



WHEATLAND COUNTY

Regular Council Meeting Agenda

June 16, 2020, 9:00 a.m.

Note: Council will be conducting this meeting in person and via conference call in accordance with the Municipal Government Act, Section 199. At this time, Public attendance at Council meetings will be facilitated through virtual means (conference call).

To join the conference call, dial 403-768-1708 (when prompted dial the pin 64324).

Pages

1. CALL TO ORDER AND RELATED BUSINESS

- 1.1 Call To Order
 - Note: meetings are recorded and may be posted on the official Wheatland County website and/or via social media.
- 1.2 Adoption of Agenda
- 1.3 Staff Introductions - Manager of Fire & Emergency Services, Deputy Fire Chief
- 1.4 Adoption of Minutes
 - 1. Regular Council Meeting Minutes - June 2, 2020 3
 - 2. Public Hearing Minutes (June 2, 2020) - Re: Bylaw 2020-15 14

2. ITEMS FOR DISCUSSION AND RELATED BUSINESS

- 2.1 Bylaw Readings
 - 1. Bylaw 2019-36 - Land Use Bylaw Amendment - Speargrass 15
 - Re: Second & Third Reading of Bylaw
 - 2. Bylaw 2020-03 - Land Redesignation Bylaw 44
 - Re: First Reading & Scheduling of Public Hearing
 - 3. Bylaw 2020-25 - Land Use Bylaw Amendments 53
 - Re: First Reading & Scheduling of Public Hearing
- 2.2 Unfinished Business or Business Arising
 - 1. Scheduling of Planning & Priorities Session
- 2.3 New Business
 - 1. Council Resolution Tracker 60
 - 2. Orica Limited (Carseland Manufacturing Plant) Donation 65
 - 3. Playground Equipment Funding Policy 68
 - 4. Regional Business Vitality Survey and Analysis 73
 - 5. Community Overview Document 103
 - 6. Appointment of Director and Deputy Director of Emergency Management 154
 - 7. Carseland Fire Hall - Project Progress Report 162
 - 8. Wheatland County Fire Master Plan 165

3. CORRESPONDENCE / INFORMATION

3.1 Correspondence & Information Items

252

4. CLOSED SESSION (IN CAMERA)

- Land Matter [FOIP Act - Sec. 16] - Re: Water Licensing -
Carseland/Speargrass Area

- Legal Matter [FOIP Act - Sec. 16] - Re: Other Organizations (WRC)

- Advice from Officials [FOIP Act - Sec. 24(1)(a)] - Re: Broadband

5. ADJOURNMENT



WHEATLAND COUNTY

Regular Council Meeting Minutes

June 2, 2020, 9:00 a.m.

Councillors Present: Reeve A. Link, Division 2
Deputy Reeve S. Klassen, Division 5
J. Wilson, Division 1
D. Biggar, Division 3
T. Ikert, Division 4
G. Koester, Division 6 (note: absent from 9:57am – 12:02pm)
B. Armstrong, Division 7

Administration: B. Henderson, Chief Administrative Officer
M. Boscarol, GM of Community and Development Services
M. Ziehr, GM of Transportation and Agriculture
T. Buteau, GM of Corporate and Financial Services
M. Soltys, Communications Specialist
M. Desaulniers, Recording Secretary

1. CALL TO ORDER AND RELATED BUSINESS

1.1 Call To Order

Note: meetings are recorded and may be posted on the official Wheatland County website and/or via social media.

REEVE LINK called the meeting to order - time 9:00 A.M.

Reeve Link informed that the June 2, 2020 Regular Wheatland County Council meeting will be conducted via conference call in accordance with the Municipal Government Act, Section 199. Reeve Link reviewed the process for the meeting. [Note: a 'notice of virtual meeting' was posted on the County website.]

[Note: Wheatland County staff members joined and left at various times during the meeting.]

1.2 Adoption of Agenda

Prior to approval of the agenda, Councillor Koester informed Council that he would be absent for a portion of today's Council meeting due to other commitments (ASCHA Annual General Meeting). A brief discussion ensued regarding the scheduling and process for the upcoming Planning & Priorities Session.

RESOLUTION CM-2020-06-01

Moved by ARMSTRONG

APPROVAL of the agenda, with the following addition(s):

Under Agenda Item 2.2 - Unfinished Business or Business Arising
- Ratify Meetings/Events - Councillor Participation
Under Agenda Item 3.7 - Division 7 Councillor Report
- Item for Discussion - Concerns - Re: Duck Lake
Under Agenda Item 6 - Closed Session (In Camera)
- Labour Matter [FOIP Act - Sec. 24(1)(b)] - Re: Councillor Code of Conduct

• Carried

1.3 Adoption of Minutes

1.3.1 Regular Council Meeting Minutes - May 19, 2020

RESOLUTION CM-2020-06-02

Moved by BIGGAR

APPROVAL of the May 19, 2020 Wheatland County Regular Council meeting minutes, as presented.

• Carried

1.3.2 Public Hearing Minutes (May 19, 2020) - Re: Bylaw 2019-36

RESOLUTION CM-2020-06-03

Moved by IKERT

APPROVAL of the May 19, 2020 Wheatland County Public Hearing minutes, as presented, for Bylaw 2019-36

• Carried

2. ITEMS FOR DISCUSSION AND RELATED BUSINESS

2.1 Bylaw Readings and Public Hearings

RESOLUTION CM-2020-06-04

Moved by LINK

THAT the process for the Wheatland County Council meeting, as it pertains to the scheduled Public Hearing(s), will be as follows: Public Hearing; First Reading (if required); consideration for further readings of bylaw for those Public Hearings that have been closed. Further moved, that the above process will take place with the absence of resolutions to go into and out of Council before and after each public hearing.

• Carried

2.1.1 Bylaw 2020-15 - Land Redesignation Bylaw

Public Hearing - Bylaw 2020-15 (LU2020-08)

A bylaw to redesignate +/- 5 acres from Agricultural General District to Country Residential District to facilitate a future subdivision. A copy of the request for decision and supporting documentation was included in the agenda information package for Council review.

Note: Second reading of Bylaw 2020-15 followed the public hearing. Third Reading of Bylaw 2020-15 took place after agenda item 2.1.2.

RESOLUTION CM-2020-06-05

Moved by KOESTER

Second Reading of Bylaw 2020-15, this being a bylaw for the purpose of amending Land Use Bylaw No. 2016-01 to redesignate +/- 5 acres within NE-18-23-26-W4M, from Agricultural General District to Country Residential District as shown on the attached Schedule 'A' forming part of this Bylaw.

• Carried

RESOLUTION CM-2020-06-08

Moved by BIGGAR

Third and Final Reading of Bylaw 2020-15, this being a bylaw for the purpose of amending Land Use Bylaw No. 2016-01 to redesignate +/- 5 acres within NE-18-23-26-W4M, from Agricultural General District to Country Residential District as shown on the attached Schedule 'A' forming part of this Bylaw.

• Carried

2.1.2 Bylaw 2020-19 - Land Redesignation Bylaw

G. Allison (Planner I) presented information pertaining to Bylaw 2020-19 (note: a copy of the request for decision and supporting documentation was included in the agenda information package).

RESOLUTION CM-2020-06-06

Moved by WILSON

First Reading of Bylaw 2020-19, this being a bylaw for the purpose of amending Land Use Bylaw No. 2016-01 to redesignate 130 acres of NE-7-22-21-W4M from Agricultural General District to Rural Business District as shown on the attached Schedule 'A'.

• Carried

RESOLUTION CM-2020-06-07

Moved by WILSON

THAT a public hearing for Bylaw 2020-19 be scheduled for July 7, 2020 at 9:00 A.M. in the Wheatland County Council Chambers. If the office remains closed to the public due to Covid-19, the public hearing will be held by conference call in accordance with the Municipal Government Act, Section 199.

• Carried

2.1.3 Bylaw 2020-20 - Land Redesignation Bylaw

M. Williams (Planner II) presented information pertaining to Bylaw 2020-20 (note: a copy of the request for decision and supporting documentation was included in the agenda information package).

RESOLUTION CM-2020-06-09

Moved by IKERT

First Reading of Bylaw 2020-20, this being a bylaw for the purpose of amending Land Use Bylaw No. 2016-01 to redesignate 40 acres of SE-9-24-26-W4M from Agricultural General District to Industrial General District as shown on the attached Schedule 'A'.

• Carried

RESOLUTION CM-2020-06-10

Moved by ARMSTRONG

THAT a public hearing for Bylaw 2020-20 be scheduled for July 7, 2020 at 9:00 A.M. in Wheatland County Council Chambers. If the office remains closed to the public due to Covid-19, the public

hearing will be held by conference call in accordance with the Municipal Government Act, Section 199.

• Carried

2.1.4 Bylaw 2020-21 - Land Redesignation Bylaw

M. Williams (Planner II) presented information pertaining to Bylaw 2020-21 (note: a copy of the request for decision and supporting documentation was included in the agenda information package).

RESOLUTION CM-2020-06-11

Moved by BIGGAR

First Reading of Bylaw 2020-21, this being a bylaw for the purpose of amending Land Use Bylaw No. 2016-01 to redesignate 156.01 acres of NE-4-22-25-W4M from Agricultural General District to Natural Resource Extraction District as shown on the attached Schedule 'A'.

• Carried

RESOLUTION CM-2020-06-12

Moved by IKERT

THAT a Public Hearing for Bylaw 2020-21 be scheduled for August 18, 2020 at 9:00 A.M. in Wheatland County Council Chambers. If the office remains closed to the public due to Covid-19, the Public Hearing will be held by conference call in accordance with the Municipal Government Act, Section 199.

• Carried

2.1.5 Bylaw 2020-23 - Land Redesignation Bylaw

G. Allison (Planner I) presented information pertaining to Bylaw 2020-23 (note: a copy of the request for decision and supporting documentation was included in the agenda information package).

RESOLUTION CM-2020-06-13

Moved by ARMSTRONG

First Reading of Bylaw 2020-23, this being a bylaw for the purpose of amending Land Use Bylaw No. 2016-01 to redesignate 62.53 acres of NE-23-25-17-W4M from Agricultural General District to Natural Resource Extraction District as shown on the attached Schedule 'A'.

• Carried

RESOLUTION CM-2020-06-14

Moved by KOESTER

THAT a public hearing for Bylaw 2020-23 be scheduled for July 7, 2020 at 9:00 A.M. in Wheatland County Council Chambers. If the office remains closed to the public due to Covid-19, the public hearing will be held by conference call in accordance with the Municipal Government Act, Section 199.

• Carried

2.1.6 Bylaw 2020-27 - Re: Borrowing Bylaw

M. Kurceba (Manager of Financial Services) presented information pertaining to Bylaw 2020-27 (note: a copy of the request for decision and supporting documentation was included in the agenda information package).

RESOLUTION CM-2020-06-15

Moved by ARMSTRONG

FIRST READING of Borrowing Bylaw 2020-27, that allows Administration to proceed with the process of borrowing \$267,402.54 from the Alberta Capital Finance Authority or another authorized financial institution for the Transtor Capital Replacement project. The maximum rate of interest is not to exceed 2.3% per annum over the ten (10) year repayment term and that the Waste Reserve will be used to fund the principal and interest owing.

• Carried

2.2 Unfinished Business or Business Arising

Ratify Meetings/Events - Councillor Participation

Councillor Biggar presented a request for ratification of meetings/events. Discussion ensued. Note: Reeve Link requested that 'Councillor attendance/representation' at other meetings/events be a topic of discussion at the upcoming Planning & Priorities Session.

Note: Councillor Koester left the meeting during discussion - time 9:57 A.M.

RESOLUTION CM-2020-06-16

Moved by BIGGAR

APPROVAL to ratify the participation of Wheatland County Council representation at the following meetings/events during the month of May 2020:

- May 4th & 20th - Townhall Meetings
- May 7th, 14th, 21st, 28th - WC Infinite Business Teleconference
- May 8th - RMA Virtual Meeting
- May 14th - Alberta Launch

• Carried

3. COUNCILLOR REPORTS AND RELATED BUSINESS

3.1 Reeve's Report

Reeve Link presented highlights from the 'Reeve's Report'. A copy of the report was included in the agenda package; the report highlighted events/meetings for the month of May 2020.

RESOLUTION CM-2020-06-17

Moved by LINK

ACCEPTANCE of the Reeve's Report, as presented/provided.

• Carried

3.1.1 Addendum to Reeve's Report - Re: Marigold Library System Documents

The Addendum included Marigold Library System correspondence and supporting documents related to per capita levy rates and Schedule C Requisition.

RESOLUTION CM-2020-06-18

Moved by LINK

THAT Council accept, as information, the Addendum to the Reeve's Report: Re: Marigold Library System Documents.

• Carried

3.2 Deputy Reeve's Report

Deputy Reeve Klassen presented highlights from the 'Deputy Reeve's Report'. A copy of the report was included in the agenda package; the report highlighted events/meetings for the month of May 2020.

RESOLUTION CM-2020-06-19

Moved by KLASSEN

ACCEPTANCE of the Deputy Reeve's Report, as presented/provided.

• Carried

3.3 Division 1 Councillor Report

A 'Division 1 Councillor Report' for the month of May 2020 was not available.

3.4 Division 3 Councillor Report

Councillor Biggar presented highlights from the 'Division 3 Councillor Report'. A copy of the report was included in the agenda package; the report highlighted events/meetings for the month of May 2020.

RESOLUTION CM-2020-06-20

Moved by BIGGAR

ACCEPTANCE of the Division 3 Councillor Report, as presented/provided.

• Carried

3.5 Division 4 Councillor Report

Councillor Ikert informed that a copy of the 'Division 4 Councillor Report' was included in the agenda package; the report highlighted events/meetings for the month of May 2020.

RESOLUTION CM-2020-06-21

Moved by IKERT

ACCEPTANCE of the Division 4 Councillor Report, as presented/provided.

• Carried

3.6 Division 6 Councillor Report

A copy of the 'Division 6 Councillor Report' was included in the agenda package; the report highlighted events/meetings for the month of May 2020. Note: Councillor Koester was unavailable to present the report.

RESOLUTION CM-2020-06-22

Moved by ARMSTRONG

ACCEPTANCE of the Division 6 Councillor Report, as provided.

• Carried

3.7 Division 7 Councillor Report

Councillor Armstrong presented highlights from the 'Division 7 Councillor Report'. A copy of the report was included in the agenda package; the report highlighted events/meetings for the month of May 2020. In addition, Councillor Armstrong informed Council of a private dam located on Duck Lake and the landowner's concerns regarding overland flooding.

RESOLUTION CM-2020-06-23

Moved by ARMSTRONG

ACCEPTANCE of the Division 7 Councillor Report, as presented/provided.

• Carried

4. DEPARTMENT REPORTS AND RELATED BUSINESS

4.1 Chief Administrative Officer

4.1.1 Chief Administrative Officer Report

B. Henderson presented the Chief Administrative Officer Report for the month of May 2020 (note: a copy of the report was included in the agenda information package for Council review). The report provided updates/highlights on the following departments: Administration; Fire Services; People Services. Discussion ensued.

RESOLUTION CM-2020-06-24

Moved by WILSON

That Council accepts the Chief Administrative Officer report as information.

• Carried

4.1.2 2020 Library Funding

CAO B. Henderson presented the request for decision regarding funding for libraries within Wheatland County. Discussion ensued.

RESOLUTION CM-2020-06-25

Moved by LINK

APPROVAL that Wheatland County forward contributions totaling \$44,670.00 to the Libraries located within Wheatland County as indicated in the request for decision, subject to continual operation as a library in 2020. Further that the contributions be funded from the Library Reserve.

• Carried

RESOLUTION CM-2020-06-26

Moved by ARMSTRONG

APPROVAL that 'Library Funding' be reviewed by Council prior to Wheatland County's 2021 Budget process.

• Carried

4.1.3 2020 Community Enhancement Grant Funding

CAO B. Henderson presented the request for decision regarding the Board's recommendation for distribution of the 2020 Community Enhancement Grant funding.

RESOLUTION CM-2020-06-27

Moved by BIGGAR

THAT Council approve the 2020 Community Enhancement Grant funding for \$365,033 as recommended by the Community Enhancement Regional Board and that this amount be funded from the Community Enhancement Reserve.

• Carried

4.2 Corporate and Financial Services

4.2.1 Corporate & Financial Services Report

General Manager T. Buteau presented the Corporate & Financial Services Report (note: a copy of the report was included in the agenda information package for Council review). The report provided updates/highlights on Corporate Services (Assessment, Financial Services, and Information Technology).

RESOLUTION CM-2020-06-28

Moved by KLASSEN

That Council accepts the Corporate and Financial Services Report as information.

• Carried

4.3 Community and Development Services

4.3.1 Community & Development Services Report

General Manager M. Boscariol presented the Community and Development Services Report (note: a copy of the report was included in the agenda package for Council review). The report provided updates and stats on the following: Community Services; Economic Development; GIS; Planning, Development & Safety Codes; Protective Services.

RESOLUTION CM-2020-06-29

Moved by BIGGAR

THAT Council accepts the Community and Development Services Report as information.

• Carried

4.3.2 CMRB South and East Regional Transportation Information

General Manager M. Boscariol presented the request for decision regarding the CMRB - South and East Calgary Regional Transportation Study. Discussion ensued.

RESOLUTION CM-2020-06-30

Moved by IKERT

THAT Council accepts the South and East Calgary Regional Transportation Study, as presented to the Calgary Metropolitan Regional Board (CMRB), as information.

• Carried

4.4 Transportation and Agriculture

4.4.1 Transportation & Agriculture Report

General Manager M. Ziehr presented the Transportation & Agriculture Report (note: a copy of the report was included in the agenda package for Council review). The report provided updates on the following topics: Public Works Crews; Hamlet and Utilities / Waste Transfer Sites; Facilities; Gravel/Roads; Land; Wheatland Regional Water; Agriculture & Environment Report. In addition, General Manager Ziehr provided an update on the following topics: Dust Control Program; Blue Sign Project; Public Engagement (water servicing) - Redland; Traffic Counts. Discussion ensued.

RESOLUTION CM-2020-06-31

Moved by ARMSTRONG

That Council accepts the General Manager of Transportation and Agriculture May 2020 Report, as information.

• Carried

4.4.2 Encroachment Agreement - Gleichen

General Manager M. Ziehr presented a request for decision regarding an encroachment agreement for a property located within the hamlet of Gleichen.

RESOLUTION CM-2020-06-32

Moved by LINK

APPROVAL of an Encroachment agreement for the use of the undeveloped road allowance with the owner of Roll #5148493, 2550AJ; 20; 13&14 within Gleichen, based on the information as presented in the request for decision.

• Carried

5. CORRESPONDENCE / INFORMATION

RESOLUTION CM-2020-06-33

Moved by WILSON

APPROVAL that Wheatland County provide a Letter of Support to the Western Irrigation District for shovel ready projects that mutually benefit Wheatland County and the Western Irrigation District; based on the correspondence received from WID.

• Carried

RESOLUTION CM-2020-06-34

Moved by IKERT

TO ACCEPT the following items as information, as provided in the request for decision:

- Alberta Municipal Affairs (Office of the Minister) Correspondence (dated May 19, 2020) – Re: Municipal Sustainability Initiative (MSI) Allocation
- Western Irrigation District Correspondence (dated May 22, 2020) and Supporting Documents – Re: Request for Letter of Support recognizing benefits of WID Projects.

• Carried

6. CLOSED SESSION (IN CAMERA)

During the regular Council meeting, a closed session was held. Members of Council declared that they are in a private (secure) location for the purpose of participating in the closed session. Participants in the closed session included the following: all members of Council (except Councillor Koester), Chief Administrative Officer.

Note: Councillor Koester re-joined the meeting following the closed session - time 12:03 P.M.

RESOLUTION CM-2020-06-35

Moved by LINK

THAT the meeting go into 'closed session' (in camera) - time 11:17 A.M., pertaining to the following:
Labour Matter [FOIP Act - Sec. 24(1)(b)] - Re: Councillor Code of Conduct

• Carried

RESOLUTION CM-2020-06-36

Moved by ARMSTRONG

THAT the meeting come out of 'closed session' - time 12:02 P.M.

• Carried

6.1 Business Arising from Closed Session

J. Wilson (Councillor - Division 1) presented the following statement to Council:

"I would just like to address the complaint surrounding my recent facebook post. I will not apologize for criticizing the RCMP Police Force and its structure. I don't believe it as an organization is serving the needs of my residents or the general public. It is my job as an elected official to make sure the needs of the public are being met. However, I will apologize for using a blanket description on the RCMP members themselves. Knowing many members personally, I know many are of the first-class men and women and through my post I slandered those individuals. But make no mistake, I do not believe the RCMP is an effective organization due to its structure and I will continue to advocate for a better police model that serves the ratepayers of my division and Alberta itself. And I will not apologize for offending anybody".

Following the statement, Reeve Link noted as a reminder that Council has discussed the 'Code of Conduct' and the expectations around Councillor conduct both in public as representatives of Wheatland County and Council, as well as in Council meetings.

RESOLUTION CM-2020-06-37

Moved by BIGGAR

TO ACCEPT Councillor Wilson's 'Statement to Council' as information.

• Carried

7. ADJOURNMENT

RESOLUTION CM-2020-06-38

Moved by ARMSTRONG

THAT the meeting adjourn - time 12:06 A.M.

• Carried

Reeve

Chief Administrative Officer

Recording Secretary

BYLAW 2020-15 – (LU2020-08)
PUBLIC HEARING MINUTES – JUNE 2, 2020

A Public Hearing for Bylaw 2020-15 was conducted via conference call in accordance with the Municipal Government Act, Section 199.

Participants:

Wheatland County Council:

Jason Wilson – Councillor, Division 1
Amber Link (Reeve) – Councillor, Division 2
Donna Biggar – Councillor, Division 3
Tom Ikert – Councillor, Division 4
Scott Klassen (Deputy Reeve) – Councillor, Division 5
Glenn Koester – Councillor, Division 6
Ben Armstrong – Councillor, Division 7

Wheatland County Staff:

Brian Henderson – Chief Administrative Officer
Matthew Boscariol – General Manager of Community & Development Services
Michael Ziehr – General Manager of Transportation & Agriculture
Tracy Buteau – General Manager of Corporate & Financial Services
Megan Williams – Planner II
Graham Allison – Planner I
Mackenzie Soltys – Communications Specialist
Margaret Desaulniers – Recording Secretary

Public Participants

Members of the public did not participate in the public hearing.

9:07 am

Call to Order

Call to Order by the Chair

The Chair, Reeve Link called the Public Hearing to order at 9:07 a.m.

Intro/Notifications

Note: all public notification requirements were met in accordance with the Municipal Government Act (MGA).

Application

A Bylaw of Wheatland County for the purpose of amending Land Use Bylaw No. 2016-01 to redesignate +/- 5 acres within NE-18-23-26-W4M, from Agricultural General District to Country Residential District as shown on the attached Schedule 'A' forming part of this bylaw.

Presentation

M. Williams, Planner II, presented the request for decision for Bylaw 2020-15. The application is to redesignate +/- 5 acres from Agricultural General District to Country Residential District to facilitate a future subdivision. Staff informed that no written submissions were received from adjacent landowners.

Note: the request for decision and supporting documents were provided to Council for review prior to the public hearing; a copy of the documents was included in the Council agenda package.

Comments

No other comments were forthcoming.

9:11 am

Close

Call to Close by the Chair

The Chair, Reeve Link, closed the Public Hearing – time 9:11 a.m.

Note: these minutes are intended as a summary of the comments of the Public Hearing and not a verbatim recording of the discussion.

Chairperson – A. Link (Reeve)

Chief Administrative Officer – B. Henderson

Recording Secretary – M. Desaulniers

Wheatland County

Request for Decision

Regular Council Meeting

June 16, 2020

Report prepared by: Megan Williams



Bylaw 2019-36 Second & Third Reading of Proposed Speargrass Land Use Districts

Recommendation from Administration

Resolution 1: That Council move Second Reading of Bylaw 2019-36, this being the bylaw for the purpose of amending the Land Use Bylaw 2016-01 with the changes as shown on the attached "Schedule A".

Resolution 2: That Council move Third Reading of Bylaw 2019-36, this being the bylaw for the purpose of amending the Land Use Bylaw No. 2016-01 with the changes as shown on the attached "Schedule A".

Chief Administrative Officer's Comments

N/A

Report

A development permit application for a secondary suite in Speargrass was applied for in September 2019 and due to community feedback, MPC refused the application in October of 2019. The Speargrass Community Association submitted a land use bylaw amendment application to remove Dwelling, Secondary Suites as a use within the Speargrass Low Density Residential District and Speargrass Medium Density Residential District. In addition to this, they are also proposing to limit the length of time RVs are permitted to be stored on personal property to five consecutive days and are requesting a development permit be required for all new fences.

As the amendment would directly impact the residents of Speargrass, staff held an open house on January 16, 2020 in Carseland. Approximately 40 people attended, a summary of the meeting was included with the 1st Reading Request for Decision (RFD). Staff recirculated landowners within Speargrass for the public hearing and received a few additional comments. The public hearing was held May 19th. Two members of public in favour of the changes spoke during the public hearing, voicing their concerns regarding parking, increased noise levels, unsightly premises, that residents are not following the community's design guidelines, and safety. There were also several written comments submitted that staff has included in this package as well. Staff would like to note that one written comment was submitted prior to the public hearing, however, was missed being included in the public hearing package as it had been misdirected to their spam folder. Staff is seeking Council's permission to read this comment and include it as part of the public hearing record.

Relevant Policies, Practices, and Legislation

The Economic Development Strategy identifies red-tape and difficult permitting processes as a challenge the County faces. Staff has been diligently working to decrease the amount of red-tape residents experience when submitting planning or development applications. Typically, fences that follow the land use bylaw do not require a development permit (as per Section 4.2.12). The intent of this bylaw is that all new fences within Speargrass obtain a development permit. This may be seen as an increase in the 'red tape' developers need to

move through in order to build.

4.2.19 Recreational Vehicle Storage:

- a) The outdoor storage of unoccupied recreational vehicles on a parcel where there is an existing occupied dwelling unit, as follows:
 - i. Not more than five (5) unoccupied recreational vehicles on parcels greater than 2.02 ha (5.0 ac) located outside of Hamlet boundaries.
 - ii. Not more than three (3) unoccupied recreational vehicles on parcels less than or equal to 2.02 ha (5.0 ac) located outside of Hamlet boundaries.
 - iii. Not more than one (1) unoccupied recreational vehicle on parcels with a hamlet designation.

Staff also has concerns with the request to restrict the number of days a resident is allowed to store a recreational vehicle on their parcel. It will be difficult and time consuming to enforce, with constant monitoring needed to confirm if an RV has been on a property for more than five consecutive days. Currently the Land Use Bylaw has the following regulation on Recreational Vehicle Storage throughout the County: Within Speargrass itself, the Speargrass Low Density Residential District, the Speargrass Special Medium Density Residential District, and the Speargrass Medium Density Residential District all explicitly say only one uninsured recreational vehicle is permitted to be stored on site

Alignment with the Strategic Plan

N/A

Response Options

Option 1: THAT the proposed recommendation is accepted/approved.

Option 2: THAT the proposed recommendation is not accepted/approved.

Option 3: THAT an alternate recommendation is accepted/approved.

Implications of Recommendation

General

If approved, all the proposed amendments will only impact the Community of Speargrass. Anyone looking to build a fence in Speargrass will be required to obtain a development permit prior to construction; they won't be able to store their RVs on their property for more than 5 consecutive days; and no-one will be able to apply for a Dwelling, Secondary Suite within Speargrass.

Organizational

If approved, staff will need to update the Master Fee Schedule to add a fee for development permit applications for fences.

Staff will also need to track and monitor any complaints received regarding RVs stored on private properties in Speargrass. If enforcement is required, this could lead to applying for an injunction through the Queen's Bench Court to remove the RV from the property. It would be the County's responsibility to store the RV for at least 30 days (MGA s.610). Dependant on what permissions are granted in the injunction, the County may be able to bill the storage fees back to the owner.

Financial

N/A

Environmental, Staff, and Public Safety

N/A

Follow-up Action / Communications

If approved, staff will update the Land Use Bylaw to reflect the changes. They will notify the applicants and the email list of Speargrass residents of Council's decision.

Report Approval Details

Document Title:	Bylaw 2019-36 2nd and 3rd Reading.docx
Attachments:	- Bylaw 2019-36 LUB amendment - Speargrass.pdf - Speargrass Full package 2.0.pdf
Final Approval Date:	Jun 8, 2020

This report and all of its attachments were approved and signed as outlined below:

A handwritten signature in black ink, appearing to read "Sherry Baers". The script is cursive and fluid.

Sherry Baers

A handwritten signature in black ink, appearing to read "Matthew Boscarol". The script is cursive and fluid.

Matthew Boscarol

WHEATLAND COUNTY
PROVINCE OF ALBERTA
BYLAW 2019-36

Being a Bylaw of Wheatland County for the purpose of amending the Land Use Bylaw No. 2016-01, to update Speargrass Low Density Residential District and Speargrass Medium Density Residential District regarding Dwelling, Secondary Suites, RV storage, and Fences.

WHEREAS the Council of Wheatland County believes it expedient to amend the Land Use Bylaw 2016-01.

WHEREAS the requirements for advertising this Bylaw, as per Section 606 of the *Municipal Government Act*, have been met prior to the public hearing date.

WHEREAS a Public Hearing was held on _____ at the Wheatland County office.

NOW THEREFORE under the authority and subject to the provisions of the *Municipal Government Act*, as amended, the Council of Wheatland County enact as follows:

1. The document entitled “Schedule A” attached to this Bylaw is hereby adopted;
2. This Bylaw comes into force when it receives third reading and is signed by the Reeve/Deputy Reeve and CAO or Designate, as per the *Municipal Government Act*.

_____ **MOVED** First Reading of Bylaw 2019-36 on _____, this being a bylaw for the purpose of amending Land Use Bylaw No. 2016-01 with the changes as shown on the attached “Schedule A” forming part of this Bylaw.

Carried.

_____ **MOVED** Second Reading of Bylaw 2019-36 on _____, as presented and amended, and it was

Carried.

_____ **MOVED** Third and Final Reading of Bylaw 2019-36 on _____ and it was

Carried.

Reeve – Amber Link

Chief Administrative Officer – Brian Henderson

Schedule A

Attachment – Bylaw 2019-36 - Land Use Bylaw 2016-01 Amendments

Amendments to the Land Use Bylaw:

4.2.12 Fences/Gates:

- a) ~~This section excludes the Speargrass Low Density Residential District and Speargrass Medium Density Residential District.~~
- a)b) The erection, construction or maintenance of gates, fences, or other means of enclosure, constructed in accordance with all provisions of the *Special Setback Requirements* section of this Bylaw and in alignment with the following fence height requirements:
- i. In residential hamlet-zoned parcels, the maximum height of a fence or screening shall be 1.0 m (3.0 ft) in height between the front façade of the principal building and the front property line. The maximum height of a fence or screening shall be 1.8 m (6.0 ft) in the side and rear yard of parcels provided that the erection of the fence or screening does not contravene any other provision of this Bylaw.
 - ii. In non-residential hamlet-zoned parcels, the maximum height of a fence or screening shall be 1.8 m (6.0ft) provided that the erection of the fence or screening does not contravene any other provisions of this Bylaw.
 - iii. In non-hamlet zoned parcels, the erection, construction or maintenance of gates, fences or other means of enclosure shall be:
 - a. Less than 2.13 m (7 ft.) in height if located within property setbacks; or
 - b. Where chain link fence is erected on properties zoned commercial and industrial, the fence can be a maximum of 2.43 m (8 ft.) within setbacks; or
 - c. Any height if located outside of setbacks



9.19 Speargrass Low Density Residential District (S-LDR)

Purpose and Intent

The purpose and intent of this Land Use District is to provide for the development of Dwellings, Single Detached on a range of lot sizes.

Permitted and Discretionary Uses

- a) The following uses shall be permitted or discretionary with or without conditions provided that the application complies with the regulations of this district and this Bylaw:

Permitted	Discretionary
Dwelling, Single Detached	Accessory Buildings / Structures
Community Building and Facility	Dwelling, Secondary Suite
Essential Public Services	Home-Based Business, Type 2
Fences/Gates	Signs requiring a Development Permit^
Signs not requiring a Development Permit¹	
Utility Building	

Additional Requirements

- b) Each lot shall have a minimum of two onsite parking spaces;
- c) All lots are to be serviced with a piped communal water and sewer system installed to the County’s satisfaction;
- d) No livestock allowed within this Land Use District, except the provision of equine trails in designated areas;
- e) Accessory buildings are to be designed with same general characteristics as the principal dwelling; and
- f) No person shall be allowed to:
 - i. Keep or maintain any unlicensed, uninsured, dismantled or derelict vehicle(s) on a lot within this district. ~~A lot owner may store one uninsured recreational vehicle on the site;~~ and
 - ii. Keep any object or chattel, which in the opinion of the Development Officer, is unsightly or tends to adversely affect the amenities of neighbouring properties.

- g) A lot owner may store one (1) Recreational Vehicle on the site for a period of no more than five (5) consecutive days.

Fencing

- h) No Fencing shall be installed between the front façade of the principal building and the front property line;
- i) The maximum height of a fence shall be 1.5 m (5.0 ft) in height on the side and rear yard of parcels.
- j) Fencing material shall be one or more of the following:
 - a. corral fencing,
 - b. black chain link fencing,
 - c. chicken wire (in combination with corral fencing), or
 - d. hog wire (in combination with corral fencing).



9.21 Speargrass Medium Density Residential District (S-MDR)

Purpose and Intent

The purpose and intent of this Land Use District is to provide for the development of medium density residential in the form of semi-detached dwellings.

Permitted and Discretionary Uses

- a) The following uses shall be permitted or discretionary with or without conditions provided that the application complies with the regulations of this district and this Bylaw:

Permitted	Discretionary
Dwelling, Semi-detached	Accessory Buildings / Structures
Dwelling, Duplex	Community Building and Facility
Signs not requiring a Development Permit ¹	Parks & Playgrounds
<u>Fences/Gates</u>	Campground, Minor
	Campground, Major
	Essential Public Service
	<u>Dwelling, Secondary Suite</u>
	Home Based Business, Type 2
	Signs requiring a Development Permit ¹

Additional Requirements

- a) All lots are to be serviced with a piped communal water and sewer system installed to the County’s satisfaction;
- b) No livestock allowed within this Land Use District, except the provision of equine trails in designated areas;
- c) Accessory buildings are to be designed with the same general characteristics of the principal dwelling;
- d) No person shall be allowed to keep or maintain any unlicensed, uninsured, dismantled or derelict vehicle(s) on a lot within this district. ~~A lot owner may store one uninsured recreational vehicle on site;~~ and
- e) No person shall be allowed to keep any object or chattel, which in the opinion of the Development Officer, is unsightly or tends to adversely affect the amenities of neighboring properties.
- f) A lot owner may store one (1) Recreational Vehicle on the site for a period of no more than five (5) consecutive days.

Fencing

- g) No Fencing shall be installed between the front façade of the principal building and the front property line;
- h) The maximum height of a fence shall be 1.5 m (5.0 ft) in height on the side and rear yard of parcels.
- i) Fencing material shall be one or more of the following:
 - a. corral fencing,
 - b. black chain link fencing,
 - c. chicken wire (in combination with corral fencing), or

— hog wire (in combination with corral fencing).

a. —

b. d.



Comment Summary

Date: May 19, 2020

Application: PL2019-01; Speargrass Land use bylaw amendment Bylaw No 2019-36

Staff circulated internally, external agencies and landowners within the community of Speargrass. The following comments were received from internal departments and external agencies.

EXTERNAL AGENCIES	COMMENTS
AB Health Services	No concerns.
AB Environment and Parks	No concerns.
AB Transportation	No concerns.
Strathmore RCMP	No concerns.
Vulcan County	No comments or concerns.
INTERNAL DEPARTMENTS	
Agriculture and Environment	No concerns.
Public Works	No concerns.
Protective Services	<p>My only comments are dealing with the enforceability of the RV parking portion.</p> <p>Enforcement would require officer to provide a notice of entry to go on the property in order to chalk mark or otherwise mark an RV in order to start the time of offence.</p> <p>In order to enforce, the County would have to issue a stop order and I would suggest that because this would be dealing with personal property, injunctions would have to be applied for in Queen's Bench Court in order to allow removal from property.</p>

	<p>There can be fines levied every day until there is compliance and that may solve issues.</p> <p>I have no comments regarding the fencing or secondary suites.</p>
Planning & Development	No concerns.

Staff also received numerous comments from Speargrass landowners. Comments were sent in prior to the circulation for public hearing and during it. The comments staff received prior to the circulation for the public hearing required permission to include in the Council package as the submitters would not have been aware the letters could become public information. All the comments staff received permission for are included below. For transparency purposes, staff did not receive permission from one commenter, who were in favour of the changes. Their letter was not included in the package.

One comment received didn't have an explicit opinion but contained several clarification questions that Staff felt were important and so were still included in the comment package with Staff's responses.

The applicant also went door-to-door prior to the Open House to obtain signatures for their application. Four were submitted, Staff included one submission in the package for brevity. All four were in favour of the amendments.

In total there were 11 comments in favour of the bylaw and 4 against it. These numbers include the letters staff was unable to obtain permission from.

Megan Williams

From: [REDACTED] FOIP 17(1)
Sent: December 24, 2019 9:52 AM
To: Megan Williams
Subject: File #: PL2019-01

Star Note: Commentor has since moved out
of the Speargrass Community -MW

Hello Megan, FOIP 17(1)
I recently received the letter in regard to File #: PL2019-01 in regards to the proposed land use bylaw
amendments in Speargrass. Our home address is [REDACTED] My wife, Julie, and I wont be available
to attend the open house. However, we felt that we would like to share our opinions.

We are adamantly against having people store their RV's on their personal property (Driveways) as we feel that
it impedes the aesthetics of the community. We also feel that there is indeed no need as there is ample RV
storage for all residents at Speargrass in the community storage area.
Secondly, we are against any changes to the fencing bylaws that were originally outlined within the community
bylaws. We feel that the current bylaws are inline with the open community feel that exists within Speargrass,
and that changes to those bylaws would adversely affect the aesthetics of the community.

If you require any further information from me, please let me know.

Thanks

[REDACTED] FOIP 17(1)

#2 From: TS Enterprises
Sent: January 2, 2020 3:20 PM

To: Megan Williams <megan.williams@wheatlandcounty.ca>
Cc: [REDACTED] FOIP 17(1)
Subject: Speargrass proposed by-law changes

Hello Megan,

I just wanted to be sure that my concerns were considered just in case we are not able to make it to the January 16 open house in Carseland.

The notice we received from the County regarding the open house indicates that the purpose of the meeting is to "inform the residents of Speargrass of the proposed amendments, and to better understand how the proposed amendments would impact them"... I read proposed which to me means not in place yet, but have they have already been drawn up and/or approved by the County? Is it possible to get a copy of them sent to me?

Firstly, the change of secondary suite from discretionary use... what is the reasoning for this? This concern was brought up at the annual general meeting of the community association last fall and I was not in favour of this then and still am not today.

Apparently there was a petition being taken door to door by a resident for this change and I trust this is the reason for this open house. Who fills out an application to change a land use bylaw - any resident of the county?

We currently live in an ever aging population with continually rising health care costs and it is my understanding that governments throughout the country are encouraging secondary suites or even second residences on single lots where in the past they were not allowed. This to allow residents to assist in daily care and living of elderly family members, have additional income, or have population density without additional physical housing. A good example that is close to us are Calgary and Strathmore. Calgary is changing or reducing their basement suite development bylaws to encourage this development and Strathmore currently has one development with a second smaller residence on the same property and are currently in the development stage of a second development. Why is Wheatland County looking to step backwards in not allowing similar developments? As was stated by a board member at the fall AGM, that "Speargrass is an estate golf course development" or refer to some fellow residents as "just those renters" is pure pompous and disrespectful and not a message that we as a community or you as a municipality should want portrayed. The argument of reducing property values is a myth... look at areas in Calgary where they have changed the bylaws - those property values in some cases increased by up to 35%. Those who say it will hinder the view or the optics of the other residences are also unfounded... these secondary suites in most cases are invisible. Detached secondary suites on the other hand, like those in Strathmore, are not invisible.

Perhaps there are residents who need the secondary suite rental income to make ends meet because they are laid off in this current economy, perhaps they need this secondary suite for an aging parent because there is no senior housing available, perhaps they need this secondary suite because the resident is aging and likes the security of someone else in the house... there could be many reasons, all of which are **NONE** of our business.

Secondly, RV parking on private property... If this becomes the case, then I strongly believe the County should take control back of the RV Storage area that they rent to the community association and use of this storage area by residents be free and included in our property taxes.

Thirdly, fencing within Speargrass... my understanding is that this is already spelled out in the development information that homeowners already have? I am quite certain that I was provided this information when I built my house in 2015... What is there to discuss? Perhaps the existing rules (there are many more than just the type of fencing that are being ignored) need to be enforced first!

I think Albertans in general are tired of additional taxes being implemented and rules being put in place to tell citizens what they can and can not do on their own property, and so why on Gods green earth would Wheatland County even entertain an idea that will put themselves in a position of unnecessary conflict? The current provincial government even went as far as to create a "Ministry of Reducing Red Tape", so even they are working towards less government involvement.

Regards,

[REDACTED] FOIP 17(1)

#2 response

Megan Williams

From: Megan Williams
Sent: January 8, 2020 11:11 AM
To: TS Enterprise
Cc: Matthew Boscariol
Subject: RE: Speargrass proposed by-law changes

Good afternoon [REDACTED] FOIP 17 (1)

Thank you for your email. The open house on the 16th is an opportunity for me to get some feedback from Speargrass residents before I take the application to Council for First Reading. There will also be a public hearing, which will be advertised and landowners in Speargrass will receive mailed notification of the date once it's scheduled. This will be another opportunity for you to provide comment. If you'd like, I can include your comments below as part of the public hearing (meaning, it will be public information) so you won't have to resubmit them. If you do not want them to be included as a comment for the public hearing let me know and I won't include them.

The proposed amendments haven't gone before Council yet, so Council hasn't had an opportunity to review or make a decision. I'll be making a presentation for the open house to explain to the residents what the proposed changes are, and to gather feedback to supplement the report that will go to Council. Once I've completed that presentation, I'll email it to you so you can view it as well.

Anyone can apply to amend the land use bylaw, they don't necessarily have to be a resident of the County.

As the fencing requirements are part of the community's architectural guidelines and not in the land use bylaw, the County cannot enforce those guidelines. The purpose behind the applicant asking for the fencing requirements to be put in the land use bylaw is so the County can enforce those guidelines.

I believe that touches on all of your questions below, if I've missed any or if you wanted further clarification, please let me know. If you don't receive the presentation from me by the 16th, just send me a reminder email.

Thanks again!

Megan Williams, BCD | Planner II | 403-361-2162



PRIVILEGED AND CONFIDENTIALITY NOTICE

Computer viruses can be transmitted via email. Recipient should check this email and any attachments for the presence of viruses. Sender and sender company accept no liability for any damage caused by any virus transmitted by this email. This communication is intended for the use of the recipient to which it is addressed, and may contain confidential, personal and or privileged information.

Any communication received in error, or subsequent reply, should be deleted or destroyed and the receiver should notify Wheatland County by reply.

Megan Williams

From: [REDACTED] FOIP 17(1)
Sent: January 23, 2020 3:37 PM
To: Megan Williams
Subject: Re: Speargrass land use bylaw amendment open house summary

Hi Megan,

I didn't send in my comments in time, but I would like to let you know that I am opposed to the possible Secondary Suite Amendment. It is already discretionary use so if the situation is inappropriate the county already has checks in place for this. Completely disallowing certain uses of our homes that we own is not something I am in favour of. Also there is nothing wrong with renters, they are valuable members of our community.

I also oppose the fencing amendment because right now not allowing a back fence defeats the purpose of having even side fences. I think we should allow black chainlink fences on the back behind the wooden ranch fencing because they are not very visible and much classier than chicken wire. Chicken wire does not stop dogs, coyotes, or deer. The chicken wire is an eyesore for this community. Many houses already have the black chainlink and it looks nice.

Thank you,

[REDACTED] FOIP 17(1)

#4

Megan Williams

From: [REDACTED] FOIP 17(1)
Sent: January 24, 2020 12:29 PM
To: Megan Williams
Subject: Speargrass Proposed Land Use Bylaw Amendment

01/24/20

Hi Megan

Thank you for the opportunity to voice our concerns on the Proposed Land Use Bylaw Amendment 01/16/20.

We are in favour of amending the bylaw to totally restrict secondary suites in the community.

In our opinion secondary suites could;

Lower our property values by changing the character of our community from a golf course community to a high density one.

Create parking problems with the extra vehicles/rv's etc that could come with higher population density.

Increased crime with a more transient population.

The suggested 5 day time limit on driveway rv parking would be great. We have no time limit now and I think most residents would honour the 5 day period.

The suggested restriction to 5ft black chainlink fence and/or rail fence would also be good.

Thank you,

[REDACTED] FOIP 17(1)

Megan Williams

From: [REDACTED] FOIP 17(1)
Sent: January 25, 2020 3:44 PM
To: Megan Williams
Subject: proposed Land Use Bylaw Amendment

Good afternoon Megan: Thank You to You and the additional staff that were able to attend the open house Jan.16 in Carseland. As a resident of Speargrass both Raelene & Myself agree that the bylaw be ammended to remove secondary suites as a discretionary use for a number of reasons.

- * additional parking in Our cul de sac
- * vehicles parked on street. Impeding emergency vehicle's,snow removal etc.
- *I've witnessed first hand how properties are maintained (or lack of) particularly rental units.
- *Property value's eroding due to the nature of secondary suite's & rental's *increased noise level's
- * If the current owner's were to sell My concern would be that now the property could be rented as two units.

We have lived in this community for almost 11 years and We purchased under the assumption that Speargrass was built as a upscale golfing community.
We feel that allowing secondary suite's to go forward will drastically change the fabric of Our community .

Thank You for considering Our concerns !

Respectfully

[REDACTED] FOIP 17(1)

Having attended the Open House meeting on Jan. 16 regarding proposed bylaw changes for the Speargrass Community, I came away with many questions, some confusion and some personal uneasiness.

Questions/Concerns:

- 1) **When did Secondary Suites as a discretionary item become part of the existing Land Use document for Speargrass?** Has this always been on the document? Did original homeowners simply not know of its existence? If not an original part of the Land Use regulation – how and when was it included?

Why is it now an item of contention? It appears that a recent indication by a home owner that they would like to pursue creating a secondary suite has produced a very strong reaction from residents. Despite the current allowance of a secondary suite, provided that it meets the requirements determined by the County – many Speargrass residents would like to squash this existing right.

- 2) **How is municipal policy determined?**

I have strong reservations about the process which could enable some residents to determine how other residents are allowed to use (or not use) their privately owned property. How is it that the County will determine a policy that will affect all residents? Is a majority vote by Speargrass residents required? Is that based on attendees of particular gathering or through an owner registry format? Does public opinion determine municipal policy?

A portion of attendees at the Open House were vocal about their opposition to Secondary Suites. Within the community there has been a strong drive to gather support for this position which has included an element of pressure. In this small, closely connected community, it can be uncomfortable to voice an opposing viewpoint. I would suggest that this “hot item” drew a louder voice at the Open House and may have reflected the position of many of the Speargrass residents, but certainly not the only position. Time restrictions meant that not all people wishing to speak had the opportunity. (My hand was raised more than once- but I was not able to ask my questions). While I appreciated the address of the Peace Officer – his lengthy discourse took up a lot of time. Perhaps having slips of paper where comments/questions could be written would be an expedient way to gather information.

There were several statements that were made as if they were facts. I submit that most were opinions.

- a) secondary suites would cause parking issues. (I believe all units have double wide driveways and the depth to accommodate 2 cars deep **plus** the garage space). There are currently a few vehicles that are often parked on roadways and aren’t causing adverse impact to driving through the community.
- b) property values would be negatively impacted. (I don’t know if this is true – is it just a perceived fear?)

- 3) **Additional comments**

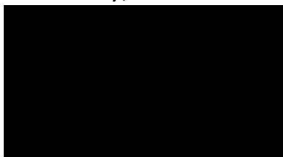
- a) There are some dwellings in Speargrass that are currently being rented out. In the recent past – one of these was the home with garbage left sitting and a derelict vehicle. In this case, lack of supervision of the owner seems to have been part of the problem. The owner, however, had every right to rent out his property.
- b) There seems to be a fear that there would be an increase in Secondary suites. My understanding is that there has only been one previous application (which was denied). For the higher priced home properties – it seems unlikely that there would be more than the occasional circumstance when a secondary suite use would be pursued. Most homeowners who can afford these houses would not be looking to have renters and quite appreciate the lifestyle of single dwelling home ownership.

- c) There is an undercurrent of elitism that appears to be tied to this golf course / estate home community. Whether this status is perceived or tied to the original concept of the developer and the way the development was marketed, it has little room for the inclusion of other options within the community. Again, I find this interesting, given that the existing Land Use Policy for Speargrass includes the possibility of Secondary Suites at the discretion of the County.
- d) I trust that the County committees would look at all factors affecting the development of a Secondary Suite and that an approved application would not open the floodgates to a heavy conversion of single family homes to multiple family use.
- e) One last question that would address the concern that a home with a secondary suite could become a **two unit rental**. Is it possible to restrict a secondary suite to be in use only when the primary homeowner continues to be living in the home?

My husband and I, ironically, are current renters in Speargrass, who have found living here to be a wonderful experience and who have subsequently worked diligently to find and complete the transaction of the purchase of a home in the community. We will take possession of our new home in May and our current residence is likely to continue to be a rental property with new tenants. Our landlord lives in the Speargrass community, and the option of a rental property has been a great situation for both him and us. I don't see secondary suites as being much different.

Thank you for taking the time to consider the opinions presented in this letter.

Sincerely,



FOIP 17(1)

Megan Williams

From: Megan Williams
Sent: February 3, 2020 12:56 PM
To: [REDACTED] FOIP 17(1)
Subject: RE: response re: Speargrass bylaw amendment proposal

Good afternoon Maureen,

Thank you very much for your response. Would you permit me to include it in the package I present to Council? If you agree, it would become part of public record.

I've answered your questions below:

- 1) When did Secondary Suites as a discretionary item become part of the existing Land Use document for Speargrass? Has this always been on the document? Did original homeowners simply not know of its existence? If not an original part of the Land Use regulation – how and when was it included?**

I did a bit of sleuthing and found in the original iteration of the Speargrass Districts, 'secondary suites' were not a use. The Land Use Bylaw was amended on July 16, 2012 which added 'secondary suites' as a discretionary use in 6 residential districts throughout the County, which included Speargrass Low Density Residential and Speargrass Medium Density Residential Districts. It was advertised in the Strathmore Standard for two weeks prior to the public hearing. It does not appear that the amendment was circulated to individual land owners. This amendment was carried forward in the most recent version of the land use bylaw.

- 2) Why is it now an item of contention?**

There was recently an application for a secondary suite. This has been the first development permit application for a secondary suite since the aforementioned amendment.

- 3) How is municipal policy determined?**

The public can request a change/a new policy (or regulation, or bylaw), staff may bring forward a change/a new one, or it may be a direction from Council. Whether a new (or amendment to an existing) policy, regulation or bylaw is passed is Council's decision. Depending on how the policy/regulation/bylaw is enacted, the public, County staff, and other governing bodies (Alberta Health Services, other municipalities, Alberta Environment and Parks etc) can provide comment. I'll give you an over-view of the process for this bylaw change to help explain it:

Some residents from Speargrass came forward with proposed land use bylaw (LUB) amendments. Any amendments to the LUB must have three bylaw readings and a public hearing before the amendments can be enacted. As the proposed amendment would be removing a use and creating more restrictions for the community, I opted to hold an open house to gather feedback and to give the residents of Speargrass some notice ahead of the public hearing that a change had been proposed. I will be taking all the comments I've received thus far (with permission), as well as those submitted for the public hearing and compiling them for Council to review. This will include a summary that shows how many comments I received in support and those in opposition of the proposed amendments.

Any comments received may have an influence on Council's decision, but ultimately it is their own to make.

- 4) Is it possible to restrict a secondary suite to be in use only when the primary homeowner continues to be living in the home?**

No, this would be beyond the County's jurisdiction to enforce.

Again, thank you very much for your comments and questions. Please let me know if there were any I missed, or if you have further questions.

Megan Williams, BCD

Planner II, Wheatland County



242006 Range Road 243
HWY 1 RR 1, Strathmore AB, T1P 1J6

Phone: 403-361-2162

www.wheatlandcounty.ca



The contents of this email message and any attachments are confidential and intended for the recipient specified in this email message only. Any unauthorized use, review, dissemination, copying or storage of this email message and any attachments is prohibited. If you received this email message by mistake, please reply to the sender and delete or destroy this email message, attachments, and any copies. The integrity and security of this email message and any attachments cannot be guaranteed. Attachments to this email message may contain viruses that could damage your computer system. We do not accept liability for any damage which may result from viruses.

From: [REDACTED] FOIP 17(1)
Sent: January 31, 2020 1:24 PM
To: Megan Williams <megan.williams@wheatlandcounty.ca>
Subject: response re: Speargrass bylaw amendment proposal

[REDACTED] FOIP 17(1)

February 9, 2020

FOIP 17(1)

Megan Williams, BCD Planner II
Wheatland County
242006 Range Road 243
RR1, Hwy. 1
Strathmore, AB
T1P 1J6
Phone: 403-361-2171
Email: megan.williams@wheatlandcounty.ca

Re: Proposed Land Use Bylaw Amendment Speargrass

Dear Megan,

Thank you so much to you and your staff for: sending out letters and organizing the Open House, held at Carseland Community Hall, on January 16, 2020. This meeting was to discuss three proposed land Use Bylaw Amendment for the Speargrass Low Density Residential & Speargrass Medium Density Residential Districts Wheatland County.

The first amendment was to discuss removing Dwelling, Secondary Suites as a discretionary use in Speargrass. As a Speargrass resident for twelve years we are in total support of this amendment to remove Dwelling, Secondary Suites as discretionary use.

We left the busy city and built our dream home, on the "*Banks of the Bow*" on Speargrass Golf Course - we love the country lifestyle! Speargrass is still a growing community and unfortunately due to the land developer passing away, his will being probated and the down turn economy, Phase II remains unfinished. Speargrass is still trying to sell lots; we want people to buy homes not rent suites. We need stability in our growing community and people who display pride of ownership. Never in my imagination would I have thought, we would face this issue. It is unbelievable that someone would want to rent out part of their home when they live on a golf course! Renters are more transient than home owners and in many cases do not take care of the property as well as home owners. When my husband and I purchased our home in Speargrass, we were told we were buying an *Executive home on the Banks of the Bow*. We support the bylaw amendment to remove Dwelling, Secondary Suites as a discretionary use in Speargrass Low and Medium Density Districts. It is our belief that if Wheatland County does not amend this bylaw that it would set a dangerous precedent; one that would change the fabric of our community and its potential growth for years to come.

In respect to RV Parking and not allowing residents to park their RV's on their properties for longer than a five-day period, we also support this amendment. Ten years ago, with the help of Wheatland County we built an RV Storage area in our community. This was done to help beautify our community but it is also a safety issue. When backing out of your driveway and your neighbor has a 40' RV on their parking pad, it can be very challenging especially when kids are walking to catch the bus in the mornings. The Speargrass Community Association has made RV Parking very reasonable (\$200.00 - \$250.00 per year)

for their residents; to encourage resident's not to park in their driveways. For the most part most resident's do use the community RV parking; however, in the past we have had issues with dilapidated units parked on driveways indefinitely; which made the community look run down.

Lastly, to the issue of amending the fencing bylaw to the type of fencing material to a maximum of 5' high. By doing this it will keep our Speargrass Community with a uniform look; we are also in support of the proposed bylaw amendment. We are only allowed fences in our back yards. If properties all have either *Corral Fencing* or *Black Chain Link Fencing* it keeps a nice consistent look for our community. It is also the reason why some residents who have pets, put up chicken or hog wire on their corral fencing; because we live in the country with wide open spaces where you can see for miles!

Normally Megan, I believe community residents are not so involved with these types of issues. With Jim Goodbrand (Speargrass land developer) passing away and the family not interested in our community; it has left us as residents, the ones to maintain our community standards. We as land owners have invested in both Speargrass and Wheatland County and we need to try and protect our financial investment which is our home and the fabric of our community. Thank you for your time and your help – we believe that by making these three Bylaw Amendments it will help make Speargrass a desirable place to live in the future; once the economy turns around.

Sincerely,

A solid black rectangular box used to redact the signature of the sender.

FOIP 17(1)

Megan Williams

From: [REDACTED] FOIP 17(1)
Sent: February 9, 2020 8:40 PM
To: Megan Williams
Subject: Secondary Suites in Speargrass

Hi Megan,

I hope my email doesn't come to you too late!

My opinion regarding the secondary suites is that we should not have this approved. When we, my husband & myself, bought our house in Speargrass back in 2013 we gladly accepted long commute to Calgary for work and such. We've seen Speargrass as a wonderful, secluded oasis that is worth the commute.

This is not a place where you buy a property only to have a secondary suite so to actually make some money; this is a place where you buy a property to live and enjoy a life that feels peaceful, friendly, a place where you know everybody and everybody knows you, a place where I even don't bother locking my door, a place where when I forgot my garage door opened and left my house, nothing bad happened, a place where my neighbours shovel my driveway snow when they know I am not home or when I had a busted knee.

Secondary suites would not only bring our properties' value down but also a feeling of insecurity.

Thank you very much for all your and your team at Wheatland County work and continuous effort to make all of us feeling that you care about us!

Sincerely,

[REDACTED]
FOIP 17(1)

Megan Williams

From: [REDACTED] FOIP 17(1)
Sent: April 21, 2020 1:07 PM
To: Megan Williams
Subject: Re: Speargrass LUB amendment Public Hearing Date

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Comments for meeting

We are opposed to some of the new requested bylaw changes:

Discretionary suites should still be allowed, especially in these times when there are so many people unemployed. Strathmore times had a recent article on the front page indicating how advantageous suites can be to a community. In the article, the opinion of realtors was that this did not impact property values negatively. It seemed one of the main objections was that there were concerns it would not be owner occupied. If you have to make a change make that a requirement. Renters are not criminals. I think it is discriminatory to view secondary suites as bringing in undesirable elements. Owners will review the applicants as they want the best for their properties as well. There are times in people's lives where extra income support might be needed for periods of time, due to illness, breakup of marriage or temporary loss of employment. They should be given community support and time to get back on their feet. They should not be penalized and forced to sell their homes because some individuals do not LIKE the idea or concept of secondary suites.

Parking was only indicated as an issue when people were having parties etc. This has nothing to do with secondary suites if the property can support the parking.

Parking of trailers

Do not support this change as well. It will cause dissent in the community because it cannot be properly monitored and cause people to be angry and report on each other. It would be better to have it as something more sustainable ie allowed from May to end of October only. This way it is clear to all and can be enforced.

Respectfully

[REDACTED] FOIP 17(1)

January 1, 2020

Megan Williams, BCD
Planner II
Wheatland County
Hwy 1, RR1
Strathmore, AB T1P 1J6

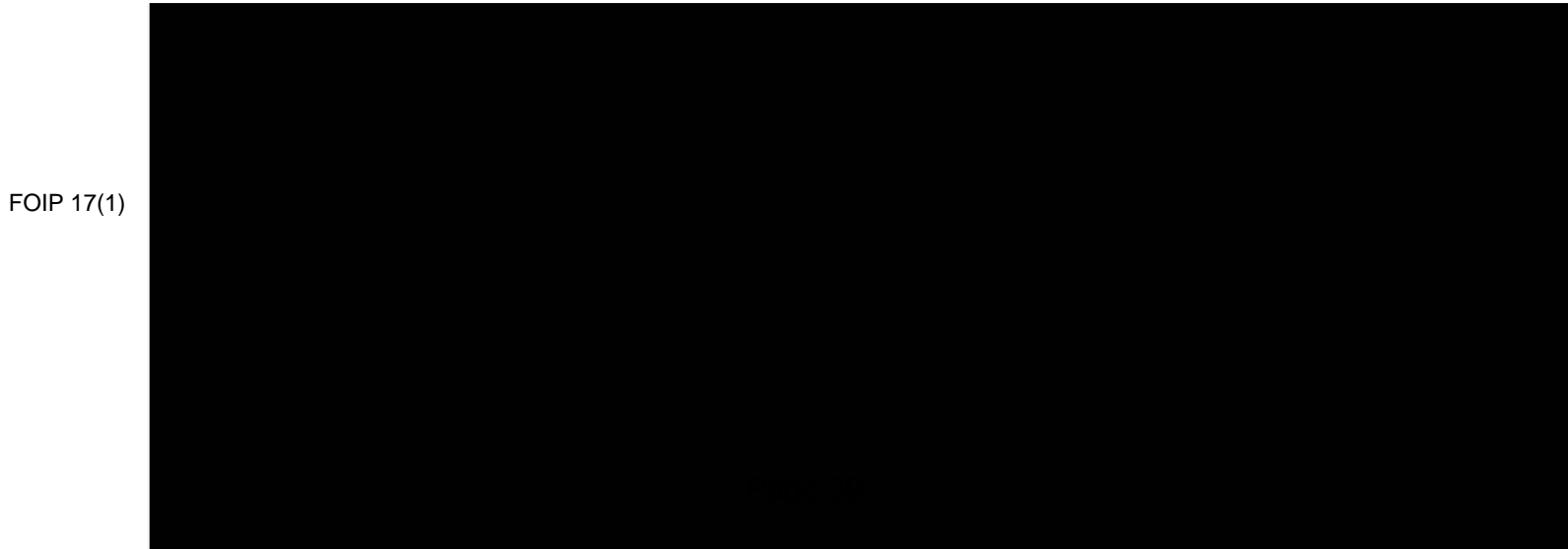
Dear Megan,

I am a Speargrass resident and unable to attend the meeting at Carseland Community Hall, Thursday January 16, 2020. I understand this meeting is to discuss the proposed Land Use Bylaw Amendment's for Speargrass Low Density Residential (SLDR) & Speargrass Medium Density Residential (SMDR) Districts in Wheatland County.

It is my understanding we will be discussing three Bylaw Amendment's for Speargrass Low Density Residential & Speargrass Medium Density Residential Districts in Wheatland County which are:

- 1) To remove Dwelling, Secondary Suites as a discretionary use
☒ I Agree RL (initials) ☐ I Disagree _____ (initials)
- 2) To eliminate RV's being stored on private properties for longer than a five (5) day period
☒ I Agree RL (initials) ☐ I Disagree _____ (initials)
- 3) To restrict fencing to "corral" fencing or black chain link fencing to a maximum of 5 feet high
☒ I Agree RL (initials) ☐ I Disagree _____ (initials)

In my absence and as a resident of Speargrass (SLDR) of legal age; please accept this letter as my vote in respect with the above three (3) proposed Land use Bylaw Amendments for the Speargrass districts (SLDR and SMDR) in Wheatland County.



February-12-2020

Sherry L. Baers
Manager of Planning & Safety Codes Services
Wheatland County

✓ Cc:

FOIP 17(1)

Re: Land Use Bylaws for the Speargrass Community

This is written as a follow-up to the Open House held in Carseland on January 15, 2020. I was one of the residents who spoke that evening as both my wife and I feel very strongly about the issues presented.

Secondary Suites in Speargrass

I believe the County should be well aware of how the majority of our residents feel based on the written comments signed by most of our residents which were presented to the Councillors prior to the County Meeting on October 08th, 2019. At this Meeting the Application for Secondary Suites was turned down.

FOIP 17(1)

and I, like many residents, decided to purchase a home in Speargrass because we believed it represented a community of executive and professional style properties. Owners take great pride in their homes whereby they work continually to upgrade their properties. Rental properties do not draw, on average, the type of residents who have "pride of ownership". Also, rental properties where there are absentee owners, show less interest in maintaining the property up to the same standards as an owner. This has been demonstrated clearly over the past few years here in Speargrass i.e., garbage accumulated and left on the front entrance or on the driveways, old vehicles and camper trailers with flat tires left on driveways indefinitely. Can you imagine how these problems would double in size if there were two rentals on the same property? Allowing secondary suites will absolutely destroy the quality of properties in Speargrass and definitely lower all resale values.

Trailers, Campers and RV's Parked on Driveways

We currently have a problem as some residents feel they have the right to park their RV or truck and camper on their driveway from May to October whether they are used once, twice or never. The more RV's parked on driveways the greater the negative impact it has on the appearance of our Community. In some cases RV's and such mentioned vehicles, are left on the driveway for the full year.

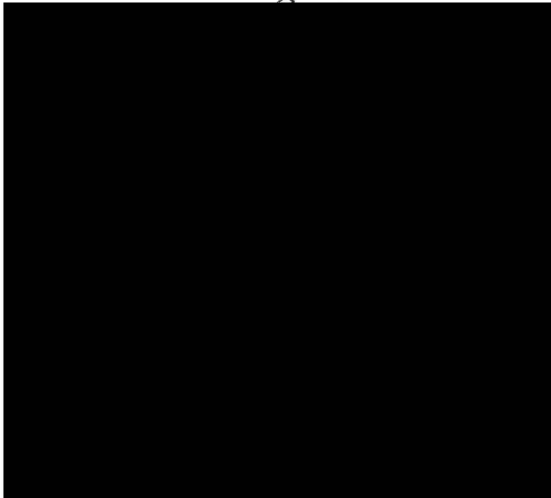
We believe the Bylaw should state that RV's and such vehicles are only allowed on a driveway for a maximum of 5 days prior to or after using.

Architectural Guidelines

To maintain high and consistent standards in a Community like Speargrass is a must. We have one example of a recent construction that used white siding. This property is on the main roadway through our area and it shows what a disgrace and problem you can have where there are NO building standards in place.

After attending your Open House on January 15th, I came away very concerned. It seemed that the very few residents who supported secondary suites and allowing RV's etc. to be parked on driveways, were quick to voice their comments. Unfortunately the silent majority who believe like [REDACTED] and I do, are often too quiet. However, when most residents were contacted prior to the County Meeting on October 08, 2019, almost everyone strongly agreed and signed the letters presented.

FOIP 17(1)



FOIP 17(1)

Att'n Megan Williams
Wheatland County

I feel compelled to add my voice to the issue surrounding the land use bylaw amendment.

On the issue of secondary suites:

I heard people say that they bought an executive home on a golf course and expect it to stay that way. I would like to point out that Speargrass as an "executive" community is currently failing, and for the benefit of all residents a more progressive attitude is required.

When I bought my home, secondary suites, on a discretionary basis, were allowed and I would like it to stay that way. So, are my rights less important to those who would now like to make a change? I don't think so.

I was able to be on the outside looking in as these concerns began to arise. It appeared that there were bullying tactics being used to gain signatures on the petition that was circulated. I personally felt intimidated into signing the petition and strongly regret doing so. A number of people, I have talked to, feel the same way.

Regarding the comments surrounding parking due to increased occupancy. Speargrass is very far from being a sold out community and is likely to remain that way for the foreseeable future. There is adequate room for parking on the large driveways and I don't see this as a concern. I think it's highly unlikely that every house in Speargrass is going to suddenly put in a secondary suite. I would be surprised if there were more than a handful during the next decade or so.

It also appeared to me that some of the people objecting to secondary suites on the grounds of insufficient parking, were all too willing to overlook the parking of their trailers on their driveways for extended periods of time. Whilst I do not have concerns regarding the parking of trailers on somebody's personal property, the hypocrisy was not lost on me.

Many Albertans are struggling in the current economy and converting their home to have secondary suite may allow them to stay in their home to ride out the recession.

It may also encourage some younger people to get on to the property ladder in this community. If they were given the option to enhance their financial circumstances by being able to rent out a suite, they may be able to reach their goals of home ownership. Incase some folks have not noticed more and more young people are choosing to rent. If this continues, the possibility of being able to sell your "executive" home for a decent value will become more remote. If nobody is getting on the ladder at the bottom there will be nobody to move up into a bigger home. It's time to open our eyes.

I'm also concerned about our aging population. Many seniors are on a fixed income and whilst that income seems adequate right now It may not be adequate 10 or 15 years from now. A secondary suite may be a way for a senior to remain financially independent. It could also be an option for a caregiver to have separate living quarters whilst remaining close at hand.

I strongly oppose any amendment to the bylaw regarding secondary suites.

I would also encourage the county to allow the current application for a secondary suite. I applaud people using their common sense and ingenuity to pursue a successful retirement in whatever way they can. It makes sense to me in a difficult selling market to make the best of what you have.

I hope that my comments will be considered in the decision making process. I do however expect my privacy to be respected. I feel like this issue has the potential to have a polarizing effect on our community and I don't wish to have any ugliness banging on my door.

Regards

[REDACTED]

Wheatland County

Request for Decision

Regular Council Meeting

June 16, 2020

Report prepared by: Megan Williams



First Reading of Bylaw 2020-03 Redesignation to a new Direct Control District

Recommendation from Administration

Resolution 1: That Council grant First Reading of Bylaw 2020-03, this being a bylaw for the purpose of amending Land Use Bylaw No. 2016-01 to redesignate +/- 190.39 acres of SW and SE-18-24-19-W4M from Agricultural General District to a new Direct Control District as shown on the attached Schedule 'A'.

Resolution 2: That a public hearing for Bylaw 2020-03 be scheduled for August 18, 2020 at 9:00 AM in Wheatland County Council Chambers. If the office remains closed to the public due to COVID-19, the public hearing will be held by conference call in accordance with the Municipal Government Act, Section 199.

Chief Administrative Officer's Comments

N/A

Report

This direct control district is being proposed to facilitate a landfill development on SE-18-24-19-W4M, east of the Highway 56 and Highway 561 intersection.

The applicant first presented their development proposal to Council on March 5th, 2019 where they explained why this site was chosen, what types of materials they would be accepting, and the design of the landfill. They currently have a landfill development in Brazeau County that is similar to what they are proposing in Wheatland County. Brazeau has not had any complaints or enforcement issues on the landfill development since it has been in operation.

As the County's Land Use Bylaw 2016-01 does not have 'landfill' as a use, the applicant is applying for a direct control district, which will allow them to apply for a Class II Landfill and the necessary supporting developments on SW and SE-18-24-19 W4M. As this will be the first landfill in the County, and due to its proximity to the Village of Hussar, staff ensured the new DC district is tailored to ensure the development permit application supplies all the required plans and studies. Staff is recommending one of the regulations in this direct control district restrict an approved development permit to a period of 5 years. Like the home based business development permits, if the renewal application is the same as the initial application, if they apply prior to the expiry, and if there are no complaints or enforcement orders related to the Class II Landfill, then the Development Officer will be able to review and approve the renewal. The intent of this regulation is to monitor the development to ensure it is not creating any nuisances or other negative impacts, while allowing the development to continue operating if there have not been any.

In order to operate a Class II Landfill, a license through Alberta Environment and Parks (AEP) is required. To minimize conflict between the AEP license and this direct control district, the definitions align with AEP's definitions. That said, the definition for Landfill, Class II differs from AEP's definition in that a Landfill, Class II can accept municipal solid waste. As the intent of this proposed landfill is to accept non-dangerous oilfield

waste and non-hazardous industrial waste exclusively, the exemption in the DC bylaw is not expected to cause any issues.

Relevant Policies, Practices, and Legislation

A preliminary review of the South Saskatchewan Regional Plan, Regional Growth Management Strategy, and Municipal Development Plan has not revealed any pressing concerns. These documents all discourage the conversion of agricultural lands, and do not have policies specifically addressing landfills. They do, however, encourage the diversification of the County's commercial and industrial base.

Alignment with the Strategic Plan

N/A

Response Options

Option 1: THAT the proposed recommendation is accepted/approved.

Option 2: THAT the proposed recommendation is not accepted/approved.

Option 3: THAT an alternate recommendation is accepted/approved.

Implications of Recommendation

General

N/A

Organizational

N/A

Financial

N/A

Environmental, Staff, and Public Safety

N/A

Follow-up Action / Communications

Staff will notify the applicant the bylaw received First Reading and that the public hearing has been scheduled and will start circulation & advertising for the public hearing.

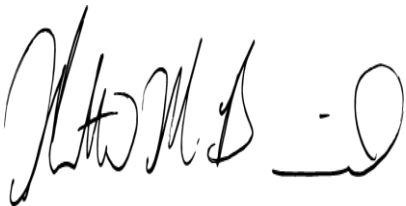
Report Approval Details

Document Title:	First Reading Bylaw 2020-03 New DC.docx
Attachments:	- LU2020-03 Map Package.pdf - DC-20 RemedX_Final.pdf
Final Approval Date:	Jun 8, 2020

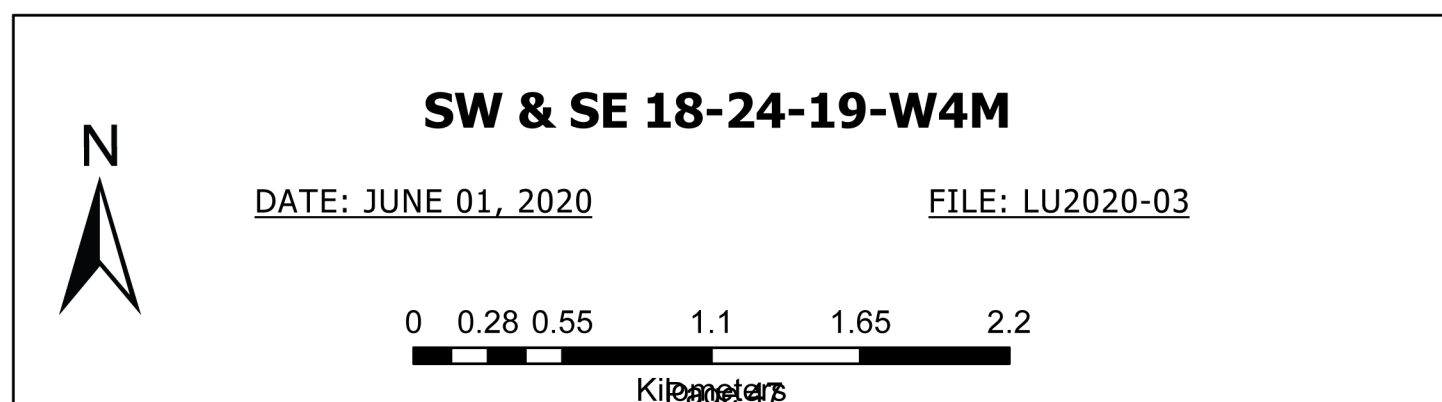
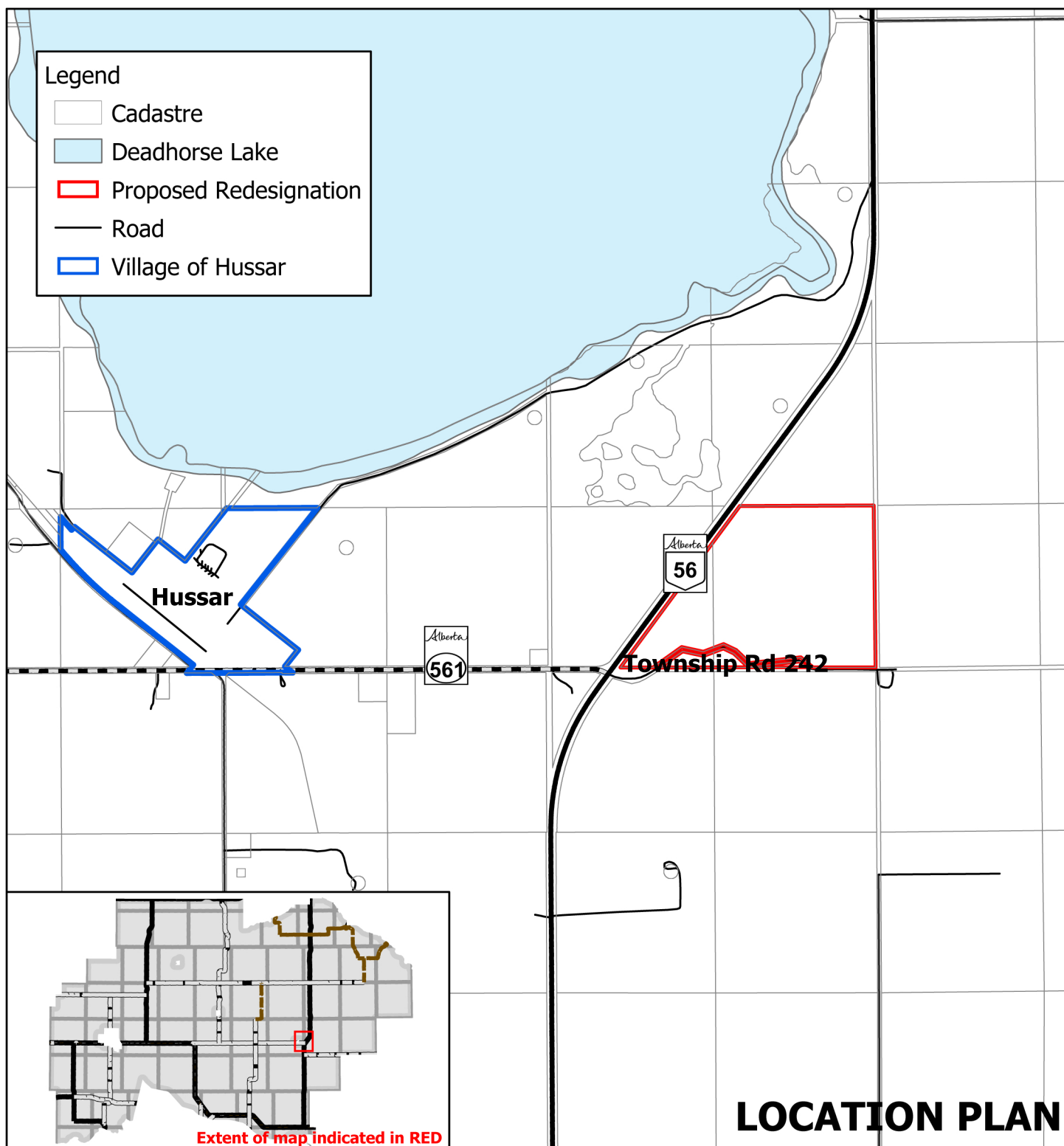
This report and all of its attachments were approved and signed as outlined below:

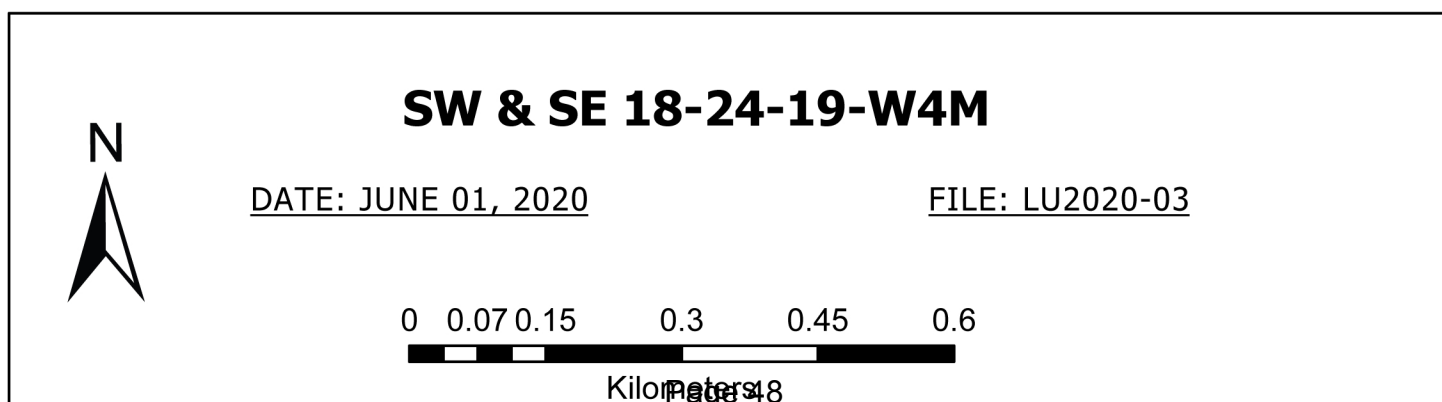
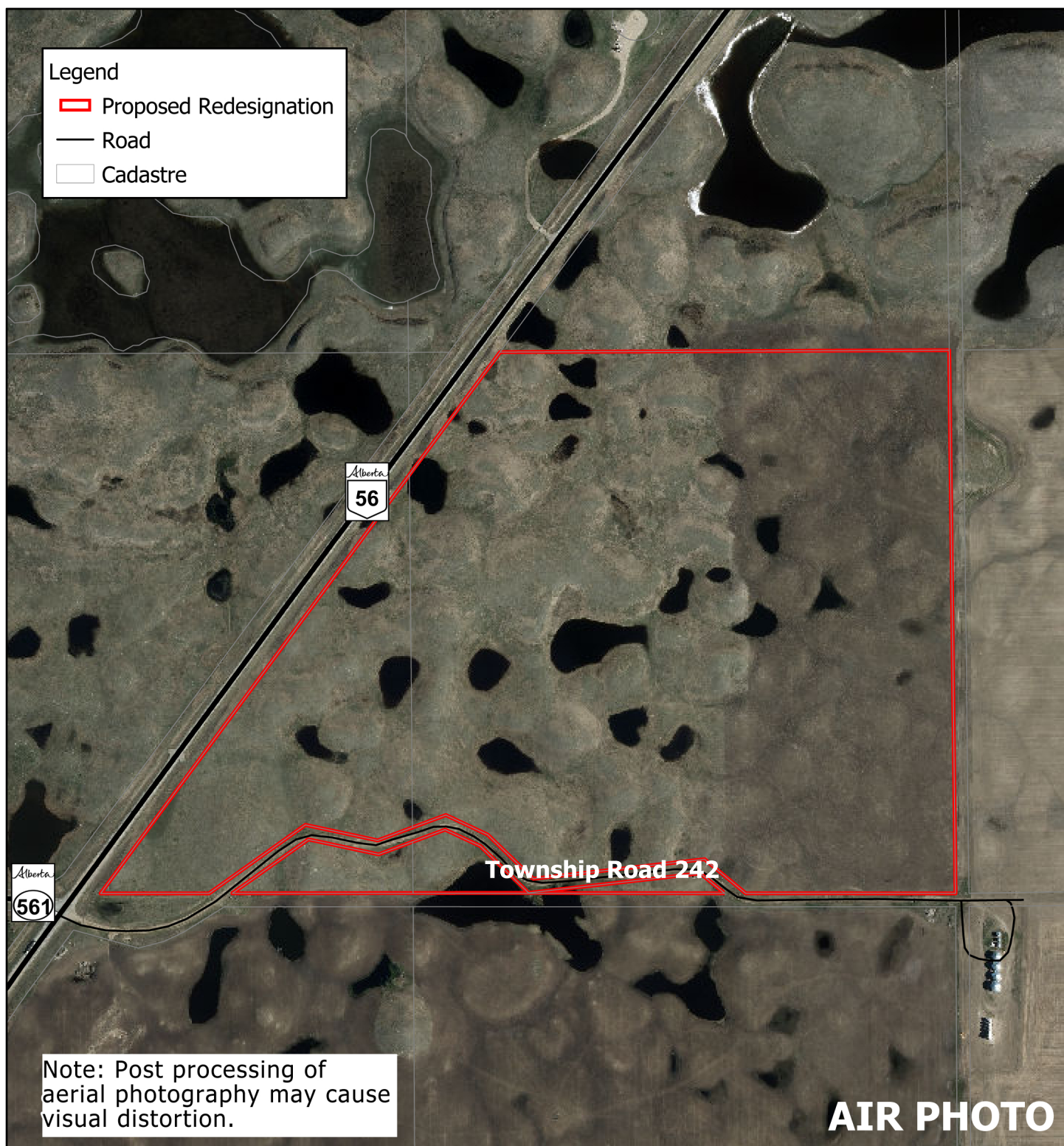


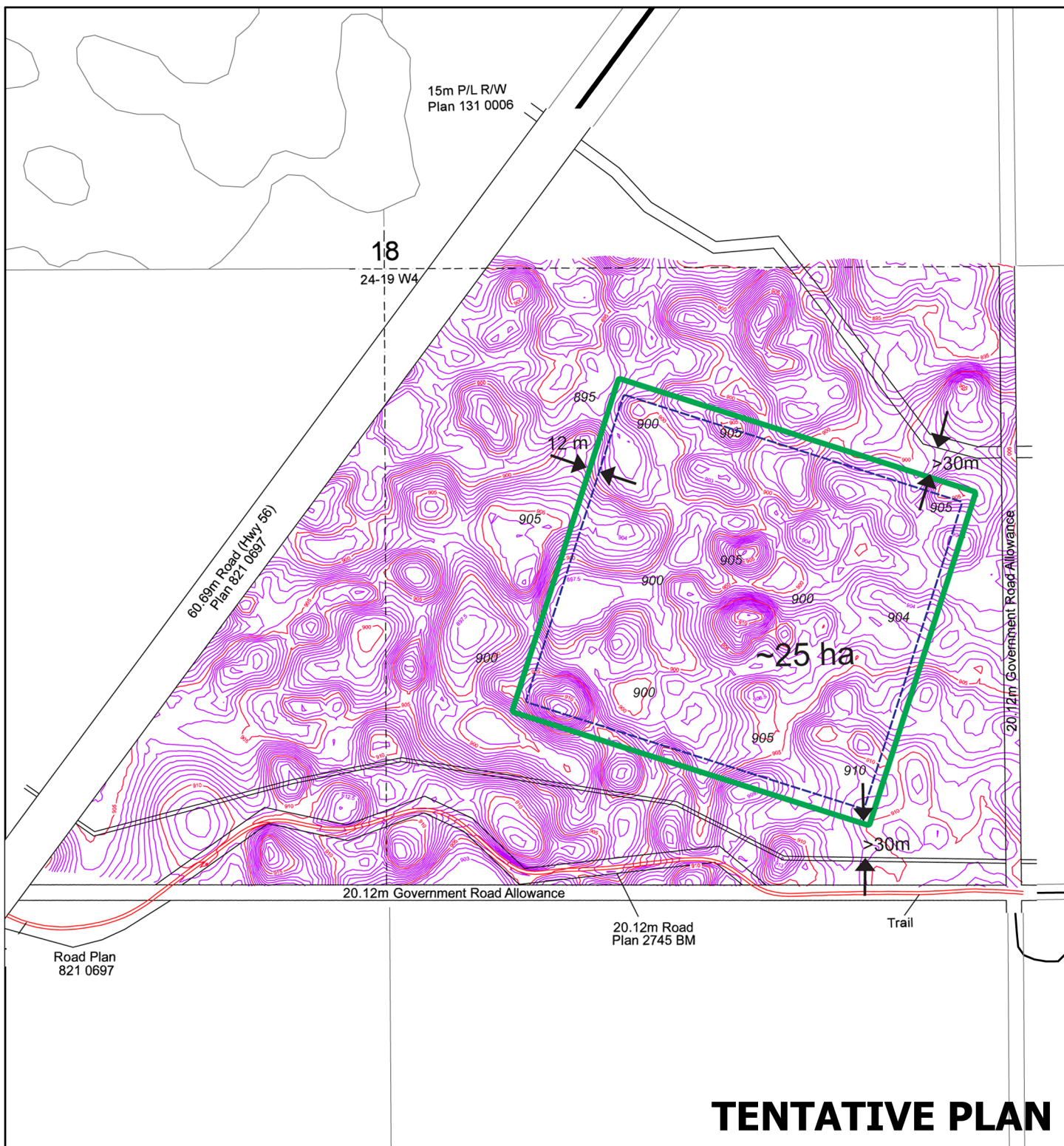
Sherry Baers



Matthew Boscarol







SW & SE 18-24-19-W4M

DATE: JUNE 01, 2020

FILE: LU2020-03



0 0.05 0.1 0.2 0.3 0.4

Kilometers



9.39 Direct Control District (DC-20)

Purpose and Intent

The purpose and intent of this land use district is to allow direct control by Council over the development of land located within part of SW & SE-18-24-19-W4M for the purposes of operating a Class II Industrial Landfill that will accept primarily non-hazardous and non-dangerous industrial waste generated in the oil and gas industry as a result of drilling, regular operations and decommissioning activities, but does not include residential and municipal waste.

Definitions

The Terms not defined in this District have the same meaning as defined in Land Use Bylaw 2016-01.

“Cover Material” means soil or other material that is used to cover compacted solid wastes in a landfill.

“Landfill, Class II” means a landfill approved for the disposal of non-hazardous solid wastes other than municipal solid wastes.

“Closure” means the construction of a final cover for a landfill including replacement of topsoil and subsoil as required for the intended future use of the landfill site.

“Non-Dangerous Oilfield Waste” means non-hazardous waste generated by the upstream and midstream oil and gas industry, and no exhibiting properties of dangerous oilfield waste as identified by the Alberta Energy Regulator in Directive 058, as amended.

“Non-Hazardous Industrial waste” means solid wastes generated by industrial activities deemed non-hazardous as defined by the Alberta Waste Control Regulation (192/96).

“Landfill Cell” means a designed or designated area of a landfill comprised of an excavation or earthen structure in which waste is enclosed.

Permitted and Discretionary Uses

- a) The following uses shall be permitted or discretionary with or without conditions provided that the application complies with the regulations of this district and this Bylaw:

Permitted	Discretionary
Accessory Buildings / Structures	Landfill, Class II
Shipping Container	
Stripping and Grading	
Signs Requiring a Development Permit^	

Notes: ^ – See Signage Section for Signage that does not require a permit.

Site Regulations

- a) The following regulations and policies shall apply to every development in this district:

Minimum Parcel Size	60.7 ha (150.0 ac)
Maximum Parcel Area Coverage	No building or group of buildings including their accessory buildings and impervious surfaces shall cover more than 80% of the Parcel's area. This includes areas with clay liners.
Minimum Setbacks between Buildings / Structures	1.52 m (5.0 ft)
Minimum Front, Side, and Rear Yard Setbacks for Buildings/Structures	22.86 m (75.0 ft) from the nearest limit (property line) of the public road right of way.
	3.05 m (10.0 ft) from the property line in all other cases.
Yard Setbacks from Existing and Proposed Highways and Service Roads	Discretion of Alberta Transportation
Minimum Front, Side, and Rear Yard Setbacks for The Active Landfill area	30.0m (98.4 ft) from the property line.
Other Setbacks	See the <i>Special Setback Requirements</i> section of the Land Use Bylaw 2016-01 for additional setback requirements that may apply.
Other Setbacks Maximum Height Requirements	See the <i>Subdivision and Development Regulations</i> for setbacks pertaining to waste management facilities.
	Limited to such height as deemed suitable and appropriate for the intended use.

Special Regulations

- a) The General Regulations contained in the Land Use Bylaw 2016-01 shall apply unless otherwise specified in this Bylaw.

- b) The Permitted Uses shall be referred to the Development Officer for a decision while Discretionary Uses shall be referred to Council for a Decision.
- c) Any Development Permit Application for which a relaxation or variance of the bylaw is required will be submitted to Council for approval except for the following:
 - i. The Development Officer has the authority to render a decision on applications where the variance or relaxation of the Bylaw is for site coverage, front, rear and/or side yard setbacks of up to 10% of the requirement.
- d) A reclamation and closure plan shall be submitted to the satisfaction of the Development Authority and the relevant Provincial Departments.

Shipping Containers

- a) Shipping Containers shall not be stacked more than two (2) Shipping Containers high.

Environmental Regulations

- a) A Weed Management Plan shall be submitted with the Landfill, Class II Development Permit Application.
- b) A Wetland Impact Assessment Report shall be submitted with the Landfill, Class II Development Permit Application and shall address, at minimum a vegetation assessment, wetland assessment, and wildlife survey.
- c) All Landfill, Class II Development Permit Applications shall be required to meet Alberta Environment and Park's requirements for Standards for Landfills in Alberta.
- d) All Landfill, Class II Development Permit operations shall be in accordance with the Alberta Environmental Protection and Enhancement Act and Regulations for conservation and reclamation.

Noise Mitigation, Berming & Screening Standards

- a) Berming and landscaping shall be required to screen the Landfill site from public roadways. A berming/landscape plan shall be provided at the time of the Development Permit Application that provides a buffer between the Landfill, Class II area and roadways to the satisfaction of the Development Authority.
- b) Levels and methods of landscaping, fencing and screening of the site shall be completed in accordance with the County Landscaping, Fencing and Screening Section of the Land Use Bylaw.
- c) At the time of the Development Permit Application, the Applicant shall provide a plan detailing the methods to be used to mitigate and/or reduce negative impacts of the activities related to the Landfill, Class II such as, but not exclusively, noise and dust.

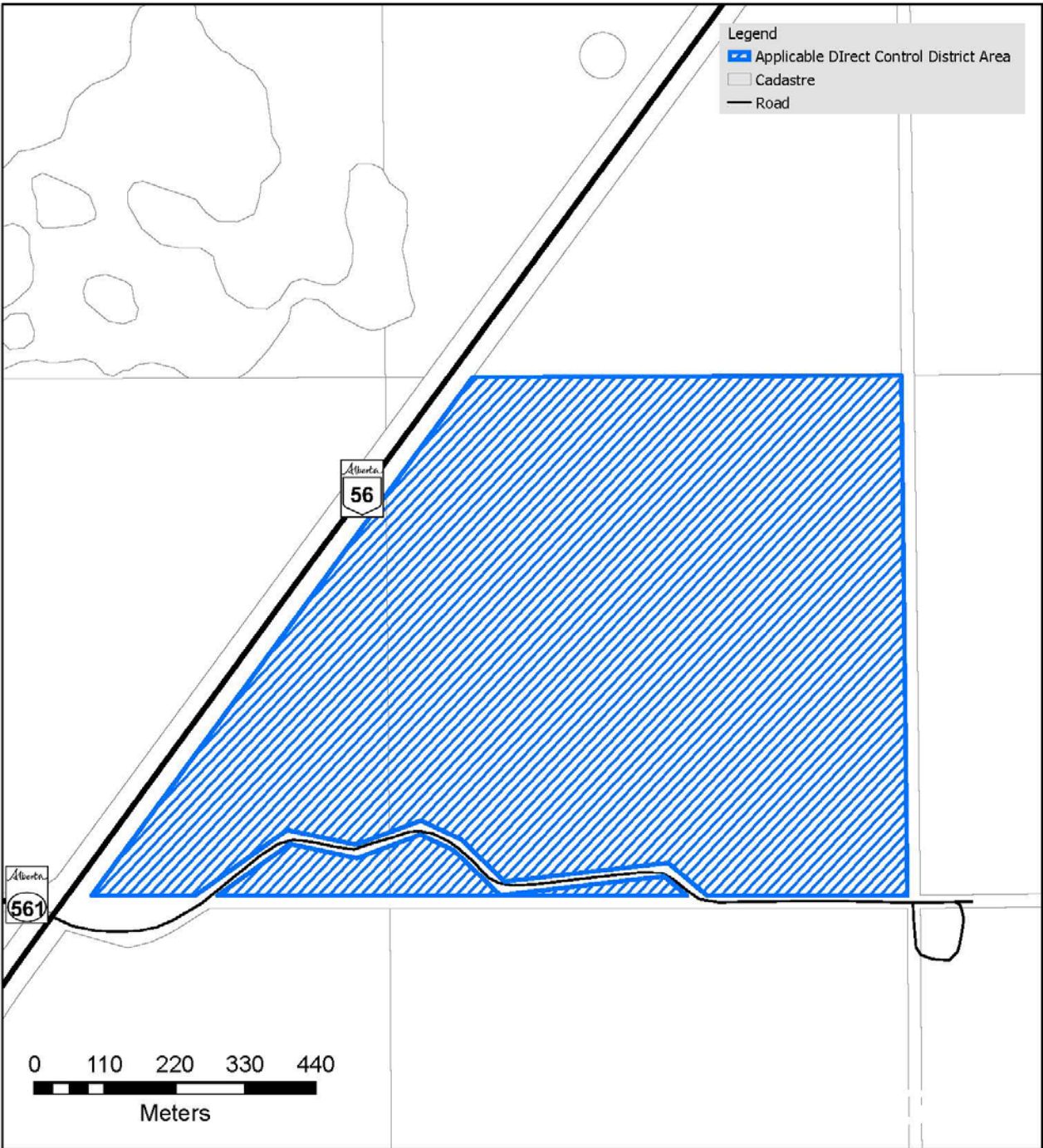
Safety Regulations

- a) An Emergency Response Plan shall be submitted with the Landfill, Class II Development Permit Application.
- b) A Fire Safety Plan shall be submitted with the Landfill, Class II Development Permit Application.

Development Permit Conditions

- a) The Development Permit issued for the Landfill, Class II shall be time-limited for a period of five (5) years.
- b) An approved Landfill, Class II Development Permit may be re-issued by the Development Officer for a five (5) year term if the following conditions have been met:
 - a. The Landfill, Class II is applying for a renewal of its Development Permit prior to the expiry date;
 - b. There have been no changes to the Landfill, Class II from the previous application;

Note: expansion into the future cells is not considered a change in application unless the location of the future cells is altered from the previous application.
 - c. There are no enforcement orders or complaints related to the Landfill, Class II.





SW & SE-18-24-19-W4M

DC-20

Redesignated Area: +/- 190.39 acres

Wheatland County

Request for Decision

Regular Council Meeting

June 16, 2020

Report prepared by: Megan Williams



First Reading: Bylaw 2020-25 – COVID-19 LUB Amendments

Recommendation from Administration

Resolution 1: That Council grant First Reading of Bylaw 2020-25, this being a bylaw for the purpose of amending Land Use Bylaw No. 2016-01 to update multiple Land Use Districts, Specific Use Regulations, Applications for Development and Subdivision, and Definitions regarding recreational vehicles used for quarantine or self-isolation and the COVID-19 temporary payment deferral incentive.

Resolution 2: That a public hearing for Bylaw 2020-25 be scheduled for August 18, 2020 at 9:00 AM in Wheatland County Council Chambers. If the office remains closed to the public due to COVID-19, the public hearing will be held by conference call in accordance with the Municipal Government Act, Section 199.

Chief Administrative Officer's Comments

N/A

Report

When the Provincial and Federal Government established a set of guidelines to self-isolate and quarantine to prevent the spread of COVID-19, many residents struggled to balance these recommendations with keeping their family safe. Council directed Staff to research and bring forward a solution that will allow residents to quarantine or work remotely in their recreational vehicle. Brownlee LLP released a series of information sessions regarding the changes COVID-19 was forcing landowners and municipalities to take, and they cautioned municipalities to ensure any changes in operations or application processing were still legal within their Land Use Bylaw and other policy and regulatory documents.

Staff reached out to adjacent municipalities to learn what they had done to accommodate similar requests to use RVs to self isolate or work remotely. The only municipality that had made changes was Strathmore, and they are requiring residents to obtain an 'on-street parking permit' which allows people to obtain a permit for their RVs for self-isolation/quarantine purposes.

As the County's land use bylaw specifically prohibits using an RV as a dwelling, amending the land use bylaw to allow RVs as a dwelling was necessary. Staff reviewed a bylaw amendment Rocky View County implemented to accommodate temporary dwellings after the flooding in 2012 in Bragg Creek. Their bylaw amendment created a new definition, brought the use into several land use districts, and created a time restriction requiring these RVs to be removed by a certain date. Wheatland County staff used this bylaw as an example to deal with RVs during the Covid-19 pandemic; the proposed bylaw sets the removal date for RVs to be October 1, 2021. Staff is also proposing to exempt RVs used for Quarantine or Self-Isolation from obtaining a development permit.

Staff proposed a new incentive program for business-related development permit applications that Council approved on April 20, 2020. As the incentive program delays the payment of development permit applications,

staff needs to amend the sections of the Land Use Bylaw 2016-01 that require payment of the development permit application to deem the application complete. This aligns with the legal recommendation that any changes we make to our processes align with our policies and regulatory documents.

If Council does not choose to move the Recreational Vehicle for Quarantine or Self-Isolation amendments, Staff recommends Council amend Bylaw 2020-25 to remove all but proposed amendments #4 and #5 as these relate to the COVID-19 temporary payment deferral incentive.

Relevant Policies, Practices, and Legislation

In Staff's preliminary review of the South Saskatchewan Regional Plan, Regional Growth Management Strategy, and Municipal Development Plan, there were not any policies, guidelines or objectives that pertained to the proposed amendments. Staff will perform a more in-depth review of these documents for the public hearing.

Alignment with the Strategic Plan

N/A

Response Options

Option 1: THAT the proposed recommendation is accepted/approved.

Option 2: THAT the proposed recommendation is not accepted/approved.

Option 3: THAT an alternate recommendation is accepted/approved.

Implications of Recommendation

General

N/A

Organizational

N/A

Financial

N/A

Environmental, Staff, and Public Safety

N/A

Follow-up Action / Communications

Staff will advertise the public hearing for August 18, 2020.

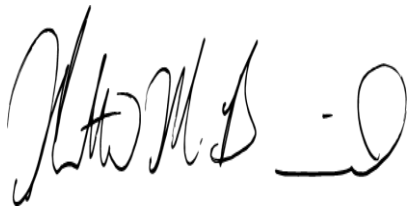
Report Approval Details

Document Title:	Bylaw 2020-25 First Reading, COVID LUB amendment.docx
Attachments:	- Bylaw 2020-25 LUB amendment, COVID.pdf - Comment summary title page.docx
Final Approval Date:	Jun 8, 2020

This report and all of its attachments were approved and signed as outlined below:

A handwritten signature in black ink, appearing to read "Sherry Baers". The signature is fluid and cursive, with the first name "Sherry" and last name "Baers" clearly distinguishable.

Sherry Baers

A handwritten signature in black ink, appearing to read "Matthew Boscarol". The signature is fluid and cursive, with the first name "Matthew" and last name "Boscarol" clearly distinguishable.

Matthew Boscarol

WHEATLAND COUNTY
PROVINCE OF ALBERTA
BYLAW 2020-25

Being a Bylaw of Wheatland County for the purpose of amending the Land Use Bylaw No. 2016-01, to update multiple Land Use Districts, Specific Use Regulations, Applications for Development and Subdivision, and Definitions regarding recreational vehicles used for quarantine or self-isolation and the COVID-19 temporary payment deferral incentive.

WHEREAS the Council of Wheatland County believes it expedient to amend the Land Use Bylaw 2016-01.

WHEREAS the requirements for advertising this Bylaw, as per Section 606 of the *Municipal Government Act*, have been met prior to the public hearing date.

WHEREAS a Public Hearing was held on _____ at the Wheatland County office.

NOW THEREFORE under the authority and subject to the provisions of the *Municipal Government Act*, as amended, the Council of Wheatland County enact as follows:

1. The document entitled "Schedule A" attached to this Bylaw is hereby adopted;
2. This Bylaw comes into force when it receives third reading and is signed by the Reeve/Deputy Reeve and CAO or Designate, as per the *Municipal Government Act*.

_____ **MOVED** First Reading of Bylaw 2020-25 on _____, this being a bylaw for the purpose of amending Land Use Bylaw No. 2016-01, to update multiple Land Use Districts, Specific Use Regulations, Applications for Development and Subdivision, and Definitions regarding recreational vehicles used for quarantine or self-isolation and the COVID-19 temporary payment deferral incentive with the changes as shown on the attached "Schedule A" forming part of this Bylaw.

Carried.

_____ **MOVED** Second Reading of Bylaw 2020-25 on _____, as presented and amended, and it was

Carried.

_____ **MOVED** Third and Final Reading of Bylaw 2020-25 on _____ and it was

Carried.

Amber Link – Reeve

Brian Henderson – Chief Administrative Officer

Schedule A

Attachment – Bylaw 2020-25 - Land Use Bylaw 2016-01 Amendments

Amendments to the Land Use Bylaw:

Part 2: Definitions are amended in the following respect:

1. Add the following new definition

Recreational Vehicle for Quarantine or Self-Isolation means a Recreational Vehicle for use as a temporary dwelling on land where there is an occupied Dwelling Unit that the applicant cannot live in due to self-isolation or quarantining measures due to COVID-19. The Recreational Vehicle must be self-contained with no discharge of sewage or wastewater outside of an approved sewage disposal system which is satisfactory to the County and the method of sewage or wastewater disposal must not be a public health hazard. The Recreational Vehicle for Quarantine or Self-Isolation must be removed by **October 1, 2021**. Only 1 (one) Recreational Vehicle for Quarantine or Self-Isolation is permitted per parcel.

2. Amend the following definition

Recreational Vehicle means a portable fabrication to be carried on a vehicle or to be transported on its own wheels and which is intended to provide temporary living accommodations for travel and recreational purposes. It includes vehicles such as a motor home, a camper, a travel trailer or a tent trailer, but does not include a mobile home, a sea-can or any vehicle or trailer over eight (8) feet (not including slide-outs) in width. A recreational vehicle is not considered a dwelling unless it is being used for quarantine or self-isolation measures.

Part 4: Applications for Development and Subdivision is amended in the following respects:

3. Add the following under Part 4.2

Recreational Vehicle for Quarantine or Self-Isolation

a) The temporary use of a recreational vehicle for quarantine or self-isolation on a parcel where there is an existing occupied dwelling unit.

4. Add the following to Part 4.4.1 b)

The application fee prescribed in the Planning and Development Fee Schedule, unless exempted by the COVID-19 temporary payment deferral incentive.

5. Add the following to Part 4.11.1 b)

Payment of applicable fees, unless exempted by the COVID-19 temporary payment deferral incentive.

Part 8: Specific Use Regulations are amended in the following respect:

6. Amend 8.7.1 b) to read as such

b) Shipping Containers and Recreational Vehicles shall not be used as a dwelling on a parcel
a)c) Recreational Vehicles shall not be used as a dwelling on a parcel, unless there is an existing dwelling unit on the parcel and the Recreational Vehicle is being used for quarantine or self-isolation measures.

Part 9: Land Use Districts are amended in the following respect:

7. Add “Recreational Vehicle for Quarantine or Self-Isolation” as a permitted use to the following land use districts:
 - a. Part 9.1 Agricultural General District (AG)
 - b. Part 9.2 Rural Business District (RB)

- c. Part 9.3 Country Residential District (CR)
- d. Part 9.12 Hamlet Residential General District (HRG)
- e. Part 9.14 Hamlet Manufactured Home District (HMH)
- f. Part 9.18 Eagle Lake Restricted Residential District (EL-RR)
- g. Part 9.19 Speargrass Low Density Residential District (S-LDR)
- h. Part 9.20 Speargrass Special Medium Density Residential District (S-SMDR)
- i. Part 9.21 Speargrass Medium Density Residential District (S-MDR)



Comment Summary

Date: June 16, 2020

Application: Bylaw 2020-25 COVID-19 LUB Amendments

Staff circulate to internal departments and received no concerns. Enforcement provided information as to how they are taking COVID-19 into consideration.

INTERNAL DEPARTMENTS	
Agriculture and Environment	No concerns.
Public Works	No concerns.
Protective Services	<p>Protective Services is during the pandemic time using discretion with regards to the enforcement of Municipal Bylaws and Provincial Statutes.</p> <p>Residents who are using their RV's to self-isolate from their families and are parked on the street will not be actively enforced unless there is a complaint based on a traffic safety concern coming from this e.g.: blocking an intersection, blocking a fire hydrant, interfering with sidewalks. And further to, the action would be to request that the resident places the RV in a manner that does not interfere with traffic flow or safety.</p> <p>Officers will be during the course of their duties beginning their spring checks of vacant properties within the hamlets for nuisance properties due to weeds and tall grass. When these are encountered Officers will give the minimum two weeks for compliance, however, will grant extensions to persons who contact the office and request same.</p>
Planning & Development	No concerns.

Wheatland County

Request for Decision

Regular Council Meeting

June 16, 2020

Report prepared by: Matthew Boscarior



Council Resolution Tracker

Recommendation from Administration

That Council accept the Council Resolution Tracker in the June 16, 2020 agenda as information.

Chief Administrative Officer's Comments

N/A

Report

At the May 26, 2020 Council Meeting, the Chief Administrative Officer (CAO) introduced the Council Resolution Tracker. The purpose of this document is to track all resolutions and provide a status update to Council. As each resolution or direction to Council is completed, it will be noted in the tracker.

Council may ask for updates during a Council meeting prior to this item being approved as information.

This tracker is meant to improve processes and communication to Council and residents.

Relevant Policies, Practices, and Legislation

N/A

Alignment with the Strategic Plan

N/A

Response Options

Option 1: THAT the proposed recommendation is accepted/approved.

Option 2: THAT the proposed recommendation is not accepted/approved.

Option 3: THAT an alternate recommendation is accepted/approved.

Implications of Recommendation

General

Ongoing workflow.

Organizational

Ongoing workflow.

Financial

N/A

Environmental, Staff, and Public Safety

N/A

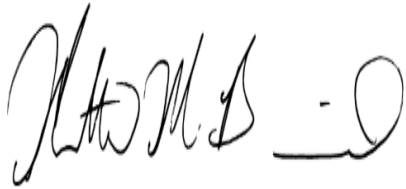
Follow-up Action / Communications

Administration will continue to work on all outstanding actions and update Council at each Regular Meeting of Council.

Report Approval Details

Document Title:	Council Resolution Tracker.docx
Attachments:	- 20200609 Council Resolution tracker (2).xlsx
Final Approval Date:	Jun 10, 2020

This report and all of its attachments were approved and signed as outlined below:

A handwritten signature in black ink, appearing to read 'Matthew Boscarol' with a stylized flourish at the end.

Matthew Boscarol

Wheatland County
Council Resolution Tracker
June 9th, 2020

Purpose: To document completed items from previous Council Meetings and show unresolved Council Resolutions.
 Green highlighted resolution numbers denotes completed actions. Green resolutions will be removed from this report after Council approval.
 Yellow highlighted resolution numbers denotes outstanding resolutions.

Meeting Date	Council Resolution #	Issue / Item	Update	Date Completed	How it was completed
April 7th, 2020	CM-2020-04-09	Procurement Policy review	Staff has reviewed policy, bringing forward to June 4th, P&P for further direction. Update - reviewed at P&P, coming back to Council for approval July 7th, 2020.	Ongoing	N/A
April 21st, 2020	CM-2020-04-36	Bylaw 2020-12 (Division 4)	Staff are reviewing setback requirements and working with applicant.	Ongoing	N/A
April 21st, 2020	CM-2020-04-47	Playground Equipment Funding Policy	Staff has reviewed policy, bringing forward to June 16th Council meeting for approval	Ongoing	N/A
April 24th, 2020	SCM 2020-04-04	Lakes of Muirfield Transaction	Press release completed, transaction still ongoing	Ongoing	N/A
May 5th, 2020	N/A	Administration to look into logistics of meeting in person.	Contacted MA and RMA, reviewed Alberta Regulation 50/2020, waiting for further clarification from MA. Options provided to Council - re: Adminstration must still attend electronically	Ongoing	Email from Muncipal Affairs sent to Council on May 21st, 2020.
May 5th, 2020	CM-2020-05-26	RMA Fall Central Meeting, Rosebud Hall 1st, Cheadle Hall 2nd	Staff continue to monitor COVID-19 updates, contact RMA for alternative virtual plans.	Ongoing	N/A
May 19th, 2020	CM-2020-05-48	Bylaw 2019-36 Speargrass secondary suites	Staff to review, bring back further clarification.	Ongoing	N/A
May 19th, 2020	CM-2020-05-55	Redland Servicing	Staff to follow up with Public consultation, provide costs of project.	Ongoing	N/A

June 2nd, 2020	CM-2020-06-15	Borrowing Bylaw - DDWSMA	Advertising will take place for 2 consecutive weeks, 15 day petition allowance, then back to Council at the July 7th meeting for second and third reading.	Ongoing	N/A
June 2nd, 2020	N/A	Council expenses year to date	Sent via email with explanation	June 4th, 2020	Via email.
June 2nd, 2020	CM-2020-06-25	Library Funding - Current year funding \$44,670.	Letter sent out to Libraries, noting approval of current year funding.	June 4th, 2020	Via letter to all libraries on June 5th.
June 2nd, 2020	CM-2020-06-26	Library Funding - 2021 funding to be reviewed	Letter sent out to Libraries, noting review of future year funding funding. (same letter as above).	June 4th, 2020	Via letter to all libraries on June 5th.
June 2nd, 2020	CM-2020-06-26	Library Funding - 2021 funding to be reviewed	To set date date for review (Fall 2020) - future planning and priorities meeting, prior to the 2021 budget.	Ongoing	N/A
June 2nd, 2020	CM-2020-06-27	CERB Funding allocations.	Letters mailed out to CERB grant recipients, noting cheques will be mailed first week of July.	June 4th, 2020	Letters mailed to CERB recipients.
June 2nd, 2020	N/A	Council remuneration - teleconferences, Council responsibilities with general council duties.	Reviewing currently - bring back at future date.	Ongoing	N/A
June 2nd, 2020	CM-2020-06-32	Encroachment agreement - to be signed	Signed	June 4th, 2020	Signed document.
June 2nd, 2020	CM-2020-06-33	Letter of Support - WID	Letter completed - issued to WID	June 4th, 2020	Sent via email on June 4th.
June 4th, 2020	N/A	Community Clean-up event	Staff evaluating scope of event	Ongoing	N/A - Community Services Lead
June 4th, 2020	N/A	Municipal Development Plan - Engagement	Presented at Planning and Priorities - update to engagement strategy - bring report back to Council	Ongoing	
June 4th, 2020	N/A	Area Structure Plan Review	Concurrently with MDP work, begin work on reviewing County ASP's	Ongoing	N/A - Planning Lead

Wheatland County

Request for Decision

Regular Council Meeting

June 16, 2020

Report prepared by: Matthew Boscarol



Orica Limited, Carseland Manufacturing Plant, Donation

Recommendation from Administration

That Council accept the generous donation from Orica Limited, Carseland Manufacturing Plant, and direct Administration to send a thank you letter to Orica Limited on behalf of Council.

Chief Administrative Officer's Comments

N/A

Report

Orica Limited, Carseland Manufacturing Plant, provided a generous donation of \$5,000.00 to be allocated to the purchase of Personal Protective Equipment (PPE). The use of PPE is instrumental to safely mitigate the spread of the COVID-19 virus. The local area councillor worked closely with Orica Limited in order to ensure the funds were allocated to WFCSS for its' home care workers to safely work with their clients.

Relevant Policies, Practices, and Legislation

N/A

Alignment with the Strategic Plan

Wheatland County is committed to serving the needs of our diverse rural community.

Response Options

Option 1: THAT the proposed recommendation is accepted/approved.

Option 2: THAT the proposed recommendation is not accepted/approved.

Option 3: THAT an alternate recommendation is accepted/approved.

Implications of Recommendation

General

N/A

Organizational

N/A

Financial

N/A

Environmental, Staff, and Public Safety

N/A

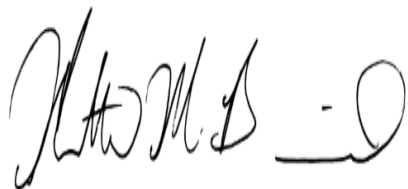
Follow-up Action / Communications

N/A

Report Approval Details

Document Title:	Orica Limited (Carseland Manufacturing Plant) donation.docx
Attachments:	
Final Approval Date:	Jun 9, 2020

This report and all of its attachments were approved and signed as outlined below:

A handwritten signature in black ink, appearing to read 'MB - O', is written on the page.

Matthew Boscarol

Wheatland County

Request for Decision

Regular Council Meeting

June 16, 2020

Report prepared by: Dave Rimes



Playground Equipment Funding Policy

Recommendation from Administration

THAT Council approve the Playground Equipment Funding Policy Section 15.3 as presented.

Chief Administrative Officer's Comments

N/A

Report

Administration presented the draft Playground Equipment Funding Policy at the April 21, 2020 regular Council meeting.

Council requested that revisions to the draft policy be made, and to have a more fulsome discussion at a Council and Administration Planning and Priorities meeting.

Council reviewed the revisions of draft policy and provided direction and further refinement to form the final policy draft.

The County is committed to quality recreation and expanding opportunities for ratepayers. This policy's main objectives are to ensure responsible utilization of tax dollars and community support for playground equipment projects. The Playground Equipment Funding Policy provides a framework for playground equipment community requests on county owned land.

Relevant Policies, Practices, and Legislation

Best practices for playground equipment is to ensure that the equipment meets CSA standards; which includes equipment, installation, safety surfacing, and maintenance.

Alignment with the Strategic Plan

Community Service planning in order to ensure that our public spaces are both planned according to our statutory plans and maintained to an appropriate service delivery standard.

Response Options

Option 1: THAT the proposed recommendation is accepted/approved.

Option 2: THAT the proposed recommendation is not accepted/approved.

Option 3: THAT an alternate recommendation is accepted/approved.

Implications of Recommendation

General

Staff will still work with community groups, ratepayers, and experts to identify funding sources and prioritize annual asset replacement.

Organizational

No additional resources are required

Financial

The financial implications are:

- the capital cost of matching up to 50% of the playground equipment project
- maintenance of the equipment

The maintenance cost would vary depending on a number of factors such as the size, type and the lifecycle of the equipment. These maintenance items include safety inspections, repairs, maintenance of structure and protective surfacing.

Environmental, Staff, and Public Safety

Public safety is addressed in the policy delivering equipment with CSA standards and proper maintenance after the installation to ensure safety.

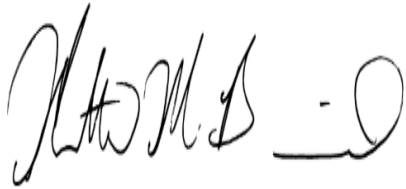
Follow-up Action / Communications

Inform community groups of the new policy and any implications arising.

Report Approval Details

Document Title:	Playground Equipment Funding Policy Revisions.docx
Attachments:	- Playground Equipment funding Policy Revisions June 4, 2020.docx
Final Approval Date:	Jun 8, 2020

This report and all of its attachments were approved and signed as outlined below:

A handwritten signature in black ink, appearing to read 'MB - 0'.

Matthew Boscarol

RECREATION POLICY SECTION 15.3	PLAYGROUND EQUIPMENT FUNDING Page 1/2
Effective Date: June 16, 2020	Revised:

PURPOSE

To provide:

- a framework to manage funding requests for playground equipment on Wheatland County property;
- funding guidelines for communities, groups, or organizations for playground equipment.

OBJECTIVE

Wheatland County is committed to quality recreation opportunities within the County area. The primary concerns are to ensure responsible utilization of tax dollars, community support for purchasing and installing playground equipment on County property.

POLICY

1. Site selection for playground projects shall be approved by the County.
2. Playground equipment shall meet the applicable Canadian Standards Association (CSA) guidelines.
3. The County may match up to 50% of the playground costs per eligible project, pending the annual Community Services capital budget. Community organizations must ensure that they have raised, at a minimum, 50% of the total project cost to be eligible for a contribution of up to 50% project cost by the County.
4. Community Enhancement Regional Board (CERB) funds are not eligible for the organization's matching budget amount. CERB funds may be considered as part of the County's matching amount.
5. Playground equipment will be the property of Wheatland County. Maintenance will be completed by the County, as required to preserve the asset and address liability issues. If the Community Organization selects a maintenance intensive option of play equipment the following may apply:

- a) The County may approve all, part or deny any request received;
 - b) A maintenance agreement may be required between the parties to address those additional costs.
- 6. Playgrounds have a reasonable lifespan of 20 years. County administration will begin the process of community engagement 3-5 years before amenity end of life. Engagement objective is to inform the community that the structure is nearing the end of life. This will allow time for the community to mobilize fund raising efforts, if so desired by the Community. Without community fundraising support the playground equipment will be removed once it no longer meets CSA requirements; which could exceed the 20 year lifespan timeframe.
- 7. This policy may not apply to sites where there are lease/license agreements in place.

Wheatland County

Request for Decision

Regular Council Meeting

June 16, 2020

Report prepared by: Patrick Earl



Regional Business Vitality Survey and Analysis

Recommendation from Administration

THAT Council receive the Business Vitality Survey and Analysis as information.

Chief Administrative Officer's Comments

N/A

Report

The Regional Business Vitality Survey was developed in collaboration with Community Futures Wild Rose and communities within Rocky View County, Kneehill County and Wheatland County. The Villages of Hussar, Rockyford and Standard we also marketed through the economic development campaign.

The purpose of the survey was to identify business vitality due to the COVID-19 pandemic in the entire region. The intent is to conduct the survey approximately every three months through the different phasing and recovery periods to identify and support businesses with results from the data collected. The range of questions look at financial, labour and operations of all business types. Questions asked identify the business sector of each operation, supply chain challenges if any, and length of time the business can operate in these challenging times. Succession planning is also asked if the business is considering closing or being sold or passed to other ownership.

Areas of focus analyzed will assist economic development and support partners on strategies to look at supporting businesses in areas of immediate or interim stresses through data and not general assumption.

Relevant Policies, Practices, and Legislation

This survey is important to inquire on overall business health in the region and looking how the municipalities can direct focus for economic development support.

Alignment with the Strategic Plan

The survey is an important aspect of business retention and expansion efforts within the Economic Development Strategy and Community and Development Services implementation plan.

Response Options

Option 1: THAT the proposed recommendation is accepted/approved.

Option 2: THAT the proposed recommendation is not accepted/approved.

Option 3: THAT an alternate recommendation is accepted/approved.

Implications of Recommendation

General

The survey results will be analyzed and referred to for future survey results in each three-month period and see if overall business vitality is improving or worsening in identified areas of operations asked within the survey. The next steps after analysis on the last page of the survey overview.

Organizational

N/A

Financial

Advertising for survey completion campaigns by villages within, and including Wheatland County businesses.

Environmental, Staff, and Public Safety

N/A

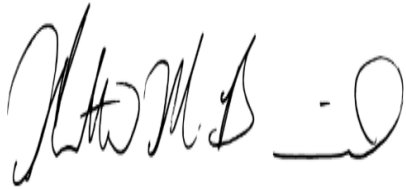
Follow-up Action / Communications

Final edits will be made and available for posting online, sent in email attachments and/or printed if determined.

Report Approval Details

Document Title:	Regional Business Vitality.docx
Attachments:	- Business Survey Wheatland Communities Results.pdf
Final Approval Date:	Jun 8, 2020

This report and all of its attachments were approved and signed as outlined below:

A handwritten signature in black ink, appearing to read 'MB - 0'.

Matthew Boscarol



Strong Businesses Build Healthy Communities

BUSINESS VITALITY SURVEY APRIL 27 – MAY 9, 2020



Page 76



Village of
Rockyford



The Need

Conducted throughout the following municipalities:

Bassano, Beiseker, Chestermere, Hussar, Irricana, Rockyford, Rocky View County, Standard, Strathmore and Wheatland County between April 27 to May 9, 2020.

Why

To assess the current business climate throughout the CF Wild Rose Region and West boundaries of Rocky View County to gain further understanding of businesses as a result of COVID-19 to develop an action plan to support businesses through the recovery process. This will be achieved through an electronic survey beginning April 27, 2020 to acquire baseline data and subsequent quarterly surveys throughout the next 12 months to monitor and assess the business environment. The results of the surveys will allow Project and Industry Partners to create proactive solutions while strengthening existing businesses to overcome challenges and identify opportunities.

How

The survey was promoted by the municipalities through social media, and to those who chose to publicize through direct mail campaigns, utility bills, direct email was the responsibility of the municipality. CF Wild Rose posted and boosted the Facebook posts throughout the Rocky View County area and received 8,717 post engagements, reached 8,564 people and 114 link clicks. Individuals who entered the survey completed at 100% response rate. Wheatland County boosted the social media posts, and the remaining municipalities and CF Wild Rose did organic posts through Facebook.



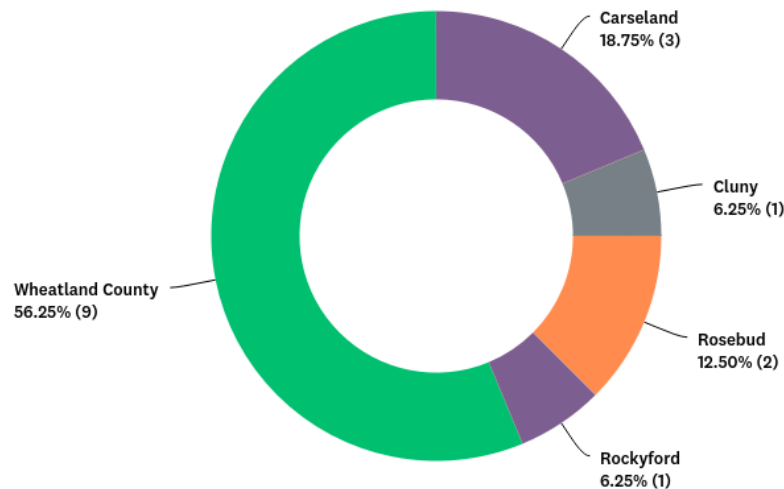
Page 77

Village of
Rockyford



In what community is your business located?

Answered: 16 Skipped: 0



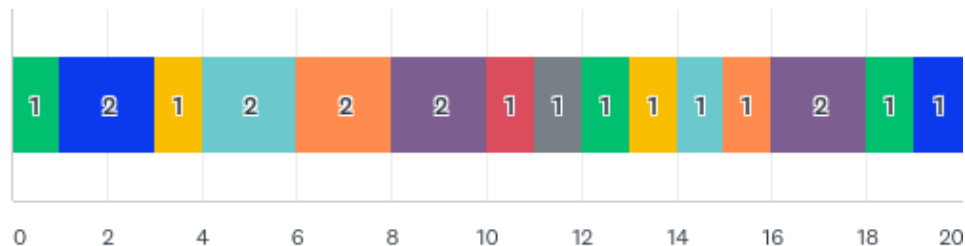
Key Findings

Highest participation from Wheatland County and Communities had the second largest response rate (16/73)



Please select the business sector in which are classified. (check all that apply)

Answered: 16 Skipped: 0



- Accommodation (camping, hotel, b&b, motel, etc)
- Agriculture (smaller than 80 hectares)
- Agriculture (larger than 80 hectares)
- Arts, Entertainment and Events (theatres, museums)
- Construction (constructing, repairing and renovating buildings and engineering works)
- Educational services (schools, post secondary, adult learning)
- Finance and insurance (banks, providers)
- Fishing and Hunting
- Food services (restaurants, fast food, caterers (not grocery stores)
- Forestry, Mining, Quarrying, Oil and Gas
- Government Services
- Health care, Extended Health Care and social assistance (Hospital, Doctors office, chi
- Health & Wellness (beauty salons, fitness facilities, yoga)
- Information and cultural industries
- Manufacturing (chemical, mechanical or physical transformation of materials or subst
- Professional, scientific and technical services (lawyers, engineers, consulting, account
- Real estate and Property Management (sales, rental, leasing, management)
- Retail trade (jewelry, grocery, clothing,
- Service Clubs (food bank, agricultural societies, lions/kinsmen/elks)
- Sports and Recreation (golf courses, hockey, baseball, gymnastics,
- Tourism (activities and tours)
- Transportation & Logistics Services (taxis, bussing, heavy hauling, automotive service
- Utilities (water, power, natural gas, telephone, broadband)
- Waste management and Remediation services
- Warehousing, Distribution Centres and Storage (RV lots, Mini storage, distribution faci
- Wholesale trade (engaged in wholesaling merchandise, generally without transformati



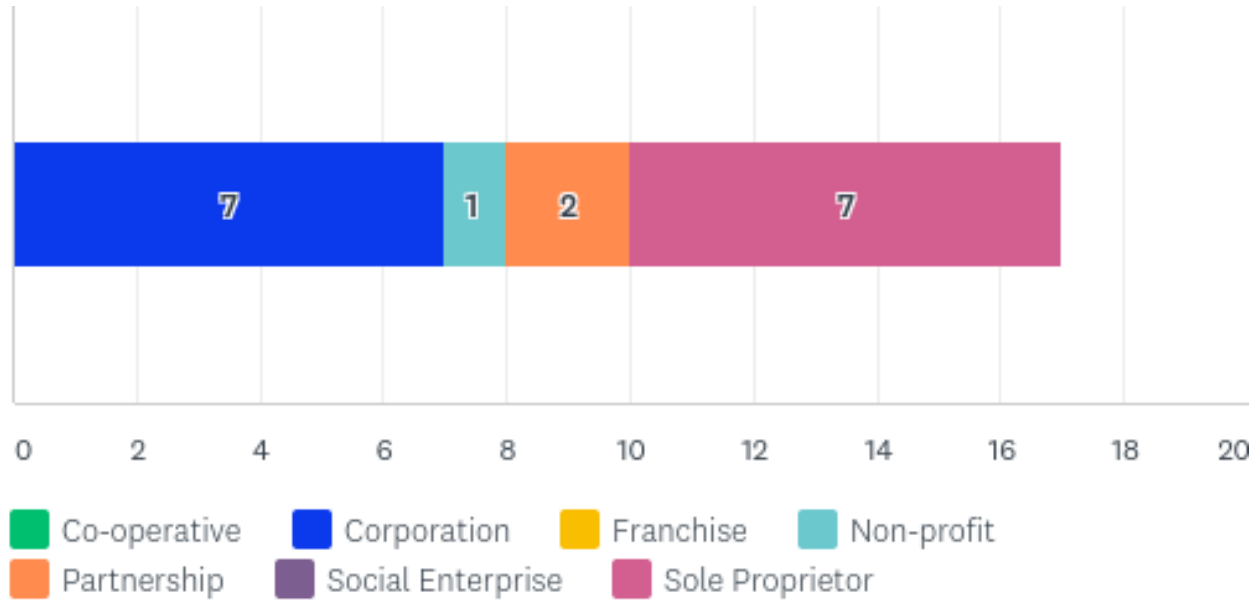
Page 79

Village of
Rockyford



What is your business structure? (select all that apply)

Answered: 16 Skipped: 0



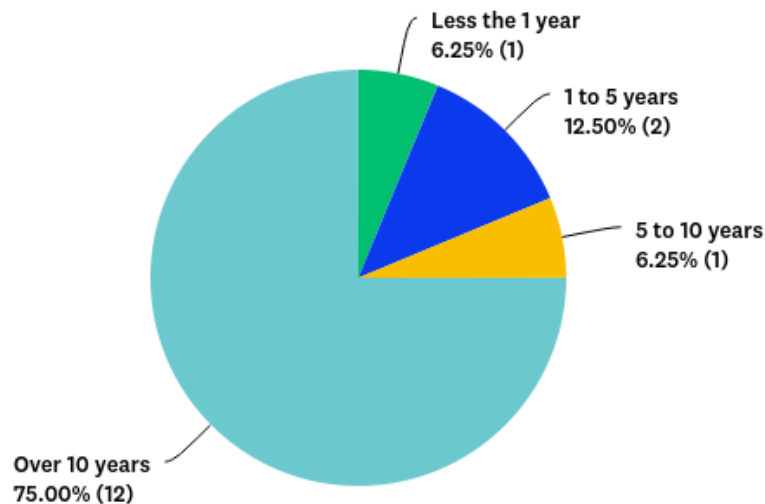
Please select any outside investment within your business? (please select all that apply)

Answered: 16 Skipped: 0



How many years have you been in operation?

Answered: 16 Skipped: 0

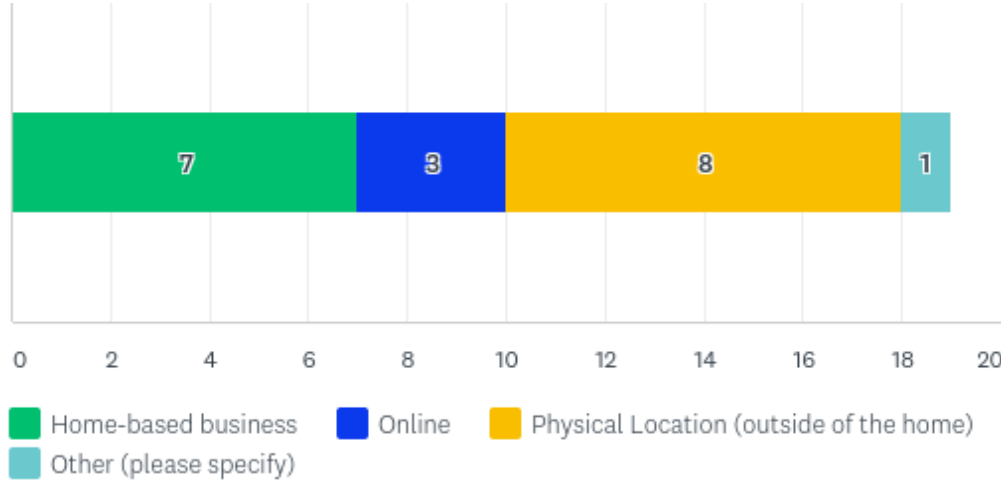


Key Findings

Large percentage of businesses have been in operation for over 10 years compared to regional results at 48%.

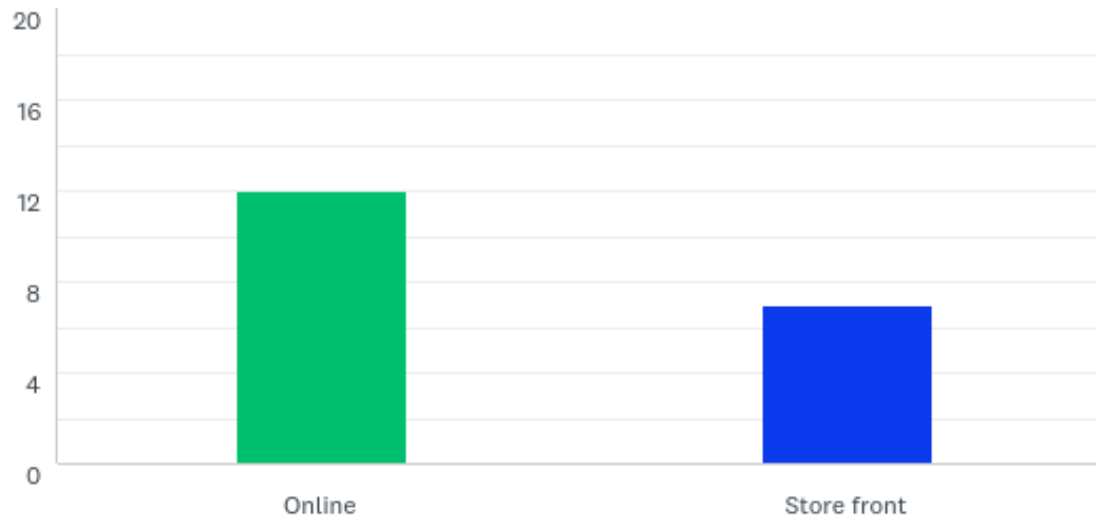
Where does your business operate: (check all that apply)

Answered: 16 Skipped: 0



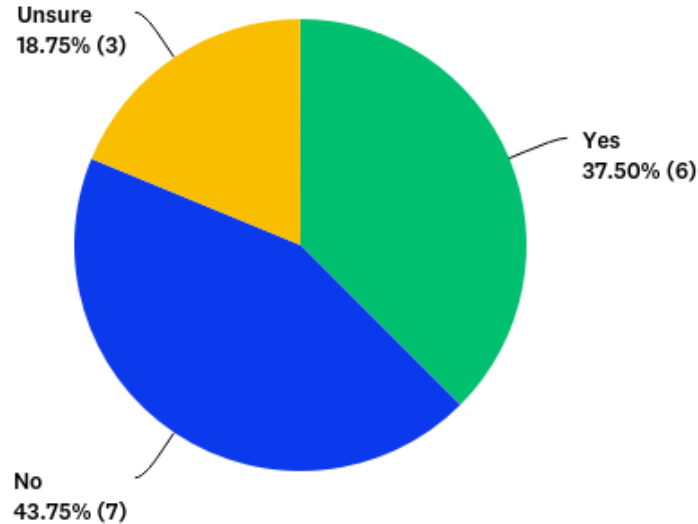
How do you currently sell your products and services (select all that apply)

Answered: 16 Skipped: 0



If you are NOT selling online, do you plan to sell online in the upcoming 12 months?

Answered: 16 Skipped: 0



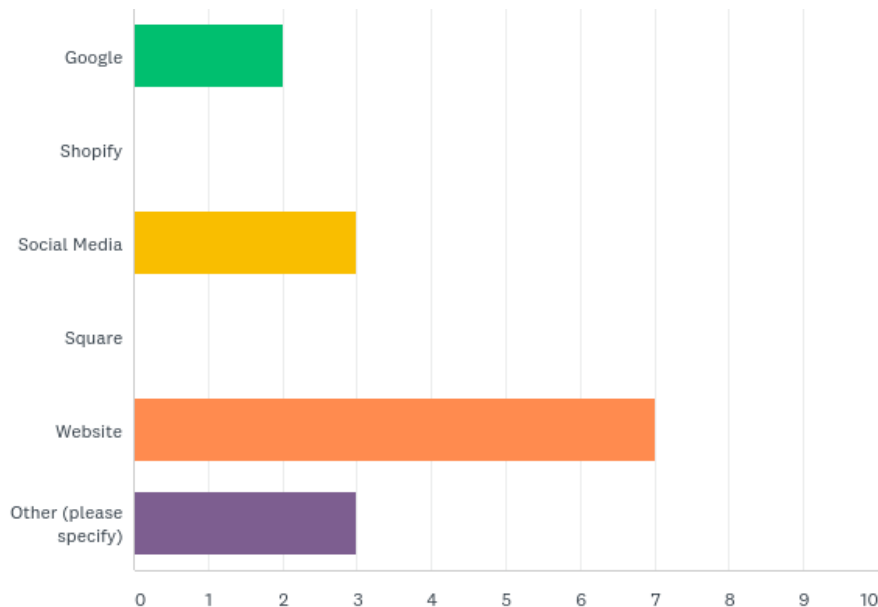
Key Findings

6 businesses are selling online and at their storefront, with the largest portion that are unsure or don't plan to sell online.

Opportunity to explore the potential and address any challenges or barriers with e-commerce.

If you sell online, which platforms do you use (select all that apply)

Answered: 10 Skipped: 6



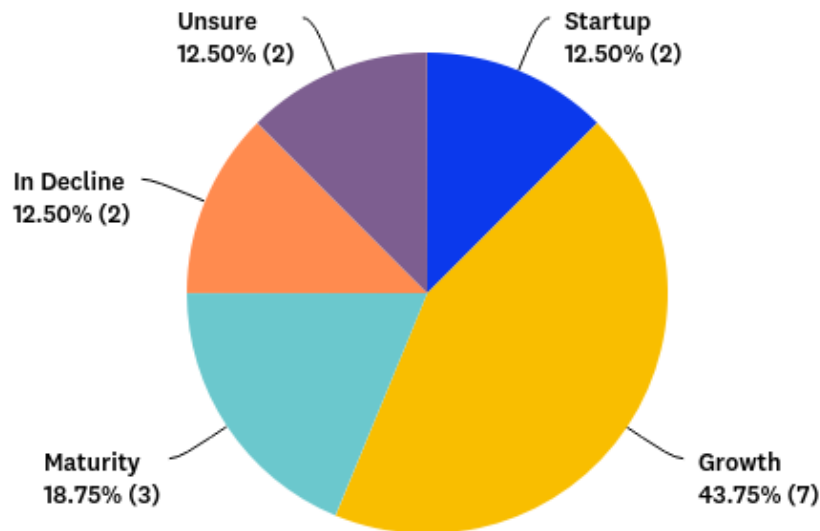
Key Findings

Explore options to increase online presence through various platforms.

Opportunity to further the presence of Google within the County.

What stage of the business life cycle is your business in prior to COVID-19?

Answered: 16 Skipped: 0



Key Findings

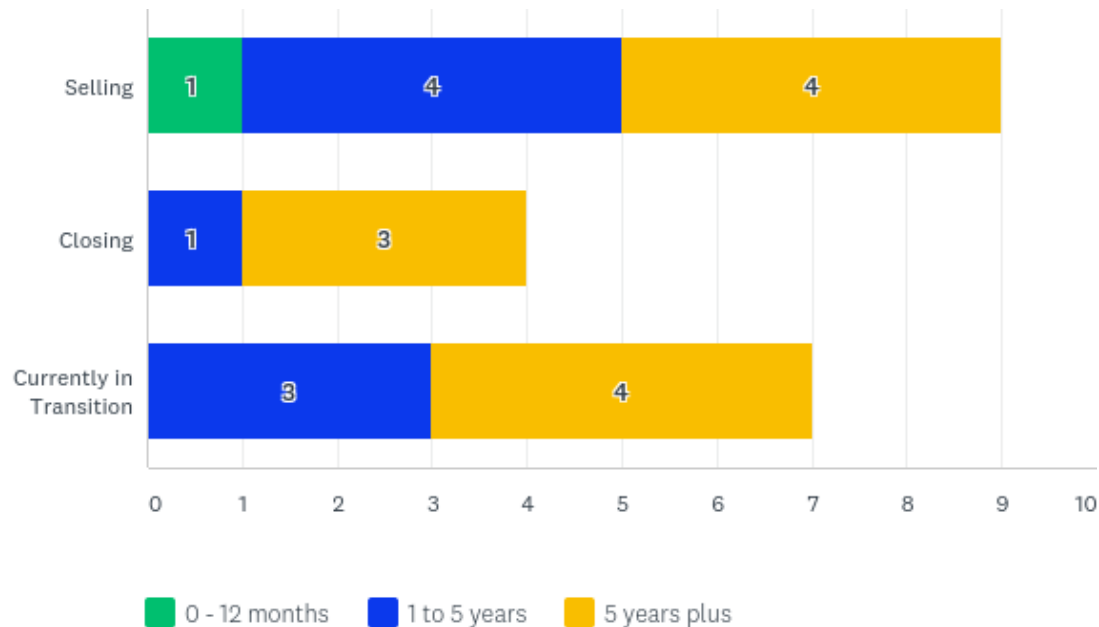
Majority of businesses are in Growth Stage and Mar Stage.

Combined 23 businesses who are in Maturity and Decline

Opportunities to explore business expansion, investment attraction and succession planning.

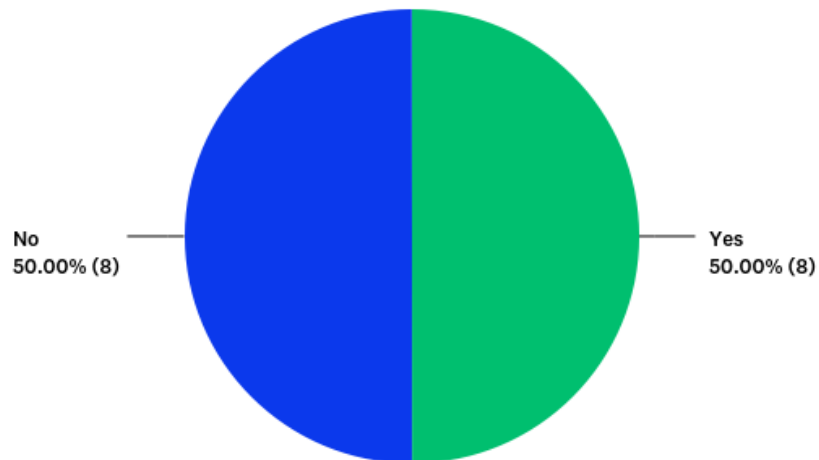
Please select the following options that apply to the succession planning and preparedness for your business. Please select all that apply.

Answered: 13 Skipped: 3



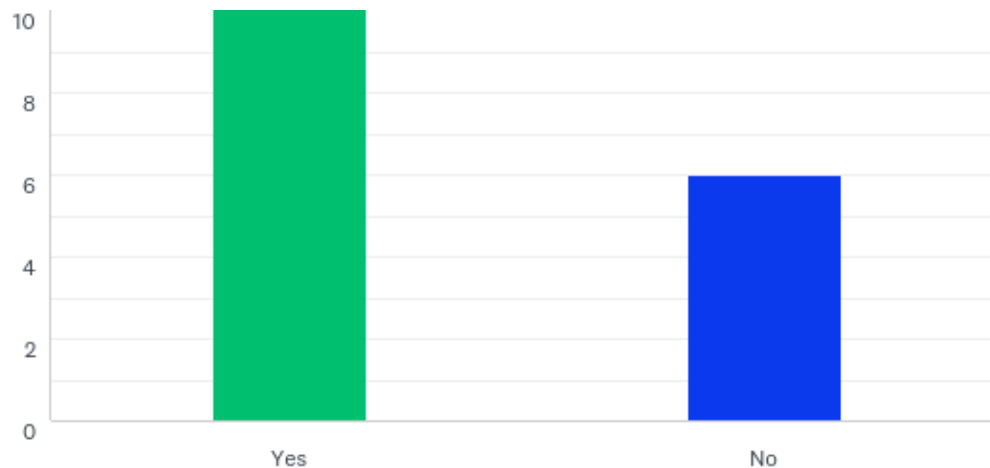
Do you have a Business Transition or Succession Plan in place?

Answered: 16 Skipped: 0



Has your business been considered an essential service to support the pandemic?

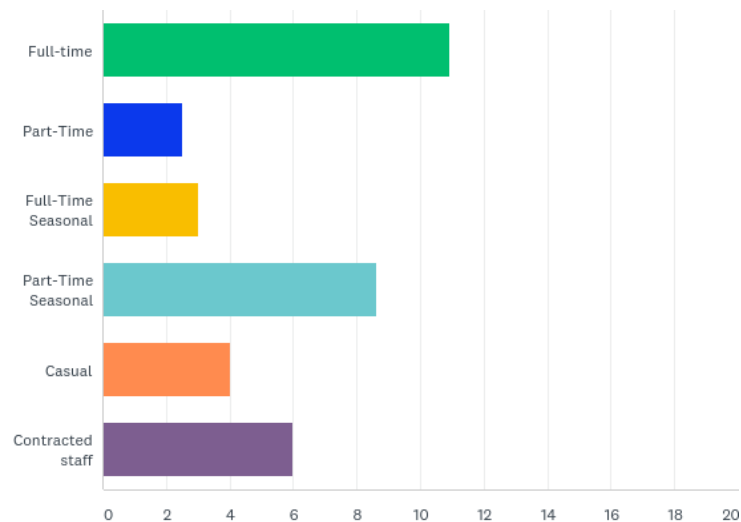
Answered: 16 Skipped: 0



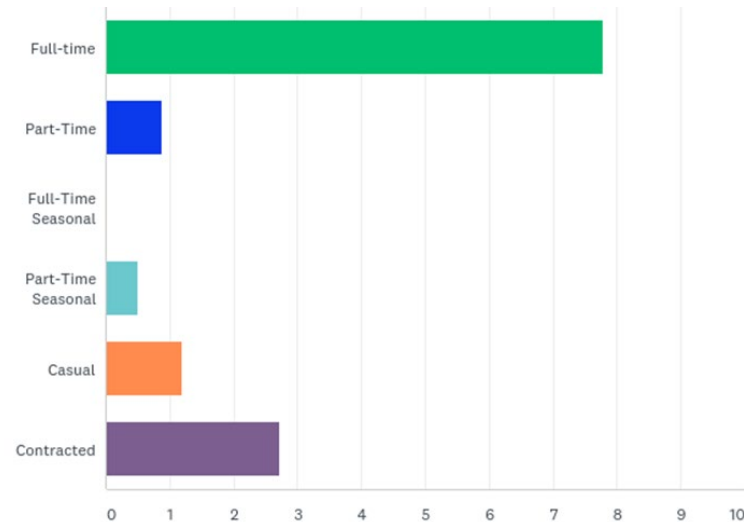
Please list the number of employees you had prior to March 12 and currently as of May 10.

Answered: 16 Skipped: 0

March 12

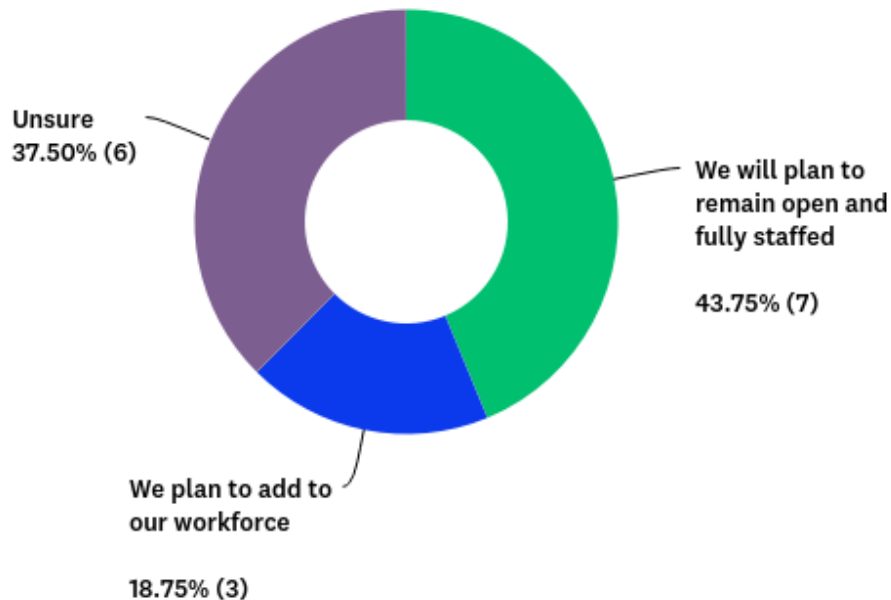


May 10



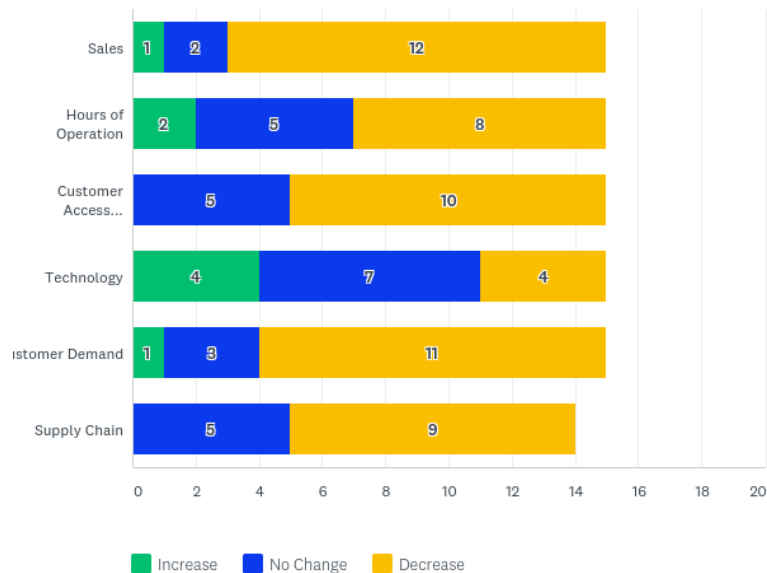
What do you expect the FUTURE STATUS of your workforce to be in July 2020?

Answered: 16 Skipped: 0



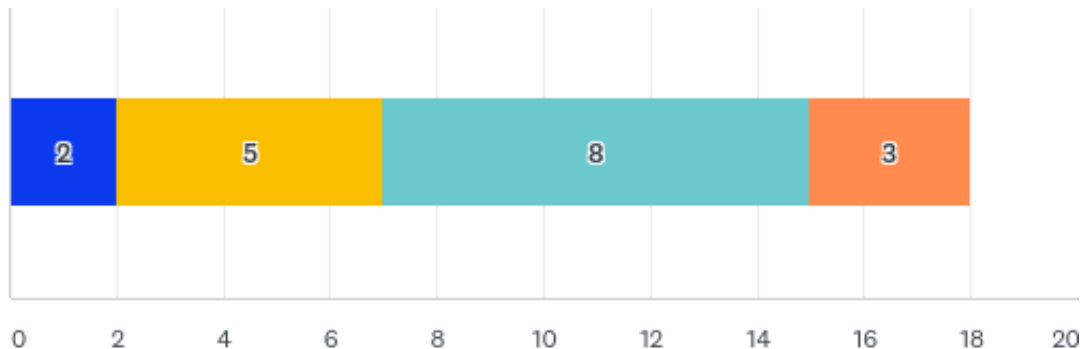
What areas of your business have been impacted as a result of COVID-19? (select all relevant answers)

Answered: 16 Skipped: 0



What business continuity measures have you implemented in response to COVID-19? (Select all that apply)

Answered: 16 Skipped: 0

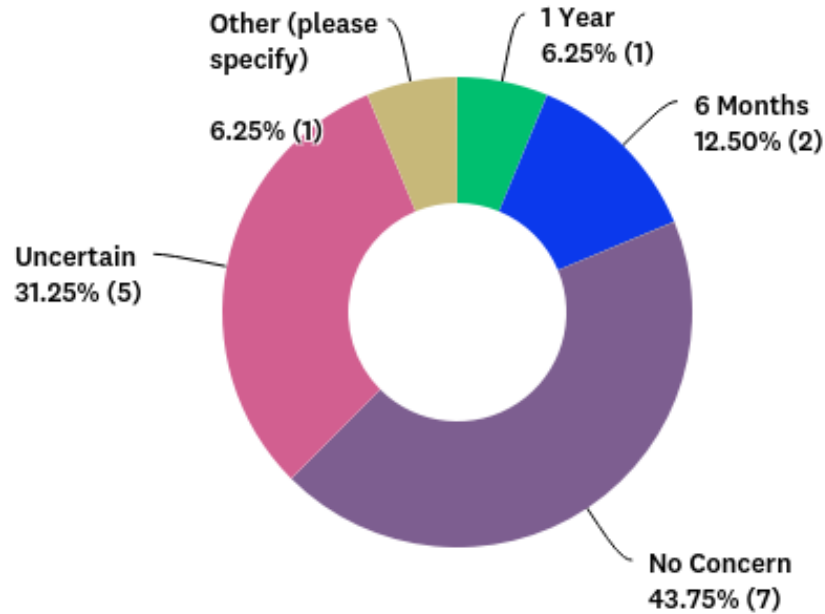


- ☐ I have insurance cover the loss of income, inventory and/or interruption of business
- ☐ I am now selling online.
- ☐ I am receiving government supports.
- ☐ I have not implemented any measures at this time.
- ☐ Other (please specify)



Under current market conditions, how long will you be able to manage your operation?

Answered: 16 Skipped: 0

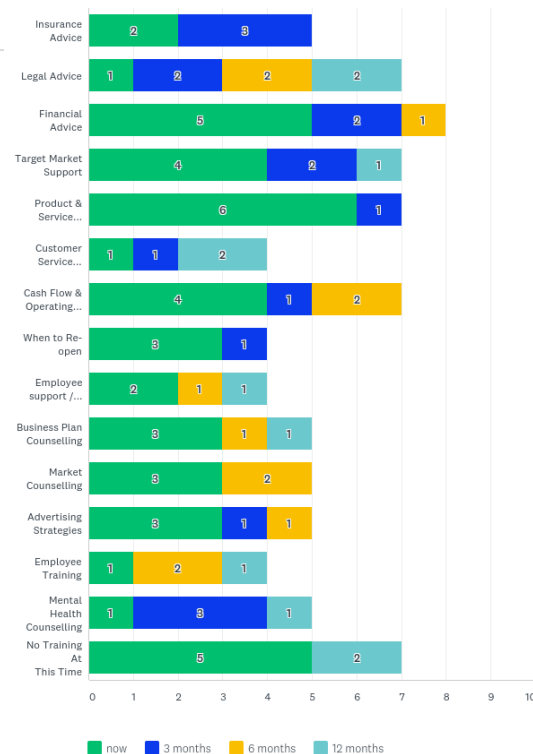


What are the training needs you require (check all that apply)

Answered: 16 Skipped: 0

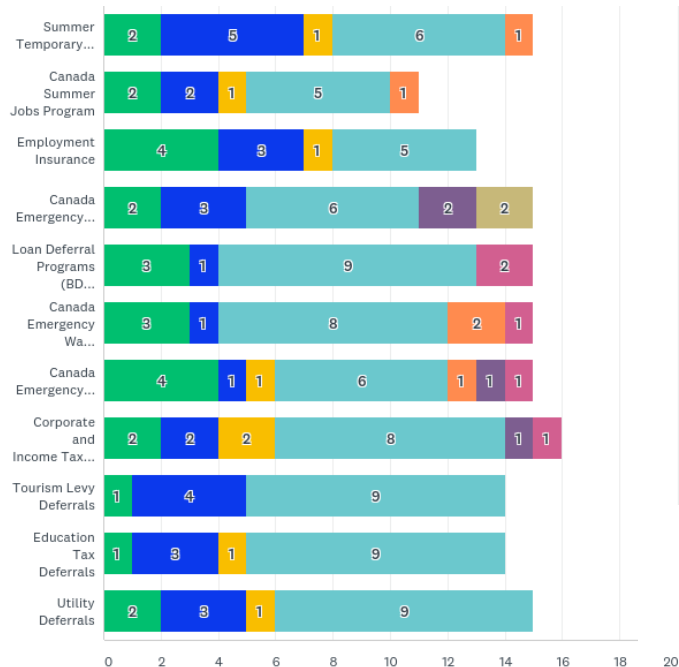
Key Findings

Financial Advice, Marketing Plan and Product and Service development are the key training current requirements. Mental Health Supports and Insurance Advice would be required in 6 months.



Please indicate which COVID-19 relief programs you accessed and/or are receiving and their effectiveness of each. (select one rating per program)

Answered: 16 Skipped: 0



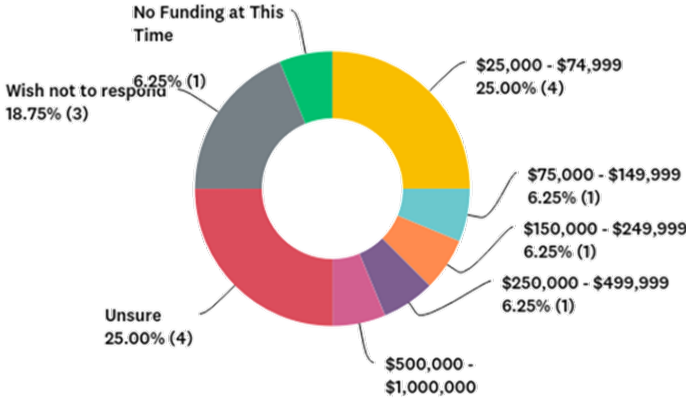
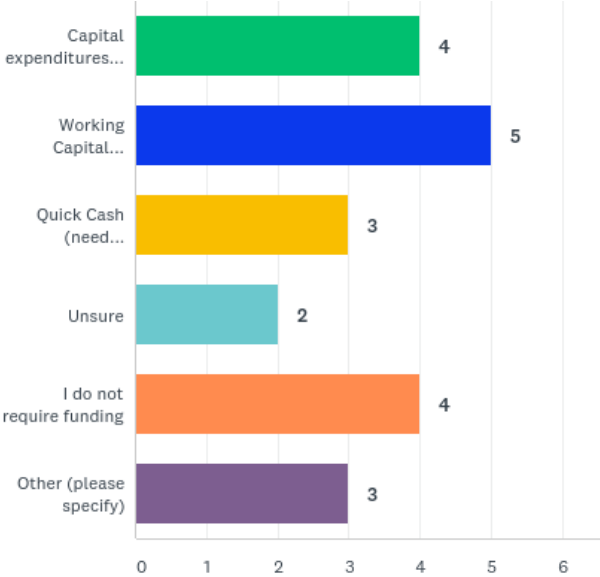
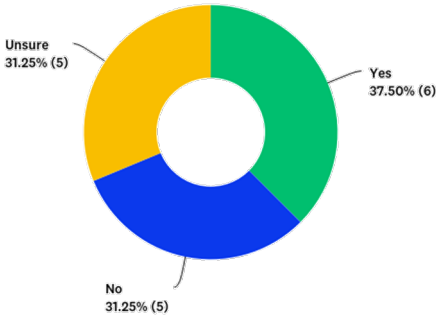
Key Findings

Large portion of respondents did not apply for programs in Wheatland County and a portion of those were also not eligible.

- Did not qualify
- Not applicable to my situation
- Unaware
- Did not apply
- Applied and waiting
- Receiving support and am satisfied I can continue operations
- Receiving support and require additional support to make ends meet
- Receiving support but unable to make ends meet and in jeopardy of closing my business

Those businesses who require financing, what for and how much?

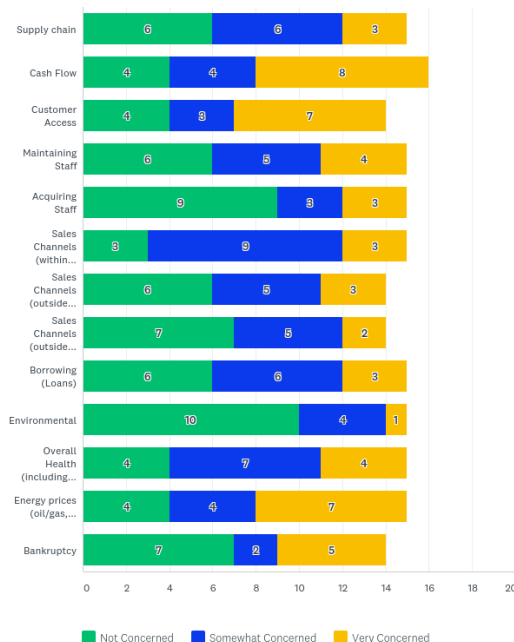
Answered: 16 Skipped: 0



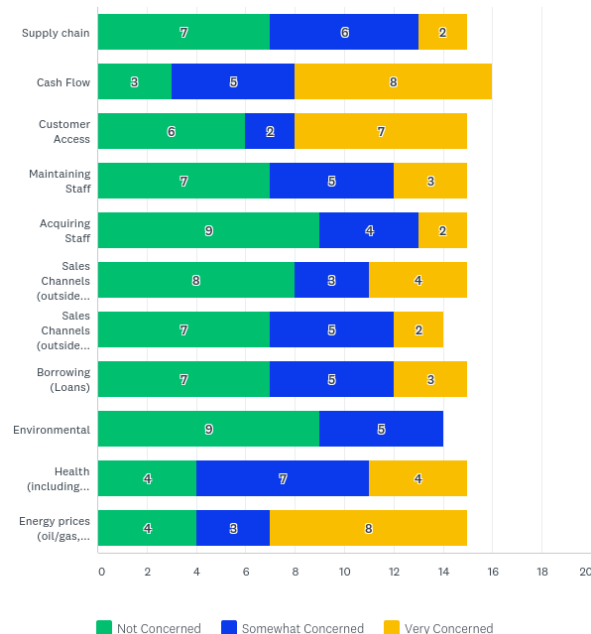
Please rate your level of concern in how these items will impact your business operations within the next 3 months and 4 – 12 months

Answered: 16 Skipped: 0

3 Months



4-12 Months



Please provide any additional information regarding your business you wish to share – Open Ended Responses

Answered: 73 Skipped: 0

- As a farmer who has a side agricultural related repair business ,seasonal , and my wife works off the farm at Rosebud theater for cash flow.. neither of us qualified for any assistance . cash flow is a real struggle.
- Support from all levels of government will be critical to whether or not Rosebud survives this crisis. In addition to this will be very busy in fundraising. Rosebud's survival will be dependent on the will and ability to support, of those who value this place.
- We do not qualify for the interest free loans as our T4 payroll is not high enough. Most of our staff are contractors.



Page 100

Village of
Rockyford



Key Priorities

- Training (Employees and Entrepreneurs)
- Business Retention and Expansion Initiatives
- Investment Attraction
- Labour Market Studies
- Relaunch Strategies
- Capital Programs
- Collaborative Partnership Opportunities amongst Business Support Services
- Continued Health Assessments and Check-ins with the Business Community



Next Steps

- Review Survey Results with Economic Development and Municipalities – June 3 meeting (potential)
- Establish potential tactics to address priorities
- Identify stakeholders (financial and in-kind)
- Communicate plan to business community



Wheatland County

Request for Decision

Regular Council Meeting

June 16, 2020

Report prepared by: Patrick Earl



Community Overview Document Draft

Recommendation from Administration

THAT Council receive the Community Overview Document for information.

Chief Administrative Officer's Comments

N/A

Report

The Community Overview Document was created to give a comprehensive snapshot of Wheatland County. The conception of the document was identified as an aid for investment attraction support for economic development activities and highlights data on aspects of activity and stories within Wheatland County. It has details on community services, planning support, and regions within the County.

Relevant Policies, Practices, and Legislation

Community overview documents are a common element of economic development packages in communities.

Alignment with the Strategic Plan

This document is an element of investment attraction activities which is a component of the economic development strategic and implementation plan within Community and Development Services.

Response Options

Option 1: THAT the proposed recommendation is accepted/approved.

Option 2: THAT the proposed recommendation is not accepted/approved.

Option 3: THAT an alternate recommendation is accepted/approved.

Implications of Recommendation

General

Once the draft is finalized it will be available for posting and download on both County websites. The document is designed for printing in a high-quality saddle stitched format.

Organizational

N/A

Financial

Printing costs if determined.

Environmental, Staff, and Public Safety

N/A

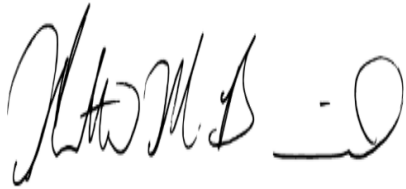
Follow-up Action / Communications

Final edits will be made and available for posting online, sent in email attachments and/or printed if determined.

Report Approval Details

Document Title:	Community Overview Document .docx
Attachments:	- Community Profile - DRAFT final.pdf
Final Approval Date:	Jun 8, 2020

This report and all of its attachments were approved and signed as outlined below:

A handwritten signature in black ink, appearing to read 'MB - 0'.

Matthew Boscarol

infinite landscapes



infinite possibilities

WHEATLAND COUNTY
COMMUNITY
profile
DRAFT





The information in this document is subject to change without notice and as data is obtained this document will be updated and reproduced.

It is advised that the reader verify all data before making any decisions or conclusions based on any of the information contained in this document.

This version was compiled and produced in March 2020. For the most recent version of the Community Profile, visit:
www.infinitewc.ca.



For further information, please contact:
Economic Development, Wheatland County
403-361-2163
wc@wheatlandcounty.ca

WHEATLAND COUNTY COMMUNITY profile



3	..Welcome from the Reeve
4	..Introduction
6-9	..History and the Hamlets
10	..Brand Story - The WC
11	..Location
12	..Climate
14	..Demographics
14	..Population and Growth
14	..Age Profile
15	..Language & Ethnicity
16	..Mobility
17	..Level of Education
17-18	..Income
19	..Labour Force
19	..Key Indicators
19	..Place of Work
20	..Labour by Occupation
20	..Business Counts by Industry
21	..Logistics
21	..Highways
21	..Rail Services
21	..Airports
22	..Taxes & Utilities
22	..Local Property Tax Rates with Regional Comparisons
23	..Local Assessment Profiles with Regional Comparisons
24	..Federal and Provincial Income Tax Rates - Corporate
25	..Waste Management and Recycling
26	..Communications Infrastructure
27	..Water and Waste Water
27	..Natural Gas and Electricity
28	..Irrigation
29-30	..Building & Development Related Fees (2020)
29-30	..Development & Planning Related Fees & Charges
29-30	..Wheatland County Master Fees Schedule
31	..Business Support Programs and Services
31	..Government
31	..Education, Employment & Training
32	..Financial
32	..Real Estate
34	..Quality of Life
34-35	..Housing
36-43	..Health, Social and Community Services
43	..Emergency & Protective Services
44	..Education
45	..Events
46	..Local Media
47	..Connect Information

welcome



from Reeve

AMBER LINK

As a long time resident and elected representative of Wheatland County, I welcome you to our story. Our story is one of the discoveries of our infinite landscapes and infinite possibilities. This region has provided for millennia to our indigenous people everything that they needed to flourish and build a foundation of culture and life. To the peoples who came here over the last few centuries to the present, that belief in possibility has provided additional fabric to the culture and prosperity of Wheatland County.

Agriculture is a foundational sector of our economy and has now diversified into oil & gas, green energy, manufacturing, tourism and more. Emerging industries through time have found a way to thrive here. It is the people and the land that seems to make this happen. Through respect of both, it is the secret to our infinite possibilities.

This Community Overview provides a snapshot of our path and the data to show where we are today. We hope through our story, you see possibilities and understand the opportunities in your future as a business or resident of this place.

Our Community & Development Services brand of the WC and its promise of infinite landscapes and infinite possibilities is our mantra. Many innovations and hard work within this community have designed our municipality and the quality of life we treasure within it. We welcome you to share in this experience and opportunity.

Reeve, Amber Link
Wheatland County

INTRODUCTION

Welcome to Wheatland County

Wheatland County has a population of 8,788 residents. The County is bordered on the west by Rocky View County, the south by Vulcan County and Siksika Nation, the east by the County of Newell and Special Areas 2, and on the north by Kneehill County and the Town of Drumheller. The prairie's natural beauty fills the eye in all parts of Wheatland County. From the golden fields near Standard to the badlands of the northeast, to the tranquility of the Bow River near Carseland, Wheatland County is an ideal blend of rural and urban lifestyles; we are next door to the city of Calgary, the fastest growing city in the most vibrant province of Canada.



Our proud heritage of independence and hard work shows in our farms and ranches - and our pride in the past is still evident in community rodeos and fairs each summer and fall. Our work ethic and dedicated stewardship of the land, once primarily agricultural, is now our strength we look forward to the future. Continuing growth and development in agribusiness, oil and gas, and manufacturing will add a vibrant entrepreneurial outlook.

HISTORY

Welcome to Wheatland County

On January 1, 1955, Improvement District No. 41, part of Improvement District No. 42, part of the Municipal Districts of Bow Valley No. 40, Serviceberry No. 43, and Kneehill No. 48, were merged into one new municipal district to be known as the Municipal District of Wheatland No. 40 for the first time.

The Municipal District of Wheatland No. 40 and the Wheatland School Division No. 40 joined together on January 1, 1961, and became known as the County of Wheatland No. 16.

On March 6, 1996, the name was changed from the County of Wheatland No. 16 to the name currently used, Wheatland County.

The formation of the Municipal District of Wheatland No. 40 document from 1954 can be viewed on the Municipal Affairs website.

The communities within Wheatland County have a long and proud agricultural history and there are many century farms still in operation.



Today, Wheatland County is a diverse and growing region consisting of nine hamlets (urban areas) that the County governs and the three villages of Hussar, Rockyford, and Standard, as well as the Town of Strathmore. The villages and Strathmore are governed by their own elected councillors and mayors.

An overview of the all the communities in the region tell the story of pioneers migrating west to work the land and build a nation. Much of the pioneering spirit shows in the creativity and entrepreneurial spirit that still shows in the region today.

DRAFT

The Hamlets

Carseland

Carseland is located on Highway 24, approximately 23 km (14 mi) south of the Hamlet of Cheadle, Alberta and 26 km (16 mi) south of Strathmore.

The advent of the cattlemen in the late 1800s to the Bow River country, west of the Blackfoot Indian Reserve brought men like: Major General Thomas Bland Strange (1881), Charlie Hawks, Colonel Arthur Goldfinch, Felix McHugh (1886), and Colonel Arthur Wyndham (1887) to the Carseland area.

When the Military Colonization Company, which Strange had founded ceased to exist, the Canadian Pacific Railway (CPR) permitted free grazing on their 3,000,000 acres (12,000 km²) on the north side of the Bow and it attracted many new settlers to the area.

The Addemans, Moffats, and McGregors purchased the Horsetrack from the Goldfinchs and started the Horsetrack Cattle Company in 1901. Others such as Groves, Moorhouse, Brown, McHughes, McKinnon, and Newbolts soon followed.

When the open range came to an end, most of the areas cattlemen became the first grain farmers of the district.

In 1903, the CPR brought irrigation to its large land acquisitions in the Carseland area.

As the land prospered and more product was being shipped by rail to market, the CPR began construction of the Gleichen/Shepard cut-off in 1913. These rails carried troops to the First World War in 1914.

Due to its proximity to the river crossing and railway, Carseland grew rapidly into a prosperous community during the 1920s through 1940s. It boasted six grain elevators, a railway station, school, general store, barber shop and pool-room, post office, restaurant, garage and Ford car dealer, well house, lumber yard, hardware store, meat market, bank, stock yards, two churches, hotel, and community centre. Only three original buildings still standing on Railway Avenue are the hotel, the post office was formerly the Carseland Meat Market owned by the Bonitz family (and is now in the one strip mall) and the former hardware store - all of which were built in 1916.

Chancellor

Chancellor is a hamlet in southern Alberta, Canada within Wheatland County. It is located approximately 26 kilometres (16 mi) north of Highway 1 and 86 kilometres (53 mi) east of Calgary.

Chancellor originally was built up chiefly by Germans, who named the hamlet after the office of Chancellor of Germany.



Irrigation brings settlement and the Canadian Pacific Railway across southern Alberta

The Western Irrigation District's roots are firmly planted in the history of Alberta. The federal government agreed to grant arable land to the Canadian Pacific Railway in payment for the construction of a railroad joining Canada from coast to coast. Included in this grant was land previously described as fit for homestead only if an irrigation system could be supplied. With the mountains in the background and the vast prairies to the east, the slope of the ground was ideal to construct a gravity irrigation system.

In order to attract settlers to the area, the CPR began construction of a network of irrigation canals and reservoirs starting with a diversion weir across the Bow River in Calgary in 1904. With the construction of Main Canal, water was carried from the Bow River into Reservoir #1 (Chestermere Lake) and in 1905 it was filled for the first time. By 1910 secondary canal systems were constructed and settlers had already received delivery of irrigation waters.

Following the collapse of the economy in 1929, the CPR planned to divest itself of the two irrigation districts which had been developed. On May 1, 1935, the Eastern Irrigation District (EID) was formed. Originally the CPR had planned on closing the western section but after two years of meetings between the farmers and the CPR, the Western Irrigation District (WID) was born on May 1, 1944.

(from the Western Irrigation District website www.wid.net)

Rich Indigenous History

Blackfoot Crossing, located near the hamlets of Cluny and Gleichen, has been a focus of human activity for many generations and a meeting place for many

The Hamlets

Cheadle

The Canadian Pacific Railway named the community Cheadle for Dr. Walter Butler Cheadle of Milton and Cheadle explorers who traveled across the prairies and Rocky Mountains in the 1860s. Dr. Cheadle and Lord Milton were co-authors of the book "The North-West Passage by Land" (London, 1865), which described their expedition in considerable detail.

A record was made when laying the railroad tracks between Strathmore and Cheadle when the railway was built. "In one hour a mile of steel was laid. And, at the end of the ten-hour working day, the rails were laid to Cheadle, nine miles and 300 feet for a record." The ties had been strung the night before.

There was just one minor building in Cheadle when the early ranchers and homesteaders began to arrive in the late 1890s. It was a post office, store, and boarding home, run by Mrs. Florence Belwer for the CPR section-men. Cheadle began to grow in the years 1906-1916 to a hardware store, barbershop, blacksmith, restaurant, pool hall, dance hall, three grocery stores, water tank, CPR station and section houses, stockyards, lumberyard, two grain elevators, and several residences. The CPR had once planned to locate Ogden Shops in Cheadle.

The arrival of the automobile and another CPR line from Gleichen to Calgary, through Carseland and Dalemead, along with the building of the CNR through Lyalta and Ardenode, quickly halted the growth of Cheadle. A lack of directional sign along Highway 1, indicating Cheadle's location, also contributed to the hamlet's demise. Most travelers became completely unaware of Cheadle's existence, and it was often missed from Alberta maps.

At one time, grain was hauled to Cheadle from Carseland. The transport teams ate and rested in Cheadle before returning. This all brought much of the business to Cheadle and raised the total number of grain elevators to 3. By 1971, Cheadle's post office and grocery store closed. It was purchased by Fritz Gosteli, a local acreage owner originally from Switzerland, who transformed the building into a two-story single family residence. There were two main businesses at that time; Risdon's Tomato Enterprise and Ken Hendry's Manufacturing, which was built two years prior.

Cluny

It is located 3 kilometres (1.9 mi) south of Highway 1 on a Canadian Pacific Railway line and Highway 843, approximately 87 kilometres (54 mi) southeast of Calgary. It has an elevation of 570 metres (1,870 ft).

The village at Cluny is similar to earth lodge villages found along the Missouri River in what is now North and South Dakota. This is why archaeologists first thought that the village

peoples and aboriginal cultures. For this reason the site is of integral importance to the traditions of the Siksika Nation. At the cultural and geographic centre of traditional Blackfoot territory, it was one of the few places where the Bow River could be forded safely. Consequently, it was the site where representatives of the five First Nations of the Blackfoot Confederacy (Tsuu T'ina, Kainai, Siksika, Nakoda, and Peikuni) met Canadian treaty commissioners in September 1877 to sign Treaty No. 7. The site continues to be significant to the modern Siksika community as the natural and cultural resources of Blackfoot Crossing bear witness to a continuous history.

The rich variety of the archaeological resources at Blackfoot Crossing reflects the long history of the site and its importance in the traditions of the Siksika. The social and cultural values of the site for the Siksika Nation are enhanced by the rich variety of the archaeological resources that reflect the long history of Blackfoot Crossing. The remains included medicine circles, boulder effigies, cairns, buffalo and antelope jumps, Sundance sites, and tobacco planting fields. Nearby are the earthworks of the Earthlodge Village built circa 1740 by an, as yet unidentified Aboriginal people, which bears witness to the interaction of different native cultures at the Crossing. In more recent history, the grave of Crowfoot and his last campsite and the monument to the Cree Chief Poundmaker are of especial importance to the Siksika Nation. In addition, the sites of the first Oblate mission, a whisky trading post, and an Indian Agency post, are evidence of more recent interaction of native and white cultures.

Sources: Historic Sites and Monuments Board of Canada, Minutes, November 1992; July 2009.

Canadian Register of Historic Places in Wheatland County

Gleichen Water Tower - Gleichen
Ward Effigy Archaeological Site - northeast of Cluny

The Hamlets

had perhaps been occupied by the ancestors of the historic Crow and Hidatsa, who came from this region. These peoples would have fled from their traditional territory along the Missouri River to escape the ravages of a Smallpox epidemic. They would have stayed in southern Alberta briefly before either dying out, or returning to their traditional territory.

More recent research has triggered a second hypothesis. Archaeologists have found pottery very similar to that found at Cluny at a number of other archaeological sites throughout southern Alberta and Saskatchewan, and in northern Montana. This suggests that the region was inhabited by the same or closely related peoples. Cluny and the other sites with similar pottery might represent the expansion of a group of native peoples into those areas. These were possibly the ancestors of the historic Assiniboine.

Cluny is the only site containing this distinctive pottery where a trench, palisade, and pit structures have been found. Perhaps the similarity of these features to the earth lodge villages in the Dakotas is more superficial than real, however. The fortifications at Cluny could have been used to contain and protect the recently introduced and presumably very valuable horses from theft by neighbouring groups.

Gleichen

It was named after Lord Edward Gleichen in 1884. Gleichen was originally incorporated as a village on January 24, 1899 and then incorporated as a town on May 6, 1910. After nearly 100 years as a municipality however, Gleichen dissolved to hamlet status under the jurisdiction of Wheatland County on March 31, 1998.

During the formation of the province, Gleichen was large enough to have its own seat in the Legislative Assembly of Alberta (see Gleichen provincial electoral district). Its population peaked at 668 according to the Canada 1921 Census.

Due to its proximity to the railroad, Gleichen was readily accessible to farmers and ranchers living in the area. Its mostly wooden structures however posed an increased risk of widespread fires. After the community burned a second time in 1912, many of its residents moved elsewhere, mostly to Calgary.

Lyalta

Lyalta is located 8 kilometres (5.0 mi) north of Highway 1, approximately 32 kilometres (20 mi) east of Calgary.

Brief History of Canadian Pacific Railway Supply Farm No. 1 at Strathmore

The Canadian Pacific Railway (CPR or C.P. Rail) was Incorporated in 1881 for the purpose of constructing railroad west from Winnipeg to Vancouver, thereby encouraging and attracting settlers to establish homesteads across the west in a band along the railroad.

Initial plans were to construct the railroad west from Winnipeg to Edmonton, then on to Vancouver; thus, avoiding the Palliser Triangle, a large tract of treeless, arid land deemed unsuitable for intensive agriculture and therefore unlikely to generate a transportation services demand sufficient to warrant the cost of establishing a railroad.

Canadian Federal Government wished to have the railroad established relatively close to the 49th parallel in order to secure a strong Canadian presence on the prairies and thereby minimize American interests in the area.

The Canadian Federal government and CP Rail, reasoned that irrigation services would make the Palliser Triangle sufficiently productive to sustain intensive agricultural practices. In turn, the increased productive capacity would attract thousands of settlers thereby increasing demand for CP Rail services as well as securing the area as a part of Canada.

CP Rail agreed to develop large scale irrigation projects if the Canadian Federal Government would consolidate the company's land grants into an area of three million acres north of the Bow River and running between Calgary and Medicine Hat.



(from the Western District Historical Society)

The Hamlets

Namaka

Namaka is located approximately 10 kilometres (6.2 mi) south of Highway 1 and 55 kilometres (34 mi) east of Calgary. Its name means "near the water" in Blackfoot. The first school was built in 1909.

Nightingale

Nightingale is located 4 kilometres (2.5 mi) west of Highway 21, approximately 53 kilometres (33 mi) east of Calgary.

Rosebud

Previously an incorporated municipality, Rosebud dissolved from village status on January 1, 1946 to become part of the Municipal District of Grasswold No. 248.

Rosebud is located on Highway 840, approximately 100 kilometres (62 mi) northeast of Calgary and 25 kilometres (16 mi) southwest of Drumheller. It sits in a sheltered valley on the Rosebud River near the edge of the Canadian Badlands. This area was called Akokiniskway by the Blackfoot people, which translates roughly to "by the river of many roses."

The hamlet was founded in the 1885 by James Wishart. While following the Gleichen Trail to Montana with his family, they awoke to the river valley covered by wild roses, Alberta's official flower. Wishart then reportedly said, "Here's the promised land, we go no further."

The beauty of the valley has attracted many people throughout the years, from nature lovers to artists. Notable artists A. Y. Jackson and H. G. Glyde, members of the Group of Seven, spent a summer in 1944 painting in the area.

Over the years, farming and coal mining have been the primary industries. In 1972, the Severn Creek School was shut down as part of an Alberta wide education consolidating process and local children were bused to Standard and Drumheller. This resulted in many of the local businesses being closed and the hamlet population dropped to under a dozen people. However, the farming community of around 400 still support a seed cleaning plant.

In Easter 1973, a group of young adults from Calgary brought about 40 teenagers out and camped in the then empty mercantile. This pilot event evolved into a summer camp initially funded by a grant from the Alberta government and then supported as Rosebud Camp of the Arts by Crescent Heights Baptist Church in Calgary. In 1977, a high school was founded using the old buildings of the town as classrooms and emphasizing practical,

Three irrigation projects were proposed by the CP Rail and named Western Section, Central Section, and Eastern Section. The Western Section was first to be developed under the direction of the Canadian Pacific Irrigation Division. Project offices were established at Strathmore; construction started in 1903 and was completed in 1910.

In conjunction with the new irrigation project and further encourage settlement of company lands, CP Rail established a demonstration and supply farm at Strathmore in 1908.

The farm became world famous for the productive capacity of its dairy herd and for the farm's crop and livestock breeding programs.

(from the Western District Historical Society)

CPR Supply Farm No.1 Grainery

The grainery was built by the Canadian Pacific Railway (C.P.R) as one of many buildings constructed on this site as part of the Canadian Pacific Railway Supply Farm No. 1, a project that began in 1908. The purpose of the farm was threefold: to educate area settlers in proper irrigation farming practices and animal husbandry; to demonstrate the productive capacity of irrigated prairie soils; to entice new settlers to the prairies. The CPR decided to end the operation of Supply Farm No. 1 and sell the farm property in the early 1940s. This granary is the only surviving structure of the farm.

The wood used to construct this granary was repurposed timbers from old CPR bridges and CPR railway ties. The floor is the original concrete where one can see evidence of human and equipment imprints that occurred during the hardening of the concrete.

The building design presents a north/south alley with grain storage bins on either side of the alley. The storage partition material has been removed and repurposed as siding for the two outbuildings located south of the granary.

Over the years, the granary began to show significant signs of wear. The north wall and roof began to collapse, windows and doors were broken, and substantial debris had collected within the structure. Ten years ago, Abe Fehr, a local building contractor, was asked to inspect the structure for possible restoration. The condition of the granary today is the result of Abe and his crews commitment to excellence.

(from the Western District Historical Society)

The Hamlets

visual, music, and the performing arts in its curriculum. In the 1980s, the Rosebud School of the Arts began to run theatre, which eventually developed into Rosebud Theatre and the school shifted its emphasis to post-secondary education. Today, the Rosebud Theatre runs as a fully professional company that offers programming year round and is a tourist attraction drawing patrons from Calgary and Drumheller.



(from the Western District Historical Society)



(from the Western District Historical Society)

BRAND STORY

The WC

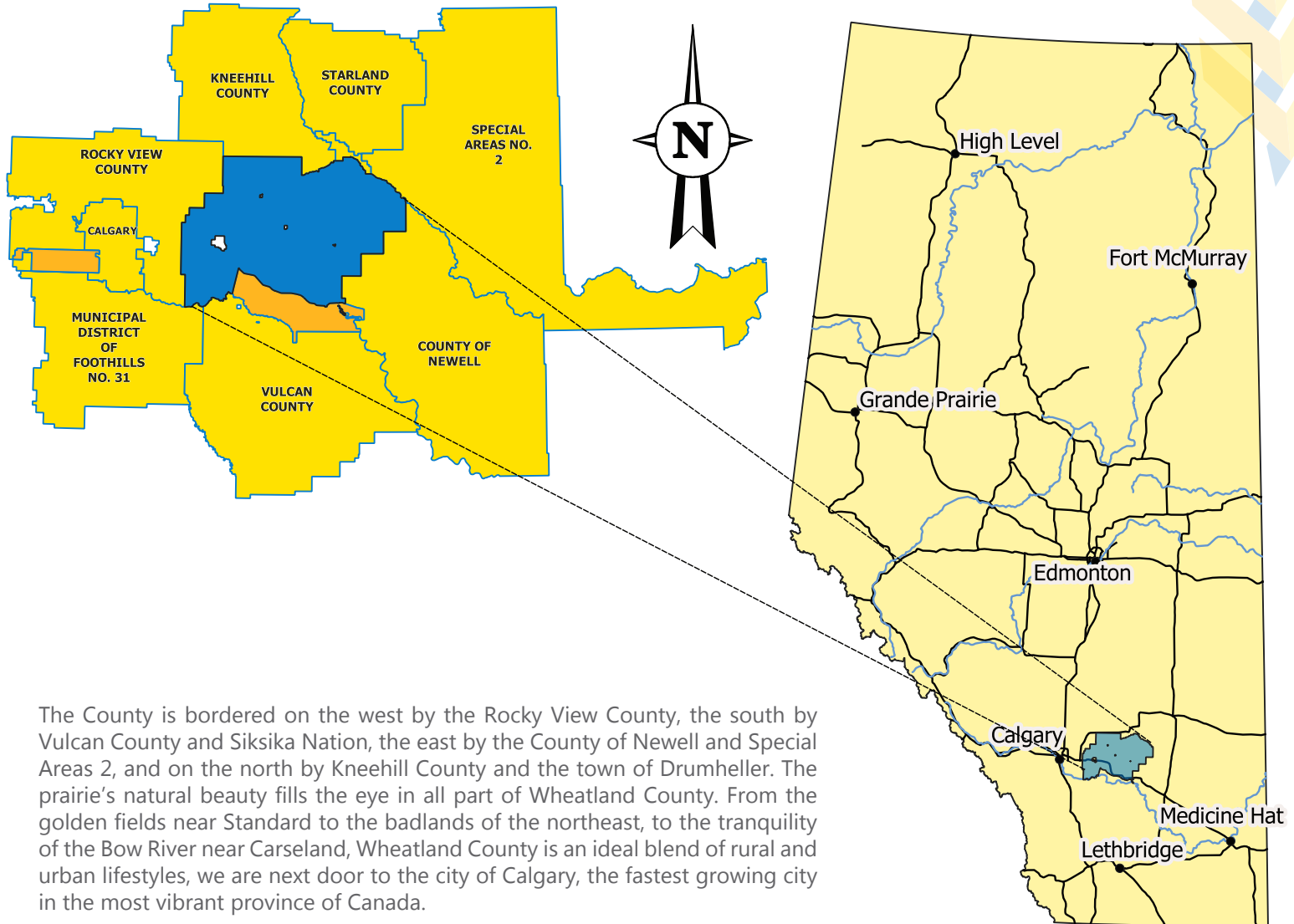
Our vision comes from existing in the dominant landscape of Wheatland County. It crosses the generations that have built the way of life in this place. It is the essence through millennia of the people who built foundations of culture and a way of life, balancing the environment with survival, yet flourishing in nature's diversity of our region.

Pre-determined constraints should be the only things that define one's limits. In Wheatland, the horizon reaches to infinity, and we embrace that limit in achieving our goals.

We respect where we come from and learn from those experiences. It is a goal to get to the horizon and yet realize the journey is an experience in itself. The people we meet, work with, and build partnerships are part of that journey. The brand is the capturing of the stories of our region and then sharing them out to the world. The brand has been designed, but never finished...the story is still being written. It is infinite.

That is the essence of our brand, our promise, and our vision.





The County is bordered on the west by the Rocky View County, the south by Vulcan County and Siksika Nation, the east by the County of Newell and Special Areas 2, and on the north by Kneehill County and the town of Drumheller. The prairie's natural beauty fills the eye in all part of Wheatland County. From the golden fields near Standard to the badlands of the northeast, to the tranquility of the Bow River near Carseland, Wheatland County is an ideal blend of rural and urban lifestyles, we are next door to the city of Calgary, the fastest growing city in the most vibrant province of Canada.

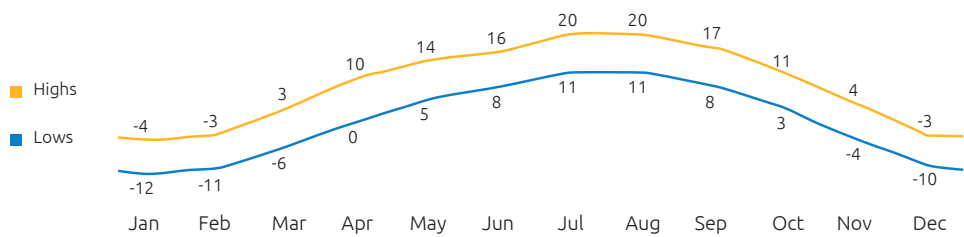


Wheatland County is located in a region of Alberta that experiences ‘Chinook’ winds. Chinooks, are föhn winds in the interior West of North America, where the Canadian Prairies extend out of the Canadian Rockies mountain range. The Blackfoot people term this wind “Snow Eater.”

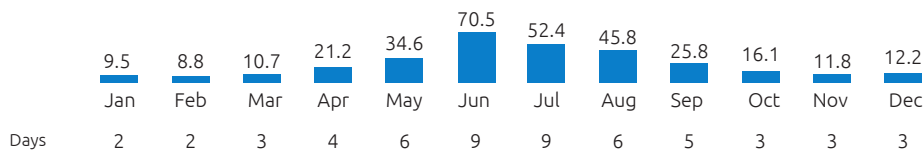
A strong föhn wind can make snow 30 centimetres deep almost vanish in one day. The snow partly melts and partly sublimates in the dry wind. Chinook winds have been observed to raise winter temperatures, often from below –20 °C to as high as 10–20 °C for a few hours or days, then temperatures return to their base levels.

The region is also exceptional for agriculture with its long summer daylight days. Irrigation is also active in the region to allow for a diversity of crops and livestock production. Sunlight is also abundant in Wheatland County as well for green energy production and due to the terrain near the mountains allows for opportunities in wind energy development.

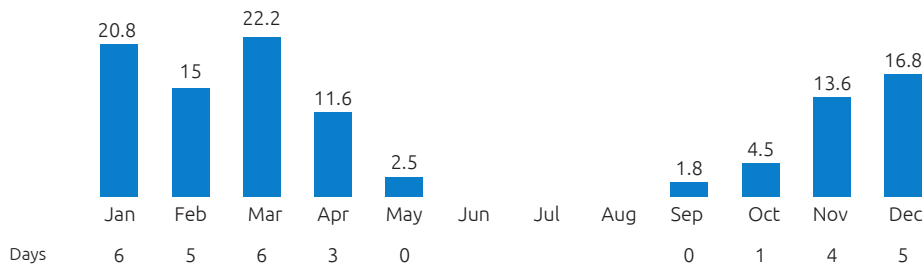
Temperature (°C)



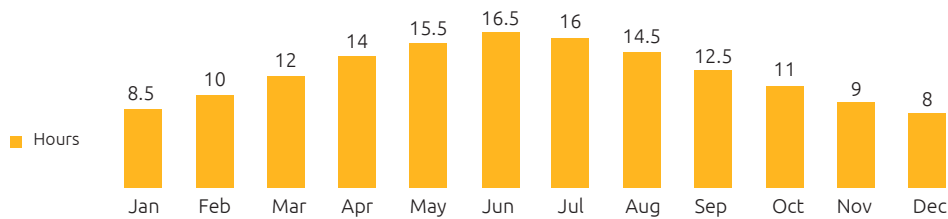
Rainfall (Millimetres)



Snowfall (Centimetres)



Daylight



Source: NOAA



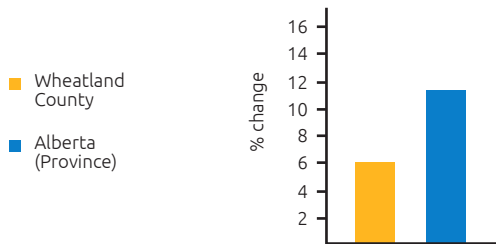
Wheatland County is primarily a rural region with an agricultural heritage based on European decedents and multi-generational families who migrated to the area as the Province of Alberta came into Canadian Federation at the turn of the 20th century. With the proximity to the metropolitan region of Calgary, many people and families are looking for the quality of life that Wheatland County provides. Many of the homes in Wheatland County, as well as the hamlets, are single-family dwellings. The hamlets tend to have large lots and housing types ranging from mobile homes, bungalows, to large multi-story homes.

The population on the western side of the County and around Strathmore are seeing more country-residential development with a commuting workforce, and small business, and industrial development.

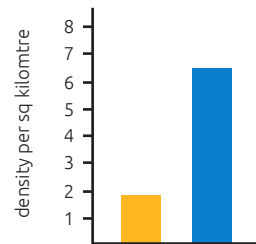
The eastern side of the County still hosts many large farms, much like the way the County has been since it became a municipality. The east is also seeing an emergence of diversity with green energy development and technology strides around agriculture production.

The Siksika Nation shares much of Wheatland County's southern border. Many indigenous people from the Nation also live and work in Wheatland County and in the towns within the region.

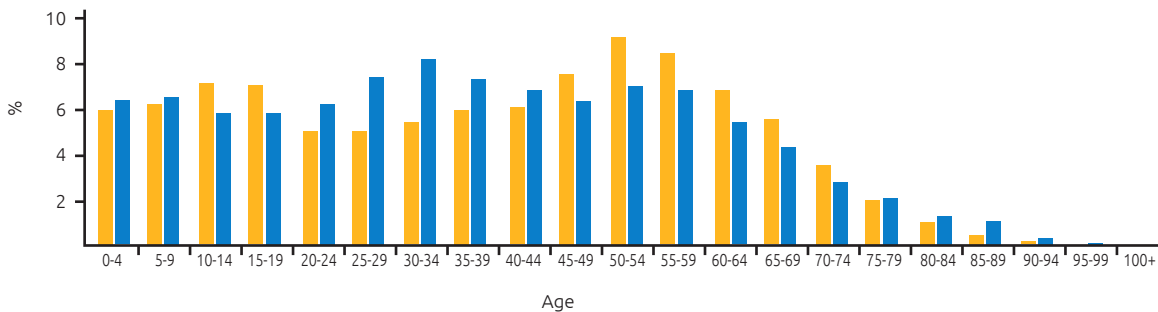
Population % change 2011-2016



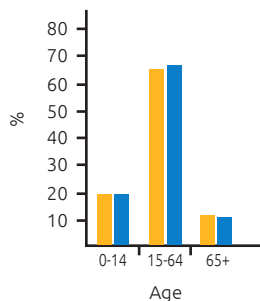
Population density / km²



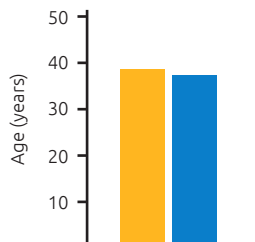
Age groups - 100% data, both sexes



Distribution % of population by broad age groups



Average age of population



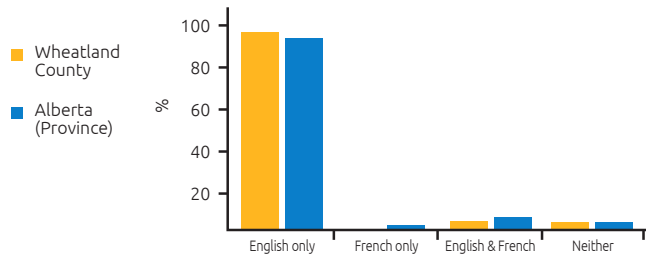
Demographics

Language & Ethnicity

Wheatland County data shows most residents speak predominately English and are of European descent which is common in the rural areas on the Canadian Prairies. The Alberta comparisons are skewed by the urban areas of the major cities, where more language and ethnic diversity is more common.

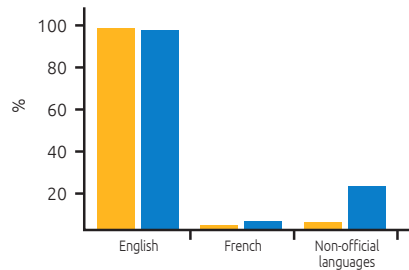
Knowledge of official languages

total population excluding institutional residents, both sexes



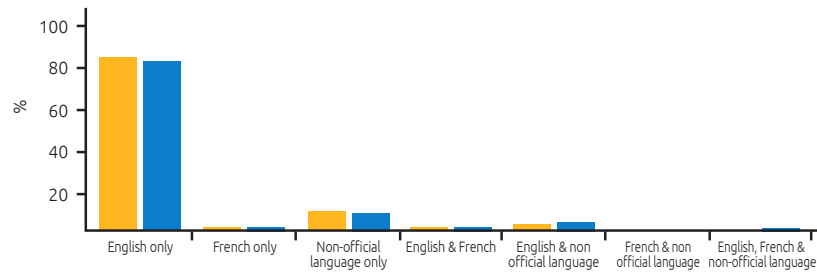
Knowledge of languages in private households

25% sample data, both sexes



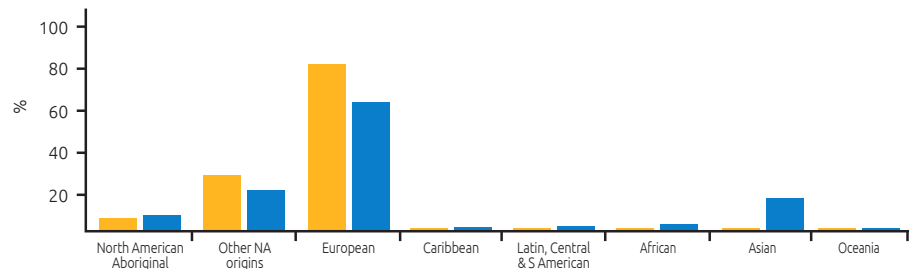
Languages spoken most often at home

total population excluding institutional residents, both sexes



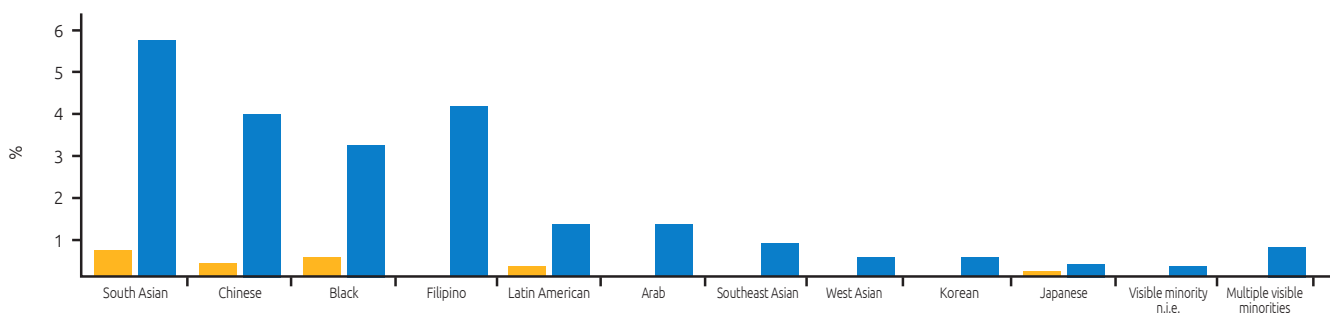
Ethnic origin for the population in private houses

25% sample data, both sexes



Visible minority for the population in private houses

25% sample data, both sexes



Source: Statistics Canada (2016)

Demographics

Mobility

Geographic mobility refers to a population's geographic movement over time. Residents in Wheatland County have tended to stay within the community more than the provincial average.

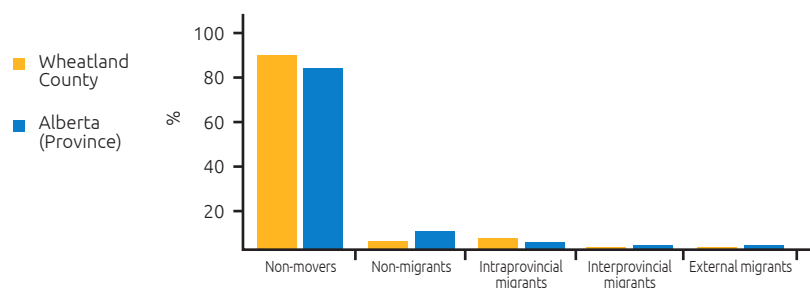
When the geography refers to Canada, a province or a territory, 'intraprovincial in-migrants' refers to intraprovincial migrants, which are persons who moved to a different city, town, township, village, or reserve within Canada, but stayed within the same province or territory.

When the geography refers to Canada, a province or a territory, 'interprovincial in-migrants' refers to interprovincial migrants, which are persons who moved to a different city, town, township, village, or reserve within Canada, and changed province or territory.

External migrants include persons who lived outside Canada.

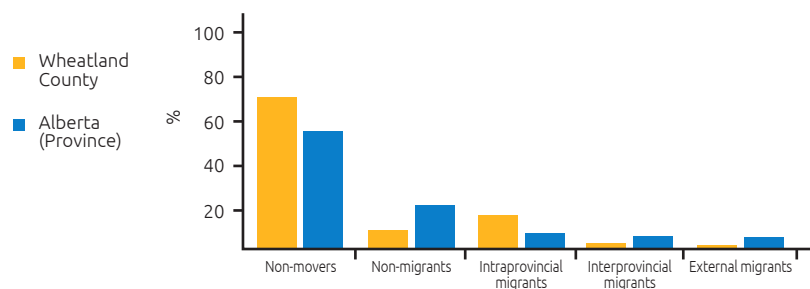
Mobility status 2015 (1 year before 2016 census)

25% sample data, both sexes



Mobility status 2011 (5 years before 2016 census)

25% sample data, both sexes



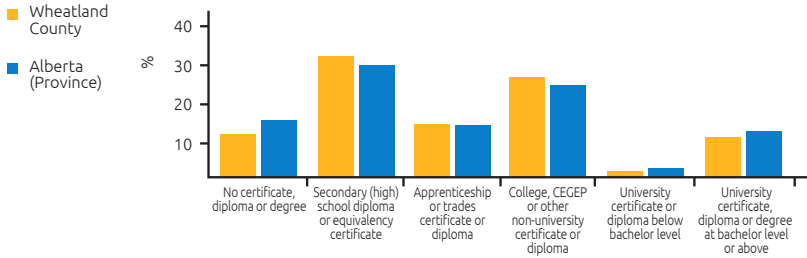
Source: Statistics Canada (2016)

Demographics

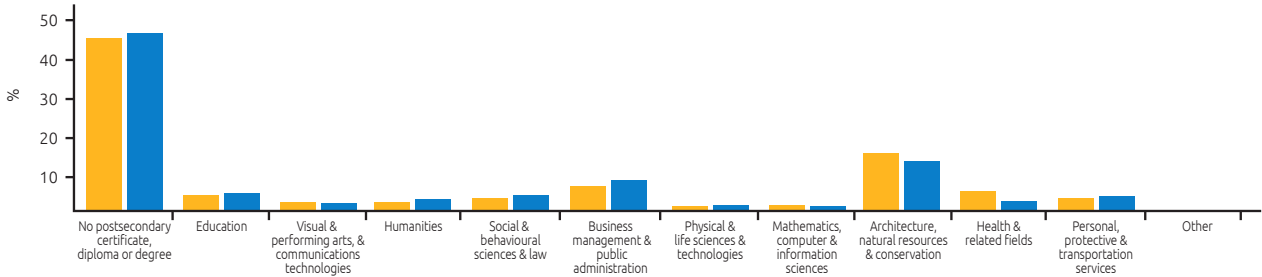
Level of Education

In the charts below, the education background aligns to the provincial average or slightly better for basic secondary diploma, trades, or college certificates and diplomas. Architecture, natural resources, conservation, and health are higher than the provincial average for areas of study.

Highest certificate, diploma, or degree aged 25-64 in private households
25% sample data, both sexes



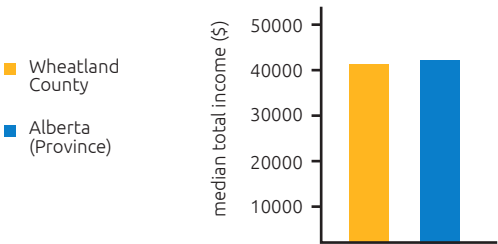
Major field of study - classification of instructional programs (CIP) 2016 - aged 25-64 in private households
25% sample data, both sexes



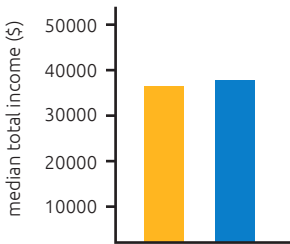
Source: Statistics Canada (2016)

Income

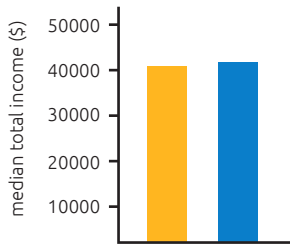
Median total income in 2015
100% data, both sexes



Median after tax income in 2015
100% data, both sexes



Median market income in 2015
100% data, both sexes

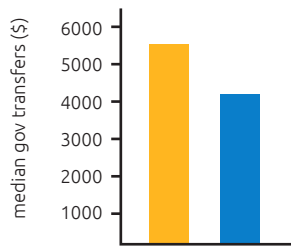


Demographics

Income (cont'd)

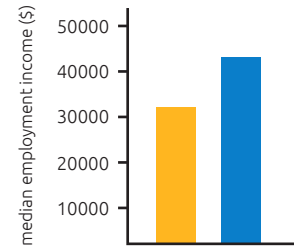
Median government transfers in 2015 among recipients

100% data, both sexes



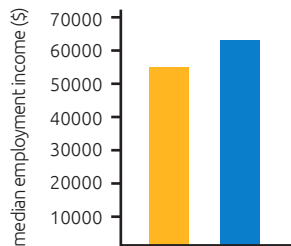
Median employment income in 2015

100% data, both sexes



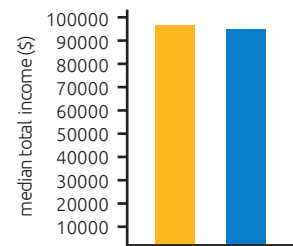
Median employment income for full-time workers in 2015

25% sample data, both sexes



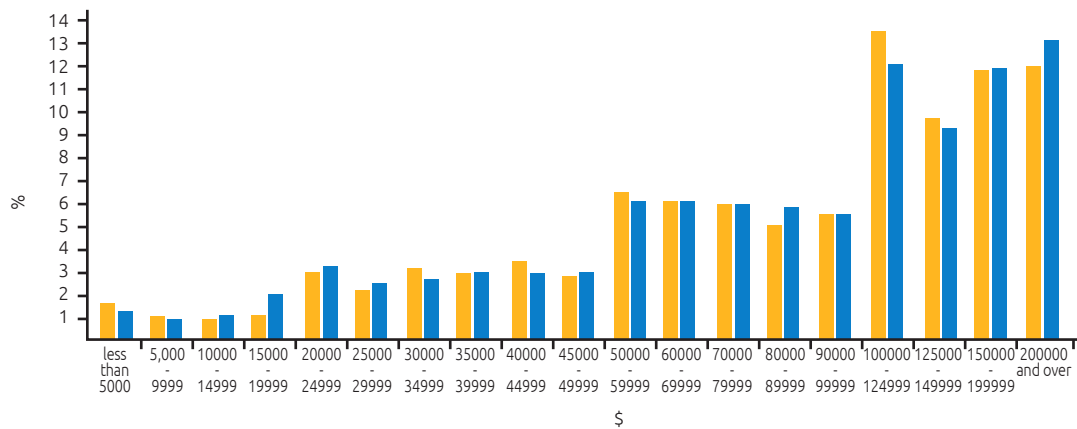
Median total income of households in 2015

100% data



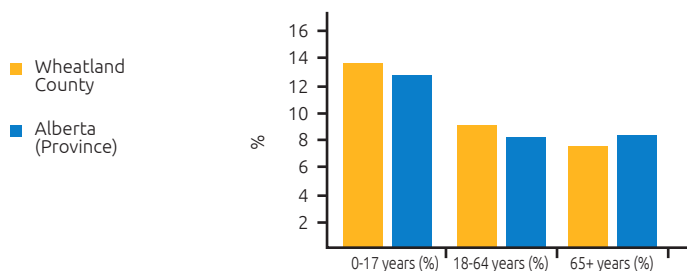
Household total income groups in 2015 for private households

100% data



Prevalence of low income based on low income after tax

100% data, both sexes



Source: Statistics Canada (2016)

LABOUR FORCE

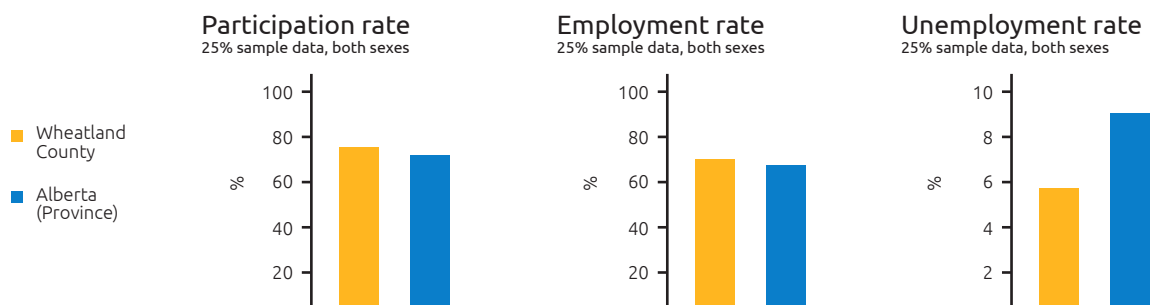


Labour

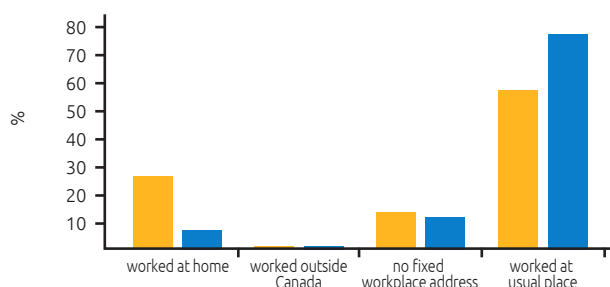
You will see much of the labour is attached to management, trades, natural resources, and agriculture production (page 20). With the employment options provided in Wheatland County or in commutable distances to the Calgary region, residents have many options, while also enjoying the quality of life Wheatland County has to offer.

Key Indicators

Participation and the employment rate is higher than the provincial average in the region, with a much lower unemployment rate in Wheatland County than the provincial average.

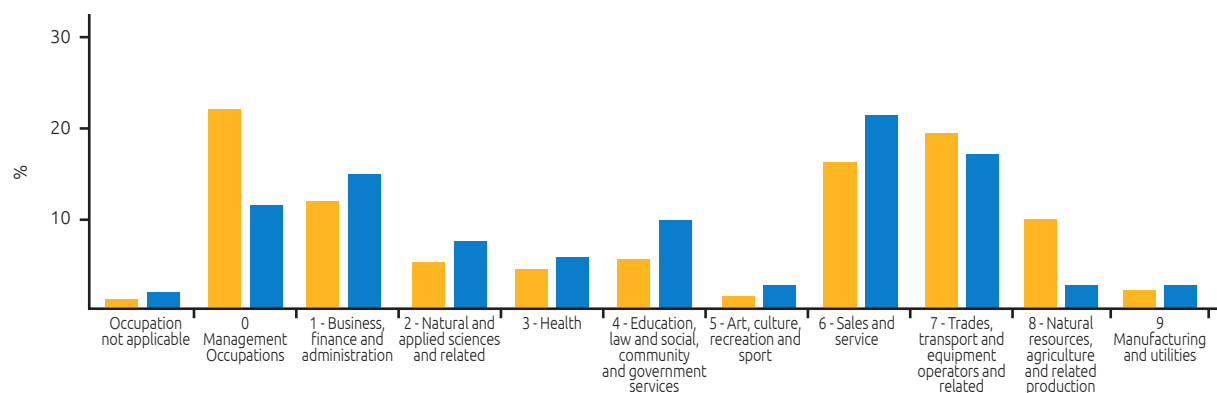


Place of work status for employed labour force aged 15 years and over in private households
25% sample data, both sexes



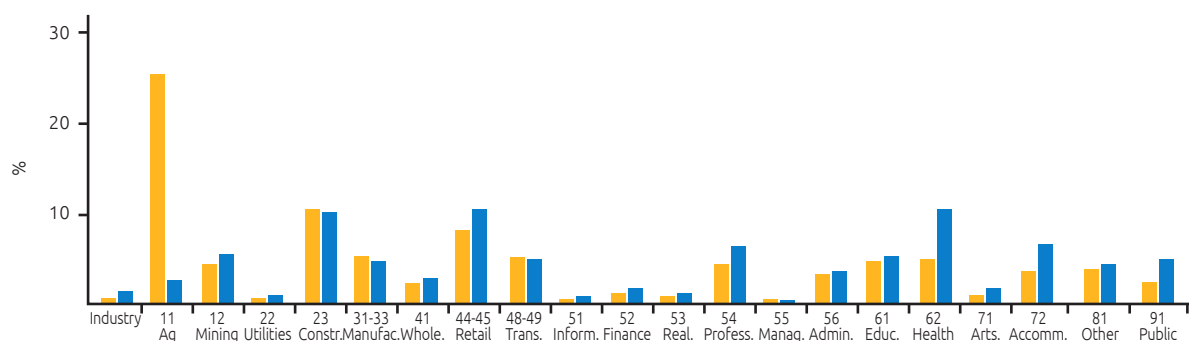
Total labour force aged 15 years and over by occupation

National Occupational Classification (NOC) 2016 - 25% sample data, both sexes



Total labour force population aged 15 years and over by Industry

North American Industry Classification System (NAICS) 2012 - 25% sample data, both sexes

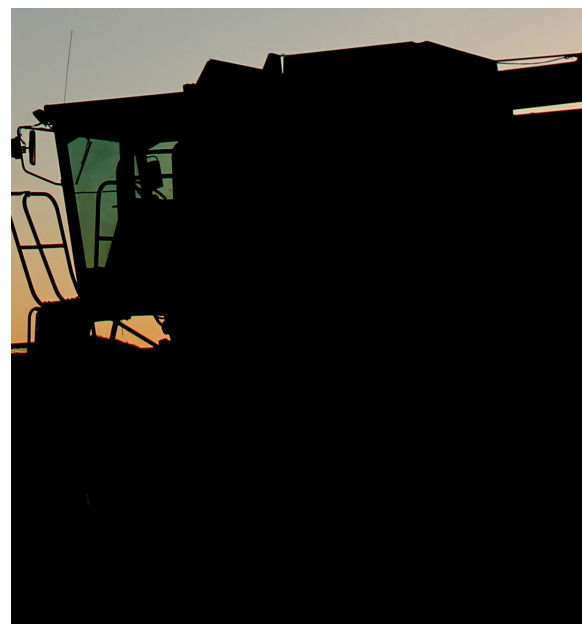


Source: Statistics Canada (2016)

Business Counts by Industry 2012-2017

Industries with the Largest Number of Businesses (1 or more employees)

	2012	2017	% change
Farms	102	110	7.8
Building Equipment Contractors	14	22	57.1
Support activities for mining, oil & gas extraction	26	21	-19.2
Full-service restaurants and limited-service eating places	20	19	-5.0
Management, scientific and technical consulting	13	16	23.1
Other specialty trade contractors	8	13	62.5
Specialized freight trucking	21	13	-38.1
Traveller accommodation	11	13	18.2
General freight trucking	15	12	-20.0
Religious organizations	12	12	0.0
Oil & gas extraction	7	11	57.1
Residential building construction	8	11	37.5
Foundation, structure and building exterior contractors	12	11	-8.3
Commercial and industrial machinery and equipment repair and maintenance (except automotive and electronic)	15	11	-26.7

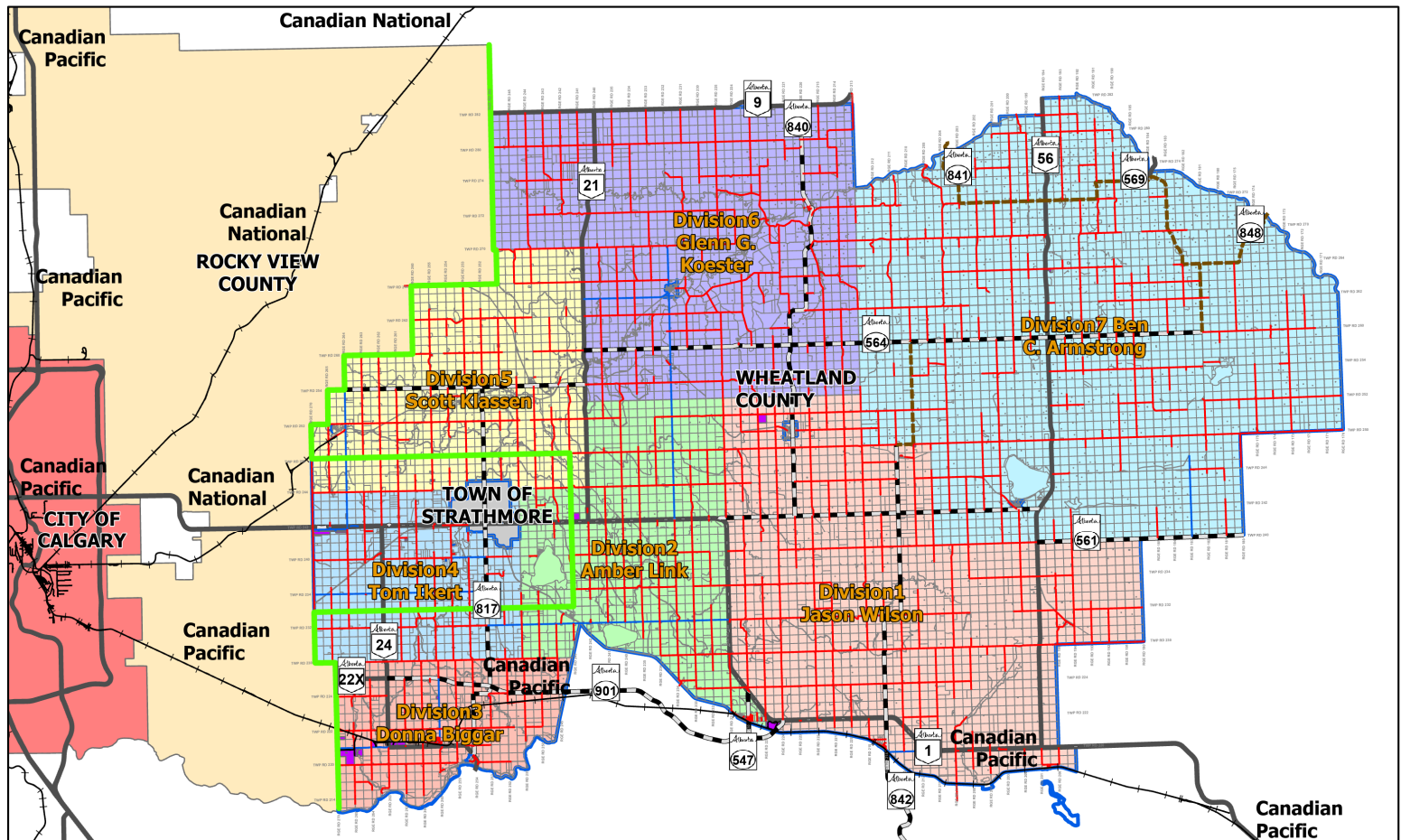


Highway 1 (Trans-Canada) is the primary high-load corridor cutting through Wheatland County. It connects through Calgary and east through to Brooks, Medicine Hat, and into Saskatchewan and beyond. The Trans-Canada Highway joins both the east and west coasts of Canada. With connection to the Calgary Ring Road (Highway 216) connections are easily made to Highway 2 to Edmonton, and the Alaska and Yellowhead Highways, and south into the United States. Other primary highways in Wheatland are Highway 24 to Lethbridge and the heavy industrial region in Wheatland County of Goldfinch Industrial near Carseland. Highway 21 connects to Fort Saskatchewan and Alberta's Industrial Heartland. Highway 9 runs through Drumheller and is the east corridor to Saskatoon. Highway 56 connects to Drumheller as well and is a travel corridor through east central Alberta.

Canadian Pacific Rail (CP) runs along the southern region of Wheatland County and connects Calgary through to Vancouver to the west and eastern Canada through the east. CP Rail connects into Calgary also connects north into Edmonton. Canadian National (CN) has a short spur into Lyalta in the western part of the County, connecting into Calgary and into its main line for connections north into the Edmonton region and out from there.

Traffic counts for provincial roadways can be [found here](http://www.transportation.alberta.ca/mapping/) (http://www.transportation.alberta.ca/mapping/) using Alberta Transportation data.

Wheatland County provides good connectivity for moving product by either rail or truck. The western boundary is under 40 kilometres (25 miles) to the Calgary International Airport that provides air service to 18 million passengers (2019), 4,305 cargo landings (2019), and is Canada's fourth busiest airport.



0 5 10 20 30
Kilometers

Wheatland County makes no claims, no representations, and no warranties, express or implied, concerning the validity (express or implied), the reliability or the accuracy of the GIS data and GIS data products furnished by the County, including the implied validity of any uses of such data.

- CMRB BOUNDARY
- RAILWAY
- PRIMARY HIGHWAY
- SECONDARY HIGHWAY (PAVED)
- SECONDARY HIGHWAY (GRAVEL)
- PAVED
- GRAVEL
- INDUSTRIAL PARCEL
- DIVISION 1
- DIVISION 2
- DIVISION 3
- DIVISION 4
- DIVISION 5
- DIVISION 6
- DIVISION 7

Local Property Tax Rates with Regional Comparisons

Wheatland County tax rates exist in the lower middle of the regional counties it is surrounded by. This can be attributed to good fiscal management of services, linear assets to aid in capital and operational support for new infrastructure development and maintenance, as well as services.

2019 - Property Tax Rates Profile (expressed in mills)

Residential/Farmland	Wheatland	Rocky View	Kneehill	Newell	Vulcan
Municipal Tax Rate	4.0521	2.5407	2.8879	4.4698	5.6434
Education - Alberta School Foundation Fund Rate	2.4731	2.5830	2.4323	2.5166	2.6079
Allowance for Non-Collection of Requisitioned Taxes	0.0	0.0	0.0	0.0	0.0
Seniors Lodge Accommodation Tax Rate	0.0716	0.0367	0.0363	0.2107	0.2556
Non-Residential	Wheatland	Rocky View	Kneehill	Newell	Vulcan
Municipal Tax Rate	9.0342	7.6221	14.0180	8.5874	9.5734
Education - Alberta School Foundation Fund Rate	3.7578	3.6723	3.5203	3.7618	3.8532
Allowance for Non-Collection of Requisitioned Taxes	0.0	0.0	0.0	0.0	0.0
Seniors Lodge Accommodation Tax Rate	0.0716	0.0367	0.0363	0.2107	0.2556

2018 - Property Tax Rates Profile (expressed in mills)

Residential/Farmland	Wheatland	Rocky View	Kneehill	Newell	Vulcan
Municipal Tax Rate	3.7596	2.5140	2.8038	4.4170	5.6213
Education - Alberta School Foundation Fund Rate	2.5533	2.5499	2.5006	2.5166	2.5585
Education Opted Out Tax Rate	2.5533	2.5499	2.5006	2.5166	2.5585
Allowance for Non-Collection of Requisitioned Taxes	0.0	0.0	0.0	0.0	0.0
Seniors Lodge Accommodation Tax Rate	0.0659	0.0375	0.0190	0.2132	0.1601
Non-Residential	Wheatland	Rocky View	Kneehill	Newell	Vulcan
Municipal Tax Rate	8.7402	7.5420	14.0180	8.7308	9.5513
Education - Alberta School Foundation Fund Rate	3.8167	3.5486	3.8234	3.7618	3.8612
Education Opted Out Tax Rate	3.8167	3.5486	3.8324	3.7618	3.8612
Allowance for Non-Collection of Requisitioned Taxes	0.0	0.0	0.0	0.0	0.0
Seniors Lodge Accommodation Tax Rate	0.0659	0.0375	0.0190	0.2132	0.1601

Source: Alberta Municipal Affairs
http://www.municipalaffairs.gov.ab.ca/mc_municipal_profiles

Taxes & Utilities

DRAFT

Local Assessment Profiles with Regional Comparisons

Similar to property taxes, Wheatland County also resides in the lower middle on assesment compared to the counties surrounding Wheatland. For a regional map of county locations, see page 11.

2019 - Assessment Profile (in dollars)

Equalized Assessment	Wheatland	Rocky View	Kneehill	Newell	Vulcan
Residential	1,182,776,208	12,808,346,343	462,576,786	811,216,667	464,046,394
Farmland	198,193,470	152,167,230	151,779,290	138,516,120	204,289,910
Non-Residential	638,198,294	3,076,828,690	133,796,238	441,307,087	95,577,040
Non-Residential Linear	1,379,172,490	1,242,853,190	975,582,940	2,233,878,900	686,503,400
Non-Residential Railway	14,232,000	18,758,370	1,907,990	27,366,000	2,135,119
Non-Residential Co-Genrating M&E	0	166,289,640	0	4,474,630	0
Machinery and Equipment	771,742,540	533,636,920	310,639,230	578,444,440	108,199,510
Total	4,185,095,002	17,998,880,383	2,036,282,474	4,235,203,844	1,560,751,373
Equalized Municipal Tax Rates*	0.0073	0.0039	0.0115	0.0078	0.0077
Total assessment services cost	\$0	\$0	\$0	\$0	\$0
# of Asst. Complaints heard by Assessment Review Board	0	0	0	0	0

2018 - Assessment Profile (in dollars)

Equalized Assessment	Wheatland	Rocky View	Kneehill	Newell	Vulcan
Residential	1,141,422,634	12,677,880,769	452,745,121	790,159,859	453,278,238
Farmland	198,947,880	152,230,200	151,793,360	137,552,900	203,944,810
Non-Residential	626,858,132	2,838,677,461	129,653,984	442,006,014	85,130,730
Non-Residential Linear	1,420,908,650	1,265,059,570	991,733,580	2,233,694,770	688,929,600
Non-Residential Railway	13,921,000	18,613,440	1,779,470	27,138,750	2,447,730
Non-Residential Co-Genrating M&E	0	0	0	4,567,370	0
Machinery and Equipment	774,548,230	526,762,950	326,093,340	581,873,480	116,822,580
Total	4,176,606,526	17,479,224,390	2,053,798,855	4,216,993,143	1,555,553,688
Equalized Municipal Tax Rates*	0.0073	0.0038	0.0116	0.0077	0.0095
Total assessment services cost	\$438,801	\$934,200	\$106,970	\$473,349	\$174,167
# of Asst. Complaints heard by Assessment Review Board	0	0	0	0	0

* The formula is to divide prior year's Municipal Property Taxes by current year's total equalized Assessment

Source: Alberta Municipal Affairs
http://www.municipalaffairs.gov.ab.ca/mc_municipal_profiles

Taxes & Utilities

DRAFT

Federal and Provincial Income Tax Rates (2020)

Alberta's general corporate income tax rate for active business, investment, and M&P (manufacturing and processing) income decreased to 11% (from 12%) effective July 1, 2019. The corporate tax rate will further decrease to 10% on January 1, 2020, 9% on January 1, 2021 and 8% on January 1, 2022. Alberta also does not have a provincial sales tax, only the national Goods and Services (GST) Tax of 5%.

2019-20 - Federal and Provincial/Territorial Tax Rates for Income Earned by a General Corporation

Federal Rates - %

	M&P Income	Active Business Income	Investment Income
General Corporate Rate	38.0	38.0	38.0
Federal Abatement	(10.0)	(10.0)	(10.0)
	28.0	28.0	28.0
M&P Deduction	(13.0)	0.0	0.0
Rate Reduction	0.0	(13.0)	(13.0)
	15.0	15.0	15.0

Provincial Rates - %

	M&P Income	Active Business Income	Investment Income
British Columbia	12.0	12.0	12.0
Alberta	12.0/11.0/10.0	12.0/11.0/10.0	12.0/11.0/10.0
Saskatchewan	10.0	12.0	12.0
Manitoba	12.0	12.0	12.0
Ontario	10.0	11.5	11.5
Quebec	11.6/11.5	11.6/11.5	11.6/11.5
New Brunswick	14.0	14.0	14.0
Nova Scotia	16.0	16.0	16.0
Prince Edward Island	16.0	16.0	16.0
Newfoundland and Labrador	15.0	15.0	15.0

Territorial Rates - %

	M&P Income	Active Business Income	Investment Income
Yukon	2.5	12.0	12.0
Northwest Territories	11.5	11.5	11.5
Nunavut	12.0	12.0	12.0

The federal and provincial/territorial tax rates shown in the tables apply to income earned by corporations other than Canadian-controlled private corporations (CCPCs). A general corporation typically includes public companies and their subsidiaries that are resident in Canada, and Canadian-resident private companies that are controlled by non-residents.

The federal and provincial/territorial tax rates shown in the tables apply to investment income earned by general corporations other than capital gains and dividends received from Canadian corporations. The rates that apply to capital gains are one-half of the rates shown in the tables. Dividends received from Canadian corporations are deductible in computing regular Part I tax, but may be subject to Part IV tax, calculated at a rate of 38 1/3%.

Source: KPMG

<https://home.kpmg/content/dam/kpmg/ca/pdf/2019/12/federal-and-provincial-territorial-tax-rates-for-income-earned-by-a-general-corporation.pdf>

Waste Management and Recycling



Carseland Waste Transfer Site

Gleichen Waste Transfer Site

The Wheatland County waste transfer site facilities are intended to provide a means for Wheatland County residents to dispose of household solid waste. The waste transfer sites are a collection point for solid waste, which is then transferred to a landfill or recycling facility. The sites are regulated by Alberta Environment, Drumheller Solid Waste Management Association, and the recyclers handling the end product. There are eight sites in operation within the Wheatland Region.

Recycling rules are mandated by Alberta Environment. Farm Chemical Container recycling sites are located at Wheatland West, Hussar, and Standard. Residents are expected to make their own arrangements for disposal of sharps (needles) and pharmaceutical waste.

Plastic Baler Twine Recycling

Wheatland County will be offering recycling bags free of charge to livestock producers for the collection of plastic baler twine to help reduce the amount of twine being burned.

These bags will fit into a 45 gallon barrel and, when full, can be dropped off at any Wheatland County Waste Transfer Site. Please note that bale net wrap is not currently accepted, but we are looking for opportunities to recycle this as well.

Waste Transfer Sites

Wheatland County operates several waste transfer sites and there is no cost to residents. Please note the times of operation, as it does vary by site. Also, please respect the rules of use, and only bring permitted materials, and sort as required. The waste transfer sites operate on a set schedule - each one operates on different days.

Wheatland County works with the Drumheller & District Regional Landfill to process some of the waste collected. For a schedule of fees through the Drumheller & District Regional Landfill:

Drumheller & District Regional Landfill

<https://www.drumhellerlandfill.com/>

Tipping Fee Schedule

https://www.wheatlandcounty.ca/images/edocman/Waste_Transfer_Site_info/TIPPING_FEE_SCHEDULE_2018.pdf

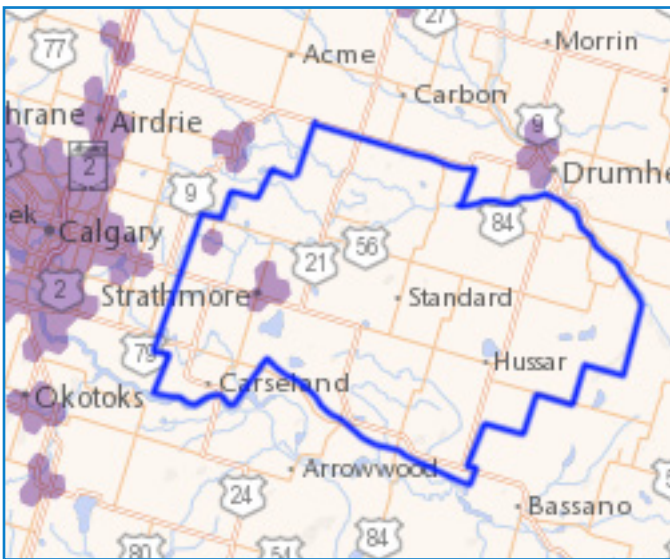
Taxes & Utilities

Communications Infrastructure

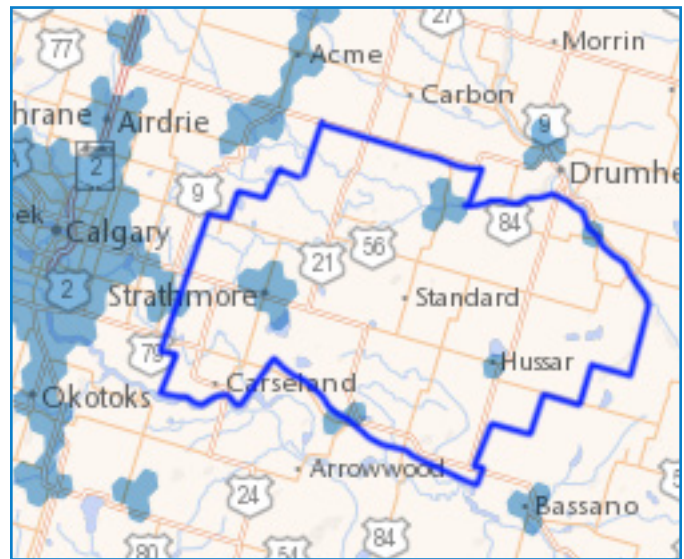
Wheatland County has a few options for Broadband services. There are a few areas covered for cable and DSL/fibre coverage primarily around Strathmore, Lyalta, Rosebud, Hussar, and Gleichen. All of the County can get fixed wireless and LTE. Some of the typography has issues with cellular in valleys/clouées. Rural broadband, options have been a challenge, although service options and providers continue to improve.

Some providers

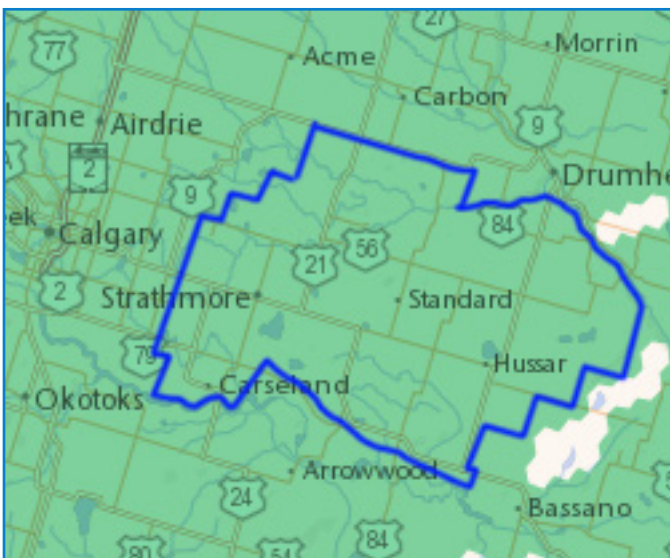
Bell	1-877-292-0877
CCI Wireless	1-888-240-2224
Shaw	1-888-472-2222
Telus	1-888-811-2323
Xplornet	1-866-234-5198



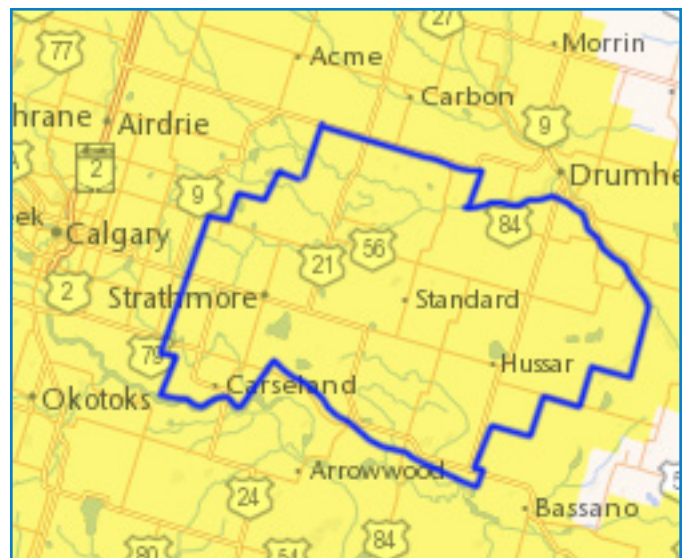
Cable Coverage



DSL/Fibre Coverage



Fixed Wireless Coverage



LTE Coverage

Source: CRTC

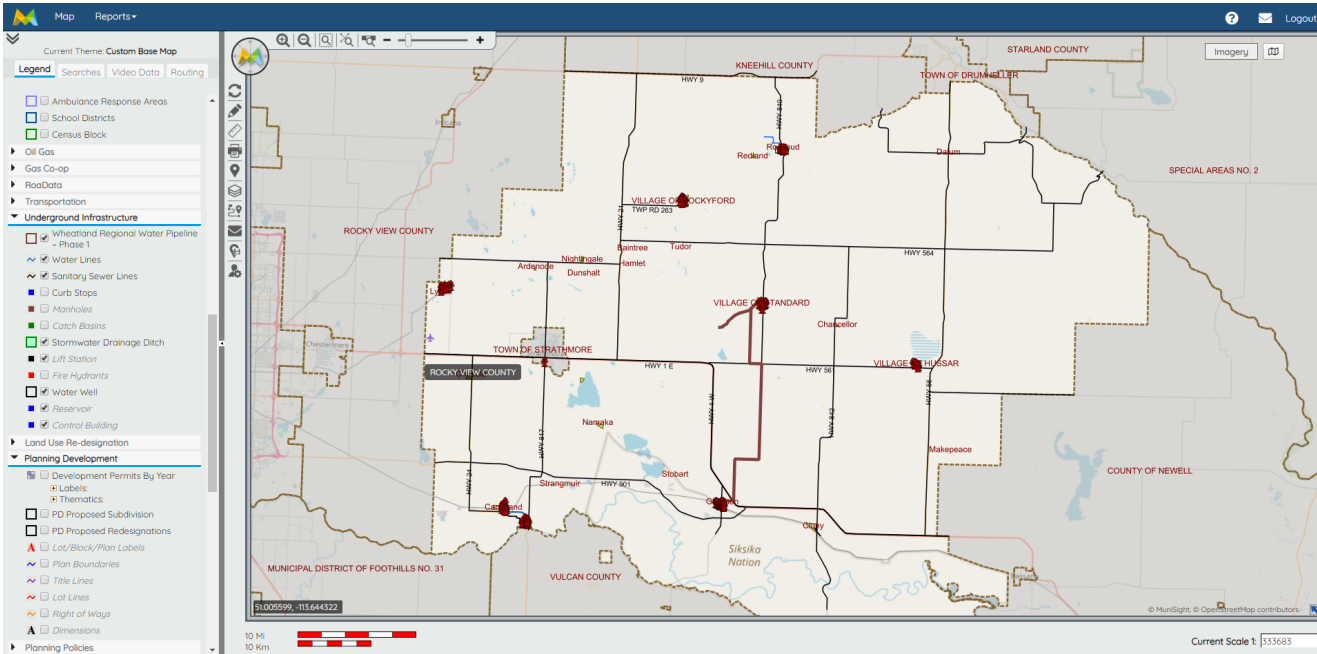
<https://crtc.gc.ca/cartovista/internetcanada-en/>

Taxes & Utilities

DRAFT

Water & Waste Water

Wheatland County operates potable water plants at Speargrass/Carseland, Gleichen, and Rosebud. The County also operates sewage treatment facilities at Carseland, Gleichen, Cluny, and Rosebud. If you live in one of these communities, your water and sewer services are, therefore, provided by Wheatland County. Wheatland County does not provide other utilities.



Natural Gas & Electricity

FortisAlberta manages the electrical infrastructure in Wheatland County and ATCO for natural gas infrastructure. There are a number of providers for retail options for these services. To determine underground infrastructure of a particular site, contact Alberta One-Call and submit a locate request at 1-800-242-3447 or go to <http://albertaonecall.com/>.

ATCO Gas Strathmore 403-934-3050 <https://www.atco.com>

FortisAlberta 310-WIRE <https://www.fortisalberta.com/>

Energy Service Retailers <https://ucahelps.alberta.ca/retailers.aspx>

Irrigation

The Western Irrigation District (WID) provides irrigation water to more than 400 farms and 96,000 acres of land, and supplies municipal water to 12,000 people in four different communities through 1,200 km of canals and pipelines. Like other irrigation districts in Alberta, the WID operates under the rules and procedures of the Irrigation Districts Act. The WID is headquartered in Strathmore.

The Western Irrigation District's roots are firmly planted in the history of Alberta. The federal government agreed to grant arable land to the Canadian Pacific Railway in payment for the construction of a railroad joining Canada from coast to coast. Included in this grant was land previously described as fit for homestead only if an irrigation system could be supplied. With the mountains in the background and the vast prairies to the east, the slope of the ground was ideal to construct a gravity irrigation system.

Their reservoirs provide recreational opportunities for boating, water skiing, fishing, and many other year-round activities.

Rural Water Use Agreements

This allows for an owner or leasee of a parcel to enter into an agreement with the district that authorizes the delivery of water for rural water use – which is defined under the IDA as:

(mm.1) 'rural water use' means the use of a maximum of 25, 000 cubic meters of water per user for any purpose other than

- Household purposes
- The irrigation of irrigation acres recorded on the assessment roll of the district, or
- The irrigation of acres included in an alternate parcel irrigation agreement

Household Agreements

There are three different Household agreements the district offers for stock and/or yard and garden use – this is not a potable water supply agreement. These agreements do not transfer with title.

Household Domestic (HHLDD)

This agreement is intended for watering stock. This agreement is billed on a per agreement not per acre basis.

Household Reduced (HHLDR)

In order to apply or qualify for this agreement the water user must have a dugout with a two week storage capacity. The water used from the dugout is intended for the use of watering stock or yard and garden.

Household Yard & Garden (HHLDYG)

This agreement allows for the watering of lawns and gardens up to three acres in area.

Water Hauling Permit - Personal

This allows people to pump water from our canals into holding tanks and haul it for the purpose of watering yards and gardens. If a person wishes to purchase a permit they will need to come to our office to fill out the required permit and submit payment at the same time.

Water Hauling Permit - Commercial

This allows people to pump water from our canals and haul for the use of dust control, weed spraying, and drilling of water wells. The water user needs to contact the office for the proper paperwork.

Alternate Parcel Irrigation Agreement (ALTPNC)

This will allow water users to use existing Irrigation Acres on an alternate parcel, which they may or may not own. The alternate parcel must be land classed and support the number of acres applied for. Each application will be reviewed for practicality by staff and is subject to Board approval. This agreement must be applied for on a year to year basis and has a fee which must be paid at the time of application submission.

For more information on Western Irrigation District services, contact them at 403-934-3542.

Source: WID
<https://www.wid.net/>

BUILDING & DEVELOPMENT RELATED FEES

Planning and Development Fees

Here is an extraction from the Wheatland County Master Schedule of Fees highlighting Planning, Development, and Safety Code Fees. Please refer to the Master Schedule of Fees for exact up to date fees at www.wheatlandcounty.ca.

Wheatland County Planning & Development Fees (extracted from Master Fees - updated September 6, 2018)		
ITEM	CURRENT FEE/CHARGE	INDIVIDUAL FEE/CHARGE
Planning & Development – Documents for Sale		
Area Structure Plan (ASP)	\$20.00	Per Document
Land Use Bylaw	\$50.00	Per Document
Municipal Development Plan	\$50.00	Per Document
Regional Growth Management Strategy	\$50.00	Per Document
Planning & Development – Requests		
Department File Searches (1 Hour Minimum)	\$25/hour	
Letter of Compliance	\$75.00 - Residential \$100.00 - Commercial/Industrial/Other	Per Letter
Letter of Land Use	\$25.00	ea.
Request to recess a public hearing	25% of Application Fee	
Variance (relaxation of the Land Use Bylaw bylaw)	\$250.00 plus cost of application fee	
Rural Address Sign	\$100.00	
Land Use Bylaw Textual Amendments	\$1,000.00	
Planning & Development – Application Fee Refunds		
Application Fee Refunds	50% of fees Prior to circulation of file or issuance of DP 50% of fees Prior to circulation of Planning Application ***no refunds during or after circulation of file	
Planning & Development – Off-Site Levies		
Namaka Rd Offsite Levy Fee	Contact Planning Staff	
West Highway 1 Offsite Levy Fee	Contact Planning Staff	
Planning – Applications		
Area Concept Plan Application & Review	\$2,500.00	
Area Concept Plan Amendment Fee	\$1,000.00	
Area Structure Plan Application & Review	\$2,500.00 - Application Plus \$50/gross ha Review Fee	
Area Structure Plan - Amendment to Existing ASP	\$2,000.00	
Direct Control District - Application	\$1,500.00	
Direct Control District - Amendment	\$1,000.00	
LUB redesignation	\$1,000.00 - Agricultural, Residential \$1,250.00 - Recreational, Institutional \$1,500.00 - Commercial/Industrial, Other	
Municipal Development Plan Amendment	\$5,000.00	
Planning – Subdivision and Endorsement		
Bareland Condominium Applications	\$900.00 - First Unit \$250.00 per Each Additional Unit	
Boundary Adjustment	\$400.00	
Boundary Endorsement Fee	\$400.00	
Farmstead separation or first parcel out from quarter section	\$750.00	
-All Other Subdivision Applications	First Lot: \$900.00 Next 4 Lots: \$450.00 Next 10 Lots: \$325.00 Next 25 Lots: \$275.00 Next 50 Lots: \$250.00 Next 100 Lots: \$175.00	Per Lot
Endorsement Final Fee	\$400.00	Per Lot
Subdivision - Time Extension Request	\$250.00 - Time Extension (1st request) \$500.00 - Time Extension (2nd request) \$750.00 - Time Extension (3rd request)	
Subdivision - Cash in Lieu Reserve (Municipal Reserve)	Per Policy 7.2	
Subdivision Appraisal Fee - Payable if cash in lieu of municipal reserve is req.	\$850.00	
Appeal Fee (Subdivision)	\$300.00	

Source: Wheatland County - Master Schedule of Fees (portion) continued on following page
https://www.wheatlandcounty.ca/images/edocman/20190801_Schedule_Fees.pdf

Building & Development Related Fees

DRAFT

Planning and Development Fees - cont'd

Development – Residential and Farm Permit Applications (MINOR)		
Permit Application REFUNDABLE DEPOSIT - Used Dwelling Moved On	\$5,000.00	
Permit Applications - MINOR (Residential & Farm)	\$300.00 Dwelling: Single Detached, Garden Suite, Moved-On, Manufactured, Modular \$300.00 - Dwelling Base Fee; Multi-Unit, Duplex, Semi-Detached, Townhouse, Four Plex +Plus additional fee, \$50/dwelling unit \$300.00 - Dwelling: Temporary (construction) \$200.00 - Secondary Suite \$150.00 - Accessory & Farm Building/Structure \$150.00 - Addition \$50.00 - Deck \$750.00 - Pre-Construction Stripping & Grading \$100.00 Accessory Use	
Development - Time Extension Request (one time only)	\$200.00	
Permit Applications - Home-Based Business Type 2	\$150.00	
Permit Applications - Home-Based Business Type 3	\$300.00	
Permit Applications - Home Based Business Renewal (if renewed prior to expiry)	\$150.00	
Permit Applications - Signs	\$75.00	
Development – Commercial/Recreational/Community Service/Public Utility/Rural Business/Discretionary Uses Permit Applications (MAJOR)		
Permit Applications - MAJOR (Commercial, Industrial, Institutional, Recreational, Discretionary Use, Community Service) - New Development Calculated on total sq. footage of all buildings and structures	\$500.00 <650.3m ² (7000ft ²) \$1,000.00 >650.3m ² (7000ft ²) and <1300.6m ² (14,000ft ²) \$2,000.00 > 1300.6m ² (14,000ft ²) ***New dev. may be subject to add. off-site levy charges.	
Permit Application - MAJOR Discretionary Use No Structures (unless otherwise stated)	\$750.00	
Permit Applications - MAJOR Additions and accessory buildings	\$250.00 base fee Plus \$50.00 for every 1,000 sq. ft.	
Permit Applications - MAJOR Pre-Construction Stripping and Grading	\$1,000.00 - Pre-Construction Stripping & Grading	
Solar Farm	\$500.00 Base Fee Additional Fee \$50.00 per acre of coverage	
WECS (Wind Energy Conversion) Application	\$500.00 - Category 1 \$500.00 - Category 2 - fee for overall project (if tower locations are not known). \$500.00 - Category 2 - for each tower	Each Tower
Permit Applications - Natural Resource Extraction Fee	\$500.00 <2 acres \$1,500.00 >2 and <4 acres \$3,500.00 >4.01 and <12 acres \$6,500.00 >12 acres	
Appeal Fee (Development Permit)	\$200.00	
Land Use Bylaw - Penalties		
Land Use Bylaw Violation - First Offence	\$1,000.00	
Land Use Bylaw Violation - Second Offence	\$2,000.00	
Land Use Bylaw Violation - Third Offence	\$5,000.00	
Safety Codes – Applications		
Safety Codes - Building Permit	Varies	
Safety Codes - Electrical Permit	Varies	
Safety Codes - Gas Permit	Varies	
Safety Codes - Plumbing Permit	Varies	
Safety Codes - Sewage Permit	Varies	
Safety Codes Council Levy - Building	Varies	
Safety Codes Council Levy - Electric	Varies	
Safety Codes Council Levy - Gas	Varies	
Safety Codes Council Levy - Plumbing	Varies	
Safety Codes Council Levy - Sewage	Varies	
OTHER EXTRAORDINARY SERVICES		
Fee negotiated or set by Administration for extraordinary services incurred for any application Resolution 12-677	Varies	
Any items not listed above	Cost plus 20%	Varies

BUSINESS SUPPORT PROGRAMS & SERVICES

DRAFT

There are a number of programs and supports to assist a new or expanding business through all levels of government, lenders, and non-government organizations in our region. The infinitewc.ca website has a Business & Investment Assistant at <https://www.infinetwc.ca/mapsanddata> to help get you started about things to consider in starting or expanding a business. Wheatland County Economic Development can also help with some directions at wc@wheatlandcounty.ca or by calling 403-361-2163.

Here are a list of few organizations and programs to look into.

Federal Government and/or Agencies

Trade Commission Service (exporting)	https://www.tradecommissioner.gc.ca/
Community Futures - Wild Rose (like BDC for rural)(Strathmore)	http://wildrose.alberta.ca/
Innovation, Science and Economic Development (ministry)	http://www.ic.gc.ca/
Innovation Questionnaire	https://innovation.ised-isde.canada.ca/

Provincial Government and/or Agencies

Economic Development Trade and Tourism (ministry)	https://www.alberta.ca/economic-development-trade-and-tourism.aspx
Alberta Innovates (provincial programs and support)	https://albertainnovates.ca/
Business Link (business support services)	https://businesslink.ca/
AB Woman Entrepreneurs (programs, loans etc.)	https://www.awebusiness.com/
AB Community (Local) Economic Development	https://communityeconomicdevelopment.alberta.ca/
Alberta Rural Development Network (ARDN)	https://www.ardn.ca/

Local Government and/or Agencies

Bow Valley College (Entrepreneur Centre)	https://bowvalleycollege.ca/schools/regional-stewardship/campuses/strathmore
Strathmore & District Chamber of Commerce	https://www.strathmoredistrictchamber.com/
Prospect - Wheatland and Strathmore (employment services)	https://prospectnow.ca/

Local Education

Bow Valley College -Strathmore	https://bowvalleycollege.ca/schools/regional-stewardship/campuses/strathmore
--------------------------------	---

Regional Education

University of Calgary	https://www.ucalgary.ca/
Mount Royal University - Calgary	https://www.mtroyal.ca/
SAIT - Southern Alberta Institute of Technology - Calgary	https://www.sait.ca/
Bow Valley College - Calgary	https://bowvalleycollege.ca/
Alberta University of the Arts - Calgary	https://www.auarts.ca/

Business Support Programs & Services

DRAFT



Financial

Agriculture Financial Services Corporation - Strathmore	403-934-3616 https://afsc.ca/
Community Futures - Wild Rose (like BDC for rural)(Strathmore)	403-934-8888 http://wildrose.albertacf.com
ATB - Strathmore	403-934-5293 https://www.atb.com/
ATB - Gleichen	403-734-1070 https://www.atb.com/
Scotiabank - Strathmore	403-901-2555 https://www.scotiabank.com/
ATB - Strathmore	403-934-5293 https://www.atb.com/
ATB - Gleichen	403-734-1070 https://www.atb.com/
Chinook Financial - Strathmore (Credit Union)	403-934-3358 https://www.chinookfinancial.com/locations/strathmore
Chinook Financial - Hussar (Credit Union)	403-787-3733 https://www.chinookfinancial.com/locations/hussar
CIBC - Strathmore	403-934-3328 https://locations.cibc.com/
RBC - Strathmore	403-934-3351 https://maps.rbcroyalbank.com/

Real Estate

Dan Sidhu, Broker - MaxValue Realty Ltd	https://www.dansidhu.com/
Christa Aleman Realtor® Strathmore	https://christaalemanrealtor.com/
Homes By Hayley	https://homesbyhayley.com/
Century 21 PowerRealty.ca Real Estate	https://www.c21.ca/
Debbie Enslen - Realtor® - RE/MAX Realty	https://enslenrealestate.com/
CIR Realty	https://www.cirrealty.ca/
Kevin Baldwin Strathmore Realtor	https://www.kevinbaldwin.ca/
Royal LePage Aztec Real Estate	https://www.royalpage.ca/en/office/alberta/strathmore/royal-lepage-aztec-real-estate/7312/
Heather Dougall Realtor-Royal LePage	http://agents.royalpage.ca/teamkd
Agra Risk Realty	https://www.agrariskrealty.com/
RE/MAX Realty Horizon	https://www.remax.ca/





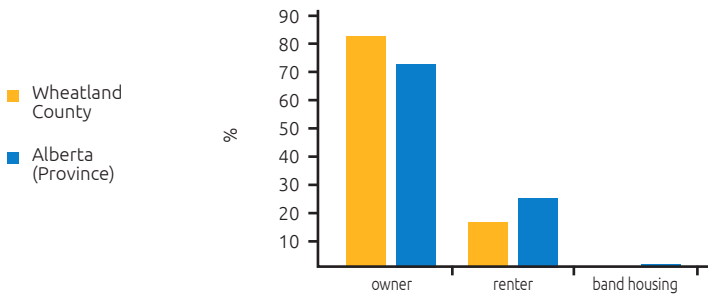
Wheatland County is considered the western gateway to the Canadian Badlands. The western border is within minutes of the eastern city limits of Alberta’s largest city, being Calgary. Country living is definitely a theme of the quality of life throughout the County. With canals, rivers, and creeks meandering from the acreage living in the west and through to the large farms of the eastern area, Wheatland showcases the rural lifestyle and hospitality of its residents, businesses, and community organizations.

The hamlets are unique and charming in their own ways. Community Halls, sports fields, and arenas dot the region, and art and cultural events get the community and visitors inspired in memorable social experiences.

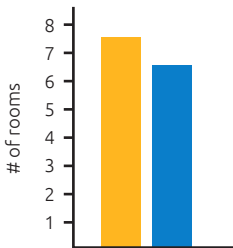
Most homes in hamlets, county residences, and farms are unique in size and style but are primarily single detached in type.

Housing

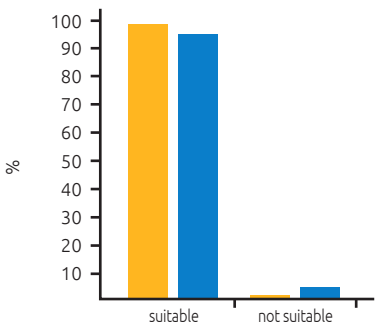
Private households by tenure
25% sample data



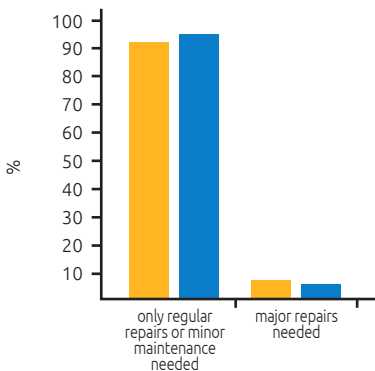
Average number of rooms per dwelling
25% sample data



Private households by housing suitability
25% sample data

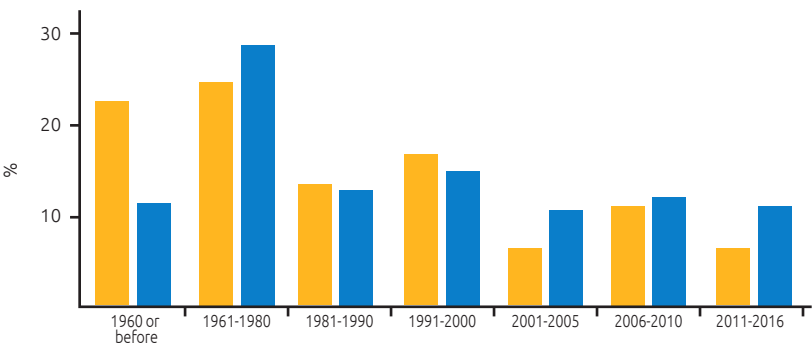


Occupied private dwellings by dwelling condition
25% sample data

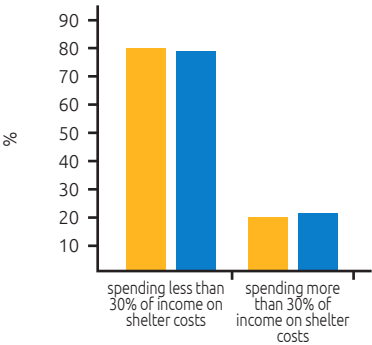


Housing - Cont'd

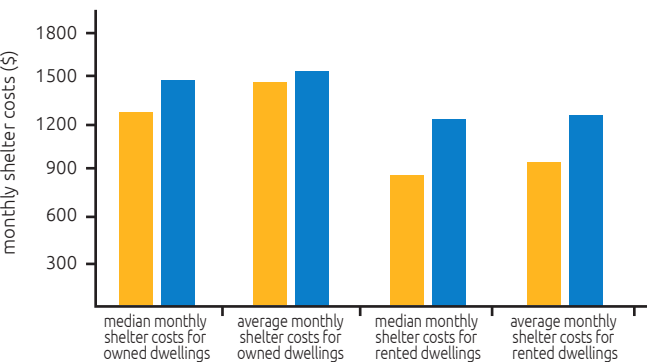
Occupied private dwellings by period of construction
25% sample data



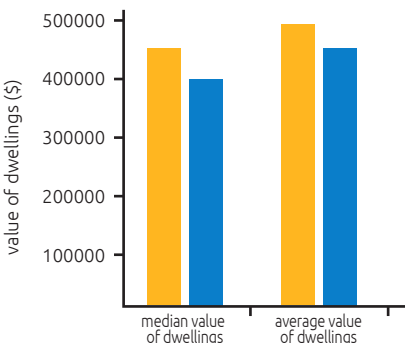
Owner and tenant households total income greater than zero, in non-farm, non-reserve private dwellings by shelter cost to income ratio
25% sample data



Monthly shelter costs
25% sample data



Value of dwellings
25% sample data



Source: Statistics Canada (2016)

Most housing in Wheatland County and land would be considered affordable in comparison to other areas surrounding Calgary and within the city itself for similar housing types and available land prices.

Health, Social, and Community Services

Wheatland County's quality of life supports many opportunities for leading a healthy lifestyle, with many open spaces for recreation and farm sales for high quality food across the region. The town of Strathmore is the urban hub for medical services in the region. There are many medical clinics, dental offices, alternative care, mental health clinics, and a regional hospital in Strathmore. Medical specialists are close to Wheatland County and throughout Calgary, within a 30-45 minute drive from Strathmore.

Community services such as Wheatland Family and Community Support Services serves all of Wheatland County, providing assistance to the community in many different ways. For more information visit, <https://www.wfcss.org/>.

Other social services in the region are:

Wheatland County Food Bank	https://wheatlandfoodbank.ca/
Prospect (Employment Services)	https://prospectnow.ca/

Community Associations, Agriculture Societies and Service Organizations

Wheatland County also has many community organizations operating in many hamlets, such as agricultural societies, service groups, and other volunteer organizations.

Carseland & District Community Associations and Agriculture Society	https://www.carselandalberta.ca
Cheadle Community Club	https://www.cheadlealberta.ca
Gleichen & District Community Association	https://www.facebook.com/Gleichen-District-Community-Association-1581103505459575/
Speargrass Community Association	https://www.speargrasscommunity.com
Lyalta Community Club	https://sites.google.com/site/lyaltahall/
Lakes of Muirfield Community	lakesofmuirfieldcommunity.com
Strathmore & District Agricultural Society	https://www.strathmoreag.com
Hussar & District Ag Society	587-727-0652 jcmkaiser@icloud.com
Rockyford Ag Society	
Standard & District Ag Society	403-462-6386 http://standardagsociety.com
Lions	Cluny, Gleichen, Strathmore, Standard, Rockyford, Rosebud, Cheadle, Carseland
Carseland Public Benefit Club	
Jet Setters Club	

Community Halls

There are a number of community halls across the region of all sizes and available services to host many activities and events.

Cairnhill	https://Facebook.com/Cairnhillcommunity/
Carseland	Railway Avenue 403-934-6007
Cheadle	10 Malone Ave 587-355-6300 cheadleinfo@gmail.com
Crowfoot	
Cluny	320 - 2 Street 403-734-3788
Duck Lake	
Gleichen	204 - 3 Avenue 403-734-2224
Level Land	
Lyalta	403-934-4235
Meadowbrook	
Makepeace	
Namaka	
Nightingale	403-934-4156 info@nightingalehall.com http://www.nightingalehall.com/contact-us.html
Rosebud	312 Severn Avenue 403-677-2017 http://rosebud.ca/hall.htm

Villages & Town Community Halls

Hussar	https://villageofhussar.ca
Rockyford	https://Rockyford.ca/community-hall
Standard	https://standardcommunityhall.com
Strahtmore Civic Centre	403-934-4772 https://Strathmore.ca/en/visiting/civic-centre.aspx

Facility Overview by Community

Hamlet of Cheadle

Cheadle Hall

- Hosts many events and community gatherings
- Available to rent
- 2500 sq. ft.
- Equipped with a stage, sound system, kitchen, and outdoor patio

Outdoor Hockey Rink

Children's Playground (1)

Ball Diamond (Hardball) (1)

Facility Overview by Community

Hamlet of Carseland

Carseland Lions

Carseland Public Benefit Club

Carseland Jet Setters

- Over 80 members
- Membership is \$5.00 and is open to anyone over 55
- The Jet Setters still make donations to charitable organizations, plan outings, and at home functions and get involved and support other community functions

Carseland Minor Sports

- Offering soccer
- Ag society membership at a cost of \$15 per family is also required to register

Carseland Library

Ball Diamonds (4) shale infield fenced

Playground Equipment

- School
- Ag Grounds
- Nelson Road Park

Curling Rink (3 sheets)

Community Hall

- Main hall stage
- Dance floor
- Sound system
- Video screen
- Capacity 360
- Commercial kitchen
- Paved parking
- Two meeting rooms

Hamlet of Cluny

Large Park (6.5 acres)

Ball Diamond

Community Hall on 5.48 acres

Small Playground



Quality of Life

Facility Overview by Community - cont'd

Hamlet of Gleichen

- Arena, Outdoor Rink & Curling
- Childrens Playgrounds (3)
- Ball Diamonds (3)
- Gleichen & District Library
- Community Centre
 - Commerical kitchen
- Beaupre Campground (6 sites)
- War Memorial Cenotaph
- Fair & Rodeo

Hamlet of Lyalta (Lakes of Muirfield)

- Community Hall (250 seats)
 - Ball Diamonds
 - 2 available for rent
 - Covered dugouts
 - Horseshoe pits
 - Children’s playground
 - Large camping area for RV’s or tents
- All these facilities owned and operated by Lyalta Community Club 9.94 acres
- Semi-private golf course (18 holes)

Hamlet of Namaka

- Community Hall
- Childrens Playground

Hamlet of Namaka

- Community Hall
- Playground

Hamlet of Nightingale

- Community Hall
 - 150 people
 - Stage
 - Piano
 - Projector screen
 - Tables and chairs
 - Washrooms
 - Smaller meeting or buffet room
 - Large kitchen
 - Playground, basketball court
 - Baseball diamond



Facility Overview by Community - cont'd

Hamlet of Rosebud

Rosebud Theatre

Centennial Museum

Rosebud Paperback Deposit

Rosebud Memorial Hall (Assoc.)

- Available for rent
- Two-story facility
- Full kitchen
- Stage with sound and lighting system
- Bar
- Eating area that seats about 150 people
- The basement features a small gymnasium
- Wheelchair accessible to all floors
- The grounds contain a children's playground

Art Galleries (2)

Ball Diamond

Picnic Shelter

Park

Severn Dam Recreation Area

Stock fishing reservior

Pit toilets

Picnic tables, fire pits

Dock

Speargrass

Golf course

- Privately owned
- Public 18-hole golf course
- Restaurant

Town of Strathmore

Aquatic Centre

- 6 lane pool, 25 meter swimming pool with a diving board and climbing wall
- Children's leisure pool
- Hot tub
- Water slide
- Multi-purpose room

Arena (2 rinks)

- Summer months: lacrosse, ball hockey, roller hockey
- Canteen
- Bar
- Two meeting rooms

Facility Overview by Community - cont'd

Strathmore - cont'd

Municipal Library

Strathmore Motor Products Sports Centre

- Indoor year - round facility
- 1 gymnasium - sports including soccer, lacrosse, futsal, pickle ball, basketball, and badminton
- 1 elevated indoor track for walking and running
- Surface that can accommodate large trade shows and other events

Strathmore Civic Centre

- Dividing walls to split the hall into 3 separate halls
- Built in sound system
- Projector and screens
- Wireless microphones
- Adjacent kitchen can accommodate catering needs
- West all has access to community kitchen
- Full hall can accommodate 920 people or 500 tables
- When separated, each 1/3 hall can seat 150 people at tables

Children Youth and Family Hub

- To help children, youth, and families succeed within their community through the provision of quality programs and supports

Strathmore Curling Rink

- 4 sheets of ice
- Viewing area
- Lounge

Senior Centre

- Informal group
- Visiting
- Shuffleboard, floor curling, darts, and pool table

Kinsmen Park

- Pathways, winter ice skating, gazebos, picnic benches, docks for fishing, a playground, washroom facilities and a community amphitheater

Lions Splash Park

- The splash park includes a great variety of colorful spray apparatus that are activated by touch

Bocce Courts

- Built for the 2015 Alberta 55+ Summer Games, the bocce courts are located on the south side of the Lambert Centre. The courts are open to the public on a first come first serve basis and we encourage all users to share the park with players of all ages and abilities

Disc Golf

- 18 hole
- Open for anyone, any time
- All year round
- Free
- Bring your own discs or a Frisbee

Facility Overview by Community - cont'd

Strathmore - cont'd

Lions Regional Outdoor Rink

- Open year round
- Free
- Ice in winter and ball hockey in summer

Skatepark

Tennis Courts (2)

Off-leash Dog Park (1)

Childrens Playground (22)

Soccer Fields (4)

Baseball Diamonds (6)

Fitness Centres (3)

Football Fields (2)

Golf Courses

- Strathmore Golf Club 18 holes
- Oxbow Country Golf Course 9 holes



Hussar

Rink

- Canteen
- Ice rentals
- Public skating

Curling Rink (2 sheets)

Community Hall

Municipal Library

Ball Diamonds (3)

Basketball Courts (2)

Playgrounds (2)

Soccer/Football Fields (2)

Tennis Courts (2)



Rockyford

Arena

Curling Rink (2 sheets)

Community Centre

Municipal & District Library

Ball Diamonds (2)

Childrens Playground (2)

Facility Overview by Community - cont'd

Rockyford - cont'd

- Campground
- Basketball Courts (2)

Standard

- Service Clubs
 - AG Society
 - Baseball
 - Community chest
 - Collects donations for all charitable organizations
 - Community hall board
 - Curling club
 - Hockey
 - Horse
- Outdoor Rink
- Ball Diamonds (3)
- Tennis Courts (2)
- Beach Volleyball Court
- Childrens Playground
- Curling Rink (2 sheets)
- Hockey Rink
 - Canteen
 - Ice rentals

- Figure Skating
- Standard Municipal Library
- Lions
- Memory lane
 - Community enhancement walking path
- Seniors Young-At-Heart
- 4H clubs

Emergency and Protective Services

Emergency services provided by Wheatland County encompass all aspects of fire suppression, rescue and disaster services, bylaw enforcement, development compliance, traffic enforcement, and municipal enforcement.

Fire services are provided throughout Wheatland County with volunteer departments and work in coordination with the Town of Strathmore and the Villages of Rockyford, Standard and Hussar.

Wheatland County Peace Officers are front line representatives of the County. Their ability to engage the citizens they serve is the foundation of their relationship with the community. Peace Officers are first and foremost public educators; they provide clear and concise information pertaining to laws and regulations, and a number of other municipal and social services provided by various other departments and agencies. The goals and initiatives below support meaningful community engagement, while increasing cooperation and compliance. They also foster a degree of trust that cannot be overvalued. Connecting with the community before correcting unlawful behaviour is the key to efficient law enforcement operations.



Quality of Life

DRAFT

Education

Golden West School Division #75

East Wheatland

- Wheatland Crossing School Grades: K-12

Strathmore

- Ecole Brentwood Elementary School Grades: K-6
- Crowther Memorial Junior High School Grades: 7-9
- George Freeman School Grades: K-9
- Strathmore High School Grades: 10-12
- Strathmore StoreFront School Grades: 7-12
- Trinity Christian Academy Grades: K-9
- Westmount School Grades: K-6
- Wheatland Elementary School Grades: K-6

Carseland

- Carseland School Grades: K-6

Drumheller

- Greentree Elementary School Grades: K-6
- Drumheller Valley Secondary School Grades: 7-12
- Drumheller Outreach Grades: 7-12

Post Secondary

Strathmore

- Bow Valley College



Events

There are many exciting events held annually across the region. Events range in scope of all sizes with a classic rural feel that the Wheatland region showcases throughout the community.

* Due to COVID-19 in 2020, it is best to confirm with the hosting community that the event has not been postponed.

Carseland

- Aggie Days

Gleichen

- Car Show - July
- Hockey Day in Gleichen - Feb long weekend
- Holiday Train - December

Rockyford

- Rodeo July
- Rockin Rockyford Car show, outdoor Music
2nd Saturday of June
- Auction November
- Bullarama June

Rosebud

- Theatre events
- 15 minutes of Fame Festival - August

Standard

- Standard Days - mid June

Strathmore

- Family Day unplugged - February
- Easter Egg Hunt - Spring
- Bark in the park - May
- Tri S'more Triathlon - mid June
- July 1 Celebrations Kinsmen Park
- July 1 Disc Golf Tournament
- Car show - July
- Heritage Days - August
- Summer Magic Show - August
- Strathmore Senior Pro Rodeo - August
- Tri-Diva Triathlon women only - August
- The Great Family Treasure Hunt - August
- Alberta Culture Days - September
- Santa Claus Parade November or December

Local Media

Local media is primarily hosted out of Strathmore and Drumheller with more diverse and broader regional media options hosted out of Calgary. In Strathmore and Drumheller, each community hosts local print media and radio stations. Calgary has all common metropolitan media such as television, radio, and daily print news.

Newspapers

Drumheller

- The Drumheller Mail - weekly - <https://www.drumhellermail.com/>

Strathmore

- Strathmore Times - weekly - <https://strathmoretimes.com/>

Radio

Drumheller

- CKDQ - 910 AM - Stingray Digital - Country
- CKUA-FM-13 - 91.3 FM - CKUA Radio Network -Public Broadcasting
- CHTR-FM - 94.5 FM - Drumheller Regional Business Development - Tourist Information
- CHOO-FM - 99.5 FM - Golden West Broadcasting - Adult Contemporary

Strathmore

- CKOV-FM - 104.5 FM - Clear Sky Radio - Country

Online

Drumheller

- DrumhellerOnline.com

Strathmore

- StrathmoreNow.com



Contact Us @

Visit www.wheatlandcounty.ca to get an overview of our departments and services. For our property locator, business services support, and tourism information, visit our Community and Development Services website at www.infinitewc.ca.

Wheatland County Administration and Council

403-934-3321
info@wheatlandcounty.ca
www.wheatlandcounty.ca

The WC - Economic Development and tourism information

wc@wheatlandcounty.ca
www.infinitewc.ca

Follow Us @

Wheatland County

	https://www.facebook.com/wheatlandcounty
	https://www.instagram.com/wheatland_county/
	https://twitter.com/Wheatlandcounty
	https://voyent-alert.com/community/

The WC

	https://www.facebook.com/InfiniteLandscapesWC
	https://www.instagram.com/infinite_wc/
	https://www.linkedin.com/showcase/infinitewc/
	https://www.google.com/search?q=wheatland+county+economic+development





WHEATLAND COUNTY
COMMUNITY
profile

infinite landscapes



infinite possibilities

Wheatland County

Request for Decision

Regular Council Meeting

June 16, 2020

Report prepared by: Kris Permann



Appointment of the Director and Deputy Director of Emergency Management

Recommendation from Administration

That Council approve the appointment of the Manager of Fire and Emergency Services as Director of Emergency Management, and the Deputy Regional Fire Chief as Deputy Director of Emergency Management for Wheatland County.

Chief Administrative Officer's Comments

N/A

Report

Council is the "local authority" and the emergency advisory committee. It shall maintain an emergency management agency, which acts as the agent of Council. The "local authority" shall appoint a Director of Emergency Management in accordance with the Local Authority Emergency Management Regulation (AR 203/2018). The attached bylaw remains in effect and does not require any amendments as it provides the authority for Council to appoint positions to represent and act in the Director of Emergency Management position.

Relevant Policies, Practices, and Legislation

Wheatland County Emergency Management Bylaw 2013-13 Section 5 (c) states: That by resolution, Council shall appoint a Director of Emergency Management, and a Deputy Director of Emergency management who shall do those things required of the Director of Emergency Management in that person's absence.

Alignment with the Strategic Plan

This is in line with serving the needs of our diverse rural community.

Response Options

Option 1: THAT the proposed recommendation is accepted/approved.

Option 2: THAT the proposed recommendation is not accepted/approved.

Option 3: THAT an alternate recommendation is accepted/approved.

Implications of Recommendation

General

As per the Emergency Management Act, RSA (2000), E-6.8, Section 11: The Local Authority

(a) shall always be responsible for the direction and control of the local authority's emergency response, and

(b) shall prepare and approve emergency plans and programs.

Organizational

As defined in Bylaw 2013-13: Municipal Emergency Management Bylaw, the Director of Emergency Management will prepare and coordinate emergency plans and programs for the municipality; act as the director of operations on behalf of the municipal emergency management agency; coordinate all emergency services and other resources used in an emergency; and will perform other related duties.

Financial

N/A

Environmental, Staff, and Public Safety

By appointing a Director and Deputy Director of Emergency Management, the local authority is in compliance with both the Emergency Management Act (RSA 2000), and the Local Authority Emergency Management Regulation (AR 203/2018), to be responsible for the direction and control of the County's emergency response for safety of the public.

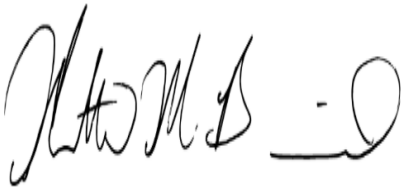
Follow-up Action / Communications

Inform staff of Council's decision.

Report Approval Details

Document Title:	Appointment of the Director and Deputy Director of Emergency Management.docx
Attachments:	- Municipal Emergency Management Bylaw 2013-13.pdf
Final Approval Date:	Jun 9, 2020

This report and all of its attachments were approved and signed as outlined below:

A handwritten signature in black ink, appearing to read 'Matthew Boscarol', followed by a horizontal line and a small circle.

Matthew Boscarol

WHEATLAND COUNTY

BYLAW 2013-13

MUNICIPAL EMERGENCY MANAGEMENT BYLAW

A BYLAW OF WHEATLAND COUNTY, IN THE PROVINCE OF ALBERTA, TO APPOINT AN EMERGENCY MANAGEMENT COMMITTEE AND TO ESTABLISH AND MAINTAIN A MUNICIPAL EMERGENCY MANAGEMENT AGENCY WITHIN WHEATLAND COUNTY.

WHEREAS the Council of the Wheatland County is responsible for the direction and control of its emergency response and is required, under the Emergency Management Act, Chapter E-6.8, Revised Statutes of Alberta 2000 (current as of May13, 2011), to appoint an Emergency Management Committee and to establish and maintain a Municipal Emergency Management Agency; and

WHEREAS it is desirable, and in the public interest, and in the interests of public safety, that such a committee be appointed and such an agency be established and maintained to carry out Council's statutory powers and obligations under the said Emergency Management Act;

NOW, THEREFORE, THE COUNCIL OF WHEATLAND COUNTY, DULY ASSEMBLED, ENACTS AS FOLLOWS:

1. This Bylaw may be cited as the Municipal Emergency Management Bylaw.
2. In this Bylaw,
 - (a) "Act" means the Emergency Management Act, Chapter E-6.8, Revised Statutes of Alberta 2000;
 - (b) "Council" means the Council of Wheatland County;
 - (c) "Declaration of a State of Local Emergency" means a resolution or order of a local authority under Section 21 of the Emergency Management Act;
 - (d) "Disaster" means an event that results in serious harm to the safety, health or welfare of people, or in widespread damage to property;
 - (e) "Director of Emergency Management" means an individual appointed by the local authority to prepare and coordinate emergency plans and programs for the municipality; act as the director of operations on behalf of the municipal emergency management agency; coordinate all emergency services and other resources used in an emergency; and, perform other related duties;
 - (f) "Emergency" means a present or imminent event that requires prompt co-ordination of action or special regulation of persons or property to protect the health, safety or welfare of people or to limit damage to property;
 - (g) "Emergency Management Committee" means the committee established under this Bylaw;
 - (h) "Minister" means the Minister determined under section 16 of government organization act as the Minister responsible for this Act;
 - (i) "Municipality" means the area comprising a municipality within the meaning of the Municipal Government Act;

- (j) "Municipal Emergency Management Agency" means an organization that acts as an agent of the Local authority (council) to carry out the council's statutory powers and obligations under Section 11 of the Emergency Management Act;
 - (k) "Municipal Emergency Plan" means the emergency plan prepared by the Director of Emergency Management to co-ordinate response to an emergency or disaster
3. There is hereby established an Emergency Management Committee to advise Council on the development of emergency plans and programs.
 4. There is hereby established a Municipal Emergency Management Agency to act as the agent of Council to carry out its statutory powers and obligations under the Act. This does not include the power to declare, renew, or terminate a state of local emergency, nor the powers contained in Section 12 of this Bylaw.
 5. Council shall
 - (a) by resolution, appoint the Reeve and one (1) Councillor to serve on the Emergency Management Committee;
 - (b) provide for the payment of expenses of the members of the Emergency Management Committee;
 - (c) by resolution, on the recommendation of the Emergency Management Committee, appoint a Director of Emergency Management and a Deputy Director of Emergency Management who shall do those things required of the Director of Emergency Management in that person's absence;
 - (d) ensure that emergency plans and programs are prepared to address potential emergencies or disasters in Wheatland County;
 - (e) approve Wheatland County's emergency plans and programs; and
 - (f) review the status of the Municipal Emergency Plan and related plans and programs at least once each year.
 6. Council may
 - (a) by Bylaw borrow, levy, appropriate and expend, all sums required for the operation of the Municipal Emergency Management Agency; and
 - (b) enter into agreements with and make payments or grants, or both, to persons or organizations for the provision of services in the development or implementation of emergency plans or programs, including mutual aid plans and programs.
 7. The Emergency Management Committee shall
 - (a) review the Municipal Emergency Plan and related plans and programs on a regular basis; and
 - (b) advise Council, duly assembled, on the status of the Municipal Emergency Plan and related plans and programs at least once each year.
 8. The Municipal Emergency Management Agency shall be comprised of one or more of the following:

- (a) the Director of Emergency Management;
 - (b) the Deputy Director of Emergency Management;
 - (c) the Public Information Officer or designate;
 - (d) the N.C.O. in Charge, R.C.M. Police or designate;
 - (e) the Public Works Supervisor or designate;
 - (f) Fire Chief or designate;
 - (g) the Superintendent of Schools or designate;
 - (h) the Director of Family and Community Support Services or designate;
 - (i) anybody else who might serve a useful purpose in the preparation or implementation of the Municipal Emergency Plan;
 - (j) a representative from Alberta Municipal Affairs and Housing.
9. The Director of Emergency Management shall:
- (a) prepare and co-ordinate the Municipal Emergency Plan and related plans and programs for the Wheatland County;
 - (b) act as director of emergency operations, or ensure that someone is designated under the Municipal Emergency Plan to so act, on behalf of the Municipal Emergency Management Agency; and
 - (c) co-ordinate all emergency services and other resources used in an emergency; or
 - (d) ensure that someone is designated to discharge the responsibilities specified in paragraphs (a), (b), and (c).
10. The power to declare or renew a state of local emergency under the Act, the powers specified in Section 12 of this Bylaw, and the requirement specified in Section 15 of this Bylaw, are hereby delegated to a committee comprised of the Reeve, Deputy Reeve or any two council members. This committee may, at any time when it is satisfied that an emergency exists or may exist, by resolution, make a declaration of a state of local emergency.
11. When a state of local emergency is declared, the person[s] making the declaration shall:
- (a) ensure that the declaration identifies the nature of the emergency and the area of Wheatland County in which it exists;
 - (b) cause the details of the declaration to be published immediately by such means of communication considered most likely to notify the population of the area affected; and
 - (c) forward a copy of the declaration to the Minister forthwith.
12. Subject to Section 15, when a state of local emergency is declared, the person[s] making the declaration may:
- (a) cause the Municipal Emergency Plan or any related plans or programs to be put into operation;

- (b) acquire or utilize any real or personal property considered necessary to prevent combat or alleviate the effects of an emergency or disaster;
 - (c) authorize or require any qualified person to render aid of a type he or she is qualified to provide;
 - (d) control or prohibit travel to or from any area of Wheatland County;
 - (e) provide for the restoration of essential facilities and the distribution of essential supplies and provide, maintain and co-ordinate emergency medical, welfare and other essential services in any part of Wheatland County;
 - (f) cause the evacuation of persons and the removal of livestock and personal property from any area within Wheatland County that is or may be affected by a disaster and make arrangements for the adequate care and protection of those persons or livestock and of the personal property;
 - (g) authorize the entry into any building or on any land, without warrant, by any person in the course of implementing an emergency plan or program;
 - (h) cause the demolition or removal of any trees, structures or crops if the demolition or removal is necessary or appropriate in order to reach the scene of a disaster, or to attempt to forestall its occurrence or to combat its progress;
 - (i) procure or fix prices for food, clothing, fuel, equipment, medical supplies, or other essential supplies and the use of any property, services, resources or equipment within Wheatland County for the duration of the state of emergency;
 - (j) authorize the conscription of persons needed to meet an emergency; and
 - (k) authorize any persons at any time to exercise, in the operation of the Municipal Emergency Plan and related plans or programs, any power specified in Paragraphs (b) through (j) in relation to any part of the municipality affected by a declaration of a state of local emergency.
13. When a state of local emergency is declared, neither Council nor any member of Council, and no persons appointed by Council to carry out measures relating to emergencies or disasters, are liable in respect of damage caused through any action taken under this Bylaw, nor are they subject to any proceedings by prohibition, certiorari, mandamus or injunction.
 14. Notwithstanding Section 13; Council and any member of Council, and any person acting under the direction or authorization of Council, is liable for gross negligence in carrying out their duties under this Bylaw.
 15. When, in the opinion of the person[s] declaring the state of local emergency, an emergency no longer exists in relation to which the declaration was made, they shall, by resolution, terminate the declaration.

16. A declaration of a state of local emergency is considered terminated and ceases to be of any force or effect when
 - (a) a resolution is passed under Section 15;
 - (b) a period of seven days has lapsed since it was declared, unless it is renewed by resolution;
 - (c) the Lieutenant Governor in Council makes an order for a state of emergency under the Act, relating to the same area; or
 - (d) the Minister cancels the state of local emergency.
17. When a declaration of a state of local emergency has been terminated, the person[s] who made the declaration shall cause the details of the termination to be published immediately by such means of communication considered most likely to notify the population of the area affected.
18. Bylaw No. 96-09 dealing with the establishment of an Emergency Management is hereby repealed upon third and final reading of this Bylaw.
19. This Bylaw becomes effective upon third and final reading of the bylaw.

KNIGHT MOVED first reading of Bylaw 2013-13 on May 21, 2013 and it was

Carried.

BOOTH MOVED second reading of Bylaw 2013-13 on May 21, 2013 and it was

Carried.

ARMSTRONG MOVED permission to hold third and final reading of Bylaw 2013-13 on May 21, 2013 and it was

Carried Unanimously.

BLAND MOVED third and final reading of Bylaw 2013-13 on May 21, 2013 and it was

Carried.



Reeve - Glenn Koester



Chief Administrative Officer - Alan Parkin

Wheatland County

Request for Decision

Regular Council Meeting

June 16, 2020

Report prepared by: Matt Boscariol



Carseland Fire Hall – Project Progress Report

Recommendation from Administration

THAT Council accept the report as presented, for information.

Chief Administrative Officer's Comments

N/A

Report

In early 2020, RPM Consulting Services was selected to act as the Project Manager and Owners Representative for the project and Beairsto & Associates was selected as the design consultant. The LeGlace Firehall was selected to be used as the basis of the design of the new station which will be overseen by the project steering committee.

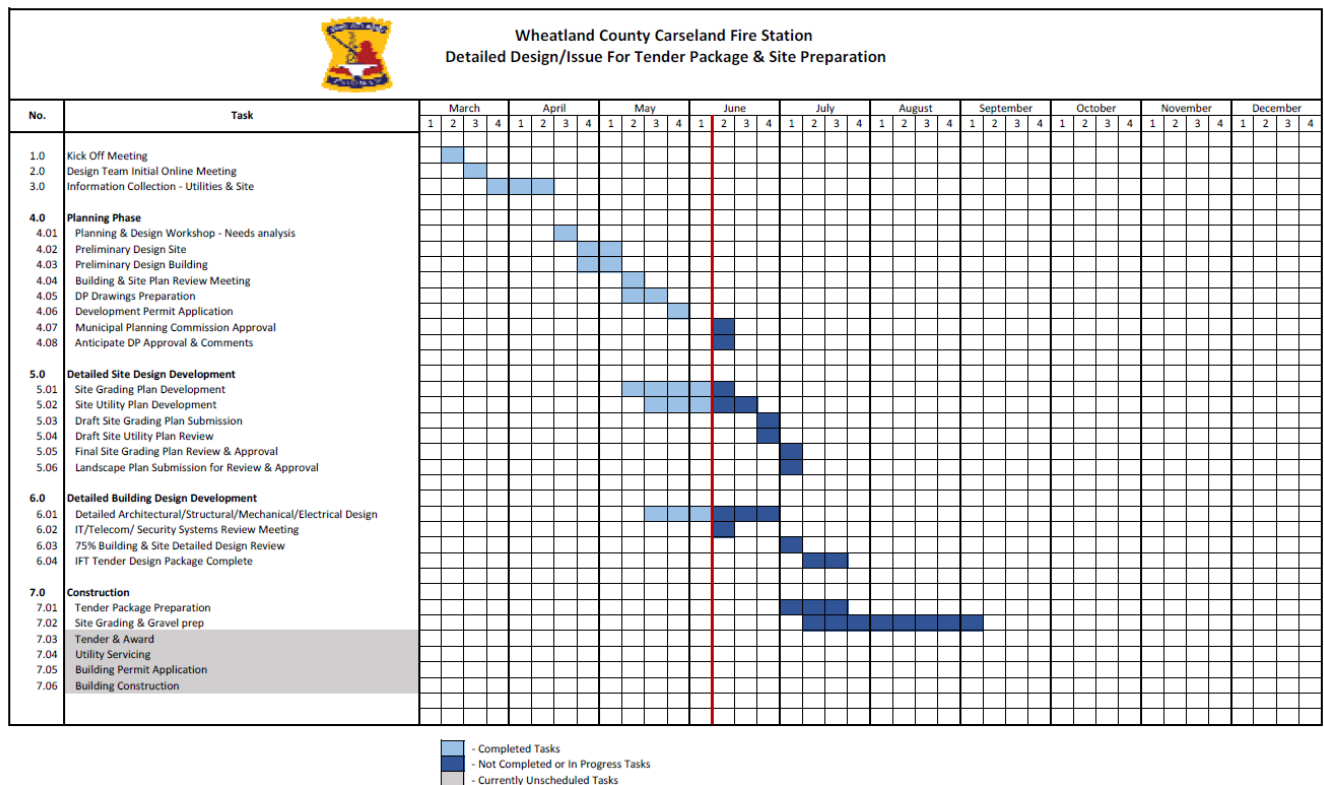
With the onsite of COVID-19, Wheatland County Council has deferred the start of construction for this project. However, the planning and detailed design of the site and building have been progressing to secure Development Permit (DP) approval and create a design package that is ready for tender. Site grading plans and utility servicing plans are also being prepared as part of the design process. The following tasks have been completed in support of this plan:

- Planning & Design Workshop/ Needs Analysis with Carseland Fire Department to review building layout, health and safety components, and operational needs;
- Development permit approval (Municipal Planning Commission June 9, 2020);
- Completion of the preliminary design of the site layout and building for development permit application;
- Site Utility serving review for natural gas and electrical power for Site Utility Plan development;
- Collection of engineering record drawings for water and sanitary services to the property for Site Utility development;
- Site grading plan preparation in progress. Plan to finalized after conditional DP approval & review of any DP comments;
- Detailed design for architectural, structural, mechanical and electrical for building drawings are in progress; and
- IT, telecommunication and security needs review completed.

While COVID-19 has resulted in the planning and design development being shifted to an online environment, the project team has been able to create a collaborative process for input and reviews utilizing Microsoft Teams and email correspondence.

Next Steps

- Waiting for review comments to complete site grading, site utility and site landscaping plans;
- Once grading plans are completed and approved, site stripping, grading and gravel placement can be started by County forces. We estimate the work can be completed by August - September 2020 pending other construction activities and weather;
- Completion of Issue for Tender (IFT) drawings and specifications for building architectural, structural, mechanical and electrical;
- Finalize utility servicing agreements for natural gas and electricity to the site; and
- Development of a tender package to have ready for tendering of the construction works once approved to proceed by Council.



Relevant Policies, Practices, and Legislation

N/A

Alignment with the Strategic Plan

Provide adequate municipal facilities and services across the County.

Response Options

Option 1: THAT the proposed recommendation is accepted/approved.

Option 2: THAT the proposed recommendation is not accepted/approved.

Option 3: THAT an alternate recommendation is accepted/approved.

Implications of Recommendation

General

Ongoing project work.

Organizational

County forces to prepare the site once the site and grading plans have been approved by the Project Steering Committee.

Financial

N/A

Environmental, Staff, and Public Safety

Ensure that the work is conducted in accordance with Wheatland County Health and Safety policies and procedures.

Follow-up Action / Communications

Ongoing follow-up with Council, and communications with the community when required.

Wheatland County

Request for Decision

Regular Council Meeting

June 16, 2020

Report prepared by: Matt Boscarior



Fire Master Plan - Update

Recommendation from Administration

THAT Council receive the Fire Master Plan draft as presented, for information.

Chief Administrative Officer's Comments

N/A

Report

Wheatland County commissioned TSI to undertake extensive work and review of the County's Fire Services division, and all associated policies and documentation to both streamline and find efficiencies within its' business operating unit. In conjunction with Administration's guidance, both parties identified that a major component of this work was to develop a Fire Master Plan; a guiding document that will provide an overarching roadmap for staff to pursue.

There are still some minor adjustments to be made, and staff are working with TSI to implement the identified changes; however, the document provides the roadmap with steps that are ready to commence immediately. The overall master plan is a strategic document that provides staged recommendations for the County over the next 10 years in themes of:

1. Risk management.
2. Incident / response management.
3. Governance.
4. Levels of service.
5. Human resources.
6. Policy.

The minor adjustments that administration will make, and for Council's consideration are:

-Page 14: Chart will have adjustments made to the headings to reflect "Hot zone" map reflects locations of values at risk and the hazards are the events which could impact values.

-Page 19: paragraphs about Regional Fire Chief responsibility is actually an accountability that has oversight from the County Manager and Council. The Regional Deputy Chief and District Chiefs are responsible for providing information to the Fire Chief to support that accountability.

-Page 22: Health and Wellness committee will not be included. Intent will be for WCFS to support County OHS efforts in a collaborative approach

-Page 25: focus on the success of WADEMSA effort to supply CPR devices for County departments as an example of for future collaborative projects

- Page 29: alter last two paragraphs to reflect risk/benefit management in the context of response and strategic decision making to establish clear expectations of what an officer faces on the incident scene
- Page 34: changing “Colonies” to “Hutterite Colonies”
- Page 55: add content for agreement between Strathmore and Wheatland County
- Page 63: Remove maps from page 63 and 64
- Page 66: remove “Without Fire Sprinklers” on diagram

The County has now successfully filled the complement of Fire and Emergency Service staff. Administration has worked with the new staff to develop some initial priority items. These are:

- Working consistently with all fire districts to understand opportunities and challenges in the development of future actions based on this plan.
- Developing strong working relationships with all fire districts; becoming an effective resource for the districts, and learning from all of Wheatland County fire staff / volunteers on the opportunities and challenges moving forward.
- Establishing Fire Services Advisory Board and supporting groups to effectively gather information for the explicit purpose of improving decision making for the benefit of providing safety and security for residents and visitors of Wheatland County.
- Clarifying accountabilities and responsibilities at all levels of the roles in the departments.
- Reviewing and clarifying bylaws and agreements.

Relevant Policies, Practices, and Legislation

Fire Master Plan

Alignment with the Strategic Plan

Deliver effective community services to County residents.

Response Options

Option 1: THAT the proposed recommendation is accepted/approved.

Option 2: THAT the proposed recommendation is not accepted/approved.

Option 3: THAT an alternate recommendation is accepted/approved.

Implications of Recommendation

General

N/A

Organizational

New Fire and Emergency Services staff will begin implementing the plan.

Financial

N/A

Environmental, Staff, and Public Safety

N/A

Follow-up Action / Communications

Communicate with staff and Council; provide ongoing updates.

WHEATLAND COUNTY

FIRE MASTER PLAN – DRAFT



Prepared By: Transitional Solutions Inc.
June 2020

Table of Contents

1.0	Executive Summary	4
2.0	Acronyms	6
3.0	Fire Master Plan Outlook	8
3.1	Overview	8
3.2	Initial and High Priority	8
3.3	Short Term – The First 12 months	9
3.4	Medium Term - 1 to 3 years	10
3.5	Long Term/Ongoing - 3 -10 years	12
4.0	Risk Profile	14
4.1	Overview	14
4.2	Hazard Assessment	14
4.3	Risk and Vulnerability Assessment	15
4.4	Pre-Incident Planning	16
4.5	Recommendations and Schedule	17
5.0	Fire Service Governance and Structure	18
5.1	Overview	18
5.2	Service Delivery Model	19
5.3	Governance	19
5.4	Municipal Fire Management Structure	20
5.5	Operational Committees	21
5.6	Capital and Operating Costs	21
5.7	Recommendations and Schedule	22
6.0	Level of Service & Operational Standards	24
6.1	Overview	24
6.2	Level of Service	24
6.3	Operational Standards	27
6.4	Recommendations and Schedule	28
7.0	Incident Management	30
7.1	Overview	30
7.2	Current State	30
7.3	Post Incident Review: Current Findings	32
7.4	Recommendations and Schedule	32
8.0	Incident Response: Mutual Aid, Auto-aid, and Partnerships	34
8.1	Overview	34

8.2	Analysis	34
8.3	Recommendations and Schedule	36
9.0	Fire Stations, Apparatus and Equipment	38
9.1	Fire Stations	38
9.2	Apparatus & Equipment	39
9.3	Recommendations and Schedule	43
10.0	Training Programs	45
10.1	Overview	45
10.2	Analysis	45
10.3	Recommendations and Schedule	46
11.0	Recruitment and Retention	48
11.1	Overview	48
11.2	Analysis	48
11.3	Recommendations and Schedule	49
12.0	Fire Safety	50
12.1	Overview	50
12.2	Recommendations and Schedule	51
13.0	References	52
APPENDICES		53
Appendix A: Wheatland County Service Agreements		54
Appendix B: Inventory of Apparatus & Fire Equipment		58
Appendix C: Fire Stations		59
Appendix D: Level of Service		65
Appendix E: Wheatland County Bylaws		70
Appendix F: Service Delivery Model Types		72
Appendix G: Wheatland County Emergency Hot Zones Map		75
Appendix H: Incident Management Tools		76
Appendix I: Recruitment & Retention		80
Appendix J: Governance Options		82

1.0 Executive Summary

Transitional Solutions Inc. (TSI) is pleased to present a Fire Master Plan for Wheatland County Fire & Emergency Services. We would like to sincerely thank Wheatland County and the Fire Services Staff who gave freely of their time and expertise during the ongoing consultation and research phases for this master plan. Our discussions with County and Fire Service Administration and staff were always candid, respectful and productive.

Wheatland County is a dynamic area and community of 8,788 residents living in diverse and beautiful landscapes. From the badlands in the northeast, the central golden fields near Standard, and the serene Bow River Valley near Carseland, Wheatland County is truly picturesque. With an economy based on agriculture, oil & gas and manufacturing, it provides great opportunities for business, employment and active living. Major transportation corridors including the Trans-Canada Highway, a number of other highways and several CN Rail lines, allow for the efficient movement of goods and services. A rich history throughout its various villages and hamlets, including many heritage century farms still operating today, points to the steadfastness and industrious nature of Wheatland County Residents.

The expectation of the Wheatland County Fire Rescue and Emergency Services Master Plan is that it will provide guidance and a template to move Wheatland County Fire & Emergency Services (WCFES) forward in achieving a world class rural fire service. Through the use of modern methods, policy development, sound business & financial practices and the cooperative implementation and service efforts from all parties, that goal is certainly achievable. The plan will include recommendations for immediate, short term, medium term and long-term strategic planning.

Looking at the current service from a critical lens, we have seen and through our engagement heard it described as a somewhat disjointed fire service that lacks cohesiveness. We heard about many fractured relationships, and some lack of trust between the Firefighters/District Chiefs and Administration/Council. Currently every Department or Association is a stand-alone entity doing its best to provide acceptable Fire Services and maintain public safety. Positively, in spite of administrative and organizational difficulties, WCFES continues to protect the public and provide fire and emergency services. Apparatus and infrastructure are more than adequate and staffing levels remain constant. The Departments and Associations should be proud of the service they provide to the community and be sincerely thanked for this commitment. Although, with the investments made, the desired value for service is currently not quite achieved.

Recent events have revealed a renewed effort to cooperate and rebuild critical relationships throughout the organization. With new leadership, confidence and expectations are high and a sense of great hope for the future of the service exists. Using a sound organization structure, keeping in mind delegation of duty, time management, span of control, and open communications, the Fire Service in Wheatland County has the ability to quickly transform into a superior rural fire service in Alberta. A senior leadership team from the senior ranks of the individual Fire Departments, Fire Associations, as well as the rank and file would enable an organized, inclusive and productive approach to the management of the fire service.

This Senior Leadership team will further allow for sound budgeting practices to ensure fiscal responsibility and sustainability. It will provide for constant evaluation of fire stations, dispatch and technical services, apparatus and equipment to ensure that future procurement of all capital items

compliments the fire service long term business plan. It will also provide vetted information and requests, created by consensus, to the Fire Board.

A shift in mindset by all parties will be required for the organization to move forward. It is time to think in the “Power of One”. ONE fire service, ONE team, ONE GOAL. Nine rural community fire services working and collaborating together with effective leadership and management provided by the County. This will create unity of purpose while providing borderless response using an appropriate, effective response and service model to achieve consistent performance and desired results. Working together towards a common goal for the greater good of not only the fire service, but predominantly for the citizens they protect. It has been clearly stated by all parties that a regional model is not part of the strategic plan moving forward.

Without clear direction, guidelines or protocols the onerous task of providing fire and emergency services currently falls to a dedicated core of Volunteer Firefighters, who’s preparation and best efforts get the job done. We also recognize a fire service full of potential, experience, expertise and the opportunity for significant improvement.

A new commitment from Council, Fire Services Administration, Fire Departments and Fire Associations to build relationships based on mutual cooperation and trust is necessary. All parties should be involved in the governance and operations in the path forward, so that insecurity, vulnerability and the thought of losing control are alleviated. We are all in this together, and together positive change will occur.

Resulting from our interviews, information gathering, and research, we have created numerous recommendations forming this Fire Master Plan. These are presented herein with an implementation schedule that prioritizes the major components to form a solid foundation for WCFES Administration, its Districts and staff to build a pro-active, efficient and sustainable fire service for the protection of life and property of the citizens in Wheatland County.

2.0 Acronyms

AED	Automated External Defibrillator
AFCA	Alberta Fire Chiefs Association
AFRRCS	The Alberta First Responders Radio Communications System
AHJ	Authority Having Jurisdiction
AHS	Alberta Health Services
ATV	All Terrain Engine
CAD	Computer Aided Dispatch
CAO	Chief Administrative Officer
CIS	Critical Incident Stress
CISM	Critical Incident Stress Management
CPR	Cardiopulmonary Resuscitation
EMA	Emergency Management Association
EMS	Emergency Medical Services
ERF	Effective Response Force
FCSS	Family and Community Support Services
GIS	Geographic Information System
HFPA	Hussar Fire Protection Association
HVAC	Heating, Ventilation, and Air Conditioning
IAFC	International Association of Fire Chiefs
ICS	Incident Command System
JPRs	Job Performance Requirements
KPI	Key Performance Indicators
LOS	Level of Service
LUCAS	Lund University Cardiopulmonary Assist System
MFR	Medical First Response
MDT	Mobile Data Terminal
MVC	Motor Vehicle Collision
NFPA	National Fire Protection Association
NIST	National Institute of Standards and Technology
OHS	Occupational Health and Safety
PPE	Personal Protective Equipment
PTSD	Post-traumatic Stress Disorder
QMP	Quality Management Plan
RCMP	Royal Canadian Mounted Police
RECEOVS	Rescue, Exposures, Confinement, Extinguishment, Overhaul, Ventilation, Salvage

REVAS	Rescue, Evacuation, Ventilation, Attack, Salvage
RMS	Records Management System
SCBA	Self Contained Breathing Apparatus
SLICERS	Size-up, Locate the fire, Identify and control the fire patch, Cool the space from the safest location, Extinguish the fire, Rescue, Salvage
SOG	Standard Operating Guidelines
SOP	Standard Operating Procedures
TIC	Thermal Imaging Cameras
TSI	Transitional Solutions Inc.
UL	Underwriters Laboratories
UTV	Utility Terrain Vehicle
WADEMSA	Wheatland and District Emergency Medical Services Association
WC	Wheatland County
WCB	Workers' Compensation Board
WCFES	Wheatland County Fire and Emergency Services

3.0 Fire Master Plan Outlook

3.1 Overview

The Master plan is a long-range plan that has many important stages for the implementation to be a success. The plan has been developed with short, medium and long term goals that will help enable Wheatland to enhance their service capabilities for the community.

There are “Key Recommendations” that are mentioned throughout the plan and are highlighted in bold blue text. These recommendations should take priority as they will establish the foundation for the remainder of the plan and future success of the Wheatland County Fire Service.

Short term recommendations and strategies will provide the foundation for the plan to evolve over time. As short term elements have been met these will foster the development of the medium and long term areas below.

3.2 Initial and High Priority

Category	Recommendation	Time	Reference
Risk Profile	<ul style="list-style-type: none">Initial response to all events be evaluated to ensure the proper amount of resources, capabilities and staff are dispatched and respond	0-6 months	4.5
Governance & Structure	<ul style="list-style-type: none">Establish an organization structure for the service that includes, Manager of Emergency & Fire Services and Operational Fire managerEstablish a Fire Management Committee comprised of the Manager of Emergency Services, the Regional Deputy Fire Chief and all District Chiefs to create a fire service management planEstablish Capital Committee with representation from all fire districtsEstablish a Training Committee to create a comprehensive training planEstablish an Operational Incident Response CommitteeWork with OHS to establish a Health and Safety Committee	Immediate 0-12 months 0-12 months 0-12 months 0-12 months 0-12 months	5.7
LOS & Operational Standards	<ul style="list-style-type: none">WCFES Administration work together with all Fire Departments to develop and implement response model protocolsRevise Bylaw 2019-06 (Schedule ‘D’ Level of Service) to reflect the minimum number of responders/staff needed for each specific type of response	0-6 months 0-6 months	6.4

Incident Management	<ul style="list-style-type: none"> • Provide leadership, safety and command training to all staff expected to be in an Incident Command role • Investigate a strategic planned approach to migrate to the AFRRCs radio system over a number of years 	0-12 Months Decision in 6 months	7.4
Incident Response	<ul style="list-style-type: none"> • Develop a clear response model for all calls that involve multiple Wheatland County stations including: <ul style="list-style-type: none"> ○ Number and types of apparatus and resources required for each type of incident to get desired and appropriate apparatus to scenes ○ Standard procedures, policies and guidelines for shared responses 	0-6 months 0-12 months	8.3
Fire Stations, Apparatus & Equipment	<ul style="list-style-type: none"> • WCFES and the Fire Associations of Rockyford and Rosebud, as well as the Carseland Fire District, review the capital cost and replacement strategies for their Water Tenders 	0-6 months	9.3
Training Programs	<ul style="list-style-type: none"> • A training program be formalized through a joint training committee 	0-12 months	10.3

3.3 Short Term – The First 12 months

Category	Recommendation	Time	Reference
Risk Profile	<ul style="list-style-type: none"> • Clearly identify Fire Prevention as a major portfolio 	12 months	4.5
Governance & Structure	<ul style="list-style-type: none"> • Assess the organizational structure for effectiveness after one year of service • Reaffirm the mixed model and establish which services will be delivered using a contract model and which will be directly delivered by the County • If the Fire Board outlined in Fire Services Bylaw 2019-34 is established, that it be modified to include equal representation from the region • Wheatland county revise the bylaws and other fire department documentation to create consistent terminology to refer to the Fire Service managers and leaders within Wheatland County 	12 months 0-12 months 0-12 months 0-12 months	5.7
LOS & Operational Standards	<ul style="list-style-type: none"> • Each department and association review their service contracts and adjust the LOS if needed 	6-12 months	6.4

Incident Response	<ul style="list-style-type: none"> Wheatland County continue to use automatic aid and work collaboratively amongst fire stations to create an operational model 	0-12 months	8.3
Fire Station, Apparatus & Equipment	<ul style="list-style-type: none"> Provide internet access for reporting and training purposes Consider redeployment of the Tender from Cluny to Rosebud or Hussar WCFES work closely with the Associations to determine the specific roles the rescues will be utilised for and ensure they are integrated into the response model Contemplate changing the name of apparatus known as the “Bush Buggy”, to a more descriptive term 	12 months 12 months 12 months 12 months	9.3
Training Programs	<ul style="list-style-type: none"> Training be regularly documented to maintain accurate training records Consider bringing in external trainers to support high-need training areas Occasionally deploy training officers or firefighters with subject matter expertise from each district throughout the region to share skills and knowledge with all stations 	12 months 12 months - ongoing 12 months - ongoing	10.3
Recruitment & Retention	<ul style="list-style-type: none"> Establish a sub-committee on recruitment and retention with representatives from all municipalities Work with the Training Committee to plan for a joint recruit training program between all stations in the area to onboard new recruit firefighters 	12 months 12 months	11.3

3.4 Medium Term - 1 to 3 years

Category	Recommendation	Time	Reference
Governance & Structure	<ul style="list-style-type: none"> Create a public engagement process Establishment and funding of a capital replacement plan for all fire apparatus and equipment 	1-3 years 12-24 months	
LOS & Operational Standards	<ul style="list-style-type: none"> Establishing service levels for specialized types of incidents, even if this involves industry partners or mutual aid Create consistency in types of medical incidents Wheatland County stations respond to in support of the level of service Establish a base level of medical skill/training (First aid, CPR with AED) for all firefighters and if 	12-24 months 12-24 months 12-24 months	6.4

	<p>the opportunity exists, support some members in getting further education</p> <ul style="list-style-type: none"> • Ensure the use of a records management system (such as FirePro) is linked to WADEMESA's CAD information to enhance, capture and customise reporting of statistics, define KPIs, and monitor trends in dispatch, response, and operations • Provide support to all stations regarding the importance, expectations, and procedures required for successful reporting 	<p>12-36 months</p> <p>12-36 months</p>	
Incident Management	<ul style="list-style-type: none"> • Establish a plan or protocol to address on scene radio communications during large scale events • When decision on radio system is reached start migration to a new system, or upgrades to the current system • Develop a post incident review process and SOP 	<p>24 months</p> <p>2-3 years</p> <p>12-24 months</p>	7.4
Incident Response	<ul style="list-style-type: none"> • Review all mutual aid agreements • Consider using auto-aid partners to fill critical positions in the incident command system • Adjust response protocols to increase use of auto-aid from other Wheatland County fire stations rather than relying on mutual aid from Strathmore Fire Department • Negotiate a new service agreement between Wheatland County and the Town of Strathmore 	<p>2-3 years</p> <p>12-18 months</p> <p>12-18 months</p> <p>12-24 months</p>	8.3
Fire Stations, Apparatus & Equipment	<ul style="list-style-type: none"> • The Capital Committee assess urgent and long term needs and enhancements of infrastructure including fire stations and procurement of apparatus • WCFES Administration consult with local expertise within the Associations and Departments and form a committee to standardise new purchase specifications for each class of apparatus • Future purchases of Engines and Tenders should have a minimum crew capacity of four • Develop a policy to plan for the retirement, refurbishment and replacement of fire apparatus 	<p>24 months</p> <p>12-24 months</p> <p>12 months - ongoing</p> <p>12-18 months</p>	9.3
Training Programs	<ul style="list-style-type: none"> • Identify opportunities for cross-training between stations for special training events • Foster a formal mentorship processes for firefighters and officers • Initiate discussions to explore the long-term potential establishment of a practical fire training site within the County 	<p>12-24 months</p> <p>12-24 months</p> <p>2-3 years</p>	10.3

Recruitment & Retention	<ul style="list-style-type: none"> Support Recruitment and Retention through various initiatives 	12-24 months	11.3
	<ul style="list-style-type: none"> Review the pay strategies for all associations and stations and consider implementing and supporting a consistent approach 	12-24 months	
	<ul style="list-style-type: none"> Establish extra duty pay scale for fire department members who take on extra efforts for the service 	12-24 months	
Fire Safety	<ul style="list-style-type: none"> Provide information regarding mental health and wellness awareness and associated support services as part of initial recruit training and future officer development program 	1-2 years	12.2
	<ul style="list-style-type: none"> Establish and mandate summer and winter, on scene, gross and personal decontamination procedures to be addressed in an SOP 	1-2 years	
	<ul style="list-style-type: none"> Adopt the “Clean Cab Initiative” to avoid cross contamination of fireground contaminants into the fire apparatus 	1-2 years	

3.5 Long Term/Ongoing - 3 -10 years

Category	Recommendation	Time	Reference
Risk Profile	<ul style="list-style-type: none"> Create a pre-incident plan procedure 	3-5 years	4.5
Incident Response	<ul style="list-style-type: none"> Consider a long-term strategy to merge the Wheatland West Station with the City of Strathmore Fire Department 	3-5 years	8.3
Fire Stations, Apparatus & Equipment	<ul style="list-style-type: none"> Improvements to fire stations including installation of: <ul style="list-style-type: none"> Showers for personal decontamination Laundry facilities for decontamination Industrial wash stations for cleaning of equipment and PPE 	3-5 years	9.3
	<ul style="list-style-type: none"> Consider long term improvements and renovations including: <ul style="list-style-type: none"> Installing vehicle exhaust extraction systems Separate HVAC systems for apparatus, PPE, office, and meeting space Renovations or additions to add separately ventilated turnout gear room Additions or renovations to include a workstation and space for equipment maintenance and storage 	5-10 years	
	<ul style="list-style-type: none"> Cluny Fire Hall #1 be marked for replacement 	5- 10 years	

	<ul style="list-style-type: none"> • Consideration of a long term strategy to merge Gleichen and Cluny Fire Districts and stations 	5-10 year	
Training Programs	<ul style="list-style-type: none"> • Consider implementing a formal online training program and video conferencing for joint training opportunities 	3-5 years	10.3

4.0 Risk Profile

4.1 Overview

A Risk Profile provides the justification for all aspects of Fire service including service levels, management, operations, station location, apparatus, equipment, recruitment, training and response. It also promotes officer development, teamwork and trust between Fire Administration, staff and community.

Risks, hazards, threats, and vulnerability are terms that are often confused with each other. A clear understanding of each of these principles is necessary to apply assessment criteria to an occupancy or region.

Risk is the potential for loss, damage or destruction within the County that we are trying to protect, as a result of a threat exploiting a vulnerability. It is the intersection of assets, threats, and vulnerabilities.

Hazard is an agent (natural or human induced) which has the potential to cause harm to vulnerable targets.

Vulnerability is considered as weaknesses or gaps in our fire protection that can be exploited by threats to compromise our communities and public safety.

Threats are anything that can exploit a vulnerability, intentionally or accidentally, and cause harm, damage, or destroy an asset. Threats could be actual, conceptual, or inherent. A threat is what we're trying to protect against.

4.2 Hazard Assessment

The purpose of a hazard assessment is to identify potential risks and hazards within the County, and to identify appropriate safety measures to be used to mitigate the identified hazards. All hazards both man-made and natural must be considered and planned for the protection of the community. Within the community, public safety is highly dependent on accurate hazard and risk assessment to determine the required level and scope of emergency services.

In 2018 Wheatland County had a recent hazard and risk assessment as part of a delivery from the recently acquired Wheatland Regional Emergency Management Plan. This plan identified a proactive approach to the reviews of risk, and it is recommended to continue with this approach.

A Hot Zone map, created by Wheatland Fire Rescue Services can be viewed in Appendix G, was reviewed by TSI. This map identifies 80 sites that pose a high risk to public health and safety, critical infrastructure, local economy and natural environment. There is a high concentration of oil and gas operation throughout Wheatland County. Nearly 50% of identified sites involve oil & gas operations, either gas plants or compressor stations. These occurrences generally pose a low risk, however, the high number of sites within the county requires a vigilant approach to preparation and planning to properly and safely manage an occurrence.

Figure 1 Risks & Hazards of Wheatland County Hot Zones

High risk sites identified on Hot Zones Map (values at risk):	Hazards which can impact values at risk:
<ul style="list-style-type: none"> • Oil & Gas: compressor stations, gas plants, pipelines & well sites • Critical Utilities and Infrastructure: hospitals, schools, electricity, water, sewage, roadways, • Agriculture: including elevators, seed cleaning plants and fertilizer plants • Manufacturing • Recreational: campgrounds, golf courses • Hutterite Colonies • Administration: Wheatland County • Administration & Public Works • Railway 	<ul style="list-style-type: none"> • Severe weather: damaging winds, tornado, ice storms • Train derailment • Wildland fires • Explosions • Overland flooding/torrential/prolonged rains • Infectious disease outbreak/pandemic • Violent acts/terrorism/cyber attack Civil unrest & disorder

Positively, Wheatland County Fire & Emergency Services has created some relationships within the Carseland Fire District, Wheatland County industrial partners and with some of the Hutterite Colonies. Relationship development along with the hazard review is an encouraging start to a recommendation regarding pre-incident planning as initial response actions and capabilities are critical to successfully managing such an occurrence.

4.3 Risk and Vulnerability Assessment

A risk and vulnerability assessment identifies and gives Fire Services the ability to recognize threats or hazards and the probability or potential that these factors will exploit a vulnerability, or gap, in your protection and result in a threat, event, exposure, disaster or some form of loss. Generally, a matrix is used to determine the probability and potential consequences of the hazard.

Regular reviews of risk and vulnerability within the County, including target hazards should take place annually or, by some manageable schedule, as assigned by those organizations assigned through governance (EMA), bylaw, or as delegated by Fire Services Administration.

Wheatland County is no less vulnerable to risks and hazards than other communities. The only avenue to address each type of risk or hazard that can occur, or has occurred within the County is to anticipate, and prepare for such an event. An example would be overland flooding or grass fires in the spring. These events are anticipated and can be mitigated before they happen or may be planned for in order that resources are in place should an immediate response be required. A seasonal approach to natural hazards is a strategy commonly used by fire services. The challenge is to expand the scope to include all types of risks and hazards. To assist with risk and vulnerability, it is important that Wheatland County Emergency Fire Service implement a pre-incident planning program.

4.4 Pre-Incident Planning

Pre-incident planning should be adopted as regular practice within fire prevention and fire operations to gather information on specific target hazards.

Information could include:

1. Building layout and size
2. Type of occupancy, commercial, industrial, institutional
3. 24-hour building manager or maintenance contact information
4. Type of construction
5. Identify local hazards and potential for an incident to occur
6. Location of the main fire alarm panel
7. Hazardous materials storage areas
8. Fire protection systems and equipment
9. Familiarization with on-site evacuation plans
10. Initial response capabilities and capacities - (minimums)
11. Initial response actions
12. Gauge industry capabilities
13. Gauge industry expectations

All this pre-gathered information would be an invaluable asset for fire command and staff if an incident should occur. It must be accessible and supplied in a usable form. It could be available in hard copy form (binder) and kept as part of the apparatus inventory, or online as a component of a computer aided dispatch system, or both. Pre-incident planning also instigates the relationship between your Fire Department and its commercial, industrial and institutional stakeholders, allowing each party to understand and explore response capacities, capabilities and expectations.

The use of an all hazards approach in coordination with pre-incident planning focuses on developing capacities and capabilities that will minimize harm, personal injury and the loss of assets or property and promote public safety. It takes what seems like a monumental task and renders it into a scalable, manageable plan to mitigate the hazard or disaster.

Current and future risks can be identified through the use of planning and development and the inclusion and input of WCFES Prevention & Education in the process. This allows Fire Prevention to provide subject matter expertise to planning and development to ensure fire prevention best practices, such as access of apparatus and water supply capacities are utilized and identified early in the building and development process, and that proper fire prevention and mitigation systems will be in place. This process would also provide adherence to both building and fire codes. It also affords the opportunity for the County to access the services of a fire protection engineer for large industrial and commercial projects outside of the scope of Fire Administration.

Pre-incident planning is a cost-effective proactive endeavour that should be implemented as part of the local fire & emergency services operations involving a collaborative approach with Fire Prevention and Operations. Creating a SOP in this regard will ensure compliance by staff. Setting a goal for minimums, such as completing one Pre-incident Plan every quarter would bode well for the QMP (Quality

Management Plan) and assist in the justification for training and a demonstrated need for appropriate apparatus. It also promotes officer development, teamwork and trust between Fire Administration and Staff.

4.5 Recommendations and Schedule

The following recommendations and schedule are in support of mitigating the risk profile of Wheatland County:

1. Clearly identify Fire Prevention as a major portfolio with clear guidelines and expectations for the Fire Service Administration and ensure this portfolio is assigned to a capable member of this leadership team. (12 months)
2. Create a pre-incident plan procedure with established targets for plans completed. (3-5 years). The protocols for this hazard assessment and pre-incident plans should be captured in an SOP.
3. *It is recommended that the initial response to all events be evaluated to ensure the proper amount of resources, capabilities and staff are dispatched and respond to reflect best practices, align with NFPA, industry, and OHS standards. (Immediate)*

5.0 Fire Service Governance and Structure

5.1 Overview

Providing rural fire services is a complex and expensive endeavor. Without prudent and effective management and administrative processes, value for service can be lost in dysfunction and indifference. Management that provides clear communication regarding well defined operational guidelines and expectations will certainly be the most successful. The requirement for visionary leadership is necessary as the fire service evolves. While acknowledging the past, changes to legislation, regulations, standards, Occupational Health and Safety (OHS), and fire dynamics requires that fire services adapt to the constant changes.

Information and observations from Stakeholder interviews and document reviews indicated gaps in response and service. There can be many reasons why these gaps occur, but in many instances, administration and operations of a fire service overwhelm the Fire Chief and Fire Service Administration, leading to shortfalls in strategic planning, procedures and guidelines. It is essential that Wheatland County Administration support the Manager of Emergency Services with adequate staffing to administer and operate the fire service to achieve the defined level of service.

Keys to Successful Fire Service Management Models

1. Design Fire Services that meet the needs of the taxpayers and citizens, addressing hazards and risks in their community - expressed as a Level of Service (LOS)
2. Consistent, safe, stable and flexible service delivery
3. Attention to fire prevention, safety initiatives, and community support programs, and emergency response.
4. Establish Key Performance Indicators (KPIs) to review performance of the system and departments to support successful fire service delivery and drive improvements.
5. Training of Fire department members to support delivery of services mandated by the LOS.
6. Providing opportunities for personal growth for members through training, education and experience, in addition to meeting program and department needs.
7. Establish management processes that provide leadership, structure and direction to the departments and provide opportunities for input and involvement of all department members.
8. Refine records management processes to provide outcome reporting to decision makers and the public increasing public awareness of community safety issues.
9. Reviews of governance and management processes to ensure that community needs are being addressed and make service adjustments.

5.2 Service Delivery Model

The provision of fire services in Alberta, by individual municipalities, typically falls within one of three models selected by each municipality based upon their local circumstances. The municipality may use a direct delivery fire service model, a contract delivery service model or a mixed model that combines the direct delivery and contract models. The alternative to individual municipalities providing the service is to utilize a regional governance model. For additional information on the different delivery options please see Appendix “G”.

The current service delivery model used by Wheatland County is a Mixed Model and WCFES should continue to foster this model. The fire response services are managed and directly delivered to the portions of the County including those provided from the fire stations at Wheatland West (Strathmore area), Hamlet of Carseland, Hamlet of Cluny and Hamlet of Gleichen. Services provided by contract with local Fire Associations include those provided by the fire services located in the Village of Hussar, Village of Rockyford and Village of Standard, Hamlet of Rosebud as well as the Dalum area.

The Fire Associations each have Joint Fire Service Agreements with Wheatland County to provide services to a specific response area and access other fire services when needed in an emergency situation. Fire Capital Agreements have also been established between Wheatland County and the Fire Associations that addresses the cost sharing for capital assets for fire services.

A mutual aid agreement covering all municipalities within Wheatland County have been in place since 2007. A separate agreement between Wheatland County and the Town of Strathmore expired in May 2019, although aid responses between the two municipalities continue. Fire aid agreements are also in place for other adjacent Counties. The fire response provided, includes some use of automatic aid between the different services for specific types of incidents. This is based upon the need to ensure that minimum response requirements and appropriate resources are activated in a timely manner. See section 7 for mutual aid, auto aid and Wheatland County Fire Agreements.

Programs including Safety Codes inspections, enforcement and fire investigations were previously delivered or managed through Wheatland County Fire Management. Currently these services are being provided by a contractor and discussion is occurring with other municipalities on the possibility to collaborate on services. The management of training, occupational health & safety, record keeping, and reporting previously involved both Wheatland County staff and members of the individual fire departments.

5.3 Governance

In 2019 Wheatland County enacted the Fire Services Bylaw 2019-06 and Bylaw 2019-34. Bylaw 2019-06 outlines the roles and responsibilities of the Fire Service Leadership and Bylaw 2019-34 defines the creation of a Fire Board for Wheatland County. To date this Fire Board has not been established and is not operating, however it has been communicated to TSI the intention is still to move forward with this Fire/Advisory board. The Fire Board is to be composed of five (5) Association Presidents, one (1) representative from each of the Villages (Standard, Hussar, and Rockyford), two (2) citizens-at-large, and no more than three (3) members of Council who are appointed by Council. TSI notes that this board, in the proposed structure, is heavily weighted in representation by the Fire Association districts but has little input from the districts that function under the governance of Wheatland County. We believe it is important to have equal representation and input from all fire districts.

The proposed scope of the fire board is also not clear, nor is if the intention is for this board to be advisory in nature or if it is to be involved in the approval process of key decisions. We believe it is important not to add an unnecessary level of bureaucracy which could impede the ability of the Manager of Emergency Services and the Deputy Fire Chief to fulfill their roles.

The current system used by Wheatland County is increased further in complexity due to the nature and variety of these contracts and the relationships that have occurred in the past. Through our interviews it became clear that while the past is affecting the present there is a desire to move forward and create fire services that meet the needs of all. It was also identified that there was no desire at this time to consider a regionalized fire service delivery model.

Because Wheatland County Administration already has an established governance model, we won't go into detail here on other governance options. However, more information on Governance Model options is available in Appendix J.

5.4 Municipal Fire Management Structure

WCFES management processes are established that provide leadership, structure and direction to all County departments and associations, and provide opportunities for input and involvement of all department members. These Management processes are established to provide fire suppression and life safety services and outcome reporting to decision makers and the public which creates increased public awareness of community safety issues. Governance and management processes include timely service reviews to ensure that community needs are being addressed and promote service adjustments.

Management structure is provided by a para-military tiered supervisor - subordinate system supported by a clear chain of command. Each subordinate reports directly to one supervisor for clarity and efficiency in function and design. Efficiency is achieved through the empowerment of supervisors to solve problems or resolve issues at their level, only requiring going up the chain when issues are out of scope or require intervention or approval from upper management.

The Manager of Emergency Services is on the top tier and ultimately accountable to ensure the provision of fire services throughout the County. Through his leadership, and in collaboration with the Regional Deputy Fire Chief, District Chiefs, fire service staff and volunteers, the vision, mission and values of the department will be demonstrated in all day-to-day and emergency operations. The current fire management structure has a broad range of responsibility and reporting. Fire Services Bylaw 2019-06 states, "The Regional Fire Chief has the authority over the management and direction of the Fire Services, but is subject to the supervision, control and direction of the General Manager, County Manager and Council." Because the current model involves the Fire Board as indicated by the Fire Board Bylaw 2019-34, this reporting structure may be difficult to support and, for the Manager of Emergency Services to be successful in the overall management of the fire service. All roles within the fire service are pertinent to the leadership of fire services. All roles, accountabilities and responsibilities must be clearly understood, reporting must be streamlined and refined to increase efficiencies, be progressive and maintain effectiveness in the overall delivery of Wheatland County fire and emergency services.

5.5 Operational Committees

In order to ensure input from all fire services and better coordinate key programs and processes we recommend the establishment of operational committees. Some of these will be ongoing and some may be formed to deal with an issue or specific process, then disbanded. When establishing committees, consideration should be given to ensuring they are representative of the different fire departments. Specific committee recommendations are listed throughout this report.

Appointment of committees should include the following:

1. Reason to establish the committee
2. Terms of reference for the committee including:
 - a. Membership – recommend small groups with representatives from all fire districts
 - b. Expectations and focus on specific outcomes
 - c. Reporting procedures to management
 - d. Communication expectation for stakeholders
 - e. Authorities
 - f. Meeting protocols and process
 - g. Term

5.6 Capital and Operating Costs

A cursory review of the capital and operating budgets was done to determine how the recommendations within the plan could impact these budgets. In-depth forecasting and evaluation of capital and operating costs was not included as part of this Master Plan.

Direct impacts to the budget may stem from recommendations regarding:

1. Infrastructure: fire hall replacement, renovation and maintenance
2. Replacement of apparatus: Engines, Tenders,
3. Replacement of equipment: SCBA, turnout gear, TIC, Radios
4. Financial demands from training requirements.
5. Remuneration, honorariums and service pay

Capital Budget:

Fire hall renovations, the building of new fire halls, the purchase or lease of major pieces of apparatus based on replacement programs and anticipated service life, and the costs involved with the lease or upkeep of a radio system will all require long term budgeting considerations.

Operational Budget:

The replacement of equipment and tools with known service life, such as turnout gear, radios, SCBA as well as consumables (fuel, uniforms, office equipment and supplies) should be consistently budgeted within the operational budget. Other key factors seriously affecting operational budgets include:

1. Training programs
2. Professional fees and professional development
3. Costs of regional boards
4. Salaries, service pay, honorariums
5. Building maintenance and utilities
6. Vehicle and equipment maintenance
7. Communications equipment

Advanced planning for long term capital projects, operational needs and procurement, allows for a proactive approach in regard to financial responsibility and sustainability. Sound business planning, practices, and management must accompany the budgetary process.

5.7 Recommendations and Schedule

The following recommendations and schedule for governance and structure are in support of managing the fire service:

- 1. Establish an organization structure for the service that includes: (Immediate)*
 - a. Manager of Emergency & Fire Services responsible to:*
 - i. Provide leadership and management in all aspects of fire and emergency services within Wheatland County*
 - ii. Serve as the Director of Emergency Management for the municipality.*
 - iii. Provide supervision and support to volunteer chiefs and staff.*
 - iv. Manage the relationships and contracts with the Fire Associations and other contracted service providers.*
 - v. Support for the Wheatland County Fire Board*
 - vi. Operating and capital budgets*
 - vii. Human Resources: staffing, recruitment, OHS*
 - b. Operational Fire manager (Regional Deputy Fire Chief) to manage and support: (Immediate)*
 - i. Fire operations readiness: emergency response and service to all events*
 - ii. Training: training of staff at all levels and skill maintenance to support LOS*
 - iii. Occupations Health & Safety*
 - iv. Pre-incident planning*
 - v. Dispatch & Technical Services: dispatch services, communications & radio systems*
 - vi. Fire Prevention: public education, fire inspections, fire investigation*
 - vii. Fleet Services: apparatus & equipment maintenance, certification, procurement*
2. Fire department and County administration should assess the above organizational structure for effectiveness after one year of service (12 months)
3. Reaffirm the mixed model and establish which services will be delivered using a contract model and which will be directly delivered by the County. This includes the provision of Safety Codes and Emergency Management. (0-12 months)
4. If the Fire Board outlined in Fire Services Bylaw 2019-34 is established, that it be modified to include equal representation from the region. It should also be the goal of the board to be advisory in nature and not to add arduous bureaucracy to the ability of the Manager of Emergency Services to make and implement decisions. (0-12 months)

5. *Establish a Fire Management Committee comprised of the Manager of Emergency Services, the Regional Deputy Fire Chief and all District Chiefs to create a fire service management plan to coordinate the Fire Services and program delivery that: (0-12 Months)*
 - a. *Meets the current approved Level of Service for the municipality*
 - b. *Establishes a readiness and training process that supports the organization*
 - c. *Establishes key performance indicators (KPI)s for all key services that are created by management with recommendation from the operational committees*
6. *Establish a Capital Committee with representation from all fire districts to provide information on capital planning to the Fire Advisory Board for decisions. (0-12 Months)*
7. *Establish a Training Committee to create a comprehensive training plan that follows the recommendations outlined in section 10.3 of this document. (0-12 Months)*
8. *Establish an Operational Incident Response Process Committee: (0-12 Months)*
 - a. *Review response processes and recommend changes.*
 - b. *Establish and create SOPs that support the level of service, for use in all direct delivery and contract departments.*
 - c. *Review the OHS processes and recommend program changes that meet the OH&S Act.*
9. *Work with OHS to establish a Health and Safety Committee to address the short and long term health and wellness of firefighters through injury prevention programs, long term health considerations, and mental health supports. (0-12 Months)*
10. Create a public engagement process that includes: (1-3 years)
 - a. An annual service evaluation and opportunity for public feedback
 - b. Reporting to the public on the fire service outcomes and programs
 - c. Public Safety and Fire Prevention Programs
11. Establishment and funding of a capital replacement plan for all fire apparatus and equipment that accounts for: (12-24 months)
 - a. the life cycle of current equipment and apparatus owned by Wheatland County
 - b. all contracted service commitments
12. Wheatland County revise the bylaws and other fire department documentation to create consistent terminology to refer to the Fire Service managers and leaders within Wheatland County. This includes the full-time county staff, as well as the Chiefs in each town, village, or association. ie. Manager of Emergency Services, Deputy Fire Chief, District Chief, etc. (0-12 months)

6.0 Level of Service & Operational Standards

6.1 Overview

The Fire Services Bylaw 2019-06 was enacted on April 2, 2019 and included the authority and direction to establish and operate a Fire Service. This bylaw also establishes the approved Level of Service for those delivering fire services within Wheatland County. WCFES Administration should develop its own response model based on municipal needs, staff and capacity. All Fire Districts should, with the assistance of WCFES Administration, take the necessary steps in order to meet their obligations and the objectives of the response model and LOS within the fire service agreement.

The Level of Service for Wheatland County fire services is outlined in Schedule "D" of Bylaw 2019-06. The bylaw requires that the Level of Service provided by any contracted party must be equal to or better than that established by the County for the designated service area. The bylaw identifies that the County will provide basic exterior fire suppression only, except by Fire Departments or members properly trained for interior attack. In addition, the bylaw identifies the level of services for specific incidents with established response levels.

While the bylaw provides guidance on the level of service to be provided, it does not cover all the types of incidents that may be encountered. Services not clearly covered by the current bylaw include response to dangerous goods incidents; static water, swift water or ice rescue incidents; high angle or slope (technical) rescue incidents and incidents reported as alarms ringing without smoke. WCFES, being the AHJ can determine whether they are prepared to increase the LOS in scope to accommodate any of these types of responses.

Schedule "D": LOS of Bylaw 2019-06 does not identify the minimum number of firefighters/staff available to respond at the time of an incident. Without identifying the minimum staff number that should be assembled for specific types of response, it leaves the decision up to the fire commander or initial responders, increasing uncertainty and level of risk, which compromises safety. A strategic organized approach encompassed in a clearly defined LOS should rectify these issues.

6.2 Level of Service

Level of service is a product of leadership, response and training. Wheatland County has defined its Level of Service within Bylaw 2019-06. The following excerpts from the Bylaw 2019-06; Schedule "D" Level of Service highlight:

1. Section 1.2. The county will provide basic exterior fire suppression only, except by Fire Department Members who are properly trained for interior attack.
2. Section 1.7. Subject to Paragraph 1.5, the County will use reasonable efforts to provide the following levels of service to the Fire Districts;
 - a. Basic Exterior
 - b. Non-Structural
 - c. Medical First Response
 - d. Motor Vehicle Response
 - e. Rescue Response
 - f. Grassland Wildfire Response

Each Fire Department and Association, with assistance and collaboration from WCFES Administration, should be provided a response model based on needs, staff and capacity, in order to meet the obligations within the fire service agreement.

The definition within the bylaw allows fire service administration to develop a response and service model to achieve the defined level of service, collect information and data over time, and monitor or evaluate its service for effectiveness and efficiency. These evaluations of service will result in further community risk reduction.

The ability to accurately measure performance will allow leaders to make changes to apparatus placement and deployment, make service level improvements, identify service gaps, training needs, and enhance the safety of firefighters and first responders.

To achieve the desired or defined level of service we need to understand the basic principles involved. The formula or model can be broken down into key components. All components are based on time and how quickly we transform the initial emergency or 911 call into an effective response with service.

Dispatch + Response + Service = Level of Service

Dispatch

WADEMESA provides the local dispatch services. This component involves:

1. The initial receipt of the call
2. Time to evaluate the call
3. Time to dispatch the call

Through the review of documented dispatch times. It was recognized that dispatch times are below industry standard averaging 2 minutes 22 seconds. NFPA 1221 indicates an optimum dispatch time of 79 seconds for receipt, evaluation and dispatch.

Response

Response begins upon receipt of the dispatch information to the fire department. It involves:

1. Time for staff to report the fire station (no response without an ERF)
2. Time for staff to don PPE and mount apparatus
3. Travel time to the fire/event.

Through the review of documented response times. It was recognized that response times are below industry standard averaging 27 minutes 20 seconds.

Service

Service begins upon arrival and is based on having an ERF (Effective Response Force) capable of providing the service required and ensuring the safety of firefighters.

Noted below is an example of level of service from NFPA 1720; Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations and Special Operations to the public by Volunteer Fire Departments. Keep in mind that these are guidelines based on industry best practices and extensive research to promote life safety in emergency response.

Table 1 NFPA 1720 Level of Service Standards

Demand Zone ^a	Demographics	Minimum Staff to Respond ^b	Response Time (minutes) ^c	Meets Objective (%)
Urban area	>1000 people/mi ² (2.6 km ²)	15	9	90
Suburban area	500–1000 people/mi ² (2.6 km ²)	10	10	80
Rural area	<500 people/mi ² (2.6 km ²)	6	14	80
Remote area	Travel distance ≥ 8 mi (12.87 km)	4	Directly dependent on travel distance	90
Special risks	Determined by AHJ	Determined by AHJ based on risk	Determined by AHJ	90

^aA jurisdiction can have more than one demand zone.

^bMinimum staffing includes members responding from the AHJ's department and automatic aid

^cResponse time begins upon completion of the dispatch notification and ends at the time interval shown in the table.

Actual operational procedures developed by the AHJ should provide clear performance standards, including minimum staffing required, and response time objectives for structural firefighting. These operational procedures should comply, as nearly as possible, with NFPA 1720 based on low hazard occupancies, service budgets and area demographics.

See Appendix “E” for more information on the importance of Level of Service.

Medical Assist Response

The current model of Alberta Health Services EMS is to leverage every community ambulance as part of the overall provincial prehospital medical response. This application has pros and cons, but it clearly creates unpredictability in where and how long it will take ambulances to arrive on scene. Therefore, a response from fire departments, with any level of medical training, is becoming increasingly important. Having trained personnel on scene provides a level of comfort to patients and their families for any medical emergency.

WADEMSA recently equipped many stations with LUCAS CPR devices to be used on cardiac arrest incidents, which has the potential to greatly improve patient outcomes in Wheatland rural settings. This is an example of positive collaboration and helpful partnerships that benefits the entire region.

Currently, there is no standard amongst the fire services in Wheatland County in regard to medical aid calls, including training of the medical responders, types of incidents encountered, or the services they offer when they arrive on scene. Some stations are reluctant to provide medical co-response, while others see the need in their community and offer the service. This is a gap in support of the consistent level of service defined in the bylaw.

6.3 Operational Standards

Fire Prevention

Fire prevention is the very basis on which all fire services are established. Through the compilation of statistics resulting from fire investigation and inspections clear evidence provides facts for the development of fire and safety codes. The fire code is in effect for the sole reason to prevent future fires based on the results garnered by the investigative process.

Fire Prevention and Public Education can be put into practice, with the fire service actively involved to assist with community development and building inspections using safety codes, as well as managing fire service core data using key performance indicators (KPI) in part with a records management system and a quality management plan.

Enhancing the visibility of the fire service through public education and public relations with such activities as fire drills, smoke alarm programs and the FireSmart program fortifies the trust the public has in their fire service. Locally, public education tools can be developed to help prevent fires and augment public safety.

Reporting

Currently the reporting system uses antiquated methods of manual paper reports submitted to the administrative assistant to file. This method does not include or compile any Key Performance Indicators (KPI) required for regular analysis and evaluations of fire service performance levels.

Proper records management allows the fire service to measure actual performance against pre-set goals and analyse this information to create efficiencies and improvements. Information provided is used to analyze the overall performance of the fire service including:

1. Compiling total dispatch times and comparing them to industry standards
2. Compiling chute times and comparing them to established expectations
3. Compiling travel times, to gain a mean average
4. Evaluating staffing levels to meet existing protocol, number of staff and rank
5. Compiling call volumes
6. Compiling event locations
7. Compiling total event times
8. Compiling staffing man hours
9. Compiling staff training hours
10. Compiling response by type
11. Compiling billing information for cost recovery
12. Tracking the use of apparatus, equipment and materials
13. Tracking total fire losses

Once established, a purposeful Records Management System (RMS) will enhance the ability of fire services administration to understand the overall performance and quality of service provided and clearly indicate where improvements can be made. It is critical that District Chiefs understand the importance of modern reporting and receive the appropriate support from Wheatland County fire administration of an RMS. With the use of FirePro records management system linked to the CAD system information, annual statistical comparisons should be made to evaluate performance standards, response objectives, and service quality.

Observation: It is unknown whether FirePro RMS is being used as required or intended for statistical analysis.

Reporting Tools

Wheatland County is currently using the FirePro2 records management system. However, not all departments or associations are equipped or trained in its use. Many districts use the “I Am Responding” application which also has some records management capabilities as well as cellular based digital mapping. Recent developments, to have it linked to the WADMSA CAD system information, is a positive indication toward establishing a suitable records management system. Through the use of analytics, annual statistical comparisons should be made to evaluate performance standards, response objectives, and service quality.

6.4 Recommendations and Schedule

The following recommendations and schedule for level of service are in support of enhancing the Wheatland Counties overall fire service:

- 1. WCFES Administration work together with all Fire Departments to develop and implement response model protocols with realistic and achievable expectations, including:*
 - a. Safety - minimum staffing for type of event*
 - b. time to report to the fire station and don PPE*
 - c. time after arrival at the event to flow water and begin fire suppression operations.*
 - d. ensure consistent and accurate reporting (using FirePro or similar software) is done to gather information, data, and KPIs for future evaluation to determine the effectiveness of the response model*
- 2. That Bylaw 2019-06 (Schedule ‘D’ Level of Service) be revised to reflect the minimum number of responders/staff needed for each specific type of response based upon NFPA Standards, best practices and safety, with guidance from the fire service administration. Safe operations demand adequate staffing without compromise.*
3. Each department and association review their service contracts and take the necessary steps to adjust the level of service required to meet the obligations within Bylaw 2019-06, or amend their contract to reflect their service capabilities and capacities. (6-12 months)
4. That consideration be given to establishing service levels for the following types of incidents, even if this involves industry partners or mutual aid. (12-24 months)
 - e. Dangerous goods – Awareness level and consider establishing a contractor response protocol
 - f. Water, swift water and ice rescue –Operations level and consider establishing a contractor response protocol or aid agreements
 - g. High angle and slope rescue – Operations level and establish aid agreements
 - h. Alarms ringing with no smoke – Technician level with minimum response of one unit
5. Create consistency in types of medical incidents Wheatland County stations respond to in support of the level of service. (12-24 months)

6. Establish a base level of medical training/skill (First aid, CPR with AED) for all firefighters and if the opportunity exists, support some members in getting further education. (Timeline – 12-24 months)
7. Ensure the use of a records management system (such as FirePro) is linked to WADEMESA's CAD information to enhance, capture and customise reporting of statistics, define KPIs, and monitor trends in dispatch, response, and operations. These statistics will establish baseline response measures/protocols and identify trends with the ultimate goal of establishing achievable response and service levels that can be evaluated over time. (12 - 36 months)
8. That support be provided to all stations regarding the importance, expectations, and procedures required for successful reporting. This includes providing the proper technology, hardware, software, and training. (12 - 36 months)

7.0 Incident Management

7.1 Overview

A new recruit responding on his first emergency call has his sights firmly set on the person in the right front seat of the apparatus. This recruit, in most cases without really knowing that person well, has put their complete trust in the team leader. This complete trust involves listening to any comments, orders, plans of action, and assisting in their execution. The expectation, the silent rule of this complete trust, placed on the Officer or Senior member in charge, is to guarantee the safety of his crew while performing a task and realizing the best possible outcome.

Chiefs, Captains, Lieutenants and other senior members of the fire service rely on their years of experience and formal theoretical & practical training to take control of and manage time sensitive, extremely stressful situations, many times involving life and death, while maintaining safety as a top priority. The demands on the Incident Commander/Manager, and even on the sector officer are enormous.

All incidents within the County are managed using the Canadian ICS (Incident Command System). Many of the staff have taken ICS-100, and many of the Fire Department Chiefs and officers have taken ICS-200 or higher.

7.2 Current State

Officer training in regards to Incident or Fire Command and leadership was limited, but seemed to have been marginally augmented with some Chiefs referring to the 'REVAS' model of fire command. These mnemonics (RECEOVS, REVAS, SLICERS) certainly provide great benefits, add to an officer's toolbox and offer a tactical view of when and how actions and tasks should take place, but the mindset of Incident Commanders needs to reflect the strategic 'thinking' aspect of fire operations rather than the tactical "actions & tasks" method when initiating, planning and finally the implementation of suppression operations.

This change in mindset has come directly from the IAFC (International Association of Fire Chiefs), as the 'Firefighter Safety Call to Action'. This action is based on empirical data from recent studies (UL & NIST) of modern fire behavior, the need for a logical incident command process for sound decision making and accountability systems, translating to increased safety and more efficient tactical operations to reach a desired or positive outcome.

The diagram gives us a quick insight into strategic thinking and risk management.



Figure 2 Fire Ground Command Example

Simply put, this states:

- We will risk a lot to save a lot,
- We will risk something in a calculated manner to save values worth saving and,
- We will risk nothing for those values which have already been lost.

This provides insight into how every incident commander should view a situation. Looking from left to right, we see upon arrival some dark smoke is coming from the eaves and roof. Strategic thinking might have fire command initiate an exterior offensive attack to save the building even if there is no life safety risk. Sound risk versus benefit management would require the incident commander to consider why an aggressive attack is even considered if there is no life safety risk. Further right we see a fully involved structure that triggers a defensive attack mindset to protect exposures and other adjacent property. These observations, strategic thinking and critical decision making are all based on an Officer's experience and training, the ability to read smoke, understand how ventilation and flow path affect fire behavior, and realizing how rapidly conditions can change from tenable to un-survivable.

Dispatch & Communications System Tools - Current State

Currently WCFES uses dispatch services provided by WADEMSA (Wheatland and Adjacent Districts Emergency Medical Services Association). This service is provided 24/7 by a single console unit and highly trained staff. Our interviews indicated no issues or concerns with the current dispatch system and the means in which WCFES is notified and receives requests for service. Notification process includes a paging system to handheld radios. There are no provisions for a dispatch printout or hardcopy. The use of the mobile phone app, "I Am Responding," is generally used by most volunteer staff to advise who is available and responding.

Wheatland County currently operates and maintains its own radio system which is used for public works and fire services. It was mentioned that some areas have poor radio coverage, an issue that has persisted for some time without resolution. Also, there were issues involving extended dispatch times for medical first response resulting in delayed response. With the AHS merger taking over the dispatching of medical calls in 2017, concerns were raised about extended dispatch times leading to extended response times. These extended medical dispatch times were attributed to cell phone calls that had to be transferred from one dispatch centre to another prior to being dispatched. At this time, the issue is with AHS and it is unknown whether these issues have been resolved.

Of some concern in the current radio system is the lack of capacity for seamless communications at a large multi organizational or multijurisdictional event. Adequate communications during the incipient and subsequent operational stages of a large event are paramount for the safety of all first responders. Safety of personnel on scene is directly affected by the lack of interoperability of scene communications.

Mobile and handheld radios are very expensive capital investments. The estimate is that WCFES has 125 handheld radios and 40 mobile units fitted to front line apparatus. It should be noted that there are different types of handheld radios currently in use. The majority of handheld radios are Motorola, which include a variety of new and older models (XPR-4550, XPR-6550). Overall, with the exception of a few areas that lack radio coverage, Wheatland County departments and associations seem to be satisfied with the current state of communications.

Like many rural municipalities, Wheatland County is undecided whether to upgrade and maintain the current radio system or migrate to the AFRRCS (Alberta First Responder Radio Communications System) system provided and maintained by the province. There are pros and cons to both scenarios. Estimated costs over a ten-year period are comparable, but beyond this ten-year period it is unknown what costs would be incurred with either system. Therefore, a gradual transition to the AFRRCS system should be considered for the following reasons:

1. Improves in area coverage(no gaps)
2. Improves safety of firefighter and first responders
3. Improves interoperability between law enforcement, fire and medical services
4. Decreases liability and risk for the County
5. Consistent budgeting
6. No system maintenance
7. 2020 upgrade allowing the use of cellular technology

Appendix H has more information on the current incident management tools of Wheatland County.

7.3 Post Incident Review: Current Findings

The post incident review process is not clear. There does not seem to be a clearly established protocol regarding post incident review or analysis, or which events should be reviewed. The importance of these reviews is to be able to learn from experience, identify what can be improved, and celebrate what when well. A well-coordinated review can address all the critical aspects of an event including:

1. Dispatch and response
2. Mutual and automatic aid
3. On scene communications
4. Fire suppression operations
 - a. Size-up
 - b. Fire Attack
 - c. Rescue
 - d. Ventilation
 - e. Evacuation
 - f. Exposures
5. Firefighter safety

The post incident review process provides intangible benefits including identifying training needs, advancing policies, procedures and guidelines, officer development, all in the spirit of continuous improvement.

Success of this type of review process is dependent on ensuring there is a capable facilitator to lead the discussions. Operational analysis of incident response and operations must be done through a progressive lens with proactive thinking. This is a session to foster continuous improvement by identifying gaps, celebrate teamwork and collective accomplishments. It also presents an opportunity for administration to offer thanks to the ranks for their valued efforts and commitment.

There is an abundance of online resources available that would allow for development of a tailored platform or template for post incident review suitable for use within WCFES.

7.4 Recommendations and Schedule

The following recommendations and schedule for incident management are in support of enhancing the incident management:

1. *Provide leadership, safety and command training to all staff expected to be in an Incident Command role with the goal to enhance strategic thinking principles, promote the use of best practices, safety and prioritization. The safety component should be based on principles of NFPA 1521 and approved by the AHJ. This training could be provided in a number of ways, but with available time having been identified as a major obstacle, a one-day workshop or seminar developed in-house could be provided. Another option would be to have an outside agency deliver a customised training program. (0-12 months)*
2. Establish a plan or protocol to address on scene radio communications during large scale events that involve outside agencies and multiple radio systems. This should be done with consultation from WADEMSA. (24 months)
3. *Investigate a strategic planned approach to migrate to the AFRRCS radio system over a number of years versus the option of staying with and upgrading the current radio system. (Decision in 6 months)*
4. Once a decision on which radio system is reached, that the migration to a new system, or upgrades to the current system, be completed within three years. (2-3 yrs.)
5. Development of a post incident review process that identifies triggers for which incident to review, or process to request a review, focused on progressive thinking and continuous improvement of all aspects of the fire service. The addition of an SOP in this regard would clearly outline the specifics required for a review and be accessible to all staff. (12 - 24 months)

8.0 Incident Response: Mutual Aid, Auto-aid, and Partnerships

8.1 Overview

Mutual aid and Auto aid are both very important considerations for fire services in rural Alberta. They enhance the abilities of the smallest services to protect the people, property, and businesses in their community and provide increased safety and assistance to front line firefighters. Fire Services in these areas need to find a way to work together across jurisdictional boundaries for the benefit of all.

Mutual aid is assistance that is requested by the responding fire department. Automatic aid is assistance that is dispatched automatically based on predetermined response guidelines. Both types of aid should be governed by formal, written, contractual agreements between fire departments, fire districts, or municipalities. Appendix A describes the current list of service contracts in place for Wheatland County.

Wheatland currently uses a combination of automatic and mutual aid in its response model. This helps ensure coverage between services, and provides firefighters from all stations with the opportunity to respond to an increased number and a greater diversity of calls. It also supports the services in achieving NFPA 1720 response targets by having enough manpower and the right equipment at the site of the incident as quickly as possible.

8.2 Analysis

Themes and considerations around Mutual Aid and Auto Aid based on stakeholder interviews:

1. Auto Aid typically happens for confirmed structure fire calls, where the largest need is additional water supply. Some auto-aid also takes place for motor vehicle response that requires extrication.
2. The region currently works well together for response, given the distances involved in the region.
3. Currently there are some inconsistencies in how auto aid is applied. For example, when certain stations get an auto aid it is clear what apparatus to respond with, and for others they first have to contact with incident command is required to determine what apparatus is required. Formalizing that process is recommended.

One area of investigation is the auto-aid agreement in place between the Wheatland West Hall and the Town of Strathmore. The response process is generally guided by the Fire Services Mutual Aid Agreement, however, there are some inefficiencies and issues with operational response that should be addressed. Currently, both services are potentially dispatched simultaneously to certain types of incidents including motor vehicle response, vehicle fires, structure fires, and other confirmed fires. There are no clear operational response guidelines in place for a coordinated response. Creating an environment of “racing to calls”. For example, having two engine trucks at a rural car fire and no tankers for water supply. Further complicating this is the impression amongst firefighters that the dispatching of Strathmore happens ahead of Wheatland for Wheatland County calls.

Outside Mutual Aid Partners

Mutual Aid agreements are in place with many surrounding jurisdictions, most of these covered under the *Alberta South Central Mutual Aid Agreement*. Wheatland County should review the existing mutual

aid agreements and communicate what they are for and who they are with to all Fire Chiefs in Wheatland County. There should be a clear plan to ensure that these agreements are understood and updated and signed on a regular basis.

This model is commonplace throughout the industry and is based on intermunicipal collaboration, efficiency and fiscal responsibility.

Beyond formal mutual aid agreements, the Fire Services within Wheatland county works with many different partners and it is important to consider these so efforts are made to collaborate and foster strong relationships. Some key partnering to consider:

Table 2 Wheatland County Partnership Development

Partner	Reasons to foster relationship
The various Towns, Villages, and Hamlets of Wheatland County	Likely the most important relationship, especially considering the history within Wheatland County. This should be a number one priority for the leaders within Wheatland County.
Various Wheatland County departments, including: <ul style="list-style-type: none"> • Community and Development Services • Protective Services (Peace Officers) • Transportation and Agriculture • Corporate and Financial Services 	Obvious partnerships and strong collaboration is needed with each of the internal departments within Wheatland County. Apparatus maintenance, water systems, radio and communications needs, incident support, and budget considerations are some areas to consider.
Alberta Health Services (AHS)	Fire and EMS have a long history of working together but can at times be in conflict when they don't understand each other's roles. Building and establishing strong partnerships here will be beneficial to citizens and responders
RCMP	Frequently responding to incidents jointly, such as MVC's and others, a relationship with RCMP is paramount. A formal Memorandum of Understanding is in place, signed in 2015.
Alberta Fire Chiefs Association (AFCA)	The AFCA has many resources that may be of benefit to the area fire services. Including the Alberta Fire Services Toolkit
Industry and business community	These entities may be relied on for fundraising drives, public support, and also potentially for response assistance in certain situations. It is also important for the fire service to understand the hazards that may exist in these businesses.
Hutterite Colonies	There are two main reasons to foster this relationship. The first is that the Colonies have large operations and they can have significant fire risk on their property. The second is that these partners can offer important resources to the fire service, including but not limited to

	potential volunteers, community support, and also sources of water during fire operations.
First Nations	There is a history within Wheatland County of working with Siksika First Nation but currently no formal agreement is in place. This relationship should be renewed to discover what support may be available.

8.3 Recommendations and Schedule

The following recommendations and schedule for Mutual Aid and Auto Aid are in support of enhancing the current state of Incident Response:

1. Review all mutual aid agreements to make sure they are current, relevant, and meet the needs of Wheatland County. (2-3 years)
2. The Wheatland County services continue to use automatic aid and continue to work collaboratively amongst fire stations and create an operational model that allows for the nearest station to respond first, assuming they have the appropriate resources to the incident type. (Timeline – 1 year)
3. *A clear response model for all calls that involve multiple Wheatland County stations including:*
 - a. *Number and types of apparatus and resources required for each type of incident to get desired and appropriate apparatus to scenes. (0 – 6 months)*
 - b. *Standard procedures, policies and guidelines for shared responses including (0-12 months):*
 - i. *Standard terminology and benchmarks from the initial size-up to the incident declared under control*
 - ii. *Process to establishing incident command and control structure*
 - iii. *staging procedures*
 - iv. *assignments of crews and fire ground accountability*
 - v. *rural water supply procedures*
 - vi. *radio interoperability*
 - c. Consideration of using auto-aid partners to fill critical positions in the incident command system, such as safety, accountability, staging or liaison officers, a plus for firefighter safety. (12-18 months)
4. Wheatland County adjust its response protocols to increase use of auto-aid from other Wheatland County fire stations rather than relying on mutual aid from Strathmore Fire Department for responses into the Wheatland West fire district. (12-18 months)
5. Negotiate a new service agreement between Wheatland County and the Town of Strathmore to establish and clarify shared response procedures and return to more traditional mutual-aid type of relationship. (12 – 24 Months)
6. Consideration of a long-term strategy to merge the Wheatland West Station with the City of Strathmore Fire Department. This merger would combine both staff, house all apparatus in one fire station, have County apparatus available for structure fires within the city, and still allow

premium fire and rescue services within that district to the residents of Wheatland County. (3-5 years)

9.0 Fire Stations, Apparatus and Equipment

9.1 Fire Stations

Wheatland County Fire & Emergency Services includes nine districts each with its own fire station. WCFES Administration Office is not located within a fire station, but rather at the Wheatland County Administration Offices.

Figure 3: Wheatland County Fire & Emergency Services Stations

District and Station:	Managed by:
Cluny Fire District - #1	Wheatland County
Dalum Fire District: Dalum Fire Protection Association - #2	Fire Association
Gleichen Fire District - #3	Wheatland County
Hussar Fire District: Hussar Rural Fire Association - #4	Fire Association
Rockyford Fire District: Rockyford Rural Fire Association - #5	Fire Association
Rosebud Fire District: Rosebud Fire Association - #6	Fire Association
Standard Fire District: Standard Rural Fire Association - #7	Fire Association
Carseland Fire District - #8	Wheatland County
Wheatland West Fire District - #9	Wheatland County

Fire Station location can be seen in Appendix G

Ownership of these capital assets is defined in the “Fire Capital Agreement”. Governance is currently provided by the “Fire Capital Agreement”, the “Joint Fire Service Agreement”, and is the ultimate responsibility of the “Fire Service Committee” with input, requests and recommendations from the Fire Associations, and WC Manager of Emergency Services. Final decisions for large capital purchases rests with Wheatland County Council.

Overall, the fire stations throughout the county are adequate buildings. Functionally and operationally the Fire Associations have done very well managing to build innovative fire stations of adequate size keeping functionality as a priority. Generally, the fire stations managed by the county are older, have less space, and were built for current needs at that time, not future needs.

Fire Stations are specialty, purpose built structures, with unique operational and service requirements. No guidelines exist within the Fire Capital Agreement, for the inclusion of the basic and essential systems, equipment and infrastructure required for new or future fire station construction. Appendix “B” provides an overview of the Fire Stations age, size & space, operational suitability, safety, and health & wellness to identify options for improvement.

Wheatland County plans to build a new fire station in Carseland, however, long range plans for modernization, renovation or replacement of existing fire stations is not planned. Fire stations built within the last decade may not, for whatever reason, have implemented modern fire station building design concepts. Future fire station renovations and new construction, such as the Carseland Station, should incorporate modern, state of the art design in regard to functionality, utilities, safety, operational use, environmental concepts, water capacity and the health and wellness of staff. Simply adding shower facilities for personal decontamination prior to leaving the station helps prevent cross contamination to personal vehicles, home and family. This need is clearly identified in Section 23 of the OHS Guide to Firefighting.

9.2 Apparatus & Equipment

Fire apparatus are the biggest asset expenditures for any fire service. Well planned procurement and subsequent management of these resources using approved long-term planning and fiscal responsibility is necessary to pass public scrutiny and maintain public trust.

Wheatland County supplied TSI with an inventory of fire apparatus and equipment. This combined with station visits, telephone interviews, and email solicitations for information has enabled a comprehensive review of all apparatus and equipment in relation to the level of service and the regions capabilities and expectations of service. This apparatus and equipment evaluation will focus on in-service front-line units, PPE (Personal Protective Equipment), SCBA (Self Contained Breathing Apparatus), and communications equipment. Guidelines for the evaluation are based on the use of best practices, NFPA standards and OHS requirements.

WCFES is a well-equipped force that provides a wide array of emergency services. TSI evaluated 47 pieces of apparatus with a capital asset value in the millions of dollars as seen in the below table. This concludes that WCFES is certainly not under equipped and all stations have functional, well maintained, front-line apparatus. The entire Fleet is very well cared for and meticulously maintained.

Wheatland County Apparatus by Fire Station Overview

	Carseland	Gleichen	Cluny	Dalum	Hussar	Rockyford	Rosebud	Standard	W West
Engine	X	X	X	X, X	X	X	X	X	X
Tender	X	X	X	X		X		X	X
Rescue				X	X	X		X	
Bush Buggy	X	X	X	X, X	X	X	X	X	X, X
Service/Traffic				X	X	X	X		X
Command	X			X	X			X	X
MFR					X		X	X	
Other				X		X	X		X

Other includes: reserve/retired apparatus and ATV/UTV.

WCFES and the Associations have a wide variety of apparatus. This can be seen as a strength, but in some cases may result in a weakness. The more units in service, increases operation maintenance budgets and downtime if local expertise is not available for repair, inspection and certification. As well, staff must spend valuable time to check inventories and maintain vehicle readiness.

Appendix B: Inventory of Apparatus and Equipment, describes WCFES inventory and life cycle requirement considerations.

Engines

The Engine fleet of Wheatland County Emergency Services is modern with the capacity to provide the necessary flow requirements for exterior structural fire attack and within recommended industry standards (NFPA 1901).

An overall assessment of the engine fleet shows that it is moderately aged. The average age of the Engine fleet is 12.5 yrs. Several of the Engines are single cab with a crew capacity of two, limiting the transport of staff to an event. Best practices indicate that no less than four adequately trained staff be present to initiate fire suppression operations.

Wheatland County and fire service administration should ensure a strategic capital asset management plan is in place to support the capital asset replacement of front line Engines.

Tenders

Tenders throughout Wheatland County have acceptable capacity and are moderately aged with an average age of 11.67 yrs. Crew capacity for Tenders is not as critical and a crew of two is adequate if the Tender is in support of an Engine and crew training and skill maintenance is current.

NFPA 1142 provides the standards for rural firefighting water supplies and flows, and suggests that the minimum water supply for any structure without exposures shall not be less than 2000 gl. (7600 L). At the minimum standard flow rate of 250 gl. (950L)/minute the supply would last 8 minutes. As a comparative to the NFPA standard, the tender from Cluny Fire District carries a water supply of 11,365 L(3000 gal.), providing 12 minutes of continuous suppression operations at the minimum standard flow rate demonstrating adequate capacity in a rural setting.

Newer Tenders in the fleet carry a greater water capacity, however, tenders in Rockyford, Rosebud and Carseland are older apparatus and do not have the desired capability or capacity.

Rescues

A fleet of four rescues are distributed throughout the County located in Standard, Rockyford, Dalum and Hussar. Generally, they are comprised of Ford F-550 crew cab trucks, and equipped for a number of key uses including transporting personnel, carrying a multitude of equipment, vehicle extrication tools, air bag lifting systems, and SCBA to name a few. The Fleet is relatively new with an estimated average age of 8.25 years.

All Rescue Apparatus is supplied and operated by Fire Associations. The role of this class of apparatus, as it pertains to and supports the level of service, is not clearly defined. Establishing clear operational guidelines for these units, whether they are dispatched in support of structure fires, motor vehicle collisions, rescue or special operations should be part of a response plan.

Bush Buggies

There are a good number of “Bush Buggies” in service within the County. In fact, every district is equipped with a Bush Buggy and some districts have two. This trend is indicative of the types of fires that occur throughout the county. Although the statistics provided don’t differentiate between types of fire, it can be assumed that a great majority are grass or wildland fires and that Bush Buggies are the apparatus of choice for support and fire suppression in these situations.

These apparatus are generally half-ton to one-ton, crew cab four-wheel drive pick-up trucks. A few are flat decks with permanently mounted tanks and pumps. Many are outfitted with skid units and are equipped as required for the season. With the recent delivery of 3 new units, the estimated average age of Bush Buggies is 5 years.

How Bush Buggies assists and mesh with the current response model and service is not clear but there is a clear trend toward their use. Should the department receive an emergency call for a grass, brush or wildland fire, what is the priority of response, Engine, Tender or Bush Buggy; Tender and Bush Buggy? Engine and Bush Buggy? Or all three? The need for clear response guidelines is evident here.

Observation: There seems to be no Vehicle Purchase Specification Guidelines to address the overall specifications required of a ‘Bush Buggy’, or any other unit classifications. What are the absolute requirements from a design role and service perspective, starting with chassis, drive-train, gross vehicle weight, load carrying, and fire suppression equipment requirement? The term “Bush Buggy” may be confused with apparatus such as ATVs.

Other Apparatus & Light Duty Trucks

The remaining apparatus in service with WCFES can be reclassified into several categories in support of the level of service. They include:

1. Command
2. Medical First Response
3. Service
4. ATV, UTV

Generally, there is a Chief’s vehicle designated as the Command vehicle. Based on what type of vehicle it is, it may carry a variety of equipment and be able to transport staff to and from an event. Some Associations and Departments may use the same unit for Command, MFR and service. WCFES does not provide any guideline to what type of vehicle for each role. The decision comes from the District Chiefs.

A few Associations have ATV (quad) or UTV (side-by-side) apparatus in service customized with fire suppression equipment, towable trailers with fire suppression equipment or stretcher carrying capabilities for difficult or remote terrain response.

Alberta OHS performs random spot inspections at fire stations requesting information on apparatus such as ATVs to ensure attachments have been engineered properly and that the units have been tilt table tested for compliance. Fire Departments or Associations should be aware of this if they plan on purchasing this type of apparatus and making custom additions for functionality.

Apparatus Life Cycle & Replacement

There is no set standard or guideline for replacement or life cycle of apparatus. NFPA 1912 suggests that every 15 years is an acceptable life cycle throughout the industry and to designate apparatus older than 15 years to a reserve/backup capacity. It also states any apparatus manufactured prior to 1991 as a high risk to safety.

In a draft copy of the Master Service Fire Agreement section 14, *“Apparatus will have a life cycle replacement of 20 years with replacement schedule of 15- 20 years”*. Factors such as call volume, mileage, hours of use, suitability and capacity may be used to justify or formulate a plan for replacement of front-line apparatus that is acceptable, manageable and fiscally responsible.

Notwithstanding the aforementioned, WCFES has done excellent work in maintaining a relatively modern fleet of front-line apparatus. Table 4 describes front line apparatus inventory. With some of the aging apparatus it is the decision of the Fire Services Administration to determine the level of liability or risk the County is willing to take in regard to the use of aged out apparatus. There is no SOG for the retirement, refurbishment or replacement of apparatus. This should be developed and integrated with capital planning.

Table 4 WCFES Apparatus Average Age								
District	Engine	Age	Tender	Age	Rescue	Age	Bush Buggy	Age
Rockyford	2008	12	2000	20	2005	15	2009	11
Carseland	2016	14	2003	17			2020	0
Dalum	2006	14	2004	16	2011	9	2017	3
	2009	11					2013	7
Cluny	2007	13	2001	9			2012	8
Gleichen	2007	13	2017	3			2020	0
Hussar	2007	13			2015	5	2014	6
Rosebud	2006	14					2017	3
Standard	2007	13	2014	6	2016	4	2008	12
					2006	14		
Wheatland West	2012	8					2020	0
Average Age		12.50		11.83		9.40		5.00

Self-Contained Breathing Apparatus (SCBA)

The age of the equipment varies, but indications are that there is a combination of new, relatively new and older equipment, all in accordance with industry (NFPA 1981 & 1982) and OHS standards. Maintenance and testing are included in the regulations and standards. The manufacturer should be consulted in regard to SCBA maintenance, serviceability, decontamination procedures and retirement from service. SCBA are predominantly supplied by MSA, but a few associations are using SCOTT™ Fire and Safety. SCBA should be sourced from a single supplier for cost savings and consistent district interoperability.

Ancillary Equipment

Each of the Departments and Associations has ancillary equipment expected of an active and effective fire service that include:

1. Vehicle extrication tools (hydraulic, electric, and manual)
2. Lifting airbags
3. Fire hose & nozzles of various sizes
4. Breathing air compressors (Jordair)
5. SCBA filling stations
6. TIC – Thermal Imaging Cameras
7. Chainsaws, reciprocating saws, and cut-off saws

Ancillary equipment of Wheatland County meets the goals for providing expected core services.

9.3 Recommendations and Schedule

The following recommendations and schedule in support of enhancing the current state of for Fire Stations, Apparatus and Equipment:

1. The Capital Committee assess urgent and long term needs and enhancements of infrastructure including fire stations and procurement of apparatus. This Committee may forward recommendations, using suitable rationale and best practices, for consideration to Wheatland County Administration. (24 Months)
2. The following should be included as part of WCFES Capital investments for fire station improvements:
 - a. Short term improvements and renovations include: (12 months)
 - i. Internet access for reporting and training purposes
 - b. Medium term improvements to fire stations include. (3-5 years)
 - i. Installation of showers for personal decontamination
 - ii. Installation of laundry facilities for decontamination
 - iii. Installation of industrial wash stations for cleaning of equipment and PPE
 - c. Considerations for long term improvements and renovations include: (5-10 years)
 - i. Installing vehicle exhaust extraction systems
 - ii. Separate HVAC systems for apparatus, PPE, office, and meeting space
 - iii. Renovations or additions to add separately ventilated turnout gear room
 - iv. Additions or renovations to include a workstation and space for equipment maintenance and storage
3. Cluny Fire Hall #1 be marked for replacement. The station is overcrowded and well past its prime even after a renovation in 2019. The apparatus floor is a safety concern, overcrowded for the efficient movement of apparatus. Other interior requirements include an office, meeting/training room and adequate washroom facilities. (5-10 years)
4. In the short term consider redeployment of the Tender from Cluny to Rosebud or Hussar. This helps with overcrowding and safety concerns in Cluny and addresses the need for a Tender in either Rosebud or Hussar. (12 months)
5. Consideration may be given to a long term strategy to merge Gleichen and Cluny Fire Districts and stations to gain operational and financial efficiencies with the construction of a modern fire station staffed by and servicing both communities. (5-10 years)
6. *WCFES and the Fire Associations of Rockyford and Rosebud, as well as the Carseland Fire District, immediately review the capital cost and replacement strategies for their Water Tenders. (within 6 months)*
7. WCFES should work closely with the Associations to determine the specific roles the rescues will be utilised for and ensure they are integrated into the response model. (12 months)
8. That WCFES Administration consult with local expertise within the Associations and Departments and form a committee to standardise new purchase specifications for each class of apparatus. This will streamline the acquisition of apparatus that is designed and customized for

the specific fire suppression, rescue, and emergency service needs within Wheatland County. Further, it will provide cost efficiencies and familiarity for firefighters working on the apparatus. (12-24 months)

9. Future purchases of Engines and Tenders should have a minimum crew capacity of four to ensure adequate staffing upon arrival at an incident. (Ongoing)
10. Development of policy to plan for the retirement, refurbishment and replacement of fire apparatus, based on industry best practices and fiscal responsibility. (12-18 months)
11. That WCFES contemplate changing the name of apparatus known as the “Bush Buggy”, to a more descriptive term such as “All Terrain Engine”, “Mini Engine”, “Wildland Engine”. (12 months)

10.0 Training Programs

10.1 Overview

Training is a large consideration in any fire department and should be a major focus in Wheatland County. Overall, the level of training within the various services in the Wheatland County services is strong, but stronger in some communities than others. While there are some similarities in the approach to training, we also saw potential for improvements.

10.2 Analysis

A major theme within WCFES is very little sharing of knowledge and resources amongst the different stations. Working together, sharing plans and approaches, and pooling resourcing in this area could help create additional training opportunities that may not be accessible to each station on their own. TSI recognizes the challenge in joint training nights with long travel times within the region as well as life commitments of the members but feels there are additional opportunities for collaboration on training within the region.

TSI believes that if all stations in Wheatland County develop a shared training plan, they will be able to collaborate on training resources and costs, better support each other in call response, and build comradery to support the service overall. In particular, consideration should be made to running recruit training in larger groups. For example, at a set date or dates the County could run a joint training program that would ensure all firefighters achieve the same basic training prior to starting operations.

Some conversation around a practical training facility took place. Some would like to see a training facility located in Wheatland County that provides access to all stations and associations. It is also known that the operational cost and upkeep of a facility would be a significant consideration. At this time, no in-depth cost analysis has taken place, but TSI does not recommend undertaking the construction of a training facility at this time as resources should be focused at higher priority administrative and operational items at this time.

The following observations were made by TSI through stakeholder interviews:

1. No clear direction or plan from Wheatland County management on what training should involve or how often it should be done.
 - a. Most stations are meeting twice a month, some more and some less. It recognized that too much training would be a strain on the members as their time is limited.
2. Little or no support in training plans or material, limited sharing of resources amongst the stations. Strong desire for shared training plans and packages. This has been done on a limited basis in the past.
 - a. Support for the idea of subject matter experts traveling around to many stations to teach specific topics.
 - b. Examples of desired topics came up, like traffic control and vehicle extrication on modern vehicles.
3. Some stations have training officers; some have the Chief create the plan.

4. Some stations have a somewhat formal training plan they have developed in house, while others have a less formal approach and training topics are chosen based on an “as needed” basis.
5. Many have previously focused on the “s” series of fire training courses but find the current NFPA model of 1001’s difficult to commit to for their members.
 - a. Having said that, there are many 1001 trained firefighters in the area.
6. No consistent tracking of training records attendance, skills, JPRs, etc.
7. No consistent budget on training dollars being provided by Wheatland County
 - a. History of budget being taken away and leaving the stations or associations to apply for government funding for training.
8. Joint training committees have been established in the past and functioned well for a brief period of time.
9. Foster the relationship with WADMSA EMS and incorporate them into fire department training. This will have the benefit of increasing team effectiveness on incidents and increase the medical training level of firefighters. (Timeline – 12-24 months)
10. Space is an issue, it is difficult to train in the limited area of the stations.
11. A live training site, in a central location would be welcomed by many but cost is a recognized concern

10.3 Recommendations and Schedule

The following recommendations and schedule for training are in support of enhancing the performance and safety of all fire service personnel:

1. *A training program be formalized through a joint training committee to provide more consistent training to all firefighters in the region using the Alberta Fire Chiefs Association Core Competency Framework and other tools to identify program minimums. This should include firefighter and officer training. (0-12 months)*
 - a. Aim to establish a set training calendar to provide firefighters with a consistent and clearly set training plan. This can also be done to recognize the times of the year that are more difficult for firefighters to attend training, and the times of the year they are more readily available. ie. Avoiding seeding and harvest time for farmers.
2. Training be regularly documented to maintain accurate training records. The goal is to increase the ability of firefighters to effectively and safely provide fire response and to reduce any liability to the individuals, municipalities, and the county by not having documented training. (12 months)

3. Identify opportunities for cross-training between stations for special training events such as live fire training, vehicle extrication scenarios, mass casualty incidents, etc. Held approximately twice a year, these training events would be part of the training calendar and could be held on weekends to allow for travel time to meet at set locations. These opportunities would allow firefighters from all stations to come together to build a unified skill set to support mutual response and comradery of all county members. (12-24 months)
4. Consideration should be made to bringing in external trainers in to support high-need training areas, such as large vehicle extrication, firefighter self-rescue, etc., and that these training opportunities be open to all stations. (12 months and ongoing)
5. Occasionally deploying training officers or firefighters with subject matter expertise from each district throughout the region to share skills and knowledge with all stations. (12 months and ongoing)
6. Consider implementing a formal online training program and video conferencing for joint training opportunities over time. Several different online training tools are available, but more can be done to build an online training library accessible across the county and expand the ability to learn from trainers across the county through video conferencing. (3-5 years as part of evolution of training program)
7. Foster a formal mentorship processes for firefighters and officers (12-24 months)
8. Wheatland County initiate discussions to explore the long-term potential establishment of a practical fire training site within the County. (2-3 years)

Reference: Alberta Fire Chiefs Association Core Competencies Framework. <http://abfirechiefs.ca/>

11.0 Recruitment and Retention

11.1 Overview

Given that the Wheatland County services predominantly rely on volunteer fire services, recruitment and retention were identified as key challenges being faced by the fire services. While many stations in Wheatland are operating with a strong and stable number of volunteers, there is not an abundance of firefighters available for them to pull from. Recruitment and retention has largely been through general word of mouth, and occasional community events. Wheatland County could be in a difficult position in the future if a large number of current members retire or resign at the same time.

11.2 Analysis

Themes and considerations around recruitment and retention based on stakeholder interviews:

- Some stations, specifically Cluny, rely heavily on the neighbouring colonies.
- There is strong community support for the fire service, especially in the smaller communities.
- There is limited official public relations from the fire service into the community. Fire Services is positively viewed in the communities, but the public may not know much about what they do.
- Past volunteers have resigned from the county having too many commitments for training.
- Some programs have taken place to highlight the fire department in the communities, such as a Fire Department sponsored program to place AED's in the community.

Colony involvement in the fire service varies through the region, and in some communities the Colonies are heavily involved. This pool of resources is important to sufficient manning in those communities.

Wheatland West station has some unique recruitment and retention needs as their pool of firefighters is typically from within the community of Strathmore. This does create some competition between the Strathmore Fire Department and the Wheatland West station as they are recruiting from the same pool of people. TSI has been told that members are not allowed to be a part of both fire services. Firefighters working in the Wheatland West suggested that they at times feel they do not have a voice with Wheatland County administration, as they live in Strathmore and live under their municipal government structure and not Wheatland County's.

One area related to recruitment and retention is considerations to the long-term health of members, both physical and mental health. Some stations support a physical fitness program, with good use by members and many members engage in physical fitness while at the station. All stations are aware of the importance of mental health as well, having some sort of CISM support in place. Many spoke highly of an area Chaplain or Pastor by the name of Dawn. WADEMSA has also helped make access to mental health support when the fire departments have been involved in medical calls that have had impacts on the members.

The final area to be discussed in this area is Remuneration. Volunteerism is the backbone of all communities in Alberta, but perhaps even more important in the smaller rural communities. At the heart of this volunteerism is the volunteer firefighter. We heard during our interviews that remuneration was clearly not the driving force for why firefighters join or stay with their fire service in

Wheatland County. Pay is not in the spirit of volunteerism. For these volunteers the main incentive is the personal satisfaction of helping others.

However, we did hear that there are some associations or stations that are being remunerated modest amounts. Although the decisions to pay firefighters is likely one left to the individual associations, it would likely be beneficial for WCFES to do an audit of what firefighters in all stations are being paid and aim for consistency when possible.

Another consideration here is that through this plan we will be asking fire department leaders and fire department members to contribute further to their service. Through committee work, safety initiatives, leading and planning training activities, and other duties on top of responding to incidents, certain members will be pushing their work-life balance to the limit. As stated earlier, pay is not the driving force for these members however these additional duties may become easier for members to accept if they receive some remuneration for their time. And from the perspective of the county, the consideration should be there to see if there is more that can be done to support these dedicated members.

11.3 Recommendations and Schedule

Recruiting and training new volunteers is just the beginning. The long-term challenge will be to create an environment in which individuals want to stay because they continue to be motivated, interested, challenged and supported as valued members of the team.

Fire Services Leadership needs to be proactive, involved and present to motivate firefighters. Recognition of their efforts and gratefulness at every opportunity should be common practice. Empower firefighters and provide them with the tools to do the tasks safely. This way they can be qualified to do everything, to the best of their ability.

To further enhance and improve recruitment and retention, TSI recommends:

1. Establish a sub-committee on recruitment and retention with representatives from all municipalities. (12 months)
2. Work with the Training Committee to plan for a joint recruit training program between all stations in the area to onboard new recruit firefighters. (12 months)
3. To support Recruitment and Retention, a number of initiatives can be found in appendix I for consideration by the committee (12-24 months)
4. Review the pay strategies for all associations and stations in Wheatland County and consider implementing and supporting a consistent approach. (12-24 months)
5. Establish extra duty pay scale for fire department members who take on extra efforts for the service. An example of possible pay strategies is included in appendix I. (12-24 months)

12.0 Fire Safety

12.1 Overview

Firefighters worldwide face unprecedented challenges in safety and Health. Exposure to toxins, chemical compounds, smoke and products of combustion, effects of heart disease, exposure to communicable disease, and mental or psychological stress brought on by post-traumatic stress and critical incident stress, are all factors faced everyday, everywhere by firefighters. Firefighters accept a level of personal risk that is unacceptable to the average person, therefore it is a must that Leadership ensure the safety and well-being of all Fire Service staff.

Firefighters are trained to tackle all events, but the physical and mental demands are greater than originally anticipated and a post event process is required to protect all fire service staff from long term physical and mental impacts.

Mental Health and Wellness

When we discussed post-event processes the general discussion was focused on providing staff with the appropriate mental health initiatives. Both understanding the effects of psychological trauma on volunteer staff and how to best support them is at the forefront of Wheatland County. The awareness regarding mental health and the effects that emergency response has on staff was encouraging and positive.

Current processes are in the form of simple debriefings while returning to, or immediately upon returning to the fire station. There was reference to the availability of a Pastor for assistance, as well as assistance from the WC FCSS, should there be a need for follow-up and treatment of staff suffering post incident effects such as PTSD, CIS, depression or other disorders. It was clear that all associations and departments watch out for each other and are in tune with subtle changes in each other's personalities and behaviors.

Observation: No formal training, awareness, processes or practices are in place to address mental health within the organization.

Occupational Disease

Exposure to contaminants, products of combustion, products released by the burning of synthetic & plastic materials, toxic gases and fumes released at vehicle fires, has made the fire ground and in some instances, the fire truck and fire station very unhealthy places. Unnecessary cross contamination of the cab and the fire station happens after working fires and live training when proper decontamination procedures are not followed. There are no less than 14 presumptive cancers recognized by WCB.

*The presumption applies to full time, volunteer, part-time and casual firefighters who have been regularly exposed to the hazards of a fire scene, other than a forest fire, for the minimum period shown for the specified cancer.

Firefighters must be vigilant for their own safety by ensuring the proper use of PPE and being certain that gross decontamination begins on scene and careful protocols are followed for personal decontamination and the decontamination of PPE and equipment. Firefighters cannot be protected

from all exposures, but limiting these exposures through proper safety procedures and processes to reduce the risk of chronic health disorders should be enforced.

Reference: <https://www.nfpa.org/-/media/Files/Membership/member-sections/Metro-Chiefs/2018-conference/MetroMondayCancerMentalHealth.ashx>

Communicable Disease

Firefighters responding to medical assist events are also susceptible to communicable disease such as viruses and bacterial infections. AIDS, Hepatitis, and Influenza are a few examples of communicable disease that first responders may be exposed to. Relevant, targeted training, the implementation of and strict adherence to medical control guidelines will provide very effective protection for first responders from the possibility of infection. However, in cases of possible exposure, the provision for immediate medical treatment should be in place. Assistance and guidance with prompt treatment, and the establishment of protocols, can be found through your local AHS office and their infectious disease specialist.

Physical Injury

Firefighters are susceptible to all types of physical injury, thermal exposure and burns, falls, injuries from falling debris, muscle pulls and strains, acute pulmonary exposure to heated gases & smoke and hazards associated with working on busy roadways. Fortunately, with safety as a priority, these types of injuries are mitigated by using safe work practices, following safety procedures, strict adherence to the use of PPE, maintaining good physical conditioning, and getting adequate rest.

Health and wellness should be a priority of the fire service Administration. Such programs reinforce, to the rank and file that Council and FD administration truly care for their wellbeing.

12.2 Recommendations and Schedule

The following recommendations and schedule in support of enhancing safety and wellbeing of firefighters:

1. Information regarding mental health and wellness awareness and associated support services be included as part of initial recruit training and future officer development within the fire service training program. (1-2 yrs.)
2. Action to establish and mandate summer and winter, on scene, gross and personal decontamination procedures to be addressed in an SOP. This is a procedure that is generally inexpensive to establish and maintain, but provides the greatest return, that of continued good health. Large centres such as Calgary and Edmonton would be a good resource to help establish these protocols. (1-2 yrs.)
3. The adoption of the “Clean Cab Initiative” to avoid cross contamination of fireground contaminants into the fire apparatus. Basically, anything that goes into the fire doesn’t go back into cab of the truck until it is thoroughly cleaned and decontaminated. (1-2 yrs.)

* from The Firefighter Presumptive Cancer Fact Sheet

<https://afca.ca/latest-news/item/243-firefighter-presumptive-cancer-fact-sheet>

13.0 References

1. Alberta Government. (n.d.). *Emergency Management Act*, Retrieved on January 15, 2019 from http://www.qp.alberta.ca/570.cfm?frm_isbn=9780779807024&search_by=link
2. Province of Alberta. (2018, December). *Municipal Government Act* (Sec 8), Edmonton, AB: Alberta Queen's Printer.
3. Department of Homeland Security. (n.d.). *Ready: Risk Assessment*, Retrieved on January 15, 2019 from <https://www.ready.gov/risk-assessment>
4. United States Department of Labor, Occupational Health and Safety Administration (n.d.). *Critical Incident Stress Guide*, Retrieved on January 19, 2015 from <https://www.osha.gov/SLTC/emergencypreparedness/guides/critical.html>
5. Alberta Government (2016). *Provincial Emergency Social Service Framework*, Retrieved on January 15, 2019 from <http://www.aema.alberta.ca/documents/PESS-Framework-Final-Documents-01182016.pdf>
6. James Schwab, FAICP (2014). Planning for Post-Disaster Recovery: Next Generation. Retrieved on January 15, 2019 from APA Planning Advisory Service <https://www.planning.org/publications/report/9026899/>
7. Federal Emergency Management Agency (FEMA). (2011, December 2). Lessons in community recovery: Seven years of emergency support function #14, long-term community recovery from 2004 to 2011. US Department of Homeland Security. Retrieved from https://www.fema.gov/pdf/rebuild/ltrc/2011_report.pdf
8. Grande Prairie Regional Emergency Partnership (GPREP). (2014). *GPREP Emergency Management Agreement*.
9. Grande Prairie Regional Emergency Partnership (GPREP). Regional Disaster Services Framework Brainstorming.
10. Grande Prairie Regional Emergency Partnership (GPREP). (2014). Grande Prairie Regional Emergency Partnership (GPREP) Regional All Hazards Emergency Plan. Retrieved from <http://www.cityofgp.com/modules/showdocument.aspx?documentid=14873>
11. CRA Volunteer Firefighter Amount: <https://www.canada.ca/en/revenue-agency/services/tax/individuals/topics/about-your-tax-return/tax-return/completing-a-tax-return/deductions-credits-expenses/line-31220-volunteer-firefighters-amount-line-31240-search-rescue-volunteers-amount.html>

APPENDICES

Appendix A: Wheatland County Service Agreements

Appendix B: Inventory of Apparatus & Fire Equipment

Appendix C: Fire Stations

Appendix D: Level of Service

Appendix E: Wheatland County Bylaws

Appendix F: Service Delivery Model Types

Appendix G: Wheatland County Emergency Hot Zones Map

Appendix H: Incident Management Tools

Appendix I: Recruitment & Retention

Appendix J: Governance Options

Appendix A: Wheatland County Service Agreements

Joint Fire Service Agreement			
Association Responsibility	Wheatland County Responsibility	Fire Departments Covered by Contract	Comments
<ul style="list-style-type: none"> • Fire Association agrees to provide fire suppression and rescue emergency services • Be responsible for the billing and collection of any fire fees • Maintain and insure all equipment • Provide liability insurance on equipment and for all personnel • Provide recruitment, remuneration and ongoing training and management • Provide Wheatland County an annual report on the status and condition of their fire assets and equipment, training and fire and emergency response statistics, active members, and a budget for long term planning purposes. • Provide an annual financial statement, audited, as defined by the Societies Act • Provide their respective selection for Fire Chief to the Wheatland County Fire Coordinator 	<ul style="list-style-type: none"> • Provide acceptable call answer and dispatch services • Provide operating funds to the Fire Association • Provide capital funds to the Fire Association • Provide Workers' Compensation coverage for fire personnel listed as volunteers for the Fire Association. • Provide insurance to the Fire Association, as required, to ensure adequate coverage to address accidental death, disability (if applicable), liability, property including building and contents and heavy equipment and automotive with costs for such coverage to be determined and paid for through mutual understanding between the Fire Association and Wheatland County. • Utilize in long term planning, budgeting and financing of fire operations, the information provided annually by the Fire Association. • Wheatland County Council will approve the appointment of the Fire 	<ul style="list-style-type: none"> • Hussar • Dalum • Rosebud, • Standard • Rockyford 	

	<p>Chief so that the Fire Chief and Firefighters qualify for Workers Compensation Board coverage</p> <ul style="list-style-type: none"> • To provide a Fire Coordinator to assist rural fire associations and fire departments with the following services: <ul style="list-style-type: none"> i. Chairman for Fire Chief meetings, training meetings and fire capital meetings; ii. Attend Fire Department meetings when requested; iii. Main contact person for Fire Chiefs and Fire Associations for Wheatland County; iv. Grant application submissions for Fire Departments; v. Fire Permits; vi. Institute fire bans during dry conditions; vii. Main contact person to the Fire Commissioners office representing Wheatland County. 		
--	---	--	--

Fire Capital Agreements			
Association Responsibility	Wheatland County Responsibility	Fire Departments Covered by Contract	Comments
<ul style="list-style-type: none"> • Cost sharing established by County Council Resolution • Assets owned by Association • Assets maintained and inspected by Association • Recommend sale, disposal or replacement of assets • Provide Liability and other insurance 	<ul style="list-style-type: none"> • Establish a Council Fire Capital Committee • County lien on assets purchased 	<ul style="list-style-type: none"> • Rockyford • Hussar • Dalum 	No agreement provided for Rosebud or Standard
Fire Mutual Aid Agreements			
<ul style="list-style-type: none"> • Provide fire response upon request • Procedures to activate, command, respond and deactivate • Obligations and limitations • Joint training 		<ul style="list-style-type: none"> • Strathmore 	Expired May 2019
<ul style="list-style-type: none"> • Provides fire response upon request 		<ul style="list-style-type: none"> • Vulcan County 	
<ul style="list-style-type: none"> • Procedures to activate, command, respond and deactivate • Obligations and limitations • Joint training 		<ul style="list-style-type: none"> • Rockview County 	
Wheatland Fire & Disaster Mutual Aid Agreement			
<ul style="list-style-type: none"> • Provides fire response upon request • Procedures to activate, command, respond and deactivate 		<ul style="list-style-type: none"> • Includes all municipalities and associations within Wheatland County 	

Transfer of Assets Agreements			
<ul style="list-style-type: none"> Covers the transfer of all assets for Gleichen and Cluny Fire Associations to Wheatland County 		<ul style="list-style-type: none"> Gliechen Fire Association, Cluny Fire Association 	No Transfer Agreements provided for Carseland or Wheatland West

Appendix B: Inventory of Apparatus & Fire Equipment

Wheatland County Apparatus Inventory

	Carseland	Gleichen	Cluny	Dalum	Hussar	Rockyford	Rosebud	Standard	Wheatland West
Engine	X	X	X	X, X	X	X	X	X	X
Tender	X	X	X	X		X		X	X
Rescue				X	X	X		X	
Bush Buggy	X	X	X	X, X	X	X	X	X	X, X
Service/Traffic				X	X	X	X		X
Command	X			X	X			X	X
MFR					X		X	X	
Other				X		X	X		X

Other includes: reserve/retired apparatus and ATV/UTV.

Wheatland County Apparatus Average Age

WCFES Apparatus Average Age																				
District	Engine	Age	Tender	Age	Rescue	Age	Bush Buggy	Age	Command	Age	Medical	Age	Service	Age	Traffic/Util	Age	ATV	Age	Other	Age
Rockyford	2008	12	2000	20	2005	15	2009	11							1995					
Carseland	2016	14	2003	17			2020	0	2007	13										
Dalum	2006	14	2004	16	2011	9	2017	3	1980	40			1997	23	2010	10	2015	5	2015	5
	2009	11					2013	7												
Cluny	2007	13	2001	9			2012	8												
Gleichen	2007	13	2017	3			2020	0							2008	12				
Hussar	2007	13			2015	5	2014	6	2019	1			2002	18						
Rosebud	2006	14					2017	3												
Standard	2007	13	2014	6	2016	4	2008	12			2006	14								
					2006	14														
Wheatland West	2012	8					2020	0							2013	7				
Average Age		12.50		11.83		9.4		5.00		18		14		21		9.67		5		5
Indicates Front Line Apparatus as noted in the Fire Services Bylaw 2019-06																				
Indicates a strong trend toward the use of Bush Buggies																				

Appendix C: Fire Stations

Cluny Fire Station - #1

Located on 1st Ave. providing easy access to Hwy 842 and the Trans-Canada Hwy, Cluny Station is a Quonset that has previously had the addition of a light duty truck bay. There is a common area for office, meetings and training, and perhaps room for a future washroom upgrade or kitchenette. It houses an Engine, Tender and Bush Buggy. The main apparatus bay is overcrowded for the movement of the engine or tender in or out. Working area around the engine and tender is very limited as well. The turnout gear is also located in racks within the apparatus bay.



Because of its age, it was not designed with the modern efficiencies, health and wellness or OHS initiatives in mind. It is not equipped with shower facilities for self-decontamination following fire operations. There is no vehicle exhaust removal system or separately ventilated gear room. However, in its present basic form, and in our climate, it provides proper heated storage, an adequate water system, allowing the ability to perform checks, inventories, theoretical training, gear and apparatus cleaning.



Recommendation: In the short term, depending on Wheatland Counties building life cycle, Improvements should be in the form of a vehicle exhaust extraction system, upgraded washrooms with showers, and office. In the long term consideration should be made for the replacement of this station with a larger more suitable building, or an amalgamation with Gleichen in a new building. A short term option would be to re-deploy the Cluny Tender to Hussar. This takes care of safety and overcrowding issues in Cluny and moves a Tender into a gap in east central WC.

Dalum Fire Station #2: Dalum Fire Protection Association

Located at the intersection of Hwy 56 & Hwy 569. Dalum Fire Station has been in operation for 6 years with a operational focus of suppression and rescue.

It is a large station consisting of seven apparatus bays that provide ample space to work around apparatus. Amenities include a large, well-appointed and well-furnished boardroom, with an adjacent spacious kitchenette and living space.



Construction of Dalum is of a concrete foundation, wood frame building, including a metal roof, zoned hydronic heating, auxiliary unit heaters for winter, dedicated storage areas and wall mounted locker systems for PPE. Also within the infrastructure is a 20,000 gallon cistern.



Dalum Fire Station houses the following equipment:

1. Three Engines,
2. One Tender,
3. Two Bush Buggies,
4. One Rescue,
5. One Command,
6. One Service,
7. One Traffic, and
8. One ATV & Trailer



Due to its recent construction Dalum includes vehicle exhaust extraction system, washrooms with showers, an area for washing/pressure washing and decontamination of equipment and gear. This provides additional safety for the staff of Dalum to prevent any additional contamination prior to leaving the station. An example of leadership, teamwork and community achievement and there are no recommendations for this station at this time.

Gleichen Fire Station #3

The Gleichen Fire Station is located within the Hamlet of Gleichen, in the extreme south central area of the County. Just two blocks from Hwy 547 and less than 2 miles south of the Trans-Canada Hwy it is well situated for quick response. It too, however, is located on the extreme southern border of the county prompting pre-determined auto-aid response with Standard to ensure best scenario response times.



First impressions were that this station is well kept, organized and tidy. Housed within the building is an Engine, Tender, Bush Buggy and a Traffic Unit. The layout signifies that an addition was made. The Engine and Tender are housed in the north portion of the station and this portion is very cramped for space. There is no option to change this configuration because of no available ceiling height and overhead door access. This portion of the station was probably the original fire hall. The southern portion of the building was added for light duty trucks and office/living space. Nevertheless, there is a place for everything.

There is a common area/boardroom for meetings and theoretical training. Overall the station is an adequate building. Updates to its structure are limited because of the design and available land. Again, improvements such as vehicle exhaust removal systems, the addition of a wash station to clean and decontaminate equipment and upgrades to washroom facilities could be improvements considered for the capital budget. Priorities for such improvements will rely on recommendations from the Fire Service Committee.



Recommendation: Improvements such as vehicle exhaust removal systems, the addition of a wash station to clean and decontaminate equipment and upgrades to washroom facilities could be improvements considered for the capital budget. Also the long term consideration of the amalgamation of the Cluny with Cleichen stations.

Hussar Fire District: Hussar Rural Fire Association - #4

The Hussar Fire Station is located in the Village of Hussar and has immediate access to Hwy 561. There was no formal interview conducted regarding this Fire Station.

Hussar is a recent station and is currently in full operational use and houses the following equipment:



1. Engine #40
2. Engine #42
3. Rescue #46
4. Tender – Command #41
5. Bush Buggy #45
6. EFRT #44 – Emergency First Response Team

There are no recommendations for Hussar at this time.

Rockyford Fire District: Rockyford Rural Fire Association - #5

Located on the northwest corner of Main St. & Railway Ave. in the Village of Rockyford is a community focal point. No formal visit was conducted in regard to the Rockyford Fire Station. It is a large station with six apparatus bays and a two story office and living space.

Rockyford Fire Station houses the following equipment:

1. Engine #56
2. Tender #52
3. Rescue #55
4. Rescue #54
5. Bush Buddy #53
6. ATV #57



The station is well situated for response within the Village of Rockyford and into Wheatland County. The building with its architecture and strong lines, represent pride, ownership, and commitment. There are no recommendations for this fire station

Rosebud fire Station #6 Rosebud Fire Association

Rosebud fire station has been located within the Hamlet of Rosebud with access directly on to Hwy 840 for 10 years.

It is in full operation and houses the following:

1. One Engine,
2. Two- Bush Buggies, and
3. One Reserve Tender

With a four bay layout, it provides enough space for the Engine, two Bush Buggies as well as a reserve Tender. There is ample space for working on and around the apparatus. The area behind the apparatus is used for storage of turnout gear on wall racks. There is a dedicated map/dispatch/communications office and a generous area for use as a workstation and equipment storage. The upstairs is a large meeting/conference room with a large table with chairs for meetings and training.



Rosebud fire station is an example of recent construction by the Rosebud Fire Association and an exemplary example of leadership, teamwork and community achievement. Pride in the fire service and within the community is evident. The story-and-a-half design is well thought out and includes exhaust fans for apparatus floor to exchange air, washrooms with showers. Unfortunately, common modern principles with regard to health and wellness were not incorporated in the design.

Recommendation:

Consideration should be made to enclose, isolate and vent the area for turnout gear to avoid off gassing throughout the apparatus area.

Standard Fire Station - #7 Standard Rural Fire Association

Standard fire station is located within the town of Standard on 2nd Ave. West, at 120 Elsinore Avenue. It has been in full suppression operations for five years

The fire station is a large 6000 ft² steel building with concrete foundation, metal roof, 6 apparatus bays and has municipal utilities and water supply. Amenities include a boardroom, map and communications room, offices and storage.

Standard houses the following equipment:

1. Engine #75,
2. Tender #71,



3. Rescue #73,
4. Rescue #74,
5. Rescue #76,
6. Bush Bubby #73,
7. Command #72, and
8. EFRT #74

This building is more than adequate and Standard Fire Station is well equipped for safety and wellness of the staff with air replacement & exhaust fans, washrooms with showers, and space for washing gear

Recommendation: The addition of an industrial washing station for cleaning of equipment and gear should be considered.

Carseland Fire Station #8

The Carseland fire station is located in the Hamlet of Carseland at 101 Railway Avenue East opposite of Main St. and backs onto the CNR tracks.

Currently it is inadequate in size and location for continued use. It houses:

1. Engine #8,
2. Tender #8,
3. Bush Buggy #8, and
4. Command #8.



Recommendation:

This station is slated for replacement and plans for replacement are underway. The new station is to be located south of the hamlet, across the rail line and south of highway 24 in a vacant subdivision. A report submitted by TSI to Wheatland County Council on September 2019 outlines the needs and requirements of the new Wheatland station.

Wheatland West Fire Station - #9

The Wheatland West fire station is located within the City of Strathmore on the George Freeman Tr. (GFT), and Centennial Dr. It has been in operation for 21 years.

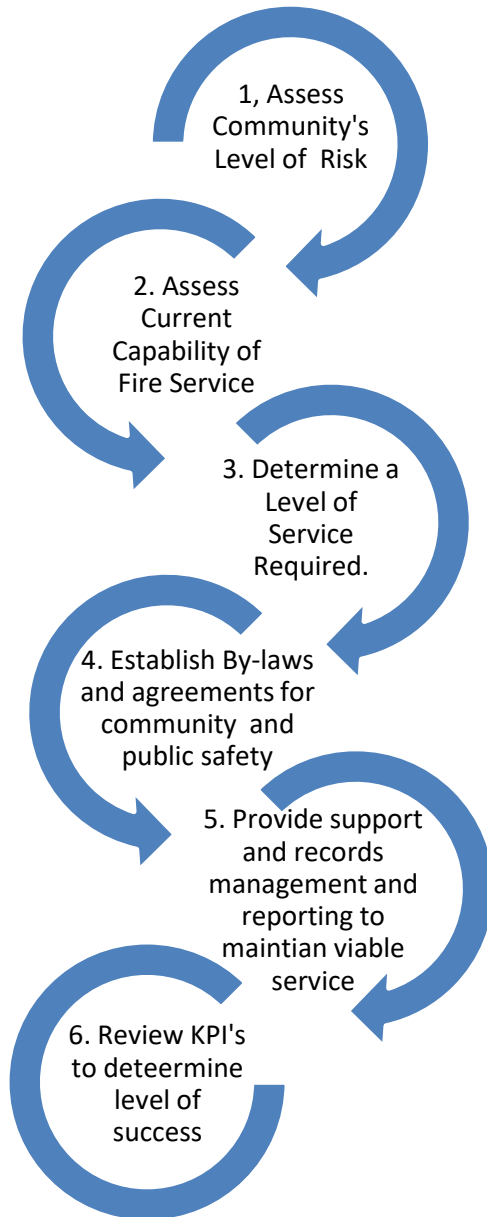
Constructed of steel clad, a wood frame, concrete foundation, and natural gas heaters. Wheatland West Fire Station has been adequate thus far. It currently houses:

1. One Engine,
2. One Tender,
3. One Service Traffic, and
4. Two Bush Buggies



Wheatland West when responding south, is within one mile of the Trans-Canada Hwy, but passes through a school zone along George Freeman Trail. Responding north it is one mile to TWP Rd. 224.

Appendix D: Level of Service



The use of the this process can provide both Council and FD Administration a roadmap or template on consultation and discussion regarding the best way to reach a desirable goal for the protection and public safety within the county.

Steps 1 and 2 of the process is to provide focus on the municipalities risk, capabilities, goals, objectives and structure.

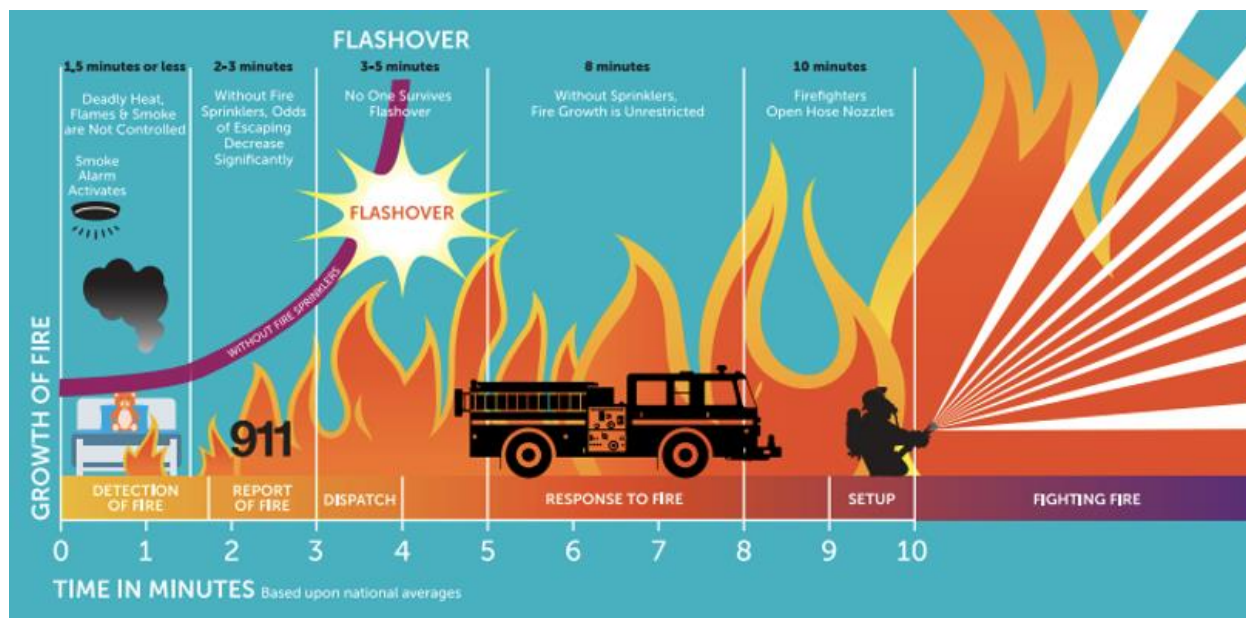
Steps 3 and 4 can be achieved when WC has established its current state of the LOS. WC will now understand what LOS is achievable and can establish the proper bylaws and agreements for community and public safety.

Steps 5 and 6 provides support, guidance, measures and principles that foster continuous improvement. When a fire service achieves continuous improvement. The entire fire service will be working in unison to provide the LOS service expected of the community and themselves.

Once these elements are realized cooperation with neighboring municipalities is key to establishing agreements that benefit the entire region and provides adequate staffing to deal with even the most serious of emergency events.

Industry changes including light weight residential construction, new construction materials, community development plans, modern dwelling contents and compartmentalisation have led to extremely high heat release rates during fire events. These factors all affect fire behavior, life safety, and shorten our available time to get fires under control.

The graphic below indicates why an organized, efficient and measured approach is necessary in the modern fire service. Fire service leadership must respond to this call to action.



Level of Service Matrix

Wheatland County Proposed Minimum Level of Service Requirement				
Service or System	Service Type	Description	Required Skills	Comments
Fire Suppression - Structural Exterior Operations Staff required: minimum 4	Core Service	Ability to respond and attempt a defensive exterior fire attack of a common structure	Based on NFPA 1001. Water Supply; Hydrant use; Extinguish Class 'A' fires; Salvage; Overhaul; Hose line use; Scene preservation; SCBA use	Compulsory Optimal staff of 4 for more
Medical Co-Response Staff Required: minimum 2	Core Service	Public Aid / Medical Response. Generally, fire crews will arrive before AHS/EMS services and can provide immediate lifesaving procedures such as CPR and AED.	Based on Industry best practice. Alberta Health services 'MFR- Medical First Response' program; Advanced First Aid and CPR may suffice.	Compulsory No less than 2 staff. No single person response for safety of staff.
Motor Vehicle Collisions Staff Required: minimum 3	Core Service	Response to MVCs on village roadways	Based on NFPA 1001; Scene Safety; Traffic Control; Hazard Awareness unique to Vehicles; Fire Attack/Suppression;	Compulsory Optimal staff of 4 for more
Wildland / Grassland Fires Staff required: minimum - 3	Core Service	Response and extinguishment of grass fires within the Village.	Fire attack wildland/grassland; control perimeter; General wildland knowledge NFPA 1051; Combat of ground fire	Compulsory High frequency event Optimal staff of 4 or more
Alarms & False Alarms	Core Service	Consistent response to fire alarms; monitored &	As per structure fire - exterior	Compulsory

Fire & CO (carbon monoxide)		unmonitored systems; private systems, commercial & industrial occupancies		Municipal Demand Zone: see response below. Optimal staff of 4 or more
Dangerous Goods - HazMat Awareness Electrical Hazards Staff required: minimum 3	Core Service	Ability to identify hazardous material releases and spills as well as electrical hazards and protect the public from such hazard using zoning.	NFPA 1074; containment of basic fuel spills, Zoning, public safety initiatives; awareness of Hazardous sites within the municipality.	Compulsory Safety of staff and public from these hazards
New Recruit Orientation Dedicated program is suggested	Core Service	Introduction and understanding of OHS health & safety; Dept. goals & objectives; safe work practices; basic hazard assessment; understanding chain of command; general work practice, routines & expectations	Self and situational awareness; ability to use checklists, use electronic training versions and JPR resources; ability for self-study	Compulsory Can appear overwhelming to new recruits. This can be overcome with a well- designed recruit intake program & support.
Recruit Initial Training	Core Service	Minimum training required to satisfy OHS and have new staff operate safely on the fire ground or emergency scene	NFPA 1001; familiar with Dept. SOPs & SOGs	Compulsory Opportunities exist to partner with neighboring emergency services to optimise training.
Apparatus Operations	Core Service	Competency in operation and routine testing and inspection of fire apparatus.	NFPA 1002; driving, backing, use of mirror, use of spotter, ability to operate apparatus in restricted spaces, pump operation etc.	Compulsory
Wheatland County Proposed Level of Service Requirement				
Service or System	Service Type	Description	Required Skills	Comments
Team Lead	Core Service	Leadership is key in the Fire Service. Properly trained team leads are a necessity to operate efficiently, and maintain the highest standard of safety and service to the public.	NFPA 1021 & 1006; Officer Pro Qualification or equivalent; Strong leadership skills, good communications skills; Ability to perform a size up	Compulsory Officer training should not be overlooked. Strong leadership is key to organizational stability and effective operations.
Municipal Zone Demands Response Model (expectation)	Core Service	Minimum of 3 trained staff with a response time of 30 minutes, meeting this objective 85% of the time. (example)	Commitment by Staff; clear expectations by FD Administration.	Compulsory Should be included as part of and SOG within the department.
Traffic Control Staffing required minimum 2	Core Service	Basics of safety and tactics in response to MVC's with the sole purpose of traffic control	Part of 1001; Scene safety while working on roadway; using proper PPE & equipment; awareness to assist with extrication	Optional Emergency operations on roadways is extremely dangerous for 1st Responders Optimal staffing 4

Fire Suppression - Structural interior Operations Staff required: minimum 4	Core Service	Competencies related to common structures with an offensive/interior mode of operations	NFPA 1001; Team lead requirements for interior operations	Optional Adequate staffing, training & experience required
Public Education	Core Service	Educating your community in fire prevention, safety and emergency preparedness.	Ability to use a multitude of resources available for programs within the community.	Optional Excellent opportunities for public relations and promotion of fire and community safety
Vehicle Firefighting Staffing required: minimum 3	Core Service	Response and extinguishment of vehicle fires and awareness of unique hazards associated with these fires.	NFPA 1001; Awareness of unique hazards; extinguishment of metal fires; safety of working on a roadway; use of reflective high visibility clothing.	Optional Optimal Staff 4
Vehicle Extrication Staffing required: minimum 3	Core Service	Extrication of entrapped, injured or disabled persons from a damaged vehicle using a variety of hand and hydraulic tools.	Based on NFPA 1001 & OHS Codes. Work as part of a team, proper use of hand & power tools, awareness of unique hazards and vehicle stabilization.	Optional May provide this service if properly trained staff and tools are available Optimal staff 4

This Service Level Document was prepared by TSI (Transitional Solutions Inc.) to allow Council to review and consider amendments to the level of Fire & Emergency services provided to the Wheatland County. The Document, its scope and requirements are based on best practices, OHS codes, NFPA (National Fire Protection Association) standards, and the AFCA (Alberta Fire Chiefs Association) Risk Assessment and core competency tools. It is designed as a minimum requirement level of service that the Fire Department should attempt to meet or exceed. It should not be considered as a limiting tool but rather a starting point and planning tool, in efforts to exceed expectations and enhance service to the community by Wheatland County Fire and Emergency Services.

It also needs to be understood that to operate safely a minimum number of staff with different levels of training are required to respond. This is why each Service or System has a staff requirement noted. As indicated most of the events that the WCFES will respond to with the exception of Medical Co-Response, will require a 3 member team. Each event requires a Command position or Team Lead, an Operator, and a member for fire attack, rescue or other task as assigned by Command. Optimal staffing is noted in the comments section. People/Volunteers are our most valuable resource. Without our volunteer members we cannot provide any form of emergency service to the community. Therefore, it is paramount that Council, ultimately responsible for Public Safety, supports the volunteers and invests in their training and the Fire Department as a whole.

Based on the first arriving vehicle, and example of the Level of Service is described as: (example only)

"Fire and Emergency Response should include a minimum of three, appropriately trained staff, responding with an Engine or other apparatus (as assigned in the response model) arriving on scene within 30 minutes, 85% of the time."

The recommendation is designed to be achievable and sustainable.

*Represents current level of service as described in the current Fire Services Bylaw. TSI assumes that vehicle extrication and traffic control is considered as part of the rescue response as described in the bylaw.

TSI recommends that Council review the level of service and in consultation with fire services administration consider amendments to the level of service to include:

- Minimum staffing requirement (non-negotiable) for each incident type
- Include response to Alarms incidents (no visible fire or smoke) and False Alarms
- Include response to CO (carbon monoxide) alarm incidents
- Response to dangerous goods incidents (awareness level)

To look closer at a developing an appropriate level service, consider using the AFCA Core Competency Tool. This tool can be found at <http://abfirechiefs.ca/>

Appendix E: Wheatland County Bylaws

This Appendix provides a summary of the following Bylaws:

- Bylaw - 2019-06: Outlining roles and responsibilities of the Fire Services leadership, and
- Bylaw - 2019-34: The establishment of a Fire Board for Wheatland County.

Bylaw - 2019-06: Fire Services

The Fire Bylaw establishes a Manager of Emergency Services, appointed by the County Manager, whose duties and responsibilities include:

1. The Manager of Emergency Services has the authority over the management and direction of Fire Services, subject to the supervision, control and direction of the General Manager, County Manager and Council.
2. the Manager of Emergency Services has the authority to direct Fire Services including the County's Fire Departments and Members to carry out all Fire Protection Service activities in accordance with this Bylaw, the Policies and any other applicable Federal, Provincial or County legislation, bylaws, rules, policies or procedures.
3. The Manager of Emergency Services shall consult and coordinate with the District Fire Chiefs and Fire Association District Chiefs for the purpose of providing an efficient and effective delivery of Fire Protection Services throughout the County
4. Subject to the approval of Council, the Manager of Emergency Services may establish policies and procedures as necessary for the proper organization and administration of the County Fire Services Department including use, care and protection of County Fire Service, Department property; recruitment, conduct, performance, and discipline of Members; efficient operations of the County Fire Service Department, Member training and Establishing, implementation and execution of Policies.

The Fire Bylaw also establishes a Regional Deputy Fire Chief responsible for:

1. Developing, coordinating and monitoring Member training programs and training program records, all in accordance with NFPA standards for firefighting, rescue and Medical First Response, in all Fire Departments.
2. Conducting cause and origin fire investigations as mandated by the QMP in accordance with all Applicable Legislation.
3. Monitoring adherence by all Fire Departments to all Applicable Legislation;
4. Conducting life safety inspections in accordance with all Applicable Legislation.
5. Monitoring and, as required, providing direction and assistance for the completion of all Fire Department reports in accordance with the applicable legislation and/or fire service agreements to ensure that all County reporting requirements are met.

Bylaw - 2019-34: Fire Board

The Fire Bylaw has been established to govern the fire services within Wheatland County. This includes those services delivered directly by the County as well as those contracted from the Fire Associations.

The Bylaw indicates that the Fire Board shall have the following duties:

- 4.1 To propose a budget to Council for the fire service of Wheatland County each year. The Board shall be assisted by Municipal staff to accomplish these budget proposals.
- 4.2 To prepare a long-term plan for the fire service and to review and update, if necessary, the fire protection master plan each year, including capital items and replacement of assets.
- 4.3 To decide issues of volunteer personnel matters which may arise in the administration of the County Fire Service. The Municipal Council will be the body for all appeals.
- 4.4 To consider all administrative proposals with reference to the Fire Master Plan. All on scene procedures will be dictated by fire department standard operating guidelines, as approved by the Fire Board.
- 4.5 To establish operating procedures for the Board such as location of meetings and staff required to be present at meetings.
- 4.6 At least annually and after a major event, review such matters as procedures, equipment, staff training and reporting for each Wheatland County fire hall.
- 4.7 Provide to Council comments on any proposed changes to the Inter-municipal fire agreements.
- 4.8 Determine steps that will be taken to ensure payment of fire invoices and to recommend to Council which invoices will be added to taxes.
- 4.9 Review and provide recommendations to Council on any matter in dispute between the Municipality and another jurisdiction.
- 4.10 To hear and determine a course of action regarding any fire-related matter forwarded to the Board by a citizen. The Municipal Council will be the body for all appeals.

The Bylaw indicates that The Fire Board shall be composed of five (5) Association Presidents, one (1) representative from each of the Villages (Village of Standard, Village of Hussar, Village of Rockyford), two (2) citizens-at-large, and no more than three (3) members of Council who shall be appointed by Resolution of Council.

Appendix F: Service Delivery Model Types

A fire service can adopt a direct delivery, contract management or a mixed model of direct and contract to meet the level of service required.

Direct Delivery

The direct delivery model establishes a fire service as part of the municipal structure with the Fire Chief reporting to the CAO or a Senior Administrator within the municipality. Council is responsible to establish a Level of Service (LOS) and provide municipal support to meet that LOS. Council reviews the needs for service delivery and the community risks in order to establish the LOS.

The senior municipal administration and fire service management create the fire department's structure and programs to meet the LOS and create a strategic plan and management system to support the service. The fire department is funded through a municipal budget that accounts for the service costs as well as any income from other sources (donations, fees, etc.). The approval of the operating budget presumes that the department will be prepared to meet the approved LOS and if not, Council will be asked to alter the LOS to one that can be met.

Training and support of the Officers and Firefighters to meet the LOS and workplace minimums are essential. Some direct delivery models limit the amount of training due to budget limitations. Others attempt to balance the need for all to have basic skills with the potential to support personal growth through developing specialty skills that enhance the response and service delivery processes. The levels of training and support are often reflective of the leadership style, values and priorities established by the Chief and Deputy.

The assessment of which programs or services are given support may be challenged by high profile emergency events and community requests. Public or business offers of support, such as donations of response equipment (boats, hazmat suits, etc.), may attempt the fire department to deliver more than the established level of service without a full assessment of the needs, service parameters and costs. This may occur without the knowledge or support of the governing Council and lead to increasing liability and public expectations that are outside of the approved LOS. The municipality is fully responsible for the standard of the service and remains responsible for any issues that arise.

The direct delivery model LOS is provided by the fire departments and monitored through a reporting process to ensure service delivery meets community and workplace standards. Otherwise, service delivery issues may not be highlighted. Direct delivery models may be more forgiving of poor performance and can be less open to exploring new opportunities or ways of providing the best service. The use of key performance indicators and reporting can balance the right performance and cover the entire service expectations.

Contract Management

The contract model provides fire services using a series of service and or management contracts or a single contract that covers the full scope of the service requirements. It takes advantage of the fire services that are successful and have available capacity. It can reduce duplication of services, define the service parameters and limit liability for each involved municipality.

The contract model may be considered where one municipality has resources and a functional operating process that meets or exceeds the capacity or standards of services delivered by the neighboring municipalities. It is often considered as one of the options to investing increasing amounts in to developing or supporting a direct delivery system. This system may be seen as the best way to create a fire response system that is affordable and economically feasible.

Many municipalities have operational inter-municipal aid agreements in place that allow for sharing resources, establishing cooperative planning processes, and allowing municipalities to provide aid to their neighbours in fire or emergency response, when requested. These agreements still require that each municipality maintain the ability to manage their own emergency events, declare a State of Local Emergency (SOLE) and manage their own fire service.

In the Contract Model the municipality that provides the service can use the contract as a means to increase the service capacity and depth. It can also create processes to deal with the challenges faced by smaller fire services including recruiting, training, opportunities for skill development, retention of staff and provision of service improvements when required. This can improve the capability to provide consistent training and support to the firefighters at a level that may not be attainable for individual services.

For the municipality that contracts the service it can establish a service that meets their needs at an acceptable cost that is defined in the agreement. Relieving the municipality of managing the day to day operations of the fire services, limits the municipality's liability and can provide a broader service process available to the citizens.

Contracts can provide consistency and should be built to provide clear expectations of services to be delivered through the agreement. In addition to ensuring services are delivered, the contracts should include provisions for tracking and reporting on the services provided. This can include clarifying the expectations as using key performance indicators that reflect what success looks like. It must also have provisions to review service changes and requests for new services to be considered. Overall there needs to be a clear process to report to the municipality receiving the service and inform the public.

Mixed Model – Direct Delivery and Contracted Services

The mixed model provides some services through the direct delivery model and the contract model. This model establishes and delivers the fire service as part of the municipal structure for some portions of the municipality and uses contracted services for other portions. Alternatively, the model could provide fire services through the municipality and rely on contracts for specialty services such as water rescue, hazardous materials response, etc.

This model requires the municipality to establish and manage their own fire services with the Fire Chief reporting to the CAO or a Senior Administrator within the municipality. In addition, the municipality creates, negotiates and manages service and or management contracts to cover specific portions of the municipality or services. Use of a mixed model can tap into neighboring fire services that are successful and have capacity to fill service gaps within their municipality. While it may limit the municipality growing their own service delivery capacity, it provides the switch between the direct delivery and contract processes more easily when the time comes.

The mixed model is a more complex model to manage since the municipality must deal with the processes and relationships needed for both direct management of some resources as well as managing

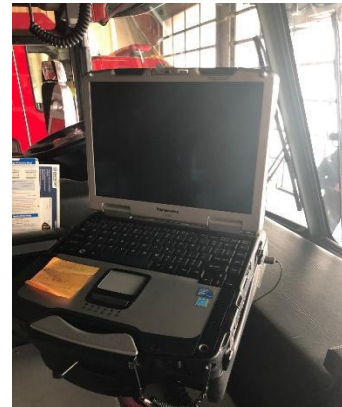
the relationship and functions of contracted services. When structured correctly, this can be a very effective model.

75

Appendix H: Incident Management Tools

Dispatch System Tools & Technology (Fire Response)

WADEMSA runs a sophisticated digital dispatch system, providing CAD (Computer Aided Dispatch) and the capability to provide GIS (Geographical Information System) digital mapping. HFPA (Hussar Fire Protection Association) has a toughbook MDT (Mobile Data Terminal) that allows digital mapping provided by the CAD. This hardware is generally securely mounted in the apparatus for use by the responding officer. This is a common method for responding crews to receive accurate updates and graphical route mapping information. It also provides messaging capability.



Other available hardware includes the “Panasonic ToughPads” and the use of applications such as “I AM Responding” or “Active 911” for use in response that include staffing, graphical mapping and route information. This is based on cellular technology. These applications are customizable and can include data inputted from pre-incident planning, fire inspections and prevention. They can be used by all staff using cell phones. A ToughPad, for example, can be mounted in the cab for use by the Officer or, easily removed and be used as a portable device.



Observation: The possibility exists to greatly enhance dispatch and response communication methods and information through the use of digital and wireless communications technology.

Recommendation: TSI recommends researching, procuring, developing, and implementing digital MDT technology for use in all front line apparatus.

Wheatland County Radio System Information

Wheatland County, like many other municipalities, has wrestled with the decision to maintain their current radio system for departments such as public works, enforcement, and fire services or to start migrating to the Alberta First Responder Radio Communication System (AFRRCS). TSI was engaged to provide a high-level review of the current system and AFRRCS for decision makers to review and come to a resolution on the matter.

- Repeaters – Attached with this document is the “Wheatland County Radio System Drawing Package – 2019” which is a technical document displaying a future state of the repeater system which was designed for radio coverage of the County. The system uses newer digital technology with an estimated life span of approximately 10 years (it should be noted this is an extremely rough estimate. As technology develops, manufacturers have been known to end the life of systems in the past).
 - Currently Bearcom has been engaged to install a tower at the HammerHill Site since Q1 of 2018. The site has been prepared and only dual piles installed. The installation of the tower is an additional project with unknown costs.
 - Wheatland County would be expected to maintain the current infrastructure if they remain on the current system. There is no existing maintenance agreement and

currently if there are issues with the infrastructure, a typical service call is invoiced anywhere from \$1500-3000/call.

- For using areas on the current towers Wheatland can expect to remunerate telecommunication providers at a rate of \$20, 865/year
- Radios – the estimated number of current radios for Wheatland Fire Services is 125 handheld and 40 portable radios. Enforcement services have no current radios. Other departments in the municipality are not included in this review but having secondary services on AFRRCS is a service that is offered by the system with a usage rate of

AFRRCS Infrastructure

The AFRRCS infrastructure was built and is maintained by the province. There have been issues with the system, but these have been remediated by the AFRRCS team. A significant upgrade is scheduled for 2020 which will also allow for limited GPS location of radios, unified communications using cellular technology, providing some users the ability to use their cell phone as a radio.

AFRRCS Interoperability

Interoperability of communications on emergency scenes can be critical to orient and deploy resources appropriately during smaller events, but more critical as events grow larger. Recent experience with interoperable systems with AFRRCS on major events (Ft. McMurray Fire – 2016, NW Alberta Fires – 2019) displayed some of the challenges and the advantages of having the capability of multijurisdictional and multi-organizational groups ability to communicate seamlessly. This ability can also augment day-to-day operations between enforcement, fire and emergency medical services during incidents like motor vehicle collisions.

Currently, all Wheatland County fire services are on the current system and are operable within the county and, if required, bridged through to AHS by Wheatland and Adjacent Districts Emergency Medical Services Association (WADEMSA). WADEMSA is currently using a radio console which is compatible with the current radio system. Wheatland Enforcement Services is the only department on AFRRCS. Other municipalities are transitioning over to or in the process AFRRCS.

AFRRCS Costs

The chart is an estimate of upfront and maintenance costs associated with a ten-year life span between the current system and AFRRCS. Please note, exchange rates, changes in technology and other factors can alter some of these costs.

	Investment	Infrastructure Maintenance	Radio Maintenance	Use Rates	10 Year Total
Current System	\$233,162 to install a new tower to improve coverage	Current rate of \$1,500 - \$3000 per callout, with 6-10 callouts per year = \$9,000-\$30,000 annually	Typically, \$5000-\$10,000 (estimated)	\$20,865 annual	\$581,812 – \$841, 812 Estimated over 10 years
AFRRCS	\$751,638 to outfit WCFS with 125 handheld and 40 portable radios	No maintenance cost for infrastructure	\$10, 000 annual estimate	No use rate cost	\$851, 638

AFFRCS and Current System Considerations

1. Current system
 - a. Coverage – the area covered by the system when compared to AFFRCS is approximately 10-15% less. Changes with use of either mobiles or portables Unknown building penetration in areas such as arenas or community halls for example
 - b. Required for public works.
 - c. Investment to install the current site was approximately \$30,000 plus \$233,000 to install a tower.
 - d. Risk of technology reaching end of life through attrition or by manufacturer.
 - e. WADEMSA doesn't have to invest in more equipment.
 - f. As other municipalities transition, interoperability may decrease with other organizations
 - g. Less investment but more risk taken on by Wheatland County.
2. AFFRCS
 - a. Coverage – area for both portable and mobile is 100% with portables having slightly less optimum coverage.
 - b. AFFRCS does allow non-responders on the system, but there are capacity costs that would raise costs significantly.
 - c. No maintenance costs on infrastructure now or in the future as the province bears those costs.
 - d. Technology is designed for at least 10 years (until 2029-2030) and other broadband options are currently being explored to "future-proof" the system.
 - e. WADEMSA would have to invest in a new console at some point (unknown cost at this time).
 - f. Interoperable with other municipalities in the immediate area and many other areas in the province (increased likelihood of responding as additional resources for major events).
 - g. More investment but less risk taken on by the County.

Options Between AFFRCS and Current System

Wheatland County has three options available. These are to stay with the current system, transition to AFFRCS or utilize a hybrid of both. Each option has advantages and disadvantages as outlined below.

1. Stay on current system
 - a. Advantages
 - i. Less cost and limited training requirement,
 - ii. WADEMSA does not have to transition.
 - b. Disadvantages
 - i. More risk with responders not having same level of coverage,
 - ii. Risk of technology reaching end of life in next ten years,
 - iii. Have to maintain infrastructure – unforeseen costs if the system fails.
2. Transition to AFFRCS
 - a. Advantages
 - i. Coverage is more complete and during building penetration the signal is usually exceptional when compared with analog systems, equalling less risk to community and responders,
 - ii. No infrastructure maintenance,

- iii. Known life span of 10 years,
- iv. Interoperability built in with enforcement (RCMP and County) and other municipalities.
- b. Disadvantages
 - i. Increased cost as WADEMSA would have to transition and train in how to use AFRRCS.

Hybrid implementation

Wheatland County could also transition slowly to AFRRCS over a number of years by installing/implementing a number of radios initialing and planning out other years. Recommendation is to install mobile and one portable in each front line vehicle. Initial estimate of investment would be somewhere between \$50-100k but this would depend on requirements and pricing of radios.

- Advantages
 - Less initial investment in AFRRCS
 - Provides interoperability advantage
 - Coverage for specific
 - WADEMSA does not have to change over system in near future
- Disadvantages
 - Still requires investment in current system
 - Not all vehicles would have access to AFRRCS which could cause confusion during larger events

Appendix I: Recruitment & Retention

Retention Initiatives

1. Create an annual event (e.g. firefighter's recognition ceremony) that not only allows the different stations to come together but also promotes the contribution the fire service makes to the region and provides annual service recognition to members who have served their communities. Leaders could use this event to recognize years of service, retirements, major events, or other noteworthy acts by members. This event could also have the added benefit of acting as a fundraiser for the regional fire service.
2. Fire station dinner before practice night, set at regular intervals to create tradition. Perhaps monthly or bi-monthly.
3. Establish a system to track hours for firefighters. Firefighters not receiving remuneration have potential tax credit options for volunteer firefighters. Firefighters may be able to claim a tax credit of \$450 (15% of \$3,000) if you meet the certain requirements:
 - a. You are a volunteer firefighter.
 - b. With the year you performed at least 200 hours of eligible service.
4. A point system could be developed rewarding members who consistently show up for training and incidents. These points could be used for the members to acquire station wear, personal gear, or other fire department goods.
5. Public recognition, peer recognition and recognition using social media.
6. Rewards for years of service such as uniforms, equipment, and other items.
7. Training engaged junior firefighters, senior firefighters, and officers for positions beyond their current rank where deemed appropriate. These types of training opportunities for these strong members often leads to further engagement and leadership from them.
8. Consider recruitment for other positions that support the fire department or public safety including medical response, public educator for fire and safety, records management, equipment management, etc.

Recruitment Initiatives

1. Clear and available information be provided on the Wheatland County website about how individuals can become involved in the fire service. I.e. Firefighter recruitment.
2. Creating social media accounts that can act on behalf of all the area fire service to highlight their activities and creates excitement about joining the service.
3. Holding recruitment drives at events attended by a large portion of the region (e.g. tradeshow, regional events, etc.).
4. Providing a small incentive for members to bring a friend to a recruitment night.
5. Developing a video that interviews a few firefighters about their experiences as a volunteer firefighter and share it on social media. Add some video of responses in as well.
6. Connect with high schools and consider a "Sponsor a Firefighter" program to sponsor a new graduate to get their fire training at a recognized college.
7. Start a junior firefighter program for the region. Again, working with the high schools and school boards, attempting to get course credit for students being involved with the fire service as a trade opportunity.

Other valuable resources for identifying recruitment and retention strategies include the:

1. Alberta Fire Chiefs Association Volunteer Firefighter Recruitment & Retention Toolkit:
<https://afca.ca/latest-news/item/238-volunteer-firefighter-recruitment-and-retention-toolkit>

2. US Federal Emergency Management Agency (FEMA) Retention and Recruitment for the Volunteer Emergency Services: <https://www.usfa.fema.gov/downloads/pdf/publications/fa-310.pdf>

Pay Scale Examples

Schedule of Wages 2020						
Example 1:					Example 2:	
Description	Year	% of 5th year FF	Hourly		Description	Hourly
Chief		151%	\$33.76		Chief, Deputy	\$31.63
Deputy Chief		142%	\$31.75			
Fire Investigator		138%	\$30.86			
Fire Marshall		138%	\$30.86			
Captain		127%	\$28.40		Captain	\$29.51
Lieutenant		110%	\$24.60		Lieutenant	\$27.34
Firefighter	10th	106%	\$23.70		Engineer	\$25.15
	8th	102%	\$22.81			
1st Class	5th	100%	\$22.36		1st Class	\$22.94
	4th	90%	\$20.12		2nd Class	\$20.78
	3rd	80%	\$17.89		3rd Class	\$18.58
	2nd	75%	\$16.77		4th Class	\$16.40
	Prob/1st	70%	\$15.65		Recruit	\$15.00
2% COLA						

These examples of emergency response pay are based on two similarly sized fire services and their most recent pay scales. In a true volunteer fire service, they could be referred to as honorariums or extra duty agreements. The information is as current as can be expected.

There are many other variables not included in the basic chart including:

- Pay or emergency work on statutory holidays (generally 1.5 times) regular wage.
- Minimum call out (generally 2 hours), but there are many options
- Role Allowances: Example – Deputy Chief \$2000/yr. – Member on floor \$500/yr
- Overtime: example – calls exceeding 8 hrs. in a 24 hour period.
- On-Call Pay: example – Holiday weekend on-call standby pay to ensure staffing (generally paid at 2.00 to 2.25/hr)
- Other pay: Seminar and training attendance; duty approved by Fire Chief etc.

Appendix J: Governance Options

Municipalities have a wide range of governance options to choose in overseeing organizations that are connected to, but external from their administrations. These governance options, include:

	Intermunicipal Agreement	Regional Service Commission	Municipal Controlled Corporation	Cooperative	Society	Part 9 Company	Public Private Partnership	Growth Management Board
Separate legal entity		X	X	X	X	X	X	X
Can borrow and incur debt servicing costs		X	X	X	X	X		X
Can directly expropriate land		X						
Can make a profit and distribute to members			X	X			X	
Requires provincial government approval for establishment		X	X	X	X	X	X	X
Party responsible for establishment	Municipalities	Municipal Affairs		Service Alberta			Municipalities & Partners	Municipal Affairs
Legislation restricting types of services provided	MGA			Cooperatives Act	Societies Act	Companies Act	MGA	

1. **Intermunicipal Agreements:** Intermunicipal agreements are entered into vis-à-vis the passage of a resolution of two or more participating municipalities. These agreements can lead to the formation of an authority, board, or committee that oversees the provision of services on a regional basis. Important to note is that an authority, board, or committee formed by an intermunicipal agreement is subject to the provisions of the MGA as if the authority was the municipality providing the service.
2. **Regional Service Commissions:** Regional service commissions have their own distinct legal status with natural person powers separate from the member municipalities. Commissions can hire employees, administer their own payrolls, own property, and raise capital. Any financial surplus must be used to reduce costs and may not be distributed back to the member municipalities. Rates charged for services must be established by bylaw and based upon a full-cost recovery rate model. Commissions are eligible for loans from the Alberta Capital Finance Authority.
3. **Municipally Controlled Corporations:** Municipal controlled corporations are for-profit corporations that are controlled by a municipality or group of municipalities to provide a regional municipal service. There are less than twenty municipally controlled corporations in Alberta. EPCOR Utilities Inc. (owned by Edmonton) and Aquatera Utilities Inc. (owned by the City and County of Grande Prairie and Town of Sexsmith) are two examples. They are regulated

by the MGA, Business Corporations Act, Control of Corporations Regulation, and the Debt Limit Regulation. They are a separate legal entity that can hire employees, administer payrolls, own property and raise capital. Municipally controlled corporations cannot borrow from the Alberta Capital Finance Authority.

4. **Cooperatives:** Cooperatives are incorporated under the Cooperatives Act and, in general, are intended for individuals to come together for a common purpose. One cooperative that municipalities may be familiar with are Rural Electrification Associations (REA's). Cooperative principles are specified in the Act and determine how the entity carries on business. Cooperative surpluses may be used to develop its business, improve its services, establish reserves or pay interest on member loans or dividends on shares, support community welfare, or can be distributed among its members.
5. **Societies:** Societies are legal entities incorporated under the Societies Act. They are created for any benevolent, philanthropic, charitable, provident, scientific, artistic, literary, social, educational, agricultural, sporting or other useful purpose, but not for the purpose of carrying on a trade or business. Agricultural Societies and Community Associations are typical examples of societies. While societies can incur debt, they cannot borrow from the Alberta Capital Finance Authority.
6. **Part 9 Companies:** Part 9 companies are formed to promote art, science, religion, charity or other similar endeavours, or solely to promote recreation for their members. A Part 9 company must apply its profits in the promotion of its objects and no dividend should be paid to its members. Part 9 companies are regulated by the Companies Act. A Part 9 company may borrow funds for carrying out its objectives but is not eligible for direct loans from the Alberta Capital Finance Authority. The Alberta Industrial Heartland Association (an economic development entity consisting of the City of Edmonton, City of Fort Saskatchewan, Lamont County, Strathcona County, and Sturgeon County) is an example of a Part 9.
7. **Public Private Partnerships:** Public-private partnerships may be a separate legal entity depending on the partnership agreement. Typically, they include an arrangement between two or more public and private sector entities with a long-term life span. The construction and ongoing operations of the Anthony Henday Ring Road around Edmonton is an example. NorthWestConnect (a consortium of companies) and the Province entered into a P3 Agreement for the design, construction, operation, and maintenance of Anthony Henday Drive from Hwy 16 to Manning Drive until 2041. They usually involve significant capital investment and ongoing operational costs.
8. **Growth Management Board:** Growth Management Boards are defined in Part 17.1 of the MGA. There are only 2 Growth Management Boards in Alberta – the Edmonton Metropolitan Region Board and the Calgary Metropolitan Region Board. When in place, Growth Management Boards can be responsible for overseeing emergency services in a region. The Growth Management Board model was not considered for this project due to its complexity and requirement for provincial legislation.

REPORT PREPARED BY:



240, 2833 Broadmoor Blvd | Sherwood Park, AB | T8H 2H3 | 587-583-4308

www.transitionalsolutions.ca

Wheatland County

Request for Decision

Regular Council Meeting

June 16, 2020

Report prepared by: Margaret Desaulniers



Correspondence and Information Items – June 16 CM

Recommendation from Administration

That Council accept the following items as information, as provided in the request for decision:

- Strathmore Handi-Bus Association Correspondence (dated May 29, 2020) – Re: Appreciation for Financial Assistance.
- Alberta Transportation (Office of the Minister) Correspondence (dated May 1, 2020) – Re: Range Road 205 – Rehabilitation Project.
- Golden Hills School Division Correspondence (dated June 2, 2020) – Re: Community Schools No Longer in Use.
- Alberta Municipal Affairs Correspondence (dated June 10, 2020) – Re: 2020 Gas Tax Fund (GTF)

Chief Administrative Officer's Comments

N/A

Report

N/A

Relevant Policies, Practices, and Legislation

N/A

Alignment with the Strategic Plan

N/A

Response Options

Option 1: THAT the proposed recommendation is accepted/approved.

Option 2: THAT the proposed recommendation is not accepted/approved.

Option 3: THAT an alternate recommendation is accepted/approved.

Implications of Recommendation

General

N/A

Organizational

N/A

Financial

N/A

Environmental, Staff, and Public Safety

N/A

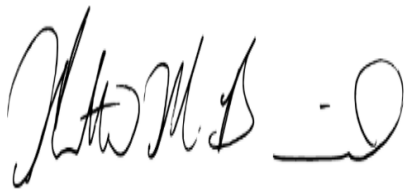
Follow-up Action / Communications

Follow-up based on direction of Council.

Report Approval Details

Document Title:	Correspondence and Information Items - June 16 CM.docx
Attachments:	<ul style="list-style-type: none">- 200603 - Strathmore Handi-bus.pdf- 200605 - AB Transportation.pdf- Golden Hills School Division – Hussar- Wheatland County_2020 GTF
Final Approval Date:	Jun 9, 2020

This report and all of its attachments were approved and signed as outlined below:

A handwritten signature in black ink, appearing to read 'Matthew Boscarol' with a stylized flourish at the end.

Matthew Boscarol

Strathmore Handi-Bus Association
Serving Strathmore and Wheatland County since 1986



May 29, 2020

WHEATLAND COUNTY

JUN - 3 2020

RECEIVED

Chief Administer Officer
Wheatland County
Hwy#1, RR#1
Strathmore, AB
T1P 1J6

RE: Financial Assistance for Strathmore Handi Bus

Dear Mr. Henderson, CPA, CA,

CC: Wheatland Council

On behalf of the Strathmore Handi Bus Association, I wish to extend our sincere appreciation for the \$10,000.00 that the Council approved for financial assistance for 2020. This contribution will provide some reassurance that the service will be able to survive for the short term. Your receipt is enclosed with this letter. In 2019, 80 trips were from outside of Strathmore. It is very hard to compare the STATS from Strathmore to the STATS outside of Strathmore, however, you will find that many of the clients from Strathmore were once and may still own property in Wheatland County but have had to move to Strathmore due to failing health or retiring, allowing their children to continue with the family farm. Whatever your reason for the cut in the contribution amount may have been, the Strathmore Handi-Bus will continue to serve the clients outside of the Town of Strathmore unless restructuring is necessary due to COVID -19 and our ability to find funding to cover expenses. As you are aware, it does cost considerable more to travel outside of Strathmore.

I also would like to receive an invoice for your inspections for 2019 so that we can recognize your "IN-KIND CONTRIBUTION". Please send when possible and advise as to your plan for continuing with the VIPs. This has been a valuable service to the Association.

Thank you for your involvement and we look forward to your continued support.

Sincerely,

Florence Vander Velde
Sec. /Treasuer



ALBERTA
TRANSPORTATION

*Office of the Minister
Deputy Government House Leader
MLA, Calgary-Hays*

WHEATLAND COUNTY

JUN - 5 2020

RECEIVED

May 1, 2020

AR 79804

Ms. Amber Link
Reeve
Wheatland County
242006 RR 243
Highway 1, RR 1
Strathmore, AB T1P 1J6

Dear Reeve Link: *Amber*

I am pleased to advise your council that your project, Range Road 205 - Road Rehabilitation, will be funded under the Strategic Transportation Infrastructure Program (STIP) – Resource Road Program.

Based on your submission/application, Wheatland County will receive a grant of 50 per cent of the estimated eligible project costs, or up to \$2,250,000 for the project under this program. The final grant amount will be based on the actual eligible costs at the time of the project completion, up to a maximum grant of \$2,250,000. Given the current fiscal situation, no cost increases can be considered. Please do not publicly communicate this project approval until provincial announcements are made.

Through Budget 2020, our government continues to make historic investments in hospitals, schools, roads, bridges, transit, and water infrastructure. This investment will help stimulate Alberta's economic recovery and get Albertans back to work.

Alberta Transportation staff will be in contact with your administration to formalize the funding agreement to undertake this work.

Sincerely,

Ric McIver
Minister

cc: Honourable Nathan Cooper, MLA, Olds-Didsbury-Three Hills
Mr. Darren Davidson, Regional Director, Southern Region



Bevan Daverne
Superintendent of Schools

435 A Highway # 1
Strathmore, AB T1P 1J4
(403)-934-5121 (Ext 2013)
Bevan.Daverne@ghsd75.ca

June 2, 2020

Brian Henderson
Chief Administrative Officer
Wheatland County
Highway 1 RR 1
Strathmore Alberta, T1P 1J6

Dear Mr. Henderson,

As you are aware, with the opening of the Wheatland Crossing School, the four community schools in Standard, Gleichen, Hussar and Rockyford are no longer in use and have been declared surplus to the needs of Golden Hills.

To date, the Village of Rockyford and the Town of Standard have taken ownership of school properties in their corresponding communities.

As of May 29, 2018, our Board of Trustees acknowledged the receipt of Councils' request for the potential transfer of the Central Bow Valley School land to Wheatland County. We appreciate your intent to use the land to support and enhance the community.

Further to our Board meeting on April 28, 2020, it has come to our attention that we have not yet received Councils' request for the potential transfer of the Hussar School land site, at this time we would request a reply from Wheatland County regarding a formal expression of interest in the school land site in Hussar.

If you require any additional information on either of these properties, please do not hesitate to contact me.

Sincerely,

Bevan Daverne
Superintendent of Schools

CC: Kate Brandt, CAO, Village of Hussar



ALBERTA

MUNICIPAL AFFAIRS

*Office of the Minister
MLA, Edmonton-South West*

AR100068

June 10, 2020

Reeve Amber Link
Wheatland County
242006 RR243, Highway 1, RR 1
Strathmore AB T1P 1J6

Dear Reeve Link,

In these extraordinarily difficult times, Alberta remains committed to working with the federal government to ensure infrastructure funding continues to flow to Alberta communities. Recognizing the urgency for local government funding and the critical role of communities in the relaunch of the economy, the federal government has recently confirmed that \$244 million will be provided to our province in 2020 under the Gas Tax Fund (GTF).

The 2020 GTF allocation for Wheatland County is \$502,689.

GTF funding amounts for all municipalities and Metis Settlements are also posted on the Government of Alberta website at open.alberta.ca/publications/gas-tax-fund-allocations.

Please note that payment of 2020 GTF allocations to municipalities and Metis Settlements is subject to the same conditions as in prior years, including submission of year-end reporting and sufficient project commitment requirements.

I look forward to continuing to work together with you and the federal government to help your community safely restart and stabilize your economy.

Yours very truly,

Kaycee Madu, QC
Minister

cc: Brian Henderson, Chief Administrative Officer, Wheatland County