



# **STAKEHOLDER REPORT BACK: WHAT WE HEARD**

**BLACK DIAMOND & TURNER VALLEY AMALGAMATION:  
ENGAGEMENT KICK-OFF**

**May 7, 2021**



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## PROJECT BACKGROUND:

The prospect of amalgamation between Black Diamond and Turner Valley has been a matter of considerable discussion for many years, and was explored in 1988, 1991, 2005 and most recently in 2017. Over the years, amalgamation related discussion has required extensive time, energy, and resources from both Towns.

In 2012, the Towns created the Friendship Agreement, with the goal of promoting collaborative relationships and shared services. In early 2020, a decision to formalize the relationship with the creation of the Joint Friendship Agreement Committee (JFAC) and a deliberate move towards amalgamation was pursued. After considerable discussion, in September of 2020, the Towns of Black Diamond and Turner Valley presented a letter to Alberta Municipal Affairs to formally notify that the two existing municipalities will be commencing negotiations with the intent to amalgamate.

As established in the most recent [2017 Amalgamation Feasibility Study](#) developed by both the Towns, and as outlined in the [recent letter to Municipal Affairs](#), the guiding principles of the amalgamation process have been defined as:

- Balancing service levels with long-term cost,
- Joint decision making that is effective, adaptive, and based on honesty and integrity, and;
- Developing and implementing policies that are fact based, action focused, and achievable within a realistic and feasible timeframe.

### The Shared Objectives Are:

- Diversified and Resilient Economy: shared investment in strengthening the local economy;
- Integrated Policy Framework: aligning policies with shared growth objectives;
- Sustainable Service Delivery: more effective and efficient delivery of municipal services;
- Expanding Community Capacity: shared commitment to ongoing engagement with citizens, and;
- Responsive Local Governance: long-term and prioritized land and infrastructure planning.

The JFAC is intent on amalgamating, however, a final decision will not be made until all related topics have been reviewed thoroughly by the JFAC. If at any point it does not seem prudent to proceed, the amalgamation negotiations will conclude.

For more detailed information on the amalgamation review and negotiation process, review [The Public Information Paper](#). The Public Information Paper can be found on both Town websites and contains the most comprehensive overview of the amalgamation process and current progress updates.

## ENGAGEMENT OVERVIEW

For public consultations, the MGA provides very simple requirements that must be completed as part of the amalgamation process. A plebiscite is not required; however, whatever methods of consultation are used must be documented. The amalgamation application must include: a description of the public consultation processes involved in the amalgamation negotiations, and a summary of the views expressed during the public consultation processes (regardless of whether they are positive/support, negative/oppose, or other).

### Engagement Objectives for the Amalgamation Process:

Throughout the amalgamation process, communication will be concise, clear, and transparent. Engagement/communication outreach will inform all stakeholders in a timely and proactive manner, with a focus on:

- The amalgamation process (what is happening, why, when, and how)
- Topics stakeholders will have input on, and;
- How that input will/did influence associated decisions.

### General Engagement Approach:

Throughout the entirety of the process, residents (and all impacted stakeholders), will have on-line access to project information and the opportunity to provide feedback and ask questions on all topics.

Additionally, there will be:

- Two specific engagement activities with the intent to seek input, and
- Two public events (planned to be on-line unless timing for final event permits in-person). One event will be held early in the process, while the other will be a final stage event.

Stakeholder groups, other than the public, will receive a letter informing them of the intent to amalgamate, including a fact sheet that provides an overview of the process, opportunity to provide input, a link to the municipal website amalgamation pages, and a request to provide their specific feedback/questions within 30 days.

The two topics that the public will have direct input on the outcome are:

- The proposed Municipality's new name, and;
- Whether a ward or general election system is preferred.

Overall engagement activities, with approximate timelines, are outlined here:

### **Approximate Engagement Activities and Timeline (subject to change):**

Activity/Event	Approximate Timeline
Kick-off Engagement	Mid February 2021 (complete)
Letters to Stakeholders	March 2021 (complete)
Public On-line event #1	March 30 & April 1, 2021 (complete)
Activity #1 (electoral wards or general)	May/June 2021
Activity #2 (name)	May/June 2021
Public On-line event #2	Summer 2021

### **Engagement Reporting:**

Reporting engagement feedback is a critical component for the amalgamation process and will be included in the final report to Municipal Affairs. All comments, regardless of the activity and tool, will be collected and summarized in the *What We Heard Reports* (WWHRs).

- WWHRs will document in detail:
  - Q&As (from the Towns' websites and from the amalgamation events)
  - Amalgamation event and activity input/comments (verbal and written)
  - Additional comments collected by project team/committee members/administration (verbal and written), if appropriate

WWHRs will be compiled after each activity/event and will include all other stakeholder input to date (website, etc.). A final WWHR containing all stakeholder input will be produced once engagement is complete. The final WWHR will also include a *What We Did* (WWD) section that overviews how stakeholder input impacted JFAC decisions that were/are being made. WWHRs are made public and will be posted on the website once complete.

### **WWHR #1**

All public input collected through the Town websites, the public kick-off event, and related online survey, has been reviewed and themed with the intent to provide a high-level pulse of what input was provided or asked the most often. All questions and comments will also be provided verbatim at the end of this report.

## **Public Events:**

The focus for the first public event was:

1. **Amalgamation process engagement kick-off (first public meeting)**
2. **Inform the public on the project background, process, timelines, and progress**
3. **To collect feedback on what topic/information the public considers to be important**
4. **Obtain general sentiment on the public's views around amalgamation**

Two dates and times were provided for the online public events: March 30<sup>th</sup> from 6:30-7:30 pm with approximately 80 participants, and April 1 from 10:30-11:30 am with approximately 60 participants. Each session covered the same material. A slide presentation was delivered by the Mayors of both Black Diamond and Turner Valley, overviewing amalgamation background, process, progress to date and next steps. Participant questions and comments were provided through chat. The events were moderated and where able, questions were answered by the Town Mayors and CAOs. Questions that were not able to be answered at this point in the process, were also collected and will potentially be included in the FAQ (found on both Town websites). All input is reviewed for top themes and listed verbatim on the following pages.

For those unable to attend the public meetings held on March 30<sup>th</sup> and April 1<sup>st</sup>, the presentation slides are included in **Appendix 1**. You can also view the live recording of the presentation (roughly 20 minutes in length), [HERE](#).

## **Survey:**

In addition to a general Q&A in the public events, three questions were posed to the participants to provided responses to in the chat:

1. **What is your greatest concern around amalgamation?**
2. **What is your greatest hope with amalgamation?**
3. **What do you want to know more about through this amalgamation process?**

The survey was posted on both Town's websites the day after the public events and was open for 10 days. Roughly 180 people participated in the survey, and in most cases, generated around 250 responses for each question. This input is also reviewed for top themes and listed verbatim in the following pages.

## **Website:**

All amalgamated related questions are requested to be submitted through the Town websites. To date and in total, 17 emails have been received. Where possible, responses have been provided to the sender. Moving forward, questions will be themed, and responses will be provided through the FAQ, also found on both Town websites. Email questions and comments are included below and are also themed for most frequently submitted questions/comments, as well as provided verbatim.

## WHAT WE HEARD

While reviewing the public input from all the above sources, three overarching themes emerged:

1. Finance
2. The amalgamation review/negotiation process, and;
3. Post amalgamation scenarios

Most input, regardless of the source, generally related to one of these three categories.

### Financial

Across the board, questions and input around finance have been the top theme. Although there is strong concern about limited information being available related to the taxes and costs of the amalgamation process, there is also hope that amalgamation can lead to a decrease in taxes and in cost for municipal services.

The most common comments that offered support for the amalgamation process were related to:

- A hope for decreases in taxes and costs.

The most common areas for concern identified in the feedback related to finance were:

- Significant increase in taxes, which could lead to a higher cost of living.
- Uncertainty of where amalgamation savings would come from.

### Amalgamation Process

A number of participants provided comments and feedback related to the amalgamation review, public engagement, and negotiation process. Percentages were not high, but several participants identified that the naming process is important. There were also several participants that provided concerns about the amalgamation not proceeding, while others were hopeful it did not proceed at all.

- The most identified hope around the amalgamation process (specifically engagement here), is that each Town continues to keep their name, and that there is an overall additional 'new' name for the municipality.
- The most identified concerns around amalgamation are preference for it not to happen, and concern over lack of public plebiscite/referendum.

### Post Amalgamation Transition

Many participants are highly interested in what the Towns will look like post-amalgamation. There is concern about how Black Diamond and Turner Valley will both be represented equally in one larger Town. Many participants are also hopeful that this process may lead to an increase in service delivery.

The comment that was heard the most in support of the amalgamation was:

- By amalgamating, the residents can expect better and improved services.

The main areas for concern relating to the post amalgamation scenarios identified in the feedback were:

- The two Towns will not unite as hoped and may potentially result in division.
- How both Towns will be equally represented in a single municipality.

## WEBSITE FEEDBACK

Participants have been able to provide questions and comments through both the Black Diamond and Turner Valley Town websites. To date, the websites have collectively received 17 submissions. The questions/feedback has been organized into five categorical themes, which reflect the working subcommittee groups: finance, emergency, procedure, public and stakeholder consultation as well as more general questions. The following will highlight the top themes for each of the categories.

### Finance

To date, there have been 18 related financial comments provided through the website. The top three themes have been identified as:

Theme	Supporting Question(s)
Cost associated with policing	<ul style="list-style-type: none"><li>• When will the residents of Turner Valley begin to pay for policing?</li><li>• How much will the police cost the Town's after amalgamation?</li></ul>
Tax savings	<ul style="list-style-type: none"><li>• With the amalgamation presumably there will be cost savings. Will these savings translate to lower property taxes?</li></ul>
Management of existing debt	<ul style="list-style-type: none"><li>• What debt does each municipality bring to the table?</li><li>• Will the debt be paid for before amalgamation or will the Towns combine the debt with amalgamation?</li></ul>

### Emergency

To date, there have been two comments regarding emergency services and the impact the amalgamation could have on them.

Theme	Supporting Question(s)
Police Protection	<ul style="list-style-type: none"><li>• When our community does begin to pay for policing. Will we be guaranteed to receive the same number or more officers on the ground in our community?</li></ul>
Main police station location	<ul style="list-style-type: none"><li>• With the RCMP station in Turner Valley being the main location in Turner Valley, a decision will be made to move it to a more central location if Black Diamond is selected?</li></ul>

## Procedure

To date, there have been three comments regarding procedure related topics.

Theme	Supporting Question(s)
Staffing	<ul style="list-style-type: none"><li>• If this amalgamation is approved, what happens to the staff in Turner Valley or Black Diamond as it is obvious that doubling up on staff will have to be reduced?</li><li>• How many councillors and town employees will be released?</li></ul>
Transparency	<ul style="list-style-type: none"><li>• Will the town councillors or Mayor be more transparent?</li></ul>

## Public and Stakeholder Consultation

To date, there have been nine comments provided as it relates to the consultation process of this process. The top two themes have been identified.

Theme	Supporting Question(s)
Referendum, vote, or plebiscite	<ul style="list-style-type: none"><li>• Will there be a referendum to approve or to reject the amalgamation? If not, why not?</li><li>• What happened to the town voting on this amalgamation?</li></ul>
Naming	<ul style="list-style-type: none"><li>• Each Town keep their respective names and add "in the District of West Foothills".</li><li>• Whatever name is selected and approved, will be in what Municipality? Foothills or ??</li></ul>

## General

There have been 13 comments that were classified under a general category. The general questions and comments did not relate to the categories that were identified above.

Theme	Supporting Question(s)
Against Amalgamation	<ul style="list-style-type: none"><li>• I don't want to see amalgamation.</li><li>• I do not approve this effort to amalgamation; it has been tried in the past without success.</li></ul>
Identity	<ul style="list-style-type: none"><li>• I am concerned about how residents of each town will identify where they live.</li></ul>
Postal Addressing	<ul style="list-style-type: none"><li>• What happens to our postal address? Will this be changed?</li></ul>

## PUBLIC EVENT

There were two sessions for the first Public Event hosted live, and online through Microsoft Teams:

- 1<sup>st</sup> Session: March 30, 2021 from 6:30 pm to 7:30 pm
- 2<sup>nd</sup> Session: April 1, 2021 from 10:30 am to 11:30 am
- Participation: more than 130 participants

Due to the nature of hosting public events online, participants were able to provide questions and comments through the chat function. Following the presentation, a moderator provided the Town representatives with the questions.

The feedback identified during the public events is organized into the same five categories used for the Website Feedback above: finance, emergency, procedure, public and stakeholder consultation, and general. The following highlights the top themes that were identified in each category.

### Finance

Finance was the top theme of interest throughout the public events. There were over 30 financial related questions and comments provided during the events. Below are the top themes of the financially related questions/comments.

Theme	Supporting Questions/comments
Post amalgamation cost savings	<ul style="list-style-type: none"><li>• If the Towns will not be reducing buildings and upkeep and do not have costs for pretty well... anything, where do the alleged cost savings come from post amalgamation? Does the combined council have any 'numbers' to support the idea that residents will save money as suggested?</li><li>• How will you figure out cost savings then?</li></ul>
Provincial & Federal funding support	<ul style="list-style-type: none"><li>• Is there any provincial funding available to assist with costs of amalgamation?</li><li>• What's the difference between a town of 2,500 and a town of 5,000 with respect to Provincial and Federal funding?</li></ul>
Debt absorption	<ul style="list-style-type: none"><li>• What happens to both Towns' debt if not equal, which Town absorbs more debt?</li><li>• Can you speak to the current level of debt carried by each Town?</li></ul>

### Emergency

During the public event, several comments were made relating to emergency, especially regarding policing matters.

Theme	Supporting Questions/comments
Policing	<ul style="list-style-type: none"><li>• Can you clarify how it works with the RCMP? There is a lot of mixed information on this on social media.</li><li>• How does this process mesh with the current RCMP review / survey of local policing needs?</li></ul>

## Procedure

There were several comments relating to procedure topics provided throughout the two public events. The top two themes have been identified as:

Theme	Supporting Questions/comments
Staffing Decision	<ul style="list-style-type: none"><li>• How will we decide about who would continue as CAO?</li></ul>
Election	<ul style="list-style-type: none"><li>• If there is an election slated for Q4 2022, then are you saying the current elections this 4th quarter is not needed?</li></ul>

## Public & Stakeholder Consultation

Several participants provided comments relating to the public and stakeholder consultation process. The top two themes have been identified as:

Theme	Supporting Questions/comments
Naming	<ul style="list-style-type: none"><li>• How will naming be determined? By whom? How?</li><li>• Can we keep the names similar to what Crowsnest Pass did, so that we save cost of not having to do address changes, etc.?</li></ul>
Referendum	<ul style="list-style-type: none"><li>• Why was this amalgamation process NOT put to a vote before this all began?</li></ul>

## General

Several participants provided comments that have been labelled as more general in nature. These comments have been placed under a general category as they do not correlate with any of the five subcommittee groups above. The top two themes have been identified as:

Theme	Supporting Questions/comments
Amalgamation Town Comparisons	<ul style="list-style-type: none"><li>• Have you examined the municipalities that have de-amalgamated?</li><li>• Have you looked at other towns that have amalgamated, like Crowsnest Pass?</li></ul>
Addressing	<ul style="list-style-type: none"><li>• Has anyone confirmed with Canada Post that the differing statute would still allow us to keep current addresses?</li></ul>

## SURVEY RESULTS

The three questions asked during the public events were also asked in an online survey format on both the Black Diamond and Turner Valley websites.

- The survey was open for 10 days
- Participation: more than 178 participants

The participants were asked to provide feedback on three questions:

1. What is your greatest concern around amalgamation?
2. What is your greatest hope with amalgamation?
3. What do you want to know more about through this amalgamation process?

### Question #1: Greatest Concern

There were 178 responses to the first question asking participants to identify their greatest concerns to the amalgamation process. From these responses, more than 250 comments were collected and themed. The following will outline what the top concerns are and provide examples of related comments.

#### Concerns Related to Finance

Fifty percent (50%) of survey comments are concerned about the financial impacts of amalgamation. The top themes that were identified include:

Theme	Supporting Questions/comments
Increases in Taxes	<ul style="list-style-type: none"><li>• That it will cost taxpayers an enormous amount in increases.</li><li>• Property taxes.</li><li>• Increased cost of living and increased property taxes when we already pay incredibly high taxes in comparison to other areas. And most people cannot afford cost of living increases especially in today's economy, not now and not in a post COVID economy.</li></ul>
Limited information on cost breakdown	<ul style="list-style-type: none"><li>• No cost breakdown.</li><li>• This has been really badly planned. Thinking about it for years and still don't know how much it costs, how much we save. Great to think about the future, but we got to survive the next couple of years.</li></ul>

#### Concerns Related to the Amalgamation Process

Fourteen percent (14%) of the survey comments were concerned about the chosen process to assess amalgamation. The top themes that were identified include:

Theme	Supporting Questions/comments
Amalgamation will not proceed	<ul style="list-style-type: none"><li>• That it won't get accomplished, again.</li><li>• That it won't happen due to misinformation being spread through unofficial channels.</li></ul>
Lack of referendum	<ul style="list-style-type: none"><li>• That it is being forced upon us, no plebiscite as in past years.</li><li>• Black Diamond voted NO on the last amalgamation attempt. Another vote is required to gain approval of the electorate.</li></ul>

## Concerns Related to Post Amalgamation Transition

Twenty-six percent (26%) of the survey comments were concerned about the effects the amalgamation could have on the two Towns post amalgamation. The top themes that were identified include:

Theme	Supporting Questions/comments
Equal Representation	<ul style="list-style-type: none"><li>The two Towns will not unite with common goals, and individual priorities may lead to community problems.</li><li>That we don't come together as a community quick enough, we need a vision of what we want to be known for.</li></ul>
Reduction in services	<ul style="list-style-type: none"><li>I do not foresee services improving.</li><li>Reduced services.</li></ul>
Loss of identity	<ul style="list-style-type: none"><li>Loss of town identity.</li><li>Losing town name and individual identity, which has not been researched enough.</li></ul>

## Question #2: Greatest Hope

There were 176 responses provided from participants around their greatest hope around amalgamation. From the 176 responses, over 250 comments were collected and themed. The following outlines participant's greatest hopes and provides examples of related comments.

### Financial Related Hopes

Forty-one percent (41%) of the survey comments are hopeful for financial benefits that could be achieved through the amalgamation. The top two themes that were identified include:

Theme	Supporting Questions/comments
Tax decrease	<ul style="list-style-type: none"><li>Lower taxes.</li><li>Improved services at lower taxes than today as individual communities.</li></ul>
Lower costs & cost savings	<ul style="list-style-type: none"><li>That our total cost of operations will decrease substantially, which in turn will lower our outrageous property taxes!!</li><li>Reduction in overhead costs.</li></ul>

### Amalgamation Process Hopes

Thirteen percent (13%) of the survey comments are hopeful that the amalgamation does not take place. The top two themes that were identified include:

Theme	Supporting Questions/comments
Not supporting amalgamation	<ul style="list-style-type: none"><li>That it doesn't occur.</li><li>Wish it would stay separate.</li></ul>
Keeping names	<ul style="list-style-type: none"><li>To keep the names of towns the same.</li><li>If it goes forward the names do NOT change.</li></ul>

## Post Amalgamation Hopes

Forty-one percent (41%) of the survey comments are hopeful for a new Town vision, growth. The top three themes that were identified include:

Theme	Supporting Questions/comments
Efficient & better services	<ul style="list-style-type: none"><li>• Efficiency of services.</li><li>• That we combine services.</li></ul>
Town connection and unity	<ul style="list-style-type: none"><li>• That there will be more feeling of connection between the two towns.</li><li>• That the two communities truly unite and leverage each other's strengths for the betterment of all. No one wins alone, no one loses alone.</li></ul>
Economic development	<ul style="list-style-type: none"><li>• To create a thriving cohesive community that would benefit from new businesses being established. The vacant lots on Main Street are not conducive to a thriving town.</li><li>• That both towns will see an increase in commercial businesses and will work with developers to look at the potential of establishing in either one of the towns.</li></ul>

## Question #3: Want to Know More About

The final question also had 167 responses and asked participants what more they would like to know about through the amalgamation process. From the responses, more than 230 comments were gathered and themed. The following outlines the top themes and provides examples of related comments.

### Want to Know More About: Financials

Thirty-three percent (33%) of the survey comments would like further information on the financials for this process. There are a number of participants that are concerned about spending and costs. The top three themes that were identified include:

Theme	Supporting Questions/comments
How much will this cost?	<ul style="list-style-type: none"><li>• How much is this going to cost?</li><li>• List all the cost that will increase because of amalgamation.</li></ul>
Tax & cost savings measures	<ul style="list-style-type: none"><li>• Will there be a significant cost reduction to the taxpayers?</li><li>• Final cost savings.</li></ul>
Financial Impacts	<ul style="list-style-type: none"><li>• The financial impact on both Towns.</li><li>• I want to know that finances move to the top of the list of important issues.</li></ul>

### Want to Know More About: Amalgamation Process

Thirty-four percent (34%) of the survey comments were interested in knowing more about why the amalgamation is being considered and what the pros and cons are to amalgamating. The top three themes that were identified include:

Theme	Supporting Questions/comments
Disclose the pros/benefits and cons	<ul style="list-style-type: none"><li>• We hear about the positives, please also deal with the negatives so people have an informed discussion.</li><li>• The benefits so don't go through with this and does nothing.</li></ul>
Schedule and timelines	<ul style="list-style-type: none"><li>• How long will it take?</li><li>• Timeline for changes with dates and milestones.</li></ul>
Reason for amalgamation	<ul style="list-style-type: none"><li>• This has been looked into many times and has not happened for I'm guessing good reason, why all of a sudden is this a must?</li><li>• Who is the driving force behind it?</li></ul>

### Want to Know More About: Post Amalgamation

Thirteen percent (13%) of the survey comments are interested in to knowing more about how the transition will take place and what this means to the staff and services that is currently in place in each Town. The top two themes that were identified include:

Theme	Supporting Questions/comments
Staff sizes	<ul style="list-style-type: none"><li>• Will there be positions in the public works, By-law and parks and rec sectors that can be eliminated? Will the town councils remain separate, or will they become one?</li><li>• Will town workers keep their jobs (they should)?</li></ul>
Affected services	<ul style="list-style-type: none"><li>• Would like to know which services will/could be affected</li><li>• Which services will be affected?</li></ul>

## VERBATIM RESPONSES

The following verbatim responses are divided into the three engagement opportunities as outlined in detail above: Black Diamond and Turner Valley websites, the comments provided through the chat function during the two public events, as well as the responses to the three questions asked during the survey. *Note: for the purpose of this report, names posted in the responses are shown as xxxx.*

### Town Websites

Hello, I am asking for a map showing the area of the proposed amalgamation and what land sections are affected, in and around the town. You may send it by email as it is faster and cheaper.
Thanks for the email. In short— This “consultation” feels like a prolonged sales pitch. Instead, where is the vigorous public debate about whether or not this is a good idea? Thus, I would suggest you find people or groups to represent the two—or more—sides of the issue, and then organize a public debate where people can attend. It can be outdoors in the summer if people have pandemic concerns. Then people can really get into it, really get engaged, and really understand what all the amalgamation talk is about. I’m sure many people would be interested in such an effort. Otherwise, it plainly feels like councillors and bureaucrats want this for vague and obscure reasons that haven’t really stood the test of public scrutiny.
Hello, I want to know if a map of the area involved in this amalgamation is available to see, and what it looks like.
Hi I would like to submit the question of how much tax savings will a home valued of \$350000 see after the amalgamation. Thank you
<ol style="list-style-type: none"><li>1. If this amalgamation is approved what happens to the staff in Turner Valley or Black Diamond as it is obvious that doubling up on staff will have to be reduced.?</li><li>2. I do not approve this effort to amalgamation; it has been tried in the past without success.</li><li>3. What happens to our postal address? Will this be changed?</li><li>4. With the RCMP station in Turner Valley being the main location in Turner Valley a decision will be made to move it to a more central location if Black Diamond is selected.?</li><li>5. As this amalgamation is the emphasis of reducing operating costs of having one area will our taxes be reduced. Afterall the costs of now only having one location we will only need one mayor and a reduction in city staff therefore operating cost will be reduced. Last Turner Valley staff have been excellent over our 17 years we have lived in TV such as the upkeep of roads, library ect has been outstanding, however BD residence I speak to do not share the same opinion</li></ol>
Just wondering how this affects our mailing addresses. Will we have to change our mailing address to new town name? <ul style="list-style-type: none"><li>• Many streets and roads in Black Diamond are unpaved. Will the amalgamation result in additional provincial funding or capital grants to rectify this disgraceful situation?</li><li>• With the amalgamation presumably, there will be cost savings. Will these savings translate into lower property taxes?</li><li>• What’s the dollar cost of the amalgamation process? What’s the cost of the consulting group assigned to the amalgamation process?</li><li>• Will there be a referendum to approve or to reject the amalgamation? If not why not?</li><li>• What debt does each municipality bring to the table?</li><li>• Black Diamond had a water leak on 1 Ave adjacent to Ford St. in Jan 2021. The contractor doing the repair indicated this was the fourth or fifth time that they had been called to repair this line in the past few years and didn’t understand why the municipality had not elected to install a section of new water line particularly given the costs of mob and demob however as long as they (the contractor ) were being paid they were happy. This is an example of a hidden debt that can hurt both municipalities coming together. Are the costs of infrastructure</li></ul>

replacement adequately addressed in the capital requirements of both municipalities? Is there a plan to upgrade the infrastructure? We understand there are already substantial synergies between our two communities and definitely support the concept of one administration overseeing an amalgamated community provided that the financial burdens of one community don't trigger an additional financial burden on taxpayers who ultimately fund the municipality in whatever form it transitions to.

I am interested in the naming of the new district as a result of an amalgamation of Black diamond and Turner Valley. I am concerned about how residents of each town will identify where they live. I am concerned about the cost of changing each of our names. The cost of updating signs and maps and letterhead for municipalities and businesses and services such as policing, hospital, schools, Canada Post amongst many others not mentioned here. I would like to suggest that it be considered that Turner Valley and Black Diamond continue with their respective names and add "in the District of West Foothills". Somewhat as the towns kept their names in Crowsnest. Perhaps other small nearby communities could be invited to live under such a District umbrella. Perhaps this has been considered. I would very much be interested to hear any plans about this issue. Thank you for considering my thoughts.

Hello, I may be a little bit early on in the amalgamation talks to be asking these questions about the Community Policing Grant.

1. When will the residents of Turner Valley begin to pay for policing?
2. How much do you foresee Turner Valley residents paying for policing?
3. When our community does begin to pay for policing. Will we be guaranteed to receive the same number or more officers on the ground in our community?
4. How much do you expect to receive from the Municipal Policing Assistance Grant? Is the grant based on population? Or percentage? Thank you for taking the time to respond to my email. Regards,

Good Afternoon, I hope to attend the Thursday April 01 meeting, but pending job activities may not be able to do so. In that event, I have 1 main concern/inquiry I hope is being or has been addressed. My only request is that, with the amalgamation, town expansion does not allow for the construction of new facilities/buildings/roadways over any old wells. A large part of my previous work position involved abandoning, and re-accessing already abandoned wells. Knowing this is a common issue around Stettler, Medicine Hat, and Leduc – I do not want to see this or have this happen to either Black Diamond or Turner Valley. Personally, I don't want to see amalgamation. I enjoy the town separation. Regardless of whether it happens or not however, I see the expansion of both towns and hope this issue will be or has been addressed prior to expansion and construction of future developments. Knowing well integrity in the area, and knowing that Cougars (old bar) back alley parking lot is already laying over 2 (or more) issue wells, I can see this is already and may remain an issue. My concern stems from 3 areas. A). My career was built on old problematic wells, abandoning wells and re-accessing due to surface casing vent flow and gas migration. Though I enjoy employment and enjoy this type of work, if I can help prevent it – this appears to be my main option. B). Many new generation folk, old as well but particularly new/young; do not realize O&G operations. It would be terrible to purchase and support a house or land development that may exist above already abandoned wells, and having issues down the road. C). As a Turner Valley house owner, there are abandoned lines that were never removed – even in my own back yard (literally). This has provided significant concern for future development of my own property with regards to fence building and possible down the road garage repairs/development. Thank you for providing the opportunity to address my concerns.

I am wondering if we could re visit the animal bylaw in regards to how many pets you can have! Calgary for example doesn't have a limit on how many animals you can have because they base their bylaw on the responsibility of the owner rather than the number of animals. You can have one dog owner who has one dog who doesn't clean up the yard, lets the dog bark all day, leaves it outside etc. Then you can have someone like myself that has 4 dogs that never allows the dogs to bark, cleans up the yard, licences the dogs. My dogs are my kids and I don't appreciate being told how many I can have. This does not prevent hoarding as hoarding is a

mental health concern and hoarders will hoard animals regardless of the bylaws. All that you are doing by putting a limit on animals is not allowing responsible dog owners to be honest. My dogs are rescue dogs and I would like to rescue more. This rule is actually going to force me to move from a town I love because I want to adopt more dogs. My dogs are healthy, they have the absolute best lives filled with adventures and they live better than most humans. I don't think it's fair that you can tell me how many family members I'm allowed. What about the annoying people that have 7 kids that run around screaming all day? How is that allowed but I can't have well behaved dogs. I propose that you get rid of this ridiculous rule and allow people to be honest and licence all their animals. It will make the town more money and will allow people to be honest. Basing the rules on the number of animals rather than the ability of the owner to be responsible just doesn't work. Deal with people on an individual basis, if you get a complaint deal with it accordingly. Don't group slap responsible people it just simply makes no sense. Black diamond has a 3 pet rule and turner valley has a 4 pet rule. The amalgamation is the perfect time to ditch this old school rule.

Howdy – Thanks for the engagement session link. Is there a place to see posted amalgamation questions? I wanted to submit but also avoid redundancy.

Please advise if a new name has been determined for the combined towns of Turner Valley and Black Diamond. Whatever name is selected and approved will be in what Municipality? Foothills or ?? Please advise as soon as possible.

Good afternoon, I have a few questions for the public meeting tonight: Which town has the major debt? Will the debt be paid for before amalgamation or will the towns combine the debt with amalgamation? How much will our taxes be raised? How much will the police cost the Town's after amalgamation? How many councilors and town employees will be released? Will releasing councilors and employees pay sufficient to hire more Peace Officers so we can have the night shift covered? Will the town councilors and Mayor be more transparency? Why was there not vote on this amalgamation? Amalgamation has been voted on multiple times over the last number of years. What happened to the town voting on this amalgamation?

The last plebiscite showed the Town of Black Diamond to be solidly against amalgamation. Why did 7 elected officials decide to start this process on their own instead of putting it out to the populace? I believe the people should have been consulted. With an election this year it is a minor expense to add this to the ballot compared to the expense of the consulting fees being spent now. And remember, the 'grants' you receive are also paid from taxpayer dollars.

Good morning. After re-listening to the Amalgamation webinar recently held in late March I have to ask: Why is it that the Towns have not sought an exemption to the October 2021 municipal elections given that for consistency and efficiency of this process keeping the current Mayors and Council in office makes much more practical sense? As advised, the next election, if amalgamation proceeds, would be held Q4 2022. If amalgamation does not proceed what is preventing an election to still be held Q4 2022, given these extenuating and unique circumstances? From what I can gather the only shortcoming would be that Elected officers would only hold office for 3 years rather than for the 4-year election cycle. I'm not understanding the thought process or reasoning around changing "the crew mid-voyage". It seems fairly evident that the process will be losing valuable insight and will be creating unnecessary inefficiencies and a duplication of efforts having to onboard and orientate new Councilors. Appreciate the insight into why this impractical decision has been made.

Sincerely,

Below are my questions and comments regarding the subject matter. 1. Has the amalgamation committee set defined targets or measures to determine if amalgamation is a good decision for both communities? I'm aware of the five shared objectives, but how do we know if those shared objectives are, or ever will be, met? Deciding factors should be clear and easy to measure to ensure the best decision to amalgamate (or not) is made. Once the deciding factors are in place, they should be shared with the community. 2. It's very concerning costs are

not even mentioned. How can you have a resilient and sustainable community without knowing the costs to amalgamate and the costs after amalgamation? Is money no object? Is there no respect for taxpayer dollars? 3. I do not want to see amalgamation move forward without knowing the costs. Costs should be addressed sooner than later and costs should be one of the top determining factors on whether to proceed with amalgamation. If it's not affordable it should not be contemplated. 4. Why was it decided there would be one mayor and six councillors? Why not one mayor and four councillors? 5. Were costs to hold an election discussed? Did the committee consider seeking permission from the Province to delay elections until after the amalgamation decision (thus holding one election instead of two)? If not, why not? Again, costs should be at the forefront of this exercise. 6. Will the results of the three relevant amalgamation questions be posted? If so, when will the results be available?

## Public Event Comments: March 30 & April 1, 2021

### Questions:

What happens to questions in emails??
How does this amalgamation initiative mesh with the Calgary Metropolitan Region Board planning process?
If amalgamated would the new entity be eligible to apply to join the CRP?
If we amalgamate with one mayor and one council how many will be on council?
Since the council will have more residents to tend to how much more will their salary be?
What initiatives have been "stalled" due to amalgamation talks?
Will there be taking over some of the foothills county?
How does this process mesh with current RCMP review / survey of local policing needs?
Will one of the existing town hall buildings be sufficient to house the amalgamated towns needs? Will a new building be needed? How much will this new building cost?
Is Provincial Govt "pushing" for more amalgamations?
How will naming be determined? By who? How?
Names can be kept. BD and TV... new corporation could be a number only but I would like to see "Diamond Valley" as name as many businesses use this.
I heard the word "Potential" Amalgamation. Can you confirm the statement meaning?
Will each town be responsible for setting their own mill rates?
Should the objectives also include a goal to reduce administration and operations costs?
Why was this 'amalgamation process NOT put to a vote before this all began

What are the costs of new signage/letterhead/decals etc. ? Since the councils have stated that saving money is the main reason to amalgamated they have these numbers ready I'm sure

If there is an election slated in Q4 2022 then are you saying the current elections this 4th Q is not needed?

Wouldnt 4th Q be new council if amalgamation is done?

TV has half of Dunham Lane would there be interest in taking all of it?

will each town set their own mill rates?

Will the towns be able to retain their names and addresses etc and only the municipality name changes?

How will you figure out cost savings then?

What happens to both towns debt if not equal, which town absorbs more debt?

before naming occurs should amalgamation be solidified?

If the towns will not be reducing buildings and upkeep and do not have costs for pretty well....anything, where do the alleged cost savings come from post amalgamation? Does the combine council have any "numbers" to support the idea that residents will save money as suggested ?

Has Black Diamond annexed the land in between the two towns on both sides of the highway along Hwy 7? Does the annexation create a thick band of land between the two towns in this corridor?

Will the towns provide a unified report that will cover all of the financial information pros and cons of amalgamation to the residents of the towns to review? And if so when could this be made available?

in this bigger town are there still a will to have small lots for residences

Do we want to go big?

Economic development? We're limited by water. And by distance.

To move from 2 small governmt monopolies to one large monopoly. There is good economics in this?

are subcommittee members both elected officials and town residents?

Has the expense of removing officers from each town been included in the expense of amalgamation?

Considering the many struggles that people have had and are having due to COVID, has there been research into how amalgamation will help or hinder the work of FCSS in helping those who have various mental, emotional, and/or financial needs?

Will both town residents get to vote on whether or not we proceed with the application and move forward with amalgamation or is it just the town councils that will be voting to proceed or not?

What are you eliminating to save funds and make this worthwhile?

Have you examined the municipalities that have de-amalgamated? There are many.
What will be the cost of re-branding?
How does a member of the public get involved in a committee?
What infrastructure projects have to be undertaken to make both towns on equal footing?
Balancing debt levels between communities?
How will we decide about who would continue as CAO?
Cost of a council is minimal compared to all other costs. Due to the river Emergency services are still required on both sides Still see no financial benefits?
Can the towns provide residents with a possible post amalgamation model from historical information without a costly consultation process?
Can you clarify how it works with the RCMP/lots of mixed information on this on social media.
So, where are the cost savings?
Do you feel that an amalgamated municipality would benefit by being able to attract funding and grants and business not currently available due to limited populations for each?
What's the difference between a town of 2500 and a town of 5000 with respect to Provincial and Federal funding?
What about the bylaws officers? Will they be eliminated?
Can you speak to the current level of debt carried by each town and the level of proposed infrastructure costs for each municipality?
Can the towns offer up a post amalgamation model from historical information and town financials without a costly consultation effort.
Is there any provincial funding available to assist with costs of amalgamation?
Turner Valley's history has been written up in literally thousands of scholarly articles and academic textbooks over a period of tens of decades. It is connected to the history of provincial financial regulations, health and safety regulations, land and mineral ownership regulations, and more. Petroleum engineers, geologists, and many other professionals and academics know about Turner Valley. Do modern locals recognize this notoriety? Will TV lose its provincially distinctive history, industry specific history? History is a part of culture, will TV lose its own culture? Turner Valley history is still within the memories of living men. Do locals know, respect and value this? Will the towns' individual histories and culture become muddled in the sharing of modern interests? Is Turner Valley willing to lose its famous name? Think about the pyramids of Giza being encroached upon by urban expansion of Cairo. Will this modern idea of amalgamation cause the loss of individuality and historic significance?

It appears both towns have an amalgamation website within their town website. Is there a joint website that represents both towns?

Crowsnest status is a Municipality. Our amalgamated town would have the status of a Town. Has anyone confirmed with Canada Post that the differing status would still allow us to keep current addresses?

Any chance the provincial government may cut your expected funding due to its diminishing bank balance?

can we keep the names similar to what crowsnest pass did, so that we save cost of not having to do address changes etc?

#### Comments that were provided:

I do not understand, why we would want to amalgamate if we do not know what the financial benefits will be. This could make things a lot more expensive. This should be the number one question. I feel you should a good idea about this.

My greatest hope is that we all, both towns, work together for a better future through amalgamation. We ARE neighbors. There IS strength in numbers.

I understood that the decision was made and that the exercise here was how to make it happen

Agreed, they have already made the decision

My preference is for non-ward representation but I understand that decision is in the future

So what are the mayors saying here?

I believe both Councils and Admin continue to work on financial efficiencies in many ways.

IMO reduction of costs would undoubtedly occur naturally given reducing redundancies and having economies of scale.

Other amalgamations Towns have kept their names, take a look at Crowsnest?

I know but the audience may not be aware of this and clarification might be needed.

Cheers to that - you've been transparent and upfront about information. Well done

FAQ's on websites #4 has information on pre and post RCMP, policing costs.

Good question ^

Agreed. Staffing is the majority of each town's budget and should be addressed before amalgamation.

Agreed

Thanks mayors and CAOs for a good discussion.

I like it because it is small town... just saying! Might be others with the same feeling.

Thank you for all the hard work you all have put into this process!

Thanks everyone.

Thanks to everyone hosting. Appreciate your time

We have heard repeatedly that cost savings was the reason to amalgamate. In order to come to this conclusion someone at some point must have pulled out a calculator, so SHOW US THE NUMBERS!!!

You do know that Black Diamond residents have voted this down at least twice. Again, 1 council is important.. the way it's been presented before is that we'd keep 2 councils. Doesn't make sense at all.

I don't seem to have the ability to ask questions?

Distance from markets and sources of supply

"Greatest Concern: that the cost of amalgamation will increase taxes for town residents despite our taxes already being higher than many other areas. It would be great if the Finance subcommittee share the Financial Business Case and make it available to the public, for full transparency. This will give residents an opportunity to review proposed costs/benefits. And for us to be able to see what money goes where, and where the potential savings/efficiency are Greatest hope: would be increased efficiency both in operations and in cost savings, and FULL Transparency of financial cost/benefit analysis. As I am not sure many in our communities could afford significant increase in tax base, especially given current economic conditions in both a covid and post covid environment Would like to know more about: the financial business case showing the costs/benefit analysis of whether or not to move forward with amalgamation for our towns"

"No, this is council members and administration of each town I expect there would be people being removed from office. This is an HR type question. Thank you "

Eliminating 7 elected officials and a CAO under Amalgamation is an expense reduction!

It costs about 180,000 per year to pay a constable with overhead.

You'll save no money creating your own police department.

assumption: that we would not reduce our service level from current levels regarding (policing/peace officers)

so then are we looking at doing something similar to Crowsnest Pass, keeping our names and post offices etc

More of a snapshot of the how blended services would look like as well as council and administrations. People are looking to see what it might look like from a 100 foot level.

To make a more efficient debating club.

## Survey Verbatim Responses

What is your greatest concern around amalgamation?

Total Responses = 178

The location of town office.
Tax increases, water fees etc. Basically more money out of my pocket.
1. Not being transparent in the process 2. Defining the competitive advantage of either town 3. Equality in equity of each town
How much is this costing us
Costs - water, sewer, garbage etc.? Taxes?
No cost breakdown
The two towns will not unite with common goals, and individual priorities may lead to community problems.
The fact that there will be an election in October and then another one very soon after if amalgamation is achieved. Towns could end up with little knowledge, continuity and steep learning curve if there are many new Councillors this October. And there will be a needless cost with two elections close to each other. This could have been alleviated by either getting amalgamation done sooner or allowing present Councils to sit until process is complete and then having an election for one combined Council.
That the staff of either town will be given clear direction as to thier future with the new municipality. They should be given the choice to stay and train for a new position or be supported in taking over a lead position but that it be clear communication from Admin as to the positions that need to be filled and a shift in transition.
Turner Valley side will lose more businesses.
Tax increases
That it will not happen as well as the delays in the amalgamation!
population growth. Already losing small town feeling with the "city mentality" new comers. Increase in fast food places etc taking away from mom and pop business
That the culture will not shift to 'one team' and instead become an us vs them mentality and nothing will get accomplished.
Takes a long time and the province has no money so high probability they will reject the amalgamation.
That the Black Diamond council and mayor will try to stop the amalgamation.
That it is being forced upon us, no plebiscite as in past years.

I have none
Taxes being raised from the unbelievable amount they are now
Nobody is so dumb they starts something like this if you don't know how much it cost or how much money you have. I'm afraid that you aren't telling us because you want to do it and my taxes will go WAY up.
I do not really have any concerns.
Road work / snow removal
Higher Taxes
nothing will change and it will cost more.
Their BD's snow clearing is atrocious. I am concerned about the big money we paid for our new grader and snowblower and don't want to lose it.
That property taxes will rise again and services will be less. Taxes on water sewer will rise again and again. At what point do you think taxpayers have had enough.
The wasted time and resources if it falls through.
Water supply and sewer upgrades regarding potential growth of the two towns.
The cost .. I don't believe we are going to save any dollars
That it has been really badly planned. Thinking about it for years and still don't know how much it costs, how much we save. Great to think about the future, but we got to survive the next couple years.
That it won't happen.
That it won't get accomplished, again.
How managerial & staff positions be determined between the 2 existing staff
Optics. I think that Black Diamond has done a great job of maintaining their businesses, tourism, etc. Turner Valley is a ghost town with a sparse main street that I'd hate to have associated with the area.
raised taxes
How to deal with those with animosity towards the amalgamation.
Uninformed options, keep true facts coming
Clarity of benefit by specific example as opposed to broad motherhood statements...ie., provincial grant benefit as amalgamated municipalities versus partnership grant benefit as two separate municipalities in a partner agreement?

That it's affordable
Taxation. I pay more taxes on my 2 bed bungalow in turner than my mother in law pays for her 5 bed triple detached garage corner lot in McKenzie Towne Calgary. Time to lower the taxes cause this town doesn't provide the amenities to justify this madness. You know you have a problem when NENSHI taxes less than you do.
That we don't come together as a community quick enough, we need a vision of what we want to be know for . Like the Great out doors. So building our community spirit is important
That it solves nothing. Our taxes won't go down, if anything they'll probably go up. What will it cost the residents?
Taxes
Cost to taxpayers
Renaming towns!!!
too much staffing in town office, need to downsize
None
I have no concern with amalgamating; however I do have a concern that taxes will increase along with water and sewer charges and other than having only one 7 member council, the number of staff will not decline, but increase. I do not foresee services improving.
Getting rid of one of the schools
Taxes
Taxes
Costs involved.
The taxes should be a major focal point during this process but I feel like council is shrugging it off as something that we will figure out later. The towns people are not your ATM'S So in saying that, simple question are taxes going up or down??? I truly hope that you have a budget figured out by now as well.... at least a ball park
Loss of town identity
Is taking on the costs of repairing roads and pipelines In Black Diamond
Water rates

Additional costs for the community leading an increase in taxes. Disproportionate differences in tax structures leading to one community paying more than the other for similar properties based on historical tax needs.
Increased costs, absorbing TV debt.
That the staff of either town will be given clear direction as to their future with the new municipality. They should be given the choice to stay and train for a new position or be supported in taking over a lead position but that it be clear communication from Admin as to the positions that need to be filled and a shift in transition.
No concerns
Increases in costs and red tape.
Increased costs and taxes.
Black Diamond voted NO on the last amalgamation attempt. Another vote is required to gain approval of the electorate.
Cost
Increased taxes
Not looking to amalgamate services properly
Towns will not be equally represented on council.
Potential job loss for town employees.
Don't have one.
- proposed shared services become basis for in-fighting rather than benefits for residents - duplicative services for quite some time because proposed changes and integrations won't truly be initiated and / or completed
Increased taxes. Increased town bill. Increased water bill.
increased taxes
Raising taxes
Higher taxes.
Nothing! Let's do it
Don't think I have any

That it will cost more than it will allegedly save. It is concerning that there have been no solid financial data presented as yet.
Taxes going up
Tax increase
Higher taxes
Redundant costs and taxes.
Taxes, funding for infrastructure.
More taxes
My greatest concern is that the status quo is the outcome.
Once the amalgamation happens, that decisions will be based on what is best for both towns and not get caught up in us/them scenarios. Equal representation.
Higher taxes and less provincial funding
Costs associated with the amalgamation and rebranding
Not concerned, go for it.
One town being left in the past
I have none, it has been discussed for 30 years, about time the Hatfield vs McCoy attitude fades away.
Cost
Increased costs
Lack of experience and ability by council and town staff to effectively and efficiently accomplish this task.
No efficiencies realized and delivered
There will be no tax savings.
Taxes! They are too high in Turner Valley and we can save SO much money between the two towns by cutting double spending!
Higher property taxes and loss of services
Nothing. It needs to happen.
That it may not go through. JDI, just do it!

What is the actual measurable benefit?
Lower the property taxes
How long it is taking & how much that is costing...
Greatest concern is that the apparent complete ineffectiveness of the Turner Valley council to maintain or attract a healthy business community will trickle over to Black Diamond as a result of mixing council members. This also extends to TV town poor community service management ie pool operations, recycling center, etc.
Killing competition between towns.
When it is complete what will the organization chart look like and how many job positions will be eliminated? "Efficiencies".
Higher costs, less input from residents. TV inefficiencies and business vacancies trickling over to BD.
Higher taxes, we pay enough in black diamond as it is.
What will the total cost be?
That it won't happen due to misinformation being spread through unofficial channels (e.g., xxxx emails)
Overall cost to homeowners and tax burdens.
Cost and taxes going up
Tax increases
nothing will change.
I don't have any
A waste of a lot of money. How much are all the consultants really costing? Even grants are from taxpayer coffers.
Taxes going up
That's the town's council's and administration's will actively engage residents concerns without bias for their personal opinions and status with current positions.
Equal representation
That it will cost taxpayers an enormous amount in increases.
Turner valleys tax bracket and emergency services provided, the costs of these services, and the response times.

The neighbouring community has absolutely NOTHING to offer us or this town, and we have no desire to amalgamate with them. There is absolutely no benefit to it and we have no interest in having a new town name, or a new address, or the expenses that go along with it.
My greatest concerns are the costs of the amalgamation process, job loss and increase in taxes.
Costs!! A lot of community members are struggling with the cost of living and can't afford higher taxes.
Property taxes
The voice of a few will derail a great opportunity.
Taxes and increase in taxpayer payments. If we are going to amalgamate will taxes go down. It doesn't look that way any more.
Increased cost of living and increased property taxes when we already pay incredibly high taxes in comparison to other areas. And most people can not afford cost of living increases especially in today economy, not now and not in a post covid economy
My greatest concerns are the overall costs of the amalgamation process, job loss, and raise in taxes.
That we will lose our identity!
- Losing town name and individual identity, which has not been researched carefully enough - Having to change my address .... Not interested, - Increased taxes due to expensive process and debt load - It's a terrible idea and most people don't want it
Is the taxes and town bills going to jump so high, to were people can't afford them?
Will amalgamation ACTUALLY save residents money?
No concerns
Having to pay to change my address and if town workers who keep the town working will keep their jobs
Costs, reduced services, keeping the silent non committal council members of each town.
What's it going to cost? Preliminary and in the future?
Cost to taxpayers.
None
Increased costs for residents because this has not be fully studied and administration has no idea what they want the end product to look like
Taxes and having double positions fill for no reason
Higher taxes.

Not being able vote on it. The decision was taken away from the very people who pay your wages.
Maintaining the unique identities of both towns as well as equalizing economic/fiscal impact on taxpayers.
Job losses/ reduction in service levels
Higher taxes, less service
That it will not go through. That a new council will be one-sided. That one entity will inherit economic liability from the other.
Increased costs and taxes
Higher costs of services, taxes
I find that both towns do not agree on many important issues. The latest being the transportation shuttle. If both towns can not agree then a better alternative to projects should be found. If our towns can't agree on services that fill social gaps, how can we expect them to agree on more important issues like the gas plant. My greatest concern is that the players at the table will allow their egos to get in the way of allowing fair mediation based on the voices of residents.
This is not a good time!
This is not a good time: personal, municipal, and provincial economic uncertainty.
Councils not having clear information about the impacts of amalgamation moving forward. Many towns who have amalgamated across Canada have not realized efficiencies or cost savings as predicted.
Financial burden will fall on the backs of taxpayers.
Taxing policing water availability and name change.
None
The cost of upgrading Turner Valley's infostructure to make it equitable to Black Diamond.
No interest in amalgamation. We chose to live in our town for a reason, and have no desire whatsoever to be affiliated with the neighbouring town. We would have bought a home there if we wanted to live there. We didn't, and we don't.
That you don't listen when we DO vote. What part of NO don't you understand?
Taxes increasing... like they aren't high enough already I think this needs to go to a vote BEFORE they decide to do this. I think they would be surprised how many people are still against it!!!!
Increase in taxes, water, etc.
The cost of fixing streets in both towns.

The process has taken far to long to resolve. The costs to complete this process are excessive, without genuinely reaching a result.
I have none. Lived her for 40 years and now t is long overdue.
expense to residents
Many years ago I received some sage advice on how to handle my very stubborn toddler. It's called the "No Choice, Choice". At suppertime, I would ask 'do you want peas or carrots'. The underlying strategy would not be told...'you are going to eat vegetables'. This avoided a lot of battles, because it offered a degree of control to her life. She could decide which kind of vegetable would be eaten. My greatest concern is that the councils have decided to offer the citizens a "No choice, choice". 'Do you want a ward system', and 'What do you want to call the new town' are not the questions that I want asked. I want the councils to ask if their citizens want to Amalgamate. Period. Please do not dance around what should be THE QUESTION. Ask us. We are adults that want real control of our lives.
Twice it was voted down and councils chose to proceed anyway. The towns clearly do not listen to their citizens and the voting process is a sham.
Need to reduce spending and lowering our taxes
How will both Towns operation work as to Council and Mayor . I live in Tuner Valley and have to say that our Town Office has awesome employees. Our Council & Mayor are great with the community and hope they will keeping there positions .
Increase in Taxes
Property taxes remaining the highest in Alberta.
Not sure Inhave any
None
The cost that isn't recoverable through provincial grants.. another big worry is the Provincial mandating our membership at CMRB. Not good for Diamond valley
Loss of jobs, focus on Black Diamond because it has more businesses and Turner Valley being left behind ....
The possibility of one municipality having a stronger representation than the other.
That we are going to be paying even higher taxes than we already do.
Overall increased costs to the tax payers.
Nothing will change, only a new level of bureaucracy and costs associated with duplicated services and staff.
That the cost of amalgamation will increase taxes for town residents despite our taxes already being higher then many other areas. It would be great if the Finance subcommittee share the Financial Business Case and make it available to the public, for full transparency. This will give residents an opportunity to review

proposed costs/benefits. And for us to be able to see what money goes where, and where the potential savings/efficiency are

### What is your greatest hope with amalgamation?

Total Responses = 176

Reduced tax
Nothing, I love the town as it is.
1. Lowered costs (services, property taxes) and more coverage for services, resulting in growth of population/community as well as local businesses. 2. More spotlight on tourism industry on local town, perhaps a dedicated team/office that can bring in film industry & tourism industry business.
That taxes will go down
Costs lowered
Lower taxes
That development and growth combined with operational and administration efficiencies will result in property tax reductions.
That efficiencies of services can be achieved and that there will be more feeling of connection between the two towns.
That in 3-5 yrs after amalgamation a report can be generated to show where we were and where we are and were we would have been if we had not amalgamated. I think its important to keep track of the changes that occur which impact the municipalities and then waited as to the effect it would have had on each vs one community. I hope it will reflect what we are expecting. Higher efficiency, less time spent going back and forth btw communities in decision making processes and the shared costs in services and duplication in staffing workload. Also it will be good to see the difference in service levels and what we have now vs what we have in 5 years.
Lower taxes, better services.
Creating more community focus and events.
That the operation/overall spending of the towns will decrease substantially and in turn our property taxes decrease quite a bit!!
lower taxes
That the two communities truly unite and leverage each other's strengths for the betterment of all. No one wins alone, no one loses alone.

Better services at the same or lower cost to taxpayers. And that Black Diamond and Turner Valley can retain their own identities once amalgamated. Also being a town of 5000 hope this does not attract any big box stores. We need to keep what makes us unique.

That our total cost of operations will decrease substantially, which in turn will lower our outrageous property taxes!!

That it doesn't occur.

We can eliminate town overheads

Taxes go down

That I am wrong about taxes going up.

I am hoping for an indoor pool and attraction of more businesses.

lower taxes

Not to proceed

property taxes will be reduced.

That our utilities will come down. That they will nix storm water as a utility. It is a real ripoff. People in the UR areas that don't pay should as they have storm water conveyances like ditches and culverts that need to be upgraded and maintained. I am hopeful that the Council in BD are more humane and care about the elderly on fixed incomes and the disadvantaged in our community. I would gladly pay more to help those people.

That it does not proceed in the time line put forward, until we can be assured that taxes will not rise, and services enhanced.

Hope that the quality and cost of living will improve due to having more shared services and efficiencies.

To create a thriving cohesive community that would benefit from new businesses being established. The vacant lots on Main Street are not conducive to a thriving town.

None

That it goes smooth and the province kicks in a bunch of money.

Cost savings. Stronger together

Applying synergy to do greater things like a recplex that can't be accomplished by one little town(s)

Reduced taxes through fewer staff.

To see enough funding that we can build up Turner Valley to a better standard for tourists.

lower taxes

Sharing of resources contributing to more efficiencies. The most suitable employees will get town jobs based on qualification and performance and not seniority.
Towns working together,,sharing as neighbors
A combined governance model better suited as two amalgamated municipalities versus separate municipalities using duplicate resources and effort.
Lower taxes
Significant reduction in taxes. This town does not provide the amenities to justify the obscene taxes.
Same as above, build a new community spirit and attract like minded families
That our taxes go down! And they keep jobs in the town. Why are my tax dollars paying another town to pick up my garbage and plow my street? Sure doesn't feel like the town makes their people a priority. We don't want to be a tourist town, if locals wanted that, they'd live in canmore.
More businesses coming
Lower taxes
To keep the names of towns the same...
savings for both towns but not loss of services
Save costs, and gain funding opportunities
that both towns will see an increase in commercial businesses and will work with developers to look at the potential of establishing in either one of the towns. I think the focus will be on attracting businesses to the towns and that the local residents will see tax increases.
Lower taxes
Reduction of overhead costs
Lower taxes and more services
Lower taxes; greater support from provincial government;
I hope that both town councils learn how optimize the budgets and better utilization of the resources. However as no one is personally held responsible for the jobs that they were elected for I foresee gross overspending, excessive allocation of funds and basically a lot of poor decisions and planning
Lower taxes
Every resident is treated with respect, regardless of whether they are from Turner Valley or Black Diamond and those with an axe to grind, they bury it and replace it with positive energy

Less taxes
Improved services at lower taxes than today as individual communities.
Tax savings, less administration
That in 3-5 yrs after amalgamation a report can be generated to show where we were and where we are and were we would have been if we had not amalgamated. I think its important to keep track of the changes that occur which impact the municipalities and then waited as to the effect it would have had on each vs one community. I hope it will reflect what we are expecting. Higher efficiency, less time spent going back and forth btw communities in decision making processes and the shared costs in services and duplication in staffing workload. Also it will be good to see the difference in service levels and what we have now vs what we have in 5 years.
Lower taxes, less duplication of services
Cost savings. Employee reductions and a significant saving for taxpayers.
That we will have only one good mayor and council. More police presence especially at night. Is this even possible?
Lower taxes.
Efficiency of services
Sharing services and joint energies
More efficient resource management
Taxes will be significantly reduced and that we have a more mature and experienced in life members of council.
Increased possibility of amenities/ expansions. Ie. Recreational complex, public use areas, etc.
Cheaper taxes!
greater efficiencies leading to reduced operating costs and elimination of duplicate services
increased business; public transit; public services
More businesses and greater opportunities for locals
I don't like that we are giving up our going to lose our individually.
That we combine services and whittle down to one town office and one council. Perhaps a break in our taxes.
Decrease in Taxes and fees
That it will truly benefit both towns, and also that each town will rerun its existing name.

Smaller councils
Get reid of <u>xxxx</u> and <u>xxxx</u>
That it won't happen, I like the town's being separate
Cost and tax reduction.
Infrastructure, police, less town vehicles driving around doing nothing all day.
Less taxes, more services, ie organics bin. Recyclable pick. Essentially green, blue and black bin service
We gain a more meaningful voice and wider audience... It is all about influence and connections at the end of the day.
Cost savings by amalgamated services. A unified approach to area development that will enhance and showcase the uniqueness of the area.
Lower property taxes
Decreased property taxes
That our taxes will be reduced
Decreased costs
Work as one, celebrate together, no competition, align progress together and of course save 100 of thousands by having 1 CAO, 1 Mayor and 1 council
Cost savings
Lowered costs
Reduced taxes
Efficiencies developed and delivered enhancing the development of the community for the betterment of the residents, environment and businesses
There will be an end to duplication of services, without a loss of quality in service.
More cost efficiency between the two towns. But keep our names!
I am excited about amalgamation! I love the idea of one council, one voice, growth and economical development.
Greater opportunities for grants and income.
Hopefully the taxes may ease off.
Hope it doesn't cost a fortune and destroy our unique communities

Increased amenities
that it will streamline operations, and save the communities money...basically making operations more efficient.
None
That the two towns can run much more efficiently than currently.
None.
It doesn't happen
Lowering of property taxes & more business approval for Turner Valley. Black Diamond seems to get more of the business approvals.
That it happen ahead of schedule. Efficiency improvements should not be delayed!
Less overall tax burden.
Wish it would stay separate
Lower taxes
property tax reduction, less staff, less equipment
Lower property taxes?
None. I am against this farce that two outgoing councils are pushing down our throats.
It doesn't go through
That the people who are tasked with moving the process along work closely with its residents, businesses as well as the provincial government to look beyond the immediate and short term hard work and able to see the long term goal.
Lower taxes
That there will massive cuts in administration, redundant equipment and staff. Ultimately, the greatest hope is a reduction in taxes.
That it gets canceled
Our greatest hope is that council will finally respect the people's wishes and drop these amalgamation plans, because it clearly should not happen. This issue needs to die a quick death for once and for all.
Reduced taxes with a higher service level. Paved pathway system that joins both towns without any breaks in the pathway.
That it will lower taxes for both towns.

Better town services or cheaper
A louder voice with the provincial and federal government to get infrastructure dollars and improve efficiency of local government.0
Nothing
Proof that amalgamation would increases efficiencies both operational and financially and that those efficiencies result in LOWER Property Taxes for residents of both towns. Also that each town retain their historic names Turner Valley and Black Diamond that amalgamation incorporation name change is done at a higher level "Diamond Valley" municipality (includes Turner Valley and Black Diamond) with no actual name change to towns and no changes of addresses needed etc
Reduced taxes with increase service delivery.
I don't have one. I am totally against it!
- That it doesn't happen at all! - Not interested in amalgamating whatsoever! - Stop trying to force this on residents!
That the town bills and taxes are lowered a very big amount
That it will save money for all residents
That it finally gets done.
That it won't happen
Lowering taxes, (or not raising), better representation, better council, promotion of business is both towns.
Reduce taxes and increase efficiency
Taxes will be reduced considerably.
Reduced administration
Increased commercial attraction
Taxes less and only one cao and less council people
Lower taxes, with greater services.
That is doesn't happen
Maximizing potential for cost reduction of provided services.
A strong vibrant community
Lower taxes, greater service

Increased efficiency of services between towns. Hopefully a decrease in taxes. Continued economic growth. Small business sustainability. Better, focused, development projects.
Combined services, reduced costs, better community feel
n/a
More resources pooled to fill gaps in our community such as transportation, economic development and youth centered resources
That it be set on the back burner for now.
If it goes forward the names do NOT change.
Improved services, police, firefighting equipment, more amenities.
That it won't happen. If it must happen there should be solid information to work from and that it is explained clearly for all to see.
One strong community moving forward without the he said/she said attitude
That in some way in the future their will actually be a benefit to someone.
We hope that amalgamation plans are stopped. This issue needs to go away! Our town is just fine as it is.
That you put the darn thing to rest! Our town is great the way we are!
I HOPE we do not amalgamate I think it's ridiculous, leave it alone
Obtain better funding to reduce living costs.
That our towns will no longer have rivalries against each other. We are close neighbours enjoy it.
That a result is finally achieved and accepted by both parties.
United front and eventually lower taxes
reduce costs by reducing redundant employees
My greatest hope about amalgamation, if the citizens want it, is that it be delayed until the costs of the Covid Pandemic are behind us. Amalgamation is expensive. Taxes in the towns are already very high. Do not burden us with the costs of something that really does not have to be done right now.
A new council that will respect voter's choices.
Less spending and lower property taxes
Having new businesses start up here which helps for employment , taxes ,

Increase in unity and marketing
Property taxes being greatly reduced.
Lower taxes, attraction of more business
Better service both from council and service workers and aave money from not paying 2 of everything
That we move forward to create one community with one voice.
Bring the 2 towns together
The residents of the Town of Black Diamond and Turner Valley work together to make this a success.
Taxes reduced
Property taxes going down
the citizens will be able to vote on the proposed amalgamation in order to ratify the change.
Greatest hope: would be increased efficiency both in operations and in cost savings, and FULL Transparency of financial cost/benefit analysis. As I am not sure many in our communities could afford significant increase in tax base, especially given current economic conditions in both a covid and post covid environment
My greatest hope is that we all, both towns, work together for a better future through amalgamation. We ARE neighbors. There IS strength in numbers.

What do you want to know more about through this amalgamation process?

Total Responses = 169

Time schedule.
What the changes will be for Turner Valley.
1. Financial Statements of either town has to be fully disclosed to the public, both, in terms of current state and after proposed amalgamation. 2. Please disclose the budget for each town in different services/sectors, both current state and proposed state.
Why are we doing it, and how much is it going to cost us.
Why is this not going to a vote?
Cost saving measures
The financial impact on both Towns and how debt and reserves will be arranged.

Timelines, Election information and some idea (if possible) of cost and cost savings.

Updates and I'd like to know if there are concerns that are identified through JFAC and how they are going to be mitigated or when they will be discussed or where so that we can either help or be prepared for the impact if it affects residents.

Post offices? Will both remain?

Actual costs. What are we actually going to save. How much will this actually cost? What will our name be :)

Why it appears that the majority of the Black Diamond council, as well as the Mayor and the BD CAO are against the amalgamation?

costs, growth plan (population cap?)

What the road map to amalgamation looks like, when we reach some milestones.

Timelines and chance of success

Why there is so much resistance from the Black Diamond council, Mayor and CAO?

Nothing.

Just hurry and get it done

If there will be set terms for council members so they don't get stagnant

How much it will cost. Why you are only telling us how good everything will be.

Just continuing to be kept informed of council decisions.

cost. a true look at costs. lower tax ???

what is the cost?

It doesn't matter you will do what you want regardless. That is the reason it seems that people don't care. Because they have no confidence in the process.

List all cost savings associated with this amalgamation and also list all the cost that will increase because of Amalgamation. Taxes being paid are to high already. remember there is only one tax payer and we have had enough.

Would like to know which services will/could be affected and know pros and cons of amalgamating.

Financial pro's and con's.

Cost.. how much have spent to date

WHY NOW??? Budget. Where's the money. Why so many guesses about what good things will happen. Haven't there been others to learn from?

How long will it take?

Just curious to follow the transition process especially how and what the new council would look like and be chosen.

Will each community keep their existing bylaws.

The accounting; what are the costs, the savings, where is money going in the long run.

how much it will cost through property taxes. honestly that is about all most of us are concerned about, through talking with people, as both towns are like one already!

What is the provincial government involvement, if any? Who makes the decisions around fairness in salaries and job descriptions?

Financials, short, interim and long term scenarios that new councils will need to consider

What role and purpose will the amalgamated municipality serve in the Calgary Regional Growth Board? Will it be a member? How will a regional growth plan effect the amalgamated municipality...representation and consent?

Financial impact

How to lower taxes.

Like everyone else, money, and the best long term examples of efficiency as possible

This has been looked into many times before and has not happened for I'm guessing good reason, why all of a sudden is this a must.

The focus of our goals as one place

Costs and savings.

costs, staff sizes, not overloading office staff at sacrifice of staff out working the towns

How fair representation and taxation will work.

Do the RCMP service Eden Valley now and if so, will they continue to after amalgamation? Are they paid for this part of their work from the province?

The effect on emergency services such as the fire department.

Nothing. I think it's long overdue

We hear about the positives, please also deal with the negatives so people have an informed discussion.

The hard numbers. True transparency, I want to be able to feel confident that the elected officials have the towns people best interest in mind. It's hard to listen to council talk about nothing in the first few meetings. A couple big words, and a few fancy acronyms on a slide show. Come all I know you can do better

Pros and cons.... be honest about them... makes it easier for everyone in the long run

The bottom line! Is there going to be an increase in rates and taxes, utilities etc? How is the transition going to happen

Is amalgamation a forgone conclusion no matter the concerns of its communities. Unresolved questions around taxation and service improvements.

Clarity and transparency. What are the benefits of amalgamation? Who pays for the RCMP?

Updates and I'd like to know if there are concerns that are identified through JFAC and how they are going to be mitigated or when they will be discussed or where so that we can either help or be prepared for the impact if it affects residents.

Financial picture

Will there be a significant cost reduction to the tax payers? Will there be positions in the public works, By-law and parks and rec sectors that can be eliminated? Will the town councils remain separate, or will they become one? Will we be changing the names of the towns and if so will there be any public input regarding any change?

How the towns will be governed. One mayor and council?

Will address changes be required?

Mechanisms for controlled growth, expansion, etc. - to not lose our small town identity & sovereignty.

How much expenses are required to do it?

Costs in departments and staff at all levels

no comment.

Realistic time frame, and changes to taxes/services for residents of each town.

Hmmmm. Not sure

- timeline for changes with dates and milestones. - methods and processes for ensuring promises made are kept

How's going to be in charge? What are the benefits? Will there be a new council elected and a new mayor elected?

How will this affect us as a community

What ot would really accomplish.

I would just like it done ...finally.
The benefits so don't go through with this and does nothing
The true costs, as well as the governance structures. I would like to have some assurance that Turner Valley residents will not be unfairly burdened with the costs related to repairing Black Diamond's overdue sewer upgrades.
Cost to taxpayers
Who is the driving force behind it.
Why it keeps coming up and trying to get put through but never does
Transparency around costs.
What are the cost savings for tax payers.
Minutes of meetings, plans laid out going forward
How the new amalgamation council plans to honour historical agreements and social support systems within the towns
How will representation be decided. How will the area be managed to bring future development and build out into the same alignment
Everything !
Costs, which services will be affected and how the transition will affect services offered by the town
I agree with the amalgamation but would like to see each town keep their name. I believe this is how they did it in the crows nest pass.
Fire department
Be transparent about the salaries and costs saved, this is public knowledge, however it takes a lot of time to figure out how to find this information on either TV or BD website.
Final cost savings
Upcoming costs
Do we have the expertise to pull this off or are we planning to employ the appropriate people or firm?
what does council believe the benefits are through amalgamation, more details then high overarching statements
What will happen to the land along the highway between the two towns that is currently in Foothills County?
Cost and costs savings, funding from other levels of government.

Financial projections, highlights of what changes people can expect to see that would affect day to day and pros and cons of the amalgamation
Timeline for how it will proceed.
After watching the many tries for this, your phone mtg was great and answered my questions. So - 'getter done buoys"
What are the actual costs? What are the actual benefits? What is the driving force behind this? Not just the fluff we've been given so far.
Benefits
nothing in particular.
Hard numbers, action plan, to back up the apparent big push for this to happen in the first place. How will police, fire, services be handled, and where will they be stationed. What benefit to the residents of an already thriving community to amalgamate with a stagnating other.
Nothing
Why it is taking so long, as other communities have gone through the same process in a fraction of the time...
Why continue the process? Too much money and time has already been wasted. If they haven't been able to disclose clear numbers and facts to this point, there must not be any.
Nothing, should not happen
How will the town council be effected & how will our emergency services be effected.
Why is the process taking so long. Can it be done faster
Exactly how costs will affect homeowners. Break down things in easy to understand snippets.
How we can halt it
Financials of pre and post amalgamation. What has happened at other amalgamated communities such as Lac La Biche?
What will it look like?
I want to know when you call it off.
How will it affect our taxes & how are the town(s) going to pay for the changes of addresses etc
I would like to know that honesty and without personal agendas the process can move forward and in a timely and effective manner.

I want to know that finances moves to the top of the list of important issues. If failure to address this one issue as the main reason to amalgamate, your "get it done at all costs" plan will ultimately fail.

How the budgets will work between the two towns becoming one. Who will be in charge of departments. Who will be mayor. Who will be fire chief. How will these things be amalgamated.

We'd like to know why two out-going Councils are trying to force amalgamation through when most people clearly don't want it, and then leave it up to a new Council to deal with the inevitable fall-out from it? I would expect my town council to be more responsible and more respectful of the peoples wishes.

Cost of emergency management? Will we need to hire a full time fire chief to manage the emergency management department? Current population.

Costs! What are pros and cons? How will this affect taxes. What are the goals of amalgamation?

How this will effect services and property taxes

Keep up the great work on updates via social media.

I want you to take into consideration the town's people. We have voted this down may times over the years and it should for sure be a vote again.

Full disclosure of Financial cost benefit analysis, full transparency of all major issues /topics that effect the decision - finances now and what look like if amalgamation occurred - taxes savings (hopefully not tax increases as if going to cost us more why would we do it) - new council structure - new staffing structure - infrastructure - capital savings - grants avail from provincial and federal governments Full disclosure Full transparency And ability for all residences to vote of matter if move forward or not , either with vote formally or informally so the elected member vote according to what the majority of their constituents want

Where are the cost savings? Will we need to hire additional municipal enforcement staff? If so, do the members we already have move up on the AB Municipal Enforcement grid? Will we need to hire a full time fire chief to manage the emergency management department? Current population

I would like to know why their was not a plebiscite this time.

- Why this is being forced upon residents who clearly don't want it? - Why are you trying to pass this off as being a big tax savings when any amalgamated community can tell you that is NEVER going to happen?

Everything

HOW will amalgamation save us money as council members have claimed

Nothing further.

What are the actual facts and costs associated. What will increase or decrease etc. Will town workers keep their jobs (they should)

How it will benefit me and my family.

Timelines and public input
Cost savings.
How will it affect my property taxes
What the plan and final outcome is
How many will be council we have to many already
Costs
Why we were denied a vote.
Service distribution scenarios, taxation rates, advantages and disadvantages of amalgamation for the communities.
What is the vision for growth and sustainability
Service plans for community, plans for resource use, growth plans,
What the financial impact will be on households and services
How is population expansion being considered, given how water is a problem now and will likely be even more so in the future.
Who is who in the zoo!!
How can you justify the timing as everyone struggles with the pandemic?
How can we commit to this in a time of extreme uncertainty? Can you postpone this until residents regain employment, so towns can expect taxes will be paid, until pandemic is under control? Why now?
Actual costs of amalgamation and any true cost savings
What will the name be?
The policing and the water and the name changing.
What happens if we don't amalgamate?
How many town workers will become redundant and removed?
On social media, amalgamation is being depicted as being a great cost savings, which it clearly won't be. Just talk to those communities that have amalgamated previously, where no cost savings were had and the move was often regretted. With regard to keeping our own town names, Council members keep comparing us to Bowness and to the Crowsnest Pass, both of which are totally different scenarios than we are here. Council needs to get themselves 100% clear on this issue and stop misleading citizens with information that is just not correct.

That you've dropped this stupid idea! xxxx xxxx
What the plan is, how it will affect the community, costs of living, etc.
What we would need for employees of our combined towns and what it will do to our town taxes.
Published factual pros and cons of amalgamation issues, along with estimates of costs.
Why do we have to wait? Get it done before the next election. The debates are over, the motion is moving forward don't drag it out to only cost more money
how much are we going to save in taxes, property taxes and utilities are way over priced and we barely get any service and are forced to pay for recycling both to the TOTV & Range if we want plastics recycled.
What I want to know right now is EXACTLY how much this is going to cost. A lot of fuzzy thinking is happening. Economy of scale, severance packages, staffing, equipment, and a whole lot of other topics are thrown around, but no one has sat down and costed out these things. Where is all this money going to come from? Has is been confirmed that it is actually available and locked in? Do it!
Nothing.
Need to see more of the financials with more transparency
Keeping both Towns name the same. Plus with amalgamation what will be the cost of our RCMP
just to be kept informed
How taxes will be handled.
Just to be kept updated with the process
Whats our new name
Everything that I need is in the amalgamation feasibility study of 2017 and current public info.
Cost analysis Benefits for both towns?
How the services will be provided? Is there going to be the same number of staff? Will they be working out of one shop/office?
How it is going to affect us. We want it to actually be clear and less confusing
How town councils and committees will merge
when is the ratification vote on the proposed amalgamation. without a ratifying vote this process is invalid and frankly a betrayal of the public trust.
Would like to know more about: the financial business case showing the costs/benefit analysis of whether or not to move forward with amalgamation for our towns

## APPENDIX 1

# INTRODUCTIONS & GUIDELINES

### Guidelines:

- Be respectful
- Be open to all ideas
- Adhere to established process and timeframe
- Allow people to speak without interruption

### Online Tips:

- Muting
- Speaking
- Video / Recording

AMALGAMATION PROCESS  
BLACK DIAMOND - TURNER VALLEY



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## AMALGAMATION PROCESS BLACK DIAMOND - TURNER VALLEY

## ENGAGEMENT

*Kickoff*  
ONLINE PUBLIC MEETING



## WELCOME

What we will cover today:

PROCESS &  
TIMELINE

PROGRESS

DISCUSSION &  
NEXT STEPS

AMALGAMATION PROCESS  
BLACK DIAMOND - TURNER VALLEY



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## BACKGROUND

- Amalgamation: 2 (or more) municipalities merge to become one
- Legislation: Municipal Government Act Part 4 Div. 5
- Amalgamation discussions and studies have occurred for many years (1988, 1992, 2005, and 2017)

AMALGAMATION PROCESS  
BLACK DIAMOND - TURNER VALLEY



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## BACKGROUND

- September 2020
  - Towns formally notify the Province that they are beginning negotiations with the intent to amalgamate
- Amalgamation process
  - a priority for the Joint Friendship Agreement Committee (JFAC)
  - extensive review of information and data
  - public involvement in the process
  - a final decision on whether or not to proceed will rest upon the outcomes of the review

AMALGAMATION PROCESS  
BLACK DIAMOND - TURNER VALLEY



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## WHY AMALGAMATION?

Many reasons including:

- History of collaboration, becomes more efficient
- Maximize provincial/federal funding
- Strengthen area's economic development

AMALGAMATION PROCESS  
BLACK DIAMOND - TURNER VALLEY

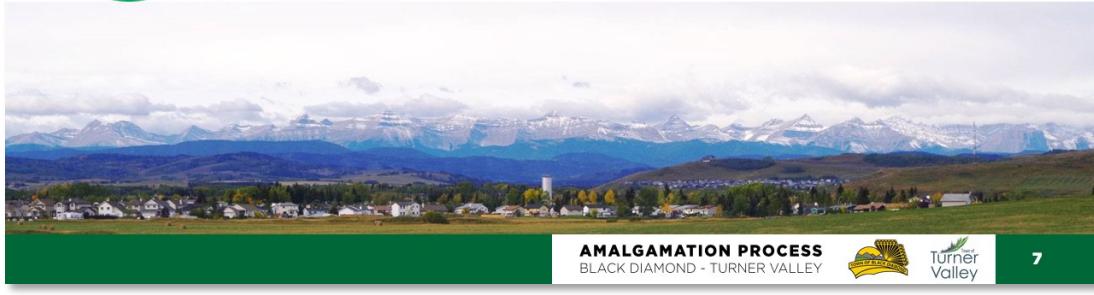


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## THE PROCESS



- Black Diamond and Turner Valley, with the intent to amalgamate, have begun the process to closely examine the impacts of potentially amalgamating the Towns.



## THE PROCESS

### Goals

1. Balancing service levels with long-term cost,
2. Joint decision making that is effective, adaptive, and based on honesty and integrity, and;
3. Developing and implementing policies that are fact based, action focused, and achievable within a realistic and feasible timeframe.

### Shared Objectives

1. Diversified and Resilient Economy
2. Integrated Policy Framework
3. Sustainable Service Delivery
4. Expanded Community Capacity
5. Responsive Local Governance

## THE PROCESS

### Data collection and Analysis

- Analysis and recommendations done through 4 subcommittees
- Subcommittees are responsible for making recommendations to JFAC

### Subcommittees:

1. Finance
2. Public / Stakeholder Consultation
3. Emergency Services
4. Procedure

## PROVINCIAL REQUIREMENTS

### 8 Mandatory Topics:

1. Municipal Name
2. Municipal Boundaries
3. Municipal Status
4. Electoral Wards
5. Council Representation
6. Location of the Municipal Office
7. Proposed Incorporation Date
8. Annexation of Land to Achieve Contiguous Boundary
9. Other Matters

# PROVINCIAL REQUIREMENTS

## 19 Transitional Topics:

1. Interim Council
2. Interim Chief Administrative Officer
3. First Election
4. 2021 General Municipal Election
5. Appointment of Returning Officer(s)
6. Ward Boundaries Review
7. Compensation to other Municipal Authorities
8. Financial Transition
9. Interim Tax Treatment
10. Tax Treatment
11. Authority to Impose Additional Tax
12. Assessment Matters
13. Employees and Labour Agreements
14. Bylaws and Resolutions of Existing Municipalities
15. Continuation of Emergency Services
16. Library Services
17. ICF Extension
18. Utilities
19. Westend Regional Sewage Services Commission

AMALGAMATION PROCESS  
BLACK DIAMOND - TURNER VALLEY



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# THE PROCESS

## Public / Stakeholder Input Throughout:

- Event #1: Kick Off
- Activity #1: Electoral Wards
- Activity #2: Naming
- Stakeholder formal request for feedback
- Ongoing public questions and input by email/phone
- Event #2: Reporting Back

## What We Heard Reports:

- All input collected and reported back to the public, JFAC, and Municipal Affairs
- Subcommittees and JFAC consider input

AMALGAMATION PROCESS  
BLACK DIAMOND - TURNER VALLEY



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# THE PROCESS

## Finalizing the Application

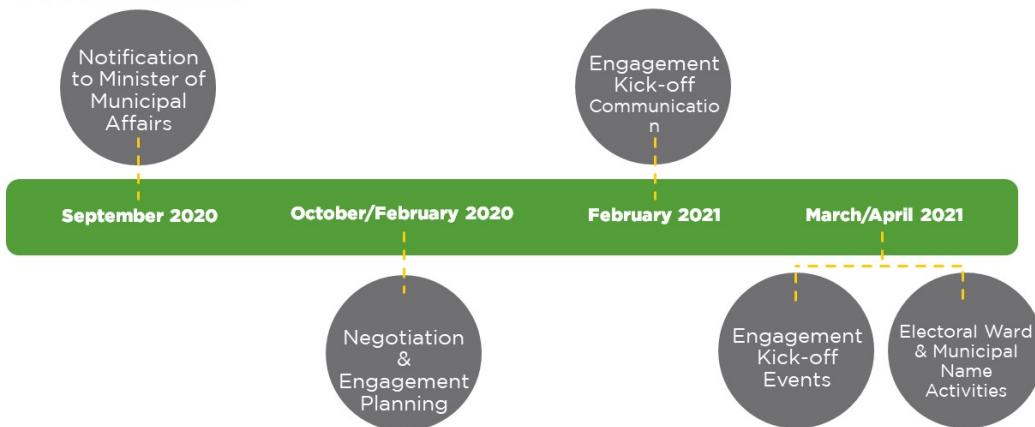
- JFAC makes decisions on all the mandatory and transitional topics
- JFAC decides if the amalgamation application proceeds
- Both Councils, independently, consider the final amalgamation application prior to it being submitted
- If the application is supported by JFAC and both Councils, it will be submitted to the Province (~Sept 2021)

AMALGAMATION PROCESS  
BLACK DIAMOND - TURNER VALLEY



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# TIMELINE

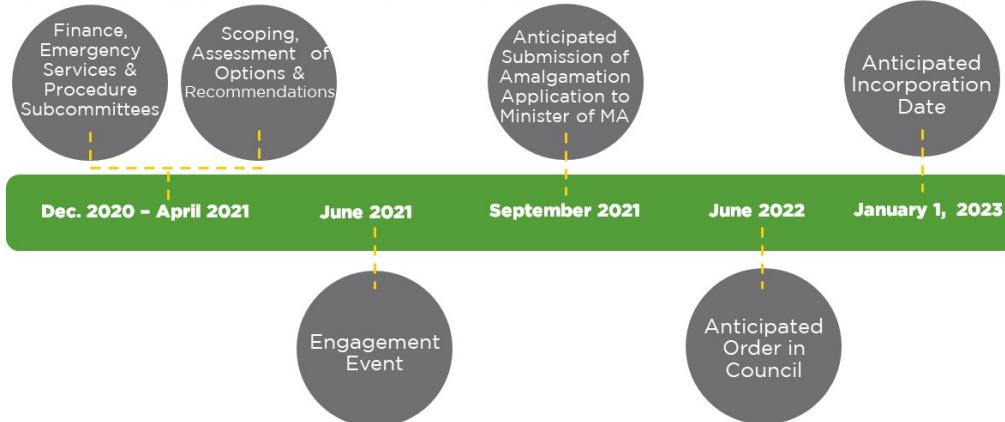


AMALGAMATION PROCESS  
BLACK DIAMOND - TURNER VALLEY



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## TIMELINE CONTINUED



AMALGAMATION PROCESS  
BLACK DIAMOND - TURNER VALLEY



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## PROGRESS

### JFAC Decisions: To Date

1. Municipal Status: Town
2. Incorporation Date: Jan 1, 2023
3. Elected Officials Representation: 7 Councillors
4. Contiguous Border: Combined borders
5. Municipal Office: All municipal facilities will be active, main office will be the current Black Diamond municipal office

AMALGAMATION PROCESS  
BLACK DIAMOND - TURNER VALLEY



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## PROGRESS

### JFAC Decisions: To Date

6. Bylaws and Resolutions: No updates to bylaws / resolutions at this time
7. First Election: Q4 2022
8. Interim Council: Not required if the election is held in Q4 2022
9. Intermunicipal Collaboration Framework Extension: Confirmation of the extension already provided by the Province

## FEEDBACK



- What is your greatest concern around amalgamation?
- What is your greatest hope with amalgamation?
- What do you want to know more about through this amalgamation process?

## QUESTIONS & ANSWERS



Do you have any other questions?

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## HOW YOU CAN GET INVOLVED



Public engagement is an important component of this process. Both municipalities are committed to keeping community members informed.



Keep informed through online information with opportunities to provide feedback, ask questions and participate in events.

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## NEXT STEPS

**01**

Electoral Wards

**02**

Naming

**03**

Report Back to  
Community

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**QUESTIONS? EMAIL US!**

[amalgamation@town.blackdiamond.ab.ca](mailto:amalgamation@town.blackdiamond.ab.ca)

[amalgamation@turnervalley.ca](mailto:amalgamation@turnervalley.ca)

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## MORE INFORMATION:

[www.town.blackdiamond.ab.ca](http://www.town.blackdiamond.ab.ca)

403.933.4348

[www.turnervalley.ca](http://www.turnervalley.ca)

403.933.4944

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*Thank You!*

FOR PARTICIPATING  
WE VALUE YOUR FEEDBACK

