



AGENDA

Monday, December 15, 2025, at 7:00 p.m.
Council Chambers at the Tom Hornecker
Recreation Centre, 2nd Floor, 2122 – 18 Street

REGULAR COUNCIL MEETING

1. CALL TO ORDER & ADOPTION OF AGENDA:

2. PRESENTATIONS:

3. REPORTS:

3.1 CHIEF ADMINISTRATIVE OFFICER:

- 3.1.1 Status Report – E
- 3.1.2 Capital Plan Status - E
- 3.1.3 Monthly Report – E

3.2 FINANCIAL:

- 3.2.1 Accounts Payable Reports for November 2025

3.3 DEPARTMENT:

- 3.3.1 Corporate Services Manager - E
- 3.3.2 Operations Manager – E
- 3.3.3 Recreation Manager - E
- 3.3.4 Planning & Development Officer - E
- 3.3.5 Fire Chief - E
- 3.3.6 Peace Officer – E
- 3.3.7 Emergency Management - E

3.4 COUNCIL:

- 3.4.1 MAYOR JENNIFER HANDLEY
- 3.4.2 COUNCILLOR VICTOR CZOP
- 3.4.3 COUNCILLOR JENNIE MCMASTERS
- 3.4.4 COUNCILLOR ROGER MILLER
- 3.4.5 COUNCILLOR DAVE MITCHELL
- 3.4.6 COUNCILLOR ERIN SHIELDS
- 3.4.7 COUNCILLOR SHAUNA STRONG - E

4. ADOPTION OF MINUTES OF PREVIOUS MEETINGS:

4.1 ADOPTION:

- 4.1.2 December 1, 2025, Regular Minutes – E

4.2 BUSINESS ARISING FROM THE MINUTES:

5. NEW & UNFINISHED BUSINESS:

- 5.1 Request for Decision Draft Bylaw 1419/25 Assessment Review Board - E
- 5.2 Request for Decision 2026 Capital Budget & Five-year plan approval – E
- 5.3 Request for Decision 2026 Interim Operating Budget approval – E
- 5.4 Request for Decision Deputy Director of Emergency Management – E
- 5.5 Request for Decision Nanton Thelma Fanning Library Appointment – E
- 5.6 Request for Decision Federal EcoAction Grant – E

6. CORRESPONDENCE:

6.1 FOR ACTION:

6.2 FOR INFORMATION:

- 6.2.1 Alberta SouthWest Meeting Agenda December 3, 2025 - E
- 6.2.2 Oldman River Regional Services Meeting Minutes December 4, 2025 - E
- 6.2.3 Minister of Municipal Affairs Fire Level of Service 2025 Engagement – E

7. CLOSED CONFIDENTIAL SESSION:

- 7.1 Land Interests ATIA Section 29 Advice from Officials – E
- 7.2 Waterline Project ATIA Section 26 Disclosure Harmful to Intergovernmental Relations – E

8. ADJOURNMENT:



STATUS REPORT

Meeting: December 15, 2025
 Agenda Item: 3.1.1

Completed = C Under Review = UR In Progress = IP No Further Action = NFA On Hold - HOLD

CAO = Chief Administrative Officer CS = Corporate Services OP = Operations Manager
DO = Development Officer LS = Legislative Services OTHER = Staff/Contractor/etc.

COMMITTEES: GOV = Governance FIN = Finance SERV = Services REC = Recreation & Culture
ECD = Economic & Community Develop CW= Committee of the Whole

Items will move to "DEPARTMENT" or "COMMITTEE" after first reporting to Council.

COUNCIL MEETING

Res #	Description	Notes	Status	FWD
Regular Meeting December 1, 2025				
264-25/12/01	RFP Gateway Signage		IP	CAO/CS

COUNCIL

Res #	Description	Notes	Status	FWD
Council Recommendations				
12-25/01/20	THRC Conceptual Plan	Drawing phase	IP	CAO
16-25/01/20	ASP for Northwest Areas of Town – ORRSC	Concept appr Aug11	IP	DO/CAO
85-25/04/21	Tribute wall design up to \$5,000	Possible office relocation	IP	LS
124-25/06/02	Bring forward draft bylaws and draft local improvement plans for the proposed Nanton industrial lands roads improvements to 18th Avenue and 19th Avenue.	<i>Drafting work initiated</i>	IP	CAO/CS/OP/LS
158-25/08/11	Approved 60% of \$1,083,068 to start phase 1	<i>Resolution 124-25/06/02; local improvement area work under way</i>	IP	CS
224– 25/11/03	Traffic Bylaw communications and COW January	<i>PP page established on website</i>	IP	CAO/LS

DEPARTMENTS

Res #	Description	Notes	ST	fw
30-25/02/03	RFD Firefighter recruitment options		IP	CS

ITEMS ON HOLD FOR FUTURE SCHEDULING/CONSIDERATION

Res #	Description	Notes
135-23/05/01	Application for a solar feasibility assessment for Town's facilities or unserviced industrial lands	Future consideration contingent on Climate Action Centre funding – CS
211-24/08/12	Community Center Green Initiative Grant	Future consideration contingent upon suitable funding.

CAO Comment: *These items should be individually discussed at a future Committee of the Whole, if interest is renewed.*

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CAPITAL PLAN STATUS

Meeting: December 15, 2025
 Agenda Item: 3.1.2

*Deferred in green text
 2025 Items Only*

Roadway Infrastructure		Lead: Public Works Supervisor	
Roadway Rehab	Patching & repairs	COMPLETE	125,000
Sidewalk replacement program	Sidewalk repair & replacement	COMPLETE	50,000
Roadway assessment	Town roads assessment		50,000
<i>Notes: Some 29th Avenue work is almost complete for this year. 19th Street sidewalk work complete.</i>			
Utility Infrastructure		Lead: Manager of Operations	
Waste Water Treatment Plant	Membranes	COMPLETE	362,840
Wastewater	De-watering		1,163,800
Valve & hydrant replacement	Hydrant, valves		75,000
29 th Avenue	Service line connections	COMPLETE	225,000
Waste water mains	re-lining	COMPLETE	100,000
Equipment	Wastewater line Flusher truck	COMPLETE	75,000
	Wastewater		83,000
Stormwater management	Westview storm pond assessment	COMPLETE	17,000
<i>Notes: New membranes installed week of November 3rd.</i>			
Parks & Trails		Lead: Recreation Manager	
New capital	Pocket park/rain garden at Mile 56 Park		56,500
<i>Notes: Deferred to early 2026 in order to have better bid process window.</i>			
Buildings		Lead: Various	
THRC - arena	Transfer switch for emergency power	2026 FIRM	35,000
THRC	Elevator/lift with building modifications		300,000
THRC - pool	Pool liner	COMPLETE	200,000
Town Office / Library	Window/wall updates	2026 FIRM	20,000
Fire Hall	Curb & approach updates		25,000
Community Centre	Energy efficiency upgrades		100,000
<i>Notes: Transfer switch awaiting installation; pool liner complete.</i>			



For strategic planning: Council, in partnership with interested community actors, is encouraged to look into long range planning for a replacement outdoor pool within 10-15 years in terms of location, conceptual design and fundraising. The 1964 vintage and remarkable ongoing condition of the current outdoor pool should not be forgotten in terms of asset useful life and renewal.

Vehicles & Equipment

Lead: Various

Equipment replacement under \$75 K	Skid steer COMPLETE	75,000
Equipment replacement over \$75 K	Bucket truck COMPLETE	90,000
Vehicle Replacement	Parks utility vehicle COMPLETE	50,000
Fire Equipment	Reserve contribution for new engine COMPLETE	75,000
Equipment	Parks mower (zero-turn) COMPLETE	30,000

Notes: Additionally, the Town has acquired an electronic sign trailer for improved crew and public safety and with consideration of the Nanton Schools project decanting. We have also had to replace an electronic pedestrian crossing that was partially destroyed at Tim Horton's, first installed in 2019.

Land Development

Administration expects discussions about the Town industrial lands roads or Westview phases to resume with Council over the course of 2025. Two major submissions have been made to the Canada Housing Infrastructure Fund for:

- **Westview ASP phases 1A and 1B**
- **The Nanton Northwest Sewer Collector**

Public Realm & Development

\$56,500 is already allocated to the Mile 56 project.

This year's capital budget, due to grant situations and other external factors, is more likely to be subject to change and amendment than in years prior.

2024 deferred project comments

- Silver Willow Lodge area curb/gutter/parking expansion project – removed from capital plan at present
- Playground updates – deferred to 2026
- Public Works pickup – still planned for 2025 (funded from reserves/ taxed in 2024)

Next Budget

Captured in the revised capital plan under consideration.





REPORT FROM ADMINISTRATION

Meeting: December 15th 2025

Agenda Item: 3.1.3

Chief Administrative Officer

To November 30th 2025

Highlights

- Council orientation
- NRED and ACP Grant Applications
- Yolo Nomads promotion partnership
- FCSS Meeting

Current issues

- Strategic Planning – Administration is exploring options for Council at this time. Our facilitator from 2022 was not available in the first quarter.

If Council has any specific items that they would like to see on agendas, please contact Administration to discuss.

The following reports are enclosed:

3.2 FINANCIAL:

3.2.1 Accounts Payable Reports previous month end

3.3 DEPARTMENT:

3.3.1 Corporate Services Manager

3.3.2 Operations Manager

3.2.3 Recreation Manager

3.3.3 Planning & Development Officer

3.3.4 Fire Chief

3.3.5 Peace Officer

Public Notices/ Public Participation

[Feedback sought: proposed new Traffic Bylaw | Town of Nanton | CiviKit](#) - information page and links.

[Nanton Northwest Area Structure Plan](#) – we have an information page and submission form set up.

<https://www.nanton.ca/government/public-notice>

Personnel and Professional Development

No changes to report for this month.

Bylaws and Policies

No major additional initiatives in November.

Respectfully submitted,

Neil Smith



Town of Nanton
Vendor Cheque Register
Range: November 1 - 30, 2025
Sorted by: Cheque date



Cheque Number	Vendor Name	Cheque Date	Amount	Cheque details
EFT000000006605	Allied Industrial Dynamics	11/12/2025	\$15,750.00	Centrifuge rental (WWTP)
EFT000000006606	Aplin and Martin	11/12/2025	\$1,204.49	Regional waterline consulting
EFT000000006607	Big Hill Services	11/12/2025	\$761.25	Arena board cleaning
EFT000000006608	Calgary Lock & Safe	11/12/2025	\$330.96	Community ctr doors re-keying
EFT000000006609	Canadian Linen & Uniform	11/12/2025	\$74.61	Office & Library mat cleaning
EFT000000006610	Canoe Procurement Group of Canada	11/12/2025	\$11,365.29	Pedestrian crosswalk & other misc.
EFT000000006611	Cattlemens Corner	11/12/2025	\$307.14	Miscellaneous supplies
EFT000000006612	Central Sharpening Ltd	11/12/2025	\$189.00	Olympia blade sharpening
EFT000000006613	ClearTech Industries Inc	11/12/2025	\$5,674.45	Water plant chemicals
EFT000000006614	Community Design Strategies	11/12/2025	\$8,400.00	Hertiage building project (consultant)
EFT000000006615	Contain-A-Way Services	11/12/2025	\$3,377.01	Waste management services
EFT000000006616	Coyote Courier Ltd	11/12/2025	\$2,087.82	Shipping & courier fees
EFT000000006617	CUPE	11/12/2025	\$1,470.42	Employee union dues
EFT000000006618	Dump Gump	11/12/2025	\$2,625.00	Bin services for tree branches
EFT000000006619	Enfield, Tracy	11/12/2025	\$915.00	Office & council meeting room cleaning
EFT000000006620	Foothills Regional Services Comm.	11/12/2025	\$2,603.00	General residential waste
			\$11,752.00	Sludge
			\$1,516.00	Yard waste
EFT000000006621	GCS Automotive Repairs	11/12/2025	\$479.60	Vehicle maintenance
EFT000000006622	GM Mechanical Ltd	11/12/2025	\$3,551.92	HVAC maintenance
EFT000000006623	Gregg Distributors Company Ltd	11/12/2025	\$159.92	Miscellaneous supplies
EFT000000006624	Hicklin Motors	11/12/2025	\$912.02	Vehicle maintenance
EFT000000006625	Hifab Holdings Ltd	11/12/2025	\$1,263.41	Shipping & courier fees
EFT000000006626	Saddle Mountain Tire	11/12/2025	\$1,470.00	Tires
EFT000000006627	Klearwater Equipment	11/12/2025	\$18,132.87	WTP & WWTP chemical

EFT000000006628	LAPP Corporation c/o Alberta Pension	11/12/2025	\$6,644.87	Employee pension
EFT000000006629	Linde Canada Inc.	11/12/2025	\$724.84	WTP chemical
EFT000000006630	MD of Willow Creek	11/12/2025	\$2,090.00	Fire department equipment
EFT000000006631	Motion Industries (Canada) Inc	11/12/2025	\$198.35	Water plant supplies
EFT000000006632	Nanton Auto Parts Ltd.	11/12/2025	\$1,040.39	Miscellaneous supplies
EFT000000006633	Nanton Home Hardware Building	11/12/2025	\$523.82	Miscellaneous supplies
EFT000000006635	Nanton Thelma Fanning Library	11/12/2025	\$9,500.00	Quarterly grant payment
EFT000000006636	NextGen Automation	11/12/2025	\$354.43	Photocopier fees
EFT000000006637	NL Smith & Sons Const Ltd	11/12/2025	\$11,331.10	CVIP services/maint. and gravel
EFT000000006638	Oldman River Regional Services	11/12/2025	\$1,827.88	ARB Hearing
EFT000000006639	Paramount Printers Ltd.	11/12/2025	\$95.84	Business cards
EFT000000006640	RecordXpress StorageVault Canada	11/12/2025	\$28.35	office paper shredding
EFT000000006641	Shawne Excavating	11/12/2025	\$21,585.13	Water infrastructure repairs
EFT000000006642	Superior Safety Codes	11/12/2025	\$637.61	Safety codes fees
EFT000000006643	T & T Disposal Services	11/12/2025	\$7,572.02	Waste management services
EFT000000006644	TransAlta Energy Marketing	11/12/2025	\$42,922.33	Power and natural gas
EFT000000006645	UFA Co-operative Ltd	11/12/2025	\$4,994.25	Fuel
EFT000000006646	Uline Canada Corporation	11/12/2025	\$699.39	Miscellaneous supplies
020630	AJ's Trophies & Awards	11/24/2025	\$82.95	Plaques and plates
020631	Ashbrook Plumbing & Heating	11/24/2025	\$283.50	HVAC maintenance (FCSS building)
020632	Big Dog Plumbing and Heating	11/24/2025	\$1,500.00	Security deposit refund
020633	Bracewood Heating and Cooling	11/24/2025	\$640.50	Water plant refrigerant
020635	CentralSquare Canada Software	11/24/2025	\$838.08	E-send fees
020636	Country Chrysler	11/24/2025	\$9,189.14	Pickup truck repairs
020637	JNAC Investments Inc.	11/24/2025	\$21.15	Breakroom supplies
020638	Government of Alberta	11/24/2025	\$20.35	Land title fees
020639	Nanton Chamber of Commerce	11/24/2025	\$250.00	Spirit of Xmas concert promo grant
020640	Nanton Legion #80	11/24/2025	\$75.00	Remembrance day donation
020641	Supreme Monitoring	11/24/2025	\$1,001.07	Office & library security monitoring
EFT000000006647	555 Millwright Services LTD	11/25/2025	\$682.50	WWTP maintenance
EFT000000006648	Allied Industrial Dynamics	11/25/2025	\$15,750.00	Centrifuge rental (WWTP)
EFT000000006649	Bobcat of Calgary	11/25/2025	\$1,911.00	Parts for bobcat (skidsteer)
EFT000000006650	Brogan Fire & Safety	11/25/2025	\$766.34	Fire department supplies

EFT0000000006651	Canadian Linen & Uniform	11/25/2025	\$74.61	Office & Library mat cleaning
EFT0000000006652	Canoe Procurement Group of Canada	11/25/2025	\$5,304.09	Repairs and parts for crosswalk
EFT0000000006653	Central Sharpening Ltd	11/25/2025	\$183.75	Olympia blade sharpening
EFT0000000006654	Claresholm Local Press	11/25/2025	\$218.75	Monthly advertising
EFT0000000006655	ClearTech Industries Inc	11/25/2025	\$3,429.97	Water plant chemicals
EFT0000000006656	CUPE	11/25/2025	\$1,502.36	Employee union dues
EFT0000000006657	Elan Construction Limited	11/25/2025	\$20,423.34	THRC design consultant fees
EFT0000000006659	Gregg Distributors Company Ltd	11/25/2025	\$108.11	Miscellaneous supplies
EFT0000000006660	Hifab Holdings Ltd	11/25/2025	\$557.28	Shipping & courier fees
EFT0000000006661	iA Financial Group	11/25/2025	\$87.08	Employee benefits
EFT0000000006662	Inspiris	11/25/2025	\$52.50	IT subscription
EFT0000000006663	Klearwater Equipment	11/25/2025	\$10,473.12	WWTP chemicals
EFT0000000006664	LAPP Corporation c/o Alberta Pension	11/25/2025	\$6,612.11	Employee pension
EFT0000000006665	Miller, Roger	11/25/2025	\$887.94	Per diem, travel and training
EFT0000000006666	MPE Engineering Ltd	11/25/2025	\$13,160.70	Dewatering project engineering
EFT0000000006667	Nanton Auto Parts Ltd.	11/25/2025	\$106.74	Miscellaneous supplies
EFT0000000006668	Nanton Home Hardware Building	11/25/2025	\$314.45	Miscellaneous supplies
EFT0000000006670	NL Smith & Sons Const Ltd	11/25/2025	\$1,649.45	Unloading of new membranes
EFT0000000006671	Orkin Canada Corporation	11/25/2025	\$257.07	Pest control
EFT0000000006672	Paramount Printers Ltd.	11/25/2025	\$246.07	Business cards
EFT0000000006673	Purolator Inc.	11/25/2025	\$71.39	Courier fees
EFT0000000006675	Rocky Mountain Phoenix	11/25/2025	\$1,042.83	Fire department equipment
EFT0000000006676	Shields, Erin	11/25/2025	\$700.00	Laptop reimbursement
EFT0000000006677	TransAlta Energy Marketing	11/25/2025	\$45,416.54	Power and natural gas
EFT0000000006678	Trinus Technologies Inc	11/25/2025	\$6,852.20	IT services
EFT0000000006679	Uline Canada Corporation	11/25/2025	\$803.62	Miscellaneous supplies
020643	Hamilton, Chris	11/26/2025	\$3,000.00	Security deposit refund

Total Cheques: 83

\$365,691.43



MONTHLY REPORT

Meeting: December 15, 2025
Agenda Item: 3.3.1

Clayton Gillespie, Corporate Services Manager

Report Period: November 14 to December 10, 2025

ACTIVITIES:

Completed 2nd half of 2025 fire pay – pay for 2025 is down in comparison to 2024

Nanton Health Centre meeting on December 11, 2025

Online bill payment issues with TD again – we have provided direction to TD clients and to TD that we will no longer be accepting online payments from TD.

Sub-class letters were sent in the mail with a deadline to return forms by January 31, 2026

We've scheduled training for the new water meter reader and program – this should all be up and running in the new year.

PROGRESS ON MAJOR PROJECTS & PROGRAMS:

Ongoing 2026 capital budget work.

Water stats YTD (until the end of October) –

Water production = 290,875 cubic meters
(In comparison, 2024 at this time was 296,604 so are down about 2%)

Water billed for = 164,818 cubic meters
(In comparison, 2024 at this time was 163,399 – very similar)

So, for 2025 we've billed for 56% of the water produced. In comparison, in 2024 for the same time period we billed for 54% of the water produced. There is still a pretty significant amount of water loss and we're not making huge gains, but we are going in the right direction. In 2021, 2022 and 2023 though we were only billing for between 41 and 47% so we have made really good progress since then.

TRAINING/EDUCATIONAL SESSIONS ATTENDED:

UPCOMING EVENTS / ADDITIONAL INFORMATION:

Prepared by: Clayton Gillespie, Corporate Services Manager

Date: December 10, 2025

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MONTHLY REPORT

Meeting: December 15, 2025
Agenda Item: 3.3.2

Operations Department

Report Period: (November 2025)

ACTIVITIES:

- **WASTEWATER OPERATIONS**
 - 30487 m³ of treated effluent was released to Mosquito Creek
 - Installed new membranes into WWTP
 - Flushed the sewer main running under the golf course towards Mountaintop Foods. Significant buildup of grease and solids was observed and documented. No grease buildup was observed in any manholes located upstream of Mountaintop Foods.
 - Replaced faulty battery charger in the WWTP backup generator.
- **WATER OPERATIONS**
 - 27946 m³ of treated potable water was sent to the Town's distribution system
 - Repaired leaking water service line at 2401 17 Street
- **ROADS**
 - Grading roads and alleys.
 - Remove weeds and grass from overgrown alleys
 - Cut back branches in alleys
 - Added gravel to alleys
 - Clean up snow on priority route.
 - Clean intersections from snow
 - Sanding
 - Clean out storm drains.
- **SIDEWALKS/PATHWAYS**
 - Reviewing sidewalk assessment for future repair and replacement.
 - Landscaped around swale at Lions Grove parking area.
 - Cleaning off sidewalks from snow and ice.
- **MISCELLANEOUS**
 - Clean up shop, vehicles and equipment.
 - Equipment and Truck maintenance.
 - Install "Nanton Lights the Way" banner.
 - Install Christmas lights at Lions Grove, Westview pond and VIC area.
 - Delivered and picked up barricades and cones to Mainstreet for movie set.
 - Install Xmas pole lights, lights at VIC, office, lions grove park and Westview trees.
 - Haul salt and sand to yard.
 - Clear snow from community center parking lot and sand area.
 - Change to snow tires on both skid steers and change blades on buckets.

- **CEMETERY**
 - Mark headstones
 - Cut down dead trees on north side and remove debris.

- **YARD WASTE AREA**
 - Load tree branch bin
 - Rolled compost pile.
 - Build berm and lay aggregate to create area for hydrovac trucks and snow piles.
 - Hauling old mulch to landfill

- **STORMWATER**

TRAINING/EDUCATIONAL SESSIONS ATTENDED:

- Industrial Ergonomics Course - Online

UPCOMING EVENTS / ADDITIONAL INFORMATION:

PROGRESS ON MAJOR PROJECTS & PROGRAMS:

Strategic Priority	Objective	Approach	Measure	Progress YTD
1.				
2.				
3.				

Operating/Capital Project	Objective	Approach	Measure	Progress YTD
1. Pick-up Truck	Purchase – Used	Online search		Purchased and Received
4. Pavement Patching	Request for Quote	Quotes	RFQ	Projects completed
5. Sidewalk	Request for Quote	Quotes	RFQ	Projects completed
6. Spray Patching	Cracks, Dips, potholes	Quotes	RFQ	Completed
7. Sweeping	Clean streets	Quotes	RFQ	Completed sweeping June 18
7. Dust Abatement	Apply dust abatement	Quotes	RFQ	Completed on June 16
8. Tree Pile	Removal	Bins – T& T	Budgeted	Will complete November 19.
9. Skidsteer	Purchase – New	Quotes	RFQ	Purchased and Received
10. Bucket Truck	Purchase – Used	Online search		Purchased and Received



MONTHLY REPORT

Meeting: December 15, 2025
Agenda Item: 3.3.3

Jordan Glas, Manager of Parks and Recreation

Report Period: November 1-30, 2025

ARENA:

The Minor Hockey Tiering concluded successfully during the weekend of November 14th, marking the end of the tiering process and the official start of the regular season. All user groups have transitioned into their standard schedules, and the year is off to a smooth start. The arena continues to run efficiently, and we've seen strong participation from both youth and adult leagues.

Public Skate/Shoot Around count	359
Local hrs	148
Non-Local hrs	8
A.B Daley	21
J.T Foster	6

PARKS:

The parks and outdoor spaces continue to function well, with the winter season starting to show its impact.

Gazebo Lighting: The new lighting installation on the Gazebo has been completed, improving visibility and enhancing the aesthetic appeal for community events, particularly in the evening hours.

Pathway and Park Maintenance: Snow removal and general upkeep of parks and pathways are running smoothly. The recent acquisition of new equipment has made these tasks more efficient, allowing for better service during the winter months.

New Equipment Utilization: The new snow removal equipment has been a key asset, especially with the early snowfall this season. The team is adapting well to the new tools, which has contributed to faster and more effective clearing of public spaces.

UPCOMING EVENTS / ADDITIONAL INFORMATION:

NMH U15 Tournament (Dec 12-14): The upcoming U15 Tournament is scheduled for December 12-14, 2025. This event is expected to draw teams from neighboring communities, which will likely increase arena traffic and bring additional visitors to our area.

Education:

The team has been actively pursuing professional development opportunities in the following areas:

- **Working Alone Safety:** Ensuring that staff working alone are properly equipped and trained for their tasks.
- **Ammonia Awareness:** Training on the safe handling and emergency response for ammonia-related incidents, especially relevant for our arena staff.
- **ATV/UTV Safety:** As part of winter maintenance, the team is being trained on safe operation of ATV and UTV vehicles, ensuring smooth and safe operations across park pathways and maintenance areas.
- **ICS 100 (Incident Command System):** Staff members are familiarizing themselves with the Incident Command System to ensure better coordination in the event of an emergency.
- **WHIMIS (Workplace Hazardous Materials Information System):** Refresher training on handling hazardous materials safely.
- **Lawn Maintenance Safety:** With future plans for park lawn maintenance in the spring, staff are being prepped on safe equipment usage and maintenance procedures.

These courses are helping our team stay up-to-date on safety protocols and best practices, ensuring the safety of both staff and the community.

Prepared by: Jordan Glas, Parks and Recreation Manager Date: December 8, 2025



MONTHLY DEPARTMENT REPORT

Regular Meeting: December 15, 2025
 Agenda Item: 3.3.4

Georgina Sharpe, Planning and Development

Report Period: November 2025

Development Permit Approvals		
	November 2025	October 2025
Residential	\$80K	\$395K
Comm/Ind	\$120K	\$400K
Public/Special	\$0K	\$0K
Other	Signs = 0	Signs = 0
	YTD2025	YTD2024
	\$8,223.0K	\$3,394K
Housing Starts	YTD2025	YE2024
	6	7

Permits Issued:

DP #	Date Issued	Civic Address of Development	Lot	Blk	Plan	LUD	Description
D33-25	10-Nov-25	2705 20 Street	21	1	211 0553	R-GEN	Detached garage requiring second driveway, max height 18 ft.
D37-25	13-Nov-25	2314 26 Street	14	53	761 1033	R-GEN	Family Day Home
D39-25	14-Nov-25	2122 18 Street	11	36	5117FV	S-COM	Government Services - change of use
D38-25	18-Nov-25	2602 19 Avenue	9	101	811 1895	I-LHT	Shipping Containers - Permanent Max 2
D40-25	25-Nov-25	2121 19 Street	Unit 4		991 1009	M-DWT	Change of use from Retail (small) to Office(s)
D41-25	25-Nov-25	2402 19 Avenue	24	101	991 2533	I-LHT	Change of use from storage to Office(s) (Bay 1)

- **ACTIVITIES**
 - Downtown (20th Street) Filming/Production – Nov 3-4 and 27
 - Municipal Planning Commission Meeting November 10
- **PROJECTS**
 - **Marketing Initiative** – jointly funded with the Municipal District of Willow Creek
 - **Northwest Area Structure Plan** – Oldman River Regional Services Commission
 - Next Steps: Phase Four - Prepare Draft Plan – 6+ months
 - **Heritage Building Inventory Project** – Community Design Strategies Inc.
 - Working on the surveys, building evaluations and draft statements of significance
 - See updates on [Heritage Building Project \(www.nanton.ca\)](http://www.nanton.ca)
- **EDUCATION:** Lunch and Learn (sponsored by the ADOA) – November 20
- **UPCOMING EVENTS / ADDITIONAL INFORMATION:**
 - Vacation Days Dec 19-Jan 5
 - Council “Planning 101” Orientation with ORRSC – January 26 (time TBD)

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MONTHLY DEPARTMENT REPORT

Meeting: November 17, 2025
Agenda Item: 3.3.5

Nanton Fire Department

Report Period: November 1-30, 2025

ACTIVITIES:

- Regular training nights are on Thursday's starting at 19:00 hours.
 - Councilors are welcome to attend training nights.
 - We have been focusing on:
 - Structure Firefighting
 - Fire Ground Operations
 - Hose Pulls
 - Attack Lines
 - Forcible Entry

PROGRESS ON MAJOR PROJECTS & PROGRAMS:

- Capital and Operational budget is under way.
 - Budget season has started with the addition of:
 - Fire Hall expansion
 - Engine 11-1 replacement

TRAINING/EDUCATIONAL SESSIONS ATTENDED:

- The Fire Chief continues to work towards his Fire Safety Codes Officer Group B with Safety Codes Council.
 - Investigation into NFPA Investigation courses have started as an option for continued training in Fire Code Inspection/ Investigation
- The Deputy Chief continues to work towards his Fire Safety Codes Officer Group B with Safety Codes Council.
- Firefighter continues to work towards his Fire Safety Codes Officer Group C with Safety Codes Council.

UPCOMING EVENTS / ADDITIONAL INFORMATION:

- Christmas Festival will be held on December 6, 2025

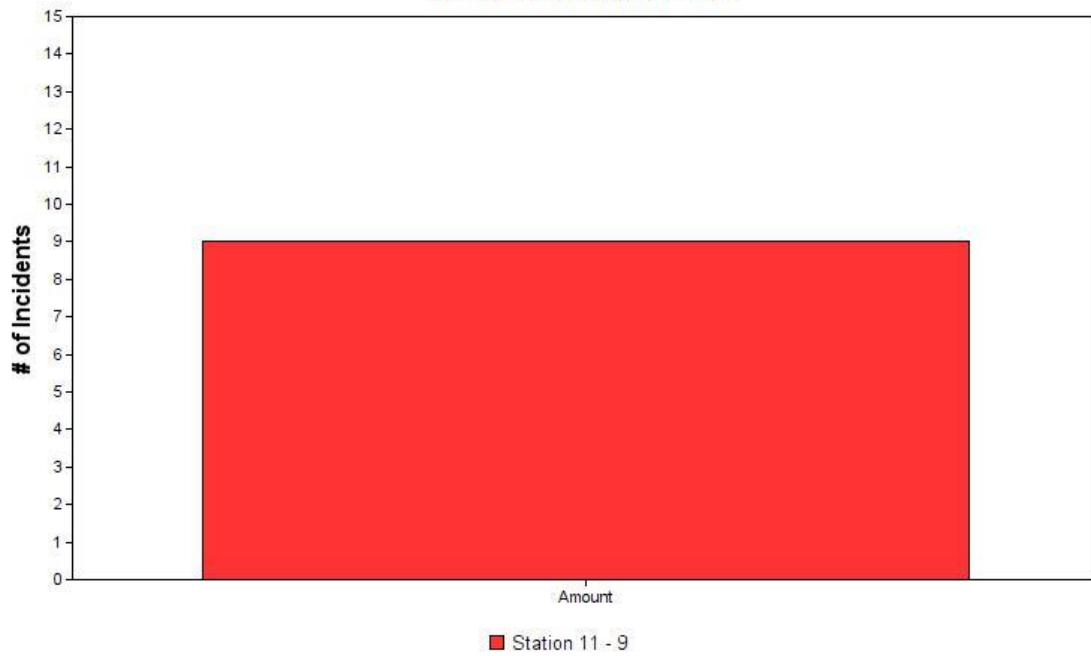
Respectfully submitted,
John G. Dozeman
Fire Chief

ns

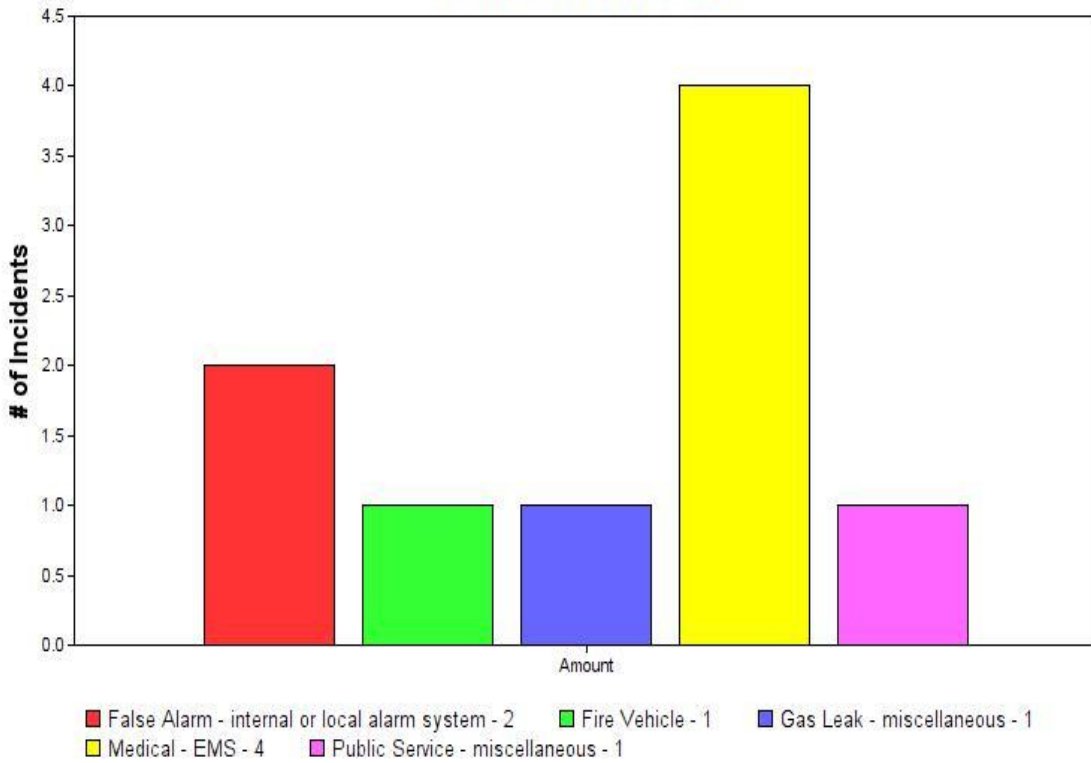


Nanton Fire Department Monthly Call Statistics

Totals by Station
From Nov 1 25 to Nov 30 25



Totals by Type
From Nov 1 25 to Nov 30 25



Please note that MD Willow Creek call information was not available at the time of reporting.



MONTHLY DEPARTMENT REPORT

Meeting: December 15, 2025
Agenda Item 3.3.6

Peace Officer Carlos Farias

Enforcement Services – Monthly Report Reporting Period: November 2025

1. Community Engagement

Remembrance Day Ceremony – November 11

Peace Officer Carlos Farias participated in the Town's Remembrance Day Ceremony at the Nanton Cenotaph. During the ceremony, Officer Farias escorted Mayor Jennifer Handley as she placed the commemorative wreath on behalf of the Town.

The ceremony proceeded without incident, with strong community attendance and no enforcement concerns.

Regional Municipal Enforcement Working Group Meeting – November 19

The Peace Officer attended the Regional Municipal Enforcement Working Group Meeting hosted in Vulcan County. Participation included:

- Collaboration and information sharing with regional enforcement partners
- Discussion of emerging enforcement trends and intermunicipal coordination
- Strengthening professional networks to support consistent service delivery across the region

This ongoing collaboration continues to enhance operational effectiveness and communication.

Nanton Christmas Market – November 29

Enforcement Services provided a presence at the Nanton Christmas Market, supporting organizers and the public during the high-traffic event. Responsibilities included:

- Maintaining visibility and reassurance for attendees
- Monitoring pedestrians and vehicles flow around the event area
- Engaging with residents in a community-focused, non-enforcement role

The event was well attended, and no enforcement issues were reported.

Nanton Food Drive – November 29

The Peace Officer supported the community food drive on 20th Street alongside Mayor Jennifer Handley and Town Councilors. Key activities included:

- Assisting with traffic and pedestrian coordination at the collection site
- Supporting volunteers and donation activities
- Engaging with residents contributing to the food drive

This initiative showcased strong community participation and reinforced collaboration between Enforcement Services, elected officials, and residents.

2. Enforcement Activity Overview – November 2025

Traffic Enforcement

Traffic enforcement remained a core focus throughout November, particularly during periods of increased travel and community events where higher volumes of pedestrian and vehicle activity were anticipated.

- **Total Violation Tickets Issued: 76**
 - **Speeding Violations: 68**
 - **Other Violations: 8** (minor traffic offenses)
- **Warnings Issued: 19**

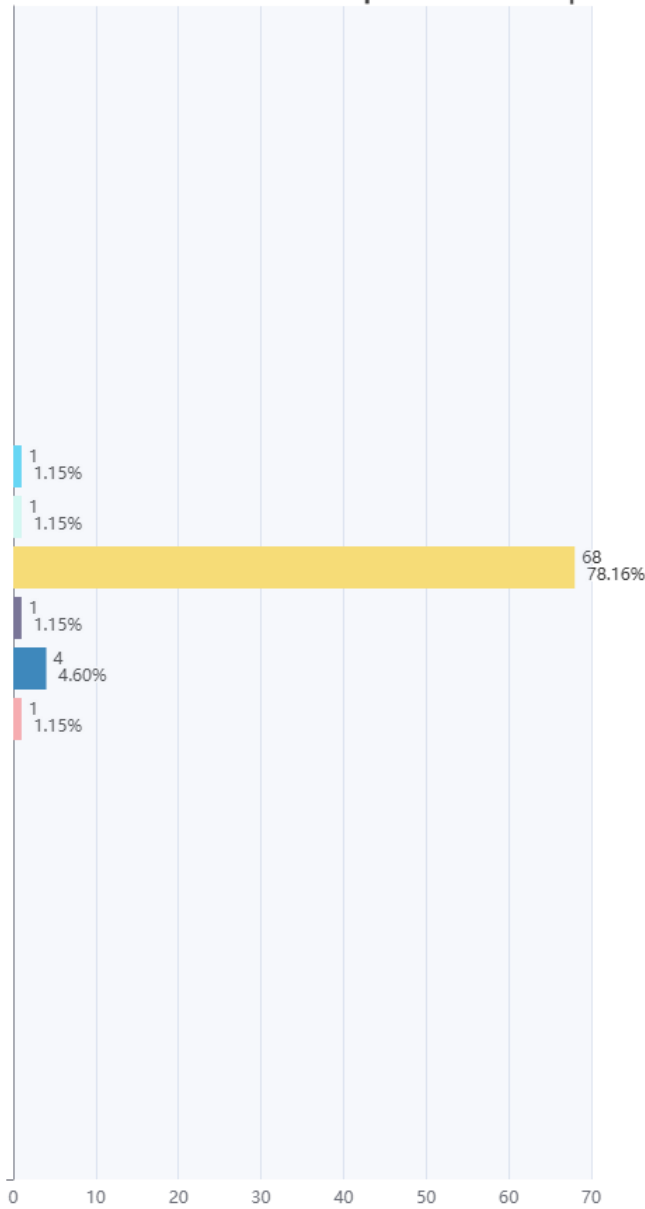
These were primarily issued to first-time offenders or in instances where education was deemed more appropriate than formal penalties.

Analysis:

- Speeding continues to be the predominant issue, representing the vast majority of violations.
- Enforcement zones targeted known problem areas based on historical data, seasonal trends, and public complaints.
- High-visibility patrols during peak traffic periods have demonstrated continued effectiveness in encouraging voluntary compliance.

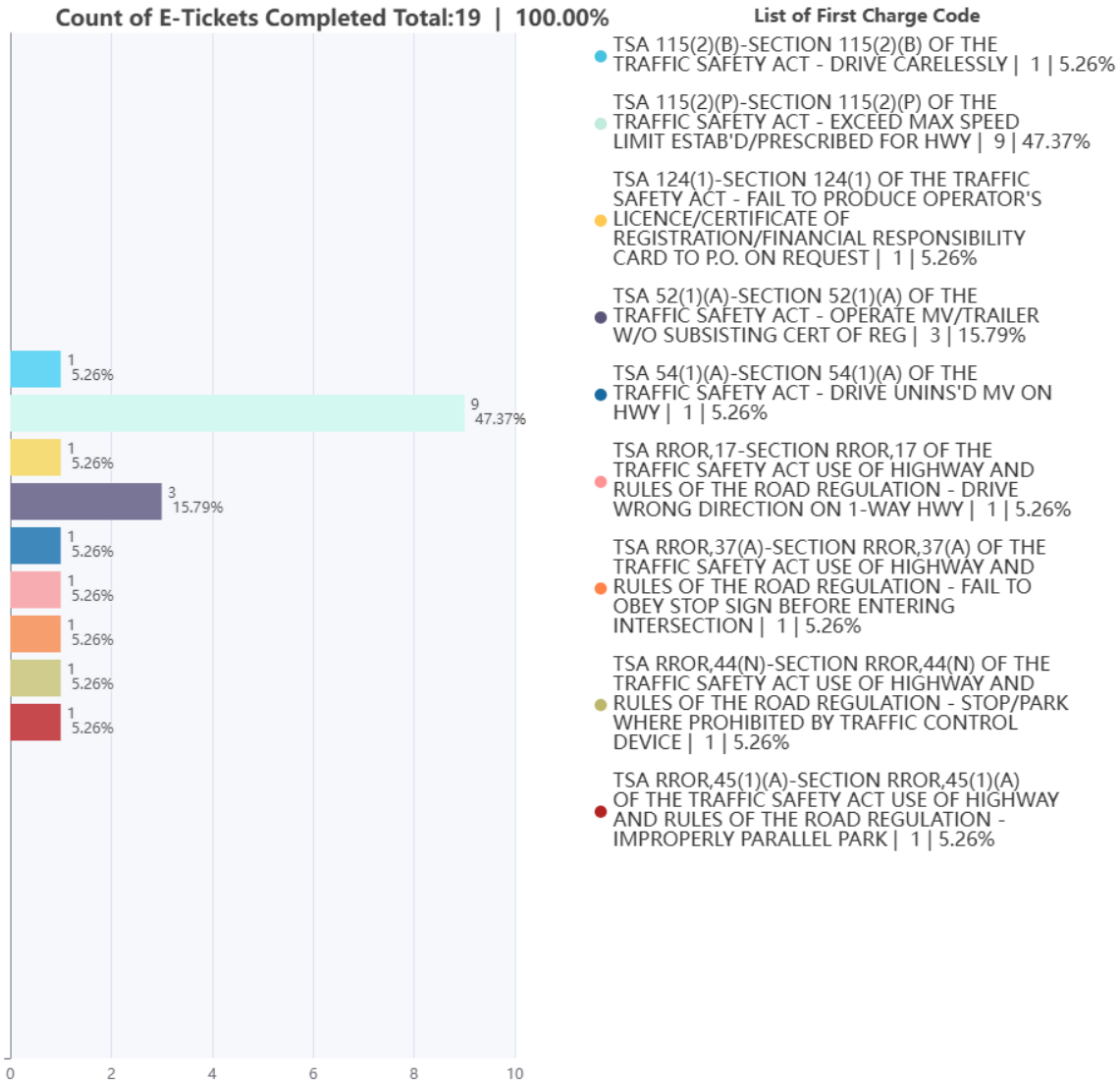
Count of E-Tickets Completed Total:76 | 87.36%

List of First Charge Code



- TSA 115.1(1)(B)-SECTION 115.1(1)(B) OF THE TRAFFIC SAFETY ACT - DRIVE/OPERATE VEH. ON HWY WHILE HOLDING/VIEWING/MANIPULATING HAND-HELD/WIRELESS ELECTRONIC DEVICE | 1 | 1.15%
- TSA 115(2)(B)-SECTION 115(2)(B) OF THE TRAFFIC SAFETY ACT - DRIVE CARELESSLY | 1 | 1.15%
- TSA 115(2)(P)-SECTION 115(2)(P) OF THE TRAFFIC SAFETY ACT - EXCEED MAX SPEED LIMIT ESTAB'D/PREScribed FOR HWY | 68 | 78.16%
- TSA 124(1)-SECTION 124(1) OF THE TRAFFIC SAFETY ACT - FAIL TO PRODUCE OPERATOR'S LICENCE/CERTIFICATE OF REGISTRATION/FINANCIAL RESPONSIBILITY CARD TO P.O. ON REQUEST | 1 | 1.15%
- TSA 52(1)(A)-SECTION 52(1)(A) OF THE TRAFFIC SAFETY ACT - OPERATE MV/TRAILER W/O SUBSISTING CERT OF REG | 4 | 4.60%
- TSA 54(1)(A)-SECTION 54(1)(A) OF THE TRAFFIC SAFETY ACT - DRIVE UNINS'D MV ON HWY | 1 | 1.15%

Warnings



3. Bylaw & Community Standards

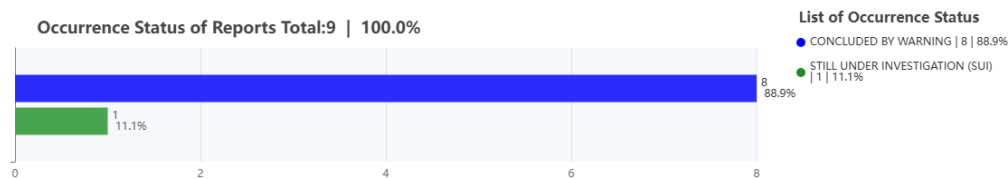
A total of 10 bylaw and community standards reports were received and addressed in November 2025. The majority of reports were related to traffic concerns, reflecting seasonal patterns and increased roadway activity.

Bylaw Reports Overview

Bylaw Area	Reports
Traffic Bylaw	8
Unsightly Property	1
Community Bylaw	1

Summary

Bylaw reports in November showed an increase in traffic-related concerns, consistent with typical late-year trends. All reports were addressed according to established procedures, with no significant enforcement challenges noted. Enforcement Services continues to monitor trends closely and respond proactively to emerging community issues.



4. Key Highlights – November 2025

- **Traffic Violations:** 76 tickets issued, 68 for speeding.
- **Warnings:** 19 issued for minor offenses or educational purposes.
- **Bylaw Reports:** 10 received and addressed (8 traffic, 1 unsightly property, 1 community-related).
- **Community Events:** Officers provided support at 4 major events, all conducted without enforcement incidents.

5. Ongoing Focus Areas

- **Traffic Safety:** Continue high-visibility patrols and public education to deter speeding and promote safe driving habits.
- **Community Engagement:** Maintain strong, positive presence at events and public spaces.
- **Bylaw Enforcement:** Monitor seasonal and emerging issues, particularly traffic and community standards concerns.

6. Conclusion

Enforcement Services remains committed to ensuring community safety, proactive problem-solving, and building trust through visibility and meaningful engagement. November's activities demonstrate a balanced approach between enforcement duties and community-focused initiatives, reinforcing public confidence and operational effectiveness.



MONTHLY REPORT

Meeting: December 15, 2025
Agenda Item: 3.3.7

EMERGENCY MANAGEMENT Department

Report Period: (November 2025)

TRAINING

Basic Emergency Management and ICS 100, last few employees in the process of completing. Once they have completed ICS 100 I will be registering them for an ICS200 course being held within the area.

Carlos Farias will be attending the ICS200 Course in Diamond Valley Dec 15-16, 2025.

TABLETOP EXERCISE:

Tabletop exercise to be held for January 2026.

ADVISORY COMMITTEE MEETING:

December 2025 or January 2026

AGENCY MEETING:

Spring 2026

VERBAL UPDATE:

I am still actively updating our Emergency Management Plan and Risk Assessment, ensuring a better approach to community safety. As part of this effort, I am developing a detailed Hazard Response Plan for the top 10 risks, including road accidents, blizzards, wildfires, strong winds, and water shortages. I will be updating the town evacuation plan in response to the updated regulations put in place by AEMA.

Working with the Silver Willow Lodge to update our emergency planning and evacuation plan for the residents of the Lodge, Kilmory place and Continuing care.

I'm working to create the Emergency Social Services (ESS) Plan, focusing on improving preparedness and response measures. Once the plan is updated, I'll meet with Brad Hove, the

southern Alberta ESS representative, to review it. We are collaborating with the Town of Claresholm and Fort Macleod and with the help of the City of Lethbridge to proactively create an ESS agreement which will streamline what the Town will be able to provide other municipalities in the event a reception center in Nanton is required for their evacuees.

TRAINING/EDUCATIONAL SESSIONS ATTENDED:

- BEM/ICS100 – Online – employees
- Foothills Regional DEM Meeting – November 19, 2025

UPCOMING EVENTS / ADDITIONAL INFORMATION:

- Tabletop Exercise – January 2026
- Foothills Regional DEM Meeting – December 17, 2025 (postponed)
- DEM South/Central Meeting – January 29, 2026
- LAEO Course – December 16, 2025
- ICS 200 Course – December 15-16, 2025

AlbertaSW Municipal Member Contributions 2025

The AlbertaSW Board has been discussing financial sustainability.

- April 01,2026 to March 31,2027 will be the final year of the 3-year agreement between REDAs and the Province.

** Membership per capita contribution made in 2025 will be matched 1:1 for 2026-27

** AlbertaSW Regional Business License fees are also member contribution, and eligible to be matched 1:1.

AlbertaSW Membership invoices are sent at year-end; this year will be early December.

Please advise if your Council can favour Proposal #1 and Proposal #2

Proposal #1:

THAT for 2025 we add a "sustainability increase" of \$.25 to the \$1.00 per capita

Our regional population is **40,501** in 2025.

\$1.00 per capita	\$40,501.00
"Sustainability increase" \$0.25	\$10,136.25
	\$50, 637.25

Proposal #2:

THAT for 2025 the municipalities remit the full \$80 for each Regional Business License.

Since inception of the program, the municipality has retained \$20 and remitted the balance to AlbertaSW...a small appreciation to the municipality for helping administer this program that is valued by our business.

Sending in the full amount adds to the pool of dollars eligible to be matched by the province in 2026-2027.

322 Regional Business Licenses sold in 2025

\$60 remitted to AlbertaSW	\$19,320.00
\$20 retained by the municipalities	\$6,440.00
	\$25,760.00

SPECIFICS for Town of Nanton

Population 2,446

\$1.00 per capita membership fee 2025	\$2,446.00
\$0.25 sustainability increase 2025	\$611.50
	\$3,057.50

Regional Business License

12 licenses sold in 2025 @\$80

\$60 remitted to AlbertaSW	\$720.00
\$20 not retained for 2025	\$240.00
	\$960.00

Thanks again for your consideration and ideas!



MINUTES

Monday, December 1, 2025, at 7:00 p.m.
Council Chambers at the Tom Hornecker
Recreation Centre, 2122 – 18 Street

REGULAR COUNCIL MEETING

COUNCIL PRESENT: Mayor Jennifer Handley and Councillors Victor Czop, Jennie McMasters, Roger Miller, Dave Mitchell, Erin Shields and Shauna Strong

OTHERS PRESENT:

Neil Smith	Chief Administrative Officer
Clayton Gillespie	Corporate Services Manager
Sara-Lynn Lyons	Legislative Services & Communications
Georgina Sharpe	Planning & Development Officer
Shannon Frank	Oldman Watershed Council (electronic attendance)

1. CALL TO ORDER & ADOPTION OF THE AGENDA:

The Regular Meeting was called to order by Mayor Handley at 7:00 p.m.

RESOLUTION # 260 – 25/12/01 - Czop

The Regular Council agenda for December 1, 2025, was accepted as presented. CARRIED

2. PRESENTATIONS:

2.1 Oldman Watershed Council – Shannon Frank, Executive Director

Council thanked Ms. Frank for her presentation.

Shannon Frank left the meeting at 7:17 p.m.

3. REPORTS:

3.1 CHIEF ADMINISTRATIVE OFFICER:

3.1.1 Status Report – E

3.1.2 Capital Plan Status - E

4. ADOPTION OF MINUTES OF PREVIOUS MEETINGS:

4.1 ADOPTION:

4.1.1 November 17, 2025, Regular Council Meeting Minutes – E

RESOLUTION # 261 – 25/12/01 - Shields

The Councillors all having read the minutes and there being no errors, omissions or corrections, the Minutes of the Regular Meeting of the Council of the Town of Nanton held November 17, 2025, were accepted as distributed. CARRIED

4.1.2 November 24, 2025, Committee Meeting Minutes - E

RESOLUTION # 262 – 25/12/01 – Strong

The Councillors all having read the minutes and there being no errors, omissions or corrections, the Minutes of the Committee of the Whole Meeting of the Town of Nanton held November 24, 2025, were accepted as distributed. CARRIED

4.2 BUSINESS ARISING FROM THE MINUTES:

4.2.1 Request for Decision Property Tax Variance Objectives Policy – E

RESOLUTION # 263 – 25/12/01 - Miller

Moved to approve the Property Tax Variance Objectives policy as presented and attached to these minutes as schedule 'A'. CARRIED

5. NEW & UNFINISHED BUSINESS:

5.1 Request for Decision 2026 Public Realm Projects – E

RESOLUTION # 264 – 25/12/01 - Strong

That the Town put out a Request for Proposals from signage companies the replacement of the current gateway signs with more standard static floodlit community gateway signs, funding sourced from the Public Realm Reserve. CARRIED

5.2 Information Brief Community Centre Energy Efficiency Upgrades – E

5.3 Information Brief 2026 Capital Budget – E

Neil Smith left the meeting at 8:02 p.m. and returned at 8:03 p.m.
Georgina Sharpe left the meeting at 8:22 p.m. and returned at 8:24 p.m.
Councillor Roger Miller left the meeting at 8:34 p.m. and returned at 8:35 p.m.

6. CORRESPONDENCE:

6.1 FOR ACTION:

6.1.1 Heartland Training & Support Hub Request – E

6.2 FOR INFORMATION:

6.2.1 High River Healthcare Foundation Thank You – E

6.2.2 Municipal District of Willow Creek Congratulations Election – E

6.2.3 Royal Canadian Mounted Police 2nd Quarter Report – E

7. CLOSED CONFIDENTIAL SESSION:

RESOLUTION # 265 – 25/12/01 - Mitchell

IT WAS MOVED at 8:45 p.m. to hold “Closed Confidential Sessions” pursuant to Section 197(2) of the Municipal Government Act, RSA 2000, Chapter M-26 and the Access to Information Act (ATIA), as follows:

- 7.1 Nanton Business Initiative ATIA Section 19 Disclosure Harmful to Business Interests of a Third Party – E
- 7.2 Cemetery Lands ATIA Section 29 Advice from Officials – E
- 7.3 Legacy Donation ATIA 34 Information that is or will be available to the public – E
- 7.4 Willow Creek Landfill ATIA Section 26 Disclosure Harmful to Intergovernmental Relations – E
CARRIED

RESOLUTION # 266 – 25/12/01 - McMasters

IT WAS MOVED to reconvene the Regular Meeting at 9:17 p.m. CARRIED

8. ADJOURNMENT:

RESOLUTION # 267 – 25/12/01 - Strong

IT WAS MOVED to adjourn the Regular Meeting of Council at 9:18 p.m.

TOWN OF NANTON

CHIEF ELECTED OFFICIAL

CHIEF ADMINISTRATIVE OFFICER

NS:sl

These minutes accepted and signed this 15th day of December, 2025.



PROPERTY TAX VARIANCE OBJECTIVES

1. PURPOSE:

The intent of this policy is to outline Council's objectives and direction with respect to the specific property tax varying mechanisms contained in the *Non-Residential Tax Incentive Bylaw* (1386/24) and the *Property Assessment Subclass Bylaw* (1400/24), for ease of annual review and public transparency.

2. Non-Residential Tax Incentive Bylaw summary:

2.1 The Municipal Government Act permits municipalities to offer multi-year tax exemptions, reductions, or deferrals for non-residential properties to encourage economic growth.

2.2 The objectives of this bylaw are to:

- provide property tax incentives to encourage assessment growth and promote non-residential expansion for all sizes of non-residential development.
- encourage the development or revitalization of non-residential properties for the general benefit of the municipality.

2.3 Calculation of the Exemption

An approved tax exemption under the bylaw is applied to the municipal portion of property taxes based on the increase in assessment attributable to the new non-residential development or renovation of or addition to an existing non-residential development as determined by the Town in accordance with the following schedule:

- \$25,000 - \$75,000** = 1 year of exemption on the new development
 - 75% exemption in year 1
- \$75,001 - \$250,000** = 1 year of exemption on the new development
 - 100% exemption in year 1
- \$250,001 - \$1,000,000** = 2 years of exemption on the new development
 - 100% exemption in year 1
 - 50% exemption in year 2
- \$1,000,001 - \$10,000,000** = 3 years of exemption on the new development
 - 100% exemption in year 1
 - 75% exemption in year 2
 - 50% exemption in year 3
- Greater than \$10,000,000** = 4 years of exemption on the new development
 - 100% exemption in year 1
 - 75% exemption in year 2
 - 50% exemption in year 3
 - 25% exemption in year 4

- 2.4 The Chief Administrative Officer or designate receives and makes decisions on application eligibility in line with strict bylaw criteria tied closely to the development permit process. Appeals may come to Council.
- 2.5 Town Administration and the property owner will not know the full value of an exemption until a project or improvement is completed and has an assessed value.
- 2.6 Town Administration will advise Council annually of the fiscal impacts of the exemptions when they are in effect on eligible properties.
- 2.7 Council does not need to take any annual action with respect to this varying power unless it wishes to amend or repeal the bylaw itself.
- 2.8 If not amended or repealed, the bylaw will expire on December 31st 2035.
- 2.9 It is recognised that these incentives are only an incremental incentive to non-residential property assessment growth and that entrepreneurs must consider many factors outside of the control of the Town of Nanton before making firm investment decisions.

3. Property Assessment Bylaw summary:

- 3.1 The *Municipal Government Act* allows for the non-residential and residential assessment classes to be divided into subclasses for the purpose of varying the tax levy for different objectives to the general benefit of the municipality.
 - 3.2.1 The current objectives of the bylaw are to:
 - Reward and encourage small business in Non-Residential properties
 - strongly discourage the ongoing challenges to our local business climate caused by Vacant Non-Residential built properties in the commercial core/ downtown area;
 - incentivize **new** multi-unit dwelling opportunities in the R-GEN Land Use District when appropriate.
 - 3.3 At present, there are no subclasses that specifically target bare (undeveloped) residential or non-residential property.
 - 3.4 Range and current application of Council discretion authorized by the bylaw:

Council authority	Current application:
Any property within the Town of Nanton meeting the criteria for the Vacant Non-Residential Property, as per the provisions of the Bylaw, is subject to a municipal tax rate set that: <ul style="list-style-type: none"> (i) must not be less than the non-residential tax rate for Other Non-Residential property; (ii) must not be greater than 200 per cent of the non-residential tax rate for Other non-residential property. 	200 per cent (increase)
Any property within the Town of Nanton meeting the criteria for the Small Business Property, as per the provisions of the Bylaw, will have a tax rate set that: <ul style="list-style-type: none"> (i) must not be less than 75 per cent of the non-residential tax rate for other non-residential property. (ii) must not be greater than the non-residential tax rate for other non-residential property. 	90 per cent (10 percent discount)

<p>Any property within the Town of Nanton meeting the criteria for a Multi-Unit Dwelling Property, as per the provisions of the Bylaw, is subject to a municipal tax rate set that:</p> <p>(i) must not be less than 50 per cent of the residential tax rate for other residential property.</p> <p>(ii) must not be greater than the residential tax rate for other residential property.</p>	<p>50 per cent (50% discount at building completion for assessment)</p>
--	---

- 3.5 Council must authorize, by resolution, to amend or freeze the authorized rates for the subclasses prior to setting the general tax rates for the next tax year.
- 3.6 Council may choose not to vary one or all of the subclass rates from general class rates.
- 3.7 To amend any subclass criterion or definition requires a full bylaw amendment or replacement.
- 3.8 Town Administration will advise Council annually of the general fiscal impacts of the subclasses when they are in effect on eligible properties.
- 3.9 Subclasses and their criteria must be universally and fairly applied to the property assessment base. Exceptions and changes cannot be made for particular circumstances, owners, special interests or locations. It is also the responsibility of property owners to accurately and fully submit statutory declarations within the timelines specified in the bylaw.
- 3.10 It is recognized that these subclass varying powers may not deliver the desired objectives alone, but are established to increase the probability of desired outcomes.

DRAFT



REQUEST FOR DECISION

Meeting: December 15, 2025

Agenda Item:5.1

Regional Assessment Review Board

ADMINISTRATIVE RECOMMENDATION:

That Council consider passing Bylaw 1419/25, being a bylaw to establish a Regional Assessment Review Board (ARB), jointly designate a Chair, and jointly appoint a Clerk for the Assessment Review Boards, in accordance with sections 454–456 of the Municipal Government Act (MGA).

DECISION OPTIONS:

- #1 – Pass Bylaw 1419/25 (give all required readings at this meeting).
- #2 – Give one or more readings to Bylaw 1419/25 and defer remaining readings to a future meeting.
- #3 – Refer Bylaw 1419/25 back to Administration for revisions.

PURPOSE:

To present Council with a revised Regional Assessment Review Board (ARB) Bylaw prepared by the Oldman River Regional Services Commission (ORRSC) in consultation with the Government of Alberta. The bylaw ensures Nanton's compliance with sections 454–456 of the Municipal Government Act and addresses items identified in the most recent Municipal Accountability Program (MAP) review.

BACKGROUND / IMPLICATIONS:

Council previously adopted Bylaw 1357/21 to establish a Regional ARB through ORRSC. During the 2025 Municipal Accountability Program (MAP) Review, several compliance issues were identified:

- The bylaw did not fully establish both a LARB and CARB as required under section 454 of the MGA.
- The bylaw required the appointment of only one municipal member, instead of the legislated minimum of three LARB members and two CARB members, or a bylaw-based delegation of appointment authority.
- Key requirements under sections 454.2(1) and 454.2(2) relating to additional board appointments were not addressed.

The MAP Review recommended that the bylaw be repealed and replaced or significantly amended to ensure legislative compliance.

ORRSC worked collaboratively with Alberta Municipal Affairs to review, modernize, and structurally update the regional ARB bylaw. Their work incorporated changes related to:

- expanded and updated definitions
- delegation of authority to both the Clerk and ORRSC CAO
- clearer governance and panel structure
- recognition of electronic complaint submissions
- strengthened compliance with MGA and MRAC requirements
- updated administrative roles and procedures

A detailed letter from ORRSC’s Chief Administrative Officer, Lenze Kuiper, outlining the reasons for the required updates, key differences between the previous and 2025 bylaws, and the expectations for member municipality adoption, is attached for Council’s reference.

ALTERNATIVES:

- REFER to (Administration or Committee) _____
- DEFER the matter to the Council meeting of (date) _____

Financial (GL# / Amount) : None

Communications/PR: None

Applicable Legislation: Section 454 – 456 of the MGA

Attachments: Letter from ORRSC
Draft bylaw 1419/25

Prepared By: Sara-Lynn Lyons

Date: December 9, 2025



cao at 1:07:42 PM, 12/11/2

APPROVED BY: Neil Smith, Chief Administrative Officer:

NANTON STRATEGIC PLAN ALIGNMENT			
<input type="checkbox"/>	OPERATIONS	<input checked="" type="checkbox"/>	EMERGENCY SERVICES
<input type="checkbox"/>	PLANNING & DEVELOPMENT	<input type="checkbox"/>	COMMUNITY & ECONOMIC DEVELOPMENT
<input checked="" type="checkbox"/>	GOVERNANCE & CORPORATE SERVICES	<input type="checkbox"/>	NOT APPLICABLE
PRIORITY OR ACTION:			



November 28, 2025

File No: 90A-29

All ORRSC Regional Assessment Review Board Members
CAO & Council

RE: Updated Assessment Review Board Bylaw for Adoption by All ORRSC Regional Assessment Review Board Members

In follow-up to the 2024/2025 Municipal Accountability Program (MAP) audits completed by Alberta Municipal Affairs for several ORRSC member municipalities, it was identified that our Regional Assessment Review Board (RARB) Bylaw no longer met current compliance requirements under the *Municipal Government Act (MGA)*. In response, ORRSC Administration worked collaboratively with Municipal Affairs to review and modernize the bylaw to ensure alignment with the *MGA*, the *Matters Relating to Assessment Complaints Regulation (MRAC)*, and best practices for regional board administration.

Through this process, Municipal Affairs reviewed the proposed bylaw and provided recommendations, which were incorporated to strengthen legislative compliance and administrative clarity. The resulting 2025 ORRSC Regional Assessment Review Board Bylaw replaces the previous version and updates the relationship between ORRSC and its member municipalities, clarifies governance responsibilities, and modernizes administrative procedures regarding the RARB.

The following section highlights the key changes between the previous RARB bylaw and the updated 2025 ORRSC RARB bylaw to assist member municipalities in understanding and adopting the new bylaw efficiently to ensure that all members of the RARB are operating under the same governing bylaw.

Major Enhancements Required by Municipal Affairs

1. Formal recognition of ORRSC as the coordinating and administrative authority.
2. Delegation of authority to both the Clerk and ORRSC CAO for appointments and operations of the Board.
3. Electronic submission of assessment complaints clearly permitted.
4. Expanded and modernized definitions to ensure consistency and compliance.
5. Clearer governance structure for appointments, panels, and administrative support.

Summary of Key Differences – Previous Bylaw vs. 2025 Bylaw

Section	Previous Bylaw	2025 Bylaw (Updated)
Purpose	Established the Regional Assessment Review Board (RARB).	Expanded to establish the Local Assessment Review Board and Composite Assessment Review Board, include appointments of the Chair and Clerk and explicit reference to ORRSC as coordinating authority in accordance with the MGA.
Title	“Regional Assessment Review Board Bylaw.”	Renamed to “ORRSC Regional Assessment Review Board Bylaw” to help identify the Board’s scope and region.
Definitions	Contained fewer terms.	Adds and updates multiple new definitions (e.g., Agreement, Alternate, Lay Member, Commission, Panel, RCARB/RLARB).
Delegation of Authority	Limited delegation to Clerk.	Formal delegation to both the Clerk and ORRSC CAO for appointments, remuneration, and administration in accordance with the MGA.
Appointments	Municipalities appointed members.	Clarifies that each municipality may appoint one lay and one council member; ORRSC CAO finalizes appointments in accordance with the MGA.
Board Composition	Minimum of 20 members.	Same, but clarifies that falling below 20 does not invalidate the Board.
Terms & Removal	Clerk could remove members for cause.	Expanded detail on term lengths, vacancies, removals, and reporting obligations.
Chair & Panels	Chair convened members; panel structure described.	Chair appointed jointly by Clerk; clearer panel composition and Councillor participation limits in accordance the MGA.
Clerk’s Role	CAO of ORRSC designated as Clerk.	Clarified and expanded duties including appointing deputy clerks, issuing legal instructions, and administrative oversight.
Hearings & Appeals	Complaints accepted by mail or delivery.	Formally adds allowance for electronic submission (email).
Conflict & Pecuniary Interest	General provisions.	Expanded clarity on declaration, recording, and definitions in accordance with the MGA.
Rules of Order	Included adjournment procedures and site visit options.	Streamlined; aligns directly with MGA and MRAC.

Section	Previous Bylaw	2025 Bylaw (Updated)
Financial Responsibility	ORRSC covered administrative costs.	Same, but references formal cost recovery through the ORRSC Services Agreement.
Formatting & Legal References	Basic alignment with MGA.	Modernized format, updated numbering, and formal citations to MGA provisions.

Member municipalities are encouraged to review and adopt the updated ORRSC Regional Assessment Review Board Bylaw to maintain compliance and ensure continued participation in the regional assessment appeal framework. A draft copy of the bylaw has been included for your convenience, which highlights the information with the document that is required to be updated by each municipality, including their assigned bylaw number, municipal name, repeal of the previous bylaw, and position titles.

Please forward us a digital copy of the Bylaw for your file after your municipality has executed the new Assessment Review Board Bylaw.

For any questions regarding the adoption process, administrative implications, or the new Bylaw, please contact Raeanne Keer, Executive Assistant, by email at admin@orrsc.com or by telephone at 403-329-1344.

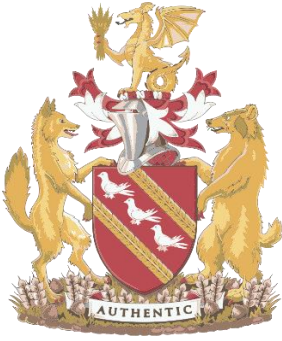
Sincerely,



Lenze Kuiper
Chief Administrative Officer

Enclosed:

- 2025 ORRSC Regional Assessment Review Board Bylaw



Town of Nanton

BYLAW NUMBER: XXXX/XX

A BYLAW OF THE MUNICIPALITY OF THE TOWN OF NANTON IN THE PROVINCE OF ALBERTA FOR THE PURPOSE OF ESTABLISHING A REGIONAL ASSESSMENT REVIEW BOARD, THE APPOINTMENT OF THE CHAIR, AND THE APPOINTMENT OF THE CLERK FOR THE ASSESSMENT REVIEW BOARDS

WHEREAS, section 454 of the Municipal Government Act, states that council must by bylaw establish a local assessment review board and a composite assessment review board; and

WHEREAS, section 455(1) of the Municipal Government Act, states that two or more councils may agree to jointly establish the local assessment review board or the composite review board, or both, to have jurisdiction in their municipalities; and

WHEREAS, section 455(2) of the Municipal Government Act, requires that Council must jointly designate one of the board members as chair; and,

WHEREAS, section 456(2) of the Municipal Government Act, requires that Council must jointly appoint a person to act as the Clerk of the Assessment Review Boards; and

WHEREAS, the Oldman River Regional Services Commission (Commission) and Municipalities within the region, jointly wish to establish a Regional Assessment Review Board to exercise the functions of a Local Assessment Review Board (LARB) and the functions of a Composite Assessment Review Board (CARB) under the provisions of the Municipal Government Act in respect of assessment complaints made by an assessed person or taxpayer of a Regional Member Municipality;

NOW THEREFORE, the Council of the INSERT MUNICIPALITY NAME HERE, duly assembled, enacts as follows:

1. TITLE

1.1 The title of this Bylaw shall be the "ORRSC Regional Assessment Review Board Bylaw".

2. DEFINITIONS

2.1 Except as otherwise provided herein, words in this Bylaw shall have the meanings prescribed in section 453 of the MGA.

2.2 In this bylaw the following terms shall have the meanings shown:

- a. Agreement means the ORRSC Regional Assessment Review Board Services Agreement currently in force, as authorized by Council and executed in partnership with the Commission, and any successor agreements, whereby the Commission provides Assessment Review Board Services to the Member Municipality.

- b. Alternate means a person who is available to perform the duties of a board member in the event the member is unable to fulfil Board duties.
- c. Board means the ORRSC Regional Assessment Review Board.
- d. Board Member means an appointed elected official or lay member to the ORRSC Regional Assessment Review Board, who are appointed by a Member Municipality's Council.
- e. Clerk means the designated officer appointed as clerk to carry out the duties and functions of the assessment review board as required under section 456 of the Municipal Government Act.
- f. Commission means the Oldman River Regional Service Commission.
- g. Composite Assessment Review Board (CARB) means the composite assessment review board established in accordance with the Municipal Government Act hears complaints on assessment notices for property other than the property described in section 460.1 of the Municipal Government Act.
- h. Lay Member means an appointed person who is not an elected official nor do they represent a specific organization, who is appointed by a Member Municipality's Council to the ORRSC Regional Assessment Review Board.
- i. Local Assessment Review Board (LARB) means the Local Assessment Review Board established in accordance with the Municipal Government Act hears complaints on assessment notices for property other than the property described in section 460.1 of the Municipal Government Act.
- j. Member means a member of the ORRSC Regional Assessment Review Board.
- k. Member Municipality means the municipality who has signed the ORRSC Regional Assessment Review Board Services Agreement and passed the ORRSC Regional Assessment Review Board Bylaw.
- l. MGA means the Municipal Government Act of Alberta, RSA 2000, Ch. M-26, as amended and Regulations passed under that Act.
- m. ORRSC Regional Assessment Review Board means the board appointed to hear appeals on tax and assessment notices established in accordance with section 454 of the Municipal Government Act, and includes the Local Assessment Review Board (LARB), the Regional Local Assessment Review Board (RLARB), the Composite Assessment Review Board (CARB), and the Regional Composite Assessment Review Board (RCARB).
- n. Panel means the group of assigned Board Members actively sitting to hear and decide on an appeal hearing.
- o. Panel Member means an individual member to the ORRSC Regional Assessment Review Board, who are participating in an active appeal hearing.
- p. Provincial Member means a person appointed as a provincial member to a CARB by the Minister in accordance with the Municipal Government Act and the Matters Relating to Assessment Complaints Regulation.
- q. Regional Member Municipality means those municipalities who enter into an agreement with the Commission to jointly establish the ORRSC Regional Assessment Review Board and who enact a bylaw substantially in the form of this bylaw.



- r. Regulations means the Matters Relating to Assessment Complaints Regulation.

3. ESTABLISHMENT OF BOARDS

- 3.1 That Council hereby establishes the following boards:
- a. a LARB that hears complaints referred to in section 460.1(1) of the MGA; and,
 - b. a CARB that heads complaints referred to in section 460.1(2) of the MGA.
- 3.2 The Regional Municipal Members, which includes Town of Nanton hereby jointly establish the ORRSC Regional Assessment Review Board to exercise functions of a Local Assessment Review Board and the functions of a Composite Assessment Review Board.
- 3.3 Each Member Municipality is responsible for establishing filing fees and administering policies in respect to refunding filing fees in accordance with the MGA and the Regulations.
- 3.4 The Member Municipality will provide administrative support and resources to the Board, as required.

4. JURISDICTION OF THE BOARD

- 4.1 That the Boards shall have jurisdiction to exercise the functions of a local assessment review board and the functions of a composite assessment review board under the provision of the MGA in respect of assessment complaints made by taxpayers of a Regional Member Municipality.

5. DELEGATION OF AUTHORITY

- 5.1 In accordance with its authority under the MGA, Council hereby delegates the Clerk the authority to:
- a. jointly prescribe remuneration and expenses payable to each Member of the Board and Chair, in accordance with the agreement and/or board policies or procedures; and
 - b. jointly appoint a Board Member as the Chair of the LARB and CARB and prescribe the term of office; and,
 - c. jointly appoint lay members and elected officials to the ORRSC Regional Assessment Review Board, if required.
- 5.2 Council delegates the Chief Administrative Officer of the Commission to appoint the final list of Board Members received from the Member Municipalities to the Local Assessment Review Board and the Composite Assessment Review Board on an as needed basis, in accordance with the requirements of the MGA.

6. APPOINTMENT OF BOARD MEMBERS

- 6.1 Each Member Municipality may elect to appoint one lay member and one member of Council to be a Board Member by resolution of Council.



- 6.2 The Chief Administrative Officer of the Commission will appoint the final list of Board Members received from the Member Municipalities to the Local Assessment Review Board and the Composite Assessment Review Board on an as needed basis, in accordance with the requirements of the MGA.
- 6.3 The Clerk may appoint lay members to fulfill the needs of the Board, as required.
- 6.4 The Board shall endeavour to consist of a minimum of twenty members.
- 6.5 Failure to meet the number of board members imposed by section 6.4 does not invalidate the board.

7. TERMS OF APPOINTMENT

- 7.1 Unless otherwise stated by the Member Municipality, all Members are appointed for three-year terms.
- 7.2 If a vacancy on the Board occurs the Member Municipality who made the appointment, or the Clerk, may appoint a new person to fill the vacancy.
- 7.3 A Member may be re-appointed to the Board at the expiration of their term.
- 7.4 A Member may resign from the Board at any time on written notice to the Clerk and to the Member Municipality to that effect.
- 7.5 The Member Municipality may remove their designated Member at any time, with written notice given to the Clerk.
- 7.6 The Clerk may remove a Member for cause or misconduct and will report their removal to the Member Municipality who made the appointment.
- 7.7 Upon being appointed, the Member must successfully complete the training as prescribed by the Minister prior to participating in a hearing.

8. CHAIR

- 8.1 In accordance with section 5 of this Bylaw, the Clerk shall:
- a. jointly appoint a Member as the Chair of the LARB and CARB;
 - b. prescribe the term of office for the Chair; and
 - c. prescribe the remuneration and expenses payable to the Chair.
- 8.2 The Chair delegates the Clerk to select Board Members to convene a panel to hear assessment complaints as required in the MGA and section 8 of this Bylaw.

9. PANELS OF THE BOARD

- 9.1 The Board shall sit in panels to hear assessment complaints as the nature of the complaint may permit or require:
- a. a three persons panel when the Board is acting as a Local Assessment Review Board;
 - b. a two persons panel when the Board is acting as a Composite Assessment Review Board; or



- c. a single member when the Board is acting as a Single Member Composite Assessment Review Board or a Single Member Individual Local Assessment Review Board.
- 9.2 When sitting as the CARB, the Presiding Officer shall be the appointed Provincial Member.
- 9.3 When sitting as the LARB the Presiding Officer shall be the determined by the panel.
- 9.4 Where a panel has only one Member, that Member is the Presiding Officer.
- 9.5 Unless an order from the Minister authorizes otherwise, the panel may not:
 - a. consists of more than one councillor to a three persons panel; and,
 - b. a single member CARB or LARB panel cannot consist of a councillor.
- 9.6 When possible, a three person panel will include one Member who is appointed by the Member Municipality under whose jurisdiction the complaint arises, unless otherwise requested by the Municipality.

10. PRESIDING OFFICER

- 10.1 The Presiding Officer of a panel:
 - a. will preside over and be responsible for the conduct of meetings;
 - b. may limit a submission if it is determined to be repetitious or in any manner inappropriate; and
 - c. will vote on matters submitted to the panel unless otherwise disqualified.

11. CLERK OF THE ORRSC REGIONAL ASSESSMENT REVIEW BOARD

- 11.1 That Council jointly appoints the Chief Administrative Officer of the Oldman River Regional Services Commission as the Assessment Review Board Clerk of the ORRSC Regional Assessment Review Board.
- 11.2 The Clerk shall:
 - a. assist the Board in fulfilling its mandate;
 - b. prescribe the remuneration and expenses payable to each member of the ORRSC Regional Assessment Review Board in accordance with the agreement and/or Board policies or procedures;
 - c. may appoint and delegate a Commission employee the duties and functions of the ORRSC Regional Assessment Review Board Clerk providing they have successfully completed the training as prescribed by the Minister;
 - d. shall issue instructions to independent legal counsel for the Board or panel of the Board; and,
 - e. may, at the request of the Presiding Officer of a panel of the Board sign orders, decisions and documents issued by the panel of the Board; and,



- f. may assist in any other administrative role as required by the Board or the panel.

12. HEARINGS

- 12.1 Hearings will be held at such time and place as determined by the Clerk and/or Board policies or procedures.
- 12.2 The proceedings and deliberations of the Board must be conducted in public except where the Board deals with information protected from disclosure under the provisions of the Access to Information Act and the Protection of Privacy Act.

13. QUORUM AND VOTING

- 13.1 The quorum for panels of the Board shall be as established by the MGA, namely:
 - a. two Members of a panel acting as a LARB; and
 - b. one Member and the Provincial Member of a panel acting as a CARB.
- 13.2 All members must vote on all matters before the Board unless a pecuniary interest or a conflict of interest is declared.
- 13.3 The majority vote of those Members present and voting constitutes the decision of the Board.
- 13.4 Where a member of a panel absents himself or herself from the proceedings due to a conflict of interest or a pecuniary interest, a replacement member of the panel shall be appointed.

14. CONFLICT OF INTEREST

- 14.1 Where a member of the Board is of the opinion that he or she has a conflict of interest in respect of a matter before the Board, the member may remove himself or herself from Board proceedings while that matter is being discussed, provided that prior to leaving the meeting, the member:
 - a. declares that he or she has a conflict of interest; and
 - b. describes in general terms the nature of the conflict of interest.
- 14.2 The Clerk shall cause a record to be made in the Minutes of the members' absence and the reasons for it.
- 14.3 For the purposes of this provision, a member has a conflict of interest in a respect of a matter before the Board when he or she is of the opinion that:
 - a. he or she has a personal interest in the matter which would conflict with his or her obligation as a member to fairly consider the issue; or
 - b. substantial doubt as to the ethical integrity of the member would be raised in the minds of a reasonable observer if that member were to participate in the consideration of that matter.

15. PECUNIARY INTEREST

- 15.1 The pecuniary interest provisions of the MGA apply to all members of the Board while attending meetings of the Board.



- 15.2 A Board member who fails to declare a pecuniary interest in a matter before the Board, or fails to absent himself or herself from proceedings dealing with such a matter, ceases to be a member of the Board.

16. COMMENCEMENT OF APPEALS

- 16.1 In accordance with the MGA, an assessed person or a taxpayer may commence an assessment complaint by:
- a. submitting the required documentation by electronic mail, or by mailing or delivering to the address specified on the assessment or tax notice a complaint in the form set out in the 'Matters Relating to Assessment Complaints' regulation and within the time specified in the MGA; and
 - b. paying the applicable fee.
- 16.2 Upon receipt of an assessment complaint, the Member Municipality shall provide the Commission a completed Assessment Review Board Complaint form and supporting documentation in a timely manner.

17. RULES OF ORDER

- 17.1 The Board will conduct hearings and board meetings in accordance with:
- a. the provisions of the MGA and related regulations;
 - b. principals of natural justice and procedural fairness; and
 - c. the Board's own policies and procedures.

18. ADJOURNMENTS AND POSTPONEMENTS

- 18.1 Adjournments and postponements must be granted in accordance with the MGA and the regulations.

19. RECORD OF HEARING

- 19.1 After the hearing of a complaint, the Clerk shall:
- a. under direction of the Presiding Officer, prepare the record of the hearing, the decision or order of the Board and the reasons for the decision in compliance with the MGA; and
 - b. arrange for the order or decision of the Board to be signed and distributed in accordance with the requirements under the MGA.
- 19.2 The Clerk will maintain a record of the hearing in accordance with the MGA and the regulations.

20. REIMBURSEMENT OF COSTS

- 20.1 The Oldman River Regional Services Commission shall pay for the administrative costs associated with the operation of the ORRSC Regional Assessment Review Board. Recovery of costs from Regional Member Municipalities will be as set out in the agreements established.



21. EFFECTIVE DATE AND READINGS

21.1 This bylaw repeals Bylaw #1357/21 and any amendments thereto.

21.2 Read a **first** time this ____ day of _____, 2025

TOWN OF NANTON

CHIEF ELECTED OFFICIAL

CHIEF ADMINISTRATIVE OFFICER

21.3 Read a **second** time this ____ day of _____, 2025.

TOWN OF NANTON

CHIEF ELECTED OFFICIAL

CHIEF ADMINISTRATIVE OFFICER

21.4 Read a **third** time this ____ day of _____, 2025.

TOWN OF NANTON

CHIEF ELECTED OFFICIAL

CHIEF ADMINISTRATIVE OFFICER





REQUEST FOR DECISION

Meeting: December 15, 2025

Agenda Item: 5.2

2026 Capital Budget & 5 Year Capital Plan

ADMINISTRATIVE RECOMMENDATION:

That council adopt the 2026 Capital budget as presented along with the 5 year capital plan.

DECISION OPTIONS:

- #1 – Approve as presented
- #2 – Approve with amendments or as interim
- #3 – No other option as Council must pass a Capital budget prior to December 31, 2025

PURPOSE:

For council to consider approval of the proposed 2026 Capital budget and 5 year capital plan.

BACKGROUND / IMPLICATIONS:

Per the MGA, section 245, council must adopt a capital budget for each calendar year and this must be done prior to January 1 of the noted calendar year. Section 246 goes on to note the capital budget must include the estimated amounts for the following:

- a) The amount needed to acquire, construct, remove or improve or improve capital property;
- b) The anticipated sources and amounts of money to pay the costs referred to in clause (a);
- c) The amount to be transferred from the operating budget.

Over the course of the COW meeting of November 24 and the council meeting of December 1, administration presented council with a 2026 capital budget for consideration and council discussed and provided feedback for administration. We have now finalized a budget that we are recommending for approval that meets all legislative requirements.

The total amount needed is equal to - \$1,529,000

The anticipated sources and amounts of money to pay the costs are as follows:

Canadian Community Building fund =	\$175,000
Local Government Fiscal Framework =	\$450,000
Reserves =	\$780,000

The amount to be transferred from the operating budget is \$124,000.

This is the amount we had referred to as tax dollars. What we would be doing is collecting additional tax dollars that would go into reserves and then those reserve dollars would be used for the capital project/purchase. In this budget we are recommending \$124,000 go into reserves to then be used for the applicable capital project. In 2025, the number was \$110,000 so we are suggesting a \$14,000 increase and this was part of that percentage increase in the operational budget we had spoken to.

The other sources of money we've recommended do not affect the operational budget – existing reserve dollars have already been taxed for, and federal and provincial grant dollars are dollars the Town receives due to agreements with senior levels of governments.

We noted at the last meeting that we do always have the ability to not do a project if pricing that is received during tender time comes in too high. We will always consult council when something like this happens, and council can agree or ask administration to proceed knowing there will be an effect on reserves. During the last meeting we also noted that almost any of the projects can be deferred and we did provide a few options for reducing the overall budget – we haven't recommended doing that based on the feedback we got, but council does still have that option and we can amend as appropriate.

In terms of reserves, we would be utilizing more than usual but to fund all the projects and keep the tax dollar portion reasonable, this is what we've recommended. It was noted previously that we have approximately \$6 million in reserves at present – if this budget is approved reserves would go down to 5.2 million but we normally also fund reserves through the operational budget and should a similar contribution be made in 2026 the balance at the end of next year would be approximately \$5.6 million (before any interest).

With regard to the THRC renovation and the industrial road project we have not put these two projects forward at this time. The CAO comments from the last meeting were that, *these come with larger borrowing, reserve and taxation impact, some involving statutory public notice periods before they're 'official'. When Council or partners are ready to proceed with one or more of these projects, they can be added to the capital plan by amending resolution. To place them into year one of the capital plan when we do not have full certainty arguably creates a distortion of what is planned for the year.*

5-Year Capital Plan (2027-2031)

In addition to approval of the 2026 Capital budget, it is now also a requirement to approve a 5 year capital plan (MGA section 283.1). Administration has taken the existing 5 year capital plan, added an additional year and made some changes as appropriate based on the current state of infrastructure and what we know lies ahead. The plan has been prepared respecting the Town's anticipated capital additions (we don't have a crystal ball) and so it does get updated every year and nothing is set in stone. The main thing is an ongoing plan that ensures we are taking a more proactive approach instead of reactive approach to maintaining infrastructure. There are always projects that pop up that are not on this plan, but this does help with our long range planning.

As can be seen, nothing is unfunded in the 5 year plan but there are some assumptions made in terms of revenue sources. If everything in the plan went ahead over the next 5 years we would still have approximately \$4.3 million in reserves at the end of the plan (not including interest earned). There are some major projects included in the plan, however as noted these can be revised, cancelled or added to accordingly as we move forward.

To reiterate, administration is recommending approval of the 2026 capital budget as presented along with the 5 year capital plan.

ALTERNATIVES:

- REFER to (Administration or Committee)
 - DEFER the matter to the Council meeting of (date)
-
-

Financial (GL# / Amount) :

Communications/PR:

Applicable Legislation:



Attachments: 2026 Capital Budget w/ 5 Year Capital Plan

Prepared By: Clayton Gillespie, Corporate Services Manager

Date:



APPROVED BY: Neil Smith, Chief Administrative Officer:

NANTON STRATEGIC PLAN ALIGNMENT			
<input type="checkbox"/>	OPERATIONS	<input type="checkbox"/>	EMERGENCY SERVICES
<input type="checkbox"/>	PLANNING & DEVELOPMENT	<input type="checkbox"/>	COMMUNITY & ECONOMIC DEVELOPMENT
<input checked="" type="checkbox"/>	GOVERNANCE & CORPORATE SERVICES	<input type="checkbox"/>	NOT APPLICABLE
PRIORITY OR ACTION:			





TOWN OF NANTON - FIVE YEAR CAPITAL PLAN

Population growth of .5% 2214 2225 2236 2247 2410

	Comments	2026	2027	2028	2029	2030	2031
Land Development							
Industrial							
Commercial							
Residential				3,000,000			
Total Land Development		0	0	3,000,000	0	0	0
Roadway Infrastructure							
18th Avenue	Road & stormwater upgrades		1,200,000	1,200,000	1,200,000		
19th Avenue	Street and stormwater upgrade						
Roadway Rehab	Patching & repairs	75,000	75,000	75,000	75,000	75,000	75,000
Sidewalk replacement program	Sidewalk repair & replacement	50,000	50,000	50,000	60,000	60,000	60,000
Roadways	29th Avenue	50,000					
Total Roadway Infrastructure		175,000	1,325,000	1,325,000	1,335,000	135,000	135,000
Utility Infrastructure							
Waste Water Treatment Plant	Equipment/plant updates	-		150,000	0	0	0
Water Plant Updates	Equipment/plant updates					150,000	0
Valve & hydrant replacement	Hydrant, valves	75,000	50,000	50,000			
20th Avenue	Service line connections	175,000					
Waste water mains	re-lining	100,000	100,000	100,000	100,000	125,000	125,000
Equipment	Wastewater pump and mixer	100,000			150,000		
Manhole	Campground manhole & metering	50,000				75,000	
Stormwater management	Westview storm pond dredging	350,000					
Regional Waterline	Construction/design	500,000	500,000		5,000,000	5,000,000	5,000,000
Total Utility Infrastructure		1,350,000	650,000	300,000	5,250,000	5,350,000	5,125,000
Parks (Cemetery) and Trails							
Centennial Park							
Ball Diamonds, new and or revitalized						250,000	250,000
Children's Spray Park							
Pathway	Extensions/rehab				50,000		
Playground Apperatus	Additions/replacement			25,000			25,000
Library	Pocket park/rain garden	0					
Total Parks and Trails		0	0	25,000	50,000	250,000	275,000
Public Realm & Development							
Northbound Rest Area Upgrade		0					
Gateway Signage		30,000					
Pedestrian crosswalk		10,000					
Total Downtown Vitalization		40,000	0	0	0	0	0
Buildings							
THRC - arena	Outside storage shed	50,000	1,500,000		250,000		150,000
THRC - pool	Filtration replacement	0		175,000			
Town Office / Library	Roof replacement	0				75,000	
Fire Hall	Expansion/rennovation	0					500,000
Town Shop	PW Cold storage - concrete, insulate & ht	125,000					
Recycling Cnt	Fencing	30,000					
FCSS Building	Building repairs		25,000				
Community Cnt	Energy efficiency upgrades	0		150,000			
Total Buildings		205,000	1,525,000	325,000	250,000	75,000	650,000
Vehicles and Equipment							
Equipment replacement under \$75 K	Skid steer	75,000	30,000		75,000		75,000
Equipment replacement over \$75 K	Bucket truck	0		85,000		200,000	
Vehicle Replacement	Parks & Utilities pickup	100,000		60,000			60,000
Bylaw enforcement	Body cam	9,000			75,000		
Fire Truck(s)						500,000	
Fire Equipment	Reserve contribution for new engine	75,000	75,000	75,000	75,000		
Furniture and Fixtures	Accounting software change			200,000			
Equipment	Parks mower (zero-turn)	0	50,000				50,000
Total Vehicles and Equipment		259,000	155,000	420,000	225,000	700,000	185,000
Other Assets							
Columbarium							
Total Other Assets		0	0	0	0	0	0
TOTAL		2,029,000	3,655,000	5,395,000	7,110,000	6,510,000	6,370,000

Funding Sources- Estimated	2025	2026	2027	2028	2029	2030
Basic Municipal Transportation Grant (BMTG)						
Canada Community Building Fund	175,000	175,000	175,000	185,000	210,000	160,000
Municipal Sustainability Initiatives Program - to be replaced by the LGFF	450,000	250,000	425,000	475,000	550,000	410,000
AB Municipal Water/Wastewater Partnership (AMWWP)						
Federal Small Communities Grant (FSC)						
Municipal Stimulus Program						
Water 4 Life	455,000	455,000		4,550,000	4,550,000	4,550,000
Municipal Reserves	825,000	1,215,000	2,230,000	595,000	600,000	675,000
Municipal reserves for WWTP project	0					
Westview Reserves						
Municipal Operating Dollars	124,000	30,000	135,000	75,000	150,000	125,000
Borrowing	0	1,050,000	1,950,000	750,000	450,000	450,000
Local Improvements / Utility Levy		480,000	480,000	480,000		
Offsite Levies						
Fundraising and in-kind	0	0	0	0	0	0
Other grants (MCCAC)						
Total Revenue	2,029,000	3,655,000	5,395,000	7,110,000	6,510,000	6,370,000

Unfunded 0 0 0 0 0 0



REQUEST FOR DECISION

Meeting: December 15, 2025
Agenda Item: 5.3

2026 Operating Budget

ADMINISTRATION RECOMMENDATION:

That the existing 2026 operating budget contained within the 2026-2028 multi-year plan be utilized as an interim budget for 2026 until the 2026 operating budget is finalized.

DECISION OPTIONS:

- #1 – Approve the interim 2026 Capital Budget
- #2 – No other option as Council must pass an interim operating budget prior to December 31, 2025

PURPOSE:

For council to pass a resolution to utilize the 2026 operating budget (contained within the current 3 year operating plan) as an interim budget until the 2026 operational budget is finalized in the new year.

BACKGROUND / IMPLICATIONS:

Earlier this year in March, the 2025 budget was finalized and with it a preliminary 2026, 2027 and 2028 budget included. This has been typical practice and the inclusion of a 3 year operating plan was made a requirement in 2020 under section 283.1(2). This serves as a starting point each new year for budget discussions.

As per MGA section 242 (2), a council may adopt an interim operating budget for part of a calendar year. As we are nearing the end of the calendar year without an approved budget administration is requesting a resolution to adopt the current 2026 operating budget as interim until such time as the budget is finalized (typically March/April).

The existing 2026 operating budget that was included in the 2026-2028 plan is highlighted below. The noted increase is 3.82% but this was administration's best estimate at the time and is really just a starting point. Once the resolution is passed, administration will have the proper authority to make expenditures in the new year. In February administration will come back to council with a proposed budget for further discussion and once the budget is finalized the interim budget will cease to have any effect.

ADMINISTRATION RECOMMENDATION:

That the existing 2026 operating budget contained within the 2026-2028 multi-year plan be utilized as an interim budget for 2026 until the 2026 operating budget is finalized.

ALTERNATIVES:

- REFER to (Administration or Committee)
 - DEFER the matter to the Council meeting of (date)
-
-

Communications / PR:

Financial (GL# / Amount) :

Attachments: 2026 – 2028 Multi-year Operational Budget

Applicable Legislation: MGA Section 242 (2)

Prepared By: Clayton Gillespie, Corporate Services Manager

Date: December 10, 2025



cao at 1:08:47 PM, 12/11/2

APPROVED BY: Neil Smith, Chief Administrative Officer:

NANTON STRATEGIC PLAN ALIGNMENT			
<input type="checkbox"/>	OPERATIONS	<input type="checkbox"/>	EMERGENCY SERVICES
<input type="checkbox"/>	PLANNING & DEVELOPMENT	<input checked="" type="checkbox"/>	COMMUNITY & ECONOMIC DEVELOPMENT
<input checked="" type="checkbox"/>	GOVERNANCE & CORPORATE SERVICES	<input type="checkbox"/>	NOT APPLICABLE
PRIORITY OR ACTION:			

Town Of Nanton
2025 Operating Budget
with 3 Year Financial Plan



Operational

	2025	2026	2027	2028
REVENUE				
Taxes	\$4,573,095	4,712,513	4,856,128	4,916,582
Tfr Payments - ASFF	(\$1,121,681)	(1,138,506)	(1,155,584)	(1,172,918)
Tfr Payments - MCF	(\$137,658)	(138,000)	(139,000)	(140,000)
Tfr Payments - Designated Industrial	(\$334)	(338)	(340)	(345)
Net Municipal Taxes	\$3,313,422	\$3,435,669	\$3,561,204	\$3,603,319
Sales & User Fees	1,641,866	1,675,301	1,709,994	1,744,662
Licenses & Permits	56,250	57,250	58,250	58,500
Fines	48,000	48,000	50,000	50,000
Rentals	182,073	182,898	184,098	185,398
Government transfers	247,346	250,346	191,496	191,496
Investment income	110,000	100,000	95,000	90,000
Penalties & cost	54,205	54,305	55,305	55,500
Franchise & Concession	352,800	355,800	360,900	366,000
Other revenues	9,500	5,500	5,500	6,000
Reserve Funds used for operations	232,200	20,000	20,000	20,000
Total Revenue	6,247,662	6,185,069	6,291,747	6,370,875
EXPENDITURES				
Legislative	(146,870)	(141,700)	(143,650)	(144,300)
General Administrative	(824,532)	(824,172)	(843,370)	(865,724)
Fire	(196,425)	(192,075)	(195,625)	(200,000)
Municipal Enforcement and Disaster	(139,935)	(145,671)	(148,972)	(152,182)
Common services	(401,501)	(408,126)	(419,934)	(430,579)
Roads	(490,169)	(491,923)	(500,477)	(509,354)
Water	(785,613)	(683,794)	(704,781)	(721,919)
Waste Water	(806,213)	(775,751)	(771,159)	(766,084)
Solid Waste	(83,000)	(84,200)	(85,300)	(86,550)
Recycling	(129,771)	(131,121)	(133,030)	(135,078)
Cemetery	(19,856)	(17,086)	(17,459)	(18,137)
Land - Planning, Zoning and Subdivision	(178,612)	(183,886)	(189,306)	(194,900)
Marketing and Communications	(50,866)	(53,501)	(58,506)	(58,764)
Parks and Recreation	(1,003,188)	(995,275)	(1,020,765)	(1,048,385)
Cultural, FCSS and Public Health	(166,239)	(168,176)	(169,001)	(171,508)
Transfers to other organizations (Provincial Policing)	(129,388)	(130,000)	(132,000)	(134,000)
Interest on long term debt	(33,209)	(45,677)	(43,692)	(41,625)
Debt principal repayment	(42,275)	(52,935)	(54,720)	(56,786)
Transfer to reserves for future purposes	(510,000)	(560,000)	(560,000)	(560,000)
Transfer to reserves for capital purposes	(110,000)	(100,000)	(100,000)	(75,000)
Total Expenditures	(6,247,662)	(6,185,069)	(6,291,747)	(6,370,875)
Net Operating	0	0	0	0
Capital				
Capital Grant Funding (LGFF, CCBF, AMWWP & Other)	3,448,970	1,475,000	1,235,000	1,716,000
Reserve Funds used for Capital	811,272			
Debt Proceeds for Capital	581,900			
Capital Expenditures	(4,842,142)	(1,475,000)	(1,235,000)	(1,716,000)
Net Capital	0	0	0	0
Balanced Budget	-	-	-	-



REQUEST FOR DECISION

Meeting: December 15, 2025
Agenda Item: 5.4

Deputy Director of Emergency Management

ADMINISTRATIVE RECOMMENDATION:

That Council appoint Fire Chief John Dozeman as a Deputy Director of Emergency Management for the Town of Nanton, with delegated authority to act in the capacity of Director of Emergency Management when required

DECISION OPTIONS:

- #1 – Moved that Council appoint Fire Chief John Dozeman as a Deputy Director of Emergency Management for the Town of Nanton, with delegated authority to fulfill the responsibilities of the DEM when circumstances require.
- #2 – Council may defer the decision pending further clarification.

BACKGROUND / IMPLICATIONS:

Under the Emergency Management Act (EMA), municipalities must designate individuals responsible for coordinating emergency preparedness, response, and recovery.

The Town’s current structure designates the Chief Administrative Officer (CAO) as the Director of Emergency Management (DEM). To strengthen operational readiness, enhance on-scene authority, and ensure leadership continuity during urgent or escalating events, Administration recommends appointing Fire Chief John Dozeman as a Deputy DEM.

Given the Fire Chief’s operational expertise and role as a first responder, this appointment would support timely decision-making when emergency conditions arise.

This appointment would authorize the Fire Chief, when necessary, to exercise the duties of the DEM, including initiating the process for a State of Local Emergency (SOLE) if:

- the DEM and CAO cannot be reached in a timely manner and immediate action is required to protect life, property, or critical infrastructure; or
- the scale or urgency of the event reasonably warrants beginning the SOLE process to ensure an effective emergency response.

This aligns with best practices in smaller municipalities where operational leaders are often first on scene and may need to act quickly for public safety.

ALTERNATIVES:

- REFER to (Administration or Committee) _____
- DEFER the matter to the Council meeting of (date) _____

Financial (GL# / Amount) : None

Communications/PR: None

Applicable Legislation: None

Attachments: None

Prepared By: Sara-Lynn Lyons

Date: December 10, 2025



cao at 1:09:17 PM, 12/11/2

APPROVED BY: Neil Smith, Chief Administrative Officer:

NANTON STRATEGIC PLAN ALIGNMENT			
<input type="checkbox"/>	OPERATIONS	<input checked="" type="checkbox"/>	EMERGENCY SERVICES
<input type="checkbox"/>	PLANNING & DEVELOPMENT	<input type="checkbox"/>	COMMUNITY & ECONOMIC DEVELOPMENT
<input type="checkbox"/>	GOVERNANCE & CORPORATE SERVICES	<input type="checkbox"/>	NOT APPLICABLE
PRIORITY OR ACTION:			





REQUEST FOR DECISION

Meeting: December 15, 2025
Agenda Item: 5.5

Nanton Library Board Appointment

ADMINISTRATIVE RECOMMENDATION:

To consider the appointment of Ellen Vandeven to the Town of Nanton Library Board for a second term, as requested by the Library Manager.

DECISION OPTIONS:

- #1 – Moved to appoint Ellen Vandeven to the Town of Nanton Library Board for a second term, effective immediately.
- #2 – No alternate recommendation.

BACKGROUND / IMPLICATIONS:

Correspondence was received from the Library Manager requesting that Ellen Vandeven be appointed to the Town of Nanton Library Board for a second term.

Under the Libraries Act, Part 1, municipal library boards must be composed of not fewer than five (5) and not more than ten (10) members appointed by Council.

Council is responsible for ensuring board membership remains compliant with legislation and that appointments support consistent governance and continuity in library operations.

ALTERNATIVES:

- REFER to (Administration or Committee) _____
- DEFER the matter to the Council meeting of (date) _____

Financial (GL# / Amount) : None

Communications/PR: None

Applicable Legislation: None

Attachments: Request from Library Manager Gloria McGowan

Prepared By: Sara-Lynn Lyons

Date: December 10, 2025

APPROVED BY: Neil Smith, Chief Administrative Officer:



cao at 1:09:27 PM, 12/11/2

NANTON STRATEGIC PLAN ALIGNMENT			
<input type="checkbox"/>	OPERATIONS	<input checked="" type="checkbox"/>	EMERGENCY SERVICES
<input type="checkbox"/>	PLANNING & DEVELOPMENT	<input type="checkbox"/>	COMMUNITY & ECONOMIC DEVELOPMENT
<input checked="" type="checkbox"/>	GOVERNANCE & CORPORATE SERVICES	<input type="checkbox"/>	NOT APPLICABLE
PRIORITY OR ACTION:			





TOWN OF NANTON LIBRARY BOARD

1907 21 AVE - P.O. BOX 310

NANTON AB – T0L 1R0

Nanton Town Council
1907 – 21 Ave.
Box 609
Nanton, Alberta T0L 1R0

December 11,2025

RE: Appointment of Library Trustee – Town of Nanton Library Board

Town of Nanton Council:

The term for Library Trustee, Ellen Vandeven - Nanton Thelma Fanning Library Board, expired October 31, 2025. We request that Council reappoint Ms. Vandeven to the Library Board for another two-year term.

Thank you for your attention to this matter.

Sincerely Yours,

Amanda Bustard

Amanda Bustard

Board Chair

Nanton Thelma Fanning Library Board



REQUEST FOR DECISION

Meeting: December 15, 2025

Agenda Item: 5.6

EcoAction Stream 2 Call for Applications 2026

ADMINISTRATIVE RECOMMENDATION:

That Administration develops and submits an application to the federal EcoAction Stream 2: Freshwater Sustainability and Innovation grant stream for the purpose of a pilot project exploring the value and viability of converting treated waste water treatment plant effluent to potable water.

DECISION OPTIONS:

#1 – Approve submission

#2 – Do not approve

BACKGROUND / IMPLICATIONS:

From the Operations Department:

Mechanical waste water treatment plants, due to the high qualitative bar achieved for treated effluent, offer possibilities that are rarely explored outside of cities. A pilot project could be submitted for grant funding as it falls within the objectives outlined in the grant application guide ([EcoAction Stream 2: Freshwater Sustainability and Innovation across Canada - Canada.ca](#)). This is something that can be applied anywhere in Canada where raw source water may be scarce, or prone to seasonal/climate conditions that can increase the likelihood of drought or water shortage. It can provide decreased operational costs for treating potable water since the source water will be of higher quality. It could also encourage local water users to think more about what they're putting down their drains in the first place.

The setup of the pilot project would be roughly as follows:

- 1) Rent a portable potable water treatment plant (along with any required ancillary equipment) and have it set up in the Town shop yard, adjacent to the treated wastewater effluent outfall line. A good access point for the effluent would be at the manhole in the yard located on the effluent line just before it reaches Mosquito Creek. Mobile potable water treatment plants are available in treatment capacities from 5 m³/day up to 250 m³/day, and are available here in Alberta so equipment procurement is relatively simple. For the purposes of this pilot project, a 5 m³/day unit would likely be sufficient as its purpose is solely to **prove** the quality of the potable water available from treated wastewater effluent, along with showing the costs associated with treatment of the treated wastewater effluent. The quality of effluent from Nanton's WWTP, while possibly a controversial consideration, arguably exceeds the quality of the raw water currently being collected from Mosquito Creek, so savings related to chemical use in the water treatment process are to be expected.
- 2) Install temporary power to the rental unit, likely from the dewatering building. The new permanent circuit for the wastewater sludge dewatering unit should have sufficient power supply for both the dewatering unit along with the mobile water treatment plant.
- 3) The pilot project would likely operate for approximately one month, allowing enough time to optimize the mobile water treatment plant based on the conditions of the treated wastewater effluent used as source water.

The outcome of such a pilot project could be very useful in terms of exploring other options for Nanton in terms of sustainable potable water supply.

This grant is a 50 per cent contribution fund for projects up to \$200,000. There is a very limited time window if Council wish to see a grant application submitted. The deadline to submit an application is **January 20, 2026**.

If the Town were to be successful in obtaining the grant, none of the water produced during the pilot project would be used for human consumption.

ALTERNATIVES:

- REFER to (Administration or Committee) _____
- DEFER the matter to the Council meeting of (date) _____

Financial (GL# / Amount) : None

Communications/PR: None

Applicable Legislation: None

Attachments: None

Prepared By: Neil Smith

Date: December 10, 2025



NANTON STRATEGIC PLAN ALIGNMENT			
<input checked="" type="checkbox"/>	OPERATIONS	<input type="checkbox"/>	EMERGENCY SERVICES
<input type="checkbox"/>	PLANNING & DEVELOPMENT	<input checked="" type="checkbox"/>	COMMUNITY & ECONOMIC DEVELOPMENT
<input type="checkbox"/>	GOVERNANCE & CORPORATE SERVICES	<input type="checkbox"/>	NOT APPLICABLE
PRIORITY OR ACTION:			

APPROVED BY: Neil Smith, Chief Administrative Officer



Alberta SouthWest Regional Alliance

AGENDA Board of Directors Meeting

Wednesday December 3, 2025

Pincher Creek

Supper 6:00pm; meeting to follow



6:30	1	Call to Order and Welcome – Executive Director	
	2	Election of Officers: Chair, Vice-Chair, Secretary Treasurer Appointment of signing authorities	Decision ⇒ Attachment #1
	3	Approval of Agenda	Decision
	4	Approval of Minutes November 5, 2025	Decision ⇒ Attachment #2
	5	Approval of Cheque Register	Decision Presented at meeting
6:45	6	Board Operations <ul style="list-style-type: none"> ○ meeting time/dates/locations ○ communication with alternate representatives and council (minutes, newsletters, events, other?) photos on website? ○ Information and professional development <ul style="list-style-type: none"> ▪ EDA Elected Officials Course Spring 2026 ▪ IEDC Ethics Course: December 15, free; 2 hours; on-line ▪ Waste to energy information session 	Discussion Presented at meeting ⇒ Attachment #3
7:00	7	Membership and regional business license fees 2025	Discussion/Decision ⇒ Attachment #4
7:10	8	Qatalyst consultations	Information/Discussion ⇒ Attachment #5
7:15	9	Director, Investment Development Report	Information/Discussion Presented at meeting
7:25	10	Executive Director Report	Information/Discussion ⇒ Attachment #6
7:30	11	Adjourn to Regional Office (upstairs) and Group photo	
7:45	12	Round Table	Information/Discussion
8:25	12	➤ Wednesday January 7, 2026 - Cardston or Crowsnest Pass ➤ February 5, 2026 - TBD	Discussion
8:30	13	Adjourn	Decision

~~~~ATTACHMENT #1~~~~

**Election of Executive**

Annually, AlbertaSW appoints Chair, Vice-Chair and Secretary Treasurer to form the Executive. Those 3 officers are also confirmed as signing authorities. An 4<sup>th</sup> Board representative is a Designated Signing Officer.

**Excerpts from Articles of Association and Policy and Procedures**

**Articles of Association:**

**Term of Office**

June 2011

\*Members appoint their directors annually. Any member may replace its representative at any time with written notice to the company.

Each representative automatically becomes a director of Alberta SouthWest Regional Alliance board of directors, which manages the affairs of the company.

A representative may appoint a substitute to attend a particular meeting provided that substitute is an elected official from the member municipality.

Directors may serve consecutive terms while they remain elected officials. A director who ceases to be an elected official may remain as director for a maximum period of sixty days by which time the member must name a replacement.

Member representatives may serve an unlimited number of terms as directors.

**Term of Office (Executive)**

Each director elected to the executive holds that office until a successor is appointed.

**Policies and Procedures:**

**Election of Chair and Executive**

June 2011, June 2017

At the board's organizational meeting the directors elect the chair, vice-chair, and secretary-treasurer to one-year terms of office.

Procedure

- At the organizational meeting, the executive director calls the board meeting to order and as the first item of business conducts an election for the position of chair for the coming year.
- The elected chair immediately assumes the chair and conducts elections for the positions of vice-chair and secretary-treasurer.
- If the newly elected chair is absent, the executive director conducts the election for the position of vice-chair for the coming year.
- The elected vice-chair then assumes the chair and conducts the election for the position of secretary treasurer.

Note: "member" means "municipality"; each "member municipality" appoints its "representative" to be a Director on the Board.

~~~~~ATTACHMENT #2~~~~~

Alberta SouthWest Regional Alliance
Minutes of the Board of Directors Meeting

Wednesday, November 5, 2025, REO Hall, Fort Macleod



Board Representatives

Brent Feyter, Fort Macleod
Brad Schlossberger, Claresholm
Sahra Nodge, Pincher Creek
Barbara Burnett, Cowley
Cam Francis, Cardston County
Rick Lemire, MD Pincher Creek
Pat Rypien, Crowsnest Pass
John Van Driesten, MD Willow Creek
Erin Shields, Nanton (alternate)
Dale Gugala, Stavely

Barbara Clay, Waterton
Paula Brown, Cardston
Dale Gugala, Stavely
Mike Hegedus, Hill Spring
Shane Ford, Glenwood

Resource Staff and Partners

Marie Everts, JETI
Bev Thornton, AlbertaSW
Sean Miles, AlbertaSW

- 1 Call to Order and welcome Chair Brent Feyter called the meeting to order and welcomed new board representatives and guests.
- 2 Approval of Agenda Moved by Cam Francis THAT the agenda be approved as presented.
Carried. [2025-11-985]
- 3 Approval of Minutes Moved by Sahra Nodge THAT the Minutes of October 1, 2025, be approved as presented.
Carried. [2025-11-986]
- 4 Approval of Cheque Register Moved by Dale Gugala THAT cheques #3600 to #3606 be approved as presented.
Carried. [2025-11-987]
- 5 Director of Investment Development Moved by Brad Schlossberger THAT Alberta SouthWest approve a 2-year contract with Sean Miles for services as NRED grant project lead and Director of Investment Development.
Carried. [2025-11-988]
- 6 EDA Conference 2026 Discussion and consensus that AlbertaSW will not offer to cover cost of registration for Board members to attend this year.
- 7 Qatalyst Phase 2 revised workplan Qatalyst has considered input from the October 1 meeting and has revised workplan to include questions to gather input from the board, councils, administration, and a sampling of regional business license holders and community organizations. Bev will send to contact list and responses to be directed to Qatalyst.
- 8 2025 invoices for membership and regional business license Given population updates and current business license sales, member revenue for 2025 is estimated at \$60,000. This will be matched by JETI for April 2026-March 2027 operations, after which time the agreement ends.
- 9 Executive Director Report Moved by Rick Lemire THAT the Executive Director Report be accepted as information.
Carried. [2025-11-989]

- 10 Round table Accepted as information.
- 13 Upcoming Board Meeting dates
 - Wednesday, December 3, 2025 - Organizational Meeting, Pincher Creek
 - Wednesday January 7, 2026 - Cardston or Crowsnest Pass
 - February 5, 2026 - TBD
- 14 Adjourn Moved by Dale Gugala THAT the meeting be adjourned.
Carried. [2025-11-990}

UNAPPROVED

~~~~ATTACHMENT #3~~~~

**Operations for 2025-2026**

- Meeting time/dates/locations
  - First Wednesday of the month; may be re-scheduled due to holidays or other conflict
  - Location suggestions welcome
  - AGM: Wednesday June 3, 2026; ideas welcome
- Communications (minutes, newsletters, events, etc.)
  - Draft minutes sent just to Board
  - Approved minutes sent to Board, CAOs to share with Council
  - Bulletin send to Board, CAOs to share with Council, industry and agencies
  - New LinkedIn page; website
  - Do we need any additional consideration for alternate representatives?
  - Board photos or group photo on website? Municipal contact information needed?
- Information and Professional Development events
  - **EDA Economic Development for Elected Officials** - schedule for Spring 2026?
  - **Waste to Energy information session** – ideas for location, venue, invitees

**International Economic Development Council Ethics Workshop**

**Monday December 15, 2025 12:30pm to 2:30pm MST**

**REGISTER FREE OF CHARGE**

[www.iedconline.org/events/2025/12/15/ethics-workshop/economic-development-ethics-workshop/](http://www.iedconline.org/events/2025/12/15/ethics-workshop/economic-development-ethics-workshop/)



DECEMBER 15, 2025

2:30 pm - 4:30 pm EST

**Economic Development Ethics Workshop**

Online

This workshop uses real world examples to provide essential guidance and tools to assist economic development professionals in fostering a culture of high ethical standards in their organizations.

~~~~ATTACHMENT #4~~~~

AlbertaSW Municipal Member Contributions 2025

The AlbertaSW Board has been discussing financial sustainability.

- April 01,2026 to March 31,2027 will be the final year of the 3-year agreement between REDAs and the Province.

** Membership per capita contribution made in 2025 will be matched 1:1 for 2026-27.

** AlbertaSW Regional Business License fees are also member contribution, and eligible to be matched 1:1.

AlbertaSW Membership invoices are sent at year-end; this will be early December.

Proposal #1:

THAT for 2025 AlbertaSW implement a “sustainability increase” of \$.25 to the \$1.00 per capita.

Our regional population is **40,501** in 2025.

| | |
|----------------------------------|--------------------|
| \$1.00 per capita | \$40,501.00 |
| “Sustainability increase” \$0.25 | \$10,136.25 |
| | \$50,637.25 |

Proposal #2:

THAT for 2025 the municipalities remit the full \$80 for each Regional Business License.

Since inception of the program, the municipality has retained \$20 and remitted the balance to AlbertaSW as appreciation to the municipality for helping administer this program that is valued by our businesses.

Sending in the full amount adds to the pool of dollars eligible to be matched by the province in 2026-2027.

321 Regional Business Licenses sold in 2025

| | |
|-------------------------------------|--------------------|
| \$60 remitted to AlbertaSW | \$19,260.00 |
| \$20 retained by the municipalities | \$6,442.00 |
| | \$25,702.00 |

~~~~ATTACHMENT #5~~~~

**Qatalyst consultation: next areas of focus**

**Generate Revenue:** Business/industry proposal for associate/affiliate memberships

- Pricing strategy for associate memberships
- Develop ‘elevator pitch’
- State the value proposition (what’s in it for industry/organizations)
- Lay out a simple, repeatable recruitment process
- Internal tools (slide decks, call scripts)

**Create Efficiencies:** Shared services with other regional agencies

- Prepare development concept for shared services, operating efficiencies and partnered programs
- Identify/meet with possible partners: CFs, Chambers, other?
- Refine development concept
- Prepare a draft business plan
- Assist with implementation

~~~~ATTACHMENT #6~~~~

Executive Director Report November 2025

MEETINGS and PRESENTATIONS

- Nov 3: Call with Qatalyst regarding next steps, Zoom
- Nov 5: AlbertaSW Board Meeting, Fort Macleod
- Nov 6: Highway 3 Twinning Development Meeting, Fort Macleod
- Nov 7: Meeting with Claresholm technology entrepreneur, Zoom
- Nov 10: Meeting with MP Rachael Thomas re: Ukrainian evacuees, Lethbridge
- Nov 12: Meeting re: Glenwood facility, Zoom
- Nov 13: IEDC-AEDO Review Board meeting, Zoom
- Nov 18: Tourism Lethbridge Advisory Committee Meeting, Lethbridge Polytechnic
- Nov 18: Meeting with Ag and Irrigation re: Glenwood facility, Teams
- Nov 19: EDL Board Meeting, Teconnect, Lethbridge
- Nov 19: Meeting with CFI Flight Academy, BRC Aircraft, MD Willow Creek and Town staff, Claresholm
- Nov 20: EDA Rural Economic Development Workshop, Fort Macleod
- Nov 21: Regional Resilience Task Force Meeting, Teams
- Nov 25: Meeting with PrairiesCan, Zoom
- Nov 25: Meeting with Career Transitions, Zoom
- Nov 27: Meeting with Qatalyst regarding revised next steps, Zoom

PROJECT MANAGEMENT and REPORTING

- Reference letter for job applicant
- Letters of Support for projects and grant applications:
 - o Cardston County
 - o Claresholm
 - o Fort Macleod
 - o MD Pincher Creek
 - o Lethbridge Polytechnic
- Planning and network building with Director, Investment Development
- Finalize Regional Business License lists for 2025
- Calls with CAOs and Board representatives re: membership fees 2025

INVESTMENT ATTRACTION and REGIONAL PROMOTION

- Meetings with entrepreneurs and support agencies
- Provide input to website updates and digital assets development
- Consultation with EDL Director, Creative Industries re: feasibility study
- Respond to regional inquiries and information requests

ANNUAL ORGANIZATIONAL BOARD OF DIRECTORS' MEETING AGENDA

Thursday, December 4, 2025 – 7:00 p.m.
Conference Room, ORRSC Administration Building
or Via Zoom

ZOOM - <https://us06web.zoom.us/j/7813971001?pwd=SHlV0ZKY2tVZ1pnbjkwOXRvamE0Zz09>

1. **Call to Order**
2. **Approval of Agenda**
3. **Approval of Minutes**
 - a. Minutes of September 4, 2025
4. **Business Arising from the Minutes**
5. **Presentations**
 - a. ORRSC Staff Introductions & Service Awards
 - b. CAO Retirement Recognition
 - c. Statement of Appreciation
 - Neil Sieben, Town of Raymond
6. **Budget**
 - a. Budget Presentation
 - Chair Christopher Northcott
 - b. Proposed 2026 Operating Budget
 - c. Proposed 5-Year Capital Plan (2026-2030)
 - d. 2026 Planning Services Membership Fees
7. **Election of Executive Committee for 2025-2026**
 - a. Election & Voting Process
 - b. Election of Chair (*1 Member*)
 - c. Election of Vice Chair (*1 Member*)
 - d. Election of Executive Committee (*5 Members; Minimum of 2 Rural and 2 Urban*)
 - e. Destruction of Ballots
8. **Reports**
 - a. Executive Committee Report
 - b. ORRSC Membership Contracts - Update
9. **Business**
 - a. ORRSC Periodical
 - b. Subdivision Activity
 - As of October 31, 2025
 - c. Regional Assessment Review Board Activity

- 2025 Statistics
- d. Subdivision and Development Appeal Board Activity
 - As of November 27, 2025

10. Accounts

- a. Balance Sheet and Comparative Income Statement
 - As of October 31, 2025

11. New Business

12. Next Meeting – Thursday, March 5, 2026; 7:00 PM

13. Adjournment



3105 - 16th Avenue North
Lethbridge, Alberta T1H 5E8

Phone: (403) 329-1344
Toll-Free: 1-844-279-8760
E-mail: admin@orrrsc.com
Website: www.orrrsc.com

If you are joining us via ZOOM – Here are the particulars:

Join Zoom Meeting

<https://us06web.zoom.us/j/7813971001?pwd=SHIIV0ZKY2tVZ1pnbjkwOXRvamEOZz09>

Meeting ID: 781 397 1001

Passcode: 4033291344

One tap mobile

+16473744685,,7813971001#,,,,*4033291344# Canada

+16475580588,,7813971001#,,,,*4033291344# Canada

Dial by your location

- +1 647 374 4685 Canada
- +1 647 558 0588 Canada
- +1 778 907 2071 Canada
- +1 780 666 0144 Canada
- +1 204 272 7920 Canada
- +1 438 809 7799 Canada
- +1 587 328 1099 Canada

Meeting ID: 781 397 1001

Passcode: 4033291344

Find your local number: <https://us06web.zoom.us/j/kcomZsV8qm>



OLDMAN RIVER REGIONAL SERVICES COMMISSION

BOARD OF DIRECTORS' MEETING MINUTES

Thursday, September 4, 2025 – 7:00 p.m.

ORRSC Conference Room (3105 - 16 Avenue North, Lethbridge) or ZOOM Virtual Meeting

BOARD OF DIRECTORS:

Colin Bexte (Absent) Village of Arrowwood
 Shayla Anderson (Absent)..... Village of Barnwell
 Dan Doell (In Person) Village of Barons
 Mike Wetzstein (Absent) Town of Bassano
 Ray Juska (Virtual)..... City of Brooks
 Roger Houghton (In Person) Cardston County
 Allan Burton (In Person).....Town of Cardston
 Sue Dahl (Virtual) Village of Carmangay
 James F. Smith (Absent)..... Village of Champion
 Brad Schlossberger (In Person)..... Town of Claresholm
 Deborah Florence (Virtual)Town of Coalhurst
 Tanya Smith (In Person)Village of Coutts
 Dave Slingerland (Absent).....Village of Cowley
 Dave Filipuzzi (Virtual) Mun. Crowsnest Pass
 Dean Ward (Virtual)..... Mun. Crowsnest Pass
 Stephen Dortch (In Person) Village of Duchess
 Gord Wolstenholme (In Person) ..Town of Fort Macleod
 Joan Hughson (Absent) County of Forty Mile
 Mark Peterson (In Person).....Village of Glenwood
 Suzanne French (Absent) Village of Hill Spring
 Morris Zeinstra (In Person)..... Lethbridge County

Brad Koch (Absent) Village of Lomond
 Gerry Baril (Absent)..... Town of Magrath
 Peggy Losey (In Person)Town of Milk River
 Dean Melnyk (Absent) Village of Milo
 Victor Czop (In Person).....Town of Nanton
 Marinus de Leeuw (In Person)Town of Nobleford
 Teresa Feist (Virtual)Town of Picture Butte
 Jim Welsch (Absent).....M.D. of Pincher Creek
 Don Anderberg (In Person)Town Pincher Creek
 Ronald Davis (Absent) M.D. of Ranchland
 Neil Sieben (In Person).....Town of Raymond
 Don Norby (In Person) Town of Stavely
 Matthew Foss (Absent) Village of Stirling
 John DeGroot (Absent).....MD of Taber
 Russell Norris (In Person) Town of Vauxhall
 Christopher Northcott (In Person)Vulcan County
 Richard DeBolt (In Person) Town of Vulcan
 David Cody (In Person)..... County of Warner
 Marty Kirby (In Person)Village of Warner
 Evan Berger (Absent)M.D. Willow Creek

STAFF:

Steve HartySenior Planner
 Diane Horvath.....Senior Planner
 Harsimran Kaur.....Assistant Planner
 Raeanne KeerExecutive Assistant
 Lenze Kuiper ...Chief Administrative Officer (Virtual)

Stephanie Sayer Accounting Clerk
 Rachel SchortinghuisAssistant Planner
 Gavin ScottSenior Planner
 Jaime Thomas GIS Analyst

GUEST:

Randy Bullock Reeve of Cardston County

Chair Christopher Northcott called the meeting to order at 7:00 pm.

1. APPROVAL OF AGENDA

Moved by: Peggy Losey

THAT the Board adopts the Agenda for September 4, 2025, as presented.

CARRIED

2. APPROVAL OF MINUTES

Moved by: Tanya Smith

THAT the Board approves the meeting minutes of June 6, 2025, as presented.

CARRIED

3. BUSINESS ARISING FROM THE MINUTES

There was no business arising from the minutes.

4. PRESENTATIONS

a. Recognition for Years of Service on the ORRSC Executive Committee – Chair Northcott

Chair Northcott presented years of service gifts to Gordon Wolstenholme and Don Anderberg to acknowledge their years of service on the Board of Directors and Executive Committee.

b. 2026 Draft Operating Budget Presentation – Chair Northcott and Vice Chair Anderberg

Chair Northcott and Vice Chair Anderberg presented the draft 2026 Operating Budget to the Board and reviewed the highlights of the financial plan that was presented at the December 2024 Board of Directors Meeting.

The Board inquired and discussed about compounding increases, staff shortages, cost of living increases, and reserves.

c. GIS for Everyone: Navigating Your Community Like Never Before – Jaime Thomas

J. Thomas, GIS Analyst, presented to the Board on information about the public facing portions of the GIS system, and the benefits it provides to their communities.

5. REPORTS

a. Executive Committee Report

Chair Northcott presented the Executive Committee report to the Board.

b. CAO Hiring Committee Report

Chair Northcott presented CAO Hiring Committee report to the Board.

6. BUSINESS

a. ORRSC Periodical Fall 2025: Secondary Suites

G. Scott, Senior Planner, presented on the Fall 2025 ORRSC Periodical topic on Secondary Suites to the Board, and highlighted some of the topics that will be covered.

b. Subdivision Activity – As of July 31, 2025

Chair Northcott presented the Subdivision Statistics as of July 31, 2025 to the Board.

7. ACCOUNTS

**a. Balance Sheet and Comparative Income Statement
- As of July 31, 2025**

Chair Northcott presented the Balance Sheet and Comparative Income Statements as of July 31, 2025.

Moved by: Victor Czop

THAT the Board approves Balance Sheet and Comparative Income State, as of July 31, 2025, as presented.

CARRIED

8. NEW BUSINESS

There was no new business.

9. NEXT MEETING – Thursday, December 4, 2025 (Budget Presentation and Election)

10. ADJOURNMENT

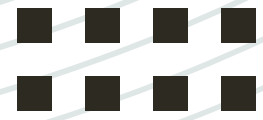
Moved by: Richard DeBolt

THAT the Board hereby closes the meeting.

CARRIED AT 8:35 PM

Christopher Northcott, Chair

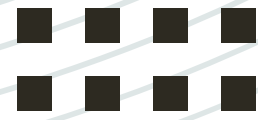
Lenze Kuiper, Chief Administrative Officer



2026 Budget Presentation



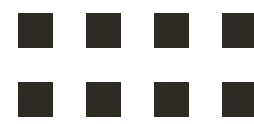
2024/2025 Executive Committee



The Organization

Mission Statement

The Oldman River Regional Services Commission will provide professional municipal planning, geographical information system and regional assessment review board services and advice. These services will be provided to our municipal Members and their rate-payers in a professional manner befitting a non-profit entity.



What is ORRSC?

The Oldman River Regional Services Commission (ORRSC) is established under part 15.1 of the *Municipal Government Act* (MGA), and is a cooperative effort of its Member municipalities in southern Alberta who have created an organization to provide municipal planning advice to its Members.

ORRSC was recreated and renamed in 2003, from the previous Oldman River Intermunicipal Service Agency (ORISA) - which was established in 1995 as a successor to the Oldman River Regional Planning Commission (est. 1955).

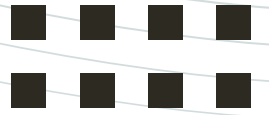
After the MGA was amended in 1994 to dissolve all regional planning commissions in Alberta, our organization was formed by the Member Municipalities of that day to carry on the same functions, ensuring consistency in terms of staff and planning advice to our Members.

In 2025 ORRSC celebrated its 70th Anniversary, where our deep history in southern Alberta has evolved since the 1955 Lethbridge District Planning Commission

Why does ORRSC Exist?

The MGA requires municipalities to manage land use, subdivision, and development by preparing bylaws and statutory planning documents. ORRSC assists municipalities with creating these documents while providing day-to-day professional planning advice and assistance to our Members, continuing our historic ties to many of our Member Municipalities.

ORRSC's Organizational Structure



Board of Directors

The Board of Directors is comprised of 41 appointed elected officials from the Member Municipalities.

Executive Committee

The Executive Committee is elected by the Board of Directors and responsible for the day-to-day financial and administrative matters of the Board, such as budget preparation, policy review, and approval of financial accounts.

Chief Administrative Officer

The Chief Administrative Officer is the direct employee of the Board and Executive who is responsible for daily operations and ensuring that the organization operates in accordance with its objectives, polices, finances, etc.

Administration

Planning

GIS

Administration, GIS, and Planning are ORRSC's de facto departments who work together to provide the critical services our Members use on a day-to-day basis.

2024/2025 Executive Committee

Christopher Northcott, Chair

Vulcan County

Don Anderberg, Vice Chair

Town of Pincher Creek

Evan Berger

Municipal District of Willow Creek

David Cody

County of Warner

Brad Schlossberger

Town of Claresholm

Neil Sieben

Town of Raymond

Gord Wolstenholme

Town of Fort MacLeod



Board of Directors

Comprised of Elected Officials appointed by Member Municipalities
Decision-making and policy-making body of the Commission.
Unless delegated to the Executive, the Board has responsibility for all operations, policies, employees, budgeting and other functions of the Commission.
Responsible for approving proposed Annual Budget.

Executive Committee

Elected by the Board of Directors.
Responsible for financial and administrative matters, including budget preparation, approval of accounts, procedures and policies for hiring and dismissal of staff, and specific issues affecting administration or policy.
With Administration, prepares and reviews the annual budget estimates and work program submitted by the CAO.
Recommends an Annual Budget to the Board for approval

Both the Board and the Executive operates and is governed by the following Bylaws

- 2021-01 - Board of Directors and Executive Committee Bylaw
- 2021-02 - Administrative Bylaw
- 2021-03 - Procedural Bylaw
- 2021-04 - Code of Conduct for Board of Directors Bylaw
- 2021-05 - Document Retention Bylaw

Fiduciary Duty

Members shall:

- Act in the best interest of the Commission
- Not favour the interests of their municipality should the Commission's interest differ from their municipality's

2025/2026 Staff

Administration

Lenze Kuiper, Chief Administrative Officer (2005)
Raeanne Keer, Executive Assistant (2022)
Stephanie Sayer, Accounting Clerk (2024)

GIS

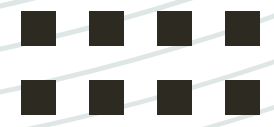
Jaime Thomas, GIS Analyst (2005)
Mladen Kristic, CAD/GIS Technologist (2006)
Jordan Thomas, GIS Analyst (2006)
Kaylee Sailer, CAD/GIS Technologist (2013)
Carlin Groves, GIS Technician (2019)

Planning - Subdivision

Jennifer Maxwell, Subdivision Technician (2015)
Ronni Svrcek, Records Management Clerk (Nov 2025)*

Planning

Mike Burla, Senior Planner (1978)*
Steve Harty, Senior Planner (1998)
Bonnie Brunner, Senior Planner (2007)
Gavin Scott, Senior Planner (2007)
Ryan Dyck, Senior Planner (2013)
Maxwell Kelly, Planner (2019)
Kattie Schlamp, Planner (2022)
Rachel Schortinghuis, Assistant Planner (2024)
Harsimran (Sim) Kaur, Assistant Planner (2024)
Mason Burtnik, Assistant Planner (July 2025)
Kevin Theriault, Assistant Planner (September 2025)
Skylar Nikkel, Assistant Planner (September 2025)



2026 Draft Budget Process

2026 Budget Preparation Timeline

Presentation from Auditor's Report and 2024 Financial Statements by Derek Taylor, KPMG LLP

April 2025

Regular Monthly Meeting focused on final budget with 2026 TEA's and recommendation to Board

November 2024

June 2025

Auditor's Report and 2024 Financial Statements presented and approved by the Board of Directors

September 2025

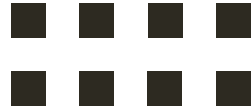
Regular Monthly Meeting focused on budget deliberations and further direction to Admin in anticipation of 2026 TEA's

Regular Monthly meeting focused on initial Budget discussions using 2024 Financial Statements, 2025 TEA's, projected revenue and expenses

June 2025

Regular Monthly Meeting focused on budget deliberations and further direction to Admin for preparation

July 2025



Budget Deliberations

Membership fees to cover fixed expenses

Develop a financial plan to have membership fees cover fixed expenses

Review floor and ceiling

Rebuild reserves

Develop proposed plan for Cost of Living increases and inflation implications to organization (wages, utilities, vehicles, etc.)

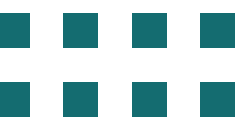
Succession planning and staff work load management

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| YEAR | BUDGET | ACTUAL |
|-------|----------|------------|
| 2016 | \$6,198 | 72,826.08 |
| 2017 | \$34,376 | \$255,792 |
| 2018 | \$36,430 | \$210,882 |
| 2019 | \$38,234 | -\$42,315 |
| 2020 | \$40,048 | -\$82,944 |
| 2021 | \$1,188 | \$296,029 |
| 2022 | \$5,399 | -\$138,842 |
| 2023 | \$7,233 | -\$250,237 |
| 2024 | \$9,645 | -\$153,542 |
| 2025* | \$5,759 | \$233,848* |

*Estimated, actuals will not be available until 2025 Audit and Financial Statements are completed



September vs December High Level Changes

September 2025 Draft*

Membership Mill Rates & Fees

- Rural: 0.078 to 0.089 (+.011)
- Urban: 0.116 to 0.132 (+0.16)

Average of 14% Fee Increase

Capital Projects

- New Roof (\$52,000)
- Vacation/OT Reserve (\$30,000)
- Fleet Vehicle Replacement (\$35,000)

Temporary Employees

- 1 x Senior Planner to February 2025

December 2025 Proposed

Membership Mill Rates & Fees

- Rural: 0.078 to 0.079 (+0.01)
- Urban: 0.116 to 0.121 (+0.05)

Average of 13.98% Fee Increase

Capital Projects

- New Roof (\$52,000)
- Fleet Vehicle Replacement (\$35,000)

Temporary Employees

- 1 x Senior Planner to December 2026
- 1 x Part-time Records Management Clerk to November 2026

Fees with No Changes from September Draft Budget Presentation

Planning Floor/Ceiling

No Increases / No Changes

Ceiling: \$118,795

Floor: \$5,700

Subdivision Fees

\$25 - \$50 Increase

Fee For Service Hourly

(Members)

No Increase / No Changes

Remains \$85/hour

GIS Membership

12% Average Increase

Regional Boards

(Chinook SDAB / Regional ARB)

\$50 Increase to CISDAB Annual Fee

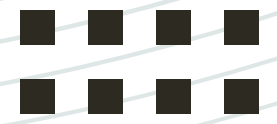
No Increase / No Changes to RARB Fee

Fee For Service Hourly

(Non-Members)

No Increase / No Changes

Remains \$200/hr



Our Goals



Our Goals

Financial Stability

Ensure the organizations fixed expenses (payroll, benefits, utilities, software, etc.) are covered by annual membership fees

Revenue Growth for Reserves

Encourage revenue growth through fee-for-service and subdivision fees to rebuild reserves

Intensify Financial Planning

Provide a 3-year Ongoing Operating Plan early in the year so that our organization and membership has a strong financial plan moving forward

How Will We Reach Our Goals?

Goal #1: Financial Stability

- Membership Fees to financially cover fixed operating expenses
- Review “Floor” and “Ceiling” on annual basis
- Use revenue from Fee-For-Service and Subdivision Fees to fund non-fixed operating expenses and rebuild reserves

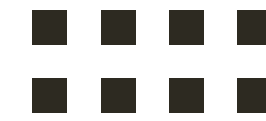
Goal #2: Revenue Growth

- Continue to research and review the needs of our Members and determine services that we may be able to offer within our scope of work
- Regularly review existing statutory plans to determine what projects are due for renewal or require updates

Goal #3: Intensify Financial Planning

- Continue to review operating costs for savings
- Research and apply for grants for cost-savings for future capital projects and purchases
- Begin the budget process earlier in the year to provide Members with an draft budget proposal for September annually
- Develop a strong capital plan moving forward to ensure the capital assets of the organization are replaced/repairs/reviewed accordingly

Expanding the Budget Process



Step 1

Financial Audit Complete
(May/June)



Administration will prepare the draft budget using the previous year's financial records and Financial Statements.

Step 2

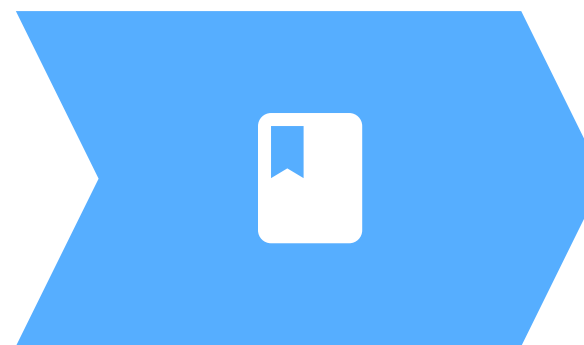
Prepare Draft Budget
(Summer)



Between the June and September Board Meetings the Executive and Administration will prepare an draft budget.

Step 3

Draft Budget Presented to Board of Directors
(September)



Draft budget will be presented to the Board using the first 6-months finances and the previous years financial statements to best estimate the upcoming year.

Step 4

Prepare Final Budget
(Fall)



Executive and Administration will prepare a final budget with the new equalized assessments and financial information from the first 3 financial quarters.

Step 5

Final Budget Presented to Board of Directors
(December)



Final budget will be presented to the Board for the upcoming year.

3 Year Ongoing Operating Plan

Developing a 3 Year Ongoing Operating Plan, in alignment with municipal best practice, will allow us to monitor the organizations financial viability and provide our Member Municipalities a better opportunity to be aware of future budget needs.

2025

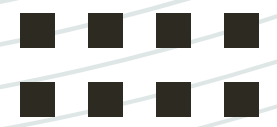
- 2026 Draft Operating in Sept 2025
- 2026 Final Operating in Dec 2025
- Updated Interim 2027 Operating Plan
- Interim 2028 Operating Plan

2026

- 2027 Draft Operating in Sept 2026
- 2027 Final Operating in Dec 2026
- Updated Interim 2028 Operating Plan
- Interim 2029 Operating Plan

2027

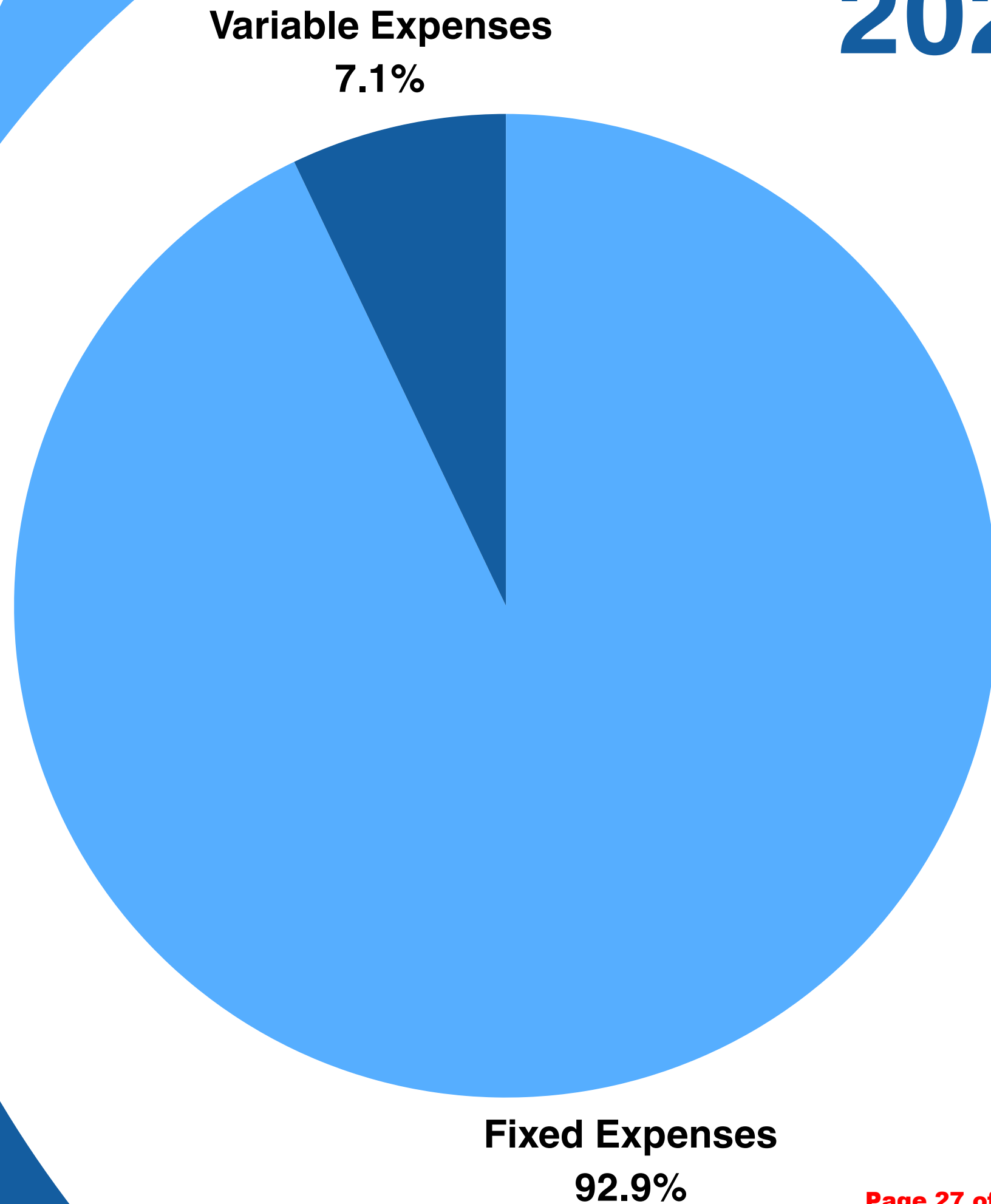
- 2028 Draft Operating in Sept 2027
- 2028 Final Operating in Dec 2027
- Updated 2029 Operating Plan
- Interim 2030 Operating Plan



The Budget Details

Fixed vs Variable

2025 Budget - Fixed vs Variable Expenses



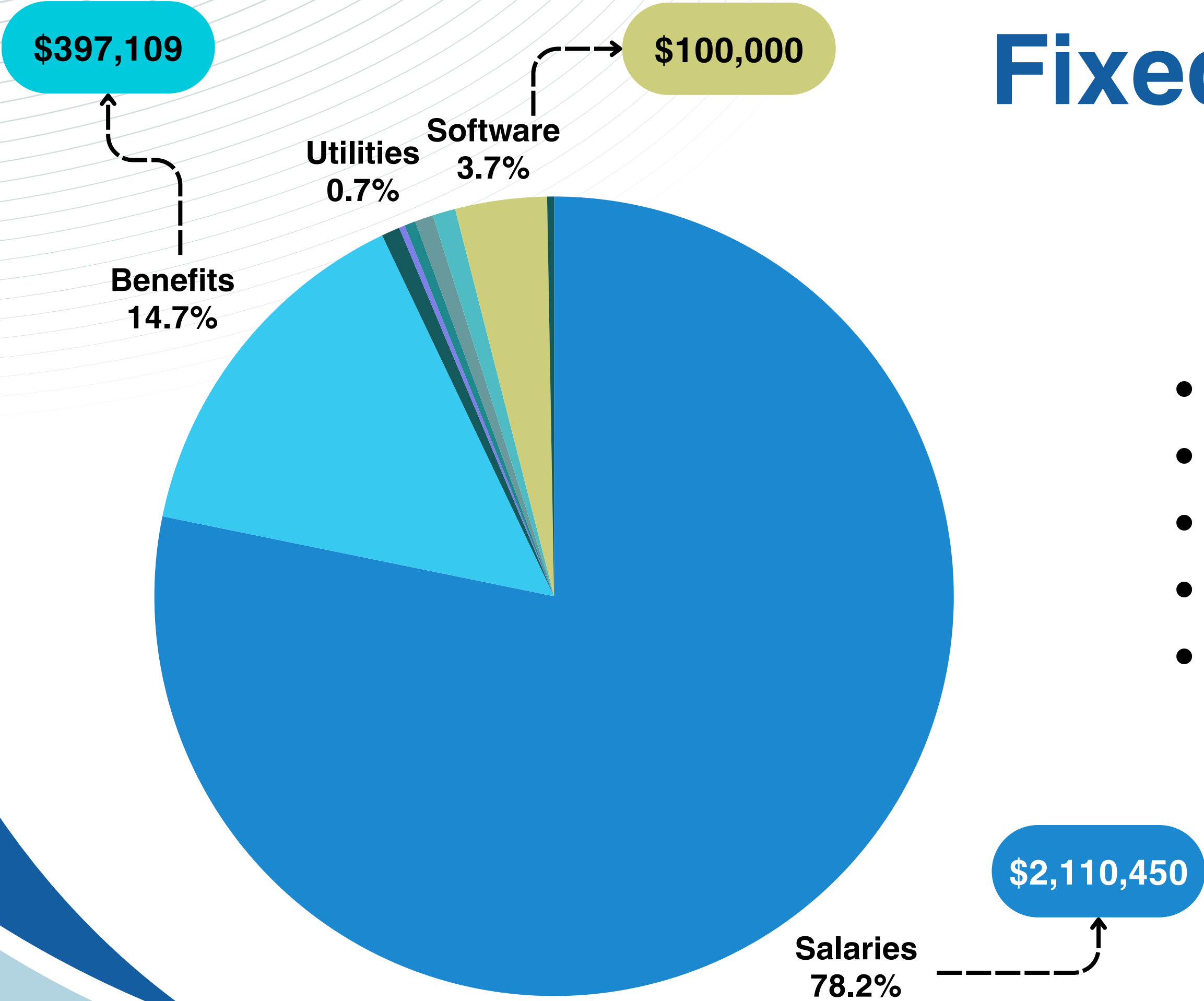
- Fixed Expenses
\$2,698,559
- Variable Expenses
\$205,725



Fixed Operating Expenses

- Salaries
- Benefits
- Utilities
- Telephone
- Accounting & Audit Fees
- Insurance
- Software
- Equipment Rental

Fixed Operating Expenses



- Janitorial - 0.2%
- Accounting/Audit - 0.4%
- Telephone - 0.7%
- Insurance - 0.9%
- Equipment Rental - 0.3%



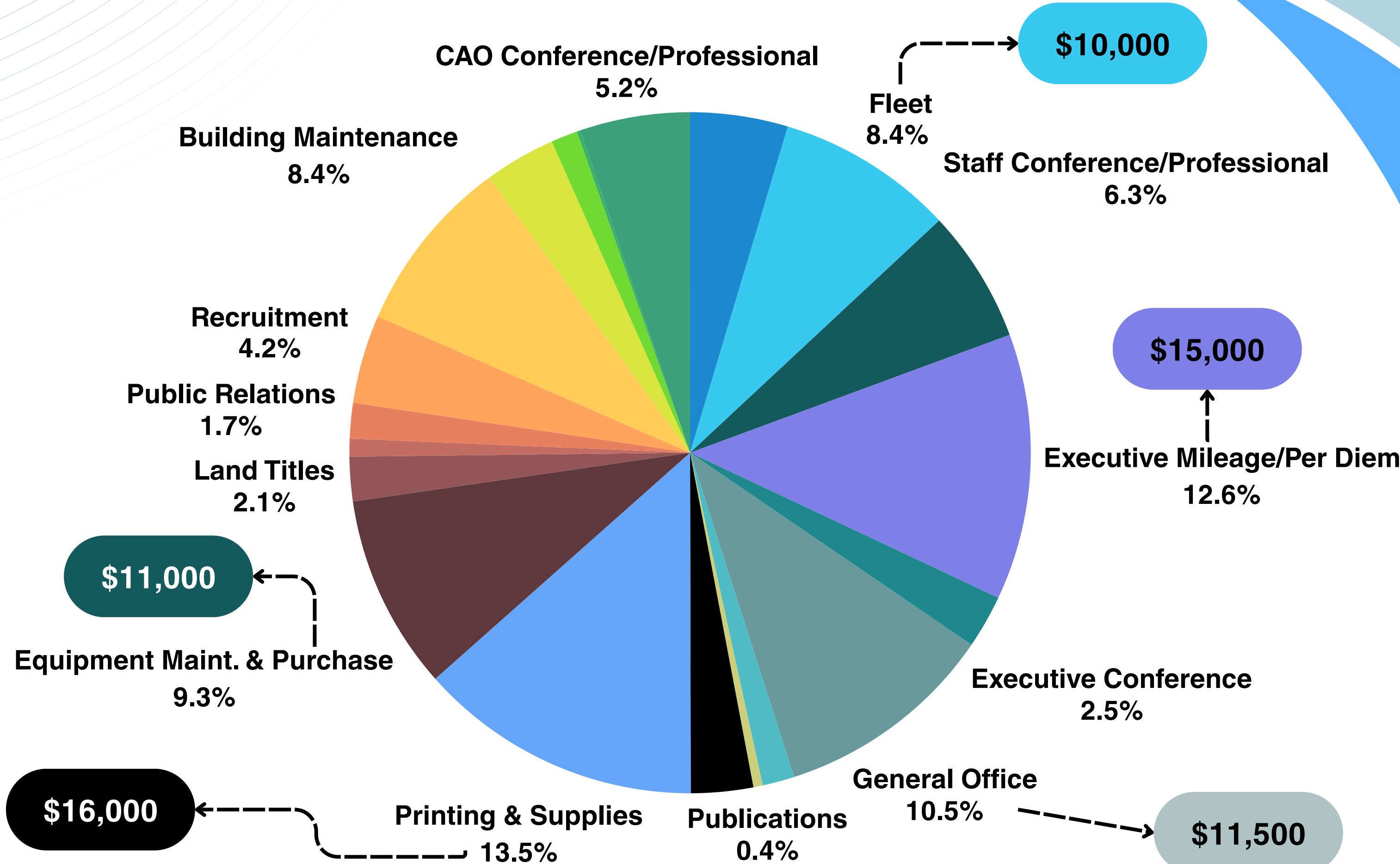
Variable Expenses

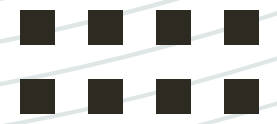
- Staff Mileage
- Fleet Fuel & Maintenance
- Staff Field Expense
- Staff Conference
- Staff Prof. Development & Memberships
- Executive Meeting Per Diem
- Executive Meeting Mileage
- Executive Conference
- General Office Services & Supplies
- Subscriptions & Memberships
- Books & Publications
- Postage & Courier
- Printing & Supplies
- Equipment & Furniture Purchases
- Equipment Repairs & Maintenance
- Land Titles & Government Agencies
- Legal Fees
- Recruitment
- Building Maintenance
- Board Meetings
- Bank Fees & Service Charges



Variable Operating Expenses

- Staff Travel - 4.6%
- Aerial Photos - 0.2%
- Subscriptions & Memberships - 1.5%
- Postage & Courier - 2.9%
- Legal - 0.8%
- Board Meetings - 3.4%
- Bank Fees - 1.3%





The Budget Details

Variable Revenues

Fee-For-Service

ORRSC has experienced a decrease in Fee-For-Service projects by our Membership. This decrease has had a negative impact on the organizations budget.

Financial history has shown that Fee-For-Service is volatile and cannot be relied on for financial stability.

Given the instability of this revenue stream the Executive Committee has opted to budget more conservatively moving forward than in previous years.

| YEAR | BUDGET | ACTUAL |
|------|-----------|------------|
| 2016 | \$300,000 | \$221,104 |
| 2017 | \$400,000 | \$476,574 |
| 2018 | \$450,000 | \$445,603 |
| 2019 | \$425,000 | \$329,623 |
| 2020 | \$425,000 | \$410,156 |
| 2021 | \$400,000 | \$729,264 |
| 2022 | \$400,000 | \$85,759 |
| 2023 | \$400,000 | \$127,557 |
| 2024 | \$200,000 | \$134,277 |
| 2025 | \$75,000 | \$194,749* |

Subdivision Fees

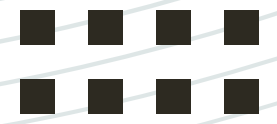
Subdivision fees are incredibly difficult to project as a stable revenue source as it is often impacted by the economy, developers in individual municipalities, municipal growth and projects.

The table includes all associated Subdivision Fees, including Application Fees, Finalization Fees, and Extension Fees.

Given the volatile nature of this revenue stream the Executive Committee has opted to budget more conservatively moving forward than in previous years.

| YEAR | BUDGET | ACTUAL |
|-------|-----------|------------|
| 2016 | \$305,000 | \$310,730 |
| 2017 | \$305,000 | \$347,974 |
| 2018 | \$315,000 | \$352,687 |
| 2019 | \$315,000 | \$276,180 |
| 2020 | \$300,000 | \$239,277 |
| 2021 | \$250,000 | \$332,900 |
| 2022 | \$300,000 | \$320,169 |
| 2023 | \$310,000 | \$265,905 |
| 2024 | \$287,500 | \$357,252 |
| 2025* | \$260,000 | \$344,720* |

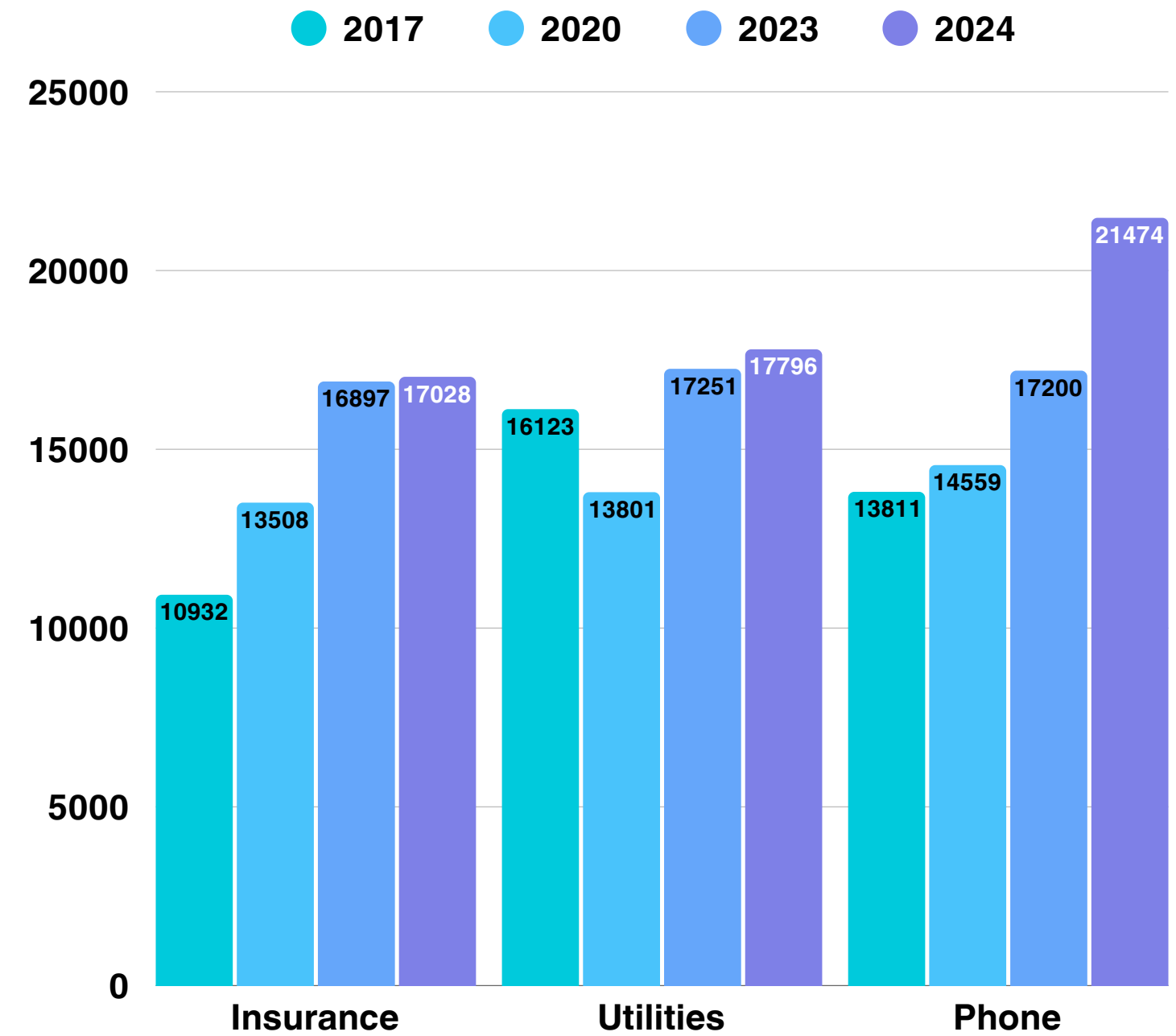
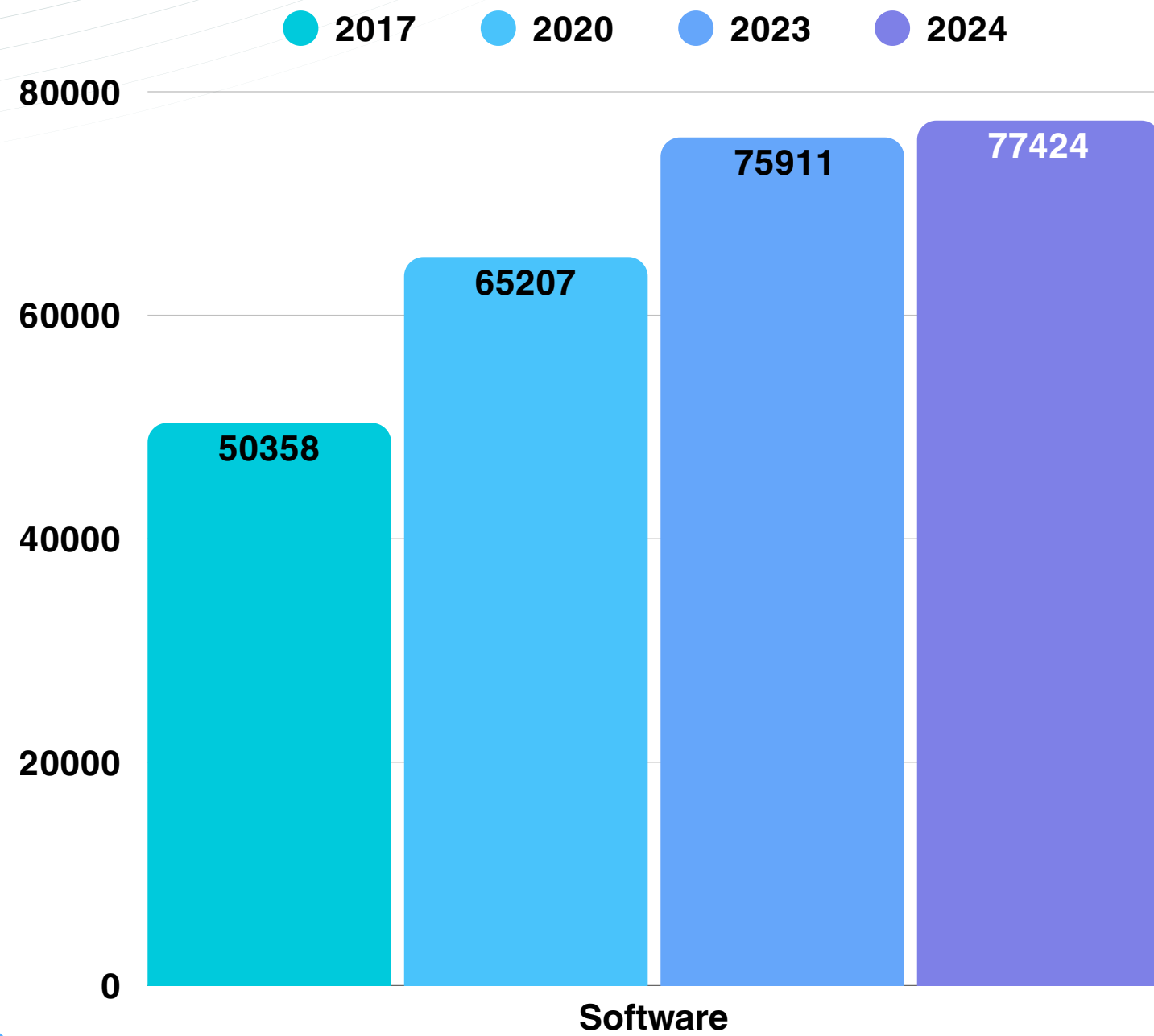
*As of October 31, 2025

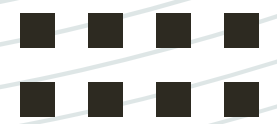


The Budget Details

Operating Increases

Operating Expense Increases

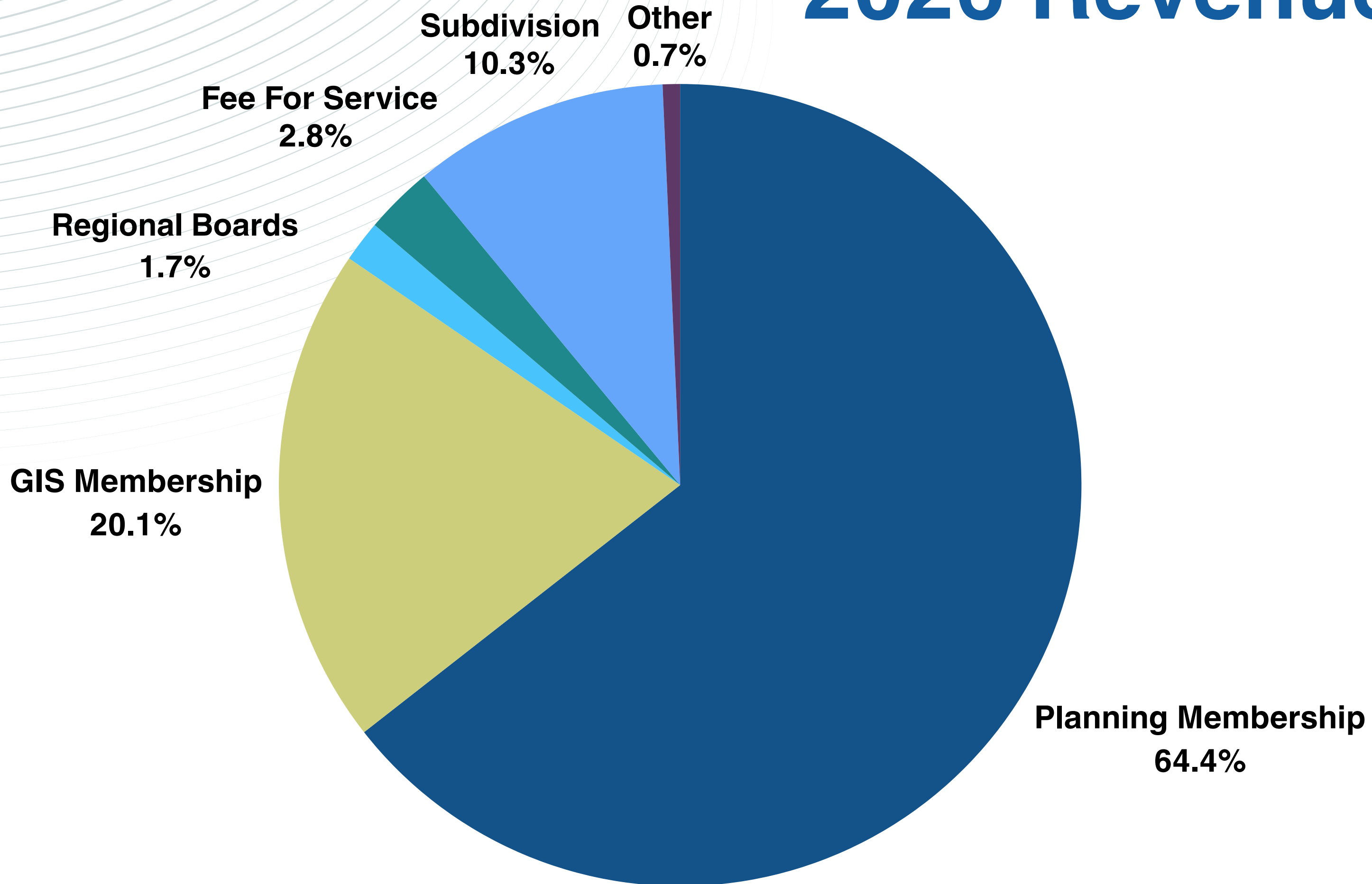


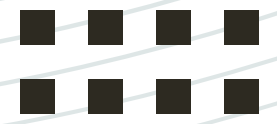


The Budget Details

Projected Revenue

2026 Revenue





The ORRSC Advantage

Estimated Costs For a Planner

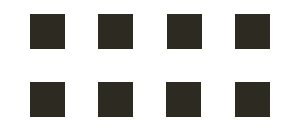
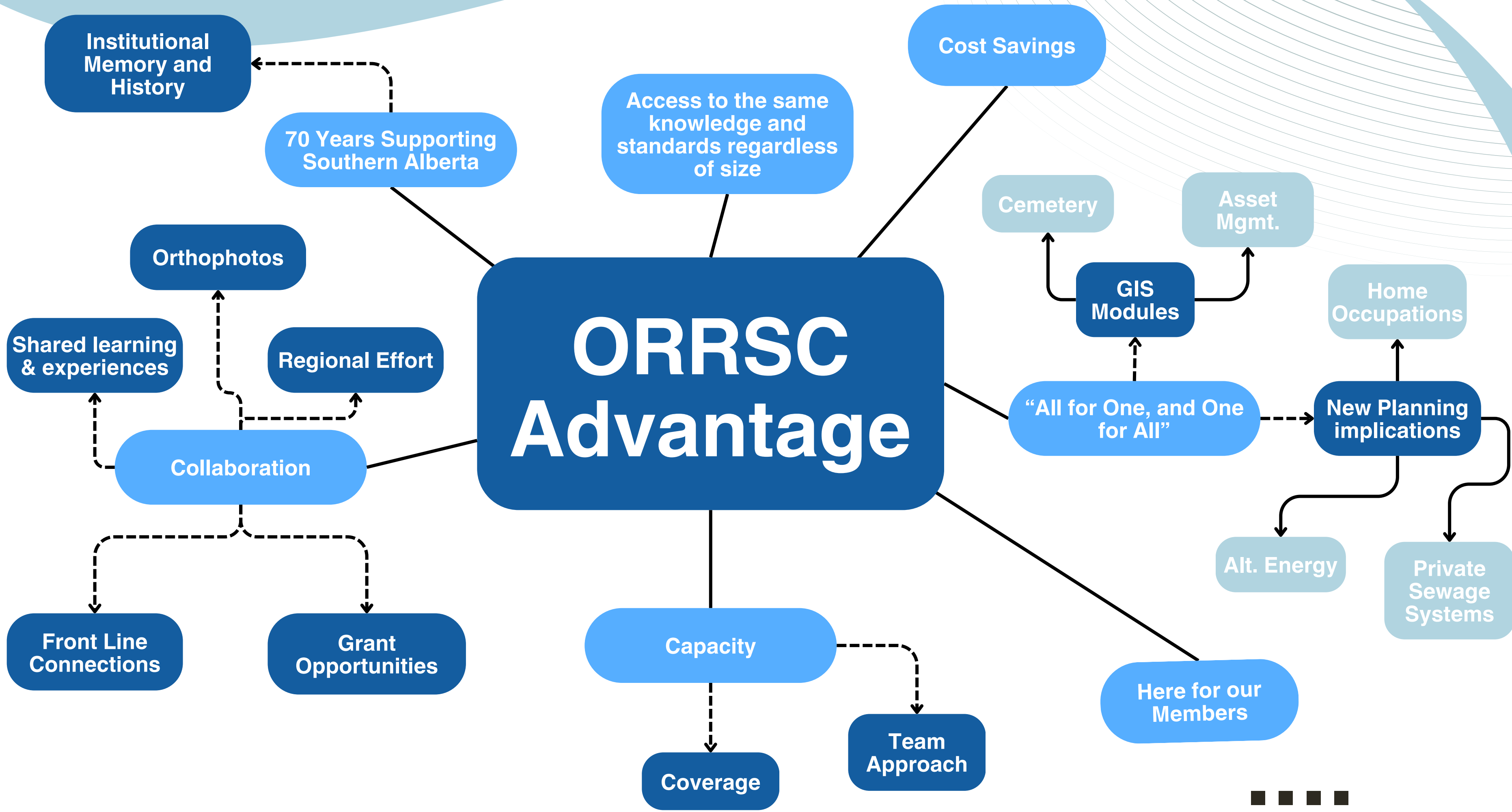
Based on range of recent Planner job postings in 2025 from Municipalities across Alberta searching for a Planner with 5-years or more experience.

| | |
|---|---------------------|
| Average Annual Salary | \$114,366.00 |
| Average Annual Benefits | \$28,993.00 |
| | \$143,359.00 |
| Unbillable Work/Hours | \$24,922.00 |
| Vacation, Stat Holidays, Overtime, etc. | |
| Annual Expenses | \$103,920.00 |
| Vehicle, phone, office, materials, etc. | |

These costs do not include:

- An Assistant, Clerk, or other Administrative Support
- A Subdivision Technician
- Coverage during holidays, sick time, etc.

Estimated Total Cost to a Municipality
\$272,201.00



Questions?



2026 DRAFT BUDGET #5

| REVENUE | |
|---|--|
| MEMBERSHIP FEES | |
| 4010 - Membership Fees | |
| 4030 - GIS Member Fees | |
| TOTAL MEMBERSHIP FEES | |
| FEES FOR SERVICE | |
| 4025 - Regional Assessment Review Board | |
| 4028 - Chinook Intermunicipal SDAB | |
| 4040 - Fee for Service (Member) | |
| 4060 - Fee for Service (Non-Member) | |
| TOTAL FEES FOR SERVICE | |
| SUBDIVISION FEES | |
| 4140 - Application Fees | |
| 4141 - Final Fees | |
| 4142 - Extension Fees | |
| TOTAL SUBDIVISION FEES | |
| PLANS & INTEREST | |
| 4150 - Rental Income | |
| 4160 - Sale of Plans & Publications | |
| 4180 - Interest Earned | |
| 4200 - Other Income | |
| TOTAL PLANS & INTEREST | |
| TOTAL REVENUE | |

| 2% WAGE INCREASE | 2% WAGE INCREASE | 3% WAGE INCREASE |
|------------------------|------------------------|------------------------|
| 2026 | 2027 | 2028 |
| BUDGET | BUDGET | BUDGET |
| 14% | 5% | 5% |
| \$ 1,873,014.61 | \$ 1,966,665.34 | \$ 2,064,998.61 |
| \$ 585,037.81 | \$ 614,289.70 | \$ 645,004.18 |
| \$ 2,458,052.42 | \$ 2,580,955.04 | \$ 2,710,002.80 |
| BUDGET | BUDGET | BUDGET |
| \$ 18,500.00 | \$ 18,500.00 | \$ 18,500.00 |
| \$ 30,000.00 | \$ 30,000.00 | \$ 30,000.00 |
| \$ 80,000.00 | \$ 80,000.00 | \$ 80,000.00 |
| \$ - | \$ - | \$ - |
| \$ 128,500.00 | \$ 128,500.00 | \$ 128,500.00 |
| BUDGET | BUDGET | BUDGET |
| \$ 240,000.00 | \$ 240,000.00 | \$ 240,000.00 |
| \$ 55,000.00 | \$ 55,000.00 | \$ 55,000.00 |
| \$ 5,000.00 | \$ 5,000.00 | \$ 5,000.00 |
| \$ 300,000.00 | \$ 300,000.00 | \$ 300,000.00 |
| BUDGET | BUDGET | BUDGET |
| \$ 100.00 | \$ 100.00 | \$ 100.00 |
| \$ 200.00 | \$ 200.00 | \$ 200.00 |
| \$ 20,000.00 | \$ 20,000.00 | \$ 20,000.00 |
| \$ - | \$ - | \$ - |
| \$ 20,300.00 | \$ 20,300.00 | \$ 20,300.00 |
| \$ 2,906,852.42 | \$ 3,029,755.04 | \$ 3,158,802.80 |

| EXPENSES | |
|---|--|
| EMPLOYMENT | |
| STAFF SALARIES | |
| 5020 - PERMANENT EMPLOYEES | |
| 5030 - TEMPORARY EMPLOYEES | |
| TOTAL STAFF SALARIES | |
| STAFF BENEFITS | |
| 5070 - EMPLOYMENT INSURANCE (EI) | |
| 5100 - CPP | |
| 5080 - AMS - GROUP LIFE INSURANCE | |
| 5120 - AMS - HEALTH & DENTAL | |
| 5090 - LAPP | |
| TOTAL STAFF BENEFITS | |
| TOTAL EXPENSES - EMPLOYMENT | |
| FIXED | |
| FIXED EXPENSES | |
| 5265 - UTILITIES | |
| 5280 - JANITORIAL SERVICES | |
| 5310 - TELEPHONE | |
| 5420 - ACCOUNTING & AUDIT FEES | |
| 5510 - INSURANCE | |
| 5470 - COMPUTER SOFTWARE | |
| 5580 - EQUIPMENT & FURNITURE RENTAL | |
| TOTAL FIXED EXPENSES | |
| TOTAL EXPENSES - FIXED | |
| VARIABLE | |
| STAFF TRAVEL & MEETINGS | |
| 5150 - STAFF MILEAGE | |
| 5151 - VEHICLE GAS & MAINTENANCE | |
| 5160 - STAFF FIELD EXPENSE | |
| 5170 - STAFF CONFERENCE & OUT OF AREA | |
| 5171 - CAO CONFERENCE & OUT OF AREA | |
| 5175 - STAFF MEMBERSHIP DUES & RENEWALS | |
| 5176 - CAO MEMBERSHIP DUES & RENEWALS | |
| 5180 - STAFF DEVELOPMENT | |

| 2026 | 2027 | 2028 |
|------------------------|------------------------|------------------------|
| BUDGET | BUDGET | BUDGET |
| \$ 2,083,450.02 | \$ 2,188,244.78 | \$ 2,253,892.12 |
| \$ 27,000.00 | \$ - | \$ - |
| \$ 2,110,450.02 | \$ 2,188,244.78 | \$ 2,253,892.12 |
| BUDGET | BUDGET | BUDGET |
| \$ 30,170.00 | \$ 30,773.40 | \$ 31,696.60 |
| \$ 87,990.00 | \$ 89,749.80 | \$ 92,442.29 |
| \$ 20,836.00 | \$ 21,252.72 | \$ 21,890.30 |
| \$ 79,614.00 | \$ 81,206.28 | \$ 83,642.47 |
| \$ 178,499.00 | \$ 182,068.98 | \$ 187,531.05 |
| \$ 397,109.00 | \$ 405,051.18 | \$ 417,202.72 |
| \$ 2,507,559.02 | \$ 2,593,295.96 | \$ 2,671,094.84 |
| BUDGET | BUDGET | BUDGET |
| \$ 20,000.00 | \$ 20,000.00 | \$ 20,000.00 |
| \$ 6,500.00 | \$ 6,500.00 | \$ 6,500.00 |
| \$ 20,000.00 | \$ 20,000.00 | \$ 20,000.00 |
| \$ 12,000.00 | \$ 12,000.00 | \$ 12,000.00 |
| \$ 25,000.00 | \$ 30,000.00 | \$ 35,000.00 |
| \$ 100,000.00 | \$ 125,000.00 | \$ 125,000.00 |
| \$ 7,500.00 | \$ 7,500.00 | \$ 7,500.00 |
| \$ 191,000.00 | \$ 221,000.00 | \$ 226,000.00 |
| \$ 191,000.00 | \$ 221,000.00 | \$ 226,000.00 |
| BUDGET | BUDGET | BUDGET |
| \$ 1,500.00 | \$ 1,500.00 | \$ 1,500.00 |
| \$ 10,000.00 | \$ 10,000.00 | \$ 10,000.00 |
| \$ 4,000.00 | \$ 4,000.00 | \$ 4,000.00 |
| \$ 3,000.00 | \$ 3,000.00 | \$ 3,000.00 |
| \$ 5,000.00 | \$ 5,000.00 | \$ 5,000.00 |
| \$ 2,500.00 | \$ 2,500.00 | \$ 2,500.00 |
| \$ 1,200.00 | \$ 1,200.00 | \$ 1,200.00 |
| \$ 2,000.00 | \$ 2,000.00 | \$ 2,000.00 |

| |
|--|
| TOTAL STAFF TRAVEL & MEETINGS |
| MEMBERS TRAVEL & MEETINGS |
| 5210 - MEMBER MEETING FEES |
| 5220 - MEMBER MILEAGE |
| 5230 - MEMBER CONFERENCE & OUT OF AREA |
| TOTAL MEMBERS TRAVEL & MEETINGS |
| GENERAL OFFICE |
| 5315 - GENERAL OFFICE SERVICES |
| 5320 - GENERAL OFFICE SUPPLIES |
| 5330 - SUBSCRIPTIONS |
| 5335 - MEMBERSHIP DUES & RENEWALS |
| 5340 - BOOKS & PUBLICATIONS |
| 5350 - POSTAGE & COURIER |
| 5530 - COFFEE & SUPPLIES |
| 5380 - PRINTING & PRINTING SUPPLIES |
| 5390 - GRAPHIC & DRAFTING SUPPLIES |
| TOTAL GENERAL OFFICE |
| OTHER EXPENSES |
| 5570 - EQUIPMENT REPAIRS & MAINTENANCE |
| 5590 - EQUIPMENT & FURNITURE PURCHASES |
| 5430 - AERIAL PHOTOS & MAPS |
| 5440 - LAND TITLES OFFICE |
| 5450 - LEGAL FEES |
| 5460 - PUBLIC RELATIONS |
| 5480 - RECRUITMENT & RELOCATION |
| 5270 - RENOVATIONS |
| 5285 - BUILDING MAINTENANCE |
| 5490 - CONSULTANTS |
| 5535 - MEALS & ENTERTAINMENT |
| 5520 - MEETINGS |
| 5532 - ASSESSMENT REVIEW BOARD |
| 5534 - CHINOOK INTERMUNICIPAL SDAB |
| 5540 - BANK FEES & SERVICE CHARGES |
| 5547 - TRANSFER TO OPERATING RESERVE FUND |
| 5548 - TRANSFER TO CAPITAL RESERVE FUND |
|
 |
| VACATION & OVERTIME LIABILITY RESERVE (5547) |
| ROOF REPLACEMENT (5270 - RENOVATIONS) |
| RESEAL PARKING LOT (5270 - RENOVATIONS) |
| NEW GIS PLOTTER (5590 - EQUIPMENT & FURNITURE PURCHASES) |
| COMPUTER UPGRADES (5590 - EQUIPMENT & FURNITURE PURCHASES) |
| NEW CAR (5590 - EQUIPMENT & FURNITURE PURCHASES) |
| TOTAL OTHER EXPENSES |
| TOTAL EXPENSES - VARIABLE |
| TOTAL EXPENSES |

| | | |
|------------------------|------------------------|------------------------|
| \$ 29,200.00 | \$ 29,200.00 | \$ 29,200.00 |
| BUDGET | BUDGET | BUDGET |
| \$ 10,000.00 | \$ 10,000.00 | \$ 10,000.00 |
| \$ 5,000.00 | \$ 5,000.00 | \$ 5,000.00 |
| \$ 3,000.00 | \$ 3,000.00 | \$ 3,000.00 |
| \$ 18,000.00 | \$ 18,000.00 | \$ 18,000.00 |
| BUDGET | BUDGET | BUDGET |
| \$ 1,500.00 | \$ 1,500.00 | \$ 1,500.00 |
| \$ 10,000.00 | \$ 10,000.00 | \$ 10,000.00 |
| \$ 800.00 | \$ 800.00 | \$ 800.00 |
| \$ 1,000.00 | \$ 1,000.00 | \$ 1,000.00 |
| \$ 525.00 | \$ 525.00 | \$ 525.00 |
| \$ 3,500.00 | \$ 3,500.00 | \$ 3,500.00 |
| \$ 1,000.00 | \$ 1,000.00 | \$ 1,000.00 |
| \$ 16,000.00 | \$ 16,000.00 | \$ 16,000.00 |
| \$ - | \$ - | \$ - |
| \$ 34,325.00 | \$ 34,325.00 | \$ 34,325.00 |
| BUDGET | BUDGET | BUDGET |
| \$ 1,000.00 | \$ 1,000.00 | \$ 1,000.00 |
| \$ 10,000.00 | \$ 10,000.00 | \$ 10,000.00 |
| \$ 200.00 | \$ 200.00 | \$ 200.00 |
| \$ 2,500.00 | \$ 2,500.00 | \$ 2,500.00 |
| \$ 1,000.00 | \$ 1,000.00 | \$ 1,000.00 |
| \$ 2,000.00 | \$ 2,000.00 | \$ 2,000.00 |
| \$ 5,000.00 | \$ 5,000.00 | \$ 5,000.00 |
| \$ - | \$ - | \$ - |
| \$ 10,000.00 | \$ 10,000.00 | \$ 10,000.00 |
| \$ - | \$ - | \$ - |
| \$ 4,000.00 | \$ 4,000.00 | \$ 4,000.00 |
| \$ - | \$ - | \$ - |
| \$ - | \$ - | \$ - |
| \$ - | \$ - | \$ - |
| \$ 1,500.00 | \$ 1,500.00 | \$ 1,500.00 |
| \$ - | \$ - | \$ 12,500.00 |
| \$ - | \$ - | \$ 12,500.00 |
| \$ - | \$ 50,000.00 | \$ 50,000.00 |
| \$ 52,000.00 | \$ - | \$ - |
| \$ - | \$ 5,000.00 | \$ - |
| \$ - | \$ 10,000.00 | \$ - |
| \$ - | \$ 12,000.00 | \$ 12,000.00 |
| \$ 35,000.00 | \$ - | \$ 40,000.00 |
| \$ 124,200.00 | \$ 114,200.00 | \$ 164,200.00 |
| \$ 205,725.00 | \$ 195,725.00 | \$ 245,725.00 |
| \$ 2,904,284.02 | \$ 3,010,020.96 | \$ 3,142,819.84 |

| |
|---|
| MEMBERSHIP / GIS FEES |
| STAFF SALARIES / FIXED EXPENSES |
| TOTAL |
|
 |
| FEES FOR SERVICE / SUBDIVISION FEES / PLANS & INTEREST |
| VARIABLE EXPENSES |
| TOTAL |
| NET INCOME |

| | | |
|------------------------|------------------------|------------------------|
| YEAR TOTAL | YEAR TOTAL | YEAR TOTAL |
| BUDGET | BUDGET | BUDGET |
| \$ 2,458,052.42 | \$ 2,580,955.04 | \$ 2,710,002.80 |
| \$ 2,698,559.02 | \$ 2,814,295.96 | \$ 2,897,094.84 |
| \$ (240,506.60) | \$ (233,340.92) | \$ (187,092.04) |
| \$ 448,800.00 | \$ 448,800.00 | \$ 448,800.00 |
| \$ 205,725.00 | \$ 195,725.00 | \$ 245,725.00 |
| \$ 243,075.00 | \$ 253,075.00 | \$ 203,075.00 |
| \$ 2,568.40 | \$ 19,734.08 | \$ 15,982.96 |

2026 Membership Fees - DRAFT #5

| Rural Mill Rate + .001 / Urban Mill Rate + .005 / \$118,795.41 Ceiling / \$5,700 Floor | | | | | | | | | |
|--|--------------------------------|------------------------------|---------------------------|------------------------------------|----------------|----------------|---------------------|-----------------------|---------------------|
| | Municipality | 2025 Requisition Without Cap | 2025 Requisition With Cap | Official 2026 Equalized Assessment | 2025 Mill Rate | 2026 Mill Rate | 2026 Requisition | 2026 with Ceiling | Change \$ |
| Specialized Municipality | | | | | | | | | |
| 1 | Municipality of Crowsnest Pass | \$ 112,576 | \$104,206.50 | \$ 1,635,073,071 | 0.078 | 0.079 | \$ 129,171 | \$118,795.41 | \$14,588.91 |
| Municipal District | | | | | | | | | |
| 2 | Cardston County | \$ 70,772 | \$70,772.12 | \$ 1,057,426,388 | 0.078 | 0.079 | \$ 83,537 | \$83,536.68 | \$12,764.56 |
| 3 | Lethbridge County | \$ 198,379 | \$104,206.50 | \$ 2,705,440,140 | 0.078 | 0.079 | \$ 213,730 | \$118,795.41 | \$14,588.91 |
| 4 | M.D. of Pincher Creek No. 9 | \$ 144,773 | \$104,206.50 | \$ 1,936,435,250 | 0.078 | 0.079 | \$ 152,978 | \$118,795.41 | \$14,588.91 |
| 5 | M.D. Ranchland No. 66 | \$ 19,790 | \$19,789.76 | \$ 267,661,030 | 0.078 | 0.079 | \$ 21,145 | \$21,145.22 | \$1,355.47 |
| 6 | M.D. of Taber | \$ 188,479 | \$104,206.50 | \$ 2,583,322,195 | 0.078 | 0.079 | \$ 204,082 | \$118,795.41 | \$14,588.91 |
| 7 | Vulcan County | \$ 171,532 | \$104,206.50 | \$ 2,294,515,124 | 0.078 | 0.079 | \$ 181,267 | \$118,795.41 | \$14,588.91 |
| 8 | County of Warner No. 5 | \$ 71,479 | \$71,479.45 | \$ 1,021,503,291 | 0.078 | 0.079 | \$ 80,699 | \$80,698.76 | \$9,219.31 |
| 9 | M.D. of Willow Creek No. 26 | \$ 172,604 | \$104,206.50 | \$ 2,327,347,036 | 0.078 | 0.079 | \$ 183,860 | \$118,795.41 | \$14,588.91 |
| 10 | County of Forty Mile | \$ 123,156 | \$104,206.50 | \$ 1,659,012,922 | 0.078 | 0.079 | \$ 131,062 | \$118,795.41 | \$14,588.91 |
| City | | | | | | | | | |
| 11 | City of Brooks | \$ 175,309 | \$104,206.50 | \$ 1,658,510,359 | 0.116 | 0.121 | \$ 200,680 | \$118,795.41 | \$14,588.91 |
| Town | | | | | | | | | |
| 12 | Town of Bassano | \$ 15,600 | \$15,599.60 | \$ 147,096,961 | 0.116 | 0.121 | \$ 17,799 | \$17,798.73 | \$2,199.13 |
| 13 | Town of Cardston | \$ 48,848 | \$48,848.02 | \$ 449,789,267 | 0.116 | 0.121 | \$ 54,425 | \$54,424.50 | \$5,576.48 |
| 14 | Town of Claresholm | \$ 65,567 | \$65,566.78 | \$ 652,142,245 | 0.116 | 0.121 | \$ 78,909 | \$78,909.21 | \$13,342.43 |
| 15 | Town of Coalhurst | \$ 40,784 | \$40,783.78 | \$ 364,493,087 | 0.116 | 0.121 | \$ 44,104 | \$44,103.66 | \$3,319.88 |
| 16 | Town of Fort Macleod | \$ 61,269 | \$61,269.18 | \$ 581,138,829 | 0.116 | 0.121 | \$ 70,318 | \$70,317.80 | \$9,048.62 |
| 17 | Town of Magrath | \$ 34,061 | \$34,061.41 | \$ 313,182,289 | 0.116 | 0.121 | \$ 37,895 | \$37,895.06 | \$3,833.64 |
| 18 | Town of Milk River | \$ 9,928 | \$9,927.96 | \$ 90,198,084 | 0.116 | 0.121 | \$ 10,914 | \$10,913.97 | \$986.01 |
| 19 | Town of Nanton | \$ 44,722 | \$44,721.70 | \$ 445,029,603 | 0.116 | 0.121 | \$ 53,849 | \$53,848.58 | \$9,126.88 |
| 20 | Town of Nobleford | \$ 23,782 | \$23,782.27 | \$ 216,475,805 | 0.116 | 0.121 | \$ 26,194 | \$26,193.57 | \$2,411.30 |
| 21 | Town of Picture Butte | \$ 29,109 | \$29,109.02 | \$ 267,042,595 | 0.116 | 0.121 | \$ 32,312 | \$32,312.15 | \$3,203.13 |
| 22 | Town of Pincher Creek | \$ 67,373 | \$67,373.06 | \$ 661,136,653 | 0.116 | 0.121 | \$ 79,998 | \$79,997.54 | \$12,624.48 |
| 23 | Town of Raymond | \$ 53,600 | \$53,600.24 | \$ 506,044,076 | 0.116 | 0.121 | \$ 61,231 | \$61,231.33 | \$7,631.10 |
| 24 | Town of Stavely | \$ 8,532 | \$8,532.41 | \$ 84,751,296 | 0.116 | 0.121 | \$ 10,255 | \$10,254.91 | \$1,722.50 |
| 25 | Town of Vauxhall | \$ 12,722 | \$12,722.05 | \$ 123,955,661 | 0.116 | 0.121 | \$ 14,999 | \$14,998.63 | \$2,276.58 |
| 26 | Town of Vulcan | \$ 30,032 | \$30,032.34 | \$ 294,657,487 | 0.116 | 0.121 | \$ 35,654 | \$35,653.56 | \$5,621.22 |
| Village | | | | | | | | | |
| 27 | Village of Arrowwood | \$ 2,236 | \$5,000.00 | \$ 22,954,099 | 0.116 | 0.121 | \$ 2,777 | \$5,700.00 | \$700.00 |
| 28 | Village of Barnwell | \$ 13,065 | \$13,064.89 | \$ 125,051,656 | 0.116 | 0.121 | \$ 15,131 | \$15,131.25 | \$2,066.36 |
| 29 | Village of Barons | \$ 3,215 | \$5,000.00 | \$ 29,150,279 | 0.116 | 0.121 | \$ 3,527 | \$5,700.00 | \$700.00 |
| 30 | Village of Carmangay | \$ 2,865 | \$5,000.00 | \$ 28,531,828 | 0.116 | 0.121 | \$ 3,452 | \$5,700.00 | \$700.00 |
| 31 | Village of Champion | \$ 4,230 | \$5,000.00 | \$ 41,773,095 | 0.116 | 0.121 | \$ 5,055 | \$5,700.00 | \$700.00 |
| 32 | Village of Coutts | \$ 3,045 | \$5,000.00 | \$ 27,899,148 | 0.116 | 0.121 | \$ 3,376 | \$5,700.00 | \$700.00 |
| 33 | Village of Cowley | \$ 2,805 | \$5,000.00 | \$ 27,636,485 | 0.116 | 0.121 | \$ 3,344 | \$5,700.00 | \$700.00 |
| 34 | Village of Glenwood | \$ 4,140 | \$5,000.00 | \$ 38,518,669 | 0.116 | 0.121 | \$ 4,661 | \$5,700.00 | \$700.00 |
| 35 | Village of Hill Spring | \$ 2,715 | \$5,000.00 | \$ 26,275,018 | 0.116 | 0.121 | \$ 3,179 | \$5,700.00 | \$700.00 |
| 36 | Village of Lomond | \$ 1,624 | \$5,000.00 | \$ 14,199,898 | 0.116 | 0.121 | \$ 1,718 | \$5,700.00 | \$700.00 |
| 37 | Village of Milo | \$ 1,694 | \$5,000.00 | \$ 15,875,240 | 0.116 | 0.121 | \$ 1,921 | \$5,700.00 | \$700.00 |
| 38 | Village of Stirling | \$ 15,276 | \$15,275.63 | \$ 135,882,074 | 0.116 | 0.121 | \$ 16,442 | \$16,441.73 | \$1,166.10 |
| 39 | Village of Warner | \$ 4,075 | \$5,000.00 | \$ 38,649,891 | 0.116 | 0.121 | \$ 4,677 | \$5,700.00 | \$700.00 |
| 40 | Village of Duchess | \$ 12,770 | \$12,770.46 | \$ 116,896,520 | 0.116 | 0.121 | \$ 14,144 | \$14,144.48 | \$1,374.02 |
| Totals | | \$ 2,068,535 | \$1,637,734.15 | \$ 25,032,674,644 | | | \$ 2,294,469 | \$1,873,014.61 | \$235,280.47 |

LIST OF CANDIDATES FOR EXECUTIVE COMMITTEE 2025-2026

CHAIR: (requires 1 electee)

CHRISTOPHER NORTHCOTT – Vulcan County (Chair & Rural Incumbent)

- **Council Experience**
Councilor since 2021. CAO from 2012 to 2023 for two separate councils.
- **ORRSC Experience**
Served as Chair since December 2024. Served on the Executive since December of 2021. Worked with ORRSC on the administration side since 2012.
- **Any relevant experience, skills, or background you bring to the role, and describe your interest in serving on the Executive Committee.**
ORRSC is a tremendous resource for our region and facilitates regional planning and collaboration in a manner that is unique to Southern Alberta. Having worked directly with ORRSC since 2012, I have a strong awareness of the services that are provided and the history of some of the issues faced by the Board.

Having served on the ORRSC Executive Committee since December 2021, I have participated in developing the three-year operating plan that has been established to address a revenue shortfall. Since becoming Chair in December of 2024, I have tried to support the mandate of the Commission by facilitating communication with member-municipalities and visiting member-councils alongside the Commission's CAO. As Chair, I also participated on the Hiring Committee that recruited candidates for the position of CAO and recommended a candidate to the Executive Committee.

Going forward, I would like to continue this work as Chair of the Board and, hopefully, help facilitate (to the extent that I can) a smooth transition from our retiring CAO, Lenze Kuiper, to our new CAO, Tracy Thomas.

- **Vocation**
Farming southwest of the Village of Milo

VICE-CHAIR: (requires 1 electee)

RANDY BULLOCK – Cardston County (Rural)

- **Council Experience**
Beginning 6 Th year as Reeve of Cardston County
- **ORRSC Experience**
N/A
- **Any relevant experience, skills, or background you bring to the role, and describe your interest in serving on the Executive Committee.**
Have a keen interest in planning , development , subdivision etc. have worked closely with our senior planer over the last 8 years to help Cardston County make progress , attract business and enhance overall growth. Would consider it a privilege to serve in this board.

Personal background, have owned and operated my own construction business since 2003 incorporation. Actively involved in development , building, residential and commercial construction etc.

Would let my name stand for vice chair

- **Vocation**
General Contractor/Builder

VICE-CHAIR:

NEIL SIEBEN – Town of Raymond (Urban Incumbent)

- **Council Experience**
4 Years as Councillor
- **ORRSC Experience**
4 Years on Executive Committee
- **Any relevant experience, skills, or background you bring to the role, and describe your interest in serving on the Executive Committee.**
4 Years on Executive Committee at ORRSC, was part of the CAO Hiring Committee, and want to continue to help ORRSC grow.
- **Vocation**
Builder/Developer/Contractor

EXECUTIVE COMMITTEE: (requires 5 electees)

EVAN BERGER – Municipal District of Willow Creek (Rural Incumbent)

- **Council Experience**
24 Years on Council, 8 Years as Reeve
- **ORRSC Experience**
1 Year on Executive Committee
- **Any relevant experience, skills, or background you bring to the role, and describe your interest in serving on the Executive Committee.**
1992 to 2008 Councillor for MD of Willow Creek
1998 to 2008 Reeve, then elected MLA for Livingston-Macleod.
Spent 3 years as Parliamentary assistant to Sustainable Resources Development
Became Minister of Agriculture in 2011, then back to full-time farming in 2012
Re-elected to MDWC Council in 2017
Joined the ORRSC Board in 2021, and elected to Executive Committee in 2024
Have enjoyed the last year learning the workings of the Board and would be happy to continue on the Committee with the Board's support
- **Vocation**
Mixed cattle and grain operation in the Nanton/Parkland area.

KATERINA BUNYAN – Village of Cowley (Urban)

- **Council Experience**
1 Year Councillor
- **ORRSC Experience**
No Experience
- **Any relevant experience, skills, or background you bring to the role, and describe your interest in serving on the Executive Committee.**
Local to the area the past 19 years
Actively outdoors, enjoying local areas
Accounting student
Project Management Course Completion December 2025
Conflict Management Course Completion May 2025
I want to get involved to understand what and why things are happening in the area.
I want to keep our resources clean for future generations
- **Vocation**
Ensuring the watersheds are safe for future generations

EXECUTIVE COMMITTEE: (requires 5 electees)

DAVID CODY – County of Warner (Rural Incumbent)

- **Council Experience**
3 Terms on Council (12 years)
- **ORRSC Experience**
10 Years Board of Directors, 4 Executive
- **Any relevant experience, skills, or background you bring to the role, and describe your interest in serving on the Executive Committee.**
Owned own business since 1986, third generation farmer, president of Milk River Business Association for 10years, Volunteer fire and ambulance for 10 years,

Enjoyed the work and time on the Executive, have enjoyed the challenge in recent years with the balancing of the budget and organizational changes
- **Vocation**
Business Owner & Parts Technician since 1979

SHAWN PATIENCE – Town of Fort Macleod (Urban)

- **Council Experience**
Currently on my 5th term on Council, have served 3 terms as Mayor and serving my 2nd as a Councillor.
- **ORRSC Experience**
No ORRSC board experience but worked with ORRSC for many years as a elected official in Fort Macleod and with them as a CAO in 3 others.
- **Any relevant experience, skills, or background you bring to the role, and describe your interest in serving on the Executive Committee.**
In addition to my Council experience I hold a National Advanced Certificate in Local Authority Administration (NACLAA) and an Applied Land Use Planning Certificate (with distinction), both from the U. of A. Since 2012 I have served 4 different communities as C.A.O.. For 7 of those years I also concurrently served as the Development Officer. I have served multiple times as a member of the MPC. I also spent over 2 years as the C.A.O. of Turner Valley leading them through amalgamation and a complete re-structuring and re-organization of finances, assets , policies, bylaws and staffing, resulting in Alberta's newest town, Diamond Valley. I have served as Chair for Alberta Southwest for multiple years, along with Chairing most major Fort Macleod organizations. Previously we owned our own sign and graphics business in Fort Macleod.

I've always been interested in land use planning and development. If the members believe my skill set and experience would be of value I would certainly be willing to serve on the executive committee.
- **Vocation**
Municipal CAO and was a Commercial Artist and Designer / Business Owner, currently looking for a new adventure.

BRAD SCHLOSSBERGER – Town of Claresholm (Urban Incumbent)

- **Council Experience**
Mayor of Claresholm for 2 year; On Council for 8 years
- **ORRSC Experience**
2 Years on Executive Committee
- **Any relevant experience, skills, or background you bring to the role, and describe your interest in serving on the Executive Committee.**
Chairman of the Charesholm MPC for 8 years. Planning and growth is my passion. To continue our work to have ORRSC supply services to all of our communities.
- **Vocation**
N/A

EXECUTIVE COMMITTEE: (requires 5 electees)

NEIL SIEBEN – Town of Raymond (Urban Incumbent)

- **Council Experience**
4 Years as Councillor
- **ORRSC Experience**
4 Years on Executive Committee
- **Any relevant experience, skills, or background you bring to the role, and describe your interest in serving on the Executive Committee.**
4 Years on Executive Committee at ORRSC, was part of the CAO Hiring Committee, and want to continue to help ORRSC grow.
- **Vocation**
Builder/Developer/Contractor

DEAN WARD – Municipality of Crowsnest Pass (Urban/Rural)

- **Council Experience**
Councillor for 18 years, just started my 6th term
- **ORRSC Experience**
ORRSC Member representing the Crowsnest Pass for 14 years
- **Any relevant experience, skills, or background you bring to the role, and describe your interest in serving on the Executive Committee.**
18 years as a municipal councillor, 14 years on our planning commission. The last two years I have been the chairman.

I am seen in my community as a numbers guy, pro development. Never afraid of change always willing to look at creative new ways to run any organization I'm involved with.

- **Vocation**
N/A



EXECUTIVE COMMITTEE REPORT

September 2025 to November 2025

September 11, 2025

- Delegation presentation from Reeve Randy Bullock, of Cardston County, on the County's request to have M. Burla's contract extended past February 2026.
- The Executive discussed the feedback they received at the Board of Directors Meeting the week prior on the proposed 2026 Operating Budget.
- The CAO provided an update on the hiring of 2 new Assistant Planners.
- The CAO Hiring Committee provided an update on the hiring process in Closed Session.

October 9, 2025

- Further budget considerations were discussed in occurred in Closed Session.
- The Executive Committee provided direction to the CAO regarding the historical accrual of vacation and overtime liability.

November 13, 2025

- The CAO provided an update on the resignation of a Senior Planner.
- The Executive Committee reviewed the final proposed draft of the 2026 Operating Budget and 2026-2030 Capital Plan, and directed it to go before the Board of Directors for adoption.

Subdivision Statistics

| Monthly by Municipality – October 2025 | | | | | | | | | | | | |
|--|------------------------|---------------------------|----------------|--------------------|-----------|----------|----------|----------|----------|----------|----------|----------|
| Municipality | Number of Applications | Boundary Line Adjustments | Number of Lots | Application Fees | Res. | Com | Ind | CR | Ag | P/Inst | Rec | Misc |
| Cardston County | 3 | | 3 | \$3,300.00 | | | 1 | 2 | | | | |
| City of Brooks | 1 | | 1 | \$1,100.00 | | | | | | 1 | | |
| County of Warner No. 5 | 2 | | 2 | \$2,200.00 | | | | 1 | 1 | | | |
| Lethbridge County | 1 | 1 | | \$1,100.00 | | | | | | | | |
| M.D. of Willow Creek No. 26 | 3 | 2 | 1 | \$3,300.00 | | | | 1 | | | | |
| Municipality of Crowsnest Pass | 1 | | 24 | \$8,800.00 | 24 | | | | | | | |
| Town of Raymond | 1 | 1 | | \$1,100.00 | | | | | | | | |
| Vulcan County | 1 | 1 | | \$1,100.00 | | | | | | | | |
| TOTAL | 13 | 5 | 31 | \$22,000.00 | 24 | 0 | 1 | 4 | 1 | 1 | 0 | 0 |

**Boundary Line Adjustment Applications are included in Number of Applications*



Subdivision Statistics

| Year to Date Subdivision Activity 2025 | | | | | | |
|--|------------|------------|---------------------|--------------------|-------------------|---------------------|
| Month | # App | # Lots | Application Fees | Finalization Fees | Extension Fees | TOTAL |
| JANUARY | 14 | 43 | \$21,200.00 | \$4,840.00 | \$700.00 | \$26,740.00 |
| FEBRUARY | 14 | 45 | \$35,750.00 | \$2,550.00 | \$0.00 | \$38,300.00 |
| MARCH | 21 | 29 | \$24,000.00 | \$15,310.00 | \$700.00 | \$40,010.00 |
| APRIL | 19 | 59 | \$51,900.00 | \$3,960.00 | \$0.00 | \$55,860.00 |
| MAY | 17 | 25 | \$21,150.00 | \$8,800.00 | \$700.00 | \$30,650.00 |
| JUNE | 19 | 25 | \$23,990.00 | \$3,430.00 | \$700.00 | \$28,120.00 |
| JULY | 18 | 49 | \$22,150.00 | \$7,040.00 | \$1,050.00 | \$30,240.00 |
| AUGUST | 6 | 18 | \$15,720.00 | \$8,670.00 | \$350.00 | \$24,740.00 |
| SEPTEMBER | 22 | 67 | \$35,000.00 | \$5,060.00 | \$700.00 | \$40,760.00 |
| OCTOBER | 13 | 31 | \$21,600.00 | \$7,700.00 | \$0.00 | \$29,300.00 |
| NOVEMBER | | | | | | |
| DECEMBER | | | | | | |
| TOTAL | 163 | 391 | \$272,460.00 | \$67,360.00 | \$4,900.00 | \$344,720.00 |

| Subdivision Activity at this time Last Year | | | | | | |
|---|-----|-----|--------------|-------------|------------|--------------|
| 2024 | 164 | 313 | \$246,030.00 | \$63,675.00 | \$5,800.00 | \$315,505.00 |

| Year End Subdivision Statistics (Last Ten Years) | | | | | | |
|--|-------|--------|------------------|-------------------|----------------|--------------|
| Year | # App | # Lots | Application Fees | Finalization Fees | Extension Fees | TOTAL |
| 2024 | 188 | 346 | \$277,280.00 | \$73,472.50 | \$6,500.00 | \$357,252.50 |
| 2023 | 160 | 236 | \$203,605.00 | \$56,780.00 | \$5,520.00 | \$265,905.00 |
| 2022 | 190 | 345 | \$249,815.00 | \$64,144.00 | \$6,210.00 | \$320,169.00 |
| 2021 | 203 | 367 | \$260,410.00 | \$63,245.50 | \$9,245.00 | \$332,900.50 |
| 2020 | 166 | 222 | \$196,765.00 | \$34,092.50 | \$8,420.00 | \$239,277.50 |
| 2019 | 177 | 250 | \$206,400.00 | \$60,475.00 | \$9,305.00 | \$276,180.00 |
| 2018 | 196 | 394 | \$258,837.50 | \$79,625.00 | \$14,225.00 | \$352,687.50 |
| 2017 | 199 | 439 | \$259,587.50 | \$65,500.00 | \$13,530.00 | \$338,617.50 |
| 2016 | 185 | 410 | \$232,587.50 | \$70,827.50 | \$9,253.00 | \$312,668.00 |
| 2015 | 207 | 407 | \$236,150.00 | \$54,775.00 | \$7,806.25 | \$298,731.25 |



2025 Assessment Appeal Statistics

| | |
|------------------------|-----------|
| LARB Appeals Received | 9 |
| CARB Appeals Received | 12 |
| Total | 21 |
| | |
| LARB Hearings Held | 5 |
| CARB Hearings Held | 2 |
| Total | 7 |
| | |
| LARB Appeals Withdrawn | 7 |
| CARB Appeal Withdrawn | 7 |
| Total | 14 |

| Municipality | LARB
Received | LARB
Hearings | CARB
Received | CARB
Hearings |
|-------------------------------|------------------|------------------|------------------|------------------|
| Cardston - Town | 0 | 0 | 1 | 0 |
| Crowsnest Pass - Municipality | 1 | 0 | 2 | 1 |
| Fort Macleod – Town | 3 | 2 | 0 | 0 |
| Nanton - Town | 2 | 1 | 0 | 0 |
| Pincher Creek – Town | 0 | 0 | 5 | 0 |
| Taber – MD | 1 | 1 | 2 | 0 |
| Vulcan - County | 2 | 1 | 1 | 0 |
| Warner – County | 0 | 0 | 1 | 1 |

LARB – Local Assessment Appeal Board

CARB – Composite Assessment Appeal Board

2025 SDAB Appeal Statistics

As of November 27, 2025

| Municipality | Appeals Received |
|-----------------------------------|------------------|
| Cardston – County | 1 |
| Crowsnest Pass | 5 |
| Fort Macleod – Town | 1 |
| Lethbridge – County | 3 |
| Lomond – Village | 1 |
| Pincher Creek – Town | 1 |
| Stirling – Village | 1 |
| Vulcan – County | 2* |
| Willow Creek – Municipal District | 2 |
| Total | 17 |

-1 than this time in 2024.

+4 than this time in 2023.

*1 Appeal was withdrawn before hearing schedule was finalized.

Oldman River Regional Services Commission
Balance Sheet As at 10/31/2025

ASSET

Operating Fund

| | | |
|------------------------------|------------|-------------------|
| Cash on Hand, not deposited | 0.00 | |
| Cash on Hand | 120.00 | |
| Cash in Bank-Current | 783,371.97 | |
| Cash Clearing | 308.00 | |
| Total Cash | | 783,799.97 |
| Bank-Term Deposits | | 7,974.99 |
| Accounts Receivable | | 87,580.59 |
| CWB Saving Account | | 483.25 |
| Accounts Receivable - Manual | | 4,890.00 |
| GST Receivable | | 4,099.51 |
| Prepaid Expenses | | 18,811.60 |
| Total Operating Fund | | 907,639.91 |

Capital Funds

| | | |
|----------------------------------|-------------|-------------------|
| Furniture & Equipment | 13,678.00 | |
| Computer Equipment | 0.00 | |
| Accumulated Depr-Computer | -70,039.88 | |
| Automotive | 56,589.50 | |
| Accumulated Depr-Automotive | -57,526.96 | |
| General Contents-reclass | 266,774.37 | |
| Accum Amort-General Contents... | -252,691.17 | |
| Computer Equipment-reclass | 172,604.77 | |
| Accum Amort Computer-reclass | -88,862.84 | |
| Automotive-reclass | 26,550.25 | |
| Accum Amort Automotive-reclass | 0.00 | |
| Leasehold Improvements-reclass | 145,278.40 | |
| Accum Amort Leasehold-reclass | -27,773.97 | |
| Furn & Equip-Acc Depr | -13,097.00 | |
| Net Furniture & Equipment | | 171,483.47 |
| Land | | 80,000.00 |
| Building | 773,396.98 | |
| Acc Amort-Bldg | -421,966.88 | |
| Net Building | | 351,430.10 |
| Leasehold Improvements | 0.00 | |
| Accumulated Amort-Leasehold I... | 0.00 | |
| Net Leasehold Improvements | | 0.00 |
| Total Capital Fund | | 602,913.57 |

TOTAL ASSET 1,510,553.48

LIABILITY

Liabilities - Operating fund

| | | |
|----------------------------|------------|------------|
| Accounts payable | 0.00 | |
| Accrued Vacation Leave | 219,886.26 | |
| Accrued Overtime | 7,100.32 | |
| Account Payable - Manual | 32,436.98 | |
| Accrued Liabilities | 0.00 | |
| Vacation payable | 0.00 | |
| Deferred Revenue - Member | 0.00 | |
| Deferred Revenue-GIS | 0.00 | |
| Deferred Revenue-Municipal | 0.00 | |
| ATB LOC | 0.00 | |
| EI Payable | 0.18 | |
| CPP Payable | 0.00 | |
| Federal Income Tax Payable | 1,000.00 | |
| Payroll remittance payable | | 260,423.74 |
| Deduction 1 Payable | | 0.00 |
| RRRF LOAN PAYABLE | | 0.00 |
| Deduction 2 Payable | | 0.00 |
| Deduction 3 Payable | | 0.00 |

Oldman River Regional Services Commission
Balance Sheet As at 10/31/2025

| | | |
|---|------------|----------------------------|
| Deduction 4 Payable | | 0.00 |
| Deduction 5 Payable | | 0.00 |
| GST Charged on Sales | 0.00 | |
| GST Paid on Purchases | 0.00 | |
| GST Payable (Receivable) | | 0.00 |
| Prepaid Sales/Deposits | | 0.00 |
| Total Current Liabilities - Operat | | <u>260,423.74</u> |
| TOTAL LIABILITY | | <u>260,423.74</u> |
| EQUITY | | |
| Capital Fund | | |
| Mortgage | | 0.00 |
| ATB LOC | | 0.00 |
| Equity in Fixed Assets | | 577,301.00 |
| Operating Reserve | -92,856.43 | |
| Internally Restricted (manual) | 16,263.54 | |
| Capital Reserve | 169,628.58 | |
| Total Reserves | | <u>93,035.69</u> |
| Total Capital Fund | | <u>670,336.69</u> |
| Members Equity | | |
| Retained Earnings - Previous Year | | 19,609.83 |
| Accounting Policy Change | | 0.00 |
| Current Earnings | | 560,183.22 |
| AR Clearing Account | | 0.00 |
| Total Members' Equity | | <u>579,793.05</u> |
| TOTAL EQUITY | | <u>1,250,129.74</u> |
| LIABILITIES AND EQUITY | | <u><u>1,510,553.48</u></u> |

**Oldman River Regional Services Commission
Comparative Income Statement**

| | Budget
01/01/2025 to
12/31/2025 | Actual
01/01/2025 to
10/31/2025 | Difference |
|--|---------------------------------------|---------------------------------------|-------------|
| REVENUE | | | |
| Membership Fees, Fee-for-Service | | | |
| Membership Fees | 1,637,734.14 | 1,637,734.15 | -0.01 |
| Allocation to Operating Rsrv Fund | 0.00 | 0.00 | 0.00 |
| Allocation to Capital Rsrv Fund | 0.00 | 0.00 | 0.00 |
| Regional Assessment Review Board | 15,000.00 | 28,280.01 | -13,280.01 |
| Chinook Intermunicipal SDAB | 30,000.00 | 42,028.75 | -12,028.75 |
| GIS Member Fees | 519,276.79 | 521,611.69 | -2,334.90 |
| Fee for Service(member) | 75,000.00 | 189,149.17 | -114,149.17 |
| Fee for Service (non-member) | 0.00 | 5,600.00 | -5,600.00 |
| Total Member fees, fees for Service | <u>2,277,010.93</u> | <u>2,424,403.77</u> | -147,392.84 |
| Subdivision Fees | | | |
| Application Fees | 200,000.00 | 272,460.00 | -72,460.00 |
| Final Fees | 55,000.00 | 67,360.00 | -12,360.00 |
| Extension Fees | 5,000.00 | 4,900.00 | 100.00 |
| Total Subdivision Fees | <u>260,000.00</u> | <u>344,720.00</u> | -84,720.00 |
| Plans & Interest | | | |
| Rental Income | 100.00 | 150.00 | -50.00 |
| Sale of Plans & Publications | 2,000.00 | 1,298.25 | 701.75 |
| Interest Earned | 35,000.00 | 19,918.95 | 15,081.05 |
| Other Income | 0.00 | 1,299.66 | -1,299.66 |
| Grant Revenue | 0.00 | 8,200.00 | -8,200.00 |
| Rural IMDP Grant | 0.00 | 0.00 | 0.00 |
| Total Plans & Interest | <u>37,100.00</u> | <u>30,866.86</u> | 6,233.14 |
| TOTAL REVENUE | <u>2,574,110.93</u> | <u>2,799,990.63</u> | -225,879.70 |
| EXPENSE | | | |
| Staff Salaries | | | |
| Permanent Employees | 1,745,734.66 | 1,548,288.37 | 197,446.29 |
| Temporary Employees | 130,103.75 | 80,317.64 | 49,786.11 |
| Planning Intern | 0.00 | 0.00 | 0.00 |
| Total Staff Salaries | <u>1,875,838.41</u> | <u>1,628,606.01</u> | 247,232.40 |
| Staff Benefits | | | |
| Employment Insurance | 31,605.06 | 28,323.79 | 3,281.27 |
| Group Life Insurance | 19,215.00 | 12,948.14 | 6,266.86 |
| LAPP-RPP | 164,652.58 | 144,812.89 | 19,839.69 |
| CPP | 82,008.74 | 78,318.15 | 3,690.59 |
| AMS-Ext Health & Dental | 74,230.32 | 62,556.66 | 11,673.66 |
| Total Staff Benefits | <u>371,711.70</u> | <u>326,959.63</u> | 44,752.07 |
| Staff Travel and Meetings | | | |
| Staff Mileage | 1,500.00 | 1,194.62 | 305.38 |
| Vehicle Gas & Maintenance | 10,000.00 | 7,895.07 | 2,104.93 |
| Staff Field Expense | 4,000.00 | 2,741.61 | 1,258.39 |
| Staff Conference & Area | 3,000.00 | 377.00 | 2,623.00 |
| Staff Membership Dues & Renewals | 1,500.00 | 3,077.41 | -1,577.41 |
| Staff Development | 2,500.00 | 1,000.00 | 1,500.00 |
| Total Staff Travel & Meetings | <u>22,500.00</u> | <u>16,285.71</u> | 6,214.29 |
| Members Travel & Meetings | | | |
| Members Meeting Fees | 8,000.00 | 7,815.00 | 185.00 |
| Members Mileage | 2,500.00 | 7,501.68 | -5,001.68 |
| Member Conf & Out of Area | 3,000.00 | 2,236.16 | 763.84 |
| Total Members Travel & Meetings | <u>13,500.00</u> | <u>17,552.84</u> | -4,052.84 |

**Oldman River Regional Services Commission
Comparative Income Statement**

| | Budget
01/01/2025 to
12/31/2025 | Actual
01/01/2025 to
10/31/2025 | Difference |
|---|---------------------------------------|---------------------------------------|-------------|
| Office | | | |
| Mortgage Payments | 0.00 | 0.00 | 0.00 |
| Utilities | 20,000.00 | 13,868.97 | 6,131.03 |
| Renovations | 1.00 | 0.00 | 1.00 |
| Janitorial Services | 6,000.00 | 5,560.00 | 440.00 |
| Building Maintenance | 10,000.00 | 5,241.50 | 4,758.50 |
| Total Office | <u>36,001.00</u> | <u>24,670.47</u> | 11,330.53 |
| Telephone & Supplies | | | |
| Telephone | 20,000.00 | 15,954.98 | 4,045.02 |
| General Office Services | 1,200.00 | 1,223.57 | -23.57 |
| General Office Supplies | 7,000.00 | 4,830.37 | 2,169.63 |
| Subscriptions | 500.00 | 702.71 | -202.71 |
| Membership Dues & Renewals | 1,000.00 | 410.00 | 590.00 |
| Books & Publications | 500.00 | 706.95 | -206.95 |
| Postage & Courier | 2,000.00 | 3,270.43 | -1,270.43 |
| Mortgage Interest | 0.00 | 0.00 | 0.00 |
| Total Telephone & Supplies | <u>32,200.00</u> | <u>27,099.01</u> | 5,100.99 |
| Printing & Drafting Supplies | | | |
| Printing & Printing Supplies | 15,000.00 | 11,300.56 | 3,699.44 |
| Graphic & Drafting Supplies | 1,000.00 | 0.00 | 1,000.00 |
| Total Printing & Drafting Supplies | <u>16,000.00</u> | <u>11,300.56</u> | 4,699.44 |
| Other Operating Expenses | | | |
| Other Operating Expenses | 0.00 | 0.00 | 0.00 |
| Accounting & Audit Fees | 12,000.00 | 10,250.00 | 1,750.00 |
| Aerial Photos & Maps | 200.00 | 0.00 | 200.00 |
| Land Titles Office | 2,500.00 | 2,933.00 | -433.00 |
| Legal Fees | 1,000.00 | 0.00 | 1,000.00 |
| Public Relations | 2,000.00 | 1,927.57 | 72.43 |
| Computer Software | 75,000.00 | 84,852.39 | -9,852.39 |
| Recruitment & Relocation | 10,000.00 | 18,596.96 | -8,596.96 |
| Consultants | 1.00 | 0.00 | 1.00 |
| Insurance | 20,000.00 | 18,180.00 | 1,820.00 |
| Meetings | 200.00 | 0.00 | 200.00 |
| Coffee & Supplies | 1,000.00 | 492.60 | 507.40 |
| Assessment Review Board | 0.00 | 300.01 | -300.01 |
| Chinook Intermunicipal SDAB | 0.00 | 588.24 | -588.24 |
| Meals & Entertainment | 2,000.00 | 2,932.34 | -932.34 |
| Rural IMDP | 0.00 | 0.00 | 0.00 |
| Bank Fees & Service Charges | 1,200.00 | 452.95 | 747.05 |
| Cost Recovery | 0.00 | 0.00 | 0.00 |
| Transfer to Operating Reserve Fund | 0.00 | 0.00 | 0.00 |
| Transfer to Capital Reserve Fund | 0.00 | 0.00 | 0.00 |
| Total Other Operating Expenses | <u>127,101.00</u> | <u>141,506.06</u> | -14,405.06 |
| Fixed Assets | | | |
| Equipment Repairs & Maintenance | 1,000.00 | 0.00 | 1,000.00 |
| Equipment & Furniture Rental | 7,500.00 | 6,066.20 | 1,433.80 |
| Equipment & Furniture Purchases | 65,000.00 | 39,760.92 | 25,239.08 |
| Amortization Expense | 0.00 | 0.00 | 0.00 |
| Total Fixed Assets | <u>73,500.00</u> | <u>45,827.12</u> | 27,672.88 |
| TOTAL EXPENSE | <u>2,568,352.11</u> | <u>2,239,807.41</u> | 328,544.70 |
| NET INCOME | <u>5,758.82</u> | <u>560,183.22</u> | -554,424.40 |

Dear Stakeholder:

In June and July 2025, Municipal Affairs held engagement sessions regarding potential legislative changes to require each municipality establish a level of service for their fire service and to gather feedback on related supports from the Government of Alberta.

Thank you to everyone who contributed their valuable time and insights to this engagement. Municipal Affairs has developed a What We Heard report, which I am pleased to share with you as a valued stakeholder.

I am also pleased to share that following this engagement, Municipal Affairs is not considering legislative changes at this time. Instead, my department will work with municipal associations and fire service stakeholders through the Provincial Fire Liaison Committee to explore, develop, and implement additional supports to assist interested municipalities in defining a fire level of service.

If you have any questions regarding this engagement or next steps, please reach out to the Office of the Fire Commissioner at firecomm@gov.ab.ca.

Sincerely,



Dan Williams, ECA
Minister of Municipal Affairs

Attachment: Report: Fire Level of Service 2025 Engagement – What We Heard



Fire Level of Service

2025 Engagement – What We Heard

Municipal Affairs | September 2025

Overview

Municipal Affairs conducted engagements in June and July 2025 to gather input on the feasibility of requiring Alberta municipalities with fire services to establish a council-approved minimum level of service. The engagement focused on adding a requirement into the *Municipal Government Act* and identifying the supports or guidance the province could provide to assist municipalities in developing their service levels.

Following these engagements, Municipal Affairs is not considering legislative changes at this time and will move forward with non-legislative means to support interested municipalities to develop a level of service.

Methods

Consultation was conducted through four engagement sessions, a survey, and an invitation to submit written responses to Municipal Affairs. This engagement was focused on participation from the Alberta Fire Chiefs Association (AFCA), the Alberta Professional Fire Fighters and Paramedics Association (APFFPA), Alberta Municipalities (ABMunis), the Rural Municipalities of Alberta (RMA), and municipal chief administrative officers (CAOs) or equivalent.

Additionally, the Metis Settlements General Council was invited to participate as Metis Settlements are impacted by provincial legislation and may be affected by changes in requirements for fire services that neighbour Metis Settlements.

Understanding Levels of Service

Some stakeholders requested more clarity on what a level of service includes and the scope of services fire departments deliver above and beyond fire suppression. Stakeholders requested additional clarification on what is involved with drafting a level of service and conducting fire service-specific community risk assessments.

Participation

Engagement Sessions – engagement sessions were held on June 23 and 24, and July 9 and July 16 and had over 200 participants. The first session targeted the AFCA and the APFFPA, and the final session targeted the RMA, ABMunis, and the Mid-sized Cities Mayor’s Caucus. The June 24 and July 9 sessions were open to all invited stakeholders.

Survey – the survey launched June 6, 2025, and closed on July 11, 2025, and a total of 314 survey responses were received with 131 being complete (all questions answered). Seven additional written responses were also received.

Profile of Survey Respondents

Demographic Breakdown

| | |
|--|--------|
| Summer Village or Village | 16.15% |
| Town or City (population under 20,000) | 34.16% |
| City (population 20,000 or more) | 13.04% |
| County or Municipal District | 31.06% |
| Special Area or Improvement District | 0.62% |
| Metis Settlement | 0.62% |
| Fire Service Representative | 4.35% |

Fire Service Type

| | |
|--|--------|
| Career fire service | 9.49% |
| Combination (both full-time firefighters and paid-on call) | 30.38% |
| Paid-on-call (firefighters receive compensation for services) | 29.75% |
| Volunteer (firefighters receive no compensation for service) | 21.52% |
| Mutual Aid Agreement (the municipality does not have a fire service but contracts services under a formal agreement) | 8.86% |

Common Themes

Current State

23.72 per cent of survey respondents reported that their municipality currently did not have a level of service for their fire service, while 12.18 per cent were unsure if their municipality had a level of service. While this reflects the understanding that most municipalities in Alberta have a level of service, it also highlights a potential gap for Alberta’s municipal fire services.

Some stakeholders reported an opportunity for more awareness for local elected officials on the scope of fire services provided in communities.

There is a significant range in the services provided across the province and sometimes even within the same municipality (particularly large rural municipalities with a wide geographic range and unique needs in communities across the municipality).

Many stakeholders indicated that some services, such as ice rescue and medical calls, are provided informally without being included in a level of service

and suggested an opportunity to increase awareness surrounding budgeting and risk management.

Municipal Autonomy and Authority

Stakeholders were generally not supportive of a legislative requirement to establish a level of service. Feedback strongly suggested municipalities should retain autonomy to determine service levels in a manner that fits their communities. Stakeholders indicated municipalities are in the best position to assess local risks and determine what their fire service will respond to or what other mitigation is needed. Almost all stakeholders emphasized the importance of councils retaining the ability to tailor service levels to local resources and risks.

A majority of stakeholders indicated that a council approved level of service could strengthen the relationship between municipal leadership, local elected officials, and the fire service. However, most stakeholders also stressed the importance of avoiding a one-size-fits all approach as it could impact local viability and retention for volunteer departments.

Financial Barriers and Operational Considerations

Almost all stakeholders noted that municipal financial constraints and the lack of additional funding were significant barriers for the fire service and level of service development.

Municipal stakeholders acknowledged municipalities could modify or discontinue certain services to address budget and staffing pressures; however, many also noted potential resistance from fire service personnel. Moreover, a few stakeholders noted that defining minimum service levels may result in demands for expanded services.

Retention was a concern for local fire services, particularly for departments that rely on volunteers or paid-on-call firefighters. Stakeholders indicated volunteers find it challenging to find time to attend required training while maintaining full-time employment outside the fire service. This can impact their ability to consistently meet a level of service.

Stakeholders acknowledged inconsistent service levels between counties and partner municipalities. Many municipalities anticipate relying on regional or mutual aid agreements to fulfil the response needs of the region. This was provided as an example of why

stakeholders felt levels of service were best determined at the local level.

While it was acknowledged that establishing a level of service could help inform funding, training, and equipment needs, stakeholders raised concerns that it takes time and appropriate staffing levels to conduct a community risk assessment, develop the level of service, adjust municipal budgets as required, and for firefighters to meet training and competency requirements.

Provincial Supports

Almost all stakeholders suggested they would welcome further provincial support to help municipalities develop and improve service levels.

Most stakeholders advocated for supports to build municipal capacity to tailor their fire services to meet community needs. Additional education was requested for local elected officials regarding municipal fire services and the risk associated with not appropriately defining a level of service and the importance of training and equipping to that level of service.

Most stakeholders advocated for additional non-legislative measures, including tool kits, templates, benchmarks, best practice documents, and guidelines, all centralized under the Office of the Fire Commissioner. Stakeholders would also appreciate more training and awareness regarding existing tools and resources.

For additional information, please contact the Office of the Fire Commissioner at firecomm@gov.ab.ca.