



**REGULAR COUNCIL MEETING AGENDA
CARSTAIRS MUNICIPAL OFFICE
MONDAY, DECEMBER 11, 2023, 7:00 P.M.**

Page

1. CALL TO ORDER

2. ADDED ITEMS

3. ADOPTION OF AGENDA

- a) Adoption of agenda of December 11, 2023
Motion: To adopt the agenda of December 11, 2023

4. ADOPTION OF MINUTES

- a) Adoption of minutes of November 27, 2023(addendum 4.a)
Motion: To adopt the minutes of November 27, 2023



5. BUSINESS ARISING FROM PREVIOUS MEETING

6. DELEGATIONS

- a) Carstairs Church Link
b) Carstairs Heritage Festival

7. BYLAWS AND POLICIES

- a) Bylaw No. 2048 Borrowing Revolving Line (addendum 7.a)



8. NEW BUSINESS

- a) 2024 Operating Budget
b) Transfer of Surplus Funds
c) Building Permit Breakdown (addendum 8.c)



- d) Housing Needs Assessment-Estimate (addendum 8.d)



9. COMMITTEE REPORTS

3 - 8

9 - 10

11

12 - 13

- a) POLICIES & PRIORITIES COMMITTEE
Next Meeting December 19, 2023
- b) MOUNTAIN VIEW REGIONAL WASTE COMMISSION
- c) MOUNTAIN VIEW REGIONAL WATER COMMISSION
- d) MOUNTAIN VIEW SENIORS HOUSING
- e) MUNICIPAL AREA PARTNERSHIP
- f) RED DEER RIVER MUNICIPAL USERS GROUP

10. COUNCILOR REPORTS

- a) COUNCILOR ALLAN
- b) COUNCILOR BALL
- c) COUNCILOR FRICKE
- d) COUNCILOR RATZ
- e) COUNCILOR ROBERTS
- f) COUNCILOR WILCOX
- g) MAYOR COLBY

11. CORRESPONDENCE

14

- a) Letter from Deputy Commissioner Commanding Officer Alberta RCMP
C.M. Zablocki (addendum 11.a)



15 - 20

- b) Letter of Request-Canadian Fallen Soldiers (addendum 11.b)



12. CAO'S REPORT

13. COUNCILOR CONCERNS

14. PUBLIC QUESTION PERIOD

15. MEDIA QUESTION PERIOD

16. CLOSED MEETING

- a) Section 197 of the MGA states that Council and Council Committees must conduct their meetings in public unless the matter to be discussed is within one of the exceptions to disclosure in Division 2 of Part 1 of the Freedom of Information and Privacy (FOIP) (s. 16 to 29).

17. ADJOURNMENT

MINUTES OF THE REGULAR COUNCIL MEETING
MONDAY, NOVEMBER 27, 2023, 7:00 P.M.
CARSTAIRS MUNICIPAL OFFICE

ATTENDEES: Mayor Colby, Councilors Allan, Ball, Fricke, Ratz, Roberts, & Wilcox, Director of Legislative & Corporate Services Shannon Allison, Director of Planning & Development Kirk Williscroft, CAO Rick Blair, & Executive Assistant Kayleigh Van Es

ABSENT: Nil

CALL TO ORDER: Mayor Colby called the meeting of Monday, November 27, 2023, to order at 7:00 p.m.

ADDED ITEMS: **Carstairs Chamber of Commerce Fire Works Permit added to New Business 8.b.**

ADOPTION OF AGENDA:

Motion 369/23 Motion by Councilor Allan to adopt the Regular Council agenda of November 27, 2023, as amended.

CARRIED

ADOPTION OF PREVIOUS MINUTES:

Motion 370/23 Motion by Councilor Wilcox to adopt the Regular Council minutes of November 14, 2023, as presented.

CARRIED

BUSINESS ARISING FROM PREVIOUS MEETING: Nil

DELEGATIONS: **Citizens on Patrol - Danny Morrison**
D. Morrison President of the Carstairs Citizens of Patrol, summarized the year 2023. Currently, C.O.P. has 15 volunteer members that patrol at night on weekends, putting in approximately 55 km a night. The volunteers get a magnetic sign to stick on their own vehicle, an IPad, and a dash cam for tracking and record-keeping. The C.O.P.'s check multiple office buildings, and any business that is in need can call and ask to be added to the nightly checklist. Patrollers logged a total of 166 hours on 42 nights, driving 2166 km over the past nine months. Patrollers check for open doors and suspicious activity. They have direct contact with R.C.M.P. if needed. D. Morrison also spoke to the past budget and projected costs. The C.O.P. is governed by Alberta Citizens on Patrol and is a valued service provided to the community. C.O.P. is always looking for volunteers.

Councilors Allan, Ball, Fricke and Roberts thanked D. Morrison and the rest of the C.O.P. volunteers.

Councilor Wilcox inquired what qualifications are needed to volunteer with Citizens on Patrol. D. Morrison stated that volunteers need a current criminal record and have it done every 2 years.

Councilor Ratz commended the projected budget for a minimal increase over the past years.

Mayor Colby, on behalf of council and the residents of Carstairs, thank you and the volunteers for your efforts, they are greatly appreciated.

Motion 371/23 Motion by Councilor Roberts to accept Citizens on Patrol Delegation as information.

CARRIED

Carstairs Public Library-Megan Ginther
M. Ginther spoke to the Library's plans of service and the projected budget for 2024. Goals include growing literacy for children and teens, supporting lifelong learning for all ages, continuing to stimulate imagination, and spreading news about the library. Key highlights of the 2024 Budget include a salary grid review, which is the main source of the increase, the increased provincial contribution which helps offset any increases.

Councilor Fricke inquired if, with the new salary grid, existing employees would have the opportunity to move up along the grid on a yearly basis, to which M. Ginther answered yes at their annual review.

Councilor Ball noted that the salary increase is over 12%, which is a substantial increase. M. Ginther stated that there has been no change in wages since 2018, other than COLA. The increase is a fair amount and is comparable with similar municipalities.

Councilor Ratz asked if the provincial grant can be planned for going forward. M. Ginther stated that provincial funding comes in waves; libraries have not had an increase in a long time and can only hope it will continue but cannot plan for it.

Councilor Roberts asked how the library has been managing since MVCALS shut down. M. Ginther stated that there were a few duplicated courses that were offered, so it was an easy transition on those; however, the library will have to look into having language courses and GED programs.

Councilor Allan thanked M. Ginther and the Library staff for the programs provided.

Mayor Colby also thanked M. Ginther for the library's work and the great programs that are provided, also stating that it is good that statistics are coming up to pre-Covid numbers.

CAO Blair clarified that there will be clear criteria on the new salary grid. M. Ginther stated that they are still in the process of finalizing the grid but wanted to get the numbers in and ready for budget.

Motion 372/23 Motion by Councilor Fricke to accept Carstairs Public Library Delegation as information.
CARRIED

BYLAWS & POLICIES: **Town of Carstairs Governance Policy**
CAO Blair addressed the policy revamp, stating that wordsmithing and formatting cut down on the number of pages in the policy, but the body is the same. The 3 prior committees have been merged into one Policies & Priorities Committee.

Motion 373/23 Motion by Councilor Ball to adopt the Carstairs Governance Policy as amended.
CARRIED

Bylaw No. 2044 Rates & Fees Bylaw 2024
Council reviewed the new Rates & Fees Bylaw for 2024. R. Blair noted increases in water rates and Planning & Development permit costs.

Motion 374/23 Motion by Councilor Wilcox to give first reading of Bylaw No. 2044 Rates & Fees Bylaw 2024 as presented.
CARRIED

Motion 375/23 Motion by Councilor Fricke to give second reading of Bylaw No. 2044 Rates & Fees Bylaw 2024 as presented.
CARRIED

Motion 376/23 Motion by Councilor Allan to move to third and final reading of Bylaw No. 2044 Rates & Fees Bylaw 2024 as presented.
UNANIMOUSLY CARRIED

Motion 377/23 Motion by Councilor Roberts to give third and final reading of Bylaw No. 2044 Rates & Fees Bylaw 2024 as presented.
CARRIED

NEW BUSINESS: **1. Carstairs Public Library Board Renewal-Wendy Knudson**
Motion 378/23 Motion by Councilor Wilcox to reappoint Wendy Knudson to the Carstairs Public Library for an additional 2-year term.
CARRIED

2. Carstairs Chamber of Commerce Fireworks Event Permit

Motion 379/23

Motion by Councilor Ratz to approve the Carstairs Chamber of Commerce Fireworks Event Permit for December 1, 2023.

CARRIED

COMMITTEE REPORTS:

1. Mountain View Regional Waste Commission

- Next meeting December 11, 2023.

2. Mountain View Regional Water Commission

- Mayor Colby gave a verbal report of the meeting on November 20, 2023, saying that everything is working well at the plant. They are looking into the issue that caused the power outage at Olds, causing a boil water notice, which has since been resolved. The Commission acquired a new member of Didsbury Council, Bill Windsor, who is getting familiarized. The plant is in need of an electrical upgrade which is 45 years old. The cost of the upgrades will be approximately \$2.5 million.

3. Mountain View Seniors' Housing

- Councilor Fricke gave a verbal report of the meeting on November 16, 2023. The authority held the organizational meeting, at which Councilor Dwayne Fulton was elected Chair and Mayor Richard Warnock was elected Vice Chair. Received a presentation from RSM on the audit service plan and will be entering the interim audit starting this week. There is a potential that the GOA will be implementing legislation this spring around Life Leases as there is no current legislation. Senior self-contained and lifestyle rentals are showing more interest from consumers; there are currently 21 people on the wait list. Next meeting is December 14th, 2023.

4. Municipal Area Partnership

- Nothing to report at this time.

Motion 380/23

Motion by Councilor Wilcox to accept all Committee Reports as information.

CARRIED

COUNCILOR REPORTS:

Councilor Allan

- Nothing to report at this time

Councilor Ball

- November 25, 2023 attended the Hope 4 Mountain View County Kids Society: A Decade of Hope Gala.

Councilor Fricke

- November 15, 2023 attended the Carstairs Chamber Meeting. Principal Dean Nielsen also attended the Chamber meeting and presented about creating an intern program for Grade 10-12 students, giving students exposure to careers of interest. He also presented about starting a career fair that will be held at the High School on December 15th for Grade 10-12. Their current Executive Director's term ends in January. The next Chamber meeting will be January 10th and will be their AGM.
- November 16, 2023 attended the MVSH Board & Organizational Meeting.
- November 17, 2023 attended the Carstairs Christmas Craft Market. It was well organized and attended.
- November 18, 2023 attended Modify Laser & Skin Solution's Inaugural Sugar Plum Social.
- November 24, 2023 attended the IODE's 95th anniversary. It was very well attended and had attendees from other IODE clubs in Calgary and surrounding areas.
- November 25, 2023 attended the Hope 4 Mountain View County Kids Society: A Decade of Hope Gala.

Councilor Ratz

- Thanks Council and staff for all the well wishes during his absence, feeling much better now and glad to be back. Council welcomes back Councilor Ratz.

Councilor Roberts

- November 20, 2023 attended the Mountain View Regional Water Commission meeting.

- November 25, 2023 attended the Hope 4 Mountain View County Kids Society: A Decade of Hope Gala.

Councilor Wilcox

- November 16, 2023 attended the Parkland Regional Library Board meeting. Still working on the salary grid, moving from 15 steps to 9, which works out to be a \$42,000 increase, which is 18cents per capita. Will be reopening the agreement to ensure that population numbers are to be used for funding not requisition numbers. The board also motioned to have all meetings be performed virtually, as well as to continue to have alternate members assigned.
- November 20, 2023 attended the Carstairs Public Library Board meeting, where it was discussed the possibility of changing to another library system. M. Ginther will be looking into this further.
- November 25, 2023 attended the Hope 4 Mountain View County Kids Society: A Decade of Hope Gala.

Mayor Colby

- November 20, 2023 attended the Mountain View Regional Water Commission meeting.
- November 23, 2023 met with the CAO of Olds in regards to the power outage and boil water notice.
- November 25, 2023 attended the Hope 4 Mountain View County Kids Society: A Decade of Hope. It was well attended
- November 27, 2023 met with Staff Sergeant Brown. Having a lot of discussions back and forth with R.C.M.P. and surrounding communities regarding the Regional Policing study.

Motion 381/23

Motion by Councilor Allan to accept all Councilor Reports as information.

CARRIED

CORRESPONDENCE:

1. Carstairs Memorial Arena Rental Request

Council reviewed a letter from the Carstairs Skating Club requesting a discounted rental rate for their event on December 3, 2023, at the Carstairs Memorial Arena. The club has never requested a reduced rate before, and their request falls within the policy.

Motion 382/23

Motion by Councilor Wilcox to approve the letter of request from Carstairs Skating Club and authorize administration to provide a discounted rental rate for the Carstairs Memorial Arena for December 3, 2023, with the understanding they will not be eligible for a reduced rate again until 2026.

CARRIED

2. Red Deer River Watershed Alliance

Council reviewed a letter from Red Deer River Watershed Alliance.

Motion 383/23

Motion by Councilor Roberts to accept the Red Deer River Watershed Alliance Correspondence as information.

CARRIED

CAO’S REPORT:

- November 15, 2023 met with Crossfield CAO to discuss the Regional Policing Study.
- November 16, 2023 meeting to discuss water rates.
- November 21, 2023 had a phone call with the auditors to discuss the upcoming interim audit.
- November 23, 2023 met with Principal Dean Nielsen to discuss the current issues. The academy so far has used 450 hours of ice time, while the PE class has used 5 hours. We will continue to monitor the usage of the ice surface. Another issue arose: patrons from the Town of Carstairs are getting charged to use the gyms at both schools; this is not permitted through the joint-use agreement. We will be scheduling a meeting again with D. Nielsen and T. Upshaw of CES to discuss further.
- Continuing to meet with Crossfield, Cremona, Mountain View County and Didsbury to finish up the letter for the Regional Policing Study Grant, once all letters of support are received, we can apply for the grant.
- With the amended Town of Carstairs Governance Policy, we will be working on the schedule for the Policies & Priorities Committee.
- Updating the Employee Handbook, and added a new employment letter.
- Meeting with Chris Ulmer of Urban Systems to discuss the scope of a housing needs assessment.

- Negotiating with Kitstone regarding land designation for the new water reservoir, as well as meeting with Stantec for updated plans for the reservoir.
- Operations found a major water leak in Stonebridge, hoping it has been resolved; however, it is hard to decipher moisture from the leak versus moisture from the saturation in the area. This leak has been ongoing for upwards of 20 years; it was reported and put into a file, but nothing was done to it since the time of notification.
- Ongoing issues with easements and residents encroaching on town-owned property and right of ways. ATCO Gas recently found lots in Scarlett Ranch that have built fences onto a high-pressure gas line. This initiated further investigation of the high-pressure gas line route, and along with a request for a real property report, it was discovered that other homes are also encroaching on the public utility lease. In the 1980's, when the older subdivisions would have taken over the PULs, it was in the town's best interest to have someone else care for the land, but now, as a town of over 5000 people, it is too big to monitor the Public Utility Leases. It would be advantageous for the town to take back all encroachments and easements that have been wrongfully developed.

Councilor Wilcox asked if there are any agreements with the homeowners who are encroaching on town land and if the town has to pay for the cost of the removal of fences and structures on the land. R. Blair answered that there are no agreements. Removal of the fence and structures will have to be carefully monitored at the location of the gas line.

- There are gas signs located all through the location of the line.
- Real Property Reports show the property lines, and after an encroachment occurs, they become non-compliant and must be rectified before the sale of the property.

Councilor Ball stated that we have to stop setting the precedent to be chasing this around; they are the towns PULs residents need to stay within their property line.

Councilor Ratz states that it is the right and safe thing to do.

Councilor Wilcox stated the sensitivity of the situation.

R. Blair stated that they will continue communicating with ATCO Gas and plan for notifying residents as one cohesive unit.

Motion 384/23 Motion by Councilor Ball to ensure all Public Utility Lease are in the care and control of the town and to direct administration to proceed with rectifying all PULs , right-aways, and encroachments.

CARRIED

- November 25, 2023 attended the Hope 4 Mountain View County Kids Society: A Decade of Hope Gala.

Motion 385/23 Motion by Councilor Ball to accept CAO's Report as information.

CARRIED

COUNCILOR CONCERNS: Nil

PUBLIC QUESTION PERIOD: Nil

MEDIA QUESTION PERIOD: Nil

CLOSED MEETING: **CONFIDENTIAL** Section 237 of the MGA states that Councils and Council Committees must conduct their meetings in public unless the matter to be discussed is within one of the exceptions to disclosure in Division 2 of Part 1 of the Freedom of Information and Protection of Privacy (FOIP) (s. 16 to 20).

Motion 386/23 Motion by Councilor Fricke that Council close the meeting to the public to discuss third-party business interests as per Section 16 of FOIP at 8:14 p.m.

CARRIED

Regular Council Meeting – November 27, 2023

Page 6 of 6

Motion 387/23

Motion by Councilor Ball to come out of the closed meeting session at 8:50 p.m.

CARRIED

NEXT MEETING:

Monday, December 11, 2023 at 7:00 p.m.

ADJOURNMENT:

Motion 388/23

Motion by Councilor Fricke to adjourn the meeting of November 27, 2023, at 8:51 p.m.

CARRIED

Lance Colby, Mayor

Rick Blair, CAO

Bylaw No. 2048

BEING a Bylaw of the Town of Carstairs in the Province of Alberta, to authorize the temporary borrowing by bank loan in 2024.

WHEREAS, the Council of the Town of Carstairs, in the Province of Alberta, considers it necessary to borrow a sum of money to meet the current operating expenditures and obligations of the Corporation.

NOW THEREFORE, pursuant to the provisions of the Municipal Government Act, it is hereby enacted by the Council of the Corporation as a Bylaw that:

1. The Corporation borrows not more than the sum of one million (\$1,000,000.00) dollars from an authorized financial institution for the purpose of meeting the current operating expenditures and obligations of the Corporation.
2. The Mayor and Chief Administrative Officer be hereby authorized for and on behalf of the Town of Carstairs,
 - a. To apply to an authorized financial institution for the aforesaid loan to the Town of Carstairs and,
 - b. Execute on behalf of the Town of Carstairs such bills, debentures, promissory notes for similar forms or obligations that the authorized financial institution may require as evidence of and security for, all sums borrowed hereunder,

AND each such bill, debenture promissory note or obligation shall be valid and binding upon the Town of Carstairs according to its tenor, and the authorized financial institution shall never be bound to inquire whether such officers are observing limitations of their authority as set forth in this Bylaw.

3. **NOTWITHSTANDING THE FOREGOING**, the Mayor and Chief Administrative Officer shall apply such part of the foregoing sum authorized to be borrowed in repayment of previous borrowings of the Town of Carstairs such that all amounts borrowed and outstanding by the Town of Carstairs at any time to the authorized financial institution and to all other persons, firms and corporations shall not exceed the amount of taxes levied or estimated to be levied by the Town of Carstairs for the current year.
4. **ALL** sums borrowed pursuant to paragraph 2 hereof, shall bear interest at a rate per annum equal to the prime rate of interest charged by the authorized financial institution and advances in effect from time to time, any change in the prime rate charged by the authorized financial institution for advances and such interest shall be calculated and due and payable monthly.
5. **ALL** sums authorized to be borrowed hereunder, including interest, shall be due and payable in full no later than December 31 of the current year, unless hereafter extended by authority of the Council of the Town of Carstairs.
6. **AS** security for payment of money borrowed pursuant to paragraph one, hereof, the Council hereby pledges to the authorized financial institution the whole of the unpaid taxes and penalties on taxes assessed or levied in any prior years together with penalties thereon, that are owed to the Town of Carstairs and the whole of the taxes from the current year that are now or may become owing to the Town of Carstairs, but such security shall be collateral to the obligation of the Town of Carstairs to repay with interest all sums borrowed from the authorized financial institution and the authorized financial institution shall not be bound to recover any such taxes or penalties before being entitled to payment from the Town of Carstairs.
7. In the event the Council of the Town of Carstairs decided to extend the said loan, and the authorized financial institution is prepared to extend the said loan, any renewal or extension bill, debenture, promissory note or other obligations executed by the officers designated in paragraph two hereof and delivered to the authorized financial institution, shall be valid and conclusive proof as against the Town of Carstairs of the decision of the Council to extend the loan in accordance with the terms of such renewal or extension bill, debenture, promissory note or other obligations and the authorized financial institution shall not be bound to inquire into the authority of such officers to execute and deliver any such renewal or tension document.

- 8. This bylaw shall repeal Bylaw No. 2037.
- 9. This bylaw shall come into full force and effect on January 1, 2024.

READ A FIRST TIME THIS 11TH DAY OF DECEMBER 2023.

READ A SECOND TIME THIS 11TH DAY OF DECEMBER 2023.

UNANIMOUS CONSENT GIVEN TO PRESENT FOR THIRD READING ON THIS 11TH DAY OF DECEMBER A.D., 2023

READ A THIRD AND FINAL TIME THIS 11TH DAY OF DECEMBER 2023.

Lance Colby, Mayor

Rick Blair, CAO

2023 Jan. 1 – Nov. 28 Building Permits Breakdown

<u>Type of Permit</u>	<u># of Permits</u>	<u>Construction Value</u>
Single Family Dwelling	38	\$14,167,000.00
Multi-Family Dwelling	10	\$3,550,000.00
Modular		
Additions and Renovations	30	\$703,500.00
Decks and Ramps	32	\$195,342.00
Industrial and Commercial	4	\$7,155,000.00
Residential Garages	5	\$192,000.00
Other (solar panels, driveway pads, change of occupancy, Demolition, & Wood Stoves)	14	\$237,317.00
Cancellations and Signs		
<u>Totals</u>	<u>133</u>	<u>\$ 26,200,159.00</u>



Attention: Rick Blair, CAO
Project: Options for Housing Needs Assessment
Date: December 4, 2023
File: 3175.0000.00

OUR UNDERSTANDING

- The Town wishes to initiate a Housing Needs Assessment to evaluate the existing and potential housing stock to identify any gaps in the housing continuum.
- Given the increases in the population over the last 5-10 years as well as the changing demographics, the Town is interested in identifying priority areas of housing need to ensure the safe, suitable, and affordable housing options for Carstairs citizens.
- The Housing Needs Assessment should consider both quantitative and qualitative data to support the identification of gaps in the housing continuum.
- Qualitative data will be generated through available and relevant data sets through the following sources:
 - Statistics Canada Community Profiles.
 - Statistics Canada Census of Housing.
 - Canadian Mortgage and Housing Corporation (CMHC).
 - Town of Carstairs GIS data.
 - Town of Carstairs Development Permit data.
- Qualitative data will be generated through a variety of stakeholder engagement tools, that consider the following:
 - Identify and understand the needs of existing residents and any local at-risk user groups (i.e., seniors, young adults, indigenous peoples, etc.).
 - The interests, needs, and perspectives of the general population, business owners, and local housing organizations that support individual groups within the broader population.
- The completed Housing Needs Assessment will be used to inform long-term planning, priority setting, budgeting, and communications.

DRIVING QUESTIONS

1. Given the supply of senior-focused housing options available in surrounding communities, how can Carstairs generate a locally relevant analysis of the supply and demand for senior housing?
2. Given the recent growth that has come to Carstairs, how has this increased supply of housing contributed to affordability in the community (e.g., either positively or negatively) relative to changes in household income?
3. With the expansion of the housing stock, how is this contributing to the diversity of housing types and densities? How does the availability (or lack of) a variety of housing options impact the Town's local economy and expansion and retention of the labour force?



To innovate is to collaborate. We seek to mobilize the public and private sectors re-imagining how we can make housing affordable for every Canadian.

- Canadian Mortgage and Housing Corporation

OBJECTIVES / DESIRED OUTCOMES

1. Determine the suitability of the overall housing supply relative to the current composition of the population and any available projections for future growth and development.
2. Evaluate the affordability of housing relative to the changing household incomes in the community and the percent of income spent on housing.
3. Establish a series of recommendations that would support the Town in planning policy and regulatory updates to facilitate addressing the findings from the housing gap analysis.
4. Identify potential partnerships and/or funding sources that would enhance the Town's ability to advance any recommendations.

PATH FORWARD

While the level of effort within each of the following phases can be discussed and refined based on your priorities, based on our experience in other communities, we would recommend the following multi-method process to uncover local housing challenges and identify potential solutions that can be used to establish recommendations. We would anticipate working closely with your team to refine the approach as needed, to ensure each stage aligns with your goals.

- **Phase 1: Information Review:** This will focus on quantitative data, background documents, and information available from public organizations. Any gaps in available data will be identified in the preliminary review and supplemented in Phase 2.
 - Project initiation meeting.
 - Background review.
 - Data collection.
- **Phase 2: Stakeholder Engagement:** This phase will improve our understanding of the local housing needs and the various demands across the housing continuum. We will use multiple methods to gather feedback on the various perspectives on the supply and demand of housing, local support systems, and suggestions for improvements.
 - Develop engagement strategy.
 - Stakeholder engagement activities.
 - Summarize into a "what we heard" report.
- **Phase 3: Analysis:** We will delve into the raw data collected in Phase 1, as well as the various inputs received in Phase 2. While much of the work in this phase focuses on understanding the housing needs through a quantitative lens, the findings from the engagement will supplement the data and fill in any gaps.
 - Data analysis and summary.
 - Prepare final analysis summary report.
- **Phase 4: Reporting:** The final deliverable will be a report that illustrates Carstairs' housing context, indicators, trends, projections, and recommendations.
 - Draft final report and recommendations.
 - Presentation to the Town Senior Leadership Team and Council.
 - Prepare final Housing Needs Assessment Report.

FEES (INCLUDES DISBURSEMENTS AND TRAVEL, DOES NOT INCLUDE GST)

As you know, we take a collaborative approach and are open to working with you to further refine the work program phases to define an appropriate level of effort. For your consideration, we would anticipate the following budget range.

Phase 1: \$5,500 - \$6,500

Phase 2: \$6,000 - \$8,500

Phase 3: \$5,000 - \$7,500

Phase 4: \$2,000 - \$2,500

Total: \$18,500 - \$25,000

GENERAL SCHEDULE

- While we would define a timeline based on the refinement of the phases in a more detailed work plan, we would anticipate a timeline of between **4-6 months**.
- The ability to deliver within this timeline will be influenced by external variables, such as timely review of deliverables by Town staff, setting up interviews with key stakeholders, receiving requested data as needed, etc.
- However, with the 4-6-month timeline, there is contingency built in to allow for these variables, so this should be a reasonable expectation.

Royal Canadian Mounted Police

Commanding Officer
Alberta



Gendarmerie royale du Canada

Commandant
de l'Alberta

November 23, 2023



Lance Colby
Mayor
Town of Carstairs
844 Centre Street
Box 370
Carstairs, Alberta T0M 0N0

Dear Mayor Colby:

RE: Alberta Municipalities Conference – Fall 2023

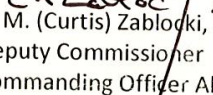
On behalf of the Alberta RCMP, thank you to you and your town representative for meeting with me and my senior leadership team during the Alberta Municipalities Fall 2023 Conference. Meetings like these are invaluable as they help us assess and evaluate the policing services we provide.

As we discussed, Chief Superintendent Nichols will begin investigating the feasibility of larger detachment, with consideration of a training range, in Carstairs to serve your growing community. We will keep you updated by providing you with options and next steps, as they become available.

As your police service, we must listen, be responsive and tailor our services to meet the needs of your community. Along with your direct conversations with detachment leadership, the discussions we had and feedback we received at our meeting, helps us ensure we are responding to your priorities, and can continue to provide innovative, proactive police services to a community we are proud to serve.

Thank you again for the opportunity to meet, and we look forward to continuing to discuss your policing needs with you. We will be following up with you on the items we discussed, but please do not hesitate to contact me with any additional questions or comments. I can be reached at 780-412-5444 or curtis.zablocki@rcmp-grc.gc.ca.

Yours truly,


C. M. (Curtis) Zablocki, M.O.M.
Deputy Commissioner
Commanding Officer Alberta RCMP

11140 - 109 Street
Edmonton, AB T5G 2T4
Telephone: 780-412-5444
Fax: 780-412-5445

Canada



Well over 100,000 soldiers, sailors and airmen and women gave their lives in service since the First World War. They left family, friends and their dreams and aspirations for the future to serve. Most were young, are buried overseas and were survived by their parents. The Canadian Fallen Heroes Foundation was formed by retired military personnel over 20 years ago. Governed by a volunteer board of directors, we tell their story.

Memorials commissioned in memory of former citizens are permanently housed in 435 participating municipalities and now include the Town of Carstairs. This past year, memorial plaques were created to honour the fallen soldiers pictured above. Commissioned by a donor from the community, these plaques are now displayed by our sponsor and the local Legion who was gifted one on their behalf. The 12 x 18 inch memorials are printed on a metal art panel. Photographs and biographies are infused onto the aluminum surface using dyes rather than traditional inks. The process provides outstanding image clarity and longevity and allows for their use in outdoor ceremonies. Memorials augment Remembrance Day ceremonies and are permanently housed in Legions, schools, museums and memorial halls with displays ranging from 1 to 120.

“When you go home, tell them of us and say, 'For your tomorrow, we gave our today.’”

These biographies also greet visitors to the Carstairs honour roll, established for the community to house the fallen soldiers, sailors and airmen and women collectively. Found IN MEMORIAM on our charity's website, biographies are posted once written and preserved here as a digital history of the sacrifices made by former residents to be utilized by schools and educators. This year we hope to add those pictured below who were researched for the Foundation by George Seitz CD. Following a 27 year career with the Air Force which saw stops in Nova Scotia, Manitoba, Ontario, Germany, Alberta and Saskatchewan, George is long retired and for the past few years has dedicated his time to the hometown heroes project. As we strive to help this and future generations better appreciate the sacrifices made by their community, we invite your help.

Funding for the completion and preservation of the Carstairs honour roll is generated through the sale of memorial plaques. Commissioned with each \$300.00 sponsorship, plaques will be sent to the town office to determine permanent display. Towns and Municipalities supporting the hometown heroes program are provided a digital ad space adjacent their honour roll to welcome those searching the community and acknowledged IN MEMORIAM as follows:

Gold Sponsor - \$1200.00 - 4 plaques
Silver Sponsor - \$600.00 - 2 plaques
Bronze Sponsor - \$300.00 - 1 plaque

The ultimate measure of a man is not where he stands in moments of convenience, but where he stands at times of challenge and controversy. Martin Luther King, Jr.

403-453-1881 email - memorials@canadianfallenheroes.com
Canadian Fallen Heroes Foundation - 13B 2115 27 Avenue NE
Calgary AB T2E 7E4
Registered Charity No. 86563 9447 RR0001

THE FALLEN SOLDIERS of Port Elgin, Ontario



Frederick John Tithecott



James Stanley Reid



Richard Curnow



Cameron Warren Odell

CFHF - Kids in Action



Students at work - researching our military history



MEMORIAL DISPLAY



High Prairie Legion



Moosomin Legion



Kerby Centre - Calgary



Canadian Fallen Heroes Foundation

www.canadianfallenheroes.ca

AD RATES

Full Page Ad: \$ 1200.00

Half Page Ad: \$ 600.00

Quarter Page Ad: \$ 300.00

Honourable Mention -

Under \$300.00

Regards,
Toni Hall
236-968-4099
www.canadianfallenheroes.com
Charity Tax No. 86563 9447 RR0001
Canadian Fallen Heroes Foundation

“We can never begin to repay them, but we can thank them, every one of them”

HOMETOWN HEROES CAMPAIGN

FOR THOSE WHO HAVE GIVEN,
AND THOSE WHO CONTINUE TO GIVE.



www.coldlake.com

*Thank You
to all the Canadians
who have served our country*



delowin.ca

P.O. Box 387
Deloraine, MB R0M 0M0
Tel: 204.747-2655
Fax: 204.747.2927
E-mail: admin@delowin.ca

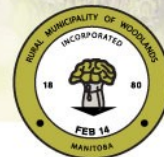


REMEMBERING AND HONORING
OUR FALLEN HEROES



701 MAIN ST BOX 730
MOOSOMIN, SK S0G 3N0
306-435-3343

Lest we forget
for those brave
who gave their lives
so we could live ours



A place to put down roots

Rural Municipality of Woodlands 57 Railway Avenue
Woodlands MB R0C 3H0 204-383-5679

Digital PSA/Acknowledgement Ad Sizes

Full Page 5.73 x 6.8 inches - 430 x 510 Pixels

Predesigned ads and or component parts with instructions can be sent as a jpeg file.

Email - memorials@canadianfallenheroes.com.