



**TOWN OF PINCHER CREEK COUNCIL
MEETING AGENDA
Monday, September 13, 2021 at 6:00 p.m.**
Council Chambers, 962 St. John Avenue
[Virtual via Zoom](#)

1. **Call to Order**
2. **Scheduled Public Hearing**
3. **Agenda Approval**
4. **Scheduled Delegations**
 - 4.1 Pam Davidson – Candidate for Senate
5. **Adoption of Minutes**
 - 5.1 Minutes of the Regular Meeting of Council held on August 23, 2021
 - 5.2 Minutes of the Committee of the Whole meeting held on September 3, 2021
6. **Business Arising from the Minutes**
 - 6.1 Disposition of Delegation – SASCI/Community Grant Writer
 - 6.2 Disposition of Delegation – Conceptual Master Plan for Golf/Curling Club
 - 6.3 Community Economic Development Strategy
7. **Bylaws**
8. **New Business**
 - 8.1 Councillor Absence (No RFD)
 - 8.2 MCCAC Arena Engineering Study
9. **Reports**
 - 9.1 Upcoming Committee Meeting and Events
10. **Administration**
 - 10.1 Council Information Distribution List
11. **Closed Session Discussion**
 - 11.1 Utility Easement Recommendation – FOIP s. 16
 - 11.2 Offer to Purchase Roll #8601200 & 8601400 – FOIP s. 16 & 24
 - 11.3 Offer to Purchase Roll # 0168000 – FOIP s. 16 & 24
 - 11.4 Encroachment Agreement – Roll #0143500 – FOIP s. 17 & 24
12. **Notice of Motion**
13. **Adjournment**

The next Regular Council Meeting is scheduled for September 27, 2021 at 6:00 p.m.



**REGULAR MEETING OF COUNCIL
Held on Monday August 23, 2021
Council Chambers, 962 St. John Avenue &
Virtually, commencing at 6:00 p.m.**

IN ATTENDANCE:

Mayor: D. Anderberg

Councillors: B. McGillivray, L. Jackson, M. Barber and S. Korbett

Absent with Regrets: W. Elliott

Staff: L. Wilgosh, Chief Administrative Officer; L. Rideout, Director of Community Services; W. Catonio, Director of Finance and Human Resources; A. Roth, Director of Operations; A. Grose, Recreation Manager; D. Green, Family and Community Support Services; M. Everts, Marketing Events and Economic Development Officer; D. Desabrais, Municipal Energy Project Lead and L. Goss, Administrative Manager

1. CALL TO ORDER

Mayor Anderberg called the meeting to order at 6:01 pm.

2. SCHEDULED PUBLIC HEARING

**3. AGENDA APPROVAL
McGILLIVRAY:**

That Council for the Town of Pincher Creek approves the August 23, 2021 agenda as amended, the amendment being the addition of items 8.11 AUMA Preconvention Sessions, 11.6 Personnel and 11.7 Pincher Creek Community Early Learning Centre Personnel.

CARRIED 21-309

4. DELEGATIONS

4.1 SASCI/Community Grant Writer

Dan Crawford attended the meeting to present a proposal to Council regarding long term support for Southwest Alberta Sustainable Community Initiative's Community Grant Specialist.

5. ADOPTION OF MINUTES

5.1 Minutes of the Regular Meeting of Council held on July 26, 2021

JACKSON:

That Council for the Town of Pincher Creek approve the minutes of the Regular Meeting of Council held on July 26, 2021 as amended, the amendment being that Councillor Korbett was absent with regrets for the public hearing, agenda item 2.2 Land Use Bylaw Amendment 1547-AM.

CARRIED 21-310

5.2 Minutes of the Committee of the Whole meeting held on August 4, 2021

BARBER:

That Council for the Town of Pincher Creek approve the minutes of the Committee of the Whole meeting held on August 4, 2021 as amended, the amendment being that Councillor McGillivray was absent with regrets.

CARRIED 21-311

6. BUSINESS ARISING FROM THE MINUTES

7. BYLAWS

8. NEW BUSINESS

8.1 Terms and Conditions of Sale 2021 Public Auction

McGILLIVRAY:

That Council for the Town of Pincher Creek approve the Terms and Conditions of Sale for the 2021 Public Auction and that a copy be attached hereto and form part of the minutes.

CARRIED 21-312

8.2 Public Auction Time and Date

JACKSON:

That Council for the Town of Pincher Creek approve the tax arrears recovery Public Auction date as follows:

Date: November 15, 2021

Time: 10:00 a.m.

Place: 962 St. John Avenue Town Hall in Council Chamber Pincher Creek, Alberta T0K 1W0

CARRIED 21-313

8.3 Elkford Wildcat Days 2021 Parade

McGILLIVRAY:

That Council for the Town of Pincher Creek agree to participate in the District of Elkford Wildcat Days celebration and Parade on Saturday September 25, 2021 and that a member of Council be authorized to attend.

CARRIED 21-314

8.4 Canada's History and the Municipal Role in Reconciliation Workshop

KORBETT:

That Council for the Town of Pincher Creek authorize the attendance of Councillor McGillivray at the Canada's History and the Municipal Role in Reconciliation Workshop hosted by the Rural Municipalities of Alberta at a cost of \$25.

CARRIED 21-315

8.5 MCCAC Multi-Purpose Facility Funding

JACKSON:

That Council for the Town of Pincher Creek Approve the agreement with the MCCAC Rec Program and allocate \$64,000 to be funded from the Municipal Income Stabilization Reserve

FURTHER

That the funds be returned to the Municipal Income Stabilization Reserve once the grant funding is received.

CARRIED 21-316

D. Desabrais left the meeting at 6:37 pm

8.6 Municipal Asset Management Program – Grant Agreement

KORBETT:

That Council for the Town of Pincher Creek approve and direct administration to sign the grant agreement with the Federation of Canadian Municipalities regarding the Municipal Asset Management Program.

CARRIED 21-317

8.7 Mural Repairs

JACKSON:

That Council for the Town of Pincher Creek allocate an additional \$8,000 for mural repairs to be funded through the Municipal Income Stabilization Fund if required.

CARRIED 21-318

8.8 2021 General Municipal Election

McGILLIVRAY:

That Council for the Town of Pincher Creek agree to hold an advanced vote on October 13, 2021 between the hours of 10:00 am and 4:00 pm.

FURTHER

That Council for the Town of Pincher Creek agree that incapacitated electors be authorized to vote in the 2021 General Municipal Election

FURTHER

That Council for the Town of Pincher Creek agree that institutional voting stations be located at the Pincher Creek Hospital, Vista Village, Crestview Lodge and Whispering Winds Village.

CARRIED 21-319

8.9 Chinook Intermunicipal Subdivision and Development Appeal Board Appointment

BARBER:

That Council for the Town of Pincher Creek appoint Councillor McGillivray to the Chinook Intermunicipal Subdivision and Development Appeal Board from August 23, 2021 to October 25, 2021.

CARRIED 21-320

8.10 2021 Second Quarter RCMP Community Policing Report

BARBER:

That Council for the Town of Pincher Creek receive the 2021 Second Quarter RCMP Community Policing Report as presented.

CARRIED 21-321

8.11 AUMA Preconvention Sessions

McGillivray:

That Council for the Town of Pincher Creek direct administration to register five council members for the Munis101 course at the AUMA Fall pre convention, and two council members for the RMRF legal pre convention session.

CARRIED 21-322

9. REPORTS

9.1 Upcoming Committee Meetings and Events

Alberta Chief Medical Officer of Health – Dr. Deena Hinshaw
Special Municipal Development and Subdivision Authority
Operations Committee
Budget
Regional Emergency Management Organization

JACKSON:

That Council for the Town of Pincher Creek agree to move the September 1, 2021 Committee of the Whole meeting to September 3, 2021 at 12:00 pm.

CARRIED 21-323

10. ADMINISTRATION

10.1 Council Information Distribution List

KORBETT:

That Council for the Town of Pincher Creek accept the August 23, 2021 Council Information Distribution List as information.

CARRIED 21-324

A. Grose left the meeting at 6:55 pm

Mayor Anderberg called a recess at 6:56 pm

D. Green left the meeting at 7:00 pm

A. Roth joined the meeting at 7:02 pm

Mayor Anderberg called the meeting back to order at 7:03

11. CLOSED MEETING DISCUSSION

KORBETT:

That Council for the Town of Pincher Creek agree to move to a closed session of Council on Monday, August 23, 2021 at 7:03 pm in accordance with section 16, 19, 24 & 25 of the Freedom of Information and Protection of Privacy Act, with the Chief Administrative Officer, Director of Finance and Human Resources, Director of Community Services, Director of Operations, Marketing Events and Economic Development Officer and Administrative Manager in attendance.

CARRIED 21-325

JACKSON:

That Council for the Town of Pincher Creek agree to move out of a closed session of Council on Monday, August 23, 2021 at 9:06 pm.

CARRIED 21-326

11.1 Property Tax Arrears Recovery – Reserve Bid – FOIP s. 16, 24 & 25

KORBETT:

That Council for the Town of Pincher Creek approve the reserve bid amounts for the parcels of lands that may be offered for sale to recovery the tax arrears as follows:

Tax Roll # 00178400	\$108,600.00
Tax Roll # 00293900	\$224,500.00
Tax Roll # 00443300	\$225,300.00

CARRIED 21-327

11.2 Tax Arrears Payment Agreement Roll #8051200 – FOIP s. 16 & 24

McGILLIVRAY:

That Council for the Town of Pincher Creek authorize and approve entering into a twenty-one (21) month Tax Arrears Payment Agreement for Roll 08051200 for the years 2020 and prior.

CARRIED 21-328

11.3 Land – Development Application for Plan 0614431, Block 1, Lot 4 – FOIP s. 16 & 24

JACKSON:

That Council for the Town of Pincher Creek authorize and direct administration to proceed and submit the Application for a Development Permit to build a Brewery, Taproom and Residence to the Municipal Development and Subdivision Authority (MDSA) for approval in accordance with the Land Use Bylaw No. 1547.

FURTHER

That Council for the Town of Pincher Creek authorize and direct administration to proceed with the proposed upgraded access road on Veterans Street adjacent to Plan 0614431, Block 1, Lot 4 subject to compliance with the 2005 Town of Pincher Creek Engineered Standards supported with the Operations Department final approval with all costs associated at developer's expense.

CARRIED 21-329

11.4 Pincher Creek Early Learning Centre Human Resources Committee – FOIP s. 19

McGILLIVRAY:

That Council for the Town of Pincher Creek accept the Pincher Creek Early Learning Centre Human Resources Committee information as presented.

CARRIED 21-330

JACKSON:

That Council for the Town of Pincher Creek agree and direct administration to transfer up to \$40,000 to the Pincher Creek Community Early Learning Centre to be funded from the Municipal Sustainability Reserve Fund.

CARRIED 21-331

11.5 Community Grant Funding Review – FOIP s. 16 & 24

KORBETT:

That Council for the Town of Pincher Creek approve the funding requests from community organizations as follows;

Pincher Creek Agricultural Society	\$13,000
Allied Arts Council	\$4,400
Family Resource Centre	\$15,000
Pincher Creek Humane Society	\$8,000
Pincher Creek Historical Society	\$2,500
Group Group Youth	\$5,466
Joe's Gym	\$1,045

CARRIED 21-332

11.6 Personnel

KORBETT:

That Council for the Town of Pincher Creek agree to start the process of the Chief Administrative Officer performance review at the September 3, 2021 Committee of the Whole meeting.

CARRIED 21-333

11.7 Pincher Creek Community Early Learning Centre Personnel

JACKSON:

That Council for the Town of Pincher Creek accept the resignation of Councillor Korbett on the Pincher Creek Community Early Learning Centre Board effective immediately

FURTHER

That Council for the Town of Pincher Creek appoint Councillor Barber to the Pincher Creek Community Early Learning Centre Board effective immediately until the October 2021 Organizational meeting of Council.

CARRIED 21-334

12. NOTICE OF MOTION

13. ADJOURNMENT

McGILLIVRAY:

That this meeting of Council on August 23, 2021 be hereby adjourned at 9:13 pm.

CARRIED 21-335

MAYOR, D. Anderberg

CAO, L. Wilgosh

**APPROVED BY RESOLUTION
OF THE COUNCIL OF THE
TOWN OF PINCHER CREEK,
THIS 13th DAY OF SEPTEMBER 2021 S E A L
NEXT REGULAR MEETING OF COUNCIL TO BE HELD ON MONDAY SEPTEMBER 13,
2021 AT 6:00 P.M.**

2021 - Public Auction – Terms and Conditions

1. A parcel of land offered for sale may be redeemed by payment of all arrears, penalties and costs by guaranteed funds at any time until the property is declared sold.
2. Each parcel of land offered for sale will be subject to a reserve bid and to the reservations and conditions contained in the existing certificate of title.
3. The lands are being offered for sale on an “as is, where is” basis, and the municipality makes no representation and gives no warranty whatsoever as to the state of the parcel nor its suitability for any intended use by the successful bidder.
4. The auctioneer, councillors, the chief administrative officer and the designated officers and employees of the municipality must not bid or buy any parcel of land offered for sale, unless directed by the municipality to do so on behalf of the municipality.
5. The purchaser of the property will be responsible for property taxes for the current year.
6. The purchaser will be required to execute a sale agreement in form and substance provided by the municipality.
7. The successful purchaser must, at the time of sale, make payment in cash, certified cheque or bank draft payable to the municipality as follows:
 - a. The full purchase price if it is \$10,000 or less; OR
 - b. If the purchase price is greater than \$10,000, the purchaser must provide a non-refundable deposit in the amount of \$10,000 and the balance of the purchase price must be paid within 20 days of the sale.
8. GST will be collected on all properties subject to GST.
9. The risk of the property lies with the purchaser immediately following the auction.
10. The purchaser is responsible for obtaining vacant possession.
11. The purchaser will be responsible for registration of the transfer including registration fees.
12. If no offer is received on a property or if the reserve bid is not met, the property cannot be sold at the public auction.
13. The municipality may, after the public auction, become the owner of any parcel of land that is not sold at the public auction.
14. Once the property is declared sold at public auction, the previous owner has no further right to pay the tax arrears.



Town of Pincher Creek
COMMITTEE OF THE WHOLE MINUTES
September 3, 2021 – 12:30 PM
962 St. John Avenue, Council Chambers
Virtually via Zoom

ATTENDANCE:

Mayor: D. Anderberg

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

Staff: L. Wilgosh, Chief Administrative Officer; W. Catonio, Director of Finance and Human Resources; L. Rideout, Director of Community Services; A. Grose, Recreation Manager; M. Everts, Events, Marketing & Economic Development Officer; 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 12:30 pm.

2. Agenda Approval

JACKSON:

That the Committee of the Whole for the Town of Pincher Creek approves the September 3, 2021 agenda as amended, the amendment being the addition of item 8.2 Town Office Roof Repairs Update.

CARRIED COTW 2021-122

3. Scheduled Delegations

3.1 Garry Cleland – Golf Course/Curling Club Proposal Update – 1:00 pm

Les Furber, representing Les Furber Design, Tim Bernie, representing Golf Course Design Services, and Garry Cleland, representing the Golf Course/Curling Club Steering Committee, attended the meeting to present a draft copy of the Golf Course/Curling Club conceptual plan.

A. Roth joined the meeting at 12:41 pm

4. Committee Reports

Councillor Korbett and Councillor McGillivray provided written reports, a copy of which is attached hereto forming part of the minutes.

JACKSON	August 4	Committee of the Whole
	August 4	Community Hall Board
	August 16	Community Hall Board
	August 17	Municipal Development and Subdivision Authority
	August 23	Regular Council
	August 26	Special Municipal Development and Subdivision Authority
	August 26	Emergency Services Commission
	August 27	Intermunicipal Development Plan Committee
	August 27	Transportation Committee
	August 31	Budget and Finance Committee
ELLIOTT	August 4	Committee of the Whole
	August 17	Municipal Development and Subdivision Authority
	August 21	Parade and Pancake Breakfast
	August 26	Special Municipal Development and Subdivision Authority
August 31	Budget and Finance Committee	
BARBER	August 4	Committee of the Whole
	August 5	Chinook Arch Library
	August 23	Regular Council
	August 24	Community Early Learning Centre Board
	August 31	Budget and Finance Committee
	August 31	Golf/Curling Club
<u>Mayors Report</u>		
ANDERBERG	August 4	Committee of the Whole
	August 9	Public Announcement
	August 14	Kootenai Brown Pioneer Village Canada Day Celebration
	August 16	Community Early Learning Center Board
	August 17	Global News Interview – MAP Report
	August 18	Community Early Learning Centre Board
	August 19	Community Early Learning Centre Board
	August 20	Public Announcement
	August 23	Regular Council
	August 24	Community Early Learning Centre Board
	August 25	Alberta Town Hall – Rick McIver and Deena Hinshaw

August 26	Community Early Learning Centre
August 27	Transportation Committee
August 27	Peak Veterinary Clinic Grand Opening
August 30	Community Early Learning Centre
August 31	Budget and Finance Committee

McGILLIVRAY:

That Committee of the Whole for the Town of Pincher Creek receives the September 3, 2021 Committee Reports as information.

CARRIED COTW 2021-123

Mayor Anderberg called a recess at 1:43 pm.

Mayor Anderberg called the meeting back to order at 1:51 pm.

KORBETT:

That Committee of the Whole for the Town of Pincher Creek agree to move to a closed session of the Committee on Wednesday September 3, 2021 at 1:52 pm in accordance with sections 19 and 24 of the Freedom of Information and Protection of Privacy Act, with the Chief Administrative Officer, Director of Finance and Human Resources, Director of Community Services, Recreation Manager, Marketing & Economic Development Officer, Family and Community Support Services Coordinator Administrative Manager and InnoVisions representative, Natalie Gibson in attendance.

CARRIED COTW 2021-124

W. Catonio left the meeting at 2:02 pm.

W. Elliott left the meeting at 2:16 pm.

L. Rideout left the meeting at 3:23 pm.

A. Grose, M. Everts, D. Green and N. Gibson left the meeting at 3:43 pm.

KORBETT:

That Committee of the Whole for the Town of Pincher Creek agree to move out of a closed session of the Committee on Wednesday, September 3, 2021 at 4:04 pm.

CARRIED COTW 2021-125

5. Administration

5.1 Upcoming Meetings

Budget

Community Early Learning Centre Board

RCMP K Division

6. Business Arising from the Minutes

7. Policy

8. New Business

8.1 Oldman Rose Society Lease Agreement

McGILLIVRAY:

That Committee of the Whole for the Town of Pincher Creek authorize and approve the Oldman Rose Society of Southern Alberta Lease Agreement as presented.

CARRIED COTW 2021-126

8.2 Town Office Roof Repairs Update

KORBETT:

That Committee of the Whole for the Town of Pincher Creek receive the Town Office Roof Repairs Update information as presented.

CARRIED COTW 2021-127

9. Closed Session

9.1 Economic Development Strategy Preview – InnoVisions – Natalie Gibson – FOIP s. 24

KORBETT:

That Committee of the Whole for the Town of Pincher Creek refer the Economic Development Strategy to the September 13, 2021 regular meeting of Council for deliberation.

CARRIED COTW 2021-128

9.2 Chief Administrative Officer Performance Review – FOIP s. 19

McGILLIVRAY:

That Committee of the Whole for the Town of Pincher Creek defer the Chief Administrative Officer Performance Review to a September 27, 2021 Special meeting of Council.

CARRIED COTW 2021-129

10. Adjournment

JACKSON:

That this session of Committee of the Whole be adjourned at 4:21 pm.

CARRIED COTW 2021-130

**APPROVED BY RESOLUTION OF
COUNCIL FOR THE TOWN OF PINCHER CREEK
THIS 13th DAY OF SEPTEMBER 2021**

Mayor, D. Anderberg

CAO, L. Wilgosh

Committee Report August 2021 Korbett

- 4 Committee of the whole
- 4 AB Southwest in Cowley
- 9, 11 PCCELC HR Meetings
- 16 Special PCCELC Meeting
- 19 Regular PCCELC Meeting
- 21 Pancake Breakfast/Parade/Lunch/Dunk Tank
- 23 Regular Council Meeting
- 26 Regular PCEMS Meeting
- 31 Operating Budget Meeting

Of things to note in August was it seemed way busier with council roles than my report states. There has been numerous meetings in consultation with lawyers and the HR committee of PCCELC. And a fair bit of communication with our Interim Fire Chief moving the Commission through the DEM process. Also duties included signing cheques at the Early Learning Centre and the EMS Commission which create opportunities for connection.

The parade/pancake breakfast day was a success and I appreciate the volunteers of the Lions clubs in our area that put that on. It really was great to see everyone out as well.

There seems to have been more prep work required this past month and leading up to today than we've typically had the end of summer. Not complaining...just pointing out. Looking forward to a holiday next week.

Councillor Monthly Report

Councillor Brian McGillivray

August 2021

August 9, 2021	Minister's Update on Alberta's Broadband Strategy
August 10, 2021	John Barlow Out Reach Committee Meeting
August 11, 2021	PCCELC HR Committee Meeting
August 17, 2021	MDSA Meeting
August 17, 2021	PCCELC HR Committee Meeting
August 18, 2021	CNPC Landfill Board Meeting
August 18, 2021	Canada's History and Municipal Role in Reconciliation
August 19, 2021	PCCELC Board Meeting
August 21, 2021	Pincher Creek Parade
August 21, 2021	Pioneer Luncheon at the Kootenai Brown
August 23, 2021	Council Meeting
August 26, 2021	Special MDSA Meeting
August 26, 2021	Special PCCELC Administrative Meeting
August 27, 2021	IMPD Committee Meeting
August 27, 2021	Transportation Committee Meeting
August 30, 2021	PCCELC Employee Meetings
August 31, 2021	Council Budget Meeting

TOWN OF PINCHER CREEK

REQUEST FOR DECISION

Council

SUBJECT: Disposition of Delegation - SASCI/Community Grant Writer	
PRESENTED BY: Lisa Goss, Administrative Manager	DATE OF MEETING: 9/13/2021

PURPOSE:

To dispose of a delegation that attended the August 23, 2021 Regular Council Meeting in accordance with Procedural Bylaw 1596-20.

RECOMMENDATION:

That Council for the Town of Pincher Creek refer the funding request for the Community Grant Specialist to the Joint Funding deliberations at a cost of \$11.35 per capita.

BACKGROUND/HISTORY:

SASCI is requesting support in developing its Community Grant Specialist position into a permanent full-time position serving the Town and district of Pincher Creek jointly funded by the Town and the Municipal District of Pincher Creek effective January 2022.

ALTERNATIVES:

That Council agree to fund the Southern Alberta Sustainable Communities Initiative/Community Grant Writer for 2022 in the amount of \$41,336 to be funded from general ledger account _____.

That Council for the Town of Pincher Creek receive the information provided by the Southern Alberta Sustainable Communities Initiative representative, Dan Crawford at the August 23, 2021 regular meeting of Council as presented.

That Council for the Town of Pincher Creek direct administration to garner further information regarding the Southern Alberta Sustainable Communities Initiative/Community Grant Writer.

IMPLICATIONS/SUPPORT OF PAST STUDIES OR PLANS:

SASCI's Community Grant Specialist has helped to raise \$1.2 million of funding for community organizations since May 2018.

FINANCIAL IMPLICATIONS:

\$11.35 per capita

\$41,336.70

PUBLIC RELATIONS IMPLICATIONS:

The Community Grant Specialist provides support to community groups and organizations in various funding applications.

ATTACHMENTS:

None at this time.

CONCLUSION/SUMMARY:

Administration recommends that the funding support for the Community Grant Writer be refer to the Joint Funding deliberations.

Signatures:

Department Head:

Lisa Goss

CAO:

Laurie Wilgosh



TOWN OF PINCHER CREEK

REQUEST FOR DECISION

Council

SUBJECT: Disposition of Delegation - Conceptual Master Plan for Golf Club/Curling Club	
PRESENTED BY: Adam, Recreation Manager	DATE OF MEETING: 9/13/2021

PURPOSE:

Accept the conceptual master plan for the relocation of the curling facility, development of residential lots, and upgrade/expansion of the Pincher Creek Golf Club provided by Golf Course Design Services and Les Furber Design.

RECOMMENDATION:

That Council for the Town of Pincher Creek accept the Pincher Creek Golf Course/Curling Club relocation Master Concept Plan as information.

BACKGROUND/HISTORY:

Discussion regarding the replacement of the Pincher Creek Curling Rink has been ongoing since 2007. An AECOM study (2008), a Krystal Engineering Study (2014), a Gibbs Gage Study (2017), a Talbera Study (2017/2018) looked at the construction of a new curling rink at various locations throughout town. Committees such as the Golf/Curling Expansion Committee, Multi-Purpose Facility Steering Committee and the Facilities Planning Steering Committee have reviewed various sites over the years. Sites including the Multi-Purpose Facility site, the Golf Course site, the North-East section of Town, Old Sobey's site and the Ag Grounds.

Money was originally allocated in 2020 towards a conceptual plan at the golf course site, however, council decided to proceed with a Recreation Master Plan first to gauge the public desire for new and improved recreation and culture facilities in the region.

The Recreation Master Plan was completed in April 2021 and it indicates strong public support for both a new curling rink and upgrades to the Pincher Creek Golf Course.

Once the Final Recreation Master Plan was approved the Golf/Curling Club Steering Committee again started to work with a golf course design consulting company to provide conceptual drawings at the golf course site.

At the April 26, 2021 Council Meeting it was moved 'That Council for the Town of Pincher Creek agree to allocate up to \$30,000 to the Les Furber, Golf Course Design Services, Golf Course/Curling Rink conceptual plan to be funded from the Capital Investment Fund.'

A steering committee was formed between members of the golf club, curling club, Town and MD administration to work with Golf Course Design Services, and Les Furber design to assist in the development of the Pincher Creek Golf Course and Curling Club relocation Master Plan.

ALTERNATIVES:

Accept the Master Concept Plan as information and agree to designate the golf course site as the future site for the Pincher Creek Curling Club.

Not to accept the plan at this time and explore other alternatives for the Golf Club and Curling Club.

To engage with additional public feedback prior to accepting the plan as presented.

IMPLICATIONS/SUPPORT OF PAST STUDIES OR PLANS:

The 2021 Pincher Creek Regional Recreation Master Plan indicates strong public support for both a new curling rink and upgrades to the Pincher Creek Golf Course. The 2017 Gibbs Gage report only identified a new golf club house with a combined curling rink. The proposed conceptual plan would include upgrades and expansions to the golf course, and proposed housing options on that site.

FINANCIAL IMPLICATIONS:

Council has budgeted \$150,000 in 2021 for irrigation repairs/upgrades at the Golf Course, and has proposed another \$150,000 per year over the next four years.

Council has allocated up to \$30,000 towards a Conceptual Master Plan for the Golf Club and Curling Club relocation master plan.

Costs estimates for facility upgrades are in the attachments.

PUBLIC RELATIONS IMPLICATIONS:

The Golf/Curling Club Steering committee has been working diligently to provide options for a new Curling Rink location. The Recreation Master Plan indicates there is strong public support for a new Curling Rink and upgrades to the Golf Course.

Residents of Pincher Creek may or may not support the construction of a new curling rink at the golf course site. Will there be a need for further public consultation before a site location is finalized?

ATTACHMENTS:

Curling Club Project Budget Costing - 2721

Pincher Creek Golf - Master Concept Plan Notes - Final - 2721

Pincher Creek Golf - Master Concept Plan - 2721

CONCLUSION/SUMMARY:

Administration supports that Council for the Town of Pincher Creek accept the Pincher Creek Golf Course Master Concept Plan and Curling Club relocation as information, and provides direction on a future site for the Curling Club.

Signatures:

Department Head:

Adam Grose

CAO:

Laurie Wilgosh



PINCHER CREEK CURLING CENTER

Proposed relocation Adjacent to the Pincher Creek Recreation Center

Project Budget Costing

• Excavation of building site and site prep – (Link Builders)	\$ 50,000.00
• Supply and install complete engineered insulated steel structure. (Olympia Steel Buildings of Canada) -	\$ 668,134.00
• Construction of all engineered concrete floors, to include soil testing (Bry Sand Engineered Floor Systems) -	\$ 427,000.00
• Plumbing, Heating and Electrical - (Local contractors-Pincher Creek)	\$ 207,440.00
• Installation of new parking lot pavement 33,000 sq ft - (Saal Paving LTD.)	\$ 173,250.00
• Installation of insulation and stucco to existing walls - (Complete Exteriors)	\$ 39,690.00
• Installation of enclosed walkway, Glass wall for Lobby area, Bleachers for Lobby Interior finishing of Lobby and all entrances – (Local Contractors)	\$ 165,000.00
• 15% contingency costs drawings etc. -	<u>\$ 262,577.00</u>
TOTAL BUDGET COSTING FOR THE NEW CURLING CENTER & PARKING LOT -	<u>\$ 2,013,091.00</u>

Submitted by Steering Committee Member - Garry Cleland, August 31,2021



PINCHER CREEK GOLF CLUB

Pincher Creek, AB

CONCEPTUAL PLANNING FOR RELOCATION OF CURLING FACILITY; DEVELOPMENT OF RESIDENTIAL LOTS; AND UPGRADE/ EXPANSION OF GOLF COURSE

Project : 86-09

Prepared for:

Pincher Creek Golf Course
942 Hyde Street, Pincher Creek, AB
C/O: Mr. Adam Grose

Phone: (403) 627-4322

E-mail: recmanager@pinchercreek.ca

Prepared by:

GDS Golf Design Services, Ltd.
P.O. Box 8160
Canmore, AB, T1W 2T9
Phone: (403) 678-4803
E-mail: gdsgolf@gmail.com



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. The current discussion is a continuation of several years of conceptual planning with regard to these multi-faceted component parts. With this document and the accompanying Master Concept Plan, we attempt to demonstrate how all of the various development initiatives might be brought together to form a long-range development plan for the golf course property at Pincher Creek. More specifically, we hope to demonstrate a phased approach to development on the golf course lands:

- **Phase I** – incorporate the relocation of the curling rink facility onto golf course lands; expand the parking facilities on golf course lands to service the expanded facilities; and provide for the development of ~ 15 residential lots on golf course lands.
- **Phase II** – construction of 9 addition holes to expand the golf course to an 18-hole facility
- Provide Order-of-Magnitude cost estimates from the perspective of the golf course property, separated into costs associated with the Phase I and Phase II components of the proposed project.

PHASE I – ALLOW FOR RELOCATION OF CURLING FACILITY; EXPAND PARKING FACILITIES; ALLOW FOR DEVELOPMENT OF ~15 RESIDENTIAL LOTS

We propose that Phase I of the redevelopment of the Pincher creek golf course would include the following components:

- Relocate the curling facility to the golf course lands in the position behind the existing current golf course food and beverage facilities and expand the parking facilities for the newly created golf/curling facility to accommodate the demand created for both facilities
- Adjust existing golf course holes to allow for the addition of residential lots along the existing 3rd hole
- Identification of the costs associated with the for the various components of Phase I as depicted, and provide actual cost estimate for the reconfiguration of the golf course components

1.1 Curling Rink Relocation/ Parking Expansion

There is no particular encroachment to the physical golf course required for the relocation of the curling rink into the desired position apart. There is likely to be a disruption to golf course parking and to the food and beverage operations during construction, and safe access routes to the golf operations from the parking lot during construction will have to be established.

There is considerable impact to the parking facilities, including the physical space taken by the curling rink building, as well as some additional existing parking areas rendered unusable by the allowance of a fire lane on the east side of the building. The estimated total current parking displaced is on the order of 1,800 m² (0.18 Ha; 0.44 Acres).

There are sufficient lands available between the existing northern portion of the existing parking lot adjacent the existing 6th green to provide parking equal to or greater than existing levels. We do not anticipate any particular pressure on this area from golf shots as it is approximately 40 m behind the center point of the 6th green, As depicted on the Master Concept Plan, the area of the proposed additional parking is approximately 3,000 m² (0.30 Ha; 0.74 Acres). Also as shown, the entry road into the facility would be realigned to come directly off Poplar Avenue.

The curling operations will require additional parking capacity, but fortunately, golf and curling primarily operate in opposite seasons, so there should be no undue burden on either the golf or curling operations for the shared parking. There is also some question as to the most efficient access for golfers to the proshop and golf course, although this is likely a manageable issue.

Costs associated with the relocation of the curling to golf course lands and the expansion of the parking lot are beyond our particular area of expertise, but we would anticipate that the following costs could be expected:

- Architectural, Engineering, and Project Management Costs
- Sub-grade development and compaction; base layer installation, and asphalt overlay costs
- Signage, fencing, and painting of parking stall lines

As previously mentioned, design and costing of parking facilities is beyond our expertise and should be done by qualified professionals and contractors. As such, we suggest that this portion of the work be addressed within the scope of work for the new curling facility.

1.2 Addition of Residential lots

Currently the land in question for the addition of residential lots is in use for the 3rd hole of the golf course. Modifications to the golf holes on the front nine would be necessary to maintain the golf experience at a level equal to or better than the existing course while ensuring that the proposed residential lots are reasonably safe from errant golf shots. We proposed that the most desirable methodology is to re-route the golf course around the proposed residences (as depicted on the Master Concept Plan) by:

- Constructing a new tee complex approximately one-half way down the existing fairway on hole #3 and converting the hole from a par 4 to a par 3 hole
- Constructing a new fairway and green complex for the existing hole #4 and converting the hole from a par 3 to a par 4 hole
- Constructing a new tee complex for the existing hole#5 and converting the hole from a par 5 to a par 4 hole.

This reconfiguration frees up a development area (adjacent Police Avenue between Lebel Street and South Street) and allows for a proposed residential of development area of



approximately 1.0 Hectares of land which should yield approximately 15 residential lots along Police Street. There will be a longer commute of approximately 200m between the existing 2nd green and the newly created tees on hole #3, but we do not believe this is an undue burden.

Order-of-magnitude costs for the golf course adjustments as proposed/ depicted for Phase I are detailed on the following schedule.



PINCHER CREEK GOLF CLUB - PHASE I

ITEM	DESCRIPTION	QUANTITY	UNIT	PRICE	ESTIMATE
1.0	CLEARING/ GRUBBING				
1.1	Clearing/ Grubbing	-	m ²	\$ 1.25	\$ -
2.0	SITE PREPARATION				
2.1	Cultivation of Turf Areas	26,000	m ²	\$ 0.35	\$ 9,100.00
3.0	EARTHWORKS				
3.1	On-site Fill Material	3,000	m ³	\$ 8.00	\$ 24,000.00
4.0	FEATURE CONSTRUCTION				
4.1	Greens Development	550	m ²	\$ 45.00	\$ 24,750.00
4.2	Tee Development	1,200	m ²	\$ 25.00	\$ 30,000.00
4.3	Sand Bunker Development	600	m ²	\$ 30.00	\$ 18,000.00
4.4	Artistic Fairway Shaping	26,000	m ²	\$ 0.20	\$ 5,200.00
5.0	DRAINAGE				
5.1	Install Catch Basins or Vertical Sump (~6/ Ha)	8	per C.B./ Sump	\$ 500.00	\$ 4,000.00
6.0	CONSTRUCTION MATERIALS				
6.1	USGA Greens Rootzone Mix (30cm depth)	200	m ³	\$ 100.00	\$ 20,000.00
6.2	USGA Greens Drainage Gravel (10cm depth)	70	m ³	\$ 90.00	\$ 6,300.00
6.3	Tees Rootzone Mix (15cm depth)	180	m ³	\$ 100.00	\$ 18,000.00
6.4	Bunker Sand (@12.5cm depth)	80	m ³	\$ 100.00	\$ 8,000.00
6.5	Perf. Drainage Tile (10cm)	700	l.m.	\$ 2.50	\$ 1,750.00
6.6	Non-Perf Drain Tile (10cm)	400	l.m.	\$ 2.50	\$ 1,000.00
6.7	Drain Fittings (Wye, T, Couplers, End Caps)	1	allowance	\$ 350.00	\$ 350.00
6.8	Bluegrass Mix Seed	390	kg	\$ 8.00	\$ 3,120.00
6.9	Bentgrass Seed	20	kg	\$ 25.00	\$ 500.00
6.10	Prep Fertilizer App	26,000	m ²	\$ 0.15	\$ 3,900.00
6.11	Drainage Rock (crush)	25	m ³	\$ 40.00	\$ 1,000.00
7.0	FAIRWAY & ROUGH DEVELOPMENT				
7.1	Fine Grade, Prep, & Seed Turf Areas	26,000	m ²	\$ 0.60	\$ 15,600.00
8.0	IRRIGATION				
8.1	Irrigation System/ Installation	42	per head	\$ 1,500.00	\$ 63,000.00
8.2	Pumphouse/ Pumps	-	allowance	\$ -	\$ -
9.0	CART PATHS/ CURBING				
9.1	Cart Path Base/ Asphalt Installation	1,250	m ²	\$ 45.00	\$ 56,250.00
10.0	PROFESSIONAL CONSULTING				
10.1	Engineering/ Survey/ Testing	1	not incl.	\$ -	\$ -
10.2	Design & Architectural Supervision (GDS)	1	fixed fee	\$ 18,600.00	\$ 18,600.00
11.0	CONTRACTOR MOBILIZATION	1	allowance	\$ 12,000.00	\$ 12,000.00
	SUB-TOTAL				\$ 344,420.00
	PROJECT TOTAL				\$ 344,420.00



PHASE II – CONSTRUCTION OF ADDITIONAL 9-HOLES TO EXPAND PINCHER CREEK GOLF TO AN 18-HOLE GOLF FACILITY

2.1 Golf Course Expansion to 18-Holes

We propose that Phase II of the redevelopment plan would be to expand the golf course to 18-holes. There are many positive arguments for expanding to an 18-hole facility. It would be expected that the golf course could become a ‘destination’ 18-hole facility, attract more tournament business, and generally expand the presence and reputation of the golf course for both local and visitor rounds.

- An 18-hole facility will attract an entirely different clientele than a 9-hole course
- Tournament rounds should increase substantially, and establish Pincher Creek as a destination for visitors to play golf.
- Additional opportunities should be available to cross-market the area as a golf destination

Expansion of the Pincher Creek Golf club is reasonably straightforward. The existing land base of the Town of Pincher Creek will accommodate the expansion. In the following schedule, we have provided an order-of-magnitude cost estimate for the development of 9 additional golf holes which would expand the Pincher Creek Golf Course to an 18-hole facility.



PINCHER CREEK GOLF CLUB - PHASE II

ITEM	DESCRIPTION	QUANTITY	UNIT	PRICE	ESTIMATE
1.0	CLEARING/ GRUBBING				
1.1	Clearing/ Grubbing	-	m ²	\$ 1.25	\$ -
2.0	SITE PREPARATION				
2.1	Cultivation of Turf Areas	180,000	m ²	\$ 0.35	\$ 63,000.00
3.0	EARTHWORKS				
3.1	On-site Fill Material	27,000	m ³	\$ 8.00	\$ 216,000.00
4.0	FEATURE CONSTRUCTION				
4.1	Greens Development	4,950	m ²	\$ 45.00	\$ 222,750.00
4.2	Tee Development	5,400	m ²	\$ 25.00	\$ 135,000.00
4.3	Sand Bunker Development	5,000	m ²	\$ 30.00	\$ 150,000.00
4.4	Artistic Fairway Shaping	150,000	m ²	\$ 0.20	\$ 30,000.00
5.0	DRAINAGE				
5.1	Install Catch Basins or Vertical Sump (~6/ Ha)	108	per C.B./ Sump	\$ 500.00	\$ 54,000.00
6.0	CONSTRUCTION MATERIALS				
6.1	USGA Greens Rootzone Mix (30cm depth)	1,800	m ³	\$ 100.00	\$ 180,000.00
6.2	USGA Greens Drainage Gravel (10cm depth)	630	m ³	\$ 90.00	\$ 56,700.00
6.3	Tees Rootzone Mix (15cm depth)	1,620	m ³	\$ 100.00	\$ 162,000.00
6.4	Bunker Sand (@12.5cm depth)	625	m ³	\$ 100.00	\$ 62,500.00
6.5	Perf. Drainage Tile (10cm)	6,300	l.m.	\$ 2.50	\$ 15,750.00
6.6	Non-Perf Drain Tile (10cm)	4,500	l.m.	\$ 2.50	\$ 11,250.00
6.7	Drain Fittings (Wye, T, Couplers, End Caps)	9	allowance	\$ 350.00	\$ 3,150.00
6.8	Bluegrass Mix Seed	2,700	kg	\$ 8.00	\$ 21,600.00
6.9	Bentgrass Seed	180	kg	\$ 25.00	\$ 4,500.00
6.10	Prep Fertilizer App	180,000	m ²	\$ 0.15	\$ 27,000.00
6.11	Drainage Rock (crush)	225	m ³	\$ 40.00	\$ 9,000.00
7.0	FAIRWAY & ROUGH DEVELOPMENT				
7.1	Fine Grade, Prep, & Seed Turf Areas	180,000	m ²	\$ 0.60	\$ 108,000.00
8.0	IRRIGATION				
8.1	Irrigation System/ Installation	1	allowance	\$ 750,000.00	\$ 750,000.00
8.2	Pumphouse/ Pumps	1	allowance	\$ 150,000.00	\$ 150,000.00
9.0	CART PATHS/ CURBING				
9.1	Cart Path Base/ Asphalt Installation	6,250	m ²	\$ 45.00	\$ 281,250.00
9.2	Bridges/ Culverts	3	per creek crossing	\$ 10,000.00	\$ 30,000.00
10.0	On-Course Washroom	1	per washroom	\$ 50,000.00	\$ 50,000.00
11.0	PROFESSIONAL CONSULTING				
11.1	Engineering/ Survey/ Testing	1	not incl.	\$ -	\$ -
11.2	Design & Architectural Supervision (GDS)	1	fixed fee	\$ 136,000.00	\$ 136,000.00
12.0	CONTRACTOR MOBILIZATION	1	allowance	\$ 16,000.00	\$ 16,000.00
	SUB-TOTAL				\$ 2,945,450.00
	PROJECT TOTAL				\$ 2,945,450.00



CONCLUSIONS

GDS Golf Design Services, Ltd. has worked hand-in-hand with the Pincher Creek Golf Course for several years to determine an optimal path forward for the club with regard to relocation of the curling facility; additional residential development on existing golf course lands, and expansion of the golf course to an 18-hole facility.

We believe that the current incarnation of these plans is fundamentally sound and the combination of the golf and curling operations is logical. The opportunity to create approximately 15 residential lots on existing golf course lands should provide an opportunity to help fund the expansion of the golf course without significantly detracting from the golf experience on the existing course.

We look forward to continuing to refine the development plans and ultimately see these plans through to fruition – we are convinced that we can create a success story with the synergies which can be realized from a joint curling/ golf facility; an expanded golf course, as well as some additional residential opportunities which can fund the expansion project.

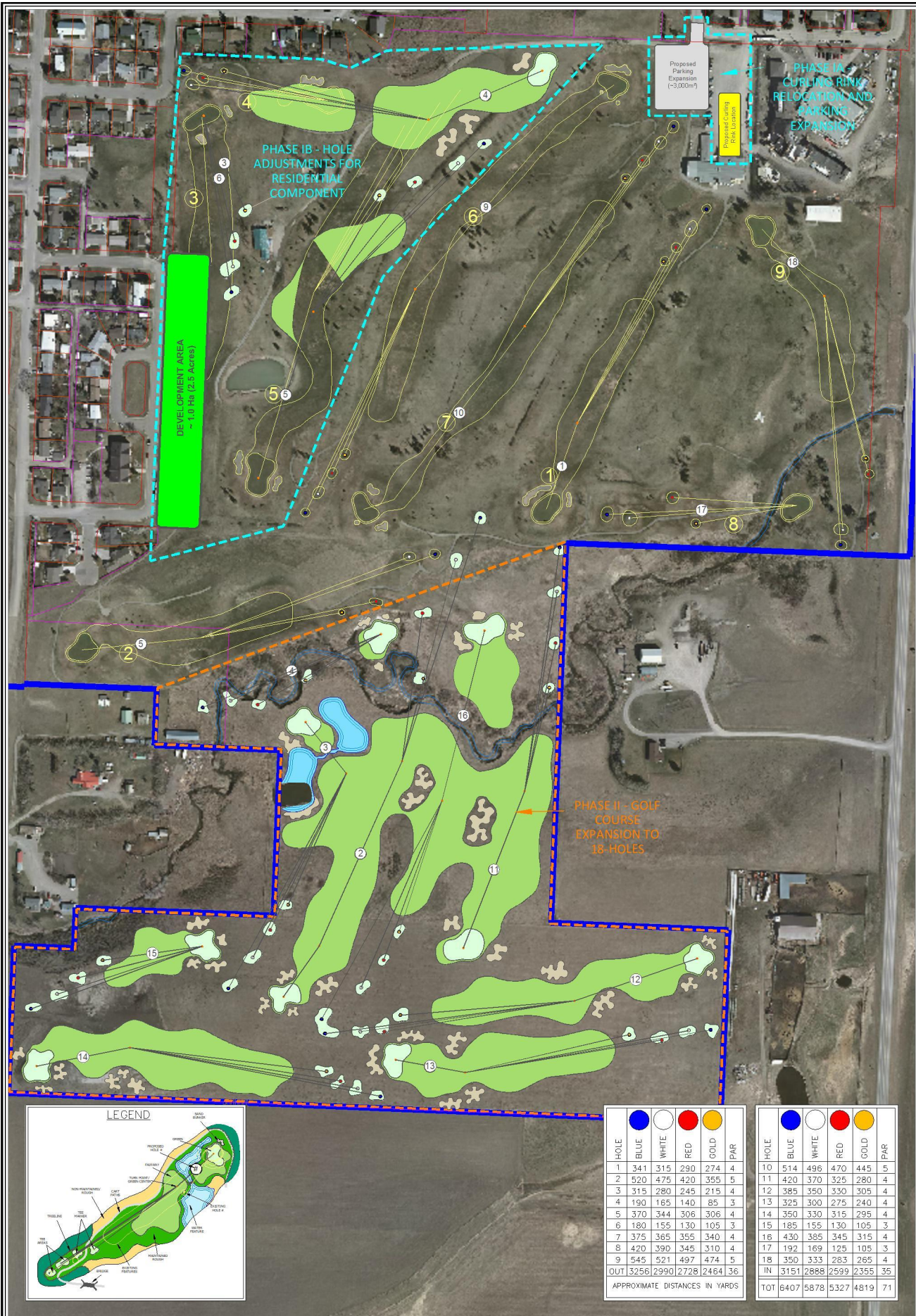
Sincerely,

A handwritten signature in black ink that reads 'Les Furber' in a cursive script.

Les Furber
President
GDS Golf Design Services, Ltd.

A handwritten signature in black ink that reads 'Tim Birnie' in a cursive script.

Tim Birnie
Design Associate
GDS Golf Design Services, Ltd.



PINCHER CREEK GOLF CLUB
Pincher Creek, AB

Scale: 1:2000

Date: JUL 2021

Drawing: 1 of 1



TOWN OF PINCHER CREEK

REQUEST FOR DECISION

Council

SUBJECT: Community Economic Development Strategy	
PRESENTED BY: Laurie Wilgosh, Chief Administrative Officer	DATE OF MEETING: 9/13/2021

PURPOSE:

To accept the Community Economic Development Strategy as information

RECOMMENDATION:

That Council for the Town of Pincher Creek accept the Community Economic Development Strategy as information and proudly pass it to the next incoming Council for review and implementation.

BACKGROUND/HISTORY:

Council reviewed the draft Economic Development Strategy at the Committee of the Whole meeting on Sept. 3, 2021. Council was very pleased and receptive overall, however it was agreed that they all needed some time to thoroughly review the document and identify any corrections, or proposed revisions prior to presenting it in its entirety.

Innovisions and Associates worked very hard with our Economic Development Officer to prepare this plan for Council prior to the end of this council term, as it was the 2017 Council who engaged them for this important plan. Before the document is presented to the public as a go forward plan, it requires Council's endorsement. The Executive summary is included with this RFD and the final full plan will be presented on or before the next regular Council meeting.

ALTERNATIVES:

That Council for the Town of Pincher Creek receive the Community Economic Development Strategy as information only.

That Council forward the community Economic Development Strategy to the newly elected Council for review.

IMPLICATIONS/SUPPORT OF PAST STUDIES OR PLANS:

Several studies and plans were reviewed such as: The Town of Pincher Creek 2018 - 2022 Strategic Plan, etc.

FINANCIAL IMPLICATIONS:

The action plan contains recommendations with associated budget costs. Many of the action items will be undertaken in a phased approach.

PUBLIC RELATIONS IMPLICATIONS:

Providing the Town residents with a Community Economic Development Strategy to be implemented over several years will ensure the community that Council is committed to continued growth with ongoing community engagement.

ATTACHMENTS:

PinchCreek-CEDS-FINAL - 2720

CONCLUSION/SUMMARY:

Administration supports that Council accept the Economic Development Strategy Executive Summary and present it to the new incoming Council for approval and implementation.

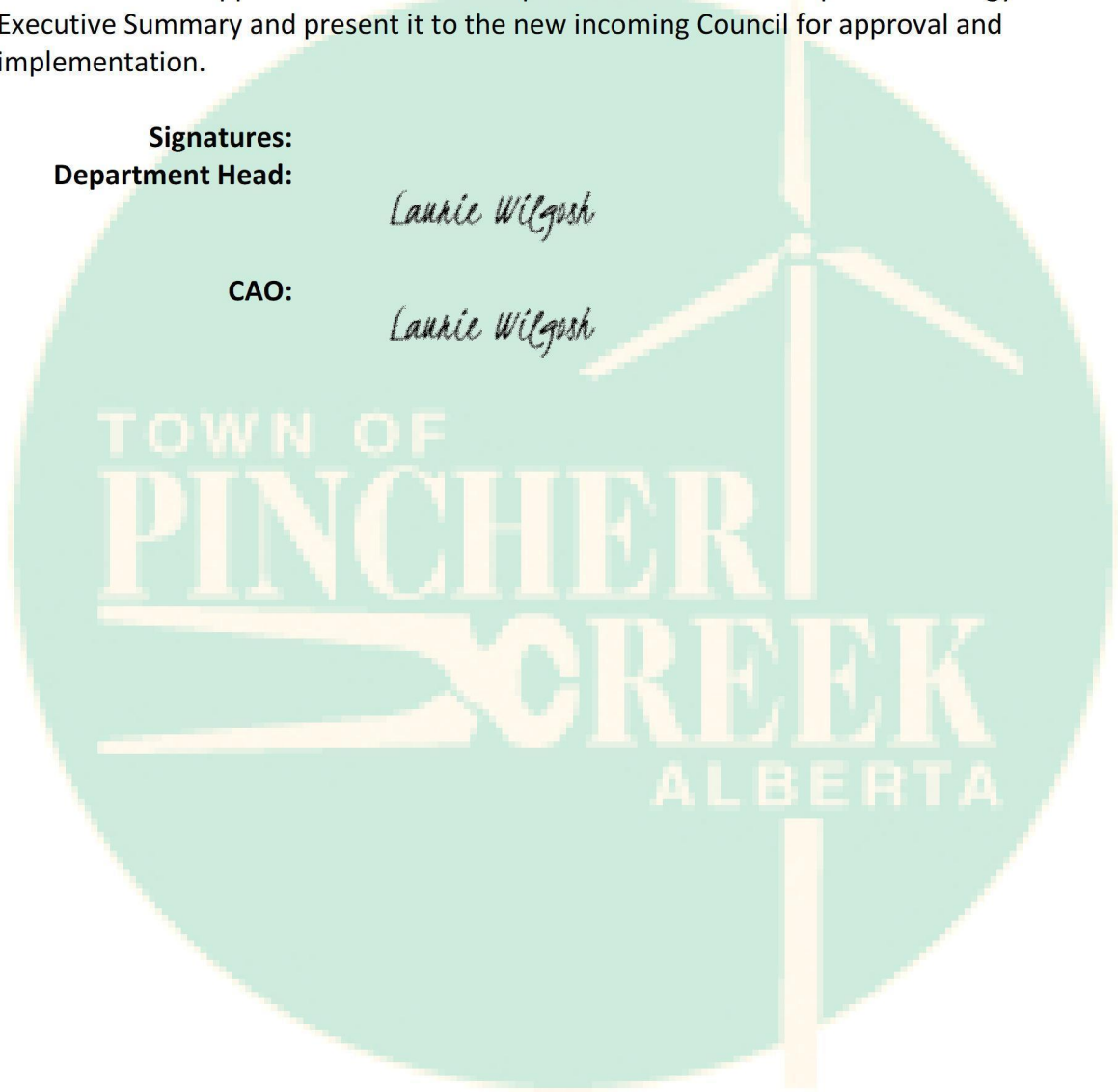
Signatures:

Department Head:

Laurie Wilgosh

CAO:

Laurie Wilgosh





Town of Pincher Creek



INNOVISIONS
— & ASSOCIATES —

Community Economic Development Strategy

2021 - 2026



TABLE OF CONTENT

Pages		Appendices	
5	EXECUTIVE SUMMARY	80	8.0 APPENDICES
13	REPORT SYNOPSIS	80	Appendix A: ‘What we Heard’ Situation Analysis SOARR (2020 – 2021)
14	Strategy Outcomes within the Community Economic Development Strategy (CEDS)	93	Appendix B: Example of a Comprehensive Business License(s)
14	Process	95	Appendix C: CEDS Pivots to Business Recovery Support Program (BRSP)
15	Outcomes	98	Appendix D: Pincher Creek Business Investment Incentive
16	Aligning with the Community’s Goals	103	Appendix E: Example of a Downtown Revitalization Review Proposal
17	1.0 CURRENT SITUATION ANALYSIS	107	Appendix F: Pincher Creek Tourism Asset Inventory
22	2.0 BUSINESS AND COMMUNITY ENGAGEMENT	108	Appendix G: Oversight for Council Appointed Committees
24	3.0 FACTORS AFFECTING ECONOMIC GROWTH AND INVESTMENT	110	Appendix H: Economic Development – Action Team (A Teams)
24	3.1 Pincher Creek’s Core Assets – Opportunity Identification	113	Appendix I: Example of a Workforce Housing and Rural Immigration Welcoming Communities Action Plan Proposal
26	3.2 ‘What we Heard’	117	Appendix J: Example of a Community Investment Co-op Concept
27	3.3 Existing and Emerging Economic Engines	120	Appendix K: Detailed Action Plan Working Sheets
31	4.0 COMMUNITY ECONOMIC DEVELOPMENT STRATEGY AND ACTION PLAN – IN DETAIL	132	Appendix L: Glossary
77	5.0 GETTING IT DONE – THE CEDS ACTION PLAN SUMMARY	134	Appendix M: References
87	6.0 ROLES, RESPONSIBILITIES & RECOMMENDATIONS		
85	7.0 CONCLUSION		

Tables

16	Table 1: Relevant foundational documents and/or studies integrated into the CEDS
18	Table 2: Regional non-residential tax comparisons (2020)
19	Table 3: Pincher Creek's trade population (2020)
20	Table 4: Distance and times to major markets
23	Table 5: Business engagement opportunities and responses
78	Table 6: CEDS goals and action plan: summary
79	Table 7: CEDS outcomes that meet the community goals
88	Table 8: Strengths identified (SOARR) – 'What we Heard'
89	Table 9: Opportunities identified (SOARR) – 'What we Heard'
90	Table 10: Aspirations identified (SOARR) – 'What we Heard'
91	Table 11: Results identified (SOARR) – 'What we Heard'
92	Table 12: Risks identified (SOARR) – 'What we Heard'
102	Table 13: Pincher Creek 'Investment Incentive' tax implications
118	Table 14: Benefits of a regional investment consortium
120	Table 15: CEDS Action Plan Worksheets

Figures

14	Figure 1: CEDS development – the process
17	Figure 2: Pincher Creek licensed businesses 2015 - 2021
21	Figure 3: Pincher Creek's population: median age
21	Figure 4: Pincher Creek versus Alberta: generations living in the community
22	Figure 5: Pincher Creek business focus group (2020)
24	Figure 6: Community assets
25	Figure 7: Strengths, Opportunities, Aspirations, Risks and Results (SOARR) questions
26	Figure 8: 'What we Heard' from community engagement
31	Figure 9: Challenges impeding business retention, new investment and long-term community sustainability
53	Figure 10: Example of the types of housing on a housing continuum
54	Figure 11: Options for accessory dwelling units secondary suites and tiny homes – B.C. Housing
57	Figure 12: What workforce needs
59	Figure 13: An example of a multi-use commercial and housing development (Langdon, Alberta -2020)
69	Figure 14: Pincher Creek Rural Hub
77	Figure 15: CEDS community core goals
94	Figure 16: Example of a home-based business permit
95	Figure 17: Three phases of the Business Recovery Support Program (BRSP)
118	Figure 18: Investment pool concept visual



PROPRIETARY NOTICE

This Community Economic Development Strategic (CEDS) Plan was prepared by InnoVisions & Associates (InnoVisions) for the Town of Pincher Creek. The professional opinions within this document are based on information and conditions that existed at the time the work was completed, with the COVID pandemic ongoing at this time. This document relies on the accuracy of existing Town and M.D. documents supplied by the Administration, as well as subjective content gleaned through interviews with individual businesses and community residents. In some instances, InnoVisions could not, and therefore did not, verify information supplied by others. If the information seemed reasonable it has been added to the document. Where possible, every attempt to verify information was made.

Neither InnoVisions nor its' subcontractors shall be responsible for actions taken by the Town based on the information provided herein.

Note: The business cases, working examples and proposals stated within this document are concepts which are used to exemplify a recommendation(s) or activity proposed. They are not, in and of themselves, professional recommendations by InnoVisions. The Town of Pincher Creek is encouraged to conduct its' own due diligence prior to engaging any of the businesses mentioned in a case example.

EXECUTIVE SUMMARY

The Town of Pincher Creek retained InnoVisions & Associates (the Consultants) to create a community economic development strategy (CEDS) and a strong action plan to capitalize on existing and emerging opportunities of the 21st century. Many of the concepts, ideas and projects in this strategy are not new and have been talked about in the community – for years. This CEDS strives to create a new path to achieve the community’s goals and bring old and new ideas to fruition.

The Town has worked hard to support business sustainability and growth, and much has been achieved. Businesses in the region however, have new and urgent issues to manage, especially as a result of the pandemic. Community support is needed for businesses to continue to provide jobs, goods and services. This CEDS is an opportunity for all community members in Pincher Creek to work together to retain current businesses and attract new ones.

Stakeholder Engagement

Through focus groups, interviews and surveys, the community told the Consultants what they want the CEDS to achieve. They want it to:

- Attract more families to reside in Pincher Creek;
- Create options for Pincher Creek youth to stay and raise their families;
- Provide more good jobs, housing and education options;
- Encourage more businesses to set up in the area; and
- Increase the number of visitors who will spend their money in and around the town.

This CEDS is a roadmap for how to meet the community’s desired outcomes. It is part of a process that builds upon the assets and benefits within Pincher Creek. The town’s long-term economic success depends on the strength of its businesses and their success in providing goods and services to both residents and visitors.

To gather relevant data, business focus groups and over 50 one-on-one interviews were conducted by the Consultants with businesses, residents and service providers. Surveys were completed in March 2020 and May 2021 to keep abreast of the impact of COVID-19 on the business community with over 200 responses. The town’s Strengths, Opportunities, Aspirations, Risks and Results (SOARR) were confirmed via stakeholder engagement. The Consultants reviewed all existing foundational documents, studies and reports (where relevant) to ensure that all previous work was considered in this CEDS. Finally, opportunities were grouped into themes. The objectives of the community economic development strategy (CEDS) based on the outcomes of the SOARR are to:

- Retain and attract business and residents;
- Revitalize the downtown corridor;
- Add more housing options for residents and workforce;
- Streamline business interaction with the town;
- Provide more diverse jobs;
- Create opportunities for retiring business owners to sell; and
- Diversify the economy.



When the winds of change blow, some people build walls and others build windmills – Chinese proverb

 EXECUTIVE SUMMARY

The Findings of the Stakeholder Engagement

A summary report from stakeholder engagement was presented to Council and the community in Nov. 2020. Entitled 'What we Heard', it was a summary of the opinions of business owners/managers of what will help or hinder their businesses in the future. Businesses in the Town of Pincher Creek, along with those in the municipalities with the M.D. of Pincher Creek #9, are facing challenges that must be resolved. These challenges include the following seven identified issues:

1) Critical housing shortages:

- a. Housing shortages are affecting employee retention and attraction.
- b. Scarcity of housing options - right across the housing continuum from social housing to market-based, free enterprise solutions.

2) Workforce shortages are looming:

- a. Stagnant and aging population base without population replacement.
- b. A shrinking labour pool, critical staffing shortages, and job skills gaps.

3) Downtown has little vitality:

- a. High number of downtown vacancies limits investment attraction opportunities.
- b. The Town currently offers no incentives to offset development risks for more live-work-stay- play options.
- c. Limited assortment available of products and services need to position Pincher Creek as a tourist destination.

4) Baby-boomer business owners are set to retire without apparent replacements:

- a. Business retention and expansion will become more challenging as boomer entrepreneurs retire.
- b. There will be a loss of jobs, products and services needed to retain and attract residents, newcomers (for workforce) and investment.

5) Data gaps affect decision-making and service delivery:

- a. Inconsistent data collection, different measurement values and analysis creates data gaps for informed decision making.

- b. Data gaps create misleading or confusing 'pictures' for decision makers and limit predictive outcomes.

6) Some Town administrative processes require updating and streamlining to be more effective for business:

- a. Red tape – dated foundational documents and some processes for business interaction with the Town are more complex than they need to be.
- b. Communications – internal and external gaps in messaging create misunderstanding and community/investor credibility challenges.

7) The economic reality - the need to build capacity, confidence and diversify:

- a. To truly diversify the economy residents of the community must understand the current economic reality, and they must have realistic expectations regarding opportunities. There must be commitment by residents to assist in making changes or little will be accomplished. Administration cannot do it alone.
- b. There seem to be community members who are misguided in their understanding of the process of economic development. Unfounded rumours are creating issues with selling the town as a good place to invest.
- c. NIMBYism is negatively influencing community growth and sustainability. Income, social inequality and limited housing options are contributing to the workforce issues. Without a workforce no business can succeed.

These issues are impeding current businesses and preventing new businesses from choosing Pincher Creek. Resolving these issues are the path for the community to win with more jobs, better jobs, more residents and greater wealth for the community.

Council and Administration have worked hard and accomplished a number of very positive outcomes including but not limited to the Business Recovery and Resiliency Program to support businesses through the pandemic; the wayfinding signs (locally manufactured and installed) throughout the community; the recreation master plan; the supportive advocacy of the local doctors in contract negotiations with the province and in support of the new CT scanner; the new Inter-municipal Collaborative Framework

(IMCF) in partnership with the M.D.; the new Area Structure Plan (ASP) designated for future development; the Pincher Creek Child Care Centres; and partnership in the newly minted South Canadian Rockies Tourism Association partnership, etc. However, it seems the community is largely unaware of this economic development progress. It is time for a fresh approach to economic and social development — one that allows for even more achievement by involving citizens that understand the urgent need and will meet the call to action.

The Goal to Achieve is to Become Three Interconnected Hubs in a Rural Setting

For Pincher Creek, the overarching economic development goal of this CEDS is to bring together the people, partnerships and possibilities to become the foremost service and amenities hub for southwest Alberta by 2026. The reasons to do this are to meet the community’s goals by becoming three hubs in a rural setting as:

1. A health and wellness hub;
2. A business service and amenity hub for the region (and beyond); and
3. A transportation corridor and logistics hub.



EXECUTIVE SUMMARY



The ‘town’, the collective of active residents, bright minds, virtuous organizations, special interest groups and dedicated champions, must work with Council and Administration. The execution of a long-term plan to diversify the economy and catapult the community forward must be a collaborative community effort. If it is not done as a collective with concerted effort, Pincher Creek will still be talking about the ‘opportunities’ in ten years instead of benefiting from them.

less capacity and they often lag urban centres in economic, social and health opportunities. However, rural communities when inspired are innovative, entrepreneurial and exhibit underdeveloped potential. An integral part of hubs includes economic development through the lens of the business community, and the inclusion of social development (housing, workforce, education, childcare), health (access to health and wellness services, mental health), environmental conditions (environmental planning and sustainability) and quality of life (recreation and personal growth). Hubs are coordinated partnerships and programs to leverage assets that are the key to current and future economic sustainability.

The conclusions and recommendations of this CEDS are motivated by a new approach to community economic development, one which shifts mindsets, revises systems, rethinks policies and builds on existing assets to advance rural community development. It focuses on ‘what works’. First, retain local businesses and residents before striving to attract new business investment or residents. Do this by building capacity for all businesses to be successful. Then, as the community becomes more investment ready (CIR) work to attract new businesses. Pincher Creek first has to invest in and improve local assets – local entrepreneurs, local institutions, local infrastructure, local partnerships and local systems. With this in mind, this Pincher Creek CEDS focuses on ‘rural development hubs’. Hubs are an approach to doing rural economic development differently.

Rural communities vary by economic base, demographics and geography. Rural communities often have fewer resources,



5.0 GETTING IT DONE – THE CEDS ACTION PLAN SUMMARY

For Pincher Creek, the overarching economic development goal is to bring together the people, partnerships and possibilities to become the foremost services and amenities hub for southwest Alberta by 2026. The reasons to do this are to meet the community’s goals of:

- Attract more families to reside in Pincher Creek;
- Create options for Pincher Creek youth to stay and raise their families;
- Provide more good jobs, housing and education options;
- Encourage more diverse businesses to set up in the area; and
- Increase the number of visitors who will spend their money in and around the town.

Based on opportunity identification, and an assessment of the Town and Region’s assets and champions, four core economic development goals have been selected by virtue of having the

highest potential to support existing business while preparing for new investment within the Town.

Figure 15: CEDS community core goals



The following table is the abridged list of core activities.

Table 6: CEDS goals and action plan: summary

 <p>CEDS GOAL #1 RETAIN AND EXPAND BUSINESSES IN THE COMMUNITY</p>	 <p>CEDS GOAL #2 ATTRACT NEW INVESTMENT & BUSINESSES TO THE COMMUNITY</p>	 <p>CEDS GOAL #3 DEVELOP A REGIONAL WORKFORCE</p>	 <p>CEDS GOAL #4 LEVERAGE EXISTING KEY ASSETS FOR A DIVERSIFIED ECONOMY</p>
<p>1.1 Develop a Business Concierge System</p> <p>1.1.1 Create a business-friendly culture at the Town Office</p> <p>1.1.2 Actively work to cut the red tape</p> <p>1.1.3 Develop an internal/external marketing plan</p> <p>1.2 A Leadership Development and Succession Planning Process</p> <p>1.2.1 Strive for continuing organizational excellence through leadership development and include succession planning</p> <p>1.2.2 Restructure the economic development department</p> <p>1.3 Develop a Data Strategy</p> <p>1.3.1 Increase local capacity to collect more local data</p> <p>1.3.2 Business licenses can be a source of primary data</p> <p>1.3.3 Incorporate NAICS codes</p> <p>1.4 Review the BRSP (2021) Outcomes to Move to Phase Three - an Entrepreneur Ecosystem</p> <p>1.4.1 Review the emergency Business Recovery Support Program (BRSP) to determine how to move to Phase Three</p> <p>1.5 Conduct a Structured Business Outreach Program</p> <p>1.5.1 Set up a business visitation/ outreach Program</p> <p>1.5.2 Increase awareness of succession planning/ transitioning options for business owners</p>	<p>2.1 Develop a 21st Century Town Centre</p> <p>2.1.1 Develop a downtown corridor revitalization plan</p> <p>2.1.2 Build-up rather than out</p> <p>2.2 Incentivize New Development and Investment</p> <p>2.2.1 Support an 'Investment Incentive Bylaw' to encourage development</p> <p>2.3 Develop a Small Business and Entrepreneurial Ecosystem</p> <p>2.3.1 Nurture an entrepreneurial ecosystem</p> <p>2.4 Establish a 'Community Investment Marketplace' - Local Investors, Local Business, Local Solutions</p> <p>2.4.1 Partner to develop a Community Market Place</p> <p>2.5 Host an Economic Development, Real Estate, Investor Forum</p> <p>2.5.1 Host an economic development, real estate, investor forum to spur innovation</p>	<p>3.1 Champion a Regional Workforce Initiative</p> <p>3.1.1 Host a round-table workforce fact-finding discussion.</p> <p>3.2 Appoint a Workforce Housing Action Team</p> <p>3.2.1 Appoint a Workforce Housing Action Team</p> <p>3.3 Develop a Rural Immigration Initiative - Become a 'Welcoming Community'</p> <p>3.3.1 Link this strategy to the 'Housing Action Plan'</p> <p>3.4 Link to Business Investment Options for Newcomers, Immigrants and Indigenous Entrepreneurs</p> <p>3.4.1 Partner to coordinate options for immigrant, newcomer and Indigenous entrepreneurs.</p> <p>3.5 Create a Residential Growth Strategy</p> <p>3.5.1 Appoint a Workforce Attraction Action Team.</p> <p>3.6 Become a Training Centre in the Region</p> <p>3.6.1 Leverage academic partnerships for training and jobs skills upgrading</p>	<p>4.1 Create a Health and Wellness Hub</p> <p>4.1.1 Establish a Health & Wellness Advocacy Action Team. Determine when and who will act to Advocate; Champion or Team-up (ACT)</p> <p>4.1.2 Address staffing shortages</p> <p>4.1.3 Advocate for a regionally supportive funding model</p> <p>4.1.4 Via local practitioners, and through the economic development lens, determine if more services can be provided locally?</p> <p>4.2 Create a Business, Services and Amenity Hub</p> <p>4.2.1 Encourage more B2B and B2C spending</p> <p>4.2.2 Business does better in Pincher Creek marketing plan</p> <p>4.3 Expand into Transportation Corridor and Logistics Hub</p> <p>4.3.1 Become a centre for regional logistics</p> <p>4.3.2 Complete the airport utilization business case</p> <p>4.4 Increase and Improve Community Assets</p> <p>4.4.1 Increase and improve community assets.</p> <p>4.4.2 Work to increase market-ready tourism products and services.</p> <p>4.4.3 Assist in supporting ag organizations in encouraging innovation</p>

Table 7: CEDS outcomes that meet the community goals

CEDS GOAL	OUTCOMES THAT MEET THE COMMUNITY GOALS
 <p>CEDS GOAL #1 RETAIN AND EXPAND BUSINESSES IN THE COMMUNITY</p>	<ul style="list-style-type: none"> • Become known as a business friendly community • Have streamlined, effective processes for business permitting, licensing and development • Beautification and vibrancy are increased in Pincher Creek • With entrepreneurship programs starting in the schools and extending to the entire region • Having a conduit for entrepreneurs to connect to resources • With a range of local training opportunities to grow more local talent/workforce • Increase opportunities to start and scale up business • Increased employment opportunities for young adults to return home to work • While creating partnerships that foster community spirit and entrepreneurship • And current residents understand and support the success of their existing businesses. • Including a thriving entrepreneurial ecosystem that builds capacity in tourism sectors as a priority
 <p>CEDS GOAL #2 ATTRACT NEW INVESTMENT & BUSINESSES TO THE COMMUNITY</p>	<ul style="list-style-type: none"> • A thriving, profitable and growing business centre in Alberta • Beautification and development of Pincher Creek’s downtown corridor and community neighbourhoods • The Town becomes known as an advocate for business support and development innovation • New businesses bring more job opportunities and more economic stability to the region • New job opportunities attract newcomers and encourage the return of young adults raised in Pincher Creek and young families • Critical mass of B2B is achieved with value chain development in conjunction with existing firms • Become a business and residential hub supporting a high standard of living for residents
 <p>CEDS GOAL #3 DEVELOP A REGIONAL WORKFORCE</p>	<ul style="list-style-type: none"> • Services become available that readily help businesses retain and attract workforce • More workforce • Longevity and resilience of businesses is increased by job creation and retention of employees • Programs are created to actively attract immigrants and newcomers • Pincher Creek is viewed as a Welcoming Community for newcomers and immigrants • Jobs exist for the children of current residents to stay in Pincher Creek • More options for local and international immigrant, newcomers and Indigenous entrepreneurs and/or business investors • Housing options within vibrant neighbourhoods are developed to attract new residents to live and work in the area • Post-secondary training and education is offered in the community

CEDS GOAL

OUTCOMES THAT MEET THE COMMUNITY GOALS



CEDS GOAL #4
**LEVERAGE
 EXISTING KEY
 ASSETS FOR A
 DIVERSIFIED
 ECONOMY**

- Community capitalizes on Pincher Creek’s three unique assets: the teaching hospital; location as a service centre hub and the creation of a transportation corridor and logistics hub potentially using the airport: potentially using the airport:
 - 1) The Health and Wellness Hub
 - » Better health services
 - » More health oriented businesses
 - » More and diverse job opportunities
 - » Medical tourism
 - 2) The Service Centre and Amenities Hub
 - » More and diverse businesses
 - » Redevelop the downtown corridor
 - » More options for housing
 - » More residents
 - » Different demographic markets are attracted to the region as a result of public space development
 - » A pride of place keeps residents and businesses while attracting new ones
 - » Increased quality of life for all residents
 - 3) The Creation of a Transportation Corridor and Logistics Hub
 - » More market access for all
 - » Service growth of logistics firms
 - » Connectivity potential using the airport
 - 4) A More Diverse Economy
 - » An increased range of community products, services and assets
 - » Increased capacity of more market-ready tourism products
 - » More B2B firms connecting
 - » More reasons to set up a firm in Pincher Creek
 - » Assist in supporting the disseminating of information about new market opportunities in agriculture

6.0 ROLES, RESPONSIBILITIES & RECOMMENDATIONS

To capitalize on the opportunities and offset the challenges, the Town of Pincher Creek's Council and Administration have the capacity and resources to **ACT: Advocate, Champion and Team Up**. It is important for everyone to know what they can do and when and how to do it. Council and Administration should continue to recognize the difference between governance (leadership, strategic vision and direction, policy formulation, etc.) versus operations (the actual strategy and tactics created for development and implementation of Council's directives) in how and when they choose to ACT.

Advocate, Champion, and Team Up (ACT)

The following content provides a number of different projects that will inherently support business, diversify the business mix in the Town, and support the entire trade region.

Advocate: In the role of advocate, the Town can leverage their collective voice and resources for various projects. As advocates they can be more effective, expand participation, draw new investment, reach new partners, access provincial and/or federal dollars, etc. For example:

- **First Advocate.** Ask the community for help. Find your Champions, bring on your Partners, create your Action Teams. Host a community-wide, round-table to present the CEDS strategy and get the volunteers you need.
- **Advocate for business.** There is opportunity to support businesses in solving the challenges they face. Information gathered from primary business interviews will often present issues that impact businesses' profitability, affect their ability to expand or to even stay in operation.
 - » **Continue support for businesses post COVID.** Financially support the Business Recovery Support (BRSP) program and the long-term Small Business and Entrepreneurial Ecosystem part of the resiliency program. Focus on activities to support businesses in workforce, housing and training needs.
 - » **Become pro-business ambassadors.** Business is caught in an economy where the price of oil has led to layoffs in Alberta, small businesses are struggling to stay afloat after COVID.

- » **Host a round table forum on investment opportunities.** Have realtors, developers, bankers and builders discuss innovative options for more housing and options for the downtown corridor revitalization. Explore public-private partnership (P3) options.
- **Advocate for change in healthcare regulations that stifle innovation.**

Champion: In the role of 'champion' the Town will lead with strategic direction and provide resources (people, time and budget) to implement projects or processes.

- **Champion infrastructure for business development.** Champion projects that create the conditions for business to invest in the region. More multi-use, multi-purpose building options; shovel ready land; refined, effective bylaw, and reduction of red tape and wait times for development will incentivize developers. Become more community investment ready.
- **Champion a downtown corridor revitalization. Create a plan that incorporates vibrant placemaking and live-work-stay-play options.**
- **Champion a 'Regional Workforce Initiative'.** Critical workforce shortages and skills gaps are affecting businesses. Include more options for workforce housing and learn how to become a 'welcoming community' for newcomers and immigrants.
- **Champion a 'Community Investment Marketplace', where local investors can invest in local businesses, organizations or individual projects.** There is keen interest from locals to invest in personal passions and/or businesses within the region. There is financial and knowledge wealth available to make such investments. Be the conduit.
- **Champion more B2B, B2C regional buyer and supplier networks. Start with the reverse trade show tradeshow.** There are over 450~ businesses in the Town alone. Together with the M.D., there is the ability to increase awareness, interaction and spending between regional consumers and the businesses themselves.
 - » Develop and implement programs to increase more business to business (B2B) and business to consumer (B2C) transactions in the region. Have a regional

business directory that lists products and services.

- » There are close to 32,000 consumers in the trade region and over 500 businesses (Town and M.D.), create more awareness and interaction between regional consumers.

Team Up: Town can collaborate with other organizations' projects and processes. There are always more projects than resources. While Administration is working hard to accomplish the current projects set by Council, there is a need to build capacity for other organizations to support economic development projects. Especially get involved with those that support business retention and new investment, or lessen challenges such as businesses' access to employees, profitability and/or markets.

- **Speak with regional organizations about their existing or planned projects.** Any organization, whether it is a volunteer group or paid professional social supports, works for the betterment of the community. There is potential for partnership, if not directly with the Town, then at least with each other.
- **Team-up and support organizations that are caught in bureaucracy** that impacts their budget and/or service delivery. The Pincher Creek hospital has the capacity to add services IF the staffing shortages are resolved. Located in Alberta Health Services (AHS) South Zone, the hospital is the 2nd busiest in the region, however, it does have two OR's that are underutilized. Through the Health and Wellness Action Team determine if there are opportunities for service provision and revenue generation that could stay local.
 - » Explore how the Town could support the hospital, and/or expand involvement in their endeavours to attract and retain more skilled healthcare workers, and lobby the provincial government to provide access to satellite training facilities and/or incentivize nurses training within the region. Connect volunteers with a passion for education to increase political pull and ensure that the community supports the goal.
- **Collaborate on regional tourism projects and initiatives.**
 - » Clearly define the purpose and roles of regional organizations and institutions. Understand who is working on what and how the outcome will benefit the

Pincher Creek Region. Recognize and support regional partnership roles. Support the new DMO's initiatives, regional marketing campaigns and training programs to 'grow' more tourism operators and expand tourism visitor experiences.

- » **Seek collaboration in funding.** Capitalize on the new provincial and federal programs that support priorities outlined within the CEDS such as: infrastructure (downtown revitalization); development; aviation and transportation; housing; jobs and skill development; and Indigenous projects.

Appendix G: Oversight for Council Appointed Committees provides direction on how to engage community and champions.

The following are the 30 recommendations found within the body of the main document.

GOAL #1: RETAIN & EXPAND BUSINESSES IN THE COMMUNITY

1. Develop a Business Concierge service – coordinate a one-window approach within the Town administration that builds relationships with businesses from the first interaction. Strategize on ways to reduce complex application processes or reduce wait times. Don't make the businesses run around to various departments to get their needs met.
2. Create an authentic pro-business culture at Town office. Engage all staff in an economic development session on the importance of increasing business within the Town and how the departments could link to economic development activities.
3. Have the Economic Development Officer act as the Town liaison/project manager/quarter back for the businesses requiring assistance.
4. Restructure the economic development position and department; include considering as needed, non- payroll contractors for communications and events.
5. Foster a pro-business environment by reducing the red tape around each process of interacting with the Town. Provide staff with authority, accountability, encouragement and BUDGET to find innovative ways to improve processes and support businesses.
6. Budget for more external communication processes to

reach different audiences to provide facts, build awareness and stop the rumours.

7. Develop a succession plan and leadership development/mentorship program that will minimize the serious loss of knowledge and experience of the senior staff retiring in the next year. Find ways to keep retiring employees engaged as mentors and add knowledge resources to bolster the inevitable gaps.
8. Develop a data strategy. Increase the collection of primary data to provide a solid base of information for analysis to ensure that decisions are accurately informed.
9. Revamp the business licenses to capture relevant information about the businesses.
10. Incorporate the North American Industrial Classification System (NAICS) categorization within the business licensing process.
11. Explore the option of a bridge program to link to the existing Diamond software, create a workaround, or invest in a new system to track NAICS.
12. Conduct a formal business outreach program, track business interviews in a confidential CRM, follow-up on red (closures, exiting the community, etc.) and green flags (expanding, new certification, products, etc.).
13. Review the Business Recovery Support Program (BRSP). Consider timing on when to advance to Phase 3, to the small business and entrepreneur ecosystem program.
14. Encourage small business and entrepreneurial ecosystem. Designate time and budget to entrepreneur-led economic development activities to offer businesses life-stage training, mentoring, and sector specific programs to build a resilient business community.
15. Conduct a structured business outreach program to gather local business intel to develop programs for business retention and expansion.
16. Provide succession planning opportunities for business owners to sell or transition their businesses to ensure that products and services continue to be available in the community.



GOAL #2: ATTRACT NEW INVESTMENT & BUSINESSES TO THE COMMUNITY

17. Develop a 21st century 'Downtown Revitalization and Vibrancy plan' which is authentically designed and incorporates more multi-use options to live-work-play and stay in the downtown corridor and community neighbourhoods.
18. Incentivize development and investment. Share the risk with developers and business owners to spur new investment and commercial development.
19. Have land and development plans such as an Area Structure Plan approved and in place to allow for more investment and economic development. Incorporate and encourage more 'placemaking' and authentic, architectural and brand themes into all community amenities such as downtown redevelopment, recreational trail systems and way-finding.
20. Develop a small business and entrepreneurial ecosystem which encourages new business starts and business investment spurring an increase in more diverse products and services to attract residents, newcomers to the community and visitors.
21. Establish a local Community Investment Market Place to provide different types of funding/financing options for entrepreneurs.
24. Develop a 'Rural Immigration Welcoming Community Program' - become known as a Welcoming Community. Work with subject matter experts on immigration and indigenous relations to enhance the efforts to retain and attract newcomers and build the capacity to support their smooth integration into the community. Create pathways to be more inclusionary and accepting of the Indigenous population.
25. Create a 'Residential Growth Strategy' with a focus on how to reduce youth migration out of the region. Increase opportunities for youth to return home with a variety of tactics based on job opportunities and housing. Consider lifestyle trends and integrate immigrants and newcomers into the community with the objective of having more young families. Include action items which strive to address the social, mental, and physical well-being of the existing and future population.
26. Become a training centre. In addition to existing training organizations, anchor education systems in the community to stop the out-migration and increase educational opportunities. Promote Pincher Creek as a community of choice for newcomers both as employees and as new business owners/entrepreneurs.

GOAL #3: DEVELOP A REGIONAL WORKFORCE INITIATIVE

22. Champion or team-up in a coordinated regional workforce initiative that brings together expert workforce resources for specific projects in workforce training and skills development.
23. Position Pincher Creek to become the most attractive housing location for young families in the region by ensuring a variety of housing options. Appoint a Workforce Housing Action Team. Engage an expert to develop a Housing Action Plan. Liaise with the existing Housing Management Body (HMB), and ensure the focus is on all types of housing. The research is complete, Pincher Creek needs an actionable "who, what, where, when and how" plan to provide more housing options ASAP.
27. Develop the rural hub concept. Strive to build capacity to supply more products and services by providing more health & wellness options; more essential services; more regional movement of goods and services; and more support for agriculture and tourism development.
 - a) **Position as a 'health and wellness hub'.** Leverage Pincher Creek's teaching hospital and ancillary support services to attract more health and wellness practitioners and businesses.
 - b) **Leverage Pincher Creek's central location in the region.** Position as a 'service and amenity hub by increasing and improving key essential services and community assets to meet regional needs (e.g., housing, skilled workforce, quality health, education, amenities and facilities).
 - c) **Position as a transportation corridor and logistics hub.**

Increase partnerships and project-based activities to promote an increase in the flow of goods and services via roads, rails and runways that feed into the community. Confirm a business case that could leverage the airport to move more products, people, services and investment in the region.

28. Increase and improve community assets that are key to future sustainability and prosperity, and will attract different demographic markets as a result of development of the above mentioned sectors.
29. Link to tourism bodies (e.g., the new DMO [South Canadian Rockies Tourism Association] and/or other tourism organizations). Work and plan collectively and strategically to expand the number and capacity of revenue producing visitor experiences. Work with tourism operators to access affluent tourist markets.
30. Assist in supporting the dissemination of information about new market opportunities in agriculture. Identify and support a champion that encourages local farmers and ranchers to access innovation programs and projects. Recognize that there is a shift taking place in agriculture to new needs in the market for pea proteins and novel (to the area) crops. Pay attention to the aging farmers and ranchers and work with organizations to help them transition their businesses to new owners to keep those farms and ranches prosperous and in the community.

“The pessimist complains about the wind; the optimist expects it to change; the realist adjusts the sails.”

~ WILLIAM ARTHUR WARD

7.0 CONCLUSION

This Pincher Creek Community Economic Development Strategy (2021-2026) provides goals and a path to reach them. It provides a strong impetus for action to generate economic investment and growth.

To capitalize on the region’s rich opportunities will require all those involved to not only reframe the problems but also the solutions. This CEDS recognizes it is not the sole responsibility of the Town (Council and Administration) to enact this strategy. It needs the ‘town’, working through partnerships and with champions, to build capacity, devote resources, time, energy and budget to overcome the existing challenges and capitalize on opportunities.

Pincher Creek has a lot of work ahead. The town must quickly begin the many projects that will lead to success in economic development. Here is the priority list:

1. Ask the community for help. Find your *Champions*, bring on your *Partners*, create your *Action Teams*. Host a community-wide, round-table to present the CEDS strategy and get the volunteers you need.
2. Start the downtown revitalization community engagement sessions and retail analysis ASAP.
3. Champion the Workforce Housing Action Team and get the committee up and running.
4. Work with a third-party resource to develop a workforce housing and ‘Welcoming Communities’ action plan.
5. Pass the Investment Incentive Bylaw.
6. Streamline processes to reduce red tape issues for business.
7. Develop a staff succession plan and leadership development/mentorship program that will minimize the serious loss of knowledge and experience of the senior staff retiring in the next year. Find ways to keep retiring employees engaged as mentors and add knowledge resources to bolster the inevitable gaps.

Good luck!



Town of Pincher Creek

Community Economic Development Strategy

2021 - 2026

INNOVISIONS
— & ASSOCIATES —

TOWN OF PINCHER CREEK

REQUEST FOR DECISION

Council

SUBJECT: MCCAC Arena Engineering Study	
PRESENTED BY: Adam, Recreation Manager	DATE OF MEETING: 9/13/2021

PURPOSE:

To review the offer letter from the MCCAC to proceed with an engineering study at the Pincher Creek Memorial Community Centre (MCC) Arena.

RECOMMENDATION:

That Council for the Town of Pincher Creek agree to enter into an agreement with the MCCAC to conduct an engineering study at the MCC Arena to be funded from the arena building reserve.

BACKGROUND/HISTORY:

Town Administration completed a 100% funded energy audit through the REC program last year that identified 7 Energy Conservation Measures that are fundable through the REC Program. Most ECM's were directed at the MPF (Pool area). To date we've completed/received funding for 4 of the ECM's from that audit: LED lighting Retrofit, BMS Upgrade, RTU Night setback, and MPF Pool Room Insulation

REC Program funding is drying up. Projects now being wait listed and studies no longer being taken from September on. REC program implementation projects must have been previously identified in an audit or study

Some Arena equipment is nearing end of life (compressor, cooling tower) and various operational issues are occurring such as scaling that are causing increased operating costs. A dedicated study will provide deeper analysis than an audit does to help quantify replacements & solutions

If the compressor or any other piece of major equipment fails or goes down, rush replacement and rental costs will not be covered by funding (and could be significant)

The results of this study can help feed a dedicated Green and Inclusive Community Buildings (GICB) Application for the Memorial Arena (intakes <\$3M are accepted continuously and cover 80% of project costs). A deep overhaul retrofit can be funded that would be designed around permanently decreasing GHG emissions & operating costs while replacing near end-of-life equipment and either extending arena life or providing equipment that could be moved to a new arena. Even if this application isn't approved, the study is worth completing.

The Engineering Study would have emphasis on the following equipment:

- o Ice Plant (heat recovery, end of life eqp. replacement, VFD considerations, control/BMS upgrades)
- o Ice-Resurfacer (feasibility of electric)
- o Building Heating/HVAC (alternatives for spectator heaters)

- o Building Envelope
- o DHW System & pumps

ALTERNATIVES:

Not to conduct an engineering study for the MCC arena at this time.
Attempt to quantify solutions for a GICB application in-house or with a separate party contractor not funded via REC program
Replace end of life equipment without applying for funding/quantifying energy savings or when it fails

IMPLICATIONS/SUPPORT OF PAST STUDIES OR PLANS:

The previous energy audit conducted at the Multi-Purpose did not include looking in detail at the existing ice plant and it's current condition as it was not included in the scope. Most measures which were recommended in this study were focused at Swimming Pool building.

FINANCIAL IMPLICATIONS:

Total quoted cost for this study is \$7,992
There is an eligible rebate of \$7,992, however, there is risk that \$3,996 isn't rebated if an implementation project does not proceed through REC Program or if REC Program funding dries up before an implementation project can be completed.

PUBLIC RELATIONS IMPLICATIONS:

There is mandatory positive public exposure to receive rebate
Leverage of MCCAC "free" public exposure

ATTACHMENTS:

- EA-0000004031_quote_20210622 - 2723
- Engineering Study_Offer Letter_Town of Pincher Creek_EA-4031 REC-252 (2) - 2723

CONCLUSION/SUMMARY:

Administration supports that council for the Town of Pincher Creek enter into an agreement with the MCCAC to conduct an engineering study at the MCC Arena.

Signatures:
Department Head:

Adam Grose

CAO:

Lannie Wilgosh



SUSTAINABLE PROJECTS GROUP



PINCHER CREEK

ENGINEERING STUDY PROPOSAL

EA21-05042

June 22, 2021

Faisal Ali

Business Development Manager

FaisalA@suspg.com

855-888-8355 x 215

PROJECT OVERVIEW

The cost to conduct an Engineering Study for the Memorial Community Centre Arena in Pincher Creek, AB is listed below:

Property Name	Address
Memorial Community Centre Arena	867 Main St, Pincher Creek, AB

The following rate outlines the total project cost:

Engineering Study	\$7,992 + GST
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Proposal costs include all rates, disbursements, and materials.

Please Note: To achieve funding for an Engineering Study through the MCCAC Recreation Energy Conservation Program the audit must be completed by a pre-approved contractor such as Sustainable Projects Group. Funding is available for up to 100% of the pre-GST Engineering Study costs to a maximum of \$20,000 for all recreation facility building types. Incentive funding is subject to change based on MCCAC's final review and approval. Incentive funding must be pre-approved by MCCAC and is subject to the availability of funds and project scope. Therefore, actual incentive value may be less than the stated amount or in some cases a project may be found to be ineligible.

COMPANY PROFILE

Sustainable Projects Group (SPG) operates as a design-build energy efficiency company: we are an industry leader in standardized energy audit processes and standards and exceed client expectations for in-depth energy analysis and reporting. SPG provides ASHRAE-level energy audits, through which actionable energy efficiency projects are identified, and then carries out and completes project installs and establishes measurement and verification plans in order to verify energy savings. SPG has completed over 2,500 ASHRAE energy audits across Canada for various property management, institutional, municipal, industrial, and commercial office and retail facilities. Our unique auditing team consists of Certified Energy Managers (CEMs), engineers, environmental professionals, electricians, and controls specialists, offering our clients a multidisciplinary approach that yields high quality deliverables and outputs. We combine energy auditing data with industry experience to determine a series of impactful, actionable projects that offer significant energy and cost savings. We work with clients' yearly capital planning and sustainability budgets using the triple bottom line approach, outlining not only project capital costs, but estimated energy consumption and cost savings, estimated GHG emission reductions, applicable incentives, as well as a financial summary indicating paybacks and return on investment, allowing clients to effectively plan for the long and short term.

SPG has worked with clients across Alberta and Canada and is an approved program ally and contractor in energy efficiency networks across the country, including, but not limited to, Municipal Climate Change Action Centre (MCCAC), Solar Energy Society of Alberta (SESA), Emissions Reductions Alberta, BC Hydro, FortisBC, Efficiency NS, Énergie NB Power, the Green Schools Program under the Low Carbon Economy Fund (LCEF), and Hydro-Québec. To date, SPG has achieved upwards of \$4M dollars in energy efficiency related incentives, reducing project costs for clients. SPG holds an engineering permit to practice under the Association of Professional Engineers and Geoscientists of Alberta (APEGA) and has credentials with the Association of Energy Engineers (AEE) and the Canada Green Building Council (CaGBC). SPG's highly skilled operations team primarily includes Journeyman and Master Electricians holding inter-provincial certifications required to provide electrical service in AB, BC, and other provinces across Canada.

RELEVANT EXPERIENCE

Sustainable Projects Group (SPG) has operated as a design-build energy efficiency company providing community energy planning, engineering studies, scoping studies, ASHRAE-level energy audits, identifying actionable energy efficiency projects, completing project installations, and establishing measurement and verification plans to verify energy and emission savings to date. SPG has completed over 2,500 ASHRAE energy audits across Canada for various municipal, property management, institutional, commercial office and retail, and industrial facilities. Specific to the REC Program, SPG's project team has worked with the Towns of Nanton, Hanna, St. Albert, Devon, Morinville, Okotoks, and Athabasca, Strathcona County, and the City of Wetaskiwin, having completed engineering studies on ice-plants, energy audits, Solar PV, and LED lighting installations.

SPG has significant experience in municipal energy efficiency projects and has developed a reputation of delivering highly contextualized consulting and engineering reports that are rooted in the municipality's budget, goals, priorities, and context. SPG seeks to deliver highly impactful energy efficiency projects that highlight municipality member training, employment, and education, while guiding the municipality to a more sustainable future.

Our approach has resulted in successful and ongoing partnerships with several Western Canada Municipalities and fifteen Alberta First Nations, as well as and with some of the highest profile multi-family property management companies in Canada including QuadReal, Northview REIT, Bentall Kennedy, Ivanhoe Cambridge, and Colliers. SPG is an approved program ally/contractor in energy efficiency networks across the country (MCCAC, AEEA, BChydro, FortisBC, Efficiency NS, Efficiency Manitoba, and NB Power) with proven success in every province, with Professional Engineers registered with APEGA and credentials with the Association of Energy Engineers (AEE) and LEED.

ENGINEERING STUDIES, ENERGY AUDITS AND CONSULTING EXPERIENCE

SPG's project team's previous engineering projects have included the completion of engineering studies through the Municipal Climate Change Action Centre's (MCCAC) REC Program, Energy Efficiency Alberta Custom Energy Solutions program, as well as an engineering study and project implementation for a significant boiler retrofit and mechanical room upgrades for 50 units of properties in Montreal, QC. For example, in 2020, SPG completed an engineering project which involved an engineering assessment, installation of high efficiency boiler, creation of as-built drawings, and the project design for automated and manual controls of the central and in-suite heating systems for the property. In 2019, SPG conducted an engineering study to determine a new central heating solution for a light manufacturing facility in Calgary, AB.

These projects were conducted by several qualified professionals including professional engineers (P.Eng), Certified Energy Managers (CEM), senior project managers, Master Electrician's, and senior energy auditors. With specifics to this project, SPG's team has worked with the Communities' of Nanton, Hanna, Devon, Morinville, Okotoks, and Athabasca, Strathcona County, and the City of Wetaskiwin on the REC Program, having all projects accepted by the program and having accessed over \$100,000 in funding from the program.

SPG has specialized in energy consulting projects including engineering studies, energy audits, municipal energy plans, green energy plans, energy modelling and corporate energy emissions planning. SPG has completed hundreds of implementations of energy efficient retrofits for individuals across Canada. Our multi-disciplinary approach to energy consulting results in high quality deliverables and results, actionable quotes based on real-world experience with project management and risks and is supported by in-depth energy and engineering analysis. We have extensive experience performing and documenting energy audits and implementing all types of energy efficiency retrofit projects that improves efficiencies.

INCENTIVE EXPERIENCE

SPG has unparalleled experience in energy efficiency and sustainability incentive programs. Having accessed millions of dollars for our clients through the MCCAC's REC, NEET, Solar, and TAME+ Programs, the Alberta Indigenous Climate Leadership Programs, Low Carbon Economy Fund, and Climate Innovation Action Fund's, SPG can be relied upon to ensure the funding for this project is achieved. Specific to the MCCAC, SPG has several ongoing applications for project implementations set to receive grant funding, and has worked with Towns of Nanton, Hanna, Devon, Morinville, Okotoks, and Athabasca, Strathcona County, and the City of Wetaskiwin to access REC funding. Furthermore, our staff has worked with over 40 Municipalities in Alberta through the TAME+ and NEET programs. Similarly, SPG has active applications in place through the MCCAC's Alberta Municipal Solar Program. As such, SPG is familiar with the MCCAC application process and document requirements and has developed a good reputation with the organization.

Moreover, SPG has achieved grant funding through other government-funded incentive programs such as Canada's Low Carbon Economy Fund (LCEF), CAIF, AICEP, AICPP, AISP, etc. becoming well-versed and familiar with the incentive processes required by municipal, provincial, and federal incentive programs. The acquisition of incentive and grant funding is a significant component of the energy audit & engineering studies, and SPG has worked with numerous grant programs and organizations to achieve funding. SPG is experienced and capable of developing and delivering services in accordance with the REC Program Guidebook.

OUR PROJECT TEAM

Our team of project managers, mechanical engineers, energy specialists, auditors, and technical experts consists of Certified Energy Managers (CEMs) and Energy Managers in Training (EMIT), engineers, administrative professionals, and trades people. The project manager will be Adam Trovato, who has experience in energy efficiency project management, energy auditing, funding exploration, and energy planning.

Eric Cheng, P.Eng (APEGA), P.Eng (EGBC), EMIT

Eric Cheng is the principal engineer for Sustainable Projects Group for Alberta and British Columbia and has over five years of experience. Eric has a BSc. in Chemical Engineering and a Masters in Clean Energy Engineering. His experience includes conducting ASHRAE-level energy audits, engineering and scoping studies, project management for energy efficiency projects, and is the signatory for energy audit reports. Previously, Eric had worked under Energy Efficiency Alberta as an account manager for the Business Energy Savings (BES) program. He holds a Professional Engineer (P. Eng.) designation under APEGA and an Energy Manager in Training (EMIT).

Deeti Patel, EIT, CRE, CEM

Deeti Patel has over 4 years of experience in energy management, energy modelling, and energy auditing practices and over 6 years combined education and experience in energy efficiency with a focus on renewables, NetZero energy home research, biogas, and stakeholder engagement. Deeti has a Bachelor's in Chemical Engineering and holds several qualifications including an Engineer in Training (EIT), Certified Energy Manager (CEM), and Certified RETScreen Expert (CRE). She is also specialized in building energy modelling using eQuest software, compliance verification against NECB 2017, and performing feasibility studies for energy systems.

Kyle Boyko, Alternative Energy Technologist, LEED AP, EMIT, PLC

Kyle Boyko is an accomplished energy efficiency analyst for SPG. With post-secondary education in Alternative Energy Technology engineering, energy management, and project management, Kyle has devoted his career to energy efficiency in the built environment. With a half-decade of experience in developing energy audits, engineering studies, and engineering design, Kyle has provided over 100 energy efficiency consulting projects, with dozens in recreation facilities similar to the Memorial Community Centre Arena. Most specific for this project, Kyle was the lead analyst for the Town of Okotoks ice plant replacement study, the Town of Hanna's energy audits, and the Town of Morinville's energy audit.

Marcelo Martinez, M.Sc, EIT, EMIT

Marcelo Martinez has completed hundreds of dedicated ASHRAE Level 2 energy audits in the multi-residential, manufacturing, and oil and gas sectors in Alberta, British Columbia, and Quebec in his time with SPG. In addition, he has completed dedicated lighting audits and models used to produce actionable quotes for several school districts and commercial facilities. He has collaborated on several successful Scoping Audits and Engineering Studies for Energy Efficiency Alberta (EEA). Marcelo has a Bachelor of Science in Mechanical Engineering and a Masters in Renewable Energy, focused on renewable wind technology and research.

SPG CORE PRINCIPLES



Engineering Aptitude
Designing for the future and the next stage in energy efficiency.

Integrity of Craft
All products and installations comply with local electrical safety regulations.

Energy Activism
As energy advocates in Western Canada, we work hard with local alliances to maximize benefits to clients.



Reliability
Comprehensive post-project support. Extensive Warranty



PROFESSIONAL REGISTRATIONS AND AFFILIATIONS



PROJECT OUTLINE

The following proposal outlines the engineering study services requested for the Memorial Community Centre Arena in Pincher Creek, Alberta.

Sustainable Projects Group will provide the following services and deliverables:

SCOPE OF WORK

Once a project schedule has been established that satisfies the client, SPG will conduct a site visit, and will involve 2 senior energy auditors on site.

SPG will conduct a thorough site audit by performing visual inspections of equipment, thermal imaging of building envelopes, conducting personnel interviews, collecting utility data, doing spot measurements with portable instrumentation, and carrying out a comprehensive review of building maintenance manuals, if available.

For the Memorial Community Centre Arena, an emphasis will be placed on evaluating energy saving opportunities for the following:

- Ice Plant
- Ice-Resurfacer (Feasibility of electric)
- Building Heating/HVAC
- Building Envelope
- DHW system & pumps

During the site inspection, additional information will be collected on the following:

- Electrical Systems
- Heating Systems
- Water Systems
- Mechanical Systems
- Building Envelope
- Renewables

SPG's energy team will lead the site assessments and all site visits will be led by a Certified Energy Manager. The standard for our ASHRAE Level II audits focusses on the building envelope, central plants (compressors, condensers, pumps, controls, water use, power, and gas usage), HVAC systems, lighting, renewable energy, domestic hot water, food services equipment, plug loads, controls, air handling, as well as any additional electrical and mechanical systems within the facility. The client will be given the recommended energy conservation measures (ECMs), which will provide financial information that can be used to inform decisions regarding future projects.

We will present all applicable low-cost/no-cost ECMs, as well as capital-intensive ECMs with detailed savings, cost analysis, and GHG reduction data. Each ECM will be described in detail in the audit report, enabling the reader to better understand the building system and to have a thorough understanding of the cost, savings, GHG reduction, and implementation process for any respective ECM. For this facility, the ECMs investigated may include and are not limited to the following (based on feasibility):

- heat recovery for the ice plant
- end of life replacement for major equipment (compressor, chiller, condenser, brine pumps etc.)
- VFD considerations on brine pumps
- control/remote oversight considerations
- efficient alternative for spectator heaters
- verification of REALIce implementation in the arena

All energy conservation measures identified will have the cross-effects of implementation analyzed through the energy simulation software that SPG utilizes.

As part of the audit process, we will review the most recent 12-36 months of energy data for each building and calculate the building's energy utilization index (EUI; amount of energy used divided by the building's floor area, expressed in GJ/m²). This EUI will be compared with similar buildings in similar climates to confirm that the potential for energy savings exists.

We will collect all available information on the building, such as drawings, specifications, operating manuals, maintenance records, and previous audit reports, if available. We recognize that in some cases, documentation may be unavailable; if this is the case, we will collect information on site and make assumptions as necessary based on our experience and engineering judgment. These assumptions will be stated in the audit reports.

SPG's audit team will perform a site walkthrough to collect missing information, review the building systems & operations, and identify possible ECMs. We will also meet with building operators to learn how the building is operated and maintained and if there are any known issues with the building.

Following the site walkthrough, we will assess the feasibility of the proposed ECM using industry-standard energy modeling software. The audit report will take approximately one month to complete following the site assessment, and will involve energy, emissions, and cost analysis; energy model development; ECM development; report writing, and four different review stages. The audit team will have professional engineers, technologists, electricians, mechanical designers, solar PV installers, and many other support staff at their disposal for ECM-specific support.

Our reports will adhere to ASHRAE's Level II standards and will go beyond the necessary analysis when required. The audit report will emphasize the engineering solution and their estimated effects on the building on a standalone basis, as well as a "proposed case", which will account for the interactions between recommended ECMs.

The audits will generally follow the steps described below:

1. Data collection of all necessary and helpful information that is available. This will include energy consumption and demand data; architectural, mechanical, and electrical drawings; building condition assessment reports; Testing Adjusting and Balancing (TAB) reports; operation and maintenance records; and any other information pertinent to energy consumption activities.
2. A preliminary energy analysis prior to site walk-through in order to identify the building's energy consumption and demand and how it compares to industry-standard benchmarks. We will also analyze the data provided to ensure our time on site is targeted and effective.
3. Meeting and walk-through with building operations & maintenance staff to identify O&M methods, known issues, and any concerns. Site walk-throughs will be non-destructive to the building and will require cooperation from occupants but will not require them to leave.
4. Collect outstanding drawings, reports, and design information and take photos for analysis and for illustrative purposes in the report.
5. Record necessary equipment nameplate data.
6. Verify current equipment layout and operation matches provided data.
7. Verify current controls sequences match provided data and record any changes.
8. Review operating schedules for lighting, electrical systems and HVAC and compare with building use requirements.
9. cursory review of plug loads for unusual loads or energy-saving opportunities.
10. Provide thermal imaging of building envelope and equipment to determine thermal integrity and correct operation.
11. Following the walk-through, we will complete the analysis, energy modeling, and ECM evaluation for each site. The ASHRAE procedures do not strictly require energy modeling for a Level II audit, but in our experience, it is necessary in order to get an accurate assessment of weather dependent ECMs such as building envelope upgrades and ventilation system changes.
12. A final audit report will be written and reviewed. The report will be suitable for both technical and non-technical readers and will include a clear, feasible set of proposed ECMs.

PROCESSING & DELIVERABLES

SPG will process all data collected to calculate current energy usage and propose strategies for energy savings. All relevant information and calculations for the building will be consolidated into a comprehensive report.

The energy audit report will detail the following:

CURRENT BUILDING SYSTEMS EVALUATION

Detailed descriptions of the current state of the buildings, nameplate data, usage, and quantities of equipment categorized as electrical, heating, mechanical, water, and building envelope will be provided.

BASELINE CALCULATIONS & SAVINGS TRACKING

Previous utility bills (up to 3 years) will be assessed and costs and consumption for each resource (electricity, water, gas) will be checked against actual consumption, determined by data collected in the site walkthrough. Data will be compiled and presented in metrics of kWh/ft² and \$/ft². A baseline (average current usage) for each resource will be calculated and energy savings will be tracked using the baseline as a reference point.

ENERGY CONSERVATION MEASURES (ECM)

ECMs are the proposed system changes that will provide measurable reductions to the overall energy consumption for each system. Standard opportunities include lighting upgrades, water and natural gas efficiency improvements, variable frequency drives, boiler upgrades, control systems, etc.

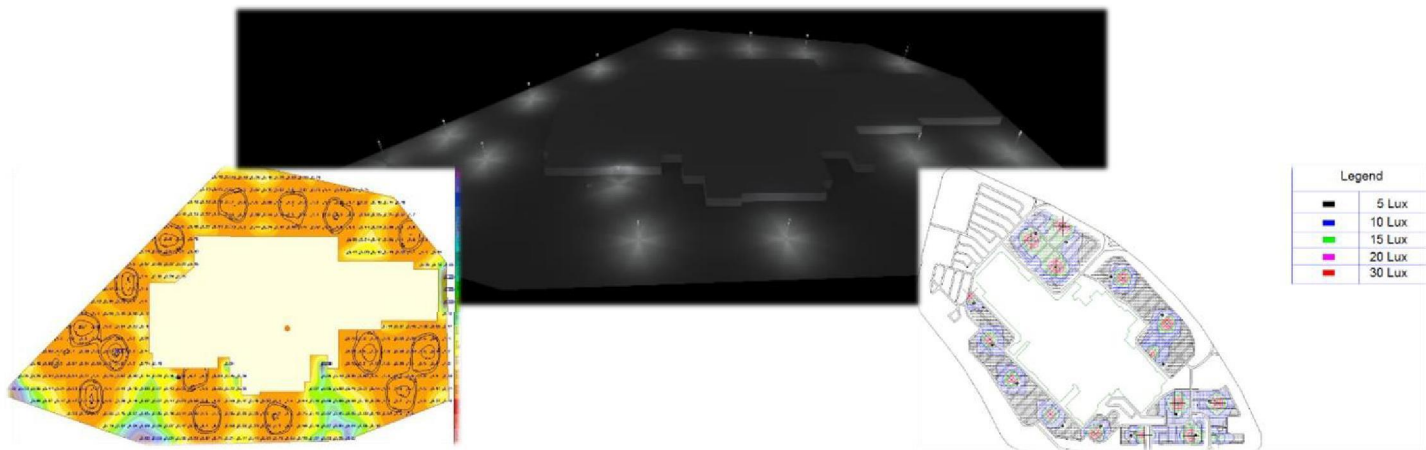
While the focus will be placed on the ice plant and connected systems, SPG will determine feasibility for EV chargers, block heating timers, and other progressive opportunities. Each of these opportunities will be equipped with financial metrics such as net-present-value, return-on-investment, simple payback, capital cost, etc., as well as environmental metrics such as GHG emission reduction, GHG abatement rate, the technical description of the product recommended, and next steps to implement.

RENEWABLE ENERGY MEASURES (REM)

The building will be assessed for all applicable renewable energy systems along with an evaluation for economic, technical, and environmental feasibility. These systems may include solar PV, geothermal, cogeneration, solar thermal, wind, biomass, hydro, etc.

IN-DEPTH ANALYSIS OF LIGHTING CONTROL SYSTEM

An assessment will be conducted with one of our electricians specializing in lighting control systems in order to provide more insight into the opportunities associated with LED lighting and control systems. This deeper exploration will identify potential opportunities and challenges associated with implementing such systems.



INCENTIVE PROGRAM SUPPORT

SPG will use our expertise and experience in working with various incentive programs to provide support in fulfilling eligibility requirements and documentation in order to maximize and leverage available funding for energy projects. The report will clearly lay out opportunities eligible for funding and the amount of funding available, particularly as it relates to MCCAC's REC Program and the ERA's Energy Savings for Business (ESB) Program.

PROJECT COSTS

Property Name	Address
Memorial Community Centre Arena	867 Main St, Pincher Creek, AB

The following rate outlines the total project cost:

Engineering Study	\$7,992 + GST
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Proposal costs include all rates, disbursements, and materials.

Please Note: To achieve funding for an Engineering Study through the MCCAC Recreation Energy Conservation Program the audit must be completed by a pre-approved contractor such as Sustainable Projects Group. Funding is available for up to 100% of the pre-GST Engineering Study costs to a maximum of \$20,000 for all recreation facility building types. Incentive funding is subject to change based on MCCAC's final review and approval. Incentive funding must be pre-approved by MCCAC and is subject to the availability of funds and project scope. Therefore, actual incentive value may be less than the stated amount or in some cases a project may be found to be ineligible.

APPROVAL

Signature: _____

Approved by: _____ (Print) Date: _____



OFFER LETTER

August 24, 2021

David Desabrais
Town of Pincher Creek
895 Main Street
Pincher Creek, Alberta T0K 1W0

Subject: Your application for the Recreation Energy Conservation Program – EA-0000004031 (REC-252)

Dear David Desabrais:

Thank you for your application for a Recreation Energy Conservation Program rebate for your Engineering Study.

A total rebate of \$7,992.00 has been pre-approved for your project at the Multi-Purpose Facility in Pincher Creek, Alberta. The schedule of rebate payments is included for your reference in Table 1.0 on the following page. We have the Engineering Study completion date estimated as September 30, 2021. You must notify program representatives if your Engineering Study completion date will be later than this date.

NEXT STEPS

- 1) Offer Acceptance: Acknowledge and accept this Offer Letter within 30 days of receipt. Complete and sign the form on page two of this letter and submit it via your application portal dashboard or email it to REC@clearesult.com.
- 2) Complete Engineering Study: Please notify program representatives of changes to your completion timeline by adjusting the expected installation date listed on your offer acceptance.
- 3) Submit all required documentation: After completing the Engineering Study, submit a payment request for 50% of the rebate via your application portal dashboard, or complete the form on page three, and email it to REC@clearesult.com.
- 4) Final review and inspection by program representatives: By submitting a completed payment request, your Engineering Study may be subject to review. A program representative may contact your Program Ally to make adjustments to the Engineering Study prior to issuing payment.
- 5) Upon executing an Offer Letter for an Implementation Project, you may submit a payment request for the remaining 50% of the Engineering Study rebate.

We look forward to working with you on this and future energy efficiency projects. Please reach out via email to REC@clearesult.com or call (587) 319 2889 if you have any questions.

Sincerely,

Program Manager

Municipal Climate Change Action Centre's Recreation Energy Conservation Program is proudly delivered by our program implementer, CLEAResult. www.clearesult.com



Town of Pincher Creek - Rebate Offer Letter – August 24, 2021

OFFER ACCEPTANCE – EA-0000004031 (REC-252)

A response to this rebate offer is required within 30 days of issue. By signing this Offer Letter, the municipality acknowledges and agrees to the attached Recreation Energy Conservation Program Terms and Conditions.

- We are proceeding with the Engineering Study as outlined in the initial Application and accept the rebate listed in Table 1.0.
 Expected Engineering Study start date: _____
 Expected Engineering Study completion date: _____
- We are not proceeding with an Engineering Study.

Municipality Name

Name and Title

Signature

Date

Name and Title

Signature

Date

TABLE 1.0 – PRE-APPROVED REBATE DETAILS

Energy Conservation Measure: Engineering Study	Pre-Approved Rebate Amount ¹
Payment 1: 50% paid upon completion of pre-approved Engineering Study	\$3,996.00
Payment 2: 50% paid upon execution of an Offer Letter for an Implementation Project	\$3,996.00
Total	\$7,992.00

¹Rebates are contingent on the installation of equipment as described in your application and will be adjusted to reflect changes to the scope of the project that may occur during implementation. Rebate amount is subject to change pending final costs.

Municipal Climate Change Action Centre’s Recreation Energy Conservation Program is proudly delivered by our program implementer, CLEAResult. www.clearesult.com



Town of Pincher Creek - Rebate Offer Letter – August 24, 2021

REBATE PAYMENT REQUEST FORM – EA-0000004031 (REC-252)

To be submitted by the Municipality or on behalf of the Municipality by the Program Ally upon completion of the Engineering Study. This payment request may be submitted by visiting your application portal dashboard or by completing the Payment Request Checklist section below and emailing it to REC@clearesult.com. Supporting documentation must be submitted with this Payment Request. The Municipal Climate Change Action Centre reserves the right to request additional supporting documentation necessary to determine measure eligibility and verify that the expected energy savings will occur.

- Check here if the payee information has changed from the information submitted with the initial project application. Attach a revised payee information form located on page five of this letter.
- If Implementation Project has been pre-approved, check here if the implemented project was different from the proposal provided in the original rebate application and attach information regarding the revision. This includes any changes to the type or amount of baseline or high-efficiency equipment, equipment cost or operating hours. Attach revised energy savings calculations, if appropriate.

Pre-Approved Rebate Details	
Project	Total Pre-Approved Rebate Amount
Engineering Study	\$7,992.00
Total	\$7,992.00

Municipal Climate Change Action Centre’s Recreation Energy Conservation Program is proudly delivered by our program implementer, CLEAResult. www.clearesult.com



Town of Pincher Creek - Rebate Offer Letter – August 24, 2021

PAYMENT REQUEST CHECKLIST

Use the checklist below to ensure you receive payment in a timely manner, please include the following:

- Provide updated project documentation for any changes to the scope of work.
- Customer acknowledgement that the project has been completed by signing and dating this page.
- For Scoping Audit or Engineering Study submit the report in accordance to the REC Requirements.
- Verify Payee information and address included on the initial project application are correct.

This payment request and corresponding supporting documents complete your application for final review. By signing below, the Municipality acknowledges the Engineering Study has been performed and is completed.

Municipality Name

Name and Title

Signature

Date



Town of Pincher Creek - Rebate Offer Letter – August 24, 2021

PAYEE INFORMATION

Optional: This section only needs to be completed if the payee information has changed from the information submitted on the initial project application. This information may be updated on your application portal dashboard or by completing the form below and emailing it to REC@clearesult.com

Payment Information (Required)		
Municipality Name (as shown on federal income tax return):		
Mailing Address		
City	Province	Postal Code
Payee Tax ID # of Municipality Name Above:		



Town of Pincher Creek
COUNCIL DISTRIBUTION LIST
September 13, 2021

<u>Item No.</u>	<u>Date</u>	<u>Received From</u>	<u>Information</u>
1.	August 23, 2021	Economic Developers Alberta (EDA)	For Immediate Release - Brooks & District Chamber Launches New Mobile App using the Xperience Alberta Platform
2.	August 19, 2021	Osler, Hoskin & Harcourt LLP	Benga Mining Limited v The Minister of Environment and Climate Change et al - Court File No. T-1270-21
3.	August 20, 2021	McLennan Ross LLP	Re: Benga Mining Limited (AP) and others v. AER (R) and others (Appeal No. 2101-0196AC); Piikani Nation (AP) v. AER (R) (Appeal No. 2101-0199AC) and Stoney Nakoda Nations (AP) v. AER (R) and others (Appeal No. 2101-0201AC)
4.	August 24, 2021	Court of Appeal of Alberta	Re: Benga Mining Limited (AP) and others v. AER (R) and others (Appeal No. 2101-0196AC); Piikani Nation(AP) v. AER (R) (Appeal No. 2101-0199AC) and Stoney Nakoda Nations (AP) v. AER (R) and others (Appeal No. 2101-0201AC)
5.	August 24, 2021	Carscallen LLP	Benga Mining Limited (AP) and others v. AER (R) and others (Appeal No. 2101-0196AC); Piikani Nation(AP) v. AER (R) (Appeal No. 2101-0199AC) and Stoney Nakoda Nations (AP) v. AER (R) and others (Appeal No. 2101-0201AC)
6.	August 26, 2021	Carscallen LLP	Benga Mining Limited (AP) and others v. AER (R) and others (Appeal No. 2101-0196AC); Piikani Nation(AP) v. AER (R) (Appeal No. 2101-0199AC) and Stoney Nakoda Nations (AP) v. AER (R) and others (Appeal No. 2101-0201AC)
7.	August 26, 2021	AUMA/AMSC	AMSC Energy News – New Temporary Rate Riders
8.	August 27, 2021	M.D. of Pincher Creek No. 9	Intermunicipal Development Plan Committee Meeting minutes for August 27, 2021
9.	August 30, 2021	TELUS Communications Inc.	Implications for rural connectivity Results of recent spectrum auction for Western Canadians
10.	August 27, 2021	Alberta Seniors & Housing	Newsletter - Alberta Seniors and Housing
11.	September 3, 2021	Public Library Services Branch	Online Survey & Sept Virtual Engagement Sessions on Libraries Act legislation & Red Tape Reduction



**Town of Pincher Creek
COUNCIL DISTRIBUTION LIST
September 13, 2021**

<u>Item No.</u>	<u>Date</u>	<u>Received From</u>	<u>Information</u>
12.	September 7, 2021	Chinook Arch Regional Library System	August Board Report
13.	September 7, 2021	Municipal World BookShop	Hot off the press – The Mayor
14.	September 9, 2021	Alberta Culture and Status of Women, Community Engagement Branch	2021 Free Lunch and Learn Sessions by Board Leadership Alberta
15.	September 10, 2021	Town of Crossfield	Letter to Premier Jason Kenney
16.	September 10, 2021	McLennan Ross LLP	RE: Benga Mining Limited (AP) and others v. AER (R) and others (Appeal No. 2101-0196AC); Piikani Nation(AP) v. AER (R) (Appeal No. 2101-0199AC) and Stoney Nakoda Nations (AP) v. AER (R) and others (Appeal No. 2101-0201AC)
17.	September 10, 2021	Court of Appeal of Alberta, Calgary	RE: Benga Mining Limited (AP) and others v. AER (R) and others (Appeal No. 2101-0196AC); Piikani Nation(AP) v. AER (R) (Appeal No. 2101-0199AC) and Stoney Nakoda Nations (AP) v. AER (R) and others (Appeal No. 2101-0201AC); Piikani Nation v AER; 2101-01...