

Town of Bowden - Regular Council Meeting
AGENDA

A Regular Council Meeting of the Town of Bowden
to be held in Council Chambers, at 2101 – 20 Avenue, Bowden,
on

Monday October 27, 2025,
immediately following the Organizational Meeting of Council

- 1. CALL TO ORDER**
- 2. ADDITIONS / DELETIONS TO THE AGENDA & ADOPTION OF THE AGENDA**
- 3. ADOPTION OF PREVIOUS MINUTES**
 - 3.a** October 14, 2025, Regular Council Meeting.
- 4. PUBLIC HEARING**

None scheduled.
- 5. DELEGATION**

None scheduled.
- 6. BUSINESS ARISING FROM PREVIOUS MINUTES**
 - 6.a** Council Resolutions Follow Up Action.
 - 6.b** Key Dates.
 - 6.c** Correspondence (c/fwd)
- 7. BYLAWS & POLICIES**

No agenda item.
- 8. NEW BUSINESS**
 - 8.a** Financial Assistance Request
- 9. FINANCIAL**
 - 9.a** Operating Statement Qtr 3 period ending September 2025
- 10. CORRESPONDENCE**
 - 10.a** Bowden Hi-Way Golf
 - 10.b** Central Alberta Economic Partnership (CAEP)
- 11. REPORTS**
 - 11.a** CAO's Report.
 - 11.b** Council Committee Reports.
 - 11.c** Society & Other Reports.
- 12. CLOSED SESSION OF COUNCIL**
- 13. MEETING ADJOURNMENT**



**Town of Bowden – Regular Council Meeting
held on Tuesday October 14, 2025
at Town of Bowden Council Chambers.**

MINUTES (unapproved)

1. CALL TO ORDER

Mayor Randy Brown called the meeting to order at 7:00pm.

PRESENT

Mayor
Councillor
Councillor
Councillor
Councillor

Randy Brown
Paul Webb
Sandy Gamble
Deb Coombes
Wayne Milaney

ADMINISTRATION CAO

Arno Glover

2. ADDITIONS / DELETIONS TO THE AGENDA & ADOPTION OF THE AGENDA

Motion 2.a

Moved by Councillor Sandy Gamble that Council adopts the agenda as presented.

MOTION CARRIED UNANIMOUSLY

3. ADOPTION OF PREVIOUS MINUTES

Motion 3.a.

Moved by Councillor Paul Webb that Council adopts the minutes of the Regular Council Meeting of September 22, 2025, as presented.

MOTION CARRIED UNANIMOUSLY

4. PUBLIC HEARING

There was no public hearing.

5. DELEGATION

There was no delegation.

6. BUSINESS ARISING FROM PREVIOUS MINUTES

Agenda item 6.a Council Resolutions Requiring Follow Up Action

Administration provided Council with a summary of Council resolutions that remain as work in progress / ongoing.

Motion 6.a

Moved by Councillor Deb Coombes that Council accepts the Resolutions Follow Up Action Report as information.

MOTION CARRIED UNANIMOUSLY

Agenda item 6.b Key Dates

Administration provided Council with forthcoming key dates.

Motion 6.b

Moved by Councillor Deb Coombes that Council accepts agenda item 6.b as information.

MOTION CARRIED UNANIMOUSLY

7. BYLAWS & POLICIES

There was no agenda item.

8. NEW BUSINESS**Agenda item 8.a Parkland Regional Library System 2026 Proposed Budget**

Administration provided Council with the proposed Parkland Regional Library Budget for 2026.

Member Municipalities are requested to approve the proposed increase in the requisition.

The proposed increase is a \$0.18 increase per capita from \$9.81 to \$9.99 which equates to an increase in the total requisition from \$12556.80 in 2025 to \$12787.20 in 2026 an overall increase of \$230.40.

Motion 8.a

Moved by Councillor Deb Coombes that Council approves the increase in the Parkland Regional Library System requisition for 2026.

MOTION CARRIED UNANIMOUSLY

Agenda item 8.b Volunteer Application – Special Events Committee

Administration provided Council with Volunteer Application Form for the Special Events Committee.

This was approved.

Administration will supply an unredacted copy of the application form to Councillor Sandy Gamble who will contact the applicant.

Motion 8.b

Moved by Councillor Sandy Gamble that the application by Anaya Lea is approved and that a member of the Special Events Committee contacts the applicant to notify her of the decision and to extend an invitation to the next meeting.

MOTION CARRIED UNANIMOUSLY

Agenda item 8.c Central Alberta Regional Assessment Review Board

Administration provided Council with an email dated October 6, 2025, from the Central Alberta Regional Assessment Review Board seeking a representative from the Town to join the committee to review applications from individuals seeking appointment to the Board.

Details as to the requirement were provided in the attached letter.

Motion 8.c

Moved by Councillor Sandy Gamble that the CARARB letter of request is accepted as information.

MOTION CARRIED UNANIMOUSLY

9. FINANCIAL

There was no agenda item.

10. CORRESPONDENCE

Agenda item 10.a Red Deer County Protective Services (September Enforcement Contract)

Agenda item 10.b Bowden Grandview School Remembrance Day Ceremony

Administration was requested by Mayor Randy Brown to resubmit the email at the next RCM scheduled for October 27, 2025.

Agenda item 10.c Canadian Union of Postal Workers (email dated September 26, 2025)

Administration was requested by Mayor Randy Brown to resubmit the email at the next RCM scheduled for October 27, 2025.

Agenda item 10.d Alberta Government Mandate Letter

Motion 10.a

Moved by Councillor Deb Coombes that Council accepts the items of correspondence as information.

MOTION CARRIED UNANIMOUSLY

11. REPORTS

Agenda item 11.a CAO's Report

CAO Arno Glover provided Council with an overview (and update) on the items included within the CAO's report.

The CAO stated that a quotation had been received from Command Gate for \$5160.00. for an additional 62 feet of matching ornamental fencing. The CAO requested that the Bowden & District Cemetery Association provide Council with direction as what their future intentions are with respect to the quotation.

Motion 11.a

Moved by Councillor Wayne Milaney that Council accepts the submitted CAO report as information.

MOTION CARRIED UNANIMOUSLY

Agenda item 11.b Council Committee Reports

- i. Bowden Public Library Report (meeting September 24, 2025)

Agenda item 11.c Society & Other Reports

- i. Parkland Regional Library System Board Talk (September 11 Board Meeting)
- ii. FCSS Annual Report 2024
- iii. Alberta Munis News (meeting with Minister of Municipal Affairs)
- iv. Alberta Counsel News (Issue 232 September 2025)

Motion 11.c

Moved by Councillor Paul Webb that Council accepts the Society & Other Reports as information.

MOTION CARRIED UNANIMOUSLY

Mayor Randy Brown called for a brief recess at 7:41 pm.
Mayor Randy Brown called the meeting back to order at 7:46 pm.

12. CLOSED SESSION OF COUNCIL

Agenda item 12.a Property Development (Confidential)

This closed meeting of Council is permitted by section 197(2) of the MGA.

An exception to disclose under Division 2 of Part 1 of the Access to Information Act, Statutes of Alberta 2024, Chapter A-1.4 (as amended over time) therefore applies on the basis of: Section 32 "privileged information".

Agenda item 12.b Staffing (Confidential)

This closed meeting of Council is permitted by section 197(2) of the MGA.

An exception to disclose under Division 2 of Part 1 of the Access to Information Act, Statutes of Alberta 2024, Chapter A-1.4 (as amended over time) therefore applies on the basis of: Section 20 "harmful to personal privacy".

Agenda item 12.c SRDRWC (Confidential).

This closed meeting of Council is permitted by section 197(2) of the MGA.

An exception to disclose under Division 2 of Part 1 of the Access to Information Act, Statutes of Alberta 2024, Chapter A-1.4 (as amended over time) therefore applies on the basis of: Section 28 "local public body confidences".

Motion 12.a

Moved by Councillor Deb Coombes at 7:46 pm that Council moves to an "in-camera" session.

MOTION CARRIED UNANIMOUSLY

Motion 12.b

Moved by Councillor Paul Webb at 9:11 pm that Council return to an "open meeting" of Council.

MOTION CARRIED UNANIMOUSLY

There were no motions made with respect to Agenda items 12.a / 12.b / 12.c.

13. MEETING ADJOURNMENT

Motion 13.a

Moved by Councillor Paul Webb at 9.11 pm to adjourn the meeting.

MOTION CARRIED UNANIMOUSLY

Minutes signed by:

Mayor
Randy Brown

CAO
Arno Glover

Regular Council Meeting: October 27, 2025.	Agenda Item: 6.a
Prepared by: Arno Glover	Approved by: Mayor Randy Brown
Report Type: RFD / Information	Attachment(s): 1 Council Resolutions Follow Up Action Report

Matters arising from past minutes.

6.a Council Resolutions Requiring Follow Up Action Report

A summary of past Council resolutions that require follow up action is attached.

Reference Motion 8.c Firehall Flag Poles

Administration requests that Council by resolution states that there is not currently a requirement to install a flagpole(s) at the Firehall.

Subsequent to this resolution being passed there has been a structural failure in the firehall roof which will require significant expenditure by the Town to rectify.

The priority or need for a flagpole is somewhat diminished.

Town of Bowden

COUNCIL RESOLUTIONS & FOLLOW UP ACTION

(updated comments in red - updated 22 October 2025)

Meeting Date	Resolution	Action By Whom	Date back to Council
24 Apr 23 9 July 2025	Intermunicipal Collaboration Framework Motion 8.a ICF to be delayed for 2 years pending Provincial Government guidelines Municipal Services Agreement (planning services) with RDC expires 31 December 2025 ICF changes to be introduced into the MGA reference Bill 50. Current ICF expired in December 2022 – the provincial government 2-year moratorium expired in December 2024. Email sent to CAO of RDC to commence planning / discussions. No response to date. Latest MGA is now published dated May 15, 2025. The requirement for an ICF is now a relevant statute. Administration to reach out to RDC to commence discussions on this.	Council / CAO	progress
26 Aug 24	Firehall Flag Poles Motion 8.c Administration to liaise with RDC Protective Services This may form part of the future discussion on firehall building updates. Administration requests that Council by resolution state that there is no requirement to install flag poles at the Firehall.	CAO	progress
23 June 25	Role of the Chief Administrative Officer Motion 8.g Revision of Council Procedural Bylaw No progress to date This will also include amendments that are now required following the repeal of the FOIP Act.	CAO	progress
22 Sept 25	Agenda item 6.c Bowden Grandview School Scholarship Awards Criteria Council to review and determine a revised criteria for the award of the scholarship.	Council	progress
14 Oct 25	Correspondence Correspondence resubmitted from: 1 Bowden Grandview School & 2 Canadian Union of Postal Workers to be resubmitted to Council at RCM of 27 October.	CAO	RCM 27 October

Agenda item 6.a Council Resolutions Follow Up Action Report (continued)**Recommended Motions:**

Motion by Councillor _____ that Motion 8.c of the Regular Council Meeting of August 26, 2024, is rescinded.

Motion by Councillor _____ that Council accepts the Council Resolutions Follow Up Action Report as information.

Regular Council Meeting: October 27, 2025.	Agenda Item: 6.b
Prepared by: Arno Glover	Approved by: Mayor Randy Brown
Report Type: Information	Attachment(s):

6.b Key Dates *(for information)*

OCTOBER

- October 28** **Elected Officials Education Program**
Regional Orientation Session hosted by Town of Blackfalds with George Cuff
8 Attendees confirmed with Town of Blackfalds
- October 28** **Innisfail & District Chamber of Commerce Awards Night**
Innisfail Legion – Dinner at 6:00pm (Bowden Business of the Year)
1 Ticket purchased

NOVEMBER

The schedule of Regular Council Meetings for the remainder of 2025 and for 2026 will be determined by Council in the Organizational Meeting of Council of October 27.

- November 5** **Bowden Grandview School Remembrance Day Ceremony 10:30am**
- November 12** **Alberta Municipalities Convention and Trade Show**
(Calgary TELUS Convention Centre)
Hotel reservations have been **confirmed** for 7 Councillors for the nights of Tuesday 11th November to Thursday 13th November (3 nights) at Hyatt Regency Calgary
ABMunis registrations have been made for 7 elected officials.
- November 26** **Legal Seminar hosted by Town of Blackfalds conducted by Reynolds Mirth LLP**
1:00pm until 4:00pm. Topics to include:
- Pecuniary interest and conflict of interest
 - Public hearings/statutory hearings (and engaging with the public)
 - Council as an employer (and corresponding obligations to the CAO)
 - Enforcement of municipal bylaws (and Council's role in that process)
 - Process for passing and amending bylaws in relation to Land Use Planning

DECEMBER

- December 12** **Christmas Special Event Igloo Arena**

Council may wish to consider:

- i. a date for a Council Open House
- ii. a date for the Special Events Committee to commence planning for the Christmas event at the Igloo Arena on Friday December 12, 2025.

Recommended Motion:

Motion by Councillor _____ that Council accepts agenda item 6.b as information.

Regular Council Meeting: October 27, 2025.	Agenda Item: 6.c
Prepared by: Arno Glover	Approved by: Mayor Randy Brown
Report Type: RFD / Information	Attachment(s): 1 Bowden Grandview School email dated Sept 26, 2025 2 CUPW email dated September 26, 2025

6.c Correspondence carried forward

The following items of correspondence are carried forward from the RCM of October 14 at the request of Council.

1 Bowden Grandview School Remembrance Day Ceremony 2 CUPW Letter of Request

Administration requests that Council by resolution:

- i. confirms attendees for the Remembrance Day ceremony.
- ii. makes a decision as to the request made on page 2 of the CUPW email

CAO

From: info
Sent: September 26, 2025 8:29 AM
To: CAO
Subject: FW: Remembrance Day Ceremony

FYI

Jacqui Molyneux
CFO
Phone 403-224-3395
Fax 403-224-2244

BOWDEN

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From: Karen Lentz <klentz@cesd73.ca>
Sent: September 25, 2025 5:24 PM
To: info <info@bowden.ca>
Subject: Remembrance Day Ceremony

Bowden Town Council,

It's that time of year again and Bowden Grandview School is planning a Remembrance Day ceremony on **Wed. Nov. 5, 2025 at 10:30am**. The ceremony is for the students of Bowden Grandview School, as well as the community, and honored guests. It will be held in our school gymnasium. We would like to invite Bowden's mayor and town councillors to participate in our ceremony by marching in the Color Party with the veterans/representatives, dignitaries, etc. We would also like to invite you to lay a wreath, in memory of the fallen. (We can provide the wreath). If possible, we would like those participating in the Color Party to arrive at the school by 10:10am. We look forward to hearing from you.

Thank you,
Karen Lentz
Bowden Grandview School

add to ECM
27

CAO

From: Mayor
Sent: September 26, 2025 8:42 AM
To: CAO
Subject: FW: Letter from CUPW | Canada Post Mandate Review
Attachments: 2025-09-09__Resolution Municipalities_EN.pdf

From: Marty Le Gallez <mlegallez@cupw-sttp.org>
Sent: September 24, 2025 1:46 PM
To: Mayor <mayor@bowden.ca>
Subject: Letter from CUPW | Canada Post Mandate Review

BY EMAIL AND MAIL

September 24, 2025

Mayor Robb Stuart
 Town of Bowden
 PO Box 338
 Bowden AB T0M 0K0
mayor@bowden.ca

Dear Mayor Stuart,

Re: Upcoming Mandate Review of Canada Post Could Affect Jobs and Services in Your Community

I am writing you to let you know that the Federal Government is planning a mandate review of Canada Post from October 2025 to March 2026. At this time, we do not have details regarding the format, process or terms of reference. We are very concerned that there is no guarantee of public or stakeholder consultation ([please see enclosure](#)).

I had written you earlier this year about the Industrial Inquiry Commission (IIC) launched to review negotiations between Canada Post and our union. Unfortunately, it examined issues that were beyond collective bargaining and made some recommendations for drastic service cuts. Notably, these were in the form of post office closures and to resume conversion to community mailboxes – something the first Liberal Government after Harper was elected to stop.

CUPW's recommendations for expanded services, including things like postal banking, seniors check ins, community hubs, the reinstatement of an improved Food Mail Program, were rejected as a means to immediately address the financial challenges faced by Canada Post. This, despite the fact that many individuals, municipalities and organizations have supported our efforts over the years.

Canada Post also used the IIC to set up its demands for regulatory changes that could form the basis of the mandate review. We believe that regulatory changes should only be examined after Canada Post returns to stabilized operations, the full impact of the January 2025 stamp price increase is realized, and when parcel volumes reflect sectoral demand.

Canadians deserve to have their say on a public service they own. Our Federal Government must respect their voice, their needs, their communities, including those in rural, remote and Northern locations, workers and their rights, and safeguard public services and jobs – not try to quietly erode them.

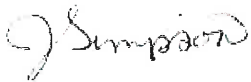
I am asking your municipality to:

- 1) Pass a resolution asking for a delay on this mandate review,
- 2) Ask the Government to commit to a fully transparent, public process involving input and hearings from all stakeholders in all regions, and;
- 3) Make a written and/or oral submission to the upcoming mandate review – if you have the capacity and depending upon how the review is structured.

Should you have any questions or concerns, please feel free to reach out to me via Vanessa Murenzi at vmurenzi@cupw-sttp.org

Thank you for your attention to this matter.

Sincerely,



Jan Simpson
National President
Canadian Union of Postal Workers

Encl.

PS - We are pleased to see some municipal-level pushback around the unilateral change in delivery practice for the red flags on rural mailboxes. This has raised concerns, in particular for elderly residents and those with mobility issues, who now have to go to their mailbox to check for mail.

c.c.:

National Executive Board
Regional Executive Committees
CUPW Locals
CUPW Specialists

/mlg cope 225

Appendix A

Canada Post Corporation Review

Notionally, public consultations may be undertaken to consider the Canadian Postal Service Charter (2009) and to get a pulse on Canadians' needs and use of the postal service. Should engagement be necessary, the goal would be obtain [sic] views from Canadians and stakeholders to redefine the government's service-oriented vision for Canada Post, in a context where the postal industry landscape has changed, the needs of Canadians have evolved, and the volume of mail and letters has declined significantly to the point where Canada Post's sustainability has been undermined.

Source: Secretariat, Treasury Board of Canada. 2025. "Consulting with Canadians." Canada.ca. <https://www.canada.ca/en/government/system/consultations/consultingcanadians.html>. Accessed September 5, 2025. Search term "Canada Post Corporation Review"

Federal Government Plan: Canada Post Corporation Review

WHEREAS the Federal Government has announced a planned Canada Post Corporation Review from October 1, 2025 to March 31, 2026 as follows:

Notionally, public consultations may be undertaken to consider the Canadian Postal Service Charter (2009) and to get a pulse on Canadians' needs and use of the postal service. Should engagement be necessary, the goal would be obtain [sic] views from Canadians and stakeholders to redefine the government's service-oriented vision for Canada Post, in a context where the postal industry landscape has changed, the needs of Canadians have evolved, and the volume of mail and letters has declined significantly to the point where Canada Post's sustainability has been undermined.¹

WHEREAS the current plan does not ensure that there will be any public consultation or engagement with all stakeholders, and the process and terms of reference for the mandate review have yet to be announced.

WHEREAS the recent Industrial Inquiry Commission report recommended service cuts in the form of post office closures and the reintroduction of the community mailbox conversion plans of the last Federal Conservative government.

WHEREAS it will be crucial for the mandate review to hear the views from municipalities on key issues, including maintaining Canada Post as a public service, the importance of maintaining the moratorium on post office closures, improving the Canadian Postal Service Charter, home mail delivery, parcel delivery, keeping daily delivery, improving postal banking, greening Canada Post, EV charging stations, food delivery, improving delivery to rural, remote and Indigenous communities, and developing services to assist people with disabilities and help older Canadians to remain in their homes for as long as possible – and at the same time, helping to ensure that good jobs stay in their communities and that Canada Post can remain financially self-sustaining.

THEREFORE, BE IT RESOLVED that (name of municipality) formally writes the Minister of Government Transformation, Public Works and Procurement, Joël Lightbound, to demand that no mandate review takes place until Canada Post returns to stabilized operations, until the full impact of the stamp price increase is realized, and until parcel volumes reflect sectoral demand.

THEREFORE, BE IT RESOLVED that (name of municipality) will include in its letter to Minister Lightbound that any review of Canada Post and the Canadian Postal Service Charter must be done through a full and thorough transparent public review of Canada Post, including public hearings, with all key stakeholders, in every region of Canada.

THEREFORE, BE IT RESOLVED that (name of municipality) will make a written submission and/or participate in hearings to provide input in the upcoming mandate review of Canada Post.

¹ Secretariat, Treasury Board of Canada. 2025. "Consulting with Canadians." Canada.ca. <https://www.canada.ca/en/government/system/consultations/consultingcanadians.html>. Accessed September 5, 2025. Search term "Canada Post Corporation Review"

MAILING INFORMATION

- 1) Please send your resolution to the Minister responsible for Canada Post, and your Member of Parliament:

- Joël Lightbound, Federal Minister of Government Transformation, Public Works and Procurement, House of Commons, Ottawa, Ontario, K1A 0A6
- Your Member of Parliament

Note: Mail may be sent postage-free to any member of Parliament. You can get your MP's name, phone number and address by going to the Parliament of Canada website at

<https://www.ourcommons.ca/Members/en>

- 2) Please send copies of your resolution to:

- Jan Simpson, President, Canadian Union of Postal Workers, 377 Bank Street, Ottawa, Ontario, K2P 1Y3
- Rebecca Bligh, President, Federation of Canadian Municipalities, 24 Clarence St, Ottawa, Ontario, K1N 5P3



Regular Council Meeting: October 27, 2025.	Agenda Item: 8.a
Prepared by: Arno Glover	Approved by: Mayor Randy Brown
Report Type: RFD	Attachment(s): 1 Financial Assistance Application Form

Content:

8.a Grants & Donation Policy (Financial Assistance Request)
Background.

Reference should be made to the Financial Assistance Application Form (provided under separate cover) subject to Division 2 of Part 1 of the Access to Information Act, Statutes of Alberta 2024, Chapter A-1.4 exception to disclosure (section 20 – harmful to personal privacy).

The Town of Bowden Grants & Donation Policy was passed by Council during the RCM of January 9, 2023.

The following is reproduced from the policy:

“The Town of Bowden is committed to supporting sustainable activities that positively impact the local community.

Community grants and donations are available to projects or organizations which demonstrate and provide cultural, social, or economic benefit to the local community.

The purpose of the Grants & Donation Policy is to:

- i. provide a framework that ensures financial assistance applications are assessed and awarded in a consistent and equitable manner, and which positively support the social wellbeing of the Town of Bowden local community,*
- ii. provide an accessible and documented process for persons seeking financial assistance from the Town,*
- iii. provide the CAO and Council with clear direction for the consideration and approval of requests for financial assistance,*
- iv. enhance Council’s appreciation and understanding of community groups and their programs within the local community,*
- v. maintain public trust and confidence in municipal government affairs and procedures”.*

The disbursement of monetary payments as donation, grants, or contributions as gifts in-kind does not form part of the Town’s regular program of service delivery.

Any disbursement must therefore receive prior Council approval and should align with Council’s core values on supporting community programs or initiatives.

Application Received.**4th Annual Community Christmas Meal**

An application has been received from the organizer of the "Community Christmas Meal" an event that this year is being held in the Paterson Community Hall (on December 24th from noon until 2:00pm)

A sum of \$1000.00 has been requested to support the cost.

In 2024 a sum of \$800.00 was donated by the Town.

There is no cost to Town residents for this meal.

In 2023, 137 meals were served.

In 2024, 100 meals were served.

Administration requests that Council review the request made for Financial Assistance.

Suggested Alternative Motions

Motion by Councillor _____ that Council approves a donation of \$1000.00 as requested by the organizers of the Community Christmas Meal.

or

Motion by Councillor _____ that Council approves a donation of \$****.00 payable to the organizers of the Community Christmas Meal.

or

Motion by Councillor _____ that Council accepts the financial assistance request as information.

Regular Council Meeting: October 27, 2025	Agenda Item: 9.a
Prepared by: Arno Glover	Approved By: CAO
Report Type: RFD	Attachment(s): 1 Operating Revenues & Expenditures Report (YTD, 2025) 2 Water v Wastewater Comparative 2022 / YTD 2025

9.a Operating Revenue & Expenditures Report

1 Purpose

Attached is the Operating Revenues & Expenditures Report which provides an analysis of actual performance for the period ending September 30, 2025.

2 Background

The report provides an analysis of (unaudited) financial performance with variance analysis against budgeted forecasts.

Administration believes that the report presents a true representation of the financial operating affairs for this period.

3 Notable Observations

Tax Revenues are in line with budgeted amounts with one exception (refer to 3.1.i below).

Expenses are typically within budget with total expenditures running at 74.8% YTD.

The following provides a brief explanation of notable observations particularly where actual revenues and expenditures vary materially from the estimated budgeted amounts.

3.1 Revenues

- i. **Municipal Non-Residential Taxes**
The shortfall is due to a successful appeal on a property assessment made by the owner of a commercial property. The assessment was conducted by Wildrose Assessments.
- ii. **Investment Returns**
The reconciliation of the savings accounts has not yet been completed.
This interest earned is not therefore fully reported.
- iii. **Summer Students STEP Grant**
Grant funding for 2 students was applied for, but the application was unsuccessful.
- iv. **Water / Wastewater / Solid Waste**
The revenues in the operating statement reflect 8 months income. September's utility billings are made in October, one month in arrears.

3.2 Expenditures

- i. **Council Conference Costs**
Additional costs for the ABMunis conference due in November are estimated to be \$15000.00.
- ii. **Fire (Repairs & Maintenance Building)**
This is the part cost of the remedial work carried out in the firehall following the structural failure of the roof. Further costs as previously report to Council will exceed \$40000.00.
- iii. **Protective Services (Contracted Services Bylaw)**
No billings have been received to date
- iv. **Public Works (Repairs & Maintenance Deere 4 Wheel Loader)**
Unexpected but essential repair costs were incurred.
- v. **Road Maintenance (Red Deer County Road Maintenance)**
The budget figure, in error, did not reflect the contractual agreement that was effective for 2025.
- vi. **Water & Pumphouse (Repairs & Maintenance Infrastructure)**
These are costs associated with water main repairs and are generally unpredictable.
There have been 4 water main repairs conducted this year.
- vii. **Solid Waste (Goods & Supplies Bins)**
This cost includes purchasing new bins to replace damaged bins plus additional stock items.
- viii. **FCSS (Volunteer Appreciation Supper)**
This is an overspend.
- ix. **Cemetery (Repairs & Maintenance)**
This includes the cost of a replacement headstone.
- x. **Cemetery (Miscellaneous Goods & Supplies)**
This is the purchase of urn vaults (stock items).
- xi. **Repairs & Maintenance (Olympia)**
In addition to the estimated service costs further essential additional work was identified.
- xii. **Parks & Amenities (Repairs & Maintenance Heritage Drive)**
This is the cost of 2 large garbage receptacles.
- xiii. **Parks & Amenities (Small Equipment / Tool Purchases)**
This includes the purchase of a new chainsaw, not included within the original budget.
- xiv. **Museum (Repairs & Maintenance)**
This is the installation of LED Lights (a non budgeted item).
- xv. **Payroll**
All payroll values include the payments made to Administration employees on October 5, 2025.

9.b Water & Wastewater Comparative Report

Attached is a summary of water & wastewater purchases (by volume m³) for the first 9 months of 2025 (with a comparative from 2022 to 2025).



Town of Bowden

Operating Revenues & Expenditures (YTD 2025)

2025 Variance % 2025
30th Sept Actual v Budget Budget

REVENUES

		\$		\$
TAX REVENUES				
	MUNICIPAL RESIDENTIAL TAXES	855,220.23	-0.00	855,220.29
	MUNICIPAL NON-RESIDENTIAL TAXES	256,349.98	-0.65	258,033.38
	MUNICIPAL FARM TAXES	76.34	13.64	67.18
	SCHOOL RESIDENTIAL TAXES	305,286.85	-0.00	305,286.91
	SCHOOL NON-RESIDENTIAL TAXES	63,761.14	-0.65	64,179.88
	DESIGNATED INDUSTRIAL PROPERTY TAX REQSTN	211.39	0.00	211.39
	POLICE FUNDING REQUISITION	63,267.57	-0.09	63,326.00
	LATE TAX PAYMENT PENALTIES	21,711.72	80.93	12,000.00
	TOTAL	1,565,885.22	0.49	1,558,325.03
OTHER REVENUES				
	PROVINCIAL FINES	6,022.00	20.44	5,000.00
	FRANCHISE FEES - FORTIS ELECTRICAL	100,899.38	-27.41	139,000.00
	FRANCHISE FEES - ATCO GAS	45,844.08	-41.97	79,000.00
	INVESTMENT RETURNS (INTEREST EARNED)	46,346.75	-59.70	115,000.00
	TOTAL	199,112.21	-41.09	338,000.00
GRANT REVENUES				
	RED DEER COUNTY RECREATION GRANT	89,626.00	3.61	86,500.00
	MSI / LGFF OPERATING GRANT	162,042.00	0.00	162,042.00
	TOTAL	251,668.00	1.26	248,542.00
ADMINISTRATIVE REVENUES				
	PROPERTY TAX CERTIFICATES	1,450.00	-3.33	1,500.00
	BUSINESS LICENSES	1,730.00	-30.80	2,500.00
	SUMMER TEMP EMPLOY' PROGRAM (STEP) GRANT	0.00	-100.00	4,200.00
	OTHER INCOME	518.44	3.69	500.00
	PENALTIES (ACCOUNTS RECEIVABLE)	594.18	18.84	500.00
	CREDIT CARD PROCESSING FEE	154.97	54.97	100.00
	TOTAL	4,447.59	-52.18	9,300.00
BYLAW REVENUES				
	BYLAW ENFORCEMENT FINES & PENALTIES	0.00	-100.00	100.00
	TOTAL	0.00	-100.00	100.00
ANIMAL REVENUES				
	DOG / CHICKEN LICENSES	1,095.00	56.43	700.00
	TOTAL	1,095.00	56.43	700.00
PUBLIC WORKS REVENUES				
	OTHER INCOME / SERVICE FEES	320.00	60.00	200.00
	TOTAL	320.00	60.00	200.00
WATER REVENUES				
	DISTRIBUTED WATER COLLECTIONS	259,174.33	-25.95	350,000.00
	BULK WATER SALES	9,955.32	24.44	8,000.00
	WATER METERS & EQUIPMENT	726.00	-27.40	1,000.00
	LATE PAYMENT PENALTIES	4,018.96	167.93	1,500.00
	ACCOUNT SET UP FEE	200.00	#DIV/0!	0.00
	INCOME (MVRWSC)	1,120.00	646.67	150.00
	TOTAL	275,194.61	-24.74	365,650.00
SANITARY SEWER REVENUES				
	WASTEWATER COLLECTIONS	263,569.74	-26.17	357,000.00
	RV DUMP	748.00	6.86	700.00
	SRDRWC SERVICE INCOME	20,497.57	-24.08	27,000.00
	TOTAL	284,815.31	-25.96	384,700.00
SOLID WASTE REVENUES				
	SOLID WASTE COLLECTIONS	54,912.02	-21.55	70,000.00
	TOTAL	54,912.02	-21.55	70,000.00
RECYCLING REVENUES				
	RECYCLING INCOME	53,172.92	-25.11	71,000.00
	ELECTRONICS RECYCLING INCOME	869.14	334.57	200.00
	RECYCLING CIRCULAR MATERIALS	10,423.92	-52.94	22,152.00
	TOTAL	64,465.98	-30.94	93,352.00

FCSS REVENUES

CITY OF RED DEER - FCSS FUNDING	66,762.00	▶	0.00	22 66,762.00
FCSS JOINT EVENTS	0.00	▶	-100.00	200.00
COMMUNITY GARDEN	360.00	▶	44.00	250.00
VOLUNTEER SUPPER GRANT	600.00	▶	0.00	600.00
FAMILY DAY MOVIE	0.00	▶	-100.00	150.00
COOKING ON A BUDGET	0.00	▶	-100.00	100.00
CVITP GRANT	0.00	▶	-100.00	750.00
MISC DONATION OTHER PROGRAMS	0.00	▶	-100.00	100.00
TOTAL	67,722.00	▶	-1.73	68,912.00

CEMETERY REVENUES

GRAVE PLOT SERVICES	2,750.00	▶	-8.33	3,000.00
PLOTS & VAULTS SALES	1,485.00	▶	-40.60	2,500.00
COLUMBARIUM NICHE SALES	6,451.50	▶	222.58	2,000.00
RED DEER COUNTY CEMETERY GRANT	5,000.00	▶	0.00	5,000.00
OTHER INCOME	4,935.00	▶	#DIV/0!	0.00
TOTAL	20,621.50	▶	64.97	12,500.00

ECONMIC DEVLPMNT REVNS

OTHER INCOME / NEWSLETTER ADVERTISING	996.00	▶	-0.40	1,000.00
TOTAL	996.00	▶	-0.40	1,000.00

LAND REVENUES

RENTAL INCOME (BILLBOARDS & PASTURE LEASE)	6,600.00	▶	-15.38	7,800.00
TOTAL	6,600.00	▶	-15.38	7,800.00

PARADE REVENUES

CONTRIBUTIONS (Ag SOCIETY)	1,000.00	▶	0.00	1,000.00
TOTAL	1,000.00	▶	0.00	1,000.00

SPECIAL EVENT REVENUES

CONTRIBUTIONS / DONATIONS / SALE OF GOODS	420.00	▶	-30.00	600.00
TOTAL	420.00	▶	-30.00	600.00

ARENA REVENUES

ARENA RENTAL INCOME	53,036.21	▶	-44.17	95,000.00
OTHER INCOME (ADVERTISING BILLBOARDS)	1,380.00	▶	-54.00	3,000.00
RED DEER COUNTY RECREATION GRANT	25,000.00	▶	0.00	25,000.00
TOTAL	79,416.21	▶	-35.43	123,000.00

PARK REVENUES

RED DEER COUNTY RECREATION GRANT	3,750.00	▶	0.00	3,750.00
TOTAL	3,750.00	▶	0.00	3,750.00

LIBRARY REVENUES

RED DEER COUNTY RECREATION GRANT	1,500.00	▶	0.00	1,500.00
CONTRIBUTIONS & DONATIONS	0.00	▶	#DIV/0!	0.00
TOTAL	1,500.00	▶	0.00	1,500.00

MUSEUM REVENUES

RED DEER COUNTY RECREATION GRANT	3,000.00	▶	0.00	3,000.00
TOTAL	3,000.00	▶	0.00	3,000.00

COMMUNITY HALL REVENUE

RED DEER COUNTY RECREATION GRANT	5,000.00	▶	0.00	5,000.00
TOTAL	5,000.00	▶	0.00	5,000.00

TOTAL (ALL REVENUES)	2,891,941.65	▶	-12.28	3,296,931.03
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EXPENDITURES**REQUISITIONS**

	\$		\$
PROVINCIAL SCHOOL EDUCATION (PUBLIC)	269,770.69	▶	75.00
PROVINCIAL SCHOOL EDUCATION (CATHOLIC)	7,085.97	▶	72.51
TOTAL	276,856.66	▶	74.93

COUNCIL

HONORARIUMS & PER DIEMS *	45,632.97	▶	58.83	77,568.00
EMPLOYMENT & CRA CONTRIBUTIONS	1,905.10	▶	63.50	3,000.00
TRAINING & DEVELOPMENT **	0.00	▶	0.00	7,000.00
CONFERENCE / WORKSHOPS / EVENT COSTS	23,359.78	▶	54.96	42,500.00
MEMBERSHIP AUMA	2,521.79	▶	93.40	2,700.00
PUBLIC RELATIONS & GRANTS & DONATIONS	3,853.36	▶	51.38	7,500.00
IT SUPPORT & SERVICES	469.64	▶	46.96	1,000.00
LIABILITY INSURANCE	336.00	▶	84.00	400.00
ELECTION COSTS	2,668.01	▶	53.36	5,000.00
MISCELLANEOUS GOODS & SUPPLIES	3,637.62	▶	45.47	8,000.00
AG SOCIETY DONATIONS	10,000.00	▶	100.00	10,000.00
TOTAL	94,384.27	▶	57.32	164,668.00

* Base Honorariums & Per Diems
for RCM / SCM

Council Committee Meetings
Open House Events
Public Hearings

** eg: Strategic Planning
Councillor Orientation

ADMINISTRATION

PAYROLL	225,875.11	▶	79.47	284,244.00
EMPLOYMENT & CRA CONTRIBUTIONS	38,813.18	▶	70.57	55,000.00
WORKERS COMPENSATION (WCB)	15,206.31	▶	116.97	13,000.00
TRAINING & DEVELOPMENT	225.00	▶	22.50	1,000.00
TRAVEL & SUBSISTENCE	915.10	▶	36.60	2,500.00
MEMBERSHIP FEES & CONFERENCE COSTS	935.14	▶	37.41	2,500.00
POSTAGE & COURIER	7,448.00	▶	106.40	7,000.00
TELEPHONE (LAND LINES & CELL PHONE)	4,524.07	▶	65.57	6,900.00
ADVERTISING / PROMOTIONS / MARKETING	457.00	▶	57.13	800.00
CONTRACTED SERVICES (IT SERVICES)	22,482.51	▶	89.93	25,000.00
PERSONNEL RELATIONS	1,820.15	▶	60.67	3,000.00
JANITORIAL & CLEANING SUPPLIES	5,140.00	▶	71.39	7,200.00
POSTAGE MACHINE LEASE	518.94	▶	74.13	700.00
COPIER & PRINTING	11,694.56	▶	89.96	13,000.00
INTERNET SERVICES	3,480.00	▶	96.67	3,600.00
SECURITY & ALARMS MONITORING FEE	269.40	▶	99.78	270.00
MATS	1,814.01	▶	78.87	2,300.00
WEBSITE & APP (HOSTING & SUPPORT)	9,400.60	▶	104.45	9,000.00
DEBIT MACHINE	567.69	▶	70.96	800.00
FIRE SYSTEMS & EQUIPMENT MAINTENANCE	52.75	▶	52.75	100.00
ASSESSMENT REVIEW COSTS	2,000.00	▶	100.00	2,000.00
CONTRACTED SERVICES OTHER	140.00	▶	14.00	1,000.00
ACCOUNTING & AUDIT FEES / SERVICES	33,571.25	▶	88.35	38,000.00
LEGAL & PROFESSIONAL FEES	81.00	▶	5.40	1,500.00
PROPERTY ASSESSMENT SERVICES	14,003.80	▶	82.86	16,900.00
REPAIRS & MAINTENANCE (EQUIPMENT)	372.34	▶	24.82	1,500.00
IT REPAIRS / UPGRADES	3,943.49	▶	87.63	4,500.00
REPAIRS & MAINTENANCE (BUILDING)	1,076.18	▶	53.81	2,000.00
INSURANCE (BUILDING & PROFESSIONAL LIABILITY)	14,515.15	▶	82.94	17,500.00
MISCELLANEOUS GOODS & SUPPLIES	3,806.97	▶	54.39	7,000.00
EQUIPMENT PURCHASES (CAMERA SYSTEM)	0.00	▶	0.00	5,000.00
UTILITIES (ELECTRICITY)	3,212.06	▶	64.24	5,000.00
UTILITIES (GAS)	2,220.64	▶	74.02	3,000.00
BANK CHARGES & SERVICE FEES	1,554.50	▶	86.36	1,800.00
CASH ROUNDING	-0.06	#DIV/0!		0.00
BAD DEBTS - PROPERTY TAXES	0.00	#DIV/0!		0.00
BAD DEBTS - TRADE	0.00	#DIV/0!		0.00
TRANSFER TO CONTINGENCY RESERVES	0.00	#DIV/0!		0.00
TRANSFER TO CAPITAL RESERVES	0.00	#DIV/0!		0.00
TOTAL	432,136.84	▶	79.35	544,614.00

PROTECTIVE SERVICES
(FIRE)

REPAIRS & MAINTENANCE (BUILDING)	16,488.31	▶	329.77	5,000.00
INSURANCE (BUILDING)	1,238.00	▶	99.04	1,250.00
UTILITIES (ELECTRICITY)	2,769.95	▶	69.25	4,000.00
UTILITIES (GAS)	3,842.24	▶	69.86	5,500.00
TOTAL	24,338.50	▶	154.53	15,750.00

EMERGENCY MANAGEMENT

FEES & SUBSCRIPTIONS & CONSULTANCY	3,000.00	▶	100.00	3,000.00
TRAINING & DEVELOPMENT	133.15	▶	13.32	1,000.00
TRAVEL & SUBSISTENCE	0.00	▶	0.00	500.00
MISCELLANEOUS GOODS & SUPPLIES	107.97	▶	3.66	2,946.78
TOTAL	3,241.12	▶	43.52	7,446.78

PROTECTIVE SERVICES
(RCMP & BYLAW)

TRAVEL & SUBSISTENCE	0.00	#DIV/0!		0.00
TRAINING & DEVELOPMENT	0.00	#DIV/0!		0.00
MEMBERSHIP FEES & CONFERENCE COSTS	0.00	#DIV/0!		0.00
TELEPHONE	71.55	▶	47.70	150.00
CONTRACTED BYLAW ENFORCEMENT SERVICES	344.01	▶	1.15	30,000.00
CONTRACTED SERVICES OTHER	0.00	#DIV/0!		0.00
ALBERTA POLICE FUNDING MODEL	63,326.00	▶	100.00	63,326.00
RED DEER COUNTY PROTECTIVE SERVICES	6,850.00	▶	76.11	9,000.00
LEGAL & PROFESSIONAL FEES	0.00	#DIV/0!		0.00
MISCELLANEOUS GOODS & SUPPLIES	0.00	#DIV/0!		0.00
TOTAL	70,591.56	▶	68.89	102,476.00

ANIMAL

CONTRACTED SERVICES (VETERINARY)	0.00	▶	0.00	100.00
MISCELLANEOUS GOODS & SUPPLIES	0.00	▶	0.00	250.00

TOTAL 0.00 0.00 24 350.00

PUBLIC WORKS

PAYROLL	186,595.72	77.25	241,561.00
PAYROLL (SUMMER STUDENTS)	23,431.56	110.11	21,280.00
EMPLOYMENT & CRA CONTRIBUTIONS	37,882.93	77.31	49,000.00
TRAINING & DEVELOPMENT	1,065.03	106.50	1,000.00
TRAVEL & SUBSISTENCE	295.42	98.47	300.00
TELEPHONE (LAND LINES & CELL PHONE)	1,512.23	72.01	2,100.00
ADVERTISING / PROMOTIONS / MARKETING	0.00	0.00	750.00
ALBERTA ONE CALL SERVICES	510.60	100.07	510.23
FIRE SYSTEMS & EQUIPMENT MAINTENANCE	1,107.41	46.14	2,400.00
SECURITY & ALARMS	625.90	90.71	690.00
INTERNET SERVICES	882.42	67.88	1,300.00
CONTRACTED SERVICES OTHER	24.00	4.80	500.00
REPAIRS & MAINTENANCE (CASE GRADER)	6,324.80	105.41	6,000.00
REPAIRS & MAINTENANCE (DEERE 4 WHEEL LOADER)	6,891.64	275.67	2,500.00
REPAIRS & MAINTENANCE (BOBCAT SKID STEER)	6,500.33	92.86	7,000.00
REPAIRS & MAINTENANCE KABOTA	7,530.30	100.40	7,500.00
REPAIRS & MAINTENANCE (OTHER)	675.49	135.10	500.00
BUILDING REPAIRS & MAINTENANCE (WORKSHOP)	725.81	13.20	5,500.00
BUILDING REPAIRS & MAINTENANCE (GARAGE)	0.00	0.00	1,000.00
BUILDING REPAIRS & MAINTENANCE (QUONSET)	0.00	0.00	1,000.00
REPAIRS & MAINTENANCE (STERLING TRUCK)	1,029.46	51.47	2,000.00
REPAIRS & MAINTENANCE F150 (2007)	699.29	69.93	1,000.00
REPAIRS & MAINTENANCE F350 (SAND / WATER TRUCK)	772.42	38.62	2,000.00
REPAIRS & MAINTENANCE F250 (2018)	113.48	11.35	1,000.00
REPAIRS & MAINTENANCE F550 (2013)	834.89	23.85	3,500.00
REPAIRS & MAINTENANCE F150 (2018)	0.00	0.00	1,000.00
REPAIRS & MAINTENANCE F150 (2019)	219.95	7.33	3,000.00
REPAIRS & MAINTENANCE (EQUIPMENT)	60.32	6.03	1,000.00
EQUIPMENT RENTALS & SERVICES	0.00	0.00	400.00
INSURANCE	9,685.92	88.05	11,000.00
MISCELLANEOUS GOODS & SUPPLIES	2,391.35	79.71	3,000.00
SMALL EQUIPMENT/TOOL PURCHASES	2,949.96	98.33	3,000.00
VEHICLE MAINTENANCE CLEANING SUPPLIES	147.82	14.78	1,000.00
FUEL / OIL / ADDITIVES	6,094.05	40.63	15,000.00
PERSONAL PROTECTIVE EQUIPMENT	2,795.44	93.18	3,000.00
UTILITIES (ELECTRICITY)	2,564.85	71.25	3,600.00
UTILITIES (GAS)	2,032.93	58.08	3,500.00
TRANSFER TO PUBLIC WORKS RESERVES	0.00	#DIV/0!	0.00
TOTAL	313,944.26	76.50	410,391.23

ROAD MAINTENANCE

STREET SWEEPING	5,500.00	91.67	6,000.00
ROAD PATCHING	34,848.00	63.36	55,000.00
RED DEER COUNTY ROAD MAINTENANCE	3,500.00	116.67	3,000.00
SNOW REMOVAL	0.00	0.00	25,000.00
ROAD / SIDEWALK REPAIRS	0.00	0.00	25,000.00
REPAIRS & MAINTENANCE (STREET LIGHTS)	1,096.71	21.93	5,000.00
REPAIRS & MAINTENANCE (STREET SIGNS)	1,096.71	31.33	3,500.00
ROAD CRACK FILLING	31,985.00	71.08	45,000.00
INSURANCE	1,900.00	79.17	2,400.00
MISCELLANEOUS GOODS & SUPPLIES	411.96	7.49	5,500.00
ROAD PAINT (MATERIALS & EQUIPMENT)	5,027.32	100.55	5,000.00
SMALL EQUIPMENT/TOOL PURCHASES	0.00	0.00	4,000.00
SAND & GRAVEL	2,193.99	21.94	10,000.00
UTILITIES (ELECTRICITY) STREET LIGHTS	70,552.24	74.27	95,000.00
TOTAL	157,015.22	54.26	289,400.00

WATER & PUMPHOUSE

TRAINING & DEVELOPMENT	0.00	0.00	1,100.00
TRAVEL & SUBSISTENCE	205.59	102.80	200.00
MEMBERSHIP FEES & CONFERENCE COSTS	0.00	0.00	600.00
TELEPHONE (LANDLINE)	276.42	69.11	400.00
SCADA & IT (REPAIRS & MAINTENANCE)	4,288.00	42.88	10,000.00
WATER TESTING SUPPLIES	571.65	57.17	1,000.00
HACH COLORIMETER CALIBRATION	-100.00	-13.33	750.00
SECURITY & ALARMS	452.50	125.69	360.00
INTERNET SERVICES	489.51	81.59	600.00
ENGINEERING & CONSULTANCY	0.00	0.00	2,000.00

EQUIPMENT INSPECTION (PUMPSx4 & FIRE PUMP)	0.00	0.00	254,500.00
REPAIRS & MAINTENANCE (EQUIPMENT)	9,044.08	100.49	9,000.00
REPAIRS & MAINTENANCE (BUILDING)	723.06	12.05	6,000.00
REPAIRS & MAINTENANCE (INFRASTRUCTURE)	36,049.82	120.17	30,000.00
REPAIRS & MAINTENANCE (CPR)	20.00	50.00	40.00
INSURANCE	13,162.00	94.01	14,000.00
MISCELLANEOUS GOODS & SUPPLIES	6,857.57	114.29	6,000.00
SMALL EQUIPMENT/TOOL PURCHASES	0.00	0.00	500.00
UTILITIES (ELECTRICITY)	9,996.56	83.30	12,000.00
UTILITIES (GAS)	2,754.06	55.08	5,000.00
REGIONAL WATER SUPPLIES (MVRWSC)	177,525.75	84.54	210,000.00
INFRASTRUCTURE LOAN (INTEREST)	7,161.49	100.00	7,161.49
INFRASTRUCTURE LOAN (PRINCIPAL REPAYMENT)	29,780.29	100.00	29,780.29
BAD DEBTS (UTILITY BILLING)	-1.60	-1.60	100.00
TOTAL	299,256.75	85.24	351,091.78

WASTEWATER & STORMWATER

TRAINING & DEVELOPMENT	0.00	0.00	1,000.00
REPAIRS & MAINTENANCE (NORTH LIFT STATION)	0.00	0.00	2,000.00
SMALL PROJECTS	0.00	0.00	2,000.00
REPAIRS & MAINTENANCE (OTHER)	2,034.93	101.75	2,000.00
REPAIRS & MAINTENANCE (INFRASTRUCTURE)	0.00	0.00	10,000.00
EQUIPMENT RENTALS & SERVICES	0.00	0.00	100.00
INSURANCE	803.00	94.47	850.00
MISCELLANEOUS GOODS & SUPPLIES	902.41	902.41	100.00
UTILITIES (ELECTRICITY)	4,390.73	58.54	7,500.00
UTILITIES (GAS)	548.07	78.30	700.00
REGIONAL WASTEWATER COSTS (SRDRWSC)	272,247.93	85.08	320,000.00
INFRASTRUCTURE LOAN (INTEREST)	5,672.23	100.00	5,672.23
INFRASTRUCTURE LOAN (PRINCIPAL REPAYMENT)	23,175.83	100.00	23,175.83
TOTAL	309,775.13	82.59	375,098.06

SOLID WASTE

CONTRACTED SERVICES (TOWN)	3,036.61	70.62	4,300.00
CONTRACTED SERVICES (RESIDENTIAL)	31,842.78	74.05	43,000.00
GOODS AND SUPPLIES BINS	2,016.00	201.60	1,000.00
REQUISITIONS (CARWMC)	1,873.57	129.21	1,450.00
TOTAL	38,768.96	77.93	49,750.00

RECYCLING

CONTRACTED SERVICES (RESIDENTIAL)	18,313.41	73.25	25,000.00
GOODS AND SUPPLIES BINS	923.00	92.30	1,000.00
TOTAL	19,236.41	73.99	26,000.00

FCSS

PAYROLL	45,481.67	80.61	56,420.00
EMPLOYMENT & CRA CONTRIBUTIONS	10,817.21	77.27	14,000.00
PROFESSIONAL DEVELOPMENT & CONFERENCES	716.08	44.76	1,600.00
TRAVEL & SUBSISTENCE	1,773.20	88.66	2,000.00
TELEPHONE	504.92	74.25	680.00
PARTNER PROGRAM HENDAY ASSOC	70.15	35.08	200.00
YES PROGRAM	344.02	34.40	1,000.00
SUMMER DAZE	365.66	79.49	460.00
CVTIP (TAX FILING)	288.81	72.20	400.00
FAMILY DAY MOVIE	0.00	0.00	200.00
COMMUNITY SUPPORT PROGRAMS	206.96	41.39	500.00
COMMUNITY GARDEN	526.94	81.07	650.00
BGS PARTNERSHIP PROGRAMS	343.89	57.32	600.00
COOKING ON A BUDGET	0.00	0.00	600.00
RETRO BINGO	84.29	42.15	200.00
VOLUNTEER APPRECIATION SUPPER	3,271.61	116.84	2,800.00
YOUTH WEEK EVENT	0.00	0.00	200.00
SENIOR'S WEEK	366.12	73.22	500.00
COMMUNITY SHOWCASE	343.06	68.61	500.00
INTERNET SERVICES	1,211.70	87.80	1,380.00
JANITORIAL	1,160.00	48.33	2,400.00
SECURITY & ALARMS	469.50	83.10	565.00
REPAIRS & MAINTENANCE (IT & EQUIPMENT)	128.88	42.96	300.00
REPAIRS & MAINTENANCE (BUILDING)	597.80	23.91	2,500.00
INSURANCE-FCSS	680.00	97.14	700.00
MISC GOODS & SUPPLIES-OFFICE	655.32	131.06	500.00
EVENT / MEETING SUPPLIES	331.54	39.47	840.00

CLEANING SUPPLIES	214.55	▶	53.64	26	400.00
UTILITIES (ELECTRICITY)	1,708.93	▶	68.36		2,500.00
UTILITIES (GAS)	1,712.26	▶	57.08		3,000.00
REQUISITIONS (CITY OF RED DEER)	0.00	▶	0.00		13,271.66
TOTAL	74,375.07	▶	66.49		111,866.66

CEMETERY

CONTRACTED SERVICES RDC (WEED CONTROL)	1,140.00	▶	95.00		1,200.00
CONTRACTED SERVICES (BURIAL)	1,285.00	▶	85.67		1,500.00
CONTRACTED SERVICES (PUBLIC FACILITIES)	700.00	▶	83.33		840.00
REPAIRS & MAINTENANCE (GENERAL)	5,349.80	▶	267.49		2,000.00
MISCELLANEOUS GOODS & SUPPLIES	2,936.00	▶	293.60		1,000.00
DONATIONS (CEMETERY ASSOCIATION)	2,000.00	▶	100.00		2,000.00
TOTAL	13,410.80	▶	157.04		8,540.00

PLANNING & DEVELOPMENT

CONTRACTED SERVICES (INSPECTIONS)	3,550.00		101.43		3,500.00
PLANNING & LEGAL FEES	464.50	▶	18.58		2,500.00
LAND TITLE FEES	10.00	▶	20.00		50.00
ENGINEERING & CONSULTANCY	0.00	▶	0.00		5,000.00
TOTAL	4,024.50	▶	36.42		11,050.00

ECONOMIC DEVELOPMENT

MEMBERSHIP FEES & CONFERENCE COSTS	1,052.80	▶	75.20		1,400.00
TRAVEL & SUBSISTENCE	0.00		#DIV/0!		0.00
ADVERTISING / PROMOTIONS / MARKETING	0.00		#DIV/0!		0.00
TOTAL	1,052.80	▶	75.20		1,400.00

SENIORS

REQUISITIONS (PARKLAND)	4,004.00		100.10		4,000.00
TOTAL	4,004.00		100.10		4,000.00

LAND

PROFESSIONAL / CONSULTANCY FEES	12,685.54	▶	70.48		18,000.00
LEGAL FEES	0.00	▶	0.00		3,000.00
STATUTORY ADVERTISING	16.55	▶	3.31		500.00
DESIGNATED INDUSTRIAL PROPERTY TAXES	0.00	▶	0.00		220.00
TOTAL	12,702.09	▶	58.48		21,720.00

SPECIAL EVENTS (PARADE)

MISCELLANEOUS GOODS & SUPPLIES	2,515.48	▶	83.85		3,000.00
TOTAL	2,515.48	▶	83.85		3,000.00

SPECIAL EVENTS (CHRISTMAS)

MISCELLANEOUS GOODS & SUPPLIES	0.00	▶	0.00		2,500.00
TOTAL	0.00	▶	0.00		2,500.00

RECREATION (ARENA)

PAYROLL	91,218.09	▶	67.47		135,200.00
EMPLOYMENT & CRA CONTRIBUTIONS	19,028.98	▶	73.19		26,000.00
TRAINING & DEVELOPMENT	1,020.40	▶	170.07		600.00
TRAVEL & SUBSISTENCE	184.60	▶	61.53		300.00
MEMBERSHIP FEES & CONFERENCE COSTS	422.17	▶	21.11		2,000.00
TELEPHONE (LAND LINE & CELL PHONE)	1,408.25	▶	74.12		1,900.00
SMALL EQUIPMENT PURCHASES	322.60	▶	40.33		800.00
CONTRACTED SERVICES (CIMCO)	4,125.00	▶	91.67		4,500.00
CONTRACTED SERVICES (SECURITY ALARMS)	469.50	▶	78.25		600.00
CONTRACTED SRVS (BLADE MAINTENANCE)	524.00	▶	47.64		1,100.00
CONTRACTED SRVS (ICE PAINTING)	3,450.00	▶	86.25		4,000.00
CONTRACTED SRVS (FIRE ALARM)	2,128.37	▶	96.74		2,200.00
INTERNET SERVICES	956.27	▶	69.29		1,380.00
CONTRACTED SERVICES (PEST CONTROL)	1,845.00	▶	73.80		2,500.00
CONTRACTED SERVICES (OTHER)	0.00		#DIV/0!		0.00
REPAIRS & MAINTENANCE (PLANT ROOM)	9,855.94	▶	394.24		2,500.00
REPAIRS & MAINTENANCE (OLYMPIA)	3,654.32	▶	243.62		1,500.00
REPAIRS & MAINTENANCE (ICE EDGER)	0.00	▶	0.00		500.00
REPAIRS & MAINTENANCE (OTHER)	291.25	▶	58.25		500.00
REPAIRS & MAINTENANCE (BUILDING)	5,259.86	▶	70.13		7,500.00
REPAIRS & MAINTENANCE (GENERAL)	0.00	▶	0.00		500.00
EQUIPMENT RENTALS & SERVICES	50.89	▶	5.09		1,000.00
INSURANCE	17,474.93	▶	97.08		18,000.00
MISCELLANEOUS GOODS & SUPPLIES	3,091.83	▶	61.84		5,000.00
PROPANE SUPPLIES	783.83	▶	39.19		2,000.00
PERSONAL PROTECTIVE EQUIPMENT	159.00	▶	10.60		1,500.00
UTILITIES (ELECTRICITY)	41,836.21	▶	64.36		65,000.00
UTILITIES (GAS)	10,963.65	▶	64.49		17,000.00

BAD DEBTS	0.00	0.00	27 500.00
TOTAL	220,524.94	72.05	306,080.00

PARKS & AMENITIES

CONTRACTED SERVICES (WEED CONTROL) OASIS	5,000.00	76.92	6,500.00
CONTRACTED SERVICES (WEED SPRAYING BY RDC)	788.69	26.29	3,000.00
REPAIRS & MAINTENANCE (LAWN MOWERS)	1,942.65	77.71	2,500.00
REPAIRS & MAINTENANCE (OTHER EQUIP)	703.17	46.88	1,500.00
REPAIRS & MAINTENANCE (PLAYGROUNDS)	4,074.42	101.86	4,000.00
REPAIRS & MAINTENANCE (COMMUNITY ACTION PARK)	639.25	63.93	1,000.00
TREES / SHRUBS / PLANTS	2,000.00	40.00	5,000.00
REPAIRS & MAIN WALKING TRAILS	0.00	0.00	4,500.00
REPAIRS & MAIN DOG PARK	0.00	0.00	500.00
REPAIRS & MAINTENANCE (HERITAGE DRIVE)	6,013.06	601.31	1,000.00
REPAIRS & MAINTENANCE (OTHER)	71.28	#DIV/0!	0.00
EQUIPMENT RENTALS	1,490.92	59.64	2,500.00
INSURANCE (COMMUNITY ACTION PARK)	219.00	73.00	300.00
MISCELLANEOUS GOODS & SUPPLIES (PARKS)	4,028.73	53.72	7,500.00
HANGING FLOWER BASKETS	3,190.00	91.14	3,500.00
SMALL EQUIPMENT/TOOL PURCHASES	1,439.57	287.91	500.00
GOODS & SUPPLIES (WALKING TRAILS)	0.00	0.00	2,000.00
FUEL / OIL / ADDITIVES	3,597.65	89.94	4,000.00
CONTRACTED SERVICES (RDC WEED CONTROL OFFICER)	0.00	0.00	6,500.00

TOTAL 35,198.39 62.52 56,300.00

LIBRARY

TELEPHONE	879.27	79.93	1,100.00
SECURITY & ALARMS	269.40	99.78	270.00
FIRE SYSTEMS & EQUIPMENT MAINTENANCE	18.50	37.00	50.00
JANITORIAL	0.00	0.00	2,400.00
REPAIRS & MAINTENANCE (BUILDING)	188.44	12.56	1,500.00
INSURANCE	1,022.00	102.20	1,000.00
GOODS & SUPPLIES	0.00	#DIV/0!	0.00
UTILITIES (ELECTRICITY)	3,416.93	68.34	5,000.00
UTILITIES (GAS)	1,195.48	59.77	2,000.00
REQUISITION (PARKLAND LIBRARY BOARD)	12,556.80	107.62	11,667.78
APPROPRIATION (PUBLIC LIBRARY BOARD)	25,524.56	100.00	25,524.56
TOTAL	45,071.38	89.23	50,512.34

MUSEUM

FIRE SYSTEMS & EQUIPMENT MAINTENANCE	64.75	64.75	100.00
SECURITY & ALARMS	299.50	83.33	359.40
REPAIRS & MAINTENANCE (BUILDING)	528.78	#DIV/0!	0.00
INSURANCE	3,040.00	101.33	3,000.00
TOTAL	3,933.03	113.69	3,459.40

COMMUNITY CENTRE

DONATIONS (COMMUNITY CENTRES)	10,000.00	100.00	10,000.00
TOTAL	10,000.00	100.00	10,000.00

TOTAL (ALL EXPENDITURES) 2,466,358.16 74.81 3,296,931.03

OPERATING SURPLUS (425,583.49) 0.00

Water v Wastewater Comparative

2022

Water Quantity	Wastewater Quantity	
Invoiced by MVRWSC	Invoiced by SRDRWC	
m³	m³	Variance m³
15252	12902	-2350
8703	8666	-37
9387	10499	1112
9989	13255	3266
10287	17161	6874
7582	23381	15799
9513	29236	19723
8525	14307	5782
8101	6639	-1462
7928	12419	4491
6966	7873	907
9579	11557	1978
TOTAL	111812	167895
AVERAGE	9318	13991

2023

Water Quantity	Wastewater Quantity	
Invoiced by MVRWSC	Invoiced by SRDRWC	
m³	m³	Variance m³
11216	8470	-2746
12866	7858	-5008
19780	13630	-6150
10963	9748	-1215
11370	15959	4589
11264	15800	4536
7376	16540	9164
8234	14757	6523
6616	10764	4148
7098	10302	3204
6724	5782	-942
7253	7726	473
TOTAL	120760	137336
AVERAGE	10063	11445

2024

Water Quantity	Wastewater Quantity	
Invoiced by MVRWSC	Invoiced by SRDRWC	
m³	m³	Variance m³
7108	8488	1380
6980	7383	403
7204	7391	187
7443	12353	4910
7047	15689	8642
8456	11209	2753
9313	12714	3401
8403	8806	403
7904	9173	1269
9377	8245	-1132
8524	7594	-930
8274	8175	-99
TOTAL	96033	117220
AVERAGE	8003	9768

2025

Water Quantity	Wastewater Quantity	
Invoiced by MVRWSC	Invoiced by SRDRWC	
m³	m³	Variance m³
8636	7512	-1124
8042	6927	-1115
9025	8303	-722
9275	8519	-756
9474	14244	4770
9378	13775	4397
8826	17161	8335
9635	12221	2586
10155	16834	6679
0	0	0
0	0	0
0	0	0
TOTAL	82446	105496
AVERAGE	9161	11722

9.a Financial (continued)**Recommended Motion.**

Administration requests that Council review and accepts the Operating & Expenditures report by resolution.

Motion by Councillor _____ that Council accepts the Operating Revenues and Expenditures Report for the period ending September 30, 2025, as presented.

Regular Council Meeting: October 27, 2025.	Agenda Item: 10.a / 10.b
Prepared by: Arno Glover	Approved by: Mayor Randy Brown
Report Type: RFD	Attachment(s): 1 Bowden Hi-Way Golf letter dated October 13, 2025 2 CAEP email dated October 20, 2025

Agenda item 10**Content:**

- 10.a Bowden Hi-Way Golf**
Request for advertising

- 10.b Central Alberta Economic Partnership**
Fall General Meeting

CAO

From: Bowden Golf <bowdengolf@gmail.com>
Sent: October 13, 2025 2:11 PM
To: CAO
Subject: Bowden Hi-Way Golf Course cart advertising

Hi Arno,

Thank you for supporting the Bowden Hi-Way Golf Course this season with the power cart advertising. I'm reaching out to see if you're interested in renewing the advertisement for next season.

The cost remains \$525, which includes advertising stickers on two power carts for the full season.

Kindly confirm whether you'd like to continue next year or not — we appreciate the support either way!

Cheers,

Evan Carr, BAsC.
General Manager & Head Superintendent
Bowden Hi-Way Golf Course
403-224-2121
Bowdengolf@gmail.com
Evanbowdengolf@gmail.com
2313 17 Ave Bowden AB
Box #325 T0M0K0
BowdenGolf.com

CAO

From: Central Alberta Economic Partnership <psalvatore@investcentralalberta.ca>
Sent: October 20, 2025 9:18 AM
To: CAO
Subject: CAEP Fall General Meeting - Register Now!

REGISTER NOW!



DATE: November 27, 2025

TIME: 8:00 am – 1:15 pm

LOCATION: Pine Hills Golf Club, Rocky Mountain House, AB

REGISTRATION FEE: \$55 (includes continental breakfast & buffet lunch)

Open to CAEP Members and the Public

Join us for our Fall General Meeting — a gathering designed to share progress, exchange ideas, and strengthen collaboration across the region.

You'll hear updates on CAEP's ongoing initiatives, opportunities for regional economic growth, and insights on key trends shaping Central Alberta's future. It's also a chance to connect with municipal leaders, business representatives, and community partners who are committed to building a vibrant, resilient economy in Central Alberta.

Whether you are a long-standing member or new to CAEP, the Fall General Meeting is an opportunity to engage with colleagues and help shape the path forward for Central Alberta.

AGENDA:

8:00 - 9:00 am

Continental Breakfast & Registration

9:00 - 10:30 am

Pre-FGM Workshop: The Secret Sauce: Economic Development for Elected Officials. All participants are welcome to join the workshop.

10:30 - 10:45 am

Networking & Coffee Break

10:45 - 12:15 pm

Fall General Meeting

12:15 - 1:15 pm

Buffet Lunch & Networking

1:15 - 2:15 pm

Post FGM Session - Technical Workshop: Howse Pass Corridor Pre-feasibility Study Initial Results. All participants are welcome to join the workshop.

REGISTER HERE

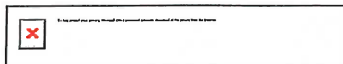
For more information, please contact:

Paul Salvatore, BA, ALUP, CLGM

Executive Director

Email: psalvatore@investcentralalberta.ca

Phone: 587-447-2237



Agenda item 10 (continued)**Suggested Motions****Motion:**

Motion by Councillor _____ that Council renew the power cart advertisement for the 2026 Bowden Hi-Way Golf season at a cost of \$525.00.

Motion:

Motion by Councillor _____ that Council register _**_ elected officials for attendance at the CAEP Fall General Meeting on Thursday November 27, 2025.

Regular Council Meeting: October 27, 2025.	Agenda Item: 11.a
Prepared by: Arno Glover	Approved by: Mayor Randy Brown
Report Type: Information	Attachment(s) 1 CAO's Report

Content:**Agenda item 11.a (CAO's Report)**

Regular Council Meeting: October 27, 2025	Agenda Item: 11.a
Prepared by: Arno Glover	Approved by: Mayor Randy Brown
Report Type: Information	Attachment(s): 1 Munis 101 Course documentation 2 Alberta Municipalities – Your Association

CAO's Report

The capital projects for 2025 are now complete. However final costings and reports have not yet been received.

A full report and a summary of the capital projects will be provided to Council in due course. This will include a statement of project costs (actual v estimate).

The following provides a brief update on other matters.

1 Municipal Elections

The Municipal Election took place on Monday October 20, 2025.

On behalf of Town Administration, I would like to congratulate all of the newly elected officials and express my thanks to all the election workers who provided valuable resource on the day.

The election saw a turn out of 411 voters, a higher percentage than many other municipalities.

The election procedures and election count were overseen by scrutineers throughout the whole of the day.

Unlike other larger municipalities the new procedures imposed by the Provincial Government did not cause any long delays for voters in Bowden. Throughout the day there was a steady flow which provided a balanced workload for both residents and workers.

Despite many voters not being on the Permanent Electors Register leading to additional processing times there were no complaints received.

The Unofficial Results did not require a recount either by requirement or request.

The Official Election Results and statistical data have been submitted to Elections Alberta.

2 Elected Officials Training

I have again provided a reminder of elected officials training courses.

In addition, I have attached details received this week (attached) with regard to the Munis 101 courses that are running throughout October and November.

2.1 Legal Seminar

An optional legal seminar hosted by the Town of Blackfalds conducted by Reynolds, Mirth & Farmer LLP is scheduled for Wednesday November 26th from 1:00pm until 4:00pm.

Topics will include:

- Pecuniary interest and conflict of interest,
- Public hearings/statutory hearings (and engaging with the public),
- Council as an employer (and corresponding obligations to the CAO),
- Enforcement of municipal bylaws (and Council's role in that process),
- Process for passing and amending bylaws in relation to Land Use Planning.

2.2 Emergency Management

Section 8(1) of the Local Authority Emergency Management Regulation (May 21, 2025) states:

Training requirements for elected officials and delegates

8(1) *The Managing Director may prescribe courses that each of a local authority's elected officials must complete by posting notice of the courses on the Alberta Emergency Management Agency's website.*

(2) *Any courses that are prescribed under subsection (1) must be completed*

(a) within 90 days of the elected official taking an official oath as required by section 156 of the Municipal Government Act or section 23 of the Metis Settlements Act, as the case may be, or within one year of this Regulation coming into force, whichever is later, or (b) within 90 days of the councillor of an Indian band assuming office,

This training is mandatory for all elected officials.

I have requested that a Field Officer from the Alberta Emergency Management Agency (AEMA) attends the Town Administration Office to provide this training in person. Attendees will also include the Director of Emergency Management and the Deputy Director of Emergency Management.

It is proposed that this training day can also be used to cover other aspects of emergency management specific to the Town of Bowden including:

- the Regional Joint Emergency Plan that we are members of and,
- the requirements for Emergency Support Services.

The Government of Alberta has not yet set standards for the specific training requirement set out within the legislation.

Despite this I hope to have a date scheduled for training sometime later in December or in January of next year.

3 Councillor Orientation

The current make up of the new Council will require additional efforts to ensure that the elected officials are efficiently brought up to date with the many aspects of local government generally and specific events relevant to the Town of Bowden.

The experience and knowledge required by Councillors extends beyond the Town's boundaries and includes all of the external agencies, support groups, and intermunicipal partners that currently have a part to play in the day-to-day delivery of local public services and longer-term policies and plans.

There will be an interim period therefore before the relationship between Council and the CAO is fully established and before Council has a full understanding of all aspects of the governance model (ie: the roles and responsibilities of all Council, Administration and all stakeholders).

During this interim period, I envisage that there will be considerable discussion to bring Council up to date on past decisions, current events and work in progress. I hope that we can quickly establish a positive collaborative joint relationship.

The year ahead will prove to be challenging as we work towards fulfilling all the necessary work of both Council and Town Administration.

Key projects will include:

- the provision of a effective and relevant Municipal Development Plan,
- a new Intermunicipal Development Plan with Red Deer County,
- a Strategic Plan for the next 4-year term of Council,
- completion of the northern boundary land annexation project,
- matters of land, property and economic development,
- a comprehensive update of the Land Use Bylaw including discussion and decisions on re zoning,
- the update of many of the Town's current bylaws,
- an in-depth review of the operational budget particularly with consideration being made to municipal taxation, long term capital budgeting, borrowing and reserves.

3 CAO tasks (w/c 20th October)

The following is an overview of tasks completed this week by the CAO.

- MPC Meeting (Friday 17th October),
- Preparation of draft minutes for MPC meeting,
- Emails / calls to stakeholders re the 3 decisions made during MPC meeting,
- Election Polling Station set up & voting material presentation (Sunday 19th October),
- Election Day (7:30am until 10:30pm),
- Polling station clear down,
- Election statistical administration and submission of data to Elections Alberta,
- Meetings with Mayor elect (x3),
- Meetings with Mayor Randy Brown (x2),
- Meetings with 2 non re-elected Councillors,
- Preparation of agenda for Organizational Meeting of Council,
- Preparation of agenda for Regular Council Meeting,
- Discussion with Red Deer County re land annexation (x2),
- Meeting with Land & Property Rights Tribunal re land annexation,
- Discussion with Red Deer County re apartment building (x2),
- Meetings with developer re construction of apartment building (x2),
- Discussion with current owner and future developer re the former Bowden Hotel site,
- Preparation of agenda for staff meeting,
- Preparation of minutes for staff meeting,
- Day to day meetings & daily management of Public Works,
- Review of financial reports with CFO,
- Meeting with ISL Engineering re Arena Roof,
- Discussion with Innisfail Chamber of Commerce re business awards night,

- Discussion with Inspiris re delays in sending & receiving emails,
- Liaison with Bylaw Enforcement Officer after 3-week absence,
- Liaison with Arena operations staff,
- Dealing with 3 complaints re apartment building,
- Dealing with 1 complaint re Town employee,
- Dealing with 1 complaint re Arena concession,
- Investigation in cause of OHS occurrence in Arena (Incident Report submitted),
- Dealing with matter concerning installation of rural connect fibre optic cable,
- Telephone conversation with CAO of Blackfalds re Councillor Orientation,
- Telephone conversation with CAO of Innisfail,
- Preparation of policy document titled, "Arena Operating Standards",
- Misc administration, emails & telephone calls.

4 Bylaw Enforcement Report to Council

Subsequent to my previous CAO's report (RCM October 14, 2025) the Bylaw Enforcement Officer is now scheduled to provide Council with a year end summary of bylaw enforcement matters including statistics.

This will be presented to Council as a delegation during the RCM of December 8, 2025.

A copy of the current Bylaw Enforcement Policy (dated August 2023) will be provided to Council for discussion and review prior to this date (it is currently available for download on the Town's web site).

5 FCSS Report

The FCSS Community Navigator will provide Council with an update on the FCSS programs within the community during the RCM of November 27, 2025.

6 Alberta Municipalities

6.1

The 2025 Resolutions Book dated September 12, 2025, was emailed direct to Town Administration.

This book is not available on the ABMunis web site.

A copy of the book (44 pages) has been provided for each Councillor. This can be found in the Councillor mailboxes in the Town Administration Office.

This provides attendees to the November ABMunis Conference with an insight on matters for discussion.

6.2

I have attached to this report a quick overview document as to who and what Alberta Municipalities do as an advocacy organization on behalf of all municipalities in Alberta.

7 Information for Commissioner for Oaths

I have provided all elected officials with a guidebook for Commissioners for Oaths.

This has been placed in your mailbox in the Town Administration Office.

Munis 101

Learn the foundations of serving on municipal council

Recent changes to the *Municipal Government Act* ([section 201.1](#)) now mandate that every municipal elected official must attend orientation training on key topics that are essential to serving on council. All new and returning municipal elected officials must complete orientation training per the following timelines after being elected:

Part A Before or on the same day as the first organizational meeting after the election	Part B Before or on the same day as the first regularly scheduled council meeting*
<ul style="list-style-type: none"> ▪ Role of municipalities ▪ Municipal organization and function ▪ Roles and responsibilities of council ▪ Roles and responsibilities of councillors ▪ Code of conduct ▪ Roles and responsibilities of the CAO and staff 	<ul style="list-style-type: none"> ▪ Key municipal plans, policies and projects ▪ Budgeting and financial administration ▪ Public participation ▪ Any other topic prescribed by the regulations <p>*A council may pass a resolution to extend the time for Part B training by up to 90 days.</p>

EOEP's one-day Munis 101 course meets all legislative requirements for the MGA's mandated post-election training.

The Munis 101 course, offered through Alberta's [Elected Officials Education Program](#) (EOEP), is designed to provide the fundamental information that any new or returning municipal elected official needs to govern their community. You can pre-register your council for any of the Munis 101 courses that will be held immediately after the election and then supplement that training with information that is unique to your own organization (e.g. local plans and policies).

Munis 101 Course Schedule in 2025 (subject to change)

Date in 2025	Day	Location	Time
September 13	Saturday	Online – Summer Villages	9:00 am – 4:00 pm
October 4	Saturday	Online – Acclaimed Councils	9:00 am – 4:00 pm
October 25	Saturday	Online	9:00 am – 4:00 pm
October 26	Sunday	Online	1:00 pm – 8:00 pm
October 27	Monday	Online	9:00 am – 4:00 pm
October 30	Thursday	Fort Saskatchewan	9:00 am – 4:00 pm
November 1	Saturday	Lethbridge	9:00 am – 4:00 pm
November 1	Saturday	Grande Prairie	9:00 am – 4:00 pm
November 14-15	Friday & Saturday	Calgary – ABmunis Convention	Friday 2:00 pm – 5:00 pm Saturday 8:00 am – 12:00 pm
November 17	Monday	Edmonton – RMA Convention	8:30 am – 4:00 pm

The Elected Officials Education Program is a non-profit proudly operated through a partnership of [Alberta Municipalities](#) and the [Rural Municipalities of Alberta](#) to support Alberta's municipal elected officials to serve their community effectively.

Quality Content

All EOEP courses are developed using subject matter experts from the municipal sector and reviewed by Alberta Municipalities and Rural Municipalities of Alberta.

Experienced and Independent Instructors

Take advantage of having councillors learn from independent instructors who are experienced in the municipal sector and reinforce concepts without any perception of bias. EOEP instructors represent a mix of individuals from consulting firms, law firms, and current and retired municipal staff and elected officials.

Cost Per Person

Online: \$295 + GST
In-Person: \$395 + GST

What you receive

Each participant will receive a course workbook, presentation materials, and the ability to ask questions during the course.

Other Benefits

One of the key benefits of Munis 101 is the opportunity to connect with peers from municipal councils across Alberta. This course not only provides valuable knowledge but also creates a space for networking and collaborative discussions, allowing attendees to share experiences and build relationships that will support them throughout their council term.

Can administrators take Munis 101?

Yes! CAOs and senior administrators can benefit from taking the course to understand the concepts being taught to your council so you can be on the same page.

Special offer for CAOs

The CAO or one senior administrator is eligible for **free registration** when you register your full council for a Munis 101 session before June 30, 2026. This offer supports stronger post-election orientation by giving administrators direct access to the course content their councils are learning

Request to Host a Course in Your Region

If you are looking for greater flexibility in scheduling, our [Hometown EOEP](#) program gives you the option to bring expert training directly to your council at a time and location of your convenience. Choose from online or in-person delivery and you can invite neighbouring municipalities to share the experience and cost.

Questions and to Register for Munis 101

Visit eoep.ca or email Registrar@eoep.ca.

The Elected Officials Education Program is a non-profit proudly operated through a partnership of [Alberta Municipalities](#) and the [Rural Municipalities of Alberta](#) to support Alberta's municipal elected officials to serve their community effectively.



What is covered in the Munis 101 course?

Munis 101 meets all legislative requirements for mandatory post-election training by offering essential strategies and concepts for effective municipal governance.

Role of Municipalities

- The purpose and autonomy of municipalities
- Provincial authority over municipal governments
- Introduction to the *Municipal Government Act*
- Types of municipalities and structures

Municipal Organization & Function

- The municipality's role in delivering service
- Governance structure and council proceedings
- Decision making processes
- Understanding actions of council including voting and in camera sessions

Roles & Responsibilities of Council, Councillors, CAOs, and Staff

- Roles and responsibilities of council as a whole
- Duties of individual councillors, including pecuniary interest and disqualification
- Roles and mandated duties of the CAO
- Council's role as an employer
- Understanding council/staff relationships and dynamics to promote accountability and collaboration
- Building an effective council and CAO relationship

Key Plans, Policies & Projects

- Policy frameworks for service delivery
- Managing key municipal plans, policies and projects
- Introduction to planning & development processes
- Hierarchy of planning documents and structures

Budgeting & Financial Administration

- Funding sources: assessment, taxation, grants and user fees
- Responsibilities of elected officials and administration in financial oversight
- Key components of municipal finances, including asset management, business plans, operating and capital budgets

Public Participation

- Importance and value of public engagement to build trust and foster collaboration with residents and taxpayers
- Differences between communication and engagement
- The role of elected officials in public engagement processes

The Elected Officials Education Program is a non-profit proudly operated through a partnership of [Alberta Municipalities](#) and the [Rural Municipalities of Alberta](#) to support Alberta's municipal elected officials to serve their community effectively.

Alberta Municipalities

Your Association



 **Alberta
Municipalities**
Strength
In Members

Who is ABmunis?

Founded in 1905, ABmunis represents and advocates for summer villages, villages, towns, cities and specialized municipalities—the municipalities in which 85% of Albertans live.



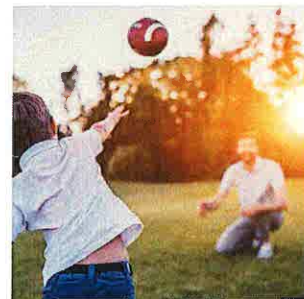
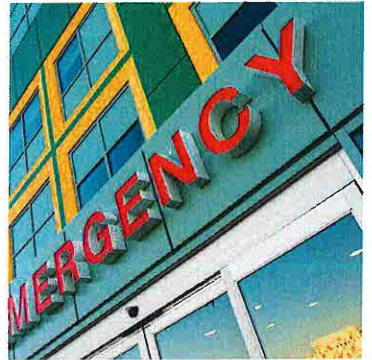
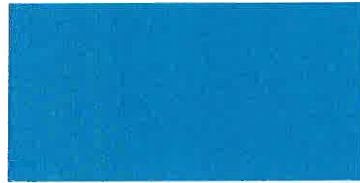
What does ABmunis do for us?

- Advocates on behalf of members to the provincial and federal governments on key municipal issues.
- Offers member services including insurance , retirement services, group benefits, energy programs, and professional development opportunities.
- Works to strengthen local democracy and municipal autonomy, ensuring local voices shape provincial decision-making.

Priority Advocacy Issues

Ongoing initiatives include:

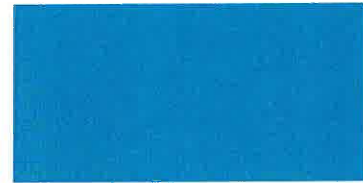
- Policing
- Property Taxes Reimagined
- Family and Child Social Services (FCSS)
- Emergency Management
- Environment
 - Brownfields
 - Water/Wastewater Infrastructure
- Infrastructure
 - Funding
 - Off-site Levies
 - Asset Management



Upcoming events

For details visit ABmunls.ca/Events

- 2025 Convention and Tradeshow
 - November 12-14, 2025, in Calgary
 - Education Sessions
 - Minister Dialogue
 - Resolutions
- Upcoming webinars
- Spring 2026 Municipal Leader's Caucus
- Summer 2026 Municipal Leader's Caucus



Find out more!

- To help you navigate available resources, ABmunis has built a webpage with links to key information.

SCAN ME



Agenda item 11.a CAO's Report (continued)**Recommended Motion:**

Motion by Councillor _____ that Council accepts the submitted CAO Report as information.

Regular Council Meeting: October 27, 2025.	Agenda Item: 11.b / 11.c
Prepared by: Arno Glover	Approved by: Mayor Randy Brown
Report Type: Information	Attachment(s): As per content

Agenda Item 11.b / 11.c**Content:****Council Committee Reports****11.b**

No reports submitted

Society & Other Reports**11.c**

- i. FCSS Community Navigators Report (October 2025)
(report submitted by Jade Prefontaine)
- ii. Alberta Counsel News (Issue 234 October 2025)
(report submitted by CAO Arno Glover)

Note:

All meeting minutes where submitted should be assumed to be "unapproved".

FCSS Community Navigator Report *October 2025*

Community:

- **Lions Holiday Hamper Program** – Planning for the 2026 Holiday Hampers has begun. FCSS has been working on drafting applications, spreadsheets and preparing Park Place for food drives & hamper sorting.
- **Community Garden** – The garden has been put to rest for the season. FCSS will be doing some research into the potential to replace the aging Community Garden Shed over the winter. The current shed was purchased in 2016 with a generous donation from a community member. It has served the garden well; however, it has some damage to the roof (leaks) and is starting to show its age with wear and tear.
- **AHS Mental Health** – This group meets every second Tuesday at Park Place. In October, we did a fall walk around Centennial Park, learned a bit of Bowden history and collected leaves for rubbing art. When we completed our walk, we held discussion about "Fall Feelings" and how we perceive and prepare for the fall and winter seasons both internally and externally.
- **Retro Bingo** – will be hosted at Paterson Hall on November 19th. Ages 10+. Another fun Bingo in partnership with Expanding Horizons. This intergenerational event is always well attended.
- **Community Volunteer Income Tax Program (CVITP)** – FCSS will be meeting with the volunteers early in November to plan the 2025/26 Tax season sessions. We have a new volunteer, and one returning. We will sincerely miss Bonny Belamy; she was an active CVITP Volunteer for many years. Our condolences have been sent to her family in her recent passing.
CVITP Grant success – FCSS has been notified of a successful 2025 Grant application for the program and will be receiving the funds soon.

Food Security Support (ongoing):

- **The Good Food Box** program continues to gain participants. The November order has 21 boxes, including 3 sponsored families & 2 donation boxes.

Seniors Programs:

- **Tech Time** - at Park Place with Henday Association is a well-attended session. We have dates planned from November 2025 into February 2026 with the program here.
- **Golden Circle Outreach Bowden** – Hosted by Gemma from the Golden Circle at Park Place continues to be a valuable service for Older adults and seniors. Dates at Park Place have been planned into February 2026.

Youth Programs:

- **YES & FCSS** – Unfortunately with the teachers strike, the regular programs that we had planned for October were postponed/cancelled. We hope to be able to offer "Meatball Mania" Kids Cooking throughout November.
- **Innisfail FRN** –Continues to run its programs at Park Place. "Kindermusik" in the mornings, followed by "Moving Mommas" in the afternoon. We are excited to have a little music program in Bowden. Kids age 0-6 years.
- **Red Deer BGC** – Has started up "Keystone Youth" club in Bowden at Park Place for the school year. Youth ages 13-17. In October they attended the Zed Haunted House in Red Deer on an out-trip, on the 27th, FCSS will sponsor a Pizza Party for its group from a rain check from Youth Week in May 2025. The program is well attended, and the Youth Coordinator Shae has built many good relationships with the older youth.

Other: Red Deer Polytechnic, Practicum Student – FCSS is once again hosting a First Year Social Work Student here. Kiana Dykens-Andres will be working at FCSS on Tuesdays and Thursdays to fulfill her course requirements from October 21, 2025 to the end of April 2026. I am very thankful for the additional help and support.

October Park Place users & activities included the following organizations:

- Keystone Youth BGC – Red Deer Youth HQ
- Friends of Grandview (FOG) – temporary meeting space during strike.
- Bowden Lions Club – Regular Meeting location
- Bowden Ag Society – Winter Meeting location
- Bowden AA Sunday Night Group – Meeting location 52 weeks a year
- Golden Circle – Bowden Outreach Senior Supports
- Henday Association for Lifelong Learning – Tech Time
- Innisfail Family Resource Network – Kindermusik & Moving Mamas
- AHS Mental Health Group



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Senior Editor: Aaron Singleton
Publisher: Alberta Counsel

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FALL 2025 SESSION PREVIEW: FOUR PACKED WEEKS OF SITTINGS

Aaron Singleton

This week will mark the start of the first new session of the Alberta Legislature since sittings began following the 2023 general election. MLAs from across the province have been adjourned since May 14th and will sit from October 23 until November 27th.

There will be the usual week-long break from November 10-14th to allow MLAs to return to their home constituencies to participate in Remembrance Day ceremonies and events.

Rather than focusing this issue's feature article on a deep-dive into one particular topic, we want to spend some time looking at a number of the stories and issues we will be paying close attention to as MLAs return to the Assembly.

New Municipal Councils Across Alberta

On October 20th, Albertans cast their ballots in the 2025 municipal election cycle. On behalf of Alberta Counsel, we would like to congratulate all the re-elected and newly-elected candidates for mayor, reeve, council, and school board trustee across the province and thank all who put their names forward for public office.

For those who have been observing provincial politics over the last number of years, you will know that there have been some tensions between the province and municipal councils. This week's election cycle offers a fantastic opportunity to reset some of these relationships to foster stronger collaboration between the two levels of government.

Alberta's two largest cities could not have had more different elections. In Edmonton, there will be strong continuity from the last council as all but one of the incumbents who ran for re-election won – resulting in four total new councillors. Former Nakota Isga councillor Andrew Knack emerged victorious as the city's next mayor.

In Calgary, there will be only four returning councillors for the new term. Former city councillor and runner-up in the 2021 mayoral election Jeromy Farkas won the mandate to lead Alberta's largest city by a very tight margin over Communities First candidate Sonya Sharp.

Sharp has requested a recount as the difference between first and second was a mere 583 votes.

It is apparent that the municipal party experiment led by the UCP did not receive the traction that was perhaps expected by the provincial government. Only 5 party-affiliated candidates were elected (or are leading) in Calgary while even fewer were victorious in Edmonton. Regardless, we will see over the coming years how well these new councils are able to collaborate with the province. Both Edmonton and Calgary mayors-elect have indicated a willingness to work with the provincial government but have also pledged to push back when they feel necessary for their respective cities.

A New Session – A New Agenda

At the start of the week, government house leader Joseph Schow held a press conference speaking to the new session. Today at 1:30PM, Lieutenant Governor Salma Lakhani will read the speech from the throne written by Premier Danielle Smith to outline what the government will action this session.

While the names are subject to change and the details are incredibly limited, the list below is an outline of the bills the government intends to introduce this fall:

- *Regulated Professions Neutrality Act*
- *Health Statutes Amendment Act*
- *Public Safety and Emergency Services Statutes Amendment Act*
- *Utilities Statutes Amendment Act*
- *Red Tape Reduction Statutes Amendment Act*
- *Water Amendment Act*
- *Justice Statutes Amendment Act*
- *Financial Statutes Amendment Act*



AARON SINGLETON

Associate - Digital Campaigns

Aaron brings years of political experience to our already strong government relations team. He leads Alberta Counsel's digital campaign portfolio which has quickly grown to include public relations support on issues ranging from the grassroots level to national reach. Having been trained by a leading digital organizer in the United States, he is well-equipped to take your digital campaigns to the next level by supporting clients' existing government relations objectives.

He earned a BA in Political Science from the University of Alberta and brings additional experience supporting progressive campaigns at both the provincial and federal level since 2011.

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Additionally, Schow indicated during his press conference that the provincial government will be implementing measures that will ensure political candidates are "serious" about running. In a CBC News report, a spokesperson for Schow's office said "by increasing the number of signatures required for nomination and prohibiting electors from signing more than one nomination paper or inducing others to sign more than one nomination paper."

According to the government's press release, "other changes proposed this session will increase labour mobility by streamlining approvals for internationally trained professionals to work in regulated professions. As well, there will be legislation proposed to protect regulated professionals from undue discipline that violates their rights and freedoms for matters outside their work."

Naheed Nenshi Joins NDP Colleagues in the Legislature

After winning the party leadership in June 2024, opposition leader Naheed Nenshi will sit for the first time as an MLA. Nenshi was elected as the successor to former party leader Rachel Notley in Edmonton-Strathcona during the spring by-elections.

In a press release yesterday, Nenshi spoke to the priorities he and his party will focus on in the upcoming session.

"In all of our conversations it became immediately clear that Albertans are most focused on making Alberta better, more

affordable, with better public services and health care — not what this government has prioritized," said Nenshi. "As I take my seat in the Legislature for the first time next week, I am ready to fight for the real priorities of Albertans and hold Danielle Smith and this UCP government accountable for their actions."

The party also said they intend to oppose any effort of the provincial government to pass back to work legislation for Alberta's teachers if they choose to introduce it.

As I take my seat in the Legislature for the first time next week, I am ready to fight for the real priorities of Albertans and hold Danielle Smith and this UCP government accountable for their actions.

Naheed Nenshi, Leader of the Official Opposition

Federal Relations

A seemingly Alberta issue in perpetuity is ongoing grievances with the federal government. Recently, Premier Danielle Smith has expressed optimism about her working relationship with Prime Minister Mark Carney; however, it is clear that she is not taking her foot off the proverbial gas as it relates to her demands.

Premier Smith has given Prime Minister Carney a deadline of the Grey Cup (the CFL championship game in November) for the federal government to address the nine pieces of legislation her government believes to be inhibiting Alberta's ability to develop and sell its natural resources — particularly oil and gas.

Additionally, she has indicated that she hopes to see her proposed pipeline idea as well as the Pathways project as being approved by the Major Projects Office.

Alberta Teachers' Strike

Last week, the provincial government had expressed that it hoped the Alberta Teachers' Association would have teachers go back to the classroom on October 20th and enter into what it called "enhanced bargaining" to reach a new collective bargaining agreement.

Now, there is talk that the provincial government may consider introducing back-to-work legislation if the labour dispute is not resolved by October 27th.

While the NDP has indicated that they would oppose such legislation, it is likely that government would invoke closure of debate early which would limit debate to one additional hour after it is passed in an effort to pass the bill as quickly as possible.

Government house leader Joseph Schow indicated to media that "we are going to take whatever steps are needed to make sure that kids are in the classroom and get an education they need to be successful going forward," which adds to the rhetoric used earlier by Premier Smith.

The Alberta Teachers' Association (ATA) has indicated that they will get legal advice about their options if back-to-work legislation is introduced. President Jason Schilling indicated that the "ATA is ready to bargain" with the Teachers' Employer Bargaining Association (TEBA). "However, we expect government to acknowledge these realities that are driving this dispute, and come to the table, willing to consider meaningful and specific solutions to class sizes and complexity."



Photo Credit: Brendan Brown



Source: Calgary Herald

KEY INFLUENCER PROFILE JEROMY FARKAS MAYOR OF CALGARY

Scott Ratch

Jeromy Farkas was elected mayor of Calgary in the municipal election on October 20th. He narrowly defeated Sonya Sharp, while the incumbent mayor, Jyoti Gondek, finished third. Farkas previously represented Ward 11 in South Calgary as a councillor from 2017 to 2021.

Elected as one of the youngest councillors in Calgary's history, Farkas campaigned on restoring fiscal responsibility, transparency, and public trust in City Hall. During his time on council, he focused on strengthening the City's relationship with the Tsuut'ina Nation, improving the coordination of infrastructure and construction projects, and advocating for more disciplined financial management.

Born and raised in Calgary, Farkas is the son of refugees from communist Hungary. He earned a degree in Political Science from the University of Calgary, where he also worked as a research team lead in the Faculty of Medicine. Through this experience, he went on to develop a successful small business specializing in finance and data analysis. Farkas has also served on Calgary's police commission and as a director and CEO of a non-profit organization.

As mayor, Farkas has pledged to make housing affordability, economic growth, and public safety central to his agenda. His platform includes repealing blanket rezoning to support more diverse housing development, strengthening resources for police and fire services, and expanding community-based crime prevention initiatives. Farkas has also committed to enhancing Calgary's vibrancy through investments in public transit, essential infrastructure, and arts and culture.



Source: Facebook

KEY INFLUENCER PROFILE ANDREW KNACK MAYOR OF EDMONTON

Scott Ratch

Andrew Knack has been elected mayor of Edmonton in the municipal election on October 20th. He will succeed Amarjeet Sohi, who chose not to run for re-election following an unsuccessful attempt to return to federal politics earlier this year. Knack has represented Ward Nakota Isga in West Edmonton as a councillor since 2013.

During his time on Council, Knack has advocated for improved infrastructure and transit in West Edmonton. He played a key role in advancing the Lewis Farms Recreation Centre and Library, an overdue investment for residents in the community. He also championed better transit access, including the West LRT expansion. Knack has led several Council initiatives, including NextGen, Seniors, Public Engagement, and Transportation Innovation.

Born in Edmonton and raised in Spruce Grove, Knack earned a Bachelor of Commerce degree from the University of Alberta. Before entering politics, he worked in retail management at West Edmonton Mall. Knack is a passionate advocate for community leagues, having volunteered with the Meadowlark and Jasper Park Community Leagues. He currently resides in West Edmonton with his wife, Jamie.

As Mayor, Knack has pledged to make affordability a top priority while protecting essential services. His platform focuses on building a safer city, supporting a stronger economy, and taking meaningful action to address housing and homelessness. He has also committed to pursuing a responsible budget without cutting back on public services.

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from ALBERTA COUNSEL



SCOTT RATCH Grant Writing Associate

Scott has recently completed a Bachelor of Arts degree in political science at the University of Alberta. While at university, he completed a co-op term as a Student Policy Analyst with the Government of Canada and served as an editor for the Political Science Undergraduate Review (PSUR).

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PASCAL RYFFEL

VP of Corporate
Development and
Government Relations

After completing his MA in Media and International Development, Pascal spent four years with the Alberta NDP Caucus. Pascal has been directly involved in Alberta politics for almost two decades, including as a candidate in 2008, and has a deep and current knowledge of Alberta politics. Pascal has been with Alberta Counsel since 2015.

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AT A GLANCE

In the Media

Alberta Launches Public Vote for New License Plate

The Government of Alberta is unveiling a new "Strong and Free" license plate design, the first major update since 1984. Albertans will play a key role in selecting the final design through a public vote from October 15th to November 5th. The process will narrow eight concept designs down to one, with the winning design rolled out in late 2026.

Alberta Premier Danielle Smith stated: "From our wide-open landscapes to our entrepreneurial spirit, Alberta has so much to be proud of, and our new license plate will reflect that pride. For the first time in four decades, Albertans will choose how we tell that story. I look forward to seeing which design is selected to show the world that this is the land of the strong and free."

Renewed Funding for Anti-Racism and Cultural Initiatives

The Government of Alberta has relaunched the Ethnocultural and Anti-Racism Grant programs, committing \$13.5 million over three years to support community initiatives that celebrate cultural diversity and address racism. Applications for both programs are now open and will close on December 19, 2025.

"Alberta is home to many vibrant multicultural communities and should always be a safe province for anyone who calls it home. I am proud of the work our government is doing to connect with multicultural communities, stand up against racism and keep Alberta a welcoming place for all," commented Associate Minister of Multiculturalism, Muhammad Yaseen.

Public Input Guides Next Steps in Health Care Reform

The provincial government has released the Lead the Way – What We Heard report, summarizing feedback from over 2,000 Albertans and health care workers collected during province-wide consultations early in 2025. Six major themes emerged: improving access, strengthening prevention, coordinating resources, increasing accountability and building a unified, patient-centered system. This feedback will help design Alberta's four new provincial health agencies.

"Albertans have spoken – they want a health care system that's easier to access, more responsive and truly connected to their communities. And that's our priority as a government; in fact, it's the top priority in Premier Smith's mandate letters to me and my colleagues. Thank you to everyone who shared their thoughts. You've played an important role in helping us build a stronger health care system," commented Minister of Primary and Preventative Health Services, Adriana LaGrange.

Province to Safeguard Utility Access During Winter

The Alberta government has activated its Winter Rules to ensure residents have access to essential utilities during the cold season. From October 15th to April 15th, electricity providers are prohibited from fully disconnecting residential service. Starting November 15th, natural gas services receive the same protection.

Minister of Affordability and Utilities, Nathan Neudorf, stated: "No one should be forced to choose between keeping their homes warm or putting food on the table. During our harsh winters, utilities are not an option – they're vital to the survival of Albertans and we're taking action to make sure their heat and power stay on."



QUINN HEFFRON
Associate

Quinn is a public policy and government relations professional specializing in energy policy, with expertise in legislative affairs, regulatory analysis, and stakeholder engagement. He holds a Master of Public Policy from the University of Toronto's Munk School of Global Affairs and Public Policy, specializing in energy policy, and an Honours Bachelor of Social Science in Political Science from the University of Ottawa.

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ALBERTA, CANADA'S NEW ARSENAL?

Jack Derbich

On September 17th, Premier Danielle Smith issued mandate letters to provincial ministers, among them Alberta's Minister for Jobs, Economy, Trade, and Immigration (JETI), Joseph Schow. The priorities listed in the letter were broad, including immigration, trade negotiations, international investment, and notably, direction to maximize federal and private investment in "defence related infrastructure and the defence industry in Alberta."

On October 2nd, the federal government announced the establishment of the Defence Investment Agency (DIA), a new agency with responsibilities of "centralizing expertise, cutting red tape and streamlining decisions" in the field of defence procurement and investment. When considered together, the mandate letter to JETI and definitive federal action in defence procurement indicate what could be a significant evolution in the role of the defence sector as a source for economic development in Alberta. For government, industry, and other stakeholders in Alberta, the convergence posed by these announcements should raise significant questions about the future role of Alberta within the Canadian strategic picture and the subsequent opportunities now afforded by these developments.

Mandate Letters and Intent

Mandate letters communicate the Premier's strategic intent to ministries and departments, in turn making their contents an indication of emerging priorities for the province. As such, it is significant that defence was noted not only in the letter to JETI, but to the Department of Intergovernmental and International Relations (IIR), a subsection of Executive Council. The September 25th letter to IIR explicitly tasks the department to act in support of JETI in attracting "military investment to the province."

When taken in conjunction with each other, these recent directives to JETI and IIR suggest an intent to position Alberta as a competitive destination for federal defence investment. The language used citing "defence related infrastructure" to JETI and "military investment" to IIR is intentionally broad. The vagueness of language used in these mandate letters provides a wider range of funding opportunities for Alberta to attract, notably those associated with "dual use" infrastructure, or assets that serve both civilian and military purposes. Any civilian infrastructure that serves to enhance the Canadian Forces ability to maneuver, shield, sustain, and survive, can fall under the dual use definition including roads, airports, ports, or telecommunications.

A Shift in Priorities

The DIA's establishment, a long-awaited federal election promise, marks a definitive step towards renewing Canada's defence apparatus in an increasingly uncertain global security situation. With a conventional war being fought in Europe, concerns over the sovereignty of our Arctic territories, and increasingly unreliable defence partners, notably the United States, it is unsurprising that the Federal Government has committed to increasing defence spending to the NATO 2% standard by the end of the 2025-2026 financial year.

As stipulated under the Defence Investment Act, the DIA will be responsible for procurement projects valued above \$100 Million, with smaller contracts to continue through the existing systems. With the projected target of 5% GDP spending on defence by 2035, it is clear that Canada's defence industrial sector will be expected to grow. Additionally, as is already slated to occur in the Arctic, the expansion of dual use infrastructure projects should be expected to continue in the form of road, ports, telecom, and aviation facility investments.

Given the strategic importance of Alberta, it is likely that the province is to receive a sizeable amount of investment and attention as part of this shift in focus.

Alberta: A Strategic History

The strategic relevance of Alberta has remained consistent since the Second World War. Between 1939 and 1945, Alberta not only provided approximately 90,000 military personnel, but supported the war through production of materiel across the province. The vast nature of the province, also playing a role, allowed thousands of aviators under the Commonwealth Air



AILEEN BURKE
Director- Nonprofit and
Voluntary Sector (NPVS)

Aileen holds an MA in Political Science and has been a part of creating and adapting policy and procedure, complex problem solving, and has significant knowledge of the non-profit industry and municipal politics. Aileen has run for all levels of government and has significant experience working on election campaigns.

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Training Plan to train for combat in Europe, along with the 'Lend Lease' aircraft refueled for transit to the USSR. As the 'Gateway to the North,' the US sought to maintain logistics routes from Edmonton to Alaska, building hundreds of miles of road and airfields, a geographic reality which is now once again ever more relevant.

Today, Alberta is no less relevant to the defence of the nation. With more than 12,000 members of the Regular, Reserve, and Canadian Ranger Forces in four major bases across the province, Alberta continues to play a critical role as a home and training area for troops of the Canadian Forces. Included among these bases are Cold Lake, which houses a critical part of Canada's NORAD commitment and is a future home for the incoming F35 fighter jet fleet. CFB Suffield, the largest base by area in Canada, serves as a Defence Research and Development Canada (DRDC) testing ground for a variety of systems.

Additionally, with the third largest oil reserve in the world, Alberta's energy capacity enhances its strategic weight. With energy security increasingly uncertain, Alberta represents a secure and comparably ethical source of fossil fuels for Canada and its allies.

Defence in Alberta

Although often overshadowed by Quebec and Ontario, Alberta already supports a sizeable and diverse defence industrial base. Federal data as of 2024 estimated defence investment in Alberta as exceeding \$1.1 billion annually.

Already present within Alberta are a number of companies engaged in a broad spectrum of manufacturing, development, and consulting activities within the defence sphere and directly to the CAF. In particular, the province retains a significantly sized Unmanned Aerial Systems (UAS) sector, with Alberta based companies such as UVAD, ArcField, and NextLevel providing manufacturing, consulting, and counter-UAS solutions. In addition to counter-UAS solutions, ArcField, based in Calgary, provides extensive supply chain management and maintenance expertise to the CAF. Recent high profile defence adjacent projects include the 2022 announcement of De Havilland Field outside of Calgary, a 1,500-acre facility intended for production of aircraft relevant to national security.

In addition to the private sector, Alberta has a strong R&D community through federal and educational institutions. As mentioned, CFB Suffield is one of Canada's premier DRDC proving grounds for a variety of applications ranging from UAS systems to chemical, biological, and nuclear defence technologies. Educational institutions such as the Universities of Alberta, Calgary, Lethbridge, and SAIT have engaged in dual-use programs with space-based, sensor, and AI applications for defence. The U of A is perhaps the strongest example of this fusion, as a member of the NATO Defence Innovation Accelerator for the North Atlantic program and with its Center for Applied Research in Defence and Dual Use Technologies (CARD-TECH).

Opportunities for the Future

Should the current defence spending trend continue, Alberta stands to benefit considerably. Federal commitments to domestic production and procurement reform within defence open doors for the provinces to provide competitive ecosystems for manufacturers. With its preexisting defence manufacturing base, pool of skilled labour, and an industry friendly environment, Alberta is well poised to capitalise on such an opportunity.

Should Alberta wish to capitalize, must develop the necessary frameworks to bridge private enterprise and federal initiatives within the province. It is in the interest of Alberta to follow through on the objectives outlined in the recent mandate letters, with emphasis on IIR to coordinate with federal agencies such as the DIA and DND in order to attract the specific manufacturers that are already slated to provide new equipment to the CAF. Additionally, further opportunity lies in the prospect of dual-use infrastructure investments that under federal funding may yield lasting improvements to transport, communications, and utilities for rural, northern, and Indigenous communities throughout the province.

Other options that Alberta can pursue in tandem to coordination with the federal government includes leveraging the experience of existing non-government organisations already operating within the province. One such organisation is the Alberta Aviation, Aerospace, and Defence Council, a non-profit volunteer organisation initially intended to represent the aviation community, which has as of this year grown to include the defence sector.

Any pursuit of the opportunities identified in and directed by the recent mandate letters rests on Alberta's ability to properly coordinate with the federal government, private sector, and interest groups. Ultimately, with the right decisions Alberta stands a chance to become Canada's new arsenal.

Key Takeaways

The mandate letters to JETI and IIR in addition to recent definitive efforts by the Federal Government, represent a rare alignment in national and provincial opportunity. Alberta is well positioned based on existing industrial capacity, military presence, and strategic importance to play a leading role in the future of Canada's defence environment. However, to fully capitalize on this opportunity, Alberta must ensure that as per the direction of the mandate letters it does its utmost to coordinate with federal, local, and industry stakeholders. For Alberta's public and private sector, this confluence of factors should be viewed as an opportunity for long term investment, growth, and a role to once again contribute to Canada's rearmament in an increasingly uncertain world.

Agenda item 11.b / 11.c (continued)**Recommended Motion:**

Motion by Councillor _____ that Council accepts the submitted reports as information.

Regular Council Meeting: October 27, 2025.	Agenda Items: 12.a
Prepared by: Arno Glover	Approved by: Mayor Randy Brown

Agenda item 12**CLOSED SESSION OF COUNCIL (“in camera”)****Motion 12.a**

Moved by Councillor _____ at _____pm that Council moves to an “in-camera” session.

Agenda item 12.a Council Update (Confidential).

The CAO will brief Council on confidential matters submitted to new Council during past Regular Council Meetings.

This closed meeting of Council is permitted by section 197(2) of the MGA.

An exception to disclose under Division 2 of Part 1 of the Access to Information Act, Statutes of Alberta 2024, Chapter A-1.4 (as amended over time) therefore applies on the basis of: Section 32 “privileged information”.

Motion 12.b

Moved by Councillor _____ at _____pm that Council return to an “open meeting” of Council.

Motion 12.c

Resolution(s) (if applicable)