



# Governance & Priorities Committee

Tuesday, June 23, 2026, at 9:00 AM  
Council Chambers  
No. 2 Heart Mountain Drive, Exshaw, Alberta T0L 2C0

## MEETING AGENDA

- A. Call to Order
- B. Agenda
  - 1.
- C. Previous Meeting Minutes
  - 1. May 26, 2026 Governance & Priorities Committee Minutes 3
- D. Delegations
  - 1. No delegations
- E. Administrative Updates/Reports
  - 1. CAO Update 7
  - 2. Communications Report 17
  - 3. Community Services Report 18
  - 4. Corporate Services 19
  - 5. Emergency Services 20
  - 6. Enforcement Services 35
  - 7. Payroll 42
  - 8. Planning & Development Services 43
  - 9. Public Works 49
  - 10. Roads 51
- F. Committee Business
  - 1. Draft Policy 2026-06 Public Conduct 53
  - 2. Delegation Follow-up Miistakis Institute 62
  - 3. Delegation Follow-up Calgary Regional Airshed Zone Society 82
  - 4. Delegation Follow-up Bow Valley Destination Stewardship Council 96
  - 5. Meeting Follow-up Alberta Counsel 118
  - 6. Prairie Adaptation Research Collaborative Request for Support 132
  - 7. Town of Canmore Maintenance on Harvie Heights Road 134

G. Closed Session (if required)

1.

H. Motions Arising from Closed Session

1.

I. Next Meeting: August 25, 2026

J. Adjournment

**MUNICIPAL DISTRICT OF BIGHORN NO. 8  
GOVERNANCE & PRIORITIES COMMITTEE**  
<https://www.youtube.com/watch?v=0ozdEuc9lI0>  
**MINUTES**

Of the Governance and Priorities Committee meeting held Tuesday, May 26, 2026, at 9:00 AM, held in MD of Bighorn Council Chambers with the following persons present:

Members: Lisa Rosvold, Chair  
Rick Tuza  
Jen Smith  
Steve Fitzmorris  
Alice James

Administration: Shaina Kelly, Chief Administrative Officer (CAO)  
Lynda Gale, Director of Corporate Services  
Jenny Kasprovicz, Manager of Planning & Development Services  
Bill Luka, Director of Operational Services  
Carol Pegg, Executive Assistant (Recording Secretary)

Staff: Kendra Tippe, Manager of Operational Services  
Doug Saul, Community Services Coordinator

Other: Ryan Musch, Bloom CME Inc (via Teams)

Regrets: Hayley Gavin, Director of Planning & Development Services  
Peter Genereux, Director of Community Services

**A. CALL TO ORDER**

The Chair called the meeting to order at 9:3 AM (TS 8:35)

**B. AGENDA APPROVAL**

Administration requested the addition of the following item under Committee Business:  
F.3 – Canmore Area Trails Master Plan – Letter of Support (CATMP).

**Moved** by R. Tuza that the Committee approves the agenda as amended. (TS 9:26)

**CARRIED**

**C. APPROVAL OF PREVIOUS MEETING MINUTES**

**Moved** by S. Fitzmorris that the Committee approves the April 28, 2026, Governance and Priorities (GPC) meeting minutes, as presented. (TS 9:48)

**CARRIED**

**D. DELEGATIONS**

No delegations were scheduled.

**E. ADMINISTRATIVE UPDATES/REPORTS**

**Moved** by J. Smith that the Committee accepts items E.1-E.11 as information. (TS 19:52)

**CARRIED**

**F. COMMITTEE BUSINESS**1. Draft Tree Policy

Manager of Operational Services presented the revised draft Tree Management Policy and responded to questions raised at the February GPC meeting.

**Moved** by R. Tuza that the Committee recommends the Tree Management Policy, as discussed, be brought to a future Council meeting. (TS 40:22)

**CARRIED***K. Tippe left the meeting at 9:38 AM**D. Saul joined the meeting at 9:39 AM*2. Reserves Strategy Discussion

Director of Corporate Services and Ryan Musch, Bloome CME presented the draft Reserves Strategy for discussion by the Committee.

**Moved** by A. James that the Committee accepts the Reserves Strategy Report as information and recommends that revisions to the Reserves Policy be brought forward to a future Council meeting. (TS 1:35:45)

**CARRIED***R. Musch left the meeting at 10:31 AM*3. Letter of Support to Canmore Area Trails Master Plan (CATMP)

CAO presented this walk on item regarding a request for municipal letter of support for the Canmore Area Trails Master Plan (attached to these minutes as Schedule 'A').

**Moved** by S. Fitzmorris that the Committee provides a letter of support for the Canmore Area Trails Master Plan. (TS 1:53:49)

**CARRIED***D. Saul left the meeting at 10:48 AM***G. CLOSED MEETING**

**Moved** by S. Fitzmorris that the Committee moves into Closed Session at 10:49 AM (Personnel ATIA S. 20). (TS 1:54:10)

**CARRIED****In attendance**

L. Rosvold	R. Tuza	J. Smith
S. Fitzmorris	A. James	S. Kelly

**Moved** by A. James that the Committee returns to Open Session at 11:26 AM. (TS 2:30:55)

**CARRIED**

**H. MOTIONS ARISING FROM CLOSED SESSION**

No reportable actions from closed session were made.

**I. NEXT MEETING DATE:** June 23, 2026, at 9:00 AM

**J. ADJOURNMENT**

**Moved** by S. Fitzmorris that the Committee adjourns the meeting at 11:26 AM. (TS 2:31:16)

**CARRIED**

\_\_\_\_\_  
CHAIR

\_\_\_\_\_  
CHIEF ADMINISTRATIVE OFFICER

SCHEDULE	DESCRIPTION
A	Request Letter of Support from Canmore Area Trails Master Plan

DRAFT



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**FW: CATMP: Letter of Support**

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From Peggy Holroyd <Peggy.Holroyd@gov.ab.ca>

Date Fri 5/22/2026 9:28 AM

To Doug Saul <doug.saul@mdbighorn.ca>

Hi Doug,

I hope you are doing well.

As we move toward final approval of the Canmore Area Trails Master Plan (CATMP), I'm reaching out to advisory group members to request letters of support. The perspective of the advisory group is incredibly valuable, and their voices can help demonstrate the importance and strength of the plan.

I'm not sure if this is possible or if the letter needs to come from a manager or elected position. Let me know.

If you're willing, it would be helpful if the letter could speak to:

- Why the CATMP is important to your organization
- What you see as key strengths or positive aspects of the plan

I also want to acknowledge that some advisory group members had concerns regarding the level of detail on operations and management in earlier drafts. This content has been proposed for inclusion in the final plan, although in a more concise format than what was shared in March 2025.

These letters of support will play an important role in helping move the CATMP across the finish line for approval.

Please address your letter to the Regional Director, Alberta Parks, Kananaskis Region (Michael Roycroft [Michael.roycroft@gov.ab.ca](mailto:Michael.roycroft@gov.ab.ca)), who will ensure it is shared with the appropriate decision-makers.

If you're able to provide a letter, I would appreciate receiving it in the next week by May 29, 2026.

Thank you again for your time, input, and continued support throughout this process.

Thanks,

Peggy

**Peggy Holroyd, MEDES, RPP, MCIP|Planning Team Lead**

Kananaskis Region | Parks Operations Division

Alberta Forestry and Parks

Mailing: PO Box 148, Cochrane, AB T4C 1A4

Courier: 101, 213 – 1 Street W Cochrane, AB T4C 1A5

E: [Peggy.Holroyd@gov.ab.ca](mailto:Peggy.Holroyd@gov.ab.ca)

C: 403-493-0284



# Governance & Priorities Committee

## REPORT

**Meeting Date:** Tuesday, June 23, 2026, at 9:00 am

**Title:** CAO April Update

**Department:** Office of the CAO

**Summary:**

To provide a monthly update from the office of the CAO.

**Proposed Motion:**

No recommendation is required as this is provided as information.

**Background/Discussion:**

The attached documents provide an update on the following:

1. CAO monthly update for May
2. Summary of May Council resolutions and corresponding action items, if applicable. Please note that May resolutions have not been updated for progress as of date of publication.

**Options/Alternatives:**

**Consultation/Engagement:**

**Implementation/Communication:**

**Financial Implications/Benefits:**

**Impact/Anticipated Results:**

The following attachments provide transparency and clarity. The monthly updates communicate meetings and events attended by the CAO, demonstrate consistency and leadership with the recurring meetings, and highlight upcoming workshops that council will be attending to accomplish strategic goals and objectives.


### Key Work & Updates

 <p><b>Privacy Management Plan</b></p> <p><i>Program Development   Privacy   Policy   Framework</i></p> <p>Worked on draft Privacy Management Plan</p>	 <p><b>2027–2030 Strategic Plan</b></p> <p><i>Strategic Planning   Alignment   Foresight</i></p> <p>Prepared first draft of the 2027–2030 Strategic Plan</p>	 <p><b>Access to Information</b></p> <p><i>Responsiveness   Compliance   Service</i></p> <p>Responded to access to information requests</p>
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### May Events Timeline

- **May 12:** Council Meeting
- **May 13–14:** Society of Local Government Managers Workshop
- **May 19:** Land Use Bylaw 10-26 Public Hearing
- **May 20:** CAO staff appreciation lunch
- **May 25:** Governance & Priorities Committee Meeting
- **May 28:** GovAI training
- **May 29:** Records Management Meeting


### Leadership Principles Demonstrated

- 


**People Leadership** — *Coaching | Connection | Accountability*

Regular one-on-one meetings with direct reports
- 

**Strategic Leadership** — *Transparency | Planning | Direction*

Strategic plan preparation and draft Privacy Management Plan
- 

**Staff Engagement** — *Recognition | Culture | Morale*

Annual CAO staff appreciation luncheon
- 

**Continuous Learning** — *Growth | Modernization*

SLGM workshop, GovAI training, and records management discussions



29  
GOALS

14%  
GOAL COMPLETION

### COUNCIL RESOLUTIONS PLAN

### COUNCIL RESOLUTIONS

Resolution	Goal	Details	Owner	Monthly Update	Due Date	Current Completion
R:256/24	Council Meeting 2024-11-30 → Council moved to bring Transit Feasibility Study Implementation Plan forward to a CAO Workshop followed with future discussion at a Governance and Priorities Committee meeting in 2025.	A workshop will be scheduled with the new Council by end of Q1 to further discuss options presented in the Transit Feasibility Study.	MD of Bighorn Shaina Kelly	Shaina Kelly: Key Accomplishments: <i>No value</i>  Challenges: With the associated costs for implementation and administrative changes at KID, this plan has been on hold.  Next Steps: Administration and Council need to discuss next steps and whether any implementation items will be incorporated into the 2027-2031 Capital Budget.  <i>05/20/2026</i>  Shaina Kelly: Key Accomplishments: <i>No value</i>  Challenges: Changes at KID and introduction of the All Season Resorts	08/31/2026 12/31/2026	0% 0 / 100% 0% 0 / 100%

Resolution	Details	Owner	Monthly Update	Due Date	Current Completion
<p><i>No value</i></p>	<p><b>Council Meeting 2025-01-31</b></p>	<p>MD of Bighorn</p>	<p>Act may change the Kananaskis scope of the feasibility study. MD Council needs to schedule a workshop to discuss next steps regarding the report.</p> <p><b>Next Steps:</b> <i>No value</i> 04/07/2026</p> <p><b>Shaina Kelly:</b></p> <p><b>Key Accomplishments:</b> <i>No value</i></p> <p><b>Challenges:</b></p> <p><b>Next Steps:</b> MD Administration to organize follow-up discussion with KID and then arrange for a Council/CAO workshop to identify actionable items within the report findings.</p> <p>09/11/2025</p>	<p>12/31/2025</p>	<p>50% 50 / 100% 50% behind</p>

Resolution	Goal	Details	Owner	Monthly Update	Due Date	Current Completion
R:13/25	<p>→ Council authorized the CAO to review and propose amendments to the Procedural Bylaw and Councillor Code of Conduct.</p>		Shaina Kelly	<p><b>Shaina Kelly:</b>  <b>Key Accomplishments:</b> <i>No value</i>  <b>Challenges:</b> <i>No value</i>  <b>Next Steps:</b> Bring report forward for review and direction to Jun or Aug GPC  <i>05/20/2026</i></p> <p><b>Shaina Kelly:</b>  <b>Key Accomplishments:</b> <i>No value</i>  <b>Challenges:</b> Policy amendments from workshop need to be reviewed. Now that we are post elections, can revisit policy and add additional workshop if required.  <b>Next Steps:</b> <i>No value</i>  <i>04/07/2026</i></p> <p><b>Shaina Kelly:</b>  <b>Key Accomplishments:</b> Draft Procedural Bylaw has been prepared and a workshop scheduled to go over proposed amendments.  <b>Challenges:</b> <i>No value</i>  <b>Next Steps:</b> Amend draft bylaw and present to future GPC/Council.  <i>08/28/2025</i></p>	06/30/2026	50% 50 / 100% 50% ahead
	Council Meeting 2025-05-30		MD of Bighorn		12/31/2025	97% 97.27 / 100% 3% behind

Resolution	Goal	Details	Owner	Monthly Update	Due Date	Current Completion
R:119/25	<p>→ Council rescinded Resolution R:4/24 and authorized Administration to continue collaborating with the Landowners of lands within the Rafter Six Tourist and Recreation District (RSTR) to establish appropriate long-term planning documents and land use districts for the area.</p>		Hayley Gavin		07/31/2026	70% 70 / 100% 70% ahead
<i>No value</i>	Council Meeting 2025-07-08 and 2025-07-15		MD of Bighorn		12/31/2025	99% 99.17 / 100% 1% behind
R:191/25	<p>→ Council approves \$50,000 from the Operating Reserve to support a comprehensive review and update of Policy F-16</p>		Lynda Gale	<p><b>Lynda Gale:</b>  <b>Key Accomplishments:</b>            Teh 2026 budget process is complete and the Reserves Policy Review and 10-year capital plan will occur in 2026.  <b>Challenges:</b> <i>No value</i>  <b>Next Steps:</b> <i>No value</i>            01/28/2026</p>	12/31/2026	75% 75 / 100% 28% ahead
<i>No value</i>	Council Meeting 2025-09-09		MD of Bighorn		12/31/2026	0% 0 / 100 47% behind
R:252/25	<p>→ Bow River Basin Council (BRBC) Groundwater Monitoring Program</p>	<p>Council directs Administration to assist the Bow River Basin Council with citizen engagement and to help with identifying and accessing existing groundwater data sets that the industry in the MD may have already collected for a one (1) year trial period.</p>	Shaina Kelly		12/31/2026	0% 0 / 100 47% behind
<i>No value</i>	Council Meeting 2025-09-16		MD of Bighorn		12/31/2025	100% 100 / 100

Resolution	Goal	Details	Owner	Monthly Update	Due Date	Current Completion
R:280/25	→ MD Land Consolidation and Future Options – Plan 251 1044; Block 4; Lot 1, East of Exshaw	Council directs Administration to negotiate the sale or lease of a portion of Plan 251 1044; Block 4; Lot 1, including an 8-acre parcel option and/or a 4.5-acre parcel option per the December 3, 2024 Memorandum of Understanding with the existing Lessee.	Hayley Gavin		07/31/2026	40% 40 / 100 7% behind
<i>No value</i>	<b>Council Meeting 2025-11-12</b>		MD of Bighorn		12/31/2028	0% 0 / 100 46% behind
R: g/2025	→ CLOSED MEETING ITEM	Motion to go into closed session ATIA Sections 32 and 34.	Shaina Kelly		12/31/2028	0% 0 / 100 37% behind
No resolution coming out of this information item	→ Exshaw Mountain Gateway Inc. (EMGI) Subdivision SD 2024-002 – Highway 1A Intersection Improvements	ATIA Sections Applicable: Access to Information Act – Section 32 – Privileged Information Access to Information Act – Section 34 – Information that is or will be available to the public	Hayley Gavin		12/31/2028	5% 5 / 100 32% behind
<i>No value</i>	<b>Council Meeting 2026-01-13</b>		MD of Bighorn		12/31/2026	0% 0 / 100 40% behind
R:11/26	→ MD Land Consolidation and Future Options – Plan 251 1044; Block 4; Lot 1, East of Exshaw	Council directs Administration to continue negotiations for the sale of a portion of Plan 251 1044; Block 4; Lot 1, in accordance with the parcel sizes and dollar value parameters approved by Council during the closed session discussion.	Hayley Gavin		12/31/2026	0% 0 / 100 40% behind
<i>No value</i>	<b>Council Meeting 2026-02-10</b>		MD of Bighorn		12/31/2026	0% 0 / 100 34% behind

Resolution	Goal	Details	Owner	Monthly Update	Due Date	Current Completion
R:22/26 and 23/26	→ Bylaw 03-26 – Exshaw Mountain Gateway Inc. (EMGI) Partial Road Closure	Council provides First 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 Survey.  and  Council schedules a Public Hearing for Bylaw 03-26, in accordance with Section 22 and Section 216.4 of the Municipal Government Act on March 24, 2026 at 6:00 PM in Council Chambers.	Hayley Gavin		12/31/2026	0% 0 / 100 34% behind
R:24/26 and 25/26	→ Bylaw 05-26 – Exshaw Mountain Gateway Inc. (EMGI) Area Structure Plan Amendment	Council provides First Reading to Bylaw 05-26 Exshaw Mountain Gateway Area Structure Plan Amendment to increase the density of the two multiunit parcels from 14 units to 22 units total, as presented.  and  Council schedules a Public Hearing for Bylaw 05-26 on March 24, 2026 at 6:30 PM in Council Chambers.	Hayley Gavin		12/31/2026	0% 0 / 100 34% behind
R:26/26	→ Bylaw 06-26 – Borrowing Bylaw – Tender Fire Truck Capital Lease	Council provides First Reading to Bylaw 06-26 Borrowing Bylaw – Tender Fire Truck Capital Lease.	Lynda Gale		12/31/2026	0% 0 / 100 34% behind
R:30/26	→ Ghost Waiparous Trail Association Ward Enhancement Grant	Council approves the Community Enhancement Program Grant application from Ward 4 portion to the GWTA for \$5,371.00.	Doug Saul		12/31/2026	0% 0 / 100 34% behind

Resolution	Goal	Details	Owner	Monthly Update	Due Date	Current Completion
R:33/26	→ Secondary Road & Gate in Jumpingpound	Council accepts the portion of the roadway within the MD Boundary of the Jumpingpound area as shown in Attachment 1 as a secondary Roadway subject to the discharge of the disposition or written confirmation from the Province that the M.D. has the authority to remove the gate as the disposition currently stands; and direct Administration to update the "M.D. of Bighorn Road Network Map" which forms a separate schedule to the Roads Inspection and Maintenance Policy T-29, accordingly.	Bill Luka	<b>Bill Luka:</b> <b>Key Accomplishments:</b> All locks have been removed from the gate, which is no longer restricting public access. The Road Inventory Map is being updated.  <b>Challenges:</b> <i>No value</i> <b>Next Steps:</b> <i>No value</i> 04/07/2026	12/31/2026	80% 80 / 100 46% ahead
<i>No value</i>	<b>Council Meeting 2026-03-10</b>		MD of Bighorn		12/31/2026	0% 0 / 100 28% behind
R:50/26	→ Harvie Heights and Dead Man's Flats Utility Master Plans – New 2026 Projects	Council amends the 2026 Capital Budget by adding \$20,000 (Twenty-Thousand Dollars) to finalize the Harvie Heights Utility Master Plan and \$25,000 (Twenty-Five Thousand Dollars) to finalize the Dead Man's Flats Utility Master Plan, with funds allocated from the Operating Reserve fund.	Vicki Moses		12/31/2026	0% 0 / 100 28% behind
R:52/26	→ 2026 Capital Budget Amendment	Council approves the 2026 Capital Budget, as amended.	Lynda Gale		12/31/2026	0% 0 / 100 28% behind
R:53/26 and 54/26	→ 2026 Operating Budget Amendments	Council approves allocating the \$153,917 approved for the 2026 Operating Budget to the following reserves: Flood Mitigation Reserve \$30,000; Engineering Structures Reserve \$60,000; and Roads and Streets Reserve \$63,917. and Council approves the amendment to increase the 2026 Operating Budget Expenses by \$8,750, already funded from the Roads & Streets Reserve.	Lynda Gale		12/31/2026	0% 0 / 100 20% behind

Resolution	Goal	Details	Owner	Monthly Update	Due Date	Current Completion
R:56/26	→ Off-site Levy Bylaw Project Amendment Request	Council amends the 2026 Operating Budget and adds an additional \$15,000 (Fifteen-Thousand Dollars) for the Off-site Levy Bylaw Project with funds allocated from the Operating Reserve fund.	Lynda Gale		12/31/2026	0% 0 / 100 28% behind
<i>No value</i>	<b>Council Meeting 2026-04-14</b>		MD of Bighorn		12/31/2026	0% 0 / 100 37% behind
<i>No value</i>	<b>Council Meeting 2026-05-12</b>		MD of Bighorn		12/31/2026	0% 0 / 100 37% behind
R: 125/26 and 126/26	→ Business License Bylaw 11-26	Council provided 1st reading of Bylaw 11-26 and scheduled PH for June 19, 2026 @ 6:00 pm	Hayley Gavin		12/31/2026	0% 0 / 100 8% behind
R:146/26	→ Town of Canmore Rotary Canada Day Pancake Breakfast	Council approves the donation of \$1,200 to the Rotary Club of Canmore for Canada Day Breakfast.	Lynda Gale		12/31/2026	99% 99 / 100 96% ahead
<i>No value</i>	<b>Council Meeting 2026-06-09</b>		MD of Bighorn		12/31/2026	0% 0 / 100 22% behind

# Municipal District of Bighorn

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## Report Title: Communications Month-End Report May 2026

To: Reeve & Council

From: Communications & Marketing Coordinator

### Communications for 2026 Property Taxes

- The communications for 2026 taxes began in April and have continued throughout May and June.
- A new tax stuffer was created this year to be included with all tax notices.

### Voyent Alert Test

- Bow Valley wide Voyent Alert test went out on May 6<sup>th</sup>.
- Successful test, gained about 20 new users.

### High Streamflow Advisory/ High Groundwater Communications

- Actively involved in the communications regarding the high groundwater and high streamflow advisory for the Bow River.

### Human-Wildlife Coexistence

- Reviewed and updated the website [www.keepwildlifealive.ca](http://www.keepwildlifealive.ca) to serve as the landing page for our campaign.
  - o Will begin social media campaign in June.

### Facebook Stats - May

42 Posts

64,440 views

3,785 Interactions (The number of reactions, clicks, comments, shares and saves on our posts)

### YouTube Stats - May

Subscribers: 137 (+4 from last month)

663 views

Total watch time: 232.6 hours

## INFORMATION REPORT

### Governance & Priorities Committee

**Date:** Monday, June 15, 2026

**Report Title:** Community Services Coordinator's regular report to June 23, 2026

**Information:** Monthly report from the Community Services Coordinator May 12 to June 23, 2026

#### Selected Meetings, Projects, and Regular Tasks

- Community Services Board meeting, Harvie Heights Community Centre: May 14
- Bow Valley Immigrant Partnership, meeting, Exshaw: May 19
- Emergency Food Sector meeting, Teams: May 20
- MD of Bighorn Newsletter, Community Services content: May 22
- South Central ESS meeting: May 26
- AISH and AB Disabilities Assistance Program, webinar: May 27
- Town of Cochrane FCSS Interagency meeting: May 27
- Town of Cochrane Material Recovery Centre meeting: May 27
- GovAI training: May 21, May 28
- Canmore Area Trails Master Plan, support letter: May 28
- Building condition assessment meeting, ECA / WSP: May 28
- Prospector Trail Development meeting with CAMBA: May 29
- Fresh Food Box price reduction food program: June 1, July 6
- DFM Bike Park meeting: GConcepts, D & P Department, Community Services: June 8
- Bow Valley Play Program in Exshaw: May 14, 21, June 4, 11, 18
- North Ranchlands program booking options: Camp Kindle, Water Valley: June 9
- Water Valley Community Association meeting, Water Valley: June 9
- Exshaw Heart Mtn. Legion 179 meeting, grants and Prospector parking: June 10
- Regular check-ins with supervisor: June 10 and ongoing
- Bow Valley Interagency meeting, Bow Valley Palliative presenting: June 11
- Memorial Plaque Program: plaque ordered, invoiced; bench confirmed to be installed
- Resident individual assist: North Ranchlands, Lac des Arcs, Lac des Arcs (former resident)
- First Aid recertification course: June 12 / 13
- Protective & Community Services meeting: June 17
- Exshaw Community Association meeting: June 17
- Bow Valley Connections Centre, MD Community Services event facilitation: June 19
- Laserfiche / Government Frameworks templates
- Community stakeholders liaisons: GWTA TFA and grant follow up, ECA Bear Pear grant assist, Canadian Rockies Public Schools – ECA collaboration liaison
- FoodCycler program support, final report, and registration collection for program Eco 3, 2.0

**Attachments:** N/A

**Prepared by:** Doug Saul

**Approved by:**

**Submitted to:** MD of Bighorn, Governance & Priorities Committee

**Meeting date:** June 23, 2026

# CORPORATE SERVICES

Departmental Update • May 2026 Highlights

<b>Communication</b> Consistency and clarity	<b>Accountability</b> Governance focus	<b>Stakeholder Engagement</b> External and internal relationships	<b>Strategic Direction</b> Planning and implementation	<b>Team and Safety</b> Recognition and workplace focus
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## Finance & Administration

- Cost of Services / Utility Rate Review is progressing and is expected to be brought to the July Council meeting.
- Work on Offsite Levies continues.
- Preparations for Assessment Review Board hearings are ongoing.
- Prepared and brought forward Bylaw 12-26 establishing the Supplementary Tax Rate for all improvements within the MD for the 2026 taxation year.
- Responded to ratepayer inquiries regarding tax payments, account information, and monthly payment plan sign-ups. Prepared social media posts regarding 2026 Property Taxes.
- Tax payment volumes are elevated as expected, ahead of the June 30<sup>th</sup> deadline.
- Continued expanding knowledge and utilization of the Questica Capital Budget module
- Administration has started budget preparation for 2027+ including 10-year capital planning.
- Prepared and presented a draft 2026–2029 Reserve Strategy and proposed amendments to Policy F-16 Reserve Funds for Council's information. The final draft will be brought to July Council for review and approval.
- Prepared and presented a 2026 Capital Budget Amendment to Council to account for carry-forward budget amounts from 2025 capital projects.
- Preparing to transition from server-based file storage to a web-based solution to improve efficiency and accessibility.
- Prepared for the June newsletter mailout.
- Regular administration of tax accounts, utility accounts, and accounts receivable / payable continued throughout the period.
- Office equipment and telephone systems operated smoothly, and staff continued professional development.

## Risk Management

- Preparing for facility inspections as part of RMA Insurance RiskPro's homework assignment. Upon completion, the MD will receive credit toward insurance premiums.

## GIS & Asset Management

- Senior Leadership continues to evaluate platform options for GIS services. *Prepared for Municipal Council • Municipal District of Bighorn No. 8*

# Emergency Services May 1 to May 31, 2026



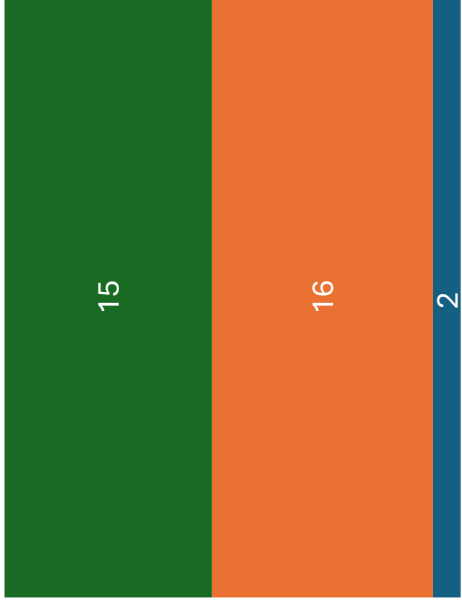
# 2026 Updates

- Attended an online Pre-Season WUI Discussion with the Canadian Association of Fire Chiefs (CAFC). Lots of discussion to standardize Best Practice Guidelines on Wildland Urban Interface Preparedness and Operations.
- Attended an online discussion with the Dangerous Goods Committee through CAFC.
- Second set of bundle templates have been released for review by the SME's for input as part of the AIMS Project.
- A few members from each station attended Managing the Mayday course that was offered in Canmore on May 4<sup>th</sup> & 5<sup>th</sup>. Lots of great learnings and take aways by all who attended.
- The VX tools arrived and each department completed an orientation to their use, including the preventative maintenance program that goes with them. The crews will train on them before they're put into operation.
- Ongoing work with Amrize on the two 90,000 liter Ammonia Tanks. We're reviewing and updating their ERP, getting some alerting systems in place, and getting some additional training. Amrize has hired a Hazmat Consultant to help them get all this in place. MD Emergency Services is heavily involved in this. Attended a full morning desk-top discussion regarding their E2 Plan.
- Attended the Ghost PLUZ ATV Rally meeting in-person and completed an Occupancy Load Permit for their function.
- Met with Redwood Meadows to discuss training opportunities and to look at Mutual Aid support.
- Attended a few training sessions on Questica.
- On-going work at the Jamieson Fire Hall to get the temporary garage built and the trailer operational.
- Coordinated the work to have the security cameras installed in the main administration bldg.
- Rob attended the Alberta Fire Chief's Conference / Mikey attended the WUI-B course (Wildland Urban Interface – Boss)

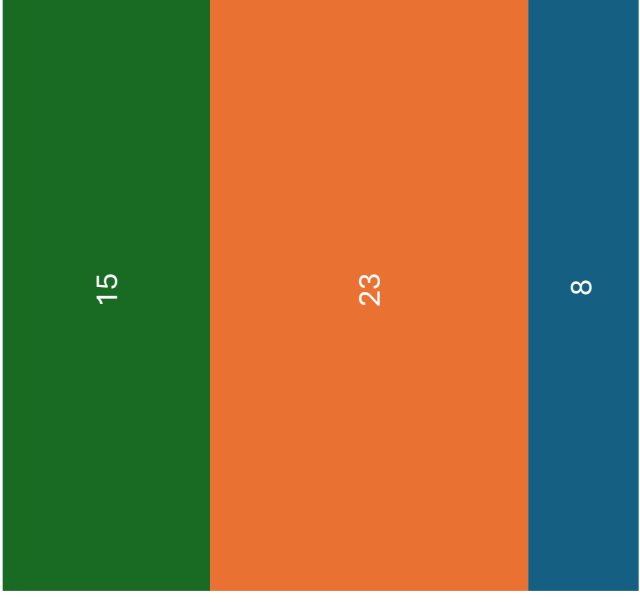
# Calls Per Fire Hall 2025-2026 Comparison

## CALL VOLUME

■ Ghost ■ Jamieson ■ Exshaw



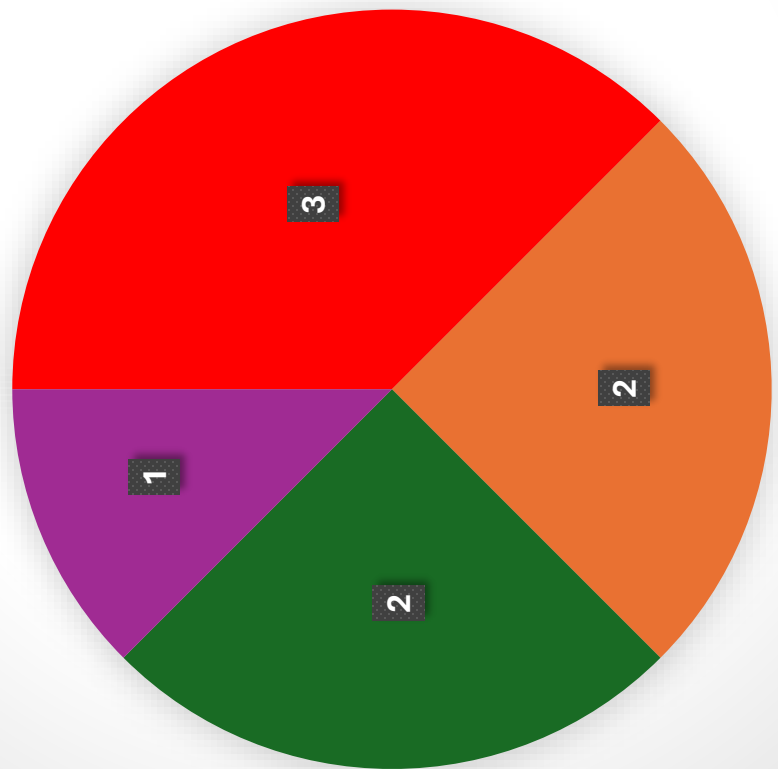
May 1 to May 31, 2025



May 1 to May 31, 2026

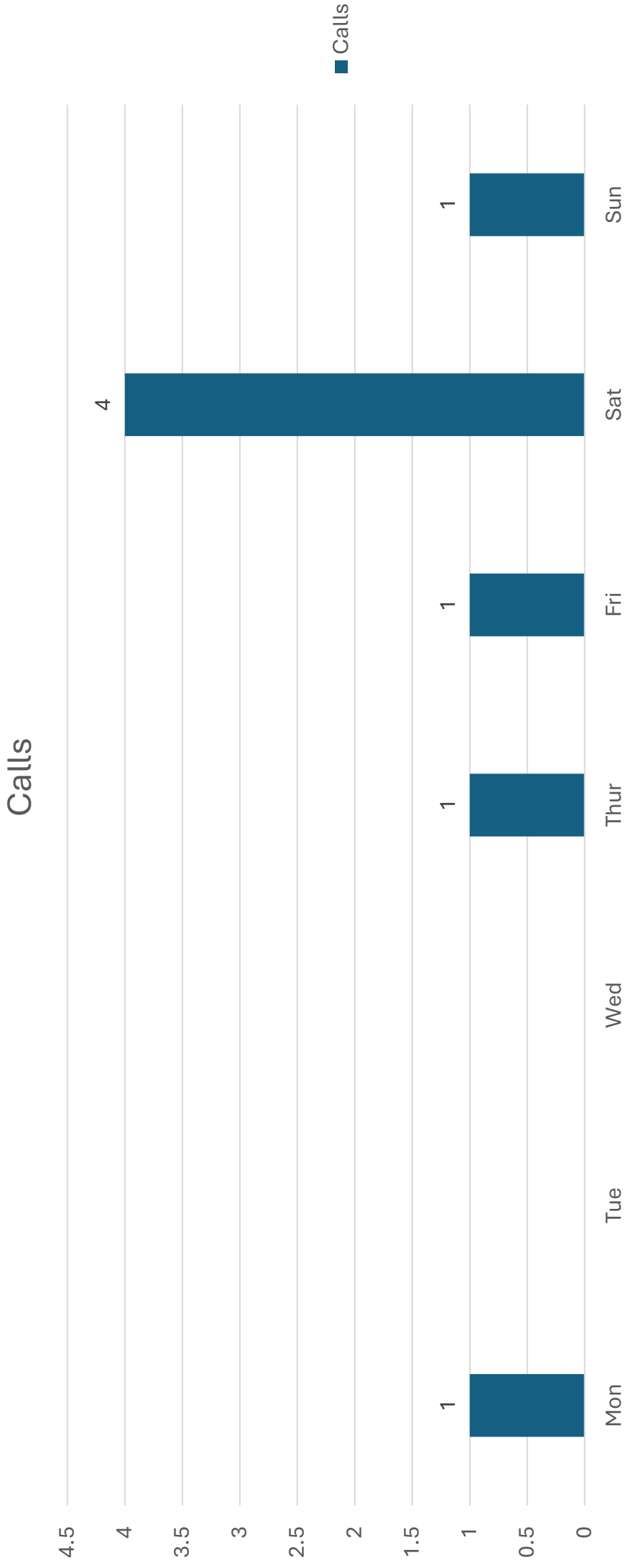
# Ghost - 2026

Ghost

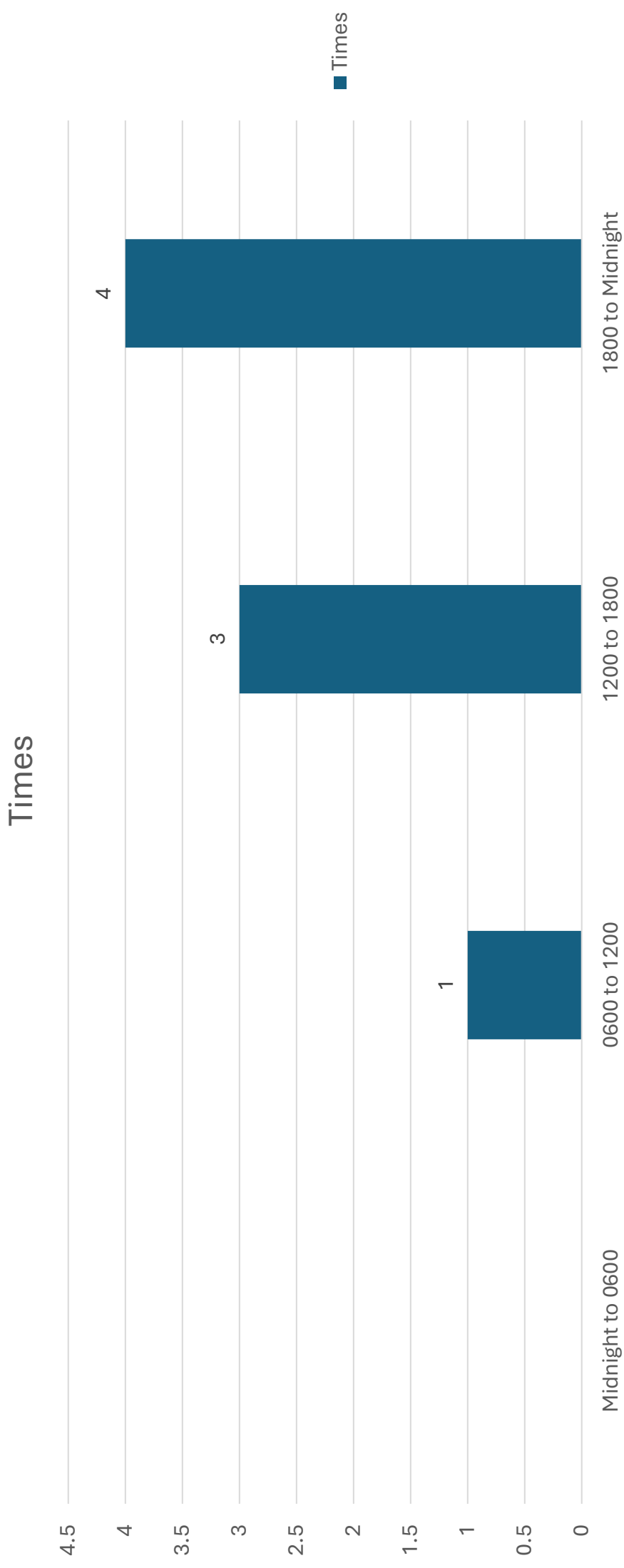


- Wildland/Grass Fire
- MVC
- Rescue
- Structure Fire
- Medical Assist
- Vehicle Fire

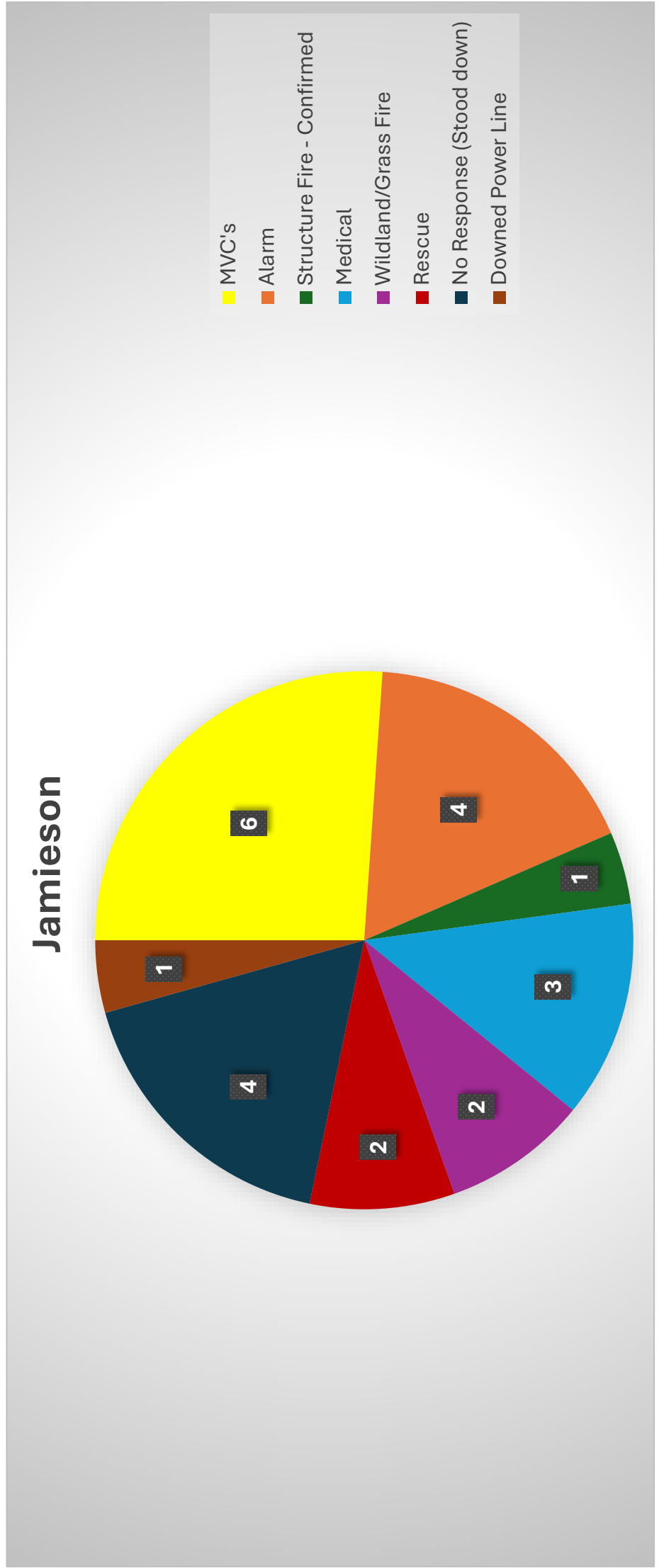
# Ghost Totals by Day of Week



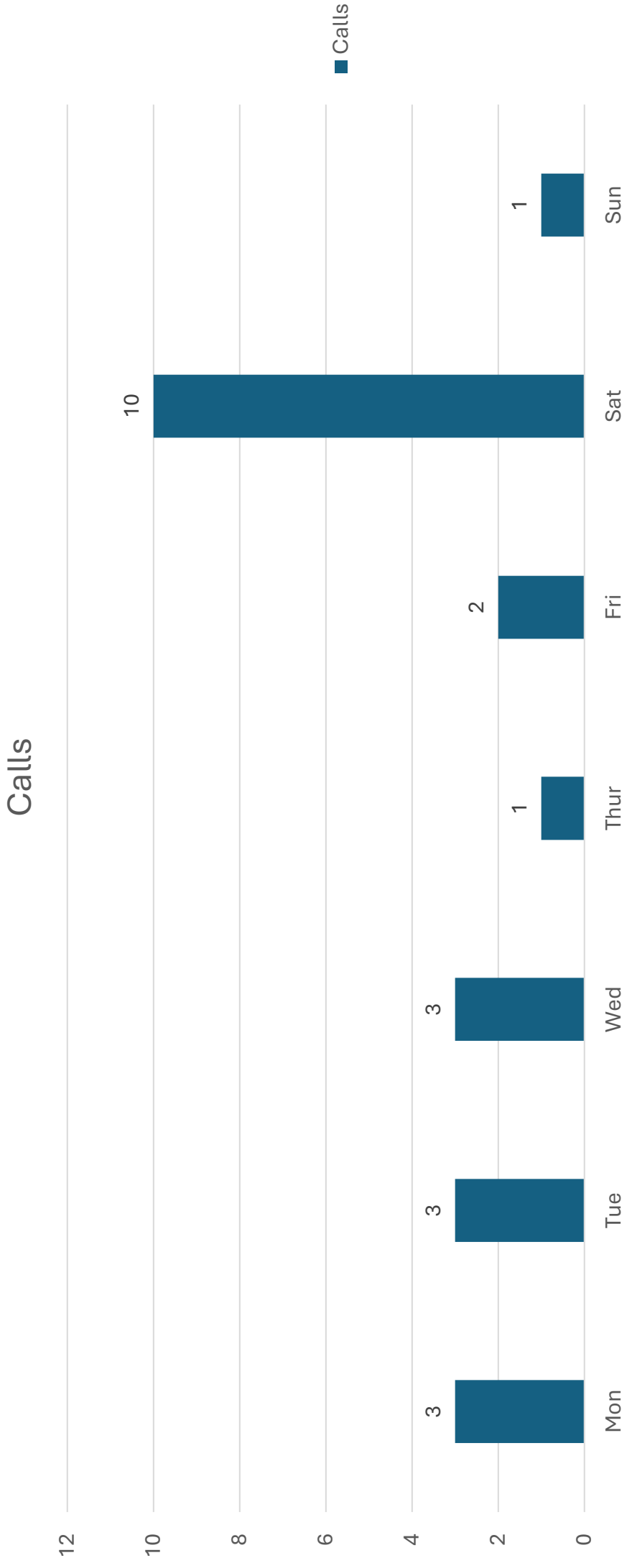
# Ghost Totals by Time



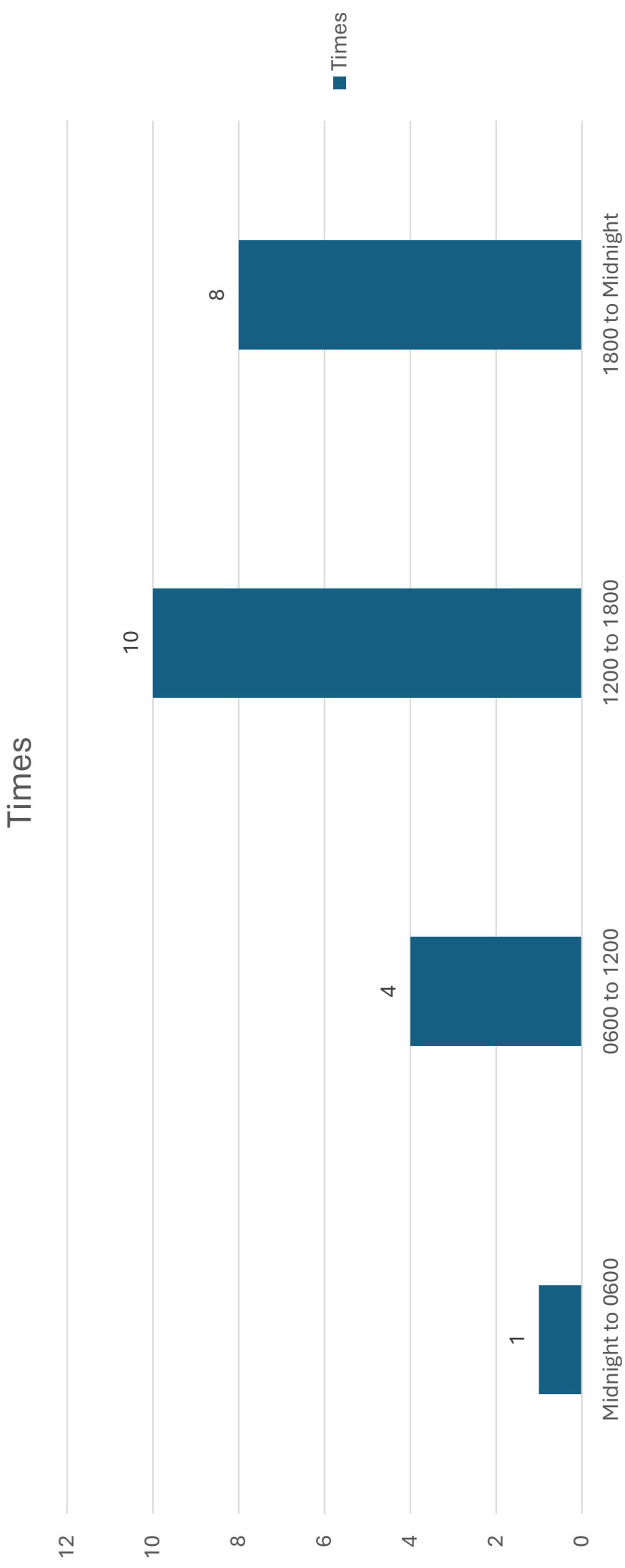
# Jamieson - 2026



# Jamieson Totals by Day of Week

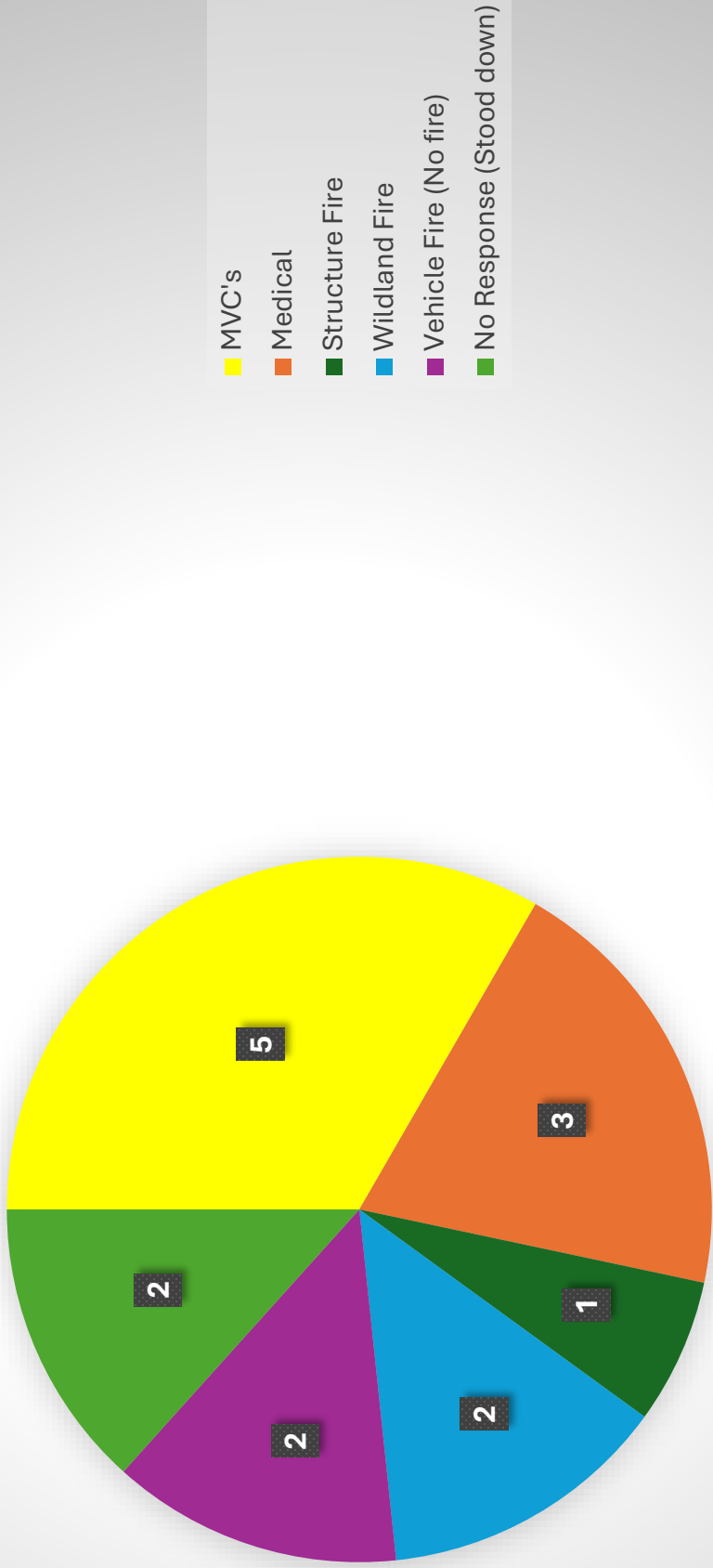


# Jamieson Totals by Time

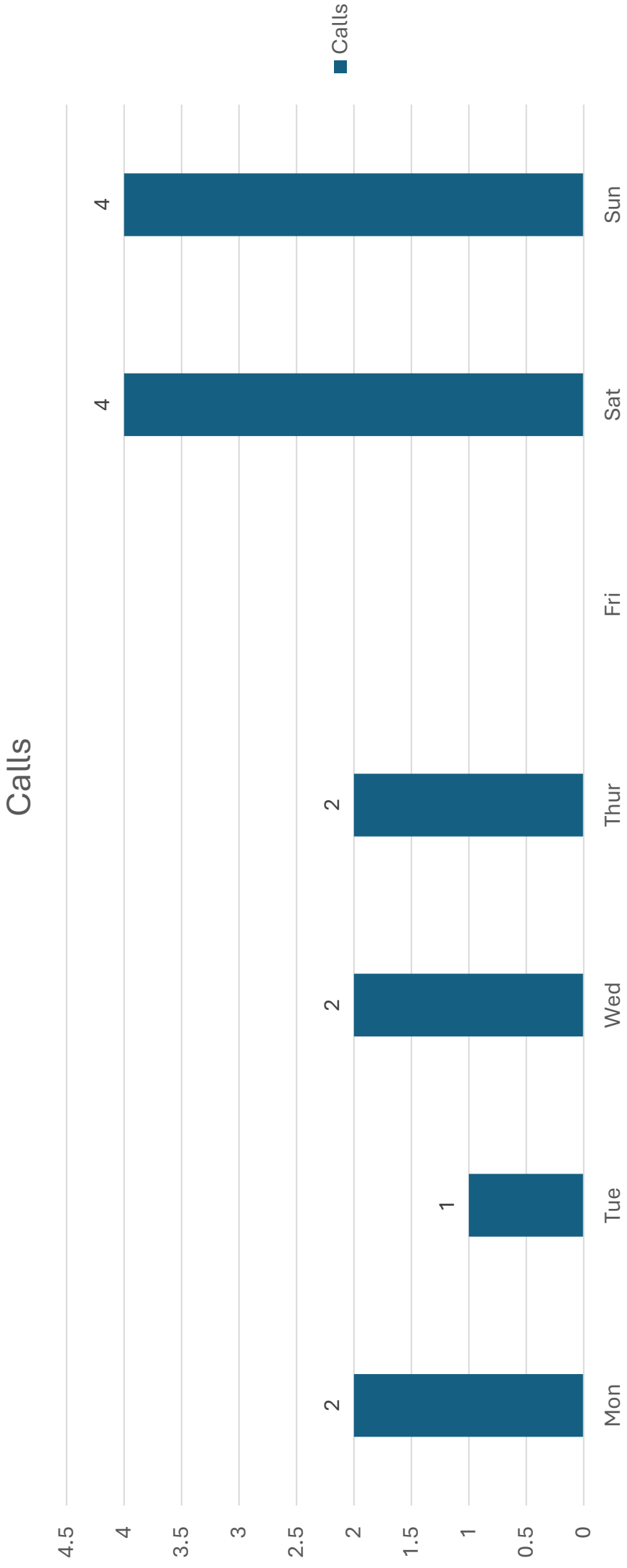


# Exshaw - 2026

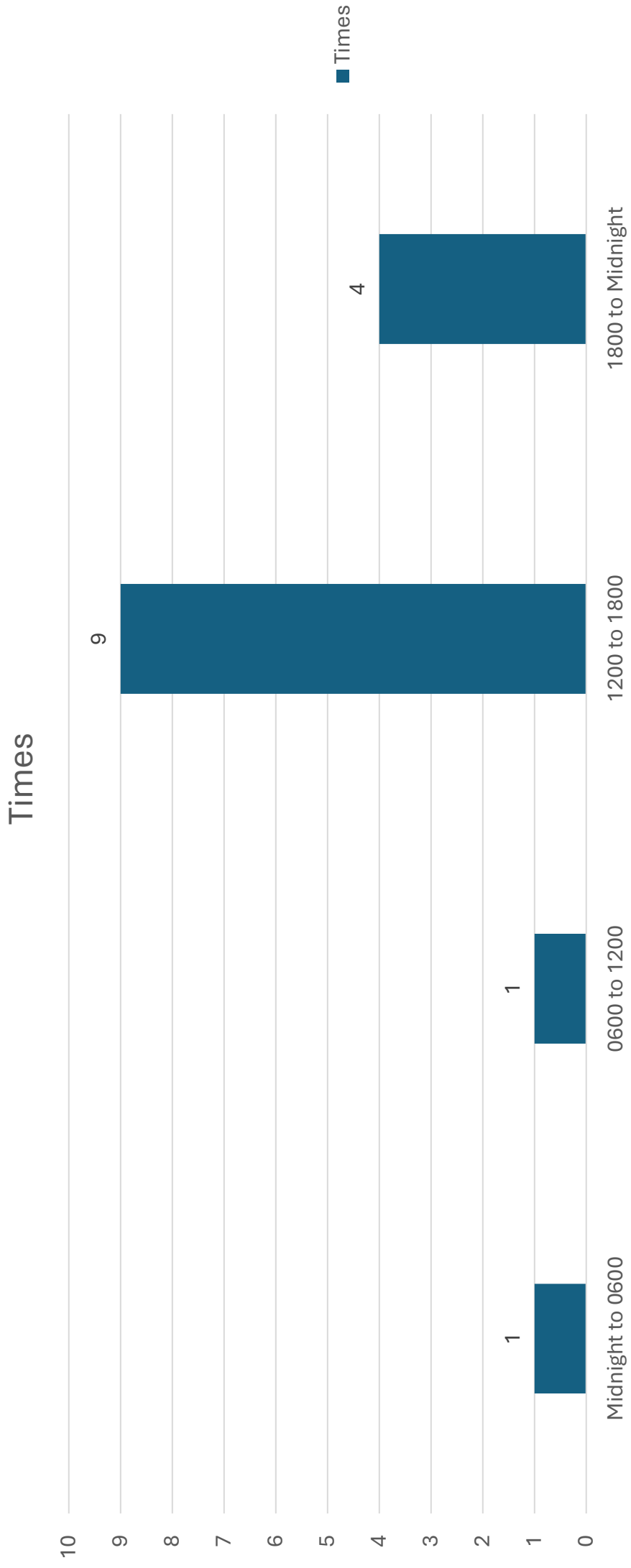
## Exshaw



# Exshaw Totals by Day of Week

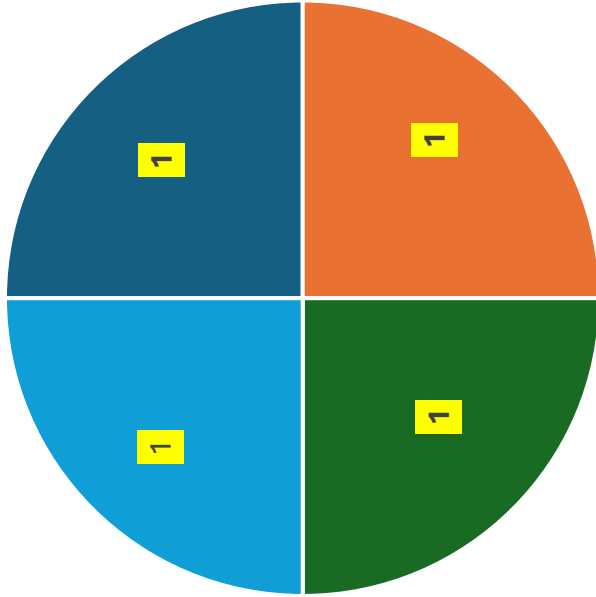


# Exshaw Totals by Time



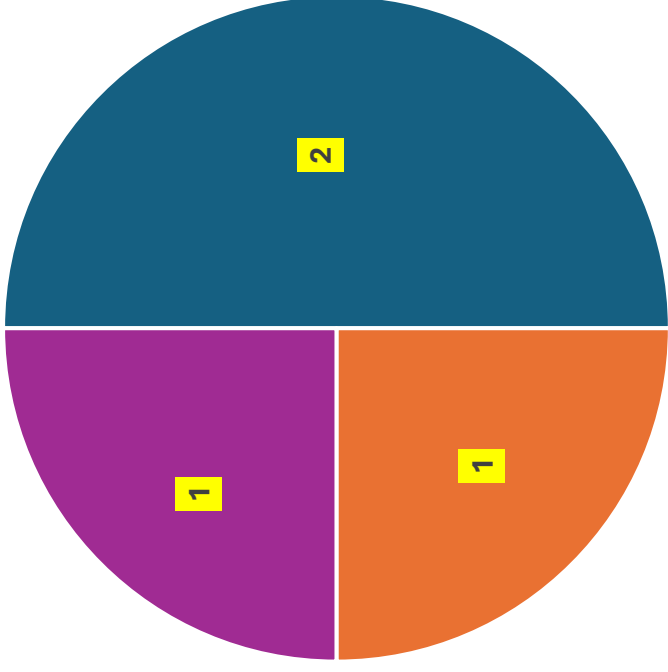
# Canmore Responses – MD Jurisdiction

May 1 to May 31 = 5



- Harvey Heights
- Dead Mans
- HWY 1 & 1A
- Bighorn South Rural

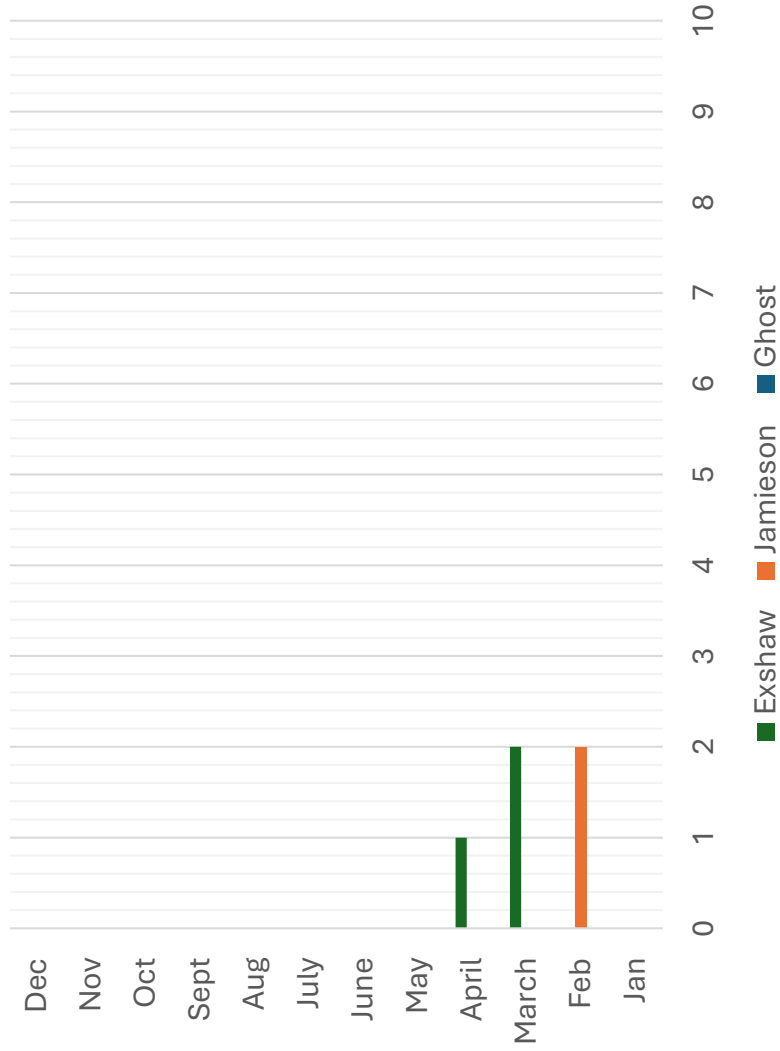
Response Types



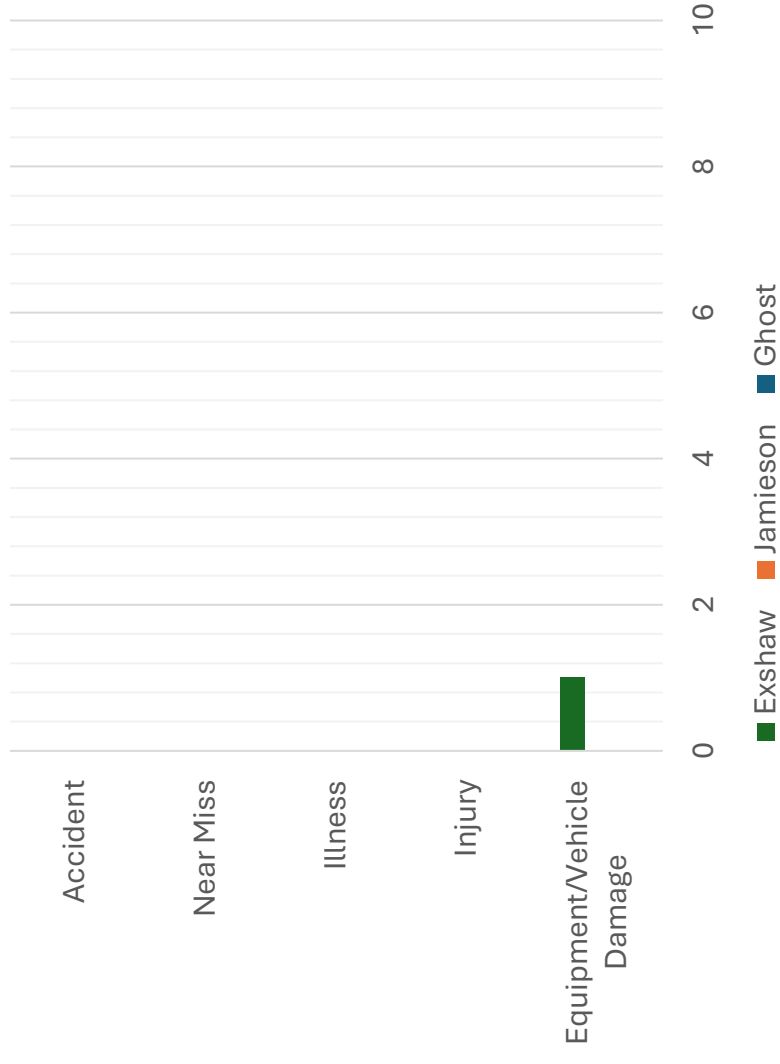
- Medical
- Alarms
- MVC
- Wildland Fire
- Rescue

# Internal Incidents

Year to Date Incidents - 2026



Department Incidents April 2026



# Internal Incidents

- Nothing for May



# Governance & Priorities Committee

## **ADMINISTRATIVE UPDATES**

**Meeting Date:** June 23, 2026, at 9:00 am

**Title:** Enforcement Services Supervisor

**Department:** Enforcement Services

---

### **Summary:**

- Multiple meetings attended.
- Re-qualification training completed.
- 62.5% proactive files.
- 40 occurrence reports for May 2026 vs 80 in May 2025.
- 

### **Proposed Motion:**

No recommendation, provided as information

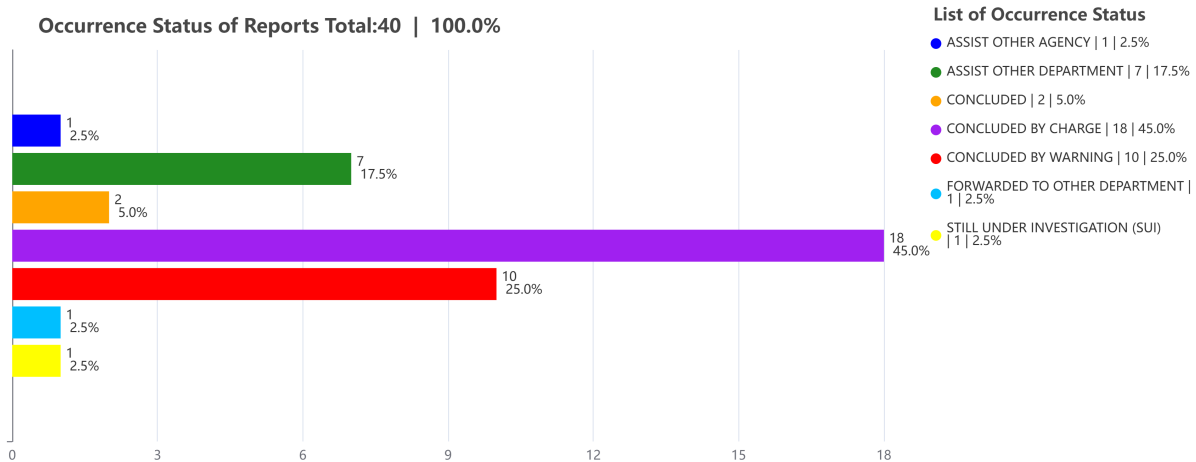
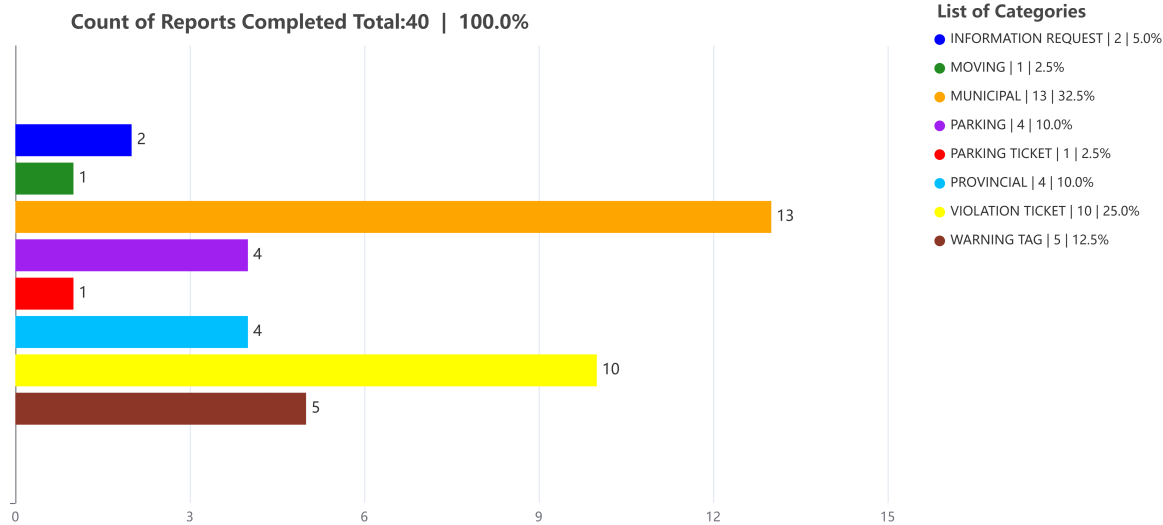
### **Attachments:**

**Enforcement Services May 2026 stats report.**



May 2026 Enforcement Summary

- Units 48 and 55 had regular servicing completed.
- Unit 51 had starlink installed.
- X2 CPO's attended and completed shotgun re-qualification course.
- Meeting with Canmore RCMP detachment commander.
- Meeting with Inspector and Investigation Specialist with GOA ministry of Agriculture, Forestry, and Rural Economic Development.
- X2 GovAI training sessions.
- Laserfische program training.
- Attended a commercial vehicle enforcement presentation instructed by Alberta Sheriffs and hosted by Cochrane Municipal Enforcement.
- Attended a mental health presentation.
- Attended annual operations flood training.
- Future capital projects budget completed.
- Winter tire swap completed.

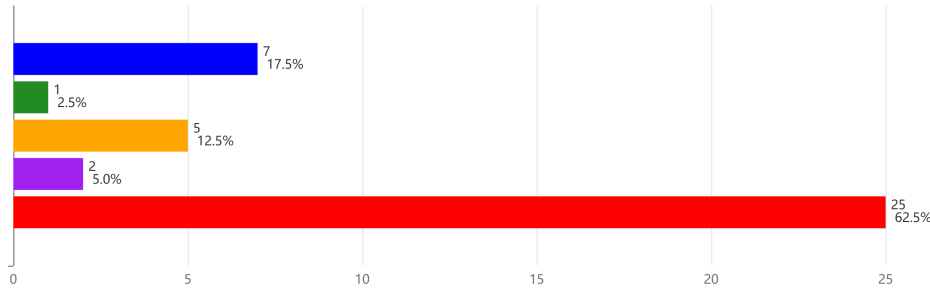




Statistics from:2026-05-01 to 2026-05-31

Report Type:Occurrence report

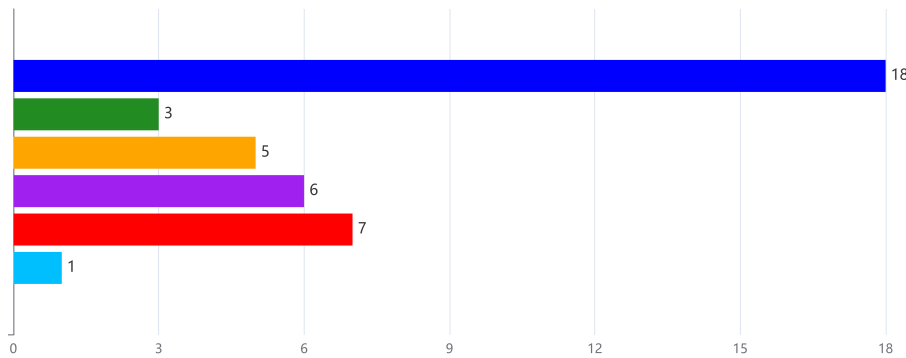
Method Of Complaint of Reports Total:40 | 100.0%



List of Method Of Complaints

- E-MAIL | 7 | 17.5%
- FRONT COUNTER | 1 | 2.5%
- PHONE | 5 | 12.5%
- RADIO | 2 | 5.0%
- SELF GENERATED | 25 | 62.5%

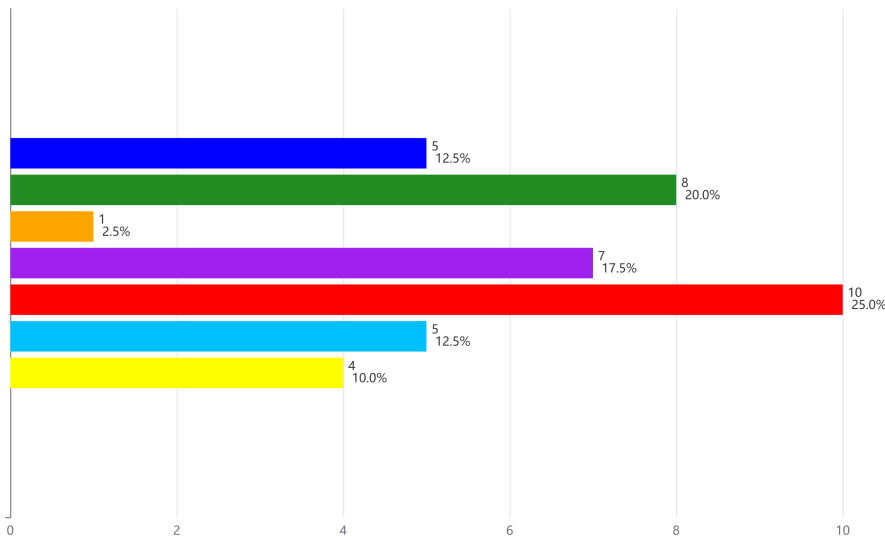
List of Offence location (Subzone) Total:40 | 100.0%



List of Offence location (Subzone)

- BIGHORN M.D. | 18 | 45.0%
- COCHRANE | 3 | 7.5%
- DEAD MAN'S FLATS | 5 | 12.5%
- EXSHAW | 6 | 15.0%
- HARVIE HEIGHTS | 7 | 17.5%
- LAC DES ARCS | 1 | 2.5%

Day of the week of Reports Total:40 | 100.0%



List of Day of the week

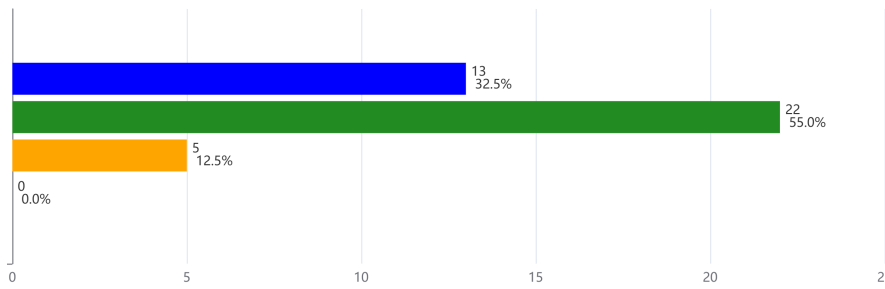
- SUNDAY | 5 | 12.5%
- MONDAY | 8 | 20.0%
- TUESDAY | 1 | 2.5%
- WEDNESDAY | 7 | 17.5%
- THURSDAY | 10 | 25.0%
- FRIDAY | 5 | 12.5%
- SATURDAY | 4 | 10.0%



Statistics from:2026-05-01 to 2026-05-31

Report Type:Occurrence report

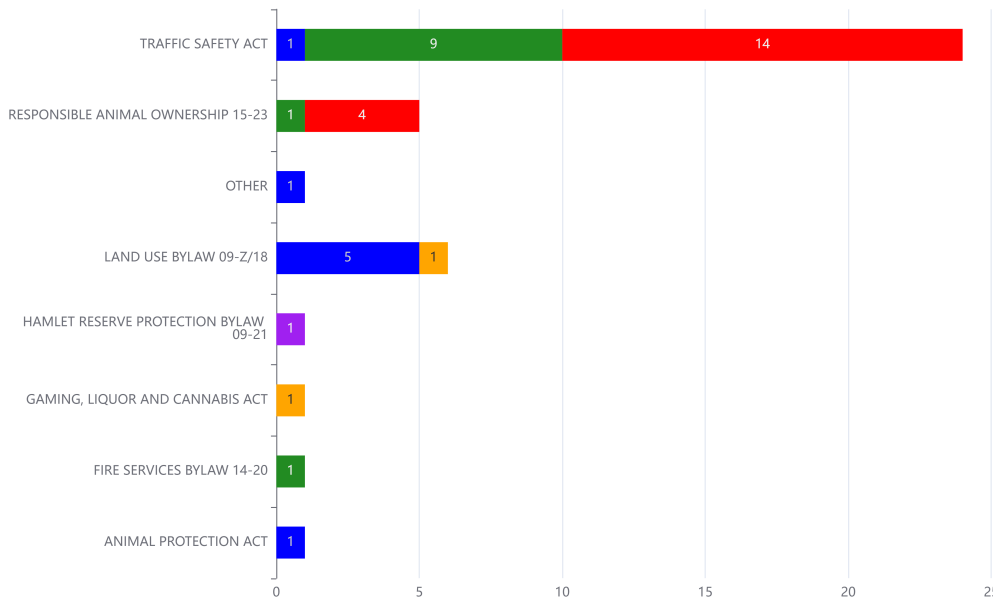
Hours of the day of Reports Total:40 | 100.0%



List of Hours of the day

- 6am - 12pm | 13 | 32.5%
- 12pm - 6pm | 22 | 55.0%
- 6pm - 12am | 5 | 12.5%
- 12am - 6am | 0 | 0.0%

Count of Incident Types Total:40 | 100.0%



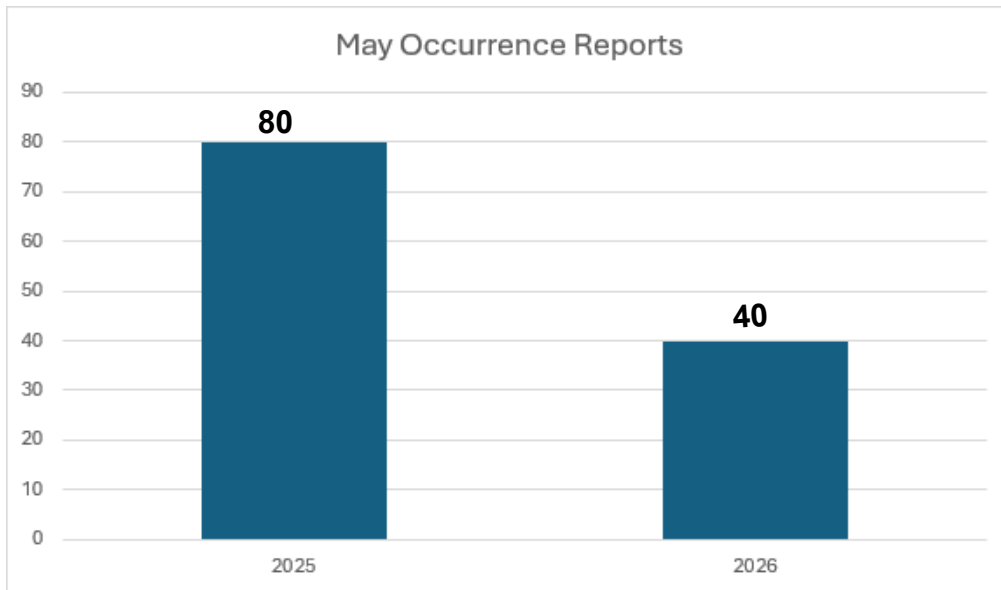
List of Incident Disposition

- Information Purposes Only
- Subject Counseled/Warned
- Referred to Other Agency/Department
- Unfounded
- Subject Charged



Statistics from: 2026-05-01 to 2026-05-31

Report Type: Occurrence report



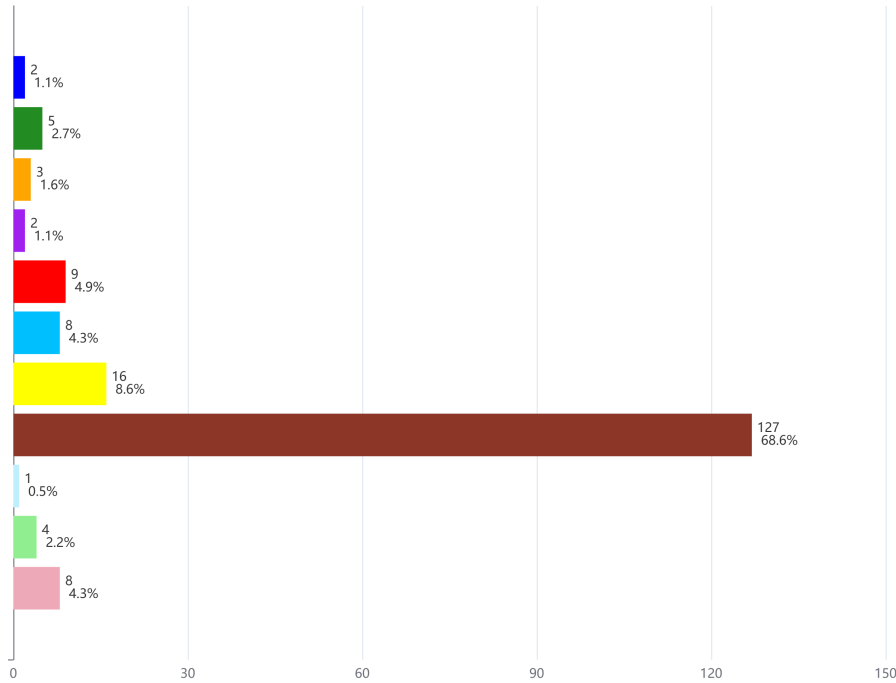


# Activity Count

Report Range: 2026-05-01 To 2026-05-31

Report Type: Daily Events Report

Activity Type of Reports Total: 185 | 100.0%



### List of Activity Type

- ANIMAL CONTROL | 2 | 1.1%
- ASSIST OTHER AGENCY/DEPARTMENT | 5 | 2.7%
- CARWASH | 3 | 1.6%
- FOOT PATROL | 2 | 1.1%
- MAINTENANCE | 9 | 4.9%
- MEETING | 8 | 4.3%
- OFFICE ADMIN | 16 | 8.6%
- PATROL (GENERAL) | 127 | 68.6%
- PATROL (SPECIFIC) | 1 | 0.5%
- RADAR/LIDAR OP | 4 | 2.2%
- TRAINING | 8 | 4.3%

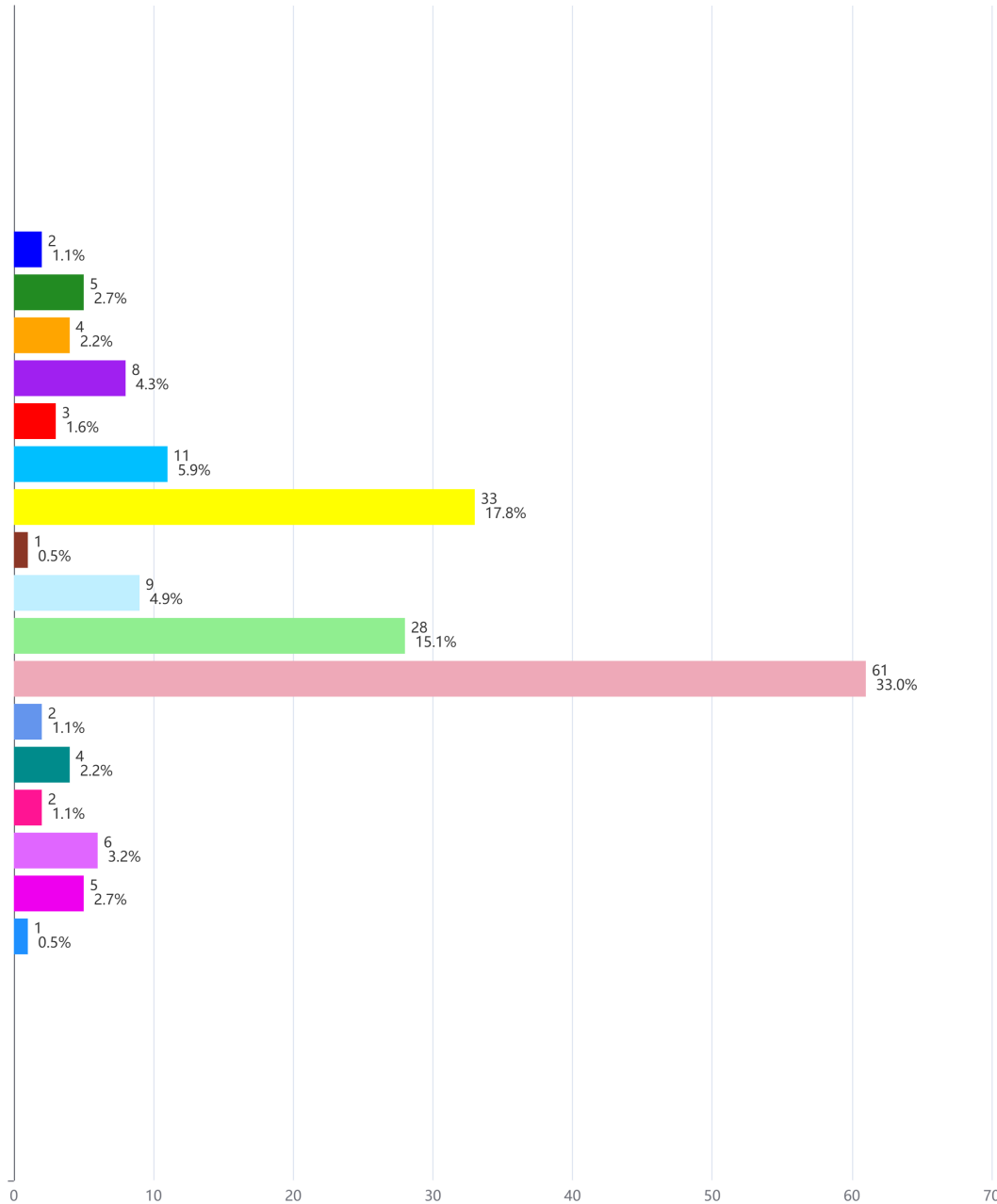


# Activity Count

Report Range: 2026-05-01 To 2026-05-31

Report Type: Daily Events Report

Activity Location of Reports Total: 185 | 100.0%



### List of Activity Location

- BENCHLANDS | 2 | 1.1%
- BROOKS | 5 | 2.7%
- CALGARY | 4 | 2.2%
- CANMORE | 8 | 4.3%
- COCHRANE | 3 | 1.6%
- DEAD MAN' S FLATS | 11 | 5.9%
- EXSHAW | 33 | 17.8%
- GHOST FIREHALL | 1 | 0.5%
- HARVIE HEIGHTS | 9 | 4.9%
- HWY 1 | 28 | 15.1%
- HWY 1A | 61 | 33.0%
- HWY 1X | 2 | 1.1%
- HWY 40 N | 4 | 2.2%
- JAMIESON FIREHALL | 2 | 1.1%
- JAMIESON ROAD AND AREA | 6 | 3.2%
- LAC DES ARC | 5 | 2.7%
- MD OF BIGHORN | 1 | 0.5%



## MUNICIPAL DISTRICT OF BIGHORN NO. 8

No.2 Heart Mountain Drive, P.O. Box 310, Exshaw, Alberta T0L 2C0

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

Fax: (403) 673-3895 • Email: [bighorn@mdbighorn.ca](mailto:bighorn@mdbighorn.ca)

[WEBSITE: WWW.MDBIGHORN.CA](http://WWW.MDBIGHORN.CA)

**TO:** REEVE & COUNCILLORS

**FROM:** LAURE WANLIN, PEOPLE & CULTURE MANAGER

**SUBJECT:** PAYROLL PAYMENTS

Payments made to each type of employee in May 2026:

Date Issued		Cheques Number	Cheque Run Total
8-May-26	Salary	EFT	\$ 192,795.94
8-May-26	Fire Department	EFT	\$ 14,777.54
8-May-26	Council	EFT	\$ 11,355.14
8-May-26	Non Salary	EFT	\$ 3,890.08
22-May-26	Salary	EFT	\$ 194,602.26
22-May-26	Fire Department	EFT	\$ -
22-May-26	Council	EFT	\$ 7,758.16
22-May-26	Non Salary	EFT	\$ 9,217.40
	Salary	EFT	
	Fire Department	EFT	
	Council	EFT	
	Non Salary	EFT	
<b>Total</b>			<b>\$ 434,396.52</b>

Factors influencing monthly payroll variability:

- Bi-weekly Payroll Schedule: employees are paid bi-weekly, resulting in 27 pay periods this year. In three months of the year- such as January – there will be three pay dates instead of the usual two.
- Hourly and On-Call Work: Includes hours worked by hourly employees as well as any on-call hours and seasonal employees.
- Honorariums: Payments made to council members and committee/board members as honorariums.
- Fire Department Compensation:
  - Exshaw: Paid Monthly
  - Jamieson: Paid quarterly
  - Ghost River: Paid annually



# PLANNING & DEVELOPMENT SERVICES

## APPLICATION & PERMIT STATISTICS

### DEVELOPMENT STATISTICS – MAY 2026 REPORT

Description	MAY	2026 YTD	2025 Total	2024 Total
Dev. Permit Applications Received (incl. applications for extensions and amendments)	4	31	76	88
Dev. Permit Notice of Decisions Issued*	7	26	60	80
Compliance Assessments Received	2	4	19	16
Compliance Assessments Issued* (incl. amendments)	2	4	18	16
Sub. Applications Received	0	0	1	7
Sub. Applications Approved*	0	0	1	4
Sub. Applications Endorsed*	0	0	3	4
Special Event Permit Applications Received	1	1	4	2
Special Event Permit Decisions Issued	0	0	4	2
Land Use / MDP / ASP Amendments / Road Closure / Concept Plan – Active*	0	1	4	10
Land Use / MDP / ASP Amendments / Road Closure / Concept Plan – Completed*	1	2	3	6
<b>Permit Applications YTD Status</b>	<b>Refused 0</b>	<b>Closed 14*</b>	<b>Approved 26*</b>	<b>In Progress 14*</b>

\* Includes permits active in 2026 started in 2025 or prior

Land Use Bylaw Enforcement – MAY 2026	MAY	2026 – YTD	2025 Total
Complaints Received	1	11	38
Enforcement Files Opened	1	8	12
Site Inspections	1	4	16
Stop Work Orders / Enforcement Letters Issued	1	1	4
Work Orders for Non-Compliance with Stop Work Orders	0	0	1
Complaints Resolved	1	8	28
Open Enforcements Files – Month End May 2026	4	12	8

**MONTHLY PLANNING – MAY 2026 REPORT**

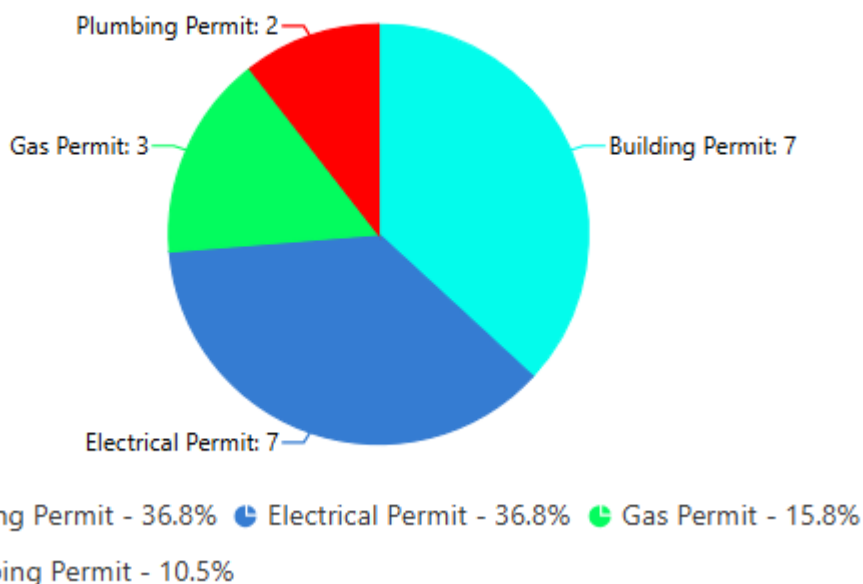
Approved Development Permits	Development Authority	Development Description	Legal Land Description Civic Address
<a href="#"><u>DP 2026-015</u></a>	PDO	Resort Accommodation (1 Unit) in the form of a Single Detached Dwelling 398.3m <sup>2</sup> / 4,287.3ft <sup>2</sup>	Plan 241 0875; Unit 10 23 BAGLEY PASS, <i>Brewster's Ranch Estates</i>
<a href="#"><u>DP 2026-019</u></a>	PDO	Accessory Building (Garage) 80.27m <sup>2</sup> / 864ft <sup>2</sup>	NE QTR. SEC. 17, TWP. 28, RGE. 8 283065 HIGHWAY 40, <i>Rural MD Bighorn</i>
<a href="#"><u>DP 05/25 Amendment #1</u></a>	MPC	Amend DP 05/25 Schedule "A" and to extend the Temporary Occupation (1 year) of a Recreational Vehicle during the construction of the Single Detached Dwelling for an additional one (1) year	Plan 861 0483; Block 2; Lot 3 13 LODER MOUNTAIN DR, <i>Hamlet of Exshaw</i>
<a href="#"><u>DP 2026-011</u></a>	MPC	For a Temporary Accessory Building (Mobile Office Trailer, 40.88m <sup>2</sup> / 440ft <sup>2</sup> ) for a Five (5)-Year Term with an 87.5% Front Yard Setback Variance (Setback Reduction to 5m / 16.4ft.)	A portion of: SE QTR. SEC. 29, TWP. 26, RGE. 8 264001 COURVILLE ROAD – <i>Jamieson Fire Hall</i>
<a href="#"><u>DP 2026-023</u></a>	MPC	Accessory Use – inclusion of a Basement level, Accessory Use – Second Kitchen within a Resort Accommodation Unit.	Plan 241 0875; Unit 10 23 BAGLEY PASS, <i>Brewster's Ranch Estates</i>
<a href="#"><u>DP 2025-066</u></a>	MPC	An Existing Second Single Detached Dwelling With Deck (One-Bedroom 53.7m <sup>2</sup> – 577.5ft <sup>2</sup> ) With A 2% (1.3m <sup>2</sup> – 14ft <sup>2</sup> ) Variance To The Minimum Habitable Floor Area (55m <sup>2</sup> – 592ft <sup>2</sup> ), A Detached Garage / Workshop (131m <sup>2</sup> / 1,410.6ft <sup>2</sup> ), An Existing Concrete Pad With A Hot Tub And Sauna; All With A 100% Variance To The 20m / 65.6ft Setback To A Slope Greater Than 15%. Two (2) Existing Shipping Containers.	SE QTR. SEC. 23, TWP. 26, RGE. 7 263121 JAMIESON ROAD <i>Conservation Easement District</i>
<a href="#"><u>DP 2026-012</u></a>	PDO	Resort Accommodation (1 Unit) in the form of a Single Detached Dwelling 490.6m <sup>2</sup> / 5281.3ft <sup>2</sup>	Plan 241 0875; Unit 8 19 BAGLEY PASS, <i>Brewster's Ranch Estates</i>

<b>BUILDING PERMIT STATISTICS – MAY 2026 REPORT</b>			
<b>Description</b>	<b>MAY</b>	<b>2026 - YTD</b>	<b>2025 Total</b>
Building Permit Application Received	10	30	11
Building Permit Issued	7	21	9
Building Permit Open Files (In Progress)	38	N/A	-
Building Permit Closed Compliant	2	10	4
Building Permit Closed Non-Compliant	0	0	-
<b>ELECTRICAL PERMIT STATISTICS – MAY 2026 REPORT</b>			
<b>Description</b>	<b>MAY</b>	<b>2026 - YTD</b>	<b>2025 Total</b>
Electrical Permit Application Received	8	18	10
Electrical Permit Issued	7	16	11
Electrical Permit Open Files (In Progress)	15	N/A	-
Electrical Permit Closed Compliant	1	9	6
Electrical Permit Closed Non-Compliant	0	0	0
<b>GAS PERMIT STATISTICS – MAY 2026 REPORT</b>			
<b>Description</b>	<b>MAY</b>	<b>2026 - YTD</b>	<b>2025 Total</b>
Gas Permit Application Received	3	17	5
Gas Permit Issued	3	16	5
Gas Permit Open Files (In Progress)	9	N/A	-
Gas Permit Closed Compliant	4	13	-
Gas Permit Closed Non-Compliant	0	0	0
<b>PLUMBING PERMIT STATISTICS – MAY 2026 REPORT</b>			
<b>Description</b>	<b>MAY</b>	<b>2026 - YTD</b>	<b>2025 Total</b>
Plumbing Permit Application Received	2	5	2
Plumbing Permit Issued	2	5	2
Plumbing Permit Open Files (In Progress)	7	N/A	-
Plumbing Permit Closed Compliant	0	3	2
Plumbing Permit Closed Non-Compliant	0	0	0

PSDS PERMIT STATISTICS – MAY 2026 REPORT			
Description	MAY	2026 - YTD	2025 Total
PSDS Permit Application Received	0	1	0
PSDS Permit Issued	0	1	0
PSDS Permit Open Files	0	N/A	0
PSDS Permit Closed Compliant	1	2	1
PSDS Permit Closed Non-Compliant	0	0	0

**Safety Codes Permits Issued in May 2026:**

19 permits Issued:



**Application Processing Timelines in May 2026:**

Permit Type	Average Processing Time
Building Permit	15.3 days
Plumbing Permit	6 days
Gas Permit	4 days
Electrical Permit	3.4 days
Private Sewage	N/A

## May 2026 Highlights

### Planning & Development Services Department

#### Administration

- On May 1<sup>st</sup>, Planning & Development Services staff met with members of the Dead Man's Flats Community Association to discuss the Dead Man's Flats Bike Park project. Administration plans to bring information back to Council for further discussion at the July 14<sup>th</sup> Council meeting.
- On May 7<sup>th</sup>, the Director and Manager of Planning & Development Services attended the kick-off meeting in Canmore with the Project Team regarding the "Trail 2 Initiative" – in May 2025, Council passed a Resolution for the MD to join the "Owners Council" for this initiative. More information will come back to Council as required.
- On May 8<sup>th</sup>, the Director of Planning & Development Services attended the Central Alberta Economic Partnership (CAEP) Annual General Meeting at the Wolf Creek Golf Course in Ponoka.
- On May 8<sup>th</sup>, the Director of Planning & Development Services sent the MD's proposal to reconcile the historical allocation of water and wastewater connection fees within Dead Man's Flats and a path forward with a density increase request for further development within Dead Man's Flats to the Town of Canmore.
- At the May 12<sup>th</sup> Council meeting, Council provided First Reading to Bylaw 11-26 (new Business Licence Bylaw), as amended, and scheduled a Public Hearing for June 15, 2026, at 6:00 p.m.
- On May 14<sup>th</sup>, Planning & Development Services provided Stone Creek Resorts with a letter outlining the planning application requirements for the proposed Silvertip Gondola in accordance with the MD's Municipal Development Plan and Land Use Bylaw.
- On May 20<sup>th</sup>, Planning & Development Services met with the Canadian Rockies School Division to discuss the development of a Joint Use Planning Agreement (JUPA) for facilities sharing purposes required under the *Municipal Government Act*.
- On May 27<sup>th</sup>, the Municipal Planning Commission approved four (4) Development Permits, including retroactive approval for an existing development within the Conservation Easement District that was a result of a Compliance File opened on November 5, 2025 – this was a complaint driven file that took 216 days for the file to be closed.
- On May 27<sup>th</sup>, a new 18-month Lease Agreement was signed with the existing tenant for the land legally described as Plan 251 1044; Block 4; Lot 1 in accordance with direction received from Council in March 2026.
- On May 28<sup>th</sup>, Planning & Development Services facilitated the execution of a Road Encroachment Agreement for Plan 3032 GH; Block 2; Lot 1 (16 Windridge Road, Exshaw) in accordance with Council Resolution R:87/26 made on April 14, 2026.
- Several meetings with Applicants and Stakeholders for Development, Subdivision, Statutory, and Enforcement files.
- In May, significant Planning & Development human resources were spent on the Land Use Bylaw review project and the Business Licence Bylaw project.
- The Director of Planning & Development Services was on vacation from May 21 – June 5.

#### Projects

##### Land Use Bylaw

- In early May, Administration met with stakeholders and landowners to discuss several site-specific amendments that Administration would be proposing prior to Second Reading – these meetings were held to ensure transparency and collaboration on key finer detail items prior to presenting them publicly.

- On May 7<sup>th</sup>, the Director and Manager of Planning & Development Services met with the Agriculture & Parks Supervisor to discuss the proposed amended Livestock regulations within proposed Land Use Bylaw 10-26. Administration foresees further amendments coming forward for the Livestock regulations prior to the request for Second Reading.
- On May 19, Council held the Statutory Public Hearing for proposed land Use Bylaw 10-26. This hearing was modified from the typical practice adopted by the MD; it featured two (2) repeat presentations from Administration at 1:00 p.m. and 6:00 p.m. with several presentations from the public in support and opposed to the bylaw as currently written. This Public Hearing ran from 1:00 p.m. to 10:00 p.m.
- Administration will be returning to Council with requests for Second and Third Readings of proposed Land Use Bylaw 10-26, as amended, in July 2026.

#### Capital Projects – Engineering Services

<b>Project Name / Year of Approval</b>	<b>Summary / Update</b>	<b>Last Updated</b>
2025 – Exshaw 1A Intersection Improvements	Project design (completed by developer) is under review by the MD and Alberta Transportation and Economic Corridors.	June 15, 2026
2026 – DMF Third Avenue Parking Loop	Conceptual designs will be presented for discussion at the July 14 <sup>th</sup> Council meeting.	June 15, 2026
2026 – DMF Second Avenue Streetscape – Design	Proposals for design work have been received. Intending to award the work to a consultant in late June.	June 15, 2026
2025 – DMF Stormwater Pond	Concept report has been received and is being reviewed.	March 31, 2026
2026 – DMF Utility Master Plan Update	Consultant is working on the project.	May 14, 2026
2026 – HH Utility Master Plan Update	Consultant is working on the project.	May 14, 2026
2024 – Benchlands Drainage Assessment	Draft report has been received. Review of report expected to be completed in July.	June 15, 2026
2024 – Benchlands Geotechnical Assessment	Project will not be started until Benchlands Drainage Assessment is complete.	Feb 26, 2026
2026 – Exshaw Stormwater Master Plan Update	Applying for an FCM grant that would increase funding available for the project. Grant application will be submitted by the end of June.	June 15, 2026

# **Public Works Month End Report for May 2026**

File#:0875-01-02

## **Wastewater Collection and Treatment**

- Started injecting the odour control chemical into the DMF system on May 1<sup>st</sup>.
- Staff made a small repair to the Exshaw lagoon fence.

## **Water Distribution (Harvie Heights)**

- Routine maintenance.

## **Water Treatment and Distribution (Exshaw)**

- Installed the seasonal water meters at the campground and ball diamond.
- Repairs to chlorine supply line at the WTP.

## **Water Distribution (Dead Man's Flats)**

- Installed the seasonal water meters for Skogan court and the community garden.
- Replaced a PRV in Limestone Valley.

## **Building Maintenance**

- Contractor tested and calibrated the gas detectors at the shop. These detectors are connected to the exhaust system and automatically turn on the fans when they detect a high concentration of gases such as CO.
- Cleaned winter sand etc. off of the Exshaw berm.

### **Solid Waste Collection and Disposal**

- Spring clean-ups completed in DMF, Exshaw, and Benchlands.
- Propane Busters recycled all the accumulated propane tanks that Operations has been collecting for the last couple of years.
- The spring large item drop off was completed.

### **Common Services**

- Staff prepared all flood response equipment.
- Operation and Protective services staff trained on the use of all flood response equipment.
- Provided hearing tests for interested employees.
- Staff attended the monthly Operations safety meeting.

Al Hogarth  
Public Works Supervisor/ Safety Coordinator  
M.D. of Bighorn

## **Month End Road Report May 2026**

### **Bow Corridor:**

- Road inspections were conducted on May 11 and 25, 2026.
- No Parking signs and daylighting was completed on 2<sup>nd</sup> Street in DMF.
- Street Sweeping was completed throughout the hamlets in the valley.
- Sand bags were dropped off at the end of McGillivray for residents dealing with ground water flooding.

### **South Ranchlands:**

- Road inspections were conducted on May 11 and 25, 2026.
- Spring clean up grading was completed.
- Signs were fixed on Jamieson Rd and Courville Rd.

### **North Ranchlands:**

- Road inspections were conducted on May 11 and 25, 2026.
- Street Sweeping was completed in Benchlands, Ghost Country Place, and Pears Road.
- Two broken cattle guards on Whispering Pines were repaired.
- Spring clean up grading was completed on all north roads.

### **General:**

- Maintenance is being conducted on Unit 34 to get ready for up coming projects.
- Unit 56 was picked up from the dealership and is now getting equipped with safety lighting and tool boxes.

*Tami Schuit*

*Roads Supervisor*





# Governance & Priorities Committee

## REPORT

**Meeting Date:** Tuesday, June 23, 2026, at 9:00 am

**Title:** Policy 2026-06 Public Conduct

**Department:** Office of the Chief Administrative Officer (CAO)

### **Summary:**

The policy is intended to support fair, consistent and respectful interactions with residents while also protecting Councillors, Staff and Administration from unreasonable, frivolous, vexatious, aggressive or harmful conduct. It establishes examples of unacceptable conduct, outlines responsibilities, and provides a process for warnings, notices, restrictions and review where conduct interferes with safety, service delivery or the efficient use of municipal resources.

### **Proposed Motion:**

Administration is seeking Committee review and feedback on proposed Policy 2026-06 Public Conduct. If edits are minor and administrative in nature, a motion to recommend Policy 2026-06 to Council for consideration would be appropriate.

### **Background/Discussion:**

The proposed Public Conduct Policy has been developed to address situations where interactions with the public become unreasonable and create impacts on staff time, municipal resources, service delivery or workplace safety. The policy recognizes that the M.D. must continue to work with residents in a fair, consistent and respectful manner, while also maintaining a safe and respectful environment for Councillors, Staff, and the public.

The attached policy defines unreasonable conduct broadly to include persistent or excessive complaints or inquiries, repeated contact on matters that have already been addressed, abusive or discriminatory language, aggressive or intimidating behaviour, and conduct that places unreasonable demands on municipal personnel. It applies across verbal, written, telephone and electronic communications, as well as in-person interactions at municipal facilities, meetings and in public spaces.

Under the proposed process, concerns are escalated and, where appropriate, the M.D. may issue a written warning or a written notice imposing reasonable, specific and measurable restrictions that are connected to the conduct. Potential restrictions may include limiting communication methods or frequency, requiring contact through a designated person, restricting access to facilities or events, or other measures necessary to manage safety and operational impacts. The policy also includes a review process, generally within three or six months, to determine whether restrictions should be lifted, continued, modified or amended.

**Options/Alternatives:**

**Option 1** is for the Committee to support the proposed policy as presented and recommend it proceed to Council for consideration.

**Option 2** is for the Committee to provide feedback and direct Administration to revise the draft policy to address specific concerns, such as scope, definitions, review timelines or the types of restrictions available.

**Option 3** is for the Committee to defer consideration pending further legal, administrative or operational review.

**Consultation/Engagement:**

Development of the proposed policy has been done in coordination with legal counsel to ensure the policy is operationally practical, procedurally fair and consistent with the M.D.'s legislative authorities. Committee feedback will assist in refining the policy prior to presentation to Council for consideration.

**Implementation/Communication:**

If approved, the policy would be implemented through administrative procedures and staff awareness regarding the identification, documentation and escalation of unreasonable conduct.

Communication of the policy would occur by making the policy publicly available on the M.D.'s website so residents understand expectations for respectful interactions with the municipality.

Where the policy is applied in specific cases, written warnings or notices would be issued in accordance with the policy and monitored through Administration, with reviews conducted within the timelines set out in the policy.

**Financial Implications/Benefits:**

The proposed policy is not expected to have significant direct financial implications and can generally be implemented within existing administrative resources.

The primary benefit is the more efficient use of staff and administration time by providing a formal process to manage persistent, excessive or abusive conduct that may otherwise consume disproportionate municipal resources. In some circumstances, there may be costs associated with legal advice, enhanced security measures or enforcement actions where conduct is severe or poses safety concerns; however, these costs would be situation-specific and are expected to be limited.

**Impact/Anticipated Results:**

The anticipated result of the proposed policy is a clearer and more consistent municipal response to unreasonable conduct directed at Councillors and Staff. The policy is intended to support a safe and respectful working environment, improve consistency in how challenging interactions are addressed, and reduce operational disruption caused by repeated, aggressive or vexatious communications.

For the community, the policy helps reinforce expectations for respectful interactions while supporting fair access to municipal services. For the Municipality, it provides an administrative framework that protects staff time and resources and supports timely service delivery for the broader public.



## Municipal District of Bighorn

### Policy 2026-06 – Public Conduct

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#### 1. Purpose

The purpose of this Policy is to contribute the MD's goal to deal with all residents in a manner that is fair, consistent, and respectful while acknowledging the need to maintain a safe and respectful work environment that protects MD Councillors, MD Staff, MD Administration and residents from unreasonable, frivolous, and vexatious conduct and actions and ensuring the efficient use and management of the MD's resources and time.

Some situations that arise from unreasonable conduct may result in safety concerns for MD Councillors, MD Staff, MD Administration and residents. Vexatious, frivolous or persistent requests or demands may consume a disproportionate amount of MD time and resources limiting the ability of MD Staff and MD Administration to address and respond to other matters. These situations, requests and demands may require the MD to limit contact and restrict access for some individuals.

This Policy outlines the examples of unreasonable conduct and steps the MD may take to address such conduct.

#### 2. Definitions

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

**CAO** means the individual appointed as the chief administrative officer and their delegate.

**MD** is the Municipal District of Bighorn No. 8.

**MD Administration** includes all managers, supervisors, directors and executive directors of the MD, and includes the CAO.

**MD Staff** includes all employees of the MD.

**Unreasonable Conduct** is characterized by conduct that is unreasonable, vexatious, frivolous, aggressive, disrespectful, or harmful and includes, but is not limited, to examples outlined in the Policy.

#### 3. Responsibilities

##### 3.1 MD Employees

- 3.1.1 to report Unreasonable Conduct to MD Administration;
- 3.1.2 to document and preserve evidence of Unreasonable Conduct;

- 3.1.3 to cooperate with MD Administration in any investigation or review, as needed; and
- 3.1.4 to comply with this Policy and any warning and notice issued pursuant to the Policy.

### **3.2 MD Administration**

- 3.2.1 to comply with all responsibilities of MD Employees;
- 3.2.2 to review concerns about conduct that may be Unreasonable Conduct;
- 3.2.3 to consult with the affected person to determine appropriate restrictions;
- 3.2.4 to issue written warnings, notices and reviews, as appropriate; and
- 3.2.5 to advise and consult with the CAO about any warnings or notices to be issued.

### **3.3 CAO**

- 3.3.1 to comply with all responsibilities of MD Employees;
- 3.3.2 to provide advice, including to seek legal advice, if necessary, on the process and the Policy;
- 3.3.3 to conduct a review and provide a written decision;
- 3.3.4 to advise MD Councillors, as appropriate, about instances of Unreasonable Conduct; and
- 3.3.5 to review the Policy every [insert] years.

### **3.4 MD Councillors**

- 3.4.1 to comply with all responsibility of MD Employees;
- 3.4.2 to review the Policy every [insert] years; and
- 3.4.3 to consider resources and education investments and support the same through budgetary decisions.

## 4. Application

### 4.1 Examples of Unreasonable Conduct

Examples of Unreasonable Conduct include, but are not limited to, the following:

- 4.1.1 harassing MD Staff, MD Administration or MD Councillors including following them, persistently engaging with them, or taking up excessive amounts of their time or attention;
- 4.1.2 persistent inquiries, communications or complaints about the same or similar matters when a response has been provided or the matter has already been addressed or concluded;
- 4.1.3 submitting high volumes or frequency of inquiries, communications or complaints;
- 4.1.4 persistently sending inquiries, communications or complaints to multiple MD Staff, MD Administration and/or MD Councillors about the same or similar issues;
- 4.1.5 making excessive, repeated or lengthy demands on MD time and resources;
- 4.1.6 refusing to accept or acknowledge decisions or responses without clear reasons;
  - a) use of abusive, offensive, discriminatory or course language; and
  - b) engaging in aggressive, disrespectful, intimidating behaviour or conduct.

### 4.2 Manner and Location of Unreasonable Conduct

Unreasonable Conduct may take place in a number of ways including, but not limited to, the following:

- 4.2.1 verbal communications;
- 4.2.2 written communications;
- 4.2.3 telephone communications; and
- 4.2.4 electronic communications including email and social media.

Unreasonable Conduct may occur in-person, at meetings; in public places such as MD parks or facilities.

## 5. Procedures

### 5.1 Initial Review

- 5.1.1 Concerns about Unreasonable Conduct directed at or experienced by MD Staff should be brought to the attention the MD Staff's direct report in MD Administration.
- 5.1.2 Concerns about Unreasonable Conduct directed at or experienced by the MD Administration should be brought to the attention of a member of MD Administration who is not the subject or the Unreasonable Conduct.
- 5.1.3 Concerns about Unreasonable Conduct directed at or experienced by the MD Councillors should be brought to the attention of the CAO.
- 5.1.4 If MD Administration determines there is Unreasonable Conduct, the matter shall be brought to the attention of the CAO.
- 5.1.5 In reviewing Unreasonable Conduct, the following factors should, among other things, be considered:
  - a) the specific circumstances of the individual including any relevant or material personal circumstances, competency issues, or other factors known to MD Staff or MD Administration;
  - b) the nature of the communication, request or compliant;
  - c) what steps have been taken to address the communication, request or complaint; and
  - d) the tone, tenor, volume, and frequency of the communication, request or compliant.

### 5.2 Notice

- 5.2.1 If the conduct of an individual is determined to be Unreasonable Conduct, the MD Administration may take one or more of the following steps depending on the severity of the matter:
- 5.2.2 send a written warning letter outlining what conduct is contrary to this Policy and advising that restrictions may be imposed if the conduct continues; or
- 5.2.3 send a written notice outlining the conduct that is contrary to this Policy and advising restrictions are being imposed, including the reasons for the restrictions.
- 5.2.4 If the Unreasonable Conduct is severe or poses an imminent threat or danger, the MD Administration may issue a written notice without providing a written warning.

- 5.2.5 Nothing in the Policy prevents or limits the MD's authority to report to or seek assistance of other appropriate authorities at any time, including law enforcement, or to take immediate legal action. These actions may take place prior to a warning or a notice or in conjunction with either.

### **5.3 Potential Restrictions**

- 5.3.1 Restrictions must be reasonable and have a nexus to the Unreasonable Conduct. Restrictions must be specific and measurable.
- 5.3.2 Restrictions may include, but are not limited to, the following
- 5.3.3 limiting communication with MD Staff or MD Administration to a specific format, time or duration;
- 5.3.4 limiting contact with MD Staff or MD Administration or only allowing contact by pre-arranged appointment;
- 5.3.5 requiring any in-person or virtual meetings to include other members of MD Staff or MD Administration;
- 5.3.6 requiring all communications go through a specific individual, including third party such as legal counsel;
- 5.3.7 requiring all communications are sent to a specific address to be monitored periodically;
- 5.3.8 limiting or prohibiting access to MD facilities and events, including meetings;
- 5.3.9 limiting communication with MD Staff or MD Administration;
- 5.3.10 instructing MD Staff or MD Administration to limit or stop responding; and
- 5.3.11 pursuing legal action.

### **5.4 Review**

- 5.4.1 Notices must advise when the restrictions imposed will be reviewed.
- 5.4.2 A review should occur three or six months from when the restrictions was imposed, depending on the nature and severity of restriction and the Unreasonable Conduct.
- 5.4.3 A longer review period may be warranted depending on the nature and severity of restriction and the Unreasonable Conduct.
- 5.4.4 An individual may be invited to provide submissions as part of the review process. Submissions may be received in writing or in some other manners that is determined to be appropriate in the circumstances and taking into account any relevant personal circumstances known to MD Staff or MD Administration.

5.4.5 The CAO shall conduct the review. The CAO may consider any relevant factors in making their decision, including:

- a) Whether the individual complied with the restrictions;
- b) The individual’s conduct during the restriction period; and
- c) The submissions of the individual.

5.4.6 If the Unreasonable Conduct was directed at or experienced by the CAO, a different member of MD Administration shall conduct the review.

5.4.7 A review may result in restrictions being lifted, continued, modified or amended. A review may result in new restrictions being imposed, if warranted.

5.4.8 The results of a review will be provided in writing to the individual and are final.

### 6. Policy Review

This Policy shall be reviewed annually.

### 7. Approval

Approvals: \_\_\_\_\_ Date: \_\_\_\_\_  
CAO SIGNATURE

Approvals: \_\_\_\_\_ Date: \_\_\_\_\_  
REEVE SIGNATURE

### 16. Revisions

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



# Governance & Priorities Committee

## **REQUEST FOR DECISION**

**Meeting Date:** Tuesday, June 23, 2026, at 9:00 am

**Title:** Miistakis Institute Delegation Follow-up and Next Steps

**Department:** Office of the Chief Administrative Officer (CAO)

### **Summary:**

The Miistakis Institute presented to Council regarding its work in municipal conservation planning, biodiversity, nature-based solutions, and ecological connectivity, including the ongoing Nature's Network initiative in the Greater Calgary Region. Council is now being asked to consider what follow-up, if any, it wishes Administration to pursue arising from the presentation.

### **Proposed Motion:**

That the Governance & Priorities Committee recommends that Council provide direction respecting follow-up to the Miistakis Institute presentation, including whether Administration should seek additional information, explore partnership opportunities, and report back on how ecological connectivity and related conservation tools may be considered in municipal planning and decision-making.

### **Background/Discussion:**

On March 10, 2026, representatives of the Miistakis Institute attended Council as a delegation and provided an overview of the organization's mandate, approach, and areas of work. The presentation highlighted Miistakis' support for municipal conservation planning, including developing and sharing datasets, ecological modelling, decision-support tools, policy review, communication materials, and funding partnerships. The delegation also outlined its work related to biodiversity, nature-based solutions, and ecological connectivity, with particular reference to Nature's Network, an ongoing initiative focused on delineating and implementing an ecological connectivity network in the Greater Calgary Region.

The presentation described ecological connectivity as the unimpeded movement of species and the flow of natural processes and explained ecological networks in terms of core habitat areas and corridors. Miistakis emphasized the value of including ecological conservation approaches in municipal planning, making practical decision-support tools available to municipalities, improving understanding of green and natural infrastructure needs, and increasing community involvement in sustainable planning. The delegation also referenced regional planning language that supports protecting environmental areas, riparian areas, wildlife corridors, and ecological networks.

Administration is seeking direction from the Committee and Council on whether there is interest in pursuing additional follow-up with Miistakis and, if so, what form that follow-up should take. Potential next steps may include requesting a more detailed briefing on tools or datasets relevant to the MD of Bighorn, identifying future planning or policy work where ecological connectivity considerations may be helpful, or determining that no immediate follow-up is required at this time.

#### **Options/Alternatives:**

**Option 1:** Direct Administration to engage with the Miistakis Institute and report back on collaboration opportunities, relevant tools, datasets, and planning implications for the MD of Bighorn. This option provides a structured follow-up and allows Council to consider future actions based on additional information.

**Option 2:** Receive the presentation for information and defer any follow-up until a future municipal planning, policy, or environmental initiative identifies a specific need. This option preserves flexibility while allowing the material to inform future discussions.

**Option 3:** Take no further action at this time. This option acknowledges the presentation without committing Administration resources to additional review or follow-up.

#### **Consultation/Engagement:**

Consultation to date consists of the delegation presentation from the Miistakis Institute to Council. Depending on Council's direction, Administration may consult further with Miistakis to obtain additional information on available tools, datasets, funding opportunities, or examples of how ecological connectivity considerations have been integrated into municipal planning elsewhere.

#### **Implementation/Communication:**

If Council directs further follow-up, Administration would contact the Miistakis Institute to clarify potential areas of collaboration, obtain any additional technical or planning information requested by Council, and prepare a report back with recommendations. If Council chooses to receive the presentation for information only, no further implementation steps would be required beyond documenting Council's direction.

#### **Financial Implications/Benefits:**

There are no immediate financial implications associated with receiving the presentation or directing Administration to seek additional information. Future costs, if any, would depend on the nature of any proposed partnership, technical work, or planning support brought forward for Council's consideration at a later date.

#### **Impact/Anticipated Results:**

Council's direction will determine whether the Miistakis presentation results in further exploration of ecological connectivity and conservation planning tools within the MD of Bighorn. A follow-up report could help identify practical applications, benefits, and resource requirements before any future decisions are made. If no further action is directed, the presentation will still serve as background information for future planning.

**Next Steps After Council Presentation:**

Following Council's consideration of the Miistakis Institute presentation, the next steps will depend on the direction provided. If Council requests follow-up, Administration should: (1) contact Miistakis to thank the presenters and request any supplementary materials relevant to the MD of Bighorn; (2) identify specific municipal plans, policies, or projects where ecological connectivity, biodiversity, or nature-based solutions may be relevant; (3) assess whether available Miistakis tools, datasets, or partnership opportunities would support municipal decision-making; and (4) report back to Council with findings, options, and any resource implications. If Council receives the presentation for information only, Administration should record Council's direction and retain the presentation materials for reference in future planning work.



**miistakis institute**  
APPLIED CONSERVATION RESEARCH

# MD of Bighorn Council Meeting

March 10, 2026



SCHEDULE 'A'

SCHEDULE 'A'

TRACY LEE and HILARY YOUNG  
Miistakis Institute

# Who we are

## VISION

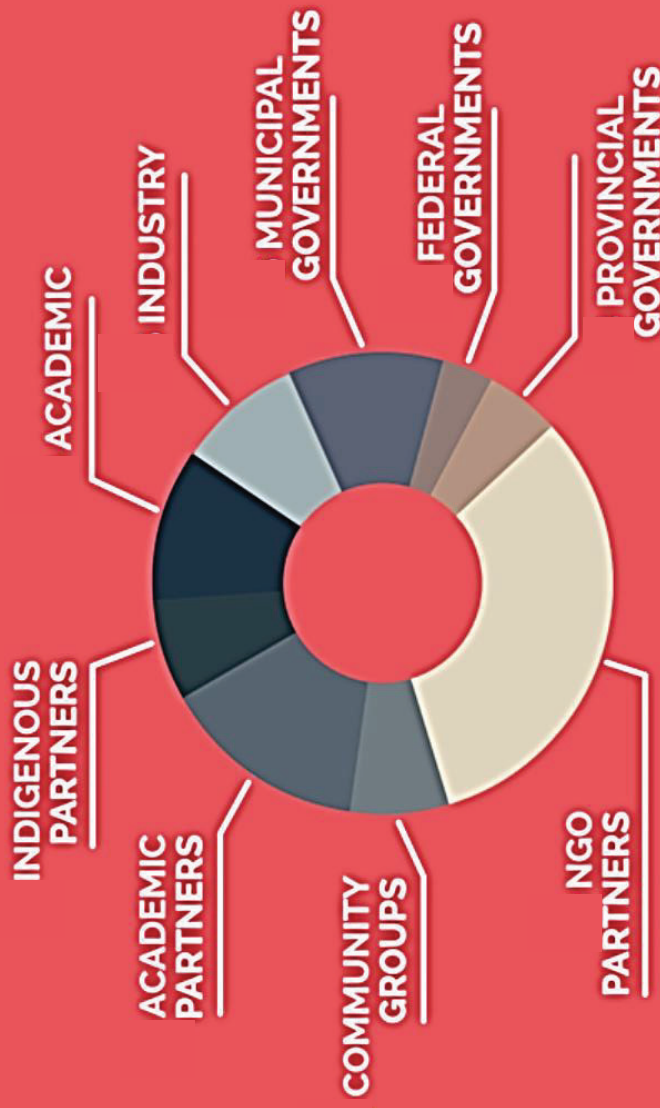
A world where communities have genuine access to the science and research they need to make choices that promote healthy landscapes.

## MISSION

The Miistakis Institute brings people and ideas together to promote healthy communities and landscapes. We study the landscape, so we can help people maintain it; and we work to make innovative research accessible to communities and decision-makers.



# Who do we partner with?



## How do we work?

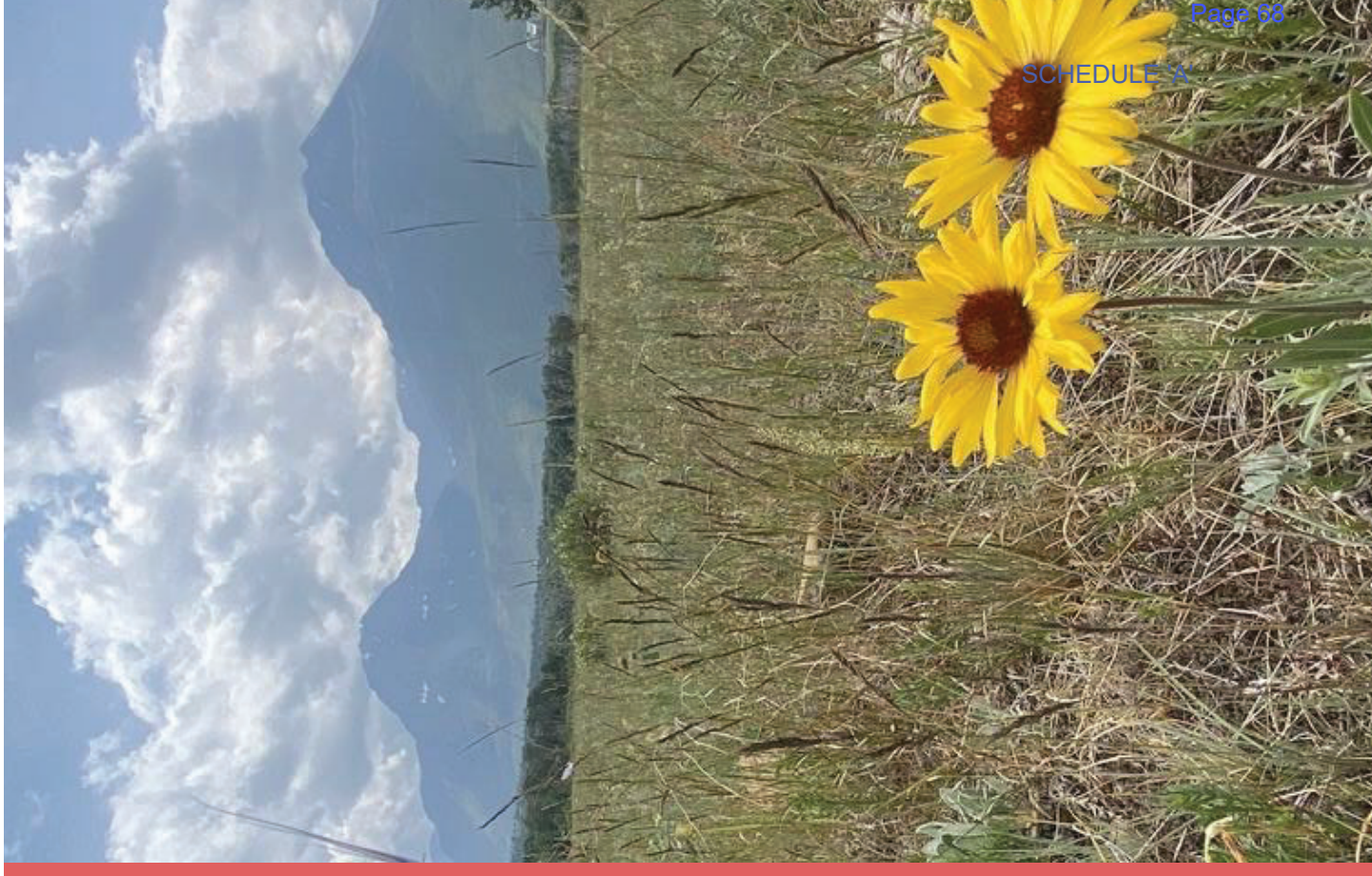
Miistakis-led or Partner-initiated projects

Funded mostly through project grants (government, philanthropic), some fee for service, some donations



# Support for municipal conservation planning

- Ensure inclusion of ecological conservation approaches in municipal planning, decision-making, and operations
- Make practical, conservation-oriented decision-support tools available to municipalities
- Promote understanding of the green, natural, or ecological infrastructure needs and opportunities within municipalities
- Increase community involvement in sustainable municipal planning



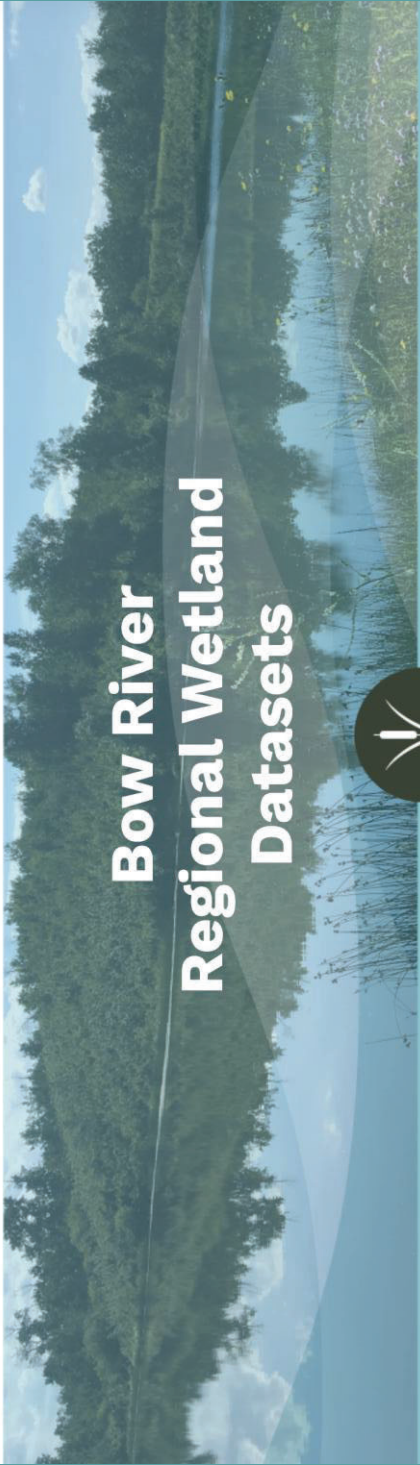
# Snapshot of what we do

- Develop and share datasets
- Perform ecological modeling
- Build decision-support tools
- Review policies
- Create communication materials
- Partner on funding applications





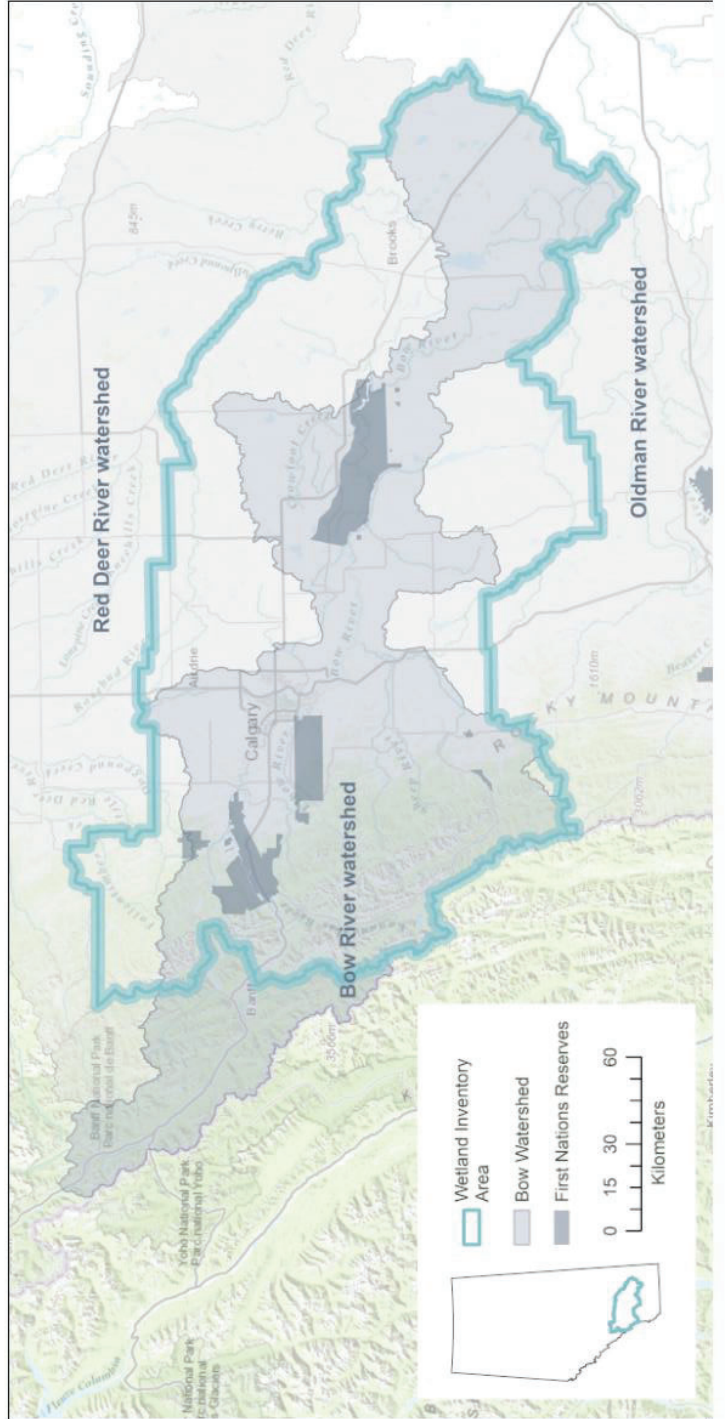
Home About Data Viewer Resources



## Bow River Regional Wetland Datasets



Spatial Extent of Bow River Regional Wetland Datasets

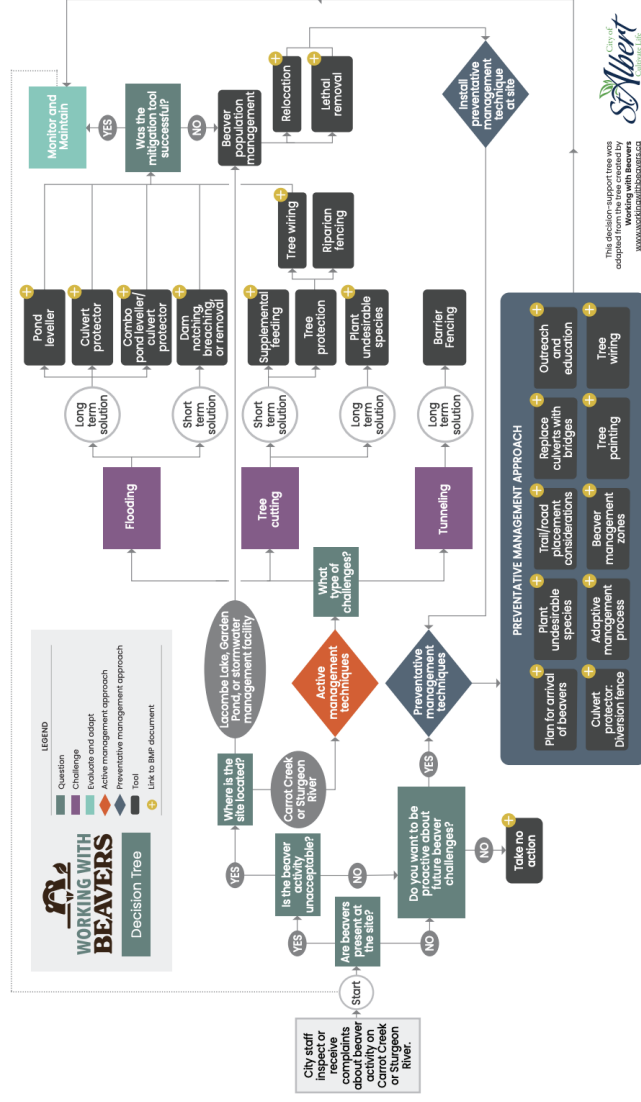


# Nature-based solutions

## MANAGING BEAVERS AT THE URBAN AND RURAL INTERFACE IN THE CITY OF ST. ALBERT

A case study on the application of beaver beneficial management practices

Beaver Management Guidelines – Decision Tree



The City of St. Albert includes both urban and rural areas, with beavers making their home in both landscapes, along the Sturgeon River, Carrot Creek, and sometimes even in artificial lakes and stormwater facilities. Beavers can provide many benefits to residents such as flood, drought and wildfire risk reduction, and increased recreational opportunities as their wetlands become home to many different birds, fish, amphibians and mammals. However, where beavers and humans intersect, there can be some challenges such as cutting of prized trees, flooding of trails, roads, crops and even buildings, and tunneling under public pathways and parks.





# Ecological connectivity

# What is an Ecological Network?

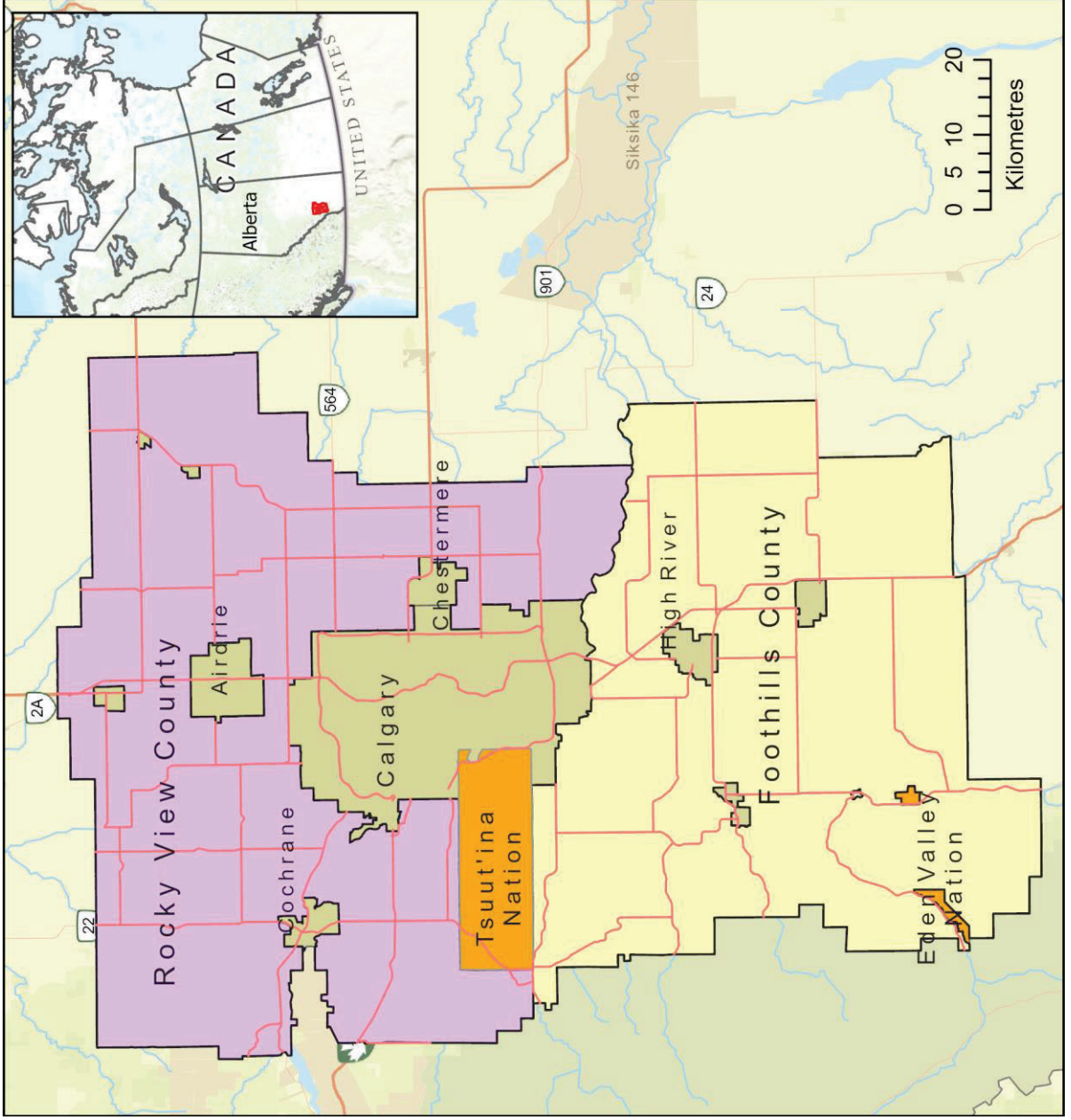
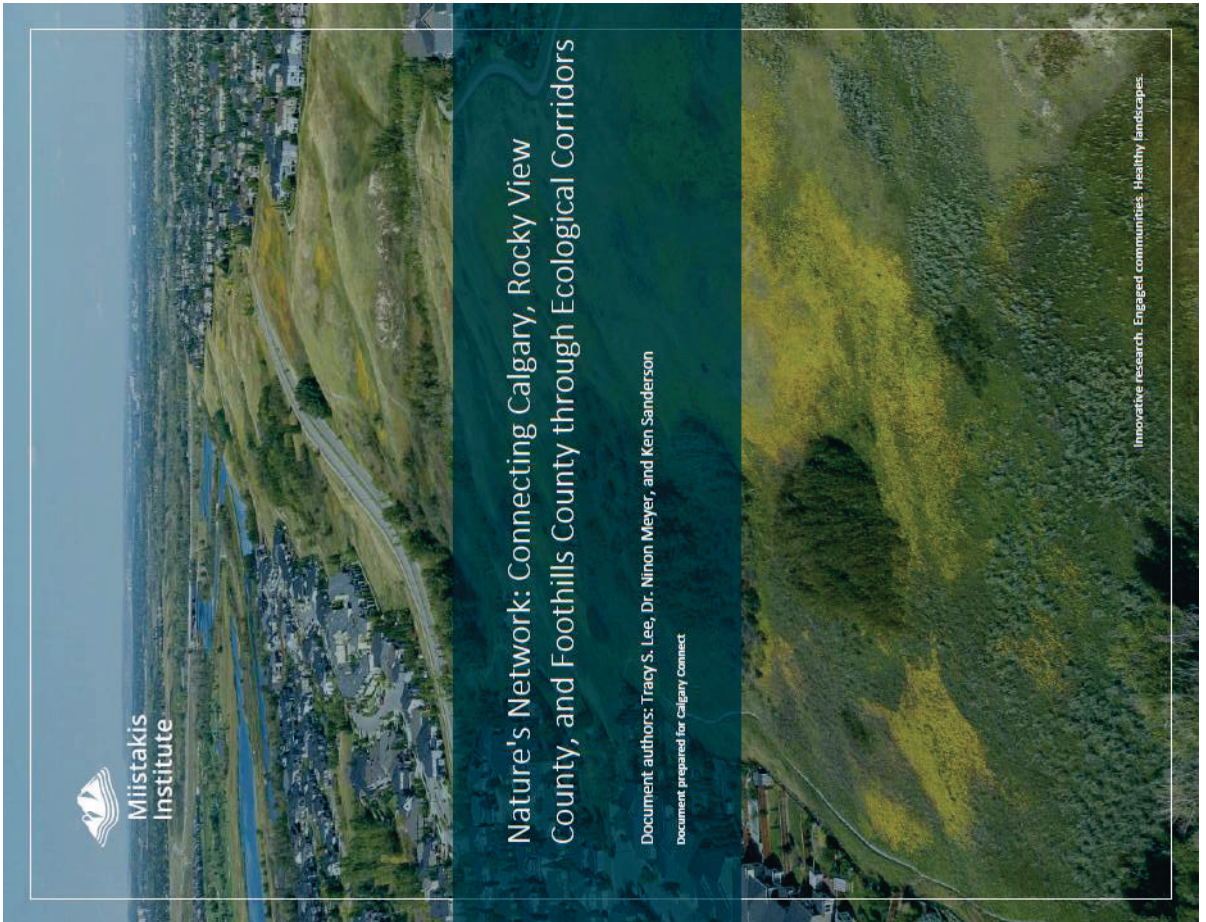
## **Ecological Connectivity:**

Ecological connectivity is the unimpeded movement of species and the flow of natural processes that sustain life on Earth.

## **Ecological Network:**

- **Core:** “intact” areas that support habitat for specific species, and
- **Corridor:** A clearly defined geographical space where governance, management and stewardship over the long term maintain for that specific species.

# Project: Nature's Network (ongoing)



# Nature's Network

Species



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+

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3

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Structure



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+

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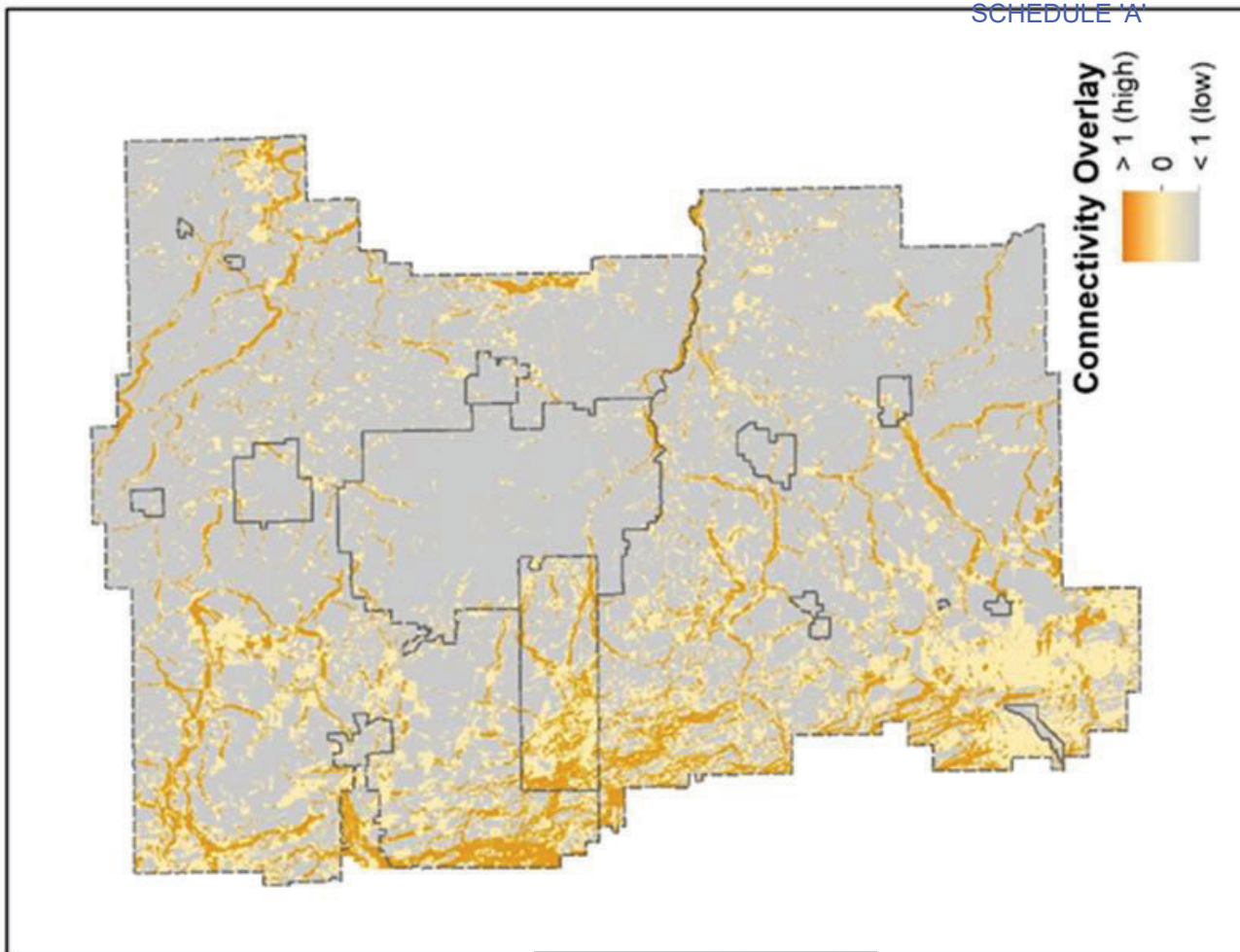
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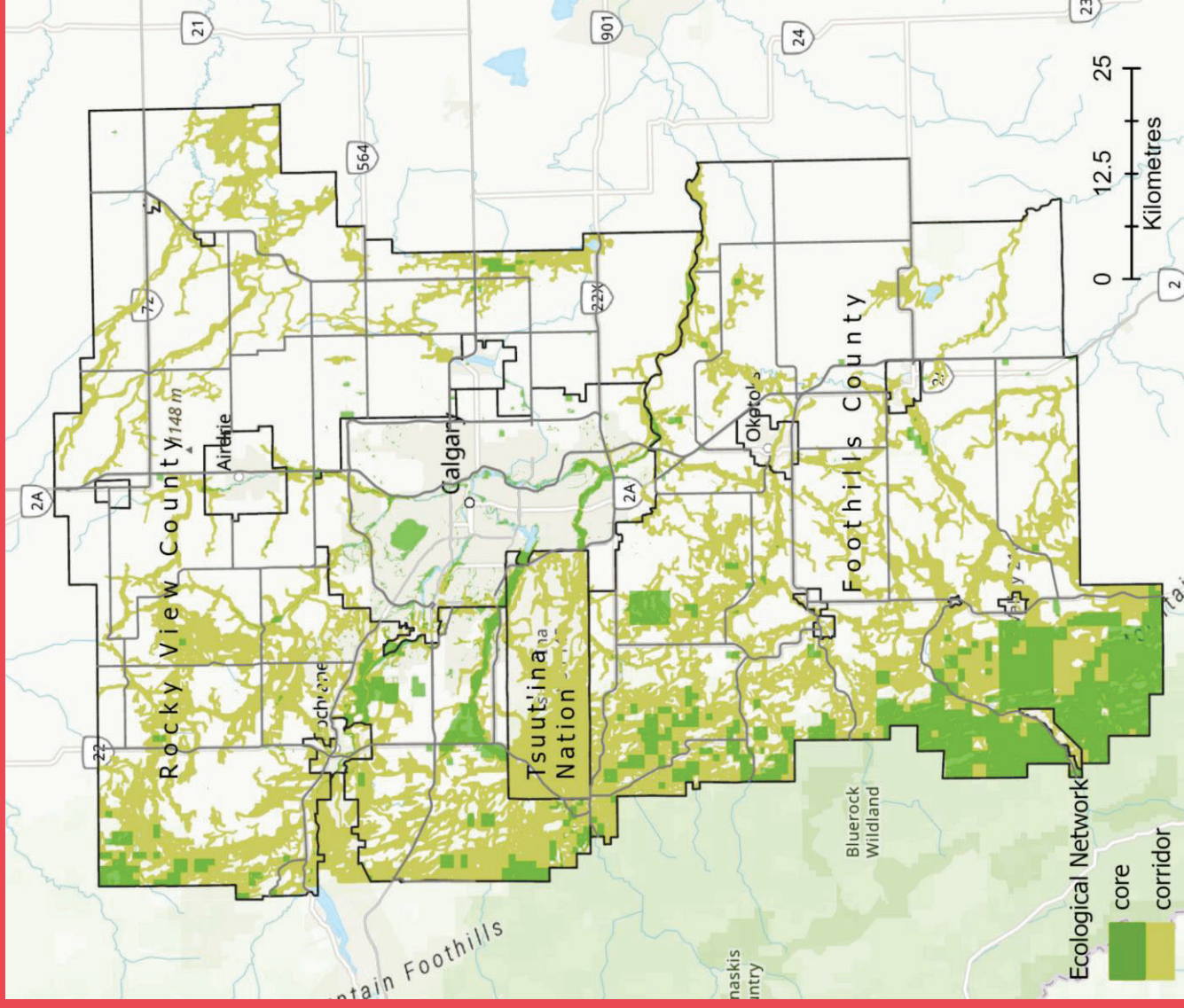
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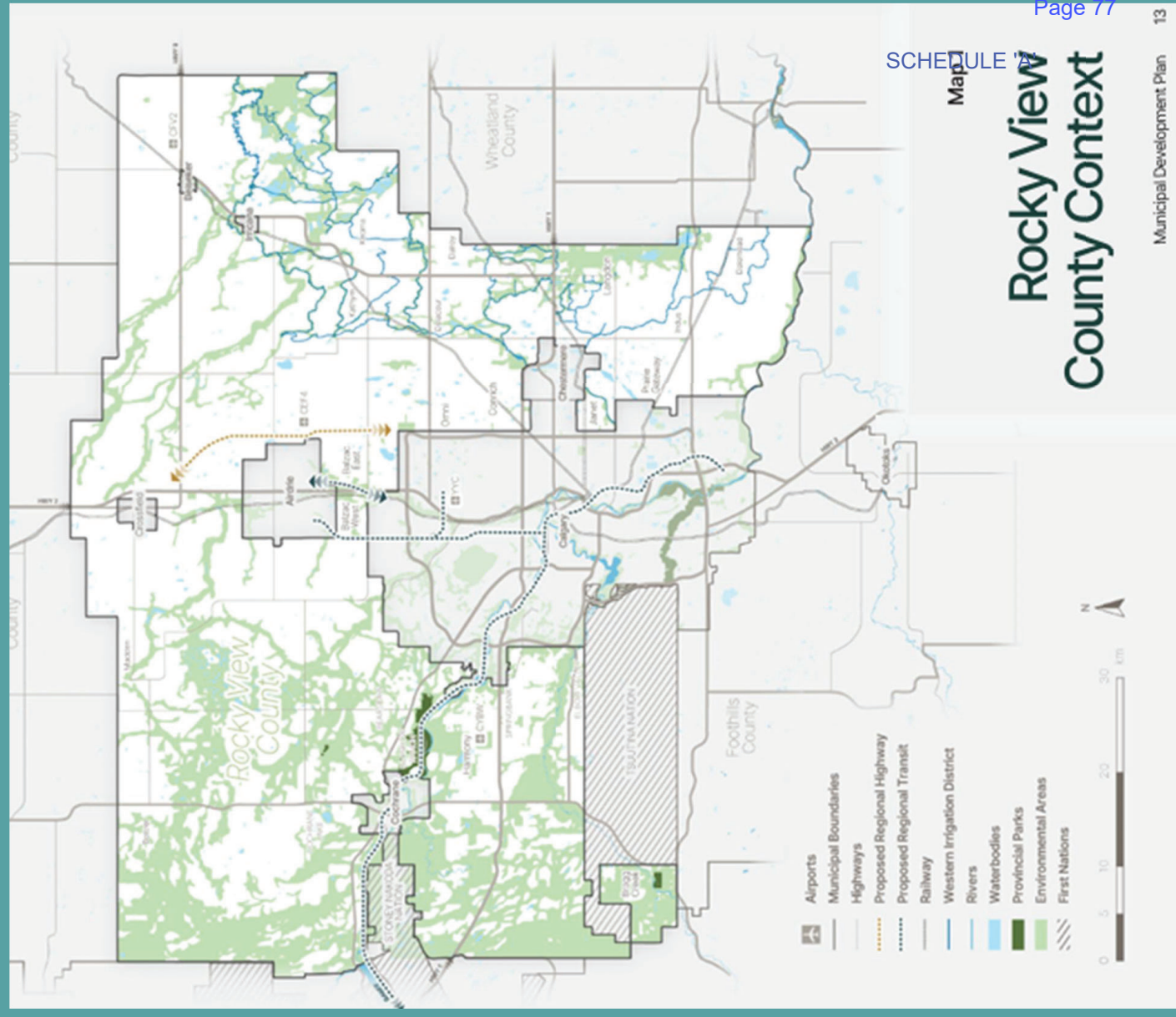


# Nature's Network: Delineating and implementing an Ecological Connectivity Network in Greater Calgary Region



“Focused growth is essential to maintain Environmental Areas (as shown on Map 5: Natural Systems) and the health of natural systems. Development in the County should minimize land disturbance, preserve Environmental Areas, limit development in *riparian areas*, retain *ecological networks*, and ensure construction best practices are followed.”

Objectives: ensure grasslands, *wildlife corridors*, sensitive ecosystems, and Environmental Areas are protected, preserved, and connected.





**miistakis institute**  
APPLIED CONSERVATION RESEARCH

**Tracy Lee, Director of Conservation Research**

EMAIL [tracy@rockies.ca](mailto:tracy@rockies.ca)

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



SCHEDULE 'A'

SCHEDULE 'A'

# CONNECTING NATURE: INTEGRATING ECOLOGICAL CORRIDORS INTO MUNICIPAL PLANNING

## WHAT IS ECOLOGICAL CONNECTIVITY AND WHY IS IT AT RISK?

Ecological connectivity is the ability of wildlife and natural processes to move across the landscape. It is challenged by roads, development, and land-use change that fragment habitats into isolated patches.

Ecological corridors consist of natural or semi-natural connections that maintain connectivity. When corridors are lost or narrowed, wildlife can struggle to access habitat, disperse, and maintain healthy populations, while ecosystems become less resilient to disturbances like drought, fire, and flooding.

### Why this matters at the local level

Municipal planning plays a critical role because local decisions about growth, transportation, and land use often determine whether key ecological corridors are maintained or severed.

**Integrating connectivity into planning helps municipalities reduce human-wildlife conflict, protect biodiversity, and support climate adaptation while guiding development toward areas that minimize ecological impact.**

It is important to remember that ecological corridors are fundamentally a human construct in their designation, planning, and management, and a municipality has the power to decide which ecological corridors to designate.

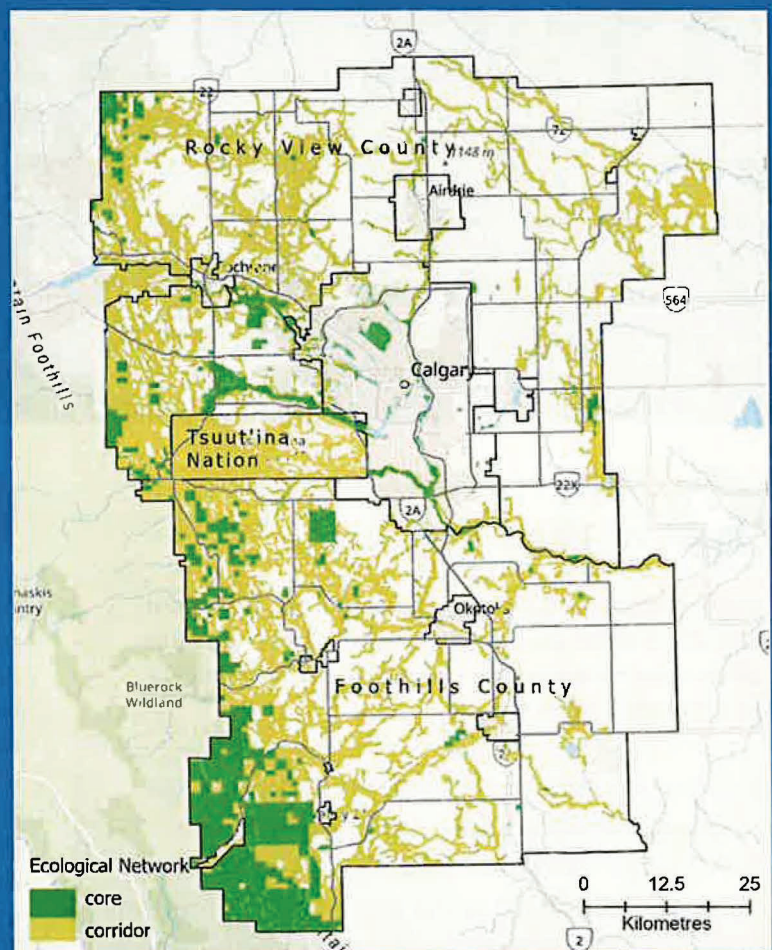
### The challenge

A key challenge is the need for practical, locally relevant tools that help municipalities integrate ecological and wildlife movement data into everyday planning decisions. **Without clear, accessible mapping that identifies where priority corridors and pinch point occur, it's difficult to know what areas should be protected, restored, or avoided through development.** In short, if we can't see where connectivity matters most on the ground, we can't take meaningful action.

## The solution

The Miistakis Institute is a leader in ecological connectivity research and implementation in Alberta. We have worked with municipalities, including the M.D. of Pincher Creek, Rocky View County, and Foothills County to:

- **Map ecological networks** using relevant and customized modeling techniques to identify key wildlife movement corridors and habitat, informed by available species data, local expertise, and practical municipal planning needs.
- **Integrate planning priorities into corridor mapping** by incorporating current municipal zoning, identifying target species based on community values and concerns, and incorporating feedback from municipal planning staff to produce a final, agreed-upon ecological corridor map.
- **Identify potential conflict and opportunity areas** by pinpointing animal-vehicle collision hotspots on provincial highways within the ecological network, highlighting locations where current zoning could create future risks to corridor function, and identifying where collaboration with neighboring jurisdictions would be beneficial.
- **Develop decision-support tools and implementation strategies** to embed connectivity into land-use decisions, such as tailored policy language and clear insertion points, and/or online tools to evaluate proposed developments within the agreed-upon ecological corridors.



An example of an ecological network map for the Rocky View County, Tsuut'ina Nation, and Foothills County regions, showing core habitat areas that have a lower chance of development (such as parks), and the corridors that facilitate wildlife movement.

## The process

STEP	DESCRIPTION
<b>1 Engage with council and planning staff</b>	Miistakis will present to council and planning staff on how delineating an ecological network can <b>help the municipality plan for growth, while preserving environment and heritage values</b> . Multiple meetings with planning staff are required to identify target species and ecological network purpose (e.g., maintain species movement).
<b>2 Secure funding</b>	Based on municipality's needs, Miistakis will create a budget and project scope. The municipality may work to get funding approval, however, <b>as a charitable not for profit, Miistakis can secure grants to support this work either wholly or partially</b> . Note that securing charitable funding is not guaranteed and may delay project start.
<b>3 Gather and analyze data</b>	Municipal planning staff will provide Miistakis with relevant municipal spatial layers and will attend a meeting(s) to discuss local growth and zoning context. <b>Miistakis will gather appropriate species data, develop and execute the modeling approach, and prepare draft spatial products.</b>
<b>4 Workshops with planning staff and local experts</b>	<b>A full day workshop attended by planning staff and local experts</b> (land managers and wildlife specialists) to review draft spatial products, provide feedback for Miistakis to incorporate into the final ecological network, and review tools and strategies to implement. Additional follow-up meetings with planning staff may be required to reach an agreed-upon final ecological network map, and develop or adjust tools and strategies.
<b>5 Final products, tools and strategies shared</b>	<b>Final tools and strategies developed and shared.</b> Municipality may wish for Miistakis to present final products to council, and train planning staff on their use.
<b>6 Municipality integrates ecological network into planning</b>	Using the tools and strategies developed, <b>the municipality incorporates the ecological network into relevant planning policy</b> to inform development decisions.

## Key planning and conservation outcomes

- **Growth that aligns with environmental resilience is supported** by encouraging development to occur outside of the ecological network.
- **Creation of practical tools to fit municipal planning workflows** that guide development proposal review and other land-use decisions. Examples include the Wildlife Movement Tool, guidelines for appropriate development occurring within an ecological corridor, and an ecological corridor overlay district zoning that could be adapted to your municipality.
- **Informed and safe transportation planning**, helping identify where wildlife movement intersects with roads, informing mitigation priorities to improved motorist safety, and reduce future connectivity conflicts.
- **Commitment to stronger ecosystem resilience and biodiversity protection** through integrating ecological connectivity into municipal planning and policy.
- **Reinforcement of community heritage and scenic values**, by maintaining intact rural landscapes, viewsapes, and working lands that contribute to local identify while remaining conducive to wildlife movement. Our work helps communicate and strengthen this synergy.





# Governance & Priorities Committee

## **REQUEST FOR DECISION**

**Meeting Date:** Tuesday, June 23, 2026, at 9:00 am

**Title:** Calgary Regional Airshed Zone Membership and Council Appointment

**Department:** Office of the Chief Administrative Officer (CAO)

### **Summary:**

The Calgary Regional Airshed Zone presented to Council and requested that the MD of Bighorn rejoin the organization and appoint a municipal representative. The Governance & Priorities Committee (GPC) may recommend that Council appoint a representative now, defer appointment until the annual organizational meeting, or decline to rejoin CRAZ at this time.

### **Proposed Motion:**

That the GPC recommends that Council provide direction regarding membership in the Calgary Regional Airshed Zone, including whether to appoint a Council representative immediately, defer appointment to the organizational meeting, or not rejoin the organization at this time.

### **Background/Discussion:**

Representatives of the Calgary Regional Airshed Zone (CRAZ) attended as a delegation and requested that the MD of Bighorn rejoin CRAZ and appoint a member representative. CRAZ is a regional, multi-stakeholder airshed organization that includes municipal, industry, government, and public/NGO participation. According to the delegation materials, CRAZ supports regional air quality monitoring, policy and research, wildfire smoke and health resources, municipal air quality management tools, outreach campaigns, and access to technical specialists.

The delegation advised that municipal membership is calculated at approximately \$0.10 per capita, with the presentation noting an estimated annual membership cost of \$185.70. Membership benefits identified by CRAZ include access to air quality specialists, real-time regional air quality data, support for outreach initiatives, advocacy and representation with the province, and opportunities to contribute to regional air quality planning and collaboration.

Administration is asking the GPC to consider whether rejoining CRAZ aligns with the municipality's current priorities and whether a Council appointment should be made immediately or deferred.

**Options/Alternatives:**

**Option 1:** Rejoin CRAZ and appoint a Council representative at this time. This option enables the MD of Bighorn to resume participation immediately and take part in CRAZ governance, information sharing, and regional initiatives without delay.

**Option 2:** Rejoin CRAZ but defer appointment of a Council representative until the next organizational meeting. This option confirms support for renewed membership while aligning the appointment with the municipality's regular governance process.

**Option 3:** Decline to rejoin CRAZ at this time. This option avoids the annual membership cost and any associated appointment, but the municipality would not participate directly in CRAZ governance or member services.

**Consultation/Engagement:**

Consultation to date consists of the delegation presentation from CRAZ to Council. Further engagement is not required before Council provides direction; however, Administration may seek additional information from CRAZ regarding membership expectations or participation requirements if requested by the Committee.

**Implementation/Communication:**

If Council directs the MD of Bighorn to rejoin CRAZ, Administration will coordinate the membership process and confirm the appointed Council representative, either immediately or following the organizational meeting, as directed. Administration would also communicate Council's decision to CRAZ.

**Financial Implications/Benefits:**

Based on the delegation materials, the annual membership cost is approximately \$185.70, calculated at \$0.10 per capita. Potential benefits include access to technical air quality expertise, regional data and monitoring information, educational resources, and participation in advocacy and collaboration related to air quality and wildfire smoke. There are no known capital costs associated with the decision; any membership fee would need to be accommodated within the operating budget.

**Impact/Anticipated Results:**

Rejoining CRAZ may improve the municipality's access to regional air quality information, technical resources, and collaborative policy discussions affecting the Calgary region. Immediate appointment would allow the municipality to participate without delay, while deferring appointment to the organizational meeting would maintain alignment with normal governance practices. Choosing not to rejoin would preserve current expenditures but would limit direct involvement in CRAZ-led initiatives and regional representation on air quality matters.



# Calgary Region Airshed Zone

Jill Bloor, B.A., M.N.A.  
CRAZ Executive Director

Tanya Carlson  
CRAZ Engagement Program Manager



**CRAZ is comprised of three sectors and expertise:**

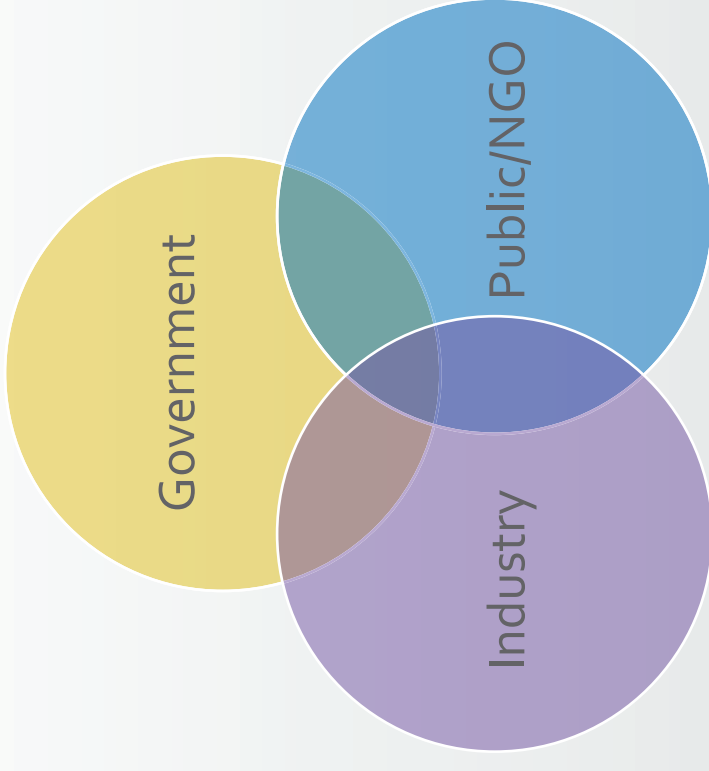
- **Government**

- Federal
- Provincial
- Municipal

- **Industry**

- Rock
- Oil & Gas
- Forestry
- Chemical

- **Public and Non-Government Organizations (NGOs)**



# CRAZ Committees

Engagement

Air Quality  
Management

Technical

Finance

Policy and  
Research

Smoke

# Working with our Members

Community Guide  
to Wildfire Smoke  
and Health

Air Quality  
Management  
Toolkit: For  
Municipalities

South  
Saskatchewan  
Regional Plan Air  
Quality Policy

Regional Air  
Quality  
Management Plan  
Updated

## Why Air Quality Monitoring

*“Measurement is the first step that leads to control and eventually to improvement. If you can’t measure something, you can’t understand it. If you can’t understand it, you can’t control it. If you can’t control it, you can’t improve it.” — H James Harrington*

# Continuous Monitoring

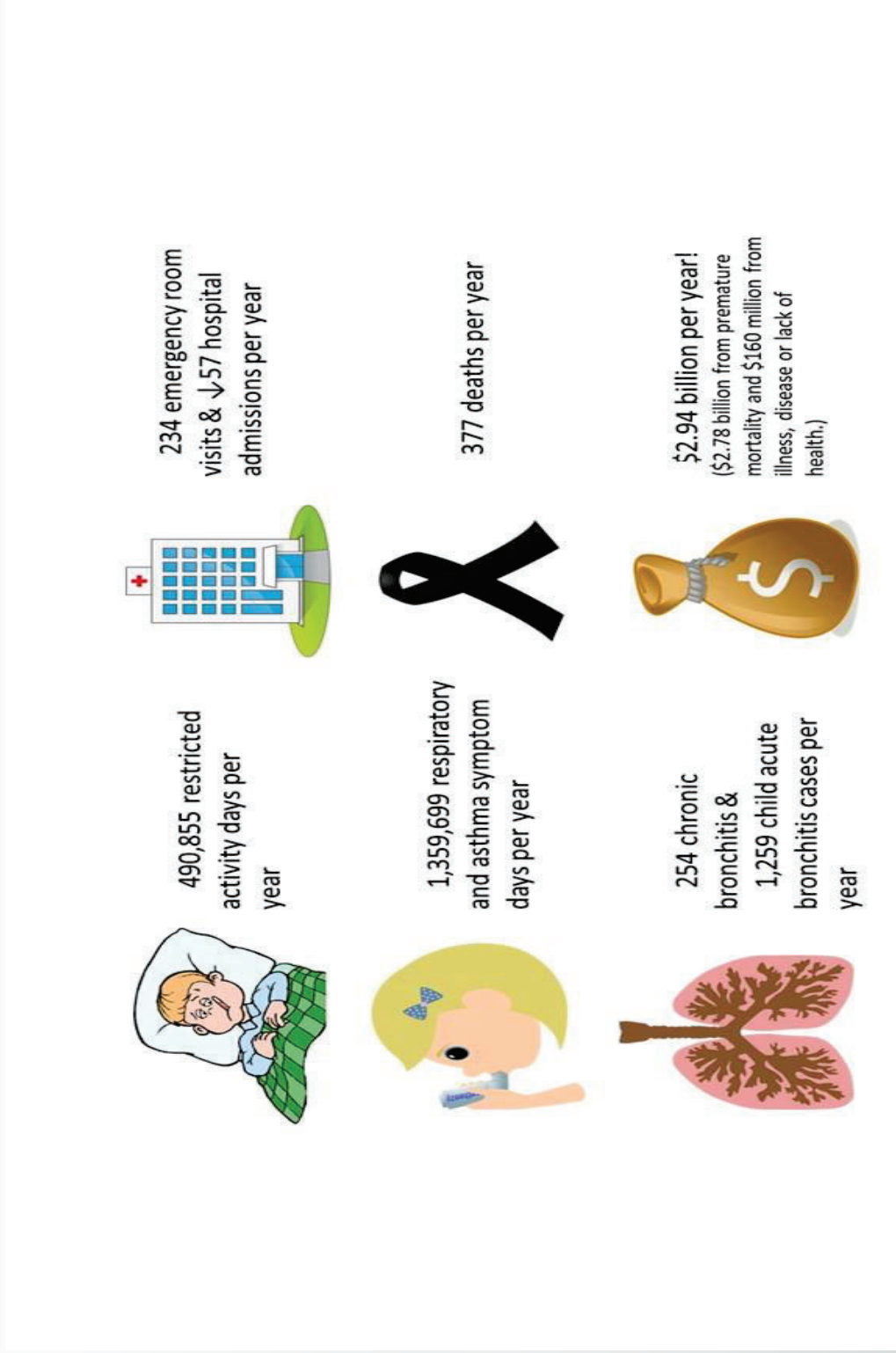
- Four (4) continuous ambient air monitoring stations:
  - Airdrie
  - Calgary Varsity
  - Calgary Inglewood
  - Calgary Southeast
- Portable Air Monitoring Laboratory (PAML)
- Purple Air Sensors, region wide

Real-time air quality data for continuous monitoring stations is available on the CRAZ website: <https://craz.ca/monitoring>



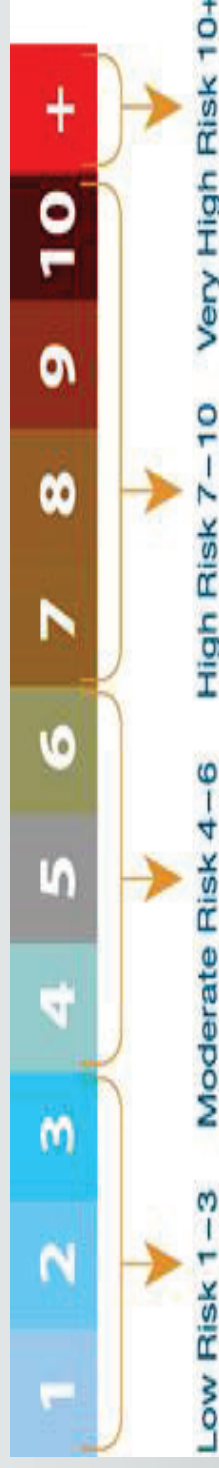
# Cost of Air Pollution?

**Anthropogenic (human caused) air pollution in the region contributes to:**



# Air Quality Health Index (AQHI)

- A tool that measures air quality in your community and reports it on a scale from 1 to 10.
- The lower the number the lower the risk.
- Primarily uses PM<sub>2.5</sub>, O<sub>3</sub>, and NO<sub>2</sub> to calculate AQHI
- For Alberta, additional pollutants (SO<sub>2</sub>, H<sub>2</sub>S, TRS, CO) are included if measured levels exceed the AAQOs.
- AQHI available on the Weather Network app for iPhone and iPad



# Benefits of being a CRAZ member

## Collaboration and Consensus

- Multi-stakeholder based organization with a consensus based decision making process that enables all parties to move forward with a common goal

## Network and Community

- **Representatives from gov't, industry, public, educators, & technical experts working together**
- Opportunity to build relationships across a broad network of experienced & dedicated professionals

## Environment, Social and Governance

- Protect your license to operate
- Shape public policy
- Community investment opportunities

## Education and Outreach

- Comprehensive educational and training programs available for members

## Trusted Partner

- Recognized as a respected and authoritative ally on air quality
- Platform to find solutions that benefit all members and promote best practices
- **3<sup>rd</sup> Party Validation**

## Membership in CRAZ

\$185.70/year

\$0.10/capita

Access to Air Quality Specialists

Partner in outreach campaigns

Fulfill legislated requirements

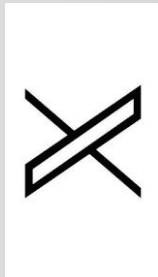
Advocacy and representation with the province

Access to real-time data



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

[www.craz.ca/blog](http://www.craz.ca/blog)



@CalgaryAirshed



Calgary Region Airshed Zone



**Contact information:**

Jill Bloor: [Jill.Bloor@craz.ca](mailto:Jill.Bloor@craz.ca)

Mandeep Dhaliwal: [Mandeep.Dhaliwal@craz.ca](mailto:Mandeep.Dhaliwal@craz.ca)

Tanya Carlson: [Tanya.Carlson@craz.ca](mailto:Tanya.Carlson@craz.ca)



# Governance & Priorities Committee

## **REQUEST FOR DECISION**

**Meeting Date:** Tuesday, June 23, 2026, at 9:00 am

**Title:** Bow Valley Destination Stewardship Council Participation

**Department:** Office of the Chief Administrative Officer (CAO)

### **Summary:**

The Bow Valley Destination Stewardship Council presented a proposed regional collaboration model focused on communication and coordination around human use in the Bow Valley. The Governance & Priorities Committee (GPC) may recommend that Council support participation in the proposed initiative, provide direction on the municipality's role as a potential funding partner, and identify whether Administration should continue discussions as the concept advances.

### **Proposed Motion:**

That the GPC recommends that Council provide direction regarding the MD of Bighorn's participation in the proposed Destination Stewardship Council, including whether to support continued discussions, potential funding participation, and future involvement in the initiative's governance structure.

### **Background/Discussion:**

Grant Canning, Sustainability Manager with Tourism Canmore Kananaskis and former Banff Councillor, presented on the concept of a Bow Valley Destination Stewardship Council. The presentation described destination stewardship as a multi-stakeholder approach to maintaining the cultural, environmental, economic, and aesthetic integrity of a region while coordinating around tourism and human use management.

The proposed council is intended to improve communication and collaboration across multiple jurisdictions in the Bow Valley to identify common objectives related to visitor use and human activity. The presentation noted that while wildlife movement and corridors are relatively well understood, less is known about human behavior and use patterns across the region. The proposed collaboration could help address this gap and support a regional strategic planning process over time.

Potential participating organizations identified in the presentation include the Town of Canmore, Town of Banff, Tourism Canmore Kananaskis, Banff & Lake Louise Tourism, Roam Transit, Municipal District of Bighorn, Kananaskis Improvement District, Parks Canada, and Alberta Parks. The next steps described by the delegation include forming a steering committee, creating terms of reference and governance structures, clarifying budget and administrative support requirements, and considering additional invitees

such as First Nations, environmental organizations, and academic institutions. Administration is seeking direction from the GPC on the municipality's interest in continued involvement as this proposal develops.

**Options/Alternatives:**

**Option 1:** Support continued participation in the development of the Bow Valley Destination Stewardship Council and indicate willingness to be considered as a funding partner. This option positions the MD of Bighorn to participate early in shaping the initiative, including governance, strategic priorities, and regional coordination on visitor use.

**Option 2:** Support the concept in principle but defer any commitment to funding or formal participation until a clearer governance model, terms of reference, and budget are presented. This option allows the municipality to remain engaged while reserving a final decision until more detailed information is available.

**Option 3:** Decline participation in the proposed Bow Valley Destination Stewardship Council at this time. This option avoids any future funding or administrative commitment, but the municipality would have limited influence over the development of a regional stewardship approach that may affect Bow Valley partners and land managers.

**Consultation/Engagement:**

Consultation to date consists of the delegation presentation regarding the Bow Valley Destination Stewardship Council concept. As the proposal is still in development, additional engagement with potential funding partners, land managers, and community stakeholders is anticipated before any formal governance or funding commitments are finalized.

**Implementation/Communication:**

If Council supports continued involvement, Administration can advise the proponents of the municipality's interest and monitor development of the steering committee, governance framework, budget, and terms of reference. Any future recommendation involving funding, appointments, or formal participation can be brought back to Council once additional details are available.

**Financial Implications/Benefits:**

The presentation identified a proposal for six to eight funding partners, but no specific financial contribution for the MD of Bighorn was confirmed in the materials provided. Financial implications therefore remain uncertain and would depend on the final governance and funding model. Participation may require future operating budget consideration, as well as some administrative and staff time to support involvement in regional discussions and committee work.

**Impact/Anticipated Results:**

Participation in the development of a Bow Valley Destination Stewardship Council may improve regional coordination on visitor use, strengthen communication across Bow Valley jurisdictions, and provide the municipality with an opportunity to help shape future stewardship objectives that affect residents, visitors, and partner agencies. Deferring a firm commitment would allow Council to assess the initiative once governance and funding details are clearer, while declining involvement would reduce immediate obligations but may limit the municipality's influence in a potentially significant regional initiative.

A scenic landscape of a valley with mountains and a lake, overlaid with a grid pattern. The text is centered over the image.

# **Bow Valley Destination Stewardship Council**

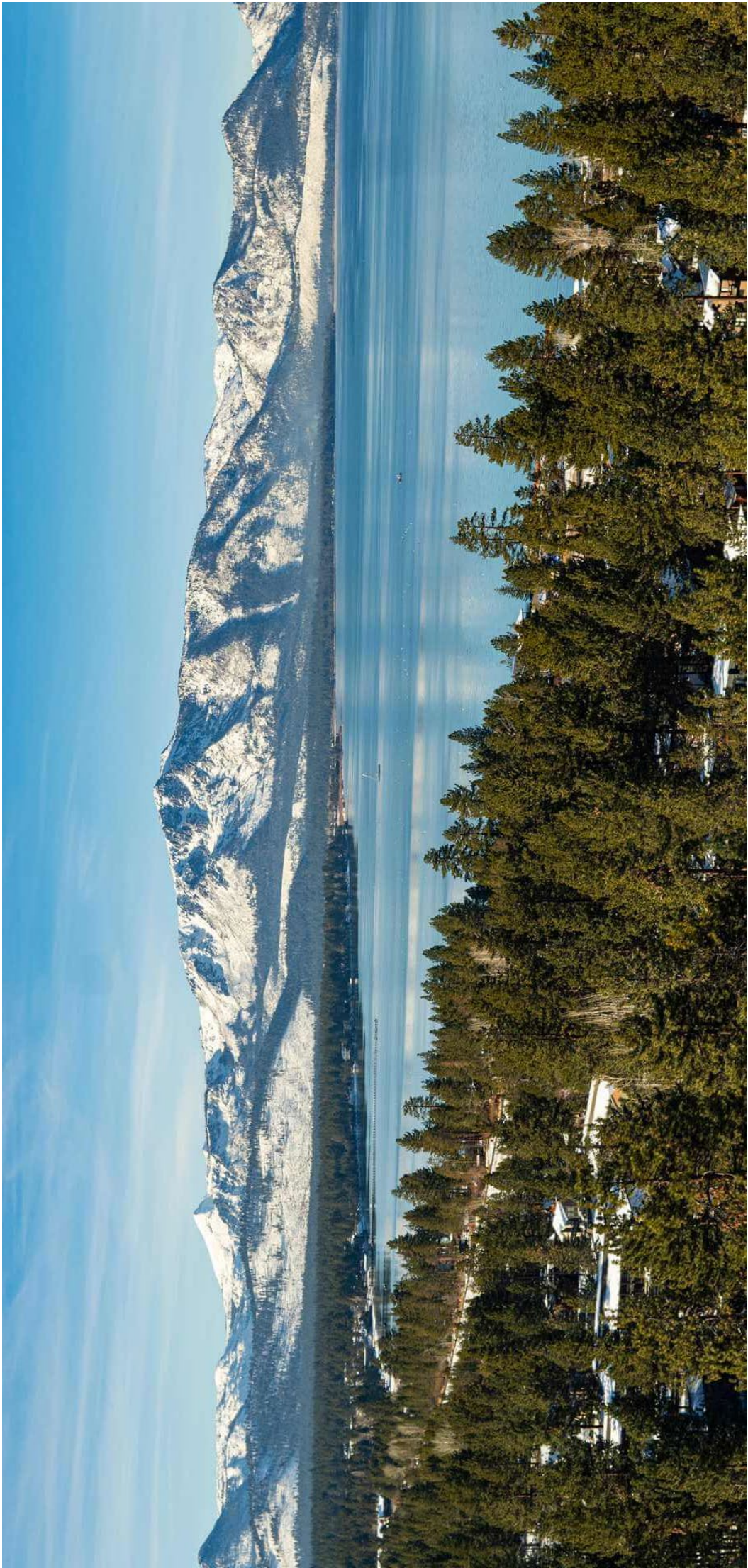
**Presented by: Grant Canning**

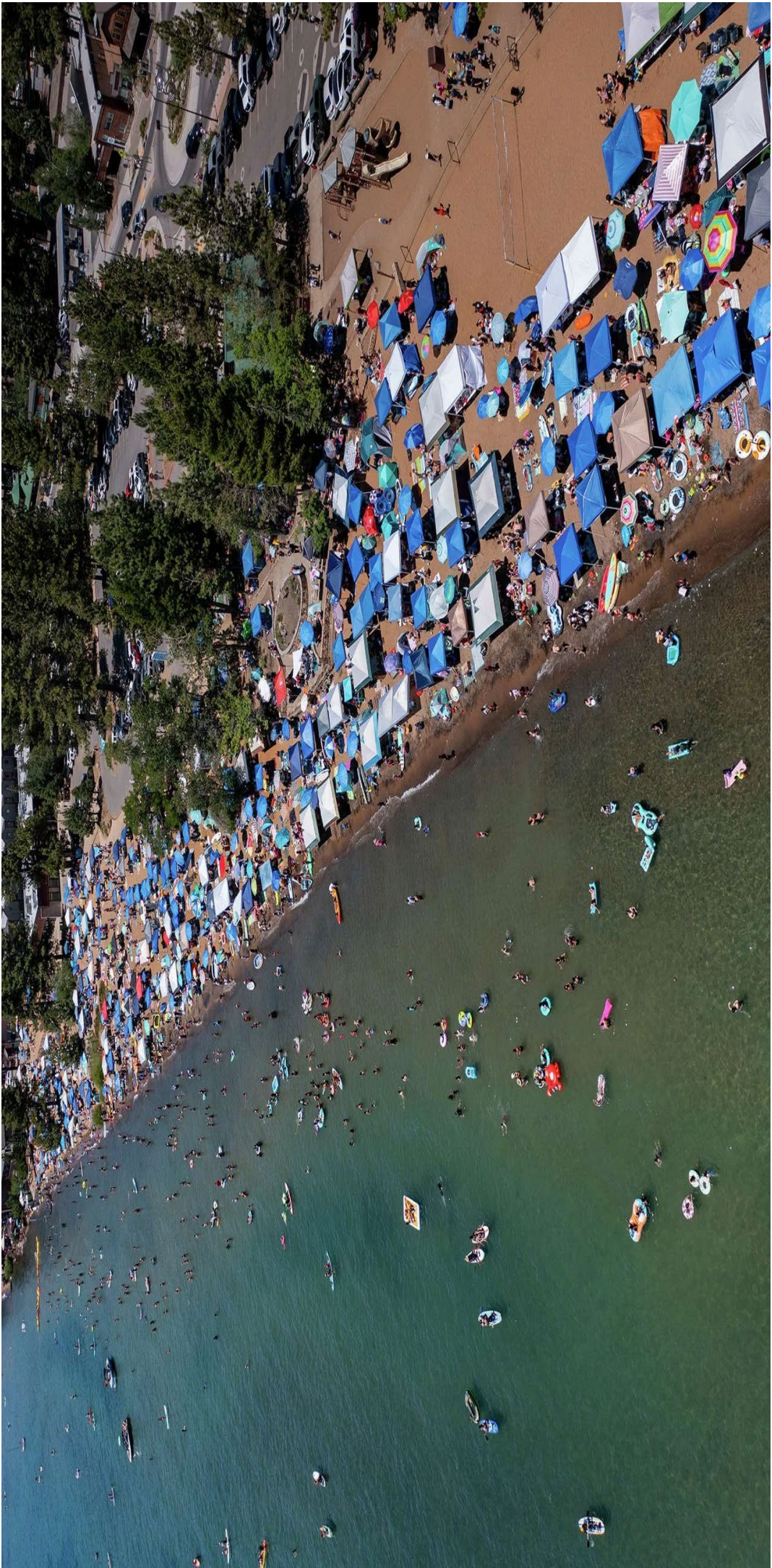
# Grant Canning

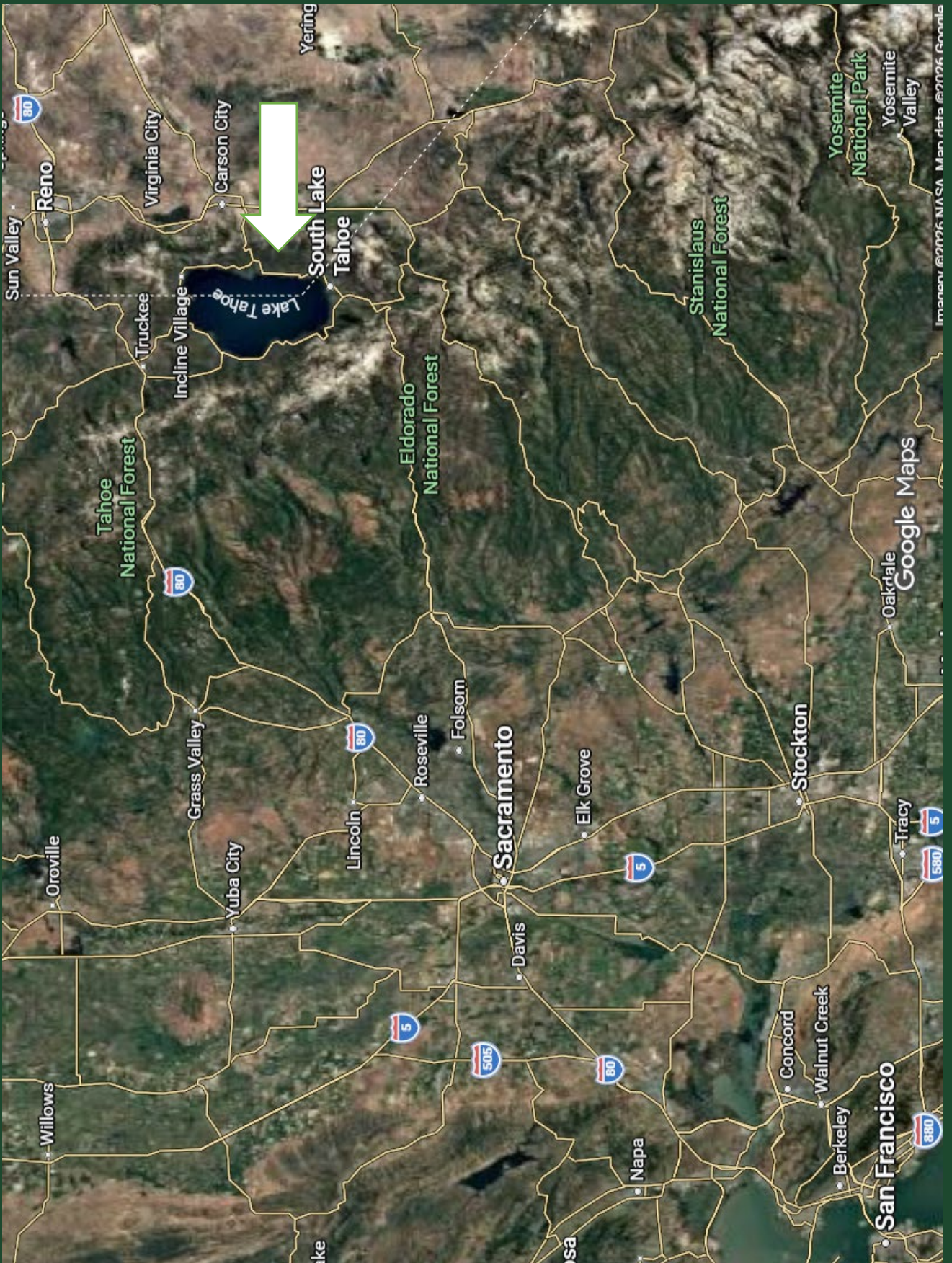
- Lived in the Bow Valley since 2005
- Town Councilor in Banff from 2010 to 2025
- Passionate about destination stewardship, visitor use management and regenerative tourism
- Tourism Canmore Kananaskis – Sustainability Manager

# Destination Stewardship

- Destination stewardship is defined by the Global Sustainable Tourism Council as *“a process by which local communities, governmental agencies, non-government organizations, and the tourism industry take a multi-stakeholder approach to maintaining the cultural, environmental, economic, and aesthetic integrity of their country, region, or town.”*









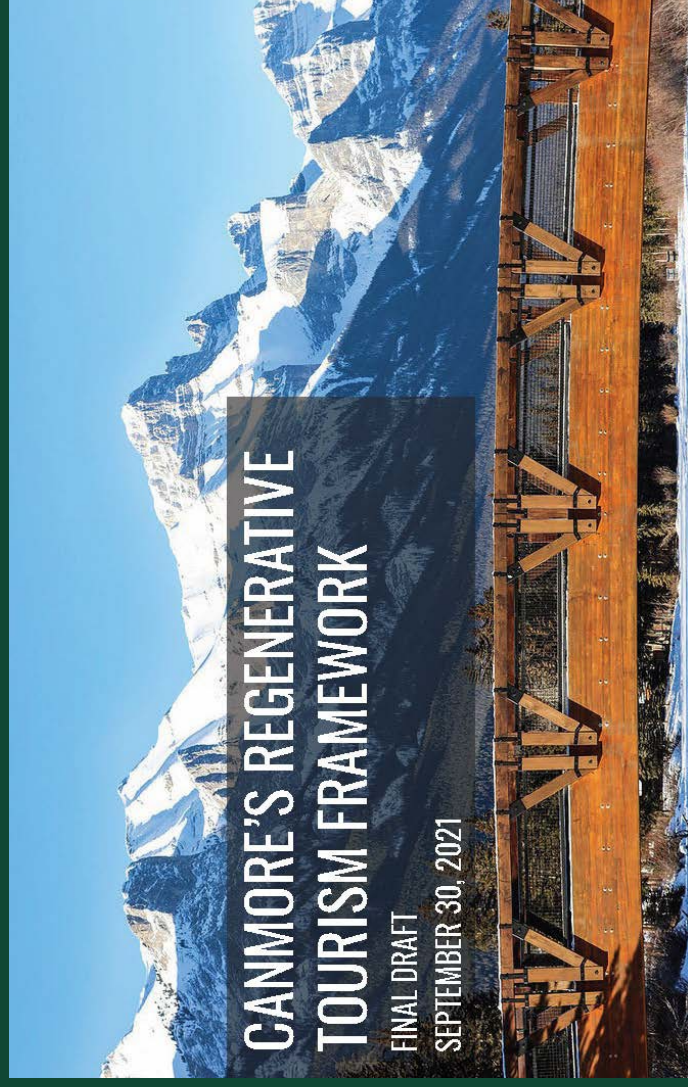
# Destination Stewardship Council

**What is it to us? Communication and collaboration across multiple jurisdictions to identify common objectives around human use in the Bow Valley**

- **Research – we know wildlife movement and corridors**
- **We don't know as much about humans and their behaviors and patterns**
- **Federal, Provincial and Municipal Governments**
- **Destination Management Organizations**
- **Various others (ENGOs, First Nations, Roam Transit, Academia)**
- **At a minimum it will bring the partners out of our communication silos**
- **Could lead to a regional strategic planning process**
- **Autonomy! Work together to achieve common goals**

# Destination Stewardship Council

- Discussed in the 2021 Tourism Canmore Kananaskis Regenerative Tourism Framework and the subsequent 2025-27 Regenerative Tourism Action Plan



## The strategic pillars

### Thriving industry

A sustainable, profitable and thriving tourism industry supports Canmore's entire economy and is supported by the Canmore community.

#### Key actions

- Encourage membership in Tourism Canmore Kananaskis.
- Work with industry and the town to streamline permitting processes to increase adaptability to changing business realities.
- Support Indigenous tourism development in partnership with Indigenous Tourism Alberta
- Provide environmental and wildlife awareness training to front-line tourism workers.
- Responsibly market the destination, focusing on the principles of regenerative tourism.
- Work with TCK and other partners to disperse travel throughout the year in appropriate locations.
- Support the implementation of Tourism Canmore Kananaskis' strategic plan.

### Working together

The strength of any community is rooted in the relationships between the people that live and visit within it. While the Town of Canmore can only directly control what is within the town, tourism has fluid boundaries. By partnering with other key stakeholders, Canmore can lead a more cohesive and holistic tourism policy.

#### Key actions

- Encourage tourism operators to engage local experts and volunteers as ambassadors.
- Create a regional policy working group that includes Alberta Parks, Parks Canada, TCK, MD of Bighorn, Banff and Lake Louise Tourism and Indigenous Tourism Alberta.
- Create an ongoing Town of Canmore Tourism Roundtable with an expanded membership that provides recommendations and guidance directly to Council on all aspects of tourism, based on the outcomes of this Task Force and framework.

### Affordability

Across the tourism sector, communities struggle with affordable housing and Canmore is no exception. Tourism operators feel the strain as well as they endeavour to staff their businesses. Supporting affordability and living wages will help address this structural issue.

#### Key actions

- Work with community partners to create programs that support livability and affordability.
- Elevate the importance of increasing the supply of affordable housing in Canmore.
- Provide incentives to the hospitality sector to provide affordable staff accommodation.

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- Provide incentives to the hospitality sector to provide affordable staff accommodation.

# Destination Stewardship Council

- 2022 Banff National Park Management Plan



# BNP Management Plan

- **Key Strategy 6: Regional Connectivity and Landscapes**

The land adjacent to Banff National Park is designated for multiple uses, including agriculture, resource extraction, tourism and recreation. Consideration of this regional context is critical to developing an early, shared understanding of priorities, to identifying opportunities for coordination and consistent public communications, and to understanding the potential impacts and synergies of management actions.

Coordinating regional land management strategies with Indigenous groups and neighbouring jurisdictions is a priority. This includes actively seeking, encouraging and participating in the development of regional resource management, tourism, transportation and tourism/recreational plans.

# Destination Stewardship Council

- **Town of Banff Draft 2025 Community Plan**



# Destination Stewardship Council

## • Town of Banff Draft 2025 Community Plan

### 4.3.2 FLOURISHING WITHIN LIMITS OBJECTIVES

- Establish a comprehensive economic framework that explicitly links Banff's economic performance to social and environmental outcomes and municipal financial planning.
- Encourage a diverse and balanced mix of commercial services that cater to the evolving long-term needs of both visitors and residents.

- Investigate the feasibility of establishing a destination stewardship council focused on regional human use management within the Bow Valley.

### 4.3.3 A WELCOMING, VALUES-ALIGNED VISITOR EXPERIENCE OBJECTIVES

- Promote authentic, true-to-place, and inclusive visitor experiences that reflect the unique

# Destination Stewardship Council

There is currently a proposal for six to eight funding partners

- Town of Canmore
- Town of Banff
- Tourism Canmore Kananaskis
- Banff Lake Louise Tourism
- Roam Transit
- Municipal District of Bighorn
- Kananaskis Improvement District

Two Land Managers

- Parks Canada
- Alberta Parks - Kananaskis

# Destination Stewardship Council

There is currently a proposal for six to eight funding partners

- **Town of Canmore**
- **Town of Banff**
- **Tourism Canmore Kananaskis**
- **Banff Lake Louise Tourism**
- **Roam Transit**
- **Municipal District of Bighorn**
- **Kananaskis Improvement District**

Two Land Managers

- **Parks Canada**
- **Alberta Parks - Kananaskis**

# Destination Stewardship Council

## Next Steps

- **Funding partners and land managers will likely form a steering committee**
- **Create a Terms of Reference, governance structure, professional facilitation, communications strategy and community engagement, administrative support, and overall budget**
- **Additional invitees (for example, ENGO's and First Nations)**
- **Goal: Strictly communication or development of a strategic plan or somewhere in between**
- **Final thought: potential to be transformational**

**Thank you!**

**Grant Canning**

**[grant@explorecanmore.ca](mailto:grant@explorecanmore.ca)**

**403-431-8221**



# Governance & Priorities Committee

## REPORT

**Meeting Date:** Tuesday, June 23, 2026, at 9:00 am

**Title:** Meeting Follow-up Alberta Counsel

**Department:** Office of the Chief Administrative Officer (CAO)

### **Summary:**

Administration is seeking direction from the Governance & Priorities Committee to identify three to five advocacy priorities for Council consideration, which can then be developed into a coordinated advocacy plan and shared with Alberta Counsel for further support.

### **Proposed Motion:**

That the Governance & Priorities Committee direct Administration to work with Council to identify three to five municipal advocacy priorities arising from the Alberta Counsel delegation presentation, for future consideration and strategic follow-up.

### **Background/Discussion:**

On April 8, 2026, Zack Ziokowski of Alberta Counsel met with Council and Administration to provide guidance on how municipalities can use advocacy effectively to influence provincial decision-making. The presentation emphasized that advocacy is most effective when municipalities focus on a small number of clear and achievable priorities, align their messaging, and build relationships with decision-makers over time. Alberta Counsel advised Council to develop a “laundry list” of key advocacy items and then refine that list into three to five focused priorities with clear asks. Committee feedback is being sought to help identify those priorities so Administration can prepare next steps and coordinate future advocacy efforts.

### **Options/Alternatives:**

As an alternative, the Committee may choose to refer the matter directly to Council for broader discussion, request additional information from Administration before identifying priorities, or defer consideration until strategic planning discussions are complete.

### **Consultation/Engagement:**

This report is based on the Alberta Counsel presentation to Council and subsequent discussion with Administration regarding the development of advocacy priorities.

**Implementation/Communication:**

Following Committee direction, Administration will work with Council to confirm three to five advocacy priorities, prepare supporting key messages and background materials, and coordinate follow-up with Alberta Counsel as appropriate.

**Financial Implications/Benefits:**

There are no immediate financial implications associated with this report. Future advocacy initiatives may involve costs related to travel, meetings, materials, or professional support, which would be considered through the appropriate budget process if required.

**Impact/Anticipated Results:**

Identifying a focused set of advocacy priorities will help Council speak with one voice, strengthen relationships with provincial decision-makers, and improve the municipality's ability to advance issues of importance to the community. A clear advocacy plan will also support more strategic and coordinated engagement opportunities moving forward.

**MUNICIPAL DISTRICT OF BIGHORN NO. 8**  
**Wednesday, April 8, 2026, at 1:00 PM**  
**Held Council Chambers, MD of Bighorn Administration Office**

**MEETING WITH**

held in Council Chambers, MD Administration Building with the following persons present:

**ADMINISTRATION:**

SHAINA KELLY

LISA ROSVOLD

RICK TUZA

STEVE FITZMORRIS

ZACK ZIOKOWSKI

CAROL PEGG

CHIEF ADMINISTRATIVE OFFICER

REEVE

DEPUTY REEVE

COUNCILLOR

ALBERTA COUNSEL

EXECUTIVE ASSISTANT (RECORDING SECRETARY)

Discussion started at 1:05 pm.

Zack provided a presentation to provide guidance in how to utilize advocacy (attached the presentation attached to these notes as Schedule 'A').

Stampede Events are the "Superbowl" for Legislation and great place to build relationship.

Council to have a conversation on their "laundry list" to share with Zack on advocacy. Schedule next meeting when ready to discuss this.

Discussion ended at 3:52 PM.

# MD of Bighorn

Advocacy Strategy



ALBERTA COUNSEL  
Lawyers • Lobbyists



# What is Advocacy?



- Advocacy = influencing decisions made by others
- About **bringing attention to an issue**, not forcing an outcome
- Works best when **message + timing + relationships** align
- Repetition and consistency build recognition

# Why Advocacy Matters for Councils

- Provincial decisions directly affect municipal operations
- Proactive advocacy helps **shape** policy, not just react to it
- Strengthens the community's reputation as a credible voice
- Builds long-term relationships and trust with decision-makers



# Council's Role in Advocacy



- Council = the collective voice of the municipality
- Identify and endorse clear, shared priorities
- Delegate advocacy execution (Mayor, CAO, committees)
- Maintain message discipline — speak with “one voice”
- Avoid individual lobbying that contradicts council direction

# Setting Advocacy Goals & Priorities

- Start with your **strategic plan** and **community needs**
- Focus on **3–5 achievable priorities**
- Criteria for good advocacy goals:
  - Direct municipal impact
  - Clear “ask” (policy, funding, regulation change, etc.)
  - Alignment with provincial interests
  - Public support and evidence



# The Lobbyist's Role

- Helps you understand what's politically possible — and when.
- Helps refine key messages and background materials
- Connects you to relevant decision-makers
- Advises on tone, positioning, and follow-up
- Offers candid feedback from behind the scenes



# Building an Effective Advocacy Strategy



- Understand your audience: Minister, DM, staff, etc.
- Tailor your message: “How does this help the province achieve its goals?”
- Package your message simply: problem + solution + benefit
- Use multiple touchpoints (letters, meetings, conventions, media)
- Follow up — advocacy is persistence, not persuasion in one shot
- Maintain a solid relationship with local MLA



## Helpful Tips to Remember

- Relationships first, requests second
- Never assume one meeting = success
- Celebrate small wins and milestones
- Keep internal communication tight: council + admin alignment





# Do's & Don'ts When Meeting Ministers

## Do

- Lead with one clear ask
- Be polite, brief, and relatable
- Find alignment with their priorities
- Follow up with a short email

## Don't

- Monopolize or surprise a Minister
- Dump details or bring binders
- Complain about past decisions
- Forget to engage their staff



## Next Steps

- Develop/update Government Relations Plan
- Prepare supporting materials (briefs, key messages)
- Schedule meetings as needed
- Continue building relationships year-round

# Thank You



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## Governance & Priorities Committee

### REQUEST FOR DECISION

**Meeting Date:** Tuesday, June 23, 2026, at 9:00 am

**Report Title:** Letter of Support for Prairie Adaptation Research Collaborative (PARC).

**Department:** Operational Services

#### **Summary:**

This report is to present a request for the MD to provide a letter of Support for Prairie Adaptation Research Collaborative (PARC) application to Environment and Climate Change Canada (ECCC) .

**Proposed Motion:** No recommendation, provided as information.

#### **Background/Discussion:**

The Prairie Adaptation Research Collaborative (PARC) is a climate change research center at the University of Regina. PARC undertakes climate change impacts and adaptation research in the prairie provinces.

In 2023-24, PARC prepared the climate modeling as a subconsultant in the MD's Climate Adaptation & Resilience Plan.

PARC is now preparing an application to Environment and Climate Change Canada (ECCC) for a four-year project focused on improving future climate projections, with particular attention to uncertainty and the frequency and severity of extreme hydroclimatic events.

The project would combine climate models, historical weather data, and high-resolution paleoclimate records, while also developing a systematic approach to incorporating and communicating uncertainty for climate risk assessment, disclosure, and adaptation planning; and would benefit the MD.

PARC is requesting a letter of support from the MD to strengthen their application by demonstrating its experience collaborating with adaptation practitioners to assess climate risks. While The MD's support is not required, it would significantly improve the likelihood of a successful application to ECCC. The application is due July 7, 2026.

Because the MD's participation would be limited and funding from the MD is not being committed, Administration does not believe there is any reason to withhold the MD's support.

Unless the discussion leads otherwise, Administration will proceed with providing a

letter of support to PARC for their application to the Environment and Climate Change Canada (ECCC) funding opportunity.

**Options/Alternatives:**

1. Administration will deny the request if the Committee expresses concerns.

**Consultation/Engagement:** None

**Implementation/Communication:** None

**Financial Implications/Benefits:** None

**Impact/Anticipated Results:** None

**Prepared by:** Tess Krause, Agriculture and Parks Supervisor

**Reviewed by:** Kendra Tippe, Manager of Operational Services

**Approved By:** Bill Luka, Director of Infrastructure & Agricultural Services

**Meeting Date:** June 23, 2026

**Approved by – Initials:** sk



## Governance & Priorities Committee

### REQUEST FOR DECISION

**Meeting Date:** Tuesday, June 23, 2026, at 9:00 am

**Report Title:** Town of Canmore Maintenance on Harvie Heights Road

**Department:** Operational Services

#### **Summary:**

This report is to present a discussion on the Town of Canmore's plan for maintenance along their portion of Harvie Heights Road.

**Proposed Motion:** That the Committee accept the report as information.

#### **Background/Discussion:**

At the April 27<sup>th</sup> Transportation and Public Works Committee Meeting the Director of Infrastructure and Agriculture presented a walk on item from the Harvie Heights Community Association regarding the maintenance of the Town of Canmore's portion of Harvie Heights Roads. This is included as Attachment #1.

At the request of the Transportation and Public Works Committee, Administration enquired with the Town of Canmore on the type and timing of maintenance along their portion of Harvie Heights Road. A response from the Town of Canmore was brought forward to the May 25<sup>th</sup> Transportation and Public Works Committee Meeting and is included as Attachment #2.

The Town of Canmore was planning on having a contractor come out to do some spray patching and pothole filling on this stretch of road in May. There is currently no pavement overlay planned for this section of road.

The Transportation and Public Works Committee requested that this update be presented at a future GPC Meeting.

This discussion aligns with Strategic Plan Goal B: Foster healthy, productive relationships with MD residents, industries, neighbours and partners.

#### **Options/Alternatives:**

1. This discussion can be referred to the Intermunicipal Committee.

**Consultation/Engagement:** None

**Implementation/Communication:** None

**Financial Implications/Benefits:** None

**Impact/Anticipated Results:** None

**Prepared by:** Kendra Tippe, Manager of Operational Services

**Reviewed by:** Bill Luka, Director of Infrastructure and Agriculture

**Approved By:** Shaina Kelly, CAO

**Meeting Date:** June 23, 2026

**Approved by – Initials:** sk

**From:** [REDACTED]

**Date:** April 22, 2026 at 2:47:21 PM MDT

**To:** Lisa Rosvold <[lisa.rosvold@mdbighorn.ca](mailto:lisa.rosvold@mdbighorn.ca)>

**Cc:** [REDACTED]

[REDACTED]

**Subject:** MD/Canmore Intermunicipal Committee

Reeve Rosvold:

The HHCA wishes to bring to your attention that the portion of Harvie Heights Road, which is owned by the Town of Canmore, is in poor condition with large potholes, frost heaving, and soft shoulder damage. Concerns about tire and wheel damage and safety have been heard.

Is there a way to make a request through the MD/Canmore Intermunicipal Committee for paving repairs to Harvie Heights Road?

Regards:  
Howard Hepburn  
President HHCA

**From:** [Geordie Heal](#)  
**To:** [Kendra Tippe](#)  
**Subject:** Re: Harvie Heights Road  
**Date:** Tuesday, April 28, 2026 11:06:52 AM

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Not at this time.

**Geordie Heal**  
Supervisor, Streets and Roads  
Town of Canmore

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**From:** Kendra Tippe <kendra.tippe@mdbighorn.ca>  
**Sent:** Tuesday, April 28, 2026 11:04 AM  
**To:** Geordie Heal <geordie.heal@canmore.ca>  
**Subject:** RE: Harvie Heights Road

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Thanks Geordie. Is a pavement overlay planned for the road?

Take care,

**Kendra Tippe**  
Manager of Operational Services  
Municipal District of Bighorn  
Phone: (403) 673-3611 ext.234  
[www.mdbighorn.ca](http://www.mdbighorn.ca)

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**From:** Geordie Heal <geordie.heal@canmore.ca>  
**Sent:** Tuesday, April 28, 2026 9:04 AM  
**To:** Kendra Tippe <kendra.tippe@mdbighorn.ca>  
**Subject:** Re: Harvie Heights Road

The road will receive service within the first two weeks of May. A spray patch contractor will address potholes and fill.

Regards,

**Geordie Heal**  
Supervisor, Streets and Roads  
Town of Canmore

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**From:** Kendra Tippe <[kendra.tippe@mdbighorn.ca](mailto:kendra.tippe@mdbighorn.ca)>  
**Sent:** Tuesday, April 28, 2026 8:57 AM  
**To:** Geordie Heal <[geordie.heal@canmore.ca](mailto:geordie.heal@canmore.ca)>

**Subject:** Harvie Heights Road

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Hello Geordie,

The Harvie Heights Community Association reached out to the Reeve regarding the Town's portion of Harvie Heights Road. The Community Association expressed concerns about the current condition of the road.

Do you have any information on the timing of when that road is expected to receive maintenance? If you're able to provide me with an update I can pass it along.

Thank you,

**Kendra Tippe**  
Manager of Operational Services  
Municipal District of Bighorn  
Tel: (403) 673-3611 ext.234  
[www.mdbighorn.ca](http://www.mdbighorn.ca)

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