

REGULAR MEETING OF COUNCIL

Council Chambers, Irricana Centennial Centre, 222 2 Street

Date: November 17, 2025 **Time:** 7:00PM

A. ATTENDANCE

B. CALL TO ORDER

C. AGENDA

D. PRESENTATIONS

Item D1: Community Links (Brenda Hume)

Item D2: People & Community Services (Staff Presentation)

E. MINUTES

Item E1: Minutes from October 6, 2025 Regular Meeting of Council

Item E2: Minutes from November 3, 2025 Organizational Meeting

F. CORRESPONDENCE FROM PREVIOUS MEETING

G. COMMITTEE REPORTS

H. OLD BUSINESS

I. NEW BUSINESS

Item I1: Resolution to Defer Secondary Orientation Topics

Item I2: Community Services Board Discussion

Item I3: Letters of Acknowledgement, Election Staff & Retiring Councillors

Item I4: Workplan & Ongoing Initiatives Update (Heard with Item L1)

J. COMMUNICATION / INFORMATION

Item J1: Motion Tracker

K. COUNCILLOR UPDATE

L. CLOSED SESSION

Item L1: Workplan & Ongoing Initiatives Update, Closed per Sections 19, 20, 29, 30 and 32 of the Access to Information Act

Item L2: 2026 Base Budget Guidance Discussion, Closed per Sections 19, 29,
and 30 of the Access to Information Act

M. ADJOURN

Item E1

Minutes from October 6, 2025 Regular Meeting of Council

REGULAR MEETING OF COUNCIL

Council Chambers, Irricana Centennial Centre, 222 2 Street

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

A. ATTENDANCE

Mayor: Jim Bryson
Deputy Mayor: Lisa McAree
Councillors: Julie Sim, Nathaniel Fleming
Kim Schmaltz (absent without notice)
CAO: Doug Hafichuk

B. CALL TO ORDER

The meeting was called to order by Mayor Bryson at 7:01 pm.

C. AGENDA

(i) Item C1: Adopt Agenda

129:25 Moved by Councillor Fleming to adopt the Agenda, as presented.
CARRIED

D. PRESENTATIONS

(i) None

E. MINUTES

(i) Item E1: Minutes of the Regular Meeting of Council for September 15, 2025

130:25 Moved by Councillor Sim to accept the Minutes of the Regular Meeting of Council for September 15, 2025, as presented.
CARRIED

F. CORRESPONDENCE FROM PREVIOUS MEETING

(i) None

G. COMMITTEE REPORTS

(i) None

H. OLD BUSINESS

- (i) None

I. NEW BUSINESS

- (i) Item I1: 2023 Audited Presentation (MNP LLP)

131:25 Moved by Councillor Fleming that Council approve the 2023 Consolidated Financial Statements for the Town of Irricana, as presented by MNP LLP.
CARRIED

- (ii) Item I2: Development Incentives Policy and Enabling Bylaw

132:25 Moved by Councillor Sim that Council adopt Policy C006:2025, being the Council Policy on Development Incentives.
CARRIED

133:25 Moved by Councillor Fleming that Bylaw 004:2025, being the Development Incentives Enabling Bylaw, be read for a first time this 6th day of October, 2025.
CARRIED

134:25 Moved by Deputy Mayor McAree that Bylaw 004:2025, being the Development Incentives Enabling Bylaw, be read for a second time this 6th day of October, 2025
CARRIED

135:25 Moved by Councillor Sim that unanimous consent be given for a third and final reading this 6th day of October, 2025
CARRIED

136:25 Moved by Mayor Bryson that Bylaw 004:2025, being the Development Incentives Enabling Bylaw, be read for a third and final time this 6th day of October, 2025
CARRIED

- (iii) Item I3: Fleet Vehicle Replacement

137:25 Moved by Deputy Mayor McAree 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.

Opposed: Councillor Fleming

In Favour: Mayor Bryson, Deputy Mayor McAree, Councillor Sim

CARRIED

- (iv) Item I4: Irricana Library Board – Appointment of Audit Reviewer
138:25 Moved by Councillor Fleming that Council approve the appointment of Roxana Campbell as reviewer of the Irricana & Rural Municipal Library Board's 2024 financial statements.
CARRIED

J. COMMUNICATION / INFORMATION

- (i) Item J1: Motion Tracker

K. COUNCILLOR UPDATE

- (i) Roundtable Discussion

L. CLOSED SESSION

- (i) None

M. ADJOURN

- (i) Adjournment
139:25 Moved by Deputy Mayor McAree to adjourn the meeting at 8:15 pm.
CARRIED

Mayor

Doug Hafichuk
Chief Administrative Officer

Item E2

Minutes from November 3, 2025 Organizational Meeting

Council Chambers, Irricana Centennial Centre, 222 2 Street

Date: November 3, 2025 Time: 8:00PM

A. ATTENDANCE

Council Members: Nathaniel Fleming, Megan Hoefnagels, Colleen MacLeod,
Dawna Polson, Julie Sim

CAO: Doug Hafichuk

Staff: Patty Malthouse

B. CALL TO ORDER

- (i) Chief Administrative Officer served as Meeting Chair until Election of Mayor and called the Organizational Meeting to order at 8:09 pm.

C. OATHS OF OFFICE

- (i) The Chief Administrative Officer administered the Oath of Office to all elected officials. Each member subscribed to the Oath as required under Section 156 of the *Municipal Government Act*.

D. AGENDA

- (i) 140:25 Moved by Councillor Fleming to accept the Agenda as presented.
Seconded by: Councillor MacLeod
CARRIED

E. NOMINATIONS AND ELECTIONS

Item D1: Nominations and Election for **Office of Mayor**

- (i) Chief Administrative Officer, Doug Hafichuk called for nominations for the Office of Mayor.

Dawna Polson nominated Julie Sim
Julie Sim accepted the nomination

Megan Hoefnagels nominated Colleen MacLeod
Colleen MacLeod accepted the nomination

Nathaniel Fleming nominated Nathaniel Fleming

No other nominations were presented

Mayor <i>(One Vacancy)</i>		
<i>Nominee</i>		<i>Appointed / Acclaimed</i>
1.	Colleen MacLeod	X
2.		

- (ii) Chief Administrative Officer administered Oath of Office of Mayor to Colleen MacLeod.
- (iii) Chief Administrative Officer, Doug Hafichuk, turned the meeting over to Mayor MacLeod who assumed the Chair.

Item D2: Nominations and Election for **Office of Deputy Mayor**

- (i) Mayor MacLeod called for nominations for the Office of Deputy Mayor.

Megan Hoefnagels nominated Dawna Polson
Dawna Polson declined the nomination

Nathanial Fleming nominated Nathanial Fleming

Megan Hoefnagels nominated Julie Sim
Julie Sim accepted the nomination

No other nominations were presented

Deputy Mayor <i>(One Vacancy)</i>		
<i>Nominee</i>		<i>Appointed / Acclaimed</i>
1.	Julie Sim	X
2.		

- (ii) Chief Administrative Officer administered the Oath of Office of Deputy Mayor to Julie Sim.

F. COMMITTEE APPOINTMENTS

Item E1: Nominations and Appointments **Committee of the Whole**

- (i) Mayor MacLeod called for nominations for Chairperson, Committee of the whole

Dawna Polson nominated Dawna Polson

No other nominations were presented

Chairperson, Committee of the Whole <i>(One Vacancy)</i>		
<i>Nominee</i>		<i>Appointed / Acclaimed</i>
1.	Dawna Polson	X
2.		

Item E2: Nominations and Appointments **Municipal Planning Commission**

Commission Member <i>(At Least One, Up to Three Members)</i>		
<i>Nominee</i>		<i>Appointed / Acclaimed</i>
1.	Megan Hoefnagels	X
2.	Julie Sim	X
3.	Nathanial Fleming	X

Item E3: Nominations and Appointments **Assessment Review Board**

Board Chair, Local Assessment Review Board <i>(One Vacancy)</i>		
<i>Nominee</i>		<i>Appointed / Acclaimed</i>
1.	Nathanial Fleming	X
2.		
3.		

Board Chair, Composite Assessment Review Board *(One Vacancy)*

<i>Nominee</i>		<i>Appointed / Acclaimed</i>
1.	Nathanial Fleming	X
2.		
3.		

Item E4: Nominations and Appointments **Aqua 7 Water Commission****Board Member** *(One Vacancy)*

<i>Nominee</i>		<i>Appointed / Acclaimed</i>
1.	Nathanial Fleming	X
2.	Julie Sim (alternate)	X

Item E5: Nominations and Appointments **Irricana & Rural Library Board****Board Member** *(One Vacancy)*

<i>Nominee</i>		<i>Appointed / Acclaimed</i>
1.	Dawna Polson	X
2.	Megan Hoefnagels	X
3.		

Item E6: Nominations and Appointments **Community Futures****Board Member** *(At Least One, Up to Two Members)*

<i>Nominee</i>		<i>Appointed / Acclaimed</i>
1.	Julie Sim	X
2.	Colleen MacLeod (alternate)	X

Item E7: Nominations and Appointments **Rocky View Foundation**

Board Member <i>(One Vacancy)</i>		
<i>Nominee</i>		<i>Appointed / Acclaimed</i>
1.	Colleen MacLeod	X
2.	Nathanial Fleming (alternate)	X
3.		

G. ADJOURN

141:25 Moved by Councillor Fleming to adjourn the Organizational Meeting at 8:40 pm.

Seconded by Councillor Polson

CARRIED

Colleen MacLeod
Mayor

Doug Hafichuk
Chief Administrative Officer

To: Mayor and Council
From: Chief Administrative Officer
Date: November 17, 2025
Purpose: Request For Decision
Subject: Resolution to Defer Secondary Orientation Topics

Summary:

To seek Council approval to defer the remaining Council Orientation topics (Part 2) within the timeline permitted under MGA Section 201.1, and to obtain direction regarding whether the remainder of Orientation will be delivered locally by Administration or externally through an approved training provider.

Background and Discussion:

Orientation for newly elected officials has been a longstanding expectation in municipal governance. However, recent amendments to Provincial legislation have significantly altered the *timing* of this requirement. Whereas Orientation previously occurred within the early months of a Council term, the legislation now requires Orientation to occur prior to Council's first sitting.

Municipalities must also hold an Organizational Meeting shortly after the election. Because elected officials cannot receive municipal access or participate in meetings before taking their Oath of Office, these changes had the practical effect of requiring all municipalities in Alberta to design and deliver Orientation Training within approximately 14 days of the 2025 General Election. This condensed timeline created a logistical challenge province-wide, particularly for smaller municipalities.

In Irricana, Part 1 Orientation was completed on November 3, 2025, immediately preceding Oaths of Office and the Organizational Meeting. Part 1 covered the foundational elements of municipal governance, the role of Council, the role of the CAO, meeting procedures, ethical standards, Council-Administration communication, and expectations for conduct and decision-making. This training was delivered locally by Administration and aligned with the first portion of the Town's Orientation Package.

Part 2 Orientation includes more detailed discussions on major municipal projects, financial planning, budgeting, strategic priorities, service levels, and the Town's current and emerging workplan. Under MGA Section 201.1, Council may, by resolution, defer Part 2 for up to 90 days from the first Regular Council Meeting. Deferring Part 2 allows the material to be delivered in a more structured and contextually meaningful way that aligns with upcoming governance and budgeting decisions.

Delivery of Remaining Orientation

Council must now choose a single delivery approach for the remaining Orientation topics:

Local Delivery (Administration-Led)

The remaining training can be delivered by Administration. This allows the material to be more directly tailored to Irricana's current operational context, financial position, strategic priorities, and ongoing workplan. Sessions can be scheduled to align with Council's meeting calendar and delivered in a way that supports discussion, clarification, and practical understanding.

External Delivery (ABMunis or Municipal Law Firms)

Alternatively, the remaining Orientation may be delivered by an external provider such as Alberta Municipalities (ABMunis) or a municipal law firm specializing in governance and municipal law (e.g., Brownlee LLP or Reynolds Mirth Richards & Farmer LLP).

ABMunis also offers the Munis 101 program, which provides an introductory overview of municipal governance and statutory responsibilities. External training offers broader provincial context, comparative examples, and access to additional expertise, but would inevitably require repeating portions of material already covered. Further, there is less flexibility in scheduling with this option and external delivery carries additional costs (estimated at \$300 - \$500 per person).

ABMunis also offers the Munis 101 program, which provides a standardized introduction to municipal governance. The current program fees are:

- \$300 per person for online Munis 101 delivery;
- \$400 per person for in-person Munis 101 delivery;

If the municipality wishes to host a local custom session (with the option to invite neighbouring municipalities), the cost is \$4,000 for virtual delivery or \$6,000 for in-person delivery.

Additional Requirements, Long-Term Education

Local Authority Emergency Management Training

Under provincial regulation, all elected officials must complete Local Authority Emergency Management (LAEM) Training within 90 days of taking the Oath of Office.

Oaths were administered on November 3, 2025, therefore LAEM training must be completed on or before February 1, 2026.

Administration will arrange access to the required online training module and can further coordinate optional tabletop exercises at Council's discretion. Training can be completed in a facilitated in-person session or through self-directed learning, with each option taking 4-5 hours.

Ongoing Professional Development – EOEP

The Elected Officials Education Program (EOEP), <https://eoep.ca/>, delivered through Alberta Municipalities, provides ongoing learning opportunities in governance, leadership, strategic planning, municipal finance, land use, and public engagement.

Participation in EOEP supports confident, well-informed decision-making and helps Council develop a shared governance foundation. Administration recommends that Council consider completing at least one EOEP module within the first year of the term.

The current EOEP 2026-2027 Course Schedule has been included as Attachment 'A'.

Financial Implication(s):

Financial impacts vary as described within the report. Administration can provide a more clear assessment once Council determines preferred option(s).

Recommendation:

1. Defer the remaining Part 2 Orientation topics to be delivered no later than February 1, 2026
2. Identify a preferred Part 2 Orientation delivery method: either
 - Local Delivery by Administration, *or*
 - External Delivery through ABMunis, a municipal law firm, etc.

Recommendation Motion(s):

Option #1:

Motion #1: **THAT** Council defer Part 2 Orientation until no later than February 1, 2025.

Option #2:

As determined by Council.

Respectfully submitted,

"Doug Hafichuk"

Chief Administrative Officer

ATTACHMENTS:

Attachment 'A' – EOEP 2026-2027 Course Schedule

Item I1

Attachment 'A' – EOEP 2026-2027 Course Schedule

Course Schedule for 2026 and 2027



To: Mayor and Council
From: Chief Administrative Officer
Date: November 17, 2025
Purpose: **Provided for Information**
Subject: Community Services Board – Preliminary Discussion

Summary:

The purpose of this report is to introduce the concept of re-establishing a Community Services Board (CSB) for Council's initial consideration. Mayor MacLeod has expressed interest in exploring whether the Town would benefit from reinstating a formal advisory body focused on community services, recreation, culture, and related program development.

At this stage, Administration is seeking direction from Council on whether this concept should be advanced further, and if so, what the intended role, scope, and structure of such a committee should be.

Background and Discussion:

The Town of Irricana previously maintained a Community Services Board; however, like many municipal advisory committees, it became inactive over time and formally ceased operations, with its decline generally aligned with the broader loss of volunteer boards during the COVID-19 pandemic.

Renewing discussion in a CSB reflects Council's ongoing commitment to community engagement, volunteerism, recreation, cultural programming, and creating spaces where residents can contribute meaningfully to local decision-making.

What Community Services Boards Typically Do

Across Alberta municipalities, Community Services Boards serve as advisory bodies that support Council and Administration in areas such as:

- *Recreation and community programming:* Identifying needs, priorities, and opportunities for new or enhanced community programs, events, and recreational services.
- *Facilities and amenities:* Providing input on the development, use, and long-term planning of community spaces (parks, playgrounds, recreation facilities, trails, etc.).
- *Arts, culture, and social well-being:* Supporting initiatives that strengthen community identity, promote cultural activities, and foster social inclusion.
- *Community partnerships:* Encouraging collaboration with local organizations, regional partners, schools, and volunteer groups.
- *Feedback and engagement:* Acting as an avenue for residents to bring forward ideas and perspectives related to community services.

A CSB does not typically have decision-making authority unless explicitly delegated by Council; instead, it provides informed recommendations and supports long-term planning.

Council Policy C005-2025 – Expectations for Committees

Council Policy C005-2025 (Council Committees Policy) sets out clear expectations for the creation, operation, and governance of Council Committees. Key principles include:

- *Committees must be established based on a clearly defined Terms of Reference (TOR):* The TOR must outline the committee's mandate, scope, composition, reporting structure, and timelines.
- *Committees support – not replace – Council's decision-making role:* Advisory bodies provide recommendations, but Council remains the final authority.
- *Committee membership must be purposeful:* Composition should reflect the skills, experience, and perspectives needed to support the committee's work.
- *Public member appointments require clarity:* TORs must clearly describe the profile of desired public members where applicable.

Should Council wish to explore a CSB further, these requirements would guide its formal creation.

Considerations for CSB Formation

If Council is interested in re-establishing a Community Services Board, Administration would need preliminary guidance in key areas:

- *Purpose and Mandate:* What does Council envision as the Board's core role? Advisory input on recreation? Community programming? Cultural initiatives? Broader community development?
- *Composition:* Should the CSB include Councillors, public members, youth representatives, or members from community organizations? What balance of perspectives would best support its goals?
- *Scope of Work:* Would the Board provide strategic recommendations, oversee specific projects, support community engagement efforts, or focus on long-term planning?
- *Timelines:* When would Council like to see a draft Terms of Reference for review? Should appointments occur at the next Organizational Meeting, or earlier?
- *Administrative Support:* What level of staff involvement or resourcing does Council anticipate?

These questions will guide the development of a draft Terms of Reference should Council wish to proceed.

Benefits and Risks of Forming a Community Service Board

Foreseeable benefits include:

1. *Strengthening Community Engagement and Ownership:* A CSB creates a structured forum for residents to participate directly in shaping recreation, culture, and community programming. This fosters stronger community buy-in and a sense of shared ownership over local initiatives.
2. *Enhances Strategic Input and Local Insight:* Board members often bring lived experience, local knowledge, and practical ideas that complement professional administrative planning. This can help identify gaps, emerging needs, or low-cost opportunities that may not otherwise surface.
3. *Builds Partnerships and Volunteer Capacity:* A CSB can act as a connector between the Town, local organizations, schools, and volunteer groups. This often

leads to enhanced collaboration, supported events, and expanded volunteer bases – valuable in a small community where capacity is limited.

4. *Supports Council Decision-Making:* By reviewing proposals, offering recommendations, and conducting preliminary research, a CSB can help Council make informed decisions while keeping discussions grounded in community perspectives.
5. *Helps Sustain Momentum on Community Initiatives:* Dedicated advisory boards create continuity, helping projects persist across election cycles or staff transitions – especially important in areas like recreation, community wellness, cultural programming, and park improvements.

Foreseeable risks include:

1. *Requires Administrative Time and Support:* Every committee needs agendas, minutes, scheduling, reporting, and oversight. In a small administrative team, this workload can be significant and may pull already constrained staff away from core service delivery.
2. *Risk of Ambiguous Roles or Scope Creep:* Without a clear Terms of Reference, boards can drift into operational matters, revisit Council decisions, or expect authority they do not have. This can create confusion, tension, or unrealistic expectations.
3. *Volunteer Recruitment and Sustainability Challenges:* Small communities often draw from a limited volunteer pool. Recruiting qualified, committed members – and sustaining momentum over multiple years – can be difficult, especially during periods of community fatigue.
4. *Potential for Delays in Decision-Making:* Introducing an advisory step can slow down project timelines or add complexity, particularly if regular quorum is difficult to achieve or recommendations diverge from Council's priorities.
5. *Risk of Uneven Representation:* If the membership skews toward certain demographics, interest groups, or personalities, the CSB may not fully capture the views of the broader community. This may lead to recommendations that are passionate but not always balanced or broadly representative.

Options for Council Consideration

1. *Direct Administration to develop a draft Terms of Reference* for a Community Services Board, based on Council's initial guidance provided during discussion.

2. *Request additional information* from Administration before deciding whether to proceed.
3. *Take no action at this time*, acknowledging the concept but choosing not to pursue CSB formation.

Financial Implication(s):

No financial implications. The report is provided for information and discussion only.

Recommendation:

Administration recommends Option 1: That Council provide preliminary direction on the intended purpose, structure, and composition of a potential Community Services Board, and that Administration be directed to prepare a draft Terms of Reference for Council's review.

This approach allows Council to explore the concept in more depth while ensuring alignment with Policy C005-2025 and best practices for committee governance.

Recommendation Motion(s):

Option #1:

Motion #1: **THAT** Council direct Administration to prepare a draft Terms of Reference for a Community Services Board, based on Council's preliminary guidance provided during discussion, and return to a future meeting for Council's consideration.

Option #2:

As determined by Council.

Respectfully submitted,

"Doug Hafichuk"

Chief Administrative Officer

ATTACHMENTS:

N/A

To: Mayor and Council

From: Chief Administrative Officer

Date: November 17, 2025

Purpose: **Provided for Information**

Subject: Letters of Acknowledgement – Retiring Councillors, Election Staff

Summary:

This report seeks Council's direction on issuing Letters of Acknowledgement to retiring Councillors and to the staff who delivered the 2025 Municipal Election. Draft letters, previously shared with Council, have been prepared by Administration, and this report requests Council's approval to finalize and issue them on behalf of Council.

Background and Discussion:

Following the 2025 General Municipal Election, the Mayor identified interest in formally acknowledging individuals who contributed to the democratic process. Administration has prepared draft Letters of Acknowledgement—one recognizing retiring Councillors for their service, and one recognizing Election Staff for their professionalism and dedication during the 2025 election.

This report seeks to confirm whether Council wishes to have these letters finalized and issued under Council's authority, and whether the letters should be issued by Council as a whole or by the Mayor on behalf of Council.

Recognition of Retiring Councillors

Serving on a municipal council requires significant commitment, personal sacrifice, and the willingness to navigate difficult decisions in the public interest. A formal letter of appreciation acknowledges the importance of that contribution and reinforces a culture of respect for public service. Recognizing outgoing Councillors helps highlight the continuity of democratic governance and encourages future leadership in the community.

Recognition of Election Staff and the Challenges They Faced

The 2025 municipal election was administered under a series of newly implemented amendments to the Local Authorities Election Act (LAEA). These changes introduced additional procedural requirements, revised forms, enhanced documentation standards, and strengthened rules governing identification, ballot handling, and voting procedures.

Election Staff were required to learn and apply these new rules quickly, adapt to condensed training timelines, and maintain accuracy and professionalism across both Advance Voting and Election Day. Despite these heightened expectations, the election in Irricana proceeded smoothly, transparently, and without incident – reflecting the diligence, adaptability, and steady teamwork of the staff involved.

Issuing a formal Letter of Acknowledgement affirms the importance of their contributions and underscores Council's commitment to recognizing those who support and safeguard the democratic process.

Establishing a New Practice of Recognition

Issuing Letters of Acknowledgement represents a deliberate step toward establishing a new civic practice in Irricana – one that formally recognizes the contributions of those who support local democracy through service on Council or through the administration of municipal elections. This practice reinforces a positive, respectful, and community-minded culture within municipal governance.

Options for Council Consideration

1. *Approve the issuance of Letters of Acknowledgement* to retiring Councillors and Election Staff, as drafted by Administration.
2. *Approve issuing one* of the two letters only (specify which).
3. *Decline to issue letters* at this time.

Financial Implication(s):

No financial implications.

Recommendation:

Administration recommends Council approve the issuance of Letters of Acknowledgement to retiring Councillors and to the 2025 Municipal Election Staff, as presented. Further, Administration recommends the atypical step of having letters issued by Council as a whole, and not through the Mayor on their behalf.

Recommendation Motion(s):

Option #1:

Motion #1: **THAT** Council approve the issuance of Letters of Acknowledgement to retiring Councillors and to the 2025 Municipal Election Staff, as described in this Report.

Option #2:

Motion #1: **THAT** Council approve the issuance of Letters of Acknowledgement to the 2025 Municipal Election Staff, as described in this Report.

Motion #2: **THAT** Council approve the issuance of Letters of Acknowledgement to Retiring Councillors, as described in this Report.

Option #3:

As determined by Council.

Respectfully submitted,

"Doug Hafichuk"

Chief Administrative Officer

ATTACHMENTS:

N/A

To: Mayor and Council
From: Chief Administrative Officer
Date: November 17, 2025
Purpose: **Provided for Information**
Subject: Workplan & Ongoing Initiatives Update

Summary:

The purpose of this report is to provide Council with a summary of Administration's progress on the Q3–Q4 2025 Workplan. As this represents the first full workplan update for the newly elected Council, the intention is to provide context for key projects, initiatives, and operational priorities that have been undertaken over the past several months.

The updates that follow offer a clear picture of work completed, work in progress, and areas that have been deferred due to capacity constraints or emerging priorities.

Background and Discussion:

The The Q3–Q4 Workplan was originally presented to the Committee of the Whole on June 23, 2025, and outlined Administration's planned activities for the remainder of the Council term. The workplan focused on non-routine or periodic items – such as major financial work, policy development, project planning, and organizational improvements – rather than day-to-day operational tasks.

With the conclusion of the 2025 Municipal Election and transition to a new Council, Administration has compiled an updated status report on each major initiative. This update is intended to support Council's early understanding of ongoing files and to provide a foundation for future planning and resource allocation discussions.

Several items, particularly those involving personnel matters, contract negotiations, or active enforcement files, contain sensitive or confidential information. Additional context for these matters will be presented In-Camera under Item L1.

Workplan Update – Detailed Items

2023 Fiscal Year Audit

The 2023 Fiscal Year Audit is now complete, and all final financial statements and audit documents have been signed off. Submission to Municipal Affairs is imminent. Following Council's approval of the Draft Financial Statements on October 6, 2025, the Audit underwent additional internal quality assurance processes within MNP, which is standard practice and ensures full compliance with professional auditing requirements. This completion establishes a clean and reliable foundation for future audits and ongoing financial reporting.

2024 Fiscal Year Audit

Work on the 2024 Fiscal Year Audit is ongoing but experienced a temporary deferral following the departure of the Town's Finance Officer, as well as the need to prioritize the delivery of the 2025 municipal election and the initial onboarding of the incoming Council. Additional context regarding staffing impacts will be discussed under Item L1. Audit work has recently resumed, and its completion remains the primary administrative focus outside of 2026 Base Budget preparation and essential day-to-day operations.

Financial Controls

Administration has advanced several financial process improvements, including modernizing invoicing practices – which have historically presented challenges – and transitioning most vendors to EFT payments rather than cheques. Progress slowed following the departure of the Town's Finance Officer, as effort shifted toward maintaining essential day-to-day functions and backfilling the position. With the role now filled, this work can again be prioritized, and further enhancements to controls and reporting will resume through early 2026.

Hiring – Public Works Manager

The Manager of Public Works position was successfully backfilled in September 2025 by Shane Richard, P.Eng., who relocated from northern British Columbia to assume the role. His impact has already been clearly felt, with several key priorities from his onboarding mandate letter completed, and the remaining items progressing ahead of schedule. Shane has exceeded expectations in his first months with the Town, strengthening operational stability, advancing infrastructure planning, and providing renewed leadership within the Public Works function.

Hiring – Seasonal Staff

Seasonal staff were successfully recruited for the 2025 summer period, supporting core functions such as greenspace maintenance, weed control, and general outdoor operations. Their contributions helped stabilize service delivery during peak demand

months and reduced pressure on the full-time Public Works team. Positions were filled on schedule, and performance was consistent with expectations.

Internal Labour Updates

Administration advanced several internal labour initiatives over the past quarter, including continued work on the Town's wage grid modernization, refinement of job descriptions, and preparation for the upcoming CUPE bargaining process. Effort was also directed toward addressing workload pressures and realigning responsibilities following recent staff turnover. Certain labour-related matters, including staffing impacts and bargaining strategies, will be discussed further under Item L1.

Voyent Alert Rollout

The Voyent Alert system was successfully launched, with approximately 70 residents now subscribed to receive both critical and optional municipal notifications. Administration has begun using the platform for routine updates and time-sensitive messaging, improving the Town's ability to communicate quickly and consistently.

October utility bills also included an information insert promoting the new tool, and additional refinements will continue as staff build familiarity with the system's full capabilities.

Website Redevelopment

Vendor development work for the Town's new municipal website was completed in early September, providing the foundation for a more accessible and user-friendly platform. The redevelopment has been temporarily paused due to staffing constraints and the need to focus administrative capacity on the 2024 Audit and preparation of the 2026 Base Budget. Content migration and final refinement will resume once these higher-priority tasks are completed.

Payworks Implementation

Vendor implementation work for Payworks was completed in late September, establishing the foundations needed to modernize the Town's payroll processes. Further progress was delayed due to the departure of the Finance Officer and the resulting need to focus administrative capacity on core financial functions. With the role now backfilled, this initiative is expected to resume shortly and be fully completed within the next 4 to 6 weeks.

Benefits Implementation

The updated employee benefits program was successfully implemented, with staff enrollment completed and day-to-day administration now stabilized. A full implementation and orientation session is scheduled for November to address any remaining staff questions or adjustments and to ensure all components of the

program are fully understood. Additional details regarding benefits administration and related staffing considerations will be discussed under Item L1. Administration will continue monitoring costs and utilization to ensure long-term sustainability.

Election Supports (Training & Transition)

Administration completed all preparatory work for the 2025 Municipal Election, including staff training, procedure updates, and implementation of the significant legislative changes introduced through recent amendments to the LAEA.

Despite increased procedural requirements and condensed timelines, both Advance Voting and Election Day proceeded smoothly and without incident. Administration also coordinated the transition to the incoming Council, including certification of results and delivery of initial onboarding activities.

CUPE Collective Agreement

The renewed CUPE Collective Agreement was approved in September, with final contract language and sign-offs completed shortly thereafter. Retroactive pay in the amount of 0.75% for 2025 was issued in November, and the agreement includes a 1.5% wage increase scheduled for 2026. Implementation of the new provisions is now underway, with any remaining labour-related considerations to be discussed under Item L1.

Job Description Rewrites

The job description rewrite initiative has been deferred to early 2026. Completion of the CUPE Collective Agreement, associated contract language and sign-offs, recent administrative staff changes, and higher-priority operational demands required a reallocation of capacity through Q3 and Q4. This work remains an important component of the broader Job Description & Skills Mapping Initiative and will resume once core financial and organizational priorities are completed.

Municipal Development Plan (Bridge Version)

The proposed “bridge” update to the Municipal Development Plan did not proceed, as suitable timing could not be arranged within the remaining term. However, through preliminary discussions and scoping sessions, Administration obtained a clear scope of work and a reliable cost estimate for the full MDP rewrite. This project will be included for consideration in the 2026 Base Budget.

Development Incentives Policy

The Development Incentives Policy was formally approved by Council on October 6, 2025. The policy establishes clear property classifications, a Growth-First focus, and a structured framework for incentives and administrative oversight. Implementation-

related tasks—including process development, communications materials, and internal orientation—will begin in early 2026.

Development Compliance Enforcement

Administration continued to advance several major enforcement files through Q3 and Q4. Modest compliance has been achieved in some areas; however, progress has been slowed by limited staff resources and competing operational priorities. Due to the sensitive nature of active enforcement, specific details and next steps will be discussed under Item L1.

Water Meter Replacement RFP

The Water Meter Replacement RFP concluded in late October, and a preferred proponent has been identified. Next steps include formalizing the contract, establishing communication protocols with residents, and initiating the replacement program. Although originally envisioned as a 12–18-month process, the project timeline has been revised to approximately 6–12 months, with most work expected to occur during the first half of 2026.

In parallel, Public Works has been reviewing all properties to identify curb stop locations. Many curb stops are anticipated to require repair or replacement, and a capital-grant-supported curb stop replacement program is being developed for inclusion in the 2026 Base Budget.

Emergency Management Bylaw

Work on the revised Emergency Management Bylaw has been deferred. Limited administrative capacity and higher-priority financial and legislative obligations required postponing this initiative. In addition, organizational staffing refinements currently under consideration (to be discussed under Item L1) would directly affect the delivery and long-term administration of this bylaw. The project will be rescheduled once these foundational matters are resolved.

Pre-Authorization Payments

No work has been undertaken to date on implementing pre-authorized payment options for utilities or property taxes. This initiative will be revisited in 2026 once higher-priority financial and organizational tasks are complete and administrative capacity becomes available.

SW&R Audit

No work has been undertaken to date on the Solid Waste & Recycling Audit. This initiative will be revisited in 2026 alongside a broader service review of the Town's waste and recycling operations. A competitive bidding process is also being

contemplated for mid- to late-2026, with the audit and service review intended to inform the development of the new contract specifications.

SW&R Public Education Campaign

No work has been undertaken to date on the SW&R Public Education Campaign. The initiative was deferred due to limited administrative and operational capacity, and will be revisited in 2026 alongside the broader waste and recycling service review. Additional details relating to staffing impacts will be discussed under Item L1.

Skate Shack Replacement

The Skate Shack replacement was completed in 2025. The old structure was removed in late summer, and the new building was delivered and placed on a properly compacted foundation in October. Power has been connected, and the facility is ready for use; however, heating options have been deferred until after observing a full year of usage to better understand operational needs and user patterns.

The new Skate Shack will open for the season alongside the outdoor rink, typically in mid-December once consistent freezing temperatures are reached.

Work Order Software

Administration has begun preliminary work to identify a suitable work order and asset-tracking software system to support improved maintenance planning, service request tracking, and operational reporting. Vendor options have been reviewed at a high level; however, progress has been limited due to staffing constraints and higher-priority operational demands. This initiative will be revisited in 2026 as part of broader efforts to modernize Public Works tools and internal systems.

Road Maintenance Program

A Road Maintenance RFP has been prepared and will be released over the winter, with the objective of securing a proponent toward the end of the season so that work can begin in the spring. This timing reflects common industry practice and is typically the most labour- and cost-effective strategy for annualized road maintenance. The 2026 program will focus on targeted surface repairs, patching, and other priority activities identified through 2025 inspections.

GIS Implementation

Work on GIS implementation was deferred for much of 2025 due to staff resource limitations and competing operational priorities. The initiative has recently been reassigned to the new Manager of Public Works, who has begun preparatory work and early scoping. Initial implementation is now targeted for Q2–Q3 2026, with the goal of establishing a core GIS foundation that will support asset management, development review, and long-term infrastructure planning.

Next Steps

Administration will continue advancing active files, initiating deferred work as capacity allows, and aligning all major initiatives with the development of the 2026 Base Budget and the upcoming Council Strategic Planning process. Council feedback on prioritization, sequencing, and information needs is welcome and will be incorporated into future workplan reporting

Financial Implication(s):

No financial implications. The report is provided for information only.

Recommendation:

Administration recommends that Council receive this report for information and offer guidance on whether any of the identified initiatives should be advanced as priorities, deferred to a later period, or discontinued.

Recommendation Motion(s):

Option #1:

Motion #1: **THAT** Administration's report be received for information.

Option #2:

As determined by Council.

Respectfully submitted,

"Doug Hafichuk"

Chief Administrative Officer

ATTACHMENTS:

Attachment 'A' – Item I1 – June 23 2025 Committee of the Whole

Item I4

Attachment 'A' – Item I1 – June 23 2025 Committee of the Whole

Committee of the Whole Report

To: Chairperson and Committee Members

From: Chief Administrative Officer

Date: March 10, 2025

Purpose: **Provided For Information**

Subject: Q3/Q4 Priorities and Workplan

Summary:

This report presents Administration's proposed Q3-Q4 2025 Workplan, outlining the key projects and strategic tasks to be pursued during the final months of the current Council term. The workplan focuses on non-routine or periodic activities – such as policy updates, infrastructure planning, and major procurement – but not day-to-day operational work that continues in parallel.

The intent is to provide Council, through the Committee of the Whole, with an opportunity to review the proposed priorities, suggest additions or removals, and help shape the allocation of available resources through to October 2025.

Background and Discussion:

The attached workplan outlines Administration's assessment of the projects, policy work, and strategic initiatives that should be advanced between June and October 2025 – the remaining period of the current Council's term.

This list reflects *non-routine or periodic work*, rather than the day-to-day operational tasks that continue to occupy a large share of staff capacity. For instance, activities such as annual water system flushing, seasonal landscaping, or scheduled wastewater lagoon discharges are not explicitly included, even though they represent significant undertakings.

The workplan is not a fully manpower-loaded schedule, but it has been developed with reasonable assumptions about staffing levels and week-to-week labor availability with the intention of providing a scope of work that is both meaningful and achievable.

To aid in discussion and prioritization, all items have been grouped using a three-tier framework based on urgency, strategic alignment, and resource sensitivity:

● *Tier 1: Critical Deliverables ("Drop-Everything" Priorities)*

These are time-sensitive and non-negotiable tasks that must be completed before the end of Council's term. They typically relate to statutory obligations, key financial deliverables, and organizational commitments. ***These tasks take precedence, with resources being reassigned as necessary to ensure timely completion.***

● *Tier 2: Strategic Advancements ("Priority Projects – Resource Dependent")*

These initiatives are important to Council's long-term goals and should be meaningfully advanced, though they may not require full completion within this term. *Resources are actively allocated but may be paused if Tier 1 pressures increase.*

● *Tier 3: Foundational Enhancements ("Opportunistic Progress")*

These are value-adding projects that enhance service delivery, engagement, or internal capacity. They will be advanced where possible, without impacting higher-tier priorities. *Work proceeds as time and capacity allow.*

Next Steps & Council Input

This draft workplan is presented for discussion purposes only. Council, through the Committee of the Whole, is encouraged to:

- Identify any major omissions or redundant items
- Suggest changes to project prioritization
- Confirm alignment with Council's strategic focus for the remainder of the term

Feedback will be integrated into a refined version of the workplan, which will be used to guide resource allocation and reporting through the balance of the Council term.

Financial Implication(s):

No financial implication(s).

Recommendation:

1. That the Committee of the Whole review the proposed Q3–Q4 2025 Workplan as presented.
2. That Committee members identify any additional initiatives they believe should be included prior to the end of Council's term.

3. That the Committee provide input on the relative prioritization of identified tasks, including any proposed changes to tier placement.
4. That Administration refine the Workplan based on Committee feedback and continue to report on progress through regular Council updates.

Recommendation Motion(s):

Option #1:

Motion #1: **THAT** the Committee of the Whole endorse the Workplan as presented, and direct Administration to proceed with implementation, subject to any revisions arising from Committee feedback.

Option #2:

As determined by the Committee.

Respectfully submitted,

“Doug Hafichuk”

Chief Administrative Officer

ATTACHMENTS:

Attachment 'A' – 2025 Q3/Q4 Priorities and Workplan

Item I1

Attachment 'A' – 2025 Q3/Q4 Priorities and Workplan



2025 Q3/Q4 Priorities and Workplan

(For Discussion Only)

	June 2025				July 2025					August 2025				September 2025				October 2025				
	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk5	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk5
Audit - 2023 Fiscal Year		x	x	x	x	x	x	x	x	x	x											
Audit - 2024 Fiscal Year											x	x	x	x	x	x	x	x	x			
Financial Controls & Reporting Package				x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x			
Hiring - Public Works Manager		x	x	x	x	x	x	x	x	x	x	x	x									
Hiring - Seasonal Staff		x	x	x	x																	
Internal Labor Updates			x	x	x	x	x	x	x													
Voyent Alert Rollout		x	x	x	x																	
Website Redevelopment					x	x	x	x	x	x	x	x	x									
Payworks Implementation		x	x	x	x	x	x	x	x													
Benefits Implementation				x	x	x	x	x	x	x	x											
Election Supports (Train & Transition)													x	x	x	x	x	x	x	x	x	x
CUPE Collective Agreement							x	x	x	x	x	x	x	x	x	x	x					
Job Description Rewrites															x	x	x	x	x	x		
MPD - Bridge Version					x	x	x	x	x	x	x	x	x	x	x	x	x	x	x			
Development Incentive Policy										x	x	x	x	x	x	x	x	x	x			
Development Compliance Enforcement (Major)				x	x	x	x	x	x	x	x	x	x	x	x	x	x					
Water Meter Replacement RFP					x	x	x	x	x	x	x	x	x	x	x	x						
Emergency Management Bylaw																x	x	x	x			
Pre-Authorization Payments									x	x	x	x	x	x	x	x	x					
SW&R Audit								x	x	x	x	x	x	x	x	x						
SW&R Public Education Campaign				x	x	x	x	x	x	x	x	x										
Skate Shack Replacement														x	x	x	x	x	x			
Work Order Software										x	x	x	x	x	x	x	x					
Road Maintenance Program							x	x	x	x	x	x	x	x	x							
GIS Implementation													x	x	x	x	x	x	x	x	x	

Item J1

Motion Tracker

Motion Tracker

Motion #	Description	Action Required	Motion Date	Public / In Camera	Due Date	Status	Comments	Last Update
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