



**REGULAR COUNCIL MEETING AGENDA
CARSTAIRS MUNICIPAL OFFICE
MONDAY, NOVEMBER 24, 2025, 7:00 P.M.**

Page


1. CALL TO ORDER

2. ADDED ITEMS


3. ADOPTION OF AGENDA

- a) Adoption of agenda of November 24, 2025
Motion: To adopt the agenda of November 24, 2025



4. ADOPTION OF MINUTES

- 4 - 6 a) Adoption of minutes of November 10, 2025 (addendum 4.a)
Motion: To adopt the minutes of November 10, 2025





5. BUSINESS ARISING FROM PREVIOUS MEETING

- a) 2026 Budget Discussions
7 - 11 b) Administration Building Expansion (addendum 5.b)


6. DELEGATIONS

- 12 - 31 a) STARS-Jackie Seeley (addendum 6.a)

32 - 45 b) Carstairs Public Library-Megan Ginther (addendum 6.b)


7. BYLAWS AND POLICIES

- 46 - 47 a) Policy No. 61-003-25 Provision of Municipal & Environmental Reserves
(addendum 7.a)

48 - 53 b) Bylaw No. 966 Residential Community Standards Bylaw (addendum 7.b)

54 - 59 c) Bylaw No. 999 Industrial District Standards (addendum 7.c)


60 - 65

- d) Bylaw No. 1000 Commercial District Standards (addendum 7.d)



8. NEW BUSINESS

- a) Declaration of Interests

9. COMMITTEE REPORTS

- a) POLICIES & PRIORITIES COMMITTEE

66 - 70

- i) Minutes of November 18, 2025 (addendum 9.a.i)



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

10. COUNCILOR REPORTS

- a) COUNCILOR BALL
- b) COUNCILOR FRICKE
- c) COUNCILOR ROBERTS
- d) COUNCILOR SELANDERS
- e) COUNCILOR TOLLEY
- f) COUNCILOR WILCOX
- g) MAYOR ALLAN

11. CORRESPONDENCE

71 - 73

- a) Alberta Museums Association (addendum 11.a)



74

- b) Olds College of AG & Technology (addendum 11.b)



75 - 84

- c) RDRWA request for Municipal Support (addendum 11.c)



85

- d) Carstairs Minor Hockey Association-Request (addendum 11.d)



12. CAO'S REPORT

13. COUNCILOR COMMENTS

14. PUBLIC QUESTION PERIOD

15. CLOSED MEETING

Section 107 of the Municipal Government Act requires that Council and Council

Committees conduct their meetings in public unless the matter to be discussed falls under one of the exceptions to disclosure outlined in Division 2 of Part 1 of the Access to Information Act (AITA), including but not limited to matters related to business interests, personal privacy, individual or public safety, confidential evaluations or law enforcement. (Sections 19 to 24).

16. ADJOURNMENT

MINUTES OF THE REGULAR COUNCIL MEETING
MONDAY, NOVEMBER 10, 2025, 7:00 P.M.
CARSTAIRS MUNICIPAL OFFICE

ATTENDEES:	Mayor Allan; Councilors Ball, Fricke, Roberts, Selanders, Tolley & Wilcox; Director of Legislative & Corporate Services Shannon Allison; Director of Planning & Development Kirk Williscroft; CAO Rick Blair & Recording Secretary Amy Phillips
ABSENT:	Nil
CALL TO ORDER:	Mayor Allan called the meeting of Monday, November 10, 2025, to order at 7:00 p.m.
SWEARING IN OF COUNCILOR:	Councilor Tolley was sworn in by Mayor Allan
ADDED ITEMS:	Nil
ADOPTION OF AGENDA:	Motion by Councilor Ball to adopt the Regular Council agenda of October 27, 2025, as amended.
	CARRIED
ADOPTION OF PREVIOUS MINUTES:	Motion by Councilor Fricke to adopt the Council Organizational Meeting minutes of October 27, 2025, as amended.
	CARRIED
Motion 317/25	Motion by Councilor Selanders to adopt the Regular Council Meeting minutes of October 27, 2025, as presented.
	CARRIED
BUSINESS ARISING FROM PREVIOUS MEETING:	Nil
DELEGATIONS:	Nil
BYLAWS & POLICIES:	1. Procedure Bylaw Review CAO Blair recommended that Council review Bylaw No. 1055, The Procedure Bylaw, to address any questions or concerns and ensure that each council member is comfortable and familiar with the procedures.
Motion 318/25	Motion by Councilor Wilcox to accept Procedural Bylaw Review as information.
	CARRIED
NEW BUSINESS:	1. Carstairs Public Library Bylaw Amendment Councilor Wilcox reported on the changes made to the bylaw.
Motion 319/25	Motion by Councilor Tolley to accept the Carstairs Public Library Bylaw Amendment as information.
	CARRIED
	2. Application for ACP Grant
Motion 320/25	Motion by Councilor Roberts to direct administration to apply for the Alberta Community Partnership grant in conjunction with Mountain View County.
	CARRIED
	3. Budget Schedule Have completed the first meetings with each department; looking to have the initial draft of the budget at the first Policies & Priorities Committee Meeting.
	4. Financial Reports S. Allison gave a verbal report on the financials.
Motion 321/25	Motion by Councilor Ball to accept the Financial Reports as information.
	CARRIED
COMMITTEE REPORTS:	1. Policies & Priorities Committee - Date discussions: third Tuesday of each month at 1:00 p.m. - Next meeting will be on November 18, 2025.

Regular Council Meeting – November 10, 2025		Page 2 of 3
Motion 322/25	Motion by Councilor Ball to set the Policies & Priorities Committee meetings to be the third Tuesday of each month at 1:00 p.m.	CARRIED
	2. Mountain View Regional Waste Commission - Next meeting will be in December	
	3. Mountain View Regional Water Commission - Appoint Mayor Allan as alternate	
Motion 323/25	Motion by Councilor Wilcox to appoint Mayor Allan as alternate to the Mountain View Regional Water Commission.	CARRIED
	4. Mountain View Seniors' Housing - The Organizational meeting was held on November 6, 2025. - Deputy Reeve Dwayne Fulton was re-appointed Board Chair, and Councilor Fricke was re-appointed Vice Chair. - The Board meeting was held on November 6, 2025. - The next board meeting is December 11, 2025.	
Motion 324/25	Motion by Councilor Selanders to accept all Committee Reports as information.	CARRIED
COUNCILOR REPORTS:	1. Councilor Ball - Councilor Ball gave a verbal report. 2. Councilor Fricke - Councilor Fricke gave a verbal report. 3. Councilor Roberts - Nothing to report at this time. 4. Councilor Selanders - Councilor Selanders gave a verbal report. 5. Councilor Tolley - Attended Councilor Orientation. 5. Councilor Wilcox - Councilor Wilcox gave a verbal report. 6. Mayor Allan - Mayor Allan gave a verbal report.	
Motion 325/25	Motion by Councilor Wilcox to accept all Councilor Reports as information.	CARRIED
CORRESPONDENCE:	1. Congratulatory Letter – Fortis Alberta 2. Customer Reception Invitation – Fortis Alberta 3. Letter of Thanks – MVSH 4. Congratulatory Letter – Alberta Municipal Affairs	
Motion 326/25	Motion by Councilor Fricke to accept all Correspondence as information.	CARRIED
CAO'S REPORT:	- Didsbury Detachment Interviews on October 28, 2025. - Meeting with Urban Systems on October 28 to discuss ACP Grant - Started one-on-one budget meetings on October 30, 2025. - Asset Management meeting on November 3, 2025. - Meeting for the lateral line construction on November 5, 2025. - Meeting for the reservoir construction on November 6, 2025. - Meeting with MLA Tara Sawyer today - New columbarium has been placed	
Motion 327/25	Motion by Councilor Tolley to accept CAO's Report as information.	CARRIED
COUNCILOR COMMENTS:	1. Councilor Ball - Kudos to Operations for getting the patchwork finalized. 2. Councilor Fricke - Submitted paperwork to be nominated at AB Munis.	

Regular Council Meeting – November 10, 2025

Page 3 of 3

- 3. Councilor Roberts**

 - Met with the group that runs The Men’s Shed in Olds.
 - There is a concert at the museum on Saturday.
- 4. Councilor Wilcox**

 - Has been contacted by several residents concerned about the break-ins that have been happening in the community.

Motion 328/25

Motion by Councilor Wilcox to accept Councilor Comments as information.

CARRIED

PUBLIC QUESTION PERIOD:

Nil

CLOSED MEETING:

1. Legal Matters (Section 32 - Privileged Information)

Section 197 of the Municipal Government Act requires that Council and Council Committees conduct their meetings in public unless the matter to be discussed falls under one of the exceptions to disclosure outlined in Division 2 of Part 1 of the Access to Information Act (ATIA), including, but not limited to, matters related to business interests, personal privacy, individual or public safety, confidential evaluations or law enforcement. (Sections 19 to 34).

Motion 329/25

Motion by Councilor Fricke that Council close the meeting to the public to discuss Privileged Information, as per Section 32 of the ATIA, at 7:56 p.m.

CARRIED

Motion 330/25

Motion by Councilor Roberts to come out of the closed meeting session at 8:17 p.m.

CARRIED

NEXT MEETING:

Monday, November 24, 2025, at 7:00 p.m.

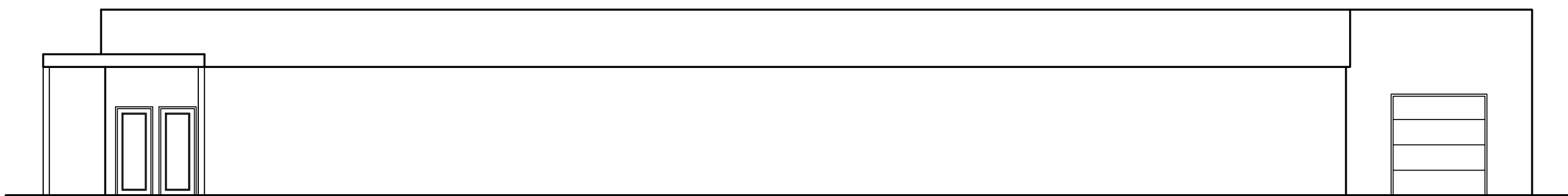
ADJOURNMENT:
Motion 331/25

Motion by Councilor Wilcox to adjourn the meeting of October 27, 2025, at 8:17 p.m.

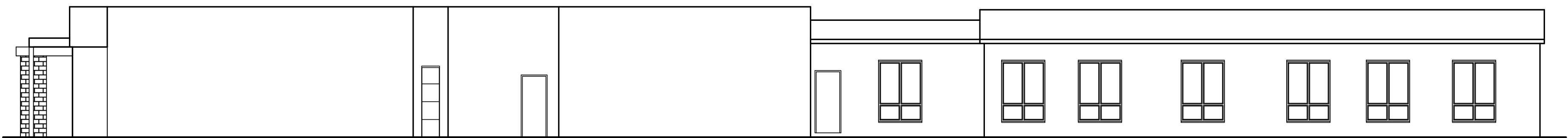
CARRIED

Dean Allan Mayor

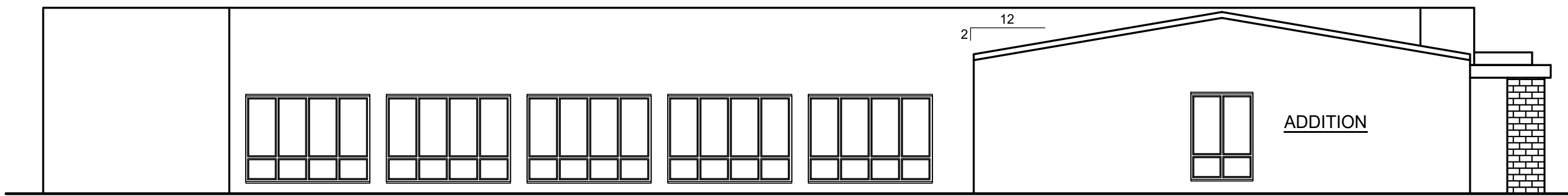
Rick Blair, CAO



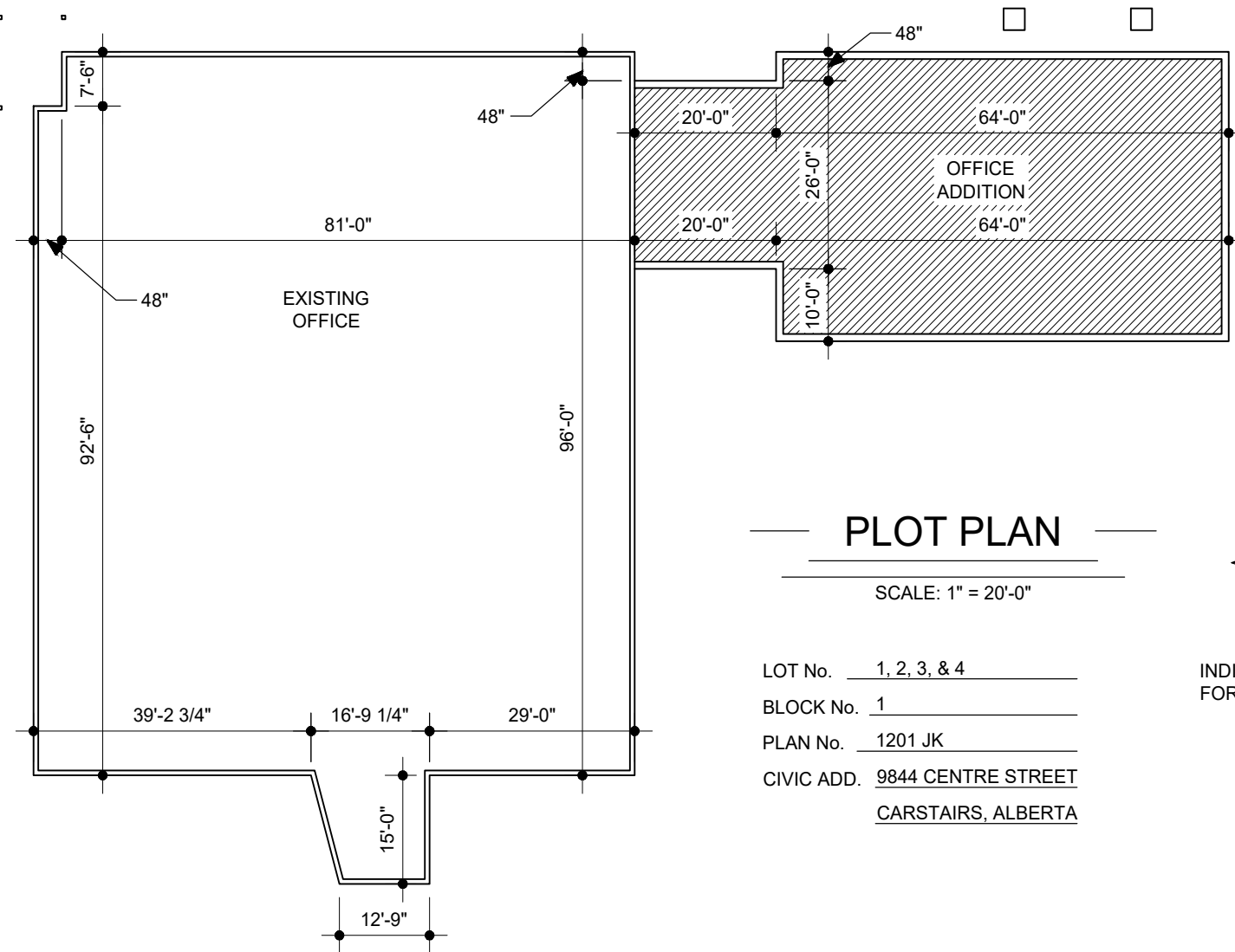
SOUTH ELEVATION
SCALE: 1" = 8'-0"



EAST SIDE ELEVATION
SCALE: 1" = 8'-0"

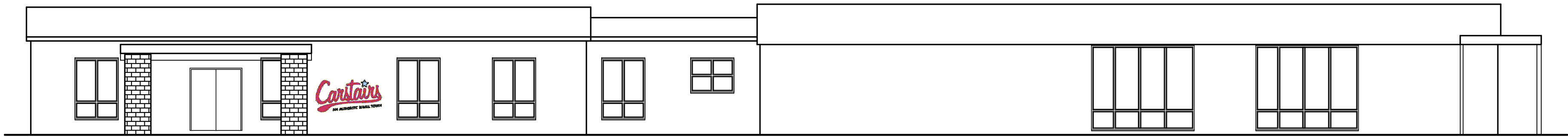


NORTH ELEVATION
SCALE: 1" = 8'-0"



PLOT PLAN
SCALE: 1" = 20'-0"

LOT No. 1, 2, 3, & 4
BLOCK No. 1
PLAN No. 1201 JK
CIVIC ADD. 9844 CENTRE STREET
CARSTAIRS, ALBERTA



WEST SIDE ELEVATION
SCALE: 1" = 8'-0"

EXISTING MAIN FLOOR	8691 SQ. FT.
ADDITION MAIN FLOOR	3080 SQ. FT.

REMEMBER

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- WATER LINES
- LAWN SERVICE
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4135-3080
3080 SQ. FT. ADDITION

PROPOSAL DATE:
DATE:
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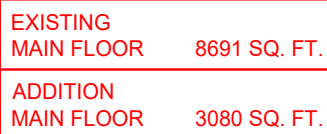
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OF

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3080 SQ. FT. ADDITION

PROPOSAL DATE

DATE: JAN. 2025

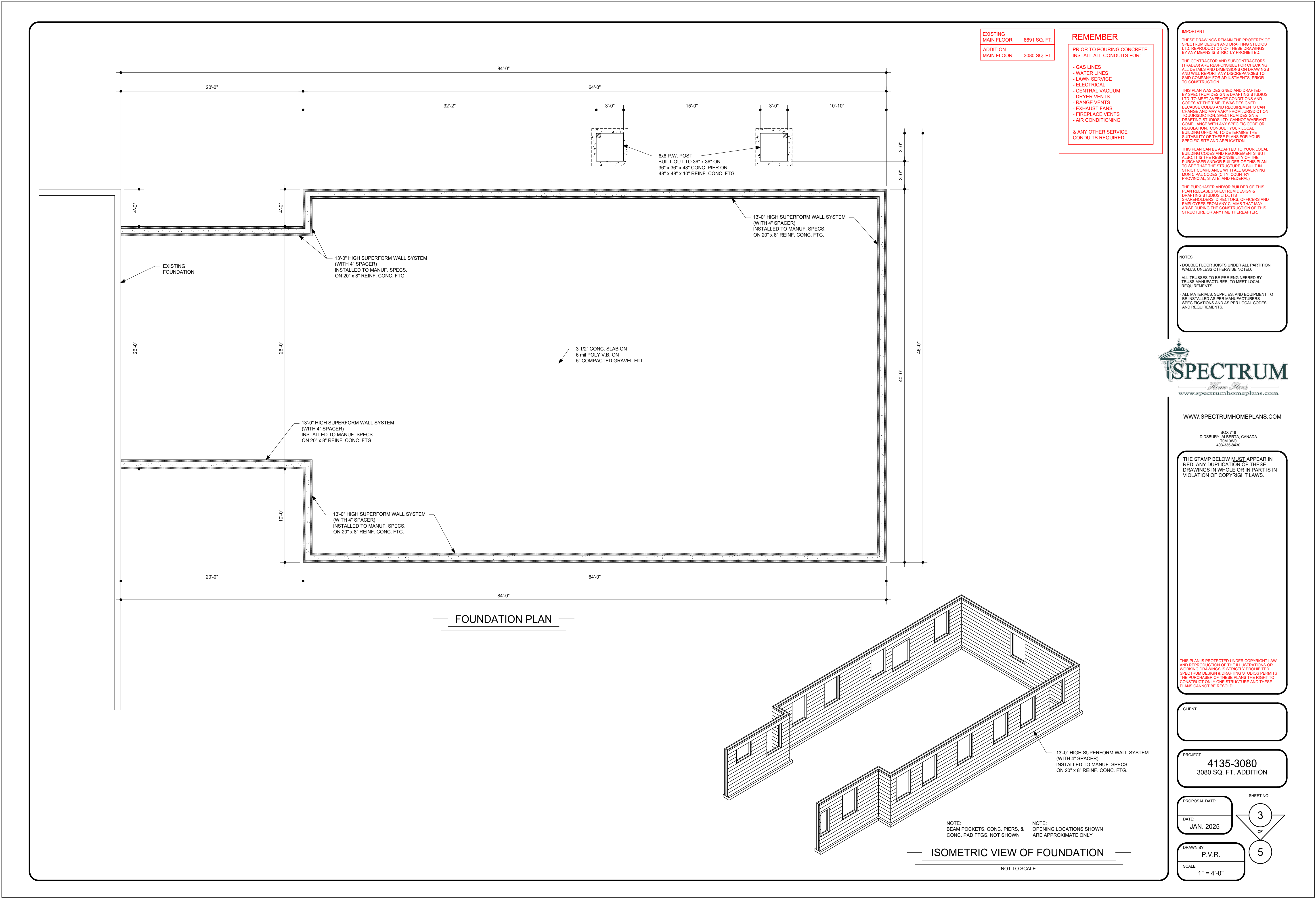
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SCALE:
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OF

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80 SQ. FT. ADDITION

DATE: JAN. 202

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P.V.R.

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SCALE:
1" = 4'-0"



Under the 2014 Alberta Building Code, Section 9.36 goes into effect November 1, 2016. There are 3 compliance paths. (1) Prescriptive, (2) Simple Trade off and (3) Performance

(1) Prescriptive - Follow table of insulation levels and mechanical efficiency (**Zone 7A** = Red Deer, Calgary, Edmonton)

Zone 7A	NO HRV		WITH HRV	
	RSI and Insulation Level		RSI and Insulation Level	
Attic Insulation	10.43 RSI	R-65	8.67 RSI	R-55
Walls & Rim	3.08 RSI	R-24 OR r-22 @ 24" o/c	2.97 RSI	R-22
Foundation	3.46 RSI	R-26	2.98 RSI	R-22
Canterlivers	5.02 RSI	R-28.5	5.02 RSI	R-28.5
Windows / Doors	U-1.6 (R1 0.625)	R-3.55 .26 SHGC	U-1.6 (R1 0.625)	R-3.55 .26 SHGC

(2) Simple Trade off - Trade insulation values of the building envelope. Reduce one and increase another.

(3) Performance - Perform two energy compliance models - a PROPOSED house and a code compliant baseline called a REFERENCE. If the house you want to build (PROPOSED) is equal to or less than the energy used by the REFERENCE house, you are in compliance.

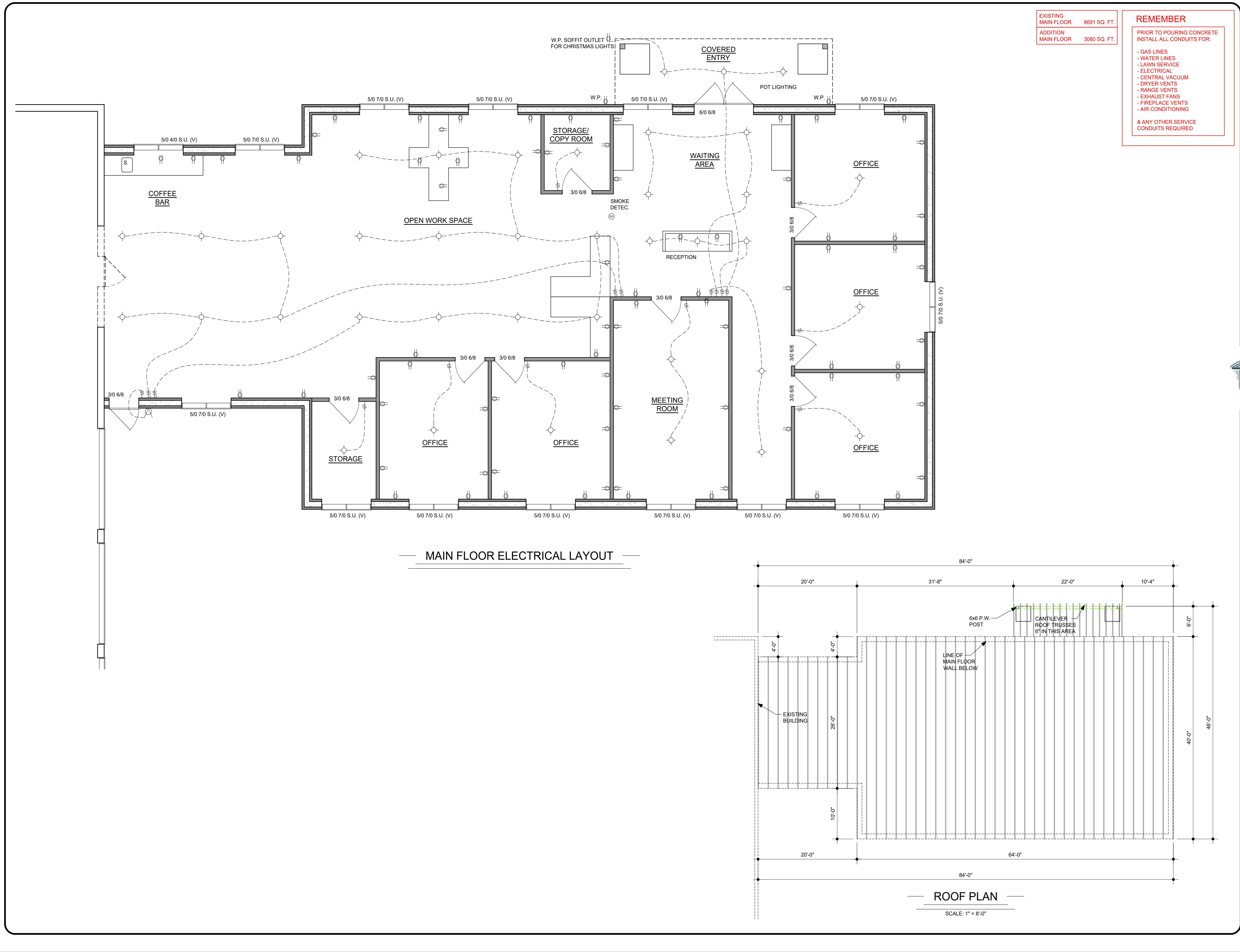
Most houses currently being constructed in these regions, built with R-20 walls, Dual Low E Argon windows, R-12 foundation walls, air tightness of 2.5 ACH and R-40 attics that add heat recovery (HRV), will be code compliant.

(You must also follow the prescriptive code requirements for air tightness shown in 9.36.2.9 & 10)

- TRUSS 2/12 PITCH
- TOP CHORD
- FLAT BOTTOM
- 40'-0" SPAN
- 12" HEELS
- NO O/HANG

(SEE SECTIONS B-B & C-C)

PRE-ENGINEERED TRUSSES
@ 24" o/c (OPTIONAL 16" o/c)
DESIGNED TO MEET LOCAL
RESIDENTIAL STANDARDS
ROOF SLOPES AS NOTED
7/16" O.S.B. SHEATHING
c/w "H" CLIPS
215# ASPHALT SHINGLES
EAVE PROTECTION
HIGH HEEL TRUSSES



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3080 SQ. FT. ADDITION

PROPOSAL DATE:
DATE:
JAN. 2025

DRAWN BY:
P.V.R.

SCALE:
1" = 4'-0"

SHEET NO:

5
OF

5

STARS[®] 40

SPRING 2025

HORIZONS

FORTY YEARS. ONE MISSION.

\\ TOOLS AND TECH

TRANSFORMING CARE
FOR TRAUMA PATIENTS

\\ COMMUNITY SUPPORT

THE RUMSEY RIDE FUNDRAISER
CELEBRATES ITS 36TH YEAR

\\ LIFE AFTER

PARALYMPIAN JENNIFER OAKES
ON HER LIFE POST-RESCUE

◀ A LIFE ON THE LINE

WADE CASSIDY SHARES HIS STARS
RESCUE EXPERIENCE

PRESENTED BY

Nutrien[™]

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Wade Cassidy shares his STARS rescue experience

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Forty years after funding the first STARS mission, Lions Clubs International continues its support

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A year in review of STARS missions

En Route \ 08

Behind the scenes of Paula Johnson's incredible STARS rescue



Paula Johnson

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A critical blood transfusion study could transform care for trauma patients

Community Support \ 17

The Rumsey Ride continues its reign as the longest-running STARS fundraiser

Life After \ 18

Paralympian Jennifer Oakes shares the many moments she's experienced since being rescued by STARS

The Life-Saving Mission That Started It All \ 10

Forty years ago, Kelly Waldron became STARS' first Very Important Patient

STARS: Celebrating 40 Years of Critical Moments \ 12

A rundown of some of STARS' major milestones

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How STARS aircraft changed to better meet patient needs

WELCOME

To our dedicated allies, partners, and friends:

Thank you for picking up this very special edition of *Horizons* celebrating 40 years of STARS.

Since 1985, it has been our mission to provide critical care to the patients who need it most, no matter where they live, work, or play – and it would not be possible without the immeasurable community support we have received since day one.

With support from our allies like you, STARS has grown into one of the world's leading and most respected helicopter emergency medical service (HEMS) providers. What started as one helicopter, one base, and a volunteer crew in Calgary, has since grown into a fleet of 10 helicopters across six bases in three provinces. Today, our dedicated STARS team has helped deliver more than 60,000 missions across Western Canada, helping countless families and communities.

Our survival as an organization has always relied on the support of the community. In the early days, our founder, Dr. Greg Powell, would go to the mailbox each week hoping that enough donations had come through just to pay for fuel for the helicopter. Over time, the need for an organization like STARS became abundantly clear, and the community rallied behind our mission. Your steadfast support has allowed us to expand, innovate, and stand at the forefront of critical care in Canada.

On behalf of our employees, volunteers, and most importantly our patients, we are excited to celebrate 40 years of critical care, anywhere, alongside you.

Thank you for standing by us – here's to the next 40 years.

Dr. John Froh
President & CEO, STARS



PHOTOGRAPHS \ (LEFT) MARY DURANT; (RIGHT) LYLE ASPINALL

On the cover:

Wade Cassidy at Chitek Lake, Sask.

Photo by Lyle Aspinall

Published for STARS, stars.ca

STARS Editors

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A Call from the Skies

STARS provides life-saving rescue to Wade Cassidy as well as caring support to his wife, Thea.

By Lyle Aspinall

Thea and Wade Cassidy



A phone call from the skies eased Thea Cassidy's worst fears.

When she last saw her husband, Wade, he had just been shocked back to life by STARS flight nurse Crystal Lybeck before being wheeled into a helicopter bound for a city hospital. Crystal phoned Thea en route and put Wade on the line. "That was probably the best sound ever, just hearing him say hi," Thea said.

REMOTE RESCUE

It was the September long weekend of 2018, and Wade was at his cottage in Chitek Lake, Sask., pulling in his boat dock for the season, when searing chest pain knocked him down.

"The last thing you think about at age 42 is a massive heart attack," he said, "let alone the location of where

it happened." He was 232 km from the nearest major hospital in Saskatoon. "I knew the timelines. I didn't have hours, I had minutes."

His cousin called 911. Local ground crews came to his aid, and a doctor in the community urged a STARS response since a road trip would take two and a half hours.

"With Wade's condition, we did not have that time," said STARS flight paramedic Glen Pilon. "We needed faster transport to hospital." The STARS helicopter launched from Saskatoon, and a ground ambulance carrying Wade rushed toward it. They met on the roadside at an emergency services parking lot.

"I was doing everything I could to just keep breathing," said Wade. "When we got to that rendezvous site and I heard

that helicopter, a sense of relief came over me."

But the worst was yet to come.

When Glen and Crystal stepped into the ground ambulance to assess Wade, he was alert and talking. Moments later, he was not. "I noticed his eyes started to roll back in his head and he started to shake," said Glen. "We both looked at the monitor, and he was in ventricular fibrillation."

Wade's heart wasn't beating as it should, so the STARS air medical crew had to act quickly. "I didn't really understand what was happening," said Wade, "It was a very euphoric feeling. What I didn't know was that as your brain shuts down and loses blood — sight, hearing, consciousness — all those things fade away when your heart stops. All I could

VERY IMPORTANT PATIENT

PHOTOGRAPH BY LYLE ASPINALL

HORIZONS \ SPRING 2025 \ 03

VERY IMPORTANT PATIENT

see was my wife and children standing there smiling. And it was the most calming feeling I've ever had."

But in reality, he was dying.

"The type of cardiac arrest he was in required us to shock him," said Crystal, who quickly deployed a defibrillator. "After I shocked Wade, we had return of circulation waves. He started to come to, and I remember saying, 'Welcome back, Wade.'"

GOING ABOVE AND BEYOND

While Wade was moved from the ground ambulance to the STARS helicopter, Thea asked Crystal, Can you just tell him that I love him? "She was so great," Thea recalled. "She said, 'Absolutely, I will.'"

Crystal even went a step further. She had taken the phone number of the driver

who would take Thea to the hospital. While providing care in the air, she knew Wade was alert enough to talk to Thea, so she called.

"It was scary," said Thea. "I didn't know what to expect on the other end, but it was Crystal's voice saying, 'Do you want to speak to Wade?' That phone call made it possible for me to breathe again."

Wade made it to a cardiac catheterization lab at Saskatoon's Royal University Hospital and has since fully recovered. Now, when he's not at the hockey rink with his two teenage boys or growing his career as a salesperson in powersports vehicles, Wade continues to spend time at the cabin with his family whenever possible.

"We come up here as often as we can," he said, sitting on the shoreline where his heart attack occurred. "And having

a service like STARS — I will forever be indebted to them. If it wasn't for STARS, I wouldn't be back here today telling the story."

The Cassidy family has become staunch supporters of STARS, participating in numerous fundraising and awareness activities.

"Not only do I owe my life to STARS, I owe it to the people who support STARS," said Wade. "It is so precious to our province, to Western Canada."



Scan the code for a video of Wade's heartwarming story.

Wade, fully recovered, back at Chitek Lake, Sask.



"Not only do I owe my life to STARS, I owe it to the people who support STARS."

—WADE CASSIDY

PHOTOGRAPH \ LYLE ASPINALL

From Pioneer Donor to Legacy Partner

Lions Clubs International continues to support STARS 40 years after funding the first mission.

By Olivia Piché



The original Lions Air Ambulance Service helicopter

Launching an air ambulance service isn't easy — it requires funding, trust, and an organization willing to take a leap of faith. Lions Clubs International (LCI) made it possible for STARS to take flight.

In 1985, STARS founder Dr. Greg Powell had a vision to bring critical care to patients who needed it most. To help make that vision a reality, he approached local LCI members Art Hironaka, David Dalgetty, and John Panton for support and funding. From that point on, the Lions became a critical component to getting life-saving care airborne. During this formative time, LCI provided STARS with \$100,000 — enough to provide early stability.

LCI serves and strengthens communities across the globe and has done so for decades. "Where there's a

need, there's a Lion," said Kevin Gibbons, immediate past district governor of LCI's District C-2, Alberta, and nephew of Hironaka.

"It's a red helicopter now, not the white one that started out in the beginning, but it's still our legacy," said Gibbons. In 1985, STARS was initially known as Lions Air Ambulance Service and flew a white helicopter with the Lions logo on it.

Today, the helicopters are red, the fleet has grown, and STARS has become a lifeline for communities across Western Canada — but the Lions' unwavering support remains the same. To honour its first donor and the steadfast support that has followed for 40 years, STARS named one of its new helicopters C-FLCI after LCI. (The Canadian aircraft naming convention starts with C-G, C-F, or C-I, followed by three letters.)

"It hits you right in the heart, thinking, 'There's our helicopter,'" said Gibbons. "But the bigger picture is that we were a part of this; we helped create this."

A LEGACY THAT LIVES ON

Gibbons recalled his uncle's immense pride in seeing STARS grow into something so monumental. Gibbons carries on this pride. "We'll always continue to support STARS because we were the beginning of STARS," he affirmed.

Nearly every Lions Club in the geographic regions that STARS serves donates to the organization. Gibbons explained that individual clubs determine how much they'd like to donate, and many host additional fundraisers to help. For instance, the Beiseker Club hosts the Beiseker Lions Annual Golf Classic, where all proceeds go to STARS. That tournament has raised close to \$200,000 to date.

Similarly, the partnership continued with the Lions/STARS Stampede breakfast, where the Bowness Lions Club cooked a breakfast for the family of STARS employees.

"We serve by continuing to support STARS and seeing STARS continue helping the citizens of Western Canada," said Gibbons. "It's kind of like breathing. You don't think about breathing; you just do it. It's the same with Lions: we continue to support STARS because we want to, and we have to. It's like a natural part of what we do every day. Every time we see [the helicopters] flying around, we can all look up and say, 'That's us.'"

IMPACT

HORIZONS \ SPRING 2025 \ 05

MISSION RECORDS

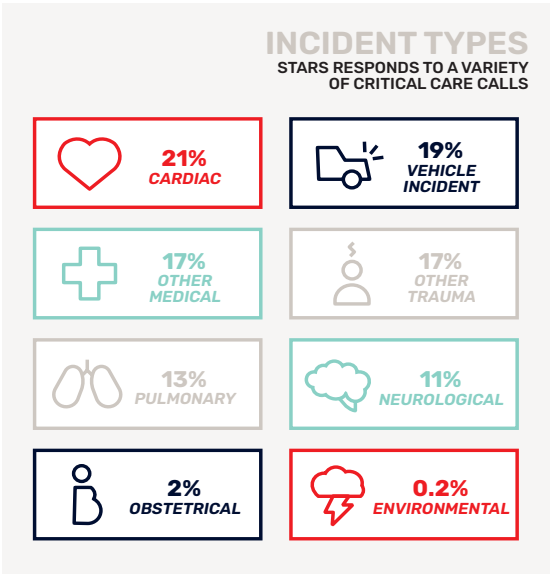
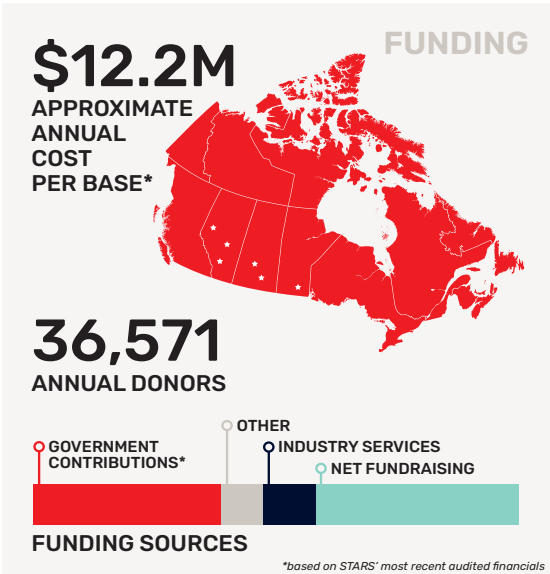
2024/25
YEAR IN REVIEW

STARS EMERGENCY
LINK CENTRE

38,420
EMERGENCY REQUESTS HANDLED

105
AVERAGE EMERGENCY REQUESTS A DAY

63K+
MISSIONS TO DATE SINCE 1985



Since 1985, STARS has flown more than **63,000 missions** across Western Canada. Below are **3,694 missions** carried out from our six bases in Alberta, Saskatchewan, and Manitoba in the past year.

ALBERTA Acme, Airdrie 2, Alberta Beach, Alcomdale, Alder Flats 2, Aldersyde, Alexis Nakota Sioux Nation 2, Alix 2, Amesbury 2, Andrew 2, Ardrossan, Athabasca 12, Atikameg 2, Balzac, Banff 15, Barrhead 13, Bashaw 2, Bassano 7, Beaver Mines 2, Beaverlodge 9, Beiseker 3, Bezanson 4, Big Valley, Blackfalds, Blairmore 7, Blueberry Mountain 2, Bon Accord 2, Bonanza, Bonnyville 15, Botha, Bow Island 2, Bowden, Boyle 4, Bragg Creek 4, Brooks 30, Bruderheim, Buck Lake 3, Burmis 2, Busby 3, Cadotte Lake 2, Calgary 8, Calmar 2, Camrose 28, Canal Flats, Canmore 13, Canyon Creek, Carbon 2, Cardiff, Cardston 5, Carmangay, Caroline 4, Carseland 5, Carstairs, Carvel, Caslan, Castor, Cayley, Cereal 2, Chauvin 2, Cheadle, Cherry Point, Chetwynd 2, Chip Lake, Chipman, Clairmont, Claresholm 15, Cleardale 2, Cline River, Clive, Clyde 4, Coalhurst 2, Cochrane 4, Cold Lake 17, Conдор 2, Consort 2, Cooking Lake, Coronation 2, Cowley 2, Cranbrook 7, Cremona 2, Crossfield 4, Dawson Creek 3, Daysland 5, De Winton 2, DeBolt 2, Delia 3, Derwent, Devon 2, Dewberry, Diamond Valley 13, Didsbury 9, Donald, Drayton Valley 12, Driftpile 5, Drumheller 23, Duchess, Duffield 4, Dunvegan 3, Eaglesham, Eden Valley First Nation 5, Edmonton 40, Edson 13, Elbow Falls PRA 4, Elk Island Park, Elk Point 6, Elkford, Elko, Enoch Cree Nation 2, Evansburg 4, Exshaw 3, Fairview 11, Fallis 2, Faust 2, Fernie 8, Field 2, Flatbush, Fort Assiniboine, Fort Macleod 3, Fort McMurray, Fort Saskatchewan, Fort St. John, Fort Steele, Fort Vermilion 3, Fox Creek 3, Frog Lake 3, Ghost Lake, Gibbons 3, Gift Lake 5, Girouxville, Gleichen 9, Glendon, Glenevis, Glenwood, Golden 6, Goodfare 2, Goodfish Lake, Gordondale, Grande Cache 13, Grande Prairie 32, Granum, Grimshaw, Grouard 2, Grovedale 12, Gunn, Guy, Halkirk, Hanna 7, Hardisty, Hattonford, High Level, High Prairie 28, High River 10, Hill Spring, Hines Creek, Hinton 10, Hondo, Horse Lake First Nation 4, Hussar, Hythe 4, Innisfail 4, Innisfree, Invermere 6, Islay, Jasper 4, Jenner, Kananaskis Village 9, Kapasiwin 2, Kavanagh 2, Kikino 3, Kikino 4, La Glace, Lac Cardinal, Lac La Biche 7, Lac la Nonne, Lacombe 9, Lake Louise 9, Langdon 2, Leduc 2, Legal 2, Lethbridge 82, Little Buffalo 3, Little Smoky 2, Lloydminster 5, Lomond, Longview, Loughheed, Madden, Ma-Me-O Beach, Manning 2, Marshall 9, Maskwacis 4, Mayerthorpe 9, McBride, McLennan 4, Medicine Hat 10, Millarville, Millet 5, Minburn, Mini Thni (Morley), Mirror, Mission Beach, Morrin, Mossleigh, Mulhurst, Mundare 2, Muskeg River 3, Nanton, New Sarepta, Newbrook 3, Niton Junction, Nordegg 5, O'Chiese First Nation 3, Okotoks 3, Olds 14, Onoway 2, Oyen, Peace River 21, Pearce, Penhold, Picture Butte, Pincher Creek 16, Pink Mountain 2, Pipestone Creek 5, Plamondon, Ponoka 8, Pouce Coupe, Priddis 2, Princess, Provost 3, Radium Hot Springs 2, Raymond, Red Deer 61, Redwater 7, Redwood Meadows 2, Rimbey 7, Rivière Qui Barre, Rochester, Rocky Mountain House 32, Rogers Pass 3, Rycroft, Saddle Lake Cree Nation 5, Sandy Beach, Saskatchewan River Crossing 3, Saulteaux, Sedgewick 2, Sexsmith 6, Siksika Nation 7, Slave Lake 6, Smith, Smoky Lake 14, Sparwood 2, Speddin 2, Spillimacheen, Spirit River 10, Spring Lake, Springbank, Spruce Grove 2, St. Albert, St. Paul 37, Standard 2, Stettler 22, Stoney Nakoda First Nation 5, Stony Plain 5, Strachan 2, Strathmore 16, Sturgeon Lake Cree Nation 7, Sunchild First Nation 8, Sunde 17, Sunset House, Swan Hills, Sylvan Lake, Taber 14, Teepee Creek, Thorsby 2, Three Hills 10, Tofield 6, Tomahawk, Torrington, Trochu, Tumbler Ridge, Two Hills 4, Valhalla 2, Valleyview 11, Vauxhall 2, Vegreville 10, Vermilion 8, Viking 3, Vilna, Vulcan 3, Wainwright 10, Wandering River, Wanham 3, Warburg, Wasa, Water Valley 2, Waterton Park, Watino 2, Wembley 2, Westeros, Westlock 16, Wetaskiwin 58, Whitecourt 11, Wildwood, Winfield 2, Woking 2, Wonowon, Ya Ha Tinda Ranch **SASKATCHEWAN** Abbey, Aberdeen, Ahtahkakoop Cree Nation 8, Alice Beach, Allan, Arcola 16, Assiniboia 6, Avonlea 2, Baldwin, Balgonie 3, Beady's and Okemasis First Nation 4, Beatty, Beechy 2, Belle Plaine, Big River 3, Big River First Nation 2, Biggar 14, Birch Hills 5, Borden, Broadview 8, Bruno 2, Buena Vista, Buffalo Pound Park, Canora 4, Carievale, Caron 2, Carrot River, Carry the Kettle, Kettle Lake, Central Butte, Chitke Lake, Christopher Lake, Clavet 3, Cochin 2, Colonsay 2, Conquest, Coronach, Cote First Nation, Coteau Beach, Cowessess First Nation, Craik, Craven, Cupar, Dafeo, Dalmeny, Davidson 5, Davin, Debden 3, Delisle 2, Denholm, Deschambault Lake, Disley, Dorintosh, Dundurn, Edam, Edenwold, Elbow 2, Elrose, Ernfold, Esterhazy 8, Estevan 34, Eston, Findlater 2, Fishing Lake First Nation 2, Fort Qu'Appelle 21, Frobisher, George Gordon First Nation 2, Glaslyn 2, Glen Ewen, Govan, Gravelbourg, Green Lake, Greig Lake 2, Grenfell, Hafford, Halbrite 2, Hanley 2, Happy Valley No. 10 RM, Heward 2, Humboldt 13, Indian Head 11, James Smith Cree Nation 2, Kamsack 3, Keeler, Kelvington 4, Kerrobert 2, Killaly, Kindersley 13, Kipling 4, La Ronge 2, Langham, Lanigan 2, Leader 3, Leross, Leroy 2, Lestock 3, Lily Plain, Little Bear Lake, Little Black Bear First Nation, Little Pine First Nation, Little Red River Cree Nation, Lloydminster 12, Loon Lake 6, Lumsden 2, Macdowall 2, Maidstone 2, Makwa, Makwa Sahgaiehan First Nation, Maple Creek, Markinch, Maymont, McLean, Meadow Lake 8, Melfort 13, Melville 5, Meota, Midale, Middle Lake, Mildred, Milestone 4, Mistatim, Mistawasis First Nation 2, Mistusine 2, Montmartre, Montreal Lake Cree Nation, Moose Jaw 35, Moosomin 16, Moosomin First Nation, Mortlach, Mosquito First Nation 3, Mount Hope No. 279 RM, Muenster, Muscowpetung First Nation 2, Naicam, Nipawin 12, Nokomis, Norquay, North Battleford 33, Ochapowace Nation, Onion Lake 2, Outlook 7, Outram, Oxbow 5, Pasqua First Nation, Peepeeiksik First Nation 4, Pelican Lake First Nation, Pelican Narrows, Pense 4, Perdue 4, Peterson, Piapot First Nation, Pierceland, Pike Lake 3, Pilger 2, Pleasantdale, Plunkett 3, Porcupine Plain 4, Poundmaker Cree Nation 2, Preeceville 3, Prince Albert 62, Quill Lake, Rabbit Lake, Radville 3, Rama, Raymore 2, Red Earth Cree Nation 4, Red Pheasant Cree Nation 3, Redvers 4, Regina 55, Regina Beach 4, Riverhurst, Roblin, Rockglen, Rosetown 5, Rosthern 10, Sandy Bay 2, Saskatoon 21, Saulteaux First Nation, Scott, Sedley, Shamrock, Shaanavan 2, Shell Lake, Shellbrook 16, Shields, Sintaluta 2, South Lake, Speers, Spiritwood 4, St. Brieux, St. Denis, St. Walburg 2, Stewart Valley, Stoughton, Strasbourg, Struan, Sturgeon Lake First Nation 2, Sunset Cove, Sweetgrass First Nation 2, Swift Current 23, Tessier 2, The Key First Nation, Thunderchild First Nation, Tisdale 6, Tribune, Turtleford 11, Tyvan, Unity 7, Valparaiso 2, Vibank, Viceroy, Victoire 2, Vonda, Wadena 8, Wakaw, Waseca 2, Watrous 7, Watson, Weyakwin, Weyburn 18, White City 2, Whitewood 2, Wilcox, Wilkie 2, Witcheakan First Nation 3, Wolseley 3, Wynyard 12, Yarbo, Yellow Creek, Yellow Quill First Nation, Yorkton 35 **MANITOBA** Altamont, Altona 11, Anola, Arborg 5, Ashern 18, Austin, Bacon Ridge 2, Beausejour 8, Bélar, Beulah, Bird Lake, Bird River, Birds Hill, Birdtail Sioux, Black River First Nation, Bloodvein First Nation, Blumenort, Boissevain 2, Brandon 88, Bunibonibee Cree Nation 7, Caddy Lake 11, Carberry 4, Carman 4, Churchill 3, Clandeboya, Crane River 2, Cross Lake First Nation 13, Crystal City 4, Dauphin 65, Deloraine 2, Dog Creek 2, Domain, Dominion City, Dunnottar 2, East Braintree, East Selkirk 2, East St. Paul 2, Easterville, Ebb and Flow First Nation 3, Elie, Elm Creek 2, Emerson 2, Erickson 2, Eriksdale 6, Fairford 6, Fisher Branch 4, Fisher River Cree Nation 4, Flin Flon 20, Fortior, Fox Lake Cree Nation, Garden Hill First Nation 15, Gillam 3, Gimli 22, Giroux, Gladstone 4, Glenboro 4, Gnadenthal, God's Lake First Nation 5, Grahamsdale, Grand Beach, Grand Marais, Grand Rapids 6, Grandview, Gregg, Grosse Isle, Grunthal, Gypsumville 3, Halcyon Cove, Hamiota 2, Hazelridge, Headingley 3, Hnausa, Hodgson 21, Hollow Water First Nation 3, Ile des Chênes 4, Ilford, Inwood 2, Island Lake, Keeseekoowenin Ojibway First Nation 3, Kenora 6, Killarney 9, Kinonjeoshtegon First Nation 8, Kirkness 2, Kleefeld 2, La Broquerie, La Salle, Lac Brochet 4, Lac du Bonnet 3, Lake St. Martin, Laurier, Lester Beach, Libau, Little Black River, Little Grand Rapids 11, Little Saskatchewan 6, Long Plain First Nation 6, Lorette 2, Lundar, Lynn Lake 5, Macdonald, Mafeking, Manto Sipi Cree Nation, Mathias Colomb Cree Nation 4, Meadows, Melita, Miami, Milner Ridge, Minnedosa 6, Mitchell, Molsen, Morden 14, Morris 3, Narol, Navin, Neepawa 14, Netley 2, Ninette 2, Nisichawayasihk Cree Nation, Niverville 3, Norway House Cree Nation 22, Notre-Dame-de-Lourdes 2, Nutimik Lake, Oak Bluff 2, Oakville, O-Pipon-Na-Piwin Cree Nation, Pauingassi, Peguis 18, Pinawa 5, Pinaymootang First Nation, Pine Creek First Nation, Pine Dock, Pine Falls 26, Pipestone, Plum Coulee, Plumas, Poplar Point, Poplar River 4, Poplarfield, Portage la Prairie 54, Rapid City, Red Sucker Lake First Nation, Reynolds RM 3, Richer 4, Rivers 3, Riverton 2, Roland 2, Roseau River Anishinabe First Nation, Roseisle, Ross, Rossburn, Russell 12, Sandy Bay Ojibway First Nation 12, Sandy Lake, Sanford 2, Sayisi Dene First Nation, Selkirk 79, Seven Sisters Falls, Shamattawa First Nation 7, Shoal Lake, Somerset, Souris 3, South Junction, Sperling 2, St. Andrews, St. Eustache, St. François Xavier, St. Jean Baptiste, St. Laurent 5, St. Malo, St. Martin, St. Theresa Point First Nation 2, Starbuck, Ste. Agathe, Ste. Anne 12, Ste. Rose du Lac, Steep Rock 2, Steinbach 43, St-Lazare, Stonewall 16, Stony Mountain 4, St-Pierre-Jolys 8, Stuartburn, Swan Lake, Swan River 49, Teulon, The Pas 48, Thompson 64, Traverse Bay, Treherne 2, Valley River, Victoria Beach 2, Virden 15, Vita 3, Vogar, Warren 2, Wasagamack First Nation 15, Waywayseecappo First Nation, West Pine Ridge, West St. Paul 3, Westbourne 3, Whitemouth 2, Winkler 21, Winnipeg 32, Woodridge, Woodside.

Our fiscal year runs from April 1-March 31. Missions may have been scene calls in the area closest to the listed communities. Missions flown to eastern British Columbia are included in the mission record for Alberta. Missions flown to western Ontario are included in the mission record for Manitoba. Locations with no number indicate a single mission responded to in or near that area.

MISSION RECORDS

Behind the Scenes

Backing every life-saving STARS mission is a team of allies and experts — emergency communication specialists, doctors, pilots, flight nurses, flight paramedics, and emergency-response partners — working seamlessly to ensure that patients receive the best and most timely care. Here's one incredible story of how a life-saving STARS mission played out. **By Colleen Seto**



Johnson, after recovering from her accident.

THE INCIDENT

Last July, Paula Johnson was on a horseback ride with friends in the foothills of southern Alberta, near Head-Smashed-In Buffalo Jump. They were ascending a steep hill when her young horse, Star, spooked, and Johnson was thrown off as the horse bolted downhill.

"I've been riding my whole life, and I've never been thrown from a horse like that," she said. "My dad was a cowboy, and I heard his voice in my head telling me to take my foot out of the stirrup. I did, then off I went. I don't remember anything from there, but I'm pretty sure if I hadn't, I would have been dragged."

Johnson was knocked unconscious after hitting the ground with potential head and spinal injuries, making her situation critical. Her friends called 911; Alberta Health Services Emergency Medical Services (EMS) collected the information and triangulated the call signal to determine Johnson's location. Then, Fort Macleod EMS and fire department were dispatched to the scene.

CALLING IN STARS

The STARS Emergency Link Centre (ELC) was connected to the call.

"The ELC is integrated with EMS, so event details are shared and updated in real-time," explained John Griffiths, ELC director. "Both agencies began communicating, planning the most effective response, and ensuring all

parties knew what was happening."

Because of limited access to the accident scene and concerns for Johnson's injuries, helicopter transport was determined to be most advantageous. The STAR 1 (Calgary) crew had just returned from a call in the same area when they were dispatched to Johnson's call.

MAKING A PLAN

A flurry of activity began: the Fort Macleod Fire Department sent its emergency responders to the scene and tended to Johnson, while EMS assembled at a staging area due to challenging access.

The ELC team of emergency communication specialists also swung into action, supported by clinical oversight by STARS transport physician Dr. Sean Fair. The ELC team pinned Johnson's location on STARS mapping software and evaluated options for STARS' response.

Initially, the fire department planned to move Johnson to the ambulance using a side-by-side off-road vehicle, but it was deemed too difficult and could compromise Johnson's condition. Instead, STARS would land directly at the scene.

CRITICAL COMMUNICATION AND PRE-HOSPITAL CARE

"Our Link Centre is in constant

PHOTOGRAPH BY MARY DURANT

"One day, a helicopter went over my house, and I went out to see if it was STARS. It wasn't, but I started to cry. I thought, 'Oh my gosh, I actually rode in a STARS helicopter, and because of that, I survived to walk out on my porch and see another helicopter.' I'm so thankful for them."

—PAULA JOHNSON

STAR 1 MISSION SUMMARY:

12:47 Mission accepted after pilots evaluate weather conditions

12:48 Dispatched



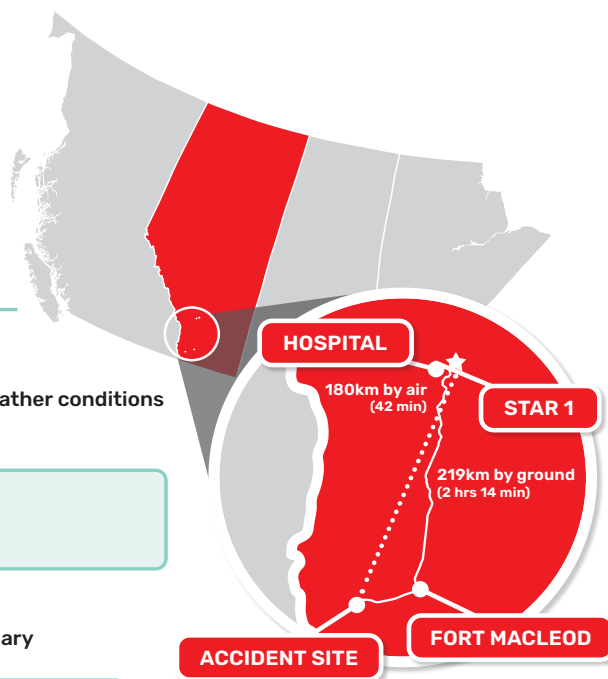
43 MINUTES

13:05 Leaves Calgary base after refuelling

13:48 Lands at scene near Fort Macleod

14:04 Leaves scene with patient safely loaded

14:44 Arrives at Foothills Medical Centre in Calgary



communication with first responders," said Griffiths. "EMS flagged that the road gets really rough; there were real concerns with access and that Paula may have a spinal injury. All this information helps determine the best course of action, and that's how the plan evolved."

EMS and Fire continued relaying information about the scene and Johnson's condition so that the ELC could coordinate a safe landing and ensure the air medical crew was fully prepared upon arrival.

Once Johnson was safely aboard STAR 1, the STARS air medical crew provided ICU-level care in transit, managing her pain and initiating advanced pre-hospital interventions to optimize her outcome. Meanwhile, the ELC kept Foothills Medical Centre informed, ensuring the trauma team was ready the moment she arrived.

The STARS crew safely delivered Johnson into hospital care, where she was treated for a broken collarbone, nine broken ribs,



Fort Macleod emergency responders attend to Johnson at the scene.

a fractured sternum, a hematoma on her hip, and a brain bleed.

During Johnson's flight, two other requests for STAR 1 occurred, which Dr. Fair triaged and assigned to other resources. Johnson's mission was one of 15 that STARS flew that day – July 31, 2024.

THE RECOVERY

Johnson has since been recovering at her ranch near Longview, Alta. She visited with both the STARS crew and EMS team that rescued her, and they helped her fill in the blanks of what happened.

"They're so empathetic, caring, and professional. I was just so thankful to meet them and have them help me put the pieces of the puzzle together. Having STARS get me out probably saved my life."

EN ROUTE



THE LIFE-SAVING MISSION THAT STARTED IT ALL

Forty years ago, Kelly Waldron became STARS' first Very Important Patient. She continues to hold immense gratitude for her second chance at life.

By Olivia Piché

On Dec. 1, 1985, Kelly Waldron (née Hulstein) and her twin brother, Travis, were born at St. Michael's Hospital in Lethbridge, Alta., at only 27 weeks gestation. Not only were they two months premature, but the twins were briefly stuck in the birth canal. Once Kelly arrived, she was black and blue, had no detectable heartbeat, and weighed only two pounds and 13 ounces. Both twins were in trouble.

At the time, Lethbridge wasn't equipped for such a situation, and the babies had to be moved to Calgary. Waldron's mom was told the babies would not likely survive. Travis was taken by a fixed-wing airplane and Kelly was flown by helicopter — STARS' first mission — to receive life-saving care at the Foothills Medical Centre. Both twins survived.

"I wouldn't be alive if it wasn't for STARS," said Waldron. "My parents wouldn't have a daughter. They wouldn't have gotten to see me grow up,



Waldron, shortly after birth, receiving life-saving care.

take my first steps, learn to talk, go to school, graduate high school, or anything like that."

Waldron's rescue marked take-off — literally — for the STARS organization. The success of that inaugural mission served as validation

of the necessity and importance of STARS' critical services.

"They did exactly what their mission was: they came to a city that couldn't help me, and they took me to Calgary, a city that could, and it was a success," she affirmed.

THE STARS FAMILY

Naturally, Waldron is a lifelong supporter of STARS, and she's close with Dr. Greg Powell, STARS founder, and his wife, Linda. Waldron visits with the couple and keeps them updated on her life.

"I'm just so grateful for Dr. Powell and that he had this idea. I consider him and Linda part of my family."

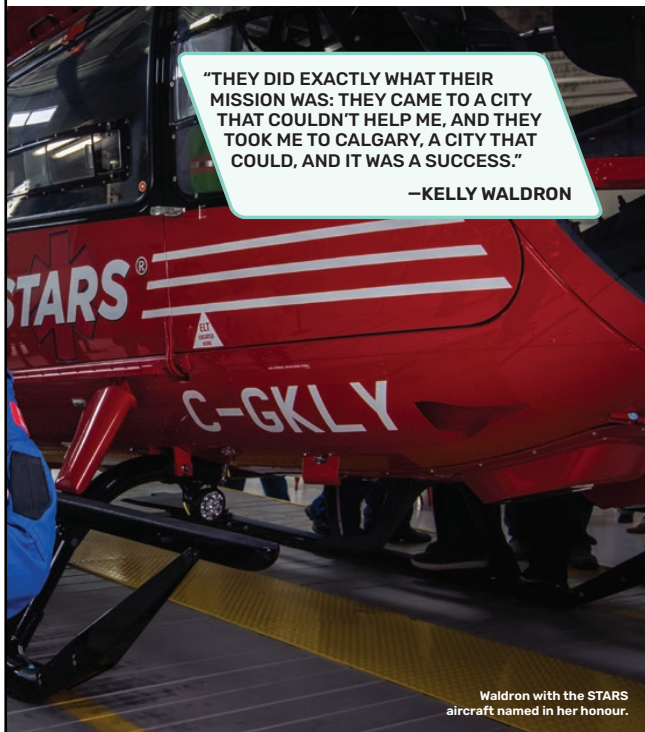
Waldron is a history-making member of the STARS family, too — she has a helicopter named after her. In 2019, STARS surprised Waldron by naming a newly acquired helicopter C-GKLY. All Canadian aircraft start with C-G, C-F, or C-I, and STARS chose the following letters KLY for Kelly.

"It was amazing to have them do that," she said. "Still, to this day, I don't feel like I deserve it, but it is an awesome feeling."

40 YEARS: FULL OF LIFE AND LIFE-SAVING

Waldron knows that STARS made her entire life possible. Since her





rescue 40 years ago, she's gone on to live a full life made up of meaningful moments.

Thanks to STARS and its allies, Waldron was able to experience significant milestones like going to university, starting her own accounting business, getting married, and becoming a mom to two daughters. She leads a life she loves, taking pride in her career and joy in her marriage of nearly 11 years.

Like Waldron, STARS has had a remarkable 40 years.

"They've helped so many people, and they continue to do that," said Waldron. "I hope they're around for many more years. The fact that they've made it to 40 years with the support of the community shows how much they are needed and how much support they've been given."

Waldron's gratitude for STARS continues by carrying on living her life well. "I get to plan a future with my children and my husband." 🍷

PHOTOGRAPHS (CLOCKWISE FROM TOP) \ LYLE ASPINALL;
LYLE ASPINALL, COURTESY OF HANS AND DIANA HULSTEIN

STARS Founder Dr. Greg Powell Remembers STARS' First Mission

By Lyle Aspinall

Dr. Greg Powell wasn't on board the first STARS mission, but he remembers how it played out.

Dr. Powell was chief of emergency medicine at Foothills Medical Centre in Calgary at the time. While other helicopter emergency medical service flights had occurred earlier in southern Alberta, Kelly Waldron's mission in 1985 was the first under the Lions Air Ambulance/STARS banner.

"We went as a STARS team," said Dr. Powell, noting that Kelly's brother, Travis, was transported in care of the neonatal team on a government-run airplane ambulance. "Kelly went on the helicopter with the neonatal team orchestrating the whole event as clinical providers in the background. That was definitely a STARS flight. When she arrived at the Foothills and went through all of the early neonatal care that she required, that was a memorable event.



"Kelly is an amazing story. But her relationship [with STARS] to this day is due to Linda," Dr. Powell said of his wife. "Linda recognized that continuing the relationship with Kelly was important to patient care and exemplifies that STARS is a family.

"When Kelly grew up, got married, and had a family, then came to STARS' 10th and 20th anniversaries and cut the cake, I was always amazingly appreciative. And I was absolutely honoured to take a helicopter model to her that had her initials on it.

"But the real credit goes to Linda for fostering that story and making sure STARS has an organizational memory framed around that. That's really important because people see the benefit of caring in the long term."

HORIZONS \ SPRING 2025 \ 11



CELEBRATING 40 YEARS OF CRITICAL MOMENTS

In 2025, STARS marks its 40th anniversary, a monumental achievement made possible by generous donors, government support, and the dedication of crew members. Here's a rundown of some of the major milestones over the last four decades, and here's to another 40 years and beyond of life-saving missions.

STARS Grande Prairie, the third Alberta base, opens.



The STARS Human Patient Simulator program is established with founding donors Lions Clubs International Multiple District 37 and Lockerbie & Hole.

2006

2004



STARS receives a \$2 million transformational gift from Susan and Doug Ramsay, making them the single largest non-corporate donors at the time. The resulting Susan Ramsay Advanced Skills Institute helps provide ongoing training and education to STARS crews.



The Vision Critical campaign launches for the purchase of two new helicopters and to establish a critical care education centre, raising more than \$26.5 million.

STARS announces the Keep the Fight in Flight capital campaign to replace the aging fleet of helicopters. Over the next five years, \$138 million is raised to fund 10 new H145 helicopters.



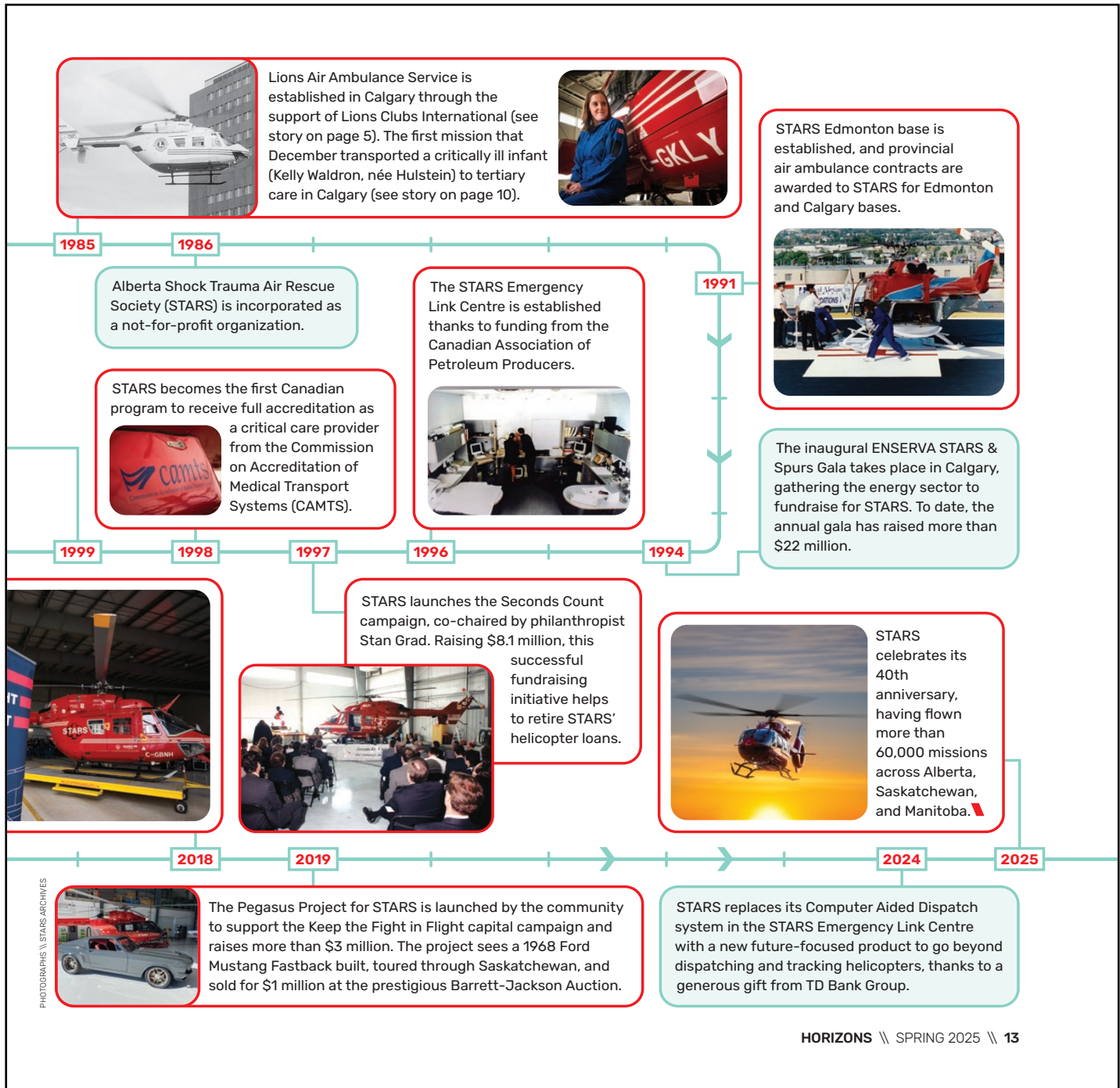
2011

2012



STARS signs a 10-year agreement with the Government of Manitoba to provide helicopter air ambulance service from a permanent base in Winnipeg.

STARS' Regina and Saskatoon bases open with help from commitments made by lead donors, including Nutrien, Veren, The Mosaic Company, and Saskatchewan Crown Corporations.





THE EVOLUTION OF STARS AIRCRAFT

STARS has always been about the patient – even as the aircraft changed over time.

By Lyle Aspinall

Since its 1985 inception, STARS has flown six types of aircraft. Six and a half if you consider the upgrade of its current model.

Here's a rundown of how the aircraft involved in STARS' history have evolved.

MESSERSCHMITT-BÖLKOW-BLOHM (MBB) BO105: 1991-1993 [4]

When STARS' Edmonton base was established in 1991, it launched with this aircraft. It was eventually replaced with the Airbus BK117.



MITSUBISHI MARQUISE MU-2: 1991-1996 [5]

STARS flew the Marquise MU-2 airplane for several years in Alberta in the 1990s, but as the mission of providing critical care anywhere was honed and refined, helicopters soon became the only type of aircraft STARS would operate. Today, when needed, STARS air medical crews fly on fixed-wing ambulances operated by other organizations.



AIRBUS BK117: 1985-2022 [1, 2, 3]

This "workhorse" was the single most-prolific and long-lived helicopter model in STARS' history. From the first STARS mission in 1985 to its official retirement in 2022, the BK117 dominated the STARS aircraft lineup for most of the organization's first 40 years. At its peak, there were eight of these helicopters in use simultaneously, anchoring fleet operations after an original three were leased in the early years.

14 \ SPRING 2025 \ HORIZONS



PHOTOGRAPHS \ 3 TODD KOROL;
ALL OTHERS FROM THE STARS ARCHIVES



SIKORSKY S-76A: 1996-2001 [6]

In 1996, STARS established Nova Scotia's first helicopter air ambulance program, operating it with this aircraft through the first five years on a temporary contract.



AGUSTAWESTLAND AW139: 2013-2020 [7]

Three of these roomy helicopters flew more than 5,000 STARS missions from three bases over a seven-year span, ending in 2020. This aircraft helped pave the way for the organization-wide unified fleet that would come next.



AIRBUS H145: 2019-PRESENT [8]

This model now makes up the entirety of STARS' 10-helicopter fleet, spread across all six of its bases. The original handful of four-bladed D2 models that STARS purchased were upgraded to the newer five-bladed D3 variant. All 10 aircraft are now the latest version of the Airbus H145. ▀

PHOTOGRAPHS: (7) SABAH O. SWENSON; (8) PEARLINE FILMS;
ALL OTHERS FROM THE STARS ARCHIVES

A Potentially Game-Changing Method of Blood Transfusion

STARS participates in a critical study that could transform care for trauma patients. **By Halluma Seklani**

STARS is always exploring ways to improve patient outcomes, and as leaders in air ambulance transport, STARS' duty is to deliver the highest standard of care.

Now, groundbreaking research has the STARS team reconsidering a 100-year-old method of blood transfusion. STARS is participating in a study led by the University of Pittsburgh. This TOWAR (Type O Whole blood and assessment of AGE during prehospital Resuscitation) study could redefine prehospital care by offering whole-blood transfusions for severely injured patients early in their treatment.

Donated blood is typically separated into red blood cells, plasma, and platelets for storage and individual use. However, when someone bleeds out, they lose all these parts.

Dr. Doug Martin, STARS medical director, explained that the implication of the TOWAR study may be "game changing."

"It's a kind of change that comes along once every couple of decades that has the potential to absolutely shift the playing field on how you care for trauma patients," he said.

During the Battle of Somme in 1916, the story of whole-blood transfusion for injured patients began. Canadian surgeon Dr. Bruce Robertson was among those who pioneered the use of whole-blood transfusions on wounded soldiers during the First World War. He authored an article about his findings and the benefits

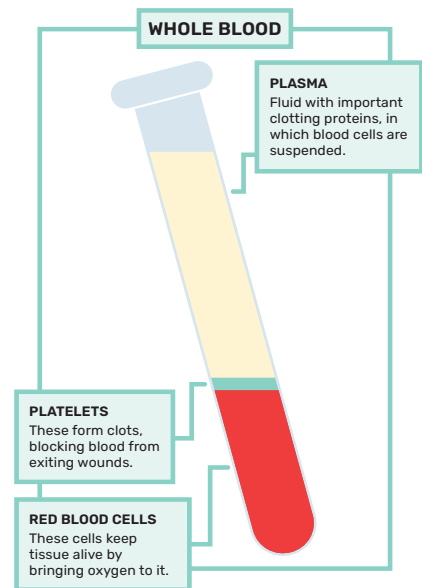
of whole-blood transfusion that was published in the British Medical Journal.

"Assigned to a British base hospital, Dr. Robertson was exposed to the practice of using saline for the resuscitation of bleeding patients, and its results were uniformly dismal," said Dr. Martin. "This article began the process of convincing British army surgeons of the value of whole blood over saline as a resuscitation fluid."

Over the years, the practice was gradually replaced by the transfusion of blood components in an effort to increase safety and give patients only the parts they absolutely needed. However, in recent years, a renewed interest in whole-blood transfusion has emerged, fueled by its effectiveness in treating trauma patients.

TOWAR study whole-blood transfusions involve the use of low-titer blood with low levels of antibodies and can be transfused to people of various blood types. This practice of giving trauma patients who are losing a lot of blood whole-blood transfusions when they reach the hospital has been associated with a greater chance of these patients surviving their injuries. The TOWAR study is designed to examine whether providing these transfusions earlier, before arrival at hospital, improves outcomes even more.

"We are all expecting that there's going to be an outcome benefit in terms of lives saved," said Dr. Martin. "And if the study turns out as expected, then I think



the practice of transfusion for trauma is going to look entirely different in two to three years."

As of February 2025, the STARS Winnipeg base began carrying two units of whole blood on board the aircraft as part of STARS' participation in the TOWAR study. This was made possible with the help of Canadian Blood Services. Through the study, STARS is one of the first civilian agencies to administer whole blood in Canada.

"It should be seen both as a great privilege and a sign of the growing maturity of our organization that we can be part of the scientific leadership of this important change," said Dr. Martin.

As STARS continues its work in critical care, the TOWAR study serves as a reminder of the impact that scientific research can have on saving lives. Together, with a commitment to innovation, STARS can continue to redefine what is possible for patients.

ILLUSTRATION \ SERGEYASUTIN, FROM ISTOCK

A Hamlet That Helps

The Rumsey Ride continues its reign as the longest-running STARS fundraiser.

By Fabian Mayer



Rumsey Ride participants hit the trail on the morning of the event.

By appearances, the Rumsey Ride may seem like an understated fundraiser. Event chairperson Rob Richmond calls it a “meat and potato” fundraiser. While he’s referring to the annual one-day event’s simple nature – it’s a trail ride on horseback followed by a tasty beef supper – the fact is, the Ride is a major STARS supporter. During the 2023 Rumsey Ride, an enormous milestone was reached: the \$1-million mark for cumulative money raised.

The event, which started in 1989, is the longest consecutively held fundraiser in support of STARS and takes over the hamlet of Rumsey, Alta., located 40 kilometres north of Drumheller, every August. Richmond said the Ride is one of the main events of the summer for the hamlet and surrounding communities.

“It has really become a community tradition for the whole area,” said Richmond. “It’s not a glitz-and-glamour kind of thing, but it’s definitely circled on everybody’s calendar.”

Participating riders collect pledges as their entry ticket. Nobody is overly fussed about the amount, though some riders manage to collect thousands of dollars in donations. Along with the dinner and trail ride, the event has grown to include a whole day of activities, including a pancake breakfast, poker rally, silent auction, raffle, and awards ceremony. It’s recently evolved to add a virtual trail ride, online auction and five-km walks to “make our fundraiser adapt, stay current, and bring in new audiences,” said Richmond.

The event is all about community effort and support. “Everybody probably knows somebody, whether it’s a neighbour, family member, or somebody in their life that’s actually been saved by STARS,” said Richmond. “It has a lot of meaning for rural areas where it’s so important.”

As a sign of appreciation for all the support over the years, two of STARS’ helicopters feature the Rumsey Ride logo on them. One of these helicopters has

also made an appearance in Rumsey, giving people the chance to see an ambulance aircraft – and the Rumsey logo – up close and personal as an additional thank you.

“I guarantee when everybody walked across that field, that was the first thing they went to look for,” said Richmond. “It’s a small thing, but it’s a patch of honour that means a lot to everybody.”

No matter what else is happening, even through a pandemic, fires, floods, economic downturns, and droughts, participants keep showing up and the Rumsey Ride continues every year.

“The success and longevity of the Rumsey Ride is the community spirit and volunteerism displayed by our committee, community groups, our faithful riders, donors, businesses, and long-time supporters,” affirmed Richmond. “We always say about our Ride – it’s more than a tradition. It’s about keeping our STARS spirit alive.”

COMMUNITY SUPPORT

PHOTOGRAPH \ STARS ARCHIVES

HORIZONS \ SPRING 2025 \ 17

LIFE AFTER

A Decade of International Success

Since being rescued by STARS, Jennifer Oakes has represented Canada on the world stage, won a Paralympic medal, and travelled the globe.

By Olivia Piché



Ten years ago, then-17-year-old Jennifer Oakes was enjoying a hot summer day at her parents' cabin near Brooks, Alta. But on that July afternoon, Oakes came dangerously close to losing her life.

She was kneeling at the front of her family boat when it hit some rogue waves, and she fell off. As the boat went over her, its propeller sliced her leg in multiple places. The damage to her leg could have been fatal because of the significant blood loss.

Oakes survived, thanks to STARS and her family and friends, who acted quickly to rescue her. Although she lost her leg, she's gone on to experience extraordinary moments in the decade that has since passed.

AN ATHLETE BY NATURE

Sports played a big role in Oakes' recovery — she didn't let anything keep her from returning to her sporting life, namely volleyball. She was still in the hospital when she discovered the women's national sitting volleyball team. Watching them compete in a Paralympic-qualifying tournament, Oakes thought it would be a dream to play alongside them.

Before she was even fitted for a

prosthetic, Oakes started playing sitting volleyball. It's different from the game she was used to — it involves a smaller court, a lower net, and players seated on the floor — but she took to it quickly. The following February, she joined the national team. By September, Oakes was in a stadium rumbling with excitement, representing Canada at the 2016 Paralympic Games in Rio de Janeiro.

"To play on that world stage was something that I've always dreamed of, and that was the first time that it was a reality," she said.

And it wasn't the last time. Oakes represented Canada on the national sitting volleyball team in the 2020 Tokyo Games and again in Paris 2024 when she became a Paralympic bronze medalist.

In addition to the Paralympic destinations, sitting volleyball has sent her to China, Egypt, Peru, Bosnia, and several other European countries. "Having the opportunity to travel internationally and compete for Canada was just such a great opportunity for me, and I just kept falling in love with the sport."

When she's not serving the ball or globetrotting, Oakes works for a

"My family and I always celebrate my anniversaries at the lake: to celebrate life, be grateful that I'm alive, and that I get to have this amazing life with family and friends."

—JENNIFER OAKES

marketing agency serving agriculture clients from her home in Brooks, where she lives with her fiancé. Oakes credits her accomplishments to STARS, her family, and the support system she's had throughout the last decade. Every year, on the anniversary of her accident, she goes out to the lake with her family to toast life and the wonderful moments she's had since.



Oakes on a sit volleyball court.
PHOTOGRAPHS \ NATE LUIT

Nutrien: A Proud STARS Ally

More than a decade ago, Nutrien made an incredible investment in STARS to help us grow our operations into Saskatchewan. We had a common goal: to provide more patients with access to critical care, no matter where they are. Today, after 40 years of growth, innovation, and more than 60,000 missions across Western Canada, we continue to provide hope to patients on their worst days. Nutrien is proud to be a STARS ally and to be part of this 40-year milestone of critical care, anywhere.



"With our team's passion for supporting rural Canadian communities and dedication to safety, STARS is a partner that aligns closely with our priorities. Nutrien is proud to have supported STARS for over 10 years and we look forward to continuing to support this essential service for rural Canadian communities."

Jesse Hamonic - Vice President & Country Head, Nutrien Ag Solutions Canada



YOUR SUPPORT = ANOTHER PERSON'S LIFELINE.
BECOME A MONTHLY DONOR TODAY!

Help save lives like Jennifer's.

When Jennifer was in the fight for her life (see story on opposite page), critical support from people like you ensured STARS could provide a life-saving response. Become a STARS FOR LIFE monthly donor and stand with STARS 24/7, 365 days a year. You'll ensure patients like Jennifer have ongoing access to the critical care they need – any time, anywhere.



-  **\$10/month** provides an airway-management tool.
-  **\$25/month** provides a Blood on Board cooler system.
-  **\$50/month** provides mission critical equipment like an electronic flight bag.



Become a monthly donor today at stars.ca/monthly or scan the QR code.

PHOTOGRAPHS \ (TOP) LYLE ASPINALL; (BOTTOM) NATE LUT

VIP Wade Cassidy and his wife, Thea.
Read the story on page 3.



**Your donation
makes a difference.**
It allows us to be
there for the next
patient in need.
Please donate today.

HORIZONS

PRESENTED BY

Nutrien

STARS Horizons \ Spring 2025

Return undeliverable items to:

1441 Aviation Park NE, Box 570

Calgary, Alberta T2E 8M7

Unsubscribe at newsletter@stars.ca

[Learn more at stars.ca](https://stars.ca)



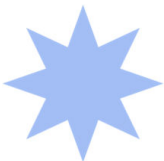
2025 Update and 2026 Budget

www.carstairslibrary.ca



Presented by
Megan Ginther, Library Manager
Jen Awde, Library Board Chair





About the library

Carstairs Public Library has 2 full-time employees and 3 part-time employees. Through the Young Canada Works funding program, we added 1 full-time summer student for three months throughout the summer and through a grant from TD Bank we add a 6-week part time summer assistant position for a local high school student.



Major Achievements:



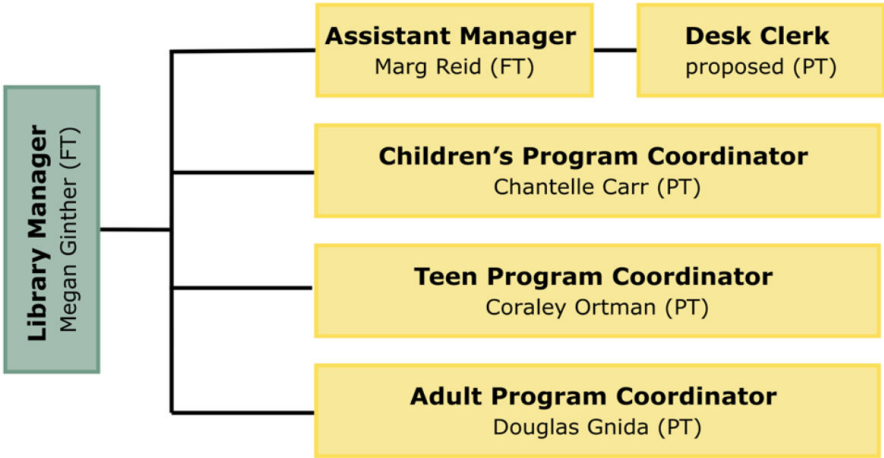
New Logo & Website as a lead in to our new plan of service



Policy Manual & Bylaw Review



Coming in December Updated Backpacking to Literacy Collection



WHAT WE

OFFER



Access to Books & More

We circulated **56,707** items the most we have ever lent in our history!
We welcomed **90** new residents to Carstairs.



A Great Team of Staff & Volunteers

Our knowledgeable staff worked **8,452** hours and our amazing volunteers worked **271** hours.



Help When You Need It

We answered **8,200** questions. In addition we offer technology help, print services and exam proctoring.



18,886

People visited the library



15,549

People visited our website

★ **344** ★
CLASSES OFFERED

3,920 people attended our classes this year

30

Exams proctored by library staff in 2024

1870

computer sessions in 2024

★ **63** ★
EVENTS ATTENDED

We met 4,710 people at community events

We have **19,583** items (books, dvds, audiobooks) you can borrow with your **FREE library card**.

Your card also lets you borrow eBooks, eMagazines, eAudiobooks through CloudLibrary and Libby Apps.



OPEN TO SERVE

We were open **2,350** hours in 2024.



Sunday: Closed
Monday: Closed
Tuesday: 9am-6pm
Wednesday: 9am-8pm
Thursday 9am-8pm
Friday 9am-5pm
Saturday 9am-5pm

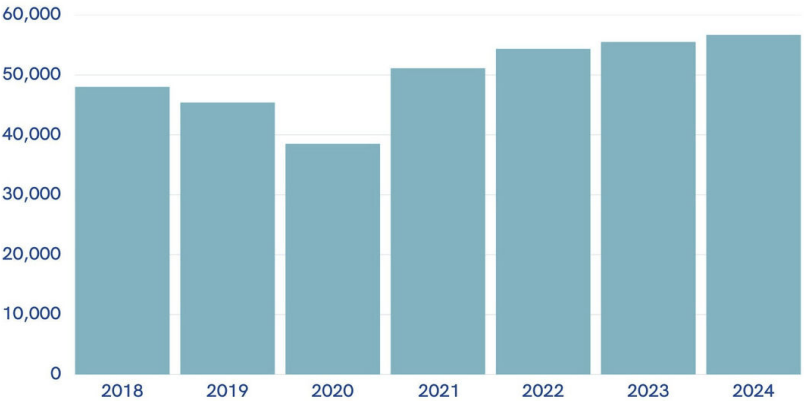
www.carstairslibrary.ca

catalogue and information available 24/7

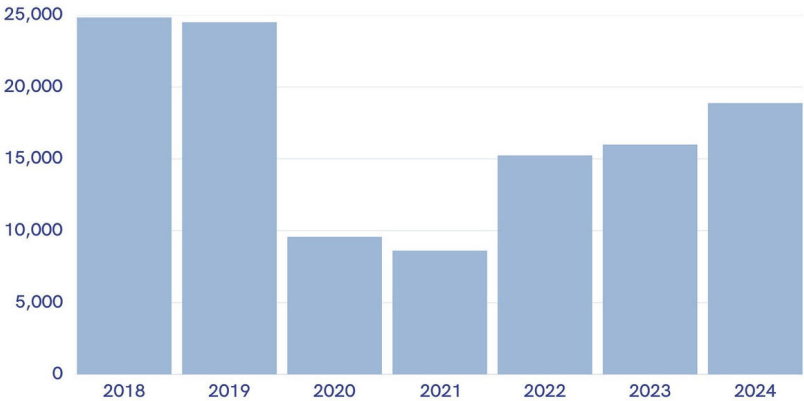




CIRCULATION YEAR END TOTALS



LIBRARY VISITS YEAR END TOTALS



44,238

items borrowed so far in 2025

19,879

people visited so far this year

35

Exams proctored so far this year

7,927

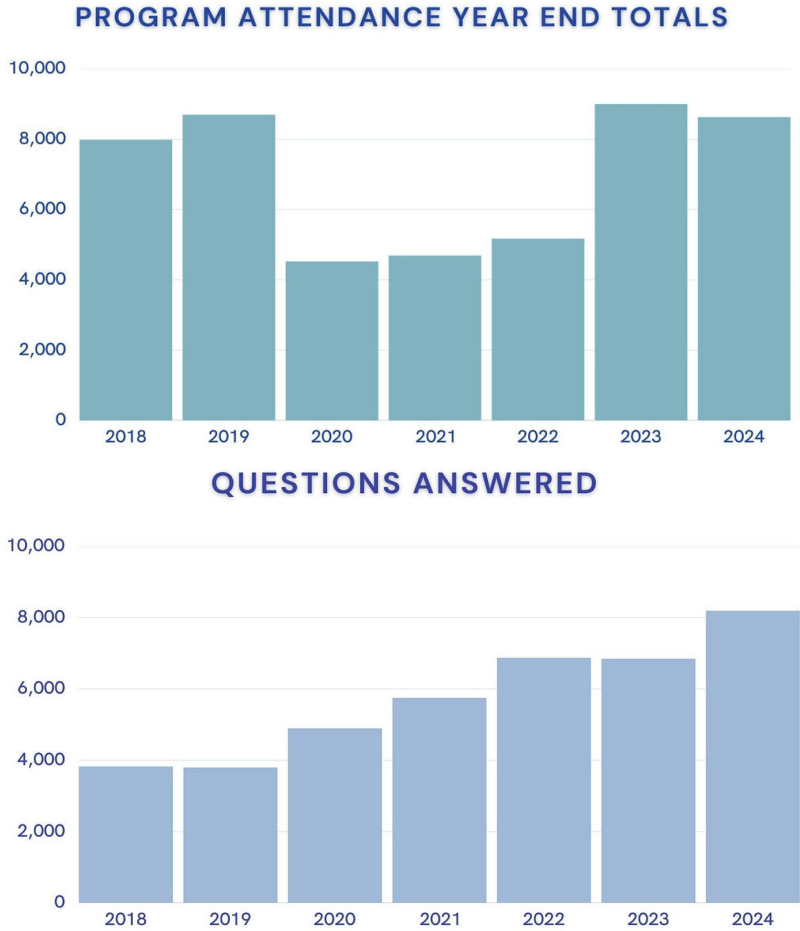
at programs so far
this year.

1,814

Computer
Sessions this year

66

Welcome to
Carstairs bags
given out



Plan of Service


The board and staff spent most of this year working on our new Plan of Service. This is our strategic plan for the next 5 years and is created based on community engagement that identifies what the community needs and wants from their library.



How we collected our data :



Did an environmental scan and examined our key performance indicators for the last 5 years.



Conducted in person and online surveys, engagement questions and hosted a community needs cafe.



Partnered with FCSS to ensure we reached the wider community and heard a broad cross section of needs.





Plan of Service

When complete the environmental scan, what we heard report and Plan of Service will be available on our website. The board identified key strategic areas and we have drafted goals for these areas. We are just in the final revision process and are updating our Mission and Vision statements to match the tone of the new goals. The plan should be releasing early in 2026.

Key Strategic Areas :

- Community Engagement, Information and Connection Hub
- Be a Welcoming Space to gather, work and learn.
- Access to learning and literacy supports for all ages.
- Access to essential technology and digital learning opportunities.
- Plan for the future to proactively meet a growing communities needs.





Budget 2026 Highlights

We are currently on track with our 2025 budget with no unexpected overages. We prepared our 2026 budget based on our current 2025 spending.

Key Points :



There will be a staff retirement in 2026. We are replacing that single position with two lower grid positions.



We are working with Didsbury to hire an intern thru Canada Summer Jobs from May to August.



Small increases to address increasing costs due to inflation.

Town of Carstairs Public Library Board

Library 2026 Budget

INCOME

GL	Description	2026 Budget	Change from 2025	2025 Budget
#07	Local Appropriation-Town	\$ 237,489	\$ 12,846	\$ 224,643
#08	Provincial Operating Grant	\$ 31,831	\$ -	\$ 31,831
#09	Transfer from County	\$ 33,483	\$ -	\$ 33,483
#10	Transfer from other municipality		\$ -	
#11	Transfer from Regional System (Library Services Grant)	\$ 10,248	\$ -	\$ 10,248
#13	Transfer from FCSS	\$ 8,000	\$ 2,000	\$ 6,000
#14	Employment Program Grants (Canada Summer Jobs)	\$ 28,565	\$ 21,215	\$ 7,350
#15	Other Grants (must list)		\$ -	
#15a	TD Bank Grant	\$ 3,800	\$ 200	\$ 3,600
#15b	United Way Grant		\$ -	
#15c	Engagement Site	\$ 2,500	\$ -	\$ 2,500
#15d	Campus Alberta Central	\$ 1,500	\$ -	\$ 1,500
15e	IODE		\$ -	
15f	CALP Funding	\$ 12,520	\$ 3,520	\$ 9,000
15g	Connect First		\$ -	
#16	Fundraising & Donations	\$ 250	\$ -	\$ 250
#17	Friends Group Donations	\$ 8,000	\$ (6,000)	\$ 14,000
#18	Fines and Fees		\$ -	
#18a	Card Fees		\$ -	
#18b	Fines	\$ 300	\$ (200)	\$ 500
#19	Program Revenue	\$ 800	\$ -	\$ 800
#20	Room Rentals	\$ 350	\$ 250	\$ 100
#21	Service Revenue (photocopier, contracts, faxing)	\$ 2,500	\$ 500	\$ 2,000
#22	GST Refund		\$ -	\$ -
#23	Interest and Dividends	\$ 300	\$ 200	\$ 100
#24	Transfer from reserve accounts		\$ (10,000)	\$ 10,000
#25	Other income (must list)		\$ -	
#25a	Postage Reimbursement		\$ -	
#26	Total Reveune	\$ 382,436	\$ 24,531	\$ 357,905

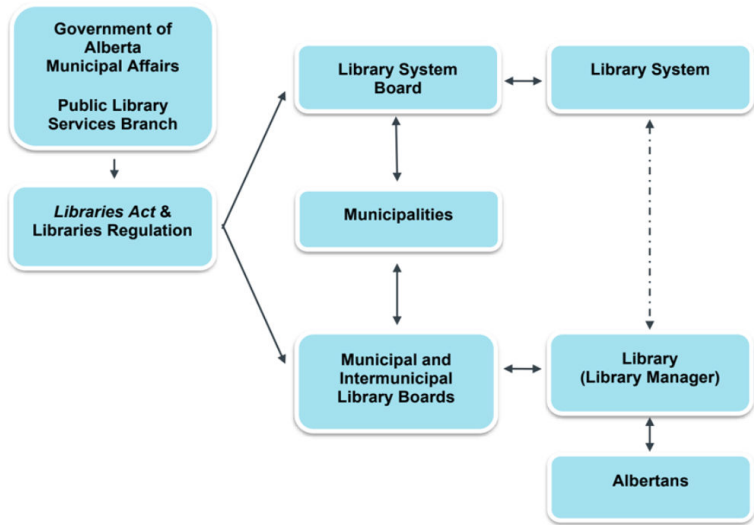
EXPENSE

GL	Description	2026 Budget	Change from 2025	2025 Budget
	<i>Staff Expenses</i>			
#28	Salaries (wages and benefits, WCB)	\$ 311,341	\$ 35,261	\$ 276,080
#28b	CALP Salaries	\$ 12,520	\$ 4,520	\$ 8,000
#29	Honoraria (volunteers)	\$ 150	\$ -	\$ 150
#30	Staff professional development (include travel & hospitality)	\$ 4,000	\$ (500)	\$ 4,500
#31	Total Staff Expenses	\$ 328,011	\$ 39,281	\$ 288,730
			\$ -	
	<i>Library Resources</i>		\$ -	
#32	Physical Materials		\$ -	
#32a	Physical Materials library	\$ 4,700	\$ -	\$ 4,700
#32b	Physical Materials friends	\$ 6,000	\$ (1,000)	\$ 7,000
#32c	Physical Materials grant		\$ -	
#33	Digital Resources (e-content)		\$ -	
#33a	Digital Resources library	\$ 1,500	\$ -	\$ 1,500
#33b	Digital Resources friends	\$ 2,000	\$ (2,000)	\$ 4,000
#33c	Digital Resources Grant		\$ -	
#34	Total Library Resources	\$ 14,200	\$ (3,000)	\$ 17,200
			\$ -	

	<i>Administrative Costs</i>		\$ -	
#35	Audit or Financial Review	\$ 300	\$ -	\$ 300
#36	Board Expenses		\$ -	
#36a	Travel, course and conference fees	\$ 200	\$ -	\$ 200
#36b	Insurance for board	\$ 2,500	\$ 200	\$ 2,300
#36c	Plan of Service Work	\$ -	\$ (10,000)	\$ 10,000
#37	Equipment Rental and Maintenance	\$ 2,000	\$ -	\$ 2,000
#38	Contract Fees for services (bookkeeping, minute taker)	\$ 1,200	\$ -	\$ 1,200
#39	Bank Charges	\$ 200	\$ -	\$ 200
#40	Library & Office Supplies (bindery, printing and copier supplies)	\$ 550	\$ -	\$ 550
#41	Association Memberships (ALTA, LAA, AALT)	\$ 350	\$ -	\$ 350
#42	Postage & Box rental	\$ 100	\$ -	\$ 100
#43	Program Expense		\$ -	
#43a	Program Library funded	\$ 1,600	\$ -	\$ 1,600
#43b	Program Friends funded	\$ -	\$ (2,000)	\$ 2,000
#43c	Program Grant funded	\$ 8,000	\$ -	\$ 8,000
#44	Telephone and Internet	\$ 1,200	\$ -	\$ 1,200
#45	Software and licences		\$ -	
#45a	software and licences library funded	\$ 2,300	\$ 800	\$ 1,500
#45b	software and licences grant funded	\$ 1,500	\$ 500	\$ 1,000
#46	Other expenses (please list)		\$ (50)	\$ 50
#47	Total projected administration expense	\$ 22,000	\$ (10,550)	\$ 32,550
			\$ -	
	<i>Building Costs</i>		\$ -	
#48	Insurance for building	\$ 5,600	\$ 100	\$ 5,500
#49	Janitorial & Maintenance		\$ -	
#49a	Janitorial contract and supplies	\$ 5,500	\$ 200	\$ 5,300
#50	Utilities	\$ 6,500	\$ -	\$ 6,500
#51	Occupancy Costs		\$ -	

#52	Rent		\$	-	
#53	Total Building Costs	\$ 17,600	\$ 300	\$ 17,300	
			\$	-	
	<i>Transfer Payments</i>		\$	-	
#54	Transfer to other library boards (please list)	\$ 25	\$ -	\$ 25	
#55	Contract payments to library societies		\$ -		
#56	Total Transfer payments	\$ 25	\$ -	\$ 25	
#57	Total Operating Expenses	\$ 381,836	\$ 26,031	\$ 355,805	
			\$	-	
#58	Loan Interest and Payments	\$ -	\$ -	\$ -	
#59	Transfer to other accounts (capital, operating reserves)	\$ -	\$ -	\$ -	
			\$	-	
	<i>Capital Expenses</i>		\$	-	
#60	Building repairs and Renovation (roof, carpeting, walls)		\$	-	
#61	Furniture and Equipment		\$	-	
#61a	Furniture and Equipment library funded	\$ 500	\$ -	\$ 500	
#61b	Furniture and equipment Friends funded	\$ -	\$ (500)	\$ 500	
#61c	Furniture and Equipment Grant funded		\$ -		
#62	Computer Hardware (desktops, laptops, printers)		\$	-	
#62a	Computer Hardware library funded	\$ 100	\$ -	\$ 100	
#62b	Computer Hardware Friends funded	\$ -	\$ (500)	\$ 500	
#62c	Computer Hardware Grant funded	\$ -	\$ (500)	\$ 500	
#63	Other capital expense (please list)		\$	-	
#64	Total Capital Expenditure	\$ 600	\$ (1,500)	\$ 2,100	
			\$	-	
	Total Expenses	\$ 382,436	\$ 24,531	\$ 357,905	
	Total Revenue	\$ 382,436	\$ 24,531	\$ 357,905	
	Net Gain or Loss	\$ (0)	\$ (0)	\$ -	

Structure of Public Library Service in Alberta



Parkland Regional Library System

The Town of Carstairs is a member of the Parkland Regional Library System (PRLS), as established under the Libraries Act. This membership grants access to shared services for our public library in exchange for an annual per capita fee. The Town also has the right to appoint a representative to the PRLS Board, ensuring our local interests are represented in regional decision-making.

Key Services:



Cataloguing & Processing



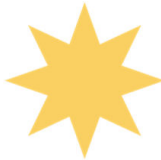
Van Delivery System & Inter-Library Loans



Library Software & IT Support

Parkland Regional Library System

Carstairs has consistently been an engaged and proactive member of PRLS, advocating for improved services that meet our growing community’s needs. While we continue to value the core services provided, we see an opportunity—and a need—for more responsive communication, increased transparency, and a more strategic focus on innovation and equitable service delivery.



Concerns:



Next Steps:

Encourage Collaboration

Support ongoing communication between the Town’s PRLS representative and the Library Manager to ensure alignment on issues and initiatives.

Monitor Value for Investment

Continue evaluating the return on Carstairs’ contributions to PRLS and advocate for enhancements that directly benefit our library and community.



Town of Carstairs

Policy: **Provision of Municipal & Environmental Reserves**
Policy No. 61-003-25

Date: **November 24, 2025**

Adopted by: **Council**

Policy Statement:

The Municipal Government Act (MGA) empowers a municipality to require a landowner who is subdividing land (unless exempted under Section 663 of the MGA) to set aside a portion of their property as municipal and/or environmental reserve.

Municipal reserves (MR) are lands that are acquired by the municipality for parks and recreation, as a buffer between different land uses, or for school board purposes. Environmental reserves (ER) are generally to remain in their natural state for the purposes of protecting the natural environment and providing public access to water bodies and water courses. All reserve lands are owned and managed by the municipality.

Responsibilities:

The Town of Carstairs, pursuant to Section 663, 666, 667 & 669 of the MGA, and the relevant policies of the Municipal Development Plan and any other statutory plan, shall require 10% of the land being subdivided to be provided as municipal reserve. This requirement may be satisfied through the following mechanisms:

- 1. Dedication of Land:** MR land shall only be required where there is a demonstrated need, as determined by the Subdivision Authority, with regard to any applicable statutory plan, and where the land is suitable for use permitted under Section 671(2) of the MGA, for one or more of the following:
 - a. public park or recreation space for the benefit of the municipality and the general public;
 - b. a buffer between land uses;
 - c. for school board purposes in accordance with an applicable Joint Use and Planning Agreement.
- 2. Cash-in-Lieu:** Cash-in-Lieu of MR shall be required in all other scenarios. The cash-in-lieu rate shall be determined in accordance with Section 667(a) of the MGA. The applicant shall provide, at their expense, a market value appraisal of the subject land. The cash-in-lieu amount will be 10% of the appraised value. Alternatively, the applicant and the municipality may mutually agree to use another method to determine the land value.
- 3. Deferral:** The requirement for MR (either land or cash-in-lieu) may be deferred, in accordance with Section 669 of the MGA, where the Subdivision Authority determines that resubdivision of the parcel is likely.
- 4. Disposal of Municipal Reserve:** The disposal of MR land may be approved by Council at its discretion, in accordance with Sections 674 and 675 of the MGA. Council shall consider representations made at a required public hearing and the terms of any applicable Joint Use and Planning Agreement with the school board. Council shall determine appropriate compensation for the disposal, which shall, at a minimum, be based on the fair market value of the land.

Guidelines:

All funds received as cash-in-lieu of municipal reserve shall be deposited into a dedicated reserve fund. These funds may only be used for the following purposes:

- a. constructing or improving capital assets on existing or future reserve lands;
- b. acquiring land for municipal or environmental reserve purposes outside of the subdivision process;
- c. purposes in accordance with an agreement between the municipality and a school board; or
- d. other capital recreation projects that benefit the municipality.

End of Policy

/Carstairs11/25

Signatures:

M____/25 Policy No. 61-003-25 adopted at Council on November 24, 2025.

Mayor, Dean Allan

CAO, Rick Blair

Bylaw No. 996 - Amended

BEING a Bylaw of the Town of Carstairs, in the Province of Alberta, to regulate Neighborhood Nuisance, Safety and Livability Issues.

WHEREAS, Section 7(a) of the Municipal Government Act, RSA 2000, Ch. M-26 as amended; a council may pass bylaws for municipal purposes respecting the following matter of the safety, health and welfare of people and the protection of people and property;

AND WHEREAS, the Municipal Government Act authorizes a municipality to pass bylaws respecting nuisances, including unsightly property;

AND WHEREAS it is desirable for regulations which affect neighborhood livability to be located, as much as possible, in one bylaw;

NOW THEREFORE, the Council of the Town of Carstairs, in the Province of Alberta, duly assembled, enacts as follows:

1. This Bylaw may be referred to as the **“Residential Community Standards Bylaw”**.
2. The owner of any real property, as registered on title at the Land Titles Office is ultimately responsible for all activities on the property which may constitute prohibition of this Bylaw.
3. Nothing in this Bylaw relieves a Person from complying with any Federal or Provincial law or regulation, other bylaw or any requirements of any lawful permit order or license.
4. Where this Bylaw refers to another Act, bylaw, regulation or agency, it includes references to any Act, bylaw, regulation or agency that may be substituted therefore.
5. Every provision of this Bylaw is independent of all other provision and if any provision of this Bylaw is declared invalid for any reason by a Court or competent jurisdiction, all other provisions of this Bylaw shall remain valid and enforceable.
6. In this Bylaw:
 - a. **“Automobile Parts”** includes, but is not limited to, any vehicle part or collection of vehicles parts, or one or more vehicles that are dilapidated, derelict or not in operable condition;
 - b. **“Boulevard”** means the strip of land between the curb and the property line.
 - c. **“Graffiti”** means words, figures, letters, drawings or stickers applied, scribbled, scratched, etched, sprayed or attached on or to the surface of any Premises, Structure, or other property.
 - d. **“Lane”** means an alley intended primarily for access to the rear of the Premises;
 - e. **“Litter”** means any solid or liquid material or product or combination of products but not limited to: any rubbish, refuse, garbage, paper, package, container, bottle, can, manure, plant or tree material, human or animal excrement or sewage or the whole or part of an animal carcass or the whole or part of any article, raw or processed material which can be used for construction of building;
 - f. **“Loitering”** means standing or waiting around idly or without apparent purpose;
 - g. **“Municipal Tag”** A Peace Officer may issue and serve a municipal tag on any person the Peace Officer has reasonable and probable grounds to believe has contravened a provision of this bylaw by:
 - i. Personally, serving the municipal tag on the person; or
 - ii. Mailing a copy of the municipal tag by pre-paid post to the address provided by a person on a permit application, or a person’s last known postal address

A municipal tag shall be in a form approved by the Chief Administrative Officer and shall state:

- i. The name of the person to whom the municipal tag is issued;
 - ii. The particulars of the contravention of the bylaw;
 - iii. The specified penalty for the offence as set out in the Rates and Fees Bylaw;
 - iv. That the specified penalty shall be paid in (30) days of the issuance of the municipal tag in order to avoid prosecution; and
 - v. Any other information as may be required by the CAO.
- h. **“Officer”** includes a Bylaw Enforcement Officer and a member of the RCMP.

- i. **“Owner”** includes a corporation other legal entity and an individual having charge or control of a premises; the owner of any real property, as registered on title at the Land Titles Office;
- j. **“Peace Officer”** shall mean a Bylaw Officer who is appointed by the Town of Carstairs, a Peace Officer is appointed by the Province of Alberta, a member of the Royal Canadian Mounted Police or any other local policing authority;
- k. **“Pest”** means any animal, rodent, bird, reptile, or insect which causes, or could reasonably be expected to cause, annoyance or damage, or injury to any person, or animal, or plant;
- l. **“Premises”** includes the external surface of all buildings and the whole or part of any parcel of real property, including the land immediately adjacent to any building of buildings;
- m. **“Remedial Order”** means an order written pursuant to Section 545 and Section 546 of the Municipal Government Act;
- n. **“Structure”** means a building, garage, shed, fence or other improvement erected or place in, on, over or under land, whether or not it is affixed to the land;
- o. **“Violation Ticket”** If a municipal tag has been issued and the specified penalty on the municipal tag has not been paid within the prescribed time, a Peace Officer may issue a violation ticket to the person to whom the municipal was issued.
 - i. A peace officer may, in the sole discretion, elect to issue and serve a violation ticket without first issuing a municipal tag.
 - ii. A peace officer is authorized to issue a violation ticket, to any person the peace officer believes, on reasonable and probable grounds, has committed and offence under this bylaw, under Part 2 or Part 3 of the Provincial Offences and Procedure Act.
 - iii. If a violation ticket is issued it must be in the prescribed form and must state the specified penalty for the offence as set out in the Rates and Fees Bylaw; or require the person to appear in Provincial Court with or without the alternative of making a voluntary payment
- p. **“Weed”** means a wild plant that grows in an unwanted place and is usually of vigorous growth.
- q. **“Work Forces”** include employees of the Town of Carstairs and Person under contract to The Town.

SCOPE

- 7. The standards, requirements and prohibitions contained in this Part shall apply to:
 - a. ~~Industrial~~ **Residential** Zoned Premises;
 - b. Vacant lots within ~~Industrial~~ **Residential** Zoned Areas;

ACCUMULATION OF MATERIALS

- 8. No owner of a Premise shall allow on the Premise, the accumulation of:
 - a. Any material that creates unpleasant odors;
 - b. Any material likely to attract pests; or
 - c. Animal remains, parts of animal remains, or animal feces.
 - d. Loose garbage;
 - e. Bottles, cans, boxes or packaging materials;
 - f. Household furniture or other household goods;
 - g. Automobiles (derelict)
 - h. Automobile Parts;
 - i. Parts of or disassembled machinery, equipment or appliances; and
 - j. Yard waste, including grass, tree and hedge cuttings.
 - k. Appliances, Fridges and Freezers.
 - l. Weeds
- 9. No owner of a premise shall allow the open or exposed storage on the Premises of any industrial fluid, including engine oil, brake fluid or antifreeze.
- 10. No owner shall permit the proliferation of any insect or other pest that is likely to spread disease, be destructive or dangerous or otherwise become a nuisance.

OUTDOOR STORAGE OF BUILDING MATERIALS

11. No owner of real property shall allow on the Premise the accumulation of building materials, whether new or used, unless that the owner or occupier can establish that a construction or renovation undertaking is being carried out on the Premise or for the normal course of the permitted business.
12. Any persons that hold a valid Town of Carstairs Building Permit may be exempt from this clause.

NUISANCES ESCAPING PROPERTY

13. Water, Eavestroughs and Downspouts

- a. No owner of a Premise shall allow a flow of water from a hose, eave or similar device on the Premise to be directed towards an adjacent premise.

WEEDS, GRASS AND TREES

14. Weed Inspectors

- a. The Chief Administrative Officer may appoint Weed Inspectors to enforce the Weed Control Act, S.A 2008

15. Noxious Weeds

- a. Owners must control the growth of noxious weeds and must destroy any prohibited noxious weeds on their property as per the Weed Control Act, S.A. 2008.

16. Grass/Weed Control

- a. No owner of a Premise shall allow grass or weeds on the Premise to exceed 15 centimeters.

17. Trees

- a. Owner shall prune, remove or otherwise maintain trees and shrubs by trimming to 8 feet that interfere with or endanger traffic control devices, utility lines, poles, pipes, sewers, sidewalks, streets and alleyways or other works of the Town or Public Utility.
- b. No person shall plant trees or shrubbery on Town Lands or cause trees or shrubbery to be planted on Town Lands without prior written authorization from the Chief Administrative Officer.
- c. Trees shall not over hang into adjacent property.

The above section shall apply to vacant lots within residential areas and the grass on any boulevard that lies directly between the boundary of a parcel of land and an adjacent highway, road or alley.

SIDEWALKS

18. The Owner or Occupier of any premise within the Town of Carstairs shall remove and clear away all snow, ice, dirt or other obstructions from the sidewalk adjoining such premises within seventy two (72) hours.
19. No owner shall place or allow to be placed any obstruction on any sidewalk, street or roadway without written consent of the Town of Carstairs.

MAINTENANCE OF BUILDINGS, STRUCTURES AND FENCES

20. For the purpose of this Part:

- a. **“Fence”** includes a privately built fence and a developer-built community screening fence;
- b. **“Good Repair”** means a condition where something is free from;
 - i. Significant damage;
 - ii. Rot or other significant deterioration;
- c. **“Structure”** includes any building, retaining wall, shed or portable shack.

21. Obligation to Maintain

- a. No owner or occupier of a Premise shall allow a Structure or Fence to become a safety hazard.
- b. Every owner or occupier of a Premise shall ensure the following are maintained in Good Repair;
 - i. Fences and their structural members;
 - ii. Structures and their structural members including:
 - Foundations and foundation walls;
 - Exterior walls and their components;
 - Roofs;
 - Windows and their casings;
 - Doors and their frames;
 - iii. Protective or decorative finishes of all exterior surfaces of a Structure or Fence; and
 - iv. Exterior stairs, landings, porches, balconies and decks.
 - v. Vacant buildings must be secured at all times.

ADDRESSING

22. The owner of a Premise on which a dwelling unit has been erected or is under construction shall display the number assigned to the property at the location plainly visible from the street in front of the Premise to which the property is addressed. Minimum 3 inches in size.

LIGHT

23. No owner or occupier of a Premise shall allow an outdoor light to shine directly into the living or sleeping areas of an adjacent dwelling house.

GRAFFITI PREVENTION AND ABATEMENT

24. Owners must ensure that any graffiti that has been applied to their property is repaired/removed. If the graffiti is offensive in nature it must be removed within 24 hours, otherwise it must be removed within one week. In addition, no person shall create or apply Graffiti on or to any publically owned property or premises

LITTERING

25. No person shall place, deposit, or throw any litter upon any:

- a. Street;
- b. Land;
- c. Sidewalk;
- d. Parking lots;
- e. Compost Site
- f. Park;
- g. Playground;
- h. Water course or;
- i. Other public place

CONSTRUCTION SITES

26. All private or general contractors shall during the construction, renovation or demolition of a building, keep the land in a reasonable condition so as not to constitute a nuisance and shall secure all manner of debris so as to prevent from blowing onto any other Private or public property.

LOITERING

27. No person loiter in a public place and thereby obstruct another person

28. No person shall stand or ~~put their feet~~ **jump** on the top or surface of any table bench planter or sculpture placed in any public place.

STORAGE ON TOWN PROPERTY

29. No person shall place, pile or store any material or equipment on Town owned property without first obtaining approval for such purpose from the C.A.O. for the Town of Carstairs.

REMEDIAL ORDERS AND APPEALS

30. Every Remedial Order written with respect to this Bylaw must:

- a. Indicate the Person to whom it is directed;
- b. Identify the property to which the Remedial Order related by municipal address or legal description;
- c. Identify the date that is issued;
- d. Identify how the Premise fails to comply with this or another bylaw;
- e. Identify the specific provision of the Bylaw the Premise contravenes
- f. Identify the nature of the remedial action required to be taken to bring the Premise into compliance;
- g. Identify the time within which the remedial action must be completed.
- h. Indicate that if the required remedial action is not completed within the time specified, the Town may take whatever action or measures are necessary to remedy the contravention;
- i. Indicated that the expenses and costs referred to in this Section may be attached to the tax roll of the property if such costs are not paid by the specified time;
- j. Indicate that an appeal lies from the Remedial Order to the town Council, if a notice of appeal is filed in writing with the Chief Administrative Officer within seven days of the receipt of the Remedial Order.
- k. Every Person who fails to comply with a Remedial Order issued pursuant to this Bylaw within the time set out in the Remedial Order commits an offence.

ENFORCEMENT

31. Any person who contravenes any provision of this Bylaw by:

- a. Doing any act which the Person is prohibited from doing; or
- b. Failing to do any act the Person is required to do: is guilty of an offence.

FINES AND PENALTIES

32. A Person who is guilty of an offence is liable upon summary conviction to a fine in an amount:

- a. not less than the specified penalty established in the Rates and Fees Bylaw;
- b. and not exceeding \$10,000.00.
- c. any Person who commits a second or subsequent offence under this Bylaw, within one (1) year of conviction of a first offence under this Bylaw, is liable on summary conviction to a fine not less than the increased amount set out in the Rates and Fees Bylaw.

GENERAL PROVISIONS

33. The Town is not required to enforce every breach or contravention of this Bylaw. In deciding whether or not to enforce the Bylaw, the Town may take into account any practical concerns or considerations, including but not limited to the nature and extent of the breach or contravention, any financial or budgetary considerations and the availability of personnel or human resources. Nothing in this Bylaw relieves a Person from complying with any provision of any federal or provincial law or regulation, other bylaw or any requirement of any lawful.

This Bylaw is to amend the amended Bylaw No. 996

This Bylaw shall come in force and effect on the final date of passing thereof.

READ A FIRST TIME THIS 24TH DAY OF NOVEMBER A.D., 2025

READ A SECOND TIME THIS 24TH DAY OF NOVEMBER A.D., 2025

UNANIMOUS CONSENT GIVEN TO PRESENT FOR THIRD READING ON THIS 24TH DAY OF NOVEMBER A.D., 2025

Town of Carstairs
Bylaw No. 996
Page 5 of 6

READ A THIRD AND FINAL TIME THIS 24TH DAY OF NOVEMBER A.D., 2025

Dean Allan, Mayor

Rick Blair, CAO

Bylaw No. 999 - Amended

BEING a Bylaw of the Town of Carstairs, in the Province of Alberta, to regulate Industrial Nuisance, Safety and Livability Issues.

WHEREAS, Section 7(a) of the Municipal Government Act, RSA 2000, Ch. M-26 as amended; a council may pass bylaws for municipal purposes respecting the following matter of the safety, health and welfare of people and the protection of people and property;

AND WHEREAS, the Municipal Government Act authorizes a municipality to pass bylaws respecting Industrial nuisances, including unsightly property;

AND WHEREAS it is desirable for regulations which affect neighborhood livability to be located, as much as possible, in one bylaw;

NOW THEREFORE, the Municipal Council of the Town of Carstairs, in the Province of Alberta, duly assembled, enacts as follows:

1. This Bylaw may be referred to as **“Industrial District Standards Bylaw”**.
2. The owner of any real property, as registered on title at the Land Titles Office is ultimately responsible for all activities on the property which may constitute prohibition of this Bylaw.
3. Nothing in this Bylaw relieves a Person from complying with any Federal or Provincial law or regulation, other bylaw or any requirements of any lawful permit order or license.
4. Where this Bylaw refers to another Act, bylaw, regulation or agency, it includes references to any Act, bylaw, regulation or agency that may be substituted therefore.
5. Every provision of this Bylaw is independent of all other provision and if any provision of this Bylaw is declared invalid for any reason by a Court or competent jurisdiction, all other provisions of this Bylaw shall remain valid and enforceable.
6. In this Bylaw:
 - a. **“Automobile Parts”** includes, but is not limited to, any vehicle part or collection of vehicles parts, or one or more vehicles that are dilapidated, derelict or not in operable condition;
 - b. **“Boulevard”** means the strip of land between the curb and the property line.
 - c. **“Graffiti”** means words, figures, letters, drawings or stickers applied, scribbled, scratched, etched, sprayed or attached on or to the surface of any Premises, Structure, or other property.
 - d. **“Lane”** means an alley intended primarily for access to the rear of the Premises;
 - e. **“Litter”** means any solid or liquid material or product or combination of products but not limited to: any rubbish, refuse, garbage, paper, package, container, bottle, can, manure, plant or tree material, human or animal excrement or sewage or the whole or part of an animal carcass or the whole or part of any article, raw or processed material which can be used for construction of building.
 - f. **“Loitering”** Standing or waiting around idly or without apparent purpose.
 - g. **“Municipal Tag”** A Peace Officer may issue and serve a municipal tag on any person the Peace Officer has reasonable and probable grounds to believe has contravened a provision of this bylaw by:
 - i. Personally, serving the municipal tag on the person; or
 - ii. Mailing a copy of the municipal tag by pre-paid post to the address provided by a person on a permit application, or a person’s last known postal address

A municipal tag shall be in a form approved by the Chief Administrative Officer and shall state:

- i. The name of the person to whom the municipal tag is issued;
 - ii. The particulars of the contravention of the bylaw;
 - iii. The specified penalty for the offence as set out in the Rates and Fees Bylaw;
 - iv. That the specified penalty shall be paid in (30) days of the issuance of the municipal tag in order to avoid prosecution; and
 - v. Any other information as may be required by the CAO.
- h. **“Officer”** includes a Bylaw Enforcement Officer and a member of the RCMP.

- i. **“Owner”** includes a corporation, other legal entities and an individual having charge or control of a premises; the owner of any real property, as registered on title at the Land Titles Office.
- j. **“Peace Officer”** shall mean a Bylaw Officer who is appointed by the Town of Carstairs, a Peace Officer is appointed by the Province of Alberta, a member of the Royal Canadian Mounted Police or any other local policing authority.
- k. **“Pest”** means any animal, rodent, bird, reptile, or insect which causes, or could reasonably be expected to cause, annoyance or damage, or injury to any person, or animal, or plant.
- l. **“Premises”** includes the external surface of all buildings and the whole or part of any parcel of real property, including the land immediately adjacent to any building of buildings;
- m. **“Remedial Order”** means an order written pursuant to Section 545 and Section 546 of the Municipal Government Act.
- n. **“Structure”** means a building, garage, shed, fence or other improvement erected or place in, on, over or under land, whether or not it is affixed to the land;
- o. **“Violation Ticket”** If a municipal tag has been issued and the specified penalty on the municipal tag has not been paid within the prescribed time, a Peace Officer may issue a violation ticket to the person to whom the municipal was issued.
 - i. A peace officer may, in the sole discretion, elect to issue and serve a violation ticket without first issuing a municipal tag.
 - ii. A peace officer is authorized to issue a violation ticket, to any person the peace officer believes, on reasonable and probable grounds, has committed and offence under this bylaw, under Part 2 or Part 3 of the Provincial Offences and Procedure Act.
 - iii. If a violation ticket is issued it must be in the prescribed form and must state the specified penalty for the offence as set out in the Rates and Fees Bylaw; or require the person to appear in Provincial Court with or without the alternative of making a voluntary payment
- p. **“Weed”** means a wild plant that grows in an unwanted place and is usually of vigorous growth.
- q. **“Work Forces”** include employees of the Town of Carstairs and Person under contract to The Town.

SCOPE

- 7. The standards, requirements and prohibitions contained in this Part shall apply to:
 - a. Industrial Zoned Premises;
 - b. Vacant lots within Industrial Zoned Areas;

ACCUMULATION OF MATERIALS

- 8. No owner of a Premise shall allow on the Premise, the accumulation of:
 - a. Any material that creates unpleasant odors;
 - b. Any material likely to attract pests; or
 - c. Animal remains, parts of animal remains, or animal feces.
 - d. Loose garbage;
 - e. Bottles, cans, boxes or packaging materials;
 - f. Household furniture or other household goods;
 - g. Automobiles (derelict)
 - h. Automobile Parts;
 - i. Parts of or disassembled machinery, equipment or appliances; and
 - j. Yard waste, including grass, tree and hedge cuttings.
 - k. Appliances, Fridges and Freezers.
 - l. Weeds
- 9. No owner of a premise shall allow the open or exposed storage on the Premises of any industrial fluid, including engine oil, brake fluid or antifreeze.
- 10. No owner shall permit the proliferation of any insect or other pest that is likely to spread disease, be destructive or dangerous or otherwise become a nuisance.

OUTDOOR STORAGE OF BUILDING MATERIALS

- 11. No owner of real property shall allow on the Premise the accumulation of building materials, whether new or used, unless that the owner or occupier can establish that a construction or renovation undertaking is being carried out on the Premise or for the normal course of the permitted business.
- 12. All parts must be kept within the confines of secure fencing and not in view of the public.
- 13. Any persons that hold a valid Town of Carstairs Building Permit may be exempt from this clause.

NUISANCES ESCAPING PROPERTY

14. Water, Eavestroughs and Downspouts

- a. No owner of a Premise shall allow a flow of water from a hose, eave or similar device on the Premise to be directed towards an adjacent premise.

WEEDS, GRASS AND TREES

15. Weed Inspectors

- a. The Chief Administrative Officer may appoint Weed Inspectors to enforce the Weed Control Act, S.A 2008

16. Noxious Weeds

- a. Owners must control the growth of noxious weeds and must destroy any prohibited noxious weeds on their property as per the Weed Control Act, S.A. 2008.

17. Grass/Weed Control

- a. No owner of a Premise shall allow grass or weeds on the Premise to exceed 15 centimeters.

18. Trees

- a. Owner shall prune, remove or otherwise maintain trees and shrubs by trimming to 8 feet that interfere with or endanger traffic control devices, utility lines, poles, pipes, sewers, sidewalks, streets and alleyways or other works of the Town or Public Utility.
- b. No person shall plant trees or shrubbery on Town Lands or cause trees or shrubbery to be planted on Town Lands without prior written authorization from the Chief Administrative Officer.
- c. Trees shall not over hang into adjacent property.

The above section shall apply to vacant lots within residential areas and the grass on any boulevard that lies directly between the boundary of a parcel of land and an adjacent highway, road or alley.

SIDEWALKS

- 19. The Owner or Occupier of any premise within the Town of Carstairs shall remove and clear away all snow, ice, dirt or other obstructions from the sidewalk adjoining such premises within seventy two (72) hours.
- 20. No owner shall place or allow to be placed any obstruction on any sidewalk, street or roadway without written consent of the Town of Carstairs.

MAINTENANCE OF BUILDINGS, STRUCTURES AND FENCES

- 21. For the purpose of this Part:
 - a. **“Fence”** includes a privately built fence and a developer-built community screening fence;
 - b. **“Good Repair”** means a condition where something is free from;
 - i. Significant damage;
 - ii. Rot or other significant deterioration;
 - c. **“Structure”** includes any building, retaining wall, shed or portable shack.

22. Obligation to Maintain

- a. No owner or occupier of a Premise shall allow a Structure or Fence to become a safety hazard.
- b. Every owner or occupier of a Premise shall ensure the following are maintained in Good Repair;
 - i. Fences and their structural members;
 - ii. Structures and their structural members including:
 - Foundations and foundation walls;
 - Exterior walls and their components;
 - Roofs;
 - Windows and their casings;
 - Doors and their frames;
 - iii. Protective or decorative finishes of all exterior surfaces of a Structure or Fence; and
 - iv. Exterior stairs, landings, porches, balconies and decks.
 - v. Vacant buildings must be secured at all times.

ADDRESSING

23. The owner of a Premise on which a dwelling unit has been erected or is under construction shall display the number assigned to the property at the location plainly visible from the street in front of the Premise to which the property is addressed. Minimum 3 inches in size.

LIGHT

24. No owner or occupier of a Premise shall allow an outdoor light to shine directly into the living or sleeping areas of an adjacent dwelling house.

GRAFFITI PREVENTION AND ABATEMENT

25. Owners must ensure that any graffiti that has been applied to their property is repaired/removed. If the graffiti is offensive in nature it must be removed within 24 hours, otherwise it must be removed within one week. In addition, no person shall create or apply Graffiti on or to any publically owned property or premises

LITTERING

26. No person shall place, deposit, or throw any litter upon any:

- a. Street;
- b. Land;
- c. Sidewalk;
- d. Parking lots;
- e. Compost Site
- f. Park;
- g. Playground;
- h. Water course or;
- i. Other public place

CONSTRUCTION SITES

27. All private or general contractors shall during the construction, renovation or demolition of a building, keep the land in a reasonable condition so as not to constitute a nuisance and shall secure all manner of debris so as to prevent from blowing onto any other Private or public property.

LOITERING

28. No person loiter in a public place and thereby obstruct another person

29. No person shall stand or ~~put their feet~~ jump on the top or surface of any table bench planter or sculpture placed in any public place.

STORAGE ON TOWN PROPERTY

30. No person shall place, pile or store any material or equipment on Town owned property without first obtaining approval for such purpose from the C.A.O. for the Town of Carstairs.

REMEDIAL ORDERS AND APPEALS

31. Every Remedial Order written with respect to this Bylaw must:
- a. Indicate the Person to whom it is directed;
 - b. Identify the property to which the Remedial Order related by municipal address or legal description;
 - c. Identify the date that is issued;
 - d. Identify how the Premise fails to comply with this or another Bylaw;
 - e. Identify the specific provision of the Bylaw the Premise contravenes;
 - f. Identify the nature of the remedial action required to be taken to bring the Premise into compliance;
 - g. Identify the time within which the remedial action must be completed.
 - h. Indicate that if the required remedial action is not completed within the time specified, the Town may take whatever action or measures are necessary to remedy the contravention;
 - i. Indicated that the expenses and costs referred to in this Section may be attached to the tax roll of the property if such costs are not paid by the specified time;
 - j. Indicate that an appeal lies from the Remedial Order to the town Council, if a notice of appeal is filed in writing with the Chief Administrative Officer within seven days of the receipt of the Remedial Order.

ENFORCEMENT

32. Any person who contravenes any provision of this Bylaw by:
- a. Doing any act which the Person is prohibited from doing; or
 - b. Failing to do any act the Person is required to do: is guilty of an offence.

FINES AND PENALTIES

33. A Person who is guilty of an offence is liable upon summary conviction to a fine in an amount:
- a. not less than the specified penalty established in the Rates and Fees Bylaw;
 - b. and not exceeding \$10,000.00.
 - c. any Person who commits a second or subsequent offence under this Bylaw, within one (1) year of conviction of a first offence under this Bylaw, is liable on summary conviction to a fine not less than the increased amount set out in the Rates and Fees Bylaw.

GENERAL PROVISIONS

34. The Town is not required to enforce every breach or contravention of this Bylaw. In deciding whether or not to enforce the Bylaw, the Town may take into account any practical concerns or considerations, including but not limited to the nature and extent of the breach or contravention, any financial or budgetary considerations and the availability of personnel or human resources. Nothing in this Bylaw relieves a Person from complying with any provision of any federal or provincial law or regulation, other bylaw or any requirement of any lawful.

This Bylaw is to amend the amended Bylaw No. 999.

Bylaw No. 999 repeals Bylaw No. 891 & Bylaw No. 901.

This Bylaw shall come in force and affect on the final date of passing thereof.

READ A FIRST TIME THIS 24TH DAY OF NOVEMBER A.D., 2025

READ A SECOND TIME THIS 24TH DAY OF NOVEMBER A.D., 2025

UNANIMOUS CONSENT GIVEN TO PRESENT FOR THIRD READING ON THIS 24TH DAY OF NOVEMBER A.D., 2025

READ A THIRD AND FINAL TIME THIS 24TH DAY OF NOVEMBER A.D., 2025

Dean Allan, Mayor

Rick Blair, CAO

Bylaw No. 1000-Amended

BEING a Bylaw of the Town of Carstairs, in the Province of Alberta, to regulate Commercial Nuisance, Safety and Livability Issues.

WHEREAS, Section 7(a) of the Municipal Government Act, RSA 2000, Ch. M-26 amended; a council may pass bylaws for municipal purposes respecting the following matter of the safety, health and welfare of people and the protection of people and property;

AND WHEREAS, the Municipal Government Act authorizes a municipality to pass bylaws commercial nuisances, including unsightly property;

AND WHEREAS it is desirable for regulations which affect neighborhood livability to be located, as much as possible, in one bylaw;

NOW THEREFORE, the Council of the Town of Carstairs, in the Province of Alberta, duly assembled, enacts as follows:

1. This Bylaw may be referred to as the **“Commercial District Standards Bylaw”**.
2. The owner of any real property, as registered on title at the Land Titles Office is ultimately responsible for all activities on the property which may constitute prohibition of this Bylaw.
3. Nothing in this Bylaw relieves a Person from complying with any Federal or Provincial law or regulation, other bylaw or any requirements of any lawful permit order or license.
4. Where this Bylaw refers to another Act, bylaw, regulation or agency, it includes references to any Act, bylaw, regulation or agency that may be substituted therefore.
5. Every provision of this Bylaw is independent of all other provision and if any provision of this Bylaw is declared invalid for any reason by a Court or competent jurisdiction, all other provisions of this Bylaw shall remain valid and enforceable.
6. In this Bylaw:
 - a. **“Automobile Parts”** includes, but is not limited to, any vehicle part or collection of vehicles parts, or one or more vehicles that are dilapidated, derelict or not in operable condition;
 - b. **“Boulevard”** means the strip of land between the curb and the property line.
 - c. **“Graffiti”** means words, figures, letters, drawings or stickers applied, scribbled, scratched, etched, sprayed or attached on or to the surface of any Premises, Structure, or other property.
 - d. **“Lane”** means an alley intended primarily for access to the rear of the Premises;
 - e. **“Litter”** means any solid or liquid material or product or combination of products but not limited to: any rubbish, refuse, garbage, paper, package, container, bottle, can, manure, plant or tree material, human or animal excrement or sewage or the whole or part of an animal carcass or the whole or part of any article, raw or processed material which can be used for construction of building.
 - f. **“Loitering”** Standing or waiting around idly or without apparent purpose.
 - g. **“Municipal Tag”** A Peace Officer may issue and serve a municipal tag on any person the Peace Officer has reasonable and probable grounds to believe has contravened a provision of this bylaw by:
 - i. Personally, serving the municipal tag on the person; or
 - ii. Mailing a copy of the municipal tag by pre-paid post to the address provided by a person on a permit application, or a person’s last known postal address

A municipal tag shall be in a form approved by the Chief Administrative Officer and shall state:

- i. The name of the person to whom the municipal tag is issued;
 - ii. The particulars of the contravention of the bylaw;
 - iii. The specified penalty for the offence as set out in the Rates and Fees Bylaw;
 - iv. That the specified penalty shall be paid in (30) days of the issuance of the municipal tag in order to avoid prosecution; and
 - v. Any other information as may be required by the CAO.
- h. **“Officer”** includes a Bylaw Enforcement Officer and a member of the RCMP.

- i. **“Owner”** includes a corporation, other legal entities and an individual having charge or control of a premises; the owner of any real property, as registered on title at the Land Titles Office.
- j. **“Peace Officer”** shall mean a Bylaw Officer who is appointed by the Town of Carstairs, a Peace Officer appointed by the Province of Alberta, a member of the Royal Canadian Mounted Police or any other local policing authority.
- k. **“Pest”** means any animal, rodent, bird, reptile, or insect which causes, or could reasonably be expected to cause, annoyance or damage, or injury to any person, or animal, or plant.
- l. **“Premises”** includes the external surface of all buildings and the whole or part of any parcel of real property, including the land immediately adjacent to any building of buildings;
- m. **“Remedial Order”** means an order written pursuant to Section 545 and Section 546 of the Municipal Government Act.
- n. **“Structure”** means a building, garage, shed, fence or other improvement erected or place in, on, over or under land, whether or not it is affixed to the land;
- o. **“Violation Ticket”** If a municipal tag has been issued and the specified penalty on the municipal tag has not been paid within the prescribed time, a Peace Officer may issue a violation ticket to the person to whom the municipal was issued.
 - i. A peace officer may, in the sole discretion, elect to issue and serve a violation ticket without first issuing a municipal tag.
 - ii. A peace officer is authorized to issue a violation ticket, to any person the peace officer believes, on reasonable and probable grounds, has committed an offence under this bylaw, under Part 2 or Part 3 of the Provincial Offences and Procedure Act.
 - iii. If a violation ticket is issued it must be in the prescribed form and must state the specified penalty for the offence as set out in the Rates and Fees Bylaw; or require the person to appear in Provincial Court with or without the alternative of making a voluntary payment
- p. **“Weed”** means a wild plant that grows in an unwanted place and is usually of vigorous growth.
- q. **“Work Forces”** include employees of the Town of Carstairs and Person under contract to The Town.

SCOPE

- 7. The standards, requirements and prohibitions contained in this Part shall apply to:
 - a. ~~Industrial~~ **Commercial** Zoned Premises;
 - b. Vacant lots within ~~Industrial~~ **Commercial** Zoned Areas;

ACCUMULATION OF MATERIALS

- 8. No owner of a Premise shall allow on the Premise, the accumulation of:
 - a. Any material that creates unpleasant odors;
 - b. Any material likely to attract pests; or
 - c. Animal remains, parts of animal remains, or animal feces.
 - d. Loose garbage;
 - e. Bottles, cans, boxes or packaging materials;
 - f. Household furniture or other household goods;
 - g. Automobiles (derelict)
 - h. Automobile Parts;
 - i. Parts of or disassembled machinery, equipment or appliances; and
 - j. Yard waste, including grass, tree and hedge cuttings.
 - k. Appliances, Fridges and Freezers.
 - l. Weeds
- 9. No owner of a premise shall allow the open or exposed storage on the Premises of any industrial fluid, including engine oil, brake fluid or antifreeze.
- 10. No owner shall permit the proliferation of any insect or other pest that is likely to spread disease, be destructive or dangerous or otherwise become a nuisance.

11. All automobile parts must be kept within the confines of secure fencing and not in view of the public.

OUTDOOR STORAGE OF BUILDING MATERIALS

12. No owner of real property shall allow on the Premise the accumulation of building materials, whether new or used, unless that the owner or occupier can establish that a construction or renovation undertaking is being carried out on the Premise or for the normal course of the permitted business.
13. Any persons that hold a valid Town of Carstairs Building Permit may be exempt from this clause.

NUISANCES ESCAPING PROPERTY

14. Water, Eavestroughs and Downspouts

- a. No owner of a Premise shall allow a flow of water from a hose, eave or similar device on the Premise to be directed towards an adjacent premise.

WEEDS, GRASS AND TREES

15. Weed Inspectors

- a. The Chief Administrative Officer may appoint Weed Inspectors to enforce the Weed Control Act, S.A. 2008

16. Noxious Weeds

- a. Owners must control the growth of noxious weeds and must destroy any prohibited noxious weeds on their property as per the Weed Control Act, S.A. 2008.

17. Grass/Weed Control

- a. No owner of a Premise shall allow grass or weeds on the Premise to exceed 15 centimeters.

18. Trees

- a. Owner shall prune, remove or otherwise maintain trees and shrubs by trimming to 8 feet that interfere with or endanger traffic control devices, utility lines, poles, pipes, sewers, sidewalks, streets and alleyways or other works of the Town or Public Utility.
- b. No person shall plant trees or shrubbery on Town Lands or cause trees or shrubbery to be planted on Town Lands without prior written authorization from the Chief Administrative Officer.
- c. Trees shall not over hang into adjacent property.

The above section shall apply to vacant lots within residential areas and the grass on any boulevard that lies directly between the boundary of a parcel of land and an adjacent highway, road or alley.

SIDEWALKS

19. The Owner or Occupier of any premise within the Town of Carstairs shall remove and clear away all snow, ice, dirt or other obstructions from the sidewalk adjoining such premises within seventy two (72) hours.
20. No owner shall place or allow to be placed any obstruction on any sidewalk, street or roadway without written consent of the Town of Carstairs.

MAINTENANCE OF BUILDINGS, STRUCTURES AND FENCES

21. For the purpose of this Part:

- a. **“Fence”** includes a privately built fence and a developer-built community screening fence;
- b. **“Good Repair”** means a condition where something is free from;
- i. Significant damage;
 - ii. Rot or other significant deterioration;
- c. **“Structure”** includes any building, retaining wall, shed or portable shack.

22. **Obligation to Maintain**

- a. No owner or occupier of a Premise shall allow a Structure or Fence to become a safety hazard.
- b. Every owner or occupier of a Premise shall ensure the following are maintained in Good Repair;
 - i. Fences and their structural members;
 - ii. Structures and their structural members including:
 - Foundations and foundation walls;
 - Exterior walls and their components;
 - Roofs;
 - Windows and their casings;
 - Doors and their frames;
 - iii. Protective or decorative finishes of all exterior surfaces of a Structure or Fence; and
 - iv. Exterior stairs, landings, porches, balconies and decks.
 - v. Vacant buildings must be secured at all times.

ADDRESSING

23. The owner of a Premise on which a dwelling unit has been erected or is under construction shall display the number assigned to the property at the location plainly visible from the street in front of the Premise to which the property is addressed. Minimum 3 inches in size.

LIGHT

24. No owner or occupier of a Premise shall allow an outdoor light to shine directly into the living or sleeping areas of an adjacent dwelling house.

GRAFFITI PREVENTION AND ABATEMENT

25. Owners must ensure that any graffiti that has been applied to their property is repaired/removed. If the graffiti is offensive in nature it must be removed within 24 hours, otherwise it must be removed within one week. In addition, no person shall create or apply Graffiti on or to any publically owned property or premises

DONATION SITES

26. For the purposes of this Part:
- a. **“Charity Collection Site”** means an area accessible to the public, which is marked by signs identifying the name of a charity and identifying the area for the collection of donated goods, and which contains a receptacle or bin for the collection of donated goods, and which contains a receptacle of bin for the collection of donated goods.
 - b. No Person shall dump or deposit household garbage or other waste at a Charity Collection site.

COMPOST SITES

27. No Person shall dump or deposit household garbage, branches or other waste at the Town of Carstairs Compost site that is contrary to the posted signage.

LITTERING

28. No person shall place, deposit, or throw any litter upon any:
- a. Street;
 - b. Land;
 - c. Sidewalk;
 - d. Parking lots;
 - e. Compost Site
 - f. Park;
 - g. Playground;
 - h. Water course or;
 - i. Other public place

CONSTRUCTION SITES

29. All private or general contractors shall during the construction, renovation or demolition of a building, keep the land in a reasonable condition so as not to constitute a nuisance and shall secure all manner of debris so as to prevent from blowing onto any other Private or public property.

LOITERING

30. No person shall loiter in a public place and thereby obstruct another person.

31. No person shall stand or ~~put their feet~~ **jump** on the top or surface of any table, bench, planter or sculpture placed in any public place.

STORAGE ON TOWN PROPERTY

31-32. No person shall place, pile or store any material or equipment on Town owned property without first obtaining approval for such purpose from the CAO for the Town of Carstairs.

REMEDIAL ORDERS AND APPEALS

32-33. Every Remedial Order written with respect to this Bylaw must:

- a. Indicate the Person to whom it is directed;
- b. Identify the property to which the Remedial Order related by municipal address or legal description;
- c. Identify the date that is issued;
- d. Identify how the Premise fails to comply with this or another bylaw;
- e. Identify the specific provision of the Bylaw the Premise contravenes;
- f. Identify the nature of the remedial action required to be taken to bring the Premise into compliance;
- g. Identify the time within which the remedial action must be completed.
- h. Indicate that if the required remedial action is not completed within the time specified, the Town may take whatever action or measures are necessary to remedy the contravention;
- i. Indicated that the expenses and costs referred to in this Section may be attached to the tax roll of the property if such costs are not paid by the specified time;
- j. Indicate that an appeal lies from the Remedial Order to the town Council, if a notice of appeal is filed in writing with the Chief Administrative Officer within seven days of the receipt of the Remedial Order.
- k. Every Person who fails to comply with a Remedial Order issued pursuant to this Bylaw within the time set out in the Remedial Order commits an offence.

ENFORCEMENT

33-34. Any person who contravenes any provision of this Bylaw by:

- a. Doing any act which the Person is prohibited from doing; or
- b. Failing to do any act the Person is required to do is guilty of an offence.

FINES AND PENALTIES

34-35. A Person who is guilty of an offence is liable upon summary conviction to a fine in an amount:

- a. not less than the specified penalty established in the Rates and Fees Bylaw;
- b. and not exceeding \$10,000.00.
- c. any Person who commits a second or subsequent offence under this Bylaw, within one (1) year of conviction of a first offence under this Bylaw, is liable on summary conviction to a fine not less than the increased amount set out in the Rates and Fees Bylaw.

GENERAL PROVISIONS

36. The Town is not required to enforce every breach or contravention of this Bylaw. In deciding whether or not to enforce the Bylaw, the Town may take into account any practical concerns or considerations, including but not limited to the nature and extent of the breach or contravention, any financial or budgetary considerations and the availability of personnel or human resources. Nothing in this Bylaw relieves a Person from complying with any provision of any federal or provincial law or regulation, other bylaw or any requirement of any lawful.

This Bylaw is to amend the amended Bylaw No. 1000.

Bylaw No. 1000 repeals Bylaw No. 891 & Bylaw No. 901.

This Bylaw shall come in force and effect on the final date of passing thereof.

READ A FIRST TIME THIS 24TH DAY OF NOVEMBER A.D., 2025

READ A SECOND TIME THIS 24TH DAY OF NOVEMBER A.D., 2025

UNANIMOUS CONSENT GIVEN TO PRESENT FOR THIRD READING ON THIS 24TH DAY OF NOVEMBER A.D., 2025

READ A THIRD AND FINAL TIME THIS 24TH DAY OF NOVEMBER A.D., 2025

Dean Allan, Mayor

Rick Blair, CAO

**MINUTES OF THE POLICIES & PRIORITIES COMMITTEE MEETING
TUESDAY, NOVEMBER 18, 2025, 1:00 P.M.
CARSTAIRS MUNICIPAL OFFICE**

IN ATTENDANCE: Mayor Allan, Councilors Ball, Fricke, Selanders, Tolley, & Wilcox, Director of Corporate & Legislative Services Shannon Allison, FCSS Coordinator Lori King, Director of Emergency Services Rob McKay, Community Services Director Paula Schmick-Roy, Director of Planning & Development & Deputy CAO Kirk Willisroft, CAO Rick Blair, & Executive Assistant Kayleigh Van Es

ABSENT: Councilors Roberts

CALL TO ORDER: Mayor Allan called the meeting of Tuesday, November 18, 2025, to order at 1:00 p.m.

ADDED ITEMS: Nil

ADOPTION OF AGENDA: Motion by Councilor Ball to adopt the Policies & Priorities Committee meeting agenda of November 18, 2025, as presented.

CARRIED

ADOPTION OF MINUTES: Motion by Councilor Fricke to adopt the Policies & Priorities minutes of June 12, 2025, as amended.

CARRIED

UNFINISHED BUSINESS: Nil

DELEGATIONS: Community Services-Paula Schmick-Roy, Lori King

L. King provided an update on Community Services, noting increased FCSS funding under the new three-year contract, with \$97,000 funded 80% by the province. Applications for preventative programming are under review. She is exploring a Meals on Wheels partnership with the local Co-op, developing a new newsletter format featuring community updates, and working on a business directory and the new website. The electronic sign is currently not functioning. The newsletter will be shared online, distributed through community email lists, delivered to businesses, and made available in town offices. Council expressed support for Meals on Wheels and the idea of a volunteer hub, which L. King is also investigating. CAO Blair advised that administration is considering adding an additional Community Services administrative position to support growing demands.

P. Schmick-Roy reported that arena startup went smoothly. The ice plant is 25 years old and exceeds its expected lifespan, and replacement options are being reviewed. The department is hiring a part-time arena operator. Arena use is strong, with only early-morning ice slots available. Concession operations are performing well, and \$8,400 was raised from the Hitmen game for Kristin's Place in Olds. Recreation programs continue to grow, with plans to add more adult and teen program staff. A volunteer program has been created through the school, and a scholarship program is being explored. Both L. King and N. Phillips expressed interest in dedicated FCSS/programming facilities. CAO Blair commended Community Services as a strong, visible asset to the community.

Council discussed evening track hours, ice installation limitations tied to the aging ice plant, concession operations, humidity issues, LiveBarn streaming limitations due to Starlink, and meeting room booking and tracking processes.

The Committee thanked Community Services for their overview.

Policies & Priorities Committee Meeting – November 18, 2025,**Page 2 of 5**

Motion by Councilor Selanders to accept the Community Services Delegation as information.

CARRIED**BYLAWS & POLICIES:****1. Policy No. 11-005-23 Council Remuneration & Compensation-For Review**

The Committee reviewed the Policy.

2. Policy No. 11-022-25 Council and CAO Attendance at Conferences and Development Sessions-For Review

The Committee reviewed the Policy.

Councilor Wilcox asked the Committee to consider spouses' attendance.

Councilor Fricke asked if attendance is tracked individually. CAO Blair stated that it is budgeted as a group but tracked separately.

3. Policy No. 11-028-25 Council Quorum Notification Policy-For Review

The Committee reviewed the Policy.

Councilor Wilcox expressed a desire to include the Mayor in the notification of absences. CAO Blair stated that the policy requires notifying administration, as they are responsible for planning the business of Council.

Motion by Councilor Fricke to accept Policy No. 11-005-23 Council Remuneration & Compensation, 11-022-25 Council and CAO Attendance at Conferences and Development Sessions, and 11-028-25 Council Quorum Notification Policy as information.

CARRIED**4. Policy No. 26-022-25 Animal Foster Homes Policy**

R. McKay spoke about the new policy. The policy has been created to mediate any complaints against animal foster homes and to ensure proper records are kept of the animals living in the Town of Carstairs.

Councilor Wilcox asked why a limit is not included in the policy, noting that the Dog Control Bylaw sets a limit of four dogs owned. R. McKay explained that while the policy allows Emergency Services to limit the number of animals, if necessary, it is designed not to hinder fostering or restrict residents from fostering litters of puppies/kittens. All fosters must provide proof of foster and will be supplied tags from the foster association. There is no charge to apply under the animal foster homes policy.

Councilor Tolley requested clarification be added in visiting the property.

Councilor Fricke requested that a definitions section and a time frame clause be added to the policy. She also asked for confirmation that the policy applies only to cats and dogs, noting that the Livestock Bylaw would prevent other animals from being fostered. In addition, she requested that a behavior section be added to the form to ensure Emergency Services are aware of any issues with animals living in town. Councilor Fricke also asked for the animal evacuation protocol.

Motion by Councilor Fricke to accept Policy No. 26-022-25 Animal Foster Homes Policy as information and bring back a formal Policy to the next Policies & Priorities meeting for further review.

CARRIED**5. Bylaw No. 1060-Cat Control Bylaw-Amended**

R. McKay spoke to the changes to the Bylaw.

Policies & Priorities Committee Meeting – November 18, 2025,**Page 3 of 5**

Councilors Ball and Selanders had grammatical changes.

Motion by Councilor Tolley to accept Bylaw No. 1060 Cat Control Bylaw as amended and to forward it to Council with the recommendation for ratification once the Animal Foster Homes Policy has been adopted.

CARRIED**6. Policy No. 61-003-25 Provision of Municipal & Environmental Reserves**

K. Willisroft spoke to the new policy.

Motion by Councilor Tolley to accept Policy No. 61-003-25 Provision of Municipal & Environmental Reserves as presented and forward to Council with the recommendation for ratification.

CARRIED**7. Bylaw No. 966-Residential Community Standards Bylaw-Amended**

R. McKay spoke to the changes to the Bylaw.

Councilor Wilcox suggested wordsmithing for section 28.

Motion by Councilor Wilcox to accept Bylaw No. 966 Residential Community Standards Bylaw as amended presented and forward to Council with the recommendation for ratification.

CARRIED**8. Bylaw No. 1000-Commercial District Standards Bylaw-Amended**

R. McKay spoke to the changes to the Bylaw.

Councilor Wilcox suggested wordsmithing for section 31.

Motion by Councilor Fricke to accept Bylaw No. 1000 Commercial District Standards Bylaw as amended and forward to Council with the recommendation for ratification.

CARRIED**9. E-Bike Bylaw Discussion points**

R. McKay spoke to the E-Bike Bylaw that is in the process of being created. He noted that there are currently no ticketable offenses on the provincial side. This bylaw would serve as an addition to the Transportation Bylaw.

Councilor Fricke asked what speed limit would be set and requested that the bylaw not restrict the use of mobility aids. R. McKay stated that the speed limit would be set at 15 km/h.

Councilor Selanders noted that E-scooters seem to be a bigger issue than E-bikes and suggested they be specifically addressed in the bylaw.

Councilor Tolley expressed concern about policing the many variants of electric devices, including how age restrictions would be enforced, given that children do not need identification. R. McKay explained that age would not be directly policed but is set by provincial regulations. Enforcement would only occur if a child exceeded the speed limit or caused disruption.

Councilor Wilcox asked about fines. R. McKay stated that the bylaw is still in the early stages and fines have not yet been determined.

Motion by Councilor Ball to accept E-Bike Bylaw discussions as information and to bring back more details to the next Policies & Priorities meeting for further review.

CARRIED

**Policies & Priorities Committee Meeting – November 18, 2025,
NEW BUSINESS:****Page 4 of 5****1. 2026 Budget Discussions**

S. Allison presented the preliminary budget review, noting minor fluctuations in departmental revenues and approximately \$100,000 in additional revenue from interest income. Water and bulk water revenues are expected to increase significantly due to consumption and commission rate adjustments, while sanitary fees remain at 60% of water use. Overall operating revenue is projected to increase by \$230,000.

Several updates were provided on departmental expenses: legislative travel costs have increased, Waste Commission fees have decreased, and the MVSH requisition has risen by 12%. Many departments—including sanitary, garbage, planning, development, arena, parks, community hall, and campground show reduced expenses, while asset management, community services, communications, fire services, stormwater, and the library show increases. Overall, operating expenses have been reduced by \$500,000. Wage updates have not been included, and the provincial COLA is 2.2% from Stats Canada.

Council discussed multiple capital items. Questions were raised about the Scarlett Ranch pathway and road standards, with administration clarifying ownership and construction requirements. Major upcoming projects include the \$2.8M water reservoir upgrade (fully funded for 2026), water service line upgrades, a \$1.5M administration building expansion, and drainage work in McAlpine and McEwan. Emergency Services identified needs such as a generator, cargo trailer, and IT upgrades. Operational Services outlined requirements including equipment replacements, hydrant upgrades, pathway repairs, and beautification projects. Elks' Park upgrades were discussed, with Councilor Wilcox asking whether accessibility features could be incorporated. Arena capital needs include a new compressor and ice plant, potentially grant-eligible. Community Hall upgrades, golf course improvements, technology replacements, and planning projects such as annexation and MDP updates were also reviewed.

Councilor Fricke requested a pivot table summarizing each department's capital requests. Administration noted that all Capital items reflect maintaining current levels of service.

Motion by Councilor Wilcox to accept Budget Discussions as information.

CARRIED**REPORTS:****1. Development Reports**

The Committee reviewed the following Development Reports. To date, 188 permits have been issued, including 43 new home builds and 83 compliance certificates.

- a. Permit listing
- b. Compliance listing

Councilor Selanders would like to see a report on variances.

2. City Wide Monthly Reports

The Committee reviewed the following reports.

- a. Fire Reports
- b. Bylaw Reports

3. Emergency Services

The Committee reviewed the following reports.

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

Policies & Priorities Committee Meeting – November 18, 2025,

Page 5 of 5

4. RCMP Reports

The Committee reviewed the RCMP reports.

5. Bylaw Listing

The Committee reviewed the Bylaw Listing.

6. Policy Listing

The Committee reviewed the Policy Listing.

Motion by Councilor Tolley to accept all Reports as information.

CARRIED

GENERAL DISCUSSION: Nil

NEXT MEETING: December 16, 2025

ADJOURNMENT: Motion by Councilor Ball to adjourn the meeting of November 18, 2025, at 3:35 p.m.

CARRIED

Dean Allan, Mayor

Rick Blair, CAO



Suite 120, 12420.104 Ave NW
Edmonton, AB T5N 3Z9
780.424.2626
info@museums.ab.ca
museums.ab.ca

November 12, 2025

Mayor Dean Allan and Council
Town of Carstairs
844 Centre Street
Box 370
Carstairs, Alberta T0M 0N0

Dear Mayor Allan and Council:

RE: Municipal Support for Museums in Alberta

On behalf of the over 500 members of the Alberta Museums Association (AMA), it gives me great pleasure to congratulate you on your recent election as representatives for the people of Carstairs.

The AMA leads, facilitates, and supports the province's museums through multifaceted programs and services, including advisory resources, professional development opportunities, award-winning publications, and a grants program. As an advocate for the museum community, the AMA champions our membership's commitment to creating innovative, sustainable, and engaging opportunities for life-long learning and celebration of Alberta's heritage. This work ensures that Alberta's museums are leading contributors to the social, cultural, and economic fabric of our province.

As representatives for the Town of Carstairs, I encourage you to continue and strengthen your support for the museums in your municipality, including the Carstairs Heritage Centre. This museum is among the many participants in the AMA's Recognized Museum Program, an accreditation program for museums in Alberta that ensures proper stewardship of our province's collections and a quality visiting experience for all Canadians.

I wanted to share that in recent national surveys conducted for the *Reconsidering Museums* project (reconsideringmuseums.ca) we learned that members of the public strongly value local museums. 74% of Canadians agreed that local museums bring value to their community, and 70% agreed that local museums provide a sense of community. Your support for museums comes in various forms, but did you know Alberta museums receive the highest proportion of their funding from local governments, at 30%¹? Local governments in Alberta are integral partners in the preservation of our unique heritage and culture, and we appreciate your contribution.

We hope you will endeavour to support and enhance the vital role of museums in Carstairs, and in the excellent quality of life in Alberta. Please feel free to contact me at 780.424.2626 ext. 1 or jforsyth@museums.ab.ca to discuss how we can best work towards engaged, thriving, and inclusive museums at the heart of Alberta's communities.

Sincerely,

Jennifer Forsyth
Executive Director / CEO
Alberta Museums Association

¹ Government of Canada Survey of Heritage Institutions: 2021 Report, Department of Canadian Heritage



**RECONSIDERING
MUSEUMS**

MUSEUMS MATTER TO CANADIANS

We value museums because they make sense of the world around us. They collect our tangible and intangible heritage and invite us to share in the many stories they help tell. Their collections broaden, inspire, and facilitate a shift in our thinking, but the most important work of museums is in collecting perspectives: in showing us how our stories are told.

3 in 4 Canadians think museums are a very important part of Canadian society.

We heard from Canadians across the country that they value and trust museums, and think they are an important part of Canadian society.

ACCESS:

Canadians know about and visit museums, feel welcome in them, and recognize them as spaces for reflection, learning, and dialogue. They value museums even if they do not visit them regularly. Museums are seen as accessible and inclusive spaces, where people can go to see themselves reflected in exhibits, collections, and programs.

Our national identity is changing. As Canada becomes more diverse, it is important to have accessible, inclusive, and welcoming public spaces where Canadians can see themselves in the stories that we tell about our country.

94%

agree that museums make them feel welcome and provide what they need for their visits

88%

agree that the museum is a safe place

76%

agree that museums give people a sense of belonging and membership in a community

AUTHORITY:

Canadians continue to trust museums and to consider them a credible source of information. They value museums for their role in preservation and learning. Canadians want museums to continue to tell the truth, but to also embrace more diverse types of expertise, including community knowledge and lived experience.

While trust in public institutions is decreasing, museums continue to be seen as trustworthy by Canadians. In an age of misinformation, it is important to have credible institutions that can help us understand ourselves and our place in the world.

95%

agree that the museum is a place to preserve and care for art and objects, and to tell their stories

95%

agree that the museum is a place to learn and be inspired

80%

agree that museums are a highly credible source of information, above daily newspapers and television



RECONSIDERING MUSEUMS

ACTIVISM:

Canadians think that the museum has value as a teacher, ally, and an agent of change. They see museums as a possible leader, and a model, poised to act on important societal issues like reconciliation, climate change, and growing inequalities.

We are living in a time of increased urgency around the need for social change. Museums are positioned to help lead Canadians as they navigate those changes, and to provide a space for critical thinking and dialogue about the issues that matter to them.

94%

think that the museum
can address societal
issues

65%

agree that museums
should play a prominent
role in education when it
comes to addressing
societal issues

88%

agree that museums
give us information
and perspective on
important cultural and
social issues

METHODOLOGY:

Launched in 2020, Reconsidering Museums was undertaken in partnership with a consortium of provincial and territorial museums associations and the Canadian Museums Association, led by the Alberta Museums Association. The online engagement campaign, Museums for Me, asked the public about the role, value, and future of museums. It included a series of consultations including a survey, public opinion polling, and dialogue sessions undertaken by Hill+Knowlton Strategies Canada on behalf of the consortium.

Visit reconsideringmuseums.ca **to learn more.**

The Alberta Museums Association gratefully acknowledges the financial support of the Government of Canada through the Canada Cultural Investment Fund and the Province of Alberta through the Community Initiatives Program for the Reconsidering Museums project.



RECONSIDERING
MUSEUMS



October 24, 2025

Dear Council Members,

On behalf of the students, faculty, staff and Board of Governors of Olds College of Agriculture & Technology, please accept our sincerest congratulations on your recent election to public office. Your success reflects the trust and confidence your constituents have placed in your leadership, and we commend your willingness to serve the citizens of Alberta.

As Canada's Smart Agriculture College, Olds College is deeply committed to the economic vitality, environmental stewardship and community strength of the entire province. Our mission is centred on advancing agriculture for a better world by fostering innovation and sustainability within the agriculture sector. We recognize that strong, visionary municipal leadership is foundational to achieving these shared goals.

We understand you are embarking on a term focused on critical priorities, including regional development, infrastructure management and fostering local economic resilience. We believe our institution is a vital partner in many of these areas, particularly through our focus on:

- Skilled Workforce Development: Training the next generation of professionals in agriculture, trades, land and environmental management, and agribusiness.
- Innovation & Technology: Leveraging our 3,000-acre Smart Farm and applied research to provide real-world solutions that can benefit local industries to advance education, innovation and applied research.
- Community Partnership: Working collaboratively with local governments to support economic development and value-added investment.
- Leading Agriculture: Being a positive force and thought leader in creating bridges between rural and urban communities in Alberta.

As you define your strategic direction for the term ahead, we look forward to working closely with your municipality to explore opportunities for mutually beneficial partnerships. Whether through customized training programs, applied research projects to solve local challenges or collaborating on shared community resources, Olds College is ready to support your efforts to build strong, sustainable communities.

We wish you tremendous success in your new mandate and anticipate a productive, collaborative relationship over the coming four years.

Sincerely,

A handwritten signature in black ink, appearing to read "Debbie Thompson".

*Dr. Debbie Thompson, President & CEO
Olds College of Agriculture & Technology*

A handwritten signature in black ink, appearing to read "Al Kemmere".

*Al Kemmere, Chair
Olds College Board of Governors*

Olds College
4500—50 St Olds, AB, Canada, T4H 1R6
P: 1.800.661.6537 | 403.556.8281 | F: 403.556.4711

oldscollege.ca

OUR COMMON WATER

**PARTNERS IN WATERSHED
MANAGEMENT**

**MUNICIPAL CASE FOR
SUPPORT 2026-2027**



Who We Are

The Red Deer River Watershed Alliance (RDRWA) was established in 2005 as the official Watershed Planning and Advisory Council (WPAC) for the Red Deer River Watershed, as designated under the Government of Alberta's Water for Life Strategy. The Alliance leads on watershed planning, promoting beneficial management practices, fostering stewardship activities, reporting on the state of the watershed and educating users on the importance of water resources.

As the official provincial Watershed Planning and Advisory Council (WPAC) for the Red Deer River watershed, the RDRWA has a responsibility to ensure that we engage with many groups of people with diverse perspectives, values, interests, and concerns; which includes sectors such as agriculture, industry and municipalities, as well as the general public.

As a multi-sector organization, the RDRWA acts as a collaborative forum for stakeholders from across sectors to work together in support of a healthy, dynamic, and sustainable watershed. We all have a role to play in watershed management, and the RDRWA's primary role is one of connection - helping our community members and key stakeholders find meaningful opportunities to make a difference.

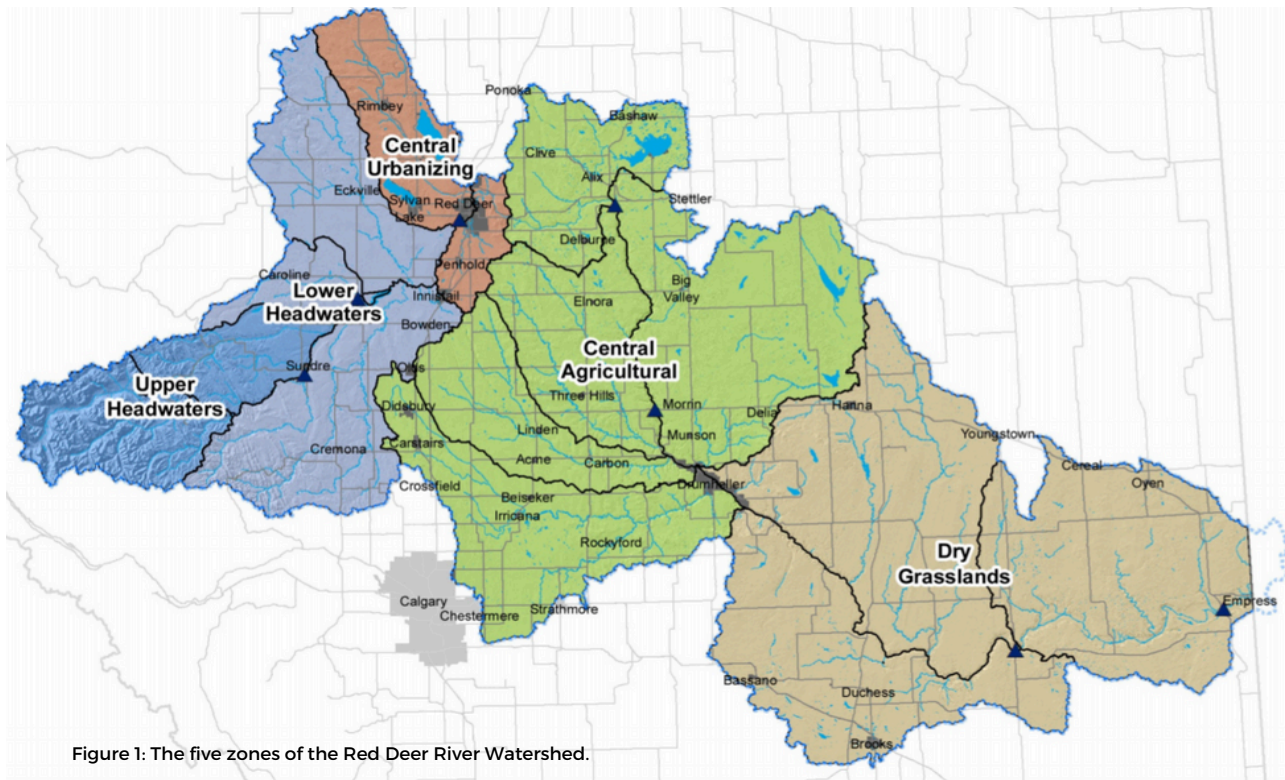


Figure 1: The five zones of the Red Deer River Watershed.

Help The RDRWA Support Municipal Leadership



WATER IS THE FOUNDATION FOR THE HEALTH AND PROSPERITY OF LOCAL COMMUNITIES

The health of the Red Deer River watershed is vital to:



**Sourcewater
Protection**



**Fisheries and Lake
Management**



Municipal Services



**Flood and Drought
Resilience**



**Wetlands and
Riparian Areas**



Recreation

Municipal Support For Watershed Management

Municipalities are leaders and important land-use decision-makers in the Red Deer River watershed. The Red Deer River watershed is home to two cities (Red Deer and Brooks), 22 towns, 20 counties and specialized municipalities, 80 villages and hamlets, and 10 summer villages.

Many of these local governments support watershed initiatives by donating \$0.50 for every resident within their part of the watershed to the RDRWA, proving there is power in numbers.

This funding enables the RDRWA to continue our work on watershed planning, developing resources and tools, delivering environmental education programming, engaging with community members, hosting regular forums and events, and helping to meet your needs as a municipality.



The Red Deer River Watershed Alliance works collaboratively with a wide range of sectors, communities and perspectives.

PARTNERS IN WATERSHED MANAGEMENT

Municipalities contribute approximately 20% of the RDRWA's annual funding, based on a funding model of just 50 cents per capita. Municipal funding helps secure grants and strengthens the RDRWA's ability to provide support to partner municipalities, advance integrated watershed management, engage different sectors, and lead water literacy and environmental education efforts.

Advancing Watershed Management: RDRWA and Your Municipality

The RDRWA's work benefits your municipality through both direct programming and through broader programming that influences the health of local watersheds and the water security of communities and industries.

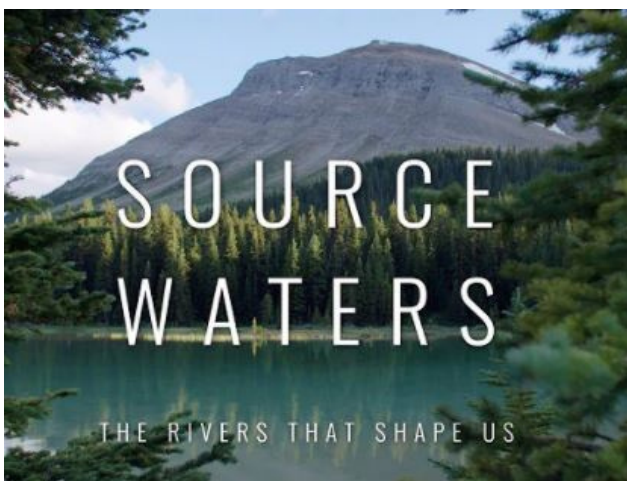
The RDRWA is updating the State of the Watershed Report which will inform the integrated Watershed Management Plan. We welcome the involvement and engagement of municipal partners throughout this process.

We also encourage municipalities to consult our educational and technical resources via www.rdrwa.ca or to contact the RDRWA for direct support.

WE WORK WITH A WIDE RANGE OF PARTNERS TO
EXPLORE INNOVATIVE SOLUTIONS TO WATER
MANAGEMENT CHALLENGES.



In 2025, we focused on improving programming for our municipalities, recognizing the role of municipalities as major land-use decision-makers and community leaders.



Watershed Video Resources

The RDRWA created a short film, [Source Waters: The Rivers That Shape Us](#) to raise awareness about the Red Deer River watershed and the importance of water in central Alberta. The film follows the journey of the river from tip to toe, and features a range of experts and municipal leaders.

RDRWA has also created five additional videos on the following topics: municipal planning, gravel-bed rivers, riparian areas, climate change and native trout.

Working For You

We strive to be a “go-to” resource for municipalities to learn about the watershed and specific actions that can be taken to support watershed health.

To assist municipalities with land and water resource management, we facilitate communication on watershed planning and produce technical reports and tools addressing watershed topics (e.g., source protection, riparian health, water security, hydraulic fracturing). All of these resources are available to you at no charge and can help inform planning decisions.



State of the Watershed

The RDRWA is working on an interactive online State of the Watershed Report. Content for several priority chapters including water quantity, riparian areas has been completed, and work is progressing on surface and groundwater quality. Information will inform priorities for the Integrated Watershed Management Plan.

[Click here to view the State of the Watershed](#)

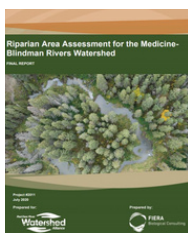


Blueprint: An Integrated Watershed Management Plan for the Red Deer River Watershed on Water Quality (2016). The plan addresses two key areas: surface water quality and groundwater quality, recognizing that the two are fundamentally interconnected.



Hydraulic Fracturing Management Recommendations and Fact Sheet (2020).

The Red Deer River Watershed Alliance developed a fact sheet on hydraulic fracturing trends in the basin and nine high-level management recommendations in response to stakeholder and community concerns related to hydraulic fracturing activity and potential implications for the Red Deer River watershed.



Natural Assets: Mapping Riparian Condition (2020- 2024).

With support from the Watershed Restoration and Resiliency Program, RDRWA and Fiera Biological Consulting mapped over 10,000 km of shoreline riparian health using GIS. This information provides a baseline and focus for future conservation and restoration areas. In 2024, RDRWA and partners—including Wheatland County, the Nature Conservancy, and Cows and Fish—hosted three riparian restoration events in the Rosebud and Michichi watersheds. With 54 staff and volunteers, over 3,400 native shrubs and trees were planted, enhancing riparian health, biodiversity, and local flood and drought resilience.

Your Support Matters

Stronger Together. The RDRWA works collaboratively with all levels of government to build partnerships and advance watershed management. Through support, you will be joining a community of other respected leaders, municipalities and sectors in shared watershed management.

Please consider supporting shared watershed management through a \$0.50 contribution per capita to the RDRWA annually. This funding is leveraged through support from a range of funders, including fellow municipalities, the provincial government, industry, and other granting streams.

The RDRWA would be pleased to work with your municipality to identify strategic ways forward on key and emerging land and water issues.



For more information, contact the RDRWA
E: info@rdrwa.ca Tel: 403-340-7379





November 7, 2025

Town of Carstairs
844 Centre St
Carstairs, AB T0M 0N0

Re: Municipal Support for the Red Deer River Watershed Alliance

Dear Town of Carstairs,

I am reaching out on behalf of the Red Deer River Watershed Alliance (RDRWA). Water is the foundation for the health and prosperity of local communities and the RDRWA recognizes Town of Carstairs is an important leader in land and water use decision-making in the Red Deer River Basin. Below is a brief update on RDRWA's activities and provides information on ways to help achieve our shared watershed planning goals and participate in our 2026-2027 funding process.

Who We Are

The RDRWA was established in 2005 and the designated Watershed Planning and Advisory Council (WPAC) for the Red Deer River Basin. RDRWA is one of 11 WPACs across the province and helps in the delivery of Alberta's *Water for Life Strategy*. Our vision is that the watershed will be healthy, dynamic, and sustainable through the efforts of the entire community. We are a multi-sector, not-for-profit organization that facilitates regional watershed management. Our renewed WPAC mandate and roles agreement with Environment and Protected Areas (2022) specifies RDRWA will lead an ongoing collaborative process to:

- Monitor & report on the State of the Watershed <https://rdrwa.ca/state-of-the-watershed/>
- Collaboratively develop and coordinate Integrated Watershed Management Plans (IWMP),
- Inform, educate and engage on water literacy and watershed stewardship, and
- Serve as a convenor and collaborator on watershed issues for diverse stakeholders

Benefits to Your Municipality

We are sending this letter, and the attached '*Our Common Water*' Case for Support, to invite the Town of Carstairs to join other municipalities from across the watershed with a financial contribution in support of the RDRWA. The RDRWA can directly help to support



your municipality through programming at the watershed-scale that influences the health of local watersheds and the water security for communities and industries. Over the past 20 years, our organization has developed many resources to maintain and protect watershed health including science-based state of watershed reporting, outreach programming and regional planning. These materials assist municipalities with local decision-making, planning and have community health and prosperity benefits including source water protection, flood and drought resiliency, increased water literacy, biodiversity enhancement and recreational enjoyment.

Municipalities contribute over 20% of the RDRWA's annual funding, based on a recommended funding model of **50 cents per capita**. Consistent municipal funding strengthens the RDRWA's ability to provide support to partner municipalities, advance integrated watershed management, engage different sectors, align monitoring initiatives and lead water literacy and environmental education efforts.

Update on Activities

Highlights from our [2024-2025 Annual Report](#) and upcoming activities include:

- **Watershed Assessment and Planning Resources:** We produce technical reports and tools addressing watershed topics to assist municipalities with land and water resource management. Some initiatives are listed below.
 - **Flood and drought resilience:** The RDRWA has mapped over 10,000 km of riparian intactness (shoreline health). [Technical reports](#), data and municipal summaries of this natural asset mapping support decision making and targeted restoration and conservation programming that provide ecosystem services.
 - **State of the Watershed:** The RDRWA is working on an interactive online State of the Watershed Report. Content for several priority chapters including water quantity, riparian areas has been completed, and work is progressing on surface and groundwater quality. Information will inform priorities for the Integrated Watershed Management Plan ([IWMP](#)). Please refer to [State of the Watershed](#) Hydrology and Allocation chapter.
- **Education and Outreach:** Our work reaches thousands of central Albertans every year. This year the RDRWA connected with over 1,500 individuals through forums, workshops and public events. We delivered programs to school groups and the general public to promote watershed health topics. The RDRWA also connected with over 3,000 individuals on social media (Facebook and X), through our monthly newsletter (400) and with our website materials (6,600 active users). We developed a blog on the Dickson Dam and added drought materials to the website to increase water literacy.
- **Convenor and Collaborator:** Additionally, we provide forums for stakeholders and rights holders to meet, share information, discuss water and watershed issues and priorities



in the basin. This year our AGM, Fall Forum (Delburne) and Spring Forum (Bentley) featured speakers on themes of Water and watershed management in a changing climate and local watershed initiatives, respectively. Events were all well attended and received.



Stronger Together

Thank-you for considering this invitation to become a funding partner of the RDRWA and work together to protect, enhance, and sustain the water resources that support our communities, environment and the economy. For interest and follow up invoicing, please contact the RDRWA at info@rdrwa.ca.

Sincerely,

Francine Forrest

Francine Forrest, MSc.
Executive Director, RDRWA
francine@rdrwa.ca

403-340-7379

Stay Connected

Did you know that the RDRWA offers many ways to connect?

- Sign up for our [monthly e-newsletter](#)
- Check out water-related events on our [community calendar](#)
- Participate in our regular forums and events
- Request a presentation to Council and/or staff
- Engage with our outreach and technical committees



**Carstairs Minor Hockey Association
Tournament Sponsorship and Donation Request**

To Whom it May Concern,

We are the Carstairs Minor Hockey Association (CMHA) Tournament Committee and we would like to take this opportunity to call upon your generosity to become a Sponsor for our U11(Dec 12-14, 2025), U9A(Jan 30-Feb 1,2026), and U9B/C(February 20-22, 2026) Tournaments.

These last couple years have been tough for many families, and CMHA is committed to keeping hockey affordable for all kids in our community, and to make sure that these kids stay active with out the added burden of high costs. In order to make this happen we have decided to host these home tournaments to assist in bringing in funds to support CMHA.

We are looking for sponsorship and donation to assist with the costs of our team swag bags, loonie stick , medals, Heart and Hustle and MVP awards.

Additionally, we are looking for donations towards our raffle table, monetary and items or baskets.

Our tournaments offer an opportunity to raise money to help with player development, team equipment and other operating expenses and your generous sponsorships and donation will assist us in supporting minor hockey in our community.

All sponsors and donations will be recognized during our home tournament in a way that will publicly thank you for your contribution to our teams. This is a fantastic way to market your business with exposure to our community and surrounding areas.

Thank you in advance for your generosity and supporting Carstairs Minor Hockey.

Sincerely,

Tournament Committee

Carstairs Minor Hockey Association