



**TOWN OF PINCHER CREEK COUNCIL  
MEETING AGENDA  
Wednesday, January 8, 2020 at 8:00 a.m.  
Council Chambers, Town Hall  
962 St. John Avenue**

1. **Call to Order**
2. **Scheduled Public Hearing**
3. **Agenda Approval**
4. **Scheduled Delegations**
5. **Adoption of Minutes**
  - 5.1 Minutes of the Regular Meeting of Council held on December 9, 2019
6. **Business Arising from the Minutes**
  - 6.1 Notice of Motion - Councillor McGillivray - Bylaw #1578-19A
  - 6.2 TC Energy - Preston Seier - Disposition of Delegation
  - 6.3 Riversdale Resources - Keith Bott - Disposition of Delegation
  - 6.4 Disposition Of Delegation - Pincher Creek Golf and Curling Club Steering Committee
7. **Bylaws**
8. **New Business**
  - 8.1 Auditor Appointment 2019
  - 8.2 Credit Card Payment Options
  - 8.3 Letters Of Support For Pincher Creek and Area Early Childhood Coalition, Pincher Creek (Parent Link) Family Centre And The Healthy Families Home Visit
  - 8.4 Community Hall Request For Support Letter
  - 8.5 AUMA President's Summit on Municipal Finances
9. **Council Reports**
10. **Administration**
  - 10.1 Council Information Distribution List
  - 10.2 Chief Administrative Officer Updates
    - Natural Resources Conservation Board Response – Tentative
    - Regional Meeting Schedule
    - Community Futures Social Funding – Tentative
    - Fort Macleod Police Funding Meeting
11. **Closed Session Discussion**
  - 11.1 J. Szumlas Inter-Council Interactions Report - FOIP S. 22
  - 11.2 CAO 2020 Objectives - FOIP. S. 19
12. **Notice of Motion**
13. **Adjournment**

*The next Regular Council Meeting is scheduled for January 13, 2020 AT 6:00 p.m.*



**REGULAR MEETING OF COUNCIL**  
**Held on Monday December 9, 2019 in the**  
**Town Hall Council Chambers, commencing at 6:00 p.m.**

**IN ATTENDANCE:** Mayor: D. Anderberg

Councillors: B. McGillivray, S. O'Rourke, L. Jackson  
M. Barber S. Korbett and W. Elliott

Staff: L. Wilgosh, Chief Administrative Officer;  
W. Catonio, Director of Finance and Human Resources;  
D. Green, Family and Community Support Services Coordinator  
and L. Goss, Administrative Manager

**1. CALL TO ORDER**

Mayor Anderberg called the meeting to order at 6:00 pm.

**2. SCHEDULED PUBLIC HEARING**

**2.1 Land Use Bylaw Amendment 1547-AI**

Present: Mayor Anderberg  
Councillor Barber  
Councillor Jackson  
Councillor O'Rourke  
Councillor Elliott  
Councillor McGillivray  
Councillor Korbett

Staff: L. Wilgosh, Chief Administrative Officer  
W. Catonio, Director of Finance and Human Resources  
D. Green, Family and Community Support Services  
L. Goss, Administrative Manager

**1. CALL TO ORDER**

The Mayor called the Public Hearing for Bylaw No. 1547-AI to order at 6:00 p.m.

**2. ADOPTION OF AGENDA**

**McGILLIVRAY:**

That Council for the Town of Pincher Creek approves the December 9, 2019 Public Hearing for Bylaw No. 1547-AI agenda as presented.

**CARRIED PH19-3**

**3. PURPOSE OF PUBLIC HEARING**

The purpose of the public hearing is to present Bylaw No. 1547-AI, which is as a result of a request to re-designate a portion (1.73 acres) of Plan 9912781, Block 8, Lot 6 from Highway Drive-in Commercial – C2 to General Industrial and Warehousing – I1.

**4. CONFIRMATION OF NOTICE**

The Chief Administrative Officer advised that the Notice of Public Hearing was advertised in the November 20 and 27, 2019 editions of the weekly newspaper the Pincher Creek Echo, and eight (8) notices mailed to adjacent land owners.

**5. REPORT FROM OLDMAN RIVER REGIONAL SERVICES COMMISSION SENIOR PLANNER**

No referral comments were received from the Oldman River Regional Services Commission.

**6. REPORT FROM THE TOWN'S MANAGEMENT STAFF**

No referral comments were received from Operational Services.  
No referral comments were received from Fire/Emergency Services.  
No referral comments were received from Bylaw Enforcement.  
Referral comments were received from the Intermunicipal Development Plan Committee (IMDP) read by the Chief Administrative Officer.  
Referral comments were received from Administration read by the Chief Administrative Officer.

**7. WRITTEN SUBMISSIONS**

No written submission have been received as of 12:00 Noon, December 4, 2019.

**8. PERSONS WISHING TO BE HEARD**

There has been no persons indicating their wish to be heard as of 12:00 noon December 4, 2019.

The Mayor asked if there were any persons wishing to be heard. (First Time)

The Mayor asked if there were any persons wishing to be heard. (Second Time)

The Mayor asked if there were any persons wishing to be heard. (Third and Final Time)

**9. CLOSURE OF PUBLIC HEARING**

**BARBER:**

That this Public Hearing on December 9, 2019 be hereby adjourned at 6:04 p.m.

**CARRIED PH19-4**

**3. AGENDA APPROVAL**

**KORBETT:**

That Council for the Town of Pincher Creek approves the December 9, 2019 agenda as presented.

**CARRIED 19-674**

**4. DELEGATIONS**

**4.1 TC Energy – Preston Seier**

Preston Seier representing TC Energy attended the meeting to provide information to Council regarding the proposed NGTL West Path Delivery.

**4.2 Tom McNabb and Debbie Reed – Multi-Facility Project**

Charles Clymer, Tom McNabb, Debbie Reed and Gary Cleland attended the meeting to present information, concerns and issues regarding the curling and golf facilities and to introduce the Golf and Curling Club Steering Committee.

**5. ADOPTION OF MINUTES**

**5.1 Minutes of the Special Meeting of Council held on November 22, 2019**  
**McGILLIVRAY:**

That Council for the Town of Pincher Creek approve the minutes of the Special meeting of Council held on November 22, 2019 as presented.

**CARRIED 19-675**

**5.2 Minutes of the Regular Meeting of Council held on December 4, 2019**  
**BARBER:**

That Council for the Town of Pincher Creek approve the minutes of the regular meeting of Council held on December 4, 2019 as amended, the amendment being that item 4.3 TC Energy was postponed to December 9, 2019.

**CARRIED 19-676**

**6. BUSINESS ARISING FROM THE MINUTES**

**6.1 Pincher Creek Agricultural Society**  
**KORBETT:**

That Council for the Town of Pincher Creek inform and negotiate the installation of a sealed manure container with the Pincher Creek and District Ag Society for the containment and protection of the Town's direct water source as per article 4 no nuisance and article 5 compliance with law and article 7 a. b. damage to the land by lessee in the Lease Agreement

**CARRIED 19-677**

**JACKSON:**

That Council for the town of Pincher Creek direct Administration to bring back the land lease with the Pincher Creek and District Agricultural Society for review.

**CARRIED 19-678**

**7. BYLAWS**

**7.1 Bylaw No. 1547-AI – Land Use Bylaw Amendment**  
**McGILLIVRAY:**

That Council for the Town of Pincher Creek agree and give Bylaw No. 1547-AI amending the Land Use Bylaw No. 1547 second reading.

**CARRIED 19-679**

**JACKSON:**

That Council for the Town of Pincher Creek agree to give Bylaw No. 1547-AI amending the Land Use Bylaw third and final reading and that a copy be attached hereto and form part of the minutes.

**CARRIED 19-680**

**8. NEW BUSINESS**

**8.1 Proposed Special Accommodation Snow Removal Policy Number 309-19**

**KORBETT:**

That Council for the Town of Pincher Creek authorize and approve the Special Accommodation Snow Removal Policy Number 309-19 with a minor amendment to 5.3 qualification as discussed and that a copy be attached hereto and form part of the minutes.

**CARRIED 19-681**

**8.2 Approval of 2020 Emergency Management Plan – Brett Wuth**

**JACKSON:**

That Council for the Town of Pincher Creek adopt the 2019-11-17 draft Regional Emergency Management Plan as presented with amendments, and upon the recommendation of the Emergency Management Advisory Committee.

**CARRIED 19-682**

**8.3 Request for Support from Good Samaritan Society/Vista Village**

**KORBETT:**

That Council for the Town of Pincher Creek approve the request for a letter of support and proposal from the Good Samaritan Society/vista village to transition 20 independent living suites at Vista Village, Pincher Creek to designated assisted living or long term care and approve the attendance of the Mayor at the meeting with Roger Reid.

**CARRIED 19-683**

**8.4 2020 Operating and Capital Budgets**

**ELLIOTT:**

That Council for the Town of Pincher Creek approve the 2020 Operating and Capital Budgets as presented and that a copy of these budgets be attached hereto and form part of the minutes.

**CARRIED 19-684**

**8.5 Request from Pincher Creek Emergency Services**

**KORBETT:**

That Council for the Town of Pincher Creek defer the amendment to the funding formula of the Membership Agreement for the Pincher Creek Emergency Services Commission until the next Joint Special Council meeting in March 2020 for discussion.

**CARRIED 19-685**

*D. Green left the meeting at 7:34 pm.*

**9. COUNCIL REPORTS:**

<b>KORBETT</b>	December 4	Regular Council
	December 4	Alberta SouthWest
	December 5	Alberta Health Services/Emergency Services
<b>BARBER</b>	December 4	Regular Council
	December 4	Golf and Curling Club Steering Committee
	December 5	Chinook Arch Library
<b>McGILLIVRAY</b>	December 4	Regular Council
	December 5	Pincher Creek Foundation
<b>ELLIOTT</b>	December 4	Regular Council
<b>O'ROURKE</b>	December 4	Regular Council
<b>JACKSON</b>	December 4	Regular Council
	December 5	Pincher Creek Foundation

**Mayor's Report**

<b>ANDERBERG</b>	December 4	Regular Council
	December	Habitat for Humanity
	December	Oldman River Regional Services Commission Board
	December 6	Highway 3 Development Committee
	December 7	John Szumlas

**JACKSON:**

That Council for the Town of Pincher Creek accepts the Mayor and Council Reports for December 9, 2019 as information.

**CARRIED 19-686**

**10. ADMINISTRATION**

**10.1 Council Information Distribution List**

**BARBER:**

That Council for the Town of Pincher Creek accept the December 9, 2019 Council Information Distribution List as information.

**CARRIED 19-687**

*Mayor Anderberg called a recess at 7:49 pm.*

*W. Catonio and L. Goss left the meeting at 7:49 pm*

*Mayor Anderberg called the meeting back to order at 8:02 pm.*

**11. CLOSED MEETING DISCUSSION**

**ELLIOTT:**

That Council for the Town of Pincher Creek agree to move to a closed session of Council on Monday December 9, 2019 at 8:02 pm in accordance with section 16, 19, 21 and 24 the Freedom of Information and Protection of Privacy Act, with the Chief Administrative Officer in attendance.

**CARRIED 19-688**

Councillor McGillivray declared a potential conflict of interest with item 11.3 and left the meeting at 8:10 pm.

Councillor McGillivray joined the meeting at 8:15 pm.

**JACKSON:**

That Council for the Town of Pincher Creek agree to move out of a closed session of Council on Monday, December 9, 2019 at 8:18 pm.

**CARRIED 19-689**

**11.1 Lease Request Parcel Roll #00590400 – FOIP s. 16, 19 & 24**

**BARBER:**

That Council for the Town of Pincher Creek direct administration to prepare a one (1) year lease agreement with Attachment World Inc. for parcel Plan 0614431, Block 1, Lot 4 and bring back the proposed lease agreement for Town Council consideration.

Furthermore, that Council for the Town of Pincher Creek direct administration to submit an Application for a Development Permit for the change of use for parcel Plan 0614431, Block 1, Lot 4 to the Municipal Subdivision and Development Authority for their consideration to accommodate farm/industrial machinery sales, rental and service discretionary uses (similar uses).

**CARRIED 19-690**

**11.2 Extension of the Recycling Agreement – FOIP s. 16**

**KORBETT:**

That Council for the Town of Pincher Creek approve the time extension for the 2020 Recycling Funding Agreement and the 2020 Recycling Operations Agreement between the Town of Pincher Creek, The Municipal District of Pincher Creek No. 9, and K.J. Cameron Services Industries LTD.

**CARRIED 19-691**

Councillor McGillivray declared a potential conflict of interest with item 11.3 and left the meeting at 8:20 pm.

**11.3 NRCB Application LA19026 – FOIP s. 16**

**ELLIOTT:**

That Council for the Town of Pincher Creek direct administration to request a time extension of three (3) weeks, with a response deadline of January 31, 2020 to respond to NRCB application # LA19026, due to fewer Town Council meetings and technical advisor's availability over the holiday season.

**CARRIED 19-692**

Councillor McGillivray joined the meeting at 8:22 pm.

**11.4 Intermunicipal Collaboration Framework - FOIP s. 21**

**McGILLIVRAY:**

That Council for the Town of Pincher Creek receive the information regarding the Intermunicipal Collaboration Framework as presented.

**CARRIED 19-693**

**12. NOTICE OF MOTION  
McGILLIVRAY**

To amend Council Remuneration Bylaw 1578-19A to include 3. c. ;  
Committee of the Whole, Council Policy Review Committee, Council Budget Committee  
and any other meeting of Council where all members of Council are appointed to serve  
on.

**13. ADJOURNMENT  
O'ROURKE:**

That this meeting of Council on December 9, 2019 be hereby adjourned at 8:26 pm.

**CARRIED 19-694**

\_\_\_\_\_  
MAYOR, D. Anderberg

\_\_\_\_\_  
CAO, L. Wilgosh

**APPROVED BY RESOLUTION  
OF THE COUNCIL OF THE  
TOWN OF PINCHER CREEK,  
THIS 8<sup>th</sup> DAY OF JANUARY 2020                      S E A L**

**NEXT REGULAR MEETING OF COUNCIL TO BE HELD ON WEDNESDAY JANUARY 8,  
2019 AT 6:00 P.M.**



# TOWN OF PINCHER CREEK

## REQUEST FOR DECISION

*Council*

<b>SUBJECT:</b> Notice of Motion - Councillor McGillivray - Bylaw #1578-19A	
<b>PRESENTED BY:</b> Gus Kollee, Legislative Service Manager	<b>DATE OF MEETING:</b> 1/8/2020

**PURPOSE:**

For Council to consider a Notice of Motion presented by Councillor McGillivray at the December 9th, 2019 regular meeting of Council in accordance with sections 75-79 of Council Procedural Bylaw No. 1596-18B.

**RECOMMENDATION:**

That Council for the Town of Pincher Creek direct administration to prepare a bylaw amendment for Bylaw #1578-19A to include s.3 subs.c "Committee of the Whole, Council Policy Review Committee, Council Budget Committee and any other meeting of Council where all members of Council are appointed to serve on"; and to bring back the proposed bylaw amendment to the next Council meeting for consideration..

**BACKGROUND/HISTORY:**

Councillor McGillivray presented a Notice of Motion at the December 9th, 2019 regular meeting of Council to amend Bylaw #1578-19A and stated the following:

As a result of conversation with John Szumlas, Council meetings such as Committee of the Whole, Council Budget Committee Meetings and Council Policy and Procedure Committee Meetings all contain the word Committee they are not Committees in the sense defined in the Bylaw #1578-19A.

Council Committee Meetings consisting of all members of council are Council Meetings working as a Committee for a specific reason. Council (Committee) of the Whole, Council Budget Deliberation Meetings and Council Policy and Procedure Review Meetings are not committee meetings where Councillors have been appointed by resolution; Councillors are members of these Council groups be being elected to Council. These Council Meetings need to be identified in the Bylaw.

I therefore propose a notice of motion an amendment to Bylaw #1578-19A as follows:

1578-19A

3 c. Committee of the Whole, Council Policy Review Committee, Council Budget Committee and any other meeting of Council where all members of Council are appointed to serve on.

**ALTERNATIVES:**

1.) That Council for the Town of Pincher Creek receive the Notice of Motion presented by Councillor McGillivray to amend Bylaw #1578-19A as information.

2.) That Council for the Town of Pincher Creek direct administration to prepare a proposed bylaw amendment for Bylaw #1578-19A with Councillor McGillivray recommendations and additional amendments to the next available Town Council meeting for consideration.

**IMPLICATIONS/SUPPORT OF PAST STUDIES OR PLANS:**

None at this time.

**FINANCIAL IMPLICATIONS:**

None at this time.

**PUBLIC RELATIONS IMPLICATIONS:**

The review of bylaws and introductions of amendments provides for clarity.

**ATTACHMENTS:**

Sections 75-79 of Council Procedural Bylaw 1596-18B - 227 - 328

**CONCLUSION/SUMMARY:**

Administration supports that Town Council direct administration to prepare a bylaw amendment for Bylaw #1578-19A accordingly.

**Signatures:**

**Department Head:**

*August Kollee*

**CAO:**

*Laurie Wilgosh*

*Special Resolutions*

71. When Council deems that it is necessary to take an expedient action for the benefit of the municipality and that it should happen before the next regularly scheduled Council meeting, it may pass a special resolution.
72. A Councillor addresses the Presiding Officer to request that Council consider a special resolution and states what the resolution is about.
73. If a majority of Councillors in attendance vote in favor of allowing the resolution, then it can be presented to Council.
74. If Council defeats the request, then the Councillor can present the resolution under the Council agenda item that addresses notices of motion and it will be dealt with at the next regular Council meeting.

*Notices of Motion*

75. A notice of motion must be used to introduce a new matter for Council's consideration which does not appear on the agenda, and should be used to give notice when an extended period of time is advisable prior to considering a subject.
  - a) The Councillor shall read the notice of motion which must be recorded in the minutes and shall form part of the agenda for the subsequent meeting.
  - b) A Councillor who hands the written notice of motion to the CAO to be read at any regular meeting, need not necessarily be present during the reading of the motion.
76. A Councillor may make a motion introducing a new matter only if:
  - a) notice is given at the previous regular Council meeting,
  - b) a legible copy of the content of the notice is made available to the CAO no later than 12:00 p.m. on the Monday before the regular meeting, or
  - c) Council passes a special resolution dispensing with notice.
77. A notice of motion must give sufficient detail about the subject of the motion and any proposed action and must state the date of the meeting at which the motion will be made.
78. A notice of motion must be given without discussion of the matter but any written copies distributed may include explanatory paragraphs.
79. When notice has been given, the CAO will include the proposed motion in the agenda of the meeting for the date indicated in the notice. If a motion is not made at the meeting indicated in the notice, it will be removed from the agenda and may only be made by a new notice of motion.

# TOWN OF PINCHER CREEK

## REQUEST FOR DECISION

*Council*

<b>SUBJECT:</b> TC Energy - Preston Seier - Disposition of Delegation	
<b>PRESENTED BY:</b> Lisa Goss, Administrative Manager	<b>DATE OF MEETING:</b> 1/8/2020

**PURPOSE:**

To dispose of a delegation that attended the regular meeting of Council on December 9th, 2019 in accordance with Procedural Bylaw 1596-18B.

**RECOMMENDATION:**

That Council for the Town of Pincher Creek receive the information provided by Preston Seier, representing TC Energy, regarding the proposed NOVA Gas Transmission Ltd. West Path Delivery, as presented.

**BACKGROUND/HISTORY:**

Preston Seier representing TC Energy attended the December 9, 2019 regular meeting to provide information to Council regarding the proposed NGTL West Path Delivery.

**ALTERNATIVES:**

That Council for the Town of Pincher Creek direct administration to garner further information from TC Energy regarding the proposed NOVA Gas Transmission Ltd. West Path Delivery.

**IMPLICATIONS/SUPPORT OF PAST STUDIES OR PLANS:**

None at this time.

**FINANCIAL IMPLICATIONS:**

None at this time.

**PUBLIC RELATIONS IMPLICATIONS:**

None at this time.

**ATTACHMENTS:**

None at this time.

**CONCLUSION/SUMMARY:**

Administration supports that Council for the Town of Pincher Creek receive the information provided by Preston Seier, representing TC Energy, regarding the proposed NOVA Gas Transmission Ltd. West Path Delivery, as presented.

**Signatures:**

Department Head:

*Lisa Gross*

CAO:

*Lannie Wilgosh*



# TOWN OF PINCHER CREEK

## REQUEST FOR DECISION

*Council*

<b>SUBJECT:</b> Riversdale Resources - Keith Bott - Disposition of Delegation	
<b>PRESENTED BY:</b> Lisa Goss, Administrative Manager	<b>DATE OF MEETING:</b> 1/8/2020

**PURPOSE:**

To dispose of a delegation that attended the regular meeting of Council on December 4th, 2019 in accordance with Procedural Bylaw 1596-18B.

**RECOMMENDATION:**

That Council for the Town of Pincher Creek receive the information provided by Keith Bott, representing Riversdale Resources, regarding the progress of Riversdale Resources as presented.

**BACKGROUND/HISTORY:**

Keith Bott, representing Riversdale Resources, attended the December 4, 2019 regular meeting to update Council on the Grassy Mountain Coal project in the Crowsnest Pass.

**ALTERNATIVES:**

That Council for the Town of Pincher Creek direct administration to garner further information from Riversdale Resources regarding the Grassy Mountain Coal project in the Crowsnest Pass.

**IMPLICATIONS/SUPPORT OF PAST STUDIES OR PLANS:**

None at this time.

**FINANCIAL IMPLICATIONS:**

None at this time.

**PUBLIC RELATIONS IMPLICATIONS:**

None at this time.

**ATTACHMENTS:**

None at this time.

**CONCLUSION/SUMMARY:**

Administration supports that Council for the Town of Pincher Creek receive the information provided by Keith Bott, representing Riversdale Resources, regarding the progress of Riversdale Resources as presented.

**Signatures:**

Department Head:

*Lisa Gross*

CAO:

*Lannie Wilgosh*



# TOWN OF PINCHER CREEK

## REQUEST FOR DECISION

*Council*

<b>SUBJECT:</b> Disposition of Delegation - Pincher Creek Golf and Curling Club Steering Committee	
<b>PRESENTED BY:</b> Adam, Recreation Manager	<b>DATE OF MEETING:</b> 1/8/2020

**PURPOSE:**

For Council to review the requests from the Pincher Creek Golf and Curling Club Steering Committee and provide a response to their requests.

**RECOMMENDATION:**

That Council for the Town of Pincher Creek review and respond to the requests outlined by the Pincher Creek Golf and Curling Club Steering Committee.

**BACKGROUND/HISTORY:**

At the December 9, 2019 regular meeting of Council a delegation from the newly formed Pincher Creek Golf and Curling Club Steering Committee presented some requests to Council for the Town of Pincher Creek. The following requests were made by this committee:

1. A decision be confirmed to have a new curling clubhouse be situated at the Golf Course Site.
2. Have \$25,000 set aside for a expansion conceptual plan at the Pincher Creek Golf Club.
3. Remove the \$50,000 in the budget for the Recreation Master Plan.
4. Keep the 1.25 million in reserves to be allocated to a new Curling Club Facility.
5. The Town to reimburse the Golf Club Society for all irrigation repair costs until a new system can be installed.

**ALTERNATIVES:**

To accept the Pincher Creek Golf and Curling Club Steering Committee as information.  
To set-up a special meeting of Council to discuss the requests as presented by the Pincher Creek Golf and Curling Club Steering Committee.  
Commence with \$25,000 for a study for the Pincher Creek Golf Club and Curling Club Steering Committee.

**IMPLICATIONS/SUPPORT OF PAST STUDIES OR PLANS:**

2009 AECOM Report shows that the first priority was the building of a new arena and curling rink building at an estimated cost of \$16,000,000. The golf club house was listed as the 7th priority in this plan.

**FINANCIAL IMPLICATIONS:**



A study for a 18 hole golf course layout including site planning for residential housing and a curling club is estimated at \$25,000.

Full irrigation repairs at the Golf Club is quoted at \$750,000, for the existing 9 holes.

**PUBLIC RELATIONS IMPLICATIONS:**

The Pincher Creek Golf Club has presented to Council several times regarding the poor state of their irrigation system.

The Pincher Creek Curling Club have presented to Council several times regarding the poor state of their Curling Club Facility.

**ATTACHMENTS:**

2019.12.06 Golf and Curling Club Delegation - 337

2019.12.06 Golf Club Delegation Request - Irrigation - 337

Expenses for Irrigation 2017-2018 - 337

Les Furber Conceptual Design Proposal (cost estimates provided in confidential package)

Quote for Irrigation Repairs (provided in confidential package)

**CONCLUSION/SUMMARY:**

Administration supports that a response needs to be given to the Golf and Curling Club Steering Committee,

**Signatures:**

**Department Head:**

*Lisa Goss for CAO*

**CAO:**

*Laurie Wilgosh*



Pincher Creek Curling Club  
in Partnership with Pincher Creek Golf Club  
and Joe's Weight Club  
Box 1831  
Pincher Creek, AB TOK1W0

Town of Pincher Creek  
St. John Ave. Box 159  
Pincher Creek, AB TOK1W0

December 6, 2019

RE: New Joint Curling and Golf Facility

Dear Council Members:

This letter is to formally introduce the Golf and Curling Club Steering Committee. There is an urgent need to replace both buildings. We are committed to finding the lowest cost scenario, thus combining the two clubs into one clubhouse.

This committee has identified some very time sensitive issues and is requesting the Town of Pincher Creek Council to consider the following:

1. The new clubhouse would be located on the current golf clubhouse property.
2. The Town of Pincher Creek provide an explanation of why they disregarded Councilor Barber's report and rescinded the motion to pay \$25,000 for Les Furber in addition to making a motion to budget \$50,000 for yet another study.
3. We ask that The Town of Pincher Creek Council reinstates the motion to pay \$25,000 for Les Furber to move forward and rescinds the motion to pay \$50,000 for another study which will in fact only delay this project another year.
4. That the Town of Pincher Creek Council honors their previous council's decision and retain the \$1.25 million in reserves for a new curling rink.

We are asking that The Town of Pincher Creek return to this committee a letter of agreement, acknowledgement and support regarding the issues and objectives listed above. We need to move forward on this matter. The Curling Rink has been unable to apply for matching funds for the 1.25 million because in the 5 years since this money was set aside a location has never been formally acknowledged. Once these terms are met, we can move forward and apply for grants, and work as partners to make this a successful venture.

Sincerely,



Debbie Reed

Co-Chair

Golf and Curling Club Steering Committee

deb.reed2@gmail.com 403-627-0123

Nov. 8 2016

Good afternoon.

Today we come here as a delegation on behalf of the Pincher Creek curling rink.

The information package you received from us contains concerns and questions. It was a fairly large one so I would like to go over some key points and summarize.

1. Curling is a lifelong sport. Any age can play regardless of skill level.
2. An inter-generational activity that includes physically challenged, elderly, youth, and adults equally.
3. Promotes physical activity and social interaction for community and families.
4. PCCC is a self-sustaining club and we essentially only ask this council for money every 50 years.
5. Curling is part of the education and curriculum in our schools.
6. We have a strong junior program that increases every year.
7. New League of Sturling that allows people with hip replacements, knee replacements and other physical challenges to enjoy the game and not risk injury.
8. Curling rinks are an integral part of a rural community. (Mair study 2013)
9. Curling rink is in need of some structural renovations which are too costly and need of a new building is imminent. (based on Engineer Reports provided in your package)
10. Beneficial to other groups as well.
  - Shared with the golf club. Instead of both clubs paying year round utilities, it would be for 6 months each. Common area can be shared. Lockers can be shared as many curlers are golfers. Cart Storage would be available for golf carts.
  - By sharing maintenance and utilities, both clubs benefit and are able to continue as self sustaining clubs.
11. Lethbridge just built a new curling rink and the population that uses it is 0.3% whereas our population useage is at 1.5% based on current memberships.

Updates include: Memberships have grown substantially. We now have over 500 members and each year it increases. We do not have totals for this year yet. Usage was 262 people per week last season. Sturling league has went from 6 people 3 years ago to at least 32 regular league members not including drop ins.

See all › 2 Citations See all › 10 References

Download citation Share Request full-text

Curling For Confidence: Psychophysical Benefits of Curling For Older Adults

Article in Journal of aging and physical activity 26(2):1-28 · September 2017 with 62 Reads

DOI: 10.1123/japa.2016-0279 Cite this publication

FEATURED VIDEOS

Powered by

New gene discovery related to speech and m... 11.2M



Rachael C Stone 12.05 · York University



Zina Rakhamilova



William H. Gage



Joe Baker 11.15 · York University

00:18/00:58

New gene discovery related to speech and motor development Read More

Abstract

While physical activity is increasingly promoted for older adults, there is a paucity of sport promotion, which has distinct benefits from exercise and remains stereotypically associated with younger age. Curling is a moderately intense and safe sport that continues to gain popularity; however, no research has investigated psychophysical benefits of curling for older adults. The present study compares high-experience (20+ years; n=63) and low-experience (<20 years; n=53) curlers (aged 60+ years) with older adult non-curlers (n=44) on measures of daily functionality, balance confidence, and perceptions of the aging process. While no significant differences were found between high- and low-experience curlers, any level of experience reported significantly better functionality, physical confidence, and aging-attitudes compared to non-curlers (p<0.05). Although further research is necessary, the results suggest that any level of curling experience can enhance older adult psychophysical well-being, and warrants consideration for physical activity promotion and falls prevention programs.

Do you want to read the rest of this article?

Request full-text



# Shootin' the Breeze Article Nov. 27, 2019

Last week's issue introduced the fact that PCCC does not rely on Municipal funding for day to day operations. In order for the PCCC to continue to be self sufficient and viable, it requires 6 sheets. This has been a topic of discussion for a while. Here are the facts.

First, to host events that generate income for the club, the requirements from Alberta Curling have changed and require us to have at least 6 sheets of ice. Hosting a provincial event brings income to the town too because people stay in hotels and eat at restaurants and shop at stores. The current 4 sheets deny us from hosting provincial or play down events.

Second, membership generated income would increase with 6 sheets as our daytime leagues do not have enough ice to play on with only 4 sheets. We have to turn people away because the ice is too busy during some of our daytime league days. It's near impossible to sell memberships if there is not enough ice to play on, again limiting revenue possibilities.

Third, we would like to host two leagues on specific evenings and 6 sheets would make that possible. We want to have more leagues playing and introducing new leagues in the evenings like doubles. 4 sheets again limits this revenue possibility.

Fourth, A new facility will save on the use of electricity as the base will be cement instead of sand. Ice can be installed within a week instead of a month.

Fifth, The cement will be painted white so the cost of the paint is saved every year.

Lastly, Rentals are a large part of our income. We rent the rink out for many uses and to many groups throughout the year.

This all helps to keep the PCCC self sufficient and not dependant on tax dollars from the Town or MD councils.

## Pincher Creek Golf Club

Box 2397, Pincher Creek, AB  
942 Hyde St. T0K 1W0  
Phone: 403-627-2126  
Fax: 403-627-2162

December 9<sup>th</sup> 2019

To Pincher Creek Town Council

As you are aware that the irrigation problem is ongoing from year to year, we would request that The Town of Pincher Creek would reimburse our costs each and every year until the new irrigation system is installed.

Repairs costs of the irrigation system each year does not allow the club to purchase or replace equipment that is needed to maintain the course.

We need financial assistance each year to cover the repair costs of the irrigation system.

Thank you very much  
Pincher Golf Club Society



August 12, 2019

The Pincher Creek Golf Club Irrigation system is in need of total replacement in order for the Club to sustain proper revenue growth and to meet the replacement needs of ageing equipment. In a perfect world the irrigation costs so far this season would have been reallocated to leasing updated equipment. Ideally the mowers should be replenished every 4 to 5 years while they still maintain a high value for trade in or resale purposes. Maintaining the new equipment and selling them or trading them in before 1000 hours is recommended. Unfortunately, instead, revenue is spent on band aiding our current irrigation system and maintaining our ageing equipment having a negative impact on the product we are able to provide.

The Club strives to put a product out for our member base and green fee players that leave them wanting to come back to play. A normal working Irrigation system with variable speed pumps regulated by pressure and relief valves into high density pipe would be the most beneficial. Typically, Golf courses have 2 to 3 breaks a season after 5 years of installation. That is an inflated number for cautionary purpose. This year alone we have had over 500 feet of breaks and numerous damaged irrigation heads (which are very old and outdated) needing new internals and or solenoids. The cost to maintain this current system is so enormous and costly to the club it prevents any obtainable surplus.

The enormous pressure and stress on our staff to diagnose, fix and maintain a proper pressure level in our lines without damaging more pipe and irrigation heads from the ground.

This season we have been blessed with over 7 inches of rain in late may and June. In order for our club to grow our member base and green fee play we need to replace our system. Putting thousands of dollars into the system each year has a negative impact on our bottom line and the course will not be a playable product people will come back to play. There is a lot of pride when it comes to grooming a golf course and making it enjoyable for our players and members. Without water you don't have a course and certainly makes it very difficult to maintain growth on greens and tee boxes. A new irrigation is a must for PCGC in order to thrive and grow the membership and green fee player base as a destination point for people to come play.

Your consideration is appreciated.

Pincher Creek Golf Club Society Executive

## Irrigation Expenses to August 12, 2019

Date	Vendor	Amount	Courier Fees	Total
3/27/2019	Oak Creek	\$31.50	\$32.00	\$63.50
4/3/2019	Oak Creek	\$1,772.35	\$32.00	\$1,804.35
4/23/2019	Site One	\$552.15	\$26.00	\$578.15
5/6/2019	Site One	\$469.18	\$26.00	\$495.18
5/13/2019	Site One	\$748.98	\$26.00	\$774.98
5/21/2019	Oak Creek	\$145.65	\$0.00	\$145.65
5/29/2019	Site One	\$23.99	\$26.00	\$49.99
5/31/2019	Site One	\$8.28	\$0.00	\$8.28
6/26/2019	Oak Creek	\$718.20	\$32.00	\$750.20
6/30/2019	Site One	\$26.91	\$0.00	\$26.91
8/9/2019	Oak Creek	\$1,611.73	\$32.00	\$1,643.73
8/9/2019	Site One	\$6.47	\$0.00	\$6.47
8/9/2019	Site One	\$14.50	\$0.00	\$14.50
		<b>\$6,129.89</b>	<b>\$232.00</b>	<b>\$6,361.89</b>

Irrigation Wages to August 12, 2019	\$11,145.67
Total Volunteer Hours	\$11,145.00
<b>Total</b>	<b>\$28,652.56</b>

### Volunteer Hours

Name	Hours	@	Total
Ernie Schatz	45	\$15.00	\$675.00
Ron Conrad	45	\$15.00	\$675.00
Leroy Goodreau	45	\$15.00	\$675.00
Dave Everts	30	\$15.00	\$450.00
Eugene Meyer	12	\$15.00	\$180.00
Adam Hong	5	\$15.00	\$75.00
Monika McNabb	5	\$15.00	\$75.00
Lane Smith	20	\$15.00	\$300.00
Dan Dorchak	55	\$15.00	\$825.00
Norm Reed	12	\$15.00	\$180.00
Joey Schmidt	12	\$15.00	\$180.00
Cass Matters	18	\$15.00	\$270.00
Doug Robinson	20	\$15.00	\$300.00
Barry Bond	8	\$15.00	\$120.00
Gary Visser	6	\$15.00	\$90.00
Charles Clymer	6	\$15.00	\$90.00
Tom McNabb	24	\$15.00	\$360.00
Don Cook	75	\$75.00	\$5,625.00 with back hoe
	<b>443</b>		<b>\$11,145.00</b>



## Pincher Creek Golf Club Society - Spreadsheet of Irrigation Expenses 2017 and 2018

GOLF COURSE IRRIGATION 2017		
Company	Date	Cost
Co-op	7/17/2017	\$52.87
Co-op	7/17/2017	\$2.35
Co-op	6/28/2017	\$40.94
Co-op	7/11/2017	\$102.38
Co-op	6/28/2017	\$221.48
Co-op	5/12/2017	\$14.16
Co-op	5/11/2017	\$102.87
Co-op	5/17/2017	\$113.38
Co-op	5/13/2017	\$37.46
Site One	3/22/2017	\$1,124.81
Site One	4/17/2017	\$551.43
Site One	7/4/2017	\$29.03
Site One	5/17/2017	\$3.39
Site One	9/5/2017	\$614.79
Site One	5/12/2017	\$184.79
Site One	5/29/2017	\$123.08
Site One	8/4/2017	\$319.99
Oak Creek	8/29/2017	\$48.51
Riteline	4/18/2017	\$41.27
Rona	4/18/2017	\$18.36
<b>2017 Grand Total</b>		<b>\$3,747.34</b>

GOLF COURSE IRRIGATION 2018			
Site One	5/17/2018	\$105.03	
Site One	5/8/2018	\$1,079.07	
Site One	8/16/2017	\$132.31	Paid in 2018
Site One	8/21/2017	\$446.63	Paid in 2018
Site One	8/21/2017	\$72.65	Paid in 2018
Site One	9/5/2017	\$282.23	Paid in 2018
Site One	9/30/2017	\$13.22	Service Charge
Site One	10/6/2017	\$61.52	Paid in 2018
Site One	10/31/2017	\$12.65	Service Charge
Site One	11/30/2017	\$13.57	Service Charge
Site One	12/31/2017	\$13.57	Service Charge
Site One	1/31/2018	\$13.57	Service Charge
Site One	2/28/2018	\$13.57	Service Charge
Site One	3/31/2018	\$13.57	Service Charge
Site One	4/30/2018	\$13.57	Service Charge
Oak Creek	6/5/2018	\$680.86	
Oak Creek	6/7/2018	\$404.31	
Oak Creek	5/16/2018	\$440.69	
Oak Creek	5/29/2018	\$294.69	
Oak Creek	5/21/2018	\$1,458.14	
Oak Creek	5/29/2018	\$2,721.17	
Oak Creek	7/13/2018	\$1,244.78	
Oak Creek	6/27/2018	\$3,044.17	
Oak Creek	7/11/2018	\$240.55	
LESS SERVICE CHARGES			-\$107.29
<b>2018 Grand Total</b>		<b>\$12,708.80</b>	

## Proposal for Conceptual Planning

April 2019

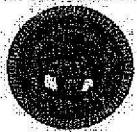
*Prepared for:*

# Town of Pincher Creek/ Pincher Creek Golf Club

Pincher Creek, AB

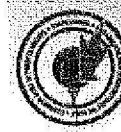
### TABLE OF CONTENTS

- I. EXECUTIVE SUMMARY
- II. PROPOSAL APPROACH AND SCOPE OF WORK
- III. PROPOSAL COSTS AND SCHEDULE OF WORK
- IV. PROFESSIONAL QUALIFICATIONS



[www.asgca.org](http://www.asgca.org)

Box 8160, Canmore, Alberta, T1W 2T9, Canada  
Tel: (403) 678-4803 Fax: (403) 678-5461  
Email: [info@lesfurberdesign.com](mailto:info@lesfurberdesign.com)  
Website: [www.lesfurberdesign.com](http://www.lesfurberdesign.com)



CANADIAN GOLF  
SUPERINTENDENTS  
ASSOCIATION

[www.golfsupers.com](http://www.golfsupers.com)

## I. EXECUTIVE SUMMARY

Golf Design Services has been asked to submit a proposal to the **Town of Pincher Creek and the Pincher Creek Golf Club** with regard to the possible expansion of the golf course, to include the potential addition of residential lots and/ or relocation of the Town's curling facility on land currently in use by the golf course. Our company has been involved with many such planning initiatives over some 35 years in business, and we feel confident that we can offer the necessary expertise to ensure successful conceptual planning and analysis in this regard.

Our submission includes a proposed approach and scope of work, costs and projected schedule. We have included a past client list and references to help you assess our professional qualifications. We believe that our role would be to assist the Town of Pincher Creek by developing conceptual alternatives, developing order-of-magnitude budgets, and in evaluating the proposed conceptual ideas to best serve the needs of all the involved stakeholders, including:

- Develop proof of layout and order of magnitude cost projections for expansion of the golf club from 9 to 18 holes and to include order of magnitude cost projection for replacement of the irrigation system and pumping equipment on the existing 9-hole course
- Develop conceptual alternatives of locating a six-sheet curling facility on land currently occupied by the golf course and evaluate the potential impacts on the golf course footprint and the golf course operations
- Develop conceptual alternatives for integrating a residential housing component on land currently used by the golf course and investigate the potential impacts to the golf course footprint and the golf course operations
- Investigate options associated with the addition of ~25 acres of land on the south west boundary of the existing golf course/ town lands

In this regard, we are pleased to submit the following proposal to the Town of Pincher Creek and the Pincher Creek Golf Club.

## II. PROPOSAL APPROACH AND SCOPE OF WORK

- A. **Establish Mapping** - upon receiving your authorization to proceed, together with the appropriate contour mapping, we will set up a base map for plan development. Mapping should be in digital form (AutoCAD), and ideally will include accurate elevation data. Mapping will depict aerial photography, location of all golf features, buildings, property boundaries and any physical constraints associated with the property.
- B. **Conceptual Alternatives** – develop conceptual alternatives with regard to the following:
- i. **Conceptual alternatives for the 9-hole expansion of the golf club**
  - ii. **Conceptual alternatives for location of curling rink**
  - iii. **Conceptual alternatives for the potential location of residential housing within the existing golf course footprint**
  - iv. **Conceptual alternatives for proposed use of additional land on the southwest boundary**
- C. **Cost Projections/ Scheduling** – evaluation of conceptual alternatives will require order of magnitude cost projections for use in the evaluation of various options as follows:
- Provide Order of Magnitude costing for individual plan elements with respect to the changes to the golf course
  - Develop a proposed construction sequence for use in analysis of various conceptual alternatives
- D. **Master Concept Plan** – in consultation with all stakeholders, utilize the most desirable elements of the conceptual alternatives to render a Master Concept Plan for the Pincher Creek Golf Club property
- Render Master Plan depicting the consensus based, most appropriate options derived from the conceptual alternatives

E. **Additional GDS Services** – Not included in this proposal are the following services that GDS can also provide with regard to implementation:

- Detailed Working (Construction) Drawings
- Tender Document Preparation & Review/ Selection
- Architectural Supervision
- Project Management Services
- Golf Course Construction Services

#### IV. PROFESSIONAL QUALIFICATIONS

GDS Golf Design Services Ltd. is located in Canmore, Alberta, Canada in the heart of the Rocky Mountains. Established in 1980 by partners Les Furber and Jim Erenko, their design philosophy was influenced in part through their long association with Robert Trent Jones Sr., recognized as the “father” of modern golf course architecture.

GDS has designed and constructed more than sixty golf facilities in Canada, most recently the “Rotary Links at Wood Buffalo”, an 18-hole facility in Fort McMurray, AB, (9-holes open for play in 2018). We recently completed an 18-hole renovation project at the Elmwood Golf Club in Swift Current, SK in 2018. GDS also sports a unique international portfolio, including the first modern day course in the Czech Republic (Karlstejn Resort), the first 18-hole course in Cuba (Varadero Golf Club), as well as golf facilities in the USA, Switzerland and Germany.

Additionally, we have planned and executed several nine-hole expansions of existing golf courses in southern Alberta, including the The Bridges at Claresholm (Claresholm, AB), Nanton Golf Club (Nanton, AB), Vulcan Golf Club (Vulcan, AB), and Hanna Golf Club (Hanna, AB). Some of our 18-hole designs in the immediate area include Lee Creek Valley Golf Club (Cardston, AB) and Picture Butte Golf Club (Picture Butte, AB).

Our objective is always to approach each project with a keen eye to assessing the goals of the project and working with the resources and budgets of the organization. This “one-size-does-not-fit-all” approach allows us to create quality golf experiences for a broad range of user groups.

Attached is a listing of GDS Projects. For more information, please visit our web site at [www.lesfurberdesign.com](http://www.lesfurberdesign.com).

**PROJECT LIST**

**DESIGN & CONSTRUCTION**

<b><u>PROJECT</u></b>	<b><u>LOCATION</u></b>	<b><u>DESCRIPTION</u></b>
Balfour Golf Club	Balfour, BC	18 holes
Barrhead Golf Club	Barrhead, AB	18 holes
Belmont Golf Club	Langley, BC	18 holes
Bootleg Gap Golf Course	Kimberley, BC	27 holes
Carmoney Golf & CC	Calgary, AB	18 holes
Christina Lake Golf & CC	Grand Forks, BC	10 holes
Clarseholm Golf Club	Clarseholm, AB	9 holes
Crowsnest Pass Golf Club	Blairmore, AB	9 holes
Elbow Harbour Golf Club	Elbow, SK	18 holes
Evergreen Golf Club	Nipawin, SK	18 holes
Evergreen Golf Center	Lethbridge, AB	9 hole par 3
Fairwinds Golf Resort	Nanoose Bay, BC	18 holes
Fairview Mountain Golf Club	Oliver, BC	18 holes
Gallagher's Canyon (Pinnacle)	Kelowna, BC	9 holes
Garibaldi Springs Golf Course	Squamish, BC	18 holes
Gilwood Golf Club	Slave Lake, AB	9 holes + 9 hole expansion
Golden Golf Club	Golden, BC	9 holes
Glasgow Hills Golf Course	New Glasgow, PEI	18 holes
Gleneagles Golf & CC	Cochrane, AB	18 holes
Whitecourt Golf & Country Club	Whitecourt, AB	18 holes
Hanna Golf Club	Hanna, AB	18 holes
Hirsch Creek Golf Club	Kitimat, BC	9 holes
Hyde Mountain Golf Club	Sicamous, BC	18 holes
Ironhead Golf Club	Wabamum, AB	9 holes
Kelowna Springs	Kelowna, BC	18 holes
Kenogamisis Golf Club	Geraldton, Ont.	9 holes
Kerrobot Golf Club	Kerrobot, SK	9 holes
Land-O-Lakes Golf & CC	Coaldale, AB	18 holes
Lee Creek Valley Golf Club	Cardston, AB	18 holes

**DESIGN & CONSTRUCTION (cont.)**

<b><u>PROJECT</u></b>	<b><u>LOCATION</u></b>	<b><u>DESCRIPTION</u></b>
Links @ Penn Hills Golf Club	Shubenacadie, N.S.	18 holes
Mabel Lake Golf Resort	Mabel Lake/Enderby, BC	9 holes
Maple Ridge Golf Course	Calgary, AB	9 holes
Mayfair Lakes Golf Club	Richmond, BC	18 holes
Meadow Gardens Golf Club	Pitt Meadows, BC	18 holes
Minnewasta Golf & CC	Morden, MB	18 holes
Moon Lake Golf Club	Saskatoon, SK	27 holes
Morningstar Golf Club	Parksville, BC	18 holes
Myrtle Point Golf Club	Powell River, BC	18 holes
Nanton Golf Club	Nanton, AB	9 holes
Northlands Golf Club	North Vancouver, BC	18 holes
Okanagan Golf Resort (Quail)	Kelowna, BC	18 holes
Oak Island Golf Resort	Virden, MB	18 holes
Picture Butte Golf Club	Picture Butte, AB	18 holes
Predator Ridge Golf Resort	Vernon, BC	18 holes
Redstone Golf Resort	Rossland, BC	18 holes
Riverway Golf Club	Burnaby, BC	18 holes
Salmon Arm Golf Club	Salmon Arm, BC	27 holes
SilverTip Golf Resort	Canmore, AB	18 holes
St. Eugene Golf Resort	Cranbrook, BC	18 holes
Storey Creek Golf Club	Campbell River, BC	18 holes
The Links at Quarry Oaks	Steinbach, MB	27 holes
The Quarry Golf Course	Edmonton, AB	27 holes
The Rotary Links @ Wood Buffalo	Ft. McMurray, AB	18 holes – under construction
The Springs at Radium Golf Club	Radium, BC	18 holes
Trickle Creek Golf Club	Kimberley, BC	18 holes
Westlock Golf Club	Westlock, AB	9 holes
Vintage Hills Golf Club	Westbank, BC	18 holes
Vulcan Golf Club	Vulcan, AB	9 holes
York Lake Golf Club	Yorkton, SK	9 holes



**REFERENCES:**

**Mr. Sheldon Reinhart**

General Manager  
Elmwood Golf Club  
2015 Hillcrest Drive  
Swift Current, SK  
S9H 3V8  
Phone: (306) 778-4653

\* *Primary Contact during current renovation project 2014-2018*

**Mr. Darren Cooke**

Director of Golf  
Canmore Golf & Curling Club  
2000 - 8th Avenue  
Canmore, AB, T1W 1Y2  
Phone: (403) 678-4785

\* *Primary contact during Long Range Planning project 2003-present*

# TOWN OF PINCHER CREEK

## REQUEST FOR DECISION

*Council*

<b>SUBJECT:</b> Auditor Appointment 2019	
<b>PRESENTED BY:</b> Wendy Catonio, Director of Finance and Human Resources	<b>DATE OF MEETING:</b> 1/8/2020

**PURPOSE:**

To appoint an auditor as per section 280 (2) of the Municipal Government Act.

**RECOMMENDATION:**

That Council for the Town of Pincher Creek appoint Avail CPA as auditors for the year ended December 31, 2019 for the Town of Pincher Creek’s controlled corporation the “Pincher Creek Community Early Learning Centre Ltd.”

**BACKGROUND/HISTORY:**

As per section 280 (2) of the Municipal Government Act, council must appoint the auditor for its controlled corporations. Avail LLP was appointed the auditor for 2018 so for continuity, administration is suggesting to appoint Avail for 2019. A significant amount of work is done in the first year of an audit, a new firm would have to do this work again. The Pincher Creek Community Early Learning Centre Board agreed to appoint Avail LLP at their regular meeting on October 17, 2019.

**ALTERNATIVES:**

That Council for the Town of Pincher Creek request more information from administration.

**IMPLICATIONS/SUPPORT OF PAST STUDIES OR PLANS:**

None at this time

**FINANCIAL IMPLICATIONS:**

An audit for this size of an organization will be between \$7,000 and \$10,000.

**PUBLIC RELATIONS IMPLICATIONS:**

None at this time.

**ATTACHMENTS:**

None at this time.

**CONCLUSION/SUMMARY:**

Administration supports appointing Avail LLP as the auditor for the Pincher Creek Community Early Learning Centres.

**Signatures:**  
**Department Head:**

*Wendy Catonio*

**CAO:**

*Lannie Wilgosh*



# TOWN OF PINCHER CREEK

## REQUEST FOR DECISION

*Council*

<b>SUBJECT:</b> Credit Card Payment Options	
<b>PRESENTED BY:</b> Wendy Catonio, Director of Finance and Human Resources	<b>DATE OF MEETING:</b> 1/8/2020

**PURPOSE:**

To discuss Credit Card Payment Options for all Town services including Property Taxes and Utilities.

**RECOMMENDATION:**

That Council for the Town of Pincher Creek approve the revised Payment Card Acceptance Policy #702-20.

That Council for the Town of Pincher Creek approve entering into a contract with OptionPay for the purpose of accepting credit card payments for settling all services provided by the Town including utilities and property taxes and that all costs of such transactions be paid by the customer.

**BACKGROUND/HISTORY:**

Historically, the Town of Pincher Creek did not accept credit cards for any transactions. In 2015, Council agreed to allow credit cards to be used to purchase recreational services at the Multi-Purpose facility as well as the campground. This change gave residents and campground users more options to pay for these services. The Town has had many inquiries by residents to pay utility and tax accounts with a credit card but administration did not support this payment option due to the transaction costs. For those residents collecting points on credit cards, this payment option may be beneficial. As well, there are many homeowners that do not reside in Pincher Creek and would like the option to pay online through a credit card. Administration has discovered that there are companies that will provide this service to the Town of Pincher Creek for free by charging the customer the transaction fee. Three different companies were evaluated and OptionPay was selected as they are a well-established company in this field. OptionPay is the system used by Alberta Registries as well as many Alberta Municipalities and provides the most robust and versatile product for all the services that credit cards are accepted for by the Town of Pincher Creek. This service is free to the Town of Pincher Creek with all fees being paid by the end user. Credit Card Transaction Fees for services such as the campground which is utilized mainly by non-residents should not be paid for by the residents of the Town of Pincher Creek. Administration supports expanding the options customers have to pay all their Town accounts as this type of payment system will not increase the Town's budget. The Town will actually save money as the fees being paid today for the recreational services will now be borne by the customer.

**ALTERNATIVES:**

That Council for the Town of Pincher Creek requests more information from administration.

**IMPLICATIONS/SUPPORT OF PAST STUDIES OR PLANS:**

Council members attending the FCM conference were very interested in providing this option to Town residents.

**FINANCIAL IMPLICATIONS:**

Credit card transaction fees for the period December 2018 to November 2019 in recreation and the campground were \$2,856.49. These fees would now be paid by the credit card users rather than all the Town residents. On transactions under \$100 there is a minimum charge of \$2.00; transactions over \$100 are charged approximately 3%.

**PUBLIC RELATIONS IMPLICATIONS:**

Residents paying for services at the pool who have not had to pay the transaction fees may be upset with this change in policy.

**ATTACHMENTS:**

DRAFT 702-20 Payment Card Acceptance - 336

**CONCLUSION/SUMMARY:**

Administration supports processing all credit card transactions through the company OptionPay.

**Signatures:**

**Department Head:**

*Wendy Catonio*

**CAO:**

*Laurie Wilgosh*

## TOWN OF PINCHER CREEK

Approved by: Council      Date: April 13, 2015      Policy Number: 702-~~1520~~

Reference:      Revision Date/by:  
Resolution #15-125      2020  
Resolution #      2025

Title:      PAYMENT CARD ACCEPTANCE

### Policy Statement

The Town of Pincher Creek shall provide guidelines to establish business processes and procedures for accepting payment cards at the Town of Pincher Creek ~~Multi-purpose facility~~ that will minimize risk and provide the greatest value and security of data. These procedures will adhere to the rules and regulations established by the Payment Card Industry (PCI) and articulated in the PCI Data Security Standards (DSS).

In response to future acceptance of credit cards as an acceptable form of payment at the ~~Multi-purpose Facility~~ Town of Pincher Creek this policy is intended to outline payment procedures that ensure compliance with the Payment Card Industry Data Security Standard (PCI DSS) to help prevent theft of customer data.

Security breaches can result in serious consequences, including release of confidential information, damage to reputation, the assessment of substantial fines, possible legal liability and the potential loss of the ability to accept payment card payments.

### 1. Definitions

- 1.1 **Cardholder** means the customer to whom a payment card has been issued or the individual authorized to use the card.
- 1.2 **Cardholder Data** means all personally identifiable data about the cardholder i.e., Primary Account Number (PAN), expiration date, cardholder name and Credit Card Verification Code (CVC).
- 1.3 **Merchant** means for the purposes of the PCI DSS and this policy, the merchant is defined as the Town of Pincher Creek ~~Multi-Purpose Facility~~ that accepts payment cards as payment for goods and/or services, or to accept donations.
- 1.4 **Payment Card** means any payment card/device that bears the logo of Interact/Debit, MasterCard Worldwide, or VISA, Inc.

- 1.5 **Payment Card Industry (PCI) Data Security Standard (DSS)** means a multi-faceted security standard that includes requirements for security management, policies, procedures, network architecture, software design and other critical protective measures.
- 1.6 **Sensitive Authentication Data** means security-related information (card validation codes/values, full magnetic-stripe data, or personal identification number (PIN)) used to authenticate cardholders, appearing in plain-text or otherwise unprotected form.

## 2. Responsibilities

### 2.1 **Community Services Director and Recreation Manager and Director of Finance and Human Resources and Administrative Manager**

- 2.1.1 Will provide training to authorized merchant employees to ensure that they are trained in accepting and processing payment cards in compliance with this policy;
- 2.1.2 Will work with external vendors and coordinate payment card policies, standards, and procedures.

### 2.2 **Authorized Merchant Staff**

- 2.2.1 Ensure that all employees with access to payment card data within the relative Merchant Department acknowledge in writing that they have read and understood this Policy and any further amendments to the Policy.
- 2.2.2 To receive and process payment cards according to the policy and process.

## 3. Procedures

### 3.1 **Accept Interact/Debit, VISA and MasterCard payment cards at the Town of Pincher Creek Multi-purpose Facility for the following activities: all services provided by the Town of Pincher Creek.**

- 3.1.1 ~~Pool Admissions~~
- 3.1.2 ~~Pool Passes and Memberships~~
- 3.1.3 ~~Pool Goods~~
- 3.1.4 ~~Pool, Arena and Parks Rentals~~
- 3.1.5 ~~Department Lessons, Programs and Courses~~
- 3.1.6 ~~Pool, Arena and Parks Sponsorships~~

~~3.1.7 Pool, Arena and Parks Donations-~~

~~3.1.8 Arena Advertising Program~~

~~3.1.9 Campground Reservations~~

~~3.1.1 Parks User Fees-~~

**3.2 Credit Card Service Provided**

~~3.2.1 All Credit Card transactions for the Town of Pincher Creek will be processed through OptionPay.~~

**3.3 Transaction Fees**

~~3.3.1 All transaction fees will be paid by the customer at the time of purchase.~~

~~3.1.10~~

**3.2.3.4 Do not allow payment card activities as follows:**

~~3.2.1 Items not listed under Item 3.1.-~~

~~3.2.23.4.1~~ For cash advances.

~~3.2.33.4.2~~ Discounting a good or service based on the method of payment.

~~3.2.43.4.3~~ A surcharge or additional fee for payment card transactions.

~~3.2.53.4.4~~ Use of a paper imprinting system unless approval is granted by Merchant supervisors.

**3.3.5 Providing a Refund**

~~3.3.13.5.1~~ When a good or service is purchased using a payment card and a refund is necessary, the refund must be credited back to the account that was originally charged.

~~3.3.2~~ Refunds in excess of the original sale amount or cash refunds are prohibited.-

**4. Maintaining Security**

- 4.1 All payment credit card transactions are subject to the Payment Card Industry Data Security Standards (PCI DSS).
- 4.2 If payment must be given over the phone, credit card information may be collected and written down including the cardholder name, PAN (account number on the front of card), expiration date and CVC (code on back of card). This information must be fully destroyed once payment is processed.

Formatted: Font: Not Bold

Formatted: Font: Not Bold

Formatted: Indent: Left: 0.83", No bullets or numbering



- 4.3 Storage and transmission of cardholder data or sensitive authentication data in any manner is prohibited.
- 4.4 The Town of Pincher Creek restricts access to cardholder data to those with a business “need to know.”

5. End of Policy

DRAFT

# TOWN OF PINCHER CREEK

## REQUEST FOR DECISION

*Council*

<b>SUBJECT:</b> Letters of Support for Pincher Creek and Area Early Childhood Coalition, Pincher Creek (Parent Link) Family Centre and the Healthy Families Home Visit	
--	--

<b>PRESENTED BY:</b> LaVonne Rideout, Community Services	<b>DATE OF MEETING:</b> 1/8/2020
---	-------------------------------------

**PURPOSE:**

To seek Council approval for letters in support of Core Funding for the following three agencies currently receiving programming enhancement funds from Pincher Creek and District Family and Community Support Services: Pincher Creek and Area Early Childhood Coalition, Pincher Creek (Parent Link) Family Centre and the Healthy Families Home Visitation Program.

**RECOMMENDATION:**

That Council for the Town of Pincher Creek approve the letters of support recommending approval for Core Funding from the Family Resource Network for Pincher Creek and Area Early Childhood Coalition, Pincher Creek (Parent Link) Family Centre and the Healthy Families Home Visitation Program.

**BACKGROUND/HISTORY:**

In November 2019, the Government of Alberta (Children's Services, Family and Community Resiliency Division) announced that core funding for Pincher Creek and Area Early Childhood Coalition, Pincher Creek (Parent Link) Family Centre and the Healthy Families Home Visitation Program would be discontinued effective April 1, 2020. The Government of Alberta has replaced the previous core funding access model with the "Family Resource Network" Expression of Interest (EOI) model. This Expression of Interest opportunity will allow the Government of Alberta to examine the efficiency and consistency of prevention and early intervention services province-wide for families with children aged 0 - 18 years. The Expression of Interest documents were issued through the Alberta Purchasing Connection in what is essentially a "bidding process". Deadline for receipt of Expressions of Interest is January 20, 2020. As part of the EOI requirements, letters of support are required. Those letters from collaborative partners should help establish the organizational capacity of the proponent and include a description of the writer's relationship to the Proponent, the Proponent's suitability for FRN service delivery, and a description of identified strengths and both formal and informal collaborations with the Proponent.

**ALTERNATIVES:**

That Council receive the request for letters of support as information.

That Council request more information

**IMPLICATIONS/SUPPORT OF PAST STUDIES OR PLANS:**

The agencies affected by the new Government of Alberta core funding model (Family Resource Network Expression of Interest) have served our community and district for a number of years delivering services and programming to large numbers of families and children. As well-established community partners, those agencies continue to demonstrate the importance of collaboration as they build resilience and capacity in our community families.

**FINANCIAL IMPLICATIONS:**

Currently, the Pincher Creek and District FCSS provides "programming enhancement" funds totalling \$67,790.00 per year. That funding is provided solely for program enhancement and is supplementary to the core funding received from other levels of government. Programming enhancement funding represents the importance with which the FCSS partners (Town, M.D. and the Village of Cowley) view the programs offered. Total core funding for the three agencies has been almost \$400,000.00. Without core funding, program enhancement funding becomes unnecessary. If core funding is not secured, the community will be faced with alternate solutions that could have serious programming and/or financial consequences.

**PUBLIC RELATIONS IMPLICATIONS:**

Families will be pleased to know that those key agencies that have been so supportive over such a long period of time are receiving support for continued service delivery in partnership with the Town.

**ATTACHMENTS:**

- FAMILY RESOURCE NETWORK EXPRESSION OF INTEREST (NOV 2019) (2) - 339
- FRN Letter HFHV - 339
- FRN PROPONENT RESPONSE PACKAGE TEMPLATE Dec 6(1) - 339
- FRN Support Letter ECC - 339
- FRN Letter Family Centre - 339

**CONCLUSION/SUMMARY:**

Administration recommends that Council for the Town of Pincher Creek agree to sign the letters of support for Pincher Creek and Area Early Childhood Coalition, Pincher Creek (Parent Link) Family Centre and the Healthy Families Home Visitation Program.

**Signatures:**

**Department Head:**

*DAVID GREEN*

**CAO:**

*Laurie Wilgosh*



# Family Resource Network (FRN)



## Expression of Interest (EOI)

Children's Services

Family and Community Resiliency Division

<b>EOI Issue Date:</b>	November 7, 2019
<b>EOI Closing Date and Time:</b>	January 16, 2020 no later than 2:00 pm MT
<b>EOI Facilitators:</b>	Lana Rogozinsky, Manager Contracts & Procurement Robert Andrews, Manager Contracts & Procurement
<b>Email:</b>	<a href="mailto:CSprocurement@gov.ab.ca">CSprocurement@gov.ab.ca</a>

## TABLE OF CONTENTS

Section	Title	Page
<b>1</b>	<b>Introduction</b>	<b>3</b>
1.1	Preamble	3
1.2	Purpose of Expression of Interest (EOI)	4
1.3	Definitions	4
1.4	Interpretation	5
<b>2</b>	<b>Project Information</b>	<b>6</b>
2.1	Overview	6
2.2	EOI Objectives	7
2.3	EOI Approach	8
2.4	Relevant Documentation	9
2.5	EOI Timelines	10
<b>3</b>	<b>Service Specifications</b>	<b>10</b>
3.1	Family Resource Network Services	10
3.2	'Hub-and-Spoke' Service Delivery Components	11
3.3	Age Cohort Program & Service Distribution	14
3.4	Core Service Delivery Domains	14
3.5	Prevention and Early Intervention Continuum	17
3.6	Family Resource Network Principle-based Practices	17
3.7	Family Resource Network Standards of Practice	20
3.8	Outcome & Performance Measurement	20
3.9	Reporting Requirements	22
3.10	Output & Outcome Reporting Process	22
<b>4</b>	<b>Location of Services</b>	<b>23</b>
4.1	Network Areas	23
4.2	Regional Distribution	23
<b>5</b>	<b>Budget &amp; Funding Framework</b>	<b>25</b>
5.1	Total Provincial Budget	25
5.2	Estimated Regional Budget Allocation	25
<b>6</b>	<b>Grant Information</b>	<b>26</b>
6.1	Grant Information	26
<b>7</b>	<b>Mandatory Requirements</b>	<b>26</b>
7.1	Mandatory Requirements	26
<b>8</b>	<b>Proposal Submission</b>	<b>27</b>
8.1	Proposal Response Form	27
8.2	Proposal Submission Instructions	27
8.3	CS Regional Office Locations	28
<b>9</b>	<b>Pricing</b>	<b>29</b>
9.1	Pricing	29
<b>10</b>	<b>EOI Evaluation</b>	<b>30</b>
10.1	Screening	30
10.2	Evaluation	30
10.3	Proposal Evaluation Criteria	31

10.4	Qualified Proponent Identification and Selection	32
10.5	Resource Replacement	33
10.6	Proposal Clarifications	33
<b>11</b>	<b>EOI Terms &amp; Conditions</b>	<b>33</b>
	References	42
	<b>Appendix A</b> – Map of Children’s Services Regions	45
	<b>Appendix B</b> – Network Area Size Considerations Within CS Regions	46
	<b>Appendix C</b> – Mandatory Requirements	51
	<b>Appendix D</b> – Proposal Submission Cover Page	52
	<b>Appendix E</b> – Proponent Commitment Statement	53
	<b>Appendix F</b> – Proponent Response Form	54

## SECTION 1: INTRODUCTION

### 1.1 Preamble

'Albertans recognize that children are the future of the province and that ensuring that every child has the opportunity to become a successful adult will benefit society as a whole' (*Children First Act, Preamble, pg.1*). Children's Services envisions an environment where family strengths are recognized and where all children, youth and families are respected, valued and supported within the communities in which they live. The Ministry works with families, caregivers and communities to support the safety and resiliency of infants, children and youth within nurturing and supportive environments. The Government of Alberta oversees activities related to the promotion of healthy families and the prevention and early intervention of child maltreatment by decreasing risk factors while enhancing protective factors and building resiliency.

Positive experiences in the early years create the foundation for strong and healthy children. Additionally, children who have a healthy start in life are more likely to thrive in adulthood. Children's Services' approach to well-being and resiliency is focused on offering prevention and early intervention supports that are aimed at reducing the impacts of early adversity by promoting the development of well-being and resiliency. Children's Services is committed to strengthening and building purposeful practice based on strong foundations, cultural responsive service delivery, evidence-based/ informed/ supported practices, effective collaborations, and well researched tools, policies, programs and training in order to support the achievement of optimal outcomes for all Alberta's children, youth, and families.

The Ministry of Children's Services places an emphasis on service excellence. To achieve this excellence, Children's Services engages in granting and contracting activities that ensure the acquisition of services is completed through a fair and transparent process guided by the Alberta Government's Procurement and Sole-Sourcing Directive (*in effect on April 1, 2015*) and with trade agreement obligations. The Procurement Accountability Framework reinforces fairness, transparency and integrity in the Expression of Interest (EOI) process; adds rigour and accountability to Ministry processes; drives consistency; and reinforces a shared set of values and ethics. To ensure alignment with the Treasury Board Procurement and Sole Sourcing Directive, Children's Services will issue grants for Family Resource Network services through an EOI process.

Proponents are invited to submit Proposals for the provision of Family Resource Network (FRN) services in accordance with the specifications and terms and conditions set out in this EOI. This EOI activity will be conducted in accordance with two fundamental objectives: to ensure quality supports and services for children, youth, and families in Alberta; and, to maximize rigour relating to the granting processes while offering proponents a fair and equitable opportunity to participate.

Proponents are advised to pay careful attention to the wording used throughout this EOI. Failure to satisfy any term, condition or mandatory requirement of this EOI may result in rejection of the Proposal.

## 1.2 Purpose of Expression of Interest (EOI)

This Expression of Interest (EOI) is being issued by Alberta's Ministry of Children's Services, Family and Community Resiliency Division as a competitive process to identify qualified vendors and/or vendor teams that are interested and capable of the provision of Family Resource Networks throughout Alberta. This EOI will provide an opportunity for interested proponents to compete to be selected as a recipient for Family and Community Resiliency Division grant funding. The EOI is a transparent process that the Family and Community Resiliency Division will use to assess interested proponents' qualifications, organizational capacity, partnerships and collaborations, delivery plan and budget, and alignment to essential frameworks.

## 1.3 Definitions

Terminology used throughout this EOI is defined as follows:

**"Alberta Purchasing Connection"** or **"APC"** means the Government of Alberta's electronic tendering system.

**"Alberta Time"** means Mountain Standard Time or Daylight Saving Time as provided for in the *Daylight Saving Time Act* (Alberta).

**"Business Day"** means 08:15 to 16:30, Alberta Time, Monday to Friday, excluding holidays observed by the Province.

**"Child"** is an inclusive term for infants, children, and youth and refers to young people between the ages of 0-18 years.

**"Evaluation Teams"** means the individuals who will evaluate the Proposals on behalf of the Province.

**"Expression of Interest"** is a transaction document and does not in itself constitute a legally binding agreement. It is being used as a competitive tool to establish a negotiation process with the aim of executing a legally binding grant agreement.

**"Facilities"** means adequate office space and equipment including desk and chair, personal computer, telephone and office supplies and access to printer and facsimile, as are determined to be necessary by the Province for the performance of the Services by the Grant Recipient.

**"Grant Agreement"** means the eventual agreement between the winning Proponents and the Province for the provision of Family Resource Networks.

**"Grant Recipient"** means the legal entity that will enter into the Grant Agreement with the Province.

**"Indigenous"** is a term used throughout this EOI which is importantly inclusive of First Nations, Inuit and Métis peoples; 'Canada's three distinct groups of Indigenous peoples with unique histories, languages, cultural practices, and spiritual beliefs that are woven into the fabric of our country.'

<https://www.canada.ca/en/services/culture/canadian-identity-society/indigenous-peoplescultures.html>



**“Materials”** means any work, information, records or materials, regardless of form, which are made, generated, produced or acquired by the Grant Recipient or its employees, subcontractors or agents in the course of performing the Services;

**“Must”** or **“mandatory”** or **“shall”** means that the requirement so described must be met in a substantially unaltered form in order for the Proposal to be compliant.

**“Personal Information”** means **“personal information”** as defined in the *Freedom of Information and Protection of Privacy Act (Alberta) (FOIP)*

**“Prime Proponent”** means the lead proponent responsible for all terms and conditions of the Grant awarded for a successful Proponent Team proposal in this EOI.

**“Program grant”** means a grant that supports an agency who has been approved to provide recurring specific services that are endorsed by the Ministry.

**“Project”** means the project (service specifications) outlined in section 2 and 3 of this EOI.

**“Proponent”** means an individual, business entity, organization or Proponent Team responding to this EOI with a Proposal.

**“Proponent Team”** means a consortium or other arrangement among two or more individuals, business entities, or organizations that respond to this EOI with one Proposal.

**“Proposal”** means the Proponent’s response to this EOI, specifically the Proponent Response Form and includes all required Proponent attachments.

**“Province”** means Her Majesty the Queen in right of Alberta as represented by the Minister of Children’s Services.

**“EOI Closing Date and Time”** means the date and time as stated on the cover page of this EOI.

**“Services”** means the work, duties, functions and deliverables to be provided by the Grant Recipient as specified Section 3: Service Specifications of this EOI.

**“Service Delivery Approach”** means the Proponent’s Proposal in relation to service specifications requirements and provisions.

**“Should”** or **“desirable”** means that a provision so described has a significant degree of importance to the Province and will be evaluated.

#### **1.4 Interpretation**

- a) Headings are used for convenience only, and they do not affect the meaning or interpretation of the clauses.
- b) Words in the singular include the plural and vice versa.

## SECTION 2: PROJECT INFORMATION

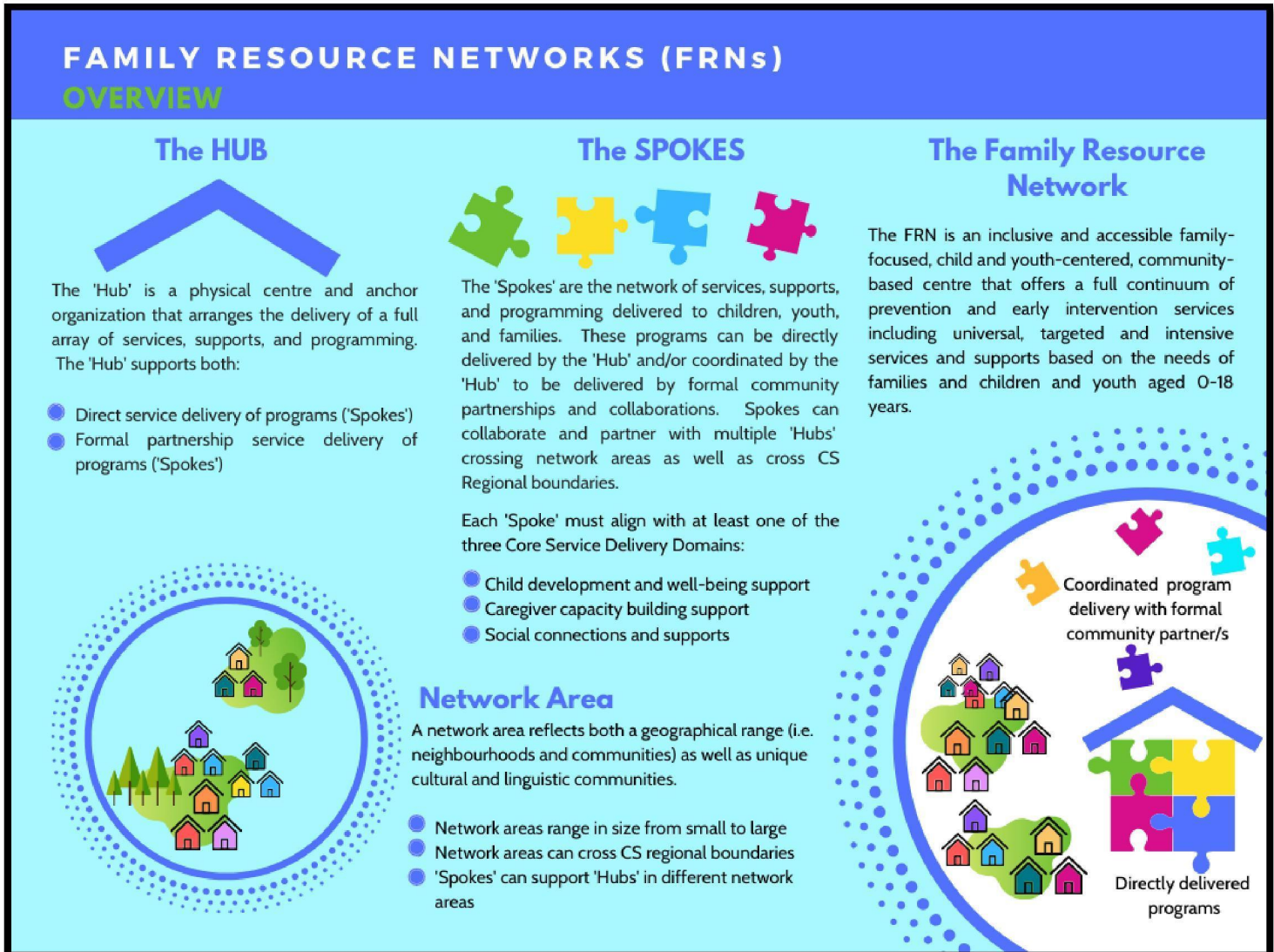
### 2.1 Overview

In March 2019, Children's Services released [Well-being and Resiliency: A Framework for Supporting Safe and Healthy Children and Families](#) (and other supporting documents). This framework builds upon the previous Prevention and Early Intervention Framework for Children, Youth and Families (2012) by reflecting current research, leading practices, cultural diversity, and an Indigenous worldview. The framework will guide Children's Services in enhancing, strengthening, and promoting a consistent province-wide approach to prevention and early intervention services and supports for Alberta's children, youth and families. 'Investing in programs and services that promote healthy environments and positive experiences at critical stages in development (infancy, the early years of childhood and adolescence) offers the greatest benefit to individuals, families and communities' (Well-being and Resiliency: A Framework for Supporting Safe and Healthy Children and Families).

Currently, Children's Services' Family and Community Resiliency Division funds and supports a diverse array of early intervention, prevention, early childhood development, community-based prevention, and community capacity building services throughout Alberta, including (but are not limited to) Parent Link Centres, mentorship initiatives, Community Resource Centres, Early Childhood Coalitions, community-based parent and family support, outreach services, and Home Visitation programs. These services and supports have varied approaches, theoretical underpinnings, service delivery models, data collection approaches, performance measurements, and outcome achievements.

The provincial EOI process for Family Resource Networks (FRNs) will help ensure that, though a 'Hub-and-Spoke' network design approach, Alberta children and youth aged 0-18 years and their families have equitable access to a range of evidence-based/informed universal, targeted and intensive services that support child safety, well-being and development, and caregiver capacity and support. The anchor organization, the 'Hub', will coordinate and facilitate the delivery of all services and programs (the 'Spokes'), which align with the three core service delivery domains of: child development and well-being supports, caregiver capacity building supports, and social connections and supports. These 'Spoke' programs and services can be directly delivered by the 'Hub' or delivered through formal collaborations and partnerships. To support provincial consistency and quality programming, the FRNs will embed FRN Standards of Practice that will be developed in conjunction with the successful proponents of the EOI. Furthermore, output and outcome measures and reporting processes that ensure optimal outcome achievement will also be developed, implemented and evaluated collaboratively with successful proponents and the province. *(Please see Figure 1: FRN Overview)*

Figure 1: FRN Overview



## 2.2 EOI Objectives

Through this EOI, Family and Community Resiliency Division will achieve 9 key objectives:

1. Establish a consistent province-wide Family Resource Network (FRN) approach that embeds a flexible and responsive 'Hub-and-Spoke' design model with services and programming for families, children, and youth aged 0-18 years that are nested within a three-layered umbrella of support (core service delivery domains):
  - i. Child development and well-being
  - ii. Caregiver capacity building support
  - iii. Social connections and support

2. Establish a Family Resource Network approach that respects and reflects the culture, language and spirituality of the people they serve. Indigenous children, youth, and families have access to culturally rooted promotion, prevention and early intervention programs and services that reflect the unique experiences of Indigenous people within the context of their families and communities.
3. Establish a Family Resource Network approach that reflects, recognizes, and respects the unique experiences and the perspectives of diverse cultural identities, linguistic and religious groups. Services and programs promote inclusive practice, responsive to the needs of all users; where diversity is acknowledged, promoted, and respected.
4. Ensure that the Family Resource Network approach offers a continuum of prevention and early intervention services including universal, targeted and intensive programs. While supports and services are available to all children, youth, and families, the intensity of services is proportionate and responsive to the degree and level of presenting needs and focus on Alberta's most vulnerable infants, children, youth, and families.
5. Formalize commitment to the development and embedding of output and outcome monitoring and reporting processes as a post EOI activity promoting ongoing evaluation that supports quality assurance and program improvement;
6. Ensure that Family Resource Network services are equitably distributed geographically throughout Alberta with multi-factor considerations including geographic area and communities served, population size and age distribution, cultural and linguistic needs, population vulnerabilities with services contextualized to the unique needs of the local community.
7. Formalize commitment to the development and embedding of Standards of Practice as a post EOI activity that establish the foundation and guide service delivery of Family Resource Networks and promote quality practice for families, children, and youth.
8. Develop collaborative and cooperative referral pathways with the Child Intervention (CI) system as a mechanism to prevent the need for CI services by reducing the impact of risk factors and supporting the promotion of protective factors, and by supporting families with CI status who are transitioning from intervention and linking them with the most appropriate community support services.
9. Award program grants to successful proponents at the completion of the EOI.

### 2.3 EOI Approach

Family and Community Resiliency Division is using a multi-phased EOI approach for the development and implementation of Family Resource Network services.

Phase

1

**EOI Release** - Alberta's Family and Community Resiliency Division will release the EOI provincially to interested proponents using the APC website.

Phase

2

**Proposal Submission** - Interested proponents will submit the required proposal submission documents (*please see Appendix F – Proponent Response Form*). Proponents may apply to provide all-inclusive 'Hub-and-Spoke' services, distinct 'Hub' service/s, or separate and distinct 'Spoke' service/s.

Phase

3

**Proposal Evaluation** - The Family Resource Network EOI Evaluation Teams will initially evaluate proposals based on criteria identified in Section 10: EOI Evaluation. As each FRN requires a 'Hub' and a comprehensive continuum of 'Spoke' services, proposals will be reviewed in the following order:

1. First evaluate 'all-inclusive' FRN proposals, where a proponent is proposing to deliver both 'Hub' and a full range of 'Spoke' services, then
2. Evaluate distinct 'Hub' service proposals, and finally,
3. Evaluation separate and distinct 'Spoke' services that may enhance and optimize the continuum of FRN services/programming and/or address FRN service delivery gaps.

Phase

4

**Identify Qualified Proponents** - Qualified proponents will be identified based on a proposal achieving a minimum requirement as identified in the evaluation section of this EOI. During this phase, collaborative and partnership opportunities will be identified and provincial coverage will be assessed.

Phase

5

**Service and Program Development & Negotiation** - Family and Community Resiliency Division, Regional personnel, Regional Contract Teams, and qualified proponents will negotiate and formalize partnerships and collaborations, funding allocation, program components, responsibilities and expectations for the successful implementation of FRNs. Negotiations will involve determining formal collaborations and partnerships to ensure that FRNs have the capacity to deliver a full continuum of prevention and early intervention services for families and children and youth aged 0-18 years.

Phase

6

**Recommendations** - Family Resource Network EOI Evaluation Teams will make formal recommendations to the province for grant awarding.

Phase

7

**Grant Awarding** - Successful proponents of the EOI will be awarded a program grant by the Minister of Children's Services.

## 2.4 Relevant Documents

Important EOI related documents include:

- *Well-being and Resiliency: A Framework for Supporting Safe and Healthy Children and Families*  
<https://open.alberta.ca/dataset/520981c4-c499-4794-af55-bc932811cb1e/resource/7fda0ae8-8d97-49e7-b94b-7f0088cd767d/download/well-being-resiliency-framework-march2019.pdf>
- *Well-being and Resiliency: Evaluation Framework*

<https://open.alberta.ca/dataset/7d64cad5-f400-4cd3-b7d7-76c3a38ff548/resource/9d3ebd8c-e52f-4964-971e-828d4c3bf21c/download/well-being-resiliency-fmwk-evaluation-march2019.pdf>

- *Well-being and Resiliency: the miyo resource kâ-nâkatohkêhk miyo-ohpikinawâwasowin*  
<https://open.alberta.ca/dataset/a0afeba2-e180-4f1c-8aa0-68bb1327ff71/resource/acc8ecfd-00dd-40c2-8c31-36d01656daad/download/well-being-resiliency-miyoresource-march2019.pdf>
- *Child Intervention Practice Framework*  
<https://www.alberta.ca/child-intervention-practice-framework.aspx#toc-1>
- *Foundations of Caregiver Support*  
<https://www.alignab.ca/wp-content/uploads/2016/10/Foundations-of-Caregiver-Support-June-2015-Final.pdf>

## 2.5 EOI Timelines

EOI Activity	Date
1. EOI Release	Thursday November 7, 2019
2. Live Q&A Session	Thursday November 14, 2019 10:00 am MT
3. Live Q&A Session	Thursday December 12, 2019 10:00 am MT
4. EOI Closure	Thursday January 16, 2020 by 2:00 pm MT
5. EOI Evaluation	January 27 - February 14, 2020
6. Service & Program Development and Negotiation	February 17 - March 20, 2020
7. Grant start date and opening of FRNs	April 1, 2020

## SECTION 3: SERVICE SPECIFICATIONS

### 3.1 Family Resource Network Services

Family Resource Networks (FRNs) are an inclusive and accessible family-focused, child and youth-centered, community-based centres that offer a full continuum of prevention and early intervention services. The FRN will provide universal, targeted and intensive programs, services and supports based on the needs of families and children and youth aged 0-18 years.

A community is both a geographic area and a social unit with shared norms, values, customs, language, and identity. Each community is unique, with support, service, and program needs that must be tailored to its strengths and challenges. All FRNs must respect the perspectives of diverse cultural identities. In Alberta, there are also distinct cultural communities whose support needs must be distinctly addressed. Indigenous supporting FRNs will reflect the culture, language and spirituality of the people they serve and support their unique cultural needs. Additional distinct cultural communities include Francophone and new Canadians/immigrant/ ethnocultural.

FRNs establish inclusive and comprehensive service delivery through direct service delivery and formal community collaborations and partnerships. The services will be complementary, coordinated and flexible to meet the changing needs of communities and families. Services and supports will focus on strengthening parenting and caregiving knowledge and practices, strengthening protective factors, reducing the impact of risk factors, social support, coping and problem-solving skills, access to community supports and resources, improving child and youth development, building resiliency, and fostering well-being to promote healthy infants, children, youth and families.

FRNs use a 'hub-and-spoke' design model of coordinated service integration and program delivery (*please see Figure 2: Family Resource Network Hub-and-Spoke Model*). All FRN services, supports and programming must:

- Align with the three core service delivery domains: child development and well-being, caregiver capacity building support, and social connections and support (*please see Section 3.4 Core Service Delivery Domains*),
- Offer a continuum of prevention and early intervention services including universal, targeted and intensive services (*please see Section 3.5 Prevention and Early Intervention Continuum*),
- Embed FRN principle-based practices (*please see Section 3.6 Family Resource Network Principle-based Practices*),
- Commit to the post-granting development and embedding of FRN Standards of Practice (*please see Section 3.7 Family Resource Network Standards of Practice*), and
- Commit to the post-granting development and embedding of output and outcome monitoring and reporting processes (*please see Section 3.8 Outcome & Performance Measurement and Section 3.9 Reporting Requirements*).

### **3.2 'Hub-and-Spoke' Service Delivery Components**

**A. The 'Hub'** - The 'Hub' is the anchor organization within the FRN, offering a physical presence ('brick and mortar' location) within the community. The 'Hub' coordinates the delivery of all FRN services, supports and programming either directly or through formal collaborative partnerships (please note: 'formal collaborative partnership' refers specifically to a proponent who is successful in this EOI and holds a grant agreement for a specified 'Spoke' service). The anchor organization ('Hub') may deliver one or more services ('Spokes') of the FRN. Where needed, formal partnerships will deliver additional services and supports ('Spokes'). Partnerships and collaborations minimize the duplication of services and resources; provide a continuum of all FRN services; promote optimal matching of family needs and services, and increase effectiveness.

The 'Hub' coordinates all FRN services, supports, and programming through two service delivery approaches:

- **Direct service delivery** - The 'Hub' (anchor organization) directly delivers services, programming, and supports to children, youth, and families (clients).
- **Formal partnership service delivery** – The 'Hub' coordinates and integrates service delivery through formal partnerships. A number of service agencies can work together with the 'Hub' organization to collaborate and coordinate their support, services, and interventions to children, youth, and families. Partnerships and collaborations are essential components of FRNs.

Formal partnership service delivery refers specifically to an agency that is a grant recipient and is delivering a 'Spoke' service connected to the 'Hub'. The 'Hub' has both formal partnerships that provide core services and informal partnerships that may provide supplemental supports to families, children, and youth in their network area.

**10 Key FRN 'Hub' responsibilities include:**

1. Establish a physical presence ('brick and mortar') location in the community.
2. Coordinate the direct service delivery of Referral and Coordination services ('Spoke'), supporting families to navigate service systems and partner with parents and caregivers in identifying and accessing community resources.
3. Ensure that either through direct service delivery or formal partnership service delivery, the FRN provides Home Visitation services (see definition of Home Visitation under 'Family Support Services').
4. Establish a streamlined FRN program referral process for children, youth, and families accessing FRN supports and services.
5. Ensure that direct service delivery and formal partnership service delivery establishes a full continuum of universal, targeted and intensive services for families, children, and youth aged 0-18 years.
6. Ensure service delivery is flexible, responsive, and contextualized to the unique needs of the community and individual users.
7. Establish effective collaborations with clear roles and responsibilities.
8. Monitor and report all 'Hub-and-Spoke' activities to Family and Community Resiliency Division. Annual outcome reporting of all FRN activities, including those delivered by the 'Hub' organization (direct service delivery) and all supporting organizations providing 'Spoke' services in the FRN (formal partnership service delivery).
9. Ensuring that FRN Standards of Practice are implemented, including specific standards relating to Home Visitation programs.
10. Ongoing assessment, quality improvement, and addressing barriers to FRN access.

**B. The 'Spokes'** - The 'Spokes' are the network of services, supports, and programming that children, youth, and families can access through the 'Hub,' the FRN. FRN programming is offered in a variety of service settings including:

- Home-based, in the family/caregiver home
- Community-based, delivered at a community location

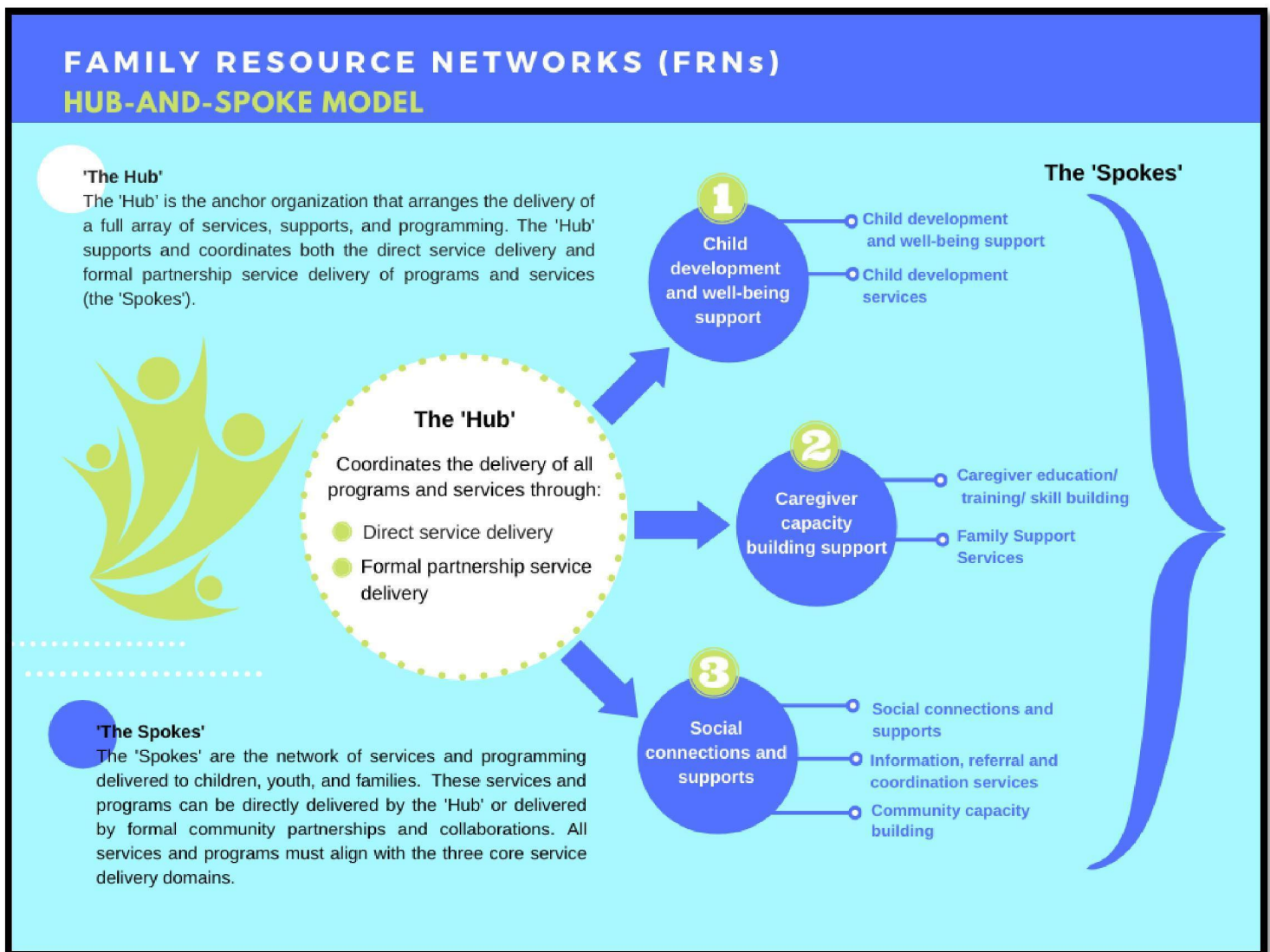


- Centre-based, delivered at the FRN (the 'Hub')
- 'Other', may include unique delivery options such video conferencing, telephone, or online

**Important overall FRN 'Spoke' service components:**

- Ensure that programs, services, and supports embed a full continuum of universal, targeted and intensive services for families, children, and youth aged 0-18 years
- Ensure all services, supports and programming align with the 3 core service delivery domains (see Section 3.4 Core Service Delivery Domains)
- Ensure that programs, services, and supports monitor and report output and outcome data as required by the 'Hub'
- Ensure that FRN Standards of Practice are being implemented

**Figure 2: FRN Hub-and-Spoke Model**



### 3.3 Age Cohort Program & Service Distribution

FRN programming, supports, and services should maximize developmental windows of opportunity, recognize the vulnerability and disproportionate risk of maltreatment, neglect, and/or abuse for infants and young children, and be appropriately distributed between age cohorts. Family and Community Resiliency Division has identified proposed program distribution as:

- **0-6 years** 50-60% programming
- **7-13 years** 20-30% programming
- **14+ years** 20-30% programming

**IMPORTANT!**

*Please note that 'actual' distribution of programming based on age-cohorts will depend upon Proponent's identification of community/population needs within their submission.*

All FRN programming, supports, and services must align with the three core service delivery domains (*please see Section 3.4 Core Service Delivery Domains*) within a continuum of universal, targeted and intensive prevention and early intervention services for families, children, and youth (*please see Section 3.5 Prevention and Early Intervention Continuum*).

### 3.4 Core Service Delivery Domains (three-layered umbrella of support)

All services, supports and programming (the 'Spokes') must align with the three core service delivery domains (three-layered umbrella of support) and sub-domains which include:

- I. **Child development and well-being supports** - programming promotes growth and development and is provided to actively engage infants, children and youth through a broad range of activities that strengthen, build, or support the mastery of skills in all developmental domains. Services focus on social and emotional development of children and youth and assist them in reaching their developmental potential.

*For example, parent & child development programs, parent & child play classes, regulation skill building programs, youth leadership programs, youth social and emotional skill building programs etc.*

- II. **Caregiver capacity-building support** - supports and services promote the development and strengthening of caregivers' parenting skills and knowledge to enhance their capacity to create safe, responsive and nurturing environments and support healthy child development. Services include:

- **Caregiver education/training/skill building** - programming is empirically supported, structured intervention that incorporates evidence-based and informed models that promote the parent-child relationship, safe nurturing home

environments and encourage positive parenting practices. Programming supports parents and caregivers to understand what children and youth need most in order to thrive and succeed, as well as increasing parental confidence and competence in their caregiver role.

*For example, Triple P Parenting Program, Parenting Plus, Incredible Years Program, SafeCare, Parents as Teachers, Circle of Security, Pre-teen and Teen Parenting Groups, Peer Parenting Groups, Standard and Group Teen Triple P, Triple P Level 5, etc.*

- **Family Support Services** - programming is intended to build parental/caregiver resiliency. Services and supports focus on the family unit and are intended to promote familial wellness. They are responsive, flexible, individualized, goal-oriented and focused on family well-being and resilience, strengthening protective factors and reducing risk factors. The FRN enhances the family's capacity to support the growth and development of all members of the family and provides an opportunity for whole family involvement and personalized support.

*Home Visitation is a required FRN program that provides in-home parenting education and family support services to expectant parents and those with children newborn to age six, with optimal entry into the program within a child's first three months. Home Visitation programs are centered in the family home with trained Home Visitors providing families with information and support that helps them improve their parenting skills and provide a safe, nurturing environment for their children. Home Visitation programs often serve families who face challenges that may place their children at risk and keep them from developing to their full potential. A large meta-analysis of 126 studies found that parents and children participating in home visiting programs achieved positive outcomes relating to child cognitive outcomes and parent behaviours and skills (Filene et al., 2013).*

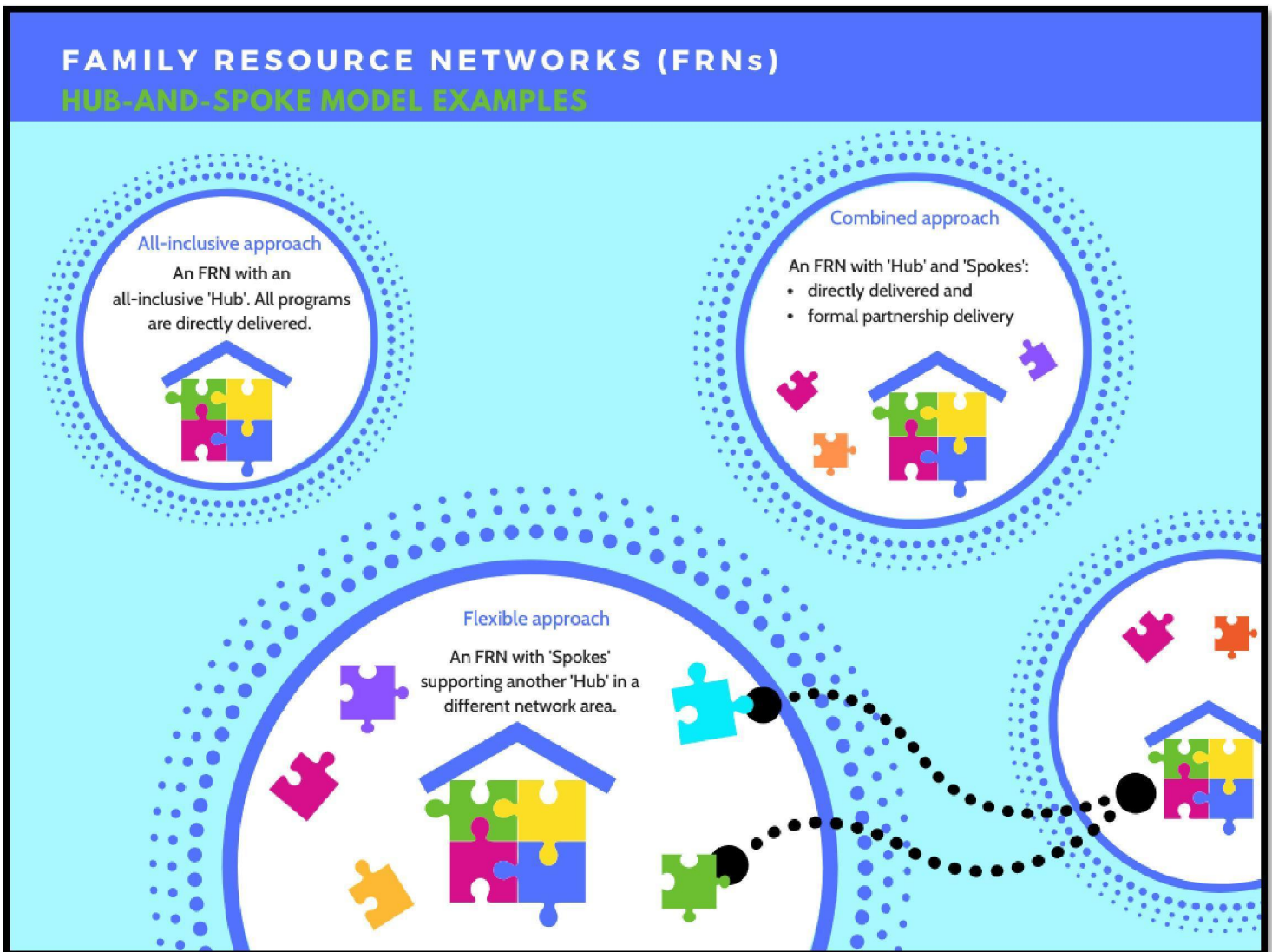
- III. **Social connections and supports** - programming promotes positive connections between infants, children, youth, parents, families, caregivers, and communities. FRN services and programs are based on the needs of families and comprehensive programming is delivered in the context of families, neighbours, and communities building on these natural supports. FRNs are located in the community that they serve and each FRN understands the unique needs of families within the communities in which they are located.

- **Social connections and supports** - These FRNs reduce isolation by providing opportunities for social support, connectivity, and development of natural supports.
- **Information, referral, and coordination services** - FRNs support families in navigating service systems and partner with parents and caregivers in identifying and accessing community resources in times of need and in times of celebration.

- **Community capacity building** - FRNs support community and civil society capacity to understand and promote family well-being and resiliency by providing formal engagement, collaborations, and partnerships with a diverse array of community stakeholders, including early childhood coalitions. Efforts are made to develop awareness, and offer supports and resources that impact the root cause of risk factors that may lead to poor lifelong outcomes for children, youth, and families.

The FRN 'Hub-and-Spoke' network model approach enhances service delivery flexibility of 'Spoke' services which align to the three core service delivery domains. Flexible options include an all-inclusive approach where the 'Hub' delivers all 'Spoke' services; a combined approach where both the 'Hub' and formal collaborative partners deliver 'Spoke' services; as well as the ability for 'Spoke' services to support more than one 'Hub'. (Please see Figure 3: Hub-and-Spoke Model Examples)

**Figure 3: Hub-and-Spoke Model Examples**



### 3.5 Prevention and Early Intervention Continuum

The prevention and early intervention continuum is intended to support stronger outcomes by providing universal, targeted, and intensive programming that is responsive to the needs of all Albertans. FRNs will deliver a continuum of prevention and early intervention services and programs while ensuring that the needs of Alberta's most vulnerable infants, children, youth, and families are addressed.

- **Universal programs** are available to all infants, children, youth and families. Programs focus on building protective factors and prevent the development of risk factors and vulnerabilities.
- **Targeted programs** are designed to meet the needs of vulnerable infants, youth, and families who have risk factors associated with increased risk of child maltreatment. Programs strengthen protective factors and reduce the impact of risk factors.
- **Intensive programs** are specific to the needs of infants, children, youth and families who are experiencing significant adversity. Programs address multiple risk factors.

*(Please see 'Well-being and Resiliency: A Framework for Supporting Safe and Healthy Children and Families')*

### 3.6 Family Resource Network Principle-based Practices

Principle-based practices inform how FRNs engage with infants, children, youth and families. All directly delivered and coordinated FRN services must embed the following principle-based practices:

#### **Indigenous experience**

Indigenous peoples have always had their own ways of ensuring that vulnerable members, including children and youth, are safe, protected and nurtured. We honour this by recognizing their expertise in matters concerning their children, youth and families. Indigenous perspectives on well-being and resiliency, healing practices, and Indigenous ways of knowing guide service delivery for Indigenous communities, families, children, and youth.

FRNs offer culturally-rooted programming. The ability to be culturally responsive requires attention and awareness to attitude, approach, knowledge and skills (Diller, 2004; Lum, 2003). 'It requires a willingness to engage with culture, understanding community dynamics and the historical interventions that have impacted on children and families, particularly Indigenous peoples' (Connolly et al., 2017). It includes working in partnership with local communities to strengthen access to cultural networks of support, identifying traditional sources of knowledge, and thinking beyond the formality of professional care in ways that enable the nurturing of cultural knowledge (Fulcher, 2012). Culturally rooted services and supports are delivered to individuals with care and consideration to their unique family, community, and cultural context.

#### **Preserve family**

We believe children and youth should be safe, healthy and live with their families; therefore, we focus on preserving and reuniting families and building on the capacity of extended family and

communities to support children, youth and families.

In the context of prevention and early intervention programming, this means that FRNs have a focus on parent/caregiver-child interaction quality and building caregiver capacity. Young children's healthy development is facilitated within the context of supportive nurturing parent-child interactions. These supportive and nurturing parent-child interactions are characterized by exchanges that are warm, sensitive, responsive, and adaptive to the needs of the child (Mortensen & Mastergeorge, 2014). A parent-child relationship has a pervasive influence on the psychological, physical, social and emotional well-being of children from birth onwards. Emphasis on the quality of early parent-child interactions is the foundation of healthy child and youth development, and is guided by the theory that we must build the capabilities of adults in order to achieve significant outcomes for the children in their care (Harvard University-Center on the Developing Child).

### **Strength-based**

Our approach is reflective, culturally responsive and strength-based. Because all families have strengths and resources, we recognize and support the right and responsibility of parents to share in the decision-making process for them and their children. Family strengths and resources can be drawn on to grow resiliency. FRNs embed a strength-based approach by implementing family-centered practices.

FRNs use family-centered practices - an approach to working with families that honors and respects their values and choices and which includes the provision of supports necessary to strengthen family functioning. A family-centered approach is characterized by practices that treat families with dignity and respect; information sharing so families can make informed decisions; family choice regarding involvement in and provision of services; and parent/professional collaborations and partnerships as the context for family-program relations (Dunst et al., 2007). Service delivery methods include ensuring a location in close proximity to participants, accessibility without physical, psychological, social, cultural, linguistic barriers, promotion of competence and self-sufficiency, full participation and partnership with the family, sensitivity to cultural, gender, and socio-economic issues and development driven by the need of children and families (Illbak, 1994). Family-centered service delivery supports and promotes familial wellness by focusing on the family unit and providing services and supports that build parental/caregiver/familial resiliency.

### **Connection**

Children and youth are supported to maintain relationships that are important to them, to be connected to their own culture, to practice their religious or spiritual beliefs and, for those with involvement, to have a plan for their care where they are included in the decision making process. For FRNs, this means:

- Emphasis on early brain development and brain architecture - Brains are built over time and the foundations of brain architecture are built early in life. During the early years there is extremely rapid development of the brain and other key biological systems. The quality of

development in these early years has lifelong effects. Brain research shows that nurturing responsive and stable relationships are essential for healthy brain development. FRN services focus on promoting healthy caregiver interactions and experiences (serve and return interactions) as they shape the developing brain in positive ways.

- Positive Youth Development Approach (PYD) - A Positive Youth Development Approach (PYD) recognizes that infancy and early childhood are periods of profound neural development and that disruptions in a child's formative years and exposure to adverse childhood experiences has a significant negative impact on the developmental trajectory and well-being of a child. However, adolescence is another major developmental window of accelerated growth, changing capacities, with significant potential for social, emotional, neurological, cognitive, and psychological change. It also recognizes the vulnerability of this age group, the tendency to focus on a youth's 'presenting behaviours' without fully recognizing the impact of trauma and the risk of interpreting their age as a protective factor without recognizing that their brains are not fully developed. A youth should be treated as 'a still-forming individual with purpose and potential and ensure all young people have an equitable chance to reach that potential' (The Annie E. Casey Foundation, 2017). Young people need brain-building opportunities; 'opportunities to build relationships, exercise autonomy, take risks and grow in a supportive environment' (The Annie E. Casey Foundation, 2017).

### **Collaboration**

We are child-focused and family-centred. We collaborate with families, community agencies and other stakeholders in building positive, respectful partnerships across integrated multidisciplinary teams and provide individualized, flexible and timely services to support these efforts.

FRNs participate in informal and formal community partnerships, collaborations and coalitions with community agencies and other stakeholders to help create synergy around a family and provide responsive, flexible, and individualized services promoting resiliency and well-being. This includes efforts to develop community and civil society's role in supporting the well-being of children, youth and families.

### **Continuous Improvement**

Our practice is transparent and we share information appropriately. Our approach is outcome-oriented and evidence-based; therefore, we support innovative practice, evaluate our performance and strive for continuous improvement.

FRNs employ evidence-based practices, evidence-informed practices, and Indigenous methods and practices of wisdom seeking (*please see Well-being and resiliency: the miyo resource kâ-nâkatohkêhk miyo-ohpikinawâwasowin*) that contribute to intervention effectiveness and promote optimal outcome achievement.

- Evidence-based practices are 'approaches to prevention or treatment that are validated by some form of documented scientific evidence. This includes findings established through

controlled clinical studies, but other methods of establishing evidence are valid as well. Evidence-based programs use a defined curriculum or set of services that, when implemented with fidelity as a whole, has been validated by some form of scientific evidence.’ (Child Welfare Information Gateway)

- Evidence-informed practices ‘use the best available research and practice knowledge to guide program design and implementation.’ (Child Welfare Information Gateway) Practices are guided by diverse sources of information and ‘evidence’ which includes, the client, clinical expertise, best practice standards, legislation, regulations etc. Interventions involve the transparent and reflective use of sound assessments, identifying specific measurable intervention goals, monitoring progress toward the attainment of these goals, using critical thinking to select the most effective intervention, assessing whether or not positive outcomes have been achieved and ensuring that program delivery personnel have the skills and knowledge to meet all of these goals.
- Practice-based evidence model of program development, assessment, and evaluation focuses on Indigenous meaning, rather than Western ‘measurement’. Outcomes and performance measures are framed within Indigenous ways of knowing and living; focuses on the mental, emotional, physical and spiritual dimensions of well-being.

### **3.7 Family Resource Network Standards of Practice**

FRN Standards of Practice will lay the foundation for how FRNs deliver quality services consistently throughout Alberta. The Family and Community Resiliency Division will develop the FRN Standards of Practice with collaborative input from successful proponents as a key post-grant awarding activity. These standards will:

- Promote provincial consistency in the delivery of FRNs while still enabling flexibility and creativity
- Clarify expectations and responsibilities
- Establish a common language to promote quality practice
- Promote a consistent outcome framework

### **3.8 Outcome & Performance Measurement**

Family and Community Resiliency Division is committed to the achievement of optimal outcomes for infants, children, youth, and families. FRNs promote four program outcomes at the individual and family level:

- I.** Infants, children, youth and families are more socially connected and linked to culturally relevant supports.
- II.** Parents and caregivers have knowledge about parenting and child development.
- III.** Parents and caregivers are resilient.
- IV.** Infants, children and youth experience healthy social and emotional development.

Relevant indicators of outcome achievement under the three core service delivery domains



include (but are not limited to):

Core Service Delivery Domain	Indicators
<p><b>Child development and well-being:</b> Supports and services promote a child’s social, physical, emotional, cognitive and spiritual well-being in order to assist the child to reach their developmental potential.</p>	<ul style="list-style-type: none"> <li>• Children and youth meet developmentally appropriate milestones</li> <li>• Children and youth experience increased executive functioning through social and emotional development</li> </ul>
<p><b>Caregiver capacity building support:</b> Supports and services aimed at developing and strengthening caregivers and/or parenting skills and knowledge and building resiliency to enable them to create safe, responsive and nurturing environments and support healthy child development.</p>	<ul style="list-style-type: none"> <li>• Parents and caregivers have knowledge about child and youth development and parenting skills</li> <li>• Parents and caregivers have positive and nurturing parenting skills</li> <li>• Parents and caregivers are resilient and know how to problem solve</li> </ul>
<p><b>Social connections and support:</b> Supports and services that promote positive connections between infants, children, youth, parent, families, caregivers and communities. Programs may be universal, targeted or intensive but are intended to build protective factors primarily by developing natural, culturally relevant supports and creating responsive nurturing environments.</p>	<ul style="list-style-type: none"> <li>• Parents and caregivers have increased connection to family, community, and natural supports</li> <li>• Children and youth have increased connection to family, community, and natural supports</li> <li>• Parents and caregivers know about and have access to relevant community supports and services and resources</li> <li>• Families experience strong, supportive and responsive relationships</li> </ul>

FRNs must demonstrate specific, relevant, timely, tangible, measurable results and outcomes. FRNs will identify standardized performance measurement/assessment tools to measure and demonstrate outcome achievement in the four individual and family level outcome areas. For more information relating to the evaluation framework including indicators, please view the *Well-being and Resiliency: Evaluation Framework*.

- A standardized performance measurement/assessment tool is an ‘an in-depth questionnaire or procedure used to understand a child’s/youth’s and/or family’s strengths and needs, such as functioning, family and individual history, symptoms, and the impact of trauma.’ These tools do not require a clinical license to be used and interpreted and have established psychometrics relating to specificity, sensitivity, reliability and validity (<https://www.cebc4cw.org/assessment->

tools/). A standardized performance measurement/assessment tool has been assessed for reliability (the degree to which the measurement is free from measurement error and the extent to which the same result will be achieved when repeating the same measure) and validity (the degree to which an instrument measures the construct(s) it purports to measure) and are sensitive enough to measure change.

FRN programs supporting Indigenous communities, families, children, and youth should implement culturally-based practices and assess outcomes and program effectiveness in culturally meaningful ways. Western-based evaluation is not often effective when working with Indigenous communities. Indigenous organizations and Indigenous-serving programs should use Indigenous methods and practises of wisdom-seeking which embeds diverse knowledge and perspectives including client-based evidence, Elders, participatory research, ceremonies, Indigenous expert opinion, interviews etc. (*Please see Well-being and resiliency: the miyo resource kâ-nâkatohkêhk miyo-ohpikinawâwasowin.*)

### 3.9 Reporting Requirements

The Grant Recipients will be required to submit:

- Monthly nominal roll - monthly nominal rolls will capture the direct deliverables of program activities (for example, # of program participants, # of education sessions provided, # of family support hours etc.)
- Annual Outcome Report - annual outcome report will demonstrate program alignment to the *Well-being and Resiliency: Evaluation Framework* and identify program impacts and outcomes achieved during the fiscal year
- 6-Month Interim Financial Report - reports actual program expenditures from April 1-September 30
- Annual Financial Reporting - reports actual program expenditures from April 1-March 31 prepared in accordance with Canadian generally accepted accounting principles; financial reporting requirement determined by grant value
- Other - other reporting requirements as determined during the term of the grant

### 3.10 Output & Outcome Reporting Process

Monitoring and evaluation are critical FRN processes that will be used to understand program outcomes, demonstrate program impact and areas of program design improvements. Measuring and reporting of outputs and outcomes based on the *Well-being and Resiliency: Evaluation Framework* and the *Well-being and resiliency: the miyo resource kâ-nâkatohkêhk miyo-ohpikinawâwasowin* will be a Grant Agreement requirement. Following this EOI activity, the Family and Community Resiliency Division and successful proponents will develop, embed and implement the FRN output and outcome reporting processes that outline:

- 'Hub' and 'Spoke' responsibilities relating to reporting requirements
- FRN monthly output reporting process and expectations

- FRN annual outcome reporting completed by 'Hub' agencies for all direct and coordinated/integrated service delivery of programs, services, and supports ('Spokes')
- Quality assurance processes
- FRN conflict resolution processes

## SECTION 4: LOCATION OF FRN NETWORKS

### 4.1 Network Areas

Family and Community Resiliency Division has identified **53-64** potential provincial network areas. Network areas reflect both geographical ranges as well as unique cultural and linguistic communities. The distribution of FRNs throughout Alberta will ensure that:

- FRN services will be accessible and reasonably distributed across the province,
- The needs of unique cultural communities, specifically Indigenous peoples, Francophone, and new Canadians/immigrant/ethnocultural are addressed through distinct FRNs
- Services reflect the needs of their communities.

Methodological considerations for network areas include:

- Child/youth population statistics
- Acknowledgment of the higher proportion of children and youth in the 0-18 age range in the Indigenous population (26.7%) than the overall population of Alberta (17.3%)
- Large proportion of Indigenous peoples in Calgary and Edmonton (together these cities account for almost half 45.6% of the Indigenous population in the province)
- Recognition of the Government of Alberta's French Policy (June 14, 2017 ) which states, *'The Government of Alberta acknowledges the past, present and continued social, cultural and economic contributions of the province's significant and diverse French-speaking population. Through meaningful engagement, dialogue, and collaboration, the government is committed to enhancing services in French to support the vitality of the Francophonie in Alberta in a targeted and sustainable manner as resources allow.'*
- Size of the proposed geographical network area and travel distance between furthest points in the network area
- Unique cultural and linguistic communities
- Distinctive urban and rural community needs

#### **IMPORTANT!**

*Two current established on-reserve centres (Siksika First Nation and Stoney Nakoda), and potential future state on-reserve FRNs are not included in this EOI activity as a future opportunity is being developed.*

### 4.2 Regional Distribution

Family and Community Resiliency Division has identified **53-64** potential provincial network areas. The following table outlines the estimated # of network areas in each Children’s Services (CS) Region *(please see Appendix A: Map of Alberta Children’s Services Regions and Appendix B: Network Area Size Considerations within CS Regions)*.

**Estimated Number of Geographic Network Areas:**

CS Region	Proposed # of Network Areas
<b>Calgary Region</b>	13 -15
<b>Central Region</b>	10 -12
<b>Edmonton Region</b>	13 -15
<b>North Central Region</b>	4 -5
<b>Northeast Region</b>	1 – 2
<b>Northwest Region</b>	4 – 5
<b>South Region</b>	4 – 6
<b>Metis Settlements</b>	3
<b>Francophonie</b>	1
<b>Indigenous</b>	Embedded within CS Regional #s
<b>New Canadian &amp; Immigrant</b>	Embedded within CS Regional #s
<b>Totals</b>	<b>53-64</b>

These estimates are inclusive of one Francophonie network that is not geographically based as well as Indigenous serving and new Canadian/immigrant/ethnocultural serving FRNs that are embedded within CS Regional numbers.

The geographic network areas vary in size from small to large based on the methodological considerations mention above in Section 4.1. The Family and Community Resiliency Division recognizes that agencies in the community have more intimate knowledge of families’ needs and travel patterns within their communities and may wish to propose alternate network areas. We are receptive to these proposals with the caveat that the end result of this EOI must be that FRN services have provincial coverage and are accessible to all Albertans. Funding will be allocated based on the considerations noted in Section 4.1 above and smaller network areas will receive less funding than larger network areas.

**IMPORTANT!**

*The geographic distribution of 53-64 potential geographic network areas provides a draft demarcation of potential FRN locations; actual distribution may change based on proposal submissions and opportunities to promote greater efficiency (i.e. service delivery may cross CS Regional boundaries).*

**Size range definitions** for geographic network areas were determined based on the child population within each area. The Indigenous child population was given double weighting to acknowledge the exceptional needs of Indigenous children and families. Finally, large geographic areas with driving distances of more than 149 kilometres were increased to acknowledge the additional operational costs in rural and remote areas. *(Please see Appendix B: Network Area Size Considerations Within CS Regions.)*

**SECTION 5: BUDGET & FUNDING FRAMEWORK**

**5.1 Total Provincial Budget**

Total provincial budget for this FRN EOI activity is **\$57,000,000.00** annually. Grant agreement annual funding will be pro-rated for any partial years of the term of the grants.

**5.2 Regional Budget Allocation**

Family and Community Resiliency Division has identified small to large network areas with proposed funding allocation ranges and estimated budgets to ensure that each FRN supporting the network area has the resources and viability to sustain service delivery. FRN funding ranges below reflect total program costs of FRN ‘Hub-and-Spoke’ service delivery model (inclusive of ‘Hub’ services and ‘Spoke’ services). Estimated FRN service funding:

- **Small - \$350,000.00 - \$499,999.00**
- **Medium - \$500,000.00 - \$749,999.00**
- **Large - \$750,000.00 - \$1,000,000.00**

***IMPORTANT!***

*As the identified FRN funding ranges reflect total costs of FRN service delivery, grant awarding will appropriately apportion funding to ‘Hub’ services and ‘Spoke’ services.*

*Proposed Regional CS funding allocations identified below are estimates of total FRN costs; this regional allocation may change based on proposal submissions and opportunities to promote greater efficiency.*

Please note: the exact amount to be released is to be determined at the sole discretion of the Minister.

**Estimated # of FRNs and Estimated Total Funding in CS Regions:**

CS Region	Proposed Network Areas	Estimated Total Proposed Funding
-----------	------------------------	----------------------------------

<b>Calgary Region</b>	13-15	<b>\$16,000,000</b>
<b>Central Region</b>	10-12	<b>\$9,100,000</b>
<b>Edmonton Region</b>	13-15	<b>\$15,400,000</b>
<b>North Central Region</b>	4-5	<b>\$3,600,000</b>
<b>Northeast Region</b>	1-2	<b>\$1,200,000</b>
<b>Northwest Region</b>	4-5	<b>\$4,600,000</b>
<b>South Region</b>	4-6	<b>\$5,100,000</b>
<b>Metis Settlements</b>	3	<b>\$1,500,000</b>
<b>Francophonie</b>	1	<b>\$500,000 - \$1,000,000</b>

## SECTION 6: GRANT INFORMATION

### 6.1 Grant Information

The Province requires the services as set out in Section 3: Service Specifications. The anticipated duration of Services is from **April 1, 2020 – March 31, 2023**. The Province, in its discretion, will confirm actual start and end dates for the services upon finalizing the Grant. The Grant Recipient shall be paid in accordance to a quarterly pay schedule and based on fulfillment of reporting requirements. Release of payments is made as soon as reasonably possible after April 1, July 1, October 1, and January 1 within each fiscal year. Please note: the exact amount to be released is to be determined at the sole discretion of the Minister.

The Province may extend the Grant under the same terms and conditions, for up to three single year extensions to perform the services.

## SECTION 7: MANDATORY REQUIREMENTS

### 7.1 Mandatory Requirements

The Proponent must demonstrate that it meets the mandatory requirements for their proposal to move forward to the evaluation phase of this EOI.

Mandatory requirements include:

- Proposals must be received by the date and time listed on the cover page of this EOI. Proposals should be delivered to the appropriate CS Regional Office identified in Section 8.3 CS Regional Office Locations. Late Proposals will not be accepted and will be returned, unopened, to the Proponent,
- Proponents must send three (3) hard copies of their proposal and also include a USB disk with an electronic version of their proposal in their submission package. Proposals cannot be sent by email, fax, or website link. Submitted Proposals will not be returned,

- Proposals must be submitted in a sealed envelope and be clearly marked with the name of the EOI and closing date,
- Submission must include completed Proposal Cover Page (*please see Appendix D - Proposal Submission Cover Page*) and include signature from appropriate signing authority.
- Proposal submission must be completed on Proponent Response Form (*please see Appendix F - Proponent Response Form*).
- Submission must include signed Proponent Commitment Statement (*please see Appendix E- Proponent Commitment Statement*)
- Proponent has indicated 'Yes' on all Commitment Statements identified on the Proponent Commitment Statement form.
- Proponent's submission must be accompanied by 3 formal letters of support from collaborative partners that help to establish the organizational capacity of the proponent.

## SECTION 8: PROPOSAL SUBMISSION

### 8.1 Proposal Response Form

Proponents must submit their proposal/s using the Proponent Response Form (*please see Appendix F - Proponent Response Form*). Proponents may not alter the Proponent Response Form or submit an alternative form. There are three parts to the Proponent Response Form:

- **Part A Scope Information** - must be completed by all Proponents
- **Part B 'Hub' Services** - must be completed by Proponents interested in delivering 'Hub' Services
- **Part C 'Spoke' Services** - must be completed by Proponents interested in delivering 'Spoke' Services

#### **IMPORTANT!**

*Proponents may submit proposals to deliver:*

- A combination of 'Hub-and-Spoke' Services*
- 'Hub' Services or,*
- 'Spoke' Services*

### 8.2 Proposal Submission Instructions

Please complete your submission by:

1. Completing and signing the Proposal Cover Page (3 copies)
2. Completing and signing the Proponent Commitment Statement (3 copies)

3. Completing the Proponent Response Form, and all required sections (3 copies)
4. Including 3 formal letters of support (3 copies) from collaborative partners that help to establish the organizational capacity of the proponent. Relevant content includes, description of relationship with Proponent, Proponent's suitability for FRN service delivery, identified strengths and formal and informal collaborations with Proponent.
5. Proponents may include an Appendix to their Proponent Response Form. The suggested length is 2 single-sided pages.
6. Saving all above documentation on a USB disk.
7. Including in submission package all above documentation (3 hard copies) and USB disk
8. Submitting the EOI package to the appropriate CS Regional Office

***IMPORTANT!***

- ! *If your organization is proposing to deliver FRN services ('Hub' services, 'Spoke' services, or a combination of both) in multiple CS Regions, you will need to complete a separate Proponent Response Form (and distinct package) for each CS Region and submit each proposal in distinct packages to the appropriate CS Region.*
- ! *If your organization is proposing to deliver multiple 'Hub' locations in a single CS Region, you will need to complete a separate Proponent Response Form for each unique 'Hub' location and submit as distinct/separate packages.*
- ! *If your organization is proposing to deliver a 'Hub' only service, you will be required to submit Part A Scope Information and Part B FRN "Hub" Services of the Proponent Response Form.*
- ! *If your organization is proposing to deliver a combination of a 'Hub' and 'Spoke' services in a single Region, you will be required to submit Part A Scope Information, Part B FRN 'Hub' Services, and Part C 'Spoke' Services of the Proponent Response Form and submit as a single package.*
- ! *If your organization is proposing to deliver only 'Spoke' services you will be required to submit both Part A Scope Information and Part C 'Spoke' Services*
- ! *Multiple 'Spoke' services within a single CS Region can be identified on a single Proponent Response Form in Part C FRN 'Spoke' Services and submitted in one proposal/package. Please note that each distinct 'Spoke' service needs a distinct budget.*

### 8.3 CS Regional Office Locations

Completed EOI packages should be submitted to the appropriate CS Regional Office. Proponents



should submit completed packages to the CS Regional Office where their proposed network area is located.

**Calgary Region Address:**

Children's Services  
Attn: Lana Rogozinsky  
300, 1240 Kensington Road NW  
Calgary, Alberta T2N 3P7

**South Region Address:**

Children's Services  
Attn: Shelley Orr  
Lethbridge Centre, 709, 400 4 Avenue South  
Lethbridge, Alberta T1J 4E1

**Central Region Address:**

Children's Services  
Attn: Joleen Losness  
3<sup>rd</sup> Floor Bishops Place, 4826 Ross Street  
Red Deer, Alberta T4N 1X4

**Northeast Region Address:**

Children's Services  
Attn: Robert Andrews  
Provincial Building, 8th Floor, 9915 Franklin Avenue  
Fort McMurray, Alberta T9H 2K4

**Edmonton Region Address:**

Contracts and Program Supports  
Children's Services – Edmonton Region  
Attn: Fayanne Perry  
7<sup>th</sup> Floor, Park Plaza  
10611 – 98 Avenue NW  
Edmonton, Alberta T5K 2P7

**Northwest Region Address:**

Children's Services  
Attn: Sabrina McConnell  
214 Place South, 4<sup>th</sup> floor, 10130 99 Avenue  
Grande Prairie, Alberta T8V 2V4

**Metis Settlements Address:**

Metis Settlements Children's Services  
Attn: Angie Pinder  
210, 10335 172 Street  
Edmonton, Alberta T5S 1K9

**North Central Region Address:**

Children's Services  
Attn: Robert Andrews  
Admin Building, 2nd Floor, 5143 50St  
Barrhead, Alberta T7N 1A6

## SECTION 9: PRICING

### 9.1 Pricing

The Proponent's budget for FRN services including 'Hub' and 'Spoke' services must be included as part of the Proponent Response Form (Part B Section 5 for 'Hub' services, Part C Section 4 for 'Spoke' services of the Proponent Response Form). Budget charts (Part B Section 5 for 'Hub' services, Part C Section 4 for 'Spoke' services of the Proponent Response Form) must be completed separately for 'Hub' services as well as each unique 'Spoke' service (i.e. individual programs such as Home Visitation, Youth Mentorship etc.).

The content and value of the budget is driven by the program and service expectations being purchased. The Budget Chart identifies 6 expenditure categories; see below for descriptions of each category.

EXPENDITURE CATEGORY	DESCRIPTION
<b>I. SERVICE DELIVERY STAFFING COSTS</b>	Costs associated with direct client programming. Client Development staffing salaries including salaries/wages and benefits (EI, CPP, vacation pay, WCB etc.) of staff participating in direct client programming.
<b>II. 'OTHER' SERVICE DELIVERY COSTS</b>	Supplies and services associated directly with services, supports, and programming provided to clients including: <ul style="list-style-type: none"> <li>• supplies and materials</li> <li>• program staff training</li> <li>• program staff travel/mileage etc.</li> </ul>
<b>III. PROGRAM COSTS</b>	Costs associated with program operations. Program costs are inclusive of insurance costs (general liability, errors and omissions, automobile insurance, board liability, employer liability, and property insurance) and licensing costs.
<b>IV. FACILITY COSTS</b>	Facility costs are associated with the operation of the facility and are inclusive of rent/mortgage/loan payment/lease costs, property taxes, utilities, maintenance /repairs, supplies, janitorial services, 'other'.
<b>V. ADMINISTRATION STAFFING COSTS</b>	Salaries and benefits of positions that are not directly participating in direct program services. (i.e. Executive functions, financial support, human resources, communications, fund raising)
<b>VI. 'OTHER' ADMINISTRATIVE COSTS</b>	Administrative costs (office materials) that are required by the program as well as to perform role of administrative staff (i.e. office supplies, telecommunications, IT support, staff recruitment, advertising, legal fees, accounting/ audit fees, bank charges, consultant fees, organizational memberships, 'other')

**SECTION 10: EOI EVALUATION**

### 10.1 Screening

After receiving the Proposals, the Evaluation Teams will screen each proposal to determine if the Proponent meets the mandatory requirements of this EOI (*please see Section 7.1 Mandatory Requirements*). The Evaluation Teams will then evaluate Proposals that have passed the initial mandatory requirement screening.

### 10.2 Evaluation

Each submission will be evaluated for the minimum requirement. The evaluation process is a 3-

step review process which will enable the Evaluation Teams to assess the continuum of services being proposed and capacity to promote collaborations and partnerships:

1. Evaluation of proposals that propose a combination of 'Hub' and 'Spoke' services
2. Evaluation of proposals that propose distinct/separate 'Hub' services
3. Evaluation of proposals that propose distinct/separate 'Spoke' services

The following sections of the Proponent Response Form (*please see Appendix F – Proponent Response Form*) will be evaluated:

- **Part A – Sections 3, 4, 5**
- **Part B – Sections 1, 2, 3, 4, 5, 6**
- **Part C – Sections 1, 2, 3, 4, 5**
- **3 Formal Letters of Support from collaborative partners**

Each Section will be evaluated separately using a 6-Point Likert Scale.

### 10.3 Proposal Evaluation Criteria

#### a) Likert Scale:

A Likert Scale has an inherent positive and negative dimension. A 6-Point Likert Scale will enable the Evaluation Teams to measure not only *direction* (positive and negative) but also the *strength* of that direction (i.e. 'fair' versus 'very good'). The Scale starts at '1' rather than '0' to mitigate a response bias of not wanting to rate a proposal too critically. Half points can be awarded.

<b>EOI Proposal Evaluation Likert Scale</b>		
<b>SCORE</b>	<b>DESCRIPTOR</b>	<b>ADDITIONAL GUIDANCE</b>
<b>1</b>	<b>Very poor</b>	Does not meet basic requirements, significant gaps in content, details, and quality. Demonstrates little understanding of the requirements.
<b>2</b>	<b>Poor/marginal</b>	All content areas may be addressed however significant gaps in content, details, understanding and quality.
<b>3</b>	<b>Fair</b>	Basic understanding of requirements, moderate challenges in content, content meets basic expectations.
<b>4</b>	<b>Good</b>	All content areas addressed. Includes strengths and some minor challenges in content, quality, and details.
<b>5</b>	<b>Very Good</b>	Strong content; essentially no challenges.
<b>6</b>	<b>Exceptional</b>	Exceptionally strong content. Content exceeds expectations and requirements, clearly demonstrates an understanding of service requirements. Incorporates innovative and new ideas.

Proponent Response Form Section	Score
<b>Part A- Scope Information</b>	3. /6 points
	4. /6 points
	5. /6 points
<b>Part B- 'Hub' Services</b>	1. /6 points
	2. /6 points
	3. /6 points
	4. /6 points
	5. /6 points
	6. /6 points
<b>Part C- 'Spoke' Services</b>	1. /6 points
	2. /6 points
	3. /6 points
	4. /6 points
	5. /6 points
<b>Formal Letters</b> - 3 formal letters of support from collaborative partners that help to establish the organizational capacity of the proponent	/6 points

#### 10.4 Qualified Proponent Identification and Selection

Proponents must achieve a minimum score of 3.5 points out of 6 points on each of the relevant sections to be considered for grant awarding. For Proponents applying to provide a combination 'Hub' and 'Spoke' services relevant sections include:

- **Part A – Sections 3, 4, 5**
- **Part B – Sections 1, 2, 3, 4, 5, 6**
- **Part C – Sections 1, 2, 3, 4, 5**

For Proponents applying to provide 'Hub' only service relevant sections include:

- **Part A – Sections 3, 4, 5**
- **Part B – Sections 1, 2, 3, 4, 5, 6**

For Proponents applying to provide 'Spoke' only service/s relevant sections include:

- **Part A – Sections 3, 4, 5**
- **Part C – Sections 1, 2, 3, 4, 5**

Grant awarding is not based on achieving the highest score. Grant awarding will be determined based on Proponent achieving a minimum score of 3.5 on each relevant section, quality of responses, as well as other key considerations including:

- Appropriate distribution of FRNs that address the needs of Indigenous children, youth, and families as well as other distinct cultural identities and communities within Alberta

- Capacity of FRN to provide a comprehensive continuum of prevention and early intervention programming and services for families and children and youth aged 0-18 years either directly or through coordinated service delivery
- Accessible and reasonably distributed FRN services across the province
- Services are adequately resourced to meet the need of their communities
- Addressing the urban and rural community needs
- Matching of FRN services and programs to the communities unique needs
- Proponent submitted budgets

### **10.5 Resource Replacement**

This EOI is an iterative multi-phased process that involves service delivery development and negotiation. There could be circumstances following the EOI Closing Date and Time and during the negotiation phase where proposed resources may be replaced. The Province reserves the right to deny any request for replacement and reject any proposed resource replacement requested by a proponent.

### **10.6 Proposal Clarifications**

At any time during the evaluation process, the Province may ask the Proponent to clarify statements made in its Proposal.

## SECTION 11: EOI TERMS & CONDITIONS

### **11.1 EOI Schedule of Events**

EOI Activity	Date
<b>1.</b> EOI Release	Thursday November 7, 2019
<b>2.</b> Live Q&A Session	Thursday November 14, 2019 10:00 am MT
<b>3.</b> Live Q&A Session	Thursday December 12, 2019 10:00 am MT
<b>4.</b> EOI Closure	Thursday January 16, 2020 by 2:00 pm MT
<b>5.</b> EOI Evaluation	January 27 - February 14, 2020
<b>6.</b> Service & Program Development and Negotiation	February 17 - March 20, 2020
<b>7.</b> Grant start date and opening of FRNs	April 1, 2020

The above dates are provided for information only and are subject to change at the sole discretion of the Province.

### **11.2 Question & Answer Session**

Two ***Proponent Question & Answer Sessions*** have been scheduled to provide an opportunity for questions or clarification regarding EOI requirements. Interested proponents can join the

Question & Answer Sessions either through teleconference or Zoom Webinar (proponents cannot attend in person). Information regarding teleconference coordinates and Zoom login will be uploaded on the APC website soon.

**Save the Date!**

***Session 1 - Thursday November 14, 2019***

***Session 2 - Thursday December 12, 2019***

**Time: 10:00 am**

Please submit written questions to the EOI Facilitators, Lana Rogozinsky & Robert Andrews, at [\*\*CSprocurement@gov.ab.ca\*\*](mailto:CSprocurement@gov.ab.ca) so that comprehensive answers can be given during the Q&A sessions. Participation in the session is not mandatory, but is highly recommended.

Verbal responses to questions are not binding on any party. Written confirmation of statements made at the Proponent Question & Answer Session will be uploaded on the APC website with the weekly Q&A Updates.

### **11.3 Proposal Submission**

Proposals must be delivered to the Province in hardcopy format (paper). To assist the Evaluation Teams to perform searches within the Proposal, however, Proponents must also provide an electronic copy of the Proposal in Microsoft Word or Adobe Acrobat format on a USB disk (flash drive). This electronic copy, when provided, will not be accepted in place of the hardcopy version. If there are any conflicts, discrepancies, errors or omissions between the electronic and hardcopy versions of the Proposal, the hardcopy version will take precedence and govern.

Proposals may be delivered by hand, courier or mail.

Canada Post only delivers Government of Alberta mail with Edmonton addresses to the main Canada Post depot in Edmonton. The Government of Alberta then picks up the mail and distributes it in accordance with the address label. It is the Proponent's responsibility when choosing the method of delivery for their Proposal, to ensure that its Proposal is received before the EOI Closing Date and Time at the location specified in this EOI.

In responding to this EOI, the Proponent's attention is drawn to the following:

- a) Proposals received after the EOI's Closing Date and Time will be rejected.
- b) Ambiguous, unclear or unreadable Proposals may be rejected.
- c) Proposals should be delivered in a sealed, self-addressed package clearly marked with the Proponent's name, EOI's title and Closing Date and Time.
- d) Proposals should be delivered to the appropriate CS Region:

**Calgary Region Address:**

Children's Services  
Attn: Lana Rogozinsky  
300, 1240 Kensington Road NW  
Calgary, Alberta T2N 3P7

**Central Region Address:**

Children's Services  
Attn: Joleen Losness  
3<sup>rd</sup> Floor Bishops Place, 4826 Ross Street  
Red Deer, Alberta T4N 1X4

**Edmonton Region Address:**

Contracts and Program Supports  
Children's Services – Edmonton Region  
Attn: Fayanne Perry  
7<sup>th</sup> Floor, Park Plaza  
10611 – 98 Avenue NW  
Edmonton, AB T5K 2P7

**South Region Address:**

Children's Services  
Attn: Shelley Orr  
Lethbridge Centre, 709, 400 4 Avenue South  
Lethbridge, Alberta T1J 4E1

**Northeast Region Address:**

Children's Services  
Attn: Robert Andrews  
Provincial Building, 8th Floor, 9915 Franklin  
Avenue  
Fort McMurray, Alberta T9H 2K4

**North Central Region Address:**

Children's Services  
Attn: Robert Andrews  
Admin Building, 2nd Floor, 5143 50St  
Barrhead, Alberta T7N 1A6

**Northwest Region Address:**

Children's Services  
Attn: Sabrina McConnell  
214 Place South, 4<sup>th</sup> floor, 10130 99 Avenue  
Grande Prairie, Alberta T8V 2V4

**Metis Settlements Address:**

Metis Settlements Children's Services  
Attn: Angie Pinder  
210, 10335 172 Street  
Edmonton, Alberta T5S 1K9

- e) The time and date of receipt of Proposals will be recorded on the Proposals upon delivery to the above address. Proposals must be received prior to the EOI's Closing Date and Time.
- f) Submit three (3) paper copies (bound in such a manner that the pages lie and remain flat when opened) and one (1) electronic copy of the Proposal on a USB disk.

## 11.4 Multiple Proposals

A Proponent must submit individualized proposals in the following instances:

- If your organization is proposing to deliver FRN services ('Hub' services, 'Spoke' services, or a combination of both) in multiple CS Regions, you will need to complete a separate Proponent Response Form for each CS Region.
- If your organization is proposing to deliver multiple 'Hub' locations (multiple FRNs) in a single CS Region, you will need to complete a separate Proponent Response Form for each unique 'Hub' location.

- If your organization is proposing to deliver a combination of a 'Hub' and 'Spoke' services, you will be required to submit Part A Scope Information, Part B FRN Hub Services, and Part C FRN Spoke Services of the Proponent Response Form.

If a Proponent submits more than one Proposal, the Proponent must submit each Proposal separately in the same format as outlined in this EOI. Each Proposal submitted by the same Proponent must meet the mandatory requirements of this EOI. The Evaluation Teams will decide the acceptability of each Proposal separately.

### **11.5 Proponent Team Proposals**

In the case of a Proponent Team Proposal, the Province requires that the Prime Proponent has responsibility for all terms and conditions of the Grant. If a Proponent Team is selected as the successful Proponent, only the Prime Proponent will be identified as the Grant Recipient in the Grant.

### **11.6 Price**

Prices proposed shall be in **Canadian funds** and exclusive of the Goods and Services Tax and the Harmonized Sales Tax.

In the event of any inconsistency between words and numbers, words shall govern.

### **11.7 Proponent Questions**

Unless otherwise advised by the EOI Facilitator, all questions and any form of communication between the Proponents and the Province in relation to this EOI must be submitted in writing via email to the EOI Facilitator (as identified on the front page of this EOI). All questions and responses will be documented.

The Province intends to disseminate all questions and their corresponding responses to all Proponents. No question or answer will be confidential.

**Weekly Q&A Updates** - the Province intends to post Q&A updates weekly. These updates will be made every Friday and posted on APC (Alberta Purchasing Connections) website.

Link: <http://www.purchasingconnection.ca/>

The Proponent has the responsibility to notify the Province, in writing, of any ambiguity, divergence, error, omission, oversight, contradiction, or item subject to more than one interpretation in this EOI, as it is discovered, and to request any instruction, decision, or direction necessary to prepare the Proposal.

Q&A Updates will be posted on APC on the following days:



November 15, 2019  
November 22, 2019  
November 29, 2019  
December 6, 2019  
December 13, 2019

December 20, 2019  
January 3, 2020  
January 10, 2020  
January 15, 2020

Questions or concerns must be communicated in writing to the EOI Facilitator at least three Business Days prior to the EOI's Closing Date and Time (by Monday, January 13, 2020). Questions received after this time will be answered if, in the opinion of the Province, time permits.

Verbal responses to enquiries are not binding on any party.

### **11.8 Proposal Alterations and Irrevocability**

Proponents may only amend or rescind their Proposal before the EOI Closing Date and Time by submitting a clear and detailed written notice to the Province via the EOI Facilitator.

All Proposals become irrevocable after the EOI Closing Date and Time.

In either of the following circumstances:

- the Proponent has rescinded a Proposal before the EOI Closing Date and Time; or
- the Province has received the Proposal after the EOI Closing Date and Time;

such a Proposal will, at the Proponent's choice, either be returned to the Proponent at the Proponent's expense after the EOI Closing Date and Time, or destroyed by the Province after the EOI Closing Date and Time.

### **11.9 Period of Commitment**

Proposals shall be final and binding on the Proponent for ninety (90) days from the EOI's Closing Date and Time and may not be altered by subsequent offerings, discussions, or commitments unless the Proponent is asked to do so by the Province.

### **11.10 Proposal Irregularity or Non-compliance**

The Province reserves the right to waive an irregularity or non-compliance with the requirements of this EOI where the irregularity or non-compliance is minor or inconsequential. The determination of what is or is not a minor or inconsequential irregularity or non-compliance, and the determination of whether to waive or not waive the irregularity or non-compliance, shall be at the Province's sole discretion.

### **11.11 Proposal Return**

Proposals and accompanying documentation, upon receipt by the Province, will become the

property of and will be retained by the Province.

### **11.12 Confidentiality and Security of Information**

The Proponent, the Proponent's employees, subcontractors, and agents shall:

- keep strictly confidential all information concerning the Province or third parties, or any of the business or activities of the Province or third parties acquired as a result of participation in the EOI; and
- only use, copy or disclose such information as necessary for the purpose of submitting a Proposal or upon written authorization from the Province.

The Proponent shall maintain security standards, including control of access to data and other information, consistent with the highest standards of business practice in the industry.

No press release or other public announcement relating to this EOI shall be issued without the prior written consent of the Province.

### **11.13 Freedom of Information and Protection of Privacy ACT (Alberta) (FOIP)**

The Proponent acknowledges that:

FOIP applies to all information and records relating to, or obtained, generated, created, collected or provided under, the EOI or the Grant and which are in the custody or under the control of the Province. FOIP allows any person a right of access to records in the Province's custody or control, subject to limited and specific exceptions as set out in FOIP; and

The Proponent, if it considers portions of its Proposal to be confidential, shall identify those parts of its Proposal to the Province considered to be confidential and what harm could reasonably be expected from disclosure. The Province does not warrant that this identification will preclude disclosure under FOIP.

### **11.14 Consent to the use of Personal Information**

The purpose of collecting Personal Information for this EOI is to enable the Province to ensure the accuracy and reliability of the information, to evaluate the Proposal, and for other related program purposes of the Province. Authority for this collection is the *Government Organization Act* (Alberta), as amended from time to time and section 33 (c) of FOIP. The Proponent may contact the EOI Facilitator identified in the EOI regarding any questions about collection of Personal Information pursuant to this EOI.

The Proponent consents, and has obtained the written consent from any individuals identified in the Proposal, to the use of their Personal Information in the Proposal by the Province, the Province's employees, subcontractors and agents, to enable the Province to evaluate the Proposal

and for other program purposes of the Province. The Proponent must provide those written consents within two Business Days of a request by the Province to do so.

### **11.15 Conflict of Interest**

On or before the Closing Date and Time of this EOI, Proponents must fully disclose to the EOI Facilitator, in writing, the circumstances of any actual, possible or perceived conflict of interest in relation to the Proponent, all Proponent Team members or any employee, sub-contractor or agent, if the Proponent were to become the Contractor pursuant to this EOI. The Province shall review any submissions by Proponents under this provision and may reject any Proposal where, in the opinion of the Province, the Proponent, any Proponent Team member, employee, sub-contractor or agent is, could be, or could be perceived to be in a conflict of interest if the Proponent were to become the Contractor pursuant to this EOI.

### **11.16 Lobbyists Act**

The Proponent acknowledges that:

a) the *Lobbyists Act* (Alberta), as amended from time to time, establishes certain obligations and prohibitions with respect to lobbying and contracts for paid advice, as those terms are defined in the *Lobbyists Act*; and

b) it is responsible for complying with the *Lobbyists Act* (Alberta) during the EOI process, and if the successful Proponent, during the Grant.

### **11.17 Modified EOI Process**

If no compliant Proposals are submitted in response to this EOI, the Province reserves the right to undertake a modified EOI process in order to select a successful Proponent. The modified EOI process, if used, will be conducted as follows:

All Proponents submitting non-compliant Proposals, other than those who submitted Proposals after the EOI Closing Date and Time, will be asked to prepare a "Modified Proposal". The necessity, scope and the timing of such a modified EOI process will be solely at the Province's discretion;

Details regarding the manner and form of the modified EOI process and the expected deliverables to be included therein will be provided in advance to all Proponents who submitted a non-compliant Proposal;

Modified Proposals and accompanying documentation, upon receipt by the Province, will become the property of and be retained by the Province; Proponents submitting Modified Proposals must meet the mandatory requirements identified in the modified EOI process; and

At the conclusion of the modified EOI process, following the Proponents' submission of the Modified Proposals, the Evaluation Teams will evaluate Modified Proposals in accordance with an

evaluation plan developed for the modified EOI process.

### **11.18 EOI Terms and Conditions**

By submitting a Proposal, the “EOI Terms and Conditions” contained in this Section 11 of this EOI are deemed to be accepted by the Proponent in their entirety and without any changes.

### **11.19 Extension, Amendment to or Cancellation of EOI**

The Province may extend the EOI Closing Date and Time, or the Province may amend, suspend, postpone or cancel this EOI.

### **11.20 Costs of the Proposal**

The Proponent is responsible for all costs of preparing and presenting its Proposal and, if applicable, entering into the Grant Agreement.

### **11.21 Grant Agreement Awarding**

Following the final selection, if any, the Province and the successful Proponent will enter into the Grant Agreement. If, in the opinion of the Province, it appears that a Grant Agreement will not be entered into with the successful Proponent within 30 days, the Province may negotiate with other Proponents who met the mandatory requirements and minimum scoring requirements.

### **11.22 Representations and Warranties**

Statements made in a Proposal may be incorporated into, attached to, or otherwise included in Schedule A to the Grant Agreement, and shall constitute representations and warranties of the successful Proponent and shall form part of the Grant Agreement.

### **11.23 Release of Proposal Information**

The Province reserves the right to disclose the names of responding Proponents and any summary cost information deemed appropriate by the Province.

### **11.24 Proponent Debriefing**

At the written request of an unsuccessful Proponent, the Province will conduct a debriefing to tell the Proponent why its Proposal was not selected. The unsuccessful Proponent’s written request for a debriefing must be received by the Province within 10 Business Days of notification to the Proponent that it was unsuccessful.

### **11.25 Claims for Damages or Compensation**

Notwithstanding any other provision in this EOI, a Proponent who responds to this EOI agrees that any claim for damages or compensation of any kind related directly or indirectly to a breach of grant or other cause of action arising from:

- the EOI process;
- the evaluation of Proposals;
- the awarding of the Grant Agreement; or
- a decision by the Province not to award the Grant Agreement

shall be limited to the Proponent's actual Proposal preparation costs. "Proposal preparation costs" are the actual costs borne by a Proponent to prepare and submit its Proposal. By submitting a Proposal a Proponent acknowledges and accepts this limitation.

### **11.26 Proposal Acceptance/Rejection**

The Province is not required to accept the lowest cost Proposal, and may reject any or all Proposals.

## REFERENCES

- Axford, N., Lehtonen, M., Kaoukji, D., Tobin, K., & Berry, V. (2012). Engaging parents in parenting programs: Lessons from research and practice. *Children and Youth Services Review, 34*(10), 2061-2071.
- Bearss, K., Johnson, C., Smith, T., Lecavalier, L., Swiezy, N., Aman, M. & Sukhodolsky, D. G. (2015). Effect of parent training vs parent education on behavioral problems in children with autism spectrum disorder: a randomized clinical trial. *Jama, 313*(15), 1524-1533.
- Bennett, C. T., Buchan, J. L., Letourneau, N., Shanker, S. G., Fenwick, A., Smith-Chant, B., & Gilmer, C. (2017). A realist synthesis of social connectivity interventions during transition to parenthood: The value of relationships. *Applied Nursing Research, 34*, 12-23.
- Britto, P. R., Lye, S. J., Proulx, K., Yousafzai, A. K., Matthews, S. G., Vaivada, T., ... & MacMillan, H. (2017). Nurturing care: promoting early childhood development. *The Lancet, 389*(10064), 91-102.
- Brown, H. E., Atkin, A. J., Panter, J., Wong, G., Chinapaw, M. J., & Van Sluijs, E. M. F. (2016). Family-based interventions to increase physical activity in children: a systematic review, meta-analysis and realist synthesis. *Obesity reviews, 17*(4), 345-360.
- Carr, A., Hartnett, D., Brosnan, E., & Sharry, J. (2017). Parents plus systemic, solution-focused parent training programs: Description, review of the evidence base, and meta-analysis. *Family process, 56*(3), 652-668.
- Casillas, K. L., Fauchier, A., Derkash, B. T., & Garrido, E. F. (2016). Implementation of evidence-based home visiting programs aimed at reducing child maltreatment: A meta-analytic review. *Child abuse & neglect, 53*, 64-80.
- Chacko, A., Jensen, S. A., Lowry, L. S., Cornwell, M., Chimklis, A., Chan, E., & Pulgarin, B. (2016). Engagement in behavioral parent training: Review of the literature and implications for practice. *Clinical Child and Family Psychology Review, 19*(3), 204-215.
- Chen, M., & Chan, K. L. (2016). Effects of parenting programs on child maltreatment prevention: A meta-analysis. *Trauma, Violence, & Abuse, 17*(1), 88-104.
- Connolly, M., Kiraly, M., McCrae, L., & Mitchell, G. (2017). A kinship care practice framework: Using a life course approach. *The British Journal of Social Work, 47*(1), 87-105.
- Diller, J. V. (2004) *Cultural Diversity: A Primer for the Human Services*, Belmont, CA, Thomson Brooks Cole.
- Dunst, C. J., Bruder, M. B., & Espe-Sherwindt, M. (2014). Family Capacity-Building in Early Childhood Intervention: Do Context and Setting Matter?. *School Community Journal, 24*(1), 37-48.
- Dunst, C. J., Trivette, C. M., & Hamby, D. W. (2007). Meta-analysis of family-centered helpgiving practices research. *Mental retardation and developmental disabilities research reviews, 13*(4), 370-378.

- Euser, S., Alink, L. R., Stoltenborgh, M., Bakermans-Kranenburg, M. J., & van IJzendoorn, M. H. (2015). A gloomy picture: a meta-analysis of randomized controlled trials reveals disappointing effectiveness of programs aiming at preventing child maltreatment. *BMC public health*, *15*(1), 1068.
- Filene, J. H., Kaminski, J. W., Valle, L. A., & Cachat, P. (2013). Components associated with home visiting program outcomes: A meta-analysis. *Pediatrics*, *132*(0 2), S100.
- Fulcher, L. (2012) 'Culturally responsive work with indigenous children and families', *Reclaiming Children and Youth*, *21*(3), pp. 53–7.
- Illback, R. J. (1994). Poverty and the crisis in children's services: The need for services integration. *Journal of Clinical Child Psychology*, *23*(4), 413-424.
- Knerr, W., Gardner, F., & Cluver, L. (2013). Improving positive parenting skills and reducing harsh and abusive parenting in low-and middle-income countries: A systematic review. *Prevention science*, *14*(4), 352-363.
- Lee, E., Kirkland, K., Miranda-Julian, C., & Greene, R. (2018). Reducing maltreatment recurrence through home visitation: a promising intervention for child welfare involved families. *Child abuse & neglect*, *86*, 55-66.
- Lee, C. M., Smith, P. B., Stern, S. B., Piché, G., Feldgaier, S., Ateah, C., ... & Dennis, D. (2014). The International Parenting Survey–Canada: Exploring access to parenting services. *Canadian Psychology/Psychologie canadienne*, *55*(2), 110.
- Leijten, P., Shaw, D. S., Gardner, F., Wilson, M. N., Matthys, W., & Dishion, T. J. (2015). The Family Check-Up and service use in high-risk families of young children: A prevention strategy with a bridge to community-based treatment. *Prevention Science*, *16*(3), 397-406.
- Levey, E. J., Gelaye, B., Bain, P., Rondon, M. B., Borba, C. P., Henderson, D. C., & Williams, M. A. (2017). A systematic review of randomized controlled trials of interventions designed to decrease child abuse in high-risk families. *Child abuse & neglect*, *65*, 48-57.
- Love, S. M., Sanders, M. R., Metzler, C. W., Prinz, R. J., & Kast, E. Z. (2013). Enhancing accessibility and engagement in evidence-based parenting programs to reduce maltreatment: Conversations with vulnerable parents. *Journal of public child welfare*, *7*(1), 20-38.
- Lum, D. (ed.) (2003) *Culturally Competent Practice: A Framework for Understanding Diverse Groups and Justice Issues*, 2nd edn, Pacific Grove, CA, Brooks/Cole/ Thomson.
- Lundahl, B. W., Nimer, J., & Parsons, B. (2006). Preventing child abuse: A meta-analysis of parent training programs. *Research on Social Work Practice*, *16*(3), 251-262.
- Maguire-Jack, K., & Wang, X. (2016). Pathways from neighborhood to neglect: The mediating effects of social support and parenting stress. *Children and Youth Services Review*, *66*, 28-34.
- Mihelic, M., Morawska, A., & Filus, A. (2017). Effects of early parenting interventions on parents and infants: a meta-analytic review. *Journal of Child and Family Studies*, *26*(6), 1507-1526.

- Mikton, C., & Butchart, A. (2009). Child maltreatment prevention: a systematic review of reviews. *Bulletin of the World Health Organization*, *87*, 353-361.
- Mortensen, A., & Mastergeorge, A., (2014). A meta-analytic review of relationship-based interventions for low-income families with infants and toddlers: facilitating supportive parent-child interactions. *Infant Mental Health Journal*, *00(00)*, 1-17.
- Negash, T., & Maguire-Jack, K. (2016). Do Social Services Matter for Child Maltreatment Prevention?: Interactions between Social Support and Parent's Knowledge of Available Local Social Services. *Journal of Family Violence*, *31(5)*, 557-565.
- O'Donnell, J., & Giovannoni, J. M. (2006). Consumer perceptions of family resource center service delivery strategies. *Families in Society*, *87(3)*, 377-384.



**APPENDIX A – Map of Alberta Children’s Services Regions**



**APPENDIX B – Network Area Size Considerations Within CS Regions**

<b>Proposed Network Area</b>	<b>Region</b>	<b>0-18 Population</b>	<b>Adjusted child Population Weighted for Indigenous Children 0-18 Population</b>	<b>FRN Size Based on Adjusted Child Population &lt;11,000 S; 11-21,000 M; 21-35,000 L</b>	<b>Distance (kms)</b>	<b>FRN Sized Adjusted for Geographic Area: Size increased if Distance is &gt;149 km</b>
Calgary NW and West, and West Central	Calgary	32,968	34,310	Large	< 149	Large
Calgary - Deep South and South Central and SW	Calgary	32,968	34,310	Large	< 149	Large
Calgary Downtown	Calgary	32,968	34,310	Large	< 149	Large
Calgary East and North East (including North of McKnight)	Calgary	32,968	34,310	Large	< 149	Large
Calgary North Central	Calgary	32,968	34,310	Large	< 149	Large
Calgary - Indigenous	Calgary	32,968	34,310	Large	< 149	Large
Calgary- Indigenous	Calgary	32,968	34,310	Large	< 149	Large
Calgary Additional	Calgary	32,968	34,310	Large	< 149	Large
Calgary Additional	Calgary	32,968	34,310	Large	< 149	Large
Airdrie and North Rocky View (Crossfield, Beiseker, Irricana, Keoma) Distance: Beiseker to Airdrie	Calgary	20,235	21,053	Large	< 149	Large
Chestermere and Langdon, Strathmore and Wheatland County (Rockyford, Standard, Hussar) Distance: Carseland to Dorothy	Calgary	10,205	10,592	Small	< 149	Small
Okotoks	Calgary	9,105	9,408	Small	< 149	Small
Cochrane, Bragg Creek	Calgary	6,770	7,060	Small	< 149	Small
Canmore and Banff	Calgary	3,920	4,021	Small	< 149	Small
High River, MD of Foothills (Black Diamond, Blackie, Turner Valley, Longview, Cayley ); Nanton; Vulcan	Calgary	5,450	5,714	Small	< 149	Small
Red Deer (city)	Central	24,715	26,099	Large	< 149	Large
Lloydminster, County of Vermilion River (Kitscoty, Marwayne, Blackfoot, Paradise Valley), Vermilion and area (Mannville, Clandonald, Dewberry)	Central	7,425	7,962	Small	< 149	Small

Family Resource Network EOI 2019  
Family and Community Resiliency Division

Proposed Network Area	Region	0-18 Population	Adjusted child Population Weighted for Indigenous Children 0-18	FRN Size Based on Adjusted Child Population <11,000 S; 11-21,000 M; 21-35,000 L	Distance (kms)	FRN Sized Adjusted for Geographic Area: Size increased if Distance is >149 km
Camrose and Area (Hay Lakes, Kingman, Round Hill, Armena, Bittern Lake, Ohaton, Bawlf, Edberg, Bashaw); Flagstaff County (Bruce, Daysland, Strome, Killam, Sedgewick, Lougheed, Hardisty Forestburg, Galahad, Heisler, Alliance); Beaver County (Tofield, Ryley, Viking, Holden)	Central	7,101	7,503	Small	> 149	Medium
Sylvan Lake, Eckville, Benalto	Central	4,670	4,924	Small	< 149	Small
Lacombe, Blackfalds and Lacombe County (Alix, Clive, Blackfalds, Bentley)	Central	7,135	7,531	Small	< 149	Small
Wetaskiwin and County (Alder Flats, Winfield, Gwynn) Ponoka and Rimbey	Central	5,549	6,190	Small	< 149	Small
Drumheller, Morrin, Munson, East Coulee, Delia, Rosebud, and Hanna; Three Hills, Huxley, Torrington, Linden, Acme, Swalwell, Carbon (Kneehill and Area)	Central	3,665	3,833	Small	< 149	Small
Innisfail and Red Deer County (Delburne, Elnora, Lousana, Bowden, Springbrook, Penhold, Markerville) Distance: Raven to Ardley	Central	3,950	4,188	Small	< 149	Small
Drayton Valley and Brazeau County (Breton, Lodgepole), Rocky Mountain House and Clearwater County (Leslieville, Caroline)	Central	3,925	4,247	Small	> 149	Medium
Wainwright, Chauvin, Irma, Edgerton, Provost, Hayter, Cadogan, Czar, Hughenden, Amisk, Hardisty	Central	2,705	2,826	Small	< 149	Small
Stettler and County of Stettler (Donalda, Erskine, Botha, Gadsby, Big Valley) ; Castor, Coronation, Consort	Central	2,190	2,302	Small	> 149	Medium
Olds, Didsbury, Carstairs, Cremona, and Sundre	Central	5,165	5,413	Small	< 149	Small
Edmonton- Central/City Centre	Edmonton	30,767	32,685	Large	< 149	Large
Edmonton SE (including Mill Woods)	Edmonton	30,767	32,685	Large	< 149	Large
Edmonton - North Central-	Edmonton	30,767	32,685	Large	< 149	Large

Proposed Network Area	Region	0-18 Population	Adjusted child Population Weighted for Indigenous Children 0-18 Population	FRN Size Based on Adjusted Child Population <11,000 S; 11-21,000 M; 21-35,000 L	Distance (kms)	FRN Sized Adjusted for Geographic Area: Size increased if Distance is >149 km
Edmonton North East	Edmonton	30,767	32,685	Large	< 149	Large
Edmonton South West and West	Edmonton	30,767	32,685	Large	< 149	Large
Edmonton Indigenous	Edmonton	30,767	32,685	Large	< 149	Large
Edmonton Indigenous	Edmonton	30,767	32,685	Large	< 149	Large
Sherwood Park and Strathcona County	Edmonton	25,205	26,241	Large	< 149	Large
St. Albert	Edmonton	16,570	17,326	Medium	< 149	Medium
Stony Plain and Parkland County	Edmonton	12,460	13,328	Medium	< 149	Medium
Leduc County (Thorsby, Warburg, Calmar, New Sarepta) , Devon and Beaumont	Edmonton	12,160	12,845	Medium	< 149	Medium
Fort Saskatchewan, Morinville and Sturgeon County (Red Water, Gibbons, Bon Accord, Legal)	Edmonton	11,335	12,140	Medium	< 149	Medium
Spruce Grove	Edmonton	9,690	10,390	Small	< 149	Small
Leduc	Edmonton	8,050	8,481	Small	< 149	Small
Hinton, Jasper and Grande Cache , and Edson including Yellowhead County (Evansburg, Wildwood, Marlboro, Peers)	North Central	6,650	7,407	Small	> 149	Medium
Cold Lake, Athabasca County (Boyle, Athabasca) and Lac La Biche and Plamondon	North Central	5,920	6,625	Small	> 149	Medium
Bonnyville and District MD (and Ardmore, and Fort Kent, and Glendon), St. Paul, Elk Point, Vilna, Ashmont	North Central	3,690	4,241	Small	< 149	Small
Vegreville, Lamont County (Lamont, Mundare, Chipman, Andrew); County of Two Hills (Two Hills, Willingdon, Myrnam, Derwent), Innisfree, Mannville	North Central	2,900	3,090	Small	< 149	Small
Westlock and Westlock County (Busby, Vimy, Pibroch, Fawcett); Barrhead, Thorhild, Smoky Lake, Waskatenau	North Central	2,545	2,801	Small	< 149	Small

Family Resource Network EOI 2019  
Family and Community Resiliency Division

Proposed Network Area	Region	0-18 Population	Adjusted child Population Weighted for Indigenous Children 0-18 Population	FRN Size Based on Adjusted Child Population <11,000 S; 11-21,000 M; 21-35,000 L	Distance (kms)	FRN Sized Adjusted for Geographic Area: Size increased if Distance is >149 km
Fort McMurray, Anzac, Sapre Creek, Gregoire Lake Estates, Conklin	Northeast	18,380	19,854	Medium	> 149	Large
Grande Prairie and Grande Prairie County No. 1	Northwest	24,005	25,754	Large	22	Large
Whitcourt, Mayerthorpe, Onoway, Swan Hills, Fox Creek, Valleyview	Northwest	4,840	5,406	Small	> 149	Medium
Peace River, Red Earth Creek, St. Isidore, Nampa, Manning, Grimshaw and Fairview, Bluesky, Whitelaw	Northwest	3,835	4,484	Small	< 149	Small
Slave Lake, Canyon Creek, Widewater, Big Lakes County (Includes High Prairie, Kinuso, Faust, Jousard, Enilda) MD of Smoky River ( McLennan, Donnelly, Falher, Girouxville), Wabasca-Desmarais	Northwest	4,855	6,397	Small	> 149	Medium
McKenzie County (High Level, Rainbow Lake, Fort Vermilion, La Crete)	Northwest	1,615	1,933	Small	> 149	Medium
Lethbridge	South	21,435	22,847	Large	< 149	Large
Medicine Hat and Bow Island, Redcliff, and Oyen	South	17,205	18,107	Medium	> 149	Large
Coaldale, Lethbridge County (Barons, Nobleford, Shaughnessy, Diamond City, Iron Springs, Turin, Coalhurst, Picture Butte), Stirling, Raymond, Magrath (Cardston county but not Cardston)	South	7,195	7,493	Small	< 149	Small
Brooks, County of Newell (Rosemary, Duchess, Patricia, Tilley, Scandia, Rolling Hills)	South	6,570	6,762	Small	< 149	Small
Taber, Vauxhall, Grassy Lake and County of Forty mile No. 8 (Foremost and Bow Island)	South	4,180	4,249	Small	< 149	Small
Pincher Creek, Crowsnest Pass (Hillcrest Mines, Frank, Blairmore), MD Pincher Creek (Cowley, Lundbreck, Beaver Mines), Fort Macleod,	South	3,945	4,331	Small	< 149	Small

<b>Proposed Network Area</b>	<b>Region</b>	<b>0-18 Population</b>	<b>Adjusted child Population Weighted for Indigenous Children 0- 18 Population</b>	<b>FRN Size Based on Adjusted Child Population &lt;11,000 S; 11-21,000 M; 21- 35,000 L</b>	<b>Distance (kms)</b>	<b>FRN Sized Adjusted for Geographic Area: Size increased if Distance is &gt;149 km</b>
Porcupine-Willow Creek (Claresholm, Stavely, Granum ), Cardston						
Metis Settlements area #1	Metis Settlements	Data Not Available	Data Not Available	Small	> 149	Medium
Metis Settlements area #2	Metis Settlements	Data Not Available	Data Not Available	Small	> 149	Medium
Metis Settlements area #3	Metis Settlements	Data Not Available	Data Not Available	Small	> 149	Medium
<b>Total Child Population</b>		<b>881,195</b>	<b>930,986</b>			
<b>Average Per Network Area</b>		<b>15,193</b>	<b>16,051</b>			
# SMALL				34		23
# MEDIUM				6		15
# LARGE				21		23
<b>TOTAL GEOGRAPHIC NETWORK AREAS</b>				<b>61</b>		<b>61</b>

## APPENDIX C – Mandatory Requirements

### Mandatory Requirements

Mandatory requirements for this EOI include:

- Proposals must be received by the date and time identified on the cover page of this EOI. Proposals should be delivered to the appropriate CS Regional office. Late Proposals will not be accepted and will be returned, unopened, to the Proponent,
- Proponents must send three (3) hard copies of their proposal and also include a USB disk (flash drive) with an electronic version of their proposal in their submission package. Proposals cannot be sent by email, fax, or website link. Submitted Proposals will not be returned,
- Proposals must be submitted in a sealed envelope and be clearly marked with the name of the EOI and closing date,
- Submission must include completed Proposal Cover Page (*please see Appendix D - Proposal Submission Cover Page*) and include signature from appropriate signing authority,
- Submission must be completed on Proponent Response Form (*please see Appendix F - Proponent Response Form*),
- Submission must include signed Proponent Commitment Statement (*please see Appendix E - Proponent Commitment Statement*),
- Proponent has indicated 'Yes' on all Commitment Statements identified on the Proponent Commitment Statement form,
- Proponent's submission must be accompanied by three (3) formal letters from collaborative partners that establish the organizational capacity of the proponent.

**APPENDIX D - Proposal Submission Cover Page**

(Date \_\_\_\_\_, 2020)

<b>Name of EOI:</b>	<b>Family Resource Network EOI (2019)</b>
<b>Proponent's Legal Name:</b>	
<b>Mailing Address:</b>	
<b>Name of Chief Executive Officer/Executive Director:</b>	
<b>Contact Person and Position for current EOI:</b>	
<b>Telephone:</b>	
<b>E-mail Address:</b>	
<b>Are you a sole proprietor?</b>	Yes <input type="checkbox"/> No <input type="checkbox"/>
<b>Are you a legally incorporated organization?</b>	Yes <input type="checkbox"/> No <input type="checkbox"/>
<b>If so, what year was your organization incorporated?</b>	
<b>How many years have you or your organization provided services in Alberta?</b>	
<b>Is your organization not-for-profit or for-profit?</b>	<input type="checkbox"/> not-for-profit <input type="checkbox"/> for-profit
<b>Name and Position of Authorized Signing Officer:</b>	

I am authorized to sign on behalf of the proponent to bind the proponent to statements made in response to this EOI.

\_\_\_\_\_  
*Name of Authorized Signing Officer*

\_\_\_\_\_  
*Signature*



**APPENDIX E - Proponent Commitment Statement**

<b>Declaration</b>	
1. The grant recipient commits to FRN service delivery starting without delay on April 1, 2020.	<b>Yes</b> <input type="checkbox"/> <b>No</b> <input type="checkbox"/>
2. The grant recipient commits to EOI development and embedding of FRN Standards of Practice.	<b>Yes</b> <input type="checkbox"/> <b>No</b> <input type="checkbox"/>
3. The grant recipient commits to EOI development and embedding of output and outcome monitoring and reporting processes.	<b>Yes</b> <input type="checkbox"/> <b>No</b> <input type="checkbox"/>
4. The Grant Recipient will maintain the following insurance requirements for the full term of the grant:  'general liability insurance, in accordance with Alberta's <i>Insurance Act</i> , in an amount not less than \$2,000,000.00 inclusive per occurrence, insuring against bodily injury, personal injury and property damage, including loss of use thereof.'	<b>Yes</b> <input type="checkbox"/> <b>No</b> <input type="checkbox"/>

**Certification**

I hereby certify that the responses I have made to all of the 'Proponent Commitment Statement' on this declaration are true to the best of my knowledge. I understand that if this declaration is not completed in its entirety, if any of the information I provide is inaccurate, or if I have indicated 'No' to any of the above statements I will not have met all of the mandatory requirements for this EOI and I will be automatically disqualified. I understand that I am responsible for the correctness of this declaration. I hereby acknowledge that I have the authority to make this certification on behalf of the organization referenced below.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Print Name

**APPENDIX F**

**Proponent Response Form**

**PART A. SCOPE INFORMATION**

**Instructions:** All proponents are required to complete Part A of the Proponent Response Form.

**Section 1: Location Identification**

**Instructions:** Part A Section 1 must be completed by all Proponents. Please identify the Children’s Services (CS) Region for your proposed service delivery.

CS Region	Identify 1 CS Region
Calgary Region	<input type="checkbox"/>
Central Region	<input type="checkbox"/>
Edmonton Region	<input type="checkbox"/>
North Central Region	<input type="checkbox"/>
Northeast Region	<input type="checkbox"/>
Northwest Region	<input type="checkbox"/>
South Region	<input type="checkbox"/>
Metis Settlements	<input type="checkbox"/>

**Section 2: Service Identification**

**Instructions:** Part A Section 2 must be completed by all Proponents. Please clarify your proposed service delivery (select one option):

Proposed Service	Option
My organization is proposing to deliver a combination of FRN ‘Hub-and-Spoke’ services.	<input type="checkbox"/>
My organization is proposing to deliver FRN ‘Hub’ services only.	<input type="checkbox"/>
My organization is proposing to deliver FRN ‘Spoke’ services only.	<input type="checkbox"/>

**Section 3: Organizational Profile**

**Instructions:** Part A Section 3 must be completed by all Proponents.

Please describe your understanding of the scope, objectives, and priorities of this EOI. Provide a brief organization profile that elucidates your strengths, organizational capacity, innovative practices, experience in delivering similar services, specializations etc.

Click or tap here to enter text.

#### Section 4: Community Needs Assessment

**Instructions:** Part A Section 4 must be completed by all Proponents. Please respond to the following Community Needs Assessment questions. Clarify and provide details relating to:

**A. Describe the targeted/benefitting community, neighborhood, area (community being defined both as a geographic area and also as a social unit with shared norms, religion, values, customs, and/or identity). Include any relevant statistics, demographic information, identified vulnerabilities.**

Click or tap here to enter text.

**B. Describe the community assets (factors within the community that improve the quality of community life for families, children, and youth) that currently exist within your proposed service delivery network area. What is already being done to address the needs?**

Click or tap here to enter text.

**C. What support needs, risk factors, challenges have you identified relating to the families, infants, children, and youth within the proposed community?**

Click or tap here to enter text.

#### Section 5: Collaborative Partnerships

**Instructions:** Part A Section 5 must be completed by all Proponents.

**Describe your formal and informal collaborations and partnerships and how they would contribute and support successful service delivery. Describe any complementary efforts, including other multisector collaborations in your community or region that could potentially enhance or align with the proposed work.**

Click or tap here to enter text.

## PART B. 'HUB' SERVICES

**Instructions: Only proponents interested in delivering 'Hub' services are required to complete Part B of the Proponent Response Form. If a proponent is proposing to deliver multiple 'Hub' locations, Part B must be completed for each individual 'Hub'.**

### Section 1: FRN 'Hub' Services

**Please specify address of proposed FRN 'Hub'. If currently unknown, please identify community.**

Click or tap here to enter text.

### Section 2: FRN 'Hub' Responsibilities

**Section 3.2 'Hub-and-Spoke Service Delivery Components' of this EOI outlines 10 FRN 'Hub' responsibilities. Please describe how your proposed service delivery of 'Hub' services will accomplish, fulfill, and exceed these outlined responsibilities.**

Click or tap here to enter text.

### Section 3: FRN 'Hub' Approach

**Please describe how your proposed FRN 'Hub' will implement, embed, and accomplish:**

- **Appropriate program distribution relating to age cohorts (Section 3.3)**
- **Core Service Delivery Domains (Section 3.4)**
- **Appropriate distribution of Prevention and Early Intervention Continuum (section 3.5)**
- **Family Resource Network Principle-based Practices (Section 3.6)**

Click or tap here to enter text.

### Section 4: FRN 'Hub' Performance/Outcome Measurement

**Relating to FRN 'Hub' Services, please describe your outcome and performance measurement approach and how it is aligned to the Well-being and Resiliency Framework.**

Click or tap here to enter text.

### Section 5: FRN 'Hub' Budget

**For 'Hub' services (not including 'Spoke'-related programs and supports) please complete the below budget outline. Please note: if the Proponent is proposing both 'Hub' and 'Spoke' services, 'Spoke' programming budgets will be identified in a separate section.**

*Please note: the exact amount to be released is to be determined at the sole discretion of the Minister.*

EXPENDITURE CATEGORY	ANNUALIZED EXPENDITURE
<b>Service/program (please specify program): 'Hub' Services</b>	
<b>A. SERVICE DELIVERY STAFFING COSTS</b>	
Client Development Staffing Salaries (include benefits and relief)	\$Click or tap here to enter text.
<b>B. 'OTHER' SERVICE DELIVERY COSTS</b>	
Supplies and services associated directly with services, supports, and programming provided to clients including supplies and materials, program staff training, program staff travel etc.	\$Click or tap here to enter text.
<b>C. PROGRAM COSTS</b>	
Insurance (i.e. general liability, errors and omissions, automotive, board liability, employer liability, property)	\$Click or tap here to enter text.
<b>D. FACILITY COSTS</b>	
Rental/lease, mortgage/loan payment, utilities, maintenance/repairs, supplies, janitorial services, 'other'	\$Click or tap here to enter text.
<b>E. ADMINISTRATION STAFFING COSTS</b>	
Administrative Staffing Salaries (include benefits)	\$Click or tap here to enter text.
<b>F. 'OTHER' ADMINISTRATIVE COSTS</b>	
Including office expenditures (supplies, telecommunications, IT support), legal fees, advertising, staff recruitment, accounting/ audit fees, bank charges, consultant fees, organizational memberships, shared support service costs, 'other'	\$Click or tap here to enter text.
<b>G. 'OTHER' COSTS NOT IDENTIFIED (please specify)</b>	
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.

	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
<b>TOTAL ANNUALIZED 'HUB' BUDGET</b>	\$Click or tap here to enter text.

**Section 6: FRN 'Hub' Additional Information**

Please provide any additional information you deem relevant to the delivery of FRN 'Hub' Services.

Click or tap here to enter text.

**PART C. 'SPOKE' SERVICES**

**Instructions: Only proponents interested in delivering 'Spoke' services are required to complete Part C of the Proponent Response Form. If a proponent is proposing to deliver multiple 'Spoke' services, please identify all separately in the chart below.**

**Section 1: FRN 'Spoke' Services**

**Please provide a description and details relating to your proposed FRN 'Spoke' services and programming:**

Identify Key Activity/Program	Core Service Delivery Domain <i>(Identify primary domain)</i>	Universal/Targeted/Intensive	Specify Age Cohort <i>(please specify)</i>
Click or tap here to enter text.	<input type="checkbox"/> Child Development and well-being <input type="checkbox"/> Caregiver capacity building support <input type="checkbox"/> Social connections and supports	<input type="checkbox"/> U <input type="checkbox"/> T <input type="checkbox"/> I	<input type="checkbox"/> 0-6 years <input type="checkbox"/> 7-13 years <input type="checkbox"/> 14 + years <input type="checkbox"/> Other <i>(explain below)</i> Click or tap here to enter text.
<b>Please provide description of activity/program</b> <i>(include information relating to evidence-informed/supported and best practice approaches):</i> Click or tap here to enter text.			
Click or tap here to enter text.	<input type="checkbox"/> Child Development and well-being <input type="checkbox"/> Caregiver capacity building support <input type="checkbox"/> Social connections and supports	<input type="checkbox"/> U <input type="checkbox"/> T <input type="checkbox"/> I	<input type="checkbox"/> 0-6 years <input type="checkbox"/> 7-13 years <input type="checkbox"/> 14 + years <input type="checkbox"/> Other <i>(explain below)</i> Click or tap here to enter text.
<b>Please provide description of activity/program</b> <i>(include information relating to evidence-informed/supported and best practice approaches):</i> Click or tap here to enter text.			
Click or tap here to enter text.	<input type="checkbox"/> Child Development and well-being <input type="checkbox"/> Caregiver capacity building support <input type="checkbox"/> Social connections and supports	<input type="checkbox"/> U <input type="checkbox"/> T <input type="checkbox"/> I	<input type="checkbox"/> 0-6 years <input type="checkbox"/> 7-13 years <input type="checkbox"/> 14 + years <input type="checkbox"/> Other <i>(explain below)</i> Click or tap here to enter text.

<p><b>Please provide description of activity/program</b> <i>(include information relating to evidence informed/supported and best practice approaches):</i> Click or tap here to enter text.</p>			
Click or tap here to enter text.	<input type="checkbox"/> Child Development and well-being <input type="checkbox"/> Caregiver capacity building support <input type="checkbox"/> Social connections and supports	<input type="checkbox"/> U <input type="checkbox"/> T <input type="checkbox"/> I	<input type="checkbox"/> 0-6 years <input type="checkbox"/> 7-13 years <input type="checkbox"/> 14 + years <input type="checkbox"/> Other <i>(explain below)</i> Click or tap here to enter text.
<p><b>Please provide description of activity/program</b> <i>(include information relating to evidence-informed/supported and best practice approaches):</i> Click or tap here to enter text.</p>			
Click or tap here to enter text.	<input type="checkbox"/> Child Development and well-being <input type="checkbox"/> Caregiver capacity building support <input type="checkbox"/> Social connections and supports	<input type="checkbox"/> U <input type="checkbox"/> T <input type="checkbox"/> I	<input type="checkbox"/> 0-6 years <input type="checkbox"/> 7-13 years <input type="checkbox"/> 14 + years <input type="checkbox"/> Other <i>(explain below)</i> Click or tap here to enter text.
<p><b>Please provide description of activity/program</b> <i>(include information relating to evidence-informed/supported and best practice approaches):</i> Click or tap here to enter text.</p>			
Click or tap here to enter text.	<input type="checkbox"/> Child Development and well-being <input type="checkbox"/> Caregiver capacity building support <input type="checkbox"/> Social connections and supports	<input type="checkbox"/> U <input type="checkbox"/> T <input type="checkbox"/> I	<input type="checkbox"/> 0-6 years <input type="checkbox"/> 7-13 years <input type="checkbox"/> 14 + years <input type="checkbox"/> Other <i>(explain below)</i> Click or tap here to enter text.
<p><b>Please provide description of activity/program</b> <i>(include information relating to evidence-informed/supported and best practice approaches):</i> Click or tap here to enter text.</p>			
Click or tap here to enter text.	<input type="checkbox"/> Child Development and well-being <input type="checkbox"/> Caregiver capacity building support <input type="checkbox"/> Social connections and supports	<input type="checkbox"/> U <input type="checkbox"/> T <input type="checkbox"/> I	<input type="checkbox"/> 0-6 years <input type="checkbox"/> 7-13 years <input type="checkbox"/> 14 + years <input type="checkbox"/> Other <i>(explain below)</i> Click or tap here to enter text.
<p><b>Please provide description of activity/program</b> <i>(include information relating to evidence-informed/supported and best practice approaches):</i> Click or tap here to enter text.</p>			
Click or tap here to enter text.	<input type="checkbox"/> Child Development and well-being <input type="checkbox"/> Caregiver capacity building support <input type="checkbox"/> Social connections and supports	<input type="checkbox"/> U <input type="checkbox"/> T <input type="checkbox"/> I	<input type="checkbox"/> 0-6 years <input type="checkbox"/> 7-13 years <input type="checkbox"/> 14 + years <input type="checkbox"/> Other <i>(explain below)</i> Click or tap here to enter text.
<p><b>Please provide description of activity/program</b> <i>(include information relating to evidence-informed/supported and best practice approaches):</i> Click or tap here to enter text.</p>			



## Section 2: FRN 'Spoke' Services Implementation

Please describe how your proposed FRN 'Spoke' service/s will implement, embed, and contribute to the following:

- Appropriate program distribution relating to age cohorts (Section 3.3)
- Core Service Delivery Domains (Section 3.4)
- Appropriate distribution of Prevention and Early Intervention Continuum (Section 3.5)
- Family Resource Network Principle-based Practices (Section 3.6)

Click or tap here to enter text.

## Section 3: FRN 'Spoke' Performance/Outcome Measurement

Relating to FRN 'Spoke' Services, please describe your outcome and performance measurement approach and how it is aligned to outcome areas identified in Section 3.8 'Outcome & Performance Measurement' and the Well-being and Resiliency Framework.

Click or tap here to enter text.

## Section 4: FRN 'Spoke' Budget

For 'Spoke' services (not including 'Hub'-related services and supports) please complete the below budget outline. Please note: if the Proponent is proposing multiple 'Spoke' services and programs (i.e. Home Visitation, Youth Mentorship, Literacy Program etc.) the budget chart must be completed for each unique program/service. Add additional charts as needed.

*Please note: the exact amount to be released is to be determined at the sole discretion of the Minister.*

EXPENDITURE CATEGORY	ANNUALIZED EXPENDITURE
<b>Service/program (please specify 'Spoke' program):</b> Click or tap here to enter text.	
<b>A. SERVICE DELIVERY STAFFING COSTS</b>	
Client Development Staffing Salaries (include benefits and relief)	\$Click or tap here to enter text.
<b>B. 'OTHER' SERVICE DELIVERY COSTS</b>	
Supplies and services associated directly with services, supports, and programming provided to clients	\$Click or tap here to enter text.

including supplies and materials, program staff training, program staff travel etc.	
<b>C. PROGRAM COSTS</b>	
Insurance (i.e. general liability, errors and omissions, automotive, board liability, employer liability, property)	\$Click or tap here to enter text.
<b>D. FACILITY COSTS</b>	
Rental/lease, mortgage/loan payment, utilities, maintenance/repairs, supplies, janitorial services, 'other'	\$Click or tap here to enter text.
<b>E. ADMINISTRATION STAFFING COSTS</b>	
Administrative Staffing Salaries (include benefits)	\$Click or tap here to enter text.
<b>F. 'OTHER' ADMINISTRATIVE COSTS</b>	
Including office expenditures (supplies, telecommunications, IT support), legal fees, advertising, staff recruitment, accounting/ audit fees, bank charges, consultant fees, organizational memberships, shared support service costs, 'other'	\$Click or tap here to enter text.
<b>G. 'OTHER' COSTS NOT IDENTIFIED (please specify)</b>	
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
<b>TOTAL ANNUALIZED 'HUB' BUDGET</b>	\$Click or tap here to enter text.

<b>EXPENDITURE CATEGORY</b>	<b><u>ANNUALIZED EXPENDITURE</u></b>
<b>Service/program (please specify 'Spoke' program):</b> Click or tap here to enter text.	
<b>A. SERVICE DELIVERY STAFFING COSTS</b>	
Client Development Staffing Salaries (include benefits and relief)	\$Click or tap here to enter text.
<b>B. 'OTHER' SERVICE DELIVERY COSTS</b>	

Supplies and services associated directly with services, supports, and programming provided to clients including supplies and materials, program staff training, program staff travel etc.	\$Click or tap here to enter text.
<b>C. PROGRAM COSTS</b>	
Insurance (i.e. general liability, errors and omissions, automotive, board liability, employer liability, property)	\$Click or tap here to enter text.
<b>D. FACILITY COSTS</b>	
Rental/lease, mortgage/loan payment, utilities, maintenance/repairs, supplies, janitorial services, 'other'	\$Click or tap here to enter text.
<b>E. ADMINISTRATION STAFFING COSTS</b>	
Administrative Staffing Salaries (include benefits)	\$Click or tap here to enter text.
<b>F. 'OTHER' ADMINISTRATIVE COSTS</b>	
Including office expenditures (supplies, telecommunications, IT support), legal fees, advertising, staff recruitment, accounting/ audit fees, bank charges, consultant fees, organizational memberships, shared support service costs, 'other'	\$Click or tap here to enter text.
<b>G. 'OTHER' COSTS NOT IDENTIFIED (please specify)</b>	
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
<b>TOTAL ANNUALIZED 'HUB' BUDGET</b>	\$Click or tap here to enter text.

**Section 5: FRN 'Spoke' Additional Information**

Please provide any additional information you deem relevant to the delivery of FRN 'Spoke' Services.

Click or tap here to enter text.

December 24, 2019

**To Whom It May Concern**

**Re:   Heathy Families Home Visitation Program  
      Family Resource Network Expression of Interest**

This letter offers support for the submission of the Healthy Families Home Visitation Program regarding consideration for allocation of Core Funding through the Family Resource Network (FRN).

The Town of Pincher Creek, in partnership with Pincher Creek and District Family and Community Support Services, has offered programming enhancement support for the Healthy Families Home Visitation Program for several years.

This letter represents the Town's recognition of the importance of that partnership investment and the collaborative strength of programming offered through the Healthy Families Home Visitation Program (HFHV).

This program is assisting families with children ages 0-18 years. The program has worked consistently to contribute to the development of stable, healthy and positive home environments. The sharing of knowledge and the teaching of parenting skills combine to improve client-family confidence and overall functioning in areas of social, cognitive, physical, personal and community well-being. Interactive social learning environments have and will continue to develop resiliency and promote accessibility to community supports.

HFHV program supports provide assistance to low-income families who are seeking assistance with parenting resources, in-home life skills, housing, budgeting, and supports related to the legal system.

The HFHV program, administered through the Napi Friendship Association, has established diversified funding sources for certain programs. Of note is the partnership funding from the Community Initiatives Program enabling the organization to contract a 12-week life skills program. They are also members of the Alberta Home Visitation Network Association.

Therefore, the Town of Pincher Creek recommends that every consideration be given to the proposal being forwarded to the Family Resource Network by Healthy Families Home Visitation Program.

Sincerely,

Don Anderberg, Mayor

# **Proponent Response Package**

## **Family Resource Network Expression of Interest 2019**



**Alberta Children's Services  
Family and Community Resiliency Division**

## Proposal Submission Cover Page

(Date      , 2020)

<b>Name of EOI:</b>	<b>Family Resource Network EOI (2019)</b>
<b>Proponent's Legal Name:</b>	<i>Insert response here</i>
<b>Mailing Address:</b>	<i>Insert response here</i>
<b>Name of Chief Executive Officer/Executive Director:</b>	<i>Insert response here</i>
<b>Contact Person and Position for current EOI:</b>	<i>Insert response here</i>
<b>Telephone:</b>	<i>Insert response here</i>
<b>E-mail Address:</b>	<i>Insert response here</i>
<b>Are you a sole proprietor?</b>	<b>Yes</b> <input type="checkbox"/> <b>No</b> <input type="checkbox"/>
<b>Are you a legally incorporated organization?</b>	<b>Yes</b> <input type="checkbox"/> <b>No</b> <input type="checkbox"/>
<b>If so, what year was your organization incorporated?</b>	<i>Insert response here</i>
<b>How many years have you or your organization provided services in Alberta?</b>	<i>Insert response here</i>
<b>Is your organization not-for-profit or for-profit?</b>	<input type="checkbox"/> not-for-profit <input type="checkbox"/> for-profit
<b>Name and Position of Authorized Signing Officer:</b>	<i>Insert response here</i>

I am authorized to sign on behalf of the proponent to bind the proponent to statements made in response to this EOI.

---

*Name of Authorized Signing Officer* *Signature*

## APPENDIX E - Proponent Commitment Statement

Declaration	
1. The grant recipient commits to FRN service delivery starting without delay on April 1, 2020.	<b>Yes</b> <input type="checkbox"/> <b>No</b> <input type="checkbox"/>
2. The grant recipient commits to EOI development and embedding of FRN Standards of Practice.	<b>Yes</b> <input type="checkbox"/> <b>No</b> <input type="checkbox"/>
3. The grant recipient commits to EOI development and embedding of output and outcome monitoring and reporting processes.	<b>Yes</b> <input type="checkbox"/> <b>No</b> <input type="checkbox"/>
4. The Grant Recipient will maintain the following insurance requirements for the full term of the grant:  'general liability insurance, in accordance with Alberta's <i>Insurance Act</i> , in an amount not less than \$2,000,000.00 inclusive per occurrence, insuring against bodily injury, personal injury and property damage, including loss of use thereof.'	<b>Yes</b> <input type="checkbox"/> <b>No</b> <input type="checkbox"/>

### Certification

I hereby certify that the responses I have made to all of the 'Proponent Commitment Statement' on this declaration are true to the best of my knowledge. I understand that if this declaration is not completed in its entirety, if any of the information I provide is inaccurate, or if I have indicated 'No' to any of the above statements I will not have met all of the mandatory requirements for this EOI and I will be automatically disqualified. I understand that I am responsible for the correctness of this declaration. I hereby acknowledge that I have the authority to make this certification on behalf of the organization referenced below.

Signature

Date

Print Name



## Proponent Response Form

### PART A. SCOPE INFORMATION

**Instructions:** All proponents are required to complete Part A of the Proponent Response Form.

#### Section 1: Location Identification

**Instructions:** Part A Section 1 must be completed by all Proponents. Please identify the Children's Services (CS) Region for your proposed service delivery.

CS Region	Identify 1 CS Region
Calgary Region	<input type="checkbox"/>
Central Region	<input type="checkbox"/>
Edmonton Region	<input type="checkbox"/>
North Central Region	<input type="checkbox"/>
Northeast Region	<input type="checkbox"/>
Northwest Region	<input type="checkbox"/>
South Region	<input type="checkbox"/>
Metis Settlements	<input type="checkbox"/>

#### Section 2: Service Identification

**Instructions:** Part A Section 2 must be completed by all Proponents. Please clarify your proposed service delivery (select one option):

Proposed Service	Option
My organization is proposing to deliver a combination of FRN 'Hub-and-Spoke' services.	<input type="checkbox"/>
My organization is proposing to deliver FRN 'Hub' services only.	<input type="checkbox"/>
My organization is proposing to deliver FRN 'Spoke' services only.	<input type="checkbox"/>

#### Section 3: Organizational Profile

**Instructions:** Part A Section 3 must be completed by all Proponents.

Please describe your understanding of the scope, objectives, and priorities of this EOI. Provide a brief organization profile that elucidates your strengths, organizational capacity, innovative practices, experience in delivering similar services, specializations etc.

*Insert response here*

#### **Section 4: Community Needs Assessment**

**Instructions:** Part A Section 4 must be completed by all Proponents. Please respond to the following Community Needs Assessment questions. Clarify and provide details relating to:

**A. Describe the targeted/benefitting community, neighborhood, area (community being defined both as a geographic area and also as a social unit with shared norms, religion, values, customs, and/or identity). Include any relevant statistics, demographic information, identified vulnerabilities.**

*Insert response here*

**B. Describe the community assets (factors within the community that improve the quality of community life for families, children, and youth) that currently exist within your proposed service delivery network area. What is already being done to address the needs?**

*Insert response here*

**C. What support needs, risk factors, challenges have you identified relating to the families, infants, children, and youth within the proposed community?**

*Insert response here*

#### **Section 5: Collaborative Partnerships**

**Instructions:** Part A Section 5 must be completed by all Proponents.

**Describe your formal and informal collaborations and partnerships and how they would contribute and support successful service delivery. Describe any complementary efforts, including other multisector collaborations in your community or region that could potentially enhance or align with the proposed work.**

*Insert response here*

## PART B. 'HUB' SERVICES

**Instructions:** Only proponents interested in delivering 'Hub' services are required to complete Part B of the Proponent Response Form. If a proponent is proposing to deliver multiple 'Hub' locations, Part B must be completed for each individual 'Hub' and submitted as a separate and distinct submission package.

### Section 1: FRN 'Hub' Services

Please specify address of proposed FRN 'Hub'. If currently unknown, please identify community.

*Insert response here*

### Section 2: FRN 'Hub' Responsibilities

Section 3.2 'Hub-and-Spoke Service Delivery Components' of this EOI outlines 10 FRN 'Hub' responsibilities. Please describe how your proposed service delivery of 'Hub' services will accomplish, fulfill, and exceed these outlined responsibilities.

*Insert response here*

### Section 3: FRN 'Hub' Approach

Please describe how your proposed FRN 'Hub' will implement, embed, and accomplish:

- Appropriate program distribution relating to age cohorts (Section 3.3)
- Core Service Delivery Domains (Section 3.4)
- Appropriate distribution of Prevention and Early Intervention Continuum (section 3.5)
- Family Resource Network Principle-based Practices (Section 3.6)

*Insert response here*

### Section 4: FRN 'Hub' Performance/Outcome Measurement

Relating to FRN 'Hub' Services, please describe your outcome and performance measurement approach and how it is aligned to the Well-being and Resiliency Framework.

*Insert response here*

### Section 5: FRN 'Hub' Budget

For 'Hub' services (not including 'Spoke'-related programs and supports) please complete the below budget outline. Please note: if the Proponent is proposing both 'Hub' and

**'Spoke' services, 'Spoke' programming budgets will be identified in a separate section.**

*Please note: the exact amount to be released is to be determined at the sole discretion of the Minister.*

EXPENDITURE CATEGORY	ANNUALIZED EXPENDITURE
<b>Service/program (please specify program): 'Hub' Services</b>	
<b>A. SERVICE DELIVERY STAFFING COSTS</b>	
Client Development Staffing Salaries (include benefits and relief) <i>Provide details here</i>	\$ <i>Insert response here</i>
<b>B. 'OTHER' SERVICE DELIVERY COSTS</b>	
Supplies and services associated directly with services, supports, and programming provided to clients including supplies and materials, program staff training, program staff travel etc. <i>Provide details here</i>	\$ <i>Insert response here</i>
<b>C. PROGRAM COSTS</b>	
Insurance (i.e. general liability, errors and omissions, automotive, board liability, employer liability, property) <i>Provide details here</i>	\$ <i>Insert response here</i>
<b>D. FACILITY COSTS</b>	
Rental/lease, mortgage/loan payment, utilities, maintenance/repairs, supplies, janitorial services, 'other' <i>Provide details here</i>	\$ <i>Insert response here</i>
<b>E. ADMINISTRATION STAFFING COSTS</b>	
Administrative Staffing Salaries (include benefits) <i>Provide details here</i>	\$ <i>Insert response here</i>
<b>F. 'OTHER' ADMINISTRATIVE COSTS</b>	
Including office expenditures (supplies, telecommunications, IT support), legal fees, advertising, staff recruitment, accounting/ audit fees, bank charges, consultant fees, organizational memberships, shared support service costs, 'other' <i>Provide details here</i>	\$ <i>Insert response here</i>

<b>G. 'OTHER' COSTS NOT IDENTIFIED (please specify)</b>	
<i>Provide details here</i>	<i>\$ Insert response here</i>
<i>Provide details here</i>	<i>\$ Insert response here</i>
<i>Provide details here</i>	<i>\$ Insert response here</i>
<i>Provide details here</i>	<i>\$ Insert response here</i>
<i>Provide details here</i>	<i>\$ Insert response here</i>
<i>Provide details here</i>	<i>\$ Insert response here</i>
<i>Provide details here</i>	<i>\$ Insert response here</i>
<i>Provide details here</i>	<i>\$ Insert response here</i>
<b>TOTAL ANNUALIZED 'HUB' BUDGET</b>	<i>\$ Insert response here</i>

**Section 6: FRN 'Hub' Additional Information**

<p><b>Please provide any additional information you deem relevant to the delivery of FRN 'Hub' Services.</b></p>
<p><i>Insert response here</i></p>

## PART C. 'SPOKE' SERVICES

**Instructions: Only proponents interested in delivering 'Spoke' services are required to complete Part C of the Proponent Response Form. If a proponent is proposing to deliver multiple 'Spoke' services, please identify all separately in the chart below.**

### Section 1: FRN 'Spoke' Services

Please provide a description and details relating to your proposed FRN 'Spoke' services and programming:

Identify Key Activity/Program	Core Service Delivery Domain <i>(Identify primary domain)</i>	Universal/Targeted/Intensive	Specify Age Cohort <i>(please specify)</i>
<i>Insert response here</i>	<input type="checkbox"/> Child Development and well-being <input type="checkbox"/> Caregiver capacity building support <input type="checkbox"/> Social connections and supports	<input type="checkbox"/> U <input type="checkbox"/> T <input type="checkbox"/> I	<input type="checkbox"/> 0-6 years <input type="checkbox"/> 7-13 years <input type="checkbox"/> 14 + years <input type="checkbox"/> Other <i>(explain below)</i> Click or tap here to enter text.
<b>Please provide description of activity/program</b> <i>(include information relating to evidence-informed/supported and best practice approaches):</i> <i>Insert response here</i>			
<i>Insert response here</i>	<input type="checkbox"/> Child Development and well-being <input type="checkbox"/> Caregiver capacity building support <input type="checkbox"/> Social connections and supports	<input type="checkbox"/> U <input type="checkbox"/> T <input type="checkbox"/> I	<input type="checkbox"/> 0-6 years <input type="checkbox"/> 7-13 years <input type="checkbox"/> 14 + years <input type="checkbox"/> Other <i>(explain below)</i> Click or tap here to enter text.
<b>Please provide description of activity/program</b> <i>(include information relating to evidence-informed/supported and best practice approaches):</i> <i>Insert response here</i>			
<i>Insert response here</i>	<input type="checkbox"/> Child Development and well-being <input type="checkbox"/> Caregiver capacity building support <input type="checkbox"/> Social connections and supports	<input type="checkbox"/> U <input type="checkbox"/> T <input type="checkbox"/> I	<input type="checkbox"/> 0-6 years <input type="checkbox"/> 7-13 years <input type="checkbox"/> 14 + years <input type="checkbox"/> Other <i>(explain below)</i> Click or tap here to enter text.

**Please provide description of activity/program** (include information relating to evidence informed/supported and best practice approaches):

*Insert response here*

Click or tap here to enter text.

- Child Development and well-being
- Caregiver capacity building support
- Social connections and supports

- U
- T
- I

- 0-6 years
  - 7-13 years
  - 14 + years
  - Other (*explain below*)
- Click or tap here to enter text.

**Please provide description of activity/program** (include information relating to evidence-informed/supported and best practice approaches):

*Insert response here*

*Insert response here*

- Child Development and well-being
- Caregiver capacity building support
- Social connections and supports

- U
- T
- I

- 0-6 years
  - 7-13 years
  - 14 + years
  - Other (*explain below*)
- Click or tap here to enter text.

**Please provide description of activity/program** (include information relating to evidence-informed/supported and best practice approaches):

*Insert response here*

*Insert response here*

- Child Development and well-being
- Caregiver capacity building support
- Social connections and supports

- U
- T
- I

- 0-6 years
  - 7-13 years
  - 14 + years
  - Other (*explain below*)
- Click or tap here to enter text.

**Please provide description of activity/program** (include information relating to evidence-informed/supported and best practice approaches):

*Insert response here*

*Insert response here*

- Child Development and well-being
- Caregiver capacity building support
- Social connections and supports

- U
- T
- I

- 0-6 years
  - 7-13 years
  - 14 + years
  - Other (*explain below*)
- Click or tap here to enter text.

**Please provide description of activity/program** (include information relating to evidence-informed/supported and best practice approaches):

*Insert response here*

## Section 2: FRN 'Spoke' Services Implementation

Please describe how your proposed FRN 'Spoke' service/s will implement, embed, and contribute to the following:

- Appropriate program distribution relating to age cohorts (Section 3.3)
- Core Service Delivery Domains (Section 3.4)
- Appropriate distribution of Prevention and Early Intervention Continuum (Section 3.5)
- Family Resource Network Principle-based Practices (Section 3.6)

*Insert response here*

## Section 3: FRN 'Spoke' Performance/Outcome Measurement

Relating to FRN 'Spoke' Services, please describe your outcome and performance measurement approach and how it is aligned to outcome areas identified in Section 3.8 'Outcome & Performance Measurement' and the Well-being and Resiliency Framework.

*Insert response here*

## Section 4: FRN 'Spoke' Budget

For 'Spoke' services (not including 'Hub'-related services and supports) please complete the below budget outline. Please note: if the Proponent is proposing multiple 'Spoke' services and programs (i.e. Home Visitation, Youth Mentorship, Literacy Program etc.) the budget chart must be completed for each unique program/service. Add additional charts as needed.

*Please note: the exact amount to be released is to be determined at the sole discretion of the Minister.*

EXPENDITURE CATEGORY	ANNUALIZED EXPENDITURE
Service/program (please specify 'Spoke' program): <i>Insert response here</i>	
<b>A. SERVICE DELIVERY STAFFING COSTS</b>	
Client Development Staffing Salaries (include benefits and relief)	\$ <i>Insert response here</i>
<b>B. 'OTHER' SERVICE DELIVERY COSTS</b>	



Supplies and services associated directly with services, supports, and programming provided to clients including supplies and materials, program staff training, program staff travel etc. <i>Provide details here</i>	\$ <i>Insert response here</i>
<b>C. PROGRAM COSTS</b>	
Insurance (i.e. general liability, errors and omissions, automotive, board liability, employer liability, property) <i>Provide details here</i>	\$ <i>Insert response here</i>
<b>D. FACILITY COSTS</b>	
Rental/lease, mortgage/loan payment, utilities, maintenance/repairs, supplies, janitorial services, 'other' <i>Provide details here</i>	\$ <i>Insert response here</i>
<b>E. ADMINISTRATION STAFFING COSTS</b>	
Administrative Staffing Salaries (include benefits) <i>Provide details here</i>	\$ <i>Insert response here</i>
<b>F. 'OTHER' ADMINISTRATIVE COSTS</b>	
Including office expenditures (supplies, telecommunications, IT support), legal fees, advertising, staff recruitment, accounting/ audit fees, bank charges, consultant fees, organizational memberships, shared support service costs, 'other' <i>Provide details here</i>	\$ Click or tap here to enter text.
<b>G. 'OTHER' COSTS NOT IDENTIFIED (please specify)</b>	
<i>Provide details here</i>	\$ <i>Insert response here</i>
<i>Provide details here</i>	\$ <i>Insert response here</i>
<i>Provide details here</i>	\$ <i>Insert response here</i>
<i>Provide details here</i>	\$ <i>Insert response here</i>
<i>Provide details here</i>	\$ <i>Insert response here</i>
<i>Provide details here</i>	\$ <i>Insert response here</i>
<i>Provide details here</i>	\$ <i>Insert response here</i>
<i>Provide details here</i>	\$ <i>Insert response here</i>
<b>TOTAL ANNUALIZED 'SPOKE' BUDGET</b>	\$ <i>Insert response here</i>

<b>EXPENDITURE CATEGORY</b>	<b>ANNUALIZED EXPENDITURE</b>
-----------------------------	-------------------------------

<b>Service/program (please specify 'Spoke' program):</b> <i>Insert response here</i>	
<b>A. SERVICE DELIVERY STAFFING COSTS</b>	
Client Development Staffing Salaries (include benefits and relief) <i>Provide details here</i>	\$ <i>Insert response here</i>
<b>B. 'OTHER' SERVICE DELIVERY COSTS</b>	
Supplies and services associated directly with services, supports, and programming provided to clients including supplies and materials, program staff training, program staff travel etc. <i>Provide details here</i>	\$ <i>Insert response here</i>
<b>C. PROGRAM COSTS</b>	
Insurance (i.e. general liability, errors and omissions, automotive, board liability, employer liability, property) <i>Provide details here</i>	\$ <i>Insert response here</i>
<b>D. FACILITY COSTS</b>	
Rental/lease, mortgage/loan payment, utilities, maintenance/repairs, supplies, janitorial services, 'other' <i>Provide details here</i>	\$ <i>Insert response here</i>
<b>E. ADMINISTRATION STAFFING COSTS</b>	
Administrative Staffing Salaries (include benefits) <i>Provide details here</i>	\$ <i>Insert response here</i>
<b>F. 'OTHER' ADMINISTRATIVE COSTS</b>	
Including office expenditures (supplies, telecommunications, IT support), legal fees, advertising, staff recruitment, accounting/ audit fees, bank charges, consultant fees, organizational memberships, shared support service costs, 'other' <i>Provide details here</i>	\$ Click or tap here to enter text.
<b>G. 'OTHER' COSTS NOT IDENTIFIED (please specify)</b>	
<i>Provide details here</i>	\$ <i>Insert response here</i>
<i>Provide details here</i>	\$ <i>Insert response here</i>
<i>Provide details here</i>	\$ <i>Insert response here</i>
<i>Provide details here</i>	\$ <i>Insert response here</i>
<i>Provide details here</i>	\$ <i>Insert response here</i>

<i>Provide details here</i>	\$ <i>Insert response here</i>
<i>Provide details here</i>	\$ <i>Insert response here</i>
<i>Provide details here</i>	\$ <i>Insert response here</i>
<b>TOTAL ANNUALIZED 'SPOKE' BUDGET</b>	\$ <i>Insert response here</i>

<b>EXPENDITURE CATEGORY</b>	<b>ANNUALIZED EXPENDITURE</b>
<b>Service/program (please specify 'Spoke' program):</b> <i>Insert response here</i>	
<b>A. SERVICE DELIVERY STAFFING COSTS</b>	
Client Development Staffing Salaries (include benefits and relief) <i>Provide details here</i>	\$ <i>Insert response here</i>
<b>B. 'OTHER' SERVICE DELIVERY COSTS</b>	
Supplies and services associated directly with services, supports, and programming provided to clients including supplies and materials, program staff training, program staff travel etc. <i>Provide details here</i>	\$ <i>Insert response here</i>
<b>C. PROGRAM COSTS</b>	
Insurance (i.e. general liability, errors and omissions, automotive, board liability, employer liability, property) <i>Provide details here</i>	\$ <i>Insert response here</i>
<b>D. FACILITY COSTS</b>	
Rental/lease, mortgage/loan payment, utilities, maintenance/repairs, supplies, janitorial services, 'other' <i>Provide details here</i>	\$ <i>Insert response here</i>
<b>E. ADMINISTRATION STAFFING COSTS</b>	
Administrative Staffing Salaries (include benefits) <i>Provide details here</i>	\$ <i>Insert response here</i>
<b>F. 'OTHER' ADMINISTRATIVE COSTS</b>	
Including office expenditures (supplies, telecommunications, IT support), legal fees, advertising, staff recruitment, accounting/ audit fees, bank charges, consultant fees, organizational memberships, shared support service costs, 'other' <i>Provide details here</i>	\$ Click or tap here to enter text.

<b>G. 'OTHER' COSTS NOT IDENTIFIED (please specify)</b>	
<i>Provide details here</i>	\$ <i>Insert response here</i>
<i>Provide details here</i>	\$ <i>Insert response here</i>
<i>Provide details here</i>	\$ <i>Insert response here</i>
<i>Provide details here</i>	\$ <i>Insert response here</i>
<i>Provide details here</i>	\$ <i>Insert response here</i>
<i>Provide details here</i>	\$ <i>Insert response here</i>
<i>Provide details here</i>	\$ <i>Insert response here</i>
<i>Provide details here</i>	\$ <i>Insert response here</i>
<b>TOTAL ANNUALIZED 'SPOKE' BUDGET</b>	\$ <i>Insert response here</i>

<b>EXPENDITURE CATEGORY</b>	<b>ANNUALIZED EXPENDITURE</b>
<b>Service/program (please specify 'Spoke' program):</b> <i>Insert response here</i>	
<b>A. SERVICE DELIVERY STAFFING COSTS</b>	
Client Development Staffing Salaries (include benefits and relief) <i>Provide details here</i>	\$ <i>Insert response here</i>
<b>B. 'OTHER' SERVICE DELIVERY COSTS</b>	
Supplies and services associated directly with services, supports, and programming provided to clients including supplies and materials, program staff training, program staff travel etc. <i>Provide details here</i>	\$ <i>Insert response here</i>
<b>C. PROGRAM COSTS</b>	
Insurance (i.e. general liability, errors and omissions, automotive, board liability, employer liability, property) <i>Provide details here</i>	\$ <i>Insert response here</i>
<b>D. FACILITY COSTS</b>	
Rental/lease, mortgage/loan payment, utilities, maintenance/repairs, supplies, janitorial services, 'other' <i>Provide details here</i>	\$ <i>Insert response here</i>
<b>E. ADMINISTRATION STAFFING COSTS</b>	
Administrative Staffing Salaries (include benefits) <i>Provide details here</i>	\$ <i>Insert response here</i>

<b>F. 'OTHER' ADMINISTRATIVE COSTS</b>	
Including office expenditures (supplies, telecommunications, IT support), legal fees, advertising, staff recruitment, accounting/ audit fees, bank charges, consultant fees, organizational memberships, shared support service costs, 'other' <i>Provide details here</i>	\$ Click or tap here to enter text.
<b>G. 'OTHER' COSTS NOT IDENTIFIED (please specify)</b>	
<i>Provide details here</i>	\$ <i>Insert response here</i>
<i>Provide details here</i>	\$ <i>Insert response here</i>
<i>Provide details here</i>	\$ <i>Insert response here</i>
<i>Provide details here</i>	\$ <i>Insert response here</i>
<i>Provide details here</i>	\$ <i>Insert response here</i>
<i>Provide details here</i>	\$ <i>Insert response here</i>
<i>Provide details here</i>	\$ <i>Insert response here</i>
<i>Provide details here</i>	\$ <i>Insert response here</i>
<b>TOTAL ANNUALIZED 'SPOKE' BUDGET</b>	\$ <i>Insert response here</i>

<b>EXPENDITURE CATEGORY</b>	<b>ANNUALIZED EXPENDITURE</b>
<b>Service/program (please specify 'Spoke' program):</b> <i>Insert response here</i>	
<b>A. SERVICE DELIVERY STAFFING COSTS</b>	
Client Development Staffing Salaries (include benefits and relief) <i>Provide details here</i>	\$ <i>Insert response here</i>
<b>B. 'OTHER' SERVICE DELIVERY COSTS</b>	
Supplies and services associated directly with services, supports, and programming provided to clients including supplies and materials, program staff training, program staff travel etc. <i>Provide details here</i>	\$ <i>Insert response here</i>
<b>C. PROGRAM COSTS</b>	
Insurance (i.e. general liability, errors and omissions, automotive, board liability, employer liability, property) <i>Provide details here</i>	\$ <i>Insert response here</i>
<b>D. FACILITY COSTS</b>	

Rental/lease, mortgage/loan payment, utilities, maintenance/repairs, supplies, janitorial services, 'other' <i>Provide details here</i>	\$ <i>Insert response here</i>
<b>E. ADMINISTRATION STAFFING COSTS</b>	
Administrative Staffing Salaries (include benefits) <i>Provide details here</i>	\$ <i>Insert response here</i>
<b>F. 'OTHER' ADMINISTRATIVE COSTS</b>	
Including office expenditures (supplies, telecommunications, IT support), legal fees, advertising, staff recruitment, accounting/ audit fees, bank charges, consultant fees, organizational memberships, shared support service costs, 'other' <i>Provide details here</i>	\$Click or tap here to enter text.
<b>G. 'OTHER' COSTS NOT IDENTIFIED (please specify)</b>	
<i>Provide details here</i>	\$ <i>Insert response here</i>
<i>Provide details here</i>	\$ <i>Insert response here</i>
<i>Provide details here</i>	\$ <i>Insert response here</i>
<i>Provide details here</i>	\$ <i>Insert response here</i>
<i>Provide details here</i>	\$ <i>Insert response here</i>
<i>Provide details here</i>	\$ <i>Insert response here</i>
<i>Provide details here</i>	\$ <i>Insert response here</i>
<i>Provide details here</i>	\$ <i>Insert response here</i>
<b>TOTAL ANNUALIZED 'SPOKE' BUDGET</b>	\$ <i>Insert response here</i>

<b>EXPENDITURE CATEGORY</b>	<b>ANNUALIZED EXPENDITURE</b>
<b>Service/program (please specify 'Spoke' program):</b> <i>Insert response here</i>	
<b>A. SERVICE DELIVERY STAFFING COSTS</b>	
Client Development Staffing Salaries (include benefits and relief) <i>Provide details here</i>	\$ <i>Insert response here</i>
<b>B. 'OTHER' SERVICE DELIVERY COSTS</b>	
Supplies and services associated directly with services, supports, and programming provided to clients including supplies and materials, program staff training, program staff travel etc.	\$ <i>Insert response here</i>

<i>Provide details here</i>	
<b>C. PROGRAM COSTS</b>	
Insurance (i.e. general liability, errors and omissions, automotive, board liability, employer liability, property) <i>Provide details here</i>	\$ <i>Insert response here</i>
<b>D. FACILITY COSTS</b>	
Rental/lease, mortgage/loan payment, utilities, maintenance/repairs, supplies, janitorial services, 'other' <i>Provide details here</i>	\$ <i>Insert response here</i>
<b>E. ADMINISTRATION STAFFING COSTS</b>	
Administrative Staffing Salaries (include benefits) <i>Provide details here</i>	\$ <i>Insert response here</i>
<b>F. 'OTHER' ADMINISTRATIVE COSTS</b>	
Including office expenditures (supplies, telecommunications, IT support), legal fees, advertising, staff recruitment, accounting/ audit fees, bank charges, consultant fees, organizational memberships, shared support service costs, 'other' <i>Provide details here</i>	\$ Click or tap here to enter text.
<b>G. 'OTHER' COSTS NOT IDENTIFIED (please specify)</b>	
<i>Provide details here</i>	\$ <i>Insert response here</i>
<i>Provide details here</i>	\$ <i>Insert response here</i>
<i>Provide details here</i>	\$ <i>Insert response here</i>
<i>Provide details here</i>	\$ <i>Insert response here</i>
<i>Provide details here</i>	\$ <i>Insert response here</i>
<i>Provide details here</i>	\$ <i>Insert response here</i>
<i>Provide details here</i>	\$ <i>Insert response here</i>
<i>Provide details here</i>	\$ <i>Insert response here</i>
<b>TOTAL ANNUALIZED 'SPOKE' BUDGET</b>	\$ <i>Insert response here</i>

**Section 5: FRN 'Spoke' Additional Information**

Please provide any additional information you deem relevant to the delivery of FRN 'Spoke' Services.
<i>Insert response here</i>

December 24, 2019

**To Whom It May Concern**

**Re: Pincher Creek and Area Early Childhood Coalition  
Family Resource Network Expression of Interest**

This letter offers support for the submission of the Pincher Creek and Area Early Childhood Coalition regarding consideration for allocation of Core Funding through the Family Resource Network (FRN).

The Town of Pincher Creek, in partnership with Pincher Creek and District Family and Community Support Services, has offered programming enhancement support for the Early Childhood Coalition for several years.

This letter represents the Town's recognition of the importance of that partnership investment and the collaborative strength of programming offered through the Early Childhood Coalition (ECC). The ECC has worked diligently for over a decade to build a strong, informed society that supports families in all aspects of community life.

By identifying gaps and needs in the early childhood landscape, the Coalition has always collaborated to find solutions and has shared evidence-based information about the importance of the early years with decision-makers and the broader community. They understand the nuances of broad community engagement and will apply that knowledge to the expansion of programming requirements as outlined in the Family Resource Network Expression of Interest Guidelines. In its work in the early childhood environment, the Coalition has identified knowledge mobilization, community engagement, collaborative planning, and evolving coalition program development as priorities. Although to a much wider age range, those same basic priorities will be applicable to the aims and objectives outlined in the new FRN initiative.



Therefore, the Town of Pincher Creek recommends that every consideration be given to the proposal being forwarded to the Family Resource Network by the Pincher Creek and Area Early Childhood Coalition.

Sincerely,

Don Anderberg, Mayor

DRAFT

**December 24, 2019**

**To Whom It May Concern**

**Re: Pincher Creek (Parent Link) Family Centre  
Family Resource Network Expression of Interest**

This letter offers support for the submission of the Pincher Creek (Parent Link) Family Centre regarding consideration for allocation of Core Funding through the Family Resource Network (FRN).

The Town of Pincher Creek, in partnership with Pincher Creek and District Family and Community Support Services, has provided programming enhancement support to the Parent Link Family Centre for several years. The Town recognizes the Family Centre as a “community-planned, community based” not-for-profit organization that offers a range of vital supports and services for children and their families. The purpose of the organization has been to strengthen the capabilities of adults who have or work with children and to support the best possible development of children in our community.

Pincher Creek (Parent Link) Family Centre continues to provide high-quality, universal, comprehensive, and accessible community-based programs that comply with province-wide standards of excellence. Their programming reflects an awareness of the changing needs of parents and families. The operation of the Family Centre facility illustrates a professional approach to those needs. As part of a province-wide network that links Alberta’s parenting programs and services, the Board of Directors has always maintained a strong and collaborative approach to programming. Through strategic partnerships, the organization continues to build resilience and capacity in families. Core services, both parent and child-oriented include parent education, early childhood development and care, family support, developmental screening and information and referrals. Pincher Creek (Parent Link) Family Centre has consistently demonstrated

excellent administrative capabilities as they consider the new opportunities with the Family Resource Network initiative.

Therefore, the Town of Pincher Creek recommends that every consideration be given to the proposal being forwarded to the Family Resource Network by the Pincher Creek (Parent Link) Family Centre

Sincerely,

Don Anderberg, Mayor

DRAFT

# TOWN OF PINCHER CREEK

## REQUEST FOR DECISION

*Council*

<b>SUBJECT:</b> Community Hall request for support letter	
<b>PRESENTED BY:</b> LaVonne Rideout, Community Services	<b>DATE OF MEETING:</b> 1/8/2020

**PURPOSE:**

To seek Council approval for administration to write a letter in support of Pincher Creek Community Hall Board Associations application for CFEP Funding for the upgrades to the flooring at the hall.

**RECOMMENDATION:**

That Council for the Town of Pincher Creek That Council for the Town of Pincher Creek provide the Pincher Creek Community Hall Board Association with a letter of support for their grant application to CFEP to upgrade the flooring at the hall.

**BACKGROUND/HISTORY:**

The Town of Pincher Creek supports the Hall through assistance with utilities, parking lot maintenance and by appointing a member of Council and our administration to sit on the board of directors.

The Community Hall is a public location where members of a community can gather for group activities, social support, public information and other purposes. The hall is sometimes used as a gathering space for the whole community, for funerals or can be used for private functions.

The Hall is an economic asset to our community.

**ALTERNATIVES:**

That Council receive the request for letters of support as information.

That Council request more information

**IMPLICATIONS/SUPPORT OF PAST STUDIES OR PLANS:**

The Hall board does a significant amount of fundraising and uses a variety of methods to ensure this facility continues to be available to our community.

Without access to other grant money the Pincher Creek Community Hall Board Association may need to come to the council for funding in order to upkeep the hall.

**FINANCIAL IMPLICATIONS:**

There is no financial impact to the Town of Pincher Creek as the Pincher Creek Community Hall Board Association will provide the matching funds for the project.

**PUBLIC RELATIONS IMPLICATIONS:**

The community of Pincher Creek is privileged to have the Pincher Creek Community hall as an asset in our community. The Hall board works hard to ensure the facility is kept up to date and continues to be a positive resource for our community.

The Hall is a great place to meet, hold social, cultural and educational activities for all ages and a place for people to get involved in community life.

**ATTACHMENTS:**

- Community Hall Board Floor Project - 340
- Quote\_ES900122 (provided in confidential package)
- Quote\_ES900123 (provided in confidential package)
- Request for support letter - 340

**CONCLUSION/SUMMARY:**

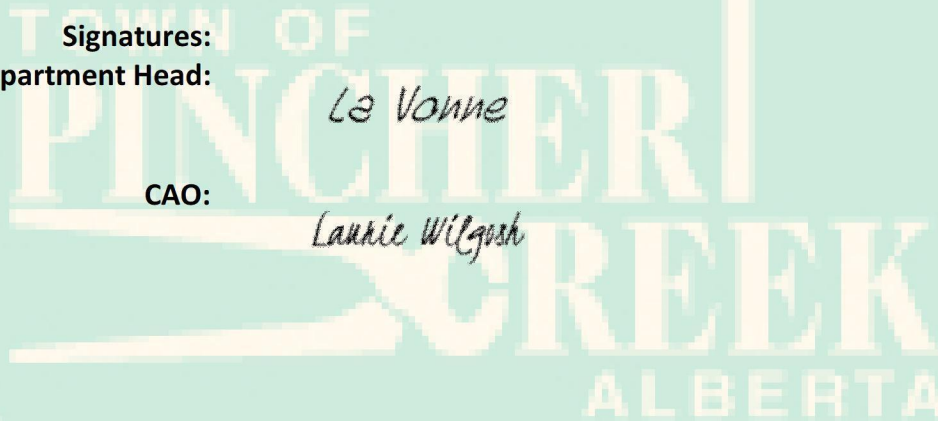
Administration recommends that Council for the Town of Pincher Creek agree to sign the letter of support for Pincher Creek Community Hall Board Association.

**Signatures:**  
**Department Head:**

*Le Vonne*

**CAO:**

*Laurie Wilgosh*





Pincher Creek Community Hall Society  
Box 1178  
Pincher Creek, AB T0K 1W0

January 8, 2020

Re: Letter of support for Community Hall infrastructure update

Dear Mike Killoran,

The community of Pincher Creek is privileged to have the Pincher Creek Community hall as an asset in our community. The Hall board works hard to ensure the facility is kept up to date and continues to be a positive resource for our community.

The Hall is a great place to meet, hold social, cultural and educational activities for all ages and a place for people to get involved in community life.

The Town of Pincher Creek supports the Hall through assistance with utilities, parking lot maintenance and by appointing a member of Council and our administration to sit on the board of directors.

The Hall board does a significant amount of fundraising and uses a variety of methods to ensure this facility continues to be available to our community.

We are pleased to provide a letter of support for the floor project for the Pincher Creek Community Hall Society.

Mayor and Council for the Town of Pincher Creek



**TOWN OF PINCHER CREEK**

962 St. John Ave (Box 159) Pincher Creek, AB T0K 1W0

Phone 403 627 3156 Fax 403 627 4784

[reception@pinchercreek.ca](mailto:reception@pinchercreek.ca) [www.pinchercreek.ca](http://www.pinchercreek.ca)

**From:** [grants@pccdi.ca](mailto:grants@pccdi.ca) <[grants@pccdi.ca](mailto:grants@pccdi.ca)>

**Sent:** Thursday, December 19, 2019 4:00 PM

**To:** economic <[economic@pinchercreek.ca](mailto:economic@pinchercreek.ca)>; Sam @ MDP <[sam@mountaindrift.ca](mailto:sam@mountaindrift.ca)>; Troy <[cao@mdpinchercreek.ab.ca](mailto:cao@mdpinchercreek.ab.ca)>

**Subject:** FW: Community Hall Floor Quote

Good afternoon

The Community Hall Board Association are applying for a CFEP for the January 15 deadline and are looking for letters of support.

Their application is for flooring – I have attached the quotations so you know what we are applying for.

Please address them to:

Mike Killoran  
Pincher Creek Community Hall  
Box 1178  
Pincher Creek, AB  
T0K 1W0

Please let me know if you need any assistance in writing the letter. Hoping to hear from you soon.

In the meantime – Merry Christmas!

Liza Dawber  
Grants Specialist  
SASCI  
403-682-7421  
[SASCI](#)

# TOWN OF PINCHER CREEK

## REQUEST FOR DECISION

*Council*

<b>SUBJECT:</b> AUMA President's Summit on Municipal Finances	
<b>PRESENTED BY:</b> Lisa Goss, Administrative Manager	<b>DATE OF MEETING:</b> 1/8/2020

**PURPOSE:**

For Council to consider attendance at the AUMA President's Summit on Municipal Finances on January 22 and 23, 2020 in Edmonton, Alberta.

**RECOMMENDATION:**

That Council for the Town of Pincher Creek authorize the attendance of Mayor Anderberg along with the Chief Administrative Officer at the AUMA President's Summit on Municipal Finances on January 22 and 23, 2020 in Edmonton, Alberta.

**BACKGROUND/HISTORY:**

See email from AUMA President attached.

**ALTERNATIVES:**

That Council for the Town of Pincher Creek receive the information regarding the AUMA President's Summit on Municipal Finances as presented.

**IMPLICATIONS/SUPPORT OF PAST STUDIES OR PLANS:**

None at this time.

**FINANCIAL IMPLICATIONS:**

Registration fee for the summit is \$50 per person. Hotel rooms \$129+GST/night (includes one night of parking). Mileage to Edmonton \$600 + meals.

**PUBLIC RELATIONS IMPLICATIONS:**

Town residents expect that their Council representatives will take the opportunity to network and learn from their peers about best practices in municipal government.

**ATTACHMENTS:**

- AUMA President email dated December 20, 2019 - 341
- Member Agenda for President's Summit on Municipal Finances - 341

**CONCLUSION/SUMMARY:**

Administration supports that Council for the Town of Pincher Creek authorize the attendance of Mayor Anderberg at the AUMA President's Summit on Municipal Finances on January 22 and 23, 2020 in Edmonton, Alberta.



**Signatures:**  
**Department Head:**

*Lisa Goss*

**CAO:**

*Lannie Wilgosh*



## Administrative Manager

---

**From:** Cao  
**Sent:** Monday, December 23, 2019 10:22 AM  
**To:** Administrative Manager  
**Subject:** FW: AUMA President's Summit on Municipal Finances January 22 & 23  
**Attachments:** Member Agenda for President's Summit on Municipal Finances.pdf

Lisa,

Could you please do an RFD for this event, probably for two attendees.

Thanks, Laurie

---

**From:** anderbergsales [mailto:anderbergsales@gmail.com]  
**Sent:** Friday, December 20, 2019 12:26 PM  
**To:** Cao <cao@pinchercreek.ca>  
**Subject:** Fwd: AUMA President's Summit on Municipal Finances January 22 & 23

Hi Laurie

Can you add this to the January 8 agenda for discussion. We should attend this

Don

Sent from my Samsung Galaxy smartphone.

----- Original message -----

**From:** President <[President@auma.ca](mailto:President@auma.ca)>  
**Date:** 2019-12-20 10:31 AM (GMT-07:00)  
**To:**  
**Subject:** AUMA President's Summit on Municipal Finances January 22 & 23

Dear municipal colleagues:

As you know, municipalities are experiencing ongoing fiscal challenges from the recent provincial budget. Municipalities have an important role to play in supporting the province on its path to balance. We must also speak with a united voice and advocate together to demonstrate to both voters and our provincial partners that strong communities build Alberta, and our strong communities act as responsible financial stewards of municipal resources.

That's why I encourage you to register for AUMA's upcoming *President's Summit on Municipal Finances: Transparent and Effective*. This event will take place on January 22-23 at the Chateau Lacombe in Edmonton. A high-level agenda is attached for your information.

Registration is restricted to two registrants per municipality (one elected official, and one administrator), so please [register soon](#). Space is limited.

To further inform our discussions at the President's Summit, we are asking members to complete a survey on how Budget 2019 has impacted their community. Please have your CAO coordinate the response (one per municipality). The survey is available [here](#) and closes on January 8, 2020.




I look forward to your feedback at this important advocacy event.

Sincerely,

**Barry Morishita** | President  
Mayor, City of Brooks

---

C: 403.363.9224 | [president@auma.ca](mailto:president@auma.ca)  
Alberta Municipal Place | 300 8616-51 Ave Edmonton, AB T6E 6E6  
Toll Free: 310-AUMA | [www.auma.ca](http://www.auma.ca)



This email and any files transmitted with it are confidential and intended solely for the use of the individual or entity to whom they are addressed. If you have received this email in error please notify the sender. This message contains confidential information and is intended only for the individual named. If you are not the named addressee, you should not disseminate, distribute or copy this email.

# President's Summit on Municipal Finances: Transparent & Effective

## Agenda for AUMA Members

When: January 22 and 23

Where: Chateau Lacombe (10111 Bellamy Hill Road) in Edmonton

Why: Contribute to objectives of Provincial Budget Strategy

## Members Only Pre-Summit Dinner

Wednesday, January 22, 2020

5:30 pm	Cocktails and Networking
6:00 pm	Dinner
7:00 pm	Welcome and Opening Comments <ul style="list-style-type: none"><li>President Morishita will share the results of AUMA's survey on the impact of Alberta's 2019-20 Budget on municipalities and how AUMA plans to engage members in responding to the new fiscal reality we collectively face.</li></ul>
7:20 pm	Municipal Impact Panel <ul style="list-style-type: none"><li>Representatives of cities, towns, villages and summer villages will share the financial challenges they face and how they are responding.</li></ul>
8:00 pm	Impact Discussion <ul style="list-style-type: none"><li>AUMA's Executive Committee will take questions and seek input from members on how AUMA can lead a collective response towards improving municipal finances.</li></ul>
8:30 pm	Setting the Stage <ul style="list-style-type: none"><li>President Morishita set the context for the following day's events and what we hope to achieve.</li></ul>
8:45	Networking

## President's Summit

Thursday, January 23, 2020

8:00 am	Registration and Breakfast
9:00 am	Opening Remarks by AUMA President
9:15 am	Stewarding taxpayer dollars: Municipal efficiency and transparency

	<ul style="list-style-type: none"> <li>Senior municipal administrative and financial officials share how their municipalities engage citizens in making the tough decisions around reducing expenses and/or raising revenue required to balance their books.</li> </ul>
10:05 am	Table Discussion
10:25 am	Report Back
10:30 am	Break
10:45 am	<p>The Trickle Down: the economic and social impact of reduced investments in municipalities.</p> <ul style="list-style-type: none"> <li>Representatives of the insurance and construction industries and social service organizations will share how they are impacted by the changing financial fortunes of municipalities.</li> </ul>
11:35 am	Table Discussion
11:55 am	Report Back
Noon	Lunch
1:00 pm	<p>Restoring the Alberta Advantage: How municipalities and industry can build Alberta</p> <ul style="list-style-type: none"> <li>Representatives of Alberta's business and economic development community share how the revenue pressures on municipalities impact private investments and how the province, municipalities and the private sector can get Alberta back to work.</li> </ul>
1:50 pm	Table Discussion
2:10 pm	Report Back
2:15 pm	Closing and Next Steps
2:45 pm	Media Event
2:45 pm	Reception



**Town of Pincher Creek  
COUNCIL DISTRIBUTION LIST  
January 8, 2020**

<b><u>Item No.</u></b>	<b><u>Date</u></b>	<b><u>Received From</u></b>	<b><u>Information</u></b>
1.	December 4, 2019	John Grove, AltaLink	AltaLink's Chapel Rock to Pincher Creek Area Transmission Development
2.	December 6, 2019	Bev Thornton, AlbertaSW	AlbertaSW Bulletin-December-and approved minutes
3.	December 9, 2019	ORRSC Administration	ORRSC Board Minutes - September 5, 2019
4.	December 5, 2019	Wind Systems magazine	Wind energy news from Wind Systems magazine – December 2019
5.	December 2019	The Crowsnest/Pincher Creek Landfill Association	Letter
6.	December 2, 2019	Kaycee Madu, Alberta Municipal Affairs	Letter re Small Communities Fund
7.	December 11, 2019	JSG PSD Engagement	Police Funding Model Billing
8.	December 11, 2019	Kaycee Madu, Alberta Municipal Affairs	Letter re Municipal Sustainability Initiative funding
9.	December 5, 2019	Theresa Lynn, Telus	Letter
10.	December 9, 2019	Town of Pincher Creek	Town Project Information
11.	December 5, 2019	M.D. of Pincher Creek	Winter 2019 newsletter
12.	December 12, 2019	Mike Mahon, University of Lethbridge	Happy Holidays!
13.	December 17, 2019	Wind Systems magazine	A preview of the new issue of Wind Systems magazine – December 2019
14.	December 17, 2019	Seniors and Housing Information	Seniors and Housing News Release
15.	December 17, 2019	Farm Safety Centre	Message, greetings and thank you.
16.	December 13, 2019	Citizen	Letter re Parade of Lights
17.	December 17, 2019	Charleen Davidson, Community Foundation	Letter



**Town of Pincher Creek  
COUNCIL DISTRIBUTION LIST  
January 8, 2020**

<b><u>Item No.</u></b>	<b><u>Date</u></b>	<b><u>Received From</u></b>	<b><u>Information</u></b>
<b>18.</b>	December 18, 2019	MA Deputy Minister Office	Season's Greetings from Alberta Municipal Affairs
<b>19.</b>	December 18, 2019	Sonia Garcia (CAL)	AHS EMS HEMS Review
<b>20.</b>	December 19, 2019	Habitat Systems Inc.	Happy Holidays!
<b>21.</b>	December 19, 2019	Meghan Brennan, Town of Taber	Christmas Greetings from the Town of Taber
<b>22.</b>	December 20, 2019	MacEwan University School of Continuing Education	Happy Holidays from the School of Continuing Education!
<b>23.</b>	December 20, 2019	Nature Kids	Free nature event for families January 19th, 2020
<b>24.</b>	December 20, 2019	Oldman Watershed Council	Oldman Watershed Council Newsletter   December 20, 2019