



# AGENDA

## Committee of the Whole Meeting

1:00 PM - Monday, June 8, 2026

L04 - Lower Town Hall

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|  | Page     |
|--|----------|
| <b>1. CALL TO ORDER</b>  |          |
| <b>2. ADOPTION OF AGENDA</b>   |          |
| <b>3. ADOPTION OF MINUTES</b>  |          |
| 3.1. <b>May 25, 2026, Committee of the Whole Meeting Minutes</b>   | 2 - 5    |
| <a href="#">Committee of the Whole - 25 May 2026 - Minutes - Pdf</a>   |          |
| <b>4. DELEGATION</b>   |          |
| 4.1. <b>100 Women Who Care Foothills</b>   | 6 - 19   |
| <a href="#">20260608 100 Women Who Care Foothills Delegation Request</a>   |          |
| <a href="#">100 Women Who Care - Council Presentation June 8, 2026</a>   |          |
| <b>5. BUSINESS</b>   |          |
| 5.1. <b>NE ASP Transportation Network Scenarios – Overview and Discussion</b>  | 20 - 28  |
| <a href="#">BN-26-38 - Pdf</a>   |          |
| 5.2. <b>Aquatics Expansion Construction Update (72.22021)</b>  | 29 - 31  |
| <a href="#">BN-26-36 - Pdf</a>   |          |
| 5.3. <b>Invest Greater Calgary - Pilot Project Update</b>  | 32 - 66  |
| <a href="#">BN-26-25 - Pdf</a>   |          |
| 5.4. <b>Snow and Ice Control 2025 to 2026 Season Update</b>  | 67 - 78  |
| <a href="#">2025/2026 Snow &amp; Ice Report - Pdf</a>  |          |
| 5.5. <b>Snow Maintenance Scope of Work - Review</b>  | 79 - 101 |
| <a href="#">2026/2027 Winter Maintenance Scope of Work - Pdf</a>   |          |
| 5.6. <b>Rainfall Event Debrief</b>   |          |
| <b>6. QUESTION &amp; ANSWER</b>  |          |
| For Council to ask questions of Administration.  |          |
| <b>7. PUBLIC QUESTIONS</b>   |          |
| The public is welcome to ask questions.  |          |
| Questions must be concise and the speaker is limited to a maximum of 3 minutes, exclusive of time required to answer questions from Committee of the Whole members.                            |          |
| In order to ensure procedural fairness, Committee of the Whole members request that the public refrain from asking questions that have been or will be heard through a public hearing process. |          |
| <b>8. ADJOURNMENT</b>  |          |



# MINUTES

## Committee of the Whole Meeting

1:00 PM - Monday, May 25, 2026  
L04 - Lower Town Hall

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**PRESENT:** Mayor Craig Snodgrass, Councillor Michael Nychyk, Councillor Jenny Jones, Councillor Jamie Barton, Councillor Cathy Couey, Councillor Garth Brookwell, and Councillor Vicky McGonigle

**EXCUSED:**

**STAFF PRESENT:** Chris Prosser (Chief Administrative Officer), Reiley McKerracher (Director of Municipal Services), Sonja Coleman (Director of Corporate Services), Chris Bruce (Director of Community Services), Jody Hipkin (Manager of Legislative and Advisory Services), Sheron Ward (Advisor, Legislative & Advisory Services), Andrea Kozak (Engineer, Development Management), Jordan Pack (Manager, Financial Services), Nicole Dyck (Manager, Public Works), Stewart Dalrymple (Assessor), Diana Daley-Beckford (Manager, Engineering), Karen Drummond (Manager, Communications and Engagement), and Bal Sharma (Technician, Desktop Support)

**MEDIA:** There were no members of the media in attendance.

**PUBLIC:** There were 6 members of the public at large in attendance.

### 1. CALL TO ORDER

Mayor Snodgrass called the Committee of the Whole Meeting to order at 1:00 p.m.

### 2. ADOPTION OF AGENDA

#### **Resolution #24-2026**

Moved by Councillor Jenny Jones

**BE IT RESOLVED THAT** the Committee of the Whole adopt the agenda for the Committee of the Whole Meeting on May 25, 2026, as presented.

**Carried**

### 3. ADOPTION OF MINUTES

3.1 May 11, 2026, Committee of the Whole Meeting Minutes

**Resolution #25-2026**

Moved by Councillor Cathy Couey

**BE IT RESOLVED THAT** the Committee of the Whole adopt the minutes from the May 11, 2026, Committee of the Whole Meeting, as presented.

**Carried**

**4. BUSINESS**

**4.1 Waste Water Treatment Facility Upgrade - Status Update (42.21008 / K500)**

Andrea Kozak, Engineer Development Management, provided an update on the status of the Waste Water Treatment Facility Upgrade, noting two grants that were applied for were denied.

Committee of the Whole inquired regarding the reasons for grant denials, and whether new applications can be submitted.

Committee of the Whole also inquired whether the grants were applied for as a regional partnership or separate.

Committee of the Whole proposed that Council request a meeting with the Minister to inquire about additional funding.

**4.2 Assessment Update**

Jordan Pack, Manager, Financial Services, and Stewart Dalrymple, Assessor, provided an update to the Assessment Review decision, noting the appeal period passed therefore cannot appeal the decision.

Stewart Dalrymple, Assessor, spoke to the early assessment declaration program which would:

- provide better information for budget
- extend the time period from end of inquiry period to preparation of property tax bylaw
- reduce assessment complaint risk

Mr. Dalrymple advised that declaring assessments earlier / at the same time as larger centres would reduce the potential of appeals.

Committee of the Whole noted that Rural Municipalities of Alberta and Alberta Municipalities has brought forward reviewing of the assessment model.

Committee of the Whole asked if there is any process in ensuring that board members have no outside relationship with agents.

**4.3 Recycling Centre and Circular Materials update**

Committee of the Whole  
May 25, 2026

## Agenda Item #3.1.

Nicole Dyck, Manager, Public Works, provided an update on the Recycling Centre and Circular Materials program for residents, specifically:

- as of Oct 1, 2026, recycle bins will become single stream bins, with the exception of batteries, metal and electronics
- styrofoam, glass and tin will be considered single stream
- compactor will remain in place for the time being
- analysis of recycling centre requirements will continue

### 4.4 George Lane Campground - Lions Club Annual Budget Review

Nicole Dyck, Manager, Public Works, spoke to the 2026 budget received for the George Lane Park Campground.

Committee of the Whole inquired as to the need of nine staff, and Betty Vachon, Manager of Campground, advised that the budget includes the increased staffing costs.

## 5. PUBLIC QUESTIONS

Betty Vachon, Manager of George Lane Park Campground, spoke to a number of changes at the campground over the last couple of years, which led to the oversight in meeting specific items set out in Agreement with the Town.

Jamie Kinghorn, resident, spoke in support of the management of George Lane Park Campground. Mr. Kinghorn would like Council to consider appointing a member to the Highwood Lions Club as operators of George Lane Park Campground.

## 6. QUESTION & ANSWER

Committee of the Whole inquired regarding when the Museum air conditioning will be installed. Nicole Dyck, Manager, Public Works, advised that they are hoping to have it installed by the end of June 2026.

Committee of the Whole inquired regarding the expansion of Library parking. Committee of the Whole would like to see the design prior to the start of the project. Committee of the Whole further asked if the preferred design will also be distributed to the High River Library Board.

Committee of the Whole asked for an update on the Sheppard Family Park schoolhouse roof.

Committee of the Whole inquired regarding repairs needed on the Happy Trails at the berm. Reiley McKerracher, Director of Municipal Services, and Nicole Dyck, Manager, Public Works, are reviewing what repairs are required.

Committee of the Whole  
May 25, 2026

**7. ADJOURNMENT**

The Committee of the Whole Meeting on May 25, 2026, was adjourned at 2:17 p.m.

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Mayor/Deputy Mayor

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Chief Administrative Officer

Committee of the Whole  
May 25, 2026

## Agenda Item #4.1.

**Archived:** April 23, 2026 8:39:33 AM

**From:** [Town of High River](#)

**Sent:** April 22, 2026 10:50:22 AM

**To:** [THR Legislative Services](#)

**Subject:** Terri Perrin has submitted a LAS | Town of High River Delegation Request Form.

**Sensitivity:** Normal

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**[EXTERNAL EMAIL]** WARNING: This e-mail originated outside of the Town of High River. Do not click on any links or attachments unless you recognize the sender.

A resident has submitted a LAS | Town of High River Delegation Request Form. Here are the details:

**Please confirm you are submitting a Delegation Request**

Yes

**Date of Request:**

2026-04-22

**Requested Council Meeting:**

2026-05-25

**Topic of Delegation:**

Intro to 100 Women Who Care Foothills organization - community impact

**Full Name:**

**First Name:** Terri

**Last Name:** Perrin

**Organization Name**

100 Women Who Care Foothills

**Email Address:**

womenwhocarefoothills@gmail.com

**Individuals Presenting to Council (Names and Titles):**

Terri Perrin - Chair

**Purpose of Presentation (Please choose one):**

Information Only

**Summary of Delegation:**

100 Women Who Care Foothills recently celebrated 10 years of giving back to Foothills County charities, having raised an impressive \$325K+ through its unique collective giving model. While part of a global initiative of 700+ chapters, each '100 Who Care' group operates 100% independently and 100% of all funds raised are kept local. We give where we live and we are making a big impact for local nonprofits ... and we would like to share with Council just how we are doing that!

**Please submit all supporting documents via email to [legislativeservices@highriver.ca](mailto:legislativeservices@highriver.ca)**

Yes

**Agenda Item #4.1.**

**The Town has a computer and screen available for presentations. Do you require specific technical requirements for your presentation?**

Yes

**Is/Has this matter gone before an appeal board?**

No

**As a result, please indicate if you have you spoken on this topic before?**

No

**Please click below to consent to the collection and use of personal information.**

Yes

Thanks,

# 100 Women Who Care Foothills

Town of High River Council Presentation June 8, 2026



*10 Years of Local Impact*

# What We Are NOT

- ✘ | A registered charity
- ✘ | A nonprofit society
- ✘ | A service club
- ✘ | A social club
- ✘ | A networking group

***We're something different.***



# A Global Giving Collective with Local Impact



**800+**

Giving Collective  
Chapters  
Worldwide



**100%**

Volunteer Run



**100%**

Local Donations  
Stay Local



Local women. | Local charities. | Local **impact.**



# One Simple Idea Changed Everything



**2006**

Michigan woman  
gathers 100 women  
to help fund cribs for  
a women's shelter.



**RESULT**

**\$12,800**  
**raised**



**TODAY**

A global movement  
supporting local  
communities  
worldwide.

**Local women.**

**Local charities.**

**Local *impact.***



# The Foothills Chapter Story

A decade of local women making a lasting impact in our community.

**2015**

Founded in Okatoks  
by Karen Love



**First Donation**

\$2,600 to  
Foothills Country Hospice



**4**

Quarterly meetings  
— through every  
season of impact,  
even a pandemic.

**2022**

Large single donation:  
\$13,000+ for a local  
service dog



**Today**

42 donations  
**35+** charities supported  
**\$325,200** raised



**Local women.**

**Local charities.**

**Local impact.**



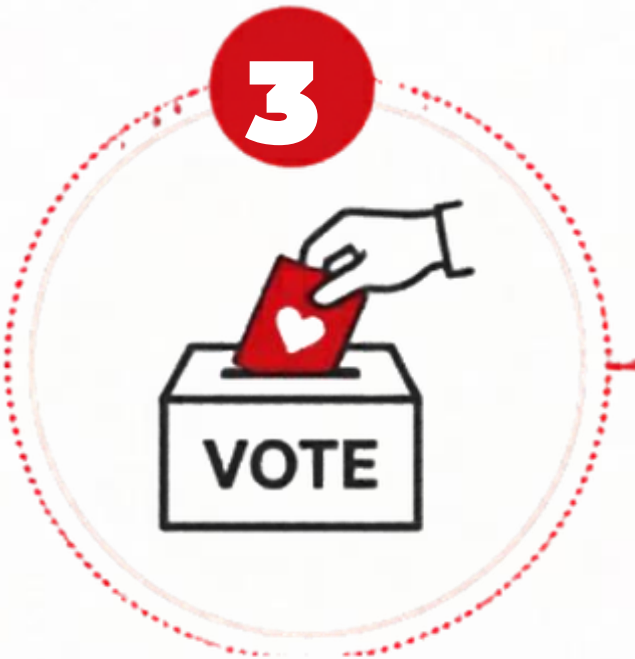
# Simple. Powerful. Community Driven.



**1**  
**Women**  
**gather quarterly**  
 One hour. One cause.  
 Stronger together.



**2**  
**Three**  
**charities present**  
 Each shares their  
 story from the heart.



**3**  
**Members**  
**vote**  
 Every member has  
 one equal vote.



**4**  
**100% of donations**  
**go directly to the**  
**selected charity**  
 Local giving.  
 Local impact.

**1 Hour. | \$100 each | BIG Local Impact.**



# Membership That Makes an Impact



Open to women living or operating businesses in Foothills County



Quarterly \$100 donation commitment



Optional \$20 annual membership fee



Attend in person or online



Guests always welcome

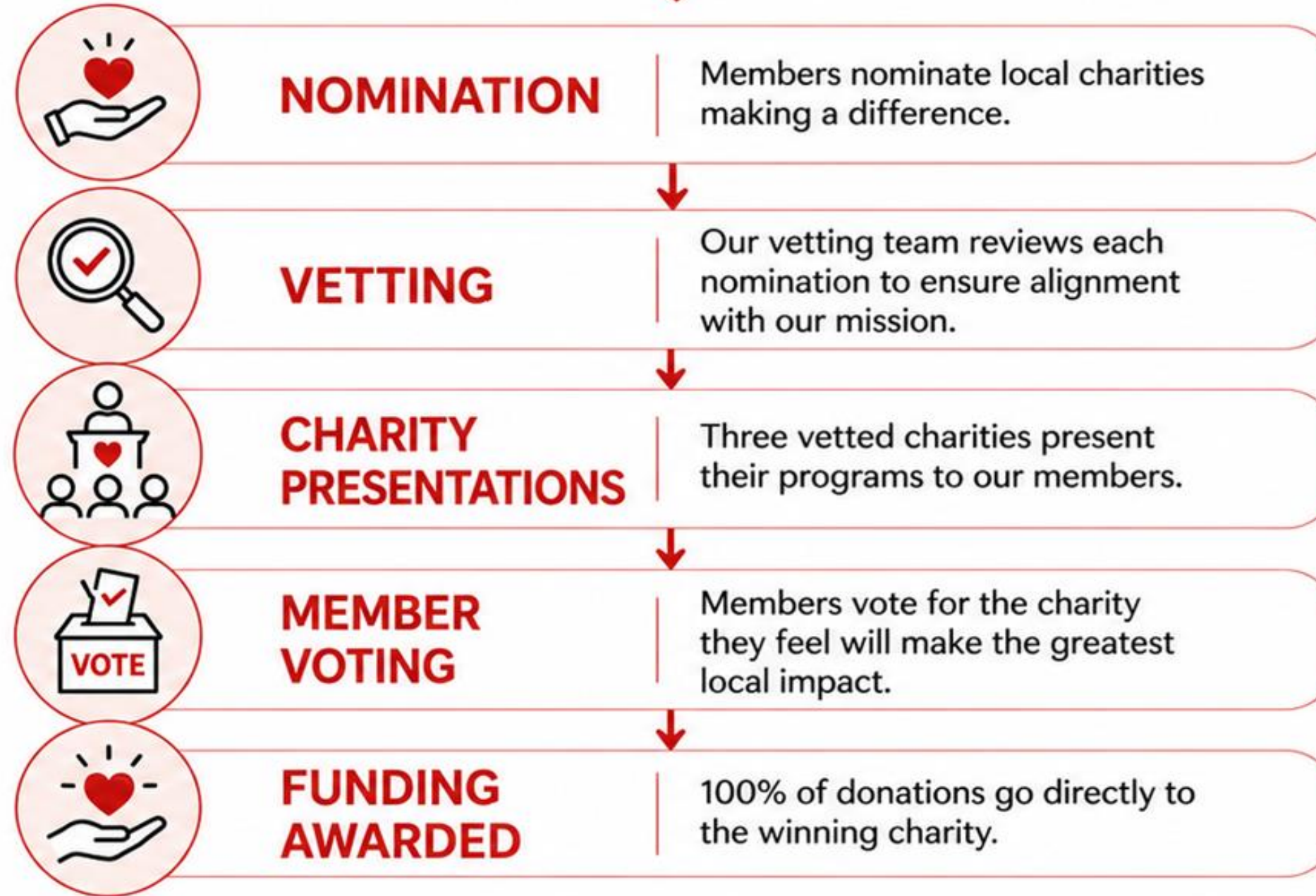


**100** × **\$100** × **1**  
WOMEN EACH HOUR

*No* bake sales. | *No* raffles. | *No* casinos.

*Just collective impact.* ♥

# Community-Driven Giving



Every dollar stays local. ♥



# Real Impact Across Foothills County



## \$325,200

Raised Since 2015

Local giving  
Lasting  
change.



## 42

Community Donations

Every  
quarter.  
Real impact.



## 35+

Local Charities  
Supported

Stronger  
together.  
Better together.



Supporting:



Mental health



Food security



Literacy



Accessibility



Affordable housing



Animal rescue

Therapeutic programs

# Our Most Recent Donation



# \$10,000

## Donated to Habitat for Humanity Foothills Chapter

Funding helped purchase:



Soil



Sod



Trees



Shrubs



*Helping families truly put down roots. ♥*

# Powerful Things Happen When Women Come Together ❤️



Spread the word



Attend an event



Become a member



Nominate a charity



The More Members We Have,  
**The Greater Our Community Impact**



[100WomenFoothills.ca](http://100WomenFoothills.ca)

# Thank You



[www.100womenfoothills.ca](http://www.100womenfoothills.ca)



[@100womenwhocarefoothills.ab](https://www.instagram.com/100womenwhocarefoothills.ab)



[www.facebook.com/100WomenWhoCareFoothillsAlberta](https://www.facebook.com/100WomenWhoCareFoothillsAlberta)



**BRIEFING NOTE**

**TO:** Mayor and Council

**Date:** May 25, 2026

**FROM:** Sarah Peck, Senior Planner

**Meeting Date:** June 8, 2026

**SUBJECT:** NE ASP Transportation Network Scenarios – Overview and Discussion

**CHIEF ADMINISTRATIVE OFFICER’S COMMENTS:**

N/A

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**BACKGROUND:**

The Town and V3 are working on an Area Structure Plan (ASP) and accompanying Functional Servicing Report (FSR). To support this work, V3 has created a technical memo outlining two transportation network options for the NE ASP area.

This review was initiated in response to concerns raised at the February 2026 landowner engagement session regarding the proposed frontage (service) road along the highway. These concerns were also raised and the February 2026 Council Information Session.

V3 evaluated two scenarios as per the Town's request:

**Scenario 1**

- Convert the 20 St. E connector from a curve to a right-angle intersection;
- Keep location and design of 112 St. E as is;
- Add a frontage road parallel to and just west of Highway 2 connecting directly to 24 St. SE; and
- Add a new east–west road that would connect to 112 St. E near the northern extent of the project area and extend east across privately owned land to the proposed frontage road

**Scenario 2**

- Maintain the existing 20 St. E connector curve;
- Keep location and design of 112 St. E as is;
- Do not add a frontage road; and
- Add a new east–west road that would connect to 112 St. E further south and extend east across a different privately owned parcel to 24 St. SE

**Analysis**

Within the technical memo, V3 concludes that Scenario 1 is the preferred long-term option for the following reasons:

- Improved parcel layout by replacing the 20 St. E curve with right-angled intersections;
- Supports future subdivision through two parallel north–south roads (112 St. E and the future frontage road);

## Agenda Item #5.1.

- Enhanced safety by separating residential and industrial traffic (industrial traffic would be directed to use the frontage road to access 24 St. SE);
- More equitable distribution of impacts across landowners, avoiding irregular or constrained parcels; and
- Better alignment with public feedback and long-term economic development objectives, particularly regarding the separation of residential and industrial traffic.

In addition, V3 noted that even if Scenario 2 is selected, the Transportation Impact Assessment may still require a frontage road. This could trigger ASP amendments, additional engagement, and increased project costs. In addition, if Council prefers Scenario 2, additional redesign work and updates to the ASP would be required.

It is important to understand that both scenarios require the construction of a new east–west road to connect 112 St. E with 24 St. E. This connection is necessary to eliminate the existing slip ramp from Highway 2, as Alberta Transportation and Economic Corridors has directed the Town to develop an alternative to the slip ramp, as the existing slip ramp is anticipated to be removed in the future.

The Town Plan (2024) also provides clear direction on this matter. Policy 8.3.4 states that the Town shall "*collaborate with adjacent landowners and Alberta Transportation to review the slip ramp located at High River, 24 St. NE, by considering available accessibility options and creating a viable and sustainable solution*". One of the options identified through this policy work includes the potential for an east–west road, which could support long-term access planning in the area. However, closure of the slip ramp can proceed independently of this option.

**Scenario 1:** The east–west road is proposed to connect to 112 St. E near its northern extent, which would require the road to cross privately owned land located at the north end of the project area (498074 112 St. E) before extending east to the proposed frontage road and then south to 24 St. SE.

**Scenario 2:** The east–west road is proposed to connect to 112 St. E further south, which would require the road to cross a different privately owned parcel located in the southern portion of the project area (498252 112 St. E) before extending east to 24 St. E.

Both scenarios require transportation infrastructure to cross privately owned lands. At this stage, the ASP does not predetermine the timing, method, or mechanism for acquiring these lands.

Future steps may include:

- subdivision-driven road dedication,
- off-site levies,
- developer-led construction through the ASP build-out process, or
- other tools available under the Municipal Government Act.

The ASP will identify the general alignment needed to support long-term mobility and safety, but the exact timing, location, and implementation will depend on future development applications and Council direction.

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**Report / Document:**                      Attached:                       Available:

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**KEY ISSUE(S)/CONCEPT(S):**

## Agenda Item #5.1.

**Selection of Preferred Transportation Network Scenario:** Council direction is required on whether to proceed with Scenario 1 or Scenario 2 for the NE ASP transportation network. Each scenario results in different long-term implications for subdivision layout, traffic circulation, and landowner impacts.

**Frontage Road Consideration:** Scenario 1 includes a frontage road parallel to Highway 2, while Scenario 2 does not. However, V3 notes that a future Transportation Impact Assessment may still require a frontage road even if Scenario 2 is selected, which could trigger ASP amendments, additional engagement, and increased project costs.

**Slip Ramp Removal Requirement:** Alberta Transportation and Economic Corridors has directed the Town to develop an alternative to the slip ramp, as the existing slip ramp is anticipated to be removed in the future. Both scenarios therefore require a new east–west road connecting 112 St. E to 24 St. E.

**Town Plan Policy Direction:** Town Plan (2024) Policy 8.3.4 requires the Town to "*collaborate with adjacent landowners and Alberta Transportation to review the slip ramp and develop a viable, sustainable access solution*". The new east–west road is a key component of meeting this policy requirement.

**East–West Road Alignment Differences:**

- **Scenario 1:** Connects to 112 St. E near its northern extent, then extends east to the proposed frontage road and south to 24 St. SE.
- **Scenario 2:** Connects to 112 St. E further south, then extends east directly to 24 St. E.

**Landowner and Development Impacts:** Each scenario affects parcel configuration, subdivision potential, and the distribution of impacts across landowners differently. Scenario 1 provides more regular parcel shapes and clearer separation of residential and industrial traffic.

**DESIRED OUTCOMES:**

**Receive Committee of the Whole feedback** on the two transportation network scenarios to support refinement of the NE Area Structure Plan (ASP) and Functional Servicing Report (FSR).

**COMMUNICATIONS:**

Feedback received will be shared with V3. The Town and V3 will obtain further insights at the third and final Landowner Engagement Session and the public engagement session, both scheduled for June 23, 2026.

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**Strategic Plan**

**Safety & Security**

*The Town of High River provides community support, protection and emergency services.*

**Responsible Development**

*The Town of High River considers the impact of development on residents, infrastructure and environment.*

Approved by

Khalid Mohammed, Manager, Planning & Development

Reiley McKerracher, Director of Municipal Services

Sheron Ward, Advisor, Legislative & Advisory Services

Status:

Approved - 02 Jun 2026

Approved - 02 Jun 2026

Approved - 02 Jun 2026

**Agenda Item #5.1.**

Jody Hipkin, Manager of Legislative and Advisory Services  
Chris Prosser, Chief Administrative Officer

Approved - 02 Jun 2026  
Approved - 03 Jun 2026



April 13, 2026

ATTN: Sarah Peck  
Senior Planner  
Town of High River  
309B Macleod Trail S.W.  
High River, AB T1V 1Z5

**RE: High River NE ASP Concept Plan – Transportation Network**

Dear Sarah,

We understand that the Town Council and landowners in the NE ASP area have raised concerns about the frontage (service) road proposed along the highway in the NE ASP Concept Plan transportation network. Administration has requested that V3 prepare a memo summarizing the key trade-offs between the two-road network (112 Street E plus a frontage/service road) in Scenario 1 compared to the removal of the frontage road in Scenario 2. Scenario 1 and Scenario 2 are included as attachments to this memo.

**Overall Findings:**

Scenario 1 is a stronger, more practical long-term road network than Scenario 2. It performs better for land use planning and transportation for the following reasons:

- Creates more usable, regular parcels for development;
- Keeps heavy trucks away from sensitive uses (homes, schools) where possible;
- Allows for the potential of additional subdivision east of 112 Street (e.g. front-back splits), giving more flexibility to landowners;
- Provides two north–south routes, reducing congestion, improving roadway connections and safety; and
- Better supports long-term growth and fair treatment of landowners as impacts to landowners are equally distributed rather than impacting a select few.

**1. Land Use Efficiency and Parcel Viability**

The **Scenario 1** grid network creates more regularly shaped parcels. Regular parcels are easier to market, service, build on, and can support the Town’s and landowners’ long-term economic goals. The grid network also aligns with policies in the Town’s MDP that promote and encourage grid network design for new communities. The frontage road in Scenario 1 would enable future subdivision of parcels in the SED, providing two roadway frontages (112 St E and the frontage road) for these parcels. These parcels could be subdivided as “front-back splits”, meaning a new property line running north-south, splitting the parcel approximately in half. This creates new economic opportunities for landowners in that area and moves towards greater optimization of this area within the Town.

**Scenario 2** will result in the creation and maintenance of awkward parcel shapes that are harder to develop and reduce the overall land value in the area. This scenario will also pose challenges for future local road networks, as intersections must be oriented at 90 degrees due to standard engineering design. This results in less flexibility in how future subdivided lots can be laid out and accessed, reducing attractiveness for future employers and investors. There is a significant market risk in this scenario that the area becomes unwanted by the market and fails to develop. The removal of the frontage road in Scenario 2 means that these parcels cannot be accessed except from 112 St E, which will challenge future subdivision of these parcels unless “panhandles” or flag-lot style subdivisions, which are highly discouraged and may not be supported by the Town. This would effectively limit the ability of the affected employment parcels to subdivide and develop incrementally over time, reducing flexibility for landowners and constraining the long-term build-out of the Employment Area.

## 2. Public Support and Community Safety

**Scenario 1** aligns with public feedback received during engagement. Respondents supported the creation of the frontage road to:

- Keep truck traffic away from residential areas (safety, noise, and livability) and accommodate larger vehicles without routing them past sensitive uses;
- Provide more direct route options, spreading traffic across more streets, and reduce reliance on one corridor, which helps reduce traffic congestion;
- Improve access for active transportation users (pedestrians, cyclists) and emergency services; and
- Provide a direct connection of employment lands to 24 St., and accounts for the closure of the Highway 2 slip ramp.

**Scenario 2** will not provide respondents with the benefits of Scenario 1 due to the following:

- It will result in increased vehicle volumes on 112 St. E, and the inability to separate vehicle traffic travelling to residential and non-residential areas;
- It may result in the development of this area being delayed due to market unattractiveness;
- It may create accessibility challenges for active transportation users (e.g., 112 St will require larger curb radii, wider lanes, and several lanes, and modified intersection geometry); and
- It reduces operational efficiency and does not create a direct connection to 24 St.

A Transportation Impact Assessment (TIA) would be required to confirm the required road function and capacity of 112 St. E; detailed design (including the design vehicle) based on the size of these impacts, including total volumes and peak-hour conditions.

## 3. Supporting Long-Term Economic Objectives

**Scenario 1** is better positioned to support long-term economic growth because it protects truck access and creates developable parcels. The SED lands are planned for higher-intensity development to support jobs, business growth, and long-term prosperity. If the road network limits truck access, creates inefficient parcels, or increases land-use conflicts, it can slow development and reduce investment.

**Scenario 2** is less suitable for scaling the transportation network as the area develops and to support higher-intensity employment uses over time.

#### 4. Equity Impacts to Landowners

**Scenario 1** shares impacts more evenly, while a curving alignment (Scenario 2) concentrates constraints on fewer landowners. Scenario 1's frontage road spreads benefits and impacts evenly across properties.

**Scenario 2's** curving alignment concentrates constraints on fewer landowners, creating irregular parcel shapes and reduced usable area, and its realignment of 112 St. E to connect to 24 St. disproportionately affects a small portion of the landowners. Scenario 1 avoids many of these issues by applying a consistent road framework while supporting transportation, safety, and economic objectives.

#### 5. Town Position and Need for a Service Road

If the ASP proceeds without the frontage road, as shown in Scenario 2, a future service road will likely still be needed. This would need to be confirmed through a future Transportation Impact Assessment, based on final land use, density, and projected traffic volumes. In this event, the Area Structure Plan would need to be amended and may be considered a major change to the Concept Plan and the transportation network. Major changes to the ASP require public engagement and Council approval.

Given the above, V3's opinion is that Scenario 1 avoids many of these issues by applying a consistent road framework that supports transportation, safety, and economic objectives, and recommends proceeding with the road network as shown in Scenario 1.

#### 6. Project Implications for NE ASP

Administration's direction has been to proceed with the roadway concept in Scenario 1. If Council determines that Scenario 2 is the preferred option, additional costs will be incurred to alter the design drawings to accommodate lot and roadway reconfiguration in CAD and to update the land use statistics table in the draft ASP.

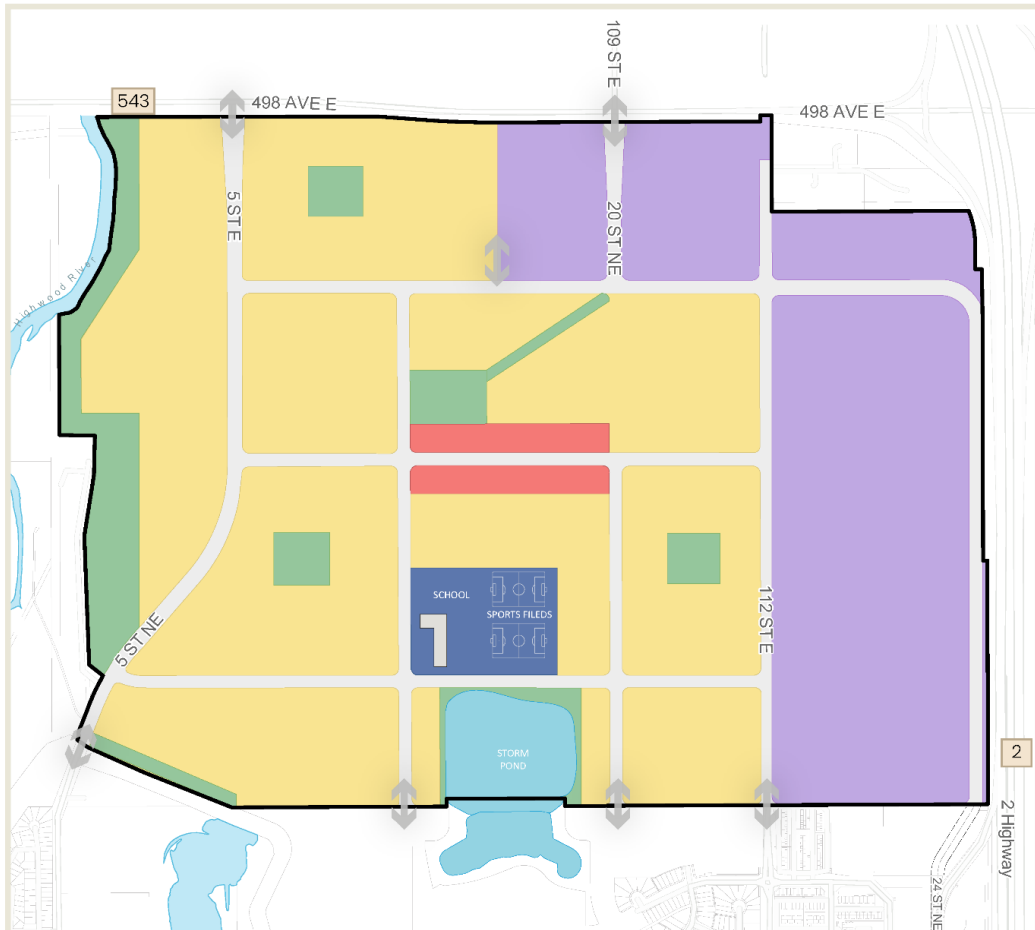
In summary, while both scenarios were evaluated in response to Council and landowner concerns, the analysis indicates that Scenario 1 provides a more robust, flexible, and equitable long-term transportation framework for the NE ASP. It better supports safe movement of people and goods, aligns with adopted municipal policy, protects long-term economic development potential, and distributes benefits and impacts more evenly across landowners. For these reasons, and consistent with Administration's direction, V3 recommends proceeding with the transportation network as outlined in Scenario 1 as part of the NE ASP Concept Plan.

Sincerely,

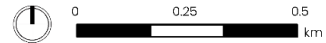


Kristen Harder, RPP, MCIP  
Senior Planner, Project Manager  
V3 Companies

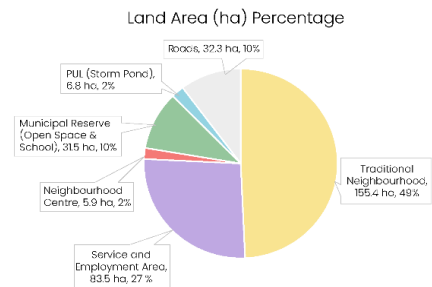
ATTACHMENT: SCENARIO 1



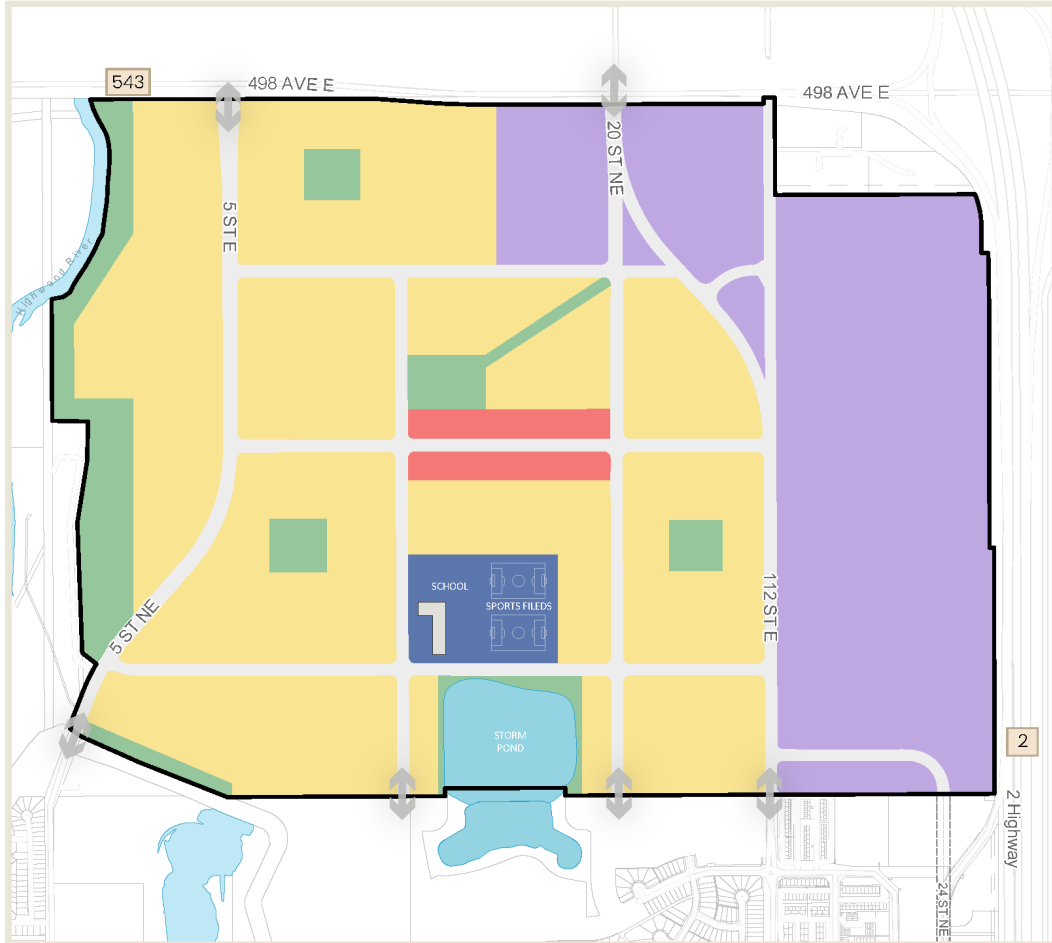
LAND USE CONCEPT



- Town Boundary
- High River NE ASP Area
- Roadway Access
- Proposed Road Connector
- Traditional Neighbourhood
- Neighbourhood Centre
- Service and Employment Area
- Park and Open Space
- Future School Site
- Public Utility Lot (Stormwater Pond)
- Roads



ATTACHMENT: SCENARIO 2



DRAFT LAND USE CONCEPT

- |                         |                                      |
|-------------------------|--------------------------------------|
| Town Boundary           | Traditional Neighbourhood            |
| High River NE ASP Area  | Neighbourhood Centre                 |
| Roadway Access          | Service and Employment Area          |
| Proposed Road Connector | Park and Open Space                  |
|                         | Future School Site                   |
|                         | Public Utility Lot (Stormwater Pond) |
|                         | Roads                                |





**BRIEFING NOTE**

**TO:** Mayor and Council  
**FROM:** Kailee Hatlelid, Engineering Project Lead  
**SUBJECT:** Aquatics Expansion Construction Update (72.22021)

|                      |              |
|----------------------|--------------|
| <b>Date:</b>         | May 13, 2026 |
| <b>Meeting Date:</b> | June 8, 2026 |

|  |
|--|
| <b>CHIEF ADMINISTRATIVE OFFICER’S COMMENTS:</b><br>N/A |
|--|

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**BACKGROUND:**

The Aquatics Expansion project officially began on July 8, 2024, with Chandos Construction leading the way. Here's a quick update on progress and key milestones:

**Current Activities:**

Phase 1

- Pool tiling deficiencies & remediations are ongoing
- Change rooms and other amenities and architectural details are still underway
- Locker installation is largely complete

Phase 2

- Major concrete pours complete
- Hydrostatic testing completed in basin
- Basin floor tiling complete, walls to begin shortly
- Lobby washroom masonry has begun
- Staff locker room, shower room, and storage room is underway
- Assessment of existing paint primer in ceiling space complete.

**Construction Adjustments and Costs**

The total of all construction change orders and change directives as of June 2, 2026, is \$2,764,967.86. The list of recent changes is as follows:

- Change Order 133 - HRV-1 Steel Lead Abatement
- Change Order 134 - Add Tile Base to New Aquatics Bench
- Change Order 135 - Staff Shower Plumbing Wall - pricing review
- Change Order 136 - Existing Mech. Room Rust Remediation
- Change Order 137 - HRV-1 Additional Steel Abatement
- Change Order 138 - Modifications to Janitor Room 167 P3 Wall
- Change Directive 001 - Revised weeping tile system and associated costs
- Change Directive 002 - Old Sump Pump scope

## Agenda Item #5.2.

- Change Directive 003 - Phase 2 repairs

Change directives are a written instruction prepared to direct construction activities within a general scope to avoid progress delays related to procuring pricing in advance of completing the work. This project currently has three active change directives.

- Change Directive 001 was issued to adjust the weeping tile drainage system. The original weeping tile system and sump pumps were designed using data collected during the Geotechnical Investigation work that took place on December 12 & 13 in 2022, which was finalized into a report January 2023.

Item 1 & 2: Dewatering Activities & Revised Weeping Tile Scope  
\$683,470.81, March 23, 2026, Resolution #47-2026

Item 3: Schedule Delay - \$271,891.69 - March 10, 2025, Resolution #36-2025

Note: Outstanding items to be completed in spring include but not limited to are the removal of the temporary water well, patching of asphalt, light standard concrete base and install. Range of magnitude for this work is \$50,000

- Change Directive 002 was issued to complete investigation into the old weeping tile sump pit condition in the basement of Phase 2.
- Change Directive 003 was issued to complete the phase 2 basin restoration/repairs. This work had a ROM of \$353,166.98 (did not include the delamination)
  - Current billing for work completed as of April 19, 2026 \$531,959.73

The key milestone dates are as follows:

- Old basin closure - October 3, 2025
- Full Lobby closure - November 2025
- Project Substantial Completion - August 2026

Concession has now closed for the season. Administration is now completing required updates to the space in order to prepare for next season opening. This work is being coordinated with Chandos.

Administration is planning for the pool to be open for fall programming during the first week of September 2026. No programming or bookings are scheduled prior to this date.

Please note that while the expanded facility and renovated lobby may open, certain secondary works, such as the renovation of the existing main lobby washrooms, cannot begin until the new lobby washrooms are available. These renovations will occur post-opening to ensure public access to facilities is maintained throughout the transition.

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**Report / Document:**

Attached:

Available:

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**KEY ISSUE(S)/CONCEPT(S):**

## Agenda Item #5.2.

Council to remain aware of the construction schedule and budget impacts throughout the duration of this project

### **DESIRED OUTCOMES:**

To keep Council up to date on the current progress and budget of the project.

### **COMMUNICATIONS:**

This project has been communicated with the public using various tools including a project sign at the BSRC and a project page on the Town's website.

<https://highriver.ca/town-of-high-river-council/aquatic-facility-expansion>

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### **Strategic Plan**

#### **Vibrant Community**

*The Town of High River provides the foundation for an inclusive, engaged and thriving community.*

#### **Safety & Security**

*The Town of High River provides community support, protection and emergency services.*

#### **Organizational Excellence**

*The Town of High River is a leader, partner and steward of excellent municipal services.*

#### Approved by

Reiley McKerracher, Director of Municipal Services

Sheron Ward, Advisor, Legislative & Advisory Services

Jody Hipkin, Manager of Legislative and Advisory Services

Chris Prosser, Chief Administrative Officer

#### Status:

Approved - 02 Jun 2026

Approved - 02 Jun 2026

Approved - 02 Jun 2026

Approved - 03 Jun 2026



**BRIEFING NOTE**

**TO:** Mayor and Council

**FROM:** Jocelyn Dunsmore, Community Development Liaison Officer

**SUBJECT:** Invest Greater Calgary - Pilot Project Update

|                      |                |
|----------------------|----------------|
| <b>Date:</b>         | April 21, 2026 |
| <b>Meeting Date:</b> | June 8, 2026   |

|  |
|--|
| <b>CHIEF ADMINISTRATIVE OFFICER'S COMMENTS:</b><br>N/A |
|--|

**BACKGROUND:**

**Invest Greater Calgary (IGC)** is a three-year pilot that advances a coordinated regional approach to identifying, attracting, and supporting regionally significant economic opportunities. The member municipalities include the City of Airdrie, City of Calgary (via Calgary Economic Development), City of Chestermere, Town of Cochrane, Foothills County, Town of High River, Town of Okotoks, and Rocky View County, with Calgary Economic Development (CED) hosting the Secretariat functions.

Economic development practitioners from the member municipalities form the Advisory Board, providing strategic direction and alignment *to position the Calgary Metropolitan Region as the most attractive place in North America to invest and grow businesses in regionally significant sectors.*

The pilot project was formally launched in June 2025 when the member municipalities signed a three-year Memorandum of Understanding (MOU) and Service Agreement. The Secretariat Lead was contracted in September 2025, and the strategy and budget were completed in October 2025.

On July 14, 2025, Council voted on the request for decision to join this partnership. IGC is now operational, with foundational structures being finalized and outward-facing investment attraction activities that began in February 2026. The full three-year pilot project runs from June 2025 through June 2028.

The financing structure to support both operational and project-related costs is outlined in the tables below. In addition to member contributions, IGC has secured external funding to offset key expenses, including:

- An NRED grant covering 50% of personnel salaries for the three-year period; and
- A CanExport grant covering 50% of the costs associated with the current Value Proposition Target Sector Study.

For the duration of the three-year pilot, the annual fixed-cost funding formula for member contributions is structured as follows:

- a. 10% divided equally among the Members;
- b. 45% based on member's population; and
- c. 45% based on member's tax assessment value

## Agenda Item #5.3.

The Town of High River has made their financial contribution for the first year, which was \$6,445.

### Next Steps:

- Branding – logo and landing page as placeholder for website (logo attached to report)
- Member Environment Assessment – workshops with each member municipality to develop a comprehensive understanding of their municipal environment and business capacity
- Value Proposition Target Sector Study – a regional sector study that provides 3-5 regional focus sectors/industries and addresses existing sector gaps identified by all eight members. (April 2026)
- IGC Website (July/August 2026) <http://www.investgreatercalgary.com/>
- Stampede Site Selector Event (July 2026)
- External market launch and outward international investment outreach (August 2026 – ongoing)

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**Report / Document:**

Attached:

Available:

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### KEY ISSUE(S)/CONCEPT(S):

Administration is providing Council with an update on the pilot project's progress and outlining next steps. Project partners continue to meet monthly, either in person or virtually, with alternates attending as needed. While other partners have hosted meetings, the Town of High River has not yet done so and is encouraged to participate in hosting.

IGC has also requested all partners to participate in an environmental assessment meeting. The purpose of the meeting is for the IGC Lead to meet with any relevant members of administration to better understand the municipal environment, community profile, and overall capacity. The process will inventory and evaluate various factors that influence investment readiness, business capacity, and overall economic development capacity. The session would be 2-3hrs round table discussion and could include members from planning, engineering, a Councillor, or anyone else we deem appropriate with a limit of 5-7 participants.

Administration is seeking feedback from Council on how often reports/updates should come back to Council for review.

### DESIRED OUTCOMES:

Administration seeks Council's direction on the partnership, including the Town of High River's level of involvement in the pilot project.

### COMMUNICATIONS:

N/A

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### Strategic Plan

#### Responsible Development

*The Town of High River considers the impact of development on residents, infrastructure and environment.*

Approved by  
Khalid Mohammed, Manager, Planning & Development

Status:  
Approved - 15 May 2026

## Agenda Item #5.3.

Reiley McKerracher, Director of Municipal Services

Approved - 15 May 2026

Sheron Ward, Advisor, Legislative & Advisory Services

Approved - 22 May 2026

Jody Hipkin, Manager of Legislative and Advisory Services

Approved - 28 May 2026

Chris Prosser, Chief Administrative Officer

Approved - 03 Jun 2026



|                      |  |
|----------------------|--|
| <b>Submitted to:</b> | Town of High River Council                               |
| <b>Purpose:</b>      | FYI Invest Greater Calgary (IGC) – Organizational Update |
| <b>Subject:</b>      | Overview and Operational Update                          |
| <b>Meeting Date:</b> | May 25, 2026   |

### Background

**Invest Greater Calgary (IGC)** is a three-year pilot that advances a coordinated regional approach to identifying, attracting, and supporting regionally significant economic opportunities. The member municipalities include the City of Airdrie, City of Calgary (via Calgary Economic Development), City of Chestermere, Town of Cochrane, Foothills County, Town of High River, Town of Okotoks, and Rocky View County, with Calgary Economic Development (CED) hosting the Secretariat functions.

Economic development practitioners from the member municipalities form the Advisory Board, providing strategic direction and alignment *to position the Calgary Metropolitan Region as the most attractive place in North America to invest and grow businesses in regionally significant sectors.*

The pilot was formally launched in June 2025 when the member municipalities signed a three-year MOU and Service Agreement, the Secretariat Lead was contracted in September 2025, and the strategy and budget were completed in October 2025. IGC is now operational, with foundational structures being finalized and outward-facing investment attraction activities that began in February 2026. The full three-year pilot runs from June 2025 through June 2028.

### IGC Overview

- **Value of Regionalism:** Regional economic development partnerships in Canada and the municipal and investor value propositions.
- **IGC Functions:** Outlines the two foundational functions of Invest Greater Calgary:
  1. Business Resource Hub
  2. Investment Attraction
- **Invest Greater Calgary Model:** The leadership structure that outlines the roles of the Advisory Board, Calgary Economic Development as the Secretariat host of the partnership, and the Secretariat Lead.
- **Funding Structure:** Details the member cost funding formula and the three-year budget and member contributions.
- **Next Steps:** Ongoing foundational projects and initiatives, and the planned transition to outbound international investment outreach from February 2026 to August 2026.

**1. VALUE OF REGIONALISM**

Several well-established regional economic development partnerships operate across North America. In Canada, the five largest and most prominent include:

- Toronto Global (3 municipalities) - <https://torontoglobal.ca/>
- Montreal International (82 municipalities) - <https://www.montrealinternational.com/en/>
- Invest Vancouver (21 municipalities) - <https://investvancouver.ca/Pages/default.aspx>
- Edmonton Global (9 municipalities) - <https://edmontonglobal.ca/>
- Niagara Economic Development (12 municipalities) - <https://niagaracanada.com/>

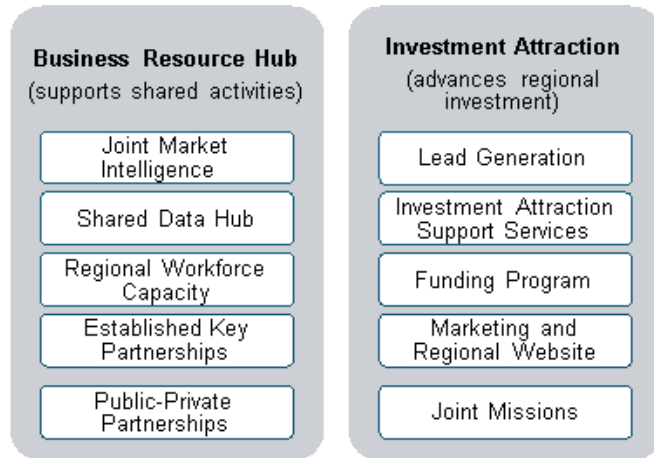
**Organizational Value Proposition**

| Municipal Value Proposition  | Investor Value Proposition  |
|--|---|
| <p><b>Challenge</b><br/>Individual municipalities can face limited capacity in attracting investment, accessing broader markets, and consolidating resources efficiently.</p>  | <p><b>Challenge</b><br/>Foreign investors often struggle to evaluate and enter a region due to the complexity of navigating key factors such as legislation, taxation, financing, land availability, construction, infrastructure, immigration pathways, workforce access, and partnership opportunities.</p>   |
| <p><b>Solution</b><br/>IGC amplifies opportunities by working as a region, providing greater exposure, and unlocking investment prospects that extend beyond municipal boundaries.</p>   | <p><b>Solution</b><br/>IGC acts as a portal connecting investors to the right resources, expertise, and partners to streamline the entire investment process. It also highlights and amplifies the region’s competitive advantages including location, skilled talent pool, infrastructure, cost competitiveness, land availability, and market access.</p>   |
| <p><b>Benefits</b></p> <ul style="list-style-type: none"> <li>• <b>Shared Strengths:</b> Leverages regional infrastructure, workforce catchment areas, sector clusters, and land availability to create a stronger investment offering.</li> <li>• <b>Centralized Data Repository:</b> Serves as a streamlined, curated collection of research, data, and insights to support informed decision-making.</li> <li>• <b>Connected Network:</b> Serves as the central link to partners, investors, industry stakeholders, and government agencies.</li> <li>• <b>Tailored Support:</b> Provides flexible assistance with investment attraction—from lead generation and referral to full process management, depending on each member’s needs.</li> </ul> | <p><b>Benefits</b></p> <ul style="list-style-type: none"> <li>• <b>Simplified Navigation:</b> Provides direct access to relevant stakeholders, service providers, and government partners critical to investment success.</li> <li>• <b>Expert Guidance:</b> Ensures entry into the region is smooth and cost-effective.</li> <li>• <b>Informed Decisions:</b> Delivers data and insights on regional opportunities to de-risk investment.</li> <li>• <b>Accelerated Setup:</b> Reduces time and friction in moving from evaluation to operational launch.</li> </ul> |
| <p><b>Differentiation from other investment entities:</b></p> <ul style="list-style-type: none"> <li>• <b>Extended Reach:</b> Offers combined regional resources that individual municipalities may not normally access otherwise.</li> <li>• <b>Focused Mandate:</b> Dedicated specifically to investment attraction and managing investor resources, while leaving broader local economic development functions strictly with the member municipalities.</li> </ul>  | <p><b>Differentiation</b></p> <ul style="list-style-type: none"> <li>• <b>Regional Strengths Amplified:</b> A regional partnership presents a comprehensive package of assets and advantages across the entire area, enhancing investment potential.</li> </ul>   |

## 2. IGC FUNCTIONS

The partnership will offer an integrated **Business Resource Hub** while serving as a regional **Investment Attraction** platform. The core functions within each mandate area are outlined in the two columns and will serve as the framework guiding projects, priorities, and day-to-day activities.

Two of the five cornerstone projects identified for the three-year pilot have already been completed: the Transportation Logistics Study and the Site Selector Events. Future projects and initiatives will be based on their potential for high impact and strong investment value for the region.



## 3. INVEST GREATER CALGARY MODEL

The IGC model was established to support a collaborative partnership approach for the duration of the pilot term.

Calgary Economic Development hosts the pilot Secretariat, and as such manages the administrative and financial functions of IGC.

IGC is led by Rod Valdes, the Secretariat Lead, which is guided by the Advisory Board. Rod Valdes is an experienced economic development leader with a strong public and private sector background. Over the past decade, he has driven growth in six Alberta municipalities and has consulted on projects across Western Canada. His expertise includes commercial and industrial land development, business expansion, and foreign direct investment (FDI). He has worked closely with municipal councils, international companies, and provincial and federal partners to advance economic growth. Earlier in his career, he spent 15 years in private industry, equipping him with a strong ability to bridge corporate and municipal environments.

The Secretariat’s key responsibilities include:

- **Partner Engagement and Coordination:** Adhere to IGC’s core values of collaboration, trust, transparency, respect, and creativity. Engage partners to gather data and insights for the purpose of identifying and advancing initiatives that serve the interests of the region.
- **Project Planning and Execution:** Lead the project management of strategic initiatives in accordance with the direction of the IGC Advisory Committee.
- **Resource and Operations Management:** Manage resources which includes the budget, staffing and third-party services.
- **Quality Assurance:** Implement effective processes to advance IGC and meet project deliverables.
- **Monitoring and Reporting:** Track progress, performance and outcomes, and provide regular updates and reports to the IGC Advisory Board.
- **Problem-Solving:** Identify and escalate challenges when necessary to the IGC Advisory Board that may impact partners, project deliverables and progress.

Through a consensus-based approach, the IGC Advisory Board will be actively engaged in setting strategic direction and key performance indicators.

**4. FUNDING STRUCTURE**

The financing structure to support both operational and project-related costs is outlined in the tables below. In addition to member contributions, IGC has secured external funding to offset key expenses, including:

- An NRED grant covering 50% of personnel salaries for the three-year period; and
- A CanExport grant covering 50% of the costs associated with the current Value Proposition Target Sector Study.

For the duration of the three-year pilot, the annual fixed-cost funding formula for member contributions is structured as follows:

- a) 10% divided equally among the Members;
- b) 45% based on member’s population; and
- c) 45% based on member’s tax assessment value

**3-Year Budget (June 2025 – June 2028)**

| IGC (Proposed) Budget       | Regional Framework |                   |                   | 3-year Total        |
|-----------------------------|--------------------|-------------------|-------------------|---------------------|
|                             | Year 1             | * Year 2          | *Year 3           |                     |
| Personnel                   | 102,394            | 216,000           | 216,000           | 534,394             |
| Project Related             | 190,000            | 162,850           | 100,000           | 452,850             |
| Investment Marketing        | 28,000             | 42,000            | 49,000            | 119,000             |
| Office and Administration   | 55,000             | 63,400            | 65,400            | 183,800             |
| <b>TOTAL PROJECT BUDGET</b> | <b>\$ 375,394</b>  | <b>\$ 484,250</b> | <b>\$ 430,400</b> | <b>\$ 1,290,044</b> |

**3-Year Contributions (June 2025 - June 2028)**

| Contributor                        | Year 1            | Year 2             | Year 3            |
|------------------------------------|-------------------|--------------------|-------------------|
| Airdrie                            | 16,114            | 16,114             | 16,114            |
| Calgary                            | 248,149           | 248,149            | 248,149           |
| Chestermere                        | 6,445             | 6,445              | 6,445             |
| Cochrane                           | 9,668             | 9,668              | 9,668             |
| Foothills                          | 9,668             | 9,668              | 9,668             |
| High River                         | 6,445             | 6,445              | 6,445             |
| Okotoks                            | 9,668             | 9,668              | 9,668             |
| Rocky View                         | 16,114            | 16,114             | 16,114            |
| NRED (grant)                       | 69,902            | 108,000            | 108,000           |
| Canexport (grant)                  | 40,000            | 0                  | 0                 |
| <b>TOTAL FUNDING</b>               | <b>\$ 432,173</b> | <b>\$ 430,271</b>  | <b>\$ 430,271</b> |
| <b>TOTAL PROJECT CONTRIBUTIONS</b> |                   | <b>\$1,292,715</b> |                   |

**Financial Notes:**

- \* Year 2 and 3 Budgets
  - Personnel and Office and Administration are general fixed costs.
  - Project Related and Trade Shows are planned initiatives and are forward estimates.

**5. NEXT STEPS**

- Branding – logo and landing page as placeholder for website (March 2026)
- Member Environment Assessment – workshops with each member municipality to develop a comprehensive understanding of their municipal environment and business capacity (March 2026)
- Value Proposition Target Sector Study – a regional sector study that provides 3-5 regional focus sectors/industries and addresses existing sector gaps identified by all eight members. (April 2026)
- IGC Website (July/August 2026)

## Agenda Item #5.3.

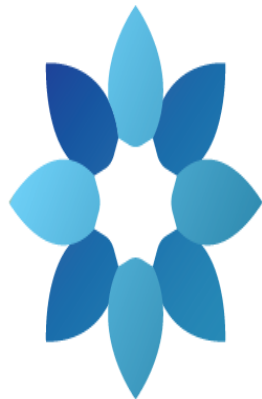
- Stampede Site Selector Event (July 2026)
- External market launch and outward international investment outreach (August 2026 – ongoing)

**MUNICIPALITY  
COLOURS**



**INVEST  
GREATER  
CALGARY**

**BLUE PALETTE  
COLOURS**



**INVEST  
GREATER  
CALGARY**

DRAFT: June 5, 2025

# INVEST GREATER CALGARY

## Memorandum of Understanding

### BACKGROUND

Economic development is essential to advancing regional prosperity and resilience by fostering the growth of existing businesses, addressing their evolving needs, and attracting new enterprises and employment opportunities.

Participating members recognize that collaborative regional economic development enhances success and improves the investment experience and outcomes. Regional collaboration brings a more diverse set of economic opportunities and helps optimize the identification, evaluation, and development of those opportunities.

Invest Greater Calgary ("IGC") is a collaborative initiative intended to strengthen the Calgary region's competitiveness across regionally significant sectors, bringing a cohesive approach to investment attraction and promotion efforts.

The IGC three year pilot initiative proposes a collaborative approach to economic development, driven by a set of willing collaborators located within the region of Alberta anchored by Calgary and its neighboring municipalities ("Greater Calgary"). IGC is intended to advance economic growth for participating municipalities across Greater Calgary.

The intent of this memorandum of understanding ("MOU") is to outline particulars to advance key strategic initiatives to enhance investment attraction to the region, and produce a model that fosters shared economic benefits across the region.

The shared purpose is to position Greater Calgary as the most attractive place in North America to invest and grow businesses in our regionally significant sectors.

### AIM

This MOU establishes a basis to advance one or more formal agreements (the "IGC Agreements") to be negotiated among Calgary Economic Development Ltd. ("CED") and each of the other signatories hereto (each a "Member" and collectively, the "Members") in order: (i) to give formal effect to the guidance and terms set out herein; and (ii) to provide for the representation of The City of Calgary on the Advisory Committee (as defined herein) by CED in accordance with its mandate pursuant to its Operating Funding Agreement with The City of Calgary.

In furtherance of the aim of the IGC, consideration will be given to the following:

- Advance regional significant economic development projects and initiatives.
- Uphold initiative core values: collaboration, trust, transparency, respect, and creativity.
- Ensure relevant and current data for the region is maintained for investors and partners and ensure that all municipalities within IGC are investment ready.
- Determine a sustainable funding model for future operations and projects.

{0081415/000011 C8050685.DOCX; 8}

- Develop and promote a strategic approach to enhancing the Greater Calgary region for investment and job creation, leveraging existing strategies and resources.
- Support all Members investment attraction opportunities and celebrate the regions wins and successes.

**Project 3-Year Focus:**

- Regional Reputation and Global Competitiveness
- Investment Attraction and Expansion
- Industry Cluster Development
- Regional Innovation and R&D
- Job Creation and Development

**Governance:** A consensus-building IGC Advisory Committee ("Advisory Committee") will oversee governance, financial modeling, approving the Strategic Plan and project selection over the 3-year pilot, with input and representation from the Members.

**Funding:** Funding of the IGC Secretariat follows the agreed upon modeling of 10% costs, 45% Population and 45% Assessment and will be billed yearly, as will be set out in the IGC Agreements. Additional sources of funding will be explored, such as Provincial and Federal grants, and private funding based on the determined projects.

**Guiding Principles:**

1. Enhance regional competitiveness nationally and globally.
2. Ensure investment readiness for new opportunities.
3. Focus on attracting and expanding non-residential growth.
4. Build upon existing regional agreements and share resources.
5. Commit financially as outlined in the 3-year funding model.
6. Participation is voluntary.
7. Share and celebrate regional success.

**COLLABORATORS**

The founding Members to this MOU are:

|                  |                     |                   |
|------------------|---------------------|-------------------|
| City of Airdrie  | Town of Cochrane    | City of Okotoks   |
| City of Calgary  | City of Chestermere | Rocky View County |
| Foothills County | Town of High River  |                   |

Additional members and associate relationships may be established on approval of the Advisory Committee.

The make-up, roles and responsibilities of the Members, Advisory Committee and CED, as Secretariat, will be set out in the IGC Agreements, consistent with the above purpose, aim and guiding principles.

This MOU reflects the shared intentions of the participating municipalities to collaborate on the initiative for {0081415/000011 C8050685.DOCX; 8}

**Agenda Item #5.3.**

a defined pilot period of three (3) years.

The terms governing early termination, withdrawal, or default are to be set out in the IGC Agreements to be entered into by the Members.

This MOU is not legally binding and is to be interpreted to enable the parties below and CED to collaboratively develop a framework on the matters addressed herein that will attract investment and net new indirect revenue opportunities based upon a set of guidelines and terms of reference.

This Memorandum of Understanding executed by their representatives this \_\_\_\_ day of \_\_\_\_\_ 2025.

**City of Airdrie**

**City of Calgary:**

**Town of Cochrane:**

\_\_\_\_\_  
Mayor Peter Brown

\_\_\_\_\_  
Mayor Jyoti Gondek

\_\_\_\_\_  
Mayor Jeff Genung

**City of Chestermere:**

**Foothills County:**

**Town of High River:**

\_\_\_\_\_  
Mayor Shannon Dean

\_\_\_\_\_  
Reeve Delilah Miller

\_\_\_\_\_  
Mayor Craig Snodgrass

**City of Okotoks**

**Rockview County:**

\_\_\_\_\_  
Mayor Tanya Thorn

\_\_\_\_\_  
Reeve Crystal Kissel

{0081415/000011 C8050685.DOCX; 8}



# Town of High River

Target Sector and Subsector Study

Accelerating success.

**CONFIDENTIAL DOCUMENT THAT CANNOT BE SHARED OR DISTRIBUTED. THIS DOCUMENT IS ONLY FOR THE PURPOSES OF THE TOWN OF HIGH RIVER AND ITS ADMINISTRATIVE STAKEHOLDERS INVOLVED IN MUNICIPAL AND REGIONAL ECONOMIC DEVELOPMENT.**

## Table of Contents

|   |               |
|---|---------------|
| Document Overview .....   | 3             |
| How to Read this Study .....  | 4             |
| High River Overview .....   | 5             |
| <b>Part 1: Sector Study .....</b>   | <b>7</b>      |
| <i>1.1 Demographics of High River .....</i>                                       | <i>7</i>      |
| 1.1.1 Population Growth .....   | 7             |
| 1.1.2 Age .....   | 8             |
| <i>1.2 Workforce of High River .....</i>  | <i>9</i>      |
| 1.2.1 Labour Force .....  | 9             |
| 1.2.2 Education .....   | 10            |
| 1.2.3 Income .....  | 12            |
| 1.2.4 Commute .....   | 12            |
| <i>1.3 Utilities and Infrastructure of High River .....</i>                       | <i>13</i>     |
| 1.3.1 Utilities and Infrastructure .....  | 13            |
| 1.3.2 Transportation Infrastructure .....   | 14            |
| <i>1.4 Existing Industries in High River .....</i>                                | <i>14</i>     |
| <i>1.5 Existing Clusters in High River .....</i>                                  | <i>15</i>     |
| <i>1.6 Unique Value Propositions of High River .....</i>                          | <i>16</i>     |
| <i>1.7 Identified Target Sectors .....</i>  | <i>17</i>     |
| 1.7.1 Target Sector #1: NAICS 51 - Information .....                              | 17            |
| 1.7.2 Target Sector #2: NAICS 31-33 -Manufacturing .....                          | 17            |
| <b>Part 2: Subsector Study .....</b>  | <b>19</b>     |
| <i>2.1 Target Sector Filtering to Target Subsectors .....</i>                     | <i>19</i>     |
| <i>2.2 Target Sector #1: NAICS 51 – Information .....</i>                         | <i>19</i>     |
| 2.2.1 Subsector #1 Motion Picture and Video Production - 512110 .....             | 19            |
| 2.2.2 Subsector #2 Teleproduction and Other Postproduction Services- 512191 ..... | 20            |
| <i>2.3 Target Sector #2: NAICS 31-33 Manufacturing .....</i>                      | <i>20</i>     |
| 2.3.1 Subsector #3 Starch and Vegetable Fat and Oil Manufacturing- 31122 .....    | 20            |
| <i>2.4 Strategic Recommendations .....</i>  | <i>21</i>     |
| <br><i>Appendices .....</i>   | <br><i>22</i> |

## Document Overview

The purpose of this document is to provide the Town of High River with a clear summary of the current attributes, including the labour force and its reasonable catchment area, the demographics of the area, the existing businesses and industries, the utilities, and infrastructure, all within the lens of how these attributes can contribute to further economic development.

A “sector” is the broadest classification of industry that groups businesses by similar production processes. The identified sectors indicate some level of alignment with the assets and opportunities of Town of High River, which will be explored in Part 1 of this document. The sectors will be further refined into their subsectors in Part 2 of this document.

The sectors and subsectors identified throughout this document indicate which subsectors may be most advantageous to pursue as part of investment attraction strategies. This document also provides high-level recommendations to maximize those efforts.

## How to Read this Study

This Study identifies industries that demonstrate opportunities for growth, and lists specific target sub-sectors of those industries, identified for the more specific growth opportunities. This work uses the North American Industry Classification Systems (NAICS) as standardized reference to the industries and sub-sectors discussed.

The North American Industry Classification System (NAICS) is a classification system, originally created in 1997, to provide common definitions of industries and standardize the collection of industry statistics. The hierarchy of coding follows this structure, moving from broad to specific:

- Sectors (2-digit codes) – 20 Sectors
- Subsectors (3-digit codes) – 99 Subsectors
- Industry Groups (4-digit codes) – 323 Industry Groups
- Industries (5-digit codes) – 694 Industries
- Canadian Industries (6-digit codes) – 923 Canadian Industries

This report identifies the most aligned Industry and Industry Group (4- and 5-digits), depending on the reasonable level of granularity required per industry.

The table below illustrates the 20 Sectors, which are the highest order on the hierarchy of codes.

| NAICS CODE | SECTOR  | NAICS CODE | SECTOR  |
|------------|---|------------|---|
| 11         | Agriculture, forestry, fishing and hunting    | 53         | Real estate and rental and leasing                                    |
| 21         | Mining, quarrying, and oil and gas extraction | 54         | Professional, scientific and technical services                       |
| 22         | Utilities                                     | 55         | Management of companies and enterprises                               |
| 23         | Construction                                  | 56         | Administrative and support, waste management and remediation services |
| 31-33      | Manufacturing                                 | 61         | Educational services  |
| 41         | Wholesale Trade                               | 62         | Health care and social assistance                                     |
| 44-45      | Retail Trade                                  | 71         | Arts, entertainment and recreation                                    |
| 48-49      | Transportation and Warehousing                | 72         | Accommodation and food services                                       |
| 51         | Information and cultural industries           | 81         | Other services (except public administration)                         |
| 52         | Finance and insurance                         | 91         | Public administration   |

There are considerations associated with the use of NAICS coding. Although the classification codes have been updated since 1997, consistency required between updates means that NAICS may not always be able to properly identify the most agile and emerging industries. NAICS classifies industries primarily by how they produce, rather than what technologies they use or the markets they serve.

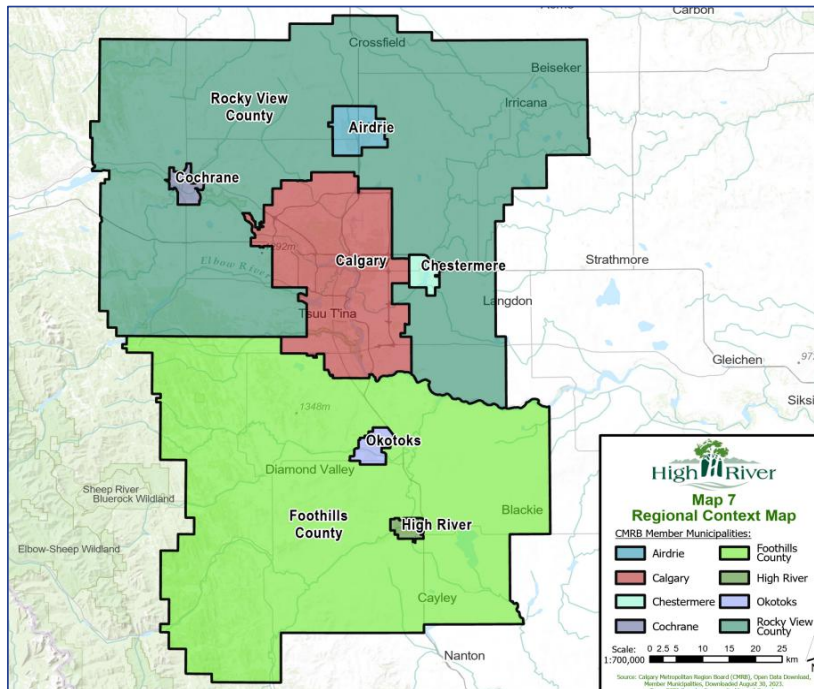
With updates every 5 years, this creates a lag where new or hybrid business models don't fit neatly into existing categories. The next major update is planned for 2027. A clear example of this limitation is companies engaged in artificial intelligence. A firm developing proprietary AI models for healthcare, logistics, and energy optimization may be classified under NAICS 54151 (Computer systems design and related services) or NAICS 54171 (Research and development in the physical, engineering, and life sciences), depending on its primary activity. Neither code fully captures the company's role as an AI platform provider with cross-sector applications. As a result, high-growth AI activity is often "hidden" inside broader software or R&D categories, making it difficult for economic development agencies to accurately measure, target, or support the sector.

These limitations do not render NAICS unusable. Rather, they need to be considered alongside real-world market-sounding intelligence to ensure that the sectors driving growth today are captured correctly.

# High River Overview

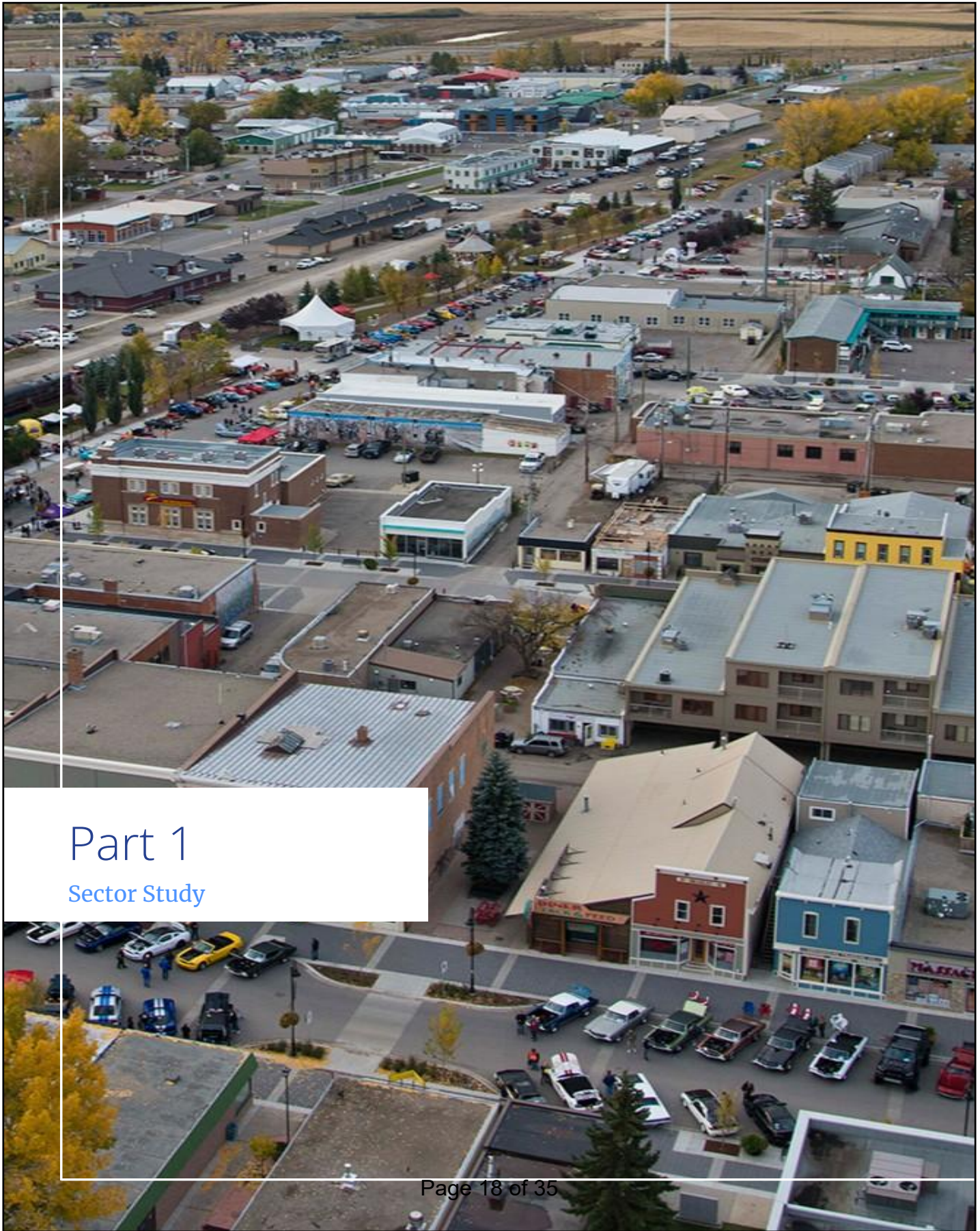
High River is a mid-sized town located in southern Alberta, approximately 37 kilometres south of Calgary, within the broader Calgary region, and surrounded by Foothills County. With a population of roughly 14,000, High River functions as a service centre for the surrounding rural area while maintaining strong economic linkages to Calgary.

Figure 1. Greater Calgary Region



High River’s economy has historically been shaped by agriculture, food processing, manufacturing, and public-sector employment, including health care, education, and municipal services. The community has also developed an identity as a hub for film and television production, establishing a niche presence within Alberta’s creative industries.

As noted in the High River Town Plan, High River is “a regional service centre to the surrounding area” and an established hub for healthcare and agriculture. The Growth Philosophy within the plan is that new growth must be fiscally responsible so that the cost of any new required infrastructure is paid for by the new growth, rather than by existing residents and businesses. With regards to industry growth, this means that the value proposition to locate in High River is substantial enough that it offsets the need to complete any infrastructure upgrades that may be necessary. This is a defining factor in how economic development and employment growth can occur in the municipality.



Part 1  
Sector Study

## Part 1: Sector Study

The Sector Study draws on a structured, evidence-based approach to evaluate High River's economic landscape and identify the industries that are best suited for growth in the community. This section establishes the foundational layer of this analysis by profiling High River's current conditions across the key dimensions that shape economic development potential: demographics, workforce, utilities, infrastructure, and existing business activity. Together, these inputs provide a detailed picture of what High River has to offer to prospective industries and where its competitive strengths lie relative to peer communities across the broader Calgary region.

The analysis proceeds through a series of thematic sub-sections looking at High River's demographic profile, including population trends and age distribution, which influence both the size and character of the local labour pool. Additionally, this section reviews the workforce in depth, covering employment by industry and resident education levels. A crucial element to assesses the state of utilities and infrastructure, identifying capacities and constraints relevant to industrial attraction and growth. Finally, the Sector Study reviews the existing business base and emerging industry clusters and identifies the unique value proposition for the community as a business location. Taken together, these findings inform the identification of target sectors, which then sets the stage for the more detailed sub-sector analysis in Part 2.

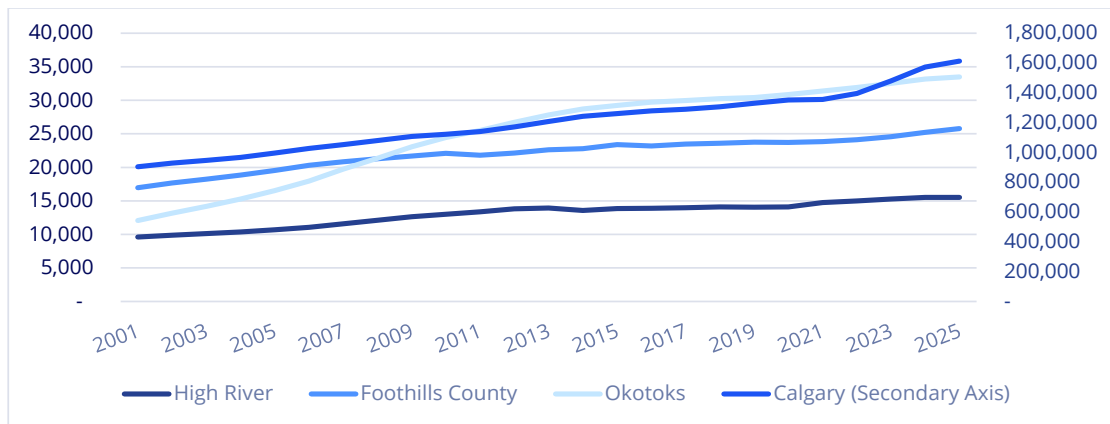
### 1.1 Demographics of High River

#### 1.1.1 Population Growth

The Town of High River has experienced an average population increase of about 2% per year over the past 25 years. A significant 39% increase occurred between 2001 and 2011, followed by a slight population decline in 2014 then stagnant growth until 2020 when the population began to increase again. High River experience a net 10% increase in population between 2011 and 2021, and between 2021 and 2025 there has been an estimated 5.3% increase. Annual percent changes in population can be found in Appendix 1.

#### Town of High River Population Change relative to Calgary Region Municipalities

(Office of Statistics and Information, Alberta Treasury Board and Finance, 2026)

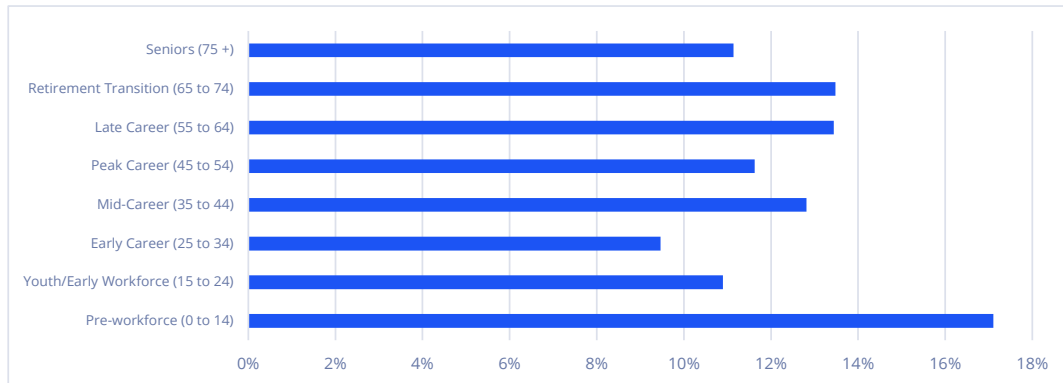


### 1.1.2 Age

High River’s demographic characteristics have important implications for workforce availability, service demand, and economic development strategy.

#### Town of High River Age Cohorts, 2021

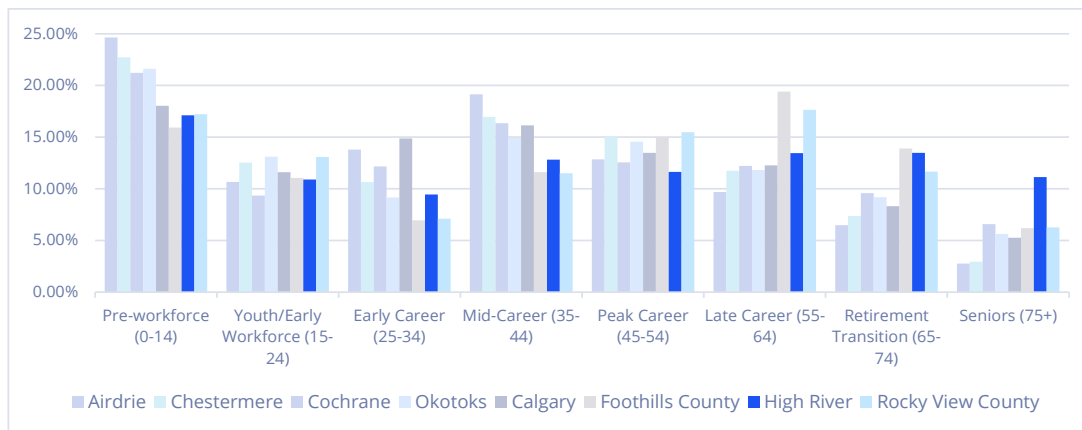
(Statistics Canada, 2021)



Nearly a quarter of High River’s population (~24%) is over the age of 65. When compared to other communities in the broader Calgary region (13.6% in the City of Calgary, 20.1% in Foothills County, 17.9% in Rocky View County, and 14.8% in Okotoks), this is the highest proportion for this age cohort. High River’s age structure also suggests that economic development strategies that contribute to attracting a young workforce will be increasingly important. Industries that can leverage experienced workers, semi-retired professionals, or flexible and part-time roles are likely to align better with the community’s demographics.

#### Age Cohorts of Greater Calgary Municipalities, 2021

(Statistics Canada, 2021)



## 1.2 Workforce of High River

### 1.2.1 Labour Force

As of the 2021 Census, there were approximately 7,030 High River residents aged over 15 years in the labour force. Among those residents working, the most prominent industry is Retail Trade, with Manufacturing, Health Care and Social Assistance, and Construction following.

**High River Labour by NAICS (Stats Canada Census, 2021)**

|  | Number of Employees | Percentage of All labour |
|--|---------------------|--------------------------|
| 23 Construction  | 1655                | 13.3%                    |
| 54 Professional, scientific and technical services                       | 1350                | 10.9%                    |
| 11 Agriculture, forestry, fishing and hunting                            | 1160                | 9.3%                     |
| 62 Health care and social assistance                                     | 1145                | 9.2%                     |
| 44-45 Retail trade   | 995                 | 8.0%                     |
| 21 Mining, quarrying, and oil and gas extraction                         | 695                 | 5.6%                     |
| 61 Educational services  | 620                 | 5.0%                     |
| 31-33 Manufacturing  | 605                 | 4.9%                     |
| 81 Other services (except public administration)                         | 560                 | 4.5%                     |
| 56 Administrative and support, waste management and remediation services | 535                 | 4.3%                     |
| 41 Wholesale trade   | 530                 | 4.3%                     |
| 48-49 Transportation and warehousing                                     | 480                 | 3.9%                     |
| 91 Public administration   | 415                 | 3.3%                     |
| 71 Arts, entertainment and recreation                                    | 365                 | 2.9%                     |
| 52 Finance and insurance   | 340                 | 2.7%                     |
| 53 Real estate and rental and leasing                                    | 325                 | 2.6%                     |
| 72 Accommodation and food services                                       | 325                 | 2.6%                     |
| 51 Information and cultural industries                                   | 175                 | 1.4%                     |
| 22 Utilities   | 140                 | 1.1%                     |
| 55 Management of companies and enterprises                               | 25                  | 0.2%                     |

When compared to other communities, including those that are rural in the Calgary region, there is a higher proportion of residents employed in retail. This proportion isn't dramatically different, particularly when compared to nearby Okotoks, as well as Airdrie.

However, the second most prominent industry, manufacturing, accounts for a significantly higher share of resident employment than any other Calgary region community. This is likely a reflection of the outsized influence of the Cargill meat processing facility within the immediate labour capture area. With regards to healthcare, which is the third most prominent industry, it is likely that a large number of these roles are tied to the High River General Hospital, as well as the ancillary and supportive medical services that tend to co-locate with a general hospital for out-patient care.

**Comparison of High River's Top Labour Industries to other Calgary Region Communities by NAICS category**

(Stats Canada census, 2021)

|  | Town of High River | Foothill County | Town of Okotoks | City of Airdrie | City of Calgary | City of Chestermere | Town of Cochrane | Rocky View County |
|--|--------------------|-----------------|-----------------|-----------------|-----------------|---------------------|------------------|-------------------|
| 44-45 Retail trade   | 13.80%             | 8.00%           | 12.80%          | 13.60%          | 11.40%          | 11.20%              | 10.10%           | 8.50%             |
| 31-33 Manufacturing  | 13.50%             | 4.90%           | 5.00%           | 5.40%           | 4.70%           | 7.30%               | 3.80%            | 4.10%             |
| 62 Health care and social assistance                                     | 11.70%             | 9.20%           | 10.90%          | 10.90%          | 12.90%          | 10.70%              | 13.10%           | 10.10%            |
| 23 Construction  | 10.20%             | 13.30%          | 12.70%          | 11.60%          | 8.30%           | 9.40%               | 9.90%            | 11.00%            |
| 72 Accommodation and food services                                       | 7.40%              | 2.60%           | 5.20%           | 5.00%           | 6.10%           | 4.60%               | 6.40%            | 3.80%             |
| 81 Other services (except public administration)                         | 5.70%              | 4.50%           | 4.40%           | 4.50%           | 4.30%           | 4.60%               | 4.90%            | 4.40%             |
| 54 Professional, scientific and technical services                       | 5.30%              | 10.90%          | 9.20%           | 6.60%           | 11.90%          | 8.60%               | 9.60%            | 11.90%            |
| 61 Educational services  | 5.30%              | 5.00%           | 7.50%           | 5.90%           | 6.60%           | 5.80%               | 7.10%            | 4.90%             |
| 48-49 Transportation and warehousing                                     | 4.70%              | 3.90%           | 4.60%           | 8.90%           | 6.60%           | 8.60%               | 4.80%            | 5.10%             |
| 56 Administrative and support, waste management and remediation services | 4.20%              | 4.30%           | 4.10%           | 4.40%           | 4.50%           | 4.00%               | 4.20%            | 4.50%             |
| 41 Wholesale trade   | 3.10%              | 4.30%           | 4.10%           | 3.40%           | 3.20%           | 4.30%               | 1.90%            | 3.60%             |
| 91 Public administration   | 3.10%              | 3.30%           | 4.20%           | 5.70%           | 3.40%           | 4.10%               | 7.00%            | 3.80%             |
| 52 Finance and insurance   | 2.70%              | 2.70%           | 2.50%           | 2.80%           | 3.80%           | 4.00%               | 3.20%            | 3.80%             |
| 21 Mining, quarrying, and oil and gas extraction                         | 2.20%              | 5.60%           | 4.90%           | 3.90%           | 4.60%           | 4.80%               | 5.20%            | 6.60%             |
| 53 Real estate and rental and leasing                                    | 2.10%              | 2.60%           | 1.30%           | 1.80%           | 2.00%           | 2.30%               | 1.50%            | 2.60%             |
| 71 Arts, entertainment and recreation                                    | 1.90%              | 2.90%           | 2.60%           | 1.60%           | 2.10%           | 2.10%               | 3.00%            | 2.70%             |
| 11 Agriculture, forestry, fishing and hunting                            | 1.40%              | 9.30%           | 1.20%           | 1.00%           | 0.40%           | 0.60%               | 0.90%            | 5.80%             |
| 51 Information and cultural industries                                   | 0.70%              | 1.40%           | 1.40%           | 1.70%           | 1.80%           | 1.40%               | 1.60%            | 1.00%             |
| 22 Utilities   | 0.70%              | 1.10%           | 1.10%           | 1.30%           | 1.20%           | 1.60%               | 1.30%            | 1.30%             |
| 55 Management of companies and enterprises                               | 0.20%              | 0.20%           | 0.30%           | 0.20%           | 0.30%           | 0.20%               | 0.30%            | 0.60%             |



**1.2.2 Education**

High River exhibits a strong middle-skills profile, with nearly 40% of residents holding post-secondary credentials below the bachelor's level. This is consistent with a workforce oriented toward skilled trades, technical roles, production operations, health support services, and administrative functions

**High River Residents' Highest Level of Education Obtained Relative to Other Calgary Region Municipalities**

(Stats Canada Census, 2021)

|  | Town of High River | Foothill County | Town of Okotoks | Rocky View County | City of Airdrie | City of Calgary | City of Chestermere | Town of Cochrane |
|--|--------------------|-----------------|-----------------|-------------------|-----------------|-----------------|---------------------|------------------|
| No certificate, diploma or degree                          | 10%                | 5%              | 5%              | 6%                | 7%              | 8%              | 10%                 | 4%               |
| High (secondary) school diploma or equivalency certificate | 33%                | 26%             | 27%             | 23%               | 27%             | 21%             | 26%                 | 23%              |
| Postsecondary certificate or diploma below bachelor level  | 39%                | 38%             | 40%             | 34%               | 42%             | 28%             | 36%                 | 41%              |
| Bachelor's degree or higher                                | 18%                | 32%             | 27%             | 37%               | 24%             | 43%             | 29%                 | 32%              |

## Agenda Item #5.3.

This education attainment distribution suggests that High River is better suited to applied, operational, and support functions rather than to headquarters-style or R&D-intensive activities. This educational profile aligns well with both film production support roles (construction trades, logistics, administration, set services) and agricultural processing and value-added manufacturing, all of which rely heavily on middle-skills labour rather than advanced academic specialization.

Among residents who have received a postsecondary certificate, diploma, or degree, "Architecture, engineering, and related trades" represents the largest field of study. This generally follows the same pattern observed amongst other communities in the region.

### High River Residents' Major Field of Study Relative to Other Calgary Region Municipalities (Stats Canada Census, 2021)

| Major Field of Study  | Town of High River | Foothills County | Town of Okotoks | Rocky View County | City of Airdrie | City of Calgary | City of Chestermere | Town of Cochrane |
|---|--------------------|------------------|-----------------|-------------------|-----------------|-----------------|---------------------|------------------|
| Architecture, engineering, and related trades               | 14%                | 19%              | 16%             | 17%               | 17%             | 15%             | 16%                 | 17%              |
| Business, management and public administration              | 12%                | 14%              | 14%             | 18%               | 14%             | 17%             | 17%                 | 14%              |
| Health and related fields                                   | 10%                | 11%              | 12%             | 10%               | 10%             | 10%             | 9%                  | 11%              |
| Education   | 4%                 | 4%               | 5%              | 4%                | 4%              | 4%              | 4%                  | 5%               |
| Social and behavioural sciences and law                     | 4%                 | 6%               | 7%              | 7%                | 6%              | 8%              | 6%                  | 8%               |
| Personal, protective and transportation services            | 4%                 | 3%               | 4%              | 3%                | 4%              | 3%              | 3%                  | 5%               |
| Humanities  | 2%                 | 2%               | 2%              | 2%                | 2%              | 3%              | 3%                  | 3%               |
| Visual and performing arts, and communications technologies | 2%                 | 2%               | 2%              | 1%                | 2%              | 2%              | 1%                  | 2%               |
| Mathematics, computer and information sciences              | 2%                 | 1%               | 2%              | 3%                | 2%              | 4%              | 3%                  | 2%               |
| Agriculture, natural resources and conservation             | 2%                 | 4%               | 2%              | 3%                | 2%              | 1%              | 1%                  | 2%               |
| Physical and life sciences and technologies                 | 1%                 | 3%               | 2%              | 4%                | 2%              | 4%              | 2%                  | 3%               |



### 1.2.3 Income

Household income data indicates that High River is a predominantly moderate-income community, with a large share of households earning between \$20,000 and \$70,000 annually. High-income households are present but not dominant, reinforcing the Town's role as a service-oriented, working community rather than a commuter suburb for Calgary-based jobs. This also suggests that there could be a high prevalence of retired or semi-retired residents in High River who live on generally more moderate fixed incomes.

**Gross Household Income**  
(Stats Canada Census, 2021)

|                                 | Town of High River | Foothills County | Town of Okotoks |
|---------------------------------|--------------------|------------------|-----------------|
| Under \$10,000 (including loss) | 7.9%               | 10.1%            | 9.1%            |
| \$10,000 to \$19,999            | 10.6%              | 9.7%             | 9.6%            |
| \$20,000 to \$29,999            | 17.2%              | 11.8%            | 12.7%           |
| \$30,000 to \$39,999            | 12.9%              | 9.4%             | 10.7%           |
| \$40,000 to \$49,999            | 11.4%              | 8.3%             | 9.2%            |
| \$50,000 to \$59,999            | 9.5%               | 7.2%             | 8.0%            |
| \$60,000 to \$69,999            | 8.9%               | 6.0%             | 7.0%            |
| \$70,000 to \$79,999            | 5.8%               | 5.3%             | 5.7%            |
| \$80,000 to \$89,999            | 4.4%               | 4.2%             | 4.8%            |
| \$90,000 to \$99,999            | 3.2%               | 3.7%             | 4.4%            |
| \$100,000 to \$149,999          | 5.9%               | 11.0%            | 11.8%           |
| \$150,000 and over              | 2.4%               | 13.3%            | 7.0%            |

### 1.2.4 Commute

Nearly half of all High River residents work within 15 minutes of their residence. When compared to other municipalities in the region, this proportion is significantly higher. This is a strong indicator that High River functions as a self-contained employment centre, rather than a bedroom community dependent on Calgary.

**Average Daily Commute Time by IGC Member Municipality**  
(Stats Canada Census, 2021)

|                      | Town of High River | Foothill County | Town of Okotoks | Rocky View County | City of Airdrie | City of Calgary | City of Chestermere | Town of Cochrane |
|----------------------|--------------------|-----------------|-----------------|-------------------|-----------------|-----------------|---------------------|------------------|
| Less than 15 minutes | 48.9%              | 19.9%           | 33.7%           | 17.1%             | 29.2%           | 21.5%           | 16.4%               | 35.6%            |
| 15 to 29 minutes     | 21.7%              | 31.6%           | 24.1%           | 35.9%             | 30.3%           | 46.9%           | 46.6%               | 16.3%            |
| 30 to 44 minutes     | 13.6%              | 26.4%           | 27.5%           | 31.3%             | 28.2%           | 22.0%           | 29.2%               | 24.2%            |
| 45 to 59 minutes     | 9.9%               | 12.9%           | 8.9%            | 9.8%              | 7.5%            | 4.6%            | 4.7%                | 15.9%            |
| 60 minutes and over  | 6.0%               | 9.3%            | 5.7%            | 6.0%              | 4.9%            | 5.0%            | 3.1%                | 8.2%             |

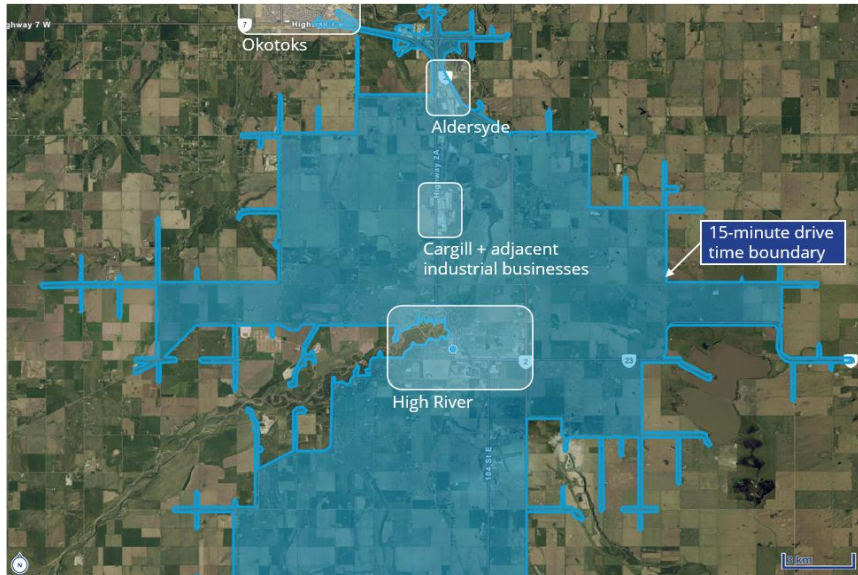


Retail service commercial businesses (e.g., insurance) located in Town, both of which are primarily local-serving operations, likely account for a large share of the roles for residents with short commute times.

## Agenda Item #5.3.

Outside of the Town's boundaries, one of the major employers within 15 minutes of the Town is the Cargill protein processing plant. Given the community's high manufacturing presence, it is very likely that many residents of High River are currently employed at Cargill and that it is the community's primary commute destination. Also, within 15 minutes, as shown in the map below, is Aldersyde's industrial area, which could also support employment for High River residents.

### High River Accessibility by Automobile



## 1.3 Utilities and Infrastructure of High River

### 1.3.1 Utilities and Infrastructure

Utilities and municipal infrastructure in the Town of High River are generally meeting the current demand requirements for both residential and commercial uses. This positions the Town to accommodate incremental growth without immediate, large-scale capital investments. Should new, heavier commercial or industrial uses be desired in the community, there may be a need to complete upgrades, particularly to the electricity and power infrastructure.

#### Town of High River Utilities & Infrastructure Capacity Overview

(Sources: Town of High River, Fortis Alberta, Province of Alberta, Rogers)

|                    |  |
|--------------------|--|
| <b>Water</b>       | Average available capacity: 53%, part of the currently used capacity is supporting the Cargill plant in Foothills County.  |
| <b>Stormwater</b>  | Capacity for a 100-year flood. This will likely need further enhancement in the near future.   |
| <b>Sanitary</b>    | Significant available capacity   |
| <b>Electricity</b> | Smaller loads are feasible, with larger uses likely to require significant electrical power upgrades   |
| <b>Natural Gas</b> | Available capacity   |
| <b>Broadband</b>   | Over 75% coverage for 50/10 Mbps – recent Fibre Connect installation throughout the community has brought the community to a similar standard as urban centres in Alberta. |

The current limitation in power supply does not preclude all industrial development but effectively narrows the range of feasible target uses to those with moderate power requirements.

### 1.3.2 Transportation Infrastructure

Transportation infrastructure is generally sufficient for industry growth that relies solely on road network connectivity. High River is not strategically located for economic activity that would require either access to airport uses, such as air-side industrial space, or access to rail, including a dedicated rail spur.

#### Rail

High River is located just south of the CPKC rail corridor, which terminates at the Cargill plant. There is a diversion north of the processing facility that continues the CPKC line southward, connecting to Lethbridge and the “Hwy 3 Food Corridor”. The rail corridor primarily supports freight movement, with a strong emphasis on transporting agricultural goods.

#### Road

The adjacent Hwy 2 is the primary connector to the broader southern Alberta region for High River residents and business operations, including Calgary and Lethbridge (via Hwy 3). Other major roads through the area are Hwy 2A and Hwy 23, which primarily serve to connect within the region more locally. Hwy 23 and 12 Ave SE within the Town are the primary corridors for industrial trucking to access and navigate businesses in the Town.

Also within the Town of High River, a focus on improving the High Country Dr corridor is underway, with studies evaluating opportunities for enhancements. These enhancements are likely to support active transportation options in the community and will not affect commercial or industrial activity.

#### Air

There is no significant airport infrastructure in the area. Aviation activity that is tied to agriculture (spraying) occurs in Foothills County and the Foothills Regional Airport, south of High River. The closest airport for passenger travel is Calgary International Airport.

### 1.4 Existing Industries in High River

Film and television production has emerged as a significant and recurring economic contributor to the Town and most prominent industries, excluding industries that are local-serving. It is understood that the most impactful role the industry has on economic development in the Town of High River is the secondary and tertiary economic impact that is sparked by filming activity. While the filming activity was initially sparked by the CBC’s “Heartland”, it is understood that this singular show no longer represents the primary filming activity, and that the area has become well known as a location for other projects.

Beyond Heartland, several other productions have made High River home, including the Superman films, Fargo, Wynonna Earp, and Black Summer, with recent titles such as The Last of Us and My Life with the Walter Boys also filming in the area. In 2025 alone, productions directly contributed more than \$1 million into High River’s local economy, supporting restaurants, hotels, retailers, and property owners throughout the community.

The primary existing industries in the broader proximal area, though not specifically in High River, are beef processing and agri-food manufacturing. Most notably, this includes Cargill’s facility. While located within the boundaries of Foothills County, this facility acts as an anchor for some of the Town of High River’s economy and draws a broad network of agricultural support businesses and suppliers. Supportive to the agri-food processing industry, along with acting as an established industry itself, are businesses in trucking and logistics. High River serves as a transportation hub, with three major road corridors passing through the Town, underpinning a notable concentration of freight carriers and transportation services operating locally.

Additional businesses identified, although not part of significant industries similar to beef processing, transportation and logistics, and film production, include professional services, retail and hospitality, and fabrication.

Western Financial, an insurance provider, is headquartered in High River and is estimated to support a significant amount of the population-serving employment and roles amongst residents in the Town. Other service providers in the area are more local-serving services, include accounting, legal, and banking services, in place to support High River residents.

Similar to the role of local-serving services, healthcare operations in the area are predominantly local-serving. The High River General Hospital is the primary hospital and emergency medicine services for not only the Town of High River but also the majority of Foothills County, Okotoks, and also serves Longview and Nanton. Hospital operations in the Town contribute to outpatient and pharmacy businesses in the area, which combined result in a significant presence of healthcare employment in the municipality. As Alberta's population ages, demand for healthcare services in smaller communities is expected to grow, reinforcing the stability and expansion potential of this sector in High River.

### 1.5 Existing Clusters in High River

Clusters allow economic development efforts to exist outside a truncated NAICS-only structure to understand where sectors overlap, depend on the suppliers or enablers of multiple sectors, or layer together in different roles within a cluster. A cluster can broadly be defined by highly interconnected and dependent companies that generally follow three roles: Anchors, Suppliers, or Enablers. Definitions of each are below.

- **Definition of Anchors:** high-impact sectors that define, stabilize, and drive a regional economy. These are the primary engines of value creation, investment, and employment around which a broader ecosystem of firms, talent, infrastructure, and innovation activity organizes. Anchors have a depth of market that would allow for multiple firms to invest in Greater Calgary.
- **Definition of Suppliers:** provide inputs, intermediate goods, and specialized services required for anchor industries to operate, scale, and innovate. Suppliers are most productive when they are serving multiple different anchor sectors. These are not just vendors – they are embedded participants in the cluster, whose capabilities and proximity enhance the competitiveness of anchors and deeply support the site selection process.
- **Definition of Enablers:** provide the adjacent and cross-cutting services, talent systems, capital and policy support that make it possible for both Anchors and Suppliers to function, grow, and innovate without being directly involved in the core production of an Anchor. Enablers strengthen the connectivity and resiliency of the entire sector ecosystem. This category can include infrastructure elements as well, but these infrastructure elements are often outside the immediate adjacency of the Anchor or Supplier.

There are extensive, complex dependencies between Anchors, Suppliers, and Enablers. To attract meaningful investment into a sector or cluster, these three groups must be mutually reinforcing in very specific ways. Investors are effectively underwriting a system, not a single firm, and they look for clear, low-risk interdependencies across these three layers.

- **Anchor and Supplier Dependencies:** Anchors must generate enough consistent demand to justify supplier investment. Anchors rely on suppliers to reduce costs, improve speed, and enable customization. Co-location or tight integration improves efficiency, and geographic or relational proximity reduces risk.
- **Anchor and Enabler Dependencies:** Talent systems, including post-secondary institutions (PSI) and R&D systems, allow anchors to expand with a reliably skilled labour pool. The correct digital and

transportation networks lead to operational viability. Policy, like permitting timelines, incentives, and regulatory clarity, must support growth and boost investment confidence.

- Supplier and Enabler Dependencies:** Suppliers require capital to meet the demands of Anchors and invest in their technology. Workforce development enables suppliers to specialize their labour as clusters and sectors mature, while attracting additional investment into PSI pipelines. Suppliers are heavily reliant on engineering, software, maintenance, and legal services, making these tertiary suppliers and business services key enablers of operational efficiency.

High River does not currently have an industry located within the municipal boundaries that truly meets the definition of an anchor. The Town effectively acts as an enabler for other anchor businesses, particularly the agri-food processing operations in Foothills County. While film production is very prominent and, in certain productions, can effectively be considered an anchor, it lacks many of the assets required to truly anchor this global industry. Film could become more established as an anchor if the broader film production cluster ecosystem were more established in High River, including post-production services and sound stage filming, rather than simply filming occurring at historic buildings in town.

| Example Cluster: FILM-PRODUCTION |  |
|----------------------------------|--|
| Anchors:                         | 5121 - Motion Picture and Video Industries   |
| Suppliers:                       | On-Site Services including: Hospitality industry (food & beverage, hotels, etc.), administrative services, retail, transportation  |
| Enablers:                        | Grant funding, incentives, post-secondary pipeline of production staff   |
| Implication:                     | Funding and access to a variety of landscapes can attract new film productions, which in turn support local business operators identified as suppliers of the film industry. |

### 1.6 Unique Value Propositions of High River

When compared with other communities in Alberta and the Calgary region, the Town of High River is strategically positioned to leverage its small-town charm for movie and TV show production. A driver of the film industry, as well as of tourism and local-serving activity, is the historic downtown and its heritage buildings. These prominent buildings in High River serve as high-quality options for film sets. Many of the owners of these buildings, including the Town for some of the municipally-owned buildings, have facilitated the leasing of the spaces and built relationships with the film industry that continue to bring activity to their buildings and to the Town in general.

Beyond the historic character of the Town, there are limited features that provide distinct advantages for economic development and industry growth when compared to the broader region.

### 1.7 Identified Target Sectors

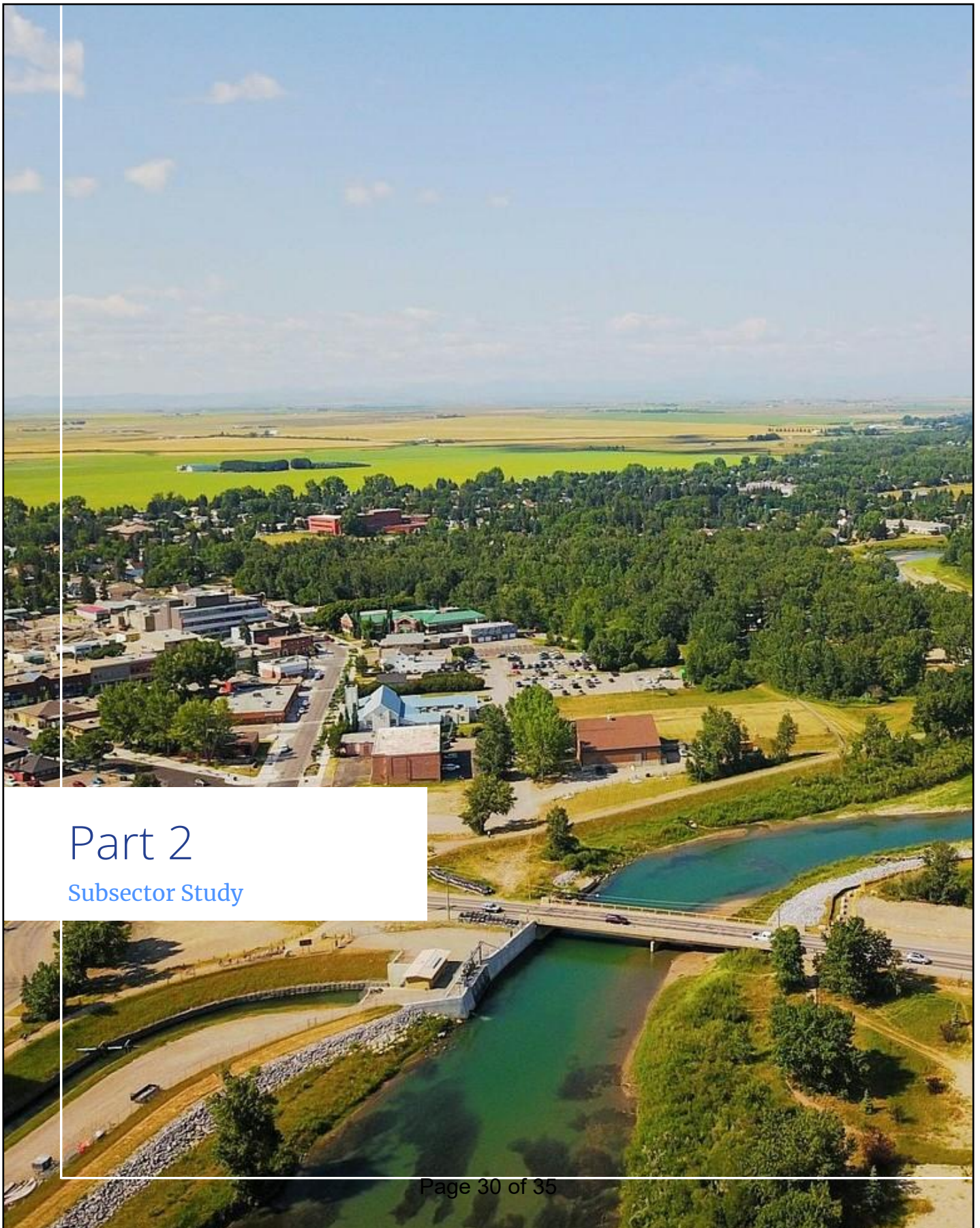
Based on High River's economic profile, strategic location within the Calgary Region, and opportunities for diversification and resilience, two priority sectors have been identified for focused growth: NAICS 51 - Information and NAICS 31-33 -Manufacturing. Together, these sectors offer complementary pathways to strengthen the local economy by supporting innovation, value-added production, and potentially higher-wage employment.

#### 1.7.1 Target Sector #1: NAICS 51 - Information

The Information sector presents opportunities to leverage digital technologies, creative services, and knowledge-based activities that are increasingly location-flexible and well-suited to smaller communities. The main components of this sector are the publishing industries, including software publishing, and both traditional publishing and publishing exclusively on the Internet; the motion picture and sound recording industries; the broadcasting industries, including traditional broadcasting and those broadcasting exclusively over the Internet; the telecommunications industries; Web search portals, data processing industries, and the information services industries. For High River, the targeted industry subsectors are those related to motion picture activity.

#### 1.7.2 Target Sector #2: NAICS 31-33 -Manufacturing

The Manufacturing sector builds on Alberta's established industrial base and High River's access to regional markets, transportation networks, and workforce, supporting both traditional and advanced manufacturing activities. Manufacturing is a broad industry that encompasses a wide range of establishments that transform materials, substances, or components into new products. This can range from factories and machine-made goods to hand-crafted goods. For High River, the target is specifically in Food Production (NAICS 311), provided it is scaled to align with utility capacities. This sector can leverage southern Alberta's agri-food corridor, which continues to attract significant investment. High River is well-positioned to capture complementary, niche processing, packaging, or logistics activities rather than competing directly with major hubs further south.



Part 2  
Subsector Study

## Part 2: Subsector Study

Building on the foundational analysis in Part 1, the Subsector Study narrows the focus to the two target sectors identified as the strongest fits for High River's economic development strategy. Where Part 1 established the community's current conditions and competitive position, Part 2 examines the specific sub-sectors within those industries that present the most viable and actionable growth opportunities, assessed against High River's labour force profile, infrastructure capacity, existing business base, and unique value propositions.

The analysis begins by establishing the high-level criteria for evaluating and ranking subsectors within each of the two target sectors. These criteria are then applied to both target sectors, identifying the specific subsectors that represent the most promising opportunities for attraction and growth. The section concludes with strategic recommendations that translate the findings into concrete directions for High River's economic development efforts.

### 2.1 Target Sector Filtering to Target Subsectors

Based on extensive market sounding with real industry operators with site selection decision-making power, plus the labour analytics and infrastructure assessments provided in Part 1 of this document, the 2-digit NAICS target sectors can be refined into 3- and 4-digit subsectors. The selected groups at this NAICS level are included below.

### 2.2 Target Sector #1: NAICS 51 – Information

Creative industries, particularly screen-based production and related services, is well supported by existing conditions and is a recommended target sector for economic and community development. Continuing to expand into post-production and digital media services would meaningfully deepen this cluster, reduce volatility associated with on-location shooting schedules, and better leverage High River's improving broadband infrastructure. That said, there is limited capacity to have multiple film productions operating simultaneously in the area due to workforce constraints.

#### 2.2.1 Subsector #1 Motion Picture and Video Production - 512110

This subsector comprises establishments primarily engaged in producing motion pictures, videos, television programs, commercials, music videos, and other audiovisual content. This industry covers the end-to-end creation of filmed content, from development and pre-production through principal photography and, in many cases, post-production.

Already established in High River, film production has the opportunity to continue and/or be expanded with the support and inducements required by the industry. High River, to expand this industry activity, will need to increase efficiency and maintain a competitive cost for permitting processes. Within Greater Calgary, this role has been strengthened by a coordinated film commission model that reduces administrative complexity for producers working across jurisdictions. At the provincial and federal levels, the structure and scale of available incentives (grants, rebates, and tax credits) remain central to competitiveness. Market sounding emphasized that the ability to "stack" incentives across multiple programs is often essential for Alberta municipalities to compete with other provinces and international jurisdictions that aggressively court production activity.

### 2.2.2 Subsector #2 Teleproduction and Other Postproduction Services- 512191

A strategic target subsector would be Teleproduction and Other Postproduction Services, as it offers an opportunity to continue and entrench the existing film industry. This subsector covers specialized services like editing, film/tape transfers, subtitling, closed captioning, animation, and visual effects.

The film industry has increasingly been turning to studio-based, and CGI-enabled production models as a way to mitigate some of these constraints, particularly weather, noise, and scheduling risks. By introducing more local activity in this aspect of the industry, High River would be positioning itself for more jobs that are more likely to be resilient to shifts in production. Further, these roles would be more universally applicable to any film type, including those not necessarily reliant on the local film sets and characters that High River offers.

### 2.3 Target Sector #2: NAICS 31-33 Manufacturing

The specific target for manufacturing in High River is Food Manufacturing within NAICS 311, with a particular focus on opportunities related to pulse farming in southern Alberta and the growing processing demand for pulses.

#### 2.3.1 Subsector #3 Starch and Vegetable Fat and Oil Manufacturing- 31122

This subsector includes establishments primarily engaged in processing agricultural crops into starches, starch derivatives, and vegetable-based oils and fats. This industry plays a critical intermediate role in the agri-food value chain, supplying key inputs to food, feed, industrial, energy, and consumer-product markets. This industry could likely leverage a similar workforce employed at the Cargill processing facility due to the similar skillsets required. Further, with the municipality's proximity to the agri-food operations throughout southern Alberta, the opportunity for manufacturing that requires proximity to the sourced goods could strategically be located in High River.

Beyond Starch and Vegetable Fat and Oil Manufacturing, there could potentially be future opportunities in agri-food processing, provided it is scaled to align with utility capacities, in High River. Southern Alberta's agri-food corridor continues to attract significant investment, and High River is well-positioned to capture complementary, niche processing, packaging, or logistics activities rather than competing directly with major hubs further south.

## 2.4 Strategic Recommendations

The following table translates the study's target subsector and opportunity analysis into clear actions that can be implemented by High River for each target subsector. It distinguishes near-term actions that focus on engagement, needs identification, and relationship building from medium-term actions aimed at enabling growth through infrastructure investment, partnerships, workforce development, and funding. Together, these recommendations provide a phased and practical roadmap to support priority industries and align investment decisions with market realities. To continue to maintain alignment with the market conditions, it will be crucial for High River to review its position regionally and nationally within the target subsectors, as well as other established sectors, within the next five years. Macro economics, global trade, and technology are all quickly evolving and require consistent monitoring to maintain a competitive position. This is especially crucial for industries that have been identified as being susceptible to the impacts of AI, of which Film Production has been identified as particularly vulnerable, with re-shoots and post-production work already being reduced ("What AI could mean for film and TV production and the industry's future", McKinsey research by Vickers & Brodherson).

Across all target subsectors, a key element to success in supporting growth is working with other municipalities adjacent to and near High River to identify methods to collaborate on investment attraction, share resources, and generally align on goals. For subsectors within the film production industry, this is especially crucial since this industry relies heavily on incentives and grants that are often provided by Provincial or National funding and may require a regional approach to securing the incentives.

| Target Subsector  | Next Steps for the Town of High River   |
|---|---|
| Motion Picture and Video Production – 512110 & Teleproduction and Other Postproduction Services- 512191 | <ul style="list-style-type: none"> <li>• Engage with Calgary Economic Development to create a combined attraction strategy for new film production activity.</li> <li>• Engage with post-secondary institutions to support workforce training optimized to industry needs.</li> <li>• Evaluate and continuously track the shifts in available financial incentives for the film industry globally.</li> <li>• Audit the local permitting process for film activity and identify strategies to introduce more efficiencies and shorten permitting times for productions.</li> </ul>  |
| Starch and Vegetable Fat and Oil Manufacturing- 31122   | <ul style="list-style-type: none"> <li>• Build relationships with established pulse protein processors and other food processors to anticipate opportunities when they arrive and stay up to date with ongoing barriers and challenges that could potentially be overcome.</li> <li>• Consolidate the identified infrastructure requirements for growth, prioritize improvements, build the business case and enter partnerships to deliver infrastructure development.</li> <li>• Identify labour gaps for necessary skillsets, and engage with post-secondary institutions that can support upgrading and retraining</li> </ul> |

## Appendices

**Appendix 1. Annual Percent Population Change Town of High River**  
 (Office of Statistics and Information, Alberta Treasury Board and Finance, 2026)

| Year | % Change |  |
|------|----------|--|
| 2002 | 3.0%     |  |
| 2003 | 2.2%     |  |
| 2004 | 2.4%     |  |
| 2005 | 3.4%     |  |
| 2006 | 3.2%     |  |
| 2007 | 4.9%     |  |
| 2008 | 4.3%     |  |
| 2009 | 4.5%     |  |
| 2010 | 3.0%     |  |
| 2011 | 2.5%     | 2001 to 2011: 39%                        |
| 2012 | 3.4%     |  |
| 2013 | 1.0%     |  |
| 2014 | -2.6%    |  |
| 2015 | 2.1%     |  |
| 2016 | 0.2%     |  |
| 2017 | 0.7%     |  |
| 2018 | 0.9%     |  |
| 2019 | -0.5%    |  |
| 2020 | 0.4%     |  |
| 2021 | 4.5%     | 2011 to 2021: 10%                        |
| 2022 | 1.8%     |  |
| 2023 | 1.9%     |  |
| 2024 | 1.4%     |  |
| 2025 | 0.1%     | 2021 to 2025: 5.3%                       |
|      |          | 2001 to 2025: 62%                        |
|      |          | Annual average % increase since 2001: 2% |

## Agenda Item #5.3.

### Appendix 2. Top 25 High River Resident Employment by National Occupational Classification (NOC)

| Role   | 2024 Jobs |
|--|-----------|
| Machine operators and related workers in food, beverage and associated products processing | 324       |
| Food support occupations   | 320       |
| Retail salespersons and non-technical wholesale trade sales and account representatives    | 273       |
| Secondary, elementary and kindergarten school teachers                                     | 262       |
| Nursing and allied health professionals  | 223       |
| Cashiers and other sales support occupations   | 215       |
| Unclassified occupation  | 152       |
| Assisting occupations in support of health services  | 151       |
| Cleaners   | 143       |
| Paraprofessional occupations in legal, social, community and education services            | 139       |
| Auditors, accountants and investment professionals   | 134       |
| Transport truck and transit drivers  | 123       |
| Machinery and transportation equipment mechanics (except motor vehicles)                   | 122       |
| Office support and court services occupations  | 114       |
| Human resources and business service professionals   | 109       |
| Supply chain logistics, tracking and scheduling coordination occupations                   | 102       |
| Administrative, property and payroll officers  | 101       |
| Labourers in processing, manufacturing and utilities                                       | 96        |
| Technical occupations in therapy and assessment  | 95        |
| Office administrative assistants - general, legal and medical                              | 93        |
| Service supervisors  | 90        |
| Longshore workers and material handlers  | 90        |
| Cooks, butchers and bakers   | 87        |
| Social and community service professionals   | 81        |
| Policy and program researchers, consultants and officers                                   | 80        |



**BRIEFING NOTE**

**TO:** Mayor and Council  
**FROM:** David Kennedy, Supervisor, Roads  
**SUBJECT:** Snow and Ice Control 2025 to 2026 Season Update

|                      |                |
|----------------------|----------------|
| <b>Date:</b>         | March 13, 2026 |
| <b>Meeting Date:</b> | June 8, 2026   |

|  |
|--|
| <b>CHIEF ADMINISTRATIVE OFFICER'S COMMENTS:</b><br>N/A |
|--|

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**BACKGROUND:**

This report provides a summary of snow and ice control operations for the 2025/2026 winter season. All operations were carried out in accordance with the Town's Snow and Ice Control Policy (POL-0047), which outlines service objectives, standards, priorities, and service levels.

**Seasonal Overview**

The 2025/2026 winter season was relatively mild overall. The Town did not experience its first significant snowfall until late November. This initial snowfall presented several challenges, as the road surface was warm and the storm began as rain before changing to snow. These conditions resulted in the formation of an ice base which then was covered with a wet heavy snow. This slowed down our snow clearing operations especially on our happy trails. Our small pathway machines struggled to move the heavy wet snow efficiently, and causing clean up to take up to a full day longer than a normal snowfall. After this snowfall there were some adjustments made to better clear our pathways in a timely manner.

The 2025/2026 snow season produced approximately 154 cm of snow, with 110 cm occurring after February 15th.

During this season, the Town continued its practice of reusing street sweepings and blending it with road salt to create a pickled sand mix. In total, approximately 513,374 kg of sand and 5,014 liters of brine were used by Town resources during winter operations.

As in previous years, snow plowing and removal services were delivered through a combination of Town crews and contracted services, consistent with Section 4.6 of the Snow and Ice Control Policy.

**Operational Highlights and Adjustments (2025/2026)**

**Driving Lane Focus**

Crews continued to prioritize plowing driving lanes only and not curb to curb as stated in the snow and ice policy. This allows for more efficient use of resources and improved response times during snow events.

**Happy Trails Clearing**

## Agenda Item #5.4.

Following the first large snowfall, Administration debriefed on the event, specifically the challenges experienced with clearing the Happy Trails pathway network in a timely manner. Based on that discussion, it was decided that crews would now clear just a single pass on all pathways to make them passable as quickly as possible. This is a change from how pathways were cleared in the past, where they were being cleared from edge to edge during that initial pass. Although this new method does have crews returning to widen the pathways to their full width, we are able to make all paths usable more quickly.

Additional improvements included better utilization of equipment. The smaller pathway machines were used for all pathway clearing, but it was determined that we could be using some of our larger pieces of equipment on the wider pathways (i.e. Canal), reducing the number of passes required to clear these areas. The smaller pathway machines continued to be used on the smaller sidewalks and pathways where their versatility is essential.

### **Happy Trails Contracting**

Snow clearing on the Happy Trails network was contracted on weekends and holidays, allowing the on-call crew to focus on priority roadway snow clearing during these periods. Administration has one on-call staff with two staff ready to be deployed for road clearing should snowfall occur and the contractor focusing on the Happy Trails network.

### **Ongoing Partnerships**

The Town continued its agreement with Summit Property Group, with a one year extension for the 2025/2026 winter season which is inclusive of:

- Downtown sidewalks and breezeways
- Town facilities
- High-use pedestrian areas
- Weekend and holiday service coverage

This contract will be going back out for Request for Proposal (RFP) after a scope of work review with council for the 2026/2027 winter season.

The Town also continued its agreement with Volker Stevin for the snow clearing on 12th Ave as well as Center Street. This contract is currently being reviewed by the Administration to ensure service levels, scope of work and if any revisions are needed to our current contract.

### **Service Level Summary**

#### **Downtown Core**

- Sidewalks, breezeways, and accessible parking are cleared once daily by 8:00 am (Contractor)
- Roads are classified as Priority 1 and serviced accordingly by Town crews
- Snow is piled at the ends of parking areas by the contractor for early morning removal by Town crews

#### **Centre Street & 12 Ave SE**

- Driving lanes cleared by Volker Stevin (Contracted).
- Parking lanes cleared by Town crews following downtown completion.

#### **Mundy Park**

## Agenda Item #5.4.

- Sidewalks, pathways, stairs and parking lot (after 2" of snow accumulation) cleared by contractor

### BSRC

- Sidewalks and pathways cleared once after snowfall by 8:00 am (Contractor)
- Curling rink entrance and east parking lot cleared by Town crews

### Town Facilities

Includes the Charles Clark Medical Center (CCMC), Family & Community Support Services (FCSS), Library, Boys & Girls Club (BGC):

- Weekdays clearing completed by Town crews
- Weekend clearing completed by contracted services

### Road Priority System

- **Priority 1:** Major roadways, emergency routes, and school zones cleared promptly using combined Town crews as well as Contracted services.
- **Priority 2:** Cleared concurrently with Priority 1 routes as resources permit.
- **Priority 3 :** Residential snow clearing takes place as resources permit and/or road safety becomes a factor.

### Happy Trails and Pathways

- Weekdays cleared by Town crews
- Weekends and holidays cleared by contractors

### Financial Summary - Contracted Snow Services

| Winter Season | Downtown & Facilities | Happy Trails (Weekend) | Centre St & 12 Ave SE | Other Costs (Snow Dump Other Snow Removal, Etc.) | Total            | Seasonal Snowfall Amount |
|---------------|-----------------------|------------------------|-----------------------|--|------------------|--------------------------|
| 2025/2026     | \$101,504             | \$25,960               | \$50,010              | \$30,620   | <b>\$208,094</b> | 154 cm                   |
| 2024/2025     | \$98,300              | \$30,680               | \$29,994              | \$38,400   | <b>\$197,374</b> | 94 cm                    |
| 2023/2024     | \$48,232              | \$23,600               | \$43,044              | \$26,566   | <b>\$141,442</b> | 69 cm                    |
| 2022/2023     | \$91,230              | \$0                    | \$55,419              | \$20,044   | <b>\$166,693</b> | 159 cm                   |
| 2021/2022     | \$96,645              | \$0                    | \$29,349              | \$49,410   | <b>\$175,404</b> | 74 cm                    |

**\*Note:**2023/2024 was the first season with weekend Happy Trails coverage was a contracted service\*

### Resident Concerns

During the 2025/2026 snow season, the most common concern from residents was around how long it takes to clear the Happy Trails system. Many felt that the pathways should be cleared sooner following snow events. Residents also questioned why the Town has a longer timeframe to complete pathway snow clearing, while residents are required under the "Good Neighbour Bylaw", to clear adjacent sidewalks within 24 hours of a snow event.

### Summary

The 2025/2026 winter season was relatively mild overall but did present some early challenges, particularly on the Happy Trails. The Town adapted through operational adjustment, improved equipment utilization, and continued use of contractor support. The continued focus on efficient clearing methods, material reuse, and

## Agenda Item #5.4.

contractor support will help keep our winter operations moving forward, while also addressing resident concerns.

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**Report / Document:** Attached:  Available:

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**KEY ISSUE(S)/CONCEPT(S):**

Council to have clear understanding of the Snow and Ice Control services provided within the Town limits.

**DESIRED OUTCOMES:**

Council to receive this report as information.

**COMMUNICATIONS:**

There is no communication planned following this Briefing Note. Administration issues PSA's as issues emerge. The Town webpage highlights and discusses some common issues, such as windrows.

Administration provides an annual door knocker outlining snow removal standards for downtown businesses at the beginning of the winter season. Next season, the door knocker will be updated with any necessary changes and issued as normal.

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**Strategic Plan**

**Safety & Security**

*The Town of High River provides community support, protection and emergency services.*

**Organizational Excellence**

*The Town of High River is a leader, partner and steward of excellent municipal services.*

Approved by

Nicole Dyck, Manager, Public Works

Reiley McKerracher, Director of Municipal Services

Sheron Ward, Advisor, Legislative & Advisory Services

Jody Hipkin, Manager of Legislative and Advisory Services

Chris Prosser, Chief Administrative Officer

Status:

Approved - 21 Apr 2026

Approved - 01 Jun 2026

Approved - 01 Jun 2026

Approved - 01 Jun 2026

Approved - 03 Jun 2026

**POLICY MANUAL**  
**SNOW AND ICE CONTROL POLICY**



|  |  |
|--|--|
| <b>Policy Number:</b> POL- 0047 (formerly POL-28-106-00) | <b>Division:</b> Public Works                  |
| <b>Effective Date:</b> September 25, 2023                | <b>Date for Review:</b> December 23, 2027      |
| <b>Revision Date:</b> March 7, 2025                      | <b>Supersedes/Repeals:</b>                     |
| <b>Related Procedure Number(s):</b>                      | <b>Related Procedure Name(s):</b>              |
| <b>External Sources:</b>                                 | <b>Council Resolution Number:</b> RC# 046-2025 |

**PURPOSE**

The purpose of this policy is to:

1. provide direction in maintaining safe and functional conditions on roadways, sidewalks and pathways so as to minimize hazards and economic loss to the community, and to permit vehicles and pedestrians to travel with reasonable care;
2. ensure safe access for essential services vehicles including the Hospital, Fire, RCMP, Emergency Medical Services and Schools;
3. provide standards for management and operating personnel in the handling of winter maintenance operations; and
4. outline citizens' responsibilities regarding sidewalk and pathway snow and ice control in residential areas and on private property.

**POLICY STATEMENT**

The Town of High River is committed to snow and ice control in consideration of available resources to allow the municipality to function under normal winter weather conditions, to reduce hazards and provide reasonable winter mobility on Town infrastructure including roadways, sidewalks, and pathways.

**DEFINITIONS**

**“Arterial Roads”** means major roadways that carry high volumes of traffic. There are generally four (4) or more lane roadways carrying over 20,000 vehicles per day.

**“Collector Road”** means a type of roadway that carries vehicles between Arterial Roads and Residential Streets. It may be divided and have more than two travel lanes with full access to adjacent properties. These roadways carry moderate volumes of traffic between 5,000 to 19,000 vehicles per day.

**“De-Icer”** means a chemical agent that the Town of High River mixes with sand to control ice.

## Agenda Item #5.4.

**“Director”** means the Director of Municipal Services or their designate.

**“Downtown Core Sidewalks”** means the part of the roadway intended for the use of pedestrians which may be alongside the road or separated by a boulevard in the Downtown area of High River. These are cleared once per day by 8:00AM, seven (7) days per week. Any additional snow clearing is the responsibility of the residents and business owners located in this area. (Refer to Appendix 2 – Figure 1: Priority 1 Route Map)

**“Emergency Access Routes”** means roads providing access from major, collector roadways to a hospital, RCMP station, fire station or emergency medical services center.

**“Extreme Winter Conditions”** means where the immediate demand for snow and ice control services will exceed the available resources. This may trigger Council to declare a snow emergency and provide the Roads Maintenance Division with additional funds to increase the response using contracted services.

**“Happy Trail Network”** means a part of the network of pathways around Town that provide walking and cycling routes for residents independent of roadways.

**“Hard Pack Snow”** means snow is allowed to accumulate and be compacted on a road.

**“Ice Control”** means the application of abrasives and/or De-icers to the surface of roads, sidewalks, steps and pathways to improve traction and to control or eliminate the formation of ice.

**“Pathway”** means a route restricted to pedestrian use and non-motorized vehicles that typically has an asphalt surface.

**“Passable Road”** means a road with a total accumulation of less than 12 centimeters of packed snow.

**“Pre-wetting”** means an application of a brine solution, beet juice or another liquid option as snowfall begins to create a “brine sandwich” effect to prevent compacted snow from adhering to the pavement, reducing the formation of ice on the roadway.

**“Priority 1 Route”** means roads that are critical for emergency services, major thoroughfares, collectors, school zones, and other high-traffic areas such as traffic lights and controlled crosswalks and roads of 8% grade and greater.

**“Priority 2 Route”** means all Town facility parking lots, servicing routes, Happy Trails network, residential areas and commercial lanes, intersections, corners, and remaining playground zones as required.

**“Residential Street”** means an undivided roadway that provides direct access and collects traffic from abutting residential properties and distributes this traffic to higher standard roadways.

**“Sanding”** means the application of abrasive materials to roadways, sidewalks, and pathways to improve vehicle traction and promote safe traffic flow.

**“School Zone”** means an area on a street near a school that falls within the Priority 1 snowplow route.

**“Sidewalk”** means the part of the roadway intended for the use of pedestrians which may be alongside the road or separated by a boulevard.

**“Snow Emergency”** means a winter storm that overwhelms the base complement of snow fighting equipment and personnel. Actions can include banning all traffic except emergency personnel,

Page 2 of 8  
Policy Number: POL 0047

## Agenda Item #5.4.

restrictions or prohibitions to on-street parking and closure of public buildings. Normally issued before the storm begins as drivers may not be able to reach their destinations after it has begun.

**“Snow Plowing”** means pushing accumulated snow from the roadway’s surface either to the sides of the roadway or the center of the roadway to ensure that travel lanes, turn lanes and ramps are passable to traffic.

**“Snow Removal”** means the removal of plowed and accumulated snow that is restricting the flow of traffic, parking, and pedestrians or restricting visibility for traffic and pedestrians, to a snow dump or nearby green space.

**“Town”** means the Town of High River.

**“Problem Areas”** means identified areas such as hills which may cause traffic congestion or be a driving hazard if Ice Control occurs as a lower priority or continuous Ice Control does not occur.

**“Windrow”** means a continuous pile of snow along a roadway as a result of snow plowing by a truck or grader.

### ROLES & RESPONSIBILITIES

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The key positions for the purpose of this policy include:

**Council** - the elected decision-making body for the Town of High River.

**Mayor** - the individual elected to the position of Chief Elected Official in accordance with the *Local Authorities Election Act* or, in circumstances where the Mayor is not available, this shall include the Deputy Mayor.

**Chief Administrative Officer** - principal staff person responsible for organizational performance who is appointed to the position of Chief Administrative Officer in accordance with the *Municipal Government Act* for the Town of High River.

**Manager of Public Works** - the person holding the title of Manager of Public Works or their designate.

**Municipal Clerk** - the individual in the leadership role that directly oversees the Legislative Services division for the Town of High River and its employees at the Town of High River.

**Administration** - the administrative and operational arm of the Town, is comprised of the various departments and business units and includes all employees who operate under the leadership and supervision of the Chief Administrative Officer.

**Agenda Item #5.4.**

|   |  |
|---|--|
| <b>Mayor &amp; Council</b>  | <b>Chief Administrative Officer (CAO)</b>  |
| <ul style="list-style-type: none"> <li>• Give direction.</li> <li>• Approve this Policy and any amendments.</li> <li>• Reviewing this Policy on a regular basis.</li> </ul>   | <ul style="list-style-type: none"> <li>• Ensure Administration understands and implements this Policy.</li> <li>• Manage organizational resources and processes in relation to this Policy.</li> <li>• Facilitate the administrative/political interface relating to this Policy.</li> </ul> |
| <b>Administration</b>   | <b>Municipal Clerk</b>   |
| <ul style="list-style-type: none"> <li>• Implement and adhere to this Policy.</li> </ul>  | <ul style="list-style-type: none"> <li>• Retain the original copies of this Policy in the Town's Policy Manual.</li> <li>• Arrange for the posting of this Policy on the website.</li> </ul>   |
| <b>Manager of Public Works</b>  |  |
| <ul style="list-style-type: none"> <li>• Bring forward changes to this Policy.</li> <li>• Provide a report to Council on an annual basis outlining the previous winter's operations, its successes, failures, challenges, and costs.</li> </ul> |  |

**PROCEDURE**

---

The Town of High River Public Works Division sands, salts and plows streets and removes snow from sidewalks and pathways based on the priority ratings and level of service set in the appendices of this policy, as well as other factors which may include:

- the temperatures before, during and after a storm;
- the duration of the storm;
- the amount of accumulated snow;
- the road surface temperature;
- wind speed and direction;
- the weather forecast for the following days.

For the purpose of ice control, snow plowing and snow removal, the entire street system is assigned to one of two priority classifications. Emphasis of Public Works division shall be generally in order of assigned street classification priority. When necessary, for reasons of safety, and available resources, and at the discretion of the Manager of Public Works, the order of priority for the provision of the required services may be altered.

**Plowing, Sanding and Salting**

1. Truck-mounted plows are used to plow snow off the driving lanes during salting and sanding operations.
2. Specialized equipment will be required for snow removal in the Downtown area. This equipment includes:

## Agenda Item #5.4.

- polyurethane blades for the plows,
  - nonmetal brushes for the sweepers, and
  - smaller trucks for snow plowing on specialized street scapes.
3. Crews adjust snow and ice control materials depending on the prevailing temperature and weather conditions:
- a. salt is used to lower the freezing point and reduce snow and ice on roads when road surface temperatures are between 0 and -15C;
  - b. when road temperatures drop below 0C, a sand and salt mixture is used to improve traction; and
  - c. pre-wetting with a brine solution, beet juice, or another liquid is used on Priority One routes as snowfall begins when road surface temperatures are above -15C.

### **Snow Fencing**

Snow fencing will be used in known areas as a tool to stop blowing snow from accumulating on roadways as directed by the Manager of Public Works.

### **Snow Removal and Storage**

Snow removal commences when plowed snow restricts traffic in the Downtown Core and on major arterial roadways or reaches a windrow height of 60 centimeters downtown and 100 centimeters in other Priority One roadways. All snow removed is hauled to designated snow storage sites. Elimination of windrows on an as needed basis will be executed at the discretion of the Manager of Public Works.

### **Ice Control**

Ice Control will be performed as needed with the same priorities as set out for snow removal in the Priority 1 and 2 services levels detailed in Appendix 1.

### **Responsibility of Residents and Business Owners**

Residents and businesses will be responsible for snow removal on sidewalks and pathways fronting their properties in accordance with Good Neighbour Bylaw 4579/2020.

### **Level of Service Objectives**

The policy will be to provide sufficient resources to conduct snow and ice control operations in an endeavour to meet standards in Appendix 1 at all times.

The Manager of Public Works shall have the authority to utilize contracted services where, in their discretion, resources in addition to the Town's labour and equipment are potentially needed to meet the service levels.

### **APPROVAL**

---

**Agenda Item #5.4.**

**Date of Council Approval:**

March 24, 2025

**Resolution Number of Council Approval:**

RC #46-2025

Page 6 of 8  
Policy Number: POL 0047

Page 10 of 12

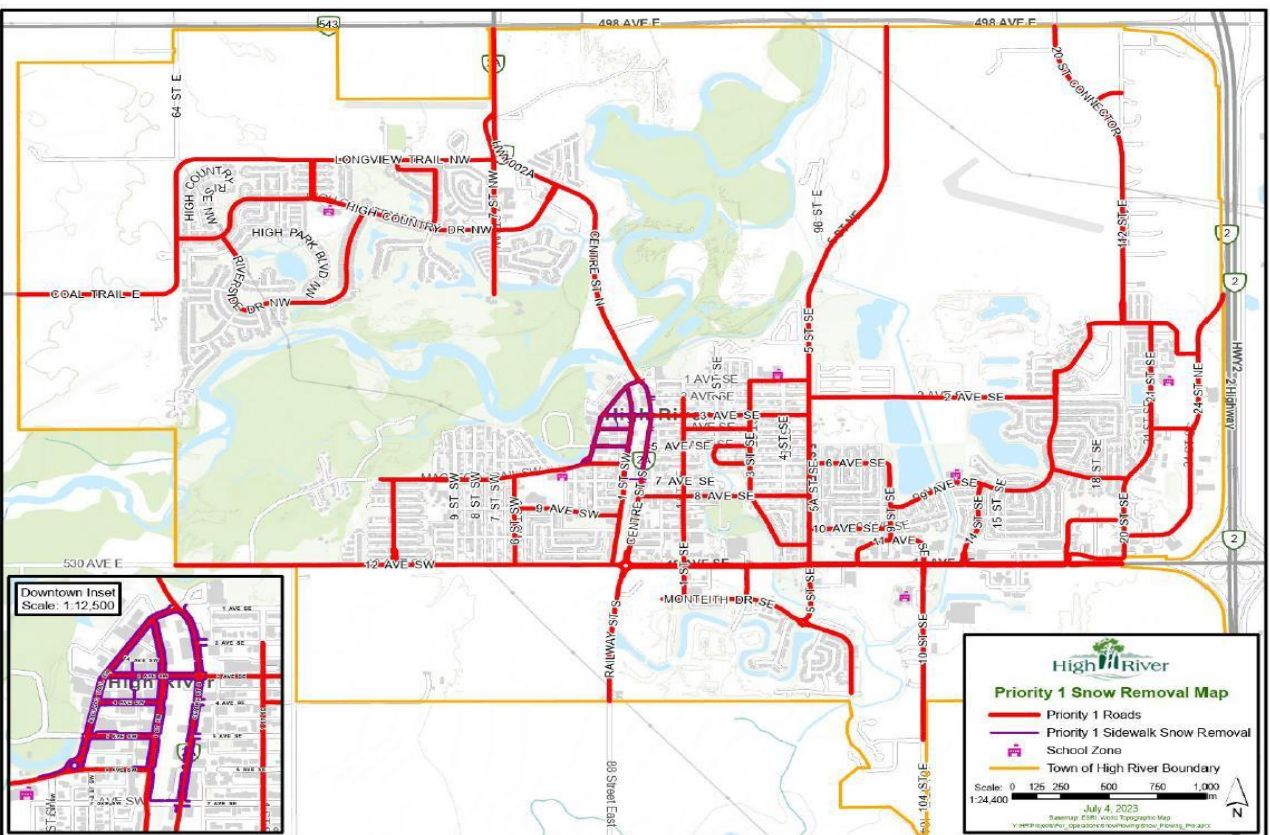
**Appendix 1  
Priority 1 and 2 Route**

| Priority                                       | Designated Areas  | Commencement of Operations                                | Standard to be Achieved   |
|--|---|---|---|
| <b>Priority 1 Route (Appendix 1: Figure 1)</b> |   |   |   |
|  | <ul style="list-style-type: none"> <li>Former Highway 2A within Town limits include Centre Street and 12<sup>th</sup> Avenue between Centre Street and HWY 2.</li> </ul>  | To Town Standards   |   |
|  | <ul style="list-style-type: none"> <li>Major thoroughfares, arterials, collectors</li> <li>Designated Emergency Access Routes (adjacent to hospital, fire station, RCMP station and emergency medical services center)</li> <li>Traffic lights and signalized controlled crosswalks</li> <li>School Zones</li> <li>Roads which have grades of 8% and greater</li> </ul> | Prior to snow accumulations reaching four (4) centimeters | <ul style="list-style-type: none"> <li>Travel roads plowed and sanded</li> <li>Single snowfall event, complete within 24 hours of snowfall ending</li> <li>Continuous snowfall event, snow plowing and sanding will take place throughout; completed at best efforts</li> <li>Snow Route Downtown</li> </ul>                |
|  | <ul style="list-style-type: none"> <li>Downtown Core Roads</li> </ul>   |   | <ul style="list-style-type: none"> <li>Packed snow will be permitted up to 4cm on travel roads and 8cm in parking lanes before hauling may be required depending on the event and weather conditions</li> <li>Feather snow plowing will occur during events as well as salting and sanding</li> </ul>                       |
|  | <ul style="list-style-type: none"> <li>Downtown Core Sidewalks (purple route on Fig. 1)</li> </ul>  |   | <ul style="list-style-type: none"> <li>Sidewalks cleared once per day by 8:00AM, seven (7) days a week</li> <li>Continuous snowfall event at best efforts</li> <li>Single snowfall event to be piled and removed within four (4) days</li> <li>Continuous snowfall event to be piled and removed at best efforts</li> </ul> |

Page 11 of 12

| Priority                | Designated Areas   | Commencement of Operations   | Standard to be Achieved   |
|-------------------------|--|--|---|
| <b>Priority 2 Route</b> |  |  |   |
|                         | <ul style="list-style-type: none"> <li>All Town facility parking lots and servicing routes</li> </ul>  | When snow accumulation reaches four (4) centimeters<br>Weekday snow removal will be completed                                  | <ul style="list-style-type: none"> <li>Travel roads plowed and sanded</li> <li>Complete within 48 hours of snowfall ending</li> </ul> |
|                         | <ul style="list-style-type: none"> <li>Happy Trails Network</li> </ul>   | When snow accumulation reaches four (4) centimeters<br>Weekday, weekend and statutory holidays, snow removal will be completed | <ul style="list-style-type: none"> <li>Trails plowed</li> <li>Sand and salt will be applied to problem areas as required</li> </ul>   |
|                         | <ul style="list-style-type: none"> <li>Residential Areas and Commercial Lanes</li> <li>Intersections, corners, and remaining playground zones</li> </ul> | Hard pack standard applies<br>Prior to snow accumulations reaching twelve (12) centimeters                                     | <ul style="list-style-type: none"> <li>On an as needed basis, where access is essential</li> </ul>                                    |

Appendix 2  
Figure 1: Priority 1 Route Map





**BRIEFING NOTE**

**TO:** Mayor and Council  
**FROM:** David Kennedy, Supervisor, Roads  
**SUBJECT:** Snow Maintenance Scope of Work - Review

|                      |               |
|----------------------|---------------|
| <b>Date:</b>         | March 4, 2026 |
| <b>Meeting Date:</b> | June 8, 2026  |

**CHIEF ADMINISTRATIVE OFFICER’S COMMENTS:**

The purpose of this briefing is to gather feedback from Council on the scope of the contracted snow removal program. Administration supports the continued use of contracted services in clearing downtown sidewalks, town facilities and weekend/holiday clearing of selected pathways systems.

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**BACKGROUND:**

The Town delivers snow and ice control services through a combination of Town resources and contracted services in accordance with the attached Snow and Ice Control Policy (POL-0047). The current contract has ended, and Administration is looking for feedback on the proposed scope for a new Request for Proposals (RFP).

Contracted services play an important role in maintaining:

- Downtown sidewalks and breezeways
- Town facilities
- High-use pedestrian areas
- Weekend and holiday service coverage

The recently expired contract for snow maintenance services had originated as a temporary initiative following the completion of the downtown revitalization project. At that time, the program was intended to enhance accessibility of the downtown core and support local businesses while improving the experience for residents and visitors.

Early results demonstrated clear benefits, and based on these positive outcomes, operational experience and community feedback had informed several refinements over time to the expired contract. As service expectations evolved, operational adjustments were made to ensure that the Town receives an appropriate level of service.

Ultimately, Council decided to make the downtown sidewalks and breezeway snow removal service permanent based on feedback from the downtown business community. Following that there has been several refinements to service level. As service expectations evolved, operational adjustments were made to ensure that the Town receives an appropriate level of service.

Following conversations with Council regarding weekend and holiday clearing of Happy Trails, a pilot clearing project for the 2023/2024 season utilizing the Town's contractor was put in place. The service proved successful and received strong positive feedback from the community, Council and Administration. Council made this a permanent addition to the scope of work at the Council meeting of May 24, 2024, as referenced in the attached BN-24-17 Weekend and Holiday Happy Trail Pathway Clearing.

## Agenda Item #5.5.

Overall, the snow maintenance contract demonstrated its effectiveness and lessons learned over the years have guided incremental improvements that were not entirely captured on the contract and led to mixed expectations of our contractor from Administration such as complete clearing under benches, around trees, light poles, Rotary Park, additional Hamptons Bypass sidewalk and other Happy Trail pathway additions along with where the snow piles are made within the downtown corridor.

While the current winter maintenance contracts have expired, and in preparation for the upcoming procurement cycle, Administration has reviewed and updated the work to reflect current operational practices, service level expectations, and lessons learned from recent winter seasons.

The attached Winter Maintenance Scope of Work 2026 outlines the performance expectations and requirements for contracted winter maintenance services. This scope of work was not properly captured in the recently expired contract although became the expectation and, with that, Administration would like to ensure that it receives Council approval. The contractor will be expected to clear each area only once per day although if continuous snowfall is occurring, Administration has the option to call back for additional services.

Key service expectations of the Request for Proposal ("RFP") will include:

- Service Period
- Seasonal coverage between October 15 and April 15
- Defined response times based on service area priority
- Operational Expectations
- Downtown sidewalks, breezeways completed by 8:00 a.m., including weekends
- Bob Snodgrass Recreation Complex completed by 9:00 a.m., including weekends
- All other sites completed within 24 hours
- Contractor service responsibility for weekends and holidays
- Defined Work Packages

The scope is structured to allow Council to clearly understand service areas and priorities:

Package A: Downtown sidewalks, breezeways, and select Town facilities (weekends)

Package B: RCMP Detachment

Package C: Bob Snodgrass Recreation Complex

Package D: Mundy Park

Package E: Happy Trails pedestrian pathways (weekend days and holiday, one-pass clearing)

### **Conclusion**

Currently, Administration adheres to the Council approved Snow and Ice Control Policy (POL-0047) which utilizes a mix of in-house and contractor snow clearing based on the following:

- Monday to Friday, Weekends and Holidays - Contractor completes snow clearing Downtown breezeways (Rotary Park) and RCMP Detachment before 8:00 a.m. along with Bob Snodgrass Recreation Complex prior to 9:00 a.m. Mundy Park stairs, sidewalks and parking lot within 24 hours.
- Weekends and Holidays - Contractor completes snow clearing at the Family & Community Support Services ("FCSS"), Charles Clark Medical Centre ("CCMC"), Library, BGC Foothills and Happy Trail Pathway system.

## Agenda Item #5.5.

- Monday to Friday - Administration completes snow clearing along the Happy Trail Pathway system, Priority One and Two routes and all Town facilities such as FCSS, CCMC along with the Museum and Public parking lots.
- Weekends and Holidays - Administration completes snow clearing all Priority One and Two routes.

Administration is seeking Council's input on the proposed Winter Maintenance Scope of Work to ensure expectations are clearly defined and aligned with Council's priorities prior to issuing the RFP. Council discussion and direction at this stage will support a transparent, competitive procurement process and effective service delivery during future winter seasons.

Following this meeting, Administration will follow the Town's approved Procurement Process by posting the RFP on Alberta Purchasing Connection and the Town Website in July 2026. With proposals evaluated and award by end of August 2026. Administration can bring the recommended proponent back for review prior to award should Council make this request.

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**Report / Document:** Attached:  Available:

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### **KEY ISSUE(S)/CONCEPT(S):**

Council approve and provide feedback regarding the attached propose Winter Maintenance Scope of Work.

### **DESIRED OUTCOMES:**

That Council approve the proposed Winter Maintenance Scope of Work (attached) for information and discussion, and provide any feedback for Administration before proceeding with the Request for Proposal process.

### **COMMUNICATIONS:**

Communications will not be required. Administration will adhere to the Town's approved Procurement Policy by posting the Request for Proposal on Alberta Purchasing Connection and the Town Website for proponents to review and submit their proposals.

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### **Strategic Plan**

#### **Safety & Security**

*The Town of High River provides community support, protection and emergency services.*

#### **Organizational Excellence**

*The Town of High River is a leader, partner and steward of excellent municipal services.*

#### Approved by

Nicole Dyck, Manager, Public Works

Reiley McKerracher, Director of Municipal Services

Sheron Ward, Advisor, Legislative & Advisory Services

Jody Hipkin, Manager of Legislative and Advisory Services

Chris Prosser, Chief Administrative Officer

#### Status:

Approved - 21 Apr 2026

Approved - 01 Jun 2026

Approved - 01 Jun 2026

Approved - 01 Jun 2026

Approved - 03 Jun 2026



**BRIEFING NOTE**

**TO:** Mayor and Council

**FROM:** Nicole Dyck, Manager of Public Works

**SUBJECT:** Weekend and Holiday Happy Trail Pathway Clearing

|                      |              |
|----------------------|--------------|
| <b>Date:</b>         | May 15, 2024 |
| <b>Meeting Date:</b> | May 27, 2024 |

**CHIEF ADMINISTRATIVE OFFICER’S COMMENTS:**

Council has received staff reports in 2019 regarding the weekend snow removal for the Happy Trails Systems. While not clearly documented, estimates discussed at that time deterred Council from proceeding further. This past winter, the Town ran a pilot program with our Downtown Snow Removal Contractor and the results are outlined below.

**BACKGROUND:**

Pathway clearing on the Happy Trails system has been a topic of discussion for many years and the Town's current delivery model and crew scheduling have not been able to accommodate increased staffing on weekends and holidays to provide this service.

As the Town continues to grow, so does the Happy Trails system. In addition, there have been requests from the public to increase the service levels for the Happy Trails system to include weekend and holiday snow and ice removal. This increase in service level and quantity of trails does require additional resources to address.

Following up on feedback from the Active Transportation Plan completed in 2023 and the comments about the Happy Trails system not being plowed on weekends or holidays, Administration brought forward a proposal to Council that the Town pilot weekend and holiday snow removal for the Happy Trails system utilizing the contractor that holds the Town's downtown snow contract.

Administration put forward a proposal that the Town would run a pilot program for the 2023-24 winter season at a cost of \$2,360.00 per occurrence. This would take place when requested by the Town and upon completion of the work required by the downtown snow contract. The work included two machines with operator and a third person performing show work (for where the machines can't reach).

This past year it snowed for a total of 10 days on the weekend out of a total of 52 possible days plus holidays, or 20% of the season. The cost to the Town was \$23,600.00 for this service this past season. The current implementation for snow and ice clearing of the Happy Trails system has the current downtown snow contractor clearing the Happy Trails on weekends and holidays. The service period for the downtown snow removal contract runs from November 1 to March 31 of each season; this means there may be some gaps in service in late fall or early spring outside of the contract dates.

The total cost will vary from season to season as it is dependent on the weather. There may be minor inflationary increases from year to year.

## Agenda Item #5.5.

The comments from the Town received throughout the winter season were extremely positive and the residents thoroughly enjoyed the pathways being cleared. This also allowed Town crews to come in at the beginning of the week without a backlog of work, which, in turn, improved our overall snow and ice service levels from past years.

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**Report / Document:**Attached: Available: 

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**KEY ISSUE(S)/CONCEPT(S):**

Should the Town continue providing a higher level of service, specifically weekend and holiday snow and ice for the Happy Trails pathway system.

**DESIRED OUTCOMES:**

That Council chooses to support the proposed recommendation to increase service levels for Happy Trails to permanently include winter snow removal. This work would be contracted separately from the Town's other snow removal contracts. This service level will be included into future budgets.

**COMMUNICATIONS:**

Administration will arrange for communications to be sent out the Public regarding the change in scope of work for the Happy Trails snow clearing in the the fall as the Town prepares for the winter season.

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**Strategic Plan****Vibrant Community**

*The Town of High River provides the foundation for an inclusive, engaged and thriving community.*

**Safety & Security**

*The Town of High River provides community support, protection and emergency services.*

## Approved by

Reiley McKerracher, Director of Municipal Services

Sheron Ward, Legislative &amp; Advisory Services Advisor

Jody Hipkin, Manager of Legislative and Advisory Services

Chris Prosser, Chief Administrative Officer

David Crain, Manager of Financial Services

## Status:

Approved - 17 May 2024

Approved - 17 May 2024

Approved - 19 May 2024

Approved - 21 May 2024

Approved - 21 May 2024

**POLICY MANUAL**  
**SNOW AND ICE CONTROL POLICY**



|  |  |
|--|--|
| <b>Policy Number:</b> POL- 0047 (formerly POL-28-106-00) | <b>Division:</b> Public Works                  |
| <b>Effective Date:</b> September 25, 2023                | <b>Date for Review:</b> December 23, 2027      |
| <b>Revision Date:</b> March 7, 2025                      | <b>Supersedes/Repeals:</b>                     |
| <b>Related Procedure Number(s):</b>                      | <b>Related Procedure Name(s):</b>              |
| <b>External Sources:</b>                                 | <b>Council Resolution Number:</b> RC# 046-2025 |

**PURPOSE**

The purpose of this policy is to:

1. provide direction in maintaining safe and functional conditions on roadways, sidewalks and pathways so as to minimize hazards and economic loss to the community, and to permit vehicles and pedestrians to travel with reasonable care;
2. ensure safe access for essential services vehicles including the Hospital, Fire, RCMP, Emergency Medical Services and Schools;
3. provide standards for management and operating personnel in the handling of winter maintenance operations; and
4. outline citizens' responsibilities regarding sidewalk and pathway snow and ice control in residential areas and on private property.

**POLICY STATEMENT**

The Town of High River is committed to snow and ice control in consideration of available resources to allow the municipality to function under normal winter weather conditions, to reduce hazards and provide reasonable winter mobility on Town infrastructure including roadways, sidewalks, and pathways.

**DEFINITIONS**

**“Arterial Roads”** means major roadways that carry high volumes of traffic. There are generally four (4) or more lane roadways carrying over 20,000 vehicles per day.

**“Collector Road”** means a type of roadway that carries vehicles between Arterial Roads and Residential Streets. It may be divided and have more than two travel lanes with full access to adjacent properties. These roadways carry moderate volumes of traffic between 5,000 to 19,000 vehicles per day.

**“De-Icer”** means a chemical agent that the Town of High River mixes with sand to control ice.

## Agenda Item #5.5.

**“Director”** means the Director of Municipal Services or their designate.

**“Downtown Core Sidewalks”** means the part of the roadway intended for the use of pedestrians which may be alongside the road or separated by a boulevard in the Downtown area of High River. These are cleared once per day by 8:00AM, seven (7) days per week. Any additional snow clearing is the responsibility of the residents and business owners located in this area. (Refer to Appendix 2 – Figure 1: Priority 1 Route Map)

**“Emergency Access Routes”** means roads providing access from major, collector roadways to a hospital, RCMP station, fire station or emergency medical services center.

**“Extreme Winter Conditions”** means where the immediate demand for snow and ice control services will exceed the available resources. This may trigger Council to declare a snow emergency and provide the Roads Maintenance Division with additional funds to increase the response using contracted services.

**“Happy Trail Network”** means a part of the network of pathways around Town that provide walking and cycling routes for residents independent of roadways.

**“Hard Pack Snow”** means snow is allowed to accumulate and be compacted on a road.

**“Ice Control”** means the application of abrasives and/or De-icers to the surface of roads, sidewalks, steps and pathways to improve traction and to control or eliminate the formation of ice.

**“Pathway”** means a route restricted to pedestrian use and non-motorized vehicles that typically has an asphalt surface.

**“Passable Road”** means a road with a total accumulation of less than 12 centimeters of packed snow.

**“Pre-wetting”** means an application of a brine solution, beet juice or another liquid option as snowfall begins to create a “brine sandwich” effect to prevent compacted snow from adhering to the pavement, reducing the formation of ice on the roadway.

**“Priority 1 Route”** means roads that are critical for emergency services, major thoroughfares, collectors, school zones, and other high-traffic areas such as traffic lights and controlled crosswalks and roads of 8% grade and greater.

**“Priority 2 Route”** means all Town facility parking lots, servicing routes, Happy Trails network, residential areas and commercial lanes, intersections, corners, and remaining playground zones as required.

**“Residential Street”** means an undivided roadway that provides direct access and collects traffic from abutting residential properties and distributes this traffic to higher standard roadways.

**“Sanding”** means the application of abrasive materials to roadways, sidewalks, and pathways to improve vehicle traction and promote safe traffic flow.

**“School Zone”** means an area on a street near a school that falls within the Priority 1 snowplow route.

**“Sidewalk”** means the part of the roadway intended for the use of pedestrians which may be alongside the road or separated by a boulevard.

**“Snow Emergency”** means a winter storm that overwhelms the base complement of snow fighting equipment and personnel. Actions can include banning all traffic except emergency personnel,

Page 2 of 8  
Policy Number: POL 0047

## Agenda Item #5.5.

restrictions or prohibitions to on-street parking and closure of public buildings. Normally issued before the storm begins as drivers may not be able to reach their destinations after it has begun.

**“Snow Plowing”** means pushing accumulated snow from the roadway’s surface either to the sides of the roadway or the center of the roadway to ensure that travel lanes, turn lanes and ramps are passable to traffic.

**“Snow Removal”** means the removal of plowed and accumulated snow that is restricting the flow of traffic, parking, and pedestrians or restricting visibility for traffic and pedestrians, to a snow dump or nearby green space.

**“Town”** means the Town of High River.

**“Problem Areas”** means identified areas such as hills which may cause traffic congestion or be a driving hazard if Ice Control occurs as a lower priority or continuous Ice Control does not occur.

**“Windrow”** means a continuous pile of snow along a roadway as a result of snow plowing by a truck or grader.

### ROLES & RESPONSIBILITIES

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The key positions for the purpose of this policy include:

**Council** - the elected decision-making body for the Town of High River.

**Mayor** - the individual elected to the position of Chief Elected Official in accordance with the *Local Authorities Election Act* or, in circumstances where the Mayor is not available, this shall include the Deputy Mayor.

**Chief Administrative Officer** - principal staff person responsible for organizational performance who is appointed to the position of Chief Administrative Officer in accordance with the *Municipal Government Act* for the Town of High River.

**Manager of Public Works** - the person holding the title of Manager of Public Works or their designate.

**Municipal Clerk** - the individual in the leadership role that directly oversees the Legislative Services division for the Town of High River and its employees at the Town of High River.

**Administration** - the administrative and operational arm of the Town, is comprised of the various departments and business units and includes all employees who operate under the leadership and supervision of the Chief Administrative Officer.

**Agenda Item #5.5.**

|   |  |
|---|--|
| <b>Mayor &amp; Council</b>  | <b>Chief Administrative Officer (CAO)</b>  |
| <ul style="list-style-type: none"> <li>• Give direction.</li> <li>• Approve this Policy and any amendments.</li> <li>• Reviewing this Policy on a regular basis.</li> </ul>   | <ul style="list-style-type: none"> <li>• Ensure Administration understands and implements this Policy.</li> <li>• Manage organizational resources and processes in relation to this Policy.</li> <li>• Facilitate the administrative/political interface relating to this Policy.</li> </ul> |
| <b>Administration</b>   | <b>Municipal Clerk</b>   |
| <ul style="list-style-type: none"> <li>• Implement and adhere to this Policy.</li> </ul>  | <ul style="list-style-type: none"> <li>• Retain the original copies of this Policy in the Town's Policy Manual.</li> <li>• Arrange for the posting of this Policy on the website.</li> </ul>   |
| <b>Manager of Public Works</b>  |  |
| <ul style="list-style-type: none"> <li>• Bring forward changes to this Policy.</li> <li>• Provide a report to Council on an annual basis outlining the previous winter's operations, its successes, failures, challenges, and costs.</li> </ul> |  |

**PROCEDURE**

---

The Town of High River Public Works Division sands, salts and plows streets and removes snow from sidewalks and pathways based on the priority ratings and level of service set in the appendices of this policy, as well as other factors which may include:

- the temperatures before, during and after a storm;
- the duration of the storm;
- the amount of accumulated snow;
- the road surface temperature;
- wind speed and direction;
- the weather forecast for the following days.

For the purpose of ice control, snow plowing and snow removal, the entire street system is assigned to one of two priority classifications. Emphasis of Public Works division shall be generally in order of assigned street classification priority. When necessary, for reasons of safety, and available resources, and at the discretion of the Manager of Public Works, the order of priority for the provision of the required services may be altered.

**Plowing, Sanding and Salting**

1. Truck-mounted plows are used to plow snow off the driving lanes during salting and sanding operations.
2. Specialized equipment will be required for snow removal in the Downtown area. This equipment includes:

## Agenda Item #5.5.

- polyurethane blades for the plows,
  - nonmetal brushes for the sweepers, and
  - smaller trucks for snow plowing on specialized street scapes.
3. Crews adjust snow and ice control materials depending on the prevailing temperature and weather conditions:
- a. salt is used to lower the freezing point and reduce snow and ice on roads when road surface temperatures are between 0 and -15C;
  - b. when road temperatures drop below 0C, a sand and salt mixture is used to improve traction; and
  - c. pre-wetting with a brine solution, beet juice, or another liquid is used on Priority One routes as snowfall begins when road surface temperatures are above -15C.

### **Snow Fencing**

Snow fencing will be used in known areas as a tool to stop blowing snow from accumulating on roadways as directed by the Manager of Public Works.

### **Snow Removal and Storage**

Snow removal commences when plowed snow restricts traffic in the Downtown Core and on major arterial roadways or reaches a windrow height of 60 centimeters downtown and 100 centimeters in other Priority One roadways. All snow removed is hauled to designated snow storage sites. Elimination of windrows on an as needed basis will be executed at the discretion of the Manager of Public Works.

### **Ice Control**

Ice Control will be performed as needed with the same priorities as set out for snow removal in the Priority 1 and 2 services levels detailed in Appendix 1.

### **Responsibility of Residents and Business Owners**

Residents and businesses will be responsible for snow removal on sidewalks and pathways fronting their properties in accordance with Good Neighbour Bylaw 4579/2020.

### **Level of Service Objectives**

The policy will be to provide sufficient resources to conduct snow and ice control operations in an endeavour to meet standards in Appendix 1 at all times.

The Manager of Public Works shall have the authority to utilize contracted services where, in their discretion, resources in addition to the Town's labour and equipment are potentially needed to meet the service levels.

### **APPROVAL**

---

**Agenda Item #5.5.**

**Date of Council Approval:**

March 24, 2025

**Resolution Number of Council Approval:**

RC #46-2025

Page 6 of 8  
Policy Number: POL 0047

Page 11 of 23

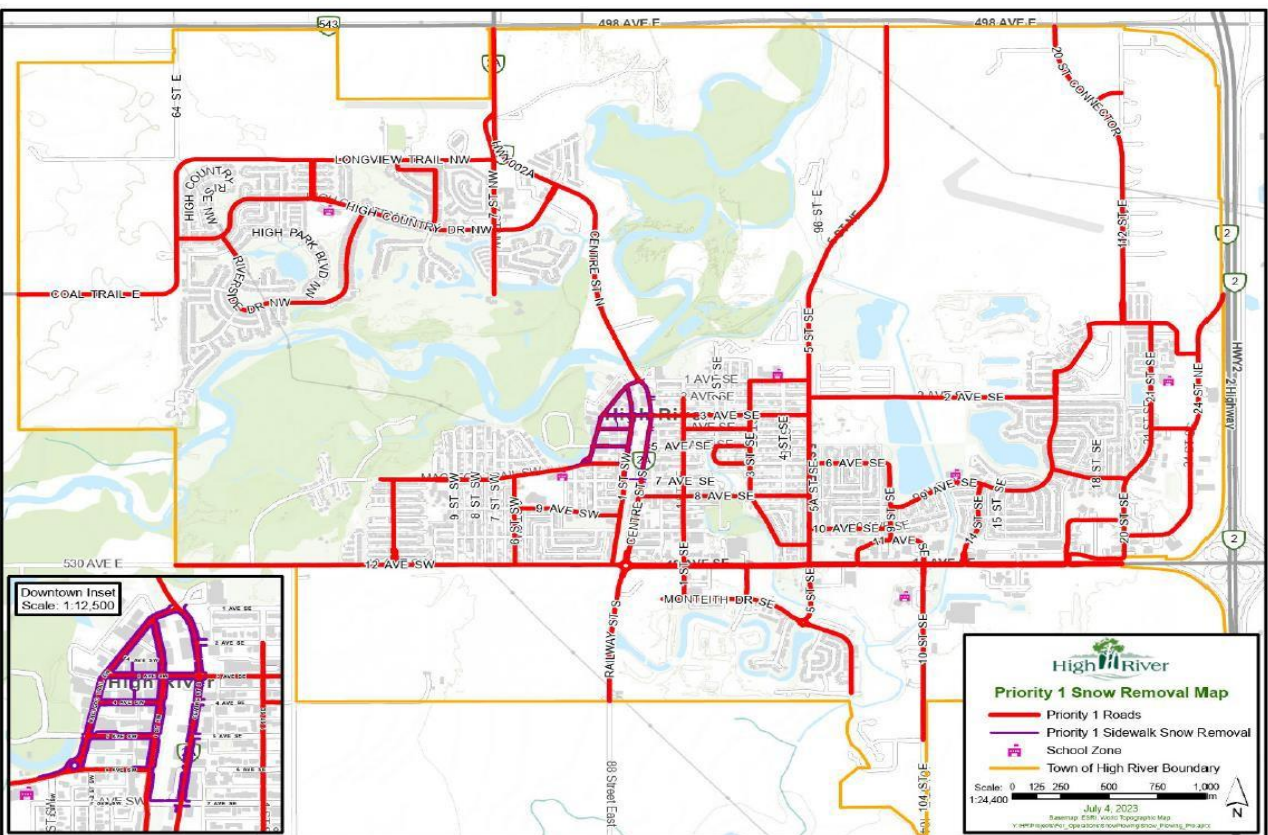
**Appendix 1  
Priority 1 and 2 Route**

Page 12 of 23

| Priority  | Designated Areas  | Commencement of Operations                                | Standard to be Achieved   |
|---|---|---|---|
| <b>Priority 1 Route</b> <i>(Appendix 1: Figure 1)</i> |   |   |   |
|   | <ul style="list-style-type: none"> <li>Former Highway 2A within Town limits include Centre Street and 12<sup>th</sup> Avenue between Centre Street and HWY 2.</li> </ul>  | To Town Standards   |   |
|   | <ul style="list-style-type: none"> <li>Major thoroughfares, arterials, collectors</li> <li>Designated Emergency Access Routes (adjacent to hospital, fire station, RCMP station and emergency medical services center)</li> <li>Traffic lights and signalized controlled crosswalks</li> <li>School Zones</li> <li>Roads which have grades of 8% and greater</li> </ul> | Prior to snow accumulations reaching four (4) centimeters | <ul style="list-style-type: none"> <li>Travel roads plowed and sanded</li> <li>Single snowfall event, complete within 24 hours of snowfall ending</li> <li>Continuous snowfall event, snow plowing and sanding will take place throughout; completed at best efforts</li> <li>Snow Route Downtown</li> </ul>                |
|   | <ul style="list-style-type: none"> <li>Downtown Core Roads</li> </ul>   |   | <ul style="list-style-type: none"> <li>Packed snow will be permitted up to 4cm on travel roads and 8cm in parking lanes before hauling may be required depending on the event and weather conditions</li> <li>Feather snow plowing will occur during events as well as salting and sanding</li> </ul>                       |
|   | <ul style="list-style-type: none"> <li>Downtown Core Sidewalks <i>(purple route on Fig. 1)</i></li> </ul>   |   | <ul style="list-style-type: none"> <li>Sidewalks cleared once per day by 8:00AM, seven (7) days a week</li> <li>Continuous snowfall event at best efforts</li> <li>Single snowfall event to be piled and removed within four (4) days</li> <li>Continuous snowfall event to be piled and removed at best efforts</li> </ul> |

| Priority                | Designated Areas   | Commencement of Operations   | Standard to be Achieved   |
|-------------------------|--|--|---|
| <b>Priority 2 Route</b> |  |  |   |
|                         | <ul style="list-style-type: none"> <li>All Town facility parking lots and servicing routes</li> </ul>  | When snow accumulation reaches four (4) centimeters<br>Weekday snow removal will be completed                                  | <ul style="list-style-type: none"> <li>Travel roads plowed and sanded</li> <li>Complete within 48 hours of snowfall ending</li> </ul> |
|                         | <ul style="list-style-type: none"> <li>Happy Trails Network</li> </ul>   | When snow accumulation reaches four (4) centimeters<br>Weekday, weekend and statutory holidays, snow removal will be completed | <ul style="list-style-type: none"> <li>Trails plowed</li> <li>Sand and salt will be applied to problem areas as required</li> </ul>   |
|                         | <ul style="list-style-type: none"> <li>Residential Areas and Commercial Lanes</li> <li>Intersections, corners, and remaining playground zones</li> </ul> | Hard pack standard applies<br>Prior to snow accumulations reaching twelve (12) centimeters                                     | <ul style="list-style-type: none"> <li>On an as needed basis, where access is essential</li> </ul>                                    |

Appendix 2  
Figure 1: Priority 1 Route Map





**Town of High River – Request for Proposal Public Works Services  
Schedule P – Winter Maintenance Scope of Work**

**INTRODUCTION**

The Town of High River Town Council has made it a priority to provide a high level of service related to winter maintenance on sidewalks in the downtown area, and other facilities as discussed further in the Scope of Work. This RFP is to cover services required by the Town to achieve these standards. All decision on deployment and level of service required by the Contractor will be directed by the Manager of Public Works, or their designate. Communication between the successful Contractor and the Town’s contract representative will be key to the success of this contract.

**SCOPE OF WORK – General**

- The Town and successful proponent will coordinate the work.
- Annual term of work is between October 15<sup>th</sup> and April 15<sup>th</sup>.
- All surfaces within the Work Site Area are to be cleared of snow and ice in accordance with the Hours of Work and Scope of Work outlined below. The sidewalk surfaces include, but are not limited to, concrete, asphalt, steel and paver bricks; parking lots are comprised of asphalt and/or crushed gravel.
- All equipment, materials, tools and labour required to complete the work should be provided by the contractor. The Town will not provide any equipment, materials, tools or labour support for the contractor.
- The contractor will provide all protective clothing and safety equipment required to perform the services.

**HOURS OF WORK**

- Before work commences, a kickoff meeting and safety documents will be required to discuss scheduling of the work so the Town can provide a public service announcement where applicable.
- During snow or freezing rain events, the Contractor shall have completed the winter downtown sidewalk maintenance (within Scope A) by no later than 8:00 a.m., including weekends. All other sites shall be completed within 24 hours.
- Upon request by the Town, the Contractor shall commence with winter maintenance within 2 hours of receiving said request.
- For all weekend work, the Contractor takes responsibility for the service area from 12:00 a.m. Saturday to 11:59 p.m. Sunday.

**SCOPE OF WORK**

- The Contractor shall not blow, plow or dump snow into the street without receiving the expressed written consent of the Town to do so. Sites for the storage of snow until it can be removed shall be reviewed and agreed upon with the Town. Refer to Figure 4.



**Town of High River – Request for Proposal Public Works Services  
Schedule P – Winter Maintenance Scope of Work**

- The Contractor will not be responsible for the removal for snow from the downtown area.
- Snow must not be piled in the parking lot or by the garbage dumpsters of the RCMP detachment.
- Failure to comply with the Hours of Work and Scope of Work set forth in this RFP shall result in the forfeiture of payment equivalent to one day's standby rate charge which will be prorated based on the monthly charge provided by the Contractor.
- The equipment used during the execution of the Work must be capable of working on the varying sidewalk surfaces without damage to them.
- All salt utilized is to be Cynch Safety Melt or equivalent, melting to -24 degrees Celusius, in which will be supplied by the Town. Sand is not to be applied.
- Submit Traffic Accommodation Plan when necessary.
- Provide signage for safe work site.
- Equipment Rates.
- Labour Rates.
- Material Rates.
- Include any/all items that are required to complete the work that is not listed here.
- The Contractor shall be designated as an Employer, in accordance with the Province of Alberta's Occupational Health and Safety Act, as amended, while performing all duties associated with the completion of the Work and will be responsible for ensuring that the requirements of the Town's Health and Safety Program for third-party contractors is properly followed and documented. Each proposal shall include a Certificate of Recognition (COR), or equivalent relevant to the industry standard recognized by Alberta Occupational Health and Safety, to the satisfaction of the Town.



**Town of High River – Request for Proposal Public Works Services  
Schedule P – Winter Maintenance Scope of Work**

**SCOPE OF WORK – Site(s) of the Work**

**Scope of Work – Package A**

- Charles Clarke Medical Center located at 303 9<sup>th</sup> Avenue SW (sidewalks, weekends only)
- FCSS is located at 251 9<sup>th</sup> Avenue SW (steps, ramp and sidewalks, weekends only)
- High River Library located at 909 1<sup>st</sup> Street SW (front entrance and sidewalks, weekend only)
- Sidewalk from FCSS going east to Library (weekends only)
- BGC of Foothills located at 1204 10<sup>th</sup> Street SE (steps, ramps and sidewalk, weekend only)
- Downtown Sidewalks and Breezeways, Parking Bump Outs & Crosswalks (refer to Figure 1) *to be completed by 8am*. Clear under all benches, around garbage bins and fortis light poles and pile snow noted in per Figure 4.
- Rotary Park sidewalks

**Scope of Work – Package B - snow clearing completed preceding Package C**

- RCMP Detachment is located at 1104 14<sup>th</sup> Street SE (all sidewalks, entrances, garage doors and disability parking)

**Scope of Work – Package C (refer to Figure 2) - snow clearing completed by 9am or preceding Downtown Sidewalks and Breezeways**

- Bob Snodgrass Recreation Complex – 228 12<sup>th</sup> Avenue SE (main entrance on east and west sides, disability parking, as well as the roadways directly in front of these entrances)

**Scope of Work – Package D - snow clearing completed within 24hrs**

- Mundy Park sidewalks
- Mundy Park Stairs
- Mundy Park parking lot once 2” of snowpack has accumulated

**Scope of Work - Package E (refer to Figure 3) - snow clearing completed within 24hrs**

- Happy Trails – (per occurrence, one pass weekends only) All highlighted green pathways, connector routes and pedestrian bridges.
  - Optional Pricing: Please provide pricing inclusive of both highlighted green pathways and red sidewalks.

**SUBMISSION REQUIREMENTS**

1. In addition to the requirements set forth in the RFP, the quotation will also contain proponents company information and scopes of work which they provide along with rates for equipment and labour services, contract commences xx, 2026.
2. Proponents can bid on one or all of Line Painting, Crosswalk Painting, and/or Parking lot markings.
3. We will be accepting questions regarding this RFP until xx, 2026.
4. Quote Submissions can be sent to David Kennedy [dkennedy@highriver.ca](mailto:dkennedy@highriver.ca) by 4:00 p.m. on



**Town of High River – Request for Proposal Public Works Services  
Schedule P – Winter Maintenance Scope of Work**

xx, 2026.



**Town of High River – Request for Proposal Public Works Services  
Schedule P – Winter Maintenance Scope of Work**

**Appendix 1: Unit Rate Pricing**

The rates, prices and other terms for Services provided on a monthly (unit) basis.  
For each scope of work package, provide the following:

- Monthly rate inclusive of all costs, per rate schedule below.

| Scope  | Rates Per Year |           |           |           | Rates Per Year (Optional) |           |
|--|----------------|-----------|-----------|-----------|---------------------------|-----------|
|  | 2026-27        | 2027-28   | 2028-29   | 2029-30   | 2031-32                   | 2032-33   |
| Scope of Work Package A                          | \$ /Month      | \$ /Month | \$ /Month | \$ /Month | \$ /Month                 | \$ /Month |
| Scope of Work Package B                          | \$ /Month      | \$ /Month | \$ /Month | \$ /Month | \$ /Month                 | \$ /Month |
| Scope of Work Package C                          | \$ /Month      | \$ /Month | \$ /Month | \$ /Month | \$ /Month                 | \$ /Month |
| Scope of Work Package D                          | \$ /Month      | \$ /Month | \$ /Month | \$ /Month | \$ /Month                 | \$ /Month |
| <b>Comments / Opportunities for Cost Savings</b> |                |           |           |           |                           |           |
|  |                |           |           |           |                           |           |
|  |                |           |           |           |                           |           |
|  |                |           |           |           |                           |           |
|  |                |           |           |           |                           |           |

The unit Fees set out above are inclusive of all labour, materials, consumables, tools and equipment required to perform the Services described in the above table.



**Town of High River – Request for Proposal Public Works Services  
Schedule P – Winter Maintenance Scope of Work**

| Proposed Equipment for Scope of Work |                |  |
|--------------------------------------|----------------|--|
| Quantity Available for Scope of Work | Equipment Type | Included attachments (If applicable) (Plows, sweepers, poly blade, etc.) |
|                                      |                |  |
|                                      |                |  |
|                                      |                |  |
|                                      |                |  |
|                                      |                |  |

The Contractor's rates set out above are inclusive of:

- In the case of labour rates, the cost of all payroll burdens, benefits, insurance, safety certifications, training, permits, and licenses; and
- In the case of equipment rates, the cost of all insurance, licenses, shop supplies, wear and fuel.

Unless expressly set out, no other costs are chargeable to High River in connection with the Contractor's performance of the work.

- The equipment used during the execution of the Work must be capable of working on all the varying sidewalk surfaces without damage to them.
- All salt utilized is to be Cynch Safety Melt or equivalent, melting to -24 degrees Celsius, in which will be supplied by the Town. Sand is not to be applied.

**NOTES:**

1. All unit rates are in Canadian Dollars (CAD).
2. The Contractor shall notify the Town of any changes to the job site or scope of work as directed by the Town.
3. If a change order is required, this must be documented and approved by the Town before the work can be completed.
4. This Agreement will commence on the date first written above and will continue in effect until the 15<sup>th</sup> day of April , 2030.
5. This Agreement may be renewed for an additional term of 2(two) years at the option of High River, on the same terms and conditions specified in this Agreement. High River may exercise its option by giving a notice in writing to the Contractor on or before April 15<sup>th</sup>, 2030.



Town of High River – Request for Proposal Public Works Services  
Schedule P – Winter Maintenance Scope of Work

Figure 1:



Town of High River  
Revs. September, 2021

26203231v4

Site Services Agreement  
Schedule B-1 – Scope of Services

Page 7



Town of High River – Request for Proposal Public Works Services  
 Schedule P – Winter Maintenance Scope of Work

Figure 2:

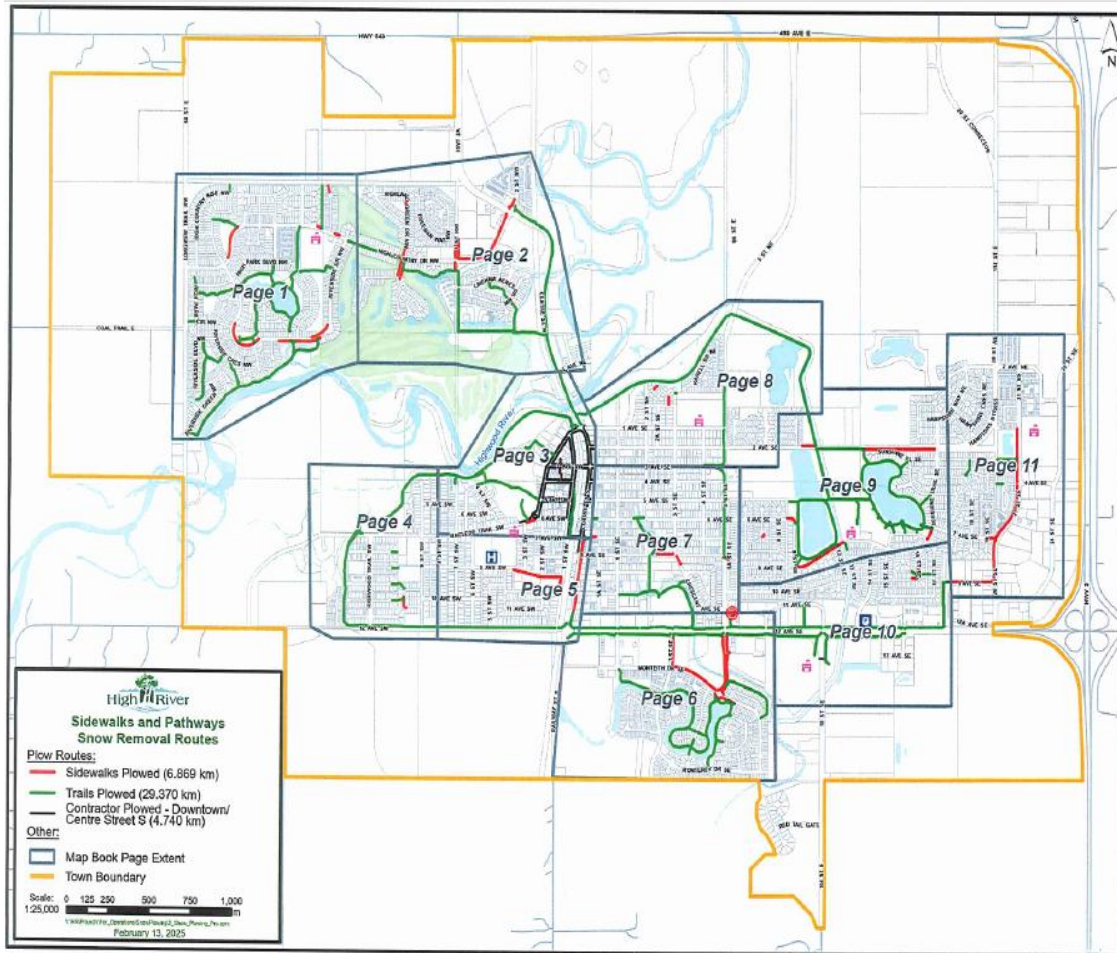


- This scope of work will be revised in Fall of 2026.



Town of High River – Request for Proposal Public Works Services  
Schedule P – Winter Maintenance Scope of Work

Figure 3:

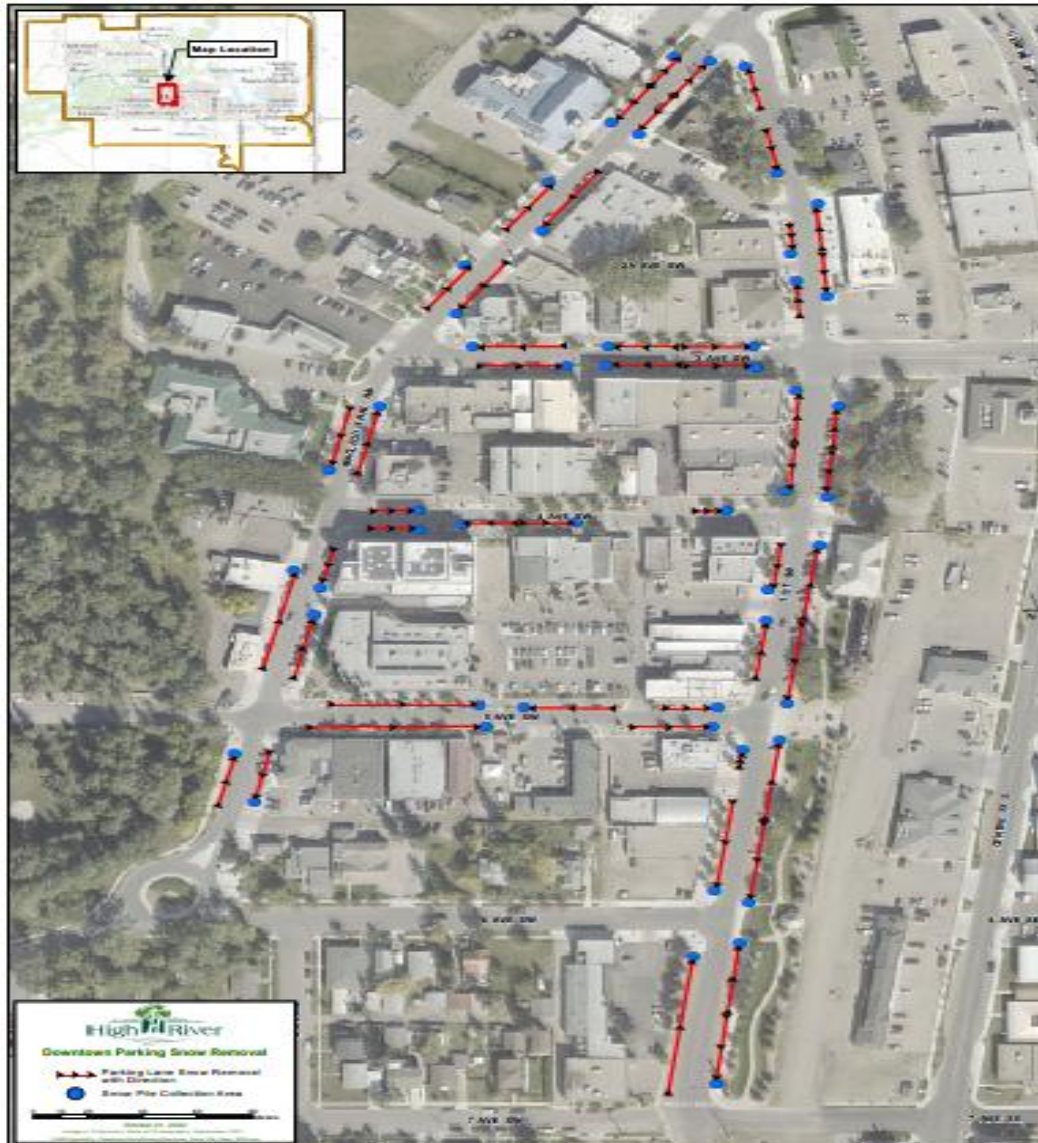


\*Please refer to the drawings within the RFP package



Town of High River – Request for Proposal Public Works Services  
Schedule P – Winter Maintenance Scope of Work

Figure 4:



Town of High River  
Revs. September, 2021

26203231v4

Site Services Agreement  
Schedule B-1 – Scope of Services

Page 10