



Regular Council Meeting
Council Chambers
February 27, 2017 at 6:00 p.m.

1. **Call to Order**
Moment of Reflection 6:00 p.m. Mayor
2. **Modification to or Adoption of Agenda**
3. **Adoption of Minutes**
 - 3.1 January 31, 2017 Special Council Meeting
 - 3.2 February 13, 2017 Regular Council Meeting
 - 3.3 February 16, 2017 Special Council Meeting
4. **Public Address**
5. **Presentations**
6. **Finance**
 - 6.1 Report on 2016 Fiscal Year End
 - 6.2 RFD Fiscal Year End Transfers
7. **Public Hearings**
8. **Bylaws**
 - 8.1 RFD Bylaw 02.17 - Land Use Amendment
 - a. First Reading
 - 8.2 RFD Bylaw 05.16 - Amendment Land Use Bylaw #705
 - a. First Reading
9. **Administration Reports**
10. **Unfinished Business**
11. **New Business**
 - 11.0 RFD Rodeo Parade
 - 11.1 RFD Flag Policy
 - 11.2 RFD Broadband
 - 11.3 RFD Fees for Garbage Bags
 - 11.4 RFD Touch Pad
 - 11.5 RFD Per Diem



Regular Council Meeting
Council Chambers
February 27, 2017 at 6:00 p.m.

11.6 RFD Resignation of Interim Chief Administrative Officer

12. Municipal Area Partnership (MAP)

13. Council Reports

13.1 Councillor Funke – Council Committee Report – Jan/Feb 2017

14. Correspondence

14.1 Mountain View County – Gravel Pit Re-designation and Land Use Bylaw Amendment

14.2 211 Services Coming to Mountain View County

14.3 Membership in Parkland Community Planning Services (PCPS) – request for reply

14.4 The Lending Cupboard – request for meeting with Council

14.5 Sundre Hospital Appreciation Day

14.6 Letter from Minister Anderson – 16th Annual Minister's Award for Municipal Excellence

14.7 Sundre Municipal Library Plan of Service 2017-2020

15. Notice of Motion

16. In-Camera

16.1 FOIPP – Personnel – Section 17

17. Adjournment

Personal information heard in this meeting is being collected under the authority of Section 33 © of the Freedom of Information and Protection of Privacy Act. Public meeting of the Town of Sundre, including presentations made by speakers, are recorded in Minutes and posted on the Town of Sundre website. If you have any questions about the collection of information, please contact the FOIP Coordinator at 403-638-3551.

MINUTES OF THE SPECIAL COUNCIL MEETING OF THE MUNICIPAL COUNCIL OF THE TOWN OF SUNDRE IN THE PROVINCE OF ALBERTA HELD TUESDAY, JANUARY 31, 2017 IN THE TOWN OF SUNDRE COUNCIL CHAMBERS

PRESENT Mayor Terry Leslie, Councillors: Paul Isaac, Verna McFadden, Myron Thompson, and Nolan Blatchford

Representatives from Mountain View County: Reeve Bruce Beattie, Councillor Angela Aalbers, Mr. Ron Baker, Director of Operational Services, and Mr. Ryan Morrison, Assistant Director of Operational Services

ABSENT Councillors Cheri Funke, and Chris Vardas

STAFF Angie Lucas, Interim, CAO (Director of Planning and Operational Services)
Vic Pirie, Director of Finance and Administration
Cynthia Robey, Legislative Executive Assistant

CALL TO ORDER

Mayor Leslie called the meeting to order at 6:00 p.m.

MODIFICATION OR ACCEPTANCE OF AGENDA

038/17 The Town of Sundre Council moves to adopt the January 31, 2017 Special Council Meeting Agenda with the following addition:

- Discussion concerning Electoral Boundaries

CARRIED

NEW BUSINESS

Electoral Commission Boundaries – discussion

- The process of redefining the electoral boundaries is presently ongoing, however a decision is expected by Fall 2017.
- Reeve Beattie spoke of attending the Boundaries Commission meeting. He indicated that the Boundaries Commission uses population, cultural, commercial trading areas and the size of each of the area to define the boundaries.
- Mountain View County wishes to have one MLA to encompass the County of Mountain View.
- Mayor Leslie spoke saying that Council would prefer having two MLA's responsible to cover the boundaries due to West Country issues and that this would be better for Sundre.
- Mayor Leslie told the members of Mountain View County that Sundre Council may oppose Mountain View County's idea of the structure of this.

Recycle Site - discussion

Reference was given to the Recycle Site Presentation to Council on January 23, 2017. Mayor Leslie shared the following information from that presentation:

- 80% of the users of the site are rural. 80% complaints are coming from rural residents.
- Mayor Leslie spoke about curbside pickup. Issues are commercial cardboard recycling and non recyclable items being dropped off to the site.
- Mayor Leslie asked Mountain View County to consider taking over the operation of the site due to the high use volume of use coming from Mountain View County residents.
- Councillor Albers commented about the surrounding depots sites. She spoke about the Waste Commissions responsibilities. She would like to see a longer term contract in place.
- Mountain View County spoke about the logistics of looking after the rural sites, that it would be difficult for them to man the site. They indicated they are willing to consider financial backing but not to take over the full operation of the Sundre site. Waste Commission's contract with CanPak – Mountain View County is monitoring the service levels.
- Mayor Leslie suggested that this topic be given to Administration to work out the details. Mountain view County indicated that they are open to hearing what comes of this meeting.
- Reeve Beattie spoke about improving the signage or the management of the site.

Regional Servicing Definition – discussion

- Mayor Leslie spoke saying Council is looking at improvements to how Sundre handles wastewater concerns. Mayor Leslie indicated that Council wants to mention to the Minister in a letter that Sundre provides services to many surrounding communities and that Sundre should be assigned a regional entity status. Mayor Leslie asked Mountain View County if the County would be supportive of the approach to the Minister and if they would agree with Sundre being a regional entity.
- Reeve Beattie said Mountain View County Council has not had a discussion concerning this however he wants to take the recommendation back to Mountain View County Council. He further indicated that Mountain View County is supportive of Sundre being a regional entity.
- Mayor Leslie will formally ask for planning for that facility to be a regional entity and will send a copy of the letter to the Minister to Mountain View County for their feedback.
- Councillor Albers suggested Council look at widening the area to include more of our neighbours who are using our facilities in Sundre.
- Mayor Leslie will also contact the Mayors of Cremona & Caroline

039/17

Councillor Blatchford moved that the Town of Sundre Council move to In-Camera at 6:37 p.m.

CARRIED

IN-CAMERA

Land: FOIPP Section 16

040/17 Councillor McFadden moved that the Town of Sundre Council come out of In-Camera at 7:47 p.m. **CARRIED**

ADJOURNMENT

041/17 Councillor McFadden moved that the Town of Sundre Council adjourn the meeting at 7:48 p.m. **CARRIED**

Mayor

I hereby certify these minutes are correct.

Interim Chief Administrative Officer

MINUTES OF THE REGULAR COUNCIL MEETING OF THE MUNICIPAL COUNCIL OF THE TOWN OF SUNDRE IN THE PROVINCE OF ALBERTA HELD MONDAY, FEBRUARY 13, 2017 IN THE TOWN OF SUNDRE COUNCIL CHAMBERS

PRESENT Mayor Terry Leslie, Councillors: Cheri Funke, Verna McFadden, Chris Vardas, Myron Thompson, and Nolan Blatchford

ABSENT Councillor Paul Isaac

STAFF Angie Lucas, Interim, CAO (Director of Planning and Operational Services)
Vic Pirie, Director of Finance and Administration
Cynthia Robey, Legislative Executive Assistant

CALL TO ORDER

Mayor Leslie called the meeting to order at 6:00 p.m., with a moment of reflection.

MODIFICATION TO OR ADOPTION OF AGENDA

42/17 Councillor Blatchford moved that the Town of Sundre Council adopt the February 13, 2017 Regular Council Meeting Agenda, with the following additions/deletions/amendments:

- Addition of one item: In-Camera – Personnel
- Addition of one item: correspondence

CARRIED

ADOPTION OF THE PREVIOUS MINUTES

43/17 Councillor McFadden moved that the Town of Sundre Council adopt the January 30, 2017 Regular Council Meeting Minutes, as presented. **CARRIED**

PUBLIC ADDRESS

PRESENTATIONS

FINANCE

PUBLIC HEARINGS

BYLAWS

ADMINISTRATION REPORTS

UNFINISHED BUSINESS

NEW BUSINESS**RFD Committee List change**

44/17 Councillor Vardas moved that The Town of Sundre Council approves of the removal of the line item, *Intermunicipal MOA Committee*, from the 2017/2018 Appointments of Committees and Boards of Council listing,

AND;

The Town of Sundre Council moves to approve of the removal of the line item, *Southern Alberta Energy from Waste Association Committee (SAEWA)*, from the 2017/2018 Appointments of Committees and Boards of Council listing,

AND;

The Town of Sundre Council moves to approve the amendment of this line item by the removal of the word “*committee*,” and keeping the amended line item to say, “Sundre Schools Liason, with Mayor Leslie listed as Council representative and alternate representative as Councillor Thompson.

CARRIED

RFD Approval of Mayor’s Attendance at Unscheduled Meeting

45/17 Councillor Funke moved that the Town of Sundre Council approves the attendance of Mayor Leslie at the *Forestry at the Legislature* day to be held on March 7, 2017, in Edmonton, Alberta. **CARRIED**

RFD Approval of Councillor Funke’s Attendance at Unscheduled Meeting

46/17 Councillor Blatchford moved that the Town of Sundre Council approves the attendance of Councilor Funke at the *Crisis & Risk Communications Conference for Municipalities* to be held on March 2 & 3, 2017, in Red Deer, Alberta. **CARRIED**

Discussion re: research on possible Arena Contract

Mayor Leslie asked Mr. Vic Pirie, Director of Finance and Administration, for a more detailed explanation of the operating budget concerning monies extended for the operation of the Arena. Mr. Pirie confirmed that money collected by means of User Fees is less now than in the past and this is affecting revenues. An example given was the cancellation of ice bookings without adequate notice so the Town is unable to reschedule new bookings.

Council directed Administration to work on researching more details in order to determine if it is advantageous and/or feasible to contract out the Arena. Mayor Leslie asked Council to put ideas forward to Administration as to what Council would like to see on the report.

MUNICIPAL AREA PARTNERSHIP (MAP)

Mayor Leslie cited a summary of topics addressed during the February 7, 2017 MAP meeting:

- Much opportunity to move in positive directions
- ICF process

Discussion Items:

- Administration cited the MAP Terms of Reference

- Mayor Leslie suggested that the other municipalities, through the MAP meetings, be informed of the opportunity to apply for the Kraft Grant funding
- Mayor Leslie emphasized that he wished as many Council members as possible make themselves available for the June 2017 MAP All Council Meeting to discuss the Sundre Hospital, Lagoon, and possibly Tourism.

COUNCIL REPORTS

Councillor Vardas – Verbal Report

- 1) Grant application for Recreation funding
- 2) Discussion about Sundre resident, Mr. John Whitesell, who is turning 100 years old in March

Councillor Thompson – Verbal Report

Councillor Thompson mentioned a meeting he had with the RCMP

Mayor Leslie – Verbal Report

Electoral Boundaries Commission letter

47/17 Councillor Funke moved that the Town of Sundre Council accept the Council Reports, as presented.

CARRIED

CORRESPONDENCE

Olds College – Technical Large Animal Emergency Rescue Training

Spray Lake Sawmills – Forest Management Plan

7th Annual Alberta CARE Spring Seminar

Mountain View Seniors Housing – Board Meetings and Draft Statement of Financial Position as of December 31, 2016

Councillor Funke – Facebook messages concerning racism and bullying

48/17 Councillor Funke moved that the Town of Sundre Council accept the Olds College – Technical Large Animal Emergency Rescue Training, the Spray Lake Sawmills – Forest Management Plan, the 7th Annual Alberta CARE Spring Seminar correspondence, the Mountain View Seniors Housing information, and the information concerning racism, as presented. **CARRIED**

NOTICE OF MOTION

49/17 Councillor Funke moved that the Town of Sundre Council move to go into In-Camera at 7:10 p.m. **CARRIED**

IN-CAMERA

FOIPP – Personnel – Section 17

ADJOURNMENT

50/17 Councillor Blatchford moved that the Town of Sundre Council move to come out of In-Camera at 7:51 p.m. **CARRIED**

51/17 Councillor Vardas moved that the Town of Sundre Council adjourn the meeting at 7:52 p.m. **CARRIED**

Mayor

I hereby certify these minutes are correct.

Interim Chief Administrative Officer

MINUTES OF THE SPECIAL COUNCIL MEETING OF THE MUNICIPAL COUNCIL OF THE TOWN OF SUNDRE IN THE PROVINCE OF ALBERTA HELD THURSDAY, FEBRUARY 16, 2017 IN THE TOWN OF SUNDRE COUNCIL CHAMBERS

PRESENT Mayor Terry Leslie, Councillors: Cheri Funke, Paul Isaac, Chris Vardas, Myron Thompson

ABSENT Councillors: Verna McFadden and Nolan Blatchford

STAFF Angie Lucas, Interim, CAO (Director of Planning and Operational Services)
Vic Pirie, Director of Administration and Finance
Cynthia Robey, Legislative Executive Assistant

MUNICIPAL AFFAIRS STAFF: Desiree Kuori, Municipal Advisor
Lisa Awid-Goltz, Municipal Dispute Resolution Advisor
Irene Black, Municipal Dispute Resolution Advisor

CALL TO ORDER

Mayor Leslie welcomed Municipal Affairs staff and called the meeting to order at 2:02 p.m.

MODIFICATION OR ACCEPTANCE OF AGENDA

52/17 Councillor Funke moved that the Town of Sundre Council adopt the February 16, 2017 Special Council Meeting Agenda, as presented. **CARRIED**

NEW BUSINESS

a. Presentation – Municipal Affairs

Municipal Affairs staff members each gave a brief introduction, which included their background employment history information. Desiree Kuori, Municipal Advisor, asked Council members to share their background information as well, and for each Council member to indicate what they were hoping to achieve from this presentation from Municipal Affairs.

Municipal Affairs staff presented a power point presentation covering the Municipal Services Branch Overview.

The outline of this presentation was as follows:

- 1) Municipal Affairs
- 2) Municipal Services and Legislation Division
- 3) Municipal Services Branch
- 4) Other Services – Planning, Collaboration, Dispute Resolution, Capacity Building, Advisory, Assessment, Grants, Resources
- 5) Questions

There were a number of questions/comments presented to Municipal Affairs staff by Council members throughout the presentation:

- Council asked Municipal Affairs to expand on criteria for Grants, such as application processes, amounts of the Grants, etc
- Council asked for clarification concerning the topic of dispute resolution
- Councillor Thompson and Councillor Isaac expressed disagreement with the strictness of the Municipal Government Act, indicating the Act should be made more flexible
- ICF Timelines were provided by Municipal Affairs Staff
- There was some discussion about Municipal Affairs training workshops which could be provided
- Council asked Municipal Affairs staff to highlight the top 3-5 issues that Municipal Affairs deals with most commonly.

After the presentation concluded, Mayor Leslie asked the audience if anyone had any comments:

Michelle Smith approached Council to state that she did not want Council members to stop communicating with Town of Sundre Staff on a social level but not to direct Staff in any way.

Tom Mennear approached Council to say he is frustrated with the strictness of the Municipal Government Act, and how that impacts his ability to communicate with Council members. He also spoke of Annexation regarding businesses in the west end of Sundre. Mayor Leslie replied and said that a form of mediation will be considered.

Mike Beukeboom approached Council to speak about funding inequity. Mr. Beukeboom says he believes this to be a regional issue, that is has been occurring for decades now. Spoke about the modernization of Municipal Government Act, regional funding models, etc.

ADJOURNMENT

53/17 Councillor Isaac moved that the Town of Sundre Council adjourn the meeting at 3:38 p.m. **CARRIED**

Mayor

I hereby certify these minutes are correct.

Interim Chief Administrative Officer



REQUEST FOR DECISION

COUNCIL DATE: FEBRUARY 27, 2017

SUBJECT: BYLAW 02.17 - LAND USE BYLAW AMENDMENT; AMEND BYLAW 705
AND BYLAW 03.16

ORIGINATING DEPARTMENT: PLANNING & DEVELOPMENT

AGENDA ITEM: 8.1

BACKGROUND/PROPOSAL:

The Town of Sundre Town Council recently passed Bylaw 07.16, a Land Use Bylaw Amendment to address Accessory Buildings, Day Cares, Sea Cans and Home Occupations.

The Land Use Amendment before Council now, continues to update the Land Use Bylaw and provides greater clarity for the user, while implementing the policies within the MDP.

1. The Serviced Estate Residential District (R-4A) lists Bed and Breakfast Accommodations, Child Care Facilities, Group Homes and Home Occupations as a Discretionary Use. Bed and Breakfast Accommodations, Child Care Facilities and Group Homes are not defined in the current Land Use Bylaw and are only listed in the R-4A District. It is recommended that these uses be removed until such time they can be given a definition and provide more clarity. It should be noted that Planning is currently reviewing Bed & Breakfasts, Secondary Suites, Boarding and Rooming House and Hotels/Motels as the next phase of the Land Use Bylaw Review. The R-4A District lists Home Occupations as a Discretionary Use, as per Bylaw 07.16 Home Occupations are now defined as Home Occupation – Minor and Home Occupation – Major. The removal of these uses will ensure that as we continue to move forward with the Land Use Bylaw update and inconsistencies within the Land Use Bylaw are removed and corrected.
2. The site specific Day Care Facility – Neighbourhoods in the Mobile Home District (R-3) for Lot 46, Block 3, Plan 8010730 passed by Council (Bylaw 03.16) should now be removed from the Land Use Bylaw 705. Bylaw 07.16 now addresses Day Care Facility – Neighbourhoods as a use in the Mobile Home District (R-3) as a Discretionary Use, so there is no need to allow for the site specific use in the Land Use Bylaw 705. The site specific use was added by the applicant, as they did not want to wait for Administration to implement the changes.
3. Bylaw 03.16 was approved by Council in June 2016. The applicant requested a site specific Day Care Facility – Neighbourhood in the Mobile Home District (R-3) as the Land Use Bylaw did not address Day Cares nor a definition for such. Now that Bylaw 07.16 has been passed which includes Day Care Facility – Neighbourhood in the Mobile Home District (R-3) there is no need for the site specific location. Therefore Planning is

recommending the removal of site specific “Day Care Facility – Neighbourhoods – Lot 46, Block 3, Plan 8010730 – only”.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES:

The benefit of making these changes now will ensure that as Administration moves forward with the Land Use Bylaw Review all housekeeping items are addressed, cleaned up and corrected.

ADMINISTRATION RECOMMENDATIONS:

Administration recommends that Council approve the removal of Bed & Breakfast Accommodations, Child Care Facilities, Group Homes and Home Occupations from the Serviced Estate Residential District (R-4A) under Discretionary Uses in the Land Use Bylaw 705. In addition Administration recommends that Day Care Facility – Neighbourhoods – Lot 46, Block 3, Plan 8010730 – only be removed from the Mobile Home District (R-3) as a Discretionary Use in the Land Use Bylaw 705 and Bylaw 03.16 be amended by deleting “THAT Bylaw 705 is hereby amend by adding “Day Care Facility – Neighbourhood in Mobile Homes – Lot 46, Block 3, Plan 8010730 only” as a Discretionary use in the Mobile Home District (R-3).

COSTS/SOURCE OF FUNDING:

None

MOTION:

The Town of Sundre Council moves to accept First Reading of Bylaw 02.17, being a bylaw to amend Bylaw 705 and Bylaw 03.16.

The Town of Sundre Council moves to defeat First Reading of Bylaw 02.17 being a bylaw to amend Bylaw 705 and Bylaw 03.16.

ATTACHMENTS:

Attachment “A” – Serviced Estate Residential District (R-4A)

Attachment “B” – Mobile Home District (R-3)

Attachment “C” – Bylaw 03.16

TOWN OF SUNDRE
BYLAW NO. 02.17

BEING A BYLAW OF THE TOWN OF SUNDRE TO AMEND LAND USE BYLAW 705 AND AMEND BYLAW 03.16.

WHEREAS, pursuant to the provisions of the Municipal Government Act, R.S.A., 2000, Chapter M-26, section 639 as amended from time to time, a municipal council must pass a land use bylaw;

WHEREAS, pursuant to the provisions of the Municipal Government Act, R.S.A., 2000, Chapter M-26, section 191(1) as amended from time to time, a municipal council has the authority to amend or repeal a bylaw;

NOW THEREFORE, the Council of the Town of Sundre, in the Province of Alberta hereby enacts as follows:

1. THAT Bylaw No. 705 is hereby amended by DELETING “Bed and Breakfast Accommodation, Child Care Facilities, Group Homes and Home Occupations” from the Serviced Estate Residential District (R-4A) Discretionary Uses.
2. THAT Bylaw No. 705 is hereby amended by DELETING Day Care Facility – Neighbourhoods – Lot 46, Block 3, Plan 8010730 only – (Bylaw 03.16).
3. THAT Bylaw No 03.16 is hereby amended by DELETING Day Care Facility – Neighbourhoods in Mobile Homes – Lot 46, Block 3, Plan 8010730 only as a Discretionary Use in the Mobile Home District (R-3) as per attached Schedule “A”.
4. THAT this bylaw shall be passed and become effective when it receives Third and Final reading and is signed.

READ A FIRST TIME IN OPEN COUNCIL THIS 27TH DAY OF FEBRUARY, 2017.

READ A SECOND TIME IN OPEN COUNCIL THIS 27TH DAY OF MARCH, 2017.

READ A THIRD AND FINAL TIME IN OPEN COUNCIL THIS 27TH DAY OF MARCH, 2017.

Mayor

Chief Administrative Officer

SERVICED ESTATE RESIDENTIAL DISTRICT (R-4A)

(Created by Bylaw No. 797 July 19th, 2004)

General Purpose: To provide an area for Single Detached residential development on large sites and compatible uses, herein listed, which are connected to the municipal sewer and water systems.

Permitted Uses: Accessory residential buildings/structures
Single Detached dwellings
Public Parks and Playgrounds

Discretionary Uses: Accessory uses
Alternate Energy Systems
~~Bed and Breakfast Accommodation – DELETE (Bylaw 02.17)~~
~~Child Care Facilities – DELETE (Bylaw 02.17)~~
~~Group Homes – DELETE (Bylaw 02.17)~~
Building demolition
~~Home occupations – DELETE (Bylaw 02.17)~~
Parking facilities for uses in this District
Public and quasi-public uses
Public utility buildings
Signs
Any use that is similar, in the opinion of the Municipal Planning Commission, to the permitted or discretionary uses described above.

General Requirements: In addition to the general land use provisions contained in Schedule B, the following provisions as contained within this Section shall apply to every development in this District.

Minimum Requirements:

Minimum Front Yard: **6.0m (19.7 ft.)**

Minimum Side Yard: **1.5 m (4.9 ft.) except where it abuts a road (not lanes) - 3.0 m (9.8 ft.), or as required in the Alberta Building Code, whichever is greater. See Section 2(4)(a) of Schedule B if laneless subdivision.** (Amended by By-Law No. 851 on October 29th, 2007.

Minimum rear yard: **15.0m (49.2 ft.)**

Minimum floor area: **148.64m² (1600 ft²)**

Minimum parcel area: **950m² (10,266.7 ft²)**

Minimum lot width: **20.0m (65.6 ft.) or as measured 6.0m (19.7 ft.) back from front property line in the case of a pie shaped lot.**

Maximum Limits:

Maximum Parcel Coverage:

- a) **40% of the site, all buildings together, including detached garages and other Accessory buildings.**
- b) **12% of the site, detached garages and all other Accessory buildings.**

Maximum building Height:

- a) Principal building: **9.0m (29.53 ft.)**
- b) Detached garages and all other Accessory buildings: **4.5m (14.8 ft.)**

Landscaping: **The Boulevard and 40% of the site.**

Minimum overall density of trees - one tree per 50 m² (538.2 ft²) of the required landscaped area.

Minimum overall density of shrubs – None.

Mixture of tree sizes – None.

Ratio of coniferous trees to deciduous trees – 1 to 1.

Building Design: The external design of all buildings shall be to the satisfaction of the Development Officer or the M.P.C. taking into consideration such things as finishing materials, roof pitch, eaves, size, siting, architectural features, and compatibility with other development in the vicinity.

The regulations for all other uses shall be established in Schedule B or by the Municipal Planning Commission.

MOBILE HOME DISTRICT (R-3)

(This section amended by Bylaw 08.10, July 19, 2010)

- General Purpose: To provide an area for and to regulate the development and use of land for mobile homes, and other uses, herein listed, which are compatible with a residential area, either on separately registered parcels or in comprehensively designed parks wherein sites are rented or owned as part of a condominium. The area is to be connected to municipal sewer and water systems.
- Permitted Uses: Accessory buildings- residential (**Bylaw 07.16**)
Home occupation – minor (**Bylaw 07.16**)
Mobile homes
Mobile home park
- Discretionary Uses: All discretionary uses found in the R-1 District, except Adult Care Residence.
Alternate Energy Systems
~~Day Care Facility – Neighbourhoods – Lot 46, Block 3, Plan 8010730 only – (Bylaw 03.16) DELETE (Bylaw 02.17)~~
Day care facility – neighbourhood (**added by Bylaw 07.16**)
Day home facility (**added by Bylaw 07.16**)
Home occupation – major (**added by Bylaw (07.16)**)
Any use that is similar, in the opinion of the Municipal Planning Commission, to the permitted or discretionary uses described above.
- In this District,
- "lot" means the total area of land reserved for the placement of a mobile home and for the exclusive use of its occupant(s);
- "structure" means a subordinate building which is an addition to or supplements the facilities provided by a mobile home, such as awnings, storage structures, carports, porches and skirting.
- Landscaping: The Boulevard and 30% of the site except for existing Mobile Home Parks.
- Minimum overall density of trees - one tree per 100 m² (1076.4 ft²) of the required landscaped area except for existing Mobile Home Parks.
- Minimum overall density of shrubs – None.
- Mixture of tree sizes – None.
- Ratio of coniferous trees to deciduous trees – None.

(1) Mobile Home Park Standards

Maximum Gross Density:	17 mobile homes per hectare (7 per acre)
Minimum Park Area:	2.0 hectares (4.9 acres)
Recreation Area:	A minimum of 5% of the total area of a mobile home park shall be set-aside in a suitable location as a recreation area. Playground apparatus or other recreation facilities shall be provided in accordance with a recreation site plan approved by the Development Officer/Municipal Planning Commission.
Roadways:	All mobile home park roadways shall have at least a 12.0 m (39.4 ft.) right-of-way and a carriageway no less than 8.0 m (26.2 ft.) in width.
Walkways:	Internal pedestrian walkways, where provided, shall be a minimum of 1.5 m (4.9 ft.) in width.
Storage Areas:	Common storage areas, separate from the mobile home lot, shall be provided for storage of seasonal recreational equipment not capable of storage on the mobile home lot. Such storage areas shall be screened. Such storage areas shall have an area of not less than 20.0 m ² (215.3 ft ²) per mobile home lot.
Utilities:	All utility services and all utility wires and conduits shall be installed underground.
Fences and Lot Lines:	Fences and hedges shall be allowed only if they are erected and maintained by the mobile home park operator to a uniform standard throughout the mobile home park. All lot lines shall be clearly defined on the ground by permanent flush stakes, or makers, with a lot number or other address system.
Minimum Yard Requirements:	Mobile homes and their attached structures shall be at least: <ul style="list-style-type: none">i) 4.5 m (14.8 ft.) from one anotherii) 7.0 m (23.0 ft.) from any park boundaryiii) 3.0 m (9.8 ft.) from any internal access road or common parking areaiv) 1.5 m (4.9 ft.) from any side lot linev) 4.5 m (14.8 ft.) from any rear lot line
Minimum Lot Area:	As determined by the size of the mobile home units and the lot coverage and minimum yard requirements specified in this Section.
Maximum Lot Coverage:	55%

Minimum Width:	3.5 m (11.5 ft.)
Minimum Floor Area:	65.0 m² (699.7 ft²) excluding any attached structures
Building Design:	All mobile homes shall be factory built. Skirting or any attached structure shall be factory built with matching exterior finish, or be of durable all-weather construction and designed in a manner that will enhance the appearance of the mobile home development.
Park Site Plan:	The Municipal Planning Commission may require the developer to provide a site plan showing all lot boundaries and dimensions.

(2) Mobile Home Subdivision Standards

The following regulations apply to mobile homes:

Minimum Yard least: Requirements:	Mobile homes and their attached structures shall be at least: i) 6.0 m (19.7 ft.) from one another ii) 6.0 m (19.7 ft.) from the front parcel boundary iii) 3.0 m (9.8 ft.) from the rear parcel boundary iv) 1.5 m (4.9 ft.) from the side parcel boundary except on a corner parcel where the side yard abutting a road (not lanes) shall be at least 3.0 m (9.8 ft.)
Minimum Parcel Area:	Interior parcels 450 m² (4,843.9 ft²) Corner parcels 500 m² (5,382.1 ft²)
Maximum Parcel Coverage:	45%
Building Design:	All mobile homes shall be factory built. Skirting or any attached structure shall be factory built with matching exterior finish, or be of durable all-weather construction and designed in a manner that will enhance the appearance of the mobile home. All wheels and tow hitches must be removed.
Minimum Floor Area	90.0 m² (969 ft²) excluding any attached structures. (Amended from 65.0 m ² (700 ft ²) by By-Law No. 777 on August 19 th , 2002).
Minimum Requirement	Lots 1-8, Block 2, Plan 9610892 & Lots 1-8, Block 4, Plan 9610892 shall be doublewide manufactured homes.
Minimum Age:	All mobile homes shall not be more than 10 years old.
Minimum Width: Law No. Width:	4.88 m (16.0 ft.) (Amended from 4.27 m (14.0 ft.) by By-Law No. 736 on June 7 th , 1999).
Supplementary Regulations:	Refer to Schedule B. The regulations for all other uses

Attachment "B"
Bylaw 02.17
shall be as established in Schedule B and by MPC.

DRAFT

TOWN OF SUNDRE
BYLAW NO. 03.16

BEING A BYLAW OF THE TOWN OF SUNDRE TO AMEND LAND USE BYLAW 705

WHEREAS, Section 639 of the Municipal Government Act, R.S.A., 2000, Chapter M-26 and amendments thereto requires Council to enact a Land Use Bylaw;

AND WHEREAS, Section 191(1) of the Municipal Government Act, R.S.A. 2000, Chapter M-26 and amendments thereto authorizes Council adopt a bylaw to amend a Land Use Bylaw;

NOW THEREFORE, the Council of the Town of Sundre, in the Province of Alberta hereby enacts as follows:

- ~~1. THAT Bylaw No. 705 is hereby amended by adding "Day Care Facility Neighbourhood in Mobile Homes - Lot 16, Block 3, Plan 0010730 only" as a Discretionary Use in the Mobile Home District (R-3) as per attached Schedule A.~~ **DELETE BYLAW 02.17**
2. THAT Bylaw No. 705 is hereby amended by adding a definition to Section 1.3 - "Day Care Facility - Neighbourhood" - means a development which is licensed by the Province to provide care for 7 to 15 children for more than 3 but less than 24 consecutive hours in each day that the facility is operating and is intended to be operated for at least 12 consecutive months.
3. THAT this bylaw shall be passed and become effective when it receives Third and Final reading and is signed by the Mayor and Chief Administrative Officer.

READ A FIRST TIME IN OPEN COUNCIL THIS 2ND DAY OF MAY, 2016


Mayor

Chief Administrative Officer

PUBLIC HEARING HELD ON JUNE 6TH, 2016

READ A SECOND TIME IN OPEN COUNCIL THIS 6TH DAY OF JUNE, 2016


Mayor

Chief Administrative Officer

READ A THIRD AND FINAL TIME IN OPEN COUNCIL THIS 6TH DAY OF JUNE 2016


Mayor

Chief Administrative Officer



COUNCIL DATE: February 27, 2017

SUBJECT: Bylaw 05.16 – Land Use Bylaw Amendment:

Re-designate a portion of lands 0.106 ha (0.261 acres), Lot 10ER, Block 1, Plan 8711392 from Environmental Reserve (ER) to Central Commercial District (C-1) as per attached Schedule “A”;

ORIGINATING DEPARTMENT: Planning & Development

AGENDA ITEM: 8.2

BACKGROUND/PROPOSAL:

While undertaking the review of a Development Permit application for a business located just east of the IGA, it was noticed that the southern portion of the parking lot located west of the IGA currently encroaches onto part of the Town owned lands, zoned as Environmental Reserve (ER), (see Schedule B).

A review of the land files showed that the encroachment had not been approved by Council and the issue was discussed with the landowner. With the cooperation of the landowner, Planning staff then sought legal advice on the what options were available to the Town to rectify the issue. Three possible options were provided by the Town's lawyer:

- 1) The Town can advise the landowner that the encroaching portion of the parking lot must be removed;
- 2) The Town can grant a license to the landowner for the area required, however the license may not exceed a period of three years; or
- 3) The Town may offer a permanent solution, which would be to sell the Town owned area of land which is being encroached on to the landowner for the continued use of parking.

The Town's lawyer has advised that the parking lot encroachment cannot continue over the ER Lands without taking one of the above three options.

These options were presented to the landowner to determine which would be the most preferred and as a result, the Planning department received an application from the landowner with the intent to purchase the lands and re-designate a portion of Lot 10ER, Block 1, Plan 8711392 located south of the IGA parking lot currently zoned as Environmental Reserve (ER) to Central Commercial District (C-1). This will then provide a permanent solution and correct the parking lot encroachment currently on Town owned Environmental Reserve.

As per the Municipal Government Act (MGA), Section 676(1) Changes to environmental reserve's use or boundaries, a Council may by Bylaw, after giving notice in accordance with Section 606 and holding a public hearing in accordance with Section 230.

- (a) use an environmental reserve for a purpose not specified in section 671(1),
- (b) transfer an environmental reserve to Crown or an agent of the Crown for consideration, as agreed,
- (c) lease or dispose of an environmental reserve other than by a sale for a term of not more than 3 years; and
- (d) change the boundaries of an environmental reserve or environmental reserve easement in order to correct an omission, error or other defect in the certificate of title, or to rectify an encroachment problem or other concern.

In addition, the landowner is aware that the parking lot encroaches further south onto the neighbouring property and will be required to remove and restore the area to its natural state.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES:

The Town's lawyer has suggested that the Town of Sundre enter into a Purchase and Sale Agreement to remedy the encroachment to ensure that a defined process is set out, with time lines and obligations clearly stated. The Purchase/Sale Agreement has been executed by the landowner and they have provided an appraisal report for the encroached land area located on the Environmental Reserve.

The Land Use Bylaw Amendment application was circulated to 15 adjacent landowners and no comments were received.

Comments received from external agencies are outlined below:

Alberta Transportation – No objections;

ATCO Pipelines – No objections;

Alberta Environment – No comments were submitted;

Town's Engineer – Recommends that a Biophysical Impact Assessment to define the riparian setback and confirm that there is no environmentally significant wildlife or plants, prior to re-designation.

Mountain View County – The Planning department stated that changes to the environmental reserve's use or boundaries may not occur unless it is to rectify an encroachment problem or other concern. Their Engineering Technologist commented that an active drainage channel exists at that location which conveys overland drainage from the surrounding areas to the Red Deer River. Construction of a parking lot at that general area may impact this drainage feature. It also has a potential to burden the downstream properties with additional runoff, it is therefore advised that the Town obtains advice from its Engineering Department regarding potential impacts an options with respect to preservation/restoration of that area.

ADMINISTRATION RECOMMENDATIONS:

Administration recommends that Bylaw No. 05.16 be given First Reading and that a Public Hearing date be set for March 27, 2017.

COSTS/SOURCE OF FUNDING:

None

MOTION:

MOTION 1:

The Town of Sundre Council moves to accept First Reading of Bylaw No. 05.16, being a bylaw to amend the Land Use Bylaw 705 to re-designate a portion of lands 0.106 ha (0.261 acres), Lot 10ER, Block 1, Plan 8711392 from Environmental Reserve (ER) to Central Commercial District (C-1) as per attached Schedule "A";

ALTERNATIVE ACTIONS:

The Town of Sundre Council moves to defeat the above motion.

ATTACHMENTS:

Bylaw No. 05.16

Schedule A – Map – Change of Use Area

Schedule B – GIS Map of encroached parking lot

Schedule C - Subject Area Maps (circulation)

Date Reviewed: _____ CAO: _____

**TOWN OF SUNDRE
BYLAW NO. 05.16**

**BEING A BYLAW TO CHANGE THE BOUNDARY OF
AN ENVIRONMENTAL RESERVE TO RECTIFY AN ENCROACHMENT PROBLEM
AND AMEND BYLAW NO. 705**

WHEREAS, pursuant to the provisions of the Municipal Government Act, R.S.A., 2000, Chapter M-26, as amended from time to time, a municipal council has the authority to pass and amend a land use bylaw and other municipal bylaws;

AND WHEREAS, pursuant to section 676(1)(d) of the Municipal Government Act, R.S.A., 2000, Chapter M-26, as amended from time to time, a municipal council may by bylaw change the boundaries of an environmental reserve to rectify an encroachment problem or other concern;

AND WHEREAS, the owner of a lot described as Lot 1; Block 1; Plan 8111576 has a parking lot encroaching onto an environmental reserve described as Lot 10ER; Block 1; Plan 8711392;

AND WHEREAS, the Council of the Town of Sundre deems it expedient and in the public interest to:

pass a Bylaw to change the common boundary of the environmental reserve and the privately owned lot to rectify the encroaching parking lot problem; and

amend the Land Use District Map attached as Schedule "A" to Bylaw No. 705, known as the Land Use Bylaw to reflect the change to the common boundary;

AND WHEREAS, the Council of the Town of Sundre has given notice of this Bylaw in accordance with section 606 of the Municipal Government Act, R.S.A., 2000, Chapter M-26, as amended from time to time, and held a public hearing in accordance with section 230 of the Municipal Government Act, R.S.A., 2000, Chapter M-26, as amended from time to time;

NOW THEREFORE, the Council of the Town of Sundre, in the Province of Alberta, hereby enacts as follows:

1. THAT those portions of environmental reserve affected by the change to the common boundary, being approximately 0.261 acres, is shown in the Filed Plan for Purposes of Land Boundary Adjustment attached as Schedule "A" hereto;
2. THAT the common boundary as changed to rectify the encroachment problem is shown in the Descriptive Plan of Consolidation attached as Schedule "B" hereto;

3. THAT the Land Use District Map attached to Bylaw No. 705 is hereby amended and replaced with the Land Use District Map attached as Schedule "C" hereto; and
4. THAT this bylaw shall come into force and effect upon receiving third and final reading and being duly signed.

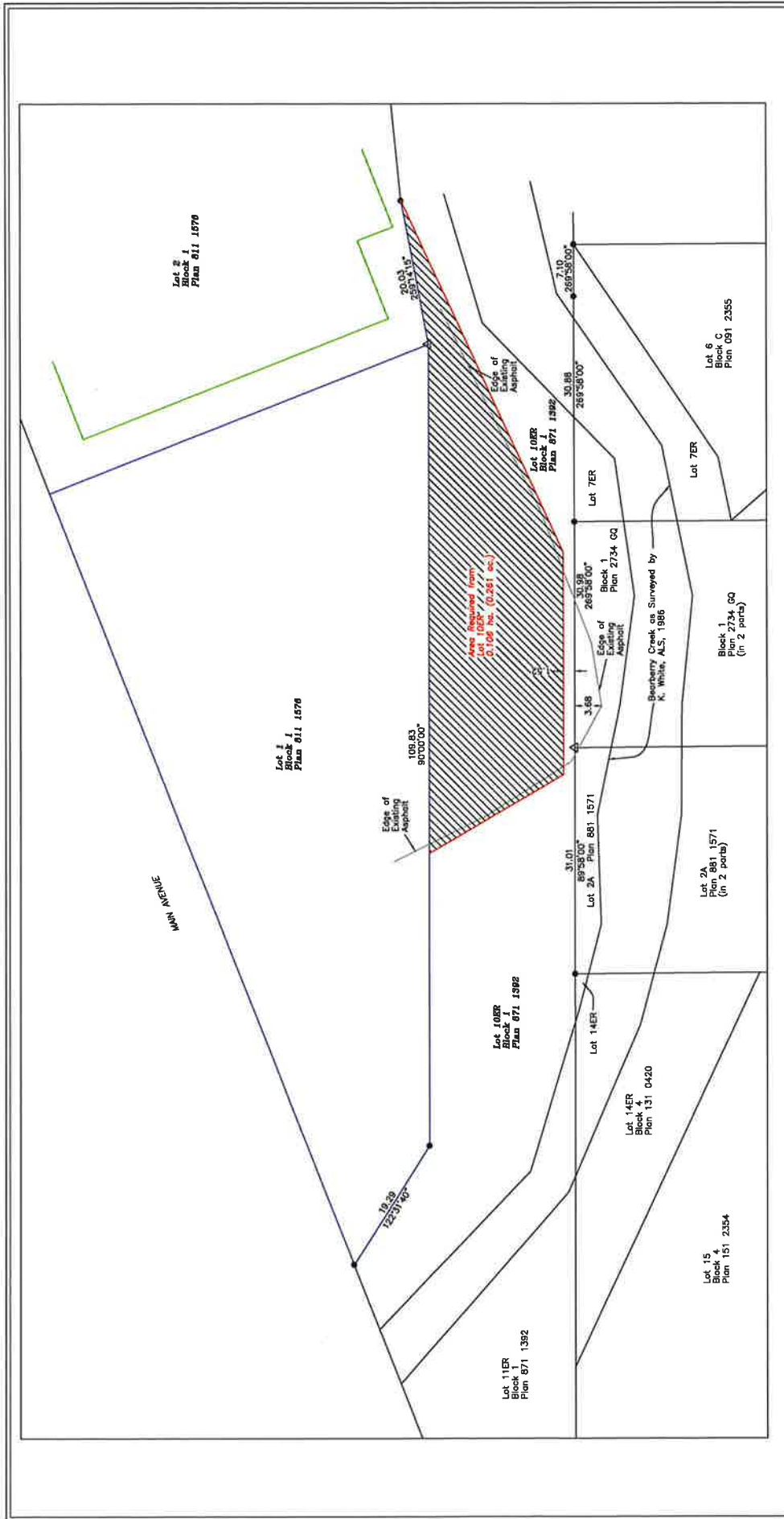
Read a first time this _____ day of _____, 2017.

Read a second time this _____ day of _____, 2017.

Read a third and final time this _____ day of _____, 2017.

MAYOR

CHIEF ADMINISTRATIVE OFFICER

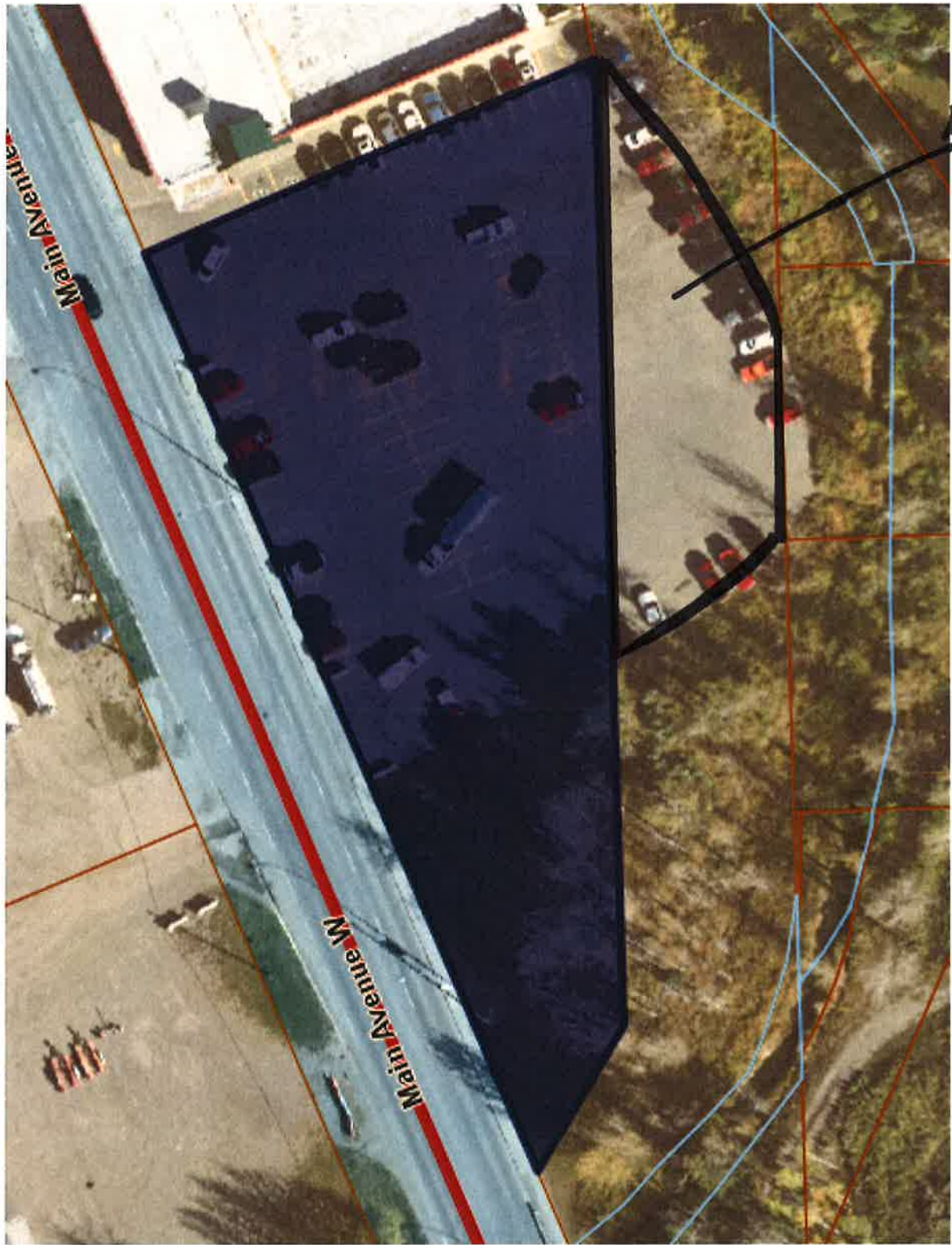


Town of Sundre - Sketch
 Showing
Existing Parking Lot
 Within and Adjacent to
Lot 1 Block 1 Plan 811 1576
 and
Lot 10ER Block 1 Plan 871 1392



SexSmith Surveys Ltd.
 Sex 322, High River, Alberta, T1V 1G5
 www.sexsmithsurveys.com ©Copyright, 2016

SexSmith Surveys Ltd.
 29 July, 2016
 Scale 1:500
 File 18-051 (Rev. 2)



Encroached Area

60m circulation
radius

Schedule "C"





COUNCIL DATE: February 27, 2017

SUBJECT: 2017 Sundre Pro Rodeo Parade Request Letter

ORIGINATING DEPARTMENT: Community Services

AGENDA ITEM: 11.0

BACKGROUND/PROPOSAL:

The Rodeo & Race Association has been hosting the annual Sundre Pro Rodeo for thirty-eight years. It is an annual event that brings hundreds of local and rural families and tourists to our community and downtown core.

The Committee takes great care to ensure that safety is number one. They are pleased to follow the Town's bylaws and policies and have set realistic goals to achieve its continued success. It is a family-focused event that engages the community with local, live entertainment, food, games, rides and fun.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES:

The 2017 Sundre Pro Rodeo Parade is scheduled for Saturday June 24, 2017 commencing at 10:00am.

The Director of Emergency Services, Kevin Heerema, met with the Pro Rodeo Parade organizers and he is satisfied the parade route will meet all Town safety concerns.

Parade organizers are requesting the following support from the Town staff and the RCMP:

- a) To erect the necessary barriers at key intersections;
- b) To have a Special Constable assist with traffic control at the west and east ends of Main Ave before, during and after the parade; and
- c) To have two RCMP members to lead the annual parade and assist with barricades as per usual.

ADMINISTRATION RECOMMENDATIONS:

Administration has worked well with the Sundre Pro Rodeo Parade Committee in the past and continues this valuable relationship. The Sundre Pro Rodeo Parade is an annual Town event that truly represents our community and culture.

COSTS/SOURCE OF FUNDING:

Staff will be scheduled to work on Saturday June 24, 2017 to erect barriers and assist with resolving any safety issues as directed by the Director of Emergency Services.

MOTION:

1. The Town of Sundre Council approves the Sundre Pro Rodeo Parade Committee’s request to hold the annual Sundre Pro Rodeo Parade as shown on the Parade route map on June 24, 2017.

AND

2. The Town of Sundre Council approves the request to relax Noise Bylaw 818 for the Sundre Pro Rodeo Parade on June 24, 2017.

AND

3. The Town of Sundre Council approves the request for the Sundre R.C.M.P. Detachment to provide two members to lead the annual parade and 1 Special Constable to assist with traffic control.

ATTACHMENTS:

Sundre Pro Rodeo Committee Letters, flyer and route map

Date Reviewed: _____ CAO: _____



Sundre Pro Rodeo Parade



January 25, 2017
Town Of Sundre
Box 420
Sundre, AB T0M 1X0

Re: 2017 Sundre Pro Rodeo Parade, Sundre, Alberta

The 2017 Sundre Pro Rodeo Parade Committee kindly asks for Council's approval to hold their annual Sundre Pro Rodeo Parade. The parade route is as per the attachment. The parade is scheduled for Saturday, June 24, 2017 commencing at 10:00 AM. The parade participants will begin to gather at the west end of town near the Kings Motel at 9:00 AM.

Our Theme this year is "Saluting Our Alberta"

We are pleased to celebrate Sundre & Area's industry and authentic Albertan heritage, tenacity and spirit. Albertan's have a 'can do' attitude, they pull together and help each other and it is this essence that makes Alberta such a wonderful place to live. During difficult times we see Alberta people and Alberta business push forward, inspire others and continue despite difficult circumstances. It is our intent to recognize this phenomenal spirit in our parade this year. In a timely theme that will bring a variety of brightly coloured floats & special VIP guests to our parade, we hope to recognize this drive and determination that we see from our Albertan People everyday demonstrating that by working together amazing things can be accomplished, We are inviting all families to participate in the parade as well as businesses and other usual entries.

The parade is scheduled for Saturday, June 24th 2017 commencing at 10:00 AM. All parade participants will begin to gather at the west end of Town near the Kings Motel at 7:00 AM and must be in place by 8:30 AM to be considered for judging. All entries will be judged between 8:30 – 9:30 AM.

As was the practice during past years, it would be highly appreciated if the necessary barriers were erected at the key intersections and if the Special Constable could assist with traffic control at the west and east ends of Main Ave before, during, and after the parade.

We will also be kindly requesting that the Sundre RCMP Detachment provide two members to lead the annual parade and assist with barricades as per usual.

We thank you for your past support in this regard and look forward to your reply.

Heidi Overguard & Moe Fahey
Sundre Parade Committee 2017



**IF YOU'RE
LOOKING FOR....
SOMETHING AWESOME THIS JUNE**

**CHECK OUT THE SUNDRE PRO
RODEO PARADE!!**

SATURDAY, JUNE 24 @ 10 AM

'Saluting Our Alberta'

*** Calgary Round Up Band ***

*** Red Deer Royals***

Innisfail Marching Pipe Band & Drums

*** Sundre High School Band ***

*** AB Fireman Association Pipe Band***

*** And Much MORE.... ***

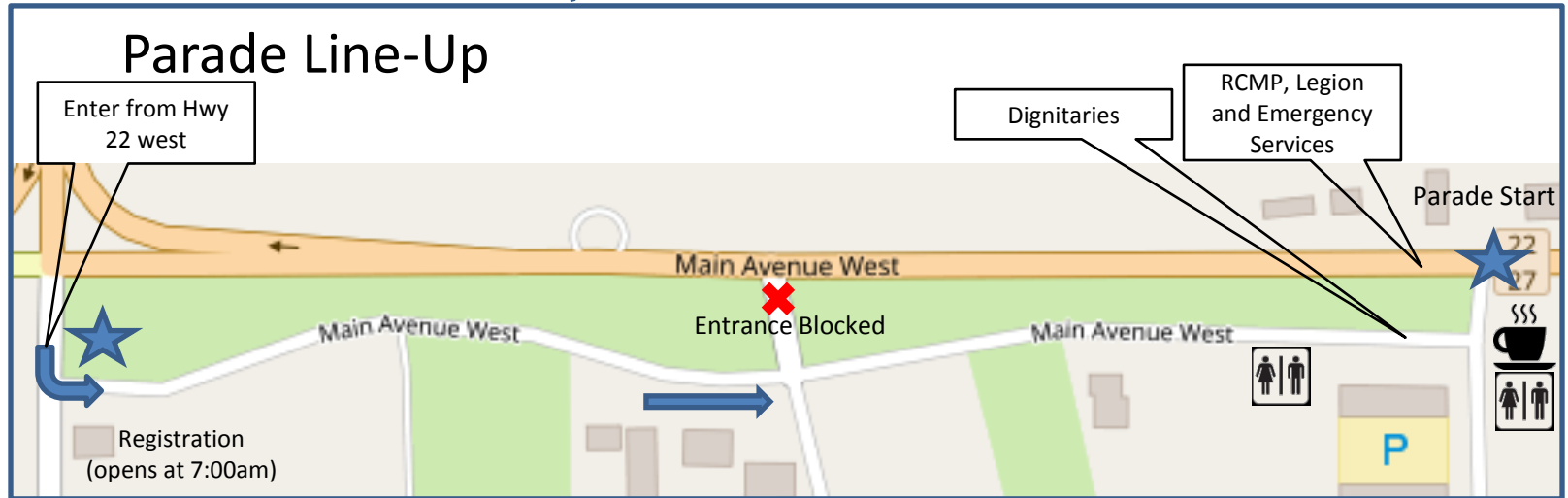
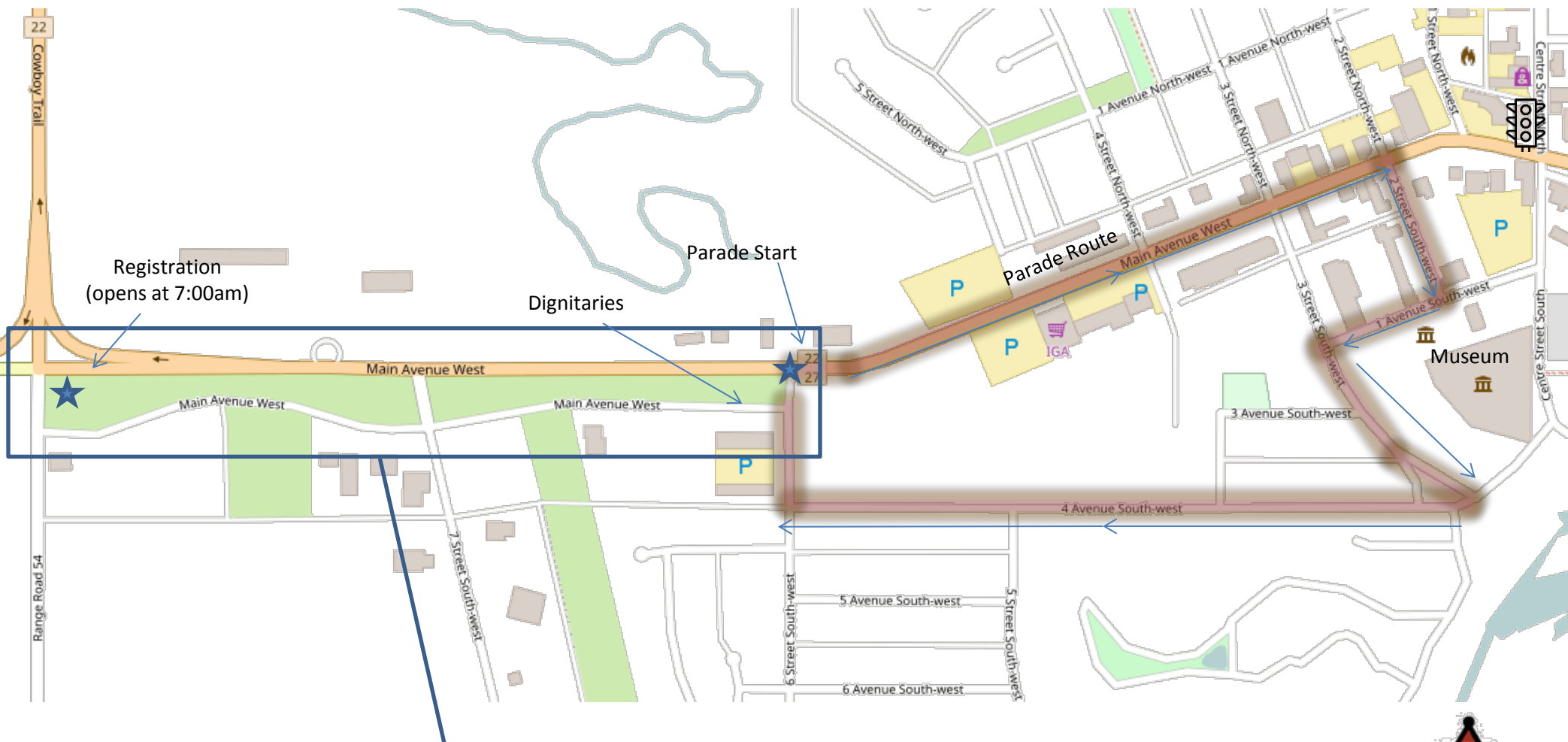
***Celebrate 38 Years of our very own
SUNDRE Pro Rodeo Parade by entering a Float in
the parade or sponsoring this fantastic annual
event!***

For More Information Contact

Email: paradesundre@gmail.com

Moe @ 636-1024 or Heidi @ 403-507-6590

2017 Sundre Pro Rodeo Parade Route



Refreshments provided by Valerie Burrell Professional Corporation, Sundre Vision Care, Camelot Books and Corner Brook Ltd.

Washrooms courtesy of Our Can Company



REQUEST FOR DECISION

COUNCIL DATE: February 27, 2017

SUBJECT: Flag Policy

ORIGINATING DEPARTMENT: Community Services

AGENDA ITEM: 11.1

BACKGROUND/PROPOSAL:

The Town of Sundre has been operating without a flag policy to guide administration on flag etiquette and mandatory half-masting protocols.

The Town is currently flying a wide variety of flags on poles inside and outside Town owned property that might not be aligned with the Government of Canada Flag Protocol. Listed below are examples flags being flown on Town owned property:

1. Canadian National flag
2. Flags of other sovereign nations
3. Provincial flags
4. Flags of the Territories
5. Town flag

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES:

Administration has prepared the attached Town of Sundre flag policy and procedures to ensure the Town adheres to the Government of Canada flag protocol. Additionally, the flag policy will provide guidance to administration on half-mast the Canadian flag during significant events.

ADMINISTRATION RECOMMENDATIONS:

The flag policy be approved by Council for immediate implementation

COSTS/SOURCE OF FUNDING:

MOTION:

The Town of Sundre Council moves to approve Policy A-008-00 Flag Policy as presented.

ATTACHMENTS:

Town of Sundre Flag Policy and Procedures

Date Reviewed: _____ CAO: _____



TOWN OF SUNDRE POLICY

Policy Number: A-008-00 POL
Policy Name:

Related Procedure Number: A-008-00 PRO
Related Procedure Name: Flag Policy
Replaces Policy Number: N/A

Resolution Number:
Approval Date: February 27, 2017
Revision Date: February 27, 2021
Responsible Department: Community Service

Policy Statement

The Town of Sundre wishes to recognize the Historical Flag Policy as set out by the Minister of Canadian Heritage. Properly and appropriately displayed flags signify honour and respect for Canada's history while providing opportunities to bestow an honour or express a collective sense of sorrow through the action of lowering flags to half-mast.

Purpose for Policy

To provide consistent and accurate guidelines for displaying and maintaining the National Flag of Canada, Province of Alberta, Territories, Town of Sundre as well as other flags when being flown in or on Town-Owned facilities.

Approval

This policy shall come into force and effect upon adoption by Council at a Regular or Special Meeting.

February 27, 2017 Meeting of Council

MAYOR

CHIEF ADMINISTRATIVE OFFICER

DATE



TOWN OF SUNDRE PROCEDURE

Procedure Number:	A-008-00 PRO
Procedure Name:	Flag Procedures
Related Policy No:	A-008-00 POL
Related Policy Name:	Flag Policy
Previous Policy Number:	N/A
Approval Date:	February 27, 2017
Revision Date:	February 27, 2017
Responsible Department:	Community Services

Policy A-008-00 POL adopted by Council Resolution #

Policy Statement

The Town of Sundre wishes to recognize the Historical Flag Policy as set out by the Minister of Canadian Heritage. Properly and appropriately displayed flags signify honour and respect for Canada's history while providing opportunities to bestow an honour or express a collective sense of sorrow through the action of lowering flags to half-mast.

Purpose for Policy

To provide consistent and accurate guidelines for displaying and maintaining the National Flag of Canada, Province of Alberta, Territories, Town of Sundre as well as other flags when being flown in or on Town-Owned facilities.

Definitions

Flag(s): Includes the National Flag of Canada, Flag of the Province of Alberta and the Town of Sundre flag or any other flag permitted to be flown in or on Town-Owned facilities.

Half-mast: The position of the Flag when flying at half-mast will depend on its size, the length of the mast and its location; but generally, the centre of the Flag should be half-way down the mast.

National Flag Project: Flags erected on the Berm East of the Red Deer River bridge. The National Flag Project recognizes the National, Province, Territorie and Municipal Flags of our Country.

Heritage Flag Project: Flags erected on the Berm West of the Red Deer River Bridge. The Heritage Flag Project recognize those individuals and societies that identify with a specific culture outside of Canada who have significantly contributed to building Sundre and have been present and active in the community since 1950 or earlier.

There are two ways to manage requests for installation of additional Heritage Flags. For definition purposes, they shall be termed either a “Flag Only” or “Flag and Pole”.

Flag only: requests will require approval through Town of Sundre Council. This only occurs when an existing flagpole is available for a flag to be raised upon.

Flag and Pole: requests will require approval through Town of Sundre Council. It will also require construction of a flagpole in alignment with the existing poles on the Sundre Berm West of the Red Deer River Bridge. Those groups requesting to raise the flag and pole will be fully financially responsible for the purchase and installation of the pole and its flag.

Flag Etiquette

Precedence

The order of precedence for flags is:

1. The National Flag of Canada
2. The flags of other Sovereign nations in alphabetical order (if applicable)
3. The flags of the provinces of Canada (in the order they joined confederation)
4. The flags of the territories of Canada (in the order they joined confederation)
5. The flags of municipalities/cities
6. Banners of organizations
7. Historical flags

National Flag

- When the National Flag of Canada is flown alone on top or in front of a building where there are two flagpoles, it should be flown on the flagpole to the left (to an observer facing the flag).
- When the National Flag of Canada is flown alone or in front of a building where there are more than two flagpoles, it should be flown as near as possible to the centre.
- When the National Flag of Canada is displayed in a place of worship or on a speaker’s platform, it should be against the wall, or on a flagpole on the left (from the point of view of the audience).
- When used in the body of a place of worship or auditorium, the National Flag of Canada should be to the right of the congregation or spectators facing the Flag.

With Flags of Other Sovereign Nations

- When flown or paraded, the National Flag of Canada takes priority over all other National Flags. When flown with the flags of other sovereign nations, all flags should be flown on separate flagpoles/masts and at the same height, all being of the same size, with the National Flag of Canada in the position of honour. The National Flag should be raised first and lowered last, unless the number of flags permits their being raised and lowered at the same time.

Configurations

- With the flag of one other nation, the National Flag of Canada should be on the left of the observer facing the flags; both should be at the same height.
- When crossed with a flag of another sovereign nation, the National Flag of Canada should be on the left of the observer facing the flags; the flagpole bearing the National Flag of Canada should be in front of the pole of the other flag.
- In a line of three flags, the National Flag of Canada should be in the centre. The other two flags should, in alphabetical order, be placed to the left and right of the National Flag respectively (from the point of view of the observer facing the three flagpoles/masts).
- When there are more than three flagpoles/masts, the National Flag of Canada should be flown on the far left of the observer facing the flags, followed by the flags representing the other sovereign nations ordered alphabetically. An additional National Flag of Canada may also be flown on the right at the end of the line.
- In a semi-circle of flags representing a number of sovereign nations, the National Flag of Canada should be in the centre.
- In an enclosed circle of flags representing a number of sovereign nations, the National Flag of Canada should be flown on the flagpole/mast immediately opposite the main entrance to a building or arena.

A combination of flags of sovereign nations, provinces, territories and organizations

- In keeping with previously outlined practice, the National Flag of Canada, when flown with different types of flags, should be flown on the left of an observer facing the flags. The position of the other flags is determined by order of precedence.
- When displayed with a flag of another sovereign nation, a provincial/territorial flag, a company/association flag or club pennants on a flagpole fitted with a yardarm or a gaff, the National Flag of Canada is positioned as follows:

With flags of the Canadian provinces and territories

When provincial and territorial flags are flown with the National Flag of Canada, the order is based on the date of entry into Confederation of the provinces followed by the territories. In a grouping of flags that includes the National Flag of Canada and all of the flags of the provinces and territories, the order of precedence is:

- National Flag of Canada
- Ontario (1867)
- Quebec (1867)
- Nova Scotia (1867)
- New Brunswick (1867)
- Manitoba (1870)
- British Columbia (1871)
- Prince Edward Island (1873)
- Saskatchewan (1905)
- Alberta (1905)
- Newfoundland (1949)
- Northwest Territories (1870)
- Yukon (1898)
- Nunavut (1999)

When displays include more than three flagpoles/masts, the National Flag of Canada should be flown on the left of the observer facing the flags, followed by the flags of the provinces and territories. An additional National Flag of Canada may be displayed at the end of the line if desired. The following are examples of the order of the National Flag with the provinces and territories:

Mandatory Half-Masting

The flags are flown at half mast position as a sign of mourning.

The flags will be flown at half-mast on the death of the following persons:

- Sovereign, the Governor General and the Prime Minister
- Sovereign's Family
- Former Governor General
- Former Prime Minister of Canada
- Chief Justice of Canada and Members of the Canadian Ministry
- Lieutenant Governors
- Privy Councillors and Senators
- Members of the House of Commons
- Accredited Heads of Mission to Canada while in Canada

- Half-Masting Initiated by a Province or Territory
- Regional, provincial, national or international event at the discretion of the CAO
- **The “Rules” (when, length of time): for Half-masting the National Flag of Canada can be found at <http://canada.pch.gc.ca/eng/1444133232495/1444133232498>**
- If the Flag is Half-masted anywhere in Canada in accordance with the Rules, it must nonetheless be flown at full-mast on Victoria and Canada Day.

Disposal of Flags

When a flag becomes tattered and is no longer in a suitable condition for use. The Community Services Department, will work with the Sundre Fire Department, to destroy in a dignified way as required by the Government of Canada.

Responsibilities

National Flag Project: Flags shall be replaced as required by Town of Sundre staff.

Heritage Flag Project: Flags shall be replaced as required by the Society, group or individual. If the society, group or individual no longer wish to replace the flag as required, it will be removed from the flagpole and the flag shall be returned to the them at an agreed upon date.

Approval

This procedure shall come into force and effect upon adoption by Management of the Town of Sundre.

CAO

DATE



REQUEST FOR DECISION

COUNCIL DATE: February 27, 2017
SUBJECT: Conducting Public Consultations on Broadband Development
ORIGINATING DEPARTMENT: Economic Development
AGENDA ITEM: 11.2

BACKGROUND/PROPOSAL:

Research into the feasibility of Broadband has been identified as an important area of study for the Town of Sundre in order to compete in today's information-driven economy. Since taking over the broadband project file, Administration has found that there exists significant potential for a profitable public broadband network to be developed. However, market demand must first be studied, along with the public appetite to use public dollars to fund the network's development.

Using funds that have been set aside for broadband feasibility research, Town Administration hopes to conduct Town Hall-style public consultations and surveys of the public, by going door-to-door to residences and businesses with the help of both paid staff (including temporary contractual help, if necessary) and volunteers.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES:

Does Council want to continue investigating the feasibility of a public broadband network?

ADMINISTRATION RECOMMENDATIONS:

Administration recommends conducting an extensive public consultation due to the apparent potential shown using the wholesale business model presented as Modified Model D in the Report Update on Broadband Feasibility Research.

COSTS/SOURCE OF FUNDING:

\$20,000 in funding has been allocated for this project and is located in the infrastructure reserve.

MOTION:

The Town of Sundre Council moves to request Administration to conduct public consultations that will simultaneously seek to determine a) the market demand for broadband internet in Sundre, and b) the public appetite to have public dollars used to invest into a broadband network.

ATTACHMENTS:

Report Update on Broadband Feasibility Research

Date Reviewed: _____ CAO: _____

Update on Broadband Feasibility Research Report

February 21, 2017



Town of Sundre

Department of Economic Development

Department of Finance and Administration

Update on Broadband Feasibility Research Report





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Update on Broadband Feasibility Research Report

Update on Broadband Feasibility Research Report

Departments: Economic Development and Finance & Administration

Function: Utility and Economic Driver

Project Name: Broadband development

Proposed Budget Years: 2018 and 2019

1. Background and Executive Summary

This project was started by CAO Dave Dubauskas in 2015 and provided with enough funding to conduct research into the feasibility of Sundre becoming a gigabit community via broadband fibre optics, and to prepare for its installation to help the community become future-ready. For various reasons, broadband is an economic driver, the requirement for which is becoming an eventuality across the world. The move toward ensuring communities become “Gigabit communities”, in other words, communities with the capability to reach a minimum of one gigabit¹ (Gb) per second download and upload speeds, is happening now.

In fact, the Canadian Radio and Television Commission recently ruled in December, 2016, that “a well-developed broadband infrastructure is essential for Canadians to

¹ Gb refers to gigabit. A bit is a unit of measurement, measuring the size of digital information. A gigabit is equal to 1000³ bits of digital information. *N.B.: A bit is similar to, though different in size from a byte. A bit is 1/8th the size of a byte. Internet transmission speeds are typically expressed in bits, whereas most files are expressed in bytes. For example, a 1 gigabyte file will take 8 seconds to transfer on a 1 gigabit per second (Gbps) connection. Bits are expressed with a small ‘b’ (i.e. Gb) while bytes are expressed with a large ‘B’ (i.e. GB).*

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participate in the digital economy,”² and that “[b]y the end of 2021, 90% of Canadian homes and businesses should have access to broadband speeds of at least:

- **50 Mbps for downloads** (data that consumers are *receiving from* the Internet, including files, web sites, pictures, music, and movies)
- **10 Mbps for uploads** (data that consumers are *sending to* the Internet)”

With the understanding that broadband is a requirement in today’s economy prior even to the CRTC ruling, and prior to Mr. Dubauskas taking extended leave and subsequently retiring, TaylorWarwick Consulting was hired to complete an economic feasibility study. As an extension of the study, Administrative staff researched for due diligence various broadband operational options and their successes/failures and benefits/weaknesses in a number of communities. Administration also met with a number of major telecommunications companies to discuss their interest in investing into Sundre. We also learned as much as possible about current and future technology.

Part of Administration’s research also included a conduit survey on the usability of existing underground conduit located in about one quarter of the Town. This survey found that a portion of the conduit is indeed usable, which will lead to reduced investment costs, should the Town move forward in this direction.

As part of our feasibility research, since no public consultation has occurred, Administration decided to be as conservative as possible (while also being realistic) with regard to projected adoption rates. In fact, Administration instructed the consultant to update the financial projections further by reducing projected adoption rates up to a third. Administration’s intent was to calculate the viability of investing into broadband based on very conservative uptake.

² “Internet Speed and Performance” Canadian Radio and Television Commission, date modified 2016-12-21, accessed January 6, 2016 from <http://www.crtc.gc.ca/eng/internet/performance.htm>

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The financial analysis attached to this report is the most up-to-date, and reflects multiple months of refinement. It is worth noting that the projected cost to introduce fibre-to-the-premise (FTTP) in Sundre has been reduced substantially from the initial assumed costs originally presented at the outset of this project.

The final estimate reflects the cost to deploy FTTP to 100% of Sundre's residences and businesses, via a combination of aerial deployment and buried conduit. As a community-owned network, Sundre would be eligible to deploy most of the network aerially. When including apartment units, the aerial portion of the proposed deployment would cover a full 86% of premises. It also reflects the cost associated with assembling an electronics hub that would light the fibre optics (a challenge moving forward will be determining the location of the electronics hub). The electronics hub will be approximately the size of a small room.

The Financial Review submitted by TaylorWarwick Consulting assumes that fibre optic conduit would be permitted by Alberta Transportation to cross the Red Deer River along the Red Deer River Bridge to the East Side Area of Sundre. Plus, the assumed roll-out includes aerial deployment to 27 industrial properties within the west Sundre industrial area, located in Mountain View County.

After earning a proposed \$70 per premise per month paid to Sundre by internet service providers (ISPs), a total of \$2.75 million in capital financing would be required over the initial four (4) year period of the deployment. \$1.35 million would be required the first year (2018).

The fibre network would be open to any ISP willing to pay the required carrying fee. If only one ISP were to partner with the Town, the service would be far superior to anything currently offered, though competition would still exist (similar to the way

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Calgary's publicly-owned Enmax Corporation competes with other private power companies and still makes a profit).

Once penetration targets are met, annual profits are expected to be about \$30,000 to \$80,000 from years 2023 to 2028, then \$90,000 to \$116,000+ from years 2029 and onward. In fact, assuming a 30% penetration rate within 4 years to residences and 50% to businesses, the net cumulative revenue after debt servicing (our total operational profit from positive cash flow) would be about \$540,000 by the year 2031. Cash flow positivity would commence in the year 2023 (based on a conservative 30/50 penetration rate), and earn the Town of Sundre incrementally increasing annual profits.

The fibre optic network's operations and maintenance would require no Town staff and would be completely outsourced to a third party, such as O-Net.

It is important to note that there will continue to be competing technologies with fibre optics moving into the future. Technologies currently being developed will focus in the future on wireless internet service provision via cellular data signals. With the eventual advent of 5G wireless technology, high-speed internet will be able to be beamed into rural areas, and will likely be a technology that helps the CRTC's national objectives.

Fibre optics will however, moving into the future, continue to be superior to data signals due to the sheer bandwidth potential associated with the physical infrastructure's use of light to transmit data, and the various colour spectrum wavelengths that have yet to be exploited for the purpose of data transmission. Fibre optics are also not limited by line-of-sight issues. Line-of-sight issues will continue to be a challenge for wireless services, similar to the way we still have areas where cellular signals are weak or are lost depending on the nearby structures or physical location of a cellular device. Combatting the issue of line-of-sight will involve the construction of a great number of expensive

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wireless transmission towers. Another weakness associated with 5G includes its potential to be scaled up. For instance, according to our consultant, doing something as simple as increasing the provision of download or upload speeds would require extra capital and hardware. This compares to fibre optics, where the full potential to provide internet speeds at full capacity exists already in the fibre optic conduit and scaling speeds up would require no additional resources.

The value of the economic development potential of a fibre optic network is clear; beyond this, due to the potential earning power associated with having a community-owned network (which could be used to put profits toward reserves for future capital projects, reduced taxes, etc.), Administration believes it is a venture worth pursuing further by seeking public input.

2. Research to Date

2.1. Regulatory Framework

Certain regulatory considerations exist at various levels of government. Here is a cursory examination of several key considerations.

2.1.1. Federal

The Canadian Radio & Television Commission (CRTC) regulates the use of mass communications, including the distribution of internet. In addition to helping Canadian content and companies thrive, the CRTC helps ensure that smaller entities are able to compete with the larger established telecommunications companies, such as Telus, Bell, Rogers and Shaw.

The CRTC in December, 2016 recognized the need for a “well-developed broadband infrastructure,” and established Telecom Regulatory Policy CRTC-2016-496³, and sets out actions and justification to help Canadians more appropriately connect with the digital economy. As part of their action targets, the CRTC hopes “[b]y the end of 2021, 90% of Canadian homes and businesses should have access to broadband speeds of at least:

- **50 Mbps for downloads** (data that consumers are *receiving from* the Internet, including files, web sites, pictures, music, and movies)
- **10 Mbps for uploads** (data that consumers are *sending to* the Internet)”

³ “Telecom Regulatory Policy CRTC 2016-496” Canadian Radio and Television Commission, accessed January 6, 2017 from <http://www.crtc.gc.ca/eng/archive/2016/2016-496.htm>

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With regard to regulations over internet networks, the following is a quote from the Assistant General Manager of O-Net: “[T]here is currently no requirement forcing companies to provide open access to competitors if any single company owns the network. How the network operates is entirely determined by the network owner.”

The importance of addressing the needs of the digital economy, as recognized by the CRTC represents an important consideration should Sundre follow the path to a community-owned network.

2.1.2. Provincial

Following discussions with the provincial economic development specialist tasked with crafting a provincial broadband adoption toolkit, the chief provincial regulatory considerations relate to: a) the Municipal Governance Act, which is currently under review for revision, and b) provincial rights of way.

The provincial specialist acknowledged that to the best of his knowledge, provincial regulations are not heavy and or otherwise non-existent.

2.1.3. Municipal

According to the Strategy and Technology Officer (STO) at the Town of Olds, who worked with utility companies and O-Net during the lead-up to O-Net’s launch, certain regulations the municipality can control to its benefit include the creation of Municipal Access Agreements with large telecom companies and utility companies. The representative recommended that agreements should stress that any conduits installed must be multi-use, and not exclusive to the large telecoms. This protects the municipality’s ability to affordably lay fibre.

Other regulations that the municipality can control include land-use mandates ensuring all new developments feature underground conduit to each premise.

2.2. Discussions with Municipalities

2.2.1. Didsbury - Telus

Administration met with Didsbury’s Manager of Development and Legislative Services, who informed us that Telus was a great addition to the Town. He was very happy to have Telus in Didsbury and did not remark on any outright downsides to having them come and install the fibre network.

Later, Administration discussed with their Operational Services Manager any issues pertaining to Telus’s installation. The sole issue they had was the time requirement imposed on their staff to respond to the abundance of ‘First Calls’ placed by Telus to locate utility infrastructure during the construction phase.

Although Telus installed, owns and controls the network in Didsbury, it is unclear whether they constructed an actual complete Fibre-to-the-Premise network. From our information, it is likely to be only a partial installation consisting instead of a less-desirable wireless Wide Area Network (WAN).

2.2.2. Vulcan - Axia

We spoke with the Vulcan Business Development Society (VBDS), the organization responsible for economic development in the Vulcan and County area. The VBDS informed us that although uptake was generally lower than expected, Axia’s broadband is useful to help promote the community and they are still investing in the Town, indicating continued profit potential for the

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company. We were told that at least two businesses had relocated to Vulcan from High River following the installation of fibre optics (though we cannot confirm it was *because* of fibre optics; currently a consultant is conducting a study on the community economic outcome of broadband introduction to the community).

(Full disclosure: Sundre's Economic Development Officer and author of this report worked with Axia and promoted their work during the market research and installation phases of their broadband network in Vulcan.)

2.2.3. Olds – O-Net

The Strategy and Technology Officer (STO) at the Town of Olds was able to provide useful information pertaining to the logistics and legislative framework needed to prepare for the installation of a fibre optic network. The STO seems to be positive about the value of the installation.

After also speaking with O-Net, we found that there was major concern at the Town about the fact it cost up to a total of \$18 million over several tranches. However, many of these concerns have since been allayed, as there has apparently been benefit to the community in the form of new investment, significant commercial adoption of O-Net's services, new residential recruitment, and social benefits associated with free public Wi-Fi in Uptown Olds and at the Olds hospital.

O-Net informed us that they also conducted a webpage analysis of local commercial businesses. Through this analysis, they attempted to search for and find businesses on the web, social media and other means of e-commerce. They found that four years ago, at the onset of O-Net, an astounding 82% of

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businesses had no website. A recent analysis has found that since commercial businesses have been adopting O-Net this number has been halved – now only 44% of local businesses have no online presence. Therefore, this shows that as a result of O-Net’s improved service capacity, businesses were forced to think beyond simply transactional services – they were able to get creative and improve their brands and business development tactics.

Socially, O-Net is very community oriented; they provide free internet service in Olds’s downtown and at the hospital.

2.3. Discussions with Internet Service Providers

2.3.1. Telus

Telus is a large telecommunications company providing phone, television and internet services (referred to collectively as triple-play service). Telus initially informed us that they would be willing to consider introducing fibre optics into Sundre, however they backtracked and suggested they would not be able to install fibre optics as affordably as the Town or a smaller entity would, due to CRTC regulations (they did not specify which regulations).

On a side note, Telus’s mobility division is, however, currently offering a pilot internet provision project to rural Mountain View County. Telus is supplying a device that taps into cellular data signals and broadcasts the cellular data signal within peoples’ homes to provide internet, like a router. However, a local Telus representative informed us there is no guarantee of high-speed service, and the physical nature and location of peoples’ homes can also be an impediment (just like a weak cell service).

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Pros:

- a) Ability to provide 4G wireless cell phone signals in community.

Cons:

Although it is currently a moot point since Telus has indicated they will not be able to install fibre optics in Sundre, assuming they were to change this position, we did note several outcomes that we feel are not ideal about a Telus operation. In terms of our own expectations about revenue-generation and service excellence for the Town of Sundre and its residents, these issues include:

- a) Although Telus paid for the installation in Didsbury, they did not install a complete Fibre-to-the-Premise network; it was allegedly only a partial installation consisting of in part, a Wide Area Network (WAN) wireless signal. We can expect the same to occur in Sundre. This is not ideal for the speeds that will be required in the near future. It's considered a cheaper, less effective route to service delivery.
- b) Telus pays absolutely no linear taxes, fees or royalties to the municipality.
- c) Telus operates a closed network, which means it is the only company that they allow to utilize the fibre optics lines, thus not allowing for competition or business development.

Note: new CRTC regulations might change this.

- d) Telus will not partner with any municipality and maintains sole ownership over the network.
- e) Money going to Telus leaves the community and diminishes the potential social return on investment.

Conclusion

Administration feels that a Telus-only controlled network would be the least desirable option for a) the Town of Sundre; b) consumers; and c) economic

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development potential. However, this option is moot since Telus has indicated they will not be constructing a network in Sundre.

2.3.2. Axia Connect

Axia Connect will soon be in nine (9) Alberta communities, providing triple-play service. Axia Connect is a wholly owned subsidiary of Axia NetMedia (together to be referred to as “Axia”), the company responsible for operating the provincial SuperNet system until 2018. Axia confirmed that they would be interested in coming to Sundre to install fibre optics, and that they would have an open network to allow competition. It is worth noting that Axia is not bound by the CRTC’s rules for the large incumbents and are not required to have an open network.

Axia’s consumer prices are similar to O-Net’s and other service providers. They provide symmetrical speeds for both uploading and downloading. This is important because upload speeds help to benefit businesses, while downloading speeds help improve service quality for consumers.

However, there are certain strategic factors that must be considered with regard to Axia and its future viability. Currently, Axia NetMedia operates the Bell-owned and Province-regulated SuperNet fibre optic system, which connects 429 Alberta communities to the internet with broadband speeds. Axia NetMedia’s contract to operate the SuperNet ends in early-mid 2018. We understand that there are rumours suggesting the province is seeking to find another operator for various reasons. According to TaylorWarwick Consulting, these reasons include Axia Connect’s “non-transparent use of the SuperNet to support Axia Connect

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communities”⁴ (and, as noted above, the SuperNet is operated by Axia Connect’s parent company Axia NetMedia). Therefore, it’s reasonable to assume that Axia has been actively seeking communities to sign with them since the company might be able to reference the number of communities they have registered as leverage during negotiations with the province. If Axia loses the contract, the company’s financial situation might change, which could affect Axia’s ability to 1) build in Sundre, and 2) continue to operate in Sundre if they do begin installations in the community.

Administration reminds the reader that this possibility is conjecture and merely to be taken into consideration within a full situational context.

Pros:

- a) Axia is very easy to work with, and provides good customer service and full Fibre-to-the-Premise internet (not relying on WAN, like Telus apparently does).
- b) Axia will pay for the entire installation of broadband.
- c) Axia provides an open network. The service is open to other companies that can pay a carrying fee to Axia to provide internet services – therefore consumers are not relegated to only Axia (as is the case with Telus), which supports competition. However, they are not bound to this.
- d) Town telephone bills would be substantially reduced with the adoption of VOIP service provided by Axia.

⁴ Email from Craig Dobson, of TaylorWarwick Consulting Ltd., to Jon Allan, Economic Development Officer with Town of Sundre on January 30, 2016 at 06:56 am.

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Cons:

- a) Axia pays absolutely zero linear taxes, fees, royalties or otherwise to the municipality.
- b) Axia maintains complete strategic control and ownership over the network.
- c) Axia is not willing to partner or share a stake in the ownership of the broadband network.
- d) Money going to Axia leaves the community and diminishes the potential social return on investment.

Conclusion

If a Town-developed network were not feasible, then Axia might remain a viable secondary option. However, due to the fact that Axia will provide no property taxes and will lead to capital flight out of the community, we believe that in the medium to long-term it is not ideal.

2.3.3. Shaw Communications

Shaw Communications Ltd. (Shaw) is a large national media company headquartered in western Canada, similar to Telus; it provides triple-play services, as well. Administration met with Shaw in November 2016, after the company expressed an interest in returning to Sundre as a service provider. Shaw was very eager to become an ISP on a Sundre-owned network, but they were explicit about the fact they will not be investing into any sort of network on their own.

Their reasoning was similar to Telus's: the CRTC regulations imposed on the large telecoms are different versus community-owned or smaller networks.

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Pros:

- a) Shaw could pay Sundre a monthly amount per premise per month in perpetuity to the Town of Sundre as a carrying fee if they sign on as an ISP, depending on the partnership model and negotiated agreements.
- b) The addition of another competitor in Sundre will help drive consumer rates down.

Cons:

- a) Should they decide to partner with the Town, the presence of Shaw would merely be as a service provider, not as an invested network operator.

Conclusion:

In addition to other ISPs such as O-Net, Shaw would be a sought-after client that could use a Town-owned network and pay the Town a fee for doing so. By offering multiple service providers to residents and consumers, the likelihood of an ISP using a Town-owned network increases, therefore increasing the odds of Sundre earning revenue from multiple sources off the single network.

2.3.4. O-Net

O-Net operates a community-owned full service company providing triple play service. According to O-Net, their most lucrative service is internet. Although O-Net is the service provider, the Olds Institute owns the physical fibre optics. O-Net is owned by Olds Institute (OI). As noted in a section above, approximately \$18 million was spent establishing O-Net and the OI-owned broadband infrastructure, of which, we were informed that \$2.5 million came from provincial coffers via the Government of Alberta's Major Community Facilities Program; a portion of funds also came from the Rural Alberta Development Fund (which, according to sources, is currently not funded).



O-Net went through some issues initially while starting up their company. These problems were twofold. First, they attempted to utilize a European technology for the provision of television services, which did not function. This problem caused customers to question the viability of O-Net, and it led to expensive lessons learned. And second, they used a 10-year debenture to pay for their capital expenditures instead of a safer 30-year repayment plan, thus forcing debt servicing repayments beyond which they had prepared for.

Now, 4 years into operations O-Net has allegedly become operationally profitable, despite these challenges.

Pros:

- a) O-Net is a community-oriented organization and is not purely profit-motivated.
- b) O-Net generates revenue that can be reinvested directly into the community.
- c) O-Net could pay Sundre about \$70 per premise per month in perpetuity to the Town of Sundre as a carrying fee, depending on the partnership model and negotiated agreements.
- d) Capital would remain regionally local.
- e) Town telephone bills would be substantially reduced with the adoption of VOIP service provided by O-Net.

Cons:

- a) Should they decide to partner with the Town, the presence of O-Net would merely be as a service provider, not as an invested network owner.

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Conclusion

O-Net is a highly desirable partner. If Shaw were to become an ISP partner as well, by offering multiple service providers to residents and consumers, the likelihood of an ISP using a Town-owned network increases, therefore increasing the odds of Sundre earning revenue from multiple sources off the single network. Since O-Net has finally managed to grow to a point that their problems are minimized, and since they have expressed a willingness to provide internet services to public facilities at no cost, they represent the most ideal company to partner with to launch broadband into Sundre. O-Net has also indicated they would be capable of providing full service maintenance of the network, for an operational fee.

2.4. Other Considerations

2.4.1. Technological Considerations

Fibre optics currently utilize just a fraction of the light-colour spectrum available to transmit information; as fibre optic technology advances, a fibre optic network will be able to be more fully utilized.

Meanwhile, as information communications technology evolves, non-FTTP technologies such as point-to-multipoint wireless WAN will continue to improve - though line of sight and building construction materials today still affect service quality. Companies like Google, Cisco and Qualcomm are currently developing impressive advances in this field, particularly in the area of 5G. Qualcomm in particular has shown substantial success developing the next iteration of this cellular technology.

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In the future, assuming cellular service providers do not gouge consumers, 5G will be able to affordably connect everything outside of the home with broadband (including driverless cars and drones); and with home internet routers connected to data or cell towers, broadband internet in the future will be streamed into the home via home internet routers that connect with mobile signals, as opposed to requiring physical lines like fibre optics. Wireless technology and fibre optics are in effect complementary: one offers mobility, while the other offers bandwidth. As the Town of Sundre’s consultant with TaylorWarwick noted, “[w]hen one is used to substitute for the other, there are trade-offs to be made.”⁵ Noteworthy, in Sundre tests using wireless technology with the existing 4G network are currently being undertaken by Telus.

According to CCG Consulting (a telecommunications consultancy), via the company’s blog site, “very few people realize ... that almost none of the supposed 4G networks in [the USA] actually meet 4G standards.”⁶

“[L]ong before we see an actual 5G deployment, we are first going to see the deployment of LTE (Long Term Evolution)-Advanced followed by generations of improvements that are best described as pre-5G.”⁷

Although “the ultimate goal of 5G is to be able to deliver 50 Mbps speeds everywhere,”⁸ based on advice by our consultant with TaylorWarwick

⁵ Email from Craig Dobson, of TaylorWarwick Consulting Ltd., to Jon Allan, Economic Development Officer with Town of Sundre on January 30, 2016 at 06:56 am.

⁶ “Looking Closer at 5G,” POTs and PANs blogsite by CCG Consulting, October 3, 2016, accessed January 25, 2017 from <https://potsandpansbyccg.com/2016/10/03/looking-closer-at-5g/>

⁷ *ibid.*

⁸ *ibid.*

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Consulting, fibre optics will, moving into the future, continue to be superior to 5G data signals for multiple reasons, including:

a) The sheer bandwidth potential associated with fibre optics' physical infrastructure's use of light to transmit data, and the various colour spectrum wavelengths that have yet to be exploited for the purpose of data transmission;

b) Line-of-sight issues, which will continue to be a challenge for wireless services as well, similar to the way there are still areas where cellular signals are weak or are lost depending on the nearby structures or physical location of a cellular device;

c) Planning considerations, due to the fact that for a proper wireless broadband data network to be installed in an urban area, multiple pieces of transmitting equipment will need to be installed – as densely as one every block (including on towers, roof tops, street lights, etc.);

d) Most upload speeds provided by wireless cellular signals will not be provided symmetrically (we can expect to see 50 Mbps down, and only 10 Mbps up); and

e) The cost to scale up speeds will be very high since data signals are limited to the hardware on the tower, which would need to be replaced to scale up, unlike fibre optics which has the potential to provide essentially unlimited bandwidth through its physical infrastructure right from the start.

It's worth noting that the telecommunications industry will likely finalize their standards for 5G rollout by the year 2020. However, upgrading to 5G "in steps will be expensive for the cellular providers and they are not likely to implement changes too quickly."⁹ Therefore, it would "not be surprising to be at least until 2030 until there is a cellular system in place that fully meets the 5G standard" in

⁹ *ibid.*

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the United States – and we can expect Canadian infrastructure to be in synch with theirs.

Physical obstructions notwithstanding, and assuming mobile service providers compete with fair pricing, in the future 5G internet supplied by wireless carriers will likely suffice for many consumers so long as signals supplied by 5G are high enough in data speeds.

2.4.2. Consumer Usage Considerations

According to Cisco, “80% of cellphone use is done indoors, mostly using WiFi.”¹⁰ With the growing adoption of internet-connected devices, broadband usage is growing rapidly. In fact, broadband usage requirements typically double every 2 years according to ‘Neilson’s Law,’ which has been fairly accurate in its estimates since the 1980s. According to Neilson’s Law, if the typical (U.S.) household requires 20 Mbps of service today, 150 Mbps requirement will be essential in five (5) years – and a full 1 Gbps will be required in ten (10) years, which with current technologies only fibre optics can meet. Home-based broadband requirements are increasing due to the sheer number of connected devices – including everything from thermostats to dishwashers. See Figures 1 and 2, below, which were taken from a presentation by Calix Inc. to O-Net, to see graphs depicting broadband requirements according to Neilson’s Law.¹¹

¹⁰ *ibid.*

¹¹ Calix Presentation at O-Net Offices in Olds, Alberta on July 26, 2016

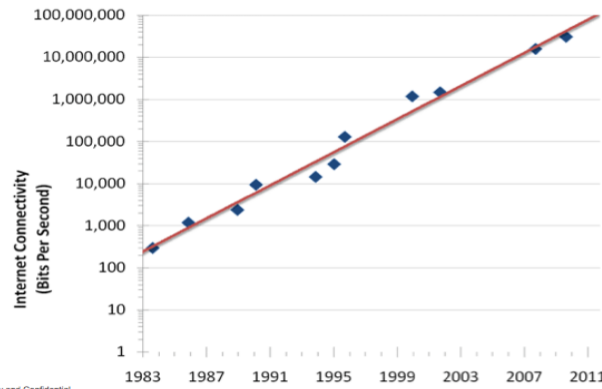
Fig. 1

Peak Bandwidth Growth over Time?

Following somewhat behind Moore's Law

Nielson's Law

- Internet peak consumption doubles every 2 years



© Calix – Proprietary and Confidential

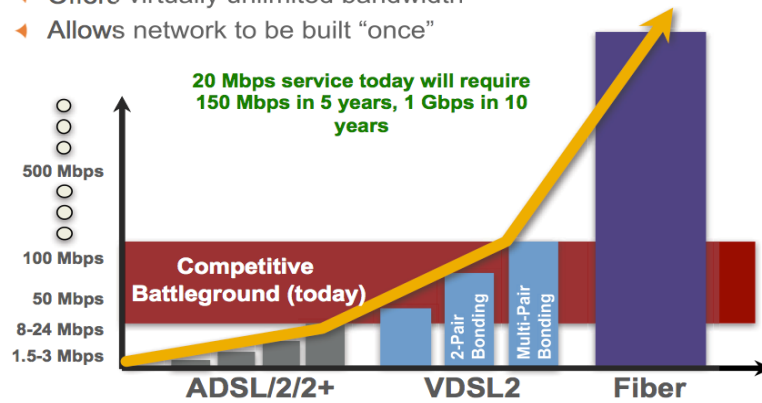


Fig. 2

Why Fiber?

Bandwidth growth is exponential

- Fiber is the path to long-term sustainability
- Offers virtually unlimited bandwidth
- Allows network to be built “once”



We have already experienced this rate of growth

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2.4.3. Government-funding Considerations

The federal department of Innovation, Science and Economic Development (ISED) previously funded a project called 'Connecting Canadians,' which supplied internet access to underserved rural and remote areas.

Administration discussed with ISED management a proposal that they submitted to the federal government caucus for a new project that would be an expansion of the Connecting Canadians program.

In December 2016, Administration learned the program would be accepting grant applications starting in January 2017, but that a Sundre-owned network would not be eligible for grant funding as a result of the existence of the SuperNet.

Worthy of note is the CRTC ruling that all Canadians must have access to 50 Mbps service by the year 2021, meanwhile the grant program only assists rural and remote communities achieve access to 5 Mbps.

As a result of the SuperNet, ISED has indicated that most of Alberta will not be eligible since the SuperNet acts as a point-of-presence (POP) capable of supplying access to broadband internet. However, Administration is not content with this decision by ISED, since having the SuperNet POP does not guarantee broadband access to the general community and population; it is tantamount to there being a large water tower, full of water, on Snake Hill, with no pipes to provide the water to any of the premises in Town.

3. Case Studies on Effects of Being a Gigabit Community

3.1. Longmont, CO (NextLight)

Some of the fastest internet in the US; funded via bond-offering to raise required \$40.3 million. Prices are fairly low and adoption rates are allegedly profitable. Service is only about 2 years old.

3.2. Sandy, OR (SandyNet)

Same as above – utilized bond to pay for investment. SandyNet has been operational for 15 years (initially as a DSL provider, now as a fibre optic provider) and does not require tax-payer subsidies; it is profitable.

3.3. Charleston, SC (GigaFi)

Service developed to attract young and educated employees for a new Boeing facility; it worked.

3.4. Key Takeaways for Market Adoption

Offer a differentiated experience.

- 1) Ensure that the service offers the right service mix (i.e. including the option to sign up for up to 1 Gig service speeds);
- 2) Showcase the superiority of a broadband network in their home;
- 3) Develop strong brand identity and know your consumers' behaviour. (O-Net has a developing brand identity, though market research would still be required to more properly understand Sundre residents'/consumers' behaviour).

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3.5. Key Business Success Factors

- 1) Most important is to get **high penetration rates** (break even could be 15% adoption; but the real money is made with >35% adoption).
- 2) Ensure a **higher ARPU** (annual revenue per unit, or household) – but since penetration is even more important, ensure rates are competitive enough to drive demand.
- 3) Have **fast service velocity** –ensure that newly installed services translate into cash flow by registering customers quickly (in other words, speed of deployment).
- 4) **Lower operating costs** – and invest into **skilled people**.

4. Socio-Economic and Financial Impacts to Sundre

4.1. Socio-Economic Analysis

Administration has learned more about the beneficial outcomes associated with broadband investment. Separated into three subsections below, here are some of our key socio-economic findings.

4.1.1. Business - Enterprise

Fibre optics are a fundamental element of modern economic development; they are required to be future-ready, and to compete in an information-driven society. Although becoming a so-called Gigabit community cannot guarantee growth, there is significant risk to doing nothing (especially in the future).

This is why companies like Telus, Google and Axia are developing Gigabit communities of their own. Consumers and businesses will be forced to utilize the technology as we move into the future, which makes the investment into the infrastructure very strategic. Broadband infrastructure is needed to compete now and into the future.

Some companies, like Telus, have installed partial fibre optic networks and relied on WAN to fill the gaps; this is insufficient. Consider the following: Although most people might only have a requirement for 20 Mbps today. In 5 years the average requirement will be 150 Mbps – and it will be 1 Gbps in ten years. Since the 1980s, data usage has doubled approximately every 2 years (this trend has been projected correctly since the 1980s, according to ‘Nielson’s Law’).

Update on Broadband Feasibility Research Report

Broadband helps entrepreneurs create businesses and to serve technology savvy consumers and businesses. It is a fundamental requirement to competing in an increasingly global information-driven economy.

4.1.2. Residents - Consumers

To allow for people to maintain the quality of living that they expect, and further to attract workers to communities, developing fibre optic networks is a strategy that has been used successfully (for example in Charleston, SC as above, and in Olds). Broadband infrastructure supports the lifestyle that the modern workforce expects.

By becoming a Gigabit community, Sundre would remain attractive as a destination for many new residents and families into the future. There would be no constraints, no boundaries, no limits, and with the highest quality video, voice and data service.

Even with regard to our large baby-boomer and seniors' population, the infrastructure would allow this increasingly connected retiring population to remain connected to family, friends, and information.

4.1.3. Social – Community

Some proponents of broadband assert that the average assessment value of properties in a community will increase by up to 2% once broadband is introduced, which if true would increase municipal revenues. Unfortunately, all assertions in this regard have been found to be only anecdotal and without data.

Update on Broadband Feasibility Research Report

Regardless, the social return on investment by broadband – if managed and controlled by the community – has been found in other areas, including:

- a) via the connections made possible with distant relatives for seniors;
- b) via the ability to augment competitiveness and business development for small businesses and non-profits;
- c) via the provision of broadband for medical servicing and file sharing;
- d) via the access to information and creativity possible at educational institutions;
- e) via the ability to have residents augment their quality of life by connecting more to the ‘internet of things’;
- f) via the ability to have municipalities develop ‘smart’ infrastructure that can continually track, send and receive data about any myriad of things (i.e. gas lines monitoring; water and wastewater monitoring; synchronization of traffic lights in large communities; transit; etc.); and
- g) when community-owned, via the municipality earning dividends off the service that can be used to help pay for community services.

4.2. Financial

4.2.1. Capital Cost Funding Model Options to Move Forward

As part of the review process, administration reviewed several funding models with the Town’s consultant TaylorWarwick Consulting Ltd. Through an exhaustive review, it was determined that a modified Model D provided the best option as it results in a high return on investment while limiting risk.

Model A – Town pays for entire network up front and works with ISP to maximize penetration and market adoption.

Update on Broadband Feasibility Research Report

Model B – All paid for upfront, but Town only pays for dark fibre while separate entity pays for electronics portion to light the fibre via P3.

Model C – Town pays for whole network, but only homes and areas as demand necessitates.

Model D – Town pays for whole network, but first only to homes and areas serviceable by aerial installation, then install buried conduit once enough operational profit is generated by the aerial-installed zones.

Modified Model D – Town pays for whole network, but in first year only to homes and areas serviceable by aerial installation, then in second year install buried conduit in those areas unable to be serviced with aerial fibre. Operations would be contracted out and the Town would receive a wholesale fee from ISPs on a per connection basis.

Model E – Town engages the services of a third party, such as Axia, to provide the capital infrastructure and broadband services to the community.

4.2.2. Financial Impact on Sundre

Attached is a *Financial Review, 2016-11-05, by TaylorWarwick Consulting Limited* based on the modified Model D option stated above.

In developing the financial review the consulting firm was directed to reduce the market penetration rates to more conservative estimates for both residential and commercial connections. Over four years, we conservatively estimated that maximum residential market penetration will

Update on Broadband Feasibility Research Report

be 30% and maximum commercial penetration will be 50%. Original estimates utilized a market penetration rate in year four of 40% for residential and 60% for commercial. While the original estimates may be achievable for the Town of Sundre, utilizing a lower penetration rate reduces the risk to the Town as the lower rates are more easily achieved.

In addition, the modified Model D reduces the level of capital required from \$4,000,000 to \$2,742,519. The reduction arises from utilizing greater aerial connectivity and utilizing a portion of existing conduit where available. It also reflects the income generated in the first years as a result of the business model utilizing a wholesaling fee to be charged to ISPs. The reduced borrowing requirements will result in a lower annual debenture repayment schedule over a twenty-year period. The lower annual payment again reduces the risk to the Town.

Administration, in reviewing the financial estimates of the consultant have modified the consultant's estimates further, as follows:

- Reduced residential and commercial annual growth from 2.8% to 1.0%. The reduction more accurately reflects the population growth over the 2011 to 2016 time period of 4.6% as identified in the 2016 Statistics Canada census.¹² This change reduces the number of residential and commercial units potentially available for connection. Utilizing a more conservative growth rate again reduces the risk associated with the project.

¹² "Population and Dwelling Count Highlight Tables, 2016 Census" Statistics Canada, accessed February 15, 2017 from <http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/hlt-fst/pd-pl/Table.cfm?Lang=Eng&T=302&SR=1&S=86&O=A&RPP=9999&PR=48#map-popup>

Update on Broadband Feasibility Research Report

- Increased revenue inflation index from 1% to 2% annually. The increase in the inflation index for revenue matches the inflation index used for expenses. The wholesale fee rate is established by Council and would be charged to ISPs through an agreement with each provider. The rate is controllable by Council and could be increased or decreased above the model 2% estimate whenever an agreement is negotiated with an ISP.

The revised financial estimates are attached for Council's review. In summary the revised estimates demonstrate:

- After two years, there is a positive operational cash flow (revenue minus expenditures not including capital expenditures) that grows over the remaining 13-year time horizon.
- After five years, there is a positive net cash flow (revenue minus expenditures including capital expenditures) that grows over the remaining 10-year time horizon.
- At the conclusion of 15 years, there is an accumulative \$540,000 available for reserves or other uses as determined by Council.
- Following the 15 years, net cash flows of approximately \$130,000 or more will be available to future Councils, per year.

4.2.3. Tax implications

Under the modified Model D option there is potentially no impact on the mill rate or taxes.

The model utilizes the infrastructure reserve to provide funding to offset the shortfalls in the first five years of operations; total borrowed from the infrastructure reserve will peak at \$246,801 by the fifth year. Thereafter,

Update on Broadband Feasibility Research Report

wholesale broadband operations begin repaying the funds to the infrastructure reserve with full repayment occurring in the eleventh year.

Following full repayment, if net operational profits are allocated to the infrastructure reserve, it would result in an additional \$540,000 contributed to it by the fifteenth year.

There is risk associated with the endeavour. If the wholesaling of broadband operations were unsuccessful after full implementation of debenture borrowing, the Town would be responsible for annual debenture payments of \$187,441 for the balance of the 20-year debenture. Based on the current Town assessment of \$362,397,820 such an imposition would result in an additional 0.542 mills for both the residential and commercial mill rates. The 2016 residential mill rate of 7.291 would increase 7.43% to 8.133 mills while the commercial mill rate of 11.200 would increase 4.84% to 11.742 mills.

Noteworthy, once fully constructed, there would be an impact on our debenture borrowing abilities, as the broadband project would require \$2,742,519 over the first four years of the operations. Such an amount is potentially limiting to the Town for other capital projects. However, it would not impact the 2017 – 2021 capital plan and the projects contained in the plan that require borrowing.

The primary rewards of the modified Model D option include:

- Economic benefits to the business and residential communities of Sundre.

Update on Broadband Feasibility Research Report

- Based on 2% annual revenue inflation and a conservative 30/50 penetration rate, there would be a positive cash flow commencing in the 11th year.
- No annual operational requirements on the Town's operations or staff, as the operations will be contracted out to a third party.

The primary risks of the modified Model D option include:

- If the operations fail, the Town becomes responsible for the payment of the annual debenture associated with the broadband operations, resulting in increases in the mill rate for both residents and the business community.
- Future technological advances may compete against fibre-based operations (ie. 5G).

It must be noted that Model E provides the same economic benefits to the business and residential communities without incurring any financial risk, as all operational and capital costs are the responsibility of the ISP.

However, in such a situation the Town has no opportunity to participate in the downstream financial benefits as any surplus remains with the private provider. Additionally, the provider may restrict other ISPs to the network, thus reducing potential competition resulting in higher fee charges to the resident and business communities. The Town would also lose any opportunity for strategic control over the infrastructure asset.

5. Administrative Recommendations

5.1. Recommendation

Administration recommends that, when weighted against costs, benefits, risk and opportunity, the Town of Sundre move forward with determining the public support for a Town-owned broadband fibre optic network since it is potentially quite feasible, vis-à-vis a fully private model (Model E).

NOTE: With the understanding that the projections presented in the financial model are an exceptionally conservative scenario, there are caveats that would need to be met before moving forward with an actual Town-owned network.

Caveats are:

- 1) Conduct recommended comprehensive public consultation to determine actual projected penetration rates;*
- 2) If penetration rates are favourable, ensure carrying-fee negotiated with ISPs such as O-Net is sufficient to generate a net operational profit within 5 years;*
- 3) Need to continue advocating for funding from either province or federal government (i.e. via expanded and updated Federal 'Connecting Canadians' program, perhaps) to assist with making launch more lucrative.*

Once the public consultation is completed, and assuming the caveats above were met, to see the network come to fruition Administration would likely recommend moving forward with **Capital Cost Modified Model D** shown in section **4.1.1** above.

Update on Broadband Feasibility Research Report

Modified Model D – Primary preference: Town pays for whole network, but in first year only to homes and areas serviceable by aerial installation, then in second year install buried conduit in those areas unable to be serviced with aerial fibre. Operations would be contracted out and the Town would receive a wholesale fee from ISPs on a per connection basis.

5.2. Alternative Recommendation

Town Administration does not conduct a public study to determine demand, and instead invites Axia to own, install, operate and control a private broadband utility network.

5.3. Rationale for Not Recommending Other Options

Model A – Town pays for entire network up front and works with ISP to maximize penetration and market adoption.

This would put an exorbitant amount of capital pressure on the Town; it is more feasible to spread it out over two years, as noted in modified Model D.

Model B – All paid for upfront, but Town only pays for dark fibre while separate entity pays for electronics portion to light the fibre via P3.

This would curtail the operational profits available to the Town, and potentially force the payback period to take longer. However, it is an option worth exploring under the right conditions.

Update on Broadband Feasibility Research Report

Model C – This would involve investing into broadband infrastructure as demand necessitates by zone and selling wholesale network access to an ISP.

This route would slow down penetration rates, which are essential to generating income quickly and maximizing profit.

Model D – This would involve investing into the 86% of premises and households in Sundre that may be provided network access via aerial deployment first. Then, it would involve waiting until this proportion of the network generates enough operational profit to cover the equivalent debt servicing cost of paying for the remaining 14% of the community that would require a buried conduit.

If this route were followed, the total savings between 2018 and 2025 (when underground deployment would likely occur) would be just \$86,000. Yet the lack of service to those residences without aerial deployment would create the semblance of a two-tiered public system. Moreover, the opportunity cost in terms of lost revenue potential from the 14% of the community that would remain unserved would reach a total of almost \$400,000 by 2031, therefore completely negating the initial \$86,000 in deployment savings.



REQUEST FOR DECISION

COUNCIL DATE: February 27, 2017

SUBJECT: Setting Garbage Bag Fees

ORIGINATING DEPARTMENT: Corporate Services

AGENDA ITEM: 11.3

BACKGROUND/PROPOSAL:

Council, through *Bylaw No. 09.16 being a bylaw of the Town of Sundre, in the Province of Alberta to establish and set fees and charges*, set out the fees chargeable for the sales of goods and services for 2017. As stated in the bylaw, "Section 6 of the *Municipal Government Act, Revised Statutes of Alberta 2000, Chapter M-26* and amendments thereto gives a municipality person powers, which imply the power to charge for goods and services provided,".

In mid-2016 Council introduced the recycling bin program for residents of Sundre. Part of the introduction of the program was a change to the pickup schedule. Previous to the introduction, residents had a two-week bin pickup service. One week garbage and the following week compost. Following the introduction of recycling the pickup schedule was modified to reflect a three-week schedule. First week garbage, followed in the second week compost and in the third week recycling. The three week schedule was placed on a trail period for approximately one year.

Administration, during the trail period, has looked at various alternatives for residents having a difficult time with the three week schedule. For each bin service an alternative is available. For recycling, the Town continues to operating a recycling centre for residents, for compost the Town will provide a location at the Town shop utilizing jersey barriers, and for garbage the Town will provide Town garbage bags. Can-Pak will pickup these bags for an annual payment of 50% of the revenue generated from the sale of garbage bags.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES:

Residents requiring additional garbage pickup will be able to purchase from the Town Office garbage bags for \$4.00 per bag plus GST. The fee will act as a deterrent and encourage residents to recycle and compost reducing the amount of garbage going to the land fill site. Of the \$4.00 per bag, \$2.00 goes to Can-Pak and each bag costs \$1.10 leaving \$0.90 per bag for administrative costs.

Going forward, Council would include the fee for garbage bags as part of the fee bylaw approved in late 2017 for the 2018 fiscal year. A motion from Council for 2017 would provide the authority for administration to charge residents with the \$4.00 per garbage bag fee.

ADMINISTRATION RECOMMENDATIONS:

Administration recommends Council approve the \$4.00 per garbage bag fee as it will provide residents with an alternative should their garbage bin be full. The fee would act as a deterrent and provide an incentive for residents to continue to recycle.

COSTS/SOURCE OF FUNDING:

The cost of purchasing 100 40-45 gallon garbage bags is approximately \$110.00 or \$1.10 per bag. The additional charge from Can-Pak is \$2.00 per bag. Both the purchase of garbage bags and Can-Pak charges would be recovered from the \$4.00 fee per garbage bag.

MOTION:

Town of Sundre Council approves setting a 2017 \$4.00 fee per garbage bag for residents to purchase and further

That the fee be reviewed and included in future annual fee bylaws approved by the Council of the Town of Sundre.

ATTACHMENTS:

Nil

Date Reviewed: _____ CAO: _____



REQUEST FOR DECISION

COUNCIL DATE: February 27, 2017

SUBJECT: Touchpad Replacement

ORIGINATING DEPARTMENT: Operations

AGENDA ITEM: 11.4

BACKGROUND/PROPOSAL:

The Town Operations currently offer a bulk water station at the Town Office for residents and businesses of Sundre and surrounding areas. To meter water purchases a touchpad is utilized which records purchases based on water usage. Water can be purchased utilizing the coin system or billed monthly if an account has been set up with the Town of Sundre. For many, this is their main source of potable water.

During the summer of 2016 the touchpad system used for entering the operational information was vandalized. Experts were brought in and evaluated the situation coming to the conclusion that the current touchpad system was non-repairable and needed to be replaced. Administration made the decision to immediately replace the unit.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES:

Administration received a quote of \$15,000 plus GST for the removal, replacement and commissioning of a new touchpad unit. As it was important to have the bulk water system fully functioning as soon as possible administration gave approval for the project to proceed.

ADMINISTRATION RECOMMENDATIONS:

Administration made the decision to move forward with the replacement of the touchpad system without receiving Council approval. Because the incident occurred during Council shutdown and there was a sense of urgency to the matter, administration acted on this issue.

In making the decision, administration was aware that there are adequate unallocated water reserve funds to cover the cost of the new touchpad system.

COSTS/SOURCE OF FUNDING:

Cost of replacing existing touchpad system with a new system and commissioning the new system to ensure it is accurately recording water purchases correctly is \$15,000 plus GST. This cost to be covered from unallocated water reserves.

MOTION:

The Town of Sundre Council moves to approve the purchase and commissioning of a new touchpad system for the Town's bulk water station and furthermore

Such touchpad system not to exceed \$15,500 with such cost to be recovered through the Town's unallocated water reserves.

ATTACHMENTS:

Date Reviewed: _____ CAO: _____



REQUEST FOR DECISION

COUNCIL DATE: February 27, 2017

SUBJECT: Council Per Diems

ORIGINATING DEPARTMENT: Corporate Services

AGENDA ITEM: 11.5

BACKGROUND/PROPOSAL:

Council approved on April 7, 2014 *Policy No. A-001 Council Remuneration* that sets out Council Honorarium and additional and external payments (per diems). The policy (see attached) has a section on Council honorarium and for additional and external payments (including per diems).

The section on Council honorariums states:

“Council has the duty to participate in Council meetings and Council committee meetings and meetings of other bodies to which they are appointed by Council. This recognized responsibility for developing and evaluating the policy and programs of the municipality is included in the Town’s operating budget.

Bi-weekly Honorariums are to cover all Council meetings, monthly council workshop meetings, Committee of the Whole meeting, Public Hearings, local appointed boards, local committees, community organizations and other local community meetings.”

Additional and External Payments section discusses the payment of pay diems and states:

“Per diems are to be claimed for budget meetings, budget approved conventions, seminars, retreats, courses, education sessions and meetings of boards, commissions or committees that the Council member has been appointed to that do not pay a per diem.”

Per diems are related only to out-of-town meetings, for budget approved items or if approved by Council during the year.”

Council has held three special Council meetings in 2017 and Human Resources has received request for per diems. The three meetings were held:

January 3rd – Update on CAO situation

January 31st – Meeting with representatives of Mountain View County

February 16th – Presentation by Municipal Affairs

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES:

The policy is clear the bi-weekly honorarium covers all Council and Council committee meetings. As such, a special Council meeting is still a Council meeting and can be interpreted to be covered by the honorarium.

Per diems are clearly stated that they are related to out-of-town meetings; budget approved items; or if approved by Council during the year. Any per diem paid for attendance at the three special Council meetings would have to be approved by Council during the year as the payments would not be for out-of-town meetings nor an approved budget item.

Council must determine if attendance at the three special Council meetings is part of the bi-weekly honorarium and if not is the attendance eligible for a per diem payment. If so, Council must pass a motion approving the payment.

In developing the 2017 and 2018 operational budgets no consideration was given to increasing the per diem budget to include payment for attendance at special Council meetings.

ADMINISTRATION RECOMMENDATIONS:

Town *Policy No. A-001 Council Remuneration* delegates the payment of remuneration and compensation to the Director of Corporate Services (now Director of Finance and Administration) who “shall distribute payment according to this policy.”

In reviewing the policy, administration considers attendance at a special Council meeting similar to attendance at a Council or committee meeting and therefore is part of the bi-weekly honorarium. If Council disagrees and believes such special Council meetings are eligible for a per diem payment then Council must pass a motion approving the payments.

COSTS/SOURCE OF FUNDING:

The 2017 operating budget has a per diem budget of \$23,000 for Mayor and Council. If Council approves the payment of per diems for the three special Council meetings the cost would come out of this budget.

MOTION:

The Town of Sundre Council re-affirms payment for attendance at special Council meetings is included in the bi-weekly honorarium payment received by Council.

Or

The Town of Sundre Council approves the payment of a per diem, in accordance with *Policy No. A-001 Council Remuneration* for the attendance of any Councilor or the Mayor at the special Council meetings of January 3, 2017, January 31, 2017 and February 16, 2017.

ATTACHMENTS:

Policy No. A-001 Council Remuneration

Date Reviewed: _____ CAO: _____



Policy Name:	Council Remuneration
Policy Number:	A-001
Date of Approval by Council:	April 7, 2014
Resolution Number:	52/14
Department of Responsibility:	Legislative
Last Review Date:	March 2013
Next Review Date:	March 2016

Purpose

To clearly provide guidelines when determining the remuneration and compensation distribution available to the Town of Sundre elected officials in the performance of their duties. The primary objective is to establish a fair and equitable method of remuneration and compensation distribution for the elected officials.

1. Council Honorarium

The established remuneration and compensation for the elected officials of the Town of Sundre shall be as follows:

Position	Annual Remuneration	Basic Pay Every Two Weeks	Travel Allowance Every Two Weeks	General Allowance Every Two Weeks	Total Pay Every Two Weeks
Mayor	\$21,000.00	\$538.46	\$134.61	\$134.61	\$807.69
Councillor	\$12,500.00	\$320.51	\$80.13	\$80.13	\$480.77

Council has the duty to participate in Council meetings and Council committee meetings and meetings of other bodies to which they are appointed by Council. This recognized responsibility for developing and evaluating the policy and programs of the municipality is included in the Town's operating budget.



Bi-weekly Honorariums are to cover all Council meetings, monthly council workshop meetings, Committee of the Whole meeting, Public Hearings, local appointed boards, local committees, community organizations and other local community meetings. Basic Pay is an all-inclusive amount provided to Members of Council for their time and service. Basic Pay is taxable.

2. Additional and External Payments

- Per diems are to be claimed for budget meetings, budget approved conventions, seminars, retreats, courses, education sessions and meetings of boards, commissions or committees that the Council member has been appointed to that do not pay a per diem.
- Per diems are related only to out-of-town meetings, for budget approved items or if approved by Council during the year.
- When the Mayor and/or a Councillor are requested to attend meetings that have not been approved in the budget, such meeting requests shall require a motion of Council approving per diem eligibility.

3. Per Diem Rates (including travel time to and from Sundre)

For attendance at Council recognized and budget approved conventions, seminars and out-of-town business and meetings, as well as retreats, workshops and budget meetings.

- Flat Rate \$175.00 Per Full Day (4 hours or more)
- \$22.50 per hour up to four (4) hours to a maximum of \$90.00. Partial hours will be rounded up or down to the closest hour.

4. Transportation Expenses

Personal Vehicle Used
Mileage – As determined by Revenue Canada in January of each year
Parking – Receipted Expenses
Rented Vehicles – when authorized, receipted expenses
Cabs – receipted expenses
Public Transportation – receipted expenses

5. Hotel/Motel – Receipted expenses

6. Meals – Breakfast, Lunch and Supper Receipts Required

Meal expense includes an amount for gratuity to a maximum of 15% or group surcharge. Meals claimed on a receipt basis shall exclude any charges for alcoholic beverages.

7. Cell phone/ Data Plan

The Chief Elected Official and Councillors may be provided with a cell phone by the Town or a payment equal to an amount in lieu of average cost to supply a cell phone/data plan. This will be paid on a monthly basis to a maximum of \$75.00 per month. The phone number associated with the cell phone will then be advertised and distributed as the contact information for Council.

8. General

Management's responsibility for the payment of the remuneration and compensation is delegated to the Director of Corporate Services who shall distribute payment according to this policy. Honorariums shall be paid as per the bi-weekly payroll schedule.

Per diem and expense claims shall be submitted on a form provided by the Town and submitted no later than 5 days prior to the pay date. The Mayor and/or Deputy Mayor, prior to submission to Administration, must approve all expense claims or payment requests.

9. Policy Review

An Ad Hoc Public Council Remuneration Committee will review the Council Remuneration policy no later than March 1 of the same year as a general municipal election:

- Council may appoint five (5) members at large to the Council Remuneration Committee to work with the Chief Administrative Officer or their designate.
- The Chief Administrative Officer shall report the committee findings to Council within 90 days with the recommendations on changes to be established for members of Council elected in that year's general municipal election. Recommendations must be provided by the first September Council meeting to ensure changes are reflected in the upcoming budget.
- Council shall receive the recommendations from the committee and shall place on the Council agenda discussion of the recommendations.
- Monetary changes resulting from this policy shall be reviewed and incorporated into the annual operating budget for the Town.
- Council Honorariums and per diem rates may be adjusted annually to reflect the Cost of Living Allowance (COLA) increased and approved in the annual operating budget.



REQUEST FOR DECISION

COUNCIL DATE: February 27, 2017

SUBJECT: Resignation of Interim Chief Administrative Officer

ORIGINATING DEPARTMENT: Legislative Services

AGENDA ITEM: 11.6

BACKGROUND/PROPOSAL:

During the May 2, 2016 Regular Council Meeting, Council moved to appoint Ms. Angie Lucas as Interim Chief Administrative Officer for the Town of Sundre. Ms. Angie Lucas has indicated she wishes to resign from this position effective Friday, March 10, 2017 due to the increasingly large workload in her position as Director of Planning and Operational Services with the start up of the 2017 operating and capital projects in all the departments that she is responsible for.

MOTION:

The Town of Sundre Council moves to accept the resignation of Ms. Angie Lucas from the Interim Chief Administrative Officer position effective Friday, March 10, 2017.

Date Reviewed: _____ CAO: _____

Council Committee Report

Councillor Cheri Funke

January 11, 2017 Greenwood Neighborhood Place Board Meeting

- We had another discussion surrounding Town of Sundre Council representatives being a voting determine who votes during another groups board meetings, and that it should be up to each individual Board. There is no mention of any rules in the MGA that states that a Town of Sundre Councillor should or should not be a voting member of an outside Board and since there was no official motion from Council to stop a Councillor from voting on outside Boards, I will again be a voting member of the GNP Board.
- The new FCSS agreement has been signed with MVC and we are just awaiting a signed copy to return from the Province.
- In December the Totem Foundation donated \$15,000.
- The Province has officially extended the CBI funding until March of 2018, which is a huge sigh of relief as this is a large part of our funding.
- A new project was talked about called 'The Leadership Project', it is going to be used to teach/train Local Volunteers in the Community to be leaders for different areas in the Community, such as Board Members, coaches, and volunteers to lead seniors on field trips, etc. The project is just waiting on confirmed funding and will hopefully begin in April.
- I chose to not be re-instated on the finance committee, to remove any perception of conflict, so the Board asked me to join their Policy and Bylaw review committee and we will be working on bylaw amendments for the AGM in June.
- The Board added the task of a Communication and Engagement Strategy to their list of tasks for 2017. Hopefully to assist with getting the information about programs and what GNP has to offer out to the Community.

January 19, 2017 Emergency Management Committee

- We discussed the Committee terms of reference, there is not actual need for a terms of reference because the Committee is bound by Bylaw #850.
- There was a brief discussion on mitigation, business continuity, and an outline as to why some decisions will be made by the DEM and DDEM during an event.
- We covered the committee's plans for 2017 that were previously outlined to Council during the Emergency Management presentation to Council.
- We had a lengthy discussion concerning roles and responsibilities, I questioned if the DEM and DDEM are appointed by Council then who are they supposed to report to? The CAO or Council. The MGA clearly states that the CAO is the only Employee of Council, but the Act states they are appointed by Council, the DEM will consult other communities and how they run their department and bring the information back to the committee.

- Bylaw #850 and the Emergency Management Act were reviewed and the committee decided that the Bylaw needs to be thoroughly reviewed and updated and amended to further support the requirements of the Act and current trends in the Emergency Management.
- I opened discussion on the EM budget, we briefly touched on wages, although some administration believe it is a conflict of HR rules for Council to discuss wages, I disagree because I believe there was an error in how this aspect of what should have been a contract position and should have been handled as such. Administration was instructed to look into this and to bring it back to the committee.

February 8, 2017 Brian Jean Town Hall Meeting

It was a great turn out, over 150 people were in attendance. Jason did make a comment about the Legion not being big enough for such a large turnout, was Community Service contacted for the use of the Community Center? I believe for future events like this we need to attempt to make our facility available as it is larger, with more chairs available, better ventilation and more parking.

February 15, 2017 GNP Board Meeting

- Councillor Angela Aalbers was contacted by our Community Services Manager to partner with the County for Volunteer Week, the County Administration are currently working out the details.
- The final report for the Sundre Santas program, a few of the highlights are;
 - 120 hampers were assembled, serving 307 individuals.
 - 225 IGA gift cards were purchased by donated money and were placed in every hamper.
 - 46 turkeys were donated and placed in hampers that had 3 or more people.
 - Total donations for the year (including Charity Check Stop, Magic of Christmas, and the Bake Sale) was \$46,935.07
 - The Charity Check Stop - \$10,569.47
 - IGA donations at the tills - \$2144.00
 - ACL Manufacturing/Black Gold Rush staff grocery challenge - \$1100.00
 - 25 Secret Santas (entire hampers) were shopped for by the Community
 - Approximately 1508 volunteer hours were contributed



February 8, 2017

File No.: PLOTH20170016

Attention: Adjacent Landowners

Dear Sir/Madam:

Re: Existing Active Gravel Pit Redesignation (Rezoning) and Land Use Bylaw Amendment Project

You are receiving this letter because there is an active gravel pit adjacent to your property or within one (1) mile of your property.

Background information

In 2013 Council appointed an Aggregate Committee represented by Councillors, landowners and gravel pit operators to examine the issues and opportunities surrounding gravel pits with a goal to minimize the conflict between gravel pits and surrounding land uses as well as provide for public input at the earliest opportunity. The Committee recommended that a separate land use district be developed for gravel pits. Council approved the new district (Aggregate Extraction/Processing District AEP) in the Land Use Bylaw that requires any new or expanding gravel pits to redesignate (rezone) before a development permit can be applied for. At that time Council did not redesignate the existing pits on Agricultural zoned lands to the new district.

The County's reality

Gravel pits (private and municipal owned) have economic benefit to our County. Gravel pits are regulated at the Municipal and the Provincial level; compliance and enforcement is a challenge in an environment where some pits have been operating without Municipal approvals for decades, operate outside of the Municipal approvals and in a few cases, operate without or outside Provincial approvals. Recent approval processes require more information and requirements compared to approvals in the past, and the County's land use map does not identify existing active gravel pits.

The County's project

Gravel pits fall within four (4) categories: 1) pits with municipal approval 2) pits with provincial approval; 3) pits with a combination of municipal and provincial approvals; and 4) pits with no approvals. This project will not include gravel pits with no approvals. Mountain View County Council has requested that Planning and Development Services initiate a redesignation project to change the zoning (and thus the land use) for 31 existing active gravel pits within the County currently operating on lands zoned as Agriculture District and bring forward amendments to the Land Use Bylaw.

T 403.335.3311 1.877.264.9754 F 403.335.9207
1408 - Twp Rd 320 Postal Bag 100 Didsbury, AB, Canada T0M 0W0
www.mountainviewcounty.com

Building Rural Better

What is the purpose of this rezoning?

- Rezoning the larger area of either the existing active gravel pit area or the area with municipal or provincial approvals. The zoning will be in line with the actual land use occurring on site.

What will this project achieve in addition to the rezoning?

- The project will also propose amendments to the Land Use Bylaw by adding operating regulations to the AEP District that will allow the opportunity for pits without Development Permits, or operating outside their existing Development Permits, to be exempt from requiring Development Permits as long as the pits comply with all the operating regulations. This will result in a more level playing field for existing active gravel pits.

How will the zoning affect your property?

- If Council approves the zoning of the gravel pit in your area it will not affect your property as the gravel pit is existing and active.

What will the benefit be to properties in proximity to gravel pits?

- The zoning of the gravel pits will reflect the use of the land and will assist landowners, developers and the County in making informed land use decisions.
- If the gravel pit near your property does not have a Development Permit or are operating outside an existing Development Permit, the operating regulations will require compliance. The operating regulations will mirror development permit conditions, creating a more level playing field for operators and reduce the offsite impact on adjoining properties.

An advertisement will follow in the Mountain View Gazette providing more details of this project, including phasing the project depending on your location within the County. A formal notification letter detailing the rezoning process together with the proposed operating regulations will allow you as an adjacent landowner or a landowner within one (1) mile of an identified active gravel pit together with the landowner and or operator of the gravel pit the opportunity to provide comments.

Should you have questions regarding the 'Existing Active Gravel Pit Redesignation (Rezoning) and Land Use Bylaw Amendment Project' please do not hesitate to contact Dolu Gonzalez at 403.335.3311 Ext: 186, or Jessica Ross at 403.335.3311 Ext: 222.

Sincerely,



Margaretha Bloem, Director
Planning and Development Services

/MB

----- Forwarded message -----

From: **Daniela Lemus** <dlemus@mvcounty.com>

Date: Fri, Feb 10, 2017 at 9:39 AM

Subject: 211 Services Coming to Mountain View County - IMPORTANT INFORMATION

To: townmail@sundre.com

Cc: Pam Thomas <PTHOMAS@mvcounty.com>

Good Day,

Please see the attached and reply as soon as possible. If you have any questions feel free to contact Pam Thomas at pthomas@mvcounty.com or [403-335-3311 ext. 125](tel:403-335-3311).

Regards,

Daniela Lemus | Administrative Support

[403-335-3311](tel:403-335-3311) ext. 204 | dlemus@mvcounty.com

Mountain View County Office: [403-335-3311](tel:403-335-3311) | Fax: [403-335-9207](tel:403-335-9207)

1408 Twp Rd. 320 | Didsbury, AB | TOM OWO

www.mountainviewcounty.com



February 10, 2017

Dear Service Provider,

Re: “211” Services Coming to Mountain View County – IMPORTANT INFORMATION

Mountain View County has been working to ensure that our citizens have access to local social resource information through **211 Alberta**. The 211 service provides access to local supports and resources 24 hours a day, 7 days a week by phone or on-line. Provisions for this initiative have been funded through our local municipalities, and an agreement with 211 Alberta has been established. It is now time to populate the system with local services data in preparation for the launch!

You are receiving this e-mail because you meet the inclusion criteria that has been established. **We are asking your organization to include its information in the provincial 211 database** so that local referrals can be made through 211. The usefulness and accuracy of the data depends on you providing us with complete and comprehensive information on your services. We realize that the forms are a bit long and in this first year of inclusion in the 211 database, it will require a time commitment by service providers, however the more detail you can provide, the better 211 can serve our community.

Completing the Inclusion Application:

The attached Inclusion Application asks for both organization information and service information. Open this file using Adobe Acrobat Reader to fill it out electronically or you may print the file and fill it out manually. A separate service section is required for each service you provide. The form provides for two services, so if you have more than two, please complete a second application either electronically or printed. Please provide as much detail as possible about your services, as this will help us provide accurate information to callers about what your service entails.

Once the Application is Complete:

Please return the completed Inclusion Application to pthomas@mvcountry.com as soon as possible so that we can begin processing it. We are aiming for a soft launch and system check of the 211 service in early April, 2017, followed by marketing and a full launch of services in May, 2017.

Assistance or Further Information:

If you require any assistance in completing the application form, please contact **Felicity Bohnet** (our 211 Data contact in Edmonton) at 780-732-6639 and she will be happy to answer any questions or walk you through what is needed. For any other “non-application” related inquiries about this initiative, I may be reached at 403-335-3311, ext. 125 or via e-mail to pthomas@mvcountry.com.

Thank you for your participation in this valuable community service initiative!

Regards,

Pam Thomas
Community Services Coordinator
Legislative, Community & Agricultural Services

T 403.335.3311 1.877.264.9754 F 403.335.9207
1408 - Twp Rd 320 Postal Bag 100 Didsbury, AB, Canada TOM OWO
www.mountainviewcounty.com

Building Rural Better

INCLUSION APPLICATION CHECKLIST

Please check that all the following items are submitted to ensure your application is processed efficiently.

Part A – Two (2) references from organizations familiar with your work in the community
(Preferably organizations which are listed in the InformAlberta database.)

Part B – Contact information for updating your organization’s information in the future:
For the organization record
For the service record(s)

Part C – Organization information

Part D – Service / program information (Complete one for **each** service / program.)

Part E – Agency brochures describing your programs / services

PART A. REFERENCES

Reference #1

Organization: _____

Contact Person: _____

Phone: _____

Email: _____

Reference #2

Organization: _____

Contact Person: _____

Phone: _____

Email: _____

I hereby grant permission to the recipient of the inclusion application form to contact the two (2) listed references to inquire about their relationship to _____ and their knowledge of the services we provide.

Your Organization Name

Signature of Authorized Representative (Type name for electronic copy.)

Printed Name and Title

Phone

Date

PART B. ADMINISTRATIVE CONTACT – Contact person for updating information in the future

(NOT FOR PUBLICATION. ADMIN USE ONLY.)

Full Name: _____

Title: _____

Phone: _____

Fax: _____

Email: _____

Street Address: _____

Mailing Address: _____

Contact listed will also update all service records: Yes No

PART C. ORGANIZATION INFORMATION

Legal Name: _____

Alternate / Former Names: _____

Geographic Service Area (i.e. Canada, Alberta, Edmonton, Inner City, etc): _____

In operation since (year): _____

Name of Executive Officer: _____

Title of Executive Officer: _____

Is the name and information publishable? Yes No

Legal Status (Indicate all that apply.)

- | | | |
|---------------------------|---------------------------------|--------------------------|
| Registered Not-For-Profit | Service Club | Municipal Government |
| Provincial Government | Federal Government | Professional Association |
| Religious Organization | Self Help Group | Educational Institution |
| For Profit | Registered Charity / Foundation | |

Other: _____

Mandate (Main role of organization): _____

Membership Fees: Yes No

If yes, please describe: _____

Do you accept donations? Yes No

If yes, please describe: _____

Are you registered as a charitable organization with Canada Revenue Agency? Yes No

Funding Sources (Indicate all that apply.):

Federal Government

Provincial Government

Municipal Government

United Way

Fee for Service

Donations / Fundraising

Foundations / Granting Boards

Other: _____

Parent Organization (If applicable): _____

Head Office Information

Communication

Telephone: _____

Fax: _____

Toll-free: _____

TTY: _____

Text: _____

Email: _____

Website: _____

Open 24/7? Yes No

Hours of Operation (i.e. Monday to Friday 8:00 am – 4:00 pm): _____

Head Office Street Address:

Suite # Building Name Building Address

City Province Postal Code

Is this address confidential? Yes No

Head Office Mailing Address (if different than street address):

Suite # Building Name Building Address

City Province Postal Code

Is the head office address confidential? Yes No

PART D. SERVICE / PROGRAM INFORMATION

(PHOTOCOPY THIS SECTION IF INCLUDING MORE THAN TWO SERVICES / PROGRAMS.)

Service Name: _____

Alternate / Former Names: _____

Complete Description of Service (Include as much detail as possible.): _____

Collaborating Organizations: _____

Key Providers (i.e. Social Workers, Physical Therapists, Psychologists): _____

Administrative Contact (if different from organization administrative contact):

Contact person for updating information in the future. (NOT FOR PUBLICATION. ADMIN USE ONLY.)

Full Name: _____

Title: _____

Phone: _____

Fax: _____

Email: _____

Street Address: _____

Mailing Address: _____

Service targeted to (Indicate all that apply.):

Everyone

Children

Youth

Seniors

Women

Men

New Immigrants

Indigenous Peoples

Families

LGBTQ

People with Disabilities

Low Income

People with Addictions

People with Mental Illness or Mental Health Problems

Other: _____

Eligibility Requirements (i.e. age, sex/gender, with/without children, Child and Family Services involvement, recipients of OAS,

EI, AISH, etc.): _____

Service accessed by (Indicate all that apply.):

Walk-in / Drop in

Appointment

Registration

Telephone Only

Web Only

Application Required

Professional Referral (Describe below.)

Other: _____

Additional Access Notes: _____

Geographic Service Area (i.e. Canada, Alberta, Edmonton, Inner City, etc): _____

Fees: No Fee Sliding Fee Fixed Fee Other

Please describe, including information on any coverage, subsidy or reduction in fees: _____

Waiting Period or Waitlist: Yes No Varies

Please describe: _____

Languages offered (other than English): _____

Other Information: _____

Service Contact Information:

Main phone number (Include Area Code): _____

Toll-free: _____

TTY: _____

Fax: _____

Mail Email: _____

Pager/Cell/Other Phone: _____

Website: _____

Open 24/7? Yes No

Hours of Operation (i.e. Monday to Friday 8:00 am – 4:00 pm): _____

SERVICE LOCATION INFORMATION

This is a location for Service / Program: _____

Same as head office or new location? Head Office New Location

If new location, please complete the following:

Street Address:

Suite # Building Name Building Address

City Province Postal Code

Is this address confidential? Yes No

Mailing Address:

Same as street address Same as Head Office

Suite # Building Name Building Address

City Province Postal Code

Wheelchair Accessible? Yes No

Other accessible features: _____

Other Location Information: _____

ADDITIONAL LOCATIONS

This is a location for Service / Program: _____

Street Address:

Suite # Building Name Building Address

City Province Postal Code

Is this address confidential? Yes No

Mailing Address:

 Same as street address Same as Head Office

Suite # Building Name Building Address

City Province Postal Code

Wheelchair Accessible? Yes No

Other accessible features: _____

Other Location Information: _____

PART D. SERVICE / PROGRAM INFORMATION

(PHOTOCOPY THIS SECTION IF INCLUDING MORE THAN TWO SERVICES / PROGRAMS.)

Service Name: _____

Alternate / Former Names: _____

Complete Description of Service (Include as much detail as possible.): _____

Collaborating Organizations: _____

Key Providers (i.e. Social Workers, Physical Therapists, Psychologists): _____

Administrative Contact (if different from organization administrative contact):

Contact person for updating information in the future. (NOT FOR PUBLICATION. ADMIN USE ONLY.)

Full Name: _____

Title: _____

Phone: _____

Fax: _____

Email: _____

Street Address: _____

Mailing Address: _____

Service targeted to (Indicate all that apply.):

Everyone

Children

Youth

Seniors

Women

Men

New Immigrants

Indigenous Peoples

Families

LGBTQ

People with Disabilities

Low Income

People with Addictions

People with Mental Illness or Mental Health Problems

Other: _____

Eligibility Requirements (i.e. age, sex/gender, with/without children, Child and Family Services involvement, recipients of OAS,

EI, AISH, etc.): _____

Service accessed by (Indicate all that apply.):

Walk-in / Drop in

Appointment

Registration

Telephone Only

Web Only

Application Required

Professional Referral (Describe below.)

Other: _____

Additional Access Notes: _____

Geographic Service Area (i.e. Canada, Alberta, Edmonton, Inner City, etc): _____

Fees: No Fee Sliding Fee Fixed Fee Other

Please describe, including information on any coverage, subsidy or reduction in fees: _____

Waiting Period or Waitlist: Yes No Varies

Please describe: _____

Languages offered (other than English): _____

Other Information: _____

Service Contact Information:

Main phone number (Include Area Code): _____

Toll-free: _____

TTY: _____

Fax: _____

Mail Email: _____

Pager/Cell/Other Phone: _____

Website: _____

Open 24/7? Yes No

Hours of Operation (i.e. Monday to Friday 8:00 am – 4:00 pm): _____

SERVICE LOCATION INFORMATION

This is a location for Service / Program: _____

Same as head office or new location? Head Office New Location

If new location, please complete the following:

Street Address:

Suite # Building Name Building Address

City Province Postal Code

Is this address confidential? Yes No

Mailing Address:

 Same as street address Same as Head Office

Suite # Building Name Building Address

City Province Postal Code

Wheelchair Accessible? Yes No

Other accessible features: _____

Other Location Information: _____

ADDITIONAL LOCATIONS

This is a location for Service / Program: _____

Street Address:

Suite # Building Name Building Address

City Province Postal Code

Is this address confidential? Yes No

Mailing Address:

 Same as street address Same as Head Office

Suite # Building Name Building Address

City Province Postal Code

Wheelchair Accessible? Yes No

Other accessible features: _____

Other Location Information: _____

PART E. INCLUSION AND UPDATE AGREEMENT

Information collected on this profile will be used for the purposes of listing on www.InformAlberta.ca and related publications under the authority of SECTION 33C of FOIP and will be published on the website, in hardcopy or other formats, unless otherwise indicated on this form.

Please do NOT publish organization/service information. Information WILL be used by Canadian Mental Health Association – Edmonton Region staff/volunteers to make referrals for callers to the Distress Line, 211 Alberta – Edmonton and Area, and to other program clients.

211 Alberta and www.InformAlberta.ca reserve the right to include, exclude or edit this information for brevity, clarity and content.

Send all inquiries in regards to the above to database@ab.211.ca.

UPDATE AGREEMENT

The information provided herein is, to the very best of our knowledge, true and accurate. We understand that this information may be published in a variety of formats, and we agree to participate in regular updates on our information.

Print Name and Title of Authorized Representative

Phone

Date of Completion

Your co-operation in keeping InformAlberta information up-to-date is appreciated. Thank you!



Canadian Mental
Health Association
Edmonton

informAlberta.ca

211 Alberta – Edmonton and Area & InformAlberta are accredited members of AIRS and InformCanada.





February 6, 2017

His Worship Mayor Terry Leslie
Town of Sundre
717 Main Ave West
Box 420
Sundre, AB T0M 1X0

Dear Mayor Leslie

RE: Membership in Parkland Community Planning Services (PCPS)

I am writing on behalf of the Board of PCPS to invite your Council and municipality to become a member of our intermunicipal service agency. Participation in PCPS offers your municipality and members of your council an opportunity to meet the expectation for intermunicipal collaboration under the *Modernized Municipal Government Act*. Please consider joining the existing PCPS members and helping us to sustain and grow a regionally shared agency that helps many Central Alberta municipalities with their planning responsibilities.

PCPS was formed in 1995 and for the past 21 years has assisted many municipalities with a variety of planning services. This ranges from processing subdivisions to preparing policy plans to answering questions about the processing of development permits. The services used by each member municipality vary based on each member's size, available in-house resources and work priorities.

PCPS offers a way to add to or augment your own resources to address changing workloads or gain another perspective on a complex planning issue. For all of us in Central Alberta, it offers a way to gain access to additional planning skills, expertise and resources without competing amongst ourselves for a relatively small pool of skilled professional staff.

Enclosed is a brochure and information pamphlet describing our organization and our services. I would appreciate you sharing these with your Council members and CAO.

Additional information and specifics about how PCPS operates and shares planning resources can be obtained by contacting PCPS staff at pcps@pcps.ab.ca and by visiting www.pcps.ca.

Further, I would appreciate you contacting me in response to our invitation at Rudy.Durieux@pcps.ab.ca.

Thank you for your time and consideration.

Sincerely,



Rudy Durieux, Chair, PCPS
Councillor, Town of Olds

Enc

Copy: Honourable Shaye Anderson, Minister of Municipal Affairs



5406C, 43 Street
Red Deer, AB T4N 1C9
403.356.1678
www.lendingcupboard.ca



February 2, 2017

Terry Leslie,
Town of Sundre
717 Main Ave Box 420
Sundre, AB T0M 1X0

Dear Terry Leslie,

The Lending Cupboard Society of Alberta is a registered charity that lends medical equipment to central Albertans at no cost for as long as needed. As a municipality in the region that The Lending Cupboard serves, I am writing you today to ask you to consider meeting with us to share and discuss the findings of our Community Needs Assessment.

The Lending Cupboard Society of Alberta celebrated its 10 Yr. Anniversary on September 15, 2016. Ten years have gone by very quickly and we have seen an unprecedented 800% growth in that time. During our last fiscal ending June 30, 2016 we saw over 8,800 people using our service. Some of that growth has included residents from your community. As an organization we felt it important to try and understand this growth, the trends and what could be projected for the next number of years. This resulted in our doing a Community Needs Assessment. We have been happy to provide medical equipment to many people from your part of central Alberta and hope to continue to support them and others.

We are keen to be able to meet with representatives from your area during the next few weeks. We would like to come your way to speak with you from a regional perspective. If you have a meeting room that could accommodate a small group please contact me, we're happy to bring the donuts.

I look forward to hearing from you in the next few days.

Respectfully,

Dawna Morey
Executive Director
executivedirector@lendingcupboard.ca

*Yes to meeting room. Who would be attending?
Possible date?*

*We rely on your financial and equipment donations to keep the Cupboard full and open.
Thank you for your support!
Charitable # 844087361RR0001*



COMMUNITY NEEDS ASSESSMENT REPORT

Executive Summary

November 8, 2016



CONTACT

Lending Cupboard Society of Alberta
5406C - 43rd. Street | Red Deer, AB T4N 1C9
Phone: 403-356-1678
Email: ExecutiveDirector@lendingcupboard.ca
www.lendingcupboard.ca

Report prepared by:
Danielle Klooster, Danikloo Consulting
www.danikloo.com

1. Introduction

When The Lending Cupboard's Board of Directors and staff team met in the fall of 2015 to undertake their strategic planning for the next 3 years, the pressures of growth facing the organization were top of mind.

Although the organization maintains a full show floor, has been making use of a sea-can in the parking lot, and also has an overflow warehouse, roughly 80% of its equipment is out on loan at any given time. The organization is well aware that a decision about its space is needed; but how to grow? Where to grow? Move or stay? In order to make responsible, informed decisions about its facility needs, the organization decided it needed to learn from the community about current and future demand for its services.

The information gathered and the conclusions drawn from The Lending Cupboard's Community Needs Assessment will inform its:

- Decisions about facility & space needs (location, size, specific requirements)
- Staffing plans
- Budget
- Hours of operation
- Fund Development Strategy
- Volunteer Recruitment and Retention Strategy

The information in the Community Needs Assessment Report will provide a "snap shot" of elements of Central Alberta life, as well as a glimpse into what the next few years may hold for our region, as related to the potential impact for the services provided by The Lending Cupboard. However, there is information in this document that will be of interest and relevance to municipal governments, not-for-profit (social profit) organizations, community groups and businesses.

The conclusions and key findings are the result of interpretation of the information and data gathered, and may be subjective in some instances. Readers are also welcome to draw inferences and conclusions from this report, and to reference this material for use in any organizational planning efforts as appropriate. Additionally, there may be initiatives and community or government responses in development or in existence of which we were unaware during this project. We welcome any additional information the reader has to offer.

2. Background

A. The Lending Cupboard

In 2006, Jacqui Joys founded The Lending Cupboard Society of Alberta, a few years after personally experiencing barriers to accessing affordable medical equipment during her husband's cancer. Her vision, which is now a ten-year reality, was to offer medical equipment to everyone who needs it, at no cost, for as long as it's needed.

In its first year of operation, the Cupboard lent out 330 pieces of equipment and had a total client interaction of 456. In its 2015-16 fiscal year, 16,000 pieces of equipment were lent out to 4,300 clients, with a total of 8,800 clients in and out of the Lending Cupboard doors – a staggering 800% increase. This exponential growth, all while operating out of the same facility, reveals the importance of the Cupboard to Central Albertans, but represents a number of pressures for Cupboard operations.

B. Central Alberta

The geographical parameters of Central Alberta region are differently defined by many agencies and authorities.

For the purposes of the Community Needs Assessment (CNA), the steering committee chose the following:

- Red Deer as the central hub
- North to Wetaskiwin
- East to Stettler (with that health centre serving communities east to Coronation)
- South to Drumheller/Carstairs
- West to Rocky Mountain House

These boundaries result in the inclusion in the Lending Cupboard's catchment area of about 65 communities of various sizes.

Central Alberta is the most densely populated rural region in Alberta, with a population of 313,000 . The Queen Elizabeth II Highway, Western Canada's busiest and most economically vibrant corridor, is a major trade route, as part of the CANAMEX corridor, which stretches from the coast of Alaska to the Gulf of Mexico. The major industrial drivers in Central Alberta are energy (specifically oil and gas) and agriculture . While there is a sizable seniors' population, the largest population group is aged 50-64. A more in depth description of the region, as it relates to the purpose of this project, is detailed in Section 3.

C. Questions to be answered

The Community Needs Assessment (CNA) sought, through research, interviews and community conversations, to answer the following questions:

- What is Central Alberta's current demographic makeup, and where are the demographics headed?
- What present or emerging lifestyle trends in Central Alberta may impact demand for The Lending Cupboard?
- What is the current state of the Central Alberta economy, in the aspects that may impact Lending Cupboard use, and what are the economic projections for our region?
- What is the present and ten-year projected socio-economic makeup of Central Alberta?
- What diseases, conditions, and other health issues that require medical equipment are prevalent in Central Alberta? Are these growing or declining problems?
- What Alberta Health Services policies and practices may impact demand for The Lending Cupboard?
- What other government (municipal, provincial, federal) current or anticipated policies may impact demand for The Lending Cupboard?
- How can urban/rural communities across the region ensure that their residents have access to affordable medical equipment?

3. Key Findings

3.1 Demographics

- By 2036, roughly 20% of Alberta's population will be over the age of 65.
- By 2041, 8 out of 10 Albertans are expected to live somewhere within the QEII corridor.
- Presently, Wetaskiwin, Stettler, Old and Ponoka all have large seniors' populations of roughly 20%.
- Alberta's cost of living is amongst the highest in Canada
- Current Economic conditions have driven more people into poverty, putting their health at risk
- People living in rural areas have additional barriers and challenges to accessing health services and supports
- Increased urbanization of First Nations persons, in addition to a reported rise in chronic health conditions within this people group, will impact the demand for Lending Cupboard equipment.
- The Hutterite population is growing and will continue to be a strong Lending Cupboard user group.



Increased immigrant population and growing awareness of The Lending Cupboard will impact demand for the foreseeable future.

Why these demographic findings matter to The Lending Cupboard



Seniors are the largest user group of Lending Cupboard equipment. As people age, they require increased health services, including orthopedic surgeries. The largest age group of people requiring hip and knee surgeries in Canada are between age 45 and 74.¹ The Lending Cupboard needs to be aware that this population group is growing, which means that the Cupboard can expect a correlating growth in demand.



The growing population in Alberta, in general, and Central Alberta specifically, will continue over the next ten years, but, until the oil and gas industries recover or a new economic driver emerges that draws major numbers of people to the province, growth will be slower than it has been over the past 15 years. However, with continued immigration, continued growth in Hutterite populations, and an anticipated return to economic stability and growth within the next 2-3 years, The Lending Cupboard needs to plan for a moderate growth in demand due to general population growth.



The recession in Alberta is leading to increased poverty. Central Albertans will have less disposable income and less capacity to pay for health supports such as medical equipment purchases or rentals. This will put increased pressure on The Lending Cupboard, as people look for more affordable options to meet their health needs.



More First Nations people are moving off reserve, and more immigrants and migrants are moving to Central Alberta. Their unique health challenges will mean increased demand for Lending Cupboard equipment.

3.2 Central Alberta Economy



- Economic uncertainty and instability will be the rule for the next year, though some economic rebound will begin in 2017.
- Low oil prices will impact overall economic performance for the next 5-10 years
- Multi-generational changes in the workforce may impact local donations and volunteerism
- Government funding opportunities and corporate sponsorships may be less available in the short-term, but community giving in general in Central Alberta remains strong.



Why these economic findings matter to The Lending Cupboard



Sustained economic pressure may force more people to look for low/ no cost options when sourcing medical equipment. The longer the recession continues, the more people are forced into financial struggles. This will put increased demand from across the region onto The Lending Cupboard's resources.



The Lending Cupboard is heavily reliant upon community volunteerism, and currently has over 80 volunteers who donate roughly 8,000 man hours per year to the organization. The majority of these volunteers are of retirement age; if The Cupboard continues to successfully engage Boomers, the level of volunteerism for the organization will likely remain stable for the next 10 or more years. However, in the longer-term, it behooves The Lending Cupboard to consider developing strategies to engage younger generations in volunteerism and local giving.



As demand for the services of The Lending Cupboard grows, so does the need for more staff, extended hours of operation, a larger facility, and thus, a larger budget. If traditional government funding sources are not accessible and corporate sponsorships are less available, The Lending Cupboard will need an innovative fund development strategy and a strong community engagement strategy to build its capacity and resources to meet the demand.

3.3 Central Alberta Health



- Despite medical advances, nearly all the diseases and health disorders pertinent to The Lending Cupboard are on the rise.
- The aging population is potentially the most important matter facing Central Alberta and The Lending Cupboard. This age group will continue to grow over the next 20 years; orthopedic surgeries are the most pressing issue for this age group; falls are also an increasing issue amongst this population group.
- Seniors who live alone are more commonplace in rural areas of Central Alberta, where support services may not be as readily available.
- The number of injuries and accidents in Alberta increase each year.
- Reducing the length of stay for patients after surgery has been an Alberta Health Services (AHS) policy for the last number of years. For orthopedic surgeries, such as hip & knee, a 4-8 day post-surgery stay has now become 2-4 days; AHS plans to further reduce this to a two-day stay (based, of course, on individual progress and needs).
- The Home Care program in Alberta is rapidly growing and expanding. This area of AHS has heavy Lending Cupboard usage.
- Increased unemployment has affected extended health benefits; as such, physiotherapy patients are choosing to wait for hospital physiotherapy services rather than utilizing private clinics. This has increased wait times for physio, and means that people in this service stream will likely be relying on mobility and daily living aids for longer periods of time.



Why these Health Findings Matter to The Lending Cupboard



In the case of virtually every disease and disorder relevant to The Lending Cupboard and explored for this report, numbers of patients in Alberta are on the rise. This will increase demand on The Cupboard.



Reduced post-surgery lengths of stay in hospital means people need to be more reliant on family and community support and resources. The Lending Cupboard is a critical component of community support for patients who need mobility and daily living aids after discharge.



Demand on Alberta's health care system continues to grow, along with costs. The Provincial budget is stretched, with a \$10B deficit, and Health representing a large portion of that budget. Cost is increasingly a priority – possibly the priority – in decisions being made within the system. This leads to a reduction in the services available through the system, an increase in wait times for services, and, as stated, a need to rely heavily on community resources, as the system cannot bear more demand.



The Lending Cupboard does not lend hospital beds, because of the logistical difficulties in finding, storing, and maintaining these specialized beds. As evidenced by the growing numbers of people with chronic disease and the need to have people served through home care rather than in hospitals or long-term care facilities, there will be an increased need for hospital beds along with the equipment that The Cupboard does offer.



The Lending Cupboard is a critical component of community support for patients who need mobility and daily living aids after discharge.

4. Priorities for The Next Decade

The pressures facing Central Alberta, in and of themselves, would translate into growth in demand for The Lending Cupboard's services. Together, these elements mean that The Lending Cupboard should expect to double the ten-fold growth it has experienced in its first ten years.

As such, the ten-year plan for The Cupboard must include these priorities:

- A Larger Facility
- Improved Systemization and Efficiencies
- Extended Hours of Operation
- Increased staff hours
- Volunteer Attraction and Training
- Partnerships with the Community
- Advocacy to Government
- Building Independent Regional Capacity
- Substantially Increased Community Support

Regional Capacity

Albertans have come from outside the Central Alberta region and have received the equipment they requested. Still, roughly 75% of the equipment lent is to residents of Red Deer, and about 24% goes to individuals from around the region.

The findings in this report make it clear that more regional capacity is needed. Stettler, for example, is a hub community whose health centre serves rural communities as far east as Coronation. Rimbey, Ponoka and Innisfail all have large seniors' populations and active seniors' resource centres. The Lending Cupboard can help communities that wish to develop a local medical equipment lending initiative, which will grow to become a great need in the coming years in Central Alberta.

5. Conclusion

The need in Central Alberta is great, and certainly there is much cause for personal and collective concern. The bottom line is that The Lending Cupboard is needed, now and more than ever going forward.

Ultimately, the issues identified in this document are not Lending Cupboard issues; they are community issues. The health, safety and vibrancy of our friends, neighbours and family belong to all of us. It is to everyone's benefit that The Lending Cupboard and other community supports remain strong and well-positioned to meet the needs of Red Deer and Central Alberta.

November 8, 2016
The Lending Cupboard

----- Forwarded message -----

From: Terry Leslie <terry.l@sundre.com>
Date: Thu, Feb 16, 2017 at 11:36 AM
Subject: Fwd: "Sundre Hospital Appreciation Day"
To: Angie Lucas <angie.l@sundre.com>, victor.p@sundre.com, Verna McFadden <verna.m@sundre.com>, Paul Isaac <paul.i@sundre.com>, Myron Thompson <myron.t@sundre.com>, Chris Vardas <chris.v@sundre.com>, cheri.f@sundre.com, nolan.b@sundre.com

Hi Angie - and everyone. Could you please add this request to the agenda for our next Council meeting please :)
 Terry

Sent from my iPhone

Begin forwarded message:

From: "Ingeveld family" <doublenranch@xplornet.com>
Date: February 16, 2017 at 9:50:39 AM MST
To: "Terry Leslie" <terry.l@sundre.com>
Cc: <chris.v@sundre.com>
Subject: "Sundre Hospital Appreciation Day"

Good morning Terry,

The Hospital Futures Committee would like to make a request to you, and Sundre Town Council. As you know, our group has two functions in this community, through our two working groups. The first group is the Sundre Health Professional Attraction and Retention Committee, where we work with AHS, and RPAP along with Sundre Health professionals, and local citizens to recruit and retain all types of health professionals to work in our community. The second group is the Sundre Hospital Advocacy group, who work for the retention and eventual replacement of the Sundre Hospital, as well as advocates for staff and patients.

On March 7, 2016, AHS announced to staff and family members that they would be closing our 15-bed long term care facility. It was an awful day for everyone who witnessed it. But it also triggered an amazing response from the community that achieved results beyond our wildest imaginings. We would like to keep the momentum rolling, and never again become complacent as a community when it comes to our hospital and staff. We

therefore ask Mayor and Council to proclaim March 7 "Sundre
Hospital Appreciation Day"

—
With changes to care models in our hospital, along with all that goes with the job, our hospital staff are regularly asked to go over and above. Although we all appreciate what they do, we don't always show it. By declaring "Sundre Hospital Appreciation Day" we will encourage our community to show their appreciation to hospital staff, and support for our hospital.

We will be encouraging our community to show appreciation to all hospital staff through cards and letters, personal contact, and media postings. We will also encourage everyone to contact our political leaders to let them know we support the construction of a new hospital.

Thank-you for considering this request.

Gerald Ingeveld
Chairman of the Hospital Futures Committee.



ALBERTA
MUNICIPAL AFFAIRS

*Office of the Minister
MLA, Leduc-Beaumont*

AR88547

His Worship Terry Leslie
Mayor
Town of Sundre
PO Box 420
Sundre AB T0M 1X0

Dear Mayor Leslie,

I am pleased to invite the Town of Sundre to provide submissions for the 16th Annual Minister’s Awards for Municipal Excellence, which formally recognizes excellence in local government practices and promotes knowledge sharing among municipalities. These awards offer an opportunity to recognize the truly great work being done by local governments in Alberta.

An independent review committee, comprised of representatives from various municipal associations, will recommend award recipients in five categories and one award for outstanding achievement.

Innovation – Recognizes a leading practice embodying the first use of an idea in a municipal context in Alberta.

Safe Communities – Recognizes a leading practice that promotes or improves public safety in municipalities.

Partnership – Recognizes a leading municipal practice involving consultation, co-ordination, and co-operation with other municipalities, jurisdictions, or organizations.

Smaller Municipalities – Recognizes the innovative practices developed by communities with less than 3,000 residents.

Larger Municipalities – recognizes the creative practices developed by municipalities with a population over 500,000.

Outstanding Achievement– Recognizes a municipality or municipal partnership that has helped to inspire action and change that has benefited local government practices in Alberta. This award, recommended by the review committee, recognizes the best submission from the other categories.

....2

His Worship Terry Leslie

-2-

Submission forms and additional details can be found on the Municipal Excellence Network website at www.municipalaffairs.gov.ab.ca/mc_municipal_excellence.cfm. The submission deadline is **March 31, 2017**.

I encourage you to share your success stories, and I look forward to celebrating these successes with your communities and your neighbours.

If you have any questions regarding the Minister's Awards for Municipal Excellence or the Municipal Excellence Network, please direct them to the Municipal Excellence Team, at 780-427-2225 or menet@gov.ab.ca.

Sincerely,



Hon. Shaye Anderson
Minister of Municipal Affairs

SUNDRE MUNICIPAL LIBRARY
PLAN OF SERVICE, 2017-2020

Approved by the Town of Sundre Library Board
February 15, 2017

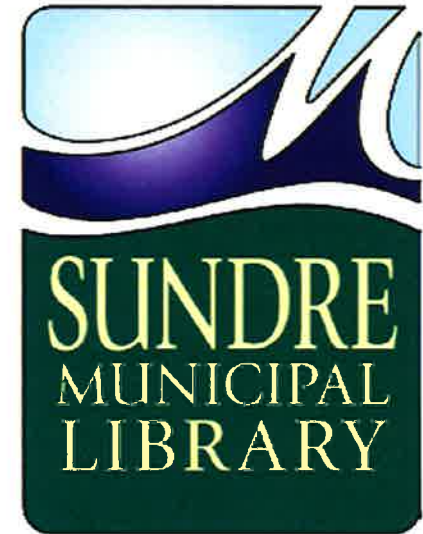




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HISTORY OF THE SUNDRÉ LIBRARY

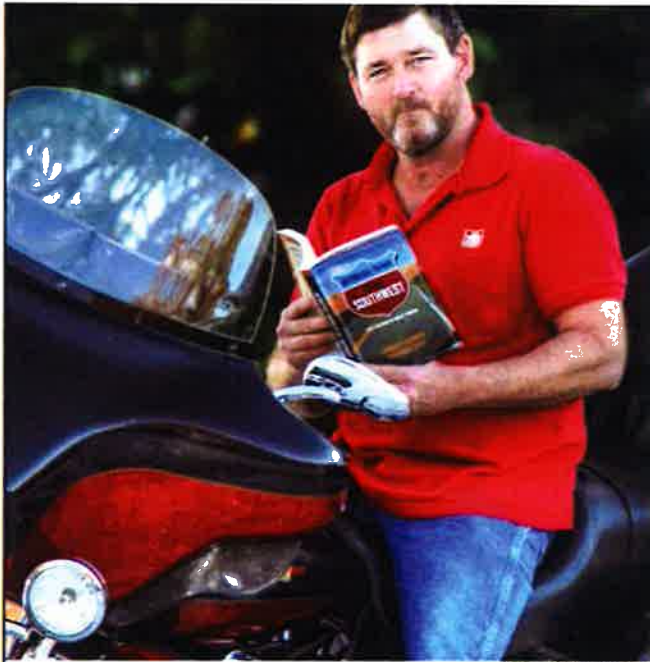


Photo: Leslie Weatherbee

My name is Les. I read books.

Les Hengen, Sundre Home Hardware Building Centre

Literacy at the Library
We have something for you.



Photo sponsored by
Marty Mennear
Sundre Sobeyes

Media Sponsor
MOUNTAIN VIEW
PUBLISHING INC

403 638-4000
sundre.prl.ab.ca/ReadBooks
sundrelibrary@prl.ab.ca



The Sundre Municipal Library was established in 1949, and was first housed at the Women's Institute Hall. Library volunteers at that time took a three-day course, which qualified them to serve as librarians. In its early years, the Library was open only one day per week, and it was closed during July and August.

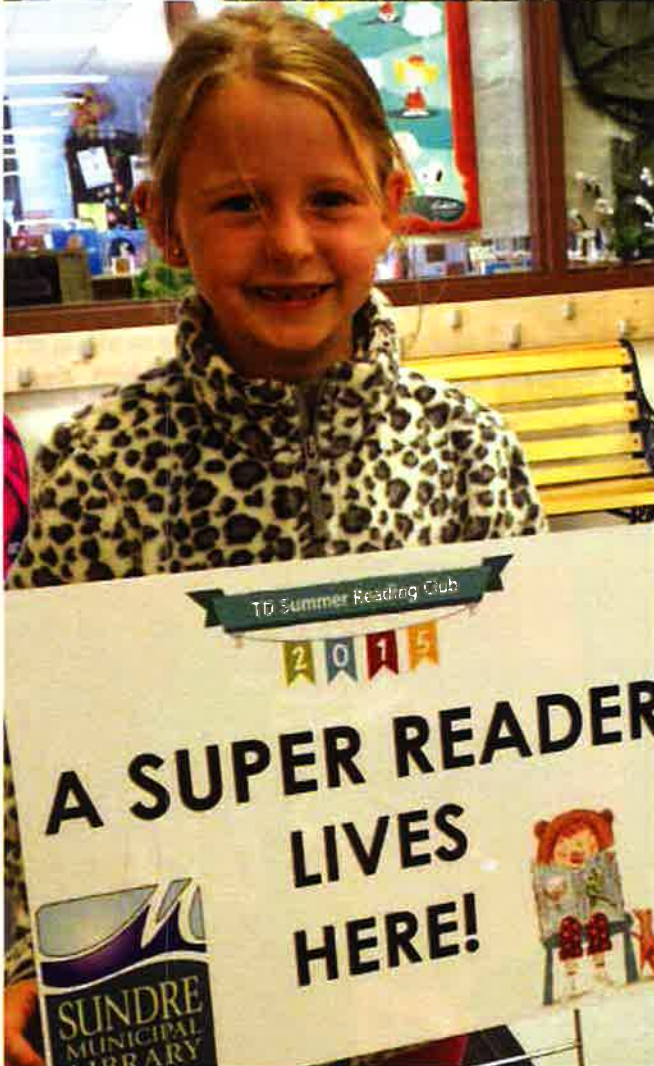
By 1956, the library collection had expanded to over 4,000 books, and 500 more were being added every year. When the Library outgrew its space, it moved to a building by the elementary school. Unfortunately, the shelves collapsed under the heavy load of books, and some fell through the floor. The Library was then moved into a small space in the fire hall.

In 1976, a new Library was created in the basement of Wild Rose Court, the town's first government-sponsored residence for seniors. Library supporters raised the \$30,000 necessary for this project by selling "bricks." Sundre joined the Parkland Regional Library System in 1980, resulting in increased funding for the Sundre library, as well as access to a wider range of books for patrons. With PRL membership came provincial funding in the amount of \$3 per capita.

The Friends of the Sundre Municipal Library Society was established in 2005 with the purpose of aiding the Library in fund-raising and financial support, especially with regards to capital purchases. In 2006, the Library moved to its current home in the Sundre Community Centre. New features of this facility included a spacious children's area, an expanded adult section, and public computer stations.

Our Library currently employs one full-time Library Manager, two part-time Library Assistants (one of whom is the Library Programmer) and one or two casual workers depending on the Library schedule and requirements. The Library also hires a full-time Summer Reading Club Coordinator each year, from mid-June through August.

The success of the Library is in large part due to our regular, dedicated volunteers who, in 2016, spent well over 1,000 hours at the Library.



DESCRIPTION OF COMMUNITY ENGAGEMENT PROCESS

We consult our community regularly through user feedback forms, surveys, and conversations. In preparation for the current Plan of Service, we held a community engagement event on October 22, 2016 for the purpose of determining what aspects of a healthy and vibrant community are most important to residents. Using an “Open Space” process [openspaceworld.org] twenty-five participants spent a full day discussing issues which they raised related to the following questions:

- what kind of community do you want to live in?
- why does that matter to you?
- how is that different from what you see now?
- what would need to happen to make that come true? [ala.org/transforminglibraries]

In the months following the event, a task group drawn from Library Trustees, staff, and community patrons considered the responses we received, and worked towards determining which were most appropriate for the Library to adopt. We considered physical space, staffing, funding, and our desire to maintain existing Library programs known to be successful. The group also updated and clarified the Library’s Vision and Mission.

Service responses were selected from the Strategic Planning for Results workbook supplied by Alberta Municipal Affairs, then edited to fit our priorities. For each service response, strategies, outcomes and timelines were identified by the Library Manager, Library Programmer and other Library staff.

This document was presented to the Town of Sundre Library Board on February 15, 2017, and adopted at that meeting.

Plan of Service working group

- Robert Griebel
- Mike Kapiczowski
- William Knelsen
- Anton Walker
- Karen Tubb (Library Programmer)
- Jamie Syer (Library Manager)



VISION

The Sundre Library is a welcoming, inclusive centre for literacy, leisure, creativity and lifelong learning.

MISSION

To provide materials, services, programs and information which help the citizens of Sundre and area to flourish in the world of the 21st century.

STATEMENT OF VALUES

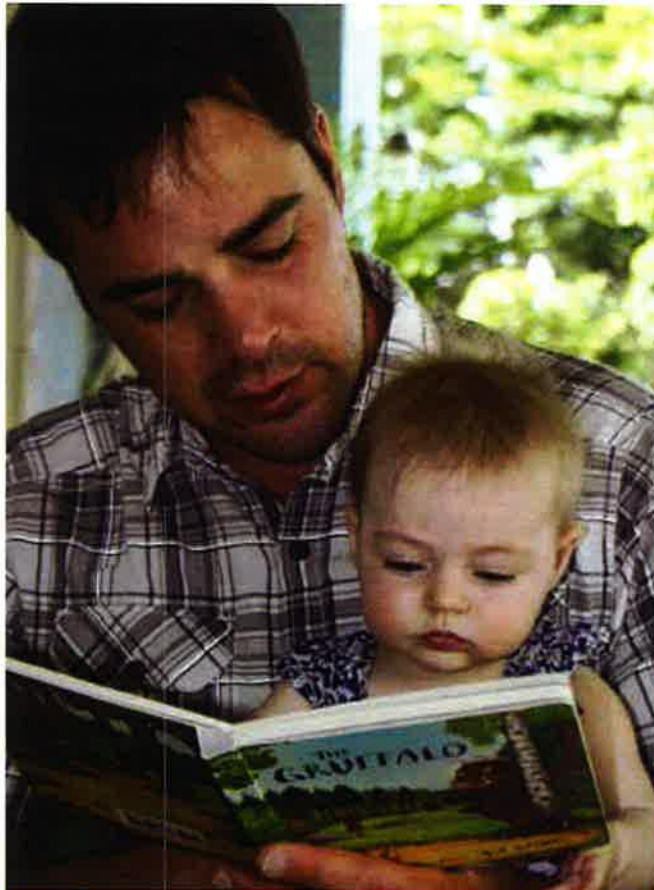
We know the Library has an important part to play in fostering and supporting a healthful, vital community. The Library is a place where citizens may exercise their imaginations and find the resources to thrive in a challenging and fast-changing world.

The **facilities** of the Sundre Municipal Library are open to everyone, and are available for the use of local clubs, groups and non-profit organizations.

The **materials** of the Sundre Municipal Library (print, audio, video, digital, realia) are chosen to appeal to the widest possible range of patrons. We take special care to include materials for those who may have a disability that makes reading difficult or impossible. Library materials include those available digitally or online to Library patrons through subscriptions maintained by Parkland Regional Library.

The **staff** of the Sundre Municipal Library are dedicated to providing the highest possible level of Library services, and assisting patrons with accessing the materials and programs offered by the Library. Staff are also committed to helping develop, organize and deliver appropriate activities and events to meet existing and emerging community needs. Manager and staff are also responsible for engaging Library users of programs to determine effectiveness of programs, as well as collect and evaluate statistics on program participation.

The Sundre Municipal Library is a member of the Parkland Regional Library system, and fully subscribes to best practices in Library procedures and services as established by the Public Library Services Branch (Alberta Municipal Affairs), library consultants at PRL, and the Library Association of Alberta.



SERVICE RESPONSES

I. Nurture Young Learners through Early Literacy. Children under 5 will have programs and services designed to equip them with skills necessary to begin a successful school career.

Strategy 1

Maintain our current programs for children and their caregivers, combining singing, rhyming, story-time and other activities that promote reading readiness. Develop new programs, Library centred as well as in collaboration with Sundre ParentLink, to meet emerging needs and as numbers demand.

Outcome

A growing number of children and their families participate in our early literacy programs. Parents have a broad range of skills to promote literacy at home. Elementary school teachers notice that children who have participated in our programs are well-prepared for school.

Timeline

Throughout the course of this Plan of Service.

Strategy 2

Ensure that Library staff delivering these programs have time and financial support for program preparation, as well as professional development to further their knowledge and skills.

Outcome

Our early literacy programs reflect best methodology and current practice in the subject.

Timeline


Throughout the course of this Plan of Service.




**ELECTION CONNECTION FORUMS
at the Library
Meet your candidates in
Red Deer – Mountain View**

 **October 1, 6:30pm**
EARL DREESHEN

 **October 8, 8:30pm**
CHANDRA KASTERN

 **October 10, 1:00pm**
JAMES WALPER

 **October 15, 6:30pm**
PAUL HARRIS

 **October 17, 1:00pm**
SIMON OLENY



Questions. Issues. Conversations.

**2. Be an Informed Citizen: Local, National and World Affairs.
Residents will have information to assist them in fulfilling their civic responsibilities at the local, provincial and national levels, and to fully participate in informed decision making.**

Strategy 1

In addition to the availability of digital and print media, the Library will seek out opportunities to encourage the involvement of residents in local, provincial and national issues. Partners in this strategy may include councillors and administrators of the Town of Sundre and the County of Mountain View, MPs and MLAs in our constituencies, journalists, and members of other public or private bodies.

Outcome

The Library is known as a place that offers up-to-date information on civic issues, and a neutral location for respectful and informed discussion.

Timeline

As required by emerging issues, election cycles and commemorative events (e.g. Canada 150).

Strategy 2

Provide materials and programs to build awareness of the histories, traditions and worldview of all the people who make up the evolving Canadian mosaic, with special attention to First Nations' history and culture..

Outcome

Greater understanding and appreciation of the diversity of our local and wider communities.

Timeline

Throughout the course of this Plan of Service.



Sundre Seniors Share Favourite Recipes



3. Express Creativity, Explore Literacy, Pursue Lifelong Learning. Residents will have the services and support they need to develop their imagination through creative activities; to explore the widest meaning of the word 'literacy;' to pursue topics of personal interest that promote continuous learning throughout their lives.

Strategy 1

The Library will create and deliver programs that offer patrons of all ages opportunities to explore arts, crafts and other creative activities. The library will welcome suggestions from patrons and the community at large, and will strive to either:

- provide courses, programs, or presentations to accommodate their interests;
- direct residents to other agencies offering such programs;
- collaborate with individuals and organizations who may be interested in designing such services and offering them at the Library.

Strategy 2

Through programs and activities, such as the Summer Reading Club, the Library will help create and support a literate community. This may include not only reading, but also numeracy, financial literacy, cultural and civic literacy, tech literacy (e.g. coding for teenagers; coaching adults on using computers and other devices), and other topics in response to emerging needs and interests.

Outcome

Participation in Library programs continues to increase as residents come to appreciate the Library as an important source for gaining competence in a variety of literacy-related skills.

Timeline

Throughout the course of this Plan of Service.



**4. Know Our Community: Community Resources and Services.
Residents will have at the Library a reliable source of information for the wide variety of programs, services and activities offered in our community.**

Strategy

The Library will continue to collaborate and support other community organizations and service providers, especially Greenwood Neighbourhood Place, in order to assist in making community information more easily available to a larger number of residents.

Outcome

Town and County residents will know where to find the resources they need for health, education and leisure services.

Timeline

By mid-2017, a clear procedure with GNP towards ongoing sharing of information for the benefit of local residents.

**5. Provide a Comfortable Place: Physical and Virtual Spaces.
Residents will have a safe and welcoming place for relaxation and enjoyment.**

Strategy I

Upgrade Library entrance and coffee area for comfort and attractiveness.
Upgrade north-east corner of the Library as a multi-use area appropriate for individual or group use.

Outcome

Patrons will notice a more welcoming feel to the Library entrance. Teens and adults will notice and make use of the remodelled multi-use area.

Timeline

Upgrades (furniture, painting) to be completed by mid-2017.



Strategy 2

With the assistance of Library Manager and staff, Trustees will develop a plan for further upgrades of the Library's physical space, to be completed as funds allow.

Outcome

The Library will continue to ensure that its physical spaces are welcoming, attractive, and responsive to patrons' needs. At the Library, patrons can meet and interact with others, work and study, or quietly sit and read.

Timeline

Upgrade plan to be completed by mid-2018

Strategy 3

As funds allow, installation of high-speed wi-fi to complement the SuperNet service provided by PRL.

Outcome

The Library continues to provide fast internet access. Patrons have wi-fi bandwidth suitable to their needs for purposes such as system upgrading of computers and other devices, video downloading from Hoopla, and other requirements demanding high wireless bandwidth

Timeline

Early 2017, maintained through the course of this Plan of Service as funds allow.

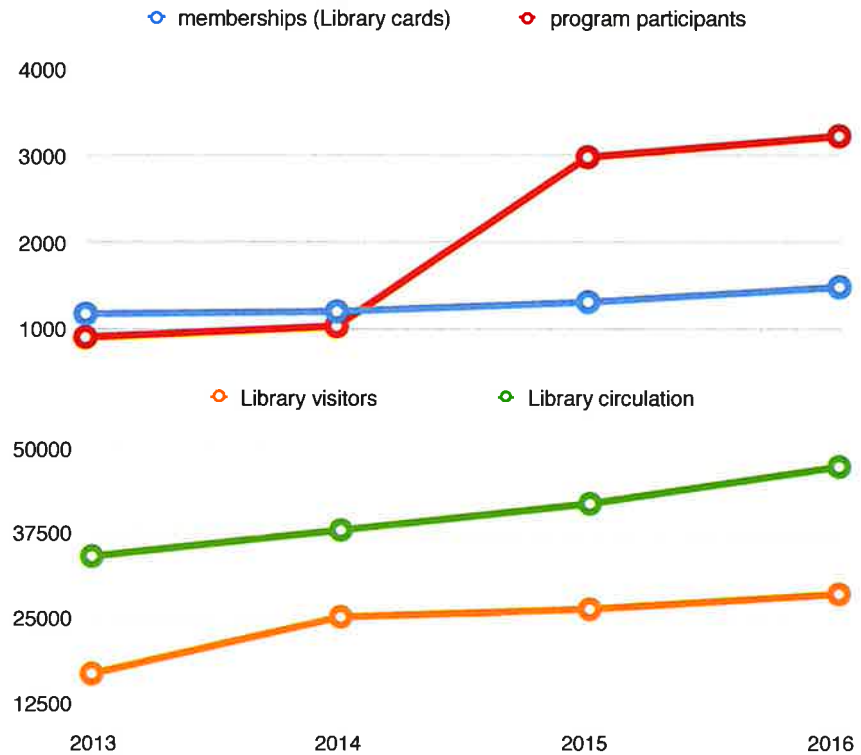


APPENDIX: PLAN OF SERVICE RESULTS 2013-2016

The Library's previous plan of service identified the following service responses:

- Create Young Readers: Early Literacy
- Satisfy Curiosity: Lifelong Learning
- Stimulate Imagination: Reading, Viewing and Listening for Pleasure

The photos throughout this new Plan of Service are from some of the events and programs at the Library over the past four years. Since 2013, the Library has seen the following change in visitors, circulation, memberships and program participants:



For detailed statistics, see the Library's Annual Reports to Alberta Municipal Affairs, Public Library Services Branch, 2013-2016.

photo credits:
 Simon Ducatel *Sundre Round-Up*, Centre for Family Literacy, Tanner Grunau, Karen Tubb, Jamie Syer, Eliza Kelway, Jolene Fluet, William Knelsen, Emily Ritson-Bennett, Leslie Weatherbee.

