



## Town of Olds

**Regular Council Agenda  
for Monday, June 27, 2016 at 7 p.m.  
to be held in the Council Chambers,  
Town Office at 4512 – 46 Street, Olds, AB**

### 1. CALL TO ORDER

#### A.) ADDED ITEM(s)

#### B.) ADOPTION OF THE AGENDA

### 2. ADOPTION OF PREVIOUS MINUTES

Pages 3-8            2A)        Regular Council Meeting Minutes – June 13, 2016

### 3. PRESENTATION AND DELEGATIONS

Pages 9-10        3A)        Olds Fire Department Delegation – Service Awards

### 4. BUSINESS ARISING OUT OF MINUTES

### 5. BYLAWS

Pages 11-16       5A)        Bylaw 2016-09 Road Closure Bylaw  
(consideration of second and third reading)

Pages 17-20       5B)        Bylaw 2016-12 Land Use Bylaw Amendment  
(consideration of first reading and to set public hearing)

Pages 21-22       5C)        Bylaw 2016-13 Land Use Bylaw Amendment – Public Hearing  
(amendment to public hearing date)

Pages 23-25       5D)        Bylaw 2016-16 Land Use Bylaw Amendment  
(consideration of first reading and to set public hearing)

Pages 26-35       5E)        Bylaw 2016-17 Tax Penalty Bylaw  
(consideration of first, second, unanimous and third reading)

### 6. UNFINISHED BUSINESS

### 7. NEW BUSINESS

Page 36            7A)        Chief Administrative Officer - Performance Evaluation

Pages 37-45       7B)        Asset Management Council Policy 123C

Pages 46-54      7C)      Solid Waste Franchise Agreement

Pages 55-104    7D)      Olds Regional Exhibition – Commercial Kitchen

### **8. REPORTS FROM COUNCIL**

Pages 105-206    8A)      Reports from Elected Officials and minutes from various  
Authorities

### **9. QUARTERLY FINANCIAL POSITION UPDATE**

### **10. ACCOUNTS PAYABLE**

Pages 207-214    10A)     Accounts Payable Report – May 1 to May 31, 2016

### **11. CORRESPONDENCE AND INFORMATION**

Pages 215-237    11A)     Correspondence and Information Report

### **12. QUESTION PERIOD**

### **13. ADJOURNMENT**



Town of Olds

Request for Decision

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Adoption of Previous Minutes

June 27, 2016

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**RECOMMENDATION**

1. That the minutes from the June 13, 2016 Regular Council meeting be adopted as presented.

**BACKGROUND**

The purpose of this RFD is to adopt the previous minutes of Council as described in the *Municipal Government Act Division 9, Part 6, Section 208 Performance of major administrative duties. 'The chief administrative officer must ensure that (c) the minutes of each council meeting are given to council for adoption at a subsequent council meeting.'*

And the *Town of Olds Procedure Bylaw 2014-18* excerpt:

**MINUTES:**

1. All minutes of council meetings shall be recorded in the English language, without note or comment.
2. The names of the Councillors present at the meetings shall be recorded as present, the names of the Councillors absent shall be recorded as absent.
3. The minutes of each council meeting shall be presented to Council for adoption at the next council meeting.
4. The name of any Councillor leaving or joining the meeting shall be recorded along with the time the Councillor left or joined the meeting.
5. The CAO, or as designated by the CAO, is responsible for recording the minutes of Council and responsible for causing the minutes to be prepared.

**ALTERNATIVE OPTIONS**

1. The minutes of the Regular Council meeting can be adopted as amended; Council would need to be specific in an amendment to the recording of the previous meeting minutes.

**ATTACHMENTS**

Attachment 1 - Prior to Adoption: Regular Council meeting minutes of June 13, 2016.

Submitted By	Marcie McKinnon Legislative Clerk	Date: June 20, 2016
CAO Signature:		Date: JUNE 23/16

Minutes of the Town of Olds Regular Council meeting held on Monday, June 13, 2016 at 1:00 p.m. in the Council Chambers, Olds Town Office.

**PRESENT – ELECTED OFFICIALS:**

In the Chair Mayor J. Dahl;  
Councillor M.J. Harper; Councillor H. Walsh; Councillor R. Durieux; Councillor W. Bearchell and  
Councillor D. Bennett and Councillor M.A. Overwater

**ABSENT– ELECTED OFFICIALS:**

**PRESENT for the Regular meeting of Council – STAFF:**

Norman McInnis, Chief Administration Officer; Garth Lucas, Chief Financial Officer; Doug Wagstaff, Chief Operating Officer; Scott Chant, Chief Operating Officer; Monica Leatherdale, Communications Coordinator; and Marcie McKinnon, Legislative Clerk.

**1. CALL TO ORDER**

Mayor Dahl called the meeting to order at 1:01 p.m.

**A.) ADDED ITEM(s)**

**B.) ADOPTION OF THE AGENDA**

Moved by Councillor Bennett, “to accept the Regular Council Agenda for June 13th, 2016 as presented.”

Motion Carried 16-223

**2. ADOPTION OF PREVIOUS MINUTES**

**2A Regular Council Meeting Minutes – May 24, 2016**

Moved by Councillor Bearchell, “that the minutes from the May 24th, 2016 Regular Council meeting be adopted as amended.”

Motion Carried 16-224

**3. PRESENTATION AND DELEGATIONS**

**4. BUSINESS ARISING OUT OF MINUTES**

Council asked if the traffic study will be done when school is in session.

COO Chant advised yes it will be done when school is in session.

**5. BYLAWS**

**5A Bylaw 2016-10 Amending - Land Use Bylaw 01-23**

East Olds Architectural and Design Standards

Public Hearing held for Bylaw 2016-10.

Chair Dahl declared the Public Hearing for Bylaw 2016-10 to amend the Land Use Bylaw, open at 1:04 p.m.

Chair Dahl asked Development Officer, Carey Keleman, to explain the purpose and effect of the proposed bylaw.



Development Officer, Carey Keleman reviewed the request for decision as contained in the agenda packet.

Chair Dahl explained that presentations before Council shall be brief and to the point and limited to five (5) minutes; Council shall not allow cross examination of persons giving information and it will not be necessary for the persons giving information to verify his or her qualifications; Council may ask questions of the speakers after each presentation for clarification purposes; no debating or questions from the floor will be allowed and no written or verbal submissions will be received by Council after the Public Hearing is closed.

Chair Dahl called for those in support of the proposed Bylaw to come forward.  
No one came forward.

Chair Dahl made a second call for those in support of the proposed Bylaw to come forward.  
No one came forward.

Chair Dahl called for those opposed to the proposed Bylaw to come forward.  
No one came forward.

Chair Dahl made a second call for those opposed to the proposed Bylaw to come forward.  
No one came forward.

Chair Dahl called for those deemed affected by the proposed Bylaw to come forward.  
No one came forward.

Chair Dahl made a second call for those deemed affected by the proposed Bylaw to come forward.  
No one came forward.

Chair Dahl opened the floor to Council for comments or questions.

Council questioned if the bylaw would be applicable to a renovation; like to exterior of a house?

Development Officer, Carey Keleman advised would apply to any new development permits.

Chair Dahl asked Development Officer, Carey Keleman for final comments.  
No final comments.

Chair Dahl declared the Public hearing for Bylaw 2016-10 closed at 1:11p.m.

Moved by Councillor Durieux, "that a second reading be given to Bylaw 2016-10."  
Motion Carried 16-225

Moved by Councillor Bearchell, "that a third reading be given to Bylaw 2016-10."  
Motion Carried 16-226

**5B Bylaw 2016-11 Amending - Land Use Bylaw 01-23**  
Resignation from General Residential District to Medium Density Residential District.

Moved by Councillor Overwater, "that first reading be given to Bylaw 2016-11."  
Motion Defeated 16-227

**5C Bylaw 2016-13 Amending - Land Use Bylaw 01-23**

Highlands Phase 5b

Moved by Councillor Harper, “that first reading be given to Town of Olds Bylaw 2016-13 - Highlands Phase 5b, Bylaw to Amend Town of Olds Land Use Bylaw 01-23.”

Motion Carried 16-228

Moved by Councillor Bearchell, “that a public hearing for Bylaw 2016-13 be set for Monday, June 27, 2016 at 7:00 pm in the Town of Olds Council Chambers.”

Motion Carried 16-229

**5D Bylaw 2016-14 Repeal Bylaws 2009-08, 2012-08, 2009-11**

Moved by Councillor Bennett, “that first reading be given to Town of Olds Bylaw 2016-14 to repeal Bylaws 2009-08, 2012-08, and 2009-11.

Motion Carried 16-230

Moved by Councillor Durieux, “that second reading be given to Town of Olds Bylaw 2016-14 to repeal Bylaws 2009-08, 2012-08, and 2009-11.

Motion Carried 16-231

Moved by Councillor Bearchell, “that Council unanimously agree to consider third reading to Town of Olds Bylaw 2016-14 to repeal Bylaws 2009-08, 2012-08, and 2009-11.

Motion Carried 16-232

Moved by Councillor Harper, “that third reading be given to Town of Olds Bylaw 2016-14 to repeal Bylaws 2009-08, 2012-08, and 2009-11.

Motion Carried 16-233

**6. UNFINISHED BUSINESS****7. NEW BUSINESS****7A Donation Request “The Conversation Has to Happen” Conference**

Moved by Councillor Bennett, “that a donation of One Thousand Dollars (\$1,000.00) to “The Conversation Has to Happen” Conference Event, to be held in Olds, September 10th, 2016 be approved.”

Motion Carried 16-234

**7B Development Permit Application 16-069**

Moved by Councillor Overwater, “that That Council approve Development Permit application 16-069 subject to the conditions listed in the attached draft Development Permit.”

Motion Carried 16-235

**7C Tax Penalty – Request for Cancellation**

Moved by Councillor Harper, “that Council accepts for information, the RFD - Request for Cancellation of Tax Penalties Roll Number 3629500.”

Motion Carried 16-236

Moved by Councillor Harper, “that Council direct Administration to work with Tax Roll Number 3629500 to come to an agreement for payment of their taxes.”

Motion Carried 16-237

Moved by Councillor Harper, “that Council direct Administration to bring back to June 27<sup>th</sup>, 2016 Council meeting recommendations to Tax Penalties that will be enforced for 2016.”

Motion Carried 16-238

#### **7D 2016 Capital Municipal Improvement Program**

Coo Scott Chant spoke to the proposal process the Town used this year to award contracts and how it differs from previous processes.

Moved by Councillor Overwater, “that the 2016 Municipal Improvement Program be awarded to Foran Equipment Ltd, for a contract price of \$ 1,480,685.75.”

Motion Carried 16-239

Moved by Councillor Walsh, “That testing, geotechnical, design, survey and onsite inspections, including the necessary updating of the Town's GIS files and water models be approved at a cost of \$ 269,676.00.”

Motion Carried 16-240

Moved by Councillor Harper, “that an allowance be approved to include shallow utilities, (Street Lighting upgrades to Main Street) of \$200,000.00.”

Motion Carried 16-241

Moved by Councillor Bearchell, “that an allowance be approved to add additional trails as outlined in the Trails and Open Space Master Plan in the amount of \$150,000.00.”

Motion Carried 16-242

#### **7E Olds Institute Board Report**

Moved by Councillor Overwater, “that the Olds Institute for Community & Regional Development Board report for May 2016 be received for information.”

Motion Carried 16-243

*Mayor Dahl recessed the meeting at 2:26 p.m.*

*Mayor Dahl reconvened the meeting at 2:35 p.m.*

### **8. REPORTS FROM COUNCIL**

Mayor Dahl attended the following events and meetings: Police Advisory Committee (PAC) meeting and COO Wagstaff explained how Support Services is assisting with PAC; attended the Fire Service Awards; attended the Women in Excellence Awards night in Red Deer; participated in the Annual Inspection of the #185 Air Squadron Royal Canadian Air Cadets; attended the Olds College Graduation ceremony; attended the Water Commission meeting; and attended the MAP meeting and

*Councillor Bearchell rejoined meeting 2:36 p.m.*

*CFO Lucas rejoined the meeting at 2:39 p.m.*

Councillor Walsh provided updated on the Olds Institute Technology Committee and O-NET activities; attended the FCM convention in Winnipeg; will provide report next Council meeting.

Councillor Harper attended the All Council MAP meeting; the MGA Review engagement and the Olds and District Chamber of Commerce luncheon.

Councillor Durieux participated in the Lending House open house and spoke about the wonderful work this organization is doing; he will attend the final Pillage the Village meeting and provide update.

Moved by Councillor Bennett, "that the reports from Council, Authorities, Boards, Commissions, Committees and Task Forces, ending June 13, 2016 be received for information."  
Motion Carried 16-244

## 9. QUARTERLY FINANCIAL POSITION UPDATE

## 10. ACCOUNTS PAYABLE

## 11. CORRESPONDENCE AND INFORMATION

### 11A) Correspondence and Information Report

Moved by Councillor Durieux, "that the Correspondence and Information Report ending June 13, 2016 be received for information."

Motion Carried 16-245

## 12. QUESTION PERIOD

*Chair Dahl recessed the meeting at 3:00 p.m.*

*Monica Leatherdale and Marcie McKinnon left the meeting.*

*Chair Dahl reconvened the meeting at 3:10 p.m.*

## 13.

Moved by Councillor Bennett, "that this meeting go in-camera."

Motion Carried 16-246

The meeting went in-camera at 3:10 p.m.

Moved by Councillor Harper, "that this meeting reconvene to the regular Council meeting."

Motion Carried 16-247

The regular Council meeting reconvened at 4:05 p.m.

## 14. ADJOURNMENT

Moved by Councillor Bearchell, "that this meeting adjourn."

Motion Carried 16-248

The meeting adjourned at 4:05 p.m.

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Judy Dahl  
Mayor

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Norman McInnis  
Chief Administrative Officer

These minutes approved this day    of    2016.



Town of Olds

Request for Decision

9

Delegation: Fire Department

June 27, 2016

3a

**BACKGROUND**

*From: Lorne Thompson, Fire Chief*

*Sent: June 6, 2016 11:30 AM*

*Subject: June 27, 2016 council*

*At this time the I would like to ask Council to receive a delegation from the fire department in order that they may receive years service awards from the Mayor.*

*Fire Chief Lorne Thompson  
Town of Olds*

Town of Olds Bylaw 2014-18 Procedural Bylaw

DELEGATIONS:

Delegations shall be granted a maximum of fifteen (15) minutes to present the matter outlined in their communication. Where the Mayor or other presiding officer determines that additional time shall be granted to a delegation, additional time shall be granted in the length specified by the Mayor or other presiding officer.

Submitted By:	Lorne Thompson Fire Chief	Date: June 6, 2016
CAO Signature:		Date: JUNE 23/16

**2016 OLDS FIRE DEPARTMENT**  
**SERVICE AWARDS – June 27, 2016**  
**Council Chambers 19:00**

**35 Years**

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Firefighter Jim Finlay

**20 Years**

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Training Officer Justin Andrew

**15 Years**

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Firefighter David Mitchell

**5 Years**

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Firefighter Jason Holloway

**1 Year**

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Firefighter Noel D'arcy  
Firefighter Dan Pederson  
Firefighter Ruel Puertas  
Firefighter Oliver Destreza



Town of Olds

Request for Decision

11

Road Closure Bylaw 2016-09

June 27<sup>th</sup> 2016

5a

## RECOMMENDATION

That Bylaw 2016-09 be given Second reading.

That Bylaw 2016-09 be given Third reading

## BACKGROUND

Bylaw No. 2016-09 proposes to close a portion of the service road right-of-way along the north side of Highway 27/46 Street between 55 Avenue and 57 Avenue. The roadway is being closed to accommodate development of a gas station and convenience store. It is proposed that the public service roadway is no longer needed.

First reading was given on May 9<sup>th</sup> 2016, the bylaw 2016-09 was submitted to the Minister of Alberta Transportation for approval, the Town of Olds received approval from the Minister on June 23<sup>rd</sup> 2016.

With consent of 2<sup>nd</sup> and 3<sup>rd</sup> reading from town council we will be able to move forward with the land swap.

The 8.5 metre wide area was identified on a land swap plan to be retained as Street, as it will be needed to facilitate the future construction of the proposed Service Road. The amendment to the description of Part B reduces the area being considered for closure, thus reducing any negative impact to the adjacent properties.

The *Municipal Government Act* has outlined in Section 22 the requirements for a Road Closure. Section 22 (2) states: *A bylaw closing a road must be advertised.* Alberta Transportation has confirmed that the advertising completed to date is sufficient, and no new advertising will need to be done for the amended description of this Bylaw. In addition, Section 22 (4) states: *Before passing a bylaw closing a road, a person who claims to be affected prejudicially by the bylaw or that person's agent must be given an opportunity to be heard by the council.* Alberta Transportation has also confirmed that no new consultation process will be needed, as the public had an opportunity to address Council at the March 29, 2016 Public Hearing in which no comments were received.

It has therefore been confirmed by Alberta Transportation that all advertisements, notices and comments received during the previous Public Hearing process will be used to consider this Bylaw with the amended description, in accordance with the *MGA Section 22*.

## Discussion

The proposed road closure is consistent with Alberta Transportation's Functional Plan for Highway 27. The adoption of the bylaw to close the portion of road will facilitate the development of the parcel directly north as a gas station and convenience store.

## ALTERNATIVE OPTIONS

1. That Council requests further information from Administration before proceeding with first reading of the bylaws.
2. That Council provides direction to Administration on changes to the proposed bylaw with the amended bylaw coming before Council for first reading at a later date.

**FINANCIAL IMPLICATIONS**

Not applicable.

**INTERDEPARTMENTAL INVOLVEMENT / IMPLICATIONS**

The proposed road closure bylaw will require further discussions among Town Departments. This includes addressing issues putting in place an easement for existing and future extensions of municipal utilities and private utilities.

**INTERGOVERNMENTAL INVOLVEMENT / IMPLICATIONS**

Alberta Transportation establishes process expectations on road closure bylaws that must be satisfied before their approval will be granted. The road closure bylaw cannot be approved by the Town until the Minister of Transportation has agreed in writing.

**ATTACHMENTS**

Attachment 1: Bylaw 2016-09 with attached sketch showing road closure

Submitted By:	Date: June 23 <sup>rd</sup> , 2016
Chief Operating Officer Signature:	Date: June 23/2016
CAO Signature:	Date: JUNE 23/16



DELIVERY SERVICES DIVISION  
2<sup>ND</sup> FLOOR, TWIN ATRIA BUILDING  
4999-98 AVENUE  
EDMONTON, ALBERTA, CANADA  
T6B 2X3

TELEPHONE NO: 780-415-1538  
FAX NO: 780-427-0353  
Toll Free Connection Dial 310-0000

June 21, 2016

Town of Olds  
4512-46 Street  
Olds, AB T4H 1R5

Attention: Natasha Wright

**RE: ROAD CLOSURE – BYLAW 2016-01**

Enclosed is the above noted bylaw which was approved by Alberta Transportation for closure and sale on June 6, 2016.

Following the second and third readings of the bylaw by your council the bylaw may be registered at Land Titles. Please notify me of the second and third readings and when the documents closing the road are registered at Land Titles.

Yours truly,



Adrienne Kisko  
Land Technologist

cc: Lee Bowman  
Development and Planning Technologist  
Red Deer, Alberta

Enclosures

**TOWN OF OLDS  
BYLAW NO. 2016 - 09**

A bylaw for the purpose of closing to public travel and disposing of portions of a public highway in accordance with Section 22 of the Municipal Government Act, chapter M-26-1 revised statutes of Alberta, 2002, amended,

**WHEREAS**, the lands hereinafter described are no longer required for public travel, and

**WHEREAS**, the Council of the Town of Olds deems it expedient to provide for a bylaw for the purpose of closing to public travel certain roads or portions thereof situated in the said municipality, thereafter disposing of same, and

**WHEREAS**, notice of intention to pass the bylaw has been published in a local newspaper on two consecutive weeks in accordance with section 606 of the Municipal Government Act, and

**WHEREAS**, Council was not petitioned for an opportunity to be heard by any person claiming to be prejudicially affected by the bylaw.

**NOW, THEREFORE**, the Council of the Town of Olds does hereby close to public travel and allow for disposing of the following described highways, subject to rights of access granted by other legislation:

1. All that portion of the area shown as 'Street' on Plan 2183JK (SW 5-33-1-5) adjoining the south boundary of Lot 2, Block 8 and lying between the production Southerly of the Easterly and the Westerly boundary of said Lot 2, Block 8, Plan 2183JK and containing 0.6 hectares (0.14 acres) more or less.

Excepting thereout all mines and minerals.

As shown on the attached sketch as "Part A"; and

2. All that portion of the area shown as 'Street' on Plan 3678JK (SW 5-33-1-5) adjoining the south boundary of Lot 3, Block 8 Plan 3678 and lying between the production Southerly of the Easterly and the Westerly boundary of said Lot 3, Block 8 Plan 3678JK excepting thereout the Easter 8.5 meters in perpendicular width and containing 0.04 hectares (0.108 acres) more or less.

Excepting thereout all mines and minerals.

As shown on the attached sketch as "Part B";

Read a first time this 9<sup>th</sup> day of May 2016.

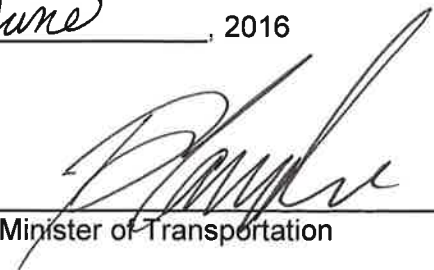


Mayor  
Judy Dahl



Chief Administrative Officer  
Norman McInnis


Approved the 6<sup>th</sup> day of June, 2016

  
\_\_\_\_\_  
Minister of Transportation

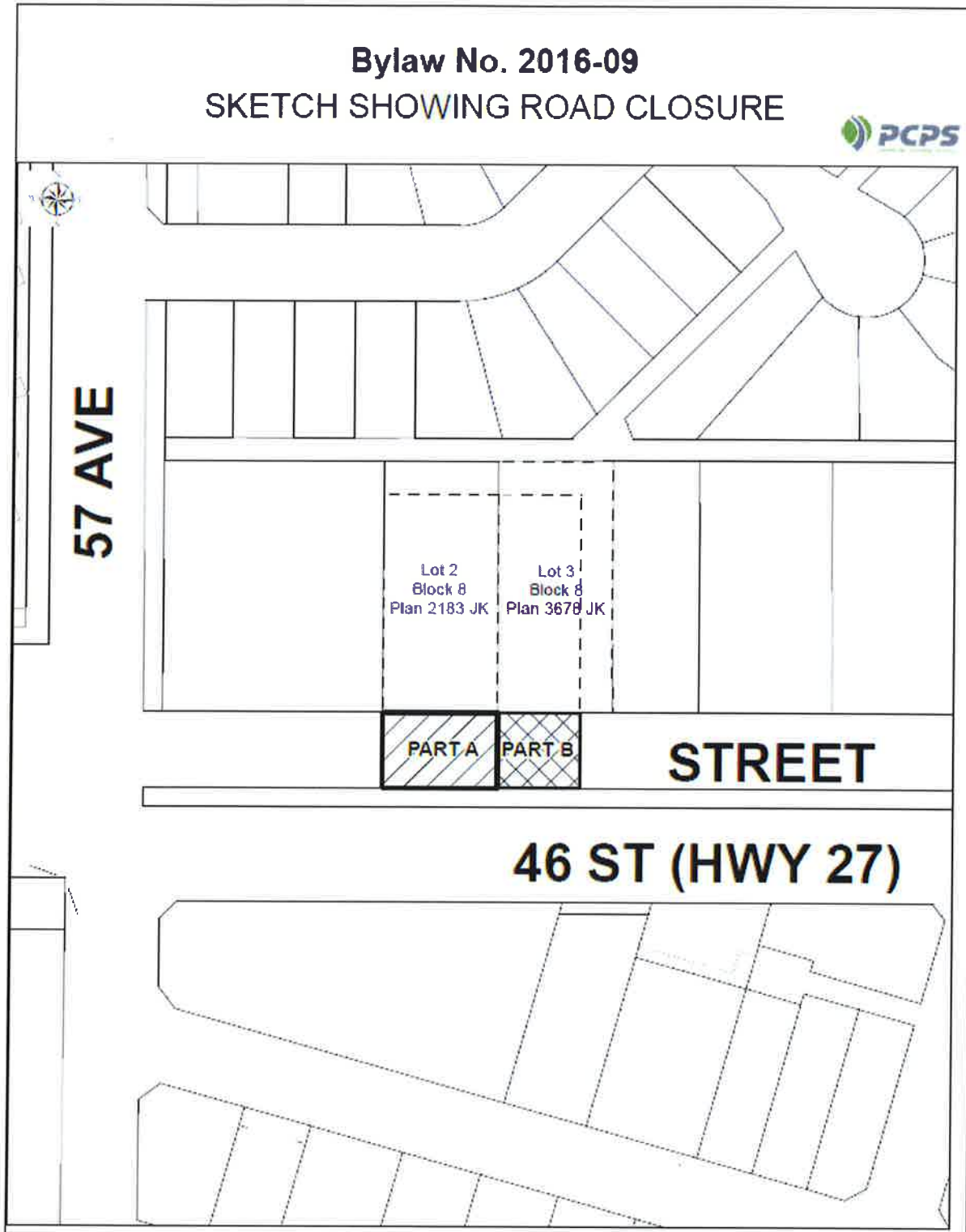
Read a second time this \_\_\_ day of \_\_\_\_\_, 2016

Read a third time and final time this \_\_\_ day of \_\_\_\_\_, 2016.

  
\_\_\_\_\_  
Mayor  
Judy Dahl

  
\_\_\_\_\_  
Chief Administrative Officer  
Norman McInnis

**Bylaw No. 2016-09**  
**SKETCH SHOWING ROAD CLOSURE**





## Request for Decision

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## Land Use Bylaw Amending Bylaw 2016-12

June 27, 2016

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**RECOMMENDATION**

That first reading be given to Bylaw 2016-12.

That a public hearing for Bylaw 2016-12 be set for Monday, July 11, 2016 at 1:00 PM in the Council Chambers.

**BACKGROUND**

A Land Use Bylaw amendment submitted by Planning & Development staff is proposed in an effort to address some Land Use Bylaw items that are either silent, omitted, obsolete, require clarification or require amending in order to align with the Community Standards Bylaw.

The following changes to Land Use Bylaw 01-23 are proposed:

a) Delete the following definition:

“accessory suite” means a separate and subordinate dwelling unit contained within a detached dwelling.

b) Add the following definitions:

“accessory parking pad” means an area providing for the parking of vehicles and utility trailers but does not include a driveway and is located on the same parcel of land.

“animal services” means a commercial establishment for the medical examination, treatment, boarding, training, or grooming of animals and includes retail sales of associated products. This may include such uses as veterinary clinics, pet grooming salons, boarding kennels, impounding facilities, and animal shelters.

“façade” means the exterior outward face of a building.

“four-plex” means a residential building, other than row housing, containing four dwelling units.

“Outdoor Patio” means an outdoor patron area that functions as an outdoor extension of the primary use of food and/or beverage services.

- c) Delete ‘accessory suites, in detached dwellings only’ from the list of discretionary uses in the General Residential District (R2).
- d) Delete in 6(12) Drainage: “(a) All roof drainage from a building shall be directed onto the parcel upon which such building is situated by means satisfactory to the Development Authority.”
- e) Add in 6(12) Drainage: “(a) All roof drainage from any building shall be directed onto the parcel upon which such building is situated by means of eaves troughs downspouts, or other suitable means, to the satisfaction of the Development Authority.”
- f) Add in 6(12) Drainage: “(c) The grade at top of elevation footing of any new permanent foundation for all residential dwellings shall be confirmed in writing by an Alberta Land Surveyor at the time of construction or completion of the foundation. A written confirmation shall be provided to the Town prior to further development of the site.”
- g) Delete in 3(1) Parking: “Apartments and Multi-plexes – 1.75 / dwelling”.

- h) Add in 3(1) Parking: "Apartments – 1.75 / dwelling" and "Multi-plexes – 2.0 / dwelling".
- i) Add "animal services" as a discretionary use in the following districts:
  - i) Highway Commercial (CH)
  - ii) Light Industrial (I1)
  - iii) Industrial Business (IB)

The following amendments are proposed in order to align with regulations in the Community Standards Bylaw.

- j) Delete in Supplementary Regulations 2(2) "(c) A holiday trailer, motorhome or camper parked in a residential district may be used for living and sleeping accommodation for a maximum period of 30 days per annum."
- k) Add in Supplementary Regulations 2(2) "(c) A holiday trailer, motorhome or camper parked in any land use district may be used for living and sleeping accommodation for a maximum period of thirty (30) days per annum."
- l) Delete in Supplementary Regulations 2(2) "(d) No person shall allow a vehicle of more than 4,540 kg (10,009.0 lbs) (GVW) and/or a length of more than 9 m (29.53 ft) other than a holiday trailer, motorhome or camper, to be parked or stored in a residential District."
- m) Add in Supplementary Regulations 2(2) "(d) No person shall allow a vehicle of more 5,443 kg (12,000 lbs) (GVW) and/or a length of more than 9 m (29.50 ft) other than a recreational vehicle or camper, to be parked or stored in a residential district and/or area of residential use. A vehicle is more than 5,443 kg. GVW when a gross allowable maximum vehicle weighs in excess of 5,443 kg. (as listed on the official Government registration certificate, regardless of the vehicle's actual weight at a specific time)."
- n) Add in Supplementary Regulations 3(4) "(d) At a street intersection, a 6 metre (20 ft) sight triangle shall be provided."
- o) Add in Supplementary Regulations 3(1) Parking "(l) a front yard or side yard accessory parking pad that is not part of a driveway shall have a landscaped area that is a minimum of 1.5m (5 ft) wide between the roadway and the parking pad."

A public hearing is required prior to considering second reading of the bylaw. The proposed bylaw will be advertised in the local newspaper to allow for public input as part of the hearing process.

**ALTERNATIVE OPTIONS**

1. That Council gives first reading to the proposed bylaw and sets a public hearing date.
2. That Council requests further information from Administration before proceeding with first reading of the bylaw.
3. That Council provides direction to Administration on changes to the proposed bylaw with the amended bylaw coming before Council for first reading at a later date.

**ATTACHMENTS:** Bylaw No. 2016-12

Submitted By: Carey J. Keleman, Development Officer II	June 21, 2016
COO Signature: Scott Chant 	<i>June 21/2016</i>
CAO Signature: 	<i>JUNE 23/16</i>



**TOWN OF OLDS**  
**Bylaw 2016-12**

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A bylaw of the Town of Olds, in the Province of Alberta, pursuant to provisions of the Municipal Government Act, being Chapter M-26 of the revised statutes of Alberta 2000 and amendments thereto, to provide for the amendment of the Land Use Bylaw No. 01-23.

**WHEREAS** the *Municipal Government Act*, Revised Statutes of Alberta 2000 Chapter M-26 and amendments thereto, permit a Council by bylaw to amend the Land Use Bylaw,

**AND WHEREAS** the Council of the Town of Olds deems it necessary and expedient to amend the Land Use Bylaw No. 01-23,

**AND WHEREAS** the requirements of the *Municipal Government Act* RSA 2000, Chapter M-26 regarding the advertising of this Bylaw and public hearing have been complied with,

**NOW THEREFORE THE MUNICIPAL CORPORATION OF THE TOWN OF OLDS IN COUNCIL ASSEMBLES, ENACTS THE FOLLOWING:**

(1) This Bylaw may be cited as the Land Use Amending Bylaw No. 2016-12.

(2) Bylaw No. 01-23, being the Town of Olds Land Use Bylaw, is hereby amended

a) In Part One Section 1.3 Definitions by deleting the following definitions:

“accessory suite” means a separate and subordinate dwelling unit contained within a detached dwelling.

In Part One Section 1.3 Definitions by adding the following definitions

“accessory parking pad” means an area providing for the parking of vehicles and utility trailers but does not include a driveway and is located on the same parcel of land.

“animal services” means a commercial establishment for the medical examination, treatment, boarding, training, or grooming of animals and includes retail sales of associated products. This may include such uses as veterinary clinics, pet grooming salons, boarding kennels, impounding facilities, and animal shelters.

“façade” means the exterior outward face of a building.

“four-plex” means a residential building, other than row housing, containing four dwelling units.

“Outdoor Patio” means an outdoor patron area that functions as an outdoor extension of the primary use of food and/or beverage services.

b) In Schedule C by deleting ‘accessory suites, in detached dwellings only’ from the list of discretionary uses in the General Residential District (R2).

c) In Schedule B: Supplementary Regulations 6(12) Drainage by deleting “(a) All roof drainage from a building shall be directed onto the parcel upon which such building is situated by means satisfactory to the Development Authority.”

d) In Schedule B: Supplementary Regulations 6(12) Drainage by adding “(a) All roof drainage from any building shall be directed onto the parcel upon which such building is situated by means of eaves troughs downspouts, or other suitable means, to the satisfaction of the Development Authority.”

e) In Schedule B: Supplementary Regulations 6(12) Drainage by adding “(c) The grade at top of elevation footing of any new permanent foundation for all residential dwellings shall be confirmed in writing by an Alberta Land Surveyor at the time of construction or completion of the

foundation. A written confirmation shall be provided to the Town prior to further development of the site.”

- f) In Schedule B: Supplementary Regulations 3(1) Parking by deleting “Apartments and Multi-plexes – 1.75 / dwelling”.
- g) In Schedule B: Supplementary Regulations 3(1) Parking by adding “Apartments – 1.75 / dwelling” and “Multi-plexes – 2.0 / dwelling”.
- h) In Schedule C by adding “animal services” as a discretionary use in the following districts:
  - i) Highway Commercial (CH)
  - ii) Light Industrial (I1)
  - iii) Industrial Business (IB)
- i) In Schedule B: Supplementary Regulations 2(2)(c) by deleting “A holiday trailer, motorhome or camper parked in a residential district may be used for living and sleeping accommodation for a maximum period of 30 days per annum.”
- j) In Schedule B: Supplementary Regulations 2(2)(c) by adding “A holiday trailer, motorhome or camper parked in any land use district may be used for living and sleeping accommodation for a maximum period of thirty (30) days per annum.”
- k) In Schedule B: Supplementary Regulations 2(2)(d) by deleting  
 “No person shall allow a vehicle of more than 4,540 kg (10,009.0 lbs) (GVW) and/or a length of more than 9 m (29.53 ft) other than a holiday trailer, motorhome or camper, to be parked or stored in a residential District.”
- l) In Schedule B: Supplementary Regulations 2(2)(d) by adding  
 “No person shall allow a vehicle of more 5,443 kg (12,000 lbs) (GVW) and/or a length of more than 9 m (29.50 ft) other than a recreational vehicle or camper, to be parked or stored in a residential district and/or area of residential use. A vehicle is more than 5,443 kg. GVW when a gross allowable maximum vehicle weighs in excess of 5,443 kg. (as listed on the official Government registration certificate, regardless of the vehicle’s actual weight at a specific time).”
- m) In Schedule B: Supplementary Regulations 3(4) by adding  
 “(d) At a street intersection, a 6 metre (20 ft) sight triangle shall be provided.”
- n) In Schedule B: Supplementary Regulations 3(1) Parking by adding  
 “(l) a front yard or side yard accessory parking pad that is not part of a driveway shall have a landscaped area that is a minimum of 1.5m (5 ft) wide between the roadway and the parking pad.”

- (3) This Bylaw comes into force the day it is passed.  
 Read for a first time on the 20<sup>th</sup> day of June 2016.  
 Public Hearing held on the <sup>th</sup> day of \_\_\_ 2016.  
 Read for a second time on the <sup>th</sup> day of \_\_\_ 2016.  
 Read for a third and final time on the <sup>th</sup> day of \_\_\_ 2016.

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Judy Dahl, Mayor

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Norm McInnis, Chief Administrative Officer

Signed by the Mayor and Chief Administrative Officer this                      day of                      2016.





Request for Decision

21

Bylaw 2016 – 13 Highlands Phase 5b  
(Amends the Town of Olds Land Use Bylaw – 01-23)

June 27, 2016

5c

**RECOMMENDATION**

**That the public hearing for Bylaw 2016-13 set for Monday, June 27, 2016 at 7:00 pm in the Town of Olds Council Chambers be changed to Monday, July 11, 2016 at 1:00 pm in the Town of Olds Council Chambers.**

**BACKGROUND**

This application is referred to as The Highlands Phase 5b. The subject lands fall within the existing Highlands Area Structure Plan, Bylaw 2016-06.

Property Details:

Civic Address:	5701 – 70 Avenue
Legal Address:	Ptn. SW 31-032-01-5
Area:	40.39 ha (99.92 ac)
Zoning:	Urban Reserve (UR)

**PROPOSAL**

In the RFD for 1<sup>st</sup> Reading to Bylaw 2016 – 13, the date requested for the Public Hearing was listed at June 27, 2016 at 1:00 pm. It was noted that the proposal was incorrect, and the typographical error was assumed to be the time and the meeting was set as June, 27 at 7:00 pm. It was in fact the date that was incorrect and not the time.

The correct date and time are: July 11, 2016, at 1:00 pm.

**ALTERNATIVE OPTIONS**

1. That Council provides direction to Administration on changes to the proposed decision.

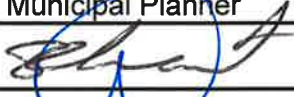

**FINANCIAL IMPLICATIONS**

The applicant has paid applicable applications fees, according to fees set in the Land Use Bylaw, Rates Bylaw.

ATTACHMENTS

None

07

Submitted By:	Kimberly Soutiere Municipal Planner	Date:
COO Signature:		Date: June 20/16
CAO Signature:		Date: JUN 23/16



Request for Decision

23

Land Use Bylaw Amending Bylaw 2016-16

June 27, 2016

5d

**RECOMMENDATION**

That first reading be given to Bylaw 2016-16.

That a **Public Hearing** be set for **Monday, July 11, 2016 at 1:00 PM** in the Council Chambers.

**BACKGROUND**

An application has been received for a site specific amendment of Land Use Bylaw 01-23, and all amendments thereto, to list, as a permitted use, in Schedule C, Light Industrial (I1), the use of "medical marijuana facility" at 5807 – 47 Avenue (Lot 3, Block 1, Plan 8010797) only.

This property is in the Light Industrial (I1) land use district and currently operating as OSG which manufactures softgels. The General Manager proposes to add the use of 'medical marijuana facility' to the existing use of industrial manufacturing use, in order to produce cannabis oil soft gels. See attached letter of intention for clarification.

Under the current Land Use Bylaw 01-23, and all amendments thereto, a "medical marijuana facility" is defined as follows:

**"Medical Marijuana Facility (MMF)** means any building in which an activity authorized by the medical marijuana production regulations (Marijuana for Medical Purposes Regulations SOR/2013-119), or any successor or replacement legislation or regulation, is or may be conducted including such activities as growing, processing, labeling and packaging, storing, and transporting of marijuana."

The applicants are required to obtain a federal license in order to operate a medical marijuana facility. Part of their federal application requirements is to obtain the required municipal development approvals. Bylaw 2016-16 is required in order for Planning & Development to accept a development permit application for this type of use at the proposed location. If the applicant is successful with this application, they would submit a development permit application for a change of use to add 'medical marijuana facility' to the location.

**CIRCULATION**

A public hearing is required prior to considering second reading of the bylaw. The proposed bylaw will be advertised in the local newspaper to allow for public input as part of the hearing process. Letters will also be sent to landowners in the area surrounding the subject site.

**ALTERNATIVE OPTIONS**

1. That Council gives first reading to the proposed bylaw and sets a public hearing date.
2. That Council requests further information from Administration before proceeding with first reading of the bylaw.
3. That Council provides direction to Administration on changes to the proposed bylaw with the amended bylaw coming before Council for first reading at a later date.

**ATTACHMENTS:** Letter of Intention from Applicant  
Draft Bylaw No. 2016-16

Submitted By: Carey J. Keleman; Development Officer II	Date: June 21, 2016
Chief Operating Officer: Scott Chant 	Date: <u>June 21/2016</u>
Chief Administrative Officer: Norm McInnis 	Date: <u>JUNE 23/16</u>



**OSG**  
 Olds SoftGels Inc.  
 Encapsulating Global Health Solutions

04.04.16 24

04/04/16

Attention Ms. Judy Dahl

Mayor – Town of Olds

4512 46 St.  
 Olds, Alberta,  
 T4H 1R5

Phone: 403-507-4114

Planning & Development

JUN 07 2016

Received

Dear Ms. Dahl,

According to the Marihuana for Medical Purposes Regulations, applicants must submit a notice to local Government, Police and Fire authorities indicating their proposed activities to be conducted with cannabis. We, Olds Softgels Inc located at 5807-47<sup>th</sup> avenue in Olds, intend to possess both dried marihuana and cannabis oil, extract oil from dried marihuana, encapsulate cannabis oil and sell capsules to Eligible Persons under the MMPR. Additionally, we will transport finished product from our facility and destroy any rejected capsules or raw materials through a licensed contracting company. Dried marihuana, cannabis oil and finished product will be stored in a vault inside our facility. The vault, along with our site layout and security details will comply with the Marihuana for Medical Purposes Regulations and the Health Canada Directive on Physical Security Requirements for Controlled Substances. Please feel free to contact myself, Mr. Jerry Bechtold – General Manager at 403-507-1777 ( [jbechtold@oldsoftgels.com](mailto:jbechtold@oldsoftgels.com) ) or Ms. Jessa Bazowski – Quality Manager at 403-559-9582 ( [jbazowski@oldsoftgels.com](mailto:jbazowski@oldsoftgels.com) ) with any questions or concerns you might have with regards to this notice.

With kind regards,

Jerry Bechtold  
 General Manager

Olds Softgels Inc.  
 5807-47<sup>th</sup> Ave  
 Olds, Alberta  
 T4H 1S7

1-844-815-4674 Ext 4505

**TOWN OF OLDS  
BYLAW NO. 2016-16**

A bylaw of the Town of Olds, in the Province of Alberta, pursuant to provisions of the Municipal Government Act, being Chapter M-26 of the revised statutes of Alberta 2000 and amendments thereto, to provide for the amendment of the Land Use Bylaw No. 01-23

**WHEREAS** the *Municipal Government Act*, Revised Statutes of Alberta 2000 Chapter M-26 and amendments thereto, permit a Council by bylaw to amend the Land Use Bylaw, and

**AND WHEREAS** the Council of the Town of Olds deems it necessary and expedient to amend the Land Use Bylaw No. 01-23,

**AND WHEREAS** the requirements of the *Municipal Government Act* RSA 2000, Chapter M-26 regarding the advertising of this Bylaw and public hearing have been complied with;

**NOW THEREFORE THE MUNICIPAL CORPORATION OF THE TOWN OF OLDS IN COUNCIL ASSEMBLES, ENACTS THE FOLLOWING:**

1. This Bylaw may be cited as the Land Use Amending Bylaw No. 2016-16.
2. Bylaw No. 01-23, being the Town of Olds Land Use Bylaw, is hereby amended  
The following change to Land Use Bylaw 01-23 is proposed:

In Schedule C, Light Industrial District (I1), Permitted Uses, by adding the following:  
Medical Marijuana Facility - 5807 – 47 Avenue (Lot 3, Block 1, Plan 801 0797 )

3. This Bylaw comes into force on the date it is passed.

Read for a first time on the \_\_\_<sup>th</sup> day of \_\_\_\_\_, 2016  
Public Hearing held on the \_\_\_<sup>th</sup> day of \_\_\_\_\_, 2016  
Read a second time on the \_\_\_<sup>th</sup> day of \_\_\_\_\_, 2016  
Read a third and final time on the \_\_\_<sup>th</sup> day of \_\_\_\_\_, 2016

\_\_\_\_\_  
Judy Dahl, Mayor

\_\_\_\_\_  
Norman McInnis, Chief Administrative Officer

SIGNED by the Chief Elected Officer and the Chief Administrative Officer this \_\_\_\_\_ day of \_\_\_\_\_ 2016.



Town of Olds

Request for Decision

26

Bylaw 2016-17 Tax Penalties

June 27, 2016

5e

## RECOMMENDATION

**That Tax Penalty Bylaw 2016-17 with attached schedule 'A' option #1 is given first reading;**

**That Tax Penalty Bylaw 2016-17 with attached schedule 'A' option #1 is given second reading;**

**That Council give unanimous consent for presentation of the third reading of Tax Penalty Bylaw 2016-17; and**

**That Tax Penalty Bylaw 2016-17 with attached schedule 'A' option #1 is given third reading;**

## BACKGROUND

Section 332 of The Municipal Government Act states that property taxes are deemed to be imposed on January 1 of each year. Section 344 of the Municipal Government Act authorizes Council to impose penalties if the tax remains unpaid in the current year. Section 345 of the Municipal Government Act authorizes Council to impose penalties on any tax that remains unpaid from any previous year

On June 13, 2016 Council discussed the issue of tax penalty rates and a resolution was passed to direct administration to bring back to the June 27th, 2016 Council meeting recommendations to Tax Penalties that will be enforced for 2016. The 2016 Tax Notices outlined the 2016 tax penalties, because of this administration would recommend that the new tax penalty bylaw be effective January 1, 2017.

The current tax penalty bylaw specifies the penalties for current to be 5% on July 1, 6% on September 1 and 7% on November 1. Penalties on arrears February 1 and April 1 at 3% and August 1, October 1 and December 1 at 4% for a total of 36%

Administration has prepared three options for schedule 'A' to be considered for the Tax Penalty Bylaw.

- Option #1 - Penalties on current taxes July 1, September 1 and November 1 at 5% and penalties on arrears at 1.25% the first of every month January to December. For a total of 30%
- Option #2 - Penalties on current taxes July 1, September 1 and November 1 at 5% and penalties on arrears at 1.5% the first of every month January to December. For a total of 33%
- Option #3 – Penalties on current taxes July 1, September 1 and November 1 at 4% and penalties on arrears January 1, April 1, July 1 and October 1 at 4%. For a total of 28%

## ALTERNATIVE OPTIONS

1. Give first and second reading to Bylaw 2016-17, with third reading being considered at the July 11<sup>th</sup> meeting
2. Give all three readings to Bylaw 2016-17 choosing a different schedule 'A' option
3. Not give first reading to Bylaw 2016-17 and refer back to administration for changes



**ATTACHMENTS**

- Attachment 1 – Tax Penalty Bylaw 2016-17
- Attachment 2 – Schedule A – Option #1
- Attachment 3 – Schedule A – Option #2
- Attachment 4 – Schedule A – Option #3
- Attachment 5 – Municipality Tax Penalty Comparison

**FINANCIAL IMPLICATIONS**

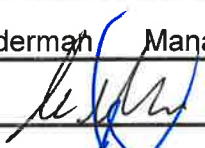

	<b>Average 2013-2015</b>	<b>Option #1</b>	<b>Option #2</b>	<b>Option #3</b>
<b>Current</b>	\$64,453.28	\$56,175.10	\$56,175.10	\$44,940.08
<b>Arrears</b>	\$25,336.84	\$23,951.44	\$28,741.73	\$28,775.76
<b>Total</b>	<b>\$89,790.12</b>	<b>\$80,126.54</b>	<b>\$84,916.83</b>	<b>\$73,715.84</b>

The average house with unpaid 2016 taxes would see the following in 2017.

Average single family residential assessment = \$318,509  
 2016 Tax Levy = \$2,588.74 (would become arrears January 1, 2017)  
 2017 Estimated Tax Levy = \$2,588.74 (current penalties would start July 1, 2017)

	<b>Current Bylaw</b>	<b>Option #1</b>	<b>Option #2</b>	<b>Option #3</b>
<b>Current</b>	\$465.97	\$388.31	\$388.31	\$310.65
<b>Arrears</b>	\$310.65	\$194.16	\$232.99	\$207.10
<b>Total</b>	<b>\$776.62</b>	<b>\$582.47</b>	<b>\$621.30</b>	<b>\$517.75</b>

The recommendation for Option #1 would see a decrease in Tax Penalty revenue of approximately \$9,600. The average home with one years' arrears would see an approximate decrease in penalties of \$194 in 2017 over the current tax penalty bylaw.

Submitted By: Sheena Linderman	Manager of Finance	Date: June 20, 2016
Director Signature:		Date: June 21 /16
CAO Signature:		Date: JUNE 23/16

TAX PENALTIES

A BYLAW OF THE TOWN OF OLDS TO PROVIDE FOR THE IMPOSITION OF PENALTIES ON ALL TAXES REMAINING UNPAID ON DAYS SPECIFIED

**WHEREAS**, section 344(1) of the Municipal Government Act states a Council may by bylaw impose penalties in the year in which a tax is imposed if the tax remains unpaid after the date shown on the tax notice; and

**WHEREAS**, section 345(1) of the Municipal Government Act states a Council may by bylaw impose penalties in any year following the year in which a tax is imposed if the tax remains unpaid after December 31 of the year in which it is imposed.

**NOW THEREFORE**, under the authority of the Municipal Government Act, the Council of the Town of Olds, in the Province of Alberta, enacts as follows:

1. Definitions:

**Current Taxes** means taxes levied within the current calendar year.

**Taxes** includes all property taxes, business revitalization zone taxes, local improvement taxes, penalties, and unpaid costs, charges and expenses as provided in Section 553 of the Municipal Government Act, RSA. 2000, c M-26, and all other taxes or charges lawfully imposed pursuant to the Municipal Government Act, RSA. 2000, c M-26 or any other statute of the Province of Alberta.

**Tax Arrears** means taxes that remain unpaid after December 31 of the year in which they are imposed.

2. Any taxes levied for the current year remaining unpaid after June 30 are subject to penalties at the rates set out in Schedule A.
3. Any tax arrears are subject to penalties at the rates set out in Schedule A.
4. Any penalty added to current taxes or tax arrears shall be added to and form part of the unpaid taxes.
5. That this bylaw shall take effect on January 1, 2017.
6. This bylaw shall be cited as, "Tax Penalty Bylaw No 2016-17".
7. That Bylaw 2005-19 be repealed upon the effective date of this bylaw.

Read for a first time on the \_\_\_\_ day of \_\_\_\_\_, 2016

Read a second time on the \_\_\_\_ day of \_\_\_\_\_, 2016

Read a third and final time on the \_\_\_\_ day of \_\_\_\_\_, 2016



\_\_\_\_\_  
Judy Dahl, Mayor

\_\_\_\_\_  
Norm McInnis, Chief Administrative Officer

SIGNED by the Chief Elected Officer and the Chief Administrative Officer this \_\_\_\_ day  
of \_\_\_\_ 2016.

## OPTION #1

## SCHEDULE A – TAX PENALTY BYLAW 2016-17

Effective January 1, 2017

## Penalties on Unpaid Taxes

Applied on the 1 <sup>st</sup> day of:	Current Taxes	Arrears
January		1.25%
February		1.25%
March		1.25%
April		1.25%
May		1.25%
June		1.25%
July	5%	1.25%
August		1.25%
September	5%	1.25%
October		1.25%
November	5%	1.25%
December		1.25%

## OPTION #2

## SCHEDULE A – TAX PENALTY BYLAW 2016-17

Effective January 1, 2017

## Penalties on Unpaid Taxes

Applied on the 1 <sup>st</sup> day of:	Current Taxes	Arrears
January		1.5%
February		1.5%
March		1.5%
April		1.5%
May		1.5%
June		1.5%
July	5%	1.5%
August		1.5%
September	5%	1.5%
October		1.5%
November	5%	1.5%
December		1.5%

## OPTION #3

## SCHEDULE A – TAX PENALTY BYLAW 2016-17

Effective January 1, 2017

## Penalties on Unpaid Taxes

Applied on the 1 <sup>st</sup> day of:	Current Taxes	Arrears
January		4%
February		
March		
April		4%
May		
June		
July	4%	4%
August		
September	4%	
October		4%
November	4%	
December		

## Municipality Tax Penalty Comparison

Municipality	Date	Current	Areams	Total Penalties Imposed per Year
<b>Town of Olds</b>	1-Feb		3%	
	1-Apr		3%	
	1-Jul	5%		
	1-Aug		4%	
	1-Sep	6%		
	1-Oct		4%	
	1-Nov	7%		
	1-Dec		4%	
	<b>Total</b>	<b>18%</b>	<b>18%</b>	<b>36%</b>
<b>Town of Cochrane</b>	1-Jan		15%	
	1-Jul	7%		
	1-Oct	8%		
	<b>Total</b>	<b>15%</b>	<b>15%</b>	<b>30%</b>
<b>City of Red Deer</b>	1-Jan		7%	
	1-Jul	7%	7%	
	1-Sep	7%		
	<b>Total</b>	<b>14%</b>	<b>14%</b>	<b>28%</b>
<b>City of Calgary</b>	1-Jan		1%	
	1-Feb		1%	
	1-Mar		1%	
	1-Apr		1%	
	1-May		1%	
	1-Jun		1%	
	1-Jul	7%	1%	
	1-Aug		1%	
	1-Sep		1%	
	1-Oct	7%	1%	
	1-Nov		1%	
	1-Dec		1%	
		<b>Total</b>	<b>14%</b>	<b>12%</b>
<b>Town of Morinville</b>	1-Jan		18%	
	1-Jul	15%		
	<b>Total</b>	<b>15%</b>	<b>18%</b>	<b>33%</b>

Municipality	Date	Current	Arears	Total Penalties Imposed per Year
Town of High River	1-Jan		1.50%	
	1-Feb		1.50%	
	1-Mar		1.50%	
	1-Apr		1.50%	
	1-May		1.50%	
	1-Jun	6%	1.50%	
	1-Jul		1.50%	
	1-Aug		1.50%	
	1-Sep	6%	1.50%	
	1-Oct		1.50%	
	1-Nov	6%	1.50%	
	1-Dec		1.50%	
	<b>Total</b>		<b>18%</b>	<b>18%</b>
City of Lacombe	1-Jan		10%	
	1-Mar		3%	
	1-May		3%	
	1-Jul	9%		
	1-Sep	3%		
	1-Nov	3%		
	<b>Total</b>		<b>15%</b>	<b>16%</b>
Town of Innisfail	1-Jan		12%	
	1-Jul	8%		
	1-Sep	4%		
	<b>Total</b>		<b>12%</b>	<b>12%</b>
Town of Banff	1-Jan		1.50%	
	1-Feb		1.50%	
	1-Mar		1.50%	
	1-Apr		1.50%	
	1-May		1.50%	
	1-Jun		1.50%	
	1-Jul	1.50%	1.50%	
	1-Aug	1.50%	1.50%	
	1-Sep	1.50%	1.50%	
	1-Oct	1.50%	1.50%	
	1-Nov	1.50%	1.50%	
	1-Dec	1.50%	1.50%	
	<b>Total</b>		<b>9.00%</b>	<b>18.00%</b>

Municipality	Date	Current	Arears	Total Penalties Imposed per Year
Town of Didsbury	1-Jan		18%	
	1-Jul	4%		
	1-Aug	4%		
	1-Sep	4%		
	1-Oct	4%		
	<b>Total</b>	<b>16.00%</b>	<b>18.00%</b>	<b>34%</b>
Mountain View County	16-Sep	2%	2%	
	1-Nov	10%	10%	
	<b>Total</b>	<b>12.00%</b>	<b>12.00%</b>	<b>24%</b>
Kneehill County	1-Jan		2%	
	1-Feb		2%	
	1-Mar		2%	
	1-Apr		2%	
	1-May		2%	
	1-Jun		2%	
	1-Jul		2%	
	1-Aug		2%	
	1-Sep		2%	
	1-Oct		2%	
	1-Nov	2%		
	1-Dec	2%		
<b>Total</b>	<b>4.00%</b>	<b>20.00%</b>	<b>24%</b>	



Town of Olds

Request for Decision

36

Annual Performance Evaluation

June 27, 2016

7a

**RECOMMENDATION**

**That the following resolution on the subject of the Chief Administrative Officer 2016 Performance Evaluation be approved:**

**Be it resolved that Council conducted the annual Performance Evaluation of Mr. Norman McInnis Town of Olds Chief Administrative Officer on June 7, 2016 in accordance with the Municipal Government Act; Section 205.1 and Section 207.**

**BACKGROUND**

**SECTION 205.1 Performance Evaluation**

A Council must provide the Chief Administrative Officer with an annual written *Performance Evaluation* of the results the Chief Administrative Officer has achieved with respect to fulfilling the Chief Administrative Officers' responsibilities' under Section 207.

**SECTION 207 Chief Administrative Officers' Responsibilities**

The Chief Administrative Officer

- (a) Is the administrative head of the municipality;
- (b) Ensures that the policies and programs of the municipality are implemented;
- (c) Advises and informs the Council on the operation and affairs of the municipality;
- (d) Performs the duties and functions and exercises the powers assigned to a Chief Administrative Officer by this and other enactments or assigned by Council.

Prepared By:	Marcie McKinnon Legislative Clerk	Date: June 21, 2016
CAO Signature:		Date: <u>JUNE 23/16</u>





Town of Olds

Request for Decision

37

Asset Management Council Policy 123C and Strategy

June 27, 2016

76

**RECOMMENDATION**

“That the Town of Olds Asset Management Policy 123C and Asset Management Strategy be approved.”

**BACKGROUND**

At the June 20 Policies and Priorities Committee meeting, Council directed Administration to bring back Council Policy 123 and the Asset Management Strategy to a regular Council meeting.

The Town of Olds has defined Asset Management as the process of making decisions about the use and care of physical and natural assets in a way that considers current and future needs, manages risks and opportunities, and makes the best use of resources to support sustainable service delivery.

Over the past year, a dedicated, cross-functional team have developed both a council and an administrative policy regarding asset management that will guide the organization and assist the Town in making better decisions about infrastructure and the service our assets provide. The Asset Management Team has completed a strategy to identify and describe a set of planned actions that will support decisions to provide the desired levels of service in a sustainable way, while managing risk, at the lowest lifecycle cost. This strategy will be the link between policy and technical asset management plans (or the day to day implementation) and links asset management to other corporate initiatives.

Next steps for the Asset Management Team include the development of an Asset Management Plan (AMP). The AMP will provide a complete picture and answer questions relating to asset age, historical cost, replacement value, maintenance schedule, risk assessment, level of service, condition, and most importantly, the financial needs to manage our assets sustainably. Many of our grant programs from provincial and the federal government rely on us know the state of our infrastructure and having a plan to manage and replace critical infrastructure.

The AMP will be reviewed on a regular basis to determine whether or not gaps have been identified and rectified, as well as any necessary future improvements required to the plan in order to provide a clear direction on what to do, when to do it and how much it will cost.

**ALTERNATIVE OPTIONS**

1. Council can suggest amendments to the policy and strategy but will require specific direction in the revisions for the Asset Management Strategy as well as the Asset Management Policy 123C.
2. Council can receive the policy and strategy for information.

**ATTACHMENTS**

Attachment 1- Asset Management Policy 123C

Attachment 2 – Asset Management Strategy

Submitted By:	Kelly Lloyd Coordinator of Strategic Affairs	Date: June 22, 2016
Officer Signature:		Date:
CAO Signature:		Date: Jun 23/16

Prepared By: Governance

Effective Date:

References: ISO 55000

MGA Section 252 – Debt Limit

Policy 101C – Policy Development

Policy 202C – Tangible Capital Assets

Function: Strategic

Council Approval Date:

Council Resolution No.:

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## **POLICY STATEMENT**

The Town of Olds will support asset management as a process of making decisions about the use and care of physical and natural assets in a way that considers current and future needs, manages risks and opportunities, and makes the best use of resources to support sustainable service delivery.

## **PURPOSE**

The purpose of this policy is to govern asset management practices within the Town of Olds, taking into consideration successful delivery of services, long-term financial sustainability, and continuous assessment and improvement.

## **SCOPE**

This policy is applicable organizational wide to lay the foundation in making asset management a way of doing regular business in the Town of Olds.

- Community infrastructure is a foundation of sustained and growing economic and social development;
- Infrastructure is critical to meeting the recreational, institutional, cultural and other needs of the community;
- Properly built and effectively maintained infrastructure supports public health and safety, and mitigates potential adverse environmental impacts of society;
- Financial sustainability requires strong connections between long term infrastructure investment needs and long term funding plans; and
- Well informed decisions contribute to achieving the goals of the community, while balancing the financial capacity of current and future generations.

## **ROLES AND RESPONSIBILITIES**

Asset Management is a corporate responsibility that involves all staff and members of Council in the effective implementation of sustainable service delivery.

Council is responsible for:

- Acting as stewards for infrastructure assets;
- Adopting an Asset Management Policy;
- Providing high level oversight of the delivery of the organization's Asset Management Strategy; and
- Approving levels of service, risk allowance, and budget.

The Chief Administrative Officer has overall responsibility for:

- Ensuring that organizational resources are appropriately allocated and utilized to address the organization's strategic plans and priorities.
- Implementation of Asset Management strategies, plans, and procedures, in conjunction with the Leadership Team;
- Reporting to Council and updating the community regularly on the status, effectiveness, and performance of work related to the implementation of this Asset Management policy; and
- Allocation of resources to support the implementation of the Asset Management policy.

#### **STANDARDS**

- Review the Asset Management Strategy within the first year of a new council cycle to ensure that it is relevant, still in the "line of sight" (as per Policy 202C).
- Aligning Asset Management in all other corporate plans (i.e. Strategic Plans).
- The CAO or designate(s) shall review policies on an ongoing basis to ensure that they continue to be relevant and current (as per Policy 101C).

# ASSET MANAGEMENT STRATEGY

2016

## What is Asset Management?

The Town of Olds has defined Asset Management as the process of making decisions about the use and care of physical and natural assets in a way that considers current and future needs, manages risks and opportunities, and makes the best use of resources to support sustainable service delivery.

## Why do we need an Asset Management Strategy?

As the quote to the right states, municipal governments own and operate a majority of core public infrastructure. Municipalities across the country provide services through physical assets such as water and sewer pipes, land and buildings, roads, etc. According to the 2016 Infrastructure Report Card, “1/3 of the countries municipal infrastructure is in fair, poor or very poor condition, increasing the risk of service disruption”.

Developing an asset management strategy will assist the Town in making better decisions about infrastructure and the service these assets provide. The strategy will be the link between policy and technical asset management plans (or the day to day implementation) and links asset management to other corporate initiatives. The strategy will identify and describe a set of planned actions that will support decisions to provide the desired levels of service in a sustainable way, while managing risk, at the lowest lifecycle cost.

*“Almost 60% of Canada’s core public infrastructure is owned and maintained by municipal governments and is estimated at \$1.1 trillion dollars, or about \$80,000 per household”.*

– *Canadian Infrastructure Report Card 2016*



### In this document

- Community Vision
- Sustainable Service Delivery
- Council Priorities
- Strategy
- Asset Management Priorities
- The Framework



## Community Vision

"It is 2036 and the Town of Olds has surpassed a population of 15,000 residents. Residents appreciate Olds and regard it as a desirable community to call home offering a good balance between economic opportunities and high quality of life. Community facilities, amenities and social opportunities are part of the attraction along with Olds' commitment to environmentally responsible growth".

– *Town of Olds Municipal Development Plan*

## Sustainable Service Delivery

Sustainable Service Delivery ensures that current community service needs, and how those services are delivered (in a socially, economically and environmentally responsible manner), do not compromise the ability of future generations to meet their own needs. Communities build and maintain infrastructure to provide services. These services support our quality of life, protect our health and safety, and promote social, economic and environmental well-being. Failure to care for our infrastructure, manage our natural resources and protect the benefits provided by nature, risks degrading, or even losing, the services communities enjoy, and that future generations may rely on.

Sound asset management practices support Sustainable Service Delivery by considering community priorities, informed by an understanding of the trade-offs between the available resources and the desired services.

– *Asset Management British Columbia (AMBC) Framework*

## Olds Sustainability Plan

As communities grow, there is an increased demand for better roads, sidewalks, recreational facilities, lights and improved sewer and water systems. Balancing community expectation with the risk of aging infrastructure and potential service disruption along with limited funding available to municipalities requires us to be diligent in taking action to make our communities more sustainable and resilient.

The community of Olds has a vision for creating a sustainable future within each of the pillars of sustainability and collectively, supported by responsible management of Olds' natural and built assets, will contribute to the quality of life our citizens have come to expect.



# Council Priorities

The Asset Management Strategy supports Council's Goals for the 2013-2017 term.

Contribution to the **leadership role in sustainability** will be done in part by working to: balance community expectation with sustainable service delivery; protect and increase green spaces including treed areas by developing a succession plan while remaining **fiscally strong** by ensuring the budget balances dollars with the services provided and that our core infrastructure is always maintained.

- Council Service Plan 2013-2017  
(amended April 2016)



Olds has 18 km of trail network

## Identified Priorities

### Short Term:

- \* Define Level of Service
- \* Define roles and responsibilities of the asset management team

### Medium Term:

- \* Develop and track cost of service delivery (O&M)
- \* Data collection relating to replacement and renewal of capital assets
- \* Develop risk framework and assess risk
- \* Link Asset Management Plan, Tangible Capital Assets and Geographic Information Systems
- \* Develop an Asset Management Plan
- \* Development engagement and communication protocols

### Long Term:

- \* Develop proposed replacement schedule
- \* Develop a long term financial plan
- \* Link capital plan, operation plan and long term financial plan
- \* Develop a standardized data management system
- \* Align policies, bylaws and programs

# Council's <sup>43</sup> Role in Asset Management

Council is responsible for:

- Acting as stewards for infrastructure assets;
- Adopting an Asset Management Policy;
- Providing high level oversight of the delivery of the organization's Asset Management Strategy; and
- Approving levels of service, risk allowance, and budget.



## How are we going to do it?

A technical team comprised of representatives from Core and Support Services, Financial Services and Governance is charged with developing an Asset Management Strategy for the Town of Olds. Developing an asset management plan (AMP) and a growth plan while providing means for implementation of the plan and engaging stakeholders (community) will be the strategic path the team will follow.

### Key Questions

In order to begin developing an AMP, the Asset Management Team will answer the following questions:

- What do we own? (inventory)
- Where is it? (inventory)
- What is it worth? (costs/replacement rates)
- What condition is it in and what is its remaining service life? (condition and capability analysis)
- What is the level of service expectation and what needs to be done? (capital and operating plans)
- When do we need to do it ? (capital and operating plans)
- How much will it cost and what is the acceptable level of risk (s)? (short and long term financial plan?) Does it need to be prioritized or managed?
- What is our funding shortfall? Current plan to fund that gap?
- What are the funded and unfunded needs over the next 10 years for the total infrastructure?



## The Strategy

The Town of Olds Asset Management Strategy will support Council's policy purpose to govern asset management practices taking into consideration the successful delivery of core services, long-term financial sustainability and continuous assessment and improvement.

## Where are our Gaps?

The Asset Management Team has identified that the Town of Olds is at a level 2 (out of four) when it comes to asset management practices. This means there are areas for improvement to close the gap. These areas are reflected as identified priorities.



Solar Lighting

## The Framework

Olds has chosen the British Columbia Asset Management Framework as it focuses on desired outcomes rather than prescribing specific methodologies. This approach allows for the tailoring of individual needs and capacity of our organization. This framework reflects current best practices and aligns with and is supported by ISO 55000 Standard for Asset Management and the International Infrastructure Management Manual.

**People, Information, Assets, and Finances** are the core elements necessary for sustainable service delivery. Success requires the integration of these four elements throughout the process of asset management.



**Assets (Physical Infrastructure to enable Service Delivery):** *Assessing the type of raw asset data available, the quality of the data, and the accessibility of the data.*

**Information (to support decision making for Sustainable Service Delivery):** *Assessing the translation of data into information and understanding of assets and the activities that are required.*

**Finances (Understanding Long Term Costs of Service Delivery):** *Assessing the state of financial information, plans, and resources required to meet future level of service requirements.*

**People (Culture and capacity for informed decision making):** *Assessing the awareness, capacities, and alignment of people to enable sustainable service delivery.*

- Asset Management British Columbia (AMBC) Framework





## Contact Us

4512-46 Street  
Olds, Alberta  
T4H 1R5

**(403) 556-6981**

Visit us on the web at [www.olds.ca](http://www.olds.ca)



# Town of Olds



Town of Olds

Request for Decision

46

Waste Management of Canada Franchise Agreement

June 27<sup>th</sup> 2016

7c

**RECOMMENDATION**

**Direct Administration to send out a Request for Proposal for a new solid waste franchise agreement with an implementation date of January 1<sup>st</sup> 2017**

**BACKGROUND**

Prior to 2005, the Town of Olds collected commercial waste. In 2005 The Town of Olds signed a Franchise Agreement with Waste Management of Canada to "collect, remove, and dispose of all General Waste collected within the boundaries of the Town which is generated by the "Businesses" or "Other Premises" within the Town of Olds. A number of years has passed since the Town has reviewed the commercial general waste process. The Town engaged commercial stakeholders to assist in framing how we continue to align a sustainable solid waste collection system. Stakeholder information will be used to make decisions about future directions regarding commercial waste removal within the Town of Olds.

In our franchise agreement a stipulation is that Waste Management Inc. must tip commercial waste at the Mountain View Regional Landfill. One of the economic drivers that Waste Management Inc. has always cited for increasing cost is the cost of tipping fees at the regional landfill. We have asked Waste Management Inc. to include what their cost would be if they were allowed to tip elsewhere.

As stated above, in this current franchise agreement was access to the sorting facility. In considering the value of continuing to offer a franchise agreement is the ability to continue to have a single stream sorting facility. In discussions with the Commission CAO and other sorting facility operators it appears that there are options and that perhaps it is time to open up our commercial waste pick up to competition permanently or to offer a RFP to consider other options before signing a new agreement.

**ALTERNATIVE OPTIONS**

1. Council can receive this as information
2. Council can receive this RFD and direct administration to provide further details.

**FINANCIAL IMPLICATIONS**

N/A

**ATTACHMENTS**

Attachment: Franchise Agreement

Submitted By:	Scott Chant Chief Operating Officer	Date: June 22 <sup>nd</sup> 2016
COO Signature:		Date: June 22/16
CAO Signature:		Date: JUNE 23/16

THIS FRANCHISE AGREEMENT MADE \_\_\_\_\_ DAY OF \_\_\_\_\_ 2015

47

BETWEEN

**THE TOWN OF OLDS**

(HEREINAFTER CALLED "THE TOWN")  
OF THE FIRST PART

AND

**WASTE MANAGEMENT OF CANADA CORPORATION**

(HEREINAFTER CALLED "THE COLLECTOR")  
OF THE SECOND PART

WHEREAS the Collector has negotiated with the Town terms for the removal and disposal of general waste from Commercial/Industrial/Institutional and Other Premises within the Town of Olds.

NOW THEREFORE in consideration of premises and of the covenants, agreements herein contained, the parties hereto agree as follows:

The term of this amended agreement shall be for one (1) years from January 1 2015 to Dec 31 2015, with one (1) mutually agreeable one (1) year option.

1. The Collector shall during the term of this agreement in an efficient, thorough and workmanlike manner as described in Schedule A " Our Service Guarantee to You" : collect, remove, and dispose of all non-hazardous putrescible and nonputrescible solid waste (collectively "General Waste") collected within the boundaries of the Town which is generated by the "Businesses" or "Other Premises" in accordance with this agreement, and in accordance with Bylaw No.2005 -21 "WASTE MANAGEMENT BYLAW of the TOWN of OLDS", a copy of which in its form on the date hereof is attached to this agreement as Schedule B (the "Bylaw")
2. The Town will, from time to time as required, make such amendments to the Bylaw as may be required to conform to the terms of this agreement. The Town will also assist the Collector in performance of its duties by diligently enforcing the applicable terms of the Bylaw.
3. Collection shall be performed to meet the service as required by the Businesses or Other Premises. The Collector shall provide bins that shall be placed in locations approved by the Town and or other premises as required by section 2 of the Bylaw.
4. All pick-ups shall be made from Monday through Friday inclusive of each week, on a regular collection schedule established in consultation with and in accordance with the approval of each of the Businesses. Such collection schedule shall not be changed without the consent of the relevant Business; and without giving notice to persons affected by the change. Such notice will be given in a manner and in a form approved the Town, acting reasonably. The cost of giving notice will be borne by the Collector.
5. In the event of holidays that cause the loss of a working day, the Collector shall accelerate its operations to complete the normal collection schedule within the same week as the holiday occurs.
6. All pick-ups shall be made in the lane where available, or at places so designated by the Town. In the case of Businesses or Other premises where a driveway or through access is provided and maintained in a safe usable condition, the Collector may be required to make collection on such

private property at locations designated by the Town by using equipment of a type and nature which will not cause damage to such private property.

7. If any receptacles are damaged through negligence on the part of the Collector, or should any property of any Business be damaged through negligence of the Collector the same shall be repaired or replaced within a reasonable amount of time if so required by the Town, at no cost to the Town or Businesses.
8. Collector shall dispose of all garbage at the Didsbury Regional Landfill during the normal operating hours of the site or at time. This is mutually agreeable to the Mountain View Regional Waste Commission and the Collector, providing that the Mountainview Regional Waste Commission offers the Collector the same disposal rate as offered to the Town of Olds. Consistent with the terms of the applicable customer service agreements with the Businesses, the lift rates shall be subject to change to recognize travel distances and disposal rates if this site becomes unavailable for disposal. The lift rates shall also be subject to change, over and above the proposed rates in this agreement, to the extent that disposal rates at the site increase beyond \$120.00 per *M/T* at any time during the term of this agreement.
9. The Town grants to the Collector the exclusive right to haul all General Waste generated from Businesses or Other Premises within the boundaries of the Town on the date of this agreement. There is NO exclusive right for the Collector to collect commercial recyclables from Businesses or Other Premises within the boundaries of the Town.
10. The Collector shall furnish equipment and services, to collect and dispose of and/or recycle all of the Waste. The Town acknowledges that the Collector will be requiring each of the Businesses to enter into a customer service agreement in relation to the matters contemplated by this agreement. This service agreement addresses the potential need for the customer to change their frequency of collection service, schedule, number, capacity and/or type of equipment and may be agreed to orally, in writing, by payment of the invoice or by the actions and practices of the parties. Notwithstanding any provision in this agreement to the contrary, "Waste" specifically excludes, and the Town confirms that it will require users of the waste services not to deposit or permit the deposit for collection of, any radioactive, volatile, corrosive, flammable, explosive, biomedical, infectious, biohazardous, or toxic or hazardous waste, substance or material, as defined by, characterized or listed under applicable federal, provincial, or local laws or regulations, or special waste not approved in writing by the Collector. Any material that is not required to be picked up by the Town under the Bylaw is also excluded material. Title to and liability for excluded materials shall remain with the relevant user at all times.
11. For the purposes of the Bylaw, and for greater certainty, the Collector is an agent and contractor on behalf of the Town.
12. The Collector shall:
  - A) At all times maintain and operate a sufficient number of vehicles and equipment to properly maintain a satisfactory standard of collection service and maintain a proper and regular collection schedule at all times as contemplated in Schedule A "Our Service Guarantee to You"
  - B) Maintain all vehicles in good operating condition and keep the same painted and washed as to provide a satisfactory appearance.
  - C) Provide to the Town and the public, a local telephone number (local Olds area 403-556-6857) at which the Collector may be reached between the hours of 8:00 A.M. and 5:00 P.M. during each working day.
13. The Town will ensure that each of the Businesses comply with the terms of this agreement, and

the terms of the relevant customer service agreement, as it relates to the provision of services to each such Business.

14. Each Business or Other Premises that requires service from the Collector shall make payment to the Collector for the work done by way of monthly payments payable upon invoice for each previous month of collection. Each payment shall be calculated based on number of lifts performed on the relevant container. The rates for the term of this Agreement are as follows:
- A) January 1 through June 30 2015 Rates
    - 3 YD Bin = Per-scheduled lift, per bin. \$32.98
    - 4 YD Bin = Per-scheduled lift, per bin. \$43.02
    - 6 YD Bin = Per-scheduled lift, per bin. \$65.20
    - 8 YD Bin = Per-scheduled lift, per bin. \$86.42
  - B) It is agreed that the above collection rates will take effect on January 1, 2015
  - C) July 1 through December 31, 2015 Rates
    - 3 YD Bin = Per-scheduled lift, per bin. \$35.75
    - 4 YD Bin = Per-scheduled lift, per bin. \$46.63
    - 6 YD Bin = Per-scheduled lift, per bin. \$70.68
    - 8 YD Bin = Per-scheduled lift, per bin. \$93.68
  - D) A Monthly Rental charge of \$20.00 per month will be applied to any container that is not scheduled.
  - E) User shall pay for services performed upon receipt of an invoice from Collector.
  - F) In the event that the parties mutually agree to extend this agreement, the above rates will increase by 8.4%, effective January 1, 2016 and an additional 8.4% on July 1, 2016.
  - G) All applicable taxes including GST will be added to the rates indicated above.
15. The Collector shall indemnify and save harmless the Town from and against all claims, losses, damages and costs which the Town may be required to pay, suffer or incur by reason of or in any way relating to this agreement to collect and dispose of garbage, or by reason of any negligence on the part of the Collector, its servants, or agents in connection with the collection or disposal of garbage.
16. The Collector shall:
- A) Maintain liability insurance against liability arising out of the operation of all motor vehicles used by the Collector for not less than \$2,000 000.00 inclusive. The policy shall include the Town as an additional-named insured and shall contain a cross-liability clause and be non-cancelable without (30) day's notice to the Town. The Collector shall, on request from the Town lodge with the Town a certificate verifying such coverage.
  - B) Maintain liability insurance against liability arising out of any event other than the operation of motor vehicles in the amount of not less than \$2,000 000.00 inclusive. The policy shall include the Town as an additional-named insured and shall contain a cross liability clause and be non-cancelable without (30) day's notice to the Town. The Collector shall, on request from the Town lodge with the Town a certificate verifying such coverage.
17. In the event that an Order is granted by the Local Authorities Board extending the boundaries of the Town, it is expressly understood and agreed that this agreement shall apply to the additional area included within the boundaries of the Town, and the collection rate paid to the Collector will be applied to these Businesses. (Annexation – June 2008 – Order in Council)
18. In the case of any dispute between the Town and Collector during the progress of the work, or after termination or breach of the agreement, as to any matter arising thereunder, either party hereto may, at its option, give to the other, notice of such dispute and demand arbitration thereof;



and the parties may, with respect to the particular matters then in dispute, agree to submit the same arbitration in accordance with the laws of the Province of Alberta. Provided, however, that if arbitration has not been deemed, either party may elect to have such dispute determined by a court or courts of competent jurisdiction.

19. The Collector shall comply with all legislation relative to Workers Compensation and provide to the Town such reasonable evidence of compliance as the Town may demand from time to time. The Collector shall not be in default for its failure to perform or delay in performance caused by events beyond its reasonable control, including, but not limited to, strikes, riots, imposition of laws or governmental orders, fires, acts of God, and inability to obtain equipment, and the Collector shall be excused from performance during the occurrence of such events. This Agreement shall be binding on and shall inure to the benefit of the parties hereto and their respective successors and assigns. This Agreement represents the entire agreement between the parties and supersedes any and all other agreements, whether written or oral, that may exist between the parties; and (d) This Agreement shall be construed in accordance with the law of the province of Alberta.
20. The Collector shall not assign this agreement or employ any subcontractors without the approval of the Town in writing, which approval will not be unreasonably withheld.
21. While working anywhere within the Town of Olds, the Collector is required to become familiar with and follow the Town's safety rules, all Provincial regulations as well as Occupational Health and Safety regulations and shall have primary responsibility for the safety of all workers and equipment in accordance with such regulation.
22. On an annual performance review a designated Town of Olds representative and a designated Waste Management representative shall discuss the previous years performance. Recommendations for improvement and a corrective action to resolve these issues may be made. Other services discussed may be added to current agreement upon the Town of Olds and Waste Management approval.
23. The Collector will work with the Commission regarding small business accounts that do not require a 3-yd. bin. The Commission will supply and collect general waste from such accounts. The payment for services will be processed thru the Town of Olds Utility Billing System.
24. Notice to the Collector shall be given by prepaid first class registered mail addressed to the Collector at:
 

6207 – 47 A Ave., Red Deer, AB T4N 6V8

Notice to the Town shall be given by prepaid first class registered mail addressed to the Town at:

4512 – 46 St, Olds, AB T4H 1R5
25. Time shall be of the essence of this agreement and this agreement shall ensure to the benefit of, be binding upon and enforceable by the parties hereto and their successors, administrators, and where permitted, assigns, and each of them.
26. IN WITNESS, WHEREOF the parties hereto have hereunto affixed their corporate seals attested to by their proper officers in that behalf the day and year first above written.

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Town of Olds

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Town of Olds

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Waste Management of Canada Corporation

## SCHEDULES

52

- A - "Our Service Guarantee to You"
- B - "WASTE MANAGEMENT BYLAW NO. 2005-21 of the TOWN OF OLDS"
- C - "Memorandum of Understanding"

6



**MEMORANDUM OF UNDERSTANDING**

**BETWEEN**

**WASTE MANAGEMENT**

**AND THE**

**TOWN OF OLDS**

WHEREAS:

1. Waste Management and the Town of Olds have agreed to collaborate on the terms for the removal and disposal of general refuse from Commercial/Industrial establishments within the Town of Olds.
2. In the interest of sustainable Single Stream Recycling the Town of Olds and Waste Management has agreed to negotiate with Mountain View Regional Waste Commission to support a future Single Stream Recycling Pilot Program residential customers within the Town of Olds.
3. Excerpt from Agreement between Waste Management and the Town of Olds:

a) Collector shall dispose of all garbage at the Didsbury Regional Landfill during the normal operating hours of the site or at time. This is mutually agreeable to the Mountain View Regional Waste Commission and the Collector. Consistent with the terms of the applicable customer service agreements with the Businesses, the lift rates shall be subject to change to recognize travel distances and disposal rates if this site becomes unavailable for disposal.

The lift rates shall also be subject to change to the extent that disposal rates at the Didsbury Regional Landfill site increase beyond the current 2015 \$120.00 per Metric Tonne rate at any time during the term of this agreement.

b) Collector shall deliver all Single Stream Recyclable Waste to the Waste Management Recycling Facility in Red Deer including; flattened cardboard, magazines, office paper, brown paper bags, newspapers, paperboard, junk mail, phone books, plastic bottles, containers #2, paper cardboard, dairy and juice containers, aluminum cans, aluminum foil, pie tins, tin or steel cans.

c) Collector is also able to dispose of other recyclables at the Olds Eco Center, Didsbury Regional Landfill site or other approved site, during the normal operating hours of the sites. This is mutually agreeable to the Mountain View Regional Waste Commission and the Collector. Consistent with the terms of the applicable customer service agreements with the Businesses, the lift rates shall be subject to change to recognize travel distances and disposal rates if this site becomes unavailable for disposal.

4. Each Business or Other Premises that requires service from the Collector shall make payment to the Collector for the work done by way of monthly payments payable upon invoice for each previous month of collection. Each payment shall be calculated based on number of lifts performed on the relevant container. The rates for the term of this Agreement are as follows:

A) January 1 through June 30 2015 waste rates	
3 YD Bin = Per-scheduled lift, per bin.	\$32.98
4 YD Bin = Per-scheduled lift, per bin.	\$43.02
6 YD Bin = Per-scheduled lift, per bin.	\$65.20
8 YD Bin = Per-scheduled lift, per bin.	\$86.42

- B) July 1 through December 31, 2015, waste rates
  - 3 YD Bin = Per-scheduled lift, per bin. \$35.76
  - 4 YD Bin = Per-scheduled lift, per bin. \$46.63
  - 6 YD Bin = Per-scheduled lift, per bin. \$70.68
  - 8 YD Bin = Per-scheduled lift, per bin. \$93.68

- C) 2015 recycle collection rates
  - 3 YD Bin = Per-scheduled lift, per bin. \$19.26
  - 4 YD Bin = Per-scheduled lift, per bin. \$19.26
  - 6 YD Bin = Per-scheduled lift, per bin. \$19.26
  - 8 YD Bin = Per-scheduled lift, per bin. (future)
  - 20 YD Bin = Per-scheduled lift, per bin. (future)
  - 30 YD Bin = Per-scheduled lift, per bin. (future)

B) A Monthly Rental charge of \$20.00 per month will be applied to any container that is not scheduled.

C) User shall pay for services performed upon receipt of an invoice from Collector.

D) Should the parties mutually agree to extend this agreement, the 2016 waste rates will be as per 14 (F) above. The recycle collection rates will increase 5 %, effective on January 1, 2016.

E) All applicable taxes including GST will be added to the rates indicated above.

IN WITNESS, WHEREOF the parties hereto have hereunto affixed their corporate seals attested to by their proper officers in that behalf the day and year first above written.

\_\_\_\_\_  
Town of Olds

\_\_\_\_\_  
Town of Olds

\_\_\_\_\_  
Date

\_\_\_\_\_  
Waste Management of Canada Corporation

\_\_\_\_\_  
Date



Request for Decision

Olds Regional Exhibition–Commercial Kitchen

June 27, 2016

7d

RECOMMENDATION

That the Town of Olds contribute \$25,000 per year in each fiscal year 2017, 2018 and 2019 for a total contribution of \$75,000 to the Commercial Kitchen upgrades to the Olds Regional Exhibition Cow Palace.

BACKGROUND

The Olds Regional Exhibition has been an integral partner in the development of the Olds community since 1899.

- 1948- A partnership was formed with OAS, Olds Legion and the Curling Club to erect a new building. Also donated \$1000 to the Curling Club
- 1949- Land donated to the Town of Olds for the construction of the Ice Arena and Curling Rink. (400' X 450' in the northwest corner)
- 1950- Donated Lot B in Block 4 to National Defense (Present Recreation Center)
- 1969- OAS offered Crown Assets Corp. \$5000 to purchase the Armories. The Town took ownership with OAS receiving annual useage
- 1978-1981-OAS received grant funding, donations and insurance proceeds to rebuild the original Cow Palace that burned during the fire of 1978
- 1985- OAS donates land for the construction of the Municipal Library
- 1988- Donated land for the construction of the Evergreen Center
- 1992- Formulation of Joint Use Agreement between Town of Olds and OAS regarding the ball diamonds and soccer fields (expired July 2007)
- 2001- Joins the Olds & District Chamber of Commerce, Olds College and the Town of Olds to form the Olds Institute of Community & Regional Development (primarily a community and economic development body)
- 2001- OAS donates \$20,000 to the Pool 2000 Committee
- 2003- OAS joins a Chamber driven initiative to develop a physical center that will serve the needs of the community
- 2007- Joint use agreement with the Town of Olds regarding the soccer pitches and ball diamond south of 54<sup>th</sup> street expired. This agreement was in place of 15 years and provided OAS with annual access to the Sportsplex in return for the sporting fields
- 2012- OAS donates the land to Olds Institute for the construction of the Central offices and infrastructure for O-Net  
Town of Olds removes OAS from the titles of the various properties along the north original boundary
- 2013- In partnership with Rotary Club of Olds, Town of Olds, Olds College, Olds Fashioned Christmas Cow Palace Floor is paved with asphalt – facilitating increased diversity in the event portfolio
- 2015- Inaugural production of "Spring Fling." A truly community driven unique production of a fun event that brought collaboration of service clubs – Rotary and Kiwanis as well as Olds Regional Exhibition. Olds Institute also provided support for this event that recognizes four charitable causes or projects with the 100% proceeds of the evening. The first four projects were – Spashpark, Olds Hospice, Community Kitchen and Olds Grizzlys. People's Choice to receive 50% (\$15,000) was Olds Hospice. Community Kitchen project received \$5000 which Rotary was able to leverage for an addition \$7500 from their international association for a total of \$12,500.

2015- September's inaugural production of Oldstoberfest (professional rodeo, concerts and beer gardens) was the site of the announcement of a \$90,000 grant from Federated Co-op for ORE's Community Commercial Kitchen project

2016- June 16th ORE's Board of Directors moved unanimously to proceed with the renovation of the Cow Palace's existing galley style kitchen, office and board room into the Commercial Kitchen. A mezzanine will be constructed in the foyer to accommodate the functions of the lost space. ORE has retained \$30,000 of the Founders of the Gateway funds for this project as well. Rotary Club of Olds donates \$30,000 and Kiwanis Club of Olds donates \$10,000.

65

A large event centre with a commercial kitchen for 700+ people has been identified in our Regional Parks, Recreation and Culture Master Plan as a need in our Community. A contribution from the Town of Olds will help this need to be filled.

A detailed Business Plan has been developed by ORE for the Commercial Kitchen project and is attached to this report.

**ALTERNATIVE OPTIONS**

Council can:

1. make a decision to donate an amount more or less than the amount requested.
2. receive this request as information only, thus not approving the request for donation.


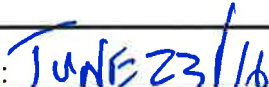
**FINANCIAL IMPLICATIONS**

Cost	Source of Funding
\$75,000	Annual Operating budget, \$25,000 in 2017, 2018 2019
<b>Total Cost</b>	

**ATTACHMENTS**

Attachment 1- Commercial Kitchen Business Plan

Attachment 2- History of Olds Regional Exhibition activity and community contributions

Submitted By: Norm McInnis	Date: June 23, 2016
CAO Signature: 	Date: 

**BUSINESS PLAN**  
**COMMUNITY COMMERCIAL KITCHEN PROJECT**



**Olds Regional Exhibition**

5116 - 54th Street, P. O. Box 3751

Olds, Alberta T4H 1P5

May 25, 2016

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

## Executive Summary

### ***The Company***

Olds Agricultural Society, operating as Olds Regional Exhibition (ORE), was founded in 1899 with the purpose of providing a venue to showcase livestock and agriculture production. This vision has evolved, but remained primarily rooted in ORE's mandates to the present and beyond. ORE recognizes three primary focuses - youth, agriculture and community.

### ***The Ownership***

The Company is structured as a Society and a registered charity.

### ***The Management***

ORE is governed, as per the Agricultural Society's Act, by a twelve member Board of volunteer Directors. The Board operates as a governance Board with a single employee, an Executive Director. The balance of the management team and staff complement report to the Executive Director.

### ***The Goals and Objectives***

ORE strives to be a destination of choice for community celebrations and industry gatherings of a local, regional, provincial, national and international nature. The guiding principal is to continue to serve the agriculture sector and our community in a fiscally sustainable manner as well as mentoring the next generation of rural Albertans and food producers to ensure succession. The specific goal and objective that will secure a memorable hospitality experience will be the addition of food and licensed beverage service to ORE's offering. The immediate goal and objective of ORE is the renovation of existing space into an approved commercial kitchen.

### ***The Product***

ORE's current core business is divided into two primary offerings:

- 1) Space for third party clients to produce agricultural or commercial events
- 2) The production of signature events that serve the agriculture sector and rural youth/or the community

The development of a Community Commercial Kitchen will provide an opportunity for ORE to capture the hospitality revenue from both the existing client base and the prospective clients and events that would be attracted to a facility that can host a group of any size up to one thousand.

Another important component of the Community Commercial Kitchen will be the opportunity for local producers to have access to an Alberta Health approved facility for the opportunity to incubate and produce value added products for sale. ORE sees this as a perfect complement to the weekly Farmer's Markets.

### ***The Target Market***

The target market for the Commercial Kitchen is ORE's existing clients and events as well as growing the hospitality business of weddings, banquets, etc.

Also important will be the incubation of value added opportunities to local producers to have access to an approved kitchen for the development of products to market at the farm gate or during local Farmer's Markets.

ORE is well supported in this endeavor by research conducted in 2009 by Mountain View County's Parks and Recreation Master Plan identifying the need for a gathering space for 1000 people within the region. Olds and District Chamber of Commerce also recognized this need in the community with an engagement process that encompassed many community groups and organizations.

### ***Pricing Strategy***

ORE routinely compares pricing to similar facilities and services within the Central Alberta area to ensure competitiveness.

Specific to the food and licensed beverage service, ORE has established limited service experience within the confines of the limited facilities currently available. Through this experience, we are confident in the knowledge of the market threshold for concession and banquet pricing.

Based upon comparisons within the market place and experience with existing clients, ORE is confident in our financial projections included with this document. Average banquet pricing at \$22.50 per plate and licensed beverage consumption of two drinks per person, concession purchases averaging \$7.50 per person per day are the assumptions the financial projections are based upon. These are consistent with industry averages.



### *The Competitors*

ORE's local competitors in the exhibition business are:

- Calnash Trucking Ag. Event Center, Ponoka
- Red Deer Westerner, Red Deer
- Agrium Western Event Center, Calgary Stampede, Calgary
- Auction Marts
- Local private arenas

Of course, provincial and national events consider a much broader range of venue options, ORE has a reputation of being very well located, exemplary customer service and well maintained facilities with a focus on agriculture related events. i.e. Canadian Cutting Horse Finals, World Hereford Conference, National Junior Beef Breed Shows, Canadian Team Roping Finals, etc.

From a banquet and catering perspective the only real competitor is the Olds College and Chartwells. However, the Cow Palace offers capacity in excess of double any facility available at the College. The region does not have a large selection of food trucks/mobile concessions. It is not unusual for an event to have to forego food service because a concession is not available.

### *Capital Requirements*

#### **Proposed budget:**

Mezzanine (two firm quotes)	\$60,000
Kitchen Equipment (quote)	\$130,000
Mechanical (firm quote)	\$90,000
Engineering (contract in place - \$4000 for structural, \$8000 for electrical/mechanical)	\$12,000
Kitchen Construction (estimate)	\$30,000
Contingency (10%)	\$32,200
<b>Total</b>	<b>\$354,200</b>

#### **Proposed and confirmed funding sources:**

Federated Co-op Community Spaces (confirmed)	\$90,000
Rotary Club of Olds (requested in December, awaiting decision)	\$75,000
Kiwanis Club of Olds (confirmed)	\$10,000
Mountain View County (awaiting decision)	\$50,000
Town of Olds (awaiting decision)	\$100,000
Existing Founders monies (in place)	\$30,000
2015 Spring Fling proceeds (in place, \$5000 + \$7500)	\$12,500
Other (Grants, contributions, etc.- CFEP of \$125,000 applied for)	\$50,000
<b>Total</b>	<b>\$417,500</b>



## **Business Plan - Olds Regional Exhibition**

### **The Company**

#### *Business Sector*

The Company currently operates as one of the seven Regional Exhibitions in the province of Alberta. Contemporaries in this group are Grande Prairie, Lloydminster, Camrose, Red Deer, Lethbridge and Medicine Hat.

#### *Company History*

Olds Agricultural Society, operating as Olds Regional Exhibition (ORE), was founded in 1899 with the purpose of providing a venue to showcase livestock and agriculture production. This vision has evolved, but remained primarily rooted in ORE's mandates to the present and beyond. ORE recognizes three primary focuses - youth, agriculture and community.

#### *Company Goals and Objectives*

ORE strives to be a destination of choice for community celebrations and industry gatherings of a local, regional, provincial, national and international nature. The guiding principal is to continue to serve the agriculture sector and our community in a fiscally sustainable manner as well as mentoring the next generation of rural Albertans and food producers to ensure succession. The specific goal and objective that will secure a memorable hospitality experience will be the addition of food and licensed beverage service to ORE's offering. The immediate goal and objective of ORE is the renovation of existing space into an approved commercial kitchen.

#### *Company Ownership Structure*

The Company is structured as a Society and a registered charity.

#### *Ownership Background*

Olds Agricultural Society (operating as Olds Regional Exhibition):  
Registered with Canada Revenue Agency as a charity, ORE was founded in 1899 and has operated continuously since under the jurisdiction of the Alberta Government's Agricultural Society's Act. ORE has a rich heritage and recognized reputation of hosting major events, third party rentals and event production.

### *Company Management Structure*

ORE is governed, as per the Agricultural Society's Act, by a twelve member Board of volunteer Directors. The Board operates as a governance Board with a single employee, an Executive Director. The balance of the management team and staff complement report to the Executive Director.

### *Organizational Timeline*

The project is designed, engineered, partially funded and ready for construction. The proposed timeline is within the next six months or fall of 2016.

### *Company Assets*

ORE solely owns approximately sixty-five acres in the Town of Olds with a 2200 person grandstand, equine race track and 140,550 square feet of exhibition and livestock space. Insurance value of total improvements is \$6.5 million plus the value of the land, valued at approximately \$6 million.

Another of ORE's assets is the repeat clients that have utilized the facilities for many years demonstrating a high degree of customer satisfaction. ORE is also recognized as a destination of choice for signature agricultural events - World Hereford Conference, 4-H Alberta 2017 Centennial, etc.

Attached to this plan is an aerial photograph of the grounds identifying ORE's infrastructure and land assets:

- Grandstand
- Cow Palace
- Racetrack
- Maintenance Shop
- Caluori Pavilion
- Kiwanis Barn
- The Stables
- MegaDome

### **The Product**

#### *The Product*

ORE's current core business is divided into two primary offerings:

- 1) Space for third party clients to produce agricultural or commercial events
- 2) The production of signature events that serve the agriculture sector and rural youth/or the community

The development of a Community Commercial Kitchen will provide an opportunity for ORE to capture the hospitality revenue from both the existing client base and the prospective clients and events that would be attracted to a facility that can host a group of any size up to one thousand.

Another important component of the Community Commercial Kitchen will be the opportunity for local producers to have access to an Alberta Health approved facility for the opportunity to incubate and produce value added products for sale. ORE sees this as a perfect complement to the weekly Farmer's Markets.

#### *Future Products*

Furthering ORE's endeavors to provide exemplary customer satisfaction and experience, RV parking with power provision may be developed in the future.

#### **Marketing Plan**

##### *The Target Market*

The target market for the Commercial Kitchen is ORE's existing clients and events as well as growing the hospitality business of weddings, banquets, etc.

Also important will be the incubation of value added opportunities to local producers to have access to an approved kitchen for the development of products to market at the farm gate or during local Farmer's Markets.

##### *Location Analysis*

Located on the "Golden Corridor" of Highway #2, between Calgary and Red Deer, ORE provides an ideal location for a rural experience while remaining very close to the amenities of major urban centers including an International Airport only forty-five minutes away.

ORE's location within the Uptowne core of Olds in Mountain View County translates into great proximity to sporting, cultural and retail offerings within the community.

##### *Established Customers*

ORE's facility utilization calendar is virtually full Friday through Sunday, fifty-two weeks of the

year. This utilization represents a very diverse client base that includes:

- \*Beef Shows and Sales
- \*Equine Shows and Sales
- \*Entertainment Events - concerts, cabarets, etc.
- \*Youth Events
- \*Commercial Sales - vehicle, RV, sporting goods, etc.

### *Pricing*

ORE routinely compares pricing to similar facilities and services within the Central Alberta area to ensure competitiveness.

Specific to the food and licensed beverage service, ORE has established limited service experience within the confines of the limited facilities currently available. Through this experience, we are confident in the knowledge of the market threshold for concession and banquet pricing.

Based upon comparisons within the market place and experience with existing clients, ORE is confident in our financial projections included with this document. Average banquet pricing at \$22.50 per plate and licensed beverage consumption at two drinks per person, concession purchases averaging \$7.50 per person per day are the assumptions ORE has based projections upon.

### *Advertising*

ORE collaborates with fellow major economic drivers in Olds and region to promote the community and the opportunities that are available. ORE is very active on social media, particularly Facebook and maintains a well subscribed and reviewed website.

### **Competitor Analysis**

#### *The Competitors*

ORE's local competitors in the exhibition business are:

- Calnash Trucking Ag. Event Center, Ponoka
- Red Deer Westerner, Red Deer
- Agrium Western Event Center, Calgary Stampede, Calgary
- Auction Marts
- Local private arenas

Of course, provincial and national events consider a much broader range of venue options, ORE has a reputation of being very well located, exemplary customer service and well maintained facilities with a focus on agriculture related events. i.e. Canadian Cutting Horse Finals, World Hereford Conference, National Junior Beef Breed Shows, Canadian Team Roping Finals, etc.

From a banquet and catering perspective the only real competitor is the Olds College and Chartwells. However, the Cow Palace offers capacity in excess of double any facility available at the College. The region does not have a large selection of food trucks/mobile concessions. It is not unusual for an event to have to forego food service because a concession is not available.

### **SWOT Analysis (Strengths/Weaknesses/Opportunities/Threats)**

#### *Strengths*

- Reputation for diverse utilization of infrastructure and client needs.
- ORE is renowned for their commitment to rural youth and 4-H events.
- Committed volunteer Board members with diverse skill sets and a respect for effective governance.
- Actively engaged in both community and industry as a leader.
- Excellent staff complement in place.

#### *Weaknesses*

- Capacity, both human and resource, are ORE's greatest weakness.
- Current inability to capture hospitality revenue that is readily available from existing clients and events.
- Smaller population base - Olds is approximately 9200 people and the surrounding trading area is 40,000.

#### *Opportunities*

- Develop the Community Commercial Kitchen to further diversify potential revenue streams for ORE.
- Provide a regional hub of incubation and development for value added production to food produced locally. This utilization and subsequent retail opportunity would enhance existing Farmer's Market vendor opportunities.

#### *Threats*

- ORE is dependent upon provincial government operating grant support. This funding structure

has been in existence for generations and there is no strong indicator of change. However, this is a barrier to sustainable, autonomous operation.

## Operations

### *Daily Operations*

ORE operates three indoor arena sized facilities as well as other buildings that will house approximately 300 horse stalls or cattle tie stalls. Most events take place Friday through Sunday and thus, ORE seeks Monday to Thursday revenue streams. ORE offers limited commercial third party rentals, RV and vehicle sales events are the mainstays.

### *Staffing*

Although the Executive Director is the sole employee of the Board, ORE is served by a loyal and dedicated staff team. There are two full time facility operators led by an Operations Manager. ORE's Event Manager is responsible for all events internally produced and sponsorship procurement. Administration and financial controlling is supported by two part time administrators.

## Capital Requirements Plan

### **Proposed budget:**

Mezzanine (two firm quotes)	\$60,000
Kitchen Equipment (quote)	\$130,000
Mechanical (firm quote)	\$90,000
Engineering (contract in place - \$4000 for structural, \$8000 for electrical/mechanical)	\$12,000
Kitchen Construction (estimate)	\$30,000
Contingency (10%)	\$32,200
<b>Total</b>	<b>\$354,200</b>

### **Proposed and confirmed funding sources:**

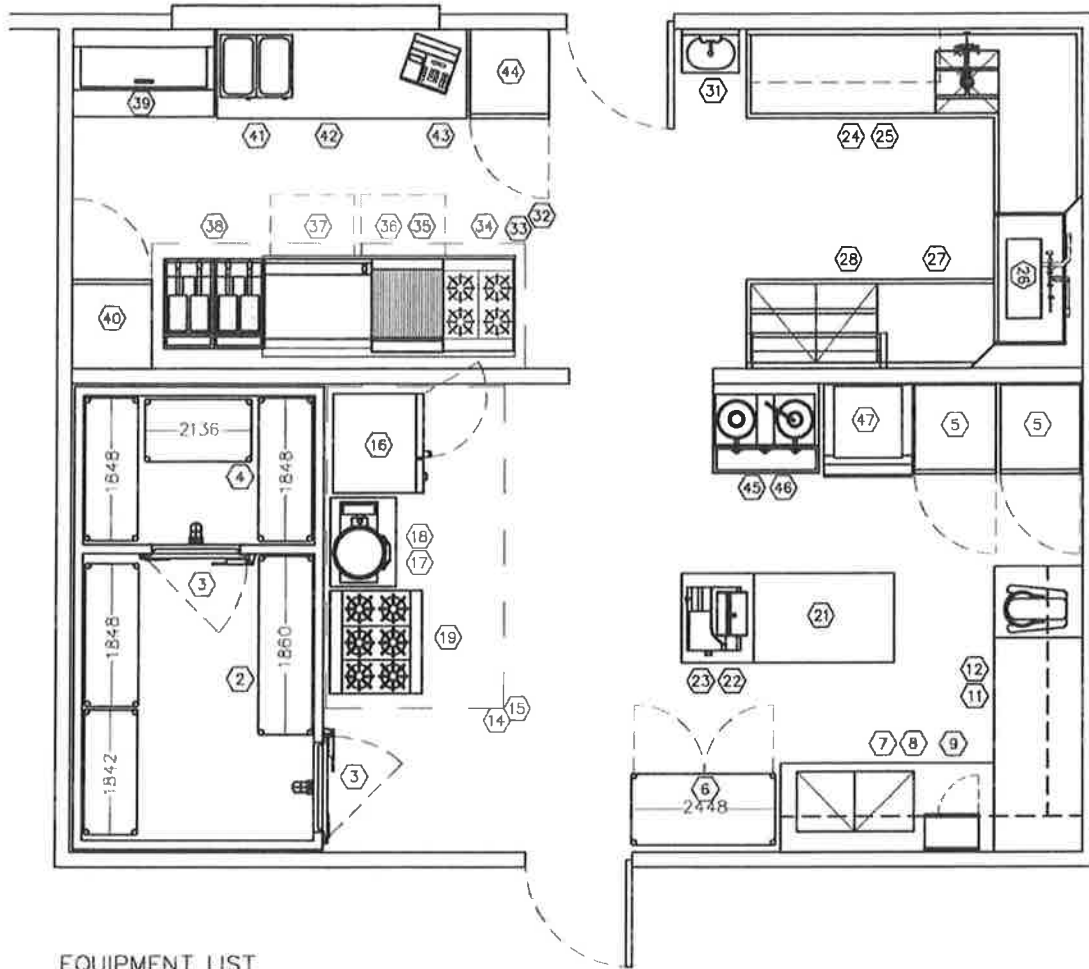
Federated Co-op Community Spaces (confirmed)	\$90,000
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Town of Olds (awaiting decision)	\$100,000
Existing Founders monies (in place)	\$30,000
2015 Spring Fling proceeds (in place, \$5000 + \$7500)	\$12,500
Other (Grants, contributions, etc.- CFEP of \$125,000 applied for)	\$50,000
<b>Total</b>	<b>\$417,500</b>

*Capital Repayment Plan*

Although ORE has financing secured from Mountain View Credit Union in the amount of \$250,000 for this project at current interest rates, commitment exists to fund the project through community partnership and investment. Certainly, the advantage of having funding secured is that prospective investors have the option to stagger financial commitments over a period of time while construction, implementation and utilization are not delayed.

**Attached to the Business Plan:**

- Kitchen Layout (Hendrix)
- Five Year Revenue Projections
  - Conservative
  - Moderate
  - Aggressive
  - 2015 Event Listing
- FAQ's
- ORE Vision, Mission and Values
  - Grounds Aerial
- Financial Statements (Fiscal Year ending November 30, 2015)
- Alberta Association of Agricultural Societies – 2016 Certificate of Good Standing



**EQUIPMENT LIST**

- |  |  |  |
|--|--|--|
| <ul style="list-style-type: none"> <li>1. WALK-IN COOLER</li> <li>2. COOLER SHELVING</li> <li>3. WALK-IN FREEZER</li> <li>4. FREEZER SHELVING</li> <li>5. HOLDING CABINETS (2 each)</li> <li>6. LOCKABLE STORAGE UNIT</li> <li>7. S/S WORK TABLE w/ 2 comp. sink</li> <li>8. S/S WALL SHELF</li> <li>9. MICROWAVE OVEN</li> <li>10. - spare -</li> <li>11. S/S WORK TABLE</li> <li>12. S/S WALL SHELF</li> <li>13. 20qt. MIXER</li> <li>14. EXHAUST CANOPY</li> <li>15. FIRE SUPPRESSION SYSTEM</li> <li>16. COMBI OVEN</li> <li>17. 12ga. TITL KETTLE</li> <li>18. KETTLE STAND</li> <li>19. 6 BURNER RANGE</li> <li>20. - spare -</li> </ul> | <ul style="list-style-type: none"> <li>21. MOBILE WORK TABLE</li> <li>22. SLICER</li> <li>23. MOBILE SLICER STAND</li> <li>24. S/S RACKING SHELF</li> <li>25. SOILED DISHTABLE</li> <li>26. DISHWASHER</li> <li>27. CLEAN DISH TABLE w/ 2 comp. sink</li> <li>28. POT &amp; UTENSIL RACK</li> <li>29. - spare -</li> <li>30. - spare -</li> <li>31. HAND SINK</li> <li>32. EXHAUST CANOPY</li> <li>33. FIRE SUPPRESSION SYSTEM</li> <li>34. 4 BURNER RANGE</li> <li>35. 24" BROILER</li> <li>36. REFRIGERATED CHEF'S BASE</li> <li>37. 36" GRILL</li> <li>38. DEEP FRYERS (2 each)</li> <li>39. REACH-IN FREEZER</li> <li>40. REFRIGERATED SANDWICH TABLE</li> </ul> | <ul style="list-style-type: none"> <li>41. DROP-IN HOT WELLS</li> <li>42. S/S CABINET</li> <li>43. CASH REGISTER</li> <li>44. BEVERAGE COOLER</li> <li>45. S/S BEVERAGE COUNTER</li> <li>46. 3ga. COFFEE URN</li> <li>47. ICE MACHINE</li> </ul> |
|--|--|--|

**Hendrix** | Restaurant  
Equipment & Supplies  
457 42 Avenue SE Calgary Alberta T2G 1Y3  
Phone (403) 456-2127 Fax (403) 243-7395

Job name: **Olds Event Centre**

Description: **kitchen layout - layout 2**

Scale: <b>n.t.s</b>	Date: <b>Mar. 25, 2016</b>	Approved by:
Drawn by : <b>SG</b>	Checked by : <b>SG</b>	Date:



**Olds Regional Exhibition - Community Commercial Kitchen Project**  
**Aggressive Net Income Projections (Five Years 2016-2021)**

	2016-2017			2017-2018			2018-2019			2019-2020			2020-2021			Cumulative Net
	Gross Income	Expenses	Net	Gross Income	Expenses	Net	Gross Income	Expenses	Net	Gross Income	Expenses	Net	Gross Income	Expenses	Net	
Concession (based upon 75 days of service to 75 people), with 10% growth per year	\$ 42,187.50	\$ 23,203.13	\$ 18,984.38	\$ 46,406.25	\$ 25,523.44	\$ 20,882.81	\$ 51,046.88	\$ 28,075.78	\$ 22,971.09	\$ 56,151.56	\$ 30,883.36	\$ 25,268.20	\$ 61,766.72	\$ 33,971.70	\$ 27,795.02	\$ 115,901.51
Banquets (based upon 15 banquets for 100 people), with 15% growth per year	\$ 33,750.00	\$ 18,562.50	\$ 15,187.50	\$ 38,812.50	\$ 21,346.88	\$ 17,465.63	\$ 44,634.38	\$ 24,548.91	\$ 20,085.47	\$ 51,329.53	\$ 28,231.24	\$ 23,098.29	\$ 59,028.96	\$ 32,465.93	\$ 26,563.03	\$ 102,399.92
Banquet (based upon 7 banquets for 250 people) with 15% growth per year	\$ 39,375.00	\$ 21,656.25	\$ 17,718.75	\$ 45,281.25	\$ 24,904.69	\$ 20,376.56	\$ 52,073.44	\$ 28,640.39	\$ 23,433.05	\$ 59,884.45	\$ 32,936.45	\$ 26,948.00	\$ 68,867.12	\$ 37,876.92	\$ 30,990.20	\$ 119,466.57
Liquor (based upon banquets only) with 15% growth per year	\$ 39,000.00	\$ 19,500.00	\$ 19,500.00	\$ 44,850.00	\$ 22,425.00	\$ 22,425.00	\$ 51,577.50	\$ 25,788.75	\$ 25,788.75	\$ 59,314.13	\$ 29,657.06	\$ 29,657.06	\$ 68,211.24	\$ 34,105.62	\$ 34,105.62	\$ 131,476.43
Other - Education, Rentals, Incubation, etc. (based upon 15 hours per month @\$75/hour) with 15% growth per year	\$ 13,500.00	\$ 1,350.00	\$ 12,150.00	\$ 15,525.00	\$ 1,552.50	\$ 13,972.50	\$ 17,853.75	\$ 1,785.38	\$ 16,068.38	\$ 20,531.81	\$ 2,053.18	\$ 18,478.63	\$ 23,611.58	\$ 2,361.16	\$ 21,250.43	\$ 81,919.93
***Addition of one major 2-3 day event that is a one off in the community plus another 2-3 day event that is ORE produced (solely or in partnership) - Oldtoberfest, Mudrun, beer gardens, etc. 1250 visitors twice annually equals - \$18,750 in concession revenue, \$56,250 in banquet revenue and \$45,000 in liquor sales (@ 3 drinks per person) Projecting 15% annual growth.	\$ 120,000.00	\$ 66,000.00	\$ 54,000.00	\$ 138,000.00	\$ 75,900.00	\$ 62,100.00	\$ 158,700.00	\$ 87,285.00	\$ 71,415.00	\$ 182,505.00	\$ 100,377.75	\$ 82,127.25	\$ 209,880.75	\$ 115,434.41	\$ 94,446.34	\$ 364,088.59
<b>Totals</b>			<b>\$ 137,540.63</b>			<b>\$ 157,222.50</b>			<b>\$ 179,761.73</b>			<b>\$ 205,577.44</b>			<b>\$ 235,150.65</b>	<b>\$ 915,252.94</b>

**Aggressive Assumptions:**  
Average concession purchase is \$7.50 per consumer (breakfast and/or lunch)  
Food costs will average 30% of gross sales  
Labor costs will average 25% of gross sales (other operational costs, i.e. utilities will be incorporated into general operations)  
Average banquet will be \$22.50 (range of \$20 to \$25)  
Average alcohol consumption is two drinks  
Average sale price for liquor will be \$6  
Average expenses for licensed beverage service is 50%  
Expenses for rentals would be minimal, estimated at 10%  
65 days of food and/or licensed beverage service annually - projecting to capture only 1/2 of current existing events  
Year #1 of this operation will yield \$71,953.13 for labour costs, by year #5 this amount has grown to \$122,841.59  
\*\*\* Each of these two events attract 500 people per day with concession and banquet/licensed liquor service

Existing Events (see attached 2015 summary):	Number of Days:	
Farmers Markets	18	(including Christmas Market)
Horse Shows	18	(7 shows @ 2.5 days per show)
Music Fest	2	
Beaver & Moose Fest	20	(10 events @ 2 days per event)
Cattle Sales & Shows	13	Single day
Signature Events	11	Synergy, CADHC, Fall Classic
Community Events	8	
Commercial Events	45	
4-H & Misc. Livestock	10	(Does not include club events)
	<b>127</b>	<small>(50 higher than the 77 days projected, plus two weekend events)</small>

\*\*\*This list does not include facilities utilization that would not be conducive to food and/or licensed beverage service. Additionally,

**Olds Regional Exhibition - Community Commercial Kitchen Project**  
**Moderate Net Income Projections (Five Years 2016-2021)**

	2016-2017			2017-2018			2018-2019			2019-2020			2020-2021			Cumulative Net
	Gross Income	Expenses	Net	Gross Income	Expenses	Net	Gross Income	Expenses	Net	Gross Income	Expenses	Net	Gross Income	Expenses	Net	
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Liquor (based upon banquets only) with 15% growth per year	\$ 39,000.00	\$ 19,500.00	\$ 19,500.00	\$ 44,850.00	\$ 22,425.00	\$ 22,425.00	\$ 51,577.50	\$ 25,788.75	\$ 25,788.75	\$ 59,314.13	\$ 29,657.06	\$ 29,657.06	\$ 68,211.24	\$ 34,105.62	\$ 34,105.62	\$ 131,476.43
Other - Education, Rentals, Incubation, etc. (based upon 15 hours per month @\$75/hour) with 15% growth per year	\$ 13,500.00	\$ 1,350.00	\$ 12,150.00	\$ 15,525.00	\$ 1,552.50	\$ 13,972.50	\$ 17,853.75	\$ 1,785.38	\$ 16,068.38	\$ 20,531.81	\$ 2,053.18	\$ 18,478.63	\$ 23,611.58	\$ 2,361.16	\$ 21,250.43	\$ 81,919.93
<b>Totals</b>			<b>\$ 83,540.63</b>			<b>\$ 95,122.50</b>			<b>\$ 108,346.73</b>			<b>\$ 123,450.19</b>			<b>\$ 140,704.31</b>	<b>\$ 551,164.36</b>

**Moderate Assumptions:**  
Average concession purchase is \$7.50 per consumer (breakfast and/or lunch)  
Food costs will average 30% of gross sales  
Labor costs will average 25% of gross sales (other operational costs, i.e. utilities will be incorporated into general operations)  
Average banquet will be \$22.50 (range of \$20 to \$25)  
Average alcohol consumption is two drinks  
Average sale price for liquor will be \$6  
Average expenses for licensed beverage service is 50%  
Expenses for rentals would be minimal, estimated at 10%  
97 days of food and/or licensed beverage service annually - projecting to capture 75% of existing event portfolio  
Year #1 of this operation will yield \$41,953.13 for labour costs, by year #5 this amount has grown to \$70,371.41

Existing Events (see attached 2015 summary):	Number of Days:
Farmers Markets	18 (including Christmas Market)
Horse Shows	18 (7 shows @ 2.5 days per show)
Horse Shows	2
Equine Competitions	20 (10 events @ 2 days per event)
Cattle Sales & Shows	13 Single day
Signature Events	11 Synergy, CADHC, Fall Classic
Signature Events	8
Commercial Events	45
4-H & Misc. Livestock	10 (Does not include club events)
	<u>127</u> Still higher than the 97 days projected

\*\*\*This list does not include facilities utilization that would not be conducive to food and/or licensed beverage service.

**Olds Regional Exhibition - Community Commercial Kitchen Project**  
*Conservative Net Income Projections (Five Years 2016-2021)*

	2016-2017			2017-2018			2018-2019			2019-2020			2020-2021			Cumulative Net
	Gross Income	Expenses	Net	Gross Income	Expenses	Net	Gross Income	Expenses	Net	Gross Income	Expenses	Net	Gross Income	Expenses	Net	
Concession (based upon 50 days of service to 75 people), with 10% growth per year	\$ 28,125.00	\$ 15,468.75	\$ 12,656.25	\$ 30,937.50	\$ 17,015.63	\$ 13,921.88	\$ 34,031.25	\$ 18,717.19	\$ 15,314.06	\$ 37,434.38	\$ 20,588.91	\$ 16,845.47	\$ 41,177.81	\$ 22,647.80	\$ 18,530.02	\$ 77,267.67
Banquets (based upon 10 banquets for 100 people), with 15% growth per year	\$ 22,500.00	\$ 12,375.00	\$ 10,125.00	\$ 25,875.00	\$ 14,231.25	\$ 11,643.75	\$ 29,756.25	\$ 16,365.94	\$ 13,390.31	\$ 34,219.69	\$ 18,820.83	\$ 15,398.86	\$ 39,352.64	\$ 21,643.95	\$ 17,708.69	\$ 68,266.61
Banquet (based upon 5 banquets for 250 people) with 15% growth per year	\$ 28,125.00	\$ 15,468.75	\$ 12,656.25	\$ 32,343.75	\$ 17,789.06	\$ 14,554.69	\$ 37,195.31	\$ 20,457.42	\$ 16,737.89	\$ 42,774.61	\$ 23,526.04	\$ 19,248.57	\$ 49,190.80	\$ 27,054.94	\$ 22,135.86	\$ 85,333.26
Liquor (based upon banquets only) with 15% growth per year	\$ 27,000.00	\$ 13,500.00	\$ 13,500.00	\$ 31,050.00	\$ 15,525.00	\$ 15,525.00	\$ 35,707.50	\$ 17,853.75	\$ 17,853.75	\$ 41,063.63	\$ 20,531.81	\$ 20,531.81	\$ 47,223.17	\$ 23,611.58	\$ 23,611.58	\$ 91,022.15
Other - Education, Rentals, Incubation, etc. (based upon 15 hours per month @\$75/hour) with 15% growth per year	\$ 9,000.00	\$ 900.00	\$ 8,100.00	\$ 10,350.00	\$ 1,035.00	\$ 9,315.00	\$ 11,902.50	\$ 1,190.25	\$ 10,712.25	\$ 13,687.88	\$ 1,368.79	\$ 12,319.09	\$ 15,741.06	\$ 1,574.11	\$ 14,166.95	\$ 54,613.29
<b>Totals</b>			<b>\$ 57,037.50</b>			<b>\$ 64,960.31</b>			<b>\$ 74,008.27</b>			<b>\$ 84,343.80</b>			<b>\$ 96,153.10</b>	<b>\$ 376,502.98</b>

**Conservative Assumptions:**  
 Average concession purchase is \$7.50 per consumer (breakfast and/or lunch)  
 Food costs will average 30% of gross sales  
 Labor costs will average 25% of gross sales (other operational costs, i.e. utilities will be incorporated into general operations)  
 Average banquet will be \$22.50 (range of \$20 to \$25)  
 Average alcohol consumption is two drinks  
 Average sale price for liquor will be \$6  
 Average expenses for licensed beverage service is 50%  
 Expenses for rentals would be minimal, estimated at 10%  
 65 days of food and/or licensed beverage service annually - projecting to capture only 1/2 of current existing events  
 Year #1 of this operation will yield \$28,687.50 for labour costs, by year #5 this amount has grown to \$48,171.37

Existing Events (see attached 2015 summary):	Number of Days:
Farmers Markets	18 (including Christmas Market)
Horse Shows	18 (7 shows @ 2.5 days per show)
Horse Shows	2
Equine Competitions	20 (10 events @ 2 days per event)
Cattle Sales & Shows	13 Single day
Signature Events	11 Synergy, CADHC, Fall Classic
Community Events	8
Commercial Events	45
4-H & Misc. Livestock	10 (Does not include club events)
	<u>127</u> Significantly higher than the 65 days projected

**\*\*This list does not include facilities utilization that would not be conducive to food and/or licensed beverage service. Additionally, no days included for set up and tear down.**



## 2015 Facilities Summary

### January

- ❖ 4-H Rides
- ❖ Olds Indoor Car Sale
- ❖ Regional 4-H Multi Judging
- ❖ Alberta BMX Indoor Cycling
- ❖ Country Road RV Sale
- ❖ ASHA Stabling

### February

- ❖ ASHA Stabling
- ❖ ABRA Jackpot
- ❖ Puppy School
- ❖ McLeod Bull Sale
- ❖ Hannah Bull Sale
- ❖ Country Road RV Sale
- ❖ Alberta BMX Indoor Cycling

### March

- ❖ Westway/Deeg Simmental Sale
- ❖ Foursquare Bull Sale
- ❖ New Trend Salers Bull Sale
- ❖ Ty's Exotic Sale
- ❖ Hunt Mania Sportman Show and Sale
- ❖ ORE AGM
- ❖ Mount View Special Riding
- ❖ Alberta BMX Indoor Cycling
- ❖ ASHA Stabling & Track Use

### April

- ❖ Lauron Red Angus Sale
- ❖ ASHA Stabling & Track Use
- ❖ 4-H Bergen Mock Achievement Days
- ❖ Spring Fling
- ❖ Wildrose Draft Meeting
- ❖ Town of Olds Volunteer Dinner
- ❖ Spring Classic Steer & Heifer Show
- ❖ Farmers Market AGM
- ❖ CRY Steer & Heifer Sale
- ❖ Mount View Special Riding
- ❖ Alberta BMX Indoor Cycling

### May

- ❖ ASHA Stabling & Track Use
- ❖ Wildrose Draft Horse Sale
- ❖ ASHA Stabling & Track Use
- ❖ Mount View Special Riding
- ❖ District Heifer Show
- ❖ Alberta Student Leadership Conference
- ❖ Pillage the Village Event

- ❖ Alberta Ranch Horse Versatility
- ❖ Farmers Market
- ❖ District 4-H Horse Show
- ❖ West Carstairs 4-H Achievement Days
- ❖ Alberta Pinto Show
- ❖ Coates Team Roping
- ❖ Central AB Team Penning Assoc. Event
- ❖ AB Team Sorting Assoc. Event

### June

- ❖ Western Canadian Miniature Horse Show
- ❖ Farmers' Market
- ❖ Wedding
- ❖ Parker Ram Sale
- ❖ Eagle Hill 4-H Achievement Day
- ❖ Central AB Draft Horse Classic
- ❖ Mount View Special Riding
- ❖ Team Roping Canada
- ❖ CATPA Event
- ❖ ATSA Event
- ❖ ASHA Stabling & Track Use

### July

- ❖ Farmers' Market
- ❖ Summer Synergy
- ❖ Alberta Appaloosa Summer Spotorama Show
- ❖ Regional 4-H Horse Show
- ❖ Canadian Jr. Angus Show
- ❖ Rock 104 Concert

### August

- ❖ Farmers' Market
- ❖ ASHA Stabling & Track Use
- ❖ Super Six Team Roping
- ❖ Olds Antique and Gun Sale
- ❖ AB Appaloosa Show
- ❖ CATPA Finals
- ❖ Mount View Special Riding
- ❖ Western Canadian Miniature Horse Show
- ❖ Canadian Andalusian and Lusitano Horse Show

### September

- ❖ Farmers Market
- ❖ ASHA Stabling & Track Use
- ❖ ASHA Yearling Sale

- ❖ Tennessee Walking Horse Show
- ❖ Mount View Special Riding
- ❖ Oldstoberfest

### October

- ❖ ASHA Stabling & Track Use
- ❖ Olds Fall Classic Beef Show
- ❖ Farmer's Market
- ❖ AB Goat Conference & Sale
- ❖ Country Road RV Sale
- ❖ Mount View Special Riding
- ❖ Funeral
- ❖ Bar 4A Cattle Dispersal Sale

### November

- ❖ ASHA Stabling & Track Use
- ❖ Alberta BMX Indoor Cycling
- ❖ ORE 2<sup>nd</sup> Annual Santa Claus Run
- ❖ Country Wonderland Christmas Market
- ❖ Olds Fashioned Light Up & Santa Claus Parade of Lights
- ❖ Street Soccer Akkademy
- ❖ ORE Sponsor Dinner & Recognition
- ❖ D.Maronda Dispersal Sale

### December

- ❖ ASHA Stabling & Track Use
- ❖ Forged in Fire Heifer Sale
- ❖ Friday Night Lights Sale
- ❖ Angus Collection Sale
- ❖ Alberta BMX Indoor Cycling

***We are also pleased to host meetings throughout the year for:***

- ❖ Chinook Driving Club
- ❖ Alberta Angus Association
- ❖ Wildrose Draft Horse Club
- ❖ Alberta Junior Angus Association
- ❖ Central Alberta Team Penning
- ❖ 4-H Clubs
- ❖ Provincial 4-H Shows (Sheep, Horse, Beef)
- ❖ AB Simmental

## **Frequently Asked Questions...**

### **Where is ORE at from a time line perspective?**

This project is ready to proceed immediately. The Board of Directors have delayed progress to ensure that the community is engaged and invested. Demolition is complete, 40% of funding is in place, tenders received, contractors secured, engineering and design are complete, building permits have been issued. The only barrier to completion of the six weeks it will take to finish this project is community commitment – immediately, over time, or in the short term future.

### **Why does a mezzanine need to be constructed? Could this expense be deferred?**

The space that is being renovated for the commercial kitchen has to be replicated to allow for continued commerce and event production. Meetings, entry management, event production, etc. all take place with virtually every event and the mezzanine replaces almost exactly the same square footage currently utilized.

### **Why should the community invest in a project that will eventually be a revenue generator for ORE?**

ORE has demonstrated a 117 year history of benevolence in the community. ORE fully expects that it will take some time prior to the commercial kitchen paying for itself and then offering profits to ORE. However, when that happens agriculture, youth and community will, as always, be the benefactors.

### **Is the renovation to the Cow Palace truly a transformation to a community gathering space or is ORE putting cosmetic upgrades on a cow barn?**

Brand new bricks and mortar is always wonderful and ORE would love to be building a brand new community center. However, in a challenging economy, with both the Olds College and the Pomeroy in our community, is new construction the most responsible approach? ORE believes in multipurpose and multifunction. Yes the Cow Palace will continue to see the sale of literally millions of dollars' worth of cattle, RV's and vehicles each year but it will also host community events like Spring Fling and Olds Fashioned Christmas! As profits permit, elevation of both the interior and exterior of the Cow Palace will continue to provide a more hospitality oriented venue experience – interior lighting, exterior south wall finish, etc.

### **Does ORE possess the expertise to manage a food service business?**

Yes we do. We possess the expertise to feed hundreds of meals each year, including the Town of Olds Volunteer Appreciation dinner and many other events as well because we are doing it within the incredible confines of the current infrastructure. We also recognize that when venturing into a new area of business it is smart to surround yourself with successful entrepreneurs in that sector. ORE has worked

closely with several and will continue to seek qualified expertise as the project evolves. ORE has also sought the experience of our colleagues in the group of Regional Exhibitions. Their many years of experience with similar clients has proven insightful and invaluable.

Event production is ORE's primary business. Food and licensed beverage service are a natural progression to ORE's event production and third party rental offerings.

ORE actively participates in all aspects of community development – Olds Institute, Olds & District Chamber of Commerce, special event committees, etc. ORE is engaged in all aspects of promoting Olds, Mountain View County and the amenities that are available in our community.

**How does the community know this project will happen when the Gateway did not?**

The Gateway project did happen. The Group 2 design boards on display at Chautauqua in 2006 are almost identical representation of the Pomeroy Inn and Suites at Olds College. The project happened, it just didn't happen at ORE. Our community is well served by this infrastructure and ORE's clients are very happy to stay at the Pomeroy. However, the Pomeroy still does not answer the need for a gathering space of 750-1000 people. Comparing the Community Kitchen to the Gateway is to compare a \$350,000 project to a \$3.5 million project. Finally, the seven regional exhibitions were all very negatively impacted by the constant turnover and turmoil in government since the Ralph Klein/Shirley McClellan era that was just concluding at the time of the Gateway promotion. Definitely, ORE is cognizant of the intention of those original supporters of the Gateway project and \$30,000 has been held in reserves for the Community Commercial Kitchen. It may not be the original Gateway but it is a renovated Cow Palace that will evolve into Exhibition Hall ultimately.

**Is this a project that falls into the “If they build it, they will come” category?**

Absolutely not. Attached is a listing of the events that took place in ORE facilities in the calendar year 2015. The majority of these events utilize an outside caterer or concession provider. There is an existing base of clients. The “they will come” piece is the special opportunities that will happen in our community as a result, virtually once per year ORE attracts a major or national event to the grounds – 2017 will be the 4-H Alberta Centennial Celebrations.

**Will community truly have access?**

ORE is committed to these basic functions for the commercial kitchen and will endeavor to manage access in a manner that is inclusive and efficient. The focus areas are:



1. Community gathering space – weddings, funerals, church suppers, family events, Spring Fling, Olds Fashioned Christmas, Rotary Harvest Ball, commercial third party banquets
2. Farmer's Market Vendor/Local Primary Producer – value added opportunity in an Alberta Health approved venue. ORE is committed to this function of the commercial kitchen acting as an entrepreneurial incubator for food production and adding value to primary production. This will also include educational components – guest chefs with cooking classes, lower income families learning how to stretch their grocery dollar and prepare healthy meals.
3. Capturing revenue from existing event portfolio – banquets, licensed beverage service and concessions as well as elevating the reputation of ORE and the community with the elevation of service offering

Exactly how the access looks is not completely defined at this point. We certainly can identify that free an unrestricted access will not happen. Food safety and inventory management will not allow ORE to throw open the doors indiscriminately. However, ORE is well aware of the community's desire to have access and choice and we are committed to working with a food and licensed beverage manager to make that happen in a business-like manner.

#### **What will ORE do with future profits from this business enterprise?**

##### ***Invest in our community, the agriculture sector and rural youth of course!***

Addressing capacity and repair and maintenance will also be a priority. ORE is a loyal consumer of local business. Virtually all suppliers of products and services at ORE exist within the region.

#### **How solid is ORE's financial house? Rumor has it...**

ORE wholly owns land and improvements valued at over \$12 million. ORE did produce the annual Fair and Rodeo for too long (ceased in 2009). Yearly losses on the event combined with the expected operations losses on agriculture event production contributed to the demise of a \$1 million nest egg over the course of 15 years. Strong, effective and aggressive management by Board and staff has led to a balanced financial outcome for the past two years. ORE demonstrates debt servicing capacity from traditional lenders now. This project will only strengthen ORE's dedication to sustainability and viability for future generations in our community and in the agriculture sector.

\*\*\*\*\*

ORE is our community/region's longest serving social enterprise. Please seek understanding of social enterprise from this Wikipedia definition:

*The Social Enterprise Council of Canada (SECC) of Canada defines a "social enterprise" as "businesses owned by non-profit organizations, that is directly involved in the production and/or selling of goods and*



*services for the blended purpose of generating income and achieving social, cultural, and/or environmental aims. Social enterprises are one more tool for non-profits to use to meet their mission to contribute to healthy communities.*<sup>113]</sup>

*Canadian social enterprise characteristics vary by region and province in the ways they differentiate social enterprises from other types of businesses, not-for-profits, co-operatives and government agencies:*

- *Social enterprises may directly address social needs through their products and services, the number of people they employ or the use of their financial surplus. This can distinguish them from "socially responsible for-profit businesses", which create positive social change indirectly through the practice of corporate social responsibility (e.g., creating and implementing a charitable foundation; paying fair wages to their employees; using environmentally friendly raw materials; providing volunteers to help with community projects).*
- *Social enterprises may use earned revenue strategies to pursue a double or triple bottom line, either alone (as a social economy business, in either the private or the not-for-profit sector) or as a significant part of a not-for-profit corporation's mixed income stream that may include charitable contributions and public sector assistance. This distinguishes them from some traditional not-for-profit corporations, which may rely in whole or part on charitable and government support.*

*Significant regional differences in legislation, financing, support agencies and corporate structures can be seen across Canada as a result of different historical development paths in the social economy. Common regional characteristics can be seen in British Columbia, the Prairies, Ontario, Quebec and Atlantic Canada.*

We hope that you appreciate from this definition that ORE's quest to generate increased and diversified revenue does not equate to getting rich and lazy. ORE's resolute benefactors are – agriculture, youth and community. ORE will unwaveringly continue to support these three priorities with the revenue generated through all forms of "social enterprise." That has essentially been the mandate for 117 years and there is no indication of diversion from these values in the future.

Thank you for allowing ORE the opportunity to provide this update. We trust that you will find the information compelling and that the rationale is both qualitative and quantitative. Striking this balance between benevolence and fiscal responsibility is something ORE is very proud of. For generations ORE has operated within their means and has provided tangible, pragmatic impact in the community and the agriculture industry. It is our sincere hope that our partners in community building will reciprocate with an offering of their respect for this legacy with investment in the Community Commercial Kitchen.

ORE would welcome the opportunity to present these updates to your membership in the very near future. If there is room on your agenda for this Thursday we would appreciatively be available at your request.

**ORE Mission Statement**

Provide venue and facilitate events for our community, youth, agriculture industry and rural lifestyles.

**ORE Vision Statement**

The Olds Regional Exhibition promotes awareness and understanding of agriculture's vital role in our community. ORE strives to be the 'first choice' convention, rural youth development, recreation, agriculture, entertainment facility in Alberta by exceeding client guest expectations through professional, accommodating customer service.

**We Value and Respect:**

- Our Volunteers, Patrons and Employees;
- Quality of Life in our Community;
- Youth;
- Community & Industry Partnership, Relationships & Linkages;
- Safety & Security;
- Our Facilities;
- Fiscal Responsibility.

**Value Statements & Identified Values**

1. We believe in people.
2. We believe in community.
3. We believe in leadership.
4. We believe in proactive, strategic, progressive, forward movement, thinking, planning and action.
5. We believe in operating in an honest and ethical manner in how we handle our affairs.
6. We believe in industry and community collaboration and partnership development.
7. We believe in providing strong family values through the use of our various venues.
8. We believe in supporting our community by buying locally and promoting local organizations, services and businesses.
9. We believe in supporting the education and development of our youth through the use of our various venues.
10. We believe in a diversified and integrated rural lifestyle

**ORE Identified Values**

#1 – Education & Growth, including Youth and Life Skills Development;

#2 – Providing a venue that supports Agri-Business and local producers;

#3 – Promoting a Sense of Community, working towards common goals and expectations through contribution to and membership in the community;

The following are also highly prioritized:

#4– Promoting Youth and agriculture to the community

#5 – a) Maintaining Honesty & Integrity,  
b) Maintaining a Family oriented focus;

#6 – a) Maintaining a positive atmosphere at ORE for our staff and patrons;  
b) Believing in ORE;  
c) Making ORE a 'model' or leader in the field of Agricultural Societies;  
d) Maintaining Commitment to continued expansion;  
e) Playing a role in Community leadership;  
f) Promoting rural lifestyle, including Primary Agriculture and Regionalism;

#7 – a) Providing a venue that supports other non-profit organizations;  
b) Encouraging solidarity once decisions are made;  
c) Being an agriculture industry leader;

Others – a) Enhanced community spirit;  
b) Dedication to customer service and earning of client loyalty.





- 1. Cole Property - Parking
- 2. Soccer Pitch - Overflow camping/parking
- 3. MegaDome Arena
- 4. MegaDome Stalling
- 5. Kiwanis Barn
- 6. Stables Barn
- 7. Caluori Pavilion
- 8. Cow Palace
- 9. Administration Building
- 10. Infield Tents A,B,C,D
- 11. Kiwanis Concession Area
- 12. Granstand & Rodeo Infield
- 13. All Parking Areas

**THE OLDS AGRICULTURAL SOCIETY**  
***(Operating as Olds Regional Exhibition)***  
**Financial Statements**  
**Year Ended November 30, 2015**  
***(Unaudited)***

**CHAPMAN & ASSOCIATES CHARTERED ACCOUNTANTS**

**THE OLDS AGRICULTURAL SOCIETY**  
**(Operating as Olds Regional Exhibition) 80**

**Index to Financial Statements**  
**Year Ended November 30, 2015**

*(Unaudited)*

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CHAPMAN & ASSOCIATES CHARTERED ACCOUNTANTS



**CHAPMAN & ASSOCIATES**  
C h a r t e r e d   A c c o u n t a n t s

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**REVIEW ENGAGEMENT REPORT**

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To the Members of The Olds Agricultural Society (Operating as Olds Regional Exhibition)

We have reviewed the statement of financial position of The Olds Agricultural Society, (Operating as Olds Regional Exhibition), as at November 30, 2015 and the statements of operations, changes in net assets and cash flow for the year then ended. Our review was made in accordance with Canadian generally accepted standards for review engagements and, accordingly, consisted primarily of inquiry, analytical procedures and discussion related to information supplied to us by the society.

A review does not constitute an audit and, consequently, we do not express an audit opinion on these financial statements.

Based on our review, nothing has come to our attention that causes us to believe that these financial statements are not, in all material respects, in accordance with Canadian accounting standards for not-for-profit organizations.

Olds, Alberta  
February 25, 2016

Chapman & Associates  
CHARTERED ACCOUNTANTS

**THE OLDS AGRICULTURAL SOCIETY**  
**(Operating as Olds Regional Exhibition)** 82

**Statement of Financial Position**

**November 30, 2015**

*(Unaudited)*

	2015	2014
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash	\$ -	\$ 300,719
Restricted cash (Note 6)	121,564	39,792
Accounts receivable	89,715	54,512
Grants receivable	81,732	-
Goods and services tax recoverable	2,430	1,670
Inventory	2,190	2,190
Prepaid expenses	41,426	30,110
	339,057	428,993
<b>PATRONAGE EQUITY</b>	<b>7,432</b>	<b>7,649</b>
<b>PROPERTY, PLANT AND EQUIPMENT (Note 4)</b>	<b>6,057,265</b>	<b>6,111,197</b>
	<b>\$ 6,403,754</b>	<b>\$ 6,547,839</b>

See notes to financial statements

CHAPMAN & ASSOCIATES CHARTERED ACCOUNTANTS



**THE OLDS AGRICULTURAL SOCIETY**  
**(Operating as Olds Regional Exhibition)** 83

**Statement of Financial Position**

**November 30, 2015**

*(Unaudited)*

	2015	2014
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT</b>		
Bank indebtedness	\$ 45,210	\$ -
Demand loan	-	750,000
Accounts payable and accrued liabilities	42,879	38,246
Wages and deductions payable	14,016	11,449
Advances - Alberta Standard Horse Association	30,000	-
Deferred revenue - restricted (Note 6)	90,000	-
Current portion of long term debt (Note 5)	4,047	-
	226,152	799,695
<b>LONG TERM DEBT (Note 5)</b>	<b>545,953</b>	-
	<b>772,105</b>	<b>799,695</b>
<b>NET ASSETS</b>		
Unrestricted net assets	(457,180)	(402,845)
Invested in capital assets	6,057,265	6,111,197
Restricted net assets (Note 6)	31,564	39,792
	<b>5,631,649</b>	<b>5,748,144</b>
	<b>\$ 6,403,754</b>	<b>\$ 6,547,839</b>

**ON BEHALF OF THE BOARD**

 \_\_\_\_\_ Director

 \_\_\_\_\_ Director

See notes to financial statements

**CHAPMAN & ASSOCIATES CHARTERED ACCOUNTANTS**

**THE OLDS AGRICULTURAL SOCIETY**  
**(Operating as Olds Regional Exhibition)**

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**Statement of Changes in Net Assets**  
**Year Ended November 30, 2015**

*(Unaudited)*

	Unrestricted Net Assets	Invested in Capital Assets	Restricted Net Assets	2015	2014
<b>NET ASSETS - BEGINNING OF YEAR</b>	\$ (402,845)	\$ 6,111,197	\$ 39,792	\$ <b>5,748,144</b>	\$ 5,886,311
Deficiency of revenue over expenses	(116,495)	-	-	<b>(116,495)</b>	(138,167)
Restrictions:	-	-	-	-	-
Amortization	109,311	(109,311)	-	-	-
Capital purchases	(55,379)	55,379	-	-	-
Allocation from restricted net assets <i>(Note 7)</i>	8,228	-	(8,228)	-	-
<b>NET ASSETS - END OF YEAR</b>	<b>\$ (457,180)</b>	<b>\$ 6,057,265</b>	<b>\$ 31,564</b>	<b>\$ 5,631,649</b>	<b>\$ 5,748,144</b>

See notes to financial statements

CHAPMAN & ASSOCIATES CHARTERED ACCOUNTANTS

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**THE OLDS AGRICULTURAL SOCIETY**  
**(Operating as Olds Regional Exhibition) 85**

**Statement of Operations**

**For the Year Ended November 30, 2015**

*(Unaudited)*

	2015	2014
<b>REVENUE</b>		
Provincial grants - annual	\$ 398,852	\$ 398,854
Provincial grants - other	29,975	-
Event Operations (Schedule 1)	461,343	377,176
Facility Operations (Schedule 2)	298,774	289,778
Other Revenue (Schedule 3)	41,742	78,445
Investment Income	1,998	3,661
	1,232,684	1,147,914
<b>EXPENSES</b>		
Salaries & wages	399,198	372,584
Event Operations (Schedule 1)	229,444	254,745
Facility Operations (Schedule 2)	374,894	299,840
Administration Expenses (Schedule 4)	236,332	234,666
	1,239,868	1,161,835
<b>DEFICIENCY OF REVENUE OVER EXPENSES FROM OPERATIONS</b>	<b>(7,184)</b>	<b>(13,921)</b>
<b>OTHER INCOME (EXPENSES)</b>		
Amortization	(109,311)	(124,246)
<b>DEFICIENCY OF REVENUE OVER EXPENSES FOR THE YEAR</b>	<b>\$ (116,495)</b>	<b>\$ (138,167)</b>

See notes to financial statements

CHAPMAN & ASSOCIATES CHARTERED ACCOUNTANTS

**THE OLDS AGRICULTURAL SOCIETY**  
**(Operating as Olds Regional Exhibition)**

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**Statement of Cash Flow**  
**Year Ended November 30, 2015**

*(Unaudited)*

	2015	2014
<b>OPERATING ACTIVITIES</b>		
Deficiency of revenue over expenses	\$ (116,495)	\$ (138,167)
Item not affecting cash:		
Amortization	109,311	124,246
	(7,184)	(13,921)
Changes In non-cash working capital:		
Accounts receivable	(35,203)	(41,202)
Grants receivable	(81,732)	-
Goods and services tax recoverable	(760)	(993)
Prepaid expenses	(11,316)	(9,719)
Accounts payable and accrued liabilities	4,633	5,053
Wages and deductions payable	2,567	(2,784)
Advances - Alberta Standard Horse Association	30,000	-
Deferred revenue - restricted	90,000	-
	(1,811)	(49,645)
Cash flow used by operating activities	(8,995)	(63,566)
<b>INVESTING ACTIVITIES</b>		
Purchase of property, plant and equipment	(55,379)	(4,801)
Patronage equity	217	(430)
Cash flow used by investing activities	(55,162)	(5,231)
<b>FINANCING ACTIVITIES</b>		
Demand loan	(750,000)	-
Proceeds from long term financing	550,000	-
Cash flow used by financing activities	(200,000)	-
<b>DECREASE IN CASH FLOW</b>	(264,157)	(68,797)
Cash - beginning of year	340,511	409,308
<b>CASH - END OF YEAR</b>	\$ 76,354	\$ 340,511
<b>CASH CONSISTS OF:</b>		
Cash	\$ -	\$ 300,719
Bank indebtedness	(45,210)	-
Restricted cash	121,564	39,792
	\$ 76,354	\$ 340,511

See notes to financial statements

CHAPMAN & ASSOCIATES CHARTERED ACCOUNTANTS

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**THE OLDS AGRICULTURAL SOCIETY**  
**(Operating as Olds Regional Exhibition) 87**

**Notes to Financial Statements**  
**Year Ended November 30, 2015**

*(Unaudited)*

---

**1. PURPOSE OF THE ORGANIZATION**

The Olds Agricultural Society is incorporated under the Societies Act of Alberta as a not-for-profit organization and has adopted the following mission statement:

"The Olds Agricultural Society ("OAS") promotes awareness and understanding of agriculture's vital role in the community, respectful of a rich heritage with a progressive focus on innovation for the future. OAS provides dynamic leadership and vision as a crucial contributor of community development in the Town of Olds and its surrounding rural area through independent and collaborative events and programs, organized and delivered with professionalism, focusing on the community's goal satisfaction through utilization of its people. OAS is committed to economic self-sufficiency and accountability, promoting and facilitating the same in the community".

The Society is exempt from income taxes and is a registered charity under the Canadian Income Tax Act. The directors and officers of OAS are elected volunteers who cannot be paid in any form for their services under the by-laws of the Society.

**2. BASIS OF PRESENTATION**

The financial statements were prepared in accordance with Accounting Standards for Not for Profit Organizations (ASFNPO) under Part III of the CICA Handbook. Relevant sections of Part II of the CICA Handbook (Accounting Standards for Private Enterprises - ASPE) may also be used when appropriate.

**3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

Basis of accounting

The organization follows the deferral method of accounting for contributions.

Revenue recognition

Unrestricted contributions are recognized as revenue when received, or receivable, if the amount to be received can be reasonably estimated and collection is reasonably assured.

Restricted contributions are deferred and recognized as revenue in relation to the recognition of the related expenses.

Investment income is recognized as revenue when earned.

*(continues)*

THE OLDS AGRICULTURAL SOCIETY  
(Operating as Olds Regional Exhibition)

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Notes to Financial Statements  
Year Ended November 30, 2015

(Unaudited)

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Measurement uncertainty

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates.

Cash equivalents

The policy of the Society is to disclose bank balances under cash and cash equivalents, including bank overdrafts (if any), with balances that may from time to time fluctuate from being positive to being overdrawn.

Inventory

Inventory is valued at the lower of cost and net realizable value with the cost being determined on a first-in, first-out basis.

Property, plant and equipment

Property, plant and equipment is stated at cost or deemed cost less accumulated amortization. Property, plant and equipment is amortized over its estimated useful life at the following rates and methods:

Land improvements	40 years (net of 50% of residual value)	straight-line method
Buildings	40 years (net of 50% of residual value)	straight-line method
Equipment	20 years (net of 25% of residual value)	straight-line method
Fences & pavement	25 - 40 years (net of 50% of residual value)	straight-line method
Vehicles	30%	declining balance method

One-half of the normal rates are applied in the year of acquisition.

(continues)

**THE OLDS AGRICULTURAL SOCIETY**  
**(Operating as Olds Regional Exhibition)**

**Notes to Financial Statements**  
**Year Ended November 30, 2015**

*(Unaudited)*

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

Financial instruments policy

Financial instruments consist of cash, accounts receivable, patronage equity, accounts payable and long term debt.

Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, financial assets with actively traded markets are reported at fair value, with any unrealized gains and losses reported in income. All other financial instruments are reported at amortized cost, and tested for impairment at each reporting date. Transaction costs on the acquisition, sale, or issue of financial instruments are expensed when incurred.

Donated services

A number of unpaid volunteers make contributions of their time in developing and administering the Society's programs. The value of contributed time is not reflected in these financial statements since an objective measurement and valuation is not determinable.

4. PROPERTY, PLANT AND EQUIPMENT

	Cost	Accumulated amortization	2015 Net book value	2014 Net book value
Land	\$ 825,366	\$ -	\$ 825,366	\$ 825,366
Land improvements	274,317	27,312	247,005	250,434
Buildings	5,107,138	876,367	4,230,771	4,287,115
Equipment	966,326	486,466	479,860	457,882
Fences & pavement	347,297	97,143	250,154	255,959
Vehicles	139,796	115,687	24,109	34,441
	<b>\$ 7,660,240</b>	<b>\$ 1,602,975</b>	<b>\$ 6,057,265</b>	<b>\$ 6,111,197</b>



**THE OLDS AGRICULTURAL SOCIETY**  
**(Operating as Olds Regional Exhibition)**

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**Notes to Financial Statements**  
**Year Ended November 30, 2015**

*(Unaudited)*

5. LONG TERM DEBT

	2015	2014
FCC mortgage bearing interest at 5.35% per annum, repayable in monthly interest only payments until December 1, 2017 followed by monthly blended payments of \$2,106. The loan matures on September 1, 2021 and is secured by land.	\$ 350,000	\$ -
MVCU mortgage bearing interest at 5.35% per annum, repayable in monthly blended payments of \$1,210. The loan matures on September 1, 2020 and is secured by land and a general security agreement.	200,000	-
	550,000	-
Amounts payable within one year	(4,047)	-
	\$ 545,953	\$ -

Principal repayment terms are approximately:

2016	\$ 4,047
2017	4,266
2018	11,415
2019	12,034
2020	12,602
Thereafter	505,636
	\$ 550,000

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**THE OLDS AGRICULTURAL SOCIETY**  
*(Operating as Olds Regional Exhibition)*

**Notes to Financial Statements**  
**Year Ended November 30, 2015**

*(Unaudited)*

6. RESTRICTED NET ASSETS

	2015	2014
<b>Externally restricted net assets:</b>	<b>\$ -</b>	<b>\$ -</b>
Province of Alberta re: capital expansion projects	560	560
Alberta Lottery Fund - CFEP	544	544
Alberta Gaming and Liquor Commission	587	3,616
Sub-total - externally restricted bank balances	1,691	4,720
<b>Internally restricted net assets:</b>		
Summer Synergy - "Setting the Sails"	29,366	34,572
Community Account	90,507	500
Sub-total - internally restricted bank balances	119,873	35,072
Deferred revenue	(90,000)	-
	<b>\$ 31,564</b>	<b>\$ 39,792</b>

7. CHANGES IN RESTRICTED NET ASSETS

- a) A total of \$3,029 was paid from the Alberta Gaming and Liquor Commission account to finance utility costs.
- b) A total of \$5,207 was paid from the Summer Synergy - "Setting the Sails" account to finance event costs.
- c) A total of \$90,000 was received as preliminary funding for the Community Kitchen project. The funds are being held in the Community account.
- d) During the year, amounts in restricted bank accounts earned interest amounting to \$8.

8. STATEMENT OF CASH FLOW - SUPPLEMENTARY INFORMATION

	2015	2014
Interest received	\$ 1,998	\$ 3,661
Interest paid	92,524	96,766

**THE OLDS AGRICULTURAL SOCIETY**  
**(Operating as Olds Regional Exhibition)**

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**Notes to Financial Statements**  
**Year Ended November 30, 2015**

*(Unaudited)*

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**9. RELATED PARTY TRANSACTIONS**

Related parties of the Society include directors, management, companies controlled by them and their family members.

Unless otherwise noted, any transactions are conducted in the normal course of operations and are measured at their exchange amount, which is the amount of consideration established and agreed upon by the related parties.

During the year there were no transactions with related parties.

**10. CAPITAL DISCLOSURES**

The Society defines managed capital as cash and investments. The Society's objectives in managing capital are primarily to provide a consistent, secure and growing source of cash in order to remain a crucial contributor to economic and community development in the Town of Olds and its surrounding rural area, to meet all obligations and to fund future capital expansions and maintenance.

No financial covenants exist with respect to the Society's existing debt agreements. There were no changes during the year to the Society's overall capital management strategy.

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11. FINANCIAL INSTRUMENTS

The Society is exposed to a variety of financial risks that arise as a result of its operating, investing and financing activities as follows:

Credit Risk

The Society is exposed to credit risk in its normal course of business. The Society regularly reviews amounts owing from customers and contributors. No single party accounts for a significant portion of revenue or accounts receivable.

Fair Value

The organization's carrying value of cash, short term investments, accounts receivable, and accounts payable and accrued liabilities approximates its fair value due to the immediate or short term maturity of these instruments.

Liquidity Risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The Society is exposed to this risk mainly in respect of the receipt of sufficient funds from customers and funding sources.

Interest Rate Risk

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in interest rates. In seeking to minimize the risks from interest rate fluctuations, the organization manages exposure through its normal operating and financing activities.

12. GOVERNMENT OF ALBERTA - ALBERTA AGRICULTURE & RURAL DEVELOPMENT

The Society receives funding from Alberta Agriculture & Rural Development in accordance with terms of an agreement with the Minister. Under the current funding agreement, the Society received \$398,852 (2014 - \$398,854) as an operating grant.

This grant represents a significant portion of the operating revenue of the Society. Should this agreement not continue to be renewed, the Society would require other sources of funding to continue operations at their current levels.

THE OLDS AGRICULTURAL SOCIETY  
(Operating as Olds Regional Exhibition)

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Notes to Financial Statements  
Year Ended November 30, 2015

(Unaudited)

13. COMMITMENTS AND CONTINGENCIES

a) The Society has committed to complete landscaping on the grounds to satisfy requirements resulting from a dispute with the Town of Olds. The estimated cost of the landscaping is between \$140,000 and \$200,000. No provision has been made in these financial statements for these costs.

b) The minimum annual lease payments under operating leases on office equipment is approximately \$11,820.

c) The minimum annual lease payments under operating leases on general equipment is approximately \$18,000.

14. GUARANTEES

The Society has entered into indemnification agreements with current directors to indemnify them, to the extent permitted by law, against all charges, costs, expenses, amounts paid in settlement and damages incurred by the directors and officers of the Society as a result of any lawsuit or any judicial, administrative or investigative proceeding in which the directors and officers are sued as a result of their service to the Society. These indemnification claims will be subject to any statutory or other legal limitation period. The nature of the indemnification agreements prevents management from making a reasonable estimate of the maximum potential amount the Society could be required to pay counterparties. The Society has purchased directors' and officers' liability insurance.

15. BUDGET COMPARISON

	Budget	Actual
Revenue	\$ -	\$ -
Provincial grants - annual	380,000	398,852
Provincial grants - other	-	29,975
Event operations - net	85,250	231,899
Facility operations	380,000	298,774
Other revenue	28,750	41,742
Investment income	-	1,998
	874,000	1,003,240
Expenses	-	-
Salaries & wages	350,000	399,198
Facility operations	307,500	374,894
Administration expenses	216,250	236,332
	\$ 250	\$ (7,184)

16. COMPARATIVE FIGURES

Certain comparative amounts on the statement of financial position and on the statement of changes in net assets have been reclassified to conform to the method of presentation adopted for the current year.

**THE OLDS AGRICULTURAL SOCIETY**  
**(Operating as Olds Regional Exhibition)**

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**Event Operations (Schedule 1)**

**Year Ended November 30, 2015**

*(Unaudited)*

	<b>2015</b>	<b>2014</b>
<b>REVENUE</b>		
4-H Show & Sale	\$ -	\$ 43,089
ASHA	<b>211,738</b>	-
Central Alberta Draft Horse Classic	<b>48,335</b>	52,185
Concert Series	<b>17,556</b>	18,398
Cutter's Classic	-	106,849
Fall Classic Beef Show	<b>46,519</b>	35,891
Farmers' Market	<b>14,120</b>	11,014
Olds Fashioned Christmas/Parade	<b>900</b>	1,384
Spring Classic Steer & Heifer Show	<b>9,183</b>	8,490
Spring Fling	<b>11,770</b>	-
Summer Synergy	<b>90,049</b>	79,178
Winter Series Team Roping	<b>11,173</b>	20,698
	<b>461,343</b>	<b>377,176</b>
<b>EXPENSES</b>		
4-H Show & Sale	-	42,655
ASHA	<b>82,046</b>	-
Central Alberta Draft Horse Classic	<b>27,903</b>	27,672
Concert Series	<b>15,631</b>	10,759
Cutter's Classic	-	93,968
Fall Classic Beef Show	<b>23,202</b>	12,862
Farmers' Market	<b>2,207</b>	1,986
Olds Fashioned Christmas/Parade	<b>2,952</b>	1,210
Prospect Development	<b>82</b>	-
Spring Classic Steer & Heifer Show	<b>6,515</b>	3,160
Spring Fling	<b>9,438</b>	-
Summer Synergy	<b>56,342</b>	45,651
Winter Series Team Roping	<b>3,126</b>	14,822
	<b>229,444</b>	<b>254,745</b>
<b>EXCESS OF REVENUE OVER EXPENSES</b>	<b>\$ 231,899</b>	<b>\$ 122,431</b>

See notes to financial statements

CHAPMAN & ASSOCIATES CHARTERED ACCOUNTANTS

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**THE OLDS AGRICULTURAL SOCIETY**  
**(Operating as Olds Regional Exhibition)**  
**Facility Operations (Schedule 2)**  
**Year Ended November 30, 2015**

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*(Unaudited)*

	Budget 2015	2015	2014
<b>REVENUE</b>			
Facility Revenue	\$ 380,000	\$ 298,774	\$ 289,778
<b>EXPENSES</b>			
Advertising & promotion	10,000	9,779	13,386
Bedding & sand	55,000	85,393	57,349
Conventions & training	5,000	10,488	7,124
Minor capital	11,388	3,941	10,878
Miscellaneous	2,500	327	2,930
Rentals	3,500	2,589	3,085
Repairs & maintenance	35,000	57,267	33,488
Supplies	600	10,792	582
Utilities	105,000	120,955	103,821
Vehicles	77,012	71,556	64,891
Wages & benefits	2,500	1,807	2,306
	<u>307,500</u>	<u>374,894</u>	<u>299,840</u>
<b>INCOME (LOSS) FROM OPERATIONS</b>	<u>\$ 72,500</u>	<u>\$ (76,120)</u>	<u>\$ (10,062)</u>

See notes to financial statements

CHAPMAN & ASSOCIATES CHARTERED ACCOUNTANTS

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**THE OLDS AGRICULTURAL SOCIETY**  
*(Operating as Olds Regional Exhibition)* 97  
**Other Revenue (Schedule 3)**  
**Year Ended November 30, 2015**  
*(Unaudited)*

	Budget 2015	2015	2014
<b>REVENUE</b>			
Sponsorship	\$ 10,000	\$ 23,500	\$ 16,000
Residence rent	17,250	17,250	14,583
Miscellaneous	500	744	21,416
Membership fees	1,000	248	866
Alberta Gaming and Liquor Commission	-	-	25,580
	<b>\$ 28,750</b>	<b>\$ 41,742</b>	<b>\$ 78,445</b>

See notes to financial statements

CHAPMAN & ASSOCIATES CHARTERED ACCOUNTANTS

**THE OLDS AGRICULTURAL SOCIETY**  
**(Operating as Olds Regional Exhibition)**  
**Administration Expenses (Schedule 4)**  
**Year Ended November 30, 2015**

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*(Unaudited)*

	Budget 2015	2015	2014
<b>EXPENSES</b>			
Advertising & co-sponsorships	\$ 3,500	\$ 1,614	\$ 4,184
Bad debts (recovery)	-	1,945	(1,810)
Donations & scholarships	-	(100)	1,602
Insurance	37,500	41,650	35,380
Interest & bank charges	93,500	92,524	96,766
Licenses, subscriptions & memberships	5,000	20,047	6,777
Mileage reimbursement	250	432	285
Office supplies & postage	26,500	25,738	27,437
Professional fees	10,000	12,514	10,063
Supplies	30,000	23,821	37,321
Telephone & internet	10,000	16,147	16,661
	<b>\$ 216,250</b>	<b>\$ 236,332</b>	<b>\$ 234,666</b>

See notes to financial statements

CHAPMAN & ASSOCIATES CHARTERED ACCOUNTANTS

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# CERTIFICATE OF MEMBERSHIP

THIS IS TO CERTIFY THAT

**OLDS REGIONAL EXHIBITION**

IS A 2016 MEMBER IN GOOD STANDING OF

**THE ALBERTA ASSOCIATION OF AGRICULTURAL SOCIETIES**

Lisa Hardy  
Chief Administrative Officer

ALBERTA ASSOCIATION OF AGRICULTURAL SOCIETIES  
RM 100a, J.G. O'DONOGHUE BLDG  
7000—113TH STREET  
EDMONTON, ALBERTA T6H 5T6  
[www.albertaagsocieties.ca](http://www.albertaagsocieties.ca)

## Historical Overview of Olds Agricultural Society (OAS)

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### Important Dates in History

- 1894 First Fair in Olds  
*Fifteen years after the first Fair in Edmonton and eight years after the inaugural Fair in Calgary.*
- December 9<sup>th</sup>, 1899 Inaugural Meeting of Olds Agricultural Society  
O. S. Moore elected as Secretary  
Membership fees were \$2, eighteen members  
*Subsequent executive members reads as a "whos who" of Olds and area citizens – Fred Shackleton, Adoniram (A. J.) Samis, Louis & Jean Latimer, Neil Leatherdale, Arvin Bull, Ian Harvie, Chic Miller, Dr. Herb Anderson, Adolph Rosehill, Ken Gillrie and the list goes on.*
- 1900 Motion to purchase Subdivision 5 of Section 5 (apparently from Silverthorn's at a cost of \$2500 for a full quarter section)
- 1903 Fair Admission set at \$0.25
- 1903 Olds Agricultural Society merges with the Trotting Horse Association (Turf Society)
- Membership increased from 49 in 1901 to 179 in 1903*
- 1904 Taxes set at \$2.50
- 1917 Present site of the Fair grounds were acquired from the Federal Government
- 1949 Land donated to the Town of Olds for the construction of the Ice Arena and Curling Rink. (400' X 450' in the northwest corner)
- 1948 Fair Admission set at \$1.25
- 1948 A partnership was formed with OAS, Olds Legion and the Curling Club to erect a new building. Also donated \$1000 to the Curling Club.
- 1950 Donated Lot B in Block 4 to National Defense (Present Recreation Center)
- 1961 First professional rodeo added to the Fair
- 1964 Upgraded to "B" Fair status
- 1964 Constructed original Cow Palace
- 1965 Constructed race track and infield
- 1968 Chamber of Commerce took over management of the parade
- 1969 Rodeo produced jointly by OAS and Olds College
- 1969 OAS offered Crown Assets Corp. \$5000 to purchase the Armories. The Town took over ownership with OAS receiving annual usage.
- 1976 Rodeo was no longer included as a component of the Fair

1977	Name changed to Mountain View County Fair
1978	Kiwanis Club of Olds donates \$5000 plus some labor for 10 years free use of the Kiwanis Barn
1978-1981	OAS received grant funding, donations and insurance proceeds to rebuild the original Cow Palace that burned during the fire of 1978
1981	Decision reached not to relocate to Olds College
1982	Olds Grizzly Hockey Booster Club took over the Beer Gardens
1982	An agreement reached with Olds College for extended use of OAS facilities during the months of November to April
1983	Rodeo returns (at a loss of \$8000), Lions Club assists. Heavy Horses are stabled in the Sportsplex
1983	Classified as an "A" Status Fair
1984	Special Riding begins at OAS Facilities, still a regular feature of our events schedule
1985	OAS donates land for the construction of the Municipal Library
1985	Discussions again resurface regarding the possibility of relocating to Olds College
1985	Origin of the original Farmer's Market
1986	OAS becomes debt free and decides to begin investing a portion of the LOTTO Funds that are received annually for future improvements
1987	Dairy Show declared "All-Western," retains this status today
1988	OAS financially rescued the local 4-H Clubs when Water Valley Meat Packers bankruptcy left the members \$4700 short
1988	Donated land for the construction of the Evergreen Center
1989	Purchased the Peterson and Van Tighem properties (21 acres on the south side of 54 <sup>th</sup> Street)
1990	Built the Caluori Pavilion
1991	Introduction of "One Pay Gate"
1992	Formulation of Joint Use Agreement between Town of Olds and OAS regarding the ball diamonds and soccer fields (expired July 2007)
1993	Grandstand constructed
1994	Administration Building erected
1995	Construction of Stables Barn
1999	Celebrated Olds Agricultural Society's Centennial. Return of professional rodeo to the Fair (produced by Main Event Inc.)
2001	Negotiated an accepted offer to purchase the Dr. Harvey Cole

20 acre parcel that joins existing property to the south. Offsite levies and development fees implemented by the Town of Olds made this purchase impossible 102

- 2001 Joins the Olds & District Chamber of Commerce, Olds College and the Town of Olds to form the Olds Institute of Community & Regional Development (primarily a community and economic development body)
- 2001 OAS donates \$20,000 to the Olds College for the Farm Succession Program
- 2001 OAS donates \$20,000 to the Pool 2000 Committee
- 2002 OAS' Volunteer Rodeo Committee begin producing a professional rodeo in conjunction with the Fair
- 2003 OAS joins a Chamber driven initiative to develop a physical center that will serve the needs of the community
- 2005 OAS and Olds College conduct first annual joint board meeting – develop a working committee to review potential partnership opportunities (committee met in March – only meeting to date)
- 2005 OAS received a \$3.8 million capital grant from Alberta Lotteries for capital improvements
- 2005 OAS revisits the potential purchase of the Dr. Harvey Cole property. Makes a successful formal request to the Town of Olds for the waiving of offsite levies and development fees.
- 2005 Official name change to Olds Fair & Rodeo
- 2005 OAS receives \$150,000 commitment from the Rotary Club of Olds for development of a community center. This generous contribution resulted in a partnership that has OAS and the Rotarians working together to host the “Olds Tyme Music Festival” annually
- 2006 Hosted first large scale concert in the Cow Palace – Nitty Gritty Dirt Band. Tickets (900) were sold out within two hours.
- 2006 First Annual Chautauqua – Capital Campaign Launch
- 2006 OAS partners with CCIA (Canadian Cattle Identification Agency) to provide age verification services free of charge to producers as a satellite office
- 2006 Purchase of Dr. Harvey Cole property
- 2006 Partnership Agreement created with Olds College for the Gallop School (instructional opportunity for potential horse racing industry employees) hosted annually utilizing OAS' racetrack
- 2007 Agreement in Principal reached between Olds College and OAS on the summer utilization of the College Riding Arena

- 2007 Construction of MegaDomes – 60,350 sq.ft. of space designed for livestock events
- 2007 Joint use agreement with the Town of Olds regarding the soccer pitches and ball diamond south of 54<sup>th</sup> street expired. This agreement was in place of 15 years and provided OAS with annual access to the Sportsplex in return for the sporting fields
- 2008 Partnership formed with CKLJ to host an annual classic rock concert – last Monday of July (Acts have included Nazareth, Trooper, April Wine, Sweet, Three Dog Night, Loverboy, Lou Gramm, the voice of Foreigner)
- 2008 Partnership formed with the Alberta Angus Association for OAS to fulfill full time administrative responsibilities and the production of newsletters
- 2009 In collaboration with many community groups, OAS hosts the Canadian Student Leadership Conference in the grandstand with rodeo events and a barbecue
- 2009 Bold decision by the membership at the September meeting to discontinue production of the annual Olds Fair & Rodeo
- 2010 Introductory year of numerous OAS produced, “stand alone” events, replacing the Olds Fair & Rodeo:
  - Central Alberta Draft Horse Classic
  - Weekend of Wheels
  - Rock ‘n the Park
  - Summer Synergy
  - Western Heritage Weekend (Chuckwagons)
  - Olds Fall Classic
- 2012 Last production of Chautauqua (7 productions)
- 2012 OAS donates the land to Olds Institute for the construction of the central offices and infrastructure for O-Net  
  
Town of Olds removes OAS from the titles of the various properties along the north original boundary
- 2012 Hosted the World Hereford Conference – many highlights including the Town declaring a temporary renaming to “Herefordville” and hosting a final banquet in the Cow Palace for 1100
- 2013 In partnership with Rotary Club of Olds, Town of Olds, Olds College, Olds Fashioned Christmas Cow Palace Floor is paved with asphalt – facilitating increased diversity in the event portfolio



- 2013 Hosted the J.C. (Jack) Anderson Charity Auto Auction as one of the signature events for the Olds College Centennial 104
- 2013 Membership determines to officially change the name of Olds Agricultural Society to Olds Regional Exhibition
- 2014 Launch of new name – Olds Regional Exhibition
- 2015 Mountain View Special Riding attends the ORE AGM to provide a presentation of recognition of 25 years of free facility access. This truly inspirational program runs two nights per week for six weeks in the spring and six weeks in the fall. People with either physical or mental challenges are exposed to the amazing experience of “riding” a horse.
- 2015 Inaugural production of “Spring Fling.” A truly community driven unique production of a fun event that brought collaboration of service clubs – Rotary and Kiwanis as well as Olds Regional Exhibition. Olds Institute also provided support for this event that recognizes four charitable causes or projects with the 100% proceeds of the evening. The first four projects were – Spashpark, Olds Hospice, Community Kitchen and Olds Grizzlys. People’s Choice to receive 50% (\$15,000) was Olds Hospice. Community Kitchen project received \$5000 which Rotary was able to leverage for an addition \$7500 from their international association for a total of \$12,500.
- 2015 September’s inaugural production of Oldstoberfest (professional rodeo, concerts and beer gardens) was the site of the announcement of a \$90,000 grant from Federated Co-op for ORE’s Community Commercial Kitchen project
- 2016 ORE is selected to host 4-H Alberta’s Centennial in 2017
- 2016 June 16th ORE’s Board of Directors moved unanimously to proceed with the renovation of the Cow Palace’s existing galley style kitchen, office and board room into the Commercial Kitchen. A mezzanine will be constructed in the foyer to accommodate the functions of the lost space. ORE has retained \$30,000 of the Founders of the Gateway funds for this project as well.
- Rotary Club of Olds donates \$30,000 and Kiwanis Club of Olds donates \$10,000.



Request for Decision

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Reports from Council, Authorities, Boards, Commissions, Committees and Task Forces

June 27, 2016

*Ba*

**RECOMMENDATION**

That the reports from Council, Authorities, Boards, Commissions, Committees and Task Forces, ending June 27, 2016 be received for information.

**BACKGROUND**

	Central Alberta Economic Partnership	✓	Municipal Planning Commission
	Citizens' on Patrol		Olds & District Chamber of Commerce
	Community Learning Campus	✓	Olds & District Community Policing Advisory Society
	Family & Community Support Services		Olds & District Municipal Library Board
	Fire Committee		Olds Institute Technology Committee
	Mountain View Regional Waste Management Commission		Parkland Community Planning Services
✓	Mountain View Regional Water Services Commission	✓	Parkland Regional Library Board
	Mountain View Seniors' Housing		Red Deer River Municipal Users Group
	Mountain View County Highway 2/27 ASP Steering Committee		South Red Deer Regional Wastewater Commission
	Municipal Area Partnership	✓	Southern Alberta Energy from Waste Association

**ALTERNATIVE OPTIONS**

1. Council can receive for information the minutes of the various authorities, boards, commissions and task forces.

**ATTACHMENTS**

Various minutes are attached.

Prepared By:	Marcie McKinnon Legislative Clerk	Date: June 22, 2016
CAO Signature:		Date: <i>JUN 23/16</i>

## Minutes

## Mountain View Regional Water Services Commission

May 11, 2016

9:00 AM

Meeting held at the Anthony Henday Water Treatment Plant

## Members Present:

Rick Blair – Town of Carstairs - Chairman

Robb Stuart – Town of Bowden

Brian Spiller – Town of Innisfail

## Members Present by Conference Call

Lavare Adams – Town of Didsbury

Wade Bearchell – Town of Olds

Jo Tennant – Town of Crossfield

## Also Present:

John Van Doesburg – Manager

Wes Olstad – Technical Services Manager

Terry Wood- Finance Manager and Recording Secretary

Chairman Rick Blair called the meeting to order at 9:00 am.

**Adoption of Agenda**

Moved by Wade Bearchell to adopt the agenda.

**Carried****Approval of April 13 Annual and General Meeting Minutes**

Moved by Robb Stuart to approve the minutes.

**Carried****Chairman's Report**

Chairman Blair outlined his activities over the past month.

**Staff & Manager's Reports**

John Van Doesburg presented the Operations Report and Maintenance Reports.

Wesley Olstad presented the Technical Report.

John Van Doesburg presented the Administrator's Report.

Moved by Jo Tennant that the Chair and Staff reports be accepted for information.

**Carried**

**Finance Report**

Terry Wood presented the Finance Report

Moved by Lavare Adams that the Finance Report be accepted for information.

**Carried**

**Next Meeting Date June 8, 2016 at 9:00 a.m. at Anthony Henday Water Treatment Plant.**

**Adjournment**

Moved by Brian Spiller to adjourn the meeting at 9:37.

**Carried**

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**Chairman**

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**Manager**



**Minutes of the Municipal Planning Commission (MPC) Meeting, Thursday, May 19, 2016 at 8:30 a.m. in the Town of Olds Council Chambers.**

**PRESENT – MPC MEMBERS**

Public at Large: Don Dwyer, Dave Harris and Heather Ryan.  
Elected Officials: Mayor Dahl, Councillor Wade Bearchell and Councillor Mary Jane Harper.

**ABSENT – MPC MEMBERS**

Absent: Andy Weiss.

**PRESENT – STAFF**

Scott Chant, Chief Operating Officer; Carey Keleman, Development Officer II; Jane Archer, Development Officer I; and Karol Jorgensen, Recorder.

**ATTENDEES & DELEGATES**

None.

**1. CALL TO ORDER**

Chairperson Dwyer called the meeting to order at 8:32 a.m.

**2. ADDED ITEM(S)**

6C) Change date for June MPC meeting.

**3. ADOPTION OF AGENDA**

Moved by Commissioner Ryan "to adopt the, May 19, 2016 Municipal Planning Commission Agenda as presented".

**Motion Carried** 16.15

**4. ADOPTION OF PREVIOUS MINUTES**

Moved by Mayor Dahl "to adopt the April 21, 2016 Municipal Planning Commission Minutes as presented".

**Motion Carried** 16.16

**5. BUSINESS ARISING FROM MINUTES**

None.

**6. ITEMS TO BE DELIBERATED**

6A) DP16-049  
**Residential Multi-Plex in Central Commercial District  
5126 - 52 Street**

Development Officer Keleman presented this application as contained in the Agenda. She noted that letters of concern were generally related to parking.  
The applicant was present at the meeting.

Discussion:

Commission members discussed the following concerns for this application: narrow back alley, concerns expressed by residents, proposed parking both in front and back of property, loss of on street parking, storage of garbage bins, location of garbage bins on pickup day, size of parking stalls as required by the Land Use Bylaw, street parking use by public facilities in the area and removal of trees to accommodate parking that is already limited.

Chief Operating Officer Chant clarified that traffic stalls are formulated from the Traffic Act of Canada.

Mayor Dahl commented that Council is working to preserve the tree canopy in the Town.

Moved by Councillor Bearchell, "that the Municipal Planning Commission approve Development Permit Application DP16-049 as presented, subject to conditions listed in the attached draft Development Permit".

**Motion Defeated** 16-17

Chairperson Dwyer stated the following reasons for refusal:

Overall, we view this proposal as being too intensive for the site and its adjoining block-face. The building footprint, the space taken for vehicle parking and the space needed for the 12 garbage bins as required by the Town of Olds creates a project with insufficient open space which will result in an incompatibility with its surroundings.

Our specific concerns are as follows:

Parking: while the proposal meets the minimum number of stalls we are concerned with the functionality of the layout. The rear lane is very narrow and access & egress to most properties is very tight & difficult. We are concerned that the five rear stalls as proposed will not be functional and especially so in snowy months. Also, the proposed 2 stalls in the front reduce open space, are incompatible with the existing block-face and will in effect eliminate up to two existing parking spaces along the curb. Also, we believe that due to the high level of traffic on this street due to the number of public use facilities that are opposite this site or in close proximity the plan for vehicles to back out into the street will lead to dangerous situations. Also, with the predominance of larger trucks in use in the town the problems mentioned above are magnified (average half ton crewcab size is: length 5.83m/19ft 1 inches and width of 2.03m/ 6ft and 8 inches without the mirrors).

Garbage: as required by the Town of Olds all garbage bins must be placed in the lane right of way on the correct side for garbage pick-up on the required day. Also current practice is the opposite rear homes also place there bins onto the required side for their pick-up. This could create a minimum of five bins being placed across this property. This situation in addition with our parking concerns identified above are very concerning.

Building Mass: due to the length and height of the building and the minimal side yards this dwelling will create an overpowering effect on the dwellings on each side reducing such things as privacy and sunlight and an increase in noise primarily along the eastern property line as this has the sidewalk for all four units.

Moved by Councillor Harper, "that the reasons for refusal as stated by Chairperson Dwyer be included in the minutes".

**Motion Carried** 16-18

**6B) DP16-052  
Existing Residential Addition (deck) Rear Yard Relaxation  
5906 Ash Street**

Development Officer Archer presented this application as contained in the Agenda.

Moved by Mayor Dahl, "that the Municipal Planning Commission approve Development Permit Application DP16-052 as presented, subject to conditions listed in the attached draft Development Permit."

**Motion Carried** 16-19

**6C) June Municipal Planning Commission meeting.**

The Mayor's Caucus is being hosted in Olds June 16; Mayor Dahl and Councillors will not be available to attend the meeting as regularly scheduled for June.

Chief Operating Officer Chant noted that development permit applications are to be approved within 40 days or a time extension is required.

Proposed dates and times will be sent out to MPC members.

**7. DEVELOPMENT UPDATES**

**7A) April 2016 Development & Building Permits and Monthly Building Permit Statistics**

Development Officer Keleman reported on the list of development and building permit files for March 2016 and the Monthly Building Permit Statistics.

Commission members questioned if staff do a drive about Town to see if there are buildings being constructed without development permits.

Development Officer Keleman noted that staff do check while they are out on site visits and while checking sites for development security refunds.

Moved by Councillor Harper, "that the development updates be received as information."

**Motion Carried** 16-20

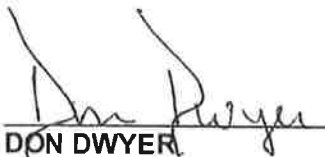
**8. ADJOURNMENT**

The June MPC meeting date and time will be announced once a suitable date is determined.

Chairperson Dwyer moved to adjourn the Municipal Planning Commission meeting at 9:07 a.m.

**Motion Carried** 16-21

These Minutes approved June 15, 2016.

  
\_\_\_\_\_  
DON DWYER  
CHAIRPERSON

  
\_\_\_\_\_  
SCOTT CHANT  
CHIEF OPERATING OFFICER





## Town of Olds

## Prior to Approval

Minutes of the **Municipal Planning Commission (MPC) Meeting, Wednesday, June 15, 2016** at 8:30 a.m. in the Town of Olds Council Chambers.

**PRESENT – MPC MEMBERS**

Public at Large: Don Dwyer, Dave Harris, Heather Ryan and Andy Weiss.  
Elected Officials: Mayor Dahl, Councillor Wade Bearchell and Councillor Mary Jane Harper.

**ABSENT – MPC MEMBERS**

Absent:

**PRESENT – STAFF**

Scott Chant, Chief Operating Officer; Carey Keleman, Development Officer II; Jane Archer, Development Officer I; and Karol Jorgensen, Recorder.

**ATTENDEES & DELEGATES**

Kris Pickett.

**1. CALL TO ORDER**

Chairperson Dwyer called the meeting to order at 8:30 a.m.  
Councillor Harper announced perceived bias in reference to Item 6A and therefore will not be speaking or voting to this item.

**2. ADDED ITEM(S)**

Item 6A is removed from the Agenda. The applicant withdrew their development permit application.

**3. ADOPTION OF AGENDA**

Moved by Commissioner Weiss, "to adopt the, June 15, 2016 Municipal Planning Commission Agenda as amended."

**Motion Carried** 16.21

**4. ADOPTION OF PREVIOUS MINUTES**

Moved by Councillor Bearchell, "to adopt the May 19, 2016 Municipal Planning Commission Minutes as presented."

**Motion Carried** 16.22

**5. BUSINESS ARISING FROM MINUTES**

None.

**6. ITEMS TO BE DELIBERATED**

6B) DP16-068  
5433 54 Street  
Existing Residential Addition (deck) with Rear Yard Relaxation

Development Officer Archer presented this application as contained in the Agenda.

Moved by Commissioner Weiss, “that the Municipal Planning Commission classify the existing deck at 5433 54 Street as existing non-conforming as per the provisions of Part 17 of the Municipal Government Act and the Town of Olds Land Use Bylaw.”

**Motion Withdrawn** 16-24

Moved by Commissioner Harper, “that the Municipal Planning Commission approve Development Permit Application DP16-068 as presented, subject to conditions listed in the attached draft Development Permit.”

**Motion Carried** 16-25

Commission members asked that Planning bring recommendations to the next Municipal Planning Commission meeting regarding the use of the terms ‘existing non-conforming’ and ‘variance’.

**6C) DP16-074**

**5126 52 Street**

**Residential Duplex**

Development Officer Keleman presented this application as contained in the Agenda. The applicant was present at the meeting.

Mayor Dahl entered at 8:50 a.m.

Discussion included alley width, recycling, architectural design and parking.

Moved by Mayor Dahl, “that the Municipal Planning Commission approve Development Permit Application DP16-074 as presented, subject to conditions listed in the attached draft Development Permit.”

**Motion Carried** 16-26

**7. DEVELOPMENT UPDATES**

**7A) May 2016 Development & Building Permits and Monthly Building Permit Statistics**

Development Officer Keleman reported on the list of development and building permit files for May 2016 and the Monthly Building Permit Statistics.

Moved by Commissioner Harris, “that the development updates be received as information.”

**Motion Carried** 16-27

**8. ADJOURNMENT**

The next MPC meeting will be Thursday, July 21, 2016 at 8:30 a.m. in Town of Olds Council Chambers.

Commissioner Ryan moved to adjourn the Municipal Planning Commission meeting at 9:00 a.m.

**Motion Carried** 16-28

These Minutes approved \_\_\_\_\_.

\_\_\_\_\_  
**DON DWYER**  
**CHAIRPERSON**

\_\_\_\_\_  
**SCOTT CHANT**  
**CHIEF OPERATING OFFICER**

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**OLDS & DISTRICT COMMUNITY POLICING ADVISORY SOCIETY**  
**AGM MINUTES – MAY 26, 2015 7 pm OLDS TOWN COUNCIL CHAMBERS**

PRESENT: Joan O'Reilly, Wade Bearchell, Leonard Brandson, Dave Karpyshyn, Wayne Milaney, Joe Reid, Cpl. Shawn Morgan, Duncan Milne, Tom Christensen, Fred Bay, Andrae Campbell, Judy Schlichenmayer

REGRETS: Kevin Heppler, Louan Statchuk, James Trombley

CALL TO ORDER - WELCOME & INTRODUCTION (Joan O'Reilly)

ADOPTION OF AGENDA MOTION: WADE / FRED CARRIED.

MINUTES REVIEW & APPROVAL AS CIRCULATED: (MAR 24, 2015) MOTION: LEONARD / FRED CARRIED.

COMMITTEE REVIEW – PURPOSE / COMPOSITION / GOALS. See 2011-14 Goals document attached. **COMMENTS:**

- Committee creates liaison between policing agencies and community; Secret is participation of all parties.
- Wide diversification of issues being brought forward
- Credible volunteers in community
- Ability to alert public and bring issues forward . C.P.N.B.
- How to distribute success stories – website/social media needs to be addressed.
- RCMP input interest and useful to county for added enhanced police officer (IE – one in Carstairs) County is proposing an additional position for the County.
- Need to get people engaged. Captive audience??
- Look @ visitors on website
- 4 generations – learning differences
- We NEED some sort of advisory tool for the community. – Support to the RCMP
- Group is a good representation of the community and policing agencies
- Community engagement helps reduce crime.
- Need to communicate benefits and accomplishments through various means.
- Keep on task – important everyone has ability / time to share.
- Important role of advisory – doing work than community needs.

THINGS TO WORK ON:

**Traffic issues at OHS & Hwy 2A.** College doing mandate statement that may address some of these concerns. – New entrance to College from Range Road 3 will divert a lot of traffic.

**OCSA** – Residence may change with an addition 650 students living on campus. Crime Stoppers? Neighborhood Watch?

Give some more thought to priorities for 2015-16 for discussion at next meeting.

1. **BUSINESS ARISING:**

1.1

2. **BRIEF REPORTS - NEW BUSINESS:**

- a. **FINANCIAL REPORT** (Judy) balance April 30, 2015 \$ 1,460.64  
**MOTION TO ACCEPT: JUDY / WADE CARRIED**

**2014 AUDITED FINANCIAL STATEMENTS – Thank you to Wayne Milaney and Bonny Bellamy for auditing. Motion to Accept: WAYNE / LEONARD CARRIED.**

- b. **OLDS RCMP REPORT** (Cpl. Shawn Morgan) Jan to April: 2011 – 2015 Comparison - SEPARATE DOCUMENT

Spousal abuse charges are up. Change in RCMP policy - increase in facilities/assistance & reporting. Collective – child – family services.

Mountain Bike initiative – useful at Skate Board Park,

SIGNIFICANT Fine increase effective May 1 – now demerits for distracted driving.

NOTE – LITTLE PR AROUND THIS ISSUE. What are the distracted stats for Olds ???

- c. **TOWN OF OLDS PROTECTIVE SERVICES (Joe Reid)** Traffic monitoring Speed Board on order. Working on traffic violations and community – IE window tinting. Report on Count of Incident Types from Jan 1, 2015 handed out as well as brochure on Town of Olds Municipal Enforcement.

- d. **OLDS CITIZENS ON PATROL REPORT (Leonard Brandson/Jim Finlay)**  
 Participated in Crime Prevention Trade Show – well attended and great educational materials / opportunities. Pot luck supper. Approx. 28 active members. .

- e. **OLDS RURAL CRIME WATCH REPORT (Fred B)** New President elected at AGM - Gerald Ingeveld. Family Crime Prevention Trade Show went very well. People enthusiastic to participate / donate next year. RCW has negotiated a discount on trail cameras for members from Wholesale Sports in Calgary. Secretary attended training from International Crime Prevention Specialists Society; really good information and passed test so has designation of International Crime Prevention Specialist Incident in Eagle Hill Area where 2 males travelling in Ford Bronco entered house but left when found resident home.

- f. **OLDS FISH & WILDLIFE (Adam Mirus): N/A**

- g. **TOWN OF BOWDEN COUNCILOR'S REPORT (Wayne Milaney)**  
**Bylaw Enforcement Summary Report** - Under separate document – posted on website.  
 Water & sewer upgrades underway. Planning for new community hall for youth.  
 Completed skate board park. Businesses good and rest stop well used and positive benefit to town.

- h. **TOWN OF OLDS COUNCILOR'S REPORT (Councilor Wade Bearchell)**  
 The community standards bylaw engagement process is now over and as far as community input it was very successful. The online surveys numbered approx. 250 and the actual town meetings themselves saw much smaller attendance of around 40 total for the both nights. Town staff are busy compiling the data so that we can make any necessary changes before the bylaw comes to council for approval. The biggest issues people seemed to have were around the public behaviors i.e.: spitting etc. This issue was in the spotlight after the Town of Taber had some backlash in the media over their public behaviors bylaw. Excellent tool – not new stuff.

- i. MOUNTAIN VIEW COUNTY POLICING REPORT Kevin / Duncan Milne** <sup>115</sup>  
 May long weekend was busy as usual for us with many campers and visitors heading to the west county. A total of 111 violation tickets were issued. Road bans are still in effect but with the decrease in oil field activity we have not had any concerns with overloaded trucks. With the nice weather (finally) we are busy with Traffic Safety Enforcement. Please check out our weekly "Patrol Notes" in the Mountain View Gazette or on the County web site. Any questions or concerns regarding County issues please contact the County Office at 403-335-3311  
 All aware of increased rural crime. Didsbury RCMP short staffed. County talking a lot about an additional Enhanced Officer position – visibility an issue. May long – camping areas were clean – Didsbury RCMP collected a huge amount of fireworks. Since returned to owners but not allowed in park areas.

**j. OLDS SEARCH & RESCUE REPORT (Jack Humphries / Jim Finlay)**

**k. WEBSITE PAGES ON:** <http://www.oldsruralcrimewatch.ca> and page on mountainviewcounty.com/ruralcrimewatch  
 NEW E-MAIL: ocp@oldsruralcrimewatch.ca

- l. COMMERCIAL VEHICLE ENFORCEMENT (James Trombley).** Participating in joint force operations and compliance checks.

- m. OLDS COLLEGE & OCSA (Fritz Latimer / OCSA – VP – Andrae Campbell)**  
 Students' Association of Olds College (SAOC) Annual election was held March 2, 2015 and I was successful as Vice President Of Academics. The other executive members elected for the upcoming school year are as follow:  
 Kalen Luck-President  
 Megan Lethbridge- Internal Vice President  
 Bethany Stavinga- Activities Vice President  
 Shawna Turner-Communications Vice President. On March 20-22 The SAOC incoming and outgoing executive and Phebe Sands our Office Administrator went on a transition retreat.  
 We lost our General Manager and we hired Ellen Hondl as Office Manager to fill her role. Ellen is no stranger to either Olds College or SAOC. She holds a diploma in Business Administration with a major in Accounting from the College and was a member of the Student Board of Directors while she was here.  
 The SAOC kept their year-end bash on Thursday April 16, free of charge to all Olds college students. Activities include:  
 Sumo wrestling                      Slides                      Face painting                      And obstacle Race.  
 Parking is still a big issue.  
 Thank you, Andrae Campbell, Academic Vice President, OC Students' Assoc.

- n. OLDS HIGH SCHOOL (Tom Christensen)**  
 Congratulations to the RCMP on the recent drug bust. Getting this stuff off the streets DOES save student's lives. School loses too many students to drugs and drug gangs. Leadership Conference was a great success!! 200 local students participated. Excellent speakers. Grad is this Saturday – June 5. Outside dance at tennis courts

- o. SHERIFFS / FREEWAY (Cpl. Matt Firmston) N/A**

- p. SAFE COMMUNITIES (Kathleen Raines)**



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SCCA hosted a presentation on Brain Day, a brain health and concussion prevention program for upper elementary students, at our Annual General Meeting in March. Our Young Farm Worker training at Olds College on April 29 welcomed 73 youth, mostly Green Certificate students, and 15 parents and/or trainers. The highest rated element of the day was the offsite tour of the Auction Mart. Our Bike Walk and Roll committee has initiated their positive ticketing campaign. A media campaign for Safe Kids Week May 4 – 10 used the national theme of “Safe Cycling, Safe Roads, Save Kids’ Lives” and resulted in local radio coverage and interviews.

3. CORRESPONDENCE/REPORTS: - for info only
  - 3.1 APRIL 19-25 – National Victim’s of Crime Week. Victim Services placed displays around the communities they serve with program information and had Radio ads running describing their services.

APRIL 29 – PARTY SAFE PROGRAM – OHS MOCK ACCIDENT. With the many volunteers participating in the background, this event went very well. Past school participants comment that this event did impact them.

MAY 10 – 16 – CRIME PREVENTION WEEK. Positive ticketing & Bike Rodeos at various schools.

MAY 9, 2015 – FAMILY CRIME PREVENTION TRADE SHOW. Very successful!!!
  - 3.2 Crime Stoppers Magazine
4. NEW BUSINESS. Wade took over chair to act as electoral officer.
  - 4.1 ELECTION OF EXECUTIVE: (*PRESENT*)
    - **CHAIR** (*Joan O’Reilly*) Leonard nominated Joan. Duncan moved nominations cease. **Joan O’Reilly** was acclaimed.
    - **VICE** (*Bonny Bellamy*). Joan nominated Wayne. Duncan moved nominations cease. **Wayne Milaney** was acclaimed.
    - **SECRETARY-TREASURER** (*Judy Schlichenmayer*). Leonard nominated Judy. Duncan moved nominations cease. **Judy Schlichenmayer** was acclaimed.
    - **MEMBER @ LARGE** (*Wayne Milaney*). Judy nominated Fred Bay. Duncan moved nominations cease. **Fred Bay** was acclaimed.
5. ROUND TABLE COMMENTS. Grateful for executive. Thank you to all volunteers on this committee. Many stop sign infractions at Eagle Hill Store. Problem throughout county. HAVE A GREAT SUMMER EVERYONE!!! Looking forward to September.
6. ADJOURNMENT
7. 2015 MEETING SCHEDULE:  
Jan 27    Mar 24    May 26    Sept 22    Nov 24
8. **NEXT MEETING: 7:00 pm SEPT 22, 2015. OLDS TOWN COUNCIL CHAMBERS**  
PRESENTER –  
4<sup>TH</sup> Tuesday in SEP/NOV/JAN/MARCH/MAY)  
  
FILE: CPC MINUTES AGM – MAY 26, 2015



## Town of Olds

### **Police Advisory Committee Governance Review**

### **Community Engagement Report**

**Date:** May 18, 2016

**From:** Ryan Kineshanko, Community Facilitator

**Department:** Support Services

**Subject:** The Olds and District Community Policing Advisory Committee Governance Review

#### **Reviews:**

Doug Wagstaff, Chief Operating Officer, Support Services

Michelle Honeyman, Manager Support Services



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## 1.0 EXECUTIVE SUMMARY

The Police Advisory Committee (PAC) requested assistance from the Town of Olds to conduct a governance review process by engaging stakeholders to gather information about the current mission, purpose, and structure of the PAC. The intent of the review is to help the committee make future decisions about how to best govern and structure the PAC, and best serve the community in a meaningful and productive manner. Results of the review focus on five core topics: Governance, Information Sharing, Collaboration, Community Needs, and Priorities & Planning. Key considerations built upon themes from the data begin on page eight.

Stakeholders appreciate having a venue to provide the opportunity for community groups to collaborate and share information about community policing needs. From a governance perspective, input suggests there is a desire to change the current committee structure to be more in line with Provincial policing committees' governance structures. (See Table 1 Committee/Advisory Committee Comparison as reference.) Input suggests a desire to have the PAC structured through an Olds Town Council bylaw to help guide the function and operation of the committee, and for the committee to have a clear mandate endorsed by Olds Town Council. There is also a desire to align committee composition with Provincial recommendations for police committee membership.

Other stakeholder input focuses on the PAC having an annual strategic planning process to identify key roles, resources, and priorities, as well as agree upon information sharing, oversight, and stewardship processes to support a collaborative approach to community policing. The remainder of the report reviews the society background, research methods, society history, governance & structure, promising crime prevention practices, key considerations, and finally a summary and recommendations.

## 2.0 BACKGROUND TO THE REPORT

The stated purpose of the Olds Community Policing Advisory Society (Society) is to work in partnership with the RCMP to proactively address community concerns and to implement strategies to improve crime prevention, enforcement and investigation through Community Policing initiatives.<sup>1</sup> Formed as a non-profit society in 1995, the Society is the overarching governance body of the Police Advisory Committee (PAC). The PAC has been an active, committed, and influential group in the local and provincial community-policing arena for the past twenty-one years.

The Society requested assistance from the Town of Olds to engage PAC stakeholders and conduct a governance review process of the committee. Committee feedback about the current mission, purpose, and structure of the PAC prompted the review. The intent of the review is to help the Society make future decisions about how to best govern and structure the PAC and best serve the community in a meaningful and productive manner.

Current PAC membership includes representatives from Alberta Protective Service; Citizens On Patrol (Olds & Bowden); Fish & Wildlife; Mountain View County Rural Crime Watch; Olds College Students Association; Olds & District Chamber of Commerce; Olds High School, Olds RCMP Detachment; Olds Search & Rescue; Olds College; and the Town Of Olds.

The next section discusses the engagement methods the Town used to complete the review.

## 3.0 METHODS

The Town of Olds actively involves citizens and local groups and agencies in planning for the future of our community. We know improved decision-making arises from engaging the public and community groups in providing input and advice.

3.1 Inclusive collaboration is an engagement principle of the Town of Olds. Through inclusive collaboration, the Town strives to team with our partners and make every effort to reach, involve, and hear from all of those affected directly and indirectly by an issue.

3.2 Underpinning our engagement approach is a participatory action research (PAR) method guiding the review.<sup>2</sup> As a method, PAR seeks to take a democratic, empowering, and humanizing approach to assist local stakeholders understanding of their own situation and help them to resolve issues they deem important.

PAR uses a “look, think, act” routine, where information is “looked at” and gathered to define and describe the situation, allowing stakeholders to build a picture of the current state. The “thinking” stage asks the question, “What is happening here?” where information is explored and analyzed in an attempt to make sense of the information and figure out how/why are things the way they are.<sup>3</sup> The final stage “act” involves the reporting of the findings to inform local stakeholders about the information. Ownership of the situation rests with local stakeholders whom then decide what information is important and what to do with the results.

3.3 Three approaches to gathering information were used in order to provide a balanced review.

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<sup>1</sup> <http://www.oldsruralcrimewatch.ca/cpolds.html>

<sup>2</sup> Town of Olds Engagement Policy 117C. January 28, 2013

<sup>3</sup> Ernest T. Stringer (1999). Action Research (Second Edition). London: Sage Publications, 279pp

1. An electronic survey (Appendix A) distributed to forty-nine PAC stakeholders using the PAC email distribution list. Hard copy (paper) surveys were sent to one stakeholder without an email address. The survey design sought to gather qualitative data from targeted stakeholders to gather input regarding verbal descriptions of people's experiences, perceptions, opinions, feelings and knowledge. The information gathered from the survey was themed into "topics." The number of times a topic was identified was counted and totaled to estimate the magnitude of the topic.
2. A review of literature complemented the survey guided by the question, "How are leading practice police advisory committees governed and structured in the Province of Alberta? The literature review summarized & synthesized relevant source information.
3. A document review (Appendix B) gathered relevant documented information from Society & Town of Olds documents.

The next section reviews the response rate and the sample size of the stakeholder group.

#### **4.0 RESPONSE RATE & SAMPLE SIZE**

Response rate refers to the number of people who answered the survey divided by the number of people in the sample. Twenty-six of forty-nine stakeholders responded providing an adequate sample size and return rate of fifty-three percent. The response rate includes fully complete (20), partially complete (3), and non-completed surveys in the numerator (3).

Adequate sample size in qualitative research is ultimately a matter of judgment and experience in evaluating the quality of the information collected against the uses to which the information is acted on.<sup>4</sup>

The next section provides a brief overview of the Society history focusing on developmental governance activities, and community / provincial initiatives the Society lead and/or participated.

#### **5.0 SOCIETY HISTORY**

The Society held its inaugural meeting on November 28, 1995 electing officers and drafting its terms of reference. The original thinking behind forming the policing advisory group as a non-profit society was to take advantage of grant funding opportunities available to non-profit societies to support the Society and PAC development.<sup>5</sup>

The Olds Community Policing Advisory Society (Society) has played a leading role in many community-policing initiatives working with its partners in the Town of Olds and surrounding communities since 1995, a period of 21 years. The Society and local community has been an early adopter of the community policing movement in Alberta. The Society is the overarching governance organization of the police advisory committee (PAC).

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<sup>4</sup> <http://www.ncbi.nlm.nih.gov/pubmed/7899572> Res Nurs Health. 1995 Apr; 18(2):179-83. Sample size in qualitative research. Sandelowski M1.

<sup>5</sup> Interview with Judy Schlichenmayer, April 29, 2016.

The first governance review of the committee occurred in August of 1999 conducted by Alberta Municipal Affairs. The review recommended the creation of an advisory committee called the “Public Advisory Committee on Protective Services”, which was subsequently endorsed by The Town of Olds.<sup>6</sup> In September 2000, the Society disbanded the Public Advisory Committee on Protective Services and renamed the committee, “The Olds and District Community Policing Advisory Committee.”<sup>7</sup>

On May 12, 2008, the Town of Olds Chief Administrative Officer originated a Request for Decision (RFD) to Olds Town Council about, “Establishing Policing Committees.” Ms. Kristine Wolfski, from the Solicitor General and Public Security, Government of Alberta, presented to Council about, “Establishing Policing Committees.” The recommended action resulting from the RFD was, that Council thank Ms. Kristine Wolfski for the presentation on establishing policing committees and provide direction to Administration.<sup>8</sup>

In March, 2011, the Society held a “Society Organization Review and Planning Workshop” where they defined their mission, operating principles, 2011-2014 Goals (4), reviewed membership, and identified trends, issues, challenges, assets, and opportunities impacting Olds & District seven.

In January 2012, the Society held a discussion about incorporating PAC into the Safe Communities Committee.<sup>9</sup> In January 2016, the PAC requested assistance from the Town of Olds to conduct a governance review process and engage stakeholders to gather information about the current mission, purpose, and structure of the PAC. The intent of the review is to help the committee make future decisions about how to best govern and structure the PAC, and best serve the community in a meaningful and productive manner.

On March 22, 2016, to support the governance review, Lesley Kelly, Manager, Policing Oversight & Funding Programs, Law Enforcement and Oversight Branch Justice & Solicitor General, presented to the PAC about “Police Advisory Committee (PAC) Roles & Responsibilities Overview.”<sup>10</sup>

A historical developmental timeline (Figure 1- Formative Governance Activities) highlights the key Society activities from November 28 1995 to present. The timeline highlights eight noteworthy governance activities and conversations. For more information about the Society, history and activities please refer to Appendix C.

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<sup>6</sup> <http://www.oldsruralcrimewatch.ca/cpolds.html>

<sup>7</sup> History document. <http://www.oldsruralcrimewatch.ca/pdfs/ocphist.pdf>

<sup>8</sup> Town of Olds Request for Decision (RFD) originated by Debbie Godfrey, CAO and Council Assistant. May 12 2008.

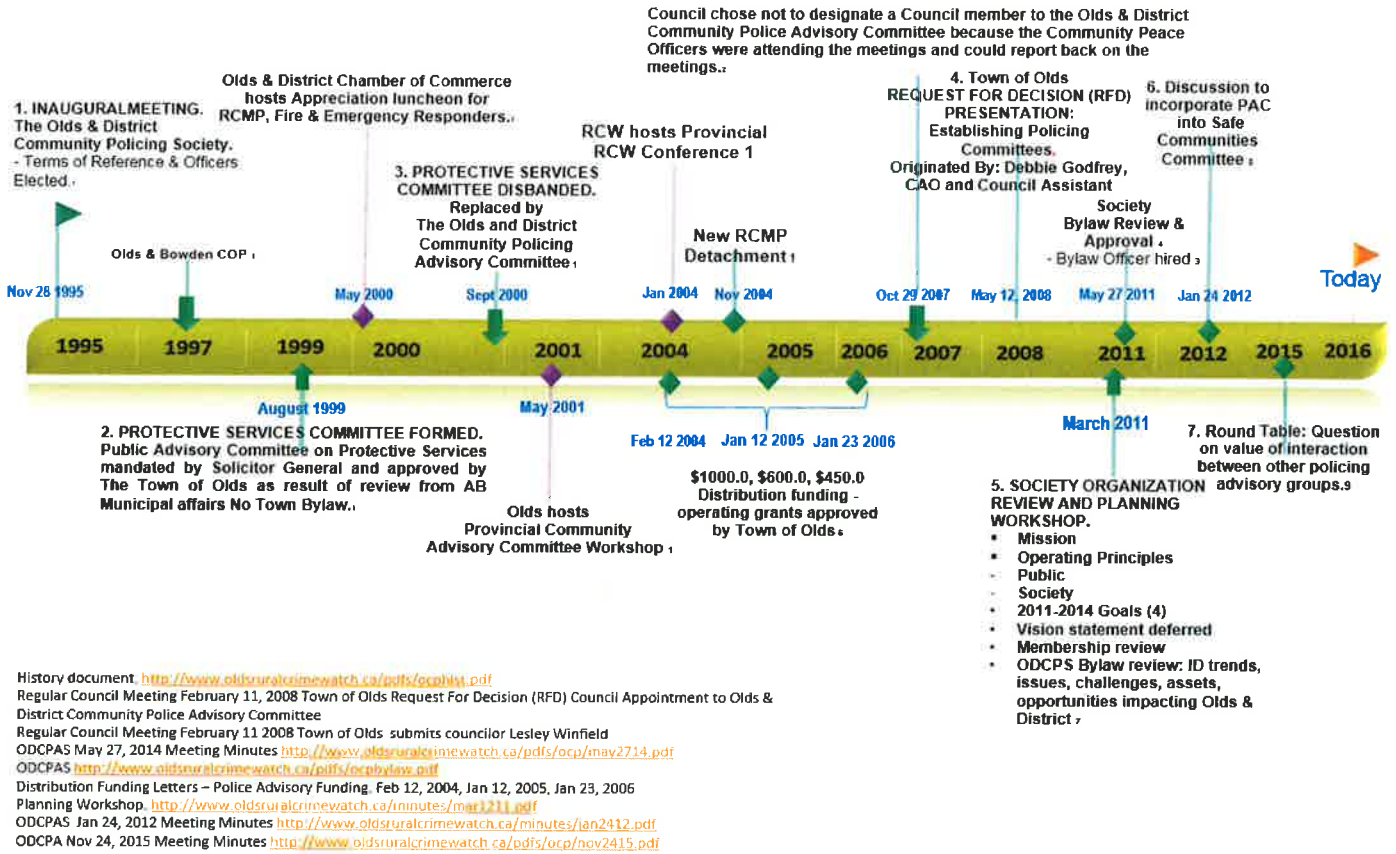
<sup>9</sup> ODCPAS Jan 24, 2012 Meeting Minutes <http://www.oldsruralcrimewatch.ca/minutes/jan2412.pdf>

<sup>10</sup> Lesley Kelly Manager, Policing Oversight & Funding Programs Law Enforcement and Oversight Branch Justice & Solicitor General, March 22, 2016



Figure 1- Formative Governance Activities

## History – Society Governance Activities



1. History document <http://www.oldsruralcrimewatch.ca/pdfs/ocp/hw.pdf>
2. Regular Council Meeting February 11, 2008 Town of Olds Request For Decision (RFD) Council Appointment to Olds & District Community Police Advisory Committee
3. Regular Council Meeting February 11 2008 Town of Olds submits councillor Lesley Winfield
4. ODCPAS May 27, 2014 Meeting Minutes <http://www.oldsruralcrimewatch.ca/pdfs/ocp/may2714.pdf>
5. ODCPAS <http://www.oldsruralcrimewatch.ca/pdfs/ocp/bylaw.pdf>
6. Distribution Funding Letters – Police Advisory Funding. Feb 12, 2004, Jan 12, 2005, Jan 23, 2006
7. Planning Workshop. <http://www.oldsruralcrimewatch.ca/minutes/mar1211.pdf>
8. ODCPAS Jan 24, 2012 Meeting Minutes <http://www.oldsruralcrimewatch.ca/minutes/jan2412.pdf>
9. ODCPA Nov 24, 2015 Meeting Minutes <http://www.oldsruralcrimewatch.ca/pdfs/ocp/nov2415.pdf>

The next section reviews key considerations resulting from the data analysis and themes.

## 5.0 KEY CONSIDERATIONS - DATA ANALYSIS & THEMES

Stakeholder data was analyzed and themed to derive key considerations for the PAC to review. The following section reviews key considerations from stakeholder input, the main topics based on stakeholder input, and the number of times each topic was referenced in the data for each question.

**Question #1: What has worked well? Focus on what it is you appreciate about the PAC.** (27 responses)

**Key Considerations:** The most appreciated topics about PAC are having a venue and structure to provide the opportunity for community groups to collaborate and share information about community policing needs. Of the twenty-seven inputs seven were off-topic expressing the PAC provides no-value, two expressed the PAC has an unclear mandate, and one stakeholder expressed concern about the municipal policing role. Three stakeholders chose not to respond to question #1.

**Topics | # of times topic referenced (data points)**

- Collaboration: 14
- Information sharing: 9
- Community needs 8
- Venue: 3

**Off-topic & # of times topic referenced (data points)**

- No value: 4
- Unclear mandate: 2
- Municipal policing role: 1
- N/A (no response): 3

**Question #2: What do you see as the ideal outcomes of the committee? What should the PAC focus be?** (24 responses)

**Key Considerations:** The outcomes and focus of the PAC should be information sharing, collaboration, community needs/safety, identifying priorities, and checking the progress of the committee. One input suggests securing a school resource officer as a focus. Information sharing and collaboration are the dominant topics followed closely by community needs/safety. Input suggests the PAC focus should be acting as an advisory body to communicate with the public about policing / safety issues, and having a two-way dialogue with the police focused on community needs/safety. How the PAC works together and interfaces with the local detachment to identify mutual priorities and check its progress, while acting as a liaison between Town Council and the RCMP, are key outcomes and focus considerations moving forwards.

**Topics | # of times topic referenced (data points)**

- Information sharing: 10
- Collaboration: 8
- Community Needs/Safety: 7
- Identify priorities: 6
- Processes/Progress check: 2
- School Resources Officer: 1



**Question #3: To achieve the ideal outcomes you described in question #2, what do you see as the challenges/barriers to doing so? (23 responses)**

**Key Considerations:** Challenges/barriers to achieving PAC outcomes are resources (human and financial), governance, information sharing, and processes. Stakeholder input about resource barriers refer to a lack of engagement and participation of community and committee members, recruitment challenges, governance expertise, and overall commitment. Input about financial barriers suggest the current funding model gets in the way of implementing goals as well as hinders the ability to hire resources.

Governance input points to a desire to align with provincial PAC frameworks, rather than operate under the current non-profit structure. Governance input includes the desire for Town Council to pass a bylaw to create and structure the PAC. Three responses refer to the role of the PAC chairperson as hindering the PAC in terms of the way business is conducted, and demonstrating a lack of understanding or time to achieve the PAC vision and mission, and keeping the PAC on track. Other barriers to PAC achieving its outcomes are information sharing and internal processes. How the PAC disseminates information into the community, how the PAC provides relevant information to the RCMP, and the quality of the information shared among stakeholders, are barriers to achieving PAC outcomes.

**Topics | # of times referenced (data points)**

- Resources: Human & Financial: 12
- Governance: 7
- Information Sharing: 4
- Processes: 3
- N/A: 2

**Question #4: What are your expectations of a PAC? (21 responses)**

**Key Considerations:** Based on stakeholder input, the expectations of the PAC are to act as a forum for collaboration and information sharing to identify priorities and assign resources focused on community needs/safety. Collaboration and information sharing show up consistently in the data. Providing strategic direction and setting community-policing priorities, in collaboration with Town Council and the police, are consistent themes throughout the data.

**Topics | # of times referenced (data points)**

- Collaboration: 13
- Information Sharing: 13
- Identifying priorities: 5
- Community needs/safety: 3
- Governance: 2
- Resources: 2
- Lobbying: 1

**Question #5: In what ways can you or your organization contribute to the PAC? (24 responses)**

**Key Considerations:** Based on stakeholder feedback, the majority of stakeholders think they can contribute through information sharing and participation. Input also reveals a willingness to contribute by providing structure (framework & mandate, Council representation, facilitation & administrative support) and to provide enforcement.

**Topics | # of times topic referenced (data points)**

- Information sharing: 13
- Participation: 10
- Structure: 4
- Collaboration: 4
- Enforcement: 1

**Question #6: Please share any additional information you think will be valuable in moving the PAC forward. (16 responses)**

**Key Considerations:** Other valuable information for PAC to consider focuses heavily on the structure & governance of PAC. Of sixteen respondents, fifteen data points relate to how the PAC is currently structured and governed. Structure and governance considerations include:

- PAC structured through Town Council bylaw to guide the function and operation of the PAC with a clear long-term mandate endorsed from respective Councils following the provincial standard for PAC.
- One PAC for Mountain View County where regional goals and objectives are identified and prioritized.
- Changing the composition of the committee to include civilian RCMP members to help govern the committee and ensure committee members are subject to a conflict of interest policy and background screening.
- Detachment leadership liaison (non-voting), rotating administrative support (annual or biannual rotation from Core members as capacity to do so).
- Appointed Councilor from each of three core members, 2 appointed members from Olds community (area as define in the MVC Town MOA - possibly appointed by ICC) - 3 year term, 2 members at large residing in the Detachment area appointed by the Committee per a public application process.

Other stakeholder input focuses on the PAC having an annual strategic planning process to agree upon and identify roles, resources, priorities, and oversight to provide direction and stewardship using a collaborative approach to community policing.

**Topics | # of times referenced (data points)**

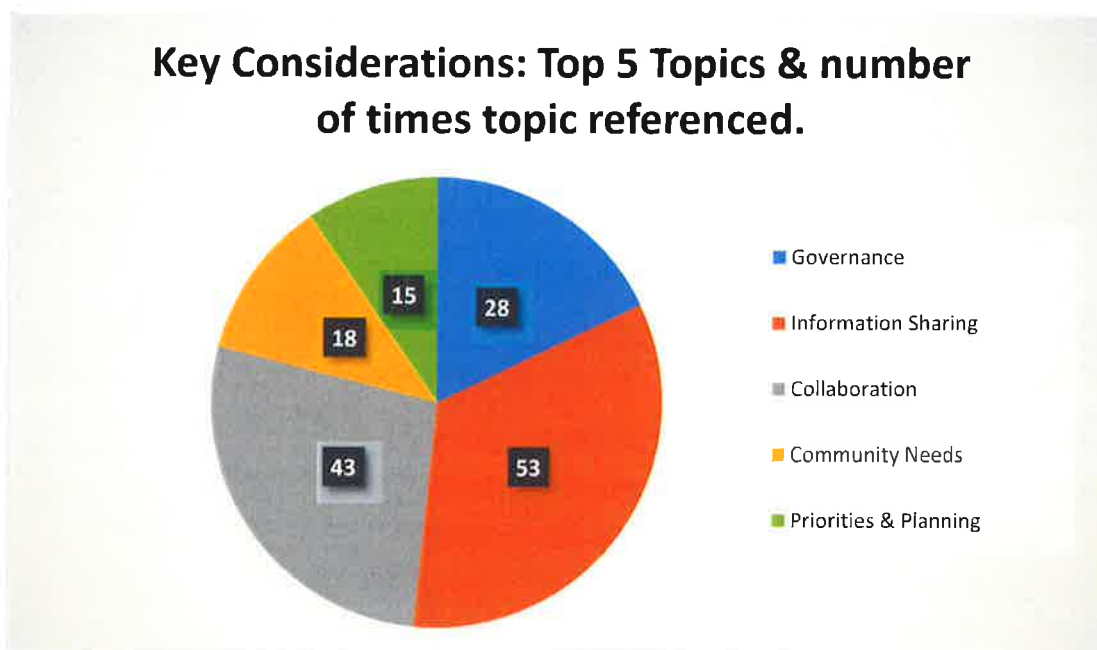
- Structure & Governance: 15
- Information sharing: 4
- Collaboration: 4
- Planning: 4
- Resources – human: 4
- Training: 1

The next section reviews the magnitude of the results. The magnitude of results are inherently subjective in-terms of what the results mean and/or the significance of stakeholder input. In a general sense, by identifying the top five topics based on the number of stakeholder responses, the data provides a picture of the amount of input for consideration by the committee.

## 7.0 TOP FIVE TOPICS

The data gathered from the survey was analyzed and themed into similar “topics.” The number of times each topic was referenced by stakeholders was totaled to estimate the magnitude of the topic.

Figure 2: Magnitude of Data: Top 5 Topics



## 8.0 GOVERNANCE PRACTICES

This section provides a general overview of the Acts and policies guiding the governance and structure of policing committees and the Provincial oversight structure in the Province of Alberta. The section also provides a snapshot of the Alberta municipalities affiliated with the Alberta Association of Police Governance are their committee type and structure.

### 8.1 Acts & Policy

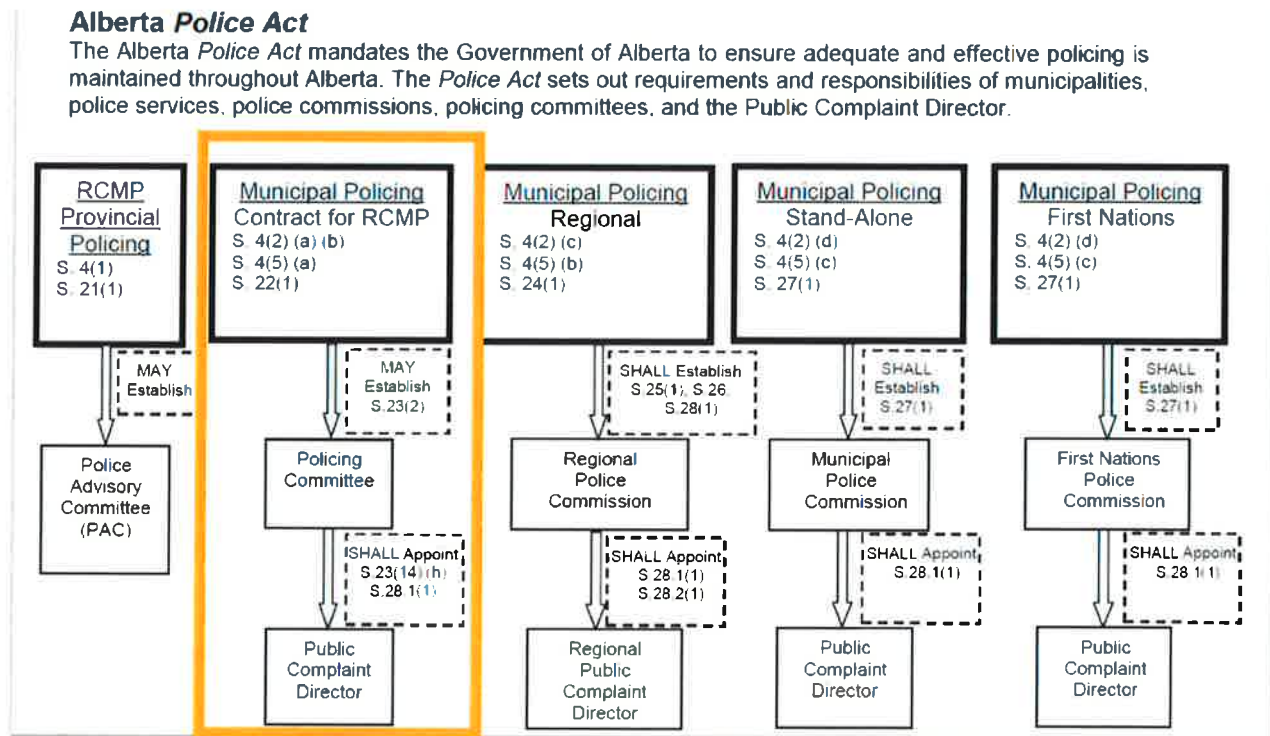
When municipalities contract with Canada, rather than forming their own municipal police service, for the provision of policing services, the Alberta Solicitor General and Public Security recommends forming policing committees pursuant to Section 23(2) of the Police Services Act.

Establishing police committees and greater involvement of local municipal authorities in the identification and establishment of local policing objectives is considered an excellent method to ensure appropriate local RCMP governance.

Section 23 (2) of the Alberta Police Act does not mandate municipalities establish a policing committee, but states in the policy municipalities, “may establish a policing committee.” (See figure 2 – Municipal requirements & responsibilities).

This distinction of the policy places the requirements, responsibilities, and decision to create a policing advisory committee with local municipalities; the policy supports and encourages local ownership, accountability, and governance of policing committees.

Figure 3 - Municipal Requirements & Responsibilities



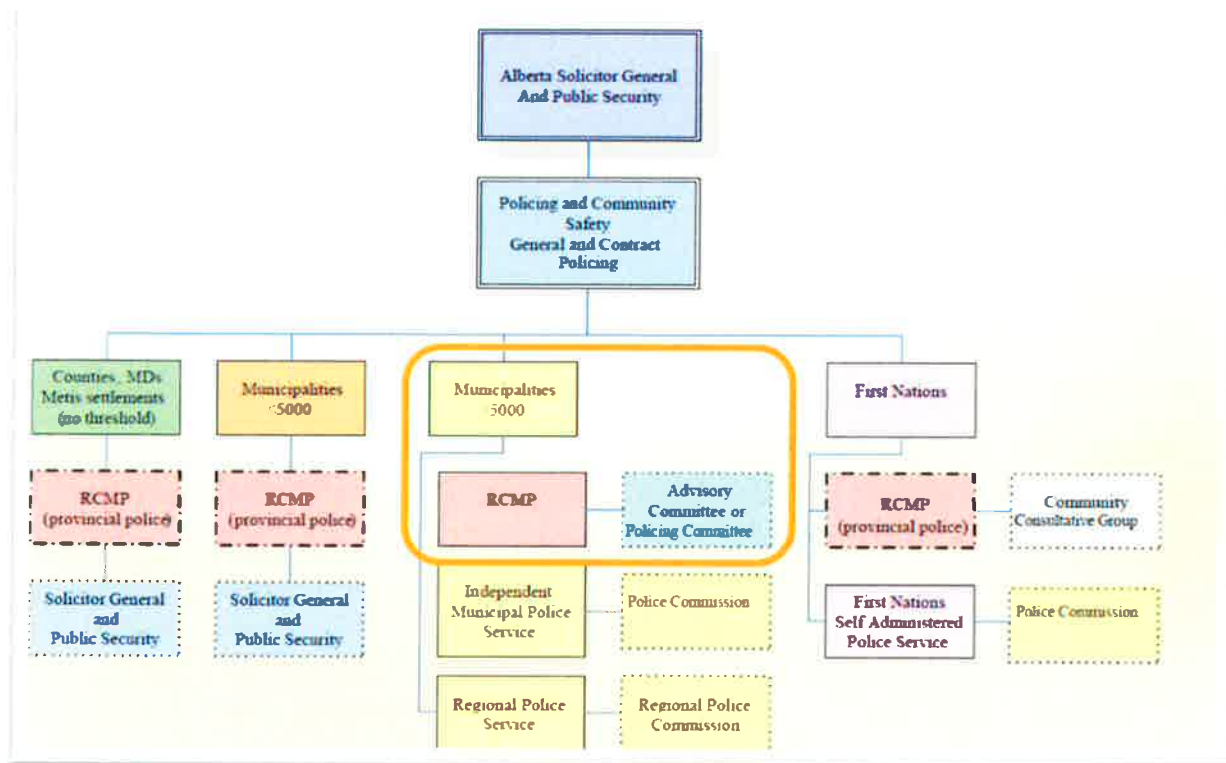
## 8.2 Provincial Oversight<sup>11</sup>

Alberta municipalities with populations more than 5,000 persons must provide for their own municipal policing. Municipalities have the option of contracting with Canada for the services of the RCMP. Municipalities electing to contract with the RCMP signs a Municipal Police Service Agreement (MPSA) with the federal government to provide services of the RCMP.

The cost of policing is shared between the municipality and the federal government (70/30 percent respectively, until a population threshold of 15,000 is reached at which point the cost share moves to 90/10).<sup>12</sup>

The following diagram provides a snapshot of the Provincial oversight of policing in Alberta. The Town of Olds contracts with the RCMP, which is highlighted in the diagram.

Figure 4 Provincial Oversight



<sup>11</sup> Emerging Accountability. Kristine Wolski. Government of Alberta. Solicitor General and Public Safety

<sup>12</sup> The Ministry of Justice & Solicitor General and Alberta Association of Police Governance (AAPG) handbook

## 8.4 Establishing Municipal Police Committees

There are generally two preferred options for municipalities to form local policing committees, Community Advisory Committees (CAC), which are established by the local detachment commander, and Policing Committees (PC) created through a municipal bylaw or resolution.<sup>13</sup> The following table (Table 1 – Committee / Advisory Committee Comparison)<sup>14</sup> provides a comparison of how each option is structured.

Table 1 Committee/Advisory Committee Comparison

Structure	Policing Committee (PC)	Community Advisory Committee (CAC)
Establishment of	Created through municipal bylaw or resolution	Established by the Detachment Commander
Governance rules	Council prescribes the rules governing the operation of the policing committee	Detachment Commander determines how the CAC functions
Appointments	Council appoints members	Appointed by Detachment Commander
Membership	Not less than 3 or greater than 12	Determined by Detachment Commander
Composition	Council member of municipal employee membership varies depending on the size of the committee, but neither can serve as chair or vice-chair	
Remuneration	Council may provide reasonable remuneration or a gratuity allowance	
Term	Between 2 & 3 years (maximum 6 consecutive years)	
Public Complaints Director	Committee appoints	
Municipal Policing Agreement (MPA) Oversight	Oversees the administration of the MPA as delegated by the Mayor or CAO	
Yearly plan	In consultation with the Officer in Charge, develops a yearly plan of priorities and strategies for municipal policing	Advises the Detachment Commander on the policing concerns and problems of the community
Direction to Detachment Commander	Issues instructions to the Detachment Commander respecting the implementation and operation of the yearly plan	
Collaboration between Council and Detachment	Represents the interests and concerns of the public to the Detachment Commander	Serves as a communications vehicle back to the community
Detachment Commander selection	Assists in the selection of the Detachment Commander	

There are an estimated three hundred and fifty-six registered municipalities in the Province of Alberta. Of the 356 municipalities, thirty-one (12%) are members of the Alberta Association of Police Governance (AAPG), including the Town of Olds. The next section reviews the thirty-one municipalities whom are members of the AAPG, how municipalities have been structured as committees, commissions, councils, or societies, and whether each municipality has a policing committee in place.

<sup>13</sup> Establishing a PAC Lesley Kelly. Manager, Policing Oversight & Funding Programs. Law Enforcement and Oversight Branch, Justice & Solicitor General, March 22, 2016






















<sup>14</sup> Adapted: Town of Olds Request For Decision (RFD). Presentation: Establishing Policing Committees. Debbie Godfrey, CAO and Council Assistant. May 12, 2008.



### 8.5 Municipal Police Committee Structures

As mentioned above, there are an estimated three hundred and fifty-six registered municipalities in the Province of Alberta, thirty-one of which are members of the Alberta Association of Police Governance (AAPG), including the Town of Olds. This section reviews the municipalities whom are members of the AAPG, how the municipalities structure themselves as committees, commissions, councils, or societies, and whether each municipality has a policing committee in place. Table 2 provides a snapshot of the current structure of each member municipality of AAPG.<sup>15</sup>

Table 2 – AAPG Snapshot: Municipal Policing Governance

Committee	Commission / Council	Ad hoc or no committee	Society
 <b>Blackfalds Policing Committee</b>	 <b>Blood Tribe Police Commission</b>	 <b>Clearwater County (Highway Patrol)</b> No Police Committee	 Town of Olds <b>Olds &amp; District Community Policing Advisory Society</b> Police Advisory Committee
 <b>Canmore Policing Committee</b>	 <b>Calgary Police Commission</b>	 <b>Chestermere Protective Services</b> No Police Committee	
 <b>Coaldale Police Advisory Committee</b>	 <b>Camrose Police Commission</b>	 <b>City of Leduc</b> No Police Committee	
 <b>Drumheller &amp; Area Policing Committee</b>	 <b>Taber Police Commission</b>	 <b>City of Lloydminster</b> No Police Committee	
 <b>Fort Saskatchewan Policing Committee</b>	 <b>Edmonton Police Commission</b>	 <b>City of Red Deer</b> Community Safety Ad Hoc Committee	
 <b>Fort Saskatchewan Policing Committee</b>	 <b>Lakeshore Regional Police Commission</b>	 <b>Rocky View County</b> No Police Committee	
 <b>High River Policing Committee</b>	 <b>Lacombe Police Commission</b>	 <b>Town of Cardston</b> No Police Committee	

<sup>15</sup> <http://www.aapg.ca/members/olds-district-community-policing-advisory-society>





Pincher Creek Police Advisory Committee



Medicine Hat Police Commission



Lac La Biche County Protective Services  
No Police Commission



Okotoks Public Safety Advisory Committee



Tsuu T'ina Police Commission



## 9.0 Promising Practices: Crime Prevention through Social Development

Research in the community and social development sector provides promising crime prevention information. Inadequate social conditions such as housing, family income, and education that leave their deepest marks on children and youth and are risk factors that can lead to a criminal pathway in life. By improving community social conditions using social interventions that address risk factors, communities provide new opportunities for young people and families that serve as protective factors against criminal behavior.

Evaluations done in Canada, the U.S., Europe and (Figure 5 Community Development Crime Reduction Statistics) other countries reveal that certain social interventions work, they are cost-effective, and they provide additional social benefits and can yield positive, measurable benefits within three years, with reductions in crime of 25% to 50% within 10 years.

“Given the important financial, social and personal costs of crime, investments in crime prevention through social development make economic and social sense. The Canadian government acknowledged this principle when they created the National Crime Prevention Strategy (NCPS) in 1998.

“16

Figure 5 - Community Development Crime Reduction

**Social interventions can yield positive, measurable benefits within three years, with reductions in crime of 25% to 50% within 10 years.**

<sup>16</sup> <http://www.ccsd.ca/resources/CrimePrevention/index.htm>

## 9.1 Social Interventions that Work

Several social interventions have shown to reduce the risk factors known to lead to an increasing risk for social displacement and criminal behavior. Issues such as low family income, poor housing and unaddressed special needs, increase the likelihood that when a child grows up, they will come into trouble with the law as a teenager and adult. Community initiatives focusing on building community, improving family income, housing affordability and quality, early education, and addressing special needs populations, have shown to decrease the likelihood of the development of criminal pathways from childhood to adulthood.

Early intervention into the lives of children and families at risk has shown to be the most effective in preventing crime. The cumulative effect of multiple risk factors is the most damaging to children. Interventions that address multiple risk factors and build on the existing strengths of individuals and communities tend to be the most effective approaches.

A number of key social interventions reduce the risks of criminal involvement, including:

- Building Community (Neighborhoods)
- Addictions Treatment
- Countering Violence
- Early Childhood Education
- Employment
- Housing
- Income
- Positive Parenting
- Recreation
- Rehabilitation
- Secondary Education
- Special Needs Programming

Building on individual and community strengths, and identifying gaps in key areas related to reducing the risk of criminal involvement, has shown to be a positive strategy. Crime prevention through social development has shown to be cost-effective and has shown other positive impacts including a reduction in human suffering and an increase in the social contribution of at-risk individuals.

## 10.0 SUMMARY

The governance review results highlights the top five topics and key considerations for the PAC to consider reviewing its governance and structure. The review also highlights acts & policies guiding policing committees, municipal requirements & responsibilities for committees, recommended Provincial oversight guidance for establishing policing committees, how municipalities in Alberta structure police committees, and promising practices related to crime prevention.

### 10.1 Recommendations

1. Share the Governance Review report with PAC stakeholders.
2. As a committee:
  - Discuss the report and make sense of the report contents.
  - Come to agreement & understanding about the report contents and what is important.
  - Identify priorities.
  - Agree on next steps and create an action plan to implement required changes.

The Town of Olds is grateful for the opportunity to support the Town of Olds Community Policing Advisory Society, and the Police Advisory Committee, in their efforts to help make future decisions about how to best govern and structure the PAC and best serve the community in a meaningful and productive manner.

## APPENDIX A: ELECTRONIC SURVEY

### Town of Olds – Police Advisory Committee Governance Review

Survey

The Town of Olds is conducting a survey on behalf of the Olds & District Community Policing Advisory Society and the Police Advisory Committee (PAC).

The purpose of the survey is to collect PAC stakeholder feedback about the PAC mandate, the goals of the PAC, and the added value PAC offers to members.

PAC Stakeholder feedback will be collected, analyzed, themed, and a stakeholder report will be prepared and distributed to stakeholders.

We value your input and expertise.

Sincerely,  
Town of Olds

- 1 What has worked well? Focus on what it is you appreciate about the PAC.
- 2 What do you see as the ideal outcomes of the committee? What should the PAC focus be?
- 3 To achieve the ideal outcomes you described in question #2, what do you see as the challenges/barriers to doing so?
- 4 What are your expectations of a PAC?
- 5 In what ways can you or your organization contribute to the PAC?
- 6 Please share any additional information you think will be valuable in moving the PAC forward.

## APPENDIX B: DOCUMENT REVIEW

### Olds & District Community Policing Society Meeting Minutes

- March 22, 2016
- January 26, 2016
- November 24, 2015
- September 22, 2015
- May 26, 2015 AGM
- March 24, 2015
- January 27, 2015
- November 25, 2014
- September 23, 2014
- May 27, 2014
- March 25, 2014
- January 28, 2014
- November 26, 2013
- September 24, 2013
- May 28, 2013 (AGM)
- March 26, 2013
- January 22, 2013
- December 4, 2012
- October 16, 2012
- May 22, 2012
- March 27, 2012
- January 24, 2012
- November 22, 2011
- May 24, 2011
- March 12, 2011 (Planning Workshop)
- Minutes/Agendas
- Olds & District Community Policing Society Bylaws
- Mission & Goals
- Key Goals 2011 - 2014
- History 1995 - 2004
- Police Service Delivery and Costing, Analysis
- Town of Olds Speed Zones Review, September 2010
- History document. <http://www.oldsruralcrimewatch.ca/pdfs/ocphist.pdf>
- Regular Council Meeting February 11, 2008 Town of Olds Request For Decision (RFD) Council Appointment to Olds & District Community Police Advisory Committee
- Regular Council Meeting February 11 2008 Town of Olds submits councilor Lesley Winfield
- ODCPAS May 27, 2014 Meeting Minutes <http://www.oldsruralcrimewatch.ca/pdfs/ocp/may2714.pdf>
- ODCPAS <http://www.oldsruralcrimewatch.ca/pdfs/ocpbylaw.pdf>
- Distribution Funding Letters – Police Advisory Funding. Feb 12, 2004, Jan 12, 2005, Jan 23, 2006
- Planning Workshop. <http://www.oldsruralcrimewatch.ca/minutes/mar1211.pdf>
- ODCPAS Jan 24, 2012 Meeting Minutes <http://www.oldsruralcrimewatch.ca/minutes/jan2412.pdf>
- ODCPA Nov 24, 2015 Meeting Minutes <http://www.oldsruralcrimewatch.ca/pdfs/ocp/nov2415.pdf>

## APPENDIX C: OLDS COMMUNITY POLICING ADVISORY SOCIETY HISTORY

- November 28, 1995 – Inaugural Meeting – Terms of Reference & Officers Elected.
- January 30, 1996 notes:
- 1996 – Concerns on restructuring the RCMP in rural detachments; reduction of rural officers to move to Freeway.
- Crime Report – “Educating residents & businesses to be aware of incidents in their neighborhoods is viewed as a successful strategy in deterring crime.”
- Armed robbery @ Olds Hotel – suspect caught because witness got description and license number of vehicle.
- Bowden Redi-Mart robbery to be profiled on Crime Stoppers
- Hwy. 27 & 2A – 4-way stop recommended. “AB Transportation doesn’t view intersection having unusual safety record. Lobby will continue
- Education blitz for J-walkers & unsafe crossing @ OHS
- RCMP presence @ OC liquor function. RCMP presence seen as positive & working well.
- Police Visibility – Suggestion of bike patrols
- Training Workshop – Robbery Prevention for high risk businesses
  
- Oct 22, 1996 – Community Policing – Red Deer Sub-division Red Deer Municipal Detachment
  
- April 14, 1997 – Learning for Success ’97 CAC Workshop
- Olds Detachment Community based policing initiatives:
  - 1. School liaison officers/PACE Program (Police Assisting Community Education grade 5-7
  - 2. Olds Emergency Response
  - 3. Bike Patrol
  - 4. Stop Theft / Business Watch
  - 5. O & D Community Policing Advisory Society
  - 6. RCW
  - 7. COP – Olds & Bowden
  - 8. COSP – started 1996
  - 9. CAVSS
  - 10. O C Liaison Officer
  - 11. Neighborhood Place
  - 12. Community Constable
  - 13. Block Parent
  - 14. Special Olympics
  - 15. Olds RCMP Awareness Day
  - 16. Youth Sports
  
- June 3, 1997 Open house held
  
- August 1999 – Town of Olds approves Public Advisory Committee on Protective Services as result of review from AB Municipal affairs. COMMITTEE CREATED

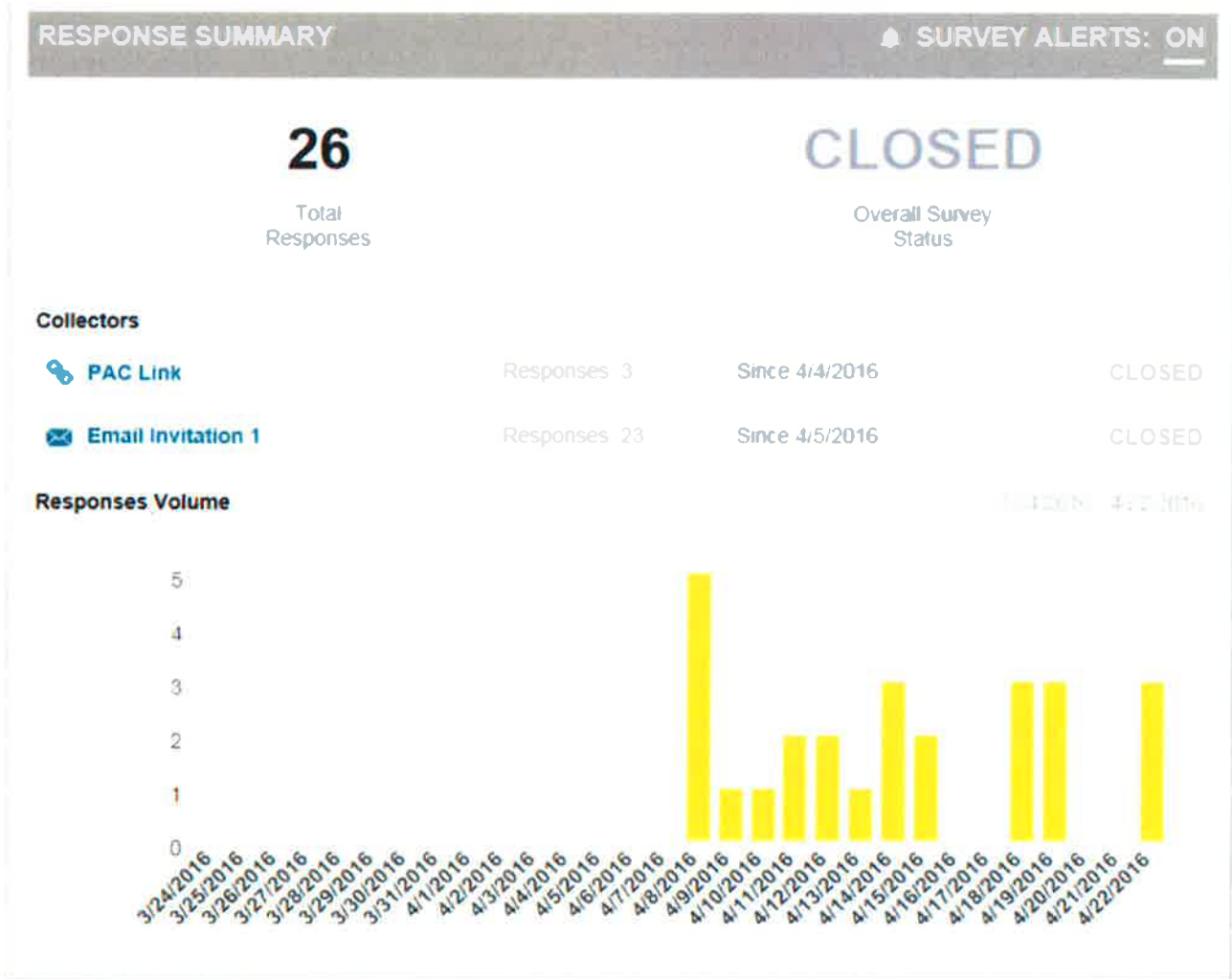
- January 18, 2000.
- Crime Report – Frauds up 129% - time consuming with search warrants and grounds for evidence gathering. Community Constable working on alcohol awareness & safe drinking week. Officers trained on new intoxilizer system. Secondary highways response now moved to Provincial control. New Impaired Driving Legislation - loose license immediately. Satisfaction in shredding on the spot.
- College – new Code of Conduct Policy – Staff & Students – On & off College property. Mock accident done @ OC with support of CAC.
- Riding in back of trucks becomes illegal.
  
- March 2000 + thefts in dealership lots. Latest scam – theft on the go – stripping new vehicles on railway cars being transported.
- Sgt. Requests lobby to govt. for support of resources for May long-weekend patrols, etc
- Provincial RCW - AGM @ Beaverlodge – stressed Eco terrorism.
  
- May 16, 2000 – Support Bike Rodeo @ OES. Receive grant for Bike Rodeo & safe driving
- Bowden rest stop – RCMP office.
- letter to town re: school zone designation on 54th street (by Harmattan green).
- Support to continue Community Constable.
- Olds & District Chamber of Commerce hosts Appreciation luncheon for RCMP, Fire & Emergency Responders
  
- September 2000 – Solicit Gen- receive grant for school sign upgrading
- Shortages of RCMP recruits as depot scales back – lobby to increase
- Town Protective Advisory Committee disbanded and replaced with CAC
- Delegates report on Crime Prevention Symposium @ Rocky
- Chinook Edge eliminates bussing for safe grad
  
- October 2000 – Mock accident @ OC – joint project of CAC and OCSA
  
- May 2001 – 2 delegates for ACCPA Annual Conference
- Plan Armed Intruders Preparedness presentation at OC
- Lobby to increase crown attorneys
- Letter of support to move OHS
- Consider speed boards
- Olds hosts Provincial CAC Workshop
- Letter to Sol Gen. re: Health Info Act – constraints imposed on RCMP to protect public
- Letter to Town re: recommend Stop Lines on crosswalks for schools
  
- November 2000
- CAC requested to hold information sharing meeting of Emergency Plan groups so everyone knows their role and others roles.
- CAC puts Crime Prevention Tips in paper for visibility
- Traffic speed control reports reviewed by CAC. Traffic classifiers gather stats for Olds & Sundre
- OC – Students Crime Stoppers Program started



- November 19, 2001 – AB Minister of Transportation responds to our letter for Hwy. 27 improvements including traffic signal equipment upgrades & coordination, intersection improvements & access mngt. Alterations to assist with planning for town's future growth.
- Nov 3, 2001 – Community Policing Advisory Committees Millennium Symposium:
- Jan 2003
- Letter to support Special Constable enforcement of highways. Presentation of MVC Pan Endemic Emergency Plan
- Letter of disapproval to Infrastructure of change of speed on Hwy 27 west side. Kevin Heppler introduced as new constable for MVC. Jan 22 – 1st Police Officer for a Day – OES (provided funding)
- Feb 2003 – Letter O & D Chamber on traffic congestion – main street & 50th & 4-way stop at 57 received.
- March 2003 – Farm B & E's up. Step up work with RCW. Didsbury COP starts up. Fund 2 delegates for ACCPA Annual Conference. Special Constable shot on routine traffic stop near Grande Prairie.
- May 2003 – task team formed to address arrival of OC students
- MVC creates traffic plan for secondary highways. Letter of concern that Fish & Wildlife down to 1 officer.
- Nov 2003 – Lobby transitional speed zone west side of Olds Hwy 27. Presentation Drug Awareness. Website approved for creation: olds cac.org – by volunteer Geoff Lynn. Inspection Services gets +1 officer. Speed reader board purchased by town.
- August 5, 2003 – Article in Olds Albertan. Arrest @ Gun Point. 2 men on main street intent to commit robbery of business in Olds
- January 2004 – Olds RCW hosts provincial conference. RCW supports special constables to carry side-arms and to re-instate front license plates. Bill 207 coming forward to require motorists to reduce speeds passing emergency vehicles – letter to support bill. S & R – assist Edmonton with murder investigation. Traffic safety concerns @ Co-op corner – crossing lights for pedestrians should be lower for visibility
- Mar 2004 - Bowden Youth Group – council looking at creating skate board park. MVC working on rural traffic plan and rural addressing system. Penhold rail de-railment used in AB Disaster Services Workshop. 2003 impaired charges exceed 2002 which was thought to be highest ever, even though intoxilizer situated in Didsbury.
- May 2004 – Olds Skate Board Park grant initiative
- September 21-22, 2004 Okotoks hosts Prov AB Municipal Police Committee / Commission workshop
- November 2004 – Highway patrol unit (4) sought for Olds – Suggestion to province to install mile markers on Highway 2. New Detachment.

- Misc. Some of the presentations included: Crime Scene Protection; Impaired Vision Goggles; AMA – Mission Possible; Restorative Justice. Sgt Dave Lee wins Olds & District Chamber of Commerce Spark Plug award for Community Policing.
- QUOTE: A POSITIVE ATTITUDE CAUSES A CHAIN REACTION OF POSITIVE THOUGHTS, EVENTS AND OUTCOMES. IT IS A CATALYST ... A SPARK THAT CREATES EXTRA-ORDINARY RESULTS.

APPENDIX D: TOTAL RESPONSES



END

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**OLDS & DISTRICT COMMUNITY POLICING ADVISORY SOCIETY  
AGM AGENDA – JUNE 28, 2016 7 pm OLDS TOWN COUNCIL CHAMBERS**

PRESENT:

REGRETS:

CALL TO ORDER - WELCOME & INTRODUCTION (Joan O'Reilly)

ADOPTION OF AGENDA

MOTION:

MINUTES REVIEW & APPROVAL AS CIRCULATED: (MAY 24, 2016) MOTION:

COMMITTEE REVIEW – PURPOSE / COMPOSITION / GOALS –PRESENTATION OF REPORT  
- Ryan Kineshanko, Town of Olds

- NEXT STEPS

**1. BUSINESS ARISING:**

1.1 What do you think the Committee should focus on this year? Bring your ideas!!

1.2 4.1 ELECTION OF EXECUTIVE: (*PRESENT*)

- CHAIR (*Joan O'Reilly*)
- VICE (*Wayne Milaney*)
- SECRETARY-TREASURER (*Judy Schlichenmayer*)
- MEMBER @ LARGE (*Fred Bay*)

1.3 REPORTS:





# **Olds & District Police Advisory Committee (PAC) Roles & Responsibilities Overview**

**Lesley Kelly  
Manager, Policing Oversight & Funding Programs  
Law Enforcement and Oversight Branch  
Justice & Solicitor General  
March 22, 2016**

# Ministry of Justice and Solicitor General

**Solicitor General  
Department**

**Public Security  
Division**



- Law Enforcement and Oversight
- Enforcement Services (Peace Officers)
- Sheriff Security Operations
- Victim Services



# Police Advisory Committee (PAC)

- PACs are not legislated; their responsibilities are determined by the town/municipality in consultation with the local RCMP detachment commander.
- PACs are established through municipal resolution or bylaw.



# **Benefits of a Police Advisory Committee**

# Benefits

- Meaningful participation in delivery of policing services to your community, removes perception of political interference.
- Focused and accountable, increased transparency and public trust in policing.
- Community representation and consultation, responding to citizen's needs.
- A fully operational and trained committee **SHOULD** reduce administrative burden on detachment commanders and Council; for obtaining community input into policing.

# Role of Town Council

- Provide guidance and oversight of the police advisory committee.
- Set rules and a reporting framework through a Terms of Reference and Resolution or Bylaw.
- Provide direction and support in the development of the yearly plan of priorities and strategies for policing.



# Members of a PAC

- Between 5 - 8 voting committee members appointed by council as approved by Detachment Commander
- Representatives from social service providers:
  - Victim Services;
  - Municipal Enforcement Services;
  - Family and Community Supports;
  - Community / Volunteer Groups (schools, youth centre);
  - Crime Prevention Organizations (citizens on patrol);
  - Business Association;
- Community members at large who reside in the town (Diversity: senior, youth, ethnic minority)

## Members of a PAC - continued

- 1 councilor as liaison back to Town and Council
- Detachment Commander and Town staff. attends in an advisory, non-voting capacity.
- A specified term, may not be necessary.
- Requires Town Administration support (use of office resources, filing, preparing agenda and minutes, etc.)
- Small funds required for the administration of the PAC from within existing budget (i.e. protective services or CAO)

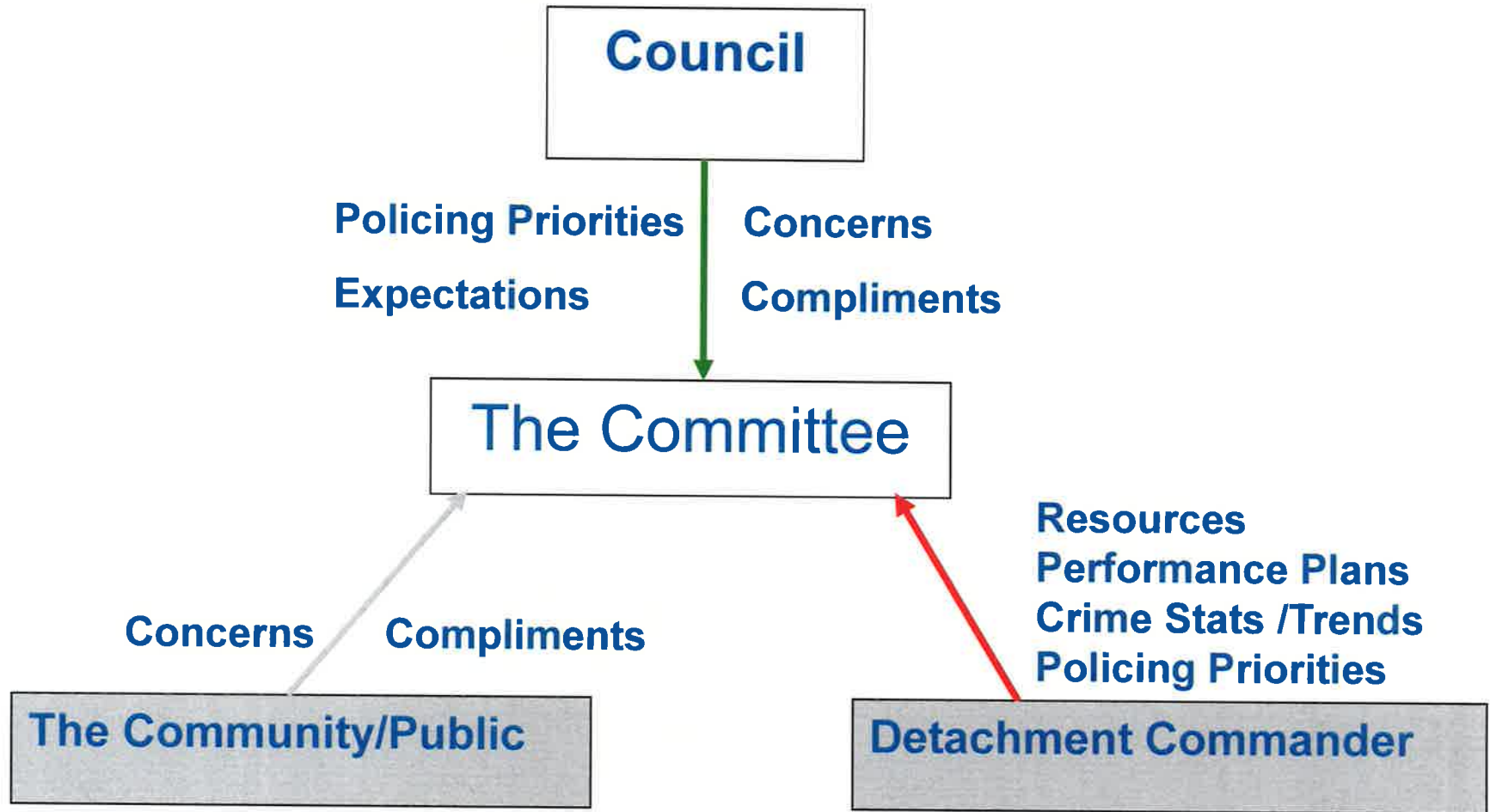
# Role of the PAC

- Represent community interests and concerns;
- Assist in identifying local policing issues or emerging crime trends;
- Provide community feedback to the detachment commander on policing and public safety matters;
- Assist the detachment commander in prioritizing policing strategies and activities;
- Assist in community outreach / crime prevention activities as appropriate; and
- Be known in the community for citizens to approach to provide information and/or concerns around policing and public safety.

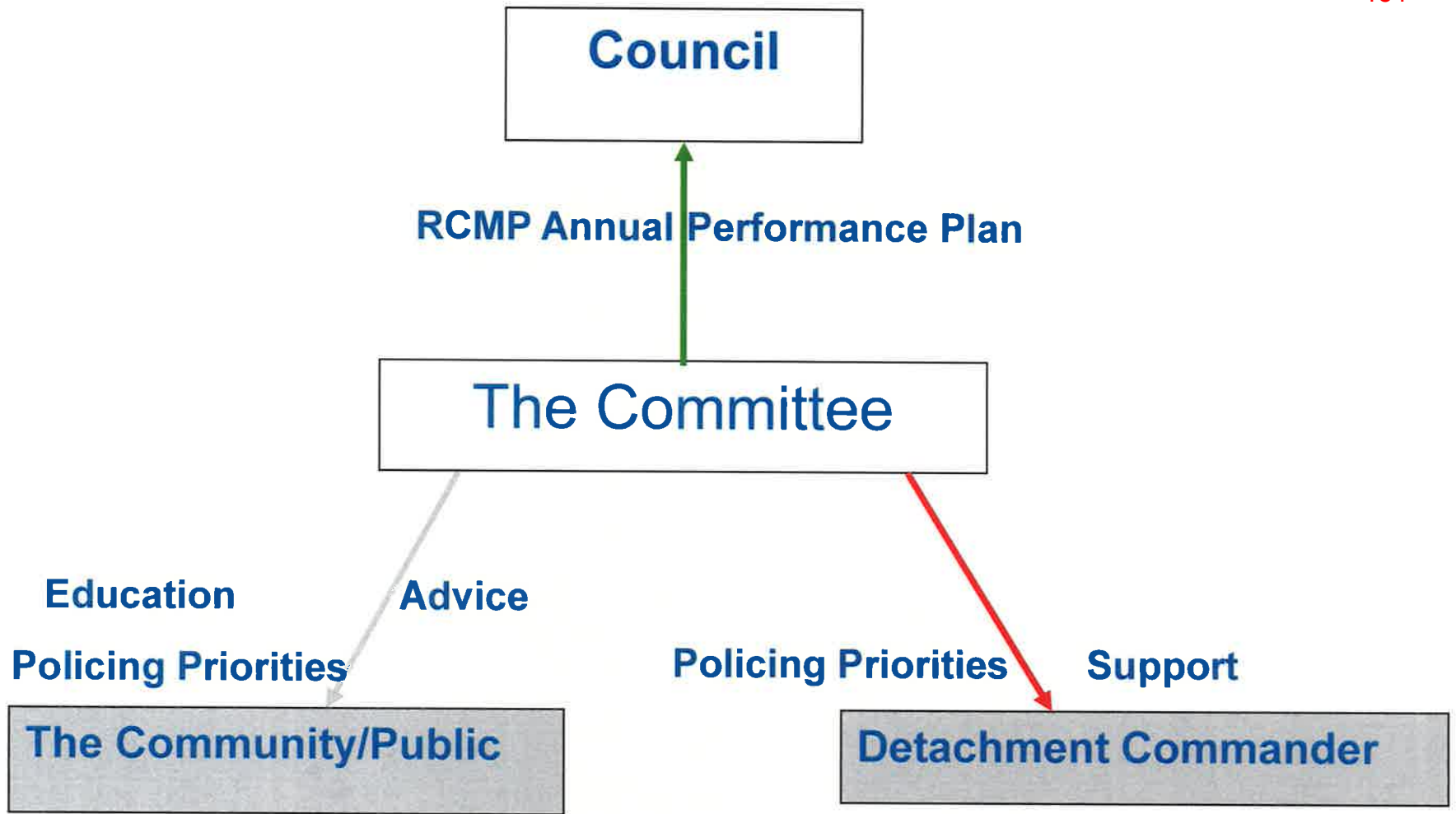


# Role of the Detachment Commander with PAC <sup>152</sup>

- Is the liaison between PAC and local detachment.
- Listens, strategize and collaborates with PAC on policing priorities and public safety matters/concerns.
- Provides updates on policing priorities and public safety, and any HR/staffing issues.
- Facilitates the participation of PAC members to become involved in community outreach / crime prevention programs.
- Works with PAC to develop strong relationships with other service agencies / community groups to develop joint action plans to address community issues.



# Committee Inputs



# Committee Outputs

# Board Member Roles

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## Chair:

- Prepares and Leads Board meetings;
- Usually is the Board Spokesperson;
- Leads goal-setting and/or planning sessions;
- Ensures meeting decorum is maintained and board members stay on track;
- Engages board members, encourages input, set clear expectations, and manage conflict as incidences arise;
- Inform members of any pressing issues or major problems;
- Liaison between Council and Detachment.

## Vice-Chair:

Acts as  
Chair during  
absences

Has full  
authority  
while acting  
as Chair

# Board Member Roles

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## Secretary

- Usually arranges the board meetings;
- Sets meeting Agenda with input and direction from the Chair;
- Takes minutes at meetings and circulate;
- Keeps records and files securely stored;
- Keeps and maintains a membership roster;
- Keeps the Board organized and coordinated.

## Treasurer

- In charge of all financials;
- Follows generally-accepted accounting procedures;
- Provides financial reports and updates to the Board;
- Gathers annual financial report information and files as per the bylaw;
- Arranges, and is the main contact for financial audits.



# Board Member Roles

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## Member:

- Represents the community and/or specific sector (e.g. Youth, Senior, ethnicity);
- Talks to community residents about policing (priorities and issues);
- Brings ideas, suggestions, comments forward for discussion;
- Prepares for all board meetings and participates in board discussions;
- Assist in preparing the yearly plan of policing priorities;
- Provides input into policies for an efficient and effective police service;
- Takes on board activities/assignments and completes them!



# PAC Duties

- Attend and be prepared for meetings.
- Chair ensures meeting minutes are recorded.
- Members provide updates from their area of work (victim services for example).
- Bring issues, concerns and compliments to the attention of the detachment commander.
- Volunteer for activities (as appropriate) stated in the yearly policing plan.
- Suggest and welcome community groups and organizations to present to PAC on the work they perform in the community.

# Police Advisory Committee

## Possible Areas of Focus

- General Assistance to the public, with awareness of the PAC and its role.
- Inquiries and Service Delivery questions/concerns.
- Communication back to the community on policing matters raised.
- Awareness of RCMP structure, policies and procedures.
- Municipal Protective Services role and responsibilities.
- Research (Other jurisdictions).

# **Next Steps for Police Advisory Committee (PAC)**

# Next Steps - Council

- **Creation of Municipal Resolution or Bylaw**
  - Assistance from JSG (samples/templates)
- **Choose and appoint candidates**
  - Conduct Security Clearance Checks
  - Develop a Confidentiality Agreement
- **Schedule PAC Orientation Training**
  - Training provided by JSG
- **Allocation of Resources and office space**
  - Office and administrative support
  - Committee meeting space

## First Steps – PAC

- Read and sign a Confidentiality Agreement and Policy.
- Select the Chair and Vice Chair.
- Identify the yearly PAC meeting schedule and meeting location.
- Attend Orientation Training provided by JSG.

# Questions or Comments?



# Contact Information

**Lesley Kelly**  
**Manager, Policing Oversight & Funding Programs**  
**Law Enforcement and Oversight Branch**  
**Justice & Solicitor General**

**780-415-8333**  
**[Lesley.kelly@gov.ab.ca](mailto:Lesley.kelly@gov.ab.ca)**



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# PRL BOARD TALK

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## Highlights of the Parkland Regional Library Board Meeting

MAY 19, 2016

### Wage Survey for Public Libraries

PRL Consultant Librarian, Rhonda O'Neill gathered and created a wage report for member library staff. The report is especially pertinent given that the new minimum wage law will likely require that many PRL member library boards raise their base wages.

### Regional Sustainability Committee

Ron Sheppard is participating in a committee organized by the Public Library Services Branch to examine regional system sustainability. The committee phrased their central question: "Is funding of regional systems insufficient for increasing demands?" While this question has funding at its core, the committee is not about advocating for budget increases. Rather the committee is to see if efficiencies can be achieved within our existing provincial funding.

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### Websites for Libraries

Chinook Arch Regional Library and Yellowhead Regional Library are both going to participate in our website software licensing agreement. All of the libraries will be hosted on PRL's servers for a total of 124 libraries. Parkland will recoup two thirds of the website development costs. Other library systems may participate.

### Financial Audit

The PRL Board approved the Financial Statements and Independent Auditor's Report and Report to the Board. For the sixth year in a row, the auditors have no recommendations related to improving our financial processes.

### 2017-2019 Budget and Projections

PRL Staff brought forward three budget scenarios. The biggest variables at present are occurring under eContent and salaries. What staff are proposing, and was built into two budget scenarios, is that all staff be given a 5% increase in addition to a movement up a step on the grid. PRL's proposed wage increase for 2017 are still below the average wages for similar jobs in Alberta in 2016.

The drop in the value of the Canadian dollar, the relatively small size of PRL's eBook collection, and the surge in use of hoopla have drastically increased the need to fund PRL's eContent budget. In terms of PRL's long term sustainability, the board may want to consider other options for funding the system such as:

- reducing allotment,

- changing the agreement with municipalities for PRL to keep part of the Rural Library Services Grant,
- follow the practice of other regional systems and start charging member library boards a fee,
- or cease purchasing computers for member libraries (not recommended).

PRL receives the second lowest level of funding compared to the other six regional systems.

### First Nation Initiatives

The Government of Alberta is providing funding to Parkland to pay for reserves to belong to the regional system and have access to public library service. The grant is calculated on a per capita basis and includes both the rural library service grant (\$5.55 per capita) and the operating grant (\$4.70 per capita). The project requires funds to be spent by March 31<sup>st</sup>, 2017. Staff has verbal confirmation that this will be an ongoing grant. Hon. Danielle Larivee, Minister of Municipal Affairs, has requested that press releases and announcements be withheld until a formal announcement is made by the Minister at a date to be determined.

At present, staff are working on how PRL can reach out to First Nation communities.

### PRL Employee Survey

Earlier this year, an employee survey was produced and administered to staff. It was designed to measure staff reaction to the many changes that have occurred over the past year or so. Overall, employees are positive. There are

some concerns related to interdepartmental communications, upward mobility within the organization, staff input in decision making, and pay. 'Ageism' has also been identified. Supervisors have already received training to help them deal with the concern over ageism.

### Lois Hole Lifetime Achievement Award

PRL Board Chair, Deb Smith nominated Dwight Nagel for the Alberta Library Trustees' Association Lois Hole Life Membership Award. Nagel won the award, which will be presented at Parkland's fall conference on September 26, 2016. Nagel was the chair of the Shortgrass Library System, ALTA President, and currently serves on the library board in Alix.

### Consulting Update

Upcoming events for trustee training:

- **Budgeting workshop – June 6, 1-4 PM.** The goal of the workshop is to increase understanding of the library funding framework, improve budgeting practice, and raise the level of comfort and sophistication in presenting library budgets to councils.
- **PRL's Fall Conference – Where Magic Happens, September 26, 2016** at the Lacombe Memorial Centre. We encourage all member communities to send as many staff and trustees as possible to this free learning and networking event. Register online: <http://support.prl.ab.ca/conference>.

We are in the process of hiring a new Assistant Head of Technical Services & Systems.

**Next Meeting: September 8, 2016, 1:00 PM.**

## IT Update

After installing new wireless equipment in 2015, we continue to see a steady increase in wifi usage. In the first quarter of 2016, there were 237,761 sessions and 16,551 unique devices using the wireless internet throughout the Parkland region.

PRL and 12 member libraries will be receiving a significant SuperNet bandwidth increase later this year. There is no timeline yet but 10 libraries will be upgraded from 20 megabits/second to 100 megabits/second of bandwidth. Two libraries will go from 5 megabits/second to 100 megabits/second. These upgrades will be fully funded by Public Library Services Branch.

In January 2017, the SuperNet Customer Edge Devices (CEDs) in all member libraries will be end of life. While it will be costly to replace these devices, they are extremely important as they help ensure the best network services for member libraries and their patrons.

## Technical Services Update

Staff recently upgraded our online catalogue software. There will be several improvements for both patrons and staff.

PRL has moved one of our ILL staff, Sandie Bilik, into a Systems/Horizon Technician role. We have cross trained two cataloguers in ILLs, Victoria Papst and Judy Dubas. This staff restructuring is important now that PRL has taken on the day-to-day tasks in our interlibrary loans software for most of our member libraries.

The regular meeting of the Parkland Regional Library Board was called to order at 1:05 p.m. on Thursday, May 19, 2016 in the PRL Board Room, Lacombe.

**Present:** Debra Smith (Board Chair), Danny Rieberger for Gavin Bates, Tammy Burke, Deborah Cryderman, Rudy Durieux, Kathy Faulk for Darlene Dushanek, Colleen Ebden, Sheila Church for Sandy Gamble, Bob Green, Kyle Greenwood, Loanna Gulka, Lynda Haarstad-Petten, Dana Kreil, Stephen Levy, Chris Lust, Rick Manning, Peter Miller, Leah Nelson, Sheila Schulz for Gail Nowlan, Ray Olfert, Rachelle Peters, Jeremy Sayer, Janine Stannard, Les Stulberg, Jamie Syer, Doug Weir, Michael Wells, Sharon Williamson

**With regrets:** Darcy Bachman, Jean Bota, Jay Byer, Charles Jarvis, Asaph Johnson, Ken Krause, Sue Krest, Bev Krochak, Sharolyn Sánchez, Sonia Temple

**Absent:** Gord Christensen, Leona Dickau, Richard Elhard, Bruce Gartside, Bryan Gust, Michelle Hewko, Kaye Innes, Lonnie Kozlinski, Dean Lane, Brenda McDermott, Rick Pankiw, Bill Rock, Wayne Rempel, Lee Van Koughnett, Shannon Yearwood

**Staff:** Ron Sheppard, Anna Alexander, Lauralee Gilmour, Lindsay McFarlane, Tim Spark, Donna Williams

### **Call to Order**

Meeting called to order at 1:05 p.m. by Smith.

Smith welcomed everyone and asked everyone to introduce themselves.

### **1.1.1. Agenda**

#### **1.1.1.2 Adoption of the Agenda**

One addition to the agenda – 3.1.1 – Reserve Allocations.

Motion by Levy, seconded by Cryderman to accept the amended agenda as presented.

CARRIED UNANIMOUSLY

PRL 25/2015-16

### **1.1.2 Approval of minutes**

Motion by Durieux, seconded by Stulberg, to approve the minutes of February 25, 2016 meeting as presented.

CARRIED UNANIMOUSLY

PRL 26/2015-16

### **1.3 Business arising from the minutes of February 25, 2016**

Smith asked if there was any business arising from the minutes. Nothing was brought forward.



## 2. Consent Agenda

Smith asked if there was any business arising from the consent agenda.

Green spoke on agenda item 2.2 – the ALTA minutes from March 31 and the low number of ballots cast from the Parkland area. Green asked that everyone contact their public library to ensure all trustees are on the contact lists for ALTA.

A motion to approve the consent agenda as presented was made by Sayer, seconded by Stannard.

CARRIED UNANIMOUSLY  
PRL 27/2015-16

Rachele Peters entered the meeting at 1:10 p.m.

Weir left the meeting at 1:15 p.m.

## 3. Items for Action/Information

### 3.1 PRL's 2015 Audit

Smith introduced Kevin Ferguson from Collins Barrow. Ferguson reviewed the audit with the board. Parkland received a clean audit. The financial statements present fairly, in all material respects, the financial position of Parkland Regional Library as at December 31, 2015, and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Ferguson reported that the auditors looked at the building repair and upgrades differently. In the past, these expenses would have been capitalized but now the auditors state repairs or replacing existing fixtures do not need to be amortized. Instead, building upgrades are expensed in the year in which they occur.

There are no prior recommendations to change our financial processes and there are no current year recommendations to note. This is the sixth year with no recommendations.

Motion by Stulberg, seconded by Faulk, that the PRL Board approves the *Parkland Regional Library Financial Statements and Independent Auditor's Report and Report to the Board* as presented.

CARRIED UNANIMOUSLY  
PRL 28/2015-16

#### 3.1.1 Reserve Allocations

The Executive Committee reviewed the reserve allocations at their meeting on the morning of May 19. Due to significant expenditures in 2015 from PRL's various reserves, staff would like to reallocate funds from the Unrestricted Operating Fund into other reserves. The current balance in the Unrestricted Operating Fund is \$370,405.



The reserves that staff would like to allocate funds to are:

Building reserve currently at \$100,008; Equipment/Furnishings Reserve currently at \$27,173; and the Technology Reserve currently at \$270,039. Staff recommend that \$100,000 be allocated to the Technology Reserve; \$22,827 to the Equipment/Furnishings Reserve; and \$149,992 to the Building Reserve. This would leave a balance of \$97,586 in the Unrestricted Operating Fund.

Motion by Greenwood, seconded by Levy, that the PRL Board allocates \$100,000 to the Technology Reserve, \$22,827 to the Equipment/Furnishings Reserve, and \$149,992 to the Building Reserves from the Unrestricted Operating Fund.

CARRIED UNANIMOUSLY  
PRL 29/2015-16

### **3.2 First Nations Initiative**

The Government of Alberta (GOA) is providing funding to Parkland to pay for reserves to belong to regional systems and have access to public library service. The GOA wanted to remove the barriers for First Nation residents to receive library services. The grant is calculated on a per capita basis and includes both the rural library services grant at \$5.55 p.c and the operating grant at \$4.70 p.c. An application was necessary and the funds must be expended by March 31, 2017. The funding was announced at the Alberta Library Conference. Staff are working on how to reach out to First Nation communities.

There are five reserves in the Parkland area, O'Chiese First Nation, Sunchild First Nation, Louis Bull Tribe, Samson Cree, and Montana First Nation. Parkland's grant will be approximately \$101,250.

### **3.3 2017 – 2019 Budget and Budget Projections Discussion**

At the Executive Committee meeting on April 14, staff were tasked to create draft salary grids for the May meeting. Parkland's policy states that the wage and salary grid must be reviewed in even number years and if changes are made, the new grid would be implemented in odd number years. Three budget scenarios were done. In the first and second budget scenarios, the First Nations grant was included in the income section of the budget and the new wage and salary grids were included as well as an increase to the e-content line. In scenario 1, the increase to the p.c. is 2% which would leave a deficit of \$16,212. In scenario 2, the increase to the p.c. is 3% which balances the budget. However, in scenario 3, the First Nations grant is not included in the budget and the increases to the salary line and e-content line were not added.

The purpose of the discussion was to look at long term strategies to ensure the sustainability of the system. Sheppard reviewed funding levels in other systems. Parkland is the second lowest funded library system of the seven systems. Some discussion took place on reducing the allotment by \$0.08 p.c. to offset the significant increase in eContent costs.

A discussion took place regarding the First Nations' grant, whether the grant should be part of Parkland's budget included in the income. Sheppard said staff are just looking for some direction for options when preparing the budget. Unfortunately, there was little agreement

between board members. Overall it was agreed to put the First Nations funding in the general revenue and to keep the per capita increase to municipalities at a 2% maximum. The budget will come back to the board meeting in September for approval. The Executive Committee will review the budget at their June meeting.

### **3.4 New Telephone System**

Parkland's telephone system broke down the week of March 7. Staff contacted the only two local vendors from Red Deer, TeleByte and Phone Experts. Staff chose Phone Experts as the vendor of choice. Since a new phone system was not budgeted for, staff had to move funds from reserves and ask permission for the movement of funds retroactively due to the emergency of the situation. This is allowed under PRL's Finance Policy. Board Chair Deb Smith was contacted regarding the emergency. The total cost of the new phone system was \$16,996.80. Due to unexpected revenue in 2016, reserve funds were not required.

Motion by Olfert, seconded by Manning, to receive the update on Parkland's phone system for information.

CARRIED UNANIMOUSLY  
PRL 30/2015-16

Miller left the meeting at 3:05 p.m.  
Nelson & Faulk left meeting at 3:10 p.m.

### **3.5 Websites for Libraries Project**

On previous occasions, both the Parkland Board and Executive Committee were informed that other regional library systems were interested in using PRL's new website template. Staff have been informed that both the Yellowhead Regional Library System (44 libraries) and the Chinook Arch Regional Library System (33 libraries) would like to participate in our website license program. All of the websites will be hosted on PRL's servers for a total of 124 libraries.

Parkland will receive back about \$76,000 of the development costs from the two regional library systems.

Motion by Church, seconded by Green, to receive the update on the websites for libraries project for information.

CARRIED UNANIMOUSLY  
PRL 31/2015-16

### **3.6 Disc Repair Machine**

At the February 25 Board meeting, the board authorized up to \$15,000 to replace Parkland's disc repair machine. Sheppard reported the staff purchased a new Disco-Go-Roboto II repair machine for \$8,976.45. The Disco-Go-Roboto was the less expensive of the disc repair machine options.

### **3.7 City of Camrose Library Board Ministerial Award**

Deb Cryderman thanked the board for nominating the City of Camrose Library Board for the Ministerial Award. The Camrose Library Board won an award for Excellence in Library Service. Alberta's first "Book Bike" project was financed through a crowdfunding campaign, local businesses, and library patrons. The Book Bike is a small mobile library fitted onto a custom cargo tricycle that creates off-site access to library programs and resources for the community. The Book Bike has visited playgrounds, parks, seniors' homes, small businesses, City Hall, summer camps, University of Alberta Augustana Faculty, and elementary and junior high schools in Camrose.

### **3.8 Updates**

#### **3.8.1 Consulting Services**

A paper copy of the Consulting Services report was included in the agenda package.

#### **3.8.2 IT**

The IT report was included in the package.

#### **3.8.3 Technical Services/Systems**

A paper copy of the Technical Services/Systems report was included in the agenda package.

### **4. Adjournment**

Motion by Stannard to adjourn the meeting at 3.20 p.m.

CARRIED UNANIMOUSLY  
PRL 32/2015-16

Meeting adjourned at 3:20 p.m.

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Chair

**PARKLAND REGIONAL LIBRARY**

**Financial Statements and Independent  
Auditor's Report**

**December 31, 2015**

**Collins Barrow Red Deer LLP**  
300 Collins Barrow Centre  
5010 - 43 Street  
Red Deer, AB  
T4N 6H2 Canada

T. 403.342.5541  
F. 403.347.3766

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

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## INDEPENDENT AUDITOR'S REPORT

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### To the Board of Directors of Parkland Regional Library

#### *Report on Financial Statements*

We have audited the accompanying financial statements of Parkland Regional Library, which comprises of the statement of financial position as at December 31, 2015 and the statements of operations and accumulated operating surplus, changes in net financial assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

#### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

#### *Auditor's Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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## INDEPENDENT AUDITOR'S REPORT, CONTINUED

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We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

*Opinion*

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Parkland Regional Library as at December 31, 2015, and its financial performance and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Red Deer, Alberta

May 19, 2016

*Collins Barrow Red Deer LLP*

Chartered Professional Accountants



**PARKLAND REGIONAL LIBRARY****Contents****December 31, 2015**

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**PARKLAND REGIONAL LIBRARY**

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**Statement of Financial Position  
December 31, 2015**

	2015	2014
<b>FINANCIAL ASSETS</b>		
Cash and guaranteed investment certificates (note 3)	\$ 498,866	829,392
Accounts receivable	22,332	29,733
Long-term investments (note 4)	<u>708,685</u>	<u>698,711</u>
	<u>1,229,883</u>	<u>1,557,836</u>
<b>LIABILITIES</b>		
Accounts payable and accruals (note 5)	107,058	92,791
Book allotment	<u>14,520</u>	<u>8,185</u>
	<u>121,578</u>	<u>100,976</u>
<b>NET FINANCIAL ASSETS</b>	<u>1,108,305</u>	<u>1,456,860</u>
<b>NON-FINANCIAL ASSETS</b>		
Tangible capital assets (page 6)	680,242	685,581
Prepaid expenses	133,749	92,191
Inventory for consumption	<u>10,076</u>	<u>13,185</u>
	<u>824,067</u>	<u>790,957</u>
<b>ACCUMULATED SURPLUS</b>	<u>\$ 1,932,372</u>	<u>2,247,817</u>
<b>ACCUMULATED SURPLUS CONSISTS OF:</b>		
Accumulated operating surplus (note 7)	\$ 1,897,860	2,210,566
Accumulated remeasurement gain on long-term investments (page 7)	<u>34,512</u>	<u>37,251</u>
	<u>\$ 1,932,372</u>	<u>2,247,817</u>

**Approved by the Library Board:**

  
Chairman

  
Director

**PARKLAND REGIONAL LIBRARY**  
**Statement of Operations and Accumulated Operating Surplus**  
**Year Ended December 31, 2015**

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	Budget (unaudited)	2015	2014
<b>Revenue</b>			
Member fees	\$ 1,584,127	1,606,745	1,536,728
Provincial funding (note 6)	1,342,840	1,418,772	1,363,428
Book and supply outside sales	-	115,839	123,616
Investment income	45,000	38,356	38,101
Miscellaneous and donations	-	6,324	13,586
School contracts	-	-	105,778
Workshop registrations	-	-	1,048
	<u>2,971,967</u>	<u>3,186,036</u>	<u>3,182,285</u>
<b>Expenses</b>			
Salaries and benefits	1,655,882	1,593,649	1,560,084
Library service grant	425,952	428,078	425,934
Library materials	343,916	380,908	457,066
Board approved unbudgeted purchases	-	299,992	-
Technology equipment and systems	144,675	146,269	121,617
Planned member technology purchases	61,481	124,889	74,065
Books and supply outside purchases	-	113,776	122,757
Amortization	-	93,969	86,582
Administration	75,261	65,637	68,615
Repairs and maintenance - building	53,500	43,965	73,093
Supplies and stationary	40,000	33,495	32,996
Vehicle	41,000	31,354	37,299
Trustee	21,000	26,490	16,461
Continuing education	20,000	22,959	19,894
Audit	16,500	15,950	13,950
Travel	13,000	15,420	11,901
Insurance	15,500	14,584	14,144
Freight and postage reimbursement	10,500	13,863	10,274
Workshops and advisory group	11,000	10,940	11,777
Dues, fees, and memberships	10,500	10,287	9,994
Communications, marketing and advocacy	5,000	4,536	19,365
Investment fees	4,500	3,926	3,748
Loss on disposal of tangible capital assets	-	2,846	18,699
Miscellaneous	800	800	800
Professional fees	2,000	160	155
	<u>2,971,967</u>	<u>3,498,742</u>	<u>3,211,270</u>
<b>Deficiency of revenue over expenses</b>	-	(312,706)	(28,985)
<b>Accumulated operating surplus, beginning of year</b>	<u>2,210,566</u>	<u>2,210,566</u>	<u>2,239,551</u>
<b>Accumulated operating surplus, end of year</b>	<u>\$ 2,210,566</u>	<u>1,897,860</u>	<u>2,210,566</u>

**PARKLAND REGIONAL LIBRARY**  
**Statement of Changes in Net Financial Assets**  
**Year Ended December 31, 2015**

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	2015	2014
<b>Deficiency of revenue over expenses</b>	<b>\$ (312,706)</b>	<b>(28,985)</b>
Acquisition of tangible capital assets	<b>(101,528)</b>	<b>(85,052)</b>
Amortization of tangible capital assets	<b>93,969</b>	<b>86,582</b>
Proceeds on disposal of tangible capital assets	<b>10,052</b>	<b>8,976</b>
Loss on disposal of tangible capital assets	<b>2,846</b>	<b>18,699</b>
Change in prepaid expenses	<b>(41,558)</b>	<b>(32,304)</b>
Change in inventory for consumption	<b>3,108</b>	<b>619</b>
Change in accumulated remeasurement gain on long-term investments	<u><b>(2,738)</b></u>	<u><b>25,604</b></u>
<b>Decrease in net financial assets</b>	<b>(348,555)</b>	<b>(5,861)</b>
<b>Net financial assets, beginning of year</b>	<u><b>1,456,860</b></u>	<u><b>1,462,721</b></u>
<b>Net financial assets, end of year</b>	<u><b>\$ 1,108,305</b></u>	<u><b>1,456,860</b></u>

**PARKLAND REGIONAL LIBRARY**

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**Statement of Cash Flows  
Year Ended December 31, 2015**

	2015	2014
<b>CASH PROVIDED BY (USED FOR)</b>		
<b>Operating activities</b>		
Cash receipts from membership fees, contracts, sales	\$ 1,728,908	1,740,925
Cash receipts from grants	1,418,772	1,363,428
Cash paid for materials and services	(1,398,049)	(1,200,744)
Cash paid for salaries and benefits	(1,593,649)	(1,560,084)
Investment income received	51,368	34,189
Cash paid for library service grant	<u>(428,078)</u>	<u>(425,934)</u>
	<u>(220,728)</u>	<u>(48,220)</u>
<b>Capital activities</b>		
Purchase of tangible capital assets	(101,528)	(85,052)
Proceeds on disposal of tangible capital assets	<u>10,052</u>	<u>8,976</u>
	<u>(91,476)</u>	<u>(76,076)</u>
<b>Investing activities</b>		
Purchase of investments	(164,330)	(66,855)
Proceeds on sale of investments	<u>146,007</u>	<u>57,000</u>
	<u>(18,323)</u>	<u>(9,855)</u>
<b>Decrease in cash and cash equivalents</b>	<b>(330,527)</b>	<b>(134,151)</b>
<b>Cash and cash equivalents, beginning of year</b>	<b><u>829,393</u></b>	<b><u>963,543</u></b>
<b>Cash and cash equivalents, end of year</b>	<b><u>\$ 498,866</u></b>	<b><u>829,392</u></b>

**PARKLAND REGIONAL LIBRARY**

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**Schedule of Changes in Accumulated Operating Surplus  
Year Ended December 31, 2015**

	Unrestricted	Reserves	Equity in Tangible Capital Assets	2015	2014
<b>Balance, beginning of year</b>	\$ 341,667	1,183,318	685,581	<b>2,210,566</b>	2,239,551
Deficiency of revenue over expenses	(312,706)	-	-	<b>(312,706)</b>	(28,985)
Reserves used for (transferred from) operations	245,002	(245,002)	-	-	-
Current year funds used for tangible capital assets	(372)	(101,156)	101,528	-	-
Disposal of tangible capital assets	2,846	10,052	(12,898)	-	-
Annual amortization expense	<u>93,969</u>	<u>-</u>	<u>(93,969)</u>	<u>-</u>	<u>-</u>
<b>Balance, end of year</b>	<b>\$ <u>370,406</u></b>	<b><u>847,212</u></b>	<b><u>680,242</u></b>	<b><u>1,897,860</u></b>	<b><u>2,210,566</u></b>



**PARKLAND REGIONAL LIBRARY**  
**Schedule of Tangible Capital Assets**  
**Year Ended December 31, 2015**

	Vehicles	Building	Technology equipment and systems	Equipment	Furniture and fixtures	2015	2014
<b>Cost</b>							
Beginning balance	\$ 87,307	1,375,359	567,838	101,095	25,095	2,156,694	2,150,122
Additions	30,372	-	71,156	-	-	101,528	85,052
Disposals	<u>(29,155)</u>	<u>-</u>	<u>(15,149)</u>	<u>-</u>	<u>-</u>	<u>(44,304)</u>	<u>(78,480)</u>
Ending balance	<u>88,524</u>	<u>1,375,359</u>	<u>623,845</u>	<u>101,095</u>	<u>25,095</u>	<u>2,213,918</u>	<u>2,156,694</u>
<b>Accumulated amortization</b>							
Beginning balance	47,157	862,113	484,154	55,856	21,833	1,471,113	1,435,336
Amortization	18,156	20,531	45,582	9,048	652	93,969	86,582
Disposals	<u>(19,155)</u>	<u>-</u>	<u>(12,251)</u>	<u>-</u>	<u>-</u>	<u>(31,406)</u>	<u>(50,805)</u>
Ending balance	<u>46,158</u>	<u>882,644</u>	<u>517,485</u>	<u>64,904</u>	<u>22,485</u>	<u>1,533,676</u>	<u>1,471,113</u>
<b>Net book value</b>	<u>\$ 42,366</u>	<u>492,715</u>	<u>106,360</u>	<u>36,191</u>	<u>2,610</u>	<u>680,242</u>	<u>685,581</u>

**PARKLAND REGIONAL LIBRARY**  
**Schedule of Remeasurement Gains and Losses**  
**Year Ended December 31, 2015**

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	2015	2014
<b>Accumulated remeasurement gains on long-term investments, beginning of year</b>	<b>\$ 37,251</b>	<b>\$ 11,647</b>
<b>Unrealized gain (loss) on long-term investments</b>	<b><u>(2,739)</u></b>	<b><u>25,604</u></b>
<b>Accumulated remeasurement gains on long-term investments, end of year</b>	<b><u>\$ 34,512</u></b>	<b><u>\$ 37,251</u></b>

# PARKLAND REGIONAL LIBRARY

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Notes to the Financial Statements  
December 31, 2015

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## 1. Nature of Activities

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Parkland Regional Library is an independent body established under the Alberta Libraries Act for the purpose of providing a variety of support services for the public libraries of rural Central Alberta.

The Library is exempt from tax under Section 149(1)(l) of the Income Tax Act.

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## 2. Significant Accounting Policies

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These financial statements are prepared in accordance with Canadian public sector accounting standards. The significant policies are detailed as follows:

### Basis of accounting

The financial statements are prepared using the accrual basis of accounting. The accrual basis of accounting recognizes the effect of transactions and events in the period in which the transactions and events occur, regardless of whether there has been a receipt or payment of cash or its equivalent.

#### i. Revenue

The Library follows the deferral method of accounting for provincial funding and grants. Externally restricted grants are recorded as deferred contributions if the terms of the funding create a liability. These funds are recognized as revenue in the year in which the related expenses are incurred and the terms of the funding are met. Unrestricted provincial funding and grants are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Member fees are recognized as revenue when the services have been provided.

All other income is recognized when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

#### ii. Expenses

Expenses are recognized in the period the goods and services are acquired and a liability is incurred.

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**2. Significant Accounting Policies (Continued)**

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**Use of estimates**

The preparation of financial statements in accordance with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the period. Significant areas requiring the use of estimates include: estimated useful lives of tangible capital assets and employee benefit obligations. Actual results may differ from management's best estimates as additional information becomes available in the future.

**Cash and cash equivalents**

Cash includes cash on deposit and guaranteed investment certificates which are redeemable without penalty.

**Long-term investments**

Long-term investments are recorded at fair value, based on quoted prices in an active market, including accrued interest. Unrealized changes in fair value are recognized in the statement of remeasurement gains and losses until they are realized, when they are transferred to the statement of operations.

**Non-financial assets**

Non-financial assets are not available to discharge existing liabilities, but are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the normal course of operations. The change in non-financial assets during the year, together with the excess of revenue over expenses, provides the changes in net financial assets for the year. Non-financial assets consist of the following:

i. Inventory for consumption

Inventory of materials and supplies for consumption is valued at the lower of cost or current replacement cost with cost determined on a specific item basis.

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**2. Significant Accounting Policies (Continued)**

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ii. Tangible capital assets

Tangible capital assets are recorded at cost which includes all amounts that are directly attributable to acquisition, construction, development or betterment of the assets. The cost, less residual value, of the tangible capital assets are amortized on a declining balance basis over the estimated useful life as follows:

Vehicles	30%
Building	4%
Technology equipment and systems	30%
Furniture and fixtures	20%
Equipment	20%

A full year of amortization is calculated in the year of acquisition. No amortization is calculated in the year of disposal.

iii. Prepaid expenses

Expenses paid in advance where services have not been performed or materials have not been received.

iv. Contribution of Tangible Capital Assets

Tangible capital assets received as contributions are recorded at fair value at the date of receipt and are also recorded as revenue.

**Financial instruments**

The Library measures its financial instruments initially at fair value and subsequently measures them at amortized cost, except for long-term investments which are measured at fair value.

Transaction costs related to financial instruments recorded at amortized cost are added to the carrying value of the instrument. Transaction costs related to financial instruments recorded at fair value are expensed as incurred.

**Reserves for future expenditures**

Reserves are determined at the discretion of the board to set aside funds for future operating and capital expenditures. Transfers to and/or from reserves are reflected as an adjustment within accumulated surplus.

**PARKLAND REGIONAL LIBRARY**  
**Notes to the Financial Statements**  
**December 31, 2015**

<b>3. Cash and Guaranteed Investment Certificates</b>	<b>2015</b>	<b>2014</b>
Guaranteed Investment Certificates	\$ -	571,148
Cash	<u>498,866</u>	<u>258,244</u>
	<u>\$ 498,866</u>	<u>829,392</u>

Cash account bears interest at bank prime (currently 2.70%) less 1.85%.

<b>4. Long-term Investments</b>	<b>2015</b>	<b>2014</b>
Bonds (original cost of \$670,447; 2014 - \$648,343)	<u>\$ 708,685</u>	<u>698,711</u>

Bonds bear interest at rates ranging from 2.85% to 3.80% and have maturity dates ranging from December 2017 to June 2021.

<b>5. Accounts Payable and Accruals</b>	<b>2015</b>	<b>2014</b>
Trade accounts payable and accruals	\$ 51,357	29,331
Employee benefit obligations	55,521	56,204
Goods and Services Tax payable	<u>180</u>	<u>7,256</u>
	<u>\$ 107,058</u>	<u>92,791</u>

Employee benefit obligations consist of estimated sick leave benefits of \$38,000 (2014 - \$46,150) that accumulate but do not vest as well as vacation and lieu time of \$17,521 (2014 - \$10,054) that employees have earned and deferred to future years.



**PARKLAND REGIONAL LIBRARY**  
**Notes to the Financial Statements**  
**December 31, 2015**

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6. Provincial Funding	2015	2014
<b>Government of Alberta - Municipal Affairs:</b>		
Operating Grant	\$ 963,195	916,918
Library Service Grant	428,077	425,934
Hoopla Subscription Funding	27,500	19,344
Provincial One Time Grant	<u>-</u>	<u>1,232</u>
	<u>\$ 1,418,772</u>	<u>1,363,428</u>

7. Accumulated Operating Surplus	2015	2014
<b>Unrestricted operating fund</b>	<u>370,406</u>	<u>341,667</u>
<b>Internally restricted</b>		
<b>Operating reserves</b>		
Building replacement	100,008	250,000
Contingent liability/ consultation	<u>50,000</u>	<u>50,000</u>
	<u>150,008</u>	<u>300,000</u>
<b>Capital reserves</b>		
Technology equipment and systems	309,985	506,030
Amortization	221,677	191,797
Vehicle	129,820	149,769
Equipment/ furnishings replacement	<u>35,722</u>	<u>35,722</u>
	<u>697,204</u>	<u>883,318</u>
<b>Total reserves</b>	<u>847,212</u>	<u>1,183,318</u>
<b>Equity in tangible capital assets</b>	<u>680,242</u>	<u>685,581</u>
	<u>\$ 1,897,860</u>	<u>2,210,566</u>

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**8. Local Authorities Pension Plan**

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Employees of the Library participate in the Local Authorities Pension Plan (LAPP), which is one of the plans covered by the Alberta Public Sector Pension Plans Act. The LAPP serves about 237,612 people and 423 employers. The LAPP is financed by employer and employee contributions and by investment earnings in the LAPP Fund.

Contributions for current service are recorded as expenses in the year in which they become due.

The Library is required to make current service contributions to the LAPP of 11.39% of pensionable earnings up to the year's maximum pensionable earnings under the Canada Pension Plan, and 15.84% on pensionable earnings above that amount.

Total current service contributions by the Library to the LAPP in 2015 were \$143,860 (2014 - \$144,610). Total current service contributions by employees of the Library to the LAPP in 2015 were \$131,974 (2014 - \$123,370).

As at December 31, 2014 the LAPP disclosed an actuarial deficiency of \$2.45 billion (2013 - \$4.86 billion). LAPP has not yet disclosed the actuarial deficiency as at December 31, 2015.

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**9. Economic Dependence**

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Parkland Regional Library is dependent on funding from government grants to maintain its operations. If funding is not received, its operations would be significantly reduced.

**10. Financial Instruments**

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The Library's financial instruments consist of cash and guaranteed investment certificates, accounts receivable, long-term investments, accounts payable and accruals, and book allotment. It is management's opinion that the Library is not exposed to significant interest, currency, market, liquidity or credit risks arising from these financial instruments except as follows:

**Credit risk**

The Library is exposed to credit risk as it grants credit to its members in the normal course of operations. This risk is mitigated by the fact that the receivables are from municipalities.

The Library is exposed to credit risk as it has purchased bonds which are included in long-term investments. This risk is mitigated by the fact that the Library has only purchased bonds issued by the Federal or Provincial governments.

**Interest rate risk**

The Library is exposed to interest rate price risk as the bonds bear interest at fixed interest rates.

**Market rate risk**

The Library is exposed to market rate risk on its long-term investments due to changes in quoted market rates on investments. The Library is not exposed to significant market rate risk as any fluctuations in the market rate would not have a material effect.

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**11. Comparative Amounts**

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The presentation of certain accounts of the previous year has been changed to conform with the presentation adopted for the current year.

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**12. Approval of Financial Statements**

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These financial statements were approved by the Library board on May 19, 2016.

Minutes from Board Meeting held on Friday, April 22, 2016		
405 Fox Lake Trail, Hanna, AB		
<b>Call to Order: 12:15 pm.</b> Vice Chair Ryan called the meeting to order		
	Director/Member	Director/Member
Directors Present: 10 Directors Absent: 2 Alternates Present: 2 Non-Voting Present: 2 Non-voting Absent: 3 Quorum: 10 Guests: 6	Chair, Kim Craig – absent Bill Martens – alternate present Town of Coaldale <i>Town of Coaldale</i>	Paul Ryan – Acting Chair MD of Bighorn <i>Bow Valley Waste Management Commission*</i>
Minutes: Sherry Poole SAEWA Manager  <i>*The listing of the Waste Jurisdiction for each Director only indicates the Jurisdiction the community is a member of, and does not indicate representation of that Jurisdiction.</i>	Ben Armstrong Wheatland County <i>Drumheller &amp; District Solid Waste *</i>	Val Warnock Town of Trochu <i>Drumheller &amp; District Solid Waste *</i>
	Tom Grant Town of Vulcan <i>Vulcan District Waste Commission</i>	Tom White Lethbridge County <i>Lethbridge County</i>
	Greg Sheppard Special Areas <i>Special Areas/Big Country</i>	Ray Juska Village of Duchess <i>Newell Regional Solid Waste Management Authority Ltd</i>
	Dennis Cassie Town of Coalhurst <i>Town of Coalhurst</i>	Ben Goetz Town of Glenwood <i>Chief Mt Regional Waste Commission*</i>
	Joe Watson - absent Town of Picture Butte <i>Town of Picture Butte</i>	George Piper - absent Village of Foremost <i>South Forty Waste Services Commission</i>
	Rafael Zea - absent Village of Milo <i>Village of Milo</i>	Jim Deacon – absent Sharlene Brown – alternate present Town of Black Diamond <i>Foothills Regional Services Commission*</i>
	Patricia McKean – absent Mountain View County <i>Mountain View County</i>	Steven Procee Town of Olds <i>Town of Olds</i>
Al Gil - absent Town of Carstairs <i>Town of Carstairs</i>	Terry Diack Town of Three Hills <i>Town of Three Hills</i>	Chris Vardas - absent Town of Sundre <i>Town of Sundre</i>
Guests: 6	Mountain View Regional Waste Commission: Chair, Mary Anne Overwater Town of Hanna: CAO Kim Neill; and Councillor Greg Campion (Chair, Big Country Waste Mgmt. Commission) Special Areas: Director, Owen Francis; and Councillors Neil Rowe, and Graham Caskey	

<b>Agenda Item #</b>	<b>Motion</b>
<u>Item 1:</u>	1.0 Meeting called to order by Acting Chair Ryan @ 12:15 pm. Meeting commenced with introductions and welcomed guests.
<u>Item 2:</u> Adoption of Agenda 2016-04-22 <b>MTN B2016-04-01</b>	2.0 MOTION BY MEMBER Grant to adopt the 2016-04-22 Agenda with change of order to business items 6.1 – 6.3 to allow timeline of discussion with HDR representative, Bruce Howie. <p style="text-align: right;">CARRIED ALL</p>
<u>Item 3:</u> Adoption of Board Minutes 2016-03-24 <b>MTN B2016-04-02</b>	3.0 MOTION BY MEMBER White to adopt the 2015-03-24 Board Minutes as presented. <p style="text-align: right;">CARRIED ALL</p>
<u>Item 4:</u> For Information <b>MTN B2016-04-03</b>	4.0 MOTION BY MEMBER Armstrong to receive Executive Meeting Minutes - draft 2016-04-11 for information. <p style="text-align: right;">CARRIED ALL</p>
<u>Item 5:</u> Introductions	5.0 Round table Introductions to Bruce Howie, HDR.
<u>Item 6:</u> Business Arising  <b>MTN B2016-04-04</b>	<p>6.0 BUSINESS ARISING FROM THE BOARD MINUTES:</p> <p>6.1 (a) Bruce Howie, HDR presented a power point in overview and discussion of the project in communication of the Energy-from-Waste facility development roadmap that identified next steps including Site and Technology; as well risk evaluations as they align to each project progress component where he conveyed that in his expert opinion “these type projects take time, referring to the process as a marathon not a race, therefore you have to anticipate changes in the system and know your risk appetite. “ The next steps were outlined as:</p> <ul style="list-style-type: none"> <li>- Finalize the WSC and DBP</li> <li>- Identify technology and Site Selection</li> <li>- Establish facility design requirements and incorporate as part of the procurement process</li> <li>- Determine what type of procurement model</li> </ul> <p style="text-align: right;">RECEIVED FOR INFORMATION</p> <p>6.1 (b) MOTION BY MEMBER Grant To approve for presentation at the AGM 2016 an Executive Summary to the Detailed Business Plan. <p style="text-align: right;">CARRIED UNANIMOUSLY</p></p>

<p>MTN B2016-04-05</p>	<p>6.1 (c) Member Ryan provided an update to the Transition Meeting attended with HDR on April 4<sup>th</sup>, in addition to providing minutes in overview of the meeting discussed organization of weekly meeting updates with HDR along with expedited scheduling of the 4 designated locations for completion of the Spring Waste Stream Characterization analysis; and Mary Anne Overwater – Chair Mountain View Waste informed that the waste analysis event for their location was completed in record time of 6.0 hours; Member Sheppard also echoed similar progress for the Special Areas location.</p> <p style="text-align: right;">RECEIVED FOR INFORMATION</p> <p>6.2 MOTION BY MEMBER Warnock to receive the action log updates up to and including 2016-04-22 as received for information.</p> <p style="text-align: right;">CARRIED ALL</p> <p>6.3 Administration provided an update to the Federation of Canadian Municipalities (FCM) grant funding application status informing that on April 4<sup>th</sup> notification was received reporting that the application received successful Peer Review and therefore had been put forward to the Funding Council for final review set for May 30, 2016.</p> <p style="text-align: right;">RECEIVED FOR INFORMATION</p> <p>6.4 The Alberta Collaboration Program (ACP) grant application letter of award notification was issued on March 26, 2016 notifying SAEWA through Town of Trochu that the application to fund the Site and Technology Feasibility Development was not successful; Member Ryan also informed the Board that the Executive addressed a letter in follow up to Deputy Minister Brad Pickering in request of additional explanation to report accurately to the Board the factors involved in the decision; a detailed discussion resulted.</p> <p style="text-align: right;">RECEIVED FOR INFORMATION</p>
<p>MTN B2016-04-06</p>	<p>6.5 MOTION BY MEMBER Grant directing administration to develop a worksheet to track collective data input sourced from Municipal Members retroactive the date of incorporation which will in result will be utilized to demonstrate an active account in scale of the membership financial investments made towards the project initiative to date; noting that this deliverable has been assigned a two week quick turn-around requiring that the data be reported back to the Executive on May 13, 2016; and in result this information will be communicated back to the Deputy Minister, Brad Pickering to fully demonstrate the significant level of municipal collaborative investment and support contributed to moving this project forward representative of the 68 plus municipal membership (300,000 population).</p> <p style="text-align: right;">CARRIED ALL</p>



<p><b>MTN B2016-04-07</b></p>	<p>6.6 MOTION BY MEMBER Sheppard to receive for approval the 2015 Audited Financials to present at the AGM 2016.</p> <p style="text-align: right;">CARRIED ALL</p>
<p><b>MTN B2016-04-08</b></p>	<p>6.7 MOTION BY MEMBER Armstrong to receive the 2015 Budget Actual Report in review and explanation of variance that informed that the 2015 budget was very much reflective of the scaled up progress of project deliverables in alignment with the higher payables as a result and increased stakeholder engagement expenses over the reporting period of 2015; also stating that the budget est. for 2015 was in line with the budget actual as informed with the only considerable variance resulting from an overage in estimate of the 2015 membership receivables and carry over revenue that is being committed to 2016 for the FCM Match Grant currently in progress of review.</p> <p style="text-align: right;">CARRIED ALL</p>
<p><b>MTN B2016-04-09</b></p>	<p>6.8 Administration informed that FCM has confirmed acceptance of the Site and Transportation Study Funding Application advising that the application has been presented for Peer Review, then subject to approval will be submitted to the Funding Council for consideration of award. (note: this process will take approximately 5 – 8 weeks and should be completed by end May 2016) Member Grant then asked if HDR will be performing the studies and Member Ryan commented to say “no decision has been made on the selection of contractors to perform the next set of engineering tasks”.</p> <p style="text-align: right;">RECEIVED FOR INFORMATION</p>
<p><b>MTN B2016-04-10</b></p>	<p>6.9 (i) MOTION BY MEMBER Grant To receive the Governance &amp; Nominations Committee Meeting Minutes 2016-04-16; as they set out to accept AGM materials and procedural notes in accordance with those applied at the 2015 AGM with the exception of referenced changes to the Special Rules; to put before the floor at the start of the AGM 2016 a vote to in effect to make changes to the status of New Member voting authority (2015 New Members paid in good standing); and for a Special Resolution to be made at the AGM 2016 to incorporate into the bylaws the New Membership Policy.</p> <p style="text-align: right;">CARRIED ALL</p>
<p><b>MTN B2016-04-11</b></p>	<p>6.9 ii) MOTION BY MEMBER White To appoint June 10, 2016 as the AGM 2016 official date of to be notified to the membership with a start time of 10:00 am and location: Community Hall, Champion, AB; further noting the date of the AGM was put over in concern that quorum may otherwise not be met.</p> <p style="text-align: right;">CARRIED ALL</p>
<p><b>MTN B2016-04-11</b></p>	<p>6.9 (iii) MOTION BY MEMBER Sheppard To ratify decision to accept MTN G2016-04-08 put before the Board in</p>

<p><b>MTN B2016-04-12</b></p>	<p>recommendation of New Member Voting Status be provided to 2015 New Members paid in good standing by way of putting forward to the floor a vote at the start of order of AGM business; also directing administration to incorporate into the order of business of the AGM 2016 script.</p> <p style="text-align: right;">CARRIED ALL</p> <p>6.9 (iv) MOTION BY MEMBER Juska To accept the AGM 2016 agenda in accordance with that of AGM 2015 with the following amendments as outlined:</p> <ol style="list-style-type: none"> <li>1. Order of Script to include opening vote to provide voting authority to New Members (ref. New Members 2015 paid in good standing).</li> <li>2. New Members (2015) to put forward in advance of AGM by authority of Municipal Council motion forwarding representative name for recommendation to fill a vacant Director seat should one come available by AGM floor vote.</li> <li>3. To present for distribution at the AGM 2016 a copy of the Executive Summary in advance of the Detailed Business Plan.</li> <li>4. To incorporate into the agenda an In Camera – Legal item.</li> </ol> <p style="text-align: right;">CARRIED UNANIMOUSLY</p>
<p><u>Item 7:</u> New Business <b>MTN B2016-04-13</b></p> <p><b>MTN B2016-04-14</b></p>	<p>7.0 NEW BUSINESS ITEMS:</p> <p>7.1 MOTION BY MEMBER Armstrong To accept Big Country application for New Membership as non-voting Members effective 2016.</p> <p style="text-align: right;">CARRIED ALL</p> <p>7.2 MOTION BY MEMBER White to accept withdrawal of membership received from Town of Claresholm 2014-04-14.</p> <p style="text-align: right;">CARRIED ALL</p>
<p><u>Item 8:</u> For Information <b>MTN B2016-04-15</b></p>	<p>8.0 ITEMS FOR INFORMATION: MOTION BY MEMBER Grant To receive items 8.1 – 8.4 for information and to approve payment of HDR WSC and DBP Invoices in the total sum of \$24,990.00.</p> <p style="text-align: right;">CARRIED ALL</p>
<p><u>Item 9:</u> Member Reports</p>	<p>9.0 MEMBER REPORTS: No reports at this time.</p>
<p>Meeting Adjourned: 3:30 pm <b>MTN B2016-04-16</b></p>	<p>MOTION BY MEMBER Warnock in adjournment of meeting at 3:30 pm. Member Stephen Procee, on behalf of Town of Olds will be host to the May 27<sup>th</sup> Board Meeting. Location: Town of Olds Admin Bldg., Olds, AB.</p>

**SAEWA Executive Committee Meeting: Friday, May 13, 2016**  
**Conference Dial-in Number: [+1 888 299 2873](tel:+18882992873) Participant Access Code: 746-230-205**

Executive Committee Members: 4 Absent: 0 Total: 4	<b>Kim Craig Chair</b> Town of Coaldale	<b>Paul Ryan, Vice-Chair</b> MD of Bighorn
	<b>Ben Armstrong</b> Wheatland County	<b>Val Warnock</b> Town of Trochu
<b>Agenda Item #</b>	Also Present: Sherry Poole – SAEWA Manager	
<b>Item 1:</b> Call to Order: 11:00 am	CHAIR Craig called the meeting to order at 11:00 am.	
<b>11:05 am – 1:30 pm</b>	<p><b>Presentation by HDR, Fred Kramer</b>                  This included a detailed discussion and review of financial details in advance of completion of the Detailed Business Plan draft scheduled for presentation by Fred Kramer to the Board on May 27, 2016.</p> <p style="text-align: right;">RECEIVED FOR INFORMATION</p>	
<b>Item 2:</b> Old Business Items	<p>Old Business Items brought forward in discussion:</p> <p>4.1 Action Log update 2016-05-13 received for information.                  RECEIVED FOR INFORMATION</p> <p><b>ACTION ITEMS</b></p> <p>4.2 AGM 2016 planning coordination update reported by administration:</p> <ul style="list-style-type: none"> <li>i. Member Armstrong has accepted the nomination for Chair</li> <li>ii. Member Craig has accepted the nomination for Treasurer</li> <li>iii. Lunch catering menu coordinated as requested</li> <li>iv. Memory drives ordered through contact provided by Dick Ellis</li> <li>v. Script requires further revision as instructed by executive</li> <li>vi. The Special Resolution draft is prepared in advance of presenting for resolution by the Board at the AGM, June 10<sup>th</sup> as a requirement to be submitted to the Alberta Society forthwith to change the date of record of Anniversary Date of Incorporation from May to November effective 2017 forward; so as to align with the Municipal Government Act; sec. 192(1) and 192(2); Meetings; Organizational Meetings</li> <li>vii. Administration has distributed an additional notice to the membership and appointed representatives including those directors whose positions are open for election at the AGM 2016; reminding all to ensure letters in motion of council in recommendation of director are received by administration prior to 1 week in advance of the date of the AGM</li> <li>viii. AGM agenda will be distributed 1 week in advance of June 10<sup>th</sup> as required</li> </ul> <p style="text-align: right;">ACTION ITEMS FOR FOLLOW UP</p>	

<p><b>ACTION ITEM</b></p>	<p>4.3 Administration notified executive that the disbursement and signing authority information was provided to FCM prior to May 11<sup>th</sup> as was requested and as a result SAEWA is on schedule for receiving FCM Funding Council decision of grant award on May 31, 2016.</p> <p style="text-align: right;">ACTION ITEM FOR FOLLOW UP</p>
<p><u>Item 5:</u> New Business Items</p> <p><b>ACTION ITEM</b></p> <p><b>ACTION ITEM</b></p> <p><b>ACTION ITEM</b></p> <p><b>ACTION ITEM</b></p>	<p>5.0 New Business Items:</p> <p>5.1 Taber request for delegation on May 24<sup>th</sup> is put back to CAO, Taber to request an alternative date be coordinated for after SAEWA AGM.</p> <p style="text-align: right;">ACTION ITEM FOR FOLLOW UP</p> <p>5.2 Chair Craig and Vice Chair Ryan have confirmed that they will both be in attendance on July 7, 2016 from 10:00 am – 2:00pm at the LGAA Zone 1 Meeting (at the Town of Redcliff) as requested by Kurtis Pratt, for SAEWA to provide a presentation update.</p> <p style="text-align: right;">RECEIVED FOR INFORMATION</p> <p>5.3 Administration directed to make an inquiry to Municipal Awards of Excellence submissions administrator to determine if SAEWA fits the category and criteria requirements and this information will be reported back to the Executive asap with attention to the submission deadline date of May 31, 2016.</p> <p style="text-align: right;">ACTION ITEM FOR FOLLOW UP</p> <p>5.4 A letter will be drafted in attention to the Hon. Shannon Phillips, Minister of Alberta Environment and Parks in advancement of the Confidential Draft – Detailed Business Plan to be delivered to the Ministry of Alberta, Hon. Danielle Lavallee and Deputy Minister Brad Pickering.</p> <p style="text-align: right;">ACTION ITEM FOR FOLLOW UP</p>
<p><u>Item #6:</u> For Information</p>	<p>6.0 Items for Information</p> <p>6.1 SWANA 2016 Membership Renewal Invoice submitted accepted in approval of payment for the amount of \$269.24.</p> <p>6.2 CITRIX Invoice for the month of May 9 – June 8 approved for payment</p> <p>6.3 Big Country Waste Management Commission (BCWMC) Invoice for New Membership 2016 submitted (the invoice shows a credit in the amount of \$1,799 for Special Areas that was received prior in payment of specific noted 2016 membership dues)</p> <p>6.4 TOC Invoice for DBP reimbursement prepared for May 27<sup>th</sup> approval by the</p>

	<p>Board</p> <p>6.5 Alberta Recycling Management Invoice prepared for reimbursement of \$15,000.00 fees paid for out of scope – ARMA specific Waste Stream Characterization Winter and Spring analysis detail work completed will be put before the Board for approval on May 27<sup>th</sup></p> <p>6.6 Invoice for Reimbursement of Member Ryan fees to attend HDR Transition Meeting February 1, 2016 prepared for submission approval by the Board May 27<sup>th</sup> in the amount of \$5,000</p> <p>6.6 MD of Bighorn Invoices for Reimbursement of Member Ryan expenses for SAEWA stakeholder engagement to be presented to the Board May 27<sup>th</sup></p>
<p><b>Item #7:</b> Member Reports <b>ACTION ITEM</b></p>	<p>Member Reports:</p> <ol style="list-style-type: none"> <li>1. Member Ryan reports that he will be leaving to attend the NAWTEC Conference prior to returning for the Board Meeting May 27<sup>th</sup> where a report update will be provided to the Board</li> </ol>
<p><b>Adjournment</b> <b>3:30 pm</b></p>	<p>Meeting adjourned. Next meeting date to be determined in lieu of date of AGM June 10<sup>th</sup>, this date may be required to be moved back to June 3, 2016. TBD.</p>

Minutes from Board Meeting held on Friday, May 27, 2016		
Town of Olds Administration Building		
<b>Call to Order: 12:06 pm.</b> Vice Chair Ryan called the meeting to order		
	Director/Member	Director/Member
<b>Directors Present:8</b> <b>Directors Absent: 6</b> <b>Alternates Present: 2</b> <b>Non-Voting Present: 5</b> <b>Non-voting Absent: 1</b> <b>Quorum: 8</b> <b>Guests:2</b>	Chair, Kim Craig – absent Bill Martens – alternate present Town of Coaldale <i>Town of Coaldale</i>	Paul Ryan – Acting Chair MD of Bighorn <i>Bow Valley Waste Management Commission*</i>
Minutes: Sherry Poole SAEWA Manager  <i>*The listing of the Waste Jurisdiction for each Director only indicates the Jurisdiction the community is a member of, and does not indicate representation of that Jurisdiction.</i>	Ben Armstrong Berniece Bland Wheatland County <i>Drumheller &amp; District Solid Waste *</i>	Val Warnock – call in Town of Trochu <i>Drumheller &amp; District Solid Waste*</i>
	Tom Grant - absent Town of Vulcan <i>Vulcan District Waste Commission</i>	Tom White - absent Lethbridge County <i>Lethbridge County</i>
	Greg Sheppard Special Areas <i>Special Areas/Big Country Waste Management Commission</i>	Ray Juska Village of Duchess <i>Newell Regional Solid Waste Management Authority Ltd</i>
	Dennis Cassie Town of Coalhurst <i>Town of Coalhurst</i>	Ben Goetz Town of Glenwood <i>Chief Mt Regional Waste Commission*</i>
	Joe Watson - absent Town of Picture Butte <i>Town of Picture Butte</i>	George Piper - absent Village of Foremost <i>South Forty Waste Services Commission</i>
	Rafael Zea - absent Village of Milo <i>Village of Milo</i>	Jim Deacon – absent Sharlene Brown – alternate present Town of Black Diamond <i>Foothills Regional Services Commission*</i>
Robert Reid Village of Cremona <i>Village of Cremona</i>	Patricia McKean Mountain View County <i>Mountain View County</i>	Steven Procee Town of Olds <i>Town of Olds</i>
Al Gil Town of Carstairs <i>Town of Carstairs</i>	Terry Diack Town of Three Hills <i>Town of Three Hills</i>	Chris Vardas - absent Town of Sundre <i>Town of Sundre</i>
<b>Guests: 2</b>	Mountain View Regional Waste Commission: Chair, Mary Anne Overwater and Verna McFadden	
<b>Agenda Item #</b>	<b>Motion</b>	



SOUTHERN ALBERTA ENERGY from WASTE ASSOCIATION



<p><u>Item 1:</u></p>	<p>1.0 Meeting called to order by Vice Chair Ryan @ 12:06 pm.</p>
<p><u>Item 2:</u> Adoption of Agenda 2016-05-27 <b>MTN B2016-05-01</b></p>	<p>2.0 MOTION BY MEMBER Armstrong To adopt the 2016-05-27 Agenda with an addition to Business Arising item 5.2 FCM funding update.</p> <p align="right">CARRIED ALL</p>
<p><u>Item 3:</u> Adoption of Board Minutes 2016-04-22 <b>MTN B2016-05-02</b></p>	<p>3.0 MOTION BY MEMBER Warnock To adopt the 2015-04-22 Board Minutes as presented.</p> <p align="right">CARRIED ALL</p>
<p><u>Item 4:</u> For Information <b>MTN B2016-05-03</b></p>	<p>4.0 MOTION BY MEMBER Goetz To receive Executive Meeting Minutes - draft 2016-05-13 for information.</p> <p align="right">CARRIED ALL</p>
<p><u>Item 5:</u> Business Arising  <b>MTN B2016-05-04</b></p>	<p>5.0 BUSINESS ARISING FROM THE BOARD MINUTES:</p> <p>5.1 MOTION BY MEMBER Bland To received Action Log update up to an including 2016 05 27 for information.</p> <p align="right">CARRIED ALL</p> <p>5.2 Administration provided an update to FCM funding application notifying Board that the application was approved on 2016 05 26 in the amount of \$173,250.</p> <p align="right">RECEIVED FOR INFORMATION</p>
<p><u>Item 7:</u> New Business  <b>MTN B2016-05-05</b></p>	<p>6.0 NEW BUSINESS ITEMS:</p> <p>6.1 MOTION BY MEMBER Martens To receive the Detailed Business Plan – draft report for information as presented by Fred Kramer, HDR Corporation (HDR); the informative presentation included a detailed discussion by the Board in review of waste transportation costs, as well references made to the C.A.R.E. recently reported requisition fees and how the related cost impacts vary significantly; other highlights of the draft plan spoke to the emergence of value add opportunities that are being presented on the business horizon, as well as smart strategies being identified as a potential to expand renewable energy feedstock capacity and the increased benefit of carbon</p>

	<p>offsets, as previous amounts were credited as conservative in scale to those being forecasted.</p> <p style="text-align: right;">CARRIED ALL</p>
<b>MTN B2016-05-06</b>	<p>6.1 (b) MOTION BY MEMBER Goetz To approve the Detailed Business Plan – Confidential Draft (a registered numerical copy) for distribution upon a request that is to be put forward by Council Motion, to the attention of SAEWA administration.</p> <p style="text-align: right;">CARRIED UNANIMOUSLY</p> <p>6.2 (a) Vice Chair Ryan provided a verbal report update in reference to his recent attendance of the SWANA – NAWTEC Conference held May 21 – 26<sup>th</sup> where he concluded to say, <i>"I believe that WTE's could be the bridge between solar and wind to provide an alternative energy supply when the sun is not shining and the wind is not blowing, WtE can provide that power supply and still reduce GHG's. WtE can also manage a part of the Waste Stream that does not fill easily into the circular economy."</i></p> <p style="text-align: right;">RECEIVED FOR INFORMATION</p>
<b>MTN B2016-05-07</b>	<p>6.2 (b) MOTION BY MEMBER Juska To proceed in-Camera.</p> <p style="text-align: right;">CARRIED ALL</p>
<b>MTN B2016-05-08</b>	<p>6.2 © MOTION BY MEMBER Armstrong To proceed out-of-Camera.</p> <p style="text-align: right;">CARRIED ALL</p>
<b>ACTION ITEM</b>	<p>6.2 (d) In summary of the report provided by Member Ryan he did refer to the next important step to be taken after the AGM as the Go Forward Plan.</p> <p style="text-align: right;">ACTION ITEM</p>
<b>MTN B2016-05-09</b>	<p>6.3 MOTION BY MEMBER Armstrong to accept Municipal Affairs Awards of Excellence 2016 opportunity for information and discussion.</p> <p style="text-align: right;">CARRIED ALL</p>
<b>ACTION ITEM</b>	<p>6.4 Member Craig and Ryan have accepted invitation to present SAEWA update at the Local Government Administrative Association, Zone 1 Meeting on July 7<sup>th</sup> at Town of Redcliff with a 10:00 am start.</p> <p style="text-align: right;">ACTION ITEM</p>
<b>ACTION ITEM</b>	<p>6.5 Member Craig and Ryan have confirmed acceptance of an open invitation for delegation to present a SAEWA update to the Town of Taber, administration to finalize coordination for a suitable date after the AGM.</p> <p style="text-align: right;">ACTION ITEM</p>



**SAEWA Executive Committee Meeting: Friday, June 3, 2016**  
 Conference Dial-in Number: [+1 888 299 2873](tel:+18882992873) Participant Access Code: 746-230-205

Executive Committee Members: 4 Absent: 0 Total: 4	<b>Kim Craig Chair</b> Town of Coaldale	<b>Paul Ryan, Vice-Chair</b> MD of Bighorn
	<b>Ben Armstrong</b> Wheatland County	<b>Val Warnock</b> Town of Trochu
<b>Agenda Item #</b>	Also Present: Sherry Poole – SAEWA Manager	
<b>Item 1:</b> Call to Order: 10:02 am	CHAIR Craig called the meeting to order at 10:02 am.	
<b>Item 2:</b> Adoption Agenda 2016-06-03 <b>MTN E2016 06 01</b>	MOTION BY MEMBER Armstrong In Adoption of 2016-06-03 Agenda with amendments as noted: 5.4 HDR Meeting update to be provided by Member Ryan 5.5 Request for Ministerial Briefings CARRIED ALL	
<b>Item 3:</b> Adoption Minutes 2016-05-13 <b>MTN E2016 06 02</b>	MOTION BY MEMBER Ryan In adoption of 2016-05-13 Meeting Minutes. CARRIED ALL	
<b>Item 4:</b> Old Business Items	4.0 Old Business Items: 4.1 Action Log update effective 2016-06-03 4.2 AGM 2016 review of documents and discussion items to include: - Script for input by the Chair and speaking notes required - Rules of Order - Ballot Card - Lunch budget for review 4.3 Administration advised that there are delays in receiving data detail from members as to date responses are slow to be submitted in report of their financial investment into SAEWA membership. ITEMS RECEIVED FOR INFORMATION	
<b>Item 5:</b> New Business Items <b>MTN E2016 06 03</b>	5.0 New Business Items: 5.1 MOTION BY MEMBER Ryan To direct administration to submit to Alberta Recycling Management Authority (ARMA) the Waste Stream Characterization confidential draft report along with Appendix 1: Waste Survey Responses along with the invoice for reimbursement in the amount of \$15,000. CARRIED ALL	

<p><b>MTN E2016 06 04</b></p> <p><b>ACTION ITEM</b></p>	<p>5.2 MOTION BY MEMBER Ryan To direct administration to coordinate with HDR a document process for collating the Detailed Business Plan – Confidential Draft that is to be submitted to members upon receipt of a letter of Motion by Council in request of a numbered copy, also noting that a formal announcement to this will be made at the AGM 2016 to advise members of what is required to make a formal request for a copy. CARRIED ALL</p> <p>5.3 FCM Contract Agreement deferred to later date as item not received as of yet. RECEIVED FOR INFORMATION</p> <p>5.4 Member Ryan provided an update to recent developments and discussions that occurred at the HDR Weekly Meeting update session held Monday previous. RECEIVED FOR INFORMATION</p> <p>5.5 The Executive have addressed importance of making a request for Ministerial Briefings along with presentation of the Confidential Draft of the Detailed Business Plan. ACTION ITEM</p>
<p><u>Item #6:</u> For Information <b>ACTION ITEM</b></p> <p><b>ACTION ITEM</b></p>	<p>6.0 Items for Information</p> <p>6.1 Member Ryan advised that he will notify of date available to provide delegation to Town of Taber as he will have to move some items in his schedule to allow for availability. An update to this will be provided so as to allow for administration to confirm scheduling with the CAO Town of Taber. FOLLOW UP REQUIRED</p> <p>6.2 SWANA Invoices received in notice of being outstanding from Spring 2014 billed for the attendance of Don Johnson and Paul Ryan at Pacific Waste Conference; whereas administration is directed to determine if expenses were reimbursed in payment of the activity and to report back findings. ACTION ITEM</p>
<p><u>Item #7:</u> Member Reports</p>	<p>No Member Reports received.</p>
<p><b>Adjournment</b> <b>12:00 pm</b></p>	<p>Meeting adjourned. Next Meeting date July 8, 2016.</p>



## ***Southern Alberta Energy from Waste Association Annual General Meeting***

June 10, 2016

### **I. Call to order**

Out-going Chairperson, Kim Craig called to order the AGM of the Southern Alberta Energy from Waste Association (SAEWA) at 10:00 a.m. on June 10, 2016 at Champion, AB

### **II. Roll call**

Mr. Craig welcomed everyone, made introductions, and thanked members for allowing him to serve as Chairperson, before turning the proceedings over to Vice-Chair, Paul Ryan who accepted position as AGM 2016 Chair.

### **III. Open issues**

- Rules of Order: Chair Ryan introduced Governance Committee Chair, Tom White who delivered the rules of order for the meeting; then moved. 2<sup>nd</sup> by Tom Grant of Vulcan, AB Carried.
- Appointments: Chair Ryan appointed Val Warnock, Trochu, AB as recording secretary and Derek Taylor of KPMG Lethbridge as Parliamentarian. Both accepted.
- Credentials Report: Chair Ryan called on Chair of Credentials Committee, Sherry Poole, to deliver report. She reported 21 members in attendance with voting eligibility establishing that quorum is met
- Non-Voting to Voting Status: Ben Armstrong (Wheatland County) moves to adopt approval of non-voting members to Voting Member status. 2<sup>nd</sup> by Ray Juska, Newell County. New voting members: Village of Cremona, Three Hills, Mountain View County and Town of Olds were welcomed

### **IV. Adoption of: A) Agenda B) 2015 AGM Minutes:**

- Alice Booth, Wheatland County moved adoption of agenda. Carried
- Val Warnock moved adoption of 2015 minutes. 2<sup>nd</sup> by Ben Armstrong. Carried. Item arising: Rod Ruark, Vulcan County, indicated he had not



received a copy of 2015 AGM minutes which had been sent out. Mr. Tom Grant of Town of Vulcan provided him with a copy

#### **V. Financial Report and Auditor Appointment**

Derek Taylor of KPMG delivered audited financial statements.

Greg Sheppard, Big Country Waste Commission, moved to accept financials. 2<sup>nd</sup> by Ben Goetz of Glenwood, AB. Carried.

Motion by Tom White, County of Lethbridge, to appoint Derek Taylor as auditor until next SAEWA AGM. 2<sup>nd</sup> by Tom Grant, Town of Vulcan. Carried.

#### **VI. Presentations**

Chair Ryan introduced Mr. Bruce Howie of HDR Corporation who presented a visual review and update. Discussion.

Chair Ryan introduced Mr. Fred Kramer of HDR Corporation who presented the detailed business plan. Discussion.

Chair Paul Ryan informed that a Confidential Numbered Draft of the DBP be made available to SAEWA members upon request by Council Resolution, to be put forward to SAEWA Executive Administration.

Berniece Bland, Wheatland County, moved to receive presentations as information at this time. 2<sup>nd</sup> by Ben Goetz. Carried.

#### **VII. Election of Directors and Executive Officers**

Chair Ryan reviewed rules of order. Tom White presented nominees as follows:

Executive Officers (2 year terms): **Chair**, Ben Armstrong; **Treasurer**, Kim Craig.

**Directors** (2 year terms): Dennis Cassie (Town of Coalhurst), Joe Watson (Town of Picture Butte) and Judy Dahl, replacing former nominee Steven Procee (Town of Olds)

Greg Sheppard moved nominations cease. 2<sup>nd</sup> by Ben Goetz. Carried.

Directors were acclaimed as above.

#### **VIII. Adjournment - AGM was closed by Chair Paul Ryan at 12:50 p. m.**



Town of Olds

Request for Decision

207

**Accounts Payable Cheque Register  
May 1, 2016 – May 31, 2016**

June 27, 2016

10a

**RECOMMENDATION**

That the May 1, 2016 – May 31, 2016 Accounts Payable report be received for information.

**BACKGROUND**

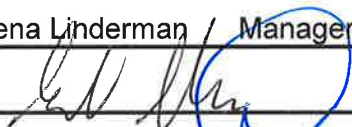

Accounts Payable System Cheque Register Reports containing cheques numbered 00581 to 00702 in the amount of \$276,927.96 as issued.

Electronic payments numbered 806 to 924 in the amount of \$1,048,635.30

Pre-Authorized Payments for the month of May in the amount of \$308,541.30

**ATTACHMENTS**

- Attachment 1 – Accounts Payable Cheque Register
- Attachment 2 – Accounts Payable Deposit Register
- Attachment 3 – Summary of Pre-Authorized Payments

Submitted By: Sheena Linderman / Manager of Finance	Date: June 21, 2016
CFO Signature: 	Date: June 21 /16
CAO Signature: 	Date: JUNE 23/16

Ranges: From: To: From: To: **208**  
 Cheque Number 0001 1000000 Cheque Date 5/1/2016 5/31/2016  
 Vendor ID First Last Chequebook ID First Last  
 Vendor Name First Last

Sorted By: Cheque Number

\* Voided Cheques

Cheque Number	Vendor ID	Vendor Cheque Name	Cheque Date	Chequebook ID	Audit Trail Code	Amount
00581	ALB008	ALBERTA MAINTENANCE ENFORCEMEN	5/5/2016	GENERAL	PMCHQ00000051	\$207.00
00582	ALB013	ALBERTA MUNICIPAL SERVICES COR	5/5/2016	GENERAL	PMCHQ00000051	\$796.68
00583	AMS001	AMSC INSURANCE SERVICES LTD	5/5/2016	GENERAL	PMCHQ00000051	\$32,065.15
00585	CIN003	CINTAS LOCATION #851	5/5/2016	GENERAL	PMCHQ00000051	\$93.57
00586	CLE004	CLERK OF THE COURT	5/5/2016	GENERAL	PMCHQ00000051	\$781.19
00587	DOO001	DOOR SERVICE BY MOONLIGHT LTD	5/5/2016	GENERAL	PMCHQ00000051	\$1,725.89
00588	EDW001	EDWARDS, JAMES	5/5/2016	GENERAL	PMCHQ00000051	\$1,207.49
00589	FOR003	FORD CREDIT CANADA LEASING	5/5/2016	GENERAL	PMCHQ00000051	\$442.23
00590	FUT001	FUTURE AG INC	5/5/2016	GENERAL	PMCHQ00000051	\$259.97
00591	GOV003	GOVERNMENT OF ALBERTA	5/5/2016	GENERAL	PMCHQ00000051	\$35.65
00592	LAS001	LASERGRAVE PRODUCTIONS DIV OF	5/5/2016	GENERAL	PMCHQ00000051	\$74.50
00593	REC001	RECEIVER GENERAL	5/5/2016	GENERAL	PMCHQ00000051	\$684.91
00594	ROB002	ROBINSON, LESLIE	5/5/2016	GENERAL	PMCHQ00000051	\$109.88
00595	RUD001	RUDD, ROBERT	5/5/2016	GENERAL	PMCHQ00000051	\$1,000.00
00596	SOC002	SOCIETY TO PREVENT DUTCH ELM D	5/5/2016	GENERAL	PMCHQ00000051	\$40.00
00597	STA005	STAPLES	5/5/2016	GENERAL	PMCHQ00000051	\$23.06
00598	TEL001	TELUS	5/5/2016	GENERAL	PMCHQ00000051	\$42.86
00599	TEL002	TELUS COMMUNICATIONS INC	5/5/2016	GENERAL	PMCHQ00000051	\$382.78
00600	TEMP00000000012	LANGNER, DARREN	5/5/2016	GENERAL	PMCHQ00000051	\$162.24
00601	WOL001	WOLSELEY CANADA INC	5/5/2016	GENERAL	PMCHQ00000051	\$56.58
00602	595001	595202 ALBERTA LTD	5/13/2016	GENERAL	PMCHQ00000053	\$15,000.00
00603	ADV002	ADVANCED TELECOMMUNICATION LTD	5/13/2016	GENERAL	PMCHQ00000053	\$147.00
00604	AMB001	AMBUSCH SECURITIES LTD	5/13/2016	GENERAL	PMCHQ00000053	\$126.00
00605	AMS001	AMSC INSURANCE SERVICES LTD	5/13/2016	GENERAL	PMCHQ00000053	\$1,820.00
00606	AQU002	AQUAM	5/13/2016	GENERAL	PMCHQ00000053	\$1,873.44
00607	BOR001	BORDER PAVING LTD	5/13/2016	GENERAL	PMCHQ00000053	\$1,209.52
00608	CAN020	CAN PAK ENVIRONMENTAL INC	5/13/2016	GENERAL	PMCHQ00000053	\$33,658.94
00609	CER003	CERVUS EQUIPMENT	5/13/2016	GENERAL	PMCHQ00000053	\$8.69
00610	CHI003	CHINOOK COUNTRY VETERINARY CLI	5/13/2016	GENERAL	PMCHQ00000053	\$403.25
00611	CIN001	MY HOMETOWN FRAMING	5/13/2016	GENERAL	PMCHQ00000053	\$613.20
00612	CLO001	CLOVERDALE PAINT	5/13/2016	GENERAL	PMCHQ00000053	\$2,314.07
00613	CON005	CONWAY SERVICE CENTRE	5/13/2016	GENERAL	PMCHQ00000053	\$35.60
00614	CUB001	CUBEX LIMITED	5/13/2016	GENERAL	PMCHQ00000053	\$2,814.00
00615	EAG001	EAGLE SIGNS	5/13/2016	GENERAL	PMCHQ00000053	\$84.00
00616	FIT001	FITTER INTERNATIONAL INC	5/13/2016	GENERAL	PMCHQ00000053	\$1,239.00
00617	ILO001	I LOCK & KEY O/A 1646794 ALBER	5/13/2016	GENERAL	PMCHQ00000053	\$519.12
00618	JOH001	JOHN DEERE FINANCIAL	5/13/2016	GENERAL	PMCHQ00000053	\$271.02
00619	LAS001	LASERGRAVE PRODUCTIONS DIV OF	5/13/2016	GENERAL	PMCHQ00000053	\$330.17
00620	LOF001	LOFTY DESIGNS	5/13/2016	GENERAL	PMCHQ00000053	\$59.85
00621	MCG001	MCGREGOR & THOMPSON HARDWARE L	5/13/2016	GENERAL	PMCHQ00000053	\$252.00
00622	MOU002	MOUNTAIN VIEW CLEANING SUPPLIE	5/13/2016	GENERAL	PMCHQ00000053	\$14.70
00623	OLD012	OLDS CONTRACTING LTD	5/13/2016	GENERAL	PMCHQ00000053	\$1,293.60
00624	OLD030	OLDS IMPORT SALES LTD	5/13/2016	GENERAL	PMCHQ00000053	\$73.50
00625	SHI001	SHIELDS, JACKIE	5/13/2016	GENERAL	PMCHQ00000053	\$250.00
00626	STA005	STAPLES	5/13/2016	GENERAL	PMCHQ00000053	\$102.71
00627	SWI001	SWISS ALPINE INC	5/13/2016	GENERAL	PMCHQ00000053	\$46,357.50
00628	TEMP00000000013	ILEPERUMA, NALAKA & DONA GANGA	5/13/2016	GENERAL	PMCHQ00000053	\$65.97
00629	TEMP00000000014	TORONTO DOMINION BANK	5/13/2016	GENERAL	PMCHQ00000053	\$49.01
00630	TEMP00000000015	DE RUITER, GARRETT C	5/13/2016	GENERAL	PMCHQ00000053	\$125.73
00631	TEMP00000000016	BRUCE, GRANT & HILDA	5/13/2016	GENERAL	PMCHQ00000053	\$46.88
00632	TEMP00000000017	BAYMAK, HAKAN	5/13/2016	GENERAL	PMCHQ00000053	\$313.95
00633	TEMP00000000018	HEINZIG, ALBERT F & MABEL	5/13/2016	GENERAL	PMCHQ00000053	\$100.00
00634	TEMP00000000019	GINTHER, JANET	5/13/2016	GENERAL	PMCHQ00000053	\$491.48
00635	TEMP00000000020	1099624 ALBERTA LTD	5/13/2016	GENERAL	PMCHQ00000053	\$49.17
00636	TEMP00000000021	BRINKER, DAVID FREDERICK	5/13/2016	GENERAL	PMCHQ00000053	\$149.31
00637	TEMP00000000022	ETERNITY PROJECTS INC	5/13/2016	GENERAL	PMCHQ00000053	\$48.95

\* Voided Cheques

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Cheque Number	Vendor ID	Vendor Cheque Name	Cheque Date	Chequebook ID	Audit Trail Code	Amount
00638	TEMP00000000023	DAVIES, RON & ESTHER	5/13/2016	GENERAL	PMCHQ00000053	\$91.81
00639	TEMP00000000024	IRIS	5/13/2016	GENERAL	PMCHQ00000053	\$229.72
00640	TEMP00000000025	STEVENSON DEVELOPMENT CORPORAT	5/13/2016	GENERAL	PMCHQ00000053	\$60.94
00641	THE007	THE OLDS CAR & TRUCK WASH	5/13/2016	GENERAL	PMCHQ00000053	\$189.21
00642	TOM002	TOMKO SPORTS SYSTEMS ALBERTA	5/13/2016	GENERAL	PMCHQ00000053	\$285.73
00643	VAN002	VANDA AGENCIES LTD	5/13/2016	GENERAL	PMCHQ00000053	\$22.45
00644	WAS001	WASTE MANAGEMENT	5/13/2016	GENERAL	PMCHQ00000053	\$4,856.93
00645	YOU002	YOUNG PARKYN MCNAB LLP	5/13/2016	GENERAL	PMCHQ00000053	\$17,246.25
00648	ALB029	ALBERTA PELOTON ASSOCIATION	5/24/2016	GENERAL	PMCHQ00000055	\$15,750.00
00649	BDI001	BDI A DIVISION OF BELL MOBILIT	5/24/2016	GENERAL	PMCHQ00000055	\$15.59
00650	CAN014	CANADIAN RED CROSS SOCIETY	5/24/2016	GENERAL	PMCHQ00000055	\$836.26
00651	CAN015	CANADIAN TIRE #475	5/24/2016	GENERAL	PMCHQ00000055	\$316.95
00652	CIL001	CILANTRO KITCHEN & BAR	5/24/2016	GENERAL	PMCHQ00000055	\$440.09
00653	CLE004	CLERK OF THE COURT	5/24/2016	GENERAL	PMCHQ00000055	\$892.36
00654	EPC001	EPCOR NETWORKS CANADA	5/24/2016	GENERAL	PMCHQ00000055	\$72.09
00655	FAH001	FAHLMAN, ERIC	5/24/2016	GENERAL	PMCHQ00000055	\$380.00
00656	HEA001	HEAR WELL AUDIOLOGY CLINICS IN	5/24/2016	GENERAL	PMCHQ00000055	\$595.00
00657	HEA004	HEARING LIFE CANADA	5/24/2016	GENERAL	PMCHQ00000055	\$50.00
00658	HOP001	HOPE 4 MVC KIDS SOCIETY	5/24/2016	GENERAL	PMCHQ00000055	\$1,800.00
00659	HOR002	HORIZON SCHOOL PARENT SOCIETY	5/24/2016	GENERAL	PMCHQ00000055	\$3,625.00
00660	HOS001	HOSE HEADQUARTERS (RED DEER) L	5/24/2016	GENERAL	PMCHQ00000055	\$53.37
00661	LAS001	LASERGRAVE PRODUCTIONS DIV OF	5/24/2016	GENERAL	PMCHQ00000055	\$73.50
00662	MCK001	MCKINNON, MARCIE	5/24/2016	GENERAL	PMCHQ00000055	\$157.37
00663	MOU003	MOUNTAIN VIEW COUNTY	5/24/2016	GENERAL	PMCHQ00000055	\$9,521.79
00664	OLD004	OLDS & DISTRICT HOSPICE SOCIET	5/24/2016	GENERAL	PMCHQ00000055	\$5,000.00
00665	OLD007	OLDS COLLEGE	5/24/2016	GENERAL	PMCHQ00000055	\$2,510.00
00666	OLD010	OLDS COMMUNITY CHORUS	5/24/2016	GENERAL	PMCHQ00000055	\$400.00
00667	OLD041	OLDS REGIONAL EXHIBITION	5/24/2016	GENERAL	PMCHQ00000055	\$4,500.00
00668	OLD042	OLDS REGISTRIES LTD	5/24/2016	GENERAL	PMCHQ00000055	\$103.35
00669	REC001	RECEIVER GENERAL	5/24/2016	GENERAL	PMCHQ00000055	\$713.72
00670	RIE001	RIEHL, ROBIN & CONRAD	5/24/2016	GENERAL	PMCHQ00000055	\$120.00
00671	ROA002	ROAR FUNDRAISING SOCIETY	5/24/2016	GENERAL	PMCHQ00000055	\$3,000.00
00672	ROB002	ROBINSON, LESLIE	5/24/2016	GENERAL	PMCHQ00000055	\$315.13
00673	SCH003	SCHINDELER, GERALD A	5/24/2016	GENERAL	PMCHQ00000055	\$538.00
00674	SHA001	SHADOWHAWK INC	5/24/2016	GENERAL	PMCHQ00000055	\$2,839.46
00675	STA005	STAPLES	5/24/2016	GENERAL	PMCHQ00000055	\$28.41
00676	STI001	STILLING, ELAINE	5/24/2016	GENERAL	PMCHQ00000055	\$50.00
00677	TEL002	TELUS COMMUNICATIONS INC	5/24/2016	GENERAL	PMCHQ00000055	\$4,486.26
00678	THE007	THE OLDS CAR & TRUCK WASH	5/24/2016	GENERAL	PMCHQ00000055	\$7.35
00679	WES004	WESTVIEW CO-OP ASSOC LTD	5/24/2016	GENERAL	PMCHQ00000055	\$475.78
00680	YOU003	YOUTH EMPOWERMENT & SUPPORT PR	5/24/2016	GENERAL	PMCHQ00000055	\$1,000.00
00681	ALB008	ALBERTA MAINTENANCE ENFORCEMEN	5/24/2016	GENERAL	PMCHQ00000056	\$207.00
00682	ALB013	ALBERTA MUNICIPAL SERVICES COR	5/24/2016	GENERAL	PMCHQ00000056	\$796.68
00683	2AC001	2A CAR WASH	5/27/2016	GENERAL	PMCHQ00000058	\$91.77
00684	ALB008	ALBERTA MAINTENANCE ENFORCEMEN	5/27/2016	GENERAL	PMCHQ00000058	\$207.00
00685	ALB019	ALBERTA TRAFFIC SUPPLY LTD	5/27/2016	GENERAL	PMCHQ00000058	\$889.56
00686	ALB030	ALBERTA ELECTED OFFICIALS EDUC	5/27/2016	GENERAL	PMCHQ00000058	\$1,785.00
00687	ALL007	ALL ABOUT YOU FITNESS & YOGA	5/27/2016	GENERAL	PMCHQ00000058	\$50.00
00688	CAN020	CAN PAK ENVIRONMENTAL INC	5/27/2016	GENERAL	PMCHQ00000058	\$29,073.79
00689	CIN003	CINTAS LOCATION #851	5/27/2016	GENERAL	PMCHQ00000058	\$240.93
00690	CLE004	CLERK OF THE COURT	5/27/2016	GENERAL	PMCHQ00000058	\$781.19
00691	LEO001	LEO'S BUILDING SUPPLIES LTD	5/27/2016	GENERAL	PMCHQ00000058	\$146.67
00692	MUN001	MUNICIPAL WORLD INC	5/27/2016	GENERAL	PMCHQ00000058	\$93.55
00693	OLD002	OLDS & DISTRICT CHAMBER OF COM	5/27/2016	GENERAL	PMCHQ00000058	\$1,470.00
00694	OLD050	OLDS VETERINARY CENTRE LTD	5/27/2016	GENERAL	PMCHQ00000058	\$335.76
00695	REC001	RECEIVER GENERAL	5/27/2016	GENERAL	PMCHQ00000058	\$163.61
00696	REC001	RECEIVER GENERAL	5/27/2016	GENERAL	PMCHQ00000058	\$327.23
00697	ROA001	ROADDATA SERVICES LTD	5/27/2016	GENERAL	PMCHQ00000058	\$68.25
00698	ROY002	ROYAL CANADIAN LEGION #105	5/27/2016	GENERAL	PMCHQ00000058	\$577.50
00699	STA007	STARTEC REFRIGERATION SERVICES	5/27/2016	GENERAL	PMCHQ00000058	\$476.28
00700	SUN004	SUNSET FIREWORKS	5/27/2016	GENERAL	PMCHQ00000058	\$2,000.00
00701	TAM001	TAMARACK	5/27/2016	GENERAL	PMCHQ00000058	\$475.00
00702	UNI005	UNITED RENTALS OF CANADA INC	5/27/2016	GENERAL	PMCHQ00000058	\$518.36

\* Voided Cheques

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Cheque Number	Vendor ID	Vendor Cheque Name	Cheque Date	Chequebook ID	Audit Trail Code	Amount
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Total Cheques:	119				Total Amount of Cheques:	\$276,927.96
						=====



Ranges: From: To: From: To: **211**  
 Cheque Number EFT0000000001 EFT0000120000 Cheque Date 5/1/2016 5/31/2016  
 Vendor ID First Last Chequebook ID First Last  
 Vendor Name First Last

Sorted By: Cheque Number

\* Voided Cheques

Cheque Number	Vendor ID	Vendor Cheque Name	Cheque Date	Chequebook ID	Audit Trail Code	Amount
EFT000000000806	AAM001	AAMD&C	5/5/2016	GENERAL	PMCHQ00000052	\$671.01
EFT000000000807	AET001	AETAN HOLDINGS LTD	5/5/2016	GENERAL	PMCHQ00000052	\$2,493.75
EFT000000000808	ALT002	ALTERNATOR & STARTER EXPERTS	5/5/2016	GENERAL	PMCHQ00000052	\$342.28
EFT000000000809	BRE001	B & R ECKEL'S TRANSPORT LTD	5/5/2016	GENERAL	PMCHQ00000052	\$269.49
EFT000000000810	CAB001	CAB-K BROADCASTING LTD	5/5/2016	GENERAL	PMCHQ00000052	\$262.50
EFT000000000811	COM009	COMPANIONS CARING 4 U	5/5/2016	GENERAL	PMCHQ00000052	\$511.00
EFT000000000812	DEN001	DENNIS SHEWKENEK BOBCAT SERVIC	5/5/2016	GENERAL	PMCHQ00000052	\$4,035.15
EFT000000000813	DIA001	DIAMOND SOFTWARE INC	5/5/2016	GENERAL	PMCHQ00000052	\$26,409.18
EFT000000000814	DIG001	DIGITEX INC	5/5/2016	GENERAL	PMCHQ00000052	\$41.77
EFT000000000815	DIR001	DIRECT ENERGY REGULATED SERVIC	5/5/2016	GENERAL	PMCHQ00000052	\$104.35
EFT000000000816	ESC001	ESC AUTOMATION INC	5/5/2016	GENERAL	PMCHQ00000052	\$2,703.35
EFT000000000817	ESK001	LLOYD, KELLY L	5/5/2016	GENERAL	PMCHQ00000052	\$259.03
EFT000000000818	JAC002	JACOBSEN, DERRICK L	5/5/2016	GENERAL	PMCHQ00000052	\$175.00
EFT000000000819	JAM002	JAMES ELECTRIC MOTOR SERV LTD	5/5/2016	GENERAL	PMCHQ00000052	\$242.32
EFT000000000820	KCL001	KCL CONSULTING INC	5/5/2016	GENERAL	PMCHQ00000052	\$7,024.59
EFT000000000821	LIF001	LIFESAVING SOCIETY	5/5/2016	GENERAL	PMCHQ00000052	\$937.80
EFT000000000822	LIN001	LINDERMAN, SHEENA	5/5/2016	GENERAL	PMCHQ00000052	\$331.14
EFT000000000823	MOB001	MOBIL 1 LUBE EXPRESS	5/5/2016	GENERAL	PMCHQ00000052	\$57.75
EFT000000000824	MOU006	MOUNTAIN VIEW PUBLISHING INC	5/5/2016	GENERAL	PMCHQ00000052	\$2,380.14
EFT000000000825	NAP001	NAPA AUTO PARTS	5/5/2016	GENERAL	PMCHQ00000052	\$18.99
EFT000000000826	OLD015	OLDS ELECTRIC & LIGHTING LTD	5/5/2016	GENERAL	PMCHQ00000052	\$18.44
EFT000000000827	POL001	POLAND, DIANE K	5/5/2016	GENERAL	PMCHQ00000052	\$115.49
EFT000000000828	REI001	REID, JOSEPH O	5/5/2016	GENERAL	PMCHQ00000052	\$115.20
EFT000000000829	TOM001	TOMBSTONE STUDIOS	5/5/2016	GENERAL	PMCHQ00000052	\$600.00
EFT000000000830	ULT002	ULTIMATE SAFETY ALBERTA	5/5/2016	GENERAL	PMCHQ00000052	\$2,338.25
EFT000000000831	UNI001	UNIFIRST CANADA LTD	5/5/2016	GENERAL	PMCHQ00000052	\$328.76
EFT000000000832	ALB014	ALBERTA ONE-CALL LOCATION CORP	5/13/2016	GENERAL	PMCHQ00000054	\$554.40
EFT000000000833	BAL001	BALZER'S CANADA INC	5/13/2016	GENERAL	PMCHQ00000054	\$104,490.75
EFT000000000834	BMH002	B & M HARDWARE - TOWN OFFICE A	5/13/2016	GENERAL	PMCHQ00000054	\$663.55
EFT000000000835	BRE001	B & R ECKEL'S TRANSPORT LTD	5/13/2016	GENERAL	PMCHQ00000054	\$475.40
EFT000000000836	CAN005	CANADIAN CORPS OF COMMISSIONAI	5/13/2016	GENERAL	PMCHQ00000054	\$2,268.00
EFT000000000837	CAN007	CANADIAN LINEN AND UNIFORM SER	5/13/2016	GENERAL	PMCHQ00000054	\$138.73
EFT000000000838	CAN009	CANADIAN PACIFIC RAILWAY CO	5/13/2016	GENERAL	PMCHQ00000054	\$621.00
EFT000000000839	CEN004	CENTRAL SHARPENING LTD	5/13/2016	GENERAL	PMCHQ00000054	\$119.70
EFT000000000840	CER002	CERVUS CONTRACTORS EQUIPMENT L	5/13/2016	GENERAL	PMCHQ00000054	\$5,752.23
EFT000000000841	CJA001	CJ ACCOUNTING SERVICES	5/13/2016	GENERAL	PMCHQ00000054	\$433.88
EFT000000000842	CLE003	CLEARTECH INDUSTRIES INC	5/13/2016	GENERAL	PMCHQ00000054	\$3,933.60
EFT000000000843	DIA001	DIAMOND SOFTWARE INC	5/13/2016	GENERAL	PMCHQ00000054	\$15,498.71
EFT000000000844	DIX001	DIXON, HEATHER J	5/13/2016	GENERAL	PMCHQ00000054	\$163.85
EFT000000000845	DOY001	DOYLE, KATHARINE M	5/13/2016	GENERAL	PMCHQ00000054	\$620.20
EFT000000000846	DPL001	D PLUMBING & HEATING	5/13/2016	GENERAL	PMCHQ00000054	\$247.80
EFT000000000847	DRI001	D R INSPECTIONS & PERMITS LTD	5/13/2016	GENERAL	PMCHQ00000054	\$11,536.56
EFT000000000848	ELI001	ELITE AUTOMATION ENGINEERING S	5/13/2016	GENERAL	PMCHQ00000054	\$14,927.85
EFT000000000849	FOR001	FOR TREES COMPANY LTD	5/13/2016	GENERAL	PMCHQ00000054	\$567.00
EFT000000000850	HAC001	HACH SALES & SERVICE CANADA LT	5/13/2016	GENERAL	PMCHQ00000054	\$573.30
EFT000000000851	HIW001	HI-WAY 9 EXPRESS LTD	5/13/2016	GENERAL	PMCHQ00000054	\$172.33
EFT000000000852	LOO002	LOOMIS EXPRESS	5/13/2016	GENERAL	PMCHQ00000054	\$103.84
EFT000000000853	MOT001	MOTOCAR AUTOMOTIVE LTD	5/13/2016	GENERAL	PMCHQ00000054	\$12.81
EFT000000000854	MOU006	MOUNTAIN VIEW PUBLISHING INC	5/13/2016	GENERAL	PMCHQ00000054	\$555.66
EFT000000000855	MTV002	MT VIEW REGIONAL WATER SERV CO	5/13/2016	GENERAL	PMCHQ00000054	\$163,789.10
EFT000000000856	NIE002	NIEMEYER'S WELDING & MACHINING	5/13/2016	GENERAL	PMCHQ00000054	\$170.94
EFT000000000857	OLD015	OLDS ELECTRIC & LIGHTING LTD	5/13/2016	GENERAL	PMCHQ00000054	\$322.85
EFT000000000858	ONE001	O-NET	5/13/2016	GENERAL	PMCHQ00000054	\$6,706.35
EFT000000000859	OUR001	OUR CAN CO LTD	5/13/2016	GENERAL	PMCHQ00000054	\$1,543.50
EFT000000000860	PAR002	PARKLAND COMMUNITY PLANNING SE	5/13/2016	GENERAL	PMCHQ00000054	\$200.94
EFT000000000861	QUA001	QUALITY PRINT WORKS	5/13/2016	GENERAL	PMCHQ00000054	\$8,190.00



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Cheque Number	Vendor ID	Vendor Cheque Name	Cheque Date	Chequebook ID	Audit Trail Code	Amount
EFT000000000862	SAF002	SAFETY CODES COUNCIL	5/13/2016	GENERAL	PMCHQ00000054	\$409.20
EFT000000000863	SIG001	SIGNS BY JAN	5/13/2016	GENERAL	PMCHQ00000054	\$255.15
EFT000000000864	SOU002	SOUTH RED DEER REGIONAL WASTE	5/13/2016	GENERAL	PMCHQ00000054	\$214,935.55
EFT000000000865	THR001	THR TRUCKING	5/13/2016	GENERAL	PMCHQ00000054	\$826.88
EFT000000000866	TIG001	TIGER CALCIUM SERVICES INC	5/13/2016	GENERAL	PMCHQ00000054	\$6,143.59
EFT000000000867	TYC001	TY-CAL INSPECTION SERVICES INC	5/13/2016	GENERAL	PMCHQ00000054	\$1,002.36
EFT000000000868	ULT002	ULTIMATE SAFETY ALBERTA	5/13/2016	GENERAL	PMCHQ00000054	\$662.58
EFT000000000869	UNI004	UNITED FARMERS OF ALBERTA- CAR	5/13/2016	GENERAL	PMCHQ00000054	\$6,389.35
EFT000000000870	WEI001	WEIMER, APRIL	5/13/2016	GENERAL	PMCHQ00000054	\$26.67
EFT000000000871	WIN002	WINDSOR, KATHLEEN	5/13/2016	GENERAL	PMCHQ00000054	\$157.50
EFT000000000872	ALB003	ALBERTA FIRE CHIEFS ASSOCIATIO	5/24/2016	GENERAL	PMCHQ00000057	\$1,137.91
EFT000000000873	ALB012	ALBERTA MUNICIPAL SERVICES COR	5/24/2016	GENERAL	PMCHQ00000057	\$6,123.11
EFT000000000874	AND002	ANDREW, JUSTIN	5/24/2016	GENERAL	PMCHQ00000057	\$4,082.65
EFT000000000875	BOY002	BOYS & GIRLS CLUB OF OLDS & AR	5/24/2016	GENERAL	PMCHQ00000057	\$1,500.00
EFT000000000876	BRO002	BROWNLEE LLP (EDMONTON)	5/24/2016	GENERAL	PMCHQ00000057	\$16,167.62
EFT000000000877	CAR002	CARMICHAEL, NICOLE	5/24/2016	GENERAL	PMCHQ00000057	\$209.65
EFT000000000878	CAR004	CARSWELL	5/24/2016	GENERAL	PMCHQ00000057	\$336.92
EFT000000000879	COM003	COMMUNICATIONS GROUP	5/24/2016	GENERAL	PMCHQ00000057	\$137.81
EFT000000000880	DIG001	DIGITEX INC	5/24/2016	GENERAL	PMCHQ00000057	\$440.99
EFT000000000881	DOY001	DOYLE, KATHARINE M	5/24/2016	GENERAL	PMCHQ00000057	\$562.97
EFT000000000882	ESC001	ESC AUTOMATION INC	5/24/2016	GENERAL	PMCHQ00000057	\$1,843.90
EFT000000000883	GUI001	GUILLEVIN SAFETY & INDUSTRIAL	5/24/2016	GENERAL	PMCHQ00000057	\$708.75
EFT000000000884	HON001	HONEYMAN, MICHELLE L	5/24/2016	GENERAL	PMCHQ00000057	\$240.24
EFT000000000885	LIF001	LIFESAVING SOCIETY	5/24/2016	GENERAL	PMCHQ00000057	\$187.00
EFT000000000886	MMJ001	M & M JANITORIAL	5/24/2016	GENERAL	PMCHQ00000057	\$2,205.00
EFT000000000887	MOT001	MOTOCAR AUTOMOTIVE LTD	5/24/2016	GENERAL	PMCHQ00000057	\$97.02
EFT000000000888	MOU006	MOUNTAIN VIEW PUBLISHING INC	5/24/2016	GENERAL	PMCHQ00000057	\$2,662.37
EFT000000000889	NAP001	NAPA AUTO PARTS	5/24/2016	GENERAL	PMCHQ00000057	\$6.08
EFT000000000890	NIE001	NIEMEYER'S OILFIELD SUPPLIES	5/24/2016	GENERAL	PMCHQ00000057	\$80.67
EFT000000000891	OLD015	OLDS ELECTRIC & LIGHTING LTD	5/24/2016	GENERAL	PMCHQ00000057	\$229.32
EFT000000000892	OLD022	OLDS FIREFIGHTERS ASSOCIATION	5/24/2016	GENERAL	PMCHQ00000057	\$800.00
EFT000000000893	PAP001	PAPER CUTS	5/24/2016	GENERAL	PMCHQ00000057	\$199.50
EFT000000000894	PAR001	PARK N PLAY DESIGN CO LTD	5/24/2016	GENERAL	PMCHQ00000057	\$57,987.76
EFT000000000895	ROG001	ROGERS, DEBRA	5/24/2016	GENERAL	PMCHQ00000057	\$79.59
EFT000000000896	THE015	THEITTEAM LTD	5/24/2016	GENERAL	PMCHQ00000057	\$249.90
EFT000000000897	TYR001	TYR SPORT	5/24/2016	GENERAL	PMCHQ00000057	\$3,096.39
EFT000000000898	ULT002	ULTIMATE SAFETY ALBERTA	5/24/2016	GENERAL	PMCHQ00000057	\$221.29
EFT000000000899	UNI001	UNIFIRST CANADA LTD	5/24/2016	GENERAL	PMCHQ00000057	\$306.35
EFT000000000900	UNI004	UNITED FARMERS OF ALBERTA- CAR	5/24/2016	GENERAL	PMCHQ00000057	\$1,200.37
EFT000000000901	WFR001	WFR WHOLESALE FIRE & RESCUE LT	5/24/2016	GENERAL	PMCHQ00000057	\$502.87
EFT000000000902	AUT001	AUTO PARTS PLUS	5/27/2016	GENERAL	PMCHQ00000059	\$105.46
EFT000000000903	CAB001	CAB-K BROADCASTING LTD	5/27/2016	GENERAL	PMCHQ00000059	\$58.80
EFT000000000904	CAN005	CANADIAN CORPS OF COMMISSIONAI	5/27/2016	GENERAL	PMCHQ00000059	\$907.20
EFT000000000905	DIG001	DIGITEX INC	5/27/2016	GENERAL	PMCHQ00000059	\$1,072.30
EFT000000000906	DPL001	D PLUMBING & HEATING	5/27/2016	GENERAL	PMCHQ00000059	\$2,803.45
EFT000000000907	HAR002	HARTLEY'S EQUIPMENT RENTALS IN	5/27/2016	GENERAL	PMCHQ00000059	\$834.96
EFT000000000908	JAC002	JACOBSEN, DERRICK L	5/27/2016	GENERAL	PMCHQ00000059	\$342.55
EFT000000000909	JOE001	JOE JOHNSON EQUIPMENT INC	5/27/2016	GENERAL	PMCHQ00000059	\$324.57
EFT000000000910	MOU006	MOUNTAIN VIEW PUBLISHING INC	5/27/2016	GENERAL	PMCHQ00000059	\$1,559.36
EFT000000000911	MTV001	MT VIEW REGIONAL WASTE MGMT CO	5/27/2016	GENERAL	PMCHQ00000059	\$9,818.60
EFT000000000912	NAP001	NAPA AUTO PARTS	5/27/2016	GENERAL	PMCHQ00000059	\$34.40
EFT000000000913	NIE001	NIEMEYER'S OILFIELD SUPPLIES	5/27/2016	GENERAL	PMCHQ00000059	\$34.49
EFT000000000914	OAK001	OAKCREEK GOLF & TURF INC	5/27/2016	GENERAL	PMCHQ00000059	\$147.00
EFT000000000915	OLD015	OLDS ELECTRIC & LIGHTING LTD	5/27/2016	GENERAL	PMCHQ00000059	\$468.83
EFT000000000916	ORK001	ORKIN CANADA CORP	5/27/2016	GENERAL	PMCHQ00000059	\$91.88
EFT000000000917	OUR001	OUR CAN CO LTD	5/27/2016	GENERAL	PMCHQ00000059	\$1,260.00
EFT000000000918	PAR002	PARKLAND COMMUNITY PLANNING SE	5/27/2016	GENERAL	PMCHQ00000059	\$42,881.32
EFT000000000919	SIG001	SIGNS BY JAN	5/27/2016	GENERAL	PMCHQ00000059	\$68.25
EFT000000000920	SOU002	SOUTH RED DEER REGIONAL WASTE	5/27/2016	GENERAL	PMCHQ00000059	\$220,381.77
EFT000000000921	STA004	STANTEC CONSULTING LTD	5/27/2016	GENERAL	PMCHQ00000059	\$27,748.14
EFT000000000922	TUR001	TURNER SIGNS (2009) LTD	5/27/2016	GENERAL	PMCHQ00000059	\$71.41
EFT000000000923	UNI004	UNITED FARMERS OF ALBERTA- CAR	5/27/2016	GENERAL	PMCHQ00000059	\$4,394.46
EFT000000000924	WOL003	WOLFE	5/27/2016	GENERAL	PMCHQ00000059	\$671.71

213

\* Voided Cheques

Cheque Number	Vendor ID	Vendor Cheque Name	Cheque Date	Chequebook ID	Audit Trail Code	Amount
-----						-----
Total Cheques: 119						Total Amount of Cheques: \$1,048,635.30
						=====

**Pre-Authorized Payments  
May 2016**

214

<b>Monthly Payments</b>			
<b>Timing of Payment</b>	<b>Vendor</b>	<b>Description</b>	<b>PAP Amount</b>
<b>2016</b>			
2-May	John Deere	Lease Payment: JD 997 Z-Trak mower	\$ 284.17
2-May	Ricoh	Lease Payment: Administration Photocopier	\$ 280.83
2-May	John Deere	Lease Payment: JD 997 Z-Trak mower	\$ 456.39
2-May	John Deere	Lease Payment: John Deere Utility Tractor	\$ 1,185.61
2-May	John Deere	Lease Payment: John Deere Utility Tractor (initial payment)	\$ 1,305.89
2-May	Golf Lease	Lease Payment: Toro Mowers	\$ 4,396.35
2-May	Golf Lease	Lease Payment: Sweeper	\$ 691.95
6-May	Lease	Wet Water Industries	\$ 253.68
9-May	De Lage Landen	Lease Payment: Vac Truck	\$ 6,774.37
16-May	Roynat Lease	Fire Hall Photocopier	\$ 70.35
16-May	Roynat Lease	Public Works Photocopier/Color Printer/Scanner	\$ 178.50
16-May	Roynat Lease	Development Photocopier/ Color Printer/ Scanner	\$ 558.60
16-May	Kubota	Lease Payment Kubota	\$ 471.87
24-May	Caterpillar	Lease Payment: Caterpillar Financial	\$ 2,992.68
25-May	Kubota	Lease Payment: Kubota Mowers	\$ 236.80
25-May	CDN Western	Lease Payment: Grader	\$ 2,241.35
<b>Total of Monthly Payments</b>			<b>\$ 22,379.39</b>
<b>Automatic Payments</b>			
10-May	Mountain View Power	Hwy Sign Power	\$ 105.98
11-May	Receiver General	Payroll Deductions/Contributions RP0001	\$ 54,222.64
11-May	Receiver General	Payroll Deductions/Contributions RP0002	\$ 3,135.06
11-May	LAPP	LAPP	\$ 37,770.22
12-May	ATB	Mutual Funds	\$ 1,188.82
13-May	Royal Bank	Corporate Creditor Fee	\$ 73.96
16-May	Bell Mobility	Cell Phones	\$ 2,129.09
18-May	Transcanada	Electricity	\$ 69,220.14
19-May	RBC VISA	Visa Payments	\$ 14,342.37
25-May	Receiver General	Payroll Deductions/Contributions RP0001	\$ 51,620.08
25-May	Receiver General	Payroll Deductions/Contributions RP0001	\$ 5,091.66
25-May	Receiver General	Payroll Deductions/Contributions RP0002	\$ 6,089.87
26-May	RBC VISA	Visa Payments	\$ 2,727.48
26-May	LAPP	LAPP	\$ 37,217.72
27-May	ATB	Mutual Funds	\$ 1,188.82
31-May	Land Titles	Land Titles	\$ 38.00
<b>Total of Monthly Payments</b>			<b>\$ 286,161.91</b>
<b>Total Pre-Authorized Payments</b>			<b>\$ 308,541.30</b>



Request for Decision

215

Correspondence and Information

June 27, 2016

11a

**RECOMMENDATION**

**That the Correspondence and Information Report ending June 27, 2016 be received for information.**

**BACKGROUND**

The Correspondence and Information Report is a collection of general information received at the Town Office and is provided to Council as information. Council may choose to provide direction to Administration on any item contained in this report.

Council Policy 105C excerpt:

- d. *Ensure that all mail to the "Mayor", "Council", or the "Mayor and Council" is:*
  - i. *immediately forwarded to the Mayor's office, CAO and added to the Correspondence File which will appear on the next Council Agenda,*
  - ii. *reviewed by the CAO to see if administrative analysis and report is required,*
  - iii. *mail requiring a response, is answered to by signature of the Mayor, CAO or designate.*

LIST OF CORRESPONDENCE AND INFORMATION PRESENTED:

ITEM #	FROM / TO	REGARDING
A	Alberta Municipal Affairs	Municipal Safety Recognition Award
B	Canadian Union of Postal Workers	Federal government review our public postal service – have your say! Letter dated June 6, 2016
C	Alberta High School Rodeo Association (AHSRA)	Sponsorship Request

**ALTERNATIVE OPTIONS**

1. Council can provide further direction on any of the correspondence or information items.
2. Council can pass make another recommendation being specific in what it wishes to direct as an alternate follow up.

**ATTACHMENTS**

Correspondence and Information packet is attached.

Submitted By:	Marcie McKinnon Legislative Clerk	Date: June 21, 2016
CAO Signature:		Date: JUNE 23/16



ALBERTA  
MUNICIPAL AFFAIRS

*Office of the Minister  
MLA, Lesser Slave Lake*

RECEIVED  
JUN - 7 2016  
216

AR84728

June 2, 2016

Her Worship Judy Dahl  
Town of Olds  
4512 - 46 Street  
Olds Alberta T4H 1R5

Dear Mayor Dahl,

Municipal Affairs and the Safety Codes Council would like to thank you for your commitment to Alberta's safety system by presenting your municipality with the Municipal Safety Recognition Award.

The award was established in 2003 to recognize municipalities that have achieved significant milestones in their accreditation histories. Accredited municipalities assume an important role under the *Safety Codes Act*, and we appreciate the excellent services you provide to Albertans.

The safety of all Albertans is the most important priority of the relationship that has evolved between the Government of Alberta, the Safety Codes Council and Alberta's accredited municipalities. We thank you for your dedication and look forward to continuing to work with you in promoting the highest possible level of safety in Alberta communities.

Congratulations on this milestone in your municipality's history.

Sincerely,

Danielle Larivee  
Minister of Municipal Affairs

Robert Blakely  
Chair, Safety Codes Council

Attachment: Municipal Safety Recognition Award



## THE MUNICIPAL SAFETY RECOGNITION AWARD

**PRESENTED TO**

# TOWN OF OLDS

**IN RECOGNITION OF 20 YEARS OF ACCREDITATION  
UNDER THE SAFETY CODES ACT**

**ISSUED JUNE 2016**

Handwritten signature of Danielle Larivee in black ink.

HONOURABLE DANIELLE LARIVEE  
MINISTER OF ALBERTA MUNICIPAL AFFAIRS  
MLA, LESSER SLAVE LAKE

Handwritten signature of Robert Blakely in black ink.

ROBERT BLAKELY, CHAIR  
SAFETY CODES COUNCIL



June 6, 2016

Judy Dahl  
Mayor  
Town of Olds  
4512 46 St  
Olds, AB T4H 1R5

Judy Dahl,

**Re: Federal government reviewing our public postal service - Have your say!**

I am writing to let you know that the federal government is conducting a review of Canada Post. It says that everything but postal privatization is on the table. This means daily mail delivery, restoring home delivery, postage rates, the moratorium on post office closures and more.

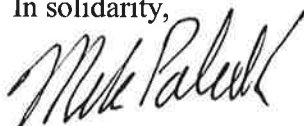
The review will have two phases. The government has appointed an independent task force to collect input from Canadians, do research, gather facts and identify options for the future of our postal service by September 2016. Following this, a parliamentary committee will consult with Canadians on the options identified by the task force and make recommendations to the government by year's end. The government expects to announce its decisions about Canada Post in the spring of 2017. For more information, go to [CUPW.ca/canadapostreview](http://CUPW.ca/canadapostreview) and [Canada.ca/canadapostreview](http://Canada.ca/canadapostreview)

While CUPW welcomes the opportunity to look at the future of our public postal service, we have a number of concerns about the review. The review's first phase – the part that determines the options that will be examined – is being held over the summer. As well, there has been very little information and advertising about the review, except in social media. We are concerned people will not learn about the review until it's too late.

CUPW would like to ensure that the views of municipalities are considered. Therefore, we would like you, if at all possible, to provide input to the Canada Post Review. We have attached a resolution for your consideration, information on providing input and some fact sheets on key issues.

Thank you very much for considering our request. There's a lot at stake and we appreciate anything you can do to help. We would also like to take this opportunity to express our gratitude to the many municipalities that supported our campaign to stop the cuts that Canada Post announced in December 2013, including the end of home mail delivery. We had a major victory when Canada Post announced a temporary hold on its plan to eliminate door-to-door delivery. CUPW is confident that we can build on this success and convince the Canada Post Review to recommend against further cuts in favour of new services that generate revenues and allow us to build a universal, affordable and green public postal system for future generations.

In solidarity,



Mike Palecek  
National President

c.c. National Executive Committee, Regional Executive Committees, National Union Representatives, Regional Union Representatives, Specialists, Campaign Co-ordinators, Negotiators, CUPW locals

RECEIVED  
JUN 14 2016





# A bank for everyone

## Support Postal Banking

Postal banking is the provision of financial and banking services through a post office. It is not a new or radical idea. Postal banks already exist in many parts of the world where they are used to:

- increase financial inclusion
- promote economic development
- and generate revenue to preserve public postal service and jobs

In fact, our post office used to have a national savings bank – up until 1969 – and there is no reason we shouldn't have one today.



### Why do we need postal banking?

- 1** Banks are failing to meet the needs of a growing number of Canadians. Thousands of towns and villages across our country do not have a bank. But many of them have a post office that could provide access to financial and banking services.
- 2** Nearly two million Canadians in urban and rural areas desperately need an alternative to predatory payday lenders. A postal bank could be that alternative.

**3** Canadian banks have raked in enormous profits while cutting service, closing branches and charging some of the highest banking and ATM fees in the world. We deserve better.

**4** Post administrations around the world, including Canada Post, have seen traditional mail volumes decline in recent years. Many post offices have added or expanded financial services in order to lessen their dependence on declining mail volumes and revenues. Postal banking could help Canada Post make money and increase its ability to provide public postal service and create decent jobs in communities throughout Canada.

## Postal banking is lucrative!

**New Zealand:** Kiwibank generated 81% of New Zealand Post's after tax profits.

**Switzerland:** PostFinance produced 48% of Swiss Post's operating profits.

**Italy:** BancoPosta profits allowed the Italian post office to make 57 million Euros in profits (\$86.1 million CAD) in spite of losses incurred by its postal business.

**France:** La Banque Postale's operating profits of 842 million Euros (\$1271.6 million CAD) made a significant contribution to Le Group La Poste's operating profits of 719 million Euros (\$1085.8 million CAD).

*Sources: New Zealand Post, Swiss Post, Poste Italiane and Le Group La Poste, 2014*

## Postal banking has social & economic benefits

**France:** Banque Postale has an obligation to provide products and services to as many people as possible. It provides a Livret A or passbook savings account, at no charge, to anyone who requests it. It also provides banking services to the financially vulnerable and financing for social housing, voluntary organizations and microentrepreneurs lacking bank credit.



LA POSTE

**Brazil:** Since its creation in 2002, Banco Postal at Brazil's post office has opened over 6,200 postal bank branches and provided bank accounts to about ten million people. These efforts are largely designed to meet the needs of poor and marginalized populations living in rural and underdeveloped areas.



Correios

**Italy:** BancoPosta offers current accounts, payment services and postal savings products on behalf of Cassa depositi e prestiti (CDP). The CDP, which is 80% owned by the Italian government, supports the development of the country

Posteitaliane

by financing the investments of public entities, helping local authorities leverage their real estate assets, investing in social housing, and supporting energy efficiency policies.

## We had a postal bank

Canada had postal banking for over a hundred years. The federal government passed legislation establishing a post office savings bank system just after Confederation in 1867 in order to provide a savings service to the working classes and small town residents. This system began operating in 1868 with 81 locations and grew quickly. By 1884, there were 343 post office savings banks, with a balance of \$13 million from almost 67,000 accounts. However, Canada's postal banking system confronted challenges from chartered banks by the 1890s. These banks, facing a recession, became interested in attracting the kind of small-time depositors who used post office savings







*Nearly two million Canadians  
in urban and rural areas  
desperately need an alternative  
to predatory payday lenders.  
We deserve better.*

banks and they actively worked to undermine postal banking. In 1898, the chartered banks successfully lobbied the government to reduce the interest rate paid on deposits at postal savings banks from 3% to 2.5%. They also worked to eliminate advertising by postal banks. As time went on, chartered banks and credit unions increased their presence in communities and the post office and government became less interested in maintaining the network. The post office savings bank system was closed down in 1969.

## Support for postal banking

**Municipalities:** Over 600 municipalities have passed resolutions that support postal banking.

**Public:** Almost two out of every three respondents (63%) to a 2013 Stratcom poll supported Canada Post expanding revenue-generating services, including financial services like bill payments, insurance and banking.

**Canada Post:** A number of former Canada Post presidents have considered and even promoted the notion of the corporation getting more involved in financial services: Michael Warren, Andre Ouellet, Moya Greene.

**Universal Postal Union:** The UPU, a United Nations agency, thinks post offices should be looking at expanding financial services. It has produced a global roadmap for the future. This roadmap calls for the continued development of postal networks along three dimensions – physical, financial and digital/electronic.

**Federal parties:** Most federal parties have expressed either support for or an interest in postal banking. In 2014, the Liberal Party postal critic said the merits of postal banking should be explored in the context of several different options for the future of Canada Post.



## Canada Post's secret postal banking study

Canada Post conducted a secret four-year study on postal banking that indicates that adding this service "would be a win-win strategy" for the corporation. This study was obtained through an Access to Information (ATI) request. Unfortunately, 701 of the study's 811 pages were redacted. CUPW has asked Canada Post's President to release the full report, but he has refused.

## What would a postal bank look like?

There are many different models of postal banking. Some postal administrations set up their own bank. Others act as a financial intermediary by providing services in partnership with banking and other financial institutions, such as credit unions. In this instance, they work with one or a number of institutions, which operate nationally or in different regions. Some postal banks deliver a broad range of financial services, while others provide a more limited offering.

Services provided by postal banks:

- Savings and checking accounts
- Online banking
- Bank machines
- Credit cards, debit cards, pre-paid cards
- Money transfers, including remittances
- Insurance (home, auto, travel, etc.)
- Loans and mortgages
- Investment products (RRSPs, mutual funds, annuities)
- Foreign currency
- Other services such as financial counselling

## Government review of Canada Post

CUPW wants the government review of Canada Post to recommend the addition of financial and banking services at Canada Post, or at a minimum, a task force to determine how to deliver new financial and banking services through our postal service.

Please consider making this recommendation to the review.

### For more information:

A postal bank for everyone – Support Postal Banking  
[www.cupw.ca/PostalBanking](http://www.cupw.ca/PostalBanking)

Why Canada Needs Postal Banking  
<https://www.policyalternatives.ca/publications/reports/why-canada-needs-postal-banking>

The Banks Have Failed Us: Postal Banking To The Rescue  
<http://www.cupw.ca/postal-banking-rescue>

Rural Canada is underserved by financial services: Why post offices need to offer banking services  
[http://cpaa-acmpa.ca/pub/files/banking\\_services\\_SEPT23Eng.pdf](http://cpaa-acmpa.ca/pub/files/banking_services_SEPT23Eng.pdf)

Banking on a future for posts  
<http://www.cupw.ca/campaign/resources/banking-future-posts>





## A Canada Post for Everyone



### **Daily door-to-door delivery: It's not just more convenient. It's better for the environment.**

Canada Post delivers billions of letters and parcels to homes and businesses every year. Many Canadians consider it a trusted and valuable service.

But did you know that home mail delivery is the most environmentally friendly way of moving letters and parcels from sender to receiver? And it's greener when it's done five or six days a week.

From an environmental perspective, Canada Post is the best delivery option. According to a 2011 report, getting a parcel delivered by Canada Post can cause up to 6 times less CO<sub>2</sub> emissions than an overnight delivery by a courier, and 3 times less than having a customer make a 5-km trip to pick it up in a store.

#### **Why Canada Post is the greener option**

The boom in online shopping means that millions more parcels are being delivered by Canada Post and other delivery companies. That's a lot of cars and trucks on delivery runs.

Last year, the number of parcels delivered by Canada Post alone increased by almost 10%. But with Canada Post, the amount of greenhouse gas emissions barely increases. Why? Because, unlike other delivery companies, Canada Post already has people delivering mail and parcels to every neighbourhood in the country on a daily basis.

#### **Why daily delivery is the greener option**

If we cut mail delivery back to three days per week, Canada Post would lose its environmental advantage. It would make Canada Post's parcel delivery more expensive, which would result in the corporation losing market share to less environmentally efficient companies.

A vehicle delivering letters and parcels together keeps down the cost and environmental impact of each piece.





**Our daily door-to-door delivery network is part of a sustainable future for Canada Post.**

**Let's keep it greener.**

## **What if I don't get my mail every day?**

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Lots of us don't get mail every day. That kind of fluctuation in volume is already built into the delivery system. Having carriers deliver fewer days per week would only make it harder to reduce our carbon footprint.

Businesses of all sizes rely on daily delivery for cash flow and time-sensitive items. So courier companies would step in to fill in the gap, meaning three or more delivery trucks and vans driving the same streets.

## **Why door-to-door delivery is the greener option**

There are many reasons why people hate so-called "community mailboxes":

- they cause more traffic congestion
- lower property values
- thefts, and injuries due to slips and falls

They also cause more people to drive to pick up their mail, creating more pollution. Cars sit idling while residents struggle to open frozen locks and get the mail.

One poll shows that over a third (34.2%) of people drive to pick up their mail from a group mailbox.



# A Canada Post for Everyone



## Our Postal Service is Under Review: What's In It For You?

The federal government says it wants to ensure that "Canadians receive quality postal services at a reasonable price."

It's asking Canadians for our input. So, how do you think our national postal service should change with the times?

## High Quality Service to Meet Our Changing Needs.

People everywhere are sending fewer letters through the mail, which has affected the revenues of post offices around the world. Some postal systems have raised prices or cut services and jobs, as Canada Post did when the Conservatives were in power.

But post offices in many other countries have expanded their services and branched out into new avenues in order to make more money.

It's time for Canada Post to make full use of its presence in every community and add new revenue-generating services. Here are a few options to think about:

### Why Not Get More At The Counter?

With 6,300 outlets, Canada Post has the largest retail network in the country. It could be doing a lot more with this network.

### Get Your Documents:

Canada Post already processes passport applications and issues fishing and hunting licenses. It could also accept identity card applications, provide identity authentication services, register voters, certify documents, issue permits and much, much more.

Canada Post could also process payments and cheques for federal and provincial governments, and offer government services in places that don't have any.

### Get a Bank for Everyone:

Canada Post used to and could still provide financial and banking services like other post offices around the world. We could provide savings and chequing accounts; bank machines; lines of credit, mortgages, money transfers, etc.

Postal banking is profitable in many parts of the world and could reinvest its profits back into our communities. See CUPW's A Bank for Everyone campaign and go to [cupw.ca/PostalBanking](http://cupw.ca/PostalBanking).

### Get Display Space:

Canada Post's retail space could be better used in many locations. Why not rent display space to artists and producers for showcasing their specialty goods for fixed lengths of time? Showcase "Canadiana"? Or help on-line sales of products through a website portal like the Swiss post office?

### Why Not Get Better Cell, Internet and Secure Data Service?

Canadians want simple, affordable internet and cell phone service. Canada Post could offer basic cell phone packages. It could also use its infrastructure to provide high-speed internet in rural and remote areas that do not have access to this service. Many post offices in Europe, such as the UK, Italy and France, already offer internet and cell service.

Canada Post could also collect data quickly and frequently for ethical use in transportation, infrastructure and public planning.



## Why Not Get More at the Door?

With the largest delivery network in the country, Canada Post could deliver a lot more.

### Get More Parcels:

The parcel delivery sector is growing rapidly as a result of e-commerce and internet marketing. It doesn't make sense to have multiple courier companies driving down the same streets every day to deliver parcels.

Canada Post could provide last mile delivery for the entire sector. This would lower prices and be good for the environment because it would reduce our use of fossil fuels, and cut pollution and traffic congestion.

Canada Post already provides last mile for FedEx in rural and small communities.

### Get Your Groceries:

Canada Post could partner with large grocery stores to offer home delivery across the country like the Swiss and Danish post offices.

## Remember, It's A Canada Post for Everyone

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Of course, Canada Post isn't simply about making money. Like other Crown corporations, it is supposed to serve our public interest.

As well as considering revenue-generating services, Canada Post ought to be strengthening and expanding the services it provides to all Canadians. For example:

### Get Better Services to Indigenous and Northern Communities:

- Postal Banking
- Food Mail

### Get a Greener Canada Post:

- Electric Car Charging Stations at Post Offices
- Made in Canada Electric Postal Fleet
- Door-to-door as the greener option

For more information, visit [cupw.ca](http://cupw.ca) and [deliveringcommunitypower.ca](http://deliveringcommunitypower.ca)



### Get Better Services for Seniors and People with Mobility Issues:

Our population is aging and we need to keep our communities connected.

Canada Post used to have a service called Letter Carrier Alert that allowed letter carriers to monitor seniors and people with disabilities. Many letter carriers still informally check up on their neighbourhoods and the people on their routes. In partnership with municipal governments, communities, health care providers and seniors, we can keep doing this, helping older Canadians to remain in their homes for as long as possible.

La Poste in France is a leader in testing such new roles for the letter carriers. It partners with pharmacies to deliver medicine and works with organizations to check on people who are vulnerable, isolated or disabled.

Japan Post also has a service called "Watch Over" that checks on seniors and reports back to family members for a small monthly fee.

This service costs the equivalent of about \$8.40 US per month. According to the Inspector General of the United States Postal Service, a similar service in the US would generate \$12.6 million in revenues annually if just one per cent of its 12.5 million older adults that live alone signed up.

Japan Post will deliver 4-5 million iPads to seniors by 2020. The iPads will have apps that facilitate check-ins and remind seniors to take their medications, eat and exercise.

## CONTACT INFORMATION FOR CANADA POST REVIEW

### Step 1: Providing input to the task force now

The task force is collecting input from Canadians through a 'question of the week'. It is also providing a number of ways for people to make general comments (June 23<sup>rd</sup> deadline for municipalities and organizations, end of July deadline for public):

- Online: [Canada.ca/canadapostreview](http://Canada.ca/canadapostreview)
- Email: [TPSGC.ExamendeSPC-CPCReview.PWGSC@tpsgc-pwgsc.gc.ca](mailto:TPSGC.ExamendeSPC-CPCReview.PWGSC@tpsgc-pwgsc.gc.ca)
- Twitter: Tweet and use #CPReview2016 hashtag
- Facebook: Like, share and comment at [Facebook.com/Canada-Post-Review-521437564704406](https://www.facebook.com/Canada-Post-Review-521437564704406)
- Instagram: Share photos and include the #CPReview2016 hashtag
- Fax: 1-844-836-8138
- Mail:  
Canada Post Review  
CP 2200  
Matane, QC G4W 0K8

Please share your input with us at [Feedback@cupw-sttp.org](mailto:Feedback@cupw-sttp.org) or mail to Mike Palecek, President, Canadian Union of Postal Workers, 377 Bank Street, Ottawa, Ontario, K2P 1Y3

### What to say?

Tell the task force what you want from your public postal service and what you don't want. Make suggestions on how postal services could be expanded. You can get information on new services and other issues in the weeks to come at [CUPW.ca/canadapostreview](http://CUPW.ca/canadapostreview)

### Step 2: Providing input to the parliamentary committee in the fall

The government says that details about the parliamentary committee's consultations will be made public as they become available.

### **Public review on future of Canada Post**

**Whereas** Canada Post announced drastic cutbacks to our public postal service in December 2013, including plans to end home mail delivery in our country.

**Whereas** there was a huge public outcry in response to the cutbacks and stiff opposition from most federal parties, including the Liberal Party, which promised to halt the delivery cuts and conduct a review of Canada Post, if elected.

**Whereas** the delivery cuts were halted and our Liberal government is currently conducting a Canada Post Review, starting with an independent task force that will collect input from Canadians, do research, gather facts and draft a discussion paper in September of 2016, identifying viable options for postal service in this country.

**Whereas** a parliamentary committee will consult with Canadians in the fall of 2016 on the options that have been identified in the task force's discussion paper and then make recommendations to the government on the future of Canada Post.

**Whereas** it will be crucial for the task force and parliamentary committee to hear our views on key issues, including the importance of maintaining the moratorium on post office closures, improving the Canadian Postal Service Charter, restoring home mail delivery, keeping daily delivery, adding postal banking, greening Canada Post, and developing services to assist people with disabilities and help older Canadians to remain in their homes for as long as possible.

**Therefore be it resolved** that (name of municipality) provide input to the Canada Post Review task force and make a submission when the parliamentary committee consults with Canadians this fall.



We are contacting hoping that you would like to become involved in a very exciting opportunity and be part of something that is rewarding for everyone!!

The AHSRA is an all youth rodeo association with 450 members in grades 6 through 12, who all compete in rodeo. There are sanctioned rodeo event in various locations all over the province, ending in a provincial finals to declare the provincial champions in each event.

Through the AHSRA, our athletes develop their skills and gain experience in their specific events, besides the opportunity to spend time with their families and peers.

The AHSRA is a not for profit organization, registered with Alberta Registries. The AHSRA provincial finals are the biggest event of the year in our association. AHSRA is seeking additional support to make this endeavor a positive experience for the contestants involved. We are asking for consideration of your financial support for a minium of \$50,000.00 per year, for 3 years to assist with covering some of the costs incurred for the event for the next 3 years. The goal is to provide high quality rodeo finals, with suitable stock, an awards program, organized and run by highly qualified personal, combined with a venue and host town large enough to accommodate the event with the requirements needed, to produce a youth event of this caliber. The tentative working budget is attached with additional information for your consideration.

The AHSRA provincial finals bring the best in the province together to compete for provincial titles and onward to international events. The AHSRA is an amazing journey for young rodeo athletes and continues into the provincial finals for those who qualify from each district. Throughout the regular season and into provincial finals, the AHSRA helps youth to develop the skills and proficiencies needed to grow and prepare them to become productive, organized young adults, while giving back to the association and the province. It is an exciting opportunity for everyone involved.

Thank you for considering this opportunity to be a part of the exhilarating experience as a supporter of the AHSRA Provincial finals.

Sincerely,

AHSRA



## **AHSRA and affiliation with the NATIONAL HIGH SCHOOL RODEO ASSOCIATION**

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The AHSRA (Alberta High School Rodeo Association) is part of the National High School Rodeo Association (NHSRA) and has proudly been a member since 1972.

The National High School Rodeo Association is an international, non-profit organization dedicated to the development of sportsmanship, horsemanship and the character in the youth through the sport of rodeo. Created by Texas educator and rodeo contestant Claude Mullins, the NHSRA held its first finals in Hallettsville, Texas, Aug. 25-27, 1949. The NHSRA membership consists of over 10,500 members from 41 states, five Canadian provinces and Australia.

The National High School Rodeo Association is governed by National Directors (one representative from each state/provincial association). These volunteer board members are dedicated to the success of the NHSRA and the youth of North America. They also take the responsibility for the planning of the National High School Finals Rodeo each year for the junior and high school divisions. The high school rodeo finals are the world's largest rodeo and the junior division is the only international junior high rodeo association in the world. Alberta has been represented by Alberta's best young rodeo athletes from our province since 1972 at the national level. Many of our past NHSRA members have continued on with their rodeo endeavors and have gone on to become Canadian and World champions in the rodeo arena. Many of our alumni have benefited from the NHSRA & AHSRA with generous scholarships available to them to further their education and become very successful, productive members of society. It's not just about rodeo; it's about supporting our youth, mentorship and families coming together.

The AHSRA is very proud to be a member of the NHSRA. Our members follow the mission statement of the NHSRA.

All members must be in good standing; not ruled undesirable for misconduct at school. Students must be enrolled in the 6<sup>th</sup> through 12<sup>th</sup> grade. Any student attending schools which apply to the AHSRA are eligible for membership if he/she meets the National High School Rodeo Association grade and conduct qualifications.

With the high school and Junior Division working together, they are building membership numbers in the province of Alberta and at the national level to keep the sport of rodeo growing, keeping our western heritage alive, encouraging family bonding, educating others of not only the sport but of animal welfare, the importance of education and further education after high school, while displaying the highest type of conduct and sportsmanship to the general public.





## OVER VIEW OF WHAT THE AHSRA IS ALL ABOUT

- The Alberta High School Rodeo Association is a not for profit youth based rodeo association that was incorporated in 1972 with Alberta corporate registration number: 500069299
- The AHSRA is affiliated with the NHSRA which consists of 42 states, 5 provinces and Australia and operates under the AHSRA by-laws and the rules, bylaws and constitution of the NHSRA.
- There are 280+ high school members in grades 9-12 and a junior division from grades 6-8 with 95 members for a total 375 contestants.
- The membership draws from all over the province.
- There are over 100 performances of rodeo a year in various locations in Alberta.
- The average rodeo has 85-110 contestants. Many of the contestants enter multiple events with the average number of entries at each rodeo being +/- 280-340.
- The AHSRA offers barrel racing, pole bending, goat tying, breakaway roping, queen, team roping, saddle bronc, tie down roping, bull riding, steer wrestling, bareback riding, ribbon roping, chute dogging and cutting and working cow horse is an optional events.
- The association is divided in 3 districts, each with a high school and junior division in each district. The contestants rodeo for points throughout the season and at the end of the season there is a 3-4 day provincial finals with the top 30 contestants in each event competing for provincial titles and the opportunity to go on to compete at a junior and high school national finals, held in the USA.
- The top 5 provincial finalists in the Jr division and the top 6 in the high school division have the opportunity to attend the Canadian HSR finals to compete for a Canadian title.
- The AHSRA operates with 25 board members, and is unique in the fact that half of the board members are youth members and carry a vote equal to the adults for any decision making within the organization. The association has a huge volunteer base, a national director, chairman of the board, provincial secretary, 22 executive positions (half of which are students), 104 event directors (half of which are students) plus numerous sub committees.
- The AHSRA offers a scholarship program that each member can work towards and apply for funding in their grade 12 year to help to fund further education. Scholarships are not based on arena accomplishments and every member has equal opportunity to apply in their grade 12 year. In the last 5 years the AHSRA have awarded over \$300,000.00 to graduating members.

### Primary Focus Points of the Alberta High School Rodeo Association:

#### The mission statement of the association is:

- Promote the sport of rodeo and the highest type of conduct and sportsmanship and expose its positive image to the general public.
  - Preserve the western heritage.
  - Offer the privilege of family bonding.
  - Offer an opportunity of continuing education.
  - Maintain the highest regard for the livestock

- The AHSRA provides a youth based rodeo association for Alberta students in grades 6-12 with standards set to be met for conduct and sportsmanship while allowing the members to compete in a sport with members their own age to promote and preserves Alberta's western heritage. The season runs from August 1<sup>st</sup> to July 31<sup>st</sup>.
- The AHSRA members must be in good standing at their schools to be allowed to compete and they are encouraged to further their education after high school with opportunities for scholarships. The contestant must provide 2 report cards per year and the principal of their school must sign the rodeo consent form for each rodeo, along with the parents to allow the contestant to compete.
- Spending time with family among communities throughout Alberta at the various locations allows for family bonding and the opportunity to promote the rodeo activities and the organization, and encourage communities and people to become interested overall. The AHSRA has strict rules and consequences for behavior of the members in regard to animal welfare issues, behavior and overall conduct.
- Western attire is mandatory at all events and a back number identifying each member is worn during and after the rodeo to promote the association as the members go out into the communities for other activities after the rodeos.
- The AHSRA strives to encourage social development and a sense of well-being and accomplishment for the members as they compete in a sport they love.

### **AHSRA FUNDRAISING**

#### **DISTRICT LEVEL:**

- Each of the junior and high school divisions are responsible for fundraising for district season leader awards for event season leaders 1<sup>st</sup> place to 5<sup>th</sup> place, hipoint boy, hipoint girl, rookie boy and rookie girl. Each district raises approx. \$14,000.00 for these awards. Province wide approx. \$42,000.00 is raised with product or merchandize in kind, or cash fundraisers which prizes are bought with. The districts raise the funds through out the year by each event doing a fundraiser to cover the cost of their awards. It may be a jackpot event, a chile or spaghetti supper, bake sale or through local business sponsorship.

#### **PROVINCIAL LEVEL:**

- Each year the province holds a truck and trailer raffle where the members are responsible for selling the tickets as part of finals qualification and scholarship criteria. Each member must sell one book of tickets to remain in good standing with the association.
- Every 2 years the AHSRA volunteers work at Elbow River Lodge for gaming funds provided by the ALGC.
- The AHSRA has begun a saddle sponsorship program for provincial event champions, boy and girl hipoint and saddle. The funds for saddles are secured from various individual business's province wide.
- The membership fees paid by each member assist in paying some of the years expenses for the AHSRA.
- The AHSRA receives a sanction fee from each of the hosting rodeo committees to host an approved NHSRA/AHSRA event.
- The AHSRA is working on a marketing plan for 2016-2017 and forward to secure province wide sponsors who recognize the value of investing in the youth and their efforts and in return, the association to provide them with opportunites to showcase or profile their business at over 100 events through out the year and leading into the provincial finals.

## **PROVINCIAL FINALS STRUCTURE:**

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- High School Division offers 14 events.
- Junior Division offers 16 events.
- Maximum of 30 contestants per division per event are provincial qualifiers
- The rodeo consists of 3 point go arounds plus average points to determine provincial champions.
- The total number of runs per provincial finals for junior and high school divisions are 1740 runs/rides.
- Stock is provided by stock contractor's province wide.
- A minimum of 300 stalls plus self-penning opportunities are needed for horses.
- Parking and camping areas for 200 truck and trailer units is required.
- Affordable hotels with in a close vicinity of the events are required for some rodeo personal and families who are not camping on site.
- Livestock holding pens, arenas, rodeo equipment is required.
- A banquet facility to cater and seat 700 is required.
- The rodeo officials and workers will consist of judges (7), timers (4), announcers (2), pick up men (3), bull fighters (3), arena directors(3), EMT and safety personal (2), stock help (8), registration secretaries (6), result secretaries (4), stalling committee (4), camping committee (4), ground workers (2), tractor operators (2), banquet committee (6), awards committee (6), queen committee (3), set up and take down committee (8) plus adult and youth event directors from event.
- Office facilities for a rodeo office, portable toilets, light towers, signs, maps and programs.
- Concessions on site
- Advertising for the event.

## **WHAT THE AHSRA BRINGS TO A LOCATION:**

- Provincial finals rodeo brings approx. 200 families into your community for 4 or 5 days. (approx. 800 visitors)
- Many of the families have extended family members (Grandparents, aunts, uncles) who also come to the provincial finals as it is such a family event and they like to share the experience with their cowboy or cowgirl.
- The economic impact of the provincial finals is substantial.
- Research shows that each family spends a minium of \$200 per day for food/lodging/fuel/shopping/activities in the town.
- At \$800 per family spent in your town over the 4 days turns into \$160,000.00
- Research has shown that tourism dollars turn over about 4 times in a town, thus providing a possible \$640,000.00 worth of community revenue.
- Of these families there is approx. 220 rodeo contestants who will provide some of the best rodeo action you will see anywhere. These are the future stars of rodeo.
- The AHSRA will work with local business's to ensure our members and families are aware of the attractions, facilities, services and shopping opportunities that are available in the town and surrounding area.



## TENTATIVE BUDGET FOR PROVINCIAL FINALS 2017

EXPENSES		INCOME	
Facility	\$25,000.00	Stalls	\$21,250.00
Banquet	\$22,000.00	Banquet	\$22,000.00
Accomodations	\$2,000.00	50/50	\$2,000.00
Transportation	\$5,000.00	Town	\$30,000.00
Awards	\$15,000.00	County	\$30,000.00
Office,program, signage	\$5,000.00	Entry fees	\$35,000.00
Announcers	\$5,000.00	Sponsorship	\$10,000.00
EMT & Safety	\$3,000.00	Family Passes	\$10,000.00
Judges	\$10,500.00	Shirts	\$3,000.00
Timers	\$1,600.00	Saddles	\$25,000.00
Bullfighters	\$3,000.00		
Pick Up Men	\$8,000.00		
Helpers	\$5,000.00		
Timed Event Stock	\$18,000.00		
Rough Stock	\$32,000.00		
Insurance	\$2,000.00		
Hay	\$2,000.00		
Shirts	\$15,000.00		
Saddles	\$25,000.00		
	<b>\$204,100.00</b>		<b>\$188,250.00</b>

-\$15,850.00



**PRACTICE PENS MAYBE POSSIBLY AVAILABLE-WEDNESDAY & THURSDAY** 235  
 10:00-12:00 MIDNIGHT.....EVENT TIMES TO BE BLOCKED (gts, bw, tr, td, sw)  
 Pending stock availability & worker availability

**AHSRA PROVINCIAL FINALS 2017 SCHEDULE & INFO**

**Other queen scheduled categories to be set by queen coordinator with approval from finals committee.**

**Practice pens are for contestant only**

**RODEO TO RUN JUNIOR EVENT, THEN HS EVENT, SAME EVENT, ONE AFTER THE OTHER**

**Wednesday May 24, 2017**

10:00- 2:00 pm.....hang direction signage  
 3:00-12:00 pm.....Registration HS & JR  
 3:00.....Shooting  
 6:00 pm.....work bee, hang banners etc  
 6:00 pm.....AHSRA board meeting

**Thursday, May 25**

7:00-11:00 am.....registration HS & JR  
 12:00.....manadatory contestants meeting  
 1:00.....contestant photos  
 2:00.....queen horsemanship  
 5:00 p.m.....**1<sup>st</sup> Go of Cutting/cow horse**  
 6:00 pm.....judges/directors/timers meeting  
 7:30 p.m.....District Awards

**Friday, May 26**

7:00 a.m.....**2<sup>nd</sup> Go Of Cutting**  
 9:00 a.m.....**Grande Entry & 1<sup>st</sup> Performance of Rodeo** HS & JR  
 7:00 – 9:00 p.m.....Contestant & Family get together (on grounds)

**Saturday, May 27**

7:00 a.m.....**3<sup>rd</sup> Go Of Cutting**  
 9:00 a.m.....**Grande Entry & 2<sup>nd</sup> Performance of Rodeo**  
 6:00 p.m.....**Grand March, Banquet, Speaker, Slideshow**  
 7:30 p.m.....Queen speeches, modelling, impromptu  
 9:00 – 12:00(Midnight).....Contestant Dance (**Must Wear Back Number**)

**Sunday, May 28**

9:00 a.m.....**Grand Entry & 3<sup>rd</sup> Performance of Rodeo**  
 Intermission..... Farewell Rides From Queen & Crowning Awards Ceremony  
 2:00 pm..... Registration opens for Nationals & Cdns.  
 ½ hour after last event .....Awards Presentation (in front of grandstand)

**Order of events TBA**

Cutting/cowhorse, queen events, check schedule for time and locations.

**AWARDS:**





**Balance Sheet - As of 7/31/2015**  
 (in Canadian Dollars)  
 (Cash Basis)  
 7/31/2015 Balance

**ASSETS**

Casino Account	\$15,543.77
Gaming Account	\$119,259.14
General Account	\$14,783.49
GIC GENERAL FUNDS #10	\$5,538.43
GIC GENERAL FUNDS #11	\$20,000.00
<b>TOTAL Cash and Bank Accounts</b>	<b>\$175,124.83</b>

**TOTAL ASSETS** **\$175,124.83**

**LIABILITIES**

Other Liabilities	\$0.00
Liability-scholarships	\$93,642.50

**TOTAL LIABILITIES** **\$93,642.50**

**EQUITY** **\$81,482.33**

**TOTAL LIABILITIES & EQUITY** **\$175,124.83**

# Income/Expense by Category

8/1/2014 through 7/31/2015 (in Canadian Dollars) (Cash Basis)

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Category	8/1/2014- 7/31/2015
<b>INCOME</b>	
Casino Funds	77,392.66
Donations Recd	1,149.44
Finals Fees Collected	48,105.35
GIC Redemption	5,856.88
Insurance Collected From Committee's	26,375.00
Interest Inc	1,067.06
Memberships	102,498.16
Misc.	175.00
NSF Cheques Collected	1,605.00
Provincial Finals Income WD	1,980.00
Raffle Income	119,476.81
Raffle Loan Collected	10,000.00
Sanction Fees	10,500.00
Scholarship Proceeds	1,200.00
Season Leader Donations	29,779.68
<b>TOTAL INCOME</b>	<b>437,161.04</b>
<b>EXPENSES</b>	
Advertising	590.00
Bank Charges	383.14
Banner Expense	2,420.25
Casino Expense	2,313.42
Central Entry Expense	14,202.77
CHSRA Fees	4,000.00
Contract Secretary	30,000.00
Contract Secretary GST	1,500.00
Director Travel	25,775.24
Equipment Expense	2,119.73
Finals Fees	43,139.03
GIC PURCHASE	5,856.88
Insurance	24,194.00
Jacket Expense	1,875.00
loan for raffle	10,000.00
Misc Expense	180.00
NHSRA Fees	35,411.37
NSF Cheques	1,500.00
Office	1,066.93
Postage and Delivery	1,712.42
Provincial Finals Expense HS	43,039.64
Provincial Finals Expense WD	20,969.91
Raffle Expense	10,064.79
Refund Fees	1,800.00
Scholarship Paid	65,270.00
Season Leader Awards	30,591.57
Utilities	420.00
Website Expense	6,358.04
<b>TOTAL EXPENSES</b>	<b>386,754.13</b>
<b>OVERALL TOTAL</b>	<b>50,406.91</b>