



March 10th, 2016

Agenda

Regular Monthly Meeting – Call to Order – 6:00PM

Adoption of Agenda –

Correspondence – Items Arising:

- | | |
|--|----|
| 1. Flagstaff Regional Housing Group – 2016 Requisition | A1 |
| 2. FRSWMA – Feb. 22 nd , 2016 Unapproved Minutes | A2 |
| 3. Sedgewick Public Library – Feb. 23 rd , 2016 Minutes | A3 |
| 4. AUMA Membership Overview | A4 |
| 5. Rural Physician Action Plan – Review | A5 |

Circulation File of Correspondence – List Attached

Delegation – n/a

Financial Statement – Month Ending February 29th, 2016 – Attached

Accounts – Month Ending February 29th 2016 – List Attached

Committee Reports – For the Period Ending March 10th, 2016 – Attached

Public Works Report – For the Period Ending March 10th, 2016 - Attached

CAO Report – For the Period Ending March 10th, 2016 – Attached

Minutes - Regular Meeting of Council –February 18th, 2016 - Attached

Matters Arising:

Business:

- | | |
|--|---------------|
| 1) Subdivision Service Proposal Review | B1 |
| 2) Community Peace Officer Services Agreement | B2 |
| 3) Capital Replacement – Lagoon Upgrades | B3 - ADDITION |
| 4) GSI Update and Project Allocation | B4 |
| 5) Walking Trail Expansion Project – Engineering | B5 - ADDITION |
| 6) Strategic Plan – Overview | B6 |
| 7) Council Meeting – Time Change | B7 |
| 8) Round Table | |
| 9) | |
| 10) | |
| 11) | |
| 12) | |

Adjournment -



The Bethany Group
4612 – 53 Street
Camrose, AB T4V 1Y6

tel: 780-679-2003
fax: 780-679-5035

INVOICE

Town of Sedgewick
Box 129
Sedgewick, AB T0B 4C0

Date: February 8, 2016

Attention: Amanda Davis

Invoice No. 2016-SEDG

	DESCRIPTION OF SERVICE	AMOUNT
	Municipal Requisition - 2016	19,851.00
TOTAL		19,851.00

RECEIVED
FEB 10 2016

PLEASE REMIT DIRECTLY TO THE BETHANY GROUP ACCOUNT

**FRSWMA Regular Monthly Board Meeting
 Feb 22, 2016
 Sterling Room of the County Office, Sedgewick, AB**

Minutes

Board Members

Present:

Barry Bowie	Village of Rosalind
James Brodie	Flagstaff County
Shawn Higginson	Town of Sedgewick
Brenda Grove	Town of Killam
Wade Lindseth	Flagstaff County
Gary Matthiessen	Flagstaff County
Wilma McLeod	Village of Alliance
Dayna Oberg	Village of Forestburg
James 'Butch' Robertson	Town of Daysland
Deb Smith	Village of Loughheed
Dennis Steil	Village of Heisler

Absent:

Dean Lane	Town of Hardisty
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STAFF:

Murray Hampshire	Manager
David Dahl	FRSWMA
Cliff Hill	FRSMWA
Luis Ramirez	FRSWMA

Chair D. Smith called the meeting to order at 7:01 p.m.

Agenda was reviewed.

3.0) Agenda

Resolution # 193/2016. Board member D. Oberg moved to accept the agenda as amended.

CARRIED

4.0) Adoption of Minutes

Minutes of the Jan 25, 2016 Regular Board meeting were reviewed

Resolution # 194/2016. Board member W. Lindseth moved to approve the minutes of the Jan 25, 2016 regular meeting, attached to and forming part of these minutes.

CARRIED

5.0) Reports

5.1) Operations update: Manager M. Hampshire provided operations update as attached to and forming part of these minutes. Discussion ensued.

Resolution # 195/2016. Board member J. Robertson moved to accept operations report as presented.

CARRIED

5.2) Financial reports: Manager M. Hampshire provided Jan 2016 P&L and Cash Position reports. Discussion ensued.

Resolution # 196/2016. Board member B. Grove moved that we accept operations report and financial reports as presented.

CARRIED

6.0) Business

6.1) Regional Transfer Site Services Proposal – Manager M. Hampshire provided a PowerPoint presentation providing background, data and recommendations for future transfer site services. Much discussion ensued.

Resolution # 197/2016. Board Member D. Oberg moved to accept the proposal as information.

CARRIED

7.) Correspondence & Information

- 7.1) Town of Killam & Town of Sedgewick Transfer Site Letters
- 7.2) 2015 Diversions & 5 Year History
- 7.3) 2016 Regional Cleanup Schedule
- 7.4) EWMCE Course for Councilors

8.0) Adjournment

Meeting adjourned at 9:15 p.m.

Next Meetings

March 21, 2016 – Regular meeting and annual audit review –

Chairperson

Manager

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Minutes of the Sedgewick Library Board Meeting February 23rd/2016

Lisa Collier called the meeting to order at 7:02pm. There were 8 members in attendance.

Micaela McConnell read the minutes of the January 19th meeting; she then moved the minutes be adopted as read. Lois Polege seconded, carried.

Business Arising – “Mother Goose on the Loose” an early learning childhood course was discussed. Looking at a 6 week program on Fridays starting at 10:00 am -11:00am, ages 3-5 beginning May 6th 2016. Lois Polege will contact Christine Cross for more information. Lois made a motion we host this program. Marie Macleod seconded, all in favor, carried.

Lois Polege read the treasurer’s report (attached) with a checking account of \$21 779.28 and GIC of \$3097.57. Lois moved the report be adopted as read, Stephen Levy seconds, all in favor, carried.

Lois suggested we look into purchasing a different account software that is more user friendly. Will look into options and prices, to be discussed at a later date.

An alternative online payment method called PayPal was discussed.

Barb McConnell read the librarian’s report (attached) which highlighted the 2016 book allotment from Parkland Regional Library.

The 2016 Annual Survey & 2015 Annual report was reviewed and discussed. Lois Polege made a motion for the approval of the 2016 Annual Survey and 2015 Annual report. Marie Macleod seconded, all in favor, carried.

Next meeting to be held Annual General Meeting on March 22nd/2016.

Meeting adjourned at 8:25pm

- Submitted by Micaela McConnell



February 17, 2016

Ms. Amanda Davis, CAO
Town of Sedgewick
PO Box 129
Sedgewick, AB T0B 4C0

Dear Ms. Davis:

SUBJECT: 2016 Annual Membership

Enclosed is your 2016 membership invoice, based on 2014 population data provided by Municipal Affairs. Thanks to your support through these membership fees, AUMA is able to provide policy and program solutions to economic, environmental, social, and governance matters that impact cities, towns, villages, summer villages, and specialized municipalities across our province.

AUMA works with elected and administrative leaders to identify, develop, and advocate for solutions to municipal issues and opportunities. We develop policies and toolkits, provide education and training, and advocate to other orders of government and organizations on required changes.

- **Events: AUMA Annual Convention and Trade Show:** You receive discount registration fees for this premier event which brings together over 1,200 municipal, provincial and federal elected officials, senior administrators, business leaders and other key stakeholders to share best practices, attend education sessions, network and collaborate. **Mayors' Caucuses:** This twice yearly event brings members together to discuss emergent issues and table discussion topics. **Ad Hoc events:** In the past, AUMA has held Regional Sessions, President's Summits, and in 2016, AUMA held the Linear Taxation Symposium. These events are based on top of mind issues for our members.
- **Keep informed:** You can receive the *Weekly Digest* newsletter, containing key articles related to current municipal challenges, opportunities and events as well as updates on our advocacy initiatives, government funding, and economic and political issues.
- **Learning:** A number of webinars and other learning opportunities, including the Elected Officials Education Program (EOEP), are available to members. Expand your area of expertise and learn more about municipal issues and programs.

In addition, AUMA provides essential business services through the Alberta Municipal Services Corporation (AMSC).

- **Business Services:** As member, you have the opportunity to participate in our valuable member offerings in the areas of employee benefits and retirement plans, insurance and risk management, and utilities, including energy and water services. Members receive highly competitive pricing from staff dedicated to delivering outstanding service and with the understanding of the challenges of municipalities and their related entities. Our newest offering—the *AMSC Purchasing Program*—is built with the strength of other public sector entities, providing discount prices from a range of vendors, purchasing advice, as well as access to Purchasing Cards; providing an annual rebate back to members through purchase volumes. The enclosed materials outline these service offerings and your current levels of participation.

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- **Casual Legal Services:** The service is an important risk management tool for members in an increasingly litigious environment. Members are encouraged to be proactive in their risk management initiatives, and look for ways to obtain information at an early stage to avoid more costly legal issues and litigation down the line.
- **Recruitment:** Recruiting municipally-minded staff is easy with our Job Postings service, and includes all of the latest opportunities.

We encourage you to file a copy of this letter with your Council so that they can appreciate the many benefits afforded by your membership.

Should you have any questions or comments, please contact our Client Development team at 310-AUMA.

Yours truly,

A handwritten signature in cursive script, reading "Sue Bohaichuk".

Sue Bohaichuk, CPA, CMA; ICD.D
AUMA CEO

Enclosures

your AUMA

Providing members with
advocacy and business solutions

Town of Sedgewick currently subscribes to these member services:

Employee Benefits

Energy Services – Electricity

Contact us today about these other valuable member services:

NEW! Purchasing Program

As a leader in providing innovative community and business solutions to members, we bring you our newest member service, the AMSC Purchasing Program. In response to your requests we launched this exciting new program in September at the recent AUMA Convention, and is already gaining momentum. See the attached benefits sheet for more information and to apply.

Retirement Services

Provides members with a variety of options for enhancing retirement planning for the employees of AUMA members. From supplementary pension plans, group RRSPs and tax free savings accounts—we have something for everyone!

General Insurance & Risk Management

These programs are designed for the unique needs of municipalities and municipally-related organizations. Our team provides coverage, claims handling and risk management services for more than 700 members. This program provides price stability—and unlike buyers of regular insurance coverage—members have a voice in shaping the direction of their program.

Investment Services

We have designed a number of investment products to meet the unique needs of investors. The program enables members to direct reserve funds to professional investment management to achieve greater potential investment returns, improved risk reduction through diversification and lower fees through economies of scale.

Water & Wastewater Services

Designed to support the sustainable operation and maintenance of municipal water distribution systems, Water & Wastewater Services provides municipalities with water loss control tools to optimize the infrastructure and operations of water and wastewater delivery systems.



WE ARE
economies
OF SCALE

WE ARE THE
support
YOU NEED



WE ARE THE
experts
IN MUNICIPALITIES

WE ARE YOUR
advocate



Procurement card application

CARDHOLDER INFORMATION				
Name			Employee ID	
Title		Member name		
Phone		Email		

CARD ADMINISTRATOR INFORMATION				
Name			Employee ID	
Title		Member name		
Phone		Email		

TRANSACTION LIMITS	
<input type="checkbox"/>	\$5,000 single transaction limit and \$50,000 monthly credit limit
<input type="checkbox"/>	\$5,000 single transaction limit and \$25,000 monthly credit limit
<input type="checkbox"/>	\$3,000 single transaction limit and \$15,000 monthly credit limit
<input type="checkbox"/>	\$1,000 single transaction limit and \$5,000 monthly credit limit
<input type="checkbox"/>	Other limits (specify) _____

CARD BLOCKS (in addition to Standard Category Blocks shown below)	
<input type="checkbox"/> Industry blocks	
<input type="checkbox"/> Vendor blocks	
<input type="checkbox"/> Other blocks	

By signing this application, the Cardholder agrees to comply with the terms of the Cardholder Agreement and follow the AMSC Procurement Card procedures.

Submit completed application form via email to: AUMA Finance accounting@auma.ca



Procurement card application

APPROVALS				
<input type="checkbox"/> Approved	COMMENTS			
<input type="checkbox"/> Rejected	COMMENTS			
Approver name and signatures		MM	DD	YYYY
Cardholder's signature:				
Card administrator's signature:				
AMSC director's name:				
AMSC director's signature:				

P-CARD ADMINISTRATION USE ONLY
Comments:

Invest in *your* Association

Ask about:

- HR Services
 - Employee benefits
 - Retirement services
- General Insurance & Risk Management
- Utility Services including Water & Wastewater
- Investment Services
- Purchasing Program

Alberta Urban Municipalities Association
Alberta Municipal Services Corporation

Alberta Municipal Place 300, 8616 51 Avenue Edmonton, AB T6E 6E6
780.433.4431 310.AUMA
auma.ca

ALBERTA URBAN MUNICIPALITIES ASSOCIATION
ALBERTA MUNICIPAL SERVICES CORPORATION

your
AUMA

Providing
members with
advocacy and
business solutions

Read more to learn about
the services, products and
events we provide to our
members



WE ARE
economies
OF SCALE



WE ARE THE
support
YOU NEED

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experts
IN MUNICIPALITIES

WE ARE YOUR
advocate



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WE ARE YOUR
advocate



Human Resources Services Retirement Services

We have something for everyone's future. AMSC Retirement Services provides a variety of options for enhancing retirement planning for the employees of AUMA members and municipally-related organizations. In addition to the APEX Supplementary Pension Plan and MuniSERP, our offerings include the Alberta Communities Pension Plan, Group RRSPs and Tax Free Savings Accounts.

The Alberta Communities Pension Plan is a defined contribution pension plan uniquely designed for:

- Municipal elected officials
- Employees of municipalities and municipally-related organizations who do not participate in the Local Authorities Pension Plan

The ACPP Advantage:

- Contributions by payroll deduction
- Governance Board oversight
- Employer cost certainty
- Competitive management fees and support
- Customer care centre
- Registered pension plan regulated under the Employment Pension Plans Act of Alberta and the Canada Revenue Agency

Social

Citizen Engagement toolkit and Social Media resource guide


Based on member demand, AUMA and AAMDC have created a new Citizen Engagement toolkit and a Social Media resource guide.

The purpose of these tools is to provide you with some practical advice and tools to support effective citizen engagement. They have been developed to be applicable to elected officials and municipal administration, and are relevant for municipalities of all sizes, geographic locations and demographics.

Welcoming and Inclusive Communities

The goal of the Welcoming and Inclusive Communities (WIC) initiative is to create communities where diversity adds to the social and economic vibrancy of the community, and improves the quality of life for all residents. WIC works closely with the Come Together Alberta (CTA) initiative. CTA aims to support the attraction, retention and integration of newcomers, and the engagement of marginalized populations in the workforce.

These webpages provide ideas, information and resources to support municipalities who want to embrace diversity.





Environment

Municipal Climate Change Action Centre

The Municipal Climate Change Action Centre provides technical assistance, expertise, and funding programs to support Alberta municipalities in reducing their greenhouse gas emissions and improving energy efficiency.

Municipal Sustainability Planning

Municipal sustainability planning allows municipalities to envision the communities they want and take proactive steps to move there. It is an opportunity to engage citizens in a dialogue about what they value about their communities and what they want them to look like in the future.

Waste management

Looking for new ways to reduce the amount of waste going into landfills? Struggling to maintain your recycling program in the face of fluctuating markets for recycled materials? Interested in tried, tested and true technologies to increase the sustainability of your waste management facilities? Zero waste is the end goal and philosophy behind our solid waste management strategy.

Water management

Over the past several years AUMA has engaged our members in developing water policies, plans and resources to help municipalities respond to the broad range of water-related issues they face.

Investment Services

Investment solutions for Alberta municipalities

AMSC Investment Services has designed a number of products to meet the unique needs of investors regarding their investment objectives. It enables investors to direct reserve funds to professional investment management in order to achieve greater potential investment returns, improved risk reduction through diversification and lower fees through economies of scale.

Investing with AMSC is your *local* option—with funds and support going back to Alberta municipalities and related organizations.

The program is built on leveraging the strength of solid partnerships developed with credible, successful organizations. These partnerships are formed only after undergoing a rigorous due diligence process on behalf of our members, and we are pleased to announce the selection of five world-class service providers that will provide investment expertise; Aon Hewitt, CIBC Wood Gundy, CIBC Mellon, Beutel Goodman and Alberta Investment Management Corporation (AIMCo).



Other valuable services

Job Postings

As part of our commitment to service, we offer municipalities and municipally related non-profit organizations, the ability to post jobs online. Members can post job openings across Alberta and nationwide to attract the optimal combination of skill set and experience.

Alberta Queen's Printer

Did you know AUMA maintains licenses on behalf of our members for reduced-fee access to the services provided by the Queen's Printer?

The Alberta Queen's Printer is a valuable resource for researching government-related documents and current legislation. It is updated continuously and is 100% searchable.

Contact us to learn more!

Powered by members


Established by members for members in 1905, the Alberta Urban Municipalities Association is regarded and respected as the expert in municipalities. The association is valued by our membership and trusted as a voice for urban municipalities as we provide leadership in advocating local government interests to all orders of government and other organizations.

The organization has evolved to address the ever-changing needs of Alberta's cities, towns, villages, summer villages and specialized municipalities; providing the support they need.

AUMA works hard to develop a strong partnership between all three levels of government that will facilitate social and economic growth, a strategic and stable funding matrix for capital projects, vital emergency and social services.

Through its wholly owned subsidiary, the Alberta Municipal Services Corporation, we have developed a foundation of support for municipalities, leveraging the economies of scale afforded by the opportunity to aggregate services on behalf of members. As such, we have evolved to become a solutions-based company dedicated to meeting the business needs of clients; delivering enhanced services to support municipalities in managing costs and building capacity within the municipal framework.

AUMA programs, services and advocacy initiatives are driven by member need, powered by member input.





Advocacy

Your AUMA membership allows us to develop solutions and build consensus on municipal matters and speak on your behalf as your advocate to provincial and federal orders of government. We develop innovative and practical municipal solutions and policies that address member needs.

Some recent examples include:

- Advocating for increased investment in water infrastructure
- Identifying changes to the viability review process
- Identifying changes to emergency services
- Advocating for brownfield redevelopment
- Input on MGA amendments
- Advocating for a new provincial-municipal relationship as a collaborative, government to government partnership

Visit www.auma.ca to find out more.

Right partnership

- Expertise in customer care, energy management and energy market fundamentals.
- Member-owned program, closely governed by participants.
- Provides input into the franchise agreement, regulated distribution costs and participates in industry initiatives.

Right price

- Reduce costs with in-house retailing and highly focused customer service with staff who understand municipalities and not-for-profit organizations.
- Fully disclosed and transparent costs.
- Eliminating the need for external consultants with in-house energy expertise.


Water & Wastewater

The Water & Wastewater Services Program has been designed to support the sustainable operation and maintenance of municipal water distribution systems through:

Audits: assessment of water loss through industry recognized methodologies to determine water loss reduction measures.

Rate reviews: identify and assess current service delivery costs to develop rate structure scenarios.

Strategic plans: support municipalities in assessing various strategic service delivery models.





Utility Services Energy

The AMSC Energy Program delivers the right product, the right partnership, and the right price to municipalities, municipally-related organizations and not-for-profit organizations in Alberta.

We act on behalf of members as an agent in wholesale procurement—reducing administrative costs and the burden of in-house or costly contracted energy procurement specialists.

With more than 10 years of experience in the field, this program serves the long-term needs of our valued clients and provides economies of scale to those who cannot individually access the wholesale market. The program provides stability, flexibility and expertise in procuring natural gas, electricity and green power products at true wholesale market prices.

Program highlights include:

Right product

- Tailor-made, customer-focused and competitive offerings with terms of 1-10 years.
- Procurement options that allows for hedging future growth.
- Compliant procurement processes


Programs and initiatives

Resources have been developed in response to the problems, challenges and opportunities that are impacting our members and their citizens. In order to be effective advocates for the issues that matter most to municipalities, our programs and initiatives also aim to educate and inform our stakeholders and the general public about why those issues should matter to them too.

Our programs and initiatives are categorized into five sections:

- Governance
- Infrastructure
- Economic
- Social
- Environment

On the following pages you will see a breakdown of the programs and initiatives that are available. For more information on each of these resources, visit Advocacy services at auma.ca



Governance

Twenty questions municipal councillors should ask

Governing bodies in the public sector are being asked more and more to account for both their conduct and the outcomes being achieved. These resources were created to help councils ask appropriate and probing questions on key municipal governance matters.

Chief Administrative Officer performance appraisal

The performance of the CAO can have such a direct and lasting impact on the ability of council to carry out its mandate that a functional and successful relationship should be viewed as essential. A CAO performance appraisal is a valuable tool for councils to use when assessing competencies and provides an opportunity to establish consistent and regular feedback for the CAO role.

Enterprise Risk Management

Enterprise risk management is a process for identifying and evaluating risks so they can be effectively mitigated and monitored. It helps measure and prioritize risk mitigation as an interrelated system, rather than looking at risks in silos.

Intermunicipal Cooperation

This program provides municipalities with constantly updated information, resources and tools that they will need to begin or continue effective working relationships with other municipalities.

Rural/urban cost sharing

Cost-sharing agreements allow municipalities to determine the most appropriate solutions for local needs, recognizing that collaborative initiatives provide a stronger, united voice and a greater opportunity to influence other orders of government.

GENERAL INSURANCE:

Property:

Building and contents (including equipment breakdown), Mobile equipment, Course of construction

Automobile:

Third party liability, Accident benefits, Loss of or damage to insured, Non-owned liability

Facility user group:

Protect your organization from liability when renting your facilities.

Liability:

General liability, Aircraft (owned and non-owned), Environmental impairment, Errors and omissions, Umbrella, Wrap-up

Crime:

Money and securities, Employee dishonesty

RISK MANAGEMENT:

Loss control program:

Inspections by experts to help manage and mitigate risks by identifying items or hazards that may lead to claims:

- Physical risk identification (Fire and building hazards) ensures physical condition of building
- Liability protection (facility risk loss control) ensures protection of the public and staff is considered

Building property insurance evaluation program:

At the same time as loss control inspections are done, buildings are surveyed to gather the information required to ensure that they are valued to insurance replacement cost.

Details such as construction, area and quality are used to build your appraisal. With \$8 Billion in property in the program, we make sure it is properly valued and insured.

Risk management training at no cost:

Reducing the frequency and cost of claims arising from key exposure areas such as property, liability and automobile is crucial to your municipality. Easy-to-access modules provide learning on managing the risk organizations must deal with daily.

Register for one of our 14 free online risk modules to:

- Bolster your risk management capacity
- Study at your own pace
- Avoid travel costs



General Insurance & Risk Management

The General Insurance and Risk Management Program is designed for the unique needs of municipalities and municipally-related organizations. Our program provides coverage for more than 700 members who are subscribers and partners to each other in self-insuring losses through participation in our insurance reciprocal MUNIX.

The size of the program provides price stability. Members own the program but unlike buyers of coverage, our members have a voice. The valued input of our municipalities helps shape the direction of the General Insurance Program.

Members own an insurance reciprocal called MUNIX, which ensures broad insurance coverage and premium stability. The MUNIX policies for property and liability offer coverage not available in the general insurance marketplace. Specially developed manuscript wordings allow unparalleled coverage such as guaranteed replacement cost on buildings.

We regularly survey the insurance marketplace and hold policies with international insurers. With a significant member group, there truly is strength in numbers!

Our qualified staff of insurance and claims consultants assist members through the many challenges of insuring a municipality, and have the best interests of our members at heart, rather than the bottom line of a for profit insurer and its shareholders, and that means superior service and better coverage.

Infrastructure

Asset management

Asset management not only looks at life-cycles and full cost accountability, but can also be used by any and every department within a municipality to guide infrastructure planning and development. It helps ensure responsible stewardship for the public works sector, administrative accountability and public transparency.

Emergency management and disaster response

Municipal governments play a central role in emergency management. Although the federal and provincial governments actively engage in emergency planning, operational measures to address emergencies and their impacts are implemented locally. Local officials are often the first to respond to emergencies—which means that municipalities must have plans and resources in place to respond effectively to emergencies within their borders.

Transportation

Sustainable transportation systems contribute to the economic, environmental, social and cultural health of communities. They increase mobility, connecting people and driving economic growth while also reducing environmental impact.

Economic

Business Vitality Alberta

Business Vitality Alberta (BVA) is an easy-to-use tool designed to help you maximize your community's business and economic vitality. BVA shows you how to solidly build a healthy community, support entrepreneurs and foster small business growth.

Energy policies framework

Municipalities both influence and are impacted by energy. AUMA developed an Energy Policy Framework to guide the development of municipal energy policies:

- The 2012 Municipal Energy Policies focused on abandoned energy infrastructure and energy's impact on transportation and utility corridors.
- The 2013 Municipal Energy Policies focused on municipal energy efficiency and sustainability and preparing for the Canadian Energy Strategy.

Sample municipal budgets

Municipalities across Alberta develop a series of budgetary documents each year including documents for council review, reports of actual and forecasted results, and material to share with the public. Based on member requests, AUMA has collected a number of samples to assist as samples of possible approaches to preparing municipal budget documents.

Tourism Vitality Alberta

Do you want to develop tourism opportunities in your community? If so, then the Tourism Vitality Alberta (TVA) toolkit is for you. Tailored to small communities, TVA allows municipalities to quickly assess strengths and weaknesses in tourism in seven key areas, determine action steps to strategically improve tourism, and access resources to further this important economic development opportunity.

Human Resources Services Employee Benefits

After more than 40 years, the AMSC employee benefits program is better than ever! We are proud to provide benefits to employees in more than 400 municipalities and municipally-related organizations.

The key to our longevity is rooted in the economies of scale we offer through aggregation and regular market evaluation, in building programs that meet the unique needs and objectives of each member, and in our unparalleled value-added services.

What does this mean to participating employers?

With more than 14,000 participating employees, we can ensure competitive rates—we go to market annually to ensure that the best rates are obtained for members, saving costly due diligence by hiring a broker—we are your broker.

Our team of qualified benefits services consultants are dedicated to you and committed to ensuring you receive outstanding service. We have consistently received over 95% member satisfaction ratings.

A sample of coverage available:

Extended Health Care	Vision Care
Short and Long Term Disability	Optional Life
Dental Care	Basic Group Life
Dependent Life Insurance	Critical Illness
Voluntary Accidental Death and Dismemberment	Accidental Death and Dismemberment



General Insurance & Risk Management

The General Insurance and Risk Management Program is designed for the unique needs of municipalities and municipally-related organizations. Our program provides coverage for more than 700 members who are subscribers and partners to each other in self-insuring losses through participation in our insurance reciprocal MUNIX.

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We regularly survey the insurance marketplace and hold policies with international insurers. With a significant member group, there truly is strength in numbers!

Our qualified staff of insurance and claims consultants assist members through the many challenges of insuring a municipality, and have the best interests of our members at heart, rather than the bottom line of a for profit insurer and its shareholders, and that means superior service and better coverage.

Infrastructure

Asset management

Asset management not only looks at life-cycles and full cost accountability, but can also be used by any and every department within a municipality to guide infrastructure planning and development. It helps ensure responsible stewardship for the public works sector, administrative accountability and public transparency.

Emergency management and disaster response

Municipal governments play a central role in emergency management. Although the federal and provincial governments actively engage in emergency planning, operational measures to address emergencies and their impacts are implemented locally. Local officials are often the first to respond to emergencies—which means that municipalities must have plans and resources in place to respond effectively to emergencies within their borders.

Transportation

Sustainable transportation systems contribute to the economic, environmental, social and cultural health of communities. They increase mobility, connecting people and driving economic growth while also reducing environmental impact.



Learn. Grow. Lead.

The Elected Officials Education Program is a comprehensive and accessible educational program for elected officials. We currently offer 21 courses on municipal finance, governance, legislation, HR planning, media relations and more.

Being an elected official is a busy job. That's why we offer all 21 courses online. Learn when you want, where you want, at your own pace.



ELECTED OFFICIALS
Education Program

COURSES NOW AVAILABLE
ONLINE

Visit us at:
www.eoep.ca

Member Services

The Alberta Municipal Services Corporation, a wholly-owned subsidiary of the AUMA, provides outstanding value to members through aggregation combined with over 100 years experience in municipally-related business and advocacy. AMSC delivers a broad range of service solutions to municipalities, municipally-related organizations, and their employees.

Purchasing - our newest offering brings members a comprehensive purchasing experience including procurement cards, purchasing advice and expertise, and access to reduced pricing on all the items for your municipality.

Human Resources Services - includes employee benefits and retirement services, Employee Assistance, annual salary survey and more.

Insurance & Risk Management Services - offers a highly competitive general insurance program and runs MUNIX, a self-funded insurance reciprocal. A comprehensive risk management program is available to help members reduce the frequency and cost of claims arising from key exposure areas.

Utility Services - offers an aggregated electricity, natural gas and green power program to benefit from competitive prices and long-term price stability. We offer flexibility and complete transparency in the procurement process. In addition, our Water & Wastewater Services program supports the sustainable operation and maintenance of municipal water distribution systems.

Other offerings include Investment Services, Casual Legal Services, and more.

Visit www.amsc.ca to find out more.

NEW!

Purchasing Program

Realize your purchasing power

In response to your requests, the AMSC Purchasing Program is now available, and is already gaining momentum. Our unique program is a comprehensive purchasing experience which includes:

- Tools designed to reduce the cost of goods and services, administration cost, purchase cycle time while improving spend controls
- In-house purchasing advice and expertise
- Easy access to Government of Alberta standing offers
- Support to source and purchase
- Access to and use of purchasing templates and best practices
- Cooperative purchase agreements

How does the program work?

1. Apply for AMSC procurement cards (p-cards) for your municipality and employees
2. Your municipality has unlimited access to the purchasing program
3. Use your p-cards for all of your regular purchases
4. You will receive one convenient monthly invoice from AMSC for all of your p-card purchases.

Get started today with the features and benefits sheet and enclosed application

Municipal Climate Change Action Centre

Looking for ways to reduce your community's carbon footprint?

Interested in energy saving opportunities that will help your municipality cut costs? Concerned about how changes in climate will impact your region in the future?

The Municipal Climate Change Action Centre provides funding programs, tools, and education sessions to help municipalities reduce their greenhouse gas emissions, conserve energy, and adapt to a changing climate.

Visit www.mccac.ca to find out more.

The Municipal Climate Change Action Centre is a partnership between the Government of Alberta, Alberta Association of Municipal Districts and Counties, and Alberta Urban Municipalities Association.



16 February 2016

Ms. Davis
Chief Administrative Officer, Town of Sedgewick
PO Box 129
Sedgewick, Alberta
T0B 4C0

Dear Ms. Davis,

Re: Alberta Health Review of Alberta Rural Physician Action Plan (RPAP): Possible Closure or Reduction

Request for action

The purpose of this letter is to respectfully request your input as to the valuable contribution RPAP has made and will hopefully continue to make in your community. Without your immediate input, decision makers on the fate of RPAP will not have a clear understanding of the impact of RPAP programs to rural Albertans and the valuable services we provide in your community. Please help your MLA and the Minister of Health Hon. Sarah Hoffman recognize RPAP's contributions to attracting and retaining your local health labour force.

The Issue

Alberta Health has communicated that they will be conducting a review of RPAP's programs and services and it is expected that recommendations on the fate of RPAP will be provided to the Deputy Minister by 31 March 2016. As RPAP's current grant funding ends on 31 March 2016, Alberta Health has indicated that in the interim they will provide 6 months funding to 30 September 2016.

Background

The purpose of the review as stated in a letter from the Deputy Minister Carl Amrhein is "To ensure there is an alignment with Alberta's rural health system needs and outcomes, the strategic scope and parameters of the RPAP Review are as follows:

- A review of Alberta Health's investment based on RPAP's mandate;
- An assessment of potential redundancies in funding; and,
- An assessment of where the best operational efficiencies can be gained for provincial programs."

Assistant Deputy Minister (ADM) of the Professional Services and Health Benefits Division Miin Alikhan will be conducting the review. Also of note is that the two faculties of medicine at the University of Alberta and the University of Calgary have indicated in a letter to Alberta Health, that RPAP's role in rural medical education is both redundant and potentially jeopardizes their accreditation. Regarding redundancy, your input as to the services RPAP provides directly to your community will be invaluable in presenting a true picture of the value RPAP brings to rural Alberta. Regarding the accreditation of the faculties, we believe this matter is baseless and that there is no jeopardy to accreditation.

RPAP is effective and efficient

Earlier in December 2015, RPAP completed an external summative evaluation of its functioning by outside, independent researchers. **This external report, part of the RPAP multi-part evaluation framework, was very positive.** Quoting from the report, the external evaluators noted:



RPAP

- "RPAP is making a valuable contribution to the attraction and retention of physicians in rural Alberta. RPAP has a clear vision and mission which are underpinned by a number of objectives and goals. The initiatives within each goal align with both the direction of the goal and with each other. "
- "Physicians, residents and medical students all reported that RPAP was a positive driver within the rural Alberta health care environment. All three user groups stated that RPAP initiatives provided them with insights into rural practice and rural community living that might otherwise be unknown to them. Medical students felt that they were exposed to the advantages of rural practice through RPAP initiatives, and that the initiatives informed their career choices. Furthermore, medical students and residents reported that RPAP initiatives influence their decision to pursue rural practice. The seven-year retention rate of rural physicians has increased, year on year, as has the number (headcount) of physicians practicing in rural Alberta."
- "RPAP initiatives are currently seen as the vanguard of Canadian rural physician recruitment and retention practices, and are aligned with most best practices."

If you value the programs and services provided by RPAP, and wish to have them continue in your community, please immediately contact your MLA and the Minister of Health Hon. Sarah Hoffman to provide your input to the review. Otherwise the support you have come to expect from RPAP might not be there.

For your reference, we have attached a Highlight Sheet of RPAP's programs and services. If you have any questions, please do not hesitate to contact me.

Sincerely,

David Kay, CHE, FACHE
Executive Director
RPAP | Health Workforce for Alberta

Attach. 1

CC. Mr. Wes Taylor, MLA
battleriver.wainwright@assembly.ab.ca

HIGHLIGHT SHEET – RPAP PROGRAMS AND SERVICES

We are a not-for-profit organization who receives a grant of approximately \$10 million per year from Alberta Health and this is what RPAP does for your community:

- Facilitate and fund the rural placements of medical students and Family Medicine residents so that they might select rural practice as a viable option upon graduation
- Attract and path find Canadian and internationally trained physicians, and Alberta-trained resident physicians to available posts in Alberta
- Support the recruitment of all health care providers through our cutting edge provincial recruitment jobsite APJobs.ca
- Work with rural communities through attraction and retention committees to attract and retain physicians and their families
- Work with resident physicians in career planning
- Provide professional development programs and locum services for rural physicians
- Invest in research and analysis to tell the story about rural health care and Alberta's physician workforce
- Provide grants to local communities for attraction and retention innovations, and fund medical students and resident physicians to attend rural health care conferences and training events
- Support and sponsor rural students to go to medical school
- Work collaboratively within Alberta, across Western Canada, and nationally to support health care in Alberta
- Measure what we do and continuously improve our programmes and supports
- **LISTEN** to rural communities, health care workers, and service partners and **ACT** on their ideas

We are honoured to deliver programs and services that are needed, and to do so efficiently and effectively. RPAP has proven it delivers effective and efficient programming in service to non-metro Albertans. If you agree, your MLA and the Minister of Health Hon. Sarah Hoffman need to proactively hear from you **as soon as possible**.

LETTERS:

1. **Flagstaff County:** Provided an information package on the regional economic brand.
2. **Grace Energy:** Letter to ensure awareness of the New Provincial Solar funding Package, applications available March 1st, 2016.
3. **Conoco Phillips Canada:** Letter advising that all interest in agreements and lands as attached have been assigned to Pine Cliff Energy Ltd. effective July 1st, 2015.
4. **Flagstaff County:** Letter to the Town of Sedgewick that "...Council approved to enter into a Regional Fire Chief Services Agreement."
5. **Town of Killam:** Letter to Flagstaff Intermunicipal Partnership (FIP) Committee "...that the Town of Killam Council has approved the FIP Committee's recommendation to adopt the 2016 revised budget as presented..."
6. **Town of Killam:** Letter to FIP Committee regarding recommendation to upgrade the SCADA system that the Town of Killam has deferred a decision pending further information from the operators and a more accurate, confident cost of upgrades is received.
7. **Town of Killam:** Correspondence to accept Flagstaff County's offer for "no cost" Peace Officer Services for a one year trial.
8. **Village of Heisler:** Letter to FIP that Heisler Council approved the revised 2016 FIP budget.
9. **Village of Heisler:** Letter to Flagstaff County accepting the proposal to provide Community Peace Officer Services at no cost to Heisler on a one year trial period.
10. **Town of Daysland:** Letter to FIP Committee approving the Regional Governance Terms of Reference.
11. **Town of Daysland:** Correspondence to accept Flagstaff County's offer for "no cost" Peace Officer Services for a one year trial pending review and approval of an agreement.
12. **Town of Daysland:** Approval of the revised FIP budget.
13. **Town of Daysland:** Daysland Council reviewed the SCADA system material and advised that they are not a participating municipality in this phase and will not be contributing for the items as recommended by FIP.
14. **Alberta Municipal Solar Program:** Letter of introduction to Grace Energy and detailed information on the Provincial Municipal Solar Program available March 1st, 2016.
15. **Alberta Municipal Affairs:** Letter to Mayor Miller, Village of Forestburg advising of approval of a grant of \$40,000. under the Mediation and Collaborative Processes component of the Alberta Community Partnership for the Regional Governance Project.
16. **East Central Alberta Review:** Letter providing information and rates for the 2016 publication.
17. **East Central Alberta Review:** Letter providing information on the Destination Marketing Fund for Sedgewick Lake Park.
18. **Fortis Alberta:** Providing one year written notice that street light standards will be changing to Light Emitting Diode (LED) as per the Electrical Distribution System Franchise Agreement Article 11A, effective March 1st, 2017.
19. **Flagstaff County:** Letter advising of acceptance of the Follow up form for the cemeteries assistance grant in February, 2014 in the amount of \$2,500.
20. **AAMDC:** Letter announcing that Legal Expense Insurance coverage is now available to the membership.

NOTICES and INVITATIONS:

1. **Hospice Society of Camrose and District:** Invitation to a Town Hall Meeting on March 1st, 2016 in Camrose.
2. **Seniors Week 2016:** Invitation to present a proposal expressing interest in co-hosting the 2016 Seniors Weeks Provincial launch event.
3. **World Elder Abuse Awareness Day:** Notification of World Elder Abuse Awareness Day on June 15th, 2016.
4. **Communities in Bloom:** Registration form and information on Communities in Bloom 2016 and prepare for 2017 Celebrate Canada's 150th Anniversary.

WORKSHOPS and SEMINARS:

1. **Campus for Communities:** Provided a list of upcoming community building training events.
2. **The Canadian Institute:** Provided 2016 training courses and schedule.
3. **The Canadian Institute:** Infrastructure Asset Management May 3rd - 4th, 2016.

MINUTES and FINANCIAL STATEMENTS:

1. **Recreation Funding Committee** - Financial Statement ending January 31st, 2016
2. **Sedgewick Memorial Cemetery-** Financial Statement ending January 31st, 2016

NEWSLETTERS AND PUBLICATIONS:

10-Mar-16	10-Mar-16
Mayor	CAO

- | | |
|--|----------------------------------|
| 1. AAMDC: | February 18 th , 2016 |
| 2. AAMDC - Farm and Ranch: | February 18 th , 2016 |
| 3. FCM: | February 18 th , 2016 |
| 4. AUMA: | February 17 th , 2016 |
| 5. AAMDC: | February 10 th , 2016 |
| 6. AUMA: | February 10 th , 2016 |
| 7. Canadian Process Equipment & Control: | February 2016 |
| 8. Koender’s Manufacturing: | February 2016 |
| 9. Turf Net Sports Supplies: | February 2016 |
| 10. Award: | February 2016 |
| 11. Battle River Power Coop: | January 2016 |
| 12. Tree Service: | Spring 2016 |
| 13. PEG: | Spring 2016 |
| 14. Alberta Innovators: | Spring 2016 |
| 15. Interlock Design: | Winter 2016 |

Town of Sedgewick Monthly Statement
Month Ending February 29, 2016

As Per Books							
	General	Subd. Rec.	Muni Fire	MSI-Op	MSI-Cap	BMTG	FGTF
Previous Month Balance	2,588,727.72	3,562.24	129,130.96	65,701.15	937,939.65	163,214.60	0.00
Receipts for Month	167,693.05						100,000.00
Outstanding Receipts							
Interest Received	1,440.52	1.97	71.59	36.43	520.01	90.49	36.34
Subtotal	2,757,861.29	3,564.21	129,202.55	65,737.58	938,459.66	163,305.09	100,036.34
Less Disbursements	155,496.99						
Interest Reveal	2,493.44	3.22	108.24	59.24	845.83	147.18	
NSF Charge	7.00						
Transfer FGTF	100,000.00						
Data First	43.85						
Month End Balance	\$2,499,820.01	\$3,564.21	\$129,202.55	\$65,737.58	\$938,459.66	\$163,305.09	\$100,036.34


As Per Bank							
Month End Balance	2,529,648.53	3,564.21	129,202.55	65,737.58	938,459.66	163,305.09	100,036.34
Cash on Hand	300.00						
Cash in Transit	2,452.96						
Subtotal	2,532,401.49	3,564.21	129,202.55	65,737.58	938,459.66	163,305.09	100,036.34
Less Outstanding Cheques	32,581.48						
Month End Balance	\$2,499,820.01	\$3,564.21	\$129,202.55	\$65,737.58	\$938,459.66	\$163,305.09	\$100,036.34

Outstanding Cheques			
Number	Amount	Number	Amount
Payroll Cheques		630	233.04
582	160.00	631	2,542.35
583	100.00	632	150.00
584	80.00		
626	2,953.81	4518	1,966.23
627	1,815.07	4519	226.03
628	3,426.60	4520	572.00
629	1,557.03	4521	6,447.77
General Cheques		4522	45.37
4468	366.09	4524	60.00
4493	640.00	4526	52.45
4497	549.00	4528	2,827.91
4513	17.25		
4514	1,932.33		
4515	3,160.82		
4516	57.58		
4517	642.75		
Outstanding Cheque Total	\$32,581.48		

Submitted to Council this 10 day of March 2016.

Interest Earned/Feb. -\$296.09
GIC - 5-yr @ VCU \$11,740.32
GIC - 5-yr @ ATB \$20,266.19
Total Cash and Investments \$3,932,131.95

Perry Robinson, Mayor


Amanda Davis, CAO

10-Mar-16
Mayor

10-Mar-16
CAO

Payment #	Date	Vendor Name	Reference	Payment Amount
Bank Code: AP - VCU				
Computer Cheques:				
4484	2/11/16	AAMD&C	Jan Stmt	165.13
4485	2/11/16	AWWOA	DJ & BP AWWOA Membership	503.24
4486	2/11/16	CCI Wireless	Feb 2016 Stmt - office	78.74
4487	2/11/16	Cleartech Industries Inc	WTP-Clean & Cailbrate meters	519.75
4488	2/11/16	The Community Press	Jan Stmt	105.00
4489	2/11/16	Arnett & Burgess Pipeliners Lt	Jan Stmt	769.06
4490	2/11/16	CUETS Financial Mastercard	Jan Stmt	1,395.00
4491	2/11/16	Flagstaff Family & Community	2016 Res.Officer Jan-Mar	1,285.50
4492	2/11/16	Flagstaff Printing	Office - Letterhead	515.96
4493	2/11/16	Kathleen Steadman	Health & Wellness - Feb.2016	640.00
4494	2/11/16	Watkins Holdings Ltd.	Jan. 2016 Stmt	406.23
4495	2/11/16	Sedgewick Building Supplies	Jan Stmt	739.38
4496	2/11/16	SKNGS - Sedgewick Killam	Jan. 2016 Billing	48,815.66
4497	2/11/16	Society Of Local Government	AD-SLGM Workshop	549.00
4498	2/11/16	Superior Safety Codes Inc.	Jan Stmt	2,204.27
4499	2/11/16	Telus	Jan 2016 Statement	935.87
4500	2/11/16	The Bethany Group	FRHG 2016 Requisition	19,851.00
4501	2/11/16	TNT Instrumentation Inc.	Jan Stmt	993.62
4502	2/11/16	Town Of Sedgewick	Jan 2016 Utility Billing	1,026.32
4503	2/11/16	Wainwright Assessment	Feb. Statement	1,067.85
4504	2/11/16	Voided by the print process		0.00
4505	2/11/16	Wild Rose Co-operative Ltd.	Jan. Stmt	1,178.95
4506	2/11/16	Xerox Canada Ltd	photocopier maintenance	141.23
4507	2/18/16	AMSC Insurance Services Ltd.	March 2016 Remittance	2,271.61
4508	2/18/16	AMSC	Jan 2015 Charges	7,142.81
4509	2/18/16	Battle River R.E.A. Ltd	Jan. 2016 Charges	53.55
4510	2/18/16	Ted Djos	Snow Removal - Jan21	37.50
4511	2/18/16	Brian King Professional Corp.	2015 TOS Audit Services	9,555.00
4512	2/18/16	Petty Cash Fund	Replenish Petty Cash	127.95
4513	2/25/16	Air Liquide Canada Inc.	Shop-Cylinder Rental	17.25
4514	2/25/16	AUMA	'16 AUMA Membership	1,932.33
4515	2/25/16	Barco Products - Canada	A/R- Cemetery/Sedg Lions	3,160.82
4516	2/25/16	Brazilian Canadian Coffee Inc.	PW-Coffee	57.58
4517	2/25/16	BRAED	BRAED Membership2016/17	642.75
4518	2/25/16	Carillion Canada Inc.	PW-Street Salt	1,966.23
4519	2/25/16	Cleartech Industries Inc	WTP-Chemicals	226.03
4520	2/25/16	Flagstaff County	Peace Officer/Jan	572.00
4521	2/25/16	Local Authorities Pension Plan	Feb. remittance	6,447.77
4522	2/25/16	Purolator Inc.	WTP-Freight/Summit	45.37
4523	2/25/16	Receiver General	Feb 2016 Remittance	9,209.69
4524	2/25/16	Sedgewick Lake Park Assoc.	A/P - Gift Cert- Dempsey	60.00
4525	2/25/16	Summit Valve and Controls Inc	WTP- Freight Summit	52.50
4526	2/25/16	Syban Systems Ltd.	WTP-Internet-March	52.45
4527	2/25/16	TNT Instrumentation Inc.	PW Shop Electrical Upgrade	7,373.23
4528	2/25/16	Tri-Star Industries Limited	FD- light bar	2,827.91
Total for AP:				137,719.09

Accounts payable cheques for the month ending February 29, 2016

February 29th, 2016 Payroll

0621-0625	02/15/2016	Mid Month Payroll	5,100.00
0626-0632	02/29/2016	Month End Payroll	<u>12,677.90</u>
Total for Payroll:			\$17,777.90

10-Mar-16
Mayor

10-Mar-16
CAO

Town of Sedgewick - Council Committee Reports to March 10th, 2016

Mayor P. Robinson reported attendance to the following:

Flagstaff Family and Community Services (FFCS) Occupant Restraint Billboard Awareness Unveiling, February 25th, 2016:

- I brought greetings from the Town prior to the unveiling of artwork, which were solicited from area residents to raise awareness of the importance of Occupant Restraints (seatbelts et al) and their deployment. I am pleased to report that the first and second place awards went to Sedgewick community members, Marlaina Eldey and Arianna Vandenberg, respectively. The winning poster will be displayed this spring and summer in the East Central area, with Dan McRae of BeDevil Oilfield Services donating one of his signs at Killam.

FFCS Seminar, February 26th, 2016:

- I attended an Aging in Place Seniors Housing seminar in Camrose with FFCS Executive Director L. Jenkinson.
- It was well worth the time spent in attendance as it has become clear to me that this issue has taken on historic new precedence with both the professional community and Government itself. Conversations will be detailed at the council meeting.

Clr. S. Higginson reported attendance to the following:

Flagstaff Regional Solid Waste Management Association (FRSWMA) Meeting, February 22nd, 2016:

- Manager Hampshire gave a PowerPoint presentation providing background, data and recommendations for future transfer site services. A lot of discussion took place regarding this proposal, the direction of the board and what it would mean to reduce the number of transfer sites. Manager Hampshire prepared this require as directed by the board however it was accepted as information. The total savings would represent an approximate 5% reduction in the total requisition. Letters from Sedgewick and Killam regarding the request for closure were also accepted as information (attachments included).
- Next meeting scheduled for March 21st, 2016.

Clr. G. Sparrow reported attendance to the following:

Sedgewick Recreation Board Meeting, February 22nd, 2016:

- The Meals on Wheels program is now in operation. The Recreation Centre will supply meals during the winter months and the Golf Course Clubhouse will supply meals in the summer months.
- Jubilee Insurance representatives toured the Recreation Centre for insurance purposes with respect to liability insurance and user groups.
- Discussion took place on remodelling the kitchen. A plan for renovations in the summer of 2017 will be created.
- The Board reviewed the multi-year capital plan.
- A donation of \$11,500. was received from the Bergie Tourney with a request that the money go towards the replacement of the Zamboni.
- The Board is requesting the appointment of A. Hampshire as the Ag Society rep on the board.

Town of Sedgewick - Council Committee Reports to March 10th, 2016

- A favourable response was received following discussions on the need to have policies and procedures for the Rec Board.
- A brief discussion took place on the topic of all Boards in the municipality working together.

Clr. C. Rose reported attendance to the following:

Battle River Alliance for Economic Development (BRAED) Meeting, January 21st, 2016:

- There are a number of initiatives offered by BRAED however many are beyond our internal capacity. This report reflects initiatives that are relevant to Sedgewick.
- REACH Program – supports entrepreneurship for new businesses
 - Camrose begin a second program; Wainwright is considering partnership
 - The REACH Program works with individuals to create a business plans and follows it through to implementation. The goal is to create a successful, vibrant business opportunity from the individuals idea. The business idea is then presented to a panel of judges.
 - Support is provided through the Rural HB Business Centre and Community Futures.
 - The REACH Program will be awarded for its success at the Economic Development Conference in Kananaskis.
- BRAED plans to have the new East Central Investment Attractions website unveiled by the end of January. This website highlights all our communities and their investment opportunities; users can access print ready brochures.
- The Eastern Alberta Trade Corridor Conference will be held in Medicine Hat March 10-11th, 2016.
- BRAED's membership has increased from twenty nine (29) to eighty (80) municipalities.
- Due to the success of the Rural Alberta Innovations & Learning Conference held in Camrose a second session is being considered.
- Ed Kusalik of Daysland was appointed as a new executive member.
- Destination Marking Fund (DMF) is a program that is offered to various organizations. Information has been provided to Sedgewick Lake Park. Should the park me interested in the program they would enter a two-year agreement stating that a \$1.00 fee is to be charged per stall with \$0.50 send to DMF. This covers the cost of marketing through radio campaigns, lure card etc. The advantage is that the program is funded by the users of the facility not through taxation.

Sedgewick Lake Park Association Meeting, February 16th, 2016:

- The board was interested in the DMF fund and would like the assistance of the town to further investigate the program.
- The Lions Club has expressed greater interest in the Spray Park Project and would like to get more involved; the Lake board will invite them to all upcoming meetings.
- The board is still advertising for Park Manages.
- 2016 capital projects were assigned; picnic table and fire pit replacement, lot upgrades and tree replacement.

Town of Sedgewick - Council Committee Reports to March 10th, 2016

- The annual spring clean-up will be held on April 23rd – 24th in conjunction with the free transfer site weekend.
- The board agreed to host the finish line for the triathlon as well as offer a \$5 camping voucher for participant bags.

Clr. T. Schmutz – no report submitted

Clr. S. Levy – no report submitted

Clr. G. Imlah – no report submitted

*Clr. S. Levy attended a session offered by Flagstaff Community Adult Learning on January 27th, 2016; they summarized the evening and provided the attached report.

6.1 Regional Transfer Site Proposal

1) Overview:

FRSWMA currently operates 11 transfer sites throughout the collection area. These sites provide the following services & benefits to all urban & rural residents in the region:

- local disposal of types & volume of waste outside scope of urban residential pickup
- disposal of waste for rural residents that do not have access to a bin
- supervision to ensure proper separation & placement of waste by type
- staging site for residential pickup (burro bins) and eventual removal by front end trucks
- staging area for waste streams to accumulate until sufficient quantity to warrant trucking.
- burn pits for all clean wood and woody yard waste

Many of FRSWMA transfer sites are very old and were originally developed when each partner had their own 'landfill'. As the Waste Management industry has evolved, the notion of the 'town dump' has given way to the Regional Landfill. Now mandated with a stringent 'Code of Practice for Landfills' this highly regulated industry protects residents from mishandling of waste and reduces risk of contamination of water, soil and air. At the same time, we have seen the evolution of new industries focused on waste reduction, material re-use, re-purpose & recycle .

Currently, FRSWMA has 30 twenty yard bins (purchase price \$6700 each) and 43 eight yard bins (\$1700 each) tied up at the 11 transfer sites to accommodate the different types of waste that is separated and stored at each site. The total asset value of these bins is nearly \$275,000. It is noteworthy that when this many bins are committed to the regional transfer site program, they are not contributing within the bin rental pool in our 'large bin' roll-off truck business.

Other disadvantages of having a large number of transfer sites serving a small population (8,543) include:

- Long waiting periods before enough tonnage is collected to warrant removal
- Inefficient use of staff and physical assets - Depreciation on assets
- High maintenance costs to collective organization and individual communities (fence maintenance, gravel, snow removal, etc)
- Reduced service (hours) due to number of sites that need to be managed

2) Background - Transition Period:

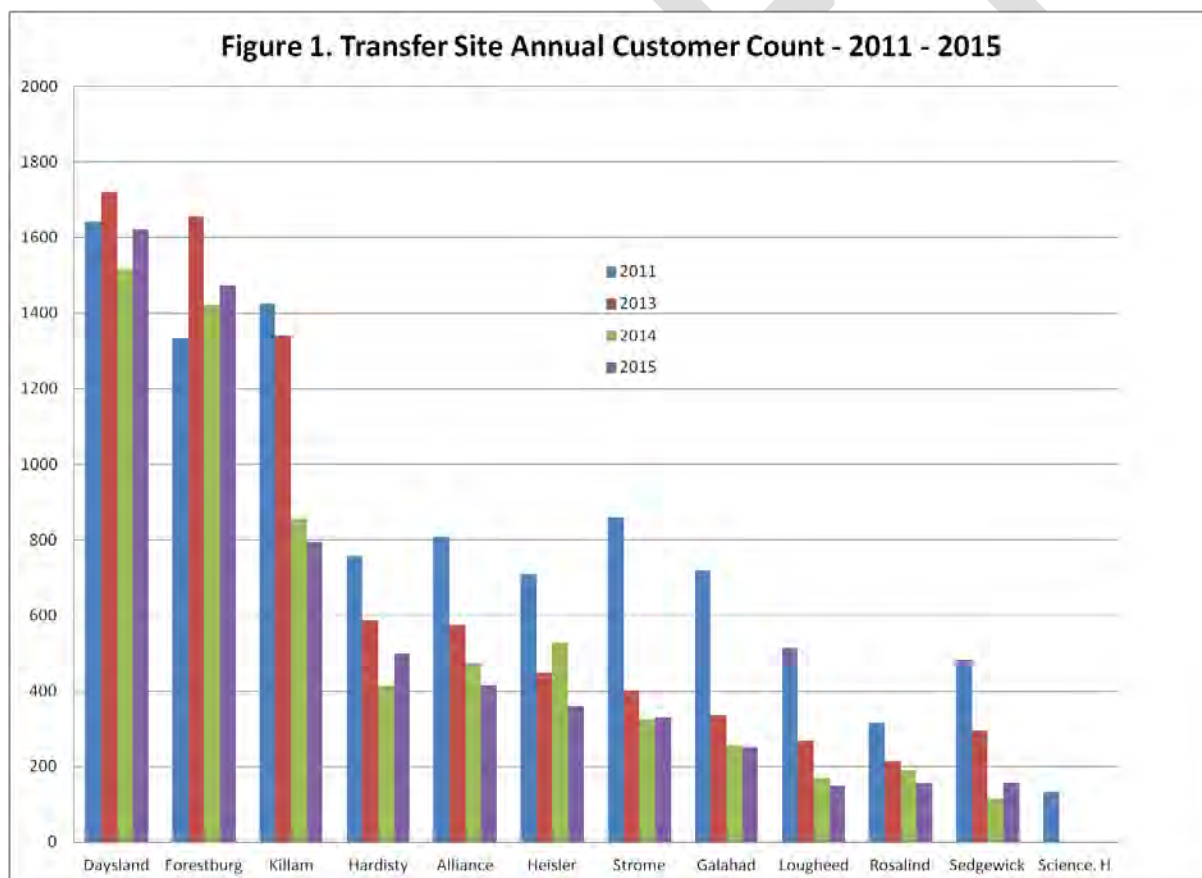
Starting in 2011, FRSWMA began monitoring usage of transfer sites. The number of users ranged from 134 (Science Hill) to 1643 (Daysland) customers in 2011. Based on these initial finding, FRSWMA made immediate changes to transfer site operation, namely:

1. immediation & permanent closure of Science Hill in January 2012.
2. establishment of transfer site fee schedule based on size of load to equitably offset cost of transportation of waste to the landfill (residents perceived this as a large fee increase)

3. designation of 5 'Regional Transfer sites' at Daysland, Forestburg, Killam, Hardisty & Alliance and 6 'Transitional Sites' at Rosalind, Heisler, Galahad, Strome, Sedgewick & Loughheed.
4. Saturday opening at all regional transfer sites & the regional landfill. Half day openings during week days at transitional sites.
5. no scale charge for residential waste hauled to the regional landfill
6. introduction of once a month bin service to encourage bin rental uptake for habitual users of transfer sites.
7. reduced hours overall at all transfer sites, reducing labor costs by 47% or \$60,000
8. slight reduction (14%) in tonnage to 1200 tonnes/year at savings of about \$15,000

3) Results:

After these changes were implemented, the goal was to monitor usage at all sites over time to evaluate behavior and feedback from residents. Trends in transfer site use (annual customer count) are reflected in Figure 1, below.

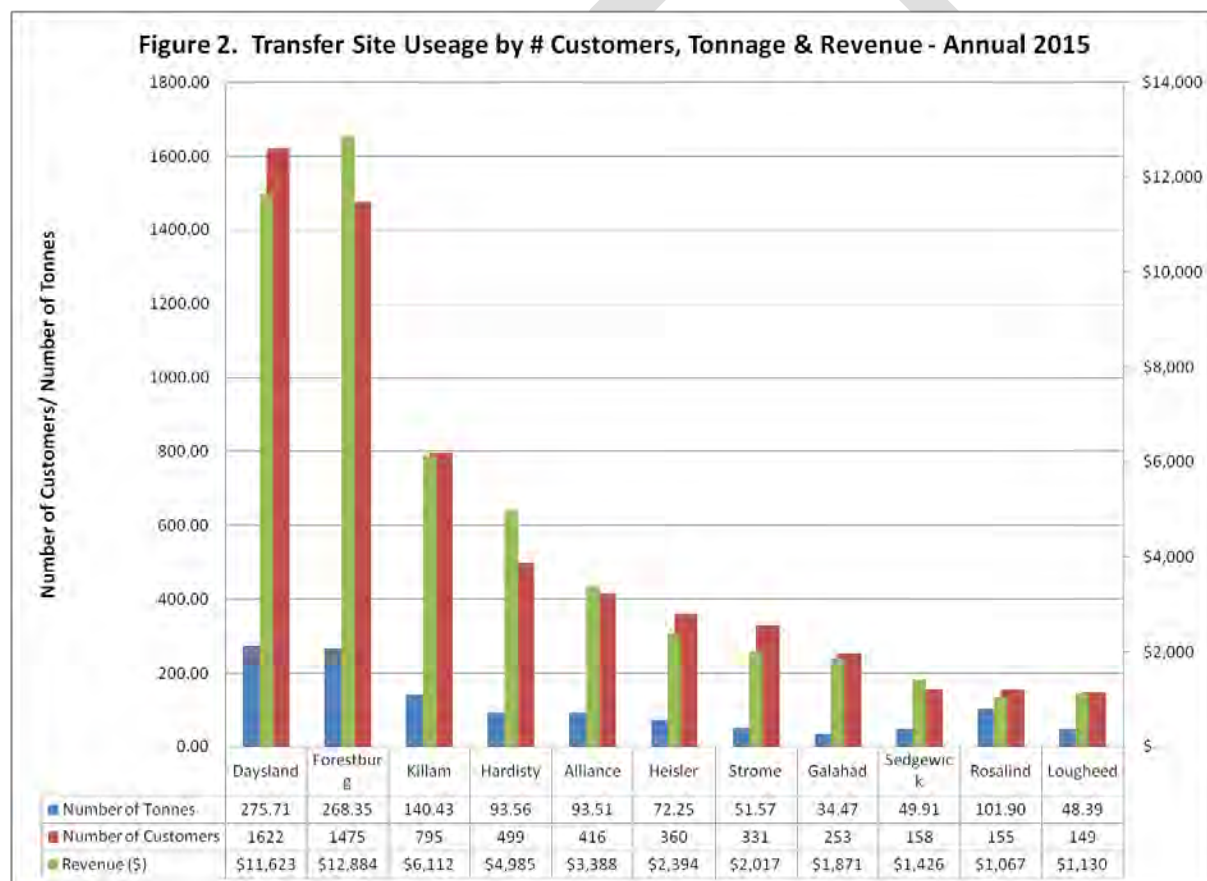


The following trends are observable:

- Regional Transfer sites at Daysland, Forestburg, Killam, Hardisty & Alliance remain the heaviest used sites from 2011 through 2015

- Usage at Transitional Transfer sites in Heisler, Strome, Galahad, Loughed, Rosalind & Sedgewick trended downwards continuously from 2011 – 2015. All of these sites see less than 400 customers per year, in comparison to some Regional sites that see 4 times that.
- Anecdotally, we know that the usage numbers shifted downwards in places like Alliance & Heisler due to a surge in new bin rental with rural customers. When reviewing the rising cost of transfer site usage, many residents found bin rental to be nearly as economical and far more convenient.
- Forestburg & Daysland have seen slight increases in transfer site use, while Killam has seen a significant drop (43%) since price increases in 2013. We infer that many Killam area residents have opted to drive to the 'free' landfill to by-pass fees at the transfer site.
- All of the trends observed are consistent with our predictions in 2011 when this Transition Phase was approved by the board and implemented Jan 01, 2013.

While the above chart shows customer use trends over time, Figure 2, looks at other measures including tonnage hauled and revenue at all transfer sites specifically in calendar year 2015.



Clearly, the 'regional' transfer sites appear to be responsible for the majority of transfer site activity. In fact, these 5 transfer sites accounted for 77% of all customers, 71% of all tonnage and 80% of the revenue collected at all transfer sites in 2015. The 6 transitional transfer sites account for the remaining 23%, 29% and 20% respectively.

4) FRSWMA & Area Environmental Scan:

Since the implementation of the 'transitional plan' in January 2013, the following feedback has been recorded:

- Initial broad disapproval by residents to reduced hours of operation
- Broad disapproval to increases in Transfer Site fees in 2012 & 2013
- Ongoing requests for 'afterhour' service (ie at least to 6:00 or 7:00 pm in summer)
- Huge uptake on free spring clean up offers at all transfer sites
- Letter from Town of Sedgewick recommending their transfer site closure with conditions
- Letter from Town of Killam recommending their transfer site closure with conditions
- Discussion with Village of Rosalind concerning options with transfer site operation after closure
- Board members understand the range of variation in cost/benefit for the transfer sites. Clearly, some transfer sites are far more effective in meeting the regional service objectives than others. However there is a reluctance by all to willingly give up their local transfer site without significant savings in the requisition.
- Feed back from board members and other councillors throughout the region, that those communities that lose local service in the final FRSWMA regional plan, should see a larger reduction in requisition than those that remain open. The argument follows that since there is a larger reduction in service for the 'transition' sites, they should see a larger share of the cost reduction than the 'regional' sites. This reasoning may or may not align with the concept of 'per capita sharing of cost' that is a basic pillar of FRSWMA original bylaws and member agreements.
- There is a strong expectation for a significant reduction in cost if we proceed with a Regional plan that closes transfer sites. Realistically, tonnage is projected to decrease marginally (about 250 tonnes), hence marginally reducing hauling costs. Depending on eventual hours of operation and/or enhancement to services that are implemented, staff costs savings may be minimal.
- Hamlet of Strome & Hamlet of Galahad are now represented by Flagstaff County.

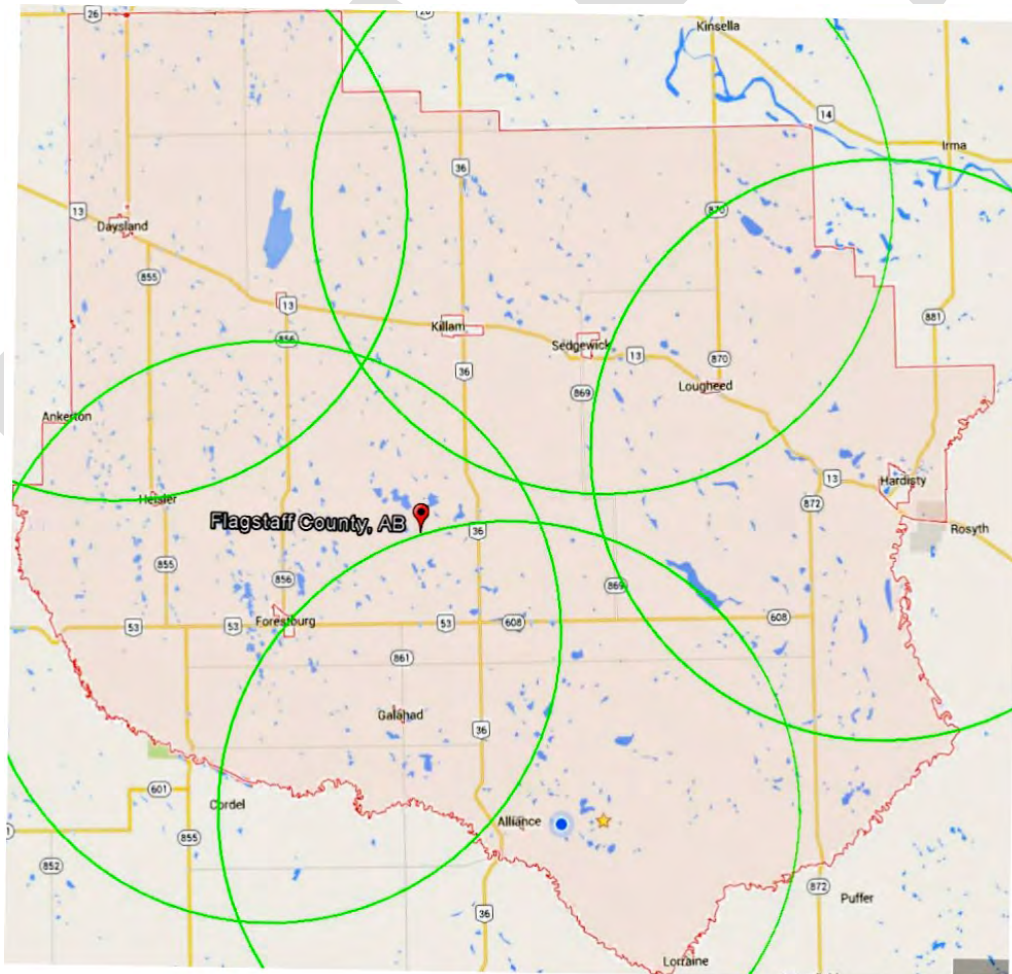
5) Proposal: 2017 FRSWMA Regional Transfer Site Service

After 3 years of monitoring, trends indicate that up to 80% of transfer site traffic and waste volume is handled by five regional transfer sites. In light of these findings, it is appropriate timing to begin the process of negotiating and implementing methodical removal of transitional transfer sites from the FRSWMA regional transfer site service.

The proposed new Regional Transfer Site Service will incorporate the following:

- **Regional Transfer sites** at Forestburg, Daysland, Alliance, Hardisty will see enhanced hours of operation beginning January 1, 2017

- half day Saturday opening year round and one day weekly opening from 11:00 am - 6:30 pm (summer hours) and 8:30 a.m-4:30 pm (winter hours)
- Ag Chemical bin (Daysland, Forestburg, Alliance), metal bin, two dry waste bins, one mattress bin, enclosed shed for HHW containment, oil filters, batteries, twine, staging area for Burro operations, four 8 yard bins for MSW maintained at each Regional Transfer Site
- Landfill Regional Transfer site - enhanced hours of operation with:
 - week day opening from 9:00 am - 5:00 pm (year round)
 - Saturday opening from from 11:00 am - 6:30 pm (summer hours) and 8:30 a.m-4:30 pm (winter hours)
 - All services offered at all times
- As shown in the figure below, nearly all residents of collection area will be within 15 miles (24 kms) driving distance of an enhanced Regional Transfer Site.
- All regional transfer site partner municipalities will continue to offer the annual 'Spring Regional Free Weekend' with gate fees invoiced to appropriate urban/rural partners.



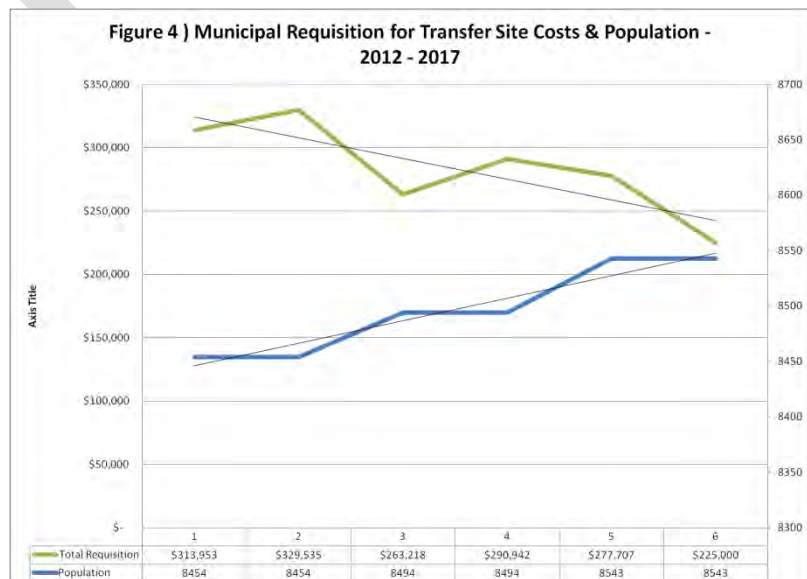
Transitional Transfer Sites:

- Killam, Sedgewick, Loughheed, Strome, Galahad, Heisler, Rosalind will maintain current hours of operation until the last day of scheduled operations in December 2016 at which time the management responsibilities by FRSWMA will end.
- All transitional transfer site partner municipalities may opt to continue the annual 'Spring Regional Free Weekend' with gate fees invoiced to appropriate urban/rural partner. FRSWMA will be responsible for all bin placement prior to events, with all other aspects negotiated with appropriate urban/rural partners.
- Transitional Transfer Site Partners will be 'allocated' one 8 yard bin at each ramp for public works/partner use only. Public works staff would retain transfer site keys and would request bin dumps on a 'call-in' basis. Waste should not exceed 8 yards per week except for special events, etc. Dumping of this bin will not be expensed to any partner. Burn pit and remainder of transfer site yard can be used by the appropriate partner for any purposes as fits the public works needs.
- FRSWMA responsibilities for maintenance, litter picking, burning, etc will cease as of Dec 31, 2016 at all Transitional transfer sites.
- FRSWMA will be looking for a Burro staging area in Heisler, Sedgewick & Killam if this proposal is accepted. These staging areas could continue at the respective transfer sites, or in other locations as the partners see fit.

6) Financial Considerations:

Transfer site costs are tabulated each year by monitoring number of bin exchanges at transfer sites, staffing costs, maintenance and tonnage. These costs are somewhat reduced by transfer site direct revenue, with the net expense allocated to partners on a per capita basis. While there is variation in gross costs, we see a slight decrease in net cost allocated to partners due primarily to more deliberate management of gate fees beginning in 2013. Figure 4 shows the net cost of operation that is passed on in the requisition in comparison to our collection area population for the period 2012 - 2017 projected.

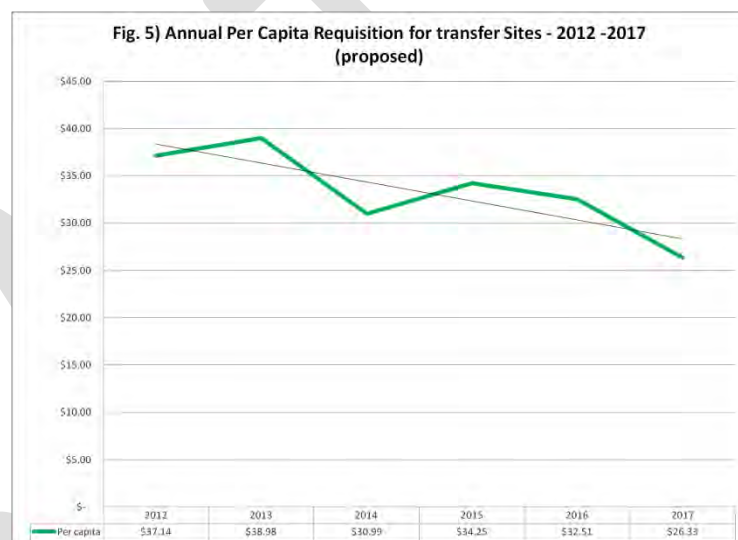
It is interesting to note that when a trendline is fit to this data, we have seen a slight decrease in the total requisition over time. If we proceed with the closing of



the proposed six transitional transfer sites and Killam in 2017, we can expect a small decrease in over all cost. We predict savings of about \$55,000 due to efficiency in trucking at the Regional Transfer sites and a small reduction in total tonnage carried by FRSWMA (we predict 75% of waste previously collected in Killam, Sedgewick and Loughheed will be carried to the regional landfill by residents previously served by those transfer site locations).

While we might initially expect larger savings by closing so many sites, we must keep in mind that we are also offering enhanced hours of operation at the remaining regional sites and we are predicting we will only be reducing transfer site waste volumes by 18%. There will be no savings in transfer site operator hours, as the enhanced hours at the remaining sites requires the same total staff time to operate. After 2016, we might expect significant savings in the cost of burn pit cleanout operations, however we are reluctant to project those savings at this time.

The impact of these modest savings on the percapita requisition is demonstrated in Figure 5. Note that the 2017 requisition is projected to be \$26.33 compared to \$32.51 in 2016. This projection assumes that all partners would accommodate the requisition equitably, regardless of whether they continue to have a local transfer site or not. It could be argued that since the regional transfer site service is offered to all residents, that the cost would be shared equally by all.



However, there may be an argument that the service is no longer equal to all residents. Some residents are still located very close to the 2017 regional transfer sites, while some are up to 15 miles away from their nearest available transfer site. To offset that 'perceived inequity' in service, it is conceivable that we might provide weighted per capita requisitions based on whether the partner has a 'local transfer site' or not. For example, in the table below, we can offer a flat rate to all partners at \$26.30 per capita (Scenario 1), or we could offer a weighted per capita rate based on whether the partner retains a regional transfer site in their community. In this scenario the regional transfer site partners would pay \$29.20 per capita while the transitional partner would pay \$19.46 per capita. This weighting for lesser service amounts to the transitional partner paying 66.7% as much as the regional partner for a perceived lesser service. However, because a regional service is still being offered, it is imperative that all residents continue to pay.

Per capita rates		Scenario 1	Scenario 2	
		2017	2017 Weighted Rates	
Service	Approved 2016	Flat Rate	Regional Sites	no Local site
Landfill	\$ 40.12	\$ 40.12	\$ 40.12	\$ 40.12
Collection	\$ 58.63	\$ 58.63	\$ 58.63	\$ 58.63
Transfer	\$ 32.51	\$ 26.34	\$ 29.20	\$ 19.46
Recycling	\$ 25.37	\$ 25.37	\$ 25.37	\$ 25.37
Ag Services	\$ 25.58	\$ 25.58	\$ 25.58	\$ 25.58
Urban	\$ 156.63	\$ 150.46	\$ 153.32	\$ 143.58
Rural	\$ 123.58	\$ 117.41	\$ 120.27	\$ 110.53

How would this second scenario payout for partners? The impact on the 2017 projected cost to operate (\$225,000) is presented with the two scenarios in the chart below. If we chose the Flat Rate method for 2017 (Scenario 1) all partners would see a direct 19% savings on the Transfer site portion of their annual requisition (from \$32.51 per capita to \$26.34 per capita.) Alternatively, if we took the Weighted Approach for 2017 (Scenario 2), then the Regional Partners would realize a 10.2% reduction in the 2017 requisition while the Transitional partners would realize a 40.1% reduction over 2016.

Which scenario we ultimately pick, requires debate and decision from the Board of FRSWMA.

Municipality	Population	Transfer	Scenario 1	Scenario 2 - Weighted	
		2016 Requis.	2017 Flat Rate	Regional	Transitional
Alliance	174	\$5,656.22	\$ 4,582.70	\$ 5,081.03	
Daysland	807	\$26,233.17	\$ 21,254.24	\$ 23,565.48	
Forestburg	880	\$28,606.19	\$ 23,176.87	\$ 25,697.17	
Hardisty	639	\$20,771.99	\$ 16,829.57	\$ 18,659.65	
Heisler	151	\$4,908.56	\$ 3,976.94		\$ 2,938.46
Killam	981	\$31,889.40	\$ 25,836.94		\$19,090.26
Lougheed	273	\$8,874.42	\$ 7,190.10		\$ 5,312.58
Rosalind	190	\$6,176.34	\$ 5,004.10		\$ 3,697.40
Sedgewick	857	\$27,858.52	\$ 22,571.11		\$16,677.22
Strome	228	\$7,411.60	\$ 6,004.92		\$ 4,436.88
Galahad	119	\$3,868.34	\$ 3,134.14		\$ 2,315.74
Flagstaff Cty	3244	\$105,452.81	\$ 85,438.37	\$ 94,729.13	
Pop Total	8543			5744	2799
Total		\$277,707.56	\$ 225,000.00	\$167,732.46	\$57,267.54

Recommendation: That the Manager implement the Regional Transfer Site Service with a target date of January 1, 2017.

- 1) Remove 'Transitional Transfer Sites' (Heisler, Killam, Lougheed, Rosalind, Sedgewick, Strome & Galahad) from the FRSWMA Regional Service effective January 1, 2017
- 2) Negotiate future FRSWMA involvement (if any) at the above transfer sites, including future 'free weekends', public works free bins at each site, and any other requirements as they arise in negotiations.
- 3) Develop agreements with all Transitional Transfer Site Partners Commencing January 1, 2017
- 4) Update agreements with all remaining Regional Transfer Site Partners.

Comparison of 2016 Requisition (per Capita) and 2015 Direct Cost for Transfer Site Operation



Feb 23, 2016

Amanda Davis, CAO
Town of Sedgewick
PO Box 129
Sedgewick, AB
T0B 4C0

Re: Offer to Close Sedgewick Transfer Site

Dear Amanda & Council;

Further to your letter of November 7, 2014 regarding above, I presented your information as well as a 2017 Transfer Site Regional Plan Discussion Paper to FRSWMA Board on Feb 22, 2016. After much deliberation, the Board passed a motion to accept the Regional Transfer Site Service Plan as information.

I appreciate the leadership shown by the Town of Sedgewick with a plan to provide a more Regional Transfer Site Service, and will keep your letter for future reference when the Transfer Site issue is revisited by the Board.

Yours Sincerely,

Murray Hampshire, Manager
FRSWMA



4818 - 47 Street
P.O. Box 129
Sedgewick, AB T0B 4C0
Phone: (780) 384-3504
Fax: (780) 384-3545
Website: www.sedgewick.ca



November 7th, 2014

Flagstaff Regional Solid Waste Management Association (FRSWMA)
P.O. Box 309
Sedgewick, AB T0B 4C0

RE: 2015 Proposed Budget

Dear Mr. Hampshire,

Sedgewick Town Council addressed the FRSWMA's 2015 proposed budget during their November 6th, 2014 Special Budget Meeting.

Please be advised of the following motions:

1. MOTION by Clr. E. Skoberg that the Town of Sedgewick reject FRSWMA budget with a 6% increase and further requests a budget showing full cost recovery of all landfill expenses with the \$213,290.26 subsidy being transferred to a capital reserve account for future landfill expansion.

CARRIED UNANIMOUSLY.

It is our understanding from conversations and documents provided by Manager Hampshire that the landfill will reach its maximum capacity in 2026. Sedgewick strongly feels that funds need to be allocated to a reserve account for future landfill expansion and further that Waste Management begin negotiations with surrounding land owners for acquisition.

Collectively it is our responsibility to ensure we are fiscally responsible; if we neglect the purchase of land in our current state by the time transactions become critical the cost of inflation may have a bigger impact on our requisitions and may prove to be unattainable.

AND

2. MOTION by Mayor P. Robinson whereas having established that four – five transfer sites appear to be underutilized, Sedgewick being one, we recommend closure of the Sedgewick Transfer Site in principle pending one-two municipalities follow suite; further should this prove to be viable Sedgewick Town Council hereby directs Administration to enter discussions with Flagstaff Waste Management to begin the closure process.

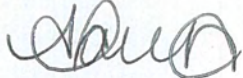
CARRIED.

After much deliberation, Sedgewick Town Council recognizes that efficiencies could be gained by the reduction of underutilized transfer sites. We also recognize that there would not be an immediate cost saving to the Town and partners however over the course of one-two years with multiple closures saving would occur.

We strongly encourage member municipalities' address these considerations.

Should you have any questions or concerns please contact the undersigned at 780-384-3504 or via email at Sedgewick.cao@persona.ca.

Sincerely,

A handwritten signature in black ink, appearing to read 'Amanda', written over a horizontal line.

Amanda Davis,
CAO

cc: Flagstaff County, Towns & Villages, Sedgewick Town Council

A Community Conversation about Learning

Hosted by Flagstaff Community Adult Learning

Wednesday, January 27, 2016

Thank you to each of the 22 participants who gathered to share ideas and information about learning opportunities for Flagstaff residents. Your creativity, positive ideas and enthusiasm made for some great discussions. A special thank you to the four Lakeland College staff who made the trip to Killam and made a great contribution to the evening.

1. **We began with a quick overview of the wide range of learning opportunities available in Flagstaff County.**
2. **Next, each group considered some “big picture” questions.**
3. **Our four groups were then asked to each focus on a specific type of learning: Community Building, Work Skills, Basic Skills, and Fun Stuff.**

Community Building

- Relationship building
- Opening up “cliques”; ways to work together on common goals
- Economic development – enables more jobs which bring/keep people here
- Local history – understanding communities and culture
- Active & healthy activities for young people, young adults
- Governance – volunteer boards, government
- Volunteer training, coach newcomers to volunteer locally
- Maintain training for newcomers

Work skills

- Excel courses
- Literacy courses

- Workplace safety
- Resume assistance
- Partner organizations – FCAL, Libraries
- Digital technology
- Apprenticeships
- Communication skills
- Continued learning for regulatory changes
- Flagstaff Community Adult Learning courses

Basic Skills

- Financial literacy in general
- Basic budgeting for students away from home
- Essential Skills: Oral Communication, Continuous Learning, Numeracy, Working with Others, Document Use, Reading Text, Writing, Digital Technology, Thinking Skills
- English as a second language
- Basic social skills
- Mentorship, work your way up
- Training new instructors how to teach
- Resume writing
- Learn at own pace, diversity for expression of talents
- Funding needed; people investing in themselves
- Learning opportunities for children; In the home – help the whole family
- Channel activities into a skill level (viable, productive), learning with authentic materials

Barriers

- Think they know but they don't; don't know what they don't know
- Lack of awareness, Don't know where to start
- Lack of experience; Lose face / Fear
- Motivation; current society emphasizes instant gratification
- Technology
- Low enrolment
- Cultural norms & taboos

Fun Stuff

- Social interaction – clubs, sports, music, dance, diverse culture, life skills, technology/gadgets
- Community involvement
- Stretching your horizons
- Support programs – government funding & support
- Life skills – perogy making, gardening, sewing, etc.

Barriers

- Family commitment/time/finances/transportation
- Lack of instructors
- Lack of coaching, officials

1. **We wrapped up the evening by selecting priorities from the whole range of suggestions. These will be the areas that we will focus on developing in the coming year.**

2. **Some key points to consider as we go forward:**

- Current programs by FCAL and other providers are meeting many learning needs
- A lot of interest in learning more about Lakeland College programming, especially online opportunities
- Seek input from a variety of ages, skill levels and groups
- Need to support and train volunteers, who set the tone for our community
- Match learning skills to job market
- Current need for financial / budgeting skills
- Integration of newcomers should include recreation and history of our area
- General need for more awareness/information about learning opportunities
- More communication between learning providers will enhance availability and resources; look for a way to coordinate schedules and reduce conflicts/overlap
- Building stronger relationships leads to successful partnerships

1. **As a companion to this conversation, we also held a discussion with a group of newcomers on Wednesday, February 3. This group was asked to identify their preferences for classes, and the topics they are most interested in.**

Town of Sedgewick - Council Committee Reports to March 10th, 2016 - ADDITION

Clr. S. Levy reported attendance to the following:

Sedgewick Public Library Board Meeting, February 23rd, 2016:

- Minutes from the January 19th, 2016 meeting were reviewed and accepted.
- Discussion ensued regarding and early childhood course, "Mother Goose on the Loose".
- A motion was made to host a six week program on Fridays from 10:00 AM - 11:00 AM beginning May 6th, 2016 for children aged 3 - 5.
- Pricing and options for a more user friendly accounting software to be discussed at a later date.
- Alternative online payment options were discussed. PayPal was one option reviewed.
- The Librarian Report was provided, highlighting the 2016 book allotment from Parkland Regional Library (PRL).
- The 2016 Annual Survey and Report were reviewed and approved.
- Next meeting to be held on March 22nd, 2016.

Clr. G. Imlah reported attendance to the following:

Sedgewick Fire Dept. Meeting, March 3rd, 2016:

- The new fire agreement with Flagstaff County will start on April 1st.
- New gloves have been ordered and received.
- Two used Scott air packs have been purchased from Stettler Fire Department; tanks have been hydro tested.
- First Aid Course was held with nine members in attendance.
- T. Armitage will be conducting a S300 course for six members of our Department.
- New light bar has been installed and was demonstrated at the meeting.
- A new truck weekly inspection checklist was distributed.
- Chief Hebert is working on a quote for radios and sirens that would be installed in the new truck.
- Confirmation that the Fire Departments next Casino will be in the 1st Quarter of 2018.
- A video was presented on the hazards of Flashover (20min).

Town of Sedgewick Public Works Report – Period Ending March 10th, 2016

An update on public works activities up to March 10th, 2016.

- General duties and activities.
- Interior water plant painting has been completed, including filters, pipes, valves and the floor.
- Electrical upgrades to the shop and cold storage have been completed. Wiring to the door opener will be completed following the installation of the new door by Camrose Overhead Door.
- Three companies have provided quotes for cleaning the lagoons and replacing the gates between cells; quotes provided by Aqua-Clear, Taber Solids and Lambourne.
- Storm drains located by the kindergarten and the alley by the race track freeze up – they have been thawed and a new application has been applied to mitigate future issues.
- We have been logging many hours with the new GIS program confirming the accuracy of the information mapped and learning the system. This tool has proved to be very valuable for us.
- We constructed skating tube stands from ABS pipe for a cost of at a minimal cost for the Sedgewick Rec Centre. Previously these were purchased from Canadian Tire and did not stand up with ongoing use.
- Alberta Environment attended our Water Treatment Plant on March 2nd, 2016 to complete their annual inspection; report to follow.

10-Mar-16
Mayor

10-Mar-16
CAO

Town of Sedgewick - CAO Report – Period Ending March 10th, 2016

February 22nd – Sedgewick Recreation Board Meeting – Insurance Review

- In December 2015 the Sedgewick Recreation Board inquired about various liabilities as per their current operations. A great detail of information was transmitted through email from Jubilee Insurance to the rec board – it was determined that a face-to-face meeting was necessary to better deliver the information.
- J. Hackwell and D. Johnson, Risk Management Advisors of Jubilee Insurance and I met with members from the rec board – we completed a thorough walk through of the facility and went through policy requirements, content insurance, and liabilities followed by a general Q&A Session.
- To follow up with this meeting the rec board is responsible to review all existing Leases with subgroups due to their vagueness as well as obtain a copy of all insurance policies from subgroups for review by our Risk Management Advisors. The Town has prepared and submitted letters to all subgroups requesting such information.

February 23rd – GIS Phase I Wrap Up

- Public Works Foremen Johnson and I attended a meeting at Flagstaff County with DGE and partnering municipalities to finalize Phase I of the GIS project and discuss maintenance options and Phase II development.
- Following this session all three members of the team attended a two hour GIS operations training session.
- Phase I of the project should be completed by the end of April which consists of lidar scanning, base maps and feature identification. Sedgewick's profile exceeds the basic option as we have been working on scanning our entire system vault into the program, linking as built drawings to spatial maps, completing and processing all property information through internal data entry etc.
- Updates are attached as a business item on the agenda.

February 24th – Wetland Policy Webinar

- The province through consultation with Alberta Urban Municipalities Association (AUMA) and various stakeholders recently passed amendments to the Wetland's Policy which supports changes as a result of Alberta Land Use Framework. The policy can be viewed at www.wetlandpolicy.ca.

February 26th – Triathlon Meeting – notes attached.

February 26th – Flagstaff County, Economic Development Presentation

- Economic Development Officer J. Fossen presented the new Economic Development brand for the Flagstaff Region....Nothing so beautiful. She will be making this same presentation to Town Council during our April 21st Council meeting.

February 29th – CAO Meeting, Forestburg

Town of Sedgewick - CAO Report – Period Ending March 10th, 2016

- Three proposals were received in response to the RFP that was posted for Phase II of the Regional Governance Study. The CAO's met to review and grade the three proposals – a recommendation is being formulated by the Managing Partner for the FIP Committee.

March 1st – Website Development – Civic Plus

- I consulted with Civic Plus to see what options are available to the Town as website developers. Civic Plus has 2,200 municipal clients across North America and seems to be leading in their industry. This initial meeting focused on the front end and what we hope to achieve through the development. We will be meeting again on March 24th to look at the back end operations. An RFP will be developed and put to tender by mid-April.

(12) Administration

- An invitational request for Engineering Services was developed and sent to Associated Engineering, Urban Systems and DGE for the Walking Trail Expansion Project. Submission deadline was set for March 9th.
- Three applications were submitted to the Summer Temporary Employment Program (STEP); two for the Town and one for Sedgewick Lake.

Rebranding:

- I have been consulting with various architects and designers regarding our municipal signage upgrades for 2016. Draft designs will be forthcoming in May/June for considerations. Alberta Transportation has strict guidelines for signage upgrades which have been taken into account.
- As per my request a meeting was held with P. Sherstan of Edgewood Matting – costs are being obtained for personalized matting for all municipal facilities. Entrance matting in all our facilities is deteriorating and I don't believe the appointed boards have considered replacement. I saw personalized matting in municipal facilities in the central region and they were an excellent touch to the facilities.
- Quotes are being obtained and reviewed for our website redevelopment. Information will be forthcoming after we complete the necessary assessments.
- Flagstaff Printing is working on all vehicle and facility signage.

(23) Fire

- Flagstaff County signed the Fire Services Agreement effective April 1st, 2016.
- Flagstaff County signed the Regional Fire Chief Services Agreement effective February 18th, 2016.

(26) By-law Enforcement

- A number of informal complaints have been received regarding the abundance of stray cats. The Town does not currently have a Cat Control bylaw and no policies for attending to stray cats therefore no action has been taken.

(41) Water Treatment Plant

10-Mar-16
Mayor

10-Mar-16
CAO

Town of Sedgewick - CAO Report – Period Ending March 10th, 2016

- As recommended in the ATAP report we have begun a municipal Water Audit, preparing procedures for well and filter maintenance.

(66) Development

- I will be meeting with T. Beesley of The Bethany Group on March 11th to finalize draft Development Agreements for their two projects:
 - Demolition of the Flagstaff Lodge; and
 - Construction of the ten unit self-contained facility
 - Beesley intent is to have the demolition project out for tender and awarded by the first week of April.

Attachments:

1. Triathlon Meeting Notes – February 26th, 2016 – No action required
2. Edgewood Matting – ADDITION
3. Action Items – No action required
4. MSI Operating – Discussion required

The Killam Sedgewick Triathlon Committee meeting was held in the Sedgewick Town Office on Friday, February 26th, 2016.

Present	Amanda Davis	Town of Sedgewick
	Maxine Steil	Town of Sedgewick
	Charlene Sutter	Town of Killam
	Chris Kinzer	Town of Killam
Call to Order	Meeting called to order at 10.00AM.	
Financial Overview	Revenue and expenses were reviewed. Sedgewick to prepare a draft budget confirming registration fees.	
Logo	Killam to provide a copy of the Town of Killam Logo to DGE-3DMM.	
Participant Bags	Discussion took place on participant bags. Follow up items for participant bags as listed:	
	▪ Sedgewick to prepare a Sedgewick Lake Park camping voucher for participants.	
	▪ Killam to obtain swimming passes.	
	▪ Killam to seek sponsorship for promotion items through Alberta Triathlon Association (ATA).	
	▪ Killam to confirm race belt ordering and costs.	
Training Opportunities	▪ Killam to cost out participant medals and options.	
	Killam to follow up with S & M Fitness Centre regarding training opportunities to move forward with appropriate marketing.	
Volunteers	Killam and Sedgewick to seek out volunteers for the event in corresponding communities.	
DGE-3DMM	DGE-3DMM joined the meeting via telephone to discuss mapping needs. Sedgewick to provide Try-It Event draft map and confirm distances for Sprint portion.	
Business Invitation	Sedgewick to develop an invitational letter to businesses to participate in the event as a community and a team building event.	
Military	Discussion on providing military personnel with a discount of 25% when entering as individuals or a team.	
Adjournment	The meeting was adjourned at 10:22AM.	

Council Action Items

18-Feb-16

	For	Item	Action Taken	Date Completed
1	Maxine	Prepare a letter to PFFF offering to host the Movie in the Park.	drafted for review	19-Feb-16
2	Amanda	Check out the Mayors Caucus Itinerary and register PR (GS or SL).	Caucus reached capacity - put TOS on waitlist and notified council.	19-Feb-16
3	Amanda	Letter to Delegates to uphold charges in accordance with Bylaw #523.	Letter complete and mailed.	19-Feb-16
4	Amanda	Email final Audit to council.	Sent.	19-Feb-16
5	Maxine	Upload audit on website; print 3 copies for the front counter.	Complete	19-Feb-16
6	Amanda	Letter to FIP re budget approval and SCADA Upgrades.	Letters complete and emailed.	19-Feb-16
7	Maxine	Revise minutes in Minute Book "Page 4 - state".	complete	19-Feb-16
8	Amanda	Execute Regional Fire Chief Agreement and forward to FC.	Letter complete awaiting signatures on agreement.	19-Feb-16
9	Amanda	Letter to FC re: Peace Officer Services Contract.	Complete and sent.	19-Feb-16
10	Amanda	Contact WCPA re: subdivision conditions approval - send an update to TBG.	Letter finalized as discussed with legal and WCPA.	24-Feb-16
11	Amanda	Notify MPS acceptance of proposed subdivision.	Letter complete and emailed.	19-Feb-16
12	Maxine	Upload Bylaw #524 on website and break out Funding Application.	Completed	19-Feb-16

13	Amanda	Notify Ag Society and RFC that B#524 was approved.	Notification sent via email.	19-Feb-16
14	Maxine	Prepare a small block ad to The Community Press re: Phase I recreation funding is now available.	Approved.	19-Feb-16
15	Amanda	Send out calendar updates for council meeting date changes.	Complete	19-Feb-16
16	Amanda	Strategic Planning documents to be on the March 10 agenda with a potential planning date of April 19.	Complete	24-Feb-16

Municipal Sustainability Initiative (MSI) Operating Overview - Town of Sedgewick - REVISED		
2015 Allocation	59,109	Strategic Plan Priorities
2014 Carry Forward	39,214	FIP Priorities
Subtotal:	98,323	Council Priorities
		New/Ongoing Priorities
2016 Proposed Projects:	Estimated Project Expense:	Proposed Revisions:
Short Term Priority #5 - Strategic Plan - Rebranding, website redevelopment	7,000	17,000
Short Term Priority #7 - Walking Trail Expansion, Engineering Consultant - Installation	10,000	15,000
Regional Governance Study -Regional Business Case/Economic Development Plan	27,800	27,800
Disaster Services - Training Opportunities	3,500	3,500
Council Training - EOEP and Roles/Responsibilities	6,000	6,000
Fire Department - Specialty Training - Inspection and Investigation	4,500	4,500
Professional Development - Leadership Training - The Executive Program- Alberta School of Business	11,000	11,000
Professional Development - Microsoft Word Level I & II - Administration	n/a	2,100
Planning and Development - IDP Review	3,200	3,200
GIS Program - Annual Maintenance Fee - Upgrades	25,000	8,180
Subtotal:	98,000	98,280
Difference:	323	43
Funds Remaining:	323	43
*2016 MSI Op funds have not been factored into this equation as they have not been announced.		

The regular meeting of Sedgewick Town Council was held in the Council Chambers of the Sedgewick Town Office, Sedgewick, Alberta on Thursday, February 18th, 2016 at 6:00 pm.

Present	Perry Robinson Greg Sparrow Cindy Rose Grant Imlah Stephen Levy Tim Schmutz	Mayor Councillor Councillor Councillor Councillor Councillor
Absent	Shawn Higginson	Councillor
Present	Amanda Davis Maxine Steil	Chief Administrative Officer Recording Secretary

Call to Order Mayor Robinson called the meeting to order at 6:00 PM.

Agenda

2016.02.24 MOTION by Mayor P. Robinson that the agenda be approved as with the following additions:

Delegation – Audited Financial Statement for the Year Ending December 31st, 2015

Financials:

- For the month ending December 31st, 2015
- For the month ending January 31st, 2016

Committee Reports – Clr. G. Imlah

Business:

B5 – Recreation Funding Committee Bylaw #524 - Proposed

CARRIED.

Correspondence

Flagstaff County

Flagstaff County provided an update on communication towers and equipment costs. A redundant line has been disconnected resulting in an overall savings of approximately \$1,560 per year.

FFCS Flagstaff Family and Community Services (FFCS) provided revised budget figures to reflect the new Provincial portion announced; there will be no further increase to the 2016 requisition.

Fortis Alberta Notification was received from Fortis Alberta regarding service rates as approved by the Alberta Utilities Commission.

PRL The Parkland Regional Library's (PRL)-2016-2018 Strategic Plan was reviewed.

SPL Sedgewick Public Library (SPL) January 21st, 2016 meeting minutes were reviewed.

FRSWMA Flagstaff Regional Solid Waste Management Association's (FRSWMA) January 25th, 2016 meeting minutes were reviewed.

FIRST Flagstaff's Initiative to Relationship and Spousal Trauma (FIRST) December 7th, 2015 meeting minutes were reviewed.

Interagency The Interagency's February 2nd, 2016 meeting minutes were reviewed.

PFFF Parents for Fun in Flagstaff (PFFF) provided a letter seeking interest from communities wishing to host the 7th Annual End of Summer Celebration Movie in the Park.

2016.02.25 MOTION by Clr. C. Rose directing administration to apply to PFFF to host the 7th Annual End of Summer Celebration Movie in the Park on August 24th, 2016. CARRIED.

Alberta's New Cabinet The Alberta Government provided new cabinet listings following the swearing in of six new members on February 2nd, 2016.


TBG Notification was received from The Bethany Group (TBG) that succession planning shall commence due to the retirement of the CEO in 2017.

AUMA	The Alberta Urban Municipalities Association (AUMA) provided an invitation to the spring Mayors' Caucus on March 9 th and 10 th , 2016 in Edmonton.
2016.02.26	MOTION by Mayor P. Robinson that two members of council attend the Mayors' Caucus on March 9 th and 10 th , 2016 in Edmonton. <u>CARRIED.</u>
<u>Delegation:</u> Entry	N. Lockhart and S. Barker entered the meeting at 6:12 PM.
	Lockhart and Barker expressed concerns regarding Invoice #776 in accordance with Fees and Charges Bylaw #523.
Departure	Lockhart and Barker departed the meeting at 6:19 PM.
LOC	A List of Correspondence (LOC) items was reviewed by council as per the list attached to and forming part of these minutes.
2016.02.27	MOTION by Clr. G. Sparrow to accept the correspondence items and file as information. <u>CARRIED.</u>
Financial Statement	Council reviewed the Financial Statement for the month ending December 31 st , 2015 as attached to and forming part of these minutes.
2016.02.28	MOTION by Clr. G. Imlah that the Financial Statement for the month ending December 31 st , 2015 be approved as presented. <u>CARRIED.</u>
Financial Statement	Council reviewed the Financial Statement for the month ending January 31 st , 2016 as attached to and forming part of these minutes.
2016.02.29	MOTION by Clr. T. Schmutz that the Financial Statement ending January 31 st , 2016 be approved as presented. <u>CARRIED.</u>
Accounts	Council reviewed the issuance of General Cheques and Payroll Cheques for the month ending January 31 st , 2016.
2016.02.30	MOTION by Mayor P. Robinson to approve issuance of General Cheques #4429-4483 totaling \$165,553.30 and Payroll Cheques #0609-0620 totaling \$19,589.40. <u>CARRIED.</u>
<u>Delegation:</u> Financial Audit Entry	Brian King, Auditor entered the meeting at 6:25 PM and presented the Town of Sedgewick's Audited Financial Statement for the Year Ending December 31 st , 2015.
Departure Recess	King departed at 6:39 PM.
2016.02.31 Reconvene	MOTION by Mayor P. Robinson to recess the meeting at 6:40 PM. <u>CARRIED.</u>
2016.02.32	MOTION by Mayor P. Robinson that the meeting reconvene at 6:44 PM. <u>CARRIED.</u>
2016.02.33	MOTION by Clr. S. Levy that the Town of Sedgewick's Audited Financial Statement for the Year Ending December 31 st , 2015 be approved as presented. <u>CARRIED.</u>
Committee Reports	Council provided written committee reports to February 18 th , 2016 as attached to and forming part of these minutes.
2016.02.34	MOTION by Clr. C. Rose that the Committee Reports be approved as presented. <u>CARRIED.</u>
Public Works Report	A written Public Works report was provided to February 18 th , 2016 as attached to and forming part of these minutes.
2016.02.35	MOTION by Clr. G. Sparrow that the Public works report be approved as presented. <u>CARRIED.</u>
CAO Report	CAO Davis provided a written Administrative Report to February 18 th , 2016 as attached to and forming part of these minutes.
SCADA	Discussion held regarding the SCADA System's ongoing upgrades and maintenance in accordance with recommendations by the Flagstaff Intermunicipal Partnership (FIP) Committee.

- 2016.02.36** MOTION by Mayor P. Robinson approving FIP's recommendation:
1. To move and upgrade the Regional SCADA System server from Flagstaff County to the Town of Hardisty;
 2. Upgrade local routers and security protocols; and
 3. Enter into a one-year IT Maintenance Contract with 2nd Floor Computers Inc. to provide IT support for the regional server as well as the equipment at each local water treatment plant on a 24/7/365 basis. CARRIED.
- FIP** A revised 2016 FIP budget was presented.
- 2016.02.37** MOTION by Mayor P. Robinson that the 2016 revised FIP budget be approved as presented. CARRIED.
- 2016.02.38** MOTION by Clr. G. Imlah that the CAO report be approved as presented. CARRIED.
- Minutes** Council reviewed the minutes of the January 21st, 2016 Organizational meeting.
- 2016.02.39** MOTION by Clr. C. Rose that the minutes of the January 21st, 2016 Organizational meeting be approved as presented. CARRIED.
- Minutes** Council reviewed the minutes of the January 21st, 2016 regular meeting.
- 2016.02.40** MOTION by Clr. S. Levy that the minutes of the January 21st, 2016 Regular meeting be approved as amended:
1. Page 4, motion 2016.01.22 should read "...grassy state" not "...grassy stated". CARRIED.
- Business:**
- Regional Fire Chief Agreement** The Regional Fire Chief Services Agreement was presented.
- 2016.02.41** MOTION by Clr. G. Sparrow authorizing signatures on the Regional Fire Chief Services Agreement effective immediately. CARRIED.
- Community Peace Officer Service Agreement** A proposal was received from Flagstaff County to offer Community Peace Officer Services as a trial for one year at "no cost".
- 2016.02.42** MOTION by Clr. T. Schmutz that the Town of Sedgewick continues to contact one hundred (100) hours of Community Peace Officer Services from Flagstaff County in accordance with the Agreement as executed on March 12th, 2015. CARRIED.
- PRT NE8-44-12W4M** Recommendations for the approval of proposed subdivision PRT NE-8-44-12 W4M (File TS/15/01) were presented by West Central Planning Agency (WCPA).
- 2016.02.43** MOTION by Clr. T. Schmutz that the Town of Sedgewick approve Subdivision File TS/15/01 as recommended by WCPA with the Conditions letter issued accordingly and further that the applicant be responsible to pay cash in lieu of municipal reserves. CARRIED.
- IDP - Proposed Subdivision** Proposed subdivision 16-Q-469 was forwarded to the Town for comment.
- 2016.02.44** MOTION by Clr. G. Imlah that the Town of Sedgewick approves the Proposed Subdivision 16-Q-469. CARRIED.
- RFC** Draft Recreation Funding Committee (RFC) Bylaw #524 was presented.
- 2016.02.45** MOTION by Clr. G. Sparrow that council gives first reading to Bylaw #524. CARRIED.
- 2016.02.46** MOTION by Clr. C. Rose that council gives second reading to Bylaw #524. CARRIED.
- 2016.02.47** MOTION by Mayor P. Robinson that council have third reading of Bylaw #524. CARRIED.
- 2016.02.48** MOTION by Clr. T. Schmutz that council gives third and final reading to Bylaw #524. CARRIED.

Delegation Dispute Charges 2016.02.49	Council discussed disputed charges pursuant to the delegation of N. Lockhart and S. Barker. MOTION by Mayor P. Robinson that the charges against W. Barker be upheld in accordance with the Town's Fees & Charges Bylaw and that Invoice #776 is due payable. <u>CARRIED.</u>
Council Meeting 2016.02.50	The 2016 training schedule poses conflict with upcoming council meetings. MOTION by Clr. C. Rose that council reschedule March, May and June 2016 council meetings accordingly: <ul style="list-style-type: none">• March 10th at 6:00 PM• May 26th at 6:00 PM• June 23th at 6:00 PM <u>CARRIED.</u>
Round Table	A round table session was held. Discussion ensued.
Adjournment 2016.02.51	MOTION by Mayor P Robinson for adjournment at 7.59 PM. <u>CARRIED.</u>

Perry Robinson, Mayor



Amanda Davis, CAO

Request for Decision (RFD)

Topic: Subdivision Service Proposal Review
Initiated by: Council
Prepared by: Amanda Davis
Attachments: 1. Agreement between TOS&WCPA – 2000/Contract Amendment
2. Municipal Planning Services (MPS) Proposal – February 4th, 2016
3. Urban Systems Proposal – February 12th, 2016
4. WCPA Proposal – February 12th, 2016

Recommendations:

1. That the Town of Sedgewick provide official notice of termination to West Central Planning Agency for planning services and that administration be directed to formalize a contract with Municipal Planning Services based on the proposal received on February 4th, 2016.

OR

2. That the Town of Sedgewick provide official notice of termination to West Central Planning Agency for planning services and that administration be directed to formalize a contract with Urban Systems based on the proposal received on February 12th, 2016.

Background:

Pursuant to council direction administration sent out an invitation to MPS, Urban Systems and West Central Planning Agency (WCPA) for the provision of subdivision services (M#2016.01.21).

All three parties responded to our invitation (attached).

Current:

The following items were taken into consideration while reviewing and prior to recommending the award for service:

- Client/customer satisfaction;
- Response time;
- Location;
- Experience;
- Available service;
- Price for service.

MPS provides advice as required free of charge to municipalities under contract. MPS has extensive experience with Land Use Bylaws, Municipal Development Plans, Inter-municipal Development Plans etc. with very good rapport from customers and clients. MPS sole function is planning and development.

Urban Systems provides advice at an hourly rate. Urban Systems provides many functions such as engineering – they have a large pool of expertise to draw from which is reflected upon in their proposal. Having the support of engineers in house is of value to the Town as many matters arising from subdivision require engineering (impacting the town or the applicant). Urban Systems could ultimately provide planning and engineering for both parties which is an asset.

WCPA is the only firm that charges a flat rate for service however if you review Appendix A: Basic Planning Service they provide a few different services such as base mapping. This function can be completed in house using our new GIS program with mapping printed by DGE. WCPA indicates they

have the capacity to provide assistance with Land Use Bylaw revisions, Municipal Development Plan and Intermunicipal Development review and creation however from past conversations they have been too short staffed to provide the service. Over the term of the contract with WCPA they have been very accommodating and provide quick responses.

*Fee Example – one lot subdivision application

MPS – fees are under review.	Urban Systems	WCPA
Subdivision (1) \$600	Subdivision (1) \$1,500	Subdivision (1) \$1,000
Endorsement (1) \$200	Endorsement (1) \$200	Endorsement (1) \$200
Total: \$800	Total: \$1,700	Total: \$1,200

**AN AGREEMENT
between
The Town of Sedgewick
and
The West Central Planning Agency
concerning
municipal planning services**

Pursuant to Sections 7 and 625 of the Municipal Government Act, the Council of the Town of Sedgewick ("the Municipality") and the West Central Planning Agency ("the Agency") agree as follows.

Basic Service

1. The Agency will provide to the Municipality the planning services described in Appendix A hereto.
2. In payment for the services described in Appendix A, the Municipality will annually pay to the Agency the sum of \$200 plus one dollar per head of population shown on the latest Official Population List published by Alberta Municipal Affairs.

Extended Service

3. The Agency will undertake planning and land related work requested by the Municipality as described in Appendix B hereto.
4. The work described above will be charged on a straight time basis and billed at an hourly rate or project cost negotiated in advance between the Agency and the municipality.

Subdivision Processing

5. The Municipality will pass a bylaw authorizing the Agency to process subdivision applications and to endorse plans and other subdivision documents on its behalf, as described in Appendix C hereto.
6. The Municipality will by bylaw authorize the Agency to charge fees to applicants for subdivision approval on a scale to be set from time to time by resolution of the municipal council.
7. The Agency will bring to the municipal council a recommendation on each subdivision application, with the decision to be made by the Municipality.

Amendment to this Agreement

8. This agreement may be amended at any time by mutual agreement of the parties.

Term of this Agreement

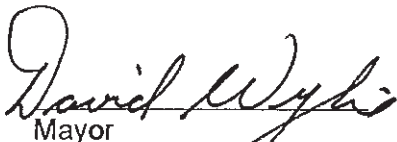
9. This agreement continues in force indefinitely but may be terminated by either party upon twelve months' notice being given.

Ownership of documents and intellectual property

10. It is agreed by both parties that all documents, files and maps and other information and things pertaining solely to the Municipality are the property of the Municipality and shall be returned to the Municipality promptly if this agreement is terminated.

EXECUTED This 17th day of February, 2000

On behalf of the Town of Sedgewick:

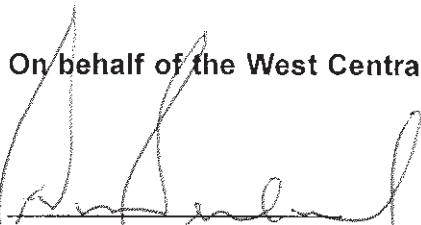


Mayor




Municipal Administrator

On behalf of the West Central Planning Agency:

ve


Chairman



Manager

Appendix A

Basic planning services

The Agency will:

Provide unlimited telephone access for day-to-day advice and guidance.

Maintain municipal base mapping: Keep copies of all registered plans, subdivisions, road plans, rights of way, etc.

Maintain an up-to-date municipal map (compiled plan) for use by the municipality, developers, builders, assessors, utility companies, electoral returning officers, census takers, government departments (eg Transportation), etc. Maps will be available in hard copy (paper or plastic base) or in digital form (computer disc).

Maintain maps of hazard areas: undermined areas, sour gas and oil fields, flood zones, unstable slopes, contaminated sites, etc.

Maintain air photograph coverage, historical and latest.*

Provide air photo overlays on legal base maps for assessors and emergency services.

Maintain contour mapping; provide cadastral ties for new contours.*

Provide unlimited access to data base, including but not limited to Canada census (population and economic data), highway traffic volumes, retail trade, census of agriculture, grain volumes, building permits, & school enrolments.

Provide advice by letter on changes in planning law and practice.

Maintain, interpret, and enforce deferred reserve caveats for municipalities which contract for subdivision processing services.

Attend Council meetings as necessary.

Protect municipal interests beyond current boundaries, for example, identifying future road and utility corridors, water sources, gravel, etc.

Represent the regional interest to outside organizations including government departments, recovering the cost, where possible, from these outside organizations.

** Maintain means that the Agency will keep this information and make it available at no cost to members. However, the cost of flying new air photos, or creating new contours, will be a municipal expenses under Appendix B.*

Appendix B

Directly billed services

The Agency will undertake any land related work requested by the municipality, such as:*

- Subdivision design work, where the municipality is the developer*
- Annexations*
- Ordering and organizing new air photography and contouring*
- Park and recreation layouts*
- Land use bylaw drafting*
- Municipal census taking and analysis*
- Creation of custom data bases*
- Population projections*
- Traffic and parking studies*
- Economic development work*
- Geographic Information Systems*
- Custom maps*
- Intermunicipal work, such as fringe area studies or road studies*

This work will be available on a straight time basis and billed at a fixed price per hour of professional time. The Agency will estimate the cost of each job and obtain municipal approval before starting work.

Land-related advice to developers will be charged at full cost to them, with no charge to the municipality.

** There may be some limitations due to professional licensing and liability; for example, the agency cannot do work reserved by law to Alberta Land Surveyors or Professional Engineers.*

Appendix C

Subdivision Processing

At the request of a member municipality, the Agency will undertake the following work in relation to subdivision applications:

Meet the landowner and discuss what he wants, what he needs, and what is possible.

Advise on parallel processes such as bylaw amendment or road closure.

Open a file on the application; draft a map showing all interests on title.

Compile title, air photo, legal plans, assessment etc, and determine which agencies the application must be referred to.

Check for conformity with provincial and municipal rules: Planning Act, MGA, Land Titles requirements, Highways, Public Health, etc

Inspect site. Check measurements, encroachments, servicing, conflicting uses.

Evaluate flood hazard and slope stability.

Evaluate access, encroachments, culverts, drainage.

Check easements for power, gas, sewer, etc.

Establish design criteria and servicing for multi-lot subdivisions.

Negotiate resolution if different agencies give conflicting advice.

Determine whether reserves are due from this or previous subdivisions (cash, land, municipal, environmental, school, deferral or combination).

Advise municipality of recommendations by staff and all agencies.

Formulate recommendations to municipality.

EITHER: Inform applicant of municipality's decision

OR: Make a decision and inform applicant, where this function has been delegated by the municipality.

Circulate decision to all affected parties; prepare legal ads, notices, rights of appeal; answer questions by landowner and neighbours.

Advise all parties on appeals.

Attend appeals and represent municipality if requested.

Provide appeal board with maps, charts, photos that illustrate the issues.

Process final documents (survey, lease, easement, description, descriptive plan, plan of survey) and advise on documents.

Ensure that easements, caveats, etc are registered concurrently to protect municipal interests.

Maintain a record of all applications in case of future disputes over development agreements, reserves, boundaries, or land values, and make this available to municipalities, landowners, assessors, appraisers, and tax authorities.

Ensure that the survey is done in accordance with the municipality's approval.

Update municipal maps once subdivision is completed.

Additionally, in rural municipalities, the Agency will:

Prepare air photo interpretation for soil, water, topography, etc.

Review title for ERCB, coal, drainage district, and other interests.

Assess hydrography for Environment or Public Lands interpretation.

Assess Livestock, MDS, and Certificates of Compliance.

Assess soil quality, ground water, percolation.

Assess groundwater safety, probability.

Application fees will be set to cover the agency's full cost; there will be no charge to the municipality.

Bylaw 408/00

A Bylaw of the Town of Sedgewick authorizing West Central Planning Agency to undertake subdivision work on behalf of the Town.

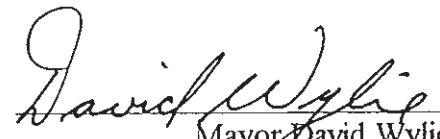
Pursuant to section 623 of the Municipal Government Act, the Council of the Town of Sedgewick enacts as follows;


1. The administration of the subdivision process is delegated to the West Central Planning Agency, but the power to approve, approve with conditions, or refuse subdivision applications lies with the municipal council.
2. The West Central Planning Agency is authorized to receive fees for administering the subdivision process, with such fees being paid by the applicant at rates set by resolution of council from time to time.
3. The West Central Planning Agency is authorized to endorse plans of subdivision, separation documents, transfers of land, deferred reserve caveats, and other documents required to register a subdivision which has been approved by the municipality, and in this regard the Registrar of Land Titles is authorized to accept the Agency's endorsement as if it were that of the municipality.
4. Bylaw number 377/95 is hereby repealed.
5. This bylaw comes into effect on the date of third reading.

Read a first time this 17th day of February 2000 A.D.

Read a second time this 17th day of February 2000 A.D.

Read a third time by unanimous consent of council and finally passed this
17th day of February 2000 A.D.


Mayor David Wylie


Thelma Harris CAO

Fee Resolution of Bylaw 408/00

Pursuant to Bylaw 408/00, the West Central Planning Agency is authorized to charge the following fees to people making application for subdivision approval;

Application fee:	\$450, plus \$100 for each new lot to be created
Endorsement fee:	\$100 per lot
Extension of approval period:	\$100 per approval

No per lot application fee or endorsement fee is charged for the following:

- utility lots, reserve lots, or roads;
- to separate two or more lots which are on a single title;
- to adjust the boundaries of an existing lot; or
- where the line of subdivision follows a surveyed intervening ownership.

WEST CENTRAL PLANNING AGENCY

#101, 5111 ~ 50 AVENUE WETASKIWIN, ALBERTA T9A 0S5

TELEPHONE (780) 352-2215 ~ FAX (780) 352-2211

ADMIN@WESTCENTRALPLANNING.CA

INVOICE**DATE:** January 11, 2016**INVOICE NO:** #201606**To:** Town of Sedgewick
P.O. Box 129
Sedgewick AB
T0B 4C0

SERVICES	CHARGES
Planning Services for 2016	
Base Fee	\$ 500.00
Plus \$2.10 per head of population	\$ <u>1,799.70</u>
Total	\$ 2,299.70

WCPA INVOICING IS GST EXEMPT

WEST CENTRAL PLANNING AGENCY

#101, 5111 – 50 AVENUE WETASKIWIN, ALBERTA T9A 0S5

TELEPHONE (780) 352-2215 – FAX (780) 352-2211

ADMIN@WESTCENTRALPLANNING.CA

January 11, 2016

Attention: Municipal Administrators, WCPA Region

City of Wetaskiwin

County of Wetaskiwin
Ponoka CountyTown of Millet
Town of Daysland
Town of Sedgewick
Town of Killam
Town of Drayton ValleyVillage of Thorsby
Village of Forestburg
Village of Breton

Summer Villages of Argenta Beach, Crystal Springs, Golden Days, Grandview, Itaska Beach, Ma-Me-O Beach, Poplar Bay, Sundance Beach, Norris Beach, and Silver Beach.

Enclosed you will find our invoice for planning services for 2016.

Yours truly,
Charlene Fedyk
Executive Administrator

WEST CENTRAL PLANNING AGENCY

#101, 5111 – 50 AVENUE WETASKIWIN, ALBERTA T9A 0S5

TELEPHONE (780) 352-2215 – FAX (780) 352-2211

ADMIN@WESTCENTRALPLANNING.CA

January 13, 2016

Town of Sedgewick,
P.O. Box 129,
Sedgewick, AB.
T0B 4C0

Attn: Amanda Davis, CAO

Dear Amanda:

I would like to take this opportunity to notice you the important changes at West Central Planning Agency.

The annual fee for the contracted members (your municipality) was increased from \$1.00 per capita to \$1.30 per capita starting in 2001 and it was approved by the Board at the Budget Meeting in 2000. The important point is the annual fee for your municipality has not increased for the last 10 years.

In 2011, the WCPA Board decided to increase the annual fee for all of the contracted members from \$1.00 per capita to \$1.60 per capita.

At our last Budget meeting, the WCPA Board decided to increase the annual fee for all of the contracted members from \$1.60 per capita to **\$2.10 per capita** and the base fee from \$200 to **\$500**. They believe it is a fair increase because there wasn't a single increase during the last 10 years. This will come into effect as of January 1, 2016 and an invoice is issued to reflect the fee change.

Thank you for your attention to the matters raised in this letter and please do not hesitate to contact me if there are any questions or planning issues that you need to discuss.

Yours truly,

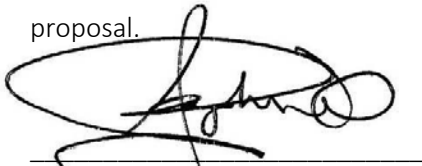


Jason Tran, RPP, MCIP
Manager, WCPA

RECEIVED
JAN 13 2016

SUBDIVISION SERVICES PROPOSAL | TOWN OF SEDGEWICK

It is the intent of Municipal Planning Services to enter into a formal agreement with the participating municipality based on the services described within this proposal.

A handwritten signature in black ink, appearing to read 'Jane Dauphinee', is written over a horizontal line.

Jane Dauphinee, Principal/Senior Planner





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SECTION 1 | ABOUT MPS

Municipal Planning Services (MPS) has been serving municipalities in Alberta since 1996. The firm is committed to a collaborative planning approach that draws on local knowledge and expertise to develop community plans and planning processes that are complete and resilient. We know that the inter-related nature of planning decisions have cumulative and lasting impacts on all aspects of a community's success.

Our approach to community planning focuses on balancing sustainable development with a respect for community heritage, place-based planning, enhancing cultural and ecosystem diversity, supporting working landscapes and ensuring that our client municipalities are vibrant and distinct places to live, work and play.

We keep current with changes to provincial statutes and regulations, as well as new and evolving planning practices and methods in order to best represent our clients and their communities. This includes staying up-to-date with the Alberta Land Stewardship Act, the Alberta Land Use Framework and the regional plans currently being prepared throughout the province.

We strive to develop lasting relationships with our clients so we can understand their objectives and effectively anticipate and respond to their needs. Since the future is unpredictable, we believe that adaptable and flexible responses are needed. For MPS that means that not only do our plans need to be responsive and dynamic but we as a company are committed to the continuous improvement of our team and the level of service that we provide our clients.

MPS does not focus solely on the financial bottom line when it comes to measuring success. Instead we measure our success in relation to the lasting relationships we have established with our clients and our efforts to adhere to our core company values.

Our well-rounded team offers a range of consulting services to clients exclusively in the public and non-profit sectors throughout Alberta. Planning work is supported by in-house services that include GIS mapping, graphics production, project management and community consultation. For projects that require expertise in other areas, our affiliations with reputable professionals allow us to seamlessly form interdisciplinary teams.



SECTION 2 | SCOPE OF SERVICES

A) SUBDIVISION PROCESSING

i) Prepare an Information Brochure for Subdivision Applicants

The consultant will prepare, in consultation with Town staff, a step-by-step procedure and information brochure suitable for distribution to subdivision applicants. This brochure will incorporate processes, requirements, etc. as required by any particular Provincial or municipal legislation, regulation or requirements, normal time lines, and normal costs. When the legislation, regulation or requirements change during the life of the contract, the consultant will modify the brochure as necessary or suitable.

ii) Provide Consultation to Applicants

The consultant will provide advice to potential and actual subdivision applicants both before and as they apply for subdivision approval, as required and as requested, in order to facilitate completion of applications and the provision of necessary information. This may be very simple in some instances, and quite complicated in others depending on the site and situation and the landowner's desires.

iii) Receive and Review Applications and Obtain Additional Information

Upon receipt of an application for subdivision, the consultant will conduct a preliminary review of the application and obtain from the applicant all additional information as required and as can be obtained in order to facilitate completion of applications and the provision of necessary information.

iv) Refer Subdivision Applications to Referral Agencies

Upon receipt of a completed application for subdivision, the consultant will refer the application to the agencies required by Provincial legislation and suggested either by Town staff, by others with an interest in the application, or by the intricacies of the application itself. The consultant will keep in contact with the agencies to encourage prompt and complete responses.

v) Public Notification of Subdivision Applications

Upon receipt of a completed application for subdivision, the consultant will notify adjacent property owners by mail in order to satisfy the notification requirements of the Municipal Government Act. In order to do this, the Town will provide a list of adjacent property owners, together with their mailing addresses, to the consultant. The consultant will receive and review all public input and will be the contact person for public input into the subdivision review process.



vi) Review of Referral Responses and Statutory Plans

Upon receipt of referral responses, the consultant will review submissions for completeness and will clarify any responses.

The consultant will also review all statutory plans having any effect on the proposed plan of subdivision and the Town's Land Use Bylaw and advise both the applicant and appropriate referral agencies of matters of conformity or non-conformity.

vii) Site Inspections

The consultant will conduct an on-site inspection of those subdivision applications for which, in the planner's opinion, an inspection is required.

viii) Settling Reserve Amounts

When Reserve (Municipal or Environmental Reserve) is an issue, the consultant will, in consultation with the Town, settle the amount of Reserve to be required, either in the form of land or in the form of money-in-place.

ix) Deciding on Subdivision Applications

A staff member of Municipal Planning Services (2009) Ltd. will be appointed by the Town's Council to be Subdivision Authority for the Town. Acting as Subdivision Authority for the Town, the staff member will make decisions on subdivision applications.

x) Notification of the Decisions of the Subdivision Authority

The consultant will notify the applicant/landowner/purchaser and all circulated agencies of Subdivision Authority decisions.

xi) Involvement in Appeals (*A 'For Fee' Service)

The consultant will defend the decision of Subdivision Authority decisions at any appeal hearings, whether they be appeals to the Intermunicipal Subdivision and Development Appeal Board or to the Municipal Government Board. The consultant will provide appropriate documentation for the Board to which the appeal was made, attend the appeal hearing if necessary, and make representations as necessary.

xii) Clearing Conditions of Approval

In consultation with Town staff, the consultant will monitor any conditions of the approval of a subdivision in order to ensure compliance prior to endorsing any final plan of subdivision. The consultant may also, at the request of Town staff, prepare draft development agreements to assist the Town in dealing with subdivision conditions.

xiii) Prepare Deferred Reserve Caveats (If Necessary)

The consultant will prepare any Deferred Reserve Caveats (and/or discharges of same) required pursuant to any conditions of approval of a subdivision, relating the amount of deferred reserve to the titled area and the Survey Plan provided.

xiv) Subdivision Plan Endorsement

The staff member appointed as Subdivision Authority will final-approve (endorse pursuant to the Municipal Government Act) plans of subdivision (Plans of Survey or Descriptive Plans), after having been satisfied that any conditions of approval of the subdivision have been met or will be met.

The consultant will then forward approval forms and other documentation to the applicant, his surveyor, or his lawyer, per instructions received with the Plan.

xv) Review Subdivision Application Files for Long-Term Storage

In consultation with Town staff, the consultant will review completed subdivision application files for long-term storage as required and provided for by the Town, and prepare the files as necessary for such storage.

xvi) Additional Services Relating to Subdivisions

The consultant will provide additional services relating to the subdivision process as required.

Without limiting this, the consultant will:

1. Negotiate any extensions required before consideration of a subdivision file can be undertaken by the Subdivision Authority; and
2. Negotiate any extensions required of subdivision approvals.

B) SMALL SCALE PLANNING ADVISORY SERVICES

i) Advisory Services – No Travel

In addition, the consultant will be available to provide professional and technical community planning advice on the full range of planning matters to Town staff **by telephone, fax or email** on an as needed basis on the whole range of matters relating to Part 17 of the Municipal Government Act, R.S.A. 2000, as amended – **at no additional cost**. This will include the review of small documents such as draft Bylaws, resolutions, sections of reports, etc., but not including maps, and discussions with Town staff respecting same.

These advisory services will be provided through telephone, email and FAX, and will not involve travel to the Town or meeting with Town staff or Council.



If the Town requires MPS to prepare bylaw resolutions, reports or undertake mapping exercises, these services will be provide at an additional cost, based on our staff billing rates.

C) LARGE SCALE PLANNING ADVISORY SERVICES

The consultant will be available, at an additional cost, to provide professional and technical community planning advice and services on the full range of planning matters to Town staff **in person**, in a location agreed to by the Town and MPS, on an as needed basis. MPS will provide advice and services relating to Part 17 of the Municipal Government Act, R.S.A. 2000, as amended.

This may, at the discretion of the Town, include the preparation of:

- Medium or large documents such as the Town's Land Use Bylaw, statutory plans, master plans, strategic plans and sustainability plans;
- Draft Bylaws polices, resolutions, and sections of reports etc. which require research or data collection and analysis on the part of the consultant;
- Maps or figures;
- Design and implementation of public consultation programmes;
- Training packages for administration and/or Council;
- Large scale reviews of private development proposals – from development permits through Area Structure Plan reviews ; and
- Reports, requests for decisions and meeting packages for meetings with Town staff, Council, the Town's other consultants or potential developers respecting same.

SECTION 3 | TIMEFRAME, COSTS AND TERMS OF PAYMENT

A) TIMEFRAME

The time frame for this contract is for a term of five (5) years from the date of the signing of the contract. The contract may be renewed at the pleasure of the Town and as agreed to by the Town and MPS at time of renewal.

B) COSTS

MPS is currently in the process of reviewing our subdivision application fees. We anticipate a slight increase in fees by the summer of 2016 (due primarily to increased postage rates and additional review requirements by provincial departments and agencies). Prior to adoption, we will circulate our proposed subdivision application fees to our client municipalities for review and feedback.

The subdivision applicant will pay fees directly to Municipal Planning Services (2009) Ltd., as follows:

For subdivision of the **first parcel out** of a quarter section:

With Application	\$400.00 + GST
Per Lot with Application (Per lot fees will not be charged for the remainder)	\$100.00 + GST
Request for Endorsement	\$50.00 + GST
Per Lot at Request for Endorsement	\$150.00 + GST

For subdivisions creating **two lots**, including any remainder lot:

With Application	\$400.00 + GST
Per Lot with Application (Per lot fees will not be charged for the remainder)	\$200.00 + GST
Request for Endorsement	\$50.00 + GST
Per Lot at Request for Endorsement	\$150.00 + GST

For subdivisions creating **three or more lots**, including any remainder lot:

With Application	\$400.00 + GST
Per Lot with Application (Per lot fees will not be charged for the remainder)	\$250.00 + GST
Request for Endorsement	\$50.00 + GST
Per Lot at Request for Endorsement	\$150.00 + GST

For subdivision applications made in order to satisfy **Section 652(4) of the Municipal Government Act**, sometimes referred to as a separation of titles:

With Application	\$400.00 + GST
Per Lot with Application	\$100.00 + GST

For subdivision applications made in order to satisfy **Section 652(4) of the Municipal Government Act**, there will be no fee charged at the request for endorsement.

For subdivision applications made in order to **adjust the boundary** of an existing lot:

With Application	\$400.00 + GST
Per Lot with Application	\$100.00 + GST
Request for Endorsement	\$50.00 + GST
Per Lot at Request for Endorsement (When new titles are being created)	\$150.00 + GST
Endorsement Fee When There is No Increase in the Number of Titles Being Created	\$50.00 + \$300.00 + GST

These fees do not include any additional fees that may be charged by the Town in these matters.

For all work described in SECTION 2(A) & (B) **excluding**:

- SECTION 2(A)(xi) Involvement in Appeals; and
- SECTION 2(C) Large Scale Planning Services

If the subdivision fees are handled as noted in Section 4(B) above, the cost to the Town will be NIL.

For work described in SECTION 2(A)(xi) and SECTION 2(C), and some of the work described in SECTION 2(B) the cost to the Town will be based on the hourly rates identified in SECTION 4 – FOR FEE PLANNING SERVICES.

These rates may be considered firm for the duration of the contract.

If the contract is extended MPS reserves the right to increase rates to reflect experience and inflation.

Any increase to rates will be negotiated with the Town prior to finalization of the agreement to extend the contract.



SECTION 4 | FOR FEE PLANNING ADVISORY SERVICES

A) RATES

For the work described SECTION 2(A)(11) and SECTION 2(C), the cost to the Town will be estimated, negotiated and determined on a project basis, before any work on any project commences, at the following rates:

MPS 2015-2017 Rates

Per Diem billing rates for planning work and meetings:

PLANNER	BILLING RATE
Ms. Jane Dauphinee (Principal & Senior Planner)	\$ 130.00/hr.
Mr. Brad MacDonald (Planner)	\$ 110.00/hr.
Mr. Tanner Evans (Planner)	\$ 100.00/hr.
Ms. Lyndsay Francis (Planner)	\$ 90.00/hr.
Mapping Technician	\$ 80.00/hr.
Travel Time	2/3 rd Individual Billing Rate
Mileage	\$0.50/km

The Town will pay the billed fees as invoiced.

SECTION 5 | SPECIAL CONDITIONS

A) WORK LIAISON

We understand that we will deal primarily with the Town's Chief Administrative Officer during the term of the assignment.

B) OWNERSHIP OF DOCUMENTS

Upon completion of any work project or report (or upon termination of the contract), all data collected by the consultant as part of the project or report, and any materials or documentation prepared in fulfillment of the commitments to the work or report (including originals), shall become the property of the Town.

C) AVAILABILITY TO MEET TIMELINES

Municipal Planning Services (2009) Ltd. will be ready to meet all required timelines. We are fulfilling this function for 75 municipalities in the Province at present. We are fully aware of the work's requirements and are committed to meeting agreed upon timelines.

D) REPORTING

MPS shall, on an annual basis, report to Council on the numbers of applications and the fees collected pursuant to this agreement.

E) TERMINATION

The Town of Sedgewick may terminate this contract at any time for any reason by giving at least sixty days' notice in writing to the contractor. If the contract is terminated by the Town of Sedgewick as provided herein, the contractor will be paid a fair payment as negotiated with the Town of Sedgewick for the work completed as of the date of termination.

SECTION 6 | PERSONNEL & REFERENCES

A) KEY PERSONNEL

Municipal Planning Services (2009) Ltd. will provide the services of a qualified community planner, together with other technical and clerical staff necessary for the work described.

A great deal of experience in dealing with all aspects of subdivision, community and land development planning, and presentations will be assigned to the work to provide the Town with the highest level of service. Close liaison and careful attention to the needs of the Town will be our priority. As well, the considerable duplication of effort and waste necessary in involving a large group will be avoided because of the small size of our firm and our commitment to working closely with the Town.

The primary personnel assigned will be as follows:

NAME	POSITION
Ms. Jane Dauphinee, BA, M.Plan, RPP, MCIP	Project Lead Principal/Senior Planner
Mr. Tanner Evans, BA, ALUP	Planner
Ms. Lyndsay Francis, BCD	Planner
Mr. Brad MacDonald BA, M.Plan	Planner, GIS Technologist, & Research Analyst

Jane Dauphinee, a Registered Professional Planner, will be assigned to do the work during the entire time frame of the contract. Ms. Dauphinee has several years of experience in providing professional planning advice in small communities in Alberta. Her Professional Resume is attached to this document.

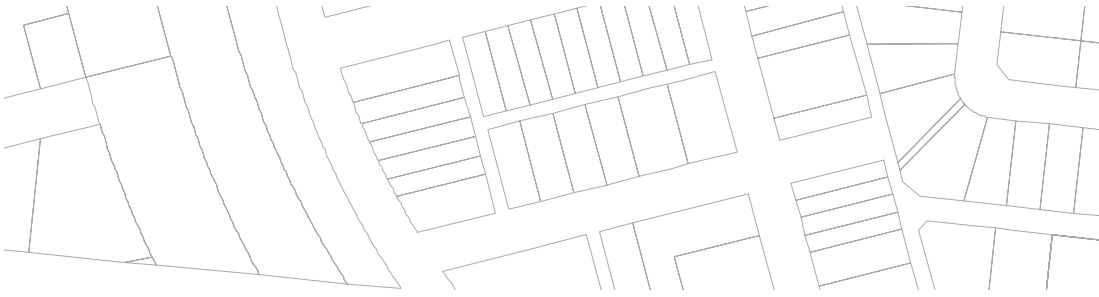
While others are immediately available, it is anticipated that they will work full-time only on an individual project by individual project basis. Resumes of key personnel are included in [Appendix A – Team Profiles](#).

B) COMPANY AND KEY PERSONNEL REFERENCES

Reference can be provided upon request. Please feel free to contact the municipal managers in any of the municipalities mentioned in the Curriculum Vitae of Ms. Dauphinee.

APPENDIX A | TEAM PROFILES





Jane Dauphinee RPP, MCIP

Principal | Senior Planner

Jane Dauphinee is a community and land use planner with over 10 years' experience collaborating with Alberta Communities to develop long range plans, invigorate policy and increase institutional capacity through community consultation programs, workshops and education sessions. Jane's particular strengths include: project management, facilitation, policy analysis, strategic planning, public consultation programming and organizational capacity building.

Jane is committed to community development and strives to integrate policies that build community capital into municipal decision making documents. She believes strongly in MPS's ethic that local solutions come from local people and works diligently to ensure that policy documents are vetted by and reflect the unique and diverse voices in each community.

Skills & Attributes

- Policy analysis and development
- Community consultation programming
- Plan implementation and monitoring
- Strategic plan development
- Mediation and facilitation
- Community sustainability plan development
- Organizational and administrative assessment

Project Experience

Community Sustainability Plans

- Town of Mundare
- Town of Smoky Lake
- Town of Athabasca
- Strategic Sustainability Plan for Smoky Lake County
- Town of Legal Sustainability Plan and Municipal Development Plan
- Town of Bon Accord Sustainability Plan and Municipal Development Plan (in process)

Jane's Role: project manager, policy review and analysis, develop and implement public consultation programme.

Regional Planning

Capital Region Board, Planning Advisory Group member (Representing Lamont County and the Towns of Redwater, Lamont, Legal and Gibbons)

Heritage Plans

Victoria District ASP (Smoky Lake County) (in process)



LOCATION

Edmonton, AB

YEARS OF EXPERIENCE

10 +

MEMBERSHIPS

Member, Alberta Professional Planning Institute

Member, Canadian Institute of Planners

EDUCATION

MPLAN, Dalhousie University
B.A. (Hon), Western University

WORK HISTORY

2006 - Present
Municipal Planning Services

📞 780.486.1991 x228

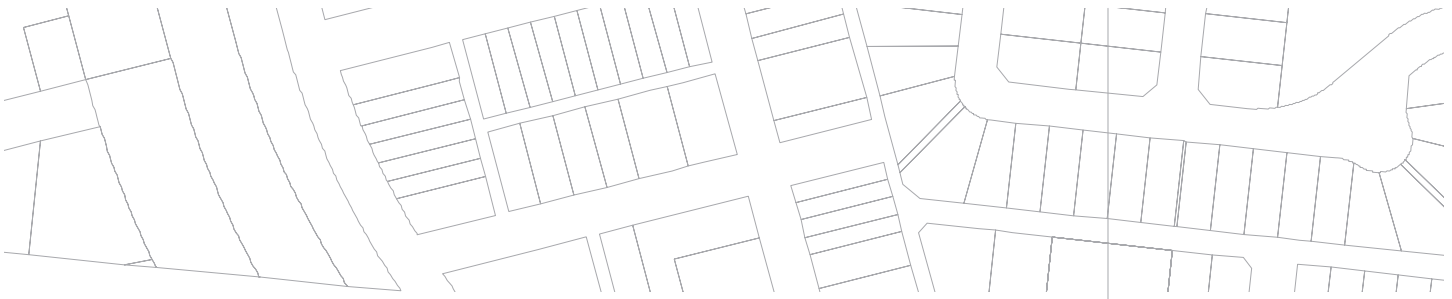
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Edmonton, AB T5G 1X1



Area Structure Plans

Hamlets

- Wabasca
- Calling Lake
- Red Earth Creek

Recreation Communities

- Whitefish Lake
- Mons Lake
- Bonnie Lake
- Garner Lake

Jane's Role: managed plan preparation and stakeholder consultation from initiation to completion.

Education Sessions and Workshops

- Instructor - Land Use Planning Module for the Elected Officials Education Program (2015 & 2011)
- Administrative Planning Workshops (County of Vermilion River & Town of Redwater)
- Council Planning Workshops (Westlock County, Thorhild County & Smoky Lake County)
- Subdivision Development Appeal Board Training Workshops (Town of Mundare, Westlock County)

Municipal Development Plan and Land Use Bylaw

- County of Barrhead
- Smoky Lake County
- Flagstaff County
- Town of Hardisty
- Town of Viking
- Town of Mundare
- Town of Redwater

Jane's Role: project manager, policy review and analysis, develop and implement public consultation programme.

Crime Prevention Through Environmental Design (CPTED)

Assessments for the University of Western Ontario (London, Ontario)

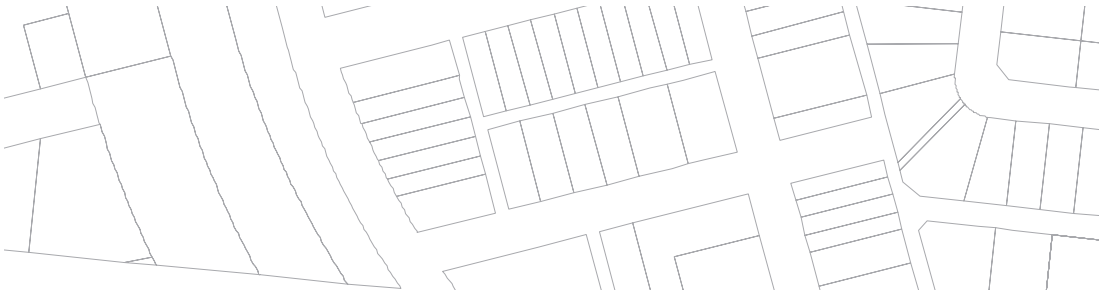
Intermunicipal Development Plans

- Flagstaff County and the Town of Hardisty
- Municipal District and Town of Wainright
- Municipal District of Wainright and Village of Edgerton

Jane's Role: project manager, policy review and analysis, develop and implement public consultation programme.

Other Planning Projects and Responsibilities

- Resource Extraction Strategy (County of Barrhead)(ongoing)
- Planning and Development Forms & Fees Review
- Subdivision Authority (for 75 municipalities)



Brad MacDonald

Planner

Brad is a Planner and Mapping Technician with MPS. Brad brings to MPS valuable private sector experience working with developers and development industry proponents. With a background in rural industrial development, recreational-residential subdivisions, site planning, and land use mapping, Brad brings a unique view to every project.

A graduate of Dalhousie University's Master of Planning Program, Brad has developed skill sets through both academic and professional work in comprehensive planning, site analysis, and stakeholder engagement. Brad has served as an instructor for the Province of Alberta's Subdivision and Development Appeal Board Training Program, travelling throughout Alberta to host a series of workshops aimed at training and supporting new SDAB members and staff.

Brad's diverse skill set and experiences allow him to seamlessly transition into any role he is needed for on a project.

Skills & Attributes

- Project management
- Public consultation
- Site planning and illustration
- Policy development
- Research and analysis
- Graphic design
- GIS mapping and spacial analysis
- Historical research
- Council/board/staff training and education

Recent Project Experience

Smoky Lake County Victoria District Area Structure Plan 2014 - 2016 (Ongoing)

MPS is preparing an area structure plan for the Victoria District - a federally, provincially and municipally recognized significant heritage area. The area structure plan is being prepared in order to mitigate the impacts of future development within this area on the historic and environmental features that make the Victoria District a unique and significant place. In order to preserve the area's national, provincial, and local significance, greater thought and planning is required to avoid development that might negatively and permanently impact those features which define and reflect the area's historic value.

MPS is working closely with County Council, administration, local residents, and regional heritage organizations to provide policy direction related to land use and land management within the plan



LOCATION

Edmonton, AB

YEARS OF EXPERIENCE

10

EDUCATION

MPLAN, Dalhousie University
B.A. (Hon), Dalhousie University

WORK HISTORY

2012 - Present
Municipal Planning Services

2007 - 2012
Planner, Scheffer Andrew Ltd.

2006
Planning Intern, Municipality of
the County of Antigonish


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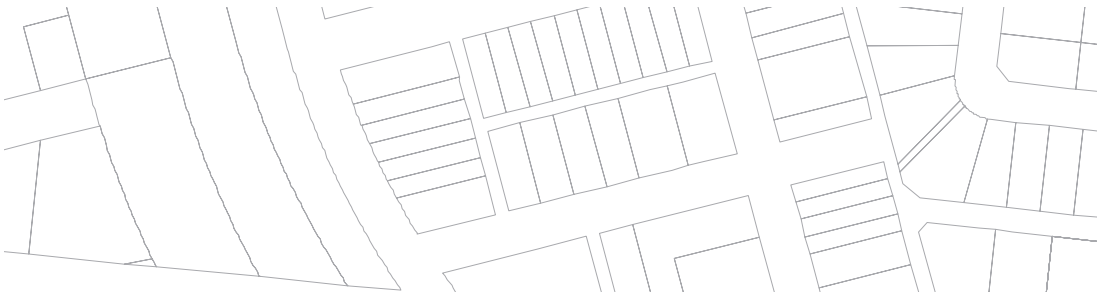
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area in order to enable continued use and future development opportunities, while also protecting the cultural integrity of the Victoria District.

Brad's Role: undertake historical and environmental inventory research and analysis, prepare graphic design materials, prepare background report.

Village of Holden Municipal Development Plan and Land Use Bylaw Review 2014 (Completed)

MPS led the focused review of the Village of Holden's Municipal Development Plan and Land Use Bylaw, to ensure that both documents were up-to-date with current legislation and regulations, and met the current needs of the community. Both documents were updated to include environmental spatial information, which helped to guide land use and development policies.

Brad's Role: Project management, demographic research and analysis, mapping and graphics, document design and writing, policy development.

Municipal District of Opportunity Land Use Bylaw Review 2011 - 2013 (Complete)

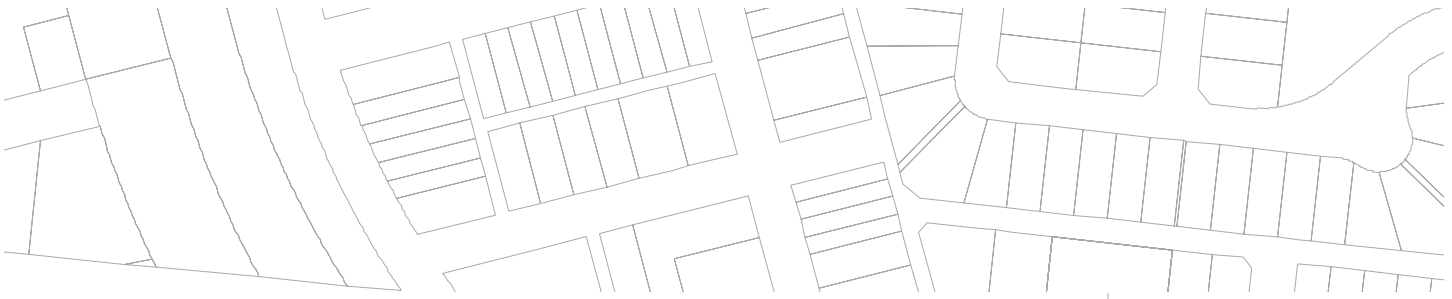
MPS managed the comprehensive review of the Municipal District of Opportunity's Land Use Bylaw. As a large rural northern municipality dotted with unique remote hamlets, developing a Land Use Bylaw that addressed a wide range of challenges and opportunities required extensive research, public consultation, and dialogue with Council and administration. In the end, MPS was able to produce a comprehensive and readable Land Use Bylaw that meets the needs of the MD's many communities.

Brad's Role: research and analysis, mapping and graphics, document design and writing, policy development.

Town of Legal Integrated Community Sustainability Plan, Municipal Development Plan, and Land Use Bylaw Review 2012 - 2014 (Complete)

MPS worked with the Town of Legal to update the Town's three major planning documents. Our firm combined Legal's ICSP with the MDP to develop one long range plan for the Town that takes into consideration not only land use and development issues, but the Town's overall health and sustainability as well. MPS also updated the Town's Land Use Bylaw to ensure that Council, administration and local residents have the regulations in place to enact their vision of community sustainability. The project included a successful day-long planning workshop that encouraged participants to share their vision for the future of their community.

Brad's Role: undertake background research and analysis of community characteristics, public consultation, document design and writing.



Tanner Evans

Planner

Tanner Evans joined Municipal Planning Services in 2016. Tanner previously served as a Development Officer with the Municipal District of Opportunity. Tanner has been actively involved in public consultation and stakeholder engagement, subdivision and development appeal board hearings, land use bylaw and area structure plan amendments, emergency response planning, bylaw enforcement and day-to-day public engagement.

Skills & Attributes

- Public consultation & stakeholder engagement
- Research and analysis
- Graphic design
- Policy development
- Report writing
- Emergency response service delivery
- Bylaw enforcement

Recent Project Experience

MD of Opportunity Land Use Bylaw Review 2012 - 2013

While with the MD of Opportunity, Tanner was a part of a team that undertook a comprehensive review of the municipality's Land Use Bylaw. The Land Use Bylaw covers a wide range of distinct rural and urban communities. The review brought together past amendments and modern planning approaches to develop regulations for a broad range of land uses and development sites within the municipality - including downtown cores, mixed-use areas, and large residential lots.

Tanner's Role: community research and analysis, reviewing the existing policy documents, public engagement and consultation, drafting and writing of new documents, and writing amendments as required to facilitate the future implementation of the Land Use Bylaw.

LOCATION

Edmonton, AB

YEARS OF EXPERIENCE

4

EDUCATION

Bachelor of Arts
Trinity Western University

Cert. of Applied Land Use
Planning
University of Alberta

Member, Alberta Development
Officers Association

WORK HISTORY

2016 - Present
Municipal Planning Services

2012 - 2015
MD of Opportunity
Development Officer

2012 - 2015
Captain, Wabasca Fire Department

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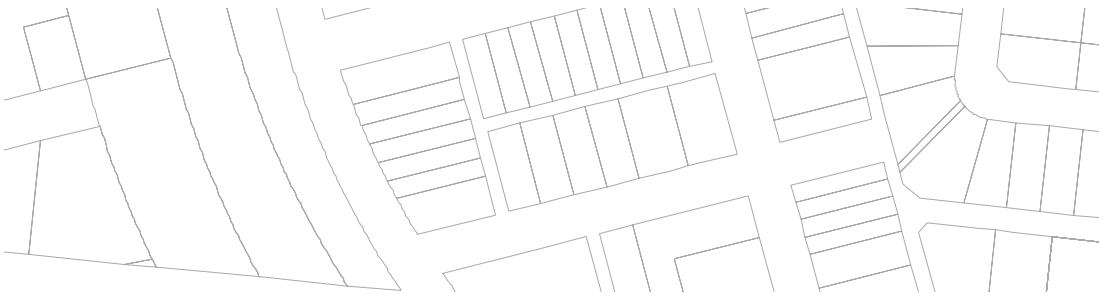
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Lyndsay Francis

Planner

Lyndsay joined Municipal Planning Services in 2015. She holds a Bachelor of Community Design with Honours in Urban Design Studies from Dalhousie University. Lyndsay brings experience in research, Geographic Information Systems, and community-based planning.

Recently, Lyndsay conducted a study to develop a classification system and criteria for successful community hubs in Halifax, Nova Scotia. Lyndsay conducted interviews and follow-up surveys with executive directors of community hubs and thematically analyzed their answers to discover what makes community hubs successful. By examining community hubs she was able to classify the types of hubs found in Halifax based on the social issues they face.

Skills & Attributes

- Public consultation
- Research and analysis
- Land suitability analysis
- Report writing
- Mapping and graphic representation

Recent Project Experience

Village of Innisfree Land Use Bylaw Review 2014 - 2015 (Ongoing)

MPS is leading the update of the Village's Land Use Bylaw, to ensure that the document's regulations properly land use and development opportunities and issues in Innisfree, and to ensure that the best interests of local residents are at the forefront of local planning decisions.

Lyndsay's Role: conduct public consultation, prepare public consultation materials, produce the draft Land Use Bylaw, design information and land use district maps.

Smoky Lake County Victoria District Area Structure Plan 2014 - 2015 (Ongoing)

MPS is preparing an area structure plan for the Victoria District - a federally, provincially and municipally recognized significant heritage area. The area structure plan is being prepared in order to mitigate the impacts of future development within this area on the historic and environmental features that make the Victoria District a unique and significant place. In order to preserve the area's national, provincial, and local significance, greater thought and planning is required to avoid development that might negatively and permanently impact those features which define and reflect the area's historic value.



LOCATION

Edmonton, AB

YEARS OF EXPERIENCE

Less than 1

EDUCATION

Bachelor of Community Design
(Honours) Dalhousie University

WORK HISTORY

2015 - Present
Municipal Planning Services

May 2014 - November 2014
Fisheries & Oceans Canada
Planning Coordinator

January 2014 - May 2014
United Way Halifax
Community Planning Intern

May 2013 - September 2013
Fisheries & Oceans Canada
Aboriginal Intern at Real
Property, Safety, and Security

CONTACT INFORMATION


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 780.483.7326

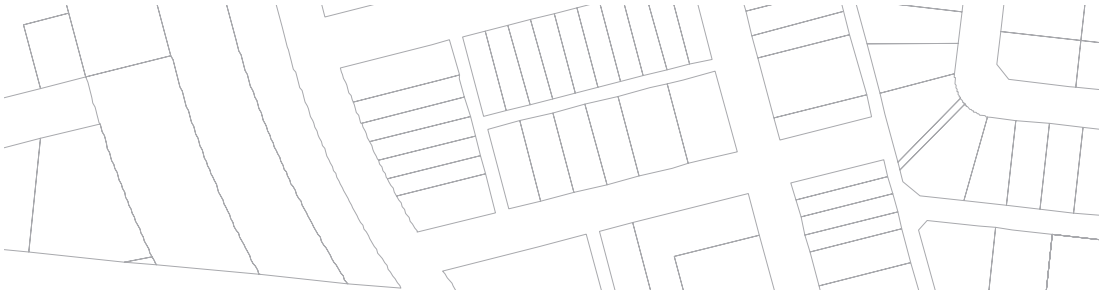
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MPS is working closely with County Council, administration, local residents, and regional heritage organizations to provide policy direction related to land use and land management within the plan area in order to enable continued use and future development opportunities, while also protecting the cultural integrity of the Victoria District.

Lyndsay's Role: assess local environmental and social features, prepare land suitability assessment maps.

Town of Hardisty & Flagstaff County Intermunicipal Development Plan Review 2015 (Ongoing)

MPS is working on behalf of the Town of Hardisty and Flagstaff County to review and update their intermunicipal development plan. The plan is being updated to include a focus on regional economic development, and community capacity building.

Lyndsay's Role: conduct public consultation, prepare public consultation materials, undertake demographic research and analysis, prepare information maps.

February 12, 2016

Town of Sedgewick
C/O Amanda Davis
P.O. Box 129
Sedgewick, AB T0B 4C0

RE: REQUEST FOR SUBDIVISION SERVICES

Dear Amanda,

Urban Systems Ltd. is pleased to submit the following information regarding our ability to provide planning services to the Town. We understand that this is exploratory in nature and that you are evaluating your options, which could result in establishing a five-year agreement commencing in 2017.

The following represents an overview of our corporate philosophy, a summary of the skill sets associated with the core team members available to Sedgewick as well as a general summary of the types of tasks we anticipate undertaking and their associated cost estimates based on similar relationships we have with other municipalities.

All information and cost estimates associated with specific tasks are based on our typical approach. If successful, one of our initial tasks would be to work with you to establish a more detailed fee structure designed around your specific needs. I wanted to provide you with this information to give you an idea of the level of service and costs that we have established with other municipalities so you can identify how our service offering may fit within your internal structure and budget. As previously discussed, if cost is the main determining factor in the Town's decision to pursue alternative options, then we are unlikely a good fit. However, we feel that our integrated approach is unique in our industry and we seek to build long-term relationships with the communities that we serve, acting in many respects as a strategic thinking partner to help you solve your challenges.

As detailed below, we strongly believe that we are highly qualified to satisfy your needs based on our expertise, experience and service first mindset.

WHO WE ARE

Urban Systems is an inter-disciplinary professional planning and engineering practice with a core focus on provision of services to local governments throughout Alberta, Saskatchewan and British Columbia. We combine award-winning expertise in civil engineering, urban planning, local government consulting and landscape architecture to bring exceptional solutions to our clients and their citizens. In business since 1975, we see ourselves as a living company that is continually advancing and expanding to meet the unique and changing needs of our clients and people.

Our focus is developing long-term, mutually beneficial relationships with communities where we can really make a difference. Our approach centers on us being highly responsive, being well connected and being out in front of key issues. Our ability to establish long-term relationships with our municipal clients allows us to build and maintain a corporate memory that can prove invaluable in helping municipalities navigate through significant staff changes.

OUR APPROACH

In cases where we work within multi-year service agreements, we prefer to collaborate as extensions of the municipal staff and are available on an on-call basis. We understand that your internal capacity is strained and will fluctuate. As a result, we are flexible in providing the amount and type of service that makes your capacity challenges as effortless as possible. The following paragraphs further describe our innovative, service first approach:

Inter-Disciplinary Approach to Service Delivery

In our experience, municipal undertakings are best approached from an inter-disciplinary perspective. Municipal projects invariably have elements that relate to several disciplines, particularly the broad facets of planning and approvals. These elements all need to be considered carefully. When stated simply, good engineering requires good planning.

One notable characteristic of Urban Systems is our comprehensive inter-disciplinary approach to municipal services. Over the years, our engineers have learned the broad community considerations used by planners, while our planners have gained valuable insights into the technological considerations used by engineers. This means that you will be involved with professionals who have a better view of the “big picture” and who have the training and inclination to look at broad objectives to help you make decisions.

Successful Partnering Relationships

Urban Systems prefers to work with our clients rather than for our clients. By working together, we achieve exceptional results.

Strength on Strength

Members of your team (staff and Council) and ours are expected to work together to form a complementary set of skills, qualifications, experience, points of view and network of contacts with capabilities in understanding the full gamut of challenges and solving them.

Being Proactive

Our consultant team will invest their time to anticipate challenges and proactively seek out opportunities. Urban Systems is continually “looking forward” on your behalf, and bringing you our ideas. We don’t sit back and wait for you to come to us. We prefer to be out in front, making great things happen.

Open and Honest Communication

Our goal is to become your trusted advisor. In order to achieve that, we will continually offer ideas and suggestions in an open and honest manner. We see this as the cornerstone of our relationship with you.

Mutual Benefit

We believe that both parties have a vested interest in the success and well-being of the other, and conduct our affairs accordingly. This leads to a spirit of mutual commitment and loyalty, as well as mutual benefits.

Our experience has shown us that being a municipal consultant requires an “all-out” approach to providing exceptional service, regardless of the size of the project or municipality.

OUR SERVICES

We have the distinct advantage of providing an integrated service to our clients. The firm, overall has a complement of over 400 staff, including professional planners, engineers, landscape architects, municipal policy and finance experts and problem solvers. In the Edmonton office, we have over 50 staff members who have these skills and our “long hallways” approach enables our staff across all of our offices to exchange and share expertise and knowledge,

bringing the right people to the table, regardless of their location. In the 40+ years since the company was founded, our practitioners have built strong and successful relationships with municipalities of all sizes across Western Canada.

Core Services

As a networked organization, we advocate collaborative problem solving internally and with our clients. Bringing together various areas of specialization and perspectives contributes to creative solutions and a trusting, respectful environment. We value collaboration as a means for building relationships and fostering innovation. We believe that strong communication is one of the most important aspects of providing great service and work hard to stay connected to our clients. As a company, we prefer long-term partnerships, customized to our clients' needs. The following list is a testament to our collaborative approach:

Client	Years of Service
District of Peachland	30
City of Nelson	27
District of Invermere	24
City of Dawson Creek	22
City of Fort St. John	20
Town of Three Hills	17
Town of Cochrane	16
City of Fernie	15

The key in providing you with an exceptional level of service is ensuring that we are responsive to your needs and that we tailor an approach unique to your context. We will work closely with you and within the framework provided by your policy and regulatory documents to provide you with professional services in the same capacity as your internal staff. In our long standing relationships we pride ourselves on being able to seamlessly integrate our experience and expertise into your local team. With this approach, we are able to provide your staff with access to a diversity of complementary skills and experience that provide learning opportunities beyond the traditional consultant-client relationship.

General Municipal Advice

The majority of our work as a firm is completed in long term partnering relationships with municipal clients where we become a trusted advisor. In effect, we become a member of the municipal team, available to our clients at all times. We are called upon to provide advice, to brainstorm, and to share experience from other communities. We believe our approach and our track record of success working in long term partnering relationships sets us apart from the industry.

Within our typical arrangements, in both the planning and engineering capacities, we provide services ranging from:

- "Behind the counter" planning work;
- Subdivision review and authority work;
- Training of staff;
- Reviewing planning and development applications;
- Preparation of stormwater management plans;
- Infrastructure modelling and master plan preparation;
- Capital infrastructure rehabilitation and upgrade design and project management;
- Offsite levies and utility rates;
- Financing and strategic planning;

- Transportation reviews and master planning; and
- Provision of general day to day advice.

Development Reviews and Subdivision Advice

We have extensive experience in conducting planning application reviews, and in performing engineering drawing and study reviews for subdivision and development applications. We work with our clients to review the drawings and provide detailed comments for changes in order to ensure drawings meet the standards and intent of our clients.

We have significant experience in preparing and administering servicing agreements, and in representing municipalities in negotiations with land developers and we have developed servicing standards and development agreements for many of our municipal clients.

Our planning team is experienced in performing development approvals and reviews, subdivision application and endorsement requirements and the review and preparation of all of the supporting documents required to support applications from the planning perspective. Our planners work closely with our engineers on a day to day basis to bring the planning perspective to decisions and designs, and will ensure that the Town's regulations and planning documents are considered along with operational infrastructure requirements when reviewing development applications and engineering studies.

Within our core services, we bring expertise within the following key disciplines:

Municipal and Land-Use Planning

We are experienced and competent in writing and reviewing municipal development plans, land-use bylaws, area structure plans, area redevelopment plans, conceptual schemes and various other specialized plans such as town centre revitalization plans and growth management strategies. We enjoy working with our municipal partners to help them develop as diverse and active places. Adhering to the Town's existing high-level policy plans is key in achieving this goal, considering the thoughtful work that has already gone into these. For future municipal and land-use planning activities, our inter-disciplinary team will collaborate closely with the Town to ensure strategies and plans are being correctly translated into subsequent, more focused planning exercises.

Water and Wastewater

We have started projects right from the concept and feasibility stages, partnering with clients to determine what their vision and requirements are for the overall systems, through to the detailed design stages. We have performed preliminary and detailed design services for many municipal capital projects including water and sewer main replacements, infrastructure upgrades, road and drainage designs, pump stations, reservoirs, lagoons, and treatment plants.

Stormwater Management

Our stormwater team works to deliver innovative, sustainable, and pragmatic stormwater management solutions. We are aware of the trends and approaches to stormwater management that are occurring across North America and look for opportunities to incorporate the best of these into our work. Urban Systems has established itself as a leader in the development of Integrated Stormwater Management Plans (ISMP), providing communities with an in-depth understanding of a watershed.

Transportation

Urban Systems offers transportation planning and detailed design services that lead to effective preliminary and functional designs of intersections, arterial roadways, rural highways and other freeway systems. We develop feasible and practical implementation programs that maximize use of existing transportation infrastructure and support community or regional objectives.

Landscape Architecture

In addition to our planning and engineering teams, we employ Landscape Architects who have a wealth of expertise and experience related to parks and recreation planning, environmental management, community wayfinding, naturalization, urban parks, plazas, streetscapes, campgrounds, waterfronts, and sports field development. Our landscape architects work closely with our engineers on drainage designs, for parks, stormwater ponds, drainage channels, constructed wetlands, and low impact design initiatives.

Whether in a primary or supporting role, our landscape team is an integral part of the process providing expertise in the areas of:

- Open Space Planning and Site Design
- Urban Design, Redevelopment, and Revitalization
- Site Identity and Placemaking
- Environmental Design and Sustainability

Communications and Engagement

Involving the community in the decisions that affect them is crucial for maintaining the legitimacy of local government. For many of our practitioners, communication, mediation and public consultation training supplements primary training in community planning, engineering, and infrastructure design. This versatility ensures that engagement accurately reflects the context of a given project. As part of our integrated service model, Communications and Engagement is a core component of our consulting practice.

Legal Survey and Construction Survey

We have a fully operational staff who are dedicated to providing land surveying and geomatics engineering services to our clients. With the team's combined experience, Urban is capable of tackling a variety of survey related projects from preliminary design surveys through to legal surveys and construction layout. We provide consulting on property boundaries, legal rights of way, Land Titles registrations and geomatics technologies including precise control networks, GPS techniques, machine control and other measurement techniques. We have invested in the best available survey technology and continue to develop its uses and applications for our clients.

Value Added Services

Grant Funding Applications and Infrastructure Financing

Municipal access to funding through partnerships, direct investments in communities and particularly through government grants is becoming increasingly competitive. We are well connected with senior government agencies and approving authorities and are available to assist and sometimes lead in pressing your case for funding. Urban Systems is highly successful and well regarded in this arena. We are known to senior government and they appreciate our track record of integrity and getting things done for our communities.

Advocacy at Provincial Levels

With an office in Edmonton and through extensive participation in the Alberta Urban Municipalities Association and the Alberta Association of Municipal Districts and Counties, we have learned how important it is for municipal political leaders and administrators to "make their case" in a compelling manner to approving agencies and funding providers. We have experience working in the Legislature with our municipal clients in pressing issues of concern or for projects desirable to their communities.

CORE TEAM

We have built the Core Team based on the capabilities, experience and personalities of individual consultants to provide a team capable of meeting your needs. Overall, we selected our team based on their:

- Expertise and experience as required to meet the Town's evolving needs;

- Level of familiarity with small municipal planning challenges;
- Passion and enthusiasm for local government; and
- Experience working with a variety of assignments.

We build our teams and our professional practice around the needs of our long-term clients and are fully committed to being available, proactive and highly responsive.

The Team Lead, Chris Ulmer, acting as the Client Advocate, will be responsible to ensure that the Town is receiving timely communications and service. We propose that the majority of the communications will flow through the Team Lead. The Town will know who to call, as the points of contact will be clear and the lines of accountability will be maintained. It will be the responsibility of the Lead to manage projects internally with the technical teams and it will be the Lead who is held accountable for the success of the projects.

The Team Lead will call upon technical expertise within Urban Systems as required and will bring in technical experts as support to staff meetings, open houses, and Council meetings as required. The Team Lead will be available on a daily basis to take phone calls and answer questions as the main point of contact. In addition, we will be available to meet regularly, in person, with staff. This makes us part of the overall team and allows for easier two-way dialogue. We also find that a regular (bi-weekly or monthly) memo indicating the status of each project and who is responsible for next steps has often helped to ensure that everyone is informed, up-to-date and accountable.

The following people will provide core planning services to the Town and will call upon other team members and specialists within Urban Systems, whether for specialized planning expertise or within multiple disciplines, to provide the depth of technical knowledge and expertise to ensure projects are completed and the appropriate level of service is provided.

You can be assured that each of these professionals is committed to taking ownership of Sedgewick as a client as well as the challenges that arise in getting the job done. Our core team members will work closely with you to ensure that we understand exactly what is needed and that we are available when you need us.

Chris Ulmer, RPP, MCIP, CNU-A
Team Lead/Planner

Chris is a Community Planner with over 16 years of experience in both the private and public sectors. Through his strong passion for sustainable communities, Chris earned his certificate in Sustainable Community Development from Simon Fraser University in 2012. Chris is also an accredited member of the Canadian Institute of Planners and the Congress for New Urbanism, using his platform to advocate for better community design that incorporates sustainable community development principles.

Chris is a strong communicator and is certified in the International Association of Public Participation (IAP2). His experience in managing community development projects from inception through adoption for communities of various sizes has contributed to his ability to manage complexity, while coordinating with a broad diversity of stakeholders. His focus is on building collaborative processes that are inclusive of a range of perspectives from throughout the community. Chris has gained experience managing large, multi-stakeholder projects through a variety of sustainability, inter-jurisdictional and regional planning exercises, requiring extensive engagement processes and navigating the political challenges of complex and systemic problems.

As part of Chris' past experience as the Municipal Planning Manager and then Executive Director of Parkland Community Planning Services (PCPS), he gained considerable experience working on a variety of planning,

development and subdivision challenges for small communities and served as the Subdivision Authority for the members of PCPS.

Brian McCosh, RPP, MCIP

Planner

Brian is a registered professional planner with 12 years of experience. He specializes in local government and indigenous planning through work with a variety of northern Alberta communities. His projects include community wide and area structure plans, downtown revitalization, land use bylaws, planning advice and economic development initiatives, all of which involve community consultation and engagement. Brian has worked closely with rural Alberta municipalities on a variety of planning projects. Brian has also worked throughout his career on land development projects for numerous clients of all sizes. Brian's project delivery and policy planning skills enable him to effectively facilitate the development review process, particularly for larger projects.

Anne Huizinga, LEED-Green Associate

Junior Planner

Anne has a passion for sustainability, including planning, people and transportation. Understanding and planning effective, livable communities is an important part of shaping our communities, and takes time and patience. Anne provides an interesting angle to policy development, planning, and public engagement. Her work as an urban planner, her community volunteer experience, and early immersion in land development all drive her to consider creative solutions from different angles. Change comes at many levels and for uptake of any policy there needs to be a solid understanding of the contextual and cultural aspects that work with the infrastructure we design.

Kirstin Pacheco, LEED AP-ND, RPP, MCIP

Planning Technician

Kirstin specializes in urban design and visual communications for a wide range of planning projects and has 8 years' experience in the field. Kirstin is passionate about her work with small communities and has provided urban design and placemaking services and contributed to a range of planning and landscape conceptual design projects.

COSTS

We fully understand that the price of consulting services is important to you. However, we have also witnessed how a value driven approach to services, rather than a cost driven approach, can add tremendously to the outcome of projects and the quality and experience of the service. The price of a service is directly related to level of service, quality of work, experience and knowledge, shared vision, mutual respect, commitment and trust—key elements of a satisfying experience for the Client and the Consultant alike.

We have used several methods to develop fees for service in our other long term municipal relationships and may use any one of the methods (or variations of them) as is appropriate to the context of the project or service required. In our best partnering relationships with our clients, we work together to tailor professional fees and fee-based approaches based on value and the specific project context.

For our long term clients we typically establish "General Planning Advisory Services" project numbers. Where advice required is straightforward, our standard hourly rates are charged. General advisory is typically only used for "as needed" advisory services. With partnering relationships, the "meter is not running" for short calls or email exchanges on quick questions, and as such we do not charge for quick phone discussions or emails. For all work conducted on an hourly basis, a fixed 8% will be charged, for office expenses and minor disbursements.

“As needed” services typically constitute 10% to 15% of our fees charged to our long-term clients on an annual basis. The bulk of fee billings (e.g. 85% to 90%) occur through fixed fee projects (e.g. calculated through task defined work programs for larger planning or non-typical assignments). We will sit down with you during the yearly budgeting process to review the strategic goals for the year in terms of planning projects and the anticipated development activity to work through a more detailed yearly budget for planning services.

On similar assignments with other municipalities it has been our standard practice to review the expected level of effort and corresponding budget with our clients prior to engaging with the work. If during work on the project, unexpected issues arise that may require a more in depth review or discussion, this will be communicated to the client immediately for discussion and approval.

We are willing and able to tailor our review process or level of effort to our clients’ budgets or expectations. We will work with you to come up with a solution that meets your needs and your budget. As an example, some municipal clients request that we perform the complete process from the initial circulations, through to review, preparation of staff reports and presentation materials and attendance at council meetings. Other clients prefer to undertake these tasks themselves and strictly require our report on the review findings. We are open to discuss these items further and to tailor our services to the Town’s requirements.

The following tasks and associated budgets are being provided as examples of the general costs we have experienced with previous and current long-term clients with the understanding that the actual costs can vary greatly depending upon the scope of the project, issues encountered, extent of public participation, number of iterations of reviews required, number of meetings attended and other unforeseen circumstances. Therefore, with this understanding, the budgets for the items below are being provided as a general reference or guideline. We have also provided hourly rates for each of the key personnel are provided below. These rates are applicable throughout 2016. Considering the potential partnership would not commence until 2017, these are provided for information only as a comparable in your consideration of our approach with other firms.

KEY PERSONNEL	HOURLY RATE
PLANNING	
Chris Ulmer, Team Lead/Planner	\$190
Brian McCosh, Planner	\$165
Anne Huizinga, Junior Planner	\$125
Kirsten Pacheco, Planning Technologist	\$140

POLICY DOCUMENT REVIEWS

Task	Budget
Conceptual Plan Review - minimum fee per application (up to a ¼ Section, and pro-rated on a per hectare basis above that) <ul style="list-style-type: none"> Review proposal in comparison to existing statutory (MDP, ASP, LUB, etc.) and non-statutory planning documents (planning guidelines, adjacent Conceptual Plans, etc.) 1 Meeting with internal departments and Applicant Conceptual Plan amendment and detailed review/revisions, circulation and comment review Formulate recommendation 	\$4,500
Conceptual Plan Review - additional fee per hectare over 65 ha <ul style="list-style-type: none"> Same process as above - larger plan area requires additional circulation area and possibly additional circulation agencies 	\$40/ha
Conceptual Plan - amendment fee <ul style="list-style-type: none"> New circulation may be required Additional review time 	\$1,500
Area Structure Plan Reviews - minimum fee per application (up to 1/2 section of Land and pro-rated on a per hectare basis above that) <ul style="list-style-type: none"> Review proposal in comparison to existing statutory (MDP, ASP, LUB, etc.) and non-statutory planning documents (planning guidelines, Conceptual Plans, etc.) Circulation and comment review with appropriate agencies Meeting time with internal departments and Applicant Area Structure Plan amendment and detailed review/revisions Formulate recommendation 	\$8,000
Area Structure Plan Review - additional fee per hectare over 130 ha <ul style="list-style-type: none"> Same as above - larger plan area requires additional circulation area and possibly additional circulation agencies 	\$25/ha
Area Structure Plan - amendment fee <ul style="list-style-type: none"> New circulation may be required Additional review time 	\$2,000

LAND USE RE-DESIGNATIONS

Task	Budget
Flat fee for the first 5 lots -if outside an Area Structure Plan Area <ul style="list-style-type: none"> Review proposal in comparison to existing statutory (MDP, adjacent ASP, LUB, etc.) and non-statutory planning documents (planning guidelines, Conceptual Plans, etc.) Circulation comment review with appropriate agencies Meeting time with internal departments and Applicant Re-designation application, detailed review/revisions Formulate recommendation 	\$3,000
Flat fee for the first 5 lots - if inside an Area Structure Plan Area <ul style="list-style-type: none"> Circulation to internal/external agencies Review proposal in comparison to existing statutory (MDP, ASP, LUB, etc.) and non-statutory planning documents (planning guidelines, Conceptual Plans, etc.) Circulation comment review with appropriate agencies Meeting time with internal departments and Applicant Re-designation application, detailed review/revisions Formulate recommendation 	\$2,000
Plus per lot fee for each additional lot up to 50 lots <ul style="list-style-type: none"> Same as above - larger plan area requires additional circulation area and possibly additional circulation agencies Additional review time 	\$150
Plus per lot fee for each additional lot after 50 lots up to 100 lots <ul style="list-style-type: none"> Same as above - larger plan area requires additional circulation area and possibly additional circulation agencies Additional review time 	\$75
Plus per lot fee for each additional lot thereafter <ul style="list-style-type: none"> Same as above - larger plan area requires additional circulation area and possibly additional circulation agencies Additional review time 	\$50

SUBDIVISION APPLICATIONS

Task	Budget
Small Lot Subdivision (1 to 5 lots) - Flat fee <ul style="list-style-type: none"> Review proposal in comparison to existing statutory (MDP, ASP, LUB, etc.) and non-statutory planning documents (planning guidelines, Conceptual Plans, etc.) Circulation comment review with appropriate agencies Meeting time with internal departments and Applicant Subdivision application, detailed review/revisions Formulate recommendation and appropriate conditions of approval 	\$1,500
Large Lot Subdivision (6 or more lots) - Each additional lot thereafter <ul style="list-style-type: none"> Same as above, additional lots require more review time, usually more conditions of approval as well as additional circulation area and possibly additional circulation agencies 	\$150
Large Lot Subdivision (6 or more lots) - Phased approvals - fee per phase <ul style="list-style-type: none"> Same as above, phased approvals require additional review and condition preparation 	\$200
Subdivision Approval Time Extension or Re-activation Requests - per request <ul style="list-style-type: none"> Review appropriateness of request and consider reasonable solution 	\$155

SUBDIVISION ENDORSEMENTS

Task	Budget
Endorsement Fees - Per lot fee, first 10 lots <ul style="list-style-type: none"> Review Applicant submission for all conditions of approval including documents to be registered Ensure conditions are met inter-departmentally Prepare endorsement documentation 	\$200
Endorsement Fees - Per lot fee for each additional lot <ul style="list-style-type: none"> Same as above, additional lots usually require more extensive conditions of approval, additional time to review submissions 	\$50
Endorsement Fees - Per unit fee for Building Condominium Plan <ul style="list-style-type: none"> Ensure Building Condominium Plan adheres to the Alberta Building Code and any statutory and/or non-statutory documents, as required Prepare approval/endorsement documents 	\$50

In conclusion, we hope that this provides you with a solid understanding of our company along with the value and service first approach that we will bring to the table. I want to reiterate that the tasks and budgets provided can be tailored specifically to your budget and development situation.

Please do not hesitate to contact me if you require any additional information.

URBAN SYSTEMS LTD.



Chris Ulmer, RPP, MCIP, CNU-A
Community Consultant

WEST CENTRAL PLANNING AGENCY

#101, 5111 – 50 AVENUE WETASKIWIN, ALBERTA T9A 0S5

TELEPHONE (780) 352-2215 – FAX (780) 352-2211

ADMIN@WESTCENTRALPLANNING.CA

February 12, 2016

Town of Sedgewick,
P.O. Box 129,
Sedgewick, AB.
T0B 4C0

Attn: Amanda Davis, CAO

Dear Amanda:

I would like to take this opportunity to respond to your Request for Proposals. I present to you a revised (DRAFT) Municipal Planning Services Agreement. It outlines the steps while acting on behalf of the Town for basic planning services including processing subdivision applications. It includes detailed cost of service and the agreement shall be five years.

Please review this agreement and if there is anything that you believe needs to be changed or revised, feel free to let me know. I am pleased to consult with you on this agreement. Clauses 2.2. and 2.3 of the agreement are the detailed cost of service.

As Manager, I do not have the authority to amend the base fee or the fee per capita as the base fee and fee per capita is set by our Board of Directors. Could I ask that we work on this agreement and finalize it so I can bring it back to our Board of Directors for approval? They only meet two times a year and the next meeting is the Annual Meeting in late April or early May of this year.

Please do not hesitate to contact me if there are any questions or planning issues that you need to discuss.

Yours truly,



Jason Tran, RPP, MCIP
Manager, WCPA

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MUNICIPAL PLANNING SERVICES AGREEMENT

This AGREEMENT made this _____ day of _____, 2016

BETWEEN:

WEST CENTRAL PLANNING AGENCY
(The Agency)

- and -

THE TOWN OF SEDGEWICK
(The Client)

The Agency wishes to provide municipal planning and related services to the Client and the Client wishes to utilize the municipal planning and related services and expertise of the Agency; therefore the Municipal Planning Advisory services to be provided to the Client by the Agency shall be as contained in this Agreement.

1.0 TERM

- 1.1 The term of this Agreement shall be from January 1, 2017 to and including December 31, 2021.

2.0 BASIC PLANNING SERVICES AND FEES

- 2.1 The Agency will provide to the Client the basic planning services described in Appendix A hereto.
- 2.2 In payment for the services described in Appendix A, the Client will annually pay to the Agency the sum of a base fee **\$500** plus **\$2.10** per head of population shown on the latest Stats Canada Census Profile.
- 2.3 The Client agrees the base fee **\$500** plus **\$2.10** per head of population and any increases are subject to the approval by the Agency's Board of Directors.

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3.0 EXTENDED PLANNING SERVICES

- 3.1 The Agency will undertake planning and land related work requested by the Client as described in **Appendix B** hereto.
- 3.2 The work described above will be charged on a straight time basis and billed at an hourly rate or project cost negotiated in advance between the Agency and the Client.
- 3.3 The Client agrees to pay the Agency on the basis of an hourly fee for extended planning services, for Member Non-owner, at rates set by the Agency's Board of Directors.
- 3.4 The time for travel for day to day advisory services and for projects outside the scope of this Agreement will be billed at full time.

4.0 SUBDIVISION PROCESSING

- 4.1 The Client will pass a bylaw authorizing the Agency to process subdivision applications and to endorse plans and other subdivision documents on its behalf, as described in Appendix C hereto.
- 4.2 The Client will by bylaw authorize the Agency to charge fees to applicants for subdivision approval on a scale to be set from time to time by resolution of the Client.
- 4.3 The Agency will bring to the Client a recommendation on each subdivision application, with the decision to be made by the Client.

5.0 PAYMENT OF FEES

- 5.1 The Client agrees to pay on an annual basis, such payment being due within 30 days of the invoice. Late payment may be subject to an interest charge of 1.5% per month against all past due balances.

6.0 EXPERT WITNESS

- 6.1 Nothing in this Agreement shall be construed to obligate the Agency to prepare for litigation or appear as an expert witness on behalf of the Client, unless an officer or director of the Agency authorizes such engagement and the Client and Agency agree to the charges for such service.

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CLIENT RESPONSIBILITIES

6.2 Provide reasonable notice to the Agency for service required and anticipated, such that service time may be equitably distributed throughout the contract period wherever possible.

6.3 Consultation with the Agency to ensure timely provision of materials and information to support the services being requested.

7.0 OWNERSHIP OF MATERIALS

7.1 All information, reports, plans, and related materials provided to the Client by the Agency in the performance of its service to the Client are to be jointly owned by the Client and Agency.

7.2 Joint ownership does not relieve other recipients of these materials from compensating the Agency for its time and expenses in preparing, customizing or assembling the material.

8.0 CONFIDENTIAL MATERIALS

8.1 All confidential information obtained by the Agency with respect to these services or the Client's operation shall not be divulged to any person not authorized to receive it.

9.0 FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY

9.1 The Agency acknowledges that the *Freedom of Information and Protection of Privacy Act* applies to all information and records relating to, or obtained, generated, collected or provided under or pursuant to this contract.

10.0 AMENDMENT AND CANCELLATION

10.1 Only the authorized officer(s) of the Agency and of the Client have the authority to amend the terms of this Agreement. Such amendments will be by written Agreement.

10.2 Either party may cancel this Agreement with twelve (12) months written notice, without cause.

10.3 The Client may cancel this agreement by way of entering into a Master Agreement for Ownership, with West Central Planning Agency.

WEST CENTRAL PLANNING AGENCY

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- 10.4 If either the Client or Agency breaches this Agreement, the other party may cancel this Agreement by means of written notice, the effective date being thirty (30) days from the date of written notice.
- 10.5 Neither party may assign this Agreement without the mutual written consent of the other.
- 10.6 The Parties hereto acknowledge that the Agency is an independent contractor and is not the agent, servant or employee of the Client.
- 10.7 All the terms, provisions and conditions of this Agreement shall be binding upon the parties, and where permitted, their assigns.
- 10.8 All notices, approvals or requests in connection with this Agreement shall be sent to the parties at the following addresses:

WEST CENTRAL PLANNING AGENCY

#101, 5111 – 50 AVENUE WETASKIWIN, ALBERTA T9A 0S5

IN WITNESS WHEREOF the Parties hereto have executed this agreement.

ON BEHALF OF THE TOWN OF SEDGEWICK:

MAYOR

CHIEF ADMINISTRATIVE OFFICER

ON BEHALF OF THE WEST CENTRAL PLANNING AGENCY:

CHAIRMAN

MANAGER

WEST CENTRAL PLANNING AGENCY

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Appendix A: Basic Planning Services

The Agency will:

- 1.0 Provide unlimited telephone access for day-to-day advice and guidance.
- 2.0 Maintain municipal base mapping: Keep copies of all registered plans, subdivisions, road plans, rights of way, etc.
- 3.0 Maintain an up-to-date municipal map (compiled plan) for use by the municipality, developers, builders, assessors, utility companies, electoral returning officers, census takers, government departments (e.g. Transportation), etc. Maps will be available in hard copy (paper) or in digital form (PDF).
- 4.0 Maintain maps of hazard areas: undermined areas, sour gas and oil fields, flood zones, unstable slopes, contaminated sites, etc.
- 5.0 **Maintain** * air photograph coverage, historical and latest.
- 6.0 Provide air photo overlays on legal base maps for assessors and emergency services.
- 7.0 **Maintain** * contour mapping; provide cadastral ties for new contours.
- 8.0 Provide advice by letter on changes in planning law and practice.
- 9.0 Maintain, interpret, and enforce deferred reserve caveats for municipalities which contract for subdivision processing services.
- 10.0 Attend Council meetings as necessary.
- 11.0 Protect municipal interests beyond current boundaries, for example, identifying future road and utility corridors, water sources, gravel, etc.
- 12.0 Represent the regional interest to outside organizations including government departments, recovering the cost, where possible, from these outside organizations.

Maintain * means that the Agency will keep this information and make it available at no cost to members. However, the cost of flying new air photos, or creating new contours, will be municipal expenses under **Appendix B**

WEST CENTRAL PLANNING AGENCY

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Appendix B: Extended Planning Services

The Agency will undertake any land related work* requested by the Client, such as but not limited to:

- Subdivision design work, where the municipality is the developer
- Annexations
- Ordering and organizing new air photography and contouring
- Park and recreation layouts
- Land use bylaw drafting
- Municipal Development Plan drafting
- Inter-municipal Development Plan drafting
- Area Structure Plan drafting
- Area Concept Plan and/or Overview Plan drafting
- Population projections
- Traffic and parking studies
- Economic development work
- Geographic Information Systems (GIS)
- Custom maps beyond Basic Planning Services
- Inter-municipal work, such as fringe area studies or road studies

This work will be available on a straight time basis and billed at a fixed price per hour of professional time. The Agency will estimate the cost of each job and obtain Client approval before starting work.

Consulting rate for Member Non-owner: **\$150 per hour**

Land-related advice to developers will be charged at full cost to them, with no charge to the Client.

* There may be some limitations due to professional licensing and liability; for example, the agency cannot do work reserved by law to Alberta Land Surveyors or Professional Engineers.

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Appendix C: Subdivision Processing

The Agency will undertake the following work in relation to subdivision applications:

- Meet the landowner and discuss what he wants, what he needs, and what is possible. Advise on parallel processes such as bylaw amendment or road closure. Open a file on the application; draft a map showing all interests on title.
- Compile title, air photo, legal plans, assessment etc, and determine which agencies the application must be referred to.
- Check for conformity with provincial and municipal rules: Planning Act, MGA, Land Titles requirements, Highways, Public Health, etc
- Inspect site. Check measurements, encroachments, servicing, conflicting uses.
- Evaluate flood hazard and slope stability.
- Evaluate access, encroachments, culverts, drainage.
- Check easements for power, gas, sewer, etc.
- Establish design criteria and servicing for multi-lot subdivisions.
- Negotiate resolution if different agencies give conflicting advice.
- Determine whether reserves are due from this or previous subdivisions (cash, land, municipal, environmental, school, deferral or combination).
- Advise municipality of recommendations by staff and all agencies. Formulate recommendations to municipality.
- EITHER: Inform applicant of municipality's decision
- OR: Make a decision and inform applicant, where this function has been delegated by the municipality.
- Circulate decision to all affected parties; prepare legal ads, notices, rights of appeal; answer questions by landowner and neighbours.
- Advise all parties on appeals.

WEST CENTRAL PLANNING AGENCY

#101, 5111 – 50 AVENUE WETASKIWIN, ALBERTA T9A 0S5

TELEPHONE (780) 352-2215 – FAX (780) 352-2211

ADMIN@WESTCENTRALPLANNING.CA

- Attend appeals and represent municipality if requested.
- Provide appeal board with maps, charts, photos that illustrate the issues.
- Process final documents (survey, lease, easement, description, descriptive plan, plan of survey) and advise on documents.
- Ensure that easements, caveats, etc are registered concurrently to protect municipal interests.
- Maintain a record of all applications in case of future disputes over development agreements, reserves, boundaries, or land values, and make this available to municipalities, landowners, assessors, appraisers, and tax authorities.
- Ensure that the survey is done in accordance with the municipality's approval.
- Update municipal maps once subdivision is completed.

Additionally, in rural municipalities, the Agency will:

- Prepare air photo interpretation for soil, water, topography, etc.
- Review title for ERCB, coal, drainage district, and other interests.
- Assess hydrography for Environment or Public Lands interpretation.
- Assess soil quality, ground water, percolation.
- Application fees will be set to cover the agency's full cost; there will be no charge to the Client.

WEST CENTRAL PLANNING AGENCY

#101, 5111 – 50 AVENUE WETASKIWIN, ALBERTA T9A 0S5

TELEPHONE (780) 352-2215 – FAX (780) 352-2211

ADMIN@WESTCENTRALPLANNING.CA

Appendix D: WCPA Fee Schedule

(Effective date January 16, 2015, as approved by WCPA Board of Directors)

Initial Subdivision Application (due at the time of application):

Three (3) lots or less per application:	\$900.00 plus \$100 per new lot created
Four (4) lots or more per application:	\$1000.00 plus \$200 per new lot created
<i>(Remnant parcels, roads, reserve lots and public utility lots exempt)</i>	
Re-application on a refused subdivision	As per above rates.
Re-application to amend an unregistered approval within one year of the original approval date	As per above rates.
Time extension of subdivision approval (first)	\$250.00
Time extension of subdivision approval (second or additional)	\$300.00

Endorsement (due at the time of plan endorsement):

Three (3) lots or less per application:	\$100.00 per new lot plus remainder
Four (4) lots or more per application:	\$200.00 per new lot plus remainder
<i>(Remnant parcels and bare land condominium units are included. Roads, reserve lots and public utility lots are excluded)</i>	

Other Applications:

Lot-line adjustment where no new parcels are created (flat fee)	\$1000.00
Separation of title (flat fee)	\$800.00
Condominium Unit Conversion (buildings only) <i>(Section 75 of the Condominium Property Regulations)</i>	\$40 per unit
Time extension of subdivision approval (first)	\$250.00
Time extension of subdivision approval (second or additional)	\$300.00

WEST CENTRAL PLANNING AGENCY

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ADMIN@WESTCENTRALPLANNING.CA

Other

Airphoto scan	\$ 15.00
Airphoto scan w / legal linework	\$ 30.00
Deferred Reserve Caveat / Withdrawal of Caveat	\$100.00

Consulting Rates

Member Owners:	Based on Master Agreement
Member Owners (additional projects):	\$100.00 per hour
Member Non-Owners:	\$150.00 per hour
Non-Member:	\$175.00 per hour

WCPA receives requests for mapping projects and research work on historical subdivision files. These projects will be considered on written submission, and will be carried forward as resources allow us to. If necessary, a written estimate of cost will be provided before work proceeds.

WCPA will continue to provide Project services to public agencies and organizations, such as the RCMP and school authorities, at no cost.

Please Note

Fees are non-refundable
Fees are GST-exempt.

Request for Decision (RFD)

Topic: Community Peace Officer Services Agreement
Initiated by: Flagstaff County Council/M#2016.02.42
Prepared by: Flagstaff County
Attachments: 1. Flagstaff County – Reconsideration Letter – Feb. 25th, 2016
2. Town of Sedgewick – Feb. 19th, 2016
3. Letter from Flagstaff County – No Cost Offer
4. Community Peace Officer Services Agreement

Recommendations:

That the Town of Sedgewick accepts Flagstaff County's offer to provide Community Peace Officer Services at no cost for one year effective March 1st, 2016 and further authorizes signatures on the Termination Agreement.

Background:

On January 14th, 2016 a letter was received from Flagstaff County that they would offer Peace Officer Services free of charge to Town and Villages. This service is being offered for a trial period of one year.

Flagstaff County's CAO advised that municipalities did not have to accept this offer and may still contract their service hours as per the terms of the Agreement; there may however become a time when municipalities are no longer offered contracts. This offer has since changed.

In response to M#2016.02.42 Flagstaff County is requesting the Town reconsider their offer for "no cost" service. All other municipalities who contracted this service have agreed to the one year free trial. If the Town is unwilling to receive the service at "no cost" than Flagstaff County will be providing six months' notice of termination.

Current:

Flagstaff County has provided a new Service Agreement for review as well as a Termination Agreement; effective February 29th, 2016.

After reviewing the proposed Peace Office Services Agreement as received on March 1st, 2016 I have no concerns regarding the terms and conditions. Section 4 of the agreement confirms the County's intent to provide monthly reports to the municipality which may be reviewed and assessed by Council. Should the Town be unsatisfied with the free service and should the Town be unable to negotiate better service provisions the agreement may be terminated within thirty days (pending written notice).

February 25, 2016



RECEIVED

MAR - 1 2016

Town of Sedgewick
Box 129
Sedgewick, AB T0B 4C0

Dear Amanda:

Re: Peace Officer Services

At the February 24, 2016 Flagstaff County Council meeting, Council reviewed your letter of February 19, 2016 advising that you wish to continue the contract of one hundred hours for Peace Officer services and declined the offer for the no cost Peace Officer Services.

The purpose for the one year no cost trial period we are proposing is to increase overall service level to the entire region in an effort to offer more frequent patrols, increase our visibility in the entire region and reduce administrative requirements. Following the one year trial period, we will evaluate, with the input from the municipalities, the effectiveness of this 'no cost' service to ensure that it is meeting our expectations.

Both Killam and Heisler, who were receiving contracted services, have agreed to 'trial' the no cost service for one year.

Please reconsider your decision and accept our offer for no cost services on a trial basis. If you are not willing to receive this no cost service, we will consider terminating the current contract with six (6) months' notice; however, we are concerned that not having a presence in the town would be undesirable to the citizens.

For your consideration, enclosed is the proposed new Peace Officer Services Agreement as well as the termination agreement if you agree to the no cost service.

If you have any questions, please contact the office.

Yours truly,

Shelly Armstrong, CLGM
Chief Administrative Officer

/kk

Enclosure.

TERMINATION AGREEMENT

THIS AGREEMENT made this 29th day of February, 2016

BETWEEN:

FLAGSTAFF COUNTY
(the "County")

- and -

TOWN OF SEDGEWICK
(the "Municipality")

A. **WHEREAS** the parties entered into an Community Peace Officer Services Agreement dated the 1st day of March, 2015, for the provision of certain Peace Officer Services by the County to the Municipality (the "Agreement");

B. **AND WHEREAS** the parties have agreed to terminate the Agreement upon the following terms and conditions.

NOW THEREFORE THIS AGREEMENT WITNESSETH that in consideration of good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged by each of the parties, the parties hereby agree as follows:

1. Notwithstanding Section 17 of the Agreement, which provides that "...this Agreement may be terminated within three (3) months if both parties agree to the termination", the Agreement is hereby terminated effective the 29 day of February, 2016.
2. Forthwith and from time to time each of the parties hereto shall execute all documents, consents and do all such deeds and things which are necessary or advisable to give effect to the termination of the Agreement.
3. This Termination Agreement shall be interpreted according to its fair construction and shall not be construed as against any party hereto in the event of ambiguity.
4. The provisions of this Termination Agreement and all covenants herein shall be construed to be joint and several when applicable to more than one party.
5. This Termination Agreement may be executed and delivered in any number of counterparts, by facsimile copy, by electronic or digital signature or by other written acknowledgement of consent and agreement to be legally bound by its terms. Each counterpart when executed and delivered will be considered an original but all counterparts taken together constitute one and the same instrument.

IN WITNESS WHEREOF the parties hereunto have hereunto executed this Agreement all effective as of the date and year first set forth above, notwithstanding the actual date or dates of execution hereof.

FLAGSTAFF COUNTY

TOWN OF SEDGEWICK

Per: _____

Per: _____

Per: _____

Per: _____

TERMINATION AGREEMENT

THIS AGREEMENT made this 29th day of February, 2016

BETWEEN:

FLAGSTAFF COUNTY
(the "County")

- and -

TOWN OF SEDGEWICK
(the "Municipality")

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B. **AND WHEREAS** the parties have agreed to terminate the Agreement upon the following terms and conditions.

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IN WITNESS WHEREOF the parties hereunto have hereunto executed this Agreement all effective as of the date and year first set forth above, notwithstanding the actual date or dates of execution hereof.

FLAGSTAFF COUNTY

TOWN OF SEDGEWICK

Per: _____

Per: _____

Per: _____

Per: _____

THIS AGREEMENT made effective the 1st day of March, 2016

BETWEEN:

FLAGSTAFF COUNTY
(the "County")

AND

TOWN OF SEDGEWICK
(the "Municipality")

PEACE OFFICER SERVICES AGREEMENT

WHEREAS Section 54 of the *Municipal Government Act*, RSA 2000, c M-26, allows a municipality to provide a service in another municipality with the agreement of the other municipality;

AND WHEREAS the Municipality desires to have the County provide Peace Officer Services within the Designated Area;

AND WHEREAS the County agrees to provide the Municipality with Peace Officer Services within the Designated Area, on the terms and conditions contained herein;

AND WHEREAS the County is authorized under the *Peace Officer Act*, SA 2006, c.P-35, to employ Peace Officers having jurisdiction to enforce the Provincial Legislation within Alberta, subject to the restrictions set out in the County's Authorization;

AND WHEREAS the Peace Officers employed by the County have been duly appointed under the *Peace Officer Act*, SA 2006, c.P-35, as having jurisdiction to enforce the Provincial Legislation within Alberta, subject to the restrictions set out in the Peace Officer Appointments;

NOW THEREFORE IN CONSIDERATION of the mutual covenants, terms and conditions contained herein, the parties hereto agree as follows:

ARTICLE 1

1.1 Definitions

In this Agreement the following words and expressions shall have the meanings herein set forth unless inconsistent with the subject matter or context:

- (a) "Agreement" means this Peace Officer Services Agreement between the County and the Municipality;
- (b) "County's Authorization" means the County's authorization to employ or engage Peace Officers, as amended or replaced from time to time, issued pursuant to the *Peace Officer Act*, SA 2006, c.P-35;
- (c) "Designated Area" means the area contained within the legal municipal boundaries of the Municipality;
- (d) "Enforcement Revenue" means all income, in any form, that is generated by, or arises from, the provision of the Peace Officer Services during the Term. Without restricting the generality of the foregoing, this shall include any funds arising from the enforcement of the Provincial Legislation

within the Designated Area, including fines and penalties, funds generated by tickets or tags, and proceeds arising from prosecution of offences.

- (e) “Peace Officer” means a person that has been appointed as a peace officer under the *Peace Officer Act*, SA 2006, c.P-35, as amended or repealed and replaced from time to time;
- (f) “Peace Officer Appointments” means the appointment(s) of Peace Officer(s) employed or engaged by the County, as amended or replaced from time to time, made pursuant to the *Peace Officer Act* SA 2006, c.P-35;
- (g) “Peace Officer Services” means those activities reasonably related to the enforcement of the Provincial Legislation within the Designated Area, excluding any portions of the Designated Area that fall outside the jurisdiction prescribed in the County’s Authorization or the Peace Officer Appointments, but shall not include the enforcement of the Municipality’s bylaws or the capturing and/or transportation of any stray animals. The level of service shall be similar to that provided by the Peace Officers to the County, but there shall be no guaranteed service hours, and the County shall have sole discretion to determine how services are provided, the number of Peace Officers employed, the allocation of Peace Officers, and the number and allocation of service hours provided pursuant to this Agreement;
- (h) “Provincial Legislation” means
 - i) Animal Protection Act;
 - ii) Dangerous Dogs Act;
 - iii) Environmental Protection and Enhancement Act (Part 9. Division 2);
 - iv) Gaming and Liquor Act (Sections 83, 84, 87, 89, 107, 108 and 115 subject to section 53 of the *Police Act*);
 - Authority to enforce the *Gaming and Liquor Regulation* is restricted to Section 87.1
 - v) Highways Development and Protection Act (authority is restricted to local roads only);
 - vi) Petty Trespass Act;
 - vii) Provincial Offences Procedure Act;
 - viii) Stray Animals Act;
 - ix) Tobacco and Smoking Reduction Act;
 - x) Traffic Safety Act; and
 - xi) Trespass to Premises Act;

as amended or repealed and replaced, from time to time.

ARTICLE 2

2.1 Engagement

The Municipality hereby engages the County to provide the Municipality with the Peace Officer Services within the Designated Area, and County hereby agrees to provide the Municipality with the Peace Officer Services within the Designated Area.

2.2 Term

This Agreement shall continue in full force and effect from the date first written above until the 28th day of February, 2017, unless terminated as set forth herein (the "Term"). Notwithstanding the foregoing, the Municipality has an option to renew this Agreement on the same terms and conditions, except the option to renew, for an additional term of two (2) years by providing written notice to the County of its intention to renew at least sixty (60) calendar days prior to the expiry of the initial Term.

ARTICLE 3

3.1 Enforcement Revenue

- (a) The County is entitled to all Enforcement Revenue.
- (b) All Enforcement Revenue that the County receives directly shall be retained by the County.
- (c) All Enforcement Revenue that is received by the Municipality shall be paid by the Municipality to the County. In each calendar month, the Municipality shall calculate the total Enforcement Revenue that it has received during that calendar month, and shall make a payment to the County equaling this total amount on or before the last business day of the following calendar month.
- (d) The Municipality shall not be required to pay goods and services tax ("GST") to the County on the amounts payable by the Municipality hereunder. It shall be the responsibility of the County to remit any GST to the appropriate authority where required.
- (e) The Municipality shall retain all records, documentation and information related to the Enforcement Revenue that it receives. Upon request by the County, the Municipality shall provide copies of records, documents or other information that demonstrate, to the County's satisfaction, that the amounts paid by the Municipality to the County accurately reflect the Enforcement Revenue received by the Municipality.
- (f) Section 3.1 shall survive the expiration of the Term or the termination of this Agreement, and any Enforcement Revenue received by the Municipality after the expiration of the Term or termination of this Agreement, that was generated by, or arose from, the provision of Peace Officer Services during the Term, shall be paid by the Municipality to the County in accordance with Section 3.1(c) of this Agreement.

ARTICLE 4

4.1 Covenants of the County

The County will:

- (a) provide the Peace Officer Services within the Designated Area during the Term.

- (b) pay all costs and expenses incurred to perform the Peace Officer Services including, but not limited to, office supplies, Peace Officers' equipment, Peace Officer training and education, uniforms, travel and salary and benefits of County employees.
- (c) provide the Municipality with monthly reports on all Peace Officer Services supplied by the County to the Municipality. These monthly reports shall include the date and time spent in the Municipality, the number of tickets, tags or warnings issued and the monetary amount of fines issued (including tickets and tags).
- (d) perform all administrative, accounting and record-keeping functions related to the proper discharge of its obligations under this Agreement.

ARTICLE 5

5.1 Complaints

Any complaint that the Municipality receives in relation to the provision of Peace Officer Services pursuant to this Agreement shall immediately be forwarded, by the Municipality, to the Chief Administrative Officer of the County.

5.2 Peace Officer Discipline

- (a) The County shall be solely responsible for addressing complaints received in relation to the provision of Peace Officer Services, and for any disciplinary action taken against Peace Officers.
- (b) Any disciplinary action that the County takes against one of its Peace Officers will be in accordance with the County's Peace Officer Services Disciplinary Procedure.

5.3 Adjustment in Peace Officer Services: Suspension, Termination or Resignation of Peace Officers

Without limiting the County's absolute discretion to determine how Peace Officer Services are provided under this Agreement, the parties acknowledge and agree that, in the event that a Peace Officer ends his or her employment with the County, or is suspended, dismissed or terminated by the County, the Peace Officer Services provided pursuant to this Agreement may be reduced or suspended during the period of time that the availability of Peace Officers is, as a result, limited.

ARTICLE 6

6.1 Termination Upon Notice

This Agreement may be terminated by either party giving thirty (30) days' notice in writing to the other party of the intention to terminate the Agreement and such termination is to be effective thirty (30) days after the delivery of the written notice of the intention to terminate.

6.2 Automatic Termination

Notwithstanding anything in this Agreement to the contrary, this Agreement shall terminate automatically and immediately in the event that the County's Authorization or Peace Officer Appointments is/are terminated, cancelled, revoked, suspended, or otherwise cease to have effect.

ARTICLE 7

7.1 Insurance

The County shall obtain and maintain in force during the Term:

- (a) commercial general liability insurance in the amount of not less than Million (\$5,000,000.00) Dollars inclusive per occurrence, against bodily injury, death and property damage, including loss of use thereof; and
- (b) auto liability insurance for all motor vehicles used by the County hereunder with limits of not less than Five Million (\$5,000,000.00) Dollars for accidental injury or death to one or more persons, or damage to or destruction of property as a result of any one (1) accident or occurrence.

Each policy for general and comprehensive liability shall name the Municipality as an additional insured except for coverage for the County's own personal property and equipment.

ARTICLE 8

8.1 Indemnity

Each of the parties hereto shall be responsible for and indemnify and save harmless the other party, for any damages or losses (including legal fees on a solicitor and his own client full indemnity basis), injuries or loss of life, resulting from the acts or omissions of their respective employees, servants, agents or contractors which may occur in the performance, purported performance, or non-performance of their respective obligations under this Agreement; provided that, such indemnity shall be limited to an amount in proportion to the degree to which the indemnifying party, its employees, servants, agents or contractors are at fault or otherwise held responsible in law.

The indemnifications set forth above, hereof, will survive the expiration of the Term or the termination of this Agreement for whatever cause and any renewal or extension of the Term, as the case may be.

8.2 Waiver

No consent or waiver, express or implied, by either party to or of any breach or default by the other party in the performance by the other party of its obligations hereunder shall be deemed or construed to be a consent or waiver to or of any other breach or default in the performance of obligations hereunder by such party hereunder. Failure on the part of either party to complain of any act or failure to act of the other party or to declare the other party in default, irrespective of how long such failure continues, shall not constitute a waiver by such party of its rights hereunder.

8.3 Unenforceability

If any term, covenant or condition of this Agreement or the application thereof to any party or circumstance shall be invalid or unenforceable to any extent the remainder of this Agreement or application of such term, covenant or condition to a party or circumstance other than those to which it is held invalid or unenforceable shall not be affected thereby and each remaining term, covenant or condition of this Agreement shall be valid and shall be enforceable to the fullest extent permitted by law.

8.4 Entire Agreement

This Agreement constitutes the entire agreement between the parties hereto relating to the subject matter hereof and supersedes all prior and contemporaneous agreements, understandings, negotiations and discussions, whether oral or written, of the parties and there are no general or specific warranties, representations or other agreements by or among the parties in connection with the entering into of this Agreement or the subject matter hereof except as specifically set forth herein.

8.5 Amendments

This Agreement may be altered or amended in any of its provisions when any such changes are reduced to writing and signed by the parties hereto but not otherwise.

8.6 Further Assurances

The parties hereto and each of them do hereby covenant and agree to do such things and execute such further documents, agreements and assurances as may be necessary or advisable from time to time in order to carry out the terms and conditions of this Agreement in accordance with their true intent.

8.7 Relationship Between the Parties

Nothing contained herein shall be deemed or construed by the parties nor by any third party, as creating the relationship of employer and employee, principal and agent, partnership, or of a joint venture between the parties, it being understood and agreed that none of the provisions contained herein nor any act of the parties shall be deemed to create any relationship between the parties other than an independent service agreement between the two parties at arm's length.

8.8 Notices

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

- (a) personally, by delivering it to the party on whom it is to be served at the address set out herein, provided such delivery shall be during normal business hours. Personally delivered Notice shall be deemed received when actually delivered as aforesaid; or
- (b) by telecopier, email, or by any other like method by which a written or recorded message may be sent, directed to the party on whom it is to be served at that address set out herein. Notice so served shall be deemed received on the earlier of:
 - (i) upon transmission with answer back confirmation, or email receipt confirmation, as the case may be, if received within the normal working hours of the business day; or
 - (ii) at the commencement of the next ensuing business day following transmission with answer back confirmation thereof; or
- (c) by mailing via first class registered post, postage prepaid, to the party on whom it is served. Notice so served shall be deemed to be received seventy-two (72) hours after the date it is postmarked. In the event of postal interruption, no notice sent by means of the postal system during or within seven (7) days prior to the commencement of such postal interruption or seven (7) days after the cessation of such postal interruption shall be deemed to have been received unless actually received.
- (d) Except as herein otherwise provided, Notice required to be given pursuant to this Agreement shall be deemed to have been received by the addressee on the date received when served by hand or courier, or five (5) days after the same has been mailed in a prepaid envelope by single registered mail to:
 - (i) the County:

Flagstaff County
Box 358
Sedgewick, Alberta
T0B 4C0

Phone: (780) 384-4101
Fax: (780) 384-3635
Email: sarmstrong@flagstaff.ab.ca

Attention: Chief Administrative Officer

(ii) the Municipality:

Town of Sedgewick
Box 129
Sedgewick, Alberta
T0B 4C0

Phone: (780) 384-3504
Fax: (780) 384-3545
Email: officemain@sedgewick.ca

Attention: Chief Administrative Officer

or to such other address as each party may from time to time direct in writing.

8.9 Headings

The headings in this Agreement have been inserted for reference and as a matter of convenience only and in no way define, limit or enlarge the scope or meaning of this Agreement or any provision hereof.

8.10 Singular, Plural and Gender

Wherever the singular, plural, masculine, feminine or neuter is used throughout this Agreement the same shall be construed as meaning the singular, plural, masculine, feminine, neuter, body politic or body corporate where the fact or context so requires and the provisions hereof and all covenants herein shall be construed to be joint and several when applicable to more than one party.

8.11 Assignment

This Agreement is not assignable, in whole or in part, by either party hereto.

8.12 Enurement

This Agreement shall ensure to the benefit of and be binding upon the parties hereto and their respective successors.

8.13 Governing Law and Submission to Jurisdiction

This Agreement shall be governed by and construed in accordance with the laws of the Province of Alberta and the parties hereto hereby submit to the jurisdiction of the Courts in the Province of Alberta.

8.14 Survival

The parties acknowledge and agree that the provisions of this Agreement which, by their context, are meant to survive the termination or expiry of the Term and shall not be merged therein or therewith.

IN WITNESS WHEREOF the parties have set their seals and hands of their proper officers in that behalf on the day and year first above written.

FLAGSTAFF COUNTY

Per: _____

Per: _____

TOWN OF SEDGEWICK

Per: _____

Per: _____



4818 - 47 Street
P.O. Box 129
Sedgewick, AB T0B 4C0
Phone: (780) 384-3504
Fax: (780) 384-3545
Website: www.sedgewick.ca



February 19th, 2016

Flagstaff County
P.O. Box 358
Sedgewick, AB T0B 4C0

Dear Mrs. Armstrong;

RE: Community Peace Officer Services

Sedgewick Town Council would like to thank you for extending an offer to obtain Community Peace Officer Services free of charge as per your letter dated January 14th, 2016.

After much discussion and consideration during Town Council's February 18th, 2016 regular council meeting the following motion was made:

"....that the Town of Sedgewick continues to contract one hundred (100) hours of Community Peace Officer Services from Flagstaff County in accordance with the Agreement as executed on March 12th, 2015. CARRIED."

Town Council is very satisfied with the existing agreement and service provided by your personnel.

Again, Town Council wishes to thank you for your offer however chooses to decline. Should you have any questions do not hesitate to contact the undersigned at 780-384-3504 or via email at cao@sedgewick.ca.

Sincerely,

Amanda Davis,
CAO

cc. Town Council, Flagstaff Towns and Villages

January 14, 2016



Town of Sedgewick
Box 129
Sedgewick, AB T0B 4C0

Dear Amanda:

Re: Peace Officer Services

In 2015 County Council approved to offer Peace Officer services to the towns and villages at no cost. Several areas have been reviewed to determine the impact that the "free service" will have.

At the January 13th, 2016 Flagstaff County Council meeting, Council approved to offer the towns and villages a contract for Peace Officer services, at no cost for a trial period of one year.

It was determined that in providing a "free" service to each town and village, there will be no guaranteed patrol hours. It is our estimation that the Peace Officers may be able to provide more frequent patrols through the towns and villages but the length of time in each one may be reduced.

An agreement will be prepared and forwarded for your review and approval. As part of the agreement, we will be including a provision to have fine revenue received by your municipality forwarded to the County.

If you agree to the proposed "no cost" agreement, our current Peace Officer Services agreement with you will be terminated.

If you have any questions, please contact the office.

Yours truly,

A handwritten signature in blue ink, appearing to read 'S. Armstrong', is written over the 'Yours truly,' line.

Shelly Armstrong, CLGM
Chief Administrative Officer

/kk

RECEIVED
JAN 18 2016
UNIT 10

THIS AGREEMENT ENTERED INTO this 12 day of March, 2015.

BETWEEN:

FLAGSTAFF COUNTY
A Municipal Corporation in the Province of Alberta
(hereinafter called the "County")

OF THE FIRST PART

- and -

THE TOWN OF SEDGEWICK
A Municipal Corporation in the Province of Alberta
(hereinafter called the "Municipality")

OF THE SECOND PART

COMMUNITY PEACE OFFICER SERVICES AGREEMENT

1. WHEREAS the County has entered and may be entering into employment contracts with Peace Officer(s) to supply Peace Officer Services to the County;
2. AND WHEREAS the Municipality desires to enter into an agreement with the County to obtain Peace Officer Services within the boundaries of the Municipality;
3. AND WHEREAS the Peace Officer(s) employed by the County have been appointed by the Alberta Solicitor General as having jurisdiction to enforce within the boundaries of the County:
 - a.) the following provincial legislation: the Animal Protection Act, the Dangerous Dogs Act, the Environmental Protection and Enhancement Act (Part 9, Division 2), the Gaming and Liquor Act (Part 3, and Part 5 as it relates to the enforcement of Part 3), the Provincial Offences Procedures Act, the Traffic Safety Act, the Petty Trespass Act, the Highways Development and Protection Act, the Prevention of Youth Tobacco Use Act, the Stray Animals Act, the Trespass To Premises Act, and the Tobacco Reduction Act including all amendments and changes to the above, (hereinafter referred to as the "Provincial Legislation")
4. AND WHEREAS Section 42 of the Police Act, Chapter P-17 of the Statutes of Alberta, 2000, requires that an agreement is entered into between the County and

the Municipality respecting the provisions of Peace Officer Services through the employment of Peace Officers.

5. NOW THEREFORE this Agreement witnesses that in consideration of the terms and conditions contained in this agreement, the County and the Municipality agree as follows:

a.) The term of this Agreement shall commence on the date that this agreement is signed, and shall terminate on March 1, 2017, unless further extended by agreement of the parties.

6. The County agrees to supply to the Municipality, Peace Officer Services through the Peace Officer(s) employed by the County. The Peace Officer Services provided to the Municipality shall mean:

a.) Enforcement of the Provincial Legislation within the boundaries of the Municipality.

b.) Enforcement of the Municipal By-laws within the boundaries of the Municipality, with the exception of the Development or Land Use By-Law and the capturing and/or transportation of any stray domestic animals.

i.) The Municipality will provide the County with a list of Municipal By-laws in addition to, written notice advising of any amendments or new By-laws that are coming into force. The County reserves the right to decline the request to enforce a By-law.

c.) Fulfillment of the above to a level of service similar to that provided by the Peace Officer(s) to the County.

7. The County agrees to supply 100 hours per year of Peace Officer Services to the Municipality, as outlined in the Recommended Annual Service Schedule attached as Schedule "A". Should the hours of service supplied in one contract year, exceed the agreed amount, then the excess hours will be subtracted from the hours to be provided in the following contract year, unless otherwise agreed by the County Chief Administrative Officer and the Municipal Administrator.

a.) If the Municipality wishes to change the contracted yearly service hours during the time that this agreement is in effect, the Municipality will advise the County in writing. The County reserves the right to deny any changes in regards to yearly service hours.

b.) If the County wishes to change the contracted yearly service hours during the time that this agreement is in effect, the County will advise the Municipality in writing and the agreed cost to the Municipality will be reduced on a pro-rated basis.

8. The Municipality agrees to pay the County the sum of \$ 7,150.⁰⁰ per year (\$ 595.⁸³ per month) for the services of the Peace Officer(s). The Municipality will be invoiced for the Peace Officer Services monthly. The Municipality shall pay the invoiced amount within thirty (30) days of the invoice date.
9. Time spent traveling to and from the Municipality shall not be included in the calculation of hours of service provided. Time spent during the performance of court duties, administration and disciplinary proceedings stemming from Peace Officer Services provided in the Municipality shall be included in the calculation of hours of service provided.
10. Under circumstances where a Municipality is entitled to receipt of such fines or penalties, the Municipality shall receive all fines or penalties relating to the enforcement of Provincial Statutes and Municipal By-laws as generated from the Peace Officer Service supplied pursuant to this agreement.
11. The County shall add the Municipality as a named insured under the County's general liability insurance policy, for the purposes of the services provided under this Agreement. The County shall maintain this insurance coverage in full force and effect throughout the duration of this Agreement. Costs associated with the implementation of this clause will be included in the monthly rate for services provided.
12. The County agrees to be liable for the actions of the Peace Officer(s) while on duty or otherwise supplying Peace Officer Services to the Municipality pursuant to this Agreement. Subject to other terms of this Agreement, the County agrees to absorb all expenses associated with providing the Peace Officer Services in the Municipality, including office supplies, equipment, training and education, uniforms, travel, employee salary and benefits.
13. The Municipality shall receive from the County, monthly reports on all Peace Officer Services supplied by the Peace Officer(s) to the Municipality. These monthly reports shall include the date and time spent in the Municipality, a description of any incident dealt with, the number of tickets or warnings issued, and the monetary amount of fines issued.
14. The Municipality acknowledges that any complaint received by it with respect to the provision of Peace Officer Services by Peace Officers pursuant to this Agreement shall be immediately forwarded to the County Chief Administrative Officer. Any disciplinary action taken against the Peace Officer(s) as a result of a complaint shall be administered by the County Peace Officer Services Disciplinary Procedure. Should a Peace Officer be suspended or dismissed in accordance with the Flagstaff County Peace Officer Services Disciplinary Procedure, the Peace Officer Services provided, may be reduced on a pro-rated

basis. Should the Peace Officer Services be reduced as mentioned above, then the agreed cost to the Municipality will similarly be reduced on a pro-rated basis.

15. Should Flagstaff County's Authorization to Employ Peace Officers, issued by Alberta Solicitor General be terminated, then this agreement will similarly immediately be terminated.
16. Notwithstanding clause 15 above, either party may terminate this Agreement without cause by providing six (6) months written notice to the other.
17. Notwithstanding clauses 15 and 16 above, this Agreement may be terminated within three (3) months if both parties agree to the termination.

IN WITNESS OF THE FOREGOING, the parties have executed this Agreement, as of the aforementioned day and year.

FLAGSTAFF COUNTY

Per:

Shirley Kuyper

Per:

S. Armstrong

TOWN/VILLAGE OF Sedgewick.

Per:

Cindy Rose, Councillor *CRose*

Per:

Amanda Davis, CAO *Adavis*

Flagstaff County Community Peace Officer Services

Schedule "B"

RECOMMENDED ANNUAL SERVICE SCHEDULE

PLEASE REVIEW AND COMPLETE TOTAL HOURS & FOCUS AREAS FOR EACH MONTH

January

- Periodic patrols during regular business hours

Total Hours Recommended: 8 hours

Minimum Number of Patrols:

Focus Area

MacKenzie Drive – during lunch hours

Time Spent:

Periodic patrols during regular business hours.

February

- Periodic patrols during regular business hours

Total Hours Recommended: 8 hours

Minimum Number of Patrols:

Focus Area

Periodic patrols during regular business hours.

Time Spent:

All 4-Way Intersections

March

- Periodic patrols during regular business hours.

Total Hours Recommended: 8 hours

Minimum Number of Patrols:

Focus Area

Periodic patrols immediately before/after school and during lunch.

Time Spent:

April

- Periodic patrols during regular business hours.

Total Hours Recommended: 8 hours

Minimum Number of Patrols:

Focus Area

Main Street during lunch hour (11:30-1:00)

Time Spent:

MacKenzie Drive immediately before/after school.

May

- Periodic patrols during regular business hours

Total Hours Recommended: 8 hours

Minimum Number of Patrols: _____

Focus Area

Periodic patrols during regular business hours.

Time Spent: _____

Sedgewick Lake park – occasional patrols

Recreation grounds

June

- Periodic patrols during regular business hours

Total Hours Recommended: 8 hours

Minimum Number of Patrols: _____

Focus Area

End of school – last two weeks of the month.

Time Spent: _____

Occasional patrols at any time of the day during school hours.

Sedgewick Lake Park – Occasional patrols

July

- Periodic patrols during regular business hours

Total Hours Recommended: 10 hours

Minimum Number of Patrols: _____

Focus Area

Occasional patrols in playground zones

Time Spent: _____

Sedgewick Lake Park – Occasional patrols

Periodic patrols throughout the community

August

- Periodic patrols during regular business hours

Total Hours Recommended: 8 hours

Minimum Number of Patrols: _____

Focus Area

Beginning of school year last week. Occasional

Time Spent: _____

Patrols at any time of the day during school hours.

Sedgewick Lake Park – Occasional patrols

September

- Early part of school year in first week of the month
- Periodic patrols immediately before/after school and during lunch hour
- Periodic patrols during regular business hours

Total Hours Recommended: 10 hours

Minimum Number of Patrols: _____

Focus Area

Occasional patrols at any time of the day during school hours.

Time Spent: _____

MacKenzie Drive & playground Zones

Sedgewick Lake Park – Occasional patrols

October

- Periodic patrols during regular business hours

Total Hours Recommended: 8 hours

Minimum Number of Patrols: _____

Focus Area

Occasional patrols throughout Town

Time Spent: _____

November

- Periodic patrols during regular business hours

Total Hours Recommended: 8 hours

Minimum Number of Patrols: _____

Focus Area

Periodic patrols immediately before/after school and during lunch.

Time Spent: _____

Occasional patrols through Town

December

- Periodic patrols during regular business hours

Total Hours Recommended: 8 hours

Minimum Number of Patrols: _____

Focus Area

Periodic patrols through Town

Time Spent: _____

Periodic patrols immediately before and/after school and during lunch

Request for Decision (RFD)

Topic: GIS Update and Project Allocation
Initiated by: Administration/M#2015.06.172
Prepared by: Amanda Davis
Attachments: 1. DGE Proposals
2. MSI Capital Summary

Recommendations:

That Council approves the proposed funding allocations and actions for the GIS Project as presented:

- **MSI Operating \$8,180 (revised from \$25,000)**
 - **MSI Capital \$59,340**
-

Background:

Motion 2015.06.172 reads:

“...Clr. G. Imlah that Sedgewick Town Council approve the purchase of Phase I of the GIS program offered through DGE Civil Engineering Consultants with the use of Municipal Sustainability Initiative operating funds and further that Administration complete review of all additional proposals recommending the next course of action and interest from surrounding municipalities. CARRIED.”

Phase I of this project should be completed by the end of April.

To ensure the program was detailed and populated to suit the needs of the Town we had DGE complete an additional two components for Sedgewick:

- Maps for Municipal Information - we took our entire paper inventory and had it scanned and populated into the GIS program and had all our documents digitized.

At a regional level we are looking at our next steps for Phase II. DGE is developing applications for this process as directed by the partners that can be purchased if suited.

Current:

The GIS Program is an ongoing project and application that we will be constantly building. As Phase I is nearly complete annual maintenance and fees must be addressed. A project budget is detailed below:

Operational:

Approved Funding:	MSI Operating Allocation:	25,000
MSI Eligible Expenses:	Hardcopy Doc. Digitization	3,000
Annual Fee (eligible):	Per Annum Cost (3)	3,000
	Maintenance	1,980
	AltaLis	200
	Annual Fee	5,180
Subtotal:		8,180
MSI funds to be re-designated:		16,820

Capital:

Proposed Funding:	MSI Capital	59,340
	GIS Reserve	5,800
		65,140
Expenditures:	Initial Agreement (Regional) Phase I	22,150
	GIS Maps for Municipal Information	15,990
	Subtotal to date:	38,140
	Ongoing applications - Phase II (estimate)	10,000
	Lake Infrastructure (estimate) NEW	8,500
	Cemetery Infrastructure (estimate) NEW	8,500
		65,140
Balance:		0

*The maintenance contract is detailed in the attached documentation from DGE for further clarification.

Deliverables received to date:

- Full Lidar Scan of all roadways
- 360 degree HD photos every 5m along roadways
- Maps populated with data collected during the scan including water, sanitary and storm sewer (above ground).
- Maps populated with internal data collected from the town for municipal features including, property descriptions, roll numbers, field data.
- Paper inventory mapped, populated and digitized.



Civil Engineering
CONSULTANTS



3D Mobile
MAPPING

ArcGIS Online Accounts

Prepared For:
Sedgewick

Flagstaff County and Towns

Presented By:
DGE 3DMM

FIP2016P0010

March 2, 2016

221, 9223 - 28 Avenue
Edmonton, AB
T6N 1N1

P: 780.577.0073
F: 780.577.0074

www.3dmm.ca

Contact Person
Dianne Michalak
dmichalak@3dmm.ca

ArcGIS Online Accounts

DGE 3DMM offers clients access to online Maps and Apps through our ArcGIS Online subscription. As the host organization, we can sponsor user names for our clients. The client accesses their data through their user name. The Flagstaff Inter-Municipal Partnership (FIP) currently has user names for Sedgewick, Killam, Forestburg, Galahad and Strome. DGE 3DMM is currently using four accounts to administer the group. A total of 10 user names have been purchased for FIP.

The best practice when dealing with an online user name is to assign a person to a user name. Until now, clients have been able to function with one user name per town. DGE 3DMM recommends each town adopts three user names to reflect user groups, specifically, CAO, Office Staff and Field Staff. As individuals interact with the data and make edits, tracking the editor will be easier when identified by user group.

Another consideration is that all data can be seen from one account. Should a town choose to share a map with an external party (consultant, engineer, public), all online content can be accessed. Designating share privileges to external parties can be accommodated with additional user names. Field staff working from cell phones have limited space to view file names. By isolating filed work data from the rest, staff can get to work with the information they need and avoid cluttering their workspace.

Currently, Galahad and Strome each have a unique user name. The County would assume the two user names. Of the ten user names currently available, DGE 3DMM requires a minimum of three to administer the group. To capture the cost of the admin accounts and named user accounts, DGE 3DMM is pricing each user name at \$1000. By purchasing a new block of five user names, each client in FIP can have 3 user names.

User names are renewed once a year. The FIP subscription renews September 9. The options that follow are based on two time frames – present day to September 9 2016 and September 10 2016 to September 9 2017.

Required: Minimum 15 user names

Present day to September 9, 2016

1. Purchase 5 additional named users under a Level 1 account for the remainder of the subscription and 2,000 credits. March 9 to September 9 (6 months) approx. \$2,000 and \$320 for 2000 credits (note: additional credits purchased carry forward into the following term).

- Flagstaff County (Strome & Galahad): \$600 (1 additional user)
- Sedgewick: \$1,200 (2 additional users)
- Forestburg: \$1,200 (2 additional users)
- Killam: \$1,200 (2 additional users)

\$4,200 covers the cost for 5 additional users, two existing user names and additional credits.

OR

2. Purchase one Level 2 account for the remainder of the subscription; 50% of \$16,000, leaving an approximate amount of \$8000 divided between 4 user groups.

September 10, 2016 to September 9, 2017

3. Renew ArcGIS Online for Organizations with a Level 1 Plan (15Users/2,500credits). September to December 2016 and January to September 2017 (\$12,000 or \$3,000 per user group). There may be a need to purchase additional credits during the year, depending on volume of data transactions.

OR

4. Purchase one Level 2 account (50 users, 10,000 credits) on September 9th for a year subscription totaling \$16000 or \$4000 per user group.

G.S.T. Not Included in Prices

Recommendation

1. DGE 3DMM recommends options 1 and 4 to all municipalities for an amount totaling \$5,200. This combination provides user name flexibility and credits to manage data up until September 9, 2017. County interests and other municipalities can be integrated with this option.

Conclusion

We thank you for the opportunity to provide this proposal to you regarding online mapping accounts. From our previous discussions, this is our best estimate based on the expressed needs of your town. We welcome the opportunity to meet in person to clarify details and further align the proposed deliverables to meet the Town's needs.

Should this proposal meet your approval, please sign in the space provided and return a copy to our office. Please note that the quote is valid for 45 days.

If you have any questions, require clarification or additional information, please contact the undersigned at the office 780.577.0073 ext 221 or by cell 780.288.7147.

Sincerely Yours,



Dianne Michalak, BA, MSc

Manager
3D Mobile Mapping



Acceptance of Proposal

_____ accepts DGE 3DMM’s offer to perform the services on the terms and conditions noted in this proposal by signing and returning a copy of this proposal to DGE 3DMM.

Choice:

Option 1 _____ or Option 2 _____
Option 3 _____ or Option 4 _____

Signature

Date

Name

Title

ArcGIS Online
Accounts

Sedgewick

Flagstaff County
and Towns,
Alberta

FIP2016P0010

March 2, 2016



Civil Engineering
CONSULTANTS



3D Mobile
MAPPING

Online Maintenance

Prepared For:
Sedgewick

Flagstaff County and Towns

Presented By:
DGE 3DMM

FIP2016P0011

March 2, 2016

221, 9223 - 28 Avenue
Edmonton, AB
T6N 1N1

P: 780.577.0073
F: 780.577.0074

www.3dmm.ca

Contact Person
Dianne Michalak
dmichalak@3dmm.ca

Account Maintenance

DGE 3DMM offers online mapping services to clients using ArcGIS Online. Maintenance is provided to keep all databases and maps current and to maintain a common look across all user accounts. As new features and services become available from ArcGIS Online, we can seamlessly add functions to your operational maps. The first maintenance cycle begins April 1st 2016 and ends December 31 2016. Maintenance will be renewed at the beginning of the year, January 1.

Maintenance Packages

COST	TERM	PAYMENT	Hour/month	per Hour Rate
\$ 100.00	month	invoiced monthly	1	\$ 100.00
\$ 200.00	month	invoiced monthly	2	\$ 100.00
\$ 990.00	Full year	single payment	1	\$ 82.50
\$ 1,980.00	Full year	single payment	2	\$ 82.50
\$ 742.50	Apr – Dec 2016	single payment	1	\$ 82.50
\$ 1,485.00	Apr – Dec 2016	single payment	2	\$ 82.50

The payment options are a choice between 12 monthly invoices or one annual payment. The hours per month are determined based on anticipated client need.

Total cost = (number of months) x (hours per month) x (rate per hour).

Minimum maintenance required is 1 hour per month and covers costs related to storing data on local servers and standardizing a common look and feel amongst all

user groups.

Hours purchased over the minimum requirement can be rolled forward to the next term.

Hours that are rolled over can be used for data upkeep, customized training sessions, special site visits or products for the equivalent value based on DGE 3DMM current hourly rates.

The monthly rate of one hour of maintenance at \$82.50 based on a one year maintenance agreement is offered to Flagstaff until June 2017. At that time, we will review prices based on current market conditions.

Recommendations

DGE 3DMM recommends selecting the number of hours over the minimum that corresponds with your anticipated level of use and updating data. For Sedgewick, we recommend 3 hours per month for the first maintenance cycle (ending December 31, 2016) to support your mapping development for a total of \$2,227.50.

Conclusion

We thank you for the opportunity to provide this proposal to you for online mapping accounts. From our previous discussions, this is our best estimate based on the expressed needs of your town. We welcome the opportunity to meet in person to clarify details and further align the proposed deliverables to meet the Town's needs.

Should this proposal meet your approval, please sign in the space provided and return a copy to our office. Please note that the quote is valid for 45 days.

If you have any questions, require clarification or additional information, please contact the undersigned at the office 780.577.0073 ext 221 or by cell 780.288.7147.

Sincerely Yours,



Dianne Michalak, BA, MSc

Manager
3D Mobile Mapping



Acceptance of Proposal

_____ accepts DGE 3DMM’s offer to perform the services on the terms and conditions noted in this proposal by signing and returning a copy of this proposal to DGE 3DMM.

Options

Invoiced Monthly _____ or Invoiced Annually _____

Hours per month _____ (1, 2, 3, 4, 5)

Signature

Date

Name

Title

Online
Maintenance

Sedgewick

Flagstaff County
and Towns,
Alberta

FIP2016P0011

March 2, 2016



Civil Engineering
CONSULTANTS



3D Mobile
MAPPING

AltaLIS Rural Title Data

Prepared For:
Sedgewick

Flagstaff County and Towns

Presented By:
DGE 3DMM

FIP2016P0012

March 2, 2016

221, 9223 - 28 Avenue
Edmonton, AB
T6N 1N1

P: 780.577.0073
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www.3dmm.ca

Contact Person
Dianne Michalak
dmichalak@3dmm.ca

AltaLIS Rural Title package

DGE 3DMM intends to adopt the AltaLIS product as the basis for parcel mapping.

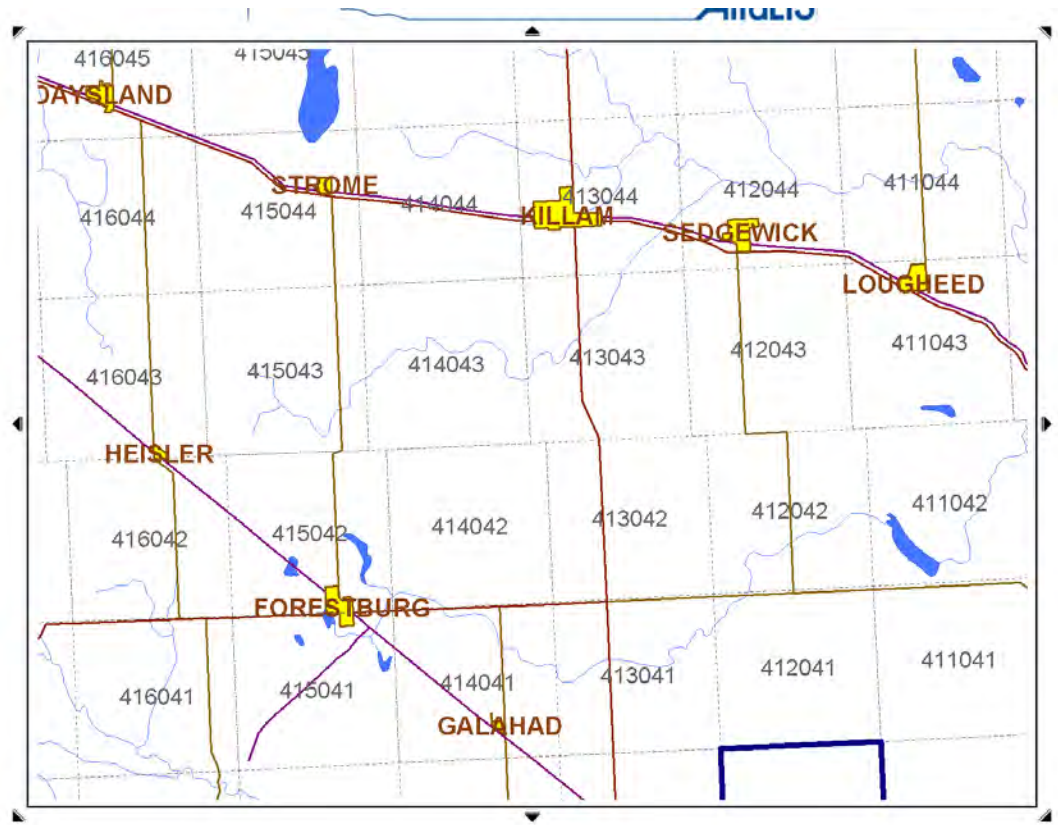
AltaLIS provides cadastral base maps, titles and the ability to provide updates via a subscription. This will be used to integrate information provided by the town that will include address detail, LINC numbers, Property Roll Numbers and Titles (optional).

The data is available for purchase online with an option to subscribe for a yearly update.

AltaLIS requires a 3 year subscription for updates to be purchased at the time of order.

The data is separated and sold by township. Sedgewick will require the purchase of one township.

The data will be available for download from the AltaLIS site. DGE 3DMM will sign off as a third party and will access the data on the town's behalf using the town login and password.



Recommendation

DGE 3DMM recommends Sedgewick purchase a 3 year subscription for the Rural Cadastral, Rural Title, Rural Cadastral Updates and Rural Title Updates for their respective township for a cost of \$131.

For a subscription for 1 township, the cost breakdown would be:

3 Year Subscription for Rural Cadastral & Title mapping (No cost for title data upon signing update subscription)

Year 1:

1 x \$50 = \$50 (Rural Cad)

1 x \$0 = \$0 (Rural Title)

1 x \$18 = \$18 (Rural updates)

1 x \$9 = \$9 (Rural Title updates)

TOTAL = \$77

Years 2-3 & beyond:

2 x \$18 = \$36 (Rural updates)

2 x \$9 = \$18 (Rural Title updates)

TOTAL = \$54 Per Year

Total upfront for 3 years \$131

DGE 3DMM received the pricing from AltaLIS and has applied no markup to the pricing

For more information on the product, visit:

<http://www.altalis.com/products/property/title.html>

Conclusion

We thank you for the opportunity to provide this proposal to you for online mapping accounts. From our previous discussions, this is our best estimate based on the expressed needs of your town. We welcome the opportunity to meet in person to clarify details and further align the proposed deliverables to meet the Town's needs.

Should this proposal meet your approval, please sign in the space provided and return a copy to our office. Please note that the quote is valid for 45 days.

If you have any questions, require clarification or additional information, please contact the undersigned at the office 780.577.0073 ext 221 or by cell 780.288.7147.

Sincerely Yours,



Dianne Michalak, BA, MSc

Manager
3D Mobile Mapping



Acceptance of Proposal

_____ accepts DGE 3DMM’s offer to perform the services on the terms and conditions noted in this proposal by signing and returning a copy of this proposal to DGE 3DMM.

AltaLIS Rural Title Package

Sedgewick

Flagstaff County and Towns, Alberta

FIP2016P0012

March 2, 2016

Sedgewick Township 412044

- Rural Cadastral _____
- Rural Title _____
- Rural Cadastral Updates _____
- Rural Title Updates _____

Signature

Date

Name

Title

Town of Sedgewick - MSI Capital Summary

MSI Capital Available Funds:	1,202,819
Less Accepted Projects:	-52,627
Less Proposed Projects:	-59,340
Remaining Funds to be Allocated	1,090,852

Municipal Sustainability Initiative (MSI)
Basic Municipal Transportation Grant (BMTG)

MSI Capital - Accepted Projects	Project Funding	Expenses to date	Project Complete	Remaining Funds
CAP-3674 - Redevelopment of Former Commercial Site	270,000	217,373	N	52,627

MSI Capital - Proposed Projects	Project Funding	Expenses to date	Project Complete	Remaining Funds
GIS Project	59,340	38,140	N	21,200

<p>This is a summary of transfer payments from the province to the Town of Sedgewick. As you can see the funding isn't consistent therefore it is important not to rely on transfer payments. We cannot expect MSI top up allocations in 2016. MSI Operating was supposed to be phased out completely in 2015 however the new gov't may not support that notion.</p>	Year	MSI Capital	MSI Cap - Top Up	BMTG	MSI Operating	Total:
	2015	173,064	63,151	51,420	59,109	346,744
	2014	240,186		51,420	38,642	330,248
	2013	227,819		51,420	64,191	343,430
	2012	233,186		51,420	91,394	376,000
	2011	230,935			97,596	328,531
	2010	228,951			80,564	309,515
	2009	73,983			105,560	179,543
	2008	96,206			97,814	194,020
	2007	91,344			4,782	96,126

**Council needs to allocate funding a project so that transfer payments continue. Multi Year Capital Plans (MYCP) can be amended should priorities change. The allocation of these funds should be consistent with the Towns Strategic Plan.*

Request for Decision (RFD)

Topic: Walking Trail Expansion Project - Engineering
Initiated by: Strategic Plan – Short Term Priority #7
Prepared by: Amanda Davis
Attachments: 1. Engineering Evaluation – March 9th, 2016
2. Associated Engineering Proposal
3. DGE Engineering Proposal
4. Urban Systems Proposal

Recommendation:

That based on the information presented in the three engineering proposals that Associated Engineering be awarded the contract for the Integrated Walking Trail Expansion Project in the amount of \$39,000 plus GST.

Background:

Council set and approved a Strategic Plan in 2014. One of the short term priorities was to expand our walking trails.

In 2012 the Town received notification that our application to the Enabling Accessibility Fund (EAF)'s competitive application was successful. \$46,000 was received to offset the cost of the integrated walking trail project.

The project was put on hold in 2015 due to unforeseen circumstances surrounding the proposed residential subdivision project.

This project must be completed in 2016 due to funding requirements from EAF; two extensions have already been granted.

Current:

On February 19, 2016 three (3) invitational RFP's were sent to engineering firms that the municipality is currently associated or working with seeking professional engineering/project management services for the development and construction of an Integrated Walking Trail Expansion Project. Submission deadline was March 9, 2016 at 11:00AM.

An evaluation and assessment of the proposal is attached.

Town of Sedgewick - Integrated Walking Trail Project - Engineering Evaluation

March 9, 2016

On February 19, 2016 three (3) invitational RFP's were sent to engineering firms that the municipality is currently associated or working with seeking professional engineering/project management services for the development and construction of an Integrated Walking Trail Expansion Project. Submission deadline was March 9, 2016 at 11:00AM.

Grading System:	Score (%)	Associated Engineering	DGE	Urban Systems
Experience of key personnel	25	20	18	18
Experience with related projects	25	18	15	19
Relationship with municipality on past projects	20	18	18	5
Pre RFP submission discussion with municipality regarding project	15	15	12	4
RFP Presentation/Aesthetics	5	4	2	3
Project budget/timeline	10	8	8	7
	100	83	73	56

Financial Comparison:

Design Drawings/Specs		10,500	6,000	7,200
Tendering		4,500		
Construction Survey Layout		2,000		
Construction Administration		6,500	6,500	
Daily Management		24,500	22,000	22,300
		48,000	34,500	29,500

Value Added Options:

Landscape Architecture Project Review		2000
Part Time Construction Inspection		-11,000
		39,000

Recommendation:

Based on the information presented in the three engineering proposals that Associated Engineering be awarded the contract from the Integrated Walking Trail Expansion Project in the amount of \$39,000 plus GST.

Town of Sedgewick - Integrated Walking Trail Project - Engineering Evaluation
March 9, 2016

Projected Revenues:	
Municipal Sustainability Initiative (MSI) Operating	15,000
Enabling Accessibility Fund (AEF) Grant	46,000
Walking Trail Reserve Fund	260,973
Total:	\$ 321,973

*Notification was received from the province that they will be contributing funds to the MSI Operating fund in 2016. The amounts per municipality will not be available until the passing of the provincial budget. Pending receipt of transfer payments I would propose funding the entire engineering component with MSI Operating.

March 9, 2016
File: R16-003

Amanda Davis
CAO
Town of Sedgewick
4818 47th Street
Sedgewick, Alberta
T0B 4C0

Re: PROPOSAL FOR INTEGRATED WALKING TRAIL PROJECT

Dear Amanda Davis:

Please accept this letter proposal as Associated Engineering's response to the Town of Sedgewick's Request for Proposal for the Integrated Walking Trail Project.

1 PROJECT UNDERSTANDING

The Town of Sedgewick will be extending their trail system with a new 2.5 m wide and 1,160 m long asphalt trail that will extend around the perimeter of the Town's recreational facility and will connect to the west entrance of the Golf Course. The pathway is to be constructed to the City of Camrose minimum design standards with the following pathway structure:

- 75 mm of light duty asphalt;
- 150 mm of crushed granular base (20 mm);
- Compacted subgrade to 150 mm depth;
- Extend base structure 150 mm beyond the edge of the asphalt pavement; and
- Minimum 2% grade for surface drainage.

1.1 KEY PROJECT ISSUES

- A review of traffic and pedestrian signage will be required.
- A portion of the pathway will be adjacent to the driving range from the golf course and therefore measures to ensure pedestrian safety will be considered.
- Design will include a review of the tie-in points at each end of the trail.
- The Town will negotiate all easements required for the trail project.
- Construction of the pedestrian pathway must be completed before September 30, 2016.

March 9, 2016
Amanda Davis
Town of Sedgewick
- 2 -

2 SCOPE OF WORK

The scope of work for the consultant will include the preparation of a tender package, tendering, and construction services. The following provides a brief summary of the scope of work that is proposed.

2.1 DESIGN DRAWINGS AND SPECIFICATIONS

Design drawings and specifications will be developed for the proposed pathway based on a meeting with the Town, a review of the site, and the information available from the previous consultant's site survey and concept design.

Tender drawings shall include the following drawings:

- Plan view drawing showing the location of the proposed trail (approximately 1,160 m length);
- Details showing typical trail cross section and relevant details for construction; and

A complete tender package will be prepared that includes drawings and specifications for the construction of the pathway project. The completed tender drawings and documents will be sent to the Town of Sedgewick for review and comments prior to tendering the project.

As an optional design service, Associated Engineering can provide a review of the pathway from a senior Landscape Architect. This review would include a site visit and a summary of recommendations for the pathway based on the site conditions. A separate price for the inclusion of a landscape architectural review has been included in the fees section.

Deliverables: Meeting notes from project initiation and site visit
Tender drawings and specifications for the Town's review and comments
Pre-tender construction estimate
Landscape Architectural Review (Optional)

2.2 TENDERING

The following lists the specific tasks that are included in the scope of tendering:

- Advertise and post construction tender documents in coordination with the Town of Sedgewick. Typically, this would include:
 - Posting the documents with the local construction association;
 - Advertisement with the Alberta Roadbuilders Association;
 - Assist the Town with posting to the Alberta Purchasing Connection (APC);
 - Advertisement with local media as requested by the Town; and
 - Contact the Town's preferred contractors to inform them of the project.
- Coordinate and chair a pre-tender meeting at the site (if deemed necessary);
- Coordinate and administer the tender process (answer questions; issue clarification; and issue addenda as needed);
- Close tender and review contractor tender submittals; and

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- Provide a recommendation for the construction contract award.

Deliverables: Notes from pre-tender meeting;
Tender review summary and recommendation

2.3 CONSTRUCTION AND POST-CONSTRUCTION SERVICES

Based on the scope of work, it has been assumed that approximately 14 days of construction will be required to complete the integrated trail. The following list summarizes the services that will be provided for construction and post-construction.

- Coordinate and chair pre-construction meeting;
- Survey layout of the proposed pathway in coordination with the Town and the Contractor;
- Contract administration;
 - Develop construction contracts
 - Coordinate construction with the Town and the Contractor;
 - Respond to contractors request for information, issue clarifications, and issue change orders as required;
 - Review and provide recommendations for payment.
- Construction site inspection;
 - Review construction for compliance with drawings and specifications;
 - Daily inspection reports;
 - Review site safety;
- Construction completion inspection; and
 - Complete construction completion inspection
 - Document all deficiencies
 - Issue construction completion certificate (CCC)
 - Issue final payment
- Final acceptance inspection.
 - Complete final acceptance inspection before the end of the warranty period
 - Document all deficiencies
 - Issue final acceptance certificate (FAC)

Deliverables: Meeting notes for pre-construction meeting
Construction contracts
RFI responses, clarifications, change orders
Progress payments
CCC inspection report
FAC inspection report

3 PROJECT TEAM

Project Manager: [Andrew Robertshaw, P. Eng.](#)

Andrew is a civil engineer with over 8 years of experience in municipal engineering in Alberta and is the manager of Associated Engineering's Red Deer Office. Andrew has completed a wide variety of projects in both technical

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and project management roles. He has a strong technical background in municipal infrastructure that has included municipal roads, water distribution systems, water and wastewater pumping facilities, capital improvement projects, and infrastructure studies.

Senior Advisor & Quality Control: Jeff Fetter, P.Eng.

Jeff has 20 years of experience in the consulting and construction industry. Jeff is the Division Manager of Infrastructure for Central and Northern Alberta and is based in AE's Edmonton Office. He leads a group of engineers and technicians who provide infrastructure and environmental management services, focusing on water delivery, wastewater collection and solid waste systems.

Senior Landscape Architect: Jason Bennett, CSLA

Jason has over 13 years' experience as a Project Manager and Project Landscape Architect within the consulting industry in central Alberta and Eastern Canada. His project experience covers a broad range of the landscape profession, from master planning to design and construction on projects including neighbourhood parks and playgrounds, streetscapes, community placemaking, and trail development.

Design Drafting: Sham Kaweesi, TT

Sham is a Technologist-in-Training in the Red Deer office of Associated Engineering. Has been involved in design of municipal infrastructure and highway design projects. Sham has educated experience with Civil 3D, Auto CAD and MS Project.

Construction Inspection

Our staff for site inspection services will depend on the timing of the project and availability of staff. We have many qualified engineers and technicians that could complete this work and we will work collaboratively with the Town of Sedgewick to select the appropriate staff for construction inspection.

Survey: MRAC Surveys - Subconsultant

4 SCHEDULE

The proposed schedule to complete the Town of Sedgewick Integrated Walking Trail is outlined below.

- | | |
|--|---|
| • Project initiation meeting: | March 17, 2016 |
| • Submit 100% tender package for the Town's review and comments: | March 31, 2016 |
| • Post tender: | April 7, 2016 |
| • Close tender: | April 21, 2016 |
| • Tender award: | April 28, 2016 |
| • Construction kickoff meeting: | May 12, 2016 |
| • Construction: | 14 days (scheduled to be completed before September 30, 2016) |

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5 FEES

The proposed fees for the Town of Sedgewick Integrated Walking Trail project are outlined in the table below. All fees shown in the following tables do not include GST.

Table 1: Fee Summary

Project Task	Cost (including disbursements and expenses)	Fee Basis
Design Drawings and Specifications	\$10,500	Fixed Fee
Tendering	\$4,500	Fixed Fee
Construction Survey Layout (MRAC Surveys)	\$2,000	Time & Materials
Construction Administration	\$6,500	Time & Materials
Full Time Construction Inspection (Total 168 hours)	\$24,500	Time & Materials
Total (excluding GST)	\$48,000	

Table 2: Value Added Options

Value Added Options	Cost (including disbursements and expenses)	Fee Basis
Landscape Architecture Project Review	\$2,000 Additional Cost	Fixed Fee
Part Time Construction Inspection (Total 85 hours)	\$11,000 Cost Savings	Time & Materials

Notes:

- Overtime for professional staff will be billed at straight time; overtime for technicians and support staff will be billed at straight time rates plus twenty percent (20%). Overtime is calculated for hours worked beyond the regular hours per day.

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2. Disbursements for reproduction, communications, local transportation (within one hour radius) and computer charges will be billed at five percent (5%) of labour fees. Other disbursements such as travel expenses, accommodations and meals will be billed at invoiced cost. Overtime for professional staff will be billed at straight time; overtime for technicians and support staff will be billed at straight time rates plus twenty percent (20%). Overtime is calculated for hours worked beyond the regular hours per day.
3. Sub-consultants retained by Associated Engineering Alberta Ltd. will be billed at cost plus a mark-up of five percent (5%) to cover costs of handling, financing and liability insurance.
4. Federal Government Goods and Services tax will be applied in addition to the charge-out rates.
5. Invoices are due and payable upon receipt. Overdue invoices will accrue interest at eighteen percent (18%) per annum, calculated monthly or as stipulated in the Client/Engineer Agreement.

Yours truly,



Andrew Robertshaw, P.Eng.
Manager, Red Deer

AR



Civil Engineering
CONSULTANTS

Integrated Walking Trail Project

Prepared For:
Town of Sedgewick

Presented By:
DGE Civil Engineering Consultants

2016-03-09

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Edmonton, AB
T6N 1N1

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Contact Person
Scott Simons, P.Eng.
ssimons@dgeinc.ca

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2.0 INTRODUCTION

The Town of Sedgewick has requested fee proposals for professional engineering services related to the construction of a walking trail around the perimeter of the Town's existing recreational facility. The proposed asphalt walking trail will be 2.5m wide and approximately 1,160m in length. Services requested to be included within the scope of work are; preparation of a Tender Package, and full time construction project management during the installation of the trail. The following sections outline DGE's experience and proposed methodologies including a Statement of Work program.

3.0 EXPERIENCE

3.1 Corporate Profile

DGE Civil Engineering Consultants has developed a proven reputation in municipal infrastructure, and land development engineering. The company was founded in 2009 in Edmonton and, over the past 7 years, DGE has successfully completed a broad range of projects for government and private industry. DGE offers an integrated team of engineers and technical support staff that is experienced in a number of specialized areas. These include:

Innovation and Value Added

- Business Systems
- Sustainable Development (LEED, Net-Zero & Living Building Challenge)
- Advanced use of BIM
- Leading edge project delivery through IPD (Integrated Project Delivery)

Land Development

- Development Feasibility Studies.
- Area Structure Plans, Outline Plans, and Neighbourhood Design Reports.
- Subdivision Design and Construction Management.
- Advisory services - Planning & Development, subdivision, land use changes

Municipal Infrastructure

- Water Treatment Plants & upgrades
- Truck fill stations, booster pumping stations, sewage lift stations, Storm water pumping stations
- Sewage lagoons - analysis, upgrading and design
- Trunk and distribution mains, forcemains, low pressure systems
- Drainage assessments on roadways
- Water resources & creek rehabilitation

- Stormwater Management Facilitates - analysis, design, Water Act & EPEA Approvals.
- Storm drainage systems, piped & surface.
- Reports & studies
- Resource development (gravel pits & associated facilities/activities)
- Drafting

Surveying

- Topographic & volume calculations (stockpiles/pits/roadways/earthworks)
- Baseline, horizontal & vertical

DGE's senior leadership have, over the past 30 to 35 years, developed considerable experience with land use planning, provincial funding and approvals, municipal infrastructure projects (capital, upgrading and maintenance), completing projects ranging in size and complexity for municipal governments, agencies & commissions, private developers and industry. During this time, DGE has developed exceptional expertise working as part of an integrated design team with land use planning professionals, architects, specialist engineering firms, sub-consultants, contractors and other team members to provide innovative, cost effective and flexible solutions for our clients.

Relevant Project Experience

1. Lacombe Market Square, Lacombe AB, Private Developer

Experience to Highlight: This project highlights DGE's private development experience, which included the design of a 2.5m wide asphalt walking trail approximately 450m in length. Tender services and contractor procurement were also provided for the project along with construction project management. A site rep provided full time inspections to appraise the construction and determine if it was completed in accordance with the Contract Documents. A 2.5m gravel walking trail approximately 225m long was also included in this project.

Date: 2014 - Present

Description: Lacombe Market Square is a 150 ac+/- mixed use commercial, industrial and residential development in the City of Lacombe. The project required changes to the land use planning through an Area Structure Plan amendment, Outline Plan preparation and Land Use Bylaw amendment. The parcel required Alberta Environment approvals for water resources as it is in the flood fringe area of Wolf Creek and approvals for stormwater management under the Water Act and EPEA. The development included a signalized intersection on Highway 12 requiring Alberta Transportation and City approvals.

2. Wolf Creek Estates, Ponoka County

Experience to Highlight: This project highlights DGE's municipal infrastructure experience for design, Tender Package preparation, contractor procurement, and construction project management for a stormwater lift station and 360 m of force main. DGE was onsite during construction daily for the duration of the project, which included the preparation of Daily Construction Reports, Notices of Change, Change Orders, Supplemental Instructions, and Progress Payment Certificates.

Date: 2014

Description: Installation of a stormwater lift station and force main to convey stormwater runoff from a trapped low in a rural residential subdivision to Wolf Creek.

3. River Ravine Estates, Brazeau County AB, Private Developer

Experience to Highlight: Project management, engineering design and approvals, construction project management, and post construction services for a multi-phased development. DGE was onsite throughout the construction of the subdivision development providing project management services including the preparation of daily construction reports, supplemental instructions, and change orders.

Date: 2012-2015

Description: A multi phased residential development adjacent to, and serviced by water and sanitary sewer from, the Town of Drayton Valley, AB. The development is fully serviced with stormwater management, municipal water and sewer, sewage lift station, power, telephone and natural gas. The first five (5) phases have rural cross section roads, while phases 6, 7 and future phases will have urban cross section roads.

4. Hilltop East Industrial Park, Whitecourt AB, Private Developer

Experience to Highlight: Project management, engineering design and approvals, construction project management, and post construction services for a multi-phased development. During construction, DGE provided project management and survey services. This included daily construction reports, supplemental instructions, change orders, progress payment certificates, construction completion certificates, and final acceptance certificates.

Date: 2012-2015

Description: Phases 6 and 7 of a 320 ac +/- industrial subdivision featuring Low pressure sewer, water distribution, stormwater management, rural and urban cross section roadways.

3.2 Team Members Profiles

DGE has assembled a qualified team of professionals that will be dedicated to the project for its duration in order to successfully undertake the Integrated Walking Trail project. Team members' qualifications and their respective project roles are summarized below. Further information can be found in the detailed resumes included under Appendix A.

Martin Gillett, P.Eng., Principal, Senior Project Manager

Mr. Gillett has over 30 years' experience providing Municipal Engineering and Land Development Consulting Services to municipal and private clients. He has developed expertise in project management, municipal infrastructure, land and site development, storm water management, and hydraulic network analysis.

Martin's role as Senior Project Manager includes providing advisory services on all aspects of the project. His experience will be drawn on extensively throughout the duration of the project.

Scott Simons, P.Eng., Project Manager

Mr. Simons has been providing Civil, Municipal and Structural consulting engineering services to municipalities and private clients since 2007. His responsibilities have included client liaison, administration, preliminary and detailed design, contract preparation, project management, and the preparation of reports and studies for a variety of civil engineering projects.

As the Project Manager, Scott will be responsible for ensuring that the project is delivered to the Town on time and on budget. He will also be the point of contact with the Town for all matters related to the project.

Hussein Bzeih, E.I.T., Construction Project Manager

Mr. Bzeih has experience in civil and municipal projects including the preparation of Tender Packages, Contract Documents, and Construction Project Management.

Hussein, as Construction Project Manager, will be heavily involved in all aspects of this project, including the preparation of the Tender Package, Contractor Procurement, Contract Documents, Progress Payment Certificates, and for coordinating the construction project manager.

4.0 SERVICES

4.1 Project Understanding

Project Objectives

There are a number of key objectives associated with the integrated walking trail project.

1. Obtain and review the topographic site survey completed by Stantec in 2014.
2. Optimize the walking trail layout based on existing site constraints, drainage, and Town requirements.
3. Prepare a Tender Package including a Unit Price Schedule, Contract, Specifications, etc.
4. Invite contractors to provide bids. Review bids, recommend a contractor for reward, prepare a notice of award letter, and prepare Contract Documents.
5. Provide Construction Project Management including the preparation of daily construction reports, supplemental instructions, change orders, and progress payment certificates.
6. Conduct a CCC inspection with the Town and contractor and prepare CCC documentation as required.

Based on the understanding of the project scope, we have developed a detailed Statement of Work program to successfully complete the assignment. The following sections will provide a detailed description of DGE's proposed Statement of Work program.

4.2 Approach and Methodology

Our Statement of Work is prepared based on the information provided in the Request for Proposal and the knowledge we have acquired from working on similar projects. Under this section, highlights of our activities are discussed to provide clarity to the detailed statement of work program.

Overview of the Statement of Work

1. Project Management
2. Contractor Procurement
3. Construction Project Management
4. Post Construction

Detailed Statement of Work

The detailed statement of work is presented in a series of scope items, which are described in the following sections. The descriptions that follow provide detailed explanations of the proposed activities.

Objectives

Scope Item 1.0 Project Management

Review project scope and schedule to coordinate activities in order to achieve the proposed tasks within identified timelines and budget allocations.

Scope Details

1.01 Project Definition

- A formal meeting will be held at the initiation of the project to define the scope and milestone events in order to meet the schedule requirements. This includes progress reports, and meetings with key personnel.
- DGE will prepare meeting minutes and distribute them to the Town within (5) working days of the meeting.

Deliverables

Project Definition

Project Contract Documents

Meeting Minutes

Scope Item 2.0 Contractor Procurement

Objectives

Obtain a qualified contractor for the construction of the asphalt trail.

Scope Details

2.01 Prepare Tender Package

- Review topographic site survey and optimize the walking trail layout based on site constraints and the Town's requirements.
- Prepare a figure showing the proposed trail alignment and layout for inclusion in the Tender Package.
- Determine quantities for the Unit Price Schedule, including, but not limited to; topsoil stripping, common excavation, borrow/import fill, base gravel, asphalt, and restorative landscaping.
- DGE will require assistance from the Town to determine how the topsoil will be disposed of in addition to possible locations for import or borrow fill if required.
- Prepare a Tender Package including Tender Form, Unit Price Schedule, Instructions to Bidders, and Specifications. City of Camrose details and specifications will be used where available. Otherwise, City of Edmonton specifications will be used.
- The Town will be responsible to obtain all required easements for the trail.

2.02 Procure Contractor

- Prepare an Invitation to Bid. It is assumed that the tender will have to be made public. DGE will assist the Town with posting the Tender Package
- Review and evaluate the submitted bids. Prepare a recommendation for reward and review with the Town.

Deliverables

Objectives

Scope Details

Deliverables

- Provide a notice of award letter to the selected contractor.

2.03 Prepare Contract Documents

- Prepare the Contract Documents and distribute for signing.

Tender Package

Recommendation Letter for Award

Contract Documents

Scope Item 3.0 Construction Project Management

Appraise the contractor's work to determine if the asphalt trail is constructed in accordance with the design and specifications. Ongoing communication with the Town during construction will be provided through the preparation of daily construction reports.

3.01 Pre-construction Meeting

- Coordinate pre-construction meeting with the contractor and the Town.
- Prepare meeting minutes and distribute to the attendees within five (5) working days of the meeting.

3.02 Construction Inspections & Support

- Provide a full time site rep to appraise the contractor's work to determine if the construction is in accordance with the Town's requirements and the Contract Documents. The site rep will prepare daily construction reports based on the contractor's activities. The daily construction reports will be submitted to the Town daily. It is important to note that the contractor will be responsible for scheduling and coordinating all construction activities.
- Supplemental instructions will be prepared to clarify the Contract Documents where required.
- In the event that a change is required due to unforeseen conditions, a notice of change will be prepared by DGE and given to the contractor for pricing. The pricing will be reviewed with the Town and a Change Order will be prepared if it is acceptable to the Town.
- Progress quantities will be submitted to DGE by the contractor on the specified cut-off date as determined in the pre-construction meeting. DGE will review the progress quantities and prepare Progress Payment Certificates (PPC). The PPCs will be provided to the Town for payment to the contractor.
- It will be the responsibility of the Town to engage a qualified material's tester for field density tests, or alternatively, it could be included in the contract that the contractor must provide material's testing. This will be determined in the project initiation meeting with the Town.

Pre-construction Meeting Minutes

Daily Construction Reports

Supplemental Instructions & Change Orders

Progress Payment Certificates

Scope Item 4.0 Post Construction

Objectives Facilitate the Town's take-over procedure and the warranty period.

Scope Details **4.01 CCC Inspection**

- Coordinate and conduct a Construction Completion Certificate (CCC) inspection with the Town and Contractor.
- Prepare a deficiency list, if required, and attend up to one (1) follow up CCC inspection to ensure the deficiencies have been rectified.

Deliverables **CCC Inspection Report**

Construction Completion Certificate (if Required)

4.3 Project Schedule

It is DGE's understanding that the asphalt trail must be completed by September 30th, 2016. The schedule below outlines the anticipated start and completion dates for each Scope Item identified in Section 4.2. It is important to note that the Construction Phase is largely dependent on weather, contractor's schedule, and contractor's abilities.

Quick start to the project will be provided by holding the project initiation meeting as soon after project award as possible. During the initiation meeting, DGE will request and gather all relevant documentation from the Town for the project. Deliverables at key scope milestones will also be confirmed during the initiation meeting to ensure that the Town receives what they need when they need it.

Statement of Work Task	Start Date	Completion Date
1.0 Project Management	2016-03-14*	2016-09-30
2.0 Contractor Procurement	2016-03-21	2016-05-06
3.0 Construction Project Management**	2016-04-01	2016-09-16
4.0 Post Construction	2016-09-16	2016-09-30

*Assumed Project Award Date.

**Construction start date and completion date pending weather and contractor's schedule. Construction of the asphalt trail is estimated to take approximately 15 construction days, but is dependent on the contractor's abilities.

5.0 FEES

5.1 Fee for Services

The table below outlines DGE's fees based on the Statement of Work program in Section 4.2.

Statement of Work Task	Fee
1.0 Project Management	\$4,000.00
2.0 Contractor Procurement	\$6,000.00
3.0 Construction Project Management**	\$3,700.00 + \$1,220.00/Construction Day
4.0 Post Construction	\$2,500.00
Total	\$16,200.00 + \$1,220/Construction Day

Based on an estimate of 15 days of construction, the total estimated fee is \$34,500.00. Please note that the daily construction inspections and reports will be invoiced at \$1,220/construction day. Therefore, the final fee will be dependent on the number of days the contractor requires for construction.

6.0 CONCLUSION

We thank you for the opportunity to provide this fee proposal. Should this proposal meet your approval, please sign in the space provided and return a copy to our office for our files.

If you have any questions, require clarification or additional information, please contact the undersigned at (780) 577-0073, ext. 229.

Sincerely,



DGE Group Inc.
Scott Simons, P. Eng.
Project Manager

Acceptance of Proposal

_____ accepts DGE Group Inc. offer to perform the services on the terms and conditions noted in this proposal by signing and returning a copy of this proposal to DGE Group Inc.

Signature.

Date

7.0 APPENDIX

7.1 Appendix A - Resumes

Professional History

DGE Group Inc.
V.P. Engineering
Senior Project Manager
2009 – Present

Focus Corporation
Senior Project Manager
2006-2008

GPEC Consulting Ltd.
Project Manager
1997-2006

**The Phoenix Group
Civil and Environmental Engineers**
Project Engineer
1988-1997

David Bromley Engineering (1984) Ltd.
Project Engineer
1984-1988

Education

B. Eng., Civil Engineering 1984,
Lakehead University

Diploma in Civil Engineering
Technology, 1981,
Northern Alberta Institute of
Technology

Affiliations

Association of Professional
Engineers, Geologists and
Geophysicists of Alberta

Summary

Martin has 30 years' experience in design and project management for civil, environmental and municipal engineering projects, client liaison, administration, and preparation of reports and studies. Martin has developed expertise in project management, municipal infrastructure, land and site development, storm water management, and hydraulic network analysis.

Experience

Professional Advisory Services. The provision of technical expertise to assist in the settlement of legal disputes and insurance/bonding claims.

Sustainable & Innovative Development. The provision of civil engineering services for LEED® and Net Zero developments such as the Mosaic Center for Conscious Community Commerce which was completed using the Integrated Project Delivery method.

Water Supply and Distribution. The construction and upgrading of water treatment plants, pumping stations, trunk and distribution mains as well as hydraulic network analysis for the evaluation of existing systems and design of new systems.

Street Improvement/Trail Programs

Martin has undertaken street improvement and trail development programs for and river valley multi-use trail system for many communities in Alberta.

Sanitary Sewer Collection and Treatment. The construction and/or upgrading of sewage lagoons, mechanical treatment systems, lift/pumping stations as well as trunk and collection mains.

Roadway Upgrading/Construction. The construction/upgrading/reconstruction of local roadways to Alberta Transportation Standards, including major highway intersections, drainage structures, drainage planning and environmental approvals as well as residential, collector, and arterial streets to municipal standards including replacement of concrete sidewalk, curb and gutter.

Recreational facilities consisting of asphalt pathways, open spaces/parks and low slope creek style waterslides.

Planning/Servicing Studies. Infrastructure planning and feasibility studies for roadways, municipal infrastructure, residential, commercial, industrial and recreational developments.

Selected Projects

Municipal Infrastructure

- **Highway 14 Regional Water Commission.** The provision of engineering services for system analysis, expansion and maintenance as well as pumping upgrades and truck fill stations.
- **Sanitary and storm sewer lift/pumping stations.** Engineering design, project management and construction supervision for construction of lift stations serving various communities and/or developments.
- **County of Strathcona, Hamlet of Half Moon Lake Sewage Lagoon and Low Pressure Sewage System.**
- **Municipal District of Brazeau No. 77, Hamlet of Buck Creek Sewage System.** Sewage lagoon, lift station & forcemain.
- **City of Edmonton, 108th Street Water Main Upgrading,** slip lining of water transmission main with HDPE pipe.
- **Upgrading of Lake intake and Water Treatment, Saddle Lake First Nation.**
- **Jasper National Park, Columbia Icefield; Wastewater Management Pre-design Report.** Evaluation of sewage treatment alternatives.
- **Kikino Metis Settlement, Water Supply Upgrading; Retro-fitting of Water Treatment Plant.** Addition of storage capacity to reservoir. Extension of water and sewer mains.
- **Saddle Lake Tribal Administration; Water Treatment Plant - Raw Water Intake Extension and Aeration.** Installation of raw water intake to prevent the intake of shrimp and aeration to improve raw water quality.
- **Hamlet of St. Isidore Water Treatment Facility;** Building and foundation, raw water storage facility, flocculation/coagulation/clarification/filtration activated carbon treatment system, pumps, associated piping, mechanical and electrical systems.
- **Agricultural Disease Research Institute in Lethbridge; Sewage lagoon** with anaerobic, aerobic, retention and evaporation ponds. Two submersible type lift stations and force mains with associated control and electrical systems. Pump house with pre-engineered building and reservoir with associated mechanical and electrical systems.

- [Hamlet of Scandia Water Treatment Facility](#); Building and foundation, raw water storage pond, filtration/chlorination treatment system, pumps, associated piping, mechanical and electrical systems.
- [Hamlet of Ardrossan Sewage System](#); Anaerobic, aerobic and retention ponds, gravity and force main and a wet well/dry well lift station.
- [Hamlet of Bellis Low Pressure Sewage System](#); Low pressure mains, service connections and stabilization pond.
- [Mink Creek Road](#), Town of Whitecourt. Extension of Mink Creek Road to service “The Meadows” land lease community and adjacent commercial site. Roadway constructed to four lane urban arterial, transitioning to temporary urban two lane cross section.
- [Blue Ridge Road Upgrading, Town of Whitecourt](#). Reconstruction of existing two lane rural cross section roadway to urban arterial standard.
- [Mink Creek Road, Town of Whitecourt](#). Extension of existing Mink Creek Road to service the Athabasca Flats Area Structure Plan lands. Constructed to urban four lane undivided arterial. Included reclaiming extensive surface drainage features and replacing large diameter storm sewer pipes.
- [CFB Suffield, Ralston Alberta](#), Upgrading of Roadways and Surface Drainage. The first phase of the project was to identify upgrading requirements, along with costing and phasing recommendations to meet the budget. The second phase, as identified in the phase 1 report was the design and construction of a new storm sewer system. The third phase was the upgrading and reconstruction of the roadways and replacement of the majority of the concrete curbs, gutters and sidewalks.
- [Town of Whitecourt Street Improvement Programs](#). The projects involved the removal and replacement or construction of concrete sidewalks, curbs and gutters, reconstruction of selected streets, spot repairs and asphalt overlays in accordance with the Towns street improvement objectives.
- [Town of Devon Pathways](#). Asphalt pathway system along the river valley and through the parks system of the Town.
- [Town of Devon Sidewalk and Street Improvement Projects](#). The projects involved street reconstruction, concrete curb, gutter and sidewalk replacement and underground utility renewal.
- [Town of St. Paul – Resource Road, Highway 28 Widening](#). Design and construction of the resource road within the Town, and construction of a major intersection/road widening where Highway 28 enters the Town.
- [Yellowhead County, Off-Site Servicing Municipal Services Centre, Wildwood Alberta](#). Construction of water distribution mains to provide fire flows and domestic water supply and low pressure sanitary sewer mains.
- [City of Camrose, Grand Drive Culvert Replacement](#). Replacement of existing, failed corrugated steel pipe culverts with a concrete box culvert.

Roadway Upgrading/Construction

- **Highway Intersection Upgrading.** Engineering, project management and construction services for the upgrading of highway intersections at multiple locations in the province of Alberta.
- **Almita Road, Ponoka County.** Engineer responsible for preparation of pavement design, contract preparation and construction project management for local road grade reconstruction & base paving.
- **Range Road 40, Ponoka County.** Engineer responsible for preparation of pavement design, contract preparation and construction project management for 9.72 km of local road base paving.
- **Raceway Road, Ponoka County.** Engineer responsible for preparation of pavement design, contract preparation and construction project management for 3.2 km of local road base paving.

Land & Site Development Projects

- **Wolf Creek Crossing, Lacombe, AB.** 150 ac +/- Residential, commercial, industrial subdivision. Work included an amendment of the existing Area Structure Plan, preparation of an Outline Plan (NDR), rezoning, subdivision, regulatory approvals, detailed design and phase 1 construction.
- **Eaux Clairs Stage 20 and 23, Edmonton AB.** Projects includes Land Development Applications for re-zoning, subdivision and road closures, amendments to Area Structure Plans and neighborhood design reports.
- **Mosaic Centre for Conscious Community and Commerce, Edmonton AB.** Civil Alberta's first Net Zero commercial building.
- **Black Bull Golf Course RV Campground, Wetaskiwin County, AB.** Design, approvals and project management for the provision of a 4 season, fully serviced RV park
- **Yellowhead County Administration Building, Edson, AB.** Manasc Isaac Architects. **LEED® Silver Certified.** Sustainable site design included achieving LEED® prerequisites and retaining and treating stormwater on site, including a stormwater retention system that stores water for irrigation, and vehicle washing purposes.
- **The Meadows, Whitecourt AB.** Engineering design and project management for the construction of a mobile home community including a storm water management pond and sanitary sewer lift station.
- **Deer Park Estates, Woodlands County AB.** Design and construction services for municipal servicing of a 45 ac residential subdivision.

- [Hilltop East Industrial Subdivision](#), Whitecourt Alberta. Construction of an ultimate 240 acre industrial subdivision.
- [St Gerard School Upgrading](#), Grande Prairie, Alberta. redevelopment of school grounds and site development to provide additional concrete sidewalks, curbs and gutters, parking, remedy site drainage problems, upgrade water, sanitary and storm sewer services to site, improve site access and provide on-street bus lane.
- [Gregoire Lake Provincial Park Upgrading](#); Site Utilities, Road and Parking Lot.
- [Saprae Creek Country Residential Subdivision](#), Ft. McMurray. Construction of roadways, water storage pumping facility and water distribution mains for a rural subdivision.

Computer Modeling – Water Distribution Systems and Fire Flow Analysis

- [City of Grande Prairie](#), Water Distribution System & Fire flow Analysis.
- [Town of Peace River](#), Water Distribution System Analysis. Town of Elk Point – Infrastructure Study.
- [Josephburg Water Cooperative](#) – 2001 & 2002 Water Distribution System Expansion..

Computer Modeling – Stormwater Management Projects

- [Whitecourt AB](#), Avion Developments Ltd., Athabasca Flats Stormwater SWM Wet Pond.
- [Town of Whitecourt](#), Hilltop East Industrial Subdivision..
- [City of Leduc/County of Leduc](#) Inter-municipal Drainage Study.

Professional History

DGE Group Inc.
Project Manager
2011 to Present

Sameng Inc.
Project Engineer
2009 -2011

Jacobs Engineering
Civil/Structural EIT
Jan 2007-Sept 2007
April 2008-March 2009

Alterra Engineering
Project Manager/Surveyor
May 2006-Sept 2006

GPEC Consulting Ltd.
Resident Inspector/Surveyor
May 2005-Jan 2006

Education

Civil Engineering, BSc., 2008
(Co-op Program) with Distinction

Affiliations

APEGA

Summary

Scott has over 6 years of experience in design and project management for civil, municipal, and structural engineering projects.

Scott's responsibilities have included client liaison, administration, preliminary and detailed design, contract preparation, project management and the preparation of reports and studies covering a wide variety of civil engineering projects. He has been involved in the design and construction of local roads, various municipal infrastructure projects, and residential, commercial, and industrial site developments.

Experience

As a Project Manager, Scott has extensive experience in municipal infrastructure projects, including conceptual engineering reports, detailed design, tender document preparation, dealing with approval agencies and municipal authorities, and project management from project initiation through to project close out. Scott has gained valuable knowledge in the project management, design, and construction of urban and rural roads, storm sewer systems, water hydraulic networks, low pressure sewage systems, forcemains, lift stations, and sanitary sewers. He is experienced both in new design and infrastructure renewal.

Scott works closely with clients to ensure that the design meets the needs of the clients and the project.

Selected Projects

Land and Site Development

- **Charlsworth Townhouse Development:** Designed storm sewer, water distribution and sanitary sewer systems for a 114-unit townhouse development in southeast Edmonton. Provided supervision during construction and contractor liaison.
- **Doug Kwasney Rural Residential SWMP:** Developed a stormwater management plan for a rural residential development in Athabasca County.
- **Wolf Creek Crossing:** Developed a stormwater management plan for a 63.2 ha mixed use subdivision development in Lacombe, Alberta. Oversaw the detailed design of the subdivision, and provided construction management services during rough grading and deep utility construction. Arranged crossing agreements with franchise utility companies for work within their right-of-way.
- **Samex Canada:** Oversaw site grading and site servicing design for a 1.07 ha industrial site in southeast Edmonton. Coordinated the design of a Nilex Sierrascape retaining wall and crossing agreements with Kyera and Mainstream Plains pipelines.
- **Victory Rig/Trinidad Drilling:** Developed a stormwater management plan for a 16 ha industrial site in Nisku Industrial Business Park. Oversaw the site grading for the expansion of a fabrication shop, offices, and parking area. Attended site construction meetings to provide guidance throughout construction.
- **184th Street Warehouse:** Designed site grading and site services for the 4.0 ha commercial site in northwest Edmonton. Attended design meetings with the client and architect to ensure the grading and services design met the needs of the client.
- **Pinnacle Industrial Business Park:** Drainage design of a 79 ha industrial business park in northwest Edmonton. EPA SWMM was used to design the major storm systems (roads, ditches, stormwater management facility, etc.) and the Rational Method was used to design the minor storm sewer.
- **Fort Industrial Estates:** Used SWMM to develop a stormwater management plan for a 123 ha Industrial Subdivision in Fort Saskatchewan. The SWMP included the design of two hydraulically connected stormwater management facilities that discharged to Ross Creek through an existing storm trunk.
- **Buffalo Lake Ranch Estates:** Developed a stormwater management plan for the 28 ha rural residential development in the Summer Village of Whitesands near Buffalo Lake, Alberta. Supervised and assisted in the design of the subdivisions internal roadways and drainage.
- **Watermere Resort:** Prepared a 3D model of the 310 ha resort development using Autodesk Infrastructure Modeler at the conceptual design level. The model was used to identify site lines to Pigeon Lake and man-made water bodies.
- **Unifirst Properties Expansion:** Oversaw the design of the site grading and servicing for the expansion of the Unifirst Properties building in south Edmonton. Attended design and construction meetings with the architect, owner, and contractor to ensure that the proposed design met the client's needs.
- **McKinney Park Green Room:** Designed the site grading and water servicing for a change room in Louis McKinney Park for the Shuma Stage in Edmonton, Alberta.
- **Eastgate Offices:** Provided construction management services for the 1.6 ha commercial office site in southeast Edmonton. Supervised and assisted in the preparation of Municipal Improvement Agreement drawings for the two site accesses and off-site concrete sidewalk.

- **River Ravine Estates Phase 6 and 7:** Oversaw the detailed design of a 22 lot rural residential subdivision in Brazeau County. Design included approximately 300 m of road, monowalk curb and gutter, sanitary sewer, watermain, and servicing.
- **Hilltop Industrial Phase 7 & 8:** Managed the design and construction of a 43 acre industrial development in Whitecourt, Alberta. The project included rural cross section road, a low pressure sewer system, watermain, and servicing.
- **Allied Fittings Warehouse:** Supervised the site grading and servicing design for a warehouse expansion in Strathcona County. Attended design and construction meetings with the architect, owner, and contractor to ensure that the design met the client's needs.
- **The Palisades on Whitemud Hill:** Provided lot grading design services for an existing 36 unit condominium complex. The condo complex experienced flooded basements during severe rainfall events due to inadequate drainage and lot grading. Attended meetings with the Condo Board to review the situation and provided design alternatives to mitigate the flooding. Provided services during construction of the lot grading improvements.
- **PCL Building:** Designed site grading and servicing for a new office building on the PCL Campus in Edmonton, Alberta.
- **McArthur Northern Enterprises Subdivision:** Oversaw the site grading design for a one lot subdivision in the City of Brooks.
- **Spectra Gord East and Highway Plant Sites:** Provided design services for stormwater management measures at Spectra's Gord East and Highway Plant Sites. Runoff from adjacent crown land was entering the Gord East site, which overwhelmed the site's existing stormwater infrastructure. A ditch was designed to convey the runoff directly off site. The Highway site was in violation of their permit because they did not have stormwater infrastructure in place to test the site runoff before discharging. Design and construction of a stormwater pond and outlet was undertaken.
- **EPCOR Rosedale Water Treatment Plant:** Designed the site grading and servicing for a new laboratory and office building at the Rosedale Water Treatment Plant in Edmonton, Alberta. The servicing included the design of a sewage lift station to provide service from the new lab and office to an existing on-site sanitary sewer.
- **Wolf Creek Storm Study:** Used SWMM to develop a stormwater management plan to alleviate flooding in a rural residential development in the County of Ponoka. The SWMP included the design of three alternatives to mitigate the flooding by use of storm sewer that discharges to nearby Wolf Creek. Oversaw the detailed design of the recommended storm sewer outfall to Wolf Creek.
- **Stonewood Terrace:** Developed a stormwater management plan for a three lot, 3.8 ha, rural residential development in Parkland County, Alberta. The SWMP was developed using SWMM, which included the design of low impact development practices such as ditches and culverts to limit the discharge rate to the pre development rate. Supervised the design of the subdivisions internal roads and drainage.
- **Heartland Ford:** Oversaw the site grading and servicing design for the 1.40 ha Ford dealership in Fort Saskatchewan, Alberta. Servicing included the design of an Oil Grit Separator to remove pollutants from the stormwater runoff prior to discharging to the City system.
- **Gilead Laboratories:** Designed the site grading and servicing for a 4.0 ha laboratory site in northeast Edmonton. An on-site stormwater management facility was designed for a 100 year storm. Crossing agreements were obtained from Air Liquide and Imperial Oil for construction of sanitary and water services across the existing pipelines.

- **ABS Trucking Site Development:** Supervised the site grading and servicing design for a 0.9 ha truck wash development. The design included 5 year on-site stormwater management, sanitary and water services.
- **South Easyford Industrial Area Structure Plan:** Assisted in the development of an Area Structure Plan for a 133 acre rural industrial development in Brazeau County.
- **Whitetail Crossing:** Staked out storm sewer, watermains, sanitary sewer and curb and gutter for the construction of a residential subdivision in Mundare, Alberta.
- **Montalet, Beaumont:** Assisted the resident engineer with the layout of a residential subdivision and stormwater management facility.
- **Goudreau Terrace, Beaumont:** Staked-out sewers, watermain and curb and gutter for the construction of the residential development.
- **West Haven and Bridgeport, Leduc:** Provided construction supervision and assisted the resident engineer with the layout of the two residential subdivisions.

Municipal Infrastructure

- **Eastalta Co-op Drainage Improvements:** Designed two stormwater facilities to control runoff from the Co-op's parking lot. Participated in the contractor procurement process for the construction of the facilities.
- **Camp In Town Sanitary Forcemain:** Designed a sanitary forcemain for interim servicing of Camp In Town in Whitecourt, Alberta. An ultimate forcemain was also sized to service a 79 ha build out area.
- **Pigeon and Wizard Lakes Wastewater Assessment:** Developed a conceptual wastewater servicing scheme for both Pigeon and Wizard Lakes.
- **Hamlet of Villeneuve Utility Servicing Plan:** Outlined a water and sanitary servicing plan for the Hamlet's anticipated growth due to expansion of the Villeneuve Airport. This study included modeling the water distribution network using EPANET to size the watermains and determine fire flow capacity. The Utility Servicing Plan formed part of an overall Area Structure Plan for Villeneuve.
- **Sturgeon Valley Preliminary Stormwater Management Plan:** Inventoried the Valley's existing stormwater infrastructure and developed a stormwater management plan. Stormwater management facilities were sized using HEC HMS modeling software.
- **Pigeon and Battle Lakes Hydrology:** Prepared a water balance model for Pigeon and Battle Lakes using Microsoft excel to determine the effect of drawing water from a nearby well on lake levels.
- **North Cooking Lake Booster Pump Station:** Oversaw the design of a potable water booster pump system for the Highway 14 Regional Water Commission. A hydraulic network analysis was completed to determine the most suitable location for the booster pump station and also to assist in the pump sizing.
- **34th Avenue Upgrades:** Supervised the preliminary design to upgrade 34th Avenue in Drayton Valley. This included the design of approximately 550m of rural cross section road in place of an existing gravel road.
- **Wolf Creek Estates Lift Station:** Managed the design and construction of a stormwater pump station to convey runoff approximately 400m from an existing trapped low to Wolf Creek.
- **Residential Subdivision Low Pressure Sewage System:** Designed a Septic Tank Effluent Pump (STEP) system to convey wastewater from four residential lots to an existing gravity sewer in Stettler, Alberta.
- **33rd Avenue Extension, Whitecourt:** Supervised and coordinated the design of the 33rd Avenue extension project in Whitecourt, Alberta. This included the design of approximately 200m of road, curb and gutter, water main, and storm sewer.

Infrastructure Renewal

- **Gordey Drainage Rehabilitation:** Developed a rehab plan for a man-made drainage channel in northern Alberta. The 6 km channel was surveyed and then modeled using HECRAS to determine peak flow and velocities. Rehabilitation of the channel included the design of a number of sheet pile drop structures, culvert crossings and culvert drop structures.
- **Terwillegar Drive Widening – Drainage:** Checked catch basin and lead capacities for the increased runoff due to the widening of Terwillegar Drive. Used Autodesk Storm and Sanitary Analysis software to determine catch basin capture efficiencies and ponding volumes during the 1:10 and 1:100 year storms.
- **Fort Road Widening – Drainage:** Preliminary and detailed design of stormwater infrastructure for the widening of Fort Road between 131st Avenue and 137th Avenue. Designed the minor storm sewer and analyzed inlet capacity to handle the increased runoff due to the road widening. Coordinated the detailed design of approximately 800 m of storm sewer and provided assistance during the tender process.

Structural

- **Petro Canada Refinery:** Structural analysis of a blast resistant building, design of basement walls, slab on grade, foundation and piles.
- **Suncor Firebag 3:** Structural analysis of pipe racks and box culverts, checked vendor drawings.
- **Suncor Small Projects:** Met with clients on-site to discuss their design needs, structural analysis of platforms, concrete slabs and other various structures, steel connection design

Transportation and Roads

- **Lakeland Drive Extension between Broadmoar Blvd. and Sherwood Drive:** Provided resident engineering services for the construction of 1.7 km of a four-lane collector road in Sherwood Park.
- **Sherwood Drive Widening between Baseline Road and Lakeland Drive:** Provided resident engineering for the widening of Sherwood Drive with regards to surveying, quantity takeoffs and contractor liaison.

Professional History

DGE Group Inc.
Project Engineer
2015 - Present

WSP Canada Group
Junior Project Manager
2013 - 2015

Education

Civil Engineering/M.Eng
Concordia University

Civil Engineering/B.S.
California State University

Biology/B.S.
American University of
Beirut

Affiliations

Association of Professional
Engineers and Geoscientists
of Alberta

Summary

Hussein's passion is rooted in Transportation and Municipal projects, which he has studied extensively. Hussein has extensive experience in providing project management for transportation project. He will soon be receiving his designation as a Professional Engineer.

Currently, Hussein is a project engineer, in this role he provides technical assistance in design and project management along with field assistance in site inspections when needed.

Experience

Transportation

Assisted in the design of roads and solving drainage problems.

Assisted with the writing and formation of proposals, tender to contact.

Manage and supervise road construction projects.

Monitor project budget and scope and maintain project schedules.

Liaise with contractors and clients to arising situations throughout projects.

Municipal Infrastructure

Assist in the designs of Stormwater Management facilities.

Perform roadway designs.

Assist senior management in project scheduling and team managing.

Complete field site inspections.

Land & Site Development

Assist in site grading and site servicing designs.

Assist senior management in scheduling and team managing.

Complete field site inspections.

Selected Projects

Municipal Infrastructure

- **Herder Subdivision, Red Deer County, AB:** Engineering design of a residential subdivision with rural cross section roads, stormwater management and shallow utilities servicing.

Land & Site Development

- **ABS Trucking, City of Edmonton, AB:** Site development and municipal servicing for construction of a service facility for tire repair and oil/lube service of heavy trucks.

Transportation

- **Highway 39 intersection & 45th Street, Calmar AB.** Construction of a Type IIa highway intersection with illumination along with construction of 45th Street.
- **Highway 616 & Twp Rd 474 Intersection & Road Improvements, Wetaskiwin County.** Construction of a Type IIc Highway intersection and upgrading Twp. Road 474 to accommodate a residential subdivision.
- **11 Mile Road, Municipal District of Greenview, AB:** 10.0 km road regrade.
- **Forestry Trunk Road, Municipal District of Greenview, AB:** 8.0 km road regrade.
- **Jantz Road, Municipal District of Greenview, AB:** 4.0 km road regrade.
- **Hwy 43, County of Grande Prairie, AB:** 30.0 km mill and repave for Alberta Transportation.
- **Range Road 62, County of Grande Prairie, AB:** 3.5 km base pave.
- **Cotillion Road, Saddle Hills County, AB:** 8.0 km base pave.

Proposal

PREPARED FOR:

The Town of Sedgewick



Response to Request for Proposal Integrated Walking Trail Project

URBAN
systems

200 – 10345 105 Street NW
Edmonton, AB T5J 1E8

Contact: Lisa Langford, P.L. (Eng.), PMP

T: 780-430-4041

F: 780-435-3538

E: llangford@urbansystems.ca

urbansystems.ca

March 9, 2016

File: 3975.0002.00

Town of Sedgewick
4818 – 47th Street
Sedgewick, AB T0B 4C0

Attention: Amanda Davis, Chief Administrative Officer (CAO)

RE: RESPONSE TO REQUEST FOR PROPOSAL FOR INTEGRATED WALKING TRAIL PROJECT

Urban Systems Ltd. (Urban) is pleased to provide the Town of Sedgewick (Town) with a proposal for professional engineering and project management services to assist with the development of contract documents and installation of the paved walking trail. The intent of this proposal is to outline the proposed project tasks, our project team, and associated fees.

It is our understanding that the Town intends to construct a 2.5m wide x 1,162m long asphalt paved walking trail and is looking for an engineering consultant to provide tendering and contract administration / construction inspection services. A survey was previously completed and an alignment established and this material will be made available to the successful consultant. We will provide necessary design details (cross section and general alignment details) as well as a schedule of quantities and contract document to enable contractors to provide a bid to complete the construction work. We anticipate a meeting with the Town to review the contract document prior to tendering. We will then administer the tender process including advertisement and posting of contract documents, answering contractor questions, attending the tender closing at the Town, reviewing and evaluating submissions, and recommending award. Once the project is awarded to the successful contractor, we will provide construction inspection and contract administration services, including providing daily updates to the Town. Upon completion of the construction we will complete a deficiency inspection and coordinate rectification of any deficiencies and warranty work.

We have not included a geotechnical investigation or any landscape or hardscape design in our proposal but these are services that we can provide, if desired by the Town. We encourage you to refer to the project information appended to this proposal to see some examples of our landscape architecture work.

The following details the tasks we have included in our scope:

SERVICES:

1. Construction Documents Phase

- Development of specifications to establish final scope and details for construction work.
- Coordination with the Town as required.
- Prepare final construction documents including trail alignment and cross section drawings.
- Attend review meeting with the Town.

2. Tender Period Phase

- Prepare and issue tender documents related to the Walking Trail project:
 - Construction documents and related specifications;
 - Schedule of Quantities;
 - Measurement and Payment clauses;
 - Tender Advertisement for the Town to post on APC and/or in the local paper;

- Tender posting on MERX;
- Assistance in providing information and clarification to bidders;
- Provide revisions to documents to incorporate addenda;
- General coordination, and;
- Evaluation of tender submissions and recommendation of award to the Town.

3. Construction Services Phase

- Review Construction Schedule, Schedule of Quantities and Contractor-provided documentation after bid process.
- Provide onsite project management during the construction phase.
- Provide daily reports to the Town.
- Review requests for information from the Contractor and ensure that information and supplemental details are provided in coordination with sub-consultants in accordance with the design.
- Prepare change notices, and change directives, and evaluate contractor substitutions.
- Review completion documentation and provide necessary administrative services for defaults, deficiencies and damaged work.
- Prepare inspection reports for Construction Completion Certificate (CCC) purposes.
- Coordinate site meetings as needed; prepare and distribute meeting minutes.
- Review the work progress to ensure that construction is completed in accordance with the approved project schedule.
- Review the need for extra work, obtain prices from the contractor, and make recommendation to the Town.
- Coordinate site inspections at the CCC stage.
- Coordinate rectification of deficiencies.

FEES

PROJECT PHASE	\$ FEE
Construction Documents	4,400
Tender Period	2,800
Contract and Project Management Services	22,300
TOTAL:	29,500

Disbursements:

Disbursements include items such as photocopying, telephone, plan reproductions, tender documents, mileage, survey materials, etc. and are included in the above fees.

Date: March 9, 2016
File: 3975.0002.00
Attention: Amanda Davis, Chief Administrative Officer (CAO)
Page: 3 of 3

TEAM

Please see Résumés appended to this proposal for Key team members and relevant experience.

HOURLY RATES

Lisa Langford , Project Manager	\$170
Talli Macdonald , Project Coordinator	\$120
Mark Taylor , Design Technologist	\$145
Construction Inspector	\$120

RELEVANT PROJECTS

Please see Project Sheets appended to this proposal for relevant project experience.

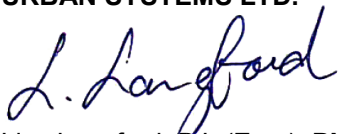
TERMS OF AGREEMENT

- 1) In the event that extra work or additional meetings are required for this project, we will request authorization from the Client prior to proceeding. As previously stated, assumptions were made in this proposal due to the amount of project information available at the time of proposal submission. If any of the assumptions are incorrect, Urban would be pleased to work with the Town through revisions to project scope and fees.
- 2) The client shall provide site plan, legal survey, and other required base information in AutoCAD format. Information shall include but is not limited to the following:
 - Topography, right of way and property locations;
 - Easement locations;
 - Utility locations; and
 - Light pole locations.
- 3) Geotechnical and landscape construction are not included in this proposal.
- 4) GST is not included.

We appreciate the opportunity to submit this proposal and look forward to assisting you with this project. Please contact the undersigned should you have any questions or wish to discuss this proposal in further detail.

Sincerely,

URBAN SYSTEMS LTD.



Lisa Langford, P.L.(Eng.), PMP
Project Manager, Transportation

Appendix A

Team Resumes



Lisa has 12 years of experience in the delivery of transportation projects. She has completed several transportation planning projects and specializes in geometric design in both urban and rural settings. Lisa is a recognized Project Management Professional through the Project Management Institute (PMI) and has extensive experience leading and directing projects in addition to formal training in project management principles. Additionally, she holds a certificate in Construction Administration from the University of Alberta and sits on the Construction Administration Program Advisory Committee as an industry advisor. Lisa has experience in the design, tendering and construction administration of a wide variety of projects including traffic management studies, urban and rural geometric design, roadway rehabilitation, development of asset management systems, land development, and municipal infrastructure design.

EXPERTISE

Roadway Design
Transportation Impact Studies
Transportation Planning
Pedestrian and Bicycle Safety
Traffic Demand Management
Municipal Engineering
Project Management
Contract Administration

EDUCATION

2011
Construction Administration
Certificate
University of Alberta, Edmonton

2007
Civil Engineering Technology
Diploma
Northern Alberta Institute of
Technology, Edmonton

EMPLOYMENT BACKGROUND

2008-2013
Project Manager, Transportation
GENIVAR Inc.

2003-2008
Designer, Transportation and
Municipal Infrastructure
EXH Engineering Services Ltd.

PROFESSIONAL AFFILIATIONS

Member
Association of Professional
Engineers and Geoscientists of
Alberta (APEGA)

Member
Association of Science and
Engineering Technology
Professionals of Alberta (ASET)

RELEVANT PROJECT EXPERIENCE

Nisku Spine Road, Leduc County, AB, 2013-2015

Project management of the design and construction of a six-lane freeway which will parallel Highway 2 and increase mobility to/from and within the Nisku Business Park. Coordination with County, landowners, businesses, utility providers, regulatory agencies, and other stakeholders.

Linwood Crescent Road Rehabilitation, City of St. Albert, AB, 2013-2014

Project management of the design and construction of a community infrastructure rehabilitation. Engagement with affected residents, utility providers, emergency service providers, and multiple other project stakeholders.

West ASP, Lac La Biche County, AB, 2013-2014

Completion of a traffic study for the West ASP area of the County including forecasting development and required transportation network improvements.

Clear Hills County Regional Water System, Clear Hills County, AB, 2011-2013

Project management of the design and construction of a 60km regional waterline between the Hamlets of Worsley and Cleardale. Led a multi-disciplinary team in the design and

construction of a reservoir and pumping station to support the regional waterline.

Old Ferry Rural Water System, Woodlands County, AB, 2012-2013

Project management of the design and construction of a series of regional waterlines and a booster station to provide water service to a rural residential development.

Main Street Revitalization, Wetaskiwin, AB, 2010-2013

Design and specification development for the complete revitalization of the Main Street in downtown Wetaskiwin, including replacement of all underground infrastructure and surface works. This project included an extensive public consultation and community engagement component.

Tri-Leisure Village Commercial Development, Spruce Grove, AB, 2012-2013

Project management, design, and contract administration of a multi-use commercial development in the City of Spruce Grove. Design of upgrades to an adjacent public park space.

Springwood Drive Subdivision, Worsley, AB, 2012

Project management, design, and contract administration of a mixed-use subdivision development in the Hamlet of Worsley.

**PROFESSIONAL AFFILIATIONS
(CONTINUED)**

Member
Project Management Institute (PMI)

Member
Institute of Transportation
Engineers (ITE)

*Regional Wastewater System, County of
Wetaskiwin, 2012-2013*

Planning, analysis and design of a regional wastewater collection strategy for Pigeon Lake and the surrounding communities. Design of a wastewater lagoon expansion and sanitary forcemain to service residents of multiple summer villages.

*Utility and Roadway Rehabilitation, Entwistle,
AB, 2011-2012*

Project management, design, and contract administration for the rehabilitation / replacement of underground infrastructure and surface works. Public consultation to determine design objectives and obtain community support.

*Water / Wastewater Strategy, Brazeau
County, 2011-2012*

Evaluation of the existing water and wastewater infrastructure within six hamlets in Brazeau County and development of an asset management plan to prioritize upgrades based on need and available capital funding.

*97 Street (Yellowhead Trail to 137 Avenue)
Rehabilitation, Intersection Improvements
and Widening, Edmonton, AB, 2011*

Conceptual planning and detailed design of upgrades to a major arterial roadway in the City of Edmonton. Evaluation of existing infrastructure and determination of priority improvements. Addition of a bus lane and upgrades to intersections as required.

*112 Avenue (76 Street to 82 Street)
Rehabilitation and Arterial Roadway
Widening, Edmonton, AB, 2011*

Design of the widening of a major arterial roadway and related rehabilitation of existing infrastructure and intersection improvements. Coordination of upgrades to the light rail transit (LRT) crossing.

*Reservoir and Regional Transmission Line
(Fort Vermilion – LaCrete), Mackenzie
County, AB, 2010*

Design and contract administration of a 50km regional waterline and supporting booster stations between Fort Vermilion and LaCrete.

Lakeview Subdivision, Kitscoty, AB, 2010

Design and contract administration for the development of a single family residential subdivision and offsite road and utility infrastructure upgrades to support the development.

*Wedgewood Intersection, County of Grande
Prairie, AB, 2009-2010*

Traffic modeling and design of an intersection upgrade in a high-traffic area to accommodate a large volume of pedestrian traffic. Construction of upgrades were completed in three phases over multiple years to meet the demands of continued rapid growth and budget constraints.

*84 Avenue Arterial Roadway Widening,
Grande Prairie, AB, 2009*

Design and contract administration for the widening of a major arterial roadway in Grande Prairie.

*84 Avenue Functional Planning Study,
Grande Prairie, AB, 2008*

Traffic modeling and analysis to determine recommended improvements to 84 Avenue and surrounding roadway network in Grande Prairie.

*Northeast Arterial Roadway Program,
Edmonton, AB, 2006-2007*

Conceptual planning and detailed design of multiple arterial roadway improvements within the City of Edmonton including the widening of 167 Avenue and 82 Street (153 Avenue to 167 Avenue).

Traffic Impact Assessments, 2008-2015

Data collection, traffic modeling and preparation of traffic impact assessments for a variety of mixed use developments throughout Alberta.



Talli is Project Coordinator with Urban Systems. She has experience in leading and supporting project teams of administrative and safety professionals. Her background includes contract preparation and tender process administration, project coordination, executive level administration, quality assurance and health and safety. While leading and supporting projects, she assists in managing team resources effectively, communication with stakeholders and ensuring all standards and requirements are being met.

EXPERTISE

Project Facilitation
Construction Administration
Quality Assurance
Health and Safety

EDUCATION

Management Studies Diploma
Grant MacEwan University
Edmonton, AB - 1999

Occupational Health and
Safety Program
University of Alberta - 2005

EMPLOYMENT BACKGROUND

2014 – Present

Project Coordinator
Urban Systems Ltd.

2011 – 2014

Quality Assurance Coordinator
Alberta Construction Safety
Association

2002 – 2011

Senior COR Coordinator
Alberta Construction Safety
Association

1999 – 2002

WH&S Administrator
Alberta Safety Council

ADDITIONAL SKILLS

Adobe Acrobat/AcroPlot Matrix
MS Office Suite 2010
Excel - Word - Outlook
PowerPoint
Publisher - Publication and
Brochure Design
SharePoint

RELEVANT PROJECT EXPERIENCE

Project Coordination and administration
for both public and private capital
projects with focus on:

Contract preparation and tender
process administration including
preparation and compilation of contract
documents.

Tracking and administration of project
forms and correspondence throughout
the construction phases including work
programs, scope changes and
construction completion certificates.

Financial aspects such as budget
tracking, sub-consultant payables,
progress certificates, monthly invoicing
and accounts receivable.

Project Management assistance
focusing on long term client
relationships relating to
correspondence, deliverables,
scheduling, workloads and team
communications for major clients.

Communications

Proposal, Report, Contract and
Document Production

Project Invoicing and Financials

Sub Consultant Administration

Quality Assurance and Review

MUNICIPAL

Town of Bonnyville

- 51st Avenue Rehabilitation
- 2015 Roads Program
- 2015 Roads Repair

Regional Municipality of Wood Buffalo

- Hangingstone Utility/Ptarmigan
Park

Lac La Biche

- 2014 Water and Wastewater
Replacement Plan

Town of High Level

- Centennial Park Phase

Town of Elk Point/Village of Boyle

- Asset Management Pilot Project

City of St. Albert

- Gate Ave Lift Station

LAND DEVELOPMENT

IGRI

- Buckingham Business Park,
Sherwood Park

INDIGENOUS COMMUNITIES

Bigstone Cree Nation

- Chipewyan Lake Lagoon Design

Enoch Cree Nation

- Integrated Land Use Plan



Mark's focus is on using Civil 3D to conduct design and drafting for transportation, municipal and land development projects. He earned a diploma in civil engineering technology from NAIT. Prior to joining the Urban Systems team, he worked as an engineering technologist for the City of Edmonton. Now he uses his passion for creating options and plans as he handles design, drafting, and modeling tasks for clients. Mark is also involved in occupational health and safety, and received a Certificate of Recognition (COR) from the Alberta Safety Construction Association. He is a member of the Association of Science and Engineering Technology Professionals of Alberta (ASET). Away from the office Mark enjoys hockey, biking, traveling, and camping.

EXPERTISE

Autodesk Civil 3D
Land Development
Transportation
Municipal

EDUCATION

2004
Civil Engineering Technology,
Northern Alberta Institute of
Technology (NAIT)
Edmonton, AB

EMPLOYMENT BACKGROUND

2005 – Present
Civil Engineering Technologist
Urban Systems Ltd.

2004 – 2005
Engineering Technologist I
Drainage Operations
Asset Management & Public
Works
City of Edmonton, AB

PROFESSIONAL AFFILIATIONS

Member
Association of Science and
Engineering Technology
Professionals of Alberta (ASET)

RELEVANT PROJECT EXPERIENCE

Nisku Spine Road, Leduc County, AB
Designer. Preparation of detailed design drawings, meetings, and utility coordination for 4.5 km of high load corridor and 1.5km of intersecting roadways. Design included geometrics, cost estimates, drainage, and grading.

County of St. Paul, AB
Design and drafting for 10km regional water transmission main.

Alberta Central East (ACE) Water System, AB
Design and drafting for 85km of water transmission main.

Maxim Power Corporation, Grand Cache, AB
Highway 40 Interchange with future Mine Haul Road to #14 Mine. Functional design interchange and detailed design for 6km of mine road.

Happy Creek, Town of Hinton, AB
Design and contract documents for day use parking area.

Enterprise Drive, Yellowknife, NWT
Design and drafting support for 35 lot industrial subdivision.

Town of Bonnyville, AB
Construction inspection for various municipal projects.

Highway 15/21 Corridor Improvement, City of Fort Saskatchewan, AB
Design and drafting for transportation project including widening of highway,

grading, and road design.

Farnell Developments, Grande Cache, AB
Design support and drafting including lot layout, roadways, deep utilities, and grading for various phases of commercial/ residential subdivisions.

Carlton Subdivision, Edmonton, AB
Design and drafting support for collector road within single family subdivision.

Schonsee Subdivision, Edmonton, AB
Design and drafting support for NDR.

Township of Spallumcheen, BC
Provided design support, drafting, and property acquisition figures for major and collector roads including roadway, intersection, and storm water design.

Revelstoke Mountain Resort, Revelstoke, BC
Provided design support and drafting for a variety of projects including an extension of the municipal water system to the resort village. Provided planning support, design support, drafting and construction inspection services for roadways, deep utilities, and grading design for 2 single family subdivisions and a collector road.

Arbutus Estates, Kamloops, BC
Provided design support and drafting for lot servicing to small multi-family site.

The Dunes, Kamloops, BC
Creating base mapping from spatial data. Design support and drafting for lot servicing and deep utility design for

single and multi-family sites.

City of Kamloops, BC

Provided design support for uni-directional flushing program for city water system.

Duke Energy, Savona, BC

Provided design support and drafting for an extension of the municipal water system. Completing cost estimates and schedule of quantities.

Bachelor South, Kamloops, BC

Provided design support and drafting for roadways, deep utilities, and grading design for a single family subdivision.

City of Fort St. John, BC

Drafting and design support for various capital rehabilitation projects including road and storm sewer design, cost estimates, and schedule of quantities.

City of Quesnel, BC

Provided design and GIS support for uni-directional flushing program for city water system.

Orchards Walk, Kamloops, BC

Provided drafting and design support for roadways, deep utilities, and grading design for multiple stages of a large single family subdivision.

Appendix B

Project Experience

Heritage Sites Phase 2B

CLIENT NAME: CITY OF ST. ALBERT

SERVICES: Preliminary Design and Development

YEAR: 2015-present

PERSONNEL: Herman Lau, P.Eng.; Keegan Mabbutt, L.A.T.; Daniel Yin, C.E.T.; Katie Pipke, L.A.T

FILE: 2812.0028.01

Working with the City of St. Albert (the City and the St. Albert Arts and Heritage Foundation), Urban Systems was able to offer and develop our experience in heritage preservation, historical place making and strategic construction services with this unique site.

The City had completed the first few stages of the projects outlined in their Functional Plan and brought Urban on to complete Phase 2B, which included a generous amount of site grading, site preparation for the relocation and placement of several heritage buildings, review and design municipal servicing as required (including water, sanitary (including lift station), power/communication, and gas servicing), trail and pathway development, entrance enhancements, site fencing and landscape treatment.

This phase was aimed at promoting the site as a major public amenity, creating a connection to the trail systems and creating a culturally significant space that provides for the needs of the community and its historical resources.

Urban's multi-disciplinary team worked through the concept development phase to take the site into detailed design. The first stage of the work is planned to be tendered in 2016 and be constructed in the same year. The project value of the first stage is estimated at approximately \$1,500,000.



Founders' Walk Phase 2

CLIENT NAME: CITY OF ST. ALBERT

SERVICES: Preliminary Design, Detailed Design and Tender, Construction and Maintenance, Survey

YEAR: 2014 - Present

PERSONNEL: Herman Lau, P.Eng., Matt Sloan, CSLA, Kirsten Pacheco, B.Des., LEED Green Assoc., Katie Pipke, BLA, Keegan Mabbut, LAT, Andrew Christian, ALS

FILE: 2812.0027.01



The City of St. Albert is proud of their history and makes it known by the focus and industry placed on preserving and enhancing the spaces, structures and stories that express it. Urban System's was engaged by the City through competitive proposal in 2014 to carry out the next phase of the Founders' Walk. The primary goal of the historical walk is to communicate to residents and visitors the City's rich history through place making, interpretive signage and landscape enhancements. More specifically, two major gathering nodes have been proposed. The first node is located at the terminus of the first phase switchback trail and at the top of Seven Hills. This gathering and seating node is significant as it has a scenic viewshed of the St. Albert downtown and is an excellent place to identify the school sites that have been developed as St. Albert has grown. A second node is located near the St. Albert Grain Elevators and Heritage Site. The intent of this node is twofold; first is to pay tribute to the agricultural history and river lot survey system of St. Albert. Second is to create a resting area along the well-used trail system that can also highlight the entrance to the Heritage Site.

Urban's project team has provided site analysis, site survey, conceptual design and refinement, and detailed design services. The project was tendered in 2015 and construction was commenced, to be completed in the summer of 2016.

Also through this project process, a healing garden site was proposed. Urban participated in Advisory Committee meetings and concept development for this node with unique considerations. The vision is to create an accessible therapeutic sanctuary for survivors of Indian Residential Schools, and victims of abuse on a transformative reconciling journey. To connect with an entire community for heightened awareness, to learn and grow from trauma to triumph, through prayer, meditation, and cultural teachings.

The design and construction for the healing garden is anticipated to be completed in 2016 as well.

Total Founders' Walk Phase 2 project value is approximately \$700,000.

TOWN OF HIGH LEVEL

SERVICES: Planning, Engineering, Urban Design

YEAR: 2013-2014

FILE: 2732.0032.02

Centennial Park



The redevelopment and revitalization of High Level's Centennial Park fits directly into the Town's overall planning objectives outlined in the Town of High Level Downtown Revitalization Strategy. The park design was completed with input from Town staff, maintenance personnel, external stakeholders and local businesses. Centennial Park features existing elements such as tennis and basketball courts and existing vegetation. These elements are preserved and blended with proposed features such as a community gathering space, playground areas for different age groups, a comprehensive walkway system, parking, a public gazebo and washrooms, volleyball courts, a tobogganing hill, and a monument area. These features are linked by pedestrian trails and surrounded by green space and naturalized vegetation.

Centennial Park has been identified as a key open space opportunity to renovate and revitalize so downtown High Level can reach its full potential, for both resident and visitor use. Through this project the Town hopes to preserve and respect existing natural features, further tourism relationships with hotel and business services located nearby, continue to implement the downtown revitalization design plan, and partner with potential investors to increase economic activity and improve the quality of life for Town residents. Centennial Park will help achieve these objectives by augmenting the existing park system with a newly renovated, all-season park space.

Urban Systems worked in collaboration with the Town of High Level throughout design and implementation; the two entities have a strong relationship, mutual respect, and an understanding of expectations that translates into an efficient and integrated process. Small municipalities such as High Level continually have the challenge of accumulating sufficient funds for larger capital improvement projects such as the Centennial Park. Together with the Town, Urban Systems has worked to help mitigate and resolve potential project risks, including funding, phasing of the project, sourcing materials in a relatively remote location, managing stakeholder expectations, and internal and external coordination as well as proactive and efficient project management will help to mitigate potential for weather related construction delays. All of these measures will help to deliver the project on budget and on schedule.

Similar to Riverfront Park, this project started as a concept within a high level planning document. Urban Systems took this high priority concept, and with input from Town staff, stakeholders and local businesses, refined the design elements, controlled project risks and challenges. This project will start construction in the spring of 2013.

TOWN OF HIGH LEVEL

SERVICES: Landscape Architecture

YEAR: 2011

FILE: 2732.0030.02

Skate Path Park



Urban Systems was pleased to assist the Town of High Level in the creation of their Town Hall Skate Path Park. The use of this parkland adjacent to Town Hall had been under discussion in the community for some time. The park is well-located, connected to the overall trail system and beside the administration office, library, afterschool program and a future senior's centre.

Urban Systems provided civil engineering and landscape architecture services, including consultation, detailed design, materials and planting specification, maintenance plans, cost estimates and construction administration.

There were a number of environmental practices in this park that came from the practical reuse of existing features and excavation materials from another Town project. Plant materials are low maintenance, drought tolerant and zoned for harsh northern climates.

Innovations were approached for this design in a simple and practical fashion. We provided solutions to the asphalt trail so that it could be used in all seasons- ease of maintenance and fast drainage in the spring were two problems that needed to be solved. We also chose materials would be readily available and easy to install, as the town staff was tasked with constructing many components themselves.

This was a rewarding project, for both the Town and Urban, and it was ultimately awarded a Recreation Industry Award of Excellence.

Happy Creek Interpretive Park

Happy Creek Interpretive Park

SERVICES: Recreational Planning; Interpretive and Wayfinding Signage; Heritage Consultation, Construction Phasing and Costs

YEAR: 2010

FILE: 2598.0002.32



Happy Creek Interpretive Park is at the location of the former Hinton Collieries Mine. When artifacts were found at the site, the Town contacted us to help them celebrate the rich history of mining in Hinton. The project has been multi-phase. We worked closely with an archeologist that we hired to conduct a site assessment and inventory of all site artifacts, along with personal interviews with local historians. With the historical report in hand, we then translated the information into various interpretive elements throughout the site. All of the features

proposed suggested mining history in some way, from the interpretive panels that were created to the children's play structures, which include a mine shaft mock up and work horses climbing structures. Urban Systems was very active in their role by working with Town Representatives, organizing community engagement functions and conducting extensive research to accommodate the community and visitors.

Open Discussion

Topic: Strategic Plan - Overview
Initiated by: Council
Prepared by: Amanda Davis
Attachments: 1. Strategic Plan 2014-2019
2. Year at a Glance 2016

Background:

Town Council directed administration to provide a copy of the Town's Strategic Plan and Year at a Glance on the March agenda. A copy of each is attached for review and comment. The guidelines below were developed to help everyone better understand the importance of strategic planning and how such planning will bring success to an organization if adopted and acted upon.

What is a Strategic Plan – A process where an organization envisions its future and develops strategies to achieve that vision.

Strategies – Broad, directional statements describing how an organization will respond to its challenges and opportunities in order to achieve the vision of the future.

QUESTION - What is the difference between Strategic Planning and Operational Planning?

Strategic Plan:

- *Long Term (usually 5-10 years)*
- *Focuses on future achievements and conditions*
- *Weighs a services of alternatives before making fundamental choices*
- *Usually integrates several functions, levels, components simultaneously*
- *Integrates strategies for resources mobilization with activities (sustainability plans)*
- *Usually requires ratification from governing structures*

Operational Planning:

- *Short-term (1 year or less)*
- *Achievements or targets annual*
- *Planned activities represent choices already made; alternatives are not considered*
- *Tend to focus on one unit or related set of activities*
- *Resources for implementation usually already identified*
- *No formal action or ratification required*

COMPONENTS OF A STRATEGIC PLANNING SESSION:

Strategic Plan – A set of procedures for making decision about the organization's long-term goals and strategies

Strategic Goal – major targets or end results relating to the organization's long-term survival, value and growth

Strategy – A pattern of actions and resource allocations designed to achieve the organization's goals.

BENEFITS OF A STRATEGIC PLAN:

- *Motivates Council, staff and volunteers*
- *Builds a planning team with a common vision*
- *Confronting key issues and solving problems*
- *Defining roles and responsibilities*
- *Challenging the status quo*

LIMITATION OF A STRATEGIC PLAN:

- *Strategic planning can be costly*
- *Not every organization is ready for strategic planning*
- *The language, terminology and conceptual requirements associated with strategic planning are sometimes too complex or difficult to be useful to staff or the organization as a whole.*

1 – MISSION – Clear and concise expression of the organization's basic purpose

MISSION STATEMENT – A written declaration of an organizations core purpose and focus that normally remains unchanged over time. A mission statement defines what an organization is and its reason for being. It answers the question, **"Why do we exist?"**

2 – VALUES – Values define the organization's character - IF YOU CAN'T SEE IT YOU WON'T REACH IT.

VALUES STATEMENT - An aspiration description of what an organization would like to achieve or accomplish in the mid-term or long-term future; intended to serve as a clear guide for choosing current and future courses of action. It answers the question, **"Where do we want to go?"**

- Think in terms of 3 – 5 years; what does the organization look like five years from now
- Our vision – what are we working towards?

3 – STRATEGIC GOALS – Evolve from the organization's mission and vision

SITUATIONAL ANALYSIS – a process planners use within time and resources constraints, to gather, interpret and summarize all information relevant to the planning issue under consideration.

SWOT ANALYSIS – Strengths, weaknesses, (S&W Internal factors) opportunities and threats (external factors)

- Analyze the organizations external environment ("PEST" – political, economic, social and technological factors)
- Internal Environment – resources or outputs, processes and performance or outputs

4 – STRATEGIC OBJECTIVES – Strategic objectives describe the tactics you will use and the work you will do to achieve the desired results. This often involves selecting the alternatives that are the most cost effective and feasible given the organization's SWOT analysis and that is likely to advance the goals of the organization.

- Operational or strategic plan objectives = SMART; specific, measurable, appropriate, realistic and time bound

QUESTION - WHAT'S LEFT? – Implementing, disseminating, revising and evaluating the plan

ADDITIONAL In-depth HIGHLIGHTS:

By developing a mission statement, your organization makes the beliefs and governing principles of your organization clear to the greater community as well as elected officials, staff and volunteers.

VISION STATEMENTS should be:

- Understood and shared by members of the community
- Broad enough to encompass a variety of local perspectives
- Inspiring and uplifting to everyone involved in your effort
- Easy to communicate – they should be short enough to fit on a T-shirt ie: safe streets, safe neighbours

MISSION STATEMENT – describes what the group is going to do and why it is going to do it; “action-oriented” “A vibrant, growing, safe community focusing on opportunities for both families and business”.

Once the mission statement is had, we must focus on how we are going to achieve that mission – specific measurable results

STRATEGIES (the how) – how the initiative will reach its objectives

- Providing information and enhancing skills
- Enhancing service and support
- Modify access, barriers and opportunities
- Change the consequences of efforts
- Modify policies

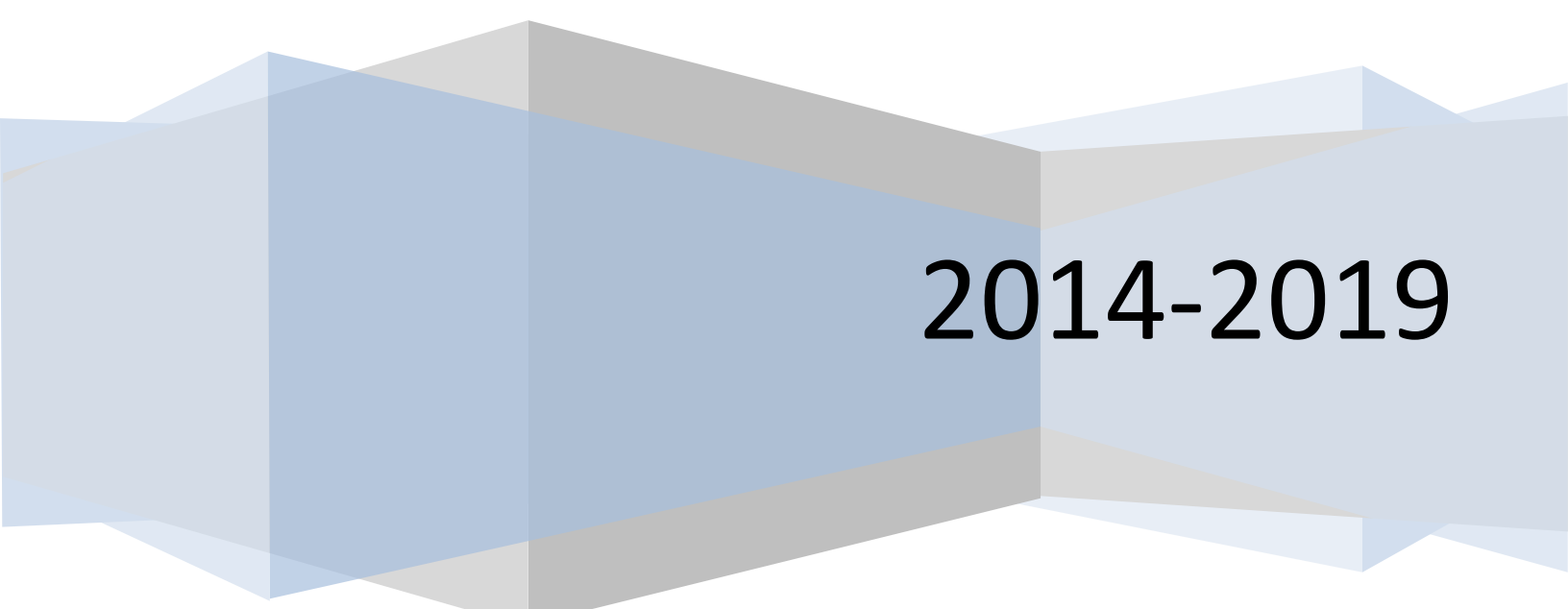
ACTION PLAN – What change will happen; who will do what by when to make it happen

“If you fail to plan, you are planning to fail” – Benjamin Franklin

Strategic Plan

Town of Sedgewick

Approved – April 17th, 2014



2014-2019

Vision Statement:

“Sedgewick, we are an engaging, dynamic community welcoming families and businesses.”

Mission Statement:

“Progressive, active leadership transforming and engaging the community while providing exceptional service.”

Values Statements:

Collaboration – “We will work effectively through collaboration to serve our community and region”;

Focus – “We focus on listening to our residents and bringing awareness to our community”;

Approachability – “We are committed to being open to new ideas and opportunities”

Short Term Goals:

1. PRIORITY 1 - Erect Signage throughout Town

Step 1. Identify and erect areas for municipal signage: <ol style="list-style-type: none">1. Main Street, Town Office, Legion, Community Hall, Banking, Eatery's, Grocery Store etc.2. Recreation Grounds, arena, ball diamonds, race track, bowling, library, golf course, lake3. Flagstaff County Administration Building	Action Taken: Signage has been purchased and installed. Logos have been ordered from Flagstaff Printing to finalize the action item.
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<p>Step 2: Set a budget and present funding scenario to Council:</p> <ol style="list-style-type: none"> 1. Coordinate a meeting with the Beautification Committee, present signage options 2. Purchase and erect new signage 	
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2. PRIORITY 2 - Regional Recreation

<p>Step 1: Engage with Flagstaff County to better associate and implement the Regional Recreation Study</p> <ol style="list-style-type: none"> 1. Council to appoint a recreation subcommittee – the subcommittees responsibility would be to liaison and engage with Flagstaff County, Recreation User Groups, the Recreation Board and surrounding Towns and Villages <p>Step 2: Employment Opportunity – develop a new position – Recreation Programmer and Facility Manager</p> <ol style="list-style-type: none"> 1. Administration to prepare and present a job description and salary chart to the subcommittee for review and recommendations to Council; 2. Present the proposed position to Council for approval; 3. Funds allocation 4. Engage with user groups and stakeholder regarding the new employment position 5. Advertise the new position 6. Secure personnel <p>Step 3:</p> <ol style="list-style-type: none"> 1. Begin restructuring of the Recreation Board, 2. Update policies and bylaws <p>Step 4: PROMOTE, PROMOTE, PROMOTE – Engage Healthy Living Initiatives</p> <ol style="list-style-type: none"> 1. Walking trails 2. Sedgewick Arena 3. Sedgewick Golf Course 4. Sedgewick Lake 5. Regional Recreation Initiatives 6. Agricultural events 7. Cultural events 	<p>Action Taken:</p> <p>Flagstaff County no longer has a recreation department – a recreation grant process has been adopted and is administered by the Town of Sedgewick.</p> <p>Council needs to set goals and objectives moving forward and confirm whether or not we will be replacing Recreation personnel.</p> <p>We are in the process of reviewing all insurance policies with user groups and hopefully providing assistance with policy/procedure development. DISCUSSION REQUIRED BY COUNCIL.</p>
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Ongoing Steps: Engage with Flagstaff County and surrounding Towns and Villages to promote regional recreation – eliminate the duplication of services and increase programming	
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3. PRIORITY 3 – Purchase of SW9-44-12 W4M

Step 1: Define location: <ol style="list-style-type: none"> 1. Obtain a quote to survey the proposed land purchase; 2. Obtain a quote for an Area Structure 3. Obtain a quote to fence the “potential” land purchase; 4. Obtain an estimated market value from Wainwright Assessment Group 5. Present cost analysis to Council Step 2: Determine method and action to engage with the private land owner: <ol style="list-style-type: none"> 1. Council to allocate funds for the purchase of the lands; 2. Council to set the direction on the purchase proposal Step 3: Follow through with Step 1, purchase land. Rationale: The purchase of the lands has been addressed by Alberta Environment and the Town of Sedgewick as a priority as we need to protect and secure the integrity of the Towns water source.	Action Taken: Conversations took place in 2013/14 with an offer made to the land owner. No further progress.
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4. PRIORITY 4 – Bulk Water Loading Facility – Removed from plan as per M# 2014.05.55.

5. PRIORITY 5 - Rebranding

Step 1: Set the stage and the guidelines to proceed with the rebranding of the Town of Sedgewick: <ol style="list-style-type: none"> 1. Administration to investigate potential funding sources; 2. Administration to present information and variables to Council; Step 2: Funds allocation: <ol style="list-style-type: none"> 1. Determine an allocation for ‘rebranding’; 2. Website redevelopment; 3. Stationary updates – letterhead, envelopes,; 4. Town Signage – Logos etc 5. Registration of Trademark Step 3:	Action Taken: Brand approved – transition in progress Ongoing to do projects: Website redevelopment Logo and building sign replacement throughout town Town entrance
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Community building and engagement.

6. PRIORITY 6 - Main Street Lot Development

<p>Step 1.</p> <ol style="list-style-type: none"> 1. Address the development on Plan 3825P; Block 2; Lots 28P-31 2. Attempt to secure business development 3. If unsuccessful develop a construction design for the site <p>Step 2:</p> <p>Funds allocation – funds are confirmed with the use of MSI Capital.</p> <ol style="list-style-type: none"> 1. Seek public input as to the design and construction; <p>Step 3:</p> <ol style="list-style-type: none"> 1. Tender project 2. Begin construction 	<p>Action Taken:</p> <p>Public meeting held – various ideas have been addressed; recently held a discussion with a party interested in purchasing and developing. Admin. is continuing consultation with this party.</p> <p>In consultation with neighboring business owner for development of property.</p>
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7. PRIORITY 7 – Walking Trail Expansion

<p>Step 1.</p> <ol style="list-style-type: none"> 1. Draft and design new walking trails around the recreation grounds; 2. Meet with the beautification committee to review tree removal, product options, layout etc. 3. Engage with Flagstaff County regarding cost and job share of the project; 4. Engage with the Recreation Centre pertaining to the location of the trail; 5. Request and easement with Flagstaff County <p>Step 2:</p> <ol style="list-style-type: none"> 1. Funds allocation; 2. Surveying, 3. Tender project 4. Begin construction. 	<p>Action Taken:</p> <p>Schematic approved, trees removed – working on easements with County and Ag Society following Subdivision Approval.</p> <p>As the residential subdivision has now been put on hold we need to focus our efforts to install the trail in 2016 due to funding allocations – invitational tenders were sent to engineering firms in February.</p>
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Long term goals:

1. PRIORITY 1 - Development of Residential Subdivision

<p>Step 1. Strategies – Growth and expansion</p> <ol style="list-style-type: none"> 1. Land availability – identify all public and private serviced land within the Town that is or could be saleable 2. Engage with private vacant land owners and encourage sales of private land for residential development – cost efficiencies 3. Ensure developments remain affordable <p>Step 2: Determine potential residential land for development:</p> <ol style="list-style-type: none"> 1. 45th Street (East) – private; 2. Bluejay Cres. (North) – public land; <p>Step 3: Cost analysis – Administration</p> <ol style="list-style-type: none"> 1. Prepare a cost analysis for Council with the inclusion of pros and cons for all identified sites <p>Step 4: Public Land Development</p> <ol style="list-style-type: none"> 1. Site clean-up – removal of debris 2. Review engineered residential subdivision 3. Fund allocation (potential to split development into phases) 4. Market upcoming residential subdivision 5. Submit and RFP for Engineering services to develop the tender for site construction and the installation of municipal services 6. Tender project 7. Award project 8. Begin construction <p>Tactics and Performance Indicators – Who is accountable to ensure the goal is delivered and success is measured:</p> <ol style="list-style-type: none"> a. Administration to develop an RFP to Council which includes pros and cons for residential development by August 31st, 2014; b. Council to provide a motion for Administration to proceed with development 	<p>Action Taken:</p> <p>Subdivision designed – tenders rejected due to engineering errors.</p> <p>Subdivision extension issued for one year – valid until Feb. 2017.</p>
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2. PRIORITY 2 – Main Street Redevelopment

<p>Step 1. Identify required upgrades for Main Street and consult with stakeholders:</p> <ol style="list-style-type: none"> 1. Identify if the Main Street redevelopment aligns with rebranding; 2. Begin Stakeholder Meetings/Consultation 3. Investigate the potential for underground storage tanks; 	<p>Action Taken:</p>
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<p>4. Discuss drainage issues (back alleys) seek solutions to mitigate future issues.</p> <p>Step 2: Prepare and RFP for Engineering Services:</p> <ol style="list-style-type: none"> 1. Tender RFP; 2. Present results and recommendation to council – appoint engineering company <p>Step 3: Cost analysis and breakdown:</p> <ol style="list-style-type: none"> 1. Seek potential federal and provincial funding initiatives 2. Submit grant applications <p>Step 4: Tender Construction Project:</p> <ol style="list-style-type: none"> 1. Present results and recommendation to Council 2. Appoint project Contractor; 3. Begin construction; <p>Ongoing Steps: Work with Main Street Business Owners to address business entry disruptions during construction.</p> <p>Tactics and Performance Indicators – Who is accountable to ensure the goal is delivered and success is measured:</p> <ol style="list-style-type: none"> 1. Administration to prepare all necessary documents and background for engineering, construction, public consultation. 2. Council and Administration – responsible to engage with all stakeholders grading upgrades. 3. Council is responsible to allocate all project funding and provide final authorization for development. 	
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3. PRIORITY 3 - Infrastructure Replacement – Underground Sanitary Sewer, Curbs, Gutters, Sidewalks, Roads

<p>Step 1: Identify and confirm remaining areas that require replacement:</p> <ol style="list-style-type: none"> 1. Transportation Committee – Sidewalks 2. Administration/Public Works – Identify Drainage Issues 3. Council/Administration – Research and identify potential underground storage tanks <p>Step 2: Prepare reserve budget for capital upgrades:</p>	<p>Action Taken:</p>
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<p>1. Present to Council</p> <p>Step 3: Prepare a Request for Proposal (RFP) for Engineering Services</p> <p>1. Present proposals and recommendation to Council for approval</p> <p>Step 4: Secure funding (federal and provincial)</p> <p>1. Submit grant applications</p> <p>Step 5: Tender Project</p> <p>4. Present tenders to Council and present recommendation for approval in conjunction with the Engineer</p> <p>Step 6: Begin Construction</p> <p>Tactics and Performance Indicators – Who is accountable to ensure the goal is delivered and success is measured:</p> <p>Administration shall be responsible to present ongoing dialogue regarding research pertaining to development.</p> <p>Council to approve proposed plan of action pursuant to tendering process.</p>	
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Secondary Short-Term Goals:

<p>a. Waste reduction and improve recycling (Implement waste diversion policies, reduce the limit of weekly bag allotment, utilize the expertise at FRSWMA and support new recycling initiatives, household composting).</p>
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2016 Focus Projects – Town of Sedgewick

Year at a Glance

Sedgewick Town Council has a dynamic strategic plan that requires significant time and attention. In addition to the goals and objectives identified in our Strategic Plan council has also committed to various other projects both locally and regionally.

To be successful Council and Administration must work diligently to ensure all projects are completed and followed through in a timely manner. Below is an overview of what to expect in 2016, “The Year at a Glance”.

Strategic Goals:

1. Walking trail expansion project and environment revitalization (short term priority #7 in the Strategic Plan)
2. Replace entrance attraction at the intersection of Highway 13 and Secondary Highway 869
3. Website Redevelopment (short term priority #5 in the Strategic Plan)

Operational Goals:

1. Thorough review of the Municipal Development Plan – this plan must be updated prior to reviewing and making revisions to the Intermunicipal Development Plan
2. Update the Intermunicipal Development Plan in collaboration with Flagstaff County
3. Recreation Centre Roof and Heating System Upgrades
4. Sidewalk/curb and gutter replacement on PRT NE8-44-12 W4M
5. Fire Hydrant Replacement Program
6. Installation of a back-up generator at the Water Treatment Plant with possible building addition
7. Lagoon Dredging and Manhole Replacement
8. GIS Mapping System

Both Strategic and Operational:

1. Regional Governance Study, Phase II and III which consists of a Regional Economic Development Plan, Communications Strategy, Infrastructure Assessment and Business Case

Other:

1. Installation of the Sedgewick Community Spray Park Project

Request for Decision (RFD)

Topic: Council Meeting – Time Change
Initiated by: Administration
Prepared by: Amanda Davis
Attachments: Flagstaff County Competitiveness Assessment

Recommendations:

That the April 21st, 2016 council meeting commence at 5:00PM to accommodate a presentation on the regions new Economic Development Plan.

Background:

As stated in my CAO report J. Fossen, Economic Development Officer for Flagstaff County presented the regions new Economic Development Plan internally on February 26th. Clr. C. Rose and former representative E. Skoberg were Sedgewick's representatives throughout the consultation and investigation phase.

I have request that J. Fossen present the plan to Council and the presentation will take approximately one hour. As a result I am requesting that the April 21st, 2016 council meeting start at 5:00PM vs 6:00PM to accommodate the presentation.

To support her presentation a copy of the Competitiveness Assessment that was conducted for the region is attached.



Flagstaff County: Competitiveness Assessment of the Flagstaff Region

Appendix A to the Flagstaff County Branding and Marketing Initiative
2015

Final Report

June 18, 2015



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	TOURISM AND HOSPITALITY	67



1 Competitive Positioning Assessment

An important step in the development of the Flagstaff Region's competitive assessment was to gain a better understanding of the region and how the County positioned itself within *Flagstaff County: Our Common Wealth. Economic Development Pathways (2015-2018)*. This provided the vision of a safe, caring, and vibrant rural "Communities of communities" that promises an excellent quality of life for all its citizens. However, to achieve this it was necessary to understand the competitive advantages and disadvantages of the Flagstaff Region.

The Flagstaff Region has an economic development strategy with an aim of addressing the region's declining population. Between 2006 and 2013 the population of the Flagstaff Region declined by 5.7% from 8,803 to 8,304¹ and this can be partially attributed to an overall decline in rural Alberta people continue to migrate to larger urban centres. The economic development vision establishes a path to enhancing the region's profile as a destination for working age people and sets a goal of reducing the rate of population decline by 50% by 2021. To achieve this vision, the County must clearly communicate the region's competitive advantages.

Flagstaff is part of a large and strong regional economy. The unemployment rate for Camrose-Drumheller economic region was the second lowest in Alberta at 4.7% in May 2015.² Only the economic region of Lethbridge-Medicine Hat has performed better. This suggests that Flagstaff Region, along with other communities in the Camrose-Drumheller economic region, are seeing a return to their traditionally low unemployment rates. This speaks to the resiliency of the regional economy in light of the weaknesses that are being seen in other regions across Alberta due to lower oil prices. Continued success will be dependent on leveraging regional strengths in the agriculture, oil and gas, metal fabrication, and tourism sectors.

To complete the competitive assessment, a detailed analysis of Flagstaff's economic assets was undertaken. In many cases they have been compared to competitor communities. The result is a high-level overview of Flagstaff's "Competitive Position".

The competitive positioning figure on the following page highlights the strengths of the region as well as the targeted sectors of value-add agriculture, tourism and hospitality, oil and gas, and the supportive role of fabricated metal manufacturing. Each circle encompasses the competitive advantages that the Flagstaff Region has in relation to comparator communities.

¹ Government of Alberta, Municipal Affairs, 2013 *Municipal Affairs Population List*, 2013.

² Statistics Canada, Alberta Labour Force Statistics May, 2015



FIGURE 1: FLAGSTAFF REGION COMPETITIVE POSITIONING



The strengths identified above can be used as part of a larger investment attraction marketing strategy or making a business case for local business retention and expansion. The competitive strengths also highlight the region's advantages in relation to the weaknesses of other communities and identifying areas that constitute key assets.



2 Local Competitive Advantages/Disadvantages

An integral component of Flagstaff's competitive assessment was to identify the region's competitive advantages and disadvantages relative to comparator communities in Alberta. This included a demographic profile review and an assessment of the regional workforce, economic, and business composition.

This information was then used in conjunction with an asset inventory assessment in the site selection matrix. The matrix provided a weighting of different sector specific investment factors that investors look for when deciding on a business location.

The following table highlights the key findings for the Flagstaff Region and is presented in more detail in Section 5 Competitive Benchmarking. This section provides an easy overview for reference purposes.

FIGURE 2: LOCAL COMPETITIVE ADVANTAGES AND DISADVANTAGES

Competitive Advantages	Competitive Disadvantages
<ul style="list-style-type: none">■ Skilled wages are comparatively lower by \$1,000 to \$7,000 depending on comparator areas■ Flagstaff has higher employment concentration rankings in Mining, Quarrying, Oil and Gas Extraction than comparator areas signaling labour pool advantage (excluding Lloydminster)■ Average wages competitive in Oil and Gas sector■ Ample campgrounds, open space, RV parks, and numerous heritage museums that celebrate its agricultural, mining, and oil industry history (e.g., Battle River Railway)■ Distinct housing cost advantage over major and larger urban centres■ 70 acres in assorted industrial and commercial lands available in the region, which provides an advantage to the area for companies consider location, or expansion■ Some industrial lands are competitively priced, and priced low representing distinct advantage over some comparator areas■ Supplier network contained in Flagstaff for Oil and Gas Processing, Support, and Related Industries	<ul style="list-style-type: none">■ Median age in the Flagstaff Region is 47.5 years of age, relatively higher than the surrounding comparator areas■ Flagstaff is facing a population decline of key younger demographics in the working age cohorts of 20 to 44 years of age■ No post-secondary institutions, campuses, education or training services in the region■ No housing cost advantage between neighbouring comparators■ Abundance of serviced and unserved industrial and commercial land in comparator areas■ MD of Provost has 672 acres available for expansion adjacent to Hardisty Energy Hub■ Potentially prohibitive serviced industrial land prices■ Higher levels of supporting industries in MD Provost and MD Wainwright for Oil and Gas■ Relatively disadvantaged by distance from provincial Highway 2 that intersects with Red Deer, and Edmonton■ Food processing labour costs higher in Camrose –Drumheller economic region than comparator regions



Competitive Advantages	Competitive Disadvantages
<ul style="list-style-type: none">■ Significant advantage in cost and availability of abundance in underground water■ Battle River Railway short line servicing local industry and agriculture by providing and innovative Composite Blending Program and more flexible storage and handling options■ Unskilled labour rates lower than MD Provost and Camrose County■ Flagstaff serviced by Highway 13 and 36 with direct linkages to Highway 2, and thereby the closest major urban centres and markets■ High levels of self-employment in fabrication, industrial and agricultural machinery manufacturing and servicing	<ul style="list-style-type: none">■ Unskilled labour rates significantly higher than Beaver County and MD Wainwright■ Primary offering for manufacturing expansion or relocation is only (relatively expensive) land, with few facility offerings



3 Environmental Scan

3.1 Flagstaff Workforce

To provide a different perspective to Flagstaff Region's labour force assessment an analysis of Statistics Canada's Canadian Business Patterns (CBP) was used. CBP data is a count of the number of active businesses locations by industry with nine business size ranges; including businesses with no employees to those with 500+. The data itself is compiled from the Business Register, which is a repository of information on the Canadian business location. To assess Flagstaff's labour force the minimum employment levels for each range were used to provide an estimate regarding the minimum levels of employment in each sector. For example, a business in the 5-9 employee range would only be counted as employing five people.

By combining the Canadian Business Pattern minimum employment estimation this enabled us to compare it with Flagstaff's labour force by sector according to the 2011 National Household Survey. This methodology was used due to the high global non-response rate for many of the towns and the rural county itself. The global non-response rate (GNR) is used as an indicator of data quality. This indicator combines complete non-response (household) and partial non-response (question) into a single rate. A smaller GNR indicates a lower risk of non-response bias and as a result, lower risk of inaccuracy. The threshold used for estimates' suppression is a GNR of 50% or more. The result of such a high GNR for the county means and many of the towns means the data should be interpreted with caution as it may not provide a completely accurate representation of the labour force.

According to the 2011 NHS, Flagstaff has a majority of the labour force involved with agriculture, oil and gas extraction, and retail trade. Flagstaff has a disproportionate share of its labour force employed in:

- agriculture (16.6%), followed by
- mining, quarrying, and oil and gas extraction (10.7%), and
- retail trade (8.8%).

There are a number of sectors that according to the NHS have zero levels of employment in other sectors such as information and cultural industries; real estate and rental and leasing; management of companies and enterprises; arts, entertainment, and recreation; and accommodation and food services.

In comparison when Flagstaff's workforce is assessed using the lowest estimate of employee levels through Canadian Business Patterns there is a shift in key sectors of employment.

There continues to be an emphasis on **agriculture** as significant sector of employment (**24.7%**), however, **construction (16.6%)**, and **retail trade (7.3%)** become the second and third largest areas of employment.

Outside of agriculture, sector-based employment becomes more diverse. According to CBP data there is some level of activity in every sector of the economy.



FIGURE 3: FLAGSTAFF REGION WORKFORCE BY INDUSTRY, 2011 AND 2014

Industry	% of Workforce	
	NHS 2011	CBP 2014
11 Agriculture, forestry, fishing and hunting	16.6%	24.7%
21 Mining, quarrying, and oil and gas extraction	10.7%	6.3%
22 Utilities	2.0%	0.9%
23 Construction	5.8%	16.6%
31-33 Manufacturing	1.0%	2.1%
41 Wholesale trade	1.8%	2.9%
44-45 Retail trade	8.8%	7.3%
48-49 Transportation and warehousing	3.5%	4.3%
51 Information and cultural industries	0.0%	0.5%
52 Finance and insurance	2.5%	2.9%
53 Real estate and rental and leasing	0.0%	5.6%
54 Professional, scientific and technical services	1.1%	3.4%
55 Management of companies and enterprises	0.0%	0.6%
56 Administrative and support, waste management and remediation services	1.8%	2.3%
61 Educational services	4.9%	0.0%
62 Health care and social assistance	8.5%	6.5%
71 Arts, entertainment and recreation	0.0%	1.3%
72 Accommodation and food services	0.0%	3.4%
81 Other services (except public administration)	4.1%	5.3%
91 Public administration	3.9%	3.1%

Source: Statistics Canada, National Household Survey, 2011 and Canadian Business Patterns, December, 2014. Custom data set by MDB.



In Figure 4 (below) Flagstaff's labour force was compared to four other communities to help identify regional strengths and weaknesses. Here we see that Flagstaff's workforce concentration in agriculture is significantly higher than Camrose, Lloydminster³, Edmonton, and Red Deer.

The Flagstaff Region also has a significant percentage of its workforce in the mining, quarrying, and oil and gas extraction sector (10.7%). Lloydminster was the only other competitor community to have a higher percentage of its workforce in that sector (17.4%).

Employment in the transportation and warehousing sector in Flagstaff Region, although lower than many competitor communities, points to the importance of the region in large trade networks such as the Eastern Alberta Trade Corridor and the potential export of goods from the area.

This is further supported by the workforce present in wholesale trade, which is closely linked to the transportation sector through supply chain logistics and services. As identified above, although moderately lower than the competitor areas, still illustrates a linkage that can be supported for growth opportunities supporting other local sectors.

³ To provide a more accurate and regional perspective of Lloydminster's economy both census subdivisions of Lloydminster, AB and Lloydminster, SK were combined.



FIGURE 4: WORKFORCE FOR FLAGSTAFF REGION AND COMPETITOR COMMUNITIES, 2011

Total Industry	Flagstaff ⁴	Camrose	Lloydminster	Edmonton	Red Deer
11 Agriculture, forestry, fishing and hunting	16.6%	29.5%	1.2%	0.2%	0.6%
21 Mining, quarrying, and oil and gas extraction	10.7%	3.0%	17.4%	2.0%	8.9%
22 Utilities	2.0%	0.9%	0.5%	1.0%	0.4%
23 Construction	5.8%	10.1%	8.4%	8.7%	8.8%
31-33 Manufacturing	1.0%	3.2%	4.7%	6.6%	7.6%
41 Wholesale trade	1.8%	3.6%	4.3%	4.8%	4.5%
44-45 Retail trade	8.8%	7.3%	14.8%	11.6%	13.5%
48-49 Transportation and warehousing	3.5%	4.3%	4.5%	4.6%	3.1%
51 Information and cultural industries	0.0%	0.6%	1.0%	2.0%	1.0%
52 Finance and insurance	2.5%	2.8%	4.0%	3.8%	3.3%
53 Real estate and rental and leasing	0.0%	1.9%	1.2%	2.0%	2.1%
54 Professional, scientific and technical services	1.1%	3.8%	5.8%	7.5%	5.1%
55 Management of companies and enterprises	0.0%	0.0%	0.2%	0.1%	0.1%
56 Administrative and support, waste management and remediation services	1.8%	3.0%	2.5%	3.6%	2.9%
61 Educational services	4.9%	5.7%	6.8%	8.0%	6.0%
62 Health care and social assistance	8.5%	9.0%	7.9%	11.5%	12.2%
71 Arts, entertainment and recreation	0.0%	1.5%	0.6%	1.8%	1.4%
72 Accommodation and food services	0.0%	2.0%	5.3%	6.8%	7.5%
81 Other services (except public administration)	4.1%	4.1%	6.7%	5.0%	5.6%
91 Public administration	3.9%	3.7%	2.2%	8.4%	5.3%

Source: Statistics Canada, National Household Survey, 2011.

⁴ Flagstaff's employment based on the 2011 National Household Survey to maintain consistency with other competitor communities.



3.2 Business Patterns Assessment

Statistics Canada's Canadian Business Patterns Data provides a record of business establishments by industry and size. This data is collected from the Canada Revenue Agency (CRA). The business data collected for Flagstaff includes all local businesses that meet at least one of the three following criteria:

- Have an employee workforce for which they submit payroll remittances to CRA; or
- Have a minimum of \$30,000 in annual sales revenue; or
- Are incorporated under a federal or provincial act and have filed a federal corporate income tax form within the past three years.

The Canadian Business Patterns Data records business counts by "Total", "Indeterminate" and "Subtotal" categories. The establishments in the "Indeterminate" category include the self-employed (i.e. those who do not maintain an employee payroll, but may have a workforce consisting of contracted workers, family members or business owners). It should be noted that the Canadian Business Patterns Data uses the CRA registrar as a primary resource in establishment counts; therefore, businesses without a business number or indicating annual sales less than \$30,000 are not included. The population of these small, unincorporated businesses is thought to be in the range of 600,000 in all of Canada.

3.2.1 Key Business Characteristics

In terms of concentration, the following sectors (identified in the figure below) exhibit the highest proportion of business establishments in Flagstaff as of December 2014:

- Agriculture, Forestry, Fishing and Hunting (904 businesses, 41.9% of total)
- Real Estate and Rental and Leasing (218 businesses, 10.1% of total)
- Construction (122 businesses, 5.7% of total)
- Transportation and Warehousing (113 businesses, 5.2% of total)

Notably, when the indeterminate category (owner-operated) is removed, agriculture remains the largest business sector, and Real Estate and Rental and Leasing is replaced with Other Services:

- Agriculture, Forestry, Fishing and Hunting (121 businesses, 19.8% of subtotal)
- Other Services (except Public Administration) (68 businesses, 11.1% of subtotal)
- Construction (57 businesses, 9.3% of subtotal)
- Transportation and Warehousing (55 businesses, 9.0% of subtotal)



FIGURE 5: FLAGSTAFF REGION BUSINESSES BY LOCATION AND SIZE, DECEMBER, 2014

Industry (NAICS)	December 2014								
	Total	Indeterminate	Subtotal	1- 4	5- 9	10-19	20-49	50-99	100+
Total Economic Snapshot	2047	1462	585	425	90	44	21	1	4
11 Agriculture, Forestry, Fishing and Hunting	904	783	121	105	12	3	1	0	0
21 Mining, Quarrying, and Oil and Gas Extraction	90	47	43	32	7	2	1	0	1
22 Utilities	8	4	4	1	2	0	1	0	0
23 Construction	122	65	57	46	8	2	0	0	1
31-33 Manufacturing	27	13	14	7	3	3	1	0	0
41 Wholesale Trade	35	20	15	8	2	2	3	0	0
44-45 Retail Trade	89	42	47	24	12	5	6	0	0
48-49 Transportation and Warehousing	113	58	55	42	11	2	0	0	0
51 Information and Cultural Industries	9	3	6	4	1	1	0	0	0
52 Finance and Insurance	43	26	17	5	7	5	0	0	0
53 Real Estate and Rental and Leasing	218	206	12	11	0	1	0	0	0
54 Professional, Scientific and Technical Services	92	53	39	33	4	1	1	0	0
55 Management of Companies and Enterprises	20	14	6	5	1	0	0	0	0
56 Administrative and Support, Waste Management and Remediation Services	48	32	16	11	2	2	1	0	0
61 Educational Services	2	1	1	1	0	0	0	0	0
62 Health Care and Social Assistance	36	14	22	14	1	2	3	1	1
71 Arts, Entertainment and Recreation	20	13	7	3	1	3	0	0	0
72 Accommodation and Food Services	42	14	28	15	8	3	2	0	0
81 Other Services (except Public Administration)	119	51	68	55	6	6	1	0	0
91 Public Administration	10	3	7	3	2	1	0	0	1

Source: Statistics Canada, Canadian Business Patterns December, 2014

Overall, business establishments in the Flagstaff Region are overwhelmingly characterized by small companies and enterprises that employ less than 10 people.

In 2014, excluding the businesses consisting of the self-employed – which themselves are small enterprises – there were 425 businesses, or 72.6% of the subtotal, that employ 1-4 people.

An additional 90 businesses, or 15.4% of the subtotal, employ 5-9 people. In comparison, Camrose had a similar business structure with 60.3% of the subtotal employ 1-4 people and 18.8% employ between 5-9 people. Lloydminster is comprised of businesses that employed 1-4 people accounted for 55.0% of the subtotal and 16.0% employed between 5-9 people.



Flagstaff has five businesses that employ more than 50 people and 21 employing 20-49 people. It should be noted that **Flagstaff has one utility system construction business that employs more than 500 people.** This is of interest because small, medium and large firms are generally believed to provide different economic functions within an economic region. The lack of mid-size and large businesses in Flagstaff is concerning as these firms are typically more export oriented and generate higher operating surpluses. This indicates that a large proportion of the economic activity within the region is serving the local economy rather than being exported and into larger national and international economies markets.

FIGURE 6 (below) provides a snapshot of the largest business categories at the most detailed level of analysis.

From this figure, it is evident that farming related activities, including, oilseed and grain farming, cattle ranching and farming, other animal production, and other crop farming account for a considerable number of businesses within the region.

Lessors of real estate are the third leading business category with 67 total firms and are largely engaged in the rental and leasing of real estate. It should be noted, that with the exception of two firms employing 1-4 people, the subsector is dominated by self-employment.

FIGURE 6: TOP LOCAL BUSINESSES BY TOTAL NUMBER AND EMPLOYMENT CATEGORY

NAICS	Industry	Total	Owner-Operated	Sub-total	1-4	5-9	10-19	20-49
1111	Oilseed and grain farming	423	343	80	70	9	1	0
5311	Lessors of real estate	191	184	7	6	0	1	0
1121	Cattle ranching and farming	174	163	11	10	1	0	0
1119	Other crop farming	134	130	4	4	0	0	0
1129	Other animal production	121	111	10	8	1	1	0
2131	Support activities for mining, and oil and gas extraction	79	39	40	32	6	2	0
4842	Specialized freight trucking	60	25	35	26	7	2	0
8113	Commercial and industrial machinery and equipment (except automotive and electronic) repair	46	12	34	29	1	3	1
4841	General freight trucking	41	26	15	13	2	0	0
5416	Management, scientific and technical consulting services	41	20	21	19	0	1	1
1151	Support activities for crop production	28	18	10	8	1	1	0



NAICS	Industry	Total	Owner-Operated	Sub-total	1-4	5-9	10-19	20-49
2382	Building equipment contractors	28	13	15	13	2	0	0
2389	Other specialty trade contractors	28	20	8	5	2	1	0
8111	Automotive repair and maintenance	25	13	12	7	4	1	0
2361	Residential building construction	24	9	15	13	2	0	0
5239	Other financial investment activities	24	22	2	2	0	0	0
7225	Full-service restaurants and limited-service eating places	23	7	16	8	5	2	1
5419	Other professional, scientific and technical services	20	13	7	6	1	0	0
5511	Management of companies and enterprises	20	14	6	5	1	0	0
5617	Services to buildings and dwellings	17	12	5	4	0	1	0
2371	Utility system construction*	13	3	10	7	1	1	0

Source: Statistics Canada, Canadian Business Patterns, December 2014

Outside of industries supporting the agricultural supply chain, when examining the subsectors further, the concentration of industry subsectors supporting the Oil and Gas, and Mining sector becomes more apparent. This is seen in more elevated levels of total business counts in support activities for mining, oil and gas extraction (79), specialized freight trucking (60), and management, scientific and technical consulting services (41) businesses.

As was illustrated in the previous section, there are high levels of self-employment in these categories, but, also evidence again of a very strong micro-business climate with most firms employing 1-4 employees,

This is also evident in general freight trucking and commercial and industrial machinery and equipment (except automotive and electronic) repair, which are likely to serve the mining, oil and gas, and agricultural sectors more equally.



3.3 Flagstaff and Competitor Communities

In Figure 7, the total numbers of business by sector in the Flagstaff Region have been compared to other communities in Alberta. Despite its more moderate business count of 2,155 comparatively, Flagstaff has a significant number of businesses in agriculture, forestry, fishing, and hunting (904). This is comparable to Camrose and higher than Lloydminster; despite having double the number of businesses. This serves to re-enforce the importance of agriculture to the region.

This regional strength has the opportunity to be leveraged to support the growth of other sectors of the economy such as agri-tourism and farming related commercial services.

Outside of the agriculture sector, real estate and rental and leasing also account for a significant number of businesses (218), representing for 10.1% of all businesses in the region.

As a percentage of businesses it is comparable to Red Deer and Lloydminster, where real estate and rental and leasing account for 14.9% and 11.8% of all businesses, respectively.

Flagstaff has 62 businesses in the arts, entertainment, and recreation and accommodation and food services sectors. Combined these sector represents a large proportion of the businesses engaged in the tourism sector and account for 2.9% of businesses in the region.



FIGURE 7: TOTAL NUMBER OF BUSINESSES BY SECTOR, 2014

Industry (NAICS)	Total Number of Businesses				
	Flagstaff	Lloydminster	Camrose	Edmonton	Red Deer
Total number of Businesses:	2,155	4,821	4,095	98,257	19,286
Unclassified	82	504	276	9,787	1,605
11 Agriculture, Forestry, Fishing and Hunting	904	321	974	675	1,627
21 Mining, Quarrying, and Oil and Gas Extraction	90	362	106	618	768
22 Utilities	8	6	6	50	12
23 Construction	122	554	446	11,225	2,457
31-33 Manufacturing	27	83	69	2,196	356
41 Wholesale Trade	35	120	102	2,894	470
44-45 Retail Trade	89	305	265	6,192	1,199
48-49 Transportation and Warehousing	113	383	150	5,996	769
51 Information and Cultural Industries	9	17	17	833	74
52 Finance and Insurance	43	164	133	4,932	810
53 Real Estate and Rental and Leasing	218	569	525	14,132	2,873
54 Professional, Scientific and Technical Services	92	393	282	12,678	2,022
55 Management of Companies and Enterprises	20	136	58	2,718	379
56 Administrative and Support, Waste Management and Remediation Services	48	172	118	4,061	682
61 Educational Services	2	26	21	970	156
62 Health Care and Social Assistance	36	214	144	7,138	919
71 Arts, Entertainment and Recreation	20	31	38	1,015	196
72 Accommodation and Food Services	42	98	85	3,008	462
81 Other Services (except Public Administration)	119	357	274	6,838	1,435
91 Public Administration	10	6	6	301	15

Source: Statistics Canada, Canadian Business Patterns, December 2014



3.3.1 Location Quotient Assessment

In order to determine the level and degree of industrial specialization that has developed in the Flagstaff Region, and thus the diversity of the regional economy, location quotients (LQs) have been calculated to measure the relative concentration of industry/business activity by major industry sector.

Location Quotients are a commonly used tool in local/regional economic analysis. They assess the concentration of economic activities within a smaller area relative to the overarching region in which it resides.

Understanding that the Flagstaff Region has experienced significant population decline of 5.7% from 8,803 in 2006 to 8,304⁵ in 2013 it is important to understand Flagstaff's regional economic strengths. This allows better identification of target employment areas (by industry) that can be pursued to assist in overcoming additional population decline. By playing to the economic strengths, and the occupations associated with the industry demand, you can more easily attract the necessary skilled talent to an area and further facilitate expansion in growth industries.

LQs have been calculated to compare the Flagstaff's business concentrations relative to the Province of Alberta, to provide an understanding of the areas in which the region possesses a competitive advantage over the rest of the province.

A location quotient greater than 1.25 for a given sector indicates a local concentration of economic activity as compared to the overarching region (either Alberta or any other region) and may be an indication of competitive advantage with respect to the attraction of that industry sector.

Location Quotients between 0.75 to 1.25 for a given sector suggest that the study area has the same concentration of economic activity as the overarching region.

Finally, a location quotient of less than 0.75 suggests that the community does not have a strong competitive advantage in that sector.

In theory, an industrial or business concentration that is greater than the overarching regional average may also represent the export base of the participating municipality (both in terms of products or services).

Businesses that make up this export base may have chosen to locate in the community due to certain local or regional competitive advantages. These competitive advantages can be used to attract additional investment, in the same or complimentary industries.

Flagstaff had high concentrations of businesses in a wide range of industries in 2014.

In total Flagstaff had 53 industries that had LQs higher than 1.60.

10 industries within the agriculture sector had LQs above 2.0 indicating a strong regional sector, which is supported by large percentage of the workforce as noted above.

⁵ Government of Alberta, 2013 Municipal Affairs Population List, 2013.



The agriculture sectors with the highest LQs were:

- 1111 Oilseed and grain farming (7.865)
- 1151 Support activities for crop production (5.47)
- 1122 Hog and pig farming (3.66)
- 1124 Sheep and goat farming (3.71)
- 1129 Other animal production (4.29)
- 1119 Other crop farming (4.59)
- 1142 Hunting and trapping (3.56)
- 1121 Cattle ranching and farming (3.39)
- 1152 Support activities for animal production (2.65)
- 1114 Greenhouse, nursery and floriculture production (2.03)

In addition to agriculture Flagstaff has 10 manufacturing industries that have high LQs:

- 3369 Other transportation equipment manufacturing (7.16)
- 3321 Forging and stamping (6.96)
- 3262 Rubber product manufacturing (6.58)
- 3312 Steel product manufacturing from purchased steel (3.93)
- 3111 Animal food manufacturing (5.18)
- 3333 Commercial and service industry machinery manufacturing (2.87)
- 3152 Cut and sew clothing manufacturing (2.36)
- 3331 Agricultural, construction and mining machinery manufacturing (2.34)
- 3118 Bakeries and tortilla manufacturing (2.32)
- 3273 Cement and concrete product manufacturing (2.19)

According to Statistics Canada Business Patterns data the Flagstaff Region had a total of 27 manufacturing businesses in 2014 and six identified business had zero employees.

Although this sector does not employ a significant portion of the labour force the significantly high location quotients in forging and stamping, rubber product manufacturing, and steel product manufacturing from purchased steel indicate that it may play an important role in the larger, export-orientated, regional economy.



FIGURE 8: TOTAL BUSINESS LQ FOR FLAGSTAFF AND COMPETITOR COMMUNITIES, 2014

Industry	Flagstaff	Lloydminster	Camrose	Edmonton	Red Deer
2122 Metal ore mining	15.22	0.00	0.00	0.67	3.40
4852 Interurban and rural bus transportation	8.40	0.00	0.00	1.29	1.30
4821 Rail transportation	8.12	0.00	1.06	1.42	1.05
2121 Coal mining	7.86	0.00	0.00	1.38	0.00
4872 Scenic and sightseeing transportation, water	7.86	0.00	0.00	0.69	1.70
1111 Oilseed and grain farming	7.63	0.95	3.77	0.09	0.81
6223 Specialty (except psychiatric and substance abuse) hospitals	7.61	0.00	0.00	1.17	0.00
2212 Natural gas distribution	7.16	0.00	2.26	0.25	0.32
3369 Other transportation equipment manufacturing	7.16	0.00	0.00	0.79	4.95
3321 Forging and stamping	6.96	0.00	0.00	0.61	0.00
9139 Other local, municipal and regional public administration	6.60	1.77	0.00	0.20	0.00
3262 Rubber product manufacturing	6.58	5.88	1.10	0.58	0.47
5174 Satellite telecommunications	5.94	0.00	0.00	1.17	1.01
4442 Lawn and garden equipment and supplies stores	5.73	1.28	1.52	0.94	1.55
1151 Support activities for crop production	5.47	0.96	2.47	0.12	1.03
4171 Farm, lawn and garden machinery and equipment merchant wholesalers	5.32	1.59	0.53	0.35	1.21
3111 Animal food manufacturing	5.18	1.16	4.09	0.68	1.45
4111 Farm product merchant wholesalers	4.75	0.91	1.65	0.36	1.11
1119 Other crop farming	4.59	0.72	2.92	0.08	1.04
4183 Agricultural supplies merchant wholesalers	4.34	0.97	0.00	0.27	1.08
1129 Other animal production	4.29	0.67	2.65	0.07	1.04
6233 Community care facilities for the elderly	4.25	1.43	1.50	1.42	0.64
8122 Funeral services	3.95	0.59	0.87	0.95	1.12
3312 Steel product manufacturing from purchased steel	3.93	0.00	0.00	1.29	0.00



Industry	Flagstaff	Lloydminster	Camrose	Edmonton	Red Deer
1124 Sheep and goat farming	3.71	0.00	7.81	0.03	0.83
1122 Hog and pig farming	3.66	0.00	2.41	0.04	2.15
2123 Non-metallic mineral mining and quarrying	3.56	0.00	2.50	0.60	0.53
1142 Hunting and trapping	3.56	0.79	0.00	0.39	1.39
7121 Heritage institutions	3.55	0.00	0.74	0.54	0.47
1121 Cattle ranching and farming	3.39	0.80	1.88	0.03	1.10
5331 Lessors of non-financial intangible assets (except copyrighted works)	2.91	0.87	1.01	0.87	1.87
3333 Commercial and service industry machinery manufacturing	2.87	0.00	2.03	1.13	1.30
1152 Support activities for animal production	2.65	0.79	1.86	0.27	1.15
6243 Vocational rehabilitation services	2.65	0.59	0.00	1.34	1.18
3152 Cut and sew clothing manufacturing	2.36	0.00	0.00	1.66	0.00
3331 Agricultural, construction and mining machinery manufacturing	2.34	2.30	1.12	1.09	1.19
3118 Bakeries and tortilla manufacturing	2.32	0.00	0.61	1.50	0.39
5323 General rental centres	2.30	1.03	0.35	0.71	0.75
2211 Electric power generation, transmission and distribution	2.22	0.66	1.17	0.44	0.50
3273 Cement and concrete product manufacturing	2.19	0.49	0.00	0.91	0.00
6221 General medical and surgical hospitals	2.16	0.96	0.00	0.80	1.23
4531 Florists	2.07	1.23	1.07	0.92	1.13
1114 Greenhouse, nursery and floriculture production	2.03	0.00	3.47	0.20	1.36
5221 Depository credit intermediation	2.03	1.01	0.00	1.06	0.00
7224 Drinking places (alcoholic beverages)	1.98	1.11	1.38	1.28	1.08
2131 Support activities for mining, and oil and gas extraction	1.98	3.29	1.13	0.26	1.75
4842 Specialized freight trucking	1.91	2.73	0.83	0.81	0.66
5191 Other information services	1.88	0.84	0.63	0.96	0.73
5629 Remediation and other waste management services	1.83	2.87	0.00	0.64	1.39



Industry	Flagstaff	Lloydminster	Camrose	Edmonton	Red Deer
7112 Spectator sports	1.80	0.80	0.32	0.92	0.97
7211 Traveller accommodation	1.75	1.17	1.41	0.70	1.27
8113 Commercial and industrial machinery and equipment (except automotive and electronic) repair	1.63	2.01	0.61	0.64	1.24
3116 Meat product manufacturing	1.60	0.00	1.69	0.60	1.25

Source: Statistics Canada, Canadian Business Patterns, 2014. Custom data set by Millier Dickinson Blais.



4 Site Selection Considerations

The following section assesses the various key location factors that influence company investment decisions. A site location matrix adopted from Austin Consulting (a leading American firm that provides site selection services for expanding businesses) provides weighting for investment factors and differentiates these factors as high, medium or low levels of importance.

This matrix was used to guide the discussion for industry-specific site selection considerations for the target sectors in the Flagstaff Region:

- Agriculture (particularly Value Added Agricultural Processing)
- Oil and Gas (particularly Supporting Industries and Related Sectors)
- Metal Fabrication (supporting both the Oil and Gas and Agricultural sectors)
- Tourism and Hospitality (including eco/agri-tourism and sector accommodation)

The full matrix is provided in the appendix for further consideration and use by Flagstaff County staff.

The tables below provide the top location factors that had the highest Category Weight assigned to them, and reflected the highest level of factor importance in decision making.

4.1.1 Oil and Gas Production, Support, and Related Industries

It is no surprise the importance of the Alberta Oil Sands and the Oil and Gas sector is to the national, provincial, and local economies. According to the Canadian Energy Research Institute (CERI), in 2013 56% (or 1.98 million barrels a day) of the Canadian oil and oil equivalent production (3.5 million barrels per day) was generated by oil sands. Further, that production is forecast to increase up to 3.7 million barrels a day by 2020.⁶ When looking out to 2038, this translates into an estimated \$3.865 billion in total GDP impacts from oil sands, and represents significant employment opportunities – roughly 121,500 Alberta workers are directly employed in the oil and gas sectors and approximately 1 in 16 jobs is related to the energy sector.⁷

More recently, due to plummeting oil prices in the second half of 2014, the Conference Board of Canada estimates that roughly 8,000 jobs will be shed in 2015 as oil revenues are expected to drop by \$43 billion.⁸ Additionally, low oil price projections of roughly US\$55/barrel are expected to have a significant impact on oil sands investments. Regardless, it is anticipated that oil production will continue to rise in 2015 due to pre-existing investments in capacity.⁹

Despite the turbulent environment described above, at a local level, the Flagstaff Region is still well positioned to benefit. This is particularly the case when considering the Hardisty Energy Hub. Demand for oil storage (a

⁶ Canadian Energy Research Institute, "Canadian Economic Impacts of New and Existing Oil Sands Development in Alberta (2014-2038)" (Calgary, AB: CERI, 2014).

⁷ Government of Alberta, "About Oil Sands – Facts and Statistics" Alberta: Official Website <<http://www.energy.alberta.ca/oilsands/791.asp>> accessed on 2015-05-19.

⁸ The Conference Board of Canada, "Canada's Oil Industry to Lose Money and Jobs in 2015", Conference Board of Canada News Release (Ottawa, ON: Official Website <http://www.conferenceboard.ca/press/newsrelease/15-03-25/canada_s_oil_industry_to_lose_money_and_jobs_in_2015.aspx> accessed on 2015-05-19.

⁹ Ibid.



boon for the tank farm), has spurred on capacity expansion by Gibson Energy, where the firm has announced in April that it will add 900,000 barrels of storage to existing operations.¹⁰

As such, the grouping of site selection factors below are representative of the production side, but also of the support and related industries side of the oil and gas sector. These factors represent areas of high levels of importance in the site location matrix contained in the appendix (below).

FIGURE 9: SITE LOCATION MATRIX SUMMARY

Labour Force Characteristics	<ul style="list-style-type: none"> Population (current and projected) Age profile Commuting patterns Income (average income, household income) Size of total labour force / participation rate Unemployment rate/ employment rate Availability of skilled workers Cost of skilled workers Competition for required skill sets Level of education Language skills Presence of Union (labour management relations) Workers compensation and employment insurance
Education & Training	<ul style="list-style-type: none"> Elementary school performance rankings Secondary school performance rankings Community colleges – availability and quality of programs Universities – availability and applicable programs Local employment and training services
Quality of Life	<ul style="list-style-type: none"> Health care facilities Emergency services Crime rate Recreation and cultural facilities Housing availability and cost
Property Availability and Cost	<ul style="list-style-type: none"> Commercial (office) building availability Commercial (office) land availability Cost of land/ lease rates Industrial Building Availability Serviced Industrial Land Availability (shovel ready sites)

¹⁰ Geoffrey Morgan, "Gibson Energy Inc plans to expand oil storage capacity as demand in Alberta soars," Financial Post, April 14, 2015 8:47 AM ET <http://business.financialpost.com/news/energy/gibson-energy-plans-to-expand-oil-storage-capacity-as-demand-in-alberta-soars?__lsa=a63c-e662> accessed on 2015-05-19.



Local Industry	<ul style="list-style-type: none">■ Presence of Supplier/Support Businesses■ Existing Research Base
Utilities	<ul style="list-style-type: none">■ Electricity (Capacity, Availability, Rate, Reliability)■ Waste Management / Hazardous Waste Carriers & Facilities■ Telecommunications (High Speed Internet, Cell Phone carriers)*
Transportation and Distribution	<ul style="list-style-type: none">■ Proximity to Current and Future Customer Markets■ Proximity to Suppliers/Raw Materials■ Proximity to Highways■ Proximity to Railways / Intermodal Facilities■ 3rd Party Trucking Availability



4.1.2 Value Added Agricultural Processing

Agriculture is the largest and most robust sector in the Flagstaff Region. *Strategic Pathways* identifies the pursuit of Region-based Value Added Agricultural opportunities as a key initiative under the “Prosperity Horizons” pillar for investment attraction.¹¹

Approximately 1 million acres of high quality farmland (75% cultivated) produces many commercial crops including wheat, canola, barley, peas, flax, and oats.¹² Furthermore, the area is home to major companies such as Viterra and Great Northern Grain, with excellent rail infrastructure and access. The area around Killam rests on a vast groundwater aquifer with multiple bulk water stations throughout the region.¹³ This is great for value added processing operations whose needs include availability and price of feedstock, access to commodity markets, inputs, transportation, and labour.¹⁴

The table below highlights that important location factors for agri-processing are related to water, sewer and electricity servicing capacity and availability, cost of industrial land and transportation networks and trucking availability.

FIGURE 10: SITE LOCATION MATRIX SUMMARY FOR VALUE ADD AGRICULTURAL PROCESSING

Labour Force Characteristics	<ul style="list-style-type: none"> Income Ethnicity profile Size of the total labour force/ participation rate Unemployment rate/ employment rate Availability of unskilled workers Cost of unskilled workers Presence of union (labour management relations)
Transportation / Distribution	<ul style="list-style-type: none"> Proximity to current and future customer markets Proximity to highways Third party trucking availability
Utilities	<ul style="list-style-type: none"> Electricity (capacity, availability, rate, reliability) Water (capacity, availability, rate, reliability) Sewer (capacity, availability, rate, reliability)
Property Availability and Cost	<ul style="list-style-type: none"> Serviced industrial land availability (shovel ready sites) Cost of Land / Lease Rates

¹¹ Flagstaff County, “Flagstaff County Our Common Wealth: Economic Development Strategic Pathways (2015-2018),” January 2015, p. 10

¹² Battle River Alliance for Economic Development, “Invest in Flagstaff County,” p.2

¹³ Town of Killam, “Welcome to Killam”, Official Website: <http://www.town.killam.ab.ca/> accessed on 2015-05-20.

¹⁴ Don Hofstrand, “location, location, location: value-added processing / manufacturing,” Agricultural Marketing Resource Centre, Official Website (revised July 2008) accessed on 2015-05-19 <http://www.agmrc.org/business_development/starting_a_business/creating_a_business/articles/location-location-location-value-added-processing-manufacturing/#>.



4.1.3 Fabricated Metal Products Manufacturing

FIGURE 11: SITE LOCATION MATRIX SUMMARY FOR FABRICATED METAL PRODUCTS MANUFACTURING

Labour Force Characteristics	<ul style="list-style-type: none"> ■ Size of total labour force / Participation rate ■ Unemployment Rate / Employment Rate ■ Availability of Skilled Workers ■ Cost of Skilled Workers ■ Competition for Required Skill Sets ■ Level of Education ■ Turnover / Absenteeism ■ Presence of Union (labour management relations) ■ Workers compensation and employment insurance
Transportation / Distribution	<ul style="list-style-type: none"> ■ Proximity to current and future customer markets ■ Proximity to highways ■ Third party trucking availability ■ 3rd Party Warehousing Availability ■ Proximity to Railways / Intermodal Facilities
Utilities	<ul style="list-style-type: none"> ■ Electricity (capacity, availability, rate, reliability) ■ Water (capacity, availability, rate, reliability) ■ Sewer (capacity, availability, rate, reliability)
Property Availability and Cost	<ul style="list-style-type: none"> ■ Serviced industrial land availability (shovel ready sites) ■ Cost of Land / Lease Rates
Education and Training	<ul style="list-style-type: none"> ■ Community Colleges - Availability and Quality of Programs ■ Technical/Vocational Colleges - Availability and Quality of Programs ■ Local Employment and Training Services
Incentives / Business Support Programs	<ul style="list-style-type: none"> ■ Business Financing (Long term financing, etc.) ■ Provincial and Local Incentive Programs (tax exemptions, grants, etc.) ■ Provincial and Local Business Development Programs ■ International Resources / Government Services



4.1.4 Tourism and Hospitality Services

Branded as the “Community of communities” the Flagstaff Region offers ten villages and small towns that are located within the County itself. From an attraction perspective, the area offers six heritage-based museums rooted in the agricultural and mining sector, four golf courses, campgrounds and RV parks, including Fish Lake and the Diplomat Trout Pond for family fishing, and other outdoor recreation amenities.¹⁵

Increased investment and ongoing growth associated with the oil and gas industry, especially in the Hardisty Energy Hub, has been a driver for hospitality and accommodation services. The area boasts roughly 14 hotels and motels of sizes ranging from 8 to 40 plus rooms¹⁶, with new hotels recently developed to support growth associated with the energy sector.

The table below includes important locations factors for the hospitality and tourism sector. These are related to available commercial properties, transportation connections, and quality of life features.

FIGURE 12: SITE LOCATION MATRIX FOR TOURISM AND HOSPITALITY SERVICES

Labour Force Characteristics	<ul style="list-style-type: none"> Population (Current Counts, Future Projections) Age Profile Income (Average Income, Household Income) Ethnicity Profile Availability of Unskilled Workers Cost of Unskilled Workers
Property Availability and Cost	<ul style="list-style-type: none"> Commercial building availability Commercial land availability Cost of land and lease rates
Transportation / Distribution	<ul style="list-style-type: none"> Proximity to Current/Future Customers Proximity to Highways Proximity to Airports
Quality of Life	<ul style="list-style-type: none"> Health care facilities Emergency services Crime rate Recreational and cultural facilities

¹⁵ Go East of Edmonton Regional Tourism Organization, Official Website, “Flagstaff County” <<http://www.townlife.com/38/businesses/10160/340/Flagstaff-County>> accessed on 2015-05-18.

¹⁶ Flagstaff County, “Business Directory – Accommodations” Official Website: <<http://www.flagstaff.ab.ca/businesses/business-directory/accommodations>> accessed on 2015-05-18.



These industry-specific site selection considerations provide the framework to benchmark the Flagstaff Region against the following competing communities for new business investment:

- Beaver County
- MD of Provost
- MD of Wainwright
- Camrose County
- City of Lloydminster
- Red Deer County
- City of Edmonton¹⁷

¹⁷ These competitor communities were identified through the background research by Millier Dickinson Blais and in consultation with Flagstaff County economic development staff.



5 Competitive Benchmarking

Millier Dickinson Blais performed a comparative analysis of the various investment and location factors for each target industry against the competitor communities identified above.

The sources of data are as follows:

- Labour force characteristics were sourced from Statistics Canada's Census Profiles and most recent labour force information, and Service Canada
- Quality of life characteristics were sourced from Statistics Canada's Census profiles for average dwelling and household income values and municipal websites
- Utilities characteristics were sourced from the Alberta Utilities Commission
- Property availability and cost characteristics were sourced from municipal websites, ICX, and various local real estate sources
- Education and training facilities were sourced from institutional websites¹⁸

The following sections contain tables highlighting the key benchmark indicators for the Flagstaff Region by target industry.

5.1.1 Oil and Gas Production, Support, and Related Industries

Labour Force Characteristics

The median age in the Flagstaff Region is 47.5 years of age, relatively higher than the surrounding comparator areas, with MD of Provost being as low as 39.6 years of age. Further, Flagstaff is facing a population decline of key younger demographics in the working age cohorts of 20 to 44 years of age. Coupled with an aging population, this stands as a significant competitive disadvantage that County staff are aware of, and is captured in the Economic Development Strategic Pathways report as a key strategic objective to correct.

That said, average wages are relatively in line with the neighbouring competitor areas, with the exception of the MD of Wainwright posting almost \$2,000 higher in annual wages. This does not represent a significant advantage, or disadvantage. Further, when considering the labour catchment area could extend as broad as the economic region of Camrose – Drumheller, wage ranges are slightly more competitive than Edmonton, Red Deer, and Calgary economic areas. However, some cost advantage can be seen in skilled wages that are comparatively lower by \$1,000 to \$7,000 depending on comparator areas.

When considering employment concentrations, Flagstaff ranks higher at 10.7% total employment in Mining, quarrying, and oil and gas extraction; rivaled only by Lloydminster at 17.4% indicated a competitive advantage as far as labour pool is concerned. Although median wages for the economic region are in line with other neighbouring regions at roughly \$36/hour for oil and gas well drillers, servicers, testers and related workers.¹⁹

¹⁸ Location of education and training facilities were sourced from: < <http://humanservices.alberta.ca/services-near-you/2929.html>>; < <https://www.augustana.ualberta.ca/>>; < <https://www.norquest.ca/home.aspx>>; < <https://concordia.ab.ca/>>; < <http://www.kingsu.ca/>>; < <http://www.macewan.ca/wcm/index.htm>>; < <http://rdc.ab.ca/>>; < <http://www.lakelandcollege.ca/>>

¹⁹ Government of Canada, "Job Bank – Explore Careers: Wage Report" Official Website: <http://www.jobbank.gc.ca/LMI_report_bynoc.do?noc=8232&reportOption=wage> Accessed on 2015-05-21.



Education and Training

There are no post-secondary institutions in the Flagstaff Region, Beaver County, or the MD of Provost indicating the offering is neutral from a competitive advantage perspective. The Flagstaff Community Adult Learning Centre does provide over 75 courses, some of which can provide employable skills. Further, the MD of Wainwright no longer has a Portage College campus. There is, however, access to post-secondary education through the Augustana Campus in Camrose, and from a further distance through Red Deer and Lloydminster. In addition, the City of Edmonton is the centre for post-secondary education in the Edmonton Region. All of which are within a 2 hour commute time. Overall, this does not place Flagstaff at any relative disadvantage over adjacent competitor areas, with the exception of Camrose being only 1 hour away and positioned closer to Edmonton.

Quality of Life

Although quality of life is subjective in nature, for the purpose of this analysis Flagstaff's quality of life is measured by the high number of health care centres relative to the comparator jurisdictions.

As highlighted in the previous section, it is also provided through the ample availability of campgrounds, open space, RV parks, and numerous heritage museums that celebrate its agricultural, mining, and oil industry history. This is also reflected in the Friends of the Battle River Railway offering theme-based passenger rides along the historic railway, and the Battle River Crossing Resort.

There are also four golf courses and additional recreational facilities in a number of the larger towns. Housing costs vary between \$165,000 and \$325,000; which are relatively in line with the adjacent comparator areas providing no heightened advantage. However, compared to larger urban centres there is a distinct cost advantage.

Property Availability and Cost

According to available sources, research, and communications with local real estate professionals, the Flagstaff Region has roughly 34 acres of mixed use commercial and industrial lands available in 18 lots that are planned for servicing in 2015. The average cost of these lands ranges from \$140,000 to \$190,000 (according to direct interview communications with the development firm/land owner).

Although the availability of (potentially serviced) land is of relative advantage, Beaver County, and the MD of Provost have large tracts of available unserviced industrial lands. These are 373 acres and 672 acres respectively, and have significantly more competitive land prices (even considering a lack of servicing) ranging from \$50,000 - \$58,805 in Beaver County and as low as \$6,188 / acre in Provost. In particular, the lands available in the MD of Provost represent a competitive disadvantage to Flagstaff given that they are relatively adjacent to Hardisty and actively marketed as Energy Hub expansion lands. With a significant price differential.

Flagstaff is competitively positioned with MD of Wainwright, with serviced lands listing slightly higher at \$186,000 to \$205,000, although this is limited to 6 acres compared to 34 in Flagstaff – representing a competitive advantage.

Additionally, there are 15.7 acres of a mixture of public and privately owned industrial lots available in Forestburg that are very competitively priced at \$25,000 an acre. However, the current level of servicing is undisclosed. Further, the Town of Killam also has a privately owned 21.78 acres of industrial lands with



buildings (previous Killam Livestock Inc.) priced at \$10,055 an acre. This represents a competitive advantage for the Flagstaff Region.

Overall, when compared to Camrose, Flagstaff is at a price disadvantage in general for serviced industrial land. Further, there is 149 acres of serviced industrial development land available for \$46,644 / acre (that is identified for commercial and mixed use, and general urban zoning. This is a competitive disadvantage for the Flagstaff Region.

Local Industry

The presence of suppliers and a business support base is an important consideration for site location. Flagstaff has over 100 general and specialized freight trucking businesses (41 and 60 respectively) and relatively high levels of Management, Scientific, and Consulting Services (41 firms) and Commercial and Industrial Machinery and Equipment Repair companies (46). Along with 79 companies in Support Activities for Mining, and Oil and Gas Extraction, this illustrates that Flagstaff has a local industry support network for new companies considering location, or existing expansion.²⁰

When comparing Flagstaff to its neighbouring competitor areas, such as MD Provost and MD of Wainwright, there are relative disadvantages given the higher levels of supporting industries in the communities – with the exception of actual Support Activities for Mining, and Oil and Gas Extraction. What this does indicate is a closely interconnected supply chain around the Flagstaff Region, which can be leveraged. Although, consideration should be given to how Flagstaff can differentiate itself and make it more attractive to firms looking to locate in the general area, where municipal and county boundaries are not a general consideration.

Utilities

In general, there is no competitive advantage, or disadvantage for electricity rates as they are provincially regulated and the same across adjacent and near comparator areas that are serviced by the same distribution carrier (EPCOR). The rates are also in-line with rates provide by other local distribution carriers in the large urban centres of Edmonton, Red Deer, and Lloydminster, with minimal variations. The Towns of Killam and Sedgewick together operate a natural gas service, the Sedgewick Killam Natural Gas System; thereby providing residents and businesses in the community with competitive natural gas rates. Natural gas is also provided by Direct Energy across all jurisdictions and also presents no advantage.

However, where Flagstaff does hold significant potential opportunity is in the cost and availability of water. Although rates vary across providers, the Flagstaff Region is geographically positioned on a vast groundwater aquifer (as mentioned above) with opportunities for large water users to draw direct from ground sources. This represents a significant competitive advantage over competitor areas.

Transportation and Distribution

From a road transportation perspective, the Flagstaff Region and its immediate competitor communities (those adjacent to it) are all relatively disadvantaged by their distance from provincial Highway 2 (Queen Elizabeth II Highway) that intersects with Red Deer, and Edmonton. Flagstaff is advantaged in that the majority of urban towns, including Hardisty are located along Highway 13, which travels into Camrose and connects to Edmonton through Highway 2. Flagstaff is also intersected by Highway 36, a hi-load corridor that is part of the Eastern Alberta Trade Corridor, through Killam, that connects Fort McMurray to the US border

20 Statistics Canada, Canadian Business Patterns December 2014 (note, Flagstaff County figures include County and the 10 municipalities within the County geography).



and a large corridor that extends to Mexico. Any competitive advantage that may exist is in the relative, closer proximity to Edmonton from Flagstaff compared to the MD of Wainwright and MD of Provost, although Provost is also located along Highway 13, and abuts the Hardisty Energy Hub.

Labour Force Characteristics²¹

	Flagstaff Region	Beaver County	MD of Provost	MD of Wainwright	Camrose County
<i>Median Age</i>	47.5	45.8	39.6	40.0	42.5
<i>Average Wages</i>	\$48,822	\$47,036	\$46,003	\$50,964	\$43,225
<i>Total Labour Force</i>	4,950	7,600	3,590	8,110	29,345
<i>Unskilled Labour & Wages</i>	1,430 - \$36,284	1,955 - \$30,526	960 - \$46,003	1,800 - \$26,779	7,485 - \$25,843
<i>Skilled Labour & Wages</i>	2,655 - \$50,002	3,480 - \$50,848	1,545 - \$56,225	3,855 - \$58,927	13,520 - \$51,278

Labour Force Characteristics²²

	Red Deer	Lloydminster	Edmonton
<i>Median Age</i>	40.5	31.2	36.0
<i>Average Wages</i>	\$44,462	\$53,470	\$48,753
<i>Total Labour Force</i>	105,785	21,215	660,815
<i>Unskilled Labour & Wages</i>	23,305 - \$32,626	4,800 - \$52,823	115,630 - \$30,822
<i>Skilled Labour & Wages</i>	53,045 - \$51,313	10,565 - \$56,898	372,220 - \$57,247

Education & Training

	Flagstaff Region	Beaver County	MD of Provost	MD of Wainwright	Camrose County
<i>Primary & Secondary Schools</i>	<ul style="list-style-type: none"> All counties and the town of Provost have access to local primary and secondary education facilities. 				
<i>Post-Secondary Schools</i>	Although there are no post-secondary institutions located in the immediate vicinity there are college and university campuses located nearby.				<ul style="list-style-type: none"> The Augustana Campus University of Alberta

21 Labour Force Characteristics are based on the following customized data sources provided by Millier Dickinson Blais: Statistics Canada 99-014-X2011044, 99-014-X2011042, and Census Profile, 2011. Unskilled labour is defined by the workforce with no certificate, diploma or degree and skilled labour has been defined by the workforce with a postsecondary certificate, diploma or degree.

22 Labour Force Characteristics are based on the following customized data sources provided by Millier Dickinson Blais: Statistics Canada 99-014-X2011044, 99-014-X2011042, and Census Profile, 2011. Unskilled labour is defined by the workforce with no certificate, diploma or degree and skilled labour has been defined by the workforce with a postsecondary certificate, diploma or degree.



Education & Training

	Flagstaff Region	Beaver County	MD of Provost	MD of Wainwright	Camrose County
<i>Additional Training</i>	<ul style="list-style-type: none"> Adult education services are provided in each county with additional training supports provided in the neighbouring communities of Wainwright and Camrose. 			<ul style="list-style-type: none"> Alberta Works centres are located in both Wainwright and Camrose providing career consulting, training services for adults and apprenticeship. 	

Education & Training

	Red Deer	Lloydminster	Edmonton
<i>Primary & Secondary Schools</i>	<ul style="list-style-type: none"> All cities have adequate access to local primary and secondary education facilities. 		
<i>Post-Secondary Schools</i>	<ul style="list-style-type: none"> Red Deer College 	<ul style="list-style-type: none"> Lakeland College 	<ul style="list-style-type: none"> University of Alberta The Northern Alberta Institute of Technology NorQuest College Concordia University College of Alberta The King's University MacEwan University
<i>Additional Training</i>	<ul style="list-style-type: none"> Alberta Works centres provide career consulting, training services for adults and apprenticeship. 		



Quality of Life

	Flagstaff Region	Beaver County	MD of Provost	MD of Wainwright	Camrose County
<i>Health Care Facilities²³</i>	■ Killam Health Care Centre	■ Viking Health Centre	■ Provost Health Centre	■ Wainwright Health Centre	■ St. Mary's Hospital
	■ Daysland Health Centre	■ Tofield Health Centre	■ Provost Provincial Building		
	■ Hardisty Health Centre				
<i>Recreational & Cultural Facilities</i>	Access to recreational facilities in Sedgewick and Killam including four golf courses and six museums across the region.	Recreational facilities include the Viking Carena Ryley Community Centre	Recreational and culture centre located in town	Peace Memorial Multiplex and Communiplex	Miquelon Lake Provincial Park and Camrose County Nature Conservation Centre as well as a recreational centre with regulation size ice surface
<i>Housing Cost (2011)²⁴</i>	\$165,133-\$324,461	\$121,938-\$333,059	\$137,278-287,996	\$168,022-\$321,954	\$204,082-\$360,344

23 Alberta Health Services, Data, Statistics, and Reporting, <http://www.albertahealthservices.ca/211.asp>

24 Statistics Canada, National Household Survey, 2011. Customized data provided by Millier Dickinson Blais.



Quality of Life

	Red Deer	Lloydminster	Edmonton
<i>Health Care Facilities</i> ²⁵	<ul style="list-style-type: none"> Red Deer Regional Hospital Centre 	<ul style="list-style-type: none"> Lloydminster Hospital 	<ul style="list-style-type: none"> Royal Alexandra Hospital Glenrose Hospital University of Alberta Hospital Stollery Children's Hospital Cross Cancer Institute Misericordia Community Hospital Grey Nuns Community Hospital
<i>Recreational & Cultural Facilities</i>	Access to a network of recreational and aquatic centres, art galleries, and museums	Access to Servus Sports Centre, an all seasons park, recreational centre, golf and curling centre	Recreation and cultural attractions that can draw people to the region including golf courses, skate parks, playgrounds, and parks.
<i>Average Housing Cost (2011)</i> ²⁶	\$198,410-\$431,344	\$327,608	\$379,968

²⁵ Alberta Health Services, Data, Statistics, and Reporting, <http://www.albertahealthservices.ca/211.asp>.

²⁶ Statistics Canada, National Household Survey, 2011. Customized data provided by Millier Dickinson Blais.



Property Availability and Cost²⁷

	Flagstaff Region	Beaver County	MD of Provost	MD of Wainwright	Camrose County
<i>Commercial Lands/ Businesses - Acreage/Ave. (\$)</i>	<p>A number of commercial properties and businesses for sale ranging from \$180,000 for a bottle depot to \$1.79 million for a truck and car wash business.</p> <p>14.5 acres of a variety of sized parcels and serviced commercial lots available throughout the region starting at \$13,041 and costing up to \$78,171/acre</p>	<p>Existing commercial lots and businesses for sale ranging from \$20,000 for unserviced lots to \$179,000 for an existing business.</p>	<p>640 acres of Mixed grain farm lands (agricultural) at \$3,828 per acre.</p>	<p>Vacant commercial space (buildings) for purchase and lease.</p>	<p>A number of commercial properties available ranging from \$55,000 to \$1.2 million</p> <p>Approximately 46.21 acres of commercial lots available ranging from \$25,404 to \$385,444 per acre.</p> <p>116 acres of farmland (agricultural) at \$3,405 per acre.</p>

²⁷ Property availability and cost were determined through an assessment of identified properties currently on the market through a number of different realtors. Additional information was sourced from: <<http://www.braedalberta.ca/our-region/regional-information/real-estate/>>; <<http://www.beaver.ab.ca/business/business-parks>>; municipal governments; and The City of Edmonton's Industrial Land Capacity Profile <http://www.edmonton.ca/business_economy/industrial_development/industrial-land-capacity.asp>.



Property Availability and Cost²⁷

	Flagstaff Region	Beaver County	MD of Provost	MD of Wainwright	Camrose County
<i>Industrial Lands - Acreage/Ave. (\$)</i>	<p>34.2 acres of mixed use commercial and industrial lands slated to be serviced in 2015.</p> <p>Approximately 18 privately owned lots in Hardisty ranging from \$140,000-\$190,000 / acre²⁸</p> <p>15.7 acres public industrial lots (4 lots) available in Forestburg approximately \$25,000 / acre (servicing unknown)</p> <p>21.78 acres of industrial land with buildings available in Killam at \$10,055 per acre.</p>	<p>373 acres of unserviced lands ranging from \$50,000-\$58,805 per acre</p>	<p>672.2 acres of unserviced industrial lands at \$6,188 per acre located near Hardisty.</p>	<p>6.36 acres of serviced industrial lands ranging \$186,000 to \$205,000 per acre. 32 acres of vacant industrial lands ranging in price from \$6,813 to \$15,688 per acre.</p>	<p>Approximately 15.8 acres of serviced industrial available at \$95,000-99,000 per acre</p> <p>148 acres of prime, serviced industrial/commercial development lands available at \$46,664 / acre.</p>
<i>Availability of Existing Industrial Space</i>	Existing industrial space available starting at \$16.00 sq./ft./ (see car truck wash above)	N/A	N/A	N/A	N/A

28 Value range based on MDB phone interview with Battlevue Development Ltd. regarding local land values.



Property Availability and Cost²⁹

	Red Deer	Lloydminster	Edmonton
<i>Commercial Lands/Businesses - Acreage/Ave. (\$)</i>	Queens Park development 4.8 acres at \$450,000 and 23 acres of commercial at \$75,000. Existing businesses available for sale starting at \$49,900. 108 acres of farmland (agriculture) at \$3,643 per acre.	Existing commercial space available starting at \$9.50 sq./ft. A number of businesses available for sale ranging from \$69,900 to \$688,000 for an established dry cleaning business.	A number of commercial properties and business are for sale starting at \$26,900 for a hair salon, \$500,000 for established restaurants, to \$4 million for hotels and resorts
<i>Industrial Lands - Acreage/Ave. (\$)</i>	226 acres of unserviced lands ranging from \$17,450-\$44,000 per acre.	City of Lloydminster - All lots are currently sold out.	4,235 acres of vacant industrial lands available for development
<i>Availability of Existing Industrial Space</i>	149 acres of serviced industrial lands ranging from \$261,000 to \$450,000 per acre. Existing industrial space starting at \$14.00 sq./ft.	N/A	3.98 acres of serviced industrial lands available at \$761,809 per acre.

²⁹ Property availability and cost were determined through an assessment of identified properties currently on the market through a number of different realtors. Additional information was sourced from: <<http://www.braedalberta.ca/our-region/regional-information/real-estate/>>; <<http://www.beaver.ab.ca/business/business-parks>>; municipal governments; and The City of Edmonton's Industrial Land Capacity Profile <http://www.edmonton.ca/business_economy/industrial_development/industrial-land-capacity.aspx>.



Utilities³⁰

	Flagstaff Region	Beaver County	MD of Provost	MD of Wainwright	Camrose County
<i>Electricity</i>	<ul style="list-style-type: none"> Electricity for the area is provided by EPCOR. As of May 2015, current electricity rates for small commercial businesses were 4.287¢ Kwh. 				
<i>Water</i>	<ul style="list-style-type: none"> Water rates are dependent on location of businesses. Rural areas of the municipal districts are largely dependent on well water, whereas smaller municipalities may or may not provide water as a utility. 				
<i>Natural Gas</i>	<ul style="list-style-type: none"> For commercial gas pricing companies are encouraged to contact their local service providers directly due to the variability in rates. General service provided by Direct Energy is currently 2.186 \$/GJ. 				

Utilities³¹

	Red Deer	Lloydminster	Edmonton
<i>Electricity</i>	<ul style="list-style-type: none"> Electricity for the area is provided by Enmax. As of May 2015, current electricity rates for small commercial businesses were 4.591¢. 	<ul style="list-style-type: none"> Electricity for the area is provided by Direct Energy. As of May 2015, current electricity rates for small commercial businesses were 4.523¢. 	<ul style="list-style-type: none"> Electricity for the area is provided by EPCOR. As of May 2015, current electricity rates for small commercial businesses were 4.337¢.
<i>Water</i>	<ul style="list-style-type: none"> Water rates vary based on urban communities and rural areas. In urban communities rates are based on meter size and meter area. It is therefore advisable for companies to contact the provider. 		
<i>Natural Gas</i>	<ul style="list-style-type: none"> For commercial gas pricing companies are encouraged to contact the local provider directly due to the variability in rates. General service provided by Direct Energy is currently 2.186 \$/GJ. 		

30 Utility rates were determined by accessing: <<http://www.ucahelps.alberta.ca/regulated-rates.aspx>>, <<http://www.epcor.com/power-natural-gas/regulated-rate-option/commercial-customers/Pages/commercial-rates.aspx>>, <<http://www.reddeer.ca/city-services/electric-light-and-power/getting-electricity/regulated-rate-option/>>, <<http://www.directenergyregulatedservices.com/ELE/Electricity-Rates.aspx>>, and <<http://www.directenergyregulatedservices.com/GAS/Current-Natural-Gas-Rates.aspx>>

31 Utility rates were determined by accessing: <<http://www.ucahelps.alberta.ca/regulated-rates.aspx>>, <<http://www.epcor.com/power-natural-gas/regulated-rate-option/commercial-customers/Pages/commercial-rates.aspx>>, <<http://www.reddeer.ca/city-services/electric-light-and-power/getting-electricity/regulated-rate-option/>>, <<http://www.directenergyregulatedservices.com/ELE/Electricity-Rates.aspx>>, and <<http://www.directenergyregulatedservices.com/GAS/Current-Natural-Gas-Rates.aspx>>



Transportation Access³²

	Flagstaff Region	Beaver County	MD of Provost	MD of Wainwright	Camrose County
<i>Road</i>	Accessed by Hwy 36, Hwy 13, and Hwy 53	Access to Hwy 36, Hwy 14, and Hwy 834	Access to Hwy 13 (via Hwy 41)	Access to Hwy 14 and Hwy 41	Access to Hwy 13 and Hwy 21
<i>Rail</i>	Serviced by CP Rail (spur trackage available) and Battle River Railway Short line	Serviced by CN Rail	Serviced by CP rail with spur trackage available	Serviced by CN Rail with spur trackage available	
<i>Air</i>	Access to the Flagstaff Regional Airport; Forestburg Airport and the Hardisty Airport.	Access to Tofield Municipal Airport	Access to Provost Airport	Access to Wainwright Municipal Airport	Access to Camrose Airport

Transportation Access

	Red Deer	Lloydminster	Edmonton
<i>Road</i>	Access to QEII and Hwy 11, Hwy 12, and Hwy 9.	Accessed by Hwy 16 & 17	Hwy 216, QEII, and Hwy 16
<i>Rail</i>	Serviced by both CN and CP Rail to three industrial parks	Serviced by CN & CP Rail with spur trackage available	Serviced by CN and CP Rail spur tracking is available and access to intermodal services for both railways
<i>Air</i>	Access to Red Deer Regional Airport	Access to Lloydminster International Airport	Access to Edmonton International Airport

³² Transportation access and infrastructure was sourced from a variety of sources including: < <http://rdcounty.ca/248/Economic-Development>>; <http://www.lloydminstereconomy.ca/news/media-release-community-profile>>; < <http://albertacommunityprofiles.com/>>.



5.1.2 Value Added Agricultural Processing

Labour Force Characteristics

Industry specific wage and earnings data is difficult to obtain for the Flagstaff Region and its partner municipalities (along with many of the rural comparator areas) with information and data largely suppressed due to significantly high global non-response rates in the National Household Survey. That said, for the Camrose – Drumheller economic region, Labourers in Food, Beverage and Tobacco Processing have median wages of \$16.50 / hr according to the Government of Canada Job Bank. These wages are slightly higher than the Red Deer economic region, which may place the area at a competitive disadvantage from a labour cost perspective.

Overall, unskilled labour from a total wages perspective is lower than MD of Provost and Camrose, indicating a competitive advantage over these areas. However, compared to Beaver County and the MD of Wainwright, Flagstaff unskilled labour rates are far above, ranging from roughly \$6,000 to \$9,000 more in annual wages, representing a competitive disadvantage. Compared to larger urban centres (Red Deer, Lloydminster, and Edmonton), Flagstaff has is competitive with labour costs signifying no real advantage.

Availability of labour may also be a challenge that the Flagstaff Region will contend with (along with its neighbouring comparator areas), and presents a relative competitive disadvantage in relation to larger urban comparators such as Lloydminster, Camrose, and Red Deer for value added agricultural opportunities.

Transportation and Distribution

The Flagstaff Region has a significant competitive advantage over its competitor areas contained in the Battle River Railway short line. This innovative co-operatively owned railway dedicated to servicing the local agricultural sector and grain producers positions the Flagstaff Region as a leader in the area. Headquartered in Forestburg, the railway provides facilities along a direct line from Alliance to Camrose that supports commodity shipments. The innovative Composite Blending Program provides increased loading and handling solutions and value to the grain industry and agricultural supply chain.

From a road transportation perspective, despite the relative disadvantage in distance from Highway 2 and the urban centres, Flagstaff is serviced by Highways 13 and 36 with direct linkages to Highway 2, and thereby the closest major urban centres and markets. However, many competitors share the local access routes.

Utilities

As identified above, one of the greatest competitive advantages that the Flagstaff Region has over other neighbouring comparator communities and those within the broader Camrose – Drumheller economic region is the availability of fresh underground water. This is a key resource for agri-food operations; value added agricultural processing and food processing operations that have heavy water capacity requirements.

As mentioned above, electric rates are generally similar, and gas rates are the same across comparator jurisdictions, there is no competitive advantage in this factor.

Property Availability and Cost

As was identified above, there is roughly 70 acres in assorted industrial and commercial lands available in the Flagstaff Region, which provides an advantage to the area for companies consider location, or expansion. Further, the lots in Forestburg are particularly competitive given that lots are roughly \$25,000 / acre (level of servicing undisclosed). However, when compared against comparators such as the MD of Provost with unserviced industrial lots as low as \$6,188 Flagstaff is competitively disadvantaged. That said, market values



vary, ranging between \$40,000 to \$100,000 for serviced lands available in Camrose, which may present significant disadvantages once again, as serviced land averages between \$140,000 and \$190,000 in the Flagstaff Region.

Labour Force Characteristics³³

	Flagstaff Region	Beaver County	MD of Provost	MD of Wainwright	Camrose County
<i>Median Age</i>	47.5	45.8	39.6	40.0	42.5
<i>Average Wages</i>	\$48,822	\$47,036	\$46,003	\$50,964	\$43,225
<i>Total Labour Force</i>	4,950	7,600	3,590	8,110	29,345
<i>Unskilled Labour & Wages</i>	1,430 - \$36,284	1,955 - \$30,526	960 - \$46,003	1,800 - \$26,779	7,485 - \$25,843
<i>Skilled Labour & Wages</i>	2,655 - \$50,002	3,480 - \$50,848	1,545 - \$56,225	3,855 - \$58,927	13,520 - \$51,278

Labour Force Characteristics³⁴

	Red Deer	Lloydminster	Edmonton
<i>Median Age</i>	40.5	31.2	36.0
<i>Average Wages</i>	\$44,462	\$53,470	\$48,753
<i>Total Labour Force</i>	105,785	21,215	660,815
<i>Unskilled Labour & Wages</i>	23,305 - \$32,626	4,800 - \$52,823	115,630 - \$30,822
<i>Skilled Labour & Wages</i>	53,045 - \$51,313	10,565 - \$56,898	372,220 - \$57,247

33 Labour Force Characteristics are based on the following customized data sources provided by Millier Dickinson Blais: Statistics Canada 99-014-X2011044, 99-014-X2011042, and Census Profile, 2011. Unskilled labour is defined by the workforce with no certificate, diploma or degree and skilled labour has been defined by the workforce with a postsecondary certificate, diploma or degree.

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Utilities³⁵

	Flagstaff Region	Beaver County	MD of Provost	MD of Wainwright	Camrose County
<i>Electricity</i>	<ul style="list-style-type: none"> Electricity for the area is provided by EPCOR. As of May 2015, current electricity rates for small commercial businesses were 4.287¢ KWh. 				
<i>Water</i>	<ul style="list-style-type: none"> Water rates are dependent on location of business. Rural areas of the municipal districts are largely dependent on well water, whereas smaller municipalities may or may not provide water as a utility. 				
<i>Natural Gas</i>	<ul style="list-style-type: none"> For commercial gas pricing companies are encouraged to contact the local service providers directly due to the variability in rates. General service provided by Direct Energy is currently 2.186 \$/GJ. 				

Utilities³⁶

	Red Deer	Lloydminster	Edmonton
<i>Electricity</i>	<ul style="list-style-type: none"> Electricity for the area is provided by Enmax. As of May 2015, current electricity rates for small commercial businesses were 4.591¢. 	<ul style="list-style-type: none"> Electricity for the area is provided by Direct Energy. As of May 2015, current electricity rates for small commercial businesses were 4.523¢. 	<ul style="list-style-type: none"> Electricity for the area is provided by EPCOR. As of May 2015, current electricity rates for small commercial businesses were 4.337¢.
<i>Water</i>	<ul style="list-style-type: none"> Water rates vary based on urban communities and rural areas. In urban communities rates are based on meter size and meter area. It is therefore advisable for companies to contact the provider. 		
<i>Natural Gas</i>	<ul style="list-style-type: none"> For commercial gas pricing companies are encouraged to contact the local service providers directly due to the variability in rates. General service provided by Direct Energy is currently 2.186 \$/GJ. 		

35 Utility rates were determined by accessing: <<http://www.ucahelps.alberta.ca/regulated-rates.aspx>>, <<http://www.epcor.com/power-natural-gas/regulated-rate-option/commercial-customers/Pages/commercial-rates.aspx>>, <<http://www.reddeer.ca/city-services/electric-light-and-power/getting-electricity/regulated-rate-option/>>, <<http://www.directenergyregulatedservices.com/ELE/Electricity-Rates.aspx>>, and <<http://www.directenergyregulatedservices.com/GAS/Current-Natural-Gas-Rates.aspx>>

36 Utility rates were determined by accessing: <<http://www.ucahelps.alberta.ca/regulated-rates.aspx>>, <<http://www.epcor.com/power-natural-gas/regulated-rate-option/commercial-customers/Pages/commercial-rates.aspx>>, <<http://www.reddeer.ca/city-services/electric-light-and-power/getting-electricity/regulated-rate-option/>>, <<http://www.directenergyregulatedservices.com/ELE/Electricity-Rates.aspx>>, and <<http://www.directenergyregulatedservices.com/GAS/Current-Natural-Gas-Rates.aspx>>.



Property Availability and Cost³⁷

	Flagstaff Region	Beaver County	MD of Provost	MD of Wainwright	Camrose County
<i>Commercial Lands/ Businesses - Acreage/Ave. (\$)</i>	<p>A number of commercial properties and businesses for sale ranging from \$180,000 for a bottle depot to \$1.79 million for a truck and car wash business.</p> <p>14.5 acres of a variety of sized parcels and serviced commercial lots available throughout the region starting at \$13,041 and costing up to \$78,171/acre</p>	<p>Existing commercial lots and businesses for sale ranging from \$20,000 for unserviced lots to \$179,000 for an existing business.</p>	<p>640 acres of Mixed grain farm lands (agricultural) at \$3,828 per acre.</p>	<p>Vacant commercial space (buildings) for purchase and lease.</p>	<p>A number of commercial properties available ranging from \$55,000 to \$1.2 million</p> <p>Approximately 46.21 acres of commercial lots available ranging from \$25,404 to \$385,444 per acre.</p> <p>116 acres of farmland (agricultural) at \$3,405 per acre.</p>

³⁷ Property Availability and cost were determined through an assessment of identified properties currently on the market through a number of different realtors. Additional information was sourced from: <<http://www.braedalberta.ca/our-region/regional-information/real-estate/>>; <<http://www.beaver.ab.ca/business/business-parks>>; municipal governments; and The City of Edmonton's Industrial Land Capacity Profile <http://www.edmonton.ca/business_economy/industrial_development/industrial-land-capacity.aspx>.



Property Availability and Cost³⁷

	Flagstaff Region	Beaver County	MD of Provost	MD of Wainwright	Camrose County
<i>Industrial Lands - Acreage/Ave. (\$)</i>	<p>34.2 acres of mixed use commercial and industrial lands slated to be serviced in 2015.</p> <p>Approximately 18 privately owned lots in Hardisty ranging from \$140,000-\$190,000 / acre³⁸</p> <p>15.7 acres public industrial lots (4 lots) available in Forestburg approximately \$25,000 / acre (servicing unknown)</p> <p>21.78 acres of industrial land with buildings available in Killam at \$10,055 per acre.</p>	<p>373 acres of unserviced lands ranging from \$50,000-\$58,805 per acre</p>	<p>672.2 acres of unserviced industrial lands at \$6,188 per acre located near Hardisty.</p>	<p>6.36 acres of serviced industrial lands ranging \$186,000 to \$205,000 per acre. 32 acres of vacant industrial lands ranging in price from \$6,813 to \$15,688 per acre.</p>	<p>Approximately 15.8 acres of serviced industrial available at \$95,000-99,000 per acre</p> <p>148 acres of prime, serviced industrial/commercial development lands available at \$46,664 / acre.</p>
<i>Availability of Existing Industrial Space</i>	Existing industrial space available starting at \$16.00 sq./ft./ (see car truck wash above)	N/A	N/A	N/A	N/A

³⁸ Value range based on MDB phone interview with Battlevue Development Ltd. regarding local land values.



Property Availability and Cost³⁹

	Red Deer	Lloydminster	Edmonton
<i>Commercial Lands/ Businesses - Acreage/Ave. (\$)</i>	Queens Park development 4.8 acres at \$450,000 and 23 acres of commercial at \$75,000. Existing businesses available for sale starting at \$49,900. 108 acres of farmland (agriculture) at \$3,643 per acre.	Existing commercial space available starting at \$9.50 sq./ft. A number of businesses available for sale ranging from \$69,900 to \$688,000 for an established dry cleaning business.	A number of commercial properties and business are for sale starting at \$26,900 for a hair salon, \$500,000 for established restaurants, to \$4 million for hotels and resorts
<i>Industrial Lands - Acreage/Ave. (\$)</i>	226 acres of unserviced lands ranging from \$17,450-\$44,000 per acre.	City of Lloydminster - All lots are currently sold out.	4,235 acres of vacant industrial lands available for development
<i>Availability of Existing Industrial Space</i>	149 acres of serviced industrial lands ranging from \$261,000 to \$450,000 per acre. Existing industrial space starting at \$14.00 sq./ft.	N/A	3.98 acres of serviced industrial lands available at \$761,809 per acre.

³⁹ Property Availability and cost were determined through an assessment of identified properties currently on the market through a number of different realtors. Additional information was sourced from: <<http://www.braedalberta.ca/our-region/regional-information/real-estate/>>; <<http://www.beaver.ab.ca/business/business-parks>>; municipal governments; and The City of Edmonton's Industrial Land Capacity Profile <http://www.edmonton.ca/business_economy/industrial_development/industrial-land-capacity.aspx>.



5.1.3 Fabricated Metal Products Manufacturing

Labour Force Characteristics

From a skilled labour perspective, wages are relatively in line and competitive across all comparator jurisdictions ranging from roughly \$50,000 / year in Flagstaff to \$57,000 in Edmonton and varying degrees in between. This fluctuation could be based on many factors, including experience and tenure, as well as industry specialization. Overall, there is no competitive advantage or disadvantage from a labour cost perspective recognized in the data.

However, from an industry perspective, a significant number of companies operating in fabricated metal manufacturing, agricultural, construction, and mining machinery manufacturing, and commercial and service industry machinery manufacturing are self-employed in the area.⁴⁰

There is a distinct competitive advantage that the Flagstaff Region has over the adjacent neighbouring jurisdictions of MD of Wainwright and MD of Provost, where Flagstaff has a total 6 independent operators, compared to 1 and 2 firms respectively. However, Beaver County is competitive from a business perspective in this area, along with Camrose that also has small micro business firms in this industry as well.

Utilities

As was identified in the previous sections, there is not a competitive advantage in this area. However, neither is there a disadvantage as the playing field is relatively equal across comparator areas.

Property Availability and Cost

With respect to this target sector there are few industrial facility opportunities that an existing or newly locating operation could move into in Flagstaff. The primary offering would be seen in new build through available industrial land. As identified above, serviced industrial land is relatively expensive compared to other neighbouring and more distanced comparators, presenting a competitive disadvantage for this industry subsector.

Education and Training

Since the Battle River Training Hub closure in 2014⁴¹, there is no known specific advantage for Flagstaff related to education and training. Alberta Works centres are located in Camrose and Wainwright, along with additional training supports. This is a competitive disadvantage for the Flagstaff Region.

⁴⁰ Statistics Canada, Canadian Business Patterns, 2104 (all comparator areas – note: Flagstaff County includes all municipalities in the geographic boundaries of the county in totals).

⁴¹ Flagstaff County, Official Website: <http://www.flagstaff.ab.ca/news/527-tri-county-job-and-career-fair> accessed on 2015-05-21.



Labour Force Characteristics⁴²

	Flagstaff Region	Beaver County	MD of Provost	MD of Wainwright	Camrose County
<i>Median Age</i>	47.5	45.8	39.6	40.0	42.5
<i>Average Wages</i>	\$48,822	\$47,036	\$46,003	\$50,964	\$43,225
<i>Total Labour Force</i>	4,950	7,600	3,590	8,110	29,345
<i>Unskilled Labour & Wages</i>	1,430 - \$36,284	1,955 - \$30,526	960 - \$46,003	1,800 - \$26,779	7,485 - \$25,843
<i>Skilled Labour & Wages</i>	2,655 - \$50,002	3,480 - \$50,848	1,545 - \$56,225	3,855 - \$58,927	13,520 - \$51,278

Labour Force Characteristics⁴³

	Red Deer	Lloydminster	Edmonton
<i>Median Age</i>	40.5	31.2	36.0
<i>Average Wages</i>	\$44,462	\$53,470	\$48,753
<i>Total Labour Force</i>	105,785	21,215	660,815
<i>Unskilled Labour & Wages</i>	23,305 - \$32,626	4,800 - \$52,823	115,630 - \$30,822
<i>Skilled Labour & Wages</i>	53,045 - \$51,313	10,565 - \$56,898	372,220 - \$57,247

42 Labour Force Characteristics are based on the following customized data sources provided by Millier Dickinson Blais: Statistics Canada 99-014-X2011044, 99-014-X2011042, and Census Profile, 2011. Unskilled labour is defined by the workforce with no certificate, diploma or degree and skilled labour has been defined by the workforce with a postsecondary certificate, diploma or degree.

43 Labour Force Characteristics are based on the following customized data sources provided by Millier Dickinson Blais: Statistics Canada 99-014-X2011044, 99-014-X2011042, and Census Profile, 2011. Unskilled labour is defined by the workforce with no certificate, diploma or degree and skilled labour has been defined by the workforce with a postsecondary certificate, diploma or degree.



Education & Training

	Flagstaff Region	Beaver County	MD of Provost	MD of Wainwright	Camrose County
<i>Primary & Secondary Schools</i>	<ul style="list-style-type: none"> All counties and the town of Provost have access to local primary and secondary education facilities. 				
<i>Post-Secondary Schools</i>	Although there are no post-secondary institutions located in the immediate vicinity there are college and university campuses located nearby.				<ul style="list-style-type: none"> The Augustana Campus University of Alberta
<i>Additional Training</i>	<ul style="list-style-type: none"> Adult education services are provided in each county with additional training supports provided in the neighbouring communities of Wainwright and Camrose. 		<ul style="list-style-type: none"> Alberta Works centres are located in both Wainwright and Camrose providing career consulting, training services for adults and apprenticeship. 		

Education & Training

	Red Deer	Lloydminster	Edmonton
<i>Primary & Secondary Schools</i>	<ul style="list-style-type: none"> All cities have adequate access to local primary and secondary education facilities. 		
<i>Post-Secondary Schools</i>	<ul style="list-style-type: none"> Red Deer College 	<ul style="list-style-type: none"> Lakeland College 	<ul style="list-style-type: none"> University of Alberta The Northern Alberta Institute of Technology NorQuest College Concordia University College of Alberta The King's University MacEwan University
<i>Additional Training</i>	<ul style="list-style-type: none"> Alberta Works centres provide career consulting, training services for adults and apprenticeship. 		



Property Availability and Cost⁴⁴

	Flagstaff Region	Beaver County	MD of Provost	MD of Wainwright	Camrose County
<i>Commercial Lands/ Businesses - Acreage/Ave. (\$)</i>	<p>A number of commercial properties and businesses for sale ranging from \$180,000 for a bottle depot to \$1.79 million for a truck and car wash business.</p> <p>14.5 acres of a variety of sized parcels and serviced commercial lots available throughout the region starting at \$13,041 and costing up to \$78,171/acre</p>	<p>Existing commercial lots and businesses for sale ranging from \$20,000 for unserviced lots to \$179,000 for an existing business.</p>	<p>640 acres of Mixed grain farm lands (agricultural) at \$3,828 per acre.</p>	<p>Vacant commercial space (buildings) for purchase and lease.</p>	<p>A number of commercial properties available ranging from \$55,000 to \$1.2 million</p> <p>Approximately 46.21 acres of commercial lots available ranging from \$25,404 to \$385,444 per acre.</p> <p>116 acres of farmland (agricultural) at \$3,405 per acre.</p>

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Property Availability and Cost⁴⁴

	Flagstaff Region	Beaver County	MD of Provost	MD of Wainwright	Camrose County
<i>Industrial Lands - Acreage/Ave. (\$)</i>	<p>34.2 acres of mixed use commercial and industrial lands slated to be serviced in 2015.</p> <p>Approximately 18 privately owned lots in Hardisty ranging from \$140,000-\$190,000 / acre⁴⁵</p> <p>15.7 acres public industrial lots (4 lots) available in Forestburg approximately \$25,000 / acre (servicing unknown)</p> <p>21.78 acres of industrial land with buildings available in Killam at \$10,055 per acre.</p>	<p>373 acres of unserviced lands ranging from \$50,000-\$58,805 per acre</p>	<p>672.2 acres of unserviced industrial lands at \$6,188 per acre located near Hardisty.</p>	<p>6.36 acres of serviced industrial lands ranging \$186,000 to \$205,000 per acre. 32 acres of vacant industrial lands ranging in price from \$6,813 to \$15,688 per acre.</p>	<p>Approximately 15.8 acres of serviced industrial available at \$95,000-99,000 per acre</p> <p>148 acres of prime, serviced industrial/commercial development lands available at \$46,664 / acre.</p>
<i>Availability of Existing Industrial Space</i>	Existing industrial space available starting at \$16.00 sq./ft./ (see car truck wash above)	N/A	N/A	N/A	N/A

⁴⁵ Value range based on MDB phone interview with Battlevue Development Ltd. regarding local land values.



Property Availability and Cost⁴⁶

	Red Deer	Lloydminster	Edmonton
<i>Commercial Lands/Businesses - Acreage/Ave. (\$)</i>	Queens Park development 4.8 acres at \$450,000 and 23 acres of commercial at \$75,000. Existing businesses available for sale starting at \$49,900. 108 acres of farmland (agriculture) at \$3,643 per acre.	Existing commercial space available starting at \$9.50 sq./ft. A number of businesses available for sale ranging from \$69,900 to \$688,000 for an established dry cleaning business.	A number of commercial properties and business are for sale starting at \$26,900 for a hair salon, \$500,000 for established restaurants, to \$4 million for hotels and resorts
<i>Industrial Lands - Acreage/Ave. (\$)</i>	226 acres of unserved lands ranging from \$17,450-\$44,000 per acre.	City of Lloydminster - All lots are currently sold out.	4,235 acres of vacant industrial lands available for development
<i>Availability of Existing Industrial Space</i>	149 acres of serviced industrial lands ranging from \$261,000 to \$450,000 per acre. Existing industrial space starting at \$14.00 sq./ft.	N/A	3.98 acres of serviced industrial lands available at \$761,809 per acre.

⁴⁶ Property Availability and cost were determined through an assessment of identified properties currently on the market through a number of different realtors. Additional information was sourced from: <<http://www.braedalberta.ca/our-region/regional-information/real-estate/>>; <<http://www.beaver.ab.ca/business/business-parks>>; municipal governments; and The City of Edmonton's Industrial Land Capacity Profile <http://www.edmonton.ca/business_economy/industrial_development/industrial-land-capacity.aspx>.



Utilities⁴⁷

	Flagstaff Region	Beaver County	MD of Provost	MD of Wainwright	Camrose County
<i>Electricity</i>	<ul style="list-style-type: none"> Electricity for the area is provided by EPCOR. As of May 2015, current electricity rates for small commercial businesses were 4.287¢ KWH. 				
<i>Water</i>	<ul style="list-style-type: none"> Water rates are dependent on location of businesses. Rural areas of the municipal districts are largely dependent on well water, whereas smaller municipalities may or may not provide water as a utility. 				
<i>Natural Gas</i>	<ul style="list-style-type: none"> For commercial gas pricing companies are encouraged to contact the local service providers directly due to the variability in rates. General service provided by Direct Energy is currently 2.186 \$/GJ. 				

Utilities⁴⁸

	Red Deer	Lloydminster	Edmonton
<i>Electricity</i>	<ul style="list-style-type: none"> Electricity for the area is provided by Enmax. As of May 2015, current electricity rates for small commercial businesses were 4.591¢. 	<ul style="list-style-type: none"> Electricity for the area is provided by Direct Energy. As of May 2015, current electricity rates for small commercial businesses were 4.523¢. 	<ul style="list-style-type: none"> Electricity for the area is provided by EPCOR. As of May 2015, current electricity rates for small commercial businesses were 4.337¢.
<i>Water</i>	<ul style="list-style-type: none"> Water rates vary based on urban communities and rural areas. In urban communities rates are based on meter size and meter area. It is therefore advisable for companies to contact the provider. 		
<i>Natural Gas</i>	<ul style="list-style-type: none"> For commercial gas pricing companies are encouraged to contact the local service providers directly due to the variability in rates. General service provided by Direct Energy is currently 2.186 \$/GJ. 		

47 Utility rates were determined by accessing: <<http://www.ucahelps.alberta.ca/regulated-rates.aspx>>, <<http://www.epcor.com/power-natural-gas/regulated-rate-option/commercial-customers/Pages/commercial-rates.aspx>>, <<http://www.reddeer.ca/city-services/electric-light-and-power/getting-electricity/regulated-rate-option/>>, <<http://www.directenergyregulatedservices.com/ELE/Electricity-Rates.aspx>>, and <<http://www.directenergyregulatedservices.com/GAS/Current-Natural-Gas-Rates.aspx>>

48 Utility rates were determined by accessing: <<http://www.ucahelps.alberta.ca/regulated-rates.aspx>>, <<http://www.epcor.com/power-natural-gas/regulated-rate-option/commercial-customers/Pages/commercial-rates.aspx>>, <<http://www.reddeer.ca/city-services/electric-light-and-power/getting-electricity/regulated-rate-option/>>, <<http://www.directenergyregulatedservices.com/ELE/Electricity-Rates.aspx>>, and <<http://www.directenergyregulatedservices.com/GAS/Current-Natural-Gas-Rates.aspx>>



5.1.4 Tourism and Hospitality Services

Labour Force Characteristics

With an aging workforce, potential outmigration of youth and young families, and steady population decline this sector is at a relative disadvantage in the Flagstaff Region from a supply perspective. As identified in the agricultural section above, there is a distinct competitive advantage in general unskilled labour cost for the region when compared to MD Provost and Camrose.

However, when scaled against the other adjacent comparators there is a significant competitive disadvantage. Compared to major urban centres in the comparator areas, Flagstaff is equally competitive with labour costs signifying no real advantage.

That said, based on average housing rates as an indicator of cost of living, Flagstaff has a competitive advantage over the larger urban centres in the comparator areas. However, the competitive advantage diminished when compared against the adjacent competitor jurisdictions that are in line with Flagstaff housing costs.

Property Availability and Cost

There is just over 14 acres of serviced commercial land available through the region that is competitively priced. Compared to the comparator areas it is relatively in line from a cost perspective, although some lots listed at roughly \$13,000 hold a significant advantage over other areas. Compared to the immediate, adjacent comparator areas, Flagstaff has a relative competitive advantage in this area.

Transportation and Distribution

An advantage for the Flagstaff Region rests in Highway 13, and that it traverses many of the 'larger' urban areas (towns and villages), particularly that it is the connecting transportation route to the Hardisty Energy Hub, and runs through Sedgewick where the County Municipal Office and Council are seated. From a hospitality and Tourism perspective, Highway 13 is main connector route from the MD of Provost to the City of Camrose, and links up to Highway 2 halfway between Red Deer and Edmonton. A significant competitive advantage is containing in the growth associated with the Hardisty Energy Hub, and can be leverage to fuel continued recreational and lifestyle amenity growth to service growing local needs related to industry.

Quality of Life

As mentioned in previous sections, for the purpose of this analysis the Flagstaff Region's quality of life is measured by the high number of health care centres relative to the comparator jurisdictions. Further, there is an ample availability of campgrounds, open space, RV parks, and numerous heritage museums that celebrate its agricultural, mining, and oil industry history.

There are potential outdoor, and agri-tourism opportunities, along with existing heritage tourism opportunities that represent significant competitive advantages for the Flagstaff Region. An excellent case in point is the Battle River Crossing Resort and the Battle River Railway working together to offer a complete theme based experience that celebrate local heritage and the importance of the railway on the local communities.

There are four golf courses and recreational facilities in a number of the larger towns within the region serving local needs.



Housing costs vary between \$165,000 and \$325,000; which are relatively in line with the adjacent comparator areas providing no heightened advantage. However, compared to larger urban centres there is a distinct cost advantage.

Labour Force Characteristics⁴⁹

	Flagstaff Region	Beaver County	MD of Provost	MD of Wainwright	Camrose County
<i>Median Age</i>	47.5	45.8	39.6	40.0	42.5
<i>Average Wages</i>	\$48,822	\$47,036	\$46,003	\$50,964	\$43,225
<i>Total Labour Force</i>	4,950	7,600	3,590	8,110	29,345
<i>Unskilled Labour & Wages</i>	1,430 - \$36,284	1,955 - \$30,526	960 - \$46,003	1,800 - \$26,779	7,485 - \$25,843
<i>Skilled Labour & Wages</i>	2,655 - \$50,002	3,480 - \$50,848	1,545 - \$56,225	3,855 - \$58,927	13,520 - \$51,278

Labour Force Characteristics⁵⁰

	Red Deer	Lloydminster	Edmonton
<i>Median Age</i>	40.5	31.2	36.0
<i>Average Wages</i>	\$44,462	\$53,470	\$48,753
<i>Total Labour Force</i>	105,785	21,215	660,815
<i>Unskilled Labour & Wages</i>	23,305 - \$32,626	4,800 - \$52,823	115,630 - \$30,822
<i>Skilled Labour & Wages</i>	53,045 - \$51,313	10,565 - \$56,898	372,220 - \$57,247

49 Labour Force Characteristics are based on the following customized data sources provided by Millier Dickinson Blais: Statistics Canada 99-014-X2011044, 99-014-X2011042, and Census Profile, 2011. Unskilled labour is defined by the workforce with no certificate, diploma or degree and skilled labour has been defined by the workforce with a postsecondary certificate, diploma or degree.

50 Labour Force Characteristics are based on the following customized data sources provided by Millier Dickinson Blais: Statistics Canada 99-014-X2011044, 99-014-X2011042, and Census Profile, 2011. Unskilled labour is defined by the workforce with no certificate, diploma or degree and skilled labour has been defined by the workforce with a postsecondary certificate, diploma or degree.



Property Availability and Cost⁵¹

	Flagstaff Region	Beaver County	MD of Provost	MD of Wainwright	Camrose County
<i>Commercial Lands/ Businesses - Acreage/Ave. (\$)</i>	A number of commercial properties and businesses for sale ranging from \$180,000 for a bottle depot to \$1.79 million for a truck and car wash business. 14.5 acres of a variety of sized parcels and serviced commercial lots available throughout the region starting at \$13,041 and costing up to \$78,171/acre	Existing commercial lots and businesses for sale ranging from \$20,000 for unserviced lots to \$179,000 for an existing business.	640 acres of Mixed grain farm lands (agricultural) at \$3,828 per acre.	Vacant commercial space (buildings) for purchase and lease.	A number of commercial properties available ranging from \$55,000 to \$1.2 million Approximately 46.21 acres of commercial lots available ranging from \$25,404 to \$385,444 per acre. 116 acres of farmland (agricultural) at \$3,405 per acre.

Property Availability and Cost⁵²

	Red Deer	Lloydminster	Edmonton
<i>Commercial Lands/ Businesses - Acreage/Ave. (\$)</i>	Queens Park development 4.8 acres at \$450,000 and 23 acres of commercial at \$75,000. Existing businesses available for sale starting at \$49,900. 108 acres of farmland (agriculture) at \$3,643 per acre.	Existing commercial space available starting at \$9.50 sq./ft. A number of businesses available for sale ranging from \$69,900 to \$688,000 for an established dry cleaning business.	A number of commercial properties and business are for sale starting at \$26,900 for a hair salon, \$500,000 for established restaurants, to \$4 million for hotels and resorts.

51 Property Availability and cost were determined through an assessment of identified properties currently on the market through a number of different realtors. Additional information was sourced from: <<http://www.braedalberta.ca/our-region/regional-information/real-estate/>>; <<http://www.beaver.ab.ca/business/business-parks>>; municipal governments; and The City of Edmonton's Industrial Land Capacity Profile <http://www.edmonton.ca/business_economy/industrial_development/industrial-land-capacity.aspx>.

52 Property Availability and cost were determined through an assessment of identified properties currently on the market through a number of different realtors. Additional information was sourced from: <<http://www.braedalberta.ca/our-region/regional-information/real-estate/>>; <<http://www.beaver.ab.ca/business/business-parks>>; municipal governments; and The City of Edmonton's Industrial Land Capacity Profile <http://www.edmonton.ca/business_economy/industrial_development/industrial-land-capacity.aspx>.



Transportation Access⁵³

	Flagstaff Region	Beaver County	MD of Provost	MD of Wainwright	Camrose County
<i>Road</i>	Accessed by Hwy 36, Hwy 13, and Hwy 53	Access to Hwy 36, Hwy 14, and Hwy 834	Access to Hwy 13 (via Hwy 41)	Access to Hwy 14 and Hwy 41	Access to Hwy 13 and Hwy 21
<i>Rail</i>	Serviced by CP Rail (spur trackage available) and Battle River Railway Short line	Serviced by CN Rail	Serviced by CP rail with spur trackage available	Serviced by CN Rail with spur trackage available	
<i>Air</i>	Access to the Flagstaff Regional Airport; Forestburg Airport and the Hardisty Airport.	Access to Tofield Municipal Airport	Access to Provost Airport	Access to Wainwright Municipal Airport	Access to Camrose Airport

Quality of Life

	Flagstaff Region	Beaver County	MD of Provost	MD of Wainwright	Camrose County
<i>Health Care Facilities⁵⁴</i>	<ul style="list-style-type: none"> Killam Health Care Centre 	<ul style="list-style-type: none"> Viking Health Centre 	<ul style="list-style-type: none"> Provost Health Centre 	<ul style="list-style-type: none"> Wainwright Health Centre 	<ul style="list-style-type: none"> St. Mary's Hospital
	<ul style="list-style-type: none"> Daysland Health Centre 	<ul style="list-style-type: none"> Tofield Health Centre 	<ul style="list-style-type: none"> Provost Provincial Building 		
	<ul style="list-style-type: none"> Hardisty Health Centre 				

⁵³ Transportation access and infrastructure was sourced from a variety of sources including: < <http://rdcounty.ca/248/Economic-Development>>; <http://www.lloydminstereconomy.ca/news/media-release-community-profile>>; < <http://albertacommunityprofiles.com/>>.

⁵⁴ Alberta Health Services, Data, Statistics, and Reporting, <http://www.albertahealthservices.ca/211.asp>



Quality of Life

	Flagstaff Region	Beaver County	MD of Provost	MD of Wainwright	Camrose County
<i>Recreational & Cultural Facilities</i>	Access to recreational facilities in Sedgewick and Killam including four golf courses and six museums across the region.	Recreational facilities include the Viking Carena Ryley Community Centre	Recreational and culture centre located in town	Peace Memorial Multiplex and Communiplex	Miquelon Lake Provincial Park and Camrose County Nature Conservation Centre as well as a recreational centre with regulation size ice surface
<i>Housing Cost (2011)⁵⁵</i>	\$165,133-\$324,461	\$121,938-\$333,059	\$137,278-287,996	\$168,022-\$321,954	\$204,082-\$360,344

Quality of Life

	Red Deer	Lloydminster	Edmonton
<i>Health Care Facilities⁵⁶</i>	<ul style="list-style-type: none"> Red Deer Regional Hospital Centre 	<ul style="list-style-type: none"> Lloydminster Hospital 	<ul style="list-style-type: none"> Royal Alexandra Hospital Glenrose Hospital University of Alberta Hospital Stollery Children's Hospital Cross Cancer Institute Misericordia Community Hospital Grey Nuns Community Hospital

⁵⁵ Statistics Canada, National Household Survey, 2011. Customized data provided by Millier Dickinson Blais.

⁵⁶ Alberta Health Services, Data, Statistics, and Reporting, <http://www.albertahealthservices.ca/211.asp>



Quality of Life

	Red Deer	Lloydminster	Edmonton
<i>Recreational & Cultural Facilities</i>	Access to a network of recreational and aquatic centres, art galleries, and museums	Access to Servus Sports Centre, an all seasons park, recreational centre, golf and curling centre	Recreation and cultural attractions that can draw people to the region including golf courses, skate parks, playgrounds, and parks.
<i>Average Housing Cost (2011)⁵⁷</i>	\$198,410-\$431,344	\$327,608	\$379,968

⁵⁷ Statistics Canada, National Household Survey, 2011. Customized data provided by Millier Dickinson Blais.



Appendix: Site Selection Matrices

Oil and Gas Production, Support, and Related Industries

INVESTMENT FACTORS	Petroleum Products Manufacturing		Professional, Scientific & Technical Services	
	Category Weight %	Location Factor Importance	Category Weight %	Location Factor Importance
Labour Force Characteristics	12	-	18	-
Population (Current Counts, Future Projections)		L		H
Age Profile		L		H
Commuting Patterns		M		H
Income (Average Income, Household Income)		M		H
Ethnicity Profile		L		L
Size of total labour force / Participation rate		H		H
Unemployment Rate / Employment Rate		H		M
Availability of Skilled Workers		H		H
Cost of Skilled Workers		H		H
Availability of Unskilled Workers		L		L
Cost of Unskilled Workers		L		L
Competition for Required Skill Sets		H		H
Level of Education		M		H
Turnover / Absenteeism		M		M
Presence of Union (labour management relations)		H		L
Language Skills		L		H
Workers compensation and employment insurance		H		L
Local Industry	10	-	10	-
Largest Employers (type of company and employee counts)		M		M
Other local employers (type of company and employee counts)		M		M
Locally Targeted Industries		M		M
Recent projects / Companies new to the area		M		H
Same Industry Cluster		M		M
Presence of Supplier/Support Businesses		H		M
Existing Research Base		H		H
Presence of military base and installations		M		M
Transportation / Distribution	12	-	5	-
Proximity to Current and Future Customer Markets		H		L
Proximity to Suppliers/Raw Materials		H		L
Proximity to Highways		H		M
Proximity to Airports		L		M



INVESTMENT FACTORS

	Petroleum Products Manufacturing		Professional, Scientific & Technical Services	
	Category Weight %	Location Factor Importance	Category Weight %	Location Factor Importance
Proximity to Railways / Intermodal Facilities		H		L
Proximity to Port Facilities		L		L
3rd Party Trucking Availability		H		L
3rd Party Warehousing Availability		L		L
Taxes	10	-	8	-
Local Property Rates		M		H
Provincial Tax Rates		M		H
Federal Tax Rates / Corporate Tax Rate		M		H
Utilities	15	-	8	-
Electricity (Capacity, Availability, Rate, Reliability)		H		H
Natural Gas (Capacity, Availability, Rate)		M		H
Water (Capacity, Availability, Rate, Connection Fees, Quality)		M		L
Water Quality		L		L
Sewer (Capacity, Availability, Rate, Connection Fees)		M		L
Waste Management / Hazardous Waste Carriers & Facilities		H		L
Telecommunications (High Speed Internet, Cell Phone carriers)		M		H
Local Business Environment	8	-	9	-
ED involvement in local business community ("Business Friendliness")		M		H
Environmental Policies		H		L
Costs for Permitting, Construction, Occupancy		H		M
Time Required to Process Zoning Permit, Site Plan, Building Permits		H		M
Recent Level of Development Activity		L		M
Property Availability and Cost	10	-	10	-
Industrial Building Availability		H		L
Serviced Industrial Land Availability (shovel ready sites)		H		L
Commercial (Office) Building Availability		L		H
Commercial (Office) Land Availability		L		H
Cost of Land / Lease Rates		H		H
Incentives / Business Support Programs	10	-	10	-
Business Financing (Long term financing, etc.)		M		M
Provincial and Local Incentive Programs (tax exemptions, grants, etc.)		H		H
Provincial and Local Business Development Programs		H		H
International Resources / Government Services		H		H
Local Chambers of Commerce		M		H
Education & Training	10	-	12	-
Elementary School Performance Rankings		L		H
Secondary School Performance Rankings		L		H



INVESTMENT FACTORS

	Petroleum Products Manufacturing		Professional, Scientific & Technical Services	
	Category Weight %	Location Factor Importance	Category Weight %	Location Factor Importance
Community Colleges - Availability and Quality of Programs		H		H
Universities - Availability and Applicable Programs		M		H
Technical/Vocational Colleges - Availability and Quality of Programs		H		M
Local Employment and Training Services		H		H
Quality of Life	3	-	10	-
Health Care Facilities		M		H
Emergency Services (Police, Fire, EMS)		H		H
Crime Rate		L		H
Recreation and Cultural Facilities		L		H
Climate		L		M
Housing Availability and Cost		M		H
Perception of Attractiveness to Employees Outside of Area		L		M

Source: Austin Consulting, modified by Millier Dickinson Blais.



Value Added Agricultural Processing

INVESTMENT FACTORS	Category Weight %	Location Factor Importance
Labour Force Characteristics	17	-
Population (Current Counts, Future Projections)		M
Age Profile		M
Commuting Patterns		L
Income (Average Income, Household Income)		H
Ethnicity Profile		H
Size of total labour force / Participation rate		H
Unemployment Rate / Employment Rate		H
Availability of Skilled Workers		M
Cost of Skilled Workers		M
Availability of Unskilled Workers		H
Cost of Unskilled Workers		H
Competition for Required Skill Sets		M
Level of Education		L
Turnover / Absenteeism		M
Presence of Union (labour management relations)		H
Language Skills		M
Workers compensation and employment insurance		M
Local Industry	8	-
Largest Employers (type of company and employee counts)		M
Other local employers (type of company and employee counts)		M
Locally Targeted Industries		M
Recent projects / Companies new to the area		M
Same Industry Cluster		M
Presence of Supplier/Support Businesses		H
Existing Research Base		L
Presence of military base and installations		L
Transportation / Distribution	13	-
Proximity to Current and Future Customer Markets		H
Proximity to Suppliers/Raw Materials		M
Proximity to Highways		H
Proximity to Airports		L
Proximity to Railways / Intermodal Facilities		M
Proximity to Port Facilities		L
3rd Party Trucking Availability		H
3rd Party Warehousing Availability		M
Taxes	8	-
Local Property Rates		M
Provincial Tax Rates		M
Federal Tax Rates / Corporate Tax Rate		M
Utilities	12	-
Electricity (Capacity, Availability, Rate, Reliability)		H
Natural Gas (Capacity, Availability, Rate)		M



INVESTMENT FACTORS	Category Weight %	Location Factor Importance
Water (Capacity, Availability, Rate, Connection Fees, Quality)		H
Water Quality		M
Sewer (Capacity, Availability, Rate, Connection Fees)		H
Waste Management / Hazardous Waste Carriers & Facilities		L
Telecommunications (High Speed Internet, Cell Phone carriers)		L
Local Business Environment		-
ED involvement in local business community ("Business Friendliness")	8	H
Environmental Policies		H
Costs for Permitting, Construction, Occupancy		H
Time Required to Process Zoning Permit, Site Plan, Building Permits		H
Recent Level of Development Activity		M
Property Availability and Cost	12	-
Industrial Building Availability		M
Serviced Industrial Land Availability (shovel ready sites)		H
Commercial (Office) Building Availability		L
Commercial (Office) Land Availability		L
Cost of Land / Lease Rates		H
Incentives / Business Support Programs	10	-
Business Financing (Long term financing, etc.)		M
Provincial and Local Incentive Programs (tax exemptions, grants, etc.)		H
Provincial and Local Business Development Programs		M
International Resources / Government Services		L
Local Chambers of Commerce		M
Education & Training	8	-
Elementary School Performance Rankings		L
Secondary School Performance Rankings		L
Community Colleges - Availability and Quality of Programs		M
Universities - Availability and Applicable Programs		L
Technical/Vocational Colleges - Availability and Quality of Programs		M
Local Employment and Training Services	4	H
Quality of Life		-
Health Care Facilities		L
Emergency Services (Police, Fire, EMS)		L
Crime Rate		L
Recreation and Cultural Facilities		L
Climate		L
Housing Availability and Cost		M
Perception of Attractiveness to Employees Outside of Area		L

Source: Austin Consulting, modified by Millier Dickinson Blais.



Fabricated Metal Products Manufacturing

INVESTMENT FACTORS	Category Weight %	Location Factor Importance
Labour Force Characteristics	16	-
Population (Current Counts, Future Projections)		M
Age Profile		M
Commuting Patterns		L
Income (Average Income, Household Income)		M
Ethnicity Profile		L
Size of total labour force / Participation rate		H
Unemployment Rate / Employment Rate		H
Availability of Skilled Workers		H
Cost of Skilled Workers		H
Availability of Unskilled Workers		M
Cost of Unskilled Workers		M
Competition for Required Skill Sets		H
Level of Education		M
Turnover / Absenteeism		H
Presence of Union (labour management relations)		H
Language Skills		L
Workers compensation and employment insurance		H
Local Industry	8	-
Largest Employers (type of company and employee counts)		M
Other local employers (type of company and employee counts)		M
Locally Targeted Industries		M
Recent projects / Companies new to the area		M
Same Industry Cluster		M
Presence of Supplier/Support Businesses		H
Existing Research Base		L
Presence of military base and installations		L
Transportation / Distribution	10	-
Proximity to Current and Future Customer Markets		H
Proximity to Suppliers/Raw Materials		L
Proximity to Highways		H
Proximity to Airports		L
Proximity to Railways / Intermodal Facilities		H
Proximity to Port Facilities		M
3rd Party Trucking Availability		H
3rd Party Warehousing Availability		H
Taxes	7	-
Local Property Rates		M
Provincial Tax Rates		M
Federal Tax Rates / Corporate Tax Rate		M
Utilities	12	-
Electricity (Capacity, Availability, Rate, Reliability)		H
Natural Gas (Capacity, Availability, Rate)		M
Water (Capacity, Availability, Rate, Connection Fees, Quality)		M



INVESTMENT FACTORS	Category Weight %	Location Factor Importance
Water Quality		L
Sewer (Capacity, Availability, Rate, Connection Fees)		M
Waste Management / Hazardous Waste Carriers & Facilities		M
Telecommunications (High Speed Internet, Cell Phone carriers)		L
Local Business Environment	8	-
ED involvement in local business community ("Business Friendliness")		H
Environmental Policies		H
Costs for Permitting, Construction, Occupancy		H
Time Required to Process Zoning Permit, Site Plan, Building Permits		H
Recent Level of Development Activity		M
Property Availability and Cost	12	-
Industrial Building Availability		M
Serviced Industrial Land Availability (shovel ready sites)		H
Commercial (Office) Building Availability		L
Commercial (Office) Land Availability		L
Cost of Land / Lease Rates		H
Incentives / Business Support Programs	10	-
Business Financing (Long term financing, etc.)		H
Provincial and Local Incentive Programs (tax exemptions, grants, etc.)		H
Provincial and Local Business Development Programs		H
International Resources / Government Services		H
Local Chambers of Commerce		M
Education & Training	12	-
Elementary School Performance Rankings		L
Secondary School Performance Rankings		L
Community Colleges - Availability and Quality of Programs		H
Universities - Availability and Applicable Programs		M
Technical/Vocational Colleges - Availability and Quality of Programs		H
Local Employment and Training Services		H
Quality of Life	5	-
Health Care Facilities		M
Emergency Services (Police, Fire, EMS)		M
Crime Rate		L
Recreation and Cultural Facilities		L
Climate		L
Housing Availability and Cost		M
Perception of Attractiveness to Employees Outside of Area		L

Source: Austin Consulting, modified by Millier Dickinson Blais.



Tourism and Hospitality

INVESTMENT FACTORS	Category Weight %	Location Factor Importance
Labour Force Characteristics	10	-
Population (Current Counts, Future Projections)		M
Age Profile		M
Commuting Patterns		L
Income (Average Income, Household Income)		M
Ethnicity Profile		M
Size of total labour force / Participation rate		M
Unemployment Rate / Employment Rate		H
Availability of Skilled Workers		M
Cost of Skilled Workers		L
Availability of Unskilled Workers		M
Cost of Unskilled Workers		L
Competition for Required Skill Sets		H
Level of Education		
Turnover / Absenteeism		M
Presence of Union (labour management relations)		L
Language Skills		H
Workers compensation and employment insurance		L
Local Industry	6	-
Largest Employers (type of company and employee counts)		L
Other local employers (type of company and employee counts)		L
Locally Targeted Industries		L
Recent projects / Companies new to the area		L
Same Industry Cluster		H
Presence of Supplier/Support Businesses		M
Existing Research Base		L
Presence of military base and installations		L
Transportation / Distribution	13	-
Proximity to Current and Future Customer Markets		H
Proximity to Suppliers/Raw Materials		L
Proximity to Highways		H
Proximity to Airports		H
Proximity to Railways / Intermodal Facilities		L
Proximity to Port Facilities		L
3rd Party Trucking Availability		L
3rd Party Warehousing Availability		L
Taxes	10	-
Local Property Rates		M
Provincial Tax Rates		L
Federal Tax Rates / Corporate Tax Rate		L
Utilities	9	-
Electricity (Capacity, Availability, Rate, Reliability)		L
Natural Gas (Capacity, Availability, Rate)		L
Water (Capacity, Availability, Rate, Connection Fees, Quality)		M



INVESTMENT FACTORS	Category Weight %	Location Factor Importance
Water Quality		M
Sewer (Capacity, Availability, Rate, Connection Fees)		M
Waste Management / Hazardous Waste Carriers & Facilities		L
Telecommunications (High Speed Internet, Cell Phone carriers)		H
Local Business Environment	10	-
ED involvement in local business community ("Business Friendliness")		H
Environmental Policies		L
Costs for Permitting, Construction, Occupancy		M
Time Required to Process Zoning Permit, Site Plan, Building Permits		H
Recent Level of Development Activity		M
Property Availability and Cost	15	-
Industrial Building Availability		L
Serviced Industrial Land Availability (shovel ready sites)		L
Commercial (Office) Building Availability		H
Commercial (Office) Land Availability		H
Cost of Land / Lease Rates		H
Incentives / Business Support Programs	7	-
Business Financing (Long term financing, etc.)		M
Provincial and Local Incentive Programs (tax exemptions, grants, etc.)		M
Provincial and Local Business Development Programs		L
International Resources / Government Services		L
Local Chambers of Commerce		H
Education & Training	8	-
Elementary School Performance Rankings		L
Secondary School Performance Rankings		L
Community Colleges - Availability and Quality of Programs		M
Universities - Availability and Applicable Programs		L
Technical/Vocational Colleges - Availability and Quality of Programs		L
Local Employment and Training Services		H
Quality of Life	12	-
Health Care Facilities		H
Emergency Services (Police, Fire, EMS)		H
Crime Rate		H
Recreation and Cultural Facilities		H
Climate		M
Housing Availability and Cost		M
Perception of Attractiveness to Employees Outside of Area		L

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