



AGENDA

Municipal District #124 Special Meeting of Council
Monday, December 18, 2023 - 10:00 AM - MD Council Chambers

Page

CALL TO ORDER

ADOPTION OF THE AGENDA

- 2.1 December 18th, 2023, Special Meeting of Council - 2024 Budget Deliberations Agenda

Proposed Motion: Move to adopt the December 18th, 2023, Special Meeting of Council - 2024 Budget Deliberations Agenda as presented.

APPROVAL OF MINUTES

- 3.1 December 7th, 2023, Special Meeting of Council - Budget Deliberations Minutes 3 - 4

Proposed Motion: Move to adopt the December 7th, 2023, Special Meeting of Council - Budget Deliberations Minutes as presented.

[20231207 - DRAFT MINUTES - Special Council](#)

- 3.2 December 8th, 2023, Special Meeting of Council - Budget Deliberations Minutes 5 - 6

Proposed Motion: Move to adopt the December 8th, 2023, Special Meeting of Council - Budget Deliberations minutes as presented.

[20231208 - DRAFT MINUTES - Special Council](#)

- 3.3 December 11th, 2023, Special Meeting of Council - Budget Deliberation Minutes 7 - 8

Proposed Motion: Move to adopt the December 11th, 2023, Special Meeting of Council - Budget Deliberations Minutes as presented.

[20231211 - DRAFT MINUTES - Special Council](#)

- 3.4 December 12th, 2023, Special Meeting of Council - Human Resources Strategic Meeting Minutes 9 - 10

Proposed Motion: Move to adopt the December 12th, 2023, Special Meeting of Council - Human Resources Strategic Meeting Minutes as presented.

[20231212 - DRAFT MINUTES - Special Council](#)

DELEGATIONS

- 4.1 S/Sgt. Shen, Westlock RCMP 11 - 34

Proposed Motion: Move to accept the report from S/Sgt. Shen as information.

REQUESTS FOR DECISION

- 5.1 Community Futures Lesser Slave Lake Region - Letter of Support 35 - 42

Proposed Motion: Move to direct Administration to provide a Letter of Support to Community Futures Lesser Slave Region for _____ program.

[Project Proposal Youth Opportunities Unencumbered Program \(1\)](#)
[Proposal for Future Leadership Youth \(FLY\) Program \(1\)](#)
[Proposal for Regional Growth Team \(RGT\) Program \(1\)](#)
[Proposal for The Possibility and Opportunity Project \(POP\) \(1\) \(1\)](#)

- 5.2 Schedule of Fees 43 - 53

Proposed Motion: Move to accept the Proposed Schedule of Fees as presented.

[CURRENT Bylaw 2023-11 Schedule A](#)
[PROPOSED Fees for the Provision of Services - Draft](#)

- 5.3 Industrial Land Study 54 - 102

Proposed Motion: Move to accept the Industrial Land Study as information.

[Industrial Land Study](#)

- 5.4 HR Policy and Procedures

Documents to be distributed at meeting.

Proposed Motion: Move to approve the HR Policy as presented.

Proposed Motion: Move to accept the HR Procedures as information.

REPORTS

- 6.1 2023 Capital & Operating Projects 103 - 108

Proposed Motion: Move to
[2023 Capital & Operating Project Update](#)
[Copy of Capital Project Cost Tracking](#)
[Operating Project Cost Tracking](#)

CONFIDENTIAL ITEMS - CLOSED SESSION

- 7.1 Closed Session as per Section _____ of the FOIP Act

2024 Budget Deliberations

Proposed Motion: Move to go into Closed Session at _____ a.m./p.m.

Proposed Motion: Move to return to Opens Session at _____ a.m./p.m.

ADJOURNMENT

MINUTES

**Special Meeting of Council
Municipal District of Lesser Slave River No. 124
December 7th, 2023
Council Chambers**

MEMBERS PRESENT

Murray Kerik	- Reeve
Darren Fulmore	- Division 1
Sandra Melzer	- Division 1
Nancy Sand	- Division 1
Brad Pearson	- Division 2
Norm Seatter	- Division 2
Lana Spencer	- Deputy Reeve, Division 2

IN ATTENDANCE

Barry Kolenosky	- CAO, MD LSR
Leslie Bensch	- Human Resources Manager, MD LSR
Holly Omelchuk	- Director Finance, MD LSR
Debbie Conrad	- Finance Manager, MD LSR
Shari Spencer	- Document Conveyance Coordinator, MD LSR
Leanne Masur	- Grant, Budget & Taxation Coordinator, MD LSR
Rhonda Muzyka	- Health & Safety Coordinator, MD LSR
Paul Mulholland	- Peace Officer, MD LSR
Alex Pavcek	- Regional Fire Chief, Slave Lake
Sandra Rendle	- Community Services Coordinator
Marilyn Gladue	- Recording Secretary, MD LSR

Note: This Special Meeting of Council was called in accordance with Section 194(5) of the Municipal Government Act.

CALL TO ORDER Reeve Kerik called the meeting to order at 10:30 a.m.

ADOPTION OF AGENDA **December 6th, 2023, Special Meeting of Council Agenda**

MOTION 542-23
 Moved by Councillor Seatter to adopt the December 6th 2023, Special Meeting of Council Agenda as presented.

CARRIED

CLOSED SESSION **MOTION 543-23**
 Moved by Councillor Pearson to to into Closed Session at 10:50 a.m. as per the following Sections of the FOIP Act with CAO Kolenosky, Director of Finance Omelchuk, Finance Manager Conrad, Human Resources Manager Bensch and Recording Secretary Gladue in attendance:

-Section 19 – Confidential Evaluations

- SLT Interview

CARRIED

MOTION 544-23
 Moved by Councillor Melzer to return to Open Session at 12:00 p.m.

CARRIED

RECESS **12:06 p.m.**
RECONVENE **12:38 p.m.**

MINUTES
Municipal District of Lesser Slave River No. 124 – Regular Meeting of Council
December 7th, 2023

**ITEMS FOR
DISCUSSION**

2024 Budget Deliberations

Councillor Pearson exited at 1:26 p.m.
Councillor Pearson returned at 1:28 p.m.
Deputy Reeve Spencer exited at 2:27 p.m.
Deputy Reeve Spencer returned at 2:29 p.m.
Reeve Kerik exited at 2:33 p.m.
Reeve Kerik returned at 2:35 p.m.
Councillor Pearson exited at 2:48 p.m.
Councillor Pearson returned at 2:50 p.m.

ADJOURNMENT

MOTION 545-23

Moved by Deputy Reeve Spencer to adjourn at 3:55 p.m.

CARRIED

Chief Administrative Officer

Reeve

DRAFT

MINUTES

**Special Meeting of Council
Municipal District of Lesser Slave River No. 124
December 8th, 2023
Council Chambers**

- MEMBERS PRESENT**
- | | |
|----------------|----------------------------|
| Murray Kerik | - Reeve |
| Darren Fulmore | - Division 1 |
| Sandra Melzer | - Division 1 |
| Nancy Sand | - Division 1 |
| Brad Pearson | - Division 2 |
| Norm Seatter | - Division 2 |
| Lana Spencer | - Deputy Reeve, Division 2 |
-
- IN ATTENDANCE**
- | | |
|-------------------|--|
| Barry Kolenosky | - CAO, MD LSR |
| Leslie Bensch | - Human Resources Manager, MD LSR |
| Holly Omelchuk | - Director Finance, MD LSR |
| Debbie Conrad | - Finance Manager, MD LSR |
| Shari Spencer | - Document Conveyance Coordinator, MD LSR |
| Leanne Masur | - Grant, Budget & Taxation Coordinator, MD LSR |
| Cody Borris | - Transportation Manager |
| Jeremy Dumaresque | - Utilities Manager |
| Donna Cross | - Acting Director, Utilities |
|
 | |
| Sandra Rendle | - Community Services Coordinator/Recording Secretary, MD LSR |
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- Note: This Special Meeting of Council was called in accordance with Section 194(5) of the Municipal Government Act.***
- CALL TO ORDER** Reeve Kerik called the meeting to order at 10:00 a.m.
- ADOPTION OF AGENDA**
- December 8th, 2023, Special Meeting of Council Agenda**
- MOTION 546-23**
Moved by Councillor Melzer to adopt the December 8th 2023, Special Meeting of Council Agenda as presented.
- CARRIED**
- DELEGATION** **Troy Britles and Sean Barrett, Accurate Assessment**
- CLOSED SESSION** **MOTION 547-23**
Moved by Councillor Fulmore to go into Closed Session at 10:01 a.m. as per the following Sections of the FOIP Act with CAO Kolenosky, Director of Finance Omelchuk, Grant, Budget & Taxation Coordinator Masur and Community Services Coordinator/Recording Secretary Rendle in attendance:
- Section 19 – Confidential Evaluations
- Assessment Review
- Troy Brittles & Sean Barrett, Accurate Assessment left at 11:01 a.m.
- Grant, Budget & Taxation Coordinator Masur and Community Services Coordinator/Recording Secretary Rendle left at 11:01 a.m.
- Finance Manager Conrad and Human Resources Manager Bensch joined the meeting at 11:02 a.m.

MINUTES
Municipal District of Lesser Slave River No. 124 – Regular Meeting of Council
December 8th, 2023

Section 19 – Confidential Evaluations
- SLT Interview

CARRIED

Finance Manager Conrad and Human Resources Manager Bensch left the meeting at 11:55 a.m.

MOTION 548-23

Moved by Councillor Seatter to return to Open Session at 12:22 p.m.

CARRIED

**RECESS
RECONVENE**

**12:22 p.m.
1:00 p.m.**

**ITEMS FOR
DISCUSSION**

2024 Budget Deliberations

MOTION 549-23

Moved by Councillor Melzer to go into Closed Session at 1:23 p.m. as per the following Sections of the FOIP Act with CAO Kolenosky, Director of Finance Omelchuk, Grant, Budget & Taxation Coordinator Masur, Document Conveyance Coordinator Spencer and Community Services Coordinator/Recording Secretary Rendle in attendance:

Section 16
- Disclosure harmful to business intrestes of a third party

CARRIED

MOTION 550-23

Moved by Councillor Seatter to return to Open Session at 1:38 p.m.

CARRIED

Transportation Manager, Cody Borris joined the meeting at 1:40 p.m.
Transportation Manager, Cody Borris left the meeting at 2:40 p.m.

Utilities Manager, Jeremy Dumaresque and Director of Utilities, Donna Cross joined the meeting at 2:40 p.m.

Utilities Manager, Jeremy Dumaresque and Director of Utilities, Donna Cross left the meeting at 3:31 p.m.

ADJOURNMENT

MOTION 551-23

Moved by Councillor Melzer to adjourn at 3:40 p.m.

CARRIED

Chief Administrative Officer

Reeve

MINUTES

Special Meeting of Council Municipal District of Lesser Slave River No. 124 December 11th, 2023 Council Chambers

MEMBERS PRESENT Murray Kerik - Reeve
 Darren Fulmore - Division 1
 Sandra Melzer - Division 1
 Nancy Sand - Division 1
 Brad Pearson - Division 2
 Norm Seatter - Division 2
 Lana Spencer - Deputy Reeve, Division 2

IN ATTENDANCE Barry Kolenosky - CAO, MD LSR
 Leslie Bensch - Human Resources Manager, MD LSR
 Holly Omelchuk - Director Finance, MD LSR
 Shari Spencer - Document Conveyance Coordinator, MD LSR
 Leanne Masur - Grant, Budget & Taxation Coordinator, MD LSR
 Kendra Kozdroski - Agricultural Fieldman, MD LSR
 Marilyn Gladue - Recording Secretary, MD LSR

Note: This Special Meeting of Council was called in accordance with Section 194(5) of the Municipal Government Act.

CALL TO ORDER Reeve Kerik called the meeting to order at 10:00 a.m.

ADOPTION OF AGENDA December 11th, 2023, Special Meeting of Council Agenda

MOTION 552-23
 Moved by Councillor Seatter to adopt the December 11th 2023, Special Meeting of Council Agenda as presented.

CARRIED

Councillor Seatter exited at 10:43 a.m.
 Councillor Seatter returned at 10:45 a.m.

Budget Deliberations

Grant, Budget & Taxation Coordinator Masur exited at 11:00a.m.
 Document Conveyance Coordinator Spencer exited 11:00 a.m.

CLOSED SESSION **MOTION 553-23**
 Moved by Deputy Reeve Spencer to go into Closed Session at 11:00 a.m. as per the following Sections of the FOIP Act with CAO Kolenosky, Director of Finance Omelchuk, Human Resource Manager Bensch and Recording Secretary Gladue in attendance.

Section 19 – Confidential Evaluations

- SLT Interview

CARRIED

MOTION 554-23
 Moved by Councillor Fulmore to return to Open Session at 12:40 p.m.

CARRIED

RECESS 12:00 p.m.
RECONVENE 12:41 p.m.

MINUTES
Municipal District of Lesser Slave River No. 124 – Regular Meeting of Council
December 11th, 2023

Page 2

Grant, Budget & Taxation Coordinator Masur returned at 12:41 a.m.
Document Conveyance Coordinator Spencer returned at 12:41a.m.

Councillor Seatter exited at 2:09 p.m.
Councillor Seatter returned at 2:12 p.m.

**ITEMS FOR
DISCUSSION**

2024 Budget Deliberations

ADJOURNMENT

MOTION 555-23

Moved by Councillor Melzer to adjourn at 2:40 p.m.

CARRIED

Chief Administrative Officer

Reeve

DRAFT

MINUTES

**Special Meeting of Council
Municipal District of Lesser Slave River No. 124
December 12th, 2023
Council Chambers**

MEMBERS PRESENT Murray Kerik - Reeve
Darren Fulmore - Division 1
Sandra Melzer - Division 1
Nancy Sand - Division 1
Brad Pearson - Division 2
Norm Seatter - Division 2
Lana Spencer - Deputy Reeve, Division 2

IN ATTENDANCE Barry Kolenosky - CAO, MD LSR
Leslie Bensch - Human Resources Manager, MD LSR
Holly Omelchuk - Director Finance, MD LSR
Sandra Rendle - Community Services Facilitor

Marilyn Gladue - Recording Secretary, MD LSR

Note: This Special Meeting of Council was called in accordance with Section 194(5) of the Municipal Government Act.

CALL TO ORDER Reeve Kerik called the meeting to order at 9:04 a.m.

ADOPTION OF AGENDA December 12th, 2023, Special Meeting of Council Agenda

MOTION 556-23

Moved by Councillor Seatter to adopt the December 12th 2023, Special Meeting of Council Agenda as presented.

CARRIED

CLOSED SESSION **MOTION 557-23**

Moved by Fulmore to go into Closed Session at 9:05 a.m. as per the following Sections of the FOIP Act with CAO Kolenosky, Director of Finance Omelchuk, Human Resource Manager Bensch and Recording Secretary Gladue in attendance.

Section 19 – Confidential Evaluations

- HR Policies
- MPC review

CARRIED

Councillor Pearson exited at 10:06 a.m.
Councillor Pearson returned at 10:08 a.m.
Councillor Sand exited at 10:12 a.m.
Councillor Sand returned at 10:16 a.m.
Councillor Melzer exited at 10:42 a.m.
Councillor Melzer returned at 10:45 a.m.
Reeve Kerik exited 11:05 a.m.
Reeve Kerik returned to 11:08 a.m.
Councillor Pearson exited 11:25 a.m.
Councillor Pearson returned at 11:31 a.m.
Councillor Fulmore exited at 11:46 a.m.
Councillor Fulmore returned at 11:48 a.m.

MOTION 558-23

Moved by Councillor Pearson to return to Open Session at 1:15 p.m.

CARRIED

MINUTES
Municipal District of Lesser Slave River No. 124 – Regular Meeting of Council
December 12th, 2023

Page 2

ADJOURNMENT

MOTION 559-23

Moved by Councillor Pearson to adjourn at 1:15 p.m.

CARRIED

Chief Administrative Officer

Reeve

DRAFT



Lesser Slave River

Administration

APPEARING BEFORE COUNCIL AS A DELEGATION

GUIDELINES

- Council meetings are held every second and fourth Wednesdays. Please refer to the Council calendar posted on the MD website (www.md124.ca) for the dates.
- There is a limit of two delegations per meeting; therefore, we advise that delegations book well in advance of the desired date.
- Delegations shall be dealt with at their pre-arranged hour. Please contact the Executive Assistant at 780.349.4888 ext. 211 for details.
- Delegations will only be received with prior arrangements made with the Administration Office at least one week before the next meeting of Council.
- Anyone wishing to appear before Council as a delegation must submit the DELEGATION REQUEST TO APPEAR BEFORE COUNCIL form with written reasons/issues in which they wish to address council and any other pertinent information.
- Delegations are restricted to a Maximum time limit of 15 minutes for their presentation and question period. Anyone requiring more time requires the prior approval of Administration and the Reeve. Council may ask questions after the presentation for clarification.
- If you will be providing supporting documentation, such as a PowerPoint presentation, you are required to submit the documents no later than 4:30 pm on the Wednesday prior to the meeting. PowerPoint presentations are limited to a maximum of ten slides.
- In order to schedule a date to appear before Council, delegations must provide the information on the attached form. This information will be included in the agenda. The provision of this information clarifies the purpose of the delegation for Council and allows Council Members to become familiar with your topic and obtain any necessary background information.
- Your address will be included with your delegation information and circulated to Council; if you do not wish your address to be included in the public agenda, please advise the Executive Assistant.

LEGISLATION: Policy A.5; Bylaw 98-5

DELEGATION REQUEST TO APPEAR BEFORE COUNCIL

This form is mandatory before any request is considered.

NAME OF PERSON & ASSOCIATE OR ORGANIZATION

Westlock RCMP Detachment - Staff Sgt. Jeff SEHN

TOPIC OF DISCUSSION

Please be specific, provide details, and attach additional information if required.

2nd quarter reporting.

PURPOSE OF PRESENTATION

For example: information only, requesting a letter of support, requesting funding, etc. (Please provide details).

2nd quarter reporting.

ACTIVITIES TO DATE RELEVANT TO THIS MATTER

Attach additional information if required.

CONTACT PERSON (if different from above)

PHONE

EMAIL

ADDRESS

COUNCIL MEETING DAY REQUESTED

December 6, 2023 10:00 a.m.



**Lesser Slave River
Administration**

DELEGATION REQUEST TO APPEAR BEFORE COUNCIL

REQUIREMENTS

- If you will be providing supporting documentation such as a PowerPoint presentation, you are required to submit the presentation no later than 4:30 pm on the Wednesday prior to the meeting on a CD, DVD, or a flash drive/memory stick.
- PowerPoint presentations are limited to a maximum of ten slides.
- If your software requirements are not compatible with the municipality's software, you will be unable to use an electronic presentation.

TO FACILITATE CONSTRUCTIVE AND EFFECTIVE PUBLIC ENGAGEMENT, THE FOLLOWING INFORMATION IS PROVIDED

1. A ten-minute time limit is necessary regardless of how many people will speak. PowerPoint presentations are limited to a maximum of ten slides. Try to leave time for questions.
2. The name of the person and/or group will be published in the agenda and minutes (available to the public and on the internet).
3. If your material is not published in the agenda, bring sufficient handouts for the Council members (15 copies minimum). The Municipal District will not provide photocopying services.
4. Direct your presentation to Municipal District Council.
5. Participate with integrity. A collaborative and respectful approach is appreciated.
6. Be concise.
7. Do not expect an immediate answer. Your issue may be referred to staff for more information or to another meeting for further consideration.
8. Delegations with regard to any aspect of Community Plans or a Zoning application are prohibited between the conclusion of the Public Hearing and the Adoption of the By-law.
9. All communication and petitions intended to be presented to Council shall be legibly written, typed, or printed, signed by at least one person, dated, and include a contact phone number or address before being accepted.
10. Your presentation may not be on the date requested due to prior commitments or staff resources.
11. Your delegation is not confirmed until you are contacted by Municipal staff to confirm your place on the agenda; all requests are authorized by the CAO.

HELPFUL SUGGESTIONS

- Arrive 15 minutes in advance of the meeting start time.
- Turn off cell phones.
- Be prepared.
- Speak clearly.
- Keep your presentation brief and to the point.
- Allow for extra time at the end of the presentation for a question and answer period.
- Provide the Recording Secretary with any relevant notes if they have not been handed out or published in the agenda.

FOR OFFICE USE ONLY

Approved Declined Other

BY (SIGNATURE)

APPEARANCE DATE (IF APPLICABLE)

December 6, 2023

APPLICANT INFORMED OF DECISION ON (DATE)

Dec 1 / 23

DATE

Dec 1 / 23

BY (SIGNATURE)

RCMP



ROYAL CANADIAN MOUNTED POLICE

Westlock RCMP Detachment

MD Lesser Slave River No. 124

December 6, 2023



Royal Canadian Mounted Police Gendarmerie royale du Canada

Canada

2023/2024 Annual Priority Plan

1. Intelligence Led Policing:

a) **Habitual Offender Management:**

- i. Habitual Offender identified and registration process started.

b) **Proactive Interactions with Prolific Offenders:**

- i. Monitoring prolific offenders and laying applicable charges.
(implemented in Oct, 2023)

c) **Warrant Executions:**

- i. Proactive warrant executions (implemented in Dec, 2023)



2023/2024 Annual Priority Plan

2. Enhance Awareness and Education:

- a) **Attending Community Events:** Westlock Rodeo, Canada Day Parade, Blue Suede Music Festival.
- b) **Interactions with Community Groups:** 10 YTD (tracking started in Sept. 2023).
- c) **Media Briefs/Releases:** 7 (7 investigation specific. Monthly media briefs to begin in 2024)
- d) **Townhall Meetings:** 2 Townhall meetings to be conducted in remaining quarters.



2023/2024 Annual Priority Plan

3. Workplace: Employee Wellness and Respect:

- During this quarter, numerous members have been sent for training including ATV, Side-By-Side, Block Training, FST, Stepwise, and Pipeline Training. Members have been provided both operational and training opportunities to support current and future career goals while increasing the Westlock Detachment's ability to conduct day-to-day investigations.



**Westlock Provincial Detachment
Crime Statistics (Actual)
Q2: July to September 2019 - 2023**

All categories contain "Attempted" and/or "Completed"

October 10, 2023

CATEGORY	Trend	2019	2020	2021	2022	2023	% Change 2019 - 2023	% Change 2022 - 2023	Avg File +/- per Year
Offences Related to Death		1	0	0	0	0	-100%	N/A	-0.2
Robbery		1	1	0	0	0	-100%	N/A	-0.3
Sexual Assaults		6	6	6	3	4	-33%	33%	-0.7
Other Sexual Offences		0	2	6	1	0	N/A	-100%	-0.1
Assault		40	36	27	32	53	33%	66%	2.2
Kidnapping/Hostage/Abduction		1	1	1	0	2	100%	N/A	0.1
Extortion		0	0	0	0	1	N/A	N/A	0.2
Criminal Harassment		7	14	18	17	13	86%	-24%	1.5
Uttering Threats		12	16	7	17	11	-8%	-35%	-0.1
TOTAL PERSONS		68	76	65	70	84	24%	20%	2.6
Break & Enter		61	25	35	24	35	-43%	46%	-5.3
Theft of Motor Vehicle		37	23	17	17	21	-43%	24%	-3.8
Theft Over \$5,000		12	3	5	11	10	-17%	-9%	0.4
Theft Under \$5,000		108	48	42	40	39	-64%	-3%	-14.6
Possn Strn Goods		32	10	12	9	19	-41%	111%	-2.7
Fraud		25	22	30	32	18	-28%	-44%	-0.4
Arson		2	2	0	2	5	150%	150%	0.6
Mischief - Damage To Property		55	32	32	27	40	-27%	48%	-3.5
Mischief - Other		35	15	49	98	61	74%	-38%	13.5
TOTAL PROPERTY		367	180	222	260	248	-32%	-5%	-15.8
Offensive Weapons		9	9	3	8	1	-89%	-88%	-1.7
Disturbing the peace		14	5	7	4	13	-7%	225%	-0.3
Fail to Comply & Breaches		74	28	20	14	29	-61%	107%	-10.4
OTHER CRIMINAL CODE		18	9	10	16	22	22%	38%	1.5
TOTAL OTHER CRIMINAL CODE		115	51	40	42	65	-43%	55%	-10.9
TOTAL CRIMINAL CODE		550	307	327	372	397	-28%	7%	-24.1

Westlock Provincial Detachment
Crime Statistics (Actual)

Q2: July to September 2019 - 2023

October 10, 2023

All categories contain "Attempted" and/or "Completed"

CATEGORY	Trend	2019	2020	2021	2022	2023	% Change 2019 - 2023	% Change 2022 - 2023	Avg File +/- per Year
Drug Enforcement - Production		0	0	0	0	0	N/A	N/A	0.0
Drug Enforcement - Possession		14	3	4	5	4	-71%	-20%	-1.8
Drug Enforcement - Trafficking		7	2	4	7	2	-71%	-71%	-0.5
Drug Enforcement - Other		1	0	0	0	0	-100%	N/A	-0.2
Total Drugs		22	5	8	12	6	-73%	-50%	-2.5
Cannabis Enforcement		0	0	0	1	0	N/A	-100%	0.1
Federal - General		3	1	1	1	2	-33%	100%	-0.2
TOTAL FEDERAL		25	6	9	14	8	-68%	-43%	-2.6
Liquor Act		7	5	4	6	8	14%	33%	0.3
Cannabis Act		2	1	4	2	2	0%	0%	0.1
Mental Health Act		22	74	50	62	42	91%	-32%	2.8
Other Provincial Stats		63	77	64	47	63	0%	34%	-3.0
Total Provincial Stats		94	157	122	117	115	22%	-2%	0.2
Municipal By-laws Traffic		0	0	1	3	0	N/A	-100%	0.3
Municipal By-laws		9	13	21	26	17	89%	-35%	2.9
Total Municipal		9	13	22	29	17	89%	-41%	3.2
Fatals		0	1	0	1	0	N/A	-100%	0.0
Injury MVC		8	8	9	8	5	-38%	-38%	-0.6
Property Damage MVC (Reportable)		73	65	65	76	54	-26%	-29%	-2.7
Property Damage MVC (Non Reportable)		6	9	4	10	11	83%	10%	1.1
TOTAL MVC		87	83	78	95	70	-20%	-26%	-2.2
Roadside Suspension - Alcohol (Prov)		N/A	N/A	N/A	N/A	11	N/A	N/A	N/A
Roadside Suspension - Drugs (Prov)		N/A	N/A	N/A	N/A	0	N/A	N/A	N/A
Total Provincial Traffic		619	1,108	1,425	1,215	1,075	74%	-12%	101.9
Other Traffic		3	2	14	2	0	-100%	-100%	-0.6
Criminal Code Traffic		22	19	17	15	17	-23%	13%	-1.4
Common Police Activities									
False Alarms		55	32	37	32	45	-18%	41%	-2.0
False/Abandoned 911 Call and 911 Act		118	140	164	173	33	-72%	-81%	-13.7
Suspicious Person/Vehicle/Property		167	165	61	22	33	-80%	50%	-41.1
Persons Reported Missing		1	5	7	5	10	900%	100%	1.8
Search Warrants		0	0	1	1	1	N/A	0%	0.3
Spousal Abuse - Survey Code (Reported)		18	16	22	17	37	106%	118%	3.9
Form 10 (MHA) (Reported)		0	1	0	1	0	N/A	-100%	0.0

Westlock Provincial Traffic Unit

- Five constables, a Corporal (road supervisor) and a Sergeant (unit commander) when at full strength. Currently, the unit has one hard vacancy, and one soft vacancy.
- Provides enforcement and education with the Westlock, Barrhead, Slave Lake and Wabasca detachment areas.
- Regularly partners with other agencies to carry out their duties (Sheriffs' Highway Patrol, Fish and Wildlife, Conservation Officers and county/district peace officers and the respective detachment members.



Royal Canadian Mounted Police Gendarmerie royale du Canada

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Westlock Provincial Traffic Unit

- Goal of the unit is to reduce the number of serious injury and fatal collisions on area roadways.
- Mandate is not only to provide enforcement on the area roadways, but to provide education surrounding traffic related topics within area schools and to industry and the general public.
- Unit members trained in: use of breath testing equipment for alcohol (all), Standardized Field Sobriety Testing (all), Drug Recognition Expert (1).



Westlock Provincial Traffic Unit

- All members belong to 'K' Division's Criminal Collision Investigative Team (CCIT) and are available to support detachments with collisions that may be criminal in nature (dangerous operation of m/v, impaired operation of m/v etc.)



Westlock Provincial Traffic Unit

2nd Quarter Activities:

- C.C. Impaired: 0
- IRS Fail/Refusal: 2
- IRS Caut/Zero/24 hr: 5
- Other C.C.: 0
- Alcohol/Cannabis: 9
- Seatbelts: 22
- Distracted: 29



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Canada

Westlock Provincial Traffic Unit

2nd Quarter Activities:

- Aggressive: 323
- Others: 82
- Seatbelt/Cell phone operations: 8
- Mandatory Alcohol Screening: 494
- Respond to Call/Detachment Assist: 23
- Warnings: 66
- Defect Notices: 3



Royal Canadian Mounted Police Gendarmerie royale du Canada

Canada

Mental Health

Calls for service where mental health is the only concern:

- 2019/2020: 102
 - 2020/2021: 223
 - 2021/2022: 200
 - 2022/2023: 223
 - 2023/2024: 141 year-to-date.
- The vast majority of calls for service involve mental health or substance abuse/addictions or a combination of both.



Royal Canadian Mounted Police Gendarmerie royale du Canada

Canada

Mental Health Consultation Line

- Extensive Consultation with small Municipal Police Agencies and rural RCMP Detachments identified a need for frontline support.
- AHS Provincial Addiction and Mental Health partnered with Health Link.
- 24/7 priority access to Mental Health Clinicians supporting officers with mental health calls for service.



Mental Health Consultation Line

- Places law enforcement partners into a priority queue that will allow them to triage the mental health elements involved in a call for service and will assist police in determining whether to bring an individual to hospital, or to offer an alternative community referral.



Health IM

- New Government of Alberta Initiative.
- Provides support to GD patrol response to subjects with unmanaged mental health challenges.
- Deployed to municipal police and RCMP in conjunction with Alberta Health Services with the goals of:
 - Promoting safety.
 - Improving crisis outcomes.
 - Oversight/Reporting.
- Brief Mental Health Screening designed for police use, clinically based on objective observations. (33 questions in structured interview)



Royal Canadian Mounted Police Gendarmerie royale du Canada

Canada

Health IM



Royal Canadian Mounted Police / Gendarmerie royale du Canada



RPACT Team

- The Regional Police and Crisis Teams consist of a regular member and a mental health therapist from Alberta Health Services (being staffed).
- Westlock Detachment is covered by the Athabasca RPACT Team.
- The RPACT team is a mobile crisis team that is able to intervene, assess and support individuals in the community experiencing a mental health crisis.



RPACT Team

- RPACT Teams provide:
 - On-site mental health assessment.
 - Appropriate referrals to community agencies.
 - Short term follow-up.
 - Assessment advice and guidance with Form 10 applications.
 - Mental health education to members, service-providers and the community.



Virtual Opioid Dependency Program

- AHS team consists of physicians, nurses, addiction counsellors, mental health therapists, social workers, recreational therapist, peer support, and professional support staff.
- Helps dependent clients from all areas of Alberta.
- Police service is one of many referral sources.
 - For clients using street obtained drugs.
 - Allows for same day medication starts.
 - Provides transition services.
 - Provides ongoing care.



Virtual Opioid Dependency Program

- This program is offered to in-custody individuals with appropriate health coverage through Alberta Health Care or Indigenous Health Care that are opioid users and are expected to go through withdrawal symptoms in the next 48 hrs. Allows the AHS team to assess by phone and if medication is required, a partner pharmacy to deliver medications such as Suboxone and Methadone.
- Will lead to officers spending less time transporting and guarding prisoners in hospital, allows a “break” for the individual and provides the opportunity for on-going treatment post-release should they choose to pursue.
- Can prevent deaths from overdose post-release.





Alberta's Virtual Opioid Dependency Program:

- Same Day Medication Starts
- Transition Services
- Ongoing Care

 Toll Free 1-844-383-7688
VODP.ca





QUESTIONS?



Royal Canadian Mounted Police Gendarmerie royale du Canada



Project Proposal: Youth Opportunities Unencumbered (YOU)

Community Futures Lesser Slave Lake Region is applying to the Youth Employment and Skills Strategy (YESS) program for funding to administrate and launch the Youth Opportunities Unencumbered (YOU) project. We are currently seeking letters of support for the project.

Executive Summary:

The Youth Opportunities Unencumbered program is a pioneering initiative spearheaded by Community Futures Lesser Slave Region. This program focuses on fostering a community-led workforce planning model in the Slave Lake Region, aimed at supporting economic diversification strategies while addressing employment barriers faced by underrepresented youth. The project aims to engage small and medium enterprises, community-based organizations, and public agencies to facilitate workforce planning, training, and work placements.

Objectives:

The primary objectives of the program include:

Facilitating the placement of 120 youth workers aged 15-30 into jobs with comprehensive wrap-around services.

- Metrics: # of placements made, # of youth participants, # of wraparound services, # of coaching sessions, # of training services, hours of support services, and expenditure on each job placement.

Approach:

- Engaging Small and Medium Enterprises (SMEs) and various sectors to collaborate in community workforce planning.
- Providing up-skilling and re-skilling training, along with wraparound supports, to facilitate successful job placements.
- Fostering partnerships with community-based organizations and public agencies to create a supportive ecosystem for youth employment.

Implementation Plan:

Engagement: Collaborate with SMEs, community-based organizations, and public agencies for active participation in workforce planning.

AGENDA ITEM #5.1

Training and Support: Design and deliver tailored up-skilling and re-skilling training programs for youth participants.

Placement Services: Facilitate job placements for youth, ensuring comprehensive wrap-around services including coaching, events, and ongoing support.

Data Collection: Rigorously collect and analyze metrics pertaining to placements, participation, and support services offered to measure the program's success.

Evaluation and Measurement:

Continuous monitoring and evaluation will be conducted to measure progress against set metrics. Regular assessments will ensure the program's efficacy and allow for timely adjustments to optimize outcomes.

Conclusion:

The Youth Opportunities Unencumbered program aims to bridge the employment gap for underrepresented youth by providing not only job placements but also comprehensive support services. By engaging various stakeholders and implementing a robust evaluation mechanism, the program strives to create meaningful and sustainable opportunities for youth in the Slave Lake Region.



Proposal for Future Leadership Youth (FLY) program

Community Futures Lesser Slave Lake Region is applying to Canada Service Corps for funding to administrate and launch the Future Leadership Youth (FLY) program. We are currently seeking letters of support for this program.

Introduction:

The Future Leadership Youth (FLY) program is a pioneering initiative led by Community Futures Lesser Slave Lake Region (CFLSLR), aiming to empower and support youth-led initiatives through a comprehensive framework of micro-grants, skill development, and ongoing mentorship. Designed over a span of three years, this program is dedicated to nurturing the skills, leadership potential, and community engagement of youth aged 15 to 30, particularly focusing on underserved and Indigenous communities.

Program Overview:

Over the course of three years, FLY aims to distribute 160 micro-grants valued at \$5,000 each, supporting 160 initiatives led by 800 youths. The grants will be disbursed in three phases: 40 grants between August 2024 and March 2025, followed by 60 grants in each subsequent year until March 2027.

Target Participants and Outreach Strategy:

FLY will prioritize engaging underserved and Indigenous youth, with at least 50% representation in the program. To achieve this, CFLSLR plans to collaborate extensively with schools, post-secondary institutions, businesses, municipalities, and local organizations. Direct community engagement, Q&A sessions, and tailored activities will supplement social media and targeted communication to ensure wide-reaching and inclusive recruitment. Furthermore, a referral program with non-monetary incentives will be launched to amplify participation.

Support and Training Structure:

Participants in FLY will benefit from a comprehensive support structure including:

- **Training Programs:** Covering a diverse array of skills encompassing social justice, project development, governance, marketing, environmental awareness, and more. Certification and a graduation ceremony will recognize completion of courses.
- **1-on-1 Engagement:** Bi-weekly sessions with coaches to provide personalized support and identify individual needs throughout the program's duration.

- **Wrap-around Services:** Tailored support services addressing specific needs identified in engagement sessions, ensuring holistic assistance.

Project Development and Adjudication Process:

FLY will guide participants in developing projects focusing on themes such as reconciliation, inclusiveness, clean economies, civic duties, and resilience. An adjudication system will evaluate initiatives based on various factors including project plan coherence, community impact, engagement with partners and volunteers, sustainability, and creativity. Unsuccessful applicants will receive coaching for project improvement, while successful ones will be granted \$5,000 to execute their initiatives.

Celebrating Success:

Throughout the program, CFLSLR will publicly celebrate successful initiatives and participants through diverse media channels including print, radio, and social media platforms, showcasing their achievements and contributions to the community.

Conclusion:

The Future Leadership Youth (FLY) program is a pivotal endeavor by CFLSLR, aiming to empower and foster the next generation of community leaders. Through its multifaceted approach encompassing grants, training, mentorship, and celebration, FLY promises to create a lasting impact on the lives of youth, their initiatives, and the communities they serve.



Proposal for Regional Growth Team (RGT) Program

Community Futures Lesser Slave Lake Region is applying to the Northern Regional Economic Development Program for funding to administrate and launch the Regional Growth Team (RGT). We are currently seeking letters of support for this program

The Regional Growth Team (RGT) program, spearheaded by Community Futures Lesser Slave Lake Region, is a visionary initiative poised to ignite economic prosperity and fortify business support across the vibrant tapestry of communities within the Slave Lake Region. Rooted in the ethos of collaborative empowerment, this program is engineered to amalgamate diverse entities—municipalities, First Nations, Metis settlements, industries, and community-based organizations—into a unified force propelling the region toward sustainable economic growth.

The RGT program stands as a beacon, championing economic development capacity-building and fostering an environment ripe for innovation. Through a multifaceted approach, it aspires to cultivate a robust ecosystem conducive to growth, diversification, and resilience. This proposal outlines a strategic roadmap encapsulating a series of targeted initiatives aimed at catalyzing economic advancement, nurturing talent, and facilitating strategic planning across the Slave Lake Region's dynamic landscape.

Background and Objectives:

The Slave Lake Region encompasses a vibrant tapestry of communities, including municipalities, First Nations, Metis settlements, and various organizations, each contributing uniquely to the regional fabric. The RGT program is aimed at uniting these entities under a cohesive platform to facilitate economic growth, promote diversification, and enhance sustainability across the region.

Program Outline:

The RGT program will be structured to accomplish the following key objectives:

Strategic Economic Development Plans: Our goal is to facilitate and create strategic economic development plans for a minimum of three communities within the Slave Lake Region. This will involve comprehensive assessments, consultations, and tailored strategies to foster sustainable growth.

Training and Capacity Building: We aim to provide specialized training and ongoing support to personnel occupying economic development positions in at least three communities. This will

equip them with the necessary skills to navigate the complexities of economic growth and development.

Initiative Development: The program will support the development of 8-10 innovative initiatives for economic advancement within the Slave Lake Region. These initiatives will be meticulously designed to expand market opportunities and promote access to new markets for local businesses.

Skills Training: Our program seeks to offer skills training to a targeted audience of 80-100 participants, ensuring they are equipped with the requisite skills to thrive in an evolving economic landscape.

Strategic Planning Support: We aim to extend strategic planning support to 5-10 organizations within the region. This support will encompass tailored guidance to streamline their organizational strategies and promote sustainable growth.

Proposal Writing and Project Planning Support: Throughout the region, our program will provide comprehensive support for proposal writing and project planning, enabling entities to effectively articulate their visions and secure necessary resources.

Collaborative Approach:

The success of the RGT program hinges upon collaboration. We intend to engage municipalities, First Nations, Metis settlements, industries, community-based organizations, and public agencies in a collaborative effort to drive strategic growth and foster economic development within the Slave Lake Region.

Conclusion:

The Regional Growth Team program is a strategic initiative designed to empower communities, businesses, and organizations within the Slave Lake Region to achieve sustainable economic development. We are committed to working diligently with stakeholders to achieve the outlined objectives and catalyze growth that is inclusive, sustainable, and beneficial to all.

We are open to further discussion and collaboration to bring this vision to fruition. Thank you for considering this proposal. We eagerly anticipate the opportunity to work together for the betterment of our region.



Proposal for The Possibility and Opportunity Project (POP)

Community Futures Lesser Slave Lake Region is applying to the Small Community Opportunity Program for funding to administrate and launch the Possibility and Opportunity Program (POP). We are currently seeking letters of support for this program.

I am delighted to present the proposal for "The Possibility and Opportunity Project (POP)," an initiative spearheaded by Community Futures Lesser Slave Lake Region. This project is strategically designed to bolster entrepreneurship capacity and elevate workforce skills, thereby invigorating economic development in the rural Slave Lake Region. Our multifaceted approach encompasses entrepreneurial training, personalized 1-on-1 coaching/mentoring, workforce development, employment partnerships, and robust network establishment.

The Slave Lake Region boasts a rich tapestry of communities, each contributing distinctively to the cultural and economic vibrancy of the area:

- MD of Lesser Slave River
- Whitefish Lake First Nation (Atikameg)
- MD of Opportunity
- Kapawe'no First Nation
- County of Big Lakes
- Sucker Creek First Nation
- Town of Slave Lake
- Driftpile First Nation
- Town of High Prairie
- Swan River First Nation
- Loon River First Nation
- Sawridge First Nation
- Peerless/Trout Lake First Nation
- Peavine Metis
- Bigstone Cree Nation
- Gift Lake Metis

Our project's primary objective is to engage employers, entrepreneurs, and the diverse workforce across various industries and sectors. Collaborating closely with community-based organizations and public agencies, our endeavor revolves around community-driven workforce planning, tailored training, and strategic work placements. The focal points include crucial up-skilling and re-skilling training, entrepreneurial education, networking avenues, and comprehensive work placement support.

AGENDA ITEM #5.1

The key objectives we are committed to achieving through the program are as follows:

Entrepreneurial Training:

- Deliver comprehensive entrepreneurial training sessions for 60-80 participants, covering critical areas such as management tools, marketing strategies, foundational business principles, and financial literacy.

Workforce Training:

- Conduct specialized workforce training for 80-100 participants, emphasizing customer service skills, effective resume writing, and interview techniques.

Organizational Support Network:

- Establish and facilitate networking meetings to bolster 20 regional organizations, fostering collaboration and resource-sharing opportunities.

Work Placement Services:

- Forge strong collaborations with public agencies to provide essential work placement services for 10-20 workers, aligning skills with job opportunities.

Entrepreneurial Coaching/Mentoring:

- Conduct 100 personalized 1-on-1 coaching/mentoring sessions tailored to the unique needs of aspiring entrepreneurs, offering guidance and support.

Entrepreneurial Youth Training:

- Develop and facilitate entrepreneurial training programs for 60-80 young participants, focusing on idea development, fundamental marketing strategies, identifying target markets, and business planning.

The Possibility and Opportunity Project (POP) stands as a testament to our commitment to fostering economic growth and empowering the communities within the Slave Lake Region. We eagerly anticipate the prospect of collaborating and contributing to the collective prosperity of the region.

Administration

HEADING	DESCRIPTION	CURRENT PRICE	TAB	GST (I, T, E)
Photocopying (MD material only)	a. Five (5) pages or under	No Charge		T
	b. Six or more pages (per page)	\$0.25		T
	c. Small bound reports (40 pages or less)	\$10.00		T
	d. Large bound reports (40-100 pages)	\$15.00		T
		(\$0.25 for each additional page over 100 pages)		
N.S.F. cheque &/or returned payment	Per occurrence	\$25.00		E
Faxed Copies	Per page (incoming/outgoing)	\$1.00		T
M.D. Maps (not for resale)	+ Applicable postage	\$20.00		T
M.D. Maps (for resale)	+ Applicable postage	\$25.00		T
General Administration Fee*		\$30.00 /hr		T
Postage	Where applicable	Cost		T
MD Promotion Merchandise		Cost		T
FOIPP Requests		As per Bylaw #99-10	2	T
Fence Panels	Fence Panels left from Wildfires	\$42.50 ea		T

*If it is necessary for the M.D. to go to considerable time and/or expense gathering information to provide the above or possibly other services, a General Administration fee of \$30 per hour may be charged over and above the established fees.

Agriculture Service Board Rental Equipment Policy J.3

HEADING	DESCRIPTION	CURRENT PRICE	TAB	GST (I, T, E)
Equipment	Ultra Packer	\$6.00 /acre		T
	Deposit	\$100.00		E
	Cattle Scale	\$20.00 /day		T
	Deposit	\$50.00		E
	Fertilizer Spreader	\$0.50 /acre		T
	surcharge if used as a transport vehicle	\$20.00		T
	Deposit	\$100.00		E
	Trailer Sprayer	\$50.00 /day		T
	Deposit	\$100.00		E
	ATV Sprayer	\$20.00 /day		T
	Deposit	\$50.00		E
	ATV Seeder	\$20.00 /day		T
	Deposit	\$50.00		E
	RFID Tag Reader	\$20.00 /day		T
Deposit	\$500.00		E	
Canister Sprayers	No Charge			
Deposit	\$50.00			E
Soil & Feed Probes	No Charge			
Deposit	\$50.00			E

The maximum rental period for a piece of equipment is three days, but may be extended at the discretion of the Agriculture Fieldman

Bylaw Enforcement

HEADING	DESCRIPTION	CURRENT PRICE	TAB	GST (I, T, E)
Weed Control	Enforcement Work	Cost		E/T
Animal Control	Dog Tags/Registration (lifetime)	No Charge		
	Dog Violations	As per Bylaw 2003-01	3	E
	Beaver Control	As per ASB Policy J.7	4	E
	Dam Blasting	As per ASB Policy J.7	4	E
	Coyote Predation Management	As per ASB Policy J.8	5	E
	Wild Boar Control Program	As per ASB Policy J.14	6	E

Complex - Canyon Creek Arena

HEADING	DESCRIPTION	CURRENT PRICE	TAB	GST (I, T, E)
TBD				

Complex - Flatbush Community Complex

HEADING	DESCRIPTION	CURRENT PRICE	TAB	GST (I, T, E)
TBD				

Complex - Smith Community Complex

HEADING	DESCRIPTION	CURRENT PRICE	TAB	GST (I, T, E)
TBD				

Complex - Widewater Community Complex & Associated Grounds

HEADING	DESCRIPTION	CURRENT PRICE	TAB	GST (I, T, E)	
Auditorium	Day/Evening use (9:00 am - 3:00 am)	\$200.00		T	
	Damage Deposit* (refundable)	\$200.00		E	
	Weekend use	\$400.00		T	
	Damage Deposit* (refundable)	\$400.00		E	
	Long weekend use	\$500.00		T	
	Damage Deposit* (refundable)	\$500.00		E	
	Per hour use	\$25.00 /hr		T	
	Damage Deposit* (refundable)	No Charge			
	Bereavement Service (for MD citizens)	No Charge			
	Damage Deposit* (refundable)	No Charge			
Kitchen	Day/evening use (9:00 am - 3:00 am)	\$100.00		T	
	Damage Deposit (refundable)	\$200.00		E	
	Weekend use	\$200.00		T	
	Damage Deposit (refundable)	\$300.00		E	
	Long weekend use	\$300.00		T	
	Damage Deposit (refundable)	\$400.00		E	
	Meeting Room	Per hour use (maximum of 4 hour charge)	\$25.00 /hr		T
	Damage Deposit (refundable)	No Charge			
	Non-profit organizations (based in the MD)	No Charge			
	Damage Deposit (refundable)	No Charge			
Ball Diamonds	Day/evening use (organized events) (per diamond)	\$50.00		T	
	Damage Deposit (refundable)	\$200.00		E	
	Weekend use	\$200.00		T	
	Damage Deposit (refundable)	\$300.00		E	
	Long weekend use	\$300.00		T	
	Damage Deposit (refundable)	\$400.00		E	
	General Public and non-profit community organizations	No Charge			
Damage Deposit (refundable)	No Charge				

Residents or ratepayers of the Municipal District of Lesser Slave River will be entitled to a 25% rental rate discount for functions/events that are personally for themselves and/or their children.

Rental of the Auditorium, Kitchen, Camp Ground and Ball Diamonds together gives the renter exclusive right for the use and enjoyment of the Widewater Community Complex and associated grounds for the rental period

Fire Services

HEADING	DESCRIPTION	CURRENT PRICE	TAB	GST (I, T, E)
N/A				

Leases

HEADING	DESCRIPTION	CURRENT PRICE	TAB	GST (I, T, E)
Leases	Grazing Lease	\$75.00 /year		E

Planning & Development

HEADING	DESCRIPTION	CURRENT PRICE	TAB	GST (I, T, E)
Land Use Bylaw/Municipal Development Plan	(Also on Website)	\$50.00		E
Development Permit Application Fee	Accessory Building/(Permitted Use & Discretionary)	\$50.00		E
	All Permitted Uses Discretionary Manufactured	\$125.00		E
	Discretionary Manufactured Homes	\$125.00		E
	Discretionary Use	\$250.00		E
Land Use Bylaw Amendment Application Fee	For Single Parcel Residential Development	\$500.00		E
	For a Multi-Parcel Residential Development	\$500.00		E
	For a Commercial Development	\$500.00		E
	For an Industrial Development	\$500.00		E
Development Standards Manual	(Also on Website)	\$50.00		T
Land Title Fees: (This section is also in taxation)	Caveats (i.e. Developer Agreements)	Actual charges from land titles		E
	Partial Plan Cancellation/Consolidation	\$150.00 minimum		E
	Land Title Transfer Fees (per title)	Actual charges from Land Titles		E
Certificate of Compliance		\$100.00		E
Area Structure Plan/Area Redevelopment Plan		\$25.00		T
Subdivision/Development Appeal Fee	(Non-refundable)	\$100.00		E
Area Structure Plan Amendment Application Fee		\$250.00		E
Municipal Development Plan Amendment Application Fee		\$500.00		E
Subdivision Application Fee		\$250 plus \$100 for each title being created		E
Subdivision Endorsement Fee		\$100 plus \$100 for each title being created		E
Rural Addressing Sign	Supply and Installation	\$200.00		T
Off-site Levies		As per Bylaw 2000-09	7	E
Sale of Land	Municipally-Owned and Tax Forfeiture Land Sale	As per Admin Policy B.2	8	T

Rental Unit Rates

HEADING	DESCRIPTION	CURRENT PRICE	TAB	GST (I, T, E)
Rental Units	Units in Smith: House #667 House #906	\$700.00 As per Lease Agreement with Remote Helicopters	9	E E
	House #2319 House #2320	\$750.00 As per Lease Agreement with Aspen View	10	E E
	Damage Deposit	One Month's Rent		E
	Helipad Rental Smith	As per Lease Agreement with Remote Helicopters	11	E
	RCMP Units Widewater Water and Sewer Power Propane	As per Bylaw 2007-02 Seasonal rates as per Atco /month \$100.00 /month	12	E T T

Taxation

HEADING	DESCRIPTION	CURRENT PRICE	TAB	GST (I, T, E)
Tax Certificate	per tax roll	\$25.00		E
Property Owner/Legal Description Search (not pertaining to FOIP) per tax roll	a. Five or under	No Charge		T
	b. 6-50	\$25.00		T
	c. 51-200	\$50.00		T
	d. 201-500	\$75.00		T
	e. 500+	\$100.00		T
Tax Notification Charges	Caveat Registration	Actual Charges from Land Titles + \$30.00 General Administration Fee		E
Tax Notification Discharge		Actual Charges from Land Titles		E
Land Title Fees:	Caveats (i.e. Developer Agreements)	Actual Charges from Land Titles		E
	Partial Plan Cancellation/Consolidation	\$150.00 Minimum		E
	Land Title Transfer Fees (per title)	Actual Charges from Land Titles + \$30.00 General Administration Fee		E
Assessment Appeal Fees	Assessment Review Board fees	As per Bylaw 2010-02	13	E
Oil/Gas Well Drilling Tax		As per Bylaw 2006-09	14	E
Penalties on Unpaid Taxes		As per Bylaw 96-2	15	E
Minimum Tax Levy	Minimum Tax Levy (Motion 71-99)	\$50.00		E

Transfer Station Fees

HEADING	DESCRIPTION	CURRENT PRICE	TAB	GST (I, T, E)
Transfer Station Fees	Flatbush	As per Bylaw 2002-07	16	E
	Smith	As per Bylaw 2002-07	16	E
	Marten Beach	As per Bylaw 2002-07	16	E

Transportation

HEADING	DESCRIPTION	CURRENT PRICE	TAB	GST (I, T, E)
Leases	Road Lease Application Fee	\$100.00		E
Road Allowance	Road Allowance Lease Fee	As per Trans Policy E.9	17	E
	Heavy Haul Agreement Fixed Municipal Fee	\$15.00		T
Road Inspection Fee	Pre-Inspection Fee of Roads (non-refundable)	\$200.00		T
	Post-Inspection Fee of Roads (non-refundable)	\$200.00		T
Road Allowance Use Permit Fee		\$30.00 ea		T
Agreements	Heavy Haul/Log Haul Security Deposit Minimum	\$15,000.00 Deposit		E
Approaches	During Subdivision & Development	TBD		
Labour Rates	Operator/Labourer	\$35.00 /hr		T
	Foreman	\$45.00 /hr		T
Equipment Rates	320 Cat Excavator	\$166.00 /hr		T
	Additional Rates	5% for Thumb & 10% for Twister Bucket		T
	950H Cat Loader	\$172.00 /hr		T
	Additional Rates	5% for scale		T
	938 Cat Loader	\$138.00 /hr		T
	Additional Rates	5% for scale		T
	580M Case Backhoe	\$121.00 /hr		T
	140M Cat Grader (Non-residential)	\$186.00 /hr		T
	140M Cat Grader (Residential)	\$158.00 /hr		T
	Additional Rates for Grader	5% for Wing & 10% for Ripper		T
	840 Champion Smooth Drum (Vibratory)	\$114.00 /hr		T
	Cat Cp56 Vibratory Pad foot	\$142.00 /hr		T
	Pick up truck*	\$27.60 /hr		T
	1 Ton Truck*	\$36.80 /hr		T
	Tandem Gravel Truck	\$145.00 /hr		T
	Tandem Gravel Truck with tandem pup	\$165.00 /hr		T
	Tandem Gravel Truck with Tri-axle pup	\$176.00 /hr		T
	Tandem with Sander	\$191.00 /hr		T
	D5G Cat	\$120.00 /hr		T
	Additional Rates	10% for Winch		T
	JD Tractor (115 HP)	\$93.00 /hr		T
	Additional Rates	15% for Loader		T
	15' Rotary Mower	\$17.00 /hr		T
	Trench Compactor	\$55.00 /hr		T
	Steamer	\$460.00 /day		T
	All rates Except * include operator	\$65.00 /hr		T
Sale of Winter Sand		\$20.00 /ton		T
	Cold mix	TBD		
Sale of Gravel	20 mm	\$7.50 /ton		T
	40 mm	\$6.50 /ton		T
Sale of Clay Fill		\$2.50 /m3		T
Sale of Used Grader Blades		\$4.00 /blade		T
Road Grading & Snowplowing Driveways	Regular (1/4 MILE/0.40 KM)	\$42.50		T
	Seniors Discount (50%) (1/4 MILE/0.4 KM)	\$21.25		T
Construction Certification Inspections		\$100.00		T
Dust Control		\$150.00 /100 m \$2.00/m thereafter		T

AGENDA ITEM #5.2

Bylaw 2023-11 Schedule "A"

ADMINISTRATION					
<i>Heading</i>	<i>Description</i>	<i>Current Rate</i>	<i>Tab</i>	<i>GST (I, T, E)</i>	
N.S.F. Cheque and/or returned payment	Per Occurance	As per Current Bank Charges		E	
MD Maps (not for resale)	+ applicable postage	\$ 20.00		T	
MD Maps (for resale)	+ applicable postage	\$ 25.00		T	
General Administration Fee		\$30.00 per hour		T	
Postage	Where applicable	Cost		T	
MD Promotional Merchandise		Cost		T	
FOIP Requests		As per Bylaw 2020-02	2	T	
*If it is necessary for the MD to go to considerable time and/or expense gathering information to provide the above or possible other services, a General Administration fee of \$30 per hour may be charged over and above the established fees.					
AGRICULTURAL SERVICE BOARD					
<i>Heading</i>	<i>Description</i>	<i>Current Rate</i>	<i>Tab</i>	<i>GST (I, T, E)</i>	
Equipment	Trailer Sprayer	\$50.00/day		T	
	Deposit	\$ 100.00		E	
	RFID Tag Reader	\$20.00/day		T	
	Deposit	\$ 500.00		E	
	Canister Sprayers	No Charge			T
	Deposit	\$ 50.00			E
BYLAW ENFORCEMENT					
<i>Heading</i>	<i>Description</i>	<i>Current Rate</i>	<i>Tab</i>	<i>GST (I, T, E)</i>	
Animal Control	Dog Tag/Registration (Lifetime)	No Charge			
	Relations	As per Bylaw 2021-11	3	E	
COMMUNITY SERVICES					
<i>Heading</i>	<i>Description</i>	<i>Current Rate</i>	<i>Tab</i>	<i>GST (I, T, E)</i>	
Bench & Tree Dedication Program	Benches	Cost		I	
	Trees	Cost		I	
	Plaques	Cost		I	
COMMUNITY COMPLEXES					
<i>Heading</i>	<i>Description</i>	<i>Current Rate</i>	<i>Tab</i>	<i>GST (I, T, E)</i>	
Canyon Creek Arena	CC Arena under Memorandum of Understanding				
Smith Community Complex					
Auditorium	Day/evening use (9:00AM - 3:00AM)	\$ 200.00		T	
	Damage Deposit* (Refundable)	\$ 200.00		E	
	Weekend use	\$ 400.00		T	
	Damage Deposit* (Refundable)	\$ 400.00		E	
	Long weekend use	\$ 500.00		T	
	Damage Deposit* (Refundable)	\$ 500.00		E	
	Per hour use	\$25.00/hour		T	
	Damage Deposit* (Refundable)	No Charge			T
	Bereavement service (for MD citizens)	No Charge			T
	Damage Deposit* (Refundable)	No Charge			T

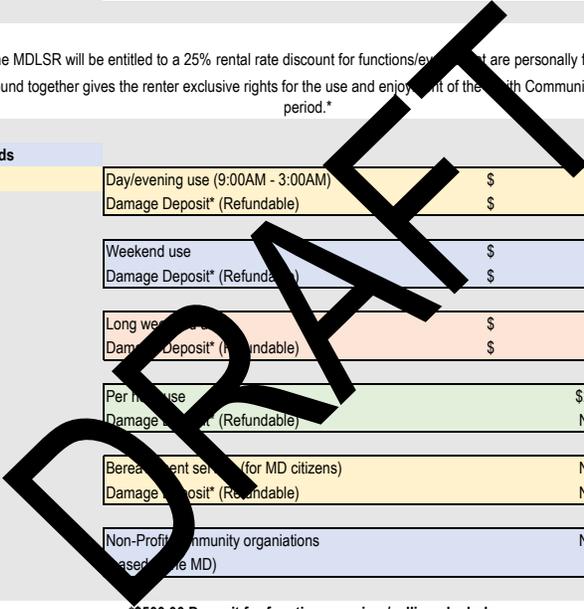


AGENDA ITEM #5.2

	Non-Profit community organizations (based in the MD)		No Charge	
*\$500.00 Deposit for functions serving /selling alcohol				
Kitchen	Day/evening use (9:00AM - 3:00AM)	\$	100.00	T
	Damage Deposit* (Refundable)	\$	200.00	E
	Weekend use	\$	200.00	T
	Damage Deposit* (Refundable)	\$	300.00	E
	Long weekend use	\$	300.00	T
	Damage Deposit* (Refundable)	\$	400.00	E
Meeting Room	Per hour use (maximum of 4 hour charge)		\$25.00/hour	T
	Damage Deposit* (Refundable)		No Charge	
	Non-Profit organizations (based in the MD)		No Charge	
	Damage Deposit* (Refundable)		No Charge	

Residents and ratepayers of the MDLSR will be entitled to a 25% rental rate discount for functions/events that are personally for themselves and/or their children.
 Rental of the Auditorium, Kitchen, Campground together gives the renter exclusive rights for the use and enjoyment of the Health Community Complex and associated grounds for the rental period.

Widewater Community Complex & Grounds				
Auditorium	Day/evening use (9:00AM - 3:00AM)	\$	200.00	T
	Damage Deposit* (Refundable)	\$	200.00	E
	Weekend use	\$	400.00	T
	Damage Deposit* (Refundable)	\$	400.00	E
	Long weekend use	\$	500.00	T
	Damage Deposit* (Refundable)	\$	500.00	E
Meeting Room	Per hour use (maximum of 4 hour charge)		\$25.00/hour	T
	Damage Deposit* (Refundable)		No Charge	
	Bereavement services (for MD citizens)		No Charge	
	Damage Deposit* (Refundable)		No Charge	
	Non-Profit community organizations (based in the MD)		No Charge	



*\$500.00 Deposit for functions serving /selling alcohol				
Kitchen	Day/evening use (9:00AM - 3:00AM)	\$	100.00	T
	Damage Deposit* (Refundable)	\$	200.00	E
	Weekend use	\$	200.00	T
	Damage Deposit* (Refundable)	\$	300.00	E
	Long weekend use	\$	300.00	T
	Damage Deposit* (Refundable)	\$	400.00	E
Meeting Room	Per hour use (maximum of 4 hour charge)		\$25.00/hour	T
	Damage Deposit* (Refundable)		No Charge	
	Non-Profit organizations (based in the MD)		No Charge	
	Damage Deposit* (Refundable)		No Charge	
Ball Diamonds	Day/Evening use (organized events)			
	Per Diamond*	\$	50.00	T

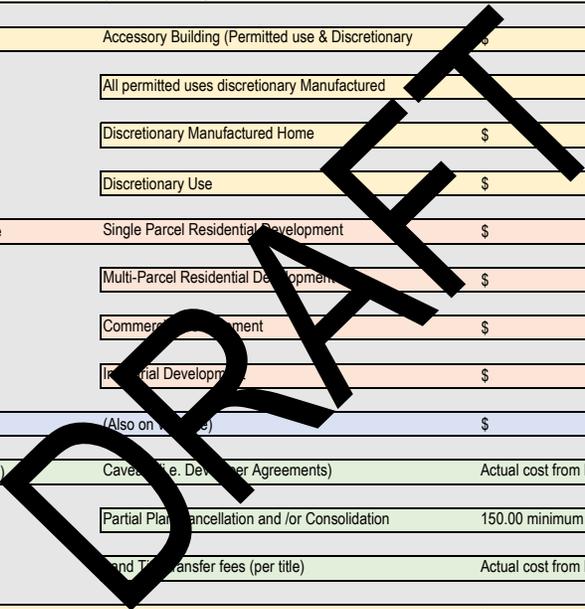
AGENDA ITEM #5.2

Damage Deposit (Refundable)	\$	200.00	E
Weekend use	\$	200.00	T
Damage Deposit (Refundable)	\$	300.00	E
Long Weekend use	\$	300.00	T
Damage Deposit (Refundable)	\$	400.00	E
General Public and non-profit community organizations		No Charge	
Damage Deposit (Refundable)		No Charge	

Residents and ratepayers of the MDLSR will be entitled to a 25% rental rate discount for functions/events that are personally for themselves and/or their children.

Rental of the Auditorium, Kitchen, Campground, and Ball Diamonds together gives the renter exclusive rights for the use and enjoyment of the Widewater Community Complex and associated grounds for the rental period.

PLANNING & DEVELOPMENT				
Heading	Description	Current Rate	Tab	GST (I, T, E)
Land Use Bylaw/Municipal Development Plan	(Also on website)	\$ 50.00		E
Development Permit Application Fee	Accessory Building (Permitted use & Discretionary)	\$ 50.00		E
	All permitted uses discretionary Manufactured	125.00		E
	Discretionary Manufactured Home	\$ 125.00		E
	Discretionary Use	\$ 250.00		E
Land Use Bylaw Amendment Application Fee	Single Parcel Residential Development	\$ 500.00		E
	Multi-Parcel Residential Development	\$ 500.00		E
	Commercial Development	\$ 500.00		E
	Industrial Development	\$ 500.00		E
Development Standards Manual	(Also on website)	\$ 50.00		T
Land Title Fees: (also in the Taxation section)	Caveats (i.e. Developer Agreements)	Actual cost from Land Titles		E
	Partial Plan Cancellation and/or Consolidation	150.00 minimum		E
	Land Title Transfer fees (per title)	Actual cost from Land Titles		E
Certificate of Compliance		\$ 100.00		E
Area Structure Plan/Area Redevelopment Plan		\$ 25.00		T
Subdivision/Development Appeal Fee	non-refundable	\$ 100.00		E
Area Structure Plan Amendment Application Fee		\$ 250.00		E
Municipal Development Plan Amendment Application Fee		\$ 500.00		E
Subdivision Application fee		\$250 plus \$100 for each title being created		E
Subdivision Endorsement Fee		\$100 plus \$100 for each title being created		E
Rural Addressing Sign	Supply & Installation	\$ 200.00		T



AGENDA ITEM #5.2

Off-Site Levies		As per Bylaw	2000-09	7	E
Sale of Land	Municipally owned and Tax forfeiture land sale	As per policy B2		8	T
Road Allowance	Road Allowance Lease Fee	As per Policy E9		17	E
	Application Fee	\$100.00/ year			E
Licence of Occupation	Application Fee	\$100.00/Per Year			E
TAXATION					
Heading	Description	Current Rate		Tab	GST (I, T, E)
Tax Certificate	per tax roll	\$	25.00		E
Property Owner /Legal Description Search (not pertaining to FOIP) per tax roll	a). 5 or under	No Charge			
	b). 6-50	\$	25.00		T
	c). 51-100	\$	50.00		T
	d). 201-500	\$	75.00		T
	e). 500+	\$	100.00		T
Tax Notification Charges	Caveat Registration	Actual charges from Land Titles + \$30.00 General Administration Fee			E
Tax Notification Discharge		Actual Charges from Land Titles			E
Land Title Fees	Caveats (i.e. Developer Agreements)	Actual Charges from Land Titles			E
	Land Title Transfer Fees (per title)	Actual charges from Land Titles + \$30.00 General Administration Fee			E
Assessment Appeal Fees	Assessment Review Board fees	As per Bylaw 2020-17		13	E
Oil/Gas Well Drilling Tax		As per Bylaw 2020-01		14	E
Penalties on Unpaid Taxes		As per Bylaw 2022-05		15	E
Minimum Tax Levy	Minimum Tax Levy (\$4.99)	\$	50.00		E
TRANSPORTATION					
Heading	Description	Current Rate		Tab	GST (I, T, E)
Agreements	Heavy Haul Log Haul Security Deposit Minimum - 0-9.99 KM	\$	5,000.00		E
	10-34.99 KM	\$	15,000.00		E
	35-69.99 KM	\$	25,000.00		E
	Heavy Haul Agreement & Fixed Municipal Fees	\$	50.00		T
Road Inspection Fee	Pre-Inspection Fee of Roads (non-refundable)	\$	300.00		T
	Post-Inspection Fee of Roads (non-refundable)	\$	300.00		T
Labour Rates	Operator/Labourer	\$35.00/hr			T
	Foreman	\$45.00/hr			T
Equipment Rates	320 Cat Excavator	\$180.00/hr			T
	Additional Rates	5% for thumb & 10% for Twister Bucket			T
	624 John Deere Loader	\$140.00/hr			T
	Additional Rates	Add 5% for Scale & 5% for quick attach			T
	644 John Deere Loader	\$159.00/hr			T
	Additional rates	Add 5% for Scale & 5% for quick attach			T
	310 SK John Deere Backhoe	\$121.00/hr			T
	Additional rates	Add 5% for Twister Bucket			T
	772 GP John Deere Grader (Non Residential)	\$223.45/hr			T

AGENDA ITEM #5.2

772 GP John Deere Grader (Residential)		\$193.00/hr	T
Additional rates For Grader	Add 5% for Wing 10% for Ripper		T
CS56 CAT Smooth Drum (Vibratory)		\$155.00/hr	T
CP56 CAT Vibratory Pad Foot		\$160.00/hr	T
Pickup Truck*		\$28.75/hr	T
1 Ton Truck*		\$37.95/hr	T
Tandem Gravel Truck		\$134.00/hr	T
Tandem Gravel Truck with Tandem Pup		\$185.00/hr	T
Tandem Gravel Truck With Tridum Pup		\$179.00/hr	T
Tandem with Sander		\$215.00/hr	T
Additional rates	Add 15% for Wing		T
D5G Cat Dozer		\$111.00/hr	T
Additional rates	Add 10% for Winch		T
Tractor (110 HP)		\$89.00/hr	T
Additional rates	Loader add \$15		T
Tractor(145 HP)		\$123.00.00/hr	T
Additional rates	Loader add \$15		T
15' Rotary Mower		\$17.00/hr	T
10' Rotary Mower		\$13.00/hr	T
Trench Compactor		\$55.00/hr	T
Steamer Truck		\$134.00/hr	T
Steamer Trailer		\$65.00/hr	T
All rates except include Operator			
Sale of Winter Sand		\$25.00/ton	T
Sale of Gravel	20mm	TBD	T
	40mm	TBD	
Sale of Clay Fill		\$7.00/Ton	T
Sale of Used Grader Blades		\$5.00/blade	T
Road Grading & Snowplowing Driveways	Regular (1/4 mile/0.4 km)	\$ 42.50	T
	Specials Discount (50%) (1/4 mile/0.4 km)	\$ 21.25	T
Construction Certification Inspections		\$ 100.00	T
Dust Control		\$350.00/100m \$3.50/m thereafter	T

DRAFT



WORKING DRAFT
Slave Lake Industrial Park Market Study

Submitted to:
Town of Slave Lake

Submitted by:
Nichols Applied Management Inc.
Management and Economic Consultants
Suite 302, 11523 – 100 Avenue NW
Edmonton, Alberta T5K 0J8

December 6, 2023

MANAGEMENT & ECONOMIC CONSULTANTS



Table of Contents

Table of Contents.....	1
1 Introduction.....	4
1.1 Industrial Site Selection.....	4
1.1.1 Site 1 Overview.....	5
1.1.2 Site 2 Overview.....	6
1.1.3 Site 3 Overview.....	6
1.2 Site Servicing Costs.....	6
2. Study Approach.....	8
2.1 Market Analysis.....	8
2.2 Municipal Competitiveness.....	8
3. Overview of the Slave Lake Region.....	9
3.1 Population.....	9
3.2 Regional Labour Force.....	11
3.3 Regional Economy.....	12
3.3.1 Regional GDP.....	12
3.3.2 Forestry Sector.....	13
3.3.3 Oil and Gas Sector.....	14
4. Economic Outlook and Growth Opportunities.....	16
4.1 Logging and Forestry Services.....	16
4.1.1 Opportunity Overview.....	16
4.1.2 Regional Strengths.....	17
4.1.3 Regional Challenges.....	17
4.1.4 Summary.....	17
4.2 Oil and Gas Operators & Support Services.....	19
4.2.1 Market Overview.....	19
4.2.2 Regional Strengths.....	19
4.2.3 Regional Challenges.....	19
4.2.4 Summary.....	20
4.3 Trucking Transportation and Bulk Fuel Distribution.....	21
4.3.1 Market Overview.....	21
4.3.2 Regional Strengths.....	21
4.3.3 Regional Challenges.....	21
4.3.4 Summary.....	22
4.4 General Industrial Activities.....	22
4.4.1 Market Overview.....	22
4.4.2 Regional Strengths.....	23
4.4.3 Regional Challenges.....	23
4.4.4 Summary.....	24
4.5 Opportunity Summary.....	24
5. Industrial Land Market.....	25
5.1 Local Market Dynamics.....	25



5.2	Historical Industrial Demand	25
5.3	Existing Supply	26
5.4	Future Demand	27
6.	Municipal Competitiveness	29
6.1	Market Definition	29
6.1.1	Geographic Market	29
6.1.2	Temporal Market	29
6.2	Taxes and Levies	30
6.2.1	Property Taxes	30
6.2.2	Off-site Levies	32
6.3	Planning and Permitting.....	32
6.4	Industrial Land Prices	33
6.5	Transportation Infrastructure	34
6.6	Labour Force	36
6.6.1	Participation and Unemployment Rates	37
7.	Municipal Fiscal Analysis	40
7.1	Assumptions	40
7.2	Findings	41
8.	Conclusions	43
9.	References	45

LIST OF FIGURES

Figure 1-1	Proposed Industrial Sites.....	4
Figure 3-1	Historical Population and New Oil and Gas Well Data, 2006-2022	10
Figure 3-2	Town of Slave Lake Age Distribution by Gender, 2021.....	10
Figure 3-3	M.D. Lesser Slave River Age Distribution by Gender, 2021.....	11
Figure 3-4	Town and M.D. Combined Labour Force by Industry 2021.....	12
Figure 3-5	Town and M.D. Combined GDP by Industry, Top 20, 2022	13
Figure 3-6	Oil Prices and New Active Wells in the MDLSR, 2006-2022	15
Figure 5-1	Town of Slave Lake Industrial Land Absorption, Acres.....	26
Figure 6-1	Non-Residential Mill Rates, 2022	31
Figure 6-2	Representative Tax Bill, Selected Communities 2022.....	31
Figure 6-3	Off-Site Levies in Selected Communities	32
Figure 6-4	Road Network Map of the M.D. of Lesser Slave River.....	35
Figure 6-5	Average Annual Daily Trips on M.D. of Lesser Slave River Highways	36
Figure 6-6	Labour Force by Industry of Combined Competitor Municipalities, 2021	37
Figure 6-7	Participation Rate by Community, 2021	38
Figure 6-8	Unemployment Rate by Community, 2021.....	39



LIST OF TABLES

Table 1-1 Site Regulations for Light Industrial Zones in the M.D. Lesser Slave River..... 5

Table 1-2 Site Regulations for General Industrial Districts in the Town of Slave Lake 5

Table 3-1 Historical Population, 2001-2021..... 9

Table 4-1 Forestry Sector - Opportunity Alignment 18

Table 4-2 Oil and Gas Operators and Support Services - Opportunity Alignment..... 20

Table 4-3 Trucking Transportation and Fuel Distribution – Opportunity Alignment..... 22

Table 4-4 General Industrial Activities - Land Requirements 24

Table 5-1 Current Supply in the Region (acres) 27

Table 5-2 Future Industrial Land Demand in the Region..... 28

Table 6-1 Development Fees of Comparator Municipalities, 2023..... 33

Table 6-2 Regional Industrial Land Prices, November 2023 34



1. Introduction

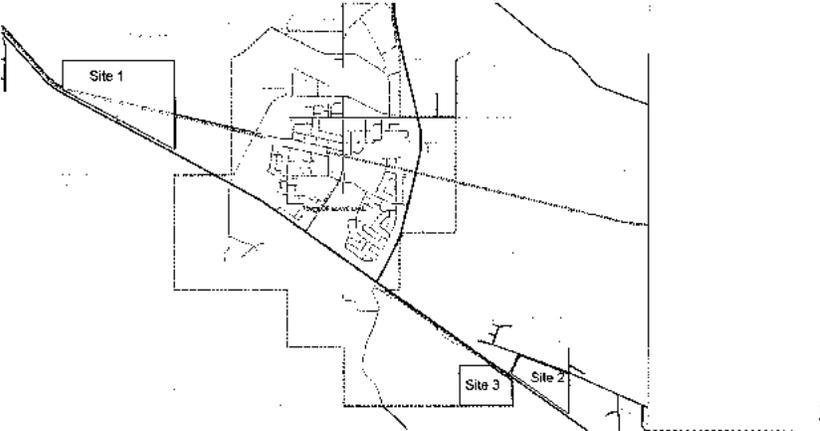
The Town of Slave Lake (Town) and the Municipal District (M.D.) of Lesser Slave River (MDLSR) are evaluating the feasibility of jointly developing industrial lands near the Town in an effort to drive economic growth as well as improve the financial position of the two municipalities. To this end, the Town has engaged Nichols Applied Management to conduct a market study for the development of the proposed industrial sites. The report includes:

- a market analysis that includes a summary of potential industries that may drive future demand for industrial land,
- growth forecasts for demand and supply of industrial land in the region; and
- a review of regional competitiveness

1.1 Industrial Site Selection

At the outset of this study, three site options on either side of the Town were being considered for this joint undertaking (see Figure 1-1) As the study progressed, it became clear that the Town had a preference for Site 3. Accordingly, the balance of this study is largely focused on the analysis of Site 3.

Figure 1-1 Proposed Industrial Sites



Commented [A11]: Update to show the third site. Consider a map for each site

Ultimately, the proposed site will offer light industrial property for land uses such as logging, truck transportation, and oil and gas servicing. The typical site regulations for light industrial properties in the M.D. are shown in Table 1-1. Typical site regulations for general industrial properties in the Town are shown in Table 1-2.



Table 1-1 Site Regulations for Light Industrial Zones in the M.D. Lesser Slave River

Design Parameter	Description
Parcel Area (minimum)	500 m ² (5,382 ft ²)
Parcel Width (minimum)	7.5 m (24.6 ft.)
Site Coverage (maximum)	50%
Loading requirements	Developments in a Light Industrial District shall require a minimum of one loading space
Road setback – Adjacent to multi-lane highway	70 m (230 ft.) from the centre line or 40m (131.2 ft.) from the boundary of the right-of-way, whichever is greater
If bordering a Light Industrial or Heavy Industrial District	
Front Yard Setback (minimum)	3 m (9.8 ft.)
If bordering Community Facilities, Residential Serviced, Residential Un-Serviced, Agricultural, Urban Reserves	
Front Yard Setback (minimum)	7.5 m (24.6 ft.)
Rear Yard Setback (minimum)	7.5 m (24.6 ft.)
Side Yard Setback (minimum)	7.5 m (24.6 ft.)
Heavy Truck and Equipment Storage	Fencing or screening is required, where development adjoins a Residential Serviced/Un-Serviced District

Source: M.D. Lesser Slave River Land Use Bylaw 2021-17

Table 1-2 Site Regulations for General Industrial Districts in the Town of Slave Lake

Design Parameter	Description
Parcel Area (minimum)	1,860 m ² (20,000 ft ²)
Parcel Width (minimum)	15 m (49 ft.)
Site Coverage (maximum)	60%
Building Height (maximum)	10.7 m (35 ft.)
Rear Yard Setback (minimum)	9 m (30 ft.)
Side Yard Setback (minimum)	3 m (10 ft.)
Off-Street Parking (minimum)	1/80 m ² (861 ft ²)
Off-Street Loading	1 loading space required of at least: 3 m (10 ft.) width, 7.5 m (25 ft.) length, and 4.2 m (14 ft.) height
If bordering a Residential District	
Required Fencing and Screening Height	1.85 m (6 ft.) by means of a fence or tree shrubs

Source: Town of Slave Lake Land Use Bylaw #22-2007

1.1.1 Site 1 Overview

Site 1 is approximately 300 acres, located approximately 1 km west of the Town (SE 3-73-6-W5 and SW 2-73-6-W5). The property borders Highway 2 to the south, and Lesser Slave Lake to the north. The CN rail line and Township Rd 730A/B run parallel northwest through the site. The land is currently zoned as a Residential Un-



Serviced district and is planned for Rural Residential land use, according to the Town and M.D.'s Intermunicipal Development Plan (IDP) and Tri-Council Regional Growth Plan.

Key features of the site include:

- frontage along Highway 2, with a 10-year average annual daily traffic count (AADT) of 2,900 vehicles;
- a major rail line running through the property; and
- two active water wells on the property.

1.1.2 Site 2 Overview

Site 2 is approximately 80 acres in size and is located to the southeast, adjacent to the Town (NE-20-72-6-W5). Highway 2 runs along the southwest border of the property, and Poplar Lane (Township Rd 723B) bordering the north. The land is currently zoned as a Residential Un-Serviced district and is planned for Rural Residential land use, according to the Town and M.D.'s IDP and Tri-Council Regional Growth Plan.

Key site features include:

- frontage along Highway 2, with a 10-year AADT of 3,700 vehicles;
- less than 10 km from the Mitsue Industrial Park; and
- access to the Town's water facilities.

1.1.3 Site 3 Overview

Site 3 is approximately 95 acres (Plan 992 5442, Lot 2) and is in the southeast area of the Town. The site is adjacent to the M.D. office and shop yard, and borders Highway 2 to the northeast. The land is considered part of the Town's South Expansion Area Structure Plan and is currently zoned as Council Direct Control district, with conceptual plans of general industrial uses. Future land use for the site is designated as light industrial, according to the Town and M.D.'s IDP and Tri-Council Regional Growth Plan.

Key site features include:

- frontage along Highway 2, with a 10-year AADT of 3,700 vehicles;
- less than 10 km from the Mitsue Industrial Park; and
- access to Town's water and sanitary mains, from the existing lines near Holmes Trail.

1.2 Site Servicing Costs

In 2013, the Town received rough cost estimates for Site 3, to service four lots with 50 metre frontage. In 2022, Associated Engineering provided updated estimates

Off-site servicing total cost estimate is \$4,000,000 and includes:

- paved service road extension;¹
- sewer main extension;

¹ Industrial site would have access from Holmes Trail (Highway 88) due to restricted highway access from the Vehicle Inspection Station nearby.



- water main extension; and
- contingency and engineering

On-site servicing estimates are \$695,000² per 100 metres, and include:

- rural paved roadway;
- power and lighting;
- water, sewer, and storm (ditched and culverts); and
- contingency and engineering.

² Assumes four lots serviced at 50 metre frontage.



2. Study Approach

2.1 Market Analysis

The market analysis aims to explore if there is a demand for an industrial park to accommodate future growth beyond the existing supply in the region. Key parameters of the depth and breadth of the market were explored through various factors, including key business sectors and trends in the region. Nichols also explored the value chain for key industries and performed a gap analysis to identify if, and to what extent, key service providers or inputs were being sourced from outside the region and may therefore represent an opportunity for targeted attraction.

Data from key sources was collected and analyzed and interviews were conducted with key stakeholders from the surrounding region to support the characterization of the current land market, to develop an understanding of the current levels of industrial activity in the region, and to identify key drivers of growth and future land consumption. Key data sources include Canadian Census data, Canadian Business Pattern data, and municipal and corporate planning documents. Key stakeholders include current and potential industrial land users, municipalities, economic development officers, and real estate brokers.

2.2 Municipal Competitiveness

Having identified the market conditions for non-residential land, Nichols then undertook a competitiveness analysis to determine the feasibility of establishing an industrial site that can effectively compete to attract light industrial tenants in the broader market.

Nichols compared the hypothetical offerings of the proposed industrial site to offerings available in other communities who may be competing to attract similar investment to the project site. This comparative analysis aims to identify and describe key parameters that influence the decision of investors and/or developers to locate in a community. This includes:

- tax rates and related levies;
- planning and permitting costs;
- industrial land prices;
- access to appropriate transportation infrastructure; and
- local labour force availability.

Comparator communities were identified with members of the development community currently active in the region and in competing municipalities.



3. Overview of the Slave Lake Region

3.1 Population

The MDLSR and Town have both experienced relatively stable population levels, with total change of 2.5% or less between census¹, and little overall growth in recent years (see Table 3-1). Between 2001 and 2021 (the most recent census year) the compound annual growth rate (CAGR) of the Town's population was 0.18% (235 people), while the M.D. had a CAGR of just 0.07% (41 people), both significantly below the total provincial CAGR of 1.81%.

Table 3-1 Historical Population, 2001-2021

Community	2001	2006	2011	2016	2021	CAGR ¹
Town of Slave Lake	6,600	6,703	6,780	6,655	6,835	0.18%
M.D. of Lesser Slave River	2,820	2,820	2,925	2,803	2,861	0.07%
Combined	9,420	9,523	9,705	9,458	9,696	0.14%
% change since previous	N/A	1.1%	1.9%	-2.5%	2.5%	-

¹ Compound Annual Growth Rate (CAGR) reflects the annualized growth rate of the population between 2001 and 2021. Source: Statistics Canada 2001, 2006, 2011, 2016, 2021.

An examination of fertility and mortality rates in the region indicates that natural population growth (the growth determined by total births and deaths) has been largely offset by out-migration (individuals leaving the region to live elsewhere), resulting in a relatively constant population.

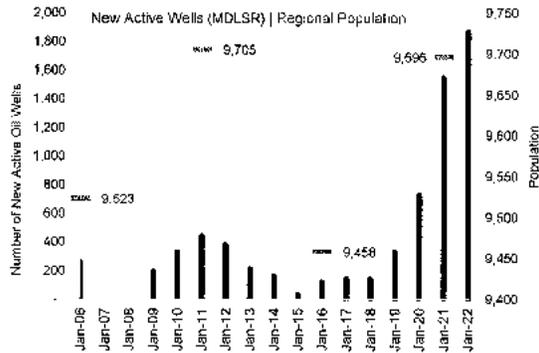
Indeed, oil and gas industry activity data suggests that the regional population has tended to increase and decrease along with industrial activity and growth. Figure 3-1 shows regional population in each census year since 2006 along with a count of the number of new oil and gas wells drilled in the region and surrounding area² annually. Specifically, it shows that:

- both the Town and M.D. saw relatively larger population increases in 2011 and 2021, years which also saw an increase in the number of new oil and gas wells drilled in the region; and
- both the Town and M.D. saw population contraction in 2016, when the lowest number of new oil and gas wells were drilled in the region over the past 20 years.

² New well count data includes all those from the M.D. of Lesser Slave River as well as those in the neighbouring or nearby municipalities of Big Lakes County, Birch Hills County, M.D. of Fairview, M.D. of Opportunity No. 17, M.D. of Peace, M.D. of Smoky River, and Northern Sunrise County.



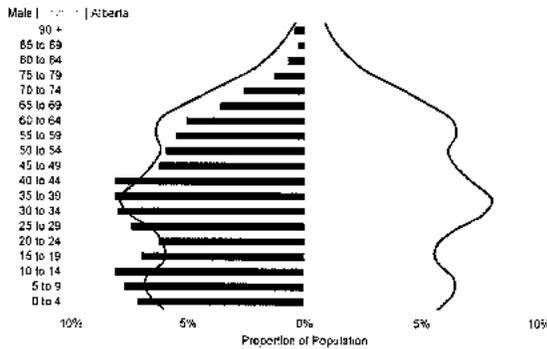
Figure 3-1 Historical Population and New Oil and Gas Well Data, 2006-2022



Source: Population data based on Statistics Canada Census data, 2001-2021; Well count data is a custom tabulation by Nichols using ArcMap GIS software and an AER Surface Hole Shapefile (AER 2023).

An examination of the age-distribution of the population in the Town (Figure 3-2) reveals that the community has a slightly younger demographic than Alberta overall. As compared to the province overall, there is a higher concentration of people under the age of 45 and a lower concentration of people over the age of 45. This also suggests that future natural rates of population growth may continue to exceed the provincial rate.

Figure 3-2 Town of Slave Lake Age Distribution by Gender, 2021



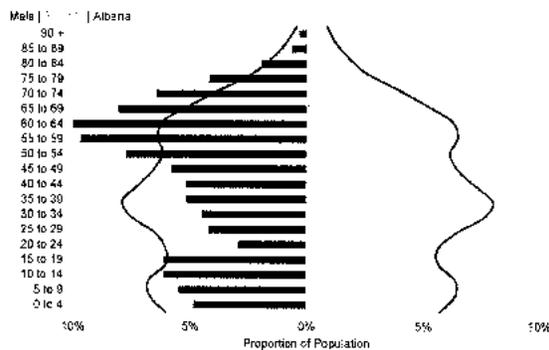
Source: Statistics Canada 2021

The age-distribution of the MDLSR's population (Figure 3-3) reveals that the community has an older demographic than Alberta as a whole. As compared to the province overall, there is a higher distribution of people



over age 50 and a lower concentration of people under age 50. This suggests that natural population growth will be relatively low, and that in-migration will be required to grow or maintain the population in the future.

Figure 3-3 M.D. Lesser Slave River Age Distribution by Gender, 2021



Source: Statistics Canada 2021

3.2 Regional Labour Force

Both the Town and the M.D. have large portions of their labour force involved in resource extraction and processing industries, which can be highly volatile (see Figure 3-1). However, large portions of the local labour force are also involved in government and public services (i.e., health and education), which provides an element of stability to the region.

As seen in Figure 3-4, the regional labour force (combined Town and M.D.) is predominantly supported by the following industries:

- wood product manufacturing (10.3%) makes up the largest segment of the regional labour force, significantly higher than the proportion of the provincial labour force (0.4%) involved in the same industry;
- educational services (8.0%) and food services and drinking places (6.4%) are the second and third largest components of the regional labour force, both larger than the provincial proportions (6.7% and 5.1% respectively), reflecting that the Town acts as a service hub for surrounding communities and rural areas; and
- the regional labour force is heavily involved in resource industries with total forestry⁴ (14.5%) and total oil and gas⁵ (6.7%) being more prominent than what is seen for the province as a whole (0.7% and 4.8% respectively).

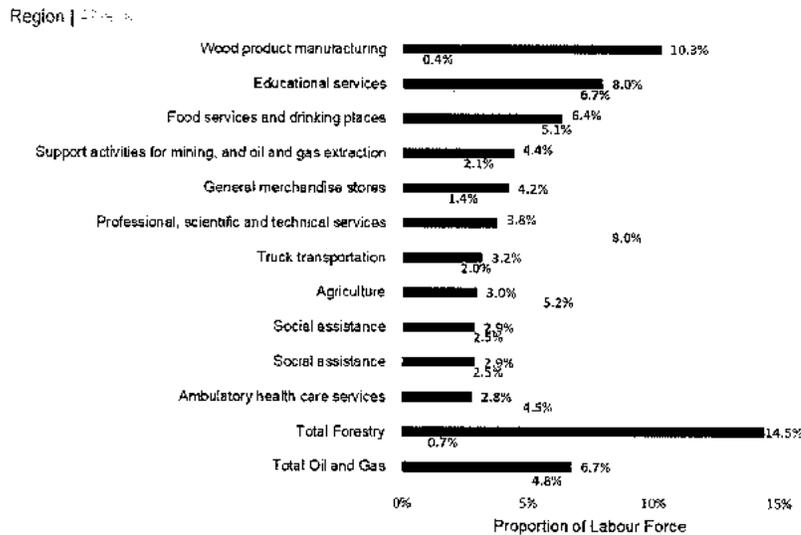
⁴ Total forestry includes Forestry and logging (NAICS 113), Wood product manufacturing (NAICS 321), and Paper manufacturing (NAICS 322).

⁵ Total oil and gas includes Oil and gas extraction (NAICS 211) and Support activities for mining, and oil and gas extraction (NAICS 213).



It should be noted that other industries, such as truck transportation and specialty trade contractors, are likely closely tied to both forestry and oil and gas, but not reflected in the figures quoted above.

Figure 3-4 Town and M.D. Combined Labour Force by Industry 2021



Note: Total Forestry includes Forestry and logging, Wood product manufacturing, and Paper manufacturing. Total Oil and Gas includes Oil and gas extraction as well as Support activities for mining and oil and gas extraction
 Source: Statistics Canada 2021

3.3 Regional Economy

3.3.1 Regional GDP

In 2022, the Town (\$565 million) and the M.D. (\$283 million) combined to contribute nearly \$850 million GDP to Alberta (0.2% of the total provincial GDP).

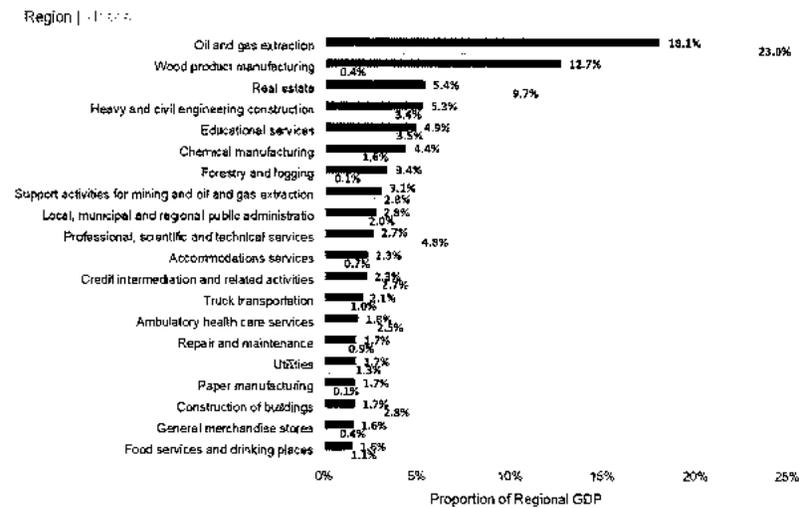
Oil and gas extraction activities (18.1%) contributed the largest portion to regional GDP, and includes activities from suppliers and ripple spending effects through the economy. This amount is lower than the total provincial portion from oil and gas extraction of 23.0%. Figure 3-5 outlines the region's top 20 industries by GDP contribution. It shows that:

- aside from oil and gas extraction, wood product manufacturing contributes the largest proportion of regional GDP (12.7%), which is significantly larger than what wood product manufacturing contributes to the province as a whole (0.4%);



- forestry and logging (3.4%) and paper manufacturing (1.7%) also contribute significantly more to regional GDP than they do to provincial GDP (0.1% and 0.1% respectively); and
- several other industries, including heavy and civil engineering (5.3%), chemical manufacturing (4.4%), and truck transportation (2.1%), which tend to be closely tied to resource industries such as oil and gas or forestry, also contribute relatively large proportions of regional GDP as compared to the provincial numbers (3.4%, 1.6%, and 1.0% respectively).

Figure 3-5 Town and M.D. Combined GDP by Industry, Top 20, 2022



Source: Statistics Canada 2023, Table 379-0030; Statistics Canada 2022, Custom Tabulation

3.3.2 Forestry Sector

The forestry sector in general plays a vital role in the broader regional economy and in supporting the sustainability of nearby communities. As noted in Section 3.3.1, the combined industries of forestry and logging, wood product manufacturing, and paper manufacturing account for approximately 14.5% (750 individuals) of the regional labour force and approximately 17.8% (\$151 million) of regional GDP.

Alberta's forestry sector has experienced supply challenges in recent years. For example, workforce reductions related to the COVID-19 pandemic, wildfires threatening timber assets, and environmental sustainability requirements. At the same time, there has recently been increased domestic wood demand from 'do-it-yourself' construction markets. The increase in domestic demand is felt regionally since nearly 61% of Alberta's solid wood products are sold within Canada.



Higher wood product pricing has mitigated domestic demand to some extent, but export demand continues to outpace the supply of Alberta timber. Alberta's largest international export markets are the United States, for solid wood products, and China and Japan for pulp products. Total Alberta forestry product exports have grown by 140% between 2011-2020. Rail transportation is critical to connecting Alberta's forestry sector to export markets.

To address Alberta's fibre supply, the Government of Alberta announced a goal to increase companies' supply by 13% in the medium term and 33% over the long-term (AAF 2021a).

A steady supply of forest fibre is important to mill operations. The M.D. overlaps with all or portions of four separate Forestry Management Units (FMUs); S17, S20, S23, and S24. These four FMUs have a combined timber allocation of approximately 2.6 million cubic meters annually.

There are four mills active within the Study Area⁶, located in the Mitsue Industrial Park with rail spurs connecting to the CN line. The mills and corresponding FMU timber allocations include:

- the Tolko OSB mill, which has timber allocation from S17;
- the Vanderwell lumber mill, which has timber allocation from S17, S20, and S24;
- the Slave Lake Veneer plant, owned by West Fraser, which has timber allocation from S20; and
- the Slave Lake Pulp mill in the Mitsue area, which was recently sold by West Fraser to Atlas Holdings, and will be operated by Millar Western going forward (West Fraser 2023).

Growth in the Region's forestry sector includes Expander Energy's proposed development of a biomass/gas to liquids plant, to be constructed adjacent to the Vanderwell lumber mill by 2025. The plant will use sawmill and forestry residuals to produce an estimated 6.5 million litres per year of synthetic diesel fuel (Expander Energy 2021).

3.3.3 Oil and Gas Sector

Combined, oil and gas extraction along with the support activities for mining and oil and gas makes up approximately 6.7% (350 individuals) of the regional labour force and accounts for approximately 21% (\$160 million) of regional GDP. It should be noted that businesses and employment in other industries, such as transportation and non-residential construction, are likely closely tied to oil and gas, but not reflected in the figures quoted above.

Slave Lake is a major service hub for oil and gas exploration, extraction, and processing. Proximity to the Clearwater heavy oil play is advantageous for support and service companies such as Apex Well Services, Talmek Energy Services, and Prax Enterprises Oilfield Services.

The region has seen an increase in oil and gas activity in recent years. As shown in Figure 3-6, the number of new oil and gas wells being licensed within the M.D. of Lesser Slave River and surrounding counties and districts has risen from approximately 140 new wells in 2018 to almost 1,900 new wells in 2022.

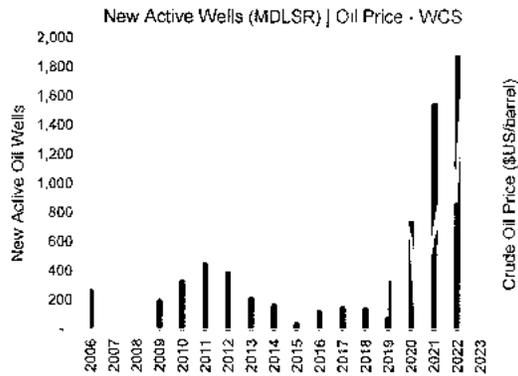
Much of the recent activity is due to the development of the Clearwater heavy oil play, found largely to the north and east of the M.D. Development of this play has led to current industry wide production of approximately 70,000 barrels of oil per day (I3 Energy 2023). Attractive features of the Clearwater play are:

⁶ Nichols notes that these mills also receive timber from FMUs and regions outside of the Study Area and that timber harvested within the Study Area may be sent for processing at other facilities not listed here.



- Development in the Clearwater play is very economical, due to its relatively shallow depth, typically less than 1000 vertical metres, and success with drilling low-cost open holes that do not require stimulation.
- Significant well production commenced in 2016 and grew from 4,311 bbls/d in 2017, to 60,050 bbls/d of oil in 2021 (Daily Oil Bulletin 2022).
- Heavy crude products produced in Clearwater have access to Edmonton markets through the new Marten Hills Pipeline, Plains Rainbow Pipeline, and the Pembina Swan Hills/Nipisi/Mitsue Pipelines (Rangeland Energy 2023).

Figure 3-6 Oil Prices and New Active Wells in the MDLSR, 2006-2022



Source: Alberta Energy 2023; Well count data is a custom tabulation by Nichols using ArcMap GIS software and an AER Surface Hole Shapefile (AER 2023).

The most prominent oil extraction companies in the Region include:

- Canadian Natural Resources Limited (CNRL) with approximately 2,800 active wells;
- Tamarack Valley Energy with approximately 1,600 active wells;
- Spur Petroleum with approximately 1,300 active wells; and
- Headwater Exploration, and Baytex Energy each with approximately 650 active wells.

Each of the five large producers identified above, as well as several smaller players, are pursuing drilling programs to further develop the Clearwater play. Production consists of primarily crude oil and raw gas. For example, Tamarack increased production 58% to double its Clearwater production in 2023. The company also recently announced that it is expanding capacity at its Marten Creek plant to support long term regional Clearwater development as the company believes it has a more than 10-year inventory of development land (Tamarack Valley Energy 2023b).

CNRL and Tamarack also have plans to pursue increased development of the Charlie Lake play, centered near Grande Prairie, which features high-value light oil.



4. Economic Outlook and Growth Opportunities

The future demand for a regional industrial park will hinge on the growth outlook for existing key sectors of the local economy and from potential new growth sectors that could emerge. Nichols has evaluated four light industrial business cases that explore the regional market opportunities to drive land absorption at the Site. These opportunities include:

- forestry services;
- Oil and gas operators and support services,
- Trucking transportation and fuel distribution; and
- General industrial activities.

It should be noted that diversification away from the current focus on resource extraction was also explored as a possible avenue of demand for a business park. The result of this investigation revealed that a complete pivot of the local economy away from its core activities is unlikely but that the modification or repurposing of existing skillsets of the local labour force or capital may be possible.

The analysis also revealed key attributes that the region can leverage in business attraction as well as challenges that can be addressed by both municipalities.

4.1 Logging and Forestry Services

4.1.1 Opportunity Overview

Export demand in the province continues to outpace supply. Alberta's largest export markets are the United States for solid wood products, and China and Japan for pulp products. The total exports of Alberta forest products has grown by 140% between 2011-2020. Rail transportation is critical to connecting Alberta's forestry sector to end markets as it is the main mode of shipping. The CN line in Mitsue gives the region access to international markets.

Nearly 71% of Alberta's forestry companies operate in Northern Alberta. Slave Lake is positioned near productive FMUs that supports three mills in the MDLSR, and a number of logging businesses in the Region including SK Trucking and M&M Logging. Some logging companies also operate trucking and hauling businesses that transport logs to mills and laydown yards in the Region.

Logging companies typically require a shop and storage yard for truck trailers and equipment. Engagement with regional businesses reveals the following land attributes are important to logging and forestry services:

- typical parcel size requirements of 1-5 acres, although some established operators in the MDLSR are currently operating on > 10-acre parcels;
- proximity to local parts and support services;
- accommodations to house remote workforces due to seasonal logging;
- competitive land prices;
- accessible services at the property line, however, some operations do not require full-service levels as they are primarily looking for equipment storage and laydown yard space; and
- clear municipal planning and permitting requirements.



4.1.2 Regional Strengths

Discussions with forestry sector operators have highlighted the following regional strengths:

- The Town's central position within Alberta is advantageous for logging companies to locate near harvest lands, and for delivery to end markets at the mills in Mitsue.
- The three mills operating in the Mitsue Industrial Park are near to productive FMUs and are producing wood products in high demand (e.g., OSB, pulp, veneer, etc.).
- Rail is the primary mode of transport for Alberta lumber exports. Access to the CN line in Mitsue connects Slave Lake with Edmonton, and eventually US markets for products such as OSB and lumber.
- Access to Highway 2 connects the forestry industry with supply chains in Edmonton and southern Alberta.
- A strong maintenance and industrial service base in Slave Lake supports local procurement and reinvestment into the community.

4.1.3 Regional Challenges

The following challenges were identified by stakeholders during the engagement process:

- Local labour force shortages are a common challenge across rural Canada. Logging operators have said that a large proportion of their workforce is remote, coming from within primarily Alberta, and Canada. Operators have responded by developing industrial camps to house remote workforce during the winter logging season.
- The region has a lack of available developed industrial properties. Some existing operators have seen growth and require parcel sizes over 10 acres. Developed parcels that do come to market are typically between 1-5 acres and tend to have higher prices than comparators (see Table 6-2).
- Developers highlighted that Town levies are cost prohibitive in developing vacant lands as compared to levies charged in the MDLSR (see section 6.2.2).
- Unclear long-term planning, and permitting requirements are a common barrier to operations and development, identified during industry engagement. Operators are looking for clarity in municipal long-term planning and strategy for development in both the MDLSR and the Town.

4.1.4 Summary

A summary of the forestry sector industrial land opportunity alignment with the Site is shown in Table 4-1 where a green check indicates alignment, a yellow bar indicates a gap that can likely be addressed, and a red cross indicates a gap that cannot be addressed by local government.



Table 4-1 Forestry Sector - Opportunity Alignment

Forestry Sector Industrial Land Requirements	Proposed Site
Central location to productive regional FMUs	✓
Final market nearby for loggers, with three mills in the MDLSR	✓
Access to CN rail in Mitsue for shipping mill products to end markets	✓
Access to local parts and support services	✓
1-5 acre parcels	
Competitive land prices	
Accessible property services (i.e., power, water)	
Clear municipal planning and permitting requirements	
Accommodations for remote workforces	



4.2 Oil and Gas Operators & Support Services

4.2.1 Market Overview

Industrial development in the Region is closely tied to oil and gas activity, as seen in Section 3. The Town and MDLSR are centrally located among growing oil and gas activity in the Clearwater-Marten Hills region. The Marten Hills area overlaps the MDLSR, and has shallow, low-cost of production oil well deposits compared to deposits in northwest Alberta that require hydraulic fracturing. The number of active wells in the MDLSR has increased 390% since 2012 and is expected to continue developing.

Slave Lake serves as a hub for oil and gas support operations that services oil and gas extractors within a 200-400 kilometre radius, including wells in the Clearwater region. Engagement indicates this geographical advantage allows for oil and gas operators to reduce equipment downtime by choosing technicians based out of the Slave Lake area instead of Edmonton, offering short turnaround times for equipment repairs.

Market analysis and engagement with regional businesses reveals the following land attributes important to oil and gas extraction and support operations:

- oil well servicing companies typically require 2-3 acre parcels, while some businesses with a main offices in Slave Lake, operate on larger 10-15 acre parcels;
- accessible services at the property line, however, some operations do not require full-service levels as they are primarily looking for equipment storage and laydown yard space;
- "turn-key" shops with large bay doors (>12 feet);
- access to local parts and support services;
- competitive land prices;
- accommodations for remote workforces. Many operators respond to this temporary demand in housing by developing camps on site to house remote workforces; and
- clear municipal planning and permitting requirements.

4.2.2 Regional Strengths

- Slave Lake is centrally located to capture industrial growth spurred from nearby oil and gas extraction activities.
- Access to Highway 2 connects supply chains and provincial remote workforces in southern Alberta to Slave Lake's oil and gas extraction and support service industries.
- Support service operators indicated that between 20-40% of parts and materials are sourced locally, and the remainder comes from Edmonton
- Approximately 20-30% of operator workforces are local to the MDLSR or the Town.

4.2.3 Regional Challenges

The following challenges were identified by stakeholders during the engagement process:

- There is a lack of developed industrial parcels between 1-5 acres with shops. Operators and realtors indicated that developed properties rarely come to market in the region, and when they do there is often a price premium, or it does not suit the demand.



- Vacant properties in Town are reportedly cost prohibitive to develop due to the levy costs. In the MDLSR, vacant land can be expensive to service preventing businesses to pursue development.
- Although Slave Lake operates as a servicing hub, it competes with other areas in northern Alberta offering similar products. For example, one operator compared Slave Lake to Grande Prairie which also acts as a servicing hub but offers a larger labour force pool and more support services.
- The reality of rural areas in Canada is a shortage in local workforce. Operators in the MDLSR and Town employ labour from other areas of Alberta, Canada, and temporary foreign workers to supplement shortages in the local labour force.
- There are a lack of accommodations for remote workforces that support the majority of industrial operations in the MDLSR. This remains a challenge for rural areas across the country. In the MDLSR, some operator/owners have adjusted by developing work camps on their parcels to house remote workforces. One respondent indicates that their 50-person camp is full year-round.
- Unclear long-term planning, and permitting requirements are a common barrier to operations and development, identified during industry engagement. Operators are looking for clarity in municipal long-term planning and strategy for development in both the MDLSR and the Town.

4.2.4 Summary

A summary of the oil and gas industrial land opportunity alignment with the Site is shown in **Error! Reference source not found.** where a green check indicates alignment, a yellow bar indicates a gap that can likely be addressed, and a red cross indicates a gap that cannot be addressed by local government.

Table 4-2 Oil and Gas Operators and Support Services - Opportunity Alignment

Oil and Gas Sector Industrial Land Requirements	Proposed Site
Central location to Clearwater oil deposits and activity	✓
Highway 2 access for supply chains in Edmonton	✓
Access to local parts and support services	✓
1-5 acre parcels ("turn-key")	
Competitive land prices	
Accessible property services (i.e., power, water)	
Accommodations for remote workforces	
Clear municipal planning and permitting requirements	



4.3 Trucking Transportation and Bulk Fuel Distribution

4.3.1 Market Overview

Trucking and bulk fuel distribution companies are critical support services for gravel pit, oilfield, and logging operations in the Region. Slave Lake is a servicing hub and a central stopping point for trucks travelling along Highway 2, connecting to Edmonton.

Fuel and lubricant distributors provide bulk products, supplied from Edmonton, to both industrial field operations and service companies. The wide variety of industries serviced by fuel distributors and haulers provides stability through commodity price cycles, and oil and gas activity.

Engagement with regional businesses reveals the following land attributes important to trucking and fuel operations:

- typically require 1-5 acre parcels for storing equipment and parts, and up to 10 acres for established operations;
- accessible services at the property line, however, some operations do not require full-service levels as they are primarily looking for equipment storage and laydown yard space;
- competitive land prices;
- clear municipal planning and permitting requirements.
- a local labour force is important to operations. One established respondent indicated that nearly 80% of their workforce has become local as temporary foreign workers have begun permanently relocating to the Region.

4.3.2 Regional Strengths

The following regional strengths were identified by stakeholders during the engagement process:

- The Town's water infrastructure is currently available to properties along Poplar Lane. Site 2 is adjacent to the existing infrastructure along Poplar Lane, and Site 3 has access to Town water from Holmes Trail (see Section 1.1).
- Mechanics, parts, and other support services needed for trucking and fuel operations are generally available within the Town of Slave Lake. Access to Highway 2 connects the region to fuel and equipment suppliers in Edmonton.
- A broad industrial base in northern Alberta insulates trucking and fuel providers during commodity price cycles. The Town also has a significant labour force in healthcare and government services which offers stability to the community.
- Rural communities across Canada face challenges with local labour force availability. In Slave Lake, compared to other industries, trucking and fuel distribution operators reported a higher proportion of local workers, between 60-80% of their workforce.

4.3.3 Regional Challenges

The following challenges were identified by stakeholders during the engagement process:

WORKING 21

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- Vacant properties in Town are reportedly cost prohibitive to develop due to the levy costs. In the MDLSR, vacant land can be expensive to service and require tree clearing, preventing businesses from pursuing development.
- The lack of developed larger industrial lands (5-10 acres) limits current businesses from expanding at an efficient pace, keeping smaller lots (<5 acres) from being brought to market.
- There is a lack of accommodations for remote workforces that support the majority of industrial operations in the MDLSR. This remains a challenge for rural areas across the country. In the MDLSR, some operator/owners have adjusted by developing work camps on their parcels to house remote workforces.
- The planning and permitting strategies of the Town and MDLSR are a common barrier to development identified in the engagement process. Operators are looking for a clear strategy for development in both the MDLSR and the Town.

4.3.4 Summary

A summary of the trucking opportunity alignment with the Site is shown in Table 4-3 where a green check indicates alignment, a yellow bar indicates a gap that can likely be addressed, and a red cross indicates a gap that cannot be addressed by local government.

Table 4-3 Trucking Transportation and Fuel Distribution – Opportunity Alignment

Trucking and Bulk Fuel Distribution Land Requirements	Proposed Site
1-5 acre parcels	✓
Central location to regional forestry, oil and gas, and agriculture activity	✓
Access to local parts and support services	✓
Competitive land prices	
Accessible property services (i.e., power, water)	
Clear municipal planning and permitting requirements	

4.4 General Industrial Activities

4.4.1 Market Overview

The Town and MDLSR has a wide variety of light to medium industrial businesses including:

- construction;
- gravel pits;
- automotive and heavy equipment repairs;
- machining and fabrication; and
- equipment sales and leasing.

WORKING 22

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These businesses typically service industrial markets, but also the residential and commercial base, within 200-300 km of the Town. Engagement with regional businesses reveals the following land attributes important to general light industrial activities:

- Lot sizes of 1-5 acres are typically sufficient for most operations. Some industrial operators require parcels >10 acres.
- Businesses are generally looking for "turn-key" shops with large bay doors (>12 feet). One realtor highlighted the frequent recent inquiries from operators about industrial shops available in the Town and surrounding area.
- Accessible services at the property line for vacant properties;
- Access to local parts and support services;
- Competitive land prices;
- Accommodations for remote workforces are critical to operations; and
- Clear municipal planning and permitting requirements.

4.4.2 Regional Strengths

The following regional strengths were identified by stakeholders during the engagement process:

- Slave Lake is centrally located to capture a wide industrial and commercial growth spurred from nearby oil and gas extraction and forestry activities. Operators in the Slave Lake area offer high demand, localized services for markets within 200-300 kilometres in remote northern Alberta.
- Access to Highway 2 connects industrial supply chains and markets in southern Alberta to Slave Lake's productive industries.
- Support service operators indicated that between 20-40% of parts and materials are sourced locally, while the remainder comes from Edmonton.

4.4.3 Regional Challenges

The following challenges were identified by stakeholders during the engagement process:

- There is a lack of developed industrial land sized 1-5 acres that comes on the market. When shops come on the market they don't sit for long according to regional realtors and operators. The scarcity of available developed parcels is reflected in increased land pricing than comparator jurisdictions (see Table 6-2).
- The region has a lack of available developed industrial properties. Some existing operators have seen growth and require parcel sizes over 10 acres. Developed parcels that do come to market are typically between 1-5 acres and tend to have higher prices.
- Developers highlighted that Town off-site levies are cost prohibitive in developing lands as compared to levies charged in the MDLSR (see section 6.2.2).
- There is a lack of accommodations for remote workforces that support the majority of industrial operations in the MDLSR. This remains a challenge for rural areas across the country. In the MDLSR, some operator/owners have adjusted by developing work camps on their parcels to house remote workforces.

WORKING 23

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- Unclear long-term planning, and permitting requirements are a common barrier to operations and development, identified during industry engagement. Operators are looking for clarity in municipal long-term planning and strategy for development in both the MDLSR and the Town.

4.4.4 Summary

A summary of the general industrial opportunity alignment with the Site is shown in where a green check indicates alignment, a yellow bar indicates a gap that can likely be addressed, and a red cross indicates a gap that cannot be addressed by local government.

Table 4-4 General Industrial Activities - Land Requirements

General Industrial Activities Land Requirements	Proposed Site
Central location to residential, commercial, and industrial activity	✓
Highway 2 access for supply chains in Edmonton	✓
Access to local parts and support services	✓
Accessible services at the property line (i.e., power, water)	
1-5 acre parcels ("turn-key")	
>10 acre parcels available for larger operators	
Competitive land prices	
Accommodations for remote workforces	
Clear municipal planning and permitting requirements	

4.5 Opportunity Summary

The growth opportunities highlighted in previous sections are guided by industrial businesses operating in the Region. The analysis reveals key attributes that the region can leverage in business attraction as well as challenges that can be addressed by both municipalities.

Developers in the MDLSR have reported high servicing costs, and off-site levies have contributed to slow industrial development. Engagement indicates that some operations do not require full-service levels like lands offered in the Town, as they are looking for equipment storage and laydown yard space. There is an opportunity for the municipalities to consider phasing services to accommodate growth in the short-term, should they develop the Site.

Opportunities for light industrial development typically require 1-5 acre serviced parcels. Some established businesses in the Region report significant business growth, which has increased their land requirements to approximately 10-acre parcels. Both sites proposed in Section 1.1 are capable of accommodating these requirements.

WORKING 24

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5. Industrial Land Market

5.1 Local Market Dynamics

The level of activity in the local industrial land market has been historically low. The level of industrial activity in the region generally has ebbed and flowed along with key commodity markets over the past two decades. For example, until recently the level of new drilling activity has been stable but low apart from a short-lived uptick around 2011 (see Section 3.3).

Corresponding growth in the oil and gas service or related manufacturing bases has been similarly low. Indeed, discussions with local stakeholders confirm that there have been only four industrial zoned parcels sold in the MDLSR since 2013; three properties in the Town and one in Mitsue.

Stakeholders reported a variety of factors that have contributed to a low pace of industrial development, they include:

- The supply gap of available developed industrial properties in the Region has contributed to higher average prices than seen in comparator jurisdictions. One local operator reports that the high regional prices for developed lands contributed to delaying their operation expansion plans, as the only available lots were too large to justify.
- A considerable portion of available supply of industrial lands are in the M.D. and are raw and undeveloped. Property servicing has been cost prohibitive to development in the past.
- The supply of developed land available in the Town are generally too small for most industrial users, while the M.D.'s supply of undeveloped land is typically large for operators to develop. For example, established logging companies report that typical parcel size requirements are between 5-10 acres to accommodate equipment storage.
- Developers and operators are looking for clarity and consistency in a municipality's long-term planning and development strategy. In an effort to overcome supply and pricing issues, some landowners in the region have expanded operations by rezoning sections of their personal property to allow for light-industrial activity. This has resulted in fragmented areas with mixed residential and industrial uses in the MDLSR.

5.2 Historical Industrial Demand

Demand for industrial land in the Slave Lake Region has slowed in recent years, a trend observed in other similar-sized communities across northern Alberta. Industrial land sales in the Town are currently either directly or indirectly related to the oil and gas, forestry, construction, and transportation sectors. For example, recent industrial land sales in Town include Total Oilfield Rentals (oil and gas), and Wabasca Truck and Trailer Repair (transportation).

The historic level of land absorption in the Slave Lake Region has varied considerably in step with the pace of development in key resource sectors, primarily oil and gas. The rate of new land absorbed in the Town of Slave Lake between 2014 and 2018 are presented in Figure 5-1 which shows:

- a highly volatile local market beginning with high-absorption years in 2014 followed by a drop, in-line with declining oil prices (see Figure 3-8);
- a modest recovery in 2018, followed by a high of approximately 15 acres absorbed in 2019, generally driven by favorable commodity prices and rapid upstream oil and gas development;

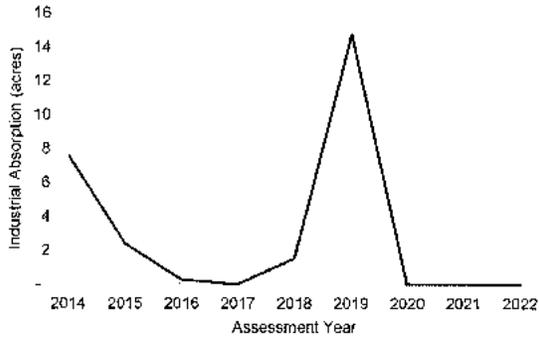
WORKING 25

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- a sharp decline to zero land absorbed in 2020-2022 as upstream oil and gas development was stymied by low commodity prices, the COVID-19 pandemic affecting workforces, and market access challenges, and
- an average absorption of approximately 3 acres per year over the full period.

Figure 5-1 Town of Slave Lake Industrial Land Absorption, Acres



Source: Town of Slave Lake; Nichols Applied Management.

5.3 Existing Supply

As of 2022, the supply of industrial land within the Town and MDLSR is 7,742 acres. Key vacant land attributes for each municipality are as follows:

Town of Slave Lake

- 90 acres of vacant and serviced land,
- an average vacant parcel size of 2.5 acres; and
- an average developed parcel size of 1.8 acres.

M.D. Lesser Slave River

- 7,650 acres of vacant industrial land;
- an average vacant parcel size of 175 acres; and
- an average developed parcel size of 9.4 acres.

The total vacant land supply is 7,742 acres, however the actual supply of industrial land in the Region is somewhat uncertain. Specifically:

- The ability of either municipality to re-purpose and bring the 7,742 acres of land to market is unclear and unlikely in the near-term.

WORKING 26

DRAFT Slave Lake Industrial Park Market Study



- Instead of developing current supply, some landowners in the MDLSR are opting to redesignate existing land to develop industrial parcels among residential uses. The fractured and varied nature of this supply would likely be a sub-optimal offering compared to a well-planned industrial park.

In summary, the currently available and potential future supply of industrial land in the regional market is as described in Table 5-1 below.

Table 5-1 Current Supply in the Region (acres)

Municipality	Vacant Industrial Land (acres)	Total Industrial Land (acres)	% Vacant
Town of Slave Lake	90	355	25%
M.D. Lesser Slave River	7,652	7,916	97%
Total	7,742	8,271	93%

Source: Town of Slave Lake; M.D. Lesser Slave River

The available industrial land in the Region comes in various parcel sizes, typically ranging from less than one acre to 15 acres. Generally, if a prospective buyer has specific parcel size requirements, there is enough supply in the region that they can find what they are looking for. For example, some operators of expanding businesses have moved to the M.D. to accommodate a larger parcel requirement, and to avoid the high cost of developing in Town.

5.4 Future Demand

The demand for light industrial properties sized 1 to 5 acres is expected to increase, as oil and gas activity accelerates in the Region. As previously noted, the rate of industrial land absorption in the Slave Lake Region has varied considerably and in step with the rate of development in resource extraction. The future absorption of lands in the Town and MDLSR were therefore contemplated under two scenarios:

- A baseline growth scenario with an annual average absorption rate of approximately 2.4 acres, in-line with the historical rates experienced during limited up-stream oil and gas development; and
- A high growth scenario wherein average absorption rates of 5.5 acres per year occurs. This scenario is generally representative of the full development of the Clearwater oil deposits, higher crude oil prices, and a regulatory environment that allows for increased development.

The cumulative demand for non-residential land under each of the aforementioned scenarios through to 2050 is shown in Table 5-2

WORKING 27

DRAFT Slave Lake Industrial Park Market Study



Table 5-2 Future Industrial Land Demand in the Region

Cumulative Absorption (acres)	2023	2033	2043	2053	Average Annual Rate (acres/year)
Baseline	4	50	99	151	5
High Growth	9	102	212	338	13

Note: The cumulative absorption area includes both municipalities.
 Source: Town of Slave Lake and M.D. Lesser Slave River Assessments; Nichols Applied Management.

The cumulative area absorbed in the Region by 2053 is approximately 150 acres in the baseline scenario, and 340 acres in the high growth scenario. Given the Region's volume of remaining industrial land supply of approximately 8,250 acres, there is sufficient supply of vacant industrial lands, particularly in the MDLSR.

In the low growth scenario the Town will fully absorb existing vacant industrial land supply by the 2060s, while the MDLSR has ample supply available to accommodate growth beyond 2060. This scenario is generally representative of the recent levels of minimal growth in the Region.

In the high growth scenario the Town will full absorb existing vacant industrial lands by the 2050's, while the MDLSR has ample supply available to accommodate growth beyond 2060. This rapid rate of growth assumes the successful attraction of businesses within the oil and gas service and support sector that currently travels to the region from neighbouring municipalities, and southern Alberta.

Municipalities generally require between a 5- to 10-year timeframe for servicing industrial lands and bringing them to market, depending upon the level of service and the nature of the landscape. Often, the time required to identify raw land, plan, service, and bring lots to market is considerable – particularly if water licenses or major transportation infrastructure upgrades are required. In this temporal context, planning for new industrial lands would be a prudent undertaking, given the ongoing growth seen in the oil and gas sector (see Section 3.3).

The degree to which the Site supports the addition of industrial land supply to the marketplace corresponds to regional growth in the oil and gas service or related manufacturing bases. A return to modest or high levels of growth previously seen in the region will likely support the absorption of industrial parcels in the near to medium term.



6. Municipal Competitiveness

6.1 Market Definition

6.1.1 Geographic Market

The geographical context of the region will determine, to a large extent, the comparable and substitutable properties with which the Town and MD will compete. The main factors which were considered when defining the geographical market included:

- physical proximity to the Site;
- natural boundaries including major roadways and geological features;
- community amenities such as high load corridors and rail lines;
- current and disclosed development activity;
- adjacent land users; and
- current socio-economic conditions.

The Town is approximately 225 km northwest of Edmonton along Highway 2, running east to west, south of the lake. It is on the southeast point of Lesser Slave Lake. Rail transportation is operated by CN, with one line running east/west through the south section of Town. The CN line is a main route that connects Edmonton to Hay River in the Northwest Territories

The Clearwater oil formation is located north of the Town and offers a low-cost, high rate of return off investment. The Marten Hills area, within Clearwater, has seen significant well activity growth from 4,311 bbls/d in 2017, to 60,050 bbls/d of oil in 2021.⁷ Firms are exploring further expansion in Marten Hills and the Nipisi area.

The Alberta government is developing a series of sub-regional plans (SRP) to stabilize the province's woodland caribou population. Two caribou ranges, the Slave Lake and the Nipisi ranges, either overlap or are adjacent to the MDLSR. Although no SRP has yet been developed for this region, SRPs developed for other parts of the province have placed additional guidelines/restrictions on industrial development in and around caribou ranges. These guidelines may potentially impact industry in the region by increasing operating costs and/or reducing resources available for extraction and processing.

6.1.2 Temporal Market

The Site lands are not yet serviced, and details related to timing of servicing are unknown at this stage. Many municipalities assume a 5- to 10-year timeframe for servicing industrial lands and bringing them to market, depending upon the level of service and the nature of the landscape.

The Town and MDLSR were compared to other communities within the region that offer similar industrial land products as identified in this project. The comparative analysis identifies and contrasts key economic parameters that have an influence on the decision of investors and/or developers to locate themselves in a particular community. These include, but are not limited to the following:

- tax rates and related levies;

⁷ Daily Oil Bulletin 2022. Capturing the Clearwater



- planning restrictions or incentives;
- access to appropriate transportation infrastructure;
- service levels;
- utility rates; and
- local availability of skilled labour.

The growth opportunities identified within this report are not unique to the Slave Lake area. The industrial park offering would likely be competing with other service-based municipalities in northwest Alberta. For the purposes of this competitiveness analysis, community comparators were primarily driven by labour force concentration, similar industrial land offerings and supply, and proximity to industrial activities of northwest Alberta that require support services. This decision was based on engagement with stakeholders to understand the primary servicing markets. The following communities were considered as competitors:

- The Town of High Prairie;
- The Hamlet of Lac la Biche;
- The City of Grande Prairie;
- The Town of Athabasca;
- The County of Westlock;
- The M.D. of Opportunity; and
- The County of Grande Prairie.

6.2 Taxes and Levies

Payments by industrial land users have a substantial bearing on the attractiveness of a municipality. These payments generally consist of levies needed to support off-site upgrades of key infrastructure, and annual property taxes.

6.2.1 Property Taxes

Two key inputs are used to determine the property taxes paid by a landowner:

- A mill rate (i.e., tax rate) set by the municipality for the relevant classification of land; and
- The estimated market value of a piece of property to which the mill rates are applied.

The range of tax rates (i.e., mill rates) applying to non-residential properties for the Town, MDLSR and comparators are shown in Figure 6-1³. These rates include general purpose municipal mill rates but exclude mill rates for provincial and educational purposes.

³ The mill rate is the amount of tax payable per dollar of the assessed value of a property. The mill rate is based on 'mills', as each mill is one-thousandth of a currency unit, one mill is equivalent to one-tenth of a cent or \$0.001. Property tax in dollar terms is calculated by multiplying the assessed property value and the mill rate and dividing by 1,000.

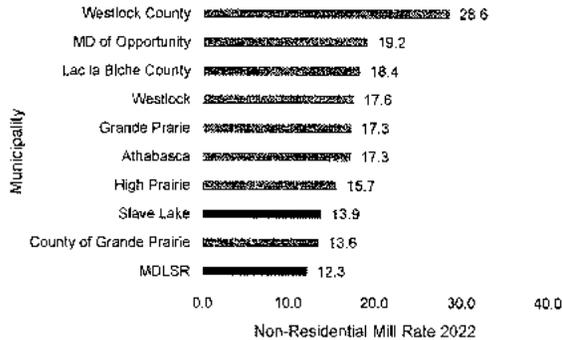
WORKING 30

DRAFT Slave Lake Industrial Park Market Study



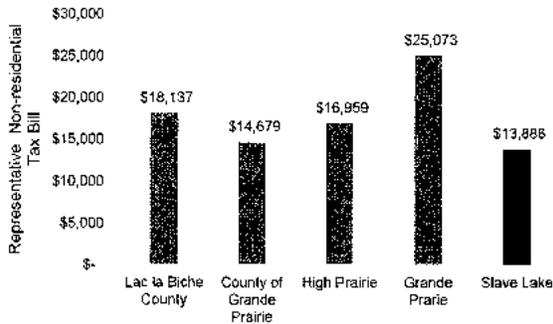
The Town and MDLSR both have lower mill rates compared to many other municipalities in the broader region and are generally in line with the mill rate in the County of Grande Prairie. Mill rates should not be considered a competitive factor in isolation. Indeed, a representative tax bill that reflects local land pricing and improvements can illustrate the true cost to industrial proponents across communities. Figure 6-2 illustrates the average tax bill for industrial users in selected comparator communities and the Town of Slave Lake. Slave Lake continues to be highly competitive in this regard, due in large part to reported land prices being well below larger centres such as the City of Grande Prairie.

Figure 6-1 Non-Residential Mill Rates, 2022



Source: Municipal Finance Statistical Database, GoA, 2022

Figure 6-2 Representative Tax Bill, Selected Communities 2022



Commented [P52]: Note to client. The pricing information that underpins these calculations is being validated. These numbers may require adjustment.

Note: Tax bills for a property consisting of one acre of industrial land with a \$750,000 improvement. Based on pricing in late 2023 and subject to revision.

WORKING 31

DRAFT Slave Lake Industrial Park Market Study



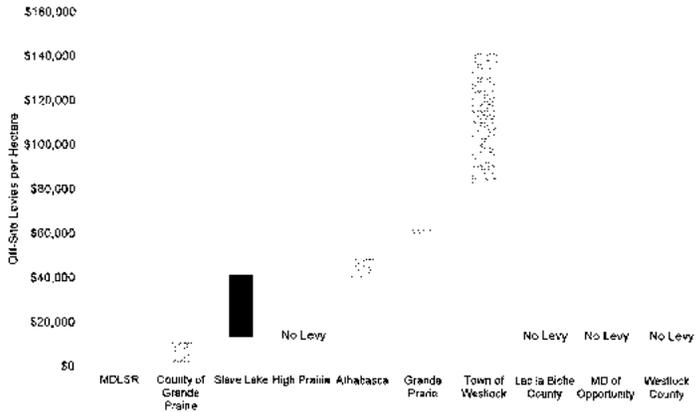
6.2.2 Off-site Levies

Off-site levies charged in the region and in comparator jurisdictions vary substantially. The Town of Slave Lake charges levies ranging from \$13,000 to \$41,270 per ha, a range that is generally below Athabasca, the City of Grande Prairie, and the Town of Westlock but above the County of Grande Prairie which only aims to recover costs associated with transportation infrastructure (see Figure 6-3). The MDLSR has a unique off-site bylaw that does not prescribe specific levies beyond a nominal fee established on a 'per lot' basis. However, the M.D.'s bylaw does include a provision that allows for the recovery of any improvements previously made by the municipality, but it does not identify specific costs or triggering events.

There are a number of comparator jurisdictions that do not charge off-site levies. Specifically, High Prairie, LLB County, the M.D. of Opportunity, and Westlock County do not have existing off-site levy bylaws. Some jurisdictions indicated that the pace of development is such that levies are not necessary, whereas others indicated the choice not to charge levies was made with a view to improving competitiveness.

Commented (P53): Note to client. Waiting for key stakeholders to confirm this statement.

Figure 6-3 Off-Site Levies in Selected Communities



6.3 Planning and Permitting

Land developers and industrial land users identified permitting time and cost as being key considerations when contemplating locating in a community or expanding existing operations. The development fee for comparator communities is shown in Table 6-1. As shown, the development fees vary significantly by municipality; however, the Slave Lake Region is certainly in the ballpark of other comparator municipalities.



Table 6-1 Development Fees of Comparator Municipalities, 2023

Municipality	Development Details	Development Fee
Town of Slave Lake	New Industrial Construction	\$250+\$1.50/m ² of gross floor area
	Logging Operations Permit	\$325
M.D. Lesser Slave River	Permitted Industrial Uses	\$125
	Discretionary Industrial Uses	\$250
Town of High Prairie	Industrial Development Fee	\$100
Lac la Biche County	Non-residential (Permitted)	\$500
	Non-residential (Discretionary)	\$750
City of Grande Prairie	Industrial Development Fee	\$550 + \$75 per \$100,000 of project cost
Town of Athabasca	Commercial Fee	\$200 + \$0.10/m ² of gross floor area
County of Westlock	Permitted Industrial Use	\$225
	Discretionary Industrial Use	\$1,000
M.D. of Opportunity	Development Fee	\$20 per \$50,000 of construction and improvement
County of Grande Prairie	Industrial Development Application Fee	\$500

Source: Municipality bylaws. Note that this information relates to base fees only; it does not include any application fees or building permit fees.

Municipal planning helps to give direction to industrial developers and provides consistency through changing council initiatives. The following municipal planning supports are important to industrial operations in the Region:

- Ensuring consistency and clarity in regional development planning and permitting requirements, even through changes in council. For example, properties in Poplar Lane have both residential and light industrial uses.
- Offering competitive subdivision fees as some industrial developers and realtors indicated a preference to develop many smaller lots over larger lots. As seen in Table 6-1, the MDLSR and Town's subdivision fees are in-line with comparator jurisdictions.
- Long term development planning provides clarity to industrial developers and avoids land use fragmenting as seen in Poplar Lane, for example. This ensures efficient growth coinciding with providing a sufficient supply of developable land.

6.4 Industrial Land Prices

Reported industrial land prices in the region are subject to some uncertainty, due in large part to the lack of sale volume in the local market. Activity in the local market for land has been particularly low in recent years. For example, there have been four industrial zoned parcels sold in the MDLSR since 2013, three properties in Town, and one in Mitsue.

Discussions with key stakeholders active in the regional market indicate that pricing for an acre of serviced industrial land will likely range between \$225,000 and \$250,000 within the Town and nominally higher in the MDLSR with a range of \$250,000 and \$300,000.

This pricing is generally low in the context of comparator jurisdictions where prices range from a low of approximately \$230,000 in LLB County to a high of nearly \$700,000 in the City of Grande Prairie.

WORKING 33

DRAFT Slave Lake Industrial Park Market Study



Table 6-2 Regional Industrial Land Prices, November 2023

Municipality	Average Price (\$/acre)	
	Vacant	Developed
Clairmont	-	\$3,140,000
Slave Lake	\$200,000	\$2,185,000
Grande Prairie	-	\$700,000
High Prairie	-	\$335,000
County of Grande Prairie	-	\$330,000
Lac la Biche County	\$10,000	\$240,000
Swan Hills	-	\$55,000
M.D. Opportunity	\$60,000	-
MDLSR	\$25,000	-

Source: Realtor.ca November 2023; Nichols Applied Management

6.5 Transportation Infrastructure

The M.D. of Lesser Slave River is primarily served by three highways (Figure 6-4), Highway 2 being the key east-west transportation corridor connecting the M.D. with the Town of Athabasca to the east and the Town of High Prairie and City of Peace River to the west.

Of note, there is a truck weigh station situated on Highway 2 in Slave Lake which serves as a hub for connecting the Town and M.D. to markets in the north and the City of Edmonton. Highway 44 serves as a second connector entering the M.D. in the south and terminating with its connection to Highway 2 a little south of the community of Hondo. Highway 88 is another significant north-south road for the region, beginning in the south at the Town of Slave Lake and running past Marten Beach before exiting the M.D. and extending into northern Alberta.

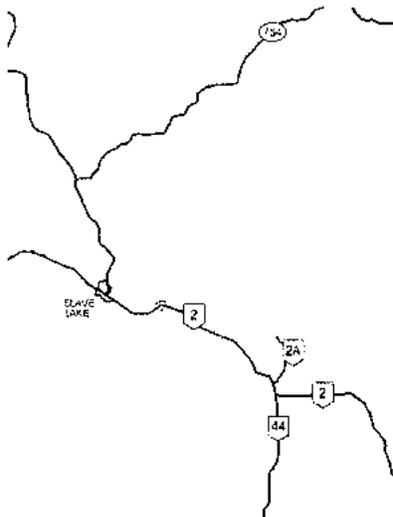
Several secondary, or local access, highways exist to further connect the communities in the region. Highway 754 originates at its intersection with highway 88 just north of Marten Beach and extends out of the M.D. in a northeastern direction. Highway 2A connects the communities of Hondo and Smith; north of Smith the Highway transitions into a series of Township or Range roads that run east-west and connect with highway 88 just north of the Town of Slave Lake. The area in and around Mitsue is served by a series of industrial and other secondary roads.

WORKING 34

DRAFT Slave Lake Industrial Park Market Study



Figure 6-4 Road Network Map of the M.D. of Lesser Slave River



Source: Alberta Transportation 2023

Figure 6-5 shows the traffic volume over the past ten years at different points along the five provincial highways found within the M.D. of Lesser Slave River (2, 2A, 44, 88, and 754). Between 2013 and 2022, traffic along most of the M.D.'s highways has decreased slightly (between 3% and 11%), although there was a small increase (2%) in traffic along Highway 44. Generally, traffic volumes were relatively constant prior to a dip in 2020, likely spurred by the Covid-19 pandemic, and have rebounded but not fully recovered since. Specifically:

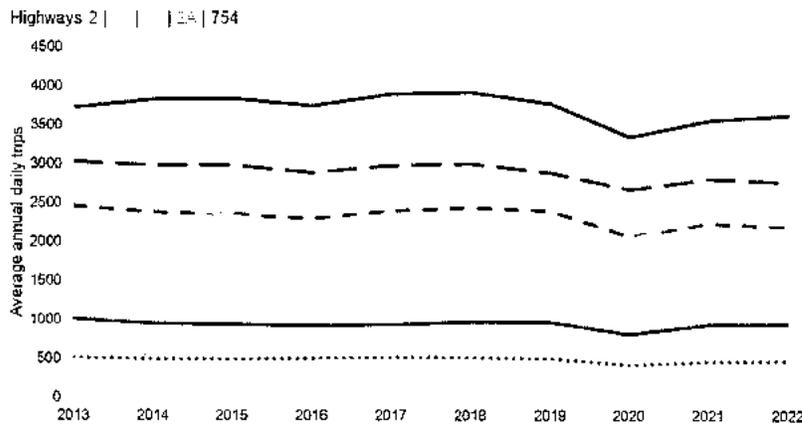
- The average annual daily trips (AADT) along highway 2 between the Town of Slave Lake and the Mitsue Industrial Road have remained relatively unchanged, decreasing just 3% between 2013 and 2022 (solid line in Figure 6-5).
- The AADT along Highway 2 connecting the M.D. with neighbouring municipalities has seen larger decreases of approximately 10% (long-dashed line to the west of the Town and short-dashed line east/south of the Mitsue Industrial Road).
- Highway 44 is the only highway in the M.D. to experience an increase in AADT between 2013 and 2022.
- The AADT along Highway 697 has increased 44%.

WORKING 35

DRAFT Slave Lake Industrial Park Market Study



Figure 6-5 Average Annual Daily Trips on M.D. of Lesser Slave River Highways



Note: Highway 2 consists of several unique segments, each represented on this graph. The solid line represents traffic flow between the Town of Slave Lake and the Mitsue Industrial Road; the long-dash line represents traffic flow west of Slave Lake; the short-dash line represents traffic flow between the Mitsue Industrial Road and the intersection with Highway 44; the dotted line represents traffic flow east and south of the Highway 44 intersection.

Source: Nichols tabulation based upon Government of Alberta published traffic volume data available at: <https://open.alberta.ca/opendata/traffic-volumes-at-points-on-the-highway>

Aside from roads, transport options in the region include the Canadian National (CN) Westlock/Slave Lake railway line that runs through the M.D. roughly parallel to highways 44 and 2 and through the Town of Slave Lake. The rail line has a south terminus in the City of Edmonton in the south and extends north, where it becomes the Peace River/Manning/Meander River line, through and past the Town of High Level and into the Northwest Territories. There is also one community airport in the M.D., located in the Town of Slave Lake.⁹ The airport is certified by Transport Canada and is used by aircraft serving the forestry, oil and gas, and tourism industries.¹⁰

6.6 Labour Force

As discussed in section 3.2, the regional labour force is extensively involved in the resource extraction and processing industries. Wood product manufacturing (i.e., sawmills) makes up the largest component of the local labour force, while support activities for mining and oil and gas is the fourth largest. However, large portions of the local labour force are also involved in public services, such as education, and private services, such as food

⁹ Aviation Strategy Action Group (ASAG). 2003. "Inventory of Alberta Regional and Local Airports- Revision No. 3." Available at: <https://open.alberta.ca/dataset/af8558c8-b8d9-4e53-95ef-69bd76794750/resource/e0d6843e-2b48-4294-a6c1-03eb4a09fe6a/download/asagassessmentoffacilitiesfinalreportfeb0803.pdf>

¹⁰ <https://slavelakeairport.com/>

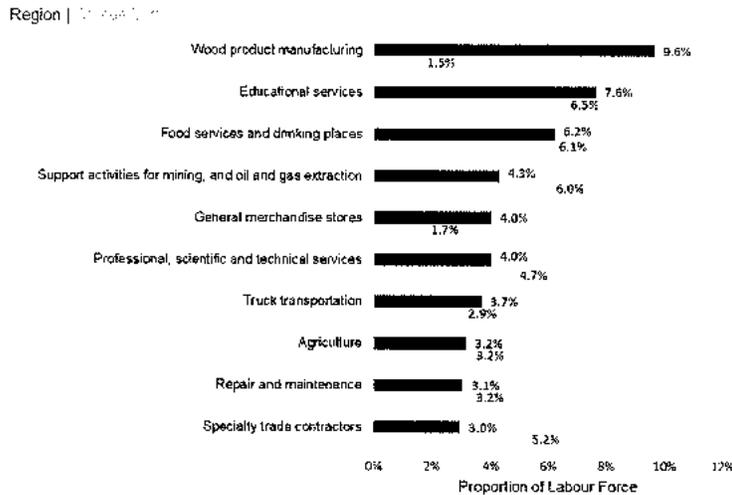


services and drinking places, due to the Town of Slave Lake acting as an urban service centre for the surrounding area.

Analysis of the labour force of the competitor municipalities identified in section 6.1.1 may provide an indication of the ability of these other communities to provide labour for expanded industry in the region. Figure 6-6 compares the labour force involvement of competitor municipalities in the most common labour force industries of the Study Area. Specifically, it shows that:

- The labour force of competitor municipalities (1.5%) is much less likely to be involved in wood product manufacturing (i.e., sawmills) than the Study Area labour force (9.6%).
- Although support activities for mining, and oil and gas extraction makes up a significant portion of the Study Area labour force, it makes up a significantly larger proportion of the competitor municipality labour force.
- Many of the industries that typically support natural resource extraction (e.g., truck transportation and specialty trade contractors) contribute to a significant proportion of both Study Area and competitor municipality labour forces.

Figure 6-6 Labour Force by Industry of Combined Competitor Municipalities, 2021



6.6.1 Participation and Unemployment Rates

In 2021, the Town of Slave Lake had a labour force participation rate (75.3%) that was higher than the provincial average (68.0%) and an unemployment rate (9.6%) lower than the provincial average (11.5%). These rates likely reflect the Town's relatively young population. Meanwhile, the M.D. of Lesser Slave River had a labour force

WORKING 37

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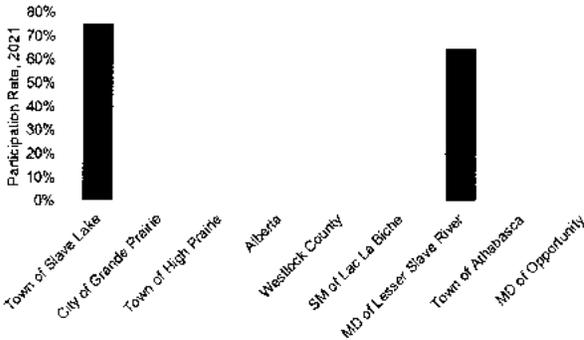


participation rate (65.0%) that was lower than the provincial average and an unemployment rate (8.8%) that was also lower than the provincial average, likely reflecting the relatively older population of the M.D.

Figure 6-7 and Figure 6-8 highlight the Town and M.D.'s unemployment and participation rates as compared to the competitor communities identified in section 6.1.1. Specifically, they show that:

- The Town of Slave Lake had the highest participation rate of all compared communities, along with a comparatively low unemployment rate, which suggests relatively high levels of economic activity in the Town. These results also suggest that the Town will need to increase its population in order to future increases in labour demand.
- The M.D. of Lesser Slave River had a participation and unemployment rate that were both relatively low compared to competitor communities. This suggests that the M.D. will need to attract new residents or retain its existing population of youth in order to meet a potential increase in future labour demand.

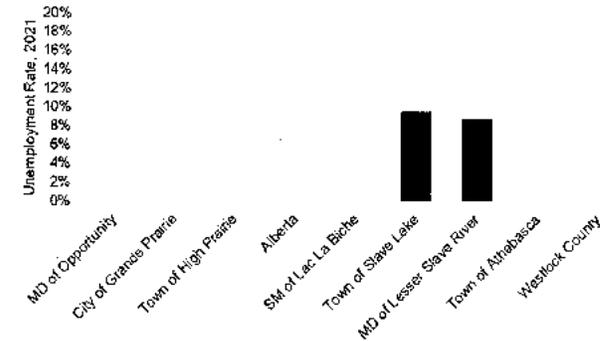
Figure 6-7 Participation Rate by Community, 2021



Source: Statistics Canada 2021 census data.



Figure 6-8 Unemployment Rate by Community, 2021



Source: Statistics Canada 2021 census data.

The Town also tends to draw in workers from other jurisdictions. In 2021, there were 3,525 individuals aged 15 years or older who's usual place of employment was in the Town of Slave Lake. Of those, approximately 70% lived in the Town and a further 21% lived in the M.D. of Lesser Slave River. The remaining 9% (approximately 325 individuals) of workers commuted into the Town, with the largest proportion of these external workers coming from either Big Lakes County or the City of Edmonton (approximately 20% each). In contrast, only 180 residents (approximately 7%) of the Town labour force commuted to another municipality for work.

The Town of Slave Lake has also had some success in attracting foreign workers to the community. In 2021, 10% of the Town population were not Canadian citizens, slightly larger than provincial total of 9.2%, while 14% had immigrant status, lower than the provincial rate of 23%. Further to this, approximately one-third of Town residents with immigrant status had moved to Canada in the previous five years (2016-2021), while the provincial rate was closer to 20%. Of the Town's immigrant population, just over half were between the ages of 25 and 44 and just over three-quarters were born in Asia (with over half of these from the Philippines).



7. Municipal Fiscal Analysis

There are a variety of options available to a municipality when contemplating the development of a greenfield piece of land for non-residential purposes. These options fall on a continuum between the two extremes where the municipality takes virtually none or all of the financial risk of development. For discussion purposes, we have considered the following:

1. The Town and County act as the land developer (includes land acquisition and planning), and the private sector buys and develops the serviced lots.
 - o This option represents a substantial financial burden and risk to the municipalities.
2. The industrial park is privately developed and traditionally designed and operated.
 - o This option represents low financial burden and risk to the municipalities.

The first option would involve undertaking land acquisition (if necessary) and planning, as well as the actual design and construction of onsite infrastructure and services as well as any off-site upgrades. This option represents substantial risk to the municipalities as it will require millions in initial borrowing with no guarantee of timely absorption by the market. Debt payments must be made regardless of the rate of absorption of the park and there is a real possibility that either or both of the municipalities would be in a position where the increase in assessment driven by the park does not immediately offset the cost of borrowing.

Apart from initial studies and the acquisition of lands (if necessary), the second option described above involves very little initial financial outlay on the part of the two municipalities and this work can be likely be financed through some combination of grants and regular operating budgets. If the park does not proceed, the municipalities are left with no enduring financial obligation related to the park.

7.1 Assumptions

The specific financial impacts to each municipality are subject to:

- the cost and revenue sharing agreement the two municipalities enter into prior to pursuing the development of the Park, and
- the actual cost of design, engineering, and extension of infrastructure and services.

For the purposes of estimating financial impacts of a jointly developed project, Nichols has developed a financial model of the Town and County and the proposed industrial park located on Site 3, using the following key assumptions and inputs.

With respect to the key financial parameters of the Town and County:

- The basic financial structure of the municipality was developed using revenues and expenditures as reported in the 2022 financial statements.
- Prevailing tax rates and the composition of the assessment base were collected from the 2022 tax bylaws.
- Data collected from the provincial Municipal Financial and Statistical Data system.
- The Municipal Government Act.

With respect to the physical characteristics of the Site:

WORKING 40

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- Net developable lands were assumed to be 65% of the total area of site 3 (62 acres).

With respect to the financial characteristics of the Site:

- For assessment purposes, an average value per acre of improved industrial land was calculated to be \$510,000 based on data provided by both municipalities.
- Servicing costs are as provided by Associated Engineering (see section 1.21.2) which are summarized below.
 - The Off-site servicing total cost estimate is \$4,000,000.
 - The On-site services estimates are \$695,000 per 100 metres, which would total an estimate \$3.2 million for a fully serviced park.
- Related debenture costs were calculated using the loan parameters outlined by the Alberta Capital Finance Authority (i.e. blended amortization at 5.82% over a 20-year period). It should be noted that interest rates at the point in time that the two municipalities actually initiate any borrowing are likely to be different from those in late 2023.
- All prices and values are in real 2022 dollars unless otherwise indicated.

7.2 Findings

Nichols investigated the potential financial impacts for each of the two previously defined development models.

Scenario 1: Town and County Act as Land Developer

In the scenario where the municipalities act as a land developer, extends services to the Site, and offers lots to market, they must first incur the servicing costs outlined heretofore. In brief, the initial costs are \$4 million for offsite servicing plus \$695,000 per 100 meters for on-site services (approximately \$3.2 million cumulatively, subject to detailed design). The initial outlay for this option is clearly cost-prohibitive and was dismissed without further consideration.

Scenario 2: The Park is Privately Developed

In this scenario, it is assumed that the municipalities allow a private developer to install on-site infrastructure and landscaping, but the municipalities remain responsible for the off-site upgrades required to support the Site. These off-site services can be financed two ways:

- through off-site levies which allow the host municipality to recover the cost of off-site upgrades over time as the Site develops; and
- as a capital expense to the host municipality that is borne by the tax base and not passed onto Site occupants.

Under the parameters outlined in the preceding section:

- the annual debt payments required to support the off-site upgrades will amount to \$341,081; and
- the full recovery of these costs will require a levy of approximately \$110,000 per acre.

The use of levies allows for the municipalities to allocate the cost of Site development to users and mitigate the financial burden to the municipality. However, the application of levies must be contemplated in the broader competitive context of how other nearby municipalities are behaving.

WORKING 41

DRAFT Slave Lake Industrial Park Market Study



- Given the competitive context outlined in section 6.2.2, the levy of \$110,000/acre will very likely have a material negative effect on the competitive position of the Site vis-à-vis other markets.

However, the alternative scenario of the two municipalities fully subsidizing the off-site costs would, assuming equal sharing of the debt between the two partners, a burden of \$170,540 annually on each. This cost must be considered against the expectation that taxation revenue will flow to the two municipalities as lands are absorbed by the market. The timing of development vis-à-vis the installation of off-site infrastructure and the subsequent absorption of lands on the Site will ultimately determine the fiscal impact to the municipalities. The greater the disconnect between the point in time at which the Town and County borrows to finance the infrastructure and the absorption of lands (and the related payment of levies and taxes) the larger the fiscal burden will be.

The base level amount of growth in the region is such that, even if all future industrial land absorption were funneled to the Site, the incremental annual tax revenue would nearly, but not completely, offset the cost of debt associated with off-site infrastructure financing. Subject to uncertainty with respect to the timing of land absorption, the Site would not likely produce positive net revenue for 20 years (until the off-site debenture is fully paid off).

In sum, the off-site servicing costs appear to either render the Site unappealing from a competitiveness perspective if developers are made to pay the full cost or if they place an undue financial burden on the Town and County. In order for the Site to move forward in a competitive and financially responsible manner, a lower service level (and lower off-site costs) is likely necessary.

WORKING 42

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8. Conclusions

The need for a jointly developed industrial park is informed by two key factors:

- the demand for industrial land in the region, which is in turn being shaped by the outlook for key resource sectors that have, for some time, acted as the economic engine of the region; and
- a policy or planning driven solution to what many stakeholders have described as a fractured or ad-hoc approach to bringing land to market. The piece-meal fashion of industrial development contributes to the lack of depth and breadth of choice necessary to satisfy end-users.

Indeed, either factor likely justifies the pursuit of the industrial park provided the financial risks can be appropriately managed.

Future Demand and Supply Considerations

As noted in sections 5.3 and 5.4, the future demand for industrial lands in the Town is likely to rapidly outstrip the remaining supply in the Town in the near future, particularly given the disconnect between the nature of the remaining supply and the parcel-specific preferences articulated by local stakeholders.

A well-functioning industrial land market typically requires a wide variety of offerings in order for a diversity of buyers to be able to find the necessary product. A new industrial park is likely necessary if the Town does aim to retain growth of existing companies or attract future growth that may be fueled by any of the opportunities described in section 3.3.1.

Planning Consolidation

Even though the industrial supply in the Region totals nearly 7,600 acres, recent development has been relatively stagnant, as seen in section 5.2. The strong correlation between development and oil activity in the region is likely the main driver of industrial absorption. However, stakeholder engagement suggests that a lack of planning direction from the municipalities has contributed to the lower levels of industrial development.

As noted in section 5.1, piece-meal re-designation and development of non-industrial land as a means of addressing the demand needs of industrial land users has resulted in fractured development along Poplar Lane and other areas of the MDLSR.

The re-direction of this demand into a well-planned and serviced industrial park will likely allow for the efficient management of future growth while also adding momentum to a regional industrial park. This momentum will likely be necessary to generate the assessment base required to offset the costs of development.

Competitiveness

The Town and MDLSR provide a generally competitive landscape for industrial development, as was explored in sections 4 and 6. Taxes and existing levies charged for industrial areas are competitive with comparator jurisdictions, however, the levies necessary to bring the Site to market with the high level of service as described will likely not be competitive.

Permitting costs and requirements are inline, and in some instances less restrictive than competitors. However, engagement suggests that the permitting requirements are unclear and perhaps restrictive in some instances, for example permits for signage.

WORKING 43

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The region has vacant industrial land prices similar to other neighbouring jurisdictions. The Town's developed industrial land prices are significantly higher than other jurisdictions, due to the scarcity of developed light industrial shops.

Financial Analysis

The off-site costs associated with the high level of service currently contemplated for the Site would likely result in considerable financial risk for both municipalities, and also delay the financial return of any investment into the Site for decades. Additionally, placing the full cost of off-site upgrades on end-users will likely result in the Site being viewed as quite undesirable. Some combination of levy-assist will likely be necessary in order to bring the land to market and these costs should be refined using scenarios that involved lower levels of service as a means of reducing overall cost and financial risk.

Recommendations and Next Steps

Stakeholders report that there is some misalignment between municipal planning and zoning in the region and the needs of industrial development in the region. Developing an industrial park may be a helpful step towards consolidating the fragmented nature of industrial development currently taking place and allowing for the concentration of resources towards a more efficient accommodation of growth.

However, the financial risk associated with the Site and service levels currently being contemplated is considerable. We recommend that Nichols, the municipalities, and Associated Engineering work to revise the site concept and servicing levels to explore a lower cost development vision and subsequently revisiting the market analysis with this alternative product.

WORKING 44

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WORKING 45

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Bruce Patrick Trucking Ltd.

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Er Developments Ltd.

Iron Enterprises

Eben Construction

Apex Well Services

Talmek Energy Services Ltd.

Prax Enterprises

Tamarack Valley Energy

WORKING 46

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Nichols Applied Management Inc.
Management and Economic Consultants
Suite 302, 11523 – 100 Avenue NW
Edmonton, Alberta T5K 0J8
www.nicholsappliedmanagement.com

MANAGEMENT & ECONOMIC CONSULTANTS



Lesser Slave River

Report to Council

Title	2023 Capital & Operating Projects
Date	December 18, 2023
Presented By:	Shari Spencer
Attachments	2023 Capital & Operating Project Status Spreadsheets

Proposed Motion	<i>Council moves to</i>
Administration's Recommendation(s)	As proposed

Capital Projects

Overall of the 28 projects approved in 2023, 18 are complete or expected to be completed in 2023. 10 are expected to carry over into 2024. Of the \$13,597,607 budgeted for capital projects, \$6,799,835.94 has been allocated and/or spent.

Smith Pavement Rehabilitation

This project will likely carry over into 2024, some minimal patching was done in 2023, but the budget remains largely unspent.

Old Smith Highway Reroute

Design work has been almost finished, and bidders are being pre-qualified to bid on a tender in early 2024. This project will carry over to the 2024 budget year.

LED Lighting Program

Project is complete.

Smith Subdivision

This project requires council direction on whether to carry it forward to 2024.

Smith Arena Surface

Project is complete, slightly under budget.

Smith Raw Water Pump Chamber

This project is in the final design phase and is expected to carry over into 2024.

Canyon Creek Raw Water Pump Chamber

The project is complete, pending the final inspection.

PLC Upgrade

Work is ongoing on this project, and will continue into 2024. Several sites have been completed but there are still some remaining.

Canyon Creek Ultrafiltration Membrane

Project is completed.

Southshore Water & Waste Water System Upgrade – SS Sewer Pad

Project is completed.

Marten Beach Truck Fill Station

Construction is almost finished, and it is expected to be completed in the 2023 budget year.

Flatbush Raw Water Truck Fill Station

This project will carry over into 2024, as it will be reusing metering components from the old Marten Beach Truck Fill and cannot start until that project is completed.

Security

This project is ongoing. There is some work that will be completed in early 2024, that will be paid for out of the 2023 budget. This project is anticipated to be within the budget amounts.

SCBA Replacement

Project is complete.

AFRRCS Radio System

The Fire department is waiting for the delivery of the radios. They have been purchased but need to be programmed before they can be delivered. It is likely to be wrapped up in early 2024.

Radar Replacement

Project is complete.

Southshore Estates Drainage

This project was carried over to 2024, due to staffing capacity and data transfer.

Marten Beach Secondary Access

Project was completed in house significantly under budget.

Smith Bridge Repairs

The scour repairs on the North pier were completed in early 2023. The bids for the truss repairs were over budget and will be re-tendered in early 2024.

Smith Bridge Preliminary Design

This project is ongoing and will carry over to 2024.

Radios for Fleet

The MD is waiting for the delivery of the radios. They have been purchased but need to be programmed before they can be delivered. It is likely to be wrapped up in early 2024.

Attachments/Implements

This project is complete and was slightly over budget.

Vehicle Replacements

The vehicles have been ordered and four of nine units have been received. Delivery is still pending for the remaining five.

Dump Trailer

Project is complete and was under budget.

Tractor for Rural Services

Project is complete.

SL River Boat Launch Upgrades

Project was completed, slightly under budget.

Combined Smith, Fire Hall, Library, Office

This project will carry over into 2024, Administration is working through a concept plan with TBD Architecture.

Flatbush Complex Parking Lot

Project is complete and was over budget due to a change in the expected scope of work.

Operating Projects

Overall, of the 21 projects approved in 2023, 19 are complete or expected to be completed in 2023. 3 are expected to carry over into 2024. Of the \$3,604,940 budgeted for capital projects, \$3,105,432.22 has been allocated and/or spent.

Asset Management

The program has been developed and will be implemented in 2024, this project is complete.

Southshore Non-Compliant Sewer

This project will carry over into 2024, Administration has been working with residents and enforcement will start in Spring of 2024.

Mitsue Pavement Assessment

Project is complete, a repair strategy will be brought forward in the 2024 Capital Budget that will likely phase the project over several years.

Shoulder Pull

This project was not completed in 2023, due to staffing constraints and weather conditions. The work has been included in the 2024 operating budget.

Culvert Program

This program is complete for the 2023 year.

Gravel Crushing

This was completed, overall this was slightly over budget, as more material was crushed than expected in several pits. This will not have an impact on the overall budget, as the material is not expensed out until it is used.

Community Complex Kitchen Outfitting

The dishes have been order, waiting on final delivery. Completion is expected in 2023.

Flatbush Roof Drainage

Project is complete.

Smith Arena Double Doors

This project was completed under budget.

Southshore Waste Water Treatment Plant Roof Replacement

This project was completed under budget.

VIC Painting

This project was completed under budget.

VIC Flag Poles

This project was completed under budget.

Fencing (Various Locations)

This project was completed, slightly over budget.

Canyon Creek Harbour Cleanup

This project is completed.

Recreation Open Spaces Master Plan

This project has been started and is just finishing up the community engagement phase. This will carry over into 2024.

Prepared by: Shari Spencer, Document Conveyance Coordinator with information

Reviewed by: Holly Omelchuk, Director of Finance

Approved by: Barry Kolenosky, Chief Administrative Officer

Capital Projects 2023

18-Dec-23

Project	Project Code/GL	Manager	Budget	YTD	Over/Under
Smith Pavement Rehabilitation	322275		\$ 36,000.00	\$ 7,525.00	\$ 12,931.53
Old Smith Highway Re-Route	325404		\$ 3,175,545.00	\$ 1,161,532.76	\$ 2,014,012.24
LED Lighting Program - 2023	315463		\$ 13,000.00	\$ 13,000.00	\$ -
Smith Subdivision - 2014 Carryover	615348		\$ 18,050.00	\$ -	\$ 18,050.00
Smith Arena Surface	722174		\$ 313,768.00	\$ 311,349.56	\$ 2,418.44
Flatbush Playground	722100		\$ 10,000.00	\$ 24,025.31	\$ (14,025.31)
Smith Raw Water Pump Chamber	412278		\$ 1,345,000.00	\$ 82,836.33	\$ 1,262,163.67
Canyon Creek Raw Water Pump Chamber	412279		\$ 800,000.00	\$ 779,035.37	\$ 20,964.63
PLC Upgrade	412101		\$ 1,270,600.00	\$ 858,519.46	\$ 412,080.54
Canyon Creek Ultrafiltration Membrane	412102		\$ 186,830.00	\$ 190,396.69	\$ (3,566.69)
2021 SS Water & WW System Upgrade - SS Sewer Pad	422189		\$ 30,000.00	\$ 30,000.00	\$ -
Marten Beach Truckfill Station - Design	412306		\$ 452,600.00	\$ 350,292.55	\$ 102,307.45
Flatbush Raw Water Truckfill Station	412307		\$ 250,000.00	\$ 10,917.66	\$ 239,082.34
Security (Combined)	122308		\$ 200,000.00	\$ 177,864.05	\$ 22,135.95
SCBA Replacement	232309		\$ 250,000.00	\$ 181,811.22	
AFRRCS Radio System	232310		\$ 250,000.00	\$ 44,443.00	\$ 205,557.00
2X Radar (Replacement)	262311		\$ 6,982.00	\$ 7,710.49	\$ (728.49)
Southshore Estates Drainage	372305		\$ 365,000.00	\$ 29,129.69	\$ 335,870.31
Marten Beach Secondary Access	322304		\$ 40,000.00	\$ 6,559.92	\$ 33,440.08
Smith Bridge Repairs	322301		\$ 1,269,432.00	\$ 1,092,065.28	\$ 177,366.72
Smith Bridge Prelim Design	322302		\$ 2,203,800.00	\$ 631,764.88	\$ 1,572,035.12
Radios for Fleet	322312		\$ 50,000.00	\$ 6,119.80	\$ 43,880.20
Attachments/Implements	362313		\$ 50,000.00	\$ 59,354.30	\$ (9,354.30)
Vehicle Replacements	362314		\$ 585,000.00	\$ 529,074.20	\$ 55,925.80
Dump Trailer	362315		\$ 26,000.00	\$ 18,691.00	\$ 7,309.00
Tractor for Rural Services	362316		\$ 106,000.00	\$ 105,000.00	\$ 1,000.00
SL River Boat Launch Upgrade	732317		\$ 230,000.00	\$ 30,540.22	\$ 199,459.78
Combined Smith Firehall, Library, Office	232318		\$ 30,000.00		
Flatbush Parking Lot	722319		\$ 34,000.00	\$ 60,277.20	\$ (26,277.20)
			\$ 13,597,607.00	\$ 6,799,835.94	\$ 6,797,771.06

Legend

Work in Progress
Complete
2024 Carry Over
2023 Completion expected

Operating Projects 2023

18-Dec-23

Project	Project Code/GL	Manager	Budget	YTD	Over/Under
Asset Management	122320	Shari Spencer	\$ 20,000.00	\$ 7,068.47	\$ 12,931.53
SS Non-Compliant	422312	Doug Baird	\$ 440,000.00	\$ 7,653.63	\$ 432,346.37
Mitsue Pavement	322307	Barry Kolenoskey	\$ 50,000.00	\$ 16,985.00	\$ 33,015.00
Shoulder Pull	322306	Transportation	\$ 100,000.00	\$ -	
FB Culvert Program	2-32-13-63-259	Ryan Cooper	\$ 71,000.00	\$ 38,778.46	\$ 32,221.54
SM Culvert Program	2-32-13-66-259	Ryan Cooper	\$ 63,000.00	\$ 58,217.71	\$ 4,782.29
SL Culvet Program	2-32-13-68-259	Ryan Cooper	\$ 53,000.00	\$ 39,197.26	\$ 13,802.74
Gravel Crushing - Flatbush	322308	Cody Borris	\$ 540,000.00	\$ 749,659.05	\$ (209,659.05)
Gravel Crushing - Smith	322309	Cody Borris	\$ 754,875.00	\$ 825,790.00	\$ (70,915.00)
Gravel Crushing - Chisholm*	322310	Cody Borris	\$ 360,000.00	\$ 461,210.40	\$ (101,210.40)
Gravel Crushing - Mitsue	322311	Cody Borris	\$ 360,000.00	\$ 295,427.52	\$ 64,572.48
FB Community Complex Kitchen	2-72-20-63-519	Sandra Rendle	\$ 10,000.00	\$ 5,584.40	\$ 4,415.60
SM Community Complex Kitchen	2-72-20-66-519	Sandra Rendle	\$ 10,000.00	\$ 5,584.40	\$ 4,415.60
WW Community Complex Kitchen	2-72-20-69-519	Sandra Rendle	\$ 10,000.00	\$ 5,584.40	\$ 4,415.60
FB Roof Drainage	312314	Ed Copeland	\$ 5,500.00	\$ 4,534.00	\$ 966.00
Smith Double Doors	2-31-10-66-259	Ed Copeland	\$ 12,000.00	\$ 5,314.00	\$ 6,686.00
SSWWTP Roof Replacement	312330	Ed Copeland	\$ 50,000.00	\$ 38,675.00	\$ 11,325.00
VIC Painting	312316	Ed Copeland	\$ 15,624.00	\$ 9,285.71	\$ 6,338.29
VIC Flag Poles	312317	Ed Copeland	\$ 14,000.00	\$ 8,163.58	\$ 5,836.42
Fencing (Various Locations)	2-31-10-01-259	Ed Copeland	\$ 46,941.00	\$ 49,183.89	\$ (2,242.89)
Canyon Creek Harbour	732284	Brian Vance	\$ 539,000.00	\$ 462,835.34	\$ 76,164.66
Rec Open Spaces Master Plan	2-72-10-00-259	Sandra Rendle	\$ 80,000.00	\$ 10,700.00	\$ 69,300.00
			\$ 3,604,940.00	\$ 3,105,432.22	\$ 399,507.78

* Signed contract in place, work not started

Work In Progress
Complete
Not Started
2024 Carry Over