



VILLAGE OF WARNER

BOX 88, WARNER, ALBERTA, T0K 2L0

PHONE 642-3877 FAX 642-2011

AGENDA FOR THE REGULAR AND CLOSED MEETING OF THE COUNCIL OF THE VILLAGE OF WARNER, IN THE PROVINCE OF ALBERTA, TO BE HELD IN THE COUNCIL CHAMBERS AT THE WARNER MUNICIPAL OFFICE, WEDNESDAY – FEBRUARY 15, 2023 AT 5:30 P.M.

1. CALL TO ORDER

2. DELEGATIONS

3. AGENDA

- A) Items added or deleted
- B) Adoption of the Agenda

4. REPORTS/FINANCIALS

- A) Approval of the January 18, 2023 Regular Council meeting minutes
- B) Municipal Enforcement Report
- C) Milk River RCMP Detachment Report
- D) Chief Administrative Officer Report
 - D.1) Water Reports
- E) Financial Report
- F) Committee Reports

5. ITEMS ARISING FROM THE MINUTES & CORRESPONDENCE

- A) Correspondence

6. BYLAW/AGREEMENTS / POLICY REVIEW

- A) Bylaw Inventory
- B) 611-23 Regional Assessment Review Services Bylaw

7. ACTION ITEMS/COUNCIL DECISION

- A) Authorities, Boards, Commissions and Committee Appointments
- B) Property Tax Penalty Waiver Request
- C) Pink Shirt Day Proclamation
- D) Veterans News Sponsorship Request

8. CLOSED MEETING

9. NEXT REGULAR COUNCIL MEETING

Wednesday – March 15, 2023, at 5:30 p.m.

10. ADJOURNMENT



Request for Decision Adoption of Minutes

RECOMMENDATION

That the minutes for the January 18, 2023 regular council meeting be accepted as presented.

LEGISLATIVE AUTHORITY

Municipal Government Act, Section 208(1)(a)
Bylaw 561-18 Procedural Bylaw

BACKGROUND

As per the MGA and the Village's Procedural Bylaw, minutes are to be recorded and given to council for adoption at a subsequent council meeting.

RISKS/CONSEQUENCES

1. By not approving the previous meetings minutes, Council would then not approve the decisions they made, as recorded and no motion would be actioned by administration.
2. The minutes of the Council meetings can be adopted as amended; Council would need to be specific in an amendment to the recording of the previous meetings minutes.

FINANCIAL CONSIDERATIONS

None

ATTACHMENTS

1. Prior to Adoption: January 18, 2023, regular council meeting minutes

Prior to Adoption

Minutes of the Village of Warner Regular and Closed Council meeting held on Wednesday, January 18, 2023, at 5:30 p.m. in the Council Chambers, in the Warner Municipal Office, at 210-3rd Avenue, Warner, Alberta.

Present – Elected Officials

Mayor Tyler Lindsay, Councillor Don Toovey, Deputy Mayor Marty Kirby, and Councillor Derek Baron

Absent – Elected Officials

None

Present – Administration

Kim Owen, Director of Corporate Services
Kelly Lloyd, Chief Administrative Officer

1. CALL TO ORDER

Mayor Lindsay called the meeting to order at 5:30 p.m.

2. DELEGATIONS

3. AGENDA

A) Items added or deleted

- 6C) Fire Chief and Deputy Chief Appointments
- 6D) Byelection
- 6E) Women's Curling Bonspiel Request

B) Adoption of the Agenda

Moved by Deputy Mayor Kirby, seconded by Councillor Toovey, "that the January 18, 2023, regular council meeting agenda be accepted as amended."

Motion Carried 2023-01

4. REPORTS/FINANCIALS

A) Approval of December 21, 2022, Regular Council Meeting minutes

Moved by Councillor Baron, seconded by Councillor Toovey, "that the minutes for the December 21, 2022, regular council meeting be accepted as presented."

Motion Carried 2023-02

B) Municipal Enforcement Report

Moved by Councillor Baron, seconded by Deputy Mayor Kirby, "that the Municipal Enforcement report for the period ending December 31, 2022, be accepted as information."

Motion Carried 2023-03

C) Chief Administrative Officer Report

Moved by Councillor Toovey, seconded by Deputy Mayor Kirby, "that the Chief Administrative Officer report for the period ending December 31, 2022, be accepted as information."

Motion Carried 2023-04

D) Financial Report
None

E) Committee Reports
Deputy Mayor Kirby attended FCSS, Library Board, Mayors and Reeves, Oldman River Regional Services Commission and SouthGrow meetings.

Councillor Toovey attended the Heritage Handi-Bus meeting.

Mayor Lindsay reported on the Chief Mountain Regional Solid Waste Services Commission meeting and participated in a virtual meeting with the Health Minister, Jason Copping.

Councillor Baron reported on the Milk River Health Professionals Attraction and Retention Committee meeting.

Moved by Councillor Baron, seconded by Councillor Toovey, "that the committee reports for the period ending January 18, 2023, be accepted as information."

Motion Carried 2023-05

5. ITEMS ARISING FROM THE MINUTES & CORRESPONDENCE

A) Correspondence

Moved by Councillor Toovey, seconded by Councillor Baron, "that the correspondence for the period ending January 18, 2023, be accepted as information."

Motion Carried 2023-06

6. ACTION ITEMS/COUNCIL DECISION

A) Legion Flag Invoice

Moved by Deputy Mayor Kirby, seconded by Councillor Baron, "that Council not reimburse Marty Kirby for invoice WINV025951 from the Royal Canadian Legion for the flag and pole purchase, as this is a donation from Marty and Margo Kirby."

Motion Carried 2023-07

B) Warner & District Agricultural Society Request

Moved by Deputy Mayor Kirby, seconded by Councillor Toovey, "that Council table the Warner & District Agricultural Society Request to a future council meeting."

Motion Carried 2023-08

C) Fire Chief and Deputy Chief Appointments

Moved by Councillor Baron, seconded by Deputy Mayor Kirby, "that Council appoint Deven Owen as Fire Chief, and Robert Lien as Deputy Fire Chief for the Warner Volunteer Fire Department."

Motion Carried 2023-09

D) Byelection

Moved by Councillor Toovey, seconded by Deputy Mayor Kirby, "that Council set Monday, March 13, 2023, as the date for the byelection for the position of one councillor, with Nomination Day to be February 13, 2023."

Motion Carried 2023-10

Moved by Mayor Lindsay, seconded by Councillor Baron, "that Council appoint Kim Owen as the Returning Officer, and Kelly Lloyd as the Substitute Returning Officer for the March 13, 2023, byelection."

Motion Carried 2023-11

E) Women's Curling Bonspiel Request

Moved by Mayor Lindsay, seconded by Councillor Toovey, "that Council approve a donation of \$250.00 to the Women's Curling Bonspiel, and \$250.00 to the Men's Curling Bonspiel."

Motion Carried 2023-12

7. BYLAW/AGREEMENTS / POLICY REVIEW

A) Policy 201: Signing Authority

Moved by Councillor Baron, seconded by Deputy Mayor Kirby, "that Council approve policy 201, Signing Authority, as presented."

Motion Carried 2023-13

B) Borrowing Bylaw 610-23

Moved by Councillor Toovey, seconded by Councillor Baron, "that Council give first reading to the Borrowing Bylaw 610-23."

Motion Carried 2023-14

Moved by Councillor Baron, seconded by Deputy Mayor Kirby, "that Council give second reading to the Borrowing Bylaw 610-23."

Motion Carried 2023-15

Moved by Councillor Toovey, seconded by Councillor Baron, "that unanimous consent be given to Borrowing Bylaw 610-23, for consideration of third reading."

Motion Carried 2023-16

Moved by Mayor Lindsay, seconded by Councillor Baron, "that Council give third and final reading to the Borrowing Bylaw 610-23."

Motion Carried 2023-17

3C) Regional Assessment Review Services

Moved by Councillor Baron, seconded by Councillor Toovey, "that Council direct Administration to enter into an agreement with Oldman River Regional Services Commission (ORRSC) for Regional Assessment Review Services, and further, to bring back a bylaw to establish a Regional Assessment Review Board to exercise the functions of a Local Assessment Review Board (LARB) and the functions of a Composite Assessment Review Board (CARB)."

Motion Carried 2023-18

8. CLOSED MEETING

9. NEXT REGULAR COUNCIL MEETING

Wednesday – February 15, 2023, at 5:30 p.m.

10. ADJOURNMENT

Moved by Deputy Mayor Kirby, seconded by Councillor Baron, "that the regular council meeting for January 18, 2023, adjourn at 6:23 p.m."

Motion Carried 2023-19

Tyler Lindsay
Mayor

Kelly Lloyd
Chief Administrative Officer

These minutes were approved on the XXX day of XXXX 2023.



Request for Decision Municipal Enforcement Report

RECOMMENDATION

That the Municipal Enforcement report for the period ending January 31, 2023, be accepted as information.

LEGISLATIVE AUTHORITY

Peace Officer Act

Various municipal bylaws

BACKGROUND

The Village of Warner joined the Ridge Regional Public Safety Services Commission in 2019. The Commission serves the municipalities of Coutts, Magrath, Milk River, Raymond, Stirling, Warner and County of Warner.

The Village Council receives a monthly report, to provide information on the number and types of incidents that violate municipal bylaws.

RISKS/CONSEQUENCES

1. Council may provide further direction on any item contained in the report. Council shall be specific in the direction it provides.

FINANCIAL CONSIDERATIONS

None

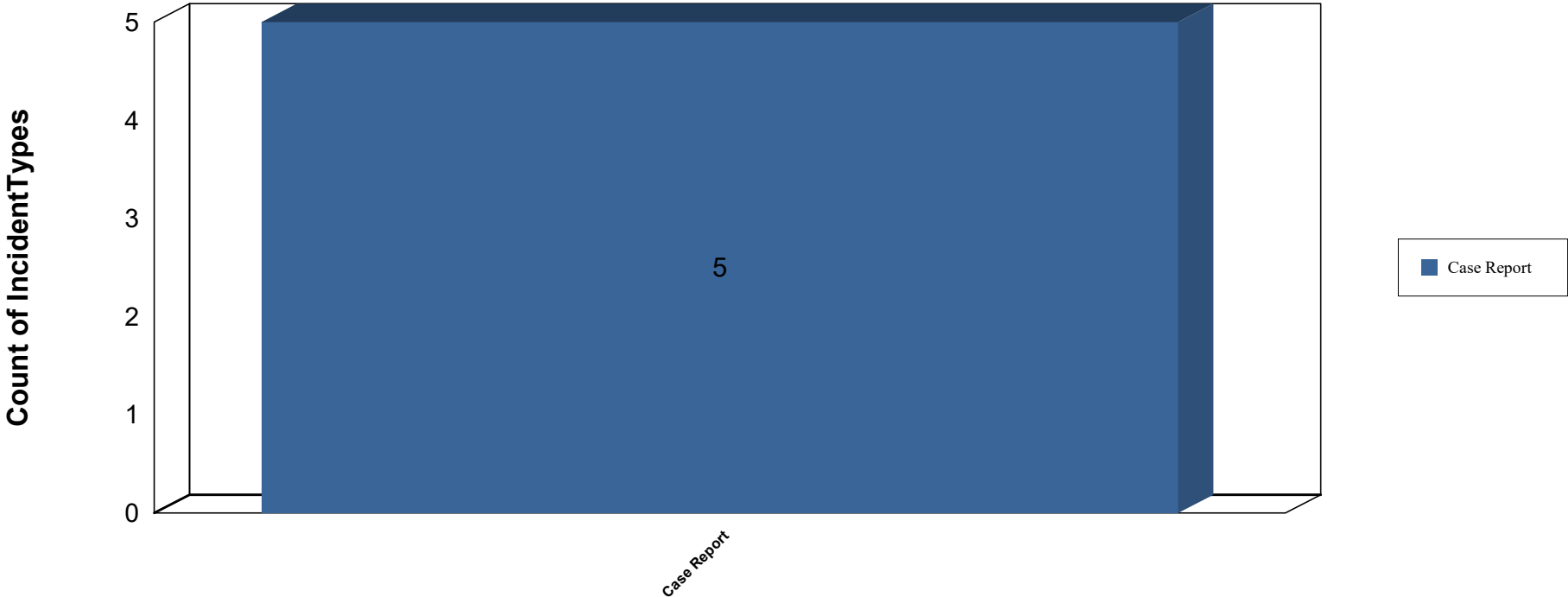
ATTACHMENTS

1. Municipal Enforcement Report

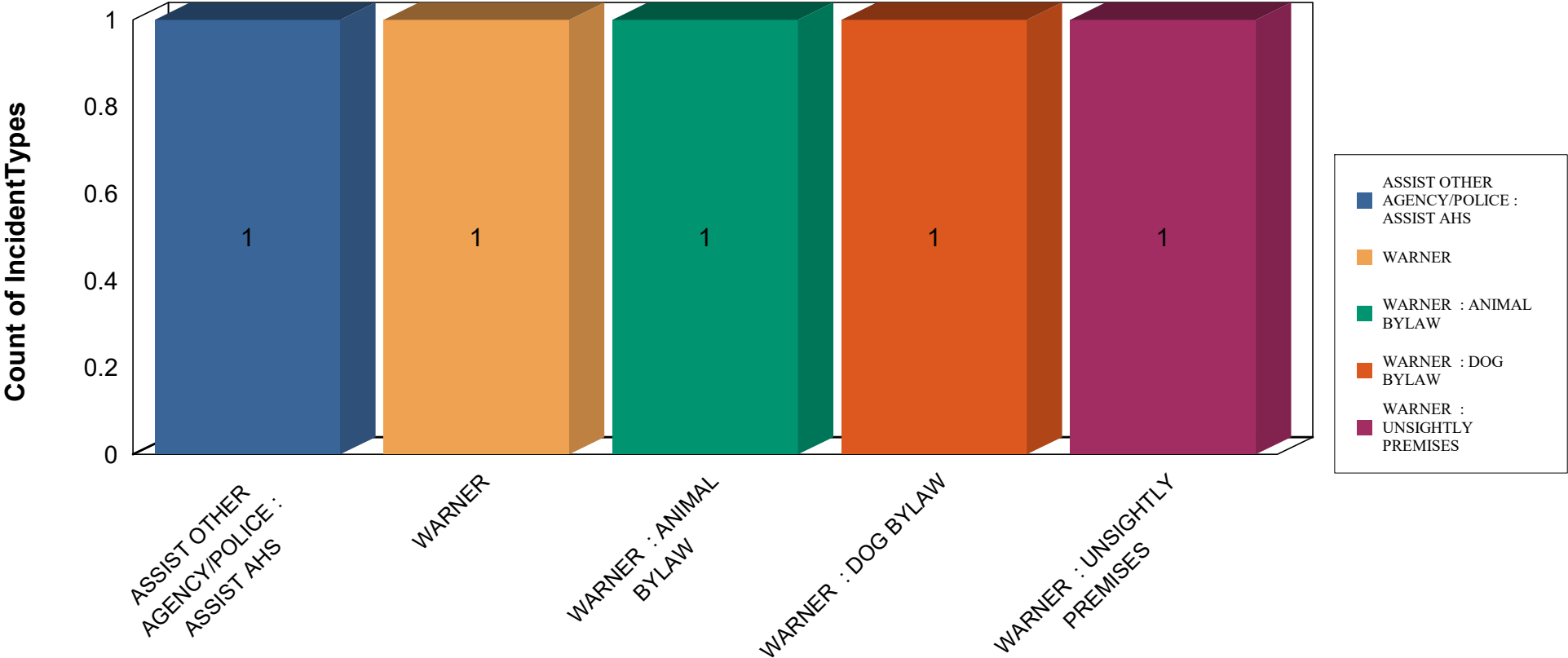
Municipal Enforcement

Statistics from: 1/1/2023 12:00:00AM to 1/31/2023 11:59:00PM

Count of Reports Completed



Count of Incident Types



20.00% # of Reports: 1 Case Report ASSIST OTHER AGENCY/POLICE : ASSIST AHS

20.00% # of Reports: 1 Case Report WARNER

20.00% # of Reports: 1 Case Report WARNER : ANIMAL BYLAW

20.00% # of Reports: 1 Case Report WARNER : DOG BYLAW

20.00% # of Reports: 1 Case Report WARNER : UNSIGHTLY PREMISES

Grand Total: 100.00% Total # of Incident Types Reported: 5 Total # of Reports: 5

Grand Total: 100.00% Total # of Incident Types Reported: 5



Request for Decision RCMP Report

RECOMMENDATION

That the RCMP Report for the period ending December 31, 2022, be accepted as information.

LEGISLATIVE AUTHORITY

Municipal Government Act

BACKGROUND

On a quarterly basis, the Milk River RCMP detachment will provide a Community Policing Report that serves to provide a quarterly snapshot of the human resources, financial data, and crime statistics.

RISKS/CONSEQUENCES

1. Council may provide further direction on any item contained in the report. Council shall be specific in the direction it provides.

FINANCIAL CONSIDERATIONS

None

ATTACHMENTS

1. Q3 Quarterly Letter
2. Milk River Provincial Report
3. NG91 Infographic
4. Operational Communications Centres (OCC) Program Update



February 1st, 2023

Cpl. Mike Brown
Detachment Commander
Milk River, Alberta

Dear Mayor Lindsay,

Please find attached the quarterly Community Policing Report that serves to provide a quarterly snapshot of the human resources, financial data and crime statistics for the Milk River Detachment spanning the October 1st to December 31st, 2022 reporting period. This report is a key tool to address any questions or concerns you may have, as part of our continued commitment to engage with your leadership team and the constituents you represent.

As we embark on 2023, the top priority for the Alberta RCMP remains the safety and security of all Albertans. Thus, this letter and attached appendixes will provide for you an update on our Next Generation 9-1-1 (NG911) upgrades in our Operational Communications Centers (OCC). The Alberta RCMP OCC Program provides response to police emergencies and routine calls for service to approximately 1.3 million citizens of Alberta, including 22 First Nations communities. The OCC provides police dispatch and call-taking services supporting 117 RCMP detachments and several contracted and/or integrated units. Our call-taking services also serve as a Secondary Public Safety Answering Point (PSAP) for Alberta's 9-1-1 system.

The Canadian Radio-television and Telecommunications Commission (CRTC) has mandated the replacement of the current Enhanced 9-1-1 service in Canada with NG911. This change will enhance public safety communications in an increasingly wireless society and will fundamentally change 9-1-1 and emergency services operations as it exists today. The evolution of NG911 future improvements are anticipated to include:

- 9-1-1 Real-time Text (RTT) by Spring 2024.
- Further location improvements including the potential addition of azimuth to enhance coordinates, vehicle telematics, and building schematics.
- The potential to communicate with 911 operators via video call.

As early adopters of this transition to NG911, the Alberta RCMP's lead in modernizing public safety communications demonstrates our commitment to the safety and security of all Albertans.



As a further update, we are also getting the process underway for multi-year financial plans for MPSA and PPSA contracts. If you are policed under a MPSA, I will be working directly with you to craft the multi-year financial plan for your community. If you are policed under the Provincial Police Service (communities under 5,000), the Alberta RCMP will be working directly with the Province of Alberta to develop the multi-year financial plan.

The attached reporting along with your valued feedback will help ensure we are meeting your community needs on an ongoing basis. As the Chief of Police for your community, please do not hesitate to contact me if you have any questions or concerns.

Cpl. Mike Brown
Detachment Commander
Milk River RCMP



Milk River Provincial Detachment Crime Statistics (Actual) Q3 (Oct - Dec): 2018 - 2022

All categories contain "Attempted" and/or "Completed"

January 5, 2023

CATEGORY	Trend	2018	2019	2020	2021	2022	% Change 2018 - 2022	% Change 2021 - 2022	Avg File +/- per Year
Offences Related to Death		0	0	0	0	0	N/A	N/A	0.0
Robbery		0	0	0	0	0	N/A	N/A	0.0
Sexual Assaults		0	0	0	0	0	N/A	N/A	0.0
Other Sexual Offences		1	0	0	0	0	-100%	N/A	-0.2
Assault		4	1	1	1	3	-25%	200%	-0.2
Kidnapping/Hostage/Abduction		0	0	0	0	0	N/A	N/A	0.0
Extortion		2	1	1	0	0	-100%	N/A	-0.5
Criminal Harassment		2	0	1	0	6	200%	N/A	0.8
Uttering Threats		0	3	2	2	2	N/A	0%	0.3
TOTAL PERSONS		9	5	5	3	11	22%	267%	0.2
Break & Enter		1	0	5	2	3	200%	50%	0.6
Theft of Motor Vehicle		1	0	1	1	0	-100%	-100%	-0.1
Theft Over \$5,000		0	0	0	0	0	N/A	N/A	0.0
Theft Under \$5,000		3	2	4	0	3	0%	N/A	-0.2
Possn Stn Goods		1	0	0	0	0	-100%	N/A	-0.2
Fraud		0	3	1	4	5	N/A	25%	1.1
Arson		0	0	0	0	0	N/A	N/A	0.0
Mischief - Damage To Property		0	3	3	1	0	N/A	-100%	-0.2
Mischief - Other		4	3	0	1	0	-100%	-100%	-1.0
TOTAL PROPERTY		10	11	14	9	11	10%	22%	0.0
Offensive Weapons		0	1	0	0	1	N/A	N/A	0.1
Disturbing the peace		0	0	0	0	2	N/A	N/A	0.4
Fail to Comply & Breaches		4	2	0	0	5	25%	N/A	0.0
OTHER CRIMINAL CODE		0	1	1	2	4	N/A	100%	0.9
TOTAL OTHER CRIMINAL CODE		4	4	1	2	12	200%	500%	1.4
TOTAL CRIMINAL CODE		23	20	20	14	34	48%	143%	1.6



Milk River Provincial Detachment

Crime Statistics (Actual)

Q3 (Oct - Dec): 2018 - 2022

All categories contain "Attempted" and/or "Completed"

January 5, 2023

CATEGORY	Trend	2018	2019	2020	2021	2022	% Change 2018 - 2022	% Change 2021 - 2022	Avg File +/- per Year
Drug Enforcement - Production		0	0	0	0	0	N/A	N/A	0.0
Drug Enforcement - Possession		0	0	0	0	0	N/A	N/A	0.0
Drug Enforcement - Trafficking		0	1	0	0	0	N/A	N/A	-0.1
Drug Enforcement - Other		0	0	0	0	0	N/A	N/A	0.0
Total Drugs		0	1	0	0	0	N/A	N/A	-0.1
Cannabis Enforcement		0	0	0	0	0	N/A	N/A	0.0
Federal - General		1	11	6	0	6	500%	N/A	-0.1
TOTAL FEDERAL		1	12	6	0	6	500%	N/A	-0.2
Liquor Act		0	0	1	0	1	N/A	N/A	0.2
Cannabis Act		0	0	0	0	1	N/A	N/A	0.2
Mental Health Act		7	14	2	1	4	-43%	300%	-1.9
Other Provincial Stats		9	6	10	10	3	-67%	-70%	-0.8
Total Provincial Stats		16	20	13	11	9	-44%	-18%	-2.3
Municipal By-laws Traffic		0	0	0	0	0	N/A	N/A	0.0
Municipal By-laws		0	4	2	0	0	N/A	N/A	-0.4
Total Municipal		0	4	2	0	0	N/A	N/A	-0.4
Fatals		0	1	0	0	0	N/A	N/A	-0.1
Injury MVC		1	0	0	0	2	100%	N/A	0.2
Property Damage MVC (Reportable)		10	17	17	18	15	50%	-17%	1.1
Property Damage MVC (Non Reportable)		3	8	3	0	4	33%	N/A	-0.6
TOTAL MVC		14	26	20	18	21	50%	17%	0.6
Roadside Suspension - Alcohol (Prov)		N/A	N/A	N/A	N/A	1	N/A	N/A	N/A
Roadside Suspension - Drugs (Prov)		N/A	N/A	N/A	N/A	0	N/A	N/A	N/A
Total Provincial Traffic		39	18	11	54	180	362%	233%	31.8
Other Traffic		0	1	0	0	0	N/A	N/A	-0.1
Criminal Code Traffic		2	5	1	1	0	-100%	-100%	-0.8
Common Police Activities									
False Alarms		4	1	0	0	2	-50%	N/A	-0.5
False/Abandoned 911 Call and 911 Act		4	2	3	2	4	0%	100%	0.0
Suspicious Person/Vehicle/Property		7	3	2	7	6	-14%	-14%	0.2
Persons Reported Missing		0	2	0	1	1	N/A	0%	0.1
Search Warrants		0	0	0	0	0	N/A	N/A	0.0
Spousal Abuse - Survey Code (Reported)		2	7	3	3	1	-50%	-67%	-0.6
Form 10 (MHA) (Reported)		0	0	0	0	0	N/A	N/A	0.0



A. Who we are....

The Alberta RCMP has two 9-1-1 call taking centres located in Edmonton and Red Deer. Each centre employs 75 highly trained 9-1-1 call taker / dispatchers, responding to police emergency and routine calls. Employees working in RCMP Emergency Communications has successfully completed a mandatory national certification program consisting of 320 hours of facilitator led classroom and another 700 hours of on-the-job training with a Field Coach.

B. What we do....

The RCMP Provincial Operational Communications Centres (OCC) are the secondary answering point for approximately 1.3 million Albertans, and dispatching 117 RCMP detachments/units.

In 2021, we received and processed 236,669 9-1-1 and 361,271 complaint (routine/non-emergency) calls, which equates to about 1,600 calls per day. Approximately 60% of these calls will result in the creation of a police file which will be dispatched to a front-line police officer.

Call takers are tasked with asking numerous questions to ensure an appropriate response. These questions will focus on your/the incident location (exact address expedites the process), what is occurring and who is involved. You can expect questions regarding weapons, alcohol and drugs, to ensure everyone's safety. And don't worry, often while we are continuing to ask questions, we have already dispatched a police officer who is enroute.

C. How it happens....

When you call 9-1-1, you can expect the first response to be "9-1-1 what is your emergency?", followed by "what is your exact location?". At this point dependant upon your response, you may be transferred to the correct emergency service provider (i.e. Police, Fire or Ambulance). You will then be asked a 2nd time for your exact location. The more specific you are, will expedite our ability to generate a file for dispatch.

The call taker is generating an electronic file

D. How you can help....

1. Know your location. A specific address is always best.
2. Be patient and respond to the questions asked. There is no delay in emergency service response but we must ensure the most appropriate personnel, equipment are enroute to you and make sure everyone is safe.



E. What's next....

The Canadian Radio-television and Telecommunication Commission (CRTC) is the Government of Canada body that regulates telephone and cellular service companies. These companies create networks that make it possible to connect 9-1-1 calls to call centres. These centres then dispatch emergency responders, such as police, firefighters and paramedics.

On March 7, 2019, the CRTC directed that all telecommunication service providers and incumbent local exchange carriers (phone, cable & wireless services) must evolve their current networks to provide Internet Protocol-based capabilities by 2025. The new and improved platform is known as Next Generation 9-1-1 or NG9-1-1.

NG9-1-1 networks and services will allow Canadians access to new, improved and innovative emergency services. The design and related interconnection arrangement of NG9-1-1 networks are secure, reliable, resilient and cost-effective for stakeholders.

F. How will NG9-1-1 changes impact me....

The Next Generation 9-1-1 network and related communications technology will provide emergency service providers with new opportunities to keep the public and field responders safer, while also giving 9-1-1 Emergency Dispatch Centres tools to make them more effective and efficient within their communities.

Some of the improvements that will assist in providing improved and safer service delivery will include, better location accuracy (three-dimensional mapping showing which floor of a high rise etc.); improved crash data (vehicle telematics etc.); real-time video and picture sharing; text with 9-1-1 for the deaf and hard of hearing community; new services such as language assistance/translation services; downlinks to smartphone applications (i.e. medical records etc.); and improved coordinated responses and information sharing amongst emergency service providers.

G. To find out more....

To find out more about Next Generation 9-1-1, you can visit the [CRTC website](#).

To find out more about RCMP 9-1-1 Call Taking/Dispatch jobs, please visit our [website](#).

NG911 FOR EMS

How EMS Benefits from Next Generation 911

Next Generation 911-related technologies will provide new opportunities to keep EMS providers and communities safer. The following scenarios provide a non-technical depiction of how new technologies will provide information leaders need to ensure safe, efficient and effective responses to a variety of incidents.





Request for Decision Chief Administrative Officer Report

RECOMMENDATION

That the Chief Administrative Officer report for the period ending January 31, 2023, be accepted as information.

LEGISLATIVE AUTHORITY

BACKGROUND

On a monthly basis, the Chief Administrative Officer provides Council with an update on administrative items.

RISKS/CONSEQUENCES

1. Council may provide further direction on any item contained in the report. Council shall be specific in the direction it provides.

FINANCIAL CONSIDERATIONS

None

ATTACHMENTS

1. CAO Report - January



Chief Administrative Officer Report January 2023

Administration

- Council meeting preparation
- Council meeting attendance
- Council minutes and highlights for newsletter. Copies of newsletter at grocery store
- Meetings/communication (walk in, email and phone)
- Bylaw inventory
- Policy inventory
- Working on Unsightly Premises Bylaw revision
- Begin development of strategic planning session
- Creation of orientation refresher packages
- Solar return on investment analysis
- Research utility rates through comparable municipal population size
- Revision to ACP Grant for Infrastructure Master Plan

Public Works

- Water plant tests
- Snow plow
- Sand roads
- Remove snow take to arena
- First calls, mark and locate
- Ice maintenance
- Dig grave at cemetery
- Recycling trailer dumped at transfer station
- Change garbage bins around town
- Fix sander
- Take water samples to Milk River
- Fill propane bottles for Zamboni
- Fix water fill at arena
- Fix ice breaker on Zamboni
- ICS100 course
- Grease backhoe
- Read water metres and take reader back to Stirling
- Fix tin on arena
- Lagoon check

CERTIFICATE OF ANALYSIS

REPORTED TO Warner, Village of (Alberta)

Warner, AB T0K 2L0

ATTENTION Kim Owen

PO NUMBER

PROJECT Water Testing

PROJECT INFO

WORK ORDER 22K3434

RECEIVED / TEMP 2022-11-30 09:00 / 3.3°C

REPORTED 2022-12-06 12:55

COC NUMBER No #

Introduction:

CARO Analytical Services is a testing laboratory full of smart, engaged scientists driven to make the world a safer and healthier place. Through our clients' projects we become an essential element for a better world. We employ methods conducted in accordance with recognized professional standards using accepted testing methodologies and quality control efforts. CARO is accredited by the Canadian Association for Laboratories Accreditation (CALA) to ISO/IEC 17025:2017 for specific tests listed in the scope of accreditation approved by CALA.

Big Picture Sidekicks



You know that the sample you collected after snowshoeing to site, digging 5 meters, and racing to get it on a plane so you can submit it to the lab for time sensitive results needed to make important and expensive decisions (whew) is VERY important. We know that too.

We've Got Chemistry



It's simple. We figure the more you enjoy working with our fun and engaged team members; the more likely you are to give us continued opportunities to support you.

Ahead of the Curve



Through research, regulation knowledge, and instrumentation, we are your analytical centre for the technical knowledge you need, BEFORE you need it, so you can stay up to date and in the know.

By engaging our services, you are agreeing to CARO Analytical Service's Standard Terms and Conditions outlined here:
<https://www.caro.ca/terms-conditions>

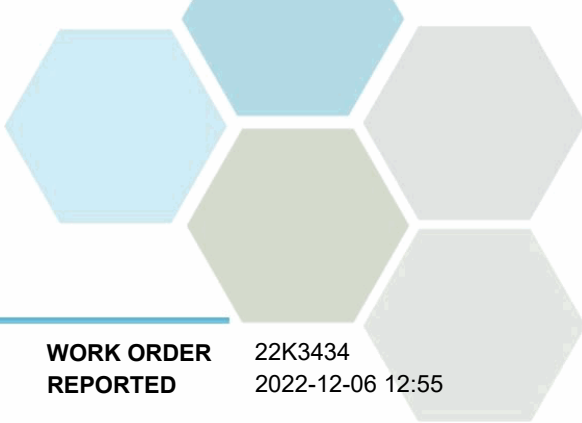
If you have any questions or concerns, please contact me at TeamCaro@caro.ca

Authorized By:

Team CARO
Client Service Representative

1-888-311-8846 | www.caro.ca

#110 4011 Viking Way Richmond, BC V6V 2K9 | #102 3677 Highway 97N Kelowna, BC V1X 5C3 | 17225 109 Avenue Edmonton, AB T5S 1H7 |
#108 4475 Wayburne Drive Burnaby, BC V5G 4X4



TEST RESULTS

REPORTED TO PROJECT	Warner, Village of (Alberta) Water Testing	WORK ORDER REPORTED	22K3434 2022-12-06 12:55
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Analyte	Result	RL	Units	Analyzed	Qualifier
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Lagoon Release End (22K3434-01) | Matrix: Water | Sampled: 2022-11-29 12:00

General Parameters

BOD, 5-day Carbonaceous	61.3	2.0	mg/L	2022-12-05	
Solids, Total Suspended	8.0	2.0	mg/L	2022-12-03	

APPENDIX 1: SUPPORTING INFORMATION

REPORTED TO PROJECT Warner, Village of (Alberta)
Water Testing

WORK ORDER REPORTED 22K3434
2022-12-06 12:55

Analysis Description	Method Ref.	Technique	Accredited	Location
Biochemical Oxygen Demand, Carbonaceous in Water	SM 5210 B (2017)	Dissolved Oxygen Meter	✓	Edmonton
Solids, Total Suspended in Water	SM 2540 D* (2017)	Gravimetry (Dried at 103-105C)	✓	Edmonton

Note: An asterisk in the Method Reference indicates that the CARO method has been modified from the reference method

Glossary of Terms:

RL	Reporting Limit (default)
mg/L	Milligrams per litre
SM	Standard Methods for the Examination of Water and Wastewater, American Public Health Association

General Comments:

The results in this report apply to the received samples analyzed in accordance with the Chain of Custody document. This analytical report must be reproduced in its entirety. CARO is not responsible for any loss or damage resulting directly or indirectly from error or omission in the conduct of testing. Liability is limited to the cost of analysis. Samples will be disposed of 30 days after the test report has been issued or once samples expire, whichever comes first. Longer hold is possible if agreed to in writing.

Results in **Bold** indicate values that are above CARO's method reporting limits. Any results that are above regulatory limits are highlighted **red**. Please note that results will only be highlighted red if the regulatory limits are included on the CARO report. Any Bold and/or highlighted results do not take into account method uncertainty. If you would like method uncertainty or regulatory limits to be included on your report, please contact your Account Manager: TeamCaro@caro.ca

Please note any regulatory guidelines applied to this report are added as a convenience to the client, at their request, to help provide some initial context to analytical results obtained. Although CARO makes every effort to ensure accuracy of the associated regulatory guideline(s) applied, the guidelines applied cannot be assumed to be correct due to a variety of factors and as such CARO Analytical Services assumes no liability or responsibility for the use of those guidelines to make any decisions. The original source of the regulation should be verified and a review of the guideline(s) should be validated as correct in order to make any decisions arising from the comparison of the analytical data obtained to the relevant regulatory guideline for one's particular circumstances. Further, CARO Analytical Services assumes no liability or responsibility for any loss attributed from the use of these guidelines in any way.

APPENDIX 2: QUALITY CONTROL RESULTS

REPORTED TO PROJECT Warner, Village of (Alberta)
Water Testing

WORK ORDER REPORTED 22K3434
2022-12-06 12:55

The following section displays the quality control (QC) data that is associated with your sample data. Groups of samples are prepared in "batches" and analyzed in conjunction with QC samples that ensure your data is of the highest quality. Common QC types include:

- **Method Blank (Blk):** A blank sample that undergoes sample processing identical to that carried out for the test samples. Method blank results are used to assess contamination from the laboratory environment and reagents.
- **Duplicate (Dup):** An additional or second portion of a randomly selected sample in the analytical run carried through the entire analytical process. Duplicates provide a measure of the analytical method's precision (reproducibility).
- **Blank Spike (BS):** A sample of known concentration which undergoes processing identical to that carried out for test samples, also referred to as a laboratory control sample (LCS). Blank spikes provide a measure of the analytical method's accuracy.
- **Matrix Spike (MS):** A second aliquot of sample is fortified with a known concentration of target analytes and carried through the entire analytical process. Matrix spikes evaluate potential matrix effects that may affect the analyte recovery.
- **Reference Material (SRM):** A homogenous material of similar matrix to the samples, certified for the parameter(s) listed. Reference Materials ensure that the analytical process is adequate to achieve acceptable recoveries of the parameter(s) tested.

Each QC type is analyzed at a 5-10% frequency, i.e. one blank/duplicate/spike for every 10-20 samples. For all types of QC, the specified recovery (% Rec) and relative percent difference (RPD) limits are derived from long-term method performance averages and/or prescribed by the reference method.

Analyte	Result	RL Units	Spike Level	Source Result	% REC	REC Limit	% RPD	RPD Limit	Qualifier
General Parameters, Batch B2K3423									
Blank (B2K3423-BLK1)			Prepared: 2022-11-30, Analyzed: 2022-12-05						
BOD, 5-day Carbonaceous	< 1.2	1.2 mg/L							
Blank (B2K3423-BLK2)			Prepared: 2022-11-30, Analyzed: 2022-12-05						
BOD, 5-day Carbonaceous	< 1.2	1.2 mg/L							
LCS (B2K3423-BS1)			Prepared: 2022-11-30, Analyzed: 2022-12-05						
BOD, 5-day Carbonaceous	178	60.7 mg/L	198		90	85-120			
General Parameters, Batch B2L0152									
Blank (B2L0152-BLK1)			Prepared: 2022-12-02, Analyzed: 2022-12-03						
Solids, Total Suspended	< 2.0	2.0 mg/L							
LCS (B2L0152-BS1)			Prepared: 2022-12-02, Analyzed: 2022-12-03						
Solids, Total Suspended	92.0	10.0 mg/L	100		92	90-110			



Request for Decision Committee Reports

RECOMMENDATION

That the committee reports for the period ending February 15, 2023 be accepted as information.

LEGISLATIVE AUTHORITY

Municipal Government Act
Bylaw 561-18 Procedural Bylaw

BACKGROUND

Elected Officials, appointed at the annual organizational meeting, attend regular meetings of various boards, commissions and committees. Each elected official is required to keep Council informed by providing regular activity of the board, commission or committee they are appointed to.

RISKS/CONSEQUENCES

Should committee reports not be relayed, members of Council will not be informed on the various boards, commissions and committees.

FINANCIAL CONSIDERATIONS

None

ATTACHMENTS

1. Oldman River Regional Services Commission Executive Committee Minutes
2. Family and Community Support Services Minutes
3. Veterans Memorial Highway Association



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

Barons-Eureka-Warner Family & Community Support Services (FCSS)
Minutes of Board Meeting – Wednesday, December 7, 2022
Coaldale Hub (2107-13th Street)
In-person and Online via Teams

Attendance (in-person)

Board Members:

Bekkering, Garth – Town of Taber
Chapman, Bill - Town of Coaldale
Heggie, Jack – County of Warner
Hickey, Lorne – Lethbridge County
Feist, Teresa - Town of Picture Butte
Foster, Missy – Village of Barnwell
Jensen, Kelly – Town of Raymond
Jensen, Melissa – Town of Nobleford
Kirby, Martin – Village of Warner
Nilsson, Larry – Village of Stirling
Weistra, Ed – Village of Barons

Attendance (online) – Board Members

Degenstein, Dave – Town of Milk River
Montina, Lyndsay – Town of Coalhurst
Payne, Megan – Village of Coutts

Absent – Board Members

Harris, Merrill – M.D. of Taber
Plumtree, Margaret - Town of Vauxhall

Staff (in-person):

Morrison, Zakk - Executive Director
Florence-Greene, Evelyn – Accounting Assistant
Hashizume, Linda – Executive Assistant

Call to Order

B Chapman called the meeting to order at 4:03 p.m.

Carried Unanimously:

Introductions:

B. Chapman requested Board Members and Staff to introduce themselves.

Approval of Agenda

E. Weista moved the Board approve the agenda as amended.
7 b) Audit 2022-2025

Carried Unanimously

Minutes

J. Heggie moved the minutes of the November 2, 2022, FCSS Board meeting be approved as presented.

Carried Unanimously

Business Arising from Minutes

Family and Community Support Services Association of Alberta (FCSSAA)
Conference 2022

The Board discussed the FCSSAA Conference, held on November 16-18, 2022.

The Board members that attended the conference agreed that FCSS 101 was the best session attended.

B. Chapman thanked K. Weaver for showcasing Youth Do Crew and Free Little Pantry at the conference.

Delegation

Big Brothers, Big Sisters

Z. Morrison welcomed Jenn Visser and Mackenzie Beckwith from Big Brothers, Big Sisters.

J. Visser reported FCSS Funding has increased rural programming, which has resulted in an increase in rural participants from 5% in 2019 to 19% in 2022.

Z. Morrison identified the connection between the funding for Family School Liaison Program and Big Brothers, Big Sisters programs that serve the Barons-Eureka-Warner FCSS areas.

Big Brothers, Big Sisters is looking for adult volunteers in all our municipalities. To volunteer contact Mackenzie Beckwith, Rural Caseworker at 403-382-9355 or mackenzie.beckwith@bigbrothersbigsisters.ca.

Jenn Visser and Mackenzie Beckwith left the meeting at 4:34 pm.

Correspondence

The following correspondence was presented for information:

- 2022-11-29 – 2023-2025 Grant Agreements – Stephan Gauk, Executive Director, Civil Society and Community Initiatives, Preventive Community Services Division, Alberta Seniors, Community and Social Services
- 2022-11-29 – Nermine Gabr, Canada Revenue Agency – Letter and Certificate of Appreciation.
- FCSSAA Board Meeting Highlights October 14, 2022
- 2022-11-24 FCSSAA – Letter regarding FCSSAA and Food Bank Grants

Z. Morrison discussed food security and food banks.

M.H.
7/11

- 2022-10- Lethbridge County – Lorne Hickey appointed to Barons-Eureka-Warner FCSS Board.
- 2022-10 – Town of Coaldale – Bill Chapman appointed to Barons-Eureka-Warner FCSS Board.
- 2022-10 – M.D. of Taber – Merrill Harris appointed to Barons-Eureka-Warner FCSS Board.
- 2022-10 – Town of Picture Butte – Teresa Feist appointed to Barons-Eureka-Warner FCSS Board.
- 2022-10 – Town of Taber – Garth Bekkering appointed to Barons-Eureka-Warner FCSS Board.
- 2022-10 – Village of Barons – Ed Weistra appointed to Barons-Eureka-Warner FCSS Board.
- 2022-10 – County of Warner – Jack Heggie appointed to Barons-Eureka-Warner FCSS Board.
- 2022-11 – Town of Coalhurst – Lyndsay Montana appointed to Barons-Eureka-Warner FCSS Board.
- 2022-11 – Village of Barnwell – Missy Foster appointed to Barons-Eureka-Warner FCSS Board.
- 2022-11 – Village of Stirling – Larry Nilsson appointed to Barons-Eureka-Warner FCSS Board.
- 2022-11 – Town of Milk River – Dave Degenstein appointed to Barons-Eureka-Warner FCSS Board.
- 2022-11 Town of Raymond – Kelly Jensen appointed to Barons-Eureka-Warner FCSS Board.
- 2022-11 – Village of Coutts – Megan Payne appointed to Barons-Eureka-Warner FCSS Board.
- 2022-11 – Village of Warner – Martin Kirby appointed to Barons-Eureka-Warner FCSS Board.
- 2022-11 – Town of Nobleford – Melissa Jensen appointed to Barons-Eureka-Warner FCSS Board.

Z. Morrison highlighted the completion of the provincial FCSS Accountability Framework. The Framework will be an important tool to measure the local and provincial success of FCSS.

T. Feist moved the Board receive the correspondence as presented for information.

Carried Unanimously

Reports

Executive Director

Z. Morrison reviewed the Executive Director's report.

The following was highlighted:

- New Branding for FCSSAA (logo)
- FCSS Contract 2023-2025
- FRN 4th year extension.

- Staff Updates

L. Nilsson moved the Board approve the Executive Director's Report as presented.

Carried Unanimously

Financial Report

Z. Morrison reviewed the Financial Report including the Project Grand Funding Summary for 2022.

K. Weaver highlighted the Project Grant Funding received from Canada Red Cross for Cultivating Community: Strengthening Mental Health in Agriculture.

The Board discussed the agricultural community and debated the merits of this grant.

K. Weaver highlighted the NeighbourGOOD Trailer project funding received from Community Foundation of Lethbridge and Southwestern Alberta.

L. Hickey moved the Board approve the December 7, 2022 Financial Report including:

- Financial statement for October 31, 2022;
- Monthly accounts for October 1 -31, 2022;
- Mastercard statement for October 14 to November 10, 2022.

Carried Unanimously

T. Feist left the meeting at 5:00 pm

G. Bekkering left the meeting at 5:03 pm

New Business

Policies

Z. Morrison reviewed the guidelines he uses for policy review and revisions.

Z. Morrison reviewed Policy Handbook updates for:

- Introduction (including Orientation Manual)
- Occupational Health and Safety Policies
- Administrative and Finance Policies

J. Heggie moved the Board receive the updates to the Policy Handbook including the Introduction & Orientation, Occupational Health and Safety Policies, and Administrative and Finance Policies for information as per the memo to the Board dated December 7, 2022, to be effective January 1, 2023.

Carried Unanimously

Z. Morrison reviewed the Human Resource Policies.

m.h.
ZM

E. Weistra moved the Board approve the proposed changes to the Human Resource Policies as per the memo to the Board dated December 7, 2022, to be effective January 1, 2023.

Carried Unanimously

2022-2025 Annual FCSS Audit

The Board discussed the FCSS Audit – Request for Proposals submissions.

L. Nilsson moved the Board approve that KPMG be the named Auditor for the period of 2022 to 2025.

Carried Unanimously

Round Table

Z. Morrison provided an update on Christmas Hampers for Lethbridge County, M.D. of Taber, County of Warner and Town of Nobleford.

Z. Morrison shared a DO Crew Junior story for information.

Z. Morrison shared a youth counselling story success story for information.

Z. Morrison shared a clothing fest was held in Picture Butte for the first time, it was well attended.

Z. Morrison reported on the toy donation from the Coaldale Teddy Bear Toss for children in need in the Coaldale area.

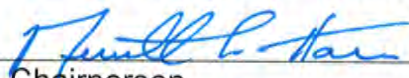
Date of Next Meeting

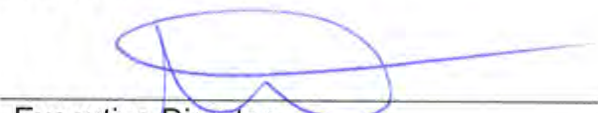
The date of the next regular Board meeting will be February 1, 2023, at the Coaldale Hub (2107-13th Street) in-person and online (via Teams).

Adjournment

J. Heggie moved the meeting adjourn at 5:46 p.m.

Carried Unanimously


Chairperson


Executive Director

On Feb 25, 2022, at 5:27 PM, Carol Thomson
<CThomson@countypaintearth.ca> wrote:

Good Afternoon everyone,

I hope you all are doing good!

We thought it might be a good idea to send out an update to let everyone know what has been happening with the Association. Please see the attached for the update.

Thanks,
Carol

Carol Thomson, M.Sc.
Economic Development Officer
Paintearth Economic Partnership Society
cthompson@countypaintearth.ca

Hello Everyone,

There seems to be quite a few people unable to attend on the 24th, so we will move the meeting to **March 3, at 11:00am at the Castor Legion.**

Please rsvp by February 27 if you can attend so I can get the numbers to the caterer.

Thanks,
Carol



Veterans Memorial Highway Association

❖ Brochure update

Sonny Rajoo is still working on the brochure. Once all of the covid-19 restrictions have been removed, he plans on driving to all the member municipalities to interview them and gather the most current information.

His target completion date is November 2022.

❖ Government of Alberta opportunity

Following extensive feedback from municipalities and the trucking industry over the last 18 months, the Government of Alberta is eager to see these commercial sites take shape. New rest areas will allow people to fuel up, stretch their legs or stop for a meal. Construction will generate good-paying jobs.

A Request for Expression of Interest (RFEI) is now posted online. Interested companies can submit a proposal. Following the RFEI, a Request for Proposal (RFP) process will include awarding contracts later in 2022. Construction is anticipated to begin as early as 2023.

Sites currently identified for development, as well as future sites, will only be developed following consultation and input from local stakeholders to ensure any concerns are addressed.

<https://www.alberta.ca/release.cfm?xID=81889BF483877-F646-42A1-41E4002E14451FE5>



New economic opportunities with highway rest areas

Alberta's government is searching for interested parties to develop up to 18 commercial safety rest areas across the province.

www.alberta.ca

❖ Brewery tour

Last year, we comprised a list of all the breweries located along the Veterans Memorial Highway. If there is enough interest, we can plan a brewery tour for the summer. Please let me know at cthompson@countypaintearth.ca if you would be interested in attending the tour.

❖ Membership invoices

The Membership invoices were mailed out the middle of January.



Request for Decision Correspondence

RECOMMENDATION

That the correspondence for the period ending February 15, 2023 be accepted as information.

LEGISLATIVE AUTHORITY

BACKGROUND

Correspondence is a collection of general information received at the Village Office and is provided to Council as information.

RISKS/CONSEQUENCES

1. Council may provide further direction on any item contained in correspondence. Council shall be specific in the direction it provides.
2. Council may direct Administration on any item contained in correspondence.

FINANCIAL CONSIDERATIONS

None

ATTACHMENTS

1. Town of Fox Creek Ambulance Services letter
2. Town of Bon Accord Ambulance Services letter
3. Alberta Technology and Innovation Digital Strategy Letter and Executive Summary
4. Canadian Collaborative Procurement Initiative
5. Highway 3 Twinning Economic Impact Analysis
6. AHS EMS/811 Shared Response
7. D. McKenzie Business Development Letter
8. Town of Smoky Lake Support Letter
9. National Police Federation
10. FCSS Report to Communities
11. Designated Industrial Requestion



January 27, 2023

The Honourable Jason Copping
Minister of Health
432 Legislature Building
10800 – 97 Avenue
Edmonton, Alberta T5K 2B6
health.minister@gov.ab.ca

Re: Town of Fox Creek Ambulance Service

Dear Minister Copping,

In November 2022, the Town of Fox Creek was copied on correspondence from the Town of Ponoka expressing concerns on behalf of their Volunteer Fire Department as first responders to emergency calls. The letter received from the Town of Ponoka summed up some of the major issues in our province perfectly, and the Town of Fox Creek would like to reiterate the concerns with the state of our ambulance service in rural Alberta.

We share in our main concern being the ambulance services that we are receiving from Alberta Health Services. Recently, our community has gone without an ambulance for 14 hours because of patient transfers and staffing issues. The most troubling part of this lapse is the number of times that it seems to be happening. Because of our location, when an ambulance leaves our community, our closest backup unit is a minimum 45 minutes away. Those 45 minutes can quickly turn into over an hour if the roads are bad or if there is not a crew available immediately. Those 45 minutes could very well be the difference between life and death, or could change the course of someone's future.

Much like Ponoka, our Fire Department has been the first responders to many calls that would not necessarily fall under their mandate, however, because they love our community and the people that live here, they go without hesitation. They have seen things they should not have to see and have held the hands of individuals through extremely tough situations.

Fox Creek has also stepped up and is running our Medical First Responder Program out of our volunteer department, however, with a lack of funding for the program, many of the costs to run the program are being covered by the community. It is time the province finds a way to deal with the ambulance situation in rural Alberta that does not fall on the back of volunteer fire departments or municipalities.

It is only a matter of time before the gamble to move Fox Creek's ambulance to a busier location when AHS is short-staffed does not pay off and a life is lost because of the lack of service provided. Unfortunately for Fox Creek, when that happens, it is going to be someone in our community. We are urgently requesting that these issues be addressed with a solution that does not forget about the unique situations of many rural Alberta communities.

Sincerely,



Sheila Gilmour, Mayor
Sheila@foxcreek.ca

cc: The Honourable Danielle Smith, Premier of Alberta
The Honourable Todd Loewen – MLA – Central Peace Notley
The Honourable Rachel Notley – Leader of the Official Opposition NDP
Arnold Viersen, MP, Peace River – Westlock
Alberta Municipalities Members
Town of Ponoka

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:

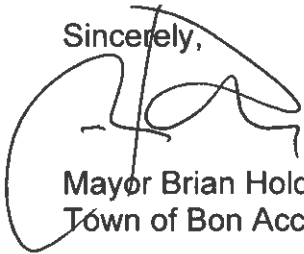
At the Regular Bon Accord Council Meeting on December 6, 2022, Council received a copy of correspondence from the Town of Ponoka to the Ministry of Health requesting support for their local fire department as first responders for emergency ambulance calls. Bon Accord Town Council fully stand with Ponoka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

January 20, 2023

AR 300

Dear Chief Administrative Officer:

The world is becoming increasingly digital and it is critical that Alberta is keeping pace with technology and expectations of communities and Albertans. The Government of Alberta has been exploring how we can deliver world-class digital services to Albertans, modernize our processes and deliver better, faster and smarter services.

The Ministry of Technology and Innovation (TI) is leading efforts to make technology and innovation the driving force behind Alberta's economic diversification and growth. We are invested in digital transformation as a way to improve digital government services and to ensure all services are accessible and inclusive.

Over the past several months, our Ministry has been developing a Digital Strategy, which will help the government modernize digital service delivery and improve user experiences by better integrating technologies into the delivery of government services. The proposed strategy will help the government:

- Respond to the greater reliance on digital government services among Albertans;
- Help deliver high quality digital services;
- Recognize how the Internet has changed the lives of Albertans; and
- Accelerate the growth of the new digital economy in Alberta.

The Government of Alberta cannot do our digital transformation work alone, and our number one priority is to serve Albertans and improve their quality of life. As we move forward with advancing our Digital Strategy we want to work with municipalities. We recognize and greatly appreciate the contributions of municipalities across the province in strengthening our economic and social prosperity. We are interested in learning about how residents within your municipalities engage with government services in a virtual manner and in hearing your feedback on our upcoming Digital Strategy. We are all in the service of our citizens and/or residents and we want to ensure they have a positive user experience when they interact with us.

.../2

Strategy development will be an ongoing process as we connect with partners across the province with a focus on improving the user experience. We intend to specifically engage municipalities over the coming months as we work towards implementing the strategy in a meaningful way. Technology and Innovation will be reaching out in the near future to seek your interest in engaging.

Should you have any questions or feedback on the proposed Digital Strategy or future opportunities to engage with your municipality, please contact Michael Crerar, Executive Director, Partnerships (michael.crerar@gov.ab.ca).

Please find the draft Digital Strategy Executive Summary attached. Please note that this is a confidential document, and we kindly request that you not share it externally.

We believe that Alberta's challenges are best solved together, and I look forward to working with you in the future.

Sincerely,

A handwritten signature in black ink, appearing to be 'David James', with a long horizontal stroke extending to the right.

David James
Deputy Minister

Attachment – Executive Summary – Government of Alberta Digital Strategy

Executive Summary – Government of Alberta Digital Strategy

In 2020, Albertans quickly adapted and found new ways to excel while working, accessing government services, and connecting with loved ones virtually during the COVID-19 pandemic. The usage of digital government services through www.alberta.ca increased by more than 300 percent, and mobile access increased by 500 percent.

As the province emerges from the pandemic, the expectations of Albertans have shifted and there is a greater reliance on accessing on-demand virtual government services. Through the Government of Alberta Digital Strategy, we have an opportunity to modernize digital service delivery and improve user experience by better integrating technologies into the delivery of government services.

The new delivery model outlined in the Strategy provides government with better access to technological expertise, develops clearer standards, lowers delivery risk, and reduces opportunity costs. It will also enable highly skilled teams to provide services in a fast and more cost-efficient manner. The Strategy will result in the government being able to do more for less cost, will allow government to be more responsive and adaptive to changes, and will ensure digital services meet the expectations of users and achieve positive outcomes.

The Digital Strategy

The Government of Alberta Digital Strategy will:

- Respond to the greater reliance on digital government services among Albertans;
- Help the Government of Alberta deliver high quality digital services;
- Recognize how the Internet has changed the lives of Albertans;
- Modernize government service delivery; and
- Accelerate the growth of the new digital economy in Alberta.

The Government of Alberta Digital Strategy will achieve these goals through the following activities:

- Integrate technologies into all areas of service delivery;
- Eliminate the administrative burden among Albertans while they interact with government;
- Create the processes and implement the technologies required to provide high-quality services to meet the needs of Albertans; and
- Develop productive data and technology infrastructure.

The Strategy will be led by the Ministry of Technology and Innovation in close collaboration with all provincial Ministries, supported by the Deputy Minister's Data and Digital Committee, a new Digital Investment Board, and newly developed product teams of government employees. The Government of Alberta Digital Strategy is a living document and will cover a three-year time period. Quarterly updates will be provided on progress and changes to the Strategy will be made with input from Albertans.

Digital services will be built using standard platforms such as cloud hosting, software development, and testing services that accelerate development and deployment of technologies through automation. During the implementation phase, digital services will replace current technologies and outdated storage infrastructure to improve user experience, efficiency, and cost effectiveness. This will result in digital services that improve the quality of life of Albertans who seek access and support from the government.

A new ecosystem of common data services will be developed through this strategy. Live structured datasets, for example, will be created to enable teams to easily build services and liberate data from closed legacy systems. Common data services will help the government meet the needs of Albertans by providing accurate, authoritative sources of data while also protecting user privacy.

Strategy implementation will require new roles, skills, and agile, citizen-focused approaches to service design and delivery. Hands-on designers, developers, and technology experts will be an integral part of our future workforce and the Strategy will aim to make the Government of Alberta an appealing employer for those with these specialized skills. The Strategy sets out 14 criterions to help in-house and vendor teams design and deliver efficient services for Albertans, such as:

- Understanding users and their needs before developing a solution;
- Structuring budgets and contracts to support agile service delivery; and
- Effectively measuring performance.

Our Vision

Our vision is to help Alberta become a leader in delivering world-class digital services and opportunities for all Albertans. The Government of Alberta will achieve this vision by completing the three missions described below:



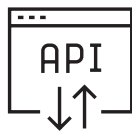
Mission 1: User-centred services

- We will redesign Government of Alberta services to meet the needs of all Albertans with fast, seamless access to services when needed.
- We will redesign and improve the highest-impact services.
- We will mandate that all services meet a new Government of Alberta Digital Service Standard.
- We will provide a seamless user experience for all services through alberta.ca.
- We will more smartly invest in digital technology.



Mission 2: Digitally capable public service

- We will develop and implement the processes and technologies needed for the Government of Alberta to become a leader in digital service delivery and create more opportunities for innovation.
- We will invest in internal teams to design, develop, operate, and continuously improve citizen-centred digital services.
- We will develop a digital leadership team at senior levels of government.
- We will create a workplace where digital, data, and technology professionals are supported.
- We will adopt and scale Internet-era ways of working in government.
- We will reshape how the government purchases digital products and services.



Mission 3: Flexible modern foundations

- We will create a new generation of shared components, APIs, and data services.
- We will fully utilize the cloud and other commodity services.
- We will adopt open standards and favour the use of open-source technologies.
- We will commit to replacing legacy technology systems that constrain our public services.
- We will work towards continuous improvement of digital services.

A New Standard That Government Services Must Meet

Today, our services are inconsistent and often do not meet users' expectations. Standards and the guidance supporting them are among the most powerful ways to address this by changing the incentives acting on public servants at scale.

We have adapted the GoA Digital Service Standard from tried and tested standards in other jurisdictions, including Ontario, the UK, and Australia. It sets out 14 criteria to help in-house and vendor teams design, deliver, and operate simpler, faster, smarter services for Albertans



Understand users and their needs before the solution.

Develop a deep and ongoing understanding of who the service users are, how they behave, and what that means for the design and evolution of the service.



Establish and empower the right team.

Put in place a multidisciplinary team that can create, operate, and continuously improve the service in a sustainable way. A suitably skilled product owner, who is empowered to make decisions, should lead the team.



Iterate and improve frequently.

Start small and scale the service rapidly using agile ways of working. Design with users and continuously improve services based on their feedback.



Operate a reliable service.

Sustainably resource the service so it can operate, improve, and adapt to changing user needs with minimum disruption for users.



Structure budgets and contracts to support agile delivery.

When buying products, services, or solutions, apply modular contracting principles to mitigate risk, avoid vendor lock-in, and encourage the delivery of working software to users at pace.



Create a secure, ethical service that protects user privacy.

Identify the data the service will use, store, or create. Apply privacy by design principles and appropriate legal and security measures to protect users as they use the service and afterwards. Ensure ethical data usage throughout the service.



Make the service simple to use.

Ensure that users can do what they need to do as simply as possible and succeed the first time with minimal help.



Make the service accessible and inclusive.

Design the service for inclusion so that all who need it can use it. A diverse, inclusive delivery team improves the chance of success.



Design and test the service from end to end.

Design a seamless, resilient, omnichannel experience that meets user needs. Test end-to-end, early and often, with users to validate this.



Choose the right tools and technology.

Choose technology that is scalable, interoperable, secure, accessible, and open, showing a bias to small pieces of technology, loosely joined.



Work in the open.

Make new source code and non-sensitive data open and reusable. Expose the service via an API that can be used within and (where possible) beyond the government. Share research, learning, and progress openly throughout the service's design, build, and operation.



Use and contribute to open standards, common components and patterns.

Build on open standards, common components, and patterns from inside and outside the GoA. Identify and share any patterns and components that are developed so that others can use them.



Measure performance.

Measure how well all parts of the service work for users, including how people interact with it in real time and publish performance data.



Make data useable.

Ensure data will map into other services, and follows standards for data governance, metadata management, and quality assurance. Also, ensure that data will support a more precise understanding of service performance.

Final Thoughts

The implementation of the Strategy will impact all services provided by the Government of Alberta to citizens, businesses, professionals, and internal government services. Small teams inside and outside government will have the resources needed to create and iterate services at a pace necessary to meet the needs of all Albertans and make the Government of Alberta a leader in digital public service delivery.

Flexible and modern technologies will support public service delivery, replacing old technology and ensuring that services meet the new Government of Alberta Digital Service Standard. These changes will serve to attract small, medium, and large enterprises, students, and new graduates to work with and innovate around government, stimulating design and technology jobs. This agile approach will also translate to other areas of government, with policy teams being able to test new ideas in a much shorter timeframe and receive feedback from real users. Technology funding will also be aligned with the new Government of Alberta Digital Service Standard so digital government services will meet the needs of Albertans with less financial investment required from government. Finally, all Albertans including citizens, businesses, professionals, and public servants will enjoy more simple and efficient digital services. These commitments will be delivered alongside the actions outlined in the Alberta Broadband Strategy and will align with the upcoming Government of Alberta Data Strategy.

From: [Corporate Purchasing](#)
To: [Aline Brousseau](#); [I.CAO](#); [I.Angie Schumacher](#); [Annette Boissonnault](#); [I.MORRIN](#); [I.Town of Manning CAO](#); [I.A Crofts](#); [I.Legislative Pincher Creek](#); [I.Village of Consort CAO](#); [I.Town of Turner Valley CAO](#); [I.Ben Berlinguette](#); [I.WASKVILLAGE](#); [I.Bill](#); [I.Village of Alix CAO](#); [I.CAO](#); [Brooke Magosse](#); [Brydon Munro](#); [I.Town of Stavely CAO](#); [I.CAO](#); [I.CARLA](#); [Carolyn Bailey](#); [Chad Anderson](#); [I.ADMIN](#); [Charlie Ashbey](#); [I.C.SNELL](#); [Christine Beveridge](#); [I.CBURKE](#); [Christopher Cleofe](#); [Christopher Northcott](#); [I.VILOCOW](#); [I.CNEUFELD](#); [I.CAO](#); [Cory Babey](#); [Cris Burns](#); [I.Dfletcher](#); [I.CAO](#); [I.Town of Redwater CAO](#); [I.VILLAGEOFVETERAN](#); [I.CAO](#); [I.FORESTBURG-DEBRA](#); [I.MANAGER](#); [I.CAO](#); [Dion Pollard](#); [Donna](#); [Donna Anderson](#); [Dwight Stanford](#); [I.YTOWN](#); [I.GIROUXVL](#); [Gary Dupuis](#); [Gordon Majeran](#); [I.Gswitenky](#); [Greg Gayton](#); [I.GTOWNE](#); [I.ADMIN](#); [Helina So](#); [I.FINANCE](#); [James Mason](#); [I.VILLAGEOFVPV](#); [I.OFFICE](#); [Janet Winsnes](#); [I.OFFICE](#); [I.CAO](#); [I.CAO](#); [I.BEISEKER](#); [Jo Stoyrich](#); [I.Vegtown Vegreville](#); [John Morrison](#); [I.Village of Warner CAO](#); [I.CAO](#); [I.Town of Mayerthorpe CAO](#); [Katherine Whiteside](#); [I.KFRANKLIN](#); [I.KEITH](#); [I.VLG4MOST](#); [I.Town of Nanton CAO](#); [I.Kfath](#); [I.CAO](#); [I.ADMIN](#); [Kush Patel](#); [Laurie Beck](#); [I.Town of Pincher Creek CAO](#); [Leah Jensen](#); [Leanne Walmsley](#); [Leona Hanson](#); [I.Linda N](#); [Ling Li](#); [I.LOISM VILLAGE](#); [I.VILNA](#); [Loreen Bourguignon](#); [I.LCONKIN](#); [I.VILCOUTT](#); [I.CAO](#); [Louise Parsons](#); [I.CAO](#); [I.MUNSON](#); [I.HALKIRK](#); [Maria Nieves](#); [I.VOFC](#); [I.CAO](#); [Mellisa Innes](#); [Melody Kwiatkowski](#); [Michael Oiring](#); [Mike Selk](#); [I.ROSALINDVILLAGE](#); [I.ADMIN](#); [Norman McInnis](#); [I.PEVANS](#); [I.VANDWAY](#); [I.CHIPMANAB](#); [I.Petersmyl](#); [Rachel Schortinghuis](#); [I.Town of Sexsmith Admin](#); [Randy Gettman](#); [Red Deer School District No. 104 - School Technology Branch of AB Education \(accounting@rdpsd.ab.ca\)](#); [I.ASSISTCAO](#); [I.Town of Penhold CAO](#); [I.R.Proulx](#); [Robin Dueck](#); [I.CAO](#); [Sabeel Khan](#); [I.CAO](#); [I.Rosemary Cao](#); [I.A.Armstrong](#); [I.DEWBERRY](#); [I.S.Wiley](#); [I.Stephane Labonne](#); [Stephen Murphy](#); [Steven Jeffery](#); [Suszanne Boisvert](#); [Tanner Toews](#); [I.CAO](#); [I.Vbreton](#); [I.T.Goulden](#); [I.Town of Daysland](#); [I.Town of Raymond](#); [I.ACCOUNTING](#); [I.VILLAGEOFLOMOND](#); [Tracy Mindus](#); [Trevor Emmel](#); [University of Alberta - Edmonton](#); [I.Village of Carbon CAO](#); [I.CAO](#); [I.Info Stettlercounty](#); [I.Sdary](#); [Vivian Mizera](#); [I.Wade - Magrath](#); [I.Wferris](#); [Wes Laporte](#); [I.Village of Duchess Admin](#); [I.Village of Alliance CAO](#); [I.VILLAGEOFWARBURG](#); [Emily House](#); [I.VLEDBERG](#); [Heather Nadeau](#); [Joan Hutchings](#); [Joanne Horton](#); [I.LB.VILOFDON](#); [I.Village of Delia CAO](#); [Tricia Strang](#)
Subject: Potential participation in Canadian Collaborative Procurement Initiative
Date: January 18, 2023 1:41:40 PM
Attachments: [Excerpt - CCPI - Jan 2022 Town Hall.pdf](#)

Good day,

This message is in follow up of the January 2022 Alberta Public Sector Town Hall Session to provide an opportunity to participate in the [Canadian Collaborative Procurement Initiative](#) (CCPI). This email provides information about CCPI, including how to opt in to these supply arrangement opportunities.

What is CCPI?

The CCPI initiative provides government and public sector entities with access to federal procurement instruments to leverage joint buying power. As of April 2022, over 200 municipalities, academic institutions, school boards and hospitals (MASH), and public health organizations can procure goods using federal government standing offers.

By purchasing goods through CCPI standing offers, public sector organizations are able to:

- satisfy their buying needs,
- reduce costs,
- generate administrative efficiencies,
- obtain better value, and
- meet their socioeconomic goals.

The attached excerpt from the January 2022 Town Hall provides more information about CCPI. You can also access the [list of CCPI commodities online](#).

How can I join CCPI?

As a public sector entity in Alberta, you can leverage standing offers on CCPI. To do so, your entity needs to sign the Alberta CCPI Accessibility Agreement.

To obtain a copy of the Agreement, reply to this message, or send an email to corporate.purchasing@gov.ab.ca referencing the CCPI Accessibility Agreement.

- Once signed by both parties (your entity and Alberta), we will forward your agreement to the CCPI team within the Government of Alberta. You will receive access to the federal government's Standing Offers and Supply Arrangements (SOSA) application.
- Alberta will add you to our CCPI opportunity distribution list. You will receive correspondence from Alberta's Corporate Purchasing unit when a new supply arrangement opportunity is available, so that you can indicate whether or not your entity is interested in participating.

Indicating interest does not entail a commitment to purchase, nor does it require that you have spending estimates for your entity. It is simply an indication of intent to leverage the supply arrangement once it is available.

- Who can I contact if I have questions?

- To learn more about CCPI, refer to the CCPI [website](#).

If you would like more information about the CCPI Accessibility Agreement in Alberta, or if you would like to opt in, please email corporate.purchasing@gov.ab.ca.

Thank you,

Elizabeth Mangali
Procurement Coordinator
Corporate Purchasing | Procurement Services Branch
Service Alberta and Red Tape Reduction
Ph: 780-427-1103

Alberta Purchasing Connection Initiatives

EXCERPT

Alberta Public Sector Town Hall Session

Michelle Watson, Director Procurement Resource Centre
Marcy Soehn, Acting Director Corporate Purchasing

January 11 and January 13, 2022



Leveraging Public Sector Buying Power



Canadian Collaboration Procurement Initiative (CCPI)
and
Accessing GoA Supply Arrangements

What is the CCPI?

- The CCPI is a Government of Canada initiative that provides other levels of government and public sector entities with access to federal procurement instruments in order to improve the value obtained through public procurement.
- By purchasing goods through CCPI standing offers, public sector organizations benefit from:
 - rates negotiated by the Government of Canada
 - reduced administrative and legal burden
 - overall streamlining of procurement efforts across the country for buyers and suppliers
 - leveraging joint buying power

What is available through the CCPI?

- CCPI has a Three Year Plan for 2021-2024
 - Lists current standing offers available
 - Ongoing plan that identifies new commodities that will be procured and added to the CCPI lists during 2021-2024

<https://www.tpsgc-pwgsc.gc.ca/app-acq/app-collaborat-procur/plan-eng.html>

How to join CCPI?

- The Province signed PSPC's CCPI Master Agreement in 2017, allowing Alberta public sector entities the ability to leverage the standing offers on CCPI
- Alberta entities must sign the Alberta CCPI Accessibility Agreement
 - Contact Procurement Services at: corporate.purchasing@gov.ab.ca
 - Use Subject Line: CCPI Accessibility Agreement Request
- Once signed by both Parties, the Agreement is forwarded to CCPI team to provide access to the federal Standing Offers and Supply Arrangements Application (SOSA App)

Standing Offer and Supply Arrangement App

<https://buyandsell.gc.ca/procurement-data/standing-offers-and-supply-arrangements/snapshot-of-sosa-data>

The screenshot shows the Buyandsell.gc.ca website, which is the Public Services and Procurement Canada portal. The page is titled "Standing Offers and Supply Arrangements Application (SOSA App)". It features a yellow banner with a "New! CanadaBuys is here! Suppliers register today!" message and a link to "Click here to get started". Below this, an "Attention" box states that Government Buyers (Federal Government users) are now required to log in via their existing myKEY credentials to access the SOSA App and view Standing Offers and Supply Arrangements. It also mentions that Department of National Defense (DND) Users must now login to their Buyandsell.gc.ca account before they can view the SOSA App. A link to "Frequently Asked Questions about SOSA App registration and login" is provided. At the bottom, there is a section for "Learn more about the SOSA App" and a link to "Access the SOSA App".

Buyandsell.gc.ca
Public Services and Procurement Canada

Canada.ca | Services | Departments | Français

For Businesses | For Government | Goods and Services | Applications | Procurement Data

Home » Applications » Standing Offers and Supply Arrangements Application (SOSA App)

Standing Offers and Supply Arrangements Application (SOSA App)

New! CanadaBuys is here! Suppliers register today!

Register now to ensure you transition to doing business with the new Government of Canada procurement service.
[Click here to get started](#)

Attention Government Buyers: Federal Government users of the SOSA App are now required to log in via their existing myKEY credentials in order to access the SOSA App and view Standing Offers and Supply Arrangements.

Department of National Defense (DND) Users: All users must now login to their Buyandsell.gc.ca account before they can view the SOSA App. You may need to create an account before proceeding, beginning here:
<https://buyandsell.gc.ca/idm/register>. Please take care to use Internet Explorer, and note that DND users will be unable to use or apply for myKEY credentials. You will be given alternate options during login/registration to instead use a PKI or Smart Card.

[Frequently Asked Questions about SOSA App registration and login](#)

View details about our standing offers and supply arrangements for goods and services. The Standing Offers and Supply Arrangements Application (SOSA App) is available to federal users and authorized provincial or territorial identified users.

Learn more about the SOSA App

[Access the SOSA App](#)

Related Links

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.



Table of Contents

Report Section	Page #
Executive summary	4
1. Introduction	5
2. Highway 3 context	7
3. Economic footprint analysis	14
4. Wider socio-economic impacts	17
Appendices	
<i>A: Input-output modelling approach</i>	26
<i>B: Limitations</i>	27
<i>C: Tax impacts, provincial</i>	28
<i>D: Stakeholder survey</i>	29
<i>E: Data sources and endnotes</i>	30

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

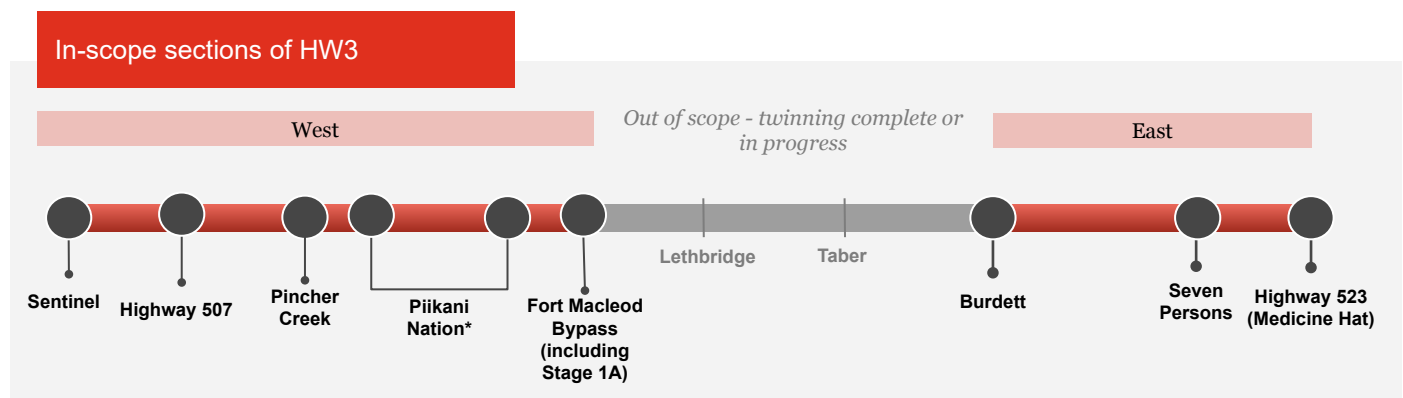
1.2 Study objectives

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.

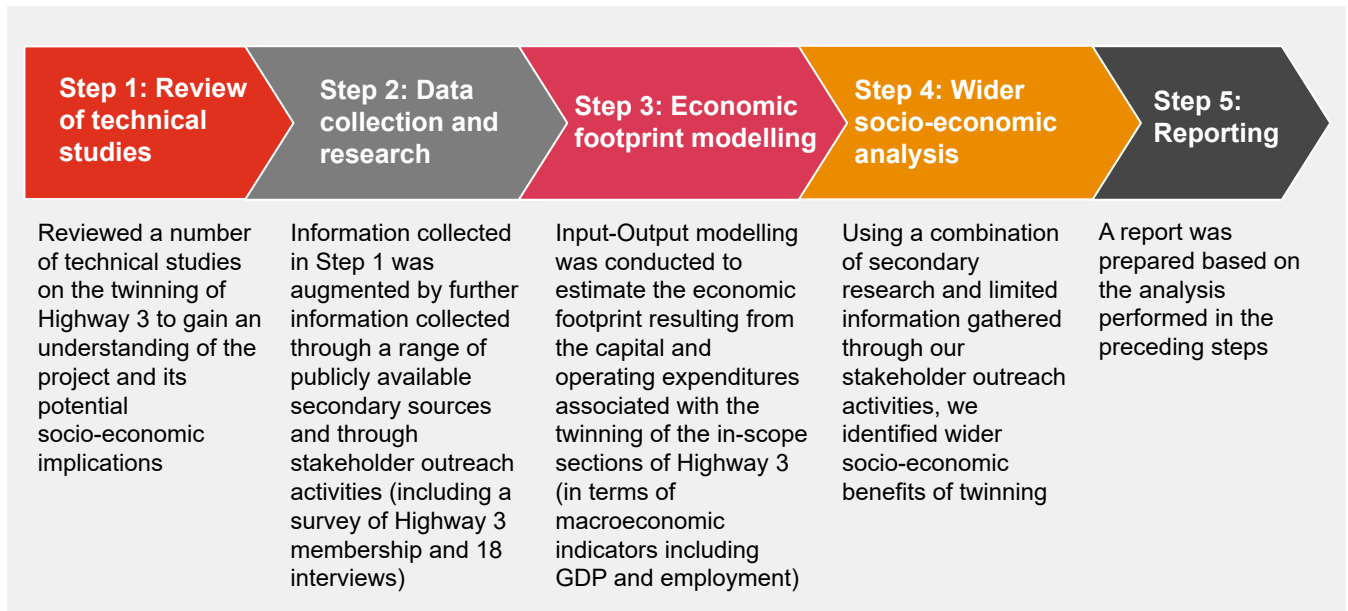


*The in-scope section of Highway 3 from Fort Macleod to Pincher Creek travels through Piikani 147 Reserve (Piikani Nation), a census subdivision within the Project Region. We understand that the Government of Alberta is further investigating this section of twinning for Highway 3, including a potential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

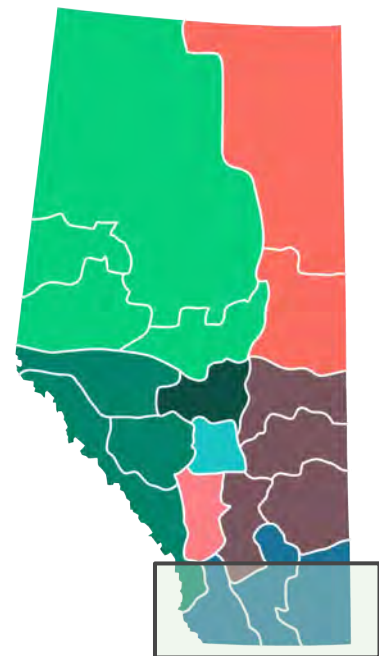
Alberta Provincial Highway 3, also named Crowsnest Highway, is a major highway in Southern Alberta and part of Canada's National Highway System. The highway begins in South-east Alberta, in Medicine Hat, where it peels off of the Trans-Canada Highway and travels southwest to provide an alternative East-West 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.

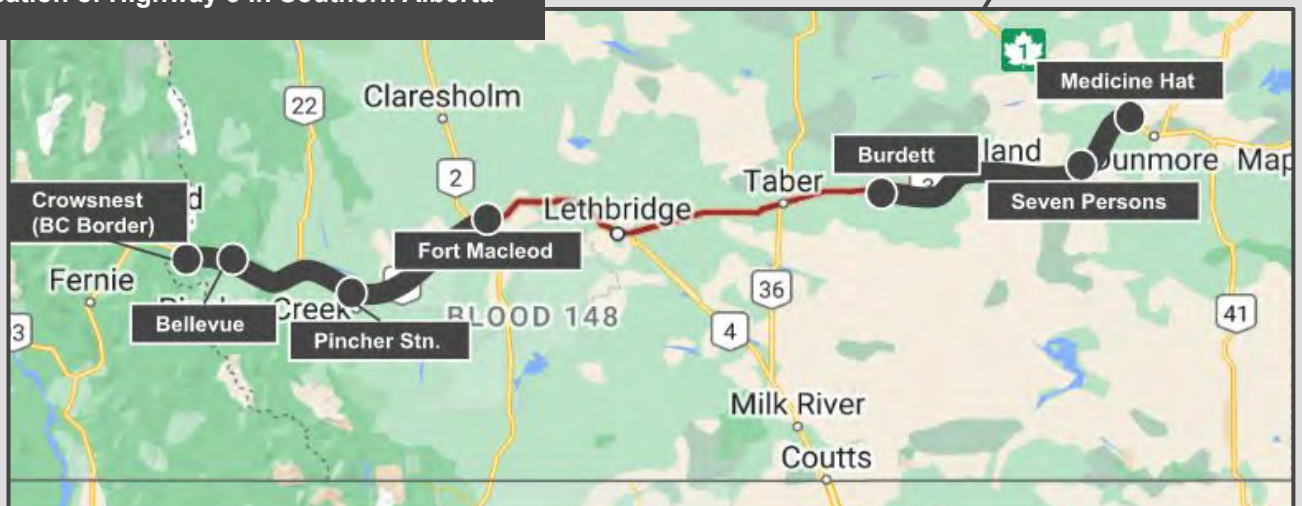
Highway 3 runs directly through the Lethbridge-Medicine Hat Economic Region in Alberta, which is composed of Census Divisions (CD) 1, 2 and 3 (as defined by Statistics Canada). Closer to the BC border and outside of the Lethbridge-Medicine Hat Economic Region, Highway 3 also runs through Crowsnest Pass, 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

PwC | Highway 3 Twinning Development Association

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.

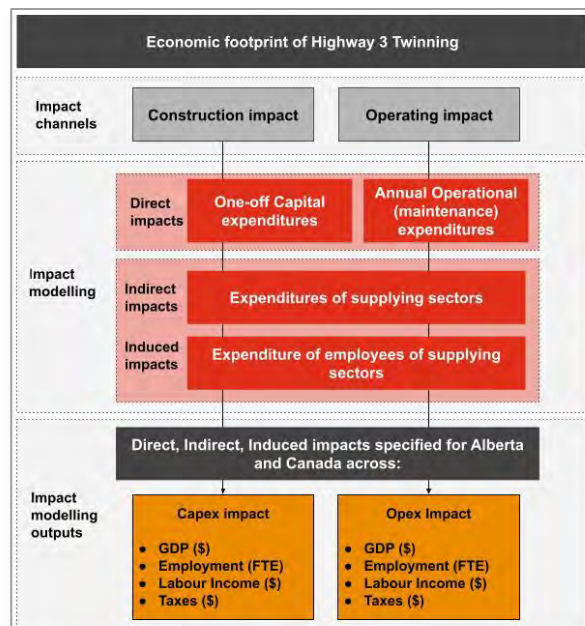
**2014-2018 was the most recent information available from Government of Alberta.

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.

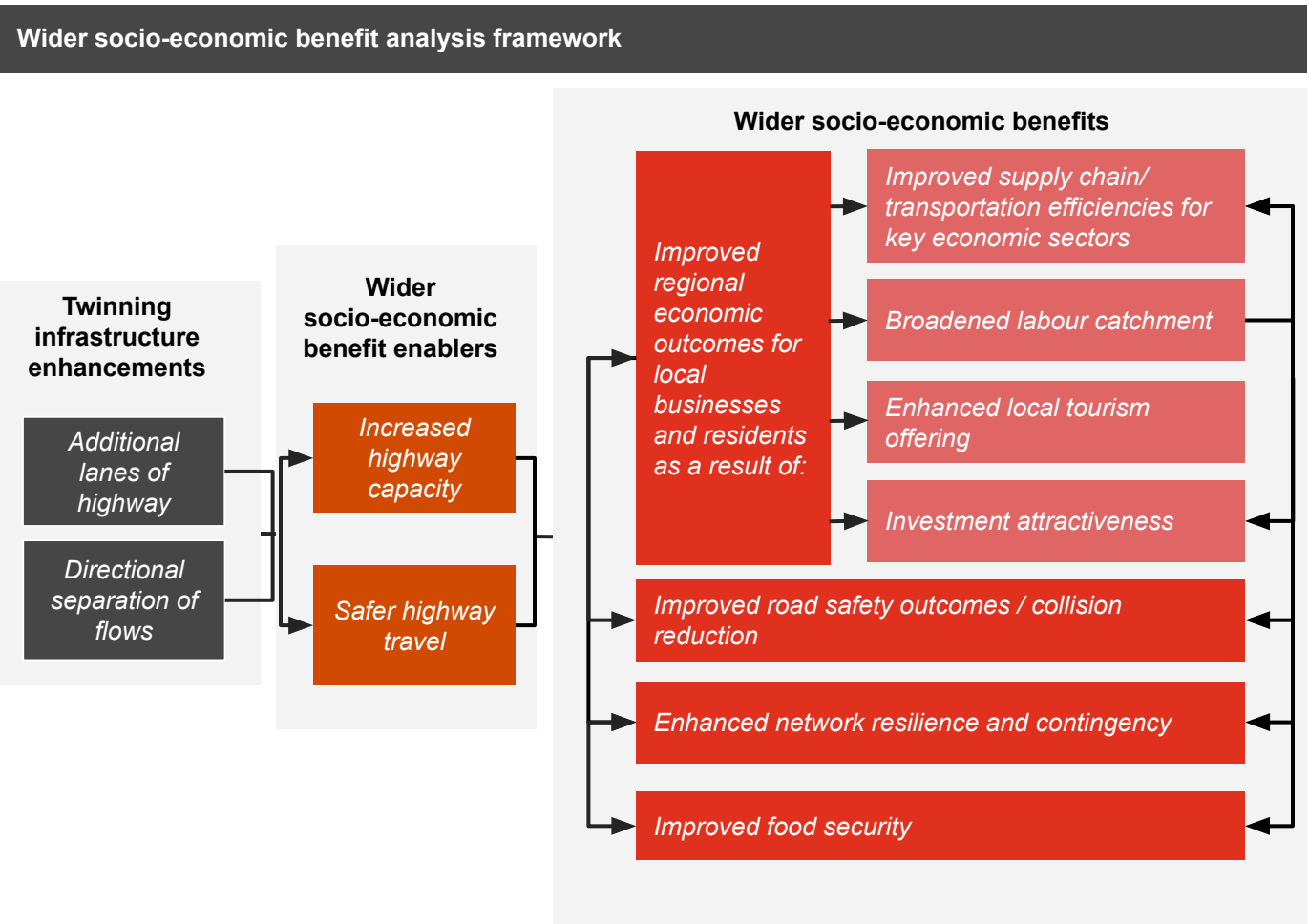
****Tax revenue figures presented are AB-based only and include the sum of corporate income tax, personal income tax as well as taxes on production and products.

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.



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)

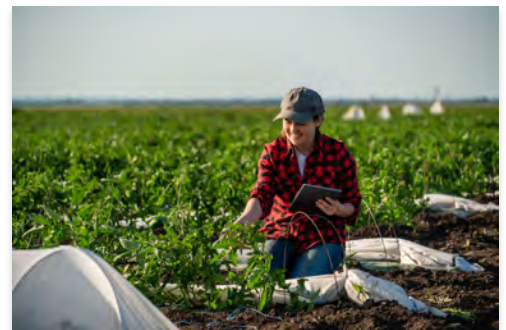
In addition to agri-food, twinning Highway 3 and the resulting supply chain and transportation efficiencies are expected to benefit the opportunities for **manufacturing** in the Project Region. More efficient transportation, particularly for manufactured goods that are oversized (ex. Modular homes), 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

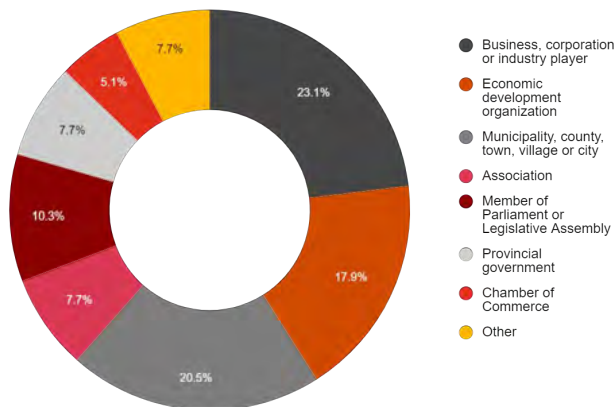
*Due to rounding, the totals may not always add up to the sum of the items.

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

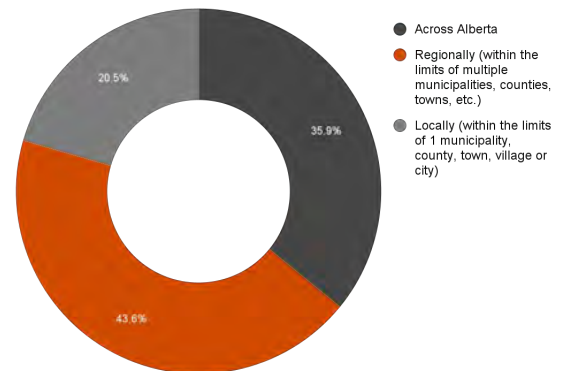
Appendix D: Stakeholder survey

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?

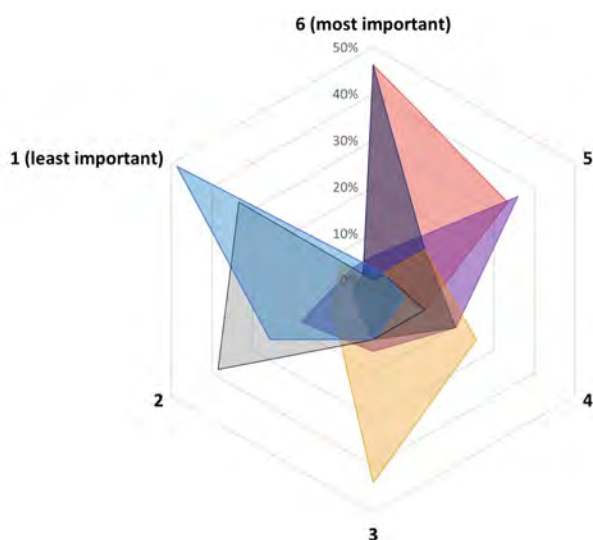


Survey responses: where does your organization operate or exist?

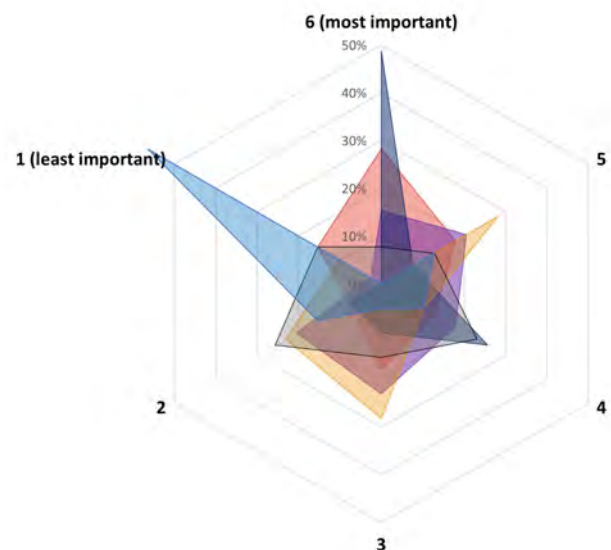


Stakeholders were asked to order the benefits resulting from twinning Highway 3 in order of importance for sections east of Burdett, and sections west of Fort Macleod. They were only able to assign one benefit to one number. As shown in the figures below, stakeholders felt that the most important benefits 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. An Introduction to the Basic Concepts of Food Security.
28	Tarasuk, Valerie, Tim Li, and Andrée-Anne Fafard St-Germain. "Household food insecurity in Canada, 2021." (2016).

www.pwc.com/ca





EMS/811 Shared Response

Dear Stakeholders

Alberta Health and Alberta Health Services [announced today](#) a new EMS/811 Shared Response that is already helping patients get the care they need and reducing unnecessary ambulance responses.

This new collaboration between EMS and Health Link 811 allows for the transfer of EMS callers who EMS assesses as low-acuity – or, not experiencing a medical emergency that requires an ambulance - to Health Link 811 nurses for further triage, assessment and care. If at any point it is determined an ambulance is required, one will be dispatched.

Many EMS callers are seeking help, advice or guidance and don't know where to turn so they call 911 even though they do not need an EMS response. Evidence to-date also demonstrates that some callers looking for ambulance transport have needs that are better met outside the emergency department. Some callers, for example, call 911 when they are experiencing sleeplessness, constipation or earaches.

Allowing these callers to be connected with Health Link 811's Registered Nurses will provide better support for patients while allowing ambulances to remain in the community to respond to life-threatening emergencies. This results in faster emergency response times and better flow through the health system: two of AHS' four key priorities.

In the first two weeks of Shared Response, approximately 6 per cent of EMS calls have been transferred to 811. In consultation with other jurisdictions in Canada that have also implemented similar call triaging, up to 20 per cent of EMS calls are transferred to a nursing line, over time. If AHS realizes a 20 per cent call transfer rate as the work continues between EMS and 811, EMS could be freed up from responding to approximately 40,000 low acuity calls each year.

Both EMS Emergency Communications Officers and Health Link's RNs use industry best practice protocol and advice models to assess patients and their care needs. This ensures consistency and safe, patient-focused clinical options.

In addition to Shared Response, AHS is also issuing a Request for Expressions of Interest and Qualification (RFEIQ) for transporting patients who do not require emergency care, between care facilities.

By contracting third party partners to transport patients requiring care, between care facilities, patients receive the supports they need, while EMS ambulances are freed up to respond to emergencies.

These actions are all a part of AHS' four priorities:

- Improving EMS response times.
- Decreasing emergency department wait times.
- Reducing wait times for surgeries.
- Improving patient flow throughout the healthcare system.

AHS is taking action on all four priorities. Specific to AHS EMS, we are also adding new resources and aggressively working to recruit and retain EMS staff. We have stopped the automatic dispatch of ambulances to non-injury collisions and are fast-tracking ambulance transfers at emergency departments by moving less urgent patients to hospital waiting areas. In addition, paramedics are now able to assess, treat and refer patients if they do not require transport to hospital, and new guidelines are getting patients who do end up in the hospital, home faster after discharge.

Visit ahs.ca/ems to learn more about the work that AHS is doing to ensure sustainable high-quality emergency medical services are available for all Albertans.

We are making fast, effective improvements that are focused on improving patient flow – from the moment a call is made to EMS, to the arrival of an ambulance and the subsequent care of a patient in the emergency department and broader health care environment.

These extraordinary efforts are all part of a collective, organization-wide effort to build a high-quality health care system. And we could not do that without the help of our valuable community partners.

Thank you for your contribution to building healthy Albertans, healthy communities, together.

Sincerely,

Mauro Chies

Interim AHS President and CEO



January 9, 2023

Dear Village of Warner and County of Warner No. 5 Council,

Happy New Year!

I am contacting you in regards to my earlier question/suggestion to you about challenging ourselves to find an over-arching direction concerning economic development within the Village of Warner and the broader County of Warner No. 5 community.

I am acutely aware time and money are key issues, with economic development, but also believe if we do not start a conversation about possible solutions we put ourselves at a disadvantage for meaningful, productive change and advancement in our communities. We have an interesting and eclectic base of businesses. A focus on business development and expansion of the existing businesses and assets already existing in our communities is a good place to start. Volunteerism, and a think/shop local attitude is also central to economic development but a lack of co-ordination of our assets leaves us without direction.

History has shown me that volunteer groups eventually encounter operational difficulties and that the larger groups (eg. South Grow) are generalized in their approach, and do not have the wherewithal to address the specifics of our community or understand our goals.

Thank you for your consideration in taking a step forward in discussing possible avenues to explore regarding economic development in the Village of Warner and County No. 5.

Best regards,

Diane McKenzie



PO Box 460, 56 Wheatland Avenue
Smoky Lake AB T0A 3C0
PH: 780-656-3674 | FX: 780-656-3675
smokylake.ca | town@smokylake.ca

February 6, 2023

Nadja Lacroix
Senior Manager,
Inspections Gaming
Nadja.lacroix@aglc.ca

Re: Letter of Support: Appeal of Denied Application to Relocate
Camrose Casino to South Edmonton

Dear Nadja:

On behalf of the Not-for-Profit community groups and the residents of the Town of Smoky Lake, please accept this letter in support of the owners of the Camrose casino appeal of the AGLCs decision to deny the request to relocate the casino from Camrose to South Edmonton.

The decision to deny the relocation, we are informed, may result in the closure of the casino. This will have a significant negative impact on our community groups and, by extension the people within our region. The casino has long been a significant source of funding for the groups in our rural area.

In the current economy, parents specifically rely on an equitable charitable gaming model to help serve the under-served (the rural people within the Province of Alberta). Those same parents are the eager volunteers who take advantage of every opportunity they are given to "work at a casino event" to raise much needed funds for their organization.

I'm given to understand that should the Camrose casino close, our groups will have far fewer fundraising opportunities and will have to travel greater distances to fill the funding gap.

.../2

Again, in the pursuit of equality of opportunity that would have Rural Albertans presented with the same funding opportunities as our urban counterparts, we ask that you consider the appeal by the Camrose Casino owners and allow the relocation. This will ensure the survival and growth of the current rural charitable gaming region.

Sincerely,

TOWN OF SMOKY LAKE
Per

Amy Cherniwchan
Mayor
Town of Smoky Lake

AC/bt

Cc:

Glenn van Dijken, MLA – Athabasca.Barrhead.Westlock@assembly.ab.ca

Brian Jean, Minister of Jobs, Economy & Northern Development –
jend.minister@gov.ab.ca

Travis Toews, President of Treasury Board & Minister of Finance – tbf.minister@gov.ab.ca

Nicole Marshall, Director of Alcohol, Gaming & Cannabis – Nicole.marshall@gov.ab.ca

Kandice Machado, AGLC CEO – kandice.machado@aglc.ca

Len Rhodes, AGLC Board Chair – len.rhodes@aglc.ca

Wyatt Skabron, Manager of Policy & Advocacy, RMA – wyatt@rmaalberta.com

From: Maryanne King <mking@npf-fpn.com>
Sent: January 13, 2023 9:19 AM
To: admin@warner.ca
Subject: The NPF's Recommendations for a Safer Alberta - Budget 2023

Good morning Mayor Lindsay,

We hope you are well, and that the Village of Warner is looking ahead to a prosperous 2023.

We continue to push back against the government's unnecessary, expensive, proposed provincial police service transition that is both unpopular and unfounded.

I'm connecting to share the National Police Federation's 2023 provincial pre-budget submission that was sent to the Government of Alberta earlier this month with you. Instead of spending the proposed \$371 million for one-time transition costs, we have made specific investment recommendations of the same amount to the Government of Alberta. Our recommendations direct this funding into concrete steps that the government can take toward improving public safety across the province today and into the immediate future.

Some highlights of our submission's recommendations include:

- \$164M to increase Regular Member strength by 633 additional positions, plus 250 administrative support staff;
- \$38M invested in proactive initiatives to reduce rural crime across the province, with an additional \$100M invested into areas across the public safety continuum to support rural and remote community access to services; and,
- \$4M in grant funding to municipalities in support of the implementation of Police Advisory Committees.

A release on our recommendations is [available for your reference](#), and a copy of our submission can be [accessed on our website for your consideration](#).

As we move toward a pivotal time for Alberta, we are asking the Government to listen to Albertans and invest in the critical services and programs they care about most.

If you have any questions or comments, please don't hesitate to connect.

Kind regards,

Maryanne King
Policy Advisor | Conseiller Politique
National Police Federation | Fédération de la Police Nationale
(587) 672-0695
npf-fpn.com





**NATIONAL
POLICE
FEDERATION**

**FÉDÉ
DE LA
NATIO**



NPF coffee table book
now available to pre-order!

***Why We Serve : Stories of
Today's RCMP Members
– Celebrating 150 Years***



Livre de prestige de la FPN maintenant
disponible en précommande !

***Pourquoi nous servons :
Histoires des membres de la GRC
d'aujourd'hui – Célébrons 150 ans***

The mission of the National Police Federation is to provide strong, professional, fair and progressive representation to promote and enhance the rights of RCMP Members. La mission de la Fédération de la police nationale est de fournir une représentation forte, professionnelle, juste et progressive afin de promouvoir et faire avancer les droits des Membres de la GRC.

This email may contain PRIVILEGED AND/OR CONFIDENTIAL INFORMATION intended only for the use of the addressee. If you are not the addressee or the person responsible for delivering it to the person to whom it was addressed, you may not copy or deliver this to anyone else. If you receive this email by mistake, please immediately notify us.

Ce courriel peut contenir des informations CONFIDENTIELLES ET/OU PRIVILÉGIÉES exclusivement restreintes à l'usage du/de la destinataire. Si vous n'êtes ni le/la destinataire, ni la personne responsable pour la livraison au/à la destinataire, il ne vous est pas permis de copier ou d'acheminer ceci à toute autre personne. Si vous avez reçu ce courriel par erreur, nous vous serions reconnaissants de bien vouloir nous faire part par téléphone ou courriel immédiatement.

2022



REPORT TO MUNICIPALITIES FAMILY SERVICES



Strengthening Families in rural Alberta

www.fcss.ca

Alberta 



VISION | Residents living their full potential.

MISSION | FCSS enhances the social well-being of individuals, families and communities within our region.

CORE VALUES:

Integrity | *We strive to be accountable and transparent to all whom we serve.*

Innovation | *We remain open to changing needs and ensure services remain timely and relevant.*

Inclusiveness | *We are committed to building a spirit of acceptance and respect with those we work with and support.*

FAMILY SERVICES

OUTCOME STATEMENT

Parents/Caregivers have increased knowledge, abilities and confidence to develop healthy family relationships and to enhance their child's development.

PRIORITIES:

- Exceed the annual Triple P targets.
- Distribute and complete ASQ's for all infants attending programs.
- Collect evaluations quarterly from all participants attending drop-in programs.
- Promote the importance of early childhood development through social media.

Strengthening Families

INTRODUCTION

2022 FAMILY SERVICES AT A GLANCE

19,421 Total service hours

12,492 Total service visits

1,438 Total Information and Referrals provided

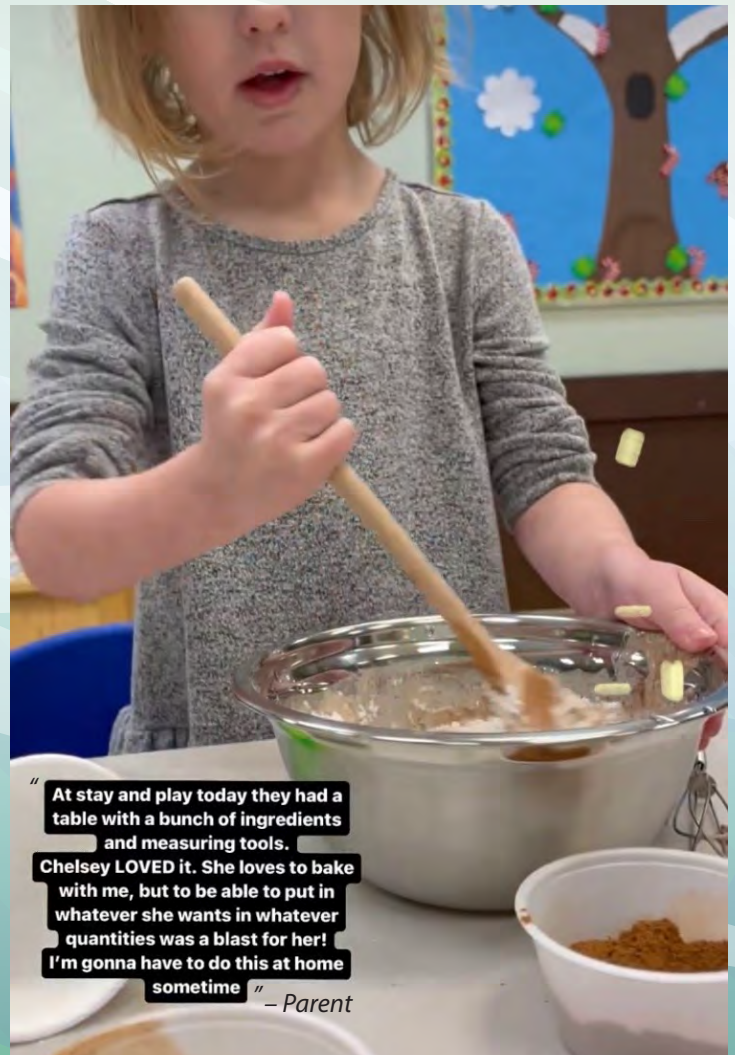
1,072 Total new clients

809 Total of 1 time essential services

WHAT WE DO

- Parent Education & Family Support
- Early Childhood Development Programs
- Youth Programs
- Community Events & Family Programs

97% of group programs
were attended in-person

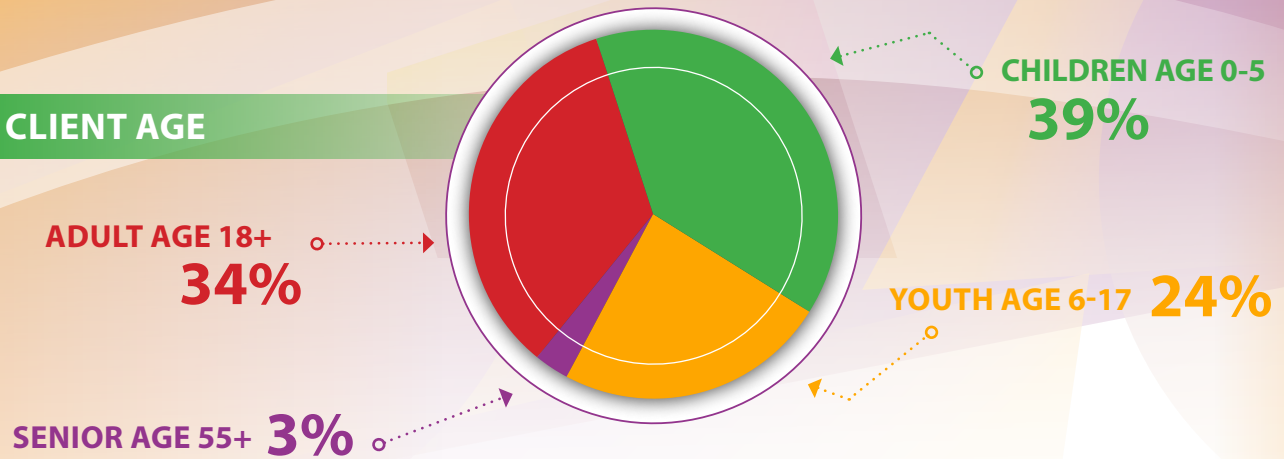


" At stay and play today they had a table with a bunch of ingredients and measuring tools. Chelsey LOVED it. She loves to bake with me, but to be able to put in whatever she wants in whatever quantities was a blast for her! I'm gonna have to do this at home sometime "

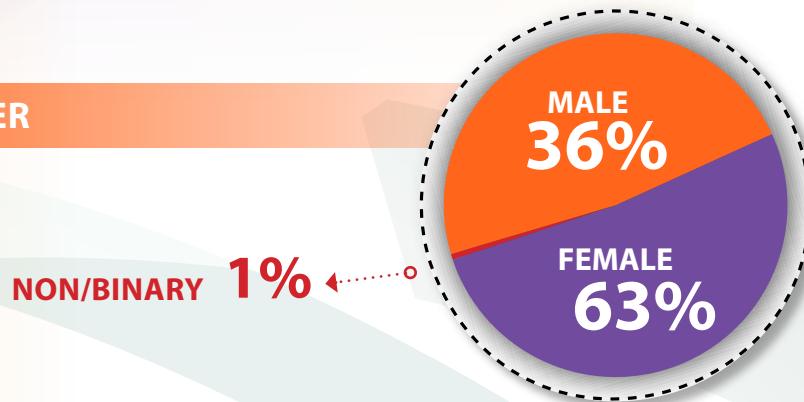
– Parent

WHO WE SERVE

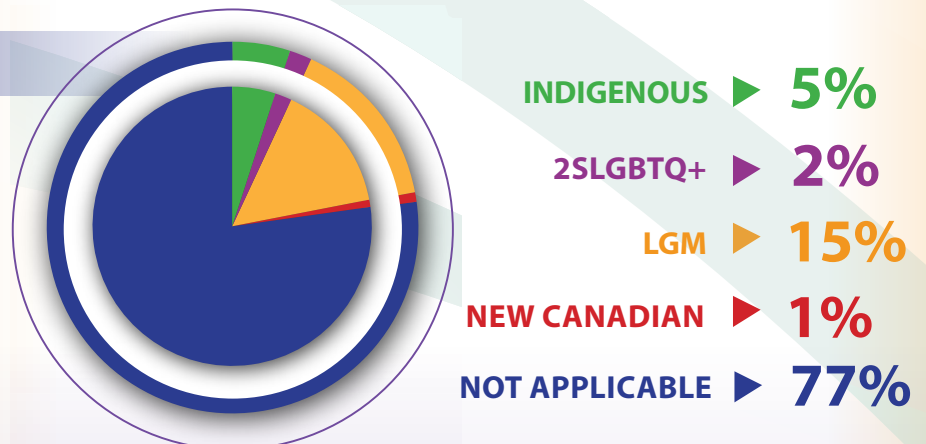
CLIENT AGE



CLIENT GENDER



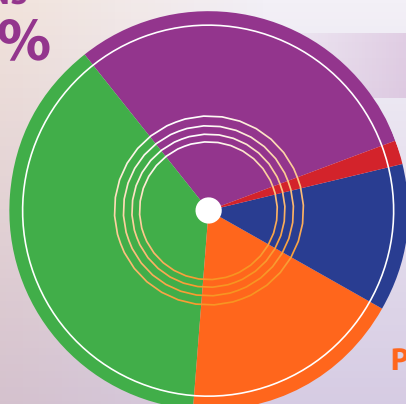
CLIENT SELF-IDENTIFY AS



WALK-INS
30%

EVENT/PROGRAM
38%

HOW FAMILIES FIND US



WEBSITE/SOCIAL MEDIA 2%

EMAIL 12%

PHONE/TEXT 18%

MEET THE FAMILY SERVICES TEAM



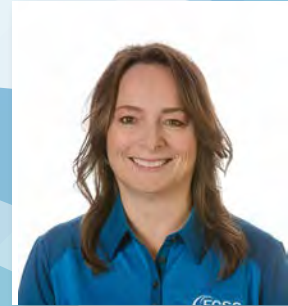
Kim Fehr



Janet Fekete



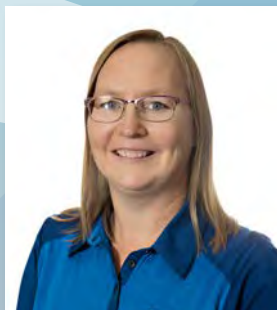
Jackie Fiorino



Kim Forchuk



Jessica Goodrider-Loewen



Kim Hardy



Susy Hiebert



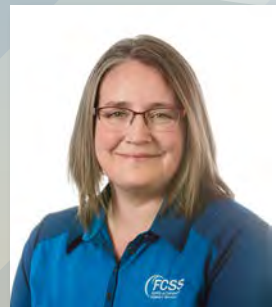
Maria Klassen



Stacey Maynes



Susie Peters



Penny Pittman



Margarita Sawatsky



Myrna Sopal



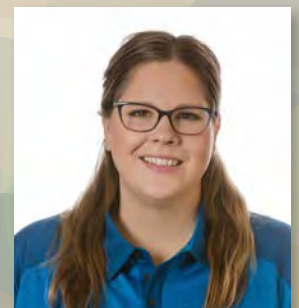
Lauren Tams



Jess Walton



Amanda Weaselfat



Amanda Webster

PARENT EDUCATION AND SUPPORT

PARENT EDUCATION PROGRAMS OFFERED IN 2022

- Baby Signing
- Baby & Me
- Caregiver Café
- Infant Massage
- Kids Have Stress Too
- Triple P Groups & Seminars
- Triple P Fearless
- Presentations on different topics

1,207 Total service visits

1,487 Total service hours

Caregiver Café is one of our most popular parent education programs. Parents and children attended together, while the children play the parents engage in meaningful conversations. Caregiver Café conversations are structured around questions related to each of the five protective factors. This program had **467** visits throughout 2022.

90% Strongly agree or agree they are more aware of how their child's needs changes as they grow and develop



Infant Massage

89% Strongly agree or agree they have more information on what resources are available for their family

"Very helpful, this program has not only educated me on how to help my son, but it has also helped me grow as a person and I'm very grateful." – Parent

71% Strongly agree or agree they have met other parents in their neighborhood/community they can ask for help and support

"This class is so wonderful. I enjoy the time with my baby and with other moms. It fills my cup and helps me be a better mom." – Parent

"I loved that I could ask all my questions in a judgement free zone!" – Parent



Caregiver Café

ONE-ON-ONE PARENT EDUCATION

The Family Support Workers and the Family Liaison Workers provide families with one-on-one Triple P and family support. The purpose of these sessions is to help families increase positive parenting skills, gain knowledge of child development, increase protective factors and build familial resilience. This is done by first helping the family to identify parenting strengths and challenges and then to set goals for positive change and last develop a parenting/family plan where new skills and strategies are introduced and practiced. During these sessions staff may also support families with basic needs referrals or help with a financial support application such as child tax benefits.

Most common challenges families report:

- 1 Child behaviour
- 2 Family/Relationship dynamic stress
- 3 Financial stress
- 4 Mental health concerns
- 5 Self-care
- 6 Child with disability
- 7 Child development

1,265 Total service hours

838 Total visits

Most common Protective Factors identified:

- 1 Willing to accept help
- 2 Asking for help
- 3 Values their role as a parent
- 4 Secure attachment with their child
- 5 Has supportive relationships
- 6 Able to problem solve
- 7 Able to cope with stress
- 8 Understands healthy development
- 9 Realistic expectations of children

98 Caregivers received this service

"My favourite thing about this course was the FCSS staff's constant reassurance and understanding that we were going to be okay, that we are good parents, and most importantly, how AMAZING and capable our son is. We are closer as a family because of this program. Forever thankful. It almost sounds fake typing it out.. haha! We are honestly so thankful that this program exists.." – Parent

SUCCESS STORY

A young, single mother who had recently separated from her partner – let's call her Sam – was referred to us. When starting the program, Sam was couch surfing, struggling with substance use, and trying to find a safe and stable place to live. She was also in the process of having weekly visits with her toddler, who was in the care of the paternal grandmother. After identifying her most pressing needs, Family Support Staff was able to empower her to find housing, get connected to the local food bank, and receive addiction counselling.

After finding a secure place to live, Sam was slowly able to welcome her young child back into her care. This client has since completed the Triple P Level 4 parenting program and received her certificate to show her accomplishments. Staff referred her to the local Youth Employment Program, which she completed and was placed at a local establishment for work experience. Not only is she still currently working at the same business, she also received a promotion to supervisor.

During this time, Sam was also able to get her learners licence and purchased a car. While working, she was also inspired to attend the local GED program and has successfully obtained her GED. She now has her son back fulltime, and is slowly exiting out of the program. This client shared with us that her next goal is to continue to work on getting her drivers licence so that she can travel to and from Lethbridge to further her studies at either the Lethbridge Community College or the University of Lethbridge.

Finally, Sam receiving support from the Family Support Worker also helped her improve her relationship with her extended family. This is a particularly important outcome since families thrive when they are healthy and together. Sam continues to be empowered to improve every facet of her life, and we look forward to seeing her participate actively in her community.

"She helped us understand our son in a way I didn't think was possible. How children develop - How their brains handle and manage emotions - and unrealistic expectations when it comes to being a perfect parent." – Parent

73% Strongly agree or agree they are more aware of how their child's needs changes as they grow and develop

57% Strongly agree or agree they have more confidence in their parenting skills * During one-on-one parent education sessions it typical to see a decrease in confidence level at first.

EARLY CHILDHOOD DEVELOPMENT PROGRAMS

Early childhood development programs are designed for caregivers and children aged 0-6 to attend together, learn new skills through play, meet other families and get connected to resources in their community.

12,367 Total service hours

7,642 Total visits

- Stay & Play
- Outdoor Play
- Physical Literacy (Move it, Move it)
- Summer Fun
- Rhyme Time

79% Strongly agree or agree they are more aware of how their child's needs changes as they grow and develop



83% Strongly agree or agree they have more information on what resources are available for their family

84% Strongly agree or agree they have met other parents in their neighborhood/community they can ask for help and support

DEVELOPMENTAL SCREENING – ASQ

Regular developmental screenings provide a fast and helpful look at how a child is doing in important areas like communication, social skills, motor skills and problem-solving skills. Screening can identify a child's strengths, uncover new milestones to celebrate and reveal any areas where the child may need extra support or specialized intervention. In 2022 the Family Services team completed a total of **144** screenings with **10** children needing follow-up and referrals to specialized services.



YOUTH PROGRAMS

The Family Services team offers programs for youth ages 6-14. These programs are designed to provide a safe and inclusive environment for youth where they can make social connections and learn new skills. Programs offered in 2022 include, Do Crew Jr, 7 Grandfather Teachings, Lego club, Growing Minds, Indigenous Arts & Culture programs and afterschool programs. New this year was the Paleontologist Super Sleuth program.

2,205 Service visits

2,350 Service hours



Do Crew Jr participants busy making stuffed heart pillows to donate to charity.



Do Crew Jr in Vauxhall volunteering to clean graffiti off Vauxhall Elementary School.



Do Crew Jr volunteering at the Saturday Vauxhall Farmers Market kids corner.

94% Strongly agree or agree they know adults they can go to for help

94% Strongly agree or agree that they understand that it is okay to be themselves

78% Strongly agree or agree they are better at solving problems

"My son has been involved in Do Crew Jr. Program since the start. I would love to express how truly wonderful and comfortable the program is. I am his mother, obviously I give him rave reviews, but the change in his drive for wanting and actually carrying out community/family service independently is impressive. He wants and seeks things to do for others and knows WHY he wants to do them. He tested positive for Covid when they had the classes to create Christmas Cards for seniors, I was taken back on how disappointed he was when he couldn't attend. The FCSS staff is positively to blame. My son has always been outgoing and enjoy activities, but now he seeks and notices when things need to be done or help. He also approached me to text the FCSS staff a picture back after he finished a project from class at home.

The class has grown so much since the first one. The staff knows how to interact and pump the kids up. They taught them to wait their turn, listen, really listen, empathy (don't just notice they are upset, find out why, listen, learn). My son is coming up with ideas on his own, seeing things from a different perspective, different approaches etc. I'm not sure if he or myself is more sad it's over, so I'm going to beg! Every single parent and Do Crew Jr. wants more!!! They are comfortable with the staff, have built a connection and trust with them. I feel with Grade 7 approaching in the fall, Do Crew Jr. would continue to be a beneficial positive impact on this same group of kids. Especially with this next year bringing a lot of changes and emotions with the age. They feel safe with staff and may have questions or situations that they may feel more openly to work on or discuss with someone less momish and teacher-ish and or settings. I feel like he has learned and gained so much. I should send the many compliments your way that I get from parents that I have recommended Do Crew Jr too. Is there a possibility for continuing the program with the group of kids? Grade 10 is a long time to remember how great and awesome Do Crew Jr was. I would love to keep them engaged and continuing. I LOVE the program! – Parent

PALEONTOLOGIST SUPER SLEUTH PROGRAM WARNER - PARTNERSHIP



After a hard couple of years through the pandemic, the Devil's Coulee Museum in Warner was looking for new and imaginative ways to raise awareness in the County of Warner. They are a small organization run by Board members and volunteers. When they started thinking about offering some free programming to youth, they realized they would need some help. They approached FCSS to see if we could partner; they offered their facility, knowledge and volunteers and we would help with advertising and implementation. The Paleontologist Super Sleuth program was the result of this

partnership. Youth aged 5-14 were welcomed and we saw participants from Warner, Milk River and Stirling. They enjoyed hands-on activities, stories, puzzles and got personalized tours through the museum. The families and community were then welcomed for free museum admission, hot chocolate, snacks and a gallery showing what the youth had accomplished. Everyone agreed it was a success!

COMMUNITY EVENTS

Community events and family programming during 2022 included Clothing Fests, National Indigenous peoples Day Celebrations, Farmers markets, back to school events and cultural programming.

2,447 Service visits

28 Events



Gingerbread Pajama Night



Indigenous Peoples Day celebration in Taber



Indigenous Peoples Day celebration in Taber



Truth and reconciliation celebration



Clothing Fest at the Raymond ice arena

91% Strongly agree or agree they have more information on what resources are available to their family.

85% Strongly agree or agree they have met other parents in their neighbourhood/community they can ask for help and support.



Serving:

Barnwell | Barons | Coaldale | Coalhurst | Lethbridge County
County of Warner | Coutts | Milk River | M.D. of Taber | Nobleford
Picture Butte | Raymond | Stirling | Taber | Vauxhall | Warner

January 26, 2023

Ms. Kelly Lloyd
Chief Administrative Officer
Village of Warner
PO Box 88
Warner, Alberta, T0K 2L0

Dear: Chief Administrative Officer

Subject: 2022 Tax Year Reconciled Designated Industrial (DI) Property Tax Requisition

Attached is the "2022 Tax Year Reconciled DI Property Tax Requisition Notice". Any adjustment in your requisition may be a result of changes in the DI property assessments in your municipality due to a correction, an omission, Land and Property Rights Tribunal decision, or a supplementary assessment.

The 2022 provincial uniform tax rate for all DI property assessment was set at \$0.0766 per \$1,000 of DI property assessment as per Ministerial Order No.012/22.

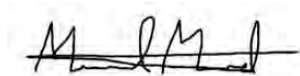
All taxable DI property is subject to the requisition, and only "Machinery and Equipment" exempted from taxation by a municipality in their Municipal Tax Rate Bylaw under section 364(1.1) of the *Municipal Government Act* is not subject to the DI property requisition tax rate.

Any remaining outstanding balance or credit balance from the 2022 tax year DI property requisition will appear on the "2023 Tax Year DI Property Tax Requisition Notice" when they are issued. If your municipality's 2022 requisition was originally under \$1,000 and was cancelled, any residual balance for the 2022 requisition as a result of an amendment will also be cancelled.

If you have any questions about the requisition, please contact Ken Anderson, Manager, Finance and Administration at (780) 427-8962 or email at ken.anderson@gov.ab.ca.

We look forward to maintaining a strong working relationship as we move forward with centralization.

Sincerely,



Michael Minard, AMAA
Provincial Assessor
Assessment Services Branch

Attachment



Alberta Municipal Affairs 2022 Tax Year Reconciled Designated Industrial (DI) Property Tax Requisition Notice

Municipal Code: 0339
Municipality: Village of Warner
PO Box 88
Warner, Alberta, T0K 2L0

Notice Date: January 26, 2023
Tax Year: 2022
Due Date: Upon Receipt
Ministerial Order: MAG: 012/22

**PLEASE MAKE CHEQUES PAYABLE TO GOVERNMENT OF ALBERTA
AND MAIL TO:**

Alberta Municipal Affairs
Provincial Assessor's Office
Assessment Services Branch
15TH Floor Commerce Place
10155 - 102 Street NW
Edmonton AB T5J 4L4
Canada

THIS DOCUMENT IS ISSUED BY:

Alberta Municipal Affairs
Provincial Assessor's Office
Assessment Services Branch
15TH Floor Commerce Place
10155 - 102 Street NW
Edmonton AB T5J 4L4
Canada
Phone: 780-422-1377

Remittance Balance from Previous Years	Refund of Previous Year Credit	2021 AY* DI Property Assessment	2022 DI Property Tax Requisition	2021 AY Amended DI Property Assessment	Tax Rate Per \$1,000	2022 Reconciled DI Property Tax Requisition	Government Policy Credit/Adj.	2022 Remittance Credits	Balance on Requisition
\$0.00		\$430,370.00	\$32.97	\$430,370.00	\$ 0.0766	\$32.97	\$32.97		\$0.00

Notes:

- 2021 AY* = 2021 Assessment Year
- All taxable designated industrial property is subject to the requisition.
- The tax rate set by the Minister must be the rate applied. Do not adjust the rate.
- Machinery and equipment exempted from taxation by municipal bylaw under Section 364(1.1) of the *Municipal Government Act* is not subject to the DI Requisition.
- Properties, where GIPOT is paid, are not subject to the DI Requisition.
- Government Policy Credit reflects: 2022 requisitions under \$1,000 cancelled, and/or Designated Industrial Requisition Credit (DIRC).
 - If the 2022 DI Property Tax Requisition amount is less than \$1,000 for a municipality, there will be no requirement to remit payment, but it still must be applied to the DI property owners' tax bill.
- A minus (-) symbol in the "Balance on Requisition" box indicates a credit balance.

February 7, 2023

Dear Chief Administrative Officer:

Re: 2022 Assessment Year (AY) - 2023 Tax Year (TY) Provincial Assessment Roll and the Growth, Inflation, and Policy Change Report

Enclosed in this email is the first part of the 2022AY/2023TY provincial assessment roll containing the designated industrial (DI) linear properties in your municipality. You will receive the second part of the 2022AY provincial assessment roll when remaining industrial DI property assessment notices are sent at the end of February 2023. The information for the provincial assessment roll has been prepared in accordance with the [Municipal Government Act](#).

In addition, throughout the tax year your municipality should expect an updated provincial assessment roll if there are any changes. Changes result from amended assessments, decisions from the Land and Property Rights Tribunal (LPRT), or a decision from a law court such as the Court of Appeal. LPRT and court decisions sometimes affect previous tax years or multiple tax year's assessments. As these changes become available, the Assessment Services Branch will provide you with an updated assessment roll for the affected tax year(s).

This package also includes the annual "Growth, Inflation, and Policy (GIP) Change Report" we have been providing municipalities since 2008. This report describes how your municipality's DI linear property assessment changed between tax years 2022 and 2023. The report compares the closing totals of your municipality's 2021AY DI linear property assessment to your opening totals of the 2022AY DI linear property assessment. The following considerations go into each of the three categories:

- **Growth:** DI linear properties that are new, additions added and/or removed for the 2022AY.
NOTE: This excludes the assessment for new wells and pipelines that became operational for this assessment year – these wells will be discussed later under the second report;
- **Inflation:** includes changes between the 2021AY and 2022AY to such things as inflation (AYM); age; change in type of well (ACC); Schedule C; well production (schedule D); Note – this is not the exhaustive list, and
- **Policy:** includes policy changes only to properties that were previously assessed and changed as per the 2022 Alberta Linear Property Assessment Minister's Guidelines. NOTE: the new "property tax holiday" policy implemented for the 2021AY, on new well and pipeline property, are not included under this section.

There is a new report for those municipalities affected by the "property tax holiday" called the "Policy Impact Report (PIR)." This report provides a summary of the property impacted by the Government of Alberta policy announced in October 2020 that stated: "In order to encourage new investment, there will be a three year "property tax holiday" for all new well and pipeline assets; these properties will receive an assessment of zero for the next three years."

The second year of the three years of the "property tax holiday" is the 2022AY. This means all wells and pipelines becoming "operational" over the 2021AY and 2022AY have been assessed at zero. The PIR provides a total impact of these wells and pipelines and provides the assessed value calculated using the 2022 Alberta Linear Property Assessment Minister's Guidelines rates and depreciation as if the policy did not exist.

For a listing of the assessment and reference documents included in this package please refer to the file called "2022AY Zip file contains".

The 2022AY provincial assessment roll will be available for public viewing throughout the year during regular office hours at:

Alberta Municipal Affairs
Assessment Services Branch
15th Floor, Commerce Place
10155 - 102 Street
Edmonton Alberta T5J 4L4

If you have questions about the provincial assessment roll, please contact Gail Reykdal at 780-422-8302. Government of Alberta telephone numbers can be reached toll free from anywhere in Alberta by first calling 310-0000 and, after the prompt, entering the 10-digit telephone number.

Regards,

Original signed by Michael Minard

Michael Minard, AMAA
Provincial Assessor
Assessment Services Branch

Enclosure



Request for Decision Bylaw 611-23 Regional Assessment Review Board Bylaw

RECOMMENDATION

That Council give first reading to the Regional Assessment Review Board Bylaw 611-23.

That Council give second reading to the Regional Assessment Review Board Bylaw 611-23.

That unanimous consent be given to Regional Assessment Review Board Bylaw 611-23, for consideration of third reading.

That Council give third and final reading to the Regional Assessment Review Board Bylaw 611-23.

LEGISLATIVE AUTHORITY

Municipal Government Act

Section 454 Assessment review boards to be established

A council must by bylaw establish

- (a) a local assessment review board to hear complaints referred to in section 460.1(1), and
- (b) a composite assessment review board to hear complaints referred to in section 460.1(2).

Joint establishment of assessment review boards

455(1) Two or more councils may agree to jointly establish the local assessment review board or the composite assessment review board, or both, to have jurisdiction in their municipalities.

(2) Where an assessment review board is jointly established,

(a) the councils must jointly designate one of the board members as chair and must jointly **prescribe the chair's term**

of office and the remuneration and expenses, if any, payable to the chair, and

(b) the chair may delegate any of the powers, duties or functions of the chair to another board member but not to the provincial member of a panel of the board.

BACKGROUND

At the January 18, 2023 Regular Council meeting, council resolved to enter into an agreement with Oldman River Regional Services Commission (ORRSC) for Regional Assessment Review Services, and to bring back a bylaw to establish a Regional Assessment Review Board to exercise the functions of a Local Assessment Review Board (LARB) and the functions of a Composite Assessment Review Board (CARB).

RISKS/CONSEQUENCES

1. Council may provide further direction on any item contained in the Bylaw. Council shall be specific in the direction it provides.

FINANCIAL CONSIDERATIONS

None

ATTACHMENTS

1. Bylaw 611-23 Regional Assessment Review Board Bylaw

**VILLAGE OF WARNER
BYLAW 611-23**

**BEING A BYLAW OF THE VILLAGE OF WARNER, IN THE PROVINCE OF ALBERTA, FOR
THE PURPOSE OF ESTABLISHING A REGIONAL ASSESSMENT REVIEW BOARD**

WHEREAS, section 454 of the *Municipal Government Act*, states that council must by bylaw establish a local assessment review board and a composite assessment review board; and

WHEREAS, section 455(1) of the *Municipal Government Act*, states that two or more councils may agree to jointly establish the local assessment review board or the composite review board, or both, to have jurisdiction in their municipalities; and

WHEREAS, the Oldman River Regional Services Commission (Commission) and Municipalities within the region, jointly wish to establish a Regional Assessment Review Board to exercise the functions of a Local Assessment Review Board (LARB) and the functions of a Composite Assessment Review Board (CARB) under the provisions of the *Municipal Government Act* in respect of assessment complaints made by an assessed person or taxpayer of a Regional Member Municipality;

NOW THEREFORE, the Council of the Village of Warner, duly assembled, enacts as follows:

1. TITLE

- 1.1 The title of this Bylaw shall be the "Regional Assessment Review Board Bylaw".

2. DEFINITIONS

- 2.1 Except as otherwise provided herein, words in this Bylaw shall have the meanings prescribed in section 453 of the MGA.
- 2.2 In this bylaw the following terms shall have the meanings shown:
- a. **Alternate** means a person who is available to perform the duties of a member in the event the member is unable to fulfil Board duties.
 - b. **Board** means the Regional Assessment Review Board.
 - c. **CARB** means the Composite Assessment Review Board established in accordance with the *Municipal Government Act* hears complaints on assessment notices for property other than the property described in section 460.1 of the *Municipal Government Act*.
 - d. **Clerk** means the person appointed to carry out the duties and functions of the assessment review board as required under section 456 of the *Municipal Government Act*.
 - e. **Citizen-at-large** means a person who does not represent a specific organization and is appointed by Council.

- f. **LARB** means the Local Assessment Review Board established in accordance with the *Municipal Government Act* hears complaints on assessment notices for property other than the property described in section 460.1 of the *Municipal Government Act*.
- g. **Member** means a member of the Regional Assessment Review Board.
- h. **MGA** means the *Municipal Government Act* of Alberta, RSA 2000, Ch. M-26, as amended and Regulations passed under that Act.
- i. **Provincial Member** means a person appointed as a provincial member to a CARB by the Minister in accordance with the *Municipal Government Act* and the *Matters Relating to Assessment Complaints Regulation*.
- j. **Regional Member Municipality** means those municipalities who enter into an agreement with the Commission to jointly establish a Regional Assessment Review Board and who enact a bylaw substantially in the form of this bylaw.
- k. **Regulations** means the *Matters Relating to Assessment Complaints Regulation*.

3. ESTABLISHMENT OF BOARDS

3.1 That Council hereby establishes the following boards:

- a. a LARB that hears complaints referred to in section 460.1(1) of the *MGA*; and,
- b. a CARB that heads complaints referred to in section 460.1(2) of the *MGA*.

3.2 The Regional Municipal Members, which includes the Village of Warner hereby jointly establish the Regional Assessment Review Board to exercise functions of a Local Assessment Review Board and the functions of a Composite Assessment Review Board.

3.3 Each Member Municipality is responsible for establishing filing fees and administering policies in respect to refunding filing fees in accordance with the *MGA* and the *Regulations*.

4. JURISDICTION OF THE BOARD

4.1 That the Boards shall have jurisdiction to exercise the functions of a Local Assessment Review Board and the functions of a Composite Review Board under the provision of the *MGA* in respect of assessment complaints made by taxpayers of a Regional Member Municipality.

5. APPOINTMENT OF BOARD MEMBERS

5.1 Each Member Municipality may elect to appoint one Citizen-at-large and one Council member to be a Board Member by resolution of Council.

- 5.2 The Clerk shall appoint Citizens-at-large as required to fulfill the needs of the Board so long as they are residents of a Member Municipality.
- 5.3 The Board shall consist of a minimum of twenty members.

6. TERMS OF APPOINTMENT

- 6.1 Unless otherwise stated, all Members are appointed for three-year terms.
- 6.2 If a vacancy on the Board occurs the Member Municipality who made the appointment, or the Clerk, may appoint a new person to fill the vacancy.
- 6.3 A Member may be re-appointed to the Board at the expiration of his/her term.
- 6.4 A Member may resign from the Board at any time on written notice to the Clerk and to the Member Municipality to that effect.
- 6.5 The Member Municipality may remove their designated Member at any time.
- 6.6 The Clerk may remove a Member for cause or misconduct and will report their removal to the Member Municipality who made the appointment.
- 6.7 Upon being appointed, the Member must successfully complete the training as prescribed by the Minister prior to participating in a hearing.

7. CHAIR

- 7.1 In accordance with section 11 of this Bylaw, the Clerk shall:
 - a. jointly appoint a Member as the Chair of the LARB and CARB;
 - b. prescribe the term of office for the Chair; and
 - c. prescribe the remuneration and expenses, if any, payable to the Chair.
- 7.2 The Chair, or designate, shall convene Members for a panel to hear assessment complaints as required in the *MGA* and section 8 of this Bylaw.

8. PANELS OF THE BOARD

- 8.1 The Board shall sit in panels to hear assessment complaints as the nature of the complaint may permit or require:
 - a. a three persons panel when the Board is acting as a Local Assessment Review Board;
 - b. a two persons panel when the Board is acting as a Composite Assessment Review Board; or

- c. a single member when the Board is acting as a Single Member Composite Assessment Review Board or a Single Member Individual Local Assessment Review Board.
- 8.2 When sitting as the CARB, the Presiding Officer shall be the appointed Provincial Member.
- 8.3 When sitting as the LARB the Presiding Officer shall be the determined by the panel.
- 8.4 Where a panel has only one Member, that Member is the Presiding Officer.
- 8.5 Unless an order from the Minister authorizes otherwise, the panel may not:
 - a. consists of more than one councillor to a three persons panel; and,
 - b. a single member CARB or LARB panel cannot consist of a councillor.
- 8.6 When possible, a three person panel will include one Member who is from the municipality under whose jurisdiction the complaint arises.

9. PRESIDING OFFICER

- 9.1 The Presiding Officer of a panel:
 - a. will preside over and be responsible for the conduct of meetings;
 - b. may limit a submission if it is determined to be repetitious or in any manner inappropriate; and
 - c. will vote on matters submitted to the panel unless otherwise disqualified.

10. CLERK OF THE REGIONAL ASSESSMENT REVIEW BOARD

- 10.1 That Council jointly appoints the Chief Administrative Officer of the Oldman River Regional Services Commission as the Assessment Review Board Clerk of the Regional Assessment Review Board.
- 10.2 The Clerk shall:
 - a. assist the Board in fulfilling its mandate; and
 - b. prescribe the remuneration and expenses payable to each member of the Assessment Review Board in accordance with the agreement;
 - c. may delegate to an employee the duties and functions of the Assessment Review Board Clerk providing they have successfully completed the training as prescribed by the Minister;
 - d. shall issue instructions to independent legal counsel for the Board or panel of the Board; and,

- e. may, at the request of the Presiding Officer of a panel of the Board sign orders, decisions and documents issued by the panel of the Board.

11. DELEGATION OF AUTHORITY TO THE CLERK

- 11.1 In accordance with its authority under the MGA, Council hereby delegates the Clerk the authority to:
 - a. appoint Citizens-at-large to the Regional Assessment Review Board;
 - b. jointly prescribe remuneration and expenses payable to each Member of the Board in accordance with the agreement; and
 - c. jointly appoint a Member as the Chair of the LARB and CARB and prescribe the term of office and the remuneration and expenses, if any, payable to the Chair.

12. HEARINGS

- 12.1 Hearings will be held at such time and place as determined by the Clerk.
- 12.2 The proceedings and deliberations of the Board must be conducted in public except where the Board deals with information protected from disclosure under the provisions of the *Freedom of Information and Protection of Privacy Act*.

13. QUORUM AND VOTING

- 13.1 The quorum for panels of the Board shall be as established by the MGA, namely:
 - a. two Members of a panel acting as a LARB; and
 - b. one Member and the Provincial Member of a panel acting as a CARB.
- 13.2 All members must vote on all matters before the Board unless a pecuniary interest or a conflict of interest is declared.
- 13.3 The majority vote of those Members present and voting constitutes the decision of the Board.
- 13.4 Where a member of a panel absents himself or herself from the proceedings due to a conflict of interest or a pecuniary interest, a replacement member of the panel shall be appointed.

14. CONFLICT OF INTEREST

- 14.1 Where a member of the Board is of the opinion that he or she has a conflict of interest in respect of a matter before the Board, the member may remove himself

or herself from Board proceedings while that matter is being discussed, provided that prior to leaving the meeting, the member:

- a. declares that he or she has a conflict of interest; and
- b. describes in general terms the nature of the conflict of interest.

14.2 The Clerk shall cause a record to be made in the Minutes of the members' absence and the reasons for it.

14.3 For the purposes of this provision, a member has a conflict of interest in a respect of a matter before the Board when he or she is of the opinion that:

- a. he or she has a personal interest in the matter which would conflict with his or her obligation as a member to fairly consider the issue; or
- b. substantial doubt as to the ethical integrity of the member would be raised in the minds of a reasonable observer if that member were to participate in the consideration of that matter.

15. PECUNIARY INTEREST

15.1 The pecuniary interest provisions of the MGA apply to all members of the Board while attending meetings of the Board.

15.2 A Board member who fails to declare a pecuniary interest in a matter before the Board, or fails to absent himself or herself from proceedings dealing with such a matter, ceases to be a member of the Board.

16. COMMENCEMENT OF APPEALS

16.1 In accordance with the *MGA*, an assessed person or a taxpayer may commence an assessment complaint by:

- a. mailing or delivering to the address specified on the assessment or tax notice a complaint in the form set out in the '*Matters Relating to Assessment Complaints*' regulation and within the time specified in the *MGA*; and
- b. paying the applicable fee.

17. RULES OF ORDER

17.1 The Board will conduct hearings and board meets in accordance with:

- a. the provisions of the MGA and related regulations;
- b. principals of natural justice and procedural fairness; and
- c. the Board's own policies and procedures.

18. ADJOURNMENTS AND POSTPONEMENTS

- 18.1 Adjournments and postponements must be granted in accordance with the *MGA* and the regulations.
- 18.2 The Board may in its discretion grant adjournments of a hearing for such purposes as it feels necessary to ensure proper consideration of the issues before it, including:
- a. allowing the Board to obtain a legal opinion or other professional guidance; or
 - b. to allow a viewing by the Board of the site in respect of which the appeal is being made.
- 18.3 Where the parties to an appeal consent to an adjournment of the hearing, such adjournment may be granted by the Chairperson after consultation with the Members individually (whether in person, by telephone or by e-mail) without the need to convene a formal meeting. In such a case, the Board is deemed to have convened and the hearing is deemed to have commenced as of the date of such consultation.

19. NOTICE OF HEARING AND RECORD OF HEARING

- 19.1 After the hearing of a complaint, the Clerk shall:
- a. under direction of the Presiding Officer, prepare minutes of the hearing, the decision or order of the Board and the reasons for the decision in compliance with the *MGA*; and
 - b. arrange for the order or decision of the Board to be signed and distributed in accordance with the requirements under the *MGA*.
- 19.2 The Clerk will maintain a record of the hearing in accordance with the *MGA* and the regulations.

20. REIMBURSEMENT OF COSTS

- 20.1 The Oldman River Regional Services Commission shall pay for the administrative costs associated with the operation of the Regional Assessment Review Board. Recovery of costs from Regional Member Municipalities will be as set out in the agreements established.

21. EFFECTIVE DATE

- 21.1 This bylaw is effective when it received third reading and is signed by the Chief Elected Official and the Chief Administrative Officer, or designate, in accordance with the *MGA*.

Read a First Time this ____ day of _____, 2023.

Read a Second Time this ____ day of _____, 2023.

Receive Unanimous consent for consideration of third reading this ____ day of _____ 2023.

Read a Third and Final Time this ____ day of _____, 2023.

Mayor

Chief Administrative Officer



Request for Decision Authorities, Boards, Commissions and Committees Appointments

RECOMMENDATION

That _____ be appointed to the Regional Assessment Review Board.

That _____ be appointed to the Chinook Intermunicipal Subdivision Appeal Board.

That _____ and _____ be appointed to the Intermunicipal Collaboration framework Committee, and that _____ be appointed as the alternate.

That _____ be appointed to the Veterans Memorial Highway Association.

LEGISLATIVE AUTHORITY

Municipal Government Act

BACKGROUND

Administration has completed a review of the governing documents for each authority, board, commission or committee.

RISKS/CONSEQUENCES

1. Council may provide further direction on any item contained in the report. Council shall be specific in the direction it provides.

FINANCIAL CONSIDERATIONS

None

ATTACHMENTS

1. Authority, Board, Commission or Committee (ABC) Appointment List



Village of Warner Appointments to Authorities,
Boards, Commissions and Committees
2022-2023

The following are appointments of Council Members to various Authorities, Boards, Commissions and Committees for the period of November 1, 2022 to October 31, 2023

Chief Mountain Regional Solid Waste Services Commission <ul style="list-style-type: none"> Village Bylaw 593-16 Agreement (2000) 	1 Councillor	Mayor Lindsay
Chinook Arch Regional Library System <ul style="list-style-type: none"> Village Agreement (2021) 	1 Councillor	Councillor Baron
Chinook Intermunicipal Subdivision Appeal Board <ul style="list-style-type: none"> Bylaw 594-19 	1 Councillor 2 Public at Large	
Family & Community Support Services (FCSS) <ul style="list-style-type: none"> Bylaw 356 FCSS Governance Policies 	1 Councillor	Deputy Mayor Kirby
Heritage Handi-Bus Society <ul style="list-style-type: none"> Handi- Bus Bylaws 	1 Councillor	Councillor Toovey
Highway 4 Gateway Corridor	1 Councillor	Deputy Mayor Kirby
Intermunicipal Collaboration Framework Committee <ul style="list-style-type: none"> Agreement 2020 	2 Councillors 1 Alternate	
Mayors and Reeves	Mayor or Deputy Mayor	Deputy Mayor Kirby
Milk River Health Professionals Attraction and Retention Committee <ul style="list-style-type: none"> Committee Bylaws 	1 Councillor	Councillor Baron
Municipal Planning Commission <ul style="list-style-type: none"> Bylaw 569-16 	2 Councillors	Mayor Lindsay and Councillor Baron
Oldman River Regional Services Commission <ul style="list-style-type: none"> Bylaws 454-95 & 474-00 ORRSC Bylaw 2013-2 	1 Councillor	Deputy Mayor Kirby
Quad Council	All of Council	All of Council
Regional Assessment Review Board <ul style="list-style-type: none"> Bylaw 611-23 – 3 year term 	1 Councillor 1 Public at Large	
Regional Emergency Advisory Committee <ul style="list-style-type: none"> Bylaw 586-20 Advisory Committee Terms of Reference 	1 Councillor	Mayor Lindsay
Ridge Country Housing <ul style="list-style-type: none"> Housing Business Plan (2023-2025) 	1 Councillor 1 Public at Large	Councillor Toovey
Ridge Regional Public Safety Services (RRPSS) <ul style="list-style-type: none"> RRPSS Bylaw 001-16 	1 Councillor	Councillor Toovey
Ridge Water Services Commission <ul style="list-style-type: none"> Bylaw 531-11 	1 Councillor	Mayor Lindsay
SouthGrow Regional Initiative <ul style="list-style-type: none"> Article of Association (2021) 	1 Councillor	Deputy Mayor Kirby
Warner Memorial Library <ul style="list-style-type: none"> Bylaw 348 Library Act 	1 Councillor	Deputy Mayor Kirby
Veterans Memorial Highway Association	1 Councillor	

From: ORRSC Administration <admin@orrsc.com>

Sent: December 20, 2022 3:07 PM

Subject: Assessment Review Board Training 2023

Good Afternoon CAO's,

Land and Property Rights Tribunal (LPRT) has recently announced training opportunities, on a first-come first-serve basis, for Assessment Review Boards. We will be sending out an email to your appointed board members after the holiday season, providing them with training dates and an opportunity for them to work with us to register for the course. All training will be provided virtually from LPRT.

LPRT requires the registration form to be signed by the CAO/Manager/Director related to the Board, and we have received confirmation from LPRT that Lenze Kuiper, CAO of ORRSC, may sign the registration form on your behalf to help alleviate CAO's from being inundated with requests.

Please note that there is no cost to participate in the LPRT training. Board members must be certified to participate on an ARB panel.

At this time, the following dates have been made available for both New Members and those requiring the Refresher course (required every 3 years):

- February 6 to 10 (morning) – New Member
- February 13 to 15 (morning) – Member refresher
- February 27 to March 3 (morning) – New Member
- March 7 to 9 (morning) – Member refresher
- April 17 to 19 (morning) – Member Refresher
- May 1 to 5 (morning) – New member
- May 23 to 25 (morning) – Member refresher
- June 12 to 16 (morning) – New Member

The morning sessions are 8:30 to 11:30 am, and the afternoon sessions are 1:00 to 4:00 pm.

In accordance with legislation, we are limited to only using 1 elected official per hearing panel, therefore it is very important that we work diligently to keep our lay members training up-to-date.

More information on the training can be found here: <https://www.alberta.ca/subdivision-and-development-appeal-boards-training.aspx>

If you have any questions regarding the training or the Assessment Review Board, please do not hesitate to ask.

Thank you,

Raeanne Keer

Executive Assistant

Pronouns: she/her

Phone: 403-329-1344



Request for Decision Property Tax Waiver Request

RECOMMENDATION

That Council approve the property tax waiver request for roll number 3900 for the 2022 year.

LEGISLATIVE AUTHORITY

Municipal Government Act

Cancellation, reduction, refund or deferral of taxes

347(1) If a council considers it equitable to do so, it may, generally or with respect to a particular taxable property or business or a class of taxable property or business, do one or more of the following, with or without conditions:

- (a) cancel or reduce tax arrears;
- (b) cancel or refund all or part of a tax;
- (c) defer the collection of a tax.

BACKGROUND

A formal request is being made to council from a resident with tax roll number 3900 to waive the 12% penalty from the 2022 property taxes owing.

RISKS/CONSEQUENCES

1. Council may provide further direction on any item contained in the report. Council shall be specific in the direction it provides.

FINANCIAL CONSIDERATIONS

Tax penalty amount is \$305.28.

ATTACHMENTS

1. Request Letter

26 January 2023

[REDACTED]
[REDACTED]
Resident of [REDACTED] Warner, AB
T0K 2L0

Dear Village of Warner Council Members,

I am submitting a request to have the 12% penalty waived from my 2022 property taxes owing.

My recent move to Warner from Edmonton was necessary to support my aging mother whose health is declining. The move, sale of my home, and employer change resulted in excessive financial losses, depletion of my savings, and failed subsequent attempts to recover from those financial losses thus far. (I'm still working on it).

Additional to these challenges, I erred in not including property tax in my monthly mortgage payments with my bank or I would not be writing for your support today.

Your consideration of my request is greatly appreciated,

[REDACTED]



Request for Decision Pink Shirt Day Proclamation

RECOMMENDATION

That Council proclaim February 22, 2023, as Pink Shirt Day in the Village of Warner.

LEGISLATIVE AUTHORITY

Municipal Government Act

BACKGROUND

It was nearly a decade ago at Central Kings Rural High School in Cambridge, Nova Scotia, when grade 12 students Travis Price and David Sheppard caught wind of a grade nine student being bullied for wearing a pink shirt to school.

Instead of standing idly by and watching it happen, they decided to step up and do something about it. Almost 10 years after the fact, their act of standing up to bullying has grown into a worldwide movement called Pink Shirt Day.

The following is an excerpt from an interview with co-founder Travis Price.

"Pink Day started when a grade 9 student was bullied for simply wearing a pink shirt. Myself and David Sheppard, the other co-founder, heard about this, saw it and thought that bullying had gone on long enough in our school and we could make a difference. We didn't immediately know how so we went home that day and started thinking about ideas.

Eventually, we came up with the idea that if we wore pink and got other people to wear pink that they couldn't bully all of us essentially. So, we went out and bought everything we could find that was pink, tried to encourage our school to wear pink the next day and fortunately for us our school got behind us. Out of 1,000 kids we got about 850 people wearing some kind of pink and from there Pink Day started.

Within the week we had schools throughout Nova Scotia and the next week schools throughout Canada and within a month there were schools all over the world that were taking part in the movement that we started, kind of accidentally.

It just took a life of its own, it grew organically and so many youths were affected by the issue of bullying that this is kind of their chance to raise up, use their voice and say hey I've been bullied but it's okay. Now we can have a conversation about it and Pink Day has taught us about it.

As much as Pink Day is important, we want kids to understand that it's not just about the shirt. It's about the everyday actions that they make, it's the choices they make and it's the person wearing the shirt that makes those choices."

World News posted Feb 22, 2017 @ 06:00am by Josh Duncan



Request for Decision Pink Shirt Day Proclamation

RISKS/CONSEQUENCES

1. Council may provide further direction on any item contained in the report. Council shall be specific in the direction it provides.

FINANCIAL CONSIDERATIONS

ATTACHMENTS

1. Pink Shirt Day Proclamation



OFFICE OF THE MAYOR PROCLAMATION

“PINK SHIRT DAY”

Wednesday, February 22, 2023

In 2007, Nova Scotia, after a new student was bullied for wearing a pink shirt, two grade 12 students bought 50 pink shirts and encouraged their classmates to wear pink. This small act of kindness has grown into an international movement, known as Pink Shirt Day.

On February 22, 2023, everyone is encouraged to practice kindness and wear pink to symbolize that bullying is not tolerated. Wearing pink on February 22nd sends a strong message that society cares.

WHEREAS, A partnership of youth, parents, educators and other school employees, police, youth-serving organizations and community members have a role to play in highlighting the dangers of bullying;

AND WHEREAS, It is important that we encourage everyone throughout the Town to be caring and respectful to one another so that all can live in a safe environment.

THEREFORE, we, the Elected Officials of the Village of Warner, do hereby proclaim Wednesday, February 22, 2023, as "PINK SHIRT DAY" in the Village of Warner.

Signed this _____ day of _____, 2023

His Worship
Mayor Tyler Lindsay



Request for Decision Veterans News Request

RECOMMENDATION

That Council approve/deny the sponsorship request for a Bronze Sponsorship in the Veterans News in the amount of \$350.00.

LEGISLATIVE AUTHORITY

Municipal Government Act

BACKGROUND

The Village of Warner has supported the Veterans News over the past years.

RISKS/CONSEQUENCES

1. Council may provide further direction on any item contained in the report. Council shall be specific in the direction it provides.

FINANCIAL CONSIDERATIONS

Request \$395.00

ATTACHMENTS

1. Request Letter

From: dave@adnetagency.ca
Sent: February 9, 2023 2:49 PM
To: cao@warner.ca
Subject: Proposal for Veterans News New Years Edition 2023

Hi Kelly,

Thank you for your support last year Sponsoring the Bronze Sponsorship
\$395.00

Thank you for the time to review the information and proposal with regards to

placing and advertisement the Veterans News

Please take a moment and review our website and read over the information and proposal.

Below is our rate information for your review.

Introductory offer includes:

- Advertisement on online for one year
- One issues of the Veterans News print publication sent to local legions

Cost:

2023 New Years Print Edition

Full Page Platinum Sponsorship -\$995.00

1/2 Page Gold Sponsorship -\$795.00

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Bus.Box Bronze Sponsorship -\$395.00

The Print version of The Veterans News will be distributed to Legions in your area.

Thank you for your time.

Dave
780-850-9804
dave@adnetagency.ca



COUNTY OF WARNER NO. 5

OFFICE OF THE ADMINISTRATOR
Box 90
300 County Road
WARNER, AB T0K 2L0

Ph: 403-642-3635
Toll Free: 1-888-642-2241
Fax: 403-642-3631
General Inquiries: admin@warnercounty.ca
Administrator: shathaway@warnercounty.ca
Web: www.warnercounty.ca

February 2, 2023

Village of Warner
Attention: Kelly Lloyd
Box 88
Warner, AB T0K 2L0

To Whom It May Concern

Re: Request for Door Prize Donation for Emergency Services Volunteer Appreciation Evening

This will be the 33rd year the County of Warner will hold an appreciation evening to honour approximately 150 emergency services volunteers throughout the County of Warner.

The County will be holding this event on **March 24, 2023**. The County provides a dinner and presents long term service awards to those with 10 years or more of service. A highlight of the evening is the draw for donations received from businesses within the County, business from which the County purchases goods and services, and businesses that would like to support the volunteer work of these men and women.

The County supports seven volunteer fire departments by providing fire equipment and contributing to the operational costs. The departments are located in the towns and villages and one hamlet in the County. These dedicated people volunteer their time to provide emergency fire and medical emergencies in the County and within their towns and villages. They also give of their time for training so that they are knowledgeable about what needs to be done during a fire or medical emergency.

If you would like to provide a donation for the evening on behalf of your business or to show appreciation for the services these volunteers give, please send it to the address above. If necessary, and you are located locally, please call or email to arrange for pickup. Any and all donations are greatly appreciated.

Thank you for your kind consideration of this request – your support is appreciated.

Sincerely,

Nikki van Klaveren
Tax Clerk

Feb. 9 2023

Dear members of the Council of Warner,

We are writing you to ask for your consideration on the approval of a permit to own a miniature horse as a domestic pet in the town of Warner on the property of 509 4th Ave. Warner. The horse is going to be a pet , the same as a cat or dog. The horse will be harnessed any time he will be outside his fenced area. The horse for its size will only require a small section of land approximatly 20' x 24' fenced to live on and the size of the property we have is large enough.

The fence will be constructed appropriately with consultation with the seller on fence and the horse will have a shelter inside the fenced area.

The area where the horse is living will be kept clean and maintained as per council and Bylaw requirements.

We have attached photos of the horse and example of the type and approximate size of fenced area to keep him.

We have researched some other information on miniature horses as pets and for its size a piece of property between ¼ and ½ acre is recomended.

We have read the towns By-law information and in the documents it says dogs , cats and domestic pets could be approved for permits by council. The horse is being sold to us as a pet only horse from the seller as the horse it too small to be anything other than a pet.

Please consider the approval of a permit to for us / anyone under certain conditions to own a miniature horse in the Town of Warner.

Thank you

