MUNICIPAL DISTRICT OF GREENVIEW NO. 16

REGULAR COUNCIL MEETING AGENDA

Tuesday, September 26, 2017 | 9:00 AM | Council Chambers, Administration Building

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#1	CALL TO ORDER			
#2	ADOPTION OF AGENDA			1
#3	MINUTES		3.1 Special Council Meeting minutes held August 21, 2017 – to be adopted.	3
			Regular Council Meeting minutes held September 12, 2017 to be adopted.	6
			3.2 Business Arising from the Minutes	
#4	PUBLIC HEARING			
#5	DELEGATION	9:00 am	5.1 Willmore Wilderness Foundation Presentation	13
		9:30 am	5.2 Peace Air Shed Zone Association Presentation	15
		11:00 am	5.3 Grande Cache Dinosaur Track Foundation Presentation	38
#6	BYLAWS			
#7	OLD BUSINESS			
#8	NEW BUSINESS		8.1 Grande Cache Infrastructure Audit Report	48
			8.2 MD of Greenview No. 16 Staff Agreement	160
			8.3 Appointment – Secretary to the Subdivision and Development Appeal Board	187

8.4 St. Stephen's School – WE Day Request 196

8.5 DeBolt 2017 Harvester's Ball 199

8.6 Grande Spirit Foundation – Harvest Dinner Sponsorship 202

8.7 Multiplex Event 205

8.8 Success List 208

8.9 Council Chambers Digital Equipment 220

8.10 Premier Horticulture Approach 222

8.11 CAO Report 225

#9 COUNCILLORS BUSINESS & REPORTS

#10 CORRESPONDENCE

#11 IN CAMERA

#12 ADJOURNMENT

Minutes of a
SPECIAL COUNCIL MEETING
MUNICIPAL DISTRICT OF GREENVIEW NO. 16
Greenview Public Services Building,
Grovedale, Alberta, on Tuesday, August 21ST, 2017

 # 1: CALL TO ORDER

Reeve Dale Gervais called the meeting to order at 7:09 p.m.

PRESENT

Reeve	Dale Gervais
Deputy Reeve	Roxie Rutt
Councillors	Tom Burton
	George Delorme
	Dave Hay
	Les Urness
	Bill Smith
	Dale Smith

ATTENDING

Chief Administrative Officer	Mike Haugen
Manager, Planning Development	Sally Rosson
Development Officer	Price Leurebourg
Sheffer Andrew Ltd	Luis Esteves
Recording Secretary	Lianne Kruger

ABSENT

Councillor	Les Urness
Councillor	George Delorme

PUBLIC HEARING

GROVEDALE AREA STRUCTURE PLAN

ATTENDING GUESTS

Aleta Vandemark	Jim Gaboury
Carrie & George Wohlgemuth	Lesley Vandemark
Tammy Day	Christine Nickerson
Janet & Guy Maisonneuve	Noreen Rolls
Shawn & Stef Clarke	Dawn Viguie
Steve & Rose Csikos	Ellen McAusland
Cameron Verhagen	Derrik Belstein
Justin & Sandy Roulston	Allison Midrel
Riley Hillis	Rachel & Earl Hayden
Shaun & Shawna Fedorchuck	Anna Vatter
Terry Darring	Nick Smith
Larry Smith	Ryan & Cather Sellers
Cheryl Ryan	Dawne Torrance
Lisa Arlint	Wayne Drysdale
Ray & Deb Petteplace	Marie McCullough

Tim Kozie
Terri Beaupre
Shirley Nellis
Ken Trarback
Pat Cooke
Tom Finch
Pender Donna Smith
Lloyd Jopson
Diane Eastwood
Devin Smith
Shauna Head
Patricia Trarback
Christine Schlief
Rick Houweling
Michael Koracs
Warren Hillis
Noelle Hughes

Chair Gervais opened the Public Hearing regarding the Grovedale Area Structure Plan at 7:10 p.m.

Manager, Planning and Development, Sally Rosson explained the purpose of the public hearing regarding the Grovedale Area Structure Plan.

Chair Gervais advised those in attendance that Council is here to listen to the information presented and stated that all those who wish to speak to the matter whether for or against may speak once and shall be limited to five (5) minutes. Each speaker shall first state their name and their interest in the matter, including whether they are in support or non-support.

Luis Esteves with Sheffer Andrew Ltd gave an overview of the Grovedale Area Structure Plan.

Residents from the Landry Heights and Grovedale area attended the Grovedale Area Structure Plan Public Hearing to voice their concerns and encouragements regarding the plan.

Statements were made that the plan is a good, but residents would like to see a five and ten year plan along with the fifty year plan.

Over population, crime, and traffic were the main concerns brought forward at the public hearing.

The residents of Landry Height feel that their concerns were not heard during the survey and would prefer not to see higher density development come to their area. The area residents would prefer to not have access to municipal sewer and water if the re-designation means higher density.

Additional concerns brought forward included:

- Stability of highway 666

- Future development with the oil and gas industry
- Tanker truck safety concerns
- Increased population
- Concerns of Grande Prairie expanding into the area
- Policing and emergency services concerns
- Retain ability for landowners to develop

Council and Administration explain to the residents that the reason for the public hearing is to hear the concerns of the residents and to use the information to move forward.

Chair Gervais adjourned the Public Hearing at 9:23 p.m.

ADJOURNMENT

ADJOURNMENT

MOTION: 17.08.. Moved by: COUNCILLOR TOM BURTON
That this meeting adjourn at 9:23
p.m.

CARRIED

_____ _____

CHIEF ADMINISTRATIVE OFFICER REEVE

Minutes of a

REGULAR COUNCIL MEETING

MUNICIPAL DISTRICT OF GREENVIEW NO. 16

M.D. Administration Building,

Valleyview, Alberta, on Tuesday, September 12th, 2017

 # 1: CALL TO ORDER

Reeve Dale Gervais called the meeting to order at 9:00 a.m.

PRESENT

Reeve	Dale Gervais
Deputy Reeve	Roxie Rutt
Councillors	Tom Burton
	Dave Hay
	Les Urness
	Bill Smith
	Dale Smith

ATTENDING

Chief Administrative Officer	Mike Haugen
General Manager, Corporate Services	Rosemary Offrey
General Manager, Infrastructure & Planning	Grant Gyurkovits
Municipal Intern	Danie Lagemaat
Communications Officer	Diane Carter
Recording Secretary	Lianne Kruger

ABSENT

Councillor	George Delorme
General Manager, Community Services	Dennis Mueller

#2: AGENDA

MOTION: 17.09.339. Moved by: COUNCILLOR DAVE HAY

That Council adopt the September 12th, 2017 Regular Council Agenda as presented.

CARRIED

#3.1 SPECIAL COUNCIL MEETING MINUTES

MOTION: 17.09.340. Moved by: COUNCILLOR BILL SMITH

That Council table the minutes of the Special Council Meeting held on Monday, August 21st, 2017 until the September 26th, 2017 Regular Council Meeting, for additional information.

CARRIED

REGULAR COUNCIL MEETING MINUTES

MOTION: 17.09.341. Moved by: DEPUTY REEVE ROXIE RUTT

That Council adopt the minutes of the Regular Council Meeting held on Tuesday August 22nd, 2017 as amended.

CARRIED

#3.2
BUSINESS ARISING FROM MINUTES

3.2 BUSINESS ARISING FROM MINUTES:

Council questioned when will the Land Use Bylaw would be brought back to Council for third reading? Administration will address the concerns brought forward and bring the bylaw back to Council for approval.

When will the Grovedale Daycare request be brought back to Council? Administration responded that they would look into the request and respond to Council's enquiry.

#4
PUBLIC HEARING

4.0 PUBLIC HEARING

There were no Public Hearings presented.

#5
DELEGATIONS

5.0 DELEGATIONS

5.1 I WANT WIRELESS PRESENTATION

I WANT WIRELESS

MOTION: 17.09.342. Moved by: COUNCILLOR TOM BURTON
That Council accept the presentation from I Want Wireless regarding the Connecting Canadians Program as presented, for information.

CARRIED

#6
BYLAWS

6.0 BYLAWS

There were no Bylaws presented.

#7
OLD BUSINESS

7.0 OLD BUSINESS

There was no Old Business presented.

#8
NEW BUSINESS

8.0 NEW BUSINESS

8.1 REQUEST TO WAIVE ADDITIONAL FEES FOR DEVELOPMENT PERMIT D17-157

MOTION: 17.09.343. Moved by: COUNCILLOR TOM BURTON
That Council waive the additional fee for not obtaining a valid development permit prior to equipment storage and removal of topsoil for Development Permit D17-157.

CARRIED

Reeve Gervais recessed the meeting at 9:59 a.m.
Reeve Gervais reconvened the meeting at 10:13 a.m.

5.3 DAVE HOLINATY PRESENTATION

DEBOLT CONTRACTING LTD

MOTION: 17.09.344. Moved by: COUNCILLOR TOM BURTON
That Council accept the presentation from Dave Holinaty representing for DeBolt Contracting Ltd. for information, as presented.

CARRIED

8.2 CAPITAL EXPENDITURE OVERAGE FOR AG17007 BALE HAULER

AG17007 BALE HAULER

MOTION: 17.09.345. Moved by: COUNCILLOR DALE SMITH
That Council approve the purchase of a 2017 Morris Hay Hiker (AG17007), from Agriterra Equipment in Stony Plain, AB for a total cost of $37,044.00 including delivery charge.

CARRIED

8.3 SURPLUS GREENVIEW VEHICLES

SURPLUS VEHICLES

MOTION: 17.09.346. Moved by: COUNCILLOR DALE SMITH
That Council accept the report on request for surplus vehicles to Smoky Applied Research & Demonstration Association (SARDA) and Peace Country Beef Forage Association (PCBFA) for information, as presented.

CARRIED

8.4 RENOVATION REQUEST FOR GREENVIEW VETERINARY CLINIC

GREENVIEW VETERINARY CLINIC

MOTION: 17.09.347. Moved by: COUNCILLOR TOM BURTON
That Council approve Dr. J.M. Pozniak's request for $9,366.00 from Contingency Reserve to Agricultural Services Operating Budget.

GREENVIEW VETERINARY CLINIC TABLED

MOTION: 17.09.348. Moved by: COUNCILLOR DALE SMITH
That Council table motion 17.09.347. until further information can be brought forward.

CARRIED

8.5 SECURITY DEPOSIT FOR RESIDENTIAL ACCESS CONSTRUCTION EXTENSION REQUEST

RESIDENTIAL ACCESS CONSTRUCTION EXTENSION

MOTION: 17.09.349. Moved by: DEPUTY REEVE ROXIE RUTT
That Council authorize the reduction of the security of the security deposit for residential construction located at NW 11-67-22 W5M from $50,000.00 to $5,000.00 as to comply with Greenview's revised Policy 4001.

CARRIED

8.6 NORBORD ACCESS INTERSECTION

NORBORD ACCESS INTERTSECTION

MOTION: 17.09.350. Moved by: COUNCILLOR BILL SMITH
That Council decline the invitation to participate in illumination upgrades at the Norbord and Highway 40 intersection.

CARRIED

8.7 DRAFT LITTLE SMOKY RECREATION AREA GOVERNANCE BOARD AGREEMENT

LITTLE SMOKY RECREATION AREA GOVERNANCE BOARD

MOTION: 17.09.351. Moved by: DEPUTY REEVE ROXIE RUTT
That Council accept the presentation on the Draft Little Smoky Recreation Area Governance Board Agreement for information, as presented.

CARRIED

8.8 REQUEST TO WAIVE JULY 1, 2017 PENALTY ON PETRUS RESOURCES TAX ROLL 319262

REQUEST TO WAIVE PENATLY ON TAX ROLL 319262

MOTION: 17.09.352. Moved by: COUNCILLOR DALE SMITH
That Council deny the request from Petrus Resources to waive the July 1st, 2017 penalty on tax roll 319262 in the amount of $20.00 as per the attached request.

CARRIED

8.9 SHELDON COATES SCHOOL SNACK PROGRAM

SHELDON SCHOOL SNACK PROGRAM

MOTION: 17.09.353. Moved by: DEPUTY REEVE ROXIE RUTT
That Council accept the Sheldon Coates Elementary School funding request for information, as presented.

CARRIED

SCHOOL SNACK PROGRAM

MOTION: 17.09.354. Moved by: COUNCILLOR TOM BURTON
That Council direct Administration to look into the costs for funding for School Snack Programs within Greenview and bring a report back to a future council meeting.

CARRIED

8.10 VALLEYVIEW ENHANCEMENT SOCIETY CHRISTMAS GALA

VALLEYVIEW ENHANCEMENT SOCIETY

MOTION: 17.09.355. Moved by: COUNCILLOR TOM BURTON
That Council approve sponsorship in the amount of $1,000.00 to the Valleyview Enhancement Society for the 2017 Christmas Gala, with funds to come from the Community Service Miscellaneous Grant.

CARRIED

Reeve Gervais recessed the meeting at 11:54 a.m.
Reeve Gervais reconvened the meeting at 1:00 p.m.

5.2 GUNBY RANCH GOLF COURSE PRESENTATION

GUNBY RANCH GOLF COURSE

MOTION: 17.09.356. Moved by: COUNCILLOR TOM BURTON
That Council accept the presentation from the Gunby Ranch Golf Course as information, as presented.

CARRIED

8.11 CAO/MANAGERS' REPORTS

CAO REPORTS

MOTION: 17.09.357. Moved by: DEPUTY REEVE ROXIE RUTT
That Council accept the CAO Report for information, as presented.

CARRIED

#9 COUNCILLORS BUSINESS & REPORTS

9.1 COUNCILLORS' BUSINESS & REPORTS

9.2 MEMBERS' REPORT: Council provided an update on activities and events attended, including the following:

WARD 3

COUNCILLOR LES URNESS updated Council on his recent activities, which include:
Greenview Golf Tournament
Tri Municipal Industrial Partnership Meeting

WARD 4

COUNCILLOR DAVE HAY
Grovedale Area Structure Plan Public Hearing
Little Smoky Recreation Area Feasibility Study
Greenview Multiplex Design Board Meeting
Heart River Housing Meeting

WARD 7

DEPUTY REEVE ROXIE RUTT updated Council on her recent activities, which include:
Canfor Field Study Tour
Lakeview Grande Opening
Grande Spirit Foundation
Greenview Golf Tournament Supper and Awards
DeBolt Corn Boil and Jamboree
Tri Municipal Industrial Partnership Meeting
Little Smoky Recreation Area Feasibility Study
DeBolt Senior Housing Meeting
Alberta Care Conference
United Way Kickoff

WARD 5

COUNCILLOR DALE SMITH submitted his written update to Council on his recent activities, which include:
Agricultural Services Board
Little Smoky Recreation Area Feasibility Study

WARD 6

COUNCILLOR TOM BURTON updated Council on his recent activities, which include:
Greenview Golf Tournament
Tri Municipal Industrial Partnership Meeting
Little Smoky Recreation Area Feasibility Study
DeBolt Senior Housing Meeting
Peace Region Economic Development Alliance Annual General Meeting
North to Alaska Symposium
Whitecourt Chamber of Commerce Caribou Panel

WARD 8

COUNCILLOR BILL SMITH updated Council on his recent activities, which include:
Agricultural Services Board
Tri Municipal Industrial Partnership Meeting

WARD 1

COUNCILLOR GEORGE DELORME was unavailable to give a members report.

ENHANCED OFFICER POSITION

MOTION: 17.09.358. Moved by: COUNCILLOR BILL SMITH
That Council direct Administration to put forward an application for an enhanced officer position for the Grovedale area.

CARRIED

REEVE'S REPORT

9.1 REEVE'S REPORT:

WARD 2

REEVE DALE GERVAIS updated Council on his recent activities, which include:
Greenview Multiplex Tour
Lakeview Seniors Lodge Grand Opening
Evergreen Foundation Meeting via Teleconference
Greenview Golf Tournament
Tri Municipal Industrial Partnership Meeting
Little Smoky Ski Hill Meeting
Seven Generation Golf Tournament
Sod Turning Edson Seniors Lodge

#10 CORRESPONDENCE

10.0 CORRESPONDENCE

MOTION: 17.09.359. Moved by: COUNCILLOR DALE SMITH
That Council accept the correspondence for information, as presented.

CARRIED

#11 IN CAMERA

11.0 IN CAMERA

There was no In Camera presented.

12.0 ADJOURNMENT

#12 ADJOURNMENT

MOTION: 17.09.360. Moved by: DEPUTY REEVE ROXIE RUTT
That this meeting adjourn at 2:25 p.m.

CARRIED

_____ _____

CHIEF ADMINISTRATIVE OFFICER REEVE

REQUEST FOR DECISION

SUBJECT:	**Willmore Wilderness Foundation Presentation**		
SUBMISSION TO:	REGULAR COUNCIL MEETING	REVIEWED AND APPROVED FOR SUBMISSION	
MEETING DATE:	September 26, 2017	CAO: MH	MANAGER:
DEPARTMENT:	CAO SERVICES	GM:	PRESENTER:
STRATEGIC PLAN:	Level of Service		

RELEVANT LEGISLATION:

Provincial (cite) – N/A

Council Bylaw/Policy (cite) – N/A

RECOMMENDED ACTION:

MOTION: That Council accept the presentation from the Willmore Wilderness Foundation for information, as presented.

BACKGROUND/PROPOSAL:

Willmore Wilderness Foundation would like to update Council on the Foundations projects in 2017 and future projects.

BENEFITS OF THE RECOMMENDED ACTION:

1. The benefit of accepting the presentation is to confirm receipt of the Council update on the Willmore Wilderness Foundation.

DISADVANTAGES OF THE RECOMMENDED ACTION:

1. There are no perceived disadvantages to the recommended motion.

ALTERNATIVES CONSIDERED:

Alternative #1: Council has the alternative to not accept the recommended motion for information.

FINANCIAL IMPLICATION:

There are no financial implications to the recommended motion.

STAFFING IMPLICATION:

There are no staffing implications to the recommended motion.

PUBLIC ENGAGEMENT LEVEL:

Greenview has adopted the IAP2 Framework for public consultation.

INCREASING LEVEL OF PUBLIC IMPACT

Inform

PUBLIC PARTICIPATION GOAL

Inform - To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.

PROMISE TO THE PUBLIC

Inform - We will keep you informed.

FOLLOW UP ACTIONS:

There are no follow up actions to the recommended motion.

ATTACHMENT(S):

- None

REQUEST FOR DECISION

SUBJECT:	**PAZA Presentation**		
SUBMISSION TO:	REGULAR COUNCIL MEETING	REVIEWED AND APPROVED FOR SUBMISSION	
MEETING DATE:	September 26, 2017	CAO: MH	MANAGER:
DEPARTMENT:	CAO SERVICES	GM:	PRESENTER:
STRATEGIC PLAN:	Level of Service		

RELEVANT LEGISLATION:

Provincial (cite) – *N/A*

Council Bylaw/Policy (cite) – *N/A*

RECOMMENDED ACTION:

MOTION: That Council accept the presentation from Peace Air Shed Zone Association (PAZA) as presented, for information.

BACKGROUND/PROPOSAL:

Representatives from PAZA requested an audience with Council to update on the values of the air shed.

BENEFITS OF THE RECOMMENDED ACTION:

1. The benefit of accepting the presentation is to confirm receipt of the Council update on the Peace Air Shed Zone Association.

DISADVANTAGES OF THE RECOMMENDED ACTION:

1. There are no perceived disadvantages to the recommended motion.

ALTERNATIVES CONSIDERED:

Alternative #1: Council has the alternative to not accept the recommended motion for information.

FINANCIAL IMPLICATION:

There are no financial implications to the recommended motion.

STAFFING IMPLICATION:

There are no staffing implications to the recommended motion.

PUBLIC ENGAGEMENT LEVEL:

Greenview has adopted the IAP2 Framework for public consultation.

INCREASING LEVEL OF PUBLIC IMPACT

Inform

PUBLIC PARTICIPATION GOAL

Inform - To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.

PROMISE TO THE PUBLIC

Inform - We will keep you informed.

FOLLOW UP ACTIONS:

There are no follow up actions to the recommended motion.

ATTACHMENT(S):

1) PAZA PowerPoint Presentation

Fact.

Running your gas powered lawnmower for one hour is equal to driving a new car between 320 and 480 km.

Fiction.

Air pollution is only an issue for cities. People who live in rural areas are not affected.

Fact or fiction?

Learn the difference at www.paza.ca

PAZA
Peace Airshed Zone Association

The Value of an Airshed to Airshed Stakeholders

MD of Greenview

September 26, 2017

www.paza.ca

Outline

- What is an Airshed?
- Why is an Airshed important?
- What we do at PAZA?
- Who should be involved?
- Conclusion

What is an Airshed?

- An airshed is a geographic region that shares similar air quality characteristics.
- The airshed boundaries may be established considering
    - topographic features
    - meteorology
    - economic activities
    - pollution sources
    - political boundaries
    - common air quality issues
- An airshed is designed to monitor air quality on a regional basis

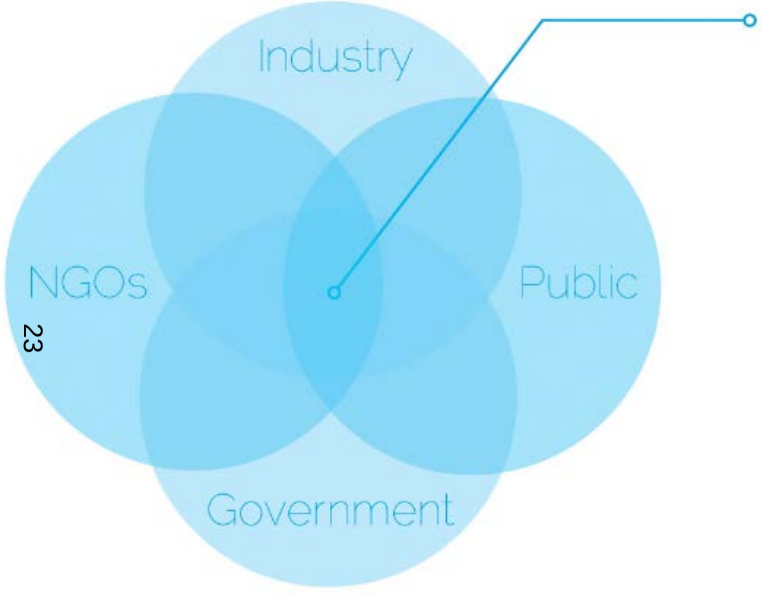
Why is an Airshed Monitoring Program Important?

- How do we know what is clean or acceptable air?
  - How do we measure that?
  - What can we do about it?

Who is PAZA?

- A multi-stakeholder non-profit organization
- PAZA conducts air quality monitoring to provide scientifically credible, regional data
- Open and transparent organization, governed by consensus
- Main objective is to monitor the air we breathe

PAZA Vision and Mission



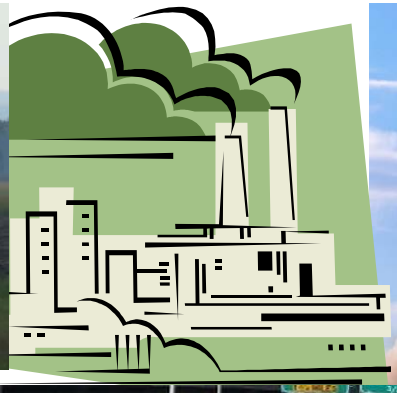
OUR MISSION

The Peace Airshed Zone Association operates an ambient air quality monitoring network to collect and preserve relevant, credible, transparent and accessible data to allow our stakeholders to make informed decisions regarding air quality in our region.

OUR VISION

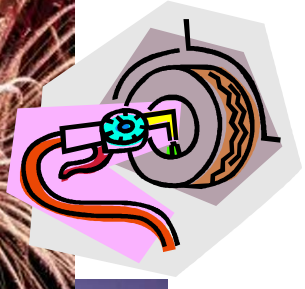
All people living, working and playing in the PAZA region will have the best possible air quality data.

What affects or influences air quality?











PAZA's Monitoring in the MD of Greenview

1 of our 7 continuous monitoring stations is located just south of Valleyview,

measuring for:

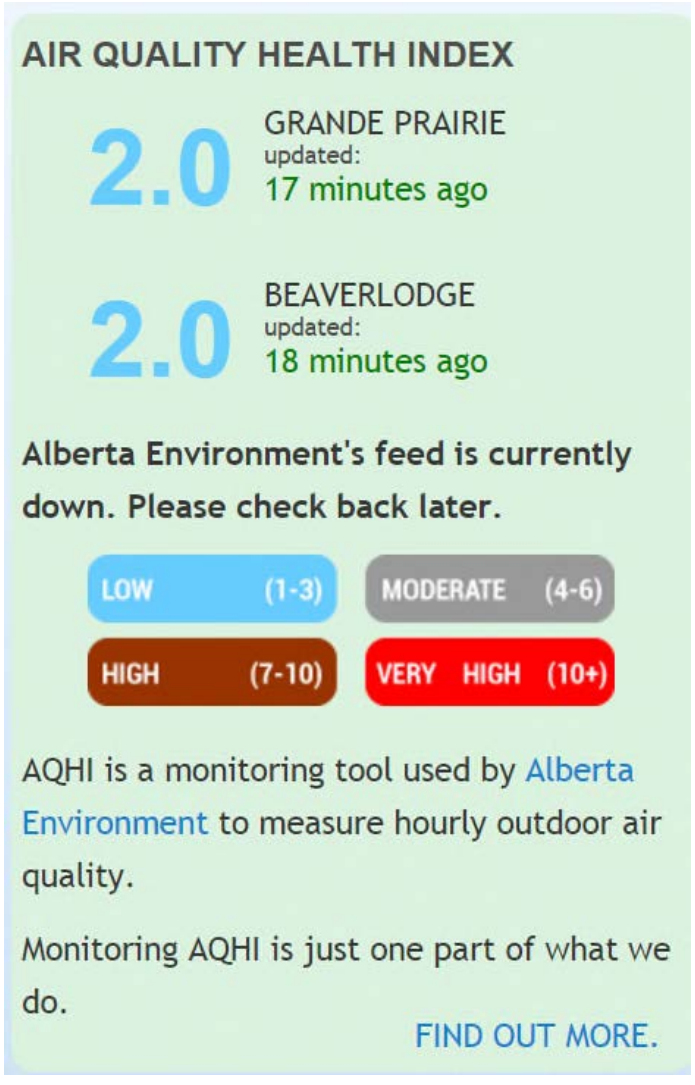
- Hydrogen sulphide (H_2S)
- Sulphur dioxide (SO_2)
- Meteorological parameters

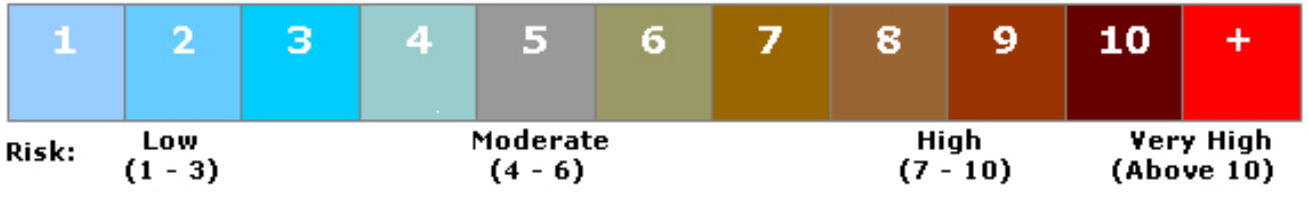
What can we learn from the data?

- To better understand:
    - What pollutants are impacting our air quality
    - Short and long terms tends for regional planning
    - How our air quality compares to other regions
    - Health risk associated with air quality
- For education and outreach
- For municipal infrastructure planning
- For policy development and management planning

Air Quality Health Index

- A tool designed to help us understand what the air quality around us means to our health
- Health risk based scale
- Provides health messaging
- Provides air quality forecast
- Real time, hourly AQHI on our website





Air Quality Data Availability and Access

- www.paza.ca
  - real time data
  - Hourly AQHI
  - monthly and annual report summaries on our website and submitted to regulators on behalf of members
  - Project monitoring reports

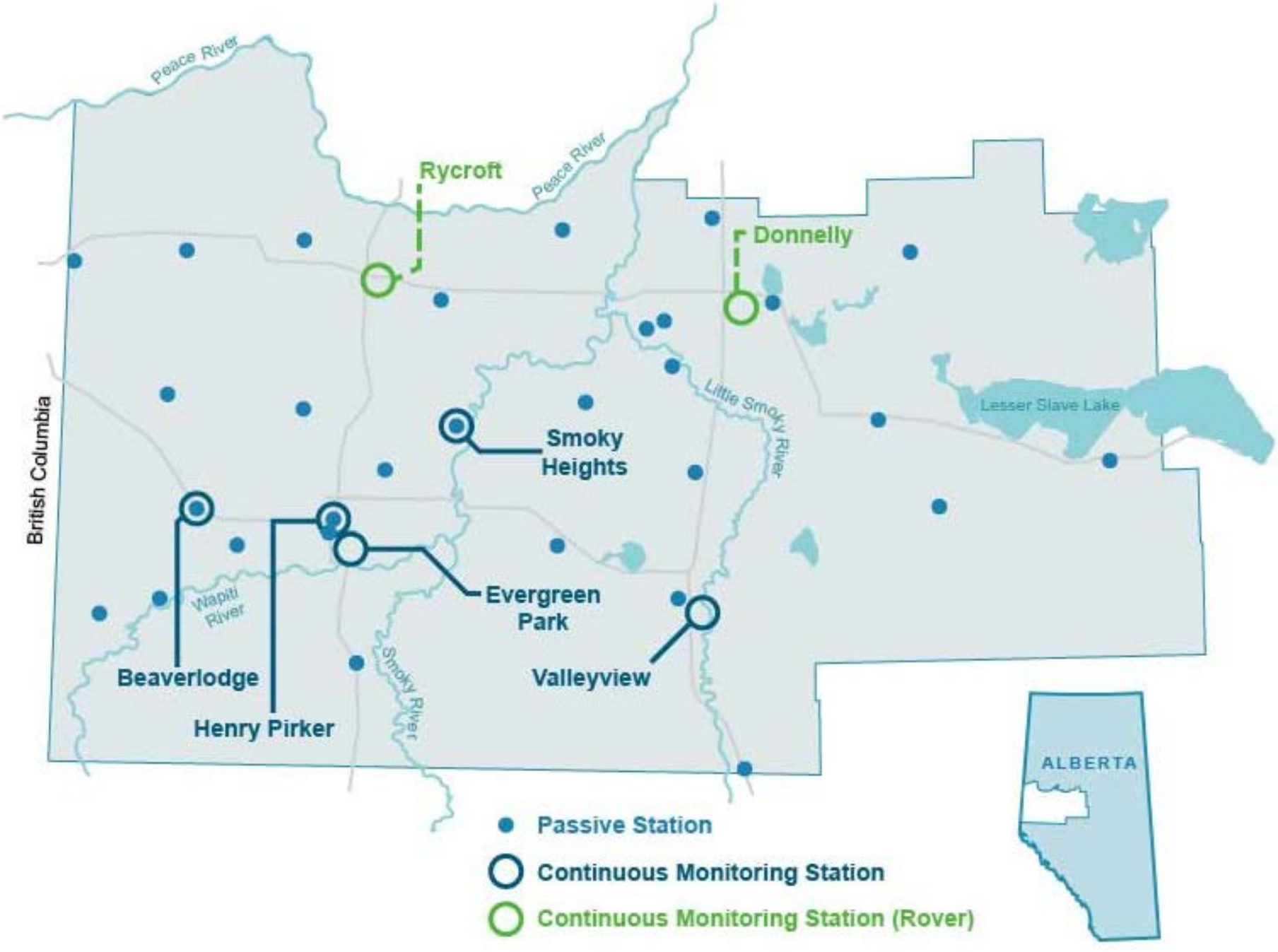
Value to Airshed Stakeholders

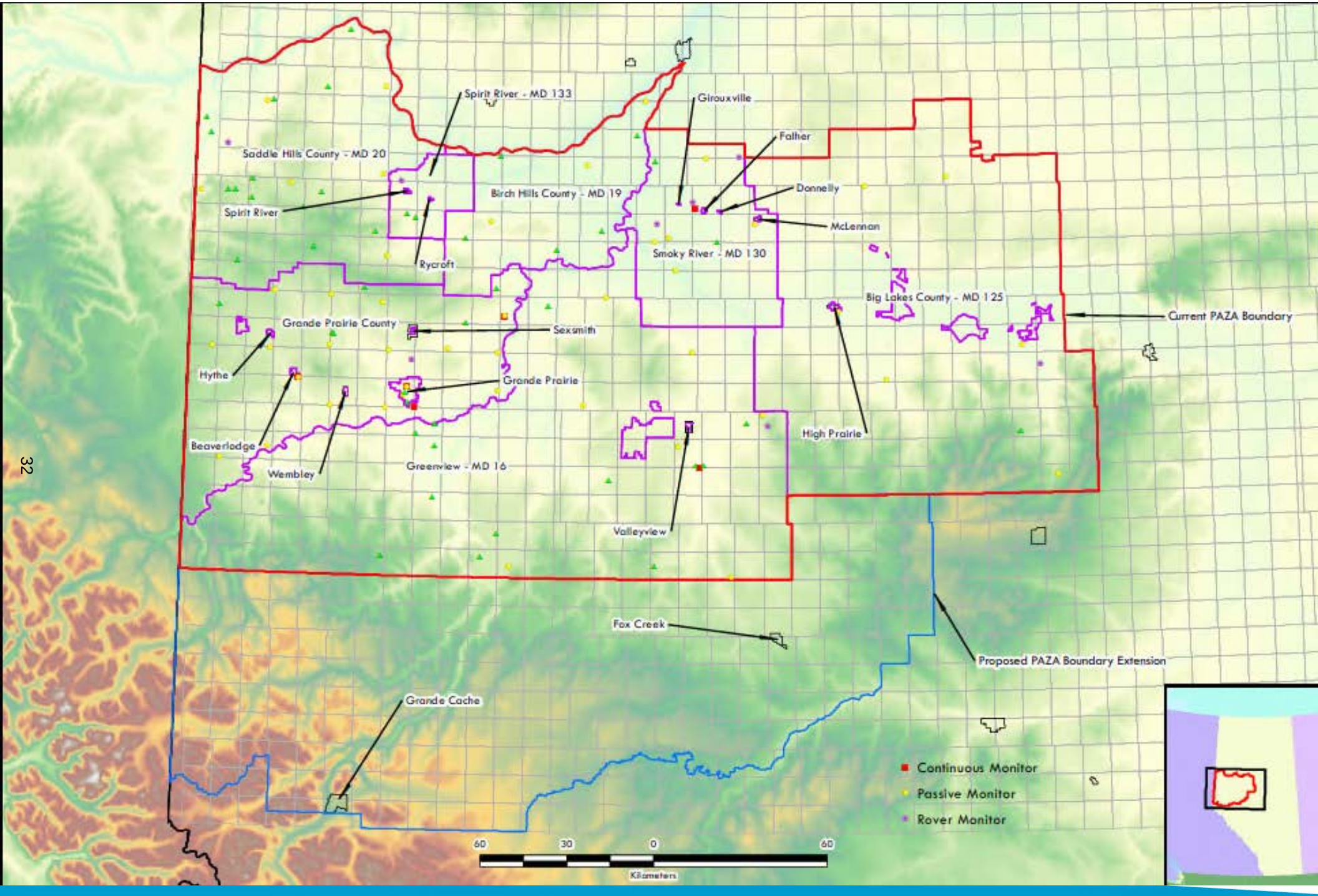
- Scientifically credible data to facilitate regional air quality planning
- Shared program operating costs
- High public trust; open process and direct public involvement
- Access to real time air monitoring data
- An effective forum for open discussion
- Community and urban infrastructure planning
- Opportunity to build relationships among stakeholders
- Opportunity to use the program as a tremendous public relations and education tool

Who Should be Involved?

The stakeholders should include:

- resource users,
- resource management decision makers,
- community groups,
- local business and industries,
- health authority,
- academics,
- educators,
- municipalities,
- and the community at large.


Peace River
Peace River
Rycroft
Donnelly
British Columbia
Little Smoky River
Lesser Slave Lake
Smoky Heights
Evergreen Park
Wapiti River
Beaverlodge
Henry Pirker
Smoky River
Valleyview
ALBERTA
Passive Station
Continuous Monitoring Station
Continuous Monitoring Station (Rover)


Spirit River - MD 133
Saddle Hills County - MD 20
Spirit River
Birch Hills County - MD 19
Rycroft
Grande Prairie County
Hythe
Beaverlodge
Wembley
Sexsmith
Grande Prairie
Greenview - MD 16
Valleyview
Smoky River - MD 130
Girouxville
Falher
Donnelly
McLennan
Big Lakes County - MD 125
High Prairie
Current PAZA Boundary
Fox Creek
Proposed PAZA Boundary Extension
Grande Cache
Continuous Monitor
Passive Monitor
Rover Monitor
60
30
0
60
Kilometers

Conclusion

- It is paramount to know what to measure
- It is critical to have a variety of stakeholders involved in the process
- A multi-stakeholder decision making process is more representative, accurate, meaningful, and valuable
- A dynamic synergy is created, relationships flourish, and development is encouraged through the consensus decision making process
- Be informed and be part of the solution

Thank you for being a long time member!

- Required members – regulatory responsibility
- Voluntary members – licensed facilities in the region
- NGOs – maximum $100
- Municipal members – population based

Questions?

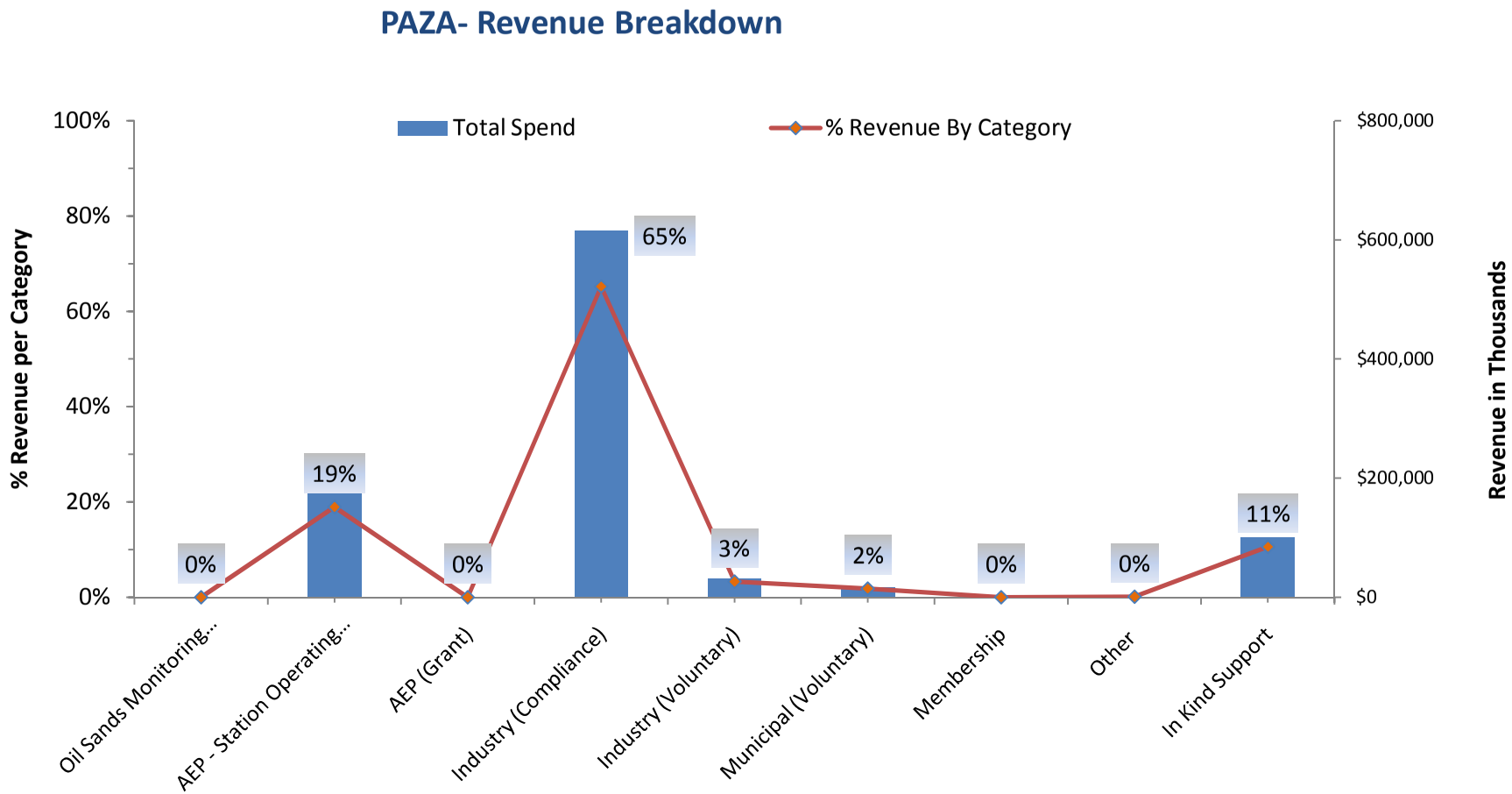
elizabeth@paza.ca

2017 Municipal Contributions

Table 5 Municipal Funding Formula

Population Range	Costs
60,000 to 69,999	$21,000
50,000 to 59,999	$18,000
40,000 to 49,999	$15,000
30,000 to 39,999	$12,000
15,000 to 29,999	$9,000
10,000 to 14,999	$4,500
5,000 to 9,999	$3,000
2,500 to 4,999	$1,500
1,500 to 2,499	$1,000
1,000 to 1,499	$750
1 to 999	$500

PAZA Revenue 2016



REQUEST FOR DECISION

SUBJECT:	**Dinosaur Track Foundation Presentation**		
SUBMISSION TO:	REGULAR COUNCIL MEETING	REVIEWED AND APPROVED FOR SUBMISSION	
MEETING DATE:	September 26, 2017	CAO: MH	MANAGER:
DEPARTMENT:	CAO SERVICES	GM:	PRESENTER:
STRATEGIC PLAN:	Level of Service		

RELEVANT LEGISLATION:

Provincial (cite) – N/A

Council Bylaw/Policy (cite) – N/A

RECOMMENDED ACTION:

MOTION: That Council accept the presentation from the Dinosaur Track Foundation as presented, for information.

BACKGROUND/PROPOSAL:

The Dinosaur Track Foundation would like to update Council on their visions and objectives. The foundation is looking to do a Feasibility Plan to outline and analyze methods to create the Dinosaur Tracks as a successful tourism destination.

BENEFITS OF THE RECOMMENDED ACTION:

1. The benefit of accepting the presentation is to confirm receipt of the Council update on the Dinosaur Track Foundation.

DISADVANTAGES OF THE RECOMMENDED ACTION:

1. There are no perceived disadvantages to the recommended motion.

ALTERNATIVES CONSIDERED:

Alternative #1: Council has the alternative to not accept the recommended motion for information.

FINANCIAL IMPLICATION:

There are no financial implications to the recommended motion.

STAFFING IMPLICATION:

There are no staffing implications to the recommended motion.

PUBLIC ENGAGEMENT LEVEL:

Greenview has adopted the IAP2 Framework for public consultation.

INCREASING LEVEL OF PUBLIC IMPACT

Inform

PUBLIC PARTICIPATION GOAL

Inform - To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.

PROMISE TO THE PUBLIC

Inform - We will keep you informed.

FOLLOW UP ACTIONS:

There are no follow up actions to the recommended motion.

ATTACHMENT(S):

- Dinosaur Track Foundation PowerPoint Presentation

GRANDE CACHE DINOSAUR TRACKS FOUNDATION

September 26, 2017

WHO WE ARE:

We are a recently formed Foundation under the Government of Alberta Societies Act and we have received our Certificate of Incorporation on March 2017, created to explore opportunities to develop the Grande Cache Regional Dinosaur Tracksites into a tourism destination.

Our Board is made up of the following representatives:

1 x Town representative
1 x Greenview representative
3 x Community at Large representatives

MISSION:

To develop the Grande Cache Regional Dinosaur Tracks as an educational, economic and tourism resource.

VISION:

Sharing one of the most important dinosaur tracks sites in the world.

OBJECTIVES:

1.) To provide recommendations for operational needs;

2.) To create a sustainable revenue model for the foundation;

3.) To protect the fragile environmental conditions associated with the dinosaur tracks and the surrounding ecosystem;

4.) To identify interpretative and educational themes;

5.) To ensure the economic benefits to the community are recognized and to develop partnerships with local businesses to create other experiences in Grande Cache;

6.) To make recommendations for visitor center displays and gift shop;

7.) To develop an overall marketing and branding strategy including cooperative promotional opportunities with other dinosaur areas in western Canada; and

8.) To promote ongoing research at the post secondary level on the dinosaur track site.

NEXT STEPS:

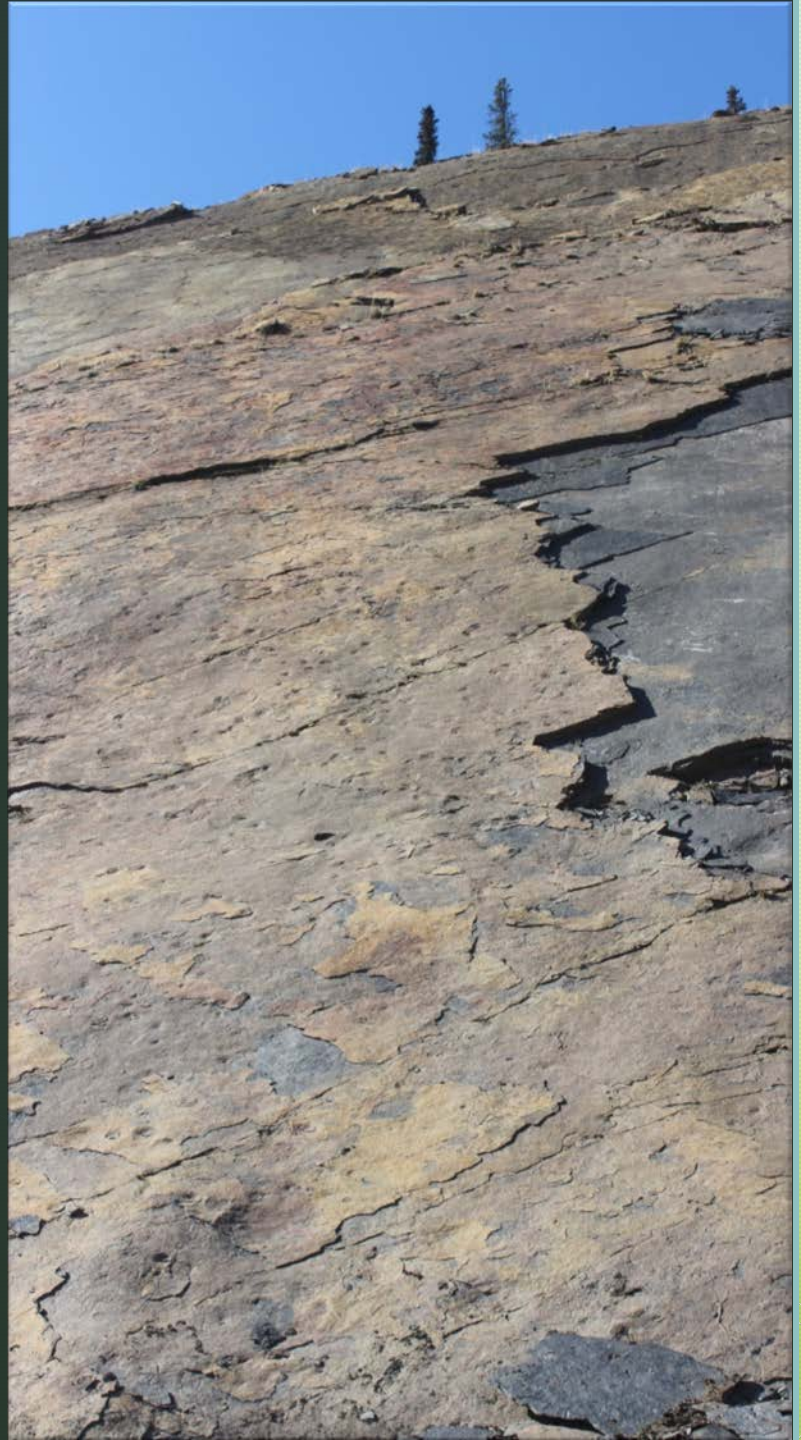
The Foundation wants to complete a feasibility study. As an already designated Provincial Heritage Site, the Dinosaur Tracks Foundation wishes to showcase the legacy nature has left behind in Grande Cache and share the significance of this historical location.

The Foundation applied for the Community Initiatives Program Alberta Canada 150 grant last fall but we were unsuccessful in receiving any funds. We have met/spoken with a number of Travel Alberta and Provincial staff members who all seem excited and interested in the project, however we have not been able to secure any funding to help the project move forward.

We are asking Greenview Council today if they would consider granting $30,000.00 to be used to develop a Feasibility Plan to outline and analyze methods to create the Dinosaur Tracks as a successful tourism destination. Specifically, we are looking for market analysis, financial viability, and operational issues with developing the track sites. This estimated cost is from previous Town and Greenview studies in the area.

Completing a Feasibility Plan will help us narrow the scope of our project and identify the best business scenario(s) so that we can move forward with a strategic operating plan in order to develop the tourism attraction.

We want to ensure that this project is feasible before we move forward, and invest more time and resources. If we learn that the Dinosaur Tracks Tour opportunity is not feasible, we will look into alterative options for growing, promoting and sharing “one of the most important Dinosaur Tracks in the World.”



WHO WILL BENEFIT:

This funding request would have the greatest benefit for the residents of Grande Cache and the MD of Greenview.

Increasing the tourism opportunities within the region will create economic growth and spinoff for additional tourism operations, educational opportunities, and more. Current businesses will flourish, new businesses and jobs will be created, and we will contribute to our community's growth, economic diversification, and leave a legacy for further generations.

Developing additional tourism opportunities in the region will compliment Greenview's overall strategic goals to have a diverse economy and to be viewed as a destination for the tourism industry.

SUPPORT:

To date, the Foundation has received letters of support from:

- Grande Cache Coal
- Town of Grande Cache
- MD of Greenview

Over the last year, a number of organizations also including Wilmore Wilderness Foundation, Government of Alberta – Culture & Heritage, Community Futures, paleontologists from Philip J. Currie Dinosaur Museum and The Royal Tyrrell Museum have discussed how to develop the Grande Cache & Area Dinosaur Tracks as a historic and tourist resource to create a low impact and environmentally friendly world-class tourism experience.

REQUEST FOR DECISION

SUBJECT:	**Grande Cache Infrastructure Audit Report**		
SUBMISSION TO:	REGULAR COUNCIL MEETING	REVIEWED AND APPROVED FOR SUBMISSION	
MEETING DATE:	September 26, 2017	CAO: MH	MANAGER:
DEPARTMENT:	CAO SERVICES	GM:	PRESENTER: MH
STRATEGIC PLAN:			

RELEVANT LEGISLATION:
Provincial (cite) – NA

Council Bylaw/Policy (cite) – NA

RECOMMENDED ACTION:
MOTION: That Council accept the Grande Cache Infrastructure Audit Report for information, as presented.

BACKGROUND/PROPOSAL:
Please see the attached report regarding Town of Grande Cache infrastructure as provided by Opus.

The report is a component of the infrastructure assessment project that is being sponsored by Greenview for the Towns of Valleyview, Fox Creek, and Grande Cache. The attached report covers only the Town of Grande Cache. This report was completed first due to its role in the Grande Cache Viability Study.

In addition to the report, other project deliverables include:

i) A suggested 20 year capital plan;
ii) An asset inventory; and,
iii) GIS/GPS information gathering.

Much of the report details project methodology and provides explanations of how numbers were determined. The area of the report most pertinent to the municipalities and the viability study can be found on Page 3 of the document.

Table 1 – Long Term Annual Capital Renewal Projections Summary outlines the expected financial requirements necessary for capital infrastructure replacement. The table outlines that in the short term (5 year horizon) the average yearly financial needs is approximately $6.6 Million. If the same exercise is carried through to a 20 year horizon, the average yearly need is estimated to be approximately $4.15 Million.

When compared against the Town's proposed Multi-Year Capital Plan for the upcoming five years, the following table is produced (all numbers rounded):

Year	Proposed Capital Plan (Millions)	Average Funding Required (Millions)	Deficit (Millions)
2017	$ 2.37	$ 6.60	$ 4.23
2018	$ 2.77	$ 6.60	$ 3.83
2019	$ 2.36	$ 6.60	$ 4.24
2020	$ 0.37	$ 6.60	$ 6.23
2021	$ 1.05	$ 6.60	$ 5.55

Based on the 5 year average, the total deficit is predicted to be approximately $24.08 Million over this timeframe. When the 20 year average is used, the expected deficit is reduced, but still exists.

During upcoming discussions, it will be important to assess these numbers not only in their size, but also in the Town's ability to raise those funds, from taxation, Greenview, or elsewhere and still be sustainable at the end.

BENEFITS OF THE RECOMMENDED ACTION:

1. Accepting the report for information will confirm Council's receipt of the information.

DISADVANTAGES OF THE RECOMMENDED ACTION:

1. There are no perceived disadvantages to the recommended motion.

ALTERNATIVES CONSIDERED:

Alternative #1: Council has the alternative to not accept the recommended motion for information.

FINANCIAL IMPLICATION:

There are no financial implications associated with the recommended motion.

STAFFING IMPLICATION:

There are no staffing implications associated with the recommended motion.

PUBLIC ENGAGEMENT LEVEL:

INCREASING LEVEL OF PUBLIC IMPACT

Inform

PUBLIC PARTICIPATION GOAL

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PROMISE TO THE PUBLIC

Inform - We will keep you informed.

FOLLOW UP ACTIONS:

There are no follow up actions associated with recommended motion.

ATTACHMENT(S):

- Grande Cache Infrastructure Report

Municipal District of Greenview No. 16

Town of Grande Cache Infrastructure Assessment Report - 2017

DRAFT

Municipal District of Greenview No. 16

Town of Grande Cache

Infrastructure Assessment Report - 2017

DRAFT

Prepared By .....

Reviewed By .....

Approved for Release By .....

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Date: August 18, 2017
Reference: S-39135.00
Status: Draft for Client Review

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Executive Summary

The Municipal District of Greenview No. 16 (MD of Greenview) engaged Opus to undertake an Infrastructure Assessment and Financial Forecast for the Towns of Fox Creek, Grande Cache, and Valleyview. This report details the findings for the Town of Grande Cache (Grande Cache).

Grande Cache is located approximately 190 km south of Grande Prairie on Highway 40. The town has a current population of 3571 people (2016 Census) and serves as the main centre in the area. The town was established in 1966 and construction of the town started in 1969.

The infrastructure of the town is summarized in the following table:

Asset Group	Current Replacement Value	Average Age (Years)	Average Estimated Useful Life (Years)	Age as % Estimated Useful Life	Average Condition Score (1-5)
Transportation	$71,906,094	43.1	85.5	50%	2.55
Water	$50,656,790	39.9	67.9	59%	2.57
Sanitary	$40,784,927	39.2	68.9	57%	2.18
Drainage	$17,222,193	38.7	43.2	90%	2.14
Parks, Campgrounds and Cemeteries	$16,788,340	48.0	94.4	51%	2.43
Facilities	$43,370,000	27.7	49.1	56%	2.97
Solid Waste	N/A	48.0	60.0	80%	2.50
Fleet	$9,162,500	11.7	12.9	91%	2.77
Totals	$249,890,844	38.0	67.9	56%	2.54

Opus undertook a review of available town data and undertook a program to update the infrastructure asset registries for the Asset Groups reviewed in this report. Inventory details were collected from available town records, design drawings, and on-site data collection programs. Asset conditions were assessed using available age data and supplemented by on-site condition surveys and interviews with town staff where applicable.

Much of the core infrastructure in the town is in “mid life” and is generally in good to fair condition. There are a limited number of major assets where renewal works are anticipated shortly to address

observed asset deterioration or to meet continued service delivery expectations. Most assets were constructed during the development of the town area and there have been limited renewal activities to address deteriorated assets. As these systems being to reach the end of their expected service life cycles, asset renewal programs will need to be expanded to rehabilitate, renew or replace aging infrastructure.

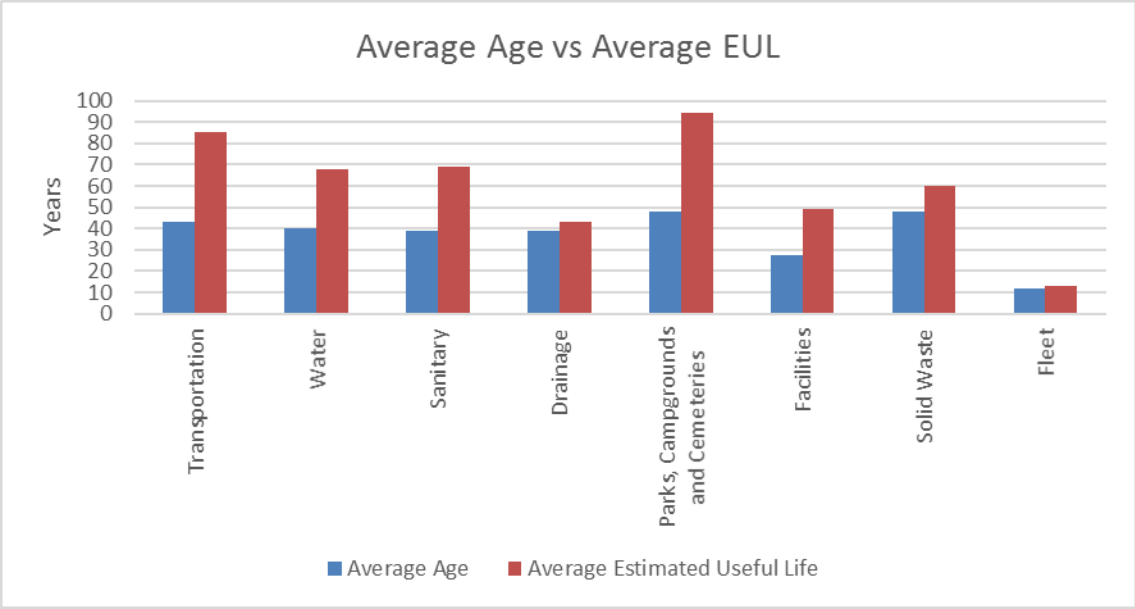


Figure 1 – Asset Age versus Expected Useful Life (EUL) Summary for Grande Cache

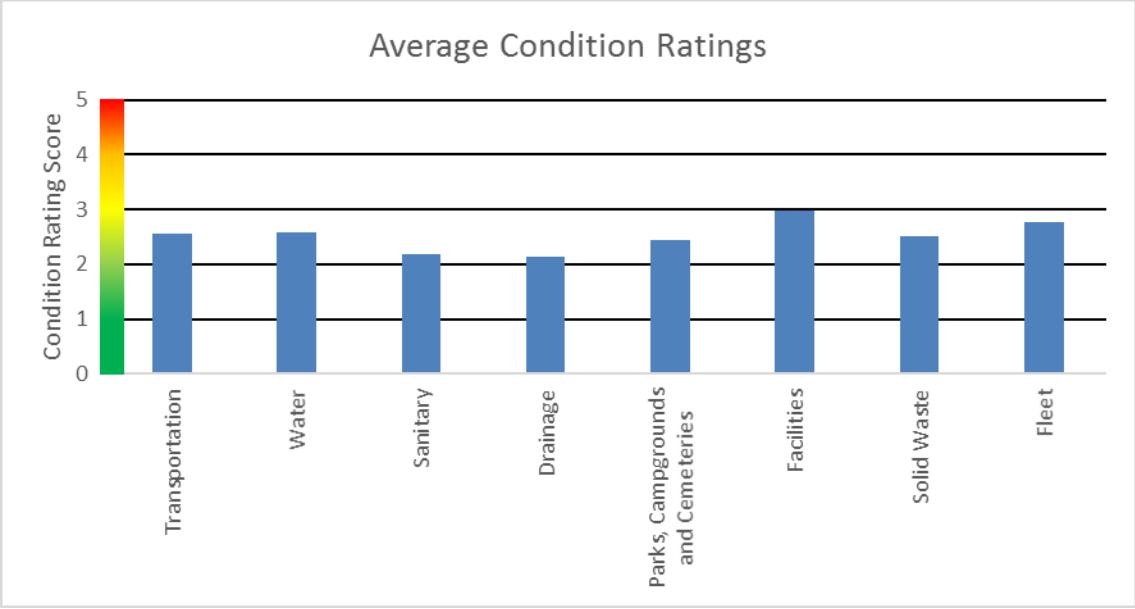


Figure 2 – Infrastructure Condition Rating Summary for Grande Cache

Currently, the town is in the process of constructing a major upgrade to their water treatment system that is expected to be completed for 2018. Studies undertaken by the Town have identified the need to develop additional landfill capacity to support the long-term waste management needs of the community over the next 50 years. The town also has plans to replace the current Fire Hall and has been exploring opportunities to undertake this development in partnership with the MD of Greenview.

The total current replacement value for the town's infrastructure reviewed in this report is estimated at $250 million. The average long-term annual replacement renewal needs for the town, based on projected renewals and current value asset depreciation, is estimated at $4.7 million per year. The near-term projections for annual renewals for the various asset groups over the next 5 to 20 years is summarized in the following table:

Table 1 – Long Term Annual Capital Renewal Projections Summary

Asset Group	Average Annual Renewals 5 Year Average - 2017-2021 ($/Year)	Average Annual Renewals 20 Year Average – 2017-36 ($/Year)
Transportation	$242,282	$683,064
Water	$2,868,306	$969,559
Sanitary	$588,115	$866,849
Drainage	$195,610	$139,869
Parks, Campgrounds and Cemeteries	$33,479	$225,919
Facilities	$1,150,515	$320,876
Solid Waste	$128,000	$72,000
Fleet	$1,395,000	$875,125
Totals	$6,601,307	$4,153,261

Several major infrastructure assets and asset groups are starting to enter their life cycle renewal period. There will be a need to increase renewal funding as more assets reach the end of their expected useful service life. The timing of renewals will depend on the future performance of the existing infrastructure, the needs of the community, and the on-going maintenance activities of the Town.

The current assessments of asset age, condition, and estimated useful life cycles for several asset classes are forecasting an increase in renewal needs over the next five years. We anticipate that some of these renewals can be deferred or can be addressed through regular maintenance activities. Monitoring asset condition over time will assist in defining long term performance of the asset groups and will help to better identify the expected service life and timing of long term asset renewal activities.

The current findings in this report are based on the condition and life cycle assessments available at the time the report was developed. The long-term renewal forecasts and needs analysis will need to be updated on a regular basis to reflect maintenance and renewal works undertaken, and the future performance, capacity, and community needs for the services that this infrastructure provides in the Town of Grande Cache.

1 Introduction

1.1 Objective of the Report

The Municipal District of Greenview No. 16 (MD of Greenview) is undertaking a program to understand the long-term infrastructure needs of the Towns of Fox Creek, Grande Cache, and Valleyview (the Greenview communities or Towns). The Greenview communities manage a wide-range of infrastructure including streets and sidewalks, utility systems, parks and playgrounds, landfills, campgrounds and airports. The communities have identified a need to better understand the current state of their infrastructure and the long-term investment required to maintain these assets to support the delivery of services to the community. This understanding will help enable the communities to better plan and evaluate the strategies and options for providing services to the communities in the region.

Opus was engaged by the MD of Greenview to review the infrastructure in the three towns to identify the available information, undertake a program to improve the asset inventories, and to develop an overall infrastructure replacement value and financial forecasts for renewals.

1.2 Methodology

Opus undertook site visits to review the available asset information for the Town of Grande Cache in February of 2017. Available data was identified and collected, including known inventory records, known assessment data and reports, and information from the town staff. Based on this information, the current state of asset information for the Town of Grande Cache was reviewed. Strategies were developed to improve the asset inventory and condition data to support the development of the forecasted renewals and investments for this report. Staff from Opus lead the development of updates to the inventory and asset data to document and update the asset registry lists and key attributes of the town's infrastructure. This information supports the management and understanding of the infrastructure of the town. Condition assessments were undertaken on key assets to better understand how assets are performing and to identify the potential scope and timing of future activities for developing long-term financial forecasts of renewal works.

The Town of Grande Cache has good inventory information for much of their assets and staff had a good understanding of the overall state of the infrastructure and current renewal needs. This information greatly assisted the development of the asset inventories and has helped to focus on-site condition assessment activities and renewal forecasts for Grande Cache.

1.3 Description of Grande Cache

The Town of Grande Cache is located to the south-west of the Municipal District of Greenview No. 16. The town is located approximately 190 km south of Grande Prairie via Highway 40, and is approximately 300 km from Valleyview via Highway 43 and Highway 40. The town covers an area of approximately 36.2 km^2 and the most recent national census in 2016 recorded a population of 3,571 people in the community and approximately 1832 dwelling units. Grande Cache was established as a

New Town in 1966 by the Alberta Government to develop a community to support commercial and industrial development in the region. Grande Cache received Town status in 1983.

Figure 3 – Context Map of MD of Greenview No. 16

Figure 4 – Context Map of Grande Cache

Construction of the town began in 1969 and has been developed in 7 phases; Phases 1 through- 6 are the commercial and residential areas located south and west of Highway 40, with the Industrial Phase located east of Highway 40. Most of the commercial and community institutions are in the area centered around Phase 1 and 2. Development of Phases 1-3 and the Industrial area started in 1969-1970, Phase 4 development started in 1980, Phase 5 development started in 1997, and Phase 6 development started in 2006. Further development was initiated in 2008 in the Industrial Phase as

part of the Phase 1 Tower Site Development Plan, and residential development has been continuing in Phase 6. Future development areas are proposed for the area south of phases 1, 2 and 5.

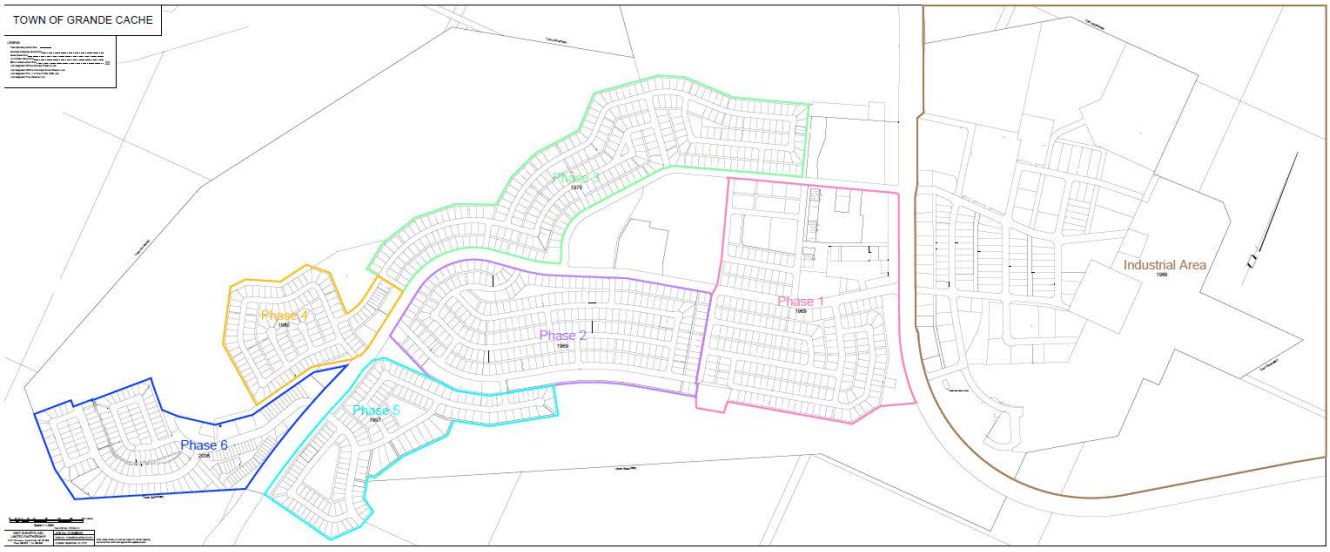


Figure 5 – Development Phase Map of the Town

2 State of the Infrastructure

2.1 Introduction

"State of the Infrastructure" is an assessment of the current inventory against its maximum potential. It provides a benchmark evaluation of infrastructure value and condition over time and draws attention to current issues such as trends in declining condition, an aging asset portfolio, or rapidly increasing asset base.

The results presented in this chapter are based on an evaluation framework designed to answer three fundamental asset management questions:

- What assets do we own? – asset types and quantity/extent
- What are they worth? – current replacement cost and depreciated replacement cost valuations
- What condition are they in? – asset age and condition distribution assessed per appropriate industry standard practices

2.1.1 Asset Inventories

The asset inventory provides the inventory data to understand the current infrastructure and to report on the whole of the assets. The inventory documents key asset information and attributes, including asset type, materials, sizes, quantities, and information to record age and condition data and the location or assignment of the asset (location name, address, or spatial location).

2.1.2 Asset Valuation

The historic capital acquisition and depreciation costs tracked by municipalities to meet the requirements for Tangible Capital Asset reporting typically will not provide current information to inform future renewal costs. For asset management purposes, the current replacement value and current renewal costs provide more appropriate indicators for the future investment and funding requirements of existing assets, particularly for assets with long life cycles.

For modelling and forecasting purposes, the "Current Replacement Cost" is used to identify the cost to replace an existing asset with a modern equivalent that meets current design and regulatory requirements.

2.1.3 Asset Condition

The condition of the assets is typically based on inspection and testing results, including condition surveys. It can also be predicted based on statistical or "standard" performance curves for an asset category or expected failure patterns for a type of infrastructure. In general, most municipal infrastructure that has long service life cycles will follow a nominal performance rating curve to relate asset condition to age base on the percent of expected useful life achieved for that asset. In this study,

condition assessments and age-based condition curves were used to assess the condition of existing infrastructure.

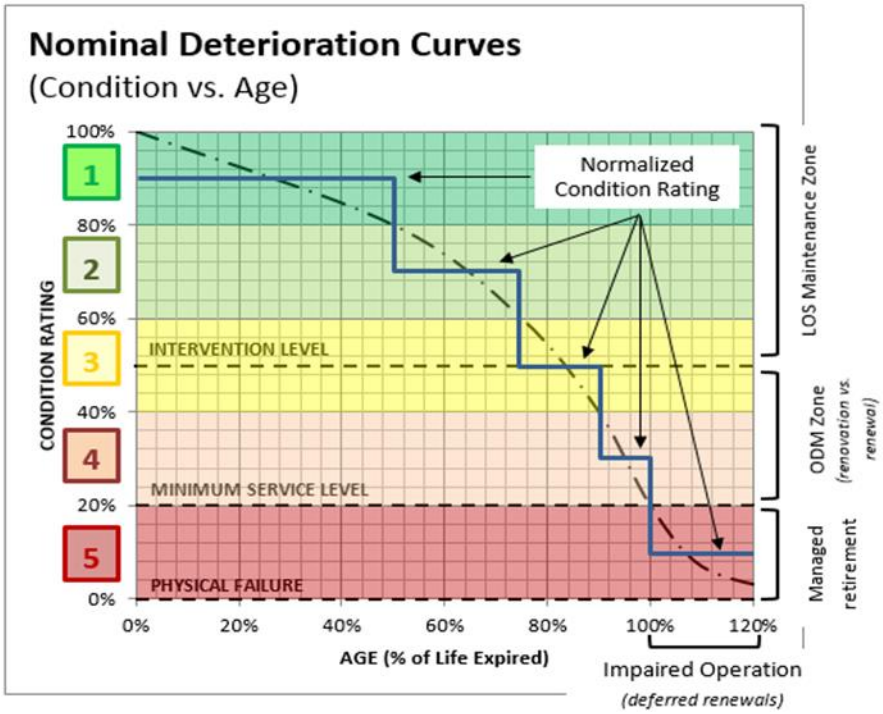


Figure 6 – Typical Asset Condition Profile

The following table summarized the generalized condition rating system used in this study to define the condition of infrastructure assets.

Table 2 – Standard Condition Rating Scores

Score	Condition	Deterioration	Functionality	Required Action	Typical Distress Extent	Typical Age *(% Estimated Useful Life Obtained)*
1	Very Good	New or as-new condition and limited (if any) deterioration	Functioning as intended	None	0%	0% < 25%
2	Good	Some signs of early deterioration	Functioning as intended	Minor work (if any)	0% < 10%	25% < 65%
3	Fair	Shown signs of component deterioration	Functioning as intended	Minor components or isolated sections of the asset need replacement or repair now, potential candidate for rehabilitation activities to extend expected service life	10% < 25%	65% < 87%
4	Poor	Significant deterioration	Not functioning as intended	Major repairs or refurbishment required now; interim repairs likely required to maintain acceptable conditions or operations	25% < 50%	87% < 97%
5	Very Poor	Failed or failure is imminent	No longer performs required function	Immediate need to replace or rehabilitate most or all of the asset; interim repairs required to maintain minimal acceptable conditions or operation	> 50%	> 97%

The following chart indicates the expected condition versus percent useful lives that has been used for this study. These age and condition factors can inform the asset condition for age-based condition assessments, or the expected remaining service life adjustments for assets with measured or known condition ratings. For assets with condition information, the estimated remaining life used in the renewal forecasts are adjusted to reflect the expected remaining service life for an asset in that condition.

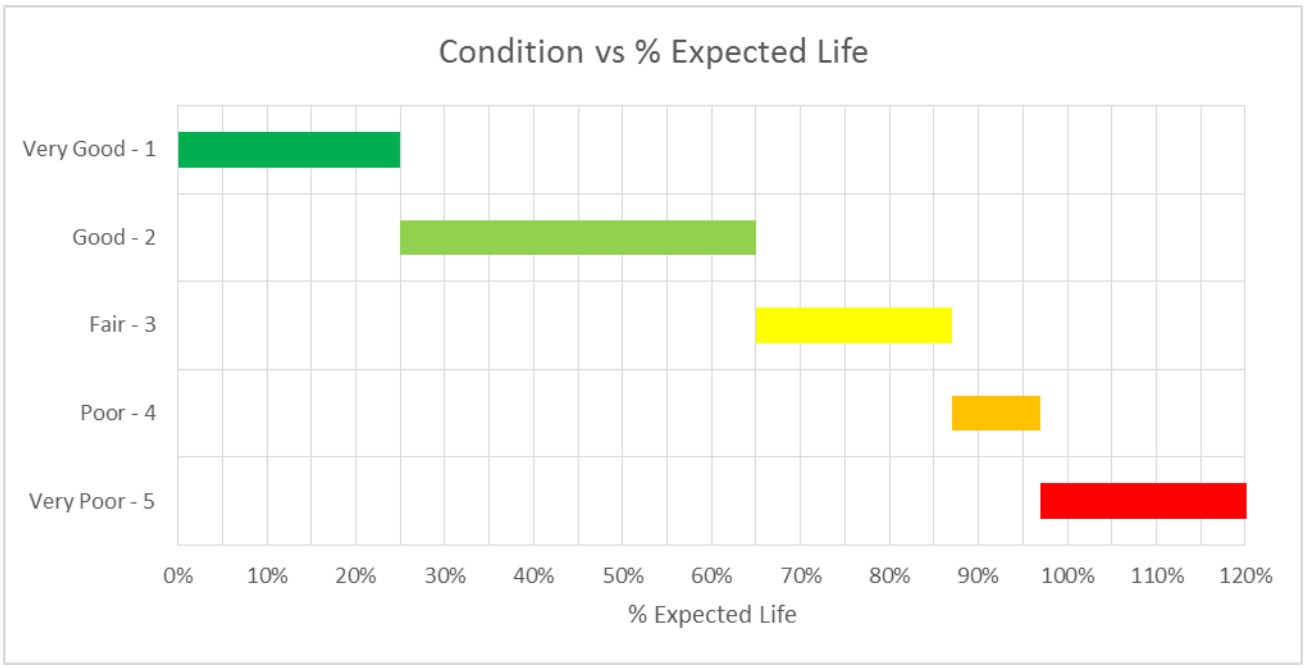


Figure 7 – Expected Life vs Standardized Condition Ratings

While age and condition ratings can provide an indication of long-term renewal needs, there will be a distribution of asset failures over time. There will be assets, or portions of assets, that fail prematurely. Typically, failure rates for municipal assets in good to very good condition will be low (<0.5% of the inventory per year). Most asset failures will likely be distributed around the asset's expected useful service life, and the form of the distribution curve may vary depending on the type of asset and the typical failure modes expected for that infrastructure. Tracking the rate and pattern of asset failures can help to better predict the estimated service life based on local site and operating conditions.

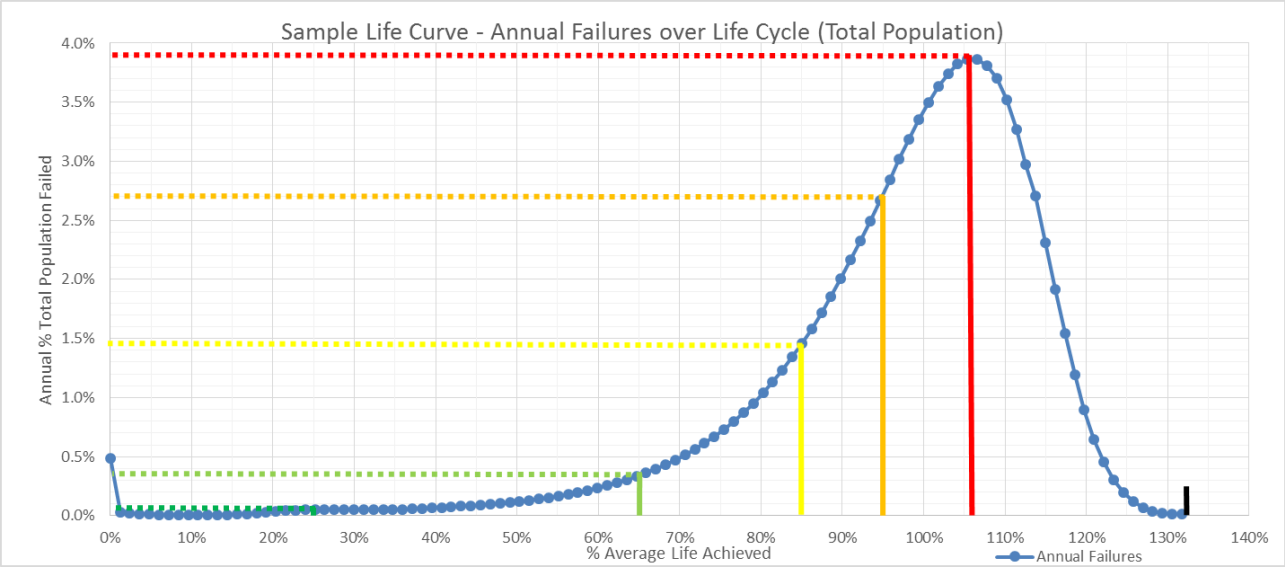


Figure 8 – Example Annual Failure Rate Distribution Curve versus % Expected Life Achieved

2.2 Grande Cache Infrastructure Overview

The following outlines the Town infrastructure that was reviewed in this report:

- Transportation (Roads, Sidewalks, Curb) infrastructure reviewed includes the Town's local, industrial and arterial roads and lanes, sidewalks and curbs and signs.
- Water Infrastructure reviewed includes the Town's raw water pump house, raw water lines, intake lines, the Campground's well water supply, the existing water treatment plant, reservoir, pump stations (pump houses), PRV Stations, water distribution network (including water mains and line valves), water service lines, water meters, line valves and curb stops, hydrants, hydrant leads and hydrant valves.
- Sewer Infrastructure reviewed includes the Town's sewage treatment plant, digester, lagoons, the Campground's septic field, sewer collection network, sewer service lines, and manholes. The Town's database has been updated through our work with the best interpretation of the data available, and with assumptions as identified throughout this report.
- Drainage Infrastructure reviewed includes the Town's drainage conveyance network (including stormwater mains, culverts, catch basin leads and services), manholes, catch basins and drainage outlets. The Town's database has been updated through our work with the best interpretation of the data available, and with assumptions as identified throughout this report.
- Solid Waste infrastructure reviewed includes the town landfill facility. Buildings including the Recycling Centre were evaluated as part of the Facilities review, and Landfill equipment were evaluated as part of the Fleet review. Information on the Landfill was primarily identified through the Town's Landfill Master Plan.
- Parks, Campgrounds, Trails and Cemeteries infrastructure reviewed includes the improved park areas, major components including structures, fields, landscaping and pathways, and minor components like benches, receptacles, and other features.

- Facilities reviewed includes major buildings owned by the Town, including the Recreation Centre, Municipal Support Buildings (public works facilities), Campground building structures. Water and Sewer process buildings were reviewed and findings included in the respective utility sections. Buildings owned by others and leased by the Town, including the Town offices and Fire Hall, were not reviewed.
- Fleet equipment reviewed includes vehicles, equipment owned or leased by the town, including fixed power units located at Facilities (gensets). Fleet units owned by others, including Fire equipment owned by the MD of Greenview and operated out of Grande Cache, were not reviewed.

In all cases, the Town's database has been updated through our work with the best interpretation of the data available, and with assumptions as identified throughout this report.

The following assets were not reviewed as part of this study:

- The town's airport facility was closed on January 1, 2016 and therefore these assets have not been included in this assessment. The town has identified plans to decommission this facility.
- General tools, office equipment, supplies, computer systems, and other non-capitalized assets used in town operations were not included in this assessment.

The following table summarizes the infrastructure asset groups and classes reviewed, the method of assessment undertaken for each asset class to determine the needs requirement of the asset infrastructure, and additional comments on the data reviewed.

Table 3 - Method(s) of Assessment for Infrastructure Asset Groups Reviewed

Asset Groups	Asset Classes	Method(s) of Assessment	Comments
Roads and Sidewalks	Roads, Sidewalks, Curb and signs	Visual Condition Assessment	A field survey was conducted by Opus staff to assess condition and develop asset inventories.
Water	Raw Water Pump House, Water Treatment Plant, Reservoir, Pump Stations, PRV Stations	Age and Condition Based Assessment Review of known maintenance history within Archived Data Field Assessments of Equipment (Sub-	Associated Engineering was retained to provide a condition assessment of the facility buildings and process equipment.

		Consultant Reports) Staff Interviews	
	Campground Well Supply	Age Based Assessment Staff Interviews	No condition data was available; treatments are based solely on age and useful life estimates of the installed well. Age has been estimated from knowledge provided by Staff.
	Distribution Network	Age Based Assessment	No condition data was available nor collected for buried linear assets such as raw water intake lines, distribution lines, service lines and hydrant leads. Therefore, treatments are based solely on age and useful life estimates of the installed watermain material. Ages have been assumed from the estimated year of development for the corresponding phase, where unavailable from as-builts.
	Valves	Partial Age and Condition Based Assessment	A field survey was conducted to collect location and condition data for known (50%) and newly identified line valves. Partial condition data (70%) is available for curb stops. No condition data is available for hydrant valves. Ages have been assumed from the estimated year of development for the corresponding development phase, where unavailable from as-builts.
	Hydrants	Partial Age and Condition Based Assessment	A field survey was conducted to collect location and condition data for known (95%) and any newly identified hydrants.
	Water Meters	Age Based Assessment	No condition data was available for water meters. Ages have been assumed from the estimated year of development for corresponding phase and the earliest known year of water meter installations, where unavailable from as-builts.

Sewer	Sewage Treatment Plant, Digester and Lagoons	Age and Condition Based Assessment Review of known maintenance history within Archived Data Field Assessments of Equipment (Sub-Consultant Reports) Staff Interviews	Associated Engineering was retained to provide a condition assessment of this facility.
	Campground Septic Field	Age Based Assessment Staff Interviews	No condition data was available; treatments are based solely on age and useful life estimates of the installed septic field. Age has been assumed from estimate of campground construction year provided by Staff.
	Collection Network	Partial Age and Condition Based Assessment	Partial condition data (~20% by length) available for collection lines from CCTV data from historic and recent (Aquatera) data. No condition data available for service lines. Ages have been assumed from development phase estimates where unavailable from as-builts.
	Manholes	Partial Age and Condition Based Assessment	Partial condition data (~20%) available for manholes based on recent (Aquatera and Opus) manhole inspections. Ages have been assumed from development phase estimates where unavailable from as-builts.
Drainage	Conveyance Network	Partial Age and Condition Based Assessment	Partial condition data (30% by length) available for conveyance lines from recent (Aquatera) CCTV data. Culvert conditions available from recent (Opus) field data. No condition data available for catch basin leads and service lines. Ages have been assumed

			from development phase estimates where unavailable from as-builts.
	Manholes and Catch Basins	Partial Age and Condition Based Assessment	Partial condition data (~40%) available for manholes and catch basins from recent (Aquatera and Opus) manhole inspections. Ages have been assumed from development phase estimates where unavailable from as-builts.
Solid Waste	Landfill Site	Review of Landfill Master Plan, dated March 2016, Prepared by Associated Engineering	Previously, Associated Engineering was retained by the Town of Grande Cached for the assessment of their landfill facility, which produced the "Landfill Master Plan".
Parks, Campgrounds and Cemeteries	Improved Areas	Visual Condition Assessment	A field survey was conducted by Opus staff to assess condition and develop asset inventories.
	Major Components	Visual Condition Assessment	A field survey was conducted by Opus staff to assess condition and develop asset inventories.
	Minor Components	Visual Condition Assessment	A field survey was conducted by Opus staff to assess condition and develop asset inventories.
	Playground Equipment	Age and Visual Condition Assessment	A field survey was conducted by Opus staff to assess condition and develop asset inventories. Review of available records
Facilities	Recreation Centre	Detailed Facility Condition Assessment	Associated Engineering was retained to provide a condition assessment of this facility.
	Buildings	Age and Visual Condition Assessment	Associated Engineering was retained to provide an assessment of these facilities.
	Utility Process Buildings (pump houses,	Age and Visual Condition Assessment	Associated Engineering was retained to provide an assessment of these facilities.

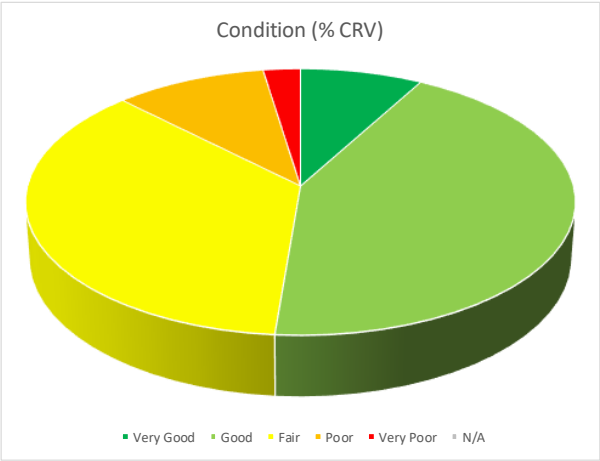
	treatment plants, PRVs)		
Fleet	Vehicles and Equipment	Age Based Assessment Staff Interviews	Town inventory records were reviewed by Opus staff. Interviews with Town maintenance staff provided clarification on maintenance history and specific unit conditions.

2.3 Roads Infrastructure Group Assessment

2.3.1 Infrastructure Dashboard

Infrastructure Dashboard - Transportation Assets - Year 2017

Assets	Quantity		Average Age	Average Expected Useful Life	Average Condition	Current Replacement Value	Depreciated Current Replacement Value	Annual Depreciation - CRV	20 Year Average Annual Renewals	Year 1-5 Average Annual Renewals
Roads - Collector	4,643	m	48.0	100.0	2.17	$ 4,884,302	$ 2,539,837	$ 48,843	$ 21,638	$ 23,946
Roads - Industrial	4,070	m	48.0	100.0	2.23	$ 6,370,737	$ 3,312,783	$ 63,707	$ 28,700	$ 40,496
Roads - Local	26,684	m	41.3	100.0	2.71	$ 35,748,598	$ 21,037,155	$ 357,486	$ 209,043	$ 130,277
Roads - Lanes	4,667	m	45.2	100.0	3.19	$ 4,369,024	$ 2,328,045	$ 43,690	$ 2,384	$ 4,777
Roads - Curbs	57,724	m	43.8	80.0	2.59	$ 9,813,074	$ 4,439,017	$ 122,663	$ 259,944	$ -
Roads - Sidewalks	36,150	m	42.0	78.1	2.38	$ 10,720,358	$ 4,981,916	$ 140,860	$ 161,356	$ 42,785
Network Total	**133,939**	**m**	**43.1**	**85.5**	**2.55**	**$ 71,906,094**	**$ 38,638,753**	**$ 777,250**	**$ 683,064**	**$ 242,282**



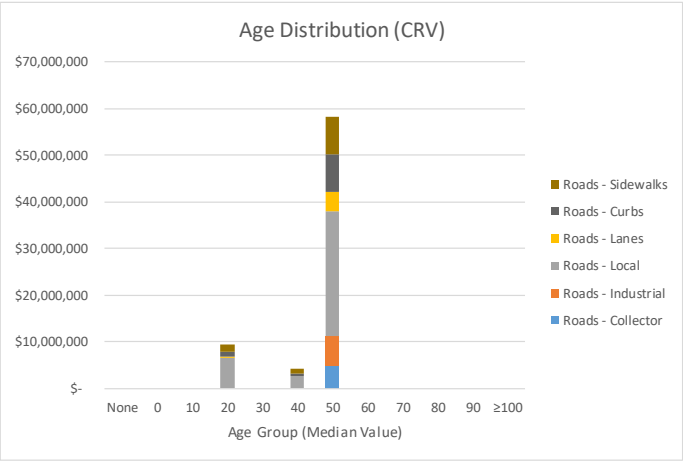


Figure 9 Roads Infrastructure Dashboard

The town has approximately $71.9 M worth of transportation assets based on current available data and estimated replacement costs. It has been assumed that most transportation infrastructure was installed during the development phase of each area of the town. Most assets would have been built between 1969 and 1982 so most roads and sidewalks would be 35 to 48 years old. The expected useful Life for pavement assets is based on the full pavement structure, and generally the pavement base and sub-base components are in good condition; the average current condition for pavements identified in

is based on the assessment of pavement surfaces which generally have renewal cycles in the range of 15 – 50 years depending on the type of pavement and function of the roadway. Details of past renewals or resurfacing works were not available to identify the current pavement surface ages throughout the network.

Overall, the transportation network assets are in fair to good condition and there are some areas where rehabilitation or maintenance is needed to restore the condition of deteriorated infrastructure.

2.3.2 Asset Inventory

Opus assessed all roads within the Town limits, excluding roads managed by the Province, and collected attributes information to identify the surface materials, curbs, and sidewalks in the network. The following summarizes the inventory data collected for the transportation assets

Table 4- Road Inventory

Road Class	Segments	Length (km)	Surfaced Area (m2)	Gravel Surfaces (Length)	Curbed Roads (Length)	Average Est. Age
Collector	29	4.64	34,888	0%	100%	48.0
Industrial	28	4.07	47,206	15%	73%	48.0
Local/Street	140	26.7	262,592	12%	76%	41.0
Alley/Access	14	4.7	43,341	95%	3%	43.8
Total	211	40.1	388,027	21%	70%	42.9

Assumptions & Limitations

The information available from the Town records does not identify as-built construction details for the pavement structures and actual construction and renewal dates were not available. Where data gaps were identified, assumptions were made based on record drawings, site surveys, orthophotos and maps of the area. These assumptions and the subsequent limitations introduced to the analysis are discussed below:

- Expected useful service life estimates have been assumed based on typical expected life cycles and observed asset performance.
- Unknown actual installation or construction years for most transportation infrastructure. The observed condition has been used to estimate the remaining life based on the estimated useful life values assigned for each component
- Assessments are based on visual observations of assets by Opus staff.

2.3.3 Asset Valuation

Current replacement values for transportation assets are based on the following sources:

- Indicative replacement costs for typical components, renewal, and construction activities
- Recent Unit Price Averages Reports published by Alberta Transportation

The information was reviewed by Opus and estimated values for the current replacement cost of each asset type were developed.

Estimated Services Lives for each class were developed based on typical operating experiences for similar components in similar functions. For pavements, it is expected that on-going maintenance and renewals will enable the base pavement structures to have a long life. Most renewal works will typically not require the reconstruction of the full pavement structure, particularly for local pavements. Therefore, the estimated service life of the pavement assets will be much longer than the anticipated renewal cycles for the pavement surfaces.

The age of pavements, curbs and sidewalks was based on the available development timeframes of each phase within the town. The remaining service life of the units was based on the current estimated age and the Estimated Useful Life (or Estimated Service Life) of the item. Where an assessment of the asset condition was made, the remaining service life of that unit was adjusted to reflect the expected average age range for a unit in that condition state.

Overall, the road infrastructure assets are estimated to have a current replacement value of approximately $71.9 million.

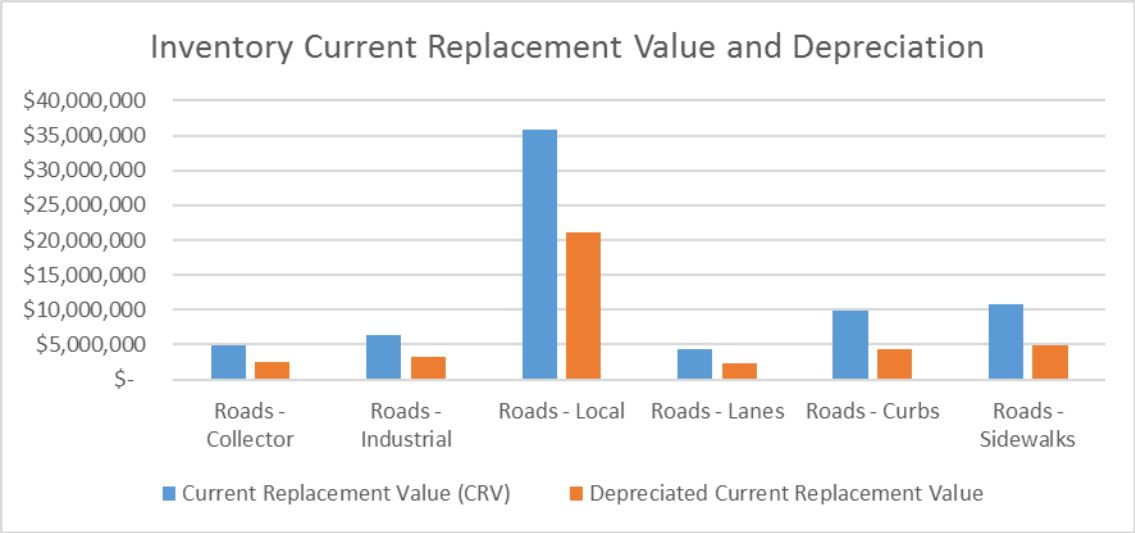


Figure 10 - Summary of Road Infrastructure Current Replacement Values vs Depreciated CRV - Components

2.3.4 Asset Condition Assessment

Opus Pavement Engineers assessed all roads within the Town limits. The data collection was a visual condition rating assessment that observed the density and severity of the following surface defects:

- Overall Condition

- Alligator cracking;
- Bumps and sags;
- Corrugations;
- Depressions;
- Longitudinal and transverse cracking;
- Patching and utility cut patching;
- Potholes;
- Rutting;
- Weathering and raveling

Based on the extent and severity of distresses, the overall condition was reported as a Pavement Condition Rating (PCR). A condition state can be attributed to the PCR value, and can vary dependent on road class. For iterative purposes, the table below shows typical ranges of pavement condition rating values against corresponding condition states.

Table 5 - Pavement Condition Rating and Corresponding Condition States

PCR Range	Condition State	Condition Score
100 - 85	Very Good	1
84 - 70	Good	2
69 - 55	Fair	3
54 - 40	Poor	4
39 - 25		
24 - 10	Very Poor	5
9 - 0		

The condition of curbs and sidewalks was evaluated on the standardized 5 point condition assessment scale based on the field observations of Opus staff.

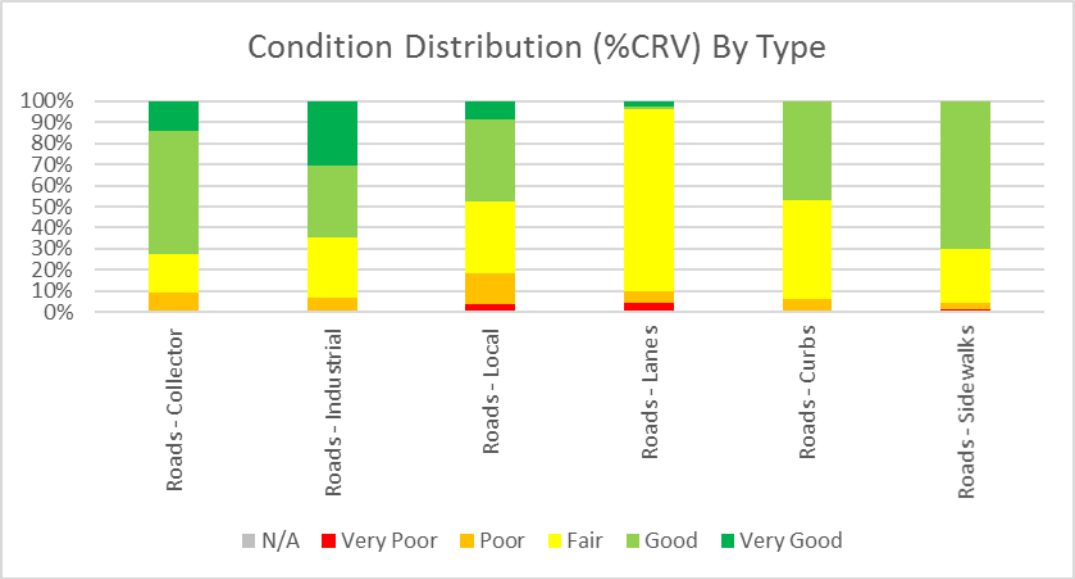


Figure 11 - Condition Distribution of Transportation Infrastructure Components

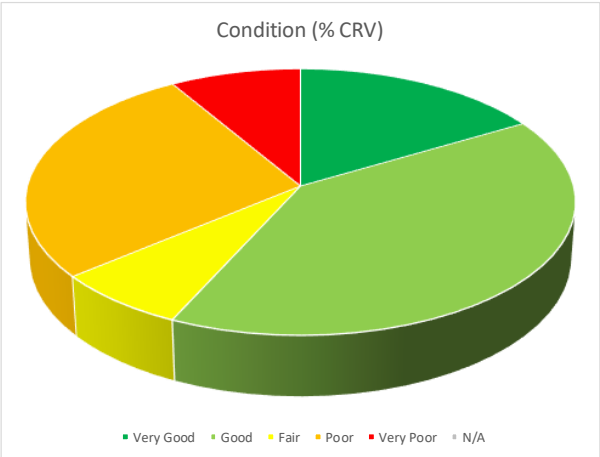
Overall, most assets are in fair to good condition and the town is currently undertake some pavement rehabilitation projects this year. A few road classes have a small percentage of asset in very poor condition, and these are areas where more extensive maintenance or rehabilitation works will likely be required to renew some of these local streets and sidewalks.

2.4 Water Infrastructure Group Assessment

2.4.1 Infrastructure Dashboard

Infrastructure Dashboard - Water Assets - Year 2017

Assets	Quantity		Average Age	Average Expected Useful Life	Average Condition	Current Replacement Value	Depreciated Current Replacement Value	Annual Depreciation - CRV	20 Year Average Annual Renewals	Year 1-5 Average Annual Renewals
Water - Raw Water Mains	3,791	m	42.7	60.7	3.93	$ 2,682,619	$ 801,961	$ 44,176	$ 127,718	$ -
Water - Mains	31,608	m	40.2	66.9	2.78	$ 22,370,734	$ 7,895,543	$ 349,246	$ 464,076	$ 1,856,305
Water - Valves Fittings	396	ea	39.4	40.0	2.99	$ 594,000	$ 88,200	$ 14,850	$ 29,325	$ 600
Water - Hydrants	139	ea	37.5	40.0	1.88	$ 834,000	$ 154,500	$ 20,850	$ 6,600	$ -
Water - Hydrant Leads	1,134	m	38.6	80.0	1.86	$ 692,777	$ 358,311	$ 8,660	$ -	$ -
Water - Services	2,945	ea	40.1	27.8	2.32	$ 2,819,705	$ 306,577	$ 93,480	$ 104,310	$ 195,300
Water - Service Leads	15,000	m	38.7	80.0	1.88	$ 7,687,949	$ 3,808,084	$ 96,099	$ -	$ -
Water - Facilities	26	ea	22.9	38.1	2.69	$ 12,975,006	$ 5,778,970	$ 373,462	$ 237,530	$ 816,100
Network Total	**51,533**	**m**	**39.9**	**67.9**	**2.57**	**$ 50,656,790**	**$ 19,192,146**	**$ 1,000,823**	**$ 969,559**	**$ 2,868,306**



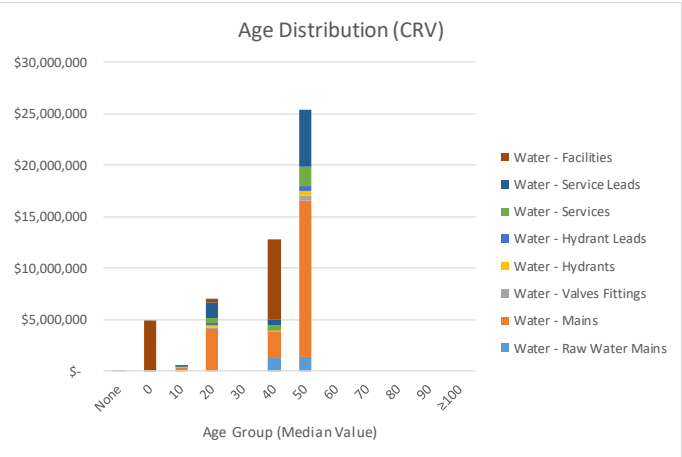


Figure 12 – Water Assets Infrastructure Dashboard

The Town has approximately $51 M worth of water mains, services, hydrants, valves, meters, and infrastructure facilities based on current available data and estimated replacement unit costs. Many water assets were installed between 1969 and 1982, making them between 35 to 48 years old, which is approaching the expected asset life estimates for some parts of the system. Based on this age data, most assets are expected to be in good to fair condition. Some facilities are approaching their expected useful life and some will need to be reviewed for rehabilitation or replacement. The town is currently completing a $13 million construction of a new water treatment plant for the town's water supply system and this project will renew a major portion of the water facilities infrastructure.

2.4.2 Asset Inventory

The following provides a summary of the Asset Inventory Data Collected and the databases developed for the Water Infrastructure.

Table 5. Summary of Asset Hierarchy, Inventory data collected and databases developed for Water Infrastructure.

Asset Class	Asset Component Types	Key Attributes for Classifying Assets	Unit	Quantity	Spatial GIS Database Development	Spreadsheet Database Development
Water Treatment Plant	Structural Mechanical Electrical/ Instrumentation/ SCADA	Age Size Location	Water Treatment Plant	1	100 %	100%
Raw Water Pump House	Structural Mechanical Electrical/ Instrumentation/ SCADA	Age Size Location	Raw Water Pump House	2	100%	100%
Reservoirs and PRV Stations	Structural Mechanical	Age Size Location	Reservoir	1	100%	100%
			PRV Station	3	100%	100%
Pump Stations	Structural Mechanical Electrical/ Instrumentation/ SCADA	Age Size Location	Pump Station	1	100%	100%
Campground Well Supply	Water Supply Well	Age	Water Supply Well	1	0%	100%
Distribution Network	Raw Water and Intake Lines Distribution Lines Service Lines Hydrant Leads	Materials Age Size Location	Raw Water and Intake Lines	3.7 km	100%	100%
			Distribution Lines	31.50 km	100%	100%
			Service Lines	15.00 km	16%	100%
			Hydrant Leads	1.13 km	90%	100%
Valves	Line Valves Curb Stops Hydrant Valves	Age Location	Line Valves	238	100%	100%
			Curb Stops	1599	78%	100%
			Hydrant Valves	139	100%	100%
Hydrants and Water Meters	Hydrants Water Meters	Age Size Location	Hydrants	139	100%	100%
			Water Meters	1599	0%	100%

Assumptions & Limitations

The information available from the Town was not sufficient to fully populate the key attributes for each asset category, as identified above. In addition, it was found that the existing spatial inventory was not complete for all asset categories. Where data gaps were identified, assumptions were made based on record drawings, data collected for similar projects in the region, orthophotos and maps of the area. These assumptions and the subsequent limitations introduced to the analysis are discussed below:

- The installation of the supply well in the Campground was assumed to be the same year the Campground was established.
- Installation years for the water facilities were determined from record drawings or estimated from the year the area serviced was developed. The installation years were verified to be reasonable based on the results of the facilities assessments conducted by Associated Engineering.
- If the installation year for linear or point assets in the distribution network could not be confirmed using record drawings, they were assumed to be installed in the same year as the construction year of the oldest building in their respective phases.
- Unless otherwise indicated in record drawings, it was assumed watermains constructed before 1980 are Asbestos Concrete (AC); this is consistent with typical watermain construction practices during this period and it is supported by occasional notes on record drawings. Watermains constructed during or after 1980 are assumed to be PVC, as shown in a spreadsheet created as a summary of the results of Grande Cache's Water Master Plan.
- Curb stops, water meters, and the majority of water service lines were not spatially identified in the original GIS but were estimated from the number of parcels shown in each development phase in the Town of Grande Cache Phase Map. Each parcel was assumed to be connected to one curb stop, one water meter and one service; this is consistent with the Town's water servicing bylaw and Municipal Engineering Standards. The field survey helped identify parcels that were not accounted for in the Phase Map and locations of most curb stops.
- Existing water service connections shown in GIS and estimated connections with unknown diameters were assigned an estimated diameter based on the assumed land use of the building serviced. The land use was assumed based on the parcel size and the exterior appearance of the building. In accordance with Grande Cache's Municipal Engineering Standards, service connections 50 mm in diameter or smaller are copper, service connections 150 mm or larger are PVC and no service connections are between 50 mm and 150 mm in diameter. A summary of the assumed diameters of the pipes is shown in Table 6.

Table 6. Assumed diameters of pipes.

Building Group	Type(s)	Assumed diameter (mm)
Single family residential	Single house	19
Multi-family residential	Duplexes and small condos	19
High density multi-family residential	Large condos and apartment buildings	50
Commercial	Storefront	50
	Plaza/mall	150
Institutional	Park	19
	School, church, hospital, hotel/motel	150
Industrial	Factory plants	150
Campground	Campground	38

- The useful life of the major components of each facility was estimated using B.C. Ministry of Community, Sport and Cultural Development's Guide to the Amortization of Tangible Capital Assets based on the type of asset and its material. The remaining useful life and estimated replacement year were projected using the TCA useful life estimate assuming standard conditions unless deemed otherwise by a subsequent inspection.
- The old Water Treatment Plant is in the process of being replaced and is expected to be in service by 2018.
- Many service connections were not shown in GIS. The estimated total length of missing water service connections in the Town was estimated from the total number of the parcels serviced, with known quantity deducted, multiplied by the average length of all known water service connections. A similar approach was taken for the service connections in the campground, with the number of service connections assumed equal to the number of campsites and facilities in the campground.
- The material of the Raw Water Lines and Intake Lines was not clearly indicated on record drawings, but was determined to be steel based on information obtained during staff interviews.
- The original installation dates of the water meters were estimated as the earlier of the date of the first identified bylaw requiring the installation of water meters in Grande Cache in 1985 or the year the development phase was constructed.
- It was assumed that the line valves showed in GIS represent the complete line valve inventory. In the absence of a detailed field survey, there is no reliable method of estimating number of line valves missing from GIS file received. A cursory review of the water distribution system indicates that the location and spacing of line valves shown in GIS follow typical engineering convention.

- A field survey of the Town's fire hydrants was conducted and it is assumed the number of hydrants captured in the survey represent the complete hydrant inventory. As specified in the Town's Municipal Engineering Standards, all hydrant leads are assumed to be 150 mm in diameter.
- Based on Grande Cache's Municipal Engineering Standards and typical engineering conventions, it is assumed the number of hydrant valves and hydrant leads are equal to the number of hydrants. Several hydrants did not have corresponding hydrant valves shown in GIS. A field survey of fire hydrants was conducted and approximately 10% of the hydrants did not have visible hydrant valves.
- Though usually in close proximity, the locations of hydrants, valves and curb stops identified by the field survey did not necessarily match the locations of hydrant leads and service connections, respectively. Hydrants, hydrant valves and line valves found on GIS were updated if the field survey identified a similar point asset in a similar location. If an asset in GIS was not located during the field survey, it was assumed the asset location shown in GIS still exists. It was assumed the quantity of linear assets are estimated to a reasonable level of accuracy based on GIS, as such the location of linear assets was not updated using the results of the field survey.

Please refer to Appendix C for a description of the asset inventory data structure for all water assets reviewed under this assignment.

2.4.3 Asset Valuation

Replacement values were developed based on unit rate estimates, input from recent planning exercises conducted for nearby communities, Opus' cost database, and engineering judgement. Unit costs for facility renewals will also be improved with additional data from Associated Engineering's field assessments.

Asset unit rates and valuation estimates have been determined from key asset attribute descriptions for each asset class and type. For example, watermain and service line replacement unit costs are based on material and size. Facilities including the water treatment plant, reservoir, pump stations, and PRV station replacement costs have been broken into Structural, Mechanical and Electrical/Instrumentation/SCADA components where applicable. The replacement values are estimated at a high-level through Opus' extensive design and construction experience and will be updated through the results of Associated Engineering's inspections. Unit costs and cost estimates are based on the latest ENR index of 10,692 to May 2017.

Useful lives for the assets were developed based on the B.C. Ministry of Community, Sport and Cultural Development's Guide to the Amortization of Tangible Capital Assets. This guideline provides an industry-accepted estimate of typical life expectancies for asset types encountered by jurisdictions such as Grande Cache.

Unit rates and general life expectancies used in the study are summarized in Appendix F

Asset ages have been estimated where records were not available for install years and detailed within our water asset data inventory development assumptions in Section 2.3.2.

Remaining service life has been determined by a comparison of the estimated age of the asset and the estimated service life of the asset type.

Adjustments have been made to remaining service life due to condition assessment data where available, with the methodology for these adjustments detailed in Section 2.3.4.

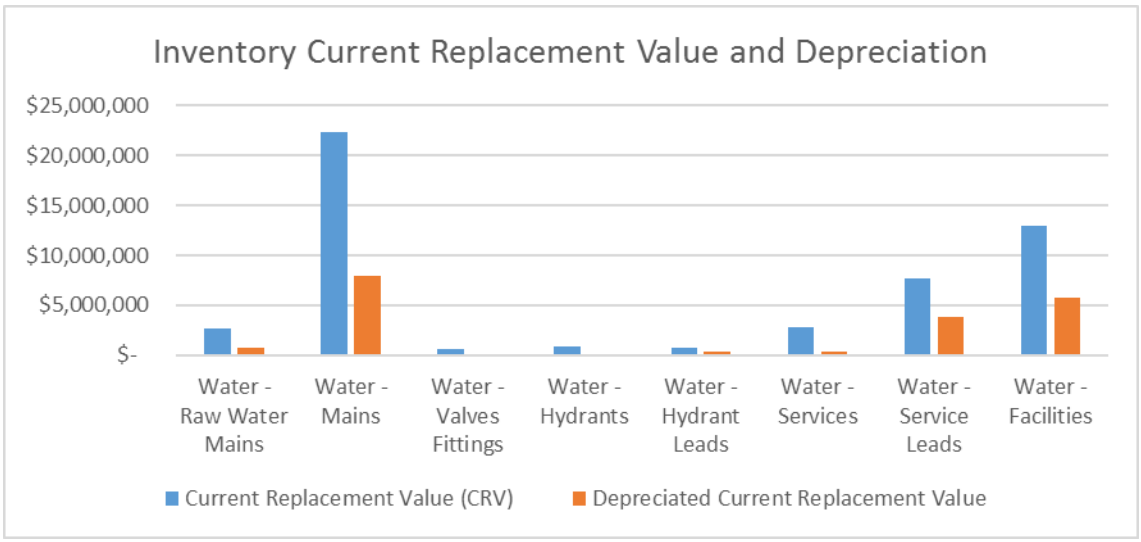


Figure 13 – Water Infrastructure Current Replacement Value and Depreciation

2.4.4 Asset Condition Assessment

Asset Condition was evaluated based on historical asset condition information and maintenance history provided by the Town; condition assessments records for the Town's PRV stations and Reservoir were provided to Opus for review. The records were quantified into condition scoring values to adjust the remaining useful life of these assets in the financial needs assessment model.

For asset groups with insufficient condition data which can be easily obtained in the field, condition data was also retrieved through field inspections under this assignment. From the condition assessment works carried out under this project, Opus has compiled further condition data for the water asset group: Associated Engineering completed a detailed review of water facilities and Opus survey staff provided condition ratings for curb stops, line valves and hydrants.

Condition information was not available for buried assets such as watermains and service lines; asset condition for such asset groups were determined using an age-based assessment.

Associated Engineering did not indicate any urgent issues with respect to the Town's water facilities. Common items to address include building component replacements and repairs (i.e. leaking roofs, worn finishes, etc.). Opus notes that Victor Lake Pumphouse No.1 has been identified to be decommissioned. As such, renewals and repair costs and activities for this pumphouse have not been accounted for. However, provisions should be made for the demolishing and removal of this facility.

The assessment results for asset groups is summarized below.

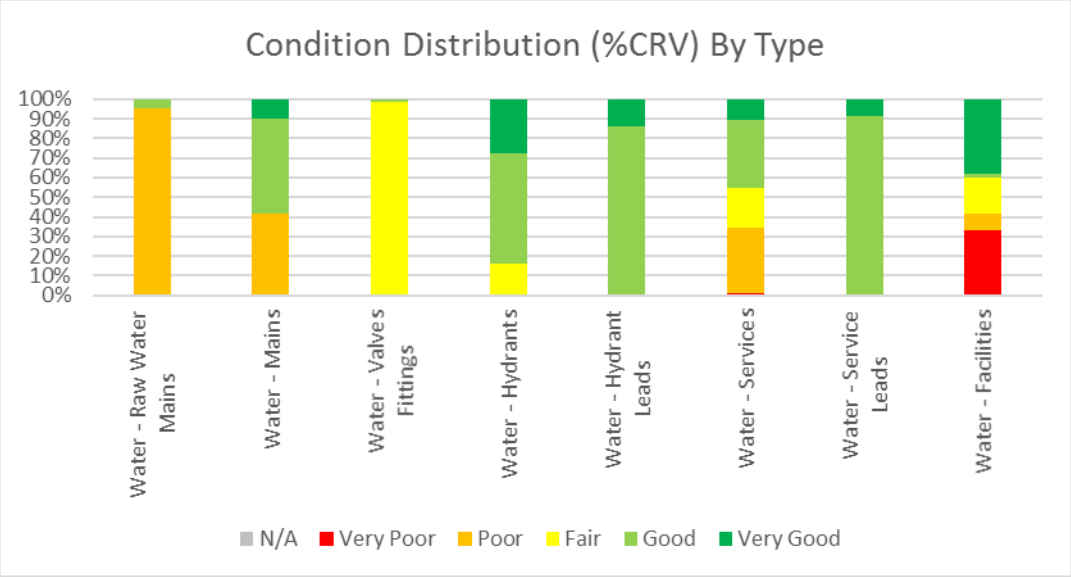


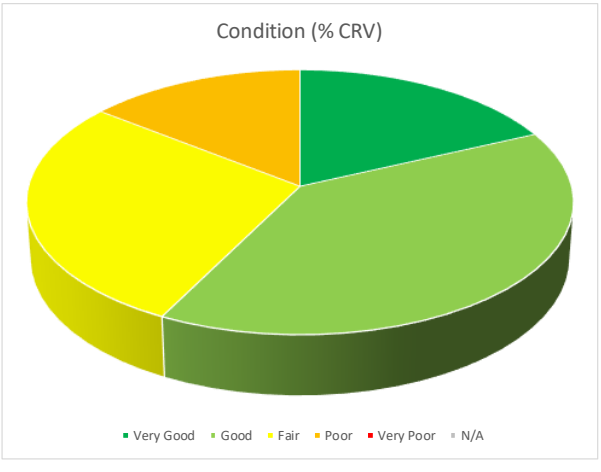
Figure 14 – Condition Distribution of Water Infrastructure Components

2.5 Sanitary Sewer Infrastructure Group Assessment

2.5.1 Infrastructure Dashboard

Infrastructure Dashboard - Sanitary Sewer Assets - Year 2017

Assets	Quantity		Average Age	Average Expected Useful Life	Average Condition	Current Replacement Value	Depreciated Current Replacement Value	Annual Depreciation - CRV	20 Year Average Annual Renewals	Year 1-5 Average Annual Renewals
Sanitary - Mains	34,884	m	39.4	63.8	2.33	$ 25,523,079	$ 9,622,453	$ 406,179	$ 558,849	$ 588,115
Sanitary - Service Connection	16,253	m	38.6	80.0	1.86	$ 9,101,848	$ 4,708,514	$ 113,773	$ -	$ -
Sanitary - Facilities	8	ea	35.0	46.3	3.38	$ 6,100,000	$ 1,322,500	$ 136,500	$ 305,000	$ -
Sanitary - Campground	2	ea	35.0	50.0	3.00	$ 60,000	$ 18,000	$ 1,200	$ 3,000	$ -
Network Total	**51,137**	**m**	**39.2**	**68.9**	**2.18**	**$ 40,784,927**	**$ 15,671,466**	**$ 657,652**	**$ 866,849**	**$ 588,115**



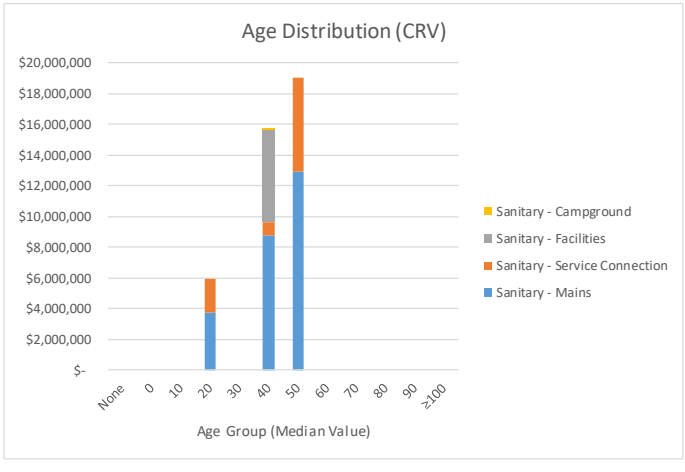


Figure 15 – Sanitary Sewer Infrastructure Dashboard

The Town has approximately $41 M worth of sewer gravity mains, services, manholes, and infrastructure facilities based on current available data and estimated replacement unit costs. Many sewer assets were installed between 1969 and 1982, making them between 35 to 48 years old, which is very close to many expected asset life estimates for parts of the system. Based on this age data, most assets are in good and fair condition.

Condition assessments of sewer facilities, linear, and point infrastructures have confirmed expected remaining life of these assets. Associated Engineering staff has provided results to Opus for sewer facilities, Aquatera for linear and point infrastructure, and Opus survey staff for additional linear and point infrastructure condition for integration into our assessment. Replacements and/or renewals (i.e. lining) can then be programmed over an appropriate number of years, attending to the most critical first.

2.5.2 Asset Inventory

The following provides a summary of the Asset Inventory Data collected and the databases developed for the Sewer Infrastructure.

Table 7: Sewer Inventory

Asset Class	Asset Component Types	Key Attributes for Classifying Assets	Unit	Quantity	Spatial GIS Database Development	Spreadsheet Database Development
Sewage Treatment Plant and Digester	Structural Mechanical Electrical/ Instrumentation/ SCADA	Age Location	Sewage Treatment Plant	1	100%	100%
			Digester	1	100%	100%
Lagoons	Civil Mechanical	Age Location	Lagoon	2	100%	100%
Campground Septic Field	Civil Mechanical	Age Location	Septic Field	1	0%	100%
Collection Network	Collection Lines Service Lines	Materials	Collection Lines	33.47 km	100%	100%
			Service Lines	15.89 km	21%	100%
Manholes	Structural		Manholes	397	100%	100%

Assumptions & Limitations

The information available from the Town was not sufficient to fully populate the key attributes for each asset category, as identified above. In addition, it was found the existing spatial inventory was not complete for all asset categories. Where data gaps were identified, assumptions were made based on record drawings, data collected for similar projects in the region, orthophotos and maps of the area. These assumptions and the subsequent limitations introduced to the analysis are discussed below:

- The sewer facilities' installation years were assumed based on record drawings, locations reviewed and confirmed based on review of current GIS and new orthophotos retrieved as part of this assignment.
- Unknown installation years of sanitary mains were assumed to have the same installation years of pipes upstream and downstream. For larger regions of pipes with unknown installation years, installation years were assumed based on the Town's phase development.
- Unknown materials of sanitary mains were also assumed to have the same materials of pipes upstream and downstream. Historical CCTV inspection reports only stated VCP as pipe material for sanitary mains in Phase 3. Unknown pipes in Phase 3 that weren't reported in the CCTV inspection were assumed to also be VCP.
- As built drawings occasionally displayed the slope and length of a section of pipe and did not state manhole invert elevations. For these missing manhole invert elevations, they were interpolated using a prior known manhole invert and adding the product of the given slope and length of the section of pipe leading to the manhole with the unknown invert elevation.
- Sewer manhole rim elevations were assumed by adding 3.3 m to known manhole invert elevations based on the Grande Cache Municipal Engineering Standard bylaw of minimum depth of sewer manholes to be 3 m.
- Materials and diameters of the sanitary service lines were assumed based on a general note in the as-built drawings stating that "All service lines are 4 in. diameter and VCT". Service lines are not spatially located, but are broken down and totalized for development phases in the spreadsheet database.
- The sanitary trunk south of the Town and its manholes were created based on the Grande Cache Wastewater Collection System Master Plan presentation file (ISL Engineering, 2007). Materials and sizes of the sanitary trunk were retrieved from the 2008 CCTV Inspection of the trunk line.

Refer to Appendix C for a description of the asset inventory data structure for all sewer assets reviewed under this assignment.

2.5.3 Asset Valuation

Replacement values were developed based on unit rate estimates, input from recent planning exercises conducted for nearby communities, Opus' cost database, and engineering judgement. Unit costs for facility renewals will also be improved with additional data from Associated Engineering's field assessments.

Asset unit rates and valuation estimates for the most part have been determined from asset attribute descriptions suitable for each asset class and type. For example, gravity sewermain and service line replacement unit costs are based on material and size. Sewage treatment plant and septic field

replacement costs have been broken into Civil, Structural, Mechanical and Electrical/Instrumentation/SCADA components, estimated at a high-level through Opus' extensive sewage treatment plant design and construction experience and will be updated through Associated Engineering's work. Unit costs and cost estimates are based on the latest ENR index of 10,692 to May 2017.

Useful lives for the assets were developed based on the B.C. Ministry of Community, Sport and Cultural Development's Guide to the Amortization of Tangible Capital Assets. This guideline provides an industry-accepted estimate of typical life expectancies for asset types encountered by jurisdictions such as Grande Cache.

Unit rates and general life expectancies used in the study are summarized in Appendix F

Asset ages have been estimated where records were not available for install years and detailed within our sewer asset data inventory development assumptions in Section 2.4.2.

Remaining service life has been determined by a comparison of the estimated age of the asset and the estimated service life of the asset type.

Adjustments have been made to remaining service life due to condition assessment data where available, with the methodology for these adjustments detailed in Section 2.4.4.

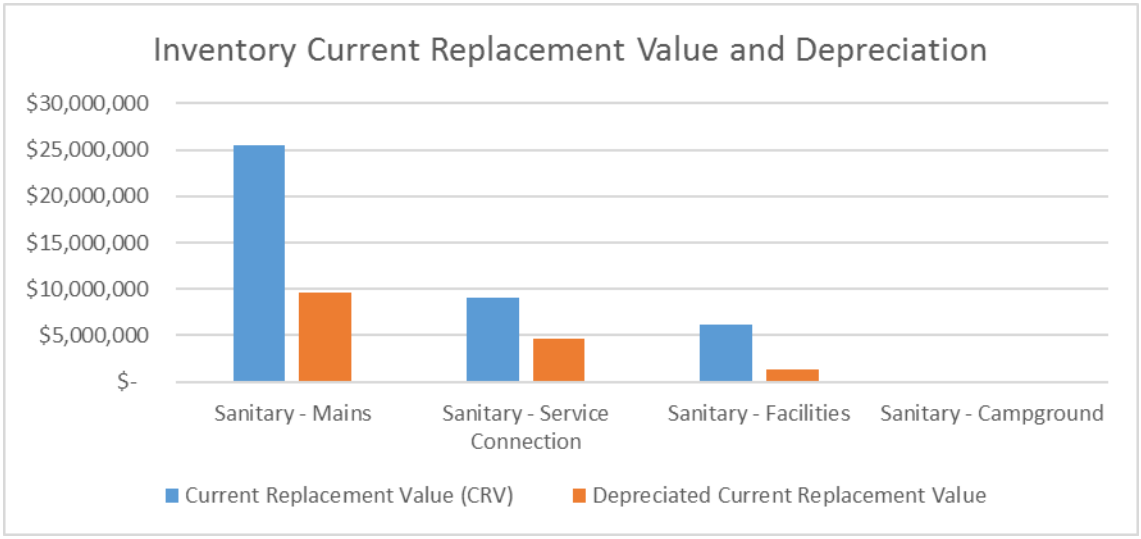


Figure 16 – Sanitary Sewer Current Replacement Value and Depreciation

2.5.4 Asset Condition Assessment

Asset Condition was evaluated based on historical asset condition information provided by the Town, and where condition data was missing and straightforward to obtain, asset condition information has been retrieved from the field under this assignment.

From the historical data, operational maintenance records from the Town's Sewage Treatment Plant, and historical records of CCTV inspection results of sewer lines have been provided to Opus for review.

Condition scoring values from CCTV inspection results have been added to the asset inventory spreadsheet and thus financial needs assessment model, to provide an adjustment to the remaining useful life of those assets within the needs assessment analysis.

From the current condition assessment works carried out under this project, Opus has compiled further direct inspection data for the sewer asset group, including completing a detailed review of sewer facilities by support staff at Associated Engineering, with additional gravity sewer mains inspected by CCTV and manhole conditions reviewed through Aquatera. Opus survey staff have also provided additional field survey of manhole condition and collected additional attribute data such as manhole inverts for the inventory improvement.

Upon reviewing the CCTV inspection data, 35% of the sewer network suffers from restricted flow issues and requires flushing and maintenance. 10% of the sewer network requires maintenance and repairs due to structural issues of the pipe. However, no specific area has been deemed to be of major concern. All issues appear to be a point issue and not the outcome of a systemic problem.

The assessment results for asset groups is summarized below.

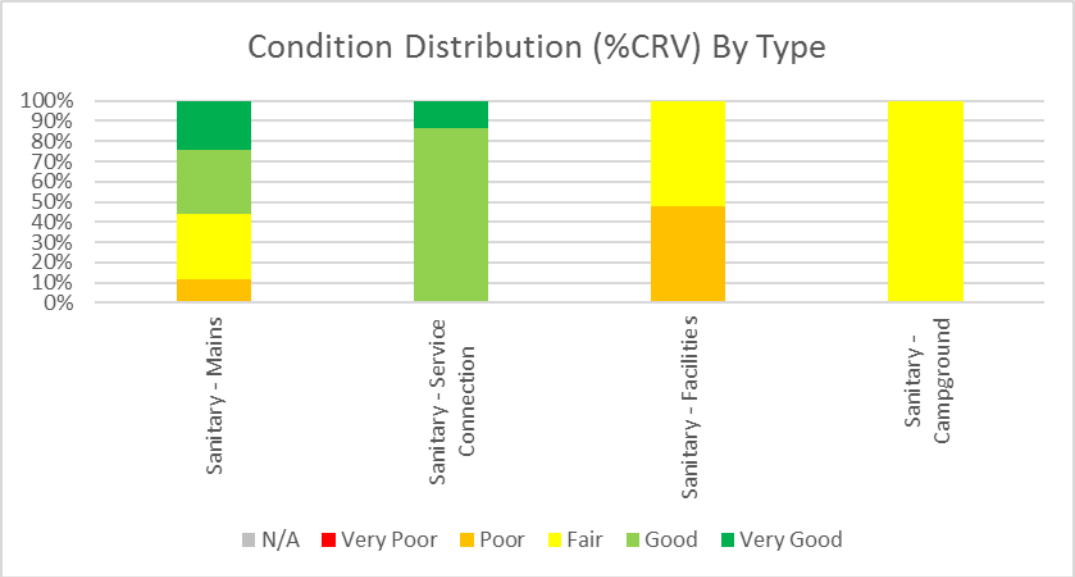


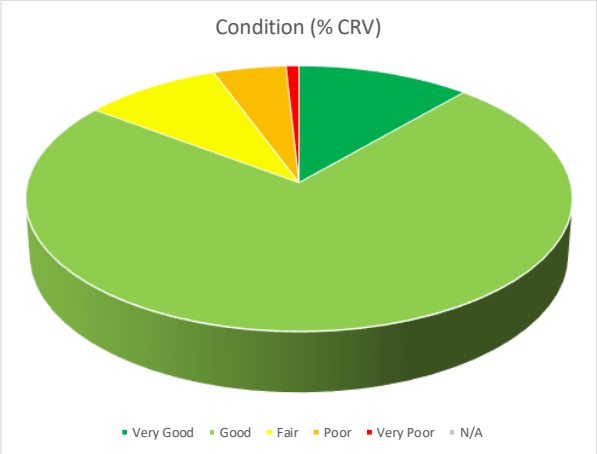
Figure 17 – Condition Distributions for Sewer Infrastructure

2.6 Drainage Infrastructure Group Assessment

2.6.1 Infrastructure Dashboard

Infrastructure Dashboard - Storm Assets - Year 2017

Assets	Quantity		Average Age	Average Expected Useful Life	Average Condition	Current Replacement Value	Depreciated Current Replacement Value	Annual Depreciation - CRV	20 Year Average Annual Renewals	Year 1-5 Average Annual Renewals
Storm - Mains	9,959	m	39.0	40.0	1.92	$ 10,489,943	$ 1,584,123	$ 262,249	$ 23,939	$ 37,635
Storm - Culverts	1,534	m	24.5	43.3	3.10	$ 1,554,162	$ 710,622	$ 38,954	$ 67,009	$ 96,802
Storm - Catch Basin Leads	4,234	m	42.9	50.0	2.31	$ 3,175,388	$ 453,344	$ 63,508	$ 39,006	$ 41,753
Storm - Catch Basins	289	ea	42.5	50.0	2.12	$ 433,500	$ 64,950	$ 8,670	$ 2,475	$ 3,300
Storm - Outlets	27	ea	34.1	50.0	2.00	$ 540,000	$ 172,000	$ 10,800	$ -	$ -
Storm - Manholes	166	ea	43.2	50.0	2.09	$ 1,029,200	$ 139,128	$ 20,584	$ 7,440	$ 16,120
Network Total	**15,727**	**m**	**38.7**	**43.2**	**2.14**	**$ 17,222,193**	**$ 3,124,167**	**$ 404,764**	**$ 139,869**	**$ 195,610**



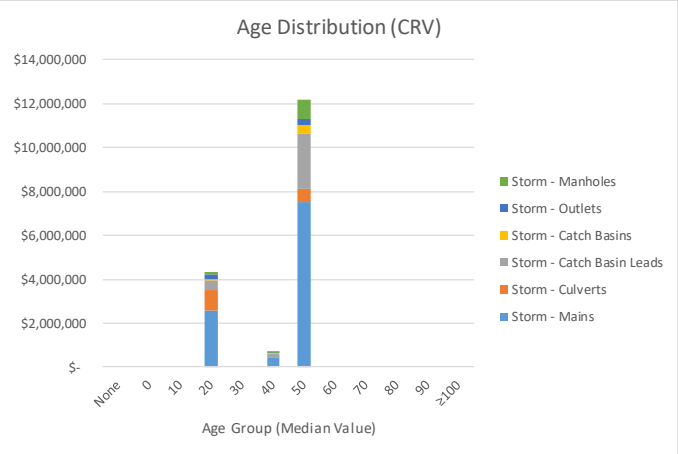


Figure 18 – Drainage Infrastructure Dashboard

The Town has approximately $17 M worth of stormwater gravity mains, laterals, and manholes based on current available data and estimated replacement unit costs. Many sewer assets were installed between 1969 and 1982, making them between 35 to 48 years old, which is very close to many expected asset life estimates for parts of the system. Based on this age data, most assets should in poor condition. The results of the condition assessments indicate that most infrastructure observed in the field was in good condition, so these assets are performing better than standard services lives would have indicated.

Condition assessments of linear and point infrastructures have confirmed expected remaining life of these assets. Aquatera has provided results to Opus for linear and point infrastructure, and Opus survey staff for additional linear and point infrastructure condition for integration into our assessment. Replacements and/or renewals (i.e. lining) can then be programmed over an appropriate number of years, attending to the most critical first.

2.6.2 Asset Inventory

The following provides a summary of the Asset Inventory Data collected and the databases developed for the Drainage Infrastructure.

Table 8: Drainage Inventory

Asset Class	Asset Component Types	Key Attributes for Classifying Assets	Unit	Count	Spatial GIS Database Development	Spreadsheet Database Development
Conveyance Network	Conveyance Lines Culverts Catch Basin Lead	Materials Age Size Location	Conveyance Lines	10.06 km	100%	100%
			Culverts	1.49 km	100%	100%
			Catch Basin Leads	2.43 km	100%	100%
Manholes, Catch Basins, Stormwater Inlets, and Stormwater Outlets	Structure	Age Location	Manholes	148	100%	100%
			Catch Basins	171	100%	100%
			Inlets	6	100%	100%
			Outlets	27	100%	100%

Assumptions & Limitations

The information available from the Town was not sufficient to fully populate the key attributes for each asset category, as identified above. In addition, it was found the existing spatial inventory was not complete for all asset categories. Where data gaps were identified, assumptions were made based on record drawings, data collected for similar projects in the region, orthophotos and maps of the area. These assumptions and the subsequent limitations introduced to the analysis are discussed below:

- Unknown installation years of stormwater mains and catch basin leads were assumed to have the same installation year of upstream and downstream stormwater mains. Unknown installation years for larger regions of stormwater mains and catch basin leads were assumed based on phase development construction year of the town.
- Unknown materials and diameters of stormwater mains in phases 1, 2, and 3 of the Town were also assumed to have the same material and diameter as upstream and downstream stormwater mains. Stormwater mains in phases 4, 5, and 6 were assumed to have diameters of 450 mm and material of concrete based on the Town's Municipal Engineering Standards bylaw.
- The installation years of catch basins are assumed the same as their respective catch basin leads.
- Stormwater manhole rim elevations were assumed by adding 1.8 m to known manhole invert elevations based on the Grande Cache Municipal Engineering Standard bylaw of minimum depth of stormwater manholes to be 1.5 m.

- Every catch basin was assumed to be accompanied with one catch basin lead. Catch basin leads were totalized for each phase of town development.
- Materials of catch basin leads with diameters 250 mm and smaller in phases 1, 2, and 3 were taken as VCT based on a general note in the as built drawings. Catch basin leads with unknown diameters and materials are assumed 250 mm and PVC, respectively, based on the Town's Municipal Engineering Standards bylaw.
- Unknown culvert diameters were assumed based on nearby known culvert diameters.
- Installation years of culverts were assumed based on the construction year of phase development of the town.

Refer to Appendix C for a description of the asset inventory data structure for all drainage assets reviewed under this assignment.

2.6.3 Asset Valuation

Replacement values were established based on unit rate estimates, input from recent planning exercises within nearby communities, Opus' cost database, and engineering judgment.

Asset unit rates and valuation estimates for the most part have been determined from asset attribute descriptions suitable for each asset class and type. For example, drainage main replacement unit costs are based on material and size. Manhole and catch basin replacement costs have been estimated at a high-level through Opus' extensive design and construction experience. Unit costs and cost estimates are based on the latest ENR index of 10,692 to May 2017.

See Appendix F for unit rates used in this study.

Estimated Service Lives were developed based on the B.C. Ministry of Community, Sport and Cultural Development's Guide to the Amortization of Tangible Capital Assets. Estimated life cycles were adjusted for assets where current condition data from the town indicates that the performance of the particular asset type is expected to vary significantly from standard life cycles.

Asset ages have been estimated where records were not available for install years and detailed within our drainage asset data inventory development assumptions in Section 2.5.2.

Remaining service life has been determined by a comparison of the estimated age of the asset and the estimated service life of the asset type. Adjustments have been made to remaining service life due to condition assessment data where available, with the methodology for these adjustments detailed in Section 2.5.4.

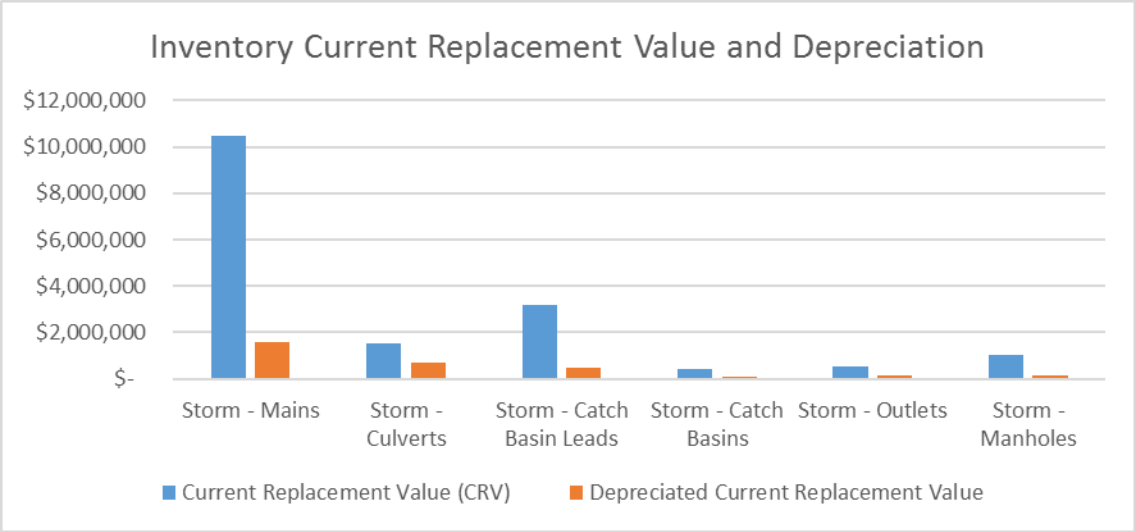


Figure 19 – Drainage Asset Current Replacement Value and Depreciation

2.6.4 Asset Condition Assessment

Asset Condition was evaluated based on historical asset condition information provided by the Town, and where condition data was missing and straightforward to obtain, asset condition information has been retrieved from the field under this assignment.

From the current condition assessment works carried out under this project, Opus has compiled further direct inspection data for the drainage asset group, including drainage mains inspected by CCTV and manhole conditions reviewed through Aquatera. Opus survey staff have also provided additional field survey of manholes, culverts, and conditions and has collected additional attribute data such as manhole inverts for the inventory improvement.

Based on the condition assessment data that has been collected by Opus, condition scoring values have been added to the asset inventory spreadsheet and thus financial needs assessment model, in order to provide an adjustment to the remaining useful life of those assets within the needs assessment analysis.

Upon reviewing the CCTV inspection data, 29% of the sewer network suffers from restricted flow issues and requires flushing and maintenance. 18% of the sewer network requires maintenance and repairs due to structural issues of the pipe. However, no specific area has been deemed to be of major concern. Most issues appear to be a point issue and not the outcome of a systemic problem.

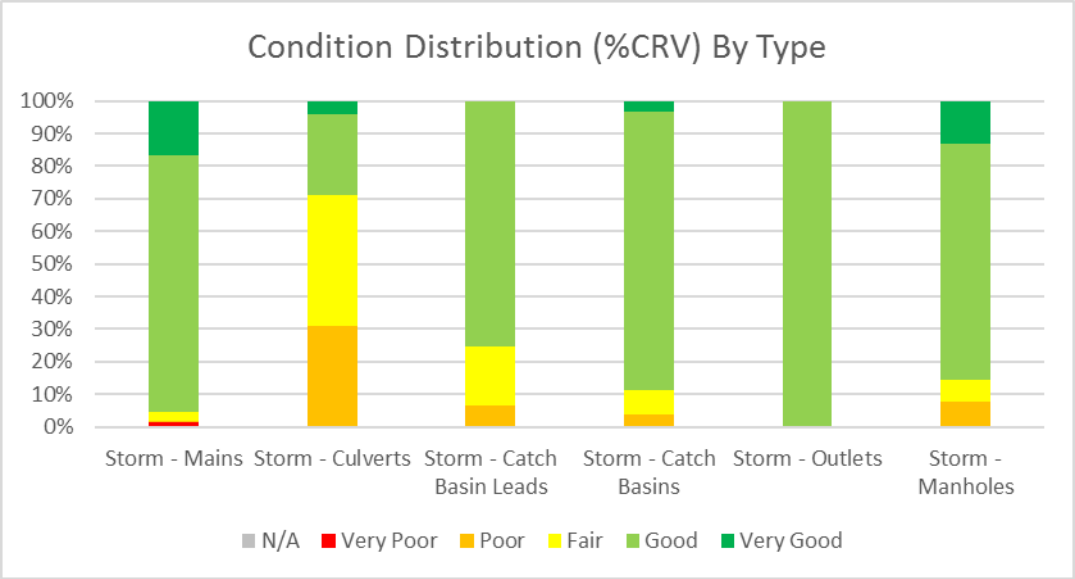


Figure 20 – Condition Distribution of Drainage Assets

2.7 Solid Waste Infrastructure Group Assessment

2.7.1 Infrastructure Summary

The Town operates a municipal landfill located north of the town site. The landfill is located on a site totalling approximately 4 ha. Portions of the current landfill areas, fences, monitoring wells and access roads are located on adjacent Provincial lands. The town has identified that they are in discussions with the Province to expand the landfill site area to cover approximately 13.5 ha.

Constructed during 1969, the existing landfill site consists of an active Class II waste cell, recyclable material handling area, and an area for stockpiling concrete and asphalt. The active waste cell and the recycling area is located on the west side of the facility, whereas the concrete and asphalt stockpile area is on the east side. Both areas were former landfill cells that have been closed or partially closed. In 2015 the existing landfill site had an identified available airspace of 106,900 m3 as reported in the Associated Engineering Landfill Master Plan Report.

2.7.2 Asset Inventory

The following provides a summary of the Asset Inventory Data for the Landfill Infrastructure.

Table 8: Landfill Inventory

Asset Class	Asset Component Types	Key Attributes for Classifying Assets	Item	Est. Qty.	Spatial GIS Database	Spreadsheet Database
Landfill Site	Land	Use	Site Area	4 ha	N/A	N/A
			Available Airspace	106,900 m3 (2015)	N/A	N/A
Site Improvements	Working Areas Access Roads Fencings Drainage Features Monitoring Wells Weigh Scale	Type Age Location	Recyclables Handing Area	3000 m2	N/A	N/A
			Stockpile Area	2500 m2	N/A	N/A
			Access Roads	750 m	100%	N/A
			Monitoring Wells	5 each	N/A	N/A
			Weigh Scale	1 each	N/A	N/A
			Fences	953 m	100%	N/A

Assumptions & Limitations

The information available from the Town was not sufficient to fully populate the key attributes for each asset category, as identified above. In addition, it was found the existing spatial inventory was not complete for all asset categories. Where data gaps were identified, assumptions were made based on record drawings, data collected for similar projects in the region, orthophotos and maps of the area. These assumptions and the subsequent limitations introduced to the analysis are discussed below:

- Unknown installation years for site works and improvements

2.7.3 Asset Valuation

Replacement values were established based on unit rate estimates, Opus' cost estimates, and engineering judgment. Civil site works (fences, weigh scale, site trailers, and access roads) are estimated to be worth approximately $600,000.

Unlike other assets, the value of the landfill has been based on it's capacity to store waste into the future, versus the cost to replace the asset. We have therefore excluded the replacement value of the

landfill from the overall asset summaries. If a new landfill site is required in the future, there will be costs to acquire land, develop suitable site facilities, and to meet the required permitting and approval processes, and at this time we cannot provide a valuation for those costs.

The remaining landfill capacity, estimated in 2017 to be about 97,000 m3, would be valued at approximately $2.0 - $4.1 M based on current landfill disposal rates ($32 - $65 / tonne) and an assumed landfill placement density of 650 kg/m^3.

2.7.4 Asset Condition Assessment

Constructed during 1969, the existing landfill site consists of an active Class II waste cell, recyclable material handling area, and an area for stockpiling concrete and asphalt. The active waste cell and the recycling area is located on the west side of the facility, whereas the concrete and asphalt stockpile area is on the east side. Both areas were former landfill cells that have been closed or partially closed. The existing landfill site encompasses approximately 4 ha. of area.

The Landfill Master Plan report from Associated Engineering did not indicate that there are any permanent buildings on the property. They did report that there is a site trailer on the west side. The internal access roads are shown as 4m to 6m wide gravel roads. The weigh scale is located on the access road to the landfill site and includes a site trailer and roll-on truck scale. In several areas, the site fence, access roads and groundwater monitoring wells are located outside of the property boundaries. The report also indicates that some waste has been placed outside the property boundaries.

The Landfill Master Plan report estimated the available airspace for the current landfill in 2015 was 106,900 m^3. The annual landfill volume requirements for the town based on average waste generation estimates and a 1% annual population growth rate is between 4800 m3 / year in 2015 to 5860 m3 / year in 2035. Total airspace required to meet the current projections for the town through 2036 would be approximately 117,600 m3. The current landfill site would therefore be expected to reach capacity in the early 2030s and an expansion would be required to meet the needs of the community for the long term.

Civil works at the site are assumed to be in Fair to Good condition. The town has recently installed portions of new fencing around the facility and there are no reported issues with the access roads, weigh scale or site trailers. Equipment operating at the landfill has been included in the Fleet assessments.

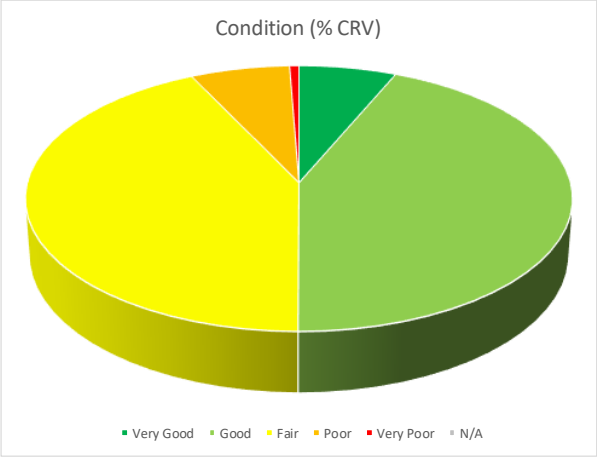
Overall, the landfill condition is based on the estimated remaining life available for landfill use. At projected disposal rates, the current landfill site is at approximately 75% of the projected life of the disposal area and therefore would be in “Fair” to “Poor” condition based on utilized capacity to date.

2.8 Parks, Campgrounds and Cemeteries Assessments

2.8.1 Infrastructure Dashboard

Infrastructure Dashboard - Campground, Cemetery, Parks and Playground Equipment Assets - Year 2017

Assets	Quantity		Average Age	Average Expected Useful Life	Average Condition	Current Replacement Value	Depreciated Current Replacement Value	Annual Depreciation - CRV	20 Year Average Annual Renewals	Year 1-5 Average Annual Renewals
Campground - Improved Areas	52,105	m2	47.9	93.4	2.32	$ 414,572	$ 95,558	$ 7,920	$ 20,468	$ -
Campground - Major Components	73	ea	48.0	60.0	3.58	$ 365,000	$ 73,000	$ 6,083	$ 18,250	$ -
Campground - Minor Components	17	ea	48.0	25.3	2.82	$ 47,000	$ -	$ 2,183	$ 2,350	$ -
Cemetery - Improved Areas	8,700	m2	48.0	94.5	2.00	$ 385,640	$ 183,253	$ 4,216	$ -	$ -
Cemetery - Major Components	3	ea	48.0	66.7	1.33	$ 289,592	$ 11,739	$ 6,830	$ -	$ -
Cemetery - Minor Components	3	ea	48.0	20.0	3.00	$ 1,500	$ -	$ 75	$ 75	$ -
Parks - Improved Areas	196,604	m2	48.0	94.8	2.48	$ 12,195,744	$ 5,722,505	$ 143,494	$ 75,263	$ 11,882
Parks - Major Components	42	ea	48.0	42.9	2.33	$ 519,293	$ 60,447	$ 14,729	$ 14,264	$ 1,497
Parks - Minor Components	156	ea	48.0	26.9	2.41	$ 1,250,000	$ 399,000	$ 24,917	$ 14,750	$ 100
Playground Equipment	24	ea	39.5	20.0	2.71	$ 1,320,000	$ 163,000	$ 66,000	$ 80,500	$ 20,000
Network Total	**257,408**	**m2**	**48.0**	**94.4**	**2.43**	**$ 16,788,340**	**$ 6,708,502**	**$ 276,447**	**$ 225,919**	**$ 33,479**



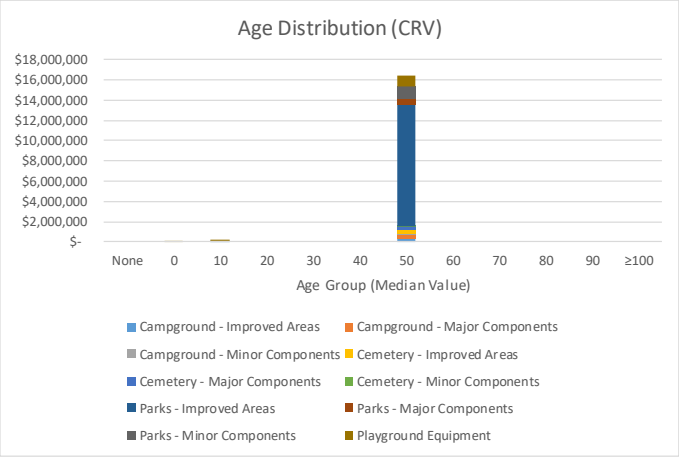


Figure 20 – Parks, Campgrounds and Cemeteries Infrastructure Dashboard

Grande Cache has one cemetery, one campground, and 15 park sites as summarized in the following table.

Table 9: Parks, Campground and Cemetery Listing

Site	Description
Cemetery	Town Cemetery located north on Highway 40
Campground	Town Campground located east of the Industrial Area
Dino Track Park	Natural Park located north of Phase 1 area
Mt Stern Park	Local Park located near the United Church in Phase 2 with a playground and paths
Lions Park	Local Park located south of Phase 1 with a playground and paths
Labyrinth Park	Natural Park located south of Phase 1 and Lions Park that has a small clearing with a maze.
Rocky the Ram Park	Local Park located next to the Provincial Building with paths, seating, and sculptures
BMX Park, Jag Memorial Park	Large Recreation Park located north of the Industrial area, with softball fields, BMX track, and playground
Birds Eye	Recreational area and parking lot adjacent to the Tourism Centre with historical buildings and picnic areas
Rec Centre and Schools Property	Facility area including a hard surface basketball court and parking lot for the Rec Centre and Central Park. Located next to community schools. Sports fields are located on school properties and are assumed to be managed by the schools.
Hamel St Park - Basketball	Local Park on Hamel St with a large hard-surface playing area
Stern Cres Park - Playground	Local Park on Stern Cres with a playground
Firemans Park	Natural Park located south of town overlooking the river with buildings, fire pits and a playground
Central Park	Large Park west of the Rec Centre with paths and grass fields
Kids Preschool	Section of Central Park that has a fenced play area for young children
Green Gym	Section of Central Park that has outdoor fitness equipment installed.
Splash Park	Section of Central Park with an outdoor spray park and change room building

The Town has approximately $16.8 M worth of campgrounds, cemeteries, and parks based on current available data and estimated replacement unit costs. It has been assumed that most sites were installed between 1969 and 1982, making them between 35 to 48 years old, and that some areas have been subsequently renewed and that major components have been replaced. Age data is not available

for most sites and components, so most age values have been assumed and adjusted based on observed conditions.

Overall, the cemetery and parks are in fair to good condition with few immediate renewal needs. The campground site could potentially require some near-term improvements, depending on the desired level of service that the Town wishes to provide for this service.

2.8.2 Asset Inventory

The following provides a summary of the Asset Inventory Data collected and the databases developed for the Parks, Campgrounds and Cemeteries Infrastructure.

Table 10: Parks, Campgrounds and Cemetery Inventory

Asset Class	Asset Component Types	Key Attributes for Classifying Assets	Item	Count	Spatial GIS Database Development	Spreadsheet Database Development
Campground	Improved Areas Major Components Minor Components Playgrounds Buildings (assessed under Facilities) Water and Sewer Infrastructure (assessed under the utility functions)	Surfaces Age Feature Type Materials	Improved Areas	52,104 m2	100%	100%
			Major Components	73 items	100%	100%
			Minor Components	17 items	100%	100%
			Playgrounds	1 area	100%	100%
Cemetery	Improved Areas Major Components Minor Components	Surfaces Age Feature Type Materials	Improved Areas	8700 m2	100%	100%
			Major Components	3 items	100%	100%

			Minor Components	3 items	100%	100%
Parks	Improved Areas Major Components Minor Components Playgrounds Buildings (assessed under Facilities)	Surfaces Age Feature Type Materials	Improved Areas	196,604 m2	100%	100%
			Major Components	42 items	100%	100%
			Minor Components	156 items	100%	100%
			Playgrounds	5 areas	100%	100%

Assumptions & Limitations

The information available from the Town was not sufficient to fully populate the key attributes for each asset category, as identified above. In addition, it was found that the existing spatial inventory was not complete for all asset categories. Where data gaps were identified, assumptions were made based on record drawings, site surveys, orthophotos and maps of the area. These assumptions and the subsequent limitations introduced to the analysis are discussed below:

- Unknown installation or construction years for most infrastructure and improved areas. Condition has been used to estimate the remaining life based on the estimated useful life values assigned for each component
- Official site boundaries have not been identified to define the functional site areas. Available property boundary data has been used to define overall site extents. Improved areas have been estimated from orthophotos or property boundary data.
- Location of features is based on site findings and Opus observations in the field. Movement of minor components has been noted between survey locations and previous orthophotos acquired in May 2017.
- Assessments and location of features based on visual observation of current conditions that could be reasonably acquired during field work. Field observations have been supplemented with reviews of Town records and May 2017 town orthophotos.
- Counts are based on features identified by Opus staff in the field and may not represent all items.

2.8.3 Asset Valuation

Replacement values for parks, campgrounds and cemeteries were based on the following sources:

- Reported replacement costs from Grande Cache for recent budget submissions and purchases

- Estimated replacement costs for typical components, renewal, and construction activities

These sources were reviewed by Opus and estimated values for the current replacement cost of each asset were developed. The costs are based on a "Current Optimized Replacement Value" that would account for a modern equivalent unit that has been configured to meet the current capacities and functionality for a suitable replacement unit.

Estimated Services Lives for each class were developed based on typical operating experiences for similar components in similar functions. Some site works, including site preparation, clearing, and bulk grading, will not form part of standard future renewal activities of current park areas and are typically confined to the original establishment of these sites. Where there are identify components, the cost to renew those specific areas or features will be the key indicator for future renewal costs.

Where acquisition or in-service date information was not available, the age was based on the following:

- The year the town was established (1969)
- The observed component condition and the estimated useful life for that item.

The remaining service life of the units was based on the current age and the Estimated Useful Life (or Estimated Service Life) of the item. Where an assessment of the asset condition was made, the remaining service life of that unit was adjusted to reflect the expected average age range for a unit in that condition state.

Overall, these sites are estimated to have a current replacement value of approximately $16.8 million.

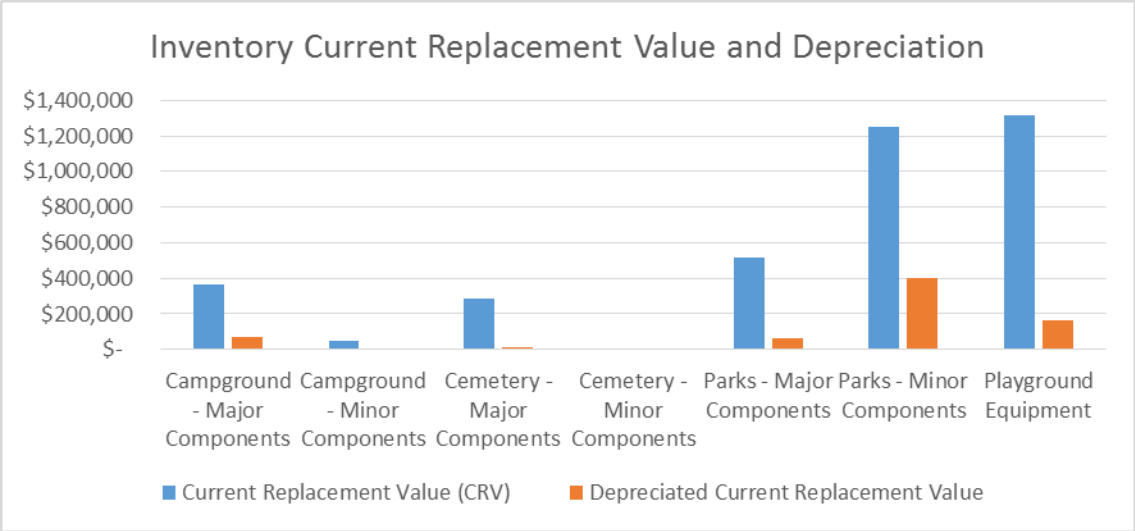


Figure 21 - Summary of Current Replacement Values vs Depreciated CRV - Components

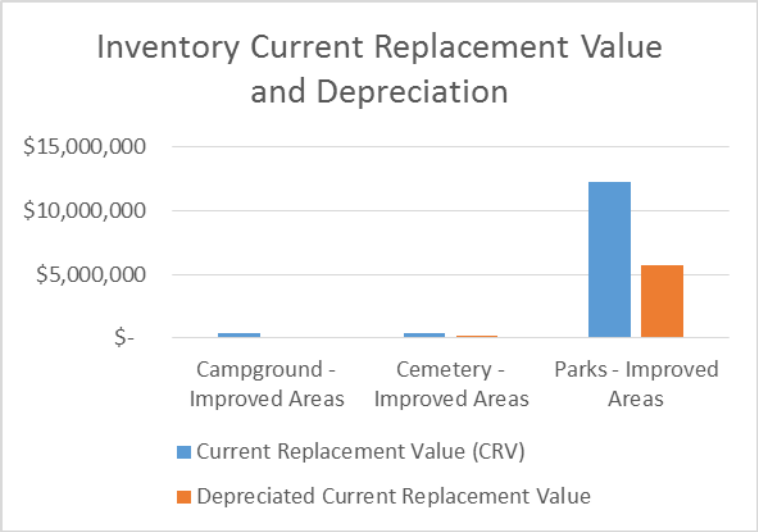


Figure 22 - Summary of Current Replacement Values vs Depreciated CRV – Improved Areas

2.8.4 Asset Condition Assessment

The condition of parks, campground and cemetery assets was developed based on available age information and visual condition ratings of observed conditions for identified improved areas, major components, minor components, and playgrounds. The condition assessment ratings were not based on technical inspections or assessments, but are believed to be indicative of the general state of the infrastructure for this area.

The following chart summarizes the condition distribution of the asset classes.

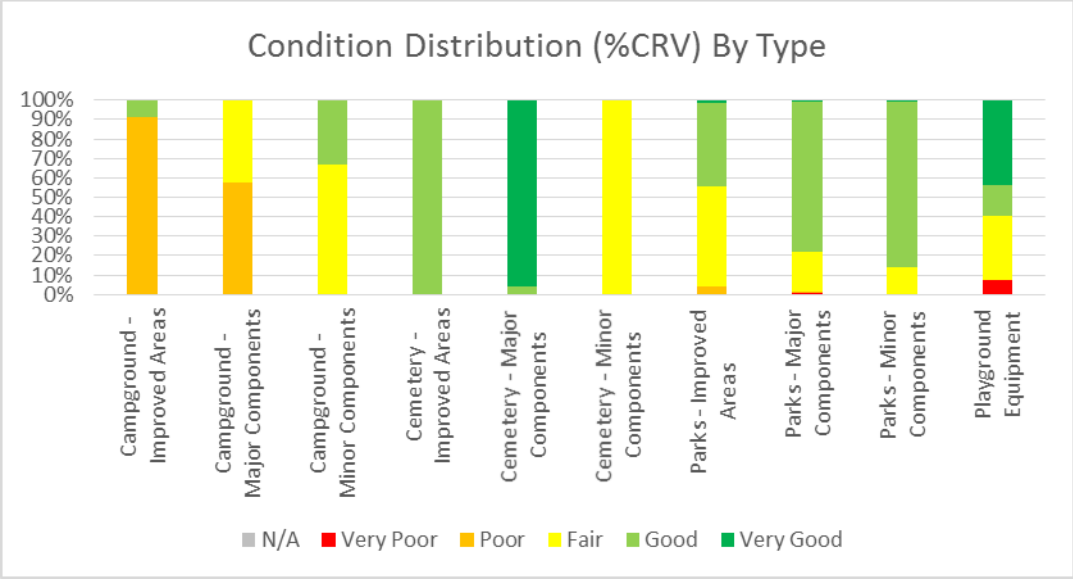


Figure 23: Parks, Campground and Cemetery Condition Distribution

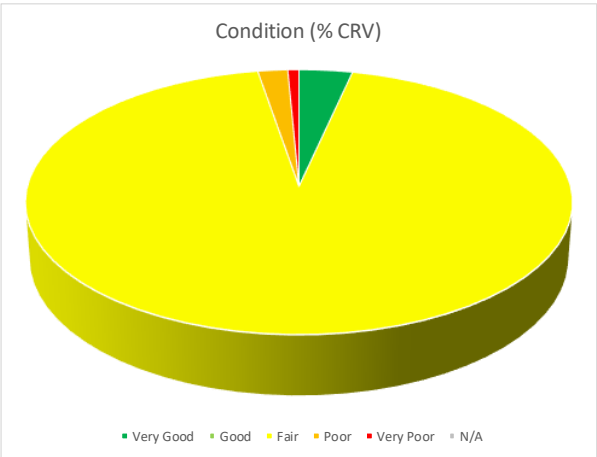
Overall, most sites are in fair to good condition and there is evidence that the town has pursued a program of rehabilitation and renewals for most sites. The town campground has some potential areas where work may be needed in the near term to address potential service deficiencies in the internal roads and individual campground sites. Playground equipment at Firemans Park should be reviewed to determine if work is required to address the current condition of that play area.

2.9 Facilities Infrastructure Group Assessment

2.9.1 Infrastructure Dashboard

Infrastructure Dashboard - Facility Buildings Assets - Year 2017

Assets	Quantity		Average Age	Average Expected Useful Life	Average Condition	Current Replacement Value	Depreciated Current Replacement Value	Annual Depreciation - CRV	20 Year Average Annual Renewals	Year 1-5 Average Annual Renewals
Community Facilities	11,348	m2	27.0	49.9	3.00	$ 36,100,000	$ 16,606,000	$ 722,000	$ 264,175	$ 948,000
Tourist Facilities	3,220	m2	30.5	59.8	1.75	$ 1,412,000	$ 827,833	$ 23,533	$ 7,510	$ 19,740
Municipal Ops Facilities	13,705	m2	27.8	45.8	3.23	$ 5,858,000	$ 1,472,833	$ 103,767	$ 49,191	$ 182,775
Network Total	**28,273**	**m2**	**27.7**	**49.1**	**2.97**	**$ 43,370,000**	**$ 18,906,667**	**$ 849,300**	**$ 320,876**	**$ 1,150,515**



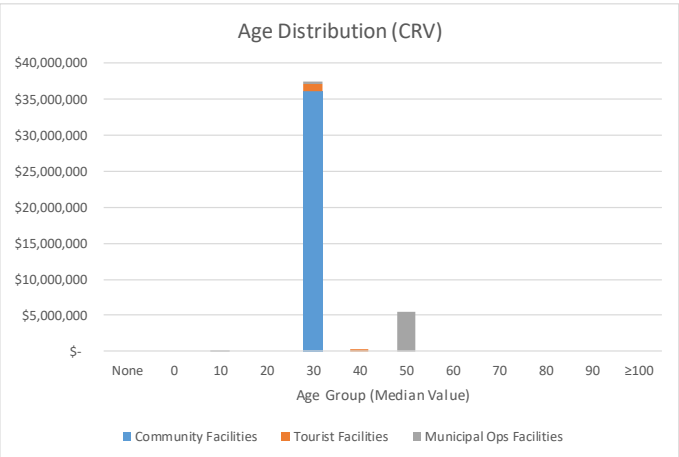


Figure 24 – Facilities Infrastructure Dashboard

Grande Cache has four major public recreation and services facilities, five administrative and public works facilities, and five utility process buildings. The leased Provincial Building (main administrative building and fire hall complex) has not been included in this review.

Table 9: Facility Listing

Building Facility	Year	Description
Community Buildings		
Grande Cache Recreation Centre	1970 – major upgrade 2011	Multi-Use Recreation Complex with ice rink, curling rink, fitness centre, concession, old pool, new aquatic centre, multipurpose rooms and offices, located next to Central Park
Tourism Buildings		

Tourism Centre	1996	Tourist information centre with display, office and two meeting rooms, located at Birds Eye Park.
Campground Office and Public Washrooms	1980	Public Campground office building with campground laundry, showers, washrooms and storage
Campground Kitchen Building	1990	Campground kitchen and dining facility
Municipal Operations Buildings		
Recycling Centre	1990	Processing and storage building for recycling materials, located next to Jag Memorial Park
Public Works Shop	1970	Public Works offices and 13 bay shop building
Salt and Sand Storage	2014	Coverall Type building for storing materials for winter maintenance.
Cold Storage Building	1970	Warehouse building used for sand storage, cold storage, file storage and the dog pound
Old Fire Hall	1970	3 bay truck storage building
Lunchroom Trailer at WTP	2014	Portable office site trailer located at the Old Water Treatment Plant
Utility Process Facilities		
Victor Lake Pumphouse (Water)	1970 – major update 1997	Raw water intake and pumping building for water supply system
Old Water Treatment Plant (Water)	1978	Current water treatment process building – proposed to be repurposed as a public works maintenance facility after decommissioning (2018)
New Water Treatment Plant (Water)	In construction (2018)	New water treatment process building currently under construction (2018 commissioning)
Reservoir Building (Water)	1970s – major upgrade 2017	Pumphouse and mechanical building for treated water reservoir structure
PRV 1 (Water)	1978	Concrete block structure enclosing the Pressure Reducing Value #1
PRV 2 (Water)	1978	Concrete block structure enclosing the Pressure Reducing Value #2

Old Pumphouse (Water)	1978	Old raw water pumphouse on Victor Lake – building has been decommissioned and is not currently used to supply raw water
Wastewater Treatment Plant (Sanitary)	1982	Wastewater process building and site structures, including concrete clarifier

Utility Process Facilities identified in the preceding table have been incorporated into the assessments for the respective utility that the process building supports. They have been included in this list for reference as the details of their assessments was completed as part of the Facility reviews.

The Town has approximately $36.1M of Community Facilities, $1.4M of Tourism Facilities, and $5.9M of Municipal Operations Facilities, in addition to Utility Process Facilities. Many buildings are original to the development of the town or utility systems, with recent upgrades to some facilities. Renewal activities were not recorded for most building components, so most age values for building systems and components have been assumed based on the building construction dates and observed conditions.

Overall, the buildings are generally in fair condition. The most pressing work identified is for roofing renewals on several buildings, including the original part of the recreation centre. Several repairs have been identified that should be undertaken now to maintain existing system, and there are opportunities to include energy and water conservation measures as part of the future replacement of heating, lighting and plumbing system renewals.

2.9.2 Asset Inventory

The following provides a summary of the Asset Inventory Data collected and the databases developed for the Facilities Infrastructure.

Table 10: Facilities Inventory

Asset Class	Asset Component Systems	Key Attributes for Classifying Assets	Unit	Count	Spatial GIS Database Development	Spreadsheet Database Development
Community Facilities	Structural Shell Interiors Mechanical Electrical	Age Component Type Materials	Building Count Building Area	1 Major Building 11,348 m2	100%	100%

Tourism Facilities	Structural Shell Interiors Mechanical Electrical	Age Component Type Materials	Building Count Building Area	3 Major Buildings 3,200 m2	100%	100%
Municipal Operations Buildings	Structural Shell Interiors Mechanical Electrical	Age Component Type Materials	Building Count Building Area	6 Major Buildings 13,705 m2	100%	100%

Assumptions & Limitations

The information available from the Town was not sufficient to fully populate the key attributes for each asset category, as identified above. Where data gaps were identified, assumptions were made based on record drawings, site surveys, and visual observations. These assumptions and the subsequent limitations introduced to the analysis are discussed below:

- Unconfirmed installation or replacement years for many system components. The date of the facility construction, upgrades, or observed conditions has been used to estimate the installation date and remaining life based on the estimated useful life values assigned for each component.
- Assessments and inventory are based on site findings and observations in the field during site assessments.
- Assessments of systems and components are based on visual observation of current conditions that could be reasonably acquired during a visual assessment. Condition of systems and components enclosed behind finishing materials was not observed. Field observations have been supplemented with reviews of Town records and Town staff inputs.

2.9.3 Asset Valuation

Replacement values for facilities were based on the following sources:

- Reported replacement costs from Grande Cache for recent budget submissions and purchases
- Indicative replacement costs for typical facilities, building systems, components, renewal, and construction activities

These sources were reviewed and estimated values for the current replacement cost of the assets were developed. The costs are based on a “Current Optimized Replacement Value” that would account for a

modern equivalent unit that has been configured to meet the current capacities and functionality for a suitable replacement unit.

Estimated Services Lives for each class were developed based on typical operating experiences for similar components in similar functions. Where there are identify components, the cost to renew those specific areas or features will be the key indicator for future renewal costs.

Where acquisition or in-service date information was not available, the age was based on the following:

- The year the facility was constructed or renovated
- The observed component condition and the estimated useful life for that item.

The remaining service life of the units was based on the current age and the Estimated Useful Life (or Estimated Service Life) of the item. Where an assessment of the asset condition was made, the remaining service life of that system or component was adjusted to reflect the expected average age range for a unit in that condition state.

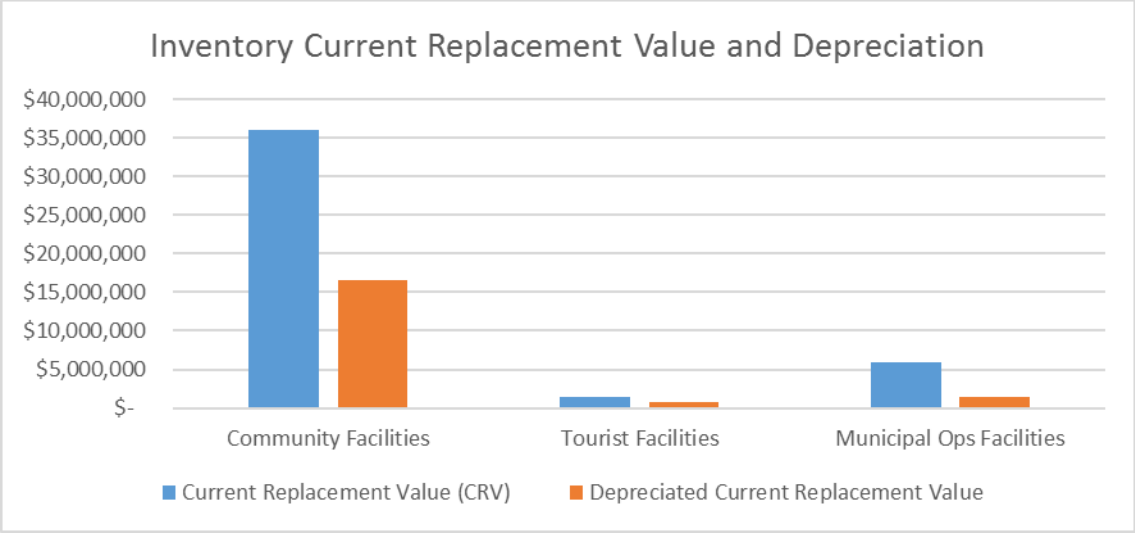


Figure 25 - Summary of Current Replacement Values vs Depreciated CRV - Components

2.9.4 Asset Condition Assessment

The condition of major buildings was developed from the results of a facility condition assessment survey of the undertaken by Associated Engineering, a sub-consultant to Opus on this project. AE staff reviewed each facility and identified the general condition and required repairs for major building systems and components. The assessors identified the general condition of the identified building components and identified recommended repairs and renewals for each building. The replacement value for the buildings were estimated based on standard replacement rates for the type of facility and type of construction. The condition assessment were based on visual inspections and are believed to be indicative of the general state of the infrastructure for this asset group.

The overall condition of each building was estimated based on a Facility Condition Index (FCI) calculation, by evaluating the ratio of currently required repairs and system renewals to the overall current estimated replacement cost of the facility.

Table 7 – Facility Condition Scores

Condition Score	Condition Rating	FCI Ratio – Low	FCI Ratio - High
1	Very Good	0.00	0.02
2	Good	0.02	0.05
3	Fair	0.05	0.10
4	Poor	0.10	0.30
5	Very Poor	0.30	> 0.30

The following chart summarizes the condition distribution of the asset classes.

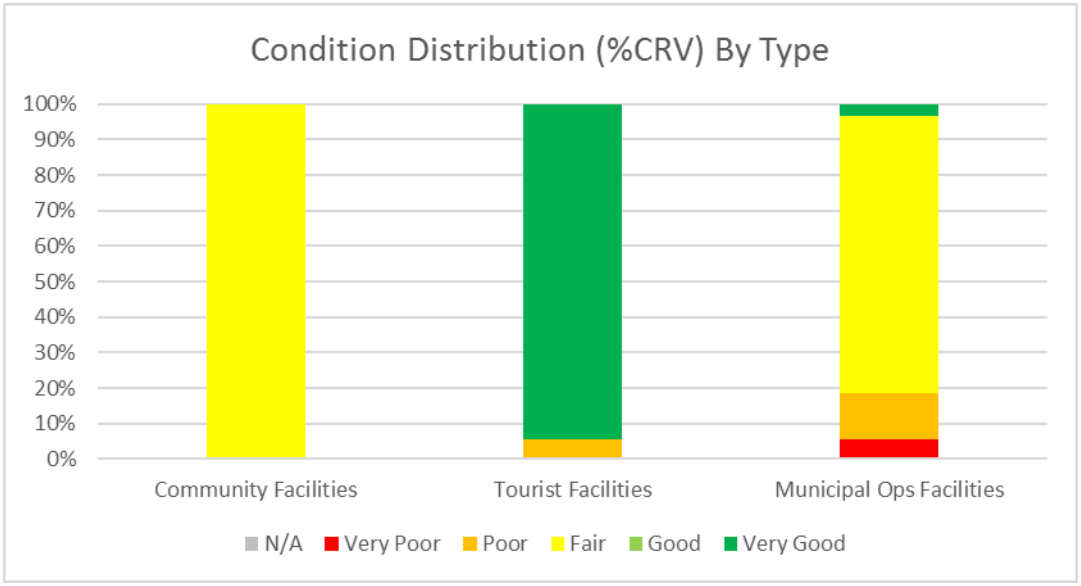


Figure 26: Facility Condition Distribution

Overall, most buildings are currently in fair to good condition and the town has pursued a program of rehabilitation and renewals for major facilities and water utility process buildings. There are several deferred repairs identified during the condition assessment, and many buildings will have the need for system and component renewals during the next 20 years, as expected due to their age.

Current repairs typically involve roofing renewals, heating system renewals, and electrical system renewals. These findings are consistent with the age of the buildings identified in the condition

assessment. There are building systems at some facilities that are at, or are approaching, their expected service life cycle. Where the condition of these system is satisfactory, and where the failure of these systems can be managed or readily repaired, there may be some opportunities to defer some of the identified renewal activities.

There are key renewal works that should be reviewed and prioritized for inclusion in upcoming renewal and capital maintenance programs. Repairs to maintain the safety of the building and the integrity of the building structure and shell, including roofing system renewals and repairs to building envelop components, should be reviewed. Some renewals could result in lower operating costs, so renewals of major lighting systems, plumbing fixtures, and heating systems should be reviewed to identify areas where more efficient modern building systems could reduce operating costs and energy consumption.

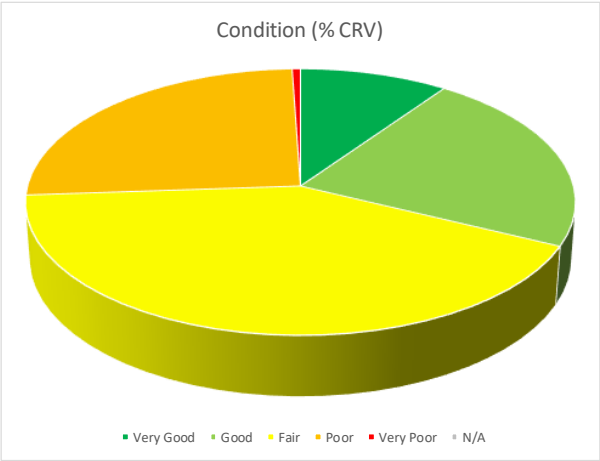
The town also has several facilities where all, or part, of the facility has been replaced, including the old pool at the recreation centre (replaced 2011), the old pump house at Victor Lake (supply system updated in 1997; backup intake location), and the old Water Treatment Plant (new treatment plant to be completed in 2018). Strategies for the final decommissioning, repurposing, or retention of these facilities will need to be confirmed with the Town.

2.10 Fleet Infrastructure Group Assessment

2.10.1 Infrastructure Dashboard

Infrastructure Dashboard - Fleet Assets - Year 2017

Assets	Quantity		Average Age	Average Expected Useful Life	Average Condition	Current Replacement Value	Depreciated Current Replacement Value	Annual Depreciation - CRV	20 Year Average Annual Renewals	Year 1-5 Average Annual Renewals
Light Duty	25	Unit	11.2	10.0	2.88	$ 1,320,000	$ 419,000	$ 132,000	$ 131,000	$ 198,000
Heavy Duty	9	Unit	14.3	12.2	3.00	$ 2,030,000	$ 630,000	$ 171,000	$ 203,000	$ 344,000
Trailers	8	Unit	14.1	15.0	3.00	$ 100,000	$ 15,333	$ 6,667	$ 13,500	$ 27,000
Attachments	4	Unit	4.3	12.5	2.00	$ 185,000	$ 137,333	$ 13,000	$ 21,500	$ 29,000
Heavy Equipment	11	Unit	15.3	15.5	3.36	$ 2,095,000	$ 447,333	$ 138,417	$ 197,750	$ 375,000
Mobile Equipment	20	Unit	8.1	12.3	2.30	$ 882,500	$ 449,667	$ 77,250	$ 73,375	$ 82,000
Fixed Equipment	5	Unit	10.6	20.0	2.40	$ 750,000	$ 405,000	$ 37,500	$ 37,500	$ 30,000
Fire Apparatus	4	Unit	21.5	15.0	3.00	$ 1,800,000	$ 160,000	$ 120,000	$ 197,500	$ 310,000
Network Total	**86**	**Unit**	**11.7**	**12.8**	**2.77**	**$ 9,162,500**	**$ 2,663,667**	**$ 695,833**	**$ 875,125**	**$ 1,395,000**



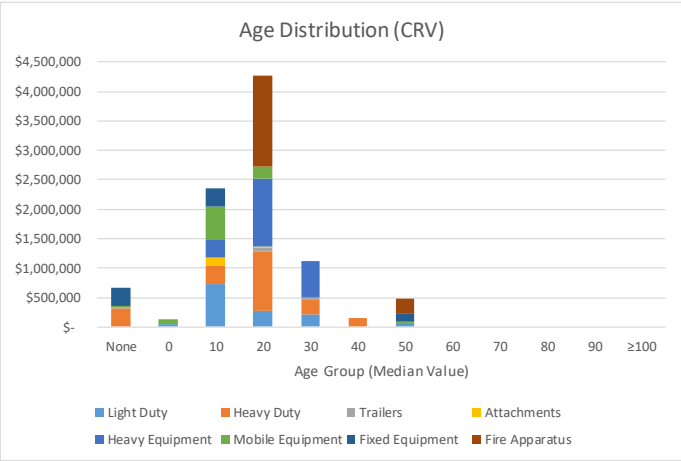


Figure 27 – Fleet Infrastructure Dashboard

2.10.2 Asset Inventory

The Fleet Infrastructure includes the vehicles and major equipment owned or leased by the town, including backup power generator sets that are located at key facilities. Fleet does not include process mechanical or building systems that are part of facilities or utility processes. The town also has several pieces of small equipment, such as grass trimmers, saws, etc. that are typically not capitalized and that are not included in the Fleet inventory.

Overall, the town has identified 86 active fleet units owned or leased by the town that are identified and tracked by the fleet maintenance staff. These units support the various departments in the Town that require vehicles, with the most fleet units being assigned to Public Works or to Fire. The fleet is representative of the typical types of vehicles and equipment used to provide public services. There are also several non-town units tracked in the town's inventory that have not been included in this analysis, including Fire Apparatus owned by the MD of Greenview.

Summary of the Asset Hierarchy for this Asset Group:

Table 11: Fleet Inventory

Asset Class	Asset Component Types	Key Attributes for Classifying Assets	Comments
Light Duty Vehicles	Pickup - Compact Pickup - EMS Pickup - Heavy Pickup - Heavy 4x4 Pickup - Light Pickup - Light 4x4 SUV - EMS Truck - Bus Truck - Service Truck - Flat Deck Van - Passenger	Make Model Type of Unit Use	This includes vehicles typically consider light duty trucks and passenger vehicles, typically < 4,500 kg GVWR
Heavy Duty Vehicles	Truck - Aerial Bucket Truck - Refuse Front Loader Truck - Sewer Flusher Truck - Street Flusher Truck - Street Sweeper Truck - Tandem	Make Model Type of Unit Use	This includes vehicles typically classified as commercial vehicles, typically >4,500 kg GVWR
Trailers and Attachments	Trailer - Utility Power Pack Refuse Can Loader Sander Snow Blower	Make Model Type of Unit Use	This includes equipment that must be attached to a "parent" unit
Heavy Equipment	Backhoe Loader Bulldozer Grader Loader Roller Sweeper	Make Model Type of Unit Use	This includes large equipment that is typically used for earthworks or construction
Mobile Equipment	Compressor Ice Resurfacer Scissor Lift Mower - Riding Pressure Washer Skid Steer Loader Utility Quad Welder	Make Model Type of Unit Use	This includes "small" or mid-size construction and industrial equipment
Fixed Equipment	Genset	Make Model Type of Unit Use	Fixed equipment with engines, located at various facilities (Rec Centre; Water Intakes, WTP, Reservoir, and STP)
Fire Apparatus	Fire - Wildfire Truck Fire - Pumper Truck	Make Model	Heavy Vehicle Fire Apparatus. Units owned

Asset Class	Asset Component Types	Key Attributes for Classifying Assets	Comments
	Fire - Rescue Truck	Type of Unit Use	by the MD have not been included in the Town's inventory

The inventory data was consolidated from the existing equipment master list that is maintained by the town, with Asset Classifications and Asset Types identified by Opus based on the available fleet data. Further information was provided by the town's fleet maintenance staff.

The inventory of fleet units is based on recorded information. The town has detailed paper folders for each fleet unit, and the master data is summarized in a fleet record spreadsheet maintained by Public Works staff. Staff maintain hard copy maintenance record folders that detail services and maintenance activities for each fleet unit. There are some minor gaps in the inventory records, and historic capital cost data has not been consistently copied to the fleet inventory records.

Care is required when reviewing fleet records as the town has historically retained fleet unit numbers when vehicles and equipment are replaced. This "duplication" should be noted when reviewing key asset inventory information so that "old" information is not attributed to "new" units.

2.10.3 Asset Valuation

Replacement values for fleet units were based on the following sources:

- Reported replacement costs from Grande Cache for recent budget submissions and purchases
- Inflated Historic Replacement Costs where historic purchase costs data was available
- Indicative replacement costs for current vehicles and equipment

These sources were reviewed by Opus and estimated values for the current replacement cost of each fleet unit were developed. The costs are based on a "Current Optimized Replacement Value" that would account for a modern equivalent unit that has been configured to meet the current capacities and functionality for a suitable replacement unit.

Estimated Services Life cycles for each class were developed based on typical operating experiences for similar units in similar functions. Typically, most light and heavy duty vehicles can be expected to have an economical service life that will be in the range of 8-12 years depending on the function of the vehicle, how it is operated, the amount of utilization, and how it is maintained. Based on mileage, a service life of 120,000 – 160,000 km is within the range of typical fleet operator expectations.

Most equipment will have service life in the 8 to 15 year range, depending on the utilization and type of service. Based on operating hours, a service life in the range of 8000 – 12,000 hours is within the range of typical fleet operator expectations.

Where acquisition or in-service date information was not available, the age was based on the following:

- Recorded Model Year of the Unit, or, in absence of this data,
- 50% of the Estimated Useful Life

The remaining service life of the units was based on the current age and the Estimated Useful Life (or Estimated Service Life) of the unit. Where an assessment of the asset condition was made, the remaining service life of that unit was adjusted to reflect the expected average age range for a unit in that condition state

Overall, the Grande Cache fleet is estimated to have a current replacement value of approximately $9.2 million, assuming all units currently in service are replaced with modern equivalent units, purchased new. This would represent an upper range of asset valuation since some units in the fleet would not necessarily be replaced (e.g. the 1955 FWD Fire Truck), or would be replaced with a "used" unit where operational requirements warrant (e.g. some second-line service units or some stand-by "back-up" units). Several existing "leased" units could be purchased at their residual lease value and then operated for the balance of the typically expected useful life for that type of equipment.

A summary of the Current Replacement Value and the Depreciated Current Replacement Values for the fleet is shown in the following table. Overall, the age of the fleet would indicate that much of the asset life has been consumed and renewal programs will be required to replace equipment that will, or has, exceeded the typically expected useful life. A mechanical assessment of these units will help identify units where the likelihood of failure is greatest, and this information can be used to prioritize the replacement of fleet units to meet long-term service needs for the community.

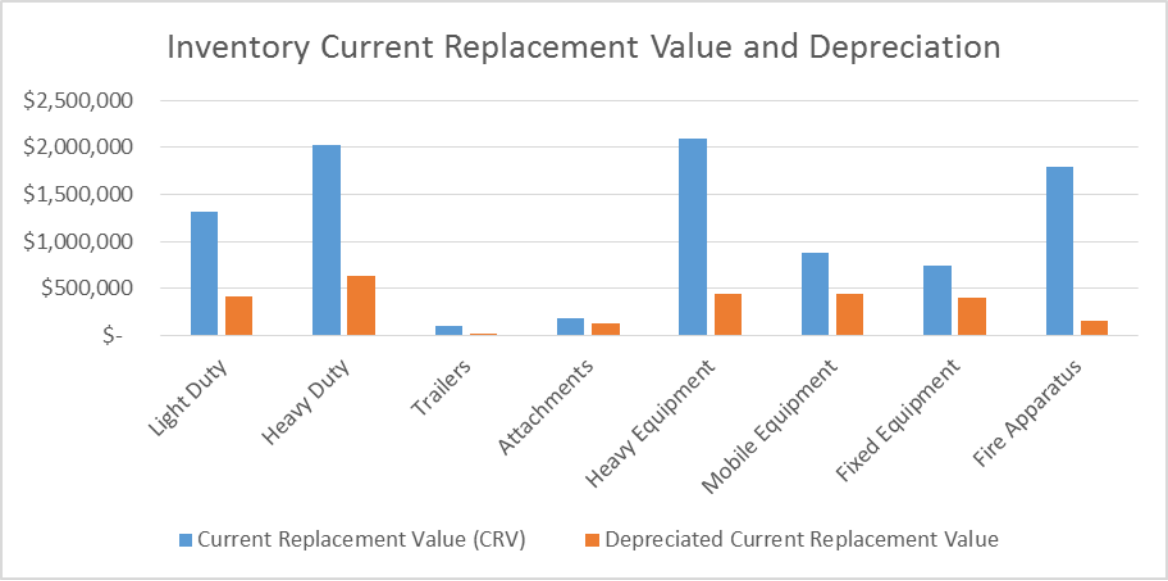


Figure 28 – Summary of Current Replacement Values vs Depreciated CRV

2.10.4 Asset Condition Assessment

The condition of fleet assets was developed based on available age information, combined with inputs from the maintenance staff in Grande Cache. The condition assessment ratings were not based on

inspections or technical assessments, but are believed to be indicative of the general state of the fleet units.

The following chart summarizes the condition distribution of the fleet equipment classes.

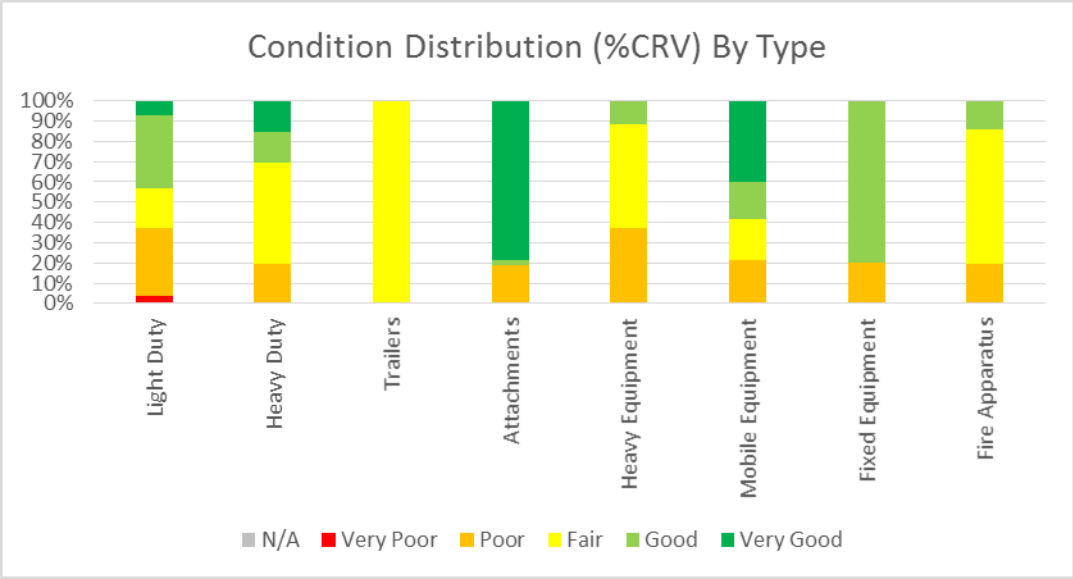


Figure 29 – Condition Distribution by Class, Weighted by Current Replacement Value

Overall, much of the town's fleet is typically operating near or beyond commonly expected service life cycles for the various asset types. Several units should be reviewed for renewal within the next 1-3 years, and procurement should be prioritized based on the service function of the unit, the number and availability of alternate units to accomplish the required activities of the unit, and the current operating state of the unit. Units that are not expected to be reliable, that have limited spare or backup capacity, that cannot readily be replaced on either a permanent or temporary basis, or that are critical to supporting identified service priorities may need to be prioritized for replacement.

3 Network Replacement and Investments

3.1 Roads Renewal Forecasts

3.1.1 Renewal Activities

Renewal activities for Road assets, including pavements, curbs, and sidewalks, are based on forecasted deterioration rates based on condition assessment models or expected service life cycles of the assets.

Renewal activities for pavements are based on an Opus pavement deterioration model that uses the current pavement condition and condition-based renewal activities to predict the timing of future renewal activities for each asset class and type of surfacing. The condition assessment indicates that there is a small backlog of renewal works that should be considered in the next 5 year period. Depending on the type, severity and extent of distresses, there may be several treatment options that could be viable for each road section. The life cycle costs of each rehabilitation option should be considered to determine the best option to balance costs, service life, and asset performance.

Renewal activities for curbs and sidewalks is based on the expected remaining service life of these assets. The remaining service life to renewal has been adjusted based on the visual condition assessment results and the typically expected life cycle performance projections for the asset type and materials.

Costs for renewals is based on estimated unit costs for rehabilitation pavement surfaces or reconstructing sidewalks and curbs. The identified inventories and current condition ratings form the basis for these calculations to identify future capital infrastructure investments. Repairs of small areas and replacement of low-value items such as traffic signs would typically be covered under operating budget funding sources.

3.1.2 Infrastructure Improvements or Upgrades

No upgrades, additions, or network enhancements have been identified during this review.

3.1.3 Capital Investment Forecast

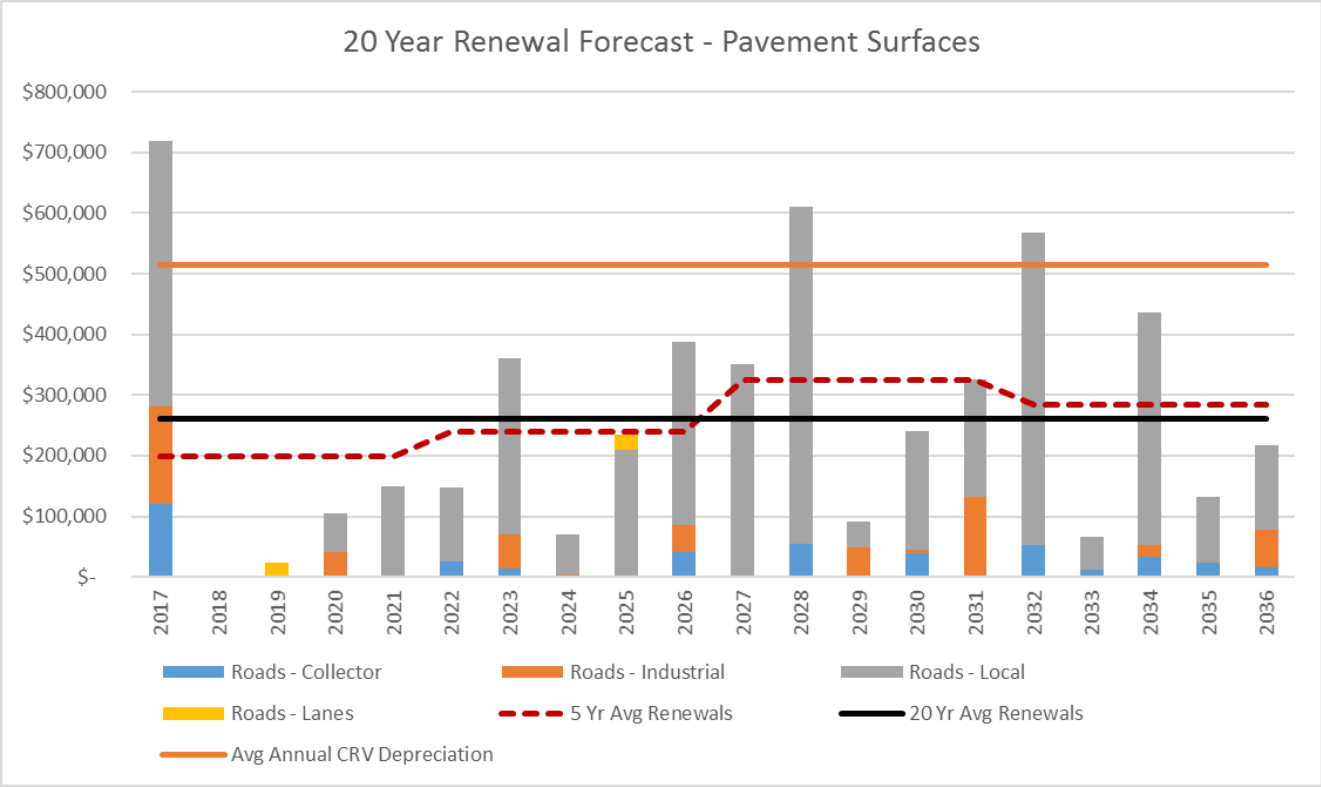


Figure 30 – Capital Renewal Forecast – Pavement Rehabilitation

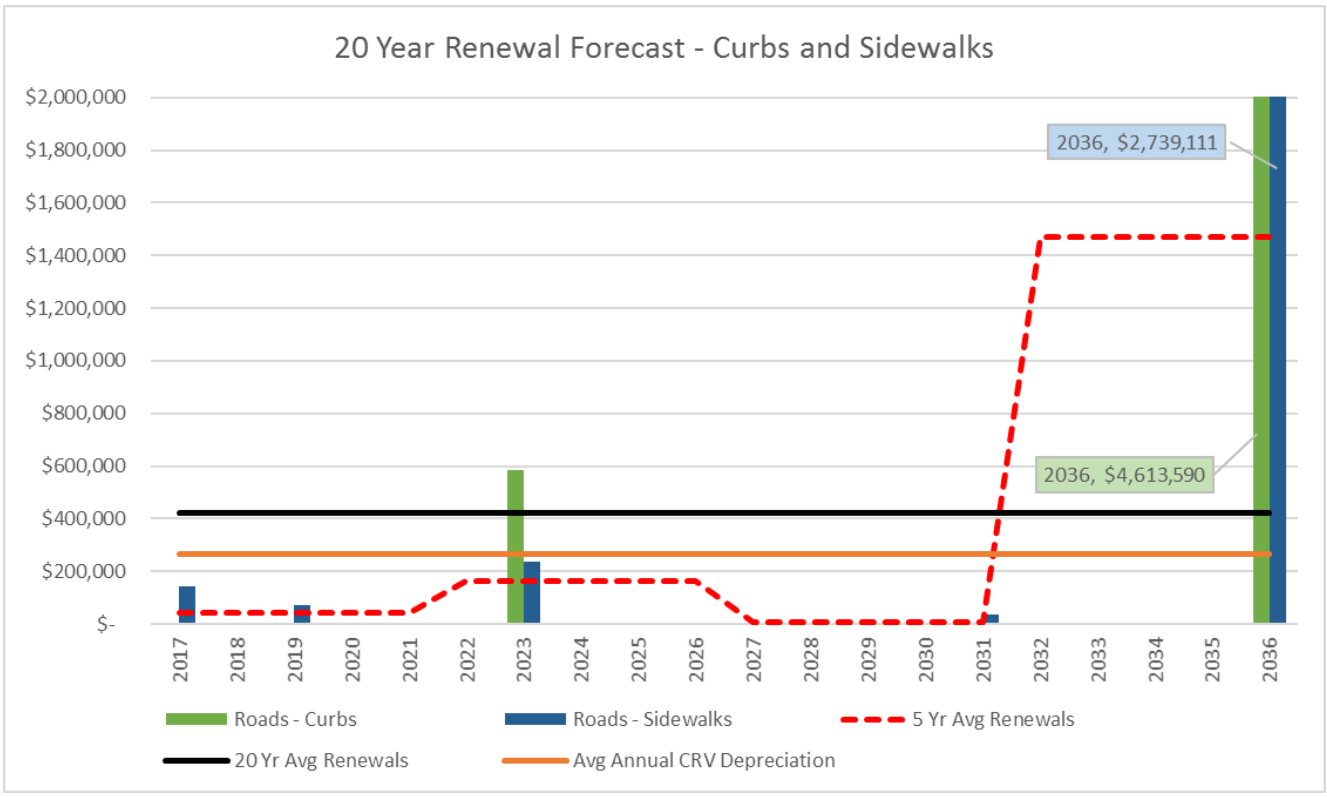


Figure 31 – Capital Renewal Forecast – Sidewalk and Curb Rehabilitation

The capital renewal forecast for road assets was developed based on the asset inventory, the pavement condition model, and the life cycle model using the projected renewal dates and renewal costs for the inventory assets. Renewal dates are based on the estimated remaining life projected for each asset, and renewal costs are based on the programmed renewal activities or the current replacement costs for the assets. Where the condition of the asset indicates that the remaining life may be more or less than the calculated age-based remaining life, the remaining life has been adjusted to reflect the estimated condition-based remaining life for the asset.

Annual projected renewal costs have been provided for a 20 year analysis period, and 5 year and 20 year average annual renewal costs have been indicated. The long-term renewal needs are also identified by the 100 year or annual current replacement value depreciation values that provide a benchmark of long-term infrastructure funding needs to renew the existing infrastructure.

Roadway pavements have an estimated 20 year renewal need of approximately $5.26 million, or a 20 year average annual renewal need of about $262,000 per year. Within the next 5 years, approximately $997,500 of pavement renewals are forecast based on current condition ratings. There will be opportunities for the town to evaluate rehabilitation treatments and the timing of renewal activities.

The renewal projections for curbs and sidewalks is not as uniform as roadway pavements. Curb renewals will typically be programmed as part of pavement reconstruction works, or prioritized where the curb condition will affect drainage or the performance of the adjacent pavements and sidewalks.

There are some curb renewals forecast in the next 6-10 years, and some of these may be addressed through spot repairs or localized curb renewal works. There are a few sidewalk renewals forecast over the next 10 year period, including renewals of several asphalt sidewalk surfaces. However, most curb and sidewalk works are forecasted to occur in approximately 20 years based on the current condition assessment of these assets and the expected useful life estimates. The timing of these long-term renewals will greatly depend on the long-term performance of these assets and other external factors that would impact the future condition of these assets.

Sidewalks and Curbs have an estimated 20 year renewal need of approximately $8.4 million, or a 20 year average annual renewal need of about $421,000 per year. Within the next 15 years, renewal needs are significantly lower, totalling about $1.07 million over 15 years, or an average annual renewal need of about $72,000 per year. Within the next 5 years approximately $214,000 of sidewalk renewals are forecast based on current condition ratings.

3.2 Water Renewal Forecasts

3.2.1 Renewal Activities

Renewal activities identified for the Town's water infrastructure assets have been identified where available. Opus survey staff's inspections of line valves, hydrant valves and curbs stops identify possible rehabilitation activities where needed in the Town. Water facility renewal activities identified through Associated Engineering's assessments in the current assignment have been incorporated into identified renewal activities for the Town's assets where recommended.

In addition to renewal activities derived from condition assessments, end-of-life replacements may be identified and planned from the age and estimated service life of assets; the eventual outcome is full replacement of water assets within the Town of Grande Cache. Unit rates and cost estimates for rehabilitation of these assets have been taken from the site condition assessments.

3.2.2 Infrastructure Improvements or Upgrades

Service upgrades and improvements (e.g. demand/capacity upgrades) in addition to renewal programs have been identified through discussions and interviews with Town staff and review of available data records. Specific items identified for immediate improvement for known concerns include the upgrade of the Town's entire raw water lines, as well as significant upgrades for fire flow servicing to the industrial area of the Town. Cost estimates for these infrastructure improvements have been included in the needs assessment of this report.

We have also incorporated field condition assessments carried out by Associated Engineering which include infrastructure improvements identified for the Town of Grande Cache's water utility from a point asset perspective (i.e. water treatment plant, reservoir, pump house and PRV stations). The improvements from the field condition assessments have been incorporated into the replacement costing analysis captured in the Forecast Model to account for these future investments.

3.2.3 Capital Investment Forecast

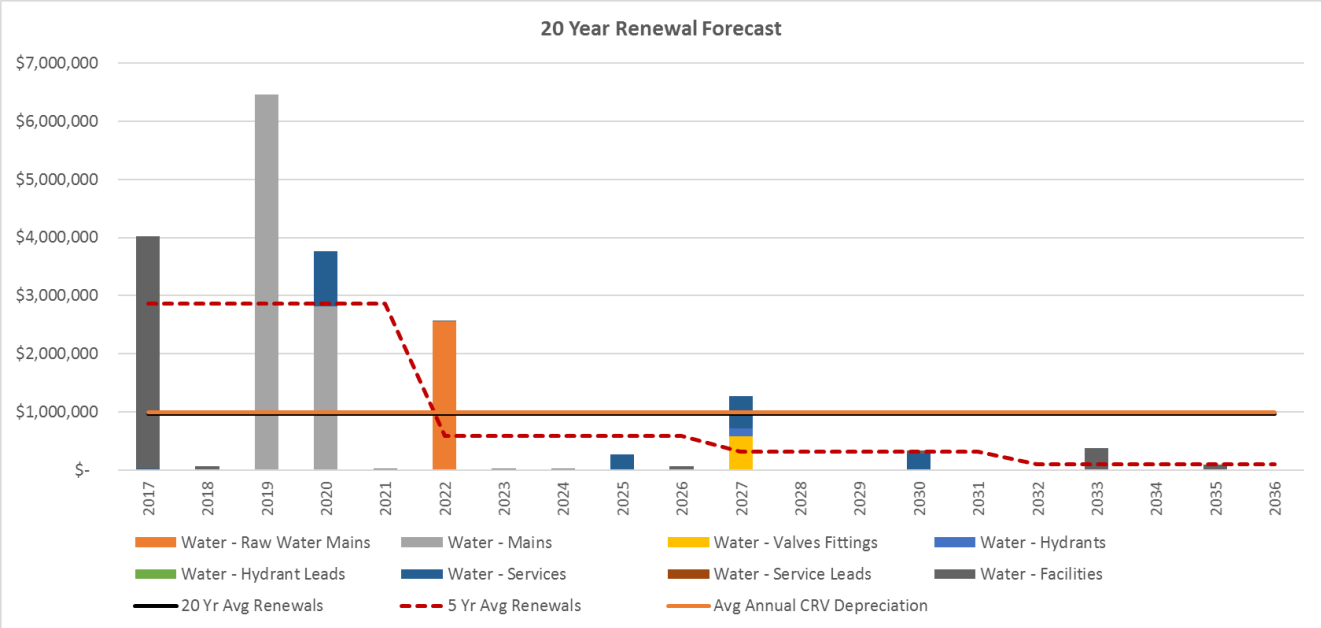


Figure 32 – 20 Year Water Capital Renewal Forecast

The capital renewal forecast was developed based on the asset inventory and life cycle model using the projected renewal dates and renewal costs for the inventory assets. Renewal dates are based on the estimated remaining life projected for each asset, and renewal costs are based on the programmed renewal activities or the current replacement costs for the assets. Where the condition of the asset indicates that the remaining life may be more or less than the calculated age-based remaining life, the remaining life has been adjusted to reflect the estimated condition-based remaining life for the asset.

Annual projected renewal costs have been provided for a 20 year analysis period, and 5 year and 20 year average annual renewal costs have been indicated. The long-term renewal needs are also identified by the 100 year or annual current replacement value depreciation values that provide a benchmark of long-term infrastructure funding needs to renew the existing infrastructure.

Overall, the Water assets have an estimated 20 year renewal need of approximately $19.4 million, or a 20 year average annual renewal need of about $970,000 per year.

Within the next 5 years approximately $14,342,000 of total renewals are forecast based on current age and condition ratings, however some future renewals may need to be advanced or deferred depending on asset performance, condition and potential service requirements for the system

3.3 Sanitary Sewer Renewal Forecasts

3.3.1 Renewal Activities

Renewal activities identified for sewer infrastructure assets encompass a range of rehabilitation methods for the sanitary sewer assets within the Town of Grande Cache. Sewer facility renewal activities identified through Associated Engineering's assessments and sewer rehabilitation activities identified through Aquatera's CCTV inspections of sewer assets in the current assignment are incorporated into identified renewal activities for the Town's assets. Unit rates and cost estimates for rehabilitation of these assets have been estimated and included in Appendix F.

A normal approach would be checking assets age and renewing them by their estimated useful life (EUF). Alternatively, renewal activities could be set in "X" years or at end of remaining life of the assets, which extends the asset's useful life.

Assets are proposed for renewal based on their cost of maintenance, performance, and risk / consequences of failure. Condition, estimated remaining life, and risk / consequence of failure are the key parameters in making the renewal decision for each asset.

The financial needs assessment model can enable a "first treatment" and "Subsequent" treatment option for instances where an alternative activity is identified for the next treatment (e.g. normally pipes are replaced at the end of their service life. We can identify opportunities to use an alternative treatment for an asset class – e.g. pipe lining – and set a different treatment costs/life cycle, and we can identify partial renewals (e.g. replace 20% of the pipe now, at the end of the adjusted renewal life, replace the whole pipe)

3.3.2 Infrastructure Improvements or Upgrades

Service upgrades and improvements (e.g. demand/capacity upgrades) in addition to renewal programs have been identified through discussions and interviews with Town staff and review of available data records. Specific items identified for immediate improvement for known concerns include the upgrade of the Town's sewer network capacities through recommended Infrastructure Improvements from the 2007 ISL Engineering Wastewater Collection System Master Plan. At the time of production of our report, this resource was only available from a PowerPoint presentation perspective. Cost estimates for these infrastructure improvements have been included in the needs assessment of this report.

We will also incorporate field condition assessments carried out by Opus Survey staff, Aquatera and Associated Engineering which may have infrastructure improvements identified for the Town of Grande Cache sewer utility from both the linear asset perspective (i.e. CCTV condition assessment carried out by Aquatera) and point asset perspective (i.e. manhole inspections from Opus and Aquatera), and Sewage Treatment Plant inspections from Associated Engineering. Any improvements from the field condition assessments will be incorporated into the replacement costing analysis captured in the Forecast Model to account for these future investments.

Opus is not aware of any required upgrades in regards to capacity deficiencies as no sanitary sewer system analysis and hydraulic modelling exercise was carried out in this study.

3.3.3 Capital Investment Forecast

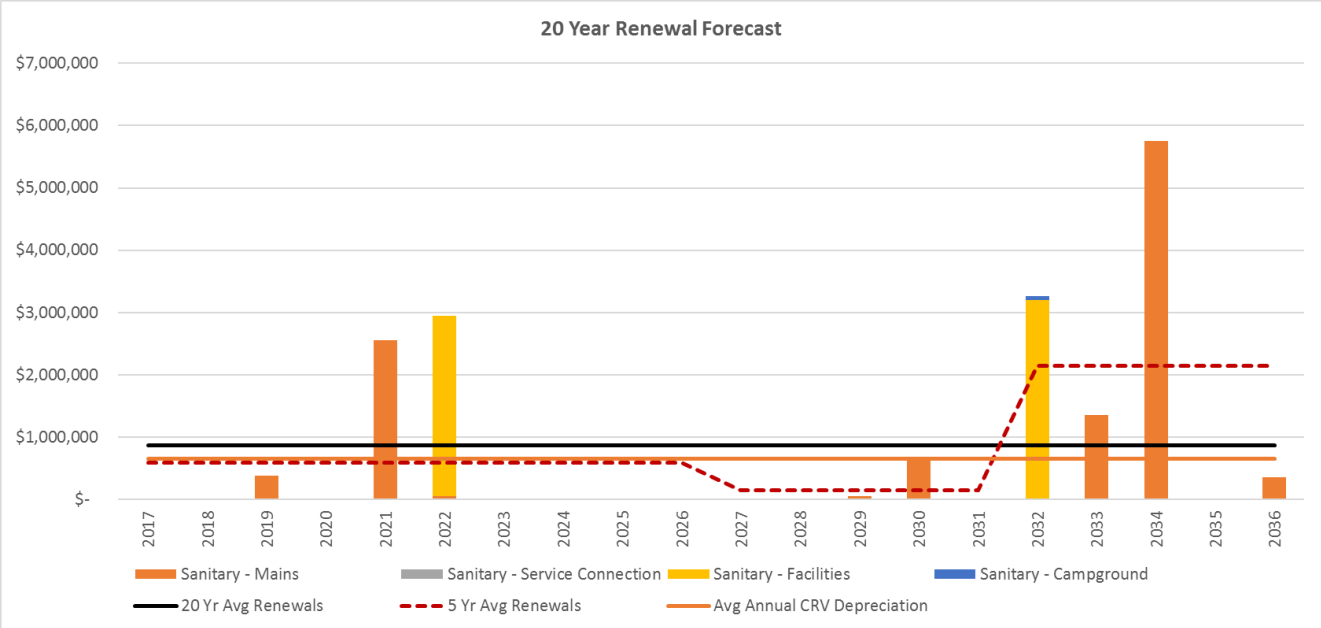


Figure 33 – 20 Year Sanitary Sewer Capital Renewal Forecast

The capital renewal forecast was developed based on the asset inventory and life cycle model using the projected renewal dates and renewal costs for the inventory assets. Renewal dates are based on the estimated remaining life projected for each asset, and renewal costs are based on the programmed renewal activities or the current replacement costs for the assets. Where the condition of the asset indicates that the remaining life may be more or less than the calculated age-based remaining life, the remaining life has been adjusted to reflect the estimated condition-based remaining life for the asset.

Annual projected renewal costs have been provided for a 20 year analysis period, and 5 year and 20 year average annual renewal costs have been indicated. The long-term renewal needs are also identified by the 100 year or annual current replacement value depreciation values that provide a benchmark of long-term infrastructure funding needs to renew the existing infrastructure.

Overall, the Sewer assets have an estimated 20 year renewal need of approximately $17.3 million, or a 20 year average annual renewal need of about $867,000 per year.

Within the next 5 years approximately $2,941,000 of total renewals are forecast based on current age and condition ratings, however some future renewals may need to be advanced or deferred depending on asset performance, condition, and potential service requirements for the system

3.4 Drainage Renewal Forecasts

3.4.1 Renewal Activities

Renewal activities identified for drainage infrastructure assets will be identified where available. Aquatera's CCTV inspections of drainage manholes, catch basins and stormwater lines in the current

assignment will allow identification of rehabilitation activities where needed in the Town. Otherwise, renewal activities identified for drainage infrastructure assets are mainly the eventual full replacement of the drainage assets within the Town of Grande Cache. Unit rates and cost estimates for rehabilitation of these assets have been estimated and included in Appendix F.

3.4.2 Infrastructure Improvements or Upgrades

Field condition assessments carried out as part of this assignment included manhole, catch basin (and their leads), storm inlet and outlet, and culvert condition assessments by Opus Survey staff, as well as manhole and stormwater main CCTV inspections by Aquatera. These condition assessment results may result in recommendations for infrastructure improvements from both the linear asset perspective and point asset perspective. Any improvements from the field condition assessments will be incorporated into the replacement costing analysis captured in the Forecast Model to account for these future investments.

Opus is not aware of any required upgrades with regards to capacity deficiencies as no capacity analysis and hydraulic modelling exercises have been carried out prior to or during this study.

3.4.3 Capital Investment Forecast

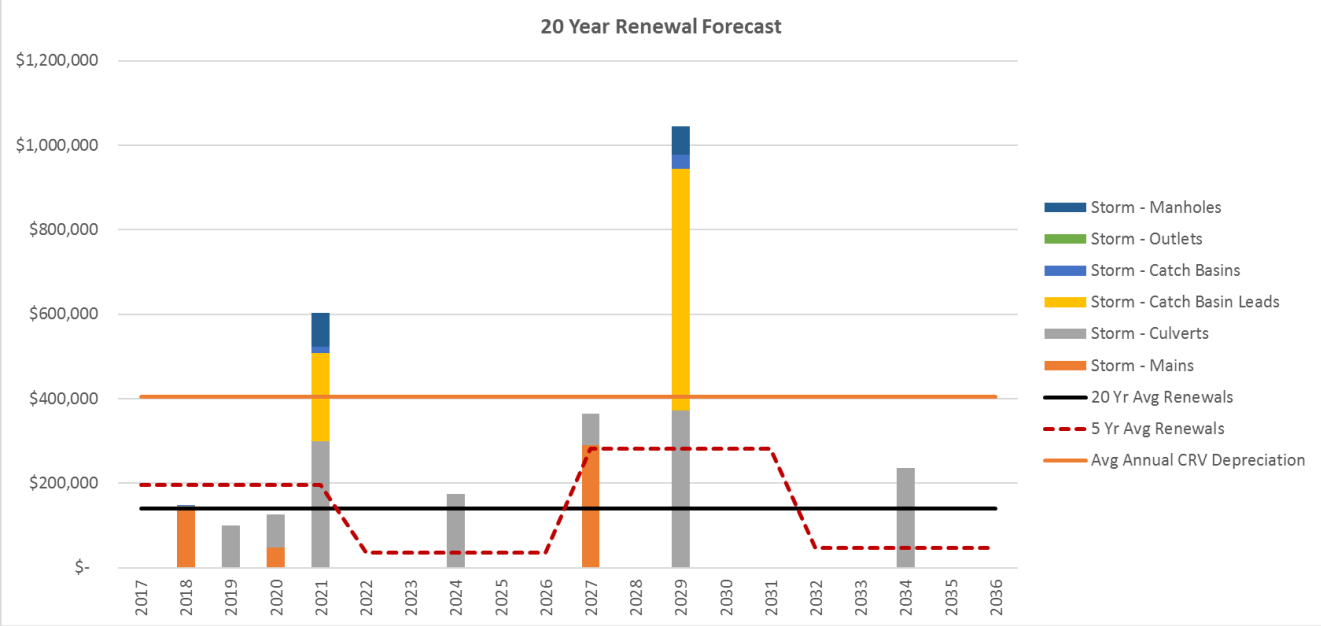


Figure 34 – 20 Year Drainage Capital Renewal Forecast

The capital renewal forecast was developed based on the asset inventory and life cycle model using the projected renewal dates and renewal costs for the inventory assets. Renewal dates are based on the estimated remaining life projected for each asset, and renewal costs are based on the programmed renewal activities or the current replacement costs for the assets. Where the condition of the asset indicates that the remaining life may be more or less than the calculated age-based remaining life, the remaining life has been adjusted to reflect the estimated condition-based remaining life for the asset.

Annual projected renewal costs have been provided for a 20 year analysis period, and 5 year and 20 year average annual renewal costs have been indicated. The long-term renewal needs are also identified by the 100 year or annual current replacement value depreciation values that provide a benchmark of long-term infrastructure funding needs to renew the existing infrastructure.

Overall, the Sewer assets have an estimated 20 year renewal need of approximately $2,797,000, or a 20 year average annual renewal need of about $140,000 per year.

Within the next 5 years approximately $978,000 of total renewals are forecast based on current age and condition ratings, however some future renewals may need to be advanced or deferred depending on asset performance, condition and potential service requirements for the system

3.5 Solid Waste Renewal Forecasts

3.5.1 Renewal Activities

Renewal activities for the landfill site will be focused on the civil improvements at the site (fencing, access roads, weigh scale, and site trailers) associated with the on-going development of the landfill waste cells. Works within the active landfill areas, including redevelopment of internal access roads, will typically be undertaken as part of landfill operations.

Renewal activities for the current site are anticipated to be part of site expansion activities that would be part of the works undertaken to implement the proposed Landfill Master Plan.

3.5.2 Infrastructure Improvements or Upgrades

The town has identified a need to expand the landfill to meet the projected disposal requirements for the community and a 9.48 ha expansion has been proposed. No detailed cost estimates were undertaken as part of this assessment. The costs to expand the landfill would therefore be based on the following probable costs, that will be subject to many factors and that will need to be reviewed during detailed planning and design activities:

- Land Acquisition (9.48 ha): $70,000 to $140,000
  (based on average assessed land values, subject to negotiations with the Province)
- Phase 1 and Phase 2 works: $300,000 to $500,000
  (Includes preparation of new area adjacent to the existing boundary for material separation/transfer station, site trailer, relocation/utilization of concrete and asphalt stockpiles, relocation of site trailer, existing material, site grading, drainage, fencing, etc.)
- Phase 3 works: $600,000 to $800,000
  (Includes geotechnical investigations, survey, environmental assessment, detailed design, construction cost for new cell, groundwater monitoring, stormwater management, additional transfer station adjacent to the highway, capping of Phase 1 and Phase 2 waste areas, miscellaneous site work)

3.5.3 Capital Investment Forecast

The following table provides a high level forecast of capital investments for the landfill site:

Year	Item	Probable Cost
2017 - 2019	Land Acquisition for Expansion	$70,000 - $140,000
2017 - 2022	Phase 1 and Phase 2 Landfill Development	$300,000 - $500,000
2024 – 2034	Phase 3 Landfill Development	$600,000 to $800,000

Overall, the Solid Waste assets have an estimated 20 year capital investment forecast in the range of $0.97M to $1.44M to develop the existing landfill facilities.

Within the next 5 years approximately $370,000 to $640,000 of capital funding will be required to develop the landfill facilities.

3.6 Parks, Campgrounds and Cemeteries Renewal Forecasts

3.6.1 Renewal Activities

Renewal activities for Parks, Campgrounds, and Cemeteries is based on forecasted remaining service lives of the improved areas and infrastructure installed at these sites. The remaining service life to renewal has been adjusted based on the noted infrastructure conditions, and the typically expected life cycle performance projections for the various components. Major buildings located in these areas have been assessed as part of the Facilities renewal forecasts, and water and sewer systems have been assessed under the utility areas. Many sites have areas that have not been improved, and renewal activities have not been identified for these "natural" areas.

Costs for renewals is based on estimated unit costs for replacing infrastructure with new components that meet current standards and typical expectations. The identified inventories and current condition ratings form the basis for these calculations to identify future capital infrastructure investments. Minor deficiencies and replacement of low-value items would typically be covered under operating budget funding sources.

Most improved "green" areas, including grass and planted areas, will typically not require significant reconstruction if they are currently performing as anticipated. Regular turf and horticultural maintenance, including suitable field conditioning, would typically keep these areas performing to expectations. Renewal activities would typically be focused on "hard" infrastructure that deteriorates over time, like fencing, structures, playground equipment, hard surfaces and other minor features like benches and picnic tables.

3.6.2 Infrastructure Improvements or Upgrades

No significant service upgrades or improvements have been identified during this review for existing assets.

There are potentially a few playground structures that may not comply with current standards and guidelines for playground equipment. Those locations will need to be reviewed and a decision made to remove or replace equipment at those sites.

New playgrounds in Phase 5 and Phase 6 areas have been identified in the town's 2017 Capital Budget, totalling $255,143.

3.6.3 Capital Investment Forecast

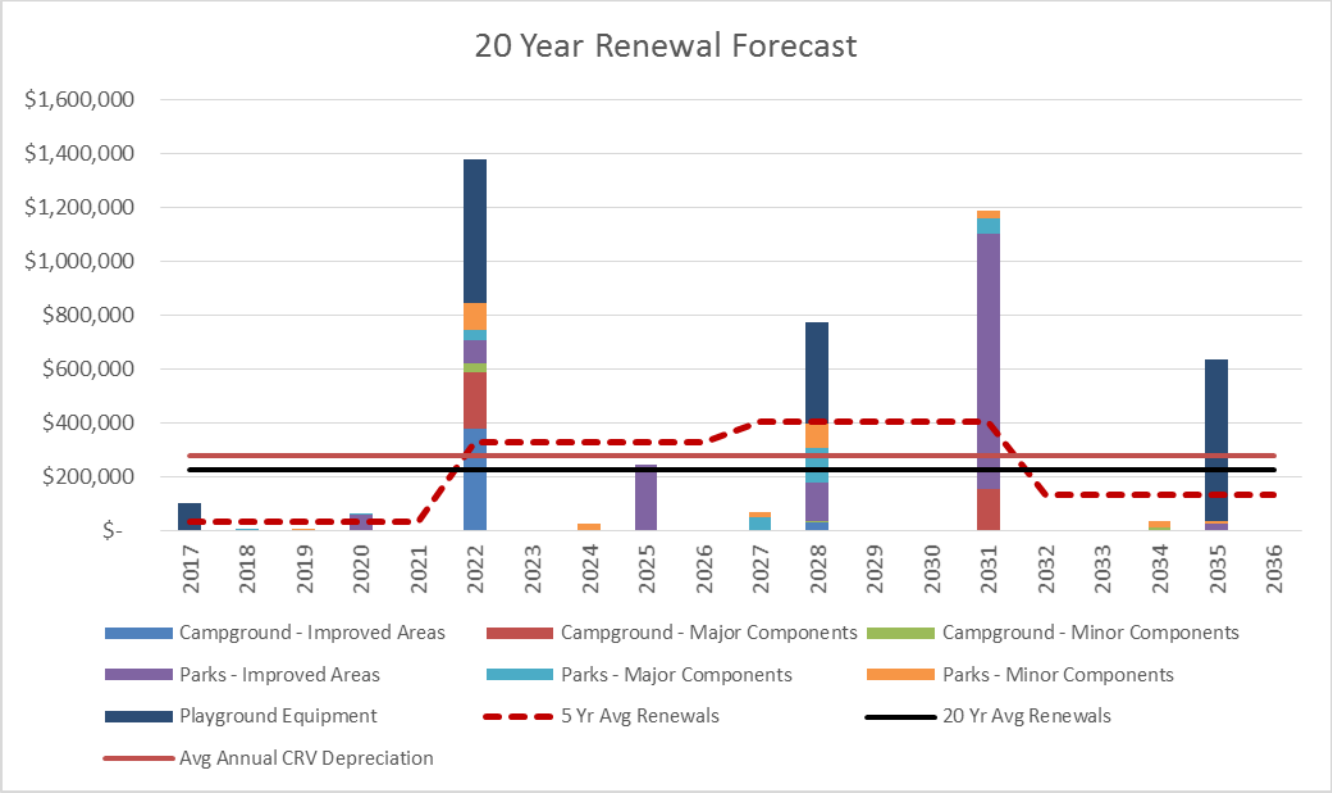


Figure 35 – Capital Renewal Forecast

The capital renewal forecast was developed based on the asset inventory and life cycle model using the projected renewal dates and renewal costs for the inventory assets. Renewal dates are based on the estimated remaining life projected for each asset, and renewal costs are based on the programmed renewal activities or the current replacement costs for the assets. Where the condition of the asset indicates that the remaining life may be more or less than the calculated age-based remaining life, the remaining life has been adjusted to reflect the estimated condition-based remaining life for the asset.

Annual projected renewal costs have been provided for a 20 year analysis period, and 5 year and 20 year average annual renewal costs have been indicated. The long-term renewal needs are also identified by the 100 year or annual current replacement value depreciation values that provide a benchmark of long-term infrastructure funding needs to renew the existing infrastructure.

Overall, the Parks, Campgrounds, and Cemetery assets have an estimated 20 year renewal need of approximately $4.52 million, or a 20 year average annual renewal need of about $226,000 per year.

Within the next 5 years, approximately $167,400 of total renewals are forecasted based on current age and condition ratings, however some future renewals may need to be advanced pending discussion on service levels and community priorities.

3.7 Facilities Renewal Forecasts

3.7.1 Renewal Activities

Renewal activities for Facilities is based on the results of the condition assessments completed by Associated Engineering for this project. The condition of major building systems was reviewed and a list of repairs and renewal activities were identified for each building based on the estimated remaining service life of these systems and components.

Costs for renewals is based on estimated unit costs for replacing infrastructure with new components that meet current standards and typical expectations. The identified inventories and current condition ratings form the basis for these calculations to identify future capital infrastructure investments. Minor deficiencies and replacement of low-value items would typically be covered under operating budget funding sources.

Most of the renewal activities identified are to replace building systems and components that are approaching, or are at, the expected end of life (EOL) service period. Key system that should be reviewed for renewal plans include roofing system renewals, heating system renewals, and repairs to building shells and envelope systems. The assessments also identified other key systems that are approaching EOL, including plumbing, lighting, and electrical system components. These renewals may provide opportunities to increase system efficiencies or upgrade systems to newer technologies that may reduce energy consumption and operating costs.

Many of these facilities were constructed in the 1970s and 1980s and since construction there have been changes to building code regulations. The condition assessment identified items that do not meet current code requirement, and these items should be reviewed to confirm where work is required to meet current code and safety requirements.

Some systems that have been identified as being at EOL may still be in an acceptable operating condition, or may be providing an adequate level of service to the facility users. Some of these repairs could be deferred depending on the target level of service that is required and the potential operational impacts that could result from the failure of a component or building system. Where the system can be economically repaired, and where the failure of a system or component will not impact the core service delivery function of the facility or where the town can readily repair the item, deferring renewals may be a suitable option for managing the overall life cycle costs and renewal programs for facilities.

3.7.2 Infrastructure Improvements or Upgrades

This project did not undertake a functional or service level review for the buildings in the town inventory. There are several plans identified for the town where improvements or upgrades to facilities may be needed to meet the long-term service objectives for the particular building function, or where an existing facility could be repurposed.

The town's 2017 multi year capital budget identifies a plan to replace the existing fire hall with a new facility in partnership with the MD of Greenview. The plans and scope of this facility have not been identified during this assessment. The current fire hall is located on the Provincial Building site that the Town leases from the Province of Alberta.

The replacement of the town's existing water treatment plant may provide an opportunity to repurpose the existing water treatment plant building for other municipal purposes. The cost to repurpose the existing building should be evaluated in detail to determine what options are appropriate and that meet the long term financial and life cycle cost objectives of the town.

The replacement of the aquatic facilities at the Grande Cache Recreation Centre in 2011 did not include the renovation or repurposing of the original pool space in this building. There could be an opportunity to renovate this space to meet other community recreation or service needs. Maintenance and operating costs will continue to be incurred to maintain the base building systems in this area, so a long term strategy for the renewal of the original aquatic areas and the existing building functions and systems of the original recreation centre area should be developed.

3.7.3 Capital Investment Forecast

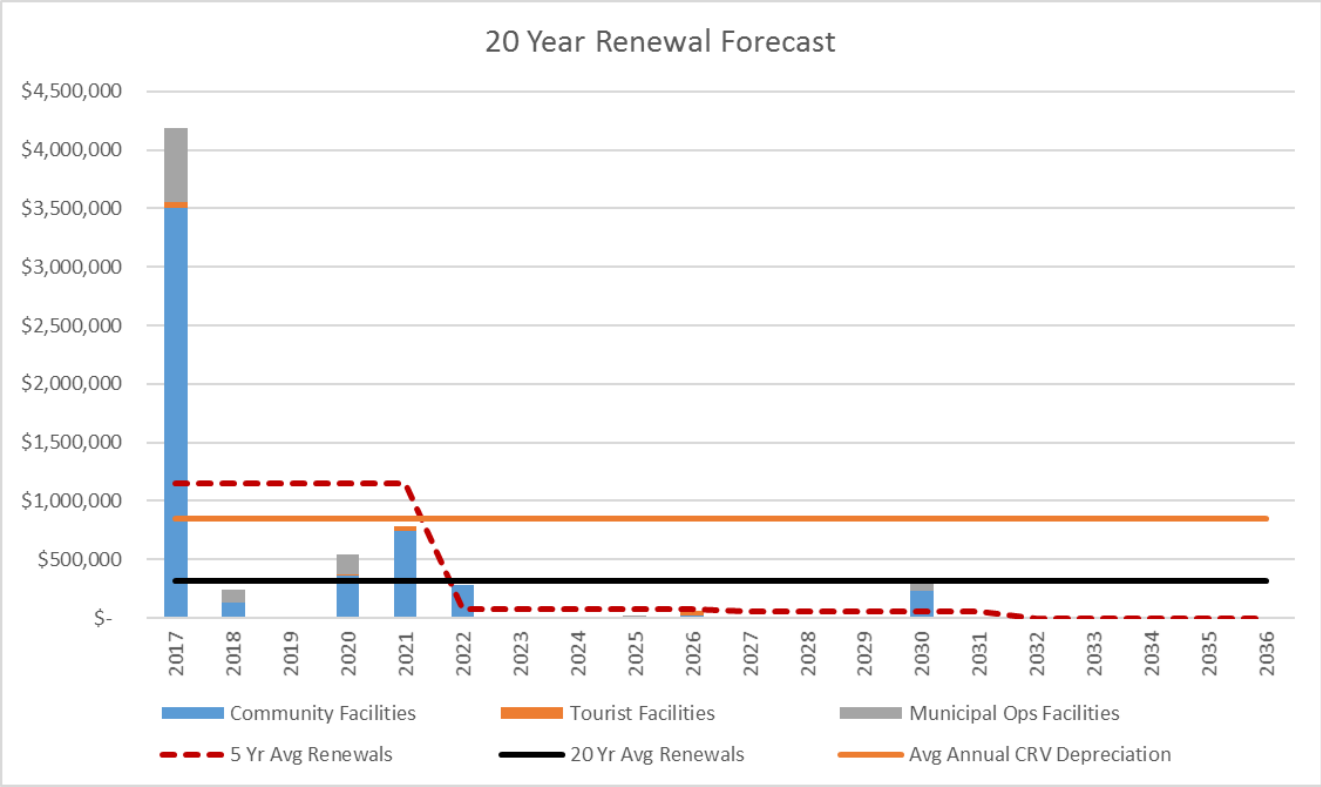


Figure 36 – Facilities Capital Renewal Forecast

The capital renewal forecast was developed based on the asset inventory and life cycle model using the projected renewal dates, identified system renewal activities, and estimated renewal costs for the inventory assets. Renewal dates are based on the estimated remaining life projected for each asset, and renewal costs are based on the programmed renewal activities or the current replacement costs for the assets. Where the condition of the asset indicates that the remaining life may be more or less than the calculated age-based remaining life, the remaining life has been adjusted to reflect the estimated condition-based remaining life for the asset.

Annual projected renewal costs have been provided for a 20 year analysis period, and 5 year and 20 year average annual renewal costs have been indicated. The long-term renewal needs are also identified by the 100 year or annual current replacement value depreciation values that provide a benchmark of long-term infrastructure funding needs to renew the existing infrastructure.

Overall, the Facility assets have an estimated 20 year renewal need of approximately $6.42 million, or a 20 year average annual renewal need of about $320,900 per year.

Within the next 5 years approximately $5.75M of total renewals are forecast based on current age and condition ratings. Some of these renewals could be deferred pending discussion on future facility needs, operational requirements, and community priorities. Completion of identified renewal

activities would set most town buildings to a "Good" or better physical condition state. Where buildings are meeting the functional and capacity requirements for service delivery, completing renewals would provide sound building systems for the on-going delivery of services to the town.

3.8 Fleet Renewal Forecasts

3.8.1 Renewal Activities

Renewal activities are based on the replacement of fleet units at the end of their expected useful life. The useful life has been adjusted based on noted equipment conditions and the expected remaining life for each unit. The model's forecast is based on a replacement of each unit with a new "modern equivalent" replacement unit.

Some equipment in the fleet is expected to be retained in excess of the planned service life of a typical unit, particularly for special purpose units, historic units (e.g. 1955 FWD fire truck), or where the unit utilization is low or infrequent (e.g. Fire department "ambulance"). There may be opportunities to replace units with good condition "used" vehicles or equipment where warranted, however the capital cost savings must be evaluated against the life cycle costs and performance expectations for these instances.

3.8.2 Infrastructure Improvements or Upgrades

No upgrades, additions, or fleet enhancements have been identified during this review.

3.8.3 Capital Investment Forecast

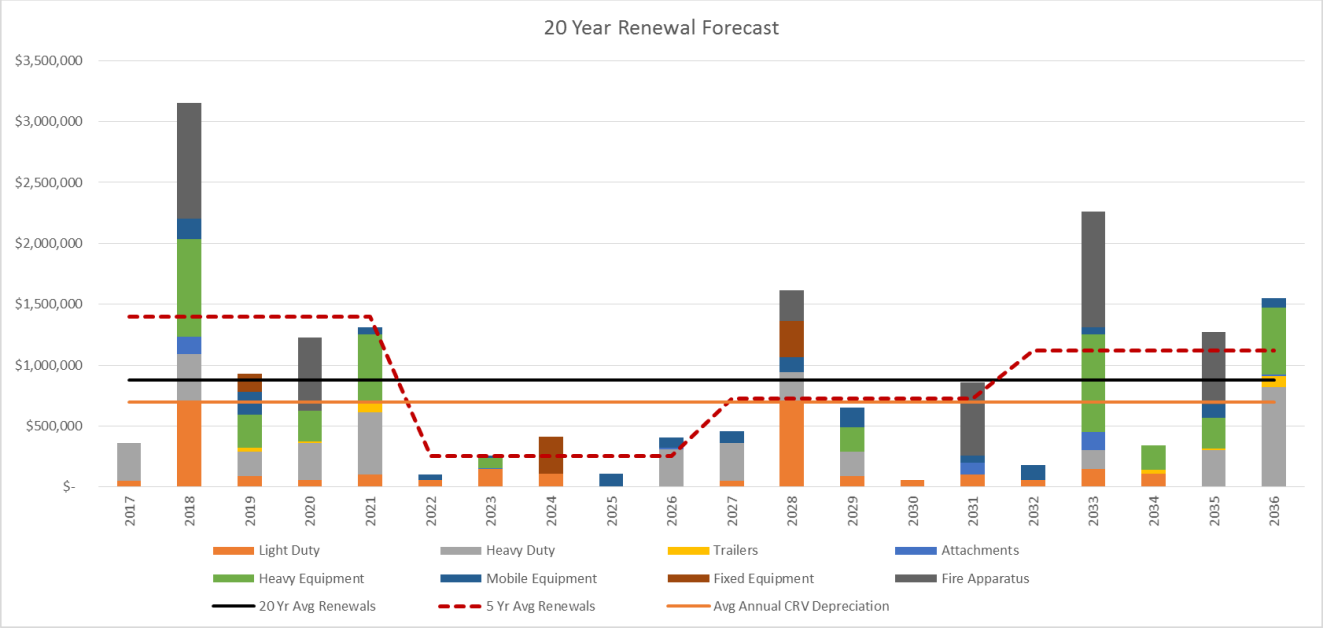


Figure 37 – Fleet Capital Renewal Forecast

The capital renewal forecast was developed based on the asset inventory and life cycle model using the projected renewal dates and renewal costs for the inventory assets. Renewal dates are based on the estimated remaining life projected for each asset, and renewal costs are based on the programmed renewal activities or the current replacement costs for the assets. Where the condition of the asset indicates that the remaining life may be more or less than the calculated age-based remaining life, the remaining life has been adjusted to reflect the estimated condition-based remaining life for the asset.

Annual projected renewal costs have been provided for a 20 year analysis period, and 5 year and 20 year average annual renewal costs have been indicated. The long-term renewal needs are also identified by the 100 year or annual current replacement value depreciation values that provide a benchmark of long-term infrastructure funding needs to renew the existing infrastructure.

Overall, the Fleet assets have an estimated 20 year renewal need of approximately $17.5 million, or a 20 year average annual renewal need of about $875,000 per year.

Within the next 5 years approximately $6,975,000 of total renewals are forecast based on current age and condition ratings. This is a conservative estimate since the modelling has assumed all units will be replaced with "new" units, and that service lives of all units will not be extended beyond the stated Estimated Useful Life periods for each unit.

The town has several very old (> 20 years) fleet units that, due to their age, are identified for replacement in the forecasting model. A few these units are unlikely to be prioritized for replacement in the near future, due to their condition or their use within the service areas.

Table 8 – Fleet Renewal Projections

Asset Group	Renewals - 20 Year Total	Renewals Years 1-5 Total
Light Duty	$2,620,000	$ 990,000
Heavy Duty	$4,060,000	$ 1,720,000
Trailers	$270,000	$ 135,000
Attachments	$430,000	$ 145,000
Heavy Equipment	$3,955,000	$ 1,875,000
Mobile Equipment	$1,467,500	$ 410,000
Fixed Equipment	$750,000	$ 150,000
Fire Apparatus	$3,950,000	$ 1,550,000

Within the fleet assets, there are several fleet units that have been leased. It is anticipated that these units would be available to be bought out at the end of their lease terms for the residual value in the lease agreements. This would significant reduce the short-term renewal forecasts for replacing these units.

The town's current practice of maximizing the life of fleet units should be reviewed to further examine the whole of life costs for this strategy. The current practice of operating fleet units for extended periods increases the likelihood of asset failures that could either impact operations, or result in staff

needing to undertake significant repairs to keep units operational that may not provide the best value to the town.

4 Life Cycle Strategies

4.1 Maintenance Strategies

4.1.1 Roads Maintenance Strategies

Roads Infrastructure should have an Operations, Maintenance and Inspection program to manage the activities and level of service requirements for vehicle and pedestrian transportation assets. Some ideas for this program would include:

- Roads and Curbs:
  - Annual review to identify key deficiencies or repairs required to maintain target service levels or minimum service requirements. The annual review should identify areas where maintenance treatments can effectively address the start of structural deterioration in good-condition pavements and cost-effectively extended the service life of the impacted pavements and sidewalks.
  - Focusing preventative and corrective maintenance on pavements in good condition will typically provide better value for money than trying to patch pavements in poor condition. Thresholds for targeting patching activities should be established based on the life-cycle costs of maintenance versus rehabilitation options. Typically, once patching works exceed 15-25% of the pavement area rehabilitation treatments should be considered.
- Sidewalks:
  - Regular inspection program or process to identify key deficiencies or repairs required to maintain target service levels or minimum service requirements.

4.1.2 Utility Maintenance Strategies

Water, Sewer and Drainage Infrastructure maintenance strategies include the development of an Operations, Maintenance and Inspections (OMI) program which would define adequate maintenance and operational programs for the Town including, but not limited to the following items for each asset class:

- Water:
  - Annual valve exercising activities;
  - Annual hydrant tear downs and painting (as needed);
  - Annual watermain flushing program;
  - Weekly flushing of dead end mains;
  - Annual PRV station inspections and tear downs;
  - Weekly Pump Station inspections (cleanliness, leaks, noise, vibration, lights, ventilation, heater, control valves, oil levels);
  - Detailed condition inspection of pump stations mechanical and electrical equipment;
  - Annual Generator inspections;

- » Triennial reservoir inspection, draining, and cleaning; and,
- » Biennial inspection of the air valves.

- Sanitary Sewer:

  - » CCTV: for pipe condition assessment (annual), operational investigations, new developments, and prior to paving;
  - » Annual flushing and cleaning, as well as flushing problem areas;
  - » Root cutting and removing mainline blockage;
  - » Spot repair;
  - » Odour complaint investigation and control;
  - » Unplug service connections (complaint-based);
  - » Cross connection investigation; and,
  - » Manholes repair, frame and cover adjustment, and annual inspection.

- Stormwater:

  - » Preventative Maintenance Activities including cleaning and flushing of streets, sediment removal from catch basins, supervision of connections and disconnections, steaming of frozen catch basins, outfalls, and culverts, repair or replacement of damaged assets, and review and updating of records; and,
  - » Corrective Maintenance Activities includes unscheduled tasks relating to emergency situations and items requiring immediate repair such as pipe breaks, collapses, or washouts.

4.1.3 Parks and Playgrounds Maintenance Strategies

Parks and playgrounds should have an Operations, Maintenance and Inspection program to manage the activities and level of service requirements for outdoor recreational spaces. Some ideas for this program would include:

- Parks

  - » Grounds maintenance plan for annual playing field maintenance activities, including servicing of fences and structures, surfaces, and field turf to meeting annual and long-term performance objectives for those areas.
  - » Component maintenance plan for the on-going maintenance and renewal of minor site features, including waste receptacles, picnic tables, and other minor structures.
  - » Annual inspection program to identify key deficiencies or repairs required to maintain target service levels or minimum service requirements.
  - » Regular patrols of sites to identify any developing operational or safety issues, particularly areas where adverse conditions would impact users.

- Playgrounds

  - » Regular patrols of playground sites to identify any operational or maintenance issues that could impact users.

  - Scheduled maintenance programs for key playground equipment, particularly equipment that has moving parts or wear items.

- Trails

  - Identify a level of service for trails maintained on town property, including policies defining inspection and maintenance activities that the town will undertake.

4.1.4 Building and Facility Maintenance Strategies

Facilities should have an Operations, Maintenance and Inspection program to manage the activities and level of service requirements for buildings, recreation, and operational spaces. Some ideas for this program would include:

- Buildings

  - Mechanical system maintenance plan for annual servicing and preventative maintenance activities, including servicing of boilers, pumps, heating units, chillers, and air handling units to meeting annual and long-term performance objectives for those areas.
  - Component maintenance plan for the on-going maintenance and renewal of key building system elements.
  - Annual inspection program to identify key deficiencies or repairs required to maintain target service levels or minimum service requirements.

- Process Facilities

  - Mechanical system maintenance plan for annual servicing and preventative maintenance activities, including servicing of process system equipment, controls, and back-up systems units to meeting annual and long-term performance objectives for those areas.
  - Annual inspection program to identify key deficiencies or repairs required to maintain target service levels or minimum service requirements.
  - Weekly or monthly check lists for inspections, testing, and preventative maintenance of systems and key components
  - Develop a schedule of regular testing of back up equipment, including auxiliary process equipment, by-pass systems and back up power supplies.
  - Identify a rebuild / replacement schedule for key process equipment, including pumps, valves, and other critical equipment.

4.1.5 Fleet Maintenance Strategies

Fleet Infrastructure maintenance strategies include

- Electronically track each maintenance event, summarizing the type of event (e.g. Preventative Maintenance Service, Repair Service), the current meter reading for the unit, the main component or system being repaired (e.g. unit service, body work, engine, transmission, brakes, etc.), the reason for the maintenance (e.g. scheduled service, equipment break down, accident, etc.), the time required to complete repairs (hours the unit is in the shop), and the estimated cost of labour,

parts and contracted services (sublets) to complete the repairs. This can be as simple as a spreadsheet that summarizes each "work order" or maintenance instance.
- Maintenance staff currently identify standard maintenance services for many fleet units. Formalizing the preventative maintenance program, including the types and frequencies of planned maintenance services (minor services, major services, and mandated inspections), maintenance schedules, and maintenance service triggers (e.g. accumulated time, vehicle mileage, and/or equipment operating hours) will help staff meet regulatory compliance requirements and optimize life cycle costs for the fleet.
- Undertake an annual condition assessment and estimated remaining life review as part of the annual major servicing for each unit. This may help identify units that should be scheduled for replacement or where the condition of the unit would warrant a decision to extend the service life beyond the planned lifecycle.

4.2 Monitoring and Assessment Strategies

4.2.1 Roads Strategies

Roads infrastructure monitoring and assessment strategies include the undertaking of periodic (3-5 year) detailed condition assessments of roadway pavements and sidewalks. The condition assessment should document the type, extent, and severity of distresses and identify a standardized condition rating score

The results of the assessment will help confirm future rehabilitation works and identify opportunities for effective maintenance interventions. This will help inform future funding needs and long-term renewal projections.

4.2.2 Water Strategies

Water Infrastructure monitoring and assessment strategies include the development of SCADA based monitoring systems to track water usage, flow rates, and pressures within the Town's water network. This data is critical for being able to track operational efficiencies within the water utility over time and also useful in any operational studies that the Town would undertake in the future. Monitored values can be entered into the Town's water model for operational testing scenarios if the water model is appropriately set up. This data can be used to ascertain the continued performance of water facilities over time.

While the above strategies are strongly recommended, the following monitoring and assessment strategies could also be implemented by the Town of Grande Cache:

- Vibration Testing (to identify pump deficiencies);
- Hydrant Testing (to support calibration of the water model);
- District Metered Area program (to prioritize the rehabilitation of Town areas relative to one other for the identification of leaks); and,
- Leak Detection Testing.

Also for Water Facilities, the Town may elect to develop facility specific based operational asset management plans to ascertain direct knowledge of the state of the entire asset infrastructure. This will allow creation of a detailed componential database of assets within water facilities, allowing the identification of appropriate renewal strategies for asset components and sub-components for the Town in the future. Facilities specific operational asset management plans are recommended to be developed every 10 years.

4.2.3 Sanitary Sewer Strategies

Sewer Infrastructure monitoring and assessment strategies include the development and establishment of investigation standards for the proper use and assignment of PACP scores in sewer CCTV videos. The PACP scoring system is not useful if not properly applied, and the CCTV contractor (checked by an engineering professional) must review the PACP scores carefully to determine the best treatments for the system. It has been identified that historically the Town of Grande Cache has carried out CCTV using the PACP scoring methodology, but it does not appear that the CCTV contractor nor an engineering professional had been assigned to review the videos for proper identification of rehabilitation strategies (i.e. pipe relining or point repairs) for renewal strategies for the Town's sewer system.

The MAMP scoring system should also be adopted for sewer manhole rehabilitation identification, along with smoke testing programs as part of the renewal strategies. PACP scoring, smoke testing and MAMP scoring is recommended to be undertaken for the Town such that the entire Town's sewer asset infrastructure is investigated fully in rotations of 10 years.

While the above strategies are strongly recommended, the following monitoring and assessment strategies could also be implemented by the Town of Grande Cache:

- Vapour/Smoke testing (to identify cross-connections);
- Flow monitoring (to gauge inflow and infiltration severity); and,
- FOG (fat, oil, and grease) bylaw enforcement.

For Sewer Facilities, the Town may elect to develop facility specific based operational asset management plans to ascertain direct knowledge of the state of the entire asset infrastructure. This will allow creation of a detailed componential database of assets within sewer facilities, allowing the identification of appropriate renewal strategies for asset components and sub-components for the Town in the future. Facilities specific operational asset management plans are recommended to be developed every 10 years.

4.2.4 Drainage Strategies

Like the Sewer, Drainage Infrastructure monitoring and assessment strategies include development and establishment of investigation standards for the proper use and assignment of PACP scores in drainage CCTV videos. The PACP scoring system is not useful if not properly applied, and the CCTV contractor (checked by an engineering professional) must review the PACP scores carefully to determine the best treatments for the system. The MAMP scoring system should also be adopted for drainage manhole rehabilitation identification as part of the renewal strategies. PACP scoring and

MAMP scoring is recommended to be undertaken for the Town such that the entire Town's drainage asset infrastructure is investigated fully in rotations of 10 years.

In addition to inspection of the storm mains, regular inspections should be scheduled for drainage inlets, outlets, manholes, ditches, and catch basins. Inspections forms and process diagrams are recommended for standardization of the inspection work for each drainage asset class.

4.2.5 Parks Strategies

Parks

- Formal condition assessments should be undertaken on a periodic basis (e.g. every 3-5 years) to document the physical condition of key park assets.
- The functionality of park infrastructure should be reviewed periodically to identify where functional or capacity changes are needed to meet the current service objectives of the town, and current service expectations of the community.

Playgrounds

- Undertake annual playground assessments to review the condition of playground items and to confirm that site conditions meet recognized standards and guidelines for playground equipment and play surfaces.

Trails

- The town should confirm the roles and responsibilities for trails maintained on town property, including the service level standards and maintenance expectations for these areas.

4.2.6 Facility Strategies

Facilities Infrastructure monitoring and assessment strategies include:

- Roofing Monitoring and Inspection Program
    - » The condition assessment program identified several structures where the condition of the roofing system could impact the long-term performance and function of the building facility. Having a program to proactively monitor and maintain roofing systems can help to extend building life cycles and minimize the potential for damage of other building systems. Many roofing systems have expected life cycles of between 15 and 30 years, so regular monitoring will help to identify when maintenance and renewal activities will need to be scheduled.
- Facility Condition Audits
    - » Regular assessments of building conditions will help to identify on-going maintenance and renewal activities for existing building systems. The periodic condition assessments should be support with regular maintenance inspections to identify emerging issues and maintenance works.

4.2.7 Fleet Strategies

Fleet Infrastructure monitoring and assessment strategies include:

- Electronically track on-going fuel usage and annual fuel efficiency (L/100km) for all fleet units. Tracking fuel consumption over time can help identify potential mechanical or operating factors that could be impacting the performance of fleet units.

4.3 Renewal Strategies

4.3.1 Utility Renewal Strategies

Water, Sewer and Drainage Infrastructure renewal strategies include the development of risk and criticality assessments of each of the asset groups' linear and point infrastructures. Condition data is used to revise age based estimations for the probability of failure of an asset, while a separate assessment is carried out on the consequence of failure of that particular asset in relation to other assets within the asset group. Consequence of failure scoring can include consideration for Technical, Financial, Population Based, Business Continuity, Environmental and Strategic Planning factors. Available computer network models could also provide additional detailed information for the assessment. Where the probability and consequence of failure factors are high, the risk and criticality assessment will enable the Town to identify a prioritized renewal or replacement schedule for that asset type component and/or subcomponent. A risk and criticality assessment of the Town's water, sewer and drainage linear and point asset infrastructures recommended in rotations of every 10 years.

4.3.2 Fleet Renewal Strategies

Fleet Infrastructure renewal strategies include:

- Review the planned service life cycles for the fleet. Currently, most units are operated well beyond typical service lives established by typical fleet operations. There can be whole of life cost savings by choosing to retain and operate units over a longer period, however these savings can only be realized if maintenance costs do not become excessive, or if major repairs are avoided on units that are uneconomical to repair.
- Undertake a full assessment of all units 2 years prior to the scheduled renewal date to confirm if the unit should be replaced as per the intended schedule or if the unit is a candidate for a revised service life.
- Establish an Equipment Revolving Fund for vehicle replacements. This can be started by collecting an annual capital replacement rental rates based on the purchase price of the unit, the expected service life, the anticipated resale/salvage value of the unit, and an internal financing interest rate lease charge to account for long-term inflation and funding for vehicle replacements.

4.4 Asset Data Improvement and Data Management

4.4.1 Inventory Maintenance, Activity Tracking and Work History

Maintaining the asset inventory, tracking the maintenance history and expenditures on asset maintenance and repairs can be a challenge for most organizations. In many cases, this data is "recorded" but is tracked in maintenance logs, paper records, or summarized in spreadsheets that do not necessarily connect the "assets" to the "activities" to the "costs". Understanding the maintenance costs of specific assets can help inform maintenance and renewal plans, and help identify where limited renewal funds can provide the most benefit to the municipality.

There are some maintenance management software systems that can provide a well-integrated system to collect this information. However, there are other ways, such as spreadsheets and mapping tools, to track activities and costs that can provide similar benefits. The following strategy may help to align maintenance and cost tracking:

- Regularly update asset inventories, GIS datasets, and key asset attributes
- Identify key maintenance activities that should be tracked for both costs and associated assets
  - Identify the common maintenance activities for each asset group
  - Identify if these activities should be tracked by area (e.g. Phase, Facility, Site) or by individual assets (identify which specific assets were maintained)
  - Identify if these activities should be costed as a group or by individual assets (e.g. track the group costs for all local pothole repairs, or track the annual maintenance costs for each fleet unit)
- Establish cost tracking accounts or work orders in the town's financial system for each costing group
- Establish an electronic maintenance log that identifies the following:
  - The Date of maintenance, repair, or failure
  - The Maintenance Activity
  - The asset or asset group associated with the activity (using asset ID values from the inventory registry)
  - The quantity of work done
  - The cost account for that work

By tracking activity costs and the activity quantities, maintenance costs can be estimated and measured periodically. This ultimately will help identify how assets are performing, what activities cost, and where renewals and rehabilitation may need to be prioritized.

4.4.2 Utility Data Improvement Strategies

Water, Sewer, and Drainage Infrastructure asset data improvement and data management strategies include resolving many of the asset infrastructure attribute data assumptions that have been made over the course of this assignment. While some data improvements are lower priorities than others, the Town should seek to improve attribute data which have been based on assumptions if possible where they can. The following key data improvements have been identified:

Key Data	Assumption Made	Improvement Recommendation	Priority
Watermains	Materials assumed for many watermains based on nearby as-built records and general years of installation. Some unknown diameters assumed based on engineering judgment.	Find Missing Record Drawings	High
Water Service Lines	Most Locations Missing. Materials and sizes assumed for many services based on the building type that the service is currently connected to, and general years of installation.	Billing meter record data to ascertain service line size. Materials can be established the next time the water meter is replaced.	Medium
Hydrant Leads	Sizes assumed based on the Town's Servicing Bylaw.	Find Missing Record Drawings	Low
Sewer Mains	Materials assumed for many sewer mains based on nearby as-built records and general years of installation. Some unknown diameters assumed based on the Town's Servicing Bylaw.	Find Missing Record Drawings	High
Sewer Service Lines	Most Locations Missing. Sizes assumed based on the Town's Servicing Bylaw.	Find Missing Record Drawings	Medium
Sewer Manholes	Most Inverts assumed and calculated based on slope and nearby data. Rim elevations mostly assumed.	Manhole Survey Program	Medium
Drainage Mains	Materials assumed for many drainage mains based on nearby as-built records and general years of installation. Some unknown diameters assumed based on the Town's Servicing Bylaw.	Find Missing Record Drawings	High
Catch Basin Leads	Sizes and Materials assumed based on the Town's Servicing Bylaw.	Find Missing Record Drawings	Low

Key Data	Assumption Made	Improvement Recommendation	Priority
Culverts	Install years based on location within Phase Map	Find Missing Record Drawings	Low

4.4.3 Utility Asset Identification

Water, Sewer, and Drainage Infrastructure asset data improvement and data management strategies include the development of standard procedures and practices for naming conventions and data entry into asset fields, and establishing standard values for specific fields into GIS. The Asset ID naming convention has been noted to be very inconsistent between all asset data reviewed, between as-built drawings, CCTV reports, GIS base shapefiles, and other condition assessment records, it was very difficult to match data records accordingly. Other naming convention discrepancies typically found in asset inventories include material and diameter attribute data descriptions. An overall data management strategy should be set forth for these assets.

4.4.4 Fleet Asset Identification

Fleet Infrastructure asset data improvement and data management strategies include:

- Create unique asset IDs number for each new fleet unit
    - The existing practice of re-assigning asset identification numbers to replacement fleet units can create several challenges when multiple generations of assets are being tracked in the town's records. The current fleet inventory lists highlights that sometimes the information for the "new" unit may not be fully documented in the inventory records, and the maintenance history records could potentially track work done one multiple vehicles
    - Adding a prefix to the "unit" can help create a unique tracking number for each fleet unit. For example, adding a two-digit prefix identifying the procurement year both creates a unique fleet number and provides a quick identification of the age of the fleet unit. For example, the fleet identifier could be YY### where YY is the two-digit year of procurement or acquisition, and ### is the fleet unit identifier.

5 Summary

Opus has completed a review of the asset inventory for the Town of Grande Cache and developed forecasts for future renewal funding needs. Assessments were based on available inventory data, records, and input from town staff and supplemented by visual condition assessments for several asset groups. Basic inventories were also updated or developed for the various asset class and this will help the Town when managing its assets.

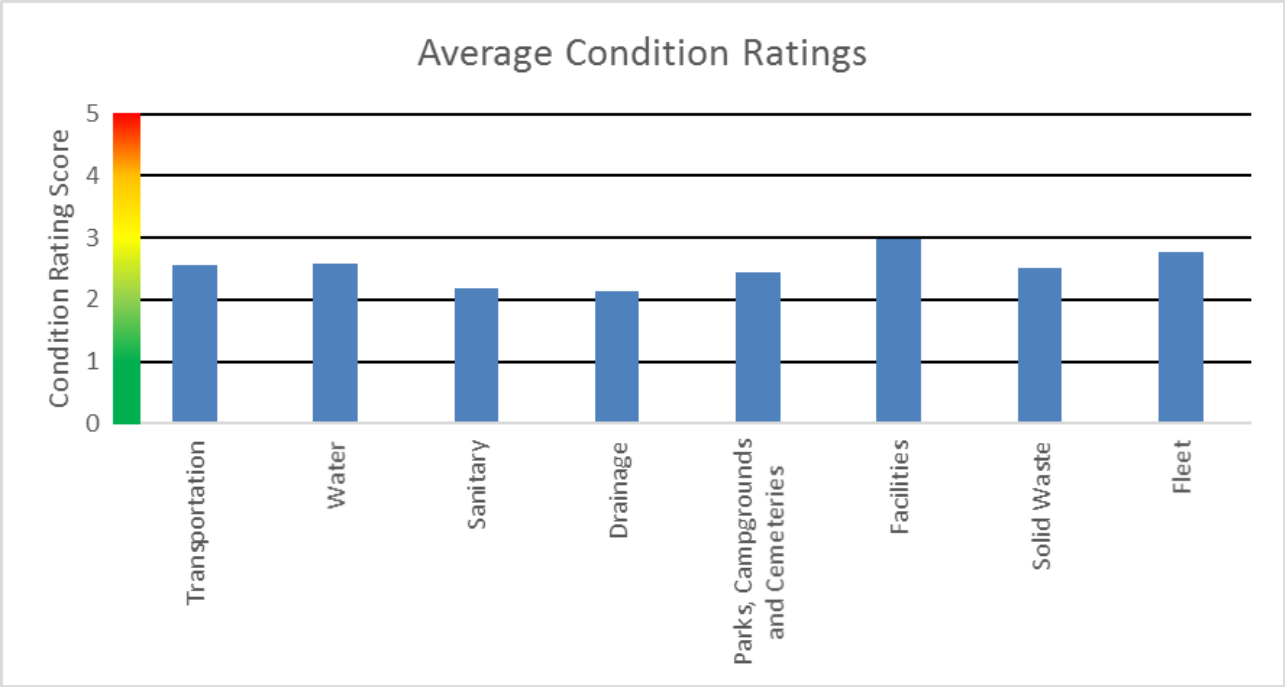


Figure 38 – Average Condition Rating Scores for Grande Cache Infrastructure Groups

Overall, the infrastructure in the town of Grande Cache is generally in Fair to Good condition. Many assets and infrastructure groups are approaching the end of their expected useful life cycles, so the development of regular renewal programs for many infrastructure groups will need to be implemented over time. The timing of implementing these renewal programs will depend on the performance of various assets within the town, and the future service needs and performance requirements of the community to deliver the services provided by these assets to the residents and Grande Cache community.

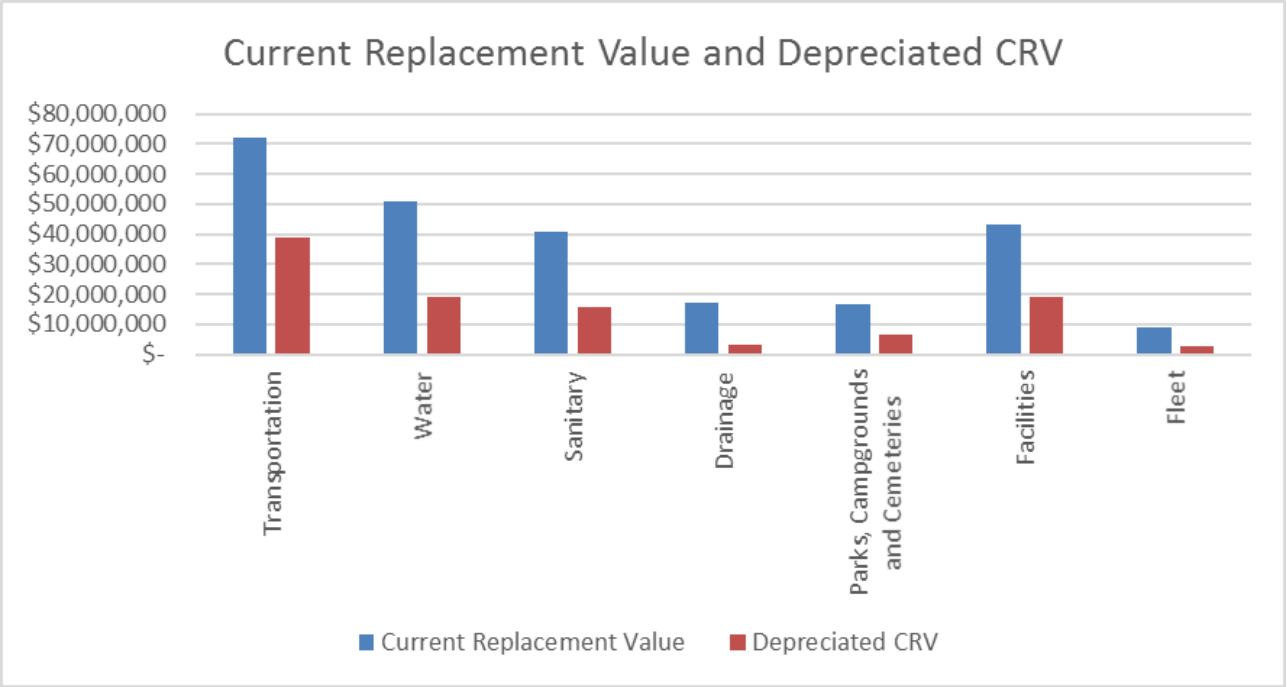


Figure 39 – Current Replacement Values and Depreciation of Grande Cache Infrastructure Groups

The assets reviewed by Opus have an estimated current replacement value of about $250 million. Based on the estimated useful lives of these assets, the annual current replacement value depreciation of these assets will average about $4.7 million per year. The annual current replacement value depreciation value would be a good indicator of the long-term annual renewal funding needs for the town.

Based on the available inventory data and forecasted works, the near term renewal needs identified for the town's assets is about $6.6 million per year for the next 5 year period, and about $4.2 million per year for the next 20 year period. These values reflect some major expenditures anticipated for key utility systems and buildings, including the current replacement of the town's water treatment plant, identified system renewals for the town's recreation centre, and potential renewals for components of the town's waste water treatment plant. The projections also include forecasts for the renewal of utility pipes that have exceeded their expected useful life cycles, particularly asbestos cement water mains and drainage system pipe networks. Some of these forecasted renewals may have opportunities to defer or modify some of the expected activities based on community needs, the performance of these assets, and alternative renewal treatments. Detailed renewal plans should be developed to address the expected asset performance, and the associated risk to service delivery, to balance the investments in these assets in the following years.

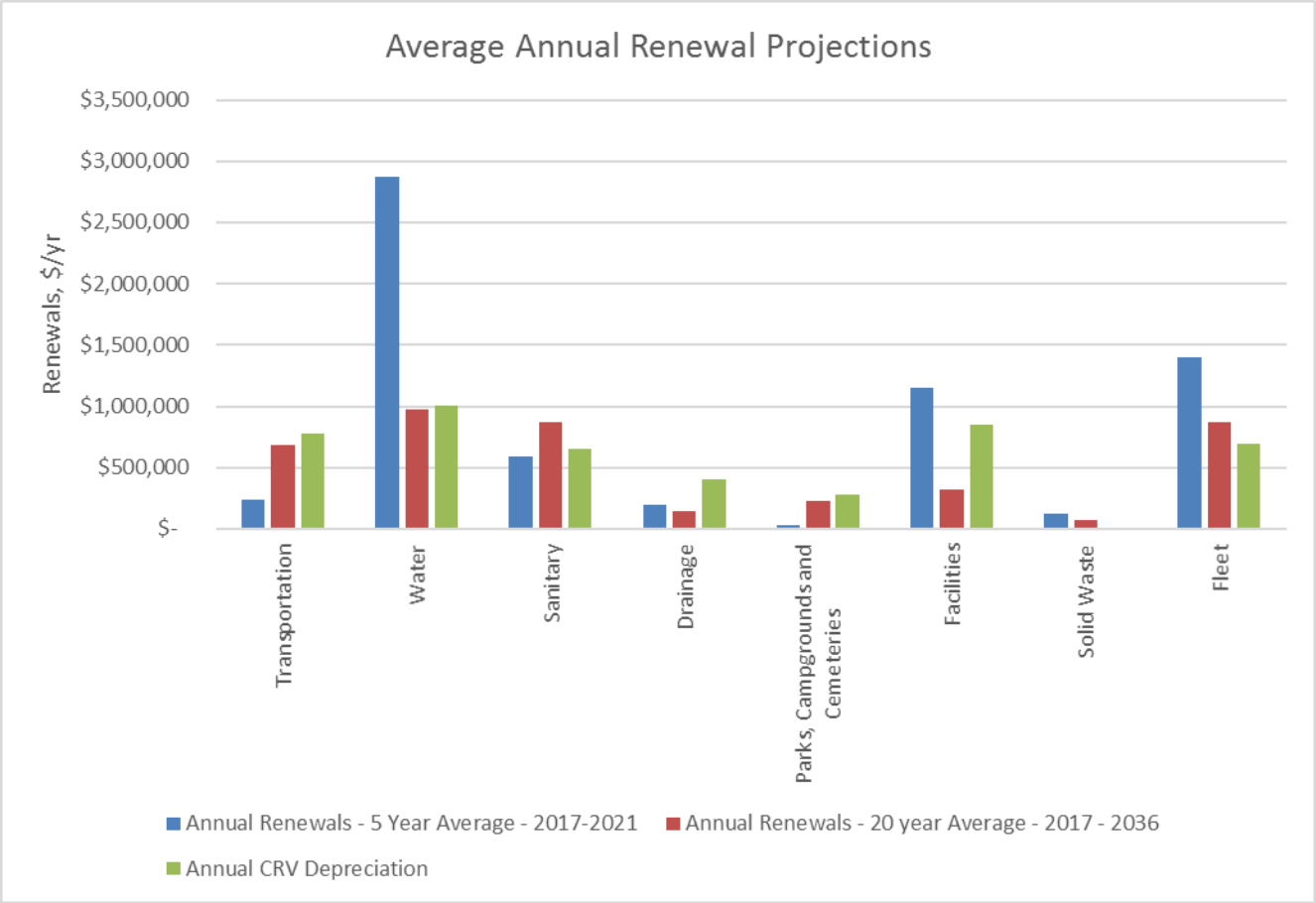


Figure 40 – Projected Average Annual Renewal Forecasts for the Town of Grande Cache

The renewal forecasts do not identify funding sources for the projected works. It is anticipated that the town would likely be able to access external funding programs, from other levels of governments, to provide funding support for undertaking many of the anticipated renewal programs

Overall, this project has identified the long term financial investments required to maintain the current infrastructure in the Town of Grande Cache. This forecast is based on current asset inventories and current services. The future service requirements, demand forecasts, and level of service expectations of the community will need to be reviewed and updated to identify long-term service requirements and the assets needed to provide sustainable service delivery to the community.

Appendix A

Data Collection Methodology

Streets and Trails Infrastructure Data Collection Methodology

Text.

Water Infrastructure Data Collection Methodology

The collection and improvement of the Water Infrastructure Asset Data was completed within several phases as evidenced through the identification of important attribute related data adjustments within the main report. A base GIS shapefile was retrieved of the water system which provided a spatially accurate location of the Town's linear infrastructure (i.e. watermains), including all Asset IDs and most (89%) diameters. However, important attribute data such as material and installation years was not available. A GIS shapefile was also retrieved of the Town's point assets, showing locations of the Town's raw water pump houses, water treatment plant, reservoir, pump station, PRV Stations, line valves and hydrants. Asset IDs were mostly (99%) complete, however attribute data on all these assets were missing, including all sizing data and installation years.

Significant effort was expended to update the asset inventory through a review of as-built drawings and available condition assessment reports provided by the Town. Spatially referenced GIS shapefiles were updated for watermains, raw water lines, the Town's raw water pump house, water treatment plant, reservoir, pump station, and PRV stations. Asset inventory spreadsheets were created for the above and the remaining assets including the Campground well supply, service lines, water meters, line valves and curb stops, hydrants, hydrant leads and hydrant valves. Not all data was developed in spatially referenced GIS shapefiles due to data limitations if much of the data was missing, and to keep in line with best practices in level of detail required for an overall high level utility asset review and with sufficient detail to utilize in our needs analysis. The Town's water asset databases have been updated through our work with the best interpretation of the data available, and with assumptions as identified throughout this report.

Key attribute data updated in the asset inventories are detailed within the main report, and specifically identified to allow the Town to develop the data required to create a well-informed financial review as part of this study, or even future water asset projects such as the construction or update of hydraulic water models. Ages were also assigned to all assets to allow the determination of the estimated replacement year of the assets. The B.C. Ministry of Community, Sport and Cultural Development's Guide to the Amortization of Tangible Capital Assets was used to estimate the typical useful lives of water assets within the Town of Grande Cache. The guideline provides a detailed list of useful life estimates to assist in the assignment. Where available, archived and/or field data collected as part of this assignment was used to adjust the remaining useful life estimates and replacement values. High level unit costs for estimation of replacement values have been based on Opus' cost database, recent cost estimates from nearby municipalities, and engineering judgement. Through the data collection and improvements work, the updated databases for the Town of Grande Cache water utility provided sufficient information for the needs analysis portion of our assignment.

Sewer Infrastructure Data Collection Methodology

The collection and improvement of the Sewer Infrastructure Asset Data was completed within several phases as evidenced through the identification of important attribute related data adjustments within the main report. A base GIS shapefile was retrieved of the sewer system which provided a spatially accurate location of the Town's linear infrastructure (i.e. sewermains), including all Asset IDs, most (95% by length) diameters, however without the majority of important attribute data such as material (92% missing), installation years (67% missing), and upstream/downstream manhole IDs (71% and 69% missing). A GIS shapefile was also retrieved of the Town's point assets, showing locations of the Town's Sewage Treatment Plant (STP) and manholes. Most Asset IDs were unique (97%), however important attribute data on all these assets were missing including all manhole invert data and installation years for all manholes and STP construction dates.

Significant effort was expended update the asset inventory through a review of as-built drawings and available condition assessment reports provided by the Town. Spatially referenced GIS shapefiles were updated for sewermains, the Town's Sewage Treatment Plant, and manholes while asset inventory spreadsheets were created for the above and the remaining assets including the Campground septic field and service lines. Not all data was developed in spatially referenced GIS shapefiles due to data limitations if much of the data was missing, and to keep in line with best practices in level of detail required for an overall high level utility asset review and with sufficient detail to utilize in our needs analysis. The Town's sewer asset databases have been updated through our work with the best interpretation of the data available, and with assumptions as identified throughout this report.

Key attribute data updated in the asset inventories are detailed within the main report, and specifically identified to allow the Town to develop the right data to create a well-informed financial review as part of this study, or even future sewer asset projects easily such as the construction or update of hydraulic sewer models. Ages were also assigned to all assets to allow the determination of the estimated replacement year of the assets. The B.C. Ministry of Community, Sport and Cultural Development's Guide to the Amortization of Tangible Capital Assets was used to estimate the typical useful lives of sewer assets within the Town of Grande Cache. The guideline provides a very detailed list of useful life estimates to assist in the assignment. Where available, archived and/or field data collected as part of this assignment was used to update remaining useful life estimates and replacement values. High level unit costs for estimation of replacement values have been based on Opus' cost database, recent cost estimates from nearby municipalities, and engineering judgement. Through the data collection and improvements work, the updated databases for the Town of Grande Cache sewer utility are sufficiently prepared for the needs analysis portion of our assignment.

Drainage Infrastructure Data Collection Methodology

The collection and improvement of the Drainage Infrastructure Asset Data was completed within several phases as evidenced through the identification of important attribute related data adjustments within the main report. A base CAD shapefile was retrieved of the drainage system which provided an inaccurate location of the Town's linear infrastructure (i.e. stormwater mains), which Opus has since manipulated and adjusted to match the correct projection system coordinates to establish the GIS shapefile for the Town. The data provided had no information on important attribute data including all Asset IDs, diameters, materials, installation years, and upstream/downstream manhole IDs. GIS

shapefiles were also created for the Town's drainage point assets, showing locations of the Town's manhole, catch basin, stormwater inlet, and stormwater outlet infrastructure. Asset IDs were uniquely created for these assets, along with other important attribute data including manhole and catch basin invert data and installation years.

Significant effort was expended updating the asset inventory through a review of as-built drawings and available condition assessment reports provided by the Town. Spatially referenced GIS shapefiles were updated for stormwater mains, manholes, catch basins, stormwater inlets, and stormwater outlets, while asset inventory spreadsheets were created for the above and the remaining assets including the catch basin leads and service lines. Not all data was developed in spatially referenced GIS shapefiles due to data limitations if much of the data was missing, and to keep in line with best practices in level of detail required for an overall high level utility asset review and with sufficient detail to utilize in our needs analysis. The Town's drainage asset databases have been updated through our work with the best interpretation of the data available, and with assumptions as identified throughout this report.

Key attribute data updated in the asset inventories are detailed within the main report, and specifically identified to allow the Town to develop the right data to create a well-informed financial review as part of this study, or even future drainage asset projects easily such as the construction or update of hydraulic stormwater models. Ages were also assigned to all assets to allow the determination of the estimated replacement year of the assets. The B.C. Ministry of Community, Sport and Cultural Development's Guide to the Amortization of Tangible Capital Assets was used to estimate the typical useful lives of drainage assets within the Town of Grande Cache. The guideline provides a very detailed list of useful life estimates to assist in the assignment. Where available, archived and/or field data collected as part of this assignment was used to update remaining useful life estimates and replacement values. High level unit costs for estimation of replacement values have been based on Opus' cost database, recent cost estimates from nearby municipalities, and engineering judgement. Through the data collection and improvements work, the updated databases for the Town of Grande Cache drainage utility are sufficiently prepared for the needs analysis portion of our assignment.

Solid Waste Infrastructure Data Collection Methodology

Text.

Facilities Infrastructure Data Collection Methodology

Text.

Fleet Infrastructure Data Collection Methodology

Text.

Parks and Playgrounds Infrastructure Data Collection Methodology

Text.

Campgrounds and Cemeteries Infrastructure Data Collection Methodology

Text.

Appendix B

Financial Analysis Methodology

The Financial Model is based on an Opus spreadsheet analysis tool that calculates and summarizes the projected replacement costs and future renewals for each inventory item. The financial analysis is based on the asset's age, expected service life, costs, and current condition, if applicable. The tool projects replacement costs and renewal activity cycles over a 100 year analysis period.

Inventory data is entered in the input fields of the spreadsheet. This data includes reference data (e.g. inventory Asset ID, ownership, asset classification data), asset attributes (Asset Type, Material, size) quantity data (Length, area, width, count), and installation year. The spreadsheet also has fields to enter specific asset analysis data including specified Remaining Life, Estimated Useful Life, Current Replacement Costs, Asset Condition Rating. The inputs also have fields to enter asset specific renewal activities including renewal extent (for partial asset renewals), remaining life to renewal treatment, renewal treatment costs, and general adjustment factors to modify standard lookup values for Estimated Useful Life and Unit Costs.

The model uses look-up tables to access defined life cycle and replacement cost activity values. A look-up link value can be set for each asset to use standard values for EUL, replacement cost unit rates, and renewal activity unit rates and EUL values. The look-up link also provides a summary grouping value for the dashboard reporting.

The model calculates the inventory quantity based on the length, area, width, or count values flagged for use in the calculations based on the look-up link value. The current age and % EUL is calculated based on the asset installation year. If there is a measured condition rating in the inventory data, the current condition rating is used, otherwise the age of the asset is used to assume a current condition rating. Where there is condition data available, the remaining life of the asset is adjusted based on the measured condition score and the adjusted condition age of the asset. Standard values used for condition and age ranges are noted in the following table:

Condition Rating	Condition Score	Min Age %EUL Range	Max Age %EUL Range	Age %EUL used for Condition Age Adjustment
Very Good	1	0%	25%	13%
Good	2	25%	65%	45%
Fair	3	65%	87%	76%
Poor	4	87%	97%	92%
Very Poor	5	97%	>97%	99%

Asset replacement costs and asset renewal costs are forecast based on the projected remaining life of the asset, the timing of the next renewal activity, and the calculated or stated replacement or renewal costs for the asset. The financial model calculates the current replacement value and the depreciated current replacement value for each asset, and calculates the renewal activity years, renewal costs and renewal cycles based on the EUL of the asset and renewal treatments. The model then calculates the timing of each renewal treatment over a 100 year period and calculates the future costs. The model does not account for inflation nor does it adjust for discount rates. Future expenditures are therefore stated in current dollar values.

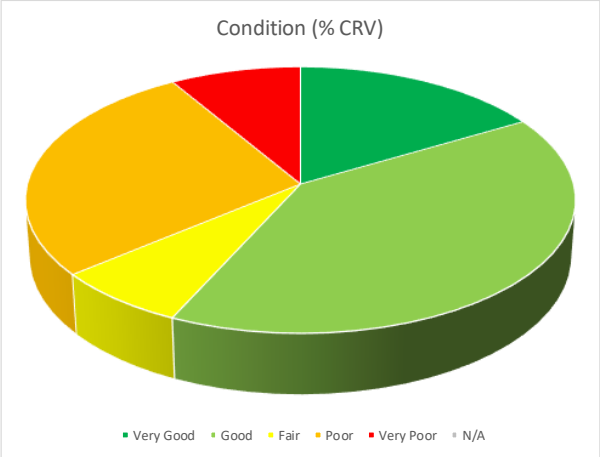
The results from the detailed calculations are summarized by the analysis summary groups defined in the look-up link values. Average and total values for each summary group are calculated for age, condition, replacement values, and projected renewal expenditures. Average values for age, EUL, and condition are weighted based on the inventory quantity values. Average condition distribution scores for the asset group are weighted based on the current replacement values for the summary groups.

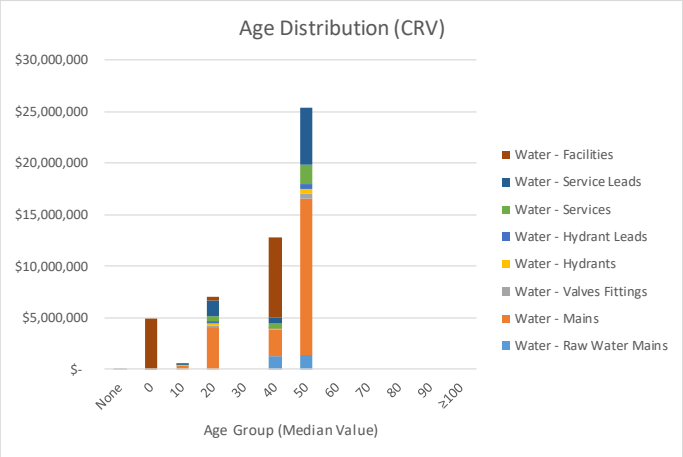
The model results are then used to produce summary dashboard reports that detail the asset valuations, condition distributions, age distributions, and the projected annual renewal needs for the summary groups over the analysis period for the model results.

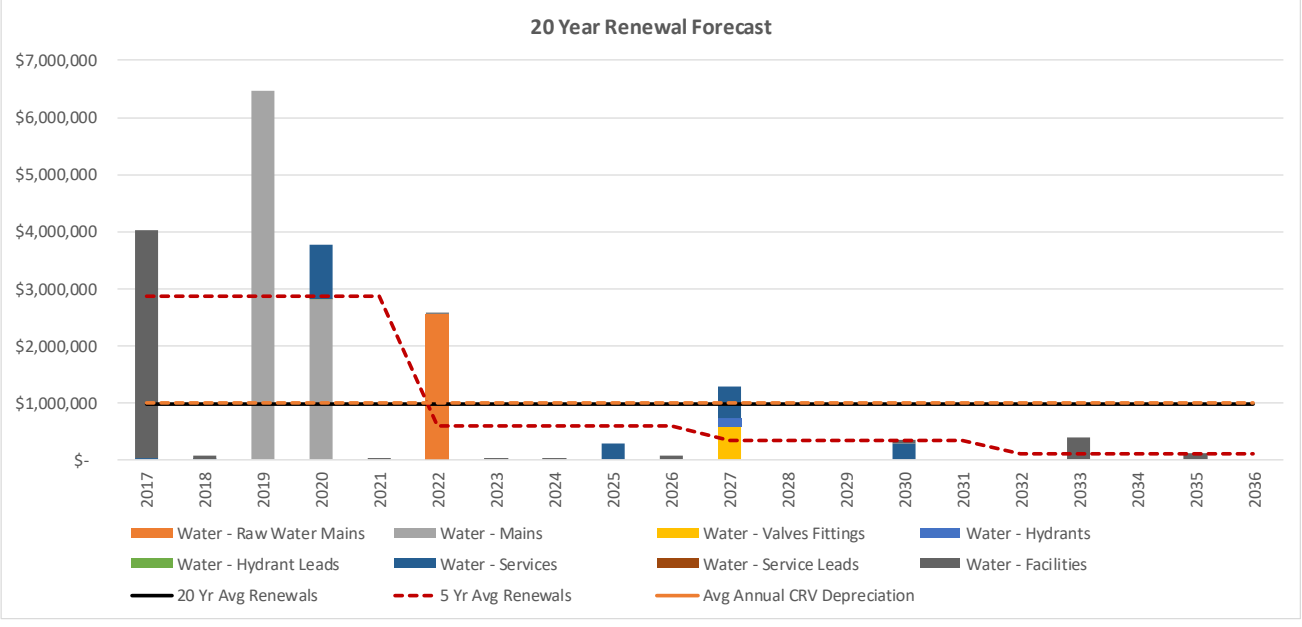
A sample dashboard is included below.

Infrastructure Dashboard - Water Assets - Year 2017

Assets	Quantity		Average Age	Average Expected Useful Life	Average Condition	Current Replacement Value	Depreciated Current Replacement Value	Annual Depreciation - CRV	20 Year Average Annual Renewals	Year 1-5 Average Annual Renewals
Water - Raw Water Mains	3,791	m	42.7	60.7	3.93	$ 2,682,619	$ 801,961	$ 44,176	$ 127,718	$ -
Water - Mains	31,608	m	40.2	66.9	2.78	$ 22,370,734	$ 7,895,543	$ 349,246	$ 464,076	$ 1,856,305
Water - Valves Fittings	396	ea	39.4	40.0	2.99	$ 594,000	$ 88,200	$ 14,850	$ 29,325	$ 600
Water - Hydrants	139	ea	37.5	40.0	1.88	$ 834,000	$ 154,500	$ 20,850	$ 6,600	$ -
Water - Hydrant Leads	1,134	m	38.6	80.0	1.86	$ 692,777	$ 358,311	$ 8,660	$ -	$ -
Water - Services	2,945	ea	40.1	27.8	2.32	$ 2,819,705	$ 306,577	$ 93,480	$ 104,310	$ 195,300
Water - Service Leads	15,000	m	38.7	80.0	1.88	$ 7,687,949	$ 3,808,084	$ 96,099	$ -	$ -
Water - Facilities	26	ea	22.9	38.1	2.69	$ 12,975,006	$ 5,778,970	$ 373,462	$ 237,530	$ 816,100
Network Total	**51,533**	**m**	**39.9**	**67.9**	**2.57**	**$ 50,656,790**	**$ 19,192,146**	**$ 1,000,823**	**$ 969,559**	**$ 2,868,306**







Appendix C

Data Structure Inventory Format

Water Infrastructure Data Inventory Format

Water Distribution Network Data Structure Format- Facilities

Data Field	Description	Standard Values
GIS_ID	Unique ID (GIS)	Numerical value, if applicable
Asset ID	Unique Reference ID	N/A
Description	Facility Name/Description	Text
Type	Facility Type	Water Storage, Pump House, Water Treatment System, Pressure Reducing Valve, Well
Component	Major asset component	Structure, Mechanical, Electrical/Instrumentation/SCADA
Volume	Volume in cubic metres	Numerical value, if applicable
Status	Status of Asset	Active, Proposed
Install_Year	Year of Installation	From 1969 to 2008
References	Record drawing or other source of information	File name
Comments	Comments	Text
TCA_Life	TCA useful life estimate (years)	Numerical value
RUL_Initial	Remaining Useful Life	Numerical value
Obs_Phase1	Observations from Available Condition Assessment Data	Text
RUL_Phase1	Remaining Useful Life (adjusted after review of available condition assessment data)	Numerical value
Date_Inspected_Phase_2	Date inspected for this assignment	Date
Inspected_By_Phase_2	Inspected by	Name
GCR_Phase_2	General Condition Rating	Numerical value
Obs_Phase2	Observations from New Condition Assessment Data	Text
RUL_Phase2	Remaining Useful Life (adjusted after Phase 2 condition assessment)	Numerical value
Unit_Value	Estimated unit value (CAD)	Numerical value
Replace_Value	Estimated replacement value (CAD)	Numerical value
Replace_Year	Estimated replacement year	Numerical value

Water Distribution Network Data Structure Format – Linear Assets

Data Field	Description	Standard Values
GIS_ID	Unique ID (GIS)	Numerical value
Asset_ID	Unique Reference ID	N/A
Type	Asset Type	Improvement Project, Water-Service, Intake Line, Raw Water Line, Water Main, Water – Hydrant Lead
Use	Applicable only to service lines; anticipated building usage	Single family residential, Multi family residential, High density multi family residential, Commercial (storefront), Commercial (plaza/mall), Institution (park), Institution (school, church, hospital, hotel/motel), Industrial
Diameter	Diameter in mm	19, 38, 50, 100, 150, 200, 250, 300, 350, 358
Material	Material	AC, Copper, PVC, Steel
Length (m)	Length of Asset (metres)	Numerical value
Quantity	Count of Quantity	Numerical value
Install Year	Year of Installation	From 1969 to 2008
Year of Install Confidence	Installation year confidence rating (rating of 5 is confirmed by record drawings)	1-5
Status	Current status of asset	Active, Proposed
Phase	Development phase	1, 1A, 2, 3, 4, 5, 6, Industrial 1, Industrial 2, Campground
TCA_Life	TCA useful life estimate (years)	Numerical value
RUL_Initial	Remaining Useful Life (years)	Numerical value
Obs_Phase1	Observations from Available Condition Assessment Data	Text
RUL_Phase1	Remaining Useful Life (adjusted after review of available condition assessment data)	Numerical value
Obs_Phase2	Observations from New Condition Assessment Data	Text
RUL_Phase2	Remaining Useful Life (adjusted after Phase 2 condition assessment)	Numerical value
Unit_Value	Estimated unit value (CAD)	Numerical value
Replace_Value	Estimated replacement value (CAD)	Numerical value
Replace_Year	Estimated replacement year	Numerical value

Water Distribution Network Data Structure Format-Network Points

Data Field	Description	Standard Values
GIS_ID	Unique ID (GIS)	Numerical value
Asset_ID	Unique Reference ID	N/A
Type	Asset Type	Curb stop, Water meter, Hydrant, Water – Hydrant Valve, Water – Plug, Water - Valve
Diameter	Diameter in mm	Numerical value
Assumed Quantity	Estimated quantity, if record drawings or spatial data not available	Numerical value
Assumed Phase	Estimated development phase, if record drawings or spatial data not available	1, 1A, 2, 3, 4, 5, 6, Industrial 1, Industrial 2, Campground
Quantity	Quantity	Numerical value
Install Year	Year of Installation	From 1969 to 2008
Year of Install Confidence	Installation year confidence rating (rating of 5 is confirmed by record drawings)	1-5
Status	Current Status of asset	Active, Proposed
Phase	Development phase	1, 1A, 2, 3, 4, 5, 6, Industrial 1, Industrial 2, Campground
TCA_Life	TCA useful life estimate (years)	Numerical value
RUL_Initial	Remaining Useful Life	Numerical value
Obs_Phase1	Observations from Available Condition Assessment Data	Text
RUL_Phase1	Remaining Useful Life (adjusted after review of available condition assessment data)	Numerical value
Obs_Phase2	Observations from New Condition Assessment Data	Text
RUL_Phase2	Remaining Useful Life (adjusted after Phase 2 condition assessment	Numerical value
Unit_Value	Estimated unit value (CAD)	Numerical value
Replace_Value	Estimated replacement value (CAD)	Numerical value
Replace_Year	Estimated replacement year	Numerical value

Sewer Infrastructure Data Inventory Format

Sewer Treatment Plant, Digester, Lagoons, and Campground Septic Field Data Structure Format

Data Field	Description		Standard Values
Asset ID	Unique Reference ID		N/A
Type	Type of Asset	Control Building, Sewage Treatment Plant, Lagoon, Septic Field	
Component	Asset Component	Mechanical, Electrical/Instrumental/SCADA, Structural, Civil	
Install Year	Year of Installation		From 1969 to 2006

Collection Network Data Structure Format

Data Field	Description	Standard Values
Asset ID	Unique Reference ID	N/A
Type	Type of Asset	Sanitary Main, Sanitary Service
Diameter	Diameter in mm	From 200 to 600
Material	Material	AC, PE, PVC, Unknown, VCP (Vitrified Clay Pipe), VCT (Vitrified Clay Tile)
Length	Length of Asset	N/A
Install Year	Year of Installation	From 1969 to 2006

Manhole Data Structure Format

Data Field	Description	Standard Values
Asset ID	Unique Reference ID	N/A
Invert Elevation	Invert Elevation of Asset	Numerical value
Rim Elevation	Rim Elevation of Asset	Numerical value
Install Year	Year of Installation	From 1969 to 2006

Drainage Infrastructure Data Inventory Format

Conveyance Network Data Structure Format

Data Field	Description	Standard Values
Asset ID	Unique Reference ID	N/A
Type	Type of Asset	Storm Main, Catch Basin Lead, Culvert
Diameter	Diameter in mm	From 200 to 600
Material	Material	CONC, PVC, Unknown, VCT (Vitrified Clay Tile)

Length	Length of Asset	N/A
Install Year	Year of Installation	From 1969 to 2006

Manhole, Catch Basin, Stormwater Inlets, and Stormwater Outlet Data Structure Format

Data Field	Description	Standard Values
Asset ID	Unique Reference ID	N/A
Invert Elevation	Invert Elevation of Asset	Numerical value
Rim Elevation	Rim Elevation of Asset	Numerical value
Install Year	Year of Installation	From 1969 to 2008

Appendix D

Please see associated infrastructure map data files.

Appendix E

Please see attached sub-consultant / contractor reports and findings for building assessments and manhole zoom camera inspections.

Appendix F

Water Infrastructure Unit Cost Table

Asset Name	Components	Diameter (mm)	Material	General Life Expectancy	Unit Cost (CAD)	Unit
Distribution Main[1]	Water – Valve			40	1500	Each
	Water Main	50	PVC	80	611	Metre
		100	PVC	80	611	Metre
		150	PVC	80	611	Metre
		200	Steel	80	687	Metre
		200	AC	50	687	Metre
		200	PVC	80	687	Metre
		250	PVC	80	763	Metre
		300	PVC	80	992	Metre
		350	Steel	80	1069	Metre
		350	PVC	80	1069	Metre
		358	PVC	80	1069	Metre
		358	Steel	80	1,069	Metre
Hydrants	Hydrant			40	6,000	Each
	Water - Hydrant Lead[1]	150		40	611	Metre
	Water - Hydrant Valve[2]			40		
Intake and Raw Water Lines[1]	Intake Line	300	Steel	80	992	Metre
	Raw Water Line	200	Steel	80	687	Metre
		300	Steel	80	992	Metre
Water Service Connections	Curb Stop			40	1500	Each
	Water - Service[3]	19	Copper	80	600	Metre
		38	Copper	80	600	Metre
		50	Copper	80	600	Metre
		150	PVC	80	611	Metre
		250	PVC	80	763	Metre
	Water Meter[4]			15	385	Each

[1] Unit cost includes fittings, line valves, and 30% E&C Contingency
[2] Cost is included in the cost of the hydrant lead
[3] Per Municipal Engineering Standards, Copper for Services < 50mm diameter, PVC for Services > 150mm diameter
[4] Unit cost estimated from unit rate provided in the "Infrastructure Repair Costs.xlsx", inflated to 2017 dollars using the ENR index

Sewer Infrastructure Unit Cost Table

Asset Name	Components	Diameter (mm)	Material	General Life Expectancy	Unit Cost (CAD)	Unit
Collection Network[1]	Sanitary Main	200	AC	50	660	Metre
		200	PE	80	660	Metre
		375	PE	80	960	Metre
		450	PE	80	1,060	Metre
		250	PVC	80	750	Metre
		375	PVC	80	960	Metre
		450	PVC	80	1,060	Metre
		200	VCP	50	660	Metre
		250	VCP	50	750	Metre
		375	VCP	50	960	Metre
		600	VCP	50	1,320	Metre
		100	VCT	50	570	Metre
		375	VCT	50	960	Metre
		600	VCT	50	1,320	Metre
		100	Unknown	65	570	Metre
		150	Unknown	65	590	Metre
		200	Unknown	65	660	Metre
		250	Unknown	65	750	Metre
		300	Unknown	65	860	Metre
		375	Unknown	65	960	Metre
	Service Line	100	PVC	50	6,200	Each
Lagoon	Lagoon			50	1,000,000	Each
Campground Septic Field	Septic System			20	30,000	Each
Sanitary Manhole	Sanitary Manhole			50	6,200	Each

———————————————————

Unit cost includes fittings, line valves, and 40% E&C Contingency

Drainage Infrastructure Unit Cost Table

Asset Name	Components	Diameter (mm)	Material	General Life Expectancy	Unit Cost (CAD)	Unit
Conveyance Network[1]	Stormwater Main	300	CONC	40	860	Metre
		375	CONC	40	960	Metre
		450	CONC	40	1,060	Metre
		525	CONC	40	1,180	Metre
		600	CONC	40	1,320	Metre
		200	PVC	80	660	Metre
		250	PVC	80	750	Metre
		300	PVC	80	860	Metre

Asset Name	Components	Diameter (mm)	Material	General Life Expectancy	Unit Cost (CAD)	Unit
		375	PVC	80	960	Metre
		450	PVC	80	1,060	Metre
		525	PVC	80	1,180	Metre
		600	PVC	80	1,320	Metre
		200	VCT	50	660	Metre
		250	VCT	50	750	Metre
		300	VCT	50	860	Metre
		375	VCT	50	960	Metre
		450	VCT	50	1,060	Metre
		525	VCT	50	1,180	Metre
		600	VCT	50	1,320	Metre
		200	VCP	50	660	Metre
		250	VCP	50	750	Metre
		300	VCP	50	860	Metre
		375	VCP	50	960	Metre
		450	VCP	50	1,060	Metre
		525	VCP	50	1,180	Metre
		600	VCP	50	1,320	Metre
	Catch Basin Lead	200	VCT	40	660	Metre
		250	VCT	40	750	Metre
		300	VCT	40	860	Metre
		250	PVC	40	750	Metre
	Culvert	300	CONC	40	860	Metre
		375	CONC	40	960	Metre
		425	CONC	40	1,000	Metre
		450	CONC	40	1,060	Metre
		525	CONC	40	1,180	Metre
		600	CONC	40	1,320	Metre
		100	PVC	50	600	Metre
		150	PVC	50	640	Metre
		200	PVC	50	660	Metre
		300	PVC	50	860	Metre
		400	PVC	50	950	Metre
		425	PVC	50	960	Metre
		450	PVC	50	1,060	Metre
		525	PVC	50	1,180	Metre
		600	PVC	50	1,320	Metre
		300	CSP	30	860	Metre
		450	CSP	30	1,060	Metre
		500	CSP	30	1,180	Metre
		600	CSP	30	1,320	Metre
		700	CSP	30	1,400	Metre
		1100	CSP	30	1,650	Metre
		1200	CSP	30	1,750	Metre

Asset Name	Components	Diameter (mm)	Material	General Life Expectancy	Unit Cost (CAD)	Unit
		1500	CSP	30	2,000	Metre
		200	Unknown	40	660	Metre
		300	Unknown	40	860	Metre
		375	Unknown	40	960	Metre
		425	Unknown	40	100	Metre
		450	Unknown	40	1,060	Metre
		500	Unknown	40	1,200	Metre
		600	Unknown	40	1,320	Metre
Catch Basin	Catch Basin		CONC	50	1,500	Each
Storm Inlet	Storm Inlet				2,000	Each
Storm Outlet	Storm Outlet				20,000	Each
Storm Manhole	Storm Manhole				6,200	Each

Unit cost includes fittings, line valves, and 40% E&C Contingency

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REQUEST FOR DECISION

SUBJECT:	**MD of Greenview No. 16 – Staff Agreement**				
SUBMISSION TO:	REGULAR COUNCIL MEETING	REVIEWED AND APPROVED FOR SUBMISSION			
MEETING DATE:	September 26, 2017	CAO:	MH	MANAGER:	
DEPARTMENT:	CAO SERVICES	GM:	RO	PRESENTER:	MH
STRATEGIC PLAN:					

RELEVANT LEGISLATION:
Provincial (cite) – N/A

Council Bylaw/Policy (cite) – N/A

RECOMMENDED ACTION:
MOTION: That Council authorize the Chief Administrative Officer to sign the Staff Agreement, as presented.

BACKGROUND/PROPOSAL:
The Staff Liaison Committee has been negotiating a new staff agreement with the Chief Administrative Officer. Following a lengthy negotiation process, including Council's review, staff met on September 11, 2017 and voted to accept the attached Staff Agreement.

The attached agreement differs from the previous version that Council has seen in only minor ways.

Specifically, a Memorandum has been added to the document clarifying which provisions are starting at the time of ratification and which are retroactive. That this would need to be done was a discussion topic the last time this item was discussed at Council. The provisions regarding minimum hours worked by Home Support Staff has been made retroactive to January 1 which is essentially the only change.

Administration is recommending that Council authorize the CAO to ratify this agreement on behalf of Greenview. This action will conclude this item.

BENEFITS OF THE RECOMMENDED ACTION:
1. The benefit of accepting the recommended motion is that Staff Agreement will be finalized and effective for all Greenview staff.

DISADVANTAGES OF THE RECOMMENDED ACTION:
1. There are no perceived disadvantages to the recommended motion.

ALTERNATIVES CONSIDERED:
Alternative #1: N/A

FINANCIAL IMPLICATION:

There are no financial implications to the recommended motion.

STAFFING IMPLICATION:

There are no staffing implications.

PUBLIC ENGAGEMENT LEVEL:

Greenview has adopted the IAP2 Framework for public consultation.

INCREASING LEVEL OF PUBLIC IMPACT

Inform

PUBLIC PARTICIPATION GOAL

Inform - To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.

PROMISE TO THE PUBLIC

Inform - We will keep you informed.

FOLLOW UP ACTIONS:

Following Council's decision Human Resources will provide all staff with a copy of the new agreement.

ATTACHMENT(S):

- MD of Greenview No. 16 Staff Agreement

M.D. OF GREENVIEW NO. 16

STAFF AGREEMENT

Ratified by the Municipal District of Greenview No.16 (Greenview) and Employees this XX day of (Month) of 2017 .

On behalf of Greenview:

CHIEF ADMINISTRATIVE OFFICER
Mike Haugen

On behalf of the Employees:

STAFF LIAISON COMMITTEE CHAIR
Sally Rosson

STAFF LIAISON COMMITTEE SECRETARY
Marilyn Jensen

Motion:

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ARTICLE 1

Parties to the Agreement

1.1 The purpose of this agreement is to provide a forum for Greenview and its employees (the Parties) to ensure that the employment relationship is fair and equitable.

1.2 The Parties acknowledge that their primary purpose is to provide effective and efficient municipal services to the ratepayers and citizens of Greenview, and that this purpose can be achieved most readily when harmonious relationships exist between the Parties.

1.3 It is understood that there is a mutual interest of the Parties to promote and assure the safe, efficient, economical and viable operation of Greenview. The Parties intend through this agreement to preserve work, promote and improve economy, safety, quality, and the efficiency of work performed, and to establish an equitable method for establishing the terms and conditions of work, and for resolving disagreements.

1.4 This agreement must be ratified by both Greenview and the employee elected "Employee Liaison Committee".

1.4.1 The Chief Administrative Officer, upon resolution of the Council, shall be empowered to ratify this agreement on behalf of Greenview.

1.4.2 The employees as represented by the Employee Liaison Committee and subject to Article 1.4.3 shall be the only individuals empowered to ratify this agreement on behalf of the employees.

1.4.3 The Employee Liaison Committee shall put forward the negotiated proposed Staff Agreement to all employees for a vote prior to ratification. The majority of employees who cast their vote shall determine the acceptance or rejection of the proposed Staff Agreement.

1.5 Proposed amendments to any article contained within this agreement may be initiated by either Party to this agreement, and must be jointly approved and ratified by both Parties prior to implementation.

1.6 This Staff Agreement shall supersede all previous Staff Agreements.

1.7 This Agreement covers the period of January 1, 2017 to December 31, 2019.

ARTICLE 2

Definitions

For the purpose of this agreement the following terms are defined as follows:

(a) **"50%S"** means any unused sick days at year end, will be divided in half.

(b) **"Calendar Year"** means January 1st to December 31st".

(c) "**Day of Rest**" in relation to an Employee means a day other than a holiday on which that Employee is ordinarily not required to perform the duties of their position.

(d) **"Employee"** is a person currently employed by the Municipal District of Greenview, in any capacity, herein referred to as Employee, except that this shall not include the Chief Administrative Officer. The various employment relationships are defined as follows:

i. "Permanent Full-Time Employee" is a person employed by Greenview on a permanent basis and working 37.5 regular hours per week.

ii. "Permanent Part-Time Employee" is a person employed by Greenview on a permanent basis and working less than 37.5 regular hours per week.

iii. "Temporary Employee" is a person employed by Greenview on a temporary basis, working either full-time or part-time hours, with a specified term and end date.

iv. "Casual Employee" is a person employed by Greenview providing coverage on an as needed and call in basis and who is not regularly scheduled. After six (6) consecutive months without work, the Casual Employee will no longer be considered to be employed by Greenview, unless employment is extended by Greenview.

v. "Seasonal Employee" is a person employed by Greenview for a designated season working 37.5 hours a week during that period of time. Seasons are typically for a period of six (6) months or less and come with a specified start and end date.

(e) "**Greenview**" means the Municipal District of Greenview No. 16.

(f) "**Human Resources Officer**" means the person employed by the Municipal District for that position.

(g) "**Immediate Family**" is defined as father or stepfather, mother or stepmother, foster parent, grandmother, grandfather, grandchild, brother, sister, spouse, common law spouse, child, ward of the Employee who is resident of the Employee's household, father-in-law, mother-in-law, son-in-law, daughter-in-law, and a relative who permanently resides in the Employee's household or with

whom the Employee permanently resides.

(h) "**Leave with Pay**" means authorized leave from duty with regular pay.

(i) "**Leave without Pay**" means authorized leave from duty without regular pay.

(j) "**Liaison Committee**" shall consist of three {3) salary employees (with the exception of the C.A.O. and the Human Resources Officer), as selected by salary employees, their term being reviewed annually.

(k) "**Senior Official**" means a General Manager or the C.A.O.

(l) "**Third Party**" means an external benefit provider paid to administer disability process on behalf of Greenview.

ARTICLE 3

Attendance

3.1 An employee who is absent from regularly scheduled work without prior authorization shall communicate by phone, email or text regarding the reasons for the absence to his/her Supervisor or Manager within the workplace according to the time limits set forth in Article 3.1.1- 3.1.3.

3.1.1 In the case of shift workers, whenever possible as circumstances allow or at least one (1) hour prior to the scheduled commencement of a shift, or,

3.1.2 In the case of non-shift workers, whenever possible as circumstances allow or, at least one (1) hour prior to the normal starting time of his/her shift.

3.1.3 The immediate Supervisor or a General Manager has the right to deny time off if an adequate reason for the absence is not supplied.

3.2 Continued non-compliance with Article 3.1 may be considered just cause for discipline as defined in Article 10.

3.3 An employee who absents themselves from his/her employment and who has not obtained the approval of his/her immediate supervisor or General Manager at the workplace shall, after three (3) consecutive days of such unauthorized absence, be considered to have abandoned their position and will be deemed to have resigned, unless it is subsequently shown by the employee that special circumstances prevented reporting to his/her Supervisor, Manager, or General Manager.

ARTICLE 4

Position Abolishment

4.1 Greenview shall give Permanent Employees at least ninety (90) calendar days' prior written notice that his/her position is to be abolished.

ARTICLE 5

Hours of Work

5.1 The regular hours of work for a full-time employee, exclusive of meal periods, shall be seven and one-half (7.5) hours per day

5.2 Regular hours of work shall include as scheduled by Greenview:

5.2.1 Two (2) rest periods of fifteen (15) minutes during each shift of seven and one-half (7.5) hours or more and exclude an unpaid meal period of not less than thirty (30) minutes.

5.2.2 One (1) rest period of fifteen (15) minutes during each shift which is at least four (4) hours but less than seven and one-half (7.5) and exclude an unpaid meal period of not less than thirty (30) minutes.

5.2.3 Employees receiving two (2) rest periods during their regular hours of work shall be scheduled for one (1) rest period in the first half of their shift and the second rest period in the second half of their shift. Employees may not combine their rest periods (take them back to back).

5.2.4 Unless otherwise agreed, when an employee is required to remain readily available for duty during their meal period they shall be paid for the meal period at the basic rate of pay. Such paid meal period shall not be included in the calculation of regular hours of work.

5.2.5 A modified work arrangement must be compliant with Alberta Employment Standards and may be negotiated between the employee and the Manager and authorized by the CAO. Modified Work Agreements will require formal written agreements and will outline overtime applicability (i.e.: above 37.5 hours in a week).

5.2.6 Greenview may alter regularly scheduled hours where operationally required. Employees will be notified of any changes to their schedule in writing with a minimum of 4 weeks' notice.

5.3 Home Support Staff will be compensated for a minimum of three (3) hours each day worked or for all hours worked, whichever is greater. Half an hour travel time between clients will be included in the accumulation of hours worked, when applicable.

5.4 There must be a minimum of eight (8) hours between shifts.

5.4.1 Where call backs and/or regular overtime have resulted in having less than eight (8) hours between shifts employees are permitted to start their day a minimum of eight (8) hours after finishing their previous shift. Any regularly scheduled hours that would have normally been worked will be considered regular time and will not be deducted from regular pay.

5.4.2 If, by exceptional circumstances, eight (8) hours between shifts is not possible the employee will be entitled to overtime pay for every hour less than eight (8) hours between shifts.

ARTICLE 6

Overtime

6.1 An employee may be required to work hours beyond regularly scheduled hours to overcome unexpected workloads and to meet the needs of Greenview in extraordinary situations. All overtime shall be preauthorized by the employee's immediate Supervisor or General Manager.

6.2 Following requirements with the exception of approved modified work agreements, overtime shall be paid after seven and one-half (7.5) hours per day and thirty-seven and one-half (37.5) hours per week.

6.3 The overtime rate of pay, unless a modified work agreement exists, shall be:

6.3.1 One and one-halftimes (1.5x) the basic rate of pay for the first four (4) hours worked in excess of seven and one-half (7.5) hours on a regularly scheduled workday; and

6.3.2 Two times (2x) the basic rate of pay for all hours worked in excess of eleven and one-half (11.5) hours on a regularly scheduled workday.

6.4 The rate of pay for working on a scheduled day of rest, normally a weekend day but may be on any specified day of the week, shall be two times (2x) the basic rate of pay for all hours worked on a scheduled day of rest.

6.5 In recognition of the mutual benefit that exists for both Greenview and for staff all travel time related to learning and professional development will be recognized at straight time or Unpaid Manager Time, whichever is applicable.

6.5.1 An Employee who is attending a training course, seminar, or conference on his/her normal day of work shall be paid at straight time rates for the hours spent on training to a maximum of his/her normal daily hours of work.

6.5.2 An Employee who is attending a training course, seminar, or conference on a regularly scheduled day of rest which is directly related to his/her position, shall be granted a day off in lieu at some other time, or if impractical to grant time off, he/she shall be paid at straight time rates for the hours spent on training to a maximum of his/her normal daily hours of work.

6.5.3 An employee who is approved to attend a training course, seminar, or conferences which necessitates travel outside of the regular hours of work shall be compensated at straight time rates for the actual hours spent in travel provided such travel time is in excess of his/her normal daily hours of work.

6.6 Authorized overtime worked by an employee may be banked as time off with pay or paid out at the employees' discretion. If utilizing banked time off with pay is not feasible or the employee has exceeded the maximum amount of banked time, banked hours will be paid out. All banked time must be scheduled off at a mutually agreeable time prior to the end of the current calendar year.

6.7 The accumulation of banked time, including banked overtime hours and banked 50% sick days shall not exceed 10 working days at any time. All banked hours in excess of 10 working days will be paid out.

6.8 All banked time will be paid out on the last pay of the calendar year.

6.9 In accordance with the Employment Standards Code, employees whose work is Managerial in nature are exempt from the requirement of compensation for overtime unless otherwise authorized by Council under Article 6.9.2.

6.9.1 See also Article 18.4

6.9.2 With exception of 6.9, in an emergency, managerial staff may receive overtime compensation for the hours worked in accordance with Article 6 Overtime with Council's approval. This article will be recognized as the Disaster Overtime clause. Council approval will only be granted for significant and extraordinary events of a prolonged and/or extreme nature as determined by Council.

ARTICLE 7

On-Call, Call Back & Split Shifts

7.1 When an employee is designated to be on-call during a period for which they are not on regular duty they shall be compensated as follows:

7.1.1 For on-call duty that occurs Monday - Friday of a normal work week, the employee shall be paid the equivalent of two (2) hours regular pay per day.

7.1.2 For on-call duty that occurs on Saturday, Sunday, or a statutory/general holiday the employee shall be paid the equivalent of three (3) hours of regular pay per day.

7.2 An employee who is called back to the workplace shall be deemed to be working overtime and shall be paid for all hours worked during the on-call period or for a minimum of 3 hours at the basic rate of pay, whichever is greater.

7.3 An employee shall receive both on-call and call-back pay as applicable as per the provisions of Article 7.

7.4 Should an employee who is on-call become unable to report to work as required during the on-call period he/she shall receive no compensation for the on-call period.

7.5 Every effort will be made to ensure that an employee is not scheduled to be on-call on consecutive weekends or consecutive declared statutory/general holidays, subject to operational requirements.

7.6 Employees scheduled for split shifts are not considered to be on-call or call-back and shall not be compensated for time between shifts.

7.7 Compensation paid for being on-call shall not contribute towards the calculation of overtime.

7.8 Employees scheduled to be on-call are expected to be able to answer their dedicated cell phone or primary contact number and to be able to respond to concerns within Greenview in a reasonable time period.

7.9 Employees on-call will refrain from the use of alcohol or any substance which may impair, or be perceived to impair, their ability to respond.

ARTICLE 8

Reporting Pay

8.1 An employee shall be paid a minimum of three (3) hours pay at the basic rate of pay when a scheduled work period is cancelled with less than twenty-four (24) hours' notice and the employee was not notified of such cancellation.

8.2 For the purposes of Article 8.1, leaving a voice mail message on the employee's dedicated cell phone or primary contact number is considered notice.

8.3 An employee who reports for a regularly scheduled shift and who is assigned, without prior notification, to work at an alternate time shall receive an additional three (3) hours compensation at the basic rate of pay.

ARTICLE 9

Acting Pay

9.1 When an employee is required to assume and perform the full duties of a position falling in a higher job band for a period of time lasting no less than one (1) month, he/she shall have their rate of pay temporarily increased to the next closet step of the appropriate Job Band.

9.2 During periods of temporary assignment to a position that is classified on a lower Job Band shall not have his/her basic rate of pay adjusted.

ARTICLE 10

Probationary Period of Employment

10.1 Newly hired permanent full-time employees shall serve a probationary period of six (6) months.

10.2 Newly hired permanent part-time employees shall serve a probationary period of six (6) months.

10.3 The purpose of the probationary period of employment is to allow Greenview a suitable period of time to determine the overall suitability of the new employee.

10.4 A probationary employee may be terminated without notice or cause at any point during the probationary period.

10.5 The probationary period of a full-time employee may be extended one (1) time for an additional six (6) months with the written approval of the Chief Administrative Officer.

10.6 An employee who is still in their probationary period of employment will be eligible to apply for positions within Greenview. If successful in the application for a subsequent position, the employee will be treated as a new hire for probation purposes.

10.7 Internally promoted employees will still be subject to a probationary period in accordance with Article 9.6. This period may be shortened to three (3) months at the discretion of the General Manager or CAO.

10.8 Internal promotions may be granted on a trial basis. If within the probationary period of six (6) months either the employee or the Manager feel that new position is not the right fit they may request to return to or be returned to their former position if that position is still open. This decision will be made at the discretion of the General Manager or Chief Administrative Officer and will be based on operational feasibility. For clarification, an internally promoted employee is not entitled to a trial period and, if granted, may not be granted the full six (6) month trial.

ARTICLE 11

Workplace Discipline

11.1 The Parties to this Agreement agree that the purpose and nature of workplace discipline is to effect a positive change in workplace behaviour.

11.2 Discipline should always be administered fairly and within the parameters of due process. Discipline should follow a progression of actions, each designed to give the employee every opportunity to successfully correct inappropriate behaviour. The progression should normally apply as follows:

11.2.1 Pre-Discipline. Pre-discipline is a documented coaching and training intervention with the employee to ensure awareness, understanding and capability.

11.2.2 Verbal Warning. Verbal warning is a documented discussion and cites the specific behaviours that are required to change and must indicate to the employee that failure to correct the behaviour will result in formal discipline.

11.2.3 Written Warning. Written warning is a documented discussion and cites the specific behaviours that are required to change and must indicate to the employee that failure to correct the behaviour places the employment relationship at risk. It also indicates that the onus of responsibility for change rests with the employee.

11.2.4 Suspension. Suspension without pay must be documented and must cite the specific behaviours that have resulted in the suspension, the specific behaviours that must change and must indicate to the employee that failure to correct the behaviour will result in termination at the next occurrence. It reinforces for a final time that the onus of responsibility for change rests with the employee.

11.2.5 Termination. Termination of employment with cause must cite the specific behaviours that have resulted in the termination. If warranted, due to compelling mitigating factors, the employee may be demoted with the written approval of the Chief Administrative Officer.

11.3 Notwithstanding the provisions of Article 10.2, misconduct of a serious nature that violates the trust of the employment relationship may result in discipline that skips steps in the progression based on the serious nature of the conduct, up to and including the potential for immediate termination with cause. Examples of serious misconduct may include, but are not limited to, theft, fraud, intoxication (alcohol or illegal substances), physical assault, dishonesty, and unethical behavior, violation of the oath of confidentiality and/or serious breach of health and safety policies.

11.4 All employee disciplinary action shall be conducted with the Human Resources Officer and/or the employee's Manager or General Manager.

ARTICLE 12

Dispute Resolution

12.1 If a difference between an employee and Greenview arises out of the interpretation, application, or administration of any aspect of the Staff Agreement the employee shall first seek to settle the difference through discussion with the immediate supervisor. If the difference cannot be resolved the employee may, within ten (10) business days, advance the matter to Step 1 of the dispute resolution procedure.

12.2 Step 1: The dispute must be submitted in writing and delivered to the Human Resource Officer. The dispute must indicate the nature of the disagreement, the specific clauses of the Staff Agreement that are alleged to have been violated and the redress sought. The Human Resource Officer shall investigate and reply in writing to the employee within ten (10) business days of the receipt of the dispute. If the matter is not resolved at this point, the employee may advance the matter to step 2.

12.3 Step 2: Within ten (10) days of receipt of the decision of the Human Resource Officer the dispute may be advanced to step 2 by submitting to the General Manager a copy of the original dispute along with a letter stating why the decision of the Human Resource Officer has not resolved the dispute. Upon receipt of this information the General Manager will schedule a meeting between the employee, and their Manager. The Human Resource Officer may also be in attendance at this meeting at the request of any participant.

12.4 Step 3: In the case of a failure to resolve a dispute involving a termination at Step 2 of the dispute resolution process a terminated employee may advance their dispute to Step 3 by submitting to the Chief Administrative Officer a copy of the original dispute along with a letter stating why the decision of the Human Resource Officer has not resolved the dispute. Upon receipt of this information the Chief Administrative Officer will schedule a meeting between the employee, and their Manager and the General Manager. The Human Resource Officer may also be in attendance at this meeting at the request of any participant. The decision of the Chief Administrative Officer shall be final.

ARTICLE 13

Health Plan Benefits

13.1 All Permanent Full-Time employees and Permanent Part-Time employees working a minimum of twenty (20) hours per week on average shall be provided with employee health benefits starting on the date of hire. Employee health benefits will include:

13.1.1 Employee and Dependent Life Insurance
13.1.2 Accidental Death and Dismemberment
13.1.3 Extended Health insurance, including optical and paramedical
13.1.4 Dental insurance including orthodontia
13.1.5 Employee Critical Illness

13.1.6 Flexible spending account in the annual amount of $600, to be administered as per CRA guidelines

13.1.7 Best Doctors Elite Diagnostic Imaging

13.2 All permanent part-time employees who work a minimum average of 15 hours per week, up to 19 hours per week, may be eligible for basic coverage of benefits including extended health and dental care and Best Doctors Elite Diagnostic Imaging. A modified Employee Critical Illness is also available. Items excluded from this plan are Short Term Disability and Long Term Disability.

13.3 All current employees, including seasonal, temporary, and casual, will have access to Employee and Family Assistance (EFAP) counselling.

13.4 Greenview will pay 100% of the premiums for employee health benefits which may result in a taxable benefits to the employee as per CRA guidelines.

ARTICLE 14

Short Term Disability

14.1 Permanent Full-time employees shall be provided with Short Term Disability income protection starting on the date of hire.

14.2 All Permanent Part-Time employees working a minimum of twenty (20) hours per week on average shall be provided with Short Term Disability income protection starting on the date of hire.

14.3 Permanent Part-Time Employees working less than an average of twenty (20) hours per week, Temporary, Casual and Seasonal employees are not eligible for Short Term Disability income protection.

14.4 Any administrative cost associated with the requirement of producing a medical certificate shall be paid by Greenview, provided the claim is accepted.

14.5 Greenview shall pay 100% of the premiums for Short Term Disability income protection, as a taxable benefit per CRA guidelines.

14.6 Subject to third party adjudication of the medical evidence supporting the claim, the Short Term Disability income protection plan will provide coverage from the fifth (5th) day of illness to a maximum of seventeen (17) weeks as per the plan benefit schedule. Coverage will begin immediately in the event of hospitalization.

ARTICLE 15

Long Term Disability

15.1 All Permanent Full-Time Employees shall be provided with Long Term Disability income protection starting on the date of hire.

15.2 All Permanent Part-Time employees working a minimum of twenty (20) hours per week on average shall be provided with Long Term Disability income protection starting on the date of hire.

15.3 Permanent Part-Time employees working less than twenty (20) hours per week on average, temporary, casual, and seasonal employees are not eligible for Long Term Disability income protection.

15.4 Any administrative cost associated with the requirement of producing a medical certificate shall be paid by Greenview, provided the claim is accepted.

15.5 Greenview shall pay 100% of the premiums for Long Term Disability income protection coverage, as a taxable benefit per CRA guidelines.

15.6 Subject to adjudication of the medical evidence supporting the claim, the Long Term Disability income protection plan will provide coverage beginning the eighteenth (18th) week of disability, as per the plan benefit schedule.

15.7 Greenview will continue to pay extended health and dental benefit premiums for the employees that are considered to be totally disabled from any occupation, to recovery, age 65, termination, or death, whichever happens first.

ARTICLE 16

Sick Leave

16.1 All Permanent Full-Time employees shall be eligible for a maximum of ten (10) paid days of casual sick leave per calendar year. Employees in their first year of employment will have their sick leave allotment prorated at .833 days per month from the date of hire to December 31.

16.2 Permanent Part-Time employees working an average of more than 20 hours a week and less than 37.5 hours a week shall be eligible for a maximum of five (5) paid days of casual sick leave per calendar year. Employees in their first year of employment will have their sick leave allotment prorated at .417 days per month from the date of hire to December 31.

16.3 Permanent Part-Time Employees working less than an average of twenty (20) hours per week, Casual and Seasonal employees are not eligible for paid sick time.

16.4 A Permanent Full-Time employee who requests sick leave lasting more than two (2) consecutive calendar days may be required to provide a medical certificate validating the illness at the request of the Manager. Any administrative cost associated with the requirement of producing a medical certificate shall be paid by Greenview.

16.5 A Permanent Full-Time employee who is sick for more than four (4) consecutive days must provide satisfactory medical evidence of illness and may be required to apply for Short Term Disability benefits as per the weekly indemnity short term disability benefits provided by Greenview. Any administrative cost associated with the requirement of producing a medical certificate shall be paid

by Greenview.

16.6 A Manager may, at their own discretion, request a medical certificate validating the illness, when an employee is sick for one (1) day. Any administrative cost associated with the requirement of producing a medical certificate shall be paid by Greenview.

16.7 Greenview reserves the right to send an employee, who appears to be sick, home on sick leave. This article is in respect to all staff members and is intended to reduce the possibility of the illness spreading through the workplace.

16.8 Sick leave balances do not accrue from year to year and expire on December 31 of each calendar year.

16.9 Notwithstanding Article 12.8, employees with a sick balance at the end of the calendar year may convert 50% of their unused sick leave balance to additional 50%S leave of time off or can be paid out as per this agreement, for the subsequent calendar year.

ARTICLE 17

Medical Appointments

17.1 Subject to Article 17.2 and 17.3 all permanent full-time employees may take up to five (5) paid days per calendar year to attend personal medical appointments. All other employees are encouraged to book medical appointments on regularly scheduled days off.

17.2 Employees utilizing this benefit may be required to provide verification of the appointment time and location.

17.3 In all cases, the employee shall endeavour to schedule medical appointments during times that will ensure Greenview's workload is adequately handled.

17.4 Permanent Full-time employees requiring more than five (5) paid days per year may be granted additional time at the discretion of the Chief Administrative Officer. Request for additional medical time will be reviewed on a case-by-case basis. All current bank allotments including sick days will be considered prior to granting approval for additional medical appointment time.

17.5 Casual and seasonal employees are not eligible for paid time off for medical appointments. Temporary employees may be eligible for medical appointment as per Article 28.5 regarding Temporary Employees.

ARTICLE 18

Statutory/General Holidays

18.1 All employees, with regularly scheduled shifts that fall on a holiday, shall be entitled to be paid for their regular hours for each of the following nine (9) statutory holidays and four (4) additional general holidays:

18.1.1 New Year's Day
18.1.2 Alberta Family Day
18.1.3 Good Friday
18.1.4 * Easter Monday
18.1.5 Victoria Day
18.1.6 Canada Day
18.1.7 * August Civic Day
18.1.8 Labour Day
18.1.9 Thanksgiving Day
18.1.10 Remembrance Day
18.1.11 Christmas Day
18.1.12 *Boxing Day
18.1.13 *Floating Holiday to be taken in conjunction with Christmas (exact day to be determined yearly by Greenview.)

** Denotes additional general holiday*

All holidays that fall on a Saturday or Sunday will be observed on a day in lieu of the holiday.

18.2 Permanent part-time, casual, and seasonal employees who are not regularly scheduled to work on holidays shall not be paid Statutory/General Holiday.

18.3 If due to operational requirements an employee is required to work on a statutory holiday, he/she shall be paid two and one-halftimes (2.5x) their basic rate of pay for all hours worked. If he/she works a minimum of 7.5 hours then he/she shall also be granted an alternate day off with pay at a mutually agreeable date within the following ninety (90) days.

ARTICLE 19

Vacation Leave

19.1 All Permanent Full-Time employees shall accrue vacation leave each pay.

19.1.1 From the date of hire through the twenty-fourth (24th) month of employment the employee shall accrue 4.35 hours of vacation per pay (three weeks per year, prorated for the first year).

19.1.2 After two (2) years and through five (5) years of employment the employee shall accrue 5.77 hours of vacation per pay (four weeks per year).

19.1.3 After five (5) years of employment and through ten (10) years of employment the employee shall accrue 7.27 hours of vacation per pay (five weeks per year).

19.1.4 After ten (10) years of employment the employee shall accrue 8.70 hours of vacation per pay (six weeks per year).

19.2 All vacation in excess of two (2) days off shall be scheduled by an employee at least four (4) weeks in advance and must be approved by the employee's Manager.

19.3 The maximum amount of paid vacation shall not exceed six (6) weeks, excluding five (5) days in lieu of overtime that is provided for management staff.

19.4 Subject to Article 19.3 and at the discretion of the Chief Administrative Officer an employee's rate of vacation accrual may be adjusted to a higher rate of accrual based on their experience and scope of responsibility. All Management employees will receive an additional five (5) days that will be added into their vacation totals in lieu of overtime.

19.5 The Parties agree that the intention of vacation leave is to allow the employee a period of time off work to rest and regenerate from the day to day demands of life. As such, all vacation must be taken before June 30th of the year after which it has been accrued. Any exceptions to this must be approved in writing by the Chief Administrative Officer.

19.5.1 The Manager and the employee will jointly make a plan to use any carried over vacation by June 30th of that year.

19.5.2 If the Manager and Employee are not able to mutually agree on and schedule the carried over vacation, then the Manager may schedule the employee's carried over vacation for them prior to June 30th of that year.

19.6 An employee who fails to report to work after an approved vacation period shall be considered to be absent from the workplace without good and proper reason and shall be considered to have abandoned their position.

19.7 All permanent part-time, casual, and seasonal employees will be paid vacation pay of their basic rate of pay, for regular hours worked, on each pay cheque, calculated as follows:

(a) 6% to start
(b) 8% after 2 years
(c) 10% after 5 years
(d) 12% after 10 years

All time off must be requested and approved by his/her Manager.

ARTICLE 20

Special Leaves of Absence

20.1 A Permanent Full-Time or Permanent Part-Time employee who requires time off from work may be granted special leave without the loss of pay with the approval of their General Manager under the following circumstances:

20.1.1 An illness in the immediate family up to four (4) business days per calendar year.

20.1.2 Bereavement related to the loss of an immediate family member, excluding a spouse or dependent child, up to seven (7) business days.

20.1.3 Bereavement related to the loss of a spouse or dependent child up to thirty (30) business days.

20.1.4 The administration of the estate of an immediate family member up to two (2) business days per calendar year.

20.1.5 The birth or adoption of the employee's child up to five (5) business days.

20.1.6 When summoned or subpoenaed as a witness or defendant to appear in court in his/her official capacity as an employee of Greenview.

20.1.7 When summoned to serve as a juror under the Jury Act.

20.1.8 Attend funeral as pallbearer or mourner, for a non-immediate family member, up to (1) day.

20.2 The Chief Administrative Officer may approve other days off with pay on a case-by-case basis for circumstances such as writing exams, personal or natural disasters, to attend the funeral of a non-immediate family member or close friend, etc.

20.3 Temporary, Casual, and Seasonal employees are not eligible for Special Leaves of Absence under Article 19.

ARTICLE 21

Unpaid Leaves of Absence

21.1 After twelve (12) months of permanent employment an employee may request an unpaid leave of absence. To be considered, the request must be submitted at least two (2) weeks in advance of the requested leave. Where operational requirements permit and upon approval of the Chief Administrative Officer the leave without pay shall be granted.

21.2 An unpaid leave of absence shall not exceed three (3) months.

21.3 An employee on an approved unpaid leave of absence shall continue to be covered for all benefits.

21.4 An employee on an approved unpaid leave of absence shall not engage in any alternate employment for which they will be paid at any point, except for work in agricultural operations or businesses where the employee has an immediate family or personal interest.

ARTICLE 22

Maternity/Adoption/Parental Leave

22.1 Maternity/Adoption/Parental Leave will be conducted as per labour standards code.

22.2 An Employee who at the commencement of Maternity/Adoption/Parental Leave is participating in the Group Health Benefits Plan shall continue to be covered under these Plans through the entire period that the Employee is on Maternity/Adoption/Parental Leave, and the Employer will pay the premium contributions in full.

22.3 If an employee is eligible for EI Maternity or Paternity Benefits through Service Canada then Greenview will provide a Supplemental Unemployment Benefit (SUB), or top-up, to that employee on leave. The amount of supplement paid under this plan in any week, combined with the weekly rate of Employment Insurance benefits, will not exceed 100% of the employee's normal weekly gross earnings for a maximum of 8 weeks. The Supplemental Unemployment Benefit will commence the same day as the Maternity or Paternity leave. The remainder of the leave will be unpaid.

Calculation:
Regular Weekly Earning – EI Maternity Weekly Benefit = Weekly Top-Up Amount

22.3.1 Proof of current EI payment is required in order to calculate top-up amount. Documentation must be provided to the HR Coordinator, Payroll and Benefits.

22.3.2 Eligible employees will receive this supplement during the EI waiting period (1 week).

22.3.3 Income Tax, CPP and EI deductions will apply to the Supplemental Unemployment Benefit.

22.3.4 LAPP, RRSP and APEX deductions may not apply to the Supplemental Unemployment Benefit.

ARTICLE 23

Retirement Provisions

23.1 All eligible employees shall participate in the Local Authorities Pension Plan as per the LAPP Bylaw guidelines established by the LAPP Board.

23.2 All eligible employees may participate in the APEX supplementary pension plan as per the guidelines established by the APEX Board. If the employee participates in the APEX supplementary pension plan, the employee cannot participate in the matching RRSP Plan.

23.3 All eligible employee may participate in the group RRSP plan as per the plan guidelines as established by Greenview. If the employee participates in the RRSP plan, the employee cannot participate in the APEX supplementary pension plan.

23.4 All eligible employees who are collecting their LAPP Pension and continue to be employed by Greenview will receive an amount equal to the Employer's contributions, as per the last LAPP contribution amount made for that employee, each pay for a maximum of three (3) years. This benefit is designed to retain senior staff members with valuable knowledge and experience who may, otherwise, choose to retire. In order to be eligible for this benefit employees must meet the following criteria:

a) Qualify for an unreduced pension by meeting the '85 factor' requirements as per LAPP guidelines
b) Age 60 or older
c) Proof of eligibility must be provided to the HR Coordinator, Payroll and Benefits

ARTICLE 24

Remuneration and Merit Increase

24.1 An annual market increase will be requested on behalf of the employees by the Chief Administrative Officer with Council; the Staff Liaison Committee members may be present at the time of the request.

24.2 Upon satisfactory performance an employee may, at the recommendation of their immediate Supervisor and with the approval of their General Manager or Chief Administrative Officer, be eligible for a Step Increase. All increases of more than one Step within a six (6) month period of time require the approval of the respective General Manager or Chief Administrative Officer.

24.2.1 Employees currently placed at Step 7 are not eligible for a merit increase beyond their respective Job Band.

ARTICLE 25

Temporary Employees

25.1 In accordance with Article 2 (d), a Temporary Employee is an employee who is hired to perform duties, which are not considered to be seasonal in nature for a known, limited period of time. Except as modified in Article 25, all provisions of this Staff Agreement shall apply to Temporary Employees.

25.1.1 A Temporary Employee who has worked forty-eight (48) continuous months in the same position and who has worked more than twenty (20) hours per week, will be classified as a Permanent Employee and will be entitled applicable benefits.

25.1.2 Continuous services means service without a break of three (3) months or more.

25.2 Greenview has the right to release a Temporary Employee when no longer required in that capacity or on the completion of the expected term of the position.

25.3 A Temporary Employee is eligible to apply on all internal and external posted positions. If a Temporary Employee is the successful applicant for a permanent position they will begin a new probationary period pursuant to Article 10.

25.4 A Temporary Employee who has been hired for a term of at least twelve (12) months will be eligible for Sick Time in accordance with Article 16 with the exception of 16.9.

25.5 A Temporary Employee who has been hired for a term of at least twelve (12) months will be eligible for Medical Appointments in accordance with Article 17.

25.6 A Temporary Employee who has been hired for a term of at least twelve (12) months will be eligible for five (5) general paid days off, per calendar year, in lieu of Special Leaves of Absence.

25.7 A Temporary Employee who has been hired for a term of at least twelve (12) months will be entitled to all Health Benefits listed under Article 13.

25.7.1 Temporary Employees will not be entitled to Short Term Disability and Long Term Disability benefits as outlined in Articles 14 and 15, respectively.

ARTICLE 26

Additional Positions

26.1 An employee is eligible to hold more than one (1) position within Greenview so long as the regular hours do not exceed 37.5 hours a week.

26.2 The first position that the employee is hired into will be considered the primary position and subsequent employment offers be deemed as the secondary, or additional, position(s).

26.3 If the regular hours worked exceed 20 hours per week, on average, then the employee will be eligible for Health Benefits as per Article 13.

26.4 All overtime shall be in compliance with Article 6 and will be charged to the department incurring the overtime.

26.5 It is the responsibility of the employee to notify both, or all, of their Managers if any work will put them in an overtime situation.

26.6 Employees are eligible to hold a casual position in addition to a regular part-time position but the regular part-time position must always take precedence over the casual position.

26.7 Performance Appraisals must be completed for all positions held by an individual employee.

ARTICLE 27

Health and Safety

27.1 Each employee and each supervisor shall take reasonable care for the protection of public and Employee health and safety in the operation of equipment and the storage or handling of materials and substances, as required by the Occupational Health and Safety Act.

27.2 An Employee shall immediately notify his/her supervisor when he/she has as accident at a work site that result in injury or that had the potential of causing serious injury. An Employee who becomes aware of a health and safety concern at their work site shall immediately notify their supervisor.

27.3 Where the Municipal District requires an Employee to undergo compulsory medical examinations, the cost of such examination shall be paid by the Employer.

27.4 For injury or illness not job related, Employees will report directly to their Supervisor. The Supervisor will advise as to what procedures to follow and what forms to complete.

<u>Protective Clothing</u>

1. (a) Protective clothing and safety equipment shall be supplied by the Municipal District and/or the Employee as required by the Alberta Occupational Health and Safety Act, and the Radiation Health Protection Act and any regulation or amendment thereto.

(b) All uniforms, clothing and equipment, supplied by the Municipal District shall remain the property of the Municipal District.

<u>Safety Footwear Subsidy</u>

1. Where the Occupational Health & Safety Standards determines that safety footwear should be provided, the Employer shall reimburse each Employee, required to wear CSA approved footwear, the cost of such footwear up to a maximum of two hundred and fifty dollars ($250.00) per annum payable after two (2) months of employment on proof of purchase.

ARTICLE 28

Tool Allowance

28.1 Heavy Equipment Technicians and Apprentices will be eligible for a Mechanic's Tool Allowance. The Employer shall reimburse each eligible employee for the cost of tools purchased primarily for the workplace, up to a maximum of five hundred dollars ($500.00) per annum payable after two (2) months of employment on proof of purchase.

ARTICLE 29

Northern Travel and Medical Travel Allowances

29.1 In an effort to provide staff with an ability to claim the maximum amount of medical and travel allowance possible based on Revenue Canada Agency's Guidelines, Council approved non-cash allowances for the following benefits.

29.2 Greenview will provide employees with a non-cash allowance for Medical Travel calculated at 2% of regular earnings, to a maximum of $500.00 per year, which is deemed to be a medical travel assistance benefit.

29.3 Greenview will provide all employees with a non-cash allowance for Northern Travel calculated at 10% of regular earnings, to a maximum of $2500.00 per year, which is deemed to be a travel assistance benefit.

29.4 Both the Northern Travel Allowance and the Medical Travel Allowance will be indicated on each employee's T4 slips, which allows the employee to annually claim extra income tax deductions.

ARTICLE 30

Policies

The following items (or their successors) are located in the Greenview Policy Binder:

30.1 Violence/Harassment Prevention – Policy No. 3004

30.2 Staff Allowances and Reimbursements - Policy No. HU12

30.3 Travel and Subsistence - Policy No. 1002

30.4 General Health and Safety – Policy No. 3000

MEMORANDUM OF UNDERSTANDING #1

RE: RATIFICATION AND EFFECTIVE DATES

The parties acknowledge the need to have some items retroactive to January 1, 2017 whereas it is recognized that the remaining items will become effective as of the ratification date of this Staff Agreement.

Whereas it is the intent of the parties to assign the effective dates based on fairness to staff members and on administrative reasonability. The parties agree as follows:

1. The Retirement Provisions Article is retroactive to January 1, 2017.

2. The Maternity/Adoption/Parental Leave Article is retroactive to January 1, 2017.

3. The Tool Allowance Article is retroactive to January 1, 2017.

4. Best Doctors Elite Diagnostic Imaging is retroactive to March 1, 2017.

5. Hours of Work Article including minimum hours for Home Support staff and minimum hours between shifts.

6. All other changes to terms and conditions of employment listed within the Staff Agreement will become effective on the date of ratification. These changes include, but are not limited to, the following:

    a. Overtime Article including the recognition of travel time related to Learning and Professional Development

    b. Sick Leave Article

    c. Safety Footwear Subsidy under the Health and Safety Article

    d. Acting Pay Article

    e. Temporary Employees Article

    f. Additional Positions Article

Date of Ratification: _____

REQUEST FOR DECISION

SUBJECT:	**Appointment – Secretary to the Subdivision and Development Appeal Board**				
SUBMISSION TO:	REGULAR COUNCIL MEETING	REVIEWED AND APPROVED FOR SUBMISSION			
MEETING DATE:	September 26, 2017	CAO:	MH	MANAGER:	SAR
DEPARTMENT:	PLANNING & DEVELOPMENT	GM:	GG	PRESENTER:	SAR
STRATEGIC PLAN:	Level of Service				

RELEVANT LEGISLATION:

Provincial (cite) – Municipal Government Act, RSA 2000, c M-26 Section 209 and 210

Council Bylaw/Policy (cite) –Subdivision and Development Appeal Board Bylaw 95-157 and Subdivision and Development Appeal Board Amending Bylaw 13-710

RECOMMENDED ACTION:

MOTION: That Council appoint Danie Lagemaat, as a Subdivision and Development Appeal Board Secretary.

BACKGROUND/PROPOSAL:

The role of the Subdivision and Development Appeal Board (SDAB) Secretary is necessary to meet the requirements as established under Section 7.3 of the SDAB Bylaw 95-157 and Bylaw 13-710. The Secretary has the functions, duties and responsibility to ensure the SDAB proceedings meet all requirements in accordance with the Municipal Government Act, that proceedings takes place in an orderly manner, and ensures that any post-hearing requirement are meet as set out by legislation and the SDAB Bylaw.

The SDAB hears matters as a quasi-judicial body when an appeal is received specifically hearing the evidence for and against a decision that was made for the following: Development Appeal (on a Discretionary Use - Development Permit or variance); Most Subdivision Appeals; and/or Stop Orders.

Administration recommends the appointment of Danie Lagemaat. This will give Greenview two individuals (Danie Lagemaat and CAO Mike Haugen) capable of fulfilling the role. The appointment of a Secretary position to the SDAB should be someone outside the Planning and Development Department so there is no misconception or possible perception of bias.

BENEFITS OF THE RECOMMENDED ACTION:

1. The benefit of the recommend motion is that the appointment would allow an alternative staff to perform the functions and duties of the Subdivision and Development Appeal Board Secretary.

DISADVANTAGES OF THE RECOMMENDED ACTION:

1. There are no perceived disadvantages to the recommended motion.

ALTERNATIVES CONSIDERED:

Alternative #1: Council has the alternative to deny the recommendation motion and appoint another individual as Subdivision and Development Appeal Board Secretary.

FINANCIAL IMPLICATION:

There are no financial implications to the recommended motion.

STAFFING IMPLICATION:

There are no staffing implications to the recommended motion.

PUBLIC ENGAGEMENT LEVEL:

Greenview has adopted the IAP2 Framework for public consultation.

INCREASING LEVEL OF PUBLIC IMPACT

Inform

PUBLIC PARTICIPATION GOAL

Inform - To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.

PROMISE TO THE PUBLIC

Inform - We will keep you informed.

FOLLOW UP ACTIONS:

There are no follow up actions to the recommended motion.

ATTACHMENT(S):

- Municipal Government Act, RSA 2000, c M-26 Section 209 and 210
- Subdivision and Development Appeal Board Bylaw 95-157
- Subdivision and Development Appeal Board Amending Bylaw 13-710

carrying out powers, duties or functions delegated to them by the council.

1994 cM-26.1 s208;1998 c24 s10

Delegation by chief administrative officer

209 A chief administrative officer may delegate any of the chief administrative officer's powers, duties or functions under this or any other enactment or bylaw to a designated officer or an employee of the municipality.

1994 cM-26.1 s209

Designated officers

210(1) A council may by bylaw establish one or more positions to carry out the powers, duties and functions of a designated officer under this or any other enactment or bylaw.

(2) Council may give a position established under subsection (1) any title the council considers appropriate.

(3) The bylaw must include which of the powers, duties and functions referred to in subsection (1) are to be exercised by each position.

(4) Unless otherwise provided by bylaw, all designated officers are subject to the supervision of and accountable to the chief administrative officer.

(5) A chief administrative officer may exercise all of the powers, duties and functions of a designated officer under this or any other enactment or bylaw if

(a) no position of designated officer has been established by council,

(b) the position of designated officer is vacant, or

(c) this or any other enactment or bylaw refers to a designated officer and the power, duty, function or other thing relating to the designated officer has not been assigned to any designated officer by council.

1994 cM-26.1 s210

Revocation

211(1) A municipality may revoke with or without cause the appointment of a person to the position of a designated officer.

(2) A designated officer whose appointment is revoked without cause is, subject to any written agreement between the municipality and the officer, entitled to reasonable notice or to compensation instead of reasonable notice.

BYLAW NO. 95-157

of the Municipal District of Greenview No. 16

A Bylaw of the Municipal District of Greenview No. 16, in the Province of Alberta, to establish the SUBDIVISION AND DEVELOPMENT APPEAL BOARD of the Municipal District of Greenview No. 16.

WHEREAS Section 627 of the Municipal Government Amendment Act, being Chapter 24 of the Revised Statutes of Alberta, 1995, requires that a Council must establish a Subdivision and Development Appeal Board by Bylaw.

THEREFORE the Council of the Municipal District of Greenview No. 16, duly assembled, enacts as follows:

1. NAME

1.1 This bylaw may be cited as the "Subdivision and Development Appeal Board Bylaw".

2. DEFINITIONS

2.1 "Act" means the Municipal Government Amendment Act S.A. 1995 as amended.

2.2 "Appellant" means a person who, pursuant to the Act, has served a notice of appeal on the Subdivision and Development Appeal Board.

2.3 "Council" means the Reeve and Councillors of the Municipal District of Greenview No. 16 for the time being elected pursuant to the provisions of the Act, whose term is unexpired, who have not resigned and who continue to be eligible to hold office as such under the terms of the Act.

2.4 "Development Application" means an application made to the Development Authority in accordance with the Land Use Bylaw for the purpose of obtaining a development permit.

2.5 "Development Authority" means the persons established under the Development Authority Bylaw to perform the functions of the development authority under the Act.

2.6 "Development Permit" means a document authorizing a development issued in accordance with the Land Use Bylaw of the M.D. of Greenview No. 16.

2.7 "Land Use Bylaw" means a bylaw adopted as a Land Use Bylaw pursuant to the Act or the former Act.

2.8 "Subdivision Authority" means the persons established under the Subdivision Authority Bylaw to perform the functions of a subdivision authority under the Act.

2.9 "Subdivision and Development Appeal Board" means the Board established to hear development and subdivision appeals pursuant to Section 3 herein.

2.10 "Subdivision and Development Appeal Board Secretary" means the person appointed to the position established under Section 7 herein.

3. ESTABLISHMENT AND MEMBERSHIP

3.1 The Subdivision and Development Appeal Board of the M.D. of Greenview No. 16 is hereby established.

3.2 The Subdivision and Development Appeal Board shall consist of five members appointed annually by resolution of Council. Three members shall be appointed from the public at large, and two members shall be appointed from Council.

3.3 No person who is an employee of the M.D. of Greenview No. 16, who is a member of the Development Authority or a Subdivision Authority for the M.D. of Greenview No. 16, or who is a member of the Municipal Planning Commission, shall be appointed to the Subdivision and Development Appeal Board.

3.4 Any vacancies caused by the death, retirement or resignation of a member may be filled by resolution of Council.

3.5 Council may remove a member from the Subdivision and Development Appeal Board by resolution at any time.

4. TERM OF OFFICE

4.1 Subject to Section 3.5 and 4.2. of this Bylaw, each member of the Subdivision and Development Appeal Board shall be appointed at the pleasure of the Council for a term of one year and may be re-appointed upon the expiry of the term at the pleasure of the Council.

4.1 Where a member of Council is appointed as a member of the Subdivision and Development Appeal Board, his appointment shall terminate upon his ceasing to be a member of Council.

5. CHAIRMAN

5.1 At the first meeting of the Subdivision and Development Appeal Board following Council's Organizational Meeting each year, a Chairman shall be elected by vote of the majority of the members.

5.2 A member may be re-elected to the position of Chairman.

5.3 The Chairman shall preside at the meetings of the Subdivision and Development Appeal Board.

6. VICE-CHAIRMAN

6.1 A Vice-Chairman shall be elected at the same time and under the same rules as the Chairman.

6.2 A member may be re-elected to the position of Vice-Chairman.

6.3 The Vice-Chairman shall preside at the meetings of the Subdivision and Development Appeal Board in place of the Chairman if the Chairman, for any reason, does not preside at the meeting.

6.4 In the absence of the Chairman and Vice-Chairman, one of the other members of the Subdivision and Development Appeal Board shall be elected to preside.

7. SECRETARY OF THE SUBDIVISION AND DEVELOPMENT APPEAL BOARD

7.1 The position of designated officer for the limited purpose of carrying out the function of the Secretary to the Subdivision and Development Appeal Board is hereby established ("Subdivision and Development Appeal Board Secretary").

7.2 The Municipal Manager and/or designate is appointed the Subdivision and Development Appeal Board Secretary and shall not be a member of the Subdivision and Development Appeal Board.

7.3 The Subdivision and Development Appeal Board Secretary shall have responsibilities and functions including the following:

7.3.1 Makes and keeps a record of the Subdivision and Development Appeal Board proceedings which may be in the form of a summary of the evidence presented at a hearing.

7.3.2 Ensures statutory notices and decisions of the Subdivision and Development Appeal Board are provided to such persons as the Act requires.

7.3.3 Compiles and provides agenda and meeting packages to members and make available to the public.

7.3.4 Signs orders, decisions, approvals, notices, and other items given by the Subdivision and Development Appeal Board on its behalf.

8. QUORUM AND MEETINGS

8.1 A quorum of the Subdivision and Development Appeal Board shall be a majority of the members of the Subdivision and Development Appeal Board.

8.2 The Subdivision and Development Appeal Board shall meet at such intervals as are necessary to consider and decide appeals filed with it in accordance with the Act.

8.3 The Subdivision and Development Appeal Board may make rules as are necessary for the conduct of its meetings, its hearings and its business that are consistent with this bylaw, the M.D. of Greenview No. 16 Land Use Bylaw, and the Act.

9. FEES AND EXPENSES

9.1 The remuneration, traveling, living and other expenses of the members of the Subdivision and Development Appeal Board and the Subdivision and Development Appeal Board Secretary, shall be established by resolution of Council from time to time.

10. DEVELOPMENT APPEALS

10.1 Subject to Sections 641(4) and 685(3) of the Act, the Subdivision and Development Appeal Board shall hear appeals where the Development Authority of the M.D. of Greenview No. 16:

10.1.1 refuses or fails to issue a development permit to a person, or

10.1.2 issues a development permit subject to conditions, or

10.1.3 issues an order under Section 645 of the Act,

and appeals are launched within the time limitations and in the manner indicated in the Act.

10.2 Subject to Sections 641(4) and 685(3) of the Act, the Subdivision and Development Appeal Board shall hear appeals from any person affected by an order, decision or development permit issued by the Development Authority, who appeals within the time limitations and in the manner indicated in the Act.

10.3 The Subdivision and Development Appeal Board shall hold an appeal hearing respecting any Development Appeal within 30 days of receipt of the notice of appeal.

10.4 The Subdivision and Development Appeal Board shall give at least five days notice in writing of the appeal hearing to:

10.4.1 the Appellant,

10.4.2 the Development Authority for the M.D. of Greenview No. 16,

10.4.3 The owners required to be notified under the Land Use Bylaw of the M.D. of Greenview No. 16,

10.4.4 any other person that the Subdivision and Development Appeal Board considers to be affected by the appeal and should be notified.

10.5 In determining an appeal, the Subdivision and Development Appeal Board:

10.5.1 shall comply with the Land Use Policies established pursuant to Section 622 of the Act.

10.5.2 shall comply with any statutory plan and, subject to subsection 10.5.5 of this Bylaw, the Land Use Bylaw of the M.D. of Greenview No. 16.

10.5.3 shall have regard to but not be bound to the Subdivision and Development Regulations established pursuant to Section 694 of the Act.

10.5.4 may confirm, revoke or vary the order, decision or development permit or any condition attached to any of them or make or substitute an order, decision or permit of its own.

10.5.5 may make an order or decision or issue or confirm the issue of a development permit even though the proposed development does not comply with the Land Use Bylaw if, in its opinion,

(i) the proposed development would not

(a) unduly interfere with the amenities of the neighborhood, or

(b) materially interfere with or affect the use, enjoyment or value of neighboring parcels of land, and

(ii) the proposed development conforms with the use prescribed for that land or building in the Land Use Bylaw.

10.6 The Subdivision and Development Appeal Board shall give its decision in writing together with reasons for the decision within 15 days of the conclusion of the public hearing.

11. SUBDIVISION APPEALS

11.1 Subject to Section 678 of the Act, the Subdivision and Development Appeal Board shall hear appeals of decisions of the Subdivision Authority for the M.D. of Greenview No. 16 provided an appeal is received within the time limitations and in the manner indicated in the Act.

11.2 The Subdivision and Development Appeal Board shall hold an appeal hearing respecting any appeal within 30 days of receipt of the notice of appeal.

11.3 The Subdivision and Development Appeal Board shall give at least five days notice in writing of the appeal hearing to:

11.3.1 the applicant for subdivision approval,

11.3.2 the Subdivision Authority for the M.D. of Greenview No. 16,

11.3.3 any school authority to whom the application for subdivision approval was referred,

11.3.4 all adjacent land owners who were given notice of the application for subdivision approval pursuant to Section 653(4) of the Act,

11.3.5 every Government department that was given a copy of the application for subdivision approval pursuant to the Act, and

11.3.6 the adjacent municipality, if the land that is the subject of the application for subdivision approval is adjacent to the M.D. of Greenview No. 16 boundaries.

11.4 In determining an appeal, the Subdivision and Development Appeal Board:

11.4.1 shall be consistent with the Land Use Policies established pursuant to Section 622 of the Act,

11.4.2 shall have regard to any statutory plan which is in effect,

11.4.3 shall conform with the uses of land referred to in the Land Use Bylaw,

11.4.4 shall have regard to but not be bound to the Subdivision and Development Regulations established pursuant to Section 694 of the Act,

11.4.5 may confirm, revoke or vary the approval or decision or any condition imposed by the Subdivision Authority or make or substitute a decision or any condition of its own, and

11.4.6 may exercise the same power as the Subdivision Authority is permitted to exercise pursuant to the Act or any Regulations or Bylaws adopted pursuant to the Act.

11.5 The Subdivision and Development Appeal Board shall give its decision in writing together with reasons for the decision within 15 days of the conclusion of the public hearing.

Bylaw 94-42 is hereby rescinded.

This Bylaw shall come into force and effect upon the day of final passing.

Read a first time this 11th day of October, A.D., 1995.

Read a second time this 11th day of October, A.D., 1995.

Read a third time and final time this day 26th of October, A.D., 1995.

K. A. Mulligan
REEVE

MUNICIPAL MANAGER

BYLAW NO. 13-710
of the Municipal District of Greenview No. 16

A Bylaw of the Municipal District of Greenview No. 16, in the Province of Alberta, to amend Bylaw 95-157 (SDAB Bylaw) by changing the membership to the Board.

1. The second sentence of clause 3.2 of Bylaw 95-157 is hereby replaced with a sentence that reads: "Five members shall be appointed by Council from the public at large".

2. This Bylaw shall come into effect upon final passing.

Read a first time this 10th day of, September AD, 2013.

Read a second time this 24th day of September, AD, 2013.

Read a third time and finally passed this 24th day of September AD, 2013.

(Original signed copy on file)
Reeve

(Original signed copy on file)
Interim Chief Administrative Officer

REQUEST FOR DECISION

SUBJECT:	**St. Stephen's School – WE Day Request**				
SUBMISSION TO:	REGULAR COUNCIL MEETING	REVIEWED AND APPROVED FOR SUBMISSION			
MEETING DATE:	September 26, 2017	CAO:	MH	MANAGER:	
DEPARTMENT:	COMMUNITY SERVICES	GM:	DM	PRESENTER:	DM
STRATEGIC PLAN:					

RELEVANT LEGISLATION:

Provincial (cite) – N/A

Council Bylaw/Policy (cite) – N/A

RECOMMENDED ACTION:

MOTION: That Council accept for information the funding request from St. Stephen's School to attend WE Day.

BACKGROUND/PROPOSAL:

St. Stephen's School is requesting funds for the Christian Leadership group to attend WE Day. WE Day is a movement that brings people together and gives them the tools to change the world. The total cost of the trip is $1,100.00, however the group is requesting Greenview to contribute $200.00 for the trip.

The reason the group wants to go to WE Day is they have visited the elderly people at the hospital and at a daycare, raked leaves, shoveled driveways and donated money from ice cream sales. Last year $2,000.00 was raised from ice cream sales towards local, national and international charities.

The Community Service Miscellaneous Grant has a balance of $274,935.81 as of September 25, 2017.

BENEFITS OF THE RECOMMENDED ACTION:

1. The benefit of Council accepting the recommended motion is that Council will be informed of the funding request from St. Stephen's School.

DISADVANTAGES OF THE RECOMMENDED ACTION:

1. There are no perceived disadvantages to the recommended motion.

ALTERNATIVES CONSIDERED:

Alternative #1*:* Council has the alternative to accept the funding request for information, approve funding in the amount requested or an alternate amount. However, if funding is provided to this group for the WE Day it may set a precedence for other school's to request similar funding for field trips.

FINANCIAL IMPLICATION:

Direct Costs: There are no financial implications to the recommended motion.

Ongoing / Future Costs: N/A

STAFFING IMPLICATION:

There are no staffing implications to the recommended motion.

PUBLIC ENGAGEMENT LEVEL:

Greenview has adopted the IAP2 Framework for public consultation.

INCREASING LEVEL OF PUBLIC IMPACT

Inform

PUBLIC PARTICIPATION GOAL

Inform - To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.

PROMISE TO THE PUBLIC

Inform - We will keep you informed.

FOLLOW UP ACTIONS:

Administration will correspond with the organization to inform them of Council's decision.

ATTACHMENT(S):

- St. Stephen's School – WE Day Funding Request

Dear Municipal District of GreenView,

St. Stephen school needs funds so the Christian Leadership group can go to WE Day. The reason we want to go to we day is because we have done a lot of nice stuff like visit elderly people at the hospital, visit kids at a daycare, rake people's leaves, shoveled people's driveways and donated money from ice cream sales. Last year we raised 2000 dollars from ice cream sales towards local, national and international charities.
What WE Day is, WE Day is a movement that brings people together and gives them the tools to change the world. People get to go to WE Day by doing nice things as much as they can.

We need the money for a hotel, and food.

From, St. Stephen School

If you have any questions phone the school at 780-524-3562

P.S. We will be willing to do a job to get the funds.

Total cost of trip $1,100.00, the group is requesting $200.00
as per conversation with Kathryn Gauthier, Junior High Teacher. 09/20/2017

St. Stephan's School
P.O. Box 840
Valleyview, AB
T0H 3N0

REQUEST FOR DECISION

SUBJECT:	**DeBolt 2017 Harvester's Ball**		
SUBMISSION TO:	REGULAR COUNCIL MEETING	REVIEWED AND APPROVED FOR SUBMISSION	
MEETING DATE:	September 26, 2017	CAO: MH	MANAGER:
DEPARTMENT:	COMMUNITY SERVICES	GM: DM	PRESENTER: DM
STRATEGIC PLAN:			

RELEVANT LEGISLATION:
Provincial (cite) – N/A

Council Bylaw/Policy (cite) – N/A

RECOMMENDED ACTION:
MOTION: That Council approve Platinum Sponsorship in the amount of $2,500.00 to the DeBolt & District Agricultural Society for the Annual Harvester's Ball in DeBolt on October 21, 2017, with funds to come from the Community Service Miscellaneous Grant.

BACKGROUND/PROPOSAL:
The DeBolt & District Agricultural Society is seeking sponsorship for the Annual Harvester's Ball to be held at the DeBolt & District Agricultural Centre on October 21, 2017. The annual event is a primary source of funding for the Agricultural Society enabling them to maintain and provide the community with many services and programs, some of which include: Gunby Ranch Golf Club, the Sports Fields, Minor Ball and Soccer Club, the Fitness Centre, the Curling Rink and numerous activities provided for children throughout the year.

The DeBolt & District Agricultural Society is requesting support in the form of cash donations, merchandise for the silent auction tables and/or sponsorship packages ranging from $500.00 - $2,500.00. Greenview provided Main Event Sponsorship in the amount of $2,000.00 to the DeBolt & District Agricultural Society for the 2015 Annual Harvester's Ball.

The Community Service Miscellaneous Grant has a balance of $274,935.81 as of September 25, 2017.

BENEFITS OF THE RECOMMENDED ACTION:
1. The benefit of Council accepting the recommended motion is that Greenview will be supporting the DeBolt & District Agricultural Society with maintaining and providing community services and programs in DeBolt and area through the funds collected at the Annual Harvester's Ball event.

DISADVANTAGES OF THE RECOMMENDED ACTION:
1. There are no perceived disadvantages to the recommended motion.

ALTERNATIVES CONSIDERED:

Alternative #1*:* Council has the alternative to approve, alter or deny the sponsorship to the DeBolt & District Agricultural Society for the Annual Harvester's Ball.

FINANCIAL IMPLICATION:

Direct Costs: $2,500.00 from Community Service Miscellaneous Grant

Ongoing / Future Costs: N/A

STAFFING IMPLICATION:

There are no staffing implications to the recommended motion.

PUBLIC ENGAGEMENT LEVEL:

Greenview has adopted the IAP2 Framework for public consultation.

INCREASING LEVEL OF PUBLIC IMPACT

Inform

PUBLIC PARTICIPATION GOAL

Inform - To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.

PROMISE TO THE PUBLIC

Inform - We will keep you informed.

FOLLOW UP ACTIONS:

Administration will correspond with the organization to inform them of Council's decision.

ATTACHMENT(S):

- DeBolt Harvester's Ball 2017 – Sponsorship Request Letter

DEBOLT HARVESTER'S BALL 2017

Dear Potential Sponsor,

The Debolt & District Agricultural Society would like to invite you to become a sponsor for our annual Harvester's Ball. This year's Masquerade Ball is scheduled to happen October 21, 2017 at the Debolt Centre, and will include a catered dinner and silent auction. This annual event is a primary source of funding for the Ag Society and wouldn't be successful without the help from our wonderful sponsors!

The Ag Society is focused on providing the community with many services and programs, some of which are the Gunby Ranch Golf Club, the Sports Fields where we have our annual slo-pitch tournament, Minor Ball and Soccer club, the Fitness Centre, the Curling Rink, and numerous activities provided for kids throughout the year. We rely on our Harvester's event to raise money so that we can continue to maintain and provide these types of services. We could not continue to do these things without the help and support from our community each year. We want to thank all the sponsors who have supported the event in the past years, and hope you will continue to support us as we move forward.

Your donation will help ensure the success of our Harvester's Ball and help continue the growth of our community. Below you can find information on the different sponsorship levels. If you would like to donate items for the silent auction tables, your name will also be listed on our sponsorship board. We appreciate every donation! If you have questions or concerns, please don't hesitate to call. We hope to hear from you soon.

Sincerely,

_____ Ph#_____

PLATINUM $2500+

- Name on Sponsorship Board (displayed year round)
- Special Mention during event
- Name featured on our VIP Table, during event
- Special Mention on our Website and Social Media accounts
- 8 tickets to the event

GOLD $1000+

- Name on Sponsorship Board (displayed year round)
- Special Mention during event
- Special Mention on our Website and Social Media accounts
- 8 tickets to the event

SILVER $500+

- Name on Sponsorship Board (displayed year round)
- Special Mention on our Website and Social Media accounts

BRONZE Under $500

- Name on our Sponsorship Board (displayed year round)

REQUEST FOR DECISION

SUBJECT:	**Grande Spirit Foundation – Harvest Dinner Sponsorship**				
SUBMISSION TO:	REGULAR COUNCIL MEETING	REVIEWED AND APPROVED FOR SUBMISSION			
MEETING DATE:	September 26, 2017	CAO:	MH	MANAGER:	
DEPARTMENT:	COMMUNITY SERVICES	GM:	DM	PRESENTER:	DM
STRATEGIC PLAN:					

RELEVANT LEGISLATION:

Provincial (cite) – N/A

Council Bylaw/Policy (cite) – N/A

RECOMMENDED ACTION:

MOTION: That Council approve Corporate Table Sponsorship in the amount of $500.00 made payable to the Grande Spirit Foundation for the Annual Harvest Dinner, October 14, 2017 at the Stonebridge Hotel, Grande Prairie, Alberta, with funds to come from the Community Service Miscellaneous Grant.

BACKGROUND/PROPOSAL:

The Friends of Grande Spirit Foundation is seeking sponsorship in the form of Corporate Table Sponsorship for the Annual Harvest Ball to be held at the Stonebridge Hotel, Grande Prairie, Alberta on October 14, 2017. Table sponsorship includes advertising and wine, individual tickets are $60 each. The funds raised by this event will provide recreation equipment, outdoor furniture, swings and many other extras that make the lodge feel more like home to the senior residents.

Corporate Table Sponsorship in the amount of $550.00 was provided to the Grande Spirit Foundation for the Annual Harvest Dine and Dance in 2016. The Community Service Miscellaneous Grant has a balance of $274,935.81 as of September 25, 2017.

BENEFITS OF THE RECOMMENDED ACTION:

1. The benefit of Council accepting the recommended motion is that the Friends of the Grande Spirit Foundation will provide the seniors in the lodge with recreation equipment, outdoor furniture, swings and other extras to make the lodge feel more like home. Greenview would be providing support to local seniors.

DISADVANTAGES OF THE RECOMMENDED ACTION:

1. There are no perceived disadvantages to the recommended motion.

ALTERNATIVES CONSIDERED:

Alternative #1*:* Council has the alternative to approve, alter or deny the sponsorship to Grande Spirit Foundation for the Harvest Dinner.

FINANCIAL IMPLICATION:

Direct Costs: $500.00 from Community Service Miscellaneous Grant

Ongoing / Future Costs: N/A

STAFFING IMPLICATION:

There are no staffing implications to the recommended motion.

PUBLIC ENGAGEMENT LEVEL:

Greenview has adopted the IAP2 Framework for public consultation.

INCREASING LEVEL OF PUBLIC IMPACT

Inform

PUBLIC PARTICIPATION GOAL

Inform - To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.

PROMISE TO THE PUBLIC

Inform - We will keep you informed.

FOLLOW UP ACTIONS:

Administration will correspond with the organization to inform them of Council's decision.

ATTACHMENT(S):

- Grande Spirit Foundation – Sponsorship Request Letter

Grande Spirit Foundation

"We serve seniors, families and individuals by providing quality affordable housing"

September 6, 2017

The air is turning cool, the leaves are falling, and the kids started back to school. It's soon time for the Friends of the Grande Spirit Foundation Harvest Dinner. We invite you to save the date of October 14, 2017 at 5:00 for cocktails followed by a dinner, auction and dance featuring Night Ryders at the Stonebridge Hotel.

Our corporate tables cost $550.00 and include advertising and wine. Individual tickets are $60. In the event that you wish to purchase tickets but can not attend, we would be glad to find worthy folks who would be happy to use them.

This annual fundraiser is successful because of companies like yours and people like you!

Please consider purchasing tickets or donating an auction item. All funds raised support our local seniors by allowing us to buy things like recreation equipment, outdoor furniture and swings and many other extras that make our lodges feel more like home.

For more information or if you wish to donate or buy tickets, please contact Wendy at 780-978-3310 or Tracy at 780-538-1818 or by email at tmcgregor@grandespirit.org.

Thank you in advance for your consideration.

Sincerely,

Tracy McGregor

On behalf of Friends of the Foundation

9505 - 102 Avenue, Grande Prairie, Alberta T8V 7G9
Telephone: (780) 532-2905 Fax: (780) 539-3155

REQUEST FOR DECISION

SUBJECT:	**Multiplex Event**		
SUBMISSION TO:	REGULAR COUNCIL MEETING	REVIEWED AND APPROVED FOR SUBMISSION	
MEETING DATE:	September 26, 2017	CAO: MH	MANAGER:
DEPARTMENT:	COMMUNITY SERVICES	GM: DM	PRESENTER: DM
STRATEGIC PLAN:			

RELEVANT LEGISLATION:
Provincial (cite) – N/A

Council Bylaw/Policy (cite) – N/A

RECOMMENDED ACTION:
MOTION: That Council approve the expenditure for hosting a formal sponsorship/donation recognition celebration event at the Greenview Regional Multiplex, with funds to come from the excess Greenview Regional Multiplex fundraising funds.

BACKGROUND/PROPOSAL:
The Greenview Multiplex project has an approved budget of $36,040,178.00 which includes $1,000,000.00 to be derived from fundraising activities. To-date the Greenview Regional Multiplex Fundraising Committee has received $1,340,000.00 commitment in signage sponsorship and $278,118.00 donations as of September 19, 2017 for a total of $1,618,118.00, as stated in the multiplex agreement, any solicited funds exceeding the $1,000,000.00 would be returned to the respective municipalities at the applicable partnership ownership ratio (83% and 17%).

The Fundraising Committee Chairperson has met with the Multiplex Recreation Board and has proposed that an event be held at the Multiplex to celebrate the construction of the facility as well as to thank the generous sponsors. The concept would be hiring a high end entertainment group, formal dinner for the sponsors and dignitaries and ticket sales for the general public. The tentative budget for the event would be approximately $100,000.00 with $50,000.00 revenue (ticket and drink sales), leaving a $50,000.00 expense. It should be noted that a detailed budget for this event has not been formalized to-date. The Greenview Regional Multiplex Board has suggested that this expense could be covered by way of the excess sponsorship/donation funds. The event would be held in March 2018, however there is an urgency required in order to book a high level entertainment group on relatively short notice.

Administration is recommending that Council authorize the expenditure for hosting an event at the Multiplex.

BENEFITS OF THE RECOMMENDED ACTION:

1. The benefit of Council accepting the recommended motion is that there will be an opportunity to formally acknowledge the generous sponsors as well as individuals that have contributed to the overall successful construction of the facility.
2. The benefit of Council accepting the recommended motion is that no direct tax dollars would be utilized for the event as the deficit would be encompassed by excess fundraising funds.

DISADVANTAGES OF THE RECOMMENDED ACTION:

1. There are no perceived disadvantages to the recommended motion.

ALTERNATIVES CONSIDERED:

Alternative #1: Council has the alternative to not have a formal sponsorship recognition event or to have a different type of recognition event, however, Administration recommends that the proposed event be granted approval.

FINANCIAL IMPLICATION:

Direct Costs: Approximately $50,000.00 from the excess fundraising funds.

Ongoing / Future Costs: N/A

STAFFING IMPLICATION:

There are no staffing implications to the recommended motion.

PUBLIC ENGAGEMENT LEVEL:

Greenview has adopted the IAP2 Framework for public consultation.

INCREASING LEVEL OF PUBLIC IMPACT

Inform

PUBLIC PARTICIPATION GOAL

Inform - To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.

PROMISE TO THE PUBLIC

Inform - We will keep you informed.

FOLLOW UP ACTIONS:

Administration will proceed accordingly with respect to Council's decision.

ATTACHMENT(S):

- N/A

REQUEST FOR DECISION

SUBJECT:	**Greenview Success Listing**		
SUBMISSION TO:	REGULAR COUNCIL MEETING	REVIEWED AND APPROVED FOR SUBMISSION	
MEETING DATE:	September 26, 2017	CAO: MH	MANAGER:
DEPARTMENT:	CAO SERVICES	GM:	PRESENTER:
STRATEGIC PLAN:	Level of Service		

RELEVANT LEGISLATION:

Provincial (cite) – N/A

Council Bylaw/Policy (cite) – N/A

RECOMMENDED ACTION:

MOTION: That Council accept the report regarding Greenview's Success Listing as presented, for information.

BACKGROUND/PROPOSAL:

Council previously requested Administration bring forth a listing of Greenview's successes from 2013-2017.

Greenview's successes are a reflection of Council's level of service and Administration's dedication to fulfilling objectives for the betterment of the Greenview. This item was previously presented to Council and tabled until further information could be added.

BENEFITS OF THE RECOMMENDED ACTION:

1. The benefit of accepting the presentation is to confirm receipt of the Council update on Greenview's successes.

DISADVANTAGES OF THE RECOMMENDED ACTION:

1. There are no perceived disadvantages to the recommended motion.

ALTERNATIVES CONSIDERED:

Alternative #1: Council has the alternative to not accept the recommended motion for information.

FINANCIAL IMPLICATION:

There are no financial implications to the recommended motion.

STAFFING IMPLICATION:

There are no staffing implications to the recommended motion.

PUBLIC ENGAGEMENT LEVEL:

Greenview has adopted the IAP2 Framework for public consultation.

INCREASING LEVEL OF PUBLIC IMPACT

Inform

PUBLIC PARTICIPATION GOAL

Inform - To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.

PROMISE TO THE PUBLIC

Inform - We will keep you informed.

FOLLOW UP ACTIONS:

There are no follow up actions to the recommended motion.

ATTACHMENT(S):

- Greenview's Success Listing

GREENVIEW'S
INFRASTRUCTURE & PLANNING SUCCESSES

Road Construction, Paving, Bridges and Drainage

Base/Pave	Little Smoky Road	10km
Bridge File replacements up to date		
Construction	Twp. 672 Landfill Connector Road 2017 Completion	3km
Drainage	Gordey Drainage ditch – Rehabilitation works collaboration with Alberta Transportation and Greenview 2012/16	6km
Forestry Trunk Road Improvements	Stabilization 2015/17 ongoing as approved by Council	32km
	Simonette Hill Reconstruction 2016/17	1km
	Economy Creek Slide Realignment 2017	2km
Graded	11 Mile Road 2015	10km
Graded	Goodwin Road Ph. 1 2015	13km
Graded	Twp. 690 2016	7km
Graded/Base/Pave	RR 230 2016/17	7km
Graded/Base/Paved	Twp. 713 Ridgevalley Connector Road 2015/16	4km
Numerous Residential and Farmland access road	Ongoing as approved by Council	2 Residential 9 Farmland

Successes in Planning and Development

2014-2016 Grande Cache Rural Addressing Creation and Signage installation
2015-2016 Greenview Municipal Development Plan
2017 -2018 Development Guidelines & Municipal Servicing Standards
2016-2017 Grovedale Area Structure Plan Update (In Progress)
2016-2017 Greenview Land Use Bylaw (In Progress)

Successes in Environmental Services

2017 Installation of Little Smoky Distribution Line
2015 Completion of Sunset House, Sweathouse and New Fish Creek potable water points
2017 Ridgevalley to Crooked Creek Rural Distribution and upcoming potable water point connection
2017 Ridgevalley reverse osmosis water treatment plant
2017 DeBolt 2nd reverse osmosis and water plant upgrade
2015 Septic RV Dumping Station in Grovedale
2017 Septage Receiving station in Grovedale lagoon
2015/17 Take it or Leave it sheds at all MD transfer stations
2016 Upgrade of Sturgeon Heights Transfer Station including tire marshalling area

2017 Established Grande Cache Coop and Enterprise Garbage service
2014/17 Full staff of certified operators and a trainee

Successes in Operations

Equipment Purchases
2014 Volvo Grader
2014 Pony Pup Trailer
2014 15 Light Duty Trucks
2014 Case Tractor/Backhoe
2014 Volvo Packer
2014 2 Plow Trucks
2014 2 John Deere Tractors
2015 4 CAT Grader
2015 John Deere Excavator
2015 18 Light Duty Trucks
2015 JCB Tractor/Backhoe
2015 2 John Deere Tractors
2016 Bandit Brush Chipper
2016 8 Light Duty Trucks
2016 2 JCB Tractor/Backhoes
2016 Plow Truck
2016 Terex Skid Steer
2017 15 Light Duty Trucks
2017 Plow Truck
2017 Elgin Road Sweeper
2017 4 Wheel Ballast Wobblies
2017 2 Doosan Front End Loader
Buildings
2014 Sand/Salt Shed in Grovedale
2014 Sand/Salt Shed in Valleyview
2015 Grovedale Shop

Successes in Facility Maintenance

2014 Grovedale Shop B- Boiler upgrade
2014 FSO Roof upgrade
2014 FSO Radiant Heating upgrade
2014 FCSS Telescoping Handicap accessible doors
2014 FCSS HVAC upgrade
2014 FSO Chemical Shed partition
2015 Admin- sidewalk in back parking lot
2015 OPS- sidewalk at back parking lot and electrical pedestals

2015 FCSS- sidewalk in back parking lot
2015 Medical Clinic- sidewalk at back parking lot
2015 OPS- Fence gravel stockpile property in Valleyview
2016 Sunset House Community Hall HVAV upgrades
2016 OPS- truck exhaust ventilator system installed
2016 FSO & OPS- Security camera replacements
2016 FSO - Replace furnace and hot water tanks
2016 Card reader installation in Grande Cache, Grovedale shops A&B and FSO

COMMUNITY SERVICES DEPARTMENT

4 Year Successes in Agricultural Services Department

Year:	Project:	Location:	Distance:
2014	Roadside Spraying	Wards 1, 3, 4, & 8	2234 Km
2015		Wards 2, 5, 6, & 7	2200 Km
2016		Wards 1, 3, 4, & 8	2200 Km
2017		Wards 2, 5, 6, & 7	2200 Km
Year:	**Project:**	**Distance:**	
2014	Brush Spraying	216 Km	
2015		400 Km	
2016		115 Km	
2017		142 Km	
Year:	**Project:**	**# of Inspections:**	**Notices:**
2014	Weed Inspections	5825	8
2015		6112	5
2016		4739	142
2017		4452	82
Year:	**Project:**	**Quantity**	
2012 - Present	Wolf Harvest Incentive Program	513 Wolves Harvested	
Year:	**Project:**	**Quantity**	
2016	Infrastructure Protection and Agricultural Land Flooding Protection Program	200 Beavers Controlled	
2017		142 Beavers Controlled	
Year:	**Project:**	**Equipment Purchased:**	
2014 - 2017	Rental Equipment Program	Heavy Disc x 2	
		Earth Mover	
		Landroller x 2	
		No-till Drill	
		Grain Vacuum	
		Manure Spreader	
		Fertilizer Spreader	
		Bale Hauler Wagon	
		Ag Plastics Bag Roller	
		Bin Crane	
		Water Tank Trailer x 2	

4 Year Successes in Community Services

Year:	Details:
2014 - 2017	$5,216,678.90 in miscellaneous grant funding was provided to support various organizations in the communities and region, thereby improving the quality of life for residents and visitors.
2014	A Community Service Recreation Department was established and resulted in determining potential recreational sites in addition to establishing and promoting recreational areas within Greenview.

4 Year Successes in Community Services cont'd

Year:	Details:
2015	An Economic Development Department was established to encourage tourism, economic growth and diversification within Greenview.
2015 - 2017	Partnered with the Town of Valleyview to construct a multiplex, thereby expanding the recreational opportunities for visitors and residents in the Valleyview area. The Greenview Community Service Department managed the construction project of the Greenview Regional Multiplex and assisted with the Fundraising Committee efforts.
2016	Partnered with the Town of Fox Creek to construct a multiplex, thereby expanding the recreational opportunities for visitors and residents in the Fox Creek area.
2016	Renovations were successfully completed at the Valleyview and District Medical Clinic to accommodate a fifth doctor. The Medical Clinic is fully occupied with all available lease space secured.
2016 - 2017	A Senior Housing Survey was conducted by Greenview to acquire the future senior housing needs of the Greenview residents. A follow-up meeting was conducted with the Senior Housing Foundations to discuss the results and ascertain their short and long term senior housing plans. Senior Housing meetings were conducted in the communities of DeBolt and Grovedale to explain the survey results and acquire the community's response.
2017	The Community Service Department prepared Recreation Agreements with the municipalities incorporated within Greenview to ensure the communities have equal access privileges to recreation services.

4 Year Successes in Economic Development

Year:	Details:
2015	Greenview was a primary sponsor and host of the 2015 Tour of Alberta.
2016	New brand development was established for the Economic Development initiatives, included a logo and tag line EXPAND YOUR VISION GREENVIEW
2016	Ground work discussions commenced with the City of Grande Prairie and County of Grande Prairie for concept of the Tri-Municipal Industrial Partnership (Large Scale industrial Park).
2016	CARES grant received from Ministry of Economic Development for the socio-economic impact study to determine the benefits of a large scale industrial park located south of Grovedale.
2016-2017	Greenview partners in the University of Alberta Geothermal study. Fox Creek was identified as a commercialization opportunity utilizing the renewable resource.
2017	A Greenview promotional booth is present at the National Outdoor Adventure Travel Show.
2017	Greenview hosts 2 promotional booths at the Regional Peace Petroleum Show.
2016-2017	Key relationship /alliance is formed with Travel Alberta, Ministry of Economic Development and Trade, and the Ministry of Labour.
2017	Key relationship /alliance is formed with Ministry of Culture and Tourism, and Alberta Innovates.
2016 – 2017	Greenview moved from sponsorship role to active partner in the Growing the North Economic Development Conference.

4 Year Successes in Economic Development cont'd…

Year:	Details:
2016 - 2017	Greenview moved from sponsorship role to active partner in Grande Prairie Regional Innovation Network resulting in grants being awarded to Greenview businesses, additionally Greenview businesses gained access to regional business incubator and mentorship talent.
2016 - 2017	Greenview is a scheduled presenter /attendee at the bi-monthly Fox Creek Operator Group meetings.
2017	Greenview was invited by the Province of Alberta to make a presentation describing the benefit of the planned Greenview energy diversification initiatives to the Energy Diversification Advisory Committee.
2017 - 2018	Economic Development Officer is a member of the Alberta Transport Advisory Committee planning the Fox Creek realignment of Highway 43.
2017	Economic Development Officer is a member of the Valleyview Strategic Plan Advisory Committee to create diversification of Valleyview's economy.
2017	Work initiated on the Grovedale Community Digital Sign installation.
2017	Terms of Reference was adopted and a Leadership Committee was formulated for the Tri-Municipal Industrial Partnership.

4 Year Successes in Green View Family and Community Support Services (FCSS)

Year	Details:
2014 - 2017	Green View FCSS has partnered with Alberta Health Services to provide weekly Mental Health Counselling services on a walk in basis.
	Green View FCSS has streamlined the grant application process to ensure a fair and equitable distribution process.
	Green View FCSS has prepared School Liaison Agreements with Grande Yellowhead, Peace Wapiti and Northlands School Divisions.
	Green View FCSS has implemented numerous new programs to meet community needs. Programs that address the high rates of domestic violence include: Finding our Voices; Growth Circle; Breakfast with the Guys; Women Embracing Balance; Red Silhouette Campaign and two (2) very successful HEART conferences were held.
	Programs addressing mental health include: Walk in Mental Health Therapy; Mind-up Curriculum & Sparks Fly Stationary Bikes in Schools; and Building Strength for Men.
	Green View FCSS has expanded the community volunteer income tax program and now has up to six volunteers who complete approximately 560 tax returns per year, bringing over $2,300,000.00 back into the community.
	A new program aimed at reducing homelessness will be implemented in the fall of 2017, titled "Ready To Rent." This certificate program teaches tenants and landlords rights and responsibilities of each party.
	Green View FCSS offers nine (9) modules of the "Compass for Caregivers" program, as well as a two (2) hour "Just in Case File" workshop.
	Green View FCSS has partnered with the Red Willow Lodge to deliver meals to residents living in the Town of Valleyview.

4 Year Successes in Green View Family and Community Support Services (FCSS) cont'd

Year:	Details:
2014 - 2017	Green View FCSS has partnered with Grande Cache FCSS to implement two programs for the Greenview residents living near Grande Cache. These programs include Home Support and the Aboriginal Community Activity Fee program.
	The numbers of clients accessing the Community Resource Center (not including numbers for any regular programming) has risen from 2262 in 2015 to 5589 in 2016, and we are expecting an even further increase in 2017. Many of these visits are employment related, seeking assistance with applications or subsidies, general information and referral.

Successes in Protective Services

Year:	Details:
2013	Animal Control Officers Services agreement entered into with the Country of Grande Prairie.
2013	Peace Officers Services agreement entered into with the Country of Grande Prairie.
2014	Impounding of Stray Dogs agreement entered into with Peace River Veterinary Clinic.
2016 - 2018	Annual funding grant for STARS - $200,000.00.
2014 - present	Mutual Aid Agreements signed with the Town of Valleyview, Town of Fox Creek, County of Grande Prairie, Big Lakes County, Birch Hills County, Yellowhead County and Sturgeon Lake Cree Nation.
2014 - present	Annual Mutual Aid Fire Control Plan entered into with the Department of Environmental and Sustainable Resource Development, Forestry and Emergency Response Division.
2016-2017	Grant from the Forest Resource Improvement Association of Alberta (FRIAA) received for implementing the FireSmart Program (training and education).
2016	A Technical Rescue and Dangerous Goods Services agreement with the County of Grande Prairie was created and endorsed.
2016	A Joint Emergency Services agreement with the Town of Fox Creek was created and endorsed.
2016	Enhanced Policing agreement entered into with the Minister of Justice and Solicitor General for the Valleyview RCMP Detachment.
2016	Greenview and Weyerhaeuser have an agreement to cost share an Enhanced Policing position Greenview (20%) and Weyerhaeuser (80%).

4 Year Successes in Fire and Emergency Services

Year:	Buildings, Equipment and Supplies for Fire and Emergency Services:
2014	DeBolt Fire Engine replacement (F12)
2014	DeBolt Fire Self-contained Breathing Apparatus equipment replacement
2014	DeBolt Personnel Carrier
2014	DeBolt Thermal Imaging Camera
2016	DeBolt UTV and trailer replacement
2014	Fox Creek UTV and trailer replacement
2014	Fox Creek light Rescue Unit replacement (F22)
2014	Grovedale 1-ton water Rescue Unit
2014	Grovedale light Rescue Unit replacement (F21)

4 Year Successes in Fire and Emergency Services cont'd…

Year:	Buildings, Equipment and Supplies for Fire and Emergency Services:
2015	Grovedale Fire Self-contained Breathing Apparatus equipment replacement
2014	Grovedale Thermal Imaging Camera
2014	Grovedale UTV Skid Unit and tracks
2014	Valleyview Fire Water Tender replacement (F11)
2015	Construction of the new DeBolt Public Services Building
2015	Construction of the new Grovedale Public Services Building
2015	Grande Cache Water Tender
2015	Fox Creek Fire Engine replacement (F17)
2015	Grovedale Compressor
2015	Grande Cache Water Tender replacement (F10)
2015	Valleyview Fire Hall window replacement
2015	Valleyview Fire Hall standby generator and transfer switch
2016	DeBolt Personnel Vehicle replacement (F40)
2017	Fox Creek Fire Hall (50% share)
2017	Grovedale Fire Tender replacement (F18)
2017	Live Fire Draeger System 64 Simulator
2017	DeBolt Holmatro combi tool
2017	DeBolt Rope Rescue Training Facility
2017	Grovedale Rope Rescue Training Facility
2017	DeBolt UTV Track System
2017	Safety Computer Program update
2017	Fox Creek Fire Tender
2017	Grovedale Personnel Vehicle
2017	Pick Up Truck 3/4 ton replacement (Unit A133)

4 Year Successes in Health & Safety

Year:	Details:
2013	Certificate of Recognition awarded to Greenview for the Health & Safety Management System.
2014	Health & Safety Audit – Greenview achieved an 83% score.
2015	Personal Protective Equipment Policy implemented.
2015	Health & Safety Training Program implemented.
2015	Health & Safety inventory conducted.
2016	Marshal™ OH&S Management Software implemented.

Successes in Recreation Services

Year:	Details:
2014	Formal creation of the Recreation Services Department
2014	Recreation Department processes (project operating, maintenance and design standards)
2014 - 2017	Recreation inventory and development plans and design in 6 target areas (DeBolt, Grovedale, HWY 40, Remote Central, Remote West, Valleyview)
2016	Recreation Bylaw (16-765)

Successes in Recreation Services cont'd…

Year:	Details:
2016 - 2017	Greenview Recreation Master Plan established
2016 - 2017	Greenview Recreation Master Plan Advisory Committee formed.
2016 - 2017	Greenview - Alberta Environment and Parks Working Group formed.
2017	Greenview Recreation nominated for the 2017 AV Pettigrew Award.

4 Year Successes in Recreation Facilities Operations & Development

Year:	Details:
2014 - 2016	Purchase of three (3) Light Duty Trucks.
2014 - 2015	Purchase of two (2) ATV's.
2014 - 2016	Purchase of one (1) enclosed cargo trailer and one (1) 20ft flat deck trailer to haul recreation department equipment.
2016	Purchase of John Deer front mount mower with cab and sweeper attachment.
2015 - 2016	Swan Lake aeration (assume aeration responsibilities from Alberta Conservation Association for the winter of 2015/2016).
2015 - 2017	Southview Recreation Area Upgrades (tables, kiosk, Molok and signs).
2015 - 2017	Swan Lake Upgrades (gazebo, docks, kiosk, signs and Molok).
2015 - 2017	East Dollar Lake Upgrades (docks, walking trail, tables and garbage containments).
2015 - 2017	Kakwa River Recreation Area Upgrades (tables, kiosk, signs and Molok).
2015 - 2017	Grovedale Fish Pond Upgrades (kiosk, signs, cookhouse, fire pits, tables and Molok).
2016 - 2017	Grande Cache Lake Lease Acquisition & Upgrades (bathroom, fence, dock, tables, fire pits, kiosk and signs).
2017	Johnson Park Development (road and trail infrastructure, bathroom, tables, fire pits, kiosk, signs and Molok).
2017	Ridgevalley Walking Trail.
2017	DeBolt Community Playground and Bathroom.

4 Year Successes in Recreation & Tourism Partnerships

Year:	Details:
2014 - 2017	Alberta Conservation Association
2014 - 2017	Swan City Snowmobile Club
2014 - 2017	Golden Triangle
2014 - 2017	Wilmore Wilderness Foundation
2014 - 2017	Fox Creek ATV Club
2014 - 2017	Greenview/Canfor Swan Lake Partnership
2016 - 2017	Partnership with the MD of Smoky River to design campground at the Little Smoky Ski Hill.
2017	Greenview Sasquatch & Partners Program (includes 6 municipalities along the eastern slopes).
2017	Swan City Snowmobile Club/Alberta Environment & Parks Kakwa Falls access upgrades.
2017	Grande Prairie Regional Recreation Committee

GREENVIEW'S
CORPORATE SERVICES SUCCESS LIST

Enterprise Resource Planning (ERP)	The system includes: new payroll module that allows electronic timesheet entry, review and approval, new accounts payables (purchasing) module, new Accounts Receivables/Utility Billing modules, and a Tax and Assessment module that integrates with Virtual City Hall, which allows stakeholders to access, view and pay their account balances online as well as purchase tax certificates.	2015
Wireless Network Infrastructure	This high capacity network link connects the Greenview network group located in Valleyview with locations in Grande Cache, Grovedale and DeBolt. Which enables staff in the offsite locations to access the Wdrive and other network programs as if they were located in the Administration building. The high capacity network link uses a combination of fibre and wireless equipment and two new towers, to provide a secure and faster connection for both the Greenview Network and Phone System.	2016
Electronics Records Management	The project is converting our lifetime paper files, including land files, minutes, and employee files into electronic files. This is being accomplished by a service company who is taking our old files and scanning them into an electronic file. An electronic file system will create efficiencies and should eliminate the potential for files to go missing. It also eliminate the need for massive storage space for paper documents. Staff from the different locations will have access to the electronic file system and can search a file name or partial name and can sign out the documents. The Records Management Specialist will coordinate the complete process.	2017

REQUEST FOR DECISION

SUBJECT:	**Council Chambers Digital Equipment**		
SUBMISSION TO:	REGULAR COUNCIL MEETING	REVIEWED AND APPROVED FOR SUBMISSION	
MEETING DATE:	September 26, 2017	CAO: MH	MANAGER:
DEPARTMENT:	CAO SERVICES	GM:	PRESENTER:
STRATEGIC PLAN:	Level of Service		

RELEVANT LEGISLATION:
Provincial (cite) – NA

Council Bylaw/Policy (cite) – NA

RECOMMENDED ACTION:
MOTION: That Council direct Administration to investigate options and costs regarding electronic voting and speaker order listing.

BACKGROUND/PROPOSAL:
Reeve Gervais has requested this item to be placed on the Council Agenda.

The Reeve is asking Council to consider possible upgrades to the electronic equipment within Council that would allow for electronic voting (that would also appear on screen) as well as a mechanism that displays the order in which speakers activate their microphones. These changes would allow votes to be done and displayed electronically as well as allow the Chair to recognize speakers in the order in which they asked to speak.

Administration believes that these could be positive changes. In researching options, the capabilities of the existing system would need to be assessed. Any proposed changes or upgrades would be brought back to Council as part of the upcoming budget discussions.

BENEFITS OF THE RECOMMENDED ACTION:
1. The recommended motion would provide clear direction to Administration should Council wish to investigate these options.

DISADVANTAGES OF THE RECOMMENDED ACTION:
1. There are no perceived disadvantages associated with the recommended motion.

ALTERNATIVES CONSIDERED:
Alternative #1: Council may opt not to investigate possible changes to the Council Electronic Equipment.

FINANCIAL IMPLICATION:

Direct Costs: The only direct cost associated with the recommendation is staff time.

Ongoing / Future Costs: NA

STAFFING IMPLICATION:

The staff time associated with the recommended motion can be absorbed as part of normal duties.

PUBLIC ENGAGEMENT LEVEL:

INCREASING LEVEL OF PUBLIC IMPACT

Inform

PUBLIC PARTICIPATION GOAL

Inform - To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.

PROMISE TO THE PUBLIC

Inform - We will keep you informed.

FOLLOW UP ACTIONS:

Staff will conduct the necessary assessments and present options to Council during budget discussions.

ATTACHMENT(S):

None

REQUEST FOR DECISION

SUBJECT:	**Premier Horticulture Approach**		
SUBMISSION TO:	REGULAR COUNCIL MEETING	REVIEWED AND APPROVED FOR SUBMISSION	
MEETING DATE:	September 26, 2017	CAO: MH	MANAGER:
DEPARTMENT:	CAO SERVICES	GM:	PRESENTER:
STRATEGIC PLAN:	Level of Service		

RELEVANT LEGISLATION:
Provincial (cite) – NA

Council Bylaw/Policy (cite) – NA

RECOMMENDED ACTION:
MOTION: That Greenview not waive the culvert size deficiency related to Development Permit 14-139 as requested.

BACKGROUND/PROPOSAL:
Reeve Gervais has requested this item to be placed on the Council Agenda. Premier Horticulture (Premier) has contacted the Reeve and is requesting that the agreed culvert specification be lowered to match the culvert that was actually installed during construction of their approach.

Development Permit 14-139 was issued on May 21, 2014. Premier entered into a Development Agreement and submitted the required security deposit for an approach. As required, a plan profile for an approach was obtained. The approach was designed so as to allow larger vehicles the ability to turn into the site without impacting other lanes of traffic and was altered in consultation with Premier before being agreed upon and approved. An 800mm culvert was included to allow for future maintenance and for the culvert to be replaced vie lining, versus excavation and installation of a new culvert. During construction of the approach, changes were made that differed from the approved drawing and were not approved by Greenview. The following approach deficiencies were identified and communicated to Premier:

1. WSP Engineer's Design standard requirements noted the culvert size specs of a 800 mm by 37.0 m CSP culvert pipe with end treatment as per Greenview Standards for the approach;
2. Moisture density tests must be provided to Greenview for the subgrade and granular base course compaction results;
3. Side Slopes on the approach do not meet our standards as per drawing 7.21 (enclosed) in your Development Permit application package;
4. Asphalt segregation needs repairs;
5. Repair damaged culvert and improve drainage for pipe flow.

In follow up correspondence it was identified that item 2 would not be possible to rectify and that a warranty period in place of this requirement would suffice.

Greenview's standards in place at the time state that 500mm culverts are to be use unless specified by the Director (Greenview). It is my understanding that a 600mm culvert has been installed.

Condition 7 of the approved Development Permit reads: *Access to be provided by the owner/developer at an approved location and to the standards of the M.D. of Greenview No. 16 at the owner/developer's expense.* Council does not have the authority to alter a development condition; however, may choose to relax or alter design standards. This is generally done only when adherence to the standards "*would produce an unsafe or impractical development*".

The original approach plan approved by Greenview is above the design standard specification and is governed by the Development Agreement, which takes precedence over the standards.

To close, this decision is not really about relaxing a standard, but rather is about whether Greenview will facilitate a developer unilaterally altering an approved design for municipal infrastructure without Greenview's prior consent. Given this, Administration is recommending against removing the culvert size as a deficiency.

BENEFITS OF THE RECOMMENDED ACTION:

1. The benefit of the recommended motion is that Greenview would not be sending a message to Developers that they can unilaterally divert from approved plans.

DISADVANTAGES OF THE RECOMMENDED ACTION:

1. The Developer would incur additional costs if they are required to remediate the culvert size deficiency to the approved drawings.

ALTERNATIVES CONSIDERED:

Alternative #1: Council may opt to accept a culvert size that differs from that of the approved plans.

FINANCIAL IMPLICATION:

There are no financial implications to the recommended motion.

STAFFING IMPLICATION:

There are no staffing implications to the recommended motion.

PUBLIC ENGAGEMENT LEVEL:

Greenview has adopted the IAP2 Framework for public consultation.

INCREASING LEVEL OF PUBLIC IMPACT

Inform

PUBLIC PARTICIPATION GOAL

Inform - To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.

PROMISE TO THE PUBLIC

Inform - We will keep you informed.

FOLLOW UP ACTIONS:

There are no follow up actions to the recommended motion.

ATTACHMENT(S):

None

CAO's Report

Function: **CAO**
Date: **September 26, 2017**
Submitted by: **Mike Haugen**

Municipal Elections

Chief Returning Officer Tara Zeller continues preparations for the upcoming municipal election. The 2017 election will consist of elections in seven of the eight wards. Election information is available on Greenview's website.

Tri-Municipal Industrial Park (TMIP) Initiative Open House

An open house for the TMIP was held at the Public Services Building in Grovedale and was well attended. Residents had a number of questions that TMIP representatives were able to answer.

Financial Assistance for Achievement Grant

As per Council policy for the provision and reporting of grants dispersed for athletic achievement, Elizabeth Duff has been granted $300.00 to assist with her participation in the World Dwarf Games in Guelph, Ontario. Ms. Duff earned four gold medals, 3 silver medals and, 4 bronze medals. Ms. Duff stopped by the Greenview office to personally deliver a thank you card that will be circulated to Council.

Grande Cache Doctors

In July the Doctors went to the Town requesting financial assistance with operational costs (with threats of losing current doctors). The Town made a three year agreement with the doctors to cover a portion of the rent should there be fewer than five doctors. Greenview was not a part of this process.

Aside from this the Town, Greenview, the Doctors, and Macro Properties are working together on design layout and renovations to the current space so that the Town and Greenview can jointly lease the space from Macro Properties and then sub-lease the space to the doctors. At this time, a design has been determined and Macro Properties has contractors visiting the building to provide renovation quotes and timelines. A group has been meeting every 1-2 weeks on conference calls to ensure everyone is up to date and in touch.

Once renovation costs have been demined, Macro will sit down with the Town and Greenview to determine a lease agreement. Once this agreement is confirmed, the Town and Greenview can then create a sub-lease agreement with the doctors – and at this time, Greenview can decide if they wish to offset any operational costs for when the clinic is not full with the 5 doctors.

AB Transportation

Administration recently met with Alberta Transportation regarding a number of issues related to Highway 40. During this meeting a number of Greenview's plans in the area were shared. Greenview also made attempt to have the electronic sign in Grovedale approved. At this time we have not yet received an answer.

The main agenda topic pertained to the Big Mountain Development. AB Transportation has indicated that they would be willing to sign off on the developer's Traffic Impact Assessment (TIA) if Greenview committed to performing the necessary upgrades when required. Greenview has some concerns with this approach as it is basically writing a blank cheque to AB Transportation. This unknown also makes it difficult to ensure that this cost is passed on the developer as that is what will occur.

Greenview conveyed that we would be willing to write a letter of commitment upon receiving information from AB Transportation regarding expected required upgrades. This letter would have conditions attached so that Greenview's risk was mitigated and the development could move forward. At the time or writing we have not received information from AB Transportation.

Council Orientation

As previously reported, Greenview is hosting a single day Council Orientation session for the region. In looking at the agenda, this session is different from the Muni 101 offerings being held by AAMDC/AUMA and I believe the two will be complimentary. This was advertised to area municipalities last week and including the Greenview delegation, more than 115 spots have already been reserved.

Association of Rural Municipal Administrators of Alberta (ARMAA)

I recently attended the ARMAA conference in Camrose. The conference is a great opportunity to learn and share with fellow rural administrators. I also had a chance to discuss elements of the Grande Cache Viability Study with Gary Sandberg, Assistant Deputy Minister of Municipal Affairs.

Grovedale Fire

General Manager Dennis Mueller and myself recently met with Shawn Clarke of the Grovedale Fire Department. The purpose of the meeting was to discuss the current relationship between Greenview and the fire service and the steps towards improving it. The meeting was very positive and several actions will be resulting from it, including a protocol that both the department and Greenview staff will be expected to follow. This will be developed in partnership and will outline the avenues of communication.

It was stated directly by the Chief that other than a few bumps, that the overall relationship was good and that improvement is possible.

Village of Rycroft Viability Review

I previously made Council aware that I was the alternate ARMAA representative for the Village of Rycroft Viability Review. Peter Thomas of Northern Sunrise County was the primary delegate. As Peter Thomas has left Northern Sunrise County, I am now the primary ARMAA representative for the review. ARMAA does receive a grant to cover any expenses that I may incur such as mileage, accommodation, etc.

Upcoming Dates:

October 16th	Municipal Elections
October 23/24	Council Orientation
October 28	DeBolt Public Service Building Grand Opening
November 2/3	Muni 101
November 6	Council Orientation – George Cuff
November 14-17	AAMDC Fall Convention