections of the Highway ripple throughout Alberta and Canada's economy. The fundamental philosophy behind input-output analysis is that spending on goods and services has attendant impacts throughout the economy. For instance, twinning un-twinning sections of Highway 3 will generate demand for the inputs to this process, such as labour and raw materials, which in turn generates additional demand that extends beyond the initial spending.

Economic footprint is typically estimated at the Direct, Indirect and Induced levels based on capital and operating expenditures in Alberta.

- **Direct impacts** result from companies' spending on suppliers and employees.
- **Indirect impacts** arise from the activities of the firms providing inputs to a company's suppliers (in other words, the suppliers of its suppliers).
- **Induced impacts** are the result of consumer spending by employees of the businesses stimulated by direct and indirect expenditures.

The **total economic footprint** is equal to the sum of the Direct, Indirect, and Induced economic impacts.

The input-output model used for the purpose of this report estimates the relationship between a particular economic activity for a given good or service and the resulting impacts throughout the economy (i.e. including demand for other goods and services, and tax revenues). For the purpose of this report, economic impacts were estimated for the following **measures of economic activity**:

- **GDP (also known as value added)** - the value added to the economy, or the output valued at basic prices less intermediate consumption valued at purchasers' prices. GDP includes only final goods to avoid double counting of products sold during a certain accounting period.
- **Employment** - the number of jobs created or supported.
- **Labour Income** - the amount earned by the employment expected to be generated (including social benefits such as employer contributions towards pensions and employment insurance).
- **Taxes paid, including:**
 - **Taxes on Production and Products** – the amount of tax revenues generated from taxes on products and production (e.g. gas tax, sales taxes, and excise taxes) at the provincial and local level
 - **Personal income tax** - the amount of provincial tax revenues generated from taxes on the income of employees and self-employed individuals.
 - **Corporate income tax** - the amount of provincial tax revenues generated from taxes on the profits of corporations.

3. Economic footprint estimate

3.3 Economic modelling results

Capital expenditure footprint

The initial capital expenditures for the proposed Highway 3 twinning will generate economic and facilitate activity in transportation engineering construction and architecture, engineering and related services industries. The resulting economic footprint from total capital expenditures* by highway section is presented in the table below.

Table 4: Economic footprint of capital expenditures to twin Highway 3 by highway section - AB

*In 2022 \$CAD, cumulative***

	GDP (millions)	Labour income (millions)	Employment (Headcount)***	Tax revenue**** (millions)
Highway 523 to Seven Persons	\$93.2	\$56.2	798	\$19.2
Seven Persons to Burdett	\$155.4	\$93.7	1,330	\$31.9
Fort Macleod Bypass	\$388.5	\$234.4	3,324	\$79.8
Fort Macleod to Pincher Creek	\$116.9	\$70.7	1,000	\$24.1
Pincher Creek to Highway 507	\$233.1	\$140.6	1,994	\$47.9
Highway 507 to Sentinel	\$474.0	\$288.9	4,036	\$98.0
Total, capital expenditures	\$1,461.2	\$884.6	12,481	\$300.9

These results, broken down by direct, indirect and induced impacts, are presented in the table below.

Table 5: Total economic footprint of capital expenditures - Alberta

*In 2022 \$CAD, cumulative***

	GDP (millions)	Labour income (millions)	Employment (Headcount)***	Tax revenue**** (millions)
Direct	\$555.7	\$403.2	5,595	\$112.5
Indirect	\$619.3	\$363.4	4,575	\$116.1
Induced	\$286.2	\$118.0	2,312	\$72.4
Total, capital expenditures	\$1,461.2	\$884.6	12,481	\$300.9

Refer to **Appendix C** for provincial tax impacts resulting from capital expenditures.

*Total capital and operating expenditures are based on data provided by Alberta Transportation. It was assumed by PwC that for each expenditure category, 100% of direct spending will occur within Alberta.

**Due to rounding, the totals may not always add up to the sum of the items.

***Employment impacts associated with each expenditure category detail the number of jobs created based on labour productivity and related measures by business sector industry and by non-commercial activity consistent with the industry accounts. Therefore, employment cannot be expressed as person-years or FTE, as some employment may not be in a full-time capacity. The estimate of headcount (or total number of jobs) covers two main categories: employee jobs and self-employed jobs.

****Tax revenue figures presented are AB-based only and include the sum of corporate income tax, personal income tax as well as taxes on production and products.

3. Economic footprint estimate

Operating and maintenance expenditure footprint

The annual economic footprint resulting from incremental operating and maintenance expenditures* for each section is presented below.

Table 6: Economic footprint of annually operation and maintenance expenditures to twin Highway 3 by highway section - AB

*In 2022 \$CAD, per year***

	GDP (000's)	Labour income (000's)	Employment (Headcount)***	Tax revenue**** (000's)
Highway 523 to Seven Persons	\$121.7	\$71.8	1	\$24.7
Seven Persons to Burdett	\$180.2	\$106.3	2	\$36.6
Fort Macleod Bypass	\$72.1	\$42.5	1	\$14.6
Fort Macleod to Pincher Creek ¹⁵	-	-	-	-
Pincher Creek to Highway 507	\$157.7	\$93.0	1	\$32.0
Highway 507 to Sentinel	\$189.3	\$111.6	2	\$38.4
Total, annual operating and maintenance expenditures	\$721.0	\$425.3	6	\$146.2

Annual results broken down by direct, indirect, and induced impacts are presented in the table below.

Table 7: Annual economic footprint of operating and maintenance expenditures - Alberta

*In 2022 \$CAD, per year***

	GDP (000's)	Labour income (000's)	Employment (Headcount)***	Tax revenue**** (000's)
Direct	\$247.7	\$170.9	3	\$48.6
Indirect	\$336.0	\$197.8	2	\$62.9
Induced	\$137.3	\$56.6	1	\$34.7
Total, operating and maintenance expenditures	\$721.0	\$425.3	6	\$146.2

Refer to **Appendix C** for annual provincial tax impacts resulting from operating and maintenance expenditures.

*Total capital and operating expenditures are based on data provided by Alberta Transportation. It was assumed by PwC that for each expenditure category, 100% of direct spending will occur within Alberta.

**Due to rounding, the totals may not always add up to the sum of the items.

***Employment impacts associated with each expenditure category detail the number of jobs created based on labour productivity and related measures by business sector industry and by non-commercial activity consistent with the industry accounts. Therefore, employment cannot be expressed as person-years or FTE, as some employment may not be in a full-time capacity. The estimate of headcount (or total number of jobs) covers two main categories: employee jobs and self-employed jobs.

****Tax revenue figures presented are AB-based only and include the sum of corporate income tax, personal income tax as well as taxes on production and products.

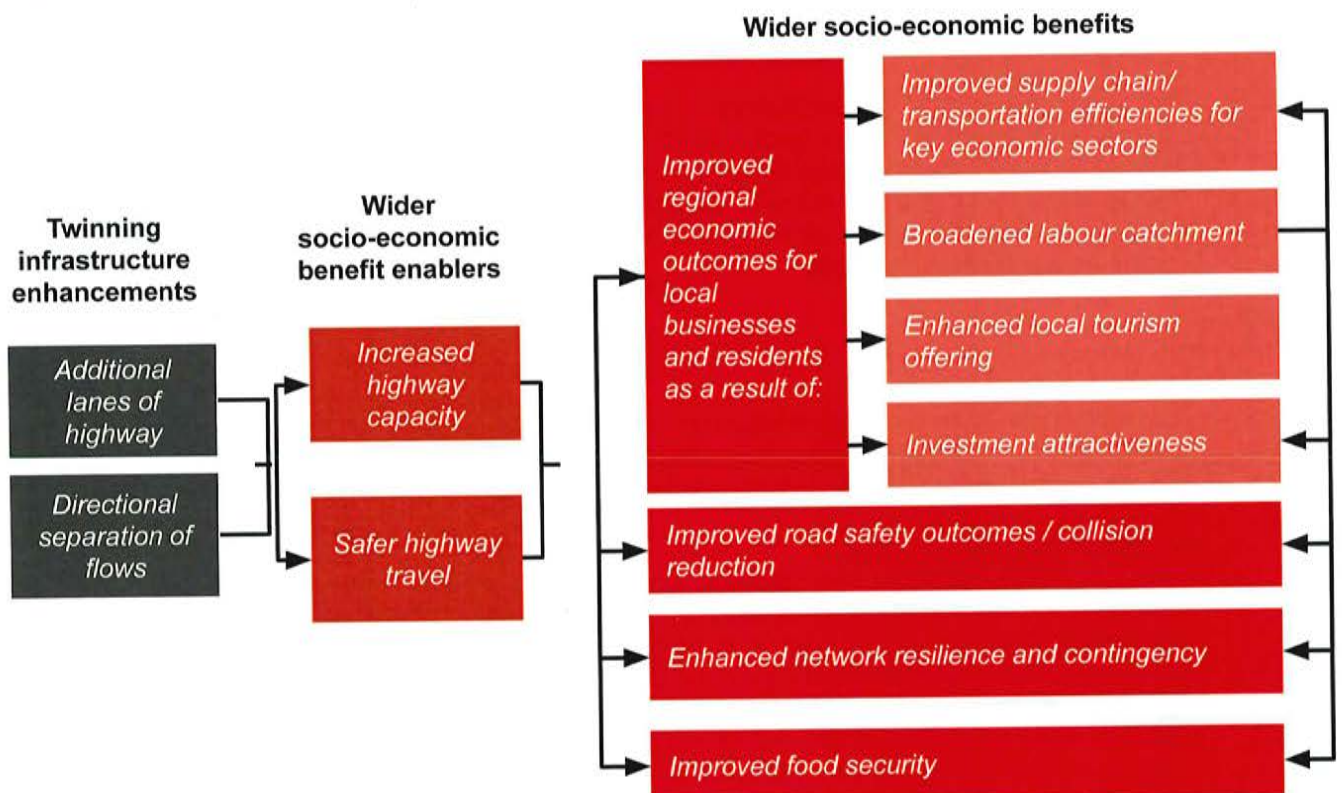
4. Wider socio-economic benefits

4.1 Overview

Twinning the remaining sections of Highway 3 has the potential to result in a range of wider socio-economic benefits. These wider socio-economic benefits can materialize post-completion of the twinned Highway.

The figure below displays the framework for PwC's analysis of wider socio-economic benefits relating to the twinning of in-scope sections of Highway 3. We note that some of these benefits may impact industry, communities and citizens beyond the Project Region and even beyond the province of Alberta. It is also important to note that many of the wider socio-economic benefits are related to and enable each other. We have attempted to depict the direction of these relationships with arrows in the framework below.

Wider socio-economic benefit analysis framework



The factors shown in the figure above are expanded upon in following pages. Given there are existing sections of Highway 3 that are already twinned, our discussion in this section focuses on the potential *incremental* benefits associated with twinning the untwinned sections that are in-scope for this analysis.

It must be recognized that the Project Region has significant opportunities for growth, and that twinning is an important element in facilitating such growth. In the absence of twinning Highway 3, in addition to the impacts identified in the economic footprint estimate, the wider socio-economic benefits identified in this section may also be put at risk.

4. Wider socio-economic benefits

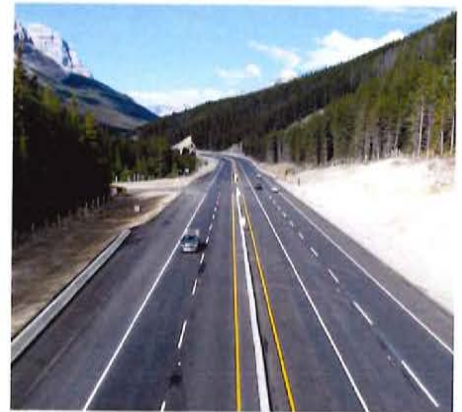
4.2 Twinning infrastructure enhancements

Twinning Highway 3 results in two infrastructure enhancements to the road structure: **Additional lanes of highway**, and **directional separation of flows**.

Through the construction of an identical, parallel road alongside the existing road, each direction of traffic will receive at a minimum, an additional lane. Twinning may or may not include wider shoulders or passing lanes. For the purpose of this report, we are assuming that twinning represents the introduction of an additional lane directly beside the existing right-of-way. Secondly, our understanding is that the process of twinning Highway 3 will create a directional separation between traffic flows travelling east and west. The two sets of lanes will be separated by either a median or a strip of land.

Stakeholders indicated the importance of the timing of the Twinning of Highway 3, as the more time that goes on, the more expensive the above infrastructure enhancements will become. This includes cost of material, labour, and especially land prices, which will be necessary to extend the capacity of the roadway.

An example of a twinned road is showed in the figure to the right. This photo is of a 6 km stretch of the Trans Canada Highway in Yoho National Park, BC, which was twinned in 2019. The engineering firm that led this project found that there are associated costs of \$1.3 million in the event of motorist fatality, and \$100,000 per hour in network closure on this stretch of Highway.¹⁶



Source: McElhanney Consulting Services, Ltd.

4.3 Wider socio-economic benefit enablers

The wider socio-economic benefits resulting from twinning the remaining sections of Highway 3 can be traced back to two key 'enablers' resulting from infrastructure improvements: **increased highway capacity**, and **safer highway travel**. Both of these enablers are discussed below.

Increased highway capacity

Adding an additional lane in each direction, and twinning a highway in general, has potential to accommodate more vehicles safely and at a higher speed, and facilitate improved traffic flows. Having twice the capacity means that more vehicles can use the road. In addition, having a second lane allows for increased speed as vehicles are able to pass slower vehicles more easily and safely. In addition, a divided highway system is able to accommodate an increased volume of goods through the use of larger commercial vehicles. A divided highway is safer and more appropriate for the use of long combination vehicles (LCVs) and over dimensional commodities (such as mobile homes and wind turbines), as it is easier to pass with two lanes, and risk of head on collisions are reduced. LCVs are two 53 foot trailers behind a single power unit, and require a permit to be legally operated. Permitted LCVs in Alberta also have to meet certain operational requirements even when using two-lane highways, including restricted hours of operation and conditions when driving in adverse weather conditions.¹⁷ Ontario's Ministry of Transportation has an LCV network of approved multi-lane, divided highways that permitted LCVs must use, and only under certain conditions.¹⁸ Long combination vehicles are often used to transport supply chain goods rather than raw materials.

Safer highway travel

Both additional lanes of highway and directional separation of flows contributes to safer highway travel. An additional lane along the same right-of-way provides drivers with a safe way to pass slow-moving vehicles if a passing lane is not available, particularly when going around large trucks or equipment that may have additional blind spots. In addition, the separation of traffic by a median or strip of land eliminates the risk of a head-on collision between two vehicles travelling opposite directions. These types of accidents can be very serious and/or fatal due to the force at which vehicles are impacted.

Increased capacity and safer travel increase the attractiveness of the Highway to users, and ultimately drive the creation of additional economic benefits, as discussed on subsequent pages.

4. Wider socio-economic benefits

4.4 Socio-economic benefits from Highway 3 twinning

This section discusses the socio-economic benefits that are associated with increased highway capacity and safer highway travel as a result of Highway 3 infrastructure enhancements. **These benefits risk not being realized if Highway 3 does not receive twinning infrastructure enhancements**, particularly while certain economic opportunities are available to the Project Region to capitalize on.



Improved regional economic outcomes for local businesses and residents

Improved regional economic outcomes for local businesses and residents are a result of the following three benefits: Supply chain and transportation efficiencies for key economic sectors, a broadened labour catchment, and an enhanced local tourism offering.

Supply chain and transportation efficiencies for key economic sectors

Twinning Highway 3 is an important element in capitalizing on the opportunities for expansion and leadership of the various sectors in Southern Alberta. Travel time efficiencies stemming from a twinned Highway 3 can benefit commercial drivers and the movement of goods within agriculture, manufacturing, energy and resources across the Project Region.

There are multiple ways the twinning of the remaining sections of Highway 3 will benefit the **agri-food sector** and in-turn the Project Region, the province of Alberta, and Canada overall. Stakeholder engagement underscored that Highway 3 can get especially congested during harvest time in the fall, and planting season in the spring. Increasing capacity will allow better flow of goods during these seasons, as well as reduce the obstructions and additional congestion that heavy farm equipment can have on regular traffic year-round. We also understand that traffic can be especially heavy around processing facilities in the region as raw goods are delivered and value-added products leave. These include Lantic's Sugar Beet Factory in Taber, and the three potato processing plants in the area (Lamb Weston-ConAgra, McCain Foods and Cavendish). Other facilities mentioned by stakeholders include those for canola seeds, pea protein, hydroponic lettuce, and onion production. Stakeholder engagement identified significant bottlenecks for the transportation of agri-goods from Taber to Medicine Hat, specifically between Burdett and Bow Island.

An agricultural product produced or brought into the Project Region is likely to travel along Highway 3 multiple times before reaching its final destination, or even its processing facility. For example, sugar beets are often transported to piling grounds or receiving stations prior to being transported for refining, while potatoes are shipped to cleaning and/or storage facilities before being processed into chips or french fries, or being sent to retail locations. Because of the multiple trips an agricultural product may take on the Highway, increased agricultural output at the farm-level has the potential to contribute to significant growth in traffic and even further congestion. This will be amplified even further as Alberta and Canada continue to pursue growth in the domestic production of value-added agriculture.

As the number of irrigated acres in Southern Alberta increases over time and projects, crop producers will be given opportunities to diversify their crop mix in comparison to dryland production, and potentially increase output of specialty crops (such as sugar beets and potatoes), attracting more processing activity and private investment to the area. This has potential to attract new economic activity to the region and address economic diversification issues facing Alberta. Stakeholders noted that as a result of the CIB and Government of Alberta irrigation investments, there is a potential for additional potato processing facilities to be attracted to the area. For affected irrigation districts that may face incremental growth in food processing from increased irrigation, there is potential for more pressure on roadways due to higher volumes of truck traffic, moving agricultural outputs, inputs, and machinery and equipment. Twinning the remaining areas of the highway, particularly those with the greatest bottlenecks for value-added agri-food products, will help to alleviate this pressure and ensure producers and processors are able to effectively capitalize on the various opportunities for Southern Alberta in the agri-food industry.

4. Wider socio-economic benefits

Supply chain and transportation efficiencies for key economic sectors (continued)

In addition to agri-food, twinning Highway 3 and the resulting supply chain and transportation efficiencies are expected to benefit the opportunities for **manufacturing** in the Project Region. More efficient transportation, particularly for manufactured goods that are oversized (ex. Modular homes), will enable local businesses to grow and get goods to consumers more safely and efficiently. Finally, the benefits resulting from twinning the rest of Highway 3 will facilitate the continued strength of the oil and gas sector in Alberta, and the growing role of **renewable energy** in the Project Region, by safely and effectively transporting goods for energy development projects and not hindering the delivery of necessary equipment. Ensuring the transportation of renewable energy equipment, such as solar panels or wind turbines, is as easy and seamless for consumers, can help facilitate a transition to greener energy sources. This includes equipment needed for other clean energy projects, like the proposed Tent Mountain renewable energy complex by Montem Resources, located in Crowsnest Pass. Alberta capitalizing on the growth of the renewable energy sector will also aid in diversifying both Alberta's economy and the economies of communities in the Project Region. It should be noted that improved supply-chain connectivity and westward connections beyond the Alberta border are dependent on associated BC upgrades that may or may not materialize. Additional implications for industry and economic sectors will be discussed under the investment attractiveness subheading.

Below are some key synthesized findings from stakeholder engagement with respect to industry, and the twinning of remaining sections of Highway 3:

- *"Twinning is the first step to creating the high value premiere food corridor where we aren't only growing the food, but also participating in the value-add processing. It is just one ingredient to get to the outcome of the corridor which increases our food security, and rural economic development."*
- *"There has been increased traffic on Highway 3 and if it is intended to be a agri-food corridor and more traffic for manufacturing, supply chain, and energy infrastructure, there needs to be prioritization of twinning to increase safety, traffic flow and movement of goods to save on time and cost."*

In addition to the above stakeholder sentiments expressed, approximately 49% of survey respondents indicated improving **supply-chain connections for agri-food and agriculture is the most important benefit** for sections east of Burdett. Another 33% indicated it was the second most important. Additional findings from stakeholder engagement are discussed in Appendix D.

It is important that the transportation network in Alberta supports the growth of industry, so that Alberta can continue to compete both domestically and on an international level. Within the Project Region, supply chain and transportation efficiencies experienced in the sectors identified above will benefit the regional economic outcomes for producers of raw agricultural products (farmers), as well as processing facilities that are able to have more efficient access to inputs. It will also benefit manufacturing businesses in the area by strengthening supply chain connections, and the ease at which new renewable energy projects can receive necessary inputs. Potential lower costs of transport as a result of faster and more efficient travel may also be passed onto consumers or improve profitability for shareholders. Finally, growth across all of these sectors can create additional employment opportunities for people both living in the Project Region and across Alberta. Without expansion of Highway 3, the various opportunities available to Alberta and the Project Region in these key economic sectors may be lost or not fully materialized.



4. Wider socio-economic benefits

Investment attractiveness

An improved supply chain connectivity, transportation efficiencies and additional growth of local businesses, are critical to increase the investment attractiveness of a region. As indicated previously, ongoing developments in the agri-food, manufacturing and energy sectors create significant economic opportunities for the Project Region. However, the current shape of Highway 3 may act as a barrier for investors. For example, engagement with stakeholders revealed that sugar beet producers in the region are interested in increasing their output, but there is currently not enough processing capacity to handle additional inputs.

The pressure for additional processing in the agricultural sector will only increase in the Project Region with additional investment in irrigation infrastructure and the resulting gains in productivity. However, it was indicated by stakeholders in the investment decision-making process, particularly in the Project Region, that investors strongly weigh the conditions of the transportation network. This is because an efficient transportation network is a key factor that drives the efficiency, and ultimately profitability of a business as the gateway to accessing final markets. In 2014, Canadian dairy company Saputo closed one of its facilities in Southern Alberta located in the Project Region.¹⁹ Since the closure, there have been efforts to find another business to take over the facility. Prospects for this space have been known to ask what the transportation connections are; site criteria for large industry always includes highway accessibility. If transportation connections or conditions (such as safety or speed) are not competitive with other locations, investment may be displaced elsewhere in Alberta or outside of the province.

The benefits resulting from twinning the remaining sections of Highway 3 will therefore increase the Project Region's attractiveness for investment, giving existing businesses the opportunity to grow, and providing the Region with the necessary conditions to attract new investors and businesses. This will lead to improved regional economic outcomes for local businesses, as well as residents. As sectors such as renewable energy and agri-food continue to grow, having a sufficient transportation network is a requirement to draw industry into the Region and capitalize on opportunities that risk being taken elsewhere under the current transportation network.

Broadened labour catchment

As indicated in Section 2, a large proportion of the labour force in the Project Region work in a different area than they live, and therefore have to commute for employment. The primary mode of transportation in the Project Region is personal vehicle, as there are currently no public transportation alternatives. Improving travel conditions, whether through a shorter commute time or reduced trip distance can entice individuals to work further away from their place of residence. A faster commute can improve labour mobility and open up a more expansive perspective on the size of workforce labour catchments, which is particularly important during a time of labour shortages and increasing housing prices. A faster commute will also be available by public transportation in the event that public transportation alternatives become available in the Region for travel between the communities. Enticing additional skilled labour to come and work in the Region will be needed to capitalize on the multiple opportunities available to the Project Region.

We understand that some facilities in the Project Region are facing pressures to limit production levels as a result of there not being enough employees to fulfill jobs. Reduced output can have negative effects on local businesses, and ultimately investment attractiveness. Improving the commuting conditions for commuters in terms of safety, time or car maintenance expenses may cause someone to consider a role further from their home, broadening the labour catchment area for local businesses and filling necessary positions.

Enhanced local tourism offering

Safer highway travel and increased capacity as a result of a fully-twinning Highway 3 has the potential to increase the desirability of tourism in the Project Region. Increasing capacity can improve travel times, making it more attractive for visitors to visit particular destinations along Highway 3 or in the nearby area. In addition, if the perception of a safer commute is improved, visitors may be more enticed to use Highway 3 to travel across Alberta, diverting spending to communities along the roadway that may have been lost to other provincial roads. As previously indicated, the Project Region already has multiple tourist destinations that could help to gain additional tax revenues in tourist spending if the transportation network does not hamper the desire for tourists or locals to visit.

4. Wider socio-economic benefits

4.4 Socio-economic benefits from Highway 3 twinning (continued)



Improved road safety outcomes and collision reduction

Twinning Highway 3 and providing improved conditions for driving has the potential to improve road safety outcomes and reduce the number of collisions in the Project Region.

Stakeholder engagement revealed that there are substantial safety issues with Highway 3 in the currently untwinned sections, with one particular stakeholder stating that *“today as it stands, there is a fatality problem”*. Accidents occur with commercial transportation operators (across industries) and the general public every year as a result of congestion near processing plants, as well as in passing attempts when a large vehicle is taking up most of the roadway. Heavy equipment and oversized loads (e.g. agricultural machinery, modular housing units, energy sector outputs including wind turbine components) in particular has been found to take up a considerable amount of highway (in terms of length and width), obstructing traffic in the opposite direction and increasing the risks associated with overtaking. Drivers get frustrated when they are unable to travel at faster speeds or get stuck behind large vehicles, and as a result make riskier driving maneuvers to pass. This puts drivers into a lane with oncoming traffic, increasing the probability of a serious head-on collision.²⁰

Collisions also generate costs for vehicle owners, businesses, and impose additional burden on the health care system when there are injuries or fatalities. It was also found that local residents in the Project Region have been negatively affected by accidents in the past, in occasions whereby volunteers have witnessed severe and traumatizing accidents and have assisted in cleaning up the accident. As population grows in the Project Region and traffic is expected to grow with increased irrigation and associated production activities, there is potential for collision rates to increase. Collisions are often accompanied by road closures, which can have additional negative impacts on businesses and movement of goods in the Region. Collision data provided by the Government of Alberta indicated that over 5 years up to 2018, the overall collision rate on Highway 3 increased by 16% (on a per vehicle kilometer basis), with a higher instance on the undivided portions of Highway 3*.

When asked to rank the relative significance of a range of benefits associated with twinning Highway 3, 56% of surveyed stakeholders indicated that **road safety and collision reduction is the most important**. When asked to rank the importance of benefits, 49% of stakeholders indicated that safety is the top priority for the twinning of Highway 3. Safety was the **majority choice** for sections west of Fort Macleod, and was tied for majority choice for sections east of Burdett (with improved supply chain connections for agriculture and agri-food). Below are some other key findings from stakeholder engagement with respect to the safety of Highway 3 and the need for twinning:

- *“Roads that address safety issues certainly are a benefit to surrounding communities and also improves the quality of life of the communities.”*
- *“I do anticipate that collisions will end up increasing as people get frustrated with backlogs of traffic and particularly large industrial traffic, RTMS and agriculture traffic, and will take greater risks and chances on trying to pass when unsafe to do so.”*
- *“Safety first. I have been involved in fatality accidents. Saves time, which is money and improves logistics.”*

A study conducted by the United States Department of Transportation (DOT) found that when **typical two-lane sections of rural roadways are converted to four-lane divided sections, it result in a crash per kilometre reduction of between 40% and 60%.**²¹ Another study published by the Transportation Research Record found that the conversion of two-lane roadways to four-lane divided roadways results in a reduction in **fatal and injury crashes of more than 63% on urban roadways and 45% on rural roadways.**²² These findings indicate the effectiveness of twinning in reducing collisions, and ultimately deaths and injuries.

Reducing the number of collisions occurring on Highway 3 can save various costs associated with an accident, including the value of a statistical life (fatality), injury, property damage, and travel distance and travel time costs resulting from road closures or detours following an accident. It also increases the availability of first-responders and health care resources required to attend the scene or provide care to those involved.

4. Wider socio-economic benefits

4.4 Socio-economic benefits from Highway 3 twinning (continued)



Enhanced network resilience and contingency

Travel network resilience is defined as “the ability of the system to maintain its demonstrated level of service or to restore itself to that level of service in a specified timeframe”²³, and is also often synonymous with reliability.²⁴ Resilience represents providing additional space for travel in the event of disruptions on the Highway. Improved traffic flow and network resilience, particularly along a major trade route, enables many wider socio-economic benefits.

In the event of a collision, Highway 3 can be very susceptible to congestion and even full blockages, as there are fewer lanes to use for diverting traffic. By increasing the number of lanes available for traffic flow, the network resiliency of Highway 3 can be significantly improved by providing additional contingency in the event of an accident or necessary road repairs. Additional lanes also make the overall Alberta network more resilient overall to increased traffic volumes. Resilience of Highway 3 ultimately strengthens the resiliency of the movement of goods, and supply chains for food, manufactured products, and other goods. Reliable movement of food, in particular, improves the stability of Alberta and Canada’s food supply, helping to address food insecurity and capitalize on the opportunity for agri-food exports outside of Alberta.

Furthermore, it has been noted by stakeholders that when other Highways in the province are facing construction or major accidents, Highway 3 can absorb a proportion of this traffic which puts additional pressure on the road. By increasing the number of lanes, Highway 3 will be more prepared to be a contingency road and absorb increased traffic volumes in the event of disruptions on other routes. Highway 3’s role as a contingency highway was highlighted during BC flood and mudslide events (and subsequent road repairs) in late 2021, which created significant disruptions and closures on Highways 1 and 5. The BC Ministry of Transportation stated that following the floodings, the commercial traffic volumes on Highway 3 quadrupled to more than 3,000 trucks a day, indicating its importance for supply-chain connections and movement of goods across Western Canada. During this time, **Highway 3 was the only connection for commercial traffic** between Western Canada and Vancouver. However, the additional volumes absorbed by Highway 3 were said to create bottlenecks and challenging driving conditions.²⁵ Twinning would therefore strengthen Highway 3’s position as a contingency Highway in the event of damage to other commercial trucking routes, enhancing the resiliency of Canadian supply-chain connections and ability to get Canadian product to export markets. The resiliency of Alberta and Western Canada’s highway network will become especially critical as the frequency and intensity of extreme weather events increase over time due to climate change.²⁶

Finally, depending on the amount of induced traffic as a result of increased capacity and safety, twinning Highway 3 can re-distribute traffic kilometres that were originally confined to 2 lanes across 4 lanes, potentially reducing the deterioration of a single lane as a result of vehicle traffic. This, combined with additional lanes for traffic diversion, may result in less disruptions for highway maintenance activities.

By enhancing network resiliency, the magnitude to which disruptions impact travel times is reduced. This in-turn can reduce the potential for negative impacts to businesses, individuals, and the overall economy when travel times increase unexpectedly on Highway 3. Network resiliency and contingency also increases the attractiveness of the transportation network in Southern Alberta, and consequently the Project Region, making it a more attractive investment option for business.

4. Wider socio-economic benefits

4.4 Socio-economic benefits from Highway 3 twinning (continued)

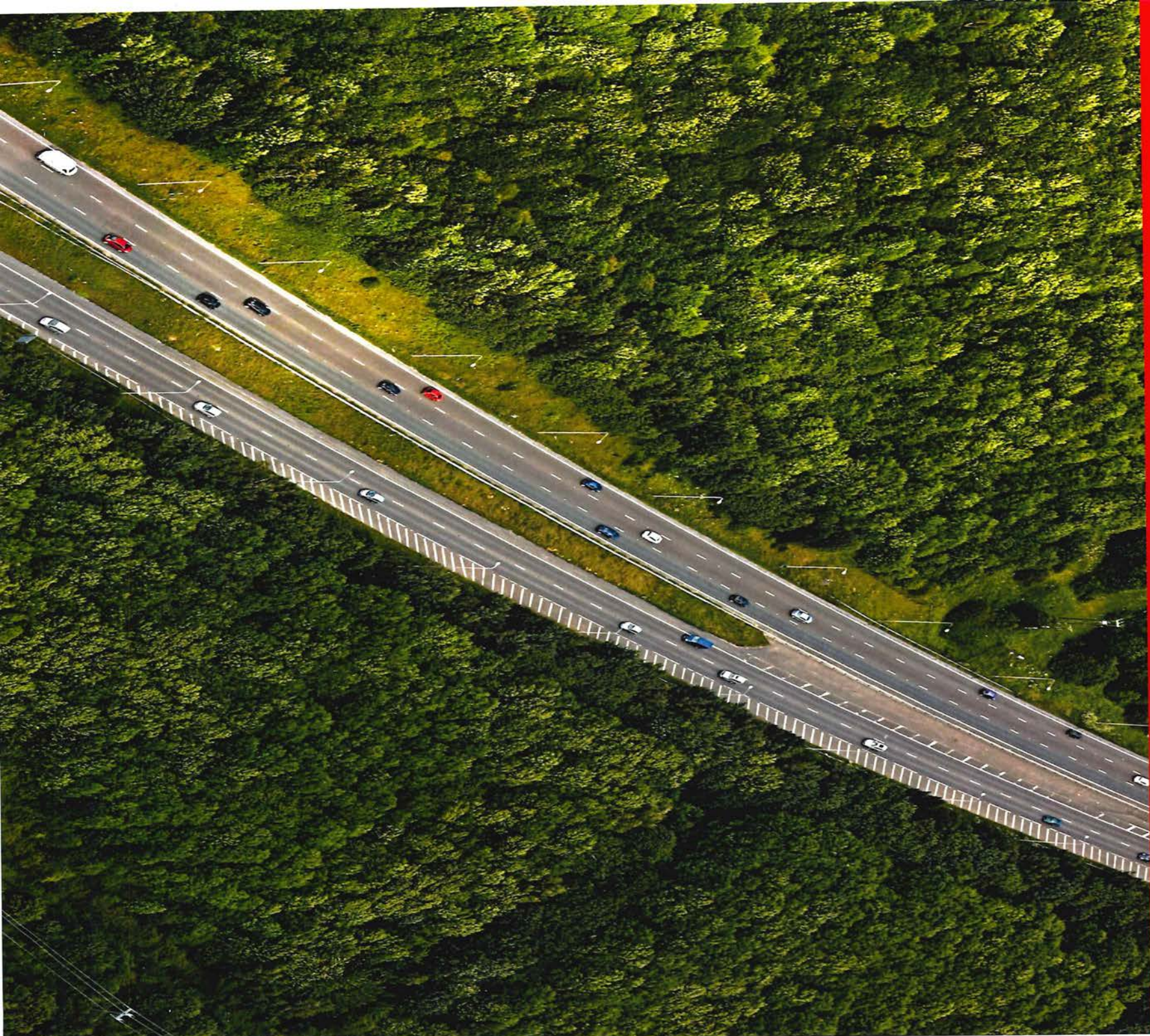


Improved food security

Food security is defined as “for all people, at all times, having physical and economic access to sufficient safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life”.²⁷ A 2021 study by the University of Toronto found that Alberta has the highest food insecurity rate among Canadian provinces.²⁸ The strength of the agriculture sector in Alberta plays an important role in battling regional food insecurity, while the transportation system enables the movement of food across the province. Efficient transportation ensures food is able to reach consumers in a timely way while keeping prices low, addressing two pillars of food security: affordability and accessibility.

Furthermore, as food insecurity continues to be a growing concern country-wide and across the world, Alberta's agri-food outputs can combat food insecurity beyond Alberta, enhance the on-shoring of Canadian value-added food production, and generate export revenues. A more resilient Highway 3 ultimately strengthens the resiliency of the movement of goods, and supply chains for food, manufactured products, and other goods. Reliable movement of agricultural production outputs, in particular, improves the stability of Alberta and Canada's food supply to help address food insecurity, and makes value-added food production and agri-food exports outside of Alberta more attractive. The twinning of Highway 3 is a key element in optimizing the opportunities for Alberta's agri-food sector and in-turn addressing food insecurity.





Appendices

Appendix A: Input-output modelling approach

In applying the Input-Output analysis, we made the following key assumptions:

- We have relied on Canada-wide multipliers to assess the economic footprint of the rest of Canada capital and operating expenditures. Furthermore, due to data limitations, we have assumed that all indirect and induced impacts associated with rest of Canada and outside of Canada initial expenditures would have no impact on the AB economy. In practice, we expect some indirect and induced impacts of such spending to occur within AB and consequently, the estimated AB economic impacts may be understated.
- We note that the implicit assumption behind this form of analysis is that there is sufficient supply of labour, capital and resources in the economy to fulfil the additional demand resulting from the proposed twinning project without reducing the availability of these inputs to other sectors of the economy. Further study would be required to test the validity of this assumption (e.g. a labour market study).
- We have relied on Alberta Transportation's preliminary estimates for capital and operating and maintenance expenses. We did not verify or audit the data or the assumptions associated with it. The table below provides a breakdown of the proposed expenditure categories associated with twinning the remaining sections of the highway. It should be noted that a study is currently being conducted for the section from Fort Macleod to Pincher Creek and no estimates for annual operating and maintenance expenditures for this section have been provided. This section of Highway 3 runs through Piikani Nation Reserve. No timelines for completion of construction or operations of the newly twinned highways have been provided for this study. Right-of-way expenditures are not included in input-output modelling.

Section	Share of total CapEx	Share of annual OpEx
Hwy 523 to West of Seven Persons	6.4%	16.9%
West of Seven Persons to East of Burdett	10.7%	25.0%
Fort Macleod bypass (including Stage 1A)	26.7%	10.0%
Fort Macleod to Pincher Creek	8.0%	-
Pincher Creek to East of Highway 507	16.0%	21.9%
East of Highway 507 to Sentinel	32.1%	26.3%

- Anticipated capital and operating expenditures associated with Highway 3 are expected to be sourced both privately and publicly. For the purposes of our analysis, the source of funds is not considered.
- Sufficient inputs (e.g. labour, materials) are available to build and maintain the sections of Highway 3 to be twinned.
- We have modelled all impacts based on anticipated expenditures in 2022 \$CAD given inflation forecasts for extended time horizons are unable to fully capture future economic uncertainties.

Refer to **Appendix B** for further information on Report limitations.

Appendix B: Limitations

Data limitations and verification: PwC has relied on the information provided by Alberta Transportation regarding the estimates and allocations of capital and operating expenditures associated with twinning the in-scope sections of Highway 3.

PwC has relied upon the completeness, accuracy, and fair presentation of all information and data obtained from the Highway 3 Twinning Development Association (H3TDA) and the various sources set out in our report, which were not audited or otherwise verified.

The findings in this report are conditional upon such completeness, accuracy, and fair presentation, which have not been verified independently by PwC. Accordingly, we provide no opinion, attestation, or other form of assurance with respect to the results of this study.

Receipt of new data or facts: PwC reserves the right at its discretion to withdraw or revise this report, should we receive additional data or be made aware of facts existing at the date of the report that were not known to us when we prepared this report. The findings are as of November 2022, and PwC is under no obligation to advise any person of any change or matter brought to its attention after such date, which would affect our findings.

Input-Output analysis: Input-Output analysis does not address whether the inputs have been used in the most productive manner or whether the use of these inputs in this industry promotes economic growth more than their use in another industry or economic activity. Nor does Input-Output analysis evaluate whether these inputs might be employed elsewhere in the economy if they were not employed in this industry at the time of the analysis. Input-Output analysis calculates the direct, indirect, and induced economic impacts that can reasonably be expected to affect the economy based on historical relationships within the economy. This analysis does not take into account fundamental shifts in the relationships within the economy that may have taken place since the last estimation of multipliers by Statistics Canada in 2018, nor shifts that may take place in the future.

Use limitations: This report has been prepared solely for the use and benefit of, and pursuant to a client relationship exclusively with Highway 3 Twinning Development Association (H3TDA).

We understand that our deliverable will be shared among H3TDA's staff and could also be shared with H3TDA's stakeholders (e.g. government) and further that you may also wish to make our deliverable public. You may make our deliverable public, provided that the deliverable is published in its entirety, including relevant disclaimers.

Should you want to use excerpts from our deliverable or post your own statements describing our deliverable, you would need to concurrently provide a clear link to our entire deliverable and get PwC's consent to release such excerpts or statements, which consent shall not be unreasonably withheld, delayed or conditioned. In that context, PwC will provide its comments to a draft statement produced by you within five working days of receiving such draft statement.

PwC accepts no duty of care, obligation or liability, if any, suffered by any third party that reads our deliverable, any excerpts from our deliverable or statements describing our deliverable. Further, no person or entity, other than H3TDA, shall place any reliance upon the accuracy or completeness of the statements made in our deliverable.

This report and related analysis must be considered as a whole: Selecting only portions of the analysis or the factors considered by us, without considering all factors and analysis together, could create a misleading view of our findings. The preparation of our analysis is a complex process and is not necessarily susceptible to partial analysis or summary description. Any attempt to do so could lead to undue emphasis on any particular factor or analysis.

We note that significant deviations from the above-listed major assumptions may result in a significant change to our analysis findings.

Appendix C: Tax impacts of Highway 3 twinning expenditures, provincial

This appendix presents a breakdown of the estimated AB provincial and local tax impacts associated with capital and annual operating and maintenance expenditures for the twinning of remaining sections of Highway 3.

Tax impact of capital expenditures in Alberta

Table C-1: Total tax impacts of capital expenditures - AB (provincial)

*In 2022 \$CAD, cumulative**

	Corporate Income Taxes (millions)	Personal Income Taxes (millions)	Taxes on Production & Products** (millions)	Total Provincial Tax Revenue (millions)
Direct	\$6.5	\$100.8	\$5.0	\$112.5
Indirect	\$10.5	\$90.9	\$14.7	\$116.1
Induced	\$6.4	\$29.5	\$36.5	\$72.4
Total tax impacts, capital expenditures	\$23.4	\$221.3	\$56.2	\$300.9

Tax impact of operating and maintenance expenditures in Alberta

Table C-2: Annual tax impacts of operating and maintenance expenditures - AB (provincial)

*In 2022 \$CAD, per year**

	Corporate Income Taxes (000's)	Personal Income Taxes (000's)	Taxes on Production & Products** (000's)	Total Provincial Tax Revenue (000's)
Direct	\$3.3	\$42.8	\$2.6	\$48.6
Indirect	\$5.7	\$49.5	\$7.8	\$62.9
Induced	\$3.1	\$14.2	\$17.5	\$34.7
Total annual tax impacts, operating and maintenance expenditures	\$12.0	\$106.4	\$27.8	\$146.2

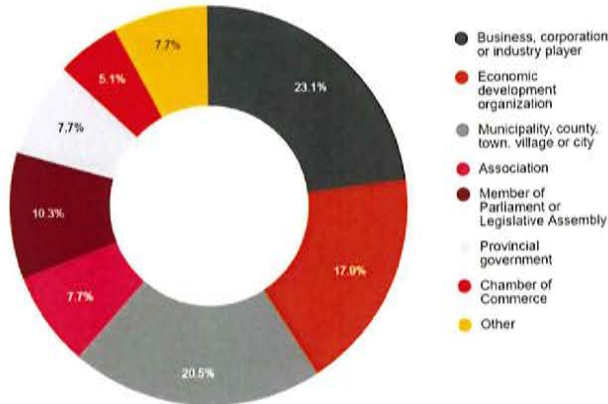
*Due to rounding, the totals may not always add up to the sum of the items.

**Taxes on production include provincial and local government taxes collected in Alberta.

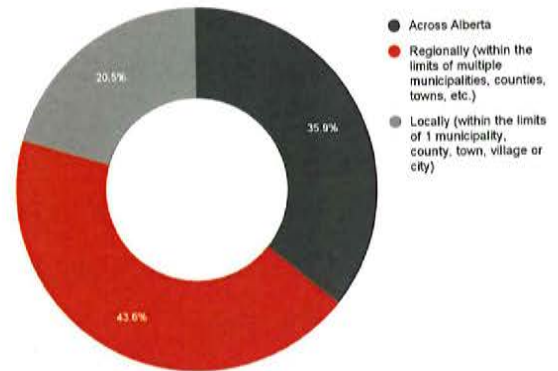
Appendix D: Stakeholder survey

This appendix summarizes the key findings from the stakeholder survey (as previously noted, these findings have informed analysis spanning Sections 2-4). The intent of the survey was to solicit the perspectives on the economic impacts of twinning the remaining Alberta sections of Highway 3 from local stakeholders familiar with the nuances of the Highway and the Project Region. The charts below display the characteristics of the 39 survey respondents. 100% of survey respondents indicated they were supportive of the full or partial twinning of Highway 3 in Alberta.

Survey responses: *what best describes your organization?*

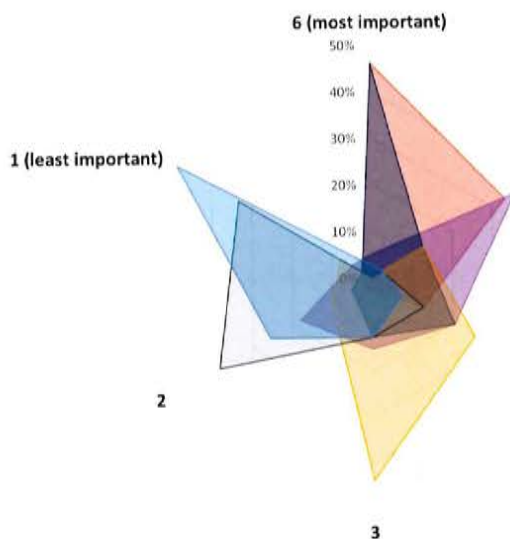


Survey responses: *where does your organization operate or exist?*

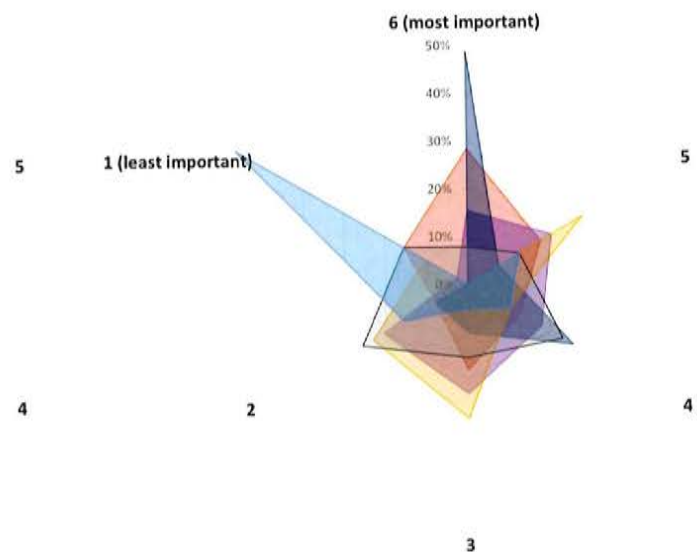


Stakeholders were asked to order the benefits resulting from twinning Highway 3 in order of importance for sections east of Burdett, and sections west of Fort Macleod. They were only able to assign one benefit to one number. As shown in the figures below, stakeholders felt that the most important benefits for sections east of Burdett is connections for agri-food and improved safety. Safety was seen as the primary benefit for sections west of Fort Macleod. Across all untwinned sections on the Highway, travel distance and time cost savings were seen as the least important benefit of Highway twinning.

East (east of Burdett)



West (west of Fort Macleod)



- Improved supply-chain connections for agriculture and agri-food
- Improved supply-chain connections for other industries (e.g. mining, manufacturing, energy)
- Road safety (collision reduction)
- Improved traffic flow and network resilience
- Tourism
- Travel distance and time cost savings

Appendix E: Data sources and endnotes

Footnote	Source or endnote
1	Alberta Highways 1 to 986 Traffic Volume, Vehicle Classification, Travel and ESAL Statistics Report 2021, Alberta Transportation.
2	Prairie Post (West Edition): https://www.pressreader.com/canada/prairie-post-west-edition/20220401/281487869864452 Medicine Hat News https://medicinehatnews.com/news/southern-alberta-news/2022/02/12/group-outlines-hwy-3-twinning-priorities/ Lethbridge Herald https://www.pressreader.com/canada/lethbridge-herald/20220212/281517934541056
3	Government of Alberta - Types of municipalities in Alberta.
4	Statistics Canada. Table 17-10-0142-01 Population estimates, July 1, by census subdivision, 2016 boundaries
5	Alberta Treasury Board and Finance, Population Projections by Census Division.
6	Alberta labour force statistics, Government of Alberta.
7	Invest Alberta.
8	Alberta Major Projects: https://majorprojects.alberta.ca/details/Lethbridge-District-Exhibition-Agri-food-Hub-and-Trade-Centre/4152
8	Statistics Canada. Table 36-10-0402-02 Gross domestic product (GDP) at basic prices, by industry, provinces and territories, growth rates (x 1,000,000)
10	Canada's Energy Future 2021 - Canada Energy Regulator.
11	Sorensen, J. ConstructConnect.com, Alberta's new wind infrastructure capacity leading Canada, July 29, 2022
12	Company wants to appeal decision that rejected proposed open-pit coal mine in Alberta, Global News / The Canadian Press. July 16, 2021.
13	Montem Resources. https://montemres.wpengine.com/projects/
14	Statistics Canada. Table 98-10-0458-01 Main mode of commuting by commuting duration, time leaving for work, age and gender: Canada, provinces and territories, census divisions and census subdivisions
15	Operating and maintenance expenses could not be provided by Alberta Transportation for the section between Fort Macleod and Pincher Creek.
16	YPT International Awards – Project of the Year TRANS-CANADA HIGHWAY TWINNING in Yoho National Park, BC. McElhanney Consulting Services, Ltd.
17	Attached Conditions for the Operation of Long Combination Vehicles, Version 5.3 - Government of Alberta
18	Long Combination Vehicle Program Conditions - Ontario Ministry of Transportation
19	Saputo Announces Plant Closures in Canada and the United States. Saputo Newsroom. 03/26/2014
20	Collision Probability vs. Collision Severity: How to Compare & Evaluate Conflicts. Transoft Solutions (ITS) Inc.

Appendix E: Data sources and endnotes

Footnote	Source or endnote
21	Council, Forrest M., and J. Richard Stewart. Safety effects of the conversion of rural two-lane roadways to four-lane roadways. No. Report No: FHWA-RD-99-206. Turner-Fairbank Highway Research Center, 2000.
22	Ahmed, Mohamed M., Mohamed Abdel-Aty, and Juneyoung Park. "Evaluation of the safety effectiveness of the conversion of two-lane roadways to four-lane divided roadways: Bayesian versus empirical Bayes." <i>Transportation research record</i> 2515.1 (2015): 41-49.
23	Ganin, A. A., Kitsak, M., Marchese, D., Keisler, J. M., Seager, T., & Linkov, I. (2017). Resilience and efficiency in transportation networks. <i>Science Advances</i> , 3(12). doi:10.1126/sciadv.1701079
24	D. Freckleton, K. Heaslip, W. Louisell, J. Collura, Evaluation of transportation network resiliency with consideration for disaster magnitude, paper presented at the 91st Annual Meeting of the Transportation Research Board, Washington, DC, 2012.
25	<i>Highway 3 struggles as the lone track for trucks between Western Canada and Metro Vancouver.</i> The Globe and Mail, Mike Hager and Anthony Davis. December 11, 2021.
26	Warren, F. and Lulham, N., editors (2021). <i>Canada in a Changing Climate: National Issues Report</i> ; Government of Canada, Ottawa, ON.
27	EC - FAO Food Security Programme. <i>An Introduction to the Basic Concepts of Food Security.</i>
28	Tarasuk, Valerie, Tim Li, and Andrée-Anne Fafard St-Germain. "Household food insecurity in Canada, 2021." (2016).





ALBERTA

MUNICIPAL AFFAIRS

*Office of the Minister
MLA, Calgary-Shaw*

RECEIVED
JAN 16 2023
M.D of Pincher Creek

AR110090

December 12, 2022

Reeve Rick Lemire
Municipal District of Pincher Creek
PO Box 279
Pincher Creek AB T0K 1W0

Dear Reeve Lemire:

Thank you for taking the time during the Rural Municipalities of Alberta (RMA) Fall 2022 Convention to meet with me to discuss your concerns with the end of the NAIT emergency training program, Local Government Fiscal Framework, and questions regarding certified training requirements for fire and emergency management.

As this was my first RMA convention as Minister of Municipal Affairs, I appreciated meeting with you and having the opportunity to hear your municipality's concerns. As you may have seen in my mandate letter, I have been tasked with strengthening and maintaining a relationship of mutual respect and cooperation with municipal leaders to serve Albertans more cooperatively, and I believe this meeting was a great start in building this relationship.

I am pleased that during the meeting, Shawn Ewasiuk, Assistant Deputy Minister of Technical and Corporate Services, was able to provide you with the information you needed regarding the certified training requirements.

Please do not hesitate to contact my office if you require any additional information regarding our discussion during the convention.

Sincerely,

Rebecca Schulz
Minister

cc: Troy MacCulloch, Chief Administrative Officer, Municipal District of Pincher Creek



January 10, 2023

Honourable Rebecca Schulz
Minister of Municipal Affairs
320 Legislature Building
10800 – 97 Ave
Edmonton, AB T5K 2B6

Dear Minister Schulz,

Re: End to Tax Break on Drilling

On October 19, 2020 the Alberta Government announced new wells and pipelines property tax exemption for 2021 to 2024.

The goal of this decision was that the property tax exemptions for the new wells and pipelines would be an incentive for new development activity. As we enter into 2023 we are now into the full effects of the Government of Alberta decision and the financial impacts it has had on Counties and Municipal Districts across Alberta.

Since the decision on the tax exemptions of October 2020 oil prices have rebounded and we feel the Government of Alberta should re-evaluate this exemption moving forward in 2023.

The below outlines the true cost to the County of Vermilion River not only due to the tax holiday but also in other financial areas where the County of Vermilion River has been hit hard:

- Lost tax revenue due to tax holiday 2021 = \$183,421; 2022 = \$257,336 for total combined for both years of \$440,757.

- Lost drilling tax is estimated to be \$400,000 per year based upon history below (Well Drilling Equipment Tax Rate Regulation was repealed December 31, 2020).

2021	\$ 27,932.88	December 2020 Accrual was processed in 2021.
2020	\$ 127,259.54	
2019	\$ 387,023.97	
2018	\$ 423,245.39	
2017	\$ 574,109.17	

- Police funding has increased each year up to \$697,034 since 2018
- MSI funding has been reduced by \$565,779/year when compared to 2018 level (pre COVID funding)
- Combined net effect of tax holidays, levy eliminations, increased expenditures for policing, reduced grant funding from Province = **\$1,883,191 per year** in negative effect on the County of Vermilion River finances.

As you can see the implication of the decisions made by the Government of Alberta in the past number of years has significantly impacted Rural Albertans in a time when our local economies are hurting and families are working hard to make ends meet.

Sincerely,



Stacey Hryciuk
Reeve
County of Vermilion River

Ccd: Premier Danielle Smith
Minister of Energy Pete Guthrie
Minister of Jobs, Economy and Northern Development Brian Jean
MLA Vermilion-Lloydminster-Wainwright Garth Rowswell
Alberta Counties, Municipal Districts and Rural Municipalities of Alberta