



MUNICIPAL DISTRICT OF BIGHORN NO. 8

REGULAR COUNCIL MEETING

Members of the Public may watch in person at the MD of Bighorn or watch the Live Stream of this meeting on the MD of Bighorn [YouTube Channel](#)

**JUNE 9, 2026 @ 9:00 AM
AMENDED AGENDA**

Page No.'s	<u>CALL TO ORDER</u>
	A. <u>APPROVAL OF AGENDA</u>
	B. <u>MINUTES</u>
Pg. 3	1. May 12, 2026 Regular Council Minutes
	C. <u>COUNCILLORS REPORTS</u>
	D. <u>BUSINESS ARISING FROM THE MINUTES/NOTES</u>
Pg. 17	1. Enquiries of Administration from previous Council
	E. <u>DELEGATIONS (9:15) 15 minutes</u>
Walk On	1. Bow Valley Destination Stewardship Council – G. Canning
	F. <u>UNFINISHED BUSINESS</u>
	1.
	G. <u>BYLAWS</u>
Pg. 18	1. Bylaw 03-26 – Partial Road Plan 961 0324 Closure – 2 nd & 3 rd Readings
Pg. 38	2. Bylaw 12-26 – 2026 Supplementary Tax Rate (All 3 Readings)
	H. <u>NEW BUSINESS</u>
Pg. 41	1. Reserve Strategy
Pg. 77	2. Central Alberta Economic Partnership (CAEP) Annual Membership Elected Official Appointments
Pg. 123	3. Council Expense Report May 2026
Pg. 125	4. Policy 2026-05 Tree Management
Pg. 132	5. Tax Penalty Waiver Request
Pg. 135	6. Alberta Development Officer's Week Proclamation
Pg. 138	7. 2026 Capital Budget Amendment

I. ENQUIRIES OF ADMINISTRATION FROM COUNCIL (VERBAL)

J. CORRESPONDENCE/INFORMATION

- Pg. 198 1. RCMP Quarterly Policing Report
Pg. 208 2. May 2026 Police Review Commission Update
Pg. 217 3. FoodCycler Information Final Report

K. CLOSED MEETING

- ATIA S. 34 1. Municipal Planning Commission – Alternate Member Appointment
ATIA S. 22 2. Personnel

L. PUBLIC HEARING (3:00 PM)

- 1.

NEXT MEETING: Tuesday, July 14, 2026 @ 9:00 AM

ADJOURNMENT

The land we are on and surrounds us is a part of who we are; it reflects our histories. We honour the history and people of this Treaty 7 region. It is the homeland of the Iyarhe Nakoda, Tsuu T'ina, Piikani, Siksika and Kanai as well as the Metis and Cree hunters. A Land acknowledgment is only one small step on the path to reconciliation. It is our hope that we inspire those around us to gain knowledge and build relationships. As a Municipality we commit to listening, learning and strengthening partnerships with our neighbours the Chiniki, Bearspaw and Goodstoney Nations.

MUNICIPAL DISTRICT OF BIGHORN NO. 8
REGULAR COUNCIL MEETING

<https://www.youtube.com/watch?v=qUKQfh2oILk>

Minutes of the Regular meeting of Council held at 9:00 AM on Tuesday, May 12, 2026 – held in Council Chambers, MD Administration Building with the following persons present:

COUNCIL:

LISA ROSVOLD

RICK TUZA

ALICE JAMES

STEVE FITZMORRIS

JEN SMITH

REEVE

DEPUTY REEVE (VIA MICROSOFT TEAMS)

COUNCILLOR

COUNCILLOR

COUNCILLOR

ADMINISTRATION:

SHAINA KELLY

HAYLEY GAVIN

LYNDA GALE

BILL LUKA

CAROL PEGG

CHIEF ADMINISTRATIVE OFFICER

DIRECTOR OF PLANNING & DEVELOPMENT SERVICES

DIRECTOR OF CORPORATE SERVICES

DIRECTOR OF OPERATIONAL SERVICES

EXECUTIVE ASSISTANT (RECORDING SECRETARY)

STAFF:

BONNIE MCWILLIAM

TESS KRAUSE

ADMINISTRATIVE ASSISTANT,

PLANNING & DEVELOPMENT SERVICES

AGRICULTURE, ENVIRONMENT & PARKS SUPERVISOR

ADDITIONAL:

JILL BLOOR

TANYA CARLSON

ANDREW CALDER

CALGARY REGIONAL AIRSHED ZONE SOCIETY (CRAZ)

EXECUTIVE DIRECTOR

CRAZ, ENGAGEMENT PROGRAM MANAGER

BOW VALLEY WASTE MANAGEMENT

CHIEF ADMINISTRATIVE OFFICER

REGRETS:

PETER GENEUEUX

DIRECTOR OF PROTECTIVE & COMMUNITY SERVICES

CALL TO ORDER

Reeve Rosvold called the meeting to order at 9:00 AM. (TS 1:38)

A. APPROVAL OF AGENDA

Add Items H.6 Assessment Review Board Committee Appointment and H.7 Rotary Club of Canmore Canada Day Breakfast.

Mtg. CTO at
9:00 AM

R:121/26

Agenda
adopted

1. **Moved** by Councillor Fitzmorris that the May 12, 2026, agenda be adopted, as amended. (TS 2:39)

CARRIED

B. MINUTES

R:122/26

Apr 14/26
Reg. Coun.

1. **Moved** by Councillor Smith that Council approves April 14, 2026, Regular Council Minutes, as presented. (TS 3:16)

CARRIED

R:123/26

Apr 23/26,
Spec. Coun.

2. **Moved** by Councillor James that Council approves April 23, 2026, Special Council Minutes, as presented. (TS 4:05)

CARRIED

R:124/26

Apr 28/26,
Spec. Coun.

3. **Moved** by Councillor Smith that Council approves April 28, 2026, Special Council Minutes, as presented. (TS 4:39)

CARRIED

C. COUNCILLORS REPORTS

Councillor James attended the following meetings: Council Meeting, Agenda Review Committee (ARC), Ratepayer meeting, Special Council Meeting (SCM), Transportation and Public Works Committee (TPWC), SCM, Governance and Priorities Committee (GPC) and Municipal Planning Commission (MPC). Highlight shared was TPWC has adopted a new tracking sheet to enhance transparency, provide clarity and improve efficiency. The tracking sheet can be found online inside the Committee's Agenda Packages.

Councillor Fitzmorris attended the following meetings: Bow Valley Waste Management Commission (BVWMC) meeting, Ratepayer meeting, SCM, TPWC, SCM and GPC. Highlight was SCM where we spent the day discussing Exshaw Mountain Gateway Inc., the new Business Licence Bylaw and first reading of the new Land Use Bylaw (LUB) there was great conversations to get us to the next step which will be the LUB Public Hearing to be held in Council Chambers on May 19th starting at 1PM.

Councillor Smith attended the following meetings: Bighorn Corridor Environment Committee Trucking Sub-Committee (BCEC TSC), BVWMC, Ratepayers meeting, SCM, cheque signing, GPC, MPC and another ratepayer meeting. Highlight was the BCEC TSC where we worked to make a schedule for this Committee to meet on a regular schedule which make movement of information up to the BCEC meeting more consistent.

Deputy Reeve Tuza attended the following meetings: Council meeting, Ghost Region Stewardship Collaborative meeting, Ratepayer meeting, Special Meeting of Council, Southeran Alberta Energy from Waste Association meeting (SAEWA), Special Council Meeting, Governance and Priorities Committee (GPC). Ghost Sub-Regional Plan Meeting with Government of Alberta, cheque signing. Highlight was the Ghost Region Stewardship Collaborative meeting, and the goal is to bring more management from the Government of Alberta into the Ghost area. Lots of great information was presented for Government Planners to digest, hoping that they will come and present to our Council in the future.

Reeve Rosvold attended the following meetings: Alberta Seniors & Community Housing Association (ASCHA), Biosphere meeting, ARC, SCM, meeting with Jordan Small editor of the Rocky Mountain Outlook, GPC, SCM, RiskPro Conference and ARC. Highlight was the RiskPro Conference with Director Gale. This is a conference that we should all attend with information on how to mitigate risk and liability claims. Lots of examples were provided and that conference sparked lots of great discussions. (TS 4:39-15:49).

D. BUSINESS ARISING FROM THE MINUTES/NOTES

CAO reviewed the questions asked of Administration at previous Council Meetings and responses are attached to the agenda package for reference. (TS 15:49-37:47)

A. Calder joined the meeting at 9:35 AM

E. DELEGATIONS

1. J. Bloor and T. Carlson presented an update to Council on the ongoing work that CRAZ is doing and is looking for the MD of Bighorn to renew its annual membership. (TS 37:47-49:52)

J. Bloor & T. Carlson left the meeting at 9:49 AM

F. UNFINISHED BUSINESS

1. Bow Valley Waste Management Commission (BVWMC)

Director of Operational Services brought forward the BVWMC response to Council for the Southern Alberta Energy from Waste Association and Global Green Energy Group proposed development of a regional Energy-from-Waste facility.

A. Calder provided more detail around the response provided to Council and that the Commission is monitoring the development of the Energy-from-Waste facility at the Newell Regional Landfill site near Brooks, Alberta, to better evaluate how the project progresses.

A. Calder left the meeting at 10:03 AM

B. McWilliam joined the meeting at 10:08 AM

G. BYLAWS

1. Business Licence Bylaw 11-26

Moved by Councillor Fitzmorris that Council provides First Reading to Bylaw 11-26 – Business Licence Bylaw, as amended. (TS 2:41:03)

CARRIED

Moved by Councillor Smith that Council schedules a Public Hearing for Business Licence Bylaw 11-26 on Monday, June 15th at 6:00 PM in MD Council Chambers. (TS 2:41:38)

CARRIED

B. McWilliam left the meeting at 11:43 AM

2. 2026 Tax Rate Bylaw 07-26

Moved by Councillor James that Council provides First Reading to Bylaw 07-26 Option 1 – 2026 Tax Rate Bylaw, as presented. (TS 3:01:30)

CARRIED

Moved by Councillor Smith that Council provides Second Reading to Bylaw 07-26 Option 1 – 2026 Tax Rate Bylaw, as presented. (TS 3:01:53)

CARRIED

R:125/26

BL 11-26
1st Rdg.

R:126/26

BL 11-26
PH

R:127/26

BL 07-26
1st Rdg.

R:128/26

BL 07-26
2nd Rdg.

R:129/26
BL 07-26
Permission

Moved by Councillor Fitzmorris that Council provides permission to proceed to Third Reading of Bylaw 07-26 – 2026 Tax Rate Bylaw. (TS 3:02:16)

CARRIED

R:130/26
BL 07-26
3rd Rdg.

Moved by Councillor James that Council provides Third Reading to Bylaw 07-26 Option 1 – 2026 Tax Rate Bylaw, as presented. (TS 3:02:43)

CARRIED

3. 2026 Tax Penalty Bylaw 08-26

R:131/26
BL 08-26
1st Rdg.

Moved by Deputy Reeve Tuza that Council provides First Reading to Bylaw 08-26 – 2026 Tax Penalty Bylaw, as presented. (TS 3:38:02)

CARRIED

R:132/26
BL 08-26
2nd Rdg.

Moved by Councillor Smith that Council provides Second Reading to Bylaw 08-26 – 2026 Tax Rate Bylaw, as presented. (TS 3:38:20)

CARRIED

R:133/26
BL 08-26
Permission

Moved by Councillor Fitzmorris that Council provides permission to proceed to Third Reading of Bylaw 08-26 – 2026 Tax Rate Bylaw. (TS 3:38:46)

CARRIED

R:134/26
BL 08-26
3rd Rdg.

Moved by Councillor James that Council provides Third Reading to Bylaw 08-26 – 2026 Tax Rate Bylaw, as presented. (TS 3:39:05)

CARRIED

H. NEW BUSINESS

1. Council Expense Reports

April 7 Meeting with DMFCA \$220.00 to be removed from the list.

R:135/26
Council
Expense
Reports

Moved by Councillor James that Council approves payment for the meeting expense claims of \$5,268.60 from the Contingency Allowance. (TS 3:42:30)

CARRIED

T. Krause joined the meeting at 12:44 PM

2. Council Summer Break

R:136/26
Ann. Summer
Break

Moved by Councillor Fitzmorris that Council approve the establishment of an annual Council recess starting the third Monday in July, for 4 full weeks, beginning in 2026 and continuing annually until the end of the current Council term in 2029. (TS 4:04:50)

CARRIED

3. 2026 Inspector Appointments

R:137/26
B. Hum
Inspector,
WCA

Moved by Councillor James that Council appoints Boyd Hum as an Inspector pursuant to Section 7 of the *Weed Control Act*, Chapter W-5.1, Revised Statutes of Alberta, effective May 12, 2026. (TS 4:06:40)

CARRIED

R:138/26
B. Hum
Inspector,
APA

Moved by Councillor Smith that Council appoints Boyd Hum as an Inspector pursuant to Section 9 of the *Agricultural Pests Act*, Chapter A-8, Revised Statutes of Alberta, effective May 12, 2026. (TS 4:07:16)

CARRIED

R:139/26

L. Heppner.
Inspector,
WCA

Moved by Councillor Fitzmorris that Council appoints Liam Heppner as an Inspector pursuant to Section 7 of the *Weed Control Act*, Chapter W-5.1, Revised Statutes of Alberta, effective May 12, 2026 and ending on September 4, 2026. (TS 4:07:49)

CARRIED

R:140/26

L. Heppner.
Inspector,
APA

Moved by Deputy Reeve Tuza that Council appoints Liam Heppner as an Inspector pursuant to Section 9 of the *Agricultural Pests Act*, Chapter A-8, Revised Statutes of Alberta, effective May 12, 2026 and ending October 2, 2026. (TS 4:08:23)

CARRIED

R:141/26

F. Tetreault
Inspector,
WCA

Moved by Councillor Fitzmorris that Council appoints Felix Tetreault as an Inspector pursuant to Section 7 of the *Weed Control Act*, Chapter W-5.1, Revised Statutes of Alberta, effective May 12, 2026 and ending on October 2, 2026. (TS 4:09:10)

CARRIED

R:142/26

F. Tetreault
Inspector,
APA

Moved by Councillor Fitzmorris that Council appoints Felix Tetreault as an Inspector pursuant to Section 9 of the *Agricultural Pests Act*, Chapter A-8, Revised Statutes of Alberta, effective May 12, 2026 and ending October 2, 2026. (TS 4:09:39)

CARRIED

T. Krause left the meeting at 1:10 PM

4. 2026 Transfer Unpaid Utilities to Taxes

Moved by Councillor James that Council approves the addition of \$7,415.68 in unpaid water and wastewater utilities for properties in Dead Man's Flats, Exshaw, and Harvie Heights to the respective tax rolls. (TS 4:16:36)

CARRIED

R:143/26

2026 Transfer
Unpaid
Utilities.

5. Town of Canmore and MD of Bighorn Recreation Agreement (2027-2031)

Moved by Deputy Reeve Tuza that Council approves the Municipal District of Bighorn & Town of Canmore Recreation Agreement for the term January 1, 2027, to December 31, 2031, as presented. (TS 4:20:43)

CARRIED

R:144/26

ToC/MDBH
Rec Agmt

6. Assessment Review Board Committee Appointment

Moved by Councillor Smith that Council appoint Assessment Review Board member Lock, to the Assessment Review Board for the 2025-26 Organizational year and update the M.D. of Bighorn Organizational Chart with the new appointment. (TS 4:25:42)

CARRIED

R:145/26

ARB Appt.

7. Town of Canmore Rotary Canada Day Pancake Breakfast

Moved by Councillor Fitzmorris that Council approves the donation of \$1,200.00 to the Rotary Club of Canmore for the Canada Day Breakfast. (TS 4:29:51)

CARRIED

R:146/26

ToC Rotary
Request

I. ENQUIRIES OF ADMINISTRATION FROM COUNCIL

Deputy Reeve Tuza would like someone to advise on the Benchlands Community Message Board that is currently on the ground. (TS 4:30:54)

Reeve Rosvold is getting lots of emails in regard to the "No Parking" signage that was recently installed on the east side of Second Street in Dead Man's Flats. (4:32:45)

J. CORRESPONDENCE/INFORMATION/MANAGER-DEPARTMENT REPORTS

R:147/26
Rec. J.1-J.3
as info

1. **Moved** by Councillor James that Council accepts items J.1-J.3 as information. (TS 4:39:24)

CARRIED

K. UNFINISHED BUSINESS

1. No Unfinished Business.

L. PUBLIC HEARING

1. No Public Hearing

R:148/26
Adjourn

Moved by Councillor James that the meeting be adjourned at 1:40 AM. (TS 4:39:46)

CHIEF ADMINISTRATIVE OFFICER

REEVE

SCHEDULE	DESCRIPTION
A	Assessment Review Board Committee Appointment
B	Rotary Club of Canmore Canada Day Breakfast

REQUEST FOR DECISION COUNCIL MEETING

DATE: May 6, 2026

REPORT TITLE: Assessment Review Board Committee Appointment

RECOMMENDATION:

That Council add Assessment Review Board member Lock, to the Assessment Review Board for the 2025-26 Organizational year and update the M.D. of Bighorn Organizational Chart with the new appointment.

LEGISLATIVE REQUIREMENT/AUTHORITY:

Procedural Bylaw 02-21 and the *Municipal Government Act*.

BACKGROUND/DISCUSSION: **Administration** notes that the appointees to the Assessment Review Board require specific training and certification to participate in meetings.

Prior to the MD's Organizational meeting in October, training for the ARB was provided to members who were appointed to the MD's ARB Board for the 2024-25 year. Due to the training provided, this member assumed they would be appointed to the ARB for the 2025-26 organizational year and therefore, did not apply through the regular MD Boards and Committees application process. Administration would like to recommend that this member be added to the MD's Organizational chart for the 2025-26 organizational year. Bylaw 17-21 Assessment Review Board states that Council shall appoint members and authorized substitutes of the ARB annually and that qualified members shall be appointed as authorized substitutes for those occasions when regular members are unable to attend a hearing. Due to the arbitrary meeting times for assessment review board hearings, Administration recommends that there be several trained members appointed to ARB to provide adequate coverage when a hearing is called.

FINANCIAL IMPLICATIONS: The budget for committee honorariums, mileage, etc. is accounted for in the Operating budget. There are no additional costs associated with the new appointment.

COMMUNICATION (INTERNAL/EXTERNAL):

ALTERNATIVES: These selections are a Council decision.

ATTACHMENTS: Bylaw 17-21 Assessment Review Board

PREPARED BY: Lynda Gale, Director of Corporate Services

SUBMITTED TO: CAO Kelly

MEETING DATE: May 12, 2026

APPROVED BY: 

MUNICIPAL DISTRICT OF BIGHORN NO. 8

BYLAW 17/21

BEING A BYLAW TO ESTABLISH A LOCAL ASSESSMENT REVIEW BOARD AND COMPOSITE ASSESSMENT REVIEW BOARD FOR THE MUNICIPAL DISTRICT OF BIGHORN NO. 8 PURSUANT TO THE MUNICIPAL GOVERNMENT ACT, R.S.A. 2000 CHAPTER M-26.

WHEREAS pursuant to Section 454 of the Municipal Government Act, R.S.A. 2000 Chapter M-26 (hereinafter referred to as "*the Act*") requires Council to establish a local assessment review board and a composite assessment review board to hear complaints referred to in Section 460.1(1) and (2); and

WHEREAS pursuant to Section 454.1(1) and 454.2(1) of *the Act*, a Council must appoint at least three (3) persons as members of the Local Assessment Review Board (hereinafter referred to as "LARB"), and at least two (2) persons as members of the Composite Assessment Review Board (hereinafter referred to as "CARB"), and further must prescribe the term of office and any remuneration and expenses payable to each member appointed; and

WHEREAS pursuant to Section 454.11(2) and 454.21(4) of *the Act*, a Council may establish a one-member LARB, and a one-member CARB to hear matters as set out in sections 30 and 40 of *Matters Relating to Assessment Complaints Regulation*, 2018, AR 201/2017; and

WHEREAS pursuant to Section 454.1(2) and 454.2(2) of *the Act*, a Council must designate one (1) member as Chair of the LARB and one (1) member as Chair of the CARB, and further, must prescribe the Chair's term of office and remuneration and expenses, if any, payable to the Chair; and

WHEREAS pursuant to Section 456 of *the Act*, a Council must appoint a designated officer to act as the Clerk of the Assessment Review Boards having jurisdiction in the municipality and must prescribe the Clerk's remuneration and duties.

NOW THEREFORE the Municipal Council of the Corporation of the Municipal District of Bighorn No. 8 in the Province of Alberta, duly assembled in Council, enacts as follows:

1. ESTABLISHMENT AND OPERATION OF THE ASSESSMENT REVIEW BOARDS

- (a) The Municipal District of Bighorn No. 8 Assessment Review Boards (hereinafter referred to as "ARB") are hereby established as follows:

- i. Three-member LARB composed of qualified members and may include elected Councillors, residents of the Municipal District of Bighorn, or non-residents of the Municipal District of Bighorn; and
 - ii. One-member LARB composed of a qualified member and may be selected from residents of the Municipal District of Bighorn, or non-residents of the Municipal District of Bighorn. No Councillor shall be appointed to a one-member LARB.; and
 - iii. Three-member CARB composed of two (2) qualified members and one (1) provincial appointed member. Qualified members may include elected Councillors, residents of the Municipal District of Bighorn, or non-residents of the Municipal District of Bighorn.; and
 - iv. One-member CARB composed of one (1) provincial appointed member.
- (b) Council shall appoint the members and authorized substitutes of the ARB annually.
- (c) Qualified members not appointed as regular members of the ARB shall be appointed as authorized substitutes, for those occasions when regular members are unable for any reason to attend a hearing of the ARB.
- (d) Council shall appoint one (1) member as Chair of the LARB and one (1) member as Chair of the CARB.
- (e) No Councillor shall sit as an ARB member at a hearing regarding a complaint from their own ward.
- (f) No more than one (1) Councillor shall be appointed to any three-member panel
- (g) Council must by resolution specify the dates of the beginning and end of the term of office of ARB members and Chair.
- (h) Vacancies can be filled either by resolution of Council, and any person appointed to fill a vacancy shall remain a member for the balance of the period that his or her predecessor would have been an ARB member. Vacancies shall be considered to have occurred upon:
- i. Death of a member; or
 - ii. Resignation of a member or upon ceasing to hold office as a Councillor; or
 - iii. Retirement of a member; or

- iv. A member being absent for three (3) consecutive hearings (without being formally excused by the ARB); or
 - v. Council determining that a member should vacate a position for cause; or
 - vi. A member is no longer qualified to participate in an appeal hearing in accordance with the regulations.
- (i) Hearings of the ARB shall normally be held on a duly selected date, upon receiving a legitimate complaint pursuant to Section 460 of *the Act*.
 - (j) The ARB shall conduct its hearings in accordance with appropriate procedures as established for such bodies.
 - (k) Hearings shall be open to the public. A person will be permitted to speak only when recognized by the Chairperson of the ARB. Gallery members shall not be permitted active participation when the ARB is hearing any or all complaints; violation of this requirement shall result in expulsion from the remainder of the hearing.

2. PROCEDURES AND VOTING

- (a) A decision of the majority of the members in attendance shall be the decision of the respective Board.

3. DUTIES AND RESPONSIBILITIES

- (a) The duties of the ARB shall be as outlined in *the Act*, and all other appropriate Province of Alberta statutes and regulations.

4. COMPLAINTS

- (a) The procedures for filing of complaints regarding assessments shall be as outlined in *the Act*, and all other appropriate Province of Alberta statutes and regulations.
- (b) The fees for application for an ARB hearing of an assessment complaints shall be as per the Fee Schedule Bylaw. The fees for application for an ARB hearing of any other complaint pursuant to Section 460 of *the Act* shall be the same as the fees for an ARB hearing of an assessment complaint.

5. GENERAL

- (a) Council shall appoint the Assessment Review Board Clerk in accordance with *the Act*.

(b) Remuneration and expenses for Board members shall be as established by policy of Council.

6. PREVIOUS BYLAWS

(a) Bylaw 01/12 is hereby repealed.

READ A FIRST TIME THIS 24th DAY OF AUGUST, A.D., 2021

READ A FIRST TIME THIS 24th DAY OF AUGUST, A.D., 2021

READ A FIRST TIME THIS 24th DAY OF AUGUST, A.D., 2021



REEVE



EXECUTIVE ASSISTANT

REQUEST FOR DECISION COUNCIL MEETING

DATE: May 8, 2026

REPORT TITLE: Rotary Club of Canmore Canada Day Breakfast

RECOMMENDATION:

That Council authorize a donation of \$1,200 to the Rotary Club of Canmore for the Canada Day breakfast.

LEGISLATIVE REQUIREMENT/AUTHORITY:

Municipal Government Act, Section 6, natural person powers.

BACKGROUND/DISCUSSION:

The Rotary Club of Canmore plans an annual Canada Day Pancake Breakfast in Canmore, for which it depends on donations to offset the cost associated with the event.

The Rotary Club of Canmore has asked the MD to contribute an amount equivalent to 10% of the funds provided by the Town of Canmore, given the MD's population being roughly 10% that of Canmore's. Canmore has agreed to provide \$12,000 this year. In addition, the Stampede Caravan, which provides foodstuffs and preparation and cooking equipment raised their prices for the first time in ten years, given the rising costs of the foodstuffs.

Attendance at the Breakfast is usually in the 2000-2200 range, including many MD residents.

FINANCIAL IMPLICATIONS: The 2026 Operating Budget includes funding for this event.

COMMUNICATION (INTERNAL/EXTERNAL): none

ALTERNATIVES: These selections are a Council decision.

ATTACHMENTS:

1. Written request from the Rotary Club of Canmore.

PREPARED BY: Lynda Gale, Director of Corporate Services

SUBMITTED TO: CAO Kelly

MEETING DATE: May 12, 2026

APPROVED BY:



From: [Shaina Kelly](#)
To: [Lynda Gale](#)
Subject: FW: 2026 Canada Day Breakfast (Canmore)
Date: Friday, May 8, 2026 12:52:44 PM

Thank you.

-----Original Message-----

From: Martin Buckley [REDACTED]
Sent: May 8, 2026 10:54 AM
To: Shaina Kelly <cao@mdbighorn.ca>
Cc: lynda damen [REDACTED]
Subject: 2026 Canada Day Breakfast (Canmore)

Shaina:

The Rotary Club of Canmore is once again running the annual Canada Day Pancake Breakfast at Centennial Park in Canmore, and we are asking if the M.D. would be willing to donate \$1200 towards the Breakfast costs.

Over the past few years, we have asked the M.D. to contribute an amount equivalent to 10% of the funds provided by the Town of Canmore, given the M.D.'s population being roughly 10% that of Canmore's. Canmore has agreed to provide \$12,000 this year: the Stampede Caravan (which provides all the foodstuffs and preparation/cooking equipment) raised their prices last year, the first increase in close to ten years, given the rising costs of the foodstuffs.

Attendance at the Breakfast is usually in the 2000-2200 range.

We look forward to hearing from you, and thanks to you and Council for your consideration!!!

Martin Buckley
Rotary Club of Canmore

Municipal District of Bighorn

Enquiries of Administration

Memorandum

To: Reeve & Council

From: CAO

I. ENQUIRIES OF ADMINISTRATION FROM COUNCIL

January Enquiries:

Councillor Fitzmorris asked if we will be bringing a Public Code of Conduct Policy?

- A draft policy is being reviewed and will be brought to the June Governance and Priorities Committee meeting.

Deputy Reeve Tuza asked for administration to look at the Biosphere Institute WildSmart Committee and do some follow-up.

- Administration will report back to Council with more information at a future meeting.

March Enquiries:

Councillor Fitzmorris would like an update on Dark Sky principles that are to be implemented in the MD and how this affects the Exshaw Fire Hall.

- Administration continues to look into this.

May Enquiries:

Deputy Reeve Tuza would like someone to advise on the Benchlands Community Message Board that is currently on the ground.

- This will be scheduled for repair or replacement through Agriculture and Parks. Date to be determined.

Reeve Rosvold is getting a lot of emails regarding the “No Parking” signage that was recently installed on the east side of Second Street in Dead Man’s Flats.

- This has been resolved and signs were taken down.

REQUEST FOR DECISION REPORT

DATE: May 16, 2026

FILE: Bylaw 03-26

REPORT TITLE: Bylaw 03-26 - Partial Road Plan 961 0324 Closure, within the Hamlet of Exshaw, for the purpose of creating a Public Utility Lot associated with the Exshaw Mountain Gateway Subdivision

RECOMMENDATION:

1. THAT Council provides Second Reading to Bylaw 03-26 to close a portion of Road Plan 961 0324 in the Hamlet of Exshaw, as identified in the attached Plan of Survey.

FURTHER:

2. THAT Council provides Third Reading to Bylaw 03-26 to close a portion of Road Plan 961 0324 in the Hamlet of Exshaw, as identified in the attached Plan of Survey.

LEGISLATIVE REQUIREMENT/AUTHORITY:

Section 22 of the *Municipal Government Act* (“MGA”) specifies that Council may close the whole or any part of a road described in a surveyed road plan by Bylaw. A Council must hold a public hearing with respect to the proposed bylaw in accordance with Section 216.4 after giving notice of it in accordance with Section 606.

STRATEGIC PLAN:

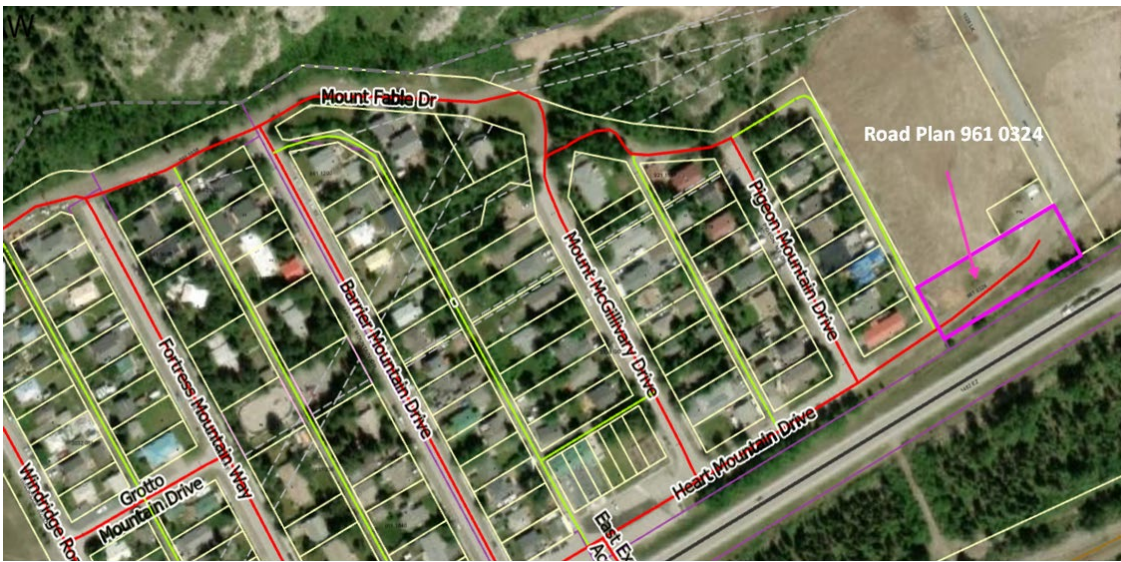
Goal A: Enhance our municipality’s vibrant and unique communities.

Goal C: Manage, invest and plan for sustainable municipal infrastructure.

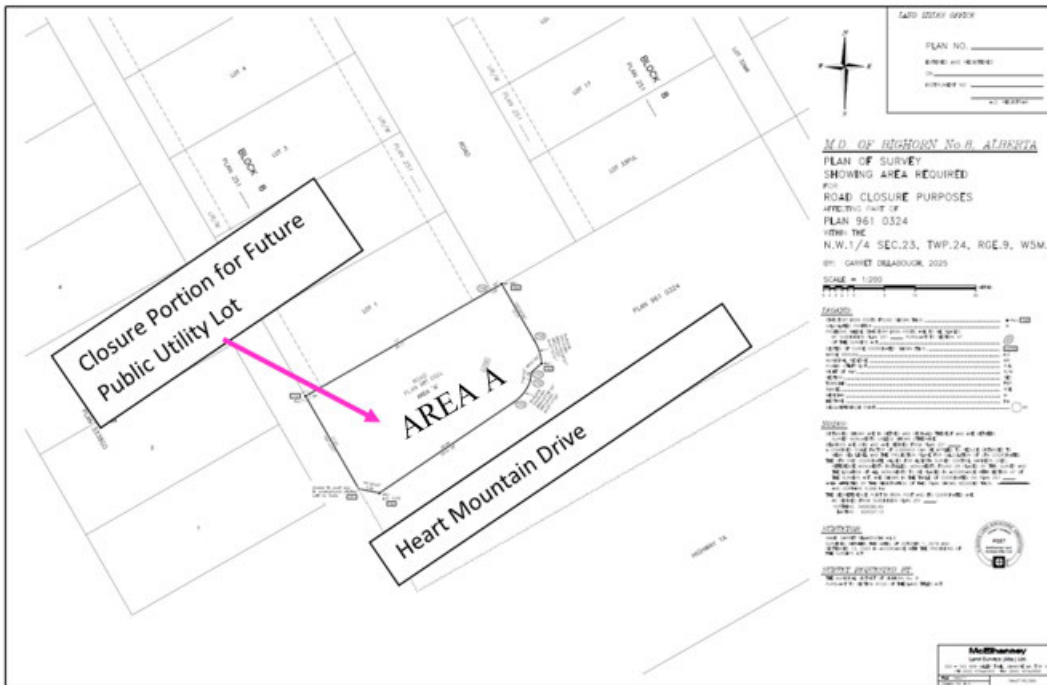
BACKGROUND/DISCUSSION:

On July 5, 2024, the Municipal Planning Commission granted approval for the Exshaw Mountain Gateway subdivision (SD2024-002). The approved subdivision plan included the designation of three (3) Public Utility Lots (PULs) for the purpose of accommodating stormwater management infrastructure. [Refer to Attachment #1] This infrastructure will be constructed by the Developer (EMGI) in accordance with the approved plans.

Location Map – Road Plan 961 0324 (highlighted in pink)



Survey Plan showing area required for Road Closure



“Area A”, as shown above, is located within a portion of Road Plan 961 0324. The proposed closure is in alignment with the approved Tentative Plan of Subdivision for SD 2024-002, which shows Lot 33PUL within a portion of Road Plan 961 0324 for the purposes of housing the stormwater infrastructure. This portion of the Road Plan is required to be permanently closed and designated as a Public Utility Lot (PUL). To complete the creation of the PUL, the subject land must first be removed from the existing Road Plan. The proposed removal of the subject portion of Road Plan area will not impair the operational functionality nor continuity of the existing Heart Mountain Drive.

Bylaw 03-26 constitutes the initial step in the statutory process to close this portion of the Road Plan, create the new lot within the former Road Plan area, and designate the new lot as a PUL. Following First Reading of Bylaw 03-26, the proposed Bylaw was submitted to Alberta Transportation and Economic Corridors for approval of the partial road closure, together with any referral responses received from adjacent landowners, Public Hearing participants, and relevant external agencies.

Following receipt of Alberta Transportation and Economic Corridors’ (ATEC) approval, Council is now being requested to provide Second and Third Readings to the proposed Bylaw. If approved, another proposed bylaw to designate the new lot as a PUL will be presented to Council at a future Council meeting. Upon passage of both bylaws and the completion of the partial road closure process with ATEC, all documentation will be sent to Alberta Land Titles for registration.

The MD will become the registered landowner of the 33PUL once the new lot is registered.

ADJACENT LANDOWNER NOTIFICATIONS:

Notifications of the proposed Bylaw for a partial Road Plan closure were mailed to all landowners residing on Pigeon Mountain Drive in Exshaw. These landowners also received a mailed copy of the Notice of Public Hearing.

JUSTIFICATION:

The proposed partial Road Plan is in alignment with the approved Exshaw Mountain Gateway subdivision plan under Subdivision Approval SD2024-002. The partial Road Plan closure is required prior to the designation of the PUL by bylaw and will be used to accommodate stormwater management infrastructure. The closure does not affect the operational functionality or continuity of the existing Heart Mountain Drive.

FINANCIAL IMPLICATIONS:

All associated costs for the partial Road Plan closure (bylaw) application have been paid by the Applicant. [Refer to Attachment #2]

COMMUNICATION (INTERNAL/EXTERNAL):

The intended closure was circulated to internal departments and external agencies for review and comment as outlined in the table below. Referral information was distributed on December 23, 2025. External Agency Referral responses received can be referenced in Attachments #6 – #9.

Referral for Comment	Response
Operational Services Department	No comments or concerns.
Protective Services Department (Fire Services)	No concerns. There is still access to the area.
Infrastructure Services Department	No comments or concerns.

Alberta Transportation and Economic Corridors (ATEC)	Planning and Development Services is actively collaborating with ATEC through the process of this partial road closure. At the time of this report, no concerns have been expressed concerning the request and a formal package will be submitted upon completion of First Reading and the Public Hearing.
ATCO Gas	No ROW Required – Attachment #9
ATCO Electric	No ROW Required – Attachment #6
Altalink	No ROW Required – Attachment #8
Fortis Alberta	No ROW Required – Attachment #7
Telus Communications Inc.	Telus requires a Right-of-Way agreement and will forward said executed agreement for registration on title.
Referral for Information	N/A

PUBLIC HEARING:


A Public Hearing for Bylaw 05-26 was held on March 24, 2026. Minutes from the Public Hearing are posted to the Agenda Centre on the [MD of Bighorn’s website](#). The Public Hearing was advertised for two (2) consecutive weeks in the Rocky Mountain Outlook newspaper in accordance with the *Municipal Government Act*. Direct mailouts were sent to adjacent landowners. The Notice of Public Hearing was also posted on the MD of Bighorn website and social media channels. The MD of Bighorn received zero (0) submissions as a result of the Notice of Public Hearing.

ALTERNATIVES:

None.

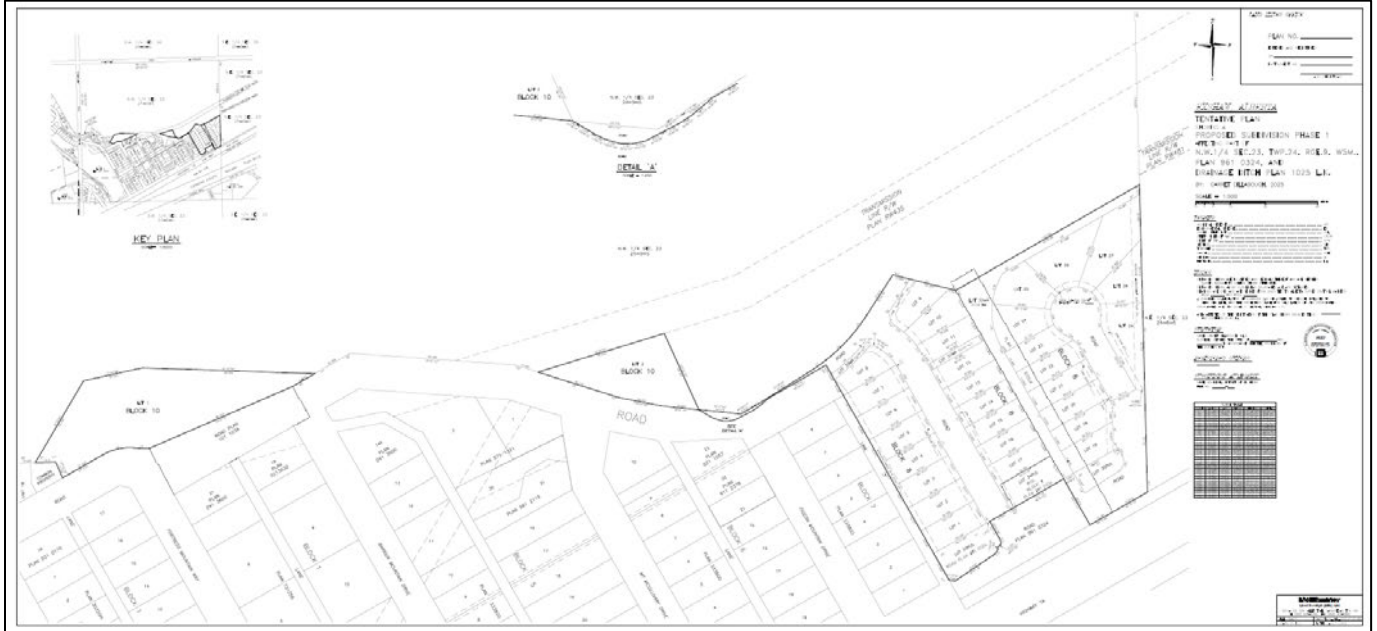
ATTACHMENTS:

1. Subdivision SD 2024-002 Phase 1 Approved Plan of Survey
2. Bylaw 03-26 Applicant Partial Road Plan Closure Application and Signed Statement
3. Bylaw 03-26
4. Plan of Survey Showing Area Required for Road Closure Purposes – McElhanney, December 10, 2025
5. Adjacent Landowner Notification Letter – December 23, 2025
6. ATCO Electric Referral Response
7. FortisAlberta Referral Response
8. Altalink Referral Response
9. ATCO Gas Referral Response

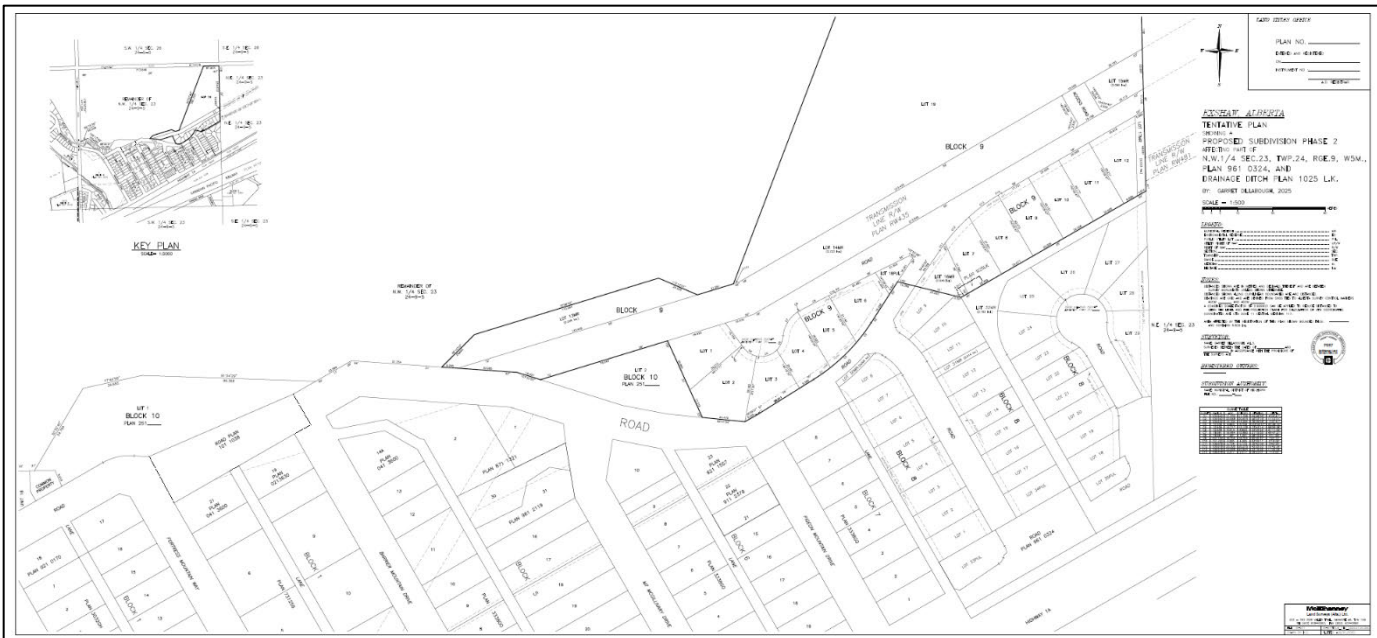
PREPARED BY:	Heather Moore, Planning and Development Officer	
REVIEWED BY:	Jenny Kasprovicz, Manager of Planning & Development Services Hayley Gavin, Director of Planning & Development Services	
APPROVED BY:	Shaina Kelly, Chief Administrative Officer	Approval Initials 
SUBMITTED TO:	Council	
MEETING DATE:	June 9, 2026	

SCHEDULE "H-2"
PHASE 1 AND PHASE 2 TENTATIVE PLANS

PHASE 1



PHASE 2



ATTACHMENT #2

December 10, 2025

SD 2024 – 002 Exshaw Mountain Gateway Inc.

Removal of Lot 34PUL Block 8 Plan 961 0324

MD of Bighorn – Planning Department

- 1) Exshaw Mountain Gateway Inc. requests the road closure for Lot 34PUL Block 8.
- 2) Exshaw Mountain Gateway Inc. acknowledges that, while not anticipated, additional fees may apply as part of the road closure process, which will be billed to Exshaw Mountain Gateway Inc. (i.e. legal fees, cost of any necessary agreements).
- 3) Exshaw Mountain Gateway Inc. acknowledges that should the road closure be refused by Alberta Transportation, an amendment of the approved subdivision plan (with applicable fees) by the Municipal Planning Commission will be required prior to phase II Endorsement.
- 4) McElhanney Engineering is authorized to act on behalf of Exshaw Mountain Gateway Inc. with regards to Alberta Land Titles Office, MD of Bighorn, civil engineering, survey, reports and designs.
- 5) A road closure plan of survey is attached from McElhanney 18-271RC.
- 6) A PUL (Public Utility Lot) designation plan of survey, to be registered with the Land Titles Office at a later date as attached 18-271RC denotes Area A being converted to PUL.
- 7) Invoice 291373 was paid by cheque this morning.

Exshaw Mountain Gateway Inc. – Landowner & Developer

2 Canyon Place Canmore, Alberta T1W1G4

Date: DECEMBER 10, 2025

Jason Hoerle – Owner & Director



Lindsey Vivers – Owner & Director



MUNICIPAL DISTRICT OF BIGHORN NO.8

BYLAW 03-26

A BYLAW OF THE MUNICIPAL DISTRICT OF BIGHORN NO. 8, IN THE PROVINCE OF ALBERTA, BEING A BYLAW TO CLOSE TO PUBLIC TRAVEL:

A PORTION OF ROAD PLAN 961 0324, SHOWN ON PLAN 961 0324 HIGHLIGHTED IN PINK AND LABELLED AS "AREA A",

IN ACCORDANCE WITH SECTION 22 OF THE MUNICIPAL GOVERNMENT ACT, CHAPTER M-26, RSA 2000 AS AMENDED.

WHEREAS pursuant to the authority granted by Section 22 of the Municipal Government Act, a Council may, by passing a Bylaw, close a road;

WHEREAS a notice of the proposed Bylaw and Public Hearing was given pursuant to Section 606 of the Municipal Government Act; and

NOW THEREFORE after due compliance with the relevant provisions of the Municipal Government Act, the Council of the Corporation of the Municipal District of Bighorn No. 8 in the Province of Alberta, duly assembled in Council, does hereby close to public travel:

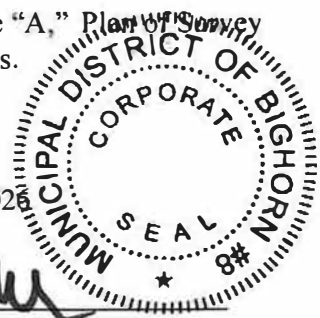
A Portion of Road Plan 961 0324 as shown on the Attached Schedule "A," Plan of Survey Showing Area Required for Road Closure Purposes.

READ A FIRST TIME THIS 10TH DAY OF FEBRAURY, 2026.

A PUBLIC HEARING WAS HELD THIS 24th DAY OF MARCH, 2026

[Signature]
Reeve

[Signature]
Chief Administrative Officer



Approved this 30 day of April, 2026

[Signature]
Minister of Transportation &
Economic Corridors

Approval valid for 24 months

READ A SECOND TIME THIS ___ DAY OF ___, 2026.

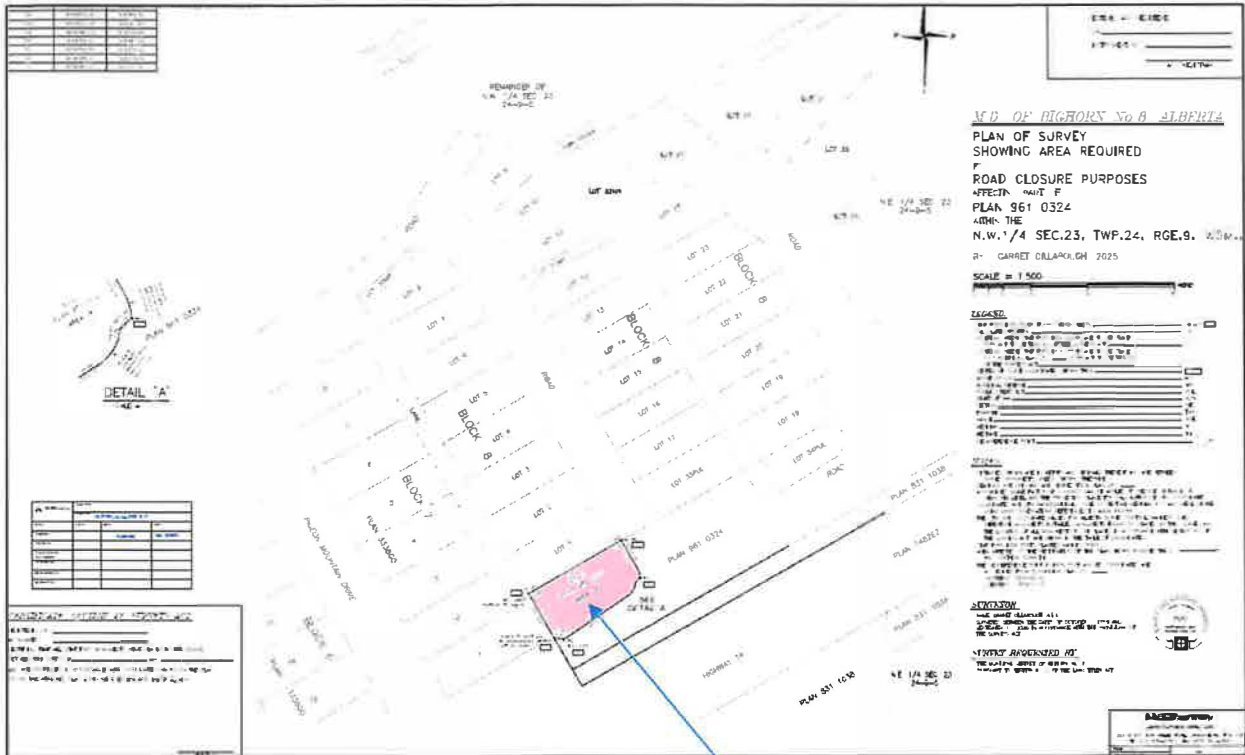
READ A THIRD TIME THIS ___ DAY OF ___, 2026.

Reeve

Chief Administrative Officer

Schedule "A,"

Plan of Survey Showing Area Required for Road Closure Purposes.



AREA "A"

Attachment #4

STATION	NORTHING	EASTING
112	5658385.60	6293371.13
161	5658370.36	629345.86
162	5658369.67	629349.27
163	5658390.99	629375.89
164	5658404.06	629369.34
728	5658403.08	629367.63
729	5658394.79	629374.89
730	5658390.41	629367.43
731	5658389.54	629374.23
732	5658386.20	629374.05
733	5658384.64	629371.36



LAND TITLES OFFICE

PLAN NO. _____

ENTERED AND REGISTERED ON _____

INSTRUMENT NO.: _____

A.D. REGISTRAR

M.D. OF BIGHORN No.8, ALBERTA

PLAN OF SURVEY

SHOWING AREA REQUIRED FOR ROAD CLOSURE PURPOSES AFFECTING PART OF PLAN 961 0324 WITHIN THE N.W.1/4 SEC.23, TWP.24, RGE.9, W5M., BY: GARRET DILLABOUGH, 2025

SCALE = 1:500

LEGEND:

STATUTORY IRON POSTS FOUND SHOWN THIS _____

CALCULATED POSITION _____

POSITIONS WHERE STATUTORY IRON POSTS ARE TO BE PLACED PURSUANT TO SECTION 47 OF THE SURVEYS ACT _____

POSITIONS WHERE STATUTORY IRON POSTS ARE TO BE PLACED PURSUANT TO SECTION 47 OF THE SURVEYS ACT _____

CENTER OF CURVE COORDINATES SHOWN THIS _____

ABOVE GROUND _____

MUNICIPAL RESERVE _____

PUBLIC UTILITY LOT _____

RIGHT OF WAY _____

SECTION _____

TOWNSHIP _____

RANGE _____

MERIDIAN _____

ROCE _____

M. _____

ha. _____

RP _____

NOTES:

DISTANCES SHOWN ARE IN METRES AND DECIMALS THEREOF AND ARE BETWEEN SURVEY MONUMENTS UNLESS SHOWN OTHERWISE.

BEARINGS ARE GRID AND ARE DERIVED FROM PLAN 251

A COMBINED SCALE FACTOR OF 0.999803 CAN BE APPLIED TO REDUCE DISTANCES TO MEAN SEA LEVEL AND THE PROJECTION PLANE FOR CALCULATION OF UTM COORDINATES.

COORDINATES ARE UTM NAD83(ORIGINAL) ZONE 11 CENTRAL MERIDIAN 117 AND WERE DERIVED USING GNSS OBSERVATIONS REFERENCED TO ASCM 443796.

THE UTM GRID COORDINATE VALUES FOR ALBERTA SURVEY CONTROL MARKERS USED, REFERENCE MONUMENTS INSTALLED, MONUMENTS FOUND OR PLACED BY THIS SURVEY AND THE LOCATION OF ALL MONUMENTS TO BE PLACED IN ACCORDANCE WITH SECTION 47 OF THE SURVEYS ACT, ARE SHOWN IN THE TABLE OF COORDINATES.

STATUTORY IRON POSTS PLANTED MARKED P057, AREA AND CONTROL 1068.

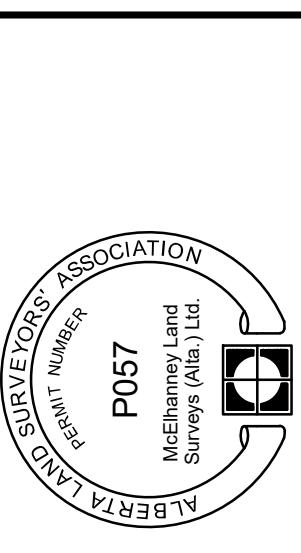
REGISTRATION OF THIS PLAN SHOWN BOUNDED THIS: _____

THE GEOREFERENCE POINT IS IRON POST AND ITS COORDINATES ARE _____

AS DERIVED FROM SUBDIVISION PLAN 251 _____

NORTHING: 5658395.00

EASTING: 6293371.13



SURVEYOR:

NAME: GARRET DILLABOUGH, A.L.S.

SURVEYED BETWEEN THE DATES OF OCTOBER 1, 2018 AND SEPTEMBER 12, 2025 IN ACCORDANCE WITH THE PROVISIONS OF THE SURVEYS ACT.

SURVEY REQUESTED BY:

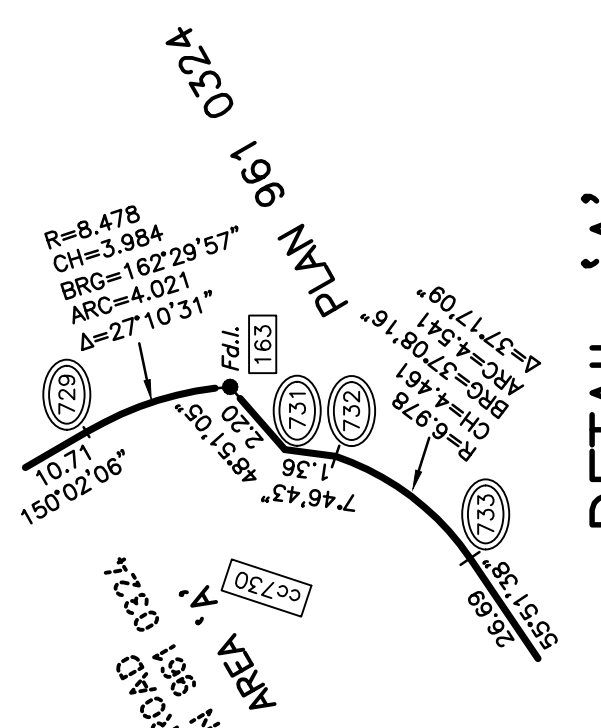
THE MUNICIPAL DISTRICT OF BIGHORN No. 8 PURSUANT TO SECTION 81(2) OF THE LAND TITLES ACT.

McElhanney

Land Surveys (Alta.) Ltd.

203 - 509 50th VALLEY TRAIL CANADIAN AB T1W 1N9

FILE: 18-2711 DRAWN BY: K.G.



Action	Colour	Name	Date
Originator:		KGervais	Dec 10 2025
Checked By:			
Consentee By:			
Corrected By:			
Subscribed By:			
Reviewed By:			

CERTIFICATE: SECTION 47, SURVEYS ACT

REGISTERED ON _____

AS NUMBER _____

CERTIFYING THAT ALL STATUTORY MONUMENTS WERE PLACED IN THE GROUND BETWEEN THE DATES OF _____ AND _____ AND ARE POSITIONED IN ACCORDANCE WITH COORDINATES SHOWN ON THE PLAN OR ON THE ATTACHED PLAN INSTRUMENT EXCEPT FOR THE FOLLOWING:

A.D. REGISTRAR



Municipal District of Bighorn No. 8

2 Heart Mountain Drive, P.O. Box 310, Exshaw, Alberta, T0L 2C0
Phone: (403) 673-3611 Fax: (403) 673-3895
Email: planning@mdbighorn.ca Website: www.mdbighorn.ca

January 21, 2026

Notification of Partial Road Plan Closure - Proposed Bylaw 03-26

Dear Property Owner,

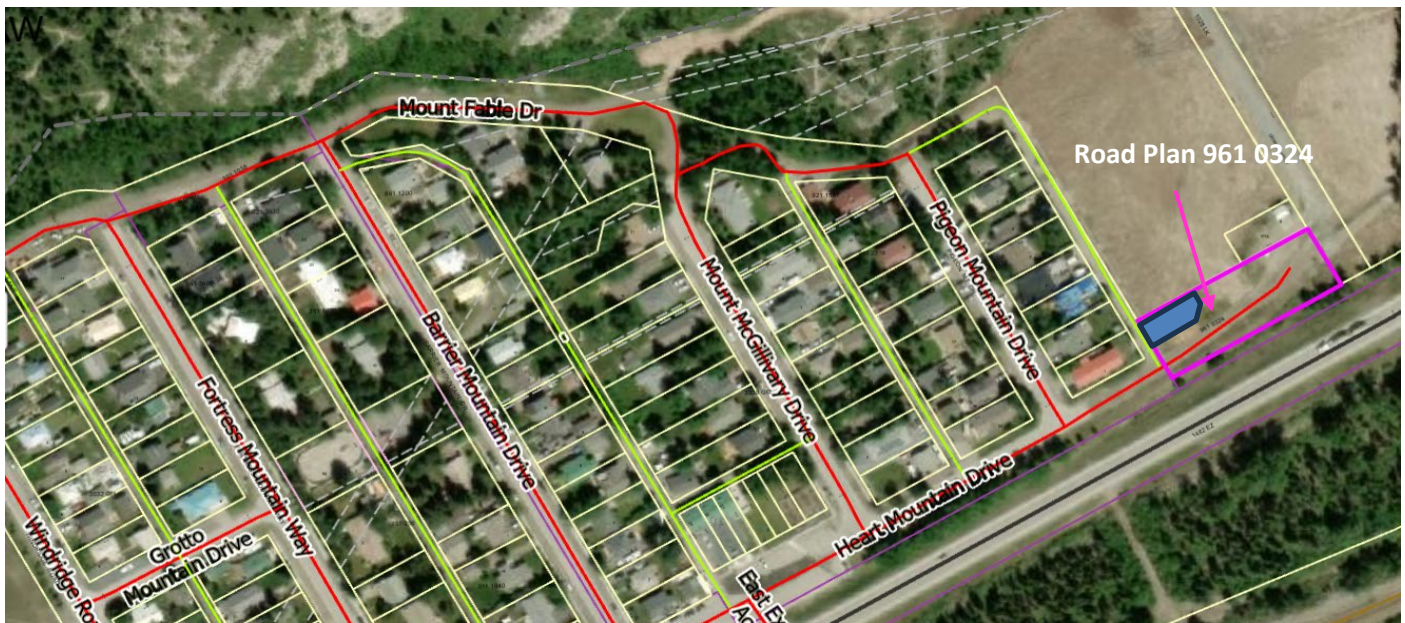
On December 23, the MD issued notifications regarding a partial road plan closure located in proximity to your property. Please be advised that the details of the proposed road closure remain unchanged from those originally provided.

The notification indicated that the matter would proceed by a resolution of Council; however, please note that the process requires the adoption of a bylaw. The MD will be following the full legislative process associated with a Road Closure Bylaw.

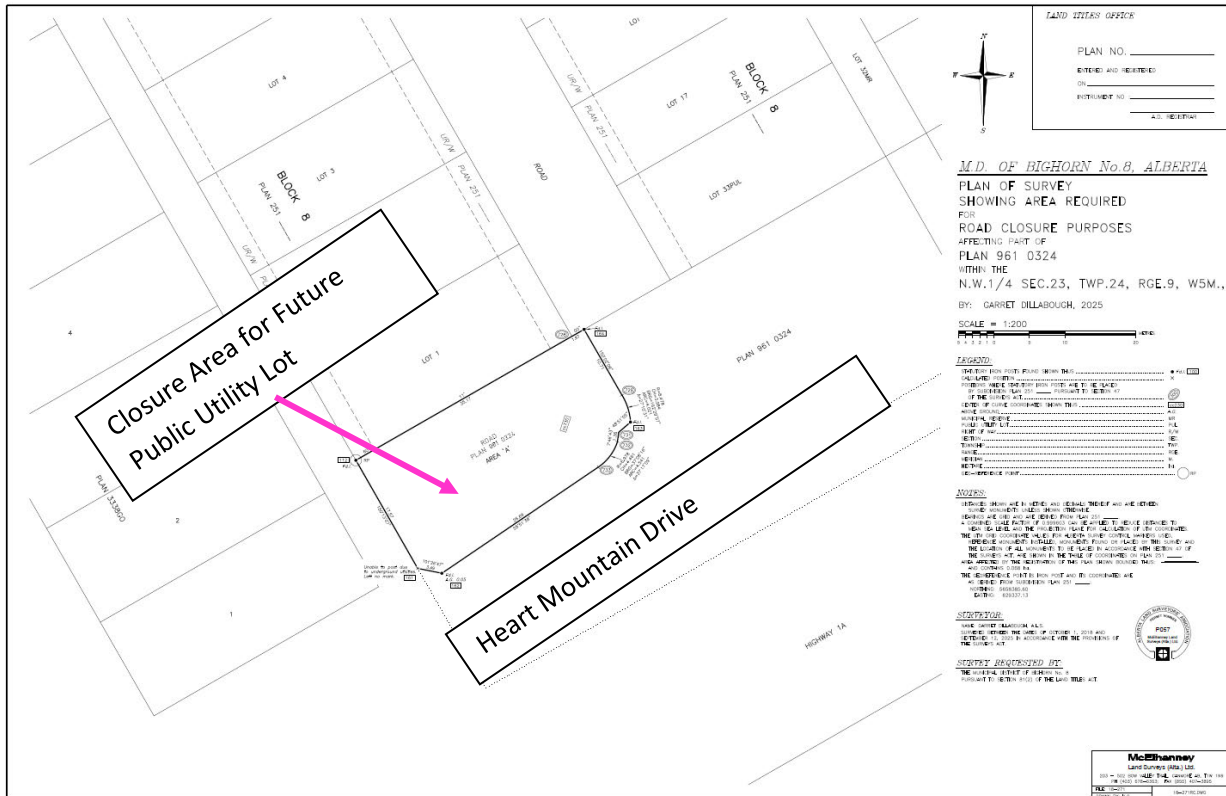
As part of this process, a public hearing will be held. You will receive a formal notification of the public hearing once Council has established the date and time.

Details:

Road Plan 961 0324 is located on the easternmost end of Heart Mountain Drive.



The MD proposes to close the portion of the road plan indicated in blue on the Surveyed Plan below. The purpose of this partial Road Plan closure is to designate the newly formed lot as a Public Utility Lot (PUL) in alignment with the approved Exshaw Mountain Gateway subdivision. The PUL lot will be used for new stormwater management infrastructure. The partial Road Plan closure will not affect the operation or capacity of the existing Heart Mountain Drive.



If you have any comments/questions, please send your comments directly to the Planning and Development Services Department via email at planning@mdbighorn.ca or by phone at 403-673-3611 by **Friday, February 6, 2026**.

Thank you,

MD of Bighorn No.8 Planning and Development Services Department



Municipal District of Bighorn No. 8

2 Heart Mountain Drive, P.O. Box 310, Exshaw, Alberta, T0L 2C0
Phone: (403) 673-3611 Fax: (403) 673-3895
Email: planning@mdbighorn.ca Website: www.mdbighorn.ca

December 23, 2025

Re: Proposed Partial Road Closure

On behalf of the MD of Bighorn No. 8, this letter serves as notice that the MD intends to close a portion of the road described below under Section 22 of the *Municipal Government Act*, for the purpose of creating a Public Utility Lot.

Road Plan 961 0324 as shown on the enclosed map and Road Closure Plan within the Hamlet of Exshaw, AB.

If an easement is required to protect your interests within the road closure, please advise us. **Alberta Transportation and Economic Corridors** is the **GRANTOR** for all easements prior to closing the road. Right-of-ways are registered at Land Titles Office with the other road closure documents. Right-of-way agreements received after the closure has been registered must be negotiated individually with the landowner(s).

If applicable, please return the following documents to our Office within thirty **(30) days (must be received by January 30, 2026)**:

- Three (3) fully executed easement documents from you (if required). We will forward these documents to Alberta Transportation and Economic Corridors for final execution with the road closure resolution.
- A signed copy of this letter, which grants approval of the partial Road Plan closure.

If you have any questions or concerns or require further information, please do not hesitate to contact the undersigned.

Sincerely,

Heather Moore
heather.moore@mdbighorn.ca

Planning & Development Officer
MD of Bighorn No. 8

APPROVAL GRANTED
Company: ATCO ELECTRIC LTD.
Easement Required Yes No

Signature

Rita Klasson

Print Name

Date: December 24, 2025



Municipal District of Bighorn No. 8
2 Heart Mountain Drive, P.O. Box 310, Exshaw, Alberta, T0L 2C0
Phone: (403) 673-3611 Fax: (403) 673-3895
Email: planning@mdbighorn.ca Website: www.mdbighorn.ca

December 23, 2025

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If you have any questions or concerns or require further information, please do not hesitate to contact the undersigned.

Sincerely,

Heather Moore
heather.moore@mdbighorn.ca

Planning & Development Officer
MD of Bighorn No. 8

APPROVAL GRANTED
Company: FortisAlberta Inc.
Easement Required Yes No



Signature

Jay Brar, Senior Land Coordinator

Print Name

Date: December 24, 2025



Municipal District of Bighorn No. 8
2 Heart Mountain Drive, P.O. Box 310, Exshaw, Alberta, T0L 2C0
Phone: (403) 673-3611 Fax: (403) 673-3895
Email: planning@mdbighorn.ca Website: www.mdbighorn.ca

December 23, 2025

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If you have any questions or concerns or require further information, please do not hesitate to contact the undersigned.

Sincerely,

Heather Moore
heather.moore@mdbighorn.ca

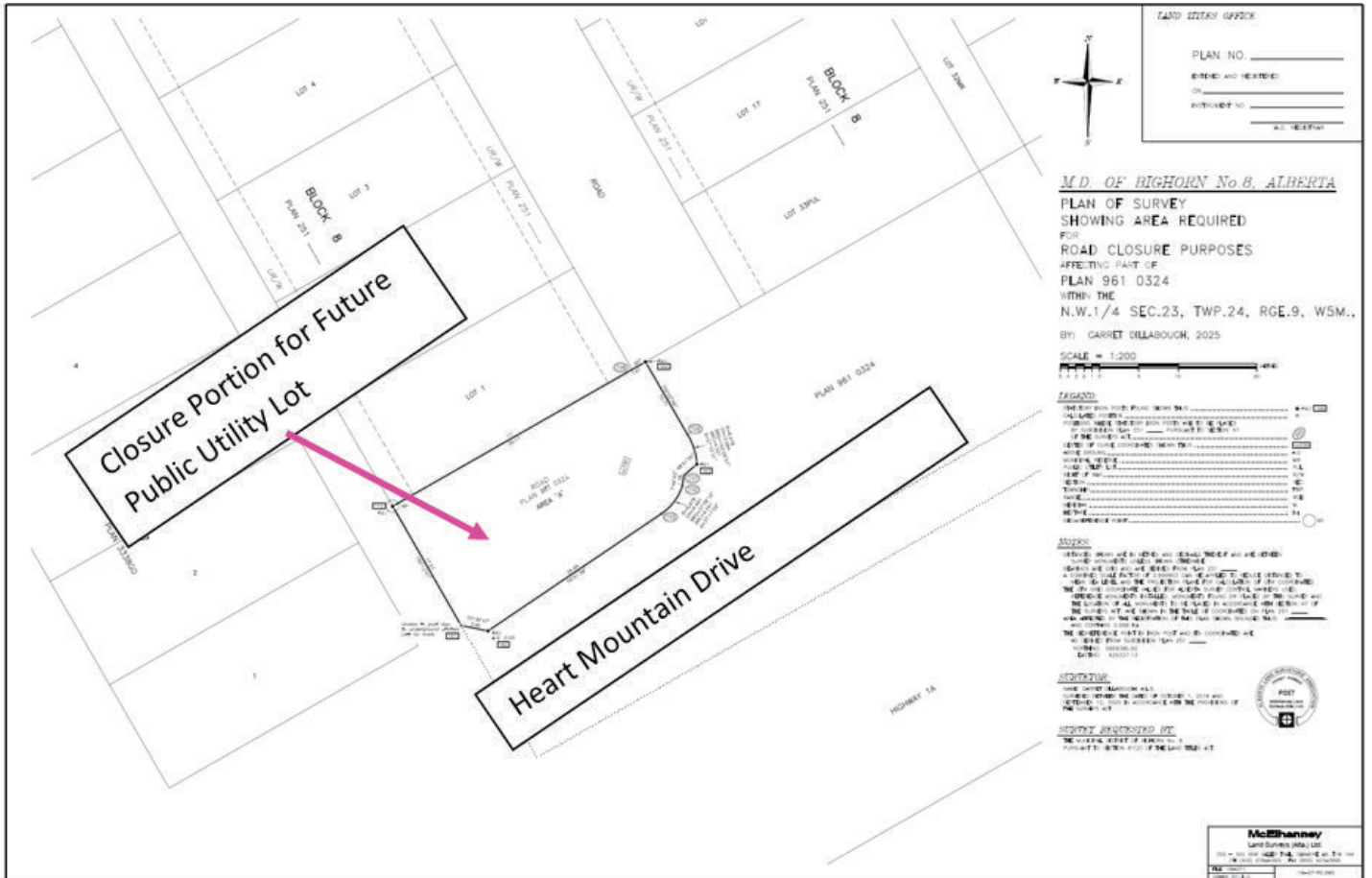
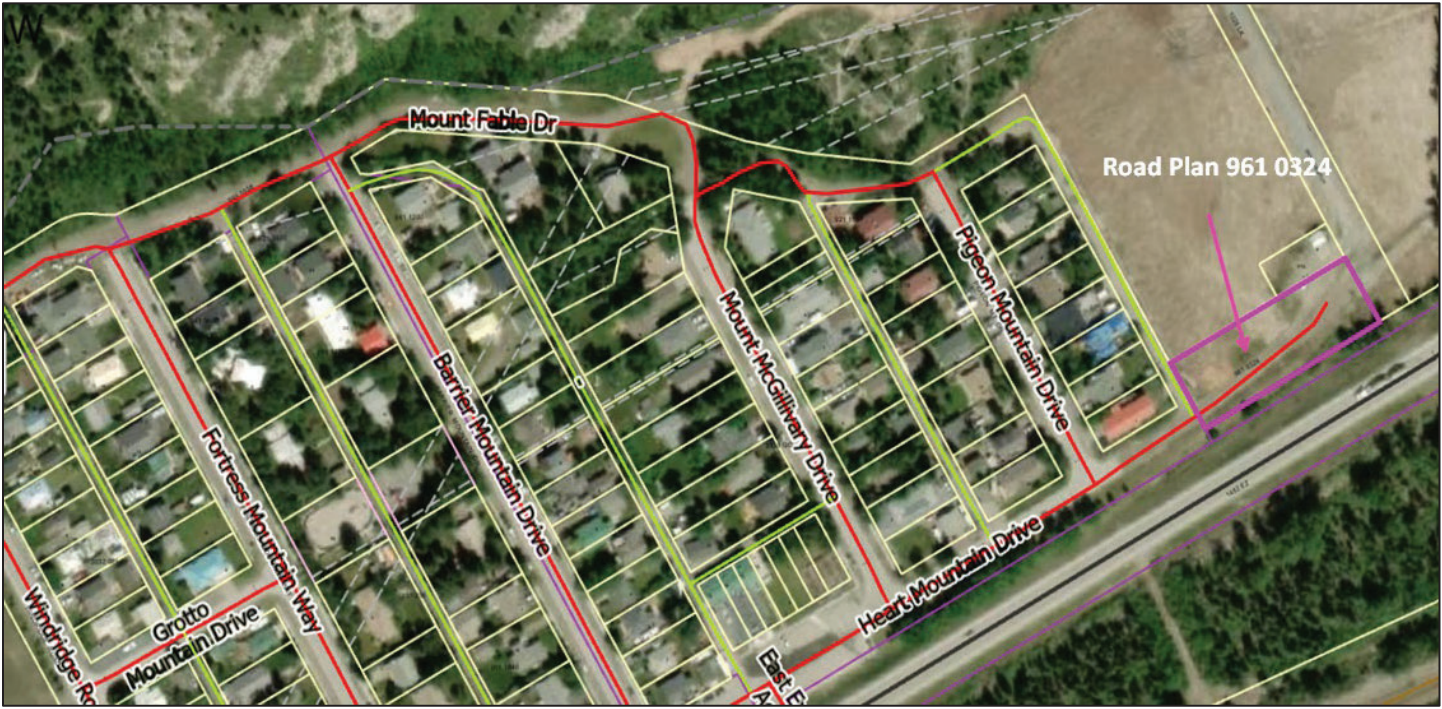
Planning & Development Officer
MD of Bighorn No. 8

APPROVAL GRANTED

Company: _____
Easement Required Yes No

Signature: **Bosch, Darcy**
Digitally signed by: Bosch, Darcy
DN: CN = Bosch, Darcy email = Darcy.Bosch@AltaLink.ca OU = ALM, Corporate, Users, HO
Date: 2026.01.02.07:38:15 -07'00'
Print Name

Date: _____



ATTACHMENT #9

January 22, 2026

Circulation Package: Road Plan 961 032

The Distribution Engineering Growth Department of ATCO Gas Distribution has reviewed the above named plan and approves the work provided the following conditions are met:

ATCO has planned work in the area. Contact Lucas Esposito, Lucas.Esposito1@atco.com, at your earliest convenience for more information. Ref: Project **1102071**

There are existing ATCO facilities in the area. If it should be necessary to lower, relocate or make any alterations to the existing facilities and/or appurtenances due to this project, please contact ATCO Gas Distribution at calgaryregiongasdesign@atcogas.com with a minimum of one (1) year notice to enable an adequate and timely response. Note that all alteration costs will be borne by the developer / owner. If existing ATCO facilities within a registered easement or URW are being impacted (facility crossing and/or vehicle and equipment crossings), please contact the ATCO Land Group at Crossings@atco.com to obtain a crossing/proximity agreement.

If gas service is required, to avoid delays, the owner / developer should follow the steps listed on the ATCO website ([New Natural Gas Service Line or Changes](#)) or contact ATCO Customer Assistance Centre at 310-5678, or their local ATCO Gas Distribution agency office at their earliest convenience to discuss the service contract, gas load requirements, timing details and any associated costs. To avoid delays a minimum notice of 6 months is recommended. Note, each lot / unit is to have a separate service line.

For further information and requirements for natural gas servicing, please refer to the "Guide to Natural Gas Servicing" found on the ATCO website. Applications for new services residential or commercial please view our [ATCO Quick Connect Guide](#).

There is an existing ATCO service in the area. If it should be necessary to lower, relocate, or make any alteration to our existing service due to this proposal, please view our , please view our [ATCO Quick Connect Guide](#) and apply through [Quick Connect](#). Note that all alteration costs will be borne by the developer / owner. If the existing service line requires demolition or cutback please submit a request through [Quick Connect](#) or email GasApplicationsCalgary@atco.com for more information.

Due to the expansion/addition, the existing service size, meter space, and main size will need to be reviewed by ATCO. It is recommended that the owner contact **ATCO Customer Assistance Centre** at **310-5678** at their earliest convenience with their existing and future gas load and pressure requirements

to enable adequate lead time to review if a service or main upgrade is required, the associated costs, and if necessary proceed with design and installation process.

This development may benefit from ATCO's Construction Energy Services. Contact NaturalgasSales@atco.com or visit our [Construction Energy Webpage](#) for more Information.

It will always remain the responsibility of the proponent to verify the exact location and depths of nearby facilities by arranging for an in-field location with Utility Safety Partners at 1-800-242-3447 or utilityafety.ca. Please contact Utility Safety Partners prior to any surface construction.

- (1) Utility Safety Partners (1-800-242-3447) for locates to verify the alignment of the existing gas facilities.
- (2) Contact ATCO South Operations Dispatch at 403-245-7220 for an inspection of the exposed lines (including hydrovac holes) prior to backfill. Inspection services are available Monday to Friday, 8am – 4pm.
- (3) Hydrovac or hand expose facilities to verify horizontal and vertical alignment of all gas mains in conflict areas. This should be done as soon as possible to determine if the main will need to be relocated.
- (4) If existing gas mains require lowering or relocation due to the proponent's project, notification must be given to our ATCO Gas Distribution Engineering Department with a minimum of one (1) year notice. Forward plans and requirements to the ATCO Gas Distribution Engineering Department at 909 – 11th Ave. SW Calgary, AB, T2R 1L8.

Please refer to the "[Working Around Natural Gas](#)" Safety Handbook found on our website.

These conditions are not meant to contradict any applicable existing law (ie. franchise agreement, bylaw, etc.), and therefore the existing applicable law shall prevail. Should any condition(s) be null or void due to the superseding applicable law, all other conditions shall prevail.

If you have any **questions or concerns regarding this reply**, please contact our engineer: **Shaggy Asomugha**, shaggy.asomugha@atco.com.

Kind regards,

Alix Gregoraschuk (she/her)
Administrative Coordinator, Distribution Engineering Growth
ATCO Gas & Pipelines

P. 403 476 0626

A. 909 11th Ave SW Calgary, AB Canada T2R 1L8

ATCO Energy Systems

**REQUEST FOR DECISION
COUNCIL MEETING**

DATE: May 22, 2026

FILE: 0306-01-01

REPORT TITLE: Bylaw 12-26 2026 Supplementary Tax Rate Bylaw

RECOMMENDATION:

1. That Council provides all three readings for Bylaw 12-26, being the 2026 Supplementary Tax Rate Bylaw.

LEGISLATIVE REQUIREMENT/AUTHORITY:

Section 369 of the MGA requires Council to pass a supplementary tax rate bylaw in the same year that a supplementary assessment bylaw has been passed.

BACKGROUND/DISCUSSION:

The setting of taxation rates, including supplementary tax rates, by bylaw is an annual legislative requirement.

FINANCIAL IMPLICATIONS:

This bylaw will ensure that the MD is able to benefit from taxation revenue that would otherwise not be collected until 2027.

COMMUNICATION (INTERNAL/EXTERNAL): N/A

PUBLIC PARTICIPATION PLAN (IF REQUIRED): N/A

ALTERNATIVES: Amend/Reject

ATTACHMENTS:

1. Bylaw 12-26 2026 Supplementary Tax Rate Bylaw

PREPARED BY: Lynda Gale, Director of Corporate Services

SUBMITTED TO: CAO Kelly

MEETING DATE: June 9, 2026

APPROVED BY: 



MUNICIPAL DISTRICT OF BIGHORN NO.8

BYLAW NO. 12-26

A BYLAW TO IMPOSE A SUPPLEMENTARY TAX RATE FOR ALL IMPROVEMENTS WITHIN THE MUNICIPAL DISTRICT OF BIGHORN NO. 8 FOR THE 2026 TAXATION YEAR

Whereas pursuant to Section 369 of the Municipal Government Act, Chapter M-26, Revised Statutes of Alberta 2000, if in any year a council passes a bylaw authorizing supplementary assessments to be prepared in respect of property, the council must, in the same year, pass a bylaw authorizing it to impose a supplementary tax in respect of that property

Whereas Council passed Supplementary Assessment Bylaw 09-26;

Now therefore, under the authority of the Municipal Government Act, the Council of the M.D. of Bighorn, in the Province of Alberta, enacts as follows:

1. That the Chief Administrative Officer is hereby authorized to levy a supplementary tax rate on all improvements located in the municipality.
2. The tax rates set by the 2026 Property Tax Bylaw 07-26 be imposed as the supplementary tax rates for the 2026 year.
3. That 2025 Supplementary Tax Bylaw 09-25 is hereby repealed.
4. That this bylaw shall take effect on the date of the third and final reading.



MUNICIPAL DISTRICT OF BIGHORN NO.8

BYLAW NO. 12-26

Effective Date

3. Bylaw 12-26 is passed and comes into full force and effect when it receives a third reading and is signed in accordance with the Municipal Government Act.

READ A FIRST TIME THIS ____ DAY OF _____, 2026.

READ A SECOND TIME THIS _____ DAY OF _____, 2026.

READ A THIRD TIME THIS _____ DAY OF _____, 2026.

Reeve

Chief Administrative Officer

Date Bylaw Signed

REQUEST FOR DECISION Council Meeting

DATE: June 1, 2026

FILE:

REPORT TITLE: 2026 – 2029 Reserve Strategy & Draft Reserve Policy F-16

RECOMMENDATION: That Council receive the draft 2026–2029 Reserve Strategy and draft amended Policy F-16 Reserve Funds Policy for information, provide Administration with feedback and revisions, and direct Administration to prepare final amended documents for a future Council meeting.

LEGISLATIVE REQUIREMENT/AUTHORITIES:

The Reserve Funds Policy and accompanying Reserve Strategy are not standalone legislative requirements; rather, they are Council governance tools that support the Municipality’s broader financial administration framework. Under the Municipal Government Act, Council must adopt both an operating budget and a capital budget for each calendar year, and the operating budget framework specifically recognizes transfers from accumulated surplus funds or reserves. The policy and strategy help give structure to those annual budget decisions by providing direction for how reserve accounts are established, funded, maintained, and used. The policy defines the purpose, funding sources, and eligible expenditures for reserve accounts, while the strategy functions as a living planning document that can be reviewed and updated alongside the annual operating and capital plans to support long-term financial sustainability, capital planning, and budget stability. This governance framework assists Council in making consistent, transparent, and sustainable financial decisions within the budget authority established under the Municipal Government Act.

Summary:

This report provides a high-level overview of the MD of Bighorn’s reserve accounts to support Council’s review and discussion. The proposed Reserve Strategy is intended to establish a structured approach to funding reserves and to ensure alignment with long-term financial planning and Council’s strategic priorities. The report seeks Council feedback on the effectiveness of the current reserve framework and identifies potential opportunities for refinement and improvement.

Background/Discussion:

As part of the Reserves Policy, Capital & Operating Budgets and Tax Rate Strategy Support project, Administration has prepared a revised Reserve Fund Policy – Strategy document.

This report provides a high-level summary of:

- Current reserve categories
- Current funding practices (transfers, levies, contributions)
- Planned uses and commitments

While the MD maintains several reserves, opportunities may exist to:

- Simplify or consolidate reserve accounts
- Clarify reserve purposes and policy direction
- Adjust contribution levels to better align with long-term financial needs
- Enhance transparency and reporting

This review is intended as a strategic discussion rather than a detailed technical analysis. Administration is seeking direction from Council on potential amendments and priorities for refinement.

Council is invited to provide feedback and direction on the following:

- Structure
 - Does the current number and type of reserve accounts provide clarity and effective financial management?
 - Are there opportunities to consolidate, redefine, or eliminate reserves?
- Funding Approach
 - Are proposed contribution levels sufficient to support future capital and operational requirements?
 - Are there specific priorities where funding levels should be adjusted?
- Strategic Alignment
 - Do current reserves align with Council's long-term priorities and risk tolerance?
 - Are there emerging needs that should be incorporated into reserve planning?

Supporting Information

Schedule 'A' includes the Draft 2026 Reserve Strategy document which is a working draft outlining potential reserve strategies for Council's review and discussion.

Policy F-16 Reserve Policy was last updated in September 2019 and is attached as Schedule 'B'.

The Reserve Fund Policy draft, attached as Schedule 'C', reflects preliminary changes based on conversation Administration had with Council and Administration during the 2026 budget process. These revisions are not final and are intended to serve as a starting point for discussion. Administration welcomes Council's feedback and direction.

Schedule 'D' shows the 2025 Audited Reserve balances from the 2025 Financial Statements.

Based on feedback and recommendations from GPC, Administration will bring forward an updated Reserve Policy, in the new policy format, to a future Council meeting.

Options/Alternatives:

Administration is looking for feedback on the Reserves Policy Strategy for implementation into the revised Reserve Policy.

FINANCIAL IMPLICATIONS: Improved reserve balances with less impact to tax rates.

Impact/Anticipated Results:

A structured reserves strategy supports greater stability and predictability in municipal taxation and service delivery. For ratepayers, key impacts include:

- Reduced volatility in tax rates
- Improved affordability and predictability
- Intergenerational fairness
- Lower reliance on debt and grant funding
- Enhanced financial resilience

COMMUNICATION (INTERNAL/EXTERNAL): Ryan Musch, CPA, CAO Kelly


PUBLIC PARTICIPATION PLAN (IF REQUIRED): None.

ALTERNATIVES:

1. Approve as presented.
2. Defer to a later date.

ATTACHMENTS:

Schedule A – Reserve Strategy Draft
Schedule B – Reserve Fund Policy F-16 (2019)
Schedule C – Reserve Fund Policy – Redline
Schedule D – Audited 2025 Reserves Balances

PREPARED BY:	Lynda Gale, Director of Corporate Services
APPROVED BY:	
SUBMITTED TO:	
MEETING DATE:	June 9, 2026

APRIL 20, 2026



2026 – 2029 RESERVE STRATEGY

MUNICIPAL DISTRICT OF BIGHORN NO. 8



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Introduction

In 2025, M.D. of Bighorn administration recognized a need for a budget review, including a rehabilitation and long-term planning to be implemented for the 2026 budget process. One of the major takeaways for the project was the development of a long-term tax strategy, which is primarily focused around a reserve strategy.

A reserve strategy is a plan that allows the M.D. to create secure funding for future capital expenditures through the use of reserve accounts, similar to a savings account that a personal household would set up. These “savings” accounts are forecasted for the future capital requirements, based on the capital planning that is done by the municipality and regularly updated. This provides another source of funding for the municipality outside of capital grants, which are often competitive grants that require applications and approvals, or Provincial grants which could be eliminated at any time.

This reserve strategy is known as a “living document”, which can be reviewed and updated alongside the changes to capital plans & future capital projects identified in the annual operating and capital plans. Though less common, reserves can be utilized for operational items as well, but this is more of a utilization for budget “smoothing”, which allows the M.D. to establish a fund that is contributed to on an annual basis to reduce the effect of one-time increases around specific items such as gravel crushing, or to normalize spend around intangible items such as infrastructure master plans or feasibility studies.

Current Situation

The M.D. of Bighorn, like nearly all other municipalities in Alberta, is facing an “infrastructure deficit”, meaning that the current funding that the municipality has is not able to fully fund the infrastructure requirements of future years, along with other capital projects that aren’t necessarily infrastructure specific.

As a result of this, a reserve continuity was developed, and tracking for reserve replenishment and utilization is being prioritized and reported on to Council as part of the budgeting process.

One of the items that Council was aware of but had not been able to quantify was the “capital gap” that existed for the municipality, which is the difference between the available funding and the identified needs of the 10-year capital plan. The initial 5-year funding review showed that in 2028, the capital gap turned negative, which indicates the point at which capital requirements exceed the actual available funding for capital projects.



The initial workshops and priority of Council was to address the capital gap with modifications to the 10-year capital plan, which pushed out the capital gap deficit point to 2030.

This was only part of the measure that was undertaken, as Administration continued to develop the reserve strategy, which identifies increases for future years to replenishments to the reserve accounts in order to create additional funding availability in a measured approach, without creating huge swings in the taxation requirements.

Operating Transfer to Capital

There is an important concept in municipal budgeting called the “Operating Transfer to Capital”. In short, it is a method of funding Capital projects or initiatives through the Operating budget. This is important as over the years, municipalities have become reliant on grant funding for items such as road overlays, sidewalk maintenance, or vehicle replacements. While these items are capital in nature due to the value, they are still ongoing required spend items that should be factored into the Operating budget to ensure consistent funding to continue normal operations should something happen to the provincial grants program and these grants were no longer provided to municipalities on which they have now come to rely upon.

A normal Operating Transfer to Capital is a line item within an Operating budget that identifies funding that is directly applied to Capital projects. Another way that this can be accomplished is through reserve transfers from the Operating budget. These reserve transfers are “targeted”, meaning that they are focused on achieving a specific goal, or funding a specific reserve account for a capital priority in the near or long-term future. This is what is referred to as the “Reserve Strategy”, which is the focus of this document prepared by the M.D. of Bighorn.

The use of this method of funding for capital allows the municipality to focus grant & debt funds on the value-add or larger inter-generational equity projects. The concept of inter-generational equity means capital assets or projects that provide a benefit not only today, but to future generations as well. This can be used to describe assets that are long-lived and would be considered one-time spend that it makes sense to use one-time funds (grants or debt) to complete.



Reserve Strategy & Reduced Provincial Funding

The main driver for the increased effort being placed into reserve strategy and forecasting is to combat the ever-reducing provincial funding that is provided to municipalities. Based on information provided by the Alberta Municipalities team, Alberta Government funding has decreased from \$635/person to \$327/person from 2009 to 2023, which means provincial funding has been cut in half vs previous levels to support services and deliverables that are the responsibility of the local municipalities.

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A major impact in previous years on the municipal budget has been the introduction and downloading of provincial policing costs, which has resulted in significant increases on the municipal operating budget as these costs have to be funded through taxation revenue.

This reduction in funding especially impacts the M.D. in the infrastructure support that is required for the municipality. Things like Disaster Recovery (DRP) grants, which have been utilized for Flood Recovery operations, or the oversubscribed Strategic Transportation & Infrastructure Program (STIP) grants which are heavily relied upon for Roads & Bridge projects which are a major cost especially for rural municipalities.

These reductions in provincial funding have forced the municipalities to create strategies around sustainable funding initiatives that reduce the reliance on the provincial funding and allow the municipality to ensure that it is becoming more self-sufficient without creating massive tax increases for its residents. This translates into Reserve Strategies and management of debt funding. Our strategy in its current form targets specific areas that the 10-year capital plan have identified as specific funding requirements and areas that need to be planned ahead for to ensure that the projects can be completed when required, and don't rely on unsecured government funding or competitive grants.

For more info on the provincial funding changes and a depth analysis, please review the "Property Taxes Reimagined" document prepared by Alberta Municipalities.

Reserve Accounts

Currently, the M.D. has the following reserve accounts identified within its Reserve Policy:

Operating Reserves

- General Operating
- Tax Rate Stabilization
- Elections
- Flood Recovery
- Gravel Crushing



Capital Reserves

- Building & Engineered Structures
- Natural Disaster Mitigation & Recovery
- Vehicle and Equipment Reserve
- Roads & Streets
- Bridges
- Gravel Pit Reclamation
- Parks & Trails
- Community Enhancement (by Ward)
- Proceeds from Lot Sales
- Aggregate Levies
- Municipal Reserve

As noted above, the capital reserve accounts are intended for capital utilization, but can be used for operating initiatives with Council approval.

Each of these accounts has an intended purpose for establishment, and therefore a strategy must take into account the use for the specific reserve and identify the target replenishment rate for the account based on the forecasted requirements.

Budget Replenishments for the Reserve Strategy

For each reserve account, we identify the forecasted spend, the current balance, and the replenishment rates that are required based on the 10-year capital plan. Current existing annual reserve transfer included in the 2026 budget are:

- Elections Reserve - \$4,000
- Vehicle Reserve – Admin - \$35,000
- Natural Disaster Recovery Reserve - \$80,000
- Vehicle Reserve – Fire - \$40,000
- Vehicle Reserve – Bylaw - \$5,000
- Vehicle Reserve – Common Services - \$15,000
- Engineered Structures - \$60,000
- Vehicle Reserve – Roads - \$50,000
- Road & Streets Reserve - \$414,000
- Gravel Pit Reclamation Reserve - \$10,000
- Bridge Reserve - \$50,000
- Vehicle Reserve – Solid Waste - \$40,000
- Municipal Reserve (2026) - \$60,000 (parking lease)
- Operating Reserve (2026) - \$30,000 – tax funded capital project



Total Tax Revenue Funded Reserve Transfers - \$893,000

There are also a few reserve transfers that are funded from external sources, namely Hosting Fees for the [Bow Valley Waste Management Commission \(BVWMC\)](#), and Interest Revenue on investments held by the Municipality:

- **BVWMC Hosting Fees** - \$150,000 – contributed to the Community Enhancement Reserves.
- **Interest on Investments** - \$100,000 – contributed to the Tax Rate Stabilization Reserve

The total reserve transfers as a result are \$1,143,000 that are included in the 2026 budget. This was an increase from the 2025 budget of \$929,000 allocated for reserve transfers, as the 2026 budget included a very forward-focused deliberation and targeted increasing reserves as part of the increase for the budget year.

Reserve Strategy For 2027 – 2029

During the budget deliberations, Council directed Administration to utilize a planning figure of 6% for future tax revenue increases in order to complete calculations for the reserve strategy. Based on this % increase, this would result in additional reserve funds of \$400,000 for 2027, and \$375,000 for 2028, once one-time items are adjusted within the 3-year plan. It is important to note that these are targets based on the current plan and are likely to change as the budget years progress and other items that are identified or come up that we are not able to plan for at this time.

Administration then reviewed the amounts against the 10-year Capital Plan and provided recommendations to Council for where to target increases to reserve replenishments.

These recommendations include:

Natural Disaster Mitigation & Recovery

It was identified that this reserve needs to be replenished so that emergency funds are available to support natural disaster events, such as flooding or fires. There was also noted a requirement to ensure funds are available to “de-sludge” the flood mitigation infrastructure, which was designed to prevent future flooding, but requires ongoing maintenance approximately every 10 years to clean and ensure working condition.

In 2026, Council approved an increase to this annual reserve replenishment, from \$50,000 per year to \$80,000 per year. The current strategy continues to grow the replenishment amount by \$30,000 per year, with a target replenishment amount of \$200,000 per year by 2030.



Engineering Structures

This reserve has taken the most impact in the past few budget years, funding the majority of activities from fill stations to equipment purchases that very loosely fall under this reserve category. There was previously no scheduled reserve replenishment on an annual basis, so Council approved a contribution of \$60,000 in the 2026 budget amendments.

In 2027 & 2028, a further increase of \$140,000 per year is forecasted in the strategy, bringing annual contributions up to \$340,000 per year in 2028. An increase has not currently been identified for 2029 but will be reviewed as time progresses to determine if the current target replenishment amount is sufficient, or if further increases will be required.

Gravel Crushing

One of the operating budget strategies we utilize reserves for is called “smoothing”, where we take annual contributions to an operating reserve for a future large spend that is upcoming. This is done already with the elections reserve, but it was also identified that gravel crushing should be targeted with this strategy, as there is a large expenditure approximately every 10 years for replenishing the gravel stockpiles through crushing. In 2020 dollars (the last time this was done), the cost was around \$300,000, so we used an estimated \$400,000 of costs with inflation and other impacts for when the crushing will next occur.

The reserve strategy includes increases of \$10,000 per year for 2027-2029, getting the annual contribution up to \$30,000 per year, with a goal of increasing by another \$10,000 in 2030 to get to the target \$40,000 per year in annual reserve replenishment.

Roads & Streets

This reserve was another highly utilized fund, as there are significant ongoing projects, including the annual road rehabilitation and sidewalk rehabilitation programs, that need to be funded. Another upcoming major project is the 2nd Ave Streetscape in Dead Man's Flats, which was identified as a high priority to set aside future funding to support.

In the 2026 budget, Council approved an increase of \$64,000 to the current annual reserve replenishment amount of \$350,000, resulting a replenishment contribution of \$414,000. This gets the annual contribution close to the approximate \$470,000 annual requirement for road rehabilitation on an ongoing basis but does not cover any further projects outside of normal annual capital maintenance.

This reserve strategy targets increases of \$65,000 per year for 2027 & 2028, increasing the annual contribution to \$544,000 by 2028. A further increase has been softly targeted for 2029 of \$150,000, which would bring the total to \$694,000. It will require further analysis as the project engineering and design is completed to determine if this annual contribution



will be sufficient, but similar to the engineering structure reserve contribution, this will be a moving target once further information and projects are provided.

Vehicle & Equipment Reserve

CPO Vehicles (Vehicle Reserve)

The vehicle reserve is utilized for many different departments, as all fleet purchases are funded by this reserve (along with grants and other non-reserve sources where applicable). Currently the budget includes a \$5,000 contribution to this reserve, but it has been determined that due to the heavy utilization, this vehicle requires replacement at an accelerated rate, every 5 years instead of the target 7 years for most normal vehicle replacements.

In 2027, this replenishment is forecasted to increase by \$25,000, which brings the annual contribution to \$30,000 per year, which has been deemed sufficient at this point to fund the replacement schedule as it is currently identified.

Solid Waste Vehicles (Vehicle Reserve)

The current contribution included in the budget is \$40,000 per year for this focus in the vehicle reserve. It is estimated that the replacement cost of the solid waste truck requires an approximate \$400,000 every 5 years.

The reserve strategy targets an increase to this reserve contribution of \$20,000 per year, bringing the annual contribution up to \$80,000 per year by 2028. This will allow for the replacement of a truck on a 5-year replacement cycle with no impact to annual taxation once the replenishment amount is achieved.

If another solid waste truck is introduced by requirement into operations, this will need to be re-evaluated, or the replacement cycle will need to be adjusted to ensure this funding remains sufficient.

Operations Fleet Vehicles (Vehicle Reserve)

This focus area of the vehicle reserve is the primary utilization for the majority of the fleet operated by the M.D. including Public Works, Administration, and Agricultural Services. Currently, there is an annual reserve contribution of ~~\$50,000~~ \$100,000 to this reserve, which doesn't provide funding for even 50% of the replacement costs of a single unit at this time. On average, there is 1-2 units in the replacement cycle per year that need to be funded by this reserve.

As a result, the reserve strategy identified an incremental increase of \$40,000 per year for 2027-2029, which would bring the annual contribution to this reserve up to ~~\$170~~ \$220,000 per year. This would fund approximately 1.5-2 units, depending on the unit being replaced,



so further increases would need to be reviewed along with inflation and cost increases to determine if this will be sufficient ongoing.

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Parks & Trails

This reserve account has been newly introduced to Council for their consideration. A need was identified to set aside funds for parks & trails maintenance and upgrades, so that future projects could be presented and would have an available funding source that would minimize the impact on taxation.

The reserve strategy identifies \$20,000 incremental increases for 2027 – 2029, which would bring the annual contribution up to \$60,000 per year which was deemed adequate currently while projects are researched and identified for Council consideration.

Intangibles

This is a newly designated operating reserve, which will be utilized to fund projects that are higher cost, such as infrastructure plans, feasibility analysis, and other projects that would be considered operating in nature.

The normal cost for these master plans or studies can range from \$30,000 to \$75,000, depending on the type of project. In order to provide "budget smoothing", so that the operating budgeted doesn't peak and valley each year, the reserve strategy targets incremental increases of \$20,000 per year for 2027 – 2029, with \$60,000 per year being deemed adequate at this point to fund these projects. Some years might not have any studies or plans to be updated, but there might be years where multiple are due to be reviewed and updated, so having this reserve allows for the projects to be completed on a timely basis, with minimal impact to the operating budget.

Fire Vehicles-Infrastructure Reserve (Vehicle Reserve)

This reserve requirement is the most volatile, as the spend on fire equipment, vehicles and buildings can be quite significant, often in the millions of dollars. Fire vehicles often cost more than \$1 million but would be considered longer-life assets with a 20 or 25 year useful life. As a result, fire vehicles or buildings are often funded with reserves, but in conjunction with grants and/or debt due to the high amount funding requirement and longer useful life of these assets.

Currently, the fire vehicle contribution is \$40,000 per year. The reserve strategy forecasts incremental increases of \$30,000 per year for 2027 & 2028, bringing the total annual contribution up to \$100,000 per year.

This amount does not provide nearly the level of re-investment required to fund the oncoming capital needs identified in the 10-year capital plan. Further discussion between Council and Administration will need to be completed, in which recommendations for this reserve can be addressed and potentially set up as a separate reserve from the general



vehicle reserve to identify the funding needs and target amounts to maintain within the reserve.

Conclusion

The 2026 budget year was a deliberation of far-reaching decisions by the Council for the M.D. of Bighorn. Council and Administration had the foresight to identify a need for a review of the re-investment for future capital needs being done by the municipality, which in turn creates sustainability for the municipality as a whole.

The 2026 budget included an 11% tax revenue increase, of which \$154,000, which equates to 1.63% of the total increase, was slated specifically for increases to reserve transfers. While increases of this magnitude are very difficult decisions for Council to make, the focus on increasing the reserve transfers emphasizes a major commitment to future sustainability.

The future outlook and priority for the Council of today is on long-term sustainability. Council & Administration have identified a need for an initiative to mitigate the encroaching infrastructure deficit that exists for nearly all municipalities in Alberta. The development of the long-term tax and reserve strategies is a forward-looking plan that allows the municipality to fund capital projects through ongoing contributions, essentially creating savings accounts to fund future projects that are ongoing in nature. This reduces the reliance on grant funding and debt, which can be viewed as one-time sources of funding in most cases, which can then be directed to inter-generational equity items such as fire halls or fire trucks, recreation complexes and similar larger capital projects that are built for not only this generation, but future generations as well.

This reserve strategy creates opportunity for future sustainability, raising annual contributions for reserve transfer from \$929,000 in 2025, to over \$2M by 2029. It is important to note that these are targets, and actual results may change or vary depending on circumstances. This strategy marks a shift for Council & Administration, making it possible to effectively plan and fund future capital and operating initiatives in a sustainable manner, without complete reliance on grant funding or utilization of debt.



Appendix A – Target Annual Contribution Rates

A summary of the total target annual contribution rates for each of the reserves is as follows:

Reserve	Target Annual Contribution	Funding Source
Operating:		
General Operating	N/A	Operating Surplus (If applicable)
Tax Rate Stabilization	\$100,000	Interest earned on investments
Elections	\$4,000	Operating Budget contributions
Flood Recovery	N/A	
Gravel Crushing	\$40,000	Operating Budget contributions
Intangibles	\$60,000	Operating Budget contributions
Capital:		
Engineered Structures	\$340,000	Operating Budget contributions
Natural Disaster	\$200,000	Operating Budget contributions
Vehicle & Equipment	\$430,000	Operating Budget contributions
Roads & Streets	\$694,000	Operating Budget contributions
Bridges	N/A	Operating Budget contributions
Gravel Pit Reclamation	\$10,000	Operating Budget contributions
Parks & Trails	\$60,000	Operating Budget contributions
Community Enhancement	\$150,000	Hosting Fees – Bow Valley Waste Management Commission
Proceeds from Lot Sales	N/A	Sale proceeds for land or lot sales n municipal-owned properties
Aggregate Levies	N/A	Per Bylaw 04/06
Municipal Reserve	N/A	



Appendix B – Reserve Transfer Forecast to 2029

A schedule of the reserve transfers and their forecasted contributions on an annual basis as included in this reserve strategy is provided as follows:

Reserve	2025	2026	2027	2028	2029
Operating					
Election	4,000	4,000	4,000	4,000	4,000
Intangibles			20,000	40,000	60,000
Gravel Crushing			10,000	20,000	30,000
Capital					
Vehicle/Equipment:					
Operations Ops Fleet	100,000	100,000	140,000	180,000	220,000
Fire	40,000	40,000	70,000	100,000	100,000
Bylaw	5,000	5,000	5,000	30,000	30,000
Solid Waste	40,000	40,000	60,000	80,000	80,000
Finance		30,000			
Planning		60,000	60,000		
Natural Disaster	50,000	80,000	110,000	140,000	170,000
Engineered Structures		60,000	200,000	340,000	340,000
Roads & Streets	350,000	414,000	479,000	544,000	694,000
Gravel Pit Reclamation	10,000	10,000	10,000	10,000	10,000
Bridge	50,000	50,000	50,000	50,000	50,000
Parks & Trails			20,000	40,000	60,000
Tax Funded Contributions	649,000	893,000	1,263,000	1,578,000	1,848,000
Bow Valley Waste BVWMC Hosting Contributions	150,000	150,000	150,000	150,000	150,000
Interest Earned on Investments	130,000	100,000	100,000	100,000	100,000
Other Reserve Contributions	280,000	250,000	250,000	250,000	250,000
Total	929,000	1,143,000	1,513,000	1,828,000	2,098,000

MUNICIPAL DISTRICT OF BIGHORN No. 8

POLICY

Name: RESERVE FUND POLICY

Number: F-16

Page: 1 of 8

PURPOSE AND INTENT

The purpose of this Policy is to establish the Municipal District of Bighorn's (M.D.) Reserve accounts, and define their function, sources of income, and eligible expenditures. Future additions of new Reserve Fund accounts will be incorporated and maintained in similar fashion.

GENERAL STATEMENT

1. All Reserve accounts will be established on an individual basis; although the funds in each account may be consolidated for investment purposes. An individual record of each account and the investment of funds in same shall be maintained.
2. Investment of Reserve account funds shall comply with the M.D.'s Investment Policy.
3. All interest earned by the M.D., net of that earned on the investment of grant funds, shall accrue to all positive-balance Reserve accounts.
4. Any annual surplus operating funds accumulated at fiscal yearend shall be allocated to the Reserve accounts as determined in accordance with this policy.
5. The M.D. may from time to time, establish other Reserve accounts for specific needs/requirements; and once those objectives have been met, the Reserve account must be discontinued. Council shall direct the distribution of any remaining funds upon discontinuation.

DEFINITIONS

"Reserve" is an account used for the primary purpose of stabilizing the effect of a specific type of expenditure on the annual general fund operations or to meet statutory requirements.

POLICY

OPERATING RESERVES

General Operating Reserve Account

The purpose of the General Operating Reserve Account is to establish guidelines on the amount of funds retained by the M.D. to meet on-going cash flow requirements. The funds within the General Operating Reserve Account will be used in all transactions associated with the day-to-day operations of the Municipal District. Expenditures from this Account are approved through the annual operating budget, by Council approval of specific capital projects, and any annual deficit as shown on the Audited Statement of Operations.

1. The main source of funds for the General Operating Reserve Account shall be regular sources of funding for municipalities: property taxes, user fees, penalties, interest, grants, etc.
2. Council shall maintain a maximum of **Two Million Dollars (\$2,000,000)** in this account, to ensure that expenditures for regular operations can be met.

Taxation Rate Stabilization Reserve Account

The purpose of the Taxation Rate Stabilization Reserve Account is to establish dedicated funds that can be used to stabilize the level of municipal property tax increases over future years. The Taxation Rate Stabilization Reserve Account was formed with an opening balance of \$300,000 representing the proceeds from the Telenet recovery.

1. The main source of funds for the Taxation Rate Stabilization Reserve Account shall be Investment income.
2. The account shall maintain a minimum balance of **One Hundred Fifty Thousand Dollars (\$150,000)**.
3. Annual contributions to the Taxation Rate Stabilization Reserve Account shall come from well-drilling taxes, a source of unbudgeted revenue.

Elections Reserve Account

The purpose of the Elections Reserve Account is to establish dedicated funds that can be used for transactions related to municipal elections.

1. The main source of funds for the Elections Reserve Account shall be regular sources of funding for municipalities: property taxes, user fees, penalties, interest, grants, etc.

Flood Mitigation Reserve Account

The purpose of the Flood Mitigation Reserve Account is to establish a pool of funds that can be used for the transactions associated with maintaining infrastructure for long-term flood mitigation and is a requirement of the grant agreements for these projects.

1. The main source of funds for the Flood Mitigation Reserve Account shall be regular sources of funding for municipalities: property taxes, user fees, penalties, interest, grants, etc.
2. Council shall maintain a maximum of **Five Hundred Thousand Dollars** (\$500,000) in this account, to ensure that expenditures for infrastructure maintenance can be met.

CAPITAL RESERVES

Building and Engineered Structures Reserve Account

The purpose of the Building and Engineered Structures Reserve Account is to utilize funds for the upgrade of municipal buildings, such as operations shop and firehalls, and engineered infrastructure, such as culverts and dykes.

1. The main source of funds for the Building and Engineered Structures Reserve Account shall be contributed from surplus operating funds.
2. Expenditures from this Account shall be restricted to upgrades and replacements valued at **Seven Thousand Five Hundred Dollars** (\$7,500) or greater only; and will be subject to the specific approval of Council
3. Council shall maintain a minimum of **One Hundred Thousand Dollars** (\$100,000) in this account and shall not exceed a maximum of **Five Million Dollars** (\$5,000,000).

Flood Recovery Reserve Account

The purpose of the Flood Recovery Reserve Account is to fund the M.D.'s portion for the construction of long-term flood mitigation, built in response to the 2013 flood event.

1. The main source of funding for the Flood Recovery Reserve Account shall be regular sources of funding for municipalities: property taxes, user fees, penalties, interest, grants etc.
2. Council shall maintain this Reserve until the completion of all long-term flood mitigation projects.

Vehicle and Equipment Reserve

The purpose of the Vehicle and Equipment Reserve Account is to utilize funds for the replacement of vehicles, equipment and/or machinery that has completed its useful working life.

1. The main source of funds for the Vehicle and Equipment Reserve Account shall be budgeted contributions from departments who purchase vehicles and/or equipment.
2. Other sources of funds for the Vehicle and Equipment Reserve Account shall be contributed from surplus operating funds, and the net revenues realized from the sale of old/outdated/surplus M.D. vehicles, equipment and/or machinery.
3. Expenditures from this account shall be restricted to capital items only; and will be subject to the specific approval of Council.
4. Council shall maintain a minimum of **Three Hundred Thousand Dollars** (\$300,000) in this account and shall not exceed a maximum of **Two Million Five Hundred Thousand Dollars** (\$2,500,000).

Roads Reserve Account

The purpose of the Roads Reserve Account is to utilize funds for the upgrade of roads and M.D.'s road network systems.

1. The main source of funds for the Roads Reserve Account shall be annually budgeted contributions from the transportation/roads department.
2. Other sources of funds for the Roads Reserve Account shall be contributed from surplus operating funds.
3. Expenditures from this Reserve shall be restricted to upgrades and improvements to the road network system and will be subject to the specific approval of council.
4. Council shall maintain a minimum balance of **Four Hundred Thousand Dollars** (\$400,000) and shall not exceed a maximum of **Three Million Dollars** (\$3,000,000) on an annual basis.

Bridge Reserve Account

The purpose of the Bridge Reserve Account is to utilize funds for the upgrade of the M.D.'s bridge infrastructure.

1. The main source of funds for the Bridge Reserve Account shall be budgeted contributions from the Roads Department.
2. Other sources of funds shall be contributed from surplus operating funds, on an annual basis.
3. Expenditures from this account shall be restricted to upgrades and improvements to the municipal bridge infrastructure and will be subject to the specific approval of council.

Gravel Pit Reclamation Reserve Account

The purpose of the Gravel Pit Reclamation account is to utilize funds for reclaiming municipal gravel pits using an approved reclamation plan approved by the Province of Alberta.

1. The main source of funds for this reserve account shall be annually budgeted contributions from the Roads Department.
2. Other sources of funds shall be contributed from surplus operating funds, on an annual basis.
3. Expenditures from this account shall be restricted to upgrades and improvements to gravel pit reclamation and will be subject to the specific approval of Council.

Allocation of Surplus Operating Fund

Contributions to the Capital Reserve Accounts shall be made from the surplus of operating funds, operating surplus less amortization, on an annual basis.

1. The surplus shall be allocated on a pro-rated basis determined by the Reserve's account balance as a percentage of the total Capital Reserve balance.
2. Should a Capital Reserve Account reach the maximum threshold, as outlined in this policy, the remaining surplus shall be allocated using the same method; the amount would be pro-rated to the remaining accounts.

FULL COST RECOVERY SERVICE RESERVES

Reserves for water and wastewater infrastructure are supported through budgeted surplus, the difference between budgeted revenues and expenses, for each utility. Three of the M.D.'s five Hamlets currently have water and wastewater services:

1. **Dead Man's Flats (DMF) Reserve Account** is for the water and wastewater services for DMF which are connected to Canmore's system.
2. **Harvie Heights Reserve Account** is for commercial water and wastewater services which are connected to Canmore's system.
3. **Exshaw Reserve Account** is for water and wastewater systems which are standalone systems provided by the M.D.

These are full cost recovery services and allocations for reserves are incorporated into the user fees.

OTHER RESERVES

These accounts consist of Reserves set aside from specific revenue streams.

Community Enhancement Program Reserve Account

The purpose of the Community Enhancement Program Reserve Account is to establish a unique Reserve from a specific revenue source ("hosting fees" received from the Bow Valley Waste Management Commission), which will be used to provide community benefits to the operations and impact of the regional landfill. The Community Enhancement Program Reserve Account shall not be required to keep a minimum balance: use of the funds shall be strictly controlled by Council, with a 20% allotment of the funds to each Ward (with Ward 1 receiving a double allotment, or 40% of the funds) to be available for approved, Councillor-sponsored projects.

The Community Enhancement Program Reserve Account funds shall be administered using the following criteria:

1. The funds will be used for projects, not programs: funds will not be provided to support an organization's operations. Projects must be open to general public access and participation; and show a direct benefit to the residents of the M.D.
2. There must be a strong volunteer commitment/component to any group seeking funds. Community Enhancement Program Reserve Account funds can be used to "leverage" other grant dollars, from other (non-M.D.) sources.
3. Annual contributions to the Community Enhancement Program Reserve Account shall come from the previous year's (landfill) hosting fees payable by the Bow

Valley Waste Management Commission. Unspent annual funds will be allowed to accumulate within their designated Ward Reserve Account.

4. Requests for funding for projects outside of the M.D. boundaries can be considered, provided the community where the funding is to be used is not an incorporated municipality, and said community can demonstrate strong ties to the M.D./M.D. residents, in some fashion.
5. Applicants requesting funding under this program will be directed to the appropriate Ward Councillor(s). Councillors must sponsor projects (introduce same to Council and be supportive of the request for funds); funds can only be used if Councillor(s) and Council agree to the expenditure.
6. While Councillors can only access funds from their own allotment, Wards can combine their funding (or a portion of their funding) for mutually agreed upon projects. At the time of Council approval, it would be determined which allotments would be used towards any one project/application. Councillors have the ability to opt out of any one project that other Councillors are prepared to participate in; and to commit all or only a portion of their Ward's allotment to any project.
7. Only Council approved capital projects will receive grant funding from the Community Enhancement Reserve Account. The costs of approved capital projects are reimbursed to the recipients upon submission of project invoices to the M.D. up to the approved grant amount.
8. Accounting information for the grant funds received must be submitted by the one-year anniversary date the grant is approved. Progress reports may be requested depending on the size of the project. Failure to submit an accounting or status report may cause the grant to be withheld or forfeited and may disqualify the recipients from receiving further funding.
9. Council may receive and consider requests from grant recipients to extend the one-year anniversary date for submission of accounting information because of extraordinary circumstances associated with the approved capital project.
10. Any unused grant money shall be retained by the M.D.

Proceeds from Lot Sales Reserve Account

The Proceeds from Lot Sales Reserve Account was established for the proceeds from the sales of M.D. lots for which the proceeds have not been specifically earmarked. These reserves are considered restricted surplus.

Jamieson Road Policy P-6 Reserve Account

The Jamieson Road Policy P-6 Reserve Account holds the funds charged to subdivision developers to help pay for the cost of expanding the capacity of Jamieson Road.

Road Upgrade Policy P-1 Reserve Account

The Road Upgrade Policy P-1 Reserve Account is pursuant to Planning Policy P-1 and was set up to recover costs for the development of a municipal road along the northern edge of N½ 28-26-6-W5M. No expenditures have been made from this reserve.

Aggregate Levy Reserve Account

The Aggregate Levy Reserve Account is for aggregate levies collected as per Bylaw 04/06. The funds collected are to be used in the best interests of the residents of the M.D. to offset the costs of the impact created by sand and gravel operations on municipal infrastructure.

Municipal Reserve (MR) Money (Cash) in Lieu Reserve Account

The MR Money (Cash) in Lieu Reserve Account pertains to Section 671 subsection (4) of the Municipal Government Act, for which money provided in place of MR and the interest earned on that money shall be accounted for separately and only used for purposes outlined in Section 671 subsection (2).

Date Approved: September 10, 2019

Motion No.: 212/19

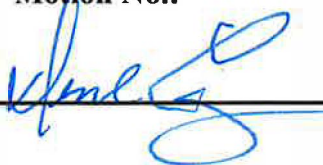
Date Amended:

Motion No.:

CAO



Reeve



Rescinds Policy No. F-10

MUNICIPAL DISTRICT OF BIGHORN No. 8

POLICY

Name: RESERVE FUND POLICY

Number: F-16

Page: 1 of 8

PURPOSE AND INTENT

The purpose of this Policy is to establish the Municipal District of Bighorn’s (M.D.) Reserve accounts, and define their function, sources of income, and eligible expenditures. Future additions of new Reserve Fund accounts will be incorporated and maintained in similar fashion.

GENERAL STATEMENT

1. All Reserve accounts will be established on an individual basis; although the funds in each account may be consolidated for investment purposes. An individual record of each account and the investment of funds in same shall be maintained.
2. Investment of Reserve account funds shall comply with the M.D.’s Investment Policy.
3. All interest earned by the M.D., net of that earned on the investment of grant funds, shall accrue to all positive-balance Reserve accounts.
4. Any annual surplus operating funds accumulated at fiscal year_end shall be allocated to the Reserve accounts as determined in accordance with this policy.
5. The M.D. may from time to time, establish other Reserve accounts for specific needs/requirements; and once those objectives have been met, the Reserve account must be discontinued. Council shall direct the distribution of any remaining funds upon discontinuation.

5-6. Sub-accounts within the overarching Reserve Accounts may be established for specific project funding as needed at Council’s discretion.

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DEFINITIONS

“Reserve” is an account used for the primary purpose of stabilizing the effect of a specific type of expenditure on the annual general fund operations or to meet statutory requirements.

POLICY

OPERATING RESERVES

General Operating Reserve Account

The purpose of the General Operating Reserve Account is to establish guidelines on the amount of funds retained by the M.D. to meet on-going cash flow requirements. The funds within the General Operating Reserve Account will be used in all transactions associated with the day-to-day operations of the Municipal District. Expenditures from this Account are approved through the annual operating budget, by Council approval of specific capital projects, and any annual deficit as shown on the Audited Statement of Operations.

1. The main source of funds for the General Operating Reserve Account shall be regular sources of funding for municipalities: property taxes, user fees, penalties, interest, grants, etc.
2. Council shall maintain a maximum of **Two Million Dollars** (\$2,000,000) in this account, to ensure that expenditures for regular operations can be met.

Taxation Rate Stabilization Reserve Account

The purpose of the Taxation Rate Stabilization Reserve Account is to establish dedicated funds that can be used to stabilize the level of municipal property tax increases over future years. The Taxation Rate Stabilization Reserve Account was formed with an opening balance of \$300,000 representing the proceeds from the Telenet recovery.

1. The main source of funds for the Taxation Rate Stabilization Reserve Account shall be Investment income.
2. The account shall ~~maintain a target a~~ minimum balance of ~~One Hundred Fifty Thousand Dollars~~ **Two Hundred Thousand** (~~\$150,000~~**200,000**) ~~being that this amount approximately equates to a 2% tax increase at the time of writing.~~
- ~~2.3. Should the account be drawn down completely, all efforts will be made to replenish to the target minimum balance in the next budget year or within the 3-year Operating Plan.~~
- ~~3. Annual contributions to the Taxation Rate Stabilization Reserve Account shall come from well-drilling taxes, a source of unbudgeted revenue.~~

Intangibles Reserve Account

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The purpose of the Intangibles Reserve Account is to establish a dedicated fund that can be used to complete any intangible work that is operating in nature, but directly impacts capital plans & projects. The main use of these funds would be for Operating Plans, Assessments, Master Plans, or any similar projects undertaken as part of the annual budget.

1. The main source of funds for the Intangibles Reserve Account shall be regular sources of funding for municipalities: property taxes, user fees, penalties, interest, grants, etc.
2. There is no minimum balance for this reserve, as the reserve will be utilized on an annual basis to fund intangible projects and in years when the contribution is not fully utilized, will build to fund future year intangible projects to minimize the impact on taxation requirements.

Elections Reserve Account

The purpose of the Elections Reserve Account is to establish dedicated funds that can be used for transactions related to municipal elections.

1. The main source of funds for the Elections Reserve Account shall be regular sources of funding for municipalities: property taxes, user fees, penalties, interest, grants, etc.
- +2. An annual amount to fund the Elections Reserve shall be specified within the Operating Budget for each year, with the balance to be utilized for election costs in an election year.

Flood ~~Mitigation~~ Recovery Reserve Account

The purpose of the Flood Recovery Reserve Account is to fund the M.D.'s portion for the construction of long-term flood mitigation, built in response to the 2013 flood event.

1. The main source of funding for the Flood Recovery Reserve Account shall be regular sources of funding for municipalities: property taxes, user fees, penalties, interest, grants etc.
2. Council shall maintain this Reserve until the completion of all long-term flood mitigation projects.
3. Upon completion of all long-term flood mitigation projects, the remaining balance will be transferred to the Flood Mitigation Reserve Account in the Capital Reserves.

~~The purpose of the Flood Mitigation Reserve Account is to establish a pool of funds that can be used for the transactions associated with maintaining infrastructure for long term flood mitigation and is a requirement of the grant agreements for these projects.~~

- ~~1. The main source of funds for the Flood Mitigation Reserve Account shall be regular sources of funding for municipalities: property taxes, user fees, penalties, interest, grants, etc.~~
- ~~2. Council shall maintain a maximum of **Five Hundred Thousand Dollars** (\$500,000) in this account, to ensure that expenditures for infrastructure maintenance can be met.~~

Gravel Crushing Reserve Account

The purpose of the Gravel Crushing Reserve Account is to establish a dedicated fund that can be used in years that gravel crushing must be completed to replenish the M.D.'s inventory of gravel.

1. The main source of funds for the Gravel Crushing Reserve Account shall be regular sources of funding for municipalities: property taxes, user fees, penalties, interest, grants, etc.
2. There is no minimum balance for this reserve, as the reserve will be utilized to fund gravel crushing projects which are completed on a non-regular basis. This fund will build to fund future year gravel crushing projects to minimize the impact on taxation requirements.

CAPITAL RESERVES

Building and Engineered Structures Reserve Account

The purpose of the Building and Engineered Structures Reserve Account is to utilize funds for the upgrade or to facilitate emergency requirements of municipal buildings, such as operations shop and firehalls, and engineered infrastructure, such as culverts and dykes.

1. The main source of funds for the Building and Engineered Structures Reserve Account regular sources of funding for municipalities: property taxes, user fees, penalties, interest, grants, etc. ~~shall be as well as~~ contributions from surplus operating funds.
2. Expenditures from this Account shall be restricted to upgrades and replacements ~~valued at **Seven Thousand Five Hundred Dollars** (\$7,500) that qualify as~~

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Tangible Capital Asset purchases according to the TCA Policy or greater only; and will be subject to the specific approval of Council.

3. Council shall ~~maintain a minimum of~~ target a minimum balance of ~~Five~~**One Hundred Thousand Dollars** (\$~~5~~100,000) in this account ~~and shall not exceed a maximum of Five Million Dollars~~ (\$5,000,000) to ensure that emergency capital projects that qualify for this reserve can be completed.

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~~3.4.~~ Should the account be drawn down completely, all efforts will be made to replenish to the target minimum balance in the next budget year or within the 3-year Operating Plan.

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Flood Recovery Natural Disaster Mitigation & Recovery Reserve Account

The purpose of the Natural Disaster Mitigation & Recovery Reserve Account is to establish a pool of funds that can be used for the transactions associated with maintaining and creating infrastructure or facilitating emergency requirements for long-term flood mitigation and is a requirement of the grant agreements for these projects, as well as mitigation and recovery efforts resulting from forest fire activities.

1. The main source of funds for the Natural Disaster Mitigation & Recovery Reserve Account shall be regular sources of funding for municipalities: property taxes, user fees, penalties, interest, grants, etc.

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2. An annual amount to fund the Natural Disaster Mitigation & Recovery Reserve shall be specified within the Operating Budget for each year, with the balance to be utilized for mitigation costs to ensure that expenditures for infrastructure maintenance can be met.

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The purpose of the Flood Recovery Reserve Account is to fund the M.D.'s portion for the construction of long-term flood mitigation, built in response to the 2013 flood event.

1. The main source of funding for the Flood Recovery Reserve Account shall be regular sources of funding for municipalities: property taxes, user fees, penalties, interest, grants etc.

2. Council shall maintain this Reserve until the completion of all long-term flood mitigation projects.

Vehicle and Equipment Reserve

The purpose of the Vehicle and Equipment Reserve Account is to utilize funds for the replacement of vehicles, equipment and/or machinery that has completed its useful working life.

1. The main source of funds for the Vehicle and Equipment Reserve Account shall be budgeted contributions from departments who purchase vehicles and/or equipment.
2. Other sources of funds for the Vehicle and Equipment Reserve Account shall be contributed from surplus operating funds, and the net revenues realized from the sale of old/outdated/surplus M.D. vehicles, equipment and/or machinery.
3. Expenditures from this account shall be restricted to capital items only; and will be subject to the specific approval of Council.

4. Council shall ~~maintain target~~ a minimum of **Three Hundred Thousand Dollars** (\$300,000) in this account, ~~and shall not exceed a maximum of Two Million Five Hundred Thousand Dollars (\$2,500,000).~~

~~4.5. Should the account be drawn down completely, all efforts will be made to replenish to the target minimum balance in the next budget year or within the 3-year Operating Plan.~~

Sub-Account – Fire UTV

~~The Fire UTV Reserve Account holds the funds donated to the M.D. for the purchase of a Fire UTV.~~

Roads & Streets Reserve Account

The purpose of the Roads Reserve Account is to utilize funds for the upgrade of roads and M.D.'s road network systems.

1. The main source of funds for the Roads Reserve Account shall be annually budgeted contributions from the transportation/roads department.
2. Other sources of funds for the Roads Reserve Account shall be contributed from surplus operating funds.
3. Expenditures from this Reserve shall be restricted to upgrades and improvements to the road network system and will be subject to the specific approval of council.

4. Council shall ~~maintain target~~ a minimum balance of **Four Hundred Thousand Dollars** (\$400,000), ~~and shall not exceed a maximum of Three Million Dollars (\$3,000,000) on an annual basis.~~

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5. Should the account be drawn down completely, all efforts will be made to replenish to the target minimum balance in the next budget year or within the 3-year Operating Plan.

4. _____

Sub-Account - Jamieson Road Policy P-6 Reserve Account

The Jamieson Road Policy P-6 Reserve Account holds the funds charged to subdivision developers to help pay for the cost of expanding the capacity of Jamieson Road.

Sub-Account - Road Upgrade Policy P-1 Reserve Account

The Road Upgrade Policy P-1 Reserve Account is pursuant to Planning Policy P-1 and was set up to recover costs for the development of a municipal road along the northern edge of N½ 28-26-6-W5M.

Bridge Reserve Account

The purpose of the Bridge Reserve Account is to utilize funds for the upgrade or to facilitate emergency requirements of the M.D.'s bridge infrastructure.

1. The main source of funds for the Bridge Reserve Account shall be budgeted contributions from the Roads Department.
2. Other sources of funds shall be contributed from surplus operating funds, on an annual basis.
3. Expenditures from this account shall be restricted to upgrades and improvements to the municipal bridge infrastructure and will be subject to the specific approval of council.

Gravel Pit Reclamation Reserve Account

The purpose of the Gravel Pit Reclamation account is to utilize funds for reclaiming municipal gravel pits using an approved reclamation plan approved by the Province of Alberta.

1. The main source of funds for this reserve account shall be annually budgeted contributions from the Roads Department.
2. Other sources of funds shall be contributed from surplus operating funds, on an annual basis.
3. Expenditures from this account shall be restricted to upgrades and improvements to gravel pit reclamation and will be subject to the specific approval of Council.

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Parks & Trails Reserve Account

The purpose of the Parks & Trails Reserve account is to utilize funds for Municipally-owned parks and trails within the M.D. This also includes playground construction and upgrades, if approved by Council.

1. The main source of funds for this reserve account shall be annually budgeted contributions from the Parks Department.
2. Other sources of funds shall be contributed from surplus operating funds, on an annual basis.
3. Expenditures from this account shall be restricted to upgrades and improvements to parks and trails, and will be subject to the specific approval of Council.

Fire Infrastructure Reserve Account

The purpose of the Fire Infrastructure Reserve account is to utilize funds for Municipally-owned Fire and Emergency Services vehicles, equipment, and infrastructure within the M.D. This reserve will be split between sub-accounts for upgrade funding, and emergency funding.

1. The main source of funds for this reserve account shall be annually budgeted contributions from the Fire Department.
2. Other sources of funds shall be contributed from surplus operating funds, on an annual basis.
3. Expenditures from this account shall be restricted to purchases relating to construction, upgrades and improvements to infrastructure, or purchases of vehicles and equipment, subject to the specific approval of Council.

Allocation of Surplus Operating Fund

Contributions to the Capital Reserve Accounts shall be made from ~~the~~ operating surplus, as calculated in the year end audit, on an annual basis.

1. The surplus shall be allocated on a pro-rated basis determined by the Reserve's account balance as a percentage of the total Capital Reserve balance by Council approval, based on recommendations made by Administration forecasting the needs and requirements of the Municipality.

2. ~~Should a Capital Reserve Account reach the maximum threshold, as outlined in this policy, the remaining surplus shall be allocated using the same method; the amount would be pro-rated to the remaining accounts.~~

FULL COST RECOVERY SERVICE RESERVES

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Reserves for water and wastewater infrastructure are supported through budgeted surplus, the difference between budgeted revenues and expenses, for each utility. Three of the M.D.'s five Hamlets currently have water and wastewater services:

1. **Dead Man's Flats (DMF) Reserve Account** is for the water and wastewater services for DMF which are connected to Canmore's system.
2. **Harvie Heights Reserve Account** is for commercial water and wastewater services which are connected to Canmore's system.
3. **Exshaw Reserve Account** is for water and wastewater systems which are standalone systems provided by the M.D.

These are full cost recovery services and allocations for reserves are incorporated into the user fees.

OTHER RESERVES

These accounts consist of Reserves set aside from specific revenue streams.

Community Enhancement Program Reserve Account

The purpose of the Community Enhancement Program Reserve Account is to establish a unique Reserve from a specific revenue source ("hosting fees" received from the Bow Valley Waste Management Commission), which will be used to provide community benefits to the operations and impact of the regional landfill. The Community Enhancement Program Reserve Account shall not be required to keep a minimum balance: use of the funds shall be strictly controlled by Council, with a 20% allotment of the funds to each Ward (with Ward 1 receiving a double allotment, or 40% of the funds) to be available for approved, Councillor-sponsored projects.

The Community Enhancement Program Reserve Account funds shall be administered using the following criteria:

1. The funds will be used for ~~projects, not programs~~ **community enhancement initiatives**; ~~however~~ funds will not be provided to support an organization's

operations. Projects must be open to general public access and participation; and show a direct benefit to the residents of the M.D.

2. There must be a strong volunteer commitment/component to any group seeking funds. Community Enhancement Program Reserve Account funds can be used to “leverage” other grant dollars, from other (non-M.D.) sources.
3. Annual contributions to the Community Enhancement Program Reserve Account shall come from the previous year’s (landfill) hosting fees payable by the Bow Valley Waste Management Commission. Unspent annual funds will be allowed to accumulate within their designated Ward Reserve Account.
4. Requests for funding for projects outside of the M.D. boundaries can be considered, provided the community where the funding is to be used is not an incorporated municipality, and said community can demonstrate strong ties to the M.D./M.D. residents, in some fashion.
5. Applicants requesting funding under this program will be directed to the appropriate Ward Councillor(s). Councillors must sponsor projects (introduce same to Council and be supportive of the request for funds); funds can only be used if Councillor(s) and Council agree to the expenditure.
6. While Councillors can only access funds from their own allotment, Wards can combine their funding (or a portion of their funding) for mutually agreed upon projects. At the time of Council approval, it would be determined which allotments would be used towards any one project/application. Councillors have the ability to opt out of any one project that other Councillors are prepared to participate in; and to commit all or only a portion of their Ward’s allotment to any project.
7. Only Council approved ~~capital projects initiatives~~ will receive grant funding from the Community Enhancement Reserve Account. The costs of approved ~~capital initiatives projects~~ are ~~provided~~ ~~reimbursed~~ to the recipients upon submission of project invoices to the M.D. up to the approved grant amount.
8. Accounting information for the grant funds received must be submitted by the one-year anniversary date the grant is approved. Progress reports may be requested depending on the size of the project. Failure to submit an accounting or status report may cause the grant to be withheld or forfeited and may disqualify the recipients from receiving further funding.
9. Council may receive and consider requests from grant recipients to extend the one-year anniversary date for submission of accounting information because of extraordinary circumstances associated with the approved ~~capital~~ project.

10. Any unused grant money shall be retained by the M.D.

Proceeds from Lot Sales Reserve Account

The Proceeds from Lot Sales Reserve Account was established for the proceeds from the sales of M.D. lots for which the proceeds have not been specifically earmarked. These reserves are considered restricted ~~surplus reserves and can be utilized through the approval of Council as part of the Capital Budget.~~

~~**Jamieson Road Policy P-6 Reserve Account**~~

~~The Jamieson Road Policy P-6 Reserve Account holds the funds charged to subdivision developers to help pay for the cost of expanding the capacity of Jamieson Road.~~

~~**Road Upgrade Policy P-1 Reserve Account**~~

~~The Road Upgrade Policy P-1 Reserve Account is pursuant to Planning Policy P-1 and was set up to recover costs for the development of a municipal road along the northern edge of N½ 28-26-6 W5M. No expenditures have been made from this reserve.~~

Aggregate Levy Reserve Account

The Aggregate Levy Reserve Account is for aggregate levies collected as per Bylaw 04/06. The funds collected are to be used in the best interests of the residents of the M.D. to offset the costs of the impact created by sand and gravel operations on municipal infrastructure.

Municipal Reserve (MR) Money (Cash) in Lieu Reserve Account

The MR Money (Cash) in Lieu Reserve Account pertains to ~~Section 671 subsection (4)~~ of the Municipal Government Act, for which money provided in place of MR and the interest earned on that money shall be accounted for separately and only used for purposes outlined in ~~Section 671 subsection (2)~~ the MGA.

Date Approved: September 10, 2019 **Motion No.:** 212/19

Date Amended: June 9, 2020 **Motion No.:** 131/20

CAO _____ Reeve _____

Rescinds Policy No. F-10

MUNICIPAL DISTRICT OF BIGHORN NO. 8
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2025

16. Equity in tangible capital assets

	2025	2024
Tangible capital assets (schedule 2)	\$ 142,839,483	\$ 129,739,933
Accumulated amortization (schedule 2)	(48,389,341)	(45,864,578)
Asset retirement obligation	(807,121)	(785,137)
Long-term debt (note 9)	(7,506,205)	(636,064)
	\$ 86,136,816	\$ 82,454,154

17. Reserves

Council has set up reserves for various purposes. These reserves are either required by legislation or set up at the discretion of Council to provide funding for future expenses.

	2025	2024
Operating		
General operating reserves	\$ 722,448	\$ 782,710
Tax rate stabilization	661,563	524,170
Flood recovery reserves	136,997	460,502
Elections reserve	871	12,692
	1,521,879	1,780,074
Capital		
Engineering structures	2,057,390	2,435,666
Vehicles	62,571	578,352
Roads	2,893,652	3,190,092
Lot sale proceeds reserve	5,714,360	7,496,559
Jamieson Road policy	22,469	22,157
Road upgrade policy	34,646	34,164
Aggregate levy reserve	758,365	747,818
Gravel site reclamation	525,536	508,366
Exshaw water project	22,061	1,036,528
Community enhancement - Exshaw area	386,013	321,480
Municipal reserve	290,444	298,238
Community enhancement - Dead Man's Flats, Harvie Heights, and Lac Des Arcs area	194,589	162,300
Dead Man's Flats water and wastewater project	-	(3,031,384)
Harvie Heights water project	-	(480,948)
Community enhancement - Jamieson Road area	237,473	204,588
Community enhancement - Benchlands area	218,228	185,610
Flood mitigation reserve	311,197	257,565
Bridge reserve	731,370	676,512
	14,460,364	14,643,663
	\$ 15,982,243	\$ 16,423,737

REQUEST FOR DECISION

DATE: May 20, 2026

REPORT TITLE: Central Alberta Economic Partnership (CAEP) Membership

RECOMMENDATION: THAT Council designates [Elected Official Name] as the Municipal District of Bighorn No.8's representative to the Central Alberta Economic Partnership (CAEP) for the 2026-27 fiscal year.

LEGISLATIVE REQUIREMENT/AUTHORITY: Not Applicable.

STRATEGIC PLAN:

Goal B: Foster healthy, productive relationships with MD residents, industries, neighbours and partners:

- Boost visibility and attendance at events in the MD and surrounding areas.
- Establish lasting relationships with both internal and external partners.

Goal C: Manage, invest and plan for sustainable municipal infrastructure:

- Development of Dead Man's Flats East Area Industrial Park.

BACKGROUND/DISCUSSION:

Central Alberta Economic Partnership (CAEP) is a Regional Economic Development Alliance (REDA) established in 1998 by former Red Deer Mayor Gail Surkan. CAEP represents more than 30 communities across Central Alberta and focuses on strengthening the regional economic landscape. The MD of Bighorn is currently a member of this organization.

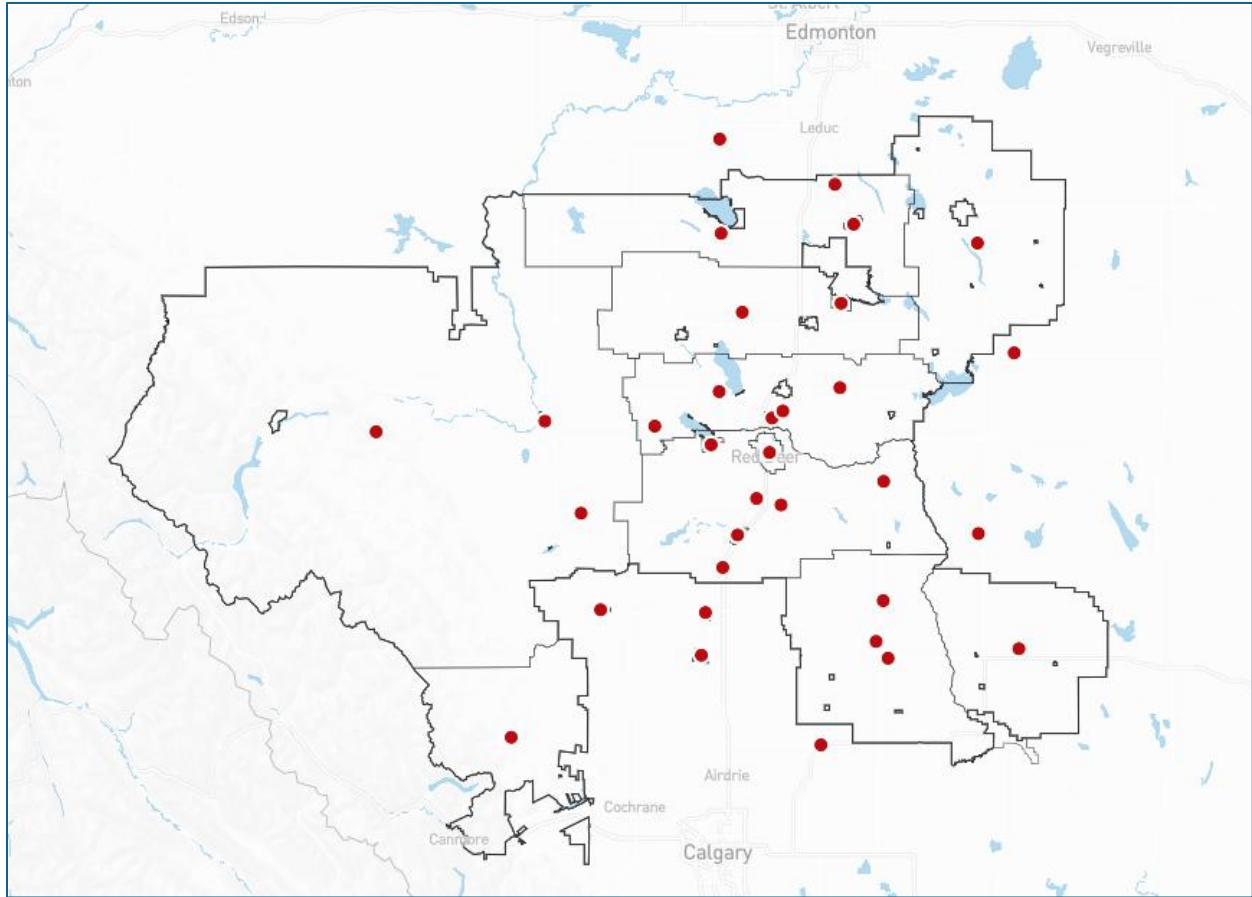
CAEP's vision is to build a business-friendly, diverse, and welcoming region that provides strong opportunities for all. The 2025–2027 Strategic Plan emphasizes the impact statement "*Empowering Investment Attraction in Central Alberta*," emphasizing CAEP's role as a connector within the regional investment ecosystem and its commitment to strengthening organizational excellence. Key priorities include modernizing the Articles of Association, implementing project-based ad hoc committees, and continuing to deliver strategic training opportunities. Business retention and support, investment attraction, broadband improvements, transportation and logistics development, regional land database management, and municipal investment-readiness support. Key projects undertaken in 2025 include:

- **Site Link Forum Event** – An educational session on international investment attraction and opportunity to showcase our region to site selectors consultants
- **Community Investment Readiness Profiles** – Tools that support local economic development efforts, improve investment readiness and strengthen responses to investor inquiries.
- **Connection Corridor Pre-Feasibility Study** – An update pre-feasibility study for the proposed "Howse Pass Corridor"

CAEP is governed by a Board of Directors representing municipalities, First Nations, and associate members. Funding for CAEP has come from membership fees and various grants from the Government of Alberta (GOA) and other sources. In January 2024, the GOA advised that the Ministry of Jobs, Economy and Trade, as part of its broader regional economic development approach, would be changing the operational funding model for the REDAs to transition them toward financial independence. A three (3)-year transitional operational funding agreement for up to

\$125K annually until the end of fiscal 2026/2027, was provided along with two (2) years of complementary independent consulting services to assist with the transition to self sustainability.

CAEP Membership Map:



Option 1: CAEP Continue Membership – Designate Elected Official Member

CAEP membership provides a forum for regional collaboration with other elected officials, allowing the MD to participate in collective discussions and initiatives that support the broader economic strength of the wider region. CAEP also offers educational and professional development opportunities related to economic development, as well as regionally focused projects aimed at investment readiness and attraction.

However, these benefits come with considerations. CAEP’s diverse membership can make it challenging to identify and deliver projects that directly benefit the MD of Bighorn while also meeting regional needs. Some CAEP projects require additional financial contributions or in-kind resources from members. In addition, CAEP’s evolving relationship with the Government of Alberta could affect its operational scope and influence. However at the May 8, 2026, Annual General Meeting (AGM), CAEP presented their three (3)-year Business Plan 2026-2028. The Business Plan states that CAEP is working towards transitioning from a government-subsidized organization to a self-sustaining, member-valued regional economic development organization. The purpose of the Business Plan is to accelerate shared economic prosperity by building the regional capacity, connectivity and credibility that help members compete in the global marketplace [See Attachment #3].

Option 2: Withdraw CAEP Membership – effective Q4 of 2027

According to Section 7.2) of the CAEP's Articles of Association, members may withdraw by providing at least one (1) year's notice to the Board. The withdrawal would generally take effect in the fourth quarter of the following year; given that CAEP's annual membership runs April 1 – March 31 each year, withdrawal may not occur until Q4 of 2028, and a membership invoice may be required in early 2027 for the 2027-28 fiscal year.

However, Administration does not recommend this option. Administration is still evaluating human resources' operational effectiveness and efficiencies for the levels of service that Planning & Development Services provides to the public. While there have been previous discussions on creating a new Economic Development Officer (EDO) position at the MD, Administration is not recommending an EDO position at this time, and we are focusing on internal and external economic development-related capacity building where we can. This includes maintaining the MD's annual membership with CAEP, as the value provided through external relationships, professional development opportunities, relevant data and platforms is vastly outweighed by the small annual membership fee.

FINANCIAL IMPLICATIONS:

CAEP's membership cycle runs from April 1 to March 31. The MD of Bighorn's 2026/2027 membership fee is \$1,510.11, calculated on a per-capita basis. The MD is not a significant financial contributor to CAEP, yet the MD benefits from receiving the same access to data and platforms, professional development, networking, and event opportunities as all other CAEP members.

COMMUNICATION (INTERNAL/EXTERNAL): Central Alberta Economic Partnership (CAEP) – discussion involved membership benefits and previous MD designates to CAEP.

PUBLIC PARTICIPATION: Not Applicable.

COMMENTS:

The Director of Planning & Development Services recently attended:

- On April 29th – the “*Fundamentals of Rural Economic Development*” course in Blackfalds, AB – led by the Economic Developers of Alberta and hosted by the Central Alberta Economic Partnership; and
- On May 8th – the Central Alberta Economic Partnership Annual General Meeting (AGM) in Ponoka, AB – with:
 - o Panel discussions from industry leaders and government representatives on Central Alberta's Role in Carbon Capture and Storage, and Investment Readiness in Central Alberta (focused on Tourism);
 - o CAEP's three (3)-year Business Plan; and
 - o CityViz Economic Development Platform for CAEP Members.

The Director wanted to attend and experience these CAEP events prior to bringing this Request for Decision to Council.

In 2026-2027, the Director will be focusing on how best to continue [or commence] the MD's economic development functionality at the MD. Currently, the MD is reactive to economic development-related enquires and tasks, and organizations such as the Economic Developers of Alberta (EDA) and CAEP can provide economic development-related guidance, mentorship, and assist in building internal and external economic development capacity for the MD with access to data, tools, information and relationship resources that the MD would otherwise not have access to.

ALTERNATIVES:

1. THAT Council provides 12-months' notice to the Central Alberta Economic Partnership (CAEP) to withdraw its municipal membership, which would take effect during the fourth quarter of the following year.

ATTACHMENTS:

1. CAEP Membership Letter to the MD – April 16, 2026
2. CAEP – Year In Review 2025 – 2026 – for information purposes
3. CAEP – Annual General Meeting Email Follow Up – May 13, 2026
4. CAEP – Articles of Association (Appendix 99 01 02) – for information purposes

PREPARED BY: Hayley Gavin, Director of Planning and Development Services

REVIEWED BY: Jenny Kasprowicz, Manager of Planning & Development Services

APPROVED BY: Shaina Kelly, Chief Administrative Officer

SUBMITTED TO: Council

MEETING DATE: June 9, 2026

APPROVED BY – INITIALS: 

April 16, 2026

Municipal District of Bighorn
Box 310
Exshaw, AB
T0L 2C0

Attention: Hayley Gavin

Dear Hayley,

On behalf of Central Alberta Economic Partnership (CAEP), thank you for your continued leadership and commitment to advancing economic development across our region.

Please find attached your membership renewal invoice for 2026 – 2027.

Your membership is more than a contribution—it is a partnership. Together, we are building a stronger, more competitive Central Alberta by working collectively to attract investment, support business growth, and strengthen the economic resilience of our communities.

CAEP exists to bring municipalities together around a shared purpose: regional collaboration. By aligning our efforts, we amplify our impact—ensuring Central Alberta is not only investment-ready, but also positioned as one of the best places to live, work, and do business.

Through your membership, you are part of a coordinated regional approach that:

- Advances investment attraction and community readiness
- Connects municipalities with industry, government, and opportunity
- Provides access to data, insights, and tools that support informed decision-making
- Creates opportunities for collaboration through committees, events, and regional initiatives

Equally important, CAEP serves as a convener—bringing members together to share knowledge, align priorities, and advocate collectively for the long-term prosperity of Central Alberta.

Also attached to this membership package is a Year-End Review document that outlines what CAEP has accomplished over the past year, as well as our plans for 2026-2027. More details will be presented at our Annual General Meeting on May 8, 2026 in Ponoka, Alberta. Register for your ticket now through the CAEP website at:
www.investcentralalberta.ca/event-list

Thank you again for your ongoing support and partnership. If you have any questions or would like to discuss how to further leverage your membership, please don't hesitate to reach out.

Sincerely,



Paul Salvatore
Executive Director, Central Alberta Economic Partnership
Phone: 587-447-2237
Email: psalvatore@investcentralalberta.ca



Central Alberta
Economic
Partnership

Year-In-Review: 2025 - 2026

March 31, 2026

About CAEP

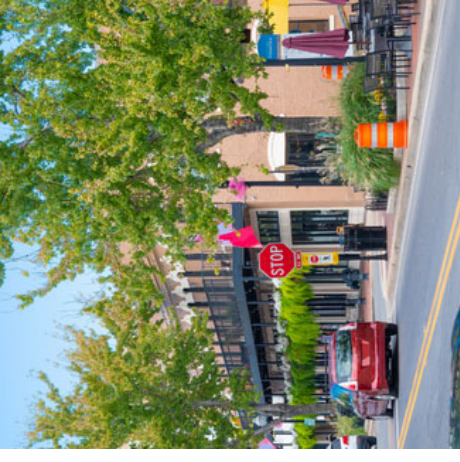
Central Alberta Economic Partnership (CAEP) is a regional economic development organization whose mission is to **strengthen and grow the economy across Central Alberta**. Originally created by the Government of Alberta, we are now an independent, not-for-profit organization that brings together communities, industry, and local businesses to align priorities, attract investment, and support economic growth—because we know we’re stronger and more competitive when we work collectively rather than individually. We are:

- **A catalyst** for regional competitiveness, investment readiness and attraction
- **Industry connectors** – improving industry awareness - leading to better opportunities
- An “Arms Length” Part 9 Corporation with 30+ municipal and industry members representing 300,000 Central Albertans, 175 Elected officials and the region’s 25,000 businesses.
- Powered by a dedicated Board of Directors and Industry partners.
- We amplify wins and build relationships—through member engagement, events, project sponsorship and creating a better understanding of economic development, **supporting all of our communities**.



The Evolution of CAEP

- **1998** – CAEP is founded when a regional committee approaches the Government of Alberta (GOA) for funding. CAEP is funded as a “Part 9,” not-for-profit organization under the Municipal Government Act.
- **2004** – CAEP has 4 GOA staff, offices in the Red Deer Provincial Building and 40 member municipalities. **CAEP’s budget is \$1 million+ per year.**
- **2016** – The GOA changes its funding model and no longer provides staff for CAEP operations. CAEP hires its own Executive Director, who becomes CAEP’s only full-time staff person.
- **2016 – 2025** – CAEP’s membership model holds per capita membership fees to minimal year-over-year increases, straining service capacity; the GOA announces it will end CAEP’s funding in March 2027.
- **Today** – CAEP is actively redefining its role as a catalyst for economic development in Central Alberta, helmed by Paul Salvatore, Executive Director and Marta Bristow, Director of Strategic Initiatives.



Your CAEP Team



Paul Salvatore, Executive Director (full time role)

Phone: 587-4474-2237

Email: psalvatore@investcentralalberta.ca

As the leader of a membership organization, Paul's main focus is **building and strengthening CAEP's membership, regional partnerships, and government relations**

He is also responsible for overseeing CAEP Operations:

- Administration and Finance functions
- Marketing and Communications
- Membership Management and Development
- Project Development and Implementation



Marta Bristow, Director of Strategic Initiatives (0.25 role / approx. 10 hrs per wk)

Phone: 403-837-2190

Email: mbristow@investcentralalberta.ca

Marta's role involves helping to manage CAEP Operations, and leading special initiatives, e.g. grants, projects, courses and workshops, meetings and events.

CAEP's Board of Directors



CAEP is overseen by a dedicated volunteer Board of Directors elected by CAEP members. Board meetings are held regularly throughout the year. Positions are three-year terms, with elections held annually at our Fall General Meeting to fill vacant positions (terms are staggered, to avoid a complete turnover of board members). CAEP's Board Members are:

Jean Barclay – Chair
Town of Innisfail

Jordon Northcott
Clearwater County

Ben Allan (*Associate Member Rep*)
Red Deer Polytechnic

Barry Kletke – Vice-Chair
Town of Trochu

Justin Sinclair
Town of Rocky Mountain House

Leonard Standingontheroad
Montana Nation

Bob Murray – Secretary
Town of Didsbury

Neil Young
Village of Beiseker

Amy Merrill (*Business Rep*)
Kneehill County

Lee Girard – Treasurer
Red Deer County

Brenda Knight
Lacombe County

Kevin Stalker (*Business Rep*)
Town of Rocky Mountain House

Chad Krahn
City of Red Deer

CAEP Strategic Plan 2025-2027



In February 2025, CAEP created a 2025 - 2027 Strategic Plan. At the heart of the strategy is CAEP's mission: **Empowering Investment Attraction in Central Alberta.**

We do this by:

- Providing **access to Economic Development expertise**
- Creating investor-focused **community economic profiles and data**
- Delivering **projects to advance regional economic development**
- Offering **strategic training and development activities and timely member communications**
- Developing and implementing a **government relations strategy**
- **Building and expanding relationships** with regional partners
- Providing **networking opportunities** through member events

At the 2026 Spring Annual General Meeting, **CAEP will unveil a new 3-Year Business Plan.** This new plan will build on the work accomplished over the past two years and set a bold new direction for regional economic development in Central Alberta.

A Look Back at 2025 - 2026



Key Projects and Events Delivered in 2025 - 2026

Site Link Forum Event: September 3-5, 2025

CAEP hosted the SiteLink Forum Event in Red Deer County on September 3 – 5, 2025. The event was a valuable opportunity to hear from international site selectors and connect with leaders in economic development, construction, architecture, engineering, and real estate to network, gather insights, and share expertise.



Highlights from the event included:

- Presentations and networking with 8 international site selectors, with expert advice on how to position the region for investment opportunities
- Complimentary registrations for CAEP member communities
- Exclusive dinner for CAEP members with the site selectors
- Expert speakers offering insights on regional competitive advantages
- Showcase tour of the CAEP region for the visiting site selectors



Key Projects and Events Delivered in 2025 – 2026 (cont.)



Community Investment Readiness Profiles

CAEP partnered with the Northern and Regional Economic Development (NRED) Program to commission Community Profiles for 10 CAEP member communities. These profiles support economic development efforts, build a common understanding of local economic development and community assets, improve overall investment readiness, and help members respond to investment inquiries. This project also included a Central Alberta Regional Profile that covers the full CAEP region, now on CAEP's website.



Strategic Advocacy: The Connections Corridor Pre-Feasibility Study Update

CAEP and other regional partners commissioned an updated pre-feasibility study for the proposed "Howse Pass Corridor." This corridor is a road that would create a more direct transportation route between BC and central Alberta, running from Highway 1, just north of Golden BC, to Saskatchewan River Crossing in Alberta. This study update was initiated by CAEP's Transportation and Logistics committee, chaired by Ian Oostindie, and was completed in February 2026. The final report will provide the basis for future feasibility studies and discussions.

Projects and Events Delivered in 2025 – 2026 (cont.)

Economic Development Training and Courses

CAEP partnered with the Economic Developers of Alberta (EDA) Institute to deliver four economic development courses in 2025 – 2026. CAEP members received free registration to all courses:

[Business Retention and Expansion](#)
May 26, 2025, Olds

[Establishing the Foundation](#)
March 24, 2026, Red Deer

[Performance Measurement in Economic Development](#)
June 27, 2025, Red Deer County

[Fundamentals of Rural Economic Development](#)
April 29, 2026, Blackfalds

The Secret Sauce: Economic Development for Elected Officials Workshop

CAEP developed a 1.5-hour workshop for elected officials to expand their understanding of how their decisions can help shape community growth and make a measurable impact. This session unpacks what actually moves the needle on economic development: aligning council priorities, streamlining permitting, packaging serviced land, and building investor confidence through clear, consistent data. Participants learn the “secret sauce” behind successful local economic growth—and how opportunities can lead to tangible investment with the support of CAEP and our regional partners. **This workshop was launched at the Fall 2025 Fall General Meeting and is delivered to CAEP members upon request.**

Projects and Events Delivered in 2025 – 2026 (cont.):

Launch of Team Central Alberta

At the Fall 2025 General Meeting, CAEP launched **Team Central Alberta**, an exciting new initiative to engage regional businesses and industries in working together to drive growth in key sectors. These include: transportation and logistics, agri-food and ag-tech, energy, carbon capture and storage, advanced manufacturing, and digital infrastructure. Team Central Alberta benefits include:

- Accelerated access to decision-makers, regional data, and support from the Team Central Alberta network and municipal leaders.
- Elevated exposure and profile through CAEP event sponsorships and promotional activities.
- Thought leadership opportunities such as speaking engagements and lunch and learn events.
- Invitations to networking events structured to strengthen regional connections.
- A seat at the table for developing regional economic policies that support certainty and success.
- Opportunities to participate in trade missions.

Team Central Alberta will take off more fully in the upcoming year, with numerous projects planned (details on the following pages).

What to Expect in 2026 - 2027...



**Team
Central
Alberta**

**One Region
Infinite Opportunities**

New Initiatives for 2026 - 2027

Here are some of the many projects and initiatives CAEP has planned for 2026-2027. More details will be presented at the Spring General Meeting on May 8, 2026.

- Continued expansion of **Team Central Alberta**
 - Paul will work with regional partners to build the Team Central Alberta network, including local businesses, large companies, industry associations, post-secondary institutions and innovators—all of whom are committed to investment, job creation and productivity.
- A new **Economic Data Portal** with clear, consistent and current data for CAEP members
 - **Every CAEP municipal member will have a dedicated community dashboard of key economic data** to support economic development efforts, improve overall investment readiness, and help members respond to investment inquiries.
- **Regional Land Development and Investment Attraction Strategy** for Central Alberta
 - Phase 1: series of workshops to develop 3 aspects of the strategy:
 - Identifying investment-ready sites
 - Opportunities and trends in commercial real estate
 - Creating conditions for affordable housing

New Initiatives for 2026 – 2027 (cont.)

- Strategic advocacy and international market development
- Economic development workshops and other events
 - Continue delivering the **Secret Sauce: Economic Development for Elected Officials** session
 - New EDA workshops; Lunch and Learns with regional industry partners
- CAEP Members-only Website Portal with economic development tools and resources
- Development of a digital marketing plan to enhance CAEP communications through website, newsletter, social media and other channels
- Completion of an MOU with Red Deer Polytechnic

Other focus areas:

- **Government Relations:** Continue building and strengthening relationships with federal, provincial and municipal governments
- **Modernizing CAEP's Articles of Association** (revisions will be presented to CAEP members for a vote at the Spring 2026 AGM)

CAEP Members 2026 Meeting Schedule



2026 Spring Annual General Meeting
Friday, May 8, 2026

Wolf Creek Golf Resort, Ponoka

For more details and to register, visit:

www.investcentralalberta.ca/event-list



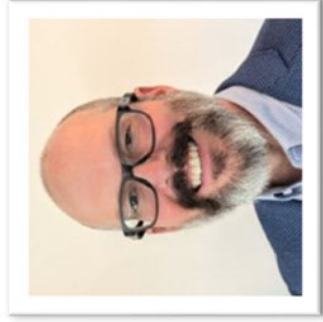
2026 Fall General Meeting
Wednesday, November 18, 2026

Lacombe Golf and Country Club, Lacombe

SAVE THE DATE!

Registration will open closer to the event.

Contact Us



Paul Salvatore, Executive Director

Phone: 587-447-2237

Email: psalvatore@investcentralalberta.ca



Marta Bristow, Director of Strategic Initiatives

Phone: 403-837-2190

Email: mbristow@investcentralalberta.ca

Please reach out to us any time. We'd love to hear from you!



Central Alberta
Economic
Partnership

Empowering Investment Attraction in Central Alberta

Thank you for your support!

www.investcentralalberta.ca

From: [Marta Bristow](#)
To: [Marta Bristow](#)
Cc: [Paul Salvatore](#)
Subject: CAEP Members and Guests: thank you for a great AGM!
Date: Wednesday, May 13, 2026 6:42:31 PM
Attachments: [Outlook-5qv5e4ib.png](#)

Thank you to everyone who joined us for the Central Alberta Economic Partnership (CAEP) Annual General Meeting on May 8.

The day brought together municipal leaders, industry partners, economic development professionals and regional stakeholders for a practical conversation about where Central Alberta is heading — and what we need to do together to keep building investment momentum.

The AGM included strong conversations around what it takes for Central Alberta communities to be ready when opportunity knocks.

The message was clear: **Central Alberta is strongest when we act as one region.**

CAEP's work continues to centre on ***Empowering Investment Attraction in Central Alberta***. That means building the tools, partnerships, data and regional alignment that help our member communities compete with confidence. As outlined at the AGM, CAEP is a catalyst for regional competitiveness, investment readiness and attraction, representing 30+ municipal and industry members, 300,000 Central Albertans, 175 elected officials and 25,000 businesses.

New Tool: CAEP's Economic Development Data Platform

A major AGM highlight was the introduction of the new **CityViz economic development data platform** for CAEP members.

This platform will help CAEP member communities build a more cohesive investment attraction story. It provides regional and community-level data on population, labour force, business counts, transportation, broadband, social infrastructure, power infrastructure and other key indicators. It also includes report-building tools that can generate charts, maps, data tables and investment packages.

It will help members:

- Respond faster to investor questions
- Build stronger investment packages

Use consistent and current data

- Compare opportunities across the region
- Support community profiles, grant applications and business cases

CAEP will be hosting Lunch and Learn sessions in the coming months to help members access the full benefits of the platform, and generate custom reports that will directly support economic development in your community.

Three-Year Business Plan: Moving from Vision to Delivery

At the AGM, CAEP presented its **Three-Year Business Plan for 2026–2028**.

The plan is designed to help CAEP transition from a government-subsidized organization to a self-sustaining, member-valued regional economic development organization. Its purpose is to accelerate shared economic prosperity by building the regional **capacity, connectivity and credibility** that help members compete in the global marketplace.

The plan is built around five strategic objectives:

1. **Build trust and deliver visible wins**
2. **Build a regional data hub**
3. **Attract investment through Team Central Alberta**
4. **Build member capacity and strengthen the regional economic development ecosystem**
5. **Become financially independent**

To keep this work accountable, CAEP will introduce a Report Card with KPIs at future Spring and Fall General Meetings. We will also launch an annual member survey starting in Fall 2026 to help track satisfaction, value and service priorities.

Team Central Alberta: Building the Regional Investment Engine

Team Central Alberta will be a major focus in the year ahead.

Through this initiative, CAEP will work with regional partners to expand industry participation, build stronger investment relationships and create opportunities in sectors where Central Alberta has clear advantages.

Priority sectors include:

- Transportation and logistics
- Agriculture, agtech and agri-food
- Energy and carbon capture
- Advanced manufacturing
- Digital infrastructure
- Construction, financial services, technology and other enabling sectors

Our next steps include recruiting industry partners, developing a regional investment prospectus, participating in site selector events and supporting an international market development strategy aligned with regional strengths.

Member Spotlight: Immigration as Economic Development

Thank you to Immigration Care for joining us at the AGM and sharing a practical primer for economic developers.

The presentation made an important point: immigration is not just a workforce issue. It is an economic development tool.

For Central Alberta, immigration can support labour shortages, entrepreneur attraction, business succession, investment growth and specialized skills needs. The session also highlighted that immigration policy is changing quickly, and communities and businesses need to plan earlier, document carefully and know which pathways may apply before a need becomes urgent.

What Happens Next

CAEP is already moving AGM priorities into action.

In 2026–2027, members can expect:

- Continued expansion of Team Central Alberta
- Lunch and Learns on the new data platform
- Regional Land Development and Investment Attraction Strategy workshops

Continued delivery of *The Secret Sauce* workshop for elected officials

- New EDA workshops and member learning opportunities
- Development of a CAEP members-only website portal
- A digital marketing plan to strengthen CAEP communications
- Completion of an MOU with Red Deer Polytechnic
- Ongoing government relations work
- Modernization of CAEP's Articles of Association

Thank You

Thank you to our members, Board of Directors, speakers, partners and attendees for making the AGM a productive and energizing day.

CAEP's role is to help Central Alberta compete as one region. With stronger data, clearer priorities, deeper partnerships and a growing Team Central Alberta network, we are building the foundation for the next phase of regional economic development.

One Region. Infinite Opportunities.

Paul Salvatore, Executive Director
psalvatore@investcentralalberta.ca
587-447-2237

Marta Bristow, Director of Strategic Initiatives
mbristow@investcentralalberta.ca
403-837-2190



Address: G11, 5550 – 45th St | Red Deer, AB | T4N 1L1
Direct: 403.837.2190 | investcentralalberta.ca

We acknowledge and honour that the land we work and live on is located in the Treaty 6 and Treaty 7 regions. This area is the traditional lands of the Cree, Niisitapi (Blackfoot), Tsuut'ina, Stoney Nakoda, Saulteaux, and Métis peoples.

(Appendix 99 01 02)
ARTICLES OF ASSOCIATION

OF

CENTRAL ALBERTA ECONOMIC PARTNERSHIP LTD.
(02 01 01)

1. Application

The regulations contained in Table A in the *Companies Act*, R.S.A. 1980, c. C-20, and any amendments thereto or regulations hereafter passed in substitution therefore shall not apply to the Association.

INTERPRETATION

2. Definitions

- 1) In these Articles, including this clause, unless the context or subject matter requires a different meaning:
 - a) “Annual General Meeting” means the regular General Meeting required by the *Companies Act* to be held annually;
 - b) “Articles” means these Articles of Association as amended from time to time;
 - c) “Association” means Central Alberta Economic Partnership Ltd.;
 - d) “Board” means the Board of Directors from time to time of the Association;
 - e) “Business Representative” refers to any individual chosen by the member municipality to represent the municipality on behalf of the business community;
 - f) “Extraordinary General Meeting” means any meeting other than an Annual General Meeting or a General Meeting;
 - g) “General Meeting” means a meeting of the members;
 - h) “Member” means a person referred to in Article 5;
 - i) “Municipal Representative” refers to any elected official or municipal representative chosen by the member to represent the municipality;

- j) "Person" includes an individual, a partnership and a corporation whether created by act of the Legislature of Alberta or otherwise;
 - k) "Representative" means an individual appointed by a member pursuant to Article 5;
 - l) "Region" means the area encompassed by the membership communities.
 - m) "The *Companies Act*" means the *Companies Act*, R.S.A. 1980, c. C-20, as amended from time to time.
- 2) Words which have a special meaning assigned to them in the Companies Act has the same meaning in these Articles.

3. Headings

The headings used throughout these Articles are inserted for reference purposes only, and are not to be considered or taken into account in construing the terms or provisions of any Article nor to be deemed in any way to qualify, modify or explain the effect of any such terms or provisions.

REGISTERED OFFICE

4. Place of Registered Office

The Board from time to time may change the place within the Province of Alberta at which the Registered Office is situated or fix the address of such Registered Office.

MEMBERS

5. Persons Entitled to be Members

- 1) The members of the Association shall be:
 - a) The subscribers of its Memorandum of Association; and
 - b) Such other persons as shall apply for admission as members of the Association and who are accepted by the Board, provided that such persons are:
 - i) A municipality, as defined by the Alberta Municipal Act, or an Indian Band as defined by the Indian Act of Canada;

- ii) Any other such persons or class of persons as the Board shall determine by a quorum vote.
- 2) The associate member of the Association shall be:
- a) A business agency in the CAEP region;
 - b) A sub-grouping of communities focusing on the delivery of localized economic or tourism development strategies in the CAEP region;
 - c) A health authority conducting business within the CAEP region as defined by Alberta Health;
 - d) A post secondary educational institution currently conducting business within the CAEP region;
 - e) A Community Futures organization operating in the CAEP region as defined by Western Economic Diversification;
 - f) A chamber of commerce representing a community in the CAEP region; and
 - g) Such other organizations that support regional economic development in the CAEP region, with approval of the CAEP board.
- 3) Applications for membership received by the organization shall be reviewed to ensure the applicant complies with the guidelines as set forth above. Acceptance or rejection of membership shall be conveyed by letter endorsed by a duly authorized representative of CAEP.
- 4) Each member shall have 2 voting representatives. One shall represent the business community and one shall represent the municipality itself. If the member is unable to appoint a representative from each group, the member may appoint two representatives from the same group. The member may change either or both of its representatives at any time with written notice to and approved by the Association.
- 5) An Associate member shall have one (1) voting representative. The Associate member may change its representative at any time with written notice to and approved by the Association.

6. Member Responsibilities

Members of the Central Alberta Economic Partnership have the following responsibilities:

- 1) Members are expected to promote regional economic development in Central Alberta;
- 2) Members are expected to educate themselves on the mission, vision, goals, and priorities of the Association;
- 3) Members are expected to attend the Annual General Meeting; and
- 4) Each member is expected to read the Annual Business Plan and Strategic Plan.

7. Cessation of Member

A member shall cease to be a member:

- 1) if the member is a municipality, upon the member ceasing to be a municipality as defined in the Municipal Government Act (Alberta); or
- 2) upon giving at least one calendar year's written notice to the CAEP Board of Directors of its intention to withdraw in the fourth quarter of the following year, or its earlier acceptance by the Board.

8. Cancellation of Membership

The Association shall be entitled to cancel the membership of a member if the member:

- 1) fails to pay any amounts owing to the Association by the date on which such amounts are due, the Association may cancel the membership of the member by special resolution; and
- 1) for inappropriate behaviour not conducive to the intent and operations of the Association.

MEETING OF MEMBERS

9. General Meeting and Annual General Meeting

A General Meeting of the Association shall be held at such time and place as may be determined by the Board in accordance with the provisions of the *Companies Act*. Annual General Meeting of the Association shall be held once per year at such time and place as may be determined by the Board in accordance with the provisions of the *Companies Act*.

10. Extraordinary Meetings

Extraordinary meetings of the Association may be convened by the Board whenever they think fit or may be convened upon the requisition of the members in the manner provided in the *Companies Act* for the convening of extraordinary meetings.

At the request of two thirds of the membership by written notice, the Chairperson shall cause a special meeting to be called but such request must be made in writing at least ten (10) business days before the requested scheduled date.

11. Place of Meeting

Meetings of members shall be held at such place within the Province of Alberta as may be determined by the Board.

12. Notice of Meetings

Where it is proposed to pass a special resolution at a General Meeting, such notice shall be given as is required by the *Companies Act*.

In all other cases, at least ten days' notice specifying the place, the day and hour of a General Meeting and, in case of special business, the general nature of such business, shall be given to the members at such meeting in the manner hereinafter mentioned.

13. Omissions and Errors

The accidental omission to give notice to any such member, or the non-receipt by any such member of such notice or any error in any notice not affecting the substance thereof shall not invalidate the proceedings at any General Meeting held pursuant to such notice or otherwise founded thereon.

14. Waiver of Notice

At any General Meeting, if all the members are present either in person or by proxy, they may waive the necessity of giving any previous notice of such meeting.

An entry in the minutes of such meeting of such waiver shall be sufficient evidence of the due convening of the meeting.

PROCEEDINGS AT GENERAL MEETINGS

15. Annual General Meeting

The business of an Annual General Meeting to be held prior to June 15 of each year shall be:

- 1) to receive and consider the audited financial statement and activities report, for the CAEP fiscal year ending March 31, prepared in accordance with the *Companies Act*;
- 2) the appointment of the auditors;
- 3) the election to the Board for any vacant seats; and
- 4) to transact any other business which under these Articles and the *Companies Act* ought to be transacted at an Annual General Meeting.”

16. Fall General Meeting

The business of a Fall General Meeting to be held prior to December 15 of each year shall be:

- 1) regular election of Board members and election for any vacant seats; and
- 2) to transact any other business which under these Articles and the *Companies Act* ought to be transacted at a General Meeting.”

17. Quorum

For all purposes but subject to Article 16, the quorum for a General Meeting shall be 50% + 1 of the members. Each member may be represented by one or two of its designated representatives in person or by proxy.

18. Proxies

Each voting member may by means of a proxy appoint a proxy holder to attend and act at the meeting in the manner and to the extent authorized and with the authority conferred by such proxy. A proxy shall be in writing executed by the member or his attorney authorized in writing and shall conform to the requirements of the *Companies Act*. A proxy is valid only at the meeting in respect of which it is given or at any adjournment thereof and may be revoked in accordance with the provisions of the *Companies Act*.

19. Chair, Secretary and Scrutinizers

The Chair shall preside as Chair at every General Meeting and in the Chair's absence a Vice-Chair, and if none of these are present, or if at any meeting, they are not present within fifteen minutes after the time appointed for holding the meeting, the members present shall choose a member of the Board present to be Chair, or if no member of the Board shall be present and willing to take the Chair, the members present shall choose one of their number to be Chair. If the Secretary of the Association is absent, the Chair shall appoint some person, who

need not be a member, to act as Secretary of the meeting. One or more scrutinizers, who need not be members, may be appointed by ordinary resolution of the members or by the Chair with the consent of the meeting.

20. Adjournment of Meeting

The Chair may adjourn any meeting from time to time and from place to place, but no business shall be transacted at any adjourned meeting other than the business left unfinished at the meeting from which the adjournment took place.

21. Voting and Procedure

- 1) Each member as referred to in Article 5-1, namely a municipality or an Indian Band, shall be entitled to 2 votes on any matter that requires or allows the voting of members in these Articles. Each of the two representatives appointed by the member shall be entitled to exercise one of the member's two votes. If a member has only one representative or only one representative is present at a meeting, that representative may exercise both the votes of the member provided notice is given to the Chair of the meeting prior to the meeting.
- 2) Each member as referred to in Article 5-2, namely an Associate member, shall be entitled to 1 vote on any matter that requires or allows the voting of members in these Articles.
- 3) At every General Meeting every question shall be decided in the first instance by a show of hands, unless before or upon the declaration of the result of the show of hands, a poll be demanded by at least two members present in person or represented by proxy, or as may in special instances be required by the Companies Act. A declaration by the Chair that a resolution has been carried or carried by a particular majority, or lost, or not carried by a particular majority shall be conclusive and an entry to that effect in the Minute Book of the Association shall be conclusive evidence thereof, without proof of the number or proportion of the votes recorded in favour of or against such resolution.

22. Polls

- 1) If a poll be demanded in the manner above mentioned, it shall be taken in such manner as the Chair shall direct and the result of such poll shall be deemed to be the resolution of the General Meeting at which the poll was demanded. For the purposes of any such poll, the Chair of the meeting shall appoint one or more scrutinizers with authority and power to conduct such poll, to canvas the votes of the members and proxies and to examine into the qualification of the voters. In the case of any dispute as to the admission or rejection of a vote by the scrutinizers, the Chair of the meeting shall determine the same and such determination made in good

faith shall be final, and conclusive. A demand for a poll may be withdrawn.

- 2) A poll may be demanded upon the election of a Chair, or upon a question of adjournment, and such poll shall be taken forthwith without adjournment. Any business other than that upon which a poll has been demanded may be proceeded with, pending the taking of the poll.

23. Votes to Govern

At any General Meeting every question shall, unless otherwise required by some provision of these Articles or the *Companies Act*, be determined by a majority of votes cast on the question. In the case of an equality of votes at any General Meeting, whether upon a show of hands or on a poll, the Chair shall deem the motion as failed.

24. Persons Entitled to be Present

The only persons entitled to be present at a General Meeting shall be the representatives or proxies of the members, the auditor of the Association, counsel for the Association and any director or officer of the Association who is not a member. Any other person may be admitted only on the invitation of the Chair and or the association or with the consent of the meeting.

25. Meetings by Telephone

If all the members consent, a member may participate in a meeting of the members by means of such telephone or other communications facilities as permit all persons participating in the meeting to hear each other and a member participating in such a meeting by such means is deemed to be present at the meeting. Any such consent shall be effective whether given before or after the meeting to which it relates and may be given with respect to all meetings of the members.

26. Resolutions in Writing

Notwithstanding anything to the contrary in the Articles, a resolution assented to and adopted in writing under the hands of all the members, though not passed at a General Meeting, shall be of the same force and effect as if it had been duly passed at a General Meeting duly convened, and no previous notice, or convening of any General Meeting for the purpose of passing such resolution, shall in such case be deemed to have been necessary whether the business transacted thereat is special or not, and a member may signify his assent to such resolution in writing under his hand or by electronic communication.

DIRECTORS

27. Number of Directors

A board of not fewer than ten directors shall manage the affairs of the Association, and, in any event of the number of directors being less than ten, they shall not act other than in accordance with Article 27.

28. Elections and Appointment

Each member in good standing shall be eligible to be a member of the Board and if so appointed or elected, as the case may be, shall be represented by that member's appointed representative. The appointed representatives may be the Municipal Representative, the Business Representative or the Associate Representative of the member. The Directors shall be appointed or elected, by ordinary resolution, as follows:

- 1) Each member which is a city with a population greater than 20,000 will appoint 1 director, who must be a municipal representative of the member;
- 2) Each member which is a city with a population between 10,000 and 20,000 will elect as a group 1 director, who must be a municipal representative of the member;
- 3) Each member which is a town or village will, as a group, elect 5 directors; who must be a municipal representative of the member;
- 4) Each member which is a county, municipal district or special area will, as a group, elect 3 directors; who must be a municipal representative of the member;
- 5) All voting member Indian (First Nations) Bands will, as a group, elect 1 director, who must be an elected official of the Band or Council;
- 6) All voting members will elect 3 directors from the pool of business representatives of the members;
- 7) The Associate members will, as a group, elect 1 Director who must be a representative of the Associate member.

29. Directors Term of Office

The directors, who are elected or appointed, shall serve a term of three years. At each Fall General meeting, elections shall be held to replace those directors whose term of office is expiring. Directors will commence their term immediately following the Fall General Meeting. At any General Meeting at which an election or appointment of directors takes place, if such election or appointment does not

take place, the retiring directors shall continue in office until directors have been elected or appointed at a subsequent General Meeting. A retiring director, if qualified, may run for re-election or be reappointed at the discretion of the member being represented.

30. Removal of directors by members

The Association reserves the right to remove a board member from the organization for failure to follow code of conduct as outlined under the policies on Board Member Conduct or Breach of Confidentiality, missing three consecutive meetings, or 40% of the Board and General Meetings during one calendar year of office.

No director shall be removed from office by the members except in accordance with Article 6, Cessation of Member and Article 7, Cancellation of Membership.

31. Vacancies on Board

- 1) A Board of Director may resign from their duties at any time during their term of office. Notice of resignation is to be in writing to the Board of Directors.
- 2) If a member replaces one of its representatives pursuant to Article 5(4) and if that representative is also a director, then the newly appointed representative of the member shall be the interim director up until the next General Meeting, at which time the members entitled may elect a director to hold office for the balance of that director's term subject to Article 31 (3) below.
- 3) If a newly appointed representative does not wish to be an interim director or if a director is unable or unwilling to remain on the Board but will remain a representative of the member, then the Board may:
 - a) appoint an interim director (from the representatives of the group or pool entitled to elect the director, if applicable) to hold office up until the next General Meeting, at which time the members entitled may elect a director to hold office for the balance of the director's term; or
 - b) leave the vacancy open for the balance of the term or until the next general meeting at which time the members entitled may elect, by ordinary resolution, a director to hold office for the balance of the term; or
 - c) call a meeting of the members entitled to elect the vacant directorship to elect, by ordinary resolution, a director to hold office for the balance of the term.

32. Remuneration

A director shall not be paid any compensation by the Association for his/her services as a director. The Board may, by ordinary resolution, reimburse a director for some or all reasonable out-of-pocket expenses necessarily incurred by the director in the performance of any services requested by the Board and extra-ordinary to the regular duties of a director.

33. Powers of Directors

The governance of the activities of the Association shall be vested in the Board of Directors who, in addition to the powers and authorities by these presents or otherwise expressly conferred upon them, may exercise all such powers and do all such acts and things as may be exercised or done by the Association and are not hereby or by statute expressly directed or required to be exercised or done by the Association in a General Meeting but, subject nevertheless to the provisions of the *Companies Act* and of these Articles and to any regulations, from time to time made by the members in a General Meeting provided that no regulation so made shall invalidate any prior act of the directors which would have been valid if such regulation had not been made.

34. Directors' Interest

A director who is a party to, or who is a director or officer of or has a material interest in any person who is a party to, a proposed contract or arrangement with the Association shall disclose the nature and extent of his or her interest at the meeting of the Board at which the contract or arrangement is first taken into consideration. If the director is not at the date of that meeting interested in the proposed contract or arrangement, at the next meeting of directors held after the director becomes so interested, and in a case where the director becomes so interested in a contract after it is made or entered into, the disclosure of the directors interest shall be made at the first meeting of the Board held after he or she becomes so interested. A director shall not vote on any contract or arrangement in which he or she has a vested interest and shall leave the meeting during any discussions regarding such contract or arrangement.

35. Delegation of Powers

The Board may from time to time delegate to a committee of the directors, a director or an officer of the Association or any other person as may be designated by the Board, all or any of the powers conferred on the Board by these Articles, now or hereafter existing, or by the *Companies Act* to such extent and in such manner as the Board may determine at the time of such delegation.

MEETINGS OF DIRECTORS

36. Calling of Meetings

The Secretary at the request of the Chair, a Vice-Chair or any two directors, may summon meetings of the Board at any time. The board shall meet no less than 4 times during the association's financial year.

37. Place of Meetings

Meetings of the Board or of any committee of directors may be held at any place in the Province of Alberta.

38. Notice of Meeting and Waiver of Notice

Notice of the time and place of each meeting of the directors shall be given to each director verbally or by electronic communication, not less than 5 days before the time when the meeting is to be held. A notice of a meeting of directors shall specify such matters to be dealt with at the meeting as are required by the *Companies Act* to be specified therein but need not specify the purpose of or the business to be transacted at the meeting. A director may in any manner and at any time waive notice of or otherwise consent to a meeting of the directors.

PROCEEDINGS OF DIRECTORS

39. Quorum

The Board may meet together to conduct the business of the Association, adjourn and otherwise regulate its meetings as it shall think fit. For the transaction of business, 50% + 1 director of the Board shall constitute a quorum. Notwithstanding any vacancy in the Board, a meeting of the Board at which a quorum is present shall be competent to exercise all or any of the authorities, powers and discretions by or under these Articles for the time being vested in or exercisable by the Board.

40. Chair

The Chair of the Association, or in the Chair's absence, a Vice-Chair shall be the Chair of any meeting of the directors and if none of these persons be present, or if such persons decline to act, the directors present shall choose one of their number to be Chair.

41. Votes to Govern

Motions arising at any meeting shall be decided by a majority of votes; in the case of an equality of votes, the motion is defeated.

42. Meetings by Telephone

If all the directors consent, a director may participate in a meeting of the directors or of a committee of the directors by means of such telephone or other communications facilities as permit all persons participating in the meeting to hear each other. A director participating in such a meeting by such means is deemed to be present at the meeting. Any such consent shall be effective whether given before or after the meeting to which it relates and may be given with respect to all meetings of the directors and of committees of the directors held while a director holds office.

43. Resolution in Writing

A resolution agreed to by any means of communication by all the members of the Board, as such, shall be as valid and effectual as if it had been passed at a meeting of the Board, duly called and constituted, brought forward to the next Board Meeting for approval of the Association accordingly, and shall be held to relate back to any date therein stated to be the date thereof.

COMMITTEES

44. Executive Committee

- 1) The directors shall elect from within the board ranks an executive committee consisting of the Chair, Vice-Chair, Treasurer and Secretary, or such larger number of directors as the Board may from time to time determine to hold office until their successors are elected.
- 2) The Association's Executive Director shall be an ex-officio member of the executive committee and is not a voting member.
- 3) The executive committee shall meet at such times and place as the members shall determine. Notice of any meeting may be given personally or by telephone or in any other manner provided in these Articles or in the *Companies Act*.
- 4) During the intervals between meetings of the Board, the executive committee shall possess and may exercise (subject to any restrictions contained in the *Companies Act* or imposed from time to time by the directors) all of the powers of the Board to manage the business and affairs of the Association in such manner as the executive committee shall deem to be in the best interests of the Association.
- 5) All proceedings of the executive committee shall be open to the examination of the directors and shall be reported to the directors if and when the directors so direct. The directors may from time to time remove any member from the executive committee and may also from time to time fill any vacancy that may occur in the membership of the executive committee.

- 6) The executive committee shall be elected at the first meeting of the Board following the Annual General Meeting and after March 31st when the new term becomes effective.

45. Other Committees of Directors

The directors may appoint one or more other committees of directors, however designated, and delegate to such committees any of the powers of the directors except those, which, under the *Companies Act*, a committee of directors has no authority to exercise.

46. Transaction of Business

The powers of a committee of directors may be exercised by resolution passed at a meeting at which a quorum is present or by resolution in writing signed by all the members of such committee who would have been entitled to vote on that resolution at a meeting of the committee. Meetings of committees may be held at any place in the Province of Alberta.

47. Procedure

Unless otherwise determined herein or from time to time by the directors, each committee shall have the power to fix its quorum at not less than a majority of its members, to elect its Chair and to regulate its procedure.

48. Termination of Committee Membership

Any director who ceases for any reason to be a director shall, upon ceasing to be a director, thereupon also cease to be a member of each and every committee of directors.

OFFICERS

49. Appointment

The directors shall appoint the Chair, Vice Chair, Treasurer and Secretary as officers of the Association and may appoint such other officers as the directors determine is necessary. The directors may specify the duties of and, in accordance with these Articles and subject to the provisions of the *Companies Act*, delegate to such officers the powers to manage the business and affairs of the Corporation. An officer may, but need not be, a director.

50. Chair

The Chair shall be a director and shall be the chief executive officer of the Association. The Chair shall (subject to the authority of the directors) have general monitoring of the business of the Association and shall have such other

duties and powers as the directors may specify and delegate from time to time. The Chair shall at all reasonable times give to the directors, or any of them, all information they may require regarding the affairs of the Association. The Chair shall be the chief spokesperson of the Association.

51. Vice-Chair

The Vice-Chair shall be a director and shall have such duties and powers as the directors may specify and delegate. In the absence of the Chair, the Vice-Chair will fulfil the Chair's role.

52. Treasurer

The Treasurer shall be a director and keep or cause to be kept proper accounting records, and ensure measures are in place for the responsible deposit of money and disbursement of funds of the Association. The Treasurer shall ensure accounting of all transactions and communication of the financial position of the Association to the directors in a format approved by the Board and to have such other duties as the directors may determine. The Treasurer shall be the Chair of the Association's Audit Committee.

53. Secretary

The Secretary shall be a director and attend all meetings of the directors and members. The Secretary shall enter or cause to be entered in records kept for that purpose minutes of all proceedings meetings, shall give or cause to be given, as and when instructed, all notices to members, directors, officers, auditors and members of committees of directors. The Secretary shall be the custodian of the Corporate Seal and official Minute Book of the Association, and shall have such other powers and duties as the directors may specify and delegate. The Secretary shall ensure the agenda and minutes are in a format approved by the Board.

54. Powers and Duties of Other Officers

The powers and duties of all other officers shall be such as the terms of their engagement call for or as the directors may specify and delegate. Any of the duties and powers of an officer to whom an assistant has been appointed may be exercised and performed by such assistant unless the directors otherwise direct.

55. Variation of Powers and Duties

The directors may from time to time vary, add to or limit the duties and powers of any officer.

56. Term of Office

Each officer appointed by the directors shall hold office for a period of one year.

BUSINESS OF THE ASSOCIATION

57. Minutes

The Board shall cause minutes to be made in books provided for that purpose:

- 1) of all appointments of officers made by the Board;
- 2) of the names of the directors present at each meeting of the Board and of any committee of directors; and
- 3) of all resolutions and proceedings of all General Meetings and meetings of the Board and of the executive committee.

58. Corporate Seal

The Association may have a Corporate Seal of such design as may be approved by the Board. The Corporate Seal shall be held at the registered office.

59. Financial Year

The financial year of the Association shall terminate on March 31st or such other date as will be decided by the membership.

60. Execution of Instruments

Any documents which are to be executed on behalf of the Association but which do not require a corporate seal shall be executed by the Chair and Secretary or by such officer of the Association, or such other person or persons as may be authorized, from time to time, by the Board. The corporate seal shall be affixed to all documents requiring execution under the corporate seal of the Association by the Chair and Secretary or by such officer of the Association or such other person or persons as may be authorized, from time to time by the Board.

61. Banking Arrangements

The banking business of the Association including, without limitation, the borrowing of money and the giving of security therefore, shall be transacted with such banks, trust companies or other bodies corporate or organizations as may from time to time be designated by or under the authority of the directors. Such banking business or any part thereof shall be transacted under such agreements, instructions and delegations of powers as the directors may from time to time prescribe or authorize.

62. Auditors

The Association at each Annual General Meeting may appoint one or more auditors to hold office until the close of the next Annual General Meeting and, if any appointment is not so made, the auditor in office shall continue in office until a successor is appointed. The directors may fill a casual vacancy in the office of auditor but while the vacancy continues the surviving or continuing auditor, if any, may act. The Association, in General Meeting by special resolution, may remove any auditor before the expiration of the term of office, and by ordinary resolution may appoint another auditor in its stead for the remainder of the term. The remuneration of the auditors shall be fixed by the Board.

PROTECTION OF DIRECTORS, OFFICERS AND OTHERS

63. Limitation of Liability

No director or officer shall be liable for the acts, receipts, neglects or defaults of any other director, officer or employee, or for joining in any receipt or other act for conformity, or for any loss, damage or expense happening to the Association through the insufficiency or deficiency of title to any property acquired for or on behalf of the Association, or for the insufficiency or deficiency of any security in or upon which any of the moneys of the Association shall be invested, or for any loss or damage arising from the bankruptcy, insolvency or tortuous acts of any person with whom any of the moneys, securities or effects of the Association shall be deposited, or for any loss occasioned by any error of judgment or oversight on his part or for any other loss, damage or misfortune whatever which shall happen in the execution of the duties of his or her office or in relation thereto, unless the same is occasioned by his or her own wilful neglect or default; provided that nothing herein shall relieve any director or officer from the duty to act in accordance with the *Companies Act* and the regulations hereunder or from liability for any breach thereof.

64. Indemnity

Subject to the limitations contained in the *Companies Act*, the Association shall (and does hereby) indemnify a director or officer, a former director or officer, or a person who acts or acted at the Association's request as a director or officer of the Association and his or her heirs and legal representatives, against all costs, charges and expenses including an amount paid to settle an action or satisfy a judgement, reasonably incurred in respect of any civil, criminal or administrative action or proceeding to which he or she is made a party by reason of being or having been a director or officer of the Association if:

- 1) he or she acted honestly and in good faith with a view to the best interests of the Association; and
- 2) in the case of a criminal or administrative action or proceeding that is enforced by a monetary penalty, he or she has reasonable grounds for believing that such conduct was lawful.

NOTICES

65. Manner of Giving Notice

Any notice (which term includes any communication or document) to be given (which term includes sent, delivered or served) pursuant to the *Companies Act*, the regulations hereunder, these Articles or otherwise to a member, director, officer, auditor or member of a committee of directors shall be sufficiently given if delivered personally to the person to whom it is to be given or if delivered to his or her recorded address or if mailed to the recorded address by prepaid mail or if sent to the recorded address by means of facsimile. A notice so delivered shall be deemed to have been given when it is delivered personally or to the recorded address as aforesaid; a notice so mailed shall be deemed to have been given on the second business day following that upon which the letter and a notice so sent by any means of transmitted or recorded communication shall be deemed to have been given when actually transmitted by the person giving such notice. The Secretary shall change or cause to be changed the recorded address of any member, director, officer, auditor or member of a committee of the directors in accordance with any information believed by him to be reliable.

66. Manner of Signing Notice

The signature to any notice to be given by the Association may be written, printed or otherwise mechanically reproduced.

67. Computation of Time

In computing the date when notice must be given under any provision requiring a specified number of days' notice of any meeting or other event, the date of giving the notice shall be excluded and the date of the meeting or other event shall be included.

68. Omissions and Errors

The accidental omission to give any notice to any member, director, officer, auditor or member of a committee of directors or the non-receipt of any notice by any such person or any error in any notice not affecting the substance thereof shall not invalidate any action taken at any meeting held pursuant to such notice or otherwise founded thereon.

69. Waiver of Notice

Any member (or duly appointed proxy holder), director, officer, auditor or member of a committee of directors may at any time waive any notice, or waive or abridge the time for any notice, required to be given under any provision of the *Companies Act*, the regulations hereunder. These Articles or otherwise and such waiver or abridgement shall cure any default in the giving or in the time of such notice, as the case may be. Any such waiver or abridgement shall be in writing

except a waiver of notice of a meeting of members or of the directors, which may be given in any reasonable manner.

70. Private Company

Notwithstanding anything to the contrary, either expressly or implied, contained in these Articles, the Association shall be a “private company” within the meaning of the Companies Act and the following provisions shall have effect and be applicable thereto, namely:

- 1) the number of members shall be limited to fifty or less;
- 2) any invitation to the public to become members or to subscribe for any debentures of the Association shall be prohibited; and
- 3) the transfer of any interest of a member in the Association shall be prohibited

DECISION REPORT

DATE: May 26, 2026

REPORT TITLE: COUNCIL EXPENSE PAYMENTS submitted and paid in May 2026.

RECOMMENDATION: That Council approve payment for the following meeting expense claims, from the Contingency Allowance.

Paid in May 2026:

Date	Councillor	Purpose	Per Diem	Mileage	Other	Total
3/27/2026	Tuza	ICF meeting with SVW & GL - Ghost Lake	\$ 220.00	\$ 28.80		\$ 248.80
3/31/2026	Tuza	Planning for Tourism with JP	\$ 220.00	\$ 72.53		\$ 292.53
4/8/2026	Tuza	Alberta Counsel Meeting	\$ 220.00	\$ 65.60		\$ 285.60
4/8/2026	Tuza	Ghost Kananaskis Bioregional - Cochrane	\$ 220.00	\$ 37.86		\$ 257.86
4/9/2026	Tuza	Ghost Kananaskis SRP meeting	\$ 220.00	\$ -		\$ 220.00
4/11/2026	Tuza	GWTA AGM - Waiparous	\$ 220.00			\$ 220.00
4/22/2026	Tuza	Ghost Region Stewardship meeting	\$ 220.00			\$ 220.00
4/23/2026	Tuza	Rate Payer Meeting	\$ 220.00	\$ 72.53		\$ 292.53
	Total					\$2,037.32

LEGISLATIVE REQUIREMENT/AUTHORITY: Council and Committee Remuneration Policy F-20

BACKGROUND/DISCUSSION: Councillors are aware that the approved Organizational Chart also serves as the list of “approved” meetings for Councillors to attend, with respect to payment of per-diem. With Council’s Remuneration policy, attendance at any session not listed on the Organizational Chart must be approved by Council. It is noted this approval can occur retroactively (i.e. the member of Council can attend the meeting before Council has given approval; and Council may or may not approve payment of the per-diem/expense claim.).

JUSTIFICATION: This is a requirement of Policy F-20

FINANCIAL IMPLICATIONS: Payment of:

Expense Type	Cost
Per diems	\$1,760.00
Mileage	\$ 277.32
Other	\$ -
Total	\$2,037.32

COMMUNICATION (INTERNAL/EXTERNAL): Expense claims submitted by Councillors paid in May 2026.

ALTERNATIVES: Amend/Reject

ATTACHMENTS: None

PREPARED BY: Laure Wanlin, People & Culture Manager **APPROVED BY:**

SUBMITTED TO: M.D. of Bighorn Council

DATE: 

COUNCIL MEETING: June 9, 2026

REQUEST FOR DECISION REPORT

DATE: June 9, 2026

REPORT TITLE: Draft Tree Management Policy

RECOMMENDATION: THAT Council approves policy 2026-05 Tree Management as presented.

LEGISLATIVE REQUIREMENT/AUTHORITY:

Municipal Government Act MGA (201): Council is responsible for developing and evaluating the policies and programs of the municipality.

STRATEGIC PLAN:

Goal D: Ensure municipal services evolve to address the needs of residents, visitors and service providers.

BACKGROUND/DISCUSSION:

A draft of the Tree Management policy was discussed at the Governance and Priorities Committee meetings in February and May 2026.

The final version of the policy is included as an Attachment to this report.

FINANCIAL IMPLICATIONS: None

COMMUNICATION (INTERNAL/EXTERNAL): None

PUBLIC PARTICIPATION PLAN (IF REQUIRED): None

ALTERNATIVES: THAT Council request further amendments to the policy.

ATTACHMENTS:

1. Policy 2026-05 Tree Management

PREPARED BY: Kendra Tippe, Manager of Operational Services

REVIEWED BY: Shaina Kelly, CAO

APPROVED BY: Shaina Kelly, CAO

SUBMITTED TO: Council

MEETING DATE: June 9, 2026

Initials:  _____



Municipal District of Bighorn

Policy 2026-05 – Tree Management

1. Purpose

To establish a policy for the management of trees within the MD of Bighorn. FireSmart projects are exempt.

2. Definitions

For the purposes of this Policy, the following definitions shall apply:

“**CAO**” Chief Administrative Officer or MD designate.

“**Certified Arborist**” refers to an individual who holds valid credentials through the International Society of Arboriculture (ISA).

“**Hazardous Tree**” is a standing dead, dying or diseased tree, a tree that has received extensive damage where the structural integrity is compromised and has the potential to cause:

- a) property damage in the event of failure; and/or
- b) an impact to municipal infrastructure and/or operations.

“**Municipal Property**” refers to road allowances, road plans, public utility lots, municipal reserves and environmental reserves.

“**Road Crossing**” means the portion of an access road which crosses within an MD road allowance or road plan to connect access roads which are not under the jurisdiction of the MD.

3. Policy

A) Hazardous Trees:

1. The MD does not have the resources to inspect Municipal Property for Hazardous Trees, except for:
 - a. on a complaint basis; and/or
 - b. through routine inspections as outlined in other policies.

2. Hazardous Tree complaints that may impact private utilities shall be referred to the appropriate private utility company and the Protective and Community Services department.
3. Complaints received regarding Hazardous Trees located on private property are considered a civil matter between private property landowners and will not be managed by the MD.
4. The Protective and Community Services department will address complaints regarding trees that pose fire hazards through department procedures with the exception of private utilities.
5. Operational Services will address Hazardous Tree complaints located on Municipal Property related to property damage.
6. Recognizing that the MD does not employ the skilled in-house resources to assess and remove all Hazardous Trees, after receiving a complaint the MD will endeavour to:
 - a. assess Hazardous Trees within a seventy-two (72) hour period; and
 - b. remove Hazardous Trees as resources become available.
7. The assessment of a Hazardous Tree will be performed by the MD or by a Certified Arborist.
8. Notwithstanding Section 6, the final determination whether a suspected Hazardous Tree requires removal to prevent a risk of property damage shall be at the sole discretion of the MD.
9. An assessment report shall be completed by the MD and retained on file for a minimum two (2) year period when:
 - a. a complaint is received; and
 - b. it is determined that a suspected Hazardous Tree does not need to be removed.

10. Subject to Section 9, the assessment report shall include the following information:
 - a. the date and time of the assessment;
 - b. the name of the assessor;
 - c. the location and description of the tree;
 - d. a summary of observations regarding the condition of the tree;
 - e. the action, dates and times of the response if taken; and
 - f. photographs of the tree and surrounding area.

11. When municipal staff are not available or skilled to fell a Hazardous Tree, the MD shall retain a Certified Arborist to fall the Hazardous Tree on MD Property.

12. Upon removal of a Hazardous Tree, the responding department has the sole discretion to manage the clean-up undertaken by the MD.

13. Further to Section 12:
 - a. stumps will not be removed;
 - b. limbs and branches will not be removed from forested areas; and
 - c. firewood may be left neatly on site for residents to collect.

14. Further to Section 13 the CAO may authorize the cleanup of limbs, branches and other woody debris that is identified by residents as a fire hazard. Recognizing that the MD does not have the resources available to plant and maintain replacement trees after every Hazardous Tree is removed, requests from rate payers to replace and maintain a replacement tree shall be addressed as follows:
 - a. if the ratepayer wishes to use their own resources to plant a new tree, the request shall be approved or denied by the CAO; or
 - b. if the ratepayer requests that MD resources be used to plant a new tree, the request shall be approved or denied by Council.

B) Non-Hazardous Trees:

- 15. The CAO delegates the authority to Operational Services to issue a permit allowing MD rate payers to buck and delimb any portion of a fallen tree, which is located within a municipal reserve as defined within the MGA for the purpose of personal firewood collection.
- 16. Collection of firewood on environmental reserves is prohibited.
- 17. The CAO has the sole discretion to approve requests to remove any tree from Municipal Property, other than from environmental reserves, that is not deemed a Hazardous Tree under this Policy.
- 18. The MD does not allow the removal and transplanting of trees from Municipal Property onto private property.
- 19. Other than in the construction of a Road Crossing or development of a municipal roadway, the MD does not allow the removal of trees from an MD road allowance or road plan.

6. Policy Review

This Policy shall be reviewed annually.

7. Approval

Approvals: _____
CAO SIGNATURE

Date: _____

Approvals: _____
REEVE SIGNATURE

Date: _____

16. Revisions

<i>Approval Date</i>	<i>Revision Number</i>	<i>Resolution #</i>



Municipal District of Bighorn No. 8

Operational Services

Phone: (403) 673-3611 / Calgary Direct: (403) 233-7678

Permit No:

MUNICIPAL RESERVE FIREWOOD REMOVAL PERMIT

APPLICATION

APPLICANT:

Name:	Phone:
Email:	24HR PERIOD REQUESTING FOR FIREWOOD REMOVAL:
Address:	Start Date: Start Time:
	End Date: End Time:
	For the above period, access is restricted to daylight hours

Location of MD property and description of proposed activities including equipment and means of transport:

A site plan or map identifying the location the MR for firewood removal is provided

Are any Municipal Road rights-of-way (including parking lanes, sidewalks and boulevards) going to be temporarily closed, restricted or changed in their regular operation for any duration of the term requested above?

Yes* No *If yes then a Temporary Use of Roads/Municipal Lands Permit is also required and needs to include a Site and Traffic Accommodation Plan (Schedule "A")

Location or address where the firewood is going to be transported to:

I have read and understand the terms and conditions attached to this Permit

Applicant's Signature:	Application Date:
------------------------	-------------------

APPROVAL

The Municipal District of Bighorn (the "MD") grants this Permit to the Applicant (the "Permittee") for the non-exclusive use of the municipal property subject to the terms and conditions contained herein, and to the schedules attached hereto.

Operational Services:	Date:	CAO
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TERMS AND CONDITIONS:

1. **Eligibility** - The Permittee must be 18 years or older. This permit is for the authorization of firewood removal from that MD property referenced on page 1 of this Permit and for the purposes of personal use only. Only fallen dead material is authorized to be removed. There must be no damage to surrounding trees and vegetation. The Permittee shall always possess a copy of this permit on their person while harvesting and transporting the firewood and provide a copy to an MD representative upon request.
2. **Term** - This Permit is valid during daylight hours only for a 24-hour period between the Start Date and Completion Date identified on page 1 of this Permit, or as approved otherwise in writing thereafter by the MD. The MD, in its absolute discretion, may terminate this Permit upon providing written or verbal notice to the Permittee; and in such an event, the Permittee shall have no claim against the MD.
3. **Permit Limitations** - Each Permittee is entitled to apply for up to two (2) Municipal Lands Firewood Removal permits per year. Permits cannot be transferred and are only valid for the applicant identified on the permit.
4. **Use and Occupation** - The Permittee is only authorized the non-exclusive license and use of the municipal property identified on page 1 of this Permit for the purpose of firewood removal specified on the application for personal use only. This Permit is not authorized for resale or commercial use.
5. **Other Legislative Requirements** - The Permittee shall comply with all laws, bylaws, legislative and regulatory requirements of any governmental or other competent authority.
6. **Transporting Firewood** - To minimize the spread of forest disease and pests, the Permittee agrees to not transport firewood removed from MD property to any location outside of the province.
7. **Indemnity** - The Permittee shall indemnify and hold harmless the MD, its employees, councillors, and agents from and against any and all claims, damages, costs (including without restriction, all legal and other professional costs on a solicitor and his own client full indemnity basis), losses, expenses, actions and suits of every kind and nature caused by, or arising directly or indirectly from its activities and occupation of MD lands in connection with this Permit. The Permittee assumes full responsibility for the Permittee and all persons accompanying the Permittee when carrying out activities in connection with this Permit.
8. **No Limitation of Liability** - Nothing contained within this Permit, nor any approval from the MD, shall in any way limit or restrict the Permittee's liability or in any way limit or restrict the rights and remedies available to the MD under applicable law.
9. **Release** - In carrying out activities in connection with this Permit, the Permittee fully releases the MD from liability and acknowledges and agrees that the Permittee will not be entitled to any damages, costs, losses, disbursements or compensation whatsoever from the MD, regardless of the cause.
10. **Insurance** - The Permittee shall maintain liability insurance with insurable limits not less than \$1,000,000 for each occurrence or incident covering all risks associated with this Permit and shall immediately provide evidence of such insurance upon request by the MD.
11. **Vehicle Use** - No vehicles of any kind (including ATVs) are permitted to be driven onto the municipal property to facilitate firewood removal.
12. **Equipment** - The Permittee is permitted to use gas or electric powered equipment to facilitate firewood removal. Hand tools are also permitted for use. The Permittee is responsible for providing appropriate fire mitigation measures when operating gas or electric equipment.
13. **Noise Restrictions** - The Permittee may not create any excessive noise between the hours of 10:00 pm and 7:00 am unless separate approval is obtained from the MD in accordance with the MD's Noise Control Bylaw.
14. **Site Clean-up and Restoration** - Upon completion, the Permittee shall immediately, at its sole cost, clean-up the site and restore all areas to their pre-existing conditions or better, to the satisfaction of the MD. The MD shall have the right, but not the obligation, to repair any deficiencies on behalf of the Permittee, and the Permittee shall, on demand, reimburse the Municipal District forthwith for the costs in accordance with the MD's current Fee Schedule Bylaw.
15. **Additional Terms and Conditions** - Additional Terms and Conditions to this Permit are attached separately as Schedule "A" (applicable only if checked); or as detailed below:

**REQUEST FOR DECISION
Council Meeting**

DATE: May 27, 2026

FILE:

REPORT TITLE: Tax Penalty Waiver Request Plan 6402HX Block 8 Lot 6

RECOMMENDATION: That Council decline the ratepayer's request for a waiver of penalties applied due to late payment of property taxes.

LEGISLATIVE REQUIREMENT/AUTHORITIES:

The Municipal Government Act Section 344 (1), states "A council may by bylaw impose penalties in the year in which a tax is imposed if the tax remains unpaid after the date shown on the tax notice.", Section 346 "A penalty imposed under Section 344 or 345 is part of the tax in respect of which it is imposed.", and Section 347(1) "If a council considers it equitable to do so, it may, generally or with respect to a particular taxable property...(b) cancel or refund all of part of a tax."

BACKGROUND/DISCUSSION:

Penalties are imposed by bylaw and become part of the tax once imposed and Administration cannot cancel or refund penalties that are applied to the unpaid balance of taxes.

The MGA allows Council to cancel, reduce or refund all or part of a tax. Despite this, Administration is requesting that Council decline the ratepayer's request for the cancellation of penalties applied to their account as per Bylaw 10/25.

Tax arrears letters are prepared by the MD annually and were mailed in mid-October 2025.

While the circumstances described explain why the ratepayer may not have been aware of the outstanding balance, they do not absolve property owners of their statutory responsibility to ensure taxes are paid when due. Administration therefore recommends that Council decline the request for cancellation of penalties applied under Bylaw 10/25.

FINANCIAL IMPLICATIONS:

The MD will be able to collect \$1,069.61 (July 1, 2025, penalty \$511.77 + January 1, 2026, penalty \$557.84) via taxation that would otherwise remain uncollected.


COMMUNICATION (INTERNAL/EXTERNAL): CAO, Accounting Assistant

PUBLIC PARTICIPATION PLAN (IF REQUIRED): None.

ALTERNATIVES:

1. Cancel or refund the 9% penalty.

ATTACHMENTS: Ratepayer's Letter of Request to Waive Penalties

PREPARED BY: Lynda Gale, Director of Corporate Services
APPROVED BY: 
SUBMITTED TO:
MEETING DATE: June 9, 2026

Olivia Sofer

May 27, 2026

MD Bighorn Council
2 Heart Mountain Drive
Exshaw, AB
T0L 2C0

To the Council Meeting June 2026,

My name is Olivia, and I am a resident of Harvie Heights. I have been here since 2009. It seems that last summer I failed to pay my taxes to the MD. I am not sure how this happened, as I have always been extremely diligent about paying all bills immediately upon receipt. To my surprise, upon receiving my tax bill this year, it shows I have an arrears from last year's tax bill.

I am writing you to consider my file and have the 18% penalty fee removed from my bill this year. The reason being, first, that I have never been late with my taxes and have always paid them on time. Had I known about this error I would have paid immediately. Second, I am really surprised that I was only notified about the arrears one year later. Why was I not at least notified after 30 days of an overdue payment? This is, in my opinion, an oversight in your accounting system.

Please let me know the result of your well-considered decision promptly so that I may proceed to pay this year's taxes on time.

Thank you kindly,

Olivia Sofer

REQUEST FOR DISCUSSION REGULAR COUNCIL MEETING

DATE: June 1, 2026

REPORT TITLE: Proclamation – Alberta Development Officers Week – September 15 – 18, 2026

LEGISLATIVE REQUIREMENT/AUTHORITY:

Municipal Government Act (the “MGA”), Section 202 (Exercise of certain powers and duties) provide the legislative framework for this proclamation:

- Section 202(1) Where...(b) the municipality wishes to exercise its natural person powers, the thing may be done, or the natural person powers may be exercised by council or by the chief administrative officer, unless council specifies otherwise.

STRATEGIC PLAN:

- Goal A – The proclamation aligns with the MD’s goal to recognize and support community spirit, promote civic engagement, and celebrate the people who contribute to the quality of life in Bighorn.
- Goal B – Proclaiming a week that acknowledges the contributions of Development Officers builds goodwill, promotes collaboration, and demonstrates appreciation for professional roles that directly support municipal growth and governance.

BACKGROUND/DISCUSSION:

Each year, the Alberta Development Officers Association (ADOA) invites municipalities across Alberta to participate in *Alberta Development Officers Week* through a formal proclamation. This initiative is intended to raise awareness of the important role that Development Officers play in supporting the responsible growth and development of Alberta’s urban and rural communities.

Development Officers are qualified planning and development professionals with expertise in current legislation, municipal policy and bylaws, and the technical standards that guide physical development. Designated as Development Authorities under the *Municipal Government Act (RSA 2000, c M-26)*, these individuals are responsible for administering and enforcing land use regulations on behalf of municipalities, ensuring that development aligns with long-term community planning goals.

Development Officers may serve under various titles depending on the structure and needs of the municipality. In the MD of Bighorn, these professionals are formally titled **Planning & Development Officers** to reflect their multi-faceted roles, which include not only development permit review and compliance, but also broader planning functions, policy work, public engagement, and interdepartmental collaboration.

By proclaiming Alberta Development Officers Week, **from September 15 – 18, 2026**, the MD of Bighorn joins other Alberta municipalities in recognizing the significant contributions Development Officers make to well-planned, sustainable, and vibrant communities. The proclamation aligns with the MD’s Strategic Plan, particularly in its goals to enhance community identity, promote civic engagement, and foster productive relationships with municipal professionals and stakeholders.

FINANCIAL IMPLICATIONS:

- None

COMMUNICATION (INTERNAL/EXTERNAL):

- Manager of Planning & Development Services

PUBLIC PARTICIPATION PLAN (IF REQUIRED):

- Not required.

COMMENTS:

- None.

ATTACHMENTS:

- Attachment 1 – Proclamation – Alberta Development Officers Week from ADOA

PREPARED BY:	Katy Stewart, Planning and Development Officer
REVIEWED BY:	Jenny Kasproicz, Manager of Planning and Development Services
APPROVED BY:	Shaina Kelly, Chief Administrative Officer
SUBMITTED TO:	Regular Council Meeting
MEETING DATE:	June 9, 2026
	APPROVED BY: 



**PROCLAMATION
ALBERTA DEVELOPMENT OFFICERS WEEK
SEPTEMBER 15th TO SEPTEMBER 18th, 2026**

WHEREAS, A Development Officer is a current planning and development specialist with knowledge in current legislation, policy and bylaws, systems and technical requirements for physical development within communities in the Province of Alberta. A Development Officer enforces and administers land use regulations and policies on behalf of a municipality and is designated to the position of Development Authority by the municipality as defined by the Municipal Government Act, RSA 2000, Chapter M-26.

WHEREAS the Alberta Development Officers Association, representing professional Development Officers in Alberta, endorses Alberta Development Officers Week to recognize sound development and planning practices and the contribution made by Development Officers to the quality of development within our communities and environment; and,

WHEREAS Alberta Development Officers Week helps us to publicly recognize the work of our municipal colleagues in planning and development for the improvement of the Municipal District of Bighorn No. 8 and,

WHEREAS we recognize Development Officers and their commitment to public service; and,

NOW, THEREFORE, I, Lisa Rosvold, do hereby proclaim the week of September 14th to September 18th, 2026, to be designated as Alberta Development Officers Week in the Municipal District of Bighorn No. 8.

Proclaimed this 9th day of June 2026

SEAL

REEVE

REQUEST FOR DECISION COUNCIL

DATE: June 2, 2026

FILE:

REPORT TITLE: 2026 Capital Budget Amendment

RECOMMENDATION: That Council approve an amendment to the 2026 Capital Budget in the amount of \$89,000, funded from municipal reserves, to reflect increased carry forward amounts for the following projects:

- Dead Man’s Flats 2nd Ave Streetscape – Stage 1: \$49,000
- Exshaw Lagoon Upgrades: \$9,000
- Dead Man’s Flats Stormwater Pond (Pond Q) – Design: \$5,000
- Ghost River Fire Hall Parking Lot & Apron Expansion: \$26,000

LEGISLATIVE REQUIREMENT/AUTHORITY:

Section 245 requires Council to adopt a capital budget for each calendar year. Section 243 of the MGA stipulates that the operating budget must include, amongst other things, amounts to be transferred to reserves and amounts transferred to the capital budget.

SUMMARY:

The purpose of this report is to provide Council with an update on 2025 capital project expenditures compared to prior estimates and to seek approval to amend the 2026 capital budget to reflect revised carry forward amounts.

BACKGROUND/DISCUSSION:

In November 2025, project managers were requested to estimate the amount of their approved capital project budgets that would be expended by December 31, 2025. These estimates were used to determine the anticipated carry forward balances into the 2026 fiscal year.

Carry forward amounts represent the portion of approved project budgets that were not spent in the current year and must be re-budgeted in the following year to allow projects to proceed as planned.

All capital projects referenced in this report are funded through municipal reserves.

Analysis

Following the close of the 2025 fiscal year audit, actual expenditures have now been finalized. A comparison of actual spending to the November 2025 estimates indicates that:

- Actual expenditure was lower than originally estimated for several projects;
- As a result, carry- forward balances are higher than previously projected;
- The **total approved project budgets remain unchanged.**

These variances are primarily attributable to factors such as project timing adjustments, delays with invoicing, and other operational considerations that impacted spending before year-end.

Because actual spending was lower than anticipated, a larger portion of project funding must now be carried forward into 2026 to ensure sufficient budget remains available to complete these projects.

While this review has been undertaken in consultation with the Manager of Engineering Services, other departments have not yet had the opportunity to provide input due to scheduling limitations and may identify further adjustments at a later date.

Financial Implications:

The updated carry forward amounts require an amendment to the 2026 capital budget:

- Increase in 2026 capital budget funding to reflect higher carry forward balances;
- No change to overall project approvals or total project costs;
- Adjustments are administrative in nature, ensuring alignment between approved budgets and actual project cash flow requirements.

As these projects are funded through municipal reserves:

- Reserve balances were adjusted to reflect actual expenditures as of December 31, 2025; and
- Reserve allocations will be updated through the amended 2026 capital budget to reflect the revised carry forward amounts.

This amendment does not represent new spending but rather a reallocation of previously approved funds from 2025 into 2026.

Project Name	Total Approved Project Budget	Spent to Dec 31, 2025	2026 Approved Carry Forward Amount	Carry Forward Budget Increase Request	Reserve Used for Funding
DMF 2 nd Ave Streetscape – Stage 1	\$680,000	\$610,000	\$21,000	\$49,000	Roads & Streets
Exshaw Lagoon Upgrades	\$5,825,000	\$5,795,000	\$21,000	\$9,000	Lot Sale Proceeds
DMF Stormwater Pond (Pond Q)	\$75,000	\$20,000	\$50,000	\$5,000	Engineering Structures
Ghost River Fire Hall Parking Lot & Apron Expansion	\$150,000	\$99,000	\$25,000	\$26,000	Roads & Streets
Total				\$89,000	

RECOMMENDATION: That Council approve an amendment to the 2026 Capital Budget in the amount of \$89,000, funded from municipal reserves, to reflect increased carry forward amounts for the following projects:

- Dead Man’s Flats 2nd Ave Streetscape – Stage 1: \$49,000
- Exshaw Lagoon Upgrades: \$9,000
- Dead Man’s Flats Stormwater Pond (Pond Q) – Design: \$5,000
- Ghost River Fire Hall Parking Lot & Apron Expansion: \$26,000

FINANCIAL IMPLICATIONS:

There is no net financial impact resulting from these adjustments, as total project funding remains unchanged. The amendment solely aligns reserve balances and 2026 budget allocations with actual expenditures recorded at December 31, 2025.

COMMUNICATION (INTERNAL/EXTERNAL): R. Musch CPA, Manager of Engineering Services, Manager of Finance, CAO.

PUBLIC PARTICIPATION PLAN (IF REQUIRED): None

ALTERNATIVES:

Should Council choose not to approve the revised carry forward amounts and corresponding 2026 budget amendment:

- The 2026 capital budget would remain based on estimated (rather than actual) carry-forward balances;
- Available project funding in 2026 may be insufficient or misaligned with actual project requirements, potentially resulting in delays or the need for future budget adjustments;
- Reserve balances would not accurately reflect actual expenditures and commitments, reducing financial reporting accuracy.

As a result, administration would likely need to return to Council at a later date to request budget amendments to ensure projects can proceed and that financial records are properly aligned.

ATTACHMENTS:

2026 Budget Document (Capital Project Summary pg. 22)
2025 Audited Reserve Balances

PREPARED BY: Lynda Gale

SUBMITTED TO: MD Council

MEETING DATE: April 14, 2026

APPROVED BY:





Municipal District of
BIGHORN
Alberta

2026 Operating & Capital Budgets



Contents

2026 Operating Budget & 3-Year Financial Plan

2026 Capital Budget & 5-Year Capital Plan

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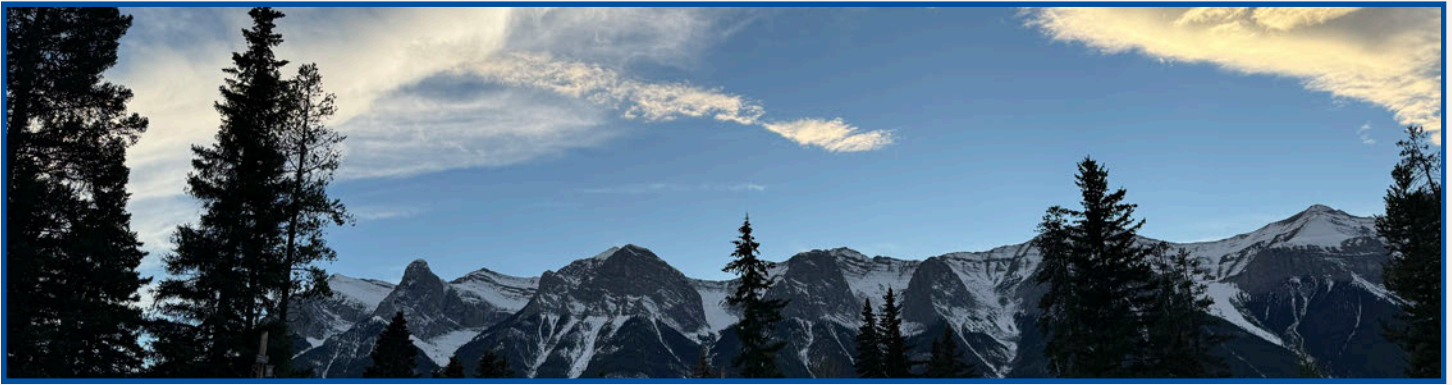
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Community Vision

The Municipal District of Bighorn No. 8 community vision is:

To continue to enjoy a high quality of life within a rural municipality that celebrates its heritage and protects and enhances its beautiful natural environment, and that is supported by a diverse and sustainable economy. (From MDP, Bylaw 05/12, Page 14)

Municipal District of Bighorn

- MD of Bighorn Hamlets
- Other Communities

The MD of Bighorn is located in the beautiful Rocky Mountains and Foothills of Alberta, Canada.





Mission Statement

The Municipal District of Bighorn No. 8 is a rural municipality located in a beautiful natural setting. A community of unique communities, the MD is characterized by ranching and other agricultural uses, industrial uses, low impact tourism facilities, hamlets, and large tracts of undeveloped crown land reserved for forestry activities. It is recognized that the quality of life of our residents is tied to a healthy, natural environment and a robust economy.



Strategic Goals

Goal A

Enhance our municipality's vibrant and unique communities.

The MD of Bighorn is characterized by the livability of its communities and the enthusiasm of its residents. We aim to provide equitable services, pursue innovative opportunities for economic development, and to encourage a spirit of community and volunteerism.

Goal B

Foster healthy, productive relationships with MD residents, industries, neighbours, and partners.

The MD of Bighorn Believes in building meaningful connections. The municipality's door is always open to our residents, neighbours and stakeholders. We value friendship, conversation and engagement. We'll strengthen our relationship with First Nations and actively work towards transparent communications.

Goal C

Manage, invest and plan for sustainable municipal infrastructure

The MD of Bighorn is always thinking towards the future. We develop clear policies and asset management plans for the long term.

Goal D

Ensure municipal services evolve to address the needs of residents, visitors and service providers.

Our municipality, like our communities, is evolving. Together, we'll ensure safe communities for residents and visitors. From safe drinking water, to recreation, we will look at providing municipal services with safety, longevity and sustainability, at the forefront of our decision making.

Goal E

Safely and thoughtfully balance the challenge of being both a popular tourism destination and an area rich in economic opportunities.

The MD of Bighorn is located in a highly desirable place. We will encourage appropriate and respectful tourism for the sound stewardship of lands while we collaborate with the industry that helps drive us forward.

Goal F

Steward the natural environment and strengthen our resilience in the face of climate change.

The MD of Bighorn is a growing, evolving and modern organization. The threats posed by climate change are affecting our environment. As a forward-thinking organization, we will plan now to respond and mitigate impacts on our communities and landscape.



Left to right: Councillor Alice James, Chief Administrative Officer Shaina Kelly, Reeve Lisa Rosvold, Councillor Jen Smith, Deputy Reeve Rick Tuza, and Councillor Steve Fitzmorris

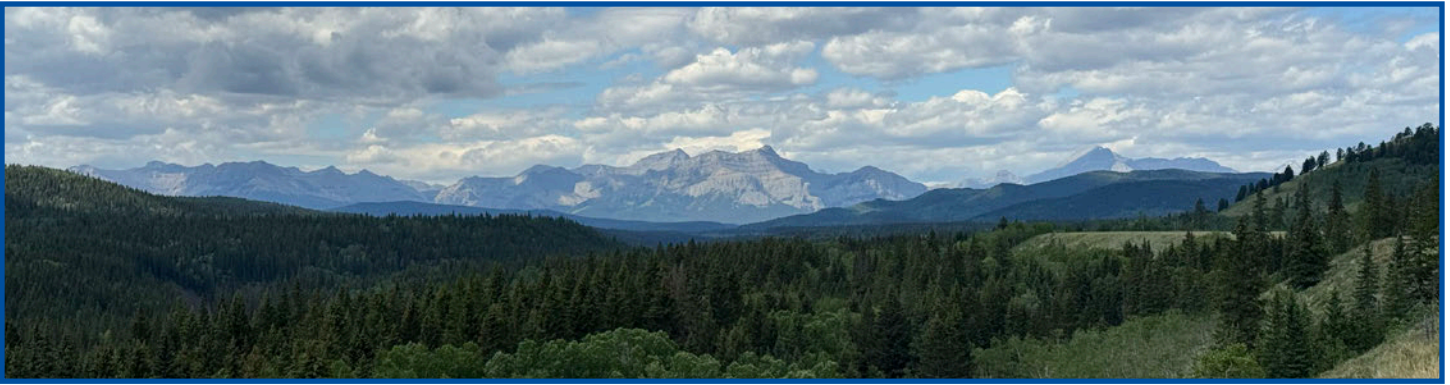
2026 Budget Information

This budget document shares our goals and the funding necessary to achieve them, illustrating how we are building a sustainable future for the MD of Bighorn.

We have implemented new budget software, and it allows us to seamlessly track and display year-over-year changes for our budgets – marking a strong step toward enhanced clarity and accountability in our financial management.

The 2026 budget aligns closely with Council's strategic outcomes and corporate goals, incorporating recent policy updates that guide Administration in enhancing service delivery. One of our primary objectives for next year is to gain a clearer understanding of the appropriate service levels needed for the MD, recognizing we are a community of unique communities. Council also placed an emphasized prioritization on long-term sustainability and ensuring the budget includes practices geared towards the future of the MD.

Together, we are building a strong, enduring community.



Budget Basics

Each year, municipalities are required to develop balanced budgets to allocate funding for service delivery. As the MD is limited by the amount of resources available, the budget helps to determine investment in priority projects and services to maximize financial value and have the greatest impact on the MD.

The MD of Bighorn's budget is a financial plan that identifies how much money the municipality will generate and spend. It sets the level of service provided to residents and guides decisions for operations, planning and asset development.

MD Administration develops a budget each year to be approved by Council in support of service delivery. The budget highlights the needs of the MD and identifies and allocates the financial resources required to address them, while making progress on Council's vision for the future.

Guided by Legislation

Alberta's Municipal Government Act (MGA) requires municipalities to prepare operating and capital budgets for each calendar year. Budgets must include estimated revenues to fund operations and maintenance.

The purposes of municipalities, as defined in Section 3 of the MGA are:

- (a) To provide good government,
 - (i) To foster the well-being of the environment,
 - (ii) To foster the economic development of the municipality
- (b) To provide services, facilities or other things that, in the opinion of council, are necessary or desirable for all or a part of the municipality,
- (c) To develop and maintain safe and viable communities, and
- (d) To work collaboratively with neighbouring municipalities to plan, deliver and fund intermunicipal services.

Various other provincial and federal legislation influences MD of Bighorn governance and operations. These include, but are not limited to:

- Local Authorities Election Act
- Alberta Employment Standards
- Occupational Health and Safety Act
- Access to Information Act
- Safety Codes Act
- Environmental Protection and Enhancement Act
- Species at Risk Act
- Weed Control Act
- Animal Health Act
- Agricultural Service Board Act
- Public Sector Accounting Board

Insight: Budget Process - Planning the Future

The MD of Bighorn's budget process is built on continuous improvement, evolving each year to better align with community needs.

A major focus of the 2026 budget and 3-year plan was to begin establishing sustainability initiatives, primarily starting with an improvement on budgeting for reserve transfers to restricted reserves. This equates to putting money away in a savings account for larger scale future spending on capital projects, reducing the reliance on provincial and federal grants.

Council – sets direction, develops and evaluates programs and policies, reflects public interest

CAO – translates direction, provides advice, manages the operations

Employees – implements direction, provides information, technical knowledge

Insight: Influences that Shape Municipal Budgets

Population - increase/decrease, demographics

Capital Assets & Maintenance – includes growth/ maintenances of roads and bridges, sewer, water, sidewalks, parks, machinery, facilities

Community Demands – increase service delivery, new services, low tax rate

Resource availability – tax split between residential and non-residential, utilities, fees, rates and charges, grants, reserves, debt capacity

Operational Costs – development growth = volume for service delivery, inflation – salaries, fuel, materials and supplies

Technology – constant need to remain current, increase costs of equipment, training, efficiencies – easier access, paperless, organization

Environmental Issues – climate change and resiliency, added costs to comply with environmental legislation, reduce ecological footprint, disaster preparedness and mitigation

Political and Organizational Culture – elections, leadership and management changeover, strategic direction, workforce planning

Insight: Understanding Service Delivery

Each day, MD residents benefit from their tax dollars through essential services such as safe roads, waste management, clean water, agriculture and environmental support, snow removal, road maintenance, enforcement and support for community programs.

These visible services, known as direct services, are made possible by equally important, but less visible indirect services. These include information technology, communications, support for Council meetings, bylaw development, regional partnerships, and the management of human, financial and physical resources. Together, these services ensure the smooth functioning of the MD and enhance the quality of life for its residents.

Direct Services include – weed & pest control, enforcement, waste disposal, water and sewage management, emergency response, snow removal, development, parks, transportation networks, family and community support, and recreation.

Indirect Services include – risk management, intermunicipal collaboration, financial management, long-term planning, communications, governance, health & safety, technology, fleet management, and workforce planning.

Insight: Budget Development

There are many factors that affect fluctuating costs and revenues and municipalities must plan their budgets while many market conditions are uncertain. This includes budgeting for things like changes in fuel costs, inflation, and increases in insurance. It is a best practice to budget for the worst-case scenario to ensure service levels and citizens are supported. However, this means that in the years that the worst-case scenario does not occur, the municipality will experience a budget surplus, which would be added to reserves or reallocated to priority projects.

Administration must compare forecasted revenues and forecasted expenses to define what's known as "the gap". This amount represents the value that the MD needs to generate to maintain current service levels.

Revenue Assumptions (based on current assessment roll & may not include all 2025 subdivisions or construction completion after supplemental tax cutoff)

- Non-Residential Tax – projected increase of 10% in assessment value
- Residential Tax – projected increase of 6% in assessment value
- Fees & Charges – changes to approach cost recovery

Expense Assumptions:

- General Inflation – Alberta Consumer Price Index (CPI)
- Service levels – to align with policy and strategic goals
- Fire Protection
- Policing Contract
- Materials and Supplies
- Intermunicipal Agreements



The 2025 Levy is the 2026 Budget starting point

Subtract anticipated revenue loss like grant reduction and revenue assumptions

Add anticipated expenses like inflationary costs and cost assumptions

The CPI has a direct influence on several key areas of the MD's budget including service contracts, utility and fuel costs and wages and salaries.

The Value of Property Tax Contributions:

It's not always easy to see the value behind property tax contributions, but these funds support many essential services in the community. For example, the average household pays about \$164 per month in municipal taxes – offering significant value for things including

- Road & bridge construction & maintenance
- Bylaw enforcement
- Fire, police and emergency services
- Maintenance of parks
- Flood, dust and weed control
- Snow and ice control
- Family and community supports

Property Assessment & Tax

What is Property Assessment?

Property Assessment is the process of estimating **fair actual value** (average market value) of a property for taxation purposes.

Assessments for all types of property are prepared annually by accredited municipal assessors appointed by the municipality and governed by provincial legislation and regulation.

Assessments are based on market conditions as of **July 1 of the previous year** and on the properties physical condition and characteristics as of **December 31 of the previous year**.

Assessors obtain required information through many means including site inspections, building permits and blueprints, aerial imagery, GIS data, sales information from Alberta Registries, MLS data, industry publications, and by annual written requests.

The property assessment is used to fairly distribute the annual tax revenue requirements throughout the municipality.

What are Property Taxes?

Each year, the MD of Bighorn Administration and Council establish the municipal budget required to provide local services, including but not limited to:

- Planning & Development Services
- Community and social services
- Financial Services including tax, assessment and utilities
- Operational Services including parks, transportation, solid waste, agriculture & environment, public works, health & safety
- Planning for future infrastructure including roads, bridges, water & wastewater systems
- Protective Services including enforcement, disaster services and fire services
- Information technology, legislative services and communications

Most of the revenue required is collected by way of property taxation under authority of the *Municipal Government Act* (statute of Alberta). Other areas of revenue collection are government grants and user fees.

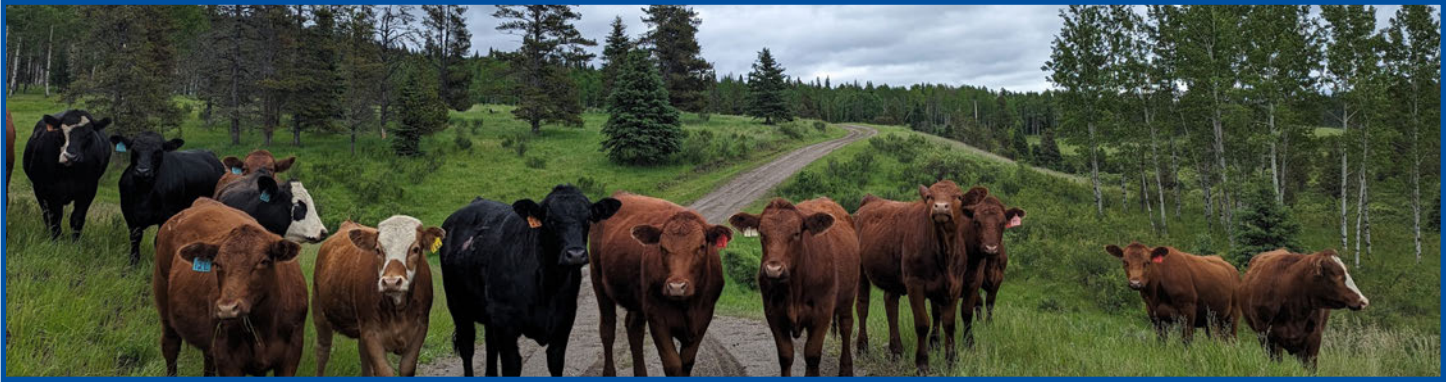
The annual property assessment is used to distribute the tax burden fairly throughout the municipality.

The Budget



The 2026 Municipal Budget

The Municipal District of Bighorn must develop and upgrade its infrastructure to maintain its current services and facilitate growth. The presented budgets have incorporated costs for the provision of services, reserve contributions, and capital projects for ongoing and future capital needs.



2026 Property Tax Requirement

The tax requirement is the amount of property tax to be levied to meet the funding needs to successfully manage the Operations, Reserve, and Capital Budgets. The proposed 2026 tax requirement is \$10,481,296.

The preliminary assessment figures, as provided by KCL Consulting, signal increases in both residential and non-residential assessment values. The bylaw for the 2026 Tax Rate will be established by Council after assessment notices have been finalized.

Budget Summary

2026 Operating Expenses have an overall increase from 2025 of 11%.

The Capital budget has an overall tax requirement of \$30,000.

The MD strives to maintain sustainable reserve balances that will support future infrastructure projects.

The Police Funding Regulation levy is included in the municipal tax rate.

In addition to property taxes, the MD collects local improvement levies and requisitions for senior's housing, designated industrial properties, and education taxes.

2026 Operating Budget

The operating budget covers the day-to-day costs of running the municipality smoothly. The municipality continues to see growth in both population and service requirements; these changes influence the overall increase in the tax requirement from 2025.

Staffing makes up a significant portion of the municipal budget. As part of the 2026-2028 Operating Budget, Administration has allowed for an inflationary increase of current salaries, the expense for vacant positions, and forecasting the requirement for additional employees over the next three years. Any changes proposed in staffing or with respect to the remuneration reviews would be brought forward for Council consideration.

The following position is approved for 2026:

- **Manager of Finance**

Update on Staffing Changes

In the 2025 budget, funding was approved for a firefighter position. After careful review of community needs and operational priorities, this position was not filled. Council has now approved an amendment to reallocate this funding to create an Administrative Assistant for Community Services. This change will help strengthen support for the department and improve service delivery.

These positions are to provide improved services and will assist with the administrative functions in meeting the goals laid out in the strategic plan.



2026 Operating Budget

Operating Revenue

Operating Revenue

Operating Budget Summary of Revenue	2025	2026	\$ Change
Taxation (Excluding Requisitions)	\$ 9,442,784	\$ 10,481,296	\$ 884,595
Sale of Goods & Services - General	\$ 1,206,567	\$ 935,098	\$ (271,469)
Sale of Goods & Services - Utilities	\$ 1,081,700	\$ 1,239,500	\$ 157,800
Sale of Goods & Services - Planning & Development	\$ 419,701	\$ 567,609	\$ 147,908
Sale of Goods & Services - Fire	\$ 340,000	\$ 700,000	\$ 360,000
Transfer from Reserves	\$ 16,000	\$ 1,024,750	\$ 1,000,000
Interest & Penalties	\$ 170,000	\$ 160,000	\$ (10,000)
Requisitions	\$ 4,391,070	\$ 4,803,379	\$ 412,309
Total Revenue	\$ 17,067,822	\$ 19,911,632	\$ 2,681,143

Operating Expenses

Operating Expenses

Operating Budget Summary of Expenses	2026	2025	\$ Change
Vehicle Operating Expense (Fuel & Oil)	\$ 166,800	\$ 159,550	\$ 7,250
Equipment Rentals	\$ 37,000	\$ 65,000	\$ (28,000)
Utilities	\$ 133,600	\$ 135,350	\$ (1,750)
Purchased Government Services	\$ 609,925	\$ 532,577	\$ 77,348
Policing*	\$ 245,000	\$ 240,000	\$ 5,000
Other - Finance Charges/Debentures	\$ 813,125	\$ 32,000	\$ 781,125
Other - Library Grant & Other Community Grants	\$ 127,000	\$ 120,000	\$ 7,000
Hamlet Cleanup	\$ 3,600	\$ 3,850	\$ (250)
Transfer to Reserves	\$ 1,142,917	\$ 929,000	\$ 213,917
Requisitions	\$ 4,803,379	\$ 4,391,070	\$ 412,309
Staffing - Wages & Contributions	\$ 6,613,350	\$ 6,050,600	\$ 562,750
Paid Per Call Fire Fighter	\$ 445,000	\$ 300,000	\$ 145,000
Honoraria	\$ 206,400	\$ 108,200	\$ 98,200
Professional Services	\$ 359,750	\$ 309,000	\$ 50,750
Contracted & General Services	\$ 1,732,240	\$ 1,597,750	\$ 134,490
Training/Conferences	\$ 147,100	\$ 95,250	\$ 51,850
Insurance	\$ 210,400	\$ 107,000	\$ 103,400
Mileage & Subsistence	\$ 139,525	\$ 123,775	\$ 15,750
General Admin	\$ 285,906	\$ 313,250	\$ (27,344)
Goods & Supplies, PPE	\$ 501,315	\$ 404,600	\$ 96,715
IT/Software	\$ 315,000	\$ 265,000	\$ 50,000
Repairs & Maintenance	\$ 873,300	\$ 784,300	\$ 89,000
Total Expenses	\$ 19,911,632	\$ 17,067,822	\$ 2,681,843

*The Police Funding Model (PFM) was implemented in April 2020 and redistributes a portion of frontline policing costs from the Government of Alberta (GOA) to municipalities that receive policing services through the Provincial Police Service Agreement (PPSA). Beginning on April 1, 2026, municipal contributions will increase to 22% of current front-line policing costs, gradually reaching 30% over the next five years.

*The MD of Bighorn must include the PFM invoice as part of the operating budget, though the funds are remitted directly to the GOA.

2026 Capital Projects Summary

FUNCTION	SERVICE	Project #	CAPITAL BUDGET	Total	
Community Services	Fire	1	Fire Hall Upgrades - Jamieson Road	140,000	
		2	167 vehicle extrication equipment	77,000	
		3	169 vehicle extrication equipment	77,000	
		4	Backup Generator - Exshaw Fire Hall	50,000	
		5	Mobile Satellite Units (x1 Fire x2 CPO)	15,000	
		6	Exshaw 169 Tender	800,000	
				-	
Corporate Services	Admin	7	2026 Laptop Replacement & Additional Hardware	30,000	
		8	Council Chambers 2.0	2,500	
		9	DMF Bike Park-Rec Hub (Pumptrack)	122,000	
					-
	Finance	10	Asset Management	10,000	
		11	Questica - Capital Budget Module	15,000	
				-	
HR	12	HRIS - Townsuite Employee Portal	28,000		
				-	
Infrastructure Services	Roads	13	Exshaw Pedestrian Safety Across Highway 1A & Train Tracks	10,250	
		14	Annual Road Rehabilitation Program	948,000	
		15	Exshaw Highway 1A Intersection Improvements	91,000	
		16	DMF 2nd Ave Streetscape - Stage 1	21,000	
		17	DMF 2nd St/3rd Ave/3rd St Parking Loop	67,650	
		18	DMF 2nd Ave Streetscape - Design of Stage 2B, 2C, 3A, 3B, 4 & 5	275,000	
					-
	Bridges	19	Bridge Rehab Program	43,700	
		20	DMF Pedestrian Bridge Access Ramps (Design)	25,000	
					-
	Storm	21	DMF Stormwater Pond (Pond Q) - Design	50,000	
					-
	Fire	22	Richards Road/Ghost River Fire Fill Station	9,500	
		23	Ghost River Fire Hall Parking Lot & Apron Expansion	25,000	
					-
	Wastewater	24	Exshaw Lagoon Upgrades	21,000	
					-
	Operations	Water	25	Exshaw Water Treatment Plant Diffuser	10,250
					-
Solid Waste		26	Two Solid Waste Bins (Pigeon Creek Condos)	32,800	
					-
Wastewater		27	Inspecting/maintaining Exshaw WW Forcemain (pigging the line)	82,000	
					-
Transportation		28	Sidewalk Rehabilitation Program	30,750	
					-
Roads		29	Flashing Speed Signs in Hamlets (partial spend in 2025)	78,000	
		30	Coyote Creek Road Oil Rehab	117,875	
	31	Roads Operator Truck Replacement (3/4T)	133,250		
				-	
Ag/Env	32	Agriculture Supervisor Truck	82,000		
	33	Mobile Satellite Units (x2)	10,800		
				-	
Public Works	34	Utility 1T Crew Truck	153,750		
				-	
Flood Mitigation	Flood		Heart Creek Flood Mitigation	20,000	
		35	Harvie Heights Flood Mitigation	400,000	
				4,105,075	

3-Year Operating Budget & Plan

2026 - 2028			
3-Year Operating Budget & Plan			
	2026 Budget	2027 Plan	2028 Plan
Total Revenue	\$ 9,430,336	\$9,302,486	\$9,242,486
Total Expenses	\$ 19,911,632	\$20,233,677	\$20,814,857
Inflationary Rate (assumed %)		2%	1.50%
Inflationary Rate (assumed \$)		\$227,076	\$173,180
Tax Revenue Required	\$ 10,481,296	\$10,931,191	\$11,572,371
Increase over prior year (%)		5.85%	5.87%
Increase over prior year (\$)		\$603,812	\$641,180
Service Changes		1 - Multiple projects complete in 2026 (reduced expense) 2 - 10% reduction in reserve contribution to debenture payment (increased expense) 3 - Graveling cycle changes (reduced expense) 4 - Includes increased reserves transfers of \$400,000	1 - Parking lease (DMF) concludes in 2027 (reduced revenue) 2 - Graveling cycle change (increased expense) 3 - Additional seasonal worker & fuel (increased expense) 4 - Includes increased reserve transfers of \$375,000

5-Year Capital Plan 2026-30



M.D. of Bighorn

5 Year Plan 2026

Summary Capital Expense	2026	2027	2028	2029	2030
Buildings	\$ 140,000	\$ -	\$ -	\$ -	\$ -
Equipment	\$ 383,350	\$ 111,366	\$ 457,679	\$ -	\$ 33,942
Flood Infrastructure	\$ -	\$ -	\$ -	\$ -	\$ -
Infrastructure	\$ 353,200	\$ 1,072,881	\$ 959,208	\$ 1,013,478	\$ 196,104
Roads & Streets	\$ 1,616,525	\$ 2,013,197	\$ 1,819,945	\$ 516,033	\$ 520,448
Trails	\$ 25,000	\$ 52,531	\$ -	\$ -	\$ -
Vehicles	\$ 1,169,000	\$ 672,400	\$ 500,754	\$ 993,432	\$ 1,510,430
Intangibles	\$ 383,750	\$ 63,038	\$ 10,446	\$ -	\$ 346,211
Total	\$4,070,825	\$3,985,414	\$3,748,032	\$2,522,942	\$2,607,134

Summary Potential Funding Pool	2026	2027	2028	2029	2030
Local Government Fiscal Framework (LGFF)	\$ 467,222	\$ 808,106	\$ 1,342,402	\$ 1,913,762	\$ 2,524,760
Canadian Community Building Fund (CCBF)	\$ 18,114	\$ 173,427	\$ 333,041	\$ 497,073	\$ 665,648
Potential cost sharing Grant opportunities AMWWP/DRP for Lift Station					
STIP for bridge rehab					
Restricted Reserves (established)	\$ 11,873,135	\$ 9,907,310	\$ 10,836,310	\$ 11,765,310	\$ 12,694,310
Developer Contribution					
Taxation					
Total Funding Pool	\$ 12,358,471	\$ 10,888,843	\$ 12,511,752	\$ 14,176,146	\$ 15,884,717

5 Year Potential Capital Gap	2026	2027	2028	2029	2030
Cumulative Needs List	\$ 4,070,825	\$ 8,056,239	\$ 11,804,270	\$ 14,327,212	\$ 16,934,347
Cumulative Funding	\$ 12,358,471	\$ 10,888,843	\$ 12,511,752	\$ 14,176,146	\$ 15,884,717
Funding Surplus/Shortfall	\$ 8,287,646	\$ 2,832,605	\$ 707,482	\$ (151,067)	\$ (1,049,629)
Debt Capacity Available	\$ 7,118,963	\$ 7,377,406	\$ 8,032,075	\$ 8,599,357	\$ 9,172,744
5 Year Capital Gap	\$15,406,609	\$10,210,011	\$8,739,557	\$8,448,290	\$8,123,115

Other Funding Strategies (outside of new debt)	2026	2027	2028	2029	2030
Assessment and Taxation Growth					
Restricted Reserves - Increases in budget		\$ 400,000	\$ 375,000		
Community Partnerships					
Developer Contributions		\$ 585,000			
Utility Rate - Capital Rider					
Competitive Grants					
	\$ -	\$ 985,000	\$ 375,000	\$ -	\$ -



The 2026-2028 Reserves Budget

Funding reserves is essential as it earmarks funds for future use, allowing the municipality to plan and minimize significant tax increases to fund capital projects.

Reserve Fund	2025	2026	2027	2028
Election Reserve	\$4,000	\$4,000	\$4,000	\$4,000
Administration - Contribution to Vehicle Reserve	\$35,000	\$35,000	\$35,000	\$35,000
Flood - Contribution to Creek Maintenance	\$50,000	\$50,000	\$50,000	\$50,000
Fire - Contribution to Vehicle Reserve	\$40,000	\$40,000	\$40,000	\$40,000
Bylaw - Contribution to Vehicle Reserve	\$5,000	\$5,000	\$5,000	\$5,000
Common Services - Contribution to Vehicle Reserve	\$15,000	\$15,000	\$15,000	\$15,000
Roads - Contribution to Vehicle Reserve	\$50,000	\$50,000	\$50,000	\$50,000
Roads - Contribution to Road Reserve	\$350,000	\$350,000	\$350,000	\$350,000
Roads - Contribution to Gravel Pit Reclamation Reserve	\$10,000	\$10,000	\$10,000	\$10,000
Roads - Contribution to Bridge Reserve	\$50,000	\$50,000	\$50,000	\$50,000
Solid Waste - Contribution to Vehicle Reserve	\$40,000	\$40,000	\$40,000	\$40,000
Additional Contributions to Reserves*		\$153,917	\$400,000	\$375,000
Tax Revenue Required for Contribution to Reserves	\$649,000	\$802,917	\$1,049,000	\$1,024,000
Hosting Fees - Bow Valley Waste Management Commission	\$150,000	\$150,000	\$150,000	\$150,000
Interest Earned on Investments	\$130,000	\$100,000	\$100,000	\$100,000
Total	\$280,000	\$250,000	\$250,000	\$250,000
Total Transfers to Reserves	\$929,000	\$1,052,917	\$1,299,000	\$1,274,000

* Administration and Council are working on a reserve strategy, to be implemented in 2026 with the additional reserves to noted to be allocated once the strategy has been put in place.

2024 Audited Closing Balances

2024 Audited Closing Balances

2025 Adjustments will be made at year-end and updated balances will be provided to Council upon completion of the 2025 audit.

	2024	2023
Operating		
General operating reserves	\$782,710	\$755,919
Tax rate stabilization	\$524,170	\$506,228
Flood recovery reserves	\$460,502	\$444,740
Elections Reserve	\$12,692	\$8,395
	\$1,780,074	\$1,715,282
Capital		
Engineering Structures	\$2,435,666	\$2,352,295
Vehicles	\$578,352	\$847,277
Roads	\$3,190,092	\$3,278,276
Lot sale proceeds reserve	\$7,496,559	\$7,239,959
Jamieson Road policy	\$22,157	\$21,398
Road upgrade policy	\$34,164	\$32,995
Aggregate levy reserve	\$747,818	\$722,221
Gravel site reclamation	\$508,366	\$481,308
Exshaw water project	\$1,036,528	\$1,001,048
Community Enhancement - Exshaw area	\$321,480	\$243,063
Municipal reserve	\$298,238	\$288,030
Community Enhancement - Dead Man's Flats, Harvie Heights, and Lac Des Arcs area	\$162,300	\$123,039
Dead Man's Flats water and wastewater project	-\$3,031,384	-\$3,031,383
Harvie Heights water project	-\$480,948	-\$480,948
Community enhancement - Jamieson Road area	\$204,588	\$163,879
Community enhancement - Benchlands area	\$185,610	\$145,551
Flood mitigation reserve	\$257,565	\$200,460
Bridge reserve	\$676,512	\$605,067
	\$14,643,663	\$14,233,535
	\$16,423,737	\$15,948,817

2026 Approved Capital Projects

2

The purchase of equipment, infrastructure, and large-scale improvements.

1 Fire Hall Upgrades - Jamieson Road

Budget Year: 2026
Department: Protective and Community Services

Project Description: The Jamieson Fire Department is in urgent need of a new fire hall. While initial steps were taken to begin this project, progress has been deferred due to financial constraints. In the interim, we are proposing a temporary solution to support operational needs and ensure firefighter safety and functionality. To address immediate space and infrastructure challenges, the department will:

- Construct a temporary garage attached to the existing fire hall to house emergency vehicles and equipment.
- Install an ATCO work trailer to serve as a meeting and training space for firefighters, including one office for officers and a communal area for team use.
- These temporary structures will provide a safe, functional environment until a permanent facility can be built.

Budget: \$140,000
Budget Funding: Reserves

2 Station 167 - Vehicle Extrication Equipment

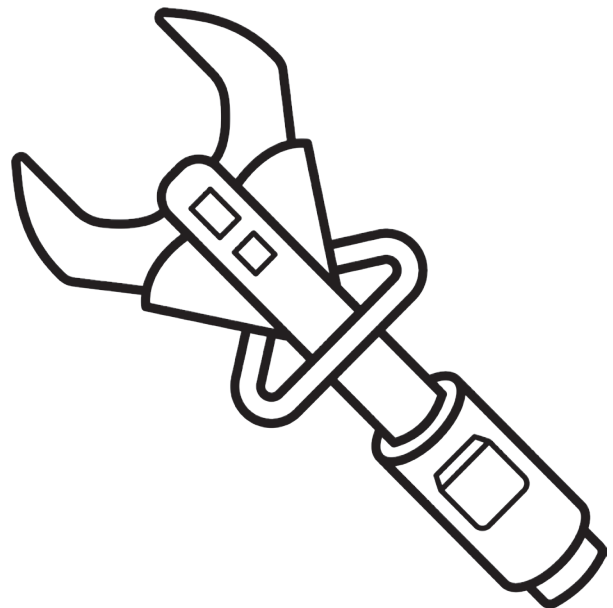
Budget Year: 2026
Department: Protective and Community Services

Project Description: This project aims to purchase Holmatro vehicle extrication tools that would fully replace the aging equipment currently in use at the 167 Ghost River Fire Department.

The new set of tools would include:

- Spreaders (Jaws of Life) - used to pry open vehicle frames and create access points
- Cutters - designed to slice through metal components such as doors, roofs, and pillars
- Rams - used to push apart sections of a vehicle to create space for safe extrication

Budget: \$77,000
Budget Funding: Reserves



3

Station 169 - Vehicle Extrication Equipment

Budget Year: 2026
Department: Protective and Community Services

Project Description: This project aims to purchase Holmatro vehicle extrication tools that would fully replace the aging equipment currently in use at the 169 Exshaw Fire Department.

The new set of tools would include:

- Spreaders (Jaws of Life) - used to pry open vehicle frames and create access points
- Cutters - designed to slice through metal components such as doors, roofs, and pillars
- Rams - used to push apart sections of a vehicle to create space for safe extrication

Budget: \$77,000
Budget Funding: Reserves

4

Backup Generator - Exshaw Fire Hall

Budget Year: 2026
Department: Protective and Community Services

Project Description: The Exshaw Fire Hall requires a backup generator to be installed. Fire halls are considered Critical Infrastructure for the municipality and region. Mitigation efforts are necessary when considering functionality of all Critical Infrastructure, which includes maintaining readiness during a power failure.

Administration is in the early stages of determining cost and installation of a generator at Exshaw Fire Hall, but recognizes that now that the risk has been identified, it is important that this project moves forward.

Budget: \$50,000
Budget Funding: Reserves

5 Mobile Satellite Units

Budget Year: 2025
Department: Protective and Community Services

Project Description: The following request is to equip the remaining 2 Community Peace Officer vehicles and 1 Fire Response vehicle (Ghost District) with mobile satellite units.

The MD of Bighorn Enforcement and Fire Services operate across vast and remote, mountainous terrain with limited cellular coverage. Equipping patrol and fire vehicles with mobile satellite kits, will ensure reliable, high-speed Internet connectivity in remote areas, enhancing officer and firefighter safety, operational efficiency, and real-time communication.

Budget: \$15,000
Budget Funding: Reserves

6 Station 169 (Exshaw) Tender

Budget Year: 2025/2026
Department: Protective and Community Services

Project Description: Tenders are most commonly found in municipalities with low or no hydrant access. Their primary function is to transport water to fires in areas without direct access to a water source. This makes a tender a vital piece of apparatus to the MD of Bighorn.

The Exshaw Fire Hall's current Tender is a 2005 Freightliner Water Tender. This piece of apparatus will be 20 years old in 2025, and is now resulting in lots of additional costs due to its mechanical condition, repair and maintenance costs, corrosion issues, and pump issues.

This project will replace the current tender with a new tender that is safer for the firefighters to access the drop tank and suction hoses, is something that all firefighters can drive being strictly an automatic, has the water capacity that is needed on a call, has pump & roll capabilities making it more functional, has speedlays (hoses) to pull a quick line to extinguish a fire, a front bumper hoseline for rapid deployment and safety of the apparatus.

Budget: \$800,000
Budget Funding: Debt

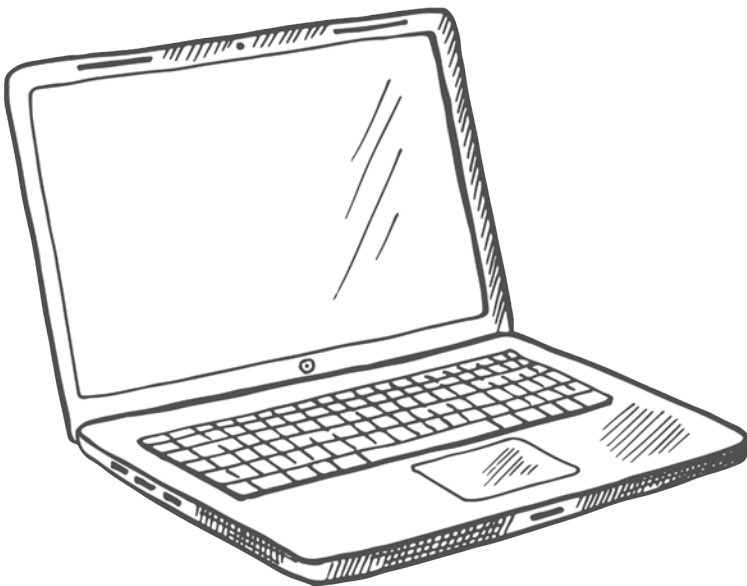
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2026 Laptop Replacement & Additional Hardware

Budget Year: 2025
Department: Administration

Project Description: The project aims to purchase laptops that are due for a replacement. This includes potential additional hardware such as docking stations, monitors, and other related items.

Budget: \$30,000
Budget Funding: Tax Levy



8

Council Chambers 2.0

Budget Year: 2024/2025/2026
Department: Administration

Project Description: The purpose of this project is to ensure consistent connectivity to support streaming of Council Meetings. The expenses could include electrical, software, cords and adapters.

The project is nearing completion and needs some microphone replacements and hardware in addition to the original project quote. Completion of the project would allow a functioning system to ensure the public can view and attend public meetings held in Council chambers.

Budget: \$2,500
Budget Funding: Reserves

9 Bike Park & Recreation Hub - Dead Man's Flats

10 Asset Management

Budget Year: 2025/2026
Department: Administration

Project Description: The complete project includes the following features and products:

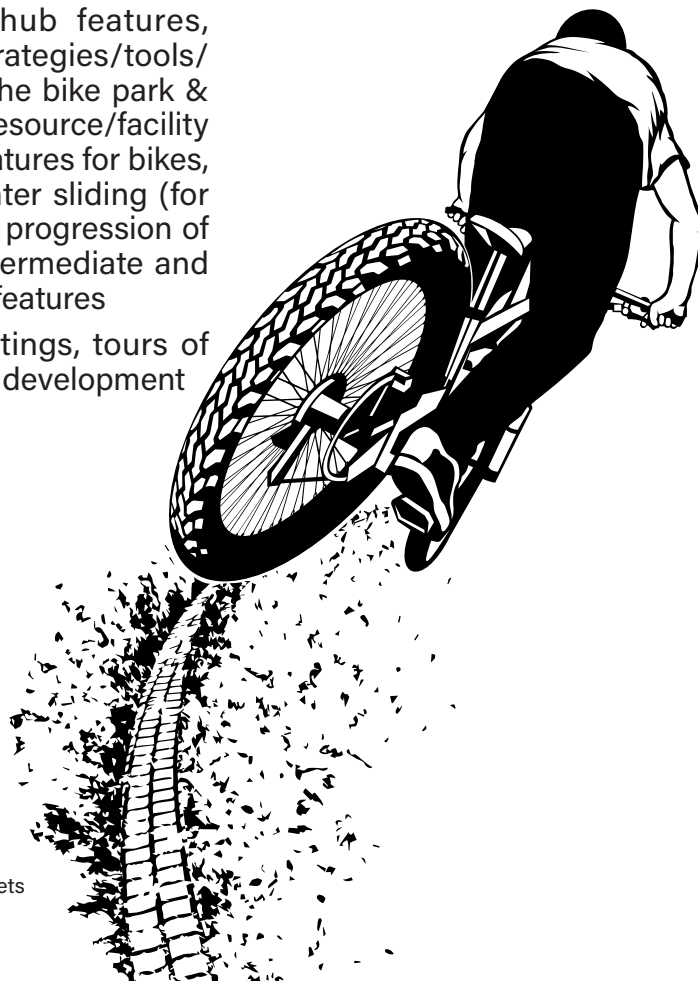
- A built and completed (2026) bike park with pump track and jump events (phase 1)
- A schematic design
- Obtaining permits for development
- Public engagement sessions (in-person and on-line)
- Contractor selection and project management for building the 2026 phase 1
- Framework with recreation hub features, cost estimates, and funding strategies/tools/resources for phases 2 & 3 of the bike park & recreation hub: expanding the resource/facility to include a variety of events/features for bikes, scooters, skateboards, and winter sliding (for instance, toboggans, skis), for a progression of skill levels from beginner to intermediate and with consideration of advances features
- Ongoing communication, meetings, tours of selected land before and during development

Budget: \$122,000
Budget Funding: Reserves

Budget Year: 2025/2026
Department: Finance

Project Description: The project allows further progress with asset management and to implement long-term asset management within the MD.

Budget: \$10,000
Budget Funding: Canada Community-Building Fund (CCBF) Grant



11

Questica - Capital Budget Module

Budget Year: 2026
Department: Finance

Project Description: This project is the second phase in updating the MD's budgeting software. In 2025, Administration implemented Questica operating budget software. This budgeting software allows for better transparency and accountability with automated calculations and comparisons to actuals, as it integrates with our financial software.

Implementation of the Capital Module will further enhance budget accuracy and tracking as capital projects can span multiple budget years. Having this module will move Administration away from excel spreadsheets, where tracking versions can lead to errors and inaccurate reporting.

Budget: \$15,000
Budget Funding: Reserves

12

Employee Portal - Townsuite

Budget Year: 2026
Department: Human Resources

Project Description: The implementation of this project will provide both employees and firefighters with access to a centralized employee portal, enabling them to view and update their personal information as needed. The portal will also offer access to historical paystubs dating back to the initial adoption of Townsuite, enhancing transparency and self-service capabilities. Once users are familiar and comfortable with these foundational features, the portal will be expanded to include timesheet input and approvals, vacation request and approval workflows, streamlining administrative processes and improving operational efficiency.

Budget: \$28,000
Budget Funding: Reserves

13

Exshaw Pedestrian Safety Across HWY 1A & Train Tracks

Budget Year: 2026
Department: Infrastructure Services

Project Description: This project is to provide an improved crossing for pedestrians across Highway 1A and the CPKC rail line in Exshaw. The requested 2026 budget is only for the first phase of the project, which is an investigation into what work has been completed so far by CPKC and to work with CPKC and Alberta Transportation and Economic Corridors (TEC) to advance this project.

Budget: \$10,250
Budget Funding: Reserves

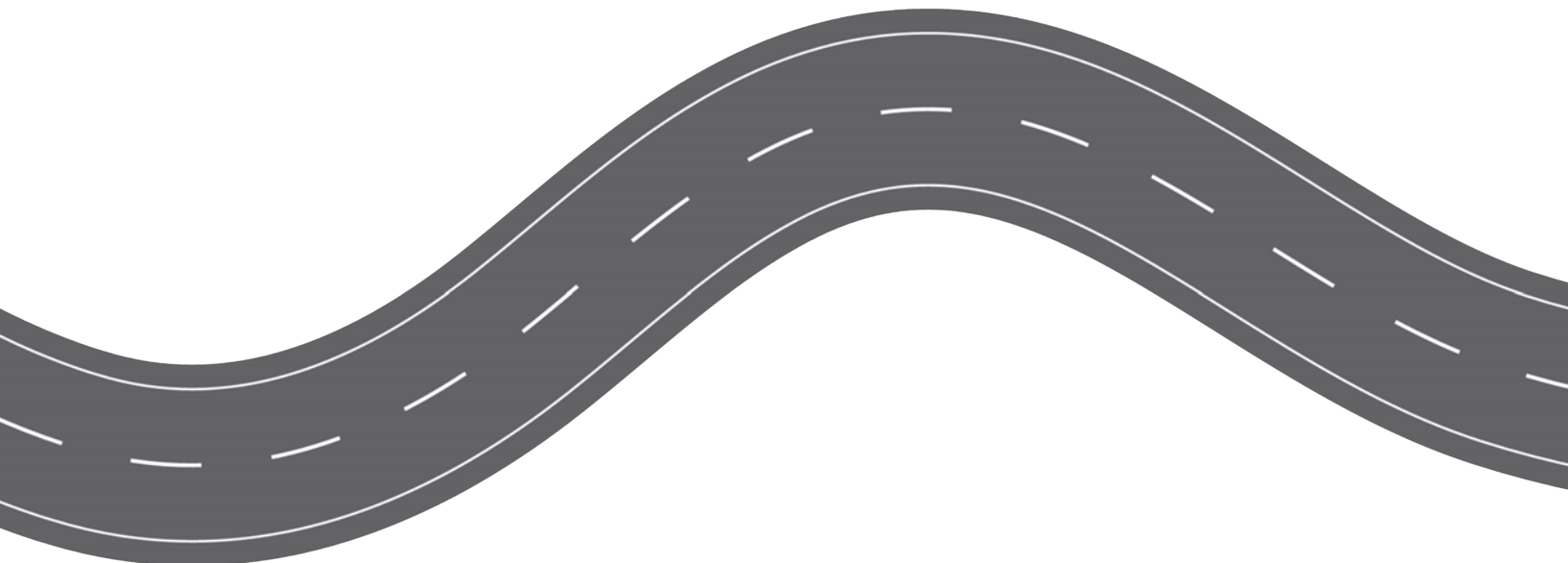
14

2026 Road Rehabilitation Program

Budget Year: 2026
Department: Infrastructure Services

Project Description: The 2026 rehabilitation work includes several roads in Exshaw, including Diamond Drive, and possibly in Harvie Heights, as budget permits.

Budget: \$948,000
Budget Funding: Local Government Fiscal Frameworks (LGFF) Grant



15

Exshaw - Highway 1A Intersection Improvements

Budget Year: 2025/2026
Department: Infrastructure Services

Project Description: This project includes design, construction estimates, tender package; and construction of upgrades to intersection(s) of existing Exshaw roads and Highway 1A. The project has been broken into phases over multiple years. An initial amount of \$37,000 was approved for 2025 for completion of the design, construction estimates and tender package of the project. An additional \$54,000 is requested for 2026 for these tasks.

Budget: \$91,000
Budget Funding: Reserves and Developer Contribution

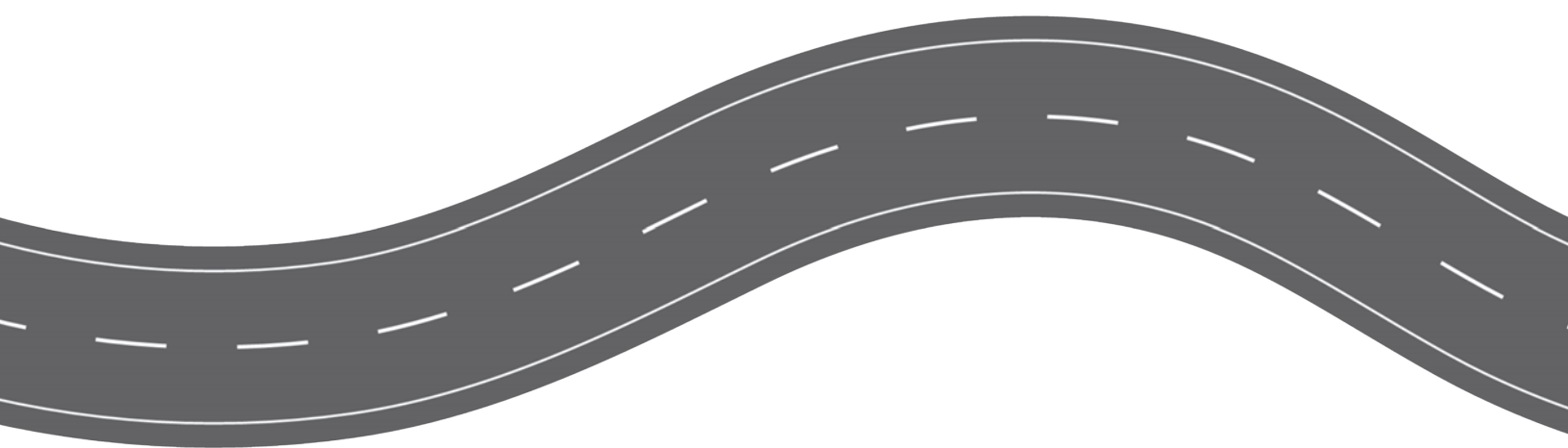
16

Dead Man's Flats 2nd Avenue Streetscape - Stage 1

Budget Year: 2025/2026
Department: Infrastructure Services

Project Description: This project was the design and construction of the Second Ave Stage 1 Streetscape Improvements in Dead Man's Flats. The majority of the construction was completed in 2025, however some items may continue into 2026 (installation of street lights by Fortis, maintenance of sod and seeded areas).

Budget: \$21,000
Budget Funding: Reserves



17

Dead Man's Flats 2nd Street/3rd Avenue/3rd Street Parking Loop

Budget Year: 2026
Department: Infrastructure Services

Project Description: This project is the design and construction of parking spaces in the area of Third Street, Third Avenue and Second Street in Dead Man's Flats. The project may involve the conversion of these streets to one-way streets. A previous concept for the project was completed in 2022 by a consultant led by the Planning & Development Services Department.

This project has been spread out over a two-year period, the first year for design (2026) and the second year for construction (2027). The budget amount requested above is for the design phase of the project only.

Budget: \$67,650
Budget Funding: Reserves

18

Dead Man's Flats 2nd Ave - Design of Stage 2B,2C, 3A, 3B, 4 & 5

Budget Year: 2026
Department: Infrastructure Services

Project Description: This project is the preliminary and detailed design of Stage 2B, 2C, 3A, 3B, 4 and 5 of the Second Avenue Streetscape project in Dead Man's Flats. The streetscape project includes the addition of parking laybys, curb and gutter, stormwater catchbasins and piping, sidewalk, pathway and street lighting.

Budget: \$275,000
Budget Funding: Reserves

19 Bridge Rehabilitation Program

Budget Year: 2025/2026
Department: Infrastructure Services

Project Description: The MD prepares a Ten-Year Bridge Rehabilitation Plan based on inspections completed by Alberta Transportation & Economic Corridors and the MD's consultant to identify when bridge maintenance, rehabilitation and replacement will likely be needed.

In 2025, the MD's bridge consultant advised that due to the current condition of the bridges, two 2025 scheduled rehabilitation items could be deferred to 2026.

These two activities are:

- patching of stripdeck on Heart Creek bridge in Lac des Arc; and
- replacement of stringers and/or patching of stripdeck on Richards Road Bridge

Budget: \$43,700
Budget Funding: Reserves

20 Dead Man's Flats Pedestrian Bridge Access Ramps

Budget Year: 2026
Department: Infrastructure Services

Project Description: This project is to complete design, obtain any approvals necessary, and complete construction of ramps to improve access to the pedestrian bridge in Dead Man's Flats. This project has been separated into two phases (design and approvals in 2026 and construction in 2027). This budget is only for the first phase in 2026 - design and approvals.

Budget: \$25,000
Budget Funding: Reserves



21

Dead Man's Flats Stormwater Pond

Budget Year: 2025/2026
Department: Infrastructure Services

Project Description: This project is for preliminary design & engineering work for a new stormwater pond and outfall in the west side of Dead Man's Flats. The construction of the pond is proposed for 2026.

Budget: \$50,000
Budget Funding: Reserves

22

Richards Road/Ghost River Fire Fill Station

Budget Year: 2025/2026
Department: Infrastructure Services

Project Description: This project is to complete an initial investigation into the potential options for a water fill station for fire equipment, located in the Richards Road / Ghost River area. The project will produce a concept-level report and high-level cost estimates. The investigation will include researching the feasibility of several different options for a fill station.

Budget: \$9,500
Budget Funding: Reserves



23 Ghost River Fire Hall Parking Lot and Apron Expansion

Budget Year: 2025/2026
Department: Infrastructure Services

Project Description: Expanding the current parking lot and apron/pad at the Ghost River Fire Department. The area we are looking to expand is approximately 770m² of additional paved area.

This project is mostly complete, with some clean-up work to be completed in Spring 2026. The expanded parking area is fully functional and in-use. Additional budget is requested to cover the final construction and engineering costs of the project.

Budget: \$25,000
Budget Funding: Reserves

24 Exshaw Lagoon Upgrades

Budget Year: 2025/2026
Department: Infrastructure Services

Project Description: This project was the design and construction of the Exshaw Lagoon Upgrades, including the flow meter installation and the exfiltration cell work. The construction was completed in 2025.

It is requested that the remaining budget carry-forward to 2026, so that final close-out tasks for the project can be completed.

Budget: \$21,000
Budget Funding: Reserves



25

Exshaw Water Treatment Plant Diffuser

Budget Year: 2026
Department: Operational Services

Project Description: This project is for the replacement of 4 diffusers at the Exshaw water treatment plant. The existing diffusers are original to the plant construction (2011). The diffusers act like a strainer or filter, allowing the water to pass through and be distributed evenly in the treatment tanks. Due to the chemistry of the water, overtime the diffusers become fouled reducing their efficiency.

As these items have never been replaced, administration will need to investigate the options for items.

Budget: \$10,250
Budget Funding: Reserves

26

Two Solid Waste Bins (Pigeon Creek Condos)

Budget Year: 2026
Department: Operational Services

Project Description: This project is for the replacement of two solid waste bins that are currently placed at the Pigeon Creek condos in Dead Man's Flats.

Budget: \$32,800
Budget Funding: Reserves

27

Inspecting/Maintaining Exshaw Wastewater Forcemain

Budget Year: 2026
Department: Infrastructure Services/Operational Services

Project Description: Infrastructure Services and Operational Services are investigating a concern regarding pump performance at lift station #1 in Exshaw. The pumps are not producing the expected flow rate. If the problem isn't with the pumps then there could be a blockage in the forcemain pipe. This project would be to inspect the forcemain and provide any necessary maintenance if a blockage was found.

Budget: \$82,000
Budget Funding: Reserves

28

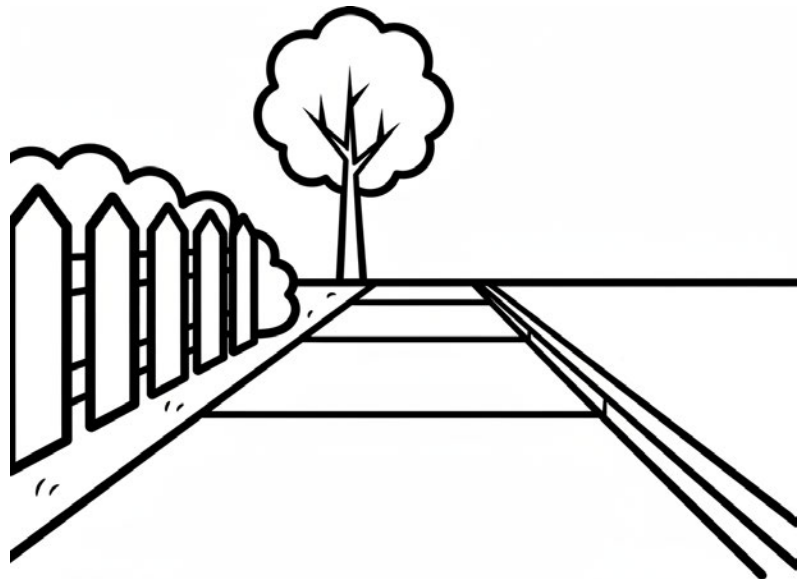
Sidewalk Rehabilitation Program

Budget Year: 2026
Department: Operational Services

Project Description: This project involves hiring a contractor to perform rehabilitation work to MD sidewalks in Exshaw. Sidewalk rehabilitation is budgeted for every 3 years. This work may include minor repairs or completely new sidewalks.

Typically a small budget of ~\$7,500 is allocated to sidewalk rehabilitation. For 2026 the budget was increased with the intention that several areas in Exshaw with deteriorating sidewalks will see rehabilitation work.

Budget: \$30,750
Budget Funding: Reserves



29 Flashing Speed Signs in Hamlets

Budget Year: 2025/2026
Department: Operational Services

Project Description: For this project, administration is working towards purchasing and installing driver feedback signs at eleven locations throughout the MD. There are five being installed on MD roads and six being proposed on provincial roads. In 2025 administration has been able to make progress on the five signs on MD roads but is waiting for approval for the six on provincial roads.

Budget: \$78,000
Budget Funding: Reserves

30 Coyote Creek Road Oil Rehab

Budget Year: 2026
Department: Operational Services

Project Description: This project involves hiring a contractor and necessary equipment to apply an oil product to Coyote Creek Road. Oil rehab is done on this road every five years.

Budget: \$117,875
Budget Funding: Reserves

31

Roads Operator Truck Replacement

Budget Year: 2026
Department: Operations Services

Project Description: This is for the purchase of a new truck and tool box for the Roads Workers. This truck will replace the existing 2018 truck and tool box. The 2018 truck would then be passed down to one of the Utility Operators in the Public Works department.

Budget: \$133,250
Budget Funding: Reserves

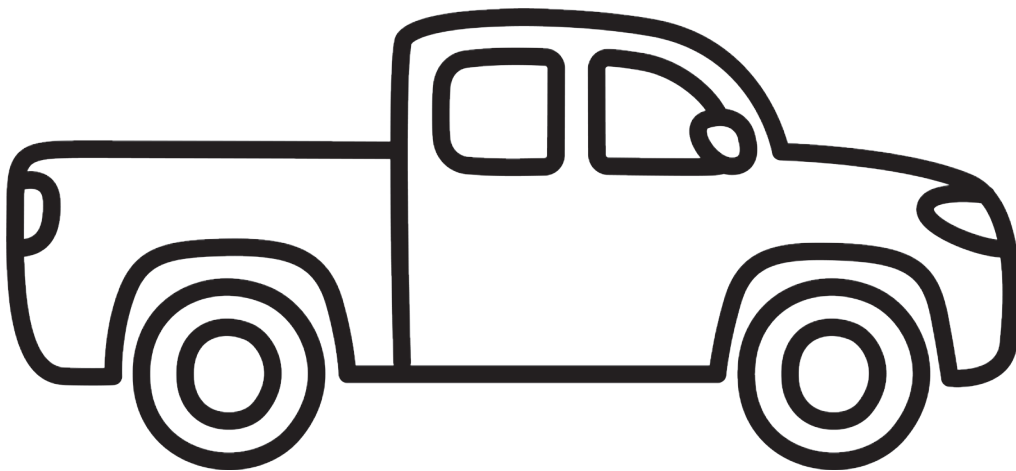
32

Agriculture Supervisor Truck

Budget Year: 2026
Department: Operational Services

Project Description: This is for the purchase of a new pickup truck that the department Supervisor would use. The current 2021 truck that the Supervisor is using would then be passed down to the Agriculture, Environment and Parks Assistant to use.

Budget: \$82,000
Budget Funding: Reserves



33

Mobile/Sat Internet for 2 Trucks

Budget Year: 2026
Department: Operational Services

Project Description: This request is for the purchase of two mobile satellite units so that two trucks can have internet access in the remote areas of the MD where no services are currently available. This budget doesn't include the monthly billing costs. Those expenses are identified in the operating budget.

Budget: \$10,800
Budget Funding: Reserves

34

Utility Crew Truck

Budget Year: 2026
Department: Operational Services

Project Description: The purchase of this new pickup truck would be to replace an existing 2015 truck and tool box in the fleet for the Senior Utilities Operator.

After the purchase of a new truck, would then be passed down to one of the Utility Operators in the department to use.

Budget: \$153,750
Budget Funding: Reserves

35

Harvie Heights Flood Mitigation

Budget Year: 2026
Department: Flood Mitigation

Project Description: The flood mitigation work for Harvie Heights has been tendered out and construction is expected to occur between April and October of 2026. Planned work includes:

- Upgrades to the "trail berm" located east of the hamlet of Harvie Heights.
- Construction of a berm along the north side of Grotto Road.
- Upgrades to the existing Harvie Heights Creek flood structure upstream of Harvie Heights Road.

Budget: \$400,000
Budget Funding: Grants



Appendices

3

**Debt & Debt Servicing (2024 Audited),
2026 Organizational Chart, 2026 Property Tax Estimates**

2024 Audited Debt Limits and Debt Servicing Limits

MUNICIPAL DISTRICT OF BIGHORN NO. 8
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2024

Debt limits and debt servicing limit

Section 276(2) of the Municipal Government Act requires that debt and debt limits as defined by Alberta Regulation 255/00 for the Municipal District of Bighorn No. 8 be disclosed as follows:

	2024	2023
Total debt limit	\$ 18,000,740	\$ 16,689,293
Total debt	636,064	728,650
	\$ 17,364,676	\$ 15,960,643
Debt servicing limit	\$ 3,000,123	\$ 2,781,549
Debt servicing	119,720	119,720
	\$ 2,880,403	\$ 2,661,829

The debt limit is calculated at 1.5 times revenue of the municipality (as defined in Alberta Regulation 255/00) and the debt service limit is calculated at 0.25 times such revenue. Incurring debt beyond these limitations requires approval by the Minister of Municipal Affairs.

These thresholds are guidelines used by Alberta Municipal Affairs to identify municipalities which could be at financial risk if further debt is acquired. The calculation taken alone does not represent the financial stability of the municipality. Rather, the financial statements must be interpreted as a whole.

Revenues included in the above calculation may be comprised of one time funding related to disaster recovery, flooding and insurance proceeds.

2024 Audited Long-term Debt

MUNICIPAL DISTRICT OF BIGHORN NO. 8
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2024

Long-term debt

	2024	2023
Tax supported debentures	\$ 636,064	\$ 728,650
Current portion	\$ 96,180	\$ 92,586

Principal and interest repayments are due as follows:

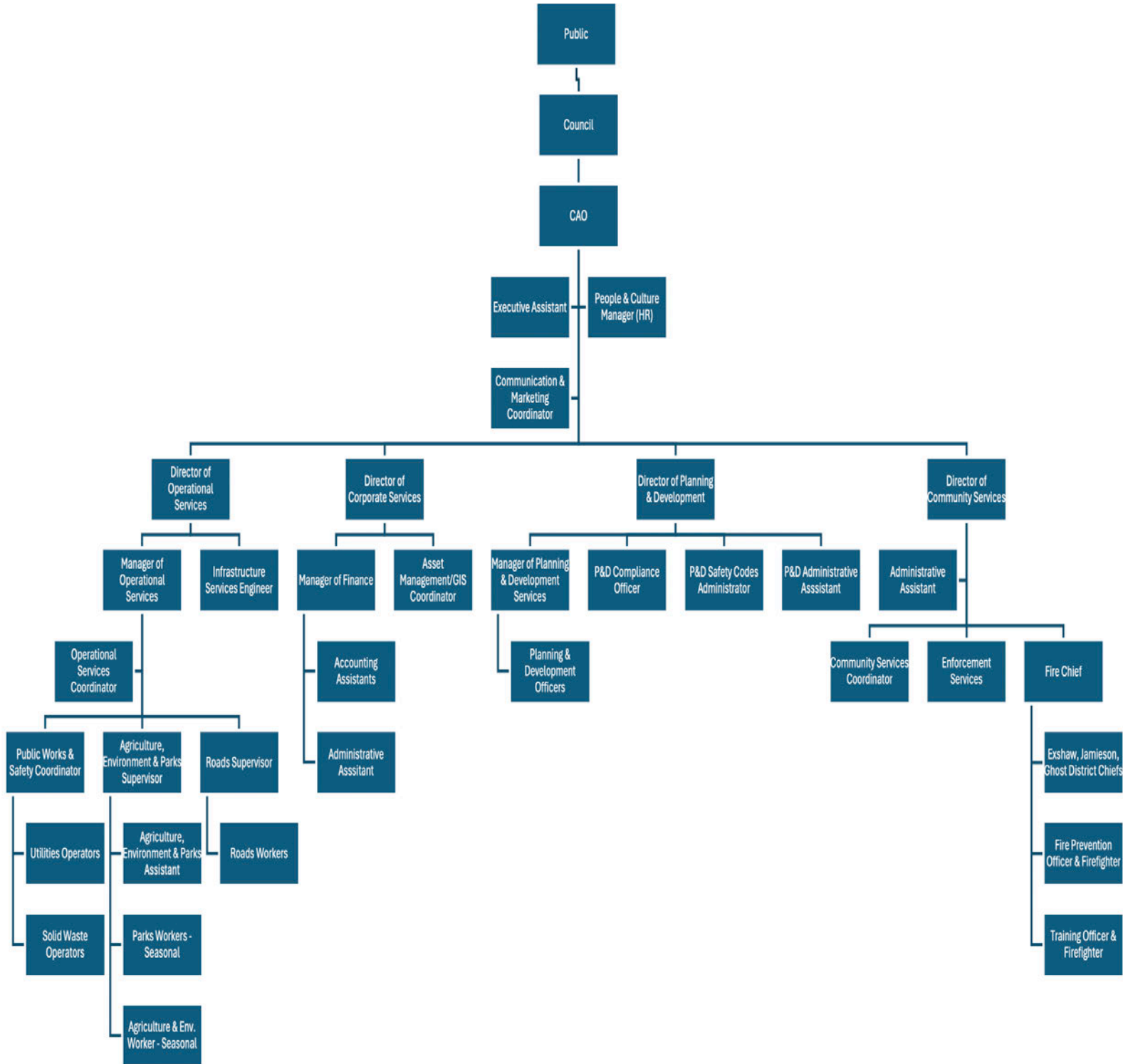
	Principal	Interest	Total
2025	\$ 96,180	\$ 23,540	\$ 119,720
2026	99,913	19,806	119,719
2027	103,792	15,928	119,720
2028	107,820	11,899	119,719
2029	112,006	7,714	119,720
Thereafter	116,353	3,366	119,719
	\$ 636,064	\$ 82,253	\$ 718,317

Debenture debt is repayable to Treasury Board and Finance and bears interest at 3.844% per annum and matures in 2030.

Interest on long-term debt amounted to \$26,090 (2023 - \$29,589).

The Municipal District of Bighorn No. 8's total cash payments for interest in 2024 were \$27,134 (2023 - \$30,593).

2026 Organizational Chart





2026 Estimated Tax Rate Calculations

Estimate Tax Rate Calculation

Year	Total Tax Requirement	Residential Municipal Tax Rate	Total Taxable Residential		Non-Residential Municipal Tax Rate	Total Taxable Non-Residential	
			Residential Assessment	Residential Tax Collected		Residential Assessment	Non-Residential Tax Collected
2025	\$ 9,442,784	1.9601763	\$ 826,084,130	\$ 1,619,270	7.4290638	\$ 1,053,095,470	\$ 7,823,514
2024	\$ 8,058,750	1.8627990	\$ 757,221,500	\$ 1,410,281	7.0611447	\$ 942,043,290	\$ 6,648,469
2023	\$ 7,474,359	1.8173590	\$ 686,635,020	\$ 1,247,863	6.9161190	\$ 900,287,580	\$ 6,226,496
2022	\$ 6,539,361	1.7794120	\$ 606,377,080	\$ 1,078,341	6.7474330	\$ 795,604,380	\$ 5,461,020

2026 Anticipated Tax Calculation based on an estimated 6% assessment increase for Residential & 10% increase for Non-Residential results in a 1.6% forecasted increase to the mill rate

2026	10,481,296	1.991539	\$ 875,649,178	\$ 1,743,890	7.547929	\$ 1,158,405,017	8,743,559
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Based on 2025 tax rates	Residential Assessment \$1,000,000		Non-Residential Assessment \$1,000,000	
Community				
Banff	2.3871	\$ 2,387.10	10.13780	\$ 10,137.80
Crossfield	5.1010	\$ 5,101.00	7.14140	\$ 7,141.40
Cochrane	3.8537	\$ 3,853.70	7.69660	\$ 7,696.60
Foothills County	2.1487	\$ 2,148.68	9.08356	\$ 9,083.56
Wheatland County	2.7377	\$ 2,737.70	7.45320	\$ 7,453.20
Kneehill County	2.8832	\$ 2,883.16	14.36950	\$ 14,369.50
Mountainview County	2.2271	\$ 2,227.10	9.15650	\$ 9,156.50
Rocky View County	2.1062	\$ 2,106.20	7.37180	\$ 7,371.80
MD of Bighorn	1.9602	\$ 1,960.18	7.42906	\$ 7,429.06
Canmore	1.9544	\$ 1,954.40	5.80705	\$ 5,807.05

Proposed 2026				
MD of Bighorn	1.9915	\$ 1,991.54	7.54793	\$ 7,547.93





MUNICIPAL DISTRICT OF BIGHORN NO. 8
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2025

16. Equity in tangible capital assets

	2025	2024
Tangible capital assets (schedule 2)	\$ 142,839,483	\$ 129,739,933
Accumulated amortization (schedule 2)	(48,389,341)	(45,864,578)
Asset retirement obligation	(807,121)	(785,137)
Long-term debt (note 9)	(7,506,205)	(636,064)
	\$ 86,136,816	\$ 82,454,154

17. Reserves

Council has set up reserves for various purposes. These reserves are either required by legislation or set up at the discretion of Council to provide funding for future expenses.

	2025	2024
Operating		
General operating reserves	\$ 722,448	\$ 782,710
Tax rate stabilization	661,563	524,170
Flood recovery reserves	136,997	460,502
Elections reserve	871	12,692
	1,521,879	1,780,074
Capital		
Engineering structures	2,057,390	2,435,666
Vehicles	62,571	578,352
Roads	2,893,652	3,190,092
Lot sale proceeds reserve	5,714,360	7,496,559
Jamieson Road policy	22,469	22,157
Road upgrade policy	34,646	34,164
Aggregate levy reserve	758,365	747,818
Gravel site reclamation	525,536	508,366
Exshaw water project	22,061	1,036,528
Community enhancement - Exshaw area	386,013	321,480
Municipal reserve	290,444	298,238
Community enhancement - Dead Man's Flats, Harvie Heights, and Lac Des Arcs area	194,589	162,300
Dead Man's Flats water and wastewater project	-	(3,031,384)
Harvie Heights water project	-	(480,948)
Community enhancement - Jamieson Road area	237,473	204,588
Community enhancement - Benchlands area	218,228	185,610
Flood mitigation reserve	311,197	257,565
Bridge reserve	731,370	676,512
	14,460,364	14,643,663
	\$ 15,982,243	\$ 16,423,737



2026-05-13

S/Sgt. Greg Tulloch
Detachment Commander
Canmore, AB

Dear Reeve and Council,

Please find attached the quarterly Community Policing Report for the period of January 1st to March 31st, 2026. This report provides an overview of human resources, financial information, and crime statistics for the Canmore Detachment, and reflects the ongoing priorities identified by the community we serve.

In addition to the information contained in the attached report, I would also like to highlight a significant national development that will impact frontline policing operations in the coming months. The RCMP has recently awarded a contract for a new modernized general duty service pistol, marking an important step in enhancing public and officer safety, as well as operational effectiveness.

The selected model is the Glock 45 MOS 7 Duty Pistol. This modernized pistol will be issued as part of a comprehensive package, including a red dot sight (Aimpoint Acro P-2), a weapon-mounted light (Streamlight TLR-7X), three magazines, interchangeable grip components, a lanyard loop attachment, a Safariland duty holster, and a secure carrying case.

The rollout will occur in phases with priority given to frontline officers. Distribution across RCMP divisions will be based on operational needs, and full deployment is anticipated by summer 2028.

A transition of this scale requires comprehensive training to ensure safe and effective use. A training program has been developed and will begin rolling out to instructors this summer. A mandatory four-day training program for frontline officers is expected to follow in late summer and fall, concluding with annual firearms qualification. Training schedules are being developed to ensure there is no impact to frontline service delivery levels.

This modernization effort reflects the RCMP's ongoing commitment to ensuring officers have the appropriate tools and training to serve their communities safely and effectively. Investments in equipment such as this are essential to maintaining high standards of policing and adapting to evolving operational demands.

We remain committed to transparency and to keeping our municipal partners informed of significant developments that impact policing services in your community. Should you have any questions or wish to discuss this initiative further, please do not hesitate to reach out.



Sincerely,

Staff Sergeant Greg Tulloch
Detachment Commander
Canmore Detachment



Alberta RCMP - Provincial Policing Report

Detachment Information

Detachment Name

Canmore

Detachment Commander

S/Sgt. Greg Tulloch

Report Date

May 13, 2026

Fiscal Year

2025-26

Quarter

Q4 (January - March)

Community Priorities

Priority #1: Traffic Safety**Updates and Comments:**

Canmore Detachment continues to set Traffic Safety Initiatives through Community Consultation, The Alberta Traffic Safety Calendar, data reported from collisions, Members' observations and complaints from the public. During Q4 Canmore RCMP issued 270 Tickets, 88 Warnings and 5 impaired driving related investigations were recorded in Town. 32 Tickets, 11 Warnings and 0 Impaired driving related investigations were recorded in the MD. Canmore RCMP continues to work with partner agencies to share resources in working towards increasing and promoting road safety

Priority #2: Community Engagement**Updates and Comments:**

Canmore Detachment records initiative activities within the APP including community engagements. Members attend meetings and communicate regularly with the Town of Canmore and the MD of Bighorn, elected officials and community / business leaders. Members regularly attend schools and participate in activities such as reading to children and playing sports. We continue to have regular involvement in TRIG and BCEC Trucking sub-committee meetings in order to provide insight into local traffic issues. This quarter saw local members interacting with youth at the hockey rinks and even coaching while in uniform in some instances. One of the new Canmore members has been drawing from his previous experience with a Community Engagement Unit with the Calgary Police Service and has been proactively engaging with downtown business owners/operators with the intent of building relationships and understanding their concerns. Once again the Detachment also organized the Polar Plunge for Special Olympics





Priority #3: Crime Reduction

Updates and Comments:

Canmore Detachment has experienced severe human resource shortages starting in June and resulting in the closure of the General Investigation Section. As such some of the liaising that regularly took place with partners has not been happening as regularly as it was when there was a dedicated member for this role. Members at the detachment have still maintained regular contact with RCMP analyst to promote intel sharing/dissemination throughout this quarter. There is only one offender in the community on curfew and no offenders on conditions requiring reporting to the RCMP.





Community Consultations

Consultation #1

Date	Meeting Type
March 26, 2026	Meeting with Stakeholders
Topics Discussed	
(1): Education Session (2): Annual Planning	
Notes/Comments:	
Member attended planning session for upcoming Evacuation Exercise with Town of Canmore management	

Consultation #2

Date	Meeting Type
March 26, 2026	Meeting with Stakeholders
Topics Discussed	
(1): Education Session (2): Annual Planning	
Notes/Comments:	
Member participated in Hazardous Incident Risk Assessment session for extreme temperatures with Town and area partners.	

Consultation #3

Date	Meeting Type
March 10, 2026	Meeting with Stakeholders
Topics Discussed	
(1): Traffic	
Notes/Comments:	
Member attended monthly Traffic Road improvement Group meeting	



Consultation #4

Date	Meeting Type
March 6, 2026	Meeting with Elected Officials
Topics Discussed	
(1): Regular reporting information sharing	
Notes/Comments:	
Detachment Commander attended the MD Protective Services Committee meeting at the Exshaw Council Chambers.	

Consultation #5

Date	Meeting Type
February 19, 2026	Meeting with Stakeholders
Topics Discussed	
(1): Education Session	
Notes/Comments:	
Member attended Incident Management Team Workshop with Town Management staff at the Civic Centre	

Consultation #6

Date	Meeting Type
January 15, 2026	Meeting with Stakeholders
Topics Discussed	
(1): Regular reporting information sharing	
Notes/Comments:	
Member attended regular BCEC trucking sub committee meeting in Exshaw.	



Consultation #7

Date	Meeting Type
January 8, 2026	Meeting with Stakeholders
Topics Discussed	
(1): Regular reporting information sharing	
Notes/Comments:	
Detachment Commander attended Quarterly Homelessness 2 House Coalition meeting along with other Bow Valley Community Stakeholders.	





Provincial Service Composition

Staffing Category	Established Positions	Working	Temporary Absences	Hard Vacancies
Regular Members	4	2	1	1
Detachment Support	1	1	0	0

Notes:

1. Data extracted on March 31, 2026 and is subject to change.
2. Temporary Absences are positions that are filled but vacant due to maternity/paternity leave, medical leave, etc. and are still included in the overall FTE count.
3. Hard Vacancies reflect positions that do not have an employee attached and need to be filled.

Comments:

Police Officers: Of the four established positions, two officers are currently working with one officer on Graduated Return to Work and one on a year long period of Leave Without Pay. There is one hard vacancy expected to be filled with an incoming Experienced Police Officer from another agency.

Detachment Support: One resource is working in the one established position. There is no hard vacancy.



Canmore Provincial Detachment Crime Statistics (Actual) January to March: 2022 - 2026

All categories contain "Attempted" and/or "Completed"

April 7, 2026

CATEGORY	Trend	2022	2023	2024	2025	2026	% Change 2022 - 2026	% Change 2025 - 2026	Avg File +/- per Year
Offences Related to Death		0	0	0	0	0	N/A	N/A	0.0
Robbery		0	0	0	0	0	N/A	N/A	0.0
Sexual Assaults		0	0	0	0	0	N/A	N/A	0.0
Other Sexual Offences		1	0	0	0	0	-100%	N/A	-0.2
Assault		0	2	2	2	2	N/A	0%	0.4
Kidnapping/Hostage/Abduction		0	0	0	0	0	N/A	N/A	0.0
Extortion		0	0	0	0	0	N/A	N/A	0.0
Criminal Harassment		2	0	0	0	0	-100%	N/A	-0.4
Uttering Threats		1	1	2	1	0	-100%	-100%	-0.2
TOTAL PERSONS		4	3	4	3	2	-50%	-33%	-0.4
Break & Enter		1	0	5	1	0	-100%	-100%	-0.1
Theft of Motor Vehicle		4	1	1	3	1	-75%	-67%	-0.4
Theft Over \$5,000		0	0	1	0	0	N/A	N/A	0.0
Theft Under \$5,000		6	6	2	4	2	-67%	-50%	-1.0
Possn Stn Goods		1	2	1	2	0	-100%	-100%	-0.2
Fraud		1	1	1	3	2	100%	-33%	0.4
Arson		0	0	0	0	0	N/A	N/A	0.0
Mischief - Damage To Property		4	3	4	2	0	-100%	-100%	-0.9
Mischief - Other		2	3	1	0	0	-100%	N/A	-0.7
TOTAL PROPERTY		19	16	16	15	5	-74%	-67%	-2.9
Offensive Weapons		0	0	0	0	2	N/A	N/A	0.4
Disturbing the peace		7	3	3	1	6	-14%	500%	-0.4
Fail to Comply & Breaches		2	0	0	3	0	-100%	-100%	-0.1
OTHER CRIMINAL CODE		2	0	1	1	1	-50%	0%	-0.1
TOTAL OTHER CRIMINAL CODE		11	3	4	5	9	-18%	80%	-0.2
TOTAL CRIMINAL CODE		34	22	24	23	16	-53%	-30%	-3.5



Canmore Provincial Detachment Crime Statistics (Actual) January to March: 2022 - 2026

All categories contain "Attempted" and/or "Completed"

April 7, 2026

CATEGORY	Trend	2022	2023	2024	2025	2026	% Change 2022 - 2026	% Change 2025 - 2026	Avg File +/- per Year
Drug Enforcement - Production		0	0	0	0	0	N/A	N/A	0.0
Drug Enforcement - Possession		1	1	0	1	0	-100%	-100%	-0.2
Drug Enforcement - Trafficking		1	0	0	0	0	-100%	N/A	-0.2
Drug Enforcement - Other		0	0	0	0	0	N/A	N/A	0.0
Total Drugs		2	1	0	1	0	-100%	-100%	-0.4
Cannabis Enforcement		0	0	0	0	0	N/A	N/A	0.0
Federal - General		0	1	0	0	1	N/A	N/A	0.1
TOTAL FEDERAL		2	2	0	1	1	-50%	0%	-0.3
Liquor Act		1	0	0	0	0	-100%	N/A	-0.2
Cannabis Act		1	0	0	0	1	0%	N/A	0.0
Mental Health Act		3	6	5	1	1	-67%	0%	-0.9
Other Provincial Stats		5	6	10	4	10	100%	150%	0.8
Total Provincial Stats		10	12	15	5	12	20%	140%	-0.3
Municipal By-laws Traffic		1	0	1	0	2	100%	N/A	0.2
Municipal By-laws		4	4	2	2	2	-50%	0%	-0.6
Total Municipal		5	4	3	2	4	-20%	100%	-0.4
Fatals		0	1	0	0	0	N/A	N/A	-0.1
Injury MVC		1	3	5	2	4	300%	100%	0.5
Property Damage MVC (Reportable)		36	26	13	13	22	-39%	69%	-4.1
Property Damage MVC (Non Reportable)		8	9	9	11	15	88%	36%	1.6
TOTAL MVC		45	39	27	26	41	-9%	58%	-2.1
Roadside Suspension - Alcohol (Prov)		5	2	0	1	0	-100%	-100%	-1.1
Roadside Suspension - Drugs (Prov)		0	0	0	0	0	N/A	N/A	0.0
Total Provincial Traffic		173	167	276	117	116	-33%	-1%	-16.4
Other Traffic		0	0	1	0	0	N/A	N/A	0.0
Criminal Code Traffic		5	3	3	1	0	-100%	-100%	-1.2
Common Police Activities									
False Alarms		0	4	4	2	0	N/A	-100%	-0.2
False/Abandoned 911 Call and 911 Act		2	2	1	4	10	400%	150%	1.8
Suspicious Person/Vehicle/Property		13	6	8	11	4	-69%	-64%	-1.3
Persons Reported Missing		0	0	0	1	1	N/A	0%	0.3
Search Warrants		0	0	0	0	0	N/A	N/A	0.0
Spousal Abuse - Survey Code (Reported)		4	2	5	6	3	-25%	-50%	0.2
Form 10 (MHA) (Reported)		0	2	0	0	2	N/A	N/A	0.2

May 2026 PRC Update



What's in this issue

- PRC names new CEO
- First quarterly data report released
- Four new CEO rules released
- PRC meets with Calgary Police Service, Edmonton Police Service, and Lacombe Police Commissions
- Previewing 180 milestone reports
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- Work with us

NEW format for *PRC Update*

We're trying out an in-email newsletter format for this edition of the *PRC Update*. This format is inbox-friendly, easier to scan, and more accessible with mobile devices and screen readers.

This edition of the *PRC Update* newsletter and previous issues are publicly available on our website. They provide regular organizational updates on areas such as policy, staffing, community engagements, and more. It's one of the ways we're striving to improve transparency and make information easier to access.

View the *PRC Update* on our website [here](#).

We welcome feedback or content suggestions for the *PRC Update*: prc@gov.ab.ca



Katherine Murphy named CEO of Alberta's Police Review Commission

The Government of Alberta has appointed Katherine Murphy as incoming chief executive officer of the Police Review Commission, as the agency continues to advance Alberta's independent, civilian-led police oversight work.

Murphy brings more than 15 years of senior leadership and regulatory experience to the PRC. A long-standing public servant, Murphy has led large, multi-disciplinary teams and has extensive experience as a civilian leader in law enforcement.

She is joining the PRC from the Calgary Police Service, where she served as chief strategy officer, leading the Bureau of Organizational Performance, which handles strategy, legal services, professional standards, finance, policy, intergovernmental relations, public affairs and communications.

"I am honoured to lead the Police Review Commission as it continues to grow and deliver on its important mandate," said Murphy. "I look forward to working with the team to ensure independent, fair and transparent oversight that strengthens trust between communities and police across Alberta."

Murphy's appointment comes at the next stage of the PRC's development.

Since launching in December 2025, the PRC has assumed responsibility for Alberta's police complaints and oversight framework under a single civilian-led structure. That mandate includes non-

criminal disciplinary matters and alternative dispute resolution, as well as investigations of potential criminal wrongdoing conducted by the Alberta Serious Incident Response Team (ASIRT).

Throughout her career, Murphy has worked in senior leadership roles focused on governance, public accountability and complex regulatory systems.

Prior to joining the Calgary Police Service, Murphy served as chief of staff and corporate secretary of the Canada Energy Regulator. In that capacity, she provided strategic and governance support to the regulator's board of directors, CEO and Indigenous advisory committee. Murphy has also practiced law at two national law firms.

She holds a bachelor of laws from Dalhousie University, and a bachelor of science degree in chemistry from Acadia University.

“Katherine Murphy brings deep leadership experience, strong governance credentials and a clear understanding of the importance of independence and accountability in police oversight,” said Mike Ellis, Minister of Public Safety and Emergency Services. “Her background positions her well to lead the Police Review Commission as it continues to mature and deliver on its mandate.”

Murphy is succeeding Michael Ewenson, who is leaving the PRC following his appointment to the Alberta Court of Justice.

Ewenson played a foundational role in establishing the organization during its launch and early operational period. Before becoming the PRC's first CEO, he led ASIRT, where he was widely recognized for improving investigative efficiency, reducing backlogs and advancing civilian police oversight in Alberta.

As the organization moves through this leadership transition, Murphy officially joins the PRC on June 8. Jessica Thomson, the executive director of the PRC's corporate services branch, will serve as acting CEO during the transition period.

Thomson has played a key role in the PRC's creation and operational growth, including helping lead implementation work ahead of the agency's launch. Prior to joining the PRC, Thomson held senior leadership roles within the Government of Alberta focused on public administration, organizational strategy and large-scale system implementation.

First quarterly data report released

We're pleased to share that we've distributed our first quarterly data report on April 17th. This report represents our first provincial snapshot, providing a comprehensive overview of oversight

activity and key metrics across jurisdictions for Q1 (Dec. 1, 2025 - March 31, 2026), along with additional month-by-month reporting on submissions, complaints and closures during the same four-month timeframe.

By consolidating this information into a single, consistent format, the report establishes a shared point of reference for understanding activity across jurisdictions and creates a clearer picture of how the system under the PRC is operating in practice.

We provide regular data reporting to police commission to support local oversight and awareness. Quarterly reports bring together provincewide data, highlighting early observations and identifying trends where sufficient data exists.

While the report provides a strong foundation, it also marks the beginning of a broader and more detailed public reporting approach. As the system matures and more data becomes available, future reports will expand in scope to include deeper analysis, trends where appropriate, and outcomes.

Quarterly reports are published on our website [here](#).

PRC DATA REPORT

DEC. 1, 2025 TO MARCH 31, 2026

Police Review Commission
Date of Release: April 16, 2026



OVERVIEW: SUBMISSIONS

A provincewide view of submission volume, initiation methods and entry points

Overall, the data shows a system that is accessible and actively used by the public.

Submissions and complaints are concentrated in Calgary and Edmonton, which aligns with population distribution.

Most submissions are received through the online portal, representing about three-quarters of intake, while email and voicemail are used less frequently. These early results are consistent with pre-launch expectations and provide a foundation as the system continues to mature.

[Find definitions on Page 13](#)

Point of Entry

Website: 764
Submitted through the PRC portal

Email: 110
Sent to prccomplaints@gov.ab.ca

1,030

Total Number of Submissions

A submission is an initial contact from a member of the public.

Once reviewed by the PRC, it is considered a complaint if it meets the requirements set out in the *Police Act*.

Initiation Method

Public (1,014) 98%

Chief-Initiated (15) 1.4%

PRC CEO-Initiated (1) 0.5%



Four new CEO rules released

We have released four new CEO rules to provide greater clarity, consistency and transparency in how police complaints are handled.

CEO rules set out how the PRC carries out its work under provincial legislation. They help explain what people involved in complaints — including police officers, complainants and the public — can expect as complaints are assessed, investigated and resolved.

The four recently-released rules focus on communication, timelines and respectful engagement during the complaint process:

- **Status Updates to Subject Officers** clarifies when and how subject officers will receive updates about the status of a complaint, supporting fairness and procedural transparency.
- **Non-communication Direction for Involved Officers in Level 3 Complaints** sets out when the PRC may direct involved officers not to communicate with one another during serious investigations, helping preserve the integrity of the investigative process.
- **Timeline for Explanatory Reports and Interviews** establishes clear timelines for officers and other involved persons to provide reports or attend interviews, supporting timely and efficient investigations.
- **Managing Unreasonable Conduct in Interactions with the PRC** outlines how the PRC may respond when interactions pose safety risks to staff or undermine the fair and effective administration of the complaints process.

Under the *Police Act* and the Police Conduct and Oversight Regulation, the CEO has authority to establish rules that govern the PRC's processes and procedures. These rules are publicly available and are binding on those to whom they apply.

When the CEO releases a rule, it means the PRC is formally setting out how a specific part of the complaints process will operate in practice. CEO rules do not change the law, but they provide clear guidance on how the PRC applies legislation to ensure consistency, accountability and public confidence in Alberta's police oversight system.

Review the full rules on our website [here](#).



PRC meets with municipal police commissions in Calgary, Edmonton and Lacombe

We recently held meetings with the Calgary Police Commission, Edmonton Police Commission, and Lacombe Police Commission to answer questions, hear local perspectives and better understand what policing and oversight look like on the ground.

The PRC team met with the Edmonton and Calgary commissions virtually to accommodate schedules, but we were pleased to meet the Lacombe Police Commission and Chief Jason Dobirstein of the Lacombe Police Service in person on May 5 (pictured above). Thank you to everyone who took the time to meet with us and share their insights and experiences.



Previewing 180 milestone reports

The Police Conduct and Oversight Regulation sets an expectation that the PRC makes reasonable efforts to resolve complaints within 180 days of categorization. In practice, this timeline begins once a submission has been reviewed and determined to meet the requirements of a complaint.

The PRC operates under a number of published CEO rules that further define the agency’s obligations and responsibilities contained in legislation. The CEO rule [“Public Reporting when Investigations Exceed 180 Days”](#) requires the PRC to publish a quarterly report on its website that specifies the number of investigations that exceeded the 180-day timeline. The rule also requires the PRC to specify the reasons why cases exceeded the 180-day timeline by listing the number of cases that fall under five specified categories:

- capacity and resource constraints
- evidence-related delays (internal to the PRC)
- evidence-related delays (external to the PRC)
- legal or procedural intersections
- other

PRC overview video released

We recently developed a short animated video explaining the PRC’s jurisdiction and the process for filing a complaint. It now has a prominent place on the front page of our [website](#), and we’ve shared it via our social media accounts as a way of increasing the public’s awareness of the PRC and what we do. As part of our work to support community partners and their efforts to direct citizen concerns and complaints to the PRC, we are happy to share the video with other organizations for use on their websites and social media channels. To download a copy of the video for your own purposes, click the three vertical dots on the bottom right corner of the video player, then Download.



PRC marks Canadian Mental Health Week

The PRC's internal wellness committee marked Mental Health Week (May 4-10) with a series of staff events including guest speakers, wellness moments with leadership, and visits from pet therapy animals in both Edmonton and Calgary.



PRC's Shahleen Premji presents at design hackathon

Shahleen Premji, Manager, Policy and Planning was recently a guest speaker and stakeholder at an IxDF - Interaction Design Foundation-led design hackathon at Edmonton Unlimited.

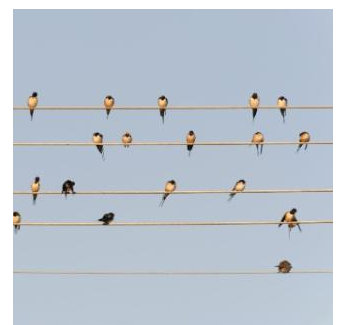
Shahleen shared a real-world public policy challenge, and spoke about her work in supporting a new police complaints system. From there, six teams of UX designers explored different “How might we” questions centred around awareness, intake, and tracking, rapidly prototyping solutions using just paper and simple materials.

In just a few hours, participants produced thoughtful, creative, and human-centred concepts, then tested them with users, coaches and with stakeholders.

We're excited to see PRC expertise shared in community learning spaces, especially when it helps translate complex accountability and policy work into human-centred service ideas.

Work with us

As an arm's-length Government of Alberta organization, PRC staff have access to the same benefits and training as other employees of the Alberta Public Service. Additionally, the PRC has internal social and wellness committees, and multiple learning opportunities. If you're passionate about transparency and accountable policing, explore the PRC's employment opportunities [here](#).



INFORMATION REPORT

Date: Monday, June 1, 2026

Report Title: Final report on the Eco 3 FoodCycler MD of Bighorn Partnership Subsidy Program

Information:

In the 2026 Community Services budget, a program was included that piloted a waste reduction program through incentivising resident composting. The program has now concluded, though the program feedback to the partnering organization is ongoing. The program feedback report will be available to the MD of Bighorn when it is completed by the partnering organization.

The waste diversion program provided MD of Bighorn with subsidized units that convert overnight household organic waste into a dry, usable soil amendment. The initial price reduction of the unit was arrived at by entering into a limited partnership with the company FoodCycler. The cost of a single unit was set at \$300. The MD of Bighorn then provided a \$100 subsidy, bringing the residents' unit cost to \$200.

In addition to meeting the immediate interests of residents to compost their organic household waste, the MD is aware that with sufficient organics waste diversion, a municipality would eliminate almost 40% of waste produced by residents, reducing pick-up and storage costs. As well, landfill space and greenhouse gas (methane) would be greatly reduced.

The MD of Bighorn ordered 25 of the units. Twenty units were pre-ordered, with five residents un-ordering before the units arrived, leaving 10 units available for purchase in addition to the fifteen pre-ordered units. An email was sent on February 12th letting residents know that the units had arrived.

The 15 pre-ordered units were paid for and collected shortly after arrival. The last of the remaining units sold by June 2026, about four months after they arrived.

Community Services is reaching out to residents who are prepared to commit to purchasing a unit with a proposed future order. The future order would consist of 20 units, the smallest order that FoodCycler offers. The contract would only be entered into by the MD of Bighorn if 20 units were pre-ordered, to avoid having unsold units purchased by the MD of Bighorn.

ATTACHMENTS:

Prepared By: Doug Saul

Approved By:

Submitted To: Council

Meeting Date: June 9, 2026