



REGULAR MEETING OF COUNCIL

Council Chambers, Irricana Centennial Centre, 222 2 Street

Date: October 6, 2025 **Time:** 7:00PM

A. ATTENDANCE

B. CALL TO ORDER

C. AGENDA

D. PRESENTATIONS

E. MINUTES

Item E1: Minutes from September 15, 2025 Regular Meeting of Council

F. CORRESPONDENCE FROM PREVIOUS MEETING

G. COMMITTEE REPORTS

H. OLD BUSINESS

I. NEW BUSINESS

Item I1: 2023 Audit Presentation (MNP LLP)

Item I2: Development Incentives Policy and Enabling Bylaw

Item I3: Fleet Vehicle Replacement

Item I4: Irricana Library Board - Appointment of Audit Reviewer

J. COMMUNICATION / INFORMATION

Item J1: Motion Tracker

K. COUNCILLOR UPDATE

L. CLOSED SESSION

M. ADJOURN

Item E1

Minutes from September 15, 2025 Regular Meeting of Council

REGULAR MEETING OF COUNCIL

Council Chambers, Irricana Centennial Centre, 222 2 Street

Date: September 15, 2025 Time: 7:00PM

A. ATTENDANCE

Mayor: Jim Bryson
Deputy Mayor: Lisa McAree
Councillors: Julie Sim, Nathaniel Fleming, Kim Schmaltz
CAO: Doug Hafichuk

B. CALL TO ORDER

The meeting was called to order by Mayor Bryson at 7:00 pm.

C. AGENDA

- (i) Item C1: Adopt Agenda
119:25 Moved by Councillor Fleming to adopt the Agenda, as amended.
CARRIED

D. PRESENTATIONS

- (i) None

E. MINUTES

- (i) Item E1: Minutes of the Regular Meeting of Council for September 2, 2025
120:25 Moved by Councillor Sim to accept the Minutes of the Regular Meeting of Council for September 2, 2025, as presented.
CARRIED

F. CORRESPONDENCE FROM PREVIOUS MEETING

- (i) None

G. COMMITTEE REPORTS

- (i) Item G1: Community Futures Wild Rose (Councillor Sim)

H. OLD BUSINESS

- (i) None

I. NEW BUSINESS

- (i) Item I1: Enforcement Services Update
121:25 Moved by Councillor Schmaltz that Administration's report be received as information.
CARRIED
- (ii) Item I2: Drop-in Programming Update
122:25 Moved by Councillor Fleming that Administration's report be received as information.
CARRIED
- (iii) Item I3: Election Preparedness Update
123:25 Moved by Councillor Sim that Administration's report be received as information.
CARRIED
- (iv) Item I4: Chief Administration Officer Report
124:25 Moved by Deputy Mayor McAree that Administration's report be received as information.
CARRIED

J. COMMUNICATION / INFORMATION

- (i) Item J1: Motion Tracker

K. COUNCILLOR UPDATE

- (i) Roundtable Discussion

L. CLOSED SESSION

- (i) Item L1: Personnel Evaluation

125:25 Moved by Mayor Bryson that Council go into Closed Session at 8:22 pm to discuss the following:
 - (i) Item L1: Personnel Evaluation, as per Sections 20(1) and 22(1) of the Access to Information Act.
126:25 Moved by Councillor Fleming that Council reconvene to the public portion of the meeting at 9:12 pm.
CARRIED

127:25 Moved by Mayor Bryson that Council amends the compensation for the Chief Administrative Officer, as discussed.
CARRIED

M. ADJOURN

(i) Adjournment

128:25 Moved by Mayor Bryson to adjourn the meeting at 9:12 pm.
CARRIED

Jim Bryson
Mayor

Doug Hafichuk
Chief Administrative Officer

To: Mayor and Council
From: Chief Administrative Officer
Date: October 6, 2025
Purpose: Request for Decision
Subject: 2023 Audited Financial Statements

Summary:

To provide Council and the public with the necessary context leading into the presentation of the 2023 Audited Financial Statements, delivered by MNP LLP. This report outlines how the Town reached the critical state it faced in 2022, the corrective actions undertaken by Council and Administration, and the significance of the 2023 audit in establishing a new foundation for financial sustainability and transparency.

Background and Discussion:

By late 2022, the Town of Irricana was facing a severe financial crisis. Cash reserves were depleted to the point that the municipality would soon be only weeks away from being unable to meet payroll or cover basic obligations.

The reality is that the municipality had failed in more than just financial terms. It was failing institutionally, with weakened systems and lost capacity; legally, with multiple unresolved matters; and socially, as discourse in the community reached an all-time low – including tangible threats of violence. Under those conditions, meaningful governance had become nearly impossible, and the municipality had reached a full stop.

The root causes were varied, systemic, and long-standing. Most impactful was that for many years – arguably a decade or more – good intentions were prioritized over competence and strategy. This was compounded by the loss of virtually all experienced staff and their institutional knowledge, challenges that were never fully addressed.

Financially, the Town was underlevying the property taxes required to sustain basic operations, while also carrying chronic arrears of more than \$100,000 in unpaid property taxes and nearly \$60,000 in utility accounts. Compounding these pressures

were a *series of cash-flow-limiting decisions and long-held practices* that left the municipality with little ability to maneuver, further constraining its options at the very time flexibility was most needed.

Taken together, these conditions meant the Town was, in practical terms, flying on borrowed time. Corrective measures had to be implemented immediately, even as day-to-day services continued - the municipal equivalent of *building the plane while flying it*.

2023 Reforms – Building While Flying

Beginning in 2023, Council and Administration undertook sweeping reforms to begin stabilizing operations and restore financial discipline:

- **Budget Restructuring:** Adoption of a “Lines of Service” model that for the first time clearly aligned costs, revenues, and staffing with the services being delivered.
- **Utility and Waste Cost Recovery:** Introduction of revised rates to reduce unsustainable subsidies from property taxes and move toward cost-neutrality.
- **Enforcement of Arrears:** Stronger collections on overdue property taxes and utilities, improving cash flow and fairness among ratepayers.
- **Organizational Realignment:** Implementation of a new staff structure to rebuild capacity, improve accountability, and align responsibilities with service delivery.
- **Rebuilding Relationships:** A deliberate effort to establish new partnerships, repair previously strained ones, and ensure that every partnership advanced the Town’s interests without placing undue costs or risks on ratepayers.
- **Financial System Improvements:** Updates to the chart of accounts, simplified reporting, and enhanced data for decision-making.

These reforms, first outlined in the *2023 Town Budget Report*, represented foundational changes designed to ensure transparency, accountability, and sustainability. But they were not sufficient on their own. To truly restore stability and health, these changes had to be consistently built upon over the next several years - particularly through 2023 and 2024 - before the municipality could move from crisis management to a position of resilience.

2024: Reforms Taking Hold

By 2024, there was clear evidence the reforms were beginning to deliver results. The *2024 Town Budget Report* marked a turning point: for the first time in many years, Irricana was operating from a budget that balanced costs with revenues, properly

accounted for utilities and services, and created room to pursue new opportunities while living within its means.

The adoption of the *Council Strategic Plan* in September 2024 provided a unifying framework for decision-making, ensuring that budgetary choices, service delivery, and new initiatives consistently aligned with long-term priorities.

Utility Administration was one of the clearest areas of improvement. Monthly billing, electronic billing as the default option, and a firmer approach to arrears collection reduced account arrears by nearly two-thirds and dramatically improved cash flow. The water and sanitary systems were brought into cost-recovery, ending a cycle of heavy subsidies from property taxes.

Other improvements included targeted investments in staff training and modernized business systems, such as upgraded telephone service and technology platforms, which enhanced efficiency, service quality, and cost control. The introduction of the Tax Installment Payment Plan (TIPP) provided residents with greater flexibility while supporting steadier municipal cash flow.

Financially, the *2024 Interim Report* confirmed meaningful progress: both revenues and expenditures came in below budget, producing a positive variance – *the first indication of surplus after years of persistent deficits*. This outcome helped validate the reforms and showed that the Town was beginning to operate within its means.

By the time of the *2025 Town Budget Report*, the combined effect of these changes was evident. *Property taxes had stabilized, with a modest reduction for the average residential taxpayer, and utility costs were holding steady*. Just as importantly, hard-earned efficiencies meant approximately \$75,000 (equivalent to 2.5% of the overall budget) in existing annual funds could be redeployed to strategic initiatives without the need for new taxation or outside revenue.

The 2025 Town Budget also saw the Town take its *first incremental step to address the long-standing 95%/5% residential-non-residential tax split*, beginning a gradual shift toward a more balanced structure and setting the stage for future growth.

2023 Audited Financial Statements

While significant progress has been made, the work of strengthening the municipality is far from complete. Legacy issues remain to be resolved, alongside current challenges – but the community is now in a position to address them while also beginning to seize opportunities that will propel it forward.

The 2023 Consolidated Financial Statements provide more than just a statutory requirement under the Municipal Government Act; *they represent a critical snapshot of Irricana's progress* after a prolonged period of unprecedented difficulty. They show, *with independence and clarity*, where past practices created distortions and how those errors have now been corrected. Importantly, they also provide a foundation of reliable data on which future decisions can be made.

MNP LLP, appointed as the Town's auditors following the withdrawal of Scase & Partner, approached the engagement with fresh perspective and rigour. Their review identified and corrected long-standing misclassifications, reconciled inconsistencies in the Town's records, and provided compelling evidence that the *challenges in the Town's financial performance were largely rooted in systemic issues rather than intentional actions*. The effect was to produce the clearest, most accurate set of financial statements the municipality has seen in over a decade.

This audit also marks a turning point in transparency and accountability. For Council, Administration, and residents alike, the 2023 statements reveal not only the true scale of the challenges faced, but also the effectiveness of the reforms undertaken in 2023 and carried forward into 2024 and 2025. They demonstrate that the Town is no longer operating on assumptions or incomplete data, but on a reliable foundation from which to govern responsibly and plan strategically.

Importantly, the audit does not mark the end of this work. Instead, *it establishes a baseline of credibility and trust* – a platform from which the municipality can continue reconciling legacy issues, addressing current challenges, and pursuing opportunities for growth and renewal.

Personal Note from the Chief Administrative Officer

Our community has endured significant, disruptive, and often difficult change over the past three years, particularly through 2023 and 2024.

I would like to extend my sincere thanks to Council and to the residents of Irricana for their exceptional patience and trust throughout this process. That trust included granting the latitude to take intentional and well-calculated risks at a time when the municipality lacked the tools to routinely verify progress.

I would also like to recognize the strong professional relationship that has been built with MNP, whose diligence and collaboration have been instrumental in helping the Town establish this new foundation of transparency and accountability. This relationship is of paramount importance and provides stable ground for the Town of Irricana's future success.

Financial Implication(s):

The 2023 audited financial statements do not in themselves create new financial obligations or revenues; rather, they provide a clear and independent presentation of the Town's financial position.

The audit process corrected long-standing misclassifications and inconsistencies, ensuring that the information now available to Council and residents reflects the Town's true financial circumstances.

The implications for the municipality are significant:

- **Credibility and Confidence** – The statements provide assurance to residents, partners, and regulators that the Town's finances are transparent and reliable.
- **Improved Decision-Making** – Council can make financial and strategic decisions with accurate data, reducing reliance on assumptions or incomplete information.
- **Financial Stability** – Reforms confirmed by the audit, including cost recovery in utilities, improved arrears collection, and strengthened cash flow management, have materially improved the Town's sustainability and plan for the future.
- **Future Planning** – With accurate and credible financial statements, the Town is positioned to pursue opportunities such as grant funding, partnerships, and long-term infrastructure planning with a reliable foundation.

Recommendation:

Administration recommends that Council approve the 2023 Consolidated Financial Statements for the Town of Irricana, as prepared by MNP LLP. Approval of these statements provides formal recognition of the municipality's financial position, as independently audited, and establishes a credible foundation for responsible governance, transparent reporting, and long-term planning.

Recommendation Motion(s):

Option #1:

Motion #1: **THAT** Council approve the 2023 Consolidated Financial Statements for the Town of Irricana, as presented by MNP LLP.

Option #2:

As determined by Council.

Respectfully submitted,

"Doug Hafichuk"

Chief Administrative Officer

ATTACHMENTS:

Attachment 'A' – 2023 Draft Financial Statements

Item I1

Attachment 'A' - 2023 Draft Financial Statements

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TOWN OF IRRICANA
FINANCIAL STATEMENTS
DECEMBER 31, 2023

Management's Responsibility

To the Members of Council of the Town of Irricana:

Management is responsible for the preparation, accuracy, objectivity, integrity, and presentation of the accompanying financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian public sector accounting standards ("PSAS"). This responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgment is required. Management believes that the financial statements present fairly the Town's financial position as at December 31, 2023 and the results of its operations for the year then ended.

In discharging its responsibilities for the integrity and fairness of the financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded and financial records are properly maintained to provide reliable information for the preparation of financial statements.

Council is composed entirely of individuals who are neither management nor employees of the Town. Council is responsible for overseeing management in the performance of its financial reporting responsibilities, and for approving the financial statements. Council fulfills these responsibilities by reviewing the financial information prepared by management and discussing relevant matters with management and external auditors. Council is also responsible for recommending the appointment of the Town's external auditors.

MNP LLP is appointed by Council to audit the financial statements and report directly to them; their report follows. The external auditors have full and free access to and meet periodically and separately with, both Council and management to discuss their audit findings.

September 15, 2025

Chief Administrative Officer

Independent Auditor's Report

To the Members of Council of the Town of Irricana:

Qualified Opinion

We have audited the financial statements of the Town of Irricana (the "Town"), which comprise the statement of financial position as at December 31, 2023, and the statements of operations, change in net financial assets, cash flows, and the related schedules I to VI for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and other explanatory notes.

In our opinion, except for the effects of the matters described in the Basis of Qualified Opinion section of our report, the accompanying financial statements present fairly, in all material respects, the financial position of the Town as at December 31, 2023, the results of its operations, changes in its net financial assets, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Qualified Opinion

As described in Note 1(j), information was not available to determine the costs associated with potential asset retirement obligations. Therefore, we were unable to determine the amount of adjustments, if any, that may be necessary to tangible capital assets, asset retirement obligations, accretion expense, excess (deficiency) of revenue over expenses, or accumulated surplus as at, and for the year ended, December 31, 2023.

Tangible capital assets were not subject to satisfactory audit verification as the Town does not have an asset management system or listing available. As such, we were unable to assess the reasonability of the tangible capital assets useful lives, and we were unable to determine the amount of adjustments, if any, that may be necessary to tangible capital assets, amortization expense, excess (deficiency) of revenue over expenses, or accumulated surplus as at, and for the year ended, December 31, 2023.

Other Matter

The financial statements for the year ended December 31, 2022 were audited by another auditor who expressed an unmodified opinion on those statements on May 1, 2023.

Responsibilities of Management and Those Charged With Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Town's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Town's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Town's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Town's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Town to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Medicine Hat, Alberta
September 15, 2025

Chartered Professional Accountants

Town of Irricana
Statement of Financial Position
As at December 31, 2023

	2023	2022 (Restated)
FINANCIAL ASSETS		
Cash and temporary investments (Note 4)	7,879	111,683
Receivables		
Taxes and grants in place of taxes receivable (Note 5)	118,543	156,504
Trade and other receivables	166,215	121,154
Receivables from other governments (Note 6)	814,543	587,667
	1,107,180	977,008
LIABILITIES		
Accounts payable and accrued liabilities (Note 7)	133,224	164,891
Deposit liabilities (Note 8)	182,148	115,527
Deferred revenue (Note 9)	924,650	707,006
Long-term debt (Note 10)	409,975	473,910
	1,649,997	1,461,334
NET FINANCIAL DEBT	(542,817)	(484,326)
Contingencies and commitments (Notes 17 and 18)		
NON-FINANCIAL ASSETS		
Tangible capital assets (Schedule II)	10,734,317	11,084,877
Prepaid expenses	-	2,638
ACCUMULATED SURPLUS (Schedule I, Note 13)	10,191,500	10,603,189

Approved on behalf of Council

Mayor

Councillor

The accompanying notes are an integral part of these financial statements

Town of Irricana
Statement of Operations

For the year ended December 31, 2023

	2023 Budget	2023	2022 (Restated)
REVENUE			
Net municipal taxes (Schedule III)	1,370,671	1,286,716	1,112,281
User fees and sales of goods	838,196	693,906	551,491
Government transfers for operating (Schedule IV)	144,328	174,027	106,559
Franchise and concession contracts	-	78,634	33,963
Other revenue	850	63,422	22,882
Penalties and costs of taxes	-	38,855	42,142
Rentals	44,980	23,151	28,892
Licenses and permits	-	13,370	12,266
Investment income	-	13,009	25,597
Fines	-	162	287
	2,399,025	2,385,252	1,936,360
EXPENSES			
General government			
Council and other legislative	148,752	62,731	38,048
General administrative	323,224	738,687	669,214
Protective services			
Fire and disaster	213,723	156,289	110,570
Bylaw enforcement	4,952	59,768	33,991
Transportation			
Common and equipment pool	210,174	217,820	247,114
Roads, streets, walks, lighting	155,336	210,759	232,231
Planning and development			
Land use planning, zoning and development	87,157	73,533	12,942
Subdivision land and development	108,409	30,725	28,846
Recreation and culture			
Parks and recreation	182,860	224,284	229,173
Libraries, museums, halls	64,228	107,309	106,668
Environmental services			
Water supply and distribution	736,915	675,906	625,717
Wastewater treatment and disposal	-	65,797	101,985
Waste management	-	168,141	185,535
Public health and welfare			
Family and community support	100,046	20,825	39,426
	2,395,776	2,812,574	2,661,460
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES BEFORE OTHER	3,249	(427,322)	(725,100)
OTHER			
Government transfers for capital (Schedule IV)	-	15,633	1,092,369
EXCESS OF REVENUE OVER EXPENSES	3,249	(411,689)	367,269
ACCUMULATED SURPLUS, BEGINNING OF YEAR	10,603,189	10,603,189	10,235,920
ACCUMULATED SURPLUS, END OF YEAR	10,606,438	10,191,500	10,603,189

The accompanying notes are an integral part of these financial statements

Town of Irricana
Statement of Change in Net Financial Assets (Debt)

For the year ended December 31, 2023

	2023 Budget	2023	2022 (Restated)
EXCESS OF REVENUE OVER EXPENSES	3,249	(411,689)	367,269
Acquisition of tangible capital assets	(1,283,240)	(68,951)	(1,092,368)
Transfer of land held for sale	-	-	(577,366)
Transfer of equipment	-	-	(11,181)
Amortization of tangible capital assets	-	419,511	522,924
(Acquisition) use of prepaid expenses	-	2,638	32,512
INCREASE (DECREASE) IN NET FINANCIAL ASSETS (DEBT)	(1,279,991)	(58,491)	(758,210)
NET FINANCIAL ASSETS (DEBT), BEGINNING OF YEAR	(374,352)	(484,326)	273,884
NET FINANCIAL DEBT, END OF YEAR	(1,654,343)	(542,817)	(484,326)

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The accompanying notes are an integral part of these financial statements

Town of Irricana
Statement of Cash Flows
For the year ended December 31, 2023

	2023	2022 (Restated)
NET INFLOW (OUTFLOW) OF CASH RELATED TO THE FOLLOWING ACTIVITIES:		
OPERATING		
Excess of revenue over expenses	(411,689)	367,269
Non-cash items included in excess (deficiency) of revenue over expenses:		
Amortization of tangible capital assets	419,511	522,924
Non-cash charges to operations (net change):		
Decrease (increase) in taxes and grants in lieu receivable	37,961	(30,542)
Decrease (increase) in trade and other receivables	(45,061)	(13,353)
Decrease (increase) in land held for resale	-	988
Decrease (increase) in prepaid expenses	2,638	21,331
Decrease (increase) in receivable from other governments	(226,876)	361,449
Increase (decrease) in accounts payable and accrued liabilities	(31,667)	(18,343)
Increase (decrease) in deposit liabilities	66,621	(3,538)
Increase (decrease) in deferred revenue	217,644	(914,791)
Cash provided by operating transactions	29,082	293,394
CAPITAL		
Acquisition of tangible capital assets (Schedule II)	(68,951)	(1,092,368)
Cash applied to capital transactions	(68,951)	(1,092,368)
FINANCING		
Long-term debt repaid	(63,935)	(71,430)
Cash applied to financing transactions	(63,935)	(71,430)
CHANGE IN CASH AND TEMPORARY INVESTMENTS DURING THE YEAR	(103,804)	(870,404)
CASH AND TEMPORARY INVESTMENTS, BEGINNING OF YEAR	111,683	982,087
CASH AND TEMPORARY INVESTMENTS, END OF YEAR	7,879	111,683
Cash and cash equivalents is made up of:		
Cash (overdraft) (Note 4)	(20,857)	11,300
Temporary investments (Note 4)	28,736	100,383
	7,879	111,683

The accompanying notes are an integral part of these financial statements

Town of Irricana

Schedule I - Schedule of Changes in Accumulated Operating Surplus

For the year ended December 31, 2023

	Unrestricted Surplus	Restricted Surplus (Note 15)	Equity in Tangible Capital Assets (Note 14)	2023	2022 (Restated)
BALANCE, BEGINNING OF YEAR, AS PREVIOUSLY REPORTED	(184,873)	474,193	10,314,857	10,604,177	10,235,920
PRIOR PERIOD ADJUSTMENT (Note 3)	(297,097)	-	296,109	(988)	-
BALANCE, BEGINNING OF YEAR AS RESTATED	(481,970)	474,193	10,610,966	10,603,189	10,235,920
Excess of revenue over expenses	(411,689)	-	-	(411,689)	367,269
Acquisition of tangible capital assets	(68,951)	-	68,951	-	-
Annual amortization expense	419,511	-	(419,511)	-	-
Long-term debt repaid	(63,936)	-	63,936	-	-
Change in accumulated surplus	(125,065)	-	(286,624)	(411,689)	367,269
BALANCE, END OF YEAR	(607,035)	474,193	10,324,342	10,191,500	10,603,189

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The accompanying notes are an integral part of these financial statements

Town of Irricana
Schedule II - Schedule of Tangible Capital Assets
For the year ended December 31, 2023

	Land	Land Improvements	Buildings	Engineered Structures	Machinery & Equipment	Vehicles	2023	2022 (Restated)
COST:								
BALANCE, BEGINNING OF YEAR	1,203,675	641,925	4,782,113	13,815,616	1,103,430	220,382	21,767,141	20,086,226
Acquisition of tangible capital assets	-	5,543	6,840	-	56,568	-	68,951	1,092,368
Transfers from land held for sale (Note 3)	-	-	-	-	-	-	-	577,366
Transfers from inventory (Note 3)	-	-	-	-	-	-	-	11,181
BALANCE, END OF YEAR	1,203,675	647,468	4,788,953	13,815,616	1,159,998	220,382	21,836,092	21,767,141
ACCUMULATED AMORTIZATION:								
BALANCE, BEGINNING OF YEAR	-	301,825	2,563,700	6,600,609	781,594	194,536	10,682,264	10,159,340
Annual amortization	-	31,390	95,779	262,214	19,041	11,017	419,511	522,924
BALANCE, END OF YEAR	-	333,215	2,659,479	6,862,823	800,635	205,553	11,101,775	10,682,264
NET BOOK VALUE OF TANGIBLE CAPITAL ASSETS	1,203,675	314,253	2,129,474	6,712,723	359,363	14,829	10,734,317	11,084,877
2022 NET BOOK VALUE OF TANGIBLE CAPITAL ASSETS	1,203,675	340,100	2,218,412	6,975,007	321,836	25,846	11,084,877	

During the year, tangible capital assets were acquired at an aggregate cost of \$68,951 (2022 - \$1,092,368). Of the \$68,951 (2022 - \$1,092,368) acquired, \$nil (2022 - \$nil) is included in accounts payable at year end, consequently, \$68,951 (2022 - \$1,092,368) was paid in cash to acquire tangible capital assets during the year.

The accompanying notes are an integral part of these financial statements

Town of Irricana
Schedule III - Schedule of Property and Other Taxes
For the year ended December 31, 2023

	2023 Budget	2023	2022
TAXATION			
Residential land and improvement taxes	1,370,221	1,601,195	1,455,430
Linear property taxes	-	30,927	17,352
Non-residential land and improvement taxes	-	2,725	3,980
	1,370,221	1,634,847	1,476,762
REQUISITIONS			
Alberta School Foundation Fund	450	331,840	332,873
Rocky View Seniors Foundation Fund	-	7,102	6,993
Calgary Roman Catholic Separate School Division	-	9,189	24,615
	450	348,131	364,481
NET MUNICIPAL PROPERTY TAXES	1,370,671	1,286,716	1,112,281

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The accompanying notes are an integral part of these financial statements

Town of Irricana
Schedule IV - Schedule of Government Transfers
For the year ended December 31, 2023

	2023 Budget	2023	2022
TRANSFERS FOR OPERATING			
Provincial government	144,328	174,027	105,040
Federal government	-	-	1,519
	144,328	174,027	106,559
TRANSFERS FOR CAPITAL			
Provincial government	-	15,633	1,092,369
TOTAL GOVERNMENT TRANSFERS	144,328	189,660	1,198,928

DRAFT

The accompanying notes are an integral part of these financial statements

Town of Irricana
Schedule V - Schedule of Expenses by Object

For the year ended December 31, 2023

	2023 Budget	2023	2022 (Restated)
EXPENSES BY OBJECT			
Salaries, wages and benefits	839,642	901,613	709,488
Contracted and general services	1,270,289	1,198,750	1,123,321
Materials, goods, supplies, and utilities	171,865	159,967	161,825
Transfers to local boards and agencies	107,480	108,290	112,950
Bank charges and short-term interest	6,500	5,955	6,646
Interest on capital long-term debt	-	18,488	23,156
Other expenses	-	-	1,150
Amortization of tangible capital assets	-	419,511	522,924
	2,395,776	2,812,574	2,661,460

DRAFT

The accompanying notes are an integral part of these financial statements

Town of Irricana
Schedule VI - Schedule of Segmented Disclosure
For the year ended December 31, 2023

	General government	Protective services	Transportation services	Planning & development	Recreation & culture	Environmental services	Public Health & Welfare	Total
REVENUE								
Net municipal taxes	1,286,716	-	-	-	-	-	-	1,286,716
User fees and sales of goods	17,410	-	-	-	-	676,496	-	693,906
Government transfers for operating	109,083	-	-	-	-	69,944	(5,000)	174,027
Investment income	13,009	-	-	-	-	-	-	13,009
Penalties and costs of taxes	32,438	-	-	-	-	6,417	-	38,855
Licenses and permits	13,016	40	-	314	-	-	-	13,370
Franchise and concession contracts	78,634	-	-	-	-	-	-	78,634
Rentals	-	-	-	-	23,151	-	-	23,151
Other revenue	62,072	162	-	1,350	-	-	-	63,584
	1,612,378	202	-	1,664	23,151	752,857	(5,000)	2,385,252
EXPENSES								
Salaries, wages and benefits	518,317	-	195,283	75,777	52,472	60,164	-	901,613
Contracted and general services	242,482	102,032	54,479	21,035	77,770	680,108	20,825	1,198,750
Materials, goods, supplies, and utilities	-	62,580	25,754	-	46,338	25,295	-	159,967
Bank charges and short-term interest	5,955	-	-	-	-	-	-	5,955
Interest on capital long-term debt	-	-	-	7,827	-	10,661	-	18,488
Transfer to local boards and agencies	-	44,952	-	-	63,338	-	-	108,290
	766,754	209,564	275,516	104,258	239,918	776,228	20,825	2,393,063
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES BEFORE AMORTIZATION AND OTHER	845,624	(209,362)	(275,516)	(102,594)	(216,767)	(23,371)	(25,825)	(7,811)
Capital government transfers	10,090	-	5,543	-	-	-	-	15,633
Amortization expense	(34,664)	(6,493)	(155,553)	-	(91,675)	(133,616)	-	(419,511)
NET REVENUE	821,050	(115,855)	(423,036)	(102,594)	(308,442)	(156,987)	(25,825)	(411,689)

1. SIGNIFICANT ACCOUNTING POLICIES

The financial statements of the Town of Irricana (the "Town") are the representations of management and are prepared in accordance with generally accepted accounting principles for local governments established by the Public Sector Accounting Board and as published by the Chartered Professional Accountants of Canada. Significant aspects of the accounting policies adopted by the Town are as follows:

a) Reporting entity

The financial statements reflect the assets, liabilities, revenue and expenditures, and changes in financial position of the reporting entity. This entity is comprised of the municipal operations plus all of the organizations that are owned or controlled by the Town and are, therefore, accountable to the Town Council for the administration of their financial affairs and resources.

The schedule of taxes levied also includes requisitions for educational, health, social and other external organizations that are not part of the municipal reporting entity.

The financial statements exclude trust assets that are administered for the benefit of external parties. Interdepartmental and organizational transactions and balances are eliminated.

b) Basis of accounting

The financial statements are prepared using the accrual basis of accounting. The accrual basis of accounting recognizes revenue as it is earned and measurable. Expenses are recognized as they are incurred and measurable based upon receipt of goods or services and/or the legal obligation to pay.

Funds from external parties and earnings thereon restricted by agreement or legislation are accounted for as deferred revenue until used for the purpose specified.

Government transfers, contributions and other amounts are received from third parties pursuant to legislation, regulation, or agreement and may only be used for certain programs, in the completion of specific work, or for the purchase of tangible capital assets. In addition, certain user charges and fees are collected for which the related services have yet to be performed or goods have yet to be provided.

Revenue is recognized in the period when the related expenses are incurred, services performed, or the tangible capital assets are acquired.

c) Use of estimates

The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenditures during the period. Where measurement uncertainty exists, the financial statements have been prepared within reasonable limits of materiality. Actual results could differ from those estimates.

The areas which require management to make significant judgements, estimates, and assumptions in determining carrying values include, but are not limited to, allowances for doubtful accounts, employee benefit obligations, useful life of tangible capital assets, accrued liabilities, and fair value of contributed tangible capital assets.

1. SIGNIFICANT ACCOUNTING POLICIES *(continued from previous page)*

d) Valuation of financial assets and liabilities

The Town's financial assets and liabilities are measured as follows:

<u>Financial statement component</u>	<u>Measurement</u>
Cash	Cost and amortized cost
Temporary investments	Amortized cost
Taxes and grants in place of taxes receivable	Lower of cost or net recoverable value
Trade and other receivables	Lower of cost or net recoverable value
Receivables from other governments	Lower of cost or net recoverable value
Accounts payable and accrued liabilities	Cost
Deposit liabilities	Cost
Long-term debt	Amortized cost

e) Cash and cash equivalents

Cash and cash equivalents are comprised of cash on deposits with financial institutions and highly liquid investments.

f) Long-term debt

Long-term debt is initially recognized net of any premium, discounts, fees, and transaction costs, with interest expense recognized using the effective interest method. Long-term debt is subsequently measured at amortized cost.

g) Requisition over-levy and under-levy

Over-levies and under-levies arise from the difference between the actual property tax levy made to cover each requisition and the actual amount requisitioned.

If the actual levy exceeds the requisition, the over-levy is accrued as a liability and property tax revenue is reduced. Where the actual levy is less than the requisition amount, the under-levy is accrued as a receivable and as property tax revenue.

Requisition tax rates in the subsequent year are adjusted for any over-levies or under-levies of the prior year.

h) Inventories for resale

Land held for resale is recorded at the lower of cost or net realizable value. Cost includes costs for land acquisition and improvements required to prepare the land for servicing such as clearing, stripping and leveling charges.

Related development costs incurred to provide infrastructure such as water and wastewater services, roads, sidewalks and street lighting are recorded as physical assets under the respective function.

Proceeds from sales of land held for resale are recorded as revenue in the period in which the events giving rise to the transfer occurred, providing the transfers are authorized, the eligibility criteria have been met and reasonable estimates of the amounts can be made.

1. SIGNIFICANT ACCOUNTING POLICIES *(continued from previous page)*

i) Revenue recognition

Revenue from transactions with no performance obligations is recognized at realizable value when the Town has the authority to claim or retain an inflow of economic resources and identifies a past transaction or event giving rise to an asset.

Revenue from transactions with performance obligations is recognized as the performance obligations is satisfied by providing the promised goods or services to the payor.

i) Tax revenue

The Town recognizes taxes as assets and revenue when they meet the definition of an asset, are authorized by Council, and the taxable event has occurred. Tax revenue is initially measured at management's best estimate of the amount resulting from the original taxable event in accordance with legislation. The related tax receivable is initially recognized at its realizable value at the date of acquisition. At each financial statement date, the Town evaluates the tax receivable for collectibility and records a valuation allowance to reflect the tax receivable at its net recoverable amount, if necessary.

ii) Government transfers

Government transfers are the transfer of assets from senior levels of government that are not the result of an exchange transaction, are not expected to be repaid in the future, or the result of a direct financial return.

Government transfers are recognized in the financial statements as revenue in the period in which events giving rise to the transfer occur, providing the transfers are authorized, any eligibility criteria have been met, and reasonable estimates of the amount can be determined.

iii) Other revenue

User fees are recognized over the period of use, sales of goods are recognized when goods are delivered. Licenses and permits with a single performance obligation at a point in time are recognized as revenue on issuance. Those which result in a continued performance obligation over time are recognized over the period of the license or permit until the performance obligation is satisfied. The Town accounts for all other revenue in the period in which the transactions or events giving rise to the revenue occurred and collectibility is reasonably assured.

j) Asset retirement obligation

A liability for an asset retirement obligation is recognized at the best estimate of the amount required to retire a tangible capital asset at the financial statement date when there is a legal obligation for the Town to incur retirement costs, the past transaction or event giving rise to the liability has occurred, it is expected that future economic benefits will be given up, and a reasonable estimate of the amount can be made. The best estimate of the liability includes all costs directly attributable to asset retirement activities, based on information available at year-end. The best estimate of an asset retirement obligation incorporates a present value technique, when the cash flows required to settle or otherwise extinguish an asset retirement obligation are expected to occur over the extended future periods.

When a liability for an asset retirement obligation is initially recognized, a corresponding asset retirement cost is capitalized to the carrying amount of the related tangible capital asset. The asset retirement cost is amortized over the useful life of the related asset. Asset retirement obligations which are incurred incrementally with the use of the asset are recognized in the period incurred with a corresponding asset retirement cost expensed in the period.

At each financial reporting date, the Town reviews the carrying amount of the liability. The Town recognizes period-to-period changes to the liability due to the passage of time as accretion expense. Changes to the liability arising from revisions to either the timing, the amount of the original estimate of undiscounted cash flows or the discount rate are recognized as an increase or decrease to the carrying amount of the related tangible capital asset. The Town continues to recognize the liability until it is settled or otherwise extinguished. Disbursements made to settle the liability are deducted from the reported liability when they are made.

1. SIGNIFICANT ACCOUNTING POLICIES *(continued from previous page)*

j) Asset retirement obligation *(continued from previous page)*

Currently no asset retirement obligations have been recognized and the Town has not determined if there are items that would require an asset retirement obligation.

k) Contaminated sites liability

Contaminated sites are a result of contamination being introduced into air, soil, water or sediment of a chemical, organic or radioactive material or live organism that exceeds an environmental standard. The liability is recorded net of any expected recoveries. A liability for remediation of a contaminated site is recognized when the Town is directly responsible or accepts responsibility and is management's estimate of the cost of post-remediation including operation, maintenance, and monitoring.

It is management's assessment that no contaminated sites exist for the Town.

l) Deferred revenue

Deferred revenues represent government transfers, donations and other amounts which have been collected, but for which the related services have yet to be performed or agreement stipulations have not been met. These amounts will be recognized as revenues when revenue recognition criteria have been met. Interest earned on deferred revenues, reserves and offsite levies are calculated using an average investment earnings monthly.

m) Non-financial assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the normal course of operations. The change in non-financial assets during the year, together with the annual surplus, provides the change in net financial debt for the year.

i) Tangible capital assets

Tangible capital assets are recorded at cost which includes all amounts that are directly attributable to acquisition, construction, development and betterment of the asset. The cost, less residual value, of the tangible capital assets is amortized on a straight-line basis over the estimated useful life as follows:

	<u>Years</u>
Land improvements	15-20
Buildings	25-50
Engineering structures	
Water system	35-65
Wastewater system	35-65
Road system	15-40
Machinery and equipment	5-20
Vehicles	3-20

In the year of acquisition and in the year of disposal of a tangible capital asset, one half of the annual amortization is charged. Assets under construction are not amortized until the asset is available for productive use.

ii) Contributions of tangible capital assets

Tangible capital assets received as contributions are recorded at fair value at the date of receipt and are recorded as revenue.

iii) Leases

Leases are classified as capital or operating leases. Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as capital leases. All other leases are accounted for as operating leases and the related lease payments are charged to expenses as incurred.

1. SIGNIFICANT ACCOUNTING POLICIES *(continued from previous page)*

m) Non-financial assets *(continued from previous page)*

iv) Inventories

Inventories held for consumption are recorded at the lower of cost and replacement cost.

n) Future changes in accounting standards

The Town will adopt the following accounting standards approved by the Public Sector Accounting Board:

- **Revenue**
PS approved PS 3400, which comes into effect for fiscal years beginning on or after April 1, 2023. PS 3400 provides guidance on when to recognize revenue arising from exchange transactions and from unilateral transactions. This section is to be adopted retroactively or prospectively. The Town has not yet adopted this section or determined the effect on the Financial Statements.
- **Public Private Partnerships**
The Canadian Public Sector Accounting Board approved PS 3160, which comes into effect for fiscal years beginning on or after April 1, 2023. PS 3160 provides standards for the recognition, measurement, presentation and disclosure of infrastructure procured through certain types of public private partnership arrangements. This section is to be adopted retroactively with or without prior period restatement. The Town has not yet adopted this section or determined the effect on the Financial Statements.
- **Purchased Intangibles**
The Canadian Public Sector Accounting Board issued a new guideline PSG 8, which comes into effect for fiscal years beginning on or after April 1, 2023. PSG 8 provides guidance on recognizing purchased intangibles in financial statements. This section is to be adopted retroactively with or without prior period restatement. The Town has not yet adopted this section or determined the effect on the Financial Statements.

2. ADOPTION OF NEW ACCOUNTING POLICIES AND GUIDELINES

PS 3450: Financial Instruments

On January 1, 2023, the Town adopted Public Accounting Standard PS 3450 - *Financial Instruments*. The standard was adopted prospectively from the date of adoption. The new standard provides comprehensive requirements for the recognition, measurement, presentation and disclosure of financial instruments.

Under PS 3450, all financial instruments, including derivatives, are included on the statement of financial position and are measured either at fair value or amortized cost based on the characteristics of the instruments and the Town's accounting policy choices.

In accordance with the provisions of this new standard, the Town was not required to make any adjustments at January 1, 2023.

Town of Irricana
Notes to the Financial Statements
For the year ended December 31, 2023

3. CORRECTION OF AN ERROR

During the year the Town determined that tangible capital assets of land and equipment were being incorrectly classified in land held for resale and prepaid expenses in the amounts of \$577,366 and \$11,181 which resulted in tangible capital assets and equity in tangible capital assets to be understated by \$588,547, land held for resale to be overstated by \$577,366, and prepaid expenses to be overstated by \$11,181.

Additionally, the Town identified that the funds from the Mortgage that was previously obtained were spent on purchases of tangible capital assets in previous years, this amount was not properly included as a reduction to the equity in tangible capital assets as is required because the additions were paid for with this debt. Subsequently each year the Town had not recorded the increase to the equity held in tangible capital assets for the amount of the mortgage that was repaid each year. The net effect of this resulted in the equity in tangible capital assets being overstated by \$292,438, this error has been corrected and going forward the amount of debt repaid on the mortgage will be recorded as an increase to the equity in tangible capital assets.

Included in opening corrections was also \$988 of land held for resale that was a prior cost that should have been expensed. This resulted in land inventory held for sale being overstated and expenses being understated.

Prior year figures have been restated as a result of these corrections.

4. CASH AND TEMPORARY INVESTMENTS

	2023	2022
Cash (overdraft)	(20,857)	11,300
Temporary investments	28,736	100,383
	7,879	111,683

Temporary investments consist of T-bill savings accounts. The temporary investment balance resulted from the sale of a tax recovery property and cannot be utilized for general purposes.

Included in cash and temporary investments are restricted amounts aggregating \$7,879 (2022 - \$111,683) to be used for specific capital and other projects, as disclosed in Note 9. The remainder is included in receivables from other governments.

The Town of Irricana is approved for a revolving loan in the amount of \$490,000 (2022 - \$490,000) that bears interest at 7.95% per annum (2022 - 7.99%). A balance of \$50,643 (2022 - \$nil) has been used at year end.

5. TAXES AND GRANTS IN PLACE OF TAXES RECEIVABLE

	2023	2022
Current taxes and grants in place of taxes	4,259	119,774
Arrears	114,284	36,730
	118,543	156,504

6. RECEIVABLES FROM OTHER GOVERNMENTS

	2023	2022
Receivable from other governments	785,411	552,133
Goods and services tax receivable	29,132	35,534
	814,543	587,667

Included in receivables from other governments are restricted amounts aggregating \$785,411 (2022 - \$552,133) to be used for specific capital and other projects, as disclosed in Note 9. The remainder is included in cash and temporary investments.

Town of Irricana
Notes to the Financial Statements
For the year ended December 31, 2023

7. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	2023	2022 (Restated)
Trade accounts payable	105,834	148,149
Accrued wages and benefits	18,764	-
Source deductions payable	8,626	16,742
	133,224	164,891

8. DEPOSIT LIABILITIES

Deposit liabilities consist of prepaid taxes and utilities from members of the Town.

9. DEFERRED REVENUE

	2023	2022
Alberta Municipal Sustainability Initiative	230,440	88,920
Canada Community-Building Fund	666,460	590,336
Basic Municipal Transportation Grant	27,750	27,750
	924,650	707,006

Alberta Municipal Sustainability Initiative (MSI Capital)

The MSI is the Province of Alberta's commitment to assist municipalities in meeting growth-related challenges and enhancing long term sustainability. It includes incentives to encourage collaboration and cooperation between municipalities. The balance at year-end represents the unspent portion of the funding received or receivable to date plus interest earned.

Canada Community-Building Fund

The Canada Community-Building Fund provides long term funding to municipalities to help build and revitalize local public infrastructure. The balance at year-end represents the unspent portion of the funding received or receivable at the end of the year.

Basic Municipal Transportation Grant

The BMTG provides annual allocation-based funding to municipalities for the capital construction and rehabilitation of local infrastructure including roads, bridges, and public transit. Included in the program are initiatives for barrier-free transportation for seniors and persons with disabilities.

Town of Irricana
Notes to the Financial Statements
For the year ended December 31, 2023

10. LONG-TERM DEBT

	2023	2022
Tax supported debentures	155,369	181,466
Mortgage	254,606	292,444
	409,975	473,910

The current portion of the long-term debt amounts to \$64,798 (2022 - \$74,555).

Principal and interest repayments are as follows:

	Principal	Interest	Total
2024	64,798	23,179	87,977
2025	68,678	19,299	87,977
2026	72,791	15,186	87,977
2027	77,150	10,827	87,977
2028	81,771	6,206	87,977
Thereafter	44,787	1,309	46,096
	409,975	76,006	485,981

The Alberta Capital Finance Authority loan is repayable annually on November 17 and matures November 17, 2028. The annual payments include interest payable at rate of 5.91%.

Debenture is issued on the credit and security of the Town at large.

The mortgage is repayable in monthly instalments of \$4,868 including interest at 5.91% (2022 - payments of \$4,833 including interest at 3.53%), maturing 2029.

The mortgage is secured by the property, assignment of rents, and a general security agreement covering all present and after acquired personal property.

The interest on long term debt amount to \$78,488 (2022 - \$23,156)

11. DEBT LIMITS

Section 276(2) of the *Municipal Government Act* requires that debt and debt limits as defined by Alberta Regulation 255/2000 for the Town of Irricana be disclosed as follows:

	2023	2022
Total debt limit	3,577,878	2,904,542
Total debt (Note 10)	(409,975)	(473,910)
Amount of debt limit remaining	3,167,903	2,430,632
Debt servicing limit	596,313	484,090
Debt servicing	(87,977)	(94,760)
Service on debt limit remaining	508,336	389,330

The debt limit is calculated at 1.5 times revenue of the Town excluding transfers from the governments of Alberta and Canada for the purposes of capital property (as defined in Alberta Regulation 255/2000) and the debt service limit is calculated at 0.25 times such revenue. Incurring debt beyond these limitations requires approval by the Minister of Municipal Affairs. These thresholds are guidelines used by Alberta Municipal Affairs to identify municipalities which could be at a financial risk if further debt is acquired. The calculation taken alone does not represent the financial stability of the municipality. Rather, the financial statements must be interpreted as a whole.

Town of Irricana
Notes to the Financial Statements
For the year ended December 31, 2023

12. EQUITY IN TANGIBLE CAPITAL ASSETS

	2023	2022 (Restated)
Tangible capital assets (Schedule II)	21,836,092	21,767,141
Accumulated amortization (Schedule II)	(11,101,775)	(10,682,264)
Long-term debt (Note 10)	(409,975)	(473,910)
	10,324,342	10,610,967

13. ACCUMULATED OPERATING SURPLUS

Accumulated operating surplus consists of internally restricted and unrestricted amounts and equity in tangible capital assets as follows:

	2023	2022 (Restated)
Unrestricted surplus	(607,035)	(481,970)
Restricted surplus:		
Water	164,256	164,256
Sewer system	115,945	115,945
Economic development	45,571	45,571
Recreation	36,000	36,000
Campground	31,236	31,236
Subdivision	26,463	26,463
Community hall	13,861	13,861
Operating	11,770	11,770
Transfer site	10,960	10,960
Cemetery	8,200	8,200
General equipment replacement	6,931	6,931
Street operating	3,000	3,000
	474,193	474,193
Equity in tangible capital assets (Note 12)	10,324,342	10,610,967
	10,191,500	10,603,190

14. SEGMENTED DISCLOSURE

The Town of Irricana provides a range of services to its ratepayers. For each reported segment, revenue and expenses represent both amounts that are directly attributable to the segment and amounts that are allocated on a reasonable basis. The accounting policies used in these segments are consistent with those followed in the preparation of the financial statements as disclosed in Note 1.

Refer to the Schedule of Segmented Disclosure (Schedule VI).

General government includes council and other legislative, and general administration. Protective services includes bylaw enforcement, police and fire. Transportation includes roads, streets, walks and lighting. Planning and development includes land use planning, zoning and subdivision land and development. Public health and welfare includes family and community support. Recreation and culture includes parks and recreation, libraries, museums and halls. Environmental use and protection includes water supply and distribution, wastewater treatment and disposal, and waste management.

Town of Irricana
Notes to the Financial Statements
For the year ended December 31, 2023

15. SALARY AND BENEFITS DISCLOSURE

Disclosure of salaries and benefits for elected municipal officials, the chief administrative officer and designated officers as required by Alberta Regulation 313/2000 is as follows:

	Salary ¹	Benefits & allowances ²	2023	2022 (Restated)
Mayor Bryson	11,215	-	11,215	6,065
Prior Mayor Frank Friesen	-	-	-	2,824
Deputy Mayor McAree	5,538	169	5,707	7,200
Councillor Sim	7,477	229	7,706	1,827
Councillor Schmaltz	7,477	-	7,477	7,200
Councillor Fleming	7,477	229	7,706	1,800
Councillor Day	-	-	-	3,323
Councillor Van Arendonk	-	-	-	4,153
Chief Administrative Officer Hafichuk	135,000	4,920	139,920	20,000
Chief Administrative Officer Hutchinson	-	-	-	29,872
Chief Administrative Officer Newman	-	-	-	90,000
Designated Assessor - Assessor	17,352	-	17,352	14,499

1. Salary includes regular base pay, bonuses, overtime, lump sum payments, gross honoraria and any other direct cash remuneration.
2. Employer's share of all employee benefits and contribution or payments on behalf of employees including pension, health care, dental coverage, vision coverage, group life insurance, accidental disability and dismemberment insurance, long and short-term disability plans, professional memberships and tuition.
3. Benefits and allowances figures also include the employer's share of the costs of additional taxable benefits including special leave with pay, financial planning services, retirement planning services, concessionary loans, travel allowances, car allowances, and club memberships.

16. BUDGET AMOUNTS

The 2023 budget for the Town was approved by Council on May 1, 2023 and has been reported in the financial statements for information purposes only. Amortization was not considered in the budget and has not been included. These budget amounts have not been audited, reviewed, or otherwise verified.

The approved budget contained reserve transfers, capital additions, and principal payments on debt as expenditures. Since these items are not included in the amounts reported in the financial statements, they have been excluded from the budget amounts presented.

17. CONTINGENCIES

The Town is a member of the Alberta Municipal Insurance Exchange ("MUNIX"). Under the terms of the membership, the Town could become liable for its proportionate share of any claim losses in excess of the funds held by the exchange. Any liability incurred would be accounted for as a current transaction in the year the losses are determined.

18. COMMITMENTS

The Town is party to the Collective Agreement with CUPE Local Sub 37 and agreed to by the Union and the employee members. The Collective Agreement is in effect up to and including December 31, 2024.

The Town has numerous agreements and commitments in place which are in the normal course of operations. They would include contracts for bylaw enforcement, collection and disposal of solid waste, account software maintenance, utility contracts, and property valuation assessments. These agreements are reviewed regularly and are renewed as necessary.

19. RELATED PARTY TRANSACTIONS

The Aqua 7 Regional Water Commission has been identified as a related party as the Town is one of the commission members. The Town has entered into an agreement with the Commission for a supply of water service.

Service fees are based on budgeted operating costs of the Commission. Water purchases are based on actual water consumption during the year. Fees and rates are reviewed by the Commission on an annual basis.

Service fees and water purchases paid to the Commission for 2023 were \$345,451 (2022 - \$353,302).

Amount payable to the Commission at December 31, 2023 is \$24,137 (2022 - \$23,940).

20. FINANCIAL INSTRUMENTS

The Town's financial instruments consist of cash and temporary investments, accounts receivable, investments, accounts payable, accrued liabilities, and long-term debt. It is management's opinion that the Town is not exposed to significant interest rate or currency risks arising from these financial instruments except as otherwise disclosed. Tax receivables and requisition over/under-levy are compulsory in nature, rather than contractual, however, the Town manages risk exposure on these items similar to other receivables and payables.

The Town is subject to credit risk with respect to taxes and grants in place of taxes receivables and trade and other receivables. Credit risk arises from the possibility that taxpayers and entities to which the Town provides services may experience financial difficulty and be unable to fulfill their obligations. The large number of diversity of taxpayers and customers minimizes the credit risk.

The Town is exposed to market price risk from investments in equity instruments whose value fluctuates with changes in quoted market price.

21. COMPARATIVE FIGURES

Certain comparative figures have been reclassified to confirm with current year presentation.

22. APPROVAL OF FINANCIAL STATEMENTS

Council and management have approved these financial statements.

To: Mayor and Council
From: Chief Administrative Officer
Date: October 6, 2025
Purpose: Request for Decision
Subject: Development Incentives Policy and Enabling Bylaw

Summary:

Council is being asked to adopt Policy C006:2025 (Development Incentives) and Bylaw 004-2025 (Development Incentives Enabling Bylaw). Together, they establish a clear framework to promote the subdivision, servicing, and development of idle lands, while ensuring fairness in how all properties contribute to municipal costs.

The approach balances opportunity and equity: rewarding landowners who invest in development with targeted incentives, while ensuring that properties which remain idle or underutilized contribute a fair share toward community costs.

Background and Discussion:

Development is fundamental to Irricana's long-term viability. New housing, business opportunities, and industrial activity expand the tax base, sustain infrastructure, and create local jobs. Yet much of the Town's developable land remains unserviced or idle – a complex challenge that has persisted for over a decade and now stands as one of the most significant barriers to sustainable growth.

Sustainable development is not simply a question of land use; it is the foundation of a municipality's long-term health. Levy dollars generated through *new development are essential for managing, maintaining, and expanding core municipal services*. Investments in water, sanitary systems, stormwater management, and transportation networks depend on these contributions. Without them, the costs of infrastructure would fall disproportionately on existing residents, creating inequity and limiting the Town's capacity to deliver reliable, high-quality services.

Equally important, *sustainable development creates opportunity*. New housing options help preserve affordability and provide choices for families at different stages of life. New commercial construction expands local retail and service offerings, reducing the need for residents to travel elsewhere. Industrial growth brings

significant potential for local employment, diversifies the economy, and strengthens municipal finances. Together, these benefits ensure the tax base grows in step with the community, keeping property taxes lower than they would otherwise need to be and supporting a vibrant, resilient future.

The importance of addressing this issue has been explored through prior Council deliberations. Administration's Report on the Minimum Property Tax (February 18, 2025 – Item I1) identified that while the current minimum tax ensures fairness for small parcels, it has proven ineffective in incentivizing development on large, idle lands that represent 80% of the Town's growth potential.

Council's subsequent discussions – including in-camera deliberations (May 12, 2025 – Item L3) and the Committee of the Whole (September 8, 2025 – Item I1) – further confirmed the need for a more robust, deliberate framework and shaped how such a framework could be implemented.

In response to these challenges, and the opportunities that growth can bring, this Policy and Bylaw establish a clear '*carrot and stick*' framework:

- **Carrots:** targeted rebates and tax waivers that reduce costs when landowners take measurable steps to advance development.
- **Sticks:** tax multipliers that apply higher rates to unserviced and idle lands, ensuring fairness and discouraging long-term land banking.

Together, these tools are designed to unlock stalled potential, encourage steady progress through the development lifecycle, and ensure that lands transition from idle parcels to subdivided and serviced lots, and ultimately to fully developed, occupied properties.

Strategic & Legislative Context

The Town's approach to development incentives is rooted in the recognition that land readiness and timely investment are essential to Irricana's long-term sustainability. Council has emphasized this in its Council Strategic Plan, which speaks to growth management, fiscal responsibility, and community vitality as priorities.

The adoption of a Development Incentives Policy and Enabling Bylaw ensures that these priorities are not just aspirational, but actively supported through a clear, enforceable, and consistently applied framework.

At the municipal level, the Municipal Development Plan (MDP) establishes the Town's long-range vision for land use, growth areas, and servicing priorities. The MDP

identifies residential, commercial, and industrial lands intended for eventual development, but without effective tools, many of these lands remain idle for extended periods. This Policy and Bylaw give practical effect to the MDP by providing mechanisms that encourage timely subdivision, servicing, and construction.

Similarly, the Land Use Bylaw (LUB) regulates zoning, permitted and discretionary uses, and establishes the legal framework for development approvals. While the LUB controls how land may be developed, it does not provide financial or incentive-based tools to stimulate development. The Development Incentives Policy and Bylaw complement the LUB by introducing those tools, ensuring that zoning and land use decisions are supported by a practical, outcome-oriented framework.

The Town's authority to enact these measures is grounded in the Municipal Government Act (MGA). Key provisions include:

- **Section 7** – enabling bylaws respecting municipal services, fees, and charges.
- **Section 297** – permitting the creation of property subclasses and application of differentiated tax parameters.
- **Section 364** – authorizing Council to grant property tax exemptions and deferrals.
- **Section 364.2** – authorizing property tax incentives for non-residential properties.

Taken together, these authorities empower municipalities to design tax strategies and incentive frameworks that respond to local needs, while ensuring fairness and transparency in their application. By adopting a dedicated Policy and Bylaw, Council ensures that Irricana's approach is not only strategically aligned but also fully supported by legislation.

Ultimately, this context underscores that the Policy and Bylaw are not isolated measures. They are the deliberate outcome of Council's strategic direction, the Town's planning documents, and the legislative tools provided by the Province.

This alignment ensures that development incentives in Irricana are transparent, defensible, and purpose-driven – reinforcing the Town's capacity to attract investment, unlock stalled lands, and manage growth in a sustainable, equitable manner – all for the betterment of the community and its residents.

Property Classifications

A cornerstone of the Development Incentives Policy is the introduction of clear property categories that classify lands by use and stage of readiness. These

categories do not, nor are they intended to, replace statutory assessment classes defined under the Municipal Government Act, but to provide a structured framework for applying incentives and tax multipliers in a fair and transparent way.

By clearly distinguishing between idle, unserviced, serviced, and developed lands, the Town can ensure that each parcel contributes equitably to the community while also rewarding progress toward active development.

This classification system provides three important benefits. First, it establishes fairness: *every parcel within the urban boundary contributes a baseline amount* toward the services and infrastructure that make development possible, regardless of whether the land is fully developed or held idle.

Second, it provides clarity for landowners and developers: the categories set out *predictable expectations and define how progress is recognized and rewarded*. Finally, it enables transparency in administration: Council and the public can see how different lands are treated, providing confidence in the system.

Agricultural lands within the urban boundary are treated with particular care under this framework. While agricultural use may continue in the short term, long-range planning documents – including the Municipal Development Plan – make clear that *these parcels are transitional in nature, intended for eventual conversion to residential, commercial, or industrial development*. For incentive purposes, agricultural lands are therefore classified as idle until subdivision or servicing begins.

This approach preserves fairness by ensuring that all lands within the boundary contribute to municipal costs, while also creating a clear pathway for agricultural parcels to transition into the incentive framework when development is initiated.

The property categories are grouped into three primary land uses – **Residential, Commercial, and Industrial** – each divided into three stages of readiness:

- **Unserviced:** parcels identified for future development but not yet connected to municipal infrastructure.
- **Serviced:** subdivided parcels with road and utility access, considered development-ready but without principal structures.
- **Developed:** fully constructed and legally occupied parcels actively contributing to the tax base.

This structure results in nine distinct categories:

Residential: Unserviced (RU), Serviced (RS), Developed (RD)
Commercial: Unserviced (CU), Serviced (CS), Developed (CD)
Industrial: Unserviced (IU), Serviced (IS), Developed (ID)

By clearly articulating these categories, Council establishes the foundation for both the 'carrot' and the 'stick' within this Policy and Bylaw. Progression from one category to the next reflects *measurable, verifiable steps toward development*, and each stage is supported by a corresponding mix of incentives and tax expectations.

Tax Multipliers

Tax multipliers represent the 'stick' within the Policy and Bylaw. They are designed to ensure fairness in the municipal tax system by recognizing that idle and unserviced lands create both direct and indirect costs for the community, even when no development activity occurs. Planning, emergency readiness, transportation access, and long-term infrastructure capacity are all affected by the presence of idle parcels.

At the same time, these lands also represent deferred opportunities for housing, business activity, and employment. By applying higher multipliers to unserviced and idle lands, the Town ensures that *the cost of holding development back is not unfairly borne by residents and businesses* who are already contributing actively to the tax base.

The multipliers also create a clear financial incentive for progress. Parcels that remain unserviced face the highest rates, reflecting both their limited contribution and the opportunity costs they impose on the community.

Once landowners invest in servicing, the burden decreases, acknowledging that meaningful steps have been taken to prepare lots for development. Fully developed and occupied parcels benefit from the lowest multiplier – a recognition that they provide ongoing value to the community through assessment growth, levy contributions, and active participation in the local economy.

This progression ensures that the tax system aligns with Council's development-focused vision:

- **Idle and Unserviced Lands** bear higher rates, discouraging long-term speculation and ensuring a fair baseline contribution.
- **Serviced Lands** are taxed at moderate levels, encouraging timely development while recognizing the investment already made in infrastructure.

- **Developed Lands** are rewarded with the baseline multiplier, reflecting their full contribution to the community.

The following multiplier guidelines, consistent with provisions of the Municipal Government Act, illustrate the balance between fairness and incentive:

Category	Multi	Rationale
Residential – Developed (RD)	1x	Full Contribution to the Tax Base
Residential – Serviced (RS)	3.5x	Encourages Timely Activation of Lots
Residential – Unserviced (RU)	15x	Discourages Speculation and Incentivizes Development
Commercial – Developed (CD)	1x	Full Contribution to the Tax Base
Commercial – Serviced (CS)	2.5x	Encourages Timely Activation of Lots
Commercial – Unserviced (CU)	6x	Discourages Speculation and Incentivizes Development
Industrial – Developed (ID)	1x	Full Contribution to the Tax Base
Industrial – Serviced (IS)	2.5x	Encourages Timely Activation of Lots
Industrial – Unserviced (IU)	6x	Discourages Speculation and Incentivizes Development

The following example illustrates how the proposed multipliers apply to different categories of residential property, showing how undeveloped or unserviced lands are brought to a more equitable contribution level when compared with fully developed parcels.

	Average Assessment	Property Tax (No Multiplier)	Multiplier	Property Tax Levied
Residential – Developed	\$338,000	\$2805	1x	\$2805
Residential – Serviced	\$95,500	\$790	3.5x	\$2765
Residential – Unserviced	\$19,000	\$160	15x	\$2400

These multipliers do not replace Council's authority to set mill rates annually through the Tax Rate Bylaw. Rather, they provide a consistent framework that guides how mill rates are considered and applied to different categories of land, ensuring that Council's budgetary decisions remain transparent, equitable, and strategically aligned with the goal of advancing development.

In this way, tax multipliers strike a balance: they protect existing ratepayers by ensuring all lands contribute fairly, while also motivating landowners to advance their properties through the development lifecycle.

Incentives: Bridging the Development Gap

While tax multipliers provide the 'stick' to ensure fairness and discourage speculation, incentives form the 'carrot' - the proactive tools that reduce barriers and encourage landowners to take meaningful steps toward development. Incentives are critical because development is not solely a matter of land use or zoning; it is often constrained by significant economic realities.

In Irricana, as in many small communities, the cost of advancing land from idle to active use can be substantial. Subdivision brings surveying and legal fees; servicing requires large investments in water, sanitary, stormwater, and road infrastructure; and construction carries development fees and inspection costs.

These expenses are typically front-loaded, meaning landowners must commit significant capital before any return is realized. For larger projects, market uncertainty and timing risks can further delay progress, leaving parcels idle even when long-term demand exists.

Without intervention, these economic hurdles, and the risks they present, can result in a cycle where land remains unserviced or undeveloped for years, constraining housing supply, limiting commercial opportunities, and delaying job creation. At the same time, the community bears the opportunity costs: infrastructure sits underutilized, the tax base grows more slowly, and residents face fewer choices for homes, services, and employment.

The Development Incentives Policy recognizes this reality and seeks to bridge the gap between community need and landowner risk. By offering targeted rebates, refunds, and temporary tax waivers at key milestones, the Policy reduces upfront costs and rewards measurable progress.

These tools are not handouts – they are thoughtfully structured to trigger only when tangible steps are taken that align with Council's growth priorities. Each incentive is tied directly to milestones such as subdivision, servicing, or construction, ensuring that community benefit is realized alongside private investment.

In this way, the Policy creates a balanced approach. Incentives encourage landowners to unlock the potential of their properties, while multipliers ensure fairness for those who delay action. Together, they create a development environment that is transparent, predictable, and purpose-driven – one where economic barriers are lowered, risks are shared more equitably, and growth can occur in a manner that benefits both landowners and the community as a whole.

Subdivision Incentive

Subdivision represents one of the earliest and most critical steps in the development process. By creating titled lots, landowners transform broad, idle holdings into parcels that are market-ready, able to transition toward servicing and eventual development.

This step often involves significant upfront costs – including legal surveys, engineering work, and municipal application fees – which can discourage landowners from proceeding, particularly in a smaller community where demand is steady but not always strong enough to offset the risk.

In Irricana, this barrier has been most visible in larger landholdings that remain intact despite being identified in the Municipal Development Plan for residential, commercial, or industrial growth.

The Prairie View Conceptual Scheme, approved in 2008, illustrates this challenge: while a conceptual plan has been approved and land use is in place, economic conditions have continued to contribute to the delay of development advancing.

The plan contemplates several hundred residential units - including both single-family and multi-family housing options – together with a critically important commercial component. Each year of delay represents a missed opportunity for new homes, expanded retail and service offerings, and the tax base growth needed to support municipal services and reduce the burden on existing ratepayers.

Without the initial step of subdivision, these types of large land holding cannot progress into servicing or active development, leaving much of the Town's growth potential locked away. Ultimately, the absence of available lots reduces housing choice, limits commercial opportunities, and constrains the Town's ability to attract the new investment desired by residents.

The Subdivision Incentive directly addresses this barrier by reducing the costs of preparing land for the market. By rebating a portion of subdivision-related costs, the Town encourages landowners to take that critical first step, while setting a clear expectation that subdivided lots will transition toward servicing and construction.

Importantly, the incentive is capped to balance fiscal responsibility with meaningful support, ensuring that landowners benefit from pursuing projects that are manageable in scale and aligned with community priorities.

The cap is also intentionally structured to support phased development – allowing larger projects to be advanced in stages while still providing impactful economic

supports at each step. This approach encourages growth that is both financially responsible and adaptable to market conditions.

In practice, the Subdivision Incentive is designed to:

- Offset a portion of subdivision application, legal, and surveying costs.
- Apply only where newly created lots meet baseline thresholds for readiness and assessed value.
- Reward landowners who create marketable, development-ready lots that can realistically progress into active use.

By reducing the financial burden at the front end, this incentive supports orderly, phased growth that benefits both the community and private landowners. It ensures a steady supply of titled, development-ready lots, laying the foundation for new housing, commercial investment, and long-term community vitality

Subdivision incentives include a rebate of the full subdivision application fee, together with a partial rebate of ancillary municipal costs such as surveying, engineering, and legal expenses. To balance fiscal responsibility with meaningful support, the incentive is capped at \$500 per lot, to a maximum of \$15,000 per subdivision.

Unserviced Lot Development Incentive

Many of the lands within Irricana's growth boundary remain unserviced, creating a significant barrier to meaningful development. Without water, sanitary, stormwater, and road infrastructure in place, these parcels cannot progress toward active use, leaving large portions of the Town's long-term growth potential untapped.

Servicing such lands requires substantial upfront investment, and for smaller communities, those costs often deter otherwise viable projects. The Unserviced Lot Development Incentive is designed to help overcome this barrier by reducing the financial burden associated with extending essential services.

By rebating key municipal charges, the program encourages landowners and developers to take the critical step of installing infrastructure that transforms raw land into development-ready lots. This incentive directly advances Council's growth priorities by increasing the inventory of serviceable land and ensuring new development connects efficiently to existing municipal systems.

Importantly, the incentive applies across all land uses – residential, commercial, and industrial – reflecting Council's recognition that each sector plays a vital role in community vitality and long-term fiscal sustainability.

In practice, the Unserviced Lot Development Incentive provides:

- A rebate of 100% of eligible Town development-related fees and charges, including development permit fees, off-site levies (if levied), servicing inspection fees, and related administrative fees.
- A maximum rebate of \$2,500 per qualifying lot.

By offsetting a portion of servicing costs, this program reduces barriers for landowners and developers, encourages steady investment in infrastructure, and promotes the activation of unserviced parcels. Over time, this supports an expanded tax base, new housing opportunities, business growth, and a more sustainable community.

Serviced Lot Development Incentive

Serviced land represents one of the most valuable assets in the community. Once subdivision and infrastructure installation are complete, these lots are effectively development-ready, with water, sanitary, stormwater, and roadway access already in place.

Yet despite being positioned for near-term construction, some serviced lots in Irricana remain idle for years, *even decades*. This delays the arrival of new homes and businesses, underutilizes municipal infrastructure, and postpones the tax base growth that serviced land is meant to generate.

The Serviced Lot Development Incentive is intended to close this gap by lowering the upfront costs of construction on fully serviced parcels. By rebating key municipal fees, the program helps reduce barriers for builders, homeowners, and investors, encouraging timely activation of lots that are already positioned to contribute to the community.

This is particularly important in smaller communities, where even a handful of new homes or a single new business can provide meaningful economic impact.

In practice, the Serviced Lot Development Incentive provides:

- A rebate of 100% of eligible Town development-related fees and charges, such as development permit fees, off-site levies (if levied), servicing inspection fees, and related administrative fees.
- A maximum rebate of \$1,000 per qualifying lot.

By accelerating construction on serviced lands, this incentive ensures that past public and private investments in infrastructure deliver value sooner. It also supports housing availability, commercial growth, and expanded business opportunities, while reinforcing Council's broader priorities of sustainable development and long-term fiscal responsibility.

Stackable Property Tax Waivers

One of the most powerful tools within this framework is the use of municipal property tax waivers tied directly to measurable development milestones. Unlike small fee rebates, which provide modest relief during specific stages, *tax waivers deliver meaningful financial impact while ensuring progress is rewarded only when it is verifiable*. This design makes the program fair, transparent, and results-driven.

The waivers are deliberately structured as stackable, meaning landowners may qualify for up to three consecutive years of municipal property tax relief if they advance their property through each stage of the development lifecycle.

This approach encourages steady progress and creates a clear incentive to move from raw land, to serviced lots, and ultimately to fully developed and occupied properties.

- **Subdivision Waiver:** Granted when a property transitions from an unsubdivided parcel to a registered subdivision with Alberta Land Titles. This supports the critical first step of creating market-ready lots.
- **Servicing Waiver:** Granted when an unserviced parcel is fully serviced with municipal infrastructure and confirmed through inspection or bonded agreement. This rewards the investment required to unlock development potential.
- **Development Waiver:** Granted once a principal building is constructed and an occupancy permit (or completion certificate) has been issued. This incentivizes timely activation of lots and ensures contribution to the tax base.

Each waiver applies to the municipal portion of property taxes only, with requisitions such as education and foundation levies remaining payable. If milestones are achieved in the same year, waivers are carried forward to consecutive years, creating a predictable benefit stream without overloading municipal finances in a single year.

To maintain balance between incentive and sustainability, annual limits are applied: up to 10 residential parcels, 5 commercial parcels, and 5 industrial parcels may receive waivers each year. These thresholds ensure the program remains both effective and manageable.

- **Administrative Capacity:** Advancing parcels through subdivision, servicing, and development requires meaningful oversight, permitting, and inspections by Town staff. The limits protect against administrative overload, ensuring quality of review and enforcement is not compromised.
- **Financial Sustainability:** While waivers provide short-term relief to landowners, they also temporarily defer municipal revenues. By capping annual uptake, the Town ensures that growth is absorbed in a measured, sustainable way, with operating budgets and service delivery remaining stable until new assessment fully contributes to the tax base.

This balanced structure ensures the incentive is generous enough to motivate action yet disciplined enough to protect municipal finances and uphold fairness for all ratepayers. Where a project demonstrates extraordinary strategic value or clear public benefit, Council retains discretion to authorize additional waivers beyond the standard annual limits by resolution.

In summary, the Stackable Waiver program is designed to unlock stalled potential, accelerate progress, and ensure that new housing, commercial activity, and industrial opportunities are realized in a manner that is both ambitious and sustainable.

Implementation, Oversight, and Reporting

The success of this framework depends not only on the design of incentives and tax multipliers but also on clear and consistent implementation. Administration is responsible for ensuring the policy is applied fairly, transparently, and in alignment with Council's strategic priorities.

To support this, Administration will establish and maintain a Classification Register that documents the status of all eligible parcels under this policy. Properties will be categorized based on objective criteria such as servicing status, development activity, and land use intent as defined in the Municipal Development Plan and Land Use Bylaw.

The register will be reviewed and updated annually in alignment with the property assessment cycle. While updates do not require formal Council approval, they will be presented to Council for information, ensuring transparency and accountability in how classifications are applied and providing clarity on changes year-over-year. This process also creates an evidence base to evaluate the effectiveness of incentives over time.

By tracking uptake and outcomes, Council will have the opportunity to make tangible adjustments that improve policy performance and adapt to shifting priorities—for

example, placing greater emphasis on commercial growth if market conditions warrant.

Applications for incentives will be administered according to clear, published procedures. Landowners will be required to submit rebate or waiver requests in writing, in the prescribed form, and within defined timelines.

Administration will verify eligibility, confirm compliance with the policy and bylaw, and process approved rebates and waivers in a timely manner. Where significant ambiguity arises or unique circumstances are presented, the matter may be referred to Council for direction.

Annual reporting is a key element of oversight. Each year, Administration will prepare a report for Council summarizing:

- **Program Uptake:** Number of applications received, approved, and declined by incentive type.
- **Financial Impacts:** Total value of rebates, waivers, and related incentives granted.
- **Development Activity:** Number of lots subdivided, serviced, or developed as a result of incentives.
- **Assessment Growth:** Net changes in assessed value attributable to incentive-supported properties.
- **Strategic Alignment:** An evaluation of how outcomes supported the Council Strategic Plan and the Town's development-focused priorities.
- **Emerging Issues:** Identification of risks, trends, or opportunities to improve program effectiveness.

This report will be presented during the first quarter of each calendar year, ensuring Council has a timely understanding of program performance before establishing annual tax rates and financial plans. Where circumstances warrant, or at Council's request, interim updates may also be provided.

Through this governance approach, Council and the public can be confident that incentives are applied consistently, outcomes are measured, and the program is delivering on its intended purpose: encouraging meaningful development while maintaining fiscal discipline and fairness.

Enabling Bylaw

While the Development Incentives Policy provides the framework for classifications, multipliers, and incentive programs, Council must also establish clear legislative

authority to ensure that these tools are enforceable, transparent, and consistent with the Municipal Government Act (MGA). To that end, Bylaw 004:2025, the Development Incentives Enabling Bylaw, has been prepared in direct support of this policy.

The Enabling Bylaw serves several important functions:

- **Authority to Grant Incentives** – It formally empowers Council to provide waivers, exemptions, and rebates on the municipal portion of property taxes, as well as to approve rebates of municipal fees and charges related to subdivision, servicing, and development. This ensures all incentives are clearly authorized under law, avoiding ambiguity and reinforcing Council’s oversight role.
- **Delegation to Administration** – The Bylaw delegates authority to the Chief Administrative Officer (or designate) to interpret and apply the policy, assign property classifications, verify eligibility, and process rebates or waivers. This provides consistency in day-to-day administration while keeping Council’s role focused on policy direction and exceptional circumstances.
- **Development Agreements** – The Bylaw affirms that Council may approve Development Agreements that incorporate incentives, provided they are consistent with both the policy and the bylaw. Any incentive terms outside the scope of the policy must be specifically authorized by Council resolution, ensuring that tailored agreements remain transparent and accountable.
- **Transparency and Reporting** – The Bylaw requires Administration to provide an annual report to Council detailing uptake, financial impacts, and assessment growth associated with incentives. This embeds the oversight function in legislation and reinforces the reporting commitments already set out in the policy.
- **Limitations and Safeguards** – The Bylaw clarifies that incentives apply only to the municipal portion of property taxes, with requisitions and education levies remaining unaffected. It also confirms that property classifications are policy tools only and do not alter statutory assessment classes under the MGA.

By enacting this enabling legislation, Council provides the legal foundation for the Development Incentives Policy to operate effectively. It ensures that the program is not only strategic in design but also compliant, defensible, and sustainable within Alberta’s municipal legislative framework.

Conclusion

This Policy and Bylaw together provide Irricana with a clear, practical framework to unlock stalled development and support long-term community growth. By combining meaningful incentives with fair tax multipliers, the program balances encouragement with accountability, ensuring that all properties make an equitable contribution while rewarding those who advance through the development lifecycle.

For Council, the framework offers both vision and control: a policy aligned with the Strategic Plan and Municipal Development Plan, and a bylaw that ensures the tools are transparent, enforceable, and fiscally responsible. For the community, it creates a pathway for new housing, commercial activity, and investment that broadens the tax base, strengthens essential services, and helps maintain affordability for residents.

Through this approach, Irricana positions itself not only to address today's challenges with idle and unserviced land, but also to seize tomorrow's opportunities by encouraging steady, sustainable growth.

Financial Implication(s):

In the short term, the introduction of tax multipliers will result in higher municipal property taxes for idle and unproductive parcels, as such lands contribute more equitably by bringing their tax obligations closer to the level borne by developed and productive properties.

At the same time, this framework eases the relative burden on existing developed properties, which have historically carried a disproportionate share of municipal costs despite also delivering the greatest community benefit.

Over the long term, the true financial benefit lies in the expansion of the Town's assessment base. As incentives help move land from idle to subdivided, serviced, and ultimately developed status, new housing, commercial, and industrial properties are added to the tax roll.

This growth in assessment creates capacity to fund municipal operations and core services such as roads, water, and fire protection, while also supporting valued community programs, recreational amenities, and strategic initiatives. By diversifying and strengthening the tax base, the Town can sustain service levels and future capital investment without placing constant upward pressure on existing ratepayers.

Through this approach, the framework balances immediate fairness with long-term sustainability, ensuring both fiscal responsibility today and financial flexibility for tomorrow.

Recommendation:

That Council adopt Policy C006:2025, Development Incentives, and give all three readings to Bylaw 004:2025, the Development Incentives Enabling Bylaw, providing the authority and framework needed to implement development incentives in a fair, transparent, and fiscally responsible manner.

Recommendation Motion(s):

For Policy C006:2025 (Development Incentives Policy)

Option #1:

Motion #1: **THAT** Council adopt Policy C006:2025, being the Council Policy on Development Incentives.

Option #2:

As determined by Council.

For Bylaw 004:2025 (Development Incentives Enabling Bylaw)

Option #1:

Motion #1: **THAT** Bylaw 004:2025, being the Development Incentives Enabling Bylaw, be read for a first time this 6th day of October, 2025.

AND

Motion #2: **THAT** Bylaw 004:2025, being the Development Incentives Enabling Bylaw, be read for a second time this 6th day of October, 2025.

AND

Motion #3: **THAT** unanimous consent be given for a third and final reading this 6th day of October, 2025.

AND

Motion #4: **THAT** Bylaw 004:2025, being the Development Incentives Enabling Bylaw, be read for a third and final time this 6th day of October, 2025.

Option #2:

As determined by Council.

Respectfully submitted,

“Doug Hafichuk”

Chief Administrative Officer

ATTACHMENTS:

Attachment 'A' – Council Policy C006:2025 Development Incentives Policy

Attachment 'B' – Bylaw 004:2025 Development Incentives Enabling Bylaw

Item I2

Attachment 'A' – Policy C006-2025 Development Incentives

Development Incentives

Approval Date: DRAFT

Review by Date: DRAFT

1. Policy Purpose:

The purpose of this policy is to promote the timely servicing, subdivision, and development of idle, unserviced, and undeveloped lands within the Town of Irricana. These lands represent an important source of long-term growth potential, contributing to the Town's fiscal sustainability, economic vitality, and overall community wellbeing.

Council has adopted a development-focused vision that recognizes the direct link between responsible land development and the Town's ability to deliver services, sustain infrastructure, and foster a thriving local economy. By encouraging the activation of underutilized lands, this policy seeks to unlock opportunities for new housing, commercial activity, and community investment.

This Policy aligns with the Council Strategic Plan, which recognizes that *infrastructure investment, land readiness, and development momentum are essential to Irricana's future success*. By advancing properties through the development lifecycle—from idle and unserviced to serviced, then developed and occupied—the Town ensures development proceeds in a strategic, equitable, and financially responsible manner.

2. Key Terms:

- a) Administration: The Chief Administrative Officer (CAO), their designate, or a third-party delegated to implement this policy.
- b) Agricultural Lands: Lands that are used primarily for crop production, grazing, or similar agricultural activities, regardless of whether they are actively under cultivation or fenced. Within the municipal boundaries, these lands are typically identified for eventual transition to residential, commercial, or industrial use through long-range planning documents.
- c) Commercial Lands: Lands designated for business, service, and retail activity, including downtown storefronts, professional offices, and mixed-use buildings that serve the public. These properties are typically located in nodes or corridors identified in long-range plans and are serviced or serviceable for year-round commercial use.
- d) Developed Lands: Lands where a principal building has been constructed and all applicable municipal servicing and permitting requirements have been met. These properties are legally

occupied or ready for occupancy and actively contribute to the community's tax base, land use objectives, or economic development goals.

- e) **Idle Lands:** Lands located within the municipal boundaries that have been identified for future development in statutory plans but remain undeveloped or underutilized. These lands may be unserviced or partially serviced and are not currently contributing to the built environment. Lands may be held for speculative purposes or delayed development. Idle lands do not include designated reserve lands, and agricultural use does not exclude lands from this classification.
- f) **Industrial Lands:** Lands intended primarily for manufacturing, warehousing, storage, and related business activities. Industrial Lands are typically identified in statutory planning documents and zoned for industrial use under the Land Use Bylaw. These properties support economic development and job creation and are generally situated near arterial roads or other serviceable locations.
- g) **Property Classification:** The set of categories established by this Policy to group parcels by development status and intended urban use (e.g., Idle, Unserved, Served, Developed, Residential, Commercial, Industrial) for the sole purposes of administering incentives, rebates, eligibility, and reporting. These classifications are policy constructs and do not alter or replace assessment classes or subclasses prescribed by the Municipal Government Act.
- h) **Residential Lands:** Lands intended primarily for housing and human habitation, including single-detached dwellings, duplexes, and other principal residential building types. These lands are designated in the Municipal Development Plan and Land Use Bylaw for residential use and are considered a foundational component of the Town's built environment and growth strategy.

Note: This policy does not apply to accessory buildings, secondary suites, or other non-principal structures.
- i) **Served Lands:** Lands that are fully subdivided and have direct access to municipal infrastructure. At minimum, these properties must be accessible by public roadways and connected to either water and sanitary services (for residential and commercial use) or, in the case of Industrial lands, have sufficient road access and site servicing to enable permitted development. These lots are considered development-ready, though no principal structures may yet exist.
- j) **Unserved Lands:** Lands located within the municipal boundaries and identified for future development in statutory planning documents such as the Municipal Development Plan. These lands are not yet connected to essential municipal services such as water, sanitary sewer, stormwater, or roads. They may be raw or partially subdivided and are not considered development-ready without significant infrastructure investment.

3. Policy Statement:

The Town of Irricana is committed to enabling sustainable growth, supporting economic vitality, and ensuring the responsible use of public infrastructure. Council recognizes that the long-term health of the community depends on transforming idle or underutilized lands into productive, serviced, and community-contributing development. This policy establishes a clear, structured

framework for achieving that vision by combining property tax tools with targeted financial incentives that encourage timely investment.

Sustainable community growth relies on the active and timely development of lands across residential, commercial, and industrial sectors. When properties remain unserviced or underdeveloped for extended periods, the Town faces increasing financial pressures: infrastructure investments go underutilized, fewer taxpayers share the cost of maintaining essential services, and opportunities for housing, business activity, and job creation are lost. This policy addresses those challenges by rewarding progress and setting expectations for action.

Through this framework, the Town seeks to:

- *Promote fairness and balance* by ensuring that all lands within the Town's urban boundary make a clear, equitable baseline contribution to the cost of delivering and maintaining municipal services.
- *Encourage proactive development* by removing barriers and supporting landowners who advance properties through the development lifecycle – from idle and unserviced to serviced, developed, and occupied.
- *Attract investment* by providing transparent, structured, and predictable tools that create confidence for developers, builders, and the broader business community.

This policy reflects Council's belief that targeted incentives, when applied at the right time and tied to clear milestones, can *unlock stalled properties, create new housing, expand commercial opportunities, and generate long-term benefits for the community.* At the same time, the policy ensures that the costs of growth are shared fairly and that municipal resources are directed where they will create the greatest impact.

By combining defined property classifications, tax multipliers, and financial incentives, the Town will use its authority under the Municipal Government Act to support development that aligns with its development-focused priorities. This structured, transparent approach gives Council and Administration tools to encourage investment, manage risk, and monitor results, ensuring that growth occurs in a way that is strategic, equitable, and financially responsible.

Ultimately, this policy sets a consistent baseline for incentives. Where a project presents unique circumstances or clear public benefits, Council may approve a Development Agreement with tailored incentive terms. These agreements are considered case-by-case, are separate from this Policy, and should remain consistent with the intent of this policy.

4. Legislative Framework:

This policy is enabled under the authority of the Municipal Government Act (MGA, RSA 2000, Chapter M-26), which grants municipalities the power to establish property classes, set differential tax rates, and create targeted incentive programs to support community priorities.

The MGA provides flexibility for municipalities to respond to local conditions while working within a structured provincial framework. While the Act limits the number of broad property classes – Residential, Non-Residential, Farmland, and Machinery & Equipment – it allows municipalities to establish property subclasses within those categories. These subclasses enable the Town to better align its taxation strategy with the development readiness of lands and their impact on infrastructure and community growth.

Under this authority, the Town establishes defined property subclasses, each with its own taxation expectations. These expectations are designed to *encourage the timely servicing and development of vacant, and unserviced lands* while maintaining fairness for property owners who are already contributing actively to the tax base.

This policy also draws on additional powers provided under the MGA, including:

- *Section 7* – Grants Council authority to pass bylaws respecting municipal services, fees, and taxation frameworks.
- *Section 297* – Enables taxation by assessment class.
- *Section 364.2* – Authorizes tax incentives for non-residential properties.

This policy is also supported and enabled by local statutes, including the:

- *Municipal Development Plan (MDP)* – Outlines long-range land use planning objectives, including future growth areas, servicing priorities, and land classifications. Serves as a guiding document for identifying eligible lands and policy alignment.
- *Land Use Bylaw* – Regulates zoning, permitted and discretionary uses, and definitions of subdivision, servicing, and development. Used to determine eligibility for incentives and alignment with permitted activity.

While this policy establishes the framework for tax multipliers and financial incentives, *it does not set tax rates directly*. Mill rates are adopted annually through the Tax Rate Bylaw, informed by Council's budget priorities, strategic goals, and the outcomes being pursued under this policy.

By exercising these legislative tools, the Town takes a proactive approach to growth management – aligning taxation, incentives, and land development practices to support Council's development-focused vision and long-term financial sustainability.

5. Policy Governance and Decision-Making:

This policy applies to all privately held lands within the Town of Irricana and establishes a structured framework for guiding decisions about property classifications, incentives, and taxation tools. While the policy sets out clear criteria, it also recognizes that growth decisions can be complex and occasionally require interpretation.

Administration is authorized to interpret and apply this policy on behalf of the Town, including the assignment of property classifications based on documented criteria such as servicing status, development activity, and alignment with community objectives. In applying this policy, Administration exercises reasonable professional discretion, guided by the terminology, intent, and principles established within the policy.

Where significant ambiguity exists, or where an application involves extraordinary circumstances not contemplated by the policy, the matter may be referred to Council for review and direction. This ensures that major decisions reflect Council's development-focused vision and broader strategic priorities while maintaining consistency across administrative processes.

This policy is founded on a set of core principles that guide its implementation and interpretation:

- *Fairness and Equity*: Every parcel within the Town's urban boundary is expected to make a clear, equitable baseline contribution to community goals and priorities.
- *Fiscal Responsibility*: The Town's financial obligations under this policy are subject to annual budget deliberations and managed in a way that ensures long-term financial sustainability.
- *Progress-Oriented*: Incentives are tied to meaningful and verifiable actions that advance properties through the development lifecycle.
- *Public Benefit*: Incentives serve the broader interests of the community, supporting housing availability, business activity, and strategic infrastructure investments.
- *Transparency*: Incentives, classifications, and tax multipliers are clearly defined, publicly communicated, and consistently applied.

By combining administrative discretion with clear guiding principles, this framework ensures the policy is applied consistently, transparently, and in full alignment with Council's strategic direction.

6. Development Classification Framework

To support equitable taxation and promote active development, the Town of Irricana has adopted a refined property classification framework that introduces specific subcategories within both the Residential and Non-Residential property classes.

These subcategories provide a more nuanced and outcome-driven approach to taxation by distinguishing between properties based on development readiness, servicing status, and contribution to community goals. This framework reflects Council's belief that the tax system should encourage the timely activation of serviced lands, reward properties contributing to growth, and ensure that speculative or idle lands pay their fair share toward maintaining municipal services and infrastructure.

By applying this framework, the Town signals clear expectations to property owners and developers while maintaining transparency, fairness, and strategic alignment with the Town's development-focused vision and the Council Strategic Plan.

Properties are separated into the following categories:

Residential Lands	Commercial Lands	Industrial Lands
Residential – Unserviced (RU)	Commercial – Unserviced (CU)	Industrial – Unserviced (IU)
Residential – Serviced (RS)	Commercial – Serviced (CS)	Industrial – Serviced (IS)
Residential – Developed (RD)	Commercial – Developed (CD)	Industrial – Developed (ID)

This structure establishes a clear, transparent pathway for properties to move from *Idle* → *Unserviced* → *Serviced* → *Developed* status, ensuring that incentives are aligned with meaningful progress and long-term community benefit

7. Tax Multipliers and Implementation

The Town applies differential tax multipliers – used in conjunction with the annual Tax Rate Bylaw and consistent with the MGA – to promote fairness and timely development. Properties that advance into development and active use are taxed at lower multipliers. Holdings kept idle or for speculation are taxed at higher multipliers to recognize not only baseline municipal costs (planning, roads access, emergency readiness) even when no direct services are drawn, but also *the opportunity cost to ratepayers from deferred assessment growth, housing, and employment.*

Annual mill rates for each category are adopted by Council as part of the annual Tax Rate Bylaw. While this policy provides the framework, *Council retains discretion* to adjust multipliers annually to reflect economic conditions, budget priorities, and development trends, while remaining guided by the principles of this policy.

This policy provides specific guidance to Administration and Council in preparing annual mill rates and applying associated multipliers so that the property tax burden is distributed more equitably across all taxable lands within the Town. The intent is to achieve a consistent baseline contribution from every parcel – regardless of development status (Idle, Unserviced, Serviced, or Developed) – to the municipal tax base. The following table sets out the recommended multipliers:

	Developed	Serviced	Unserviced
Residential	1x	3.5x	15x
Commercial	1x	2.5x	6x
Industrial	1x	2.5x	6x

Example (Using 2025 Figures):

	Average Assessment	Levied Property Tax (No Multiplier)	Multiplier	Property Tax Levied
Residential – Developed	\$338,000	\$2805	1x	\$2805
Residential – Serviced	\$95,500	\$790	3.5x	\$2765
Residential – Unserviced	\$19,000	\$160	15x	\$2400

This structure ensures that:

- Active contributors are rewarded through lower tax rates.
- Serviced but undeveloped lands are encouraged to move toward full utilization.
- Idle or speculative parcels bear a proportionate share of municipal costs.

Incentives or temporary tax waivers granted under this policy may override standard multipliers where applicable. Property owners are encouraged to contact Administration to confirm their classification and discuss eligibility for incentive programs.

8. Agricultural Lands Within the Urban Boundary

Agricultural lands within the Town's urban boundary are not intended for long-term agricultural use. In alignment with the Municipal Development Plan and long-term planning objectives, their role is transitional toward subdivision, servicing, and productive urban use. For incentive administration, these parcels are treated as Idle until that transition begins. These are policy classifications used to manage incentives; *they do not alter assessment classes under the MGA or the Town's Tax Rate Bylaw.*

Even with limited direct service draw, these parcels still use municipal capacity (planning, transportation access, emergency readiness) and create opportunity costs by delaying assessment growth, housing, and employment. As context, the average farmland assessment (2025) is ~\$10,500, yielding about \$90 in municipal taxes – well below the equitable baseline contribution expected of urbanized lands.

To advance fairness and timely transition, the Farmland mill rate and the universal minimum property tax will be set to align with this Policy's objectives, ensuring all lands within the urban boundary make a clear, equitable baseline contribution to municipal costs. Council will annually review the Farmland mill rate to maintain tax equity and shared responsibility across all property types within the urban boundary.

As agricultural parcels begin their transition – subdivision, servicing, development – they become eligible for the policy incentives. This approach preserves fairness, discourages land-banking, and accelerates conversion consistent with Council's development-focused direction.

9. Subdivision Incentive

The Town of Irricana recognizes that sustainable growth depends on maintaining a steady supply of development-ready land. Subdividing larger parcels into titled lots is a critical step in unlocking future housing opportunities, supporting commercial investment, and enabling long-term community vitality.

However, subdivision often involves significant upfront costs – including application, legal, and surveying fees – that can create barriers for landowners and developers seeking to prepare properties for further development. This incentive is designed to reduce those barriers by *rewarding the creation of marketable, development-ready lots* that are realistically positioned to transition into active use.

This incentive encourages subdivisions that are strategically phased, ensuring growth occurs in an orderly, timely manner that balances community needs, infrastructure readiness, and long-term fiscal sustainability.

9.1. How the Incentive Works

To support the creation of titled, development-ready lots, the Town offers a direct rebate designed to offset a portion of initial subdivision costs. Incentives are tied to meaningful development activity and supports projects that align with Council's development-focused vision.

Eligible subdivisions receive:

- A rebate equal to the full value of the subdivision application fee; plus
- A rebate of 25% of approved, directly related ancillary municipal costs (e.g., surveying, legal, and engineering fees).

The total incentive benefit is capped at \$500 per *net-new* lot, to a maximum cumulative rebate of \$15,000 per subdivision.

This structure encourages manageable, well-timed development phases, supporting steady integration of new lots into the community while ensuring infrastructure, services, and permitting processes are aligned to accommodate growth.

Examples:

- *Example 1: A 5-lot subdivision, where all five lots meet requirements, would receive a rebate of \$2,500 (5 lots × \$500).*
- *Example 2: A 40-lot subdivision with 40 qualifying lots would receive the maximum rebate of \$15,000.*

Where subdivision proposals exceed 30 lots or are part of larger development intentions, expanded eligibility may be considered outside this policy, subject to Council approval.

9.2. Eligibility Criteria

To qualify for the Subdivision Incentive, applications must meet the following conditions:

1. Minimum Scale – The subdivision must create at least three (3) new legal lots, registered through Alberta Land Titles.
2. Development-Ready Status – Each newly created lot must have direct legal and physical access to a developed municipal roadway.
3. Assessment Threshold – A new lot must achieve an assessed value of \$50,000 or more, based on the finalized property assessment following the statutory condition date of December 31, to be eligible for the rebate.
4. Property Tax Standing – All property taxes are current, or the account is in good standing under an approved payment agreement with no defaults.
5. Timely Application – A written rebate request, in the form and manner prescribed by Administration, must be submitted and received by the Town within 12 months of registration with Alberta Land Titles.

The incentive applies only to subdivisions within the Town's municipal boundaries, excluding boundary adjustments, consolidations, or subdivisions outside the Town. This ensures support is directed to subdivisions positioned for near-term activation and able to make a meaningful contribution to the Town's assessed tax base.

9.3. Rebate Timing and Process

Applicants are encouraged to work closely with Administration early in the process to confirm eligibility, understand timelines, and confirm that requirements can be met.

Rebates are available once all eligibility criteria have been confirmed. As property assessments are finalized following Alberta's annual assessment cycle, rebate approvals may take 12 months or more from the date of subdivision registration with Alberta Land Titles.

9.4. Strategic Alignment

This incentive supports Council's development-focused priorities by *encouraging the creation of titled, development-ready lots in a way that balances market demand, infrastructure capacity, and community needs*. By tying incentives to realistic near-term activation, the program promotes sustainable growth, expands the Town's tax base, and creates opportunities for new housing, business investment, and long-term economic vitality.

10. Unserved Lot Development Incentive

The Town of Irricana recognizes that a significant portion of developable land remains unserved, creating a barrier to meaningful growth. Without water, sanitary, stormwater, and road infrastructure in place, many parcels cannot advance toward productive development, delaying the availability of housing, commercial space, and new business opportunities.

This incentive is designed to support landowners and developers who invest in extending municipal services to unserved parcels. By offsetting a portion of these costs, the incentive

encourages the creation of development-ready lots that can transition into productive, community-contributing lands, directly advancing Council's development-focused priorities by *expanding the inventory of development-ready properties while making efficient use of existing infrastructure investments*.

10.1. How the Incentive Works

The Unserved Lot Development Incentive applies across all assessment classes – residential, commercial, and industrial – and provides a rebate of 100% of eligible Town development-related fees and charges, to a maximum of \$2,500 per qualifying lot. Refundable fees may include:

- Development Permit fees
- Offsite Levies (if levied)
- Servicing Inspection Fees
- Applicable Administrative Fees

This structure provides a direct, predictable benefit to property owners, reducing the financial burden of preparing unserved parcels for construction and encouraging investment in new infrastructure that supports long-term growth.

10.2. Eligibility Criteria

To qualify for the Unserved Lot Development Incentive, the property must meet all the following conditions:

1. Legally Subdivided – The lot must be legally subdivided at the time of application.
2. Completed Servicing – Municipal servicing (water, sanitary, stormwater, and road access) must be installed, inspected, and accepted by the Town. Industrial lots may qualify with only municipal road access, provided that other servicing aspects have been acceptably addressed onsite.
3. Property Tax Standing – All property taxes are current, or the account is in good standing under an approved payment agreement with no defaults.
4. Timely Application – A written rebate request, in the form and manner prescribed by Administration, must be submitted and received by the Town within 12 months following servicing acceptance from the Town.

10.3. Strategic Alignment

Unserved parcels represent untapped potential for community growth. By reducing the costs of installing essential infrastructure, this incentive:

- Encourages the activation of idle lands and expands the Town's supply of build-ready lots;
- Supports both small-scale developers and larger builders seeking to prepare properties for future development;

- Optimizes infrastructure investments by ensuring new servicing connects efficiently to the Town's existing systems; and
- Expands the Town's long-term tax base while supporting housing supply and economic diversification.

By stimulating investment in servicing and development, this incentive *promotes undeveloped parcels to transition more quickly into productive community assets*, advancing the Town's broader fiscal and strategic objectives.

11. Serviced Lot Development Incentive

The Town of Irricana recognizes that serviced land represents a significant investment by both property owners and the municipality. When parcels have already been subdivided and provided with municipal services – including water, sewer, stormwater, and road access – they are effectively construction-ready. However, some lots remain idle for extended periods, delaying housing supply, commercial activity, and the broader benefits of community growth.

This incentive is designed to activate fully serviced lots and bring them into productive use by reducing development costs. By accelerating construction timelines and supporting the creation of new homes, businesses, and facilities, the program directly advances Council's development-focused priorities.

11.1. How the Incentive Works

The Serviced Lot Development Incentive applies across all property categories – residential, commercial, and industrial – and provides a rebate of 100% of eligible Town development-related fees and charges, to a maximum of \$1,000 per qualifying lot. Refundable fees may include:

- Development Permit fees
- Offsite Levies (if levied)
- Servicing Inspection Fees
- Applicable Administrative Fees

This structure provides a direct, predictable benefit to property owners, reducing the financial burden of development and encouraging the activation of lots that are already positioned for near-term development.

11.2. Eligibility Criteria

To qualify for the Serviced Lot Development Incentive, the property must meet following conditions:

1. Fully Serviced and Subdivided – The lot must be legally subdivided with water, sanitary, stormwater, and road access in place. Industrial lots may qualify with only municipal road access, provided that other servicing aspects have been acceptably addressed onsite.
2. Completed Development – A principal building must be constructed, inspected, and granted occupancy approval during the term of this policy.
3. Property Tax Standing – All property taxes are current, or the account is in good standing under an approved payment agreement with no defaults.
4. Timely Application – A written rebate request, in the form and manner prescribed by Administration, must be submitted and received by the Town within 12 months following issuance of an occupancy permit or confirmation of development completion by the Town.

11.3. Strategic Alignment

Serviced lands represent a shared investment between the Town and property owners. When lots sit idle, the return on those investments – in infrastructure, amenities, and economic opportunity – is delayed. By lowering initial development costs, this incentive:

- Encourages the timely activation of development-ready lots;
- Supports small builders and new entrants seeking to invest in the community;
- Promotes efficient use of existing infrastructure; and
- Expands the Town's tax base while advancing housing, commercial and industrial growth.

This incentive ensures that public and private *investments in serviced lands deliver value sooner, creating measurable benefits for both landowners and the broader community.*

12. Stackable Property Tax Waivers

The Town of Irricana recognizes that advancing properties through the development lifecycle – from raw land to titled, serviced, and fully developed lots – involves significant costs at multiple stages. These costs can create barriers for landowners and developers.

This incentive is designed to reward measurable progress by offering time-limited municipal property tax waivers at key milestones. By granting relief only when verifiable development has occurred, the incentive *encourages steady advancement, supports timely activation of land, and promotes orderly, sustainable community growth.*

12.1. How the Incentive Works

Eligible properties may receive a one-year municipal property tax waiver at up to three distinct stages of the development process. Waivers are granted on a per-lot basis and are stackable, allowing landowners to receive up to three years of property tax relief if all milestones are achieved.

A new one-year waiver may be issued at each of the following milestones:

Development Stage	Trigger	Outcome
Subdivision Waiver	Property transitions from an unsubdivided parcel to a formally subdivided and registered plan with Alberta Land Titles.	Encourages preparation of titled lots and supports near-term market readiness.
Servicing Waiver	Property transitions from unserviced to fully serviced, confirmed through inspection or bonded agreement.	Incentivizes investment in municipal infrastructure to unlock development potential.
Development Waiver	Property transitions from vacant or underutilized to fully developed, with a principal building constructed and occupancy or completion certificate issued.	Reward the activation of lots and contributions to the tax base.

Each waiver applies to the next property tax year following the date the milestone is achieved. If multiple milestones are achieved in the same year, the waivers accumulate and are applied to consecutive tax years, beginning with the next tax year. If milestones occur in different years, each waiver applies to the next tax year after its respective milestone.

By linking waivers directly to tangible milestones, these incentives are tied to real progress that delivers measurable benefit to the Town's residents, businesses, and overall assessment base.

12.2. Eligibility Requirements

To qualify for any stage of the Stackable Tax Waiver Incentive, properties must meet all of the following conditions:

1. Timing – Development progress must be confirmed by the Town prior to December 31 of the preceding tax year.
2. Property Tax Standing – All property taxes are current, or the account is in good standing under an approved payment agreement with no defaults.
3. Timely Application – A written rebate request, in the form and manner prescribed by Administration, must be submitted and received by the Town within 12 months of the issuance of an occupancy permit or confirmation of development completion by the Town.

Waivers apply only to the *municipal portion of the property tax bill*, with education taxes, requisitions, and other levies remaining payable. Incentives are not retroactive and take effect only in the tax year following milestone completion.

12.3. Strategic Impact

This incentive rewards *timely, tangible development progress while maintaining fairness for all municipal ratepayers*. By stacking up to three annual waivers, property owners are encouraged to advance projects quickly to maximize available benefits. This approach supports:

- Faster housing availability and business expansion
- Increased community investment and job creation
- Expansion of the Town's assessment base
- More efficient use of existing municipal infrastructure and services

12.4. Limits on Incentive Availability

To promote balanced growth and maintain fiscal sustainability, the Town establishes an annual guideline on the number of waivers available each year. These guidelines are intended to:

- Support phased integration of new development into municipal services and infrastructure
- Maintain transparency around the program's financial impacts
- Allow Administration to monitor and report on uptake effectively

Property Type	Annual Guideline
Residential	Up to 10 parcels per calendar year
Commercial	Up to 5 parcels per calendar year
Industrial	Up to 5 parcels per calendar year

Where demand exceeds the annual guidelines – or where a project demonstrates clear strategic value or significant public benefit – Council may, by resolution, authorize additional waivers beyond these thresholds.

Administration retains discretion to defer unused capacity for mid-year or late-season applications when doing so supports steady, orderly growth and ensures the incentive remains aligned with Council's development-focused priorities.

12.5. Strategic Alignment

The Stackable Tax Waiver incentive serves as a cornerstone of the Town's development-focused vision, supporting long-term community vitality by:

- Reducing financial barriers to promote affordable, sustainable development.
- Encouraging faster progression through the development lifecycle.
- Promoting phased, sustainable growth aligned with infrastructure and market demand.
- Ensuring incentives deliver real, measurable benefits to property owners, residents, and the broader community.

13. Implementation, Oversight, and Reporting

Administration is responsible for identifying, evaluating, and maintaining property classifications under this policy. Classifications are based on multiple factors, including:

- Municipal Development Plan (Mapping and intent)
- Land Use Bylaw (Mapping and intent)
- Current property assessment data
- Servicing status and infrastructure availability
- Active development permits and construction activity
- Observable site conditions

An initial Classification Register will be developed following Council's adoption of this policy and will be updated annually in alignment with the property assessment cycle.

To promote accountability and transparency, Administration will present the Classification Register to Council each year for information. While formal approval by Council is not required for each update, Council may at any time direct a comprehensive review of the policy and its application to ensure continued alignment with community priorities and growth objectives.

To ensure transparency, fiscal accountability, and strategic alignment, Administration will provide Council with an annual report summarizing the performance and financial impacts of this policy.

The report will describe, at minimum:

- *Program Uptake* – Number of applications received, approved, and declined, by incentive type.
- *Financial Impacts* – Total value of rebates, tax waivers, and related incentives granted during the reporting period.
- *Development Activity* – Number of lots subdivided, serviced, or developed as a result of incentives.
- *Assessment Base Growth* – Changes in assessed value associated with properties participating in the program.
- *Strategic Alignment* – An assessment of how incentives supported Council's Development-focused priorities and the broader Council Strategic Plan.
- *Emerging Issues & Recommendations* – Identification of trends, risks, and opportunities to improve program effectiveness.

The annual report should be presented during the first quarter of each calendar year to ensure Council has a timely and accurate understanding of program performance prior to establishing annual tax rates and financial plans.

Where unusual circumstances arise, or where Council directs, interim updates may be provided outside the regular annual reporting cycle.

14. Policy Review and Amendment

This policy will be reviewed every four years, or as otherwise directed by Council. Any proposed amendments shall be presented in the context of historical results and a clear explanation of the rationale for change.

15. Enactment:

Resolution ____:____ was passed by Council on MONTH DAY, YYYY to enact Policy C006-2025, being the Council Policy on Development Incentives.

Jim Bryson

Mayor

REFERENCES:

Appendix 'A' – Incentive Example Scenarios

APPENDIX 'A'

Incentive Example Scenarios

Subdivision Incentive

Scenario: A landowner owns a 10-acre parcel within the municipal boundary. In March, the landowner receives formal subdivision approval to create 20 residential lots. All subdivision conditions are satisfied by August of the same year.

Each new lot is assessed at \$50,000 or greater, meeting the eligibility threshold. The subdivision application included a \$500 base fee and \$45,000 in directly related municipal costs (e.g., engineering assessments, site inspections, legal).

Incentives: A rebate of the \$500 base application fee, plus 25% of ancillary costs (\$11,250 of \$45,000), for a total refund of \$11,750; **AND**

A one-year property tax waiver on the municipal portion of the property tax bill, applied in the next tax year

Application: In October, the landowner submits a written application in the prescribed form.

- A rebate of \$10,000 (reduced from \$11,750 by the \$500 per-lot cap, but still under the \$15,000 cumulative cap).
- A one-year property tax waiver is then granted on the municipal portion of the property tax bill for the next tax year. Education taxes, requisitions, and other levies remain payable.

Outcome: The waiver and capped rebate recognize the substantial upfront costs of bringing new lots onto the tax roll, while ensuring fairness and predictability and reinforcing the expectation that these lands will progress toward servicing and eventual development.

Unserviced Lot Development Incentive

- Scenario: A landowner holds a parcel classified as Unserviced and proceeds with development to bring it online as a new residential lot. The development triggers \$103,400 (\$5,170 per lot) in Town-related developer expenses, including:
- \$100,000 in offsite levy contributions across a 20-lot subdivision;
 - \$2,200 in administrative and inspection fees for Construction Completion (CC) and Final Acceptance (FAC); and
 - \$1,200 in directly related administrative fees.
- Incentive: A rebate of 100% of eligible Town development-related fees and charges, to a maximum of \$2,500 per qualifying lot; **AND**
- A one-year property tax waiver on the municipal portion of the property tax bill, applied in the next tax year.
- Application: In September, the landowner submits a written application in the prescribed form. Upon acceptance:
- A rebate of \$2,500 is issued for each qualifying lot.
 - A one-year property tax waiver is then granted on the municipal portion of the property tax bill for the next tax year. Education taxes, requisitions, and other levies remain payable. If an existing property tax waiver is in place, the waiver is applied to next consecutive year.
- Outcome: Together, the rebate and waiver reduce the upfront costs of bringing unserviced land into productive use, encourage earlier activation of lots that would otherwise remain idle, and set the stage for active construction and occupancy.

Serviced Lot Development Incentive

Scenario: A property owner holds a fully serviced residential lot that has remained vacant since subdivision. In April, they apply for a development permit to construct a new home. As part of the process, the owner incurs a total of \$595 in related fees:

- \$120 Development Permit Fee
- \$200 Water Connection Inspection Fee
- \$200 Sanitary Connection Inspection Fee
- \$75 Property Compliance Stamp

Incentives: A rebate of 100% of eligible Town development-related fees and charges, up to a maximum of \$1,000 per qualifying lot; **AND**

A one-year property tax waiver on the municipal portion of the property tax bill, applied in the next tax year.

Application: In May, the property owner submits a written application in the prescribed form. Upon acceptance:

- A rebate of \$595 is issued to the registered property owner.
- A one-year property tax waiver is then granted on the municipal portion of the property tax bill for the next tax year. Education taxes, requisitions, and other levies remain payable. If an existing property tax waiver is in place, the waiver is applied to next consecutive year.

Outcome: This incentive reduces the upfront cost of construction on fully serviced lots, accelerates the activation of idle parcels, and ensures that lands already positioned for development contribute meaningfully to the community's housing supply, commercial activity, and growth priorities.

Item I2

Attachment 'B' – Bylaw 004-2025 Development Incentives Enabling Bylaw

BYLAW 004:2025

A bylaw of the Town of Irricana, in the Province of Alberta, for the purpose of enabling Council to provide development incentives through waivers, exemptions, and rebates, and to delegate administrative authority for their implementation.

WHEREAS Pursuant to Section 7 of the Municipal Government Act, RSA 2000, Chapter M-26 and amendments thereto, Council may pass bylaws respecting municipal services, fees, and charges;

AND WHEREAS Section 364 of the Municipal Government Act authorizes Council to grant property tax exemptions and deferrals;

AND WHEREAS Section 364.2 of the Municipal Government Act authorizes Council to grant property tax incentives for non-residential properties for the purpose of encouraging development or revitalization;

AND WHEREAS Council has adopted a Policy C006-2025 (*Development Incentives*), which establishes the framework for administering development incentive programs;

AND WHEREAS Council wishes to establish clear legislative authority for granting property tax waivers, exemptions, and fee rebates in support of its development-focused vision;

AND THEREFORE the Municipal Council of the Corporation of the Town of Irricana, duly assembled in Council, enacts as follows:

Title

1. This Bylaw may be cited as the “*Development Incentives Enabling Bylaw*”.

Definitions

2. In this bylaw, the following definitions apply:
 - a. “**Administration**” means the Chief Administrative Officer of the Town of Irricana, or their designate.
 - b. “**Council**” means the municipal council of the Town of Irricana, elected and sworn in accordance with the *Municipal Government Act*, RSA 2000, c. M-26, as amended.
 - c. “**Council Policy**” means Policy C006-2025 (*Development Incentives*), as adopted and amended by Council from time to time.

- d. **“Incentives”** means municipal property tax waivers, exemptions, or rebates of fees and charges, as authorized under this Bylaw and the Council Policy.
- e. **“Municipal Portion”** means the share of property taxes levied by the Town of Irricana, excluding education property tax, senior foundation requisitions, and any other external requisitions.

Effect

Authority of Council

- 3. Council may, by resolution and in accordance with the Council Policy, grant Incentives, including: (a) temporary waivers or exemptions of the Municipal Portion of property taxes; and (b) rebates or refunds of municipal fees and charges related to subdivision, servicing, and development.

Authority of Administration

- 4. Administration is authorized to interpret and apply the Council Policy, including property classifications for incentive purposes, verify eligibility requirements, process and issue rebates, refunds, or waivers as approved under this Bylaw and the Policy.
- 5. Administration shall maintain a register of properties participating in incentive programs.

Development Agreements

- 6. Council may approve Development Agreements that incorporate Incentives, provided such Incentives are consistent with this Bylaw and the Council Policy.

Any Incentive terms contained in a Development Agreement have effect only where they are consistent with this Bylaw and the Council Policy. Incentives outside the scope of the Council Policy must be specifically authorized by Council resolution.

Transparency and Reporting

- 7. Administration shall provide Council with an annual report detailing the uptake, financial impacts, and assessment base growth associated with Incentives. Council may request interim updates at its discretion.

Limitations

- 8. Incentives authorized under this Bylaw apply only to the Municipal Portion of property taxes.

9. Categories or classifications defined in the Council Policy are for administrative purposes only and do not alter assessment classes or subclasses established under the Municipal Government Act.
10. Incentives are subject to Council's annual budget and financial capacity, and take effect only as provided under the Council Policy.

Severability

11. If any provision of this Bylaw is declared invalid for any reason by a court of competent jurisdiction, all other provisions of the Bylaw will remain valid and enforceable.

Effective Date

12. *Bylaw 004:2025*, being the *Development Incentives Enabling Bylaw*, is passed when it receives third reading and is signed pursuant to the *Municipal Government Act*.

READ A FIRST TIME this __ day of _____ 2025.

READ A SECOND TIME this __ day of _____ 2025.

UNANIMOUS CONSENT for THIRD READING given this __ day of _____ 2025.

READ A THIRD TIME this __ day of _____ 2025.

Jim Bryson
Mayor

Doug Hafichuk
Chief Administrative Officer

To: Mayor and Council
From: Chief Administrative Officer
Date: October 6, 2025
Purpose: Request for Decision
Subject: Fleet Vehicle Replacement

Summary:

Administration is seeking Council's approval to purchase two replacement pickup trucks for the Public Works fleet and to submit a Local Government Fiscal Framework (LGFF) Grant Application to cover the purchase costs. The trucks are critical for the Town's ability to carry out routine Public Works operations, respond to emergencies, and maintain essential infrastructure.

Background and Discussion:

The Town's Public Works fleet currently includes two 2012 Dodge RAM 1500 pickup trucks. Both vehicles have reached the end of their serviceable life:

- In February 2025, one truck was removed from service due to significant mechanical failure. It has since been listed for auction at \$4,300, with bidding scheduled to close on October 9, 2025.
- The second unit remains in limited use but is showing clear signs of failure and will be disposed of in accordance with the Town's Asset Disposal Policy once replacements arrive.

Pickup trucks are essential to Public Works operations and are used daily for:

- Transporting tools and equipment for water, wastewater, and road maintenance.
- Hauling materials such as gravel, timbers, and barricades.
- Towing trailers and mobile equipment during seasonal operations.
- Providing quick-response mobility during snow removal, utility breaks, and emergency callouts.

The Manager of Public Works obtained quotes from two fleet providers and a local dealer. After review, the recommended purchase is from Driving Force, a leading Canadian fleet supplier, for two white 2024 Ford F-150 Crew Cab pickups.

Each vehicle includes a 6.5-foot box, FX4 Off-Road Package, Tow Package, Back-up Camera and is powered by a 3.5L V6 gasoline engine.

These 2024 model-year units have minimal mileage and are designed to provide safe, durable, and flexible utility for Public Works operations. The expected service life is approximately 10 years, aligning with the Town's asset management framework.

Lease vs. Finance

Driving Force provided options for both leasing and financing the vehicles. Monthly payments under each approach are similar (approximately \$1,000 to \$1,100 per vehicle), with key differences being:

- **Lease:**
 - Modestly lower initial commitment.
 - Ongoing obligation to return or buy out vehicles at the end of term.
 - Potential risks with mileage restrictions and wear/tear charges.
 - Misaligned with the Town's goal of long-term (10-year) use of vehicles.
- **Finance:**
 - Results in full ownership of the vehicles at the end of the term.
 - Four-year term at 8.55% interest, adding approximately **\$18,500** in financing costs.
 - Better aligned with long-term ownership but still incurs interest expense.

Financing Considerations

Each truck is priced at \$51,070.00, for a total cost of \$102,140.00 (before GST). Administration recommends outright purchase using LGFF capital grant funding.

The Town has sufficient allocation available – approximately \$300,000 in 2025 plus significant deferred balances from prior years – to support this purchase without impacting other planned capital projects.

This approach avoids approximately \$18,500 in financing costs and ensures the Town owns the assets outright.

Alternatives Considered

- **Continue operating existing vehicles:** Not recommended due to unreliability, escalating repair costs, and safety concerns.
- **Lease:** Not recommended due to long-term ownership needs, mileage risks (albeit limited), and end-of-term obligations.
- **Finance:** Not recommended due to ~\$18,500 in interest costs compared to grant funding.
- **Defer purchase:** Not recommended due to risk of service interruption and reliance on rentals or contractors.

Financial Implication(s):

The purchase of two 2024 Ford F-150 Crew Cab pickups will total \$102,140.00 before GST. Administration is recommending that the acquisition be fully funded through the Local Government Fiscal Framework (LGFF) capital grant program.

The Town's current allocation, which includes approximately \$300,000 for 2025 plus significant deferred balances from prior years, is more than sufficient to accommodate the purchase without affecting other planned capital projects.

It is foreseeable that modest additional costs, estimated at an upper limit of \$2,000 per vehicle, will also be required to properly fit out the trucks once they are received. These costs may include tool storage, safety lighting, or other minor equipment necessary for operational readiness. The final fit-out requirements will be confirmed and included in the LGFF grant application to ensure full funding coverage.

By choosing outright purchase through LGFF funds, the Town will avoid approximately \$18,500 in financing costs that would otherwise be incurred under a four-year loan at 8.55%. This approach also ensures the Town owns the vehicles outright from the outset, aligning with their expected 10-year service life and providing long-term value without encumbering future budgets.

Recommendation:

Administration recommends that Council approve the purchase of two 2024 Ford F-150 Crew Cab pickups from Driving Force, with funding provided through the Local Government Fiscal Framework (LGFF) grant. This approach ensures reliable replacement of the aging Public Works fleet, avoids unnecessary financing costs, and secures vehicles that will serve the Town effectively for the next decade.

Recommendation Motion(s):

Option #1:

Motion #1: **THAT** Council authorize Administration to proceed with the Public Works fleet vehicle replacements as outlined in this report, with funding to be provided through the Local Government Fiscal Framework (LGFF) grant program.

Option #2:

As determined by Council.

Respectfully submitted,

“Doug Hafichuk”

Chief Administrative Officer

ATTACHMENTS:

No Attachments

To: Mayor and Council
From: Chief Administrative Officer
Date: October 6, 2025
Purpose: Request for Decision
Subject: Irricana Library Board – Appointment of Audit Reviewer

Summary:

To seek Council's approval of the Library Board's appointment of Roxanne Campbell to conduct the review of the Irricana & Rural Municipal Library Board's 2024 financial statements, in accordance with the requirements of the Libraries Act.

Background and Discussion:

The Irricana & Rural Municipal Library Board is established by Council under the Alberta Libraries Act and operates as a separate governing body with responsibility for library operations, budgeting, and reporting. While the Board is independent in its day-to-day management, the Act requires certain oversight functions to remain with Council, including approval of the annual reviewer or auditor of the Board's financial statements.

At its regular meeting of June 12, 2025, the Board considered its financial reporting obligations and carried the following motion

Motion: R Anderson / S Simmons – Carried

"That Roxanne (sic) Campbell be appointed to complete the review of the annual audit for 2024."

This appointment represents the Board's formal choice of reviewer for the 2024 financial year. For the appointment to take effect, it must also be endorsed by Council through resolution.

The timing of this approval is important. The Public Library Services Branch (PLSB) requires confirmation of Council's approval before releasing provincial operating grant funds. The July installment of this funding – approximately \$17,000 – may be

withheld until Council minutes are available confirming the appointment. Timely action by Council ensures both compliance with legislation and continuity of provincial funding critical to sustaining library operations.

Financial Implication(s):

There is no cost to the Town, as the Library Board funds its own review. However, approval is required for the release of over \$17,000 in provincial grant funding, which represents a significant portion of the Library's annual operating revenues. Timely approval ensures compliance with legislation and protects this funding.

Recommendation:

Administration recommends that Council approve the appointment of Roxana Campbell as reviewer of the Irricana & Rural Municipal Library Board's 2024 financial statements. This action fulfills Council's statutory responsibility under the Libraries Act and ensures the timely release of essential provincial grant funding.

Recommendation Motion(s):

Option #1:

Motion #1: **THAT** Council approve the appointment of Roxana Campbell as reviewer of the Irricana & Rural Municipal Library Board's 2024 financial statements.

Option #2:

As determined by Council.

Respectfully submitted,

"Doug Hafichuk"

Chief Administrative Officer

ATTACHMENTS:

Attachment 'A' – Minutes from June 12, 2025 Meeting (Irricana Library Board)

Item I4

Attachment 'A' – Minutes from June 12, 2025 Meeting (Irricana Library Board)

Irricana & Rural Library Board Meeting Minutes

Town of Irricana Library Board June 12, 2025, 7:00 p.m. Irricana Library - Lions Room

1. **Call to Order:** Chairperson Mosondz called the meeting to order at 7:00pm
2. **Present:** Nathaniel Fleming, Shannon Simmons, Papari Borthakur, Lisa McAree, Dawn Mosondz, Robert Anderson
Regrets: None

3. **Approval of Agenda:**

Motion: N Fleming / S. Simmons **Carried**
That the agenda be accept the agenda as presented.

4. **Amendment/Approval of Minutes: May 8, 2025**

Motion: N Fleming / R Anderson **Carried**
That the minutes be accepted as presented.

5. **Reports:**

5.1. Managers' Report
Summer Student starts next week.
FCSS Funding – approved for Block Party which will be used for the December Christmas event.

5.2. Financials

5.2.1. Balance Sheet

5.2.2. Receipts & Disbursements

5.2.2.a. Banking options: connectFirst Credit Union, Beiseker, AB.

Motion: N Fleming / R Anderson **Carried**

That Robert Anderson to prepare the paperwork to transfer the bank account from ATB to Beiseker Credit Union.

5.2.2.b. Annual Audit Review:

Motion: R Anderson / S Simmons **Carried**

That Roxanne Campbell be appointed to complete the review of the annual audit for 2024.

5.2.2.c. Multi-Year Budget Update (Quarterly)

5.2.4. Correspondence

Motion: L McAree / S Simmons **Carried**
To accept the reports as presented.

5. **Old Business**

5.1. Board Recruitment Ongoing/Members Terms

5.2. Fundraising

5.2.1. Donation Box

5.2.2. Growing Smiles Fundraiser – Poinsettia's & Wreaths. Next sale:
Registration: October 2025

Irricana & Rural Library Board Meeting Minutes

5.2.3. Make It Sow - Seed Packs – Registration in Spring.

5.2.4. Christmas at the Library Auction - November/December 2025

5.3. Library Board Policies/Records

- Update list of policies to create timeline for updates/revisions.
- Contact Marigold for information on the platform available for posting/saving documents to be readily available electronically.

5.4. AED Machine

Doug (CAO Town of Irricana) is still looking into and will advise when more information available.

5.5. Bartending Request – August 2025

Shannon provided update. Saturday August 16, 2025.

Workers: Shannon Simmons, Nathaniel Fleming, Dawn Mosondz

Bar 3:00pm to midnight

Donation from Lions for working the bar.

6. New business

6.1. None

7. Action Items

7.1. Giving Tree Mural – Brenda Campbell

7.2. Social media

8. In Camera/Labour

8.1. None

9. Next meeting date: September 12, 2025 @ 7:00pm

The next regular meeting of the Board is scheduled for September 12, 2025, at 7:00pm at the Irricana Rural & Municipal Library, Lions Room.

10. Adjourn

The Chair declared the meeting adjourned at 7:52pm

Chairperson: 

Date: 11/09/25

Recording Secretary: 

Irricana & Rural Library Board Meeting Minutes

Information:

January

- Annual Report, Statement of Receipts and Disbursements and current year budget send to Marigold

February

- Annual Report Due

March

- Marigold Grant Allocation Installment

May

- Annual Marigold Library Systems Conference: May 26, 2025
- Audit review of financials for June submission
- Annual Library Usage Survey

June

- Submit Application for Financial Assistance for Municipal Libraries/copy of Annual Report/copy of Audited Statement of Receipts and Disbursements/copy of Approved Budget to Marigold Headquarters

July

- Rocky View County Funding
- PLSB Operating Grant

August

- Marigold Grant Allocation Installment

September

- Prepare Budget for following year

October

- Pass Budget and present to Council

November

- Bylaw/Policy review
- Marigold Grant Allocation Installment

December

- Christmas at the Auction/Christmas on Main

Needs Assessment:

Library Usage Survey: April 2026 Next survey

Policies/Bylaws:

Plan of Service: Next review date:

Board Members:

Chairperson - Dawn Mosondz

Term Expires: October 2026

Treasurer - Robert (Bob) Anderson

Term Expires: October 2027

Recorder – Position Open

Shannon Simmons

Term Expires: October 2027

Nathanial Fleming - Councilor

Term Expires: October 2025

Lisa McAree - Councilor

Term Expires: October 2025

Item J1

Motion Tracker

Motion Tracker

Motion #	Description	Action Required	Motion Date	Public / In Camera	Due Date	Status	Comments	Last Update
067:25	Development Incentives Policy	that Council direct Administration to create a Development Incentive Policy, as discussed (Closed Session)	12-May-25	Public	TBD	Complete	Development Incentive Policy presented on October 6, 2025 (Item I2)	2-Oct-25
024:23	OneConnect Waste to Energy	that Administration be directed to conduct a feasibility study on the use of Waste-to-Energy, including applying for and managing available grants and report back to Council upon completion.	06-Feb-23	Public	N/A	On Hold	Grant funding application rejected by FCM on criterion basis. Alternative path forward being developed.	28-Aug-24