

**TOWN OF CALMAR REGULAR COUNCIL MEETING TO BE HELD
IN PERSON AND VIRTUALLY ON MAY 01, 2023,
COMMENCING AT 7:00 PM**

GoToMeeting

Public Access Code: 211-016-493

AGENDA

ITEM SOURCE

- 1. Call to Order**
- 2. Adoption of Agenda**
- 3. Public Hearings**
 - a) Bylaw 2023-15 – Amendment to Land Use Bylaw
 - b) Bylaw 2023-16 – Amendment to Land Use Bylaw
- 4. Delegations – None**
- 5. Adoption of Minutes**
 - a) Regular Council Meeting – April 17, 2023
 - b) Special Meeting of Council – April 24, 2023
- 6. Unfinished Business – None**
- 7. Bylaws or Policies**
 - a) Bylaw 2023-15 – Amendment to Land Use Bylaw
 - b) Bylaw 2023-16 – Amendment to Land Use Bylaw
 - c) Bylaw 2023-18 – Intermunicipal Development Plan Bylaw
 - d) Bylaw 2023-19 – Intermunicipal Collaboration Framework Bylaw
 - e) Policy 2023-106 – Procurement Policy
- 8. New Business**
 - a) Senior' Week Declaration
 - b) Public Works Week Declaration
 - c) MOU with Devon for CPO – Discussion only
 - d) 39/20 Alliance Structure and Operations
- 9. Financial**
 - a) 2023 January – March Trial Balance
- 10. Department Reports – None**
- 11. Council and Committee Reports – None**
- 12. Action Items – None**
- 13. Correspondence - None**
- 14. Clarification of Agenda Business – (Open mic)**
- 15. Closed Session – None**
- 16. Adjournment**

**REGULAR MEETING OF COUNCIL
OF THE TOWN OF CALMAR WAS HELD IN PERSON
AND VIRTUALLY ON MONDAY APRIL 17, 2023**

Access Code: 211-016-493

1. **CALL TO ORDER:** Mayor Carnahan called the Regular Council Meeting of April 17, 2023, to order at the hour of 7:02 pm.

PRESENT: Mayor Carnahan, Councillors Faulkner, Gardner, McKeag Reber & Benson, and CAO Losier, Acting DCS Bryans & Rec Coordinator Miller

2. **ADOPTION OF AGENDA:**

Moved by Councillor McKeag Reber that the agenda is hereby adopted as amended.

Addition of Market on Main as a delegation
Move Tax Rate Bylaw to after the budget adoption

**CARRIED
R-23-04-0128**

3. **PUBLIC HEARINGS:** None

4. **DELEGATIONS:**

- a) **Market on Main**

Mayor Carnahan thanks the delegation from Market on Main for their presentation at the time being 7:12 pm.

- b) **MNP – Presentation of Audited Financial Statement**

Mayor Carnahan thanks the delegation from MNP for their presentation at the time being 7:49 pm.

5. **ADOPTION OF MINUTES:**

- a) **Regular Council Meeting – April 03, 2023**

Moved by Councillor Gardner that the minutes of the Regular Council Meeting of April 03, 2023, are hereby approved as presented.

**CARRIED
R-23-04-0129**

6. **UNFINISHED BUSINESS:** None

7. **BYLAWS or POLICIES**

- a) **Bylaw #2023-14 – Tax Rate Bylaw – Moved to after Budget Adoption**

Moved by Councillor McKeag Reber that Council passes a motion to give Bylaw 2023-14 – Tax Rate Bylaw first reading.

**CARRIED
R-23-04-0135**

Moved by Councillor Benson that Council passes a motion to give Bylaw 2023-14 – Tax Rate Bylaw second reading.

**CARRIED
R-23-04-0136**

Moved by Councillor Faulkner that Council passes a motion to give Bylaw 2023-14 – Tax Rate Bylaw all three readings at this meeting.

**CARRIED UNANIMOUSLY
R-23-04-0137**

**REGULAR MEETING OF COUNCIL
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Moved by Councillor Gardner that Council passes a motion to give Bylaw 2023-14 – Tax Rate Bylaw third reading.

**CARRIED
R-23-04-0138**

8. NEW BUSINESS:

a) Calmar Recreation Board – New Members Applications

Moved by Councillor Faulkner that Council pass a motion approve the appointments of Susan Anderson, Taran Sylvester and Madison Hurst to the Recreation Board.

**CARRIED
R-23-04-0130**

b) Arena Allocation – Approach for 2023 – 2024 Season

Moved by Councillor Faulkner that Council pass a motion to approve the proposal with the suggested changes.

**CARRIED
R-23-04-0131**

*Councillor McKeag Reber left 8:44pm
Councillor McKeag Reber rejoined 8:50pm*

c) Eco Station Proposal

Moved by Councillor Faulkner that Council pass a motion to have Administration advise Blue Drop know that the Town is not in a position to move forward on an ECO Station at the present time.

**CARRIED
R-23-04-0132**

d) Noise Complaint – Discussion Only

e) CPAA Conference – Discussion Only

9. FINANCIAL:

a) 2023 Final Operating Budget

Moved by Councillor Benson that Council pass a motion to adopt the 2023 – 2026 Final Operating Budget as amended.

**CARRIED
R-23-04-0133**

b) 2023 Capital Budget

Moved by Mayor Carnahan that Council pass a motion to adopt the 2023 – 2027 Final Capital Budget as amended.

**CARRIED
R-23-04-0134**

10. DEPARTMENT REPORTS: None

**REGULAR MEETING OF COUNCIL
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11. COUNCIL AND COMMITTEE REPORTS:

- a) Mayor Carnahan
- b) Councillor Faulkner
- c) Councillor Gardner
- d) Councillor McKeag Reber
- e) Councillor Benson

Moved by Councillor Faulkner that Council pass a motion to accept the reports as information.

**CARRIED
R-23-04-0139**

12. ACTION ITEM: None

13. CORRESPONDENCE:

- a) Wellspring Cancer Support
- b) LRHF 2022 Audited Financial Statement
- c) Town of Tofield – Exemption of Newspaper from EPR Program Revisions

Moved by Councillor Gardner that Council pass a motion to accept the correspondence as information.

**CARRIED
R-23-04-0140**

14. CLARIFICATION OF AGENDA BUSINESS – (Open mic)

A representative from Eagle Quest Homes addressed Council regarding land in their development.

Recessed at 9:46 pm

Reconvened at 9:54 pm

15. CLOSED SESSION:

- a) **Development** – (Pursuant to Section 25(1)(b) of the Freedom of Information and Protection of Privacy Act)

Moved by Mayor Carnahan that the Regular Council Meeting extend past 10:00pm.

**CARRIED
R-23-04-141**

Moved by Councillor Benson that the Regular Council Meeting temporarily adjourn, and Council sit in Closed Session at this time being 9:56 pm.

**CARRIED
R-23-04-0142**

CAO Losier & ADCS Bryans remained in the meeting for the Closed Session.

Moved by Councillor Benson that the Regular Council Meeting reconvene from Closed Session at this time being 10:33 pm.

**CARRIED
R-23-04-0143**

**REGULAR MEETING OF COUNCIL
OF THE TOWN OF CALMAR WAS HELD IN PERSON
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Access Code: 211-016-493

16. ADJOURNMENT:

The Regular Council Meeting adjourned at 10:33 pm.

These minutes signed this 1st day of May 2023.

Mayor Carnahan

CAO Losier

Un-Approved Minutes

**SPECIAL MEETING OF COUNCIL
OF THE TOWN OF CALMAR WAS HELD IN PERSON
AND VIRTUALLY ON MONDAY APRIL 24, 2023**

Access Code: 738-393-413

1. **CALL TO ORDER:** Mayor Carnahan called the Regular Council Meeting of April 24, 2023, to order at the hour of 7:41 pm.

PRESENT: Mayor Carnahan, Councillors Faulkner, Gardner, McKeag Reber & Benson, and CAO Losier

2. **ADOPTION OF AGENDA:**

Moved by Councillor McKeag Reber that the agenda is hereby adopted as amended.

Addition of closed session Personnel
Addition of closed session – Council Request

**CARRIED
R-23-04-0144**

3. **WORKSHOP**

a) Marketing schedule and initiative – discussion only

- Discussing market presence by Council – frequency and logistic targeted and subject to changes (May 12, 26, June 9, 23, July 14 and August 11)
- For logistics, have material to present – developed by administration.
- Parades: no need to be in all parades: Conflict with Breton and our Canada day celebration
- Need to get info for Spruce Grove, Sherwood Park, Beaumont. Need to look at opportunities for sponsorship.
- Pancake breakfast (farmer's one is June 10, then Calmar's Days)
- BBQ's (hot dogs for dog park opening – tentatively June 24, hot dogs for Nowhere to run - tentatively September 23, staff appreciation day during summer – see options)
- Golf tournament: Councillors interested will sign up
- Events: needs to target special events/group. Administration to identify key events.

b) Regional municipal networking – discussion only

- The IDP and ICF will be an opportunity to get together. Maybe have the meeting at curling rink Would like to establish a regular schedule
- Council could look at other initiative as well to increase interaction.

c) Budget 2024-2027 - discussion only

- Need to find a firm to help build the tool for the budget
- Budget survey should be planned this year and out early 2024 for next budget round.
- Need to find ways to get people involved. Having an annual schedule for budget might help have more interaction.
- As per budget item, planting trees should be look at in more details. A plan needs to be developed.

d) Council Communication strategy

- Need to have in-person public events for the budget
- Need to use annual report and State of the Union address
- Need to be more proactive. We need to use more the website and update it

e) Strategic plan

- First format has support, but maybe change the colours to meet our new brand if possible.

f) Procurement Policy

Moved by Councillor Gardner that Council goes into closed session 10h11

**CARRIED
R-23-04-145**

CAO Losier remained in the meeting for the Closed Session.

4. **CLOSED SESSION:**

- a) **Personnel** - (Pursuant to Section 24(1)(b)(i) of the Freedom of Information and Protection of Privacy Act).

CAO Losier left the meeting at 10h35

**SPECIAL MEETING OF COUNCIL
OF THE TOWN OF CALMAR WAS HELD IN PERSON
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Access Code: 738-393-413

Moved by Councillor Faulkner that the Special Council Meeting reconvene from Closed Session at this time being 11:10 pm.

**CARRIED
R-23-04-0146**

5. ADJOURNMENT:

The Regular Council Meeting adjourned at 11:11 pm.

These minutes signed this 1st day of May 2023.

Mayor Carnahan

CAO Losier

Un-Approved Minutes

Town of Calmar

Request for Decision (RFD)

Meeting:	Regular Council Meeting
Meeting Date:	May 1, 2023
Originated By:	CAO Losier
Title:	Bylaw 2023-15 - Amendment to Land Use Bylaw
Approved By:	CAO Losier
Agenda Item Number:	7 A

BACKGROUND/PROPOSAL:

The proposed Bylaw 2023-15 has for purpose to enable Warehouse and Warehouse sales establishment into the M1 and M2 districts. It also would redistrict the property located at 4913-50 Avenue from C1 to Direct Control 003 to enable the current use of warehouse/warehouse sales establishment.

On April 3, 2023, Council passed 1st reading of the proposed bylaw. In accordance with the Municipal Government Act (MGA), the Public Hearing was advertised in the Devon Dispatch on April 14 and 21. The proposed amendment was also referred to agencies and adjacent neighbours.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES:

At the time of writing the report, no comments and/or written submissions were received on the proposed bylaw.

Once Council has concluded the public hearing, it will have a few options to consider.

Option 1 – Council could defer further readings to direct Administration to investigate potential amendments to address concerns raised at the Public Hearing.

Option 2 – Council Could pass 2nd reading with or without amendments.

Option 3 – Council Could pass 2nd reading with or without amendments, and then proceed to 3rd reading.

Option 4 – Council Could defeat the proposed bylaw and remain status quo.

Considering the context around the property, unless significant concerns are raised at the Public Hearing, Administration do not believe that there would be any benefits in not proceeding with the proposed bylaw.

COSTS/SOURCE OF FUNDING (if applicable)

n/a

RECOMMENDED ACTION:

That Council select option 3 unless significant concerns are raised at the hearing.

TOWN OF CALMAR

BYLAW #2023-15

A BYLAW OF THE TOWN OF CALMAR IN THE PROVINCE OF ALBERTA, TO AMEND THE LAND USE BYLAW BEING BYLAW 2017-07.

WHEREAS, the Municipal Government Act, being Chapter M-26 of the R.S.A. 2000, as amended ("the Act") provides that a Municipal Council may amend its Land Use Bylaw.

AND WHEREAS, the Council of the Town of Calmar wishes to amend its Land Use Bylaw 2017-07 as it affects certain lands.

NOW THEREFORE the Council of the Town of Calmar, duly assembled, enacts as follows:

- 1) Section 1.3, INTERPRETATION is amended by repealing definition 345 "Warehouse sales establishment" and replacing with the following:

345. "Warehouse sales establishment" means a development where bulky goods are sold and/or stored from within an enclosed building and/or enclosed area within the property where the size and nature of the principal goods require large floor areas for direct display to the purchaser or consumer. Warehouse sales establishments include uses such as furniture stores, carpet stores, major appliance stores, building materials stores, and building material storage area for the purpose of sale to customers;

- 2) Section 9, Land Use District Provisions is amended by adding in Section 9,14 M1 INDUSTRIAL DISTRICT the following permitted uses after bb. Building and uses accessory to permitted uses:

cc. Warehouse
dd. Warehouse sales establishment

- 3) Section 9, Land Use District Provisions is amended by adding in Section 9,15 M2 INDUSTRIAL DISTRICT the following permitted uses after aa. Building and uses accessory to permitted uses:

bb. Warehouse
cc. Warehouse sales establishment

- 4) Section 9, Land Use District Provisions is amended by adding the following section after 9.18.1 DC-DIRECT CONTROL DISTRICT 02:

9.18.3 DC – DIRECT CONTROL DISTRICT 03

1. General Purpose of District

a. This district is intended to enable the existing land use to continue while preserving the potential for future redevelopment of the land for commercial purposes that would be conducive with the C1-COMMERCIAL (CENTRAL) DISTRICT as well as the Community Vitalization Plan.

2. Permitted Uses

- a. Warehouse sales establishment, and
- b. Permitted and/or Discretionary uses of the C1-COMMERCIAL (CENTRAL) DISTRICT.

3. Development Regulations

a. Site coverage:

- i. One hundred percent (100%) of site coverage shall be allowed, provided that adequate provision is made for parking spaces, loading spaces, and garbage collection facilities.

b. Minimum Lot Area

- i. No new lot shall be created by subdivision with an area of less than 150 m² (1,614 ft²) and a width of less than 6.0 m (19.7 ft.).

c. Maximum building height:

- i. Building height shall not exceed 11 meters (36.08 feet);

d. Minimum Required Yards:

- i. Front Yard: none;
- ii. Side Yard: none;
- iii. Rear Yard: none; and
- iv. Notwithstanding i., ii., and iii. Above, any new building shall be located to the property boundary on 50 Avenue with no Front Yard.

e. Parking and loading:

- i. shall in accordance with section 7.19 of the Land Use Bylaw.

f. Fences

- i. any fence on the north side (along 50 Ave) of the site shall be:

- a. opaque and of high quality and safe material but cannot incorporate/include barbed wire;

- b. should there be any opening, these would have to be secured and strategically located to enhance safety and make the design aesthetically pleasing;

- c. of an height not exceeding 3.29 m (10 feet).

- ii. any gate on the north side (along 50th Ave) can be made of chain link and/or opaque material but cannot exceed the height of 1/3 of the height of the building on premises or to a maximum of 3.29 m (10 feet), whichever is lesser.

- iii. any fence or gate on the south side (along alley) of the site shall be:

- a. opaque and/or chain-link or a combination thereof;

- b. design to enhance the security of the premise;

- c. of safe material and durable material, but cannot incorporate/include barbed wire

- c. of an height not exceeding 3.29 m (10 feet).

g. Outdoor Storage

- i. No outdoor storage of goods, materials, machinery or supplies shall be allowed in this District unless directly associated with the Warehouse sales establishment use.

h. Landscaping and amenity areas

- i. There are no requirements for landscaping. Should an applicant decide to insert landscaping elements, all landscaping and planting required shall be carried out to the satisfaction of the Development Authority.

- ii. There are no requirements in this District for the provision of amenity area.

i. Signs

i. Signs shall be developed in accordance with Section 8.37 of the Land Use Bylaw.

j. Special provisions

i. On any new building, the façade on 50 Ave (Highway 39) must:

a. contain a minimum of 3 openings (windows and/or doors);

b. contain a sign/logo identifying activities and/or businesses operating from the premises;

c. be erected with a combination of 2 or more types of building material and display a minimum of 2 different colours and/or tones; and

d. be of a quality that will improve the current downtown aesthetics situation to the satisfaction of the Development Authority.

ii. Any new building will have to be designed in such a way to be flexible, practical, and adaptable to potential future land uses.

iii. Any new façade on 50 Avenue should be designed to facilitate a front-oriented redevelopment in the future.

iv. The gate/access along 50 Avenue shall not be enlarged beyond 6.096 m (20 feet) of an opening which is its current width.

5) That the land legally described as Lots 5, 6, and 7, Block 4, Plan 4250 EO, identified by the municipal address 4913-50 Ave Calmar, be re-designated as follow:

a. From C1- COMMERCIAL (CENTRAL) DISTRICT to DC Direct Control District 03 as shown on the attached Schedule A.

6) This Bylaw shall come into full force and effect upon third and final reading thereof.

READ A FIRST TIME THIS 03 DAY OF April 2023.

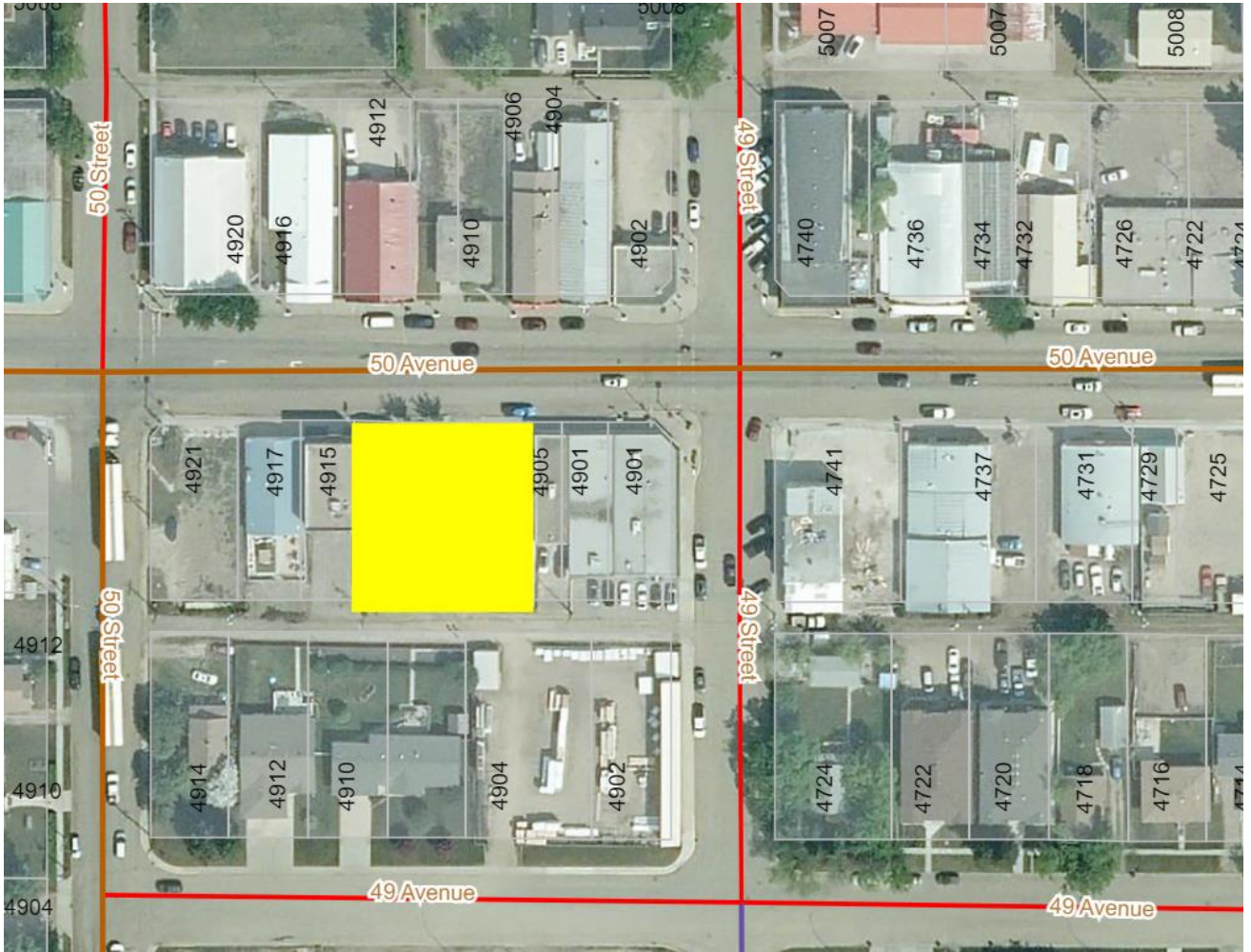
READ A SECOND TIME THIS 01 DAY OF MAY 2023.


READ A THIRD TIME AND FINAL TIME THIS 01 DAY OF MAY 2023.

MAYOR CARNAHAN

CAO LOSIER

Schedule A – Bylaw 2023-15



 Redistricting from C1 to Direct Control District 03

Town of Calmar

Request for Decision (RFD)

Meeting:	Regular Council Meeting
Meeting Date:	May 1, 2023
Originated By:	CAO Losier
Title:	Bylaw 2023-16 - Amendment to Land Use Bylaw
Approved By:	CAO Losier
Agenda Item Number:	7 B

BACKGROUND/PROPOSAL:

The proposed Bylaw 2023-16 has for purpose to redistrict the property located at 5302A – 48 Street and 5302B – 48 Street from R1 to R2 to enable the current use of a duplex. Furthermore, the proposed amendment would reduce the rear setback requirements from 8 meters to 6 meters in R1, R1A, R1B, R1C, and R2. For R3, and R4 districts, the regulation would be 6 m of half the height, whichever is the greater.

On April 3, 2023, Council passed 1st reading of the proposed bylaw. In accordance with the Municipal Government Act (MGA), the Public Hearing was advertised in the Devon Dispatch on April 14 and 21. The proposed amendment was also referred to agencies and adjacent neighbours.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES:

At the time of writing the report, no comments and/or written submissions were received on the proposed bylaw.

Once Council has concluded the public hearing, it will have a few options to consider.

Option 1 – Council could defer further readings to direct Administration to investigate potential amendments to address concerns raised at the Public Hearing.

Option 2 – Council Could pass 2nd reading with or without amendments.

Option 3 – Council Could pass 2nd reading with or without amendments, and then proceed to 3rd reading.

Option 4 – Council Could defeat the proposed bylaw and retain status quo.

Considering the context around the property, unless significant concerns are raised at the Public Hearing, Administration do not believe that there would be any benefits in not proceeding with the proposed bylaw.

COSTS/SOURCE OF FUNDING (if applicable)

n/a

RECOMMENDED ACTION:

That Council select option 3 unless significant concerns are raised at the hearing.

TOWN OF CALMAR

BYLAW #2023-16

A BYLAW OF THE TOWN OF CALMAR IN THE PROVINCE OF ALBERTA, TO AMEND THE LAND USE BYLAW BEING BYLAW 2017-07.

WHEREAS, the Municipal Government Act, being Chapter M-26 of the R.S.A. 2000, as amended ("the Act") provides that a Municipal Council may amend its Land Use Bylaw.

AND WHEREAS, the Council of the Town of Calmar wishes to amend its Land Use Bylaw 2017-07 as it affects certain lands.

NOW THEREFORE the Council of the Town of Calmar, duly assembled, enacts as follows:

- 1) Section 9.2 R1- Residential (Single detached) District is amended by deleting section 2 i. and replacing it with the following:
 - i. Minimum Requirement Rear yard
 - i. A rear yard shall be provided of not less than 6.0 m (19.68 ft) provided that in the case of a corner site, the required yard next to a lane shall not be less than 5.0 m (16.45 ft).
- 2) Section 9.4 R1A- Residential (Special Single detached) District is amended by deleting section 2 i. and replacing it with the following:
 - i. Minimum Requirement Rear yard
 - i. A rear yard shall be provided of not less than 6.0 m (19.68 ft) provided that in the case of a corner site, the required yard next to a lane shall not be less than 5.0 m (16.45 ft).
- 3) Section 9.5 R1B - Residential (Small lots, Single detached) District is amended by deleting section 2 i. and replacing it with the following:
 - i. Minimum Requirement Rear yard
 - i. A rear yard shall be provided of not less than 6.0 m (19.68 ft) provided that in the case of a corner site, the required yard next to a lane shall not be less than 5.0 m (16.45 ft).
- 4) Section 9.6 R1C - Residential (Single detached with attached garages) District is amended by deleting section 2 j. and replacing it with the following:
 - j. Minimum Requirement Rear yard
 - i. A rear yard shall be provided of not less than 6.0 m (19.68 ft) provided that in the case of a corner site, the required yard next to a lane shall not be less than 5.0 m (16.45 ft).
- 5) Section 9.7 R2- Residential (General) District is amended by deleting section 2 i. and replacing it with the following:
 - i. Minimum Requirement Rear yard
 - i. A rear yard shall be provided of not less than 6.0 m (19.68 ft) provided that in the case of a corner site, the required yard next to a lane shall not be less than 5.0 m (16.45 ft).
- 6) Section 9.8 R3- Residential (Medium Density) District is amended by deleting section 2 i. and replacing it with the following:

i. Minimum Requirement Rear yard

i. A rear yard shall be provided of not less than 6.0 m (19.68 ft) or half the height of the building, whichever is greater, provided that in the case of a corner site, the required yard next to a lane shall not be less than 5.0 m (16.45 ft).

7) Section 9.9 R4- Residential (Higher Density) District is amended by deleting section 2 k. and replacing it with the following:

i. Minimum Requirement Rear yard

i. A rear yard shall be provided of not less than 6.0 m (19.68 ft) or half the height of the building, whichever is greater, provided that in the case of a corner site, the required yard next to a lane shall not be less than 5.0 m (16.45 ft).

8) That the land legally described as Lot 19, Block 13, Plan 782 2313, identified by the municipal address 5302A and 5302B - 48 Street, be re-designated as follow:

a. From R1 – Residential (Single Detached) District to R2 – Residential (General) District as shown on the attached Schedule A.

9) This Bylaw shall come into full force and effect upon third and final reading thereof.

READ A FIRST TIME THIS 03 DAY OF April 2023.

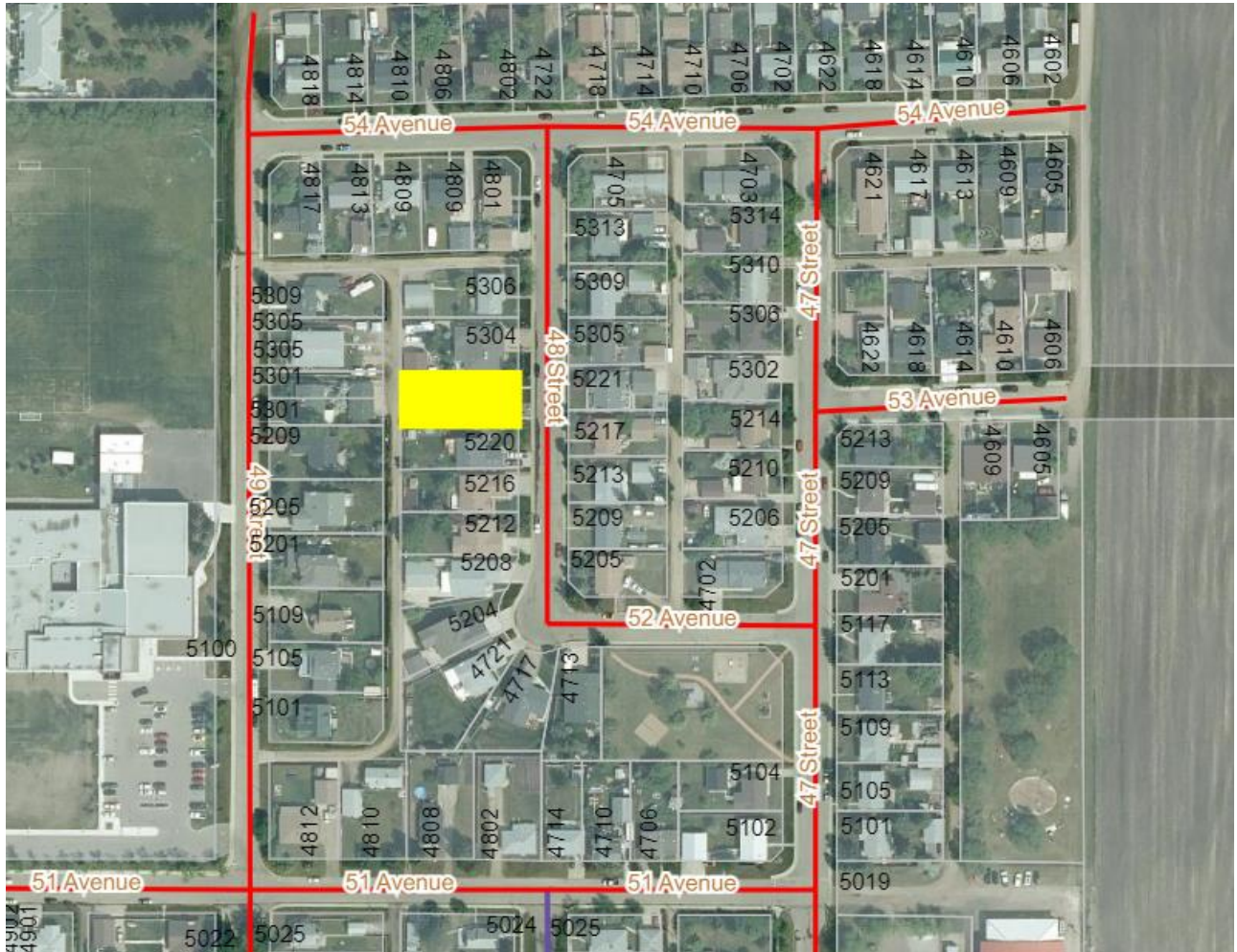
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MAYOR CARNAHAN

CAO LOSIER

Schedule A – Bylaw 2023-16



 Redistricting from R1 to R2

Town of Calmar

Request for Decision (RFD)

Meeting:	Regular Council Meeting
Meeting Date:	May 1, 2023
Originated By:	CAO Losier
Title:	Bylaw 2023-18 Adopting an Updated IDP
Approved By:	CAO Losier
Agenda Item Number:	7 C

BACKGROUND/PROPOSAL:

In 2019, Leduc County and the Town of Calmar developed and approved the Intermunicipal Development Plan (IDP). The intent was to update the document every 4 years to ensure that it would still meet the needs of both communities.

Earlier this year, Administration of both municipalities and the Intermunicipal Committee worked at updating the document. The intent was not to conduct a rewrite but provide a refresher to ensure that the information is accurate (statistics, organizations name, etc.) and that the policies still meet the municipalities needs.

Under the Municipal Government Act, adjacent municipalities must have an IDP unless they are within a growth board. As Calmar is not, we therefore need to have an IDP with Leduc County.

Proposed Bylaw 2023-18, a bylaw adopting the updated IDP is attached.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES:

The process conducted over this spring included:

- An administrative review of the IDP,
- An Intermunicipal Committee Meeting to review the proposed changes (February 27,2023), and
- A short information session when the proposed document was made available on both websites for any interested parties to review (last 2 weeks of March).

Administration did not receive any comments from any third party about the proposed updated IDP. Considering that the updates are not significant, Administration does not anticipate any major concerns from residents, agencies, or any other parties. Nevertheless, if Council decides to pass 1st reading, there will be a referral to agencies as well as a public hearing required prior

to going any further with the proposed bylaw. As this is an IDP, Council can host a stand alone or joint public hearing with Leduc County Council.

The proposed revisions are primarily housekeeping in nature and include, but are not limited to the following:

- Addition of 2021 federal population census information;
- Update to regional policy and provincial legislation (MGA);
- Removal of steering committee member list;
- Clarification of policies; and
- Shortening of the timeframe for discretionary development permit referrals from 21 days to 14 days.

Option 1 – Council may request further information from Administration prior to proceeding with first reading of Bylaw 2023-18.

Option 2 – Council may provide direction to Administration on changes to Bylaw 2023-18 with the amended bylaw coming before Council for first reading at a later date.

Option 3 – Council may defeat first reading of Bylaw 2023-18.

COSTS/SOURCE OF FUNDING (if applicable)

n/a

RECOMMENDED ACTION:

That Council gives first reading to Bylaw 2023-18.

TOWN OF CALMAR

BYLAW #2023-18

A BYLAW OF THE TOWN OF CALMAR IN THE PROVINCE OF ALBERTA, TO ADOPT LEDUC COUNTY /TOWN OF CALMAR INTERMUNICIPAL DEVELOPMENT PLAN AND REPEAL BYLAW 2019-12.

WHEREAS, Section 631(1) of the Municipal Government Act, being Chapter M-26, Revised Statutes of Alberta, 2000, and amendments thereto, authorizes two or more councils to each pass a bylaw to adopt an Intermunicipal Development Plan (IDP).

AND WHEREAS, the Council of the Town of Calmar and Leduc County Council wish to enter into an Intermunicipal Development Plan.

NOW THEREFORE the Council of the Town of Calmar, duly assembled, enacts as follows:

- 1) This the attached Schedule "A", "Leduc County/Town of Calmar Intermunicipal Development Plan", is hereby adopted.

- 2) Bylaw No. 2019-12 is repealed upon this bylaw coming into force.

- 3) This Bylaw shall come into full force and effect upon third and final reading thereof.

READ A FIRST TIME THIS 01 DAY OF MAY 2023.

READ A SECOND TIME THIS __ DAY OF _____ 2023.

READ A THIRD TIME AND FINALLY PASSED THIS __ DAY OF _____ 2023.

MAYOR CARNAHAN

CAO LOSIER



Bylaw No# 14-19
Schedule "A"

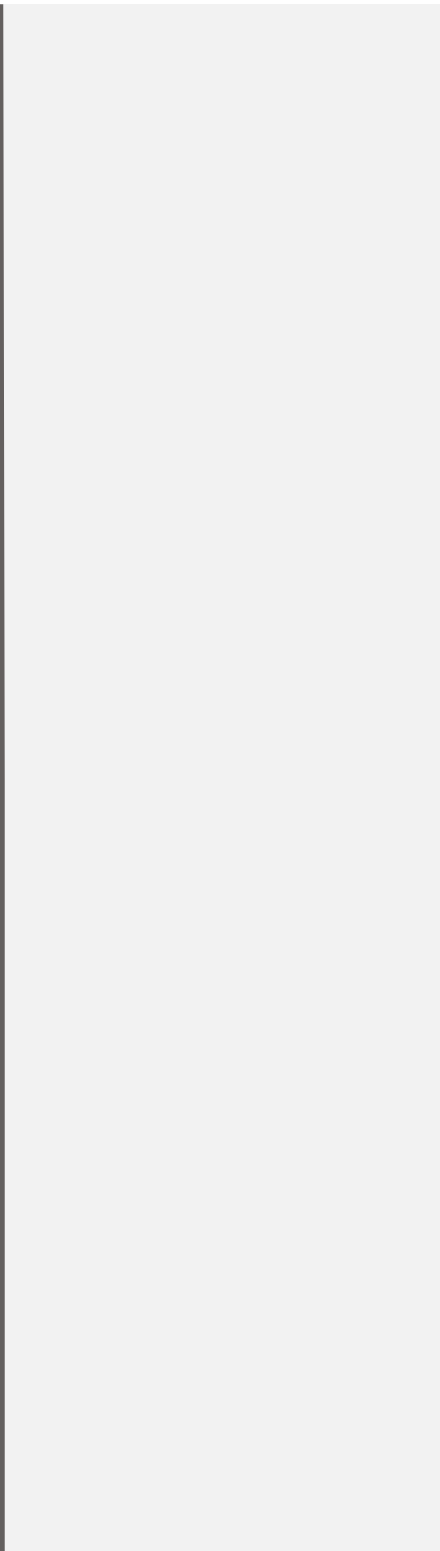
Intermunicipal Development Plan

Leduc County and the Town of Calmar

2019



Commented [LJ1]: Is this a stock photo or is it a picture on the fringe? – Sylvain will check into





**Leduc County and Town
of Calmar Intermunicipal
Development Plan**

[Originally Adopted: April 12, 2019](#)
[Updated: 2023](#)

Prepared for:

Leduc County and the Town of
Calmar

Prepared by:

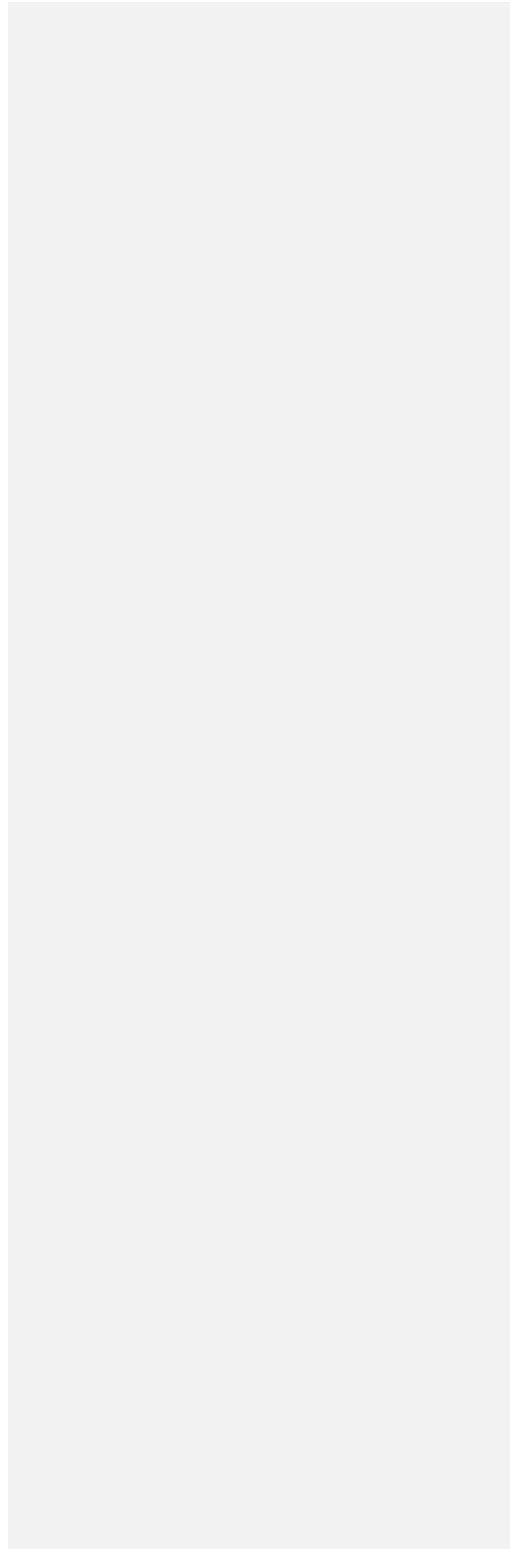
Stantec Consulting Ltd.

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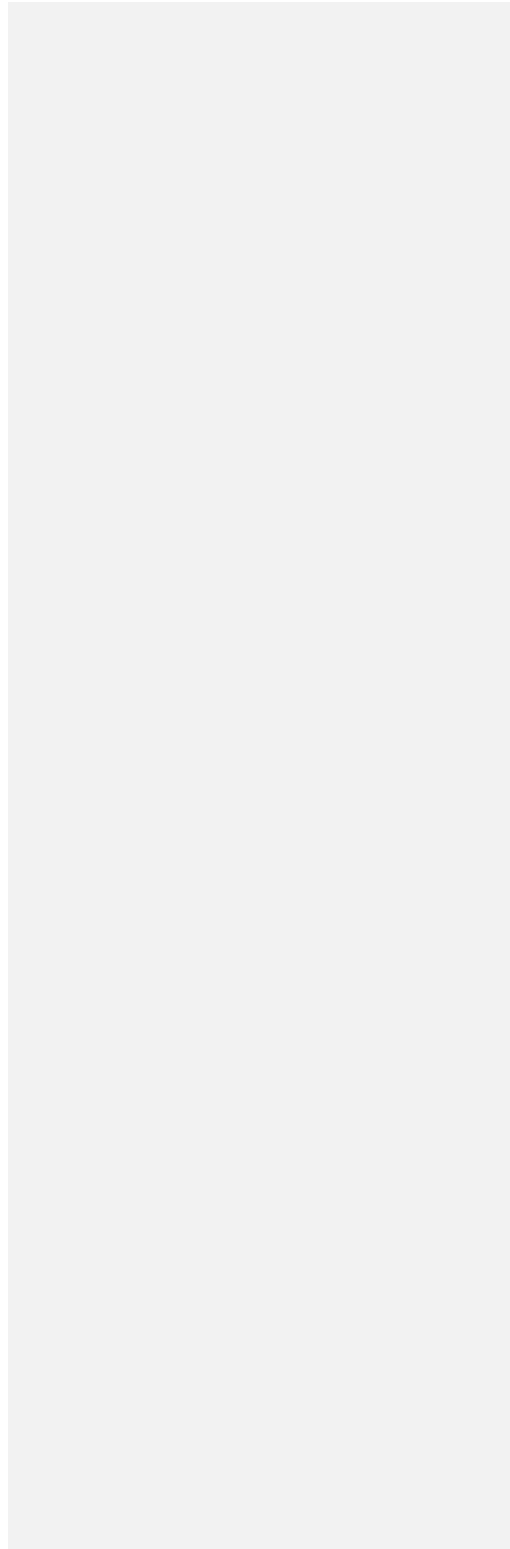


ACRONYMS

(Referenced within the document)

AEP - Alberta Environment and Parks	ISC – Intermunicipal Steering Committee
AER - Alberta Energy Regulator	IDPC - Intermunicipal Development Plan Committee
AOPA - Agricultural Operations Practices Act	LUB - Land Use Bylaw
ASP - Area Structure Plan	LUF - Land Use Framework
CFO - Confined Feeding Operations	MDP - Municipal Development Plan
ER - Environmental Reserve	MGA - Municipal Government Act
ERE - Environmental Reserve Easement	MGB - Municipal Government Board
ESA - Environmentally Significant Areas	MR - Municipal Reserve
ICF - Intermunicipal Collaboration Framework	NRCB - Natural Resources Conservation Board
IDP - Intermunicipal Development Plan	PLA - Public Lands Act.





INTRODUCTION

1.0 INTRODUCTION

1.1 HISTORY

Town of Calmar

Located [11.2 km directly](#) west of the City of Leduc on Highway 39, the Town Calmar has a rich history. Initially settled by Swedish settlers in the 1890s the local post office was named “Kalmar” (now Calmar) after settler Carl John Blomquist’s Swedish home. The Swedes were followed by Ukrainian, German and other European and American settlers who were all attracted to the favourable agricultural soils in the area. The extension of the Lacombe – Leduc Railway through the community contributed to the growth of the Town which serves as a local service centre for the surrounding area ¹. The 2016 Federal Census [Profile Table](#) identified Calmar’s population to be 2,228. [The 2021 Federal Census Table indicates the population is 2,183.](#)

Leduc County

[Strategically](#) located south of the City of Edmonton, Leduc County has always been an important transportation and distribution hub. Agriculture has always been important to Leduc County’s success having some of the best agricultural soils in the province. This attracted homesteaders from Europe to locate in the region at the turn of the 20th century. Since 1947 and the discovery of oil at Leduc No. 1, oil and gas development has been a significant economic driver within the County and has supported the development of significant oil and gas servicing and industrial businesses. The County is also home to the Edmonton International Airport and strategic road and rail transportation corridors. The County [was](#) home to 13,780 people according to the 2016 Federal Census [Profile Table](#). [The County is now home to 14,416 people according to the 2021 Federal Census Profile Table.](#)

1.2 PURPOSE OF PLAN

This Intermunicipal Development Plan (IDP) is a cooperative planning initiative between the Town of Calmar (Town) and Leduc County (County) that will ensure that land use decisions within the IDP plan area are thoughtfully considered and support the long-term interests of both municipalities. The IDP also provides land use and development certainty for land owners within the IDP Boundary (refer to **Map 1 – IDP Boundary**).

This IDP provides high level policy direction that ensures development and growth are undertaken in a sustainable and responsible manner for the lands adjacent to the boundary of the Town within the County. This plan will provide the Town and the County with a comprehensive, mutually beneficial land use plan for long term growth and development while reducing the potential for conflict between the two municipalities. Growth projections [that informed the 2019 IDP for the Town of Calmar](#) identified that there is enough land within the Town boundaries for all growth projected until 2038. However, development within the IDP



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Boundary must ensure that any

¹ County of Leduc No.25, 1991, *Leduc County History Book*



INTRODUCTION

long-term future expansion of the Town into this area, is not compromised by incompatible development decisions approved in the meantime.

Future Growth Requirements

To determine the future land use needs of the Town, population growth and subsequent land use consumption calculations for residential, commercial, and industrial lands were undertaken. The Town and County agreed to a future growth rate of 2.75% for the Town based upon historic Statistics Canada census data. Based upon this growth rate the population forecast for the Town ~~would be~~ 4,047 by 2038, which is the timeframe of this IDP.

At the time that this IDP was prepared, the Town had the following lands either zoned and undeveloped or designated as urban reserve:

Gross Available Land Within Existing Town Boundaries 2018

Residential = 91 gross ha (225 ac)
Commercial = 6 gross ha (15 ac)
Industrial = 63 gross ha (156 ac)
Urban Reserve = 103 gross ha (255 ac)
Total = **263 gross ha** (650 ac) of zoned but undeveloped or urban reserve lands.

As a result of this high level growth analysis it ~~was~~ anticipated that approximately 80 ha of gross land within the Town's boundaries ~~would~~ be required for future development until 2038. This would mean that beyond 2038 the Town would have approximately 183 ha of gross land available for future development. For the purposes of this Plan it ~~was~~ therefore determined ~~in 2019~~ that the Town has sufficient land within its current boundaries to support anticipated growth for the next 20 years. _

~~Since the IDP was adopted, the Town has been working with owners and the Province of Alberta to better define the impact of the abandoned wells and potential soil contamination. More work is needed to have a better understanding of the impacts. However, this high-level analysis does not account for unforeseen development constraints as determined through more detailed technical analysis. If technical evaluations from qualified experts demonstrate, in consultation and agreement with Leduc County, that there is a need to revisit future growth requirements acquire land to accommodate additional growth of the Town, the amendment provisions within this Plan will allow for amendments to alterations to the future growth requirements stated within this IDP.~~

1.3 LEGISLATIVE AUTHORITY

This IDP has been prepared under the legislative authority prescribed in Section 631 of the Municipal Government Act (MGA) (as amended). The MGA requires that municipalities which share a common boundary that are not members of a growth management board must, by each passing a Bylaw, adopt an IDP to include those areas of land lying within the boundaries of the municipalities as they consider necessary. The content of an IDP is detailed as follows:



INTRODUCTION

Section 631(2) of the MGA states that an IDP:

- a) Must address:
 - i. the future land use within the area,
 - ii. the manner of and the proposals for future development in the area,

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INTRODUCTION

- iii. the provision of transportation systems for the area either generally or specifically,
 - iv. the co-ordination of intermunicipal programs relating to the physical, social, and economic development of the area,
 - v. environmental matters within the area, either generally or specifically, and
 - vi. any other matter relating to the physical, social, or economic development of the area that the councils consider necessary.
- b) Must include:
- i. a procedure to be used to resolve or attempt to resolve any conflict between the municipalities that have adopted the plan,
 - ii. a procedure to be used, by one or more municipalities, to amend or repeal the plan, and
 - iii. provisions relating to the administration of the plan.

~~Leduc County is a member of the Edmonton Metropolitan Region Board (EMRB) and as such is required to submit the IDP to the EMRB through the Regional Evaluation Framework (REF) process to ensure compliance with Edmonton Metropolitan Region Growth Plan.~~

1.4 INTERMUNICIPAL COLLABORATION FRAMEWORK COMPLIANCE

The MGA Section 708.28(1) requires that municipalities that have common boundaries must create an Intermunicipal Collaboration Framework (ICF) with each other unless they are members of the same growth management board. ~~Section 708.30(1) states that municipalities that are parties to an ICF must also adopt an Intermunicipal Development Plan (IDP). Preparation of this IDP is a mandatory component of ICF compliance but is not the only requirement.~~ Section 708.29 details the content requirements of an ICF.

1.5 ROLE OF THE IDP AND THE HIERARCHY OF PLANNING DOCUMENTS

All municipal planning documents must comply with the requirements and regulations detailed in the MGA. The MGA also stipulates the requirements and authority of the hierarchy of planning documents that guide municipal planning and development in Alberta (refer to **Figure 1 - Hierarchy of Land Use Plans**). These documents provide a framework for land use and development decisions for all municipalities within the province.

The IDP, being prepared cooperatively and adopted by Bylaw by each of the participating municipalities, is a high level statutory land use planning document. Municipal Development Plans (MDPs) and Area Structure Plans (ASPs) provide more detailed and specific policy guidance for decisions on land use and development within their respective municipality. This IDP provides high level policy direction but defers to the more detailed statutory plans and policies where those exist. The IDP incorporates policies for coordinating development adjacent to the boundaries between the two municipalities.

The IDP, MDP, and ASPs must be consistent with one another, and all must be consistent with the corresponding Regional Plan. The policy direction outlined in these statutory plans informs the regulations and rules regarding appropriate land uses, and subdivision and development



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criteria detailed in the Land Use Bylaw (LUB) of each municipality. As well as non-statutory plans such as Outline Plans, Conceptual Schemes, Master Plans, and guidelines.

A fundamental component of this IDP is the establishment of development referral and communication protocols to ensure that land use decisions undertaken by either municipality are consistent with the agreed upon policy direction of this IDP for lands within the identified IDP boundary.

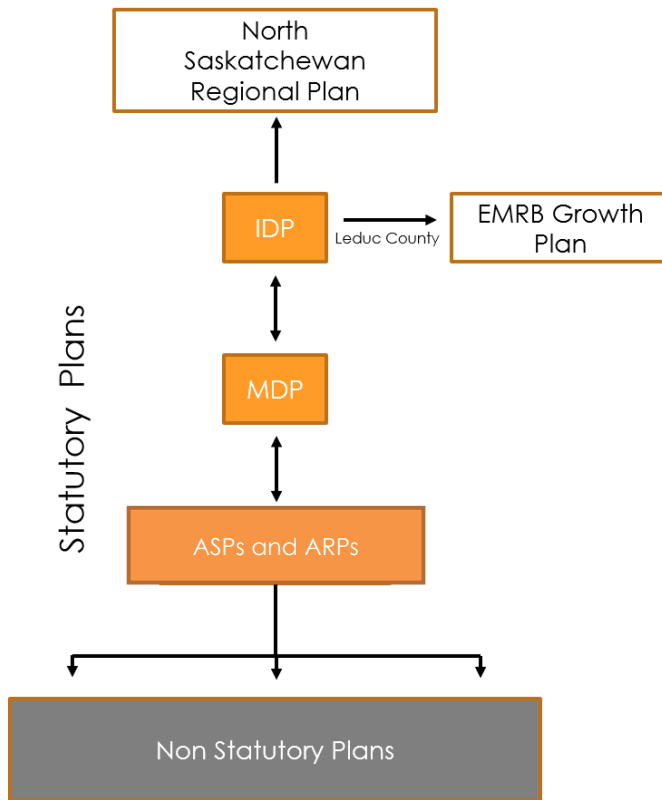


Figure 1 - Hierarchy of Land Use Plans



PLANNING PROCESS

2.0 PLANNING PROCESS

Members from both Town of Calmar and Leduc County Councils and administrations collaboratively oversaw the development of the IDP.

2.1 INTERMUNICIPAL STEERING COMMITTEE

The Intermunicipal Steering Committee (ISC) was comprised of elected officials from each municipality, supported by administrative staff. ~~The composition of the ISC that supported the development of this IDP is detailed below:~~

~~Town of Calmar~~

~~Wally Yachimtez,
Mayor~~

~~Terry Balaban,
Councillor~~

~~Krista Gardner,
Councillor~~

~~Lin Rehn, Councillor~~

~~Keith Froese,
Councillor~~

~~Ruth Sider,
Development
Officer~~

~~Ed Melesko, Director of Operations,~~

~~Leduc County~~

~~Tanni Doblanko, Mayor~~

~~Kelly Lynn Lewis, Councillor~~

~~Kelly Vandenberghe, Councillor~~

~~Julie Vizbar, Project Manager~~

~~Jordan Evans, Manager Long Range
Planning~~

The ISC reviewed the progress of the IDP's preparation and ensured there was agreement on how development within the IDP Boundary should be managed. This was done to ensure development would not cause conflict with adjacent uses. The ISC provided guidance and direction as well as valuable insight into the development of the IDP. [In the 2023 update, the Intermunicipal Steering Committee played a similar role.](#)

2.2 PUBLIC INVOLVEMENT

The IDP planning process included consultation and engagement opportunities with the



PLANNING PROCESS

community at large. Public support for the IDP is essential to its long-term success.

Engagement Event # 1: Introduce the ICF and Identify Opportunities/Constraints – September 25, 2018

Approximately 53 people attended the public open house which was held September 25, 2018 at the Town of Calmar Program Centre (Community Hall). The purpose of the meeting was to introduce the project and get public feedback on the development constraints and opportunities that were identified, as well as identify any issues or concerns relating to the development of the IDP.

Engagement Event #2: Presenting the Draft Plan – March 12, 2019

This Open House gave participants an opportunity to review and comment on the Draft IDP policies. 25 people signed into the meeting at the Town of Calmar Program Centre.

2023 Update:

The update to the IDP in 2023 is largely housekeeping in nature and therefore consultation was less extensive.

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PLANNING PROCESS

Statutory Public Hearing:

As required by the MGA, a Statutory Public Hearing must be held prior to 3rd reading of the ~~IDP~~ bylaw [to amend or adopt the IDP](#) by both municipal councils. The Public Hearing provides stakeholders and the public the opportunity to comment on the [adoption of or amendment to the IDP](#) prior to the vote by the municipal councils to adopt the ~~IDP~~-bylaw.

2.3 BASIS OF THE PLAN

This IDP represents an agreement between the County and the Town that the planning of the area around the Town within the identified IDP Boundary must be coordinated. The coordination is necessitated by:

1. Town growth, to ensure compatibility of future uses of adjacent lands in the County.
2. Physical features and constraints, which will affect development within both municipalities and which require a common approach to ensure continuity or compatibility.
3. The need to avoid conflicts between existing and future land uses and to ensure efficiency and logical development of roads and municipal utility systems.
4. The protection of agricultural land from premature fragmentation and incompatible development.

2.4 PLAN BOUNDARY

The area influenced by this IDP is shown on **Map 1 - IDP Boundary**.

2.5 IDP PRINCIPLES

The IDP was prepared acknowledging the following principles:

1. Maintain positive and mutually beneficial relationship between municipalities.
2. Reduce potential conflicts and encourage dialogue to understand the needs, desires, and aspirations of both municipalities.
3. Support mutually beneficial coordination and delivery of infrastructure and services that provide economic development and growth for the two municipalities.
4. Confirm and support the continued future growth of the Town.
5. Promote and safeguard rural land uses and agriculture by maintaining areas for their continued use.

2.6 IDP OBJECTIVES

The objectives of the IDP are to:

1. Accommodate urban growth and rural development within the IDP Boundary in a manner which is mutually acceptable, orderly, and efficient.
2. Coordinate intermunicipal service provision where appropriate.
3. Provide development opportunities that would attract investment and create employment of benefit to both municipalities.



CONSTRAINTS

4. Protect the natural environment and ensure that its resources are used in a sensitive manner.
5. Respect required development setbacks from pipelines and well sites.
6. Affirm a mutual consultative approach with respect to implementation and administration of the IDP.

2.7 INTERPRETATION

The IDP policies contain “shall”, “must”, “will”, “should” and “may” statements.

- “**Shall**”, “**must**”, “**will**” mean, within the context of policy, the action is mandatory and must be followed.
- “**Should**” means, within the context of policy, a directive term that indicates a preferred outcome or course of action but one that is not mandatory.
- “**May**” policies indicate that the approving authority determines the level of compliance that is required.
- This document is structured so that the policies are numbered and reflect the sections they relate to. Policy must be implemented as directed. Only an amendment to the IDP as outlined in **Section 5.5** can change the interpretation of a policy from “shall” to “should” or “may”. The interpretive clauses within explanatory statements have the same intent as those stated in policies.
- Maps within this IDP are conceptual and should not be used to determine precise locations or boundaries. Additional studies and surveys will be required to do so.

3.0 CONSTRAINTS

When looking at the potential growth areas for IDP area, there are several development constraints that must be considered:

- While highways provide important transportation corridors, they present connectivity and development challenges.
- Oil and gas facilities, pipelines and power and communication rights-of-way must feature in development considerations.
- There might also be limitations to development resulting from industrial contamination.
- Natural areas and wetlands can limit development.
- Existing uses may have setbacks that have been grandfathered but would not currently be considered appropriate proximate to an urban area or other uses.
- Uses which emit smoke, odour, noise, or light pollution may be considered incompatible adjacent to an urban area.
- Highly productive agricultural lands must be protected from premature development and fragmentation.
- Where there are challenges, there are also opportunities.

The following subsections outline the natural and man-made constraints which influence and impact where development can occur. Many of the natural constraints are identified on **Map 2 –**



CONSTRAINTS

Environmental Features and Constraints and man-made constraints are identified on **Map 3 - Existing Wells, Pipelines, and Facilities**.

3.1 WATERBODIES AND WETLANDS

Conjuring Creek, and its unnamed tributaries, in the west portion of the IDP area are within the Strawberry Subwatershed² and the North Saskatchewan River Basin³. Conjuring Creek is a Class C waterbody with a restricted activity period of April 16th to June 30th⁴. The Integrated Watershed Management Plan for the North Saskatchewan River in Alberta provides long-term management strategies for water resources in the area.

There are fens and marshes scattered throughout the IDP area classified as D-value wetlands⁵. There is small open waterbody in the northwest portion⁶ (**Map 2 – Environmental Features and Constraints**).

3.2 ENVIRONMENTALLY SIGNIFICANT AREAS

Environmentally Significant Areas (ESAs) may contain rare or unique elements that may require special management consideration due to their conservation needs. Provincially designated ESA scores have been assigned to each quarter section and locally designated ESAs have been assigned to specific ecological features based on 4 criteria: areas with focal species, species groups or their habitats; areas with rare, unique or focal habitat or geology; areas with ecological integrity; and areas that contribute to water quality and quantity. There are no provincially designated ESAs -within the IDP area⁷, however, locally designated Conjuring Creek Area ESAs 58, 63 and 64 occur in the west portion of the IDP area⁸ see **Map 2 – Environmental Features and Constraints**. These ESAs generally occur around Conjuring Creek and its unnamed tributaries.

² Alberta Environment and Parks. Hydrologic Unit Code 8 Name and Number Label (ID: 2) (Geospatial data). Accessed September 2018 at: <http://aep.alberta.ca/forms-maps-services/maps/resource-data-product-catalogue/hydrological.aspx>.

³ Alberta Environment and Parks. 2015. Hydrological Unit Code – Watersheds of Alberta Index Map. Accessed September 2018 at: <http://aep.alberta.ca/forms-maps-services/maps/resource-data-product-catalogue/hydrological.aspx>.

⁴ Alberta Environment and Parks (AEP). 2006. Code of Practice: Red Deer Area Management Map. Accessed September 2018 at: <http://aep.alberta.ca/water/legislation-guidelines/codes-of-practice-pipelines-telecommunications-lines-crossing-a-water-body-water-course-crossings.aspx>.

⁵ Alberta Environment and Parks. 2015. *Alberta Wetland Rapid Evaluation Tool - Estimate of Relative Wetland Value By Section*. Accessed September 2018 at: <http://aep.alberta.ca/forms-maps-services/maps/resource-data-product-catalogue/biophysical.aspx>.

⁶ Alberta Environment and Parks. 2016. Alberta Merged Wetland Inventory. Accessed September 2018 at: <http://aep.alberta.ca/forms-maps-services/maps/resource-data-product-catalogue/biophysical.aspx>.

⁷ Fiera Biological Consulting Ltd. (Fiera). 2014. Environmentally Significant Areas in Alberta: 2014 Update. Accessed September 2018 at: <https://www.albertaparks.ca/media/5425575/2014-esa-final-report-april-2014.pdf>.

⁸ Fiera Biological Consulting Ltd. 2015. Leduc County Environmentally Significant Areas Study. Prepared for Leduc County (Report # 1358).



POLICIES

3.3 HISTORICAL RESOURCES

Historical resources are defined and protected under the *Historical Resources Act*. The Listing of Historic Resources⁹ does not list any previously recorded historical resources within the IDP area. However, the listing is updated twice per year and future development plans should be submitted to Alberta Culture and Tourism for approval prior to construction. (**Map 2 – Environmental Features and Constraints**).

3.4 PIPELINES WELL SITES AND FACILITIES

Oil and gas activities adjacent and/or within the IDP Boundary include existing and former oil and gas well sites, associated facilities, and pipelines depicted **Map 3 – Existing Wells, Pipelines and Facilities**.

4.0 POLICIES

The IDP provides for high-level policy direction and sound land use planning. The IDP will ensure that required buffers from sensitive areas, oil and gas facilities, and sewage lagoons areas are maintained. The IDP provides a mechanism for the County and the Town to work collaboratively and cooperatively on areas of mutual interest, important to both municipalities within the IDP Boundary.

4.1 GENERAL POLICIES

- 4.1.1 Future development shall be planned in accordance with the land uses illustrated on **Map 4 – Land Use Concept**.
- 4.1.1 Both municipalities shall provide a variety of development and economic opportunities within their jurisdictions which maintain the character of their respective communities.
- 4.1.2 Leduc County and the Town of Calmar must ensure that all natural resource extraction activities comply with the regulations respecting sour gas, and legislated setbacks from oil and gas facilities and pipelines.
- 4.1.3 Leduc County and the Town of Calmar must ensure developments will comply with the requirements of the Alberta Environment Wetland Policies and the Public Lands Act (PLA).
- 4.1.4 Future development shall be referred to the Alberta Energy Regulator (AER) [where required by provincial legislation](#) to mitigate any potential adverse impacts of the oil and gas industry on public safety.

⁹ Alberta Culture and Tourism. 2016. Listing of Historic Resources. Accessed September 2018 at: <https://www.alberta.ca/historic->



POLICIES
[resource-impact-assessment.aspx/](#).



POLICIES

- 4.1.5 Essential public uses and private utility services shall be allowed throughout the IDP Boundary to provide the desired level of service to the IDP area. The preparation of an ASP or concept plan is not required for essential public uses and private utility services.

4.2 EXISTING USES

The adoption of the Leduc County - Town of Calmar IDP does not change the current Land Use Bylaw designation (zoning) of the lands within the IDP Boundary.

- 4.2.1 Plan area landowners within Leduc County shall continue to use their lands as currently designated and approved by the Leduc County Land Use Bylaw.
- 4.2.2 Plan area landowners within the Town of Calmar shall continue to use their lands as currently designated and approved by the Town of Calmar Land Use Bylaw.

4.3 LAND USE POLICIES

Map 4 – Land Use Concept, will act as a guide for determining future land use patterns within the IDP Boundary. An important consideration is to ensure that any future development within the IDP Boundary does not constrain or conflict with the future growth needs of the Town of Calmar and that agricultural uses and activities are safeguarded from premature development. Conversion of agricultural land to non-agricultural uses must be considered carefully to assess the benefit of the proposed use in relation to the loss of agricultural land.

- 4.3.1 Development and subdivision on County lands located within the IDP Boundary shall only be considered if consistent with the land use districts identified on Map 4 – Land Use Concept and the associated regulations with the Leduc County Land Use Bylaw. No other uses will be considered.
- 4.3.2 All discretionary use applications within the IDP Boundary must be referred to the Town of Calmar and all discretionary use applications [adjacent to Leduc County](#) within the Town must be referred to Leduc County for comment.
- 4.3.3 Premature development of existing agricultural land within either municipality should be avoided and such land should continue to be used for agricultural purposes until such time as it can be demonstrated that the land is needed for other purposes.
- 4.3.4 In making decisions on development issues within the IDP Boundary, both municipalities shall:
- respect the right of agricultural operators to pursue normal activities associated with [extensive agriculture](#) without interference or restriction based on their impact on adjacent uses.
 - consider the long-term impact that development may have on future urban annexation and development.
- 4.3.5 [The development of No new applications for](#) Confined Feeding Operations (CFOs) within 1.6 kilometres (1 mile), [or a distance mandated by the Province](#), of the boundary of the Town of

Commented [L4]: Dog park on boundary – highlight for discussion

Commented [L5]: There currently is not a CFO in the IDP boundary



POLICIES

Calmar will not be supported by the County to the Natural Resources Conservation Board (NRCB) under the *Agricultural Operations Practices Act (AOPA)*.

4.4 ENVIRONMENT

The lands within the IDP Boundary contain many important environmental features, wetlands and drainage courses in addition to essential wildlife, bird and fish habitat. As the region grows, preserving environmental qualities, and enhancing opportunities for outdoor recreation and nature appreciation should be considered important for maintaining and enhancing a high quality of life for area residents.

- 4.4.1 Both the County and the Town will jointly collaborate to support development of recreation facilities, trails and sites of mutual benefit to both municipalities within the IDP Boundary.
- 4.4.2 Where development is proposed near natural features, the approving municipality, at their sole discretion, shall require an environmental assessment to be conducted by a qualified professional to determine how the features can be preserved and incorporated as part of the development, ensuring that any development impacts are mitigated.
- 4.4.3 No incompatible development shall be permitted on unstable slopes or within areas that may be prone to flooding, and adjacent to wetlands and other water bodies. Development setbacks will be in accordance with Environmental and Municipal Reserve requirements of the governing municipality.
- 4.4.4 The approving authority of the governing municipality may require the development proponent to supply recommendations, prepared by a qualified professional, regarding establishment of appropriate development setbacks and/or other required mitigation measures.
- 4.4.5 As a condition of subdivision approval, Environmental Reserve, or an Environmental Reserve Easement, from the high water mark of waterbodies and/or the top of bank of watercourses to the lot line shall be in accordance with the requirements of the governing municipality.
- 4.4.6 Notwithstanding Policy 4.4.5, the Subdivision Authority may require a greater setback based on the recommendations of a geotechnical study undertaken by a qualified professional.

4.5 ECONOMIC DEVELOPMENT AND TOURISM

Both the County and the Town recognize the importance of working together to attract more residents and to diversify the economy in order to increase employment and business opportunities in the region. Coordinated efforts by both municipalities should continue to be undertaken to promote and highlight the region's agricultural, tourism and recreational strengths, historical and cultural assets and local business successes.



POLICIES

- 4.5.1 Collaboration between the two municipalities should be supported and encouraged through joint marketing and business development/attraction initiatives.
- 4.5.2 The two municipalities will collaborate to explore areas of mutual interest where joint economic agreements may be considered if such development is determined to be of mutual benefit to both municipalities.

4.6 UTILITY SERVICING

It is acknowledged by both the Town and the County that development and upgrading of major servicing infrastructure in one municipality may have implications on services in the other.

- 4.6.1 Notice of major servicing infrastructure proposed by one municipality shall be provided to the other municipality, to allow for collaboration and coordinated planning.
- 4.6.2 Lands required for future utility rights-of way which have been identified through the mutual agreement of the Town and the County or in subsequent studies shall be protected as subdivision and development occurs.
- 4.6.3 The extension of the Town's municipal sanitary sewer and water services into the County should be considered by the Town and the County where logical extension of the services is practical.
- 4.6.4 When the Town's municipal services are extended into the County, benefiting developments shall be required to pay development levies or equivalent contributions toward the cost of these extensions so that the cost of these extensions does not directly impact existing residents of the Town or the County.
- 4.6.5 Best practices for storm water management shall be employed for all development in the IDP Boundary. Storm water run off release rates from developments shall be managed in accordance with Alberta Environment and Parks requirements.
- 4.6.6 The County and the Town, whichever has jurisdiction, shall [endeavor to](#) protect drainage courses, man-made and natural, critical to the overall management of stormwater within the IDP Boundary.

4.7 ROADS AND TRANSPORTATION

Both the County and the Town acknowledge that development in one municipality may have implications on road infrastructure and requirements for road upgrading in the other municipality.

- 4.7.1 Notice of any major transportation infrastructure proposed by one municipality shall be provided to the other municipality to allow for collaboration and coordinated planning where both municipalities may be impacted.
- 4.7.2 Where it is determined that development in one municipality has an undue impact on the transportation network in the other municipality, the municipalities should work



IMPLEMENTATION/ADMINISTRATION

together to develop cost-sharing agreements to provide for shared upgrades to the transportation network.

- 4.7.3 As subdivision occurs, road right-of-way shall be protected and shall be as set out in the applicable Town or County design standards.
- 4.7.4 All development proposals adjacent to provincial highways must conform to Alberta Transportation policies and access management guidelines. Traffic Impact Assessments may be required as part of more detailed planning.

5.0 IMPLEMENTATION/ADMINISTRATION

5.1 APPROVING AUTHORITIES

- 5.1.1 In the hierarchy of statutory documents, the IDP shall take precedence over other municipal statutory plans, non-statutory plans, and documents within the boundary of the IDP area except where the IDP defers to the more detailed, adopted plan.
- 5.1.2 The Town shall be responsible for the administration and decisions on all statutory plans, non-statutory plans, land use bylaw redesignation and amendments thereto, and subdivision and development applications falling within the boundaries of the Town.
- 5.1.3 The County shall be responsible for the administration and decisions on all statutory plans, non-statutory plans, land use bylaw redesignation and amendments thereto, and subdivision and development applications falling within the boundaries of the County.

5.2 INTERMUNICIPAL DEVELOPMENT PLAN COMMITTEE (IDPC)

The Intermunicipal Development Plan Committee (IDPC) shall be established for the purposes of the implementation and on-going review and monitoring of this IDP and to consider disputes raised under Section 5.4.

- 5.2.1 The IDPC shall:
 - a) Be comprised of an equal number of members from each municipal Council up to a maximum of 3 from each municipality.
 - i. Convene a meeting when required to discuss/review applications which are subject to objections raised during the staff review process outlined in Section 5.4.
 - ii. Convene a meeting to discuss a relevant IDP issue at the request of either municipality.

5.3 REFERRALS

Map 5 - Referral Area, identifies the IDP referral area, reflecting where development in one municipality may impact the other municipality. Unless specific IDP policies are in place as



IMPLEMENTATION/ADMINISTRATION

identified in this document, development in the referral area shall be guided by the respective municipality's adopted statutory plans (MDPs and ASPs) and their Land Use Bylaw.

Each municipality is required to notify and refer applications to the other regarding matters that are described below. The Notification Area includes all lands located within the Town and all County lands within the IDP Boundary.

- 5.3.1 Within the IDP referral Boundary identified on **Map 5 – Referral Area**, the two municipalities shall refer the following:
- a) Municipal Development Plans, Area Structure Plans, and amendments thereto
 - b) Non-statutory Plans ([i.e. outline plans](#)), and amendments thereto
 - c) Applications for land use redesignation and subdivision
 - d) Development Permit applications for:
 - i. Discretionary uses listed under the Leduc County Agricultural - AG Land Use Bylaw district
 - ii. Discretionary uses listed under the relevant Town of Calmar Land Use Bylaw district [that are located adjacent to Leduc County](#)
 - iii. Natural resource extraction
 - iv. [Confined Feeding Operations](#)
 - v. Landfills

[5.3.2 Notwithstanding 5.3.1 above, any development that creates off-site impacts that may affect the adjacent municipality should be referred to the adjacent municipality.](#)

~~5.3-25.3.3~~ Subject to written intermunicipal agreement, items may be added to or deleted from the referral list without the need for an amendment to this IDP.

~~5.3-35.3.4~~ [The referral period for 5.3.1 a, b, and c shall be 21 consecutive days.](#)
[The referral period for 5.3.1 d shall be 14 consecutive days.](#) For any referral made above, if no response to the referral is received within [the referral period- 24 consecutive days](#), it will be assumed that there are no objections to the proposal.

5.4 DISPUTE RESOLUTION MECHANISM

The Town and the County agree that it is important to avoid any dispute by ensuring that the principles, objectives, and policies of the IDP are followed. If there are any disagreements as to the interpretation and application of the policies of this IDP, the municipalities shall seek the timely resolution of the disagreement in a manner which is respectful of each municipality's interests and concerns.

In the event that the dispute resolution process is initiated, the governing municipality shall not grant approval to the application or amendment in any way until the disagreement has been resolved or the [MGB Land and Property Rights Tribunal](#) process has concluded.

The implementation of an intermunicipal dispute resolution mechanism is a requirement of all



IMPLEMENTATION/ADMINISTRATION

IDPs pursuant to the MGA. To satisfy this requirement and to ensure that the principles of fairness and due process are respected, a dispute or disagreement resolution process consisting of five stages has been established.

- 5.4.1 If there is a disagreement regarding matters outlined in the IDP they shall be addressed and resolved at any of the stages of the dispute resolution process outlined as follows:



IMPLEMENTATION/ADMINISTRATION

STAGE 1 – Municipal Administrative Communication

1. Upon written notice of dispute being received, Administration from the two municipalities shall meet and attempt to resolve the issue/concern. If no resolution can be agreed upon within 30 calendar days, the issue shall be advanced to the Chief Administrative Officers.

STAGE 2 – Chief Administrative Officer (CAO) Review

1. The CAOs from each municipality shall consider the issues and attempt to resolve the disagreement.
2. Should the CAOs be unable to resolve the disagreement within 30 calendar days, the matter shall be forwarded to the Intermunicipal Development Plan Committee.

STAGE 3 – Intermunicipal Development Plan Committee (IDPC) Review

1. If the disagreement is moved forward to the IDPC a meeting of the IDPC, consisting of an equal number of members from each municipal Council to a maximum of three from each, shall be set within 21 days from the time of referral from the CAO review.
2. After careful consideration of the facts and points of view, the IDPC may:
 - a) request additional information to assist in its deliberations;
 - b) if possible, agree on a consensus position of the IDPC in support of or in opposition to the proposal, to be presented to both municipal Councils; or
 - c) conclude that no consensus can be reached at the IDPC level.
3. The IDPC has 30 calendar days to reach a resolution, with the option to extend that time period by consensus agreement of the IDPC.
4. If agreed to, a facilitator may be employed to help the IDPC work toward a consensus position. If consensus cannot be reached a mediation process shall be employed as a means of resolving the matter.

STAGE 4 – Mediation Process

1. Prior to the initiation of the mediation process, the municipalities shall:
 - a) appoint an equal number of representatives to participate in the mediation process;
 - b) engage a mediator agreed to by the municipalities at equal cost to each municipality; and
 - c) approve a mediation process and schedule.

At the conclusion of the mediation process, the mediator will submit a report to both Councils for consideration. The mediator's report and recommendations are not binding on the municipalities and would be subject to the approval of both Councils.

If both Councils agree to the mediation report recommendation, then the applicant municipality would take the appropriate actions to address the disputed matter.



IMPLEMENTATION/ADMINISTRATION

STAGE 5 – Appeal to the ~~Municipal Government Board (MGB)~~ Land and Property Rights Tribunal

1. In the event that mediation proves unsuccessful, the affected municipality may appeal the matter to the Land and Property Rights Tribunal~~MGB~~ for resolution in accordance with the Municipal Government Act. An appeal to the Land and Property Rights Tribunal~~MGB~~ is limited to those issues identified within the Municipal Government Act.

5.5 AMENDING THE IDP

- 5.5.1 Any proposed amendments to the IDP will be reviewed by the IDPC which will prepare a recommendation for presentation and approval by both municipal councils.
- 5.5.2 Any amendment to this IDP must receive support from both municipalities following the statutory public hearing(s) held per the requirements of the MGA. No amendment shall come into force until after both municipalities have given their IDP amendment bylaws third reading. Any disagreement by either municipality regarding the amendment would trigger the dispute resolution process outlined in Section 5.4.
- 5.5.3 Amendments can be initiated by either municipality or by applicants and landowners within the IDP Boundary. If applicant or landowner initiated, the amendment request shall be made to the municipality in which the subject land is located.

5.6 IDP REVIEW

- 5.6.1 Regular review of the IDP should occur every 4 years to ensure that the principles and policies remain current, but may be reviewed sooner if requested by one of the municipalities in writing.
- 5.6.2 It is recommended that the corresponding ICF be reviewed at the same time during the same 4 year interval. The ICF may also be reviewed sooner if requested by one of the municipalities in writing.

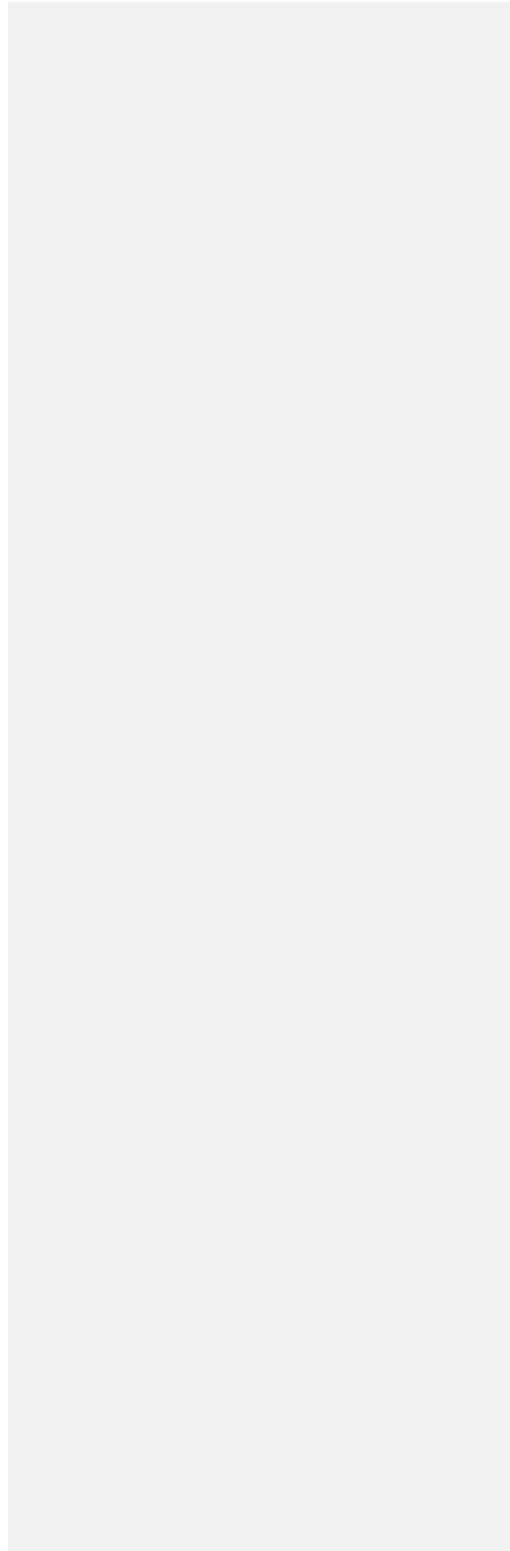
5.7 ANNEXATION PROCESS

At the time of this IDP preparation it was determined that the Town of Calmar had sufficient gross land within its current boundaries to support anticipated growth for the next 20 years. (see Section 1.2). However, should circumstances change during the life of this IDP the Town may propose an annexation based on demonstrated need in consultation and in collaboration with Leduc County. The annexation request must comply with the requirements of the MGA and the process outlined by Land and Property Rights Tribunal~~MGB~~.

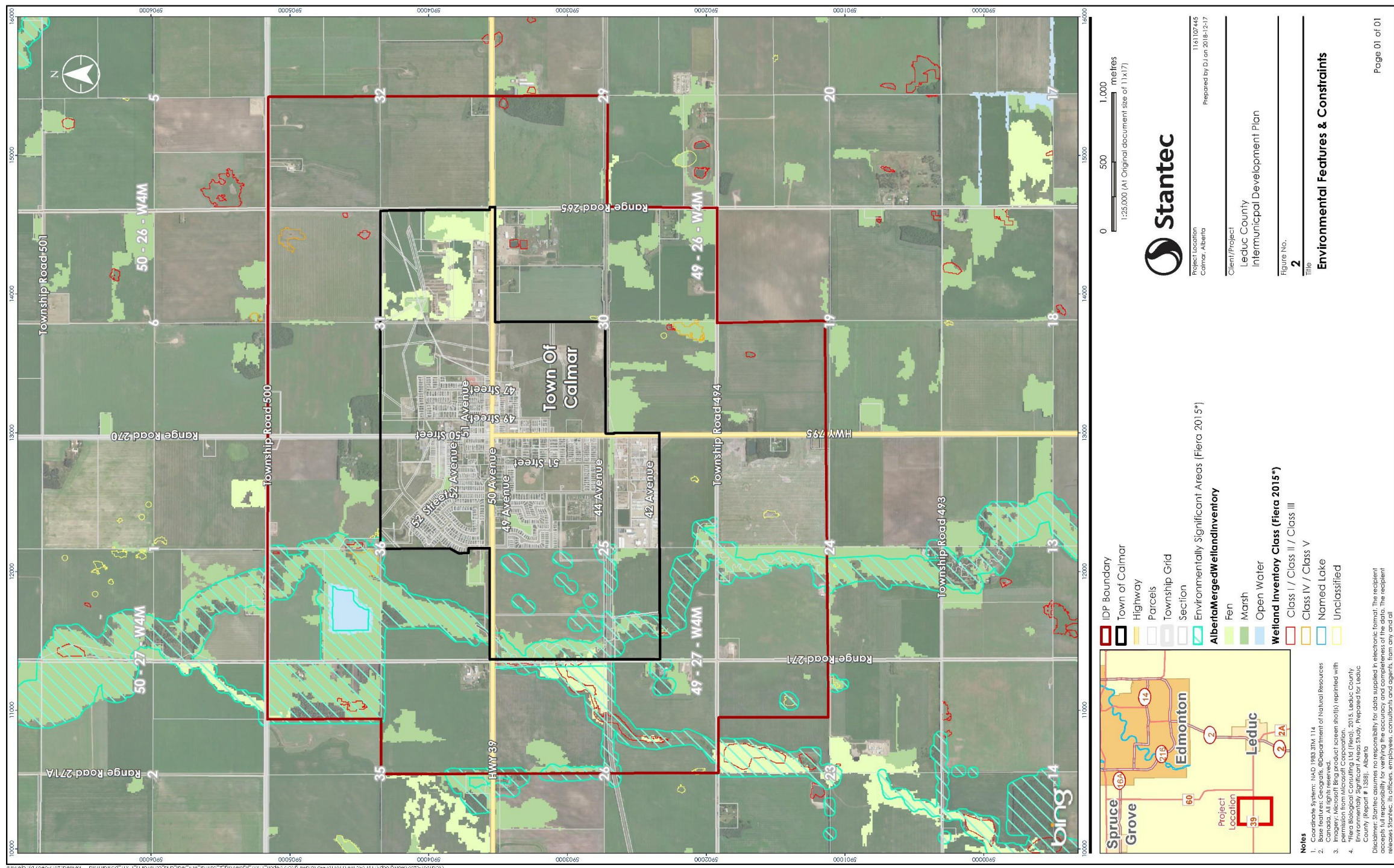


6.0 MAPS

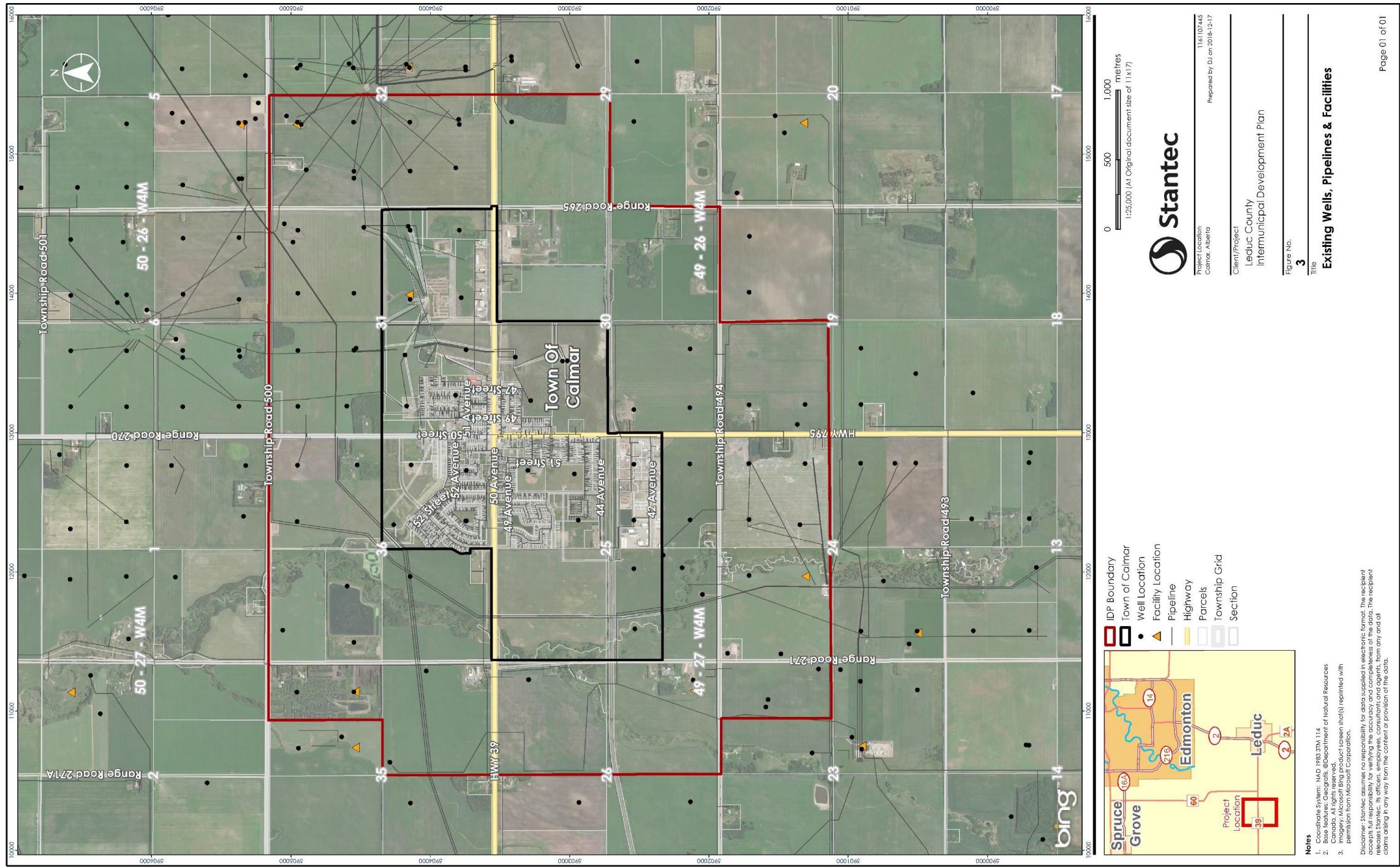




MAP 2 – ENVIRONMENTAL FEATURES AND CONSTRAINTS



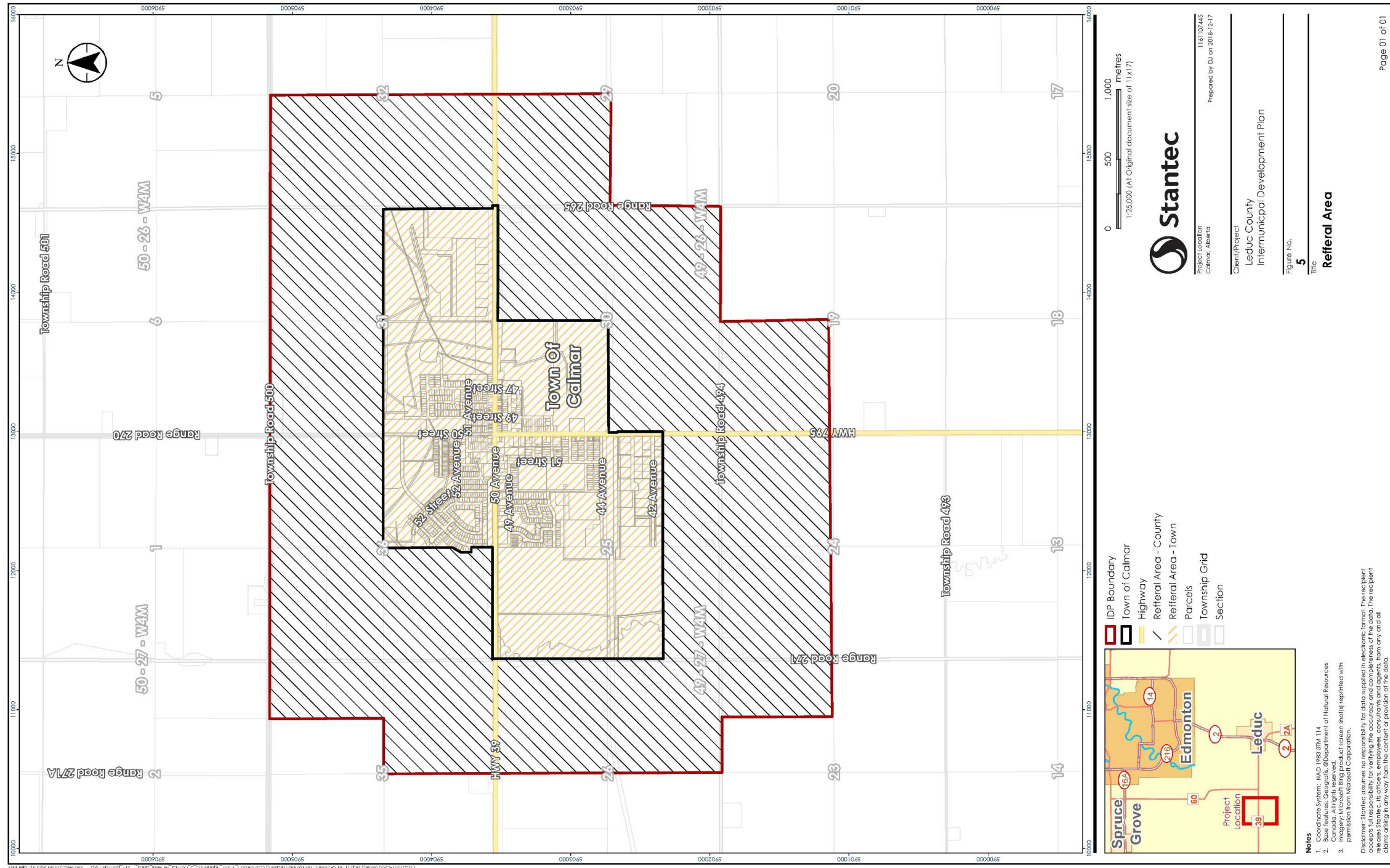
MAP 3 - EXISTING WELLS, PIPELINES AND FACILITIES



MAP 4 - LAND USE CONCEPT



MAP 5 – REFERRAL AREA





7.0 GLOSSARY

A

Alberta Environment and Parks (AEP)

Provincial ministry responsible for environmental policy.

Alberta Transportation (AT)

Provincial ministry responsible for all provincial highway policy.

Annexation

The process of transferring municipal jurisdiction over land from one municipality to another.

Area Structure Plan (ASP)

Statutory plan which provides long range land use planning for large areas of undeveloped land within the municipality. The plans identify major roadways, land uses, infrastructure requirements, parks, trails, and school sites. ASPs are approved and adopted by Council and must conform to the Intermunicipal Development Plan and Municipal Development Plan.

B

Bog

a type of wetland ecosystem characterized by wet, spongy, poorly drained peaty soil.

Buffer

An area (landscaped, natural, or a separate use) set aside or maintained to provide visual or physical, or auditory separation between lots, public roadway, and/or uses.

Bylaw

A law made by a local authority in accordance with the powers conferred by or delegated to it under the Municipal Government Act. Bylaws are enforceable through penalties, able to be challenged in court and must comply with higher levels of law.

C

Chief Administrative Officer (CAO)

A position within a municipality, established by bylaw, which is the administrative head of the municipality.

Confined Feeding Operations (CFO)

Fenced or enclosed land or buildings where livestock are confined for the purpose of growing, sustaining, finishing or breeding by means other than grazing and any other building or structure directly related to that purpose but does not include residences, livestock seasonal feeding and bedding sites, equestrian stables, auction markets, race tracks or exhibition grounds. CFOs require a permit regulated by the NRCB, in accordance with the Agricultural Operation Practices Act.



Conservation Reserve (CR)

A new type of reserve category, called Conservation Reserve (CR), has been created in the MGA to protect environmentally significant lands such as wildlife corridors, significant tree stands or other environmentally significant features a municipality may wish to conserve but that do not meet the definition of Environmental Reserve. The municipality must provide appropriate compensation for dedication of CR.

County

Refers to Leduc County.

D

Development Permit

A document that is issued under a land use bylaw and authorizes a development.

E

Easement

A privilege to pass over the land of another, whereby the holder of the easement acquires only a reasonable and usual enjoyment of the property and the owner of the land retains the benefits and privileges of ownership consistent with the easement.

Environmental Reserve (ER)

Land dedicated to a municipality during the subdivision process, where it is determined to be undevelopable due to environmental conditions, in accordance with Section 664 of the Municipal Government Act. This may include swamps, gullies, wetlands, ravines, flood-prone areas, or land adjacent to a watercourse or waterbody.

Environmental Reserve Easement (ERE)

Where land is determined to be undevelopable due to environmental conditions, in accordance with Section 664 of the Municipal Government Act, but where circumstances dictate that instead of dedicating and transferring the land to the municipality, an environmental reserve easement is registered on the land title preventing development and destruction of these lands.

Extensive Agriculture

Refers to those agricultural operations producing crops or livestock which require large tracts of land.

F

Fen

A type of wetland ecosystem characterized by peaty soil, dominated by grasslike plants, grasses, sedges, and reeds. Fens are alkaline rather than acid areas, receiving water mostly from surface and groundwater sources.



G

Gross

Consisting of an overall total area of land exclusive of deductions resulting from any development constraints, or lands needed for roads, rights-of-way, Municipal or Environment Reserves, etc.

I

Incompatible Development

Uses that by their permanency (once built cannot be easily removed or redeveloped) or would unduly impact on existing or future development (noise, dust, smell, traffic, etc.).

Intermunicipal Collaboration Framework

A requirement under Section 708.28 of the MGA that must be undertaken by all Municipalities in Alberta.

Intermunicipal Development Plan Committee (IDPC)

The Intermunicipal Development Plan Committee comprised of an equal number of members to a maximum of 3 from each municipal Council, in addition to the Chief Administrative Officers (CAO) from each municipality, supported by administrative staff who administer the IDP.

L

Land Use

The various ways in which land may be used or occupied. Typically, these are broadly categorized as residential, commercial, industrial, institutional, agricultural, etc.

Land Use Bylaw (LUB)

A planning document (approved by bylaw) that divides the municipality into Land Use Districts (Zones) and establishes procedures for processing and deciding upon applications for development. It sets out rules which affect how each parcel of land in the municipality may be used and developed. It also includes a zoning map.

[Land and Property Rights Tribunal](#)

[An independent and impartial quasi-judicial board established under the Land and Property Rights Tribunal Act in 2021 to make decisions about land use planning and assessment matters. The Land and Property Rights Tribunal considers applications which relate to annexation of lands, subdivision appeals which are adjacent to water, highways, landfills, waste treatment or storage sites, and intermunicipal or linear \(e.g., pipelines, wells, etc.\) disputes.](#)

Land Use District/Zone

Regulations for development for an area of land, as set out in the Land Use Bylaw.

M



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Marsh

a type of wetland ecosystem characterized by poorly drained mineral soils and by plant life dominated by grasses.

Municipal Development Plan (MDP)

Statutory plan adopted by a Municipal Council, under the authority of Section 632 of the Municipal Government Act. The plan outlines the direction and scope of future development, the provision of required transportation systems and municipal services, the coordination of municipal services and programs, environmental matters, and economic development.



Municipal Government Act (MGA)

Provincial legislation that outlines the power and obligations of a municipality.

Municipal Government Board (MGB)

~~An independent and impartial quasi-judicial board established under the Municipal Government Act to make decisions about land use planning and assessment matters. The MGB considers applications which relate to annexation of lands, subdivision appeals which are adjacent to water, highways, landfills, waste treatment or storage sites, and intermunicipal or linear (e.g., pipelines, wells, etc.) disputes.~~

Municipal Reserve, Municipal and School Reserve, and School Reserve (MR, MSR, SR)

Lands to be owned by a municipality and/or school authority to provide for park, recreation, or school authority purposes. Such lands are generally obtained at the time of subdivision, where the applicant is required to provide up to 10% of the developable area as reserve lands or cash in lieu, as determined by the municipality.

Must

An interpretive clause that directs that the policies stated have to be followed.

N

Natural Resources Conservation Board (NRCB)

A body within Alberta that reviews proposed major natural resource projects and regulates confined feeding operations in the province.

Non-Statutory Plans

Are land use planning documents that do not fall under the definition of Statutory Plans under the authority of the Municipal Government Act. These may include the Land Use Bylaw, Outline Plans, Conceptual Schemes, Master Plans, guidelines, and policy statements.

O

Off-Site Levy

A development levy that a Council may impose by bylaw in accordance with the Municipal Government Act, to be used to pay for identified offsite infrastructure capital costs by those who gain a direct or indirect benefit of that infrastructure. This helps to ensure that new growth helps pay for new infrastructure required for that growth.

P

Policy

A specific statement or plan to achieve an objective, which when part of a statutory plan, provide direction and instruction for a proposal.



Public Hearing

As part of a bylaw amendment, the public shall be notified of an opportunity to submit representation (written or oral) to be heard by Council, at a specified date and time, per the Municipal Government Act's notification requirements.

R

Rights-of-Way (ROW)

Agreement that confers to an individual, company or municipality the right to use a landowner's property in some way. Also see Easement.

Riparian

Transitional areas between upland and aquatic ecosystems, bordering streams, lakes, rivers, and other watercourses. These areas have high water tables and support plants requiring saturated soils during all or part of the year. Riparian areas usually have soil, biological and other physical characteristics that reflect the influence of water and hydrological processes.

S

Setback

The distance between a property line and part of a site, governed through the Land Use Bylaw.

Shall

An interpretive clause that directs that the policies stated must be followed.

Should

A directive term that indicates a preferred outcome or course of action but one that is not mandatory.

Statutory Plan

A plan identified as statutory under the authority of the Municipal Government Act being: an Intermunicipal Development Plan, a Municipal Development Plan, Area Structure Plans, and Area Redevelopment Plans.

Stormwater Management Facility (SWMF)

An area which gathers rainfall and surface water runoff to help reduce the possibility of flooding and property damage, slowing and filtering storm water runoff.

Subdivision

The creation or separation of new titled parcels of land from an existing parcel of land.

Swamp

a wetland ecosystem characterized by mineral soils with poor drainage and by plant life dominated by trees

T

Town

Refers to the Town of Calmar

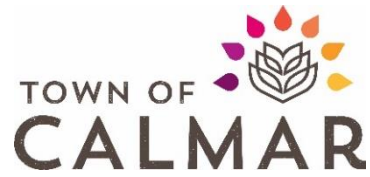


W

Will

An interpretive clause that directs that the policies stated must be followed.





Intermunicipal Development Plan

Leduc County and the Town of Calmar

2023





Leduc County and Town of Calmar Intermunicipal Development Plan

Originally Adopted: 2019
Updated: 2023

Prepared for:

Leduc County and the Town of
Calmar

Prepared by:

Stantec Consulting Ltd.

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ACRONYMS

(Referenced within the document)

AEP - Alberta Environment and Parks	ISC – Intermunicipal Steering Committee
AER - Alberta Energy Regulator	IDPC - Intermunicipal Development Plan Committee
AOPA - Agricultural Operations Practices Act	LUB - Land Use Bylaw
ASP - Area Structure Plan	LUF - Land Use Framework
CFO - Confined Feeding Operations	MDP - Municipal Development Plan
ER - Environmental Reserve	MGA - Municipal Government Act
ERE - Environmental Reserve Easement	
ESA - Environmentally Significant Areas	MR - Municipal Reserve
ICF - Intermunicipal Collaboration Framework	NRCB - Natural Resources Conservation Board
IDP - Intermunicipal Development Plan	PLA - Public Lands Act.

INTRODUCTION

1.0 INTRODUCTION

1.1 HISTORY

Town of Calmar

Located 11.2 km west of the City of Leduc on Highway 39, the Town Calmar has a rich history. Initially settled by Swedish settlers in the 1890s the local post office was named “Kalmar” (now Calmar) after settler Carl John Blomquist’s Swedish home. The Swedes were followed by Ukrainian, German and other European and American settlers who were all attracted to the favourable agricultural soils in the area. The extension of the Lacombe – Leduc Railway through the community contributed to the growth of the Town which serves as a local service centre for the surrounding area ¹. The 2016 Federal Census Profile Table identified Calmar’s population to be 2,228. The 2021 Federal Census Table indicates the population is 2,183.

Leduc County

Located south of the City of Edmonton, Leduc County has always been an important transportation and distribution hub. Agriculture has always been important to Leduc County’s success having some of the best agricultural soils in the province. This attracted homesteaders from Europe to locate in the region at the turn of the 20th century. Since 1947 and the discovery of oil at Leduc No. 1, oil and gas development has been a significant economic driver within the County and has supported the development of significant oil and gas servicing and industrial businesses. The County is also home to the Edmonton International Airport and strategic road and rail transportation corridors. The County was home to 13,780 people according to the 2016 Federal Census Profile Table. The County is now home to 14,416 people according to the 2021 Federal Census Profile Table.

1.2 PURPOSE OF PLAN

This Intermunicipal Development Plan (IDP) is a cooperative planning initiative between the Town of Calmar (Town) and Leduc County (County) that will ensure that land use decisions within the IDP plan area are thoughtfully considered and support the long-term interests of both municipalities. The IDP also provides land use and development certainty for land owners within the IDP Boundary (refer to **Map 1 – IDP Boundary**).

This IDP provides high level policy direction that ensures development and growth are undertaken in a sustainable and responsible manner for the lands adjacent to the boundary of the Town within the County. This plan will provide the Town and the County with a comprehensive, mutually beneficial land use plan for long term growth and development while reducing the potential for conflict between the two municipalities. Growth projections that informed the 2019 IDP identified that there is enough land within the Town boundaries for all growth projected until 2038. However, development within the IDP Boundary must ensure that any

¹ County of Leduc No.25, 1991, *Leduc County History Book*

INTRODUCTION

long-term future expansion of the Town into this area, is not compromised by incompatible development decisions approved in the meantime.

Future Growth Requirements

To determine the future land use needs of the Town, population growth and subsequent land use consumption calculations for residential, commercial, and industrial lands were undertaken. The Town and County agreed to a future growth rate of 2.75% for the Town based upon historic Statistics Canada census data. Based upon this growth rate the population forecast for the Town would be 4,047 by 2038, which is the timeframe of this IDP.

At the time that this IDP was prepared, the Town had the following lands either zoned and undeveloped or designated as urban reserve:

Gross Available Land Within Existing Town Boundaries 2018

Residential = 91 gross ha (225 ac)

Commercial = 6 gross ha (15 ac)

Industrial = 63 gross ha (156 ac)

Urban Reserve = 103 gross ha (255 ac)

Total = **263 gross ha** (650 ac) of zoned but undeveloped or urban reserve lands.

As a result of this high level growth analysis it was anticipated that approximately 80 ha of gross land within the Town's boundaries would be required for future development until 2038. This would mean that beyond 2038 the Town would have approximately 183 ha of gross land available for future development. For the purposes of this Plan it was therefore determined in 2019 that the Town has sufficient land within its current boundaries to support anticipated growth for the next 20 years.

Since the IDP was adopted, the Town has been working with owners and the Province of Alberta to better define the impact of the abandoned wells and potential soil contamination. More work is needed to have a better understanding of the impacts. . If technical evaluations from qualified experts demonstrate that there is a need to revisit future growth requirements, the provisions within this Plan will allow for amendments to this IDP.

1.3 LEGISLATIVE AUTHORITY

This IDP has been prepared under the legislative authority prescribed in Section 631 of the Municipal Government Act (MGA) (as amended). The MGA requires that municipalities which share a common boundary that are not members of a growth management board must, by each passing a Bylaw, adopt an IDP to include those areas of land lying within the boundaries of the municipalities as they consider necessary. The content of an IDP is detailed as follows:

Section 631 of the MGA states that an IDP:

- a) Must address:
 - i. the future land use within the area,
 - ii. the manner of and the proposals for future development in the area,

INTRODUCTION

- iii. the provision of transportation systems for the area either generally or specifically,
 - iv. the co-ordination of intermunicipal programs relating to the physical, social, and economic development of the area,
 - v. environmental matters within the area, either generally or specifically, and
 - vi. any other matter relating to the physical, social, or economic development of the area that the councils consider necessary.
- b) Must include:
- i. a procedure to be used to resolve or attempt to resolve any conflict between the municipalities that have adopted the plan,
 - ii. a procedure to be used, by one or more municipalities, to amend or repeal the plan, and
 - iii. provisions relating to the administration of the plan.

1.4 INTERMUNICIPAL COLLABORATION FRAMEWORK COMPLIANCE

The MGA Section 708.28(1) requires that municipalities that have common boundaries must create an Intermunicipal Collaboration Framework (ICF) with each other unless they are members of the same growth management board. Section 708.29 details the content requirements of an ICF.

1.5 ROLE OF THE IDP AND THE HIERARCHY OF PLANNING DOCUMENTS

All municipal planning documents must comply with the requirements and regulations detailed in the MGA. The MGA also stipulates the requirements and authority of the hierarchy of planning documents that guide municipal planning and development in Alberta (refer to **Figure 1 - Hierarchy of Land Use Plans**). These documents provide a framework for land use and development decisions for all municipalities within the province.

The IDP, being prepared cooperatively and adopted by Bylaw by each of the participating municipalities, is a high level statutory land use planning document. Municipal Development Plans (MDPs) and Area Structure Plans (ASPs) provide more detailed and specific policy guidance for decisions on land use and development within their respective municipality. This IDP provides high level policy direction but defers to the more detailed statutory plans and policies where those exist. The IDP incorporates policies for coordinating development adjacent to the boundaries between the two municipalities.

The IDP, MDP, and ASPs must be consistent with one another, and all must be consistent with the corresponding Regional Plan. The policy direction outlined in these statutory plans informs the regulations and rules regarding appropriate land uses, and subdivision and development

INTRODUCTION

criteria detailed in the Land Use Bylaw (LUB) of each municipality. As well as non-statutory plans such as Outline Plans, Conceptual Schemes, Master Plans, and guidelines.

A fundamental component of this IDP is the establishment of development referral and communication protocols to ensure that land use decisions undertaken by either municipality are consistent with the agreed upon policy direction of this IDP for lands within the identified IDP boundary.

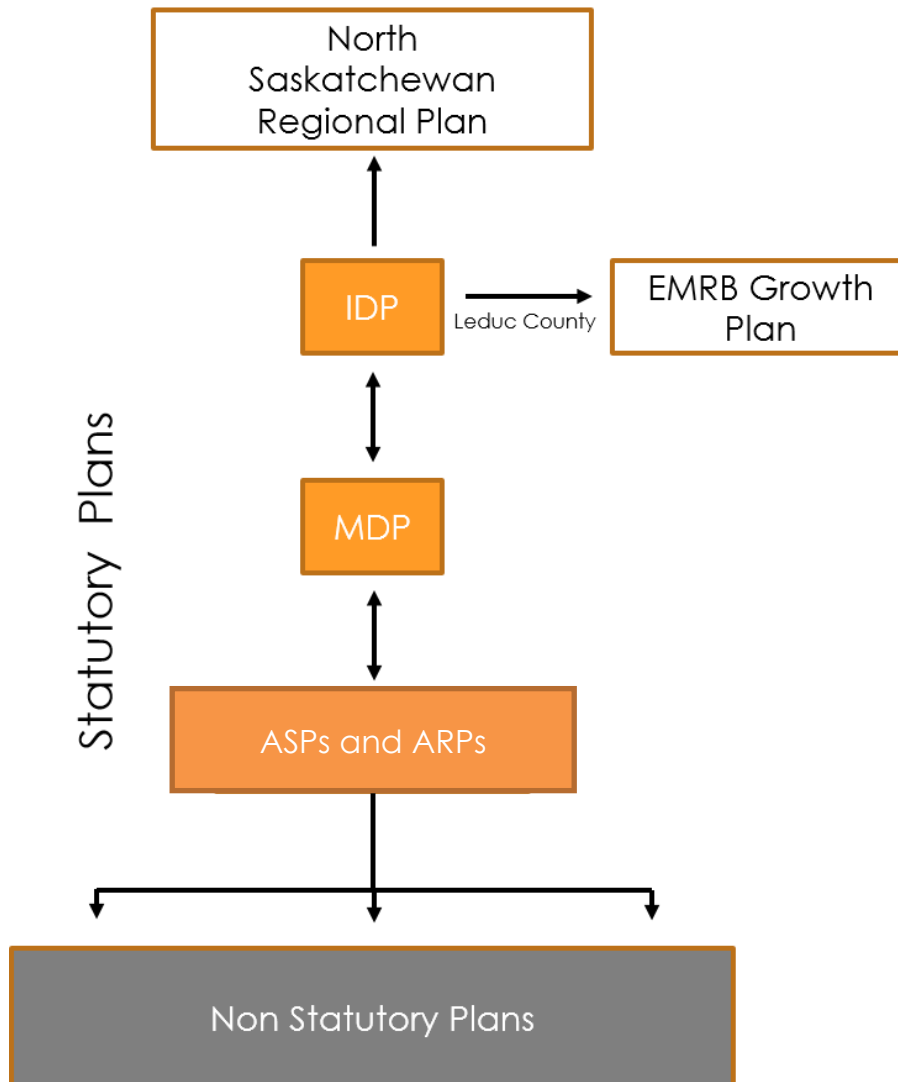


Figure 1 - Hierarchy of Land Use Plans

PLANNING PROCESS

2.0 PLANNING PROCESS

Members from both Town of Calmar and Leduc County Councils and administrations collaboratively oversaw the development of the IDP.

2.1 INTERMUNICIPAL STEERING COMMITTEE

The Intermunicipal Steering Committee (ISC) was comprised of elected officials from each municipality, supported by administrative staff.

The ISC reviewed the progress of the IDP's preparation and ensured there was agreement on how development within the IDP Boundary should be managed. This was done to ensure development would not cause conflict with adjacent uses. The ISC provided guidance and direction as well as valuable insight into the development of the IDP. In the 2023 update, the Intermunicipal Steering Committee played a similar role.

2.2 PUBLIC INVOLVEMENT

The IDP planning process included consultation and engagement opportunities with the community at large. Public support for the IDP is essential to its long-term success.

Engagement Event # 1: Introduce the ICF and Identify Opportunities/Constraints – September 25, 2018

Approximately 53 people attended the public open house which was held September 25, 2018 at the Town of Calmar Program Centre (Community Hall). The purpose of the meeting was to introduce the project and get public feedback on the development constraints and opportunities that were identified, as well as identify any issues or concerns relating to the development of the IDP.

Engagement Event #2: Presenting the Draft Plan – March 12, 2019

This Open House gave participants an opportunity to review and comment on the Draft IDP policies. 25 people signed into the meeting at the Town of Calmar Program Centre.

2023 Update:

The update to the IDP in 2023 is largely housekeeping in nature and therefore consultation was less extensive.

PLANNING PROCESS

Statutory Public Hearing:

As required by the MGA, a Statutory Public Hearing must be held prior to 3rd reading of the bylaw to amend or adopt the IDP by both municipal councils. The Public Hearing provides stakeholders and the public the opportunity to comment on the adoption of or amendment to the IDP prior to the vote by the municipal councils to adopt the bylaw.

2.3 BASIS OF THE PLAN

This IDP represents an agreement between the County and the Town that the planning of the area around the Town within the identified IDP Boundary must be coordinated. The coordination is necessitated by:

1. Town growth, to ensure compatibility of future uses of adjacent lands in the County.
2. Physical features and constraints, which will affect development within both municipalities and which require a common approach to ensure continuity or compatibility.
3. The need to avoid conflicts between existing and future land uses and to ensure efficiency and logical development of roads and municipal utility systems.
4. The protection of agricultural land from premature fragmentation and incompatible development.

2.4 PLAN BOUNDARY

The area influenced by this IDP is shown on **Map 1 - IDP Boundary**.

2.5 IDP PRINCIPLES

The IDP was prepared acknowledging the following principles:

1. Maintain positive and mutually beneficial relationship between municipalities.
2. Reduce potential conflicts and encourage dialogue to understand the needs, desires, and aspirations of both municipalities.
3. Support mutually beneficial coordination and delivery of infrastructure and services that provide economic development and growth for the two municipalities.
4. Confirm and support the continued future growth of the Town.
5. Promote and safeguard rural land uses and agriculture by maintaining areas for their continued use.

2.6 IDP OBJECTIVES

The objectives of the IDP are to:

1. Accommodate urban growth and rural development within the IDP Boundary in a manner which is mutually acceptable, orderly, and efficient.
2. Coordinate intermunicipal service provision where appropriate.
3. Provide development opportunities that would attract investment and create employment of benefit to both municipalities.

CONSTRAINTS

4. Protect the natural environment and ensure that its resources are used in a sensitive manner.
5. Respect required development setbacks from pipelines and well sites.
6. Affirm a mutual consultative approach with respect to implementation and administration of the IDP.

2.7 INTERPRETATION

The IDP policies contain “shall”, “must”, “will”, “should” and “may” statements.

- **“Shall”, “must”, “will”** mean, within the context of policy, the action is mandatory and must be followed.
- **“Should”** means, within the context of policy, a directive term that indicates a preferred outcome or course of action but one that is not mandatory.
- **“May”** policies indicate that the approving authority determines the level of compliance that is required.
- This document is structured so that the policies are numbered and reflect the sections they relate to. Policy must be implemented as directed. Only an amendment to the IDP as outlined in **Section 5.5** can change the interpretation of a policy from “shall” to “should” or “may”. The interpretive clauses within explanatory statements have the same intent as those stated in policies.
- Maps within this IDP are conceptual and should not be used to determine precise locations or boundaries. Additional studies and surveys will be required to do so.

3.0 CONSTRAINTS

When looking at the potential growth areas for IDP area, there are several development constraints that must be considered:

- While highways provide important transportation corridors, they present connectivity and development challenges.
- Oil and gas facilities, pipelines and power and communication rights-of-way must feature in development considerations.
- There might also be limitations to development resulting from industrial contamination.
- Natural areas and wetlands can limit development.
- Existing uses may have setbacks that have been grandfathered but would not currently be considered appropriate proximate to an urban area or other uses.
- Uses which emit smoke, odour, noise, or light pollution may be considered incompatible adjacent to an urban area.
- Highly productive agricultural lands must be protected from premature development and fragmentation.

Where there are challenges, there are also opportunities. The following subsections outline the natural and man-made constraints which influence and impact where development can occur. Many of the natural constraints are identified on **Map 2 –**

CONSTRAINTS

Environmental Features and Constraints and man-made constraints are identified on **Map 3 - Existing Wells, Pipelines, and Facilities**.

3.1 WATERBODIES AND WETLANDS

Conjuring Creek, and its unnamed tributaries, in the west portion of the IDP area are within the Strawberry Subwatershed² and the North Saskatchewan River Basin³. Conjuring Creek is a Class C waterbody with a restricted activity period of April 16th to June 30th⁴. The Integrated Watershed Management Plan for the North Saskatchewan River in Alberta provides long-term management strategies for water resources in the area.

There are fens and marshes scattered throughout the IDP area classified as D-value wetlands⁵. There is small open waterbody in the northwest portion⁶ (**Map 2 – Environmental Features and Constraints**).

3.2 ENVIRONMENTALLY SIGNIFICANT AREAS

Environmentally Significant Areas (ESAs) may contain rare or unique elements that may require special management consideration due to their conservation needs. Provincially designated ESA scores have been assigned to each quarter section and locally designated ESAs have been assigned to specific ecological features based on 4 criteria: areas with focal species, species groups or their habitats; areas with rare, unique or focal habitat or geology; areas with ecological integrity; and areas that contribute to water quality and quantity. There are no provincially designated ESAs within the IDP area⁷, however, locally designated Conjuring Creek Area ESAs 58, 63 and 64 occur in the west portion of the IDP area⁸ see **Map 2 – Environmental Features and Constraints**. These ESAs generally occur around Conjuring Creek and its unnamed tributaries.

² Alberta Environment and Parks. Hydrologic Unit Code 8 Name and Number Label (ID: 2) (Geospatial data). Accessed September 2018 at: <http://aep.alberta.ca/forms-maps-services/maps/resource-data-product-catalogue/hydrological.aspx>.

³ Alberta Environment and Parks. 2015. Hydrological Unit Code – Watersheds of Alberta Index Map. Accessed September 2018 at: <http://aep.alberta.ca/forms-maps-services/maps/resource-data-product-catalogue/hydrological.aspx>.

⁴ Alberta Environment and Parks (AEP). 2006. Code of Practice: Red Deer Area Management Map. Accessed September 2018 at: <http://aep.alberta.ca/water/legislation-guidelines/codes-of-practice-pipelines-telecommunications-lines-crossing-a-water-body-water-course-crossings.aspx>.

⁵ Alberta Environment and Parks. 2015. *Alberta Wetland Rapid Evaluation Tool - Estimate of Relative Wetland Value By Section*. Accessed September 2018 at: <http://aep.alberta.ca/forms-maps-services/maps/resource-data-product-catalogue/biophysical.aspx>.

⁶ Alberta Environment and Parks. 2016. Alberta Merged Wetland Inventory. Accessed September 2018 at: <http://aep.alberta.ca/forms-maps-services/maps/resource-data-product-catalogue/biophysical.aspx>.

⁷ Fiera Biological Consulting Ltd. (Fiera). 2014. Environmentally Significant Areas in Alberta: 2014 Update. Accessed September 2018 at: <https://www.albertaparks.ca/media/5425575/2014-esa-final-report-april-2014.pdf>.

⁸ Fiera Biological Consulting Ltd. 2015. Leduc County Environmentally Significant Areas Study. Prepared for Leduc County (Report # 1358).

POLICIES

3.3 HISTORICAL RESOURCES

Historical resources are defined and protected under the *Historical Resources Act*. The Listing of Historic Resources⁹ does not list any previously recorded historical resources within the IDP area. However, the listing is updated twice per year and future development plans should be submitted to Alberta Culture and Tourism for approval prior to construction. (**Map 2 – Environmental Features and Constraints**).

3.4 PIPELINES WELL SITES AND FACILITIES

Oil and gas activities adjacent and/or within the IDP Boundary include existing and former oil and gas well sites, associated facilities, and pipelines depicted **Map 3 – Existing Wells, Pipelines and Facilities**.

4.0 POLICIES

The IDP provides for high-level policy direction and sound land use planning. The IDP will ensure that required buffers from sensitive areas, oil and gas facilities, and sewage lagoons areas are maintained. The IDP provides a mechanism for the County and the Town to work collaboratively and cooperatively on areas of mutual interest, important to both municipalities within the IDP Boundary.

4.1 GENERAL POLICIES

- 4.1.1 Future development shall be planned in accordance with the land uses illustrated on **Map 4 – Land Use Concept**.
- 4.1.1 Both municipalities shall provide a variety of development and economic opportunities within their jurisdictions which maintain the character of their respective communities.
- 4.1.2 Leduc County and the Town of Calmar must ensure that all natural resource extraction activities comply with the regulations respecting sour gas, and legislated setbacks from oil and gas facilities and pipelines.
- 4.1.3 Leduc County and the Town of Calmar must ensure developments will comply with the requirements of the Alberta Environment Wetland Policies and the Public Lands Act (PLA).
- 4.1.4 Future development shall be referred to the Alberta Energy Regulator (AER) where required by provincial legislation to mitigate any potential adverse impacts of the oil and gas industry on public safety.

⁹ Alberta Culture and Tourism. 2016. Listing of Historic Resources. Accessed September 2018 at: <https://www.alberta.ca/historic-resource-impact-assessment.aspx/>.

POLICIES

- 4.1.5 Essential public uses and private utility services shall be allowed throughout the IDP Boundary to provide the desired level of service to the IDP area. The preparation of an ASP or concept plan is not required for essential public uses and private utility services.

4.2 EXISTING USES

The adoption of the Leduc County - Town of Calmar IDP does not change the current Land Use Bylaw designation (zoning) of the lands within the IDP Boundary.

- 4.2.1 Plan area landowners within Leduc County shall continue to use their lands as currently designated and approved by the Leduc County Land Use Bylaw.
- 4.2.2 Plan area landowners within the Town of Calmar shall continue to use their lands as currently designated and approved by the Town of Calmar Land Use Bylaw.

4.3 LAND USE POLICIES

Map 4 – Land Use Concept, will act as a guide for determining future land use patterns within the IDP Boundary. An important consideration is to ensure that any future development within the IDP Boundary does not constrain or conflict with the future growth needs of the Town of Calmar and that agricultural uses and activities are safeguarded from premature development. Conversion of agricultural land to non-agricultural uses must be considered carefully to assess the benefit of the proposed use in relation to the loss of agricultural land.

- 4.3.1 Development and subdivision on County lands located within the IDP Boundary shall only be considered if consistent with the land use districts identified on Map 4 – Land Use Concept and the associated regulations with the Leduc County Land Use Bylaw. No other uses will be considered.
- 4.3.2 All discretionary use applications within the IDP Boundary must be referred to the Town of Calmar and all discretionary use applications adjacent to Leduc County within the Town must be referred to Leduc County for comment.
- 4.3.3 Premature development of existing agricultural land within either municipality should be avoided and such land should continue to be used for agricultural purposes until such time as it can be demonstrated that the land is needed for other purposes.
- 4.3.4 In making decisions on development issues within the IDP Boundary, both municipalities shall:
- a) respect the right of agricultural operators to pursue normal activities associated with extensive agriculture without interference or restriction based on their impact on adjacent uses.
 - b) consider the long-term impact that development may have on future urban annexation and development.
- 4.3.5 The development of new Confined Feeding Operations (CFOs) within 1.6 kilometres (1 mile), of the boundary of the Town of

POLICIES

Calmar will not be supported by the County to the Natural Resources Conservation Board (NRCB) under the *Agricultural Operations Practices Act* (AOPA).

4.4 ENVIRONMENT

The lands within the IDP Boundary contain many important environmental features, wetlands and drainage courses in addition to essential wildlife, bird and fish habitat. As the region grows, preserving environmental qualities, and enhancing opportunities for outdoor recreation and nature appreciation should be considered important for maintaining and enhancing a high quality of life for area residents.

- 4.4.1 Both the County and the Town will jointly collaborate to support development of recreation facilities, trails and sites of mutual benefit to both municipalities within the IDP Boundary.
- 4.4.2 Where development is proposed near natural features, the approving municipality, at their sole discretion, shall require an environmental assessment to be conducted by a qualified professional to determine how the features can be preserved and incorporated as part of the development, ensuring that any development impacts are mitigated.
- 4.4.3 No incompatible development shall be permitted on unstable slopes or within areas that may be prone to flooding, and adjacent to wetlands and other water bodies. Development setbacks will be in accordance with Environmental and Municipal Reserve requirements of the governing municipality.
- 4.4.4 The approving authority of the governing municipality may require the development proponent to supply recommendations, prepared by a qualified professional, regarding establishment of appropriate development setbacks and/or other required mitigation measures.
- 4.4.5 As a condition of subdivision approval, Environmental Reserve, or an Environmental Reserve Easement, from the high water mark of waterbodies and/or the top of bank of watercourses to the lot line shall be in accordance with the requirements of the governing municipality.
- 4.4.6 Notwithstanding Policy 4.4.5, the Subdivision Authority may require a greater setback based on the recommendations of a geotechnical study undertaken by a qualified professional.

4.5 ECONOMIC DEVELOPMENT AND TOURISM

Both the County and the Town recognize the importance of working together to attract more residents and to diversify the economy in order to increase employment and business opportunities in the region. Coordinated efforts by both municipalities should continue to be undertaken to promote and highlight the region's agricultural, tourism and recreational strengths, historical and cultural assets and local business successes.

POLICIES

- 4.5.1 Collaboration between the two municipalities should be supported and encouraged through joint marketing and business development/attraction initiatives.
- 4.5.2 The two municipalities will collaborate to explore areas of mutual interest where joint economic agreements may be considered if such development is determined to be of mutual benefit to both municipalities.

4.6 UTILITY SERVICING

It is acknowledged by both the Town and the County that development and upgrading of major servicing infrastructure in one municipality may have implications on services in the other.

- 4.6.1 Notice of major servicing infrastructure proposed by one municipality shall be provided to the other municipality, to allow for collaboration and coordinated planning.
- 4.6.2 Lands required for future utility rights-of way which have been identified through the mutual agreement of the Town and the County or in subsequent studies shall be protected as subdivision and development occurs.
- 4.6.3 The extension of the Town's municipal sanitary sewer and water services into the County should be considered by the Town and the County where logical extension of the services is practical.
- 4.6.4 When the Town's municipal services are extended into the County, benefiting developments shall be required to pay development levies or equivalent contributions toward the cost of these extensions so that the cost of these extensions does not directly impact existing residents of the Town or the County.
- 4.6.5 Best practices for storm water management shall be employed for all development in the IDP Boundary. Storm water run off release rates from developments shall be managed in accordance with Alberta Environment and Parks requirements.
- 4.6.6 The County and the Town, whichever has jurisdiction, shall endeavor to protect drainage courses, man-made and natural, critical to the overall management of stormwater within the IDP Boundary.

4.7 ROADS AND TRANSPORTATION

Both the County and the Town acknowledge that development in one municipality may have implications on road infrastructure and requirements for road upgrading in the other municipality.

- 4.7.1 Notice of any major transportation infrastructure proposed by one municipality shall be provided to the other municipality to allow for collaboration and coordinated planning where both municipalities may be impacted.
- 4.7.2 Where it is determined that development in one municipality has an undue impact on the transportation network in the other municipality, the municipalities should work

IMPLEMENTATION/ADMINISTRATION

together to develop cost-sharing agreements to provide for shared upgrades to the transportation network.

- 4.7.3 As subdivision occurs, road right-of-way shall be protected and shall be as set out in the applicable Town or County design standards.
- 4.7.4 All development proposals adjacent to provincial highways must conform to Alberta Transportation policies and access management guidelines. Traffic Impact Assessments may be required as part of more detailed planning.

5.0 IMPLEMENTATION/ADMINISTRATION

5.1 APPROVING AUTHORITIES

- 5.1.1 In the hierarchy of statutory documents, the IDP shall take precedence over other municipal statutory plans, non-statutory plans, and documents within the boundary of the IDP area except where the IDP defers to the more detailed, adopted plan.
- 5.1.2 The Town shall be responsible for the administration and decisions on all statutory plans, non-statutory plans, land use bylaw redesignation and amendments thereto, and subdivision and development applications falling within the boundaries of the Town.
- 5.1.3 The County shall be responsible for the administration and decisions on all statutory plans, non-statutory plans, land use bylaw redesignation and amendments thereto, and subdivision and development applications falling within the boundaries of the County.

5.2 INTERMUNICIPAL DEVELOPMENT PLAN COMMITTEE (IDPC)

The Intermunicipal Development Plan Committee (IDPC) shall be established for the purposes of the implementation and on-going review and monitoring of this IDP and to consider disputes raised under Section 5.4.

- 5.2.1 The IDPC shall:
 - a) Be comprised of an equal number of members from each municipal Council up to a maximum of 3 from each municipality.
 - i. Convene a meeting when required to discuss/review applications which are subject to objections raised during the staff review process outlined in Section 5.4.
 - ii. Convene a meeting to discuss a relevant IDP issue at the request of either municipality.

5.3 REFERRALS

Map 5 - Referral Area, identifies the IDP referral area, reflecting where development in one municipality may impact the other municipality. Unless specific IDP policies are in place as

IMPLEMENTATION/ADMINISTRATION

identified in this document, development in the referral area shall be guided by the respective municipality's adopted statutory plans (MDPs and ASPs) and their Land Use Bylaw.

Each municipality is required to notify and refer applications to the other regarding matters that are described below. The Notification Area includes all lands located within the Town and all County lands within the IDP Boundary.

5.3.1 Within the IDP referral Boundary identified on **Map 5 – Referral Area**, the two municipalities shall refer the following:

- a) Municipal Development Plans, Area Structure Plans, and amendments thereto
- b) Non-statutory Plans (i.e. outline plans), and amendments thereto
- c) Applications for land use redesignation and subdivision
- d) Development Permit applications for:
 - i. Discretionary uses listed under the Leduc County Agricultural - AG Land Use Bylaw district
 - ii. Discretionary uses listed under the relevant Town of Calmar Land Use Bylaw district that are located adjacent to Leduc County
 - iii. Natural resource extraction
 - iv.
 - v. Landfills

5.3.2 Notwithstanding 5.3.1 above, any development that creates off-site impacts that may affect the adjacent municipality should be referred to the adjacent municipality.

5.3.3 Subject to written intermunicipal agreement, items may be added to or deleted from the referral list without the need for an amendment to this IDP.

5.3.4 The referral period for 5.3.1 a, b, and c shall be 21 consecutive days. The referral period for 5.3.1 d shall be 14 consecutive days. For any referral made above, if no response to the referral is received within the referral period, it will be assumed that there are no objections to the proposal.

5.4 DISPUTE RESOLUTION MECHANISM

The Town and the County agree that it is important to avoid any dispute by ensuring that the principles, objectives, and policies of the IDP are followed. If there are any disagreements as to the interpretation and application of the policies of this IDP, the municipalities shall seek the timely resolution of the disagreement in a manner which is respectful of each municipality's interests and concerns.

In the event that the dispute resolution process is initiated, the governing municipality shall not grant approval to the application or amendment in any way until the disagreement has been resolved or the Land and Property Rights Tribunal process has concluded.

The implementation of an intermunicipal dispute resolution mechanism is a requirement of all IDPs pursuant to the MGA. To satisfy this requirement and to ensure that the principles of fairness and due process are respected, a dispute or disagreement resolution process consisting of five stages has been established.

IMPLEMENTATION/ADMINISTRATION

If there is a disagreement regarding matters outlined in the IDP they shall be addressed and resolved at any of the stages of the dispute resolution process outlined as follows.

STAGE 1 – Municipal Administrative Communication

1. Upon written notice of dispute being received, Administration from the two municipalities shall meet and attempt to resolve the issue/concern. If no resolution can be agreed upon within 30 calendar days, the issue shall be advanced to the Chief Administrative Officers.

STAGE 2 – Chief Administrative Officer (CAO) Review

1. The CAOs from each municipality shall consider the issues and attempt to resolve the disagreement.
2. Should the CAOs be unable to resolve the disagreement within 30 calendar days, the matter shall be forwarded to the Intermunicipal Development Plan Committee.

STAGE 3 – Intermunicipal Development Plan Committee (IDPC) Review

1. If the disagreement is moved forward to the IDPC a meeting of the IDPC, consisting of an equal number of members from each municipal Council to a maximum of three from each, shall be set within 21 days from the time of referral from the CAO review.
2. After careful consideration of the facts and points of view, the IDPC may:
 - a) request additional information to assist in its deliberations;
 - b) if possible, agree on a consensus position of the IDPC in support of or in opposition to the proposal, to be presented to both municipal Councils; or
 - c) conclude that no consensus can be reached at the IDPC level.
3. The IDPC has 30 calendar days to reach a resolution, with the option to extend that time period by consensus agreement of the IDPC.
4. If agreed to, a facilitator may be employed to help the IDPC work toward a consensus position. If consensus cannot be reached a mediation process shall be employed as a means of resolving the matter.

STAGE 4 – Mediation Process

1. Prior to the initiation of the mediation process, the municipalities shall:
 - a) appoint an equal number of representatives to participate in the mediation process;
 - b) engage a mediator agreed to by the municipalities at equal cost to each municipality; and
 - c) approve a mediation process and schedule.

At the conclusion of the mediation process, the mediator will submit a report to both Councils for consideration. The mediator's report and recommendations are not binding on the municipalities and would be subject to the approval of both Councils.

If both Councils agree to the mediation report recommendation, then the applicant municipality would take the appropriate actions to address the disputed matter.

IMPLEMENTATION/ADMINISTRATION

STAGE 5 – Appeal to the Land and Property Rights Tribunal

1. In the event that mediation proves unsuccessful, the affected municipality may appeal the matter to the Land and Property Rights Tribunal for resolution in accordance with the Municipal Government Act. An appeal to the Land and Property Rights Tribunal is limited to those issues identified within the Municipal Government Act.

5.5 AMENDING THE IDP

- 5.5.1 Any proposed amendments to the IDP will be reviewed by the IDPC which will prepare a recommendation for presentation and approval by both municipal councils.
- 5.5.2 Any amendment to this IDP must receive support from both municipalities following the statutory public hearing(s) held per the requirements of the MGA. No amendment shall come into force until after both municipalities have given their IDP amendment bylaws third reading. Any disagreement by either municipality regarding the amendment would trigger the dispute resolution process outlined in Section 5.4.
- 5.5.3 Amendments can be initiated by either municipality or by applicants and landowners within the IDP Boundary. If applicant or landowner initiated, the amendment request shall be made to the municipality in which the subject land is located.

5.6 IDP REVIEW

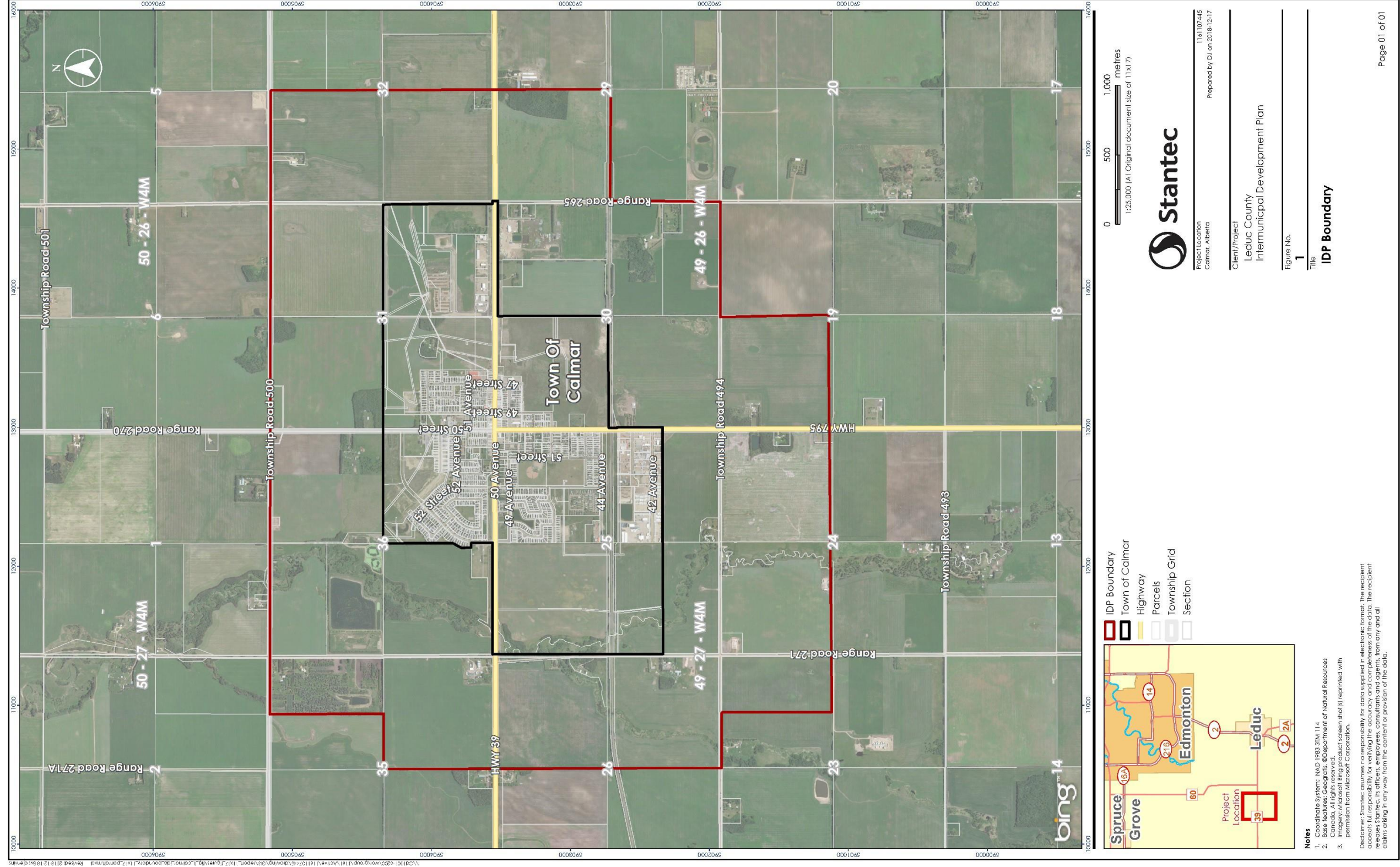
- 5.6.1 Regular review of the IDP should occur every 4 years to ensure that the principles and policies remain current, but may be reviewed sooner if requested by one of the municipalities in writing.
- 5.6.2 It is recommended that the corresponding ICF be reviewed at the same time during the same 4 year interval. The ICF may also be reviewed sooner if requested by one of the municipalities in writing.

5.7 ANNEXATION PROCESS

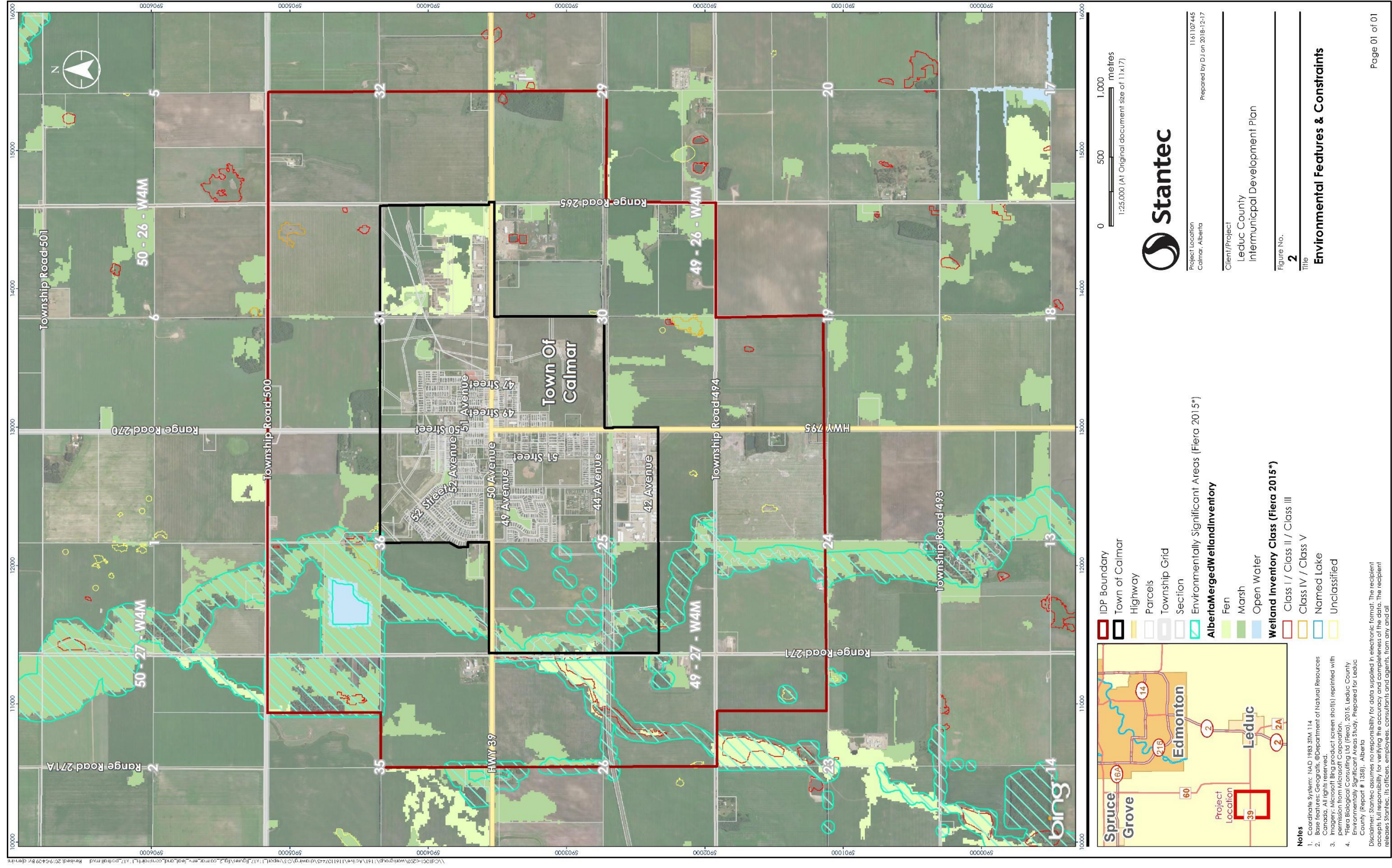
At the time of this IDP preparation it was determined that the Town of Calmar had sufficient gross land within its current boundaries to support anticipated growth for the next 20 years. (see Section 1.2). However, should circumstances change during the life of this IDP the Town may propose an annexation based on demonstrated need in consultation and in collaboration with Leduc County. The annexation request must comply with the requirements of the MGA and the process outlined by Land and Property Rights Tribunal.

6.0 MAPS

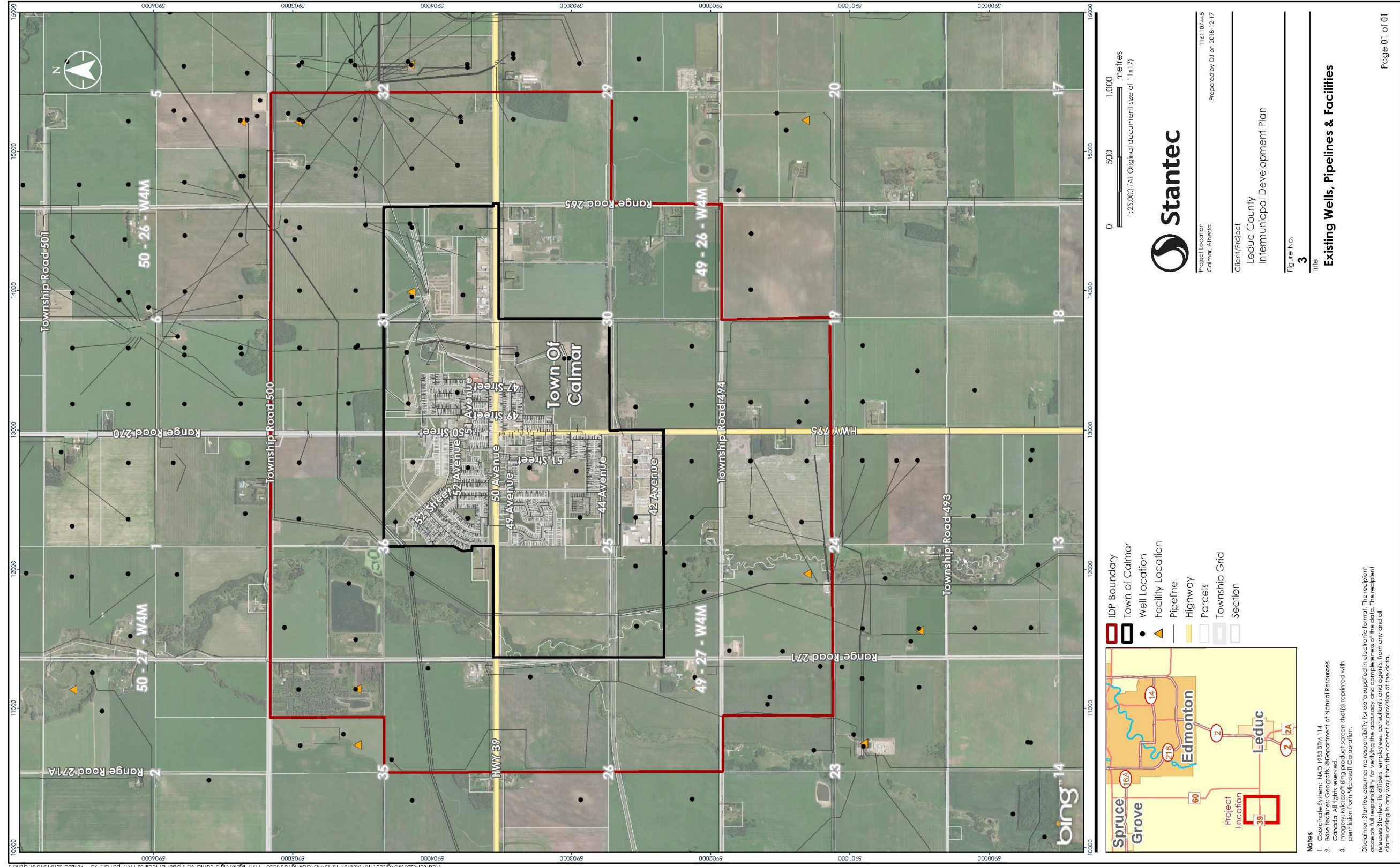
MAP 1 - IDP BOUNDARY



MAP 2 – ENVIRONMENTAL FEATURES AND CONSTRAINTS



MAP 3 - EXISTING WELLS, PIPELINES AND FACILITIES



Stantec

Project Location
Calmar, Alberta

Client/Project
Leduc County
Intermunicipal Development Plan

Prepared by DJ on 2018.12.17
1161107443

Figure No. **3**
Title
Existing Wells, Pipelines & Facilities

Notes

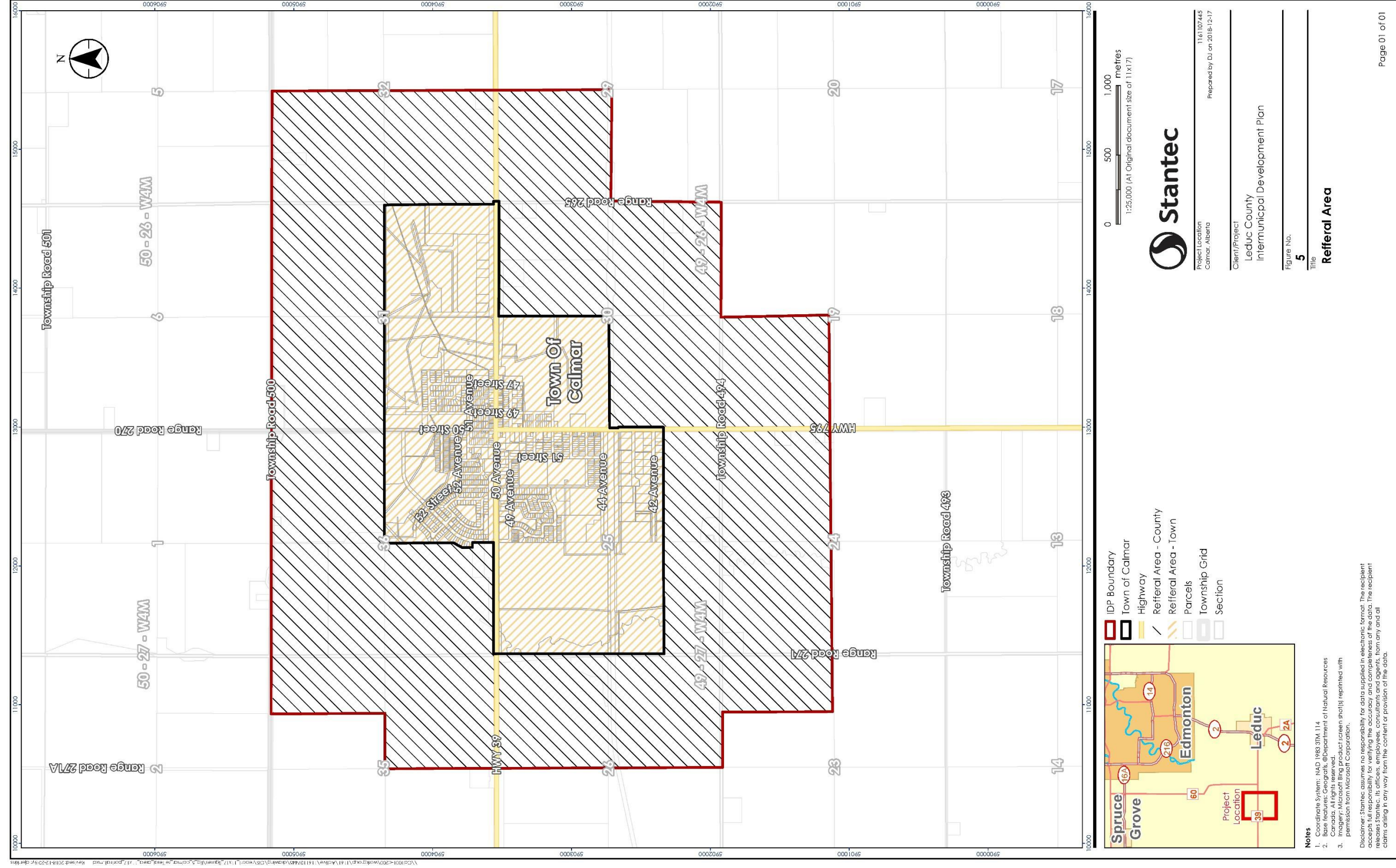
1. Coordinate System: NAD 1983 3TM 114
2. Base Imagery: GeoGraphics, ©Department of Natural Resources
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MAP 4 - LAND USE CONCEPT



MAP 5 – REFERRAL AREA



7.0 GLOSSARY

A

Alberta Environment and Parks (AEP)

Provincial ministry responsible for environmental policy.

Alberta Transportation (AT)

Provincial ministry responsible for all provincial highway policy.

Annexation

The process of transferring municipal jurisdiction over land from one municipality to another.

Area Structure Plan (ASP)

Statutory plan which provides long range land use planning for large areas of undeveloped land within the municipality. The plans identify major roadways, land uses, infrastructure requirements, parks, trails, and school sites. ASPs are approved and adopted by Council and must conform to the Intermunicipal Development Plan and Municipal Development Plan.

B

Bog

a type of wetland ecosystem characterized by wet, spongy, poorly drained peaty soil.

Buffer

An area (landscaped, natural, or a separate use) set aside or maintained to provide visual or physical, or auditory separation between lots, public roadway, and/or uses.

Bylaw

A law made by a local authority in accordance with the powers conferred by or delegated to it under the Municipal Government Act. Bylaws are enforceable through penalties, able to be challenged in court and must comply with higher levels of law.

C

Chief Administrative Officer (CAO)

A position within a municipality, established by bylaw, which is the administrative head of the municipality.

Confined Feeding Operations (CFO)

Fenced or enclosed land or buildings where livestock are confined for the purpose of growing, sustaining, finishing or breeding by means other than grazing and any other building or structure directly related to that purpose but does not include residences, livestock seasonal feeding and bedding sites, equestrian stables, auction markets, race tracks or exhibition grounds. CFOs require a permit regulated by the NRCB, in accordance with the Agricultural Operation Practices Act.

Conservation Reserve (CR)

A new type of reserve category, called Conservation Reserve (CR), has been created in the MGA to protect environmentally significant lands such as wildlife corridors, significant tree stands or other environmentally significant features a municipality may wish to conserve but that do not meet the definition of Environmental Reserve. The municipality must provide appropriate compensation for dedication of CR.

County

Refers to Leduc County.

D

Development Permit

A document that is issued under a land use bylaw and authorizes a development.

E

Easement

A privilege to pass over the land of another, whereby the holder of the easement acquires only a reasonable and usual enjoyment of the property and the owner of the land retains the benefits and privileges of ownership consistent with the easement.

Environmental Reserve (ER)

Land dedicated to a municipality during the subdivision process, where it is determined to be undevelopable due to environmental conditions, in accordance with Section 664 of the Municipal Government Act. This may include swamps, gullies, wetlands, ravines, flood-prone areas, or land adjacent to a watercourse or waterbody.

Environmental Reserve Easement (ERE)

Where land is determined to be undevelopable due to environmental conditions, in accordance with Section 664 of the Municipal Government Act, but where circumstances dictate that instead of dedicating and transferring the land to the municipality, an environmental reserve easement is registered on the land title preventing development and destruction of these lands.

Extensive Agriculture

Refers to those agricultural operations producing crops or livestock which require large tracts of land.

F

Fen

A type of wetland ecosystem characterized by peaty soil, dominated by grasslike plants, grasses, sedges, and reeds. Fens are alkaline rather than acid areas, receiving water mostly from surface and groundwater sources.

G

Gross

Consisting of an overall total area of land exclusive of deductions resulting from any development constraints, or lands needed for roads, rights-of-way, Municipal or Environment Reserves, etc.

I

Incompatible Development

Uses that by their permanency (once built cannot be easily removed or redeveloped) or would unduly impact on existing or future development (noise, dust, smell, traffic, etc.).

Intermunicipal Collaboration Framework

A requirement under Section 708.28 of the MGA that must be undertaken by all Municipalities in Alberta.

Intermunicipal Development Plan Committee (IDPC)

The Intermunicipal Development Plan Committee comprised of an equal number of members to a maximum of 3 from each municipal Council, in addition to the Chief Administrative Officers (CAO) from each municipality, supported by administrative staff who administer the IDP.

L

Land Use

The various ways in which land may be used or occupied. Typically, these are broadly categorized as residential, commercial, industrial, institutional, agricultural, etc.

Land Use Bylaw (LUB)

A planning document (approved by bylaw) that divides the municipality into Land Use Districts (Zones) and establishes procedures for processing and deciding upon applications for development. It sets out rules which affect how each parcel of land in the municipality may be used and developed. It also includes a zoning map.

Land and Property Rights Tribunal

An independent and impartial quasi-judicial board established under the Land and Property Rights Tribunal Act in 2021 to make decisions about land use planning and assessment matters. The Land and Property Rights Tribunal considers applications which relate to annexation of lands, subdivision appeals which are adjacent to water, highways, landfills, waste treatment or storage sites, and intermunicipal or linear (e.g., pipelines, wells, etc.) disputes.

Land Use District/Zone

Regulations for development for an area of land, as set out in the Land Use Bylaw.

M

Marsh

a type of wetland ecosystem characterized by poorly drained mineral soils and by plant life dominated by grasses.

Municipal Development Plan (MDP)

Statutory plan adopted by a Municipal Council, under the authority of Section 632 of the Municipal Government Act. The plan outlines the direction and scope of future development, the provision of required transportation systems and municipal services, the coordination of municipal services and programs, environmental matters, and economic development.

Municipal Government Act (MGA)

Provincial legislation that outlines the power and obligations of a municipality.

Municipal Reserve, Municipal and School Reserve, and School Reserve (MR, MSR, SR)

Lands to be owned by a municipality and/or school authority to provide for park, recreation, or school authority purposes. Such lands are generally obtained at the time of subdivision, where the applicant is required to provide up to 10% of the developable area as reserve lands or cash in lieu, as determined by the municipality.

Must

An interpretive clause that directs that the policies stated have to be followed.

N

Natural Resources Conservation Board (NRCB)

A body within Alberta that reviews proposed major natural resource projects and regulates confined feeding operations in the province.

Non-Statutory Plans

Are land use planning documents that do not fall under the definition of Statutory Plans under the authority of the Municipal Government Act. These may include the Land Use Bylaw, Outline Plans, Conceptual Schemes, Master Plans, guidelines, and policy statements.

O

Off-Site Levy

A development levy that a Council may impose by bylaw in accordance with the Municipal Government Act, to be used to pay for identified offsite infrastructure capital costs by those who gain a direct or indirect benefit of that infrastructure. This helps to ensure that new growth helps pay for new infrastructure required for that growth.

P

Policy

A specific statement or plan to achieve an objective, which when part of a statutory plan, provide direction and instruction for a proposal.

Public Hearing

As part of a bylaw amendment, the public shall be notified of an opportunity to submit

representation (written or oral) to be heard by Council, at a specified date and time, per the Municipal Government Act's notification requirements.

R

Rights-of-Way (ROW)

Agreement that confers to an individual, company or municipality the right to use a landowner's property in some way. Also see Easement.

Riparian

Transitional areas between upland and aquatic ecosystems, bordering streams, lakes, rivers, and other watercourses. These areas have high water tables and support plants requiring saturated soils during all or part of the year. Riparian areas usually have soil, biological and other physical characteristics that reflect the influence of water and hydrological processes.

S

Setback

The distance between a property line and part of a site, governed through the Land Use Bylaw.

Shall

An interpretive clause that directs that the policies stated must be followed.

Should

A directive term that indicates a preferred outcome or course of action but one that is not mandatory.

Statutory Plan

A plan identified as statutory under the authority of the Municipal Government Act being: an Intermunicipal Development Plan, a Municipal Development Plan, Area Structure Plans, and Area Redevelopment Plans.

Stormwater Management Facility (SWMF)

An area which gathers rainfall and surface water runoff to help reduce the possibility of flooding and property damage, slowing and filtering storm water runoff.

Subdivision

The creation or separation of new titled parcels of land from an existing parcel of land.

Swamp

a wetland ecosystem characterized by mineral soils with poor drainage and by plant life dominated by trees

T

Town

Refers to the Town of Calmar

W

Will

An interpretive clause that directs that the policies stated must be followed.

Town of Calmar

Request for Decision (RFD)

Meeting:	Regular Council Meeting
Meeting Date:	May 1, 2023
Originated By:	CAO Losier
Title:	Bylaw 2023-19 to rescind the Intermunicipal Collaboration Framework
Approved By:	CAO Losier
Agenda Item Number:	7 D

BACKGROUND/PROPOSAL:

In 2019, Leduc County and the Town of Calmar developed and approved the Intermunicipal Collaboration Framework (ICF). The purpose of the ICF is to provide for the integrated and strategic planning, delivery, and funding of intermunicipal services. Having an ICF is a requirement of the Municipal Government Act (MGA). The MGA also requires the framework to be reviewed at least every 5 years.

The framework was adopted by bylaw, but the MGA provides for either a bylaw or a Council resolution. To be efficient, the intent is to move forward with a resolution with the updated ICF instead of a bylaw.

Earlier this year, Administration of both municipalities and the Intermunicipal Committee worked at updating the document. The intent was not to conduct a rewrite but provide a refresher to ensure that the information is accurate.

In order to move forward with the updated ICF, Council will need to rescind the current ICF bylaw, being Bylaw 2019-18.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES:

The process conducted over this spring included:

- An administrative review of the ICF,
- An Intermunicipal Committee Meeting to review the proposed changes, and
- A short information session when the proposed document was made available on both websites for any interested parties to review (last 2 weeks of March).

Administration did not receive any comments from any third party about the proposed updated IDP. Considering that the updates are not significant, Administration does not anticipate any major concerns from residents, agencies, or any other parties.

The revisions to the ICF are minor in nature and include, but are not limited to the following:

- Amendments to reflect the ICF will be approved by resolution and not adopted by Bylaw;
- Update to regional policy and provincial legislation (MGA); and
- Clarification and update to services offered.

Option 1 – Council may request further information from Administration prior to proceeding with first reading of Bylaw 2023-19.

Option 2 – Council may pass first reading of Bylaw 2023-19.

Option 3 – Council may defeat first reading of Bylaw 2023-19.

COSTS/SOURCE OF FUNDING (if applicable)

n/a

RECOMMENDED ACTION:

That Council gives first reading to Bylaw 2023-19.

TOWN OF CALMAR

BYLAW #2023-19

A BYLAW OF THE TOWN OF CALMAR IN THE PROVINCE OF ALBERTA, TO JOIN THE LEDUC COUNTY REGIONAL SUBDIVISION AND APPEAL BOARD.

WHEREAS, Section 708.28(1) of the Municipal Government Act, being Chapter M-26, Revised Statutes of Alberta, 2000, and amendments thereto, municipalities that have common boundaries must create a framework unless they are members of the same growth management board.

WHEREAS, Section 708.33(1) of the Municipal Government Act, being Chapter M-26, Revised Statutes of Alberta, 2000, and amendments thereto, the municipalities that are parties to the framework must each adopt a bylaw or resolution that contains the framework; and

AND WHEREAS, both the Council of Leduc County and the Town of Calmar wishes to streamline processes by approving the framework by resolution and therefore Calmar's Council wishes to repeal Bylaw No. 2019-18, the Intermunicipal Collaboration Framework between Leduc County and Town of Calmar.

NOW THEREFORE the Council of the Town of Calmar, duly assembled, enacts as follows:

- 1) Bylaw No. 2019-18 is repealed upon this bylaw coming into force.

- 2) This Bylaw shall come into full force and effect upon third and final reading thereof.

READ A FIRST TIME THIS 01 DAY OF MAY 2023.

READ A SECOND TIME THIS __ DAY OF _____ 2023.

READ A THIRD TIME AND FINALLY PASSED THIS __ DAY OF _____ 2023.

MAYOR CARNAHAN

CAO LOSIER



**Intermunicipal Collaboration
Framework Between Leduc
County and the Town of Calmar**

(the Municipalities)

Adopted: 2019

Updated and Approved by Resolution:
2023

Prepared for:

Leduc County and the Town of Calmar

Prepared by:

Stantec Consulting Ltd.

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PREAMBLE

WHEREAS, Leduc County and the Town of Calmar recognize the importance and the responsibility of each respective municipality to make decisions on behalf of their residents; and

WHEREAS, the parties share common interests and are desirous of working together to provide services to their residents and ratepayers; and

WHEREAS, the parties are committed to the principle of mutual benefit to deliver some services within the region effectively, efficiently, and economically; and

WHEREAS, the parties share a common border; and

WHEREAS, the *Municipal Government Act* stipulates that municipalities that have a common boundary must create a framework with each other that identifies the services provided by each municipality and the funding arrangements for these services.

NOW THEREFORE, by mutual covenant of the parties hereto it is agreed as follows:

1. PURPOSE

- a) The purpose of this Framework is to establish an Intermunicipal Committee and a collaborative process to direct intermunicipal communication and cooperation to support services that have mutual benefit.

2. SIGNATORIES

- a) The signatories to this Framework are the Leduc County and the Town of Calmar.
- b) The terms "Signatory", "Party", "Partner" and "Municipalities" may be used interchangeably in this agreement.

3. DEFINITIONS

- a) In this Agreement

"Capital Costs" means expenses related to developing or obtaining infrastructure or other hard assets such as new facilities /equipment, expansions to existing facilities/equipment, and intensification of use of existing facilities.

“Chief Administrative Officer” means the Chief Administrative Officer for each municipal jurisdiction party to this agreement or their designate(s) thereof. “Chief Administrative Officer” or “CAO or “Town/County Manager” may be used interchangeably in this Agreement.

"Committee" means Intermunicipal Collaboration Committee as defined in Section 5 of this Agreement.

"Framework" or "Agreement" may be used interchangeably in this document and means this agreement including all Appendices and Schedules hereto.

"Intermunicipal Development Plan" in this agreement means the Intermunicipal Development Plan filed for Leduc County and the Town of Calmar as amended from time to time.

"Intermunicipal Service Provision" refers to municipal services provided through a shared or joint agreement with another municipality to residents and ratepayers. This includes services where a formal or an informal arrangement with another municipality is in place to access, administer, or deliver a civic service or function.

"Lead" refers to the municipality or organization assigned to organize or administer the day-to-day operations of a specific intermunicipal initiative.

"Municipal Service Provision" refers to municipal services provided directly by a municipality to residents and ratepayers. This includes services where the municipality has direct control over the service contract along with the authority to directly hire contractors to perform services or address a civic function on behalf of the municipality.

"Mutual Benefit" means equality and respect within the relationship between the partners and agreements in which both parties gain value.

"Service delivery agreement" means a legally binding agreement such as a Contract, Agreement, or Memorandum of Understanding that outlines cost-sharing and management of new arrangements, and is signed by both parties.

"Services" or "In Scope Services" means services that both parties may consider for joint cost sharing or management and are identified in Section 5 of this Agreement.

"Signatory", "Party", "Partner", or "Municipalities" means the Town of Calmar and Leduc County.

"Third-Party Service Provision" refers to municipal services provided through an agreement with a non-municipal independent entity. This refers to those services that are offered through agencies, boards, commissions, and current or former publicly-owned corporations (also known as crown or government-owned corporations that manage major infrastructure and associated services) in a region.

"Year" means the calendar year beginning on January 1st and ending on December 31st.

4. TERM AND REVIEW

Effective Date and Duration

- a) In accordance with the *Municipal Government Act*, this is a permanent Agreement and shall come into force on the approval by resolution of the ICF by the Municipalities.

Review

- b) It is agreed to by the parties that the Intermunicipal Committee shall meet at least once every four years commencing no later than 2027 to review the terms and conditions of the agreement, or upon the written request by either party.

Amendments

- c) This Agreement may be amended by mutual consent of both parties unless specified otherwise in this Agreement.
- d) Amended copies of this Agreement shall come into force on the approval by resolution of the Agreement by both municipalities.
- e) Amended versions to this Agreement shall supersede and replace all previous versions of this Agreement.

5. INTERMUNICIPAL COMMITTEE

- a) Leduc County and the Town of Calmar agree to create a recommending body known as the Intermunicipal Committee (hereinafter referred to as the Committee).
- b) The Committee will meet on an as required basis and will develop recommendations to the councils on all matters of strategic direction and cooperation affecting residents of the Municipalities, except matters where other current operating structures and mechanisms are operating successfully.
- c) The Committee shall be comprised of an equal number of members from each municipal council, to a maximum of three from each.
- d) The CAOs will be advisory staff to the Committee and responsible to develop agendas and recommendations on all matters. CAOs will be responsible for forwarding all recommendations from the Committee to their respective councils.
- e) The Committee will promote a consistent and shared flow of information from intermunicipal meetings from a set of common notes that will be established. The common notes will be confidential and regarded as privileged until released by mutual consent of the mayors.

- f) Parties will give 30 calendar days of a notice for a meeting. Meeting requests will be directed to the CAO for the respective municipality.
- g) "Services" or "In scope services" to be considered in this agreement for potential future joint-cost sharing or management include:
 - i. Transportation;
 - ii. Water and Wastewater;
 - iii. Solid Waste;
 - iv. Emergency Services;
 - v. Recreation; and
 - vi. Other services that benefits residents.

6. FUTURE PROJECTS, SHARED SERVICES, AND AGREEMENTS

- a) When either municipality seeks to pursue a new project and/or initiative with the other party, the initiating CAO or designate will notify the other CAO.
- b) The initial notification will include a general description of the project, estimated costs, and timing of expenditures. The receiving municipality will advise the initiating municipality if they support or object in principle to providing funding for the project and provide reasons.
- c) The Committee will meet to discuss the project within 30 days, if requested by either municipality, and may schedule subsequent meetings as needed.
- d) The following criteria will be used when assessing the desirability of funding of new projects:
 - i. The nature of the project;
 - ii. The level of community support including the demonstrated effort by volunteers to raise funds and obtain grants, if applicable;
 - iii. Relationship of a proposed capital project to the Intermunicipal Development Plan, or any other regional long-term planning document prepared by the municipalities;
 - iv. The projected operating cost for new capital projects;
 - v. Projected utilization by residents of both municipalities; and
 - vi. Municipal debt limit.
- e) The Committee will review and negotiate the terms related to the project or new shared service including the cost sharing arrangement of the project or service. The Committee will provide a recommendation for approval to the councils of the partners
- f) In the event that the Committee or municipal councils are unable to reach an agreement within 90 days, and do not jointly agree to extend the time period, then any unresolved issues shall be dealt with through the dispute resolution process as referenced in this Framework. If urgency is needed, the initiating municipality must note this in the initial notice, and the receiving municipality will make best efforts to accommodate a compressed timeframe.

- g) A proposed list of future service projects or initiatives to be explored by the Committee are included in Appendix A of this Agreement. This list may be updated from time to time as agreed to by the Committee.
- h) The Municipalities recognize that the decision to participate in or not participate in a project ultimately lies with the respective municipal councils, who in turn must rely on the support of the electorate to support the project and any borrowing that could be required.

7. SERVICE AGREEMENTS

- a) Any change to the shared services provided by the municipalities will include a schedule for implementation of the change. This will include the following:
 - i. The start date that the change will take effect.
 - ii. A plan to phase out the existing service delivery and to initiate the new service delivery methods.
 - iii. A plan for the phasing in or out of cost sharing, or other arrangements.
 - iv. A review date to evaluate the efficiency of the shared service delivery and funding strategy.
- b) Where the Committee desires a joint cost sharing or management agreement, a service agreement shall be developed on that specific item.
- c) When developing service agreements, the Committee shall:
 - i. clearly identify which municipality will lead service delivery for the service(s).
 - ii. determine the appropriate funding for the service(s) discussed.
 - iii. set out a time frame for the delivery of the service(s) discussed including the start and end date of the service delivery.
 - iv. set out a process for discontinuing the service provided if one or both municipalities wish to discontinue in the service delivery.

8. THE ROLE OF COUNCIL AND ADMINISTRATION

- a) Each council retains the ability and responsibility to make decisions on behalf of their residents. By signing on to the Framework each council is affirming a commitment to increased collaboration, cooperation, and to provide direction to their administration and the public for the importance of increased communication at all levels of the organization.
- b) Administration, through the direction of the CAO, will be the mechanism through which the Framework is formalized, maintained, delivered, and made durable.

- i. Administration will be responsible to ensure the requirements of the Framework are carried out operationally and can initiate communication on an as needed basis.
- ii. Municipal counterparts will work together to address issues that arise within the scope of their authority and mandate and be accountable for informing the appropriate levels of authority about matters that require attention for the mutual benefit of the municipalities.

9. OVERVIEW OF MUNICIPAL SERVICES

- a) Leduc County and the Town of Calmar have both reviewed the services offered to residents.
- b) Based on the review it has been determined that each party desires to continue to provide services through the various arrangements that are in place independently, with their respective municipal partners and third-party bodies.
- c) The following listings indicates which services are provided independently by each municipality, intermunicipally, or via a third-party provider, to residents and ratepayers in each municipal jurisdiction, (as of the date of approval of this Framework).

“Municipal Service Provision” refers to municipal services provided directly by a municipality to residents and ratepayers. This includes services where the municipality has direct control over the service contract along with the authority to directly hire contractors to perform services or address a civic function on behalf of the municipality.

“Intermunicipal Service Provision” refers to municipal services provided through a shared or joint agreement with another municipality to residents and ratepayers. This includes services where a formal or an informal arrangement with another municipality is in place to access, administer, or deliver a civic service or function.

“Third-Party Service Provision” refers to municipal services provided through an agreement with a non-municipal independent entity. This refers to those services that are offered through agencies, boards, commissions, and current or former publicly-owned corporations (also known as crown or government-owned corporations that manage major infrastructure and associated services) in a region.

Service Provision in Leduc County

ICF Category	Municipal	Intermunicipal with Others	Intermunicipal between Leduc County and Town of Calmar	Third-Party
Transportation	1. Road Maintenance, Snow Plowing, Graveling	1. Road Maintenance, Snow Plowing, Graveling		1. Transit
Water/Wastewater	1. Water 2. Wastewater	1. Water 2. Wastewater		1. Water 2. Wastewater

ICF Category	Municipal	Intermunicipal with Others	Intermunicipal between Leduc County and Town of Calmar	Third-Party
	3. Bulk Water Sales			
Solid Waste	1. Solid Waste Collection 2. Transfer Stations	1. Recycling 2. Transfer Stations		1. Landfill 2. Recycling
Emergency Services	1. Fire 2. Emergency Response Plan	1. Fire 2. Mutual Aid	1. Fire 2. Disaster Services	1. Police 2. Ambulance
Recreation	1. Park / Playground Sites 2. Campgrounds 3. Community Programs/ Events	1. Recreation Complex 2. Programs 3. Athletic Fields 4. Libraries 5. Cultural Events/ Programs 6. Agricultural Societies 7. Community Halls	1. Arena 2. Programs 3. Athletic Fields 4. Library 5. Community Program Centre	
Other Services that Benefit Residents	1. Bylaw Enforcement 2. Animal Control 3. Information Technology 4. Geographic Information Systems 5. Engineering 6. Family & Community Support Services 7. Tax Assessment 8. General Purchasing & Procurement 9. Communication & Public Engagement	1. Weed Inspection 2. Safety Codes Inspection & Permitting 3. Airport 4. Family & Community Support Services 5. Assessment Review Board	1. Weed Inspection 2. Safety Codes Inspection & Permitting 3. Airport 4. Family & Community Support Services 5. Assessment Review Board Public Works	1. Affordable Housing / Seniors Housing 2. Natural Gas 3. Airport 4. Information Systems

ICF Category	Municipal	Intermunicipal with Others	Intermunicipal between Leduc County and Town of Calmar	Third-Party
	10. Asset Management Plan 11. Development Permits 12. Safety Codes Inspection & Permitting 13. Planning 14. Subdivision Development & Appeal 15. Legislative 16. Legal 17. Election 18. Weed Inspection 19. Drainage Projects 20. Pest Control 21. Rural Roadside Mowing 22. Rental Equipment 23. Economic Development			

Service Provision in the Town of Calmar

ICF Category	Municipal	Intermunicipal with Others	Intermunicipal between Leduc County and Town of Calmar	Third-Party
Transportation	1. Road Maintenance, Snow Plowing, Graveling 2. Street Sweeping			
Water/Wastewater	1. Water (local distribution) 2. Wastewater 3. Bulk Water Sales			1. Water (regional distribution)
Solid Waste	1. Solid Waste Collection 2. Recycling 3. Compost			1. Landfill
Emergency Services	1. Disaster Services Plan		1. Fire	1. Police 2. Ambulance 3.

ICF Category	Municipal	Intermunicipal with Others	Intermunicipal between Leduc County and Town of Calmar	Third-Party
			2. Disaster Services	
Recreation	<ol style="list-style-type: none"> 1. Spray Parks 2. Skate Parks 3. Athletic Fields 4. Parks 5. Athletic Complex 		<ol style="list-style-type: none"> 1. Arena 2. Programs 3. Athletic Fields 4. Library 5. Community Program Centre 	<ol style="list-style-type: none"> 1. Library 2. Athletic Fields 3. Classrooms 4. Gymnasium 5. Athletic Complex
Other Services that Benefit Residents	<ol style="list-style-type: none"> 1. Bylaw Enforcement 2. Animal Control 3. Economic Development 4. Family & Community Support Services 5. Communication & Public Engagement 6. Asset Management Plan 7. Development Permits 8. Planning 9. Subdivision Development & Appeal 10. Legislative 11. Election 12. Weed Inspection 13. Information Technology 14. Engineering 15. Tax Assessment 16. Safety Codes Inspection & Permitting 17. Legal 18. General Purchasing & Procurement 	<ol style="list-style-type: none"> 1. Family & Community Support Services 2. Assessment Review Board 3. Communication & Public Engagement 	<ol style="list-style-type: none"> 1. Family & Community Support Services 2. Assessment Review Board 3. Public Works 	<ol style="list-style-type: none"> 1. Affordable Housing / Seniors Housing 2. Electricity 3. Gas

10. EXISTING COOPERATION

- a) Leduc County and the Town of Calmar have agreements to provide the following services to residents and ratepayers (as of the date of approval of this Framework):
 - i. **Emergency:** Leduc County and the Town of Calmar have an agreement in place for the provision of fire services to the Town of Calmar by Leduc County.
 - ii. **Emergency:** Leduc County and the Town of Calmar have an agreement in place for disaster services.
 - iii. **Recreation:** Leduc County and the Town of Calmar have an agreement in place for the provision of recreation, library, and cultural services to Leduc County by the Town of Calmar.
 - iv. **Other:** Leduc County and the Town of Calmar have an agreement in place for a regional family and community support services agreement with other municipal members.
 - v. **Other:** Leduc County and the Town of Calmar have an agreement in place for a regional assessment review board with other municipal members.
 - vi. **Other:** Leduc County and the Town of Calmar have an agreement in place for a locked compound.
 - vii. **Other:** Leduc County and the Town of Calmar have an agreement in place for weed inspection services for the Town of Calmar by Leduc County.
- b) Where any of the above agreements have lapsed, the Committee may desire to review and renew agreements.

11. INTERMUNICIPAL DEVELOPMENT PLAN

- a) The Municipalities have adopted an Intermunicipal Development Plan, by bylaw, in accordance with the MGA.
- b) The Intermunicipal Development Plan will be reviewed a minimum of every four years, at the request of one or both of the Municipalities, or in conjunction with the review of the ICF.

12. INDEMNITY

- a) The Town of Calmar shall indemnify and hold harmless Leduc County, its employees and agents from any and all claims, actions and costs whatsoever that may arise directly or indirectly out of any act or omission of the Town of Calmar, its employees or agents in the performance of this Agreement.
- b) Leduc County shall indemnify and hold harmless the Town of Calmar, its employees and agents from any and all claims, actions and costs whatsoever that may arise directly or indirectly out of any act or omission of Leduc County, its employees or agents in the performance of this Agreement.

13. DISPUTE RESOLUTION

- a) The Town of Calmar and Leduc County agree that it is important to avoid any dispute by ensuring that the intent of the Framework is followed and, if there are any disagreements as to the interpretation and application of this Framework or any agreements hereto that do not have a dispute resolution mechanism specified within them, the following binding dispute resolution mechanism, will be implemented.

As agreements are renegotiated over time, it is the intent that all agreements which are contained within the Framework will follow this dispute resolution process.

To satisfy this requirement and to ensure that the principles of fairness and due process are respected, a dispute or disagreement resolution process consisting of seven stages has been established.

- b) If there is a disagreement regarding matters outlined in the Framework, they shall be addressed and resolved at any of the stages of the dispute resolution process outlined as follows:

Stage 1 – Notice of Dispute

- i. When a party believes there is a dispute under the Framework and wishes to engage in dispute resolution, the party must give written notice of the matters under dispute to the other parties.

Stage 2 – Municipal Administrative Communication

- i. Administration from the Municipalities shall meet and attempt to resolve the issue/concern. If no resolution can be agreed upon, the issue shall be advanced to the Committee.

Stage 3 – Intermunicipal Committee Review

- i. If the disagreement is moved forward to the Committee, a meeting of all members of the Intermunicipal Committee shall be set within 21 days from the time of referral from the Municipal Administration review.
- ii. After careful consideration of the facts and points of view, the Committee may:
- a) Request additional information to assist in its deliberations;
 - b) If possible, agree on a consensus position of the Committee in support of or in opposition to the proposal, to be presented to both municipal councils; or
 - c) Conclude that no consensus can be reached at the Committee level. If agreed to, a facilitator may be employed to help the Committee work toward a consensus position. If consensus cannot be reached, an informal joint council meeting shall be held.

Stage 4 – Informal Joint Council Meeting

- i. Where a dispute cannot be resolved to the satisfaction of the Intermunicipal Committee after 30 calendar days, the dispute will be referred to the mayor and council of the Municipalities.

Stage 5 – Mediation Process

- i. Prior to the initiation of the mediation process, the municipalities shall:
 - a) Appoint an equal number of representatives, up to a maximum of three each, to participate in the mediation process;
 - b) Engage a mediator agreed to by the municipalities at equal cost to each municipality; and
 - c) Approve a mediation process and schedule.
- ii. If the dispute cannot be resolved through negotiations, the representatives must appoint a mediator to attempt to resolve the dispute by mediation.
- iii. The initiating party must provide the mediator with an outline of the dispute and any agreed statement of facts.
- iv. The parties must give the mediator access to all records, documents, and information that the mediator may reasonably request.
- v. The parties must meet with the mediator at such reasonable times as may be required and must, through the intervention of the mediator, negotiate in good faith to resolve their dispute.
- vi. All proceedings involving a mediator are without prejudice, and, unless the parties agree otherwise, the cost of the mediator must be shared equally between the parties.
- vii. At the conclusion of the mediation process, the mediator will submit a report to both councils for consideration. The mediator's report and recommendations are not binding on the Municipalities and would be subject to the approval of both councils.
- viii. If both councils agree to the mediation report recommendation, then the applicant municipality would take the appropriate actions to address the disputed matter.

Stage 6 – Mutually Agreed Upon Arbitration

- i. If the Municipalities cannot reach agreement through mediation, an arbitrator may be appointed to produce a binding or non-binding decision. The Municipalities are not required to abide by this decision.

Stage 7 – Binding Arbitration

- i. If optional municipally agreed to arbitration is unsuccessful, the Municipalities must forward a copy of the issue and work completed to the Minister of Municipal Affairs with a request to the Minister to appoint an arbitrator.
- ii. In appointing an arbitrator, the Minister may place any conditions on the arbitration process as the Minister deems necessary.
- iii. The Municipalities will follow the Arbitration Process and subsequent steps as outlined in the MGA.

14. CORRESPONDENCE

a) Written notice under this Agreement shall be addressed as follows:

i. In the case of Leduc County to:

Leduc County
1101 fi1" Street
Nisku, ABT9E2X3

Attention; Chief Administrative Officer

ii. In the case of the Town of Calmar to:

Town of Calmar
PO Box 750, 4901 - 50 Avenue
Calmar, AB T0C 0V0

Attention: Chief Administrative Officer

15. AUTHORIZATIONS

Signature of Tanni Doblanko
Mayor, Leduc County

Signature of Sean Carnahan,
Mayor, Town of Calmar

Signature of Duane Coleman
CAO, Leduc County

Signature of Sylvain Losier,
CAO, Town of Calmar

Date

Date

Appendix A POTENTIAL FUTURE PROJECTS, SHARED SERVICES, OR AGREEMENTS

- 1) The Municipalities have identified that the following items may be explored in further detail after the adoption of this Intermunicipal Collaboration Framework:
 - a) Regional Transit;
 - b) Regional Safety Codes Inspection and Permitting;
 - c) Regional Broadband;
 - d) Animal Control;
 - e) Regional Subdivision and Development Appeal Board;
 - f) Bulk Water; and
 - g) Sub-Regional Emergency Management Agency

SCHEDULE I EXISTING SERVICE DELIVERY AGREEMENTS

The Municipalities have worked collaboratively in the past with the following agreements in place to serve residents of both municipalities:

Service Category	Year Approved	Name of Agreement	File Number	Lead Municipality	Funding Arrangement
Emergency	2017	Fire Service Agreement		Leduc County	Fee for service
Emergency	2017	Disaster Services Agreement		Leduc County	Fee for service
Recreation	2017	Recreation, Library and Cultural Services Cost Sharing Agreement		Town of Calmar	Municipal contributions
Other	2017	Regional Family and Community Support Services Agreement		Leduc County	20% of Funding
Other	2010	Assessment Review Board Agreement		Leduc County	Fee for service

As new agreements are negotiated, they will be added to this list.



**Intermunicipal Collaboration
Framework Between Leduc
County and the Town of Calmar**
(the Municipalities)

Adopted: 2019

Updated and Approved by Resolution:
2023

Prepared for:

Leduc County and the Town of Calmar

Prepared by:

Stantec Consulting Ltd.



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PREAMBLE

WHEREAS, Leduc County and the Town of Calmar recognize the importance and the responsibility of each respective municipality to make decisions on behalf of their residents; and

WHEREAS, the parties share common interests and are desirous of working together to provide services to their residents and ratepayers; and

WHEREAS, the parties are committed to the principle of mutual benefit to deliver some services within the region effectively, efficiently, and economically; and

WHEREAS, the parties share a common border; and

WHEREAS, the *Municipal Government Act* stipulates that municipalities that have a common boundary must create a framework with each other that identifies the services provided by each municipality and the funding arrangements for these services.

NOW THEREFORE, by mutual covenant of the parties hereto it is agreed as follows:

1. PURPOSE

- a) The purpose of this Framework is to establish an Intermunicipal Committee and a collaborative process to direct intermunicipal communication and cooperation to support services that have mutual benefit.

2. SIGNATORIES

- a) The signatories to this Framework are the Leduc County and the Town of Calmar.
- b) The terms "Signatory", "Party", "Partner" and "Municipalities" may be used interchangeably in this agreement.

3. DEFINITIONS

- a) In this Agreement

"Capital Costs" means expenses related to developing or obtaining infrastructure or other hard assets such as new facilities /equipment, expansions to existing facilities/equipment, and intensification of use of existing facilities.



“Chief Administrative Officer” means the Chief Administrative Officer for each municipal jurisdiction party to this agreement or their designate(s) thereof. “Chief Administrative Officer” or “CAO or “Town/County Manager” may be used interchangeably in this Agreement.

“Committee” means Intermunicipal Collaboration Committee as defined in Section 5 of this Agreement.

“Framework” or **“Agreement”** may be used interchangeably in this document and means this agreement including all Appendices and Schedules hereto.

“Intermunicipal Development Plan” in this agreement means the Intermunicipal Development Plan filed for Leduc County and the Town of Calmar as amended from time to time.

“Intermunicipal Service Provision” refers to municipal services provided through a shared or joint agreement with another municipality to residents and ratepayers. This includes services where a formal or an informal arrangement with another municipality is in place to access, administer, or deliver a civic service or function.

“Lead” refers to the municipality or organization assigned to organize or administer the day-to-day operations of a specific intermunicipal initiative.

“Municipal Service Provision” refers to municipal services provided directly by a municipality to residents and ratepayers. This includes services where the municipality has direct control over the service contract along with the authority to directly hire contractors to perform services or address a civic function on behalf of the municipality.

“Mutual Benefit” means equality and respect within the relationship between the partners and agreements in which both parties gain value.

“Service delivery agreement” means a legally binding agreement such as a Contract, Agreement, or Memorandum of Understanding that outlines cost-sharing and management of new arrangements, and is signed by both parties.

“Services” or **“In Scope Services”** means services that both parties may consider for joint cost sharing or management and are identified in Section 5 of this Agreement.

“Signatory”, **“Party”**, **“Partner”**, or **“Municipalities”** means the Town of Calmar and Leduc County.

“Third-Party Service Provision” refers to municipal services provided through an agreement with a non-municipal independent entity. This refers to those services that are offered through agencies, boards, commissions, and current or former publicly-owned corporations (also known as crown or government-owned corporations that manage major infrastructure and associated services) in a region.

“Year” means the calendar year beginning on January 1st and ending on December 31st.



4. TERM AND REVIEW

Effective Date and Duration

a) In accordance with the *Municipal Government Act*, this is a permanent Agreement and shall come into force on the approval by resolution of the ICF by the Municipalities.

Review

b) It is agreed to by the parties that the Intermunicipal Committee shall meet at least once every four years commencing no later than 2027 to review the terms and conditions of the agreement, or upon the written request by either party.


Amendments

- c) This Agreement may be amended by mutual consent of both parties unless specified otherwise in this Agreement.
- d) Amended copies of this Agreement shall come into force on the approval by resolution of the Agreement by both municipalities.
- e) Amended versions to this Agreement shall supersede and replace all previous versions of this Agreement.

5. INTERMUNICIPAL COMMITTEE

- a) Leduc County and the Town of Calmar agree to create a recommending body known as the Intermunicipal Committee (hereinafter referred to as the Committee).
- b) The Committee will meet on an as required basis and will develop recommendations to the councils on all matters of strategic direction and cooperation affecting residents of the Municipalities, except matters where other current operating structures and mechanisms are operating successfully.
- c) The Committee shall be comprised of an equal number of members from each municipal council, to a maximum of three from each.
- d) The CAOs will be advisory staff to the Committee and responsible to develop agendas and recommendations on all matters. CAOs will be responsible for forwarding all recommendations from the Committee to their respective councils.
- e) The Committee will promote a consistent and shared flow of information from intermunicipal meetings from a set of common notes that will be established. The common notes will be confidential and regarded as privileged until released by mutual consent of the mayors.



- f) Parties will give 30 calendar days of a notice for a meeting. Meeting requests will be directed to the CAO for the respective municipality.
- g) "Services" or "In scope services" to be considered in this agreement for potential future joint-cost sharing or management include:
 - i.  Transportation;
 - ii. Water and Wastewater;
 - iii. Solid Waste;
 - iv. Emergency Services;
 - v. Recreation; and
 - vi. Other services that benefits residents.

6. FUTURE PROJECTS, SHARED SERVICES, AND AGREEMENTS

- a) When either municipality seeks to pursue a new project and/or initiative with the other party, the initiating CAO or designate will notify the other CAO.
- b) The initial notification will include a general description of the project, estimated costs, and timing of expenditures. The receiving municipality will advise the initiating municipality if they support or object in principle to providing funding for the project and provide reasons.
- c) The Committee will meet to discuss the project within 30 days, if requested by either municipality, and may schedule subsequent meetings as needed.
- d) The following criteria will be used when assessing the desirability of funding of new projects:
 - i. The nature of the project;
 - ii. The level of community support including the demonstrated effort by volunteers to raise funds and obtain grants, if applicable;
 - iii. Relationship of a proposed capital project to the Intermunicipal Development Plan, or any other regional long-term planning document prepared by the municipalities;
 - iv. The projected operating cost for new capital projects;
 - v. Projected utilization by residents of both municipalities; and
 - vi. Municipal debt limit.
- e) The Committee will review and negotiate the terms related to the project or new shared service including the cost sharing arrangement of the project or service. The Committee will provide a recommendation for approval to the councils of the partners.
- f) In the event that the Committee or municipal councils are unable to reach an agreement within 90 days, and do not jointly agree to extend the time period, then any unresolved issues shall be dealt with through the dispute resolution process as referenced in this Framework. If urgency is needed, the



initiating municipality must note this in the initial notice, and the receiving municipality will make best efforts to accommodate a compressed timeframe.

- g) A proposed list of future service projects or initiatives to be explored by the Committee are included in Appendix A of this Agreement. This list may be updated from time to time as agreed to by the Committee.
- h) The Municipalities recognize that the decision to participate in or not participate in a project ultimately lies with the respective municipal councils, who in turn must rely on the support of the electorate to support the project and any borrowing that could be required.

7. SERVICE AGREEMENTS

- a) Any change to the shared services provided by the municipalities will include a schedule for implementation of the change. This will include the following:
 - i. The start date that the change will take effect.
 - ii. A plan to phase out the existing service delivery and to initiate the new service delivery methods.
 - iii. A plan for the phasing in or out of cost sharing, or other arrangements.
 - iv. A review date to evaluate the efficiency of the shared service delivery and funding strategy.
- b) Where the Committee desires a joint cost sharing or management agreement, a service agreement shall be developed on that specific item.
- c) When developing service agreements, the Committee shall:
 - i. clearly identify which municipality will lead service delivery for the service(s).
 - ii. determine the appropriate funding for the service(s) discussed.
 - iii. set out a time frame for the delivery of the service(s) discussed including the start and end date of the service delivery.
 - iv. set out a process for discontinuing the service provided if one or both municipalities wish to discontinue in the service delivery.

8. THE ROLE OF COUNCIL AND ADMINISTRATION

- a) Each council retains the ability and responsibility to make decisions on behalf of their residents. By signing on to the Framework each council is affirming a commitment to increased collaboration, cooperation, and to provide direction to their administration and the public for the importance of increased communication at all levels of the organization.
- b) Administration, through the direction of the CAO, will be the mechanism through which the Framework is formalized, maintained, delivered, and made durable.



- i. Administration will be responsible to ensure the requirements of the Framework are carried out operationally and can initiate communication on an as needed basis.
- ii. Municipal counterparts will work together to address issues that arise within the scope of their authority and mandate and be accountable for informing the appropriate levels of authority about matters that require attention for the mutual benefit of the municipalities.

9. OVERVIEW OF MUNICIPAL SERVICES

- a) Leduc County and the Town of Calmar have both reviewed the services offered to residents.
- b) Based on the review it has been determined that each party desires to continue to provide services through the various arrangements that are in place independently, with their respective municipal partners and third-party bodies.
- c) The following listings indicates which services are provided independently by each municipality, intermunicipally, or via a third-party provider, to residents and ratepayers in each municipal jurisdiction, (as of the date of approval of this Framework).

“Municipal Service Provision” refers to municipal services provided directly by a municipality to residents and ratepayers. This includes services where the municipality has direct control over the service contract along with the authority to directly hire contractors to perform services or address a civic function on behalf of the municipality.

“Intermunicipal Service Provision” refers to municipal services provided through a shared or joint agreement with another municipality to residents and ratepayers. This includes services where a formal or an informal arrangement with another municipality is in place to access, administer, or deliver a civic service or function.

“Third-Party Service Provision” refers to municipal services provided through an agreement with a non-municipal independent entity. This refers to those services that are offered through agencies, boards, commissions, and current or former publicly-owned corporations (also known as crown or government-owned corporations that manage major infrastructure and associated services) in a region.

Service Provision in Leduc County

ICF Category	Municipal	Intermunicipal with Others	Intermunicipal between Leduc County and Town of Calmar	Third-Party
Transportation	1. Road Maintenance, Snow Plowing, Graveling	1. Road Maintenance, Snow Plowing, Graveling		1. Transit
Water/Wastewater	1. Water 2. Wastewater	1. Water 2. Wastewater		1. Water 2. Wastewater



ICF Category	Municipal	Intermunicipal with Others	Intermunicipal between Leduc County and Town of Calmar	Third-Party
	3. Bulk Water Sales			
Solid Waste	1. Solid Waste Collection 2. Transfer Stations	1. Recycling 2. Transfer Stations		1. Landfill 2. Recycling
Emergency Services	1. Fire 2. Emergency Response Plan	1. Fire 2. Mutual Aid	1. Fire 2. Disaster Services	1. Police 2. Ambulance
Recreation	1. Park / Playground Sites 2. Campgrounds 3. Community Programs/Events	1. Recreation Complex 2. Programs 3. 4. Athletic Fields 5. Libraries 6. Cultural Events/Programs 7. Agricultural Societies 8. Community Halls	1. Arena/Athletic Complex 2. Programs 3. Athletic Fields 4. Library 5. Community Program Centre	
Other Services that Benefit Residents	1. Bylaw Enforcement 2. Animal Control 3. Information Technology 4. Geographic Information Systems 5. Engineering 6. Family & Community Support Services 7. Tax Assessment 8. General Purchasing & Procurement 9. Communication & Public Engagement	1. Weed Control 2. Safety Codes Inspection & Permitting 3. Airport 4. Family & Community Support Services 5. Assessment Review Board	1. Weed Control 2. Safety Codes Inspection & Permitting 3. Airport 4. Family & Community Support Services 5. Assessment Review Board Public Works	1. Affordable Housing / Seniors Housing 2. Natural Gas 3. Airport 4. Information Systems



ICF Category	Municipal	Intermunicipal with Others	Intermunicipal between Leduc County and Town of Calmar	Third-Party
	10. Asset Management Plan 11. Development Permits 12. Safety Codes Inspection & Permitting 13. Planning 14. Subdivision Development & Appeal 15. Legislative 16. Legal 17. Election 18. Weed Control 19. Drainage Projects 20. Pest Control 21. Rural Roadside Mowing 22. Rental Equipment 23. Economic Development			

Service Provision in the Town of Calmar

ICF Category	Municipal	Intermunicipal with Others	Intermunicipal between Leduc County and Town of Calmar	Third-Party
Transportation	1. Road Maintenance, Snow Plowing, Graveling 2. Street Sweeping			
Water/Wastewater	1. Water (local distribution) 2. Wastewater 3. Bulk Water Sales			1. Water (regional distribution)
Solid Waste	1. Solid Waste Collection 2. Recycling 3. Compost			1. Landfill
Emergency Services	1. Disaster Services Plan		1. Fire	1. Police 2. Ambulance 3.



ICF Category	Municipal	Intermunicipal with Others	Intermunicipal between Leduc County and Town of Calmar	Third-Party
			2. Disaster Services	
Recreation	<ol style="list-style-type: none"> 1. Spray Parks 2. Skate Parks 3. Athletic Fields 4. Parks 5. Athletic Complex 		<ol style="list-style-type: none"> 1. Arena 2. Programs 3. Athletic Fields 4. Library 5. Community Program Centre 	<ol style="list-style-type: none"> 1. Library 2. Athletic Fields 3. Classrooms 4. Gymnasium 5. Athletic Complex
Other Services that Benefit Residents	<ol style="list-style-type: none"> 1. Bylaw Enforcement 2. Animal Control 3. Economic Development 4. Family & Community Support Services 5. Communication & Public Engagement 6. Asset Management Plan 7. Development Permits 8. Planning 9. Subdivision Development & Appeal 10. Legislative 11. Election 12. Weed Control 13. Information Technology 14. Engineering 15. Tax Assessment 16. Safety Codes Inspection & Permitting 17. Legal 18. General Purchasing & Procurement 	<ol style="list-style-type: none"> 1. Family & Community Support Services 2. Assessment Review Board 3. Communication & Public Engagement 	<ol style="list-style-type: none"> 1. Family & Community Support Services 2. Assessment Review Board 3. Public Works 	<ol style="list-style-type: none"> 1. Affordable Housing / Seniors Housing 2. Electricity 3. Gas



10. EXISTING COOPERATION

- a) Leduc County and the Town of Calmar have agreements to provide the following services to residents and ratepayers (as of the date of approval of this Framework):
 - i. **Emergency:** Leduc County and the Town of Calmar have an agreement in place for the provision of fire services to the Town of Calmar by Leduc County.
 - ii. **Emergency:** Leduc County and the Town of Calmar have an agreement in place for disaster services.
 - iii. **Recreation:** Leduc County and the Town of Calmar have an agreement in place for the provision of recreation, library, and cultural services to Leduc County by the Town of Calmar.
 - iv. **Other:** Leduc County and the Town of Calmar have an agreement in place for a regional family and community support services agreement with other municipal members.
 - v. **Other:** Leduc County and the Town of Calmar have an agreement in place for a regional assessment review board with other municipal members.
 - vi. **Other:** Leduc County and the Town of Calmar have an agreement in place for a locked compound.
- b) Where any of the above agreements have lapsed, the Committee may desire to review and renew agreements.

11. INTERMUNICIPAL DEVELOPMENT PLAN

- a) The Municipalities have adopted an Intermunicipal Development Plan, by bylaw, in accordance with the MGA.
- b) The Intermunicipal Development Plan will be reviewed a minimum of every four years, at the request of one or both of the Municipalities, or in conjunction with the review of the ICF.

12. INDEMNITY

- a) The Town of Calmar shall indemnify and hold harmless Leduc County, its employees and agents from any and all claims, actions and costs whatsoever that may arise directly or indirectly out of any act or omission of the Town of Calmar, its employees or agents in the performance of this Agreement.
- b) Leduc County shall indemnify and hold harmless the Town of Calmar, its employees and agents from any and all claims, actions and costs whatsoever that may arise directly or indirectly out of any act or omission of Leduc County, its employees or agents in the performance of this Agreement.



13. DISPUTE RESOLUTION

- a) The Town of Calmar and Leduc County agree that it is important to avoid any dispute by ensuring that the intent of the Framework is followed and, if there are any disagreements as to the interpretation and application of this Framework or any agreements hereto that do not have a dispute resolution mechanism specified within them, the following binding dispute resolution mechanism, will be implemented.

As agreements are renegotiated over time, it is the intent that all agreements which are contained within the Framework will follow this dispute resolution process.

To satisfy this requirement and to ensure that the principles of fairness and due process are respected, a dispute or disagreement resolution process consisting of seven stages has been established.

- b) If there is a disagreement regarding matters outlined in the Framework, they shall be addressed and resolved at any of the stages of the dispute resolution process outlined as follows:

Stage 1 – Notice of Dispute

- i. When a party believes there is a dispute under the Framework and wishes to engage in dispute resolution, the party must give written notice of the matters under dispute to the other parties.

Stage 2 – Municipal Administrative Communication

- i. Administration from the Municipalities shall meet and attempt to resolve the issue/concern. If no resolution can be agreed upon, the issue shall be advanced to the Committee.

Stage 3 – Intermunicipal Committee Review

- i. If the disagreement is moved forward to the Committee, a meeting of all members of the Intermunicipal Committee shall be set within 21 days from the time of referral from the Municipal Administration review.
- ii. After careful consideration of the facts and points of view, the Committee may:
- a) Request additional information to assist in its deliberations;
 - b) If possible, agree on a consensus position of the Committee in support of or in opposition to the proposal, to be presented to both municipal councils; or
 - c) Conclude that no consensus can be reached at the Committee level. If agreed to, a facilitator may be employed to help the Committee work toward a consensus position. If consensus cannot be reached, an informal joint council meeting shall be held.

Stage 4 – Informal Joint Council Meeting



- i. Where a dispute cannot be resolved to the satisfaction of the Intermunicipal Committee after 30 calendar days, the dispute will be referred to the mayor and council of the Municipalities.

Stage 5 – Mediation Process

- i. Prior to the initiation of the mediation process, the municipalities shall:
 - a) Appoint an equal number of representatives, up to a maximum of three each, to participate in the mediation process;
 - b) Engage a mediator agreed to by the municipalities at equal cost to each municipality; and
 - c) Approve a mediation process and schedule.
- ii. If the dispute cannot be resolved through negotiations, the representatives must appoint a mediator to attempt to resolve the dispute by mediation.
- iii. The initiating party must provide the mediator with an outline of the dispute and any agreed statement of facts.
- iv. The parties must give the mediator access to all records, documents, and information that the mediator may reasonably request.
- v. The parties must meet with the mediator at such reasonable times as may be required and must, through the intervention of the mediator, negotiate in good faith to resolve their dispute.
- vi. All proceedings involving a mediator are without prejudice, and, unless the parties agree otherwise, the cost of the mediator must be shared equally between the parties.
- vii. At the conclusion of the mediation process, the mediator will submit a report to both councils for consideration. The mediator's report and recommendations are not binding on the Municipalities and would be subject to the approval of both councils.
- viii. If both councils agree to the mediation report recommendation, then the applicant municipality would take the appropriate actions to address the disputed matter.

Stage 6 – Mutually Agreed Upon Arbitration

- i. If the Municipalities cannot reach agreement through mediation, an arbitrator may be appointed to produce a binding or non-binding decision. The Municipalities are not required to abide by this decision.

Stage 7 – Binding Arbitration

- i. If optional municipally agreed to arbitration is unsuccessful, the Municipalities must forward a copy of the issue and work completed to the Minister of Municipal Affairs with a request to the Minister to appoint an arbitrator.
- ii. In appointing an arbitrator, the Minister may place any conditions on the arbitration process as the Minister deems necessary.
- iii. The Municipalities will follow the Arbitration Process and subsequent steps as outlined in the MGA.



14. CORRESPONDENCE

a) Written notice under this Agreement shall be addressed as follows:

i. In the case of Leduc County to:

Leduc County
1101 fi1" Street
Nisku, AB T9E2X3

Attention; Chief Administrative Officer

ii. In the case of the Town of Calmar to:

Town of Calmar
PO Box 750, 4901 - 50 Avenue
Calmar, AB T0C 0V0

Attention: Chief Administrative Officer

15. AUTHORIZATIONS

Signature of Tanni Doblanko
Mayor, Leduc County

Signature of Sean Carnahan,
Mayor, Town of Calmar

Signature of Duane Coleman
CAO, Leduc County

Signature of Sylvain Losier,
CAO, Town of Calmar

Date

Date





Appendix A POTENTIAL FUTURE PROJECTS, SHARED SERVICES, OR AGREEMENTS

- 1) The Municipalities have identified that the following items may be explored in further detail after the adoption of this Intermunicipal Collaboration Framework:
 - a) Regional Transit;
 - b) Regional Safety Codes Inspection and Permitting;
 - c) Regional Broadband;
 - d) Animal Control;
 - e) Regional Subdivision and Development Appeal Board;
 - f) Bulk Water; and
 - a) Sub-Regional Emergency **Management Agency**



SCHEDULE I EXISTING SERVICE DELIVERY AGREEMENTS

The Municipalities have worked collaboratively in the past with the following agreements in place to serve residents of both municipalities:

Service Category	Year Approved	Name of Agreement	File Number	Lead Municipality	Funding Arrangement
Emergency	2017	Fire Service Agreement		Leduc County	Fee for service
Emergency	2017	Disaster Services Agreement		Leduc County	Fee for service
Recreation	2017	Recreation, Library and Cultural Services Cost Sharing Agreement		Town of Calmar	Municipal contributions
Other	2017	Regional Family and Community Support Services Agreement		Leduc County	20% of Funding
Other	2010	Assessment Review Board Agreement		Leduc County	Fee for service

As new agreements are negotiated, they will be added to this list.





Town of Calmar

Request for Decision (RFD)

Meeting:	Regular Council Meeting
Meeting Date:	May 1, 2023
Originated By:	CAO Losier
Title:	Policy 2023-106 Procurement Policy
Approved By:	CAO Losier
Agenda Item Number:	7 G

BACKGROUND/PROPOSAL:

Since summer 2022, Council has discussed the need of having a procurement policy. A draft was created and discussed with Council on a few occasions, the latest occasion being April 24, 2023. The last changes to the draft included:

- Setting the threshold at \$50,000 for goods/services to go to competitive method, and
- Adding a 5 years or less period requirement for all service/goods contracts under CAO's responsibilities. This will ensure that the Town will conduct a procurement process on a regular basis for ongoing contracts.

The draft policy is attached for Council's consideration.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES:

Having a policy will make it easier for Administration and vendors as the process will be established and known by all parties. Being a policy, it will give Council the ability to review and adjust as needed in the future by passing a resolution.

Option 1 – Council may request further information from Administration prior to proceeding with the adoption of a policy.

Option 2 – Council may adopt by resolution the policy with or without amends.

Option 3 – Council may defeat the policy.

COSTS/SOURCE OF FUNDING (if applicable)

n/a



RECOMMENDED ACTION:

That Council adopts Policy 2023-106 Procurement Policy.



POLICY

POLICY No. 2023-106
TITLE: Procurement Policy

APPROVAL DATE: MAY 01, 2023

DEPARTMENT: ADMINISTRATION

REVISION DATE:

MAYOR: _____

CAO: _____

Purpose:

The purpose of this Policy is to:

1. To provide direction and guiding principles for the Procurement of Goods and Services; and
2. Ensure that Procurement of Goods and Services are in compliance with:
 - a. The Municipal Government Act (MGA)
 - b. Agreement on Internal Trade (AIT), MASH Annex 502.4;
 - c. New West Partnership Trade Agreement (NWPTA);
 - d. Any subsequent federal or provincial/legislation, regulations, or agreements governing municipal procurement; and
 - e. All Town policies, bylaws and established procedures governing Administrations activities, roles, and duties.

Scope:

This policy applies to all members of Administration and Vendors wishing to participate in any Procurement process for the Town of Calmar.

Definitions:

- **Administration** - means the employees of the Town under the direction of the CAO
- **Award** - means the selection of a vendor to provide goods and/or services to the Town
- **CAO** - means the Chief Administrative Officer of the Town
- **Council** - means the Town of Calmar's Council duly assembled
- **Emergent need** - means when a lack of immediate action would jeopardize operations or equipment, disrupt critical public services or involves an imminent threat to public or staff safety.

- **Goods** - means in relation to a procurement, moveable property (including the cost of installing, operating, maintaining, or manufacturing such moveable property) and includes supplies, materials, raw materials, products, equipment, and other physical objects of every kind and description whether in solid, liquid, gaseous or electronic form. For the purpose of this policy goods does not include land.
- **Procurement** – means the acquisition by any means, including by purchase, rental, or lease of goods and/or services
- **Services** - means all services to be supplied to the Town, including construction and consulting
- **Town** - means the Town of Calmar
- **Vendor** - means an individual, firm, partnership or proprietorship, supplier, contractor, architect, consultant, bidder or tenderer

Guiding Principles:

The implementation of this policy will be done in accordance with these guiding principles:

Open/fair competitions:

- a) The Policy will promote and maintain the integrity of the procurement process and protect Council, Administration, and Vendors involved in the process, by providing clear direction and accountability
- b) The Town will maintain an open, transparent, and accessible procurement function, treating vendors fairly and equitably
- c) Administration must ensure that all vendors and potential vendors are treated equally under this Policy and all procurement procedures and that neither an advantage nor disadvantage is created
- d) Administration is to exercise caution when dealing with vendors or potential vendors where there is the possibility or perception of a conflict of interest, either through a direct or indirect relationship of any kind. Such vendor will not be disqualified due to the existence of such a conflict of interest provided that it is identified, recorded and acknowledged at the outset and proper precautions have been exercised to limit any such conflict of interest
- e) Town procurement documents will specify the requirement for vendors to declare that there are no conflicts of interest or provide details of any actual or potential perception of conflicts of interest with Town employees or elected officials

Sustainability:

- a) The Town is committed to the procurement of goods and services that are environmentally and ethically preferred wherever practical and economically feasible, where doing so will not significantly affect the intended use of the goods and services
- b) In evaluating goods and services, Administration shall take into consideration factors such as durability, reusability; level of post-consumer waste and/or recyclable content, and recognized third party eco/ethical certification

Best value consideration:

- a) The Town encourages the consideration of overall cost in the procurement of goods and services, including but not limited to:
 - i. acquisition costs,
 - ii. operating costs,
 - iii. life cycle costing,
 - iv. salvage value,
 - v. availability,
 - vi. serviceability, and
 - vii. delivery.
- b) The Town will consider and evaluate the relevant price and non-price factors prior to commencing the competitive process. Purchases shall be at the best value to the Town consistent with the required quality and service and factors such as price, availability, warranties, quality and serviceability shall be considered in determining the best value to the Town.

Procurement methods:

Administration will utilize the following methods:

Competitive methods:

- a) Request for information (RFI) – process used to gather information to help make a decision on the next steps that should be taken by the Town.
- b) Request for Proposal (RFP) – process used for the provision of services or completion of a given project which provides the vendor with an opportunity to bid on the work or service using their unique skills where price may not be the primary factor in evaluation. There will be a public opening for request for proposal’s submissions for capital purchases.
- c) Request for Tenders (RFT) – process used when price is the main award factor once submissions are determined to be technically compliant. There will be a public opening for request for tender’s submissions.

Non-competitive methods:

- a) Negotiated methods
 - i. Telephone solicitation – process used to call potential vendor(s) to obtain a verbal quote for goods and/or services.
 - ii. Written quote – process used to obtain a written quote from potential vendor(s) for goods and/or services.
- b) Selective method:
 - i. In some cases, the Town may procure certain services and goods through one company, without obtaining prices from several sources. This arrangement is established due to the uniqueness, quality and/or type of services or goods provided by the company. Periodically, the Town will review these arrangements to ensure quality standards are maintained and pricing remains competitive.

- ii. Request for pre-qualification (RFPQ) – process used to select a vendor based on qualifications rather than price.

Procurement process:

Administration will utilize the following methods:

Type of purchase	Value	Procurement method
Goods and/or Services	Below \$10,000	Non-competitive: Negotiated method - telephone solicitation
	From \$10,000 and up to \$50,000	Non-competitive: Negotiated method – written quotes
	\$50,000 and over	Competitive method; or Non-competitive – Selective method with Request for pre-qualification
	Below \$200,000	Competitive method; or Non-competitive – Selective method with Request for pre-qualification
Construction	\$200,000 and above	Competitive method

Policy Responsibilities:

The implementation of this policy will require the following:

Council responsibilities:

- c) Approve the policy.
- d) Approve the Town’s annual budget.

CAO responsibilities:

- a) Direct Administration to develop the necessary administrative directives and procedures to implement this policy.
- b) Ensure that expenditures incurred by the Town are authorized in the annual budget or approved by resolution of Council.
- c) Ensure compliance to this policy and other Town policies.
- d) Ensure that goods and/or service contracts are for periods of 5 years or less as deemed necessary by the CAO. This will ensure that the Town can go through the procurement process on a regular basis for ongoing goods/services needed.

Monitoring and updating

- a) This policy will be posted on Town’s website.
- b) This policy will be reviewed at least once every four (4) years.

Town of Calmar

Request for Decision (RFD)

Meeting:	Regular Council Meeting
Meeting Date:	May 01, 2023
Originated By:	Acting DCS Bryans
Title:	Seniors' Week Declaration
Approved By:	CAO Losier
Agenda Item Number:	8 A

BACKGROUND/PROPOSAL:

Annually the Town acknowledges the valuable contributions, past, present and future made to the Town of Calmar by our seniors in the community by recognizing Seniors' Week.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES:

Our seniors play a vital role in our community and by declaring Seniors' week it is just one of the ways that the Town can recognize their value and contributions.

Option 1 – Council pass a motion for Mayor Carnahan to sign the Seniors' Week Declaration, recognizing the week of June 5th – 11th 2023 as Seniors' Week.

Option 2 – Council pass a motion to accept this as information.

COSTS/SOURCE OF FUNDING (if applicable)

N/A

RECOMMENDED ACTION:

Council pass a motion for Mayor Carnahan to sign the Seniors' Week Declaration, recognizing the week of June 5th – 11th 2023 as Seniors' Week.



DECLARATION

In honour of the past, present and future contributions of the seniors of this community and throughout Alberta, I hereby declare June 5 – 11, 2023 to be Seniors' Week in

Town of Calmar

Community

Mayor Carnahan

Official Title

Official Signature

The Honourable Jeremy Nixon; Minister of Seniors, Community and Social Services

Town of Calmar

Request for Decision (RFD)

Meeting:	Regular Council Meeting
Meeting Date:	May 01, 2023
Originated By:	Acting DCS Bryans
Title:	National Public Works Week Proclamation
Approved By:	CAO Losier
Agenda Item Number:	8 B

BACKGROUND/PROPOSAL:

Annually the Town acknowledges the valuable contributions made to the Town of Calmar by our Public Works staff by recognizing Nation Public Works Week.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES:

Public works professionals focus on infrastructure, facilities and services that are of vital importance to sustainable and resilient communities and to the public health, high quality of life and well-being of the people of Alberta.

And these infrastructure, facilities and services could not be provided without the dedicated efforts of public works professionals, who are engineers, managers, and employees at all levels of government and the private sector, who are responsible for rebuilding, improving, and protecting our nation's transportation, water supply, water treatment and solid waste systems, public buildings, and other structures and facilities essential for our citizens.

Option 1 – Council pass a motion for Mayor Carnahan to sign the National Public Works Proclamation, recognizing the week of May 21st – 27th 2023 as National Public Works Week.

Option 2 – Council pass a motion to accept this as information.

COSTS/SOURCE OF FUNDING (if applicable)

N/A

RECOMMENDED ACTION:

Council pass a motion for Mayor Carnahan to sign the National Public Works Proclamation, recognizing the week of May 21st – 27th 2023 as National Public Works Week.



RECEIVED

MAR 20 2023

March 16, 2023

Attention: Honourable Mayor/Reeve,
Members of Council and Chief Administrative Officers

TOWN OF CALMAR - INT. ____

Re: National Public Works Week, May 21-27, 2023 – “Connecting the World Through Public Works”

The APWA Alberta Chapter is seeking your support to recognize and promote National Public Works Week (NPWW) by acknowledging May 21 - 27, 2023 as National Public Works Week in your community. This year's theme is "Connecting the World Through Public Works". Public works is the thread that connects us all, no matter where we live in the world. Every public works professional strives to improve the quality of life for the community they serve, leading to healthier, happier communities.

The "Connecting the World Through Public Works" theme highlights the way public works professionals connect us physically, through infrastructure, and inspirationally, through service to their communities, whether as first responders, or daily workers carrying out their duties with pride.

Public works connectors help keep communities strong by providing an infrastructure of services in transportation, water, wastewater, and stormwater treatment, public buildings and spaces, parks and grounds, emergency management and first response, solid waste, and right-of-way management. They are what make our communities great places to live and work. Join us in celebrating the quiet work these professionals do that makes life better for all of us.

National Public Works Week is observed each year during the third full week of May and this is the 63rd year. The APWA encourages public works agencies and professionals to take the opportunity to celebrate the week by parades, displays of public works equipment, high school essay contests, open houses, programs for civic organizations and media events. The occasion is marked each year with scores of resolutions and proclamations from Mayors and Premiers and raises the public's awareness of public works issues and increases confidence in public works agencies like yours who are dedicated to improving the quality of life for present and future generations.

For your convenience, I have attached a sample Council proclamation that you may consider using. You may wish to go to www.publicworks.ca for a digital copy of the proclamation and information about this year's theme and resources on making your Public Works Week a success. Also please consider entering your event for our annual awards as well as the National Public Works Week award from CPWA. www.cpwa.net If you have any further questions or require any additional information, please do not hesitate to contact Jeannette Austin, Executive Director at 403.990.2792. Thank you for making a difference.

Please note that declarations should be forwarded to

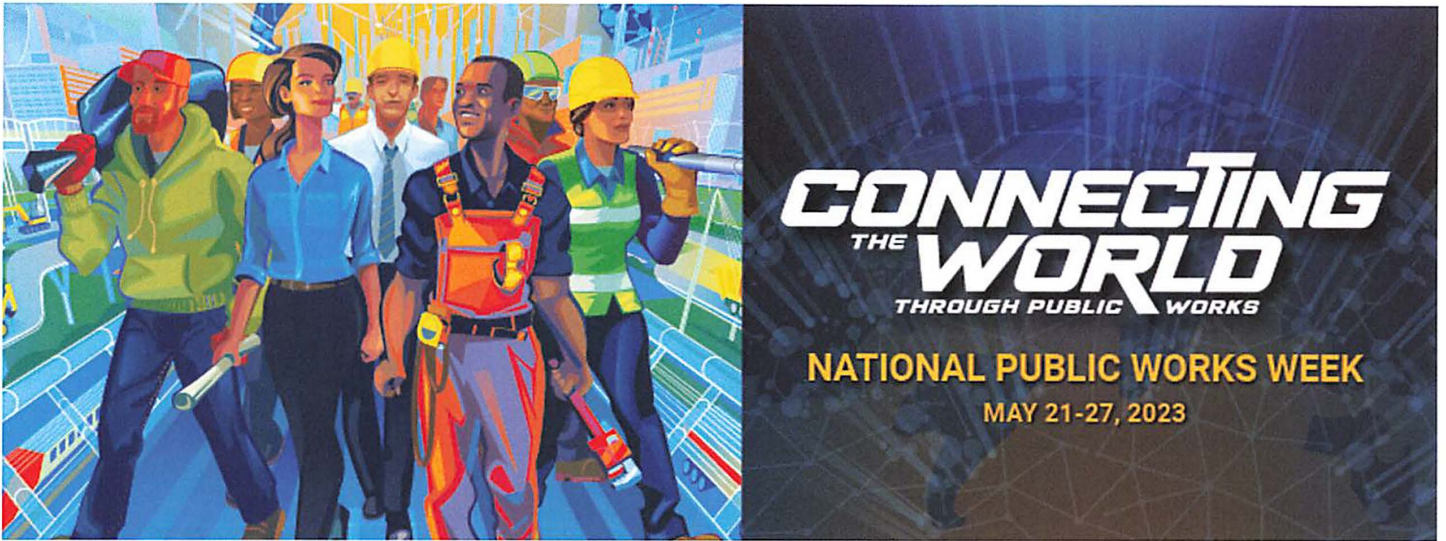
office@publicworks.ca or by mail to:

APWA Alberta Chapter
PO BOX 44095 Garside Postal Outlet
EDMONTON AB T5V 1N6

Yours truly,

A handwritten signature in blue ink, appearing to read 'Mike Haanen', is written over a light blue horizontal line.

Mike Haanen, APWA President



National Public Works Week

May 21–27, 2023

“Connecting the World Through Public Works”

WHEREAS, public works professionals focus on infrastructure, facilities and services that are of vital importance to sustainable and resilient communities and to the public health, high quality of life and well-being of the people of Alberta; and,

WHEREAS, these infrastructure, facilities and services could not be provided without the dedicated efforts of public works professionals, who are engineers, managers, and employees at all levels of government and the private sector, who are responsible for rebuilding, improving, and protecting our nation’s transportation, water supply, water treatment and solid waste systems, public buildings, and other structures and facilities essential for our citizens; and,

WHEREAS, it is in the public interest for the citizens, civic leaders and children in Alberta to gain knowledge of and to maintain an ongoing interest and understanding of the importance of public works and public works programs in their respective communities; and,

WHEREAS, the year 2023 marks the 63rd annual National Public Works Week sponsored by the American Public Works Association be it now,

RESOLVED, I, Sean Carnahan, Mayor of Calmar, AB, do hereby designate the week May 21–27, 2023 as National Public Works Week; I urge all citizens to join with representatives of the American Public Works Association/Canadian Public Works Association and government agencies in activities, events, and ceremonies designed to pay tribute to our public works professionals, engineers, managers, and employees and to recognize the substantial contributions they make to protecting our national health, safety, and quality of life.

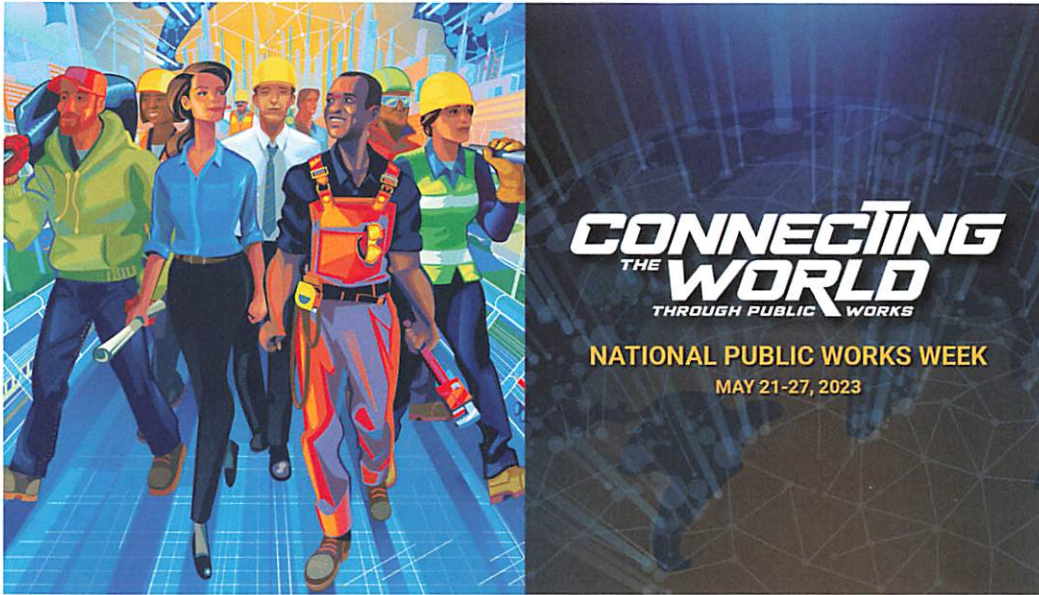
IN WITNESS WHEREOF, I have hereunto set my hand and caused the Seal of Calmar (to be affixed),

DONE at the Town of Calmar, AB this _____ day of _____ 2023.

Mayor Sean Carnahan



Celebrate Public Works Week



What You Can Do

Proclamation

Ensure that your Municipality proclaims or recognizes NPWW! Contact us for a sample proclamation office@publicworks.ca

Public works superheroes help keep communities strong by providing an infrastructure of services in transportation, water, wastewater and stormwater treatment, public buildings and spaces, parks and grounds, emergency management and first response, solid waste, and right-of-way management. They are what make our communities great places to live and work. So, join us in celebrating these superheroes!

Support your superheroes by sending them to compete in the Equipment Rodeo and participate in the “Boots to Boardroom” Annual Technical Conference & Snow Show May 29 – June 1, 2023 at the River Cree Resort in Enoch AB.

See our website for details www.publicworks.ca

Environmental Campaign

Develop a week of activities to improve the community's environment. Show the many ways public works departments contribute to your community's environmental health.

Thought starters:

- Invite garden clubs, civic groups, historic preservation societies, schools and scouting councils to join you in an environmental project or suggest a project of their own.
- Organize a tree-planting ceremony, recycling drive, public grounds clean-up or free, safe disposal of oversized items and household hazardous wastes.
- Launch a campaign to solicit organizations to adopt a highway or public park.



Public Works Exhibit

Create an exhibit to spotlight your organization's recent successes and emphasize how they benefit all citizens. Arrange to display your exhibit at libraries, community centers and shopping malls. You may be able to take advantage of a captive audience by exhibiting at a scheduled community event.

Thought starters:

- Feature public works equipment, display photos of facilities and provide information on upcoming public works projects.
- Show a film or video of public works in action.
- When practical, have a representative from various departments staff the exhibit to answer questions and provide information.

Rodeo/Equipment Shop

Display equipment your department uses in day-to-day operations. Give public works employees the opportunity to show the skill required to operate public works equipment.

Thought starters:

- Select a location with high visibility such as a parking lot, city park, or public gathering place. Allow adequate time to research and reserve a location.
- Invite elected officials to participate in an activity during the event.
- Sponsor a regional contest and challenge other municipalities to a test of skills necessary to operate a backhoe, garbage pickup, forklift and lawn tractor.
- Emphasize safety; highlight the cost-effective measures and unique features of your equipment and vehicles.
- Have representatives from various departments show equipment and answer questions.

Open House or Tour

An open house or tour offers participants a new perspective on public works and gives professionals an opportunity to discuss the daily operation at their facility. It also is a good time to gather community members opinions of public works projects and services.

Thought starters:

- Plan the open house in conjunction with a dedication ceremony, an anniversary, or a celebration of a completed project.
- Select employees to serve as ambassadors or tour guides.
- Provide a forum for citizens to learn about various departments and their functions.
- Develop a survey to gather attendees' opinions about a public works project or service of importance to your organization.

Employee Appreciation Day

Acknowledge the many accomplishments public works employees contribute throughout the year with a special recognition event.

Thought starters:

- Sponsor a banquet to recognize outstanding performance, special achievements, safety records and attendance. Award honourees with a gift registration to a seminar, an engraved plaque, a special proclamation or a cash award.
- Include family members of honourees.
- Invite elected officials.
- Hold your event in a public works facility. For example, host a barbecue in an equipment garage.

For further information see our website: www.publicworks.ca

Or contact Jeannette Austin

Executive Director

admin@publicworks.ca



Town of Calmar

Request for Discussion (RFD)

Meeting:	Regular Council
Meeting Date:	May 1, 2023
Originated By:	CAO Losier
Title:	MOU with Devon for CPO
Approved By:	CAO Losier
Agenda Item Number:	8 C

BACKGROUND/PROPOSAL:

On April 6, 2020, Calmar and Devon entered into a Memorandum of Agreement for the Community Peace Officer services they offered to their respective community. The purpose of this agreement was to collaborate with each other, provide support and assistance when needed, as well as conducting joint operations. The current agreement expired in February 2023 and needs to be renewed.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES:

The agreement as enable both towns to enhance their services. In addition to the collaboration and exchange of knowledge and skillsets, the agreement has enabled each party to have a minimum coverage when staff were on vacation or otherwise indispose/unavailable for work. Our CPO has made rounds in Devon and their CPOs have done the same here. Furthermore, this agreement will enable us to run a pilot project and see the pros and cons of having nighttime shifts in the community. This would be enabled by a buddy system where a CPO from each municipality would ride together during night shift for crime determent and traffic enforcement.

As the agreement has been working well, Administration is not proposing any changes to the approach. As this is a first time for this Council to see the MOU, Administration decided to bring it as a discussion only item. The intent is to come back on May 15 for a decision. Also, the extra two weeks will allow Administration to update the format of the agreement to the new template and brand.

COSTS/SOURCE OF FUNDING (if applicable)

No additional funds will be required.



MEMORANDUM OF AGREEMENT ENTERED INTO AS OF THIS 6TH DAY OF APRIL ~~January~~

A.O. 2020. BETWEEN:

THE TOWN OF DEVON

a municipality incorporated under the laws of the Province of Alberta
(hereinafter referred to as "Devon")

OF THE FIRST PART

-and-

THE TOWN OF CALMAR

a municipality incorporated under the laws of the Province of Alberta
(hereinafter referred to as "Calmar")

OF THE SECOND PART

Hereinafter jointly referred to as the "Parties".

WHEREAS Devon and Calmar employ Peace Officers, and;

WHEREAS Devon and Calmar are desirous of establishing an Agreement to share Peace Officer Services for the purpose of quality public safety in line with Alberta's current Traffic Safety Plan by working together, providing assistance to each other, and for the safety of Peace Officer's in each Municipality, and;

WHEREAS Alberta's current Traffic Safety Plan is a provincial traffic safety initiative to reduce the average number of road users killed or seriously injured by focusing education and enforcement initiatives on increased seat belt and child restraint use, speed related crashes and;

WHEREAS The Peace Officer Act RSA 2007, being Chapter P-3.5, requires that an Agreement be entered into between the two (2) municipalities.

NOW THEREFORE this Agreement witnesses that in consideration of the terms and conditions contained in this Agreement, the two (2) municipalities set out as follows:

1. The purpose of this Agreement shall be to allow Peace Officers of each of the Parties to assist each other in the performance of their duties by working together or autonomously with the intent of achieving the objectives of Alberta's current Traffic Safety Plan and Quality Public Safety.

2. The Parties of the municipalities shall be liable for all costs and actions of their Peace Officers while they are assisting the Peace Officers employed by the other including, but not limited to, office supplies, equipment, training and education, uniforms, travel, employee salaries, benefits and disciplinary proceedings.
3. Each of the Parties municipality shall maintain general liability insurance coverage covering the Peace Officer Services provided under this Agreement.
4. The Parties of the municipalities acknowledge that any complaint received with respect to the provision of Peace Officer Services by Peace Officers pursuant to this Agreement shall be immediately forwarded to the respective person designated to receive such complaint pursuant to the disciplinary policies in place for the department.
5. The Party of each municipality agree to indemnify and save harmless the municipality (or their agents, servants, officers, elected officials or employees) with respect to any claim, action, suit, proceeding or demand including those related to negligence, made or brought against the municipality (or any of them, their agents, servants, officers, elected officials or employees) by the third party with respect to any occurrence, incident, accident or happening relating to the provisions of the Peace Officer Services pursuant to this Agreement, excepting any occurrence, incident, accident involving negligence or intentional torts by each municipality (or their agents, servants, elected officials or employees).
6. For the purposes of this Agreement, the term "department of jurisdiction" shall mean the municipality whose corporate boundaries encompass the enforcement action.
7. When the Peace Officers encounter a situation requiring enforcement in the other municipality;
 - a. The Peace Officer will conduct investigation, determine appropriate enforcement action.
 - b. The Peace Officer will create file detailing investigation.
 - c. The Peace Officer will, as soon as practicable, notify the department supervisor of jurisdiction informing of investigation, actions taken and provide file number.
8. In the event a complaint or request for an investigation is received from another agency, the Peace Officer shall ensure the department of jurisdictions has been notified and no action will take place until the procedure outlines in Section 4 of this Agreement is followed.
9. When a Peace Officer is assisting the department of that jurisdiction, the officer in charge shall be the most senior officer or highest-ranking officer from the department.
10. Any fines generated through enforcement shall have the appropriate municipality of jurisdiction in the collator section of the violation ticket.
11. If the authorization to employ Peace Officers for each of the municipalities is terminated by the Alberta Solicitor General and Public Security, then this Agreement will similarly be immediately terminated.

[Handwritten signature]

12. This Agreement may be reviewed and at any time amended, by mutual consent of the Parties periodically.
13. Notwithstanding Section 12 of this Agreement, any party may terminate or suspend this Agreement by giving 4 weeks' written notice, without cause to the other Parties.

TERM

This Agreement is effective from February 1, 2020 for a period of three (3) years and expires on February 1, 2023 (unless during the review process the Parties agree in writing to renew the term of the Memorandum before its expiry).

CONFIDENTIALITY

Neither of the Parties is to disclose, directly or indirectly, any confidential information received from the other party to any third party without written consent from the other Parties.

NOTICE

1. Any notice permitted or required under this Agreement may be delivered personally or sent by facsimile, email or single registered mail addressed in the case of Devon to:

The Town of Devon
1 Columbia Ave W
Devon, AB. T9G 1A1
Fax. (780) 987-4343
Email: peaceofficer@devon.ca

Or, in the case of Calmar to

The Town of Calmar
4901 50th Ave
Calmar, AB. T0C 0V0.
Fax: (780) 985-3039
Email: pleggio@calmar.ca

2. Any notice delivered personally or sent by facsimile transmission or single registered mail addressed or emailed shall be deemed to be received on the date of delivery. A notice by mail shall be deemed to be delivered on the third business day following the date of mailing. In the case of a postal strike or other disruptions in service, only the delivery either personally, or by facsimile transmission or email shall be effective.

WJH



In witness thereof, the parties have hereunder affixed their corporate seals as witnessed by the hand or hands of their proper officers duly authorized in that behalf as the day and year first above written.

THE TOWN OF DEVON

PER: _____
Title: CAO

THE TOWN OF CALMAR

MAYOR: _____
CAO: _____



Town of Calmar

Request for Decision (RFD)

Meeting:	Regular Council Meeting
Meeting Date:	May 1, 2023
Originated By:	CAO Losier
Title:	39/20 Alliance Structure and Operations
Approved By:	CAO Losier
Agenda Item Number:	8 D

BACKGROUND/PROPOSAL:

At its AGM, the Alliance decided to conduct some minor amendments to its Structure and Operations document. The main change is moving from a monthly meeting schedule to a quarterly one. This will reduce the expenses while providing the flexibility to ad special meeting should there be a specific need. Much of discussion about the Alliance lately has been about its roles and the potential projects. This will be discussed further in 2023.

The updated Structure and Operation document, as well as the partnership document, are attached for Council’s consideration. The intent would be that Council would authorize the Mayor to sign the partnership document.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES:

The Alliance has been running for many years. Its purpose is being explore and the discussion currently is mainly about roles and purposes of this group. At its last meeting held on April 26, the discussion identified potential roles in terms of advocacy and collaboration (purchasing power, sharing assets, etc.). The options are relatively simple.

Option 1 – Council sign-on the membership document, engage, participate, and help define the roles/purposes for this organization through active participation of its representatives.

Option 2 – Council do not sign the document and pulled out of the Alliance and concentrate its collaboration efforts using a different framework.

COSTS/SOURCE OF FUNDING (if applicable)

No additional funding is anticipated for 2023. The membership typically pays a small amount annually, pending anticipated activities and the funds available in the Alliance accounts.



RECOMMENDED ACTION:

That Council direct to sign the documentation on behalf of Council. Furthermore, Calmar's representative on the Alliance should report back to Council at year end with an evaluation of the progress and/or the value of being a member.



The 39/20 ALLIANCE

39/20 Alliance Partnership Resolution

The following municipalities, being the Town of Calmar, Town of Thorsby, Village of Warburg and the Village of Breton, have deemed It beneficial, to work more closely with one another, In a organized, structured manner, known as the 39/20 Alliance. All the mentioned municipalities have stated, and hereby confirm, that they agree to formalize this commitment, therefore:

RESOLVED THAT: each of the undersigned further agrees to be bound by the terms and conditions of the 39/20 Alliance Partnership Agreement (Structure and Operations, Edition #2)

RESOLVED THAT: the undersigned hereby certify that the members of said 39/20 Alliance Partnership are as follows:

Town of Calmar:

Town of Thorsby:

Village of Warburg:

Village of Breton:

RESOLVED THAT: this document is reviewed annually at the 39/20 Alliance AGM and furthermore;

RESOLVED THAT: one of the Municipal Partners agree to take on the Treasurer role on behalf of the Alliance. The Identification of this Municipal Treasurer to be included in the resolution.

We hereby certify that the foregoing resolutions have not been modified or rescinded and are now in full force and effect, and that the 39/20 Alliance Partnership municipalities has the power to take any action authorized herein and contemplated by the foregoing resolutions.

We hereby further certify each of the following municipalities has entered the 39/20 Alliance Partnership and now legally holds the office set opposite his or her signature.

Dated:

Location: Alberta



The 39/20 Alliance Structure and Operations

The 39/20 Alliance Structure and Operations

EDITION #2-1



The 39/20 Alliance Structure and Operations

Section 1 Membership and Representation

- A. Founding Members of the 39/20 Alliance (“The Alliance”) consist of the Town of Calmar, Town of Thorsby, the Village of Warburg and Village of Breton, all located in the Province of Alberta.
- B. Members will be represented on The Alliance by two (2) elected officials, who shall be Representatives from each Member.
These Representatives will be identified annually at the Organizational Meeting of each of the Councils of the Members,
To the extent possible, at least one (1) Representative will have previously served as a Representative to The Alliance. This Representative will be the Senior Representative of the Member.
Representatives can serve The Alliance for as long as they are duly elected in their municipality and are appointed by their Council to serve.
Representatives will be expected to familiarize themselves with the Alliance Code of Conduct Guidelines (Appendix 1) and will be required to agree with, and sign the Alliance Code of Ethics Agreement (Appendix 2)
- C. New Members of The Alliance may be invited to join and will become Members upon the unanimous affirmative vote of all current Members.
- D. Membership in The Alliance will be considered terminated:
- i. Upon written request of a Member to terminate their Membership, which is subject to said Member providing 6 months notice to terminate, or
 - ii. Upon unanimous affirmative vote of the remaining current Members to terminate one (or more) Member(s).
- Membership terminated as above will still result in the Members obligation for the current year's full membership fees, as per Section 1(F).
- E. Representatives of The Alliance can be removed:
- i. Upon their demonstrated breach of the agreed upon Alliance Code of ethics (Appendix 2), or
 - ii. By the Representative ceasing to be a duly elected official in their municipality, for any reason or
 - iii. By Formal request to a member seeking changes in the Representative's behaviour that are not satisfactorily resolved, or



The 39/20 Alliance Structure and Operations

- iv. By willingly vacating their representation.

Vacant seats created by any of these reasons will remain vacant until either replaced by the appropriate Member or at the next Organizational meeting of the respective Municipality. To the extent possible vacancies shall be replaced as soon as possible.

- F. Members of The Alliance will be assessed annually a Membership Fee to cover incidental operating costs of The Alliance. This assessment will be calculated as per Appendix 3, Members Fees.

These Fees are not to be construed as Project Costs which will be allocated separately, by Project.

Section 2 Principles of Agreement and Joint Authority

- A. All Members of The Alliance are equal.
- B. All Representatives to The Alliance are equal and each has one (1) vote in all matters pertaining to The Alliance.
- C. The Authority of The Alliance to act on behalf of the Members, will result from an officially Approved Motion of the Council of each Member, as per each Council's right under the Municipal Government Act and will remain in effect until an officially Approved Motion of the Council of the Member rescinding this Authority.
- D. There are no decisions excluded from the Authority to Act obtained by The Alliance as per Section 2(C.).
- E. There are no conditions under which a decision of The Alliance can bind any Member.

Decisions of the Representatives of The Alliance must be ratified by the Council of the Members.

- F. There is no expectation that any Member will provide goods or services to another Member at less than full cost.
- G. Any Member can elect to opt out of participating, in any way, in any Alliance project they so choose. Remaining Members can proceed without unanimous participation if they elect to do so.



The 39/20 Alliance Structure and Operations

- H. In general, Common Project Costs will be shared by all participating members on a pro rata, per capita basis. (Examples of Common Project Costs could include the costs of preparing a Request for Proposals, a Solicitation of Interest, common project engineering costs, etc.)

Implementation and Maintenance Costs for each project will be the individual Member's responsibility and will be identified separately for each project undertaken.

- I. The Representatives of The Alliance will develop an Annual Operating Plan, with associated Annual Budget based on an agglomeration of the approved 5-10 year Strategic Plans of the Members.

The focus of The Alliance Annual Plan will be on the upcoming Fiscal Year.

Annual Budgets of The Alliance are recommendations to Members Council and will need to be approved by each Member.

- J. There are no decisions of The Alliance that can result in an increased indebtedness of any Member.

Section 3 Meetings and Secretariate Function

- A. Meetings of the Alliance will be held, at a minimum quarterly. Dates to be determined at the AGM.

One meeting shall be an Annual General Meeting to which all elected officials of all Member Councils shall be invited for the purposes of receiving information pertaining to the previous year's activities and results as well as next year's plans, included will be an Annual Operating/Budget Planning Meeting.

Meetings of The Alliance will also be held at the express call of the Chair.

All meetings of The Alliance shall be open to all Member ratepayers who wish to attend in an observer capacity.

- B. A Quorum of 50% plus one (11 of eligible Representatives present at any meeting is required for decisions, except in circumstances where unanimous decisions are required (Section 1(C) and Section 1(D(ii))).

In addition, a Quorum will also require at least one (1) Representative from each



The 39/20 Alliance Structure and Operations

Member.

Representatives of Members that have opted out of any project of The Alliance (Section 2(G)) shall abstain from voting on decisions pertaining to that project.

- C. Representatives of The Alliance shall annually elect their own Chair selected from the current slate of Representatives, said election to be held at the first meeting of The Alliance following the last Organizational Meeting of Member Councils at which time Alliance Representatives are appointed.

Successful election of the Chair will require 50% plus one (1) affirmative votes from eligible Representatives present.

In the event of a tie vote, the matter will be tabled until the next meeting at which time a new vote shall be conducted.

If this second vote results in a tie the current Candidates for Chair will be disqualified, and another, new vote shall be conducted with new Candidates.

This process shall continue until the successful election of a Chair from the Representatives present is accomplished.

Proxy votes are expressly prohibited.

- D. A Co-Chair shall be elected in the same manner as the Chair (Section 3(C)). The Co-Chair shall act on request of the Chair.
- E. Meetings of The Alliance will be held in Member Communities following a fixed rotation which is set annually at their annual Operating Planning meeting.
- F. The meeting Secretariat functions for each meeting shall be provided for by the host Member Community. These functions are anticipated to include:
- i. Meeting Notifications to Representatives
 - ii. Distribution of necessary supporting documentation, reports, proposals, agenda, correspondence etc.
 - iii. Arranging for meeting space and appropriate catering
 - iv. Taking of attendance
 - v. Minute taking and subsequent distribution of Draft Minutes



The 39/20 Alliance Structure and Operations

- G. Meeting costs and Secretariat costs will be paid for from the Members Fees.
- H. Meetings will generally follow the Typical Agenda (Appendix 4) and will consider Agenda Items prepared in advance as per the Standard Agenda Item Format. (Appendix 5)

Section 4 Communications Protocols and Agenda Setting

- A. There are several key Stakeholders which The Alliance will wish to communicate with on a frequent and regular basis. These include, but are not necessarily limited to the following:
 - i. Member Councils
 - ii. Brazeau County Council
 - iii. Areas Members of Parliament and the Legislative Assembly
 - iv. Other Alberta Government Ministries and Departments, as appropriate, depending on the Projects under way.
 - v. Alberta Municipalities, Rural Municipalities of Alberta, and Federation of Canadian Municipalities
 - vi. Neighbouring Communities; particularly Devon, City of Leduc,
 - vii. Leduc County, Beaumont, and Drayton Valley
 - viii. Regional Chambers of Commerce
 - ix. Local Media

These key Stakeholders, and others, will be interested in receiving regular communications regarding:

- i. the progress of Alliance projects
 - ii. the benefits and results of completed Alliance projects, and
 - iii. the upcoming plans of The Alliance
- B. The Alliance will formally report to each Member Council on a regular basis. This report will be delivered by the Senior Alliance Representative of the said Member Council.

This Report will follow the Member Council's established format and will include Decisions of the Representatives of The Alliance for ratification by the Council of the Members as per Section 2(E).

This Report will also include the typical Alliance Report formatted as described in Section 4(A) and will be developed by Alliance Staff and approved by The Alliance Chair.



The 39/20 Alliance Structure and Operations

All elected officials of all Member Councils will be invited to attend the Annual General Meeting of The Alliance.

- C. Decisions of The Alliance, once ratified by the appropriate Council(s) will be communicated to the appropriate administration through a motion of Council so directing the actions of administration.
- D. Press Releases and Public communications of The Alliance will be compiled by Alliance support staff and will not be distributed until approved by the elected Chair of The Alliance.
- E. The designated Public Spokesperson of The Alliance will be the elected Chair, or in their absence, the elected-Chair (Section 3(C)). No other persons are authorized to speak publicly on behalf of The Alliance.
- F. Member Council's can request that the elected Alliance Chair, or in their absence the elected Co-Chair, attend their regular or special Council meetings.

Section 5 Priority Setting and Decision Making

- A. Typically, the priorities for The Alliance will be set at an Annual Planning Session which will set out the upcoming work of the Alliance for the year. This will be presented, along with the associated Budget requirements to Member Councils for their ratification.

Once ratified by Member councils on-going agenda items will be presented to Alliance meetings for consideration in the Standard Alliance Agenda (Appendix 4) once they have complied with the Approved Agenda Item Format (Appendix 5). The completion of Agenda Item Reports will be managed by Alliance support staff to ensure consistency and completeness.

The elected Chair of The Alliance or in their absence, the elected Co chair of The Alliance can bring Special or New Business Agenda Items to The Alliance at any time deemed necessary.

- B. Other than decisions requiring unanimous consent (Section I(C)) and Section I (D(ii)) all decisions of The Alliance will require a 50% plus one (1) representative affirmative vote on any topic so long as Quorum has been reached as per Section 3(B).



The 39/20 Alliance Structure and Operations

Section 6 **Dispute Resolution**

- A. Unless specifically described herein to the contrary, the following provisions shall apply to the resolution of conflicts between the Members as they arise:
- i. All Members agree to utilize all reasonable efforts to resolve any dispute, whether arising during the Term or at any time after its expiration promptly and in an amicable manner by negotiations amongst the Members;
 - ii. All Members shall continue to perform their respective obligations during the resolution of any dispute or disagreement, including during any period of the mediation or arbitration, unless and until this Agreement is lawfully terminated or expires according to its terms;
 - iii. Any Member may submit a dispute arising from this Agreement for mediation. Such mediation will take place in Edmonton, Alberta and that Member seeking mediation shall request the Edmonton, Alberta offices of Alberta Municipal Affairs to select a mediator whose qualification are appropriate to the matter to be mediated. The mediator shall designate a place for a meeting of the mediator with representatives of the Members. During the mediation process contemplated herein, no action will be taken by any Member to commence or continue arbitration proceedings under this Agreement. The costs of the mediator will be equally shared by the Members. Any mediation that takes place will be strictly confidential. No proposal or concession made by a third party in the course of mediation may be used by any Member in a subsequent proceeding. The mediator may not be called by any Member as a witness in any subsequent proceeding;
 - iv. Should mediation fail to result in a resolution of the dispute between the Members within fifteen (15) days after the Members initially attempt to mediate the dispute, any member may submit the dispute for arbitration as provided in subsection (E) below. The determination arising out of the arbitration process shall be final and binding upon the Members; provided however, that in the event that the dispute had not been resolved through the arbitration process as set forth in subsection (E) within sixty (60) days of a member giving notice nominating one arbitrator as set forth in paragraph (i) of subsection (E), any Member at anytime thereafter, but prior to a determination being made by the arbitration(s) shall have jurisdiction to have recourse to the courts of Alberta having jurisdiction for the determination of the dispute, and upon



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the commencement of any action for such purpose, the jurisdiction of the arbitrator(s) in respect of such disputes shall cease;

B. Arbitration shall be conducted in accordance with the following terms:

- i. The Member desiring arbitration shall nominate one (1) arbitrator and shall notify the other Members in writing of the nomination. The notice shall set forth a brief description of the matter submitted for arbitration. Each of the other Members shall, within ten (10) days receiving such notice, nominate an arbitrator and these arbitrators shall select a chairman of the arbitration tribunal, amongst their number. The Members will act reasonably and in good faith to select arbitrators who are objective and who are suitably qualified by education or professional experience to deal with the matters which are the subject of the arbitration. If the nominated arbitrators are unable to agree in the selection of a chairman within ten (10) days after the last arbitrator is nominated, the Members or any one of them may apply to the Alberta Court of Queen's Bench to have the chairman appointed;
- ii. If a Member receiving the notice of the nomination of an arbitrator by the Member desiring arbitration fails within ten (10) days to nominate an arbitrator, then the arbitrator(s) nominated by the other Members may proceed alone to determine the dispute in such manner and at such time as he/they shall think fit and such decision shall, subject to the provision of this Agreement, be binding upon the Members;
- iii. Any arbitration conducted pursuant to this Agreement shall take place in the Edmonton, Alberta and, subject to the provision of this Agreement) the decision of the arbitrators and chairman, with the majority of them, in writing, shall be binding upon the Members both in respect of procedure and the conduct of the Members during the proceedings and final determination of the issue. The chairman of the arbitration tribunal shall not have a second or casting vote. Any written award or decision of the arbitrators shall not repeat or recite any evidence which is proprietary or confidential to any Member;
- iv. Notwithstanding the forgoing, any arbitration may be carried out by a single arbitrator if the Members so agree) in which event the provisions of this section shall apply, mutatis mutandis;
- v. The costs of arbitration shall be borne by the Members as may be specified in the arbitrator's decision; and
- vi. Except as modified herein, the provisions of the Arbitration Act (Alberta) as amended from time to time, shall govern the arbitration process.



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APPENDIX 1 **CODE of CONDUCT GUIDELINES**

The 39/20 Alliance Code of Conduct Guidelines

As all Representatives of The Alliance are elected municipal officials, they are expected to carry out their duties and functions with impartiality and dignity recognizing that the function of elected municipal officials is, at all times, service to their community and the public. The following basic guidelines are meant to encourage high standards of conduct.

A. Integrity

Integrity is the quality of being honest and having strong moral principles. It is vital that the public has confidence in their Representative's ability to provide good government and to provide services, facilities, or other things that, in the opinion of The Alliance are necessary or desirable, taking their direction from the Member Councils. Representatives must conduct themselves in a way that promotes and maintains public confidence and shall be committed to performing their functions with integrity.

To the best of their ability, Representatives shall represent the official policies and positions of their respective Member Councils. When presenting their individual opinions or positions, Representatives shall explicitly state that those opinions do not represent their Council.

B. Public Interest

Representatives shall work for the common good of the residents of The Alliance Member communities and not for any private or personal interest. Representatives shall seek to serve the public interest by upholding both the letter and the spirit of the laws and policies established by the Government of Canada and the Province of Alberta as well as those policies and bylaws that Member Councils impose on themselves. Representatives shall inform themselves of public issues, listen attentively to public discussion before their Councils and focus on the business at hand and shall make decisions based upon the merits and substance of the matter at hand.

C. Stewardship

Representatives recognize that they are stewards: responsible to manage and look after the interests of their residents and taxpayers. Recognizing that stewardship of the public interest must be their primary concern; Representatives are elected to act and to make decisions solely in terms of the public interest.

D. Impartiality



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Impartiality is a principle of justice holding that decisions should be based on objective criteria, rather than based on bias, prejudice, or preferring the benefit to one person over another for improper reasons. Representatives shall perform their duties of office and arrange their private affairs in a manner that promotes public confidence and will bear close public scrutiny.

Representatives shall not use their official positions to influence government decisions in which they have a financial interest or where they have an organizational responsibility or personal relationship that would present a pecuniary interest under the Municipal Government Act. Representatives must not place themselves under any financial obligation that may influence them in discharging their duties and responsibilities as Representatives,

E. Gifts

Representatives shall not take advantage of services or opportunities for personal gain, by virtue of their public office, which are not available to the public in general and shall refrain from accepting Gifts, favours or promises of future benefits that might compromise their independence of judgment or action or give the appearance of being compromised.

Acceptance of any Gift or benefit of a value greater than \$500.00 must be disclosed to the Representative's Council and shall be noted in the Council minutes.

F. Confidentiality

Representatives must use information which is not available to the public, in accordance with the relevant Member Council policy to ensure, as far as reasonable, the primacy of the public interest over the private interest. Representatives shall respect and preserve the confidentiality of information provided to them concerning the confidential matters of The Alliance and the Member Councils. They shall neither disclose confidential information without proper legal authorization, nor use such information to advance their personal, financial or private interests.

After leaving office, Representatives shall continue to keep confidential information acquired as a Representative confidential.

G. Respect

All Representatives and employees of Members have the right to work in an environment based upon mutual respect, dignity, and fairness, and one that is free from actions and behaviours that are contrary to respectful, dignified and fair treatment of the individual.

Representatives shall support the maintenance of a positive and constructive environment for residing businesses and members employees and shall refrain from abusive conduct, personal charges or verbal attacks upon personnel or member representatives, member councillors, commissions, committees, staff, or the public.



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H. Accountability

Representatives have the primary responsibility to assure that ethical standards are understood and met and that the public can continue to have full confidence in the integrity of the actions of The Alliance. Representatives must govern their conduct in accordance with the requirements and obligations as set out in the Municipal Government Act, or any other Act of the Government of Canada or the Province of Alberta. In performing their duties Representatives must abide by any of their Members Council Policy, Bylaw, process or established rule of order.

Representatives shall commit to disclosing to the appropriate authorities and/or to their Member Council any behaviour or activity of which they become aware that may qualify as corruption, abuse, fraud, bribery, or any other violation of the law or this set of Guidelines. Member Councils shall deal with any such breaches in accordance with their Meeting Procedures Bylaw in force from time to time.



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APPENDIX 2 CODE of ETHICS AGREEMENT

The 39/20 Alliance Code of Ethics Agreement

I recognize that I have primary responsibility to assure that ethical standards are understood and met so that the public can continue to have full confidence in the integrity of The Alliance. In recognition of my commitment and dedication to the public that has entrusted me, as an elected official of a Member of The Alliance, to provide governance I promise that I will:

- A. Govern my conduct in accordance with the requirements and obligations as set out in the Municipal Government Act or any other Act of the Government of Canada or the Province of Albertans well as the requirements set by any of my Council's Policy, Bylaw, process or rule of order established by my Council.
- B. Demonstrate the highest standards of personal integrity, honesty, and fortitude in all public activities in order to inspire the public confidence and trust in me and the municipality I represent.
- C. Devote time, thought and attention to the duties of a Representative so that I may render effective and knowledgeable service.
- D. Consider all available information in making my decisions and, thereafter, abide by and uphold the decision of my Council and The Alliance.
- E. Treat my fellow Representatives, Councillors, administration and the public with respect, concern, courtesy, and responsiveness.
- F. Develop and regularly evaluate goals and policies for The Alliance which meet the needs and expectations of the public; and encourage active participation by the public in this process.
- G. Work with my fellow Representatives in a spirit of harmony, compassion and cooperation in spite of differences of opinion; and listen to and respect those opinions which may be different than my own.
- H. Strive for open and honest communications with my fellow Representatives.



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- I. Remember that unless authorized by my Council I have no individual authority outside of a meeting of Council and The Alliance and I must conduct my relationships with staff, the public and the media on this basis.
- J. Not use my position to benefit me or any other individual or organization, apart from the total interest of the community; and avoid placing myself in a position where there may be a real or perceived conflict of interest.
- K. Not use The Alliance, or Member Council, funds, property, or information for my personal benefit or gain or for the personal gain or benefit of any other individual or organization.
- L. Protect the privileged information to which I have access in the course of my official duties; and maintain the confidentiality of information that is not otherwise available to the public.
- M. Neither neglect my personal obligation to the public and my legal obligation to the Province of Alberta, nor surrender these responsibilities to any other person, group or organization.
- N. Commit to disclosing to the appropriate authorities and/or to my Council any behaviour or activity that I become aware of that may qualify as corruption, fraud, bribery or any other violation of the law or this agreement.

Dated and signed at (insert community name), in the Province of Alberta, this day (insert date)

Signature:

Printed Name:



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APPENDIX 3 MEMBER FEES

Members will be assessed at an annual fee of \$3500.00 (thirty-five hundred dollars) per member municipality registered with Alberta Municipal Affairs.

This assessment must be reviewed, and confirmed or adjusted, at least annually by the current Representatives.



APPENDIX 4 STANDARD 39/20 ALLIANCE MEETING AGENDA

Typical Meeting Agenda

A typical meeting agenda shall include the following:

Date and Time and Location of meeting

1. Call to order.
2. Attendance
3. Approval of Agenda
4. Approval of Previous Meeting Minutes
5. Delegations
6. Alliance staff report, Update on Progress, Identification of issues and or resolution.
7. Consideration, Discussion and Voting on Approved Agenda Items from Previous Meeting(s)
 - i. Agenda Item #0?? - ## (follows consecutive order)
8. Consideration of Agenda Items for Next Meeting or Assign Actions
 - i. Proposed Agenda Item #0?? - ## (follows consecutive order)
9. Next meeting Date, Time, and Location
10. Adjournment



APPENDIX 5 STANDARD AGENDA ITEM FORMAT

Agenda Item Format

All Agenda Items brought forward for consideration by The Alliance will follow the following format and be prepared for distribution seven (7) days prior to The Alliance meeting at which it will be considered for inclusion on the following Alliance meeting Agenda for Decision (Agenda Item #7 of typical Alliance Agenda).

A. Issues/ Opportunity:

A brief synopsis/ summary of the project to be undertaken and why it should be considered. This will also include a statement pertaining to Member participation or opting out of the project.

B. Background Research Conducted:

A summary of the background research into the pros and cons of undertaking, or not undertaking the above-mentioned initiative, This would also include a short description of all of the alternatives that have been considered and the underlying rationale for their rejection.

C. Costs Associated with the Project:

A statement of the indirect and direct costs associated with undertaking the initiative under consideration. This statement would include, at a minimum:

- i. The common Alliance Costs
- ii. The Participating Member Costs of implementation
- iii. The on-going Maintenance Costs

D. Benefits Associated with the Project:

An identification of the benefits that will be realized, by each Member, of a collaborative implementation of the item under discussion.

E. Staff Recommendation:

A recommendation by the staff member of the Alliance member bringing forward the agenda for consideration.

F. Support Obtained from Concurring Departments/ Positions:

An identification of all members and their respective staff responsible for the initiative that they concur with the recommendation.



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APPENDIX 6 TYPICAL ANNUAL CALENDAR

To be developed throughout and during the Annual Planning Meeting of The Alliance.

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	2023	2023	2023	2023
	BUDGET	ACTUAL	VARIANCE	%
REVENUE				
<u>00-General</u>				
1-00-00-110 Residential Taxes	(\$2,414,796.00)	\$0.00	(\$2,414,796.00)	0.0%
1-00-00-111 Non-Residential Taxes	(636,558.00)	0.00	(636,558.00)	0.0%
1-00-00-112 Minimum Tax Levy	(8,100.00)	0.00	(8,100.00)	0.0%
1-00-00-115 Special Tax	0.00	0.00	0.00	0.0%
1-00-00-116 Allowance for Uncollected Tax	0.00	0.00	0.00	0.0%
1-00-00-120 Local Improvements & Levies	0.00	0.00	0.00	0.0%
1-00-00-130 Franchise Agreements	(600,000.00)	(130,723.57)	(469,276.43)	21.8%
1-00-00-510 Penalties & Costs	(140,000.00)	(38,069.04)	(101,930.96)	27.2%
1-00-00-515 Tax Recovery Costs	0.00	(200.00)	200.00	0.0%
1-00-00-550 Investment Return	(20,000.00)	(22,226.00)	2,226.00	111.1%
	(3,819,454.00)	(191,218.61)	(3,628,235.39)	5.0%
<u>11 - Legislative</u>				
1-11-00-590 Other General Revenue	0.00	0.00	0.00	0.0%
	0.00	0.00	0.00	0.0%
<u>12 - Administration</u>				
1-12-00-490 Administration Costs Recovered	(6,000.00)	(514.75)	(5,485.25)	8.6%
1-12-00-495 Assessment Appeals	0.00	0.00	0.00	0.0%
1-12-00-551 Tax Recovery Properties - Property	0.00	0.00	0.00	0.0%
1-12-00-590 Other Revenue - Administration	(10,000.00)	(250.00)	(9,750.00)	2.5%
1-12-00-730 Federal Government Grants	0.00	0.00	0.00	0.0%
1-12-00-840 Provincial Government Grants	(27,300.00)	0.00	(27,300.00)	0.0%
1-12-00-850 Conditional Grants - Other Governments	0.00	0.00	0.00	0.0%
1-12-00-920 Drawn from Reserves	0.00	0.00	0.00	0.0%
1-12-01-540 EVCharging Revenue	0.00	0.00	0.00	0.0%
	(43,300.00)	(764.75)	(42,535.25)	1.8%
<u>21 - Policing</u>				
1-21-00-590 Policing - Other Revenue	(88,000.00)	0.00	(88,000.00)	0.0%
	(88,000.00)	0.00	(88,000.00)	0.0%
<u>23 - Fire</u>				
1-23-00-274 Cost Recovery - Insurance Companies	0.00	0.00	0.00	0.0%
1-23-00-590 Other General Revenue - Protective	0.00	0.00	0.00	0.0%
1-23-00-840 Provincial Conditional Grants	0.00	0.00	0.00	0.0%
1-23-00-850 Conditional Grants Other	0.00	0.00	0.00	0.0%
1-23-00-920 Drawn from Reserves	0.00	0.00	0.00	0.0%
1-23-01-351 Cost Recovery - Leduc County	0.00	0.00	0.00	0.0%
	0.00	0.00	0.00	0.0%
<u>24 - Disaster Services</u>				
1-24-00-590 Other General Revenues	0.00	0.00	0.00	0.0%

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	2023	2023	2023	2023
	BUDGET	ACTUAL	VARIANCE	%
1-24-00-840 Provincial Grant	0.00	0.00	0.00	0.0%
1-24-00-920 Drawn from Reserves	0.00	0.00	0.00	0.0%
	0.00	0.00	0.00	0.0%
<u>25 - Ambulance</u>				
1-25-00-590 Other General Revenue	0.00	0.00	0.00	0.0%
	0.00	0.00	0.00	0.0%
<u>26 - Constabulary Services</u>				
1-26-00-350 Contract with Other Local Governments	0.00	0.00	0.00	0.0%
1-26-00-410 Municipal Fines	(15,000.00)	0.00	(15,000.00)	0.0%
1-26-00-510 Provincial Fines	(55,000.00)	(2,136.00)	(52,864.00)	3.9%
1-26-00-520 Animal License Fees	(1,000.00)	(160.00)	(840.00)	16.0%
1-26-00-521 Business License Fee	(18,100.00)	(15,395.00)	(2,705.00)	85.1%
1-26-00-522 Regional Business License	(100.00)	(50.00)	(50.00)	50.0%
1-26-00-590 Other General Revenue	0.00	0.00	0.00	0.0%
1-26-00-840 Provincial Conditional Grants	0.00	0.00	0.00	0.0%
1-26-00-920 Drawn from Reserves	0.00	0.00	0.00	0.0%
1-26-01-410 Municipal Fines - Snow Removal	(15,000.00)	(1,560.00)	(13,440.00)	10.4%
	(104,200.00)	(19,301.00)	(84,899.00)	18.5%
<u>32 - Transportation</u>				
1-32-00-410 Costs Recovered	0.00	0.00	0.00	0.0%
1-32-00-590 Other General Revenue	(5,000.00)	(3,245.00)	(1,755.00)	64.9%
1-32-00-730 Federal Grants	0.00	0.00	0.00	0.0%
1-32-00-840 Provincial Conditional Grants	0.00	0.00	0.00	0.0%
1-32-00-920 Drawn from Reserves	0.00	0.00	0.00	0.0%
	(5,000.00)	(3,245.00)	(1,755.00)	64.9%
<u>41 - Water</u>				
1-41-00-410 Sale of Water	(620,000.00)	(103,410.01)	(516,589.99)	16.7%
1-41-00-490 Water Connection Fees	(8,000.00)	0.00	(8,000.00)	0.0%
1-41-00-500 Sale of Bulk Water	(50,000.00)	(8,312.12)	(41,687.88)	16.6%
1-41-00-510 Penalties and Costs	(5,000.00)	(851.72)	(4,148.28)	17.0%
1-41-00-590 Other Revenue Water	0.00	(87.60)	87.60	0.0%
1-41-00-592 Water Meter Sales	0.00	0.00	0.00	0.0%
1-41-00-730 Federal Grants	0.00	0.00	0.00	0.0%
1-41-00-840 Provincial Conditional Grants	0.00	0.00	0.00	0.0%
1-41-00-850 Water Commission Grant	0.00	0.00	0.00	0.0%
1-41-00-920 Drawn from Reserves	0.00	0.00	0.00	0.0%
	(683,000.00)	(112,661.45)	(570,338.55)	16.5%
<u>42 - Sanitary</u>				
1-42-00-410 Sanitary Sewer Fees	(400,000.00)	(68,052.35)	(331,947.65)	17.0%
1-42-00-500 Water & Sewer Infrastructure	(90,000.00)	(15,988.13)	(74,011.87)	17.8%

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	2023	2023	2023	2023
	BUDGET	ACTUAL	VARIANCE	%
1-42-00-590 Other General Revenue	(200,000.00)	0.00	(200,000.00)	0.0%
1-42-00-730 Federal Grants	0.00	0.00	0.00	0.0%
1-42-00-840 Provincial Conditional Grants	0.00	0.00	0.00	0.0%
1-42-00-920 Drawn from Reserves	0.00	0.00	0.00	0.0%
	(690,000.00)	(84,040.48)	(605,959.52)	12.2%
<u>43 - Solid Waste</u>				
1-43-00-410 Garbage Service Fees	(190,000.00)	(31,747.80)	(158,252.20)	16.7%
1-43-00-500 Recycling Fees	(92,000.00)	(14,673.25)	(77,326.75)	15.9%
1-43-00-590 Other General Revenue	0.00	(7,243.73)	7,243.73	0.0%
1-43-00-920 Drawn from Reserves	0.00	0.00	0.00	0.0%
	(282,000.00)	(53,664.78)	(228,335.22)	19.0%
<u>51 - Family & Community Support</u>				
1-51-00-410 Fees & Programs	(500.00)	0.00	(500.00)	0.0%
1-51-00-590 Other General Revenue	(1,000.00)	0.00	(1,000.00)	0.0%
1-51-00-840 Provincial Grant	0.00	0.00	0.00	0.0%
1-51-00-850 Regional FCSS Grant	(37,500.00)	(37,548.00)	48.00	100.1%
1-51-01-590 Christmas Elves Program Revenues	(3,500.00)	(13,774.14)	10,274.14	393.5%
	(42,500.00)	(51,322.14)	8,822.14	120.8%
<u>61 - Planning</u>				
1-61-00-400 Land Sales	0.00	0.00	0.00	0.0%
1-61-00-410 Service Fees	(5,500.00)	(1,150.00)	(4,350.00)	20.9%
1-61-00-411 Subdivision Fees	(750.00)	(2,900.00)	2,150.00	386.7%
1-61-00-510 Safety Codes Council	0.00	0.00	0.00	0.0%
1-61-00-520 Development Permits	(2,000.00)	(900.00)	(1,100.00)	45.0%
1-61-00-525 Damage Deposits	0.00	0.00	0.00	0.0%
1-61-00-530 Building Permits	(40,000.00)	(3,359.30)	(36,640.70)	8.4%
1-61-00-590 Other General Revenue	(1,000.00)	(285.00)	(715.00)	28.5%
1-61-00-730 Conditional Grants - Federal	0.00	0.00	0.00	0.0%
1-61-00-840 Conditional Grants - Provincial	0.00	0.00	0.00	0.0%
1-61-00-850 Developer Contributions	0.00	0.00	0.00	0.0%
1-61-00-900 Off Site Levies	0.00	0.00	0.00	0.0%
1-61-00-920 Contributed from Reserves	0.00	0.00	0.00	0.0%
	(49,250.00)	(8,594.30)	(40,655.70)	17.5%
<u>62 - Economic Development</u>				
1-62-00-410 Promotional Revenue	0.00	0.00	0.00	0.0%
1-62-00-500 Ticket Sales	0.00	0.00	0.00	0.0%
1-62-00-590 Other General Revenue	(7,500.00)	(47.62)	(7,452.38)	0.6%
1-62-00-840 Conditional Grant - Provincial	0.00	0.00	0.00	0.0%
1-62-00-920 Transfer From Reserve	0.00	0.00	0.00	0.0%
	(7,500.00)	(47.62)	(7,452.38)	0.6%

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	2023	2023	2023	2023
	BUDGET	ACTUAL	VARIANCE	%
<u>72-00 - Parks General</u>				
1-72-00-590 Other General Revenues	(2,500.00)	0.00	(2,500.00)	0.0%
1-72-00-591 Fair Revenues - Calmar Days	(500.00)	0.00	(500.00)	0.0%
1-72-00-592 Program Center Rental	(2,000.00)	(1,690.00)	(310.00)	84.5%
1-72-00-595 Donation Fire Department	0.00	0.00	0.00	0.0%
1-72-00-840 Provincial Conditional Grant	0.00	0.00	0.00	0.0%
1-72-00-850 Other Local Government Grants	(282,750.00)	0.00	(282,750.00)	0.0%
1-72-00-860 Grants from Others	(500.00)	0.00	(500.00)	0.0%
1-72-00-920 Transfer From Reserve	0.00	0.00	0.00	0.0%
	(288,250.00)	(1,690.00)	(286,560.00)	0.6%
<u>72-01 - Parks Sportsgrounds</u>				
1-72-01-410 Rental Fees	(5,400.00)	(750.00)	(4,650.00)	13.9%
1-72-01-411 Community Hall Rental Fees	0.00	0.00	0.00	0.0%
1-72-01-590 Other General Revenue	0.00	0.00	0.00	0.0%
1-72-01-840 Provincial Conditional Grant	0.00	0.00	0.00	0.0%
1-72-01-850 Other Local Government Grants	0.00	0.00	0.00	0.0%
1-72-01-860 Grants from Others	(8,000.00)	0.00	(8,000.00)	0.0%
1-72-01-920 Drawn from Reserves	0.00	0.00	0.00	0.0%
	(13,400.00)	(750.00)	(12,650.00)	5.6%
<u>72-02 - Parks Arena</u>				
1-72-02-410 Ice Rental Fees	(125,000.00)	(41,475.97)	(83,524.03)	33.2%
1-72-02-510 Arena-Concession Sales	0.00	0.00	0.00	0.0%
1-72-02-590 Other General Revenue	(2,000.00)	(600.00)	(1,400.00)	30.0%
1-72-02-591 Fundraising - Arena Capital	0.00	0.00	0.00	0.0%
1-72-02-840 Provincial Conditional Grants	0.00	0.00	0.00	0.0%
1-72-02-850 Other Local Government Grants	0.00	0.00	0.00	0.0%
1-72-02-920 Drawn from Reserves	0.00	0.00	0.00	0.0%
	(127,000.00)	(42,075.97)	(84,924.03)	33.1%
<u>72-03 - Fair Revenue</u>				
1-72-03-591 Calmar Days	0.00	0.00	0.00	0.0%
	0.00	0.00	0.00	0.0%
<u>74 - Library</u>				
1-74-00-410 Fines & Memberships Fees	(1,000.00)	0.00	(1,000.00)	0.0%
1-74-00-411 CAP Site User Fees & Charges	0.00	0.00	0.00	0.0%
1-74-00-490 General Revenue	(700.00)	(177.95)	(522.05)	25.4%
1-74-00-590 Book Sales	(300.00)	0.00	(300.00)	0.0%
1-74-00-730 Federal Grants	0.00	0.00	0.00	0.0%
1-74-00-840 Provincial Library Operating Grant	(16,600.00)	0.00	(16,600.00)	0.0%
1-74-00-841 Other Grants	(9,000.00)	(1,500.00)	(7,500.00)	16.7%
1-74-00-850 Other Local Government Contributions	(73,400.00)	0.00	(73,400.00)	0.0%

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	2023	2023	2023	2023
	BUDGET	ACTUAL	VARIANCE	%
1-74-00-920 Drawn from Reserves	0.00	0.00	0.00	0.0%
1-74-01-730 Federal Grants	0.00	0.00	0.00	0.0%
1-74-01-841 Other Grants	0.00	0.00	0.00	0.0%
1-74-01-850 Other Local Government Contributions	(2,600.00)	0.00	(2,600.00)	0.0%
1-74-01-920 Drawn from Reserves	0.00	0.00	0.00	0.0%
	(103,600.00)	(1,677.95)	(101,922.05)	1.6%
<u>97 - Requisitions</u>				
1-97-00-590 Other General Revenue	0.00	0.00	0.00	0.0%
1-97-00-745 Education Levy - Residential	(564,260.00)	0.00	(564,260.00)	0.0%
1-97-00-750 Education Levy - Non-Residential	(176,720.00)	0.00	(176,720.00)	0.0%
1-97-00-755 Leduc Foundation Levy	(7,100.00)	0.00	(7,100.00)	0.0%
1-97-00-757 Rural Policing Levy	0.00	0.00	0.00	0.0%
	(748,080.00)	0.00	(748,080.00)	0.0%
TOTAL REVENUES	(7,094,534.00)	(571,054.05)	(6,523,479.95)	8.0%
Check Sum (Must be zero)	0.00	0.00	0.00	0.0%

EXPENSES

11 - Legislative

2-11-00-110 Wages & Salaries	0.00	0.00	0.00	0.0%
2-11-00-115 Overtime	0.00	0.00	0.00	0.0%
2-11-00-130 Employer's Contributions	0.00	0.00	0.00	0.0%
2-11-00-136 WCB Fees	0.00	0.00	0.00	0.0%
2-11-00-148 Training & Development	10,000.00	0.00	10,000.00	0.0%
2-11-00-215 Freight & Postage	700.00	52.94	647.06	7.6%
2-11-00-217 Telephone	7,200.00	1,724.00	5,476.00	23.9%
2-11-00-220 Advertising	3,000.00	321.00	2,679.00	10.7%
2-11-00-222 Memberships & Subscriptions	4,700.00	4,092.62	607.38	87.1%
2-11-00-223 Special Projects	40,000.00	583.10	39,416.90	1.5%
2-11-00-224 Other Projects	3,614.00	0.00	3,614.00	0.0%
2-11-00-231 Audit Fees	0.00	0.00	0.00	0.0%
2-11-00-250 Building Repairs & Maintenance	1,000.00	0.00	1,000.00	0.0%
2-11-00-270 Insurance	3,100.00	2,355.87	744.13	76.0%
2-11-00-510 Printing & Stationary	1,500.00	209.78	1,290.22	14.0%
2-11-00-511 Special Events Hosting	4,000.00	0.00	4,000.00	0.0%
2-11-00-512 Janitor Contract	0.00	0.00	0.00	0.0%
2-11-00-520 Equipment, Parts Repairs & Maint	1,000.00	0.00	1,000.00	0.0%
2-11-00-540 Power	2,275.00	240.87	2,034.13	10.6%
2-11-00-541 Natural Gas	1,620.00	221.61	1,398.39	13.7%
2-11-00-590 Other General Expenses - Legislative	2,000.00	0.00	2,000.00	0.0%
2-11-01-110 Councillor Faulkner - Remuneration &	18,600.00	3,533.86	15,066.14	19.0%

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	BUDGET	ACTUAL	VARIANCE	%
2-11-01-130 Councillor Faulkner - Benefits	1,000.00	205.72	794.28	20.6%
2-11-01-140 Councillor Faulkner - Meals & Lodging	0.00	0.00	0.00	0.0%
2-11-01-148 Councillor Faulkner - Training &	3,700.00	750.40	2,949.60	20.3%
2-11-01-212 Councillor Faulkner - Mileage	1,000.00	0.00	1,000.00	0.0%
2-11-13-110 Councillor Gardner - Remuneration &	19,800.00	3,433.86	16,366.14	17.3%
2-11-13-130 Councillor Gardner - Benefits	1,000.00	199.77	800.23	20.0%
2-11-13-140 Councillor Gardner - Meals & Lodging	0.00	0.00	0.00	0.0%
2-11-13-148 Councillor Gardner - Training &	3,700.00	185.00	3,515.00	5.0%
2-11-13-212 Councillor Gardner - Mileage	1,000.00	0.00	1,000.00	0.0%
2-11-17-110 Mayor Carnahan - Remuneration & Fees	27,000.00	5,742.72	21,257.28	21.3%
2-11-17-130 Mayor Carnahan - Benefits	1,350.00	337.15	1,012.85	25.0%
2-11-17-140 Mayor Carnahan - Meals & Lodging	0.00	0.00	0.00	0.0%
2-11-17-148 Mayor Carnahan - Training &	3,700.00	1,025.40	2,674.60	27.7%
2-11-17-212 Mayor Carnahan - Mileage	1,000.00	0.00	1,000.00	0.0%
2-11-18-110 Councillor Benson - Remuneration &	18,600.00	2,808.86	15,791.14	15.1%
2-11-18-130 Councillor Benson - Benefits	1,000.00	155.85	844.15	15.6%
2-11-18-140 Councillor Benson - Meals & Lodging	0.00	0.00	0.00	0.0%
2-11-18-148 Councillor Benson - Training &	3,700.00	275.00	3,425.00	7.4%
2-11-18-212 Councillor Benson - Mileage	1,000.00	0.00	1,000.00	0.0%
2-11-19-110 Councillor McKeag - Remuneration &	18,600.00	2,883.86	15,716.14	15.5%
2-11-19-130 Councillor McKeag - Benefits	1,000.00	167.06	832.94	16.7%
2-11-19-140 Councillor McKeag - Meals & Lodging	0.00	0.00	0.00	0.0%
2-11-19-148 Councillor McKeag - Training &	3,700.00	0.00	3,700.00	0.0%
2-11-19-212 Councillor McKeag - Mileage	1,000.00	0.00	1,000.00	0.0%
	217,159.00	31,506.30	185,652.70	14.5%

12 - Administration

2-12-00-100 Amortization	0.00	0.00	0.00	0.0%
2-12-00-110 Wages & Salaries	288,185.00	78,719.68	209,465.32	27.3%
2-12-00-115 Overtime	500.00	181.01	318.99	36.2%
2-12-00-130 Employer Contributions	40,500.00	16,095.27	24,404.73	39.7%
2-12-00-136 Workers' Compensation Board Fees	7,200.00	1,523.03	5,676.97	21.2%
2-12-00-140 Meals & Lodging	0.00	304.12	(304.12)	0.0%
2-12-00-148 Training & Development	12,500.00	2,910.48	9,589.52	23.3%
2-12-00-210 Vehicle Allowance	0.00	0.00	0.00	0.0%
2-12-00-212 Mileage	1,500.00	70.85	1,429.15	4.7%
2-12-00-215 Freight & Postage	5,500.00	520.51	4,979.49	9.5%
2-12-00-217 Telephone	5,500.00	1,914.08	3,585.92	34.8%
2-12-00-220 Advertising	2,000.00	595.00	1,405.00	29.8%
2-12-00-222 Memberships & Subscriptions	2,500.00	1,408.26	1,091.74	56.3%
2-12-00-223 Recognition & Bonuses	0.00	0.00	0.00	0.0%

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	2023	2023	2023	2023
	BUDGET	ACTUAL	VARIANCE	%
2-12-00-231 Auditor	40,000.00	3,937.50	36,062.50	9.8%
2-12-00-232 Assessment Services	18,500.00	5,607.80	12,892.20	30.3%
2-12-00-233 Legal Fees	10,000.00	13.00	9,987.00	0.1%
2-12-00-250 Building Repairs & Maintenance	8,000.00	8,687.29	(687.29)	108.6%
2-12-00-270 Insurance	6,000.00	4,711.15	1,288.85	78.5%
2-12-00-271 Building Lease	0.00	0.00	0.00	0.0%
2-12-00-290 Entertainment & Hospitality	1,000.00	0.00	1,000.00	0.0%
2-12-00-510 Printing & Stationary	4,500.00	1,119.12	3,380.88	24.9%
2-12-00-511 Household Goods & Miscellaneous	6,000.00	229.55	5,770.45	3.8%
2-12-00-512 Janitor Contract	12,225.00	2,925.00	9,300.00	23.9%
2-12-00-513 Equipment Leases & Contracts	115,000.00	36,904.77	78,095.23	32.1%
2-12-00-516 Alarm Maintenance	500.00	100.00	400.00	20.0%
2-12-00-520 Equipment Parts, Repairs, &	6,000.00	149.99	5,850.01	2.5%
2-12-00-540 Power	5,075.00	602.19	4,472.81	11.9%
2-12-00-541 Natural Gas	5,085.00	1,034.26	4,050.74	20.3%
2-12-00-590 Other General Expenses	7,500.00	185.92	7,314.08	2.5%
2-12-00-761 Transfer to Reserves	319,000.00	0.00	319,000.00	0.0%
2-12-00-762 Transfer to Capital Budget	0.00	0.00	0.00	0.0%
2-12-00-810 Bank Charges & Fees	8,200.00	2,151.82	6,048.18	26.2%
2-12-00-831 Debenture Principle	0.00	0.00	0.00	0.0%
2-12-00-832 Debenture Interest	0.00	0.00	0.00	0.0%
2-12-00-910 Tax Cancellations	0.00	0.00	0.00	0.0%
2-12-00-920 Bad Debts	0.00	0.00	0.00	0.0%
2-12-00-999 Contingency Fund	59,000.00	0.00	59,000.00	0.0%
2-12-01-148 All Staff Training	1,000.00	0.00	1,000.00	0.0%
2-12-01-513 Contracted Services - 39/20 Alliance	0.00	0.00	0.00	0.0%
2-12-01-540 EV Power	0.00	327.82	(327.82)	0.0%
	998,470.00	172,929.47	825,540.53	17.3%
<u>21 - Policing</u>				
2-21-00-745 Provincial Policing Requisition	88,000.00	0.00	88,000.00	0.0%
	88,000.00	0.00	88,000.00	0.0%
<u>23 - Fire</u>				
2-23-00-110 Wages & Salaries	0.00	0.00	0.00	0.0%
2-23-00-115 Overtime	0.00	0.00	0.00	0.0%
2-23-00-130 Employer Contributions	0.00	0.00	0.00	0.0%
2-23-00-136 WBC Fees	0.00	0.00	0.00	0.0%
2-23-00-140 Meals & Lodging	0.00	0.00	0.00	0.0%
2-23-00-148 Training & Development	0.00	0.00	0.00	0.0%
2-23-00-150 Firemen Wages	0.00	0.00	0.00	0.0%
2-23-00-212 Mileage	0.00	0.00	0.00	0.0%

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	2023	2023	2023	2023
	BUDGET	ACTUAL	VARIANCE	%
2-23-00-215 Freight & Postage	0.00	0.00	0.00	0.0%
2-23-00-217 Telephone & Internet	0.00	0.00	0.00	0.0%
2-23-00-220 Advertising	0.00	0.00	0.00	0.0%
2-23-00-222 Memberships & Subscriptions	0.00	0.00	0.00	0.0%
2-23-00-223 Employee Recognition	0.00	0.00	0.00	0.0%
2-23-00-231 Audit Fees	0.00	0.00	0.00	0.0%
2-23-00-250 Building Repairs & Maintenance	0.00	0.00	0.00	0.0%
2-23-00-270 Insurance	2,400.00	1,823.90	576.10	76.0%
2-23-00-510 Printing & Stationary	0.00	0.00	0.00	0.0%
2-23-00-511 Household Goods & Miscellaneous	0.00	0.00	0.00	0.0%
2-23-00-512 Fire Prevention & Education	0.00	0.00	0.00	0.0%
2-23-00-513 Equipment Lease & Contracts	0.00	0.00	0.00	0.0%
2-23-00-514 Contracted Services & Communications	166,000.00	0.00	166,000.00	0.0%
2-23-00-515 Health & Wellness	0.00	0.00	0.00	0.0%
2-23-00-520 Equipment Parts, Repairs & Maintenance	0.00	0.00	0.00	0.0%
2-23-00-521 Fuel & Oil	0.00	0.00	0.00	0.0%
2-23-00-522 Vehicle Parts, Repairs & Maintenance	0.00	0.00	0.00	0.0%
2-23-00-525 Utility/Water/Sewer	0.00	0.00	0.00	0.0%
2-23-00-530 Chemical Supplies	0.00	0.00	0.00	0.0%
2-23-00-531 Safety Equipment	0.00	0.00	0.00	0.0%
2-23-00-540 Power	4,550.00	0.00	4,550.00	0.0%
2-23-00-541 Natural Gas	13,860.00	0.00	13,860.00	0.0%
2-23-00-590 Other general Expenses	0.00	0.00	0.00	0.0%
2-23-00-600 Mutual Aid Expenses	0.00	0.00	0.00	0.0%
2-23-00-761 Transfer to Reserves	0.00	0.00	0.00	0.0%
2-23-00-762 Transfer to Capital Budget	0.00	0.00	0.00	0.0%
2-23-00-821 Loan Interest	0.00	0.00	0.00	0.0%
2-23-00-822 Loan Principle	0.00	0.00	0.00	0.0%
2-23-00-831 Debenture Principle	0.00	0.00	0.00	0.0%
2-23-00-832 Debenture Interest	0.00	0.00	0.00	0.0%
2-23-00-920 Bad Debts	0.00	0.00	0.00	0.0%
2-23-01-222 Memberships/Subscriptions - Non-Share	0.00	0.00	0.00	0.0%
2-23-01-231 Audit Fees- Non-Share	0.00	0.00	0.00	0.0%
2-23-01-270 Insurance - Non-Share	0.00	0.00	0.00	0.0%
2-23-01-520 Equipment, Parts, Repairs & Maintenance	0.00	0.00	0.00	0.0%
2-23-01-521 Fuel & Oil - Non-Share	0.00	0.00	0.00	0.0%
2-23-01-522 Vehicle Repairs - Non-Share	0.00	0.00	0.00	0.0%
2-23-01-530 Chemical Supplies - Non-Share	0.00	0.00	0.00	0.0%
2-23-01-531 Safety Equipment - Non-Share	0.00	0.00	0.00	0.0%
	186,810.00	1,823.90	184,986.10	1.0%

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	2023	2023	2023	2023
	BUDGET	ACTUAL	VARIANCE	%
<u>24 - Disaster Services</u>				
2-24-00-110 Wages & Salaries	43,204.80	12,189.11	31,015.69	28.2%
2-24-00-115 Disaster - Overtime Earnings	0.00	0.00	0.00	0.0%
2-24-00-130 Employer Contributions	6,481.00	2,283.95	4,197.05	35.2%
2-24-00-136 WCB Fees	1,200.00	221.33	978.67	18.4%
2-24-00-140 Meals & Lodging	0.00	75.00	(75.00)	0.0%
2-24-00-148 Training & Development	10,000.00	0.00	10,000.00	0.0%
2-24-00-212 Mileage	0.00	0.00	0.00	0.0%
2-24-00-217 Disaster Services Emergency Line	1,000.00	218.85	781.15	21.9%
2-24-00-231 Audit Fees	0.00	1,050.00	(1,050.00)	0.0%
2-24-00-250 Building Repairs & Maintenance OH&S	4,000.00	76.84	3,923.16	1.9%
2-24-00-520 Equipment Parts, Repairs & Maintenance	3,000.00	252.93	2,747.07	8.4%
2-24-00-522 Vehicle Parts, Repairs & Maintenance	500.00	0.00	500.00	0.0%
2-24-00-590 Other General Expenses	22,200.00	0.00	22,200.00	0.0%
2-24-00-761 Transfer to Reserves	0.00	0.00	0.00	0.0%
2-24-00-762 Transfer to Capital Budget	0.00	0.00	0.00	0.0%
	91,585.80	16,368.01	75,217.79	17.9%
<u>25 - Ambulance</u>				
2-25-00-760 Ambulance Services	0.00	0.00	0.00	0.0%
	0.00	0.00	0.00	0.0%
<u>26 - Constabulary Services</u>				
2-26-00-110 Wages & Salaries	141,211.20	22,162.60	119,048.60	15.7%
2-26-00-115 Overtime	0.00	0.00	0.00	0.0%
2-26-00-130 Employer Contributions	21,181.68	4,301.84	16,879.84	20.3%
2-26-00-136 WCB Fees	2,000.00	368.88	1,631.12	18.4%
2-26-00-140 Meals & Lodging	0.00	1,765.01	(1,765.01)	0.0%
2-26-00-148 Training & Development	6,300.00	936.37	5,363.63	14.9%
2-26-00-210 Vehicle Expense	300.00	0.00	300.00	0.0%
2-26-00-211 Vehicle Allowance	0.00	0.00	0.00	0.0%
2-26-00-215 Freight & Postage	1,200.00	105.88	1,094.12	8.8%
2-26-00-217 Telephone	1,800.00	427.85	1,372.15	23.8%
2-26-00-220 Advertising	500.00	0.00	500.00	0.0%
2-26-00-222 Memberships & Subscriptions	4,000.00	1,016.02	2,983.98	25.4%
2-26-00-223 Victims Services	2,400.00	2,400.00	0.00	100.0%
2-26-00-225 Citizens on Patrol	0.00	0.00	0.00	0.0%
2-26-00-231 Audit Fees	0.00	1,837.50	(1,837.50)	0.0%
2-26-00-233 Legal Fees	2,000.00	0.00	2,000.00	0.0%
2-26-00-235 Vet & Pound Fees	5,000.00	500.00	4,500.00	10.0%
2-26-00-270 Insurance	3,250.00	2,469.86	780.14	76.0%
2-26-00-510 Printing & Stationary	1,000.00	154.00	846.00	15.4%

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	BUDGET	ACTUAL	VARIANCE	%
2-26-00-511 Household Goods & Miscellaneous	1,000.00	52.66	947.34	5.3%
2-26-00-512 Janitor Contract	0.00	0.00	0.00	0.0%
2-26-00-513 Contracted Services	6,000.00	1,485.36	4,514.64	24.8%
2-26-00-520 Equipment Parts, Repairs & Maintenance	5,000.00	311.95	4,688.05	6.2%
2-26-00-521 Fuel & Oil	5,000.00	605.14	4,394.86	12.1%
2-26-00-522 Vehilce Parts, Repairs & Maintenance	2,500.00	434.09	2,065.91	17.4%
2-26-00-540 Power	700.00	695.40	4.60	99.3%
2-26-00-541 Natural Gas	1,390.00	1,898.17	(508.17)	136.6%
2-26-00-590 Other General Expenses	0.00	0.00	0.00	0.0%
2-26-00-761 Transfer to Reserves	0.00	0.00	0.00	0.0%
2-26-00-762 Transfer to Capital Budget	0.00	0.00	0.00	0.0%
2-26-01-240 Bylaw Enforcement - Snow Removal	30,000.00	0.00	30,000.00	0.0%
	243,732.88	43,928.58	199,804.30	18.0%
<u>32 - Transportation</u>				
2-32-00-110 Wages & Salaries	124,293.45	32,410.31	91,883.14	26.1%
2-32-00-115 Overtime	7,000.00	913.59	6,086.41	13.1%
2-32-00-116 On Call	10,000.00	0.00	10,000.00	0.0%
2-32-00-117 Casual Labour	0.00	0.00	0.00	0.0%
2-32-00-130 Employer Contributions	18,644.02	5,182.32	13,461.70	27.8%
2-32-00-136 Workers Comensation Board Fees	2,800.00	516.42	2,283.58	18.4%
2-32-00-140 Meals & Lodging	0.00	0.00	0.00	0.0%
2-32-00-148 Training & Development	5,000.00	224.95	4,775.05	4.5%
2-32-00-210 Vehicle Allowance	0.00	0.00	0.00	0.0%
2-32-00-212 Mileage	500.00	0.00	500.00	0.0%
2-32-00-215 Freight & Postage	600.00	31.77	568.23	5.3%
2-32-00-217 Telephone	3,000.00	686.53	2,313.47	22.9%
2-32-00-220 Advertising	500.00	0.00	500.00	0.0%
2-32-00-230 Engineering Fees	25,000.00	0.00	25,000.00	0.0%
2-32-00-231 Audit Fees	0.00	3,412.54	(3,412.54)	0.0%
2-32-00-250 Building Repairs & Maintenance	20,000.00	3,107.45	16,892.55	15.5%
2-32-00-252 R/R Ditch Maintanace	0.00	0.00	0.00	0.0%
2-32-00-253 Roadway Maintenance	50,000.00	0.00	50,000.00	0.0%
2-32-00-254 Sidewalk Maintenance	35,000.00	0.00	35,000.00	0.0%
2-32-00-260 Equipment Lease & Rental	2,000.00	0.00	2,000.00	0.0%
2-32-00-270 Insurance	17,000.00	12,919.28	4,080.72	76.0%
2-32-00-510 Printing & Stationary	600.00	30.82	569.18	5.1%
2-32-00-511 Shop Supplies & Miscellaneous Supplies	15,000.00	1,507.31	13,492.69	10.0%
2-32-00-512 Janitor Contract	0.00	0.00	0.00	0.0%
2-32-00-513 Contracted Services	17,000.00	2,383.60	14,616.40	14.0%
2-32-00-516 Alarm	0.00	100.00	(100.00)	0.0%

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	2023	2023	2023	2023
	BUDGET	ACTUAL	VARIANCE	%
2-32-00-520 Equipment Maintenance & Repair	47,000.00	5,820.26	41,179.74	12.4%
2-32-00-521 Fuel & Oil	30,000.00	7,260.62	22,739.38	24.2%
2-32-00-522 Vehicle Parts, Repairs & Maintenance	12,000.00	660.62	11,339.38	5.5%
2-32-00-523 Small Tools	5,000.00	0.00	5,000.00	0.0%
2-32-00-524 Traffic Safety Devices	4,000.00	0.00	4,000.00	0.0%
2-32-00-530 Road Materials	48,000.00	(88.44)	48,088.44	(0.2%)
2-32-00-531 Safety Equipment	5,000.00	371.59	4,628.41	7.4%
2-32-00-540 Power	24,500.00	1,956.65	22,543.35	8.0%
2-32-00-541 Natural Gas	8,320.00	1,178.67	7,141.33	14.2%
2-32-00-542 Power - Street Lights	242,000.00	23,066.83	218,933.17	9.5%
2-32-00-590 Other General Expenses	5,000.00	0.00	5,000.00	0.0%
2-32-00-761 Transfer to Reserves	0.00	0.00	0.00	0.0%
2-32-00-762 Transfer to Capital Budget	0.00	0.00	0.00	0.0%
2-32-00-821 Loan Interest	0.00	0.00	0.00	0.0%
2-32-00-822 Loan Principle	0.00	0.00	0.00	0.0%
2-32-00-831 Debenture Principle	167,000.00	82,826.34	84,173.66	49.6%
2-32-00-832 Debenture Interest	79,000.00	39,936.13	39,063.87	50.6%
	1,030,757.47	226,416.16	804,341.31	22.0%
<u>41 - Water</u>				
2-41-00-110 Wages & Salaries	124,293.45	32,274.87	92,018.58	26.0%
2-41-00-115 Overtime	5,000.00	913.47	4,086.53	18.3%
2-41-00-116 On Call	0.00	0.00	0.00	0.0%
2-41-00-130 Employer Contributions	18,644.02	5,174.07	13,469.95	27.8%
2-41-00-136 Workers' Compensation Board Fees	2,800.00	516.42	2,283.58	18.4%
2-41-00-140 Meals & Lodging	0.00	0.00	0.00	0.0%
2-41-00-148 Training & Development	7,000.00	195.00	6,805.00	2.8%
2-41-00-210 Vehicle Allowance	0.00	0.00	0.00	0.0%
2-41-00-212 Mileage	500.00	0.00	500.00	0.0%
2-41-00-215 Freight & Postage	800.00	52.94	747.06	6.6%
2-41-00-217 Telephone	5,500.00	1,188.36	4,311.64	21.6%
2-41-00-220 Advertising	500.00	0.00	500.00	0.0%
2-41-00-222 Memberships & Subscriptions	700.00	171.42	528.58	24.5%
2-41-00-230 Engineering Fees	0.00	0.00	0.00	0.0%
2-41-00-231 Audit Fees	0.00	2,887.50	(2,887.50)	0.0%
2-41-00-250 Building Repairs & Maintenance	1,000.00	554.00	446.00	55.4%
2-41-00-253 Infrastructure Maintenance	0.00	0.00	0.00	0.0%
2-41-00-254 Weed Control	0.00	0.00	0.00	0.0%
2-41-00-260 Equipment Lease & Rental	500.00	0.00	500.00	0.0%
2-41-00-270 Insurance	10,000.00	7,599.57	2,400.43	76.0%
2-41-00-300 Water Purchases	400,000.00	49,901.92	350,098.08	12.5%

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	2023	2023	2023	2023
	BUDGET	ACTUAL	VARIANCE	%
2-41-00-510 Printing & Stationary	4,000.00	767.57	3,232.43	19.2%
2-41-00-511 Household Goods & Miscellaneous	2,000.00	0.00	2,000.00	0.0%
2-41-00-512 Janitor Service	0.00	0.00	0.00	0.0%
2-41-00-513 Contracted Services	5,000.00	0.00	5,000.00	0.0%
2-41-00-516 Alarm	0.00	0.00	0.00	0.0%
2-41-00-520 Equipment Parts, Repairs & Maintenance	30,000.00	0.00	30,000.00	0.0%
2-41-00-521 Fuel & Oil	3,000.00	239.63	2,760.37	8.0%
2-41-00-522 Infrastructure Repairs	60,000.00	0.00	60,000.00	0.0%
2-41-00-523 Small Tools	500.00	0.00	500.00	0.0%
2-41-00-530 Water Meters	20,000.00	8,500.00	11,500.00	42.5%
2-41-00-540 Power	40,250.00	3,278.48	36,971.52	8.1%
2-41-00-541 Natural Gas	23,400.00	3,632.09	19,767.91	15.5%
2-41-00-590 Other General Expenses	0.00	0.00	0.00	0.0%
2-41-00-761 Transfer to Reserves	0.00	0.00	0.00	0.0%
2-41-00-762 Transfer to Capital Budget	0.00	0.00	0.00	0.0%
2-41-00-821 Loan Interest	0.00	0.00	0.00	0.0%
2-41-00-822 Loan Principle	0.00	0.00	0.00	0.0%
2-41-00-831 Debenture Principle	65,900.00	17,192.54	48,707.46	26.1%
2-41-00-832 Debenture Interest	17,500.00	1,849.69	15,650.31	10.6%
2-41-00-920 Bad Debts	0.00	0.00	0.00	0.0%
	848,787.47	136,889.54	711,897.93	16.1%
<u>42 - Sanitary</u>				
2-42-00-110 Wages & Salaries	124,293.45	32,276.29	92,017.16	26.0%
2-42-00-115 Overtime	2,400.00	913.59	1,486.41	38.1%
2-42-00-116 On Call	0.00	0.00	0.00	0.0%
2-42-00-130 Employer Contributions	18,644.02	5,174.77	13,469.25	27.8%
2-42-00-136 Workers' Compensation Board Fees	2,800.00	516.42	2,283.58	18.4%
2-42-00-140 Meals & Lodging	0.00	0.00	0.00	0.0%
2-42-00-148 Training & Development	3,000.00	1,065.00	1,935.00	35.5%
2-42-00-210 Vehicle Allowance	0.00	0.00	0.00	0.0%
2-42-00-215 Freight & Postage	1,000.00	52.94	947.06	5.3%
2-42-00-217 Telephone	2,500.00	515.16	1,984.84	20.6%
2-42-00-220 Advertising	0.00	0.00	0.00	0.0%
2-42-00-222 Memberships & Subscriptions	0.00	0.00	0.00	0.0%
2-42-00-230 Engineering Fees	0.00	0.00	0.00	0.0%
2-42-00-231 Audit Fees	0.00	2,625.00	(2,625.00)	0.0%
2-42-00-250 Building Repairs & Maintenance	0.00	0.00	0.00	0.0%
2-42-00-253 Infrastructure Maintenance	0.00	0.00	0.00	0.0%
2-42-00-254 Weed Control	1,500.00	0.00	1,500.00	0.0%
2-42-00-260 Equipment Lease & Rental	1,000.00	0.00	1,000.00	0.0%

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	2023	2023	2023	2023
	BUDGET	ACTUAL	VARIANCE	%
2-42-00-270 Insurance	11,000.00	8,359.53	2,640.47	76.0%
2-42-00-510 Printing & Stationary	500.00	92.41	407.59	18.5%
2-42-00-511 Household Goods & Miscellaneous	600.00	0.00	600.00	0.0%
2-42-00-513 Contracted Services	17,000.00	3,168.96	13,831.04	18.6%
2-42-00-516 Alarm	0.00	0.00	0.00	0.0%
2-42-00-520 Equipment Parts, Repairs & Maintenance	15,000.00	0.00	15,000.00	0.0%
2-42-00-521 Fuel & Oil	2,300.00	0.00	2,300.00	0.0%
2-42-00-522 Vehicle Parts, Repairs & Maintenance	1,500.00	0.00	1,500.00	0.0%
2-42-00-523 Small Tools	500.00	0.00	500.00	0.0%
2-42-00-525 Water & Sewer Infrastructure	33,000.00	0.00	33,000.00	0.0%
2-42-00-530 Chemical Supplies	12,000.00	8,294.00	3,706.00	69.1%
2-42-00-540 Power	112,000.00	8,364.07	103,635.93	7.5%
2-42-00-541 Natural Gas	0.00	0.00	0.00	0.0%
2-42-00-590 Other General Expenses	0.00	0.00	0.00	0.0%
2-42-00-761 Transfer to Reserves	180,000.00	0.00	180,000.00	0.0%
2-42-00-762 Transfer to Capital Budget	0.00	0.00	0.00	0.0%
2-42-00-821 Loan Interest	0.00	0.00	0.00	0.0%
2-42-00-822 Loan Principle	0.00	0.00	0.00	0.0%
2-42-00-831 Debenture Principle	82,600.00	16,751.26	65,848.74	20.3%
2-42-00-832 Debenture Interest	11,800.00	1,802.21	9,997.79	15.3%
2-42-00-920 Bad Debts	0.00	0.00	0.00	0.0%
	636,937.47	89,971.61	546,965.86	14.1%
<u>43 - Solid Waste</u>				
2-43-00-110 Salaries & Wages	84,668.65	23,069.62	61,599.03	27.2%
2-43-00-115 Overtime	1,200.00	472.23	727.77	39.4%
2-43-00-130 Employer Contributions	12,700.30	3,917.44	8,782.86	30.8%
2-43-00-136 Workers' Compensation Board Fees	2,800.00	516.42	2,283.58	18.4%
2-43-00-210 Vehicle Allowance	0.00	0.00	0.00	0.0%
2-43-00-215 Freight & Postage	800.00	52.94	747.06	6.6%
2-43-00-231 Audit Fees	0.00	2,887.50	(2,887.50)	0.0%
2-43-00-250 Recycling, Building Repairs &	0.00	0.00	0.00	0.0%
2-43-00-270 Insurance	3,300.00	2,507.86	792.14	76.0%
2-43-00-300 Landfill Fees & Charges	48,000.00	581.10	47,418.90	1.2%
2-43-00-510 Printing & Stationary	500.00	92.41	407.59	18.5%
2-43-00-513 Contracted Services	27,000.00	17,502.45	9,497.55	64.8%
2-43-00-514 Garbage Service Contract	91,000.00	16,182.90	74,817.10	17.8%
2-43-00-515 Recycling Service Contract	40,000.00	6,043.66	33,956.34	15.1%
2-43-00-520 Equipment Parts, Repairs & Maintenance	0.00	0.00	0.00	0.0%
2-43-00-540 Power	2,100.00	13.49	2,086.51	0.6%
2-43-00-541 Natural Gas	9,700.00	1,315.00	8,385.00	13.6%

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	2023	2023	2023	2023
	BUDGET	ACTUAL	VARIANCE	%
2-43-00-590 Other General Expenses	0.00	0.00	0.00	0.0%
2-43-00-761 Transfer to Reserves	0.00	0.00	0.00	0.0%
2-43-00-762 Transfer to Capital Budget	0.00	0.00	0.00	0.0%
2-43-00-920 Bad Debts	0.00	0.00	0.00	0.0%
	323,768.95	75,155.02	248,613.93	23.2%

49 - Recycling

2-49-00-513 Recycling Contracted Services	0.00	0.00	0.00	0.0%
2-49-00-515 Recycling Service Contract	0.00	0.00	0.00	0.0%
	0.00	0.00	0.00	0.0%

51 - Family & Community Services

2-51-00-110 Wages & Salaries	36,600.00	8,964.05	27,635.95	24.5%
2-51-00-115 Overtime	500.00	0.00	500.00	0.0%
2-51-00-130 Employer Contributions	5,490.00	1,634.68	3,855.32	29.8%
2-51-00-136 Workers' Compensation Board Fees	1,600.00	368.87	1,231.13	23.1%
2-51-00-140 Meals & Lodging	0.00	0.00	0.00	0.0%
2-51-00-148 Training & Development	2,500.00	0.00	2,500.00	0.0%
2-51-00-210 Vehicle Allowance	0.00	0.00	0.00	0.0%
2-51-00-212 Mileage	500.00	43.42	456.58	8.7%
2-51-00-215 Freight & Postage	700.00	52.94	647.06	7.6%
2-51-00-217 Telephone	750.00	294.33	455.67	39.2%
2-51-00-220 Advertising	2,100.00	500.00	1,600.00	23.8%
2-51-00-221 Program Hosting Expense	8,000.00	1,146.40	6,853.60	14.3%
2-51-00-222 FCSS Municipal Cost Share Portion	13,800.00	13,551.00	249.00	98.2%
2-51-00-225 Volunteer Recognition	2,000.00	0.00	2,000.00	0.0%
2-51-00-231 Audit Fees	0.00	787.50	(787.50)	0.0%
2-51-00-260 Office Rental	0.00	0.00	0.00	0.0%
2-51-00-270 Insurance	600.00	455.97	144.03	76.0%
2-51-00-510 Printing & Stationary	800.00	412.23	387.77	51.5%
2-51-00-511 Household & Miscellaneous Goods	300.00	0.00	300.00	0.0%
2-51-00-512 Janitor Contract	0.00	0.00	0.00	0.0%
2-51-00-513 Contracted Services	0.00	0.00	0.00	0.0%
2-51-00-520 Equipment Parts, Repairs & Maintenance	400.00	0.00	400.00	0.0%
2-51-00-540 Power	1,050.00	120.42	929.58	11.5%
2-51-00-541 Natural Gas	1,625.00	221.62	1,403.38	13.6%
2-51-00-590 Other General Expenses	500.00	185.92	314.08	37.2%
2-51-00-762 Transfer to Capital Budget	0.00	0.00	0.00	0.0%
2-51-01-511 Christmas Elves Prog. Donation Exp.	5,750.00	0.00	5,750.00	0.0%
2-51-01-512 Christmas Elves Prog. Hosting Exp.	0.00	0.00	0.00	0.0%
	85,565.00	28,739.35	56,825.65	33.6%

61 - Planning & Development

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	2023	2023	2023	2023
	BUDGET	ACTUAL	VARIANCE	%
2-61-00-110 Wages & Salaries	88,780.00	24,074.62	64,705.38	27.1%
2-61-00-115 Overtime	0.00	0.00	0.00	0.0%
2-61-00-130 Employer Contributions	13,317.00	3,382.41	9,934.59	25.4%
2-61-00-136 Workers' Compensation Board Fees	1,600.00	368.87	1,231.13	23.1%
2-61-00-140 Meals & Lodging	0.00	49.82	(49.82)	0.0%
2-61-00-148 Training & Development	2,500.00	0.00	2,500.00	0.0%
2-61-00-150 S.D.A.B. Meeting Fees	1,000.00	0.00	1,000.00	0.0%
2-61-00-210 Vehicle Allowance	0.00	0.00	0.00	0.0%
2-61-00-215 Freight & Postage	1,500.00	105.88	1,394.12	7.1%
2-61-00-217 Telephone	1,200.00	267.60	932.40	22.3%
2-61-00-220 Advertising	3,200.00	1,640.88	1,559.12	51.3%
2-61-00-221 Title & Land Seaches	1,000.00	0.00	1,000.00	0.0%
2-61-00-222 Memberships & Subscriptions	1,300.00	634.02	665.98	48.8%
2-61-00-223 Subdivision & Development Costs	0.00	0.00	0.00	0.0%
2-61-00-230 Engineering Fees	40,000.00	0.00	40,000.00	0.0%
2-61-00-231 Audit Fees	0.00	787.50	(787.50)	0.0%
2-61-00-232 Inspection Fees	18,000.00	768.00	17,232.00	4.3%
2-61-00-233 Legal Fees	12,500.00	0.00	12,500.00	0.0%
2-61-00-234 Planning Fees	0.00	0.00	0.00	0.0%
2-61-00-510 Printing & Stationary	800.00	143.18	656.82	17.9%
2-61-00-513 Contracted Services	30,000.00	15,200.00	14,800.00	50.7%
2-61-00-515 Other Contracted Services	0.00	0.00	0.00	0.0%
2-61-00-520 Cost of Land Sold	0.00	0.00	0.00	0.0%
2-61-00-540 Admin Power	175.00	0.00	175.00	0.0%
2-61-00-591 Cost of Land Re-Sale	0.00	0.00	0.00	0.0%
2-61-00-761 Transfer to Reserves	0.00	0.00	0.00	0.0%
2-61-00-762 Transfer to Capital Budget	0.00	0.00	0.00	0.0%
	216,872.00	47,422.78	169,449.22	21.9%

62 - Economic Development

2-62-00-110 Wages & Salaries	118,000.00	29,182.63	88,817.37	24.7%
2-62-00-115 Overtime	2,350.00	346.76	2,003.24	14.8%
2-62-00-130 Employer Contributions	17,700.00	4,566.48	13,133.52	25.8%
2-62-00-136 Workers' Compensation Board Fees	3,200.00	663.98	2,536.02	20.7%
2-62-00-140 Meals & Lodging	0.00	45.08	(45.08)	0.0%
2-62-00-148 Training & Development	2,000.00	1,155.56	844.44	57.8%
2-62-00-210 Vehicle Allowance	0.00	0.00	0.00	0.0%
2-62-00-212 Mileage	2,000.00	0.00	2,000.00	0.0%
2-62-00-215 Freight & Postage	700.00	52.94	647.06	7.6%
2-62-00-217 Telephone	600.00	150.00	450.00	25.0%
2-62-00-220 Advertising	25,000.00	2,000.00	23,000.00	8.0%

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	2023	2023	2023	2023
	BUDGET	ACTUAL	VARIANCE	%
2-62-00-222 Memberships & Subscriptions	6,500.00	546.05	5,953.95	8.4%
2-62-00-223 Promotion & Research	3,200.00	6,417.30	(3,217.30)	200.5%
2-62-00-231 Audit Fees	0.00	525.00	(525.00)	0.0%
2-62-00-510 Printing & Stationary	900.00	291.32	608.68	32.4%
2-62-00-511 Miscellaneous	600.00	39.28	560.72	6.5%
2-62-00-513 Contracted Services	4,700.00	0.00	4,700.00	0.0%
2-62-00-540 Power	175.00	0.00	175.00	0.0%
2-62-00-590 Communities In Bloom Donations	0.00	0.00	0.00	0.0%
2-62-00-761 Transfer to Reserves	0.00	0.00	0.00	0.0%
2-62-00-762 Transfer to Capital Budget	0.00	0.00	0.00	0.0%
2-62-00-900 Grants to Others	35,000.00	0.00	35,000.00	0.0%
	222,625.00	45,982.38	176,642.62	20.7%
<u>72-00 - Parks General</u>				
2-72-00-110 Wages & Salaries	114,196.00	28,333.93	85,862.07	24.8%
2-72-00-112 Getaway Supervisors Contract	20,000.00	0.00	20,000.00	0.0%
2-72-00-115 Overtime	2,280.00	1,782.99	497.01	78.2%
2-72-00-130 Employer Contributions	20,129.40	4,339.64	15,789.76	21.6%
2-72-00-136 Workers' Compensation Board Fees	3,200.00	663.98	2,536.02	20.7%
2-72-00-140 Meals & Lodging	0.00	0.00	0.00	0.0%
2-72-00-148 Training & Development	2,900.00	0.00	2,900.00	0.0%
2-72-00-210 Vehicle Allowance	0.00	0.00	0.00	0.0%
2-72-00-212 Mileage	1,000.00	0.00	1,000.00	0.0%
2-72-00-215 Freight & Postage	750.00	91.38	658.62	12.2%
2-72-00-217 Telephone	1,600.00	670.91	929.09	41.9%
2-72-00-220 Advertising	2,000.00	0.00	2,000.00	0.0%
2-72-00-221 Promotions & Hosting	15,000.00	5,110.27	9,889.73	34.1%
2-72-00-222 Memberships & Subscriptions	900.00	0.00	900.00	0.0%
2-72-00-225 Volunteer Recognition	1,100.00	0.00	1,100.00	0.0%
2-72-00-231 Audit Fees	0.00	525.00	(525.00)	0.0%
2-72-00-250 Facility Maintenance	4,100.00	0.00	4,100.00	0.0%
2-72-00-270 Insurance	2,800.00	2,127.88	672.12	76.0%
2-72-00-510 Printing & Stationary	3,000.00	615.98	2,384.02	20.5%
2-72-00-511 Household & Miscellaneous Supplies	1,000.00	25.00	975.00	2.5%
2-72-00-512 Janitor Contract	0.00	0.00	0.00	0.0%
2-72-00-513 Contracted Services	1,000.00	372.52	627.48	37.3%
2-72-00-540 Power	4,900.00	430.01	4,469.99	8.8%
2-72-00-541 Natural Gas	3,950.00	537.84	3,412.16	13.6%
2-72-00-590 Donations	30,000.00	0.00	30,000.00	0.0%
2-72-00-761 Transfer to Reserves	0.00	0.00	0.00	0.0%
2-72-00-762 Transfer to Capital Budget	0.00	0.00	0.00	0.0%

TOWN OF CALMAR
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	2023	2023	2023	2023
	BUDGET	ACTUAL	VARIANCE	%
2-72-00-821 Loan Interest	0.00	0.00	0.00	0.0%
2-72-00-822 Loan Principle	0.00	0.00	0.00	0.0%
2-72-00-823 Financing - Solar Panels	0.00	0.00	0.00	0.0%
	235,805.40	45,627.33	190,178.07	19.3%
<u>72-01 - Parks Sportsgrounds</u>				
2-72-01-110 Wages & Salaries	108,209.00	29,743.39	78,465.61	27.5%
2-72-01-115 Overtime	1,800.00	314.22	1,485.78	17.5%
2-72-01-117 Casual Labour - Parks	38,000.00	0.00	38,000.00	0.0%
2-72-01-130 Employer Contributions	16,231.35	6,582.72	9,648.63	40.6%
2-72-01-136 Workers' Compensation Board Fees	2,400.00	442.65	1,957.35	18.4%
2-72-01-140 Meals & Lodging	1,500.00	0.00	1,500.00	0.0%
2-72-01-148 Training & Development	3,000.00	0.00	3,000.00	0.0%
2-72-01-215 Freight & Postage	0.00	0.00	0.00	0.0%
2-72-01-220 Advertising	500.00	0.00	500.00	0.0%
2-72-01-231 Audit Fees	0.00	1,837.50	(1,837.50)	0.0%
2-72-01-250 Facility Maintenance	50,000.00	0.00	50,000.00	0.0%
2-72-01-260 Equipment Lease & Rental	2,000.00	0.00	2,000.00	0.0%
2-72-01-270 Insurance	4,900.00	3,723.79	1,176.21	76.0%
2-72-01-510 Printing	0.00	0.00	0.00	0.0%
2-72-01-511 Miscellaneous Supplies	10,000.00	0.00	10,000.00	0.0%
2-72-01-513 Contracted Services	22,000.00	3,367.50	18,632.50	15.3%
2-72-01-520 Equipment Parts, Repair & Maintenance	16,300.00	475.82	15,824.18	2.9%
2-72-01-521 Fuel & Oil	9,500.00	456.88	9,043.12	4.8%
2-72-01-522 Vehicle Parts, Repairs & Maintenance	2,700.00	0.00	2,700.00	0.0%
2-72-01-523 Small Tools	1,300.00	0.00	1,300.00	0.0%
2-72-01-531 Service Contracts	0.00	0.00	0.00	0.0%
2-72-01-540 Power	0.00	0.00	0.00	0.0%
2-72-01-541 Natural Gas	0.00	0.00	0.00	0.0%
2-72-01-761 Transfer to Reserves	0.00	0.00	0.00	0.0%
2-72-01-762 Transfer to Capital Budget	0.00	0.00	0.00	0.0%
2-72-01-821 Loan Interest	0.00	0.00	0.00	0.0%
2-72-01-822 Loan Principle	0.00	0.00	0.00	0.0%
	290,340.35	46,944.47	243,395.88	16.2%
<u>72-02 Parks Arena</u>				
2-72-02-110 Wages & Salaries	108,209.00	44,440.58	63,768.42	41.1%
2-72-02-115 Overtime	1,800.00	355.60	1,444.40	19.8%
2-72-02-117 Arena - Casual Labour	15,000.00	0.00	15,000.00	0.0%
2-72-02-130 Employer Contributions	16,231.35	6,942.27	9,289.08	42.8%
2-72-02-136 Workers' Compensation Board Fees	2,400.00	442.65	1,957.35	18.4%
2-72-02-140 Meals & Lodging	2,100.00	0.00	2,100.00	0.0%

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	BUDGET	ACTUAL	VARIANCE	%
2-72-02-148 Training & Development	3,500.00	3,262.05	237.95	93.2%
2-72-02-215 Freight & Postage	700.00	52.91	647.09	7.6%
2-72-02-217 Telephone	2,500.00	614.53	1,885.47	24.6%
2-72-02-222 Memberships	900.00	441.00	459.00	49.0%
2-72-02-231 Audit Fees	0.00	1,837.50	(1,837.50)	0.0%
2-72-02-250 Facility Maintenance	20,000.00	6,221.08	13,778.92	31.1%
2-72-02-260 Equipment Lease & Rental	0.00	0.00	0.00	0.0%
2-72-02-270 Insurance	30,900.00	23,482.70	7,417.30	76.0%
2-72-02-510 Printing & Stationary	600.00	92.38	507.62	15.4%
2-72-02-511 Household & Miscellaneous Supplies	11,000.00	68.57	10,931.43	0.6%
2-72-02-512 Arena Concession Supplies	0.00	0.00	0.00	0.0%
2-72-02-513 Contracted Services	15,300.00	1,644.45	13,655.55	10.7%
2-72-02-516 Alarm	500.00	100.00	400.00	20.0%
2-72-02-520 Equipment Parts, Repair & Maintenance	14,000.00	5,045.19	8,954.81	36.0%
2-72-02-521 Fuel & Oil	1,500.00	375.55	1,124.45	25.0%
2-72-02-522 Vehicle Parts, Repairs & Maintenance	0.00	0.00	0.00	0.0%
2-72-02-523 Small Tools	600.00	0.00	600.00	0.0%
2-72-02-540 Power	87,500.00	12,680.66	74,819.34	14.5%
2-72-02-541 Natural Gas	32,350.00	6,066.09	26,283.91	18.8%
2-72-02-590 Safety Equipment	3,000.00	630.99	2,369.01	21.0%
2-72-02-591 Donations	0.00	0.00	0.00	0.0%
2-72-02-761 Transfer to Reserves	0.00	0.00	0.00	0.0%
2-72-02-762 Transfer to Capital Budget	0.00	0.00	0.00	0.0%
2-72-02-821 Debenture Interest	5,956.91	1,007.58	4,949.33	16.9%
2-72-02-822 Debenture Principle	11,816.65	1,954.68	9,861.97	16.5%
2-72-02-920 Bad Debts	0.00	0.00	0.00	0.0%
	388,363.91	117,759.01	270,604.90	30.3%
<u>72-03 - 06 Fair Expenses</u>				
2-72-03-221 Calmar Fair Days	30,000.00	0.00	30,000.00	0.0%
2-72-04-221 Farmer's Day/Canada Day	1,000.00	0.00	1,000.00	0.0%
2-72-05-221 Christmas in the Park	11,500.00	0.00	11,500.00	0.0%
2-72-06-221 First Night	8,500.00	0.00	8,500.00	0.0%
	51,000.00	0.00	51,000.00	0.0%
<u>74 - Library</u>				
2-74-00-110 Wages & Salaries	134,000.00	23,919.62	110,080.38	17.9%
2-74-00-115 Overtime	0.00	0.00	0.00	0.0%
2-74-00-130 Employer Contributions	24,000.00	3,940.92	20,059.08	16.4%
2-74-00-136 Workers' Compensation Board Fees	2,000.00	368.88	1,631.12	18.4%
2-74-00-140 Meals	200.00	0.00	200.00	0.0%
2-74-00-148 Training & Development	1,000.00	0.00	1,000.00	0.0%

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	2023	2023	2023	2023
	BUDGET	ACTUAL	VARIANCE	%
2-74-00-150 Honariums	1,000.00	62.00	938.00	6.2%
2-74-00-212 Mileage	400.00	0.00	400.00	0.0%
2-74-00-215 Freight & Postage	100.00	5.30	94.70	5.3%
2-74-00-217 Telephone	1,000.00	439.60	560.40	44.0%
2-74-00-220 Advertising & Promotions	0.00	0.00	0.00	0.0%
2-74-00-222 Memberships	1,000.00	5,408.83	(4,408.83)	540.9%
2-74-00-223 Special Projects	2,000.00	122.27	1,877.73	6.1%
2-74-00-224 Subscriptions	1,200.00	0.00	1,200.00	0.0%
2-74-00-231 Audit Fees	2,100.00	1,312.50	787.50	62.5%
2-74-00-233 Legal Fees	0.00	0.00	0.00	0.0%
2-74-00-250 Building Repairs & Maintenance	100.00	2,874.08	(2,774.08)	2874.1%
2-74-00-270 Insurance	1,671.00	1,269.89	401.11	76.0%
2-74-00-510 Printing & Stationary	1,000.00	85.60	914.40	8.6%
2-74-00-511 Household & Miscellaneous Supplies	400.00	45.81	354.19	11.5%
2-74-00-512 Janitor Contract	3,000.00	475.71	2,524.29	15.9%
2-74-00-520 Equipment Parts, Repair & Maintenance	500.00	149.99	350.01	30.0%
2-74-00-521 Furnishings	0.00	0.00	0.00	0.0%
2-74-00-523 Books & Videos	10,000.00	1,576.21	8,423.79	15.8%
2-74-00-540 Power	4,200.00	590.46	3,609.54	14.1%
2-74-00-541 Natural Gas	3,200.00	1,207.61	1,992.39	37.7%
2-74-00-590 Other General Expenses	(19,071.00)	0.00	(19,071.00)	0.0%
2-74-00-761 Transfer to Reserves	0.00	0.00	0.00	0.0%
2-74-01-110 Wages & Salaries	0.00	0.00	0.00	0.0%
2-74-01-115 Library - Overtime	0.00	0.00	0.00	0.0%
2-74-01-130 Employer Contributions	0.00	0.00	0.00	0.0%
2-74-01-222 Yellowhead Membership Fees	11,000.00	0.00	11,000.00	0.0%
2-74-01-231 Audit Fees	0.00	0.00	0.00	0.0%
2-74-01-250 Building Repairs & Maintenance	1,000.00	0.00	1,000.00	0.0%
2-74-01-270 Insurance	2,300.00	1,747.90	552.10	76.0%
2-74-01-513 Contracted Services	0.00	0.00	0.00	0.0%
2-74-01-520 Equipment Repair & Maintenance	500.00	0.00	500.00	0.0%
2-74-01-590 Other General Expense	0.00	0.00	0.00	0.0%
	189,800.00	45,603.18	144,196.82	24.0%
<u>97 - Requisitions</u>				
2-97-00-745 Education Requisitions - Residential	564,260.00	148,387.18	415,872.82	26.3%
2-97-00-750 Education Requisitions - Non-Residential	176,720.00	44,323.44	132,396.56	25.1%
2-97-00-755 Leduc Foundation Requisition	7,100.00	0.00	7,100.00	0.0%
2-97-00-757 Rural Policing Levy	0.00	0.00	0.00	0.0%
	748,080.00	192,710.62	555,369.38	25.8%
TOTAL EXPENSES	7,094,460.70	1,365,777.71	5,728,682.99	19.3%

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	2023 BUDGET	2023 ACTUAL	2023 VARIANCE	2023 %
Check Sum (Must be zero)	0.00	0.00		
NET (SURPLUS)/LOSS	(73.30)	794,723.66		

ASSETS

3-00-00-110 Payroll Advance	0.00	0.00	0.00	0.0%
3-00-00-111 Prepaids	0.00	0.00	0.00	0.0%
3-00-00-112 Petty Cash	0.00	300.00	(300.00)	0.0%
3-00-00-113 Petty Cash - Library	0.00	200.00	(200.00)	0.0%
3-00-00-114 Petty Cash - Arena	0.00	0.00	0.00	0.0%
3-00-00-115 Petty Cash - Recreation	0.00	200.00	(200.00)	0.0%
3-00-00-116 Petty Cash - Vending Machine for Arena	0.00	30.00	(30.00)	0.0%
3-00-00-117 Petty Cash - Fire Department	0.00	0.00	0.00	0.0%
3-00-00-120 General Bank Account	0.00	1,819,987.60	(1,819,987.60)	0.0%
3-00-00-121 Alberta Treasury Branch	0.00	(300.77)	300.77	0.0%
3-00-00-122 CIBC Investments	0.00	0.00	0.00	0.0%
3-00-00-123 Tax Sale Proceeds - Trust Asset	0.00	0.00	0.00	0.0%
3-00-00-124 XMAS Elves - ATB	0.00	17,615.14	(17,615.14)	0.0%
3-00-00-210 Current Property Taxes Receivable	0.00	(249,683.94)	249,683.94	0.0%
3-00-00-212 Arrears of Property Taxes Receivable	0.00	563,754.90	(563,754.90)	0.0%
3-00-00-214 Allowance for Doubtful Tax Accounts	0.00	0.00	0.00	0.0%
3-00-00-270 Construction Advances Receivable	0.00	0.00	0.00	0.0%
3-00-00-280 Utilities Receivable	0.00	114,566.74	(114,566.74)	0.0%
3-00-00-290 Accounts Receivable	0.00	219,998.24	(219,998.24)	0.0%
3-00-00-291 Utility/Tax Clearing Account	0.00	(4.68)	4.68	0.0%
3-00-00-292 Cash Receipts Suspense	0.00	0.00	0.00	0.0%
3-00-00-294 Accrued Interest Receivable	0.00	0.00	0.00	0.0%
3-00-00-295 GST Receivable	0.00	52,631.56	(52,631.56)	0.0%
3-00-00-296 Education Tax Underlevy	0.00	0.00	0.00	0.0%
3-00-00-297 Non-Res Education Tax Underlevy	0.00	0.00	0.00	0.0%
3-00-00-301 General Investments	0.00	0.00	0.00	0.0%
3-00-00-302 Tax Sale Investments TA# 0169	0.00	0.00	0.00	0.0%
3-00-00-303 Tax Sale Investment TA# 0123	0.00	0.00	0.00	0.0%
3-00-00-304 Tax Sale Investment TA# 0457	0.00	0.00	0.00	0.0%
3-00-00-305 Land Held for Resale	0.00	200,000.00	(200,000.00)	0.0%
3-00-00-410 AMFC Investment	0.00	0.00	0.00	0.0%
3-00-00-510 Engineering Structures	0.00	26,221,289.22	(26,221,289.22)	0.0%
3-00-00-511 Accum Amort - Engineered Structures	0.00	(11,782,523.79)	11,782,523.79	0.0%
3-00-00-520 Buildings	0.00	14,746,531.56	(14,746,531.56)	0.0%
3-00-00-521 Accum Amort - Buildings	0.00	(5,487,648.62)	5,487,648.62	0.0%
3-00-00-530 Machinery & Equipment	0.00	3,843,708.12	(3,843,708.12)	0.0%

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	2023	2023	2023	2023
	BUDGET	ACTUAL	VARIANCE	%
3-00-00-531 Accum Amort - Machinery & Equipment	0.00	(1,789,882.58)	1,789,882.58	0.0%
3-00-00-540 Land for Own Use	0.00	1,292,122.94	(1,292,122.94)	0.0%
3-00-00-541 Accum Amort - Land Improvements	0.00	(104,602.47)	104,602.47	0.0%
3-00-00-550 Vehicles	0.00	617,803.98	(617,803.98)	0.0%
3-00-00-551 Accum Amort - Vehicles	0.00	(449,093.49)	449,093.49	0.0%
3-00-00-560 Land Improvements	0.00	251,417.43	(251,417.43)	0.0%
3-12-00-295 GST - 57.14 - Municipal Purposes	0.00	(20,594.96)	20,594.96	0.0%
3-12-00-296 GST - 42.86 - Municipal Purposes	0.00	0.00	0.00	0.0%
3-41-00-290 Payroll Clearing Account	0.00	0.00	0.00	0.0%
TOTAL ASSESTS	0.00	30,077,822.13	(30,077,822.13)	0.0%
Check Sum	0.00	0.00		

LIABILITES

4-00-00-120 Deferred Revenue - Conditional Grants	0.00	(190,098.85)	190,098.85	0.0%
4-00-00-121 Deferred Revenue - Education Tax	0.00	0.00	0.00	0.0%
4-00-00-122 Deferred Revenue - Operating	0.00	(10,102.75)	10,102.75	0.0%
4-00-00-123 Tax Sale Proceeds - Trust Liability	0.00	0.00	0.00	0.0%
4-00-00-124 Deferred Revenue - Developer	0.00	0.00	0.00	0.0%
4-00-00-125 Deferred Revenue - Business Licenses	0.00	0.00	0.00	0.0%
4-00-00-200 Vacation Pay Payable	0.00	(30,306.32)	30,306.32	0.0%
4-00-00-201 Sick Pay Payable	0.00	(49,005.80)	49,005.80	0.0%
4-00-00-202 Overtime Payable	0.00	(10,561.01)	10,561.01	0.0%
4-00-00-210 E.I. Rebate	0.00	(581.31)	581.31	0.0%
4-00-00-230 C.P.P.	0.00	0.00	0.00	0.0%
4-00-00-231 UIC Payable	0.00	(0.04)	0.04	0.0%
4-00-00-232 Income Tax Payable	0.00	7.00	(7.00)	0.0%
4-00-00-240 Fire Fighters Association Fees Payable	0.00	0.00	0.00	0.0%
4-00-00-250 AMEBS Payable	0.00	6,669.01	(6,669.01)	0.0%
4-00-00-260 GST Payable	0.00	5,340.85	(5,340.85)	0.0%
4-00-00-265 Safety Codes Council	0.00	(63.07)	63.07	0.0%
4-00-00-271 R.R.S.P. Contributions	0.00	0.00	0.00	0.0%
4-00-00-290 Accounts Payable Suspense	0.00	(29,812.93)	29,812.93	0.0%
4-00-00-300 Short Term Operating Loan	0.00	0.00	0.00	0.0%
4-00-00-310 Debentures Payable	0.00	(3,816,260.89)	3,816,260.89	0.0%
4-00-00-323 Long Term Loan - Treasury Branch	0.00	0.00	0.00	0.0%
4-00-00-400 Accrued Liabilites	0.00	(46,599.99)	46,599.99	0.0%
4-00-00-410 Accrued Interest Debentures	0.00	2,461.79	(2,461.79)	0.0%
4-00-00-430 Capital Lease Debt	0.00	(202,007.97)	202,007.97	0.0%
4-00-00-663 Equity in Fixed Assets	0.00	(23,280,515.00)	23,280,515.00	0.0%
4-00-00-900 Accumulated Surplus	0.00	0.00	0.00	0.0%

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	2023	2023	2023	2023
	BUDGET	ACTUAL	VARIANCE	%
4-00-00-990 Accumulated Deficit	0.00	(740,112.50)	740,112.50	0.0%
4-00-00-991 Prior Period Adjustment	0.00	0.00	0.00	0.0%
4-41-00-470 Bulk Water Deposits	0.00	(3,975.00)	3,975.00	0.0%
4-41-00-471 Deposits - Water Meters	0.00	0.00	0.00	0.0%
4-42-00-421 Prepaid Local Improvements - Sewer	0.00	0.00	0.00	0.0%
4-42-00-422 Lagoon Key Deposit	0.00	0.00	0.00	0.0%
4-61-00-470 Mobile Home Performance Deposit	0.00	0.00	0.00	0.0%
4-61-00-473 Development Agreement Deposits	0.00	(196,710.27)	196,710.27	0.0%
4-61-00-474 Construction Deposits	0.00	(120,500.00)	120,500.00	0.0%
4-61-00-475 Southbridge Phase 2 - Development	0.00	(207,894.82)	207,894.82	0.0%
4-61-00-476 Security Deposit SB Hayduk	0.00	(6,160.00)	6,160.00	0.0%
4-61-00-477 Incentive Grant Reserve	0.00	0.00	0.00	0.0%
4-62-00-290 Ticket Sales Payable	0.00	0.00	0.00	0.0%
4-72-00-470 Recreation Facility Deposits	0.00	(650.00)	650.00	0.0%
4-72-00-475 First Night Celebration Donations	0.00	0.00	0.00	0.0%
4-77-00-635 Reserve from Sale of Karen's Cafe	0.00	0.00	0.00	0.0%
4-77-00-636 Land Sale Reserve	0.00	0.00	0.00	0.0%
4-77-00-710 Operating Contingency Reserve	0.00	(381,874.70)	381,874.70	0.0%
4-77-00-715 Debenture Stabilization Reserve	0.00	(55,344.00)	55,344.00	0.0%
4-77-00-720 Incentive Reserve Grant	0.00	(53,000.00)	53,000.00	0.0%
4-77-00-900 Off Site Levy Reserve	0.00	0.00	0.00	0.0%
4-77-00-901 Water Offsite Reserve	0.00	(69,795.77)	69,795.77	0.0%
4-77-00-902 Sewer Offsite Reserve	0.00	(112,950.13)	112,950.13	0.0%
4-77-00-903 Transportation Offsite reserve	0.00	(48,277.95)	48,277.95	0.0%
4-77-00-905 Infrastructure Reserve	0.00	(1,124,652.08)	1,124,652.08	0.0%
4-77-00-910 Fleet Services Reserve	0.00	0.00	0.00	0.0%
4-77-00-915 Water Play Park Reserve	0.00	0.00	0.00	0.0%
4-77-00-920 Arena Compressor Reserve	0.00	0.00	0.00	0.0%
4-77-00-925 Town Hall Reserve	0.00	(78,776.86)	78,776.86	0.0%
4-77-00-930 Protective Services Reserves	0.00	0.00	0.00	0.0%
4-77-00-935 Disaster Services Reserve	0.00	(1,308.46)	1,308.46	0.0%
4-77-00-940 Constabulary Reserve	0.00	0.00	0.00	0.0%
4-77-00-945 Transportation Reserve	0.00	0.00	0.00	0.0%
4-77-00-950 Parks Facility Reserve	0.00	(62,448.19)	62,448.19	0.0%
4-77-00-951 Arena Building Reserve	0.00	(51,809.85)	51,809.85	0.0%
4-77-00-955 Library Facility Reserve	0.00	(188.89)	188.89	0.0%
9-99-99-999 Clearing Account	0.00	0.00	0.00	0.0%
TOTAL LIABILITIES	0.00	(30,967,866.75)	30,967,866.75	0.0%
Check Sum	0.00	0.00	0.00	0.0%

TOWN OF CALMAR
Trial Balance

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	2023	2023	2023	2023
	BUDGET	ACTUAL	VARIANCE	%
NET (SURPLUS)/LOSS		794,723.66		
NET CAPITAL		95,320.96		
		(30,077,822.13)		

CAPITAL REVENUE

5-11-00-630 Contributed from Operating	0.00	0.00	0.00	0.0%
5-11-00-640 Contributed from Reserve	0.00	0.00	0.00	0.0%
5-11-00-650 Conditional Grants	0.00	0.00	0.00	0.0%
5-12-00-630 Contributed from Operating	0.00	0.00	0.00	0.0%
5-12-00-636 Debenture Borrowing - Office Reno's	0.00	0.00	0.00	0.0%
5-12-00-640 Contributed from Reserve	(15,000.00)	0.00	(15,000.00)	0.0%
5-12-00-650 Conditional Grants	0.00	0.00	0.00	0.0%
5-23-00-630 Contributed from Operating	0.00	0.00	0.00	0.0%
5-23-00-635 From Borrowing	0.00	0.00	0.00	0.0%
5-23-00-640 Contributed from Reserve	0.00	0.00	0.00	0.0%
5-23-00-650 Conditional Grants	0.00	0.00	0.00	0.0%
5-23-00-900 Revenue Acct - Contributed from Other	0.00	0.00	0.00	0.0%
5-23-00-910 Sale of Fixed Assets	0.00	0.00	0.00	0.0%
5-24-00-630 Contributed from Operating	0.00	0.00	0.00	0.0%
5-24-00-640 Contributed from Reserve	0.00	0.00	0.00	0.0%
5-24-00-650 Conditional Grants	0.00	0.00	0.00	0.0%
5-26-00-630 Contributed from Operating	0.00	0.00	0.00	0.0%
5-26-00-640 Contributed from Reserve	0.00	0.00	0.00	0.0%
5-26-00-650 Conditional Grants	0.00	0.00	0.00	0.0%
5-32-00-550 Investment Interest	0.00	0.00	0.00	0.0%
5-32-00-630 Contributed from Operating	0.00	0.00	0.00	0.0%
5-32-00-635 From Borrowing	0.00	0.00	0.00	0.0%
5-32-00-640 Contributed from Reserve	0.00	0.00	0.00	0.0%
5-32-00-650 Conditional Grants	0.00	0.00	0.00	0.0%
5-32-00-900 Contributed from Other	0.00	0.00	0.00	0.0%
5-32-00-910 Sale of F/A	0.00	0.00	0.00	0.0%
5-32-01-636 Debenture Borrow	0.00	0.00	0.00	0.0%
5-41-00-550 Investment Interest	0.00	0.00	0.00	0.0%
5-41-00-630 Contributed from Operating	0.00	0.00	0.00	0.0%
5-41-00-636 Debenture Borrowing	0.00	0.00	0.00	0.0%
5-41-00-640 Contributed from Reserve	(14,000.00)	0.00	(14,000.00)	0.0%
5-41-00-650 Conditional Grants	0.00	0.00	0.00	0.0%

TOWN OF CALMAR
Trial Balance

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	2023	2023	2023	2023
	BUDGET	ACTUAL	VARIANCE	%
5-42-00-550 Investment Interest	0.00	0.00	0.00	0.0%
5-42-00-630 Contributed from Operating	0.00	0.00	0.00	0.0%
5-42-00-635 From Borrowing	0.00	0.00	0.00	0.0%
5-42-00-640 Contributed from Reserve	(690,745.00)	0.00	(690,745.00)	0.0%
5-42-00-650 Conditional Grants	(573,255.00)	0.00	(573,255.00)	0.0%
5-42-00-910 Sale of Fixed Assets	0.00	0.00	0.00	0.0%
5-61-00-630 Contributed from Operating	0.00	0.00	0.00	0.0%
5-61-00-635 From Borrowing	0.00	0.00	0.00	0.0%
5-61-00-640 Contributed from Reserve	0.00	0.00	0.00	0.0%
5-61-00-650 Conditional Grants	0.00	0.00	0.00	0.0%
5-62-00-630 Community/Economic Development	0.00	0.00	0.00	0.0%
5-72-00-635 From Borrowing	0.00	0.00	0.00	0.0%
5-72-00-640 Contributed From Reserves	0.00	0.00	0.00	0.0%
5-72-00-910 Sale of Fixed Assets	0.00	0.00	0.00	0.0%
5-72-01-630 Contributed from Operating	0.00	0.00	0.00	0.0%
5-72-01-640 Contributed from Reserve	(112,000.00)	0.00	(112,000.00)	0.0%
5-72-01-650 Conditional Grants	0.00	0.00	0.00	0.0%
5-72-01-670 Parks - County Cost Share	(43,000.00)	0.00	(43,000.00)	0.0%
5-72-01-900 Parks - Contributed from Other	0.00	0.00	0.00	0.0%
5-72-02-630 Contributed from Operating	0.00	0.00	0.00	0.0%
5-72-02-640 Contributed from Reserve	0.00	0.00	0.00	0.0%
5-72-02-650 Conditional Grants	0.00	0.00	0.00	0.0%
5-72-02-660 Federal Grants	0.00	0.00	0.00	0.0%
5-72-02-900 Arena - Contributed from Other	0.00	0.00	0.00	0.0%
5-74-00-550 Investment Interest	0.00	0.00	0.00	0.0%
5-74-00-630 Contributed from Operating	0.00	0.00	0.00	0.0%
5-74-00-640 Contributed from Reserve	0.00	0.00	0.00	0.0%
5-74-00-650 Conditional Grants	0.00	0.00	0.00	0.0%
5-74-00-900 Library - Contributed from Other	0.00	0.00	0.00	0.0%
	(1,448,000.00)	0.00	(1,448,000.00)	0.0%
CAPITAL EXPENSE				
6-11-00-630 Legislative	0.00	0.00	0.00	0.0%
6-12-00-630 Administrative	15,000.00	0.00	15,000.00	0.0%
6-23-00-630 Protective Services	0.00	0.00	0.00	0.0%
6-23-00-761 Transfer to Reserve	0.00	0.00	0.00	0.0%
6-24-00-630 Disaster Services	0.00	0.00	0.00	0.0%
6-26-00-630 By-Law & Constabulary Services	0.00	0.00	0.00	0.0%
6-32-00-610 43 Street Intersection	0.00	0.00	0.00	0.0%
6-32-00-620 Transportation/Building	0.00	0.00	0.00	0.0%
6-32-00-630 Transportation	0.00	0.00	0.00	0.0%

TOWN OF CALMAR
Trial Balance

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	2023	2023	2023	2023
	BUDGET	ACTUAL	VARIANCE	%
6-32-00-640 Transportation/Land	0.00	0.00	0.00	0.0%
6-32-00-650 Transportation Vehicles	0.00	0.00	0.00	0.0%
6-32-00-761 Transfer to Reserves	0.00	0.00	0.00	0.0%
6-32-01-610 Lateral Upgrades	0.00	0.00	0.00	0.0%
6-32-01-630 Transportation - 2005	0.00	0.00	0.00	0.0%
6-32-02-610 Roads/Sidewalks Upgrades	0.00	0.00	0.00	0.0%
6-32-02-630 Transportation - 2006	0.00	0.00	0.00	0.0%
6-32-03-630 49 Ave & 47 St Upgrades	0.00	0.00	0.00	0.0%
6-32-04-630 Electronic Sign	0.00	0.00	0.00	0.0%
6-41-00-610 Water Reservoir Expansion	0.00	0.00	0.00	0.0%
6-41-00-630 Water Services	14,000.00	0.00	14,000.00	0.0%
6-41-00-761 Water - Transfer to Reserve	0.00	0.00	0.00	0.0%
6-42-00-610 Sewer Mains	0.00	0.00	0.00	0.0%
6-42-00-630 Sanitary Sewer	1,264,000.00	3,810.00	1,260,190.00	0.3%
6-51-00-630 Family & Community Services	0.00	0.00	0.00	0.0%
6-61-00-630 Planning & Development	0.00	0.00	0.00	0.0%
6-62-00-630 Community/Economic Development	0.00	0.00	0.00	0.0%
6-72-00-630 RecreationAdmin. Equipment	0.00	0.00	0.00	0.0%
6-72-01-630 Recreation Sportsgrounds	92,000.00	91,510.96	489.04	99.5%
6-72-01-640 Parks Land	63,000.00	0.00	63,000.00	0.0%
6-72-01-650 Parks Vehicles	0.00	0.00	0.00	0.0%
6-72-01-761 Transfer to Reserves	0.00	0.00	0.00	0.0%
6-72-02-620 Arena Building	0.00	0.00	0.00	0.0%
6-72-02-630 Arena	0.00	0.00	0.00	0.0%
6-72-02-761 Transfer to Reserve - Arena	0.00	0.00	0.00	0.0%
6-74-00-620 Library Building	0.00	0.00	0.00	0.0%
6-74-00-630 Library/Culture Services	0.00	0.00	0.00	0.0%
	1,448,000.00	95,320.96	1,352,679.04	6.6%
Totals:	0.00	95,320.96	(95,320.96)	0.0%