



**REGULAR COUNCIL MEETING AGENDA
CARSTAIRS MUNICIPAL OFFICE
MONDAY, JUNE 23, 2025, 7:00 P.M.**

Page

1. CALL TO ORDER


2. ADDED ITEMS

- a) Advanced Poll Date & Time to New Business 8.g
- b) Growth Study to New Business 8.h

3. ADOPTION OF AGENDA



- a) Adoption of agenda of June 23, 2025
Motion: To adopt the agenda of June 23, 2025

4. ADOPTION OF MINUTES

- 3 - 8
- a) Adoption of minutes of June 9, 2025 (addendum 4.a)
Motion: To adopt the minutes of June 9, 2025







5. BUSINESS ARISING FROM PREVIOUS MEETING

6. DELEGATIONS

- 9 - 20
- a) HSSEF-Jen Massop



7. BYLAWS AND POLICIES

8. NEW BUSINESS

- 21 - 22
- a) Parade Permit-Beef & Barley Days (addendum 8.a)

- 23 - 30
- b) Municipal Emergency Plan (addendum 8.b)


- 31 - 49
- c) Financials-May 31, 2025





- d) Purchase of Water Meters
- e) Purchase of Grader
- f) Library Expansion Discussions
- g) Advanced Poll Date & Time
- h) Growth Study (addendum 8.h)



50 - 77

9. COMMITTEE REPORTS

- a) POLICIES & PRIORITIES COMMITTEE
 - i) Minutes of the June 12, 2025 meeting(addendum 9.a.i)

78 - 80



- b) MOUNTAIN VIEW REGIONAL WASTE COMMISSION
- c) MOUNTAIN VIEW REGIONAL WATER COMMISSION
- d) MOUNTAIN VIEW SENIORS HOUSING

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

12. CAO'S REPORT

13. COUNCILOR COMMENTS

14. PUBLIC QUESTION PERIOD

15. 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).

16. ADJOURNMENT

**MINUTES OF THE REGULAR COUNCIL MEETING
MONDAY, JUNE 9, 2025, 7:00 P.M.
CARSTAIRS MUNICIPAL OFFICE**

ATTENDEES: Mayor Colby; Councilors Allan, Ball, Fricke, Ratz, & Wilcox; Director of Planning & Development Kirk Williscroft; CAO Rick Blair, & Executive Assistant Kayleigh Van Es

ABSENT: Councilor Roberts

CALL TO ORDER: Mayor Colby called the meeting of Monday, June 9, 2025, to order at 7:00 p.m.

ADDED ITEMS: Nil

ADOPTION OF AGENDA:
Motion 185/25 Motion by Councilor Wilcox to adopt the Regular Council agenda of June 9, 2025, as presented.

CARRIED

ADOPTION OF PREVIOUS MINUTES:		CARRIED
Motion 186/25	Motion by Councilor Allan to adopt the Regular Council Meeting minutes of May 26, 2025, as presented.	

CARRIED

**BUSINESS ARISING FROM
PREVIOUS MEETING:**

1. Regional Policing Study Discussions

CAO Blair requested feedback on the latest draft of the Policing Study. Questions were raised by stakeholder municipalities, including whether MNP would be presenting directly to their Councils. The Final Draft is ready for submission. Each municipality is expected to use the data provided in the study to make informed policing decisions for the next 25 years. Other municipalities can bring the study to their Councils for feedback. If there is interest in a regional model, meetings can be arranged following those discussions. If no regional approach is supported, Carstairs will need to make a decision regarding its own detachment.

Councilor Ball inquired about the timeline for moving forward. CAO Blair noted that coordinating multiple stakeholders is challenging. He suggested a final stakeholder meeting to address outstanding questions and to ensure administration is well versed to answer any questions.

Councilor Fricke commented on interesting data points, particularly how smaller populations show high crime density, with criminal activity concentrated among younger demographics. She mentioned the possibility of municipalities considering deferring to 2032 in line with the federal model. She noted that the Didsbury detachment is not expecting any new officers in the next five years. She also emphasized the importance of using population numbers recognized by the province and raised concern that Didsbury Council may not have been involved in the process. In response, CAO Blair clarified that once a municipality reaches a population of 5,000, it is required to establish a detachment within two years. He also confirmed that Didsbury Council had been involved in the process.

Councilor Ratz expressed support for the stakeholder involvement and questioned how differing opinions would affect Carstairs' decision. CAO Blair responded that if a regional model is not broadly supported, decisions will still be made based on feedback and each municipality's needs.

Councilor Wilcox asked about feedback from other municipalities and whether there were comments about their preferred outcomes. She also asked whether the feedback was intended to change the study or just inform the process. CAO Blair clarified that all parties have had the opportunity to provide input and that the intent is to collect feedback, not make changes, and that the process could go back and forth indefinitely if not kept on track.

Mayor Colby stated there has been a great deal of communication around this and emphasized the importance of 24-hour policing. He expressed hope that one or two municipalities would partner with Carstairs to share costs, noting that most of the expense currently falls on Carstairs. He stressed the need to make a decision soon.

Regular Council Meeting – June 9, 2025		Page 2 of 6
Motion 187/25	Motion by Councilor Ratz to accept Regional Policing Study Discussions as information.	
		CARRIED
DELEGATIONS:	Nil	
BYLAWS & POLICIES:	Nil	
NEW BUSINESS:	1. Provincial Sports Award Presentation Council presented Provincial Sports Awards to local students and coaches who competed at the provincial level in their respective sports for the 2024–2025 season. A total of 59 individuals were recognized for their achievements.	
	2. Richard Dais Scholarship 2025 Council agreed to grant one anonymous student \$600 for their essay submission for the 2025 Richard Dias Scholarship.	
Motion 188/25	Motion by Councilor Allan to recommend anonymous essay number seven as the winning submission for the 2025 Richard Dais Scholarship.	
		CARRIED
	3. Citizenship Award 2025 Council agreed to grant three anonymous students \$100 each for their essay submissions for the 2025 Citizenship Awards.	
Motion 189/25	Motion by Councilor Fricke to recommended anonymous essay numbers two, four, and six as the winning submissions for the 2025 Citizenship Awards.	
		CARRIED
COMMITTEE REPORTS:	1. Policies & Priorities Committee - Next meeting June 12, 2025. 2. Mountain View Regional Waste Commission - Next meeting July 2025. 3. Mountain View Regional Water Commission - Next meeting June 10, 2025. 4. Mountain View Seniors' Housing - MVSH celebrated their 65 th anniversary of being in operation. Next Board meeting June 19, 2025.	
Motion 190/25	Motion by Councilor Ball to accept all Committee Reports as information.	
		CARRIED
COUNCILOR REPORTS:	Councilor Allan - May 28-June 2, 2025, attended the FCM Conference in Ottawa. Enjoyed conversations with the Minister of Economic Development and visited the trade show, where I learned about various grants that we may qualify for. - June 9, 2025, prior to Council attended the Provincial Sports award Ceremony. Councilor Ball - June 1, 2025, attended the Carstairs Heritage Festival, and noted a great turnout. Councilor Fricke - May 28-June 2, 2025, attended FCM Conference in Ottawa and participated in 23 workshops over the course of the event. I made a point to speak with representatives from each province and territory, and the number one issue common to all was aging infrastructure. The sessions covered a wide range of topics focused on current and future challenges facing municipalities across Canada. A session on misinformation and disinformation outlined the differences between the two and emphasized how these challenges can strain smaller municipalities and endanger staff. Another session reviewed the 2025 federal election and outlined federal priorities such as economic growth, infrastructure investment, housing affordability, and rural support. The Green Municipal Fund session introduced potential grant opportunities for tree planting and public building upgrades. A housing growth workshop suggested five strategies for unlocking development but failed to address municipalities' financial constraints and the ongoing downloading of responsibilities from provincial governments. Proposed federal actions like lowering property values were flagged as potentially triggering a crisis similar to the Great Depression, while high costs prevent CMHC from funding affordable housing projects in key regions. Rural challenges were also a focus, with rural municipalities managing 36% of Canada's infrastructure despite housing only 15% of the population.	

- These areas face aging infrastructure, poor connectivity, and rising crime, while funding is often inaccessible due to inconsistent definitions of “rural.” This is despite rural areas contributing 25% of the national GDP. Other sessions addressed women in politics, infrastructure delivery, and Canada–U.S. municipal collaboration, marking the first time a U.S. representative attended FCM. Additional highlights included attending the Prairies & Territories Caucus, making vendor connections at the trade show, and hearing from all federal political parties. A sobering takeaway from those discussions was the projection that nearly half of Canadians could face homelessness by 2030 if current trends continue.
- May 29, 2025, attended Parliament to observe proceedings, followed by a tour and a meeting with our MP for Yellowhead Riding, William Stevenson.
 - June 6, 2025, attended Mountain View Lodge in Olds as Vice Chair for MVSH to celebrate the 65th Anniversary Senior’s week event.
 - June 6, 2025, met with MVSH CAO Stacey Stilling and Board Chair Dwayne Fulton to discuss seniors housing.
 - June 6, 2025, attended the Central Alberta Female Municipal Network gathering in Sundre. Presentations included Sundre’s Water and Wastewater Supervisor highlighting innovative infrastructure, including daily river releases and a new electro-fluctuation treatment process that cleans water in one hour. A Communications Specialist also presented on public speaking, conflict resolution, and government communication strategies.
 - June 9, 2025, prior to Council attended the Provincial Sports award Ceremony.

Councilor Ratz

- May 31-June 2, 2025, volunteered for the Carstairs Heritage Festival, including assistance with the Scotch pairing event on Friday night. The parade was successful, featuring 10 pipe bands. The Highland Dance competition was held at the curling rink, with various activities taking place around the venue. It is estimated that between 2,000 and 3,000 people attended the festival events. Appreciation is extended to the Town and its employees, whose dedication made the event possible from setup through cleanup. The Carstairs Fire Department won the tug-of-war competition. A wind-up meeting will be scheduled in the coming weeks and will provide a report on the festival’s success at an upcoming Council meeting.
- June 9, 2025, prior to Council attended the Provincial Sports award Ceremony.

Councilor Roberts

- Absent

Councilor Wilcox

- May 28-June 2, 2025, attended FCM Conference in Ottawa, participated in a variety of sessions, seminars, and activities. Beginning with a visit to the local Indigenous market and delegate registration. A session on misinformation and disinformation emphasized the dangers these pose to municipalities and recommended responding with clear processes and codes of conduct. It was noted that tying information directly to projects and explaining their relevance can be an effective communication strategy. Participated in a roundtable exercise focused on communication strategies, particularly for social media engagement. Attended the Regional Caucus Meeting for the Prairies and Territories, aimed at informing FCM’s strategic planning. The Green Municipal Fund session highlighted funding opportunities for retrofitting arenas and community halls. Keynote speaker Chief Cindy Woodhouse emphasized the hope for future collaboration between Indigenous and municipal governments. A plenary session with the Mayors of New Orleans and Detroit offered valuable insight into the impact of tariffs, especially on tourism in the U.S., and marked a growing collaboration between FCM and the U.S. Conference of Mayors—surprising to learn such partnerships had not been previously established. Prime Minister Carney addressed the importance of strong federal-municipal relationships. Also attended the trade show and a study tour of the Byward Market’s integrated service response. The area, once a thriving marketplace, now houses multiple safe injection sites and large shelters, which has contributed to increased crime and the decline of small businesses. Ottawa’s shelter system has shifted focus from asylum-seeking populations to addressing complex challenges like drug abuse and mental health. Attended a session on strategies to increase housing stock, where it was noted that some municipalities

face months-long permit delays. In contrast, Carstairs is fortunate to have a streamlined process. A tour of the Parliament building with MP William Stevenson included a visit to the Books of Remembrance. It was noted that each day a page is turned so every fallen soldier's name sees the light of day annually—a moving experience. Keynote speakers included E. May (Green Party), M. Lantsman (Conservative Party), M. Carney (Liberal Party), and G. Johns (NDP). Attended the Indigenous–Municipal Relations Sacred Fire event, which focused more on existing FCM programs and the Indigenous liaison position. Also attended a session on empowering women in local government. The overarching takeaway from the conference was that Canada is facing a crisis, particularly around tariffs and their impact on economic independence. There is hope for better inclusion of rural communities, though the definition of “rural” varies widely.

- June 2, 2025, co-hosted a Seniors Brunch and Expo with FCSS and Carstairs Recreation, serving over 200 seniors in the community.
- June 9, 2025, prior to Council attended the Provincial Sports award Ceremony.

Mayor Colby

- May 28-June 2, 2025, attended FCM Conference in Ottawa, attending sessions that focused on managing misinformation and disinformation in communities, particularly on social media platforms. Participated in a storm water management tour showcasing a 5-hectare site that took 15 years to complete. A session on transit infrastructure highlighted the need for investment in education to develop homegrown technical expertise. Also attended a session on revamping municipal procurement processes for greater cost-effectiveness. The Prairies and Territories Caucus and Green Fund exhibition presented potential opportunities, including support for water system efficiency planning. During the Parliament tour with MP William Stevenson, noted several relatable challenges shared by municipalities of all sizes. Prime Minister Carney's remarks focused heavily on housing, particularly the promotion of row and modular housing, which is encouraging rural migration. Raised the broader question of how towns like Carstairs define and deliver affordable housing within their own communities.
- June 9, 2025, prior to Council attended the Provincial Sports award Ceremony.

Councilor Ball inquired whether there were any discussions regarding slowing immigration. Councilor Fricke responded that no such discussions had taken place.

Motion 191/25

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

CARRIED

CORRESPONDENCE:

1. Mountain View Seniors Housing Foundation Golf Classic Sponsorship

Council reviewed the sponsorship package. The tournament will be hosted in Carstairs again.

Councilor Fricke noted the decrease in price for Team sponsorship.

Motion 192/25

Motion by Councilor Ratz to direct administration to facilitate a Team sponsorship for the Mountain View Seniors Housing Foundation's 15th Annual Golf Classic in 2025.

CARRIED

Motion 193/25

2. MCPL Richard Curnow Memorial Scholarship Request

Motion by Councilor Wilcox to accept MCPL Richard Curnow Memorial Scholarship request as information.

CARRIED

3. STARS Thank you

Council reviewed the thank-you note from STARS.

Motion 194/25

Motion by Councilor Ball to accept the thank-you note from STARS as information.

CARRIED

4. HSSEF Golf Sponsorship Request

Jenn Massop, President of the Hugh Sutherland School Enhancement Foundation (HSSEF), presented a request to Council. She explained that the HSSEF is committed to enhancing the educational experience of students by improving resources.

programs, and facilities. The upcoming golf tournament is a key initiative aimed at raising funds to support these efforts and positively impact the school community.

Councilors Allan, Ball, and Ratz had no questions and expressed general support for reviewing the request.

Councilor Wilcox asked whether the funds were tied to a specific project. Ms. Massop clarified that the funds would support a broader scope and are not affiliated with any other HSS fundraising initiative.

Councilor Fricke asked about the primary focus of the fundraiser. Ms. Massop stated that the Foundation's goal is to raise funds for a new accessible playground at Hugh Sutherland School.

Mayor Colby inquired about the fundraising target for the tournament. Ms. Massop shared that they are aiming to raise \$30,000.

Councilor Allan recommended that Ms. Massop connect with CES for information on their recent playground fundraising efforts.

Ms. Massop noted that the Foundation has engaged a grant writer and is hopeful for matching grant opportunities to support the playground project.

Mayor Colby concluded by stating that the request could be further discussed at the upcoming Policies & Priorities Committee meeting this Thursday.

Motion 195/25

Motion by Councilor Fricke to accept HSSEF Golf Sponsorship request as information.

CARRIED

CAO’S REPORT:

- May 28-June 2, 2025, attended FCM Conference in Ottawa, the event included a number of informative discussions and seminars, with opportunities to connect with fellow CAOs and exchange insights on common challenges and best practices across municipalities. It was valuable to see how other municipalities operate. Unfortunately, CAO Blair became ill after the trip.
- Informed Council that the Town’s grader is in need of repair and that it would be more cost-effective to replace the unit than to proceed with repairs. A formal request to access funds from the Stabilization Reserve will be brought forward at a future meeting. Councilor Fricke suggested exploring equipment options through Enterprise. Councilor Wilcox inquired about annual usage hours for the grader. CAO Blair responded that usage varies depending on the winter season but noted the current unit, a 2004 model, has logged over 9,000 hours. It remains a critical asset in maintaining the Town’s service standards. Administration is currently looking into a used replacement unit that has undergone regular maintenance.

Motion 196/25

Motion by Councilor Allan to accept CAO’s Report as information.

CARRIED

COUNCILOR COMMENTS:

1. **Councilor Wilcox**
Expressed acknowledgement to Carstairs FCSS and the Carstairs Recreation program coordinators for their contributions. They are recognized as a valuable asset to the community.
2. **Councilor Ball,**
Commented on the paving work completed on Highway 580, noting that the job was well done.
3. **Mayor Colby**
Congratulated Councilor Ratz on the success of the Carstairs Heritage Festival, attributing the achievements to the efforts of dedicated volunteers.

Motion 197/25

Motion by Councilor Fricke to accept Councilor Comments as information.

CARRIED

PUBLIC QUESTION PERIOD:

1. **Rose Warden**
Requested that Council consider installing “End Playground Zone” signs throughout town. Also expressed appreciation to Council for their dedicated efforts in serving and pleasing the residents of Carstairs.

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Motion 198/25 Motion by Councilor Wilcox to accept Public Question period as information.

CARRIED

MEDIA QUESTION
PERIOD: Nil

CLOSED MEETING: *Section 107 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 199/25 Motion by Councilor Wilcox that Council close the meeting to the public to discuss Third-Party Business Interests as per Section 16 of FOIP at 8:09 p.m.

CARRIED

Motion 200/25 Motion by Councilor Wilcox to come out of the closed meeting session at 8:57 p.m.

CARRIED

NEXT MEETING: Monday, June 23, 2025, at 7:00 p.m.

ADJOURNMENT:
Motion 201/25 Motion by Councilor Ball to adjourn the meeting of June 9, 2025, at 8:58 p.m.

CARRIED

Lance Colby, Mayor

Rick Blair, CAO

Kayleigh Van Es

From: Hugh Sutherland Enhancement Foundation <hssefs@gmail.com>
Sent: June 19, 2025 9:41 AM
To: Kayleigh Van Es
Subject: HSSEF Golf Tournament Information
Attachments: HSSEF Playground Rebuild.pdf

Hi Kayleigh,

I believe the mayor has spoken to you about Kim and I presenting again at council on Monday.
I am attaching a package for them and a little write up.
Hoping you haven't sent out the Agenda yet.

Thank you for your help!
Jen

Dear Council Members

Approximately one month ago, the HSSEF initiated a community-wide survey targeting HSS families, CES families, and the general Carstairs public to gather insights on how residents envision the redevelopment of the HSS playground. We are pleased to report that we received over 144 responses. These valuable inputs have been shared with a Playground designer, who is actively working on creating two mock-ups and conducting cost analyses to facilitate the next steps of the project.

One significant obstacle at present lies in designing an inclusive playground that accommodates the diverse needs of over 830 students spanning grades 5 to 12. Furthermore, Carstairs is slated to receive a new school under the Chinook's Edge initiative, which will be constructed on the same property as HSS. However, the timeline for this development remains uncertain, adding an extra layer of complexity to the planning process.

Before we can proceed with applications for substantial funding grants, it is imperative that we finalize the playground design, establish a comprehensive budget, and secure letters of support from community residents, the school, and council members.

A successful Golf Tournament would provide us with a strong financial base to continue fundraising efforts and apply for grants.

Please see the attached document for more detailed information on our playground rebuild.

Kindly,

Jen Massop and Kim Penner

Per: HSSEF Board

Hugh Sutherland School Enhancement Fund - Playground Rebuild

Target: 2026 Completion

Project Overview

The Hugh Sutherland School Playground Rebuild project is a community-led initiative aimed at revitalizing the outdoor play area for students and the surrounding community. This project seeks to create a safe, inclusive, and engaging environment where children of all abilities can enjoy physical activity, social interaction, and creative play.

Project Brief

Introduction

Carstairs is a growing and vibrant town with a population of 4,898 residents, according to the 2021 census. Among them are 1,380 youth under the age of 19, including many with disabilities that require mobility aids. Unfortunately, the current playground infrastructure at Hugh Sutherland School is outdated, unsafe, and lacks inclusive features that ensure accessibility for children of all abilities.

Chinook's Edge School Division has announced that the existing playground on school property will be decommissioned in the summer of 2026. This decision comes as part of the division's long-term facilities planning, taking into account the age, condition, and safety standards of the current structure. While the playground has served the school community well over the years, it is now reaching the end of its usable life.

Background

Hugh Sutherland School, located in Carstairs, Alberta, has experienced significant enrollment growth in recent years. As of the 2024-2025 academic year, the school had

approximately 830 students in grades 5 through 12. It is also the fastest-growing school in the Chinook's Edge School Division.

In response to increasing enrollment pressures, the Chinook's Edge School Division 2024–2027 Capital Plan includes the construction of a new middle school for grades 5–8 and the demolition of older sections of the existing facility. These developments further highlight the urgent need for a modern and adaptable playground that can support the evolving needs of the school and the community.

Proposed Phased Approach

To address these challenges and ensure timely implementation, the rebuild of the Hugh Sutherland School playground will follow a phased approach:

Phase One:

- Immediate installation of a new, safe, and inclusive playground.
- Features will include ramps, smooth surfaces, and adaptive play equipment, ensuring accessibility for children of all abilities.
- This phase is prioritized due to the decommissioning of the current playground and the urgent need for a safe recreational space.

Subsequent Phases:

- Additional construction and enhancements aligned with the new middle school's development timeline.
- Facilities will be expanded to complement the updated school infrastructure and accommodate the growing student population.

This phased approach ensures the immediate needs of Hugh Sutherland School's youth are met while planning for the long-term recreational and social needs of the Carstairs community.

Community Impact

The playground at Hugh Sutherland School has long been a central hub for the community—a place where children, families, and caregivers come together to learn, play, and connect. However, the current structure does not meet the needs of all youth, particularly those who rely on mobility aids such as wheelchairs or walkers, nor is it passing safety inspections anymore. An inclusive playground would transform this space into a truly accessible and welcoming environment, ensuring that children of all abilities can play, interact, and build friendships. As the only outdoor recreational infrastructure on the west side of Carstairs, it would fill a critical gap by providing a safe

and engaging space for both the school and the broader community. With the west side of Carstairs rapidly expanding in homeownership, this playground would be accessed by hundreds of children in these growing neighborhoods. Beyond accessibility, it would encourage physical activity, foster social connections, and serve as a vital gathering place where families can come together, strengthening the sense of community for all.

Vision for the New Playground

The proposed playground rebuild will transform this essential space into an inclusive and accessible environment that supports the well-being and development of every child. Key design elements will include:











- **Accessibility:** Ramps, smooth surfaces, and adaptive play equipment for children with mobility challenges.
- **Inclusivity:** Spaces designed to encourage cooperative play and interaction among children of all abilities.
- **Safety:** Modern, durable materials to ensure a secure environment for every user.
- **Community-Centered Design:** Layouts that promote family engagement and participation in outdoor activities.

Conclusion

We believe this project will have a lasting impact, benefiting not only the youth at Hugh Sutherland School but also the broader Carstairs community. Rebuilding the playground is a vital opportunity to foster a sense of belonging, inclusion, and joy for all residents.

Potential Funding Sources

Name	Deadline	Funding Amount	File
Alberta Blue Cross Built Together	Sept 22, 2025	\$50,000	File
TD Friends of the Environment Foundation	July 15, 2025	\$8,000	File
Communities Choosewell		\$5,000	File
Sandbox Mutual Insurance		\$25,000	File
Tim Hortons Smile Cookie	Sept 31, 2025	Varies	File

Name	Deadline	Funding Amount	File
Canada Post Community Foundation Grant	Feb 28, 2025	\$25,000	 File
Kal-Tire RePlay Fund	Ongoing Intake	Recycled Tires	 File
Mountain View County Rural Community Funding	Feb 28, 2025	\$8,000	 Mo...
Westview Co-op Community Support Fund	Ongoing Intake	Variable	 File
Viterra Community Investment	Ongoing Intake	Variable	 File
ATB Financial	Ongoing Intake	\$10,000	 File
Richardson Pioneer Olds <i>*connect with nearest location to obtain application</i>		Up to \$20,000	 File
Co-op Community Spaces <i>*Opens February 1, 2025</i>		Up to \$150,000	 File
FCC AgriSpirit Fund <i>*expected to open spring 2025</i>		\$25,000	 File
Community Facilities Enhancement Program (CFEP)	May 15, 2025 or Sept 15, 2025	Matching Grant up to \$125,000	 File

In-Eligible Funding Opportunities:

- BNSF Foundation - Only funds registered charities
- Alberta Government Other Initiatives Program - Playground would fall under CFEP and/or CIP granting
- Charitree Foundation - Will not build a playground but could fund outdoor classrooms (only \$5,000 so better to apply to TD Friends of the Environment)
- WWF-Canada - Funding would be for building ecosystems or biodiversity
- Costco Canada - Only funds registered charities

Survey Results

144 Responses

- 42% responded from current HSS Students
- 7% responded from future HSS Students (current CES students)
- 37% responded as parents of current HSS Students
- 20% responded as parents of future HSS students (current CES students)
- 15% responded as part of the general public

The majority of respondents like:

- Playgrounds/Climbing Structures
- Sports and Athletics
- Walking/Running
- Social Gatherings
- Nature Exploration

A variety of activities was rated the most important factor in the rebuild, over safety, durability and inclusiveness

It is clear that more shaded areas and seating are required and there is an interest for an outdoor classroom/learning space. Sports Fields/Courts are a close second to new typical playground equipment

As for themes/elements there is a large interest in nature inspired spaces that is wheelchair accessible, sensory friendly and has low impact surfaces.



Goals of the Project

1. **Promote Inclusive and Accessible Play**
Design a space that welcomes all children and community members, including those with disabilities, by incorporating wheelchair-accessible paths, sensory-friendly elements, and low-impact surfaces.
2. **Support a Wide Range of Activities**
Provide diverse opportunities for physical activity, social interaction, and imaginative play by including climbing structures, athletic spaces, nature-based exploration areas, and walking/running paths.
3. **Encourage Outdoor Learning**
Integrate an outdoor classroom or learning space that supports both structured educational activities and informal learning in a natural setting.
4. **Foster Community Connection**
Create a space that encourages social gatherings and intergenerational use, with ample shaded seating areas to support comfort, supervision, and community events.
5. **Reflect Nature-Inspired Design**
Embrace natural elements and aesthetics to create a calming and inviting environment that reflects community interest and supports mental well-being.
6. **Ensure Long-Term Value and Enjoyment**
Build with high-quality, durable materials that can withstand heavy use and varying weather conditions, while still providing flexible and engaging play experiences over time.

Key Features of the Project

- **Nature-Inspired, Inclusive Playground Equipment**
A variety of play structures that reflect natural themes, are accessible for wheelchairs, and include sensory-friendly and low-impact elements for children

of all abilities.

- **Multi-Use Sports and Athletic Areas**
Dedicated spaces for organized and informal sports activities, such as fields and courts, to support physical fitness, skill-building, and team play.
- **Outdoor Classroom and Gathering Spaces**
Purpose-built areas for learning, group activities, and community gatherings, with sheltered seating and flexible layouts that encourage both education and connection.
- **Shaded Seating and Rest Zones**
Ample shaded spots with comfortable, accessible seating throughout the space to support supervision, relaxation, and inclusive participation for all ages.

Estimated Budget Ranges

The estimated budget range for a playground project like this — which includes nature-inspired, inclusive equipment, sports courts, shaded seating, and an outdoor classroom — would typically fall between: \$500,000 – \$1.2 million.

Cost Breakdown

- **Playground Equipment:** 50–60% of the budget.
- **Safety Surfacing:** 20–25% (e.g., poured-in-place rubber, engineered wood fiber, or synthetic turf).
- **Site Preparation and Installation:** 15–25% (e.g., grading, drainage, and labor costs).
- **Permits and Fees:** 5–10%.
- **Landscaping and Add-Ons:** Variable (trees, benches, fencing, and shade structures).

Advanced Playground Budget Breakdown

Category	Estimated	Description
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	Cost	
Inclusive/Nature Inspired Playground Equipment	\$250,000 - \$500,000	Custom-designed structures that promote imaginative, sensory-rich, and accessible play experiences for children of all abilities.
Sports Fields or Courts	\$100,000 - \$250,000	Versatile, durable athletic spaces that support a range of organized and recreational sports like basketball, soccer, or volleyball.
Outdoor Classroom / Learning Spaces	\$50,000 - \$150,000	A flexible, sheltered area designed to support educational activities, group discussions, and nature-based learning.
Shade Structures & Seating Areas	\$50,000 - \$150,000	Comfortable and accessible resting spaces that provide sun protection and encourage longer community use of the playground.
Site Preparation, Landscaping, Surfacing	\$100,000 - \$200,000	All foundational work required to ensure safety, drainage, accessibility, and a visually appealing natural environment.
Design, Engineering & Project Management	\$50,000 - \$100,000	Professional services to ensure the playground is thoughtfully planned, compliant with regulations, and built on time and on budget.

Factors Influencing Cost

1. Size of the site and number of play zones
2. Extent of inclusivity and accessibility features
3. Use of premium natural materials
4. Need for custom-built equipment
5. Local labor and construction costs
6. Drainage, grading, and infrastructure requirements

Key Upgrades for Accessibility and Inclusion

1. **Universal Design Principles:** Ensure the entire playground is usable by children with and without disabilities.
2. **Accessible Pathways:** Install wide, smooth paths that connect all areas of the playground and allow wheelchair access.

3. **Sensory Play Areas:** Include interactive features like textured surfaces, musical elements, and visual stimuli to support sensory engagement.
4. **Adaptive Play Equipment:** Install components like transfer platforms, wheelchair-accessible carousels, and inclusive climbing structures.
5. **Quiet Zones:** Create shaded, quiet areas for children who may become overstimulated.
6. **Parent and Caregiver Accessibility:** Include benches, shaded seating, and accessible parking nearby.

Project Timeline

1. **Community Consultation:** Gather input from students, parents, staff, and local stakeholders to ensure the design meets community needs.
 - a. [Shaping Outdoor Spaces at HSS](#)
2. **Design and Approval:** Work with architects and playground specialists to finalize designs and obtain necessary approvals.
 - a. [PlayQuest](#)
 - b. [Park N Play](#)
3. **Fundraising and Sponsorship:** Secure funding through grants, donations, and sponsorship opportunities.
4. **Construction:** Begin site preparation and installation of new equipment.
5. **Grand Opening:** Host a celebratory event to unveil the new playground to the community.

Important Contacts

- Dean Nielsen - Principal Hugh Sutherland School
- Shawn Russell - Associate Superintendent, Corporate Services [Chinook's Edge School Division]
- Lance Colby - Mayor of Carstairs
- Rick Blair - Chief Administrative Officer (CAO)
- TBC - MLA Olds-Didsbury-Three Hills
- Blaine Calkins - MP Red Deer-Lacombe
- Stephanie Alaric & Kerri Hoogers - Carstairs Elementary School

Project Sustainability

The sustainability of the HSS playground rebuild is a key priority in our planning. The playground will be constructed using durable, sustainable materials that require minimal maintenance and are specifically chosen to withstand Alberta's diverse climate. These materials will ensure the structure remains safe, functional, and visually appealing for many years to come, reducing long-term repair and replacement costs.

Beyond the materials, we are committed to developing a plan for the playground's financial and operational sustainability. This includes seeking ongoing community support through memberships, fundraising campaigns, and partnerships with local businesses and organizations. By combining eco-friendly construction with thoughtful long-term planning, the playground will serve as an enduring resource for inclusive recreation and play.

PLAYGROUND REBUILD

GOALS OF THE PROJECT



Promote Inclusive and Accessible Play



Encourage Outdoor Learning



Support a Wide Range of Activities



Reflect Nature-Inspired Design



Encourage Outdoor Connection



Ensure Long-Term Value and Enjoyment

TOP FEATURES



Nature-Inspired, Inclusive Playground Equipment

A variety of play structures that reflect natural themes, are accessible for wheelchairs, and include sensory-friendly and low-impact elements for children of all abilities.



Outdoor Classroom and Gathering Spaces

Purpose-built areas for learning, group activities, and community gatherings, with sheltered seating and flexible layouts that encourage both education and connection



Multi-Use Sports and Athletic Areas

Dedicated spaces for organized and informal sports activities, such as fields and courts, support physical fitness, skill-building, and team play



Shaded Seating and Rest Zones

Ample shaded spots with comfortable, accessible seating throughout the space to support supervision, relaxation, and inclusive participation for all ages

ESTIMATED BUDGET

\$500,000 – 1,2.2 MILLION

CATEGORY	ESTIMATED COST RANGE
Inclusive/Nature-Inspired Playground Equipment	\$250,000 – \$500,000
Sports Fields or Courts	\$100,000 – 250,000
Outdoor Classroom Learning Space	\$50,000 – 150,000
Shade Structures & Seating Areas	\$50,000 – 150,000
Site Preparation, Landscaping, Surfacing	\$100,000 – 200,000
Design Engineering & Project Management	\$50,000 – 100,000



**Town of Carstairs Appendix D
PARADE AND PROCESSION PERMIT**

Applicant Name: Carstairs Lions Club (L. CUNNINGHAM)
(if organization, include name of designated officer)

Date: 19 July 2025 Times: 9:30 AM - 12:30 PM

Purpose of Parade or Procession:
Beef & Barley Days Community Parade

Intended Route: (attach map)
Downie St & 10 Ave, south to Idaho St. → Emergency Services Bldg. Returning to start area via back streets

Assembling Area – Start (address):
Rock Church → 10 Ave & Downie St.

Assembling Area – Finish (address):

Number of participants: 250

Number of Vehicles: 35

Number of Horses/Other Livestock: 25

Are barricades required? (Y) ☒ (N) ☐
Is traffic control required? (Y) ☐ (N) ☒

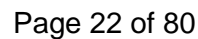
Is the street sweeper required? (Y) ☒ (N) ☐
Will you be crossing railway line? (Y) ☐ (N) ☒

Special conditions, i.e. crowd control:
No Air horns
" throwing candy from moving vehicle

Signature of Applicant: [Signature]

Application Date: 9 June '25 Approval Date: _____

Signature of Town official: _____





MUNICIPAL EMERGENCY PLAN / PROGRAM REVIEW REPORT (MEP Review)

Municipality: Town of Carstairs
Date of Visit: March 17th, 2025
Activity: Municipal Emergency Plan (MEP) review.
Participants: Rob McKay, DEM
 Lorne Thompson, AEMA Field Officer
 Gord Buhr, AEMA Field Officer
 - Virtual Meeting -

Report Date: April 16th, 2025

Rob;

Thank you for taking the time to meet with us for the Town of Carstairs's 2024/25 MEP review. I have attached the detailed MEP report for your review.

The Town is an active participant with Mountain View Regional Emergency Management Agency. In addition to utilizing the MVREMA Regional Emergency Plan the Town adds local plans into it. The Town and MVREMA have a comprehensive municipal emergency plan and continue to improve on it annually. The following are general comments regarding your emergency plan;

- recommend any individual identified within the municipality's ICS organization in a Command, General Staff or Section Chief role should have a minimum of ICS 300. ICS 200 is encouraged for all other individuals identified in the municipality's ICS organizational structure
- conduct a regular review of the Town's Hazard Identification and Risk Assessment (HIRA)
- continue with the development and review of plans (such as evacuation, demobilization, business continuity, etc) that supplement your municipal emergency program
- 2025 is a municipal election year. Reminder that local elected officials are required to take the Local Authority Elected Officials course within 90 days of taking office.
- Verify that your Alberta Emergency Alert (AEA) authorized users are staying current of the AEA requirements and add additional authorized users as necessary. Training and information is available from:
alberta.emergency.alert@gov.ab.ca.

Provincial Building
 Suite 500, 4920 51 St
 Red Deer, AB T4N 6K8

e-mail: lorne.f.thompson@gov.ab.ca
 Mobile: 587-591-1874

As a reminder, the CEMP program, available through MAConnect, not only offers emergency program templates it has a self-assessment tool, a hazard & risk assessment section, and an extensive emergency management document library which you may find very useful.

Keep up the great work on your emergency management program and feel free to contact myself or Gord Buhr if you have any questions. As always, we look forward to working with you on future events, training, and exercises.

I trust the foregoing is clear however should there be any questions please feel free to reach out to me.

Respectfully,

Lorne Thompson

Regional Field Officer, Central Region
Alberta Emergency Management Agency
Ministry of Public Safety and Emergency Services



AEMA Annual Visit / Review

Year: 2024-2025

Community:

Town of Carstairs

Date of Review and Meeting Format:

March 17, 2025 - Virtual Meeting

Emergency Management Officials present at meeting:

Rob Mckay, DEM Members of MVREMA

General Comments:

Town of Carstairs is a partner in the Mountain View Regional Emergency Management Agency (MVREMA). Each municipality conducts their own Advisory Committee and Agency Meetings and appoints their own DEM's & DDEM's. MVREMA conducts a Regional Agency meeting a minimum of twice per year. Each partner municipality in MVREMA provides a copy of their emergency management bylaws, HIRA, IMT contact list, resource list and any municipal specific plans in the MVREMA Plan appendix.
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Field Officer: Name(s) and signature(s)
--

<i>Lorne Thompson</i>

Field Officer, Central Region

Classification: Protected A

BYLAW / ORDER requirements

1. LEMR Section 2(1)	Appoints an Emergency Advisory Committee.	Yes
2. LEMR Section 2(2)(a)	Sets out the purposes of the Committee both during an emergency or disaster and when those events are not occurring.	Yes
3. LEMR Section 2(2)(b)	Establishes that the Committee provides guidance and direction to the local authority's Emergency Management Agency.	Yes
4. LEMR Section 2(2)(c)	Establishes the procedures that must be followed when declaring a state of local emergency.	Yes
5. LEMR Section 2(2)(d)	Identifies the Committee's membership and Chair by title or position.	Yes
6. LEMR Section 2(2)(e)	Sets out a minimum meeting frequency for the Committee, of at least once per year.	Yes
7. LEMR Section 2(2)(f)	Outlines Committee quorum and procedural requirements for decision making unless these requirements are set out in another bylaw.	Yes
8. LEMR Section 3(1)	Establishes the local authority's Emergency Management Agency.	Yes
9. LEMR Section 3(2)(a)	Sets out the responsibilities of the EM Agency.	Yes
10. LEMR Section 3(2)(b)	Appoints a person as the director of emergency management, or states that a person who holds a specified title or position is appointed as the director of emergency management by virtue of holding that title or position.	Yes
11. LEMR Section 3(2)(c)	States that the agency is responsible for the administration of the local authority's emergency management program.	Yes
12. LEMR Section 3(2)(d)	Identifies the frequency at which the Agency must report to the Emergency Advisory Committee: - must be once per year - must include an update on the Agency's review of the local authority's emergency plan and activities.	Yes
13. LEMR Section 3(2)(e)	States that a command, control and coordination system prescribed by the Managing Director of the Alberta Emergency Management Agency will be used by the local authority's emergency management agency.	Yes
14. LEMR Section 3(2)(f)	If the Agency is acting as the agent of more than one local authority, indicates which local authorities the Agency is acting for.	N/A
Acting as Agent for the following local authorities: N/A		
15. LEMR Section 7(1), 14(b)	If the local authority has delegated some or all of its powers or duties under the Act to a Regional Services Commission, states which powers or duties are delegated, and whether the local authority will maintain an independent emergency management agency.	N/A N/A

Classification: Protected A

16. LEMR Section 7(2), 14(c)	If the local authority is to be represented by a Joint Committee, sets out which powers or duties are delegated to the Joint Committee.	N/A
17. LEMR Section 7(3)(a), 14(d)	If a summer village has delegated some or all of its powers or duties under the Act to another local authority, states which powers or duties have been delegated.	N/A
18. LEMR Section 7(3)(b)	If a summer village has delegated some or all of its powers or duties under the Act to another local authority, the other local authority must establish in a by law that it has accepted the powers and duties that have been delegated to it.	N/A
19. LEMR Section 2(3), 3(4)	Emergency Management Bylaw (# and date) Bylaw #1068 June 25, 2018	
Date of last Emergency Advisory Committee meeting:		
Date of last Emergency Management Agency meeting: March 25, 2025		

Bylaw / Order Comments

The Town of Carstairs Emergency Management Bylaw #1068 meets with current Legislative requirements.

EMERGENCY PLAN requirements:

20. LEMR Section 4(a)	Includes a description of the administration of the local authority's emergency management program.	Yes
21. LEMR Section 4(b)	Includes the procedures for implementing the emergency plan during an emergency or exercise response.	Yes
22. LEMR Section 4(c)	Includes the local authority's plan for preparedness, response and recovery activities.	Yes
23. LEMR Section 4(d)	Includes a hazard and risk assessment.	Yes
24. LEMR Section 4(e)	Includes the emergency management program exercises that the local authority will engage in.	Yes
25. LEMR Section 4(f)	Includes a plan for regular review and maintenance of the local authority's emergency plan.	Yes
26. LEMR Section 4(g)	Includes the Agency's plan for the review and maintenance of the local authority's emergency plan after an exercise, emergency or disaster.	Yes
27. LEMR Section 4(h)	Includes how the command, control and coordination system prescribed by Section 3(3) will be used by the local authority's emergency management agency.	Yes
28. LEMR Section 4(i)	Includes the assignment of responsibilities to employees and elected officials, by position, when the local authority's emergency plan is activated.	Yes

Classification: Protected A

29. LEMR Section 4(j)	Includes a training plan for staff assigned with responsibilities under the emergency plan.	Yes
30. LEMR Section 4(k)	Includes the mechanisms that will be used to prepare and maintain an emergency management staff contact list for employees and elected officials who have been assigned responsibilities respecting the implementation of the local authority's emergency plan.	Yes
31. LEMR Section 4(l)	Includes the local authority's plan for communications, public alerts and notifications during exercises, emergencies and disasters.	Yes
32. LEMR Section 4(m)	Includes the local authority's plan for providing emergency social services during an emergency or disaster.	Yes
33. LEMR Section 5(1)	The Emergency Management Agency must review the emergency plan that applies to that local authority at least once per year.	Yes
34. LEMR Section 5(2)	The Emergency Management Agency must make the emergency plan that applies to that local authority available to the Alberta Emergency Management Agency for review and comment annually.	Yes
35. LEMR Section 5(3)	In the case of a summer village that has delegated the summer village's duties relating to the maintenance of an emergency plan to another local authority, that other local authority's emergency management agency is responsible for complying with subsections (1) and (2).	N/A
Date of current risk assessment: 2024		

Emergency Plan Comments

Town of Carstairs operates under the Mountain View Regional Emergency Agency plan and supplies a copy of bylaws, Hazard Identification Risk Assessment, contact list, resource list and any site specific plans in the Town of Carstairs appendix. Town of Carstairs to conduct annual review of Hazard Identification Risk Assessment.

Town of Carstairs meets with current EMA/LEMR Legislative requirements.

EXERCISES

36. LEMR Section 6(1)(2)(4)(5)(6)	<p>Which type of exercise did the Emergency Management Agency participate in this year?</p> <p>(1) Unless an exercise under subsection (2) is carried out that year, the emergency management agency must engage in at least 1 table top exercise per year.</p> <p>(2) The emergency management agency must engage in at least 1 functional exercise every 4 years.</p> <p>The emergency management agency has met the requirements of subsection (1) and (2) by participation in a regional emergency exercise that required the utilization of relevant portions of the local authority's emergency plan.</p>	None
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Classification: Protected A

Exercise Notification	The Emergency Management Agency must submit an exercise notification to the Alberta Emergency Management Agency 90 days prior the commencement of the exercise referred to in Section 6(2). The exercise notification must outline the exercise scenario, state the exercise objectives, identify the participants and state the date the exercise will be conducted.	
Exercise Details		
37. LEMR Section 6(3)	Response to an emergency or disaster that required the activation of the emergency plan.	No
38. LEMR Section 6(3)	Response included a Post-Incident Assessment.	
Response Details		
Next Functional Exercise Due: 2025		

Exercise Comments

The Town of Carstairs is preparing for a Functional Exercise with partners in MVREMA scheduled for June 05, 2025.

Under Section 6 of LEMR, the local authority must engage in at least one tabletop exercise per year in which participants identify a significant possible emergency or disaster scenario and discuss how the local authority would respond to and resolve emergency management issues that may arise from the scenario. A local authority's emergency management agency must engage in at least one Functional exercise every 4 years in which participants identify a significant possible emergency or disaster scenario and carry out actions as if the significant emergency or disaster was actually occurring, but without deploying personnel or other resources. LEMR Sections 6 also requires Notification to AEMA 90 days prior to a functional exercise, along with the following information: Date, Scenario, Objectives, List of Participants.

TRAINING

39. LEMR Section 8(1), 8(2)(a), 9(1-3)	Elected Officials, Councilors of an ID, Special Areas Board Members to complete the following courses within 90 days of taking oath or being appointed.	
	MEO	Yes

Comments

2025 is an election year. Elected officials are required to take the Local Authorities Elected Officials (LAEO) course within 90 days of assuming office.

40. LEMR Section 10(1)(2), 12, 13	The Director of the Emergency Management Agency must complete the following courses within 18 months of appointment.
--	--

Classification: Protected A

	Basic Emergency Management	Yes
	ICS 100	Yes
	ICS 200	Yes
	ICS 300	Yes
	DEM Course	Yes

Comments

Town of Carstairs Director of Emergency Management (DEM) meets current requirements. Recommended that any individual identified as a Deputy Director of Emergency Management (DDEM) maintain the same level of training as the DEM.

41. LEMR 11(1)(2)	Each employee with assigned EM responsibilities must complete the following courses within 6 months of assignment.	
	Basic Emergency Management	No
	ICS 100	No

Comments

Municipal employees, identified with a role in the Town's Emergency Management Program, are required to receive Basic Emergency Management (BEM) and Incident Command Systems 100 training within 6 months of being identified in the Plan. Recommend any individual identified within the municipality's ICS organization in a Command, General Staff or Section Chief role should have a minimum of ICS 300. ICS 200 is encouraged for all other individuals identified in the municipality's ICS organizational structure.

BEST PRACTICES**Best Practices Recommendations**

Evacuation Plan, Shelter-in-Place Plan, Re-Entry Plan, ESS Plan, Documentation Plan, Post Event Procedures / Guidelines, Pets / Companion Animal Plan, Livestock Plan, Purchasing Process, Agreements / Contract with Major Suppliers for emergency supplies, Pre-determined Delegation of Authority (Comprehensive/Fiscal), Primary Location of ICP, Secondary Location of ICP

Best Practices Comments

The Town of Carstairs continues to work with Partners in MVREMA to develop and maintain plans at the Regional level. In addition, the Town develops and maintains plans specific to it's emergency management program.

Classification: Protected A

TOWN OF CARSTAIRS 2025 BUDGET			
FOR THE MONTH ENDING: May 31, 2025			
		2025 BUDGET	2025 YTD ACTUALS
OPERATING CASH REQUIREMENTS			
1	Operating cost excluding non-cash items and interest expense	10,810,653.87	3,846,244.46
1b	Requisition Expense	3,225,345.04	713,128.13
2	Less: Other Operating Revenue (excluding tax levy)	(7,672,197.20)	(3,406,730.88)
3	Operating debt interest	2,000.00	-
		6,365,801.71	1,152,641.71
4a	Anticipated draw from prior year accum surplus - restricted	-	-
4b	Anticipated draw from prior year accum surplus - unrestricted	-	-
	TAX LEVY FOR OPERATIONS	6,365,801.71	1,152,641.71
CAPITAL CASH REQUIREMENTS			
5a	Capital expenditures	10,617,639.65	1,375,747.97
5b	Capital A/P	-	-
5c	Grant money moved to deferred	-	-
6	Capital debt interest	226,774.17	44,160.13
7	Capital debt principal payments	686,021.48	57,861.34
7a	Transfer to Offsite Levy Reserve	385,131.00	
		11,915,566.30	1,477,769.44
8	Less: Capital Revenue	(6,814,802.20)	(4,661,471.95)
9	Less: Capital Revenue Other Sources	-	-
		5,100,764.10	(3,183,702.51)
10	Proceeds from new debt	(2,522,552.89)	
11a	Anticipated draw from prior year accum surplus - restricted	(975,600.11)	
11b	Anticipated draw from prior year accum surplus - unrestricted	(75,604.77)	(76,939.58)
11c	Direct Restricted Fund (i.e. Deferred Grant Revenue)	-	-
	TAX LEVY FOR CAPITAL	1,527,006.33	(3,260,642.09)
	MINIMUM TAX LEVY	7,892,808.04	(2,108,000.38)
FUTURE FINANCIAL PLANS			
12a	Operation stabilization/specific operating future requirements	200,000.00	
12b	Water Capital Replacement	211,700.00	
12c	Sanitary Capital Replacement	134,627.20	
12d	Equipment Capital Replacement	100,000.00	
13a	Annual amortization expense	-	
13b	Write-downs/loss on disposals	-	
14	Less Annual non-cash expense not funded	-	
		646,327.20	
15	Capital Reserves Contributions	149,224.20	10,867.37
15a	Direct Restricted Fund (i.e. Deferred Grant Revenues)	-	
	LEVY (DRAW) FOR FUTURE FINANCIAL PLANS	795,551.40	10,867.37
16	TOTAL TAX LEVY	(8,688,359.43)	2,097,133.01
17	NET BUDGETTED CASH DRAW ON ACCUM SURPLUS	-	-
	TAX LEVY	(8,688,359.43)	2,097,133.01
18	TAXES BUDGETED	(8,749,026.34)	(8,745,246.43)
	TOTAL REVENUE	(26,809,783.51)	(16,890,388.84)
	TOTAL EXPENSE	26,749,116.60	6,048,009.40
	SHORTFALL / (SURPLUS)	(60,666.93)	(10,842,379.44)

TOWN OF CARSTAIRS FINANCIAL REPORT

For the Month Ending:

May 31, 2025

REVENUES		
Account Balance		
****-739	BMO Account	8,647,571.69
****-815	BMO Account	0.00
*****024	ATB Account	0.00
TOTAL		8,647,571.69
Investments		
00049601827 - 6 Month GIC		1,736,577.81
00064084566 - 1 Year GIC		1,254,428.14
TOTAL		2,991,005.95
Outstanding Receivables		
Account Receivables		96,692.40
Tax Trial Balance		6,104,367.56
Utility Trial Balance		259,923.78
TOTAL		6,460,983.74
TOTAL REVENUES		18,099,561.38
DEBTS		
Loans		
Loan # and Description	2025 Payments	2025 YE Balance
25196998001 - Fire Emergency Vehicle		225,642.19
25196997770 - Fire Hall Construction		46,139.24
25196997789 - Golf Course Upgrades		73,400.00
Street Sweeper		112,882.80
JD Area Mower		56,058.31
2024 Equipment Loan		300,547.43
Water Reservoir		991,631.55
Water Service Line		1,454,640.95
Fleet Lease - Unit 28F	1,289.15	
Fleet Lease - Unit 1F	1,273.61	
Fleet Lease - Unit 2F	0.00	
Fleet Lease - Unit 48F	0.00	
Fleet Lease - Unit 72F	896.38	
Fleet Lease - Unit 56F	1,015.16	
Fleet Lease - Unit 38F	0.00	
Fleet Lease - Unit 19F	1,015.16	
Fleet Lease - Unit 04-01F	1,117.09	
Fleet Lease - Unit 66F	1,199.84	
Fleet Lease - Unit	0.00	
Fleet Lease - Unit	0.00	
TOTAL	7,806.39	3,260,942.47
Debentures		
Description	2025 Payments	2025 YE Balance
Fire Hall	50,054.95	1,256,751.02
TOTAL	50,054.95	1,256,751.02
TOTAL DEBTS		4,517,693.49
Debt Interest		

Page 1 of 3

Operating		
Description	2025-05-31	2025 YTD Actual
Line of Credit / ASFF	0.00	0.00
TOTAL		0.00
Capital		
Fire Emergency Vehicle	1,158.83	5,833.42
Fire Hall Debenture	0.00	14,184.66
Fire Hall Construction/Site Servicing	675.96	3,402.70
Fleet	1,985.15	1,985.15
Street Sweeper	711.86	3,583.41
Equipment Replacement 2024	1,684.71	8,480.66
Reservoir	0.00	0.00
Reservoir Service Line	0.00	0.00
Lagoon Debenture	0.00	0.00
Golf Course Upgrades	617.16	3,106.72
TOTAL		44,160.13
TOTAL DEBT INTEREST		44,160.13
Debt Limit		
2024 Audit Value		20,305,631.00
Percent Used		22%
RESERVES		
Description	2025 Opening Balance	2025 YTD Actual
Operations Stabilization	(1,173,954.37)	(1,097,014.79)
Capital Reserve Equipment	(115,200.00)	(115,200.00)
Community Policing Grant	(59,446.02)	(59,446.02)
Fire(Town) Reserve- Truck/Equip.(s.b. OP	(3,829.47)	(3,829.47)
Fire Reserve - Building	(24,038.78)	(30,896.15)
AEMA Grant- Emergency Management	0.00	0.00
Safe Zone Program	0.00	0.00
Policing - Reserve	(159,689.58)	(159,689.58)
Bike Safety Program	(1,214.00)	(1,214.00)
Cap. Reserve - Equipment	0.00	0.00
Canada Community Building Fund	0.00	0.00
LGFF Capital - Deferred Revenue	(357,100.11)	(357,682.11)
Cap. Reserve - Roads	(53,672.35)	(53,672.35)
Off Site Levy - Transportation	(763,320.02)	(763,320.02)
Off-Site Levy - Storm	(525,385.33)	(525,385.33)
Water & Sewer Deposits	(23,000.00)	(25,400.00)
Alberta Water Wastewater Partnership	(886,110.34)	(895,231.91)
Cap. Reserve - Water	(767,560.79)	(767,560.79)
Off-Site Levy - Water	(577,197.60)	(577,197.60)
Cap. Reserve - Sewer	(394,444.39)	(394,444.39)
Reserves - Wastewater Infrastructure	(302,737.01)	(302,737.01)
Off-Site Levy - Sewer	(895,370.47)	(895,370.47)
Landfill - Post Closure Care Costs	(53,822.30)	(53,822.30)
Reserves - Solid Waste	(30,912.11)	(30,912.11)
Garbage Reserves	0.00	0.00
Deferred Revenue - Boys & Girls	0.00	0.00
Land Lease - Damage Deposit	(112,666.72)	(115,166.72)
Building Lease - Damage Deposit	(62,423.47)	(62,923.47)
Unearned Revenue - BookKing	(35,908.76)	(36,918.76)
Op Reserve - Cemetery Perpetual Care Fun	(1,622.19)	(1,622.19)
Op. Reserve - Columbarium Perpetual Care	0.00	0.00

Cap. Reserve - Cemetery Columbarium	(28,000.00)	(28,000.00)
Deferred Revenue - Carstairs Pet Relief	(10,000.00)	(10,000.00)
Municipal Reserve	(1,000.00)	(1,000.00)
Fortis Lights	(350.00)	(350.00)
Stone Garden - Maintenance	(22,623.00)	(30,018.51)
Op. Reserves - Recreation	0.00	0.00
Cap. Reserve - Recreation	(1,633.49)	(1,633.49)
Prepaid - Golf Course	0.00	0.00
Raincheck Liability - Golf Course	(1,749.16)	(1,749.16)
Gift Certificate Liability - GC	(24,581.44)	(25,811.19)
Gratuities - Tournaments	0.00	(794.88)
Gratuities - Servers	0.00	(1,753.14)
Reserves - Golf Carts	(2,243.46)	(2,243.46)
Junior Golf	(25,000.00)	(25,000.00)
Unearned Revenue - Arena	0.00	0.00
Arena Rental Deposits	(1,000.00)	(1,000.00)
Deferred Revenue - Parks	0.00	0.00
Deferred Revenue - Skateboard Park	(8,378.34)	(8,378.34)
Parks - Memorial Donations	(2,859.55)	(2,859.55)
Deferred Rev - Carstairs Nature Space	(32,721.65)	(32,721.65)
Deferred Rev - Pickleball Courts	0.00	0.00
Reserve - Community Hall	0.00	0.00
Community Hall - Damage Deposits	(800.00)	(1,200.00)
TOTAL	(7,543,566.27)	(7,501,170.91)

**TOWN OF CARSTAIRS
REVENUE & EXPENSE REPORT**

General Ledger	Description	May 31, 2025 Actual	2025 YTD Actual	2025 Budget
REVENUES				
Other Revenue				
1-00-00-510-0	Penalties and Costs	(1,193.68)	(34,149.98)	(78,450.00)
1-00-00-540-0	Franchise Revenue	(55,155.59)	(254,609.92)	(633,438.00)
1-00-00-550-0	Investment Income	(18,529.48)	(92,549.07)	(100,000.00)
1-03-00-740-0	Fines & Costs	(9.03)	(26.48)	(500.00)
TOTAL		(74,887.78)	(381,335.45)	(812,388.00)
General Administration Revenue				
1-12-00-410-0	Sales of Goods & Services	(43.50)	(85.40)	(300.00)
1-12-00-411-0	Tax Certificates & Title Searches	(2,120.00)	(9,360.00)	(17,240.00)
1-12-00-590-0	Other Revenue	(3,537.80)	(5,508.57)	(1,000.00)
1-12-00-620-0	Proceeds from Sales	0.00	0.00	0.00
1-12-00-840-0	Provincial Conditional Grant	0.00	0.00	(136,982.02)
TOTAL		(5,701.30)	(14,953.97)	(155,522.02)
Communications Revenue				
1-12-01-590-0	Other Revenue	0.00	(656.64)	(500.00)
TOTAL		0.00	(656.64)	(500.00)
Fire Department Revenue				
1-23-00-410-0	Fire Call Revenue	(18,811.25)	(48,958.75)	(113,000.00)
1-23-00-590-0	Other Revenue	(10,000.00)	(38,221.70)	(24,462.00)
1-23-00-620-0	Proceeds from Sales	0.00	0.00	0.00
1-23-00-850-0	Mountainview County	0.00	0.00	(264,107.48)
TOTAL		(28,811.25)	(87,180.45)	(401,569.48)
Emergency Management Revenue				
1-24-00-283-0	Safe Zone Program	0.00	0.00	0.00
TOTAL		0.00	0.00	0.00
Emergency Services Revenue				
1-26-00-492-0	Bike Safety Program	0.00	0.00	0.00
1-26-00-521-0	Dog Licenses	(20.00)	(1,030.00)	(800.00)
1-26-00-522-0	Dog Boarding Fees	0.00	0.00	0.00
1-26-00-531-0	Traffic Fines	(1,434.00)	(6,633.62)	(25,000.00)
1-26-00-532-0	Bylaw Fines	0.00	0.00	(300.00)
1-26-00-590-0	Other Revenue	0.00	(10.58)	(500.00)
1-26-00-620-0	Proceeds from Sales	0.00	0.00	0.00
TOTAL		(1,454.00)	(7,674.20)	(26,600.00)
Roadways Revenue				
1-32-00-410-0	Sale of Goods & Services	0.00	0.00	(500.00)
1-32-00-590-0	Other Revenue	0.00	0.00	(500.00)
1-32-00-620-0	Proceeds from Sales	0.00	0.00	0.00
1-32-00-840-0	Provincial Conditional Grant	0.00	0.00	0.00
TOTAL		0.00	0.00	(1,000.00)
Stormwater Revenue				
1-37-00-620-0	Proceeds from Sales	0.00	0.00	0.00
TOTAL		0.00	0.00	0.00
Water Revenue				
1-41-00-410-0	Water Sales	(96,372.29)	(449,267.40)	(1,148,246.40)
1-41-00-410-1	Flat Rate Fees - Water	(31,466.69)	(156,976.87)	(371,700.00)

General Ledger	Description	May 31, 2025 Actual	2025 YTD Actual	2025 Budget
1-41-00-411-0	Bulk Water Sales	(12,927.98)	(24,640.25)	(69,335.00)
1-41-00-440-0	Water Meter Sales	(1,725.00)	(13,225.00)	(23,000.00)
1-41-00-590-0	Other Revenue	0.00	0.00	(500.00)
1-41-00-620-0	Proceeds from Sales	0.00	0.00	0.00
TOTAL		(142,491.96)	(644,109.52)	(1,612,781.40)
Sanitary Revenue				
1-42-00-410-0	Sewer Fees	(57,685.46)	(268,744.45)	(688,947.84)
1-42-00-410-1	Flat Rate Fee- Wastewater Infrastructure	(12,945.37)	(64,597.26)	(154,627.20)
1-42-00-419-0	Sales of Goods & Services	0.00	0.00	0.00
1-42-00-620-0	Proceeds from Sales	0.00	0.00	0.00
1-42-00-840-0	Provincial Conditional Grant	0.00	0.00	0.00
TOTAL		(70,630.83)	(333,341.71)	(843,575.04)
Garbage Revenue				
1-43-00-410-0	Garbage Fees	(50,283.06)	(250,956.12)	(588,672.00)
1-43-00-590-0	Other Revenue	0.00	0.00	(500.00)
1-43-00-620-0	Proceeds from Sales	0.00	0.00	0.00
1-43-00-840-0	Provincial Conditional Grant	0.00	0.00	0.00
TOTAL		(50,283.06)	(250,956.12)	(589,172.00)
Planning Revenue				
1-61-00-410-0	Zoning Application - Developer	0.00	0.00	(7,000.00)
1-61-00-411-0	Provincial Permit Fees	(593.48)	(2,456.97)	(7,000.00)
1-61-00-490-0	MPC / Relaxation Revenue	0.00	(250.00)	(500.00)
1-61-00-620-0	Proceeds from Sales	0.00	0.00	0.00
1-61-00-840-0	Provincial Conditional Grant	0.00	0.00	0.00
TOTAL		(593.48)	(2,706.97)	(14,500.00)
Community Services Revenue				
1-62-00-419-0	Program Fees	(821.00)	(1,271.00)	(5,100.00)
1-62-00-420-0	Event Fees	(125.00)	(125.00)	(2,500.00)
1-62-00-590-0	Business License Revenue	(975.00)	(35,175.00)	(33,000.00)
1-62-00-591-0	Donations	(280.00)	(4,261.27)	(1,587.97)
1-62-00-595-0	IODE Donations	0.00	(3,167.00)	(3,167.00)
1-62-00-620-0	Proceeds from Sales	0.00	0.00	0.00
1-62-00-840-0	Conditional Grants	(2,420.00)	(2,420.00)	(2,000.00)
1-62-51-840-0	FCSS Provincial Conditional Grants	0.00	(48,562.21)	(97,124.36)
1-62-51-850-0	Mountain View County FCSS Grant	(30,744.00)	(30,744.00)	(30,744.00)
TOTAL		(35,365.00)	(125,725.48)	(175,223.33)
Development Revenue				
1-66-00-410-0	Building & Development Permits	(22,510.73)	(95,124.97)	(250,000.00)
1-66-00-410-1	Consulting Services Subdivision - Devel	0.00	0.00	(10,000.00)
1-66-00-415-0	Subdivision Fees	(400.00)	(1,200.00)	(5,000.00)
1-66-00-420-0	Compliance Fees	(1,200.00)	(3,375.00)	(7,500.00)
1-66-00-620-0	Proceeds from Sales	0.00	0.00	0.00
1-66-00-840-0	Cond. Prov. Grants	0.00	0.00	0.00
TOTAL		(24,110.73)	(99,699.97)	(272,500.00)
Lands & Buildings Revenue				
1-69-01-560-0	Building Rental - Medical Centre	(6,850.29)	(34,251.45)	(84,000.00)
1-69-03-560-0	Building Rental - IODE	(285.71)	(1,428.55)	(3,500.00)
1-69-04-560-0	Building Rental - 1126 Osler	(600.00)	(3,000.00)	(6,000.00)
1-69-05-560-0	Land Rental - Buschert	0.00	(1,650.00)	(1,650.00)
1-69-06-560-0	Land Rental - Quantz/Colby	0.00	0.00	0.00
1-69-07-560-0	Land Rental - Marcam	0.00	0.00	(5,650.00)
1-69-08-560-0	Land Rental - Advantage	0.00	(10,000.00)	(10,000.00)

General Ledger	Description	May 31, 2025 Actual	2025 YTD Actual	2025 Budget
1-69-09-560-0	Land Rental - Trans Canada	0.00	0.00	(9,835.00)
1-69-10-560-0	Land Rental - 890 Centre Street	(1,000.00)	(5,000.00)	(12,000.00)
1-69-13-560-0	Building Rental - Scout Hall	(400.00)	(2,000.00)	(4,800.00)
TOTAL		(9,136.00)	(57,330.00)	(137,435.00)
Golf Course Revenue				
1-72-04-410-0	Annual Member Dues	(4,460.00)	(439,900.00)	(425,000.00)
1-72-04-411-0	Merchandise Sales	(19,920.58)	(36,057.22)	(175,000.00)
1-72-04-412-0	Driving Range	(4,860.00)	(8,602.00)	(18,000.00)
1-72-04-413-0	Green Fees	(73,038.50)	(131,494.50)	(450,000.00)
1-72-04-414-0	Bar Sales	(48,042.21)	(59,001.87)	(240,000.00)
1-72-04-414-1	Pop Sales	(10,698.97)	(12,940.07)	(50,000.00)
1-72-04-414-2	Food Sales	(66,123.93)	(83,360.93)	(325,000.00)
1-72-04-415-0	Storage Rentals	(135.00)	(2,525.00)	(3,000.00)
1-72-04-490-0	Tournaments & Leagues	(24,584.75)	(36,441.16)	(5,000.00)
1-72-04-565-0	Cart Rentals	(34,652.00)	(73,353.00)	(210,000.00)
1-72-04-565-1	Club Rentals	(540.00)	(580.00)	(2,500.00)
1-72-04-590-0	Other Revenue	(646.00)	(756.00)	(1,000.00)
1-72-04-590-1	Other Revenue - PGA	(1,150.00)	(1,300.00)	(1,000.00)
1-72-04-592-0	Junior Golf Program	0.00	0.00	(2,500.00)
1-72-04-620-0	Proceeds from Sales	0.00	0.00	0.00
1-72-04-840-0	Provincial Conditional Grant	0.00	0.00	0.00
TOTAL		(288,851.94)	(886,311.75)	(1,908,000.00)
Arena Revenue				
1-72-06-419-0	Program & Event Fees	(38,665.00)	(52,865.00)	(65,000.00)
1-72-06-490-0	Arena Concession	(191.64)	(45,648.00)	(50,000.00)
1-72-06-491-0	Advertising Signs	(10.72)	(7,910.72)	(6,000.00)
1-72-06-540-1	Dance Studio Lease	0.00	(3,296.00)	(6,592.00)
1-72-06-540-2	Crossfit Lease	(1,500.00)	(7,500.00)	(18,000.00)
1-72-06-560-0	Facility Rentals	(10.00)	(1,806.61)	(2,500.00)
1-72-06-560-1	Ice Rentals	(2,437.50)	(83,668.41)	(140,000.00)
1-72-06-562-9	Hugh Sutherland School	0.00	(5,000.00)	(5,000.00)
1-72-06-590-0	Other Revenue/Donations	0.00	0.00	0.00
1-72-06-620-0	Proceeds from Sales	0.00	0.00	0.00
1-72-06-830-0	Federal Conditional Grants	0.00	0.00	0.00
1-72-06-850-0	Mountainview County	(101,856.46)	(101,856.46)	(101,856.46)
TOTAL		(144,671.32)	(309,551.20)	(394,948.46)
Parks Revenue				
1-72-08-560-0	Ball Diamond Rental - Slow Pitch	(1,160.00)	(1,160.00)	(4,300.00)
1-72-08-562-0	Soccer Field Revenue	(960.00)	(960.00)	(1,245.00)
1-72-08-590-0	Other Revenue	0.00	0.00	(300.00)
1-72-08-591-0	Memorial Benches	0.00	0.00	(1,500.00)
1-72-08-593-0	Carstairs Nature Space	0.00	0.00	0.00
1-72-08-594-0	Pickleball Courts	0.00	0.00	0.00
1-72-08-620-0	Proceeds from Sales	0.00	0.00	0.00
1-72-08-750-0	Mountainview County	(118,631.97)	(118,631.97)	(118,631.97)
1-72-08-830-0	Federal Conditional Grants	0.00	0.00	0.00
1-72-08-840-0	Provincial Conditional Grant	0.00	0.00	0.00
1-72-56-410-0	Sale of Goods & Services - Cemetery	(3,730.00)	(8,420.00)	(9,375.00)
1-72-56-411-0	Perpetual Care Fund - Cemetery	(2,500.00)	(5,500.00)	(7,350.00)
1-72-56-412-0	Sale of Good & Services - Columbarium	(230.00)	(1,300.00)	(7,400.00)
1-72-56-413-0	Perpetual Care Fund - Columbarium	0.00	(500.00)	(5,775.00)
TOTAL		(127,211.97)	(136,471.97)	(155,876.97)

General Ledger	Description	May 31, 2025 Actual	2025 YTD Actual	2025 Budget
Campground Revenue				
1-72-99-410-0	Campground Fees	(8,839.98)	(8,839.98)	(90,000.00)
1-72-99-411-0	Shower/Sewer User Fees	0.00	0.00	(8,000.00)
1-72-99-620-0	Proceeds from Sales	0.00	0.00	0.00
	TOTAL	(8,839.98)	(8,839.98)	(98,000.00)
Community Hall Revenue				
1-74-02-490-0	Community Hall Revenue	(3,005.00)	(12,280.00)	(25,000.00)
1-74-02-620-0	Proceeds from Sales	0.00	0.00	0.00
1-74-02-850-0	Mountain View County Grant	(13,285.63)	(13,285.63)	(13,285.63)
	TOTAL	(16,290.63)	(25,565.63)	(38,285.63)
Library Revenue				
1-74-04-750-0	Mountainview County	(34,319.87)	(34,319.87)	(34,319.87)
1-74-04-840-0	Provincial Conditional Grant	0.00	0.00	0.00
	TOTAL	(34,319.87)	(34,319.87)	(34,319.87)
Taxes & Requisitions Revenue				
1-00-00-110-0	Taxes - Residential	(5,468.74)	(5,527,047.61)	(5,530,342.67)
1-00-00-120-0	Taxes - Non Residential	0.00	(697,558.37)	(697,751.07)
1-00-00-200-0	ASFF - Residential	(2,203.71)	(2,235,126.16)	(2,235,332.65)
1-00-00-210-0	ASFF - Non Residential	0.00	(284,608.35)	(284,692.72)
1-00-00-211-0	Designated Industrial Properties	0.00	(905.94)	(907.23)
	TOTAL	(7,672.45)	(8,745,246.43)	(8,749,026.34)
	TOTAL REVENUES	(1,071,323.55)	(12,151,977.31)	(16,421,223.54)
EXPENSES				
Legislative Expense				
2-11-00-110-0	Wages	8,359.21	30,650.41	72,446.40
2-11-00-130-0	Benefits - Remuneration	465.79	2,328.95	8,068.76
2-11-00-130-1	Benefits	1,575.35	6,083.75	15,213.74
2-11-00-150-0	Committee Per Diem	360.00	5,895.00	35,000.00
2-11-00-151-0	Remuneration	13,447.94	67,239.70	161,375.28
2-11-00-211-0	Travel & Subsistence	0.00	15,438.31	45,000.00
2-11-00-214-0	Training	0.00	9,917.93	19,500.00
2-11-00-215-0	Telecommunications	89.14	478.80	1,600.00
2-11-00-221-0	Public Relations	193.73	2,752.92	13,600.00
2-11-00-221-1	Staff Relations	125.00	273.60	5,800.00
2-11-00-224-0	Memberships	0.00	7,705.78	7,800.00
2-11-00-274-0	Insurance	0.00	586.00	590.00
	TOTAL	24,616.16	149,351.15	385,994.18
Taxes & Requisitions Expense				
2-26-00-238-0	RCMP	0.00	(15,298.00)	304,805.60
2-43-00-765-0	Mountain View Waste Commission	0.00	12,955.22	51,820.84
2-80-00-742-0	Mountain View Seniors' Housing	0.00	173,893.00	347,786.00
2-80-00-744-0	ASFF	0.00	541,577.91	2,520,025.37
2-80-00-745-0	Designated Industrial Properties	0.00	0.00	907.23
	TOTAL	0.00	713,128.13	3,225,345.04
General Administration Expense				
2-12-00-110-0	Wages	73,339.50	155,320.44	637,245.08
2-12-00-130-0	Benefits	10,899.56	41,709.61	70,265.44
2-12-00-131-0	Benefits - Wellness Program	848.63	7,069.15	30,000.00
2-12-00-136-0	Worker's Compensation Board	5,549.09	17,027.95	50,000.00
2-12-00-210-0	Freight & Postage	538.41	2,166.16	8,975.00

General Ledger	Description	May 31, 2025 Actual	2025 YTD Actual	2025 Budget
2-12-00-211-0	Travel, Meals & Accommodations	1,877.09	1,877.09	6,600.00
2-12-00-214-0	Training & Conferences	0.00	1,500.00	11,095.00
2-12-00-215-0	Telecommunications	932.45	13,264.10	33,200.00
2-12-00-221-1	Staff Relations	200.76	276.90	500.00
2-12-00-224-0	Memberships	923.71	2,211.21	3,200.00
2-12-00-230-0	Prof Services - Audit	0.00	(1,300.00)	34,100.00
2-12-00-232-2	Prof Services - Legal	6,070.50	6,648.50	20,000.00
2-12-00-233-0	Prof Services - Assessment	1,838.34	22,477.10	61,000.00
2-12-00-234-0	Prof Services - Computer Support	8,649.34	48,849.32	116,000.00
2-12-00-234-2	Computer Replacement	45,227.83	60,597.83	77,270.00
2-12-00-239-0	Prof Services - Other	1,995.29	5,690.84	11,950.00
2-12-00-240-0	Service Charges	0.00	32.00	100.00
2-12-00-260-0	Equipment Rental/Lease	2,245.98	5,535.96	11,800.00
2-12-00-290-0	Other General Services (Census/Election)	8.99	2,697.01	15,000.00
2-12-00-290-2	Contracted Services	0.00	0.00	55,446.02
2-12-00-510-0	General Goods & Supplies	1,221.39	4,699.61	15,000.00
2-12-00-620-0	Loss on Disposal	0.00	0.00	0.00
2-12-00-810-0	Charges for Other Financial Services	494.54	2,572.92	5,550.00
2-12-00-920-0	Uncollectible Accounts	(5.87)	936.46	1,000.00
TOTAL		162,855.53	401,860.16	1,275,296.54
Communications Expense				
2-12-01-211-0	Travel, Meals & Accommodations	0.00	0.00	200.00
2-12-01-214-0	Conference & Course Fees	0.00	0.00	1,000.00
2-12-01-220-0	Advertising	2,588.95	11,843.45	41,800.00
2-12-01-224-0	Memberships	0.00	135.55	650.00
2-12-01-234-0	Website Support	1,421.88	1,421.88	6,784.00
2-12-01-510-0	General Goods & Supplies	0.00	0.00	1,000.00
2-12-01-620-0	Loss on Disposal	0.00	0.00	0.00
TOTAL		4,010.83	13,400.88	51,434.00
Fire Department Expense				
2-23-00-110-0	Wages	18,773.08	69,256.15	162,593.73
2-23-00-130-0	Benefits	3,485.65	13,489.22	34,144.68
2-23-00-155-0	Firefighter Appreciation	0.00	0.00	3,650.00
2-23-00-159-0	Firefighter Remuneration	1,250.00	7,510.00	125,000.00
2-23-00-210-0	Freight & Postage	98.16	170.15	500.00
2-23-00-211-0	Travel, Meals & Accommodations	21.28	721.65	2,000.00
2-23-00-214-0	Training & Conferences	180.00	5,806.22	7,850.00
2-23-00-215-0	Telecommunications	369.38	3,407.46	8,000.00
2-23-00-219-0	Dispatch Services	0.00	14,745.28	14,165.92
2-23-00-221-0	Fire Prevention	0.00	610.00	1,700.00
2-23-00-224-0	Memberships & Registrations	0.00	4,452.06	7,050.00
2-23-00-245-0	Investigation Costs	0.00	0.00	1,000.00
2-23-00-250-0	R&M - Buildings	13.80	841.11	3,500.00
2-23-00-252-0	Janitorial	700.00	2,940.00	8,400.00
2-23-00-253-0	R&M - Equipment	2,675.08	14,502.95	21,500.00
2-23-00-255-0	R&M - Vehicles	12,022.66	25,006.94	38,000.00
2-23-00-274-0	Insurance	0.00	28,039.30	26,559.32
2-23-00-511-0	General Goods & Services	1,195.50	5,705.80	10,400.00
2-23-00-511-1	General Goods & Services - Inventory	0.00	0.00	0.00
2-23-00-512-0	Officer Uniforms	143.00	7,969.31	6,800.00
2-23-00-520-1	Small Equipment Replacement	0.00	0.00	0.00
2-23-00-521-0	Fuel	1,238.75	5,086.03	14,000.00

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2-23-00-543-0	Gas	0.00	5,062.32	11,707.00
2-23-00-544-0	Power	0.00	5,819.93	18,436.00
2-23-00-620-0	Loss on Disposal	0.00	0.00	0.00
2-23-00-770-0	Transfer to County	0.00	0.00	42,375.00
TOTAL		42,166.34	221,141.88	569,331.65
Emergency Management Expense				
2-24-00-110-0	Wages	3,009.30	11,034.10	26,080.56
2-24-00-130-0	Benefits	573.94	2,186.62	5,476.92
2-24-00-211-0	Travel, Meals & Accommodations	0.00	0.00	600.00
2-24-00-214-0	Training & Conferences	89.28	89.28	1,000.00
2-24-00-215-0	Telecommunications	109.92	2,568.25	3,000.00
2-24-00-220-0	Advertising	0.00	0.00	750.00
2-24-00-224-0	Memberships	0.00	0.00	500.00
2-24-00-283-0	Safe Zone Program	0.00	0.00	0.00
2-24-00-290-0	Emergency Events	0.00	0.00	1,000.00
2-24-00-510-0	General Goods & Supplies	57.80	839.26	6,400.00
2-24-00-620-0	Loss on Disposal	0.00	0.00	0.00
TOTAL		3,840.24	16,717.51	44,807.48
Emergency Services Expense				
2-26-00-110-0	Wages	26,707.09	95,628.94	223,996.12
2-26-00-130-0	Benefits	5,066.87	18,990.53	47,039.19
2-26-00-210-0	Freight & Postage	0.00	0.00	250.00
2-26-00-211-0	Travel, Meals & Accommodations	184.00	400.00	2,250.00
2-26-00-214-0	Training & Conferences	649.50	649.50	3,500.00
2-26-00-215-0	Telecommunications	1,231.90	8,783.76	25,800.00
2-26-00-224-0	Memberships	0.00	225.00	750.00
2-26-00-234-0	Computer Support	0.00	0.00	500.00
2-26-00-235-0	Contracted Services	0.00	668.00	2,000.00
2-26-00-237-2	Animal Control Expenses	0.00	45.00	1,500.00
2-26-00-239-2	Animal Control Veterinary Services	0.00	0.00	500.00
2-26-00-244-0	Safety Code Inspections	496.46	579.08	2,715.00
2-26-00-255-2	R&M - Vehicles	0.00	1,684.76	5,000.00
2-26-00-492-0	Bike Safety Program	0.00	0.00	0.00
2-26-00-510-0	General Goods & Supplies	198.15	9,455.57	14,840.00
2-26-00-512-0	PPE Clothing/Boots/Gloves	0.00	263.20	1,800.00
2-26-00-513-0	Safety	0.00	196.71	5,000.00
2-26-00-521-0	Fuel	382.22	2,499.77	6,000.00
2-26-00-590-2	Programs	2,192.95	10,308.15	25,500.00
2-26-00-620-0	Loss on Disposal	0.00	0.00	0.00
2-26-00-770-0	Citizens on Patrol	0.00	0.00	2,000.00
TOTAL		37,109.14	150,377.97	370,940.31
Fleet Expense				
2-31-00-219-0	Telematics	0.00	0.00	2,400.00
2-31-00-230-0	Management Fees	5,498.18	5,498.18	10,529.68
2-31-00-255-0	Maintenance Fees	557.70	557.70	6,140.48
TOTAL		6,055.88	6,055.88	19,070.16
Roadways Expense				
2-32-00-110-0	Wages	43,323.27	151,622.50	389,053.22
2-32-00-130-0	Benefits	7,338.70	27,528.03	81,701.18
2-32-00-210-0	Freight & Postage	0.00	0.00	500.00
2-32-00-211-0	Travel, Meals & Accommodations	0.00	58.72	1,500.00
2-32-00-214-0	Training & Conferences	0.00	930.00	4,000.00

General Ledger	Description	May 31, 2025 Actual	2025 YTD Actual	2025 Budget
2-32-00-250-1	R&M - CPR Xing	403.50	1,614.00	6,000.00
2-32-00-250-2	R&M - Roads	0.00	604.60	54,600.00
2-32-00-251-2	R&M - Sidewalks	0.00	0.00	50,000.00
2-32-00-252-0	R&M - Pathways	0.00	0.00	10,000.00
2-32-00-253-2	R&M - Equipment	718.99	7,630.71	19,000.00
2-32-00-255-2	R&M - Vehicles	1,992.19	5,540.32	10,000.00
2-32-00-260-0	Equipment Rental/Lease	0.00	0.00	5,000.00
2-32-00-264-0	CPR Land/Ditch Lease	0.00	4,609.00	7,520.00
2-32-00-510-0	General Goods & Supplies	230.59	7,428.89	10,100.00
2-32-00-520-0	Equipment/Vehicle Parts & Supplies	0.00	3,021.48	11,200.00
2-32-00-521-0	Fuel	1,447.43	5,863.09	30,000.00
2-32-00-530-0	Construction & Maintenance Materials	1,395.04	18,905.79	23,000.00
2-32-00-534-0	Sand & Gravel	0.00	4,735.82	15,500.00
2-32-00-539-1	Street Signs	479.37	520.95	2,500.00
2-32-00-539-2	Pedestrian Signals	0.00	0.00	15,000.00
2-32-00-544-0	Power - Street Lights	0.00	70,816.48	271,754.00
2-32-00-620-0	Loss on Disposal	0.00	0.00	0.00
2-32-31-512-0	PPE Clothing/Boots/Gloves	345.88	1,902.18	3,000.00
TOTAL		57,674.96	313,332.56	1,020,928.40
Storm Water Expense				
2-37-00-110-0	Wages	3,009.75	11,044.11	25,902.44
2-37-00-130-0	Benefits	555.48	2,116.26	5,439.51
2-37-00-250-2	Purchased Repairs & Maintenance	0.00	0.00	2,000.00
2-37-00-510-0	General Goods & Supplies	0.00	0.00	500.00
2-37-00-520-0	R&M - Equipment	0.00	626.04	1,000.00
2-37-00-521-0	Fuel	0.00	225.00	500.00
2-37-00-532-2	Ground Materials	0.00	0.00	500.00
2-37-00-620-0	Loss on Disposal	0.00	0.00	0.00
TOTAL		3,565.23	14,011.41	35,841.95
Water Expense				
2-41-00-110-0	Wages	10,377.48	38,112.38	89,619.54
2-41-00-130-0	Benefits	1,890.09	7,195.90	18,820.10
2-41-00-210-0	Freight & Postage	538.41	2,166.16	8,000.00
2-41-00-211-0	Travel, Meals & Accommodations	0.00	860.57	3,000.00
2-41-00-214-0	Training & Conferences	460.00	700.00	3,000.00
2-41-00-215-0	Telecommunications	19.63	78.29	1,000.00
2-41-00-224-0	Memberships	57.14	114.28	300.00
2-41-00-239-0	Professional Services Purchased	500.00	2,349.41	3,000.00
2-41-00-250-2	R&M - Water System Infrastructure	2,257.50	16,381.69	25,000.00
2-41-00-251-2	R&M - Buildings/Reservoir	14,525.63	15,773.00	22,000.00
2-41-00-253-0	R&M - Hydrants	0.00	0.00	20,000.00
2-41-00-290-0	Meter Reading Service/1st Call Locate	0.00	3,328.22	3,000.00
2-41-00-350-0	Purchase Water-Mtnview Water Commission	76,777.80	278,639.25	963,329.40
2-41-00-510-0	General Goods & Supplies	185.89	635.83	6,000.00
2-41-00-520-2	Equipment/Vehicle Parts & Supplies	0.00	398.67	1,000.00
2-41-00-521-0	Pumphouse Fuel	0.00	0.00	500.00
2-41-00-521-1	Fuel	472.06	2,545.26	8,000.00
2-41-00-531-0	Chemicals/Testing Supplies	0.00	1,659.87	2,000.00
2-41-00-538-0	Meters	21,454.80	103,326.58	160,000.00
2-41-00-539-0	Motors/Pumps/Inspections	805.55	4,208.48	5,500.00
2-41-00-543-0	Gas	0.00	1,045.39	2,229.00
2-41-00-544-0	Power	0.00	5,205.85	28,276.00

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General Ledger	Description	May 31, 2025 Actual	2025 YTD Actual	2025 Budget
2-41-00-620-0	Loss on Disposal	0.00	0.00	0.00
2-41-00-920-0	Uncollectible Accounts	0.00	99.37	500.00
TOTAL		130,321.98	484,824.45	1,374,074.04
Sanitary Expense				
2-42-00-110-0	Wages	10,194.21	37,435.23	88,000.88
2-42-00-130-0	Benefits	1,859.86	7,317.04	18,480.18
2-42-00-210-0	Freight & Postage	538.41	2,166.16	8,000.00
2-42-00-230-0	General Services Purchased	0.00	2,718.50	5,000.00
2-42-00-250-2	R&M - Infrastructure	12,858.23	22,441.21	60,000.00
2-42-00-253-0	R&M - Pumps	0.00	2,588.85	2,000.00
2-42-00-255-2	R&M - Vehicle	0.00	0.00	2,000.00
2-42-00-510-0	General Goods & Supplies	290.30	3,381.61	9,390.56
2-42-00-520-0	Equipment/Vehicle Parts & Supplies	0.00	0.00	700.00
2-42-00-521-0	Fuel	240.15	1,127.48	3,500.00
2-42-00-530-0	Sewer Pipe & Fittings	0.00	0.00	0.00
2-42-00-531-0	Chemicals & Testing	0.00	0.00	16,000.00
2-42-00-534-0	Sand/Gravel/Loam	0.00	0.00	1,000.00
2-42-00-544-0	Power	0.00	761.80	3,178.00
2-42-00-620-0	Loss on Disposal	0.00	0.00	0.00
2-42-00-920-0	Uncollectibles	0.00	0.00	500.00
TOTAL		25,981.16	79,937.88	217,749.62
Garbage Expense				
2-43-00-110-0	Wages	3,576.70	13,123.60	30,770.33
2-43-00-130-0	Benefits	662.73	2,290.55	6,461.77
2-43-00-210-0	Freight & Postage	538.41	2,166.16	8,000.00
2-43-00-238-0	Other Professional Services	0.00	0.00	1,000.00
2-43-00-270-0	Annual Clean Up	0.00	0.00	3,500.00
2-43-00-290-0	Solid Waste Contract	15,522.32	106,018.27	238,627.00
2-43-00-291-0	Contracted Services (Bin Rental/Landfill)	595.09	1,660.38	9,367.44
2-43-00-510-0	General Goods & Supplies	0.00	0.00	500.00
2-43-00-511-0	Roll Out Bins	0.00	17,239.94	20,000.00
2-43-00-512-0	Compost Bins	579.00	579.00	10,000.00
2-43-00-520-2	Equipment/Vehicle Parts & Supplies	51.50	51.50	5,000.00
2-43-00-521-0	Fuel	296.84	296.84	3,000.00
2-43-00-620-0	Loss on Disposal	0.00	0.00	0.00
TOTAL		21,822.59	143,426.24	336,226.54
Planning Expense				
2-61-00-110-0	Wages	12,121.15	43,336.22	104,504.06
2-61-00-130-0	Benefits	2,108.77	7,909.93	21,945.85
2-61-00-210-0	Freight & Postage	0.00	0.00	100.00
2-61-00-211-0	Travel, Meals & Accommodations	18.00	82.90	500.00
2-61-00-214-0	Training & Conferences	0.00	1,945.00	2,500.00
2-61-00-215-0	Telecommunications	59.43	254.12	850.00
2-61-00-239-0	Consulting Services - Developer	4,863.82	4,863.82	12,000.00
2-61-00-239-1	Consulting Services - Municipal	14,654.09	53,147.08	136,189.24
2-61-00-255-2	R&M - Vehicle	0.00	14.29	500.00
2-61-00-271-0	Licenses and Permits	204.60	2,070.54	5,000.00
2-61-00-510-0	General Goods & Supplies	6.44	104.53	4,000.00
2-61-00-521-0	Fuel	0.00	132.46	1,500.00
2-61-00-620-0	Loss on Disposal	0.00	0.00	0.00
TOTAL		34,036.30	113,860.89	289,589.15
Asset Management Expense				

General Ledger	Description	May 31, 2025 Actual	2025 YTD Actual	2025 Budget
2-61-02-110-0	Wages	6,888.00	25,256.02	59,696.00
2-61-02-130-0	Benefits	1,226.33	4,611.03	12,536.16
2-61-02-211-0	Travel, Meals & Accommodations	0.00	28.80	1,000.00
2-61-02-214-0	Training & Conferences	0.00	1,602.28	5,000.00
2-61-02-215-0	Telecommunications	0.00	0.00	1,000.00
2-61-02-224-0	Memberships	0.00	0.00	3,000.00
2-61-02-234-0	Computer Support	69.53	12,821.21	12,500.00
2-61-02-239-0	Consulting Services	330.20	820.20	20,000.00
2-61-02-510-0	General Goods & Supplies	0.00	95.98	3,000.00
2-61-02-511-0	Plotter Printer	0.00	665.95	2,000.00
TOTAL		8,514.06	45,901.47	119,732.16
Community Services Expense				
2-62-00-110-0	Wages	18,251.19	66,921.06	158,176.86
2-62-00-130-0	Benefits	3,483.87	13,366.13	33,217.14
2-62-00-210-0	Freight & Postage	0.00	0.00	100.00
2-62-00-211-0	Travel, Meals & Accommodations	0.00	0.00	1,000.00
2-62-00-214-0	Training & Conferences	0.00	0.00	2,000.00
2-62-00-215-0	Telecommunications	159.86	1,130.22	3,600.00
2-62-00-224-0	Memberships	458.00	458.00	1,000.00
2-62-00-234-0	Prof Services - Computer Support	0.00	0.00	8,417.39
2-62-00-290-0	Programs	445.41	4,513.85	11,667.97
2-62-00-291-0	Events	2,801.53	7,902.42	23,000.00
2-62-00-510-0	General Goods & Supplies	0.00	1,251.24	3,000.00
2-62-00-595-0	IODE Expenses	0.00	622.39	3,167.00
2-62-00-620-0	Loss on Disposal	0.00	0.00	0.00
2-62-00-770-1	Donation to Community Transportation	0.00	485.72	3,800.00
2-62-00-770-5	Museum Operating Grant	14,726.25	14,726.25	58,905.00
2-62-00-770-6	Donation to Kiwanis	0.00	500.00	500.00
2-62-00-770-7	Half Century Operating Grant	0.00	0.00	4,000.00
2-62-00-770-8	Church Link	10,000.00	10,000.00	10,000.00
2-62-00-770-9	Carstairs Heritage Festival	2,000.00	2,000.00	5,000.00
2-62-00-771-0	STARS Donation	5,000.00	5,000.00	5,000.00
2-62-51-290-0	FCSS Programs	8,296.45	63,623.81	109,589.32
TOTAL		65,622.56	192,501.09	445,140.68
Development Expense				
2-66-00-110-0	Wages	8,079.63	31,215.07	104,504.06
2-66-00-130-0	Benefits	1,482.55	5,800.87	21,945.85
2-66-00-200-0	General Services Purchased	0.00	0.00	500.00
2-66-00-210-0	Freight & Postage	0.00	0.00	100.00
2-66-00-211-0	Travel, Meals & Accommodations	356.10	363.57	1,000.00
2-66-00-214-0	Training & Conferences	0.00	795.00	2,500.00
2-66-00-236-0	Building Inspector	12,377.69	25,213.91	90,000.00
2-66-00-239-0	Consulting Services - Developer	779.63	4,884.61	30,000.00
2-66-00-239-1	Consulting Services - Municipal	2,345.70	4,881.98	30,000.00
2-66-00-620-0	Loss on Disposal	0.00	0.00	0.00
TOTAL		25,421.30	73,155.01	280,549.91
Lands & Buildings Expense				
2-69-00-110-0	Wages	7,025.27	23,301.35	90,168.33
2-69-00-130-0	Benefits	1,448.32	5,304.66	18,935.35
2-69-00-273-0	Land Taxes to County	0.00	0.00	400.00
2-69-00-620-0	Loss on Disposal	0.00	0.00	0.00
2-69-01-250-0	Wellness Centre - R&M Building	0.00	0.00	2,000.00

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2-69-01-543-0	Wellness Centre - Gas	(2,141.17)	35.94	0.00
2-69-01-544-0	Wellness Centre - Power	(2,036.14)	0.00	0.00
2-69-03-250-0	IODE - R&M Building	190.00	380.00	1,500.00
2-69-03-543-0	IODE - Utilities	112.42	288.07	1,460.00
2-69-04-250-0	1126 Osler Street - R&M Building	0.00	0.00	500.00
2-69-04-543-1	1126 Osler Street - Power	194.81	703.16	1,794.00
2-69-04-544-0	1126 Osler Street - Gas	113.57	311.10	1,399.00
2-69-06-250-2	Community Services - R & M	0.00	0.00	500.00
2-69-06-252-0	Community Services - Janitorial	250.00	1,000.00	3,000.00
2-69-06-260-0	Community Services - Lease	0.00	7,399.49	23,521.70
2-69-06-543-0	Community Services - Gas	99.90	388.45	1,023.00
2-69-06-544-0	Community Services - Power	173.35	466.96	2,069.00
2-69-12-250-2	Admin - R & M Building	1,503.60	2,597.49	3,000.00
2-69-12-252-0	Admin - Janitorial	1,000.00	4,000.00	12,000.00
2-69-12-274-0	Admin - Insurance	834.00	79,999.49	89,822.49
2-69-12-543-0	Admin - Gas	568.81	2,387.66	6,625.00
2-69-12-544-0	Admin - Power	547.38	1,520.53	7,112.00
2-69-13-250-0	Scout Hall - R & M Building	0.00	150.00	500.00
2-69-13-543-0	Scout Hall - Utilities	(747.07)	6.18	0.00
2-69-26-244-0	Security System	0.00	5,070.60	6,760.80
2-69-26-250-2	Emerg Services - R&M Building	78.84	1,235.76	6,800.00
2-69-26-543-0	Emerg Services - Gas	613.42	2,726.22	6,851.00
2-69-26-544-0	Emerg Services - Power	524.93	1,675.56	5,988.00
2-69-32-215-0	Op Services - Telecommunications	38.38	783.00	4,500.00
2-69-32-250-1	R & M - Bus Barn	0.00	26.25	3,000.00
2-69-32-250-2	Op Services - R & M	0.00	71.43	6,000.00
2-69-32-510-0	Op Services - General Goods & Supplies	78.86	111.98	3,500.00
2-69-32-543-0	Op Services - Gas	1,300.56	5,713.51	11,090.00
2-69-32-543-1	Bus Barn - Gas	181.77	663.59	1,505.00
2-69-32-544-0	Op Services - Power	576.53	1,660.25	8,621.00
2-69-32-544-1	Bus Barn - Power	107.25	291.75	1,501.00
2-69-72-252-2	Parks - R&M Buildings	78.84	587.50	1,850.00
2-69-72-252-5	Concession - R&M Building/Plumbing/Gas	213.18	501.89	2,000.00
2-69-72-543-0	Parks - Gas	271.35	1,296.38	2,832.00
2-69-72-544-0	Parks - Power	302.30	860.36	3,215.00
2-69-72-544-5	Concession - Power	98.68	301.12	1,464.00
2-69-72-544-6	Splash Park - Power	82.29	221.49	1,094.00
TOTAL		13,684.23	154,039.17	345,901.67
Golf Course Expense				
2-72-04-110-0	Wages	11,193.00	41,041.00	97,006.00
2-72-04-110-6	Wages - Pro Shop	30,643.62	56,860.58	194,769.28
2-72-04-110-7	Wages - Kitchen	25,578.09	31,429.13	131,184.80
2-72-04-110-8	Wages - Restaurant	19,731.62	20,717.54	126,186.56
2-72-04-110-9	Wages - Grounds	46,039.22	95,899.14	316,445.08
2-72-04-130-0	Benefits	2,128.64	8,112.48	9,700.60
2-72-04-130-6	Benefits - Pro Shop	3,444.27	8,850.40	19,476.93
2-72-04-130-7	Benefits - Kitchen	1,785.59	2,208.77	13,118.48
2-72-04-130-8	Benefits - Restaurant	1,386.81	1,443.72	12,618.66
2-72-04-130-9	Benefits - Grounds	5,530.70	14,566.85	31,644.51
2-72-04-210-0	Freight & Postage	1,066.97	3,220.16	6,000.00
2-72-04-211-0	Travel, Meals & Accommodations	0.00	664.75	1,500.00
2-72-04-214-0	Training & Conferences	0.00	515.00	2,000.00

General Ledger	Description	May 31, 2025 Actual	2025 YTD Actual	2025 Budget
2-72-04-215-0	Telecommunications / Internet / Cable	442.84	2,288.62	7,000.00
2-72-04-220-0	Advertising / Promotions	0.00	1,387.80	7,000.00
2-72-04-221-0	Tournaments & Events	560.00	560.00	5,500.00
2-72-04-222-0	Promotions	104.00	464.53	1,500.00
2-72-04-224-0	Memberships & Subscriptions	1,007.00	10,397.78	15,000.00
2-72-04-234-0	Prof Services - Computer Support	1,748.98	9,193.19	15,000.00
2-72-04-250-2	R & M - Building	1,881.94	8,380.12	20,000.00
2-72-04-251-0	Janitorial	2,032.00	2,032.00	13,000.00
2-72-04-251-2	R & M - Equipment (Kitchen)	0.00	0.00	4,000.00
2-72-04-252-0	Contracted Services	170.52	852.60	7,500.00
2-72-04-252-2	R & M - Machinery	51.29	1,115.13	10,000.00
2-72-04-253-2	R & M - Irrigation	2,856.11	9,043.38	10,000.00
2-72-04-254-2	R & M - Golf Carts	0.00	1,033.70	6,000.00
2-72-04-255-2	R & M - Vehicle	0.00	0.00	1,000.00
2-72-04-263-2	Equipment Rental/Lease	0.00	166.88	5,000.00
2-72-04-263-3	Land Lease - Driving Range	0.00	3,600.00	3,600.00
2-72-04-271-0	Licenses	275.00	706.08	1,000.00
2-72-04-274-0	Insurance	0.00	19,811.09	19,650.09
2-72-04-290-0	Waste Control	898.99	952.20	7,500.00
2-72-04-290-2	Contracted Services	7,500.00	8,363.40	12,500.00
2-72-04-290-3	Contracted Services - PGA	0.00	0.00	1,000.00
2-72-04-510-0	General Goods & Supplies	2,181.93	12,124.19	19,500.00
2-72-04-510-7	General Goods & Supplies - Kitchen	2,801.02	4,411.56	23,800.00
2-72-04-510-8	General Goods & Supplies - Janitorial	1,812.92	2,127.31	6,000.00
2-72-04-511-0	Liquor Purchases	21,206.64	26,584.45	80,000.00
2-72-04-511-1	Pop & Beverage Purchases	4,831.09	7,313.82	18,000.00
2-72-04-511-2	Food Purchases	17,463.46	24,809.30	140,000.00
2-72-04-511-4	Bar Goods Purchases	1,473.41	3,616.30	12,000.00
2-72-04-512-0	PPE Clothing/Boots/Gloves	0.00	523.87	1,000.00
2-72-04-513-0	Golf Course Short/Over	107.59	70.55	0.00
2-72-04-514-0	Pro Shop Merchandise	19,349.66	100,321.89	125,000.00
2-72-04-520-0	Equipment/Vehicles Parts & Supplies	102.21	623.24	3,000.00
2-72-04-521-0	Fuel	2,977.68	6,920.26	34,000.00
2-72-04-524-2	Small Tools & Equipment	62.50	362.49	1,000.00
2-72-04-530-2	Construction & Maintenance Materials	679.56	2,291.43	35,500.00
2-72-04-531-0	Chemicals/Fertilizer	12,971.60	14,800.54	50,000.00
2-72-04-532-0	Plants & Shrubs	0.00	0.00	2,500.00
2-72-04-533-0	Tree Replacement	0.00	0.00	1,000.00
2-72-04-534-0	Grounds Material	2,500.00	2,526.99	9,000.00
2-72-04-543-0	Gas	0.00	5,779.02	18,991.00
2-72-04-544-0	Power	0.00	4,377.36	36,583.00
2-72-04-592-0	Junior Golf Program	0.00	0.00	2,500.00
2-72-04-620-0	Loss on Disposal	0.00	0.00	0.00
2-72-04-810-0	Charges for Other Financial Services	4,587.94	17,651.51	35,000.00
TOTAL		263,166.41	603,114.10	1,788,774.99
Arena Expense				
2-72-06-110-0	Wages	25,485.97	119,809.74	281,278.06
2-72-06-111-0	Wages - Concession	1,258.30	19,257.64	24,500.00
2-72-06-130-0	Benefits	4,433.93	23,281.48	61,273.39
2-72-06-148-0	Training & Conferences	198.00	958.58	3,000.00
2-72-06-210-0	Freight & Postage	0.00	9.95	200.00
2-72-06-211-0	Travel, Meals & Accommodations	0.00	144.00	1,500.00

General Ledger	Description	May 31, 2025 Actual	2025 YTD Actual	2025 Budget
2-72-06-215-0	Telecommunications	207.20	1,055.17	2,600.00
2-72-06-250-1	R&M - Ice Plant	0.00	6,833.35	30,000.00
2-72-06-251-0	R&M - Heating/Air	0.00	0.00	2,550.00
2-72-06-252-0	R&M - Building	6,184.17	36,823.05	59,500.00
2-72-06-253-0	R&M - Equipment	134.00	2,124.25	10,000.00
2-72-06-274-0	Insurance	0.00	29,395.62	29,395.62
2-72-06-290-0	Waste Control	200.00	1,210.00	2,400.00
2-72-06-290-1	Contracted Services	0.00	0.00	5,000.00
2-72-06-291-0	Programs & Events	2,183.56	7,598.67	42,000.00
2-72-06-510-0	General Goods & Supplies	3,985.00	8,219.32	60,000.00
2-72-06-511-0	Arena Concession Short/Over	0.00	0.00	0.00
2-72-06-512-0	PPE Clothing/Boots/Gloves	0.00	0.00	1,000.00
2-72-06-515-0	Arena Concession	(2,706.15)	20,000.57	25,000.00
2-72-06-521-0	Fuel	0.00	1,432.95	2,500.00
2-72-06-543-0	Gas	0.00	11,442.40	30,237.00
2-72-06-544-0	Power	0.00	21,640.73	79,958.00
2-72-06-620-0	Loss on Disposal	0.00	0.00	0.00
2-72-06-810-0	Charges for Other Financial Services	415.44	1,982.59	4,200.00
2-72-06-920-0	Uncollectible Accounts	0.00	0.00	0.00
TOTAL		41,979.42	313,220.06	758,092.07
Parks Expense				
2-72-08-110-0	Wages	55,938.39	152,890.23	375,994.10
2-72-08-130-0	Benefits	8,764.02	27,700.90	78,958.76
2-72-08-210-0	Freight & Postage	0.00	0.00	200.00
2-72-08-211-0	Travel, Meals & Accommodations	8.35	8.35	2,000.00
2-72-08-214-0	Training & Conferences	75.00	710.00	4,000.00
2-72-08-215-0	Telecommunications	166.86	854.28	2,500.00
2-72-08-224-0	Memberships	0.00	30.00	500.00
2-72-08-250-2	R&M - Equipment	1,534.41	3,583.58	13,000.00
2-72-08-250-3	R&M - Playground	0.00	0.00	1,000.00
2-72-08-251-2	R&M - Vehicle	0.00	0.00	3,000.00
2-72-08-263-2	Equipment Rental/Lease	56.65	56.65	1,500.00
2-72-08-274-0	Insurance	0.00	10,104.92	10,104.92
2-72-08-290-0	Purchased Services	0.00	300.00	15,000.00
2-72-08-291-0	Waste Control	0.00	0.00	0.00
2-72-08-510-0	General Goods & Supplies	198.24	9,868.17	20,000.00
2-72-08-520-0	Equipment/Vehicles Parts & Supplies	0.00	1,837.38	2,550.00
2-72-08-521-0	Fuel	1,044.70	3,598.80	20,000.00
2-72-08-524-2	Small Tools & Equipment	0.00	2,851.68	3,750.00
2-72-08-530-2	Construction & Maintenance Materials	694.26	6,737.89	8,570.00
2-72-08-531-0	Chemicals/Spray	0.00	6,686.00	13,260.00
2-72-08-532-0	Plants & Shrubs	0.00	7.97	12,500.00
2-72-08-533-0	Tree Replacement	0.00	0.00	10,000.00
2-72-08-534-0	Grounds Materials	0.00	0.00	5,000.00
2-72-08-593-0	Carstairs Nature Space	0.00	0.00	0.00
2-72-08-594-0	Pickleball Courts	0.00	0.00	0.00
2-72-08-620-0	Loss on Disposal	0.00	0.00	0.00
2-72-10-510-0	Concession - General Goods & Supplies	186.18	186.18	500.00
2-72-56-250-0	R&M - Cemetery	0.00	190.56	7,500.00
TOTAL		68,667.06	228,203.54	611,387.78
Campground Expense				
2-72-99-110-0	Wages	4,168.23	7,869.49	42,613.57

General Ledger	Description	May 31, 2025 Actual	2025 YTD Actual	2025 Budget
2-72-99-130-0	Benefits	476.22	1,217.07	8,948.85
2-72-99-215-0	Telecommunications	112.95	556.80	1,300.00
2-72-99-220-0	Advertising	0.00	0.00	500.00
2-72-99-252-2	R&M - Buildings/Plumbing/Gas	0.00	0.00	2,500.00
2-72-99-290-0	Waste Control	0.00	0.00	1,000.00
2-72-99-510-0	General Goods & Supplies	186.18	186.18	2,500.00
2-72-99-510-1	Firewood	0.00	0.00	3,000.00
2-72-99-520-0	Equipment/Vehicle Parts & Supplies	222.47	222.47	300.00
2-72-99-521-0	Fuel	0.00	0.00	200.00
2-72-99-530-2	Construction & Maintenance Materials	0.00	0.00	1,000.00
2-72-99-543-0	Gas	0.00	601.59	1,896.00
2-72-99-544-0	Power	0.00	498.67	11,190.00
2-72-99-620-0	Loss on Disposal	0.00	0.00	0.00
2-72-99-810-0	Charges for Other Financial Services	45.50	45.50	350.00
TOTAL		5,211.55	11,197.77	77,298.42
Community Hall Expense				
2-74-02-110-0	Wages	1,175.04	4,308.48	10,183.55
2-74-02-130-0	Benefits	223.70	850.98	2,138.55
2-74-02-210-0	Freight & Postage	9.95	58.85	200.00
2-74-02-215-0	Telecommunications	133.64	668.20	1,420.00
2-74-02-250-0	Purchased Repairs & Maintenance	1,407.99	3,298.45	11,000.00
2-74-02-252-0	Janitorial	490.00	2,030.00	7,200.00
2-74-02-274-0	Insurance	0.00	9,398.87	9,398.87
2-74-02-290-0	Waste Control	210.00	840.00	1,260.00
2-74-02-510-0	General Goods & Supplies	237.18	528.11	22,500.00
2-74-02-543-0	Gas	0.00	2,347.55	5,449.00
2-74-02-544-0	Power	0.00	1,519.06	6,425.00
2-74-02-620-0	Loss on Disposal	0.00	0.00	0.00
TOTAL		3,887.50	25,848.55	77,174.97
Library Expense				
2-74-04-110-0	Wages	502.57	1,511.84	4,249.44
2-74-04-130-0	Benefits	93.86	316.30	892.38
2-74-04-250-0	Purchased Repairs & Maintenance	0.00	380.50	4,000.00
2-74-04-544-0	Power	546.55	0.00	0.00
2-74-04-620-0	Loss on Disposal	0.00	0.00	0.00
2-74-04-765-0	Bob Clark Library Grant	0.00	64,531.50	258,126.00
2-74-04-765-1	Parkland Regional Library System	0.00	24,024.70	48,049.38
TOTAL		1,142.98	90,764.84	315,317.20
Museum Expense				
2-74-06-110-0	Wages	0.00	0.00	0.00
2-74-06-130-0	Benefits	0.00	0.00	0.00
TOTAL		0.00	0.00	0.00
TOTAL EXPENSES		1,051,353.41	4,559,372.59	14,035,998.91
(SURPLUS) / DEFICIT			(7,592,604.72)	(2,385,224.63)
Revenue Taxes (18)			(8,745,246.43)	(8,749,026.34)
Revenue Other (2)			(3,406,730.88)	(7,672,197.20)
Proceeds from Sales (9)			0.00	0.00
Expenses (1)			3,846,244.46	10,810,653.87
Requisition Expense (1b)			713,128.13	3,225,345.04
Loss on Disposal (13b)			0.00	0.00

TOWN OF CARSTAIRS CAPITAL REPORT

CAPITAL LISTING

GL Number	Project Number	Description	2025 YTD Actual	2025 Budget
3-72-06-630-1	2025-0001	Olympia Laser Level	0.00	24,000.00
3-72-06-630-1	2025-0002	Deep Fryer (includes suppression cost)	0.00	4,800.00
3-12-00-620-1	2025-0003	Administration Building Expansion	0.00	60,000.00
3-26-00-630-1	2025-0004	AFFRACs Radios x 1	4,124.00	5,000.00
3-23-00-630-1	2025-0005	Combi Tool Set - Funded 100% by Grant	25,486.50	24,462.00
3-23-00-630-1	2025-0006	Handheld Radio	4,828.30	4,417.65
3-23-00-630-1	2025-0007	6 Sets of Bunker Gear	0.00	27,100.00
3-23-00-630-1	2025-0008	SCBA	11,984.00	13,310.00
3-23-00-650-1	2025-0009	Unit 140 - Purchase 50% ownership from MVC	0.00	50,000.00
3-72-04-630-1	2025-0010	Mower	14,285.71	15,000.00
3-72-04-630-1	2025-0011	Inside Security Cameras x 8 (includes Halfway House)	8,244.60	16,000.00
3-72-04-620-1	2025-0012	Event Tent Upgrades (Lighting, Heat, Storage)	0.00	20,000.00
3-72-04-630-1	2025-0013	Driving Range Picker	7,729.98	7,000.00
3-72-04-630-1	2025-0014	Cage of Picker Equipment	0.00	5,000.00
3-72-04-645-1	2025-0015	Fencing Northside of Parking Lot & Gate	8,222.90	10,000.00
3-72-04-630-1	2025-0016	Wiring Fire Panel	8,788.94	9,000.00
3-72-04-630-1	2025-0017	Dump Trailer	24,496.35	25,000.00
3-72-04-620-1	2025-0018	Storage Shed	1,346.30	5,000.00
3-32-00-650-1	2025-0019	Gravel Truck (Replace Unit 9)	181,158.81	200,000.00
3-41-00-610-1	2025-0020	PLC - Current Pumphouse	0.00	60,000.00
3-41-00-610-1	2024-0016	VFD for Pumphouse - Carry forward 2024	0.00	15,000.00
3-32-00-630-1	2025-0022	Snow Blower attachment Skidsteer	6,631.14	6,650.00
3-37-00-610-1	2025-0023	McAlpine & MacEwan Drainage	5,334.00	55,000.00
3-41-00-610-1	2025-0024	Water Reservoir	990,878.43	8,300,000.00
3-41-00-610-1	2025-0025	Water Service Line Reservoir	0.00	1,500,000.00
3-32-00-610-1	2025-0026	Scarlett Ranch Pathway Extension	0.00	20,000.00
3-72-08-620-1	2025-0027	Columbarium	56,307.00	95,000.00
3-72-08-645-1	2025-0028	Cemetery Ribbons	0.00	13,000.00
3-72-08-630-1	2025-0029	Security Cameras - Fire Hall to Gazebo/Curling Club	15,901.01	15,900.00
3-72-99-620-1	2025-0030	Campground Furnaces, Hot Water Tanks & Radiant Heating	0.00	12,000.00
TOTAL			1,375,747.97	10,617,639.65

TOWN OF CARSTAIRS CAPITAL REPORT

NON-TAX REVENUE

GL Number	Description	May 31, 2025 Actual	2025 YTD Actuals	Capital Revenue	Capital Reserves Draws Restricted	Loan Proceeds	Capital Reserves Draws Unrestricted	Off-Site Levies	Capital Reserves Contributions	Operational Stabilization	Water, Sanitary, Equipment Capital Replacement
5-41-00-840-0	Local Government Fiscal Framework	-	-	711,202.00	58,908.34						
5-41-00-840-1	Canadian Community Building Fund	-	-	335,343.00	298,191.77						
5-37-00-565-0	Off site levies (Storm)	-	-	50,857.00				50,857.00			
5-41-00-565-0	Off site levies (Water)	-	-	30,101.00				30,101.00			
5-42-00-565-0	Off site levies (Sanitary)	-	-	182,340.00				182,340.00			
5-32-00-565-0	Off site levies (Transportation)	-	-	121,833.00				121,833.00			
1-23-00-410-0	Fire Call Revenue								42,375.00		
5-23-00-590-0	EMS Bay Rental	2,285.79	11,428.95	27,429.48					27,429.48		
1-72-56-411-0	Cemetery Perpetual Care Fund								7,350.00		
1-72-56-412-0	Columbarium Replacement Fund				34,000.00				7,400.00		
1-72-56-413-0	Columbarium Perpetual Care Fund								5,775.00		
5-23-00-551-0	Investment Income - Fire	-	-	-					-		
5-32-00-551-0	Investment Income - Off-Site Transportation	-	-	16,754.44				16,754.44			
5-37-00-551-0	Investment Income - Off-Site Storm	-	-	10,827.29				10,827.29			
5-41-00-551-0	Investment Income - Off-Site Water	-	-	15,358.73				15,358.73			
5-42-00-551-0	Investment Income - Off-Site Sanitary	-	-	12,207.94				12,207.94			
5-26-00-551-0	Investment Income - Policing	-	-	3,746.32				3,746.32			
4-41-00-760-0	Water Capital Replacement										211,700.00
4-42-00-760-0	Sanitary Capital Replacement										134,627.20
4-32-00-760-0	Equipment Capital Replacement										100,000.00
4-00-00-710-0	Operational Stabilization									200,000.00	
4-00-00-710-0	Operational Stabilization - Golf Course Cabling	-	15,370.00				15,370.00				
4-00-00-711-0	Equipment Capital Reserve - VFD Pump 2						15,000.00				
4-00-00-710-0	Operations Stabilization - Telephone System	6,380.34	6,380.34				20,000.00				
4-00-00-710-0	Operations Stabilization - Land Use Bylaw	16,189.24	16,189.24				16,189.24				
4-00-00-710-0	Operations Stabilization - Lift Station Transfer Switch						4,290.56				
4-00-00-710-0	Operations Stabilization - EUNA Budget Software	39,000.00	39,000.00								
4-72-04-711-0	Junior Golf				2,500.00						
4-62-00-710-0	IODE Funding						3,167.00				
4-62-00-710-0	Community Donations						1,587.97				
4-56-00-710-0	Cemetery Perpetual Care Fund (Headstone Maintenance)				5,000.00						
4-41-00-764-0	Off site levies - Water				577,000.00						
4-41-00-490-0	AWWP Grant	1,000,000.00	2,000,000.00	2,646,759.00							
5-41-00-565-0	Water Reservoir - Developer Off site Levies	-	2,650,043.00	2,650,043.00							
4-00-00-339-0	Water Service Line Debenture					1,500,000.00					
4-00-00-338-0	Water Reservoir Debenture					1,022,552.89					
TOTAL		1,063,855.37	4,738,411.53	6,814,802.20	975,600.11	2,522,552.89	75,604.77	385,131.00	149,224.20	200,000.00	446,327.20
				(8)	(11a)	(10)	(11b)	(7a)	(15)	(12a)	(12b,12c,12d)

Town of Carstairs **GROWTH STUDY**

JUNE 2025



Carstairs
AN AUTHENTIC SMALL TOWN

PREPARED FOR:

Rick Blair, CAO
Town of Carstairs
844 Centre Street
Box 370 TOM ONO

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1.0 INTRODUCTION

1.1 PURPOSE OF THE GROWTH STUDY

Growth is complex and constantly evolving, requiring thoughtful planning to ensure it continues to reflect the community's distinct identity. To evaluate growth through a sustainable and community-focused lens, which reflects the town's vision, the Town of Carstairs (the Town) has initiated the preparation of this Growth Study (the Study).

The Study provides a framework to support Administration and Council to make informed decisions to accommodate projected growth. Building on the Municipal Development Plan (MDP), the Study supports decision-making that considers economic, social, and environmental impacts, ensuring the Town grows in a way that enhances quality of life for current and future residents.

The Study is a practical tool to support informed choices in the following key areas:

1. Day-to-day decisions on development and land use
2. Long-term planning of land supply for growth
3. Extension and expansion of infrastructure
4. Expansion of services
5. Areas of investment.

As the community evolves, the Study will be updated as needed to keep growth aligned with the changing context and future aspirations. Figure 1 illustrates the geographic area of analysis used throughout the Study, which mirrors the extent of the long-term planning and policy development within the Intermunicipal Development Plan (IDP).

1.2 POLICY DIRECTION SUPPORTING GROWTH STUDY

The MDP envisions growth management through the lens of sustainable service delivery and making sure that local assets are aligned with anticipated growth. The MDP supports financially sound growth that balances logical expansion of development into new areas that can be reasonably serviced with locally compatible infill.

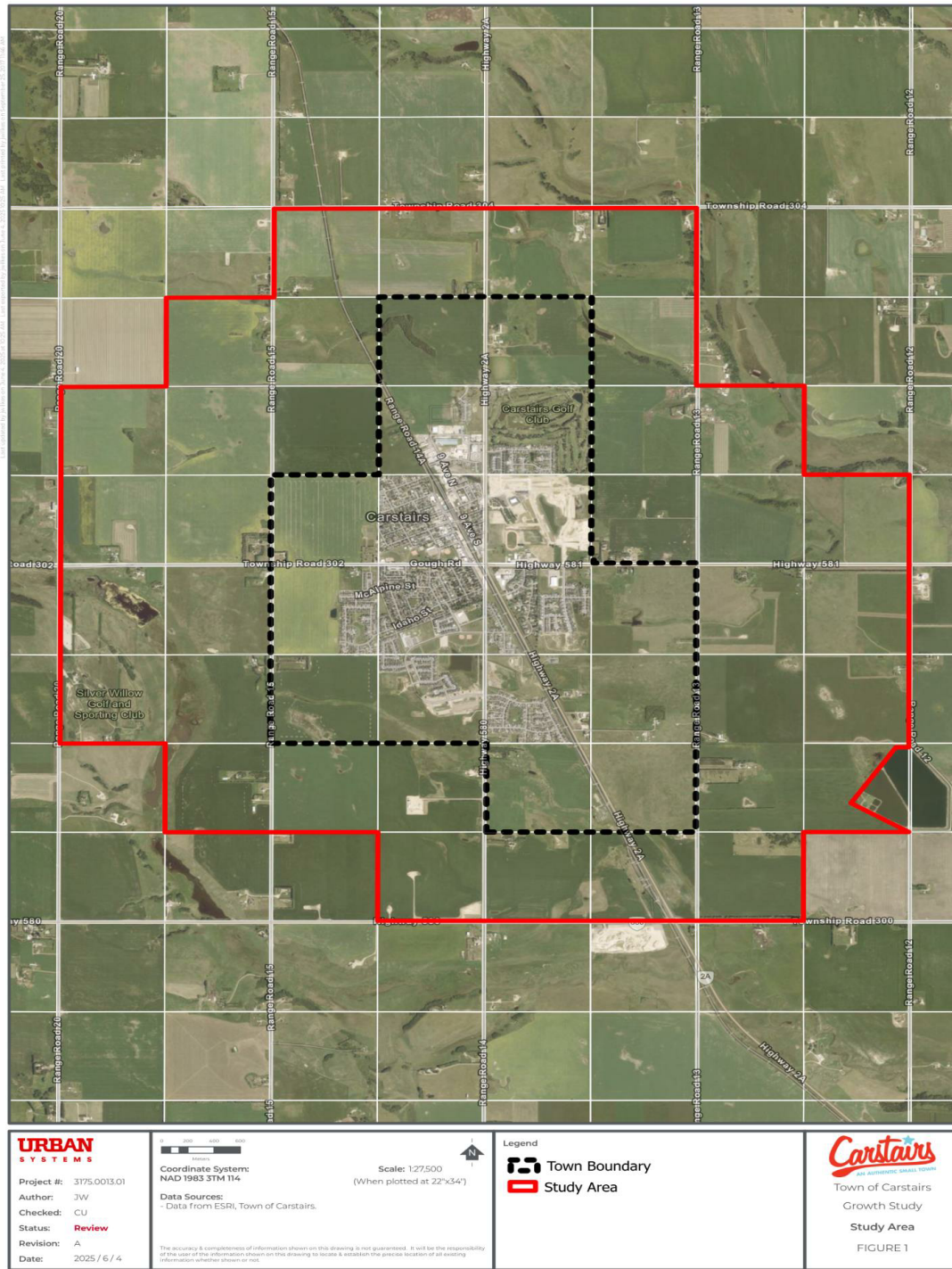
The Town of Carstairs Vision:

"Building a vibrant, affordable and sustainable community, offering an unsurpassed quality of life."
- 2020, Municipal Development Plan (MDP)

There are many variables that shape the scale and timing of growth, which requires any growth study to be an adaptable document. Given the dynamic nature of growth, these variables must be tested, refined, and updated as the community evolves to ensure decision making remains aligned with the community's vision. To remain informed on the evolution of the community, the following general growth variables helped shape this analysis and should continue to provide guidance on future reviews:

1. Land Supply Analysis – Assesses the availability of land and considers what constraints may make development challenging or impractical.
2. Land Demand Analysis - Considers how the Town has grown in population and how it may be expected to grow considering land required for residential uses and employment.
3. Land Suitability Analysis – Consider how the Town has planned and serviced the land and what opportunities and constraints may influence future community growth.
4. Pathways of Growth – Provide the Town with a tool to envision different conditions resulting from different patterns and types of growth.

Figure 1: Growth study area of analysis



2.0 CARSTAIRS CONTEXT

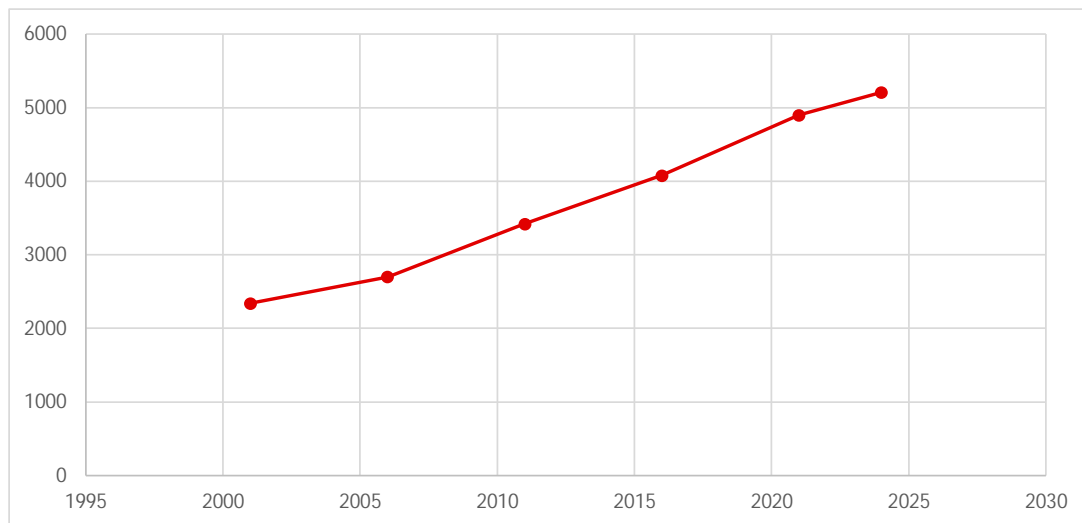
Located along the QE II corridor, approximately 30 KM north of the City of Airdrie and 50 KM north of the Calgary International Airport, the Town is not only growing but also getting younger as more families are moving into the community, which is the opposite trend of other peer communities.

Over the last decade, the Town has experienced consistent population growth and correlated urban development, mostly focused on lower-to-moderate density housing. Understanding past trends in population, employment, housing, and demographics is essential to guiding responsible growth and ensuring the community is well positioned to meet future needs.

Population

Today, the Town is home to approximately 5,313 residents (based on the 2024 municipal census), up from the 2021 Census population of approximately 4,900. The Town has consistently grown over the last 25 years, experiencing an average annual growth rate of 3.8% since the 2001 Census (peaking at 4.9% between 2006 and 2011), with the total population more than doubling during that timeframe. Figure 2 illustrates the growth since the 2001 Census.

Figure 2: Census population growth



NOTE: The 2024 population represents an estimate generated by the Government of Alberta Regional Dashboard.

When compared with other communities along the QE II corridor, extending north from Airdrie, the Town has consistently demonstrated it is an attractive community to residents looking to relocate through its high growth rates relative to comparable communities within the region. Table 1 illustrates the total population for the census years between 2001 and 2021, as well as the 2024 estimate, and the percentage change in the population between these years.

The Town is in the process of making significant upgrades to its water infrastructure system that will allow for continued growth and development. While this project will enable the Town to accommodate growth, it does not signal unrestrained expansion. Rather, it supports a responsibly managed, identity-driven approach to planning, ensuring that new development aligns with the community's values, vision, and financial capacity.

Table 1: Census population for comparable communities

Census Year	Carstairs	% Change	Didsbury	% Change	Crossfield	% Change	Olds	% Change	Innisfail	% Change
2001	2,342	-	4,035	-	2,465	-	6,753	-	7,106	-
2006	2,699	15.2%	4,450	10.3%	2,758	11.9%	7,494	11.0%	7,561	6.4%
2011	3,422	26.8%	5,094	14.5%	2,943	6.7%	8,501	13.4%	8,084	6.9%
2016	4,077	19.1%	5,389	5.8%	3,065	4.1%	9,240	8.7%	8,014	-0.9%
2021	4,898	20.1%	5,219	-3.2%	3,727	21.6%	9,473	2.5%	8,224	2.6%
2024 (estimate)	5,207	6.3%	5,202	-0.3%	4,045	8.5%	9,998	5.5%	8,714	6.0%

Demographics

The working age population continued to grow between the 2011 and 2021 census years, as most of the growth was represented by young families with children, which contributed to the relative stability of the median age (38.5 in 2011 and 38.4 in 2021). While there has been considerable growth among the youth and working age populations, the senior-aged cohorts (i.e., population over 65) continue to expand as the longer-term residents have remained in the community. Figure 3 illustrates changes in the community population by age and gender that occurred between the 2011 and 2021 census years.

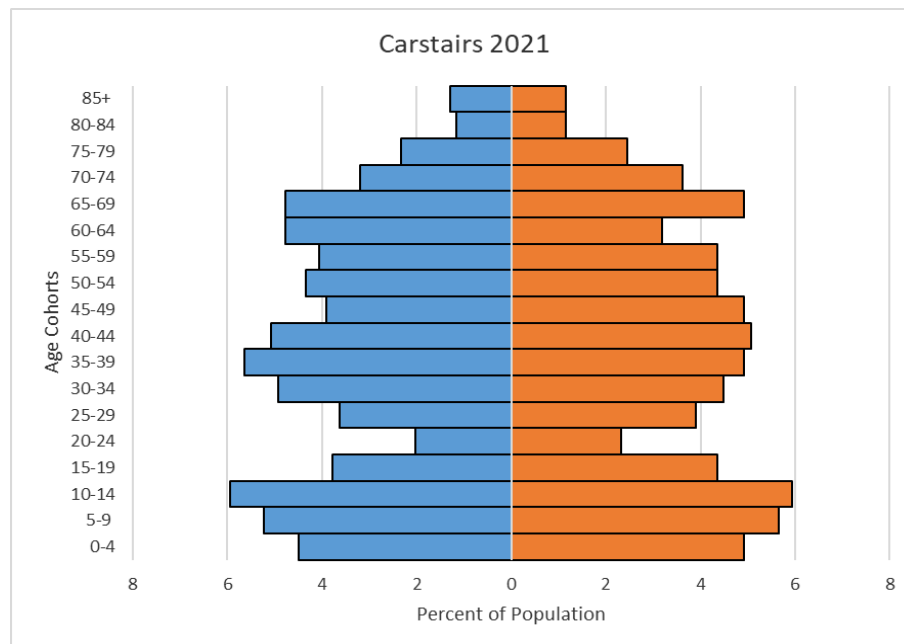
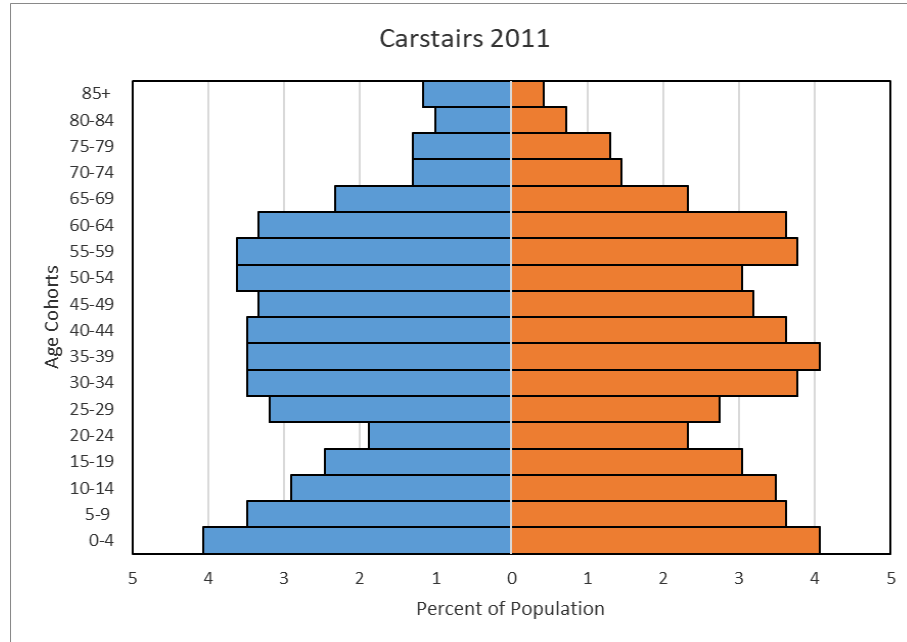
While the percentage of the population represented by visible minorities remains relatively small (3.5% in 2021), this has more than doubled the 2011 percentage of 1.3%. Migration patterns have shifted, with a rise in interprovincial movement and a decline in international migration, suggesting growth is increasingly driven by mobility within Alberta and housing affordability has driven migration from larger cities to smaller towns within the commuter-shed of major employment areas.

Housing

The 2021 census reported 1,840 total housing units. While lower-density, single-family housing represent the dominant form, representing approximately 80% of the total stock, this number decreased from approximately 89% reported in 2011. This has been offset by an increase in semi-detached housing which rose from approximately 4% to 8% during that same timeframe. The trend in housing supply is matched by the distribution of housing by tenure, with approximately 86% of housing owner-occupied, vs. 14% renter occupied. The Town has been more deliberate in working with developers to implement policy directives from the MDP to increase the supply in alternative forms of housing, and this trend is expected to incrementally grow as affordability concerns increase and the senior population increasingly look to housing transitions.

Over the last five (5) years, there has been an average of 41 housing starts per year, peaking with 71 in 2024. The trend toward single-family development has continued, representing 83% of all starts and 17% through all other types of multi-unit starts (i.e., semi-detached, townhomes, etc.). This trend remains influenced by market forces as migration from Calgary and Airdrie continues to drive residential expansion seeking more affordable, single-family housing.

Figure 3: Census Population Pyramids 2011-2021



Employment

While the labour force has increased consistently over the 2011 to 2021 census years (growing from 1,955 to 2,430), this has not translated to a commensurate growth in non-residential development. The migration to the Town for housing opportunities remains associated with new residents continuing to commute to their existing places of employment. This is reinforced through the examination of the net commuter flow, which measures the difference between outgoing and incoming commuters. In 2021 the net commuter flow was -560, indicating there are 560 more individuals leaving town than were entering for commuting purposes. This negative outflow has grown over the last decade when it was only -380 in 2011.

The market continues to reinforce migration, though there is a recognition that the Town will need to diversify its land use patterns to enhance the residential to non-residential assessment ratio. The current ratio is approximately 92% residential to 8% non-residential, which is a typical pattern for a bedroom community. However, as the Town evolves there will be an increasing need to expand non-residential development not only in support of financial sustainability, but also to offer the necessary commercial opportunities for a growing population and employment options to meet the evolving needs of the emerging labour force.

3.0 GROWTH PROJECTIONS AND LAND NEEDS

A variety of regional, economic, and demographic factors are expected to shape population, housing, and employment growth in the Town over the next 25 years. These factors will influence decisions on the type, locations, and intensities of new development required to support the needs of a changing population and workforce. These factors include:

1. Economic cycles, and Alberta's ever-changing economy and employment landscape.
2. Rising housing costs in major urban centres, leading to increased migration to smaller, more affordable communities.
3. Immigration and interprovincial migration patterns.
4. A changing demographic profile, as longer-term residents age, offset by younger people migrating into the Town.
5. Technology and innovation influences on economic development opportunities.
6. Continued affordability relative to the Cities of Airdrie and Calgary.
7. Proximity to major areas of employment.

By projecting the future population and demographic trends and understanding the desired financial outcomes, the Town can forecast how much residential and employment land is needed to accommodate desired growth. This helps the Town strategically take steps towards a preferred growth scenario that supports residential and non-residential development within existing and new neighbourhoods.

As noted, growth is not a linear process, given all the variables involved in shaping it. Over the next 25 years, the Town will see have slower and faster rates of growth as the local, regional, provincial, and national contexts change. To better understand the impacts of different growth scenarios and support informed decision-making, three different population projection scenarios have been prepared designed to illustrate how future growth will impact the following:

1. Plan and prepare for infrastructure upgrades and investments (e.g. water and sanitary expansion and/or upgrades) and consider funding alternatives.
2. Establish appropriate timing to unlock new lands for development (e.g. approval of new Area Structure Plans).
3. Forecast community needs, such as new schools and emergency services.

3.1 POPULATION AND DEMOGRAPHIC PROJECTIONS

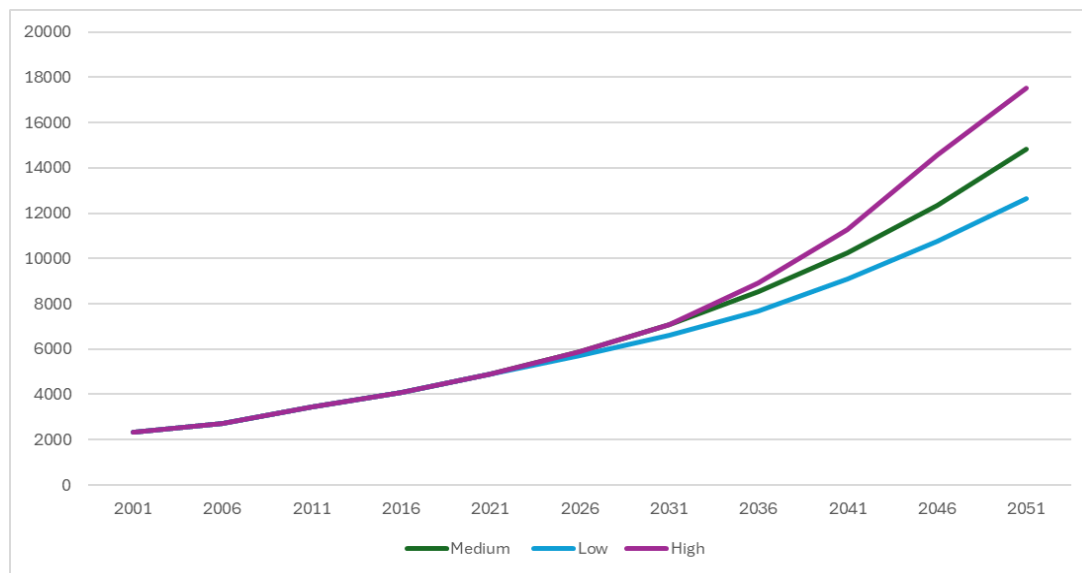
In considering the expectation around the Town's continued growth, three (3) different population projection models were used, built around the following conditions:

1. Low Growth Projection: this assumes that migration would play a minimal role, and that most of the growth would be the natural expansion of the population through a cohort-survival model. Under this scenario, the population is expected to reach approximately 12,600 by the year 2051.
2. Medium Growth Projection: this assumes a continuation of the historic growth rate that the Town has experienced between census years between 2001 and 2021, acknowledging migration will continue to play a considerable role in future growth. Under this scenario, the population is expected to reach approximately 14,800 by the year 2051.
3. High Growth Projection: this assumes that migration will accelerate as the Town continues to attract households looking for not only the housing and lifestyle Carstairs offers, but also that the development pattern will continue to diversify introducing alternative housing options that appeal to a greater diversity of households (i.e., young professionals, single individuals, downsizing seniors, etc.). Under this scenario, the population is expected to reach approximately 17,500 by the year 2051.

As migration plays a larger role in the population growth, this will continue to impact the demographic profile of the community, continuing to attract younger families and school-aged children. This has the potential to continue the decline of the median age, while increasing the potential labour force as part of broader business retention and expansion efforts that can support diversification of land use patterns and the overall tax base.

As illustrated in Figure 4, The three (3) scenarios do not diverge much over the first five (5) years between 2026 and 2031, but as the migration accelerates in the medium and high scenarios, the gap between each starts to widen.

Figure 4: Growth projection scenarios

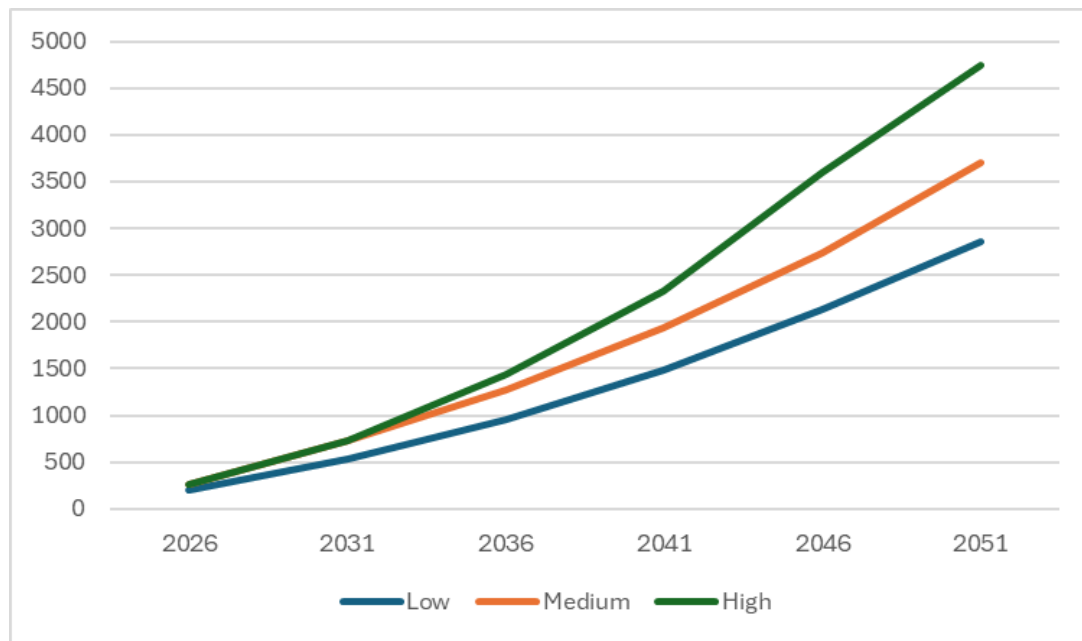


3.2 HOUSING UNIT PROJECTIONS

Housing demand is established by estimating the quantity of housing needed to support the projected future population. As the demographics of the Town change, the type of housing that people are looking for will also change. Smaller homes to support seniors aging in place and smaller households seeking affordable options outside major metropolitan areas will be in higher demand in 2051 than they are today, which will diversify the housing stock. Shifting macroeconomic trends around work, as well as choices regarding work-life balance will require a greater variety of forms of housing to accommodate these changes.

Figure 5 illustrates the projected housing demand for each of the three (3) population growth scenarios. This represents an aggregate of the total housing types and does not differentiate among single-family or multi-unit households. The MDP policy strives to achieve a 30% mix of multi-unit households, which has not been reflected in recent growth trends. As affordability evolves, it is anticipated that the mix of housing densities will incrementally transition toward the 30% and a greater diversity of housing types.

Figure 5: Projected housing demand



The three (3) population projection scenarios and maintaining an average household size of 2.6, translate to the projected housing demand shown in Figure 3, anticipating the following approximate totals for each of the scenarios:

1. Low Growth: approximately 2,900 new units
2. Medium Growth: approximately 3,700 new units
3. High Growth: approximately 4,700 new units

Housing density is determined by assigning a reasonable density (units per hectare) based on MDP policy, Area Structure Plan design, and densities observed within the mature community. It additionally considers the difference between new communities and mature/developing communities in their ability and appropriateness to accommodate density. Based on overall direction in the MDP, the Town has

established a target of 12 to 25 units per hectare for new development and have prioritized compatibility with adjacent land uses within mature neighbourhoods for any potential infill or redevelopment. Housing densities have been averaging approximately 17 units per hectare. New ASPs remain predominantly single-family, however they have been incrementally adding alternative multi-unit housing types that is nudging the density toward the higher end of the spectrum.

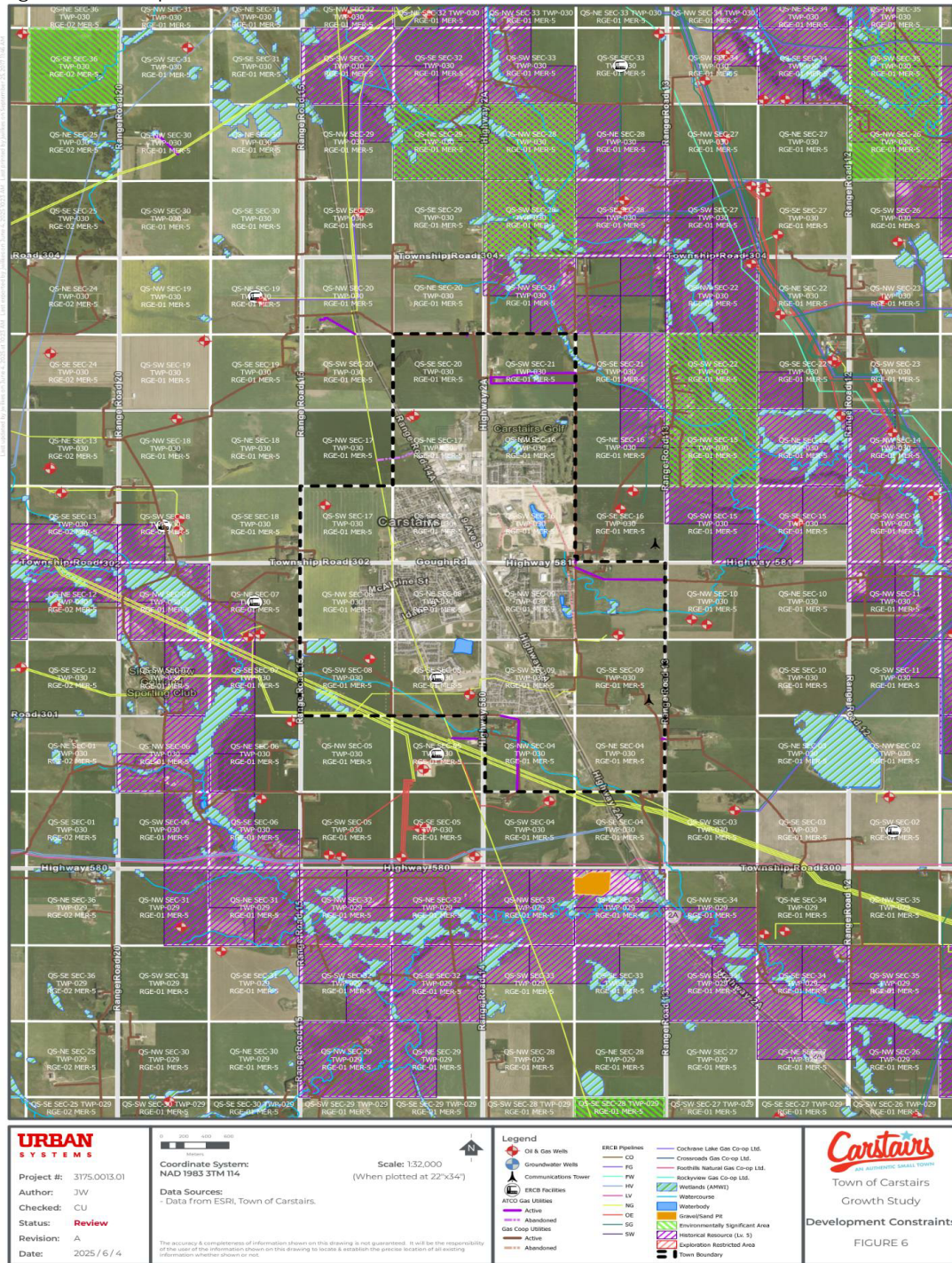
3.3 DEVELOPMENT CONSTRAINTS

To establish the existing land supply, all development constraints were considered to identify the available amount of developable land. Lands are considered developable if they are suitable for future development (i.e., free from major environmental, natural, and/or physical constraints). Lands that are unplanned (do not have ASPs in place), were assessed at a desktop level and natural constraints, such as flood hazards, wetlands, and steep slopes (15%+), and physical constraints, including major pipelines, transmission corridors, and oil and gas installations, were considered to establish the potential developable area.

Figure 6 illustrates the location and distribution of natural and physical constraints throughout the existing town boundary and the IDP area of analysis. These constraints are generally considered within the following categories:

1. Fixed locations: these are typically constructed features (i.e., pipelines and major transmission lines) that are fixed elements of the plan area.
2. Mapped locations: these apply to some of the natural features (i.e., waterways and wetlands) that may change and evolve over time but are generally considered present in the areas they have been mapped.
3. General areas: these represent a high-level, geographic analysis that generally acknowledge the potential presence of constraints (i.e., historic resources and environmentally significant areas, mapped at a quarter-section level).
4. Additional areas: these are not specifically mapped but are represented by additional buffers of development that are incorporated around different constraints (i.e., oil and gas wells and wastewater lagoons).

Figure 6: Development constraints



4.0 TOTAL LAND NEED

4.1 RESIDENTIAL LAND NEEDS

Total residential land need is determined by combining the land area necessary for housing (housing density) with the land area needed for non-housing components of a neighbourhood, such as roads, parks, and schools. Before finalizing the total residential land needs, the current planned (i.e., those areas under an existing ASP) and unplanned (i.e., vacant lands that do not have an ASP) lands need to be considered to determine what percentage of the projected housing demand can be accommodated within the current boundary.

Planned growth areas

Understanding the Town's supply of planned and unplanned land is essential for assessing readiness to meet growth demands in the short, medium, and long-term. Planned lands are more development ready, as they include guidance on land use, density, infrastructure needs, and direction and policy on environmentally sensitive lands. In contrast, unplanned lands require substantial planning work before development can occur, making them a longer-term option for accommodating growth.

There are six (6) adopted ASPs within the Town that have identified the expected residential capacity of each of the proposed neighbourhoods. Each of these neighbourhoods are at various stages of development, ranging from dormant (i.e., there has been no development activity for over five (5) years), to ongoing (i.e., development has been initiated and consistently growing over the last five (5) years), and to initiated (i.e., preliminary development has begun within the last year).

Figure 6 illustrates the geographic distribution of the planned growth areas and Table 2 illustrates each of the adopted ASPs, estimating the total number of housing units remaining, which represents a proportion of the total projected housing demand that can be accommodated within the existing boundary, impacting the total amount of residential land needed.

Table 2: Anticipated dwelling units within existing planned areas of growth

Area Structure Plan	Planned Units	Built Units	Remaining Units	Likely Units
Mandalay	595	372	223	223
Eastgate	1,056	-	1,056	1,056
South	999	644	355	355
Homestead	193	-	193	-
Carstairs Links	120	30	90	40
Marigold	190	-	190	-
Total	3,153	1,046	2,107	1,674

Table 2 considers each of the ASPs through the following categories to create a realistic estimate of how many housing units can be reasonably accommodated within these lands:

1. **Planned Units:** these are the total number of housing units that were initially anticipated within the adopted ASP.
2. **Built Units:** this represents the total number of housing units that have been built at the time of this report.
3. **Remaining Units:** this is simply the difference between the total number of planned units and total units that have been built.
4. **Likely Units:** this category introduces nuance around the likelihood of the remaining units getting built. This is based on constraints related to ownership (i.e., no willingness to proceed and/or sell),

finances (i.e., the proposed development is cost prohibitive), and servicing (i.e., there are servicing challenges that limit the developability of the site).

In review of the existing ASPs and considering the nuance associated with the remaining units, it is anticipated that the existing planned areas of growth can accommodate approximately 1,674 housing units. This total will be considered with the projected housing demand illustrated in Figure 5 to estimate the total amount of residential land needed.

Figure 7: Geographic distribution of planned growth areas



Unplanned growth areas

Not all lands within the current boundary are regulated by an existing ASP. There are other vacant parcels of land that have the theoretical capacity to accommodate a proportion of the projected housing demand. However, vacancy alone is not an indicator of the land's suitability to accommodate housing. Each of these vacant parcels of land have their own characteristics, opportunities, and constraints that establish a reasonable expectation of how these lands can accommodate a proportion of the projected housing demand.

Prior to advancing area structure planning, it is important for The Town to explore how to leverage unplanned lands to accommodate future community growth and needs. By assessing the unplanned lands, the Town can identify where future land uses could be accommodated, and the location and extent of environmentally sensitive lands that should be protected through policy.

Table 3 categorizes the unplanned growth areas and establishes an estimate of the total number of housing units each parcel could reasonably accommodate. Further, Figure 8 illustrates the geographic distribution of the unplanned growth areas.

Table 3: Anticipated dwelling units within the unplanned growth areas

Unplanned Potential Areas of Growth	Developable Hectares	Total Units		
		Low Density	Medium Density	High Density
Tier 1	82.2	986	1,397	2,055
Tier 2	47.8	574	813	1,195
Tier 3	87.0	1,044	1,479	2,175
Total	217.0	2,604	3,689	5,425

The unplanned growth areas are considered based on their potential to accommodate additional housing units. The vacant lands are considered based on the following:

1. Tier of development: each of the vacant lands are considered based on the constraints that would contribute to or limit the developability of the land (i.e., fragmentation, access, serviceability, environmental or constructed constraints, etc.), with Tier 1 being the least constrained and Tier 3 the most constrained.
2. Developable Hectares: each parcel is considered based on the anticipated developable hectares (this is focused on the vacant lands that are unencumbered by environmental or constructed constraints and does not fully evaluate developability based on the other potential constraints).
3. Estimated units: based on the potential developable acres, the total number of units are estimated based on the three (3) different densities (i.e., Low at 12 units per hectare, Medium at 17 units per hectare, and High at 25 units per hectare).

For the purposes of this study and establishing a reasonable estimate of the Town's capacity to accommodate the projected housing demand within the existing boundary, only the Tier 1 lands have been included. The Tier 2 lands may become developable over time as the physical constraints are mitigated and municipal servicing is less cost prohibitive for development. The Tier 3 lands have significant constraints either through fragmentation from semi-permanent physical constraints or servicing limitations that minimize development options.

4.2 NON-RESIDENTIAL LAND NEEDS

Land Considerations

Understanding non-residential land needs is typically tied to projecting employment growth across the various industries in town, which can be translated into space needs based on the site characteristics associated with each industry. This also considers the relationship to population growth and the amount of non-residential land needed to establish a growing local economy. However, in a bedroom community within an expanding metropolitan area, the typical relationship among jobs, population, and housing are more complicated and there is less of a correlation between residential and non-residential land needs. Within bedroom communities, employment is often driven through commuting patterns to economic anchors within the larger cities, which also typically drives spending patterns in larger retail establishments closer to the place of employment.

This does not imply that the Town should not consider non-residential land needs as part of anticipating future growth. As communities grow and change, the context shifts and the population reaches a point where the demand for commercial and retail opportunities, as well as the evolution of the labour force, changes the market dynamics that drive non-residential development. Within the current planned growth areas, there are lands that have been identified for non-residential uses, including the Marigold/Fairway Business Park ASP and the southern portions of the Eastgate ASP that have been planned for employment uses. Given the development constraints on some of the unplanned growth areas that make residential uses cost-prohibitive, these areas also represent a supply of potential employment lands.

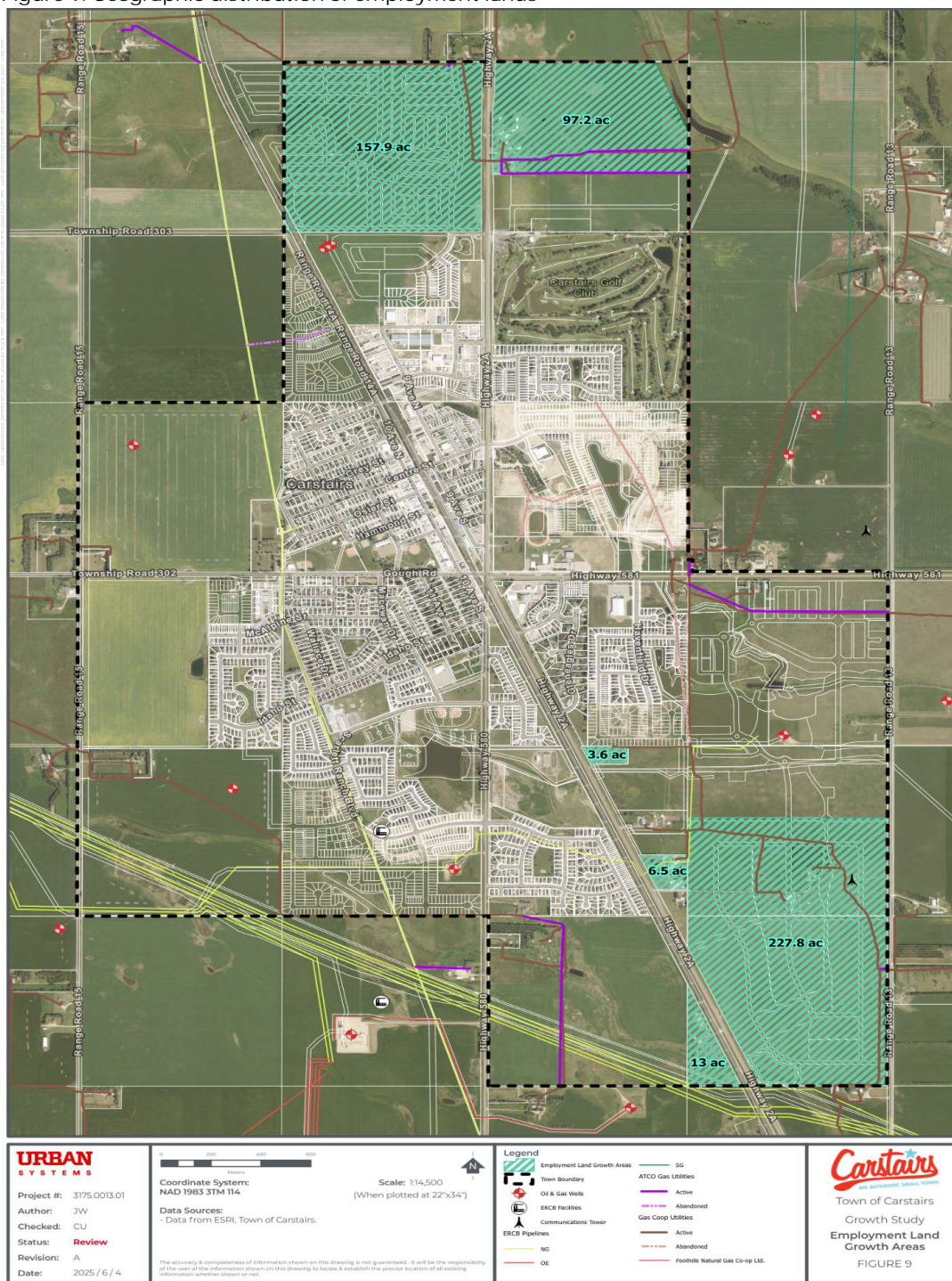
Financial Considerations

Like many bedroom communities that serve a largely residential function within a broader metropolitan market, municipal finances are largely driven by residential tax assessments, with much smaller proportions derived from non-residential uses (i.e., commercial, office, retail, industrial, etc.). Carstairs is no different. The current ratio between residential to non-residential assessment is approximately 91.6% to 8.4%.

While there is no singular target that all municipalities strive toward. Like everything, local context drives strategic priorities for growth and development. However, when ratios reach this level of differentiation, additional revenue necessary to fund sustainable service delivery is increasingly borne by homeowners, who are already feeling stretched thin on taxes, fees, and utility rates.

Recognizing that non-residential growth is challenging to predict relative to the anticipated expansion of the population (and housing), there is an acknowledgement that sufficient land needs to be identified for future employment uses as the local market evolves. Planning for future non-residential lands also serves as some assurance that future opportunities are available to contribute toward an incremental shift from the current assessment ratio toward a healthier split, that for the sake of this analysis has been defined as an aspiration to move toward a 25% proportional share for non-residential. Figure 9 illustrates a geographic distribution of the lands within the existing boundary that have been identified for long-term employment uses.

Figure 9: Geographic distribution of employment lands



As Figure 9 illustrates, there are multiple, relatively large, tracts of land (either planned or unplanned) that can reasonably accommodate non-residential uses that could both contribute to the growth of the local economy, as well as support a healthier residential to non-residential assessment split. These represent a mix of lands that have been identified within an ASP, are located adjacent the Highway 2A corridor and other non-residential uses and are limited to other types of development because of municipal servicing constraints.

This mix of location and scale of lands available for non-residential uses provide a variety of opportunities to expand employment in the Town as well as contribute to the commercial retail and service businesses that are necessary correlations to an expanding population.

5.0 GROWTH AREA CONSIDERATIONS

Growth is dynamic and requires careful and consideration of multiple factors, including:

1. The anticipated rate of growth, which considers how fast or slow the population is changing and the various implications that come with the pace of change.
2. The availability and suitability of land to accommodate future growth, which needs to be monitored over time as the rate of growth impacts the overall supply.

5.1 RATE OF GROWTH

The rate of growth refers to the speed at which a population changes year over year. While growth presents opportunities for a community, its pace can have significant effects on a Town's social, organizational, and financial health. Managing growth at a steady, balanced pace helps ensure the Town can maintain high-quality services, manage financial risks, and plan effectively for the future.

Implications of rapid growth

Rapid growth can challenge a community's organizational resources and shift focus from long-term strategic planning to short-term decision-making. While it can increase municipal revenues and benefit property tax rates, it may also present financial challenges. Rapid growth can surpass the Town's ability to fund and deliver infrastructure and services, strain budgets, and potentially lead to increased borrowing, tax adjustments, or deferred priorities. Additionally, rapid growth can affect social connections and contribute to isolation and anonymity.

Implications of slow growth

Slow growth can limit a Town's capacity to provide high-quality services, thereby affecting the quality of life for residents and local businesses and making it challenging for the Town to meet evolving community needs. To encourage and support growth, Towns typically invest in infrastructure, such as roads, water and sewer systems, or community facilities, with the expectation that revenue from future development will cover these costs, and that new residents will contribute to the operational expenses of this infrastructure. However, if development is delayed or does not occur as anticipated, the expected revenue does not materialize, leaving the Town responsible for managing and maintaining underutilized infrastructure without the projected income. Over time, these assets continue to deteriorate and may require expensive repairs or replacement before they have been fully utilized, placing the Town at financial risk and restricting its ability to fund other community priorities.

A balanced approach to growth

While many of the factors driving growth are outside the Town's sphere of control, taking a proactive approach to managing the rate of growth allows for thoughtful consideration of lands needs, levels of service, and strategic investment in community infrastructure. A balanced approach to growth enables a community to grow with purpose, ensuring development is not just about adding people and houses, but about building a strong and healthy community for all its citizens.

The Town has consistently grown between 3.5% and 4.5% annually over the last 25 years, which has contributed to its ability to plan proactively and coordinate infrastructure investment that aligns with the timing of new development and supports the levels of service and quality of life that has attracted the growth.

Over time, the Town can use 3-4% as target growth rate to monitor how growth may need to be adjusted (using other tools) to ensure growth occurs sustainably, based on the following key goals from the MDP:

1. Fiscal sustainability: focusing on long-term asset management that minimizes operational, maintenance, and replacement costs of municipal infrastructure.
2. Growth management: ensure the availability of serviceable land that can accommodate growth through a diversity of land uses.
3. Economically competitive: continue to plan for the expansion of the local economy through the growth of employment opportunities that contribute to a balancing of the municipal tax base.
4. Community inclusion: work towards diversifying the housing stock to meet a range of household needs and invest in the social infrastructure necessary to support the Town's quality of life.

5.2 DEVELOPABLE LAND SUPPLY

Residential needs

While the Town can anticipate and plan for the rate of growth to approximate 3-4% annually, this will vary over time. Regardless of the variances to the rate, the Town has identified the desire to establish a 25-year land supply to accommodate future growth.

As identified throughout the Study, undeveloped land is not the only indicator of the developable land supply. Given the variety of constraints throughout the Town, vacant lands need to be evaluated for their potential to accommodate the projected housing demand. Beyond the developable land supply, growth requires a strategic approach to guide the orderly development of planned growth areas based on the following factors:

1. Contiguous Growth: Develop land adjacent to existing areas to prevent scattered development, ensuring efficient infrastructure use.
2. Infrastructure Optimization: Utilize existing infrastructure capacity (i.e., roads, pipes, treatment facilities, etc.) to accommodate growth, and prioritize areas where infrastructure can be shared across multiple parcels or development phases to reduce costs.
3. Policy Alignment: Ensure growth reflects long-term municipal plans and policies (i.e., MDP and adopted ASPs).
4. Strategic Priorities Alignment: Development sequencing encourages orderly, contiguous development, non-contiguous growth may be appropriate when it supports key strategic priorities (i.e., creating employment lands or addressing urgent housing needs). Flexibility in these cases allows the Town to respond to evolving opportunities, provided potential impacts like higher infrastructure costs or service inefficiencies are carefully considered.

Table 4 summarizes the projected population and housing demand relative to the planned housing supply (considered likely to develop) identified within adopted ASPs to establish the difference between the housing demand and the planned supply. Table 5 evaluates the land within the current boundary and its ability to accommodate the projected housing deficit based on low, medium, and high-density calculations (12, 17, and 25 dwelling units per hectare respectively).

Based on the projected population and housing demand over the next 25 years, there is expected to be a housing deficit ranging from 1,179 for the low growth scenario, 2,025 for the medium growth scenario, and 3,066 for the high growth scenario. When translating the housing deficit to land needs, the only scenario that does not require additional lands outside of the current boundary is the high-density category within the low growth scenario. In all other projections, the Town will require a boundary adjustment to accommodate the projected population and housing growth.

Table 4: Housing needs based on projected growth scenarios

Growth Scenario	Projected Population	New Population	New Housing Required	Planned Housing	Housing Deficit
Low	12,625	7,418	2,853	1,674	1,179
Medium	14,824	9,617	3,699		2,025
High	17,531	12,324	4,740		3,066

NOTE: This does not differentiate the housing deficit by type. Each of the Table 4 categories are defined as follows:

1. Growth Scenario: these represent each of the three (3) scenarios defined in Section 3.1.
2. Projected Population: these are the 2051 projected populations for each of the scenarios.
3. New Population: based on the 2024 population estimate of 5,207 this represents the additional population that the Town will need to accommodate.
4. New Housing Required: based on an average household size of 2.6, this represents the total number of new housing units needed to accommodate the new population.
5. Planned Housing: this represents the total number of housing units that have been identified within existing ASPs and considered likely to be developed.
6. Housing Deficit: this is the difference between the new housing required and the projected supply that is already planned.

Table 5: Land supply needed to accommodate housing deficit

Low Growth Scenario					
Density Category	Housing Deficit	Gross Land Required	Net Developable Area	Internal Land Supply	Land Deficit
Low (12 units/HA)	1,179	98.3	117.9	82.2	35.7
Medium (17 units/HA)		69.4	83.2		1.0
High (25 units/HA)		47.2	56.6		-25.6
Medium Growth Scenario					
Density Category	Housing Deficit	Gross Land Required	Net Developable Area	Internal Land Supply	Land Deficit
Low (12 units/HA)	2,025	168.7	202.5	82.2	120.3
Medium (17 units/HA)		119.1	142.9		60.7
High (25 units/HA)		81.0	97.2		15.0
High Growth Scenario					
Density Category	Housing Deficit	Gross Land Required	Net Developable Area	Internal Land Supply	Land Deficit
Low (12 units/HA)	3,066	255.5	306.6	82.2	224.4
Medium (17 units/HA)		180.4	216.4		134.2
High (25 units/HA)		122.6	147.2		65.0

NOTE: All land area is in hectares. Each of the Table 5 categories are defined as follows:

1. Density Category: differentiates among the three (3) target densities.
2. Housing Deficit: this is the total housing needed within the three (3) different growth scenarios.
3. Gross Land Required: this represents the gross amount of land necessary to accommodate the projected housing demand.
4. Net Developable Area: this is the total amount of developable area necessary to accommodate projected housing as well as reserves and rights of way required as part of the development (estimated as 20%).
5. Internal Land Supply: this is the amount of developable, unplanned land within the current boundary that can absorb a proportion of the housing deficit (identified as Tier 1 lands in Section 4.1.
6. Land Deficit: this represents the additional lands that would be required outside the current boundary to accommodate the projected housing deficit.

Table 5 illustrates a wide range of land needs, from the ability to accommodate all future growth within the current boundary under the low-growth scenario at medium to high density, to requiring over 224 hectares of additional land under the high-growth scenario at low densities. Given the growth trends, the Town anticipates that the medium to high growth scenarios are more likely, and that the density is likely to achieve closer to the medium rates at 17 units per hectare, incrementally increasing over time as expansion is more in line with the high growth scenario.

Under these conditions, the Town anticipates moving toward the medium to high densities within the high growth scenario and considering expanding the boundary to include an additional 65.0 to 134.2 hectares to accommodate a 25-year supply of residential land. Based on the population projections through to 2051, it is anticipated that the land supply within the current boundary will accommodate 16-18 years of growth, dependent on the rate of growth.

Non-residential needs

As noted in Section 4.2, projecting non-residential needs based on the typical ratios of jobs to population or jobs to housing and establishing land requirements by industry, are made more difficult in bedroom communities that do not have a predictable relationship between residential and non-residential land uses. However, the Town has established a direction to ensure that it maintain a land supply available for non-residential uses that will allow for the community to evolve as the population grows and the demand for retail, services, and employment changes.

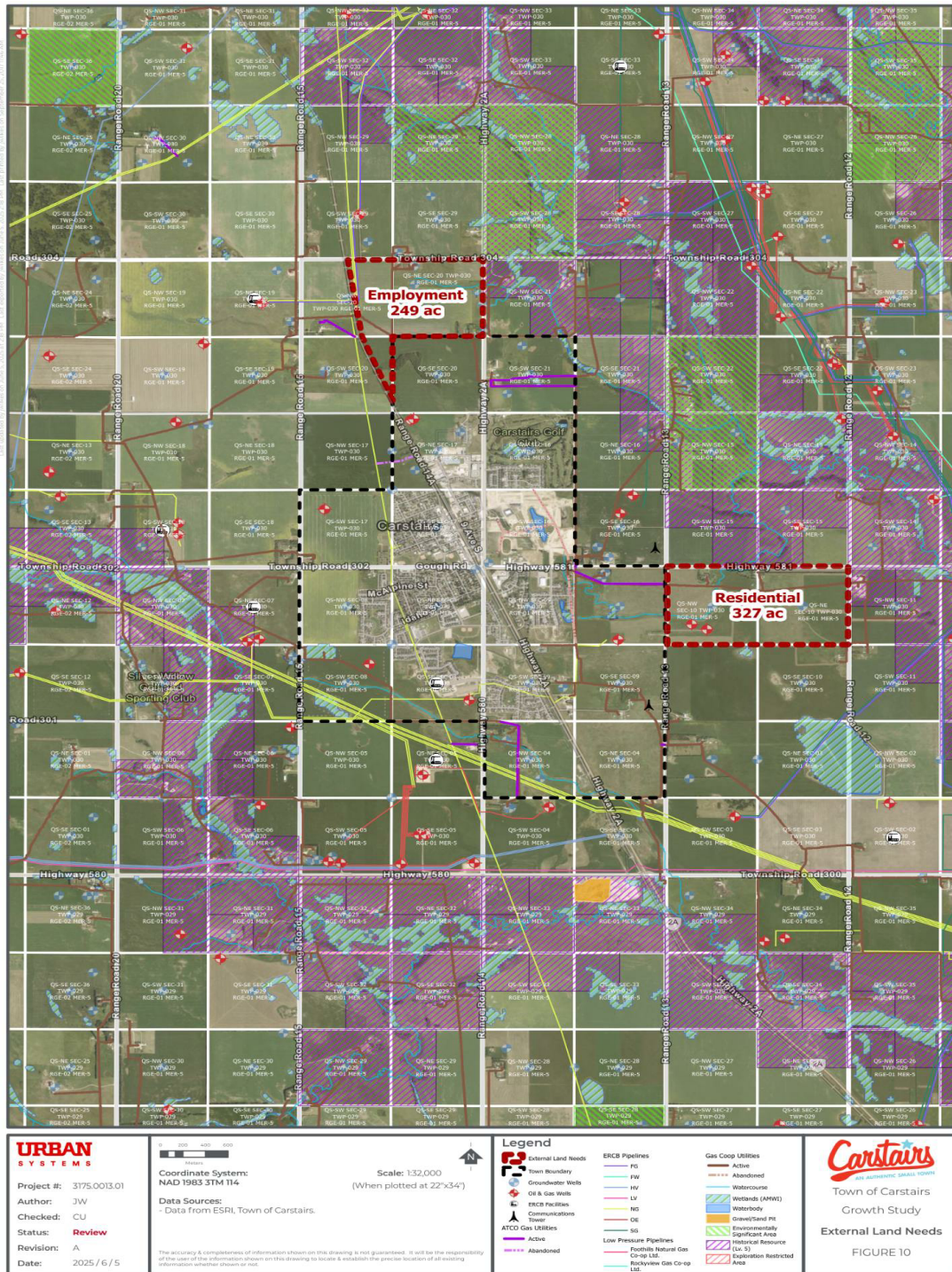
Planning for a long-term supply of non-residential lands also contributes to the financial sustainability of the Town. As noted, the status of the Town as a bedroom community leads to a tax assessment base that is over 91% attributed to residential uses. While aspirational, establishing a target of 75% residential to 25% non-residential will ensure the Town continues to reinforce land use policy that focuses on the need to diversity land uses, and therefore the tax base, and resist any temptation to convert lands targeted for non-residential use to accommodate residential growth.

Using the Town's assessment data for all internal parcels, a more detailed analysis of the residential to non-residential split can be achieved that considers the assessment value by hectare. As noted, the current split is 91.6% residential to 8.4% non-residential. When the lands identified for non-residential use in Section 4.2 are factored into the assessment ratio, the Town has the potential to achieve a 25.2% proportional share of non-residential assessment upon the build-out of these areas.

However, as Table 5 indicates, there will be additional need for land outside the current boundary to accommodate the projected population and housing growth. Assuming that the Town seeks to maximize its potential capacity and expand the boundary to include the 134.2 hectares (which roughly translates to two (2) additional quarter-sections), this would push the assessment ratio closer to 79.7% residential to 20.3% non-residential. To continue striving towards achieving a 25% proportional share for non-residential uses, the Town has identified an additional 67.2 hectares that could accommodate non-residential uses that would, at build-out, push the non-residential proportional share to 24.1%.

Figure 10 provides an illustration of the geographic distribution of the necessary land base need to accommodate a 25-year land supply for housing and to approximate a 25% proportional distribution of non-residential assessment. These lands have few constraints, maximizing the net developable area and are under ownership that has already expressed interest in future development, limiting the amount of land that will be removed from long-term agricultural use. While the non-residential lands to the north have municipal servicing limitations, the proposed realignment of the adjacent lands toward non-residential uses that require less infrastructure capacity, creates an opportunity to establish a contiguous non-residential corridor.

Figure 10: Proposed boundary expansion areas



6.0 GROWTH MANAGEMENT

Continued growth management provides considerations that can help guide the Town towards the projected growth scenario, while managing growth in a way that supports its long-term vision and community priorities. It includes a range of tools the Town can use to guide how and how quickly growth occurs. By offering a balanced and flexible approach, the framework ensures that growth is intentional, aligned with community values, and reinforces the Town's fiscal health.

6.1 WHAT CAN WE CONTROL?

Growth is dynamic and complex, shaped by factors such as market demand, immigration, and broader economic trends, many of which are beyond the Town's direct control. Similarly, the rate of growth, while important to monitor, and manage from a long-term perspective, at a nuanced level it is not something the Town can fully control. What is most within the Town's control is how growth occurs.

At the Town's disposal is a variety of fiscal, planning, and regulatory tools that can guide and direct growth in a way that is reflective of its long-term goals and community values. By strategically applying these tools, whether through planning policy, infrastructure investment, or land use regulations, the Town can ensure that future development contributes towards its goals and reinforces what residents value most.

6.2 GROWTH MANAGEMENT TOOLS

At a high-level, there are a range of tools that the Town can utilize to influence growth, such as strategic and policy planning, investments, partnerships, regulatory mechanisms and/or incentives. Each of these tools varies in their effectiveness, complexity, and risk, which must be carefully considered and applied to ensure alignment with the Town's long-term objectives.

Additionally, managing growth in an intentional way requires significant resources and ongoing monitoring, reflection, and refinement. As conditions that influence growth shift it is essential that the Town remain adaptable in its approach but focused on its desired outcomes. This can be challenging as external factors may change quickly and often, which means outcomes may be more incrementally observed.

Strategic Planning

Strategic planning is a foundational growth management tool that enables the Town to make informed, values-driven decisions that reflect its identity and long-term intentions. It is a process which clarifies priorities, trade-offs, and implications of day-to-day decisions ensuring that actions taken today are aligned to the Town's objectives for the future. By identifying what matters most (i.e., protecting natural assets, diversifying future land uses, etc.) strategic planning takes the necessary steps to analyze future opportunities and potential impacts. The Study is a strategic planning exercise. Thoughtful and continual strategic planning also provides certainty to development partners, as it signals what the Town is trying to achieve.

Comprehensive Planning

Comprehensive planning is an influential tool the Town has for managing growth, shaping both how the community grows and influencing how quickly growth can occur. At the highest level, the MDP and ASPs offer a great degree of control over how and how quickly the Town grows, setting the long-term vision for development and determining where and when growth can take place. Comprehensive planning brings together the goals (and concerns) of the community and the expertise of planners, engineers, biologists, and others to shape how an area will develop over time.

Approving a new ASP is a critical decision point for the Town. Approving new planned lands represents a formal commitment to supporting future development in a specific area and plays a key role in shaping the community's long-term growth pattern. However, opening new areas also increases the amount of land available for development, which can lead to higher-than-anticipated growth in certain periods, create new infrastructure needs to support growth in these new areas and potentially lead to excess capacity within the infrastructure system. While approvals of new planned lands can attract private investment, accelerate planning and servicing, and provide clarity to developers, they must be carefully timed and aligned with the Town's infrastructure, servicing, and market readiness to avoid overextending resources. Maintaining a balanced supply of planned land is essential to avoid the risks associated with having too little or too much development-ready land.

Strategic Investments

The Town has several regulatory tools at hand to guide growth (i.e., parking standards, land use regulations, design guidelines, etc.) which can be used to incentivize desired forms of development or redevelopment. These tools offer flexibility in how development standards are applied, allowing the Town to support specific initiatives such as affordable housing, or more broad initiatives such as infill. While not always used extensively, these tools provide an important layer of discretion to align private development with broader public objectives.

Strategic Investments

Strategic investments, particularly in infrastructure, are a way for the Town to guide where and how growth occurs. By communicating how infrastructure is expected to be financed and funded, and where the Town is willing to share financial risk, the Town can clearly demonstrate how these investments align with its long-term objectives. Prioritizing and sequencing infrastructure investments can directly influence the pace and location of growth, including the activation of employment lands and incentivization for infill and redevelopment.

Partnerships

Partnerships present unique opportunities to support and advance the Town's growth objectives. By collaborating with the development industry, the Town can proactively address challenges, close gaps in the market, and explore new opportunities that align with community needs. Strategic partnerships with the province, Mountain View County, and other regional municipalities are also essential for coordinating efforts in areas such as economic development, housing, infrastructure, and environmental protection. At the local level, working closely with community organizations and service providers can enhance program delivery and ensure that growth benefits all residents. Partnerships are a way the Town can marry its understanding of Carstairs, connection to its residents, and stewardship of the Town, with the expertise, access, and skillsets of partners to help achieve its long-term goals.

7.0 SUMMARY OF KEY FINDINGS

As a summary of the key findings of the Study, the following represent driving factors that contribute to the projected external land needs. The intent of the Study is to support informed decision making by the Town as it contemplates necessary steps now to proactively plan for its future growth.

Contextual factors

- 2024 municipal census estimate of 5,313 with an average annual growth rate of 3.8% over 20 years.
- Younger demographic as growth fueled by young families.
- Housing dominated by single-family, owner-occupied units.
- Growing labour force, though largely commute for employment outside of the Town.
- 91.6% of the current tax assessment base is residential with only 8.4% non-residential.
- There are considerable constraints in certain areas of the Town, fragmenting lands and limiting their ability to accommodate future growth.
- The MDP provides general residential policy seeking to achieve residential densities ranging between 12 and 25 units per hectare and a 70%-30% mix of single-family and multi-unit housing.

Projected growth

- The study projects land needs through the needs associated with the high growth scenario, which anticipates a total population of 17,531 in 25 years, resulting in 12,324 new residents.
- Assuming the trend in average household size remains the same, this will require an additional 4,740 new housing units to accommodate the projected growth.

Internal supply

- Planned growth areas are anticipated to accommodate 1,674 housing units based on direction within the current ASPs.
- This number is lower than the total number of housing units identified within the collective ASPs, however there are existing planned growth areas that have not had any activity in over ten (10) years based on municipal servicing constraints that make development cost prohibitive.
- The Town has 82.2 HA of developable land available to accommodate residential development.
- Most of the remaining vacant, unplanned lands have varying degrees of constraints that limit their developability, reducing their effectiveness to accommodate growth.
- Based on the projected housing growth relative to the planned growth areas, there is a housing deficit of 3,066.
- The Town has 124.2 HA of planned and 204.8 HA of unplanned non-residential areas within its current boundary.

Land needs

- For greater certainty, the Study recommends planning for a 25-year supply of land for future growth, focused on accommodating the high growth scenario and ensuring the medium density target is achieved as a minimum, to maximize the capacity of the internal land supply.
- The current internal land supply is projected to meet the growth needs for the next 16-18 years, acknowledging the variable rate of growth, requiring external lands to meet the 25-year land supply.
- To achieve the 25-year land supply, the Town requires 134.2 HA to accommodate the projected high growth scenario, which roughly translates to two (2) quarter-sections of land.
- The Study suggests an aspirational goal of achieving a 25% non-residential proportional split of the tax assessment base.
- With the lands identified for non-residential use within the internal boundary, there is the potential to achieve a 25.2 proportional split. However, when the external residential lands are incorporated, the split drops to 20.3%, based on current assessment data.
- The study identifies a non-residential northern expansion, which could achieve a 24.1% proportional split, based on current assessment data.

8.0 CLOSING

Throughout the Study, a variety of assumptions were made that the Town ultimately has no control over, suggesting this is a version of many potential futures for the Town. The projected growth has many external variables that could either accelerate or decelerate the rate of growth. The Study is based on today's best available information and is intended as an enhanced support for decision-making and not as a prescriptive call to action.

The importance of the study is in how it catalyzes conversations within the Town and its regional partners on proactively planning for future growth, recognizing the likelihood that the province, the Calgary metropolitan area, and the Town will remain attractive destinations for the foreseeable future. While reasonable to predict similar growth patterns and trends in the short-to-medium term, things can change quickly. For this reason, the Study suggests consideration of a 25-year land supply rather than a 50-year land supply, given the higher variability of projections the further out the timeline. Similarly, the Study suggests planning to accommodate the high growth scenario to increase the likelihood the increased land supply can support the projected growth, while acknowledging the external expansion remains a modest boundary adjustment that does not commit the Town to an excessive increase in size.

While the Study provides a reasonable expectation of what the future growth of the Town looks like, it does not evaluate the following broader implications of growth on the town:

1. Revenue generation of the projected growth, beyond the potential shifts to the residential to non-residential assessment splits.
2. Increased costs of service delivery that are inevitably associated with an increase in population.
3. While additional area was factored into the land need assessment (i.e., municipal reserves, road right-of-way, community facilities, etc.) there was no specific assessment of schools, parks, or community facilities as part of the growth projections.
4. Infrastructure expansion and their associated costs (i.e., capital, operational, maintenance, and replacement) were not evaluated as part of any growth scenario and would require more detailed consideration as part of future decisions.
5. The Study is not a suggestion of a notice of intent to annex lands. This is a recognition of a plausible future for the Town that should be used to inform decisions on next steps.
6. The intent of the Study was not to suggest there is right or wrong decision on how to proceed, rather provide a greater depth of information in which to make a defensible decision on next steps.

**MINUTES OF THE POLICIES & PRIORITIES COMMITTEE MEETING
THURSDAY, JUNE 12, 2025, 1:00 P.M.
CARSTAIRS MUNICIPAL OFFICE**

IN ATTENDANCE: Mayor Colby, Councilors Allan, Ball, Fricke, Ratz, FCSS Coordinator Lori King, Library Manager Megan Ginther, CAO of MVSH Stacey Shilling, Councilor MVC MVSH Board Chair Dwayne Fulton & Director of Planning & Development & Deputy CAO Kirk Willisroft, Executive Assistant Kayleigh Van Es

ABSENT: Councilors Roberts, CAO Rick Blair

CALL TO ORDER: Mayor Colby called the meeting of Thursday, June 12, 2025, to order at 12:58 p.m.

ADDED ITEMS: Nil

ADOPTION OF AGENDA: Motion by Councilor Ball to adopt the Policies & Priorities Committee meeting agenda of June 12, 2025, as presented.

CARRIED

ADOPTION OF MINUTES: Motion by Councilor Allan to adopt the Policies & Priorities minutes of May 15, 2025, as presented.

CARRIED

UNFINISHED BUSINESS: HSSEF Funding Request Discussions

Council reviewed the funding request from HSSEF at the June 9, 2025, Council meeting. The matter was deferred to Policies and Priorities Committee for further discussion.

Councilor Ball inquired whether funds had been budgeted. Deputy CAO Willisroft clarified that while there is no specific line item, funds could be made available should Council choose to support the request

Councilor Wilcox expressed concern that the request was not tied to a specific project.

Councilor Fricke noted the lack of detailed information, stating it was difficult to make an informed decision.

Councilor Allan agreed that a specific project proposal would make the request more compelling.

Councilor Wilcox further clarified that Council is not opposed to supporting HSSEF but prefers to consider contributions directed toward a defined project rather than general sponsorship of the event.

Motion by Councilor Wilcox to accept HSSEF Funding Request Discussion as information and direct Administration to respond to the request.

CARRIED

DELEGATIONS: Library Needs Assessment-Megan Ginther & Lori King

Megan Ginther and Lori King presented the ongoing Library and Community Needs Assessment to Council. This assessment, a joint initiative between the Library and FCSS, is intended to guide the Library's upcoming 5-Year Plan of Service and better understand community needs through data collection and public engagement. Preliminary findings show that only 75 residents do not have a high school diploma, with the majority having post-secondary education. The unemployment rate is currently 10%, and 4,330 residents are not in the labour force. Most working residents commute at least 60 minutes each day. A small

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business profile was also included in the data. As part of the engagement process, the Library hosted a “Needs Café,” where residents described the community as friendly, welcoming, and rapidly growing, often referring to it as a commuter town. Challenges identified include a lack of effective communication—despite the Town and Library promoting information through social media, the newspaper, websites, and pamphlets, many residents still feel unaware of available services. A decline in volunteerism was noted across multiple groups. While no negative comments were received regarding current Library programming or space, feedback indicated a desire for additional programming and extended hours. The Library is also experiencing after-school congestion, described as chaotic at times. FCSS noted that many residents are unsure of what services fall under its mandate, such as the food bank or handi-bus. Broader community needs identified include social isolation, mental health concerns, affordability, youth supports, and bullying. The online survey currently has 74 responses. M. Ginther asked Council whether they are hearing similar feedback from residents or if there are any additional needs or concerns that have not yet been captured.

Councilor Allan expressed that the findings so far reflect many of the concerns heard in the community, though he noted that several issues are beyond municipal control. He added that many residents express a desire to keep the town small, though that may no longer be realistic.

Councilor Ratz echoed Councilor Allan’s comments and said he had nothing further to add. Megan Ginther informed Council that the survey would remain open until the end of July, with a full report to follow based on the final results.

Councilor Ball inquired about the adequacy of the Library’s current space. Ginther responded that the Library was undersized even at the time of construction and that they are now experiencing limitations, particularly with storage. As the facility cannot be expanded, a new space will be required within the next 5–10 years.

Councilor Wilcox stated that the information gathered so far aligns closely with what she is hearing from residents.

Councilor Fricke shared that the City of Airdrie recently completed a similar community needs survey and faced the same challenge around communication, despite being highly active in outreach efforts. She noted that this seems to be a common issue across municipalities.

Mayor Colby also acknowledged communication as a longstanding challenge. Despite using various channels to share information, it often does not seem to reach residents. He echoed concerns around volunteer burnout and observed that younger people are often too busy to get involved. He questioned how to foster more engagement without overwhelming individuals.

The committee thanked Megan Ginther and Lori King for their presentation and expressed appreciation for their work, noting that they look forward to receiving the final report.

Motion by Councilor Fricke to accept the Library Needs assessment as information.

CARRIED**BYLAWS & POLICIES: Nil****NEW BUSINESS: Nil**

Policies & Priorities Committee Meeting – June 12, 2025

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REPORTS:

1. Development Reports

The Committee reviewed the Development Reports. To date, 93 permits have been issued, including 21 new home builds and 48 compliance certificates.

- a. Permit listing
- b. Compliance listing

Motion by Councilor Ratz to accept Development Reports as information.

CARRIED

2. City Wide Monthly Reports

The Committee reviewed the following reports.

- a. Fire Reports
- b. Bylaw Reports

Motion by Councilor Ball to accept City Wide Monthly Reports as information.

CARRIED

3. Emergency Services

The Committee reviewed the following reports.

- a. Carstairs Emergency Management Agency (CEMA) Report
- b. Emergency Services Report

Motion by Councilor Fricke to accept Emergency Services Reports as information.

CARRIED

CORRESPONDENCE:

Nil

CLOSED MEETING:

Section 107 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 by Councilor Wilcox that Council close the meeting to the public to discuss Third-Party Business Interests as per Section 17 of FOIP at 1:24 p.m.

CARRIED

Motion by Councilor Allan to come out of the closed meeting session at 2:32 p.m.

CARRIED

NEXT MEETING:

September 18, 2025

ADJOURNMENT:

Motion by Councilor Ball to adjourn the meeting of June 12, 2025, at 2:35 p.m.

CARRIED

Lance Colby, Mayor

Kirk Willisroft, Deputy CAO